



Minnesota Regional Transit
Board: Records.

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REGIONAL TRANSIT BOARD

Mears Park Centre
230 East 5th Street
St. Paul, Minnesota 55101
612/292-8789

**MEETING OF THE
REGIONAL TRANSIT BOARD
COMMITTEE OF THE WHOLE**
Mears Park Centre, Room A
Monday, August 13, 1990
5:00 p.m.

AGENDA

1. Call to Order and Roll Call
2. Approval of Agenda
3. Testimony from Applicants for Appointment to the Metropolitan Transit Commission
4. Adjourn

Michael J. Ehrlichmann
Chair

RESUME

Frank W. Snowden, Ph.D.
1404 East Minnehaha Parkway
Minneapolis, Minnesota 55417
(612)733-4404

Summary of Qualifications

Professional Background

- 3/90- Present President, Snowden and Associates.
- 1983-3/90 Global Professional Service Specialist,
3M/Vision Care Department.
- 1978-83 Senior Technical Service Engineer, 3M
Occupational Health and Safety Products
Division.
- 1973-78 Senior Research Chemist, 3M/Central Research
Laboratories.
- 1963-73 Research Chemist, 1960-63, Chemist, 1957-60,
Student Trainee, United States Department of
Agriculture, Southern Regional Research
Laboratory, New Orleans, LA

Education

- 1969-73 Ph.D., Physical-Organic Chemistry,
University of New Orleans, New Orleans, LA
- 1960-63 M.S., Organic Chemistry,
Howard University, Washington, D.C.
- 1956-60 B.S., Chemistry,
Xavier University, New Orleans, LA

Transit and Community Related Activities

- 1977-Present Commissioner, Metropolitan Transit
Commission.
- 1984-88 Chairman, Metropolitan Transit
Commission.

- 1981-82 Vice President for Human Resources,
Member, Executive Committee,
American Public Transit Association(APTA)
- 1989- Present Member, Community Advisory Council, Center
for Biomedical Ethics, University of Minnesota
- 1981 Founding Member, APTA Governing Boards Committee
- 1979-83 Vice Chairman, Conference of Minority Transit
Officials(COMPTO).
- 1975-79 Minnesota Environmental Quality Board,
Citizens Advisory Committee.
- 1977-78 Member, Board of Directors, Minnesota Institute
on Black Chemical Abuse.

Transit Related Publications/Presentations

Employee Involvement/Participation--An Idea That Has Reached Its Time, Panel Moderator, American Public Transit Association(APTA) Annual Meeting, Boston, October, 1982.

The Challenge of the 80's: Are Joint Undertakings Possible, Panel Moderator, National Conference on Transit Labor-Management Relations, Sponsored by the Urban Mass Transportation Administration(UMTA), Florida International University, and the University of North Florida, Miami Beach,FL, September, 1982.

Improving Productivity Requires Significant Investment But Yields Benefits, PASSENGER TRANSPORT(APTA Publication) March 26, 1982.

Managing Human Resources: Is Public Transit Up to the Challenge, presented to the APTA Management Seminar, February, 1982, Fort Lauderdale, FL.

Transit at a Crossroads: Providing Transit Services In A Time Of Limited Resources, Moderator and Panelist in Fare Policy Workshop, Sponsored by APTA, the National League of Cities, and the International Downtown Executives Association, January, 1982, Denver,CO.

Transport Tomorrow--A Summary, APTA Annual Meeting, October, 1981, Chicago,IL.

Fares, A Question Of Policy, Panel Moderator and Speaker, APTA Eastern Conference, May, 1981, St. Paul, MN.

Transport Tomorrow: A National Priority, Panelist, Sponsored by the Highway Users Federation, April, 1981, Innsbrook, FL.

Energy For Future Mobility...A Conference On Energy For Individual Transportation, Sponsored by the Upper Midwest Council and National Car Rental, November, 1979, Minneapolis, MN.

"Protecting Minorities Interest In Transit", PASSENGER TRANSPORT(APTA Publication), February, 1979.

Not included are many more recent presentations and more than 50 additional publications and presentations in Ophthalmology, Organic Chemistry and Occupational Health.

It's People

Improving Productivity Requires Significant Invest

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

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

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

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

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

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

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

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

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

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

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

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



SNOWDEN

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

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

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

• *Questionable management assumptions about human resources management.*

Report Cites Transit's Role in City Development

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

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



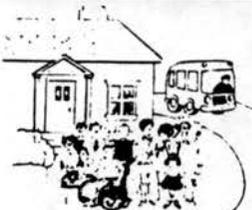
APTA'S HUMAN RESOURCES Steering Committee members plan the association's joint human resources meeting, scheduled for July, as part of the panel's 1982 and 1983 activities.



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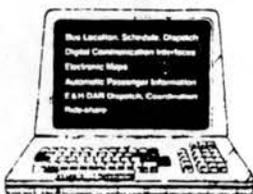
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That Matter ment But Yields Benefits

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

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

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

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

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

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

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

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

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

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guide dogs ride buses in training program

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

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

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

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

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

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

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

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



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



By
Frank Snowden
Commissioner
Metropolitan Transit
Commission

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

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

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

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

questions and problems seem endless.

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

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

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

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

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

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

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

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

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

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

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

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

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

protecting minority interests in transit

Frank Snowden Wears Many Hats



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

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

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



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

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

"Overall, APTA works for the betterment of tran-

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

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

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

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

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

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Frank Snowden

Continued from page 8

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

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

We feel we perform a valuable service for the

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

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

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

Page 2 of 2

Meet Doctor Snowden

The MTC's chairman, Frank Snowden, is a multi-faceted individual. When not providing overall guidance to the MTC he is a researcher who holds the title "Doctor."

Snowden is a chemist at 3M, a company he joined in 1973 after receiving his doctorate in organic chemistry. Though he chose to join private industry rather than teach, he says, "There are places in industry where you can do very good research, just as in a university as an academician."

Snowden started at 3M as a researcher but after sitting on an environmental advisory committee, decided he'd been living "a rather cloistered life. It promoted for me one of the other things I enjoyed, interaction with people."

Thus he left 3M's central research and went into technical service. It's a role he describes as "traditional/nontraditional" where he acts as liaison between the laboratory and the outside world and vice versa.

He's researched and refined various products including a respirator that's used by branches of the military, though in recent years he's devoted time to researching small lenses that are used for relieving the obscured vision caused by cataracts.

They are called intraocular lenses or IOLs and are used in 90 percent of all cataract operations. They closely resemble contact lenses with one twist—rather than placing the lens onto the eye, it's implanted. Snowden heads the team that develops the lens and also acts as troubleshooter when there's a problem.

The delicate microsurgery lasts only an hour with the doctor viewing the entire operation through a microscope. A local anaesthetic is administered. The patient is draped with a sheet and a gauze-like cloth is placed over the eye. The cloth is slit and muscles above and below the iris are sutured, then anchored to the cloth.

A slit is made near the iris of the eye and the surgeon uses a tiny, needle instrument to emulsify the natural lens of the eye. (The natural lens is the section of the eye that develops the filmy substance called cataracts). Once this is completed, the natural lens is then extracted from the eye. The small area must be entirely clear of lens debris before the IOL can be inserted. Once the area is cleaned, the IOL is slipped into the area that once held the natural lens.

Complications usually occur in the post-operative stage when there is a greater risk of infection or irritation or a misplacement of the IOL. It's at this point that Snowden is most in demand, stepping in to give surgeons the critical advice needed to correct a problem. Says Snowden, "I go through the whole procedure (with the doctor); the surgeon's philosophy and strategy, anything that might help give a clue to what is causing the problem."

Snowden says his role is more of a manager and that the aim of the research team "is to improve knowledge of cataract surgery which helps us to improve the lens design and helps surgeons improve techniques."

He has a scientific background, though Snowden had a limited background in eye surgery prior to becoming involved in IOL research. He "immersed" himself in the study of the eye, attending seminars and enlisting the aid of the many surgeons he knows. Snowden now conducts seminars on the fascinating subject of IOLS and IOL surgery.

How does he switch gears and transform from doctor to MTC chairman? Snowden claims it isn't always easy but notes, "I like to do more than one thing. When I reach an impasse in one thing, I solve another problem and when I get back to the impasse, I can deal with it. I find I've worked it out in my mind."

Buying buses is a long way from performing delicate eye surgery but Snowden is as well rehearsed in transit as he is in medicine. He has been a commissioner since 1973 and was elected chairman two years ago.

He is both philosophical and practical about MTC's future and the need to provide reliable mass trans-

it. Says Snowden, "I see the MTC as a main provider for regular service. But it will be called on to do more of what we do in a cost-effective way. The MTC will be called on to sell transit to the people who use it, to those who pay for it and to those who make transit policy. We will have to make a case for it."

According to Snowden, one problem is "finding ways to accommodate new needs while maintaining the backbone of your system. While it may be an inefficient process, look at automobiles and how we have subsidized them." He cited Highway 12, where \$300 million is being spent on 11 miles of road improvement, as one instance.

Snowden admits, "There is no transit to compete with the auto." Therefore, it depends on how transit is measured. Explains Snowden, if measured against the auto, there is much less convenience. However, using New York City as an example, Snowden explained that commuters wouldn't survive without buses and a subway system. Says Snowden, "Throw another ten percent more cars out there (on Twin Cities' freeways) and we'd have traffic jams this area has never seen."

He compared public transit to a private company that creates mini-subsidies by providing and selling products which in turn pay for the research and development of new products and services. Public transit, in a sense, does the same thing by helping employees commute to jobs, assisting cities in keeping air pollution limited and reducing the need for costly parking ramps. The problem for transit is that there is little recognition and no reward to the MTC.

Employees more often hear criticism about MTC than praise, Snowden concedes but contends, "We are in a fishbowl. We are in



full view of everyone—the legislature, people, commissioners, other agencies, the Governor, employees. That's where we're different from a private company where they can carry out business decisions and make errors that only insiders are aware of, and not the general public. That's a fact of life."

Snowden notes that MTC is known around the U.S. as a transit agency that does new and innovative projects. Says Snowden, "The Urban Mass Transportation Administration will test concepts with MTC because they feel MTC can make them work."

Snowden credits MTC employees with making the agency a success: "I think they (employees) are a great collection of people and, by and large, do a terrific job under difficult circumstances and don't often receive the credit they should for it. The job of transit is difficult and they do it very well. It would be neat if transit were better understood. I think employees would feel better about what they do. But we have a national reputation of doing it very, very well—from planners and drivers to clerical staff and management."

A native of New Orleans, Snowden is an avid tennis player, and claims, "It's my stress manager." He's also a photographer and a dynamite chef—when it comes to Cajun cooking. He has one daughter, Stephanie, who attends Normandale Community College.

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Snowden: 3M chemist, and transit expert

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

"Overall, APTA works for the betterment of transit in the United States by lobbying for legislation affecting transit, by improving communication within the industry and by bringing together groups within the industry," Snowden said.

Admitting that "having my feet in two distinctly different worlds" (3M and transit) is "a very real challenge," Snowden welcomes it. "I think the problem-analysis techniques that serve me well at 3M are



Frank Snowden

now helping me as an MTC commissioner and at APTA."

Productivity is a buzzword in the transit industry these days, Snowden observed: "It is especially important since there are fewer federal dollars available for transit."

Snowden realizes many observers are pessimistic about the future of transit in the United States, but, he said, "People must come to realize that transit helps not only those who ride it; others, such as employers and operators of businesses whose employees and shoppers use the system, are helped, too. But since the public wants productivity and a return on investment, the transit industry simply must become more productive."

Looking ahead, Snowden says the issues will be: identification of a new source of funding for transit; supplies of oil and possible sudden burdens placed on transit should those supplies dry up or be cut off; public awareness of the importance of good transit to society; rising fares versus fluctuating costs of gasoline, and the inclusion of transit into the plans of architects and planners who are shaping the America of the next century.

Rep. Richard H. Jefferson

District 57B

Hennepin County



Minnesota House of Representatives

COMMITTEES: FINANCIAL INSTITUTIONS AND HOUSING; VICE CHAIR, HOUSING DIVISION;
GOVERNMENTAL OPERATIONS; REGULATED INDUSTRIES; LOCAL GOVERNMENT AND METRO AFFAIRS;
HEALTH AND HUMAN SERVICES; CHAIR, SOCIAL SERVICES SUBCOMMITTEE

August 13, 1990

Metropolitan Transit Commission Board
560 6th Avenue North
Minneapolis, MN 55411

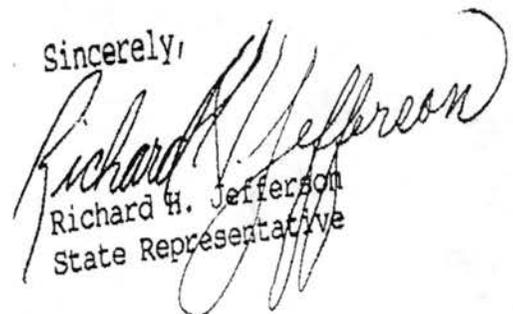
To Members of the Board:

I am writing to strongly support the candidacy of Vivian Jenkins Nelsen to the Metropolitan Transit Commission Board.

I have known Ms. Jenkins Nelsen for the past twenty years and am aware of her excellent management and public policy skills. She is, and has been during all the years I have known her, deeply committed to the community and will represent all spectrums of that community with fairness and respect.

Ms. Jenkins Nelsen has the expertise and the will to do an exceptionally fine job in this position. I will appreciate your consideration.

Sincerely,


Richard H. Jefferson
State Representative

RHJ:pp

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: MTC Metropolitan Transit Commission
 (Enter name of board, council, commission or task force.)

Applicant Name: EARNEST BELTON
 (First Name) (Last Name)

Applicant Address: 1329 THOMAS AV N MPLS MN 55411
 (Street) (City) (State) (Zip)

Day phone: 2962605 County: HENNEPIN Congressional District: 5 Legislative District: 51B
 Evening phone: 5885833

Did the appointing authority ask you to submit this application? YES NO

STATISTICAL INFORMATION

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

| | | |
|--|---|---|
| Sex | Political Party | Race/National Origin |
| <input type="checkbox"/> Female | <input checked="" type="checkbox"/> DFL | <input type="checkbox"/> American Indian |
| <input checked="" type="checkbox"/> Male | <input type="checkbox"/> IR | <input type="checkbox"/> Asian/Pacific |
| | <input type="checkbox"/> None or Other | <input checked="" type="checkbox"/> Black |
| | | <input type="checkbox"/> Hispanic |
| | | <input type="checkbox"/> Caucasian |
| | | <input type="checkbox"/> Other |

STATEMENT OF QUALIFICATION

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

I'm a state employee, as well as a part time MTC bus driver. In addition, I serve on the Mpls. public school budget advisory committee and I'm a graduate student at Metro State University. As a member of the agency, I feel that I can contribute information as a customer, an employee, a student studying the system, and as a budget member familiar with large budgets.

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

Ernest Belton 7-20-90
 (Signature of Applicant) (Date)

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

You will not receive an acknowledgement of this application until the appointing authority will notify you if an interview is held. **RECEIVED**

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299 **JUL 20 1990**

OR SUBMIT IN PERSON TO: Room 174, State Office Building. **SECRETARY OF STATE ELECTION DIVISION**

OTHER EXPERIENCE

Psychiatric Attendant at Fort Wayne State Hospital.

Trained, taught and supervised mentally retarded individuals to perform basic tasks such as counting money, using public transportation and telling time.

Transportation Officer at Rea Magnet Wire, Fort Wayne, Indiana.

Determined most direct route to deliver and pick up newly manufactured magnetic wire products and raw materials. Assisted with sales needs of existing accounts and prospected new accounts.

Long Distance Transport Driver at Schneider Transport, Green Bay, Wisconsin

Irregular route carrier. Delivered goods and provided other transport services to customers. Operated independently with minimum supervision.

Owner of Belton Transport Company, Fort Wayne, Indiana

Owner, operator, salesman of local cartage company.

REFERENCES

Dr. Ken Zapp
Metropolitan State University
121 Metro Square Bldg.
121 Seventh Place East
St. Paul, MN 55101
612/297-4701

Joe Bowler
Department of Public Safety
Transportation Building
St. Paul, MN 55155
612/296-7555

Linda Limback
Minnesota Department of
Trade and Economic Development
Office of Tourism
375 Jackson Street
St. Paul, MN 55101
612/296-5029

Melanie Vasterling
Minnesota Community Colleges
550 Cedar Street, Suite 203
St. Paul, MN 55101
612/297-4686

EARNEST L. BELTON

1329 Thomas Avenue No.
Minneapolis, MN 55411
(612) 588-5833

CAPABILITIES

- Create and direct public relations plan
- Master new concepts and technologies, then relay the information to others
- Efficiently manage time and establish priorities
- Analyze and evaluate individual performances and capabilities
- Communicate effectively, both written and verbally

ACCOMPLISHMENTS

- Successfully organized and operated a small transportation company
- Supervised daily operations in shipping and receiving
- Researched and developed concept of inner city day care center designed to support the needs of low and moderately low income families

EXPERIENCE

STATE OF MINNESOTA

Department of Public Safety
St. Paul, Minnesota
Records Researcher

October 1989 to present

Research approximately 50 records per day for law enforcement officers, private investigators and general public.

Tourism Office
Assistant Supervisor of Distribution

November 1986 to October 1989

Determine most efficient and cost-effective method to operate distribution center, customer service, coordinate shipping and receiving schedule, arrange bulk mailings, operate electronic equipment. The Tourism Office receives over one million inquiries and distributes over two million pieces of literature annually. Operation budget \$8.5 million, distribution budget exceeds \$400,000.

ESSEX GROUP OF UNITED TECHNOLOGIES
Fort Wayne, Indiana
Computer Operator

June 1984 to July 1985

Monitored all computerized functions, fire alarms, security systems, off-site computer usage, execute work production schedule on IBM 3081 mainframe system.

EDUCATION

1987 Bachelor of Arts, Business and Public Administration
Metropolitan State University, St. Paul, Minnesota (GPA 3.2)

1985 Small Business Seminar Program
Sponsored by U.S. Department of Commerce

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: Metropolitan Transit Commission
 (Enter name of board, council, commission or task force.)

Applicant Name: Georgene Bergstrom
 (First Name) (Last Name)

Applicant Address: 5652 Clinton Avenue South Minneapolis, MN 55419
 (Street) (City) (State) (Zip)

| | | | |
|-------------------------|------------------|-----------------------------|---------------------------|
| Day phone: 861-5410 | County: Hennepin | Congressional District: 5th | Legislative District: 62B |
| Evening phone: 861-1947 | | | |

Did the appointing authority ask you to submit this application? YES _____ NO X

STATISTICAL INFORMATION

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

| | | |
|-------------------|---------------------|-----------------------|
| Sex | Political Party | Race/National Origin |
| <u> F </u> Female | <u> X </u> DFL | _____ American Indian |
| _____ Male | _____ IR | _____ Asian/Pacific |
| | _____ None or Other | _____ Black |
| | | _____ Hispanic |
| | | <u> X </u> Caucasian |
| | | _____ Other |

STATEMENT OF QUALIFICATION

Minnesota Statutes 15.0597 requires that the application include "a statement that the nominee satisfies any legally prescribed requirements and any other information the nominating person feels would be helpful to the appointing authority." (May include employment, community service, education.): I have been a business owner in the City of Minneapolis for 6 years selling primarily to the State of Minnesota, U of M, City of Minneapolis and other government agencies. I have served on the Small Business Procurement Commission, was appointed by Governor Perpich to the Job Skills Partnership Board and sit on the Small Business Advisory Council at the State level. I also serve on the Emerging Small Business Advisory Committee for the City of Mpls. I am a very involved and concerned member of my community as well as the State of Minnesota as a whole. References are available if necessary.

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

| | |
|---|----------------|
|  | <u>7/31/90</u> |
| (Signature of Applicant) | (Date) |

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

You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

RECEIVED
 JUL 31 1990
 SECRETARY OF STATE
 DIVISION

OR

SUBMIT IN PERSON TO: Room 174, State Office Building. (612) 297-5845

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: Metropolitan Transit Commission
 (Enter name of board, council, commission or task force.)

Applicant Name: John Dretske
 (First Name) (Last Name)

Applicant Address: 2300E Franklin Ave, Apt. 208A, Mpls. MN. 55406
 (Street) (City) (State) (Zip)

Day phone: 942-2000 County: Hennepin Congressional District: 5 Legislative District: 61A
 Evening phone: 343-0783

Did the appointing authority ask you to submit this application? YES NO

STATISTICAL INFORMATION

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

| | | |
|--|--|---|
| Sex | Political Party | Race/National Origin |
| <input type="checkbox"/> Female | <input type="checkbox"/> DFL | <input type="checkbox"/> American Indian |
| <input checked="" type="checkbox"/> Male | <input checked="" type="checkbox"/> IR | <input type="checkbox"/> Asian/Pacific |
| | <input type="checkbox"/> None or Other | <input type="checkbox"/> Black |
| | | <input type="checkbox"/> Hispanic |
| | | <input checked="" type="checkbox"/> Caucasian |
| | | <input type="checkbox"/> Other |

STATEMENT OF QUALIFICATION

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

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

John Dretske 7/30/90
 (Signature of Applicant) (Date)

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

You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

OR

SUBMIT IN PERSON TO: Room 174, State Office Building. (612) 297-5845

SC-00218-01 (8912)

RECEIVED
 JUL 31 1990
 SECRETARY OF STATE
 ELECTIONS DIVISION

JOHN DRETSKE
1725 University Ave. S.E., Apt. 208A
Minneapolis, MN. 55406
Phone: (612) 343-0783 / 942-2135

Education

9/86-6/90 **University of Minnesota, College of Liberal Arts**
Major: **Bachelor of Science in Economics**
Area of Emphasis: **Business and Finance**
Graduated: June 1990

Work Experience

- 7/90-present **A.M. Miller & Associates**
Title: Collector
Specific duties: Collection of delinquent credit card, student loan, medical, and retail accounts over the phone. Evaluating a debtor's financial situation and suggesting possible payment plan.
- 2/87-6/90 **Physical Plant / Health Science, University of Minnesota**
Specific duties: In charge of computer center building complex with five million square feet. Energy management control, data analysis, and cost efficiency throughout the Health Science area.
- 5/89-6/89 **IDS**
Title: Financial Consultant Assistant
Specific duties: Helped in a new auto insurance. Obtained potential customers through cold calling.
- 6/86-9/86 **Fox River Industries**
Title: Summer Aide
Specific duties: Assisted Teacher and Instructors in a sheltered workshop by implementing a training program for developmentally disabled persons during the summer months.

Extracurricular Activities

- 9/89-6/90 **Minnesota Student Association (MSA)**
Title: At-Large Representative
Student government
- 9/89-6/90 **Educational Affairs Committee**
Student government
- 9/89-6/90 **Economic Student Organization**
University of Minnesota
- 11/86-6/90 **Alpha Delta Phi Fraternity, MN Chapter.**
Previous positions: Rush Chairmen - membership recruitment; House Manager.

References Available upon request.

| | | | | |
|-----------------|-----------|---------------|-----|--------------------------|
| FOR OFFICE USE: | Sub by AA | AA <i>RTB</i> | Res | Trans Date <i>8/1/90</i> |
|-----------------|-----------|---------------|-----|--------------------------|

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: *Metropolitan Transit Commission*
(Enter name of board, council, commission or task force.)

Applicant Name: *Mary* *Hartle*
(First Name) (Last Name)

Applicant Address: *3130 Pillsbury Ave. So. #103 Minneapolis, MN 55408*
(Street) (City) (State) (Zip)

Day phone: *643-3525* County: *Hennepin* Congressional District: *5* Legislative District: *59B*
 Evening phone: *822-4533*

Did the appointing authority ask you to submit this application? YES _____ NO

STATISTICAL INFORMATION

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

| | | |
|--|--|--|
| Sex <input checked="" type="checkbox"/> Female <input type="checkbox"/> Male | Political Party <input type="checkbox"/> DFL <input type="checkbox"/> IR <input checked="" type="checkbox"/> <u>None</u> or Other | Race/National Origin <input type="checkbox"/> American Indian <input type="checkbox"/> Asian/Pacific <input type="checkbox"/> Black <input type="checkbox"/> Hispanic <input checked="" type="checkbox"/> Caucasian <input type="checkbox"/> Other |
|--|--|--|

STATEMENT OF QUALIFICATION

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

See attached sheet.

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

| | |
|-----------------------|----------------|
| <i>Mary A. Hartle</i> | <i>7/31/90</i> |
|-----------------------|----------------|

(Signature of Applicant) (Date)

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

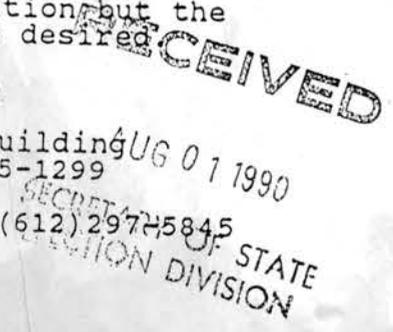
You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

OR

SUBMIT IN PERSON TO: Room 174, State Office Building. (612) 297-5845

SC-00218-01 (8912)



MARY A. HARTLE
3130 Pillsbury Avenue South, #103
Minneapolis, Minnesota 55408
(612) 643-3525 (work)
(612) 822-4533 (home)

CAREER OBJECTIVE

Position using analytical, planning, and writing skills in a government agency or in the legislative process

COMMUNICATION EXPERIENCE

Written materials including: administrative rules, policy and procedure manuals, grant proposals, long range plans, legislative testimony, position papers, and press releases

Oral communication including: public speaking, media spokesperson for state department, testimony before national, state, and local legislative bodies, small group training, and telephone information/referral services

Computer equipment and skills using IBM PC and Word Perfect

ADMINISTRATIVE AND MANAGERIAL EXPERIENCE

Owned and operated technical writing consulting business

Coordinated promulgation of administrative rules for state agency

Supervised production of biennial reports for state agency

Coordinated legislative program for non-profit organization

Recommended policy alternatives and drafted administrative rules and supporting documents for new, direct-service program

Planned and organized conferences and seminars

CONTINUING EDUCATION

- 1989 Foundations of Public Administration, Hamline University
- 1989 Rehabilitation of the Blind, Louisiana Center for the Blind
- 1983 Executive Media Training, Media Information Systems Corp.
- 1982 Legislative Bill Drafting Seminar, Continuing Legal Education, Hamline University School of Law
- 1980 Instructor Training, U.S. Office of Personnel Management
- 1979 Section 504 Training, CRC Education and Human Development
- 1976 Grantsmanship Training Program, Grantsmanship Center

EDUCATION

1974 B.A. Magna Cum Laude, Macalester College, St. Paul,
MN, Political Science

EMPLOYMENT

1990-present Job Service Intern, Minnesota Department of Jobs
and Training
1985-1990 Owner, Hartle Executive Resources
1985 Lobbyist, Minnesota Association of Professional
Employees
1980-1985 Information Officer II, Minnesota Department of
Human Rights
1979-1980 Planner I, Minnesota Department of Human Rights
1976-1977 Administrative Assistant for Program Development,
Blind Industries and Services of Maryland
1975-1976 Research Assistant, Center for Program Development
and the Handicapped, City Colleges of Chicago
1972 Summer Project Aide, Mpls. Rehabilitation Center

ORGANIZATIONAL MEMBERSHIP AND ELECTED POSITIONS

1987-present Chair, Motion/Vision-Impaired Consumer Advisory
Panel, U. S. West Communications
1987-1989 Chair, Advisory Board, Client Assistance Project
1986-1988 First Vice President, Metro Chapter, National
Federation of the Blind of Minnesota
1986-1988 Council of Independent Professional Consultants
1983 Chair, Statewide Affirmative Action Committee
1980-1983 Co-founder and Treasurer, Womyn's Braille Press
1980-1982 Board of Directors, Minneapolis Society for the
Blind

AWARDS

1984 Employee Merit Award, Minnesota Department of Human Rights
1981 Employee Merit Award, Minnesota Department of Human Rights

Application addendum of Mary Hartle for the Metropolitan Transit Commission

I have experience in all three areas requested for Commission members. I have been a bus passenger for many years and as a result have a great deal of knowledge about the transit system in the metro area. I have several years of experience working for state government and have many years of involvement with the legislative process, including the budget process. I have also operated my own consulting business which has given me an understanding of issues from a management perspective. I am a resident of Minneapolis. I am attaching my resume which provides information about my work experience, education, and community service and leadership.

| | | | | |
|-----------------|-----------|---------------|-----|--------------------------|
| FOR OFFICE USE: | Sub by AA | AA <i>RTB</i> | Res | Trans Date <i>8/1/90</i> |
|-----------------|-----------|---------------|-----|--------------------------|

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: Metropolitan Transit Commission
 (Enter name of board, council, commission or task force.)

Applicant Name: Vivian Jenkins Nelsen
 (First Name) (Last Name)

Applicant Address: 1025 Thomas Avenue North Minneapolis Minnesota 55411
 (Street) (City) (State) (Zip)

| | | | |
|-------------------------|------------------|---------------------------|---------------------------|
| Day phone: 339-0820 | County: Hennepin | Congressional District: 5 | Legislative District: 57A |
| Evening phone: 522-1469 | | | |

Did the appointing authority ask you to submit this application? YES _____ NO X

STATISTICAL INFORMATION

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

| | | |
|--|---|---|
| Sex | Political Party | Race/National Origin |
| <input checked="" type="checkbox"/> Female | <input checked="" type="checkbox"/> DFL | <input type="checkbox"/> American Indian |
| <input type="checkbox"/> Male | <input type="checkbox"/> IR | <input type="checkbox"/> Asian/Pacific |
| | <input type="checkbox"/> None or Other | <input checked="" type="checkbox"/> Black |
| | | <input type="checkbox"/> Hispanic |
| | | <input type="checkbox"/> Caucasian |
| | | <input type="checkbox"/> Other |

STATEMENT OF QUALIFICATION

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

I feel that I bring twenty years of experience in community service to the board.

I am also acutely aware of the transportation industry's needs & issues that it faces since my family has been involved in both public and private transportation organizations. I have consulted with the St. Paul Schools Transportation offices and feel that I have a working knowledge of the issues involved with union contracts, hiring of management and other staff (e.g. drivers and dispatchers, etc.) and have a familiarity with automated routing and parts inventorying. Further, I have more than a passing knowledge of metro-mobility and medical assistance.

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

| | |
|------------------------------|--------------|
| <i>Vivian Jenkins Nelsen</i> | 25 July 1990 |
| (Signature of Applicant) | (Date) |

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

You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

RECEIVED

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

OR

JUL 30 1990

SUBMIT IN PERSON TO: SECRETARY OF STATE, State Office Building. (612) 297-5845
 ELECTION DIVISION
 (8912)

SC-00218-01

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: MTC
(Enter name of board, council, commission or task force.)

Applicant Name: Nola Naima Richmond
(First Name) (Last Name)

Applicant Address: 1005 Upton Ave N. 19th Pl. MN 55411
(Street) (City) (State) (Zip)

| | | | |
|--------------------------------|-------------------------|-------------------------|-----------------------|
| Day phone: | County: <u>Hennepin</u> | Congressional District: | Legislative District: |
| Evening phone: <u>521-7427</u> | | | |

Did the appointing authority ask you to submit this application? YES _____ NO X

STATISTICAL INFORMATION

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

| | | |
|--|---|--|
| Sex | Political Party | Race/National Origin |
| <input checked="" type="checkbox"/> Female | <input checked="" type="checkbox"/> DFL | <input type="checkbox"/> American Indian |
| <input type="checkbox"/> Male | <input type="checkbox"/> IR | <input type="checkbox"/> Asian/Pacific |
| | <input type="checkbox"/> None or Other | <input checked="" type="checkbox"/> Black African American |
| | | <input type="checkbox"/> Hispanic |
| | | <input type="checkbox"/> Caucasian |
| | | <input type="checkbox"/> Other |

STATEMENT OF QUALIFICATION

Minnesota Statutes 15.0597 requires that the application include "a statement that the nominee satisfies any legally prescribed requirements and any other information the nominating person feels would be helpful to the appointing authority." (May include employment, community service, education.): I am a long time resident of North Minneapolis. I am a frequent rider of MTC Buses; I like riding the buses. (I would like to see better service in our area). Currently, I am unemployed, trying to get a small business for myself. I have (have been) involved with community concerns for a very long time: Former PTA Pres. 2 terms, Mpls. Arts Commission 6 mos, Worked with African-Amer. Cultural Center 4 yrs, Volunteered at Oak Park Neighborhood Service Center, Twin Cities Committee Against Racism, U of Minnesota 2 1/2 yrs. with Human Service Certificate with Distinction maintained 3.0 GPA. Recipient of Cool McPherson Scholarship.

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

| | |
|---------------------------------|----------------------|
| <u>Nola (Naima) P. Richmond</u> | <u>July 28, 1990</u> |
| (Signature of Applicant) | (Date) |

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

You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

RECEIVED
 JUL 31 1990
 SECRETARY OF STATE
 ELECTIONS DIVISION

OR

SUBMIT IN PERSON TO: Room 174, State Office Building. (612) 297-1585

SC-00218-01 (8912)

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: COMMISSIONER, METROPOLITAN TRANSIT COMMISSION
 (Enter name of board, council, commission or task force.)

Applicant Name: FRANK SNOWDEN
 (First Name) (Last Name)

Applicant Address: 1404 E. MINNEHAHA PKWY, MINNEAPOLIS, MN 55417
 (Street) (City) (State) (Zip)

| | | | |
|--------------------------------|-------------------------|----------------------------------|---------------------------------|
| Day phone: <i>323-4316</i> | County: <u>WENNEPIN</u> | Congressional District: <u>5</u> | Legislative District: <u>61</u> |
| Evening phone: <i>823-4316</i> | | | |

Did the appointing authority ask you to submit this application? YES _____ NO

STATISTICAL INFORMATION

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

| | | |
|--|---|---|
| Sex | Political Party | Race/National Origin |
| <input type="checkbox"/> Female | <input checked="" type="checkbox"/> DFL | <input type="checkbox"/> American Indian |
| <input checked="" type="checkbox"/> Male | <input type="checkbox"/> IR | <input type="checkbox"/> Asian/Pacific |
| | <input type="checkbox"/> None or Other | <input checked="" type="checkbox"/> Black |
| | | <input type="checkbox"/> Hispanic |
| | | <input type="checkbox"/> Caucasian |
| | | <input type="checkbox"/> Other |

STATEMENT OF QUALIFICATION

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

I have served as a member of the Metropolitan Transit Commission for the past 13 years. I served as Chairman for four years and in various other capacities, Treasurer, Chair of the Finance and Administration and Operations Committees. In addition I have held national office as Vice President for Human Resources of the American Public Transit Association and Vice President of the Conference of Minority Transit Officials. Through the years of experience I have gained a wealth of knowledge of Transit and have participated in a very positive

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

Frank W Snowden

7/21/90

(Signature of Applicant)

(Date)

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

You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

OR

SUBMIT IN PERSON TO: Room 174, State Office Building. (612) 297-5845

SC-00218-01 (8912)

RECEIVED
 JUL 27 1990
 SECRETARY OF STATE
 ELECTION DIVISION

Rep. Peter McLaughlin
Assistant Majority Leader
District 60B
Minneapolis
Hennepin County



Minnesota House of Representatives

Robert Vanasek, Speaker

COMMITTEES: RULES AND LEGISLATIVE ADMINISTRATION; TAXES;
HEALTH AND HUMAN SERVICES; ECONOMIC DEVELOPMENT; TRANSPORTATION; COUNCIL ON BLACK MINNESOTANS

August 9, 1990

Mr. Michael Erlichmann
Regional Transit Board
230 E. 5th St.
St. Paul, MN 55101

Dear Michael:

I am writing to support enthusiastically the re-appointment of Frank Snowden to the Metropolitan Transit Commission.

In his 13 years of service, Frank has brought a level of professionalism and competence that is critically needed, particularly now, in the field of transit. His contributions to transit policy both here and around the nation have been significant.

In the next few years this region will be confronting a number of serious transit decisions. I believe Frank's experience and expertise would help us in making good decisions. I strongly urge his reappointment.

Sincerely,

A handwritten signature in cursive script, appearing to read "Peter", written in dark ink.

Peter McLaughlin
State Representative

OFFICE OF CITY COUNCIL

350 5TH STREET SOUTH - ROOM 307
MINNEAPOLIS, MINNESOTA 55415-1383

(612) 673-2202

JOAN CAMPBELL
COUNCIL MEMBER, SECOND WARD



August 1, 1990

Mr. Michael Ehrlichmann
Mears Park Centre
230 E. 5th Street
St. Paul, Minnesota 55101

Dear Michael:

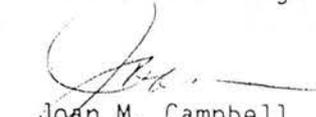
I'm writing to urge that you reappoint Frank Snowden to the Metropolitan Transit Commission. Frank has served both the City and the Region well and deserves reappointment.

As Chair of the MTC, Frank provided strong leadership for the Commission during turbulent times. He is a sensitive and thoughtful person and we need people like Frank in public service.

Please give him every consideration.

Thank you.

With warmest regards,



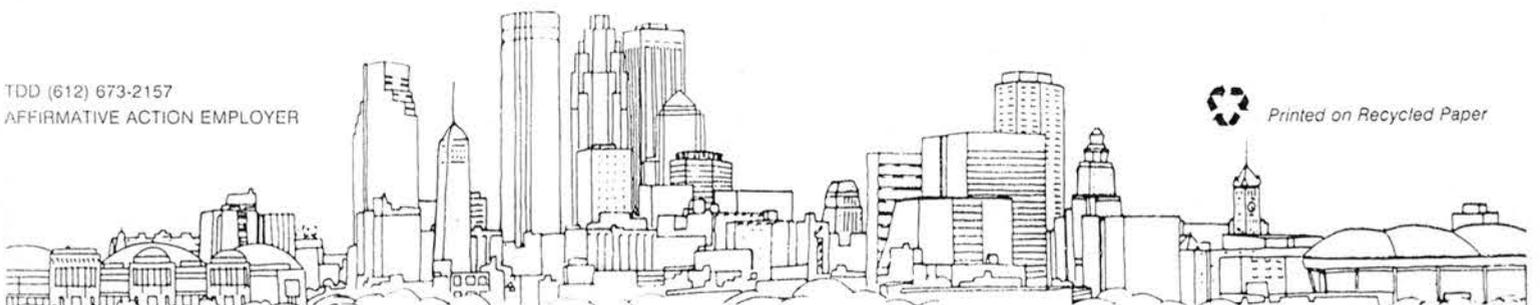
Joan M. Campbell
Council Member, Ward 2

JMC:lmn

TDD (612) 673-2157
AFFIRMATIVE ACTION EMPLOYER



Printed on Recycled Paper



OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Appointment Sought: METROPOLITAN TRANSIT COMMISSION
 (Enter name of board, council, commission or task force.)

Applicant Name: CARL WILD
 (First Name) (Last Name)

Applicant Address: 3620 34TH AV S MINNEAPOLIS MN 55406
 (Street) (City) (State) (Zip)

| | | | |
|--------------------------------|-------------------------|-------------------------|-----------------------|
| Day phone: <u>333-1381</u> | County: <u>HENNEPIN</u> | Congressional District: | Legislative District: |
| Evening phone: <u>721-7257</u> | | | |

Did the appointing authority ask you to submit this application? YES _____ NO X

STATISTICAL INFORMATION

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

| Sex | Political Party | Race/National Origin |
|--|--|---|
| <input type="checkbox"/> Female | <input type="checkbox"/> DFL | <input type="checkbox"/> American Indian |
| <input checked="" type="checkbox"/> Male | <input checked="" type="checkbox"/> IR | <input type="checkbox"/> Asian/Pacific |
| | <input type="checkbox"/> None or Other | <input type="checkbox"/> Black |
| | | <input type="checkbox"/> Hispanic |
| | | <input checked="" type="checkbox"/> Caucasian |
| | | <input type="checkbox"/> Other |

STATEMENT OF QUALIFICATION

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

BEYOND MY PERSONAL COMMITMENT IN THE AREA OF WANTING TO SEE A MORE EFFECTIVE MASS TRANSIT SYSTEM - I HAVE EXPERIENCE IN FOOD SERVICE MANAGEMENT - I AM COMFORTABLE WITH BUDGETS, PAYROLL, COSTS, ETC. MANY EMPLOYEES THAT I SUPERVISED WERE DEPENDENT ON MASS TRANSIT.

(may continue on the back or on attached sheets)

I, the undersigned, hereby state that I satisfy, to the best of my knowledge, all legally prescribed qualifications for the position sought.

Carl J Wild 7/29/90

(Signature of Applicant)

(Date)

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

You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

MAIL THIS COMPLETED APPLICATION TO: Secretary of State
 Open Appointments
 180 State Office Building
 St. Paul, MN 55155-1299

OR

SUBMIT IN PERSON TO: Room 174, State Office Building. (612)297-5845

SC-00218-01 (8912)

RECEIVED
 JUL 31 1990
 SECRETARY OF STATE
 DIVISION