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Version 3
August 20, 2018

Roberta Hammerlind
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RESPONSE OF THE MINORITY ISSUES ADVISORY COMMITTEE
TO THE METROPOLITAN COUNCIL
REGIONAL TRANSIT BOARD PUBLIC HEARING
PROPOSED FIVE-YEAR TRANSIT PLAN, 1990-1994
JULY 10, 1989

Chair Perovich and members of the Regional Transit Board. Good afternoon. My name is Roberta Hammerlind, and I am the staff planner for the Metropolitan Council's Minority Issues Advisory Committee (MIAC). On behalf of the committee, it is my pleasure to be here today to offer the committee's response to the Regional Transit Board's proposed Five-Year Transit Plan for the metropolitan area.

MIAC has had a stake in regional transit policy planning for the past two years. In 1987, the committee submitted a set of recommendations to the Metropolitan Council for the development of transit policies that address the special needs of racial and ethnic minorities that are dependent on transit. The Council included MIAC's recommendations in a technical memorandum that accompanied the 1989 Transportation Development Guide/Policy Plan for the region. This plan also contains many policies, which address issues raised by MIAC last year, that concern transit dependent, economically disadvantaged people. This year, at the request of your staff, MIAC has reviewed outlines and an issues paper that were prepared for developing your Five-Year Transit Plan.

MIAC reviewed the goals, strategies and action steps in the public hearing draft of the plan with regard as to how the RTB in will direct planning efforts and funding for transit services designed to meet the needs of transit dependent people. On July 6, 1989, MIAC unanimously moved to present its comments and recommendations on the Five-Year Transit Plan to the RTB for your consideration.

RTB Commitment to Meeting Transit Dependent Needs

The Minority Issues Advisory Committee commends the RTB for including many of MIAC's recommendations for meeting special transit needs in the strategies and action steps listed in the transit disadvantaged policy area. MIAC is optimistic that these strategies will work toward breaking down barriers to the access of transit services that exist because the special needs of racial and ethnic minorities who are transit dependent are not adequately being met.

For example, MIAC endorses the RTB's action step requiring the MTC to develop a cultural sensitivity training program for its employees that will also be made available to other transit providers in the region. To intensify this commitment, MIAC recommends:

a) That the RTB add the words, "and implement" to its action statement concerning the MTC's development of a cultural sensitivity program; and

b) That the RTB add an action step to the "Community Based Transit Services" section that requires the provision of cultural sensitivity training for the communities' transit providers' personnel.

MIAC also commends the RTB for stating that meeting the needs of transit dependent people will be one of the agency's four main priority areas. However, MIAC strongly encourages the RTB to strengthen this commitment throughout policy areas other than in the transit disadvantaged section. To begin, MIAC recommends:

That the RTB adjust its emphasis statement regarding meeting transit dependent needs to mean that the capacity and performance of transit services to meet the many needs for all groups comprising the transit dependent population ~~will be optimized~~ will be optimized.

The Five-Year Plan's priority statement on meeting transit dependent needs currently sends a message that the elderly and disabled groups will be a priority for the optimization of transit services for the transit disadvantaged. A critical need continues to exist for the provision of adequate and available access to transit for the entire economically disadvantaged population, which includes people of all ages and people of color.

An excellent way for the RTB to demonstrate its commitment to assisting the transit disadvantaged population is through its Community Demonstration Grant Program with local communities. To strengthen this policy area, MIAC recommends:

a) That the RTB include the provision of transit dependent services as a strategy for meeting its community demonstration grant program goal; and by designating the proposal evaluation criterion of "demonstration would service market groups including transit dependent" as a priority criterion; and

b) That the RTB add "the provision of viable transit options, including reverse commute services, for transit dependent people" as an eligibility requirement for community demonstration grant program projects.

MIAC is very pleased to see that the RTB plans to continue and improve upon its Jobseekers Program for persons who are actively seeking employment. Many people are benefiting from the program, and MIAC supports the RTB's efforts in this area.

Reverse Commute

A major concern of the Minority Issues Advisory Committee is that the reverse commute transit needs by economically disadvantaged people be met. MIAC is pleased to see that the RTB intends to pursue "an aggressive reverse commute demonstration program," yet MIAC does not believe that the plan reflects this dedication. Therefore, MIAC recommends:

a) That the RTB add a strategy to the section, "Regular Route Transit Delivery", that states the RTB's commitment to the provision of sufficient reverse commute services, including services to also meet the reverse commute transit need during off-peak hours;

b) That the RTB add language to the "Community Based Transit Services" strategy stating that new services planned and implemented include in these communities transit service options that meet the transit needs of transit dependent people, including their reverse commute needs; and

c) That the RTB include a map, which illustrates existing reverse commute services in the region, in the section on "Community Based Services".

MIAC has express concern about whether those cities, who have "small urban" transit programs or have "opted out" of the MTC service area, will continue to provide services to meet the needs of the cities' transit dependent populations. MIAC is aware that some reverse commute provisions do already exist, but the plan is not explicit in stating what these services are and where they are available. The RTB must ensure that the transportation needs of the transit disadvantaged people in suburban cities will be met.

Because the number of jobs being located outside the central cities is increasing, more transportation options must be created to enable transit dependent people to travel into the suburbs from the central cities to take advantage of these opportunities. However, the need for sufficient reverse commute services must also extend beyond the traditional peak hours. A need for off-peak transit services to the suburbs also exists for people to meet odd-hour job needs, such as for mid-day job interviews and jobs with working hours other than from "9 to 5", and to meet social needs, such as shopping and visiting.

Project Demonstration Programs

Another method of increasing and providing transit service options, specifically the availability of reverse commute services, is through the provision of demonstration funds for projects developed through coordination efforts, with social service agencies serving low-income people and local governments, that are led by the RTB. Therefore, MIAC strongly recommends:

That the RTB add an action step in the section, "Transit Disadvantaged," stating that it will work with social service agencies and local government programs and provide demonstration funds to sponsor projects designed through these coordination efforts that provide viable transit options, especially reverse commute options, for this population.

The Council's Transportation Policy Plan contains explicit direction to the RTB to coordinate such efforts, but MIAC does not believe that the RTB's plan satisfactorily addresses this directive. MIAC does not consider the RTB's provision of technical services to communities and providers for the development of new entrepreneurial reverse commute services as an acceptable solution to meeting this transit need, nor as a product of an "aggressive reverse commute demonstration program," as pursued by the RTB.

MIAC's intent for meeting transit needs through multi-agency efforts coordinated by the RTB is for the RTB to fund and sponsor demonstration projects that benefit economically disadvantaged people. These projects could utilize creative financing, and should especially include coordination between transit providers, such as the MTC, community based transit, and Minnesota Rideshare, employment and training centers that assist hard-to-employ and unemployed people, and suburban businesses. The RTB's demonstration and coordination efforts should also involve other service agencies, non-profit agencies and local government programs that serve low-income people.

Empowering people economically, via employment opportunities with livable wages, is the number one way people are going to escape poverty and near poverty conditions and become contributing members of society. Education, training, employment, child care provisions are the keys to self-sufficiency.

Access to adequate transit is the means by which this can be achieved. Lack of adequate region-wide transit services causes people to remain contained in specific areas of a community, which in itself is a form of segregation, and thus, a restriction of freedom. This is the major reason why MIAC advised the Metropolitan Council to direct the RTB to coordinate the development and funding of transit service alternatives for low-income people that could enable them to enter or remain in the workforce, both in central city and suburban jobs.

To MIAC's understanding, the design of the entrepreneurial programs for reverse commute services do not seem to guarantee that the services will become self-sustaining, and therefore, they do not appear to guarantee the provision of adequate reverse commute services by the RTB. There seems to be no accountability once the programs have received their one-year funding, and because the projects are funded by UMPTA money, the programs are, in actuality, UMPTA programs. If the services do prove successful in transporting people, MIAC believes this will result in a shift of this particular transit responsibility to the entrepreneurs, and release the RTB from the responsibility of coordinating and directing the provision of these services.

Light Rail Transit

MIAC is enthusiastic about the future use of Light Rail Transit in the metropolitan area. To ensure that efforts are made for LRT to also address transit dependent needs, MIAC recommends:

a) That the RTB include strategies in the Regional LRT Plan for meeting the transit service needs of economically disadvantaged transit dependent people, based on MIAC's comments in this testimony and its recommendations for meeting special transit needs that are contained in the Council's technical memorandum; and

b) That the RTB require the individual county comprehensive LRT plans to contain strategies that address the same transit needs by this population.

Citizen Participation Plan

MIAC is not pleased by the fact that the RTB neglected to include a citizen participation plan in its Five-Year Transit Plan. Its development and inclusion is a directive by the Metropolitan Council that is strongly supported by MIAC. Therefore, MIAC recommends:

That the RTB develop a comprehensive, detailed citizen participation plan that includes outreach activities for communitcating with the communities of color, disadvantaged persons, people who are transit dependent, and the agencies that serve the people, and include this plan as component of the Five-Year Transit Plan.

Involved public participation is vital to the planning and implementation of any transit service or project that impacts citizens. The development of transportation alternatives cannot effectively occur without direct communication with those portions of the region's population that special transit services should be designed to serve. This can be accomplished by distinct effort at ensuring that transit dependent groups, especially minority communities, are included in public participation activities.

Public meetings and hearings alone are not sufficient communication mechanisms to comprise a beneficial public participation program. Groups with specific transit needs must be met with directly in order for the RTB to understand needs, generate ideas, and plan and give direction for the provision of effective transit services.

Closing

In closing, and on behalf of the Minority Issues Advisory Committee, I want to thank you for this opportunity to offer comments on the RTB's draft Five-Year Transit Plan. The committee believes that its recommendations would contribute significantly to your policy areas that address transit disadvantaged needs.

Commitment by the RTB to this effect would enhance and promote innovative methods of supplying transit, as well as cohesive networks of coordination and communication. These efforts would result in the provision of a variety of available and accessable transit services to people who are economically disadvantaged and who have special transit needs.

Please feel free to call on MIAC when ever the committee can be of further assistance to you with transit services planning for the metropolitan area.

REGIONAL TRANSIT BOARD

ROLL CALL AND ATTENDANCE SHEET

Date: 7/10

BOARD OR COMMITTEE: E i.

Member Name	Present	Vote	Vote	Vote	Staff Present
Chair	✓				
James Brimeyer	✓				
Doris Caranicas	✓				
Ruth Franklin	✓				
Carole Faricy	✓				
Rochelle Graves	✓				
George Isaacs	✓				
Paul Joyce	✓				
Ed Kranz	✓				

Visitors:

REGIONAL TRANSIT BOARD

PUBLIC HEARING SIGN UP SHEET

REGISTRATION FORM

Date July 10, 1989 LOCATION: Mears Park Centre

(Please Print) DRAFT 5-YEAR TRANSIT PLAN

NAME	ADDRESS	REPRESENTING	PHONE	WISH TO TESTIFY?
Sharron Hardy	1351 Hampshire Ave S Apt. 102 St. Louis Park 55426	myself	544-0290	YES
Roberta Hammerlund		Met Council		Yes.

REGIONAL TRANSIT BOARD

FIVE-YEAR PLAN 1990-1994

DRAFT -- JUNE 1989

REGIONAL TRANSIT BOARD'S

FIVE-YEAR TRANSIT PLAN
1990-1994

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CHAPTER I

OVERALL APPROACH TOWARD PLANNING AND FUNDING TRANSIT SERVICES

CHAPTER I. OVERALL APPROACH TOWARD PLANNING AND FUNDING TRANSIT SERVICES

A. Purpose and Background

The Regional Transit Board's Five-Year Transit Plan (legislatively referred to as the Implementation Plan) is a document that establishes the direction, priorities, timing and funding for the various elements of the metropolitan transit system for which the RTB is responsible. The plan identifies how the RTB intends to implement the Metropolitan Council's transportation policies.

Specifically, the RTB's Five-Year Transit Plan meets the following legislative requirements:

> Section 473.377 (Implementation Plan)
>
> Subdivision 1. Requirement. The transit board shall adopt a transit service implementation plan describing the planning, functions and activities to be performed by or under the direction or auspices of the board in implementing the policy plan adopted by the council pursuant to section 437.146. The plan must cover at least the five-year period commencing with the first calendar year beginning after the plan's approval, or a longer period prescribed by the council.
>
> Section 437.38 (Financial Plan; Council Approval)
>
> Subdivision 2. Along with its annual budget, each even-numbered year the board shall prepare a financial plan for the succeeding three calendar years, in half-year segments. The financial plan must be consistent with the board's implementation plan and must contain the elements specified in section 18, subdivision 3. The financial plan must contain a proposed request for state financial assistance for the succeeding biennium. The board shall submit the financial plan to the council for review and approval or disapproval. The council may approve or disapprove in whole or in part. The council may disapprove only for inconsistency with the policy plan of the council.

Additionally, the 1986 Metropolitan Governance Act (Chapter 460) requires the RTB to update its plan based on the Metropolitan Council's update of its Transportation Policy Plan. Another revision of the Five-Year Transit Plan will need to be completed in 1990.

B. Trends

It is an important time for major transportation decisions and actions in the Twin Cities metropolitan area. Major trends point to a period of stress for the region's transportation system and increasing travel needs of transit dependents.

In its Transportation Development Guide/Policy Plan, the Metropolitan Council has stated that:

The overall approach of the transit system plan is to provide incentives to share rides, to satisfy the needs of persons dependent on transit and to strengthen conventional regular-route service to make it more competitive with the automobile.

The Metropolitan Council has cited, as justification for this approach, a number of major trends related to transit needs that are important to recognize and around which to plan a course of action. Additionally, the RTB has paid close attention to trends in transit ridership and costs that support this overall approach.

This section highlights some key demographic and travel trends that will significantly affect transit services and which need to be considered in the development of specific transit strategies and activities.

1. Population and Employment

Metropolitan Council studies indicate several demographic trends occurring within the region that will impact the need for transit services. These include:

- Continued population growth in the developing suburbs while population in the central cities and developed suburbs remains stable.
- Steady increase in employment within the two downtowns together with an increasing share of new employment located in the developing suburbs.
- Growth in the number of elderly and disabled persons.
- Highest numbers of transit dependent persons will continue to reside within the central cities.

These trends demonstrate a continued need to provide a high level of transit service within the central cities and to the two downtowns, and that new service strategies should be developed to serve the growing suburban transit market. Additionally, the growing needs of the elderly and disabled will require additional resources and innovative service strategies.

2. Travel and Congestion

The Metropolitan Council also forecasts increasing congestion on the metropolitan highway system because of two primary factors:

- Peak period vehicle occupancy rates have continued to decline, reaching an all-time low of 1.16 persons per vehicle.
- Travel demand is projected to increase. The number of daily vehicle trips per person is expected to grow by 50 percent between 1980 and the year 2010.

With few opportunities for construction of new highways, transit must take on a larger role in relieving congestion. This will require transit improvements in congested corridors such as expanded peak period regular route express service, light rail transit, high occupancy vehicle facilities and rideshare and travel demand management strategies.

3. Regular Route Service

Regular route service levels are expected to remain relatively constant over the next five years as they have during the past few years. Service miles have increased only 3.6 percent between 1987 and 1989. In recent years, increases in regular route operating costs have been held relatively constant. MTC's cost per mile, however, increased 7.8 percent from 1987 to 1989. After experiencing eight consecutive years of ridership decline, the regular route system showed a slight increase in 1988. At this point it is uncertain whether ridership has stabilized for the long term.

The recent performance of the regular route system has been encouraging. Ridership declines appear to have stabilized, while costs have shown only slight increases. The challenge over the next five years will be to increase ridership while maintaining cost effectiveness. With the growing demand for higher cost peak period service, achieving this goal will require innovative approaches to regular route service delivery.

4. Elderly and Disabled Service

Expansion of Metro Mobility service has resulted in dramatic improvements in service for the elderly and disabled:

- Metro Mobility annual ridership grew 140 percent between 1986, when service was restructured, to 1988.
- While the subsidy per passenger decreased by 20 to 30 percent, ridership increases resulted in annual costs rising from $5.2 million in 1986 to $11.4 in 1988.
- With projections for average annual increases in ridership of five percent through 1994, an increase of five percent in subsidy per passenger will result in an additional $5.1 million required to fund the system over the next five years.

It is clear that in order to continue to meet future demand for elderly and disabled service in a cost-effective manner, additional transit options must be examined. Despite cost savings that have occurred, unprecedented ridership increases have resulted in significant budget increases. The number of eligible participants for Metro Mobility service continues to increase by more than 40 percent annually. This trend is expected to continue based on the increasing percentage of the population that is over the age of 65 for which the incidence of disability is greatest.

5. Community Based Transit Service

In recent years, community based transit programs have played a larger role in meeting local transit needs. Total ridership for programs receiving RTB funding in the small urban, or replacement, service categories has increased nearly twenty percent

from 1987 to 1989. Additionally, the rural county programs have increased ridership by approximately fifteen percent over the same period.

Two new replacement service programs, involving six cities in Dakota and Scott counties and the city of Maple Grove, will begin providing service in 1990. It appears that community based programs will play an increasing role in meeting suburban transit needs.

C. Transit Service Direction and Philosophy

The Metropolitan Council's overall approach for its transit system plan has been adopted as the framework for the RTB's Five-Year Transit Plan. Within this framework, the RTB has developed more specific strategies, actions and budget assumptions that attempt to focus transit resources to meet these key transportation needs.

Four major areas of emphasis of the Five-Year Transit Plan, all aimed at maximizing ridership on the transit system, are:

- *Relieving Congestion*–RTB must ensure that transit and travel demand management strategies are promoted and implemented as a means of relieving congestion in major travel corridors;

- *Getting Ready for Light Rail Transit*–Steps must be taken to prepare the region for the introduction of light rail transit as an integrated and coordinated element of the overall transit system;

- *Meeting the Needs of Transit Dependents*–The capacity and performance of transit services to meet the travel needs of the transit disadvantaged, especially the elderly and disabled, must be optimized; and

- *Coordinating the Regional Transit System*– Existing services must be operated cost-effectively and responsive to changing travel needs in a thoughtful, comprehensive manner in order to maximize resources and ridership.

This Five-Year Transit Plan sets forth goals, policies, plans and a funding program of activities that address these areas of emphasis to maximize transit ridership.

During the past four years, the RTB has emphasized that the transit service needs of metropolitan area residents should be satisfied through a variety of methods and modes, each designed to serve the needs of specific market groups. This "family of transit" approach has been the basis for RTB actions and plans. During the next five year period, the RTB will continue to advocate this multi-modal market approach but, as reflected in this plan, a more sharply focused vision of the "family of transit" is defined.

The complete "family of transit services" is needed in the metropolitan area including:

- Light rail transit
- Regular route bus service
- Paratransit services
- Disabled transportation options including Metro Mobility
- Ridesharing and travel demand management
- Continued testing of new service concepts and strategies

Overall, the RTB continues to promote regular route services, including local express, crosstown, and local circulator services, as the backbone of the metropolitan transit system for serving line-haul regional needs. Light rail transit promises to enhance the existing transit system by offering an efficient and cost-effective line-haul transit option in certain transportation corridors. Paratransit services, including rideshare strategies such as car pooling and van pooling, and the wide variety of dial-a-ride services that may be focused on special groups such as the elderly or disabled or the general public, will also be maintained and enhanced to serve transit needs.

The Five-Year Transit Plan identifies a variety of disabled transportation options and calls for a better defined Metro Mobility system. Increased accessibility of transit services is needed and specific policies and service strategies are included to accomplish this over the next five years.

In this Five-Year Transit Plan, the RTB emphasizes that the impact and effectiveness of these different elements can be maximized by efforts to establish an integrated and coordinated system that provides for diversity but yet is unified through image, information, and operations. Throughout the Five-Year Transit Plan, a series of actions is proposed to carry out regional coordination of services in operational terms, as well as through transit hubs, light rail transit, and feeder bus services. It is envisioned that the Metropolitan Transit Commission will take on more responsibility as coordinator of regional services including Minnesota Rideshare, transit information, and marketing services.

Another theme underlying the Five-Year Transit Plan is that service improvements should be introduced that maximize ridership and/or are aimed at restructuring services to better match actual origins and destinations. The RTB remains committed to maintaining a high level of transit service in the central cities, but is anxious to continue to also pursue service improvements in suburban areas through the introduction of travel demand management strategies, an aggressive reverse commute demonstration program, and a community demonstration program intended to stimulate local involvement in transit planning and implementation efforts. In both central cities and suburban areas, transit services meeting the needs of transit dependents will continue to be a priority for RTB planning efforts and funding.

The RTB strongly believes that no single organization can provide the ultimate transit solution. Rather, the RTB is committed to working with other agencies, including the Metropolitan Council, the Minnesota Department of Transportation (Mn/DOT), the Metropolitan Transit Commission, regional railroad authorities, providers, communities and the private sector.

CHAPTER II

TRANSIT PLANNING PROCESS

CHAPTER II. TRANSIT PLANNING PROCESS

A. Roles and Responsibilities of the Regional Transit Board

The Regional Transit Board was created by the Minnesota Legislature in 1984 to conduct short to mid-range transit planning, policy-making and administration. The statutory goals for the RTB are:

- To provide, to the greatest feasible extent, a basic level of mobility for all people in the metropolitan area.
- To arrange, to the greatest feasible extent, for the provision of a comprehensive set of transit and paratransit services to meet the needs of all people in the metropolitan area.
- To cooperate with private and public transit providers to assure the most efficient and coordinated use of existing and planned transit resources.
- To maintain public mobility in the event of emergencies or energy shortages.

As reflected in its mission statement adopted in April 1985:

> The Regional Transit Board plans, prioritizes, coordinates, and administers a system of cost-effective transit services in the Twin Cities metropolitan area which is responsive to and meets the needs of area residents.

The wording of this mission statement is important both in terms of what is included and what is omitted. The RTB plans transit services, establishes priorities among transit needs, coordinates transit services, and administers transit programs. The RTB does not operate service or own equipment and facilities.

The RTB provides a valuable forum for the discussion and resolution of transit issues including the determination of what transit services are needed, what transit services should be provided, and who will actually provide those services.

This section of the Five-Year Transit Plan describes the process used by the RTB to carry out these tasks. The organizational structure of the RTB, both in terms of staffing and policy making, is described as is the decision-making process.

B. Policy-Making Structure

The RTB is comprised of eight board members and a full-time chair. The board, which represents the eight Metropolitan Council districts, is appointed by the Metropolitan Council. The RTB chair is appointed by the governor. The 1989 Legislature restructured and expanded the RTB to include eleven members with governmental or management experience. It is expected that these new appointments will be made in August or September, 1989. Under the new legislation, appointments are subject to the advice and consent of the senate and are appointed by the Metropolitan Council and the governor. The Council appoints eight members, one from each of the metropolitan agency districts. At least six of these board members must be elected officials of cities, towns, or counties. Although RTB members serve four-year terms, an elected official

may continue only as long as the person holds office. The governor appoints the chair as well as a member who is age 65 or older and a member with a disability. The new board will continue to set policy and implement programs to meet present and future transit needs.

The RTB conducts its business through its Policy, and Administration and Finance Committees. Each committee meets monthly and the board, as a whole, meets at least twice monthly.

On occasion, the RTB will also establish special ad hoc committees to deal with particular topics. During the past year, for example, the RTB had ad hoc committees dealing with transit, LRT and Metro Mobility.

As set forth in the board's by-laws, the chair is responsible for setting the agendas for these meetings. The board has an official vice-chair, secretary, and treasurer.

Typically, the RTB staff presents memoranda on issues and/or activities requiring board attention first to a committee and then to the board. These memoranda include background information on the topic, an analysis of the situation including policy options for resolving the issues, and a recommendation for the board to consider for dealing with the issue or topic.

C. Staff Organizational Structure

The 35-member RTB staff is a diversified group of professionals with a variety of different types of experience in transit planning, programming and administration. There are two major divisions: Planning and Programs, and Administration and Finance. In addition, there are executive functions related to public information, affirmative action and administration. All staff positions report to the Executive Director.

D. Relationships with Constituents, Providers and Agencies

1. Advisory Committees

The board has established three advisory committees:

The ***Transportation Handicapped Advisory Committee*** advises the RTB on management policies, implementation and planning issues for transit services for the elderly, disabled and others with special transportation needs, provided throughout the seven-county metropolitan area.

The ***Providers' Advisory Committee*** was established to advise the board on pertinent issues associated with planning and implementation of transit services. The committee's purpose is to offer existing and potential transit providers, community officials, consumers of transit services, and other interested parties, the opportunity for involvement in the early planning activities associated with the restructuring of existing services, the development of new services, the periodic examination of existing services and provide assistance in settling disputes associated with recent actions by local transit decision-makers through the Metropolitan Council's dispute resolution process.

The ***Rideshare Advisory Committee*** was established by the RTB to advise the board on the delivery of ridesharing services in the metropolitan area. The committee includes representation from both the public and private sectors.

In addition, a ***Chair's Advisory Committee*** has been established to advise the chair on RTB transit programs and overall metropolitan area transit issues from the viewpoint of local government officials. An ***Exurban Advisory Committee*** has also been formed to advise the RTB chair on transit matters affecting the exurban portion of the metropolitan area--the area outside the metropolitan transit taxing district. This committee examines RTB exurban policies and guidelines and ways for improving transit service delivery to residents of the exurban area.

These advisory committees are asked to discuss issues appropriate to their assignments and to make recommendations to the board.

2. Providers

The RTB has contracts with 41 providers or communities to provide transit services throughout the metropolitan area. Annually, the programs staff of the RTB, with the input of the planning staff, negotiates contracts with each of these providers or communities. In addition to this formal contractual relationship, the RTB solicits input from providers on major planning and programs initiatives through quarterly meetings, the Providers' Advisory Committee, the dispute resolution process, and on an individual basis. Plans are underway to involve providers in a more collaborative relationship through involvement in implementing specific regional coordination measures.

3. Metropolitan Transit Commission

The MTC is the primary provider of regular route transit services in the region. There are three MTC board members, one representing Minneapolis, one St. Paul and the third representing suburban communities within the MTC service area. These commission members are appointed by the RTB to staggered three-year terms. As a result of 1989 legislation, the number of MTC positions will increase to five. The part-time MTC chair is elected by MTC members to a term of one year.

The RTB also annually approves the MTC's capital and operating budgets.

4. Metropolitan Council

The Metropolitan Council is designated by the federal government as the Metropolitan Planning Organization (MPO) for the Twin Cities metropolitan area. In transportation, the Council is responsible for both long-range highway and transit planning in the metro area.

Eight of eleven RTB members, beginning in July 1989, other than the chair, are appointed by the Council. The RTB's Five-Year Transit Plan is based on the Metropolitan Council's Transportation Policy Plan. The Council sets forth the specific requirements for the contents of the plan and then approves or disapproves the plan based on its judgment as to its conformance with their Policy Plan.

The Metropolitan Council is responsible for issuing bonds for the financing of the capital needs of transit consistent with the capital improvement program of the RTB.

Typically, there has been a close working relationship between the staffs of the Council and the RTB on an informal basis. The Council also appoints one of its board members as an official liaison to the RTB. The RTB plans to request review of its major products and documents by the Metropolitan Council's System Committee, even in cases where the reviews are not legislatively mandated, in order that the Council can be updated on the progress made in the implementation of the Policy Plan.

5. County Regional Railroad Authorities

The county regional railroad authorities have the primary responsibility for developing and implementing light rail transit in their respective counties. The 1989 Legislature gave the RTB the responsibility of developing a regional LRT plan and financing recommendations which incorporate the ideas of the regional railroad authorities where feasible. The RTB will also review the physical design aspects of county LRT plans in order to ensure conformity with the regional LRT plan. RTB approval will also be required for state LRT grants to the regional railroad authorities from Mn/DOT.

The RTB has provided funding and technical assistance for specific LRT activities that have regional implications including its LRT public education campaigns, joint planning efforts with Ramsey County in the Midway corridor, and provision of technical assistance from staff as well as its established peer review panel of light rail transit experts.

6. Transportation Advisory Board/Technical Advisory Committee

The Transportation Advisory Board (TAB) is a committee of 30 members, including seven county commissioners, ten city elected officials, and a citizen representative from each of the Metropolitan Council's eight districts that advises the Metropolitan Council and the RTB on transportation issues. A Technical Advisory Committee, comprised of county municipal staff and regional agency members, provides technical advice to the TAB.

7. Minnesota Department of Transportation

Mn/DOT has primary responsibility for transportation in the State of Minnesota. Mn/DOT administers contracts with transit providers outside of the Twin Cities metropolitan area; the RTB holds that responsibility within the metropolitan area.

The RTB works closely with Mn/DOT in a number of different ways including:

- participation in corridor studies to identify how transit and travel demand management strategies can become part of the transportation solution for congested roadways;

- assistance in prioritizing and administering metropolitan area 16(b)(2) funding requests from non-profit organizations who want to provide transportation services to elderly and disabled persons;

- review and approval of LRT funding applications from the county regional rail authorities; and

- Efforts to coordinate overall transit and transportation policies to maximize efficiency and effectiveness of the transportation system.

8. Communities

Working closely with local communities to implement transit services that respond to unmet needs is a high priority of the RTB. The RTB has established strong working relationships with many communities over the past four years on specific projects. Based on identified areas for service improvements and new services, the RTB plans to expand and build on its past work with these communities and establish links with others.

The RTB will continue to establish strong working relationships with local communities by:

- providing technical assistance on transportation projects;
- providing financial assistance to plan and/or implement transit services;
- serving on special project management boards and committees ;
- obtaining input on RTB activities by appointing community representatives to serve on RTB advisory and special committees;
- expanding involvement of TAB and TAC to ensure coordination and communication; and
- providing public outreach and information about transit activities.

E. Transit Planning Process

The RTB is responsible for identifying transit needs, planning, implementing, monitoring and evaluating transit, for the region, as a whole for selected corridors, communities or other geographic subareas as well as for particular market groups. The transit planning procedures for determining needs, identifying new service concepts, establishing service specifications, and evaluating services, described in this section, form the basis for the RTB's ongoing transit planning, implementation, monitoring and evaluation activities.

1. Determining Needs

In 1987, the RTB completed its *Transit Service Needs Assessment* (TSNA) study. The TSNA is a comprehensive evaluation of short to mid-range transit needs and services in the Twin Cities metropolitan area. The results of this process provided the basis for the RTB to make informed decisions on the need for transit services and to identify opportunities, as well as inefficiencies, in the system in order to create a more equitable, effective, and efficient metropolitan transit system. The Five-Year Transit Plan is based, in large part, on analysis completed as part of the TSNA.

On an ongoing basis, the RTB provides for analysis of transit needs and service in response to changing conditions in specific areas or market segments. Needs

assessments may be initiated by the RTB or at the request of a community, jurisdiction or provider. Generally, needs would be determined through: an analysis of key transit needs indicators (population, employment, transit dependents, travel desires, congestion, available transit), both as they exist and as they are anticipated to change; identification of transit needs by market segment; and determination of unmet needs. The RTB will either conduct these assessments or provide technical assistance and/or funding to a community or organization to undertake the effort.

2. Identifying New Service Concepts

The RTB's new services/test marketing program was developed in 1988 to provide a structured environment for the testing of service concepts. This program offers the opportunity for implementation of service concepts resulting from the Transit Service Needs Assessment or those developed in subsequent analysis, and it provides for the identification of candidate service concepts for trial implementation, establishment of evaluation criteria, initiation of service, monitoring, and evaluation (for additional discussion see "Community Demonstration Grant Program" in the next chapter). This program allows for experimentation with new service concepts, service delivery methods, and other new or innovative approaches to transit.

3. Establishing Service Specifications

The service specification process is the approach that the RTB will use in implementing services and dealing with service providers. The RTB's role is to be the "buyer" or "broker" of transit service. The RTB performs this function through determining service needs and then contracting with different service operators for provision of services that meet those identified needs. Once transit needs are identified, the RTB evaluates alternative service strategies appropriate to meet those needs and then specifies a preferred strategy.

Once a preferred service strategy is chosen, the board shall contract with the MTC or other operators or local governments for route planning and scheduling services. This is the case with either new or existing transit services. Route planning and scheduling is subject to approval by the board for conformity to the RTB's Five-Year Transit Plan and other service standards, objectives, and policies established by the board.

Once service planning is completed, the board will, under certain circumstances, directly award service to the MTC for operations, if it is located within the MTC designated service area, or it will competitively bid the service through the issuance of a Request for Proposal consistent with the RTB's adopted competitive bidding guidelines.

4. Evaluating Services

Service evaluation occurs on a periodic basis for existing services and at the end of the demonstration period for new services. On an ongoing basis, the RTB will apply performance measures to monitor and evaluate service to determine if service adjustments need to be made (see "Performance Standards" section in next chapter for additional discussion).

Demonstration services will be evaluated at intervals of 3, 6, 12 and 18 months. The performance measures and evaluation criteria utilized will be developed and agreed upon during the service design and specification process. The evaluation will be conducted by the RTB in conjunction with the service operator and others involved with

the service. The evaluations may lead to adjustments in the service. The result of the service evaluation, at any stage, may either be to continue the service on a regular basis if it meets the performance standards or to terminate the service if it does not.

CHAPTER III

TRANSIT DIRECTIONS

CHAPTER III. TRANSIT DIRECTIONS

This chapter of the Five-Year Transit Plan sets forth goals, strategies and actions for ten major policy areas. The strategies and actions, especially, show how the RTB specifically plans to direct, prioritize and program various elements of the metropolitan transit system.

A. REGIONAL COORDINATION

With an increasing number of contract service providers covering the metropolitan service area, coordination becomes a necessary part of transit planning. A study conducted in 1989 concluded that the RTB could enhance the regional network of transit services by taking a lead role in promoting the benefits of transit, developing a regional transit information base, instituting a unifying symbol to identify vehicles, and establishing regional convenience fare and transfer reciprocity programs. The recommendations of this study have formed the basis for the regional coordination strategies and actions identified below.

GOAL

- To increase ridership by coordinating and publicizing the public transit services incorporated into the regional system.

STRATEGIES

- Institute a regional transit marketing program that promotes the benefits of pubic transit and establishes an identity for the regional network of services.
- Expand the role of the MTC to coordinate information sources, convenience fares, and transfers among regional service providers.

ACTIONS

1. The MTC will expand its transit information center and sales outlet capabilities to disseminate accurate route, schedule, and fare information for all regional service providers and modes.
2. Uniform standards for the design and distribution of marketing communications materials--such as route maps, pocket schedules, and service brochures--will be developed by the RTB for use by contract service providers and the MTC.
3. Marketing programs for new transit service will be implemented consistent with the themes and activities developed by the RTB.
4. The RTB will sponsor a marketing education workshop for all providers of public transit service and provide a forum for providers to exchange ideas.

5. The RTB will review the marketing plans for contract service providers and the MTC as part of the annual budget review process to determine conformity with regional coordination strategies.

6. The MTC, with direction from the RTB and the involvement of other regional service providers, will assume responsibility for administering the regional fare pass and transfer reciprocity arrangements.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Define regional system definition and mission	•				
Develop and implement a regional marketing program	•	•	•	•	•
Sponsor marketing education workshop		•			
Review annual marketing plans at MTC and contract service providers		•			
Plan, design and implement a regional transit information system			•		
Develop regional logo as a unifying symbol for all services			•		
Formalize transfer reciprocity arrangements	•				
Develop regional convenience fare program			•		
Devise regional route renumbering system					•

B. TRANSIT HUBS

Transit hubs provide a focal point for transit services within a subarea of the region. This improves service to major activity enters and enhances transfer opportunities between routes and services. The RTB transit hub program will play a key role in achieving several objectives:

- maximizing ridership
- responding to changing travel needs
- improving suburban service
- enhancing passenger amenities

Transit hubs have typically been located at major activity centers such as shopping centers. The RTB Transit Service Needs Assessment identified sixteen potential locations for major and minor hubs shown in Figure 1. Major hubs usually involve higher levels of service and more extensive passenger facilities than minor hubs. In addition, as part of construction of I-394, Mn/DOT is constructing two major hubs at Plymouth Road and Louisiana Avenue.

The Northtown Hub was completed in 198. Planning and development of the Mall of America, Rosedale and Southdale hubs is currently underway. Since the RTB does not have authority to own or operate transit facilities, these hubs are being jointly developed with the local communities and shopping centers. Under this arrangement, RTB funding is provided to the communities, which enter into long-term operating agreements with the shopping centers in return for public/private cost sharing for transit center development. The RTB will continue to utilize this cooperative approach to transit hub development.

Transit hub development includes two components: service restructuring and facility improvements. Service restructuring involves changing most bus routes within a sub-area to provide timed transfer opportunities at the hub. In addition, express routes linking hubs with the downtowns and other hubs will be explored. Facility improvements include construction of bus staging and passenger waiting areas, together with provision of park-and-ride lots. These facilities are to be designed to increase the visibility of transit services and improve passenger amenities. Included will be areas to display transit information and , in most cases, heated passenger shelters.

GOAL

- To develop transit hubs as focal points for transit services within specific subareas of the metropolitan area.

STRATEGIES

- The RTB should seek cooperative arrangements with local communities to develop transit hubs.

- RTB cost sharing guidelines should be applied to the financing of facility improvements.

ACTIONS

1. Develop transit hubs on a regular schedule throughout the metropolitan area. Timing for implementation of particular hubs ill be dependent upon associated development opportunities and the degree of local participation.

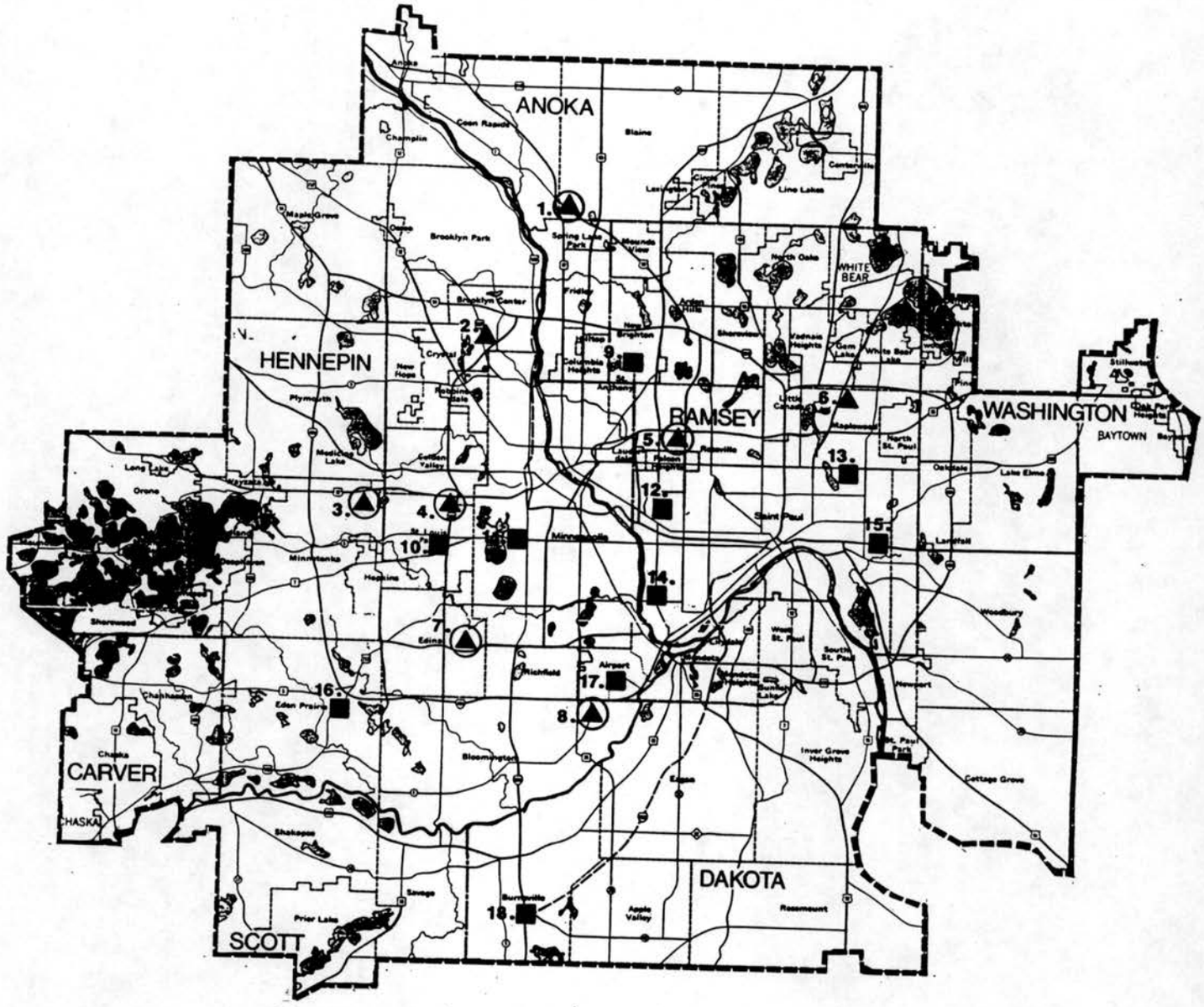
2. Where feasible, restructure transit service to serve transit hubs and create timed transfer opportunities.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Develop one to two transit hubs annually	•	•	•	•	•

TRANSIT HUBS

Major Hubs	Minor Hubs
1. Northtown	10. Knollwood Plaza
2. Brookdale	11. Hennepin/Lake
3. Plymouth Road	12. Midway Shopping Center
4. Louisiana Avenue	13. Hillcrest Shopping Center
5. Rosedale	14. Highland Village
6. Maplewood Mall	15. Sun Ray Shopping Center
7. Southdale	16. Eden Prairie Center
8. Mall of American	17. Airport
9. Apache Plaza	18. Burnsville Center



RTB

Transit Hubs

Figure 1

Regional Transit Board Five-Year Transit Plan

C. COMMUNITY DEMONSTRATION GRANT PROGRAM

The RTB has established a Community "Demonstration Grant Program to provide funding and technical assistance to communities for planning new and innovative transit services responsive to local needs. Plans developed by communities will be considered for implementation by the RTB, with funding programmed into future budgets and legislative requests.

GOAL

- To enlist community involvement in planning useful methods for meeting present and future transit needs.

STRATEGIES

- Provide funding and technical assistance to communities to plan new and innovative transit services responsive to their needs.
- Develop an application process which includes a submittal schedule, eligible projects, funding requirements, and evaluation criteria.
- Program funding for implementation of community transit services into future budgets and legislative requests.

ACTIONS

1. Projects eligible for a community demonstration grant will include the following types of planning studies:
    - examination of new services, including regular route, subscription bus, community circulators, dial-a-ride.
    - restructuring of existing services.
    - ridesharing strategies
    - travel demand management (TDM) strategies, including transportation management organizations (TMO).
    - new institutional arrangements.
    - service coordination and transit hub improvements.
2. Proposals will be ranked and grants awarded based on the following evaluation criteria:
    - Need-- will the service proposal provide service that satisfies an unmet need or new opportunity?
    - Market Potential--does a market exist for the service proposed?

- Learning Potential--will the demonstration offer a learning experience?
- Success--demonstration has a high probability for success
- Impact--demonstration will have a positive impact on the local area and region as a whole.
- Cost/Effectiveness--demonstration will provide cost-effective service within the performance thresholds.
- Technically Feasible--demonstration will be technically feasible to undertake.
- Local Support--the local community and private businesses are committed to the implementation of the demonstration and its continued success.
- Transit Need Indicators used in the Transit Needs Assessment--population and/or employment concentrations provide a potential for future transit generators; demonstration would service market groups including transit dependents; area experiences highway congestion; area does not have a sufficient level of existing transit supply.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Evaluate new service planning proposals	•	•	•	•	•

D. FARES

Since the MTC was formed in 19709, fares for regular route service have increased four times, clustered in the years 1979 to 1982. During this four-year period, the price customers paid for transit service more than doubled. No additional fare changes were made between 1982 and 1989.

In 1987, the RTB developed fare policies to allow for a simplified fare structure and more consistently spaced, incremental increases to occur over time. In 1988, the MTC proposed a fare simplification plan which was approved by the RTB and implemented in April 1989.

GOAL

- To maintain a uniform regional fare structure that is equitable, convenient, and efficient.

STRATEGIES

- Design a regional fare structure that is simple to understand, easy to administer, and allows for regularly spaced incremental changes in pricing levels.
- Establish fare equity with distance based zone fares and pricing differentials by service type, including express, local, peak and off-peak.
- Achieve the minimum farebox recovery ratio standards to be achieved in the various categories of transit service will be as follows:

a. Regular route (system wide)	35%
b. Community circulator	15%
c. Community dial-a-ride	15%
d. Metro Mobility	10%

- Institute changes in the pricing levels, when needed, to generate enough revenue to exceed the minimum farebox recovery standard for at least a two- to three-year period.
- Incorporated discount fares to help alleviate economic hardship for targeted socioeconomic and transit dependent market groups.
- Permit flexibility in pricing to attract riders through promotional and experimental fares, subject to RTB approval.

ACTIONS

1. A common fare structure, pricing levels, and transfer reciprocity are to be used by all regular route and community based transit services funded by the RTB.
2. The availability and use of convenience fare items will be expanded and promoted.

3. The basic fare for Metro Mobility service will be comparable to that established for regular route service, with flexibility in pricing permitted within RTB guidelines for long distance trips.

4. Fares and recovery ratio standards for rural county paratransit programs will be set at the local level.

5. New services are expected to meet the appropriate farebox recovery ratio standards within a 12- to 18-month period.

6. The regular route fare structure and pricing levels will be analyzed by the RTB every two years in preparation for the biennial budget request and in conjunction with the update of the Five-Year Transit Plan, at which time the RTB will examine fare increase scenarios and timing and initiate plans for necessary changes.

7. With the cooperation of the MTC, regular route, and community based transit providers, the RTB will develop and institute the next regular route fare increase projected to occur in early 1991.

8. Before implementation, recommended changes in the fare structure or pricing levels for regular route or community based transit services will involve a public participation process with adequate public notice and public hearing(s).

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Analyze regular route fare structure and pricing levels	•		•		
Institute regular route		•			

E. ACCESSIBILITY

A transit system that is fully accessible is one which has removed the various barriers that disabled persons may encounter to receive transit services, including physical, communications, and attitudinal barriers. The efforts of the RTB to render public transit services accessible to all disabled individuals will be successful only with the full support and involvement of transit service providers and the disabled community.

The current estimate is that 10 percent or more of the population in the metropolitan area have functional mobility limitations which may require special policy considerations for the provision of public transit service.

The RTB has experienced a sharp increase in the demand for special transportation services like Metro Mobility in recent years. This trend will continue as the incidence of disability in an aging population increases. To serve future travel needs, the RTB intends to explore other options that would supplement Metro Mobility service and ease the burden of growth this specialized transit program has experienced in order for it to operate effectively. As transit options for disabled persons are expanded, there will need to be coordinated information about the services available and continuing emphasis placed on safety and service quality. The actions specified below address these needs.

GOAL

- To increase public transit service options for disabled persons so that opportunities for travel are comparable to those available to non-disabled persons.

STRATEGY

- Complement Metro Mobility service with efforts to make other forms of public transit, such as fixed route bus, light rail transit, and community based dial-a-ride and circulator services, accessible to all disabled persons.

ACTIONS

1. To be eligible to receive RTB funds in 1991, communities will submit accessible service plans that specify the level of service to be provided to meet the needs of disabled persons for travel locally within the designated community service area.

2. The Minnesota Rideshare program will be promoted to disabled persons, and a system will be established to locate possible rides for disabled individuals. The RTB will develop a demonstration project that subsidizes and makes vanpools available to accommodate the disabled.

3. The RTB will offer a sensitivity workshop for transit service providers designed to make them more knowledgeable and sensitive to the problems and transportation needs of people with disabilities. Training shall be provided by individuals with expertise on various disabilities.

4. The RTB will examine the feasibility of establishing a "Special Services Transit Center" to serve as an information and referral center for disabled persons wishing to learn more about transit services.

5. The RTB will contract with various agencies and/or individuals to provide travel skills training for disabled persons who may be able to learn to use fixed-route transit services, with discounted bus passes being made available to individuals during and after completion of such training.

6. The RTB shall investigate the feasibility of providing capital subsidies made available to municipal taxi operators for the deployment of lift-equipped vehicles in immediate response service provided at regular meter rates.

7. The RTB will develop methods to allow for easier understanding of transit routes by individuals with developmental disabilities and/or language barriers.

8. The RTB will research, coordinate and implement methods to allow for more effective communication of transit information to disabled individuals at bus stops, in facilities, and on transit vehicles.

9. With assistance from the disabled community, the RTB will conduct a market analysis to determine the need for a demonstration program that would operate a lift-equipped bus to provide shuttle service to designated locations for disabled individuals living within a specific area.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Require community accessibility plans for RTB funding		•	•	•	•
Examine the feasibility of establishing Special Services Transit Center		•			
Conduct market analysis to determine need for a demonstration project for lift-equipped shuttle service	•				
Provide sensitivity work-shops for transit service providers.	•		•		•
Develop methods for more effective communication and understanding of transit information		•	•		

Task	1990	1991	1992	1993	1994
Arrange contracts with agencies to provide travel skills training.		•	•	•	•
Consider subsidies for taxi operators for lift-equipped vehicles.			•	•	
Promote rideshare program to the disabled community.	•	•	•	•	•
Develop and implement demonstration project for vanpools.		•	•		

F. SAFETY AND SERVICE QUALITY

Safety and service quality issues are frequently raised as concerns with regard to transit use. However, no recent studies have been performed locally to assess consumer perceptions of thee issues as they might affect transit usage. Such information would allow transit services to be designed to better serve consumer preferences, thereby attracting ridership.

GOAL

- To improve service quality and safety of the regional transit system based on identified consumer preferences.

STRATEGY

- Gather input from existing transit riders and non-users on safety and quality issues.

ACTION

1. Conduct survey research to assess consumer awareness of and attitudes toward transit use.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Conduct survey		•			

G. TRANSIT DISADVANTAGED

Households of low income or with no automobile available are typically dependent on public transit services for essential travel. A priority of the RTB is to meet the travel needs of transit dependent persons by optimizing the capacity and performance of transit services.

To give greater emphasis to this task, the RTB is developing a special program to focus service improvements on transit disadvantaged persons. The term "transit disadvantaged" is used here to refer to persons who have either economic limitations or other special needs that should be considered for the provision of public transit services.

Although persons of color from various racial and cultural minority groups are not necessarily transit dependent, they may have low incomes and other special needs, such as language barriers, that deserve special policy consideration. For this reason, racial and cultural minority groups are among the key target audiences for the strategies and actions identified below.

GOAL

- To make readily available, understandable, and affordable public transit services that meet the special travel needs of transit disadvantaged persons.

STRATEGIES

- Actively involve racial and cultural minority communities and social service agencies for economically disadvantaged persons in the regional transit planning process.

- Expand commuting opportunities for persons unemployed and underemployed.

ACTIONS

1. The RTB will increase its outreach efforts with racial and cultural minority communities by publicizing and conducting public meetings in central city areas and soliciting input from community action groups.

2. The RTB will continue to offer subsidized fares through the Jobseekers program for persons who are actively seeking employment in connection with participating agencies, and the RTB will explore options for establishing an economically disadvantaged fare subsidy program for persons who have low and fixed incomes.

3. The RTB will provide technical assistance to communities and providers for the development of new entrepreneurial service proposals, in pursuit of additional federal grant funds to plan, promote, and implement reverse commute ridesharing services from central city neighborhoods to suburban employment sites.

4. The RTB will explore opportunities to meet the day care transportation needs of parents who are transit dependent, working with service providers and community groups.

5. To better serve central city communities, the RTB will encourage the MTC, as part of its annual work program, to submit plans to the RTB that address the following:

   a. route and schedule modifications to better serve economically disadvantaged persons who need to travel during off-peak times coinciding with alternate work shifts or to suburban employment sites;
   b. target marketing communications activities to promote routes serving employment locations in other parts of the metropolitan area;
   c. assistance to major employers relocating within the area to determine whether there is adequate MTC service available; and
   d. expanded translation and distribution of printed route and schedule information in foreign languages.

6. The MTC will develop a cultural sensitivity training program for its employees that will be made available to other transit providers in the region.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Expand minority community outreach	•	•	•	•	•
Offer discount fares to jobseekers	•	•	•	•	•
Evaluate need to reduce fares for economically disadvantaged persons		•			
Award entrepreneurial grants for new reverse commute services	•	•			
Prepare issues paper on day care transportation needs and options		•			
Require MTC plan to improve service and communications in minority communities	•				

Task	1990	1991	1992	1993	1994
Develop MTC cultural sensitivity awareness program for transit employees	•				

H. COMPETITIVE PROCUREMENT

The metropolitan area has undergone significant growth within the developing area. A diffusion of population densities has mixed with an intensification of major employment centers. The results have been an increase in overall travel, dispersal of destinations, and change in trip making patterns. During this period, public transit service delivery has focused primarily on radial oriented, fixed route services to the two downtown areas with relatively minor service modifications. The gap between available public transit services and the metropolitan area's unmet transit needs is well documented in the RTB's *Transit Service Needs Assessment* study, completed in 1986.

To position itself to respond to the changing transit needs, the RTB initiated a federally funded competitive transit demonstration project in 1987 to study the feasibility and effectiveness of competitively awarding contracts for public transit service provision in various parts of the metropolitan area.

In 1988, the RTB adopted *Standards, Procedures, and Guidelines for Competitive Procurement of Transit Services*, a document that permits the purchase of quality public transit services in a consistent and equitable manner by the RTB or its funding recipients.

Under certain conditions, competitive contract service procurement has been demonstrated to be an effective tool to meet the transit needs of a growing metropolitan area. By considering competitive proposals from private operators, the RTB and the communities receiving RTB funds are finding that it is possible to cost effectively add or replace service and improve travel.

GOAL

- To employ procedures for the competitive procurement of transit services in order to gain the potential benefits of cost savings and improved service levels and quality.

STRATEGIES

- Involve the MTC, private operators, the Metropolitan Council, and all interested agencies in an ongoing analysis of which routes or services can be provided by the private sector, consistent with current legislation.
- Award all new service contracts as a result of a competitive procurement rather than as a sole source negotiation or franchisee arrangement.

ACTIONS

1. Service that is new, significantly restructured, or replacement will be competitively procured by the RTB or by the communities receiving funds, consistent with the policies, guidelines, and service definitions specified by the RTB. The MTC's role will be to provide regional information and fare coordination services.

2. The RTB cost model will be applied to evaluate the performance of MTC routes and services on a semiannual basis. Service that does not meet the established performance standards will be candidates for modification or elimination by the MTC or for competitive procurement.

3. The RTB will evaluate the MTC's efforts to competitively bid routes that had been classified as high subsidy service, to determine if this practice should continue.

4. During periods of fiscal constraint, maintaining existing regular route service levels will be a priority. In considering service cutbacks or fare increases, the MTC will also analyze potential cost savings that could be achieved by competitively procuring a portion of existing service. The RTB will review the analysis and approve actions to be taken.

5. Any entity receiving RTB or federal funds to contract for service will be required to follow the RTB's competitive procurement guidelines and comply with the dispute resolution process specified therein.

6. Consistent with federal policy, the RTB will require that fully allocated costs be bid by public agencies or private companies that currently receive RTB or federal funds. Marginal costs will be considered when determining if a particular service will continue to be operated in-house or let out to bid, subject to RTB approval.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Competitively bid new, restructured and replacement services.	•	•	•	•	•
Apply RTB four-factor cost model for semi-annual MTC service evaluation.	•	•	•	•	•
Evaluate MTC contracting of high subsidy service.	•				

I. PERFORMANCE STANDARDS

The RTB has the responsibility to establish performance standards for recipients of public transit assistance. These standards, which measure transit operating performance, are necessary in determining the effectiveness and efficiency of service delivery.

Currently, a performance standard exists for MTC regular route transit service. Standards for service operated by other transit providers have yet to be developed.

In 1986, the RTB and MTC adopted an interim performance standard to be used in evaluating MTC regular route service. This interim standard established a ceiling subsidy per passenger of $2.45 and was to be used until new standards were developed. Routes which exceeded this average subsidy level would be considered for restructuring, contracting and elimination. Since adoption, the interim standard has been used to identify a number of high-subsidy routes which have been restructured or contracted to private operators.

The RTB plans to develop performance measures and standards for all transit services receiving funding from the RTB. It is expected that measures to be developed will include financial performance, service productivity, operational and service design policies and standards. These will be developed for regular route services and paratransit programs.

The performance measures and standards will be sued to promote uniformity in the delivery, design and quality of transit services and will help promote effectiveness and efficiency.

As part of the RTB Transit Service Needs Assessment, a fully allocated four factor cost model was developed to obtain a more precise analysis of the cost of operating individual MTC routes. The four factor model allows the cost of providing peak and non-peak service to be determined, as well as different costs associated with local, express, radial, crosstown and community circulator routes. This data will be utilized to develop revised performance standards.

GOAL

- To ensure effective delivery of transit service

STRATEGY

- To develop and implement performance standards to be used in evaluating the cost effectiveness of all RTB funded transit services.

ACTION

1. The RTB will develop performance standards for all transit services. These standards will be used on an ongoing basis in the evaluation of programs and services.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Develop performance standards for all transit service	•				
Apply performance standards to evaluate services	•	•	•	•	•

J. EMERGENCY PLANNING

One of the RTB's statutory goals is "to maintain public mobility in the event of emergencies or energy shortages." An energy shortage is perhaps the most complex crisis that a transit operation may face. In the past, petroleum emergencies have resulted in increased demand for public transit at a time when fuel supplies are limited and prices are rapidly escalating. Although other emergency situations are less clearly defined, or predictable, the public transit system would be an important means for quickly moving a large number of people.

GOAL

- To maintain public mobility in the event of emergencies or energy shortages.

STRATEGIES

- Provide a basic level of mobility to meet the essential travel needs during a natural disaster or energy emergency.
- Enhance coordination links with agencies responsible for civil and energy emergency planning to improve the capability of responding to emergency conditions.

ACTIONS

1. The RTB will develop an emergency plan that will create a regional framework inside which individual transit providers are able to construct their own operational level emergency plans.
2. Providers receiving RTB funding shall develop energy emergency strategies as part of there overall 1991 management plan. The RTB will provide technical assistance in construction of these operational level emergency plans.
3. The RTB will establish coordination links with various agencies responsible for civil response plans. The role of the RTB will be to inform these agencies of the availability and potential uses of transit resources in such an emergency.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Develop a regional emergency plan	•				
Ensure that providers have individual emergency plans in place		•			

Task	1990	1991	1992	1993	1994
Establish and maintain coordination links with agencies responsible for emergency response plans	•	•	•	•	•

CHAPTER IV

TRANSIT DELIVERY

CHAPTER IV. TRANSIT DELIVERY

In this chapter, a description of existing services, by service type, is presented followed by a goals, strategies and actions for each mode. In the previous chapter, goals, strategies and actions were set forth for the entire system. The elements in this chapter are intended to be mode specific. New services are identified in each section for implementation.

A. REGULAR ROUTE

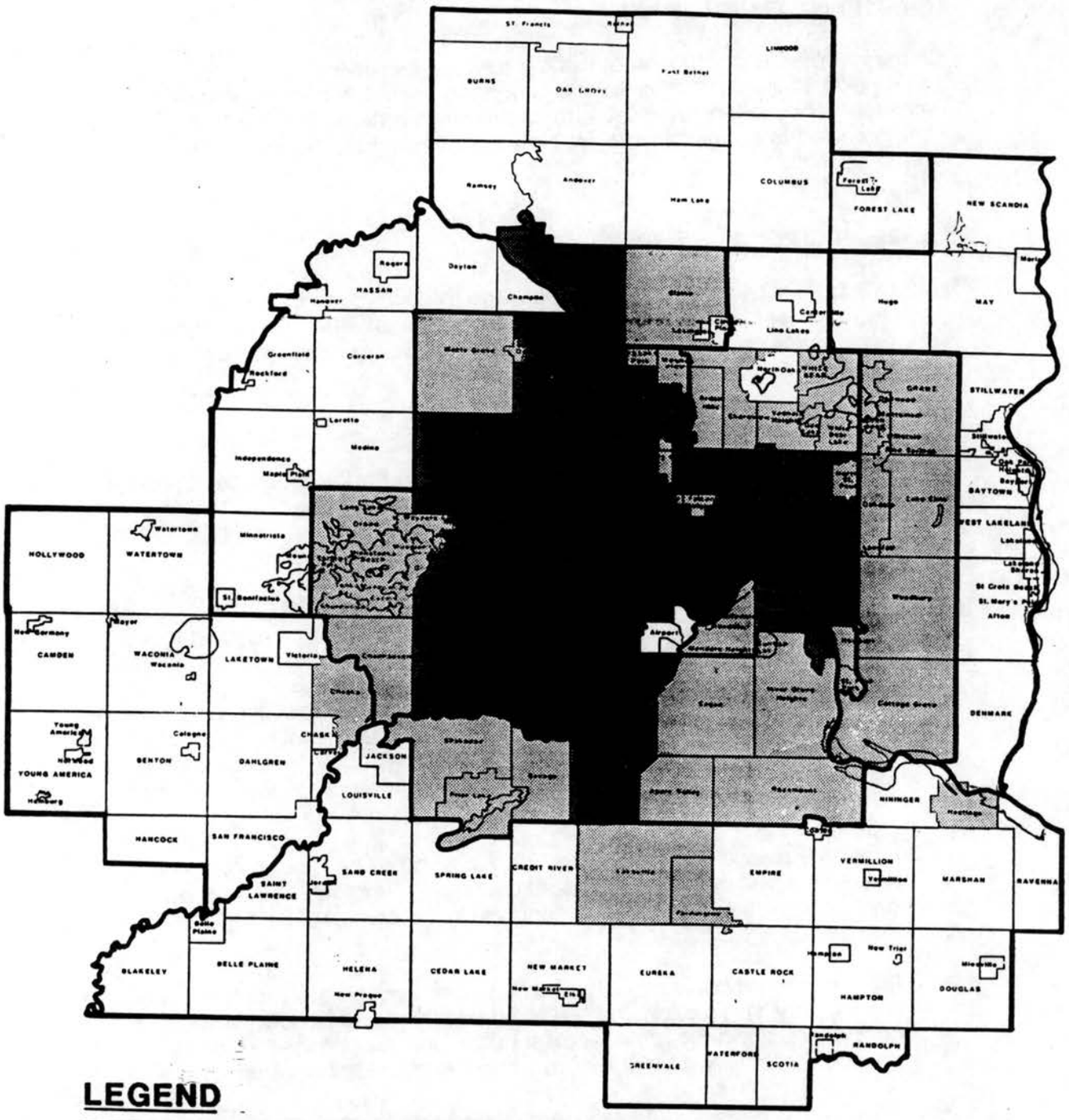
Regular route service will continue to provide the backbone of the regional transit system. In order to respond to changing travel patterns, the RTB will conduct an ongoing examination of potential changes in regular route service delivery.

GOAL

- To provide regular route service in areas where it is the most cost effective service option and can attract the greatest ridership.

STRATEGIES

- The delivery of regular route services should be planned according to the following process:
    - first priority is given to service within the two central cities and to express service in downtown Minneapolis and St. Paul; and
    - Second priority is given to service within the fully developed suburbs and to regional activity centers.
- In providing regular route service, emphasis should be placed on meeting the needs of transit dependent persons as shown in Figure 2. The greatest concentrations of transit dependents live in the central cities and fully developed areas.
- The MTC should continue as the primary operator of regular route service within the region, providing service, the MTC's first priority should be local service within the central cities and fully developed suburbs, and express service to the downtowns. The second priority is local service within the developing suburbs.
- The levels of regular route service provided should conform to RTB regular route service design guidelines.
- Existing regular route service should be regularly examined by the RTB and providers of such service for restructuring on a subarea basis to provide new travel opportunities and maximize service efficiency.
- Within light rail transit (LRT) corridors, regular route service should be coordinated to complement LRT service.



RTB

Composite of 1980
Transit Dependant Population

Figure 2

Regional Transit Board Five-Year Transit Plan

ACTIONS

Central Cities

1. Local service within the central cities will be examined and restructured in order to match changing travel patterns and shifts in population and employment and serve areas of major redevelopment. This includes adding service to fill gaps in the existing grid system of routes. An example is additional crosstown service within St. Paul and Minneapolis.

2. The service hours of local routes will be examined. Based on the RTB's Transit Service Needs Assessment, there appear to be population concentrations within the central cities that require continued evening and weekend service for transit dependent persons. Where evening and weekend regular route service is not warranted, paratransit service substitution options will be explored in order to maintain a basic level of service for the transit dependent.

3. Schedules will be coordinated to allow routes to operate, where cost effective, on uniform or standardized clock headways in order to improve the reliability and convenience of transfers.

Fully Developed Suburbs

4. In areas where cross directional travel opportunities are not available on the existing transit system but are warranted by travel need indicators, improved crosstown service will be provided to fill the gaps in the existing grid system. Suburban crosstown routes will be anchored at both ends by major activity centers or transit hubs.

5. The use of local circulation services, with smaller vehicles will be examined where they provide a more cost effective alternative to local regular route service. Local circulation service will focus on transit hubs that provide connections to other regular route service.

6. Existing express service will be evaluated on a subarea basis. Regular route service will be restructured where necessary to maximize ridership and improve cost effectiveness, with priority given to routes serving congested corridors.

7. All-day express service from transit hubs to the downtowns and between transit hubs will be explored in order to make travel time on public transit competitive with the private automobile to areas of high travel demand within the region.

8. Prior to implementation of LRT, trunk and feeder bus systems will be developed within corridors in order to establish travel patterns eventually served by LRT.

Developing Suburbs

9. Local circulators and demand responsive service will be used to serve trips within and between developing suburbs.

10. Priority will be given to express routes serving congested corridors.

11. Express routes will be structured to provide trunk service to the downtowns and other regional business concentrations where possible. These routes will originate at transit hubs or other major transfer points, thereby minimizing inefficient local collection operations.

12. Park-and-Ride lots, local circulators, and demand responsive services will be sued to collect passengers for express routes.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
I-394 Timed-Transfer Transit Service Plan	•	•	•	•	•
I-494 Suburban Initiatives Demonstration, including improved local crosstown service tied to opening of Mall of American	•	•	•		
I-35W Corridor		•	•	•	•
Opt-Out Programs					
a) Six Cities	•		•		
b) Maple Grove	•		•		
Improve Central Cities Crosstown Local Service by filling in gaps in route grid network		•	•	•	
Full Day Express Service	•	•	•		

B. LIGHT RAIL TRANSIT

Implementation of light rail transit (LRT) within specific corridors is a key element in maintaining the long-term viability of the regional transit system. When integrated with other transit services, LRT can provide several benefits:

- Increased Ridership - As discussed in Chapter I, recent rends indicate that only marginal ridership gains can be expected in the current all-bus regular route system. Assuming continued increases in total travel within the metropolitan area, transit ridership must show significant increases in order to maintain the existing mode share. Experience in cities which have developed LRT shows that by providing a higher quality of service, including faster travel times, LRT can attract ridership.

- Reducing Auto Congestion - LRT has proven more successful than buses in attracting non=-transit users, thereby reducing auto trips along congested corridors.

- Stabilize Operating Costs - Due to the operating efficiencies of LRT, long-term operating costs become more predictable. With the trend toward a higher percentage of transit ridership occurring in the peak period, this factor takes on added importance. LRT offers higher peak period capacity at a lower operating cost than reliance on an all bus system.

- Improved Suburban Transit Service - With implementation of LRT, existing radial bus routes can be restructured to provide improved crosstown service in suburban areas.

- Other benefits include:

  - reduced reliance on petroleum fuels
  - improved air quality
  - enhancement of reverse commute opportunities
  - reduced bus traffic in the downtowns
  - potential for focusing development

The region has conducted numerous studies of LRT in past years. Recent efforts by the county regional railroad authorities have greatly advanced the status of light rail planning. Based on the findings of the 1986 Long Range Transit Analysis, the Metropolitan Council Transportation Policy Plan identified six corridors where LRT development is a viable option. These corridors are shown in Figure 3 and include:

- Central Corridor (between Minneapolis and St. Paul downtowns)
- Minneapolis South Corridor
- Minneapolis Northeast Corridor
- Minneapolis Northwest Corridor
- Minneapolis Southeast Corridor
- Minneapolis Southwest Corridor

Work by the county regional rail authorities includes:

- Hennepin County has completed a comprehensive LRT plan, which calls for the construction of alignments in the following corridors to complete a Phase I system that is focused on downtown Minneapolis.

    1. Hiawatha -- to the Mega Mall site
    2. South -- alignment to be determined in the I-35W EIS
    3. Southwest -- to Hopkins
    4. Northwest -- to 63rd Avenue
    5. University -- providing a connection to Ramsey County's Midway Corridor

    Preliminary engineering for the Hennepin County Stage I system is currently underway.

- Anoka and Hennepin counties completed a joint planning study of potential alignments within the Northeast Corridor. This study formed the basis for the Anoka County Comprehensive LRT Plan. The two county regional railroad authorities have begun preliminary design on the alignments selected in the planning study.

- Ramsey County will complete a comprehensive LRT plan by fall 1989. It will include at least the Midway Corridor between downtown St. Paul and downtown Minneapolis. It may also include other alignments that radiate from downtown St. Paul.

- Both Dakota County and Washington County have recently undertaken the development of their comprehensive LRT plans.

As described in Chapter II, the Minnesota Legislature has required the RTB to develop a Regional LRT Plan. The purpose of this plan is to ensure a coordinated approach to LRT planning and implementation.

GOAL

- To promote light rail transit, where cost effective, as an integral component of the metropolitan area's coordinated transit system.

STRATEGY

- LRT plans submitted to the RTB for approval will be reviewed on the basis of conformity to the Regional LRT Plan.

ACTIONS

1. Through the establishment of a Joint LRT Advisory Committee, the RTB will work with the regional railroad authorities, the MTC and other affected agencies to develop a Regional LRT Plan. Upon adoption, the LRT plan will become part of the RTB's Five-Year Transit Plan. As legislatively mandated, this plan will include a Development and Financial Plan and a Coordination Plan. To the maximum extent possible, these plans will utilize and incorporate plans developed by the regional railroad authorities.

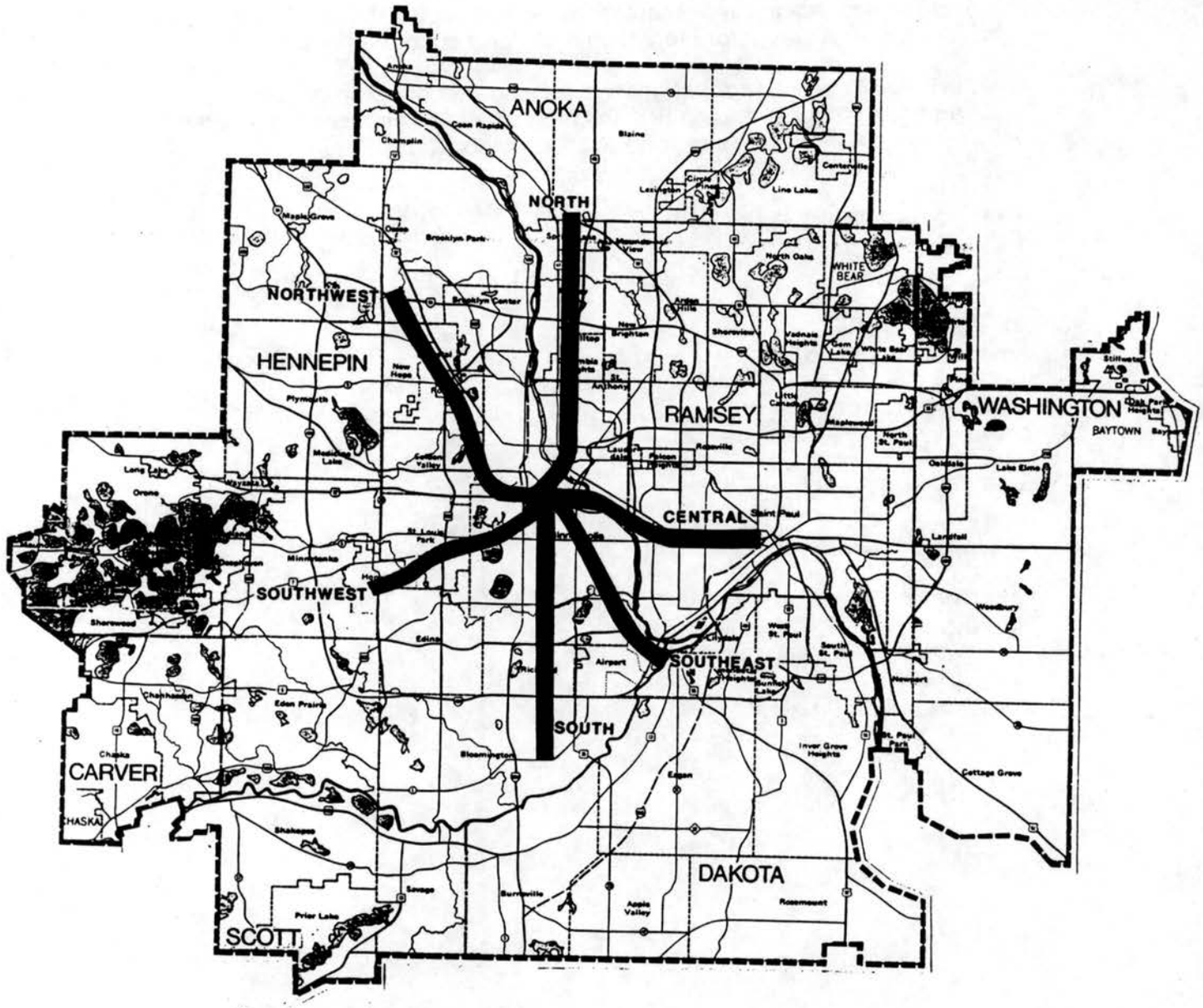
2. The RTB will organize a panel of transit and LRT experts to review and comment on the LRT Plan.

3. As LRT is planned and implemented, the RTB will work with the MTC and other transit providers to ensure total integration of LRT and bus operations.

4. The RTB will continue to implement a communications program which provides information to the public on LRT. This program will be coordinated with public information efforts of the regional railroad authorities.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Establish Joint LRT Advisory Committee	•				
Adopt Development and Financial Plan	•				
Adopt Coordination Plan		•			
Organize LRT Review Panel	•				
Coordinate LRT/Bus Planning	•	•	•	•	•
Conduct LRT Communications Program	•	•	•	•	•



Proposed LRT Corridors (2010) from Metropolitan Council Development Guide

RTB

Metropolitan Council Light Rail Transit Corridors

Figure 3

Regional Transit Board Five-Year Transit Plan

C. COMMUNITY BASED TRANSIT SERVICES

Community based transit services funded by the RTB include those operated under the e state legislated "small urban" classification and by communities that have opted out of the MTC service area. The small urban programs provide primarily local circulation and are operated in the communities of Hopkins, Columbia Heights, Maplewood, North St. Paul, Oakdale, White Bear Lake, Birchwood, White Bear Township and Hastings. The opt-out, or replacement service, communities provide both local circulation and express commute services and include: Plymouth, Eden Prairie, Chanhassen, Chaska and Shakopee.

GOAL

- To improve travel within local communities by implementing alternatives to conventional fixed route public transit service.

STRATEGY

- Encourage communities to plan and implement new service that meets local needs and to coordinate it within the regional network. In doing so, examine a variety of transit service options to determine the most effective delivery method suited to meet the transit needs.

ACTIONS

1. Demand responsive services will be recommended in areas with moderate to low concentrations of population or with residential densities below four dwelling units per acre, and are most effective serving areas covering not more than six square miles.

2. Demand responsive services will be considered a feasible method in areas where the availability of regular route transit service is limited, there is a significant concentration of you and elderly transit dependent persons, and the income and automobile ownership levels are moderate to high.

3. Circulator routes will be recommended in areas that are geographically focused and have relatively dense concentrations of transit dependent persons whose travel needs are predominantly oriented toward making short, localized trips.

4. Circulator services will also be considered for use within large major activity centers where walk distances are prohibitively long. Possible locations for this type of service include major regional shopping centers and large employment concentrations or high density mixed land use developments.

5. Crosstown regular route service designed to coordinate schedules with other routes at major traffic generators or transit hubs will be considered in moderately populated suburban areas with focused travel corridors and a predominate travel destination such as a shopping mall, freestanding growth center, or major business concentration.

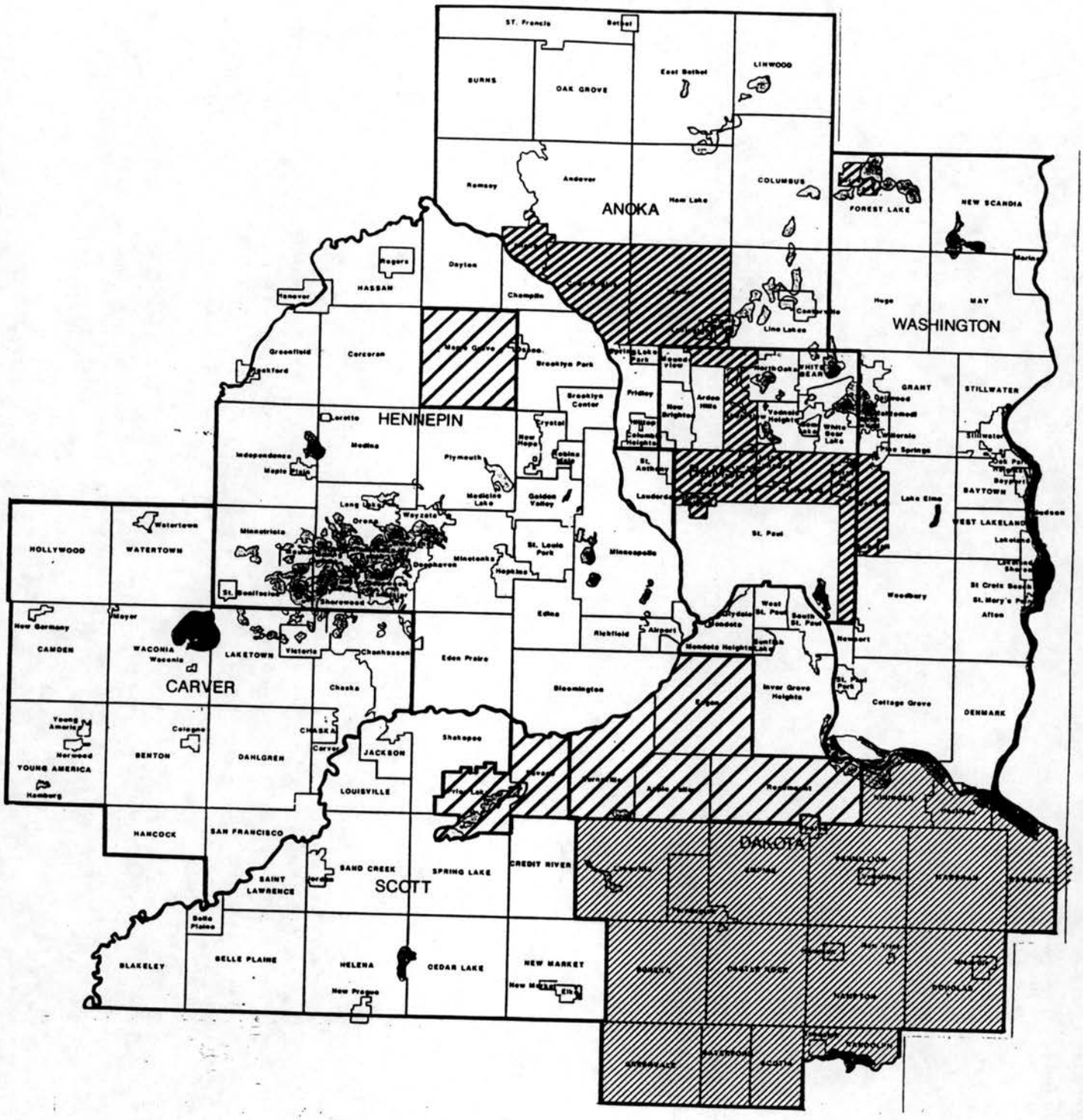
6. Rural alternate day fixed route service will be considered in areas with sparse population, providing for the special needs of transit dependent persons.

7. Communities providing replacement service, or opt-out, programs will assume local control of all regular route services funded by the RTB in the community.

IMPLEMENTATION SCHEDULE

New community based transit services are indicated in Figure 4.

Task	1990	1991	1992	1993	1994
Implement rural alternate day service in southern Dakota County	•				
Implement demonstration taxicab service in Minneapolis			•		
Implement general public dial-a-ride services in developing suburban communities		•	•	•	•
Implement replacement (opt-out) service in Apple Valley, Burnsville, Eagan, Rosemount, Savage, Prior Lake and Maple Grove	•	•	•	•	•



RTB

New Community Transit Systems

Figure 4

Regional Transit Board Five-Year Transit Plan

D. TRANSIT FOR ELDERLY AND DISABLED

Specialized transit services designed to serve persons with disabilities including the elderly are provided through Metro Mobility, county, and nonprofit agency transportation programs.

Metro Mobility is a demand responsive, door-through-door service provided by a total of 14 taxi and van companies, both private-for-profit and nonprofit. The service was significantly restructured by the RTB in 1986 to permit customers to select their provider of choice. In addition, a two-phased service expansion was completed in 1988. Metro Mobility now serves all 91 communities of the transit taxing district, a service area of 960 square miles.

The counties of Anoka, Carver, Dakota, Scott, and Washington counties each have specialized transit services funded by the RTB that are focused primarily on serving the needs of the elderly and disabled population. These programs serve both the urban and exurban portions of the counties using a mix of designated lift-equipped vehicles and volunteer drivers with personal automobiles.

Throughout the metropolitan area, many nonprofit agencies provide specialized transit services as well Coordination programs exist in western Hennepin and Ramsey counties, and the RTB is responsible for administering the federal 16(b)2 vehicle procurement program, for which nonprofit agencies are eligible.

GOAL

- To develop and institute a variety of methods of transportation that respond effectively to the travel needs of elderly and disabled persons throughout the metropolitan area.

STRATEGIES

- Position Metro Mobility as the principal transportation service for disabled persons in the urbanized area, designed to serve trips which cannot be accommodated by regular fixed-route and community based transit services.

- Coordinate public, private, and nonprofit transportation services for elderly and disabled persons to maximize cost effectiveness, minimize duplication, and improve opportunities for travel.

ACTIONS

Metro Mobility

1. In the densely populated areas, Metro Mobility will offer customers a choice of transportation providers.

2. Metro Mobility will serve predominantly individuals traveling from many origins to many destinations.

3. Metro Mobility will offer door-through-door service in all communities served from 6:00 a.m. to 11:00 p.m. weekdays and from 8:00 a.m. to 11:00 p.m. other days.

4. The feasibility of waiving the day before, advance reservation requirement to request Metro Mobility trips will be explored.

5. The RTB will evaluate the potential for integrating Metro Mobility with other specialized transit services including the Department of Human Service administered Medical Assistance program.

6. The RTB will implement recommendations from the State Planning Agency study of service delivery options and financing arrangements for transportation oriented to human service agencies.

7. The RTB will sponsor a demonstration of a computerized dispatching system by a qualified provider to test the feasibility of providing same day trips.

Rural County Programs

1. In sparsely populated rural areas, transportation services will be maintained and coordinated by county agencies through a mix of designated lift-equipped vehicles and volunteer drivers with automobiles.

2. The RTB will sponsor a county-wide service demonstration program for the implementation of demand responsive service that is fully accessible and open to the general public.

3. An inventory of available transportation resources will be developed cooperatively with county agencies and computerized centrally by the RTB.

Nonprofit Agencies

1. The RTB will assess the role of existing nonprofit agency providers, such as West Metro and Ramsey County coordinated transportation programs, in providing transit services for elderly and disabled persons.

2. Proposals from eligible providers for new service demonstration projects and capital equipment purchases will be considered for RTB funding.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Research Metro Mobility advance reservation requirement	•				
Evaluate Metro Mobility integration with other specialized services				•	

Task	1990	1991	1992	1993	1994
Implement State Planning Agency study recommendations		•			
Sponsor computerized dispatching demonstration				•	
Sponsor county-wide accessible dial-a-ride service for general public			•		
Compile and update inventory of specialized transportation resources	•		•		•
Assess role of nonprofit transportation providers		•			
Evaluate new service demonstration and capital equipment proposals	•	•	•	•	•

E. RIDESHARE/TRAVEL DEMAND MANAGEMENT (TDM) STRATEGIES

Travel demand management (TDM) is the application of strategies involving both incentives and disincentives designed to redirect travel to use of higher occupancy modes or away from peak-traffic periods in order to reduce the number of vehicle trips and accidents at critical times. TDM actions include low-cost management measures designed to bring immediate congestion and safety improvements by minimizing trips. One of the more integral TDM measures in the Twin Cities is the regional rideshare program. Ridesharing, commonly known as car pooling or van pooling, brings together business, local communities, government agencies, and service providers to give individuals access to a variety of choices for commute travel.

GOAL

- To integrate rideshare and travel demand management (TDM) activities into the regional system of public transit services, ensuring that the benefits of car pooling, van pooling, and TDM measures are understood, financially supported, and viewed as "full partners" in the mix of public transportation services offered throughout the region.

STRATEGIES

- Ensure that residents and employers have access to a defined core level of service from the rideshare program including, at a minimum, a regional ride match database. Rideshare and TDM strategies will be targeted in priority geographic areas for the following priority market groups:

    - Peak period commuters in congested transportation corridors
    - Employees and employers in the metropolitan centers
    - Employees and employers in the regional business concentrations
    - Commuters who live or work in outlying areas where fixed route public transit is not provided or prohibitively expensive to implement
    - Persons who depend on ridesharing as their only means of travel to work
    - Students
    - Corridors with HOV facilities
    - Persons who are available to use ridesharing as a means for travel

  Specialized services for other market groups or geographic areas should be provided if requested and when compensation can be made to the service provider for the additional services.

- Build awareness in the private sector of the role rideshare and TDM programs play in solving transportation problems and encourage greater private sector involvement.

- Provide RTB technical assistance to local governments, employers ,and developers for the implementation of TDM strategies and regulatory policies to enhance the use of rideshare and TDM programs.

- Arrange public funds and resources to leverage increased private investment in support of rideshare and TDM programs.

ACTIONS

1. The regional rideshare and TDM program will be structured for three-tiered delivery of services:

    - The principal role of the RTB will be to coordinate rideshare and TDM activities; to provide clear specifications for the delivery of regional and local car pooling and van pooling services; to provide technical assistance and market research for delivery of appropriate TDM and transit services; to ensure adequate funding; and to provide advocacy for the rideshare and TDM program.

    - The role of the regional service provider, Minnesota Rideshare, should emphasize on providing regional services primarily to employers and local organizations. Marketing, operational and technical assistance, and incentives would be focused toward local and private organizations, such as employers, rather than toward individual uses. The regional service provider may still deal directly with individuals for some services, but to maximize services, would deal mostly with local organizations.

    - Local TMO's and employers should provide services and incentives to individual commuters. Tools and technical assistance will be provided to those organizations and employers that demonstrate a commitment to invest in transportation programs and serve as local service providers.

2. A ridematch database will be maintained and expanded by Minnesota Rideshare. Changes in computer technology should be monitored and new technology will be used where appropriate to improve the quality of service, particularly match location flexibility and response time.

3. Minnesota Rideshare, in coordination with the RTB, will develop an annual advertising and public relations plan that will coordinate the rideshare advertising and public relations program with that of the regional transit program.

    - Marketing and rideshare promotions should be targeted towards specific market segments (e.g., solo drivers, major employers, universities) and specific market corridors (e.g., congested corridors, and corridors with established TDM measures).

4. The RTB will develop a coordinated approach with the Metropolitan Council, Mn/DOT, Minnesota Rideshare, and local governments that incorporates TDM and rideshare service considerations into mid and long-range transportation planning.

    - RTB will initiate meetings to discuss policy direction, key strategy and specific action.

    - The RTB will assist in developing and implementing TDM strategies in compliance with the mandatory elements of local governments comprehensive plans.

- RTB will identify new program needs and the financial backing required.

- RTB and Minnesota Rideshare will work with the Council, Mn/DOT and local governments to identify where HOV facilities, park and ride lots, and other TDM capital improvements should be provided.

- RTB will advise the Council on the implementation considerations of legislation and/or regulatory tools to manage traffic congestion.

- The RTB, Minnesota Rideshare and MTC, will coordinate and promote the use park and ride lots for ridesharing purposes.

5. The RTB and Minnesota Rideshare will be responsible for developing, coordinating, and overseeing the implementation of rideshare and TDM measures. Over the next five years, programs will be targeted to regional business concentrations, downtown Minneapolis and St. Paul, the University of Minnesota, and the corridor areas of I-35W (downtown Minneapolis to Burnsville), I-394 (I-494 to downtown Minneapolis), I-694 (Brooklyn Center to Shoreview), I-494 (Minnesota River to I-394) and I-94 (downtown Minneapolis to I-694). These areas are shown in Figure 5.

   - The RTB and Minnesota Rideshare will inventory and identify potential Local Service Providers in following target corridors and locations: I-394; I-35W; I-694; downtown Minneapolis and downtown St. Paul.

   - The RTB and Minnesota Rideshare will assist the University of Minnesota in developing TDM measures which will build around the already existing rideshare program. These TDM strategies will be developed in coordination with the expansion of parking facilities and new rate charges. Both changes are scheduled to take place during 1990-91.

   - Minnesota Rideshare in coordination with the RTB, will develop marketing strategies for each local service provider, customize rideshare service packages and presentation materials, and develop training programs.

   - The RTB will advocate the establishment of TMO's in the target corridors. The RTB and Minnesota Rideshare will provide technical assistance to the TMO for the development and overall coordination of TDM strategies. This technical assistance may include the examination of existing TDM measures, identifying possible TDM strategies for implementation, and establishing a method for evaluating the effectiveness of the TDM measures.

   - The RTB and Minnesota Rideshare will develop demonstration projects in the target areas which will test the effectiveness of TDM measures that will encourage employers to provide TDM programs and incentives, attract new individuals to ridesharing, and test concepts for better delivery of services. Start up services will be offered to assist the local service providers and employers in providing site-specific services, incentives, and facilities. Such incentives and services may include: guaranteed rides home in case of emergencies for pool and transit users; pool and bus subsidies; preferential parking and loading locations for pools and buses; coordinated use of agency vehicles for transit; establishing of flex time schedules; subscription bus/van set-up;

employee pool matching and instant match list capability. Methods for evaluating the effectiveness of the TDM measures will be developed with each demonstration.

- The RTB and Minnesota Rideshare will assist the Metropolitan Council and I-494 TMO in coordinating the planning and implementation of transit improvements, ridesharing programs, and TDM strategies along the I-494 corridor. Activities include:

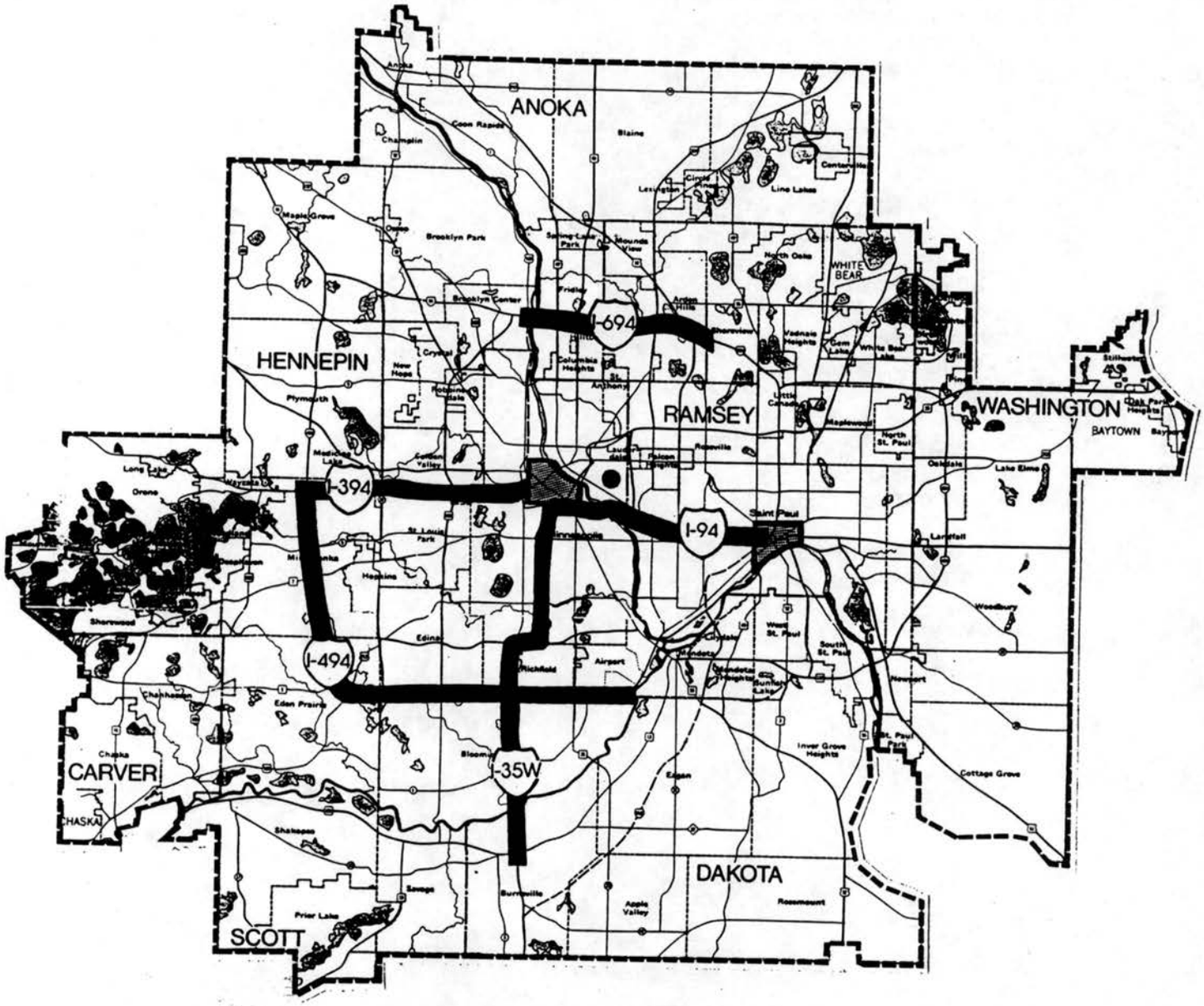
    - Expansion of existing and new reverse commute services
    - Suburb-to-suburb express services
    - Subscription services focusing on major employers
    - Timed-transfer services
    - On-site ridesharing coordinators
    - Instant matching
    - Flextime study and promotion
    - Other incentives

- The RTB, in conjunction with Minnesota Rideshare, Metropolitan Council, I-35W Project Management Team, Project Advisory Board and other committees, will coordinate the recommended activities outlined in the I-35W TDM Final Report. Activities include: Promotion of a "active" rideshare program which reflects a very high level of involvement and commitment by employers, developers, and others in the private sector; Concentrated marketing; promotion of the employer pass program including additional subsidization by employers and new or restructured transit service.

IMPLEMENTATION SCHEDULE

Task	1990	1991	1992	1993	1994
Undertake and maintain a three-tiered delivery of service approach	•	•	•	•	•
Expand, monitor and maintain a ridematch database	•	•	•	•	•
Develop and advertising and public relations plans that coordinates ridesharing promotion with the regional transit program	•	•	•	•	•

Task	1990	1991	1992	1993	1994
Initiate meetings and provide technical assistance to local governments with the development of TDM strategies	•				
Identify new program needs and financial backing required	•	•	•	•	•
Advise on HOV facilities, park-and-ride lots, regulatory tools, and TDM capital improvements	•	•	•	•	•
Inventory and identify potential local service providers	•	•	•	•	•
Develop marketing programs and promotions in specific market corridors	•	•	•	•	•
Develop demonstration projects which test the effectiveness of TDM measures	•	•	•	•	•



RTB

Rideshare and TDM Activities

Figure 5

Regional Transit Board Five-Year Transit Plan

CHAPTER V

TRANSIT EQUIPMENT AND FACILITIES

V. TRANSIT EQUIPMENT AND FACILITIES

The RTB provides capital funding to transit providers and, through the transit hub program, to local communities. The following presents the RTB's strategies for transit capital investments and provides estimates of regional capital needs and funding requirements.

A. STRATEGIES

- Give priority to funding the replacement of needed existing capital assets.
- Develop passenger amenities, such as transit hub facilities and shelters, to improve the attractiveness of transit use.
- Maintain vehicles and facilities to ensure passenger comfort and improve the reliability of transit service.
- Make public transit facilities available for use by all providers.
- Provide RTB capital funding to public, private, and nonprofit transit providers with identifiable needs. RTB capital funding will be provided to providers in proportion to levels of RTB operating assistance.
- Where appropriate, apply RTB cost sharing guidelines to requests for capital funding.
- Use exurban funding to finance the capital costs of providing service to the exurban area.
- Continue designation of the MTC as the recipient of UMTA Section 9 capital grants.

B. CAPITAL NEEDS

Transit capital investments are expected to total $104.7 million over the next five years. Of this amount, approximately $99 million will be required to fund MTC capital costs. Cost estimates include the vehicle, facility and equipment needs of the MTC and community based providers. In addition, cost estimates for development of transit hubs are presented. Annual capital costs as shown in Tables 1-3.

Not included are the capital needs of the private regular route providers or providers such as those operating Metro Mobility service, who receive RTB funding on a fee-for-service basis. Private regular route operators will continue to receive reimbursement through operating subsidies for the depreciated cost of equipment and facilities. Capital costs of fee-for-service providers are included in operating contracts.

The timing for replacement of capital assets assumes that vehicles and facilities will be replaced at the end of their useful lives. Capital costs over the five-year period are based on current cost estimates that have been adjusted at an annual rate of five percent.

MTC Fleet Needs - Replacement of MTC buses will continue to require the largest share of capital funding through 1994. The MTC anticipates purchasing 305 buses and rehabilitating an additional 20 existing vehicles. Total bus costs over five years are estimated at $80.6 million, representing 77 percent of total capital needs

Estimates of MTC fleet needs are based on the following assumptions:

- Minimal growth of one percent annually, or about eight vehicles, in the number of buses required to operate peak period service.

- Maintaining a spare bus ratio of less than 15 percent of the peak period bus requirement.

MTC fleet needs will continue to be monitored in relation to changes in service levels. In the near term, the start-up of replacement service programs in the Six Cities sand Maple Grove in 1990 could affect the peak bus requirement. By the mid-1990's, development of LRT will have implications for fleet needs. As service is restructured to coordinate with LRT, there are likely to be opportunities for savings in vehicle requirements.

MTC Facility Needs - In recent years, the MTC has undertaken a major facility modernization program. With the opening of the new Nicollet Garage in 1990, all MTC operating facilities will have been constructed or remodeled since 1975. No major investment in facilities will, therefore, be necessary over the next five years.

It is estimated that approximately $6.1 million will be required through 1994 for facility maintenance and construction of bus turnarounds, park-and-ride lots, and passenger shelters.

Other MTC Capital Needs - This category includes improvements to MTC computer systems and purchase of capital equipment. An estimated $4.5 million will be required for computer equipment. Purchase of capital equipment, including service vehicles, tools and equipment is estimated to cost $7.7 million.

Community Based Transit Needs - In 1989 the RTB began providing capital funding to community based transit providers for vehicle purchases. The RTB will continue to fund a portion of vehicle costs for these providers. It is estimated that an average of $250,000 annually in RTB funding will be required to meet these needs.

Transit Hubs - As described in Chapter III, the RTB will be working with local communities to develop transit hubs. the cost of this program is expected to average $740,000 annually, for a total of $3.7 million over five years.

Light Rail Transit - Development of LRT will require a major investment of regional capital funds through the 1990's. These costs and funding requirements will be identified in the LRT Development and Financial Plan to be submitted to the Metropolitan Council in early 1990.

Nicollet Mall Shuttle - costs associated with the proposed Nicollet Mall Shuttle are not included at this time. The RTB, together with the City of Minneapolis and MTC, will continue to examine the ridership and operating cost implementations of this project, as well as coordination of shuttle and LRT proposals in downtown Minneapolis.

C. FUNDING

Two sources of funding are available to meet transit capital needs, federal capital grants, and local funds financed through the sale of bonds. In recent years, funding available through federal formula capital grants, the Urban Mass Transportation Administration's (UMTA) Section 9 program have declined steadily. Although the region has been successful in obtaining UMTA discretionary grants and Federal Aid Urban (FAU) funding, an increasing share of local capital funding has been required.

As indicated in Table 4, through 1994, an estimated $78.6 million in local funding will be required. This estimate is based on two assumptions regarding federal funding:

- Continued decreases in Section 9 Capital funding of 15 percent annually
- No additional funding available from federal discretionary grants or the FAU program. Any funding from these sources will result in a corresponding decrease in required local funding.

Due to variances in annual bus purchases, required local capital funding levels will not be consistent throughout the period. After reaching a low of $2.5 million in 1991, local funding is expected to increase to $42.9 million in 1994.

D. CAPITAL FUNDING PROCEDURES

Capital funding is obtained through general obligation bonds issued by the Metropolitan Council at the request of the RTB in an amount authorized by the legislature. Funding is then provided to the MTC, and beginning in 1989, to eligible community based transit providers and communities.

The RTB reviews and approves the annual MTC Capital Budget. Applications for capital funds from community based providers and communities are also reviewed annually. Capital funding procedures and criteria are detailed in Appendix F.

Table 1

BUS COSTS

1990-1994
($1,000s)

Project	Unit Cost	1990	1991	1992	1993	1994	Total
MTC							
Purchase 65 forty-foot	$185,000	$12,482					
Rehab. 20 Articulated	$150,000		$3,000				
Purchase 100 forty-foot	$214,000				$22,213		
Purchase 80 forty-foot	$225,000					$18,684	
Purchase 60 Articulated	$389,000					$24,227	
Subtotal MTC		$12,482	$3,000	$0	$22,213	$42,911	$80,606
Community Transit Providers		$225	$238	$250	$263	$276	$1,252
TOTAL		$12,707	$3,238	$250	$22,476	$43,187	$81,858

Table 2

FACILITY COSTS

1990-1994
($1,000s)

Project	1990	1991	1992	1993	1994	Total
MTC						
- Major Maintenance	$315	$331	$348	$365	$383	$1,742
- Bus Turnarounds	168	176	185	194	204	927
- Park/Ride Lots	475	500	525	551	579	2,155
- Passenger Shelters	150	158	165	174	182	829
Subtotal MTC	$1,108	$1,165	$1,223	$1,284	$1,348	$6,128
RTB						
- Transit Hubs	$1,000	$1,200	$500	$500	$500	$3,700
TOTAL	$2,108	$2,365	$1,723	$1,784	$1,848	$9,828

Table 3

OTHER COSTS

1990-1994
($1,000s)

Project	1990	1991	1992	1993	1994	Total
MTC						
- Computerization	$1,030	$525	$1,322	$1,340	$270	$4,487
- Capital Equipment	1,400	1,470	1,544	1,621	1,701	7,736
TOTAL	$2,430	$1,995	$2,866	$2,961	$1,971	$12,223

Table 4

FUNDING

1990-1994
($1,000s)

	1990	1991	1992	1993	1994	Total
Capital Costs						
BUSES	$12,482	$3,238	$250	$22,476	$44,187	$82,633
Facilities	2,108	2,365	1,723	1,784	1,848	9,828
Other	2,430	1,995	2,866	2,961	1,971	12,223
TOTAL	$17,020	$7,598	$4,839	$27,221	$48,006	$104,684
Funding						
Federal (UMTA Section 9)*	$5,300	$4,500	$0	$5,500	$2,000	$17,300
Regional						
- Local Match for Grants	$1,325	$1,125	$0	$ 1,375	$ 500	$ 4,325
- Other Regional	9,995	1,373	4,839	15,646	42,406	74,259
TOTAL REGIONAL	$11,320	$2,498	$4,839	$17,021	$42,906	$78,584

* Other potential sources of federal funding include UMTA Section 3 and FAU.

CHAPTER VI

FINANCIAL FORECAST

VI. FINANCIAL FORECAST

This chapter describes financial resources available to transit, fiscal policies and trends and operating budget assumptions for the Five-Year Transit Plan

A. Financial Resources Available

The programs administered by the Regional Transit Board receive funding from three sources: federal, state and local property tax revenues. Operators of transit services also collect farebox revenues.

Federal Funds

The primary sources of federal transit funds for both operating and capital assistance are administered by the Urban Mass Transportation Administration (UMTA) of the United States Department of Transportation. Federal funds account for approximately seven percent of current transit funding. Recent reductions in federal funds have lowered this share. In 1975, federal funding accounted for approximately 25 percent of the total operating costs. The Five-Year Transit Plan projects a decline in federal operating assistance from $7.475 million in 1988 to $7.3 million in 1990 and then maintaining this level over the next few years. Federal capital assistance is projected to decline 15 percent from $6.3 million in 1989 to $5.3 million in 1990.

Section 3: This is a discretionary capital grant program that receives funding from the Mass Transit Account of the Highway Trust Fund. One cent of the most recent five cent gas tax increase is dedicated to mass transit. Funds under this program are generally limited to major non-recurring capital investments such as major bus purchases, rail systems and fixed facilities and are limited to urbanized areas. There is no designated recipient for Section 3 funds; any public entity may apply for funds with approval from the RTB.

Section 9: This program provides direct appropriations to urbanized areas (over 50,000 population) for operating assistance and routine capital needs. Operating assistance cannot exceed 50 percent of the operating deficit nor can it exceed a pre-established cap limit of the fiscal year 1982 funds used for operating assistance. Local matching requirements are 20 percent of total cost for capital items and 50 percent for operating assistance. Section 9 funds are allocated each year in an amount determined by formula. These funds go to one or more designated recipients selected by "the Governor, responsible local officials, and publicly owned operators of mass transportation services..." (UMTA, Section 9(m)(1)). The MTC is presently the designated recipient for the Twin Cities Metropolitan Area.

Section 16(b)(2): This program provides funds for the purchase of vehicles to transport elderly and disabled individuals. Funding is available only for private, non-profit organizations. Local matching requirements are 20 percent of the total cost. Mn/DOT is the current designated recipient of these funds.

Section 18: This program provides funds for public transportation providers in areas under 50,000 population. Funds are available for operating and capital assistance. Operating assistance is limited to less than or equal to 50 percent of

the operating deficit. Capital funds cannot exceed 80 percent of the total cost. Mn/DOT is the current designated recipient of these funds.

Section 4: Section 4i authorizes the making of grants to states and local public bodies for projects deploying innovative techniques and methodologies in the management and operation of public transportation services. Minnesota Rideshare has received 4i funding to support its activities; this funding is not expected after 1990.

Section 8: Section 8 authorized the making of grants to state and local public bodies for the planning, engineering, designing and evaluation of public transportation projects and for other technical studies. Activities assisted under Section 8 may include: 1) studies relating to management, operating, capital requirements and economic feasibility; 2) preparation of engineering and architectural surveys, plans and specifications; 3) evaluation of previously funded projects; and 4) other similar or related activities preliminary and in preparation for construction, acquisition or improved operations of mass transportation systems, facilities and equipment. The Metropolitan Council is the designated recipient of Section 8 funds. The RTB, MTC and Metropolitan Council use Section 8 funds to support their planning efforts.

Section 6: These funds are used to undertake research, development and demonstration projects in all phases of urban mass transportation (including the development, testing and demonstration of new facilities, equipment, techniques and methods) which will assist in the reduction of urban transportation needs, the improvement of mass transportation service, or the contribution of such service toward meeting total urban transportation needs at a minimum cost. The RTB and Hennepin County Regional Rail Authority have received Section 6 funds.

Federal highway funds can also be used for transit-related projects. Federal Aid Urban (FAU) funds have been used for purchasing buses, developing park/ride lots and supporting Minnesota Rideshare. Interstate substitution funds have been used to purchase buses and will be used for the University of Minnesota transitway. All federal highway funds come through Mn/DOT. Funding decisions are made through the metropolitan planning process.

State transit assistance received from the General Fund and Motor Vehicle Excise Tax (transit assistance fund) may be used to fund:

- Transit provider programs including the MTC, Metro Mobility, private operators or other operators of public transit service.
- Specific planning funds for new services, planning or preliminary engineering.
- Regional Transit Board administration.

Property Tax Levy

The Regional Transit Board is authorized by Minnesota Statute to levy property taxes for payment of the expenses of operating transit and a debt service levy to provide for payment of obligations issued by the Metropolitan Council and for the full and timely payments of certificates of indebtedness and other obligations to which property taxes have been pledged.

Prior to the 1988 tax levy year (payable 1989), the RTB was authorized to levy each year an amount up to two mills times the assessed value of all property within the metropolitan transit taxing district. Effective in 1989, the levy limit is now subject to annual percentage change adjustments based on year-to-year market value changes in the taxing district.

Property tax levies provide approximately 40 percent of the total regional transit revenues.

In addition to the basic property tax levy, Minnesota Statutes have set policies which further provide that the Board levy an additional tax equal to ten percent of the sum of the property tax levy on all taxable property within the metropolitan transit area but outside the metropolitan transit district. The proceeds of this tax may be used only for paratransit services or ridesharing programs designed to serve persons within the transit area but outside the transit tax district, referred to as the "exurban area." Figure 6 describes the transit taxing district and exurban area.

The transit tax levied within the transit taxing district is reduced (tax feathering) based on levels of service provided. The RTB receives reimbursement from the General Fund of the State Treasury for the amounts of the levy reduction.

Fare Revenues

The various transit systems such as the MTC, private operators and the paratransit services, receive a portion of their costs from revenues generated through fares. Fares represent user payments made through the farebox. Since 1970, the percentage of total costs recovered through fares has declined. Currently, fares account for approximately 31 percent of the total funding for transit. This percentage varies among service type as discussed in Chapter III.

B. Intergovernmental Fiscal Policies

RTB Funding to MTC: Each year, the RTB coordinates cash flow estimates with the Metropolitan Transit Commission in anticipation of monthly cash requirements. This budget is reviewed against an agreed upon cash balance of $8.35 million and working capital balance of $15 million which enables both agencies to plan investment strategies for efficient utilization of funds.

Minnesota Department of Finance Funding to RTB: Similar to MTC funding procedures; the RTB prepares a cash flow statement for the Department of Finance and determines anticipated cash needs for the upcoming fiscal year. Pre-determined payment schedules provide funding certainty for each agency and minimize loss of investment time as the funds move between the agencies.

C. Fiscal Trends

In 1983, the Legislature created the Legislative Study Commission on Metropolitan Transit. The Study Commission made the following recommendations regarding transit funding:

- The RTB should develop a long-range financing structure that will promote stability and revenue certainty.

- The fare structure should be simplified and should be consistent across the metropolitan area. Fares, other than social fares, should be established to ensure that operating revenues are proportionate to the cost of providing service.

- In time, funding sources should become approximately 35 percent fares, 35 percent property taxes, 20 percent state aid and 10 percent federal aid.

- The property tax structure should be adjusted between communities to reflect the level of transit service provided in them.

- Funds should be made available to all providers to the extent that they qualify under federal and state guidelines.

The trend of the various revenue sources is a concern that faces the RTB. While the fare structure has remained relatively stable over the last several years, state and federal grants have continued to decrease as a percentage of transit expenditures. At the same time, property taxes have continued to increase and are now the largest source of transit funding, nearly 50 percent of the cost of regular route transit in 1989. The property tax feathering mentioned earlier has lessened the burden of property taxes in many communities with limited transit service. Fares have continued to return approximately 35 percent of operating expenses of regular route transit. A fare simplification plan was implemented in 1989.

It is expected that federal funding will be reduced further from the seven percent level currently being received. The RTB, through its operating agreement with the MTC, has established a minimum level of working capital that is necessary to support the agency through the economic short-term instability.

MVET transfer from the General Fund to the Transit Assistance Fund have been increased from 30 percent in fiscal year 1989 to 35 percent for the 1990-91 biennium to meet increased transportation needs.

Table 5
Five-Year Transit Plan
Total Operating Cost Estimates
June 1989

	1990	1991	1992	1993	1994	Total
Operating Cost by System Categories						
Regular Route Operators	$109,902,816	$115,397,957	$121,167,855	$127,226,248	$133,587,560	$607,282,436
Rideshare	$748,717	$786,153	$825,460	$866,734	$910,070	$4,137,134
Metro Mobility	$13,981,179	$15,207,863	$16,531,712	$17,959,377	$19,414,227	$83,094,358
Community Based Transit	$4,363,182	$4,581,341	$4,810,408	$5,050,928	$5,303,474	$24,109,333
New Services						$0
Regular Route	$1,370,000	$2,265,000	$3,175,000	$2,025,000	$755,000	$9,590,000
Community Based	$616,000	$481,800	$898,640	$481,572	$505,651	$2,983,663
Rideshare TDM	$255,000	$255,000	$255,000	$255,000	$255,000	$1,275,000
TOTAL	$131,236,894	$138,975,114	$147,664,075	$153,864,859	$160,730,982	$732,471,924

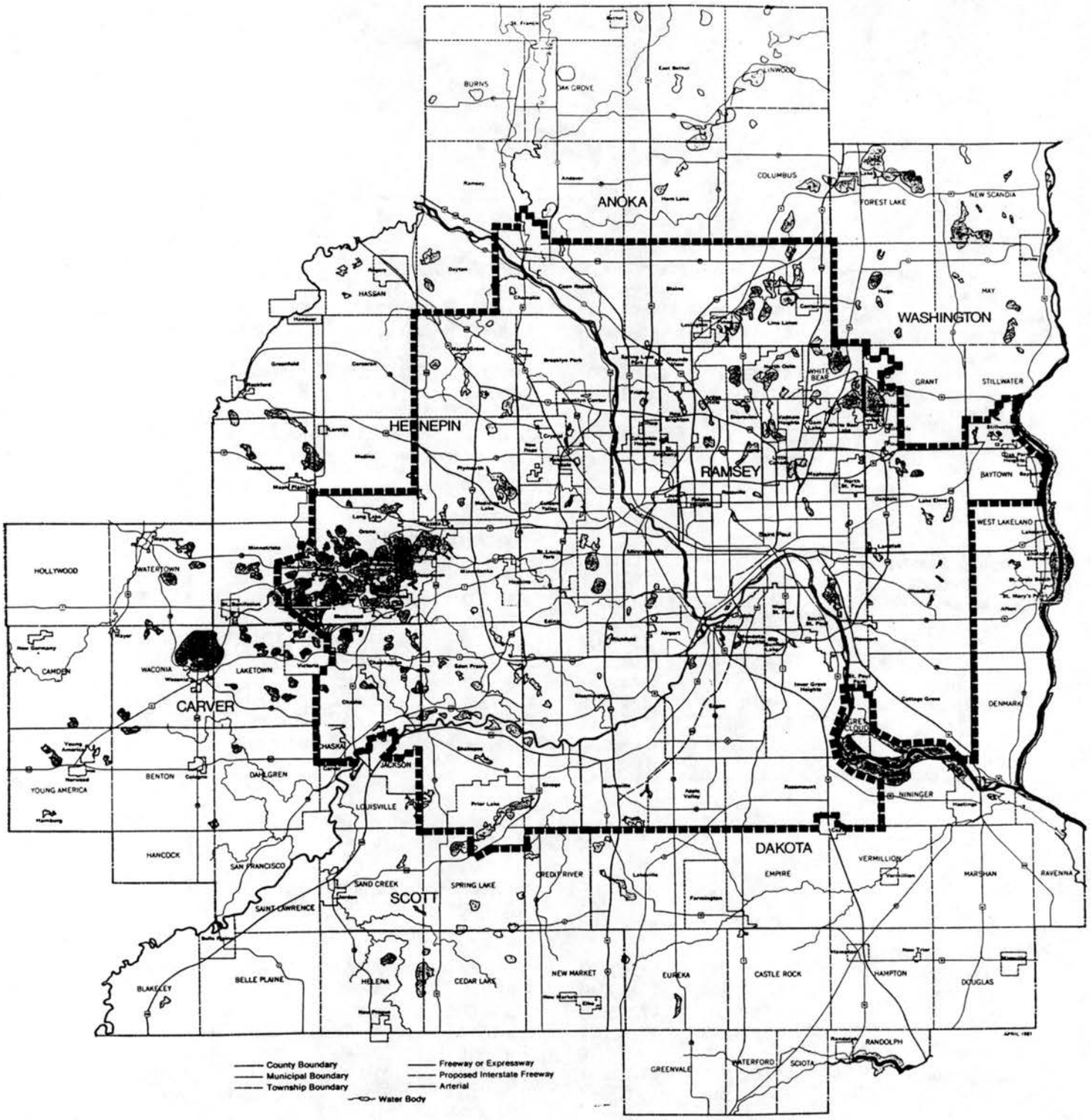
Table 6
Funding Sources

Operating Cost by Source of Funds						
Fare Revenue	35,424,520	36,118,072	36,839,977	36,725,731	36,799,087	$181,907,387
Other Funds	1,001,396	1,009,610	1,017,908	1,026,285	1,034,748	$5,089,947
Federal	7,929,500	7,544,500	7,544,500	7,544,500	7,544,500	$38,107,500
State	26,400,319	29,076,405	32,082,982	33,734,061	35,318,232	$156,611,999
Local Share	522,746	534,528	546,745	559,416	572,562	$2,735,997
Property Tax	59,958,413	64,691,999	69,631,963	74,274,866	79,461,853	$348,019,094
TOTAL	131,236,894	138,975,114	147,664,075	153,864,859	160,730,982	$732,471,924

Table 7
Regular Route Sources of funding

	1990	1991	1992	1993	1994	Total
Operating Cost by Source of Funds						
Fare Revenue	32,873,987	33,202,727	33,534,754	33,870,102	34,208,803	$167,690,373
Other Funds	821,396	829,610	837,907	846,285	854,748	$4,189,946
Federal	7,300,000	7,300,000	7,300,000	7,300,000	7,300,000	$36,500,000
State	11,815,694	12,680,529	13,590,798	14,548,796	15,556,930	$68,192,747
Local Share	0	0	0	0	0	$0
Property Tax	57,091,739	61,385,091	65,904,396	70,661,065	75,667,079	$330,709,370
TOTAL	109,902,816	115,397,957	121,167,855	127,226,248	133,587,560	$607,282,436

6/9/89



Metropolitan Transit Taxing District

Figure 6

Regional Transit Board Five-Year Transit Plan

D. Operating Budget Assumptions

The total operating cost estimates and sources of funds for the next five years are provided in Table 5 and Table 6. Table 7 identifies the anticipated sources of funding for regular route service.

The assumptions used in costing each service are as follows:

- Operating Expense. Costs for existing service levels are projected to not exceed the inflation rate as measured by the Minneapolis - St. Paul Consumer Price Index; they have been projected through the five year period at a growth trend of five percent per year. The cost projections included in provider budget and contract requests will be evaluated against actual, audited operating experience.

- Funding. Funding shares have been projected as follows: federal funding through Section 9 operating assistance is not anticipated to exceed the 1989 level, when it is equivalent to about seven percent of regular route service costs. Federal funding for other programs for rural services are projected to increase by four percent a year; local property taxes will be maintained at the existing tax capacity rate, with an estimated 6 percent annual growth in market valuation. State funding, through the Motor Vehicle Excise Tax (MVET) and the General Fund, will make up the remaining deficit. Tax feathering is projected to continue at current levels.

- Fares. Fares have been projected based on the goal of maintaining farebox revenue at the targeted share of total costs, in accordance with adopted fare box policies. As a result, fare levels will be subject to increase, especially if only a modest increase in ridership is anticipated.

- Ridership. A modest growth in regular route ridership of one percent per year has been used in developing the ridership estimates. This is based on increasing the market penetration of existing services, increasing the productivity of existing services, and additional ridership generated through new services. Ridership levels for Metro Mobility are projected to held at 1989 levels as a result of reduced use of Metro Mobility by human service providers for primary program transportation. The ridership forecasts used for the community based programs anticipate one percent annual growth.

- Service Miles. The Five-Year Transit Plan projects modest increases in regular route miles and paratransit services.

- Fuel. The Five-Year Transit Plan assumes continued availability of adequate fuel, at prices within the overall cost assumptions.

- Other. Any additional assumptions or differences for specific programs are noted in the following:

Rural County Services

Assumptions:

- Operating costs for existing service levels are projected to not exceed the inflation rate as measured by the Minneapolis - St. Paul Consumer Price Index; they have been projected through the five year period at a growth trend of five percent per year. The cost projections included in provider budget and contract requests will be evaluated against actual, audited operating experience.
- Funding sources will remain approximately the same as 1988.
- Fares to increase to accomplish the 15% fare box recovery ratios (depending on type of service) as established by RTB fare policy.
- A modest one-percent growth in ridership.
- Similar service mile levels.

Opt-Out (Community Based) Systems

Assumptions:

- Operating costs for existing service levels are projected to not exceed the inflation rate as measured by the Minneapolis - St. Paul Consumer Price Index; they have been projected through the five year period at a growth trend of five percent per year. The cost projections included in provider budget and contract requests will be evaluated against actual, audited operating experience.
- Funding sources will remain approximately the some as 1988.
- Fares to increase to accomplish the fare box recovery ratios (depending on type of service) as established by RTB fare policy.
- Moderate growth in ridership.
- Similar service mile levels.
- Implementation in remaining opt-out cities (Burnsville, Eagan, Apple Valley, Rosemount, Prior Lake, Savage, Maple Grove) to be initiated in 1990.
- No additional communities eligible to exercise opt-out.

Small Urban (Community Based) Systems

Assumptions:

- Operating costs for existing service levels are projected to not exceed the inflation rate as measured by the Minneapolis - St. Paul Consumer Price Index; they have been projected through the five year period at a growth trend of five percent per year. The cost projections included in provider budget and contract requests will be evaluated against actual, audited operating experience.
- Funding sources will remain approximately the same as 1988.
- Fares to increase to accomplish fare box recovery ratios (depending on type of service) as established by RTB fare policy.
- A modest one-percent growth in ridership.
- Similar service mile levels.

Metro Mobility Service

Assumptions:

- Funding sources will remain the same as 1989, i.e., state appropriation.
- A similar service mix of providers.
- Ridership to increase from 1989 base at rate of five percent per year. Reliance on Metro Mobility as the primary transportation resource for human service programs expected to continue.
- Fares to increase to accomplish the goal of maintaining fare box revenue at a minimum 10% recovery ratio.
- Provider reimbursement rates will require revision to respond to the anticipated five percent a year growth in operating costs.

Rideshare Service

Assumptions:

- Similar staffing levels for Minnesota Rideshare.
- Five percent annual growth in program costs.
- Federal fund availability doubtful.

Regular Route Service

Assumptions:

- Operating costs for existing service levels are projected to not exceed the inflation rate as measured by the Minneapolis - St. Paul Consumer Price Index; they have been projected through the five year period at a growth trend of five percent per year. The cost projections included in provider budget and contract requests will be evaluated against actual, audited operating experience.
- Funding sources will remain approximately the same as 1989.
- Fare increase likely to maintain farebox revenue at the targeted share of total costs.
- A modest one percent annual growth in ridership.
- A modest growth in service miles.
- A similar service mix as in 1989 with the possible addition of new providers.
- Stable fuel supply.

New Service:

Assumptions:

- Assumes implementation of new services in each of the next five years.
- Assumes farebox recovery ratios appropriate to the type of service. This may be high for a demonstration and the ridership revenue projections estimated here may be overly optimistic. More detailed cost and ridership estimates will be developed as part of the individual implementation plans.

APPENDICES

APPENDIX A

EXISTING SERVICES/PERFORMANCE DATA

METROPOLITAN TRANSIT COMMISSION

Type of Service:	Local, express and circulator fixed route services
Service Area:	Approximately 2,000 square miles of the metro area
Operator:	MTC except for several small service contracts
Vehicles:	833 peak hour buses (1989 proposed)
Service Hours:	Monday-Sunday, 21 hours daily

Performance Data

(Figures in Millions)

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 99.4 [a]	$ 99.8	$105.4
Passengers:	70.0 [a]	71.2	70.1
Miles:	27.8 [a]	27.4	28.8

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a) The 1988 Minnesota Transit Report, January 1989.

METRO MOBILITY

Type of Service:	Paratransit service for the disabled and elderly.
Service Area:	St. Paul, Minneapolis and much of the metropolitan area
Operator:	City Wide Cab, Ebenezer, H.T.S., Morley/Suburban, DARTS, Handicabs, Med Kab, Twin City, Diamond Cab, H.S.I., Metro Ride, Wilder, Yellow Taxi.
Vehicles:	Vans, mini-buses, taxis and autos
Service Hours:	Monday-Friday, 6:00 a.m. - 11:00 p.m. Saturday, Sunday & Holiday: 8:00 a.m. - 11:00 p.m.

Performance Data

	1987 Actual	1988 Actual	1989 Projected
Passengers:	952,945	1,260,099	1,377,233
Subsidy:	$6,900,186	$9,503,797	$10,818,176
Subsidy/Ride:	$ 7.24	$ 7.54	$ 7.86

SMALL URBAN SYSTEMS

CITY OF COLUMBIA HEIGHTS--"SHARED RIDE"

Type of Service: Demand-responsive for area residents, provided through a one-day advance reservation, shared-ride taxi service.

Service Area: Columbia Heights and Hilltop, including Apache Plaza, Red Owl Country Store, Bakers Square, Target and Fridley Plaza Clinic.

Operator: Yellow Taxi Service (1988 Contract)

Service Hours: Weekdays: 6:00 a.m. - 8:00 p.m.;
Weekends: 8:00 a.m. - 6:00 p.m.

Fares:
$ .50 - Elderly (75%), handicapped (2%), children (3% of ridership)
$1.00 - All others (20% of ridership)
$1.75 - Without prepaid ticket (1988 contract price)

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 26,032	$ 34,000	$ 36,000
Passengers:	13,183	15,000	15,000
Hours of Service:	837	900	1,000
Miles of Service:	16,465	18,000	19,000
Farebox Recovery Ratio:	27.9%	24.2%	23.9%

CITY OF HASTINGS - "TRAC"

Type of Service:	Demand-responsive for area residents.
Service Area:	City of Hastings
Operator:	City of Hastings
Service Hours:	Weekdays: 6:00 a.m. - 9:00 p.m.; and 3:00 p.m. - 6:00 p.m. (subscription) 9:30 a.m. - 2:30 p.m. (dial-a-ride) Saturday: 9:00 a.m. - 12:00 noon (dial-a-ride)
Fares:	$1.20 - Token rate $1.25 - Advance notice $1.50 - Same-day service

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 109,190	$ 130,000	$ 146,000
Passengers:	30,960	34,000	34,000
Hours of Service:	5,674	6,000	7,000
Miles of Service:	57,051	65,000	65,000
Farebox Recovery Ratio:	29.9%	29.2%	27.2%

CITY OF HOPKINS - "HOP-A-RIDE"

Type of Service: Demand-responsive for area residents, provided through a one-day advance reservation, shared-ride taxi service.

Service Area: City of Hopkins and Methodist Hospital, Shady Oak Beach and Opportunity Workshop.

Operator: Town Taxi (1989 Contract)

Service Hours: Monday - Saturday: 6:00 a.m. - 6:00 p.m.

Fares:
- $0.40 - Low income fare--approximate 85 percent of ridership
- $0.95 - Regular fare--approximately 15 percent of ridership
- $1.79 - Cash fare (1989 contract price)

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 50,142	$ 56,000	$ 65,000
Passengers:	28,416	29,000	30,000
Hours of Service:	2,184	4,000	4,000
Miles of Service:	21,660	30,000	32,000
Farebox Recovery Ratio:	26.1%	23.9%	21.9%

NORTHEAST SUBURBAN TRANSIT - "NEST"

Type of Service:	Demand-responsive for area residents.
Service Area:	Cities of Maplewood, North St. Paul, Oakdale, and Northeast Metro Tech, Hillcrest and SunRay Shopping Centers, and Lakewood College.
Operator:	Morley Bus Company
Vehicles:	2 medium buses plus backup, 1 is lift-equipped
Service Hours:	Monday - Friday: 6:30 a.m. - 6:30 p.m. Saturday: 8:00 a.m. - 3:00 p.m.
Fares:	$1.00

Performance Data

	1987 Actual(a)	1988 Estimated(b)	1989 Projected
Expenses:	$	$ 153,000	$ 159,000
Passengers:		15,000	20,000
Hours of Service:		5,000	7,000
Miles of Service:		112,000	120,000
Farebox Recovery Ratio:		10.2%	12.6%

(a) Service began in May, 1988.
(b) Annualized.

ST. LOUIS PARK EMERGENCY PROGRAM - "STEP"

Type of Service: Demand-responsive, volunteer-driver transportation service. Only provides transportation for medical appointments.

Service Area: City of St. Louis Park

Operator: STEP

Vehicles: Volunteer drivers' cars

Service Hours: Monday - Friday: 9:00 a.m. - 4:00 p.m.

Fares: None

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 11,942	$ 13,000	$ 14,000
Passengers:	2,117	2,500	3,000
Hours of Service:	1,660	2,000	2,000
Miles of Service:	16,697	22,000	22,000
Farebox Recovery Ratio:	0.0%	0.0%	0.0%

WHITE BEAR LAKE - "WHITE BEAR AREA TRANSIT" AND "LIONMOBILE"

Type of Service:	Demand-responsive for area residents with Lionmobile serving elderly who do not qualify for Metro Mobility.
Service Area:	Vans--White Bear Lake Township, Birchwood, north of St. Paul, Maplewood Mall. Lionmobile--White Bear Lake School District, above areas, Gem Lake and portions of North Oaks, Vadnais Heights, and Hugo.
Operator:	Morley Bus Company
Vehicles:	2 vans plus 1 Lionmobile
Service Hours:	Van - Monday-Friday 6:45 a.m.-6:45 p.m. - Saturday: 8:00 a.m.-3:30 p.m. Lionmobile - Monday-Friday 7:30 a.m.-4:00 p.m.
Fares:	Van - $1.00 Lionmobile - $1.00 in White Bear Lake $2.50 outside White Bear Lake area

1989 Performance Data

Expenses:	$ 170,847
Passengers:	30,375
Hours of Service:	8,750
Miles of Service:	120,893

Revenues

Farebox:	$ 28,125
Other Sources:	$ 142,722

RURAL SYSTEMS

ANOKA COUNTY TRANSPORTATION COORDINATION PROGRAM

Type of Service:	Demand-responsive, variable route, and volunteer drivers with cars serve the area residents.
Service Area:	Anoka County, including the townships of Ramsey, Andover, Columbus, Linwood, Bethel, East Bethel, Oak Grove, Burns, St. Francis, and Ham Lake.
Operator:	Linwood Traveler, County Traveler (Morley Bus Company), County-Wide.
Vehicles:	Linwood 16(b)2 vehicle, contract for service vehicles, and volunteer drivers' cars.
Service Hours:	Monday - Friday, 8:00 a.m. - 4:30 p.m.
Fares:	Donations.

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 151,483	$ 174,928	$ 242,000
Passengers:	8,442	12,000	14,000
Hours of Service:	7,002	8,000	10,000
Miles of Service:	82,248	111,000	130,000
Farebox Recovery Ratio:	2.9%	3.9%	3.9%

CARVER COUNTY RURAL TRANSPORTATION SERVICES - "CARTS"

Type of Service:	Demand-responsive and flexible fixed route service, supplemented by approximately 60 volunteer drivers, for the elderly, economically disadvantaged, and handicapped individuals.
Service Area:	Carver County, including Chanhassen, Chaska, Carver, Cologne, Young America, Norwood, Hamburg, Mayer, New Germany, Waconia, Watertown and Victoria.
Operator:	Carver County Community Social Services
Vehicles:	5 medium buses (handicapped accessible), 1 van, and volunteer drivers' cars.
Service Hours:	Monday - Friday, 7:30 a.m. - 5:00 p.m.
Fares:	$ .50 - local $1.00 - county $2.00 - within 15-mile radius $4.00 - metro

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 168,366	$ 196,000	$ 206,000
Passengers:	60,183	57,000	61,000
Hours of Service:	18,135	22,000	22,000
Miles of Service:	330,646	348,000	360,000
Farebox Recovery Ratio:	7.5%	6.6%	6.8%

DAKOTA AREA RESOURCES AND TRANSPORTATION FOR SENIORS - "DARTS"

Type of Service:	Demand-responsive and contract fixed-route for elderly residents and others with special needs.
Service Area:	Dakota County as well as St. Paul and Minneapolis proper including surrounding medical facilities.
Operator:	Dakota Area Resources and Transportation for Seniors, Inc.
Vehicles:	16 vehicles plus shared use of 1-16(b) 2 vehicle.
Service Hours:	Regular Senior Service: Monday - Friday, 8:00 a.m. - 4:00 p.m. Special Contract Handicapped Expanded Service: 7 days a week, 6:00 a.m. - 11:00 p.m.
Fares:	Contract Fixed Route: Varies by Contract. Suggested donation of $1.00 per trip.

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 481,722	$ 519,000	$ 540,000
Passengers:	73,465	76,000	81,000
Hours of Service:	19,224	22,000	23,000
Miles of Service:	310,409	330,000	330,000
Farebox Recovery Ratio:	4.6%	4.4%	4.5%

DAKOTA COUNTY (VOLUNTEER TRANSPORTATION PROGRAM)

Type of Service:	Demand-responsive, volunteer-driver transportation service for Dakota County residents.
Service Area:	Dakota County.
Operator:	Dakota County Social Services Department.
Vehicles:	Volunteer drivers' cars.
Service Hours:	Monday - Friday, 8:00 a.m. - 4:45 p.m.
Fares:	None.

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 37,755	$ 47,000	$ 42,000
Passengers:	4,866	7,000	7,000
Hours of Service:	3,998	6,000	7,000
Miles of Service:	67,286	100,440	103,000
Farebox Recovery Ratio:	0.0%	0.0%	0.0%

HUMAN SERVICES, INC. TRANSPORTER OF WASHINGTON COUNTY

Type of Service:	Demand-responsive service for elderly and disabled residents.
Service Area:	Washington County and St. Paul proper, including the downtown area and surrounding medical facilities.
Operator:	Human Services, Inc.
Vehicles:	6 vans (3 of which are handicapped accessible) and 2 medium buses (handicapped accessible)
Service Hours:	Monday - Friday, 7:30 a.m. - 5:00 p.m.
Fares:	$ 1.00 - within the county $ 1.50 - outside the county $10.00 - ten-ride card

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 184,597	$ 258,000	$ 268,000
Passengers:	27,356	31,000	37,000
Hours of Service:	7,736	9,000	11,000
Miles of Service:	145,137	180,000	180,000
Farebox Recovery Ratio:	6.8%	6.0%	6.0%

SCOTT COUNTY HUMAN SERVICES

Type of Service:	Combined fixed route, dial-a-ride and volunteer driver program designed to serve elderly and disabled persons.
Service Area:	All of Scott County--Shakopee, Savage, Prior Lake, Jordan, Elko, New Market, New Prague, and Belle Plaine.
Operator:	Scott County Human Services Department.
Vehicles:	4 vans, 2 medium buses (12-14 passengers), and 2 small bus (2-11 passengers); 4 vehicles accessible.
Service Hours:	Monday - Friday, 8:00 a.m. - 4:30 p.m.
Fares:	$ .50 - local in-town trips $ 1.50 - less than 30 miles round trip $ 4.00 - more than 30 miles round trip

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 158,275	$ 222,000	$ 158,000
Passengers:	38,000	36,000	38,000
Hours of Service:	16,000	14,000	16,000
Miles of Service:	225,000	231,000	225,000
Farebox Recovery Ratio:	2.2%	2.9%	4.7%

SENIOR COMMUNITY SERVICES

Type of Service:	Scheduled routing for shopping, daily trips to the senior center, doctor appointments, as well as connections with MTC regular route service and Metro Mobility.
Service Area:	Independence (north of County Road 6), Maple Plain, Loretto, Corcoran, west Medina, Delano, Rockford, and Greenfield.
Operator:	Senior Community Services.
Vehicles:	2 medium 16(b) 2 buses (handicapped accessible), and volunteer drivers' cars.
Service Hours:	Monday - Friday, 8:30 a.m. - 3:30 p.m.
Fares:	Donations.

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 70,145	$ 69,000	$ 91,000
Passengers:	6,456	7,000	8,500
Hours of Service:	1,741	2,400	3,100
Miles of Service:	16,641	25,000	36,000
Farebox Recovery Ratio:			

SENIOR TRANSPORTATION PROGRAM

Type of Service:	Demand-responsive for elderly and disabled persons.
Service Area:	Northwest Suburban Hennepin County, including Brooklyn Park, Champlin, Dayton, Hassan Township, Maple Grove and Rogers.
Operator:	Joint Powers Agreement among the cities of Brooklyn Park, Champlin, Dayton and Maple Grove govern Senior Transportation Program.
Vehicles:	2 handicapped accessible vans, 2 buses (1 medium, 1 small), and volunteer drivers' cars.
Service Hours:	Monday - Friday, 8:00 a.m. - 4:00 p.m.
Fares:	Donations.

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 35,922	$ 50,000	$ 60,000
Passengers:	3,982	6,500	7,000
Hours of Service:	1,052	2,400	2,700
Miles of Service:	18,365	45,000	50,000
Farebox Recovery Ratio:	9.0%	12.0%	13.3%

WESTONKA RIDES

Type of Service:	Demand-responsive, variable route service for elderly, disabled and transit dependent persons.
Service Area:	Independence, Minnetrista, Mound, Orono, Spring Park, St. Bonifacius, and Minnetonka Beach.
Operator:	Community Services Department, Independent School District No. 277, Westonka Schools.
Vehicles:	1 medium bus, 1 van (both of which are handicapped accessible) and volunteer drivers' cars.
Service Hours:	Monday - Friday, 9:00 a.m. - 4:00 p.m.
Fares:	Suggested donations based on distance.

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 45,503	$ 53,000	$ 67,000
Passengers:	10,137	10,500	10,500
Hours of Service:	1,500	1,800	2,100
Miles of Service:	17,587	18,500	19,000
Farebox Recovery Ratio:	12.1%	16.0%	13.1%

REPLACEMENT SYSTEMS
(OPT-OUT)

CITY OF PLYMOUTH

Type of Service:	Commute and reverse commute service during peak hours and circulator service for travel within Plymouth.
Service Area:	City of Plymouth and downtown Minneapolis.
Operator:	Medicine Lake Lines.
Vehicles:	Circulator Service: 6 mini-coaches Commute/Reverse Commute Service: 4 large buses
Service Hours:	Commute and Reverse Commute Service: Monday - Friday, 6:44 a.m. - 7:54 a.m., and 4:10 p.m. - 5:45 p.m. Circulator Service: Seven Days a Week, 9:00 a.m. - 4:45 p.m.
Fares:	Circulator Service: $0.60 Reverse Commute: $0.60 Commute Service: $0.90 and $1.05

Performance Data

	1987 Actual(a)	1988 Estimated(b)	1989 Projected
Expenses:	$ 570,000	$ 544,000	$ 544,000
Passengers:	115,000	120,000	120,000
Hours of Service:	N/A	6,000	6,000
Miles of Service:	189,000	116,000	116,000
Farebox Recovery Ratio:	21.4%	17.2%	N/A

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a) Estimated
b) Contract amounts

CITY OF SHAKOPEE

Type of Service: Dial-a-ride service for travel within the City of Shakopee and vanpool service for commuters during peak hours, Monday through Friday.

Service Area: City of Shakopee.

Operator: Kare Kabs, Inc. is under contract to the City of Shakopee to operate the dial-a-ride service, and Van Pool Services, Inc. (VPSI) provides vehicles for the vanpool program.

Vehicles:
Van Pool: 5 vans
Dial-a-Ride: 2 mini-vans and one 15-passenger van

Service Hours:
Van Pool:
Monday - Friday during a.m. and p.m. peak hours

Dial-a-Ride:

Monday - Friday	6:00 a.m. - 9:00 p.m., and
Saturdays from	9:00 a.m. - 5:00 p.m.

Fares:
Dial-a-Ride:

	Adults	Students	Seniors and Under 6
24-Hr or more notice	$1.25	$ 1.00	$ 0.75
Less than 24-Hr. notice	$2.00	$ 1.50	$ 1.00

Van Pool:
Monthly pass - $47.50
Weekly pass - $12.50
Fare Per Trip - $ 2.00

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 211,461	$ 225,000	$ 255,000
Passengers:	55,082	63,000	70,000
Hours of Service:	11,427	12,000	12,000
Miles of Service:	184,095	191,000	195,000
Farebox Recovery Ratio:	15.7%	14.9%	13.9%

SOUTHWEST METRO TRANSIT COMMISSION

Type of Service: Commute express, dial-a-ride, in-commute and vanpool service (beginning in 1989).

Service Area: Cities of Eden Prairie, Chaska and Chanhassen.

Operator: The MTC operates the commuter express and in-commute services, and Kare Kabs, Inc. operates the dial-a-ride service.

Vehicles: 8 large buses; 1 medium bus, 5 vans

Service Hours: Dial-a-Ride:

Monday - Friday, 6:00 a.m. - 6:00 p.m., and

Express Service:

Monday - Friday, 6:31 a.m. - 7:10 a.m. and
4:05 p.m. - 5:35 p.m.

In-Commute Service: 7:20 a.m. - 5:54 p.m.

Fares: Dial-a-Ride:

	Adults	Students	Seniors and Under 6
More than 12-Hr. notice	$1.00	$ 0.75	$ 0.50
Less than 12-Hr. notice	$1.50	$ 1.00	$ 0.50

Express Service: $1.25
In-Commute Service: $0.75

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$1,072,989	$1,017,000	$ 1,091,000
Passengers:	140,312	159,000	162,000
Hours of Service:	15,415	13,000	16,000
Miles of Service:	290,592	328,000	398,000
Farebox Recovery Ratio:	14.3%	17.2%	16.5%

REGULAR ROUTE SYSTEMS

AIRPORT EXPRESS

Type of Service: Commuter express service.

Service Area: Route 39 links Burnsville, Apple Valley and Eagan with Control Data, Metro Office Park, Northwest Airlines, the GSA Building, and the Veterans' Hospital.

Operator: Airport Express/Route 39

Vehicles: 23-passenger GM diesel

Service Hours: Weekdays: 6:37 a.m. - 7:45 a.m.;
4:39 p.m. - 5:41 p.m.

Fares: $0.85 - express service
$0.75 - local service

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 18,578	$ 21,443	$ 22,000
Passengers:	6,944	8,000	9,000
Hours of Service:	562	562	562
Miles of Service:	11,520	11,520	11,540
Farebox Recovery Ratio:	18.61%	17.91%	18.3%

MEDICINE LAKE LINES

Type of Service:	Commuter service to downtown Minneapolis along with midday service on weekdays and Saturdays.
Service Area:	Golden Valley, Crystal, New Hope, Plymouth, Maple Grove, and downtown Minneapolis.
Operator:	Medicine Lake Lines.
Vehicles:	25 large buses.
Service Hours:	Monday - Saturday, 5:30 a.m. - 8:05 p.m.
Fares:	Base Fare: $0.75

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$1,046,353	N/A	$ 1,024,600
Passengers:	344,628	N/A	345,000
Hours of Service:	14,283	N/A	14,000
Miles of Service:	339,050	N/A	290,000
Farebox Recovery Ratio:	20.49%	N/A	25.6%

NORTH SUBURBAN LINES

Type of Service:	Express commuter service to downtown St. Paul and midday service operating Monday through Friday.
Service Area:	Anoka, Coon Rapids, Blaine, Lino Lakes, Centerville, Mounds View, Circle Pines, Lexington, Shakopee, North Oaks, Vadnais Heights, Little Canada, Roseville, and St. Paul.
Operator:	North Suburban Lines.
Vehicles:	16 large buses.
Service Hours:	Monday - Friday, 5:40 a.m. - 7:08 p.m.
Fares:	$0.75 base fare, plus $.15 for each additional zone. $1.50 for commuter express service

Performance Data

	1987 Actual	1988 Estimated	1989 Projected
Expenses:	$ 782,655	$ 833,000	$ 850,000
Passengers:	227,323	243,000	249,000
Hours of Service:	10,547	10,500	10,500
Miles of Service:	277,248	277,000	276,000
Farebox Recovery Ratio:	22.3%	23.1%	23.4%

APPENDIX B

CONTRACT STANDARDS

The RTB has instituted a set of uniform contract service policies intended to:

- promote safety for transit customers;
- ensure the availability of transit service;
- facilitate coordination of transit services provided throughout the metropolitan area;
- maintain a competitive environment for contract service providers; and
- assist the development of a regional system with individual programs responsive to the needs of the traveling public.

The following provisions are the minimum standards for contracts between the RTB and providers of public transit service. These appear in all service contracts.

1. **Indemnification.** Except as caused by the negligence of the RTB, contractors shall agree to indemnify and hold harmless the RTB and all of the RTB's board members, agents, and employees from liability arising incident to the performance of the contract.

2. **Insurance.** The contractor shall provide insurance with companies authorized to do business in the state of Minnesota by which contracts the contractor and the RTB are insured against any claims. The required minimum limits of coverage for insurance are $200,000 per claimant for injury, death, or property damage by wrongful act or omission, and $600,000 for any number of claims arising out of a single occurrence, unless a variance shall be given based upon availability of coverage in the market. A governmental unit may satisfy the insurance requirement by providing alternative evidence of financial ability to satisfy claims. No compensation for services provided shall be paid unless an approved certificate of insurance is on file.

3. **Audits.** The records, books, documents, and accounting procedures and practices of the contractor and of any subcontractor relating to work performed pursuant to agreement shall be subject to audit. Contract services shall be audited within 12 months after the end of the contract term.

4. **Enforcement.** Upon determination of non-compliance, and in recognition of the unique circumstances of the problem, the RTB staff shall seek compliance through the following steps prior to declaring a default: (a) oral communications; (b) written notice requesting corrective action; (c) written notice demanding corrective action; and (d) formal written notice of default.

   Default shall be defined in each agreement as a failure to perform certain obligations. Within seven (7) days after receiving written notice of default, a contractor shall be required to respond. In the response, the contractor should indicate whether it will cure the default, show good cause for the failure to cure the default, or show it is not in default.

5. **Service Productivity**. The RTB should also be able to declare a default because of the low productivity of the service or failure of the service to operate within mutually agreed performance standards. These standards should consider any provisions of the RTB's Implementation Plan relating to service performance, provide flexibility for start-up services, and make every effort to keep service operational.

6. **Start-up Projects**. Special consideration should be given to start-up services in the areas of enforcement, service productivity, and other provisions as necessary to develop the program.

7. **Subcontracting**. Contractors shall be allowed to assign or subcontract, but not unless the RTB has first approved the qualifications for subcontractor and the terms of any subcontracts. The RTB should retain the right to disapprove any such third party contracts. Consent to any subcontract or assignment shall not relieve a contractor of its primary responsibility for performance hereunder.

8. **Records**. Contractors should keep and maintain all records required by the RTB under any contract for a period of three (3) years.

9. **Monthly Summaries**. The Contractor, in accordance with an established reporting schedule, should prepare and submit a summary report monthly. This summary should include:

    a. Daily totals of the following operating data itemized separately for each route and vehicle: the hours of service provided, the number of miles operated, the number of passengers carried, the amount of revenue collected, and any other items reasonably requested by the RTB.

    b. Documentation of major operational problems, significant variations in ridership, revenues, and expenses, passenger complaints and commendations, along with descriptions of actions taken.

    All monthly reports should be submitted within 30 days after the end of the month.

10. **Withholding Pending Audits**. An amount not less than three percent of the subsidy amount shall be withheld pending a final audit to provide security for the prompt repayment of any overpayment of subsidy. This amount should be withheld from both public and private providers.

11. **Penalties.** Provisions for penalties should apply equally to governmental units and the private sector. Financial penalties should be used to secure compliance with contract requirements, especially in the areas of reporting requirements and timely service requirements, and otherwise as appropriate, based on disruption to contract administration or the traveling public. Sanctions should be imposed for untimely reports based upon the interruption caused to other RTB work.

12. **Capital Recovery.** Every effort should be made to assure that capital assets acquired with the proceeds of RTB subsidy remain in service for the provision of public transit. Where capital assets have remaining useful life at the expiration of the subsidized transit service, the remaining value should be recovered. Leased property should also be subject to cost recovery if the lease is merely a financing device.

13. **Staff Authority**. In contract administration, the project administrator shall be authorized to act on behalf of the RTB to make modifications to management plan provisions agreed to or requested by the contractor, after the RTB board and RTB management staff have first been given an opportunity to review the proposed change.

14. **Duration**. All contracts shall have a duration of three to five years. Each contract relationship longer than one year shall be accompanied by the use of renewable annual options at the discretion of the contractor.

15. **Service Quality, Safety, and Personnel Standards**. These issues shall be addressed in every contract.

16. **Disadvantaged Women Business Enterprise**. Minimum goals set by RTB for disadvantaged business enterprises and business women enterprises participation for each contracting opportunity shall be required.

17. **Equal Employment Opportunities**. All contractors shall provide equal employment opportunity and not discriminate on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, age, political affiliation, or sexual preference. Affirmative action shall be provided for consistent with the Minnesota Human Rights Act.

APPENDIX C

EXURBAN GUIDELINES

The exurban area lies outside of the metropolitan transit taxing district and is taxed at 1/10 the levy imposed in the district. Legislation requires that the exurban tax proceeds be used for ridesharing and paratransit programs designed specifically to serve residents of the exurban area.

The RTB allocates exurban tax levy funds based on the actual costs of providing service. Exurban funding requests for new and existing programs are evaluated annually based on the following guidelines:

a. The program shall predominantly serve persons residing within the exurban area.

b. The program shall predominantly be subregional in nature and should provide access to existing service wherever possible.

c. Funding preference will be granted to programs providing accessible service.

d. Funding participation from the RTB shall be a maximum of 60 percent of the program deficit and shall be calculated as: fully allocated operating costs less operating revenues attributed to the exurban area served. (If federal or state funds are obtained from sources other than the RTB, the attributable portion of these revenues shall be subtracted from total operating costs before the RTB share is calculated.) The remaining local match shall be provided by the applicant.

e. Funding preference will be granted to programs that are cost effective.

f. Funding preference will be granted to programs that are structured to deliver service by or in coordination with an existing provider.

g. New programs will be initiated with a 12-month demonstration period, during which the funding participation from the RTB will be a maximum of 75 percent of the project deficit, as defined above.

APPENDIX D

CAPITAL FUNDING PROCEDURES AND CRITERIA

The total of capital funding available to the region is likely to fall short of that required to meet all capital needs. To ensure that funding is available for the most critical capital projects, a process is necessary for establishing capital funding priorities. This section describes the proposed process the RTB will follow in making capital funding decisions. Specifically, the following is discussed:

- Eligible recipients of RTB capital funding;
- Criteria used to determine projects eligible for capital funding;
- Criteria used to rank eligible projects; and
- Procedures to be followed in applying to the RTB for capital funding.

Eligible Recipients

Transit providers and public and private developers of transit facilities which are eligible for RTB capital funding include:

1. RTB contracted providers who:

   a) Directly operate service and have identifiable capital costs consisting of the purchase of capital assets.

   Not eligible are RTB contracted providers without identifiable capital costs. This includes providers of Metro Mobility service who are funded on a per-passenger basis, and other providers funded on the basis of service hours operated.

2. Counties, municipalities, and other government agencies, such as the Minnesota Department of Transportation. The RTB may share in the capital cost of transit facilities developed by local units of government which provide a benefit to the regional transit system.

3. Private sector institutions and organizations. The RTB may share in the capital costs of transit facilities developed by private sector institutions and organizations which provide a benefit to the regional transit system.

Eligibility Criteria

These criteria must be met before an application for capital funding will be considered by the RTB. Separate criteria have been established for the funding of revenue vehicles, facilities and capital equipment.

Revenue Vehicle Eligibility Criteria - A revenue vehicle is any bus, van, light rail vehicle or other vehicle used to transport passengers. Applications for funding of revenue vehicles must meet the following criteria:

1. The vehicles will be operated exclusively in public transit service.

2. The project must be consistent with the goals and policies contained in the

RTB's Five-Year Transit Plan.

3. The proposed vehicle(s) to be purchased by a provider is suitable for the service to be provided as determined by the RTB.

Facility Eligibility Criteria - Applications for RTB capital funding of transit facilities must meet the following criteria.

1. The primary purpose of the facility must be related to providing public transit service. This includes the capital costs related to major maintenance of capital facilities. Improvements which service uses other than or in addition to public transit, such as off-site roadway improvements, will not be eligible for RTB capital funding.

2. The project must be consistent with the RTB Implementation and Financial Plan.

3. Projects must be coordinated with all affected communities and levels of Government.

4. Where applicable, project funding must conform to the RTB cost sharing policy.

Capital Equipment Eligibility Criteria - Capital equipment includes tools, service vehicles, miscellaneous equipment used in transit service operation and maintenance. Applications for RTB capital funding of capital equipment must meet the following criteria:

1. The capital equipment will be used exclusively in the operation or maintenance of public transit service.

2. The project must be consistent with the RTB Implementation and Financial Plan.

3. Capital equipment must have an expected useful life of one year or more and a cost of $300 or greater.

Project Ranking Criteria

Applications for RTB capital funding will be evaluated and ranked on the basis of the following criteria. The criteria have been assigned relative weights based on the number of points a project may score on each. The points assigned to each reflect the importance of each as identified in the previous goals, strategies and actions. Project ranking will be determined by the total scores projects receive.

300 points	1. Project involves the replacement of an existing capital asst with no remaining useful life.
200 points	2. Project is proposed to meet demands of increased ridership.
140 points	3. Project would provide service to previously unserved or underserved areas.

90 points	4. Number of transit riders served.
90 points	5. Project would improve cost effectiveness of service to be provided.
70 points	6. Project would improve service frequency reliability, safety, or quality.
70 points	7. Capability of applicant to maintain capital asset.
40 points	8. Coordination of service with other providers or units of government.
1,000 points	

Procedures for Review of Capital Funding Requests

In addition to review of capital projects included in the Transportation Improvement Program and MTC capital budget, the RTB will receive and review requests for capital funding according to the following schedule:

- Providers applying for RTB operating assistance will submit capital funding requests with the operating assistance application. This deadline usually occurs in June preceding the contract year. Capital funding applications will include requests for capital funding required during the contract year and projections of funding required during the subsequent four years.

  The RTB will act on capital requests at the time operating contracts are approved.

- Other applicants for RTB capital funding must submit applications no later than June 30 of the year preceding that in which the project is to begin. The RTB will act on these requests before October 1.

- To remain eligible, all projects approved for RTB funding must have a substantial start within twelve months of the date of approval. This may include the approval of a preliminary contract, approval of plans and specifications or other evidence of a substantial start as the RTB may approve.

APPENDIX E

REGULAR ROUTE SERVICE DESIGN STANDARDS AND GUIDELINES

The following set of standards and guidelines are intended for use in development of Regular Route Transit Services in the Twin Cities Metropolitan Area.

Definition of Service Levels

Full Service

A route with "full service" will have a minimum of the following:

- 30-minute peak trunk frequency or two trips per peak hour; and
- 60-minute off-peak trunk frequency or one trip per off-peak hour; and
- service provided seven days per week; and
- minimum hours of operation -- 6:00 a.m. - 6:00 p.m. weekdays and Saturdays, and 11...00 a.m. - 6:00 p.m. Sundays/Holidays.

Peak Only Service

A route with "commuter service" will have a minimum of the following:

- 30-minute peak trunk frequency or two trips per peak hour; and
- service provided Monday through Friday; and
- minimum hours of operation -- 7:00 a.m. - 8:00 a.m. and 4:15 p.m. - 5:15 p.m.

Definition of Service Types

Local -- Services that involve frequent stops with consequently low average speeds, with the purpose of which is to deliver and pick up transit passengers as close to their destination or origins as possible.

Limited Stop -- Services that make limited stops at intermittent intervals along a set route and consequently have higher average speeds than local services. Such services may also function as limited stop by conducting passenger drop-off inbound and passenger boarding outbound or other special features. There is not fare surcharge for this service type and only local fare paying procedures apply.

Express -- Services that take the shortest, fastest route using highways and freeways where possible. Significant travel time savings over local and limited stop services are realized and consequently a fare surcharge is applied to this type of premium service.

Route Classification

Three primary types of Regular Rotue Service are identified based on four specific characteristics. The matrix below delineates route classifications based upon characteristics and presents service options within each classification.

CHARACTERISTIC	CLASSIFICATION		
1. Speed	Local	Limited Stop	Express
2. Availability			
a. peak-only			
b. full service			
3. Frequency			
a. frequent			
b. infrequent			
4. Orientation			
a. radial - serving a CBD area			
b. crosstown - orientation thru central cities or suburban area			

Route Spacing

In high density population areas, having greater than six dwelling units per acre, potential passengers should not be required to walk more than one-quarter mile to regular route transit service, which results in a recommended route spacing of one-half mile.

In areas of moderate population density having four to six dwelling nits per acre, average walk distance to regular route transit should be approximately one-half mile, which results in a recommended route spacing of one mile.

In areas of low population density having one-half to three dwelling units per acre, regular route transit service shall be provided as passenger demand dictates. Low population density areas will be considered served by regular route transit when located within three to five miles of park-and-ride lots anchored by a transit route having "commuter service" potential.

Bus Stop Spacing

In urban-density single-family residential areas, stops should be located no closer than every one-eighth mile, or about 700 feet. Since high percentages of Minneapolis, Saint Paul, and the fully developed suburbs are plotted with streets every one-eighth mile in one direction and one-sixteenth mile in the other direction.

This standard can be easily implemented insofar as designated stops are concerned. Its use will permit a higher level of transit service through a reduction in the number of stops and consequent increase in average speed of buses.

Where there is higher-density residential development or non-residential generators, stop spacing should be variable to reflect the demand, and the standard interpreted in terms of no more than eight stops per mile rather than a specific distance between them. In low-density suburban residential areas characterized by widely spaced routes requiring longer walks and low transit ridership, which is reflected in a needed for fewer stops by any given bus to pick up passengers, designated stops can be more closely spaced although preferably at street corners.

Service Frequency

During peak periods, the frequency of service (headway) should be based on passenger demand, taking into account vehicle loading standards. During off-peak periods, the frequency of service should reflect passenger demand as shown in the following table.

Off-Peak Passenger Loading Per Hour/Direction	Off-Peak Headway (in minutes)
greater than 189	10 or less
115 to 189	15
75 to 114	20
50 to 74	30
15 to 49	30
less than 15	no longer route service

"Clock" headways will be instituted on routes where the passenger demand allows.

"Clock" headways of 7/8 minutes, 15 minutes, 30 minutes, and 60 minutes will be instituted on routes where the passenger demand warrants the frequency of service, especially during off-peak periods when minimal service is provided or when there is significant transferring between routes. In cases when individual route performance is less than 15 passengers per hour/direction, different modes of transit service other than fixed route/fixed schedule should be deployed.

Hours of Service

Fixed route transit service should be operated during the following times and days. The arrival and departure times indicated, denote trip times in the CBD of St. Paul and Minneapolis.

Weekdays and Saturdays. Start -up -- the first scheduled run on all mainline CBD oriented local bus routes should arrive in the CBD at the major transfer point of that route at 5:00 a.m. Central Standard Time. Shut-down -- the last schedule run on all mainline CBD oriented local bus routes should depart from the CBD at the major transfer point of that route at 1:00 a.m. Central Standard Time.

Sundays and Holidays. Start-up -- the first schedule run on all CBD oriented local bus routes should arrive in the CBD at the major transfer point of that route at 6:00 a.m.

Central Standard Time. Shut-down -- the last scheduled run on all CBD oriented local bus routes should depart the CBD at the major transfer point of that route at 1:00 a.m. Central Standard Time.

Holiday Service

All CBD oriented local bus routes will operate on a Sunday service frequency during the following holidays: New Years, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas.

Standards and Criteria for Feeder Bus

The LRT and bus systems should complement, not duplicate, each other. Feeder bus service should be developed to complement LRT based on the following criteria:

- Duplicative or parallel line-haul bus service should not be provided. Instead, routes should be restructured to feed the LRT line. duplicative or parallel lines are defined as those routes serving the same corridor with the same schedule and frequency of service.

- Direct bus service to the downtown CBD for inner-city residents should be maintained if transferring to an LRT line would add travel time, diminish directness of service, significantly decrease levels of service, or where there are high volumes of short trips.

- The change from a line-haul bus to an LRT line should impose no more than one (1) transfer on trips to the CBD for the majority of riders. This assumes no downtown transfer.

- Route spacing will encompass, but is not limited to, the following guidelines:

  a) In densely populated areas, and/or low auto ownership areas, potential passengers should not be required to walk more than one-quarter mile. This would equate to approximately a one-half mile route spacing.

  b) In moderately dense areas, and/or moderate auto ownership areas, potential passengers should not be required to walk more than one-half mile.

  c) In light density areas, service will be provided as passenger demand dictates with major emphasis put use of on park-and-ride facilities.

  d) Travel time to destination. Goal -- competitive with automobile travel time or less.

- In estimating travel times and wait times for feeder buses, three (3) minutes will be used for transfers made at timed-transfer connections; one-half the headway will be used for random transfers.

- The level of service for the feeder bus system will be based on LRT level of service, existing headways and the estimated use of the system. The feeder bus system will be designed to meet the LRT headways. In most cases, a 15/30/60 minute frequency will be used. As needed, this can be increased to include a 7/8 minute frequency.

- A financial/performance guideline should be developed that defines the appropriate levels of "feeder bus" service.

- Feeder bus service should have the secondary function of providing intra-suburban service. Feeder bus service should provide access from "non-residential" traffic-generation with LRT.

APPENDIX F

GLOSSARY

1. **Alternate Day Fixed Route Service** -- A form of transit service where service levels of a specific route occur on a semi-weekly basis. This type of service is usually operated in rural areas with sparse population densities to provide trip purposes for basic personal needs such as shopping, social, medical, etc.

2. **Circulator Service** -- Bus service confined to a specific locale, such as a downtown area or suburban neighborhood, with connections to major traffic corridors.

3. **Clock-Headway** -- Schedules on regular route service that operates on set or consistent intervals of time. An example of clock headways would include service scheduled to operate at a 7/8", 15", 30" or 60" headway.

4. **Convenience Fare** -- A form of transit fare that is usually pre-paid and entitles the holder to make multiple rides on the transit system. Convenience fares include ten-punch tickets, commuter tickets and monthly passes.

5. **Dial-a-Ride** -- A demand responsive service in which a vehicle is requested by telephone and vehicle routing is determined as requests are received. Origin-to-destination service with some intermediate stops is offered. Dial-a-Ride is a version of the taxi-cab using larger vehicles such as vans or small buses. Dial-a-Ride is appropriate for short-to-medium distance trips in lower-density subregions.

6. **Distance Based Fare Zone** -- A method of setting transit fares which charges transit passengers according to the length of their trip.

7. **Farebox Recovery Ratio** -- The ratio of fares collected through the farebox from conducting transit service operators.

8. **Federal Aid Urban (FAU)** -- Program administered by the Federal Highway Administration which provides an annual formula allotment to the regional for highway and transit projects.

9. **Feeder Bus** -- Local transit service that picks up and delivers passengers to another mode of transit such as rail or express bus.

10. **Fully Allocated Cost** -- The total cost incurred in producing a specific product or in delivering a specific service. The fully allocated cost of a specific product or service includes both:

    - direct cost of labor capital and material resources used exclusively in the production of the product or delivery of service; and

    - a portion of the shared costs of the labor capital and material resources used in the production of the range of products or in the delivery of the range of services "produced" by an organization.

11. **High Subsidy Service** -- Regular Route transit service operated by the MTC that is performing at operating subsidy levels above $2.45 per passenger.

12. **Jobseekers Program** -- A program funded and administered by the RTB which provides monthly bus passes to persons who are actively seeking employment in connection with participating agencies.

13. **Light Rail Transit** -- A type of electric rail transit system with a "light" volume traffic capacity compared to heavy rail. Light rail may be on exclusive or shared right-of-way, high or low station platforms, multi-car or single-car trains, automated or manually operated. In generic usage, light rail includes streetcars, trolley cars and tramways. In specific usage, light rail refers to very modern and more sophisticated developments of these older rail modes.

14. **Line-Haul** -- Transit operations (usually express) along a single corridor or variety of corridors.

15. **Marginal Cost** -- The full cost of each additional unit produced.

16. **Metro Mobility** -- A demand responsive door-through-door service for elderly and disabled persons provided by a total of 14 taxi and van companies, both private for-profit and non-profit. The service was significantly restructured by the RTB in 1986 to permit customers to select their provider of choice. Metro Mobility serves all 91 communities in the metropolitan area.

17. **Motor Vehicle Excise Tax (MVET)** -- An excise tax in the form of a 6 percent sales tax imposed upon the purchase of motor vehicles. A portion of MVET revenues are appropriated to fund transit services.

18. **Paratransit** -- Flexible forms of public transportation services that are not provided over a fixed route.

19. **Peak-Period** -- The time of day when travel demand is highest, usually between 6:30 a.m. and 9:00 a.m. and between 3:30 pm. and 6:00 p.m.

20. **Regular Route** -- Transit service operating on established schedules along designated routes with specific stops.
21. **Reverse Commute** -- Movement in a direction opposite to the main flow of traffic such as from the central city to a suburb in the morning rush hour.

22. **Service Miles** -- Miles accumulated while a transit vehicle is in operation.

23. **Subscription Bus** -- Bus service operated for a guaranteed number of patrons from a given area on a pre-paid reserved-seat basis.

24. **Transit Dependent** -- A person who must rely on transit to meet travel needs due to age related or economic limitations and/or physical or mental handicap.

25. **Transit Disadvantaged** -- Persons who have either economic limitations or other special needs that should be considered for the provision of public transit services.

26. **Transit Service Needs Assessment (TSNA)** -- A comprehensive evaluation of short-to-mid range transit needs and services in the Twin Cities Metropolitan Area. The TSNA was legislatively mandated in 1985 and completed by the RTB in 1987. The results of this process provided the basis for the RTB to make informed decisions on the need for transit services and to identify opportunities as well as inefficiencies in the system in order to create a more equitable effective and efficient metropolitan transit system.

27. **Transportation Management Organization (TMO)** -- Non-profit employer associations formed usually in highly congested areas to deal with common transportation concerns, particularly alleviating congestion.

28. **Travel Demand Management (TDM)** -- A term used for a variety of strategies that better manage the demand on transportation facilities by maximizing their person - carrying capacity. TDM strategies focus on moving more people in fewer vehicles through the use of a variety of transit applications and moving travel outside of the congested peak periods.

29. **Urban Mass Transportation Administration (UMTA)** -- A federal agency of the U.S. Department of Transportation and has responsibility for federal transit assistance programs.