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

MEETING OF THE COMMITTEE OF THE WHOLE
Monday, September 17, 1990
Mears Park Centre Chambers
3:00 p.m.

AGENDA

1. Call to Order and Roll Call
2. Approval of Agenda
3. Review of Draft Five-Year Transit Plan* — Howard Blin

Jeff Spartz
Chair

* The draft plan will be mailed under separate cover.

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REGIONAL TRANSIT BOARD

ROLL CALL AND ATTENDANCE SHEET

DATE: 9/17/90

BOARD OR COMMITTEE: Comm of Whole

Member Name	Present	Vote	Vote	Vote	Vote	Vote	Vote	Vote	Vote
Mike Ehrlichmann									
Doris Caranicas (P)	✓								
John Finley (A&F)									
Ruth Franklin (A&F)	✓								
Ed Kranz (A&F)									
Sandra Hilary (P)									
Terry O'Toole (P)									
Jeff Spartz (Chair-P)	✓								
Norbert Theis (P)	✓								
El Tinklenberg (Chair-A)	✓								
Richard Wedell (A&F)	✓								

Visitors

Emil B + Alan Morris

Peter Vanderpool

Staff

hb, gp, jh, sh, Dan Murray

REGIONAL TRANSIT BOARD

PRELIMINARY DRAFT

FIVE-YEAR TRANSIT PLAN

September 13, 1990

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REGIONAL TRANSIT OVERVIEW

Chapter I

Chapter I identifies demographic and lifestyle trends that impact transit delivery and establishes key transit service directions for this five-year plan.

Purpose

The Minnesota Legislature created the Regional Transit Board (RTB) in 1984 to plan, coordinate and administer transit systems in the seven-county metropolitan area. This Five-Year Transit Plan identifies the current issues that affect the delivery of transit to the community and discusses the programs and funding necessary to meet the region's transit needs.

This plan also details the RTB's implementation of policies established in the Metropolitan Council's *Transportation Development Guide/Policy Plan.* In accordance with the emphasis of the Policy Plan, this Five-Year Transit Plan outlines methods to strengthen regular route service, to meet the needs of the transit dependent populations and to support all forms of ridesharing and TDM strategies. Other critical issues addressed in this document in response to the Policy Plan include identification of service priorities for each development area, an evaluation of service costs, and an analysis of financial issues.

This Five-Year Transit Plan is divided into six chapters that include the policies and implementation measures for operating transit services in the region.

- Chapter I, Regional Transit Overview, is an introduction to the challenges and opportunities created by various trends that affect transit and an identification of the RTB's transit service directions as outlined in this plan.

- Chapter II, Transit Planning Process, describes the RTB's structure, relationships with the community and other governmental agencies, and the planning and programming processes.

- Chapter III, Transit Policy Initiatives, is a discussion of current issues ranging from transit marketing and coordination to alternative fuels. Policies and strategies are included with each issue.

- Chapter IV, Service Delivery, establishes policies, strategies and service initiatives for each of the various forms of transit service including regular route, light rail transit, community-based transit, special transportation and rideshare and travel demand management.

- Chapter V, Capital Equipment and Facilities, identifies policies governing capital investments and expected sources of funding.

- Chapter VI, Financial Plan, details the critical funding problems that the RTB faces in maintaining operation of the regional transit system. The chapter includes policies for reviewing the fare structure, and projected operating costs and funding sources.

This document will be updated bi-annually in even-numbered years.

Introduction

Transit in the 1990s must provide a variety of services to a changing population with diverse needs. The basic transit system of the past, largely made up of regular route local service and express service to downtowns, must be supplemented in the future with demand-responsive and circulation services in the developing areas of the region and special services for disabled persons unable to use traditional services. The region must also look to new transit technologies, such as light rail transit, to maintain the viability of the transit system.

Despite the changes in demographic and development patterns that have had major effects on needs delivery in the last decade, transit continues to be a viable and cost-effective alternative to the pollution and congestion that result from reliance on automobiles. However, demographic and lifestyle transformations, environmental concerns, and urban dynamics within cities are all combining to force transit systems to adapt their traditional methods in providing service.

At the same time, the cost of providing service has risen dramatically. Revenues have remained steady, but some other long-standing funding sources, particularly federal funds, are expected to decline in the 1990s. The costs of providing existing services are beginning to outstrip the funds to pay for them, without even considering new service opportunities.

Transit must also fulfill new roles in a society that bases its transportation decisions on the least amount of time required to get from one point to another. For many, the preferred mode of transportation has been the solo-driven automobile. But this approach is starting to be reassessed. In the Twin Cities, a metropolitan area that has long ranked among the nation's leaders in quality of life measures, traffic has not been perceived to be a major problem compared to Chicago, Washington, D.C., or Los Angeles. That attitude is beginning to change as residents spend more time in their cars, backed up on I-35W or I-494 or in downtown Minneapolis waiting to get onto the I-94 entrance ramp.

Transit is also extremely important in maintaining the quality of life for the metro area's transit dependent and transit disadvantaged citizens. For those who have no automobile or cannot drive, transit provides the means to get to work, training or other needs. Many persons who comprise this population are senior citizens or person with disabilities. For them, accessible transit or paratransit options are as necessary a part of the infrastructure government provides as are streets, libraries and schools.

Transit is a critical link in the overall metropolitan transportation system for several reasons. One important role is its potential to relieve congestion: one bus takes 40 cars off the road. This is a service the regular route transit system performs well. But there are other quality-of-life issues that transit supports equally well.

Transit is an effective tool for reducing pollution and saving energy. Each year, one automobile emits 9 pounds of hydrocarbons, 62 pounds of carbon monoxide, and 5 pounds of nitrogen oxide. Riding the bus, or ridesharing, reduces the amount of pollutants released into the air and improves the air quality of our region. Transit systems also work to improve air quality. Extensive research is underway on particulate traps and alternative-fueled buses that will lessen emissions as well. Riding the bus or ridesharing also reduces the need to fill up the gas tank as often. As the price of gasoline fluctuates in response to a volatile world economy, reducing the need for gasoline is important for efficient energy management.

Transit is also a significant tool in maintaining the viability of central cities. Minneapolis and St. Paul have taken strong measures to retain strong downtowns and supporting neighborhoods that have helped them remain the heart of the metropolitan area. Transit has traditionally focused on bringing persons to the downtown employment centers and, even in recent years, over 40 percent of commuter trips into downtown Minneapolis were by transit. Transit is one way to ensure that growth and its accompanying tax-base expansion can continue in the central cities without traffic congestion becoming a disincentive for new development.

As a planning and programming agency, the RTB is responsible for tailoring transit services to a mixture of geographic areas. These locations include high-density, central city neighborhoods, congested suburbs, low density residential communities, and outlying semi-rural settlements. Because transit needs are constantly changing, it is vital that the RTB remain aware of current demographic, lifestyle and business trends. The following discussion explores some of these trends in more detail.

Trends Affecting Transit

PROVIDING SERVICE TO A CHANGING POPULATION: A DEMOGRAPHIC TRANSFORMATION

During the1980s, shifting distribution of population nationally had parallels in Minnesota and the metro area. Among these national trends were a declining birth rate, an aging baby-boom generation, and an increasingly healthy and long-lived number of senior citizens.

In the metro area, the number of children aged 14 and under declined from one-third of the total population in 1960, near the peak of the baby boom, to approximately 22 percent of the population in 1980. Projections for 2000 show this group falling to about 19 percent of the seven-county population.

Table I-1
Minneapolis-St. Paul Metropolitan Area
Persons Aged 0-14 and 65 and Older, 1950-2000

Year	Aged 0-14	% of Total Metropolitan Population	Aged 65+	% of Total Metropolitan Population
1950	298,558	25.2%	100,342	8.5%
1960	499,031	32.7%	140,156	9.2%
1970	577,077	30.8%	163,746	8.7%
1980	445,465	22.4%	188,205	9.5%
1990	456,473	21.3%	224,511	10.5%
2000	431,694	19.3%	260,236	11.7%

At the other end of the demographic spectrum, the percentage of persons aged 65 and over grew from a low of 8.5 percent in 1950 to 9.5 percent of the

seven-county population in 1980. This fast-growing segment of the population is projected to grow by 40 percent by 2000, when they will comprise almost 12 percent of the population.

The growing numbers of senior citizens contribute a significant share of the expanding transit dependent population. This population is comprised not only of senior citizens, but includes persons with economic limitations and persons with disabilities. A recent study indicated that:

- approximately 20 percent of households in the region are low income households, based on income and household size; and

- the proportion of the metro area population that is functionally disabled is estimated at 16 percent, or approximately 352,000 persons.

Metro Mobility, the paratransit service for the elderly and persons with disabilities, provided approximately 500,000 rides in 1985. By 1989, the ridership had grown to 1.4 million, an increase of over 180 percent. The growing numbers of transit-dependent persons will demand additional transit, both in accessible regular route and paratransit services.

CHANGING URBAN PATTERNS

Most urban transit systems in the United States focus their core service on central cities, like Minneapolis and St. Paul, that received their original transit service from streetcars. When bus systems replaced the streetcars after World War II, they adapted the streetcar routes for buses and in many cases followed the same routes.

The era that ushered in the buses, however, brought increased auto ownership, low-cost suburban housing, and massive freeway construction that, by the 1980s, gave rise to suburban traffic jams as snarled as downtown streets had been in the early years of the century.

The Twin Cities has experienced its own cycle of growth, with trends that move like ripples in a pool from the central city outward. St. Paul and Minneapolis have been losing population since 1950, when the first-ring suburbs experienced both natural growth increases and the overflow of migrating central city residents. By the 1970s, several demographic forces combined to alter the look of the metropolitan area. In that decade, both the central cities and first-ring suburbs continued to lose population, not only from people moving out, but from declining family size and the resultant decrease in persons per household. Both areas also saw the aging of the

remaining population. The developing suburbs burgeoned, identifying the biggest growth area of the 1980s and 1990s.

Accompanying the residential development has been the creation of campus-like office headquarters, and office and industrial parks throughout the suburbs. Although this trend began as early as the 1950s with such notable Twin Cities corporations as 3M and General Mills, the bulk of this construction occurred in the last two decades.

While the two downtowns of Minneapolis and St. Paul still hold the highest concentrations of jobs, the Twin Cities employment picture has diffused greatly, with several first-ring suburbs becoming primary employment locations. Those communities projected for greatest growth in the 1990s include two adjacent neighbors along I-494, Bloomington and Eden Prairie. Bloomington, now the third largest city in Minnesota in both population and employment, will experience major growth in employment when the Mall of America opens in 1992. Eden Prairie has rapidly emerged as the up-and-coming suburban office location. Similarly, the Dakota County communities of Eagan and Burnsville are developing growth areas, which will demand increased infrastructure development in the 1990s as they expand in both population and employment.

The dispersal of employment opportunities has had a major impact on transit, with previously focused on downtown trips serving a smaller percentage of commuters. As jobs move to the developing suburbs, the region has experienced an increase in intra-suburban work trips, leading to congestion on non-radial highways such as I-494. Similarly, growing suburban employment has resulted in more reverse-commute work trips, with central city residents traveling to suburban work sites. All of these changing travel patterns require new ways of providing transit service.

TRAFFIC CONGESTION

Between 1972 and 1984, severe congestion on the Twin Cities' 580-mile metro highway system increased from 24 to 72 miles. Traffic forecasts indicate that 125 miles of the system will be severely congested by the year 2000. These huge increases in congestion levels are becoming a threat to the quality of life that is one of Minnesota's most significant resources. Unfortunately, increasing traffic congestion is a multi-faceted problem that reflects today's lifestyles and requires both difficult choices and complex solutions.

Along with the changing urban patterns that have encouraged the growth of suburban residential and office locations, the work force has gradually assumed a new face over the past several decades. The U.S. labor force expanded by 65 percent from 1950 to 1980, comprised not only of the large baby-boom generation of workers, but also reflecting the entrance of women into the labor force on a large scale. Between 1950 and 1980, the national labor force expanded by 50 million people, 30 million of whom were women. This factor is even more critical in the Twin Cities, where almost 70 percent of women aged 16 and over were employed or looking for work, compared to a 57 percent national average.

Table I-2
Work Force Participation

	U.S.		Twin Cities	
Year	Female	Total	Female	Total
1960	37.1%	59.2%	40.9%	61.1%
1970	44.3%	60.4%	49.1%	64.5%
1980	51.5%	63.8%	60.5%	70.6%
1985	54.5%	64.8%	69.9%	77.1%
1987	56.0%	65.6%	67.3%	74.9%
1988	56.6%	65.9%	69.8%	77.5%
2000	62.5%	67.8%	---	---

Source: Metropolitan Council

The number of available automobiles rose in tandem with labor force increases. The number of automobiles per household in the metro area grew from an estimated 1.06 in 1950 to 1.58 thirty years later. Similarly, the metro area percentage of households with no automobiles available declined from 17 percent in 1960 to 10 percent in 1986 and is projected to further decline to 8 percent by 2000. The increasing number of automobiles will lead to further congestion on metro area highways.

Another significant aspect of congestion is the explosion of suburban travel. Nationally, between 1960 and 1980, suburbs received two-thirds of all metropolitan job growth and by 1988 represented 43 percent of all commuting trips. In the metro area, suburban work trips were forecast to grow from 55 percent to 63 percent of all work trips by 2000. The bulk of metro area travel growth, however, is in non-work trips. These trips are

anticipated to grow from 5.6 million in 1980 to 6.5 million by 2000, again with the bulk of the increase in suburban trips.

Table I-3
Metro Area

Automobiles Per Household

1950	1970	1980
1.06 (est.)	1.25	1.58

Percentage of Households Without Automobiles

1960	1970	1980	1986	2000
17%	14%	12%	10%	8%

Table I-4
Total Trips in Metro Area
1980 and 2000

	1980	2000
Work Trips to:		
CBDs	184,000	217,000
Central Cities	314,000	337,000
Rings 1, 2, 3	602,000	946,000
Total	**1.1 million**	**1.5 million**
Non-Work Trips to:		
CBDs	260,000	296,000
Central Cities	1.6 million	1.5 million
Rings 1, 2, 3	3.7 million	4.7 million
Total	**5.6 million**	**6.5 million**
Total One-Way Trips (average weekdays)	**6.7 million**	**8.0 million**

Source: Transit Service Needs Assessment, 1986

CUSTOMER SERVICE

Many businesses, particularly service-oriented companies, have recently turned their attention to improving customer service. These companies have concluded that their survival depends upon service excellence and retaining their customers, rather than an exclusive focus on their product.

Transit has experienced this changing work arena as well. The need to provide different services to different geographical areas, such as regular route in higher density areas, or community-based dial-a-rides in less dense neighborhoods, is no different than the efforts of retailers to reach various segments in their markets. However, transit systems face a constant challenge to retain their existing customers and to attract new riders.

Perception of the system and what it offers potential riders affects transit ridership. If the public perception is that buses are slow, unreliable or dirty, ridership will suffer. The primary factor that can counter these perceptions is service--service that gets people where they want to go in a reasonably fast and convenient manner. Cities with growing commuter markets that made substantial investments in transit saw solid increases in transit commuters between 1970 and 1980. In the past decade, San Diego and Portland have experienced increases in ridership with the addition of light rail transit. Other cities are also augmenting their transit systems with LRT lines.

A recent study that analyzed land use/transportation models found that the most significant effect on urban patterns was the increase or decrease in travel times, while travel cost had little effect. The effect of altering travel times by 20 percent was greater than the effect of doubling travel cost. The study indicated that gasoline prices would have to more than double before persons would reduce driving enough to affect traffic congestion.

These findings indicate that people will ride the bus and pay the cost of these rides if the service is reasonably fast and convenient. Providing this kind of customer service will be a major challenge for the regional transit system.

In summary, expansion of the labor force, greater auto availability, and the growth in suburban travel all reflect the growing mobility of the population. The complexity of commuting has multiplied with trips that are reverse commutes and inter-suburban, while the number of non-work trips continues to climb. The aging of the population and the related rising incidence of disability combine to enlarge the number of persons who will require additional accessible transit options.

The RTB continues to assess these changing needs of metro area residents and creatively respond with innovative services and programs that reflect the way we will travel in the 1990s.

Transit Service Directions

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, implementation schedules and budget assumptions that focus transit resources on meeting key transportation needs.

The RTB's overall goal is to adopt policies and programs that will increase transit system ridership in a cost-effective manner. Some of the key directions discussed in this Five-Year Transit Plan include:

- providing adequate funding to maintain quality transit service;
- services to transit dependent persons;
- services that respond to changing markets and changing travel demands;
- relieving traffic congestion; and
- enhancing customer service and service quality.

This plan has identified specific strategies to address each of these directions. Some highlights of these strategies, which are discussed in more detail throughout this plan, are listed below.

RTB actions to **maintain adequate funding and best utilize scarce resources** include:

- development of performance standards to ensure maximum effectiveness and efficiency in service delivery;
- service restructuring to enhance successful routes and eliminate high-subsidy routes;
- providing additional accessible travel options to lessen demands for higher-cost special services;

- utilizing cost reimbursement agreements to support operating costs of special transportation services; and

- advocate a new regional funding source for development of light rail transit.

Services and policies that are aimed at **transit dependent populations** include:

- placing the highest priority on providing quality transit service in areas with the greatest number of transit dependent persons;

- continuing to define the roles of Metro Mobility, accessible regular route transit and community-based transit in determining the most efficient and cost-effective travel options for transit dependent persons;

- working with MTC and other providers to achieve a fully accessible regular route system;

- offering discount fares for transit dependent persons such as youth, senior citizens and persons with disabilities; and

- continuing to implement reverse-commute services, particularly providing connections for transit dependent, central city residents to suburban job sites.

In providing services that respond to **changing markets and changing travel demands**, RTB actions include:

- restructuring regular route service to better respond to alternative travel patterns;

- providing a mix of regular route and community-based or other services that match the needs of local communities;

- developing transit hubs as focal points for transit services; and

- developing performance standards for all service types and providers.

As a means of **relieving traffic congestion**, the RTB will pursue a variety of measures including:

- expand transit service in congested corridors such as I-394 and I-35W;

- continue to plan for and support the development of LRT as a clean and efficient addition to the transit system;

- focus rideshare efforts in geographic areas with the greatest congestion and to identified priority market groups;

- implement travel demand management (TDM) strategies in congested locations or corridors; and

- work with local communities to develop land use and parking policies that help to mitigate traffic congestion.

Various ways to **enhance customer service and service quality** include:

- promote expanded coordination of transit information services, convenience fares and transfers;

- develop and implement a regional marketing program to enhance overall system ridership;

- support LRT construction to provide the region with an additional fast and energy efficient transit option;

- undertake efforts to ensure the safety of all riders on the regional transit system; and

- maintain a fare structure that is simple to understand and easy to administer.

Although these highlights identify some key directions in this plan, the document also discusses many other issues that the RTB must consider in delivering transit services in the region. Guidance for policy issues is provided by the Metropolitan Council's *Transportation Development Guide/Policy Plan.* This Five-Year Transit Plan is intended to build upon the policy direction and priorities provided by the Transportation Policy Plan.

Relationship to the Metropolitan Council Transportation Development Guide/Policy Plan

In accordance with the Metropolitan Council's requirements for the RTB's Five-Year Transit Plan, this section summarizes the Council's transit policies and relates them to relevant RTB actions.

The Metropolitan Council's policies call for transit to play an integral role in supporting the region's quality of life and economic vitality through strengthening of regular route transit and incentives to support ridesharing. These alternatives are viewed as a viable option to additional freeway construction. The RTB's Five-Year Transit Plan responds to these policies with its goal of increasing regular route ridership and productivity through a variety of service initiatives. These include adding, enhancing or restructuring central city services. Other ongoing efforts involve I-394 corridor improvements, I-35W service expansion, and involvement in a number of rideshare and TDM activities.

The Council policies also specify that different types of transit services are needed for different geographic areas and different groups of transit riders. Particular emphasis is placed on serving the needs of transit dependent people. The RTB plan clearly identifies regular route service delivery priorities with highest priority on maintaining and upgrading service within the two central cities and to the two downtowns. This area also coincides with the greatest concentration of transit dependent population in the seven-county area. This plan further establishes a second priority on maintaining and upgrading service within suburbs in the fully developed area where express regular route and community-based transit systems predominate. A third priority in the plan is maintaining and upgrading transit services in the developing area and freestanding growth centers. Although a few express regular routes serve these populations, community-based transit systems serve the bulk of trips in these areas.

Regional coordination of all transit system components, as well as maximizing the efficiency of the transit system through a combination of public and private operators are Metropolitan Council policies that the RTB carries out through its planning and programming functions. In practice, the RTB has emphasized that transit service needs of 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 previous RTB plans and actions and is implicit within this plan. However, this plan also places a renewed emphasis on regional coordination and marketing, with the end result of reaching various market segments to increase ridership whether on regular route transit, community-based or special transportation, or ridesharing.

This Five-Year Transit Plan also provides fare and transit financing policies in response to Metropolitan Council guidelines. Based on assumptions and information developed by the RTB's four-factor cost model, the plan establishes goals and policies for fares, as well as a short-term financial forecast.

A critical factor in traffic congestion is the relationship between land use and transportation. The RTB will maintain its involvement in review of comprehensive plan amendments and work with local communities in preparation of transit elements. In addition, the RTB has provided technical assistance and funding to support transportation management organizations in both central city and suburban areas. This complex issue will demand additional analysis in the future as creative approaches and ideas are tested in the Twin Cities.

As a regional agency, the RTB, like the Metropolitan Council, is dependent on public participation in developing its policies and programs. The Five-Year Transit Plan details the RTB's relationship with other public agencies and communities.

While this document is a response to the Metropolitan Council's Development Guide/Policy Plan, it also serves as a guide for transit planning and service in the seven-county metropolitan area. The following chapters address how the RTB provides and finances transit services for Twin Cities residents.

TRANSIT PLANNING PROCESS
Chapter II

Chapter II provides an overview of the RTB's statutory responsibilities and how they are carried out. This chapter also discusses the RTB's relationship with other governmental and community agencies and its planning and programming processes.

Roles and Responsibilities of the Regional Transit Board

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

- To provide a basic level of mobility for all people in the metropolitan area.
- To coordinate the provision of a comprehensive set of transit and paratransit services within 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, coordinates and administers a cost-effective system of transit services that is responsive to the needs of residents in the Twin Cities metropolitan area.

The wording of this mission statement is important both in terms of what is included and what is omitted. The RTB plans and coordinates transit services

and administers transit programs. The RTB does not operate service or own equipment and facilities.

The RTB provides a 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.

Policy-Making Structure

The RTB is comprised of ten board members and a full-time chair. Eight board members are appointed by the Metropolitan Council. Two additional members and the chair are appointed by the governor. This board composition and size reflects the 1989 legislative restructuring and expansion of the RTB. The Council makes its eight board appointments from each of the RTB districts. At least six of these board members must be elected officials of cities, towns, or counties. Although RTB members serve four-year terms, elected officials may continue only as long as they hold office. The governor appoints the chair as well as a member who is age 65 or older and a member with a disability.

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.

In developing policies or programs, RTB staff present memoranda on issues or actions to the appropriate committee, which forwards the recommendation to the board. These memoranda include background information, an analysis of policy options, and a recommendation for the board to consider in resolving the issue.

Staff Organizational Structure

The 37-member RTB staff is a diverse 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, community relations, affirmative action, and administration.

Relationships with Other Government Agencies, Providers, Communities and the Public

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 for the seven counties.

The Metropolitan Council appoints eight of the eleven members of the RTB. The Council also establishes specific requirements for the contents of the RTB's Five-Year Transit Plan and reviews it based on conformance with the Council's Transportation Policy Plan. Additionally, the Metropolitan Council is responsible for issuing bonds to finance capital transit needs consistent with the capital improvement program of the RTB.

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 setting priorities 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 railroad authorities; and
- coordination of overall transit and transportation policies to maximize efficiency and effectiveness of the transportation system.

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 directed the RTB to develop a regional LRT plan and financing recommendations that incorporate the plans of the regional railroad authorities where feasible. The RTB also reviews the physical design aspects of county LRT plans in order to ensure conformity with the regional LRT plan. RTB is also required to approve 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. These efforts include the RTB's LRT public education campaigns, patronage forecasting and tunnel assessment studies, peer review panels of light rail transit experts, and provision of technical assistance from staff.

TRANSPORTATION ADVISORY BOARD/TECHNICAL ADVISORY COMMITTEE

The 30-member Transportation Advisory Board (TAB), including seven county commissioners, ten city elected officials, and a citizen representative from each of the Metropolitan Council's eight districts, 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.

PROVIDERS

The RTB contracts with 46 providers or communities to provide transit services throughout the metropolitan area. The programs staff of the RTB annually 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 periodic meetings, the Provider Advisory Committee, the dispute resolution process, and on an individual basis.

METROPOLITAN TRANSIT COMMISSION

The MTC is the primary provider of regular route transit services in the region. In 1989, the Legislature enlarged the commission to five members.

In addition to members representing Minneapolis, St. Paul and suburban areas, the Legislature added one suburban full-service representative and one at-large member. These commission members are appointed by the RTB to staggered three-year terms. The part-time MTC chair is elected by MTC members to a term of one year.

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

ADVISORY COMMITTEES

The board has established six advisory committees:

The Transit Accessibility Advisory Committee (TAAC) advises the RTB on management policies, implementation and planning issues related to transit services for the elderly, disabled and others with special transportation needs in the seven-county metropolitan area. The committee is comprised of seniors and representatives of disability communities.

The Provider Advisory Committee (PAC) advises the board on transit services including planning for new services, restructuring of existing services, and assistance in contract dispute resolution. The committee offers existing and potential transit providers, community officials, consumers of transit services, and other interested parties the opportunity for involvement in the early planning activities for transit development and implementation. Representatives from various RTB service providers sit on the committee.

The Rideshare Advisory Committee (RAC) advises the board on the delivery of ridesharing services in the metropolitan area. The committee includes representation from both the public and private sectors.

The Joint Light Rail Transit Advisory Committee advises the RTB on pertinent issues associated with planning and implementation of a light rail transit system in the Twin Cities metropolitan area. Members represent the regional railroad authorities, the Metropolitan Transit Commission (MTC), and the Minnesota Department of Transportation (Mn/DOT). The committee reviews and comments on plans for implementation of the regional light rail transit system and developed the coordination component of the RTB's regional LRT plan. A technical committee composed of staff from each represented agency

has also been formed to advise the Joint LRT Advisory Committee on relevant issues.

The Local Officials Advisory Committee (LOAC) advises the RTB on issues relating to meeting community transit needs. The committee is made up of local elected officials from throughout the region.

The Marketing Committee advises the RTB on marketing and communication issues including research, promotion, pricing and product design.

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

COMMUNITIES

The RTB has increased its efforts to integrate additional community involvement in the transit planning process. An expanded outreach program has strengthened the RTB's relationship with individual communities and provided new opportunities for participation of local officials and citizens in transit matters.

A community relations coordinator, a new RTB staff position, meets regularly with each local government in the metro area and provides communities with answers on transit-related questions.

Another innovative concept that developed from the community outreach activities is the creation of transit planning districts (TPDs). Communities are grouped together on a subregional basis for transit evaluation and planning. Representatives from each community, designated as transit liaisons, maintain contact with the RTB's coordinator. In addition, the RTB has begun holding an annual transit liaison forum to discuss current transit issues and RTB programs with the over 120 transit liaisons.

One other important way the RTB works with local governments is the Community Transit Planning Grant Program. Begun in 1989, the program provides financial assistance to help communities plan for existing and future transit needs. Six projects have received funding since the program started. These projects ranged from development of a downtown transportation management organization (TMO), to funding transportation modeling, to an assessment of need for a circulator service in four suburban cities. The grant program has evolved into an excellent way for the RTB to secure community involvement into transit planning while directly responding to local transit needs.

The RTB will continue to maintain strong working relationships with local governments as it has through technical assistance and the citizen participation process. Several examples of this ongoing interaction include:

- RTB provision of technical and/or financial assistance on transit planning or services;
- RTB membership on special project management boards and committees;
- appointment of community representatives to RTB advisory and special committees; and
- providing outreach and information about transit activities.

THE PUBLIC

As a regional agency, the RTB depends on public involvement and comment in the planning process. Just as efforts to solicit community participation have increased in the past year, so have attempts to inform the general public about transit issues and the RTB.

Several new publications were developed to increase awareness about RTB programs and activities. An informational folder outlines the scope of the RTB's responsibilities. Fact sheets provide in-depth information on different aspects of the RTB. The RTB Messenger is a quarterly newsletter that highlights transit issues and actions in the seven-county area. The Chair's Advisory is a concise, single-page message from the RTB chair. Written bi-monthly, the advisory provides a detailed look at such current topics as accessibility, energy and the environment as they affect transit.

Light rail transit planning has required a wide variety of informational materials. The RTB developed a brochure and an LRT information packet that summarizes what light rail is and its benefits to the region. An information guide was produced to give specific information on LRT funding, alignments and development. In addition, a videotape focusing on light rail offers groups and public meeting participants visual information of this new form of transit. This video is being shown on a variety of cable television stations and is available in metro area libraries. Public service announcements, which will air on local television and cable stations, outline benefits of light rail to our region.

In an effort to reach a wide array of metropolitan area residents, the RTB participated in radio, television and cable shows that focused on LRT planning and development. More than 30,000 people received LRT information at the Minnesota State Fair.

The RTB has also sponsored a number of forums for the public. The annual conference, held in October, concentrates on several timely topics each year. Other more specialized events are aimed at specific audiences. Several light rail forums were particularly useful to local regional railroad authorities and others connected with light rail planning. An alternative fuels forum examined the variety of options that transit will face in reducing vehicle emissions in upcoming years. A series of meetings discussed accessibility and the plans to integrate accessible buses into the MTC system. These forums and conferences will continue as the RTB examines critical issues that deserve public discussion and comment.

Transit is a community service that must stay in touch with the people it serves in order to be successful. The RTB will continue to maintain community participation and public information activities in order to provide the mix of transit services that Twin Cities residents want.

Transit Planning Process

The RTB is responsible for identifying transit needs, planning, implementing, monitoring and evaluating transit for the region as a whole. This process includes several steps that can result in targeting specific markets or geographic areas, restructuring services or developing new options. The following paragraphs discuss the planning process in more detail.

DETERMINING NEEDS

In 1987, the RTB completed its *Transit Service Needs Assessment* (TSNA) study. The TSNA was a comprehensive evaluation of short- to mid-range transit needs and services in the Twin Cities metropolitan area. This information provided the basis for RTB decisions on transit service needs and to evaluate both opportunities and inefficiencies in the existing transit system. The Five-Year Transit Plan is based, in large part, on analysis completed and later updated as part of the TSNA.

The RTB also analyses 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. These analyses are based on key transit indicators (population, employment, transit dependents, travel desires, congestion, available transit), both as they exist and as they are anticipated to change. The RTB either conducts these assessments or provides technical assistance and/or funding to a community or organization to undertake the effort.

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 identified in the Transit Service Needs Assessment and other studies, and provides for the identification of candidate service concepts for trial implementation, establishment of evaluation criteria, initiation of service, monitoring, and evaluation. This program allows for experimentation with new service concepts, service delivery methods, and other new or innovative approaches to transit.

ESTABLISHING SERVICE SPECIFICATIONS

The RTB has developed a service specification process in its role as the "buyer" or "broker" of transit service. This function follows several steps, beginning with a determination of service requirements and identification of strategies to meet those requirements.

Once a preferred service strategy is chosen, the board contracts with the MTC, 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.

After completion of service planning, the board directly awards service to the MTC for operations if it is located within the MTC designated service area, or competitively bids the service through the issuance of a Request for Proposal consistent with the RTB's adopted competitive bidding guidelines.

EVALUATING SERVICES

Service evaluation occurs on a periodic basis for existing services and at the end of the demonstration period for new services. The RTB applies

performance measures to monitor and evaluate service to determine if service adjustments need to be made.

Demonstration services are evaluated at intervals of three, six, 12, and 18 months. The performance measures and evaluation criteria utilized are developed and agreed upon during the service design and specification process. The evaluation is 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.

Transit Programming Process

The RTB provides funding to 46 providers who operate a range of services from regular route to ridesharing. The RTB ensures delivery of cost-effective services and promotes a coordinated regional transit system operated by multiple providers.

Transit service programs administered by the RTB have been classified into the following categories: regular route service, operated by the MTC and several private operators; community-based small urban and opt-out programs; rural or county special transportation service (STS); and Metro Mobility, the regional STS service. The RTB also administers a regional rideshae program and travel demand management (TDM) programs. (See Table II-1 for a description of RTB funding formula arrangements.)

To receive financial assistance from the RTB, providers are required annually to submit a service management plan, which becomes incorporated as part of the contract. The service management plan includes the following information:

- operating characteristics of the service, including vehicles, routes, schedules and fare structure;
- specific program goals and objectives for the contract period;
- projected ridership and service levels;
- estimated line item expenditures; and
- funding sources, including operating revenues, federal grants and local assistance.

Table II-1
RTB Funding Formula Arrangements

Regular Route and
Replacement Service Programs

The regular route operators receive a combination of property tax and state funds, and the replacement (opt-out) service communities receive property tax funds; in each case, the RTB's share is 100 percent of the operating deficit, which is calculated as total operating and capital expenses less revenues.

Small Urban and Rural or
Special Transportation Service Programs

Legislation requires that the RTB's contribution of state funds to small urban communities and to rural or special transportation service providers be calculated as a maximum percentage of total operating expenses as follows:

	RTB Share
• Small urban (population between 2,500 and 50,000) or urbanized (population over 50,000) areas	60%
• Rural (population less than 2,500) or county special transportation service (for elderly and disabled persons)	65%

To perform contract monitoring, RTB staff receives monthly reports from each provider that show line item expenses and operating statistics as well as quarterly progress reports, which document program performance against stated goals and objectives.

For annual contract negotiations, staff:

- conducts analyses of historical operating and performance trends, including program ridership, service levels, costs, revenues, and sources of funding;

- estimates budget variances and investigates significant line item changes, if any, proposed in the new annual budget; and

- reviews transit needs analysis findings and other information assembled during the year to identify and pursue opportunities for service expansion.

Contracts are negotiated within financial parameters set forth in the Five-Year Transit Plan. Expansion of service levels must be justified or found consistent with strategies identified in the Five-Year Transit Plan. Fare box recovery ratios must comply with standards adopted by the RTB.

TRANSIT POLICY INITIATIVES
Chapter III

Chapter III includes a discussion of a number of key initiatives that are currently being examined by the RTB and sets forth policies and strategies in each area. Ranging from accessibility to alternative fuels, these initiatives are in varying stages of implementation.

Accessibility

The RTB's nationally acclaimed Metro Mobility program is currently the mainstay of accessible transit service in the seven-county metropolitan area. Metro Mobility, which began as "Project Mobility," has been providing door-through-door transportation to the disabled and senior citizens since 1979. It serves 91 communities in a service area of more than 960 square miles. Each weekday it transports some 5,000 passengers who, because of their disability, are unable to use regular route services.

The changing needs for Metro Mobility service have demanded that the program be reorganized and refined over the years. All the while, ridership has continued to grow. In 1979, Project Mobility provided 181,919 rides. Ten years later, in 1989, Metro Mobility provided more than 1.4 million rides. The RTB recognized that new transit options are necessary in order to meet this growing need for more accessible transit service options in the metropolitan area.

POLICIES

Policy III-1: **The RTB is committed to advance initiatives that make it easier for persons with disabilities to choose to rely on public transit services to have full access to independent living and work opportunities.**

The population in the metropolitan area with functional mobility limitations is expected to grow significantly in the coming years as the incidence of disability in an aging population increases. This transit market group deserves to have access to the same travel options available to the general public.

Policy III-2:	**All public transit services in the region will become fully accessible within the timetable and guidelines established by the *Americans with Disabilities Act* (ADA).**

By the year 2002, the RTB aims to have the entire regional transit system 100 percent accessible. In the coming years, as more travel options become available to persons with disabilities, getting information out about how to use the services will be emphasized.

STRATEGIES

- Complement Metro Mobility by making regular route, light rail transit, rideshare and community-based dial-a-ride and circulator services accessible to all persons with disabilities.

- Examine the feasibility of establishing an "Accessible Transit Services Information Center" to serve as an information and referral resource for persons with disabilities who wish to learn about travel options available to them.

AMERICANS WITH DISABILITIES ACT

The Americans with Disabilities Act (ADA) was recently passed by Congress and signed by the President. This civil rights bill prohibits discrimination against individuals with disabilities in such areas as employment, public service, public accommodations, transportation and telecommunications.

The Regional Transit Board (RTB) supports the intent of ADA that all transit providers entering into service agreements with the RTB make their transit services accessible to persons with disabilities according to guidelines outlined in the act.

The provisions of the act include the following:

- New buses, remanufactured or leased, and rail cars on fixed route systems must be accessible to persons with disabilities and equipped for wheelchair boarding.

- New transit stations and facilities must be accessible, while major structural alternatives of existing facilities must include accessibility features unless disproportionate in cost.

- Paratransit must be made available to anyone who cannot use fixed route service at the same level of service provided to the general public unless it would impose an undue financial burden.

ADA imposes two definitions of accessibility to be used under different circumstances. These are:

- Vehicle Accessibility. This is a requirement that each vehicle newly purchased, leased, or remanufactured, must be "readily accessible to and usable by individuals with disabilities, including individuals who use wheelchairs." This definition would apply to fixed route services, whether provided by public entities or private transit providers or agencies.

- System Accessibility. Where this definition applies, every new vehicle need not be accessible provided that the system "when viewed in its entirety, provides a level of service to individuals with disabilities equivalent to the level of service such system provides to individuals without disabilities." This definition applies to general public demand-responsive services.

ADA also recognizes three types of providers:

- Public entities providing transportation services. This includes not only "departments, agencies, special purpose districts, or other instrumentalities of a state or local government," but also covers operation of a system "under a contractual or other arrangement or relationship with a public entity."

- Private entities "primarily engaged in the business of transporting people and whose operations affect interstate commerce."

- Other private entities providing transportation to the public.

Transit Coordination and Marketing

The metropolitan transit system is composed of many different services and providers. Consequently, an integral part of the RTB's legislative mandate (Minnesota Statute 473.375) is the development of a regionally coordinated transit system across all modes. While some marketing and coordination efforts have informally existed between various providers and services, development of a more formalized system can play a role in increasing overall transit ridership; improving transit efficiency and effectiveness; and developing improved partnerships among and between providers, riders and local communities.

In an effort to formalize a work plan for this initiative, the RTB commissioned a study in 1989 that analyzed the present system as well as methods for improving marketing and coordination among all providers and services. The primary recommendations of the study were as follows:

- communicate the benefits of transit on a regional level;
- develop a regional transit information system;
- institute a unifying symbol to identify transit services;
- establish convenience fare and transfer reciprocity agreements among providers; and
- involve operators more directly in the transit planning process.

Coordination programs already in effect include the MTC's expanded Telephone Information Center, transfer reciprocity arrangements for most new services, and some use of mode-related logos (Metro Mobility, "T", etc.). Development of more specific policies, strategies and actions continues as part of the RTB's effort to develop a more efficient, effective transit system.

POLICIES

Policy III-3: **Improved coordination of transit information, convenience fares and transfers will be promoted as a means to increase regional transit ridership.**

A number of tools exist for improving cooperation and coordination among providers and programs. While some coordination activities are presently practiced on an informal basis, greater uniformity across various modes and providers can eliminate operational inefficiencies and duplication.

Policy III-4: A regional marketing program to promote the benefits of public transit will be developed and implemented.

A regional marketing plan will provide a stronger image for both individual services and the transit system as a whole. The RTB Regional Coordination Study found an interest among providers for a unified transit image. To further develop the following strategies, the RTB is creating a Marketing Communications Committee made up of transit marketing experts. The regional marketing activities are designed to enhance transit's overall image and use in the region while maintaining the individual programs' identities and unique characteristics.

STRATEGIES

- Develop transfer reciprocity agreements for inclusion in all service contracts. Transfer reciprocity between transit modes and providers improves and expands the transit service area.

- Investigate a regional route numbering system for use by the MTC and other providers. A logical numbering system, possibly using route names or three digits, can play a significant role in simplifying the regular-route transit system, especially with the advent of light rail transit development.

- Improve route maps and schedules by highlighting other service routes and transfer points; centralize multi-service information for riders and providers.

- Develop a regional transit logo and graphics standard that would be used by all transit services receiving RTB funding, with specifications outlined in service contracts. The standard would apply to all vehicles, equipment, and marketing materials.

- Develop a regional marketing and advertising campaign to highlight transit use and the benefits of a coordinated metropolitan transit system. The campaign would be designed to supplement, not supplant, individual provider's marketing programs.

Provider Selection

The RTB selects service providers on the basis of several considerations. Shortly after its creation in 1984, the RTB began to assume responsibility for service contracts previously administered by the Minnesota Department of Transportation. These include contracts with private, regular route operators as well as numerous contracts with small urban and rural service providers.

The process by which the RTB reviews and monitors contracts with existing providers is described in Chapter II. The RTB has also explored methods for competitive procurement of transit services. Particularly for new services, competitive procurement presents opportunities for improved cost effectiveness in transit service delivery. In 1987, the RTB initiated a federally funded competitive transit demonstration study to determine the feasibility and effectiveness of competitively awarding contracts for public transit service provision in various parts of the metropolitan area.

One of the products of this study is *Standards, Procedures and Guidelines for Competitive Procurement of Transit Services*, a document prepared by the RTB, working with a special committee comprised of transit operators, union representatives, and other interested persons. This document is currently used to purchase quality public transit services in a consistent and equitable manner by the RTB or its funding recipients.

Legislation passed in 1989 specifies service areas or situations under which the RTB may provide financial assistance to private operators of public transit service. These include:

- alternative services such as community dial-a-ride or circulator services;
- service currently provided by a private operator;
- new regular route service outside of the fully developed regular route service area (shown in Figure III-1);
- regular route replacement (opt-out) services; and
- regular route services provided to institutions or organizations operated under RTB cost-sharing guidelines.

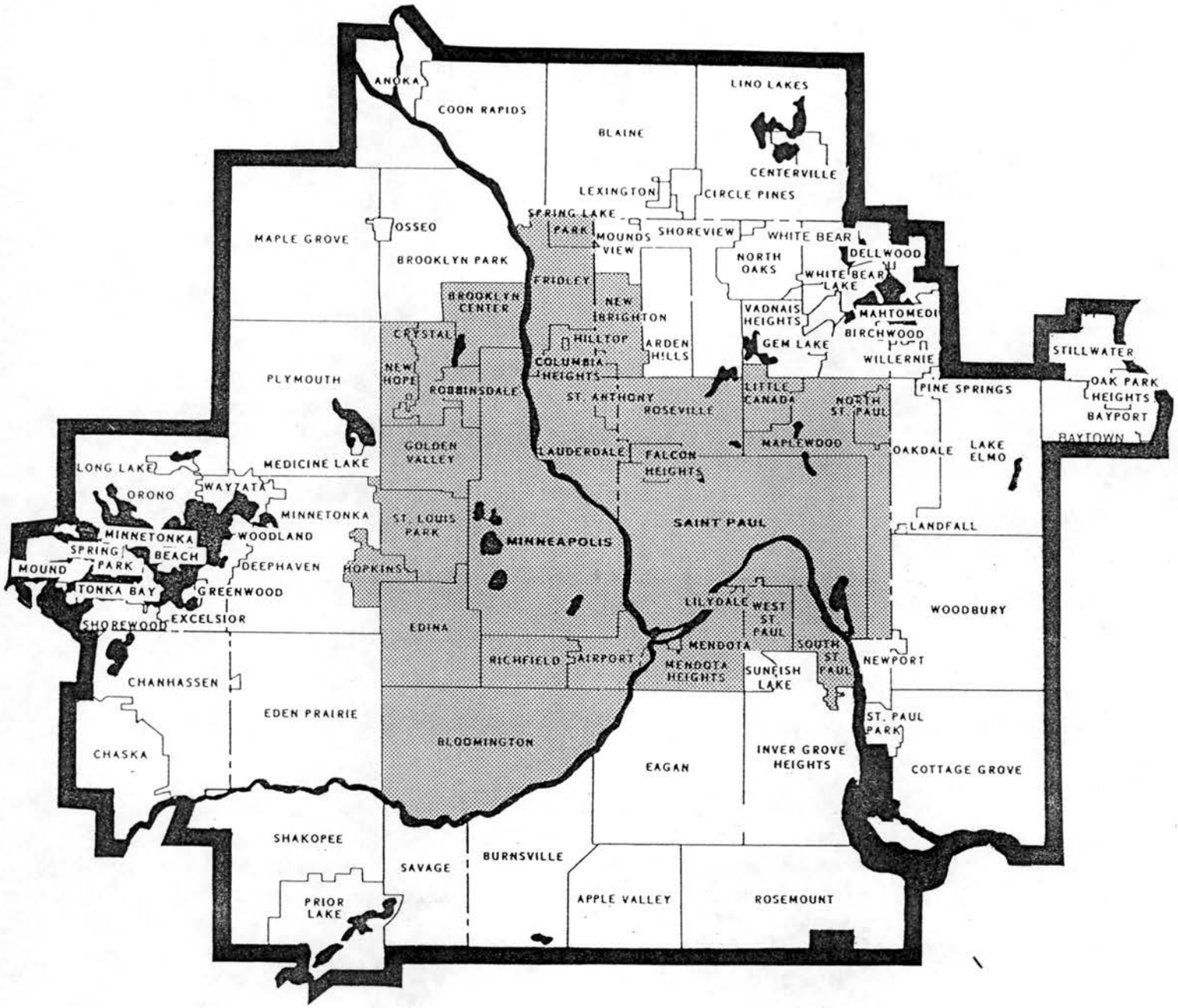


Figure III-1

Fully-Developed Regular-Route Service Area

Regional Transit Board Five-Year Plan

POLICIES

Policy III-5:	**Providers for new transit services will be selected on the basis of service quality and cost effectiveness.**

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.
- Plan new regular route service within the fully developed service area to be operated by the MTC, consistent with current legislation.
- Award RTB contracts for new transit service in the metropolitan transit taxing district as a result of competitive procurement.
- Require entitites that receive RTB funds to follow the regional service procurement guidelines, including its timetable, costing principles, evaluation criteria, and dispute resolution process.

Safety and Service Quality

Safety and service quality issues are often raised as concerns with regard to transit use. New studies are needed to assess consumer perceptions of these issues. Research could be used to introduce new features into existing transit services in order to better serve consumer preferences, thereby attracting ridership.

POLICIES

Policy III-6:	**Transit services should be provided in a safe, comfortable, and reliable manner to ensure customer satisfaction and loyalty.**

This policy is essential to attracting and retaining ridership. To ensure that transit operations are conducted in a safe manner, new requirements for drug testing will be advanced by the RTB as part of this policy initiative.

STRATEGIES

- Conduct survey research to assess consumer awareness of and attitudes toward transit use; recommend new safety and service quality features.

- Require all providers of transit service receiving funding either directly or indirectly from the RTB to establish an anti-drug program.

Transit for the Disadvantaged Populations

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

The need to focus on disadvantaged populations is well documented in the Metropolitan Council's report *Disadvantaged Populations in the Twin Cities Metropolitan Area*, which selected the following target groups for analysis: racial and ethnic minorities, single-parent families, persons with disabilities, and elderly people, noting that "people in these groups have a higher chance of facing physical, social and economic barriers than is true for the population at large."

Although people 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.

POLICIES

Policy III-7:	**The RTB will ensure that public transit services are readily available, understandable, and affordable for disadvantaged populations.**

STRATEGIES

- 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.

- 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 the need and feasibility of options for establishing an economically disadvantaged fare subsidy program for persons who have low and fixed incomes.

Transportation and Land Use Relationships

Land use decisions have a significant impact on the transportation system, affecting not only traffic congestion but transit and ridesharing as well. The decision to build a downtown office tower may require a restructured bus schedule or implementation of other traffic demand management measures. Construction of an office complex near a suburban freeway interchange can require similar measures to mitigate the traffic caused by employees in such areas.

As forecasts show (see Chapter I), the number of trips, particularly in suburban areas, is expected to increase in the Twin Cities metropolitan area. Metropolitan Council policies call for greater reliance on transit and ridesharing rather than construction of additional freeways or added lane capacity.

The land use decision-making process is an important way to begin to manage traffic before it becomes a problem and to encourage greater reliance on transit. Critical issues to consider include:

- development density;
- mixed-use developments;
- innovative site planning/building design; and
- parking availability and cost.

High-density development is the most cost effective for transit service. Such density has typically been located in central city neighborhoods and downtowns but can also relate to suburban office concentrations. In both central city and suburban areas, land use decisions should attempt to

concentrate high-density residential or office uses along transit corridors with lower-density uses farther away. Suburban communities can focus development into high-density nodes that provide a density of destinations that can enable more cost-effective transit delivery or support ridesharing.

Mixed-use developments enhance transit by clustering services within convenient distances. Such projects combine employment, shopping, recreation, services, entertainment and sometimes housing within walking distance. Individuals can utilize transit for commuting and also accomplish a variety of non-work trips that make up an increasing share of all trips today without requiring an automobile.

Innovative site planning and building design to provide easy transit access for pedestrians are important in ensuring the success of transit. Individual buildings should provide transit waiting areas or convenient locations for car pool or van pool loading. In suburban settings or office parks, building layouts should be arranged to accommodate transit with shelters, covered walkways, bus pull-in areas or other amenities.

Perhaps one of the most important factors related to transit use is availability and cost of parking. Experience in other cities has demonstrated that preferential parking and reduced parking rates for multi-occupant vehicles are excellent methods to reduce the number of single-occupant vehicles. This method works best in downtown locations where parking is expensive and limited. Suburban office parks, however, typically offer free parking, which makes it more difficult to encourage ridesharing or transit use. Other conflicts occur in congested downtowns where local governments must wrestle with continuing to finance and build parking garages while simultaneously attempting to support additional transit and ridesharing options.

POLICIES

Policy III-8: **Local communities will be encouraged to develop land use and zoning principles that encourage transit and ridesharing and reduce traffic congestion.**

STRATEGIES

- The RTB will assist communities in developing transportation management organizations in congested corridors or downtown areas.

- Utilize the comprehensive plan review process to assist communities in determining appropriate land use and zoning principles and transit options that encourage transit use and reduce traffic congestion.

- Work with local governments in developing travel demand ordinances where appropriate.

- Assist local governments in studying parking management principles that can serve as incentives for ridesharing or increased reliance on transit.

Energy Management and Alternative Fuels

Efficient management of our energy resources and reducing pollution are critical transportation issues. Transit is a particularly effective tool for reducing pollution by offering an option to the single-occupant vehicle. But the transit industry is also examining methods to reduce the pollution caused by its own operations. Transit providers nationally are testing a wide variety of alternative fuel vehicles in an effort to meet more stringent emission standards proposed in the Clean Air Act. The proposed standards, which reduce the amounts of allowable particulates and nitrogen oxide levels, will apply to all new buses delivered in 1991 and after.

Because both houses of Congress have not yet finalized the Clean Air Act, there has been a great deal of uncertainty by both engine manufacturers and transit companies in their planning for stronger emission standards. The Urban Mass Transportation Administration funded the Alternative Fuel Initiative in 1988 to support demonstration projects involving alternative fuel vehicles. In applications for 300 vehicles, 173 have been for natural gas-powered vehicles, 31 for methanol and six for propane use.

In Minnesota, ethanol has been promoted by the Department of Agriculture to encourage stronger markets for sources of ethanol such as corn or sugar beets. Compressed natural gas has been used by the Minneapolis-based Airport Express fleet, with other projects proposing natural gas vehicles also in the planning stages. MTC anticipates a demonstration project using alternative-fueled buses and buses equipped with particulate traps in the near future when funding is released.

While there are many unanswered questions regarding which fuel will be most effective and will have the most advanced technology, the transit industry must endeavor to become as knowledgeable as possible on all clean

fuel options. Transit should take a leadership role in not only reducing the number of vehicles on the road but also in reducing pollution in its own operations.

POLICIES

Policy III-9: The potential for using alternative-fuel vehicles for transit service should be explored and promoted.

Strategy

- The RTB will continue to research potential applications of alternative fuel technology in transit vehicles.

SERVICE DELIVERY
Chapter IV

Chapter IV concentrates on the "family of transit" service approach in targeting service to geographic areas and market segments. Sections focus on each transit service identifying goals, policies and costs associated with each service type.

A variety of transit options are necessary to serve different travel markets in the region. The RTB has promoted a "family of transit" service approach to meet transit needs in these markets. These services include: regular route, light rail transit, community-based transit, special services for persons with disabilities, rideshare and travel demand management strategies. Listed below are descriptions of major travel markets and transit services best suited for each.

Travel Market	Primary Transit Service
Local trips within central cities	Regular Route
Local trips within the fully developed area	Regular Route and Community-Based Transit
Regional trips to the central cities and downtowns	Regular Route and LRT
Local trips within the developing and rural areas	Community-Based Transit
Trips by disabled persons unable to use other services	Special services, including Metro Mobility
Dispersed regional trips including suburb-to-suburb commutes	Rideshare/TDM

The strategies and service initiatives presented in this chapter identify the RTB's efforts to ensure that appropriate services are provided within the various markets. Two major new transit projects are proposed, implementation of high levels of express bus service using the I-394 high occupancy vehicle (HOV) lanes, and construction of light rail transit in the Central Corridor. Both projects are aimed at increasing ridership through faster and higher quality transit service. Development of HOV and light rail facilities in these corridors will provide the region's first demonstration of transit service concepts that are becoming more prevalent across the nation. These projects will also test the effectiveness of transit in relieving congestion in heavily traveled corridors.

The RTB will seek to improve transit service throughout the suburban and rural areas of the region. A key strategy in this area will be to expand community-based services to serve a broad range of transit needs. Through connections at transit hubs, these services can also provide links to the regional regular route system.

Many of the implementation strategies included in this chapter are based on the results of the RTB's Transit Service Needs Assessment. This study, completed in 1987, examined the effectiveness of service delivery in various markets. Two of the key findings of the study include:

- restructuring of regular route service is necessary to respond to changing travel patterns; and

- a mix of regular route and community-based services is necessary in developing suburbs.

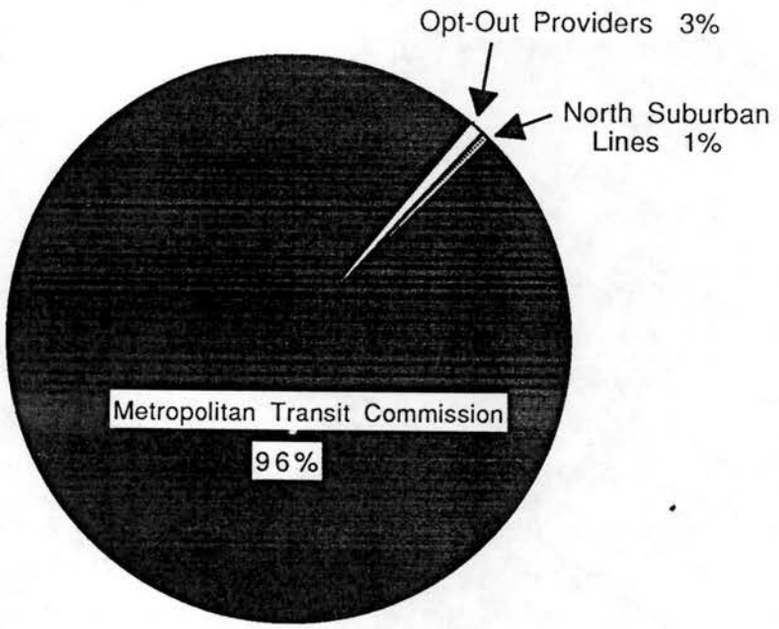
The following discussion describes existing services and policies, and presents strategies the RTB will implement to enhance regional transit service delivery.

Regular Route

Regular route service carries over 97 percent of the trips on the regional transit system. In 1990, $112 million will be spent on regular route service, representing 88 percent of total transit funding. This 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 regular route service delivery.

Nearly all regular route service in the region is operated by the MTC. Routes operated by the MTC make up 96 percent of total regular route service. North Suburban Lines, a private operator funded by the RTB, provides service to the northern St. Paul suburbs. An increasing share of service to the western and southern suburbs is provided by the opt-out programs administered by the Cities of Plymouth and Maple Grove, the Southwest Metro Transit Commission, and the newly formed Minnesota Valley Transit Authority. With Minnesota Valley Transit assuming responsibility in 1991 for regular route service in Apple Valley, Burnsville, Eagan, Prior Lake, Rosemount and Savage, opt-out programs will provide 3 percent of the region's regular route service.

Figure IV-1
Regular Route Providers
Percentage of Miles Operated in 1991



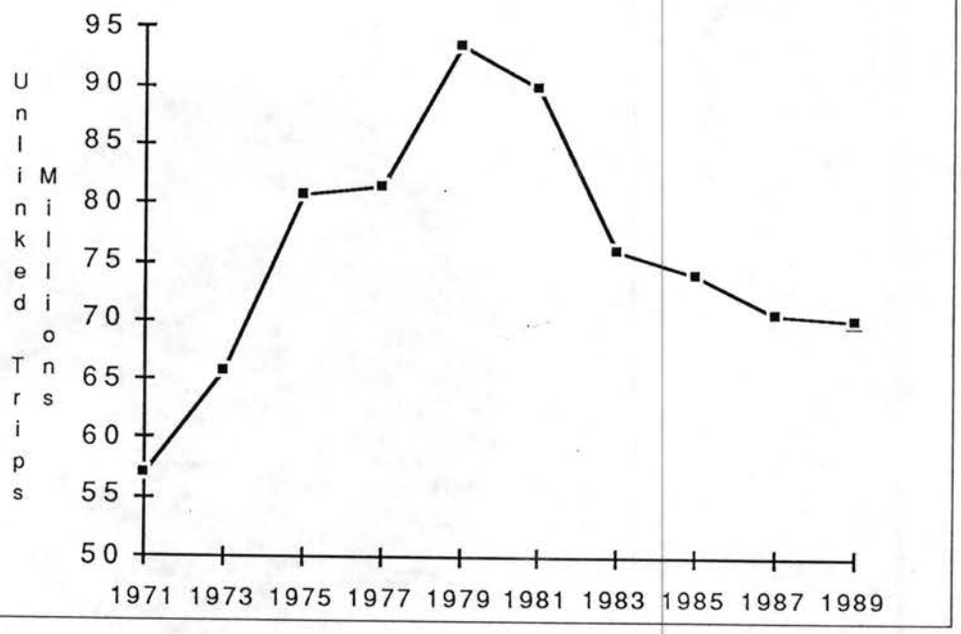
SERVICE AND RIDERSHIP TRENDS

Over the past 20 years, the regular route system has experienced several periods of ridership fluctuations:

- A period of rapid increases in the early 1970's after the MTC began operating service formerly provided by private operators. This increase was tied to the expansion of service coverage throughout the region.

- Stable ridership levels in the mid-1970's.
- Large ridership gains in the late 1970's resulting from high fuel costs and gasoline shortages.
- A sharp drop in ridership during the early 1980's as fuel costs stabilized, service levels were cut, fares increased and the region's economy slowed.
- Relatively stable ridership since the mid-1980's with ridership holding steady at approximately 70 million annually.

Figure IV-2
Regular Route Ridership
1971-1989



During the 1980's, the productivity of the system, as measured in passengers per service mile, has declined at a slower rate than overall ridership. Since 1980, ridership has decreased by 24 percent, while the average number of passengers per mile has declined by 16 percent. This is due to the elimination of some of the most unproductive service in the system, approximately 3 million miles since 1980.

Table IV-3
Regular Route Service Miles
1980 - 1989

Year	Total Mileage	Passengers Per Mile
1980	31,193,000	2.96
1981	31,570,000	2.85
1982	29,718,000	2.74
1983	28,236,000	2.69
1984	28,329,000	2.64
1985	29,061,000	2.55
1986	29,313,000	2.50
1987	28,521,000	2.48
1988	27,871,000	2.54
1989	28,342,000	2.48

Nationally, ridership trends have closely paralleled the local experience. Most large, all-bus regular route systems saw ridership peak in the late 1970's followed by declining ridership in the early 1980's. A comparison of performance among similar systems is shown in Table IV-4.

Table IV-4
1988 Comparative Transit System Analysis

City	Ridership Per Capita	Cost Per Mile	Fare Recovery Ratio	Average Subsidy per Passenger
Twin Cities	39.6	$4.63	31.1%	$0.97
Dallas	16.8	$6.89	22.3%	$2.16
Detroit	17.1	$5.65	27.6%	$1.25
Denver	37.5	$4.05	18.4%	$1.57
Houston	29.5	$4.06	24.1%	$1.39
Milwaukee	60.8	$3.74	40.2%	$0.51
St. Louis	25.8	$4.68	23.2%	$1.47

Source: APTA 1988 Transit Operating and Financial Statistics

The RTB will continue to work with the MTC and other regular route providers to evaluate ridership trends and develop strategies to increase use of the regular route system. The results of the current update of the region's

Travel Behavior Inventory, the 1990 Census and the LRT patronage forecasting effort will provide needed information with which to analyze ridership. The RTB will also conduct market research studies to better understand needs and public attitudes toward regular route service.

POLICIES

Policy IV-1: Priorities for regular route service delivery are:

- **The first priority is maintaining service within the two central cities and to the downtowns.**
- **The second priority is maintaining and upgrading service within suburbs in the fully developed area.**
- **The third priority is maintaining and upgrading service within suburbs in the developing area.**

These priorities follow the direction established for service delivery in the Metropolitan Council's *Transportation Policy Plan*. Regular route service is most effective in the higher density central cities and developed areas and in providing express trips to the two downtowns.

Policy IV-2: Regular route service will be provided in a manner that effectively meets the needs of transit-dependent persons.

One of the primary purposes of regular route service is to enhance the mobility of transit-dependent persons. As shown in Figure IV-5, the greatest concentrations of transit dependent live in the central cities and fully developed areas.

Policy IV-3: Regular route service will be provided in a manner that affords maximum accessibility to persons with disabilities.

Accessible regular route service increases the travel options for the disabled and lessens demand for higher-cost special services. This includes operating

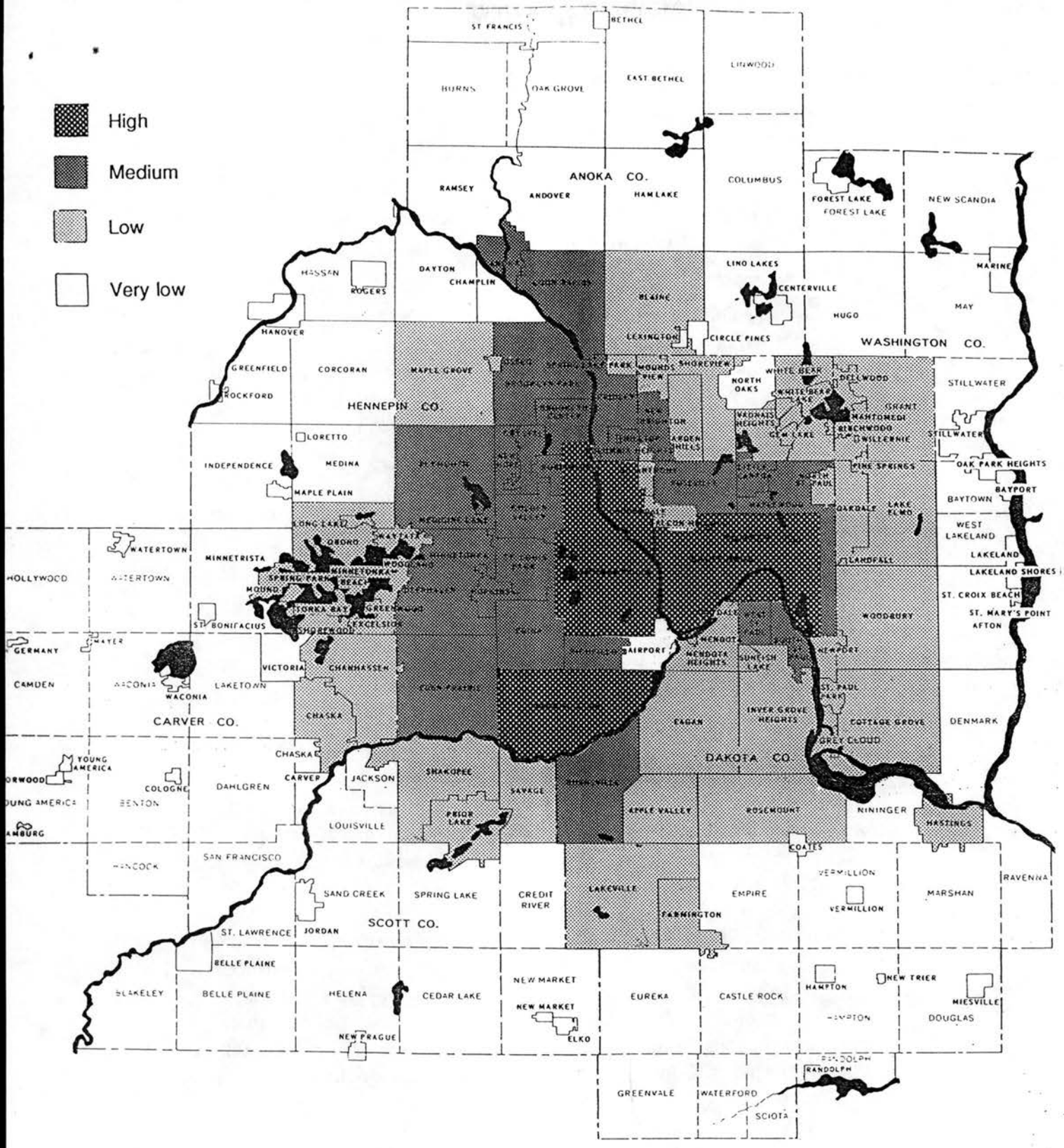


Figure IV-5

1980 Transit Dependent Population

Regional Transit Board Five-Year Plan

lift-equipped buses for those with mobility impairments as well as making the system accessible for those with other disabilities.

Policy IV-4: Regular route service should conform to service design guidelines.

These guidelines were largely developed by the MTC and describe appropriate levels of service for various types of routes. Application of these guidelines will lead to more uniform levels of service throughout the region. These guidelines are also to be followed in restructuring bus service to coordinate with light rail service as corridors become operational.

Policy IV-5: Performance standards will be used to evaluate all regular route service funded by the RTB.

To ensure that the region's investment in regular route service results in maximum effectiveness and efficiency in service delivery, the RTB has developed performance standards, which are described below.

REGULAR ROUTE PERFORMANCE STANDARDS

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

In 1986, the RTB and MTC adopted an interim performance standard to be used in evaluating MTC service. This interim standard established a ceiling subsidy per passenger for individual routes. In applying this interim standard, it was determined that route performance tends to vary according to how the route is structured. New standards, therefore, have been developed to be applied to local radial, local crosstown, peak-hour express, and all-day express routes. These new performance standards for regular route service are:

Service Type	Subsidy per Passenger
Local Radial Routes	$3.25
Local Crosstown Routes	$4.00
Peak-Hour Express Routes	$3.85
All-Day Express Routes	$3.50

These standards will be applied to all regular route service funded by the RTB. The subsidy per passenger will be determined on the basis of all costs attributable to individual routes. For MTC service, costs will be based on analysis of the RTB four-factor cost model.

Although the subsidy per passenger measure provides the best overall indicator of route performance, other factors must be considered. Routes that exceed the subsidy standards will be further evaluated against system averages for fare box recovery ratio, cost per hour, and passengers per mile. If routes do not meet standards and also perform below average for these other measures, the following process would be initiated:

1. RTB staff and providers will conduct a public meeting to describe alternative actions and receive comments from riders. Possible actions include:

    - monitoring route over a specified period of time;
    - restructuring the route;
    - contracting the route to a lower cost provider; or
    - terminating the route.

2. A recommendation on possible action will be presented to the RTB board. This recommendation will include an analysis of the number of transit dependents served by the route, other transit services available in the area and a summary of route marketing efforts.

3. If a preliminary decision is made to terminate a route or restructure more than 25 percent of the route miles, the RTB will conduct a public hearing to receive testimony from those affected.

4. Following the public hearing, the RTB will take final action and direct the service provider to terminate or restructure the route.

STRATEGIES AND SERVICE INITIATIVES

The following describes strategies for regular route restructuring and new service initiatives.

Service Restructuring

The core of the regular route system has remained largely unchanged since the end of the streetcar service in the 1950's. While most of these routes continue to provide cost-effective service to the central cities and developed area, given static ridership trends and changing travel patterns, some restructuring of service is necessary. Restructuring will include:

- Adding new service within the central cities to fill in gaps in the existing grid system of routes. This includes adding north-south crosstown service on Lexington Avenue in St. Paul and east-west crosstown service on 24th and 26th Avenues in Minneapolis.

- Coordinating schedules within the central cities to allow routes to operate, where cost effective, on uniform clock headways to improve the convenience and reliability of transfers.

- Reducing the number of route branches. Many routes branch into one or more "tails" away from the central cities. This results in over 1,100 combinations to the existing 124 routes operating in the region. While this allows service to be spread over a larger area, it often reduces service levels to the point that routes become less productive. Route branches also complicate the route structure, reducing the understanding of the system for potential riders. The MTC and other providers should examine reducing the number of route branches in order to simplify the system.

- Suburban trunk and feeder service. Many express routes operate long distances from the edge of the regular route service area. These routes often travel long distances to collect passengers in low-density suburban areas before beginning the express portion of the trip. This collector function increases the cost of express service. An alternative is to focus express service on transit hubs in suburban areas, restructuring these routes to provide higher-level trunk service to the downtowns. Lower-cost circulator or demand-response services would then provide feeder service to these hubs.

Accessible Service

In 1989, the RTB directed the MTC to include lifts on future bus purchases. Since then, the Americans with Disabilities Act has mandated accessibility to all public transportation.

Currently, approximately 100 lift-equipped buses provide service on two MTC routes. The RTB has worked with the MTC to plan the most effective

means of implementing accessible service as more lift-equipped buses are placed in service. This effort will identify the best routes for expansion of accessible service and the added costs of operating lift-equipped buses. The RTB will also work with other regular route providers to achieve a fully accessible regular route system in the future.

Route Overloads - $750,000 - $1 million additional annual cost

Route overloads are defined as trips on a route where passengers must stand for over 20 minutes, and/or passenger loads exceeding 140 percent of seated capacity, and/or consistent standing passengers occurring on off-peak service.

Crowded buses deter ridership. In funding additional service, the first priority of the RTB will be to add buses to routes experiencing overload conditions.

I-394 Corridor Improvements - 900,000 additional annual miles
$4 million additional annual cost

The centerpiece of new highway facilities in the region is I-394, designed to promote high levels of transit use through car pooling and regular route service. When completed in 1993, I-394 will include major transit components, including: reversible high occupancy vehicle (HOV) lanes, diamond lanes, downtown parking garages with reduced rates for car pools and transit hub facilities at Louisiana Avenue and Plymouth Road.

For the highway facility to function as designed and minimize the number of auto trips, a high level of regular route service is necessary. This service will be provided with the first large-scale application of the timed-transfer bus service concept in the region. Timed-transfer service includes a trunk line that operates along I-394 and feeder bus routes that connect at the transit hubs.

The trunk line and all local feeder routes have scheduled connections at the transit hub so that transfers can be made from one route to another with a minimum of wait time. Since a majority of passengers are required to use more than one route, providing reliable transfers at well-designed, heated transit facilities is critical. Based on the experience in I-394, the RTB will look to provide timed-transfer service in other suburban areas where radial routes do not serve intra-suburban travel patterns and a grid system is geographically impractical or not justified by low-trip rates.

Work by the RTB and MTC has been underway for the past few years developing timed-transfer service within the I-394 corridor. The preliminary I-394 service plan is shown in Figure IV-6. The MTC will prepare the final service plan in 1991. The MTC and RTB will work with cities in the corridor to design service that best meets the needs of those communities. Upon completion of the transit hub facilities in early 1992, the initial phases of the service plan will be implemented. Full timed-transfer service within the corridor will be operated upon completion of highway construction in 1993.

I-35W Service Expansion - 450,000 additional annual miles
$2 million additional annual cost

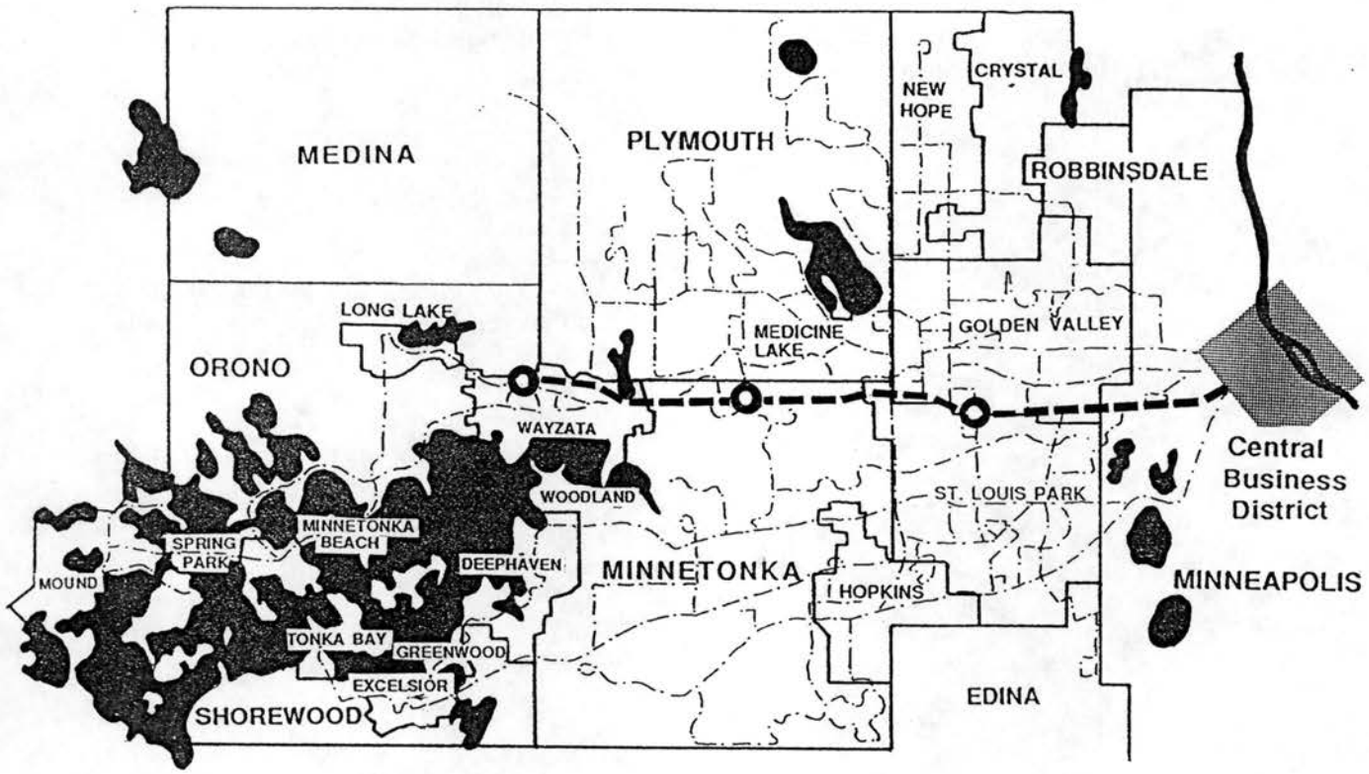
High levels of express bus service are currently provided in the I-35W corridor to downtown Minneapolis. Each weekday over 100 buses, approximately 12 percent of regional peak-period service, carry 12,000 passengers. If each express bus passenger drove an automobile, an additional one to two lanes of highway capacity would be needed to handle the increase in peak-hour traffic.

Projections show that trips within the corridor will increase by 30 percent by 2010. Mn/DOT and the Metropolitan Council are conducting an environmental review to examine alternatives for increasing the capacity of I-35W. Under consideration are transit improvements that include light rail transit and high occupancy vehicle lanes. Until a preferred alternative is selected and reconstruction of the facility is complete, additional express service in the corridor will be needed to handle the additional trips.

Several regular route alternatives will be considered for implementation through 1995. These include providing timed-transfer service similar to that planned for I-394. The immediate service plan for 1991 and 1992 will include adding trips to existing routes and implementing all-day express service within the corridor. The RTB will work with the MTC and Minnesota Valley Transit Authority to develop necessary service improvements.

Reverse-Commute Service - 80,000 additional annual miles
$500,000 additional annual cost

Reverse-commute services provide travel opportunities from the central cities to the suburbs, which is the opposite of traditional transit service focused on trips to the central cities and downtowns. As a larger share of jobs are created outside the central cities, it is necessary to provide expanded travel opportunities for central city residents to suburban employment



I-394 HOV Trunk Route

Feeder Routes

Transit Hubs

Figure IV-6

I-394 Service Concept

Regional Transit Board Five-Year Transit Plan

concentrations. Especially important is providing connections for transit dependent central city residents to suburban job sites.

Currently 32 routes offer reverse-commute service. The RTB has begun a needs assessment to identify areas for expanded regular route and paratransit services. The first objective is to identify existing routes where enhanced reverse-commute service can be provided. This will be followed by new service demonstrations in areas with greatest need.

Table IV-7
Projected Regular Route Costs
($ millions)

	1991	1992	1993	1994	1995
Base Service					
28 million miles	$116.0	$121.8	$127.9	$134.3	$141.0
New Service Initiatives					
Route Overloads	$0.8	$0.8	$0.8	$0.8	$0.8
I-394					
900,000 miles	----	$2.0	$4.0	$4.0	$4.0
I-35W					
450,000 miles	----	----	$2.0	$2.0	$2.0
Reverse Commute					
80,000 miles	$0.3	$0.5	$0.5	$0.5	$0.5
Total Costs	$117.1	$125.1	$135.2	$141.6	$148.3

Light Rail Transit

Over the past 20 years the region has conducted an ongoing examination of various fixed-guideway transit options. Studies by the RTB, Metropolitan Council and county regional railroad authorities have all concluded that 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 previously, recent trends indicate that only marginal ridership gains can be expected in the current all-bus, regular route system. Assuming increases in total travel in the metropolitan area, transit ridership must show significant increases in order to maintain the existing mode share. By providing a higher quality of service, including faster travel times and better frequency, LRT can attract additional transit riders.

- Reduced Automobile Congestion. Experience in areas that have built LRT shows that the higher level of service attracts new riders who would not typically consider bus service. Once introduced to LRT service, new riders have a higher tendency to use the bus for connecting service to LRT.

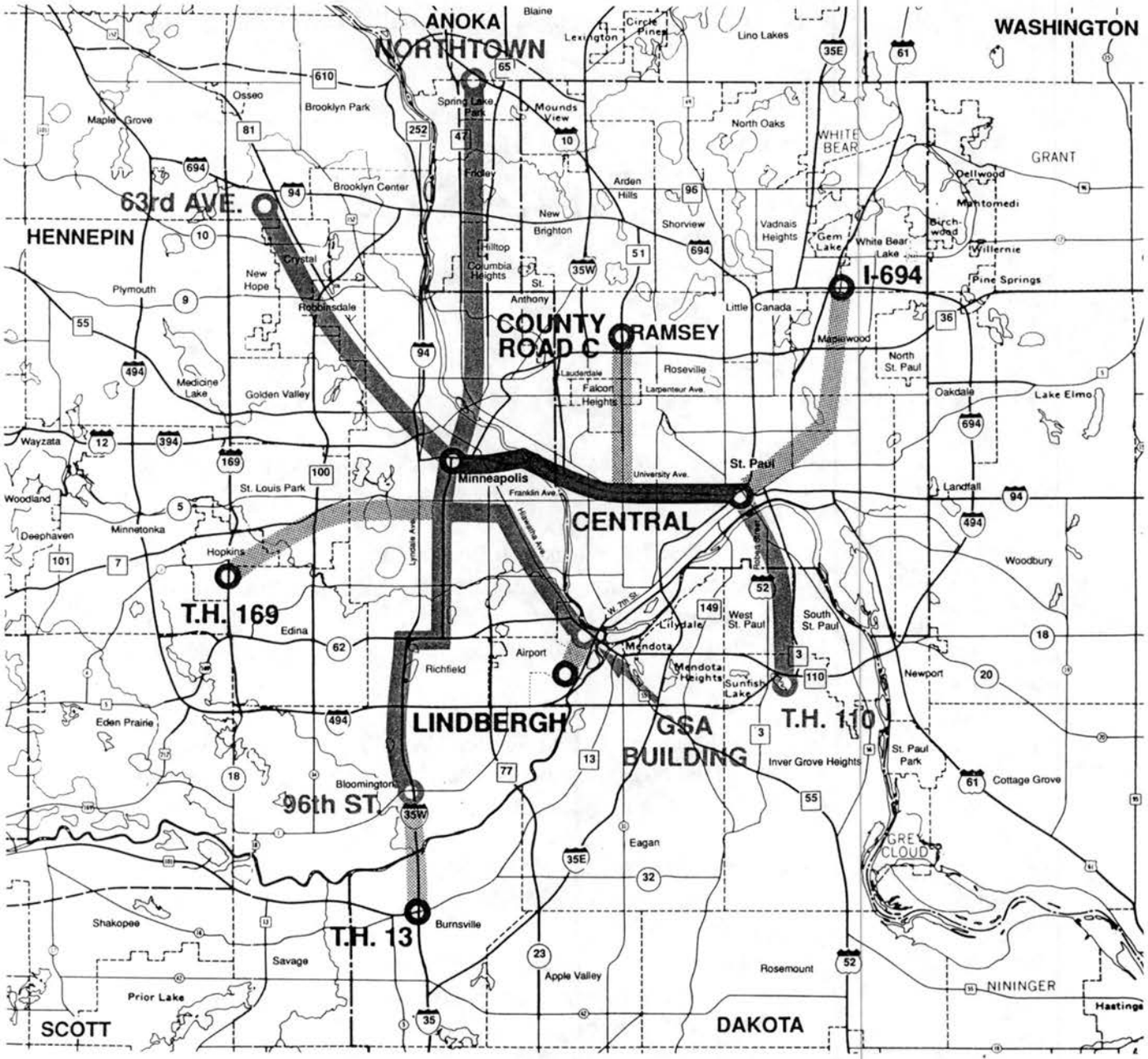
- Stabilized Operating Costs. LRT offers improved operating efficiency. With the trend toward a higher percentage of transit ridership occurring in the peak period, this factor takes on added importance. LRT can provide higher peak-period capacity at a lower operating cost than an all-bus system.

- 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;
  - enhanced reverse-commute opportunities;
  - reduced bus traffic in the downtowns; and
  - potential for focusing development.

POLICIES

Policy IV-6: LRT will be implemented, where cost effective, to maximize ridership and improve service quality.



LIGHT RAIL TRANSIT DEVELOPMENT AND FINANCIAL PLAN

Figure IV-8

STAGING FOR MAXIMUM 10-YEAR LRT PLAN

RTB

Policy IV-7: LRT will be fully integrated into the regional transit system.

To maximize service improvements within LRT corridors, it will be necessary to completely restructure existing transit services. Regular route buses will be converted from line-haul service to feeders to LRT stations. Bus schedules will be adjusted to coordinate with LRT. In developing areas, community dial-a-ride services will also be designed to provide feeder service to LRT.

Policy IV-8: LRT plans prepared by the regional railroad authorities should be consistent with the regional LRT plan.

The RTB is required to approve preliminary and final engineering plans developed by the regional railroad authorities. These plans must conform to the LRT Development and Financial Plan and LRT Coordination Plan.

REGIONAL LRT PLAN

The 1989 Legislature directed the RTB to prepare a regional LRT plan with two components—a Development and Financial Plan and a Coordination Plan. These plans are incorporated into appropriate elements of planning and engineering studies completed by the regional railroad authorities and developed with assistance from the Joint LRT Advisory Committee.

Development and Financial Plan

The Development and Financial Plan was adopted by the RTB in early 1990, approved by the Metropolitan Council, and submitted to the 1990 Minnesota Legislature. The plan included an LRT development program and recommendations for LRT financing.

All corridors proposed in comprehensive LRT plans prepared by the county regional railroad authorities were considered for inclusion in the development plan. These corridors were evaluated on the basis of patronage forecasts, cost estimates, and other data. This analysis resulted in the following recommendations:

- Maximum 20-Year Plan. This included all corridors considered feasible for implementation through 2010.

- Maximum Ten-Year Plan. This included all corridors feasible for implementation over a ten-year period.

- Staging Alternatives for Ten-Year Plan. Three staging alternatives were developed for corridors included in the Maximum Ten-Year Plan. These are shown in Figure IV-8.

The Financial Plan was developed after consideration of various financing alternatives. Key recommendations on LRT financing are:

- The Financial Plan includes federal, state, regional, local and private sources. It is expected that the percentage of each of these sources will be different for different corridors and that funding sources will change over time.

- The plan established a goal of 20 percent federal funding for the cost of the ten-year plan. Federal funding will be sought for those corridors with the best chance of meeting UMTA eligibility requirements, including Minneapolis South, Hiawatha and Minneapolis Northeast Corridors.

- It will be the goal of the region to obtain 30 percent state funding for the ten-year plan.

- The RTB should seek authorization from the Legislature for a regional tax for LRT construction. Priorities are: 1) regional sales tax for broad-based transportation purposes, and 2) RTB bonding authorization.

- A local share of ten percent should be required for all corridors in Groups B and C. The local share would not be required for those corridors receiving federal funding.

- Increased Motor Vehicle Excise Tax (MVET) funds and increases in the RTB property tax levy will be needed to supplement current transit operations funding for LRT operations.

Coordination Plan

The LRT Coordination Plan is scheduled to be completed in late 1990. The plan is being developed by the Joint LRT Advisory Committee and will be submitted to the RTB for approval. Key issues to be addressed in the Coordination Plan include:

- Evaluation of alternative LRT implementation strategies (e.g., turnkey, design/build, traditional, etc.).
- Evaluation of alternative agency organizational plans for design and construction.
- Organizational plan within MTC for LRT operations and maintenance.
- Master program schedule and budget for Group A and Group B (all or part) LRT corridors.
- General design criteria, performance specifications, and operating plan.
- Process and procedures for updating the Regional LRT Plan.
- Process and procedures for reviewing and providing input on transportation and land developments impacting the LRT system.

STRATEGIES AND SERVICE INITIATIVES

Update Regional LRT Plan

Preliminary engineering work currently being conducted by the regional railroad authorities (RRAs) in several corridors will provide updated ridership forecasts and refined capital cost estimates. Detailed estimates of LRT operating costs will also be jointly developed by the RTB, regional railroad authorities and MTC. The RTB will use this information to update the LRT Development and Financial Plan and Coordination Plan. This will include examination of staging priorities for the various corridors.

Review of Plans and Funding Proposals

The RTB has the responsibility to review and approve engineering plans prepared by the RRAs. These plans are to be evaluated for consistency with the Regional LRT Plan. The RTB will provide assistance to the RRAs in developing engineering plans to ensure coordination in LRT planning. The RTB will also continue to review and approve applications for state LRT funding.

Pursue Federal Funding

The RTB will assist in completion of UMTA alternative analysis studies in the Minneapolis Northeast, Hiawatha, and Minneapolis South corridors. The RTB will also coordinate regional efforts to obtain federal funding for LRT construction.

Coordinate Feeder Bus Planning

The MTC has been involved in an ongoing effort to develop feeder bus plans within LRT corridors. The RTB will assist in this planning process and work to ensure a coordinated approach to service restructuring.

Monitor National LRT Projects

Several cities are in the planning or start-up stages of LRT development. The RTB will monitor the performance of these projects in order to determine the applicability of new procedures or techniques for local LRT implementation.

LRT IMPLEMENTATION SCHEDULE

Preliminary engineering is underway on the Group A system, which includes the Central Corridor between the downtowns. If funding for LRT implementation is available, construction could begin in the corridor in 1993, with the entire corridor becoming operational in 1997. Depending upon alignments selected and other considerations, between $300 and $350 million would be required for engineering and construction in the corridor through 1995.

Community-Based Transit

Community-based transit services are those RTB-funded programs that are administered by cities and counties throughout the region. These include demand-responsive small urban and rural programs as well as demand-responsive and circulator services provided by opt-out programs. Descriptions of the individual programs are listed in Appendix A.

Community-based services are designed to meet transit needs in lower density suburban and rural areas where regular-route service cannot be provided cost effectively. As shown in Figure IV-9 community services are now provided

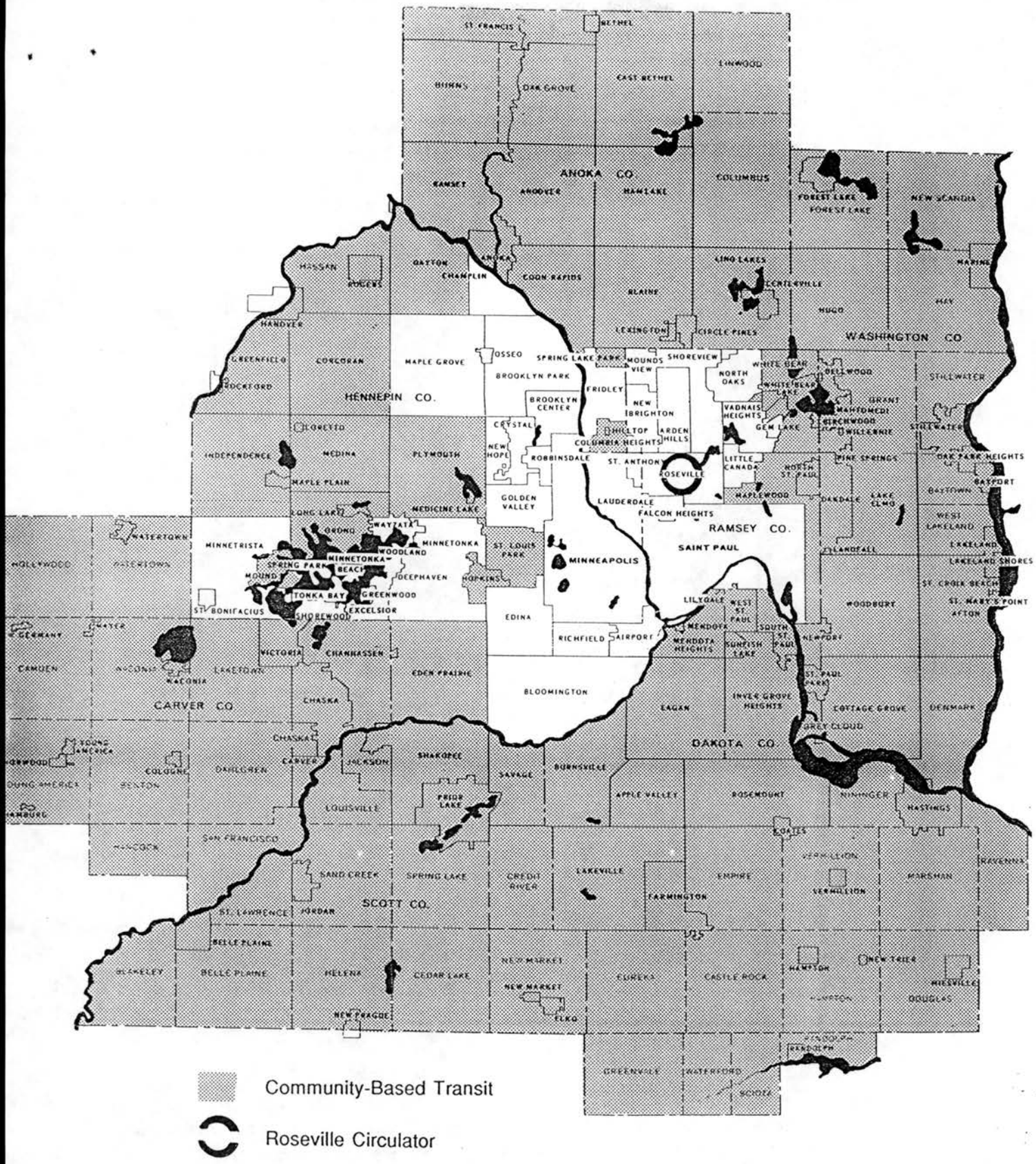


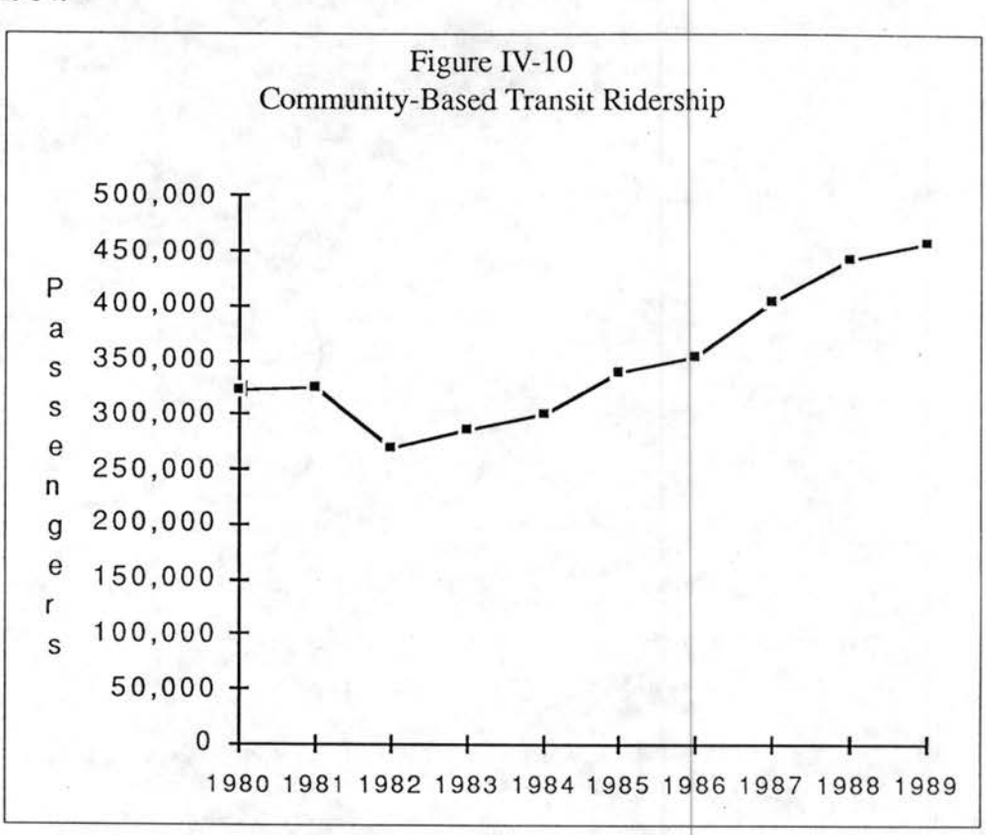
Figure IV-9

Community-Based Transit Programs

Regional Transit Board Five-Year Transit Plan

in most areas of the region not receiving regular-route service. As service has expanded, ridership has also increased, growing by over 50 percent since 1984.

Figure IV-10
Community-Based Transit Ridership



POLICIES

Policy IV-9: A priority will be placed on funding supplemental transit services in communities where transit needs are not met by the regional regular route system.

Community-based services should be considered in areas where they supplement or take the place of regular route service. This is particularly true for trips within a community or subarea of the region. Generally, these services are appropriate in areas with residential densities of three units per acre or less.

Demand-responsive service has been found to be most successful in areas with the following characteristics:

- high number of internal trips;
- lack of other transit services;
- high number of transit dependents; and
- proximity to a major trip generator such as a regional shopping center or rural commercial center.

STRATEGIES AND SERVICE INITIATIVES

Community-Based Service Planning

Wherever possible, community-based services will be coordinated with regular-route service, providing a feeder service for trips outside of a subarea of the region. Circulator services will be considered in areas having concentrations of transit dependent persons whose travel needs are focused on major activity centers. Circulator services will also be considered within large activity centers with long walk distances. Possible locations for this type of service include regional shopping centers, large employment concentrations, or high density, mixed-use developments.
Rural alternate-day, demand-responsive service will be considered in those areas with very low residential densities.

General Public Dial-a-Ride

Most community services currently focus on providing trips for the elderly and disabled. Serving the transit needs of these groups will continue to be a priority of the RTB. A key objective, however, will be to determine whether these programs can effectively expand to serve all residents in suburban and rural areas.

A major demonstration of the general public dial-a-ride concept will be provided with the Anoka County Traveler program. This service, which began operating in August 1990, will provide rides to all residents of Anoka County, replacing Metro Mobility service for in-county trips and providing feeder service to the regular route system at the Northtown transit hub. If successful, the RTB will seek to expand this service to other county programs, thereby increasing the level of transit service to the developing area of the region.

Roseville Circulator

This project was implemented in 1989 and provides fixed route circulator service to the communities of Roseville, Arden Hills, Shoreview, Little Canada and Lauderdale. The service builds on recommendations from the RTB Transit Service Needs Assessment for demonstration of a suburban circulator service operating smaller vehicles on frequent headways with connections to the regional regular route system at transit hubs and other transfer points.

The Roseville Circulator operates from routes that are designed to time transfer at Rosedale Center. The RTB is currently working with the City of Roseville and Rosedale Center to develop a transit hub facility at this location. The service is focused on meeting internal trip needs within the service area and to provide transfer opportunities to regular route service at the Rosedale hub. In July 1990, the service reached its highest monthly ridership of over 16,000 passengers.

Upon completion of this demonstration project in April 1991, the RTB will evaluate its effectiveness for serving transit needs in the area.

I-494 Demand-Response Service

This service will be implemented in early 1991 as part of the Suburban Mobility Initiatives study being conducted in the I-494 corridor. The project will provide peak-period dial-a-ride service for residents of Bloomington, Edina and Richfield to employment concentrations along the I-494 corridor.

Minnesota Valley Transit Authority (MVTA)

The MVTA is examining various concepts for improving transit service within the six cities. These include providing demand-responsive or circulator services to meet internal trip needs and serve as feeders to regular route service. Preliminary plans call for this service to be operational in two to three years. The RTB will work with the MVTA to plan and implement this service.

Table IV-11
Projected Community-Based Transit Costs
($ millions)

	1991	1992	1993	1994	1995
Base Service	$3.9	$4.1	$4.9	$5.2	$5.5
New Services					
Anoka Co. Traveler	$0.5	$0.5			
I-494	$0.1	$0.1			
Total	$4.5	$4.7	$4.9	$5.2	$5.5

Special Transportation

Special transportation services are those non-regular-route services designed for the elderly and persons with disabilities. These services are provided through the Metro Mobility program and the various county paratransit programs.

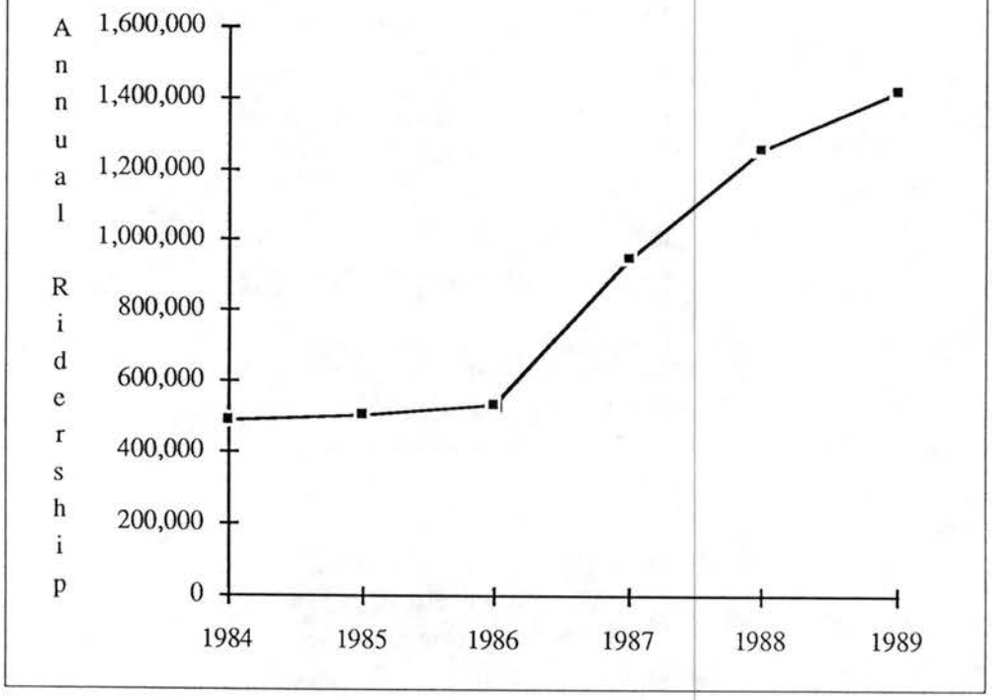
Metro Mobility provides a valuable and effective service that meets many of the transportation needs of persons with disabilities. For a significant portion of the riders, the service is their only means of transportation. Sixty-seven percent indicate they use the service exclusively; they make no other trips by any other means. A majority of people who use the service are over 70 years of age. Fifty-four percent have incomes under $10,000. Fifty-one percent live alone, and 77 percent are retired. The availability of service allows people to visit friends, conduct personal business, attend community events and go to church.

The counties of Anoka, Carver, Dakota, Scott and Washington 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 non-profit 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 non-profit agencies are eligible.

Ridership on Metro Mobility has increased dramatically in recent years. This is the result of capacity being added to the system to meet previously unmet trip needs and expansion of service to cover the entire transit taxing district.

Figure IV-12
Metro Mobility Ridership



Metro Mobility Ridership Characteristics

In 1989, the RTB commissioned a market research study of Metro Mobility to profile ridership and determine trip-making patterns. The results of this study are summarized below:

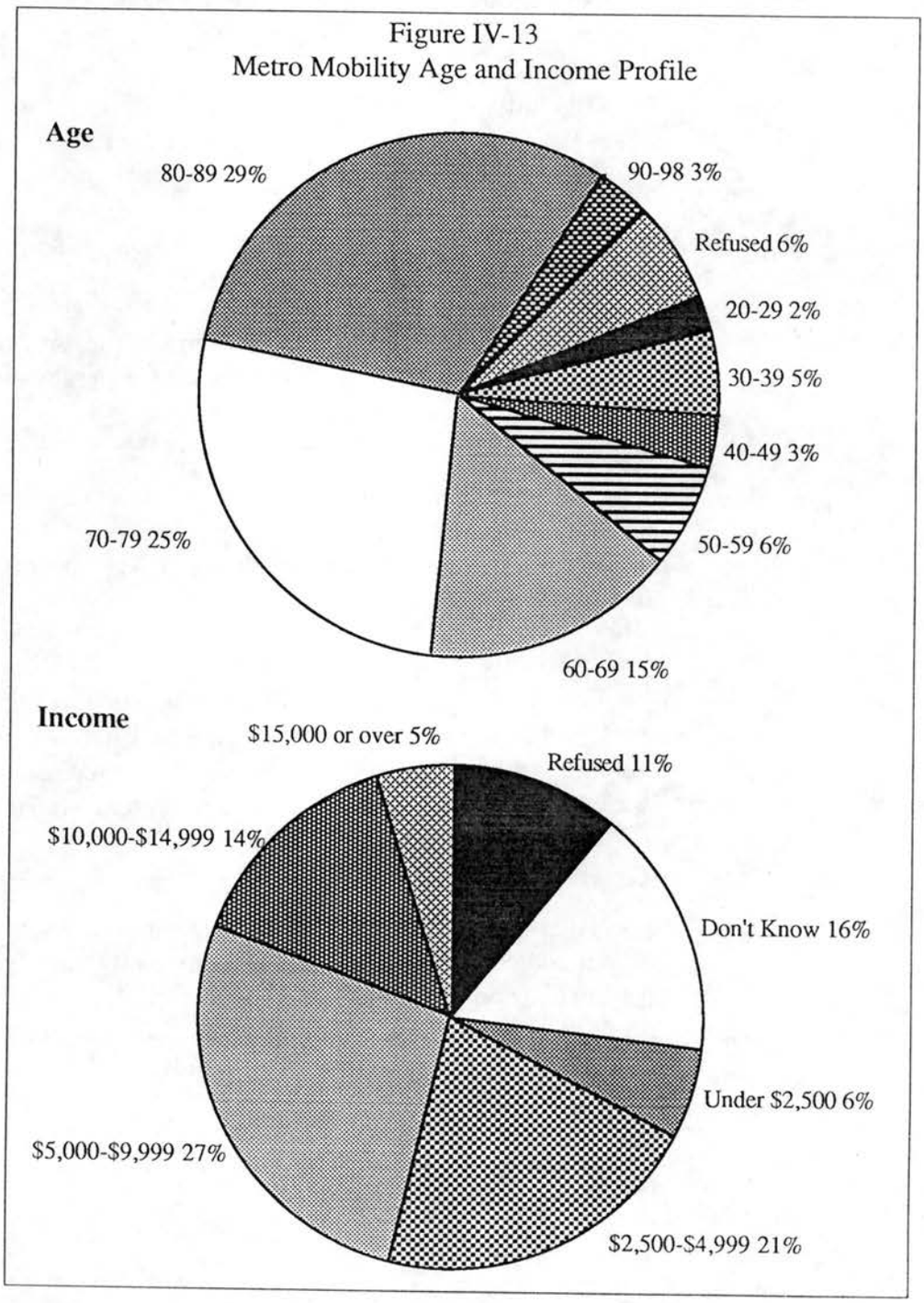
- For a significant portion of the riders, the service is their only means of transportation. Sixty-seven percent indicate they use the service exclusively; they make no other trips by any other means.

- People use the service frequently: 43 percent of those eligible to use the service ride at least once a week; one in five ride nearly every day. They

use it for a variety of trip purpoess, with the highest portions for medical trips and shopping. The availability of service allows people to visit friends, conduct personal business, attend community events, and go to church.

- A majority of people who use the service are over 70 years of age. Fifty-four percent (54%) have incomes under $10,000; 51 percent live alone, and 77 percent are retired.

Figure IV-13
Metro Mobility Age and Income Profile



Over the next five years, the RTB must address three key issues including:

- Funding. Maintaining existing service levels will require increased state appropriations.

- Fares. The RTB fare policies call for recovery of 10 percent of Metro Mobility costs through fares. An increase in the current $1.00 fare will likely be necessary to investigate in the next year or two in order to continue to meet the standard.

- Eligibility Guidelines. As other modes become fully accessible, a new evaluation of eligibility criteria will be needed.

POLICIES

Policy IV-10: Metro Mobility will remain the essential public transit service within the region for persons with disabilities.

There will continue to be a need for a high level of door-through-door service for those unable to use accessible regular route service. The RTB will continue to seek funding to maintain adequate levels of Metro Mobility service.

Policy IV-11: All types of public transit, such as regular route, light rail transit, and community based dial-a-ride and circulator services should be accessible to all persons with disabilities to supplement Metro Mobility service.

Special transportation services are designed to serve trips that cannot be accommodated by regular route and community-based services. Public, private and non-profit transportation services for the elderly and persons with disabilities should be coordinated to maximize cost-effectiveness, minimize duplication, and improve opportunities for travel.

STRATEGIES AND SERVICE INITIATIVES

The challenge over the next five years will be to maintain the high level of service currently provided in a cost-effective manner. There does not appear to be a need for major new service initiatives. However, there are areas to be explored in the provision of accessible service, which in some cases may provide a lower-cost alternative to Metro Mobility service.

Trip Assurance Program

The Metro Mobility trip assurance program, which virtually guarantees that a customer will receive a ride when needed, began on July 1, 1990. Through a coordinated computer trip routing system, Metro Mobility providers are able to cost effectively increase the capacity of the system. This program will greatly improve the quality and reliability of Metro Mobility service.

Travel Skills Training

In an effort to assist developmentally disabled persons in use of the regular route system, the RTB has initiated, on a demonstration basis, a travel skills training program. This program provides discounted bus passes to agencies that provide training in use of the regular route system. If successful, this program will provide additional transit options for the developmentally disabled.

Agency Reimbursement

The RTB has implemented a process for reimbursement for group trips on Metro Mobility to day training and habilitation centers. This will allow the RTB to maximize federal funding for Metro Mobility service.

Anoka County Traveler

The Anoka County Traveler program will demonstrate replacement of Metro Mobility service with community-based dial-a-rides for internal trip needs.

Table IV-14
Projected Metro Mobility Costs

1991	1992	1993	1994	1995
$18.4	$21.3	$24.0	$26.3	$28.8

Rideshare and Travel Demand Management

Travel demand management (TDM) is the application of strategies involving both incentives and disincentives designed to discourage solo driving while increasing transit and rideshare use. 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.

ROLES AND RESPONSIBILITIES

The role of the Regional Transit Board (RTB) is to provide clear specifications on the delivery of rideshare and TDM services, as well as ensure that there is adequate funding available to carry out the regional rideshare and TDM programs. The regional service provider, Minnesota Rideshare operated by the MTC, emphasizes providing services to employers and local organizations; however, they also provide assistance such as ride matching to individuals on request. The Metropolitan Council coordinates the overall assistance provided to local units of government and transportation management organizations (TMOs) to ensure objectives established for TDM (e.g., trip generation reductions) are incorporated into the local plans. The Council also takes the lead in providing technical assistance regarding the establishment of overall goals and objectives for TDM on land use related issues. The Minnesota Department of Transportation (Mn/DOT) is the lead agency regarding the operation of TDM on the highway system (e.g., ramp metering and preferential access). Local organizations, such as the Improve-494 TMO, and major employers, such as 3M, the University of Minnesota and General Mills, have been long-time

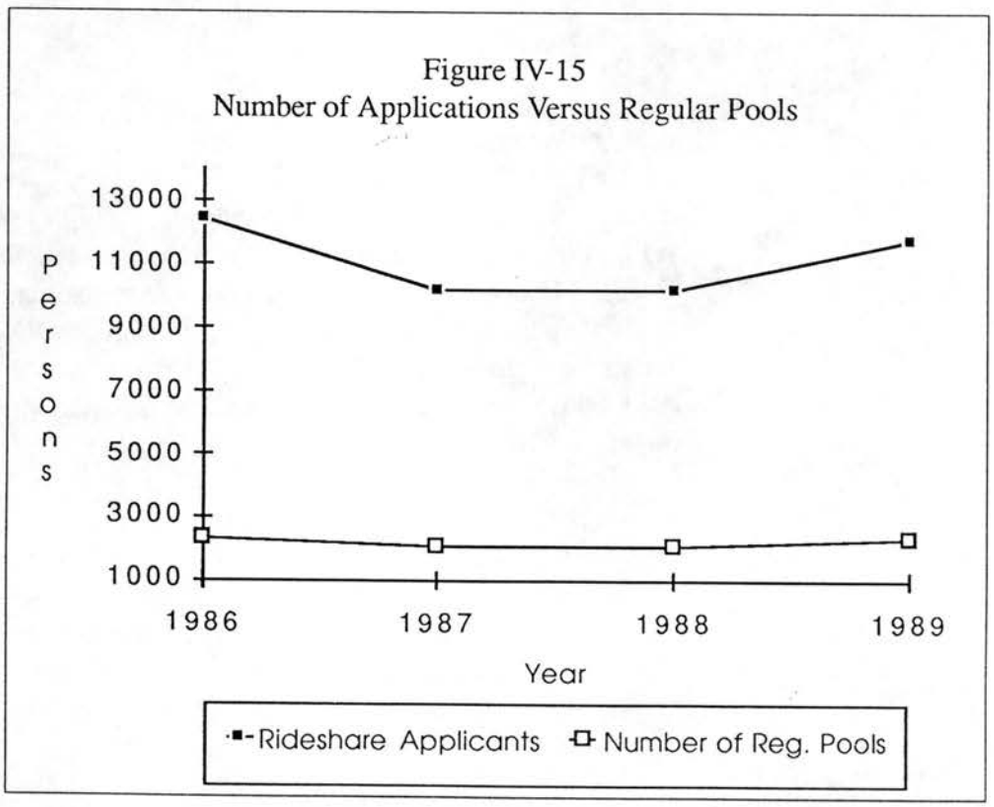
supporters of ridesharing and TDM. In many instances, these employers have provided services and incentives to their employees to share rides. The RTB will continue to advocate the establishment of additional TMO's, with the hope of encouraging more of the major employers and developers to become strong supporters for ridesharing and TDM in the future.

RIDESHARE/TDM FACTS AND TRENDS

The national average of car or van pooling for commuting purposes is just under 20 percent, while 22 percent of the Twin Cities commuters share the ride to work in a car pool or van pool, with 8 percent using bus service and the other 70 percent being single-occupant drivers.

The regional service provider, Minnesota Rideshare, maintains a data base of 15,000 commuters wanting to share the drive or ride to work. The data base includes over 2,000 metro area employers that marketing representatives use to generate leads for potential poolers. Currently, over 6,500 people in 2,356 pools are registered to receive free, reduced rate or preferential parking in the downtowns and at several employment sites in the metro area. The regional service provider also provides matching services and passenger referrals to 122 van pools operating in the Twin Cities metropolitan area. In addition to Minnesota Rideshare, the 3M corporation operates over 70 van pools in their suburban headquarters.

Figure IV-15
Number of Applications Versus Regular Pools



POLICIES

Policy IV-12: A basic level of service from the regional rideshare program will be provided to metropolitan area residents and employers.

Policy IV-13: Additional funding and resources should be available to support future planned and programmed rideshare and TDM activities.

Policy IV-14: Local government and private sector involvement should be encouraged in mitigating urban and suburban traffic congestion.

Policy IV-15: The RTB will place a priority on implementing TDM programs in areas where rideshare and TDM measures are most likely to effect change.

STRATEGIES AND SERVICE INITIATIVES

Rideshare Management

The RTB and Minnesota Rideshare will place a high priority on the function that is central to the program—data base management and information delivery. Minnesota Rideshare will continue to maintain and expand the ride match data base, utilizing new computer technology where appropriate. In using this information, the RTB and Minnesota Rideshare will target and consider TDM demonstration programs 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 is prohibitively expensive to implement;
- persons who depend on ridesharing as their primary means of travel to work;

- students;
- corridors with HOV facilities; and
- persons with disabilities who use ridesharing.

The RTB and Minnesota Rideshare will continue to undertake outreach programs to major employers and developers and assist them in establishing TDM plans. Some TDM development projects that are currently underway are shown in Figure IV-16 and include the following:

- I-494. The RTB, Metropolitan Council, Minnesota Rideshare and the Improve-494 TMO—consisting of private employers and developers—are working to develop, implement and fund a demonstration transit service and TDM incentives that enhance public transportation use along I-494.

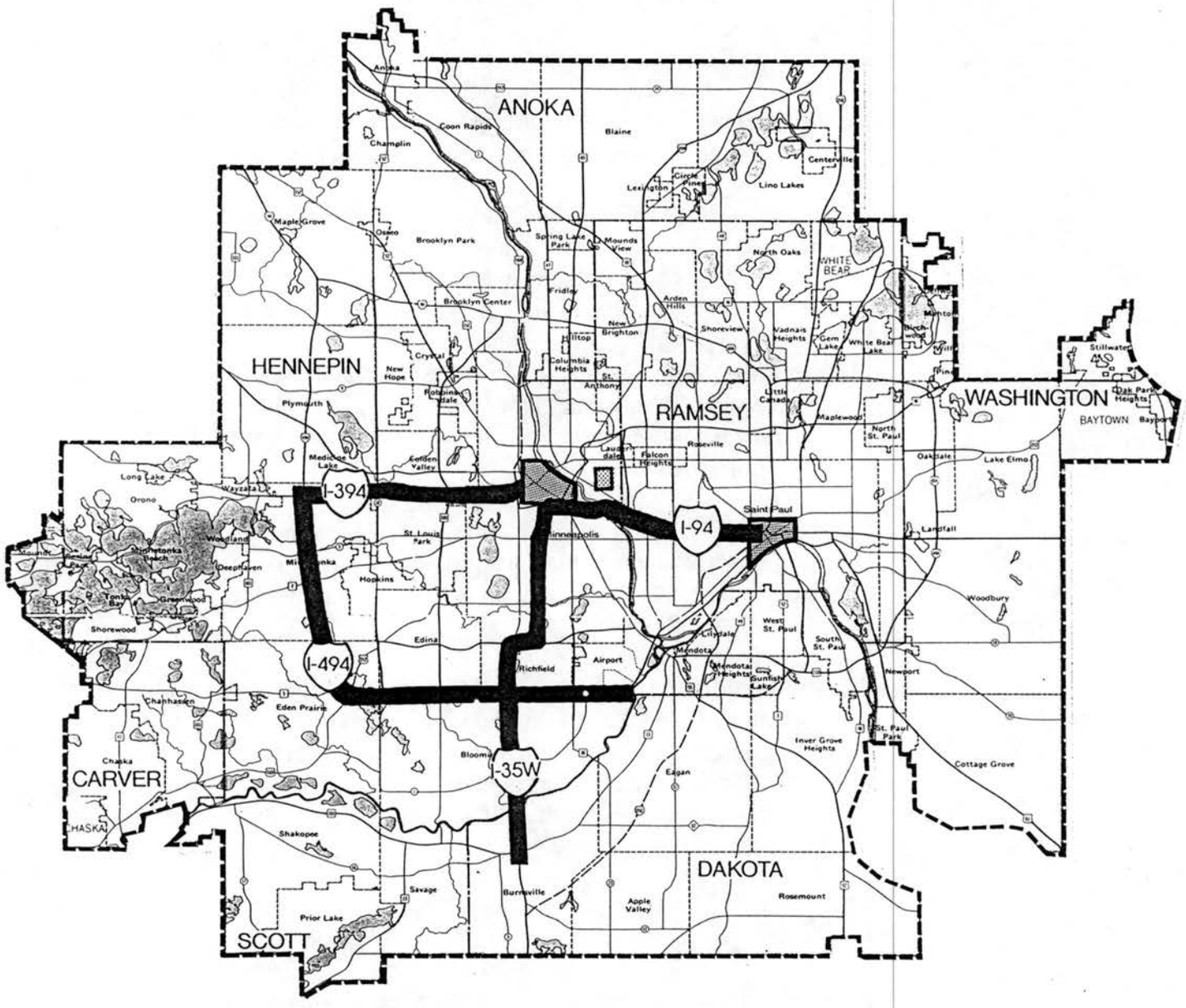
- University of Minnesota TDM. The RTB has taken the lead in forming the University of Minnesota TDM Coordinating Committee, which is formulating a multi-phased plan that strives to reduce solo driving and increase rideshare and transit use.

- Space Center Transportation and Parking Management Plan. Minnesota Rideshare is working on a plan that promotes car pooling, van pooling, transit, and other TDM measures among 3,000 employees at the Space Center in St. Paul.

- City of Minneapolis Transportation Management Organization. The RTB is working with the City of Minneapolis and the Downtown Council to establish a downtown transportation management organization (TMO). The TMO, which will encourage greater transit use and additional ridesharing, is being funded through an RTB Community Transit Planning Grant.

Planning and Coordination

The RTB and Minnesota Rideshare will develop a coordinated approach in working with other governmental agencies and local governments in incorporating TDM and ridesharing into transportation plans. The RTB, through its comprehensive plan review process, will assist communities in developing and implementing TDM strategies and in creating legislation to enhance ridesharing. As part of the Metropolitan Council's HOV Task Force Study, the RTB will assist in identifying appropriate corridors for investments in facilities that encourage carpooling. The RTB will continue to support programs such as the Community Transit Planning Grant program and the Entrepreneurial Grant program that give communities and employers an opportunity to develop new and innovative TDM programs.



Corridors with Major Rideshare and Travel Demand Management Activities

Figure IV-16

RTB

Rideshare and TDM Activities

Regional Transit Board Five-Year Transit Plan

Funding

Securing adequate funding to develop information and programs is esential in marketing ridesharing. The RTB will research funding source options and pursue these opportunities, including an investigation of private sector funding where appropriate. In addition, the RTB will advocate legislation that dedicates funding specifically for rideshare and TDM activities.

Accessibility

The RTB will promote accessible rideshare programs to meet the needs of persons with disabilities and as an option for persons with temporary disabilities. One option to build support for accessible ridesharing is the development of a demonstration program for accessible van pooling as a lower-cost alternative to Metro Mobility. In conjunction with the RTB's Transit Accessibility Advisory Committee, Minnesota Rideshare will explore these options and programs in other cities to enhance rideshare accessibility in the Twin Cities.

Table IV-17
Projected Rideshare/TDM Costs

Expenditures	1991	1992	1993	1994	1995
Minnesota Rideshare Program	$730,000	$766,000	$804,000	$845,000	$887,000
TDM Demonstrations and Incentives	$150,000	$150,000	$150,000	$150,000	$150,000
Accessible Van Pool Demonstration	35,000	35,000			
Reverse-Commute Van Pool Demonstrations	35,000	35,000			
Total	$950,000	$986,000	$954,000	$995,000	$1,037,000

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Total	$950,000	$986,000	$954,000	$995,000	$1,037,000

CAPITAL EQUIPMENT AND FACILITIES
Chapter V

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

POLICIES

Policy V-1: All vehicles and facilities funded by the RTB will be fully accessible to persons with disabilities.

The RTB will ensure that all buses are lift equipped and facilities designed for maximum accessibility by persons with disabilities.

Policy V-2: RTB capital funding will be provided to public and private non-profit providers in proportion to levels of RTB operating assistance.

Legislation prohibits the RTB from providing capital funding to private, for-profit providers. All other providers are eligible for capital funding at the same levels as operating assistance is provided. For example, funding is provided for 100 percent of non-federal MTC capital cost and 60 percent of the capital costs of small urban providers.

Policy V-3: Facilities and vehicles that are funded by the RTB will be available for use by all RTB providers.

Facilities such as transit hubs, MTC garages, and park-and-ride lots will be available for use by all providers in the regional transit system. Similarly,

transit vehicles funded by the RTB that are in excess of service requirements will be available, when practical, for use by other RTB providers.

Policy V-4: Capital investments will be made to enhance the attractiveness of transit use.

The RTB will seek to provide equipment and facilities that improve the comfort and reliability of the regional transit system. This will include replacing old buses and providing passenger amenities at transit facilities.

Policy V-5: The RTB will seek legislative authorization for a new regional tax for LRT construction.

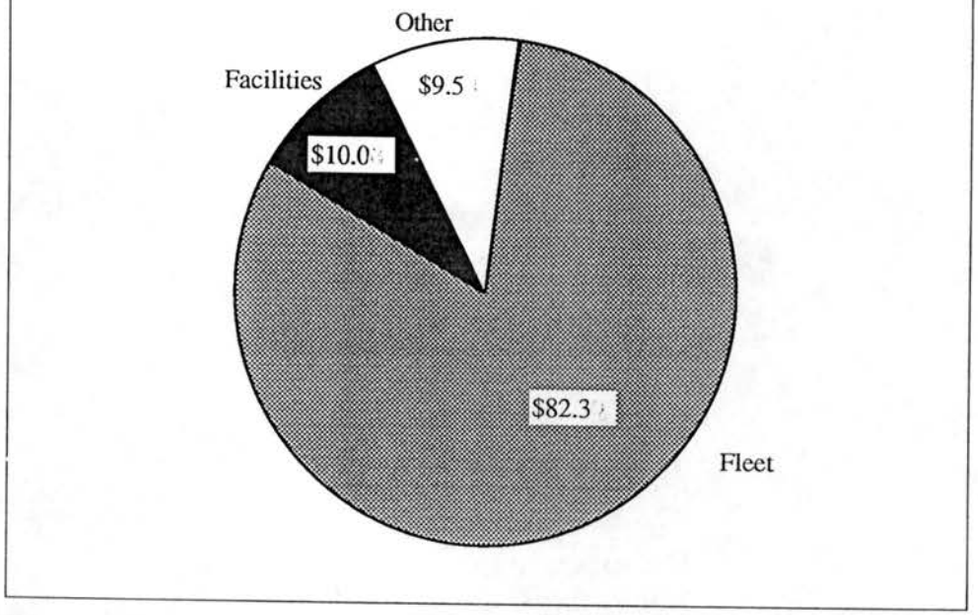
The LRT Development and Financial Plan recommended that a new funding source be sought for development of LRT. The first priority is a regional sales tax, the proceeds from which would be used for LRT construction and other transportation purposes.

Capital Needs

Capital investments in the regional transit system are estimated to total $102 million over the next five years. This includes the direct cost of purchasing vehicles and facilities for service providers. Indirect capital costs, funded as part of fee-for-service contracts with private regular route, community-based and Metro Mobility providers, are not included.

Construction of LRT in the Central Corridor would require an additional $300-$350 million over the period. The schedule and costs for LRT implementation will be detailed in the RTB's LRT Coordination Plan to be completed in November 1990.

Figure V-1
Capital Needs 1990-1995
($ Million)



METROPOLITAN TRANSIT COMMISSION

The MTC will continue to require nearly all capital funding, an estimated $92.5 million through 1995. MTC equipment and facility needs are based on the 1990-1994 MTC Capital Plan and the preliminary 1991 MTC Capital Budget.

Fleet Replacement. The MTC currently operates an active fleet of 970 buses. From 1986 through 1991, over $100 million will have been spent to replace 75 percent of the MTC fleet. This major investment will reduce the average age of the fleet from over nine years to about five years, resulting in improved service quality and reliability for passengers.

MTC fleet requirements are based on the number of buses to operate peak-period service plus the number of spare buses needed.

The MTC fleet replacement program calls for retiring buses at the end of their useful life of 12 years. The MTC also attempts to make regular bus purchases in order to maintain an average fleet age at or near six years and to avoid the need for large bus purchases at one time. Ultimately, this would lead to the replacement of one-half of the fleet, or approximately 80 buses each year.

Table V-2
MTC Bus Requirements

	1991	1992	1993	1994	1995
Peak-Period Bus Requirement	850	858	866	874	882
Spare Ratio	13%	13%	13%	13%	13%
Total Active Fleet	960	970	979	988	997
Average Fleet Age	4.7	5.5	6.1	6.5	6.3

Source: Metropolitan Transit Commission

Due to past fluctuations in bus purchases, however, bus replacement needs will be uneven during the period 1991-1995. As shown in Table V-3, relatively small bus purchases in 1991 and 1992 will be followed by more regular purchases in 1993-1995. Bus costs are expected to peak in 1994 at $35.8 million with the purchase of 130 buses, including 50 articulated buses.

New federal emissions standards for buses, which become effective in 1991, present a major area of uncertainty for future bus costs. Meeting these standards will require use of new diesel engine technology or shifting to alternative fuels such as compressed natural gas, ethanol, or methanol. Depending on the method used, $10,000 to $50,000 could be added to the price of a forty-foot bus. This would increase capital needs by $4 to $18 million by 1995.

The MTC will be conducting a demonstration of various alternative fuel technologies beginning with the delivery of 37 forty-foot buses in 1991. The results of this demonstration and other studies conducted nationally will lead to a decision on the technology to be used to meet emissions standards.

Facility Needs. During the 1980's, $56 million was invested in upgrading MTC facilities. With the opening of the new Nicollet Garage in 1990, all MTC operating facilities will have been constructed or substantially renovated since 1980. As shown in Table V-4, the MTC will have sufficient capacity in its operating facilities to operate expected service levels.

Table V-3
Capital Needs
($ Millions)

		1991	1992	1993	1994	1995	Total
MTC FLEET	(unit cost)						
Purchase 13 artics.	($318,000)						
Rehab. 10 artics.	($150,000)	$5.6					
Purchase 23 40-foot	($197,000)		$4.5				
Purchase 83 40-foot	($207,000)			$17.2			
Purchase 80 40-foot	($217,000)						
Purchase 50 artics.	($368,000)				$35.8		
Purchase 80 40-foot	($228,000)					$18.2	$81.3
MTC FACILITIES		$1.7	$1.7	$1.7	$1.7	$1.7	$8.5
MTC OTHER		$1.9	$1.9	$1.9	$1.9	$1.9	$9.5
RTB TRANSIT HUBS		$0.3	$0.3	$0.3	$0.3	$0.3	$1.5
PROVIDER CAPITAL FUNDING		$0.2	$0.2	$0.2	$0.2	$0.2	$1.0
Totals		$9.7	$8.6	$21.3	$39.9	$22.3	$101.8

Table V-4
MTC Facility Capacity

	Design Capacity
Heywood Garage	250 buses
Snelling Garage	260 buses
Shingle Creek Garage	175 buses
South Garage	175 buses
Nicollet Garage	150 buses
Total	1,010 buses

Maximum Active Fleet 1991-1995 - 997 buses
Overhaul Base—capacity to maintain 1,200 bus fleet

Source: Metropolitan Transit Commission

MTC Facilities

Approximately $8.5 million will be required through 1995 for capital improvements to MTC operating facilities and to construct bus turnarounds and park-and-ride lots. These projects are described below:

- Major Facility Improvements. This category includes upgrades to operating facilities. An average of $500,000 will be required annually for this project.

- Bus Turnarounds. These facilities provide off-street space at the ends of routes for bus turnarounds and layovers. This improves operating efficiency and allows buses to turn around without using residential streets. Several turnarounds are currently under development. The MTC expects to spend approximately $160,000 annually on this project.

- Park-and-Ride Lots. There are currently 170 park-and-ride lots that are part of the regular route system. Most of these are operated under shared-use arrangements with churches or retail centers. Ten of these lots are owned by the MTC. The MTC anticipates constructing two new lots annually at an estimated cost of $500,000 each. Selection of park-and-ride sites will be coordinated with LRT development and other transit service developments.

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- Park-and-Ride Lots. There are currently 170 park-and-ride lots that are part of the regular route system. Most of these are operated under shared-use arrangements with churches or retail centers. Ten of these lots are owned by the MTC. The MTC anticipates constructing two new lots annually at an estimated cost of $500,000 each. Selection of park-and-ride sites will be coordinated with LRT development and other transit service developments.

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Source: Metropolitan Transit Commission

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Other Capital Needs. This category includes purchase of capital equipment and improvements to MTC computer systems. Purchase of service vehicles and tools and equipment necessary for bus and facility operations and maintenance are estimated to total $5 million through 1995. An additional $4.5 million will be required for computer system upgrades.

COMMUNITY-BASED TRANSIT CAPITAL NEEDS

In 1989, the RTB began providing capital funding to community-based transit providers for vehicle purchases. Funds are provided on a cost-sharing basis to the provider. It is estimated that $200,000 in RTB funding will be required annually. This amount will assist in the purchase of about ten vehicles per year.

TRANSIT HUBS

Transit hubs, or transfer stations, provide a focal point for transit services within a subarea of the region. The objectives of the transit hub program are to improve service to major activity centers and to enhance transfer opportunities between routes and services. Transit hub development involves two components: service restructuring and facility improvements. Service restructuring involves changing most bus routes within a subarea to provide timed-transfer opportunities at the hub. This service restructuring is further described in Chapter IV. Facility improvements include construction of bus staging and passenger waiting areas, together with provision of park-and-ride lots. These facilities are designed to improve bus operations, increase the visibility of transit services and provide improved passenger amenities. Included will be areas to display route and schedule information and, in most cases, heated passenger shelters.

Transit hubs have typically been located at major activity centers such as regional shopping centers. The RTB Transit Service Needs Assessment identified sixteen potential locations for major and minor hubs shown in Figure V-5. 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. As light rail transit planning progresses, transit hub locations will be examined to ensure coordination with LRT development.

The Northtown Hub was completed in 1988. Planning and development of the Rosedale and Mall of America hubs are currently underway with

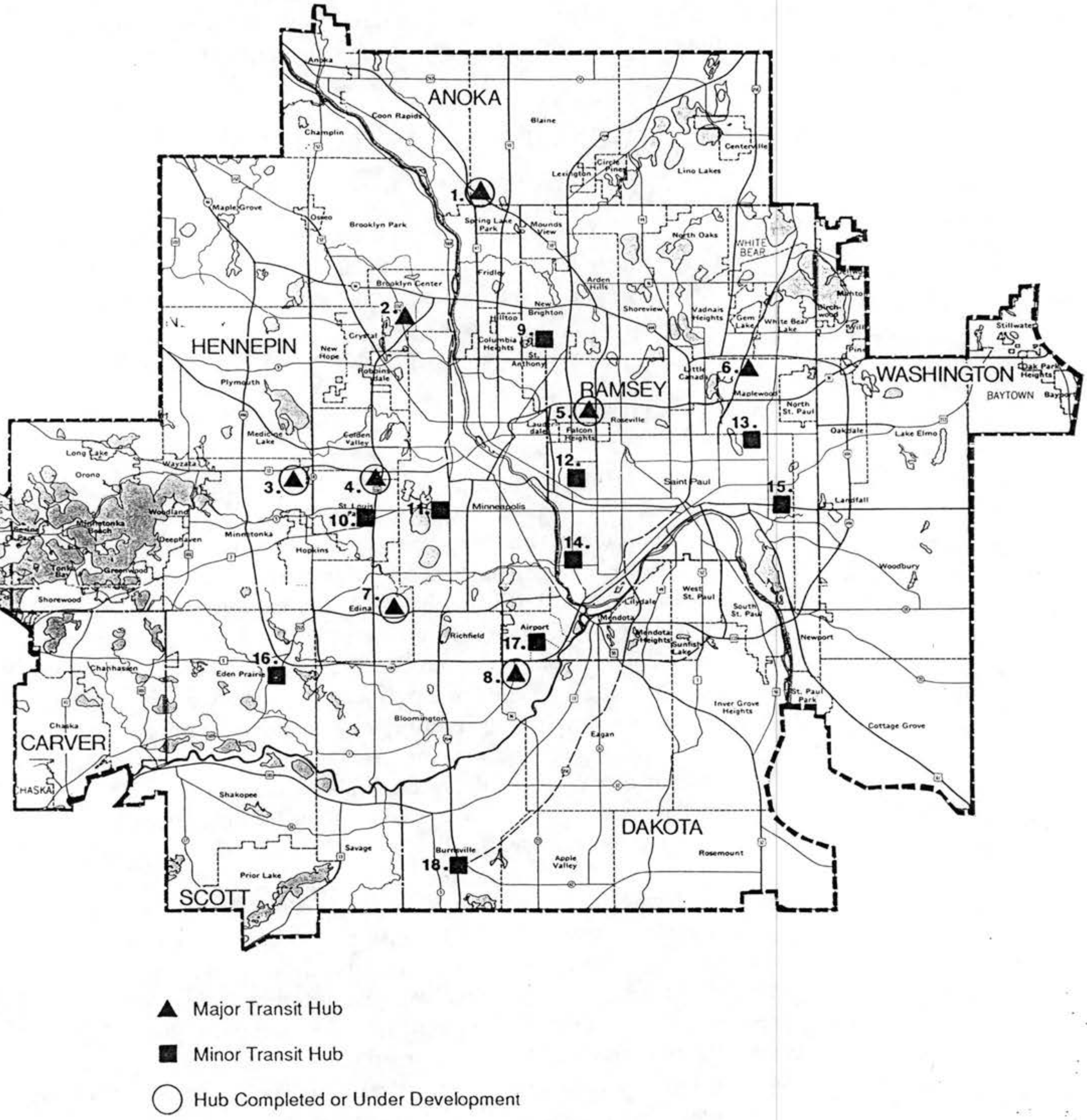


Figure V-5

Transit Hubs

completion expected in 1991 and 1992. 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.

Through 1995, it is anticipated that one hub facility will be developed annually through 1995 at a cost of $300,000 each. Funding will be provided through bond sales authorized by the 1989 Minnesota Legislature.

LIGHT RAIL TRANSIT

As discussed in Chapter IV, construction of the Group A LRT system could be underway by 1993 if funding is available. Engineering and construction costs through 1995 are estimated to range from $300 to $350 million.

Table V-6 shows capital cost estimates developed for corridors included in the Maximum Ten-Year Plan. These estimates are based on planning and preliminary design studies completed by the regional railroad authorities. More detailed cost estimates will be developed as preliminary engineering progresses in various corridors.

POTENTIAL PROJECTS

- Nicollet Mall Shuttle. The City of Minneapolis has proposed a downtown shuttle system operating along the Nicollet Mall. The shuttle would serve to collect and distribute express bus passengers, who would transfer to express routes at stations located at the north and south edges of downtown. The shuttle would require $7.1 million in vehicle costs and an additional $6.7 million to construct the transfer stations.

  Minneapolis is exploring federal funding options for this project. The RTB is currently reviewing the needs served by the shuttle as well as potential service impacts.

Funding

Transit capital needs have been met through two sources of funding: federal capital grants and local funds financed through the sale of bonds. As federal funding has declined in recent years, increased local funding has been

Table V-6
Capital Cost Estimates for
Maximum Ten-Year LRT Plan

Corridor	1991 Estimated Cost ($ millions)
Group A	
Downtown Minneapolis	$125.4
Downtown St. Paul	28.5
Yards and Shops	33.1
Central Corridor Between Downtowns	185.5 - 250.0
Subtotal	$372.5 - $437.0
Use	$400.0*
Group B	
Minneapolis Tunnel Extension	$60.4
Minneapolis Northeast	200.3
Minneapolis Northwest	128.5
I-35W (96th)	174.2
Hiawatha (GSA)	75.6
St. Paul South (T.H. 110)	132.9
Subtotal	$771.9
Group C	
Minneapolis Southwest	$81.9
St. Paul Northeast	91.7
St. Paul Northwest	105.3
Hiawatha Extension to GSA	67.8
I-35W Extension to T.H. 13	60.6
Subtotal	407.3
TOTAL	1,579.2

* The cost varies +/- 10 percent depending upon the alignment chosen; this cost estimate will be refined in the future.

necessary for transit capital. This trend is expected to continue. In funding for LRT construction, the region will be seeking federal funds for approximately 20 percent of the cost of corridors included in the Maximum Ten-Year Plan of the LRT Development and Financial Plan. The following discusses projected levels of federal and local funding.

FEDERAL CAPITAL FUNDING

The region has obtained federal funding from three sources:

- UMTA Section 9 Grants. This is a formula grant program that provides an annual appropriation to urbanized areas for operating and routine capital needs. Local matching funds are required for 20 percent of capital project costs. The MTC is the designated recipient of UMTA Section 9 funds for the Twin Cities metropolitan area. As shown in Table V-7, available Section 9 capital funding has declined by 35 percent since 1985.

- UMTA Discretionary Grants. The most common source of federal discretionary funding is the UMTA Section 3 grant program. Funding under this program is generally limited to major non-recurring capital investments such as bus garages and rail systems. There is no designated recipient of Section 3 funds; any public entity may apply for funding with approval from the RTB. Section 3 funds will be sought for LRT construction in the Minneapolis Northeast, Hiawatha and Minneapolis South Corridors.

- Federal Aid Urban (FAU). This federal highway program has been used for MTC bus purchases and developing park-and-ride lots. Funding decisions are made through the metropolitan planning process.

An estimated $33 million in federal capital funding is projected over the five-year period. This is based on the following assumptions:

- Continued UMTA Section 9 capital funding at current levels of $6.6 million annually.

- No additional funding from UMTA discretionary programs for bus or facility projects. It is anticipated that Section 3 discretionary funds will be sought for LRT development.

- No additional FAU funding. Applications for FAU funding of projects in the region have not been accepted for the past three years. Given the large number of previously approved projects and limited funding, it is not anticipated that FAU funding will be available for transit projects.

This represents a conservative estimate of available federal funding. Should funding be available from UMTA discretionary grants or FAU sources, local funding requirements described below would be reduced.

Table V-7
UMTA Section 9 Capital Funding
($ millions)

1985	1986	1987	1988	1989	1990
$10.2	$8.9	$9.9	$7.0	$6.3	$6.6

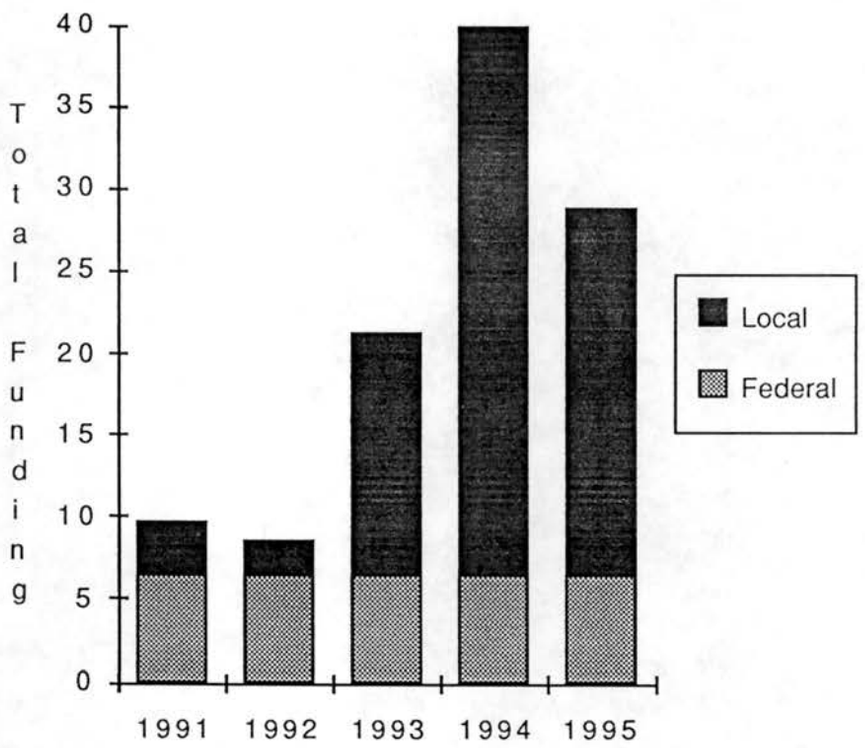
LOCAL FUNDING

Local funding totaling $62.2 million will be required through 1995. As shown in Table V-9, local funding needs will peak in 1994 when the MTC will be making large bus purchases.

Table V-8
Estimated Capital Funding
($ Millions)

	1991	1992	1993	1994	1995	
FEDERAL						
- Section 9	$6.6	$6.6	$6.6	$6.6	$6.6	$33.0
LOCAL	3.1	2.0	14.7	33.3	15.7	68.8
	$9.7	$8.6	$21.3	$39.9	$22.3	$101.8

Figure V-9
Capital Funding 1991-1995
($ millions)



BONDING NEEDS

Bonding needs for the period are estimated to range from $5 million in 1991 to $38 million in 1995. This increase reflects the large bus purchases scheduled for 1994 and 1995. Bonding needs are shown in Table V-10.

Table V-10
1991-1995 Estimated Bonding
($ millions)

1991	1992	1993	1994	1995
$5.0	$5.0	$6.0	$16.0	$38.0

Annual debt service property tax levies are shown in Figure V-11. Higher levels of bonding will increase debt service to approximately $20 million by 1995. Total outstanding transit debt is shown on Figure V-12. The region will incur higher debt levels to fund anticipated transit capital needs over the next five years.

Figure V-11

RTB and MTC Bond Issues Projected Debt Service Levies

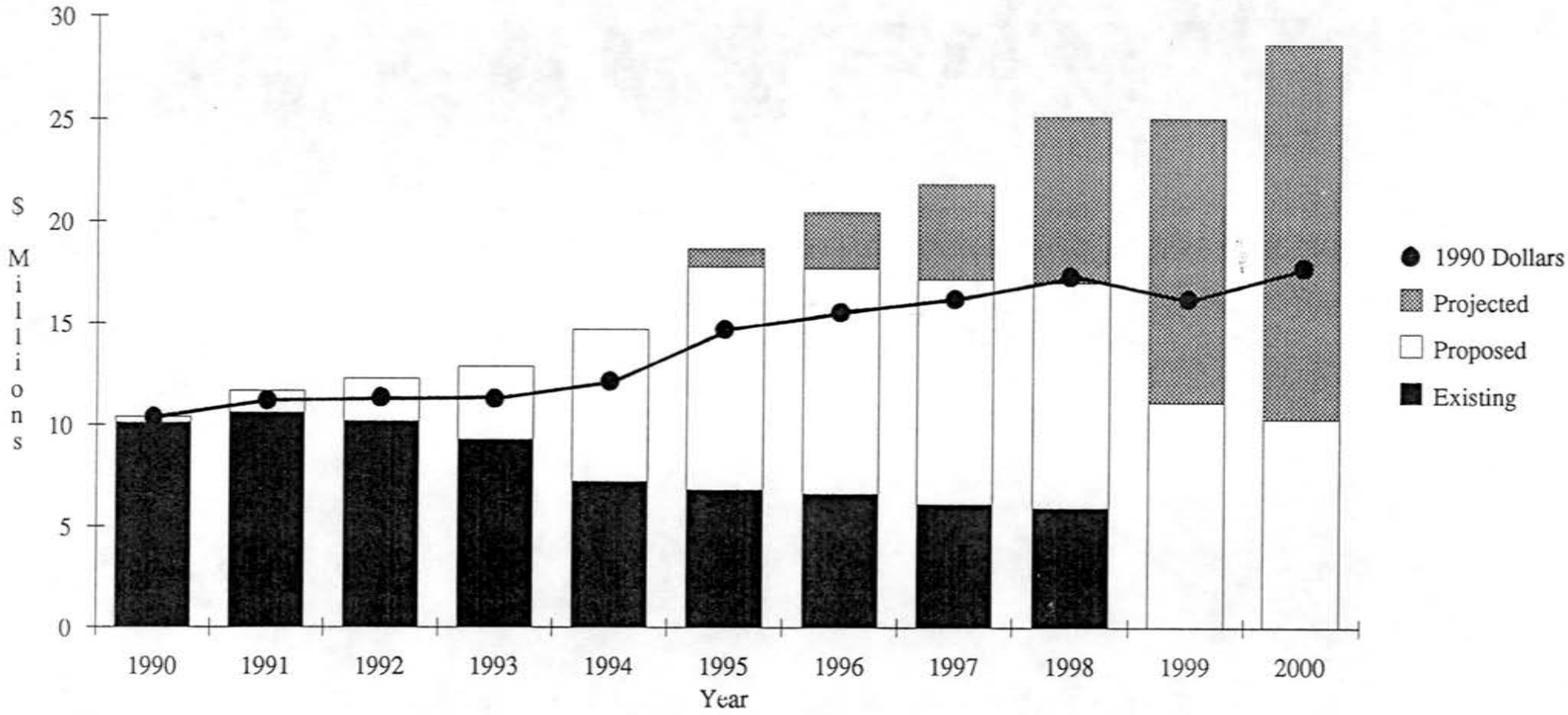
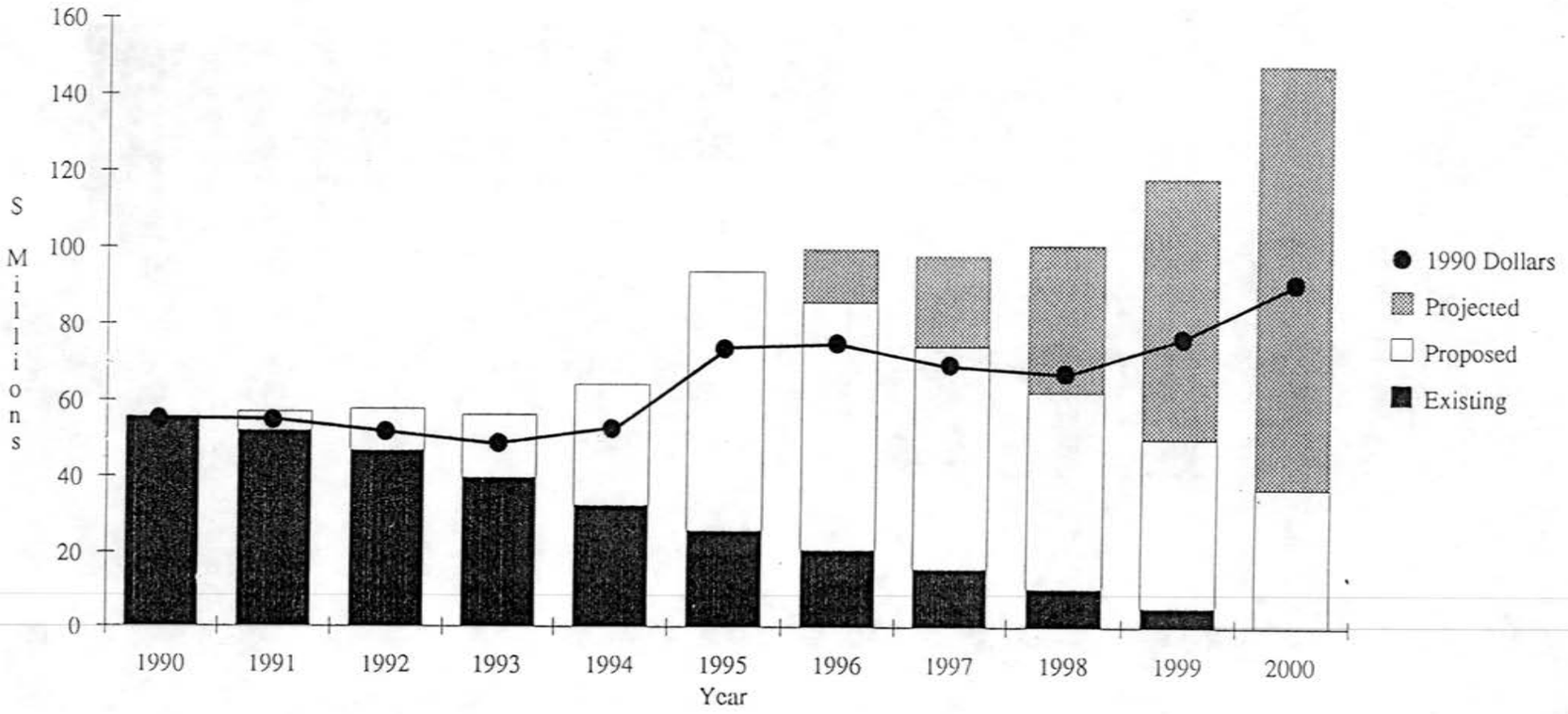


Figure V-12

RTB and MTC Bond Issues Outstanding Debt: Year End



FINANCIAL PLAN
Chapter VI

This chapter presents projected operating costs and funding requirements for regional transit services. Included are cost estimates for existing services and for new services programmed for implementation during the period 1991-1995.

Introduction

The region faces a critical period in transit funding. While operating costs for the regional transit system, particularly regular route service, have increased are below the rate of inflation in recent years, higher fuel costs and other factors are likely to result in significantly higher funding levels.

At the same time, federal transit assistance is declining. The region has relied on increases in transit property tax collections to replace federal funding. It is unlikely, however, that property taxes can continue to fund an even larger share of transit operating costs.

Two sources of funding, fares and state transit assistance, will become increasingly important in funding service levels that meet future transit needs. Fare box revenues must continue to represent a significant percentage of the cost of providing service. Increased levels of state transit assistance will also be needed to fund service improvements necessary to maintain mobility in the region.

In determining financial needs and appropriate sources of funding, the RTB will look to the recommendations of the Transportation Study Board and policies included in the Metropolitan Council's *Transportation Development Guide/Policy Plan.*

POLICIES

Policy VI-1: The RTB will pursue a long-range financing structure that will promote stability and revenue certainty.

In order to maintain stable levels of service delivery and plan and implement new service initiatives, the RTB will seek a dedicated source of funding.

Policy VI-2: Property tax levies within communities will be adjusted to reflect the level of regular route transit service provided.

The 1983 Legislative Study Commission recommended a system of tax feathering to adjust levy rates to service levels. This recommendation has since been implemented.

Policy VI-3: The RTB will attempt to maximize federal funding for regional transit needs.

This will include providing RTB funding to providers and communities to match federal transit grants.

Financial Resources

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. The following describes these funding sources.

FARES

Fares are collected by all providers of the regional transit system. The RTB has the responsibility for establishing fare policies and approving fare levels. In 1987, the RTB developed fare policies to allow for a simplified fare structure and for more consistently spaced, incremental increases to occur over time. In this way, farebox recovery standards can be met without large fare increases, which negatively affect ridership. Fare policies are listed below.

POLICIES

Policy VI-4: The fare structure for regional transit services will be simple to understand, easy to administer, and allow for regularly spaced, incremental changes in pricing levels.

Simplified fare structures increase understanding of the transit system and encourage ridership. The MTC developed a fare simplification plan, which was implemented for all regular-route services in 1989.

Policy VI-5: Fare equity for regular route services will be maintained through distance-based zone fares and pricing differentials by service type, including express, local, peak and off-peak.

Fare levels should relate to the cost of providing service. A 25 cent surcharge is currently required for passengers on higher-cost peak and express service. Similarly, fares are increased by 25 cents for long-distance trips that cross the fare zone boundary.

Policy VI-6: A common fare structure, pricing levels, and convenience fare items will be used by all regular route providers.

Use of a common fare system allows passengers to fully utilize the regular route system and promotes ridership.

Policy VI-7: Discount fares will be charged for senior citizens, persons with disabilities, and youths.

These groups tend to be the most dependent upon transit service for travel needs. Discount fares for these groups are currently provided during off-peak hours.

Policy VI-8: **Fares will be increased, when necessary, to generate enough revenue to exceed the following fare box recovery standards for various service types: regular route, 35 percent (systemwide); community-based services, 15 percent; Metro Mobility, 10 percent).**

Fare revenues must relate to the cost of providing service in order to avoid unacceptably high subsidy levels. This is particularly important in order to maintain adequate service levels during periods of constrained funding for transit. Fare recovery standards for light rail transit service will be developed in the future.

Policy VI-9: **Community-based programs that contribute a local share of funding will be permitted to set fares at the local level.**

Community-based services should provide for flexibility in fare levels to respond to local conditions. The RTB will, however, monitor these programs for conformity to fare box recovery standards.

Policy VI-10: **Fares for Metro Mobility service will be comparable to those established for regular route service, with flexibility in pricing permitted within RTB guidelines for long-distance trips.**

Federal requirements call for fares on special services to be comparable to regular-route service. The RTB will monitor Metro Mobility fare levels to maintain comparability and meet fare box recovery standards.

PROPERTY TAX LEVY

The RTB 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 debt service on bonds issued by the Metropolitan Council.

For purposes of taxation for transit services, the metropolitan area is divided into two taxing districts, the Metropolitan Transit Taxing District and the

Exurban Area. Figure VI-1 shows the boundaries of the taxing district, which includes those communities receiving regular route transit service. Prior to the 1988 tax levy, 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.

The RTB also levies a tax in the Exurban Area that is equal to 10 percent of the tax levy assessed in the taxing district. The proceeds of this tax are used to fund transit programs serving residents of the exurban area. These include rideshare programs and rural community-based programs.

Taxes levied by the RTB in 1990 (payable 1991) to fund transit operations are as follows:

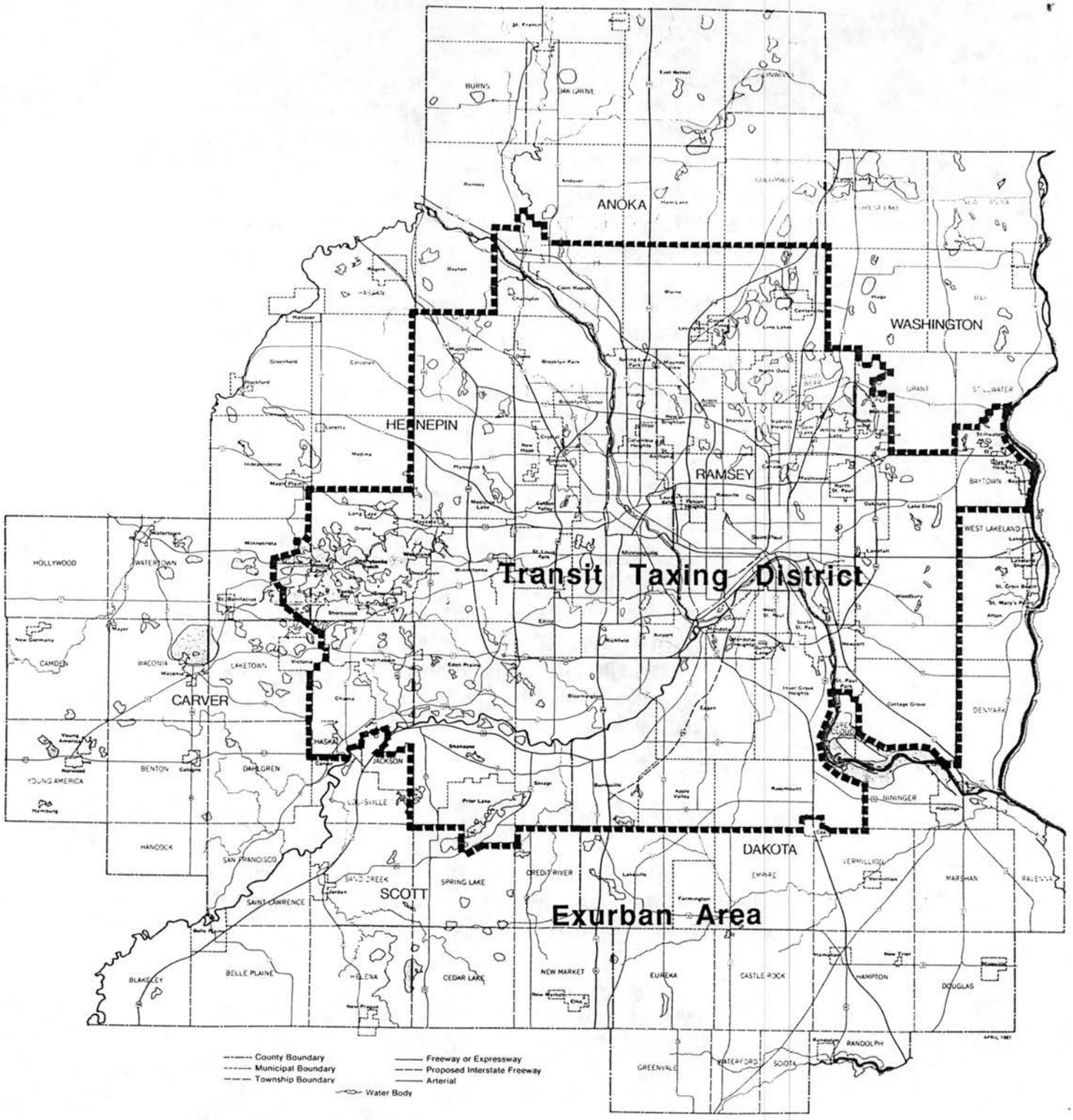
Transit Taxing District	-	$62,505,126
Exurban Area	-	$362,977

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. Table VI-2 and Figure VI-3 indicate the communities affected by tax feathering.

STATE TRANSIT ASSISTANCE

The RTB receives a biennial state appropriation to fund transit services. State assistance is provided from the General Fund and Motor Vehicle Excise Tax (transit assistance fund). State funding may be used by the RTB for:

- transit operating costs;
- planning and LRT planning and preliminary engineering; and
- RTB administration.



■■■ Metropolitan Transit Taxing District

Figure VI-1

RTB

Metropolitan Transit Taxing District

Regional Transit Board Five-Year Transit Plan

Table VI-2
1991 Property Tax Feathering

The tax rate for communities within the transit taxing district is based on the level of regular-route transit service provided to the community as follows:

Level of Service	Tax Rate Reduction
Full peak and off-peak service	-0-
Full peak and limited off-peak service	.5 mills, or .410 Tax Capacity Rate Reduction
Peak-period service only	.75 mills, or .615 Tax Capacity Rate Reduction

Communities Receiving Partial Tax Feathering
(.5 mills, or .410 Tax Capacity Rate Reduction)

Dakota County
Mendota Heights

Ramsey County
Spring Lake Park (part)
Vadnais Heights

Hennepin County
Deephaven
Excelsior
Greenwood
Minnetonka Beach
Long Lake
Orono
Shorewood

Washington County
Baytown
Cottage Grove
Dellwood
Lake Elmo
Mahtomedi
Newport
St. Paul Park
Willernie
Woodbury

Communities Receiving Full Tax Feathering
(.75 mills, or .615 Tax Capacity Rate Reduction)

Anoka County
Centerville

Carver County
Chanhassen (part)
Chaska

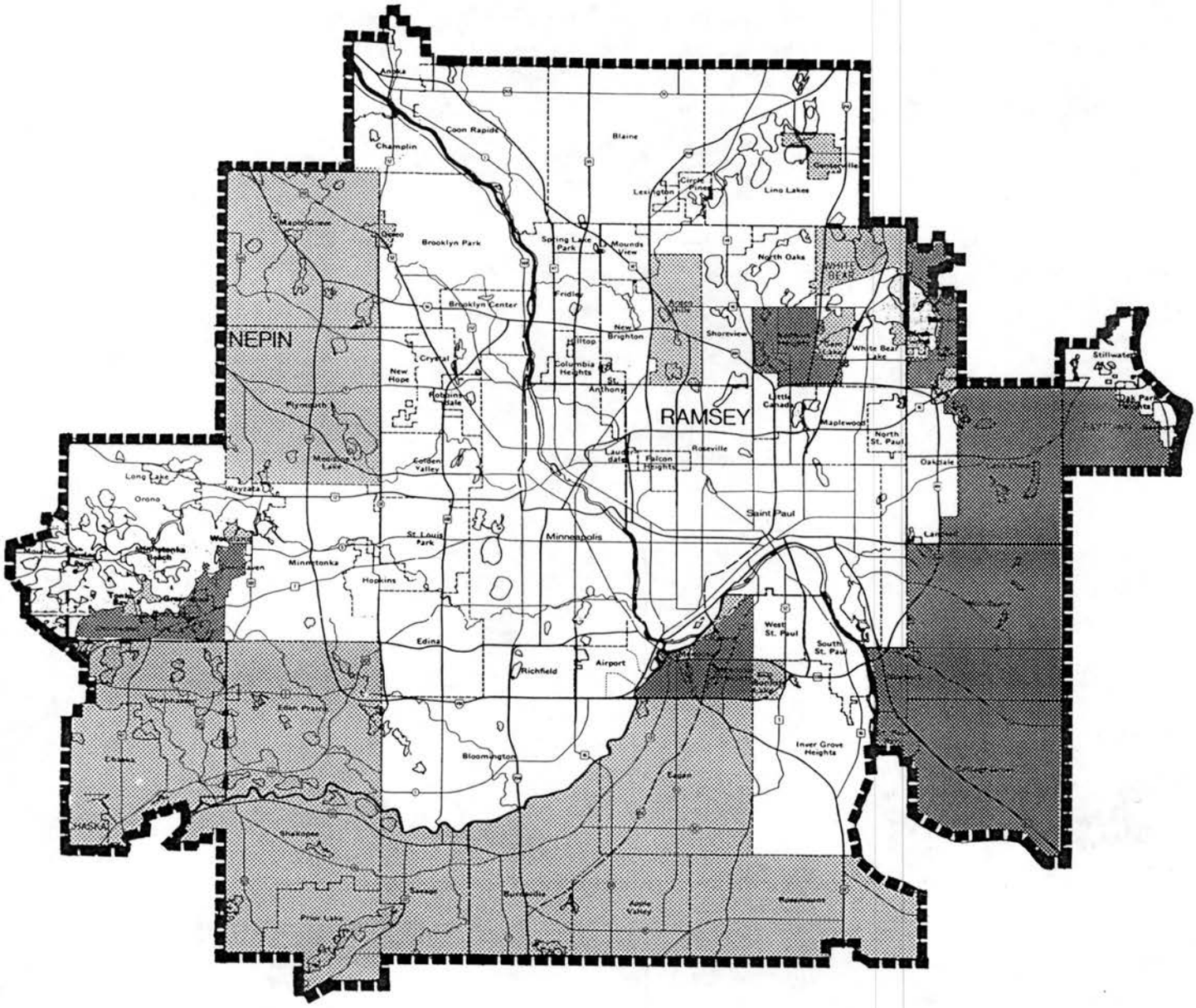
Hennepin County
Chanhassen (part)
Eden Prairie
Maple Grove
Medicine Lake
Osseo
Plymouth
Tonka Bay
Woodland

Scott County
Prior Lake
Savage
Shakopee

Ramsey County
Arden Hills
Gem Lake
White Bear Township

Dakota County
Apple Valley
Burnsville
Eagan
Lilydale
Mendota
Rosemount
Sunfish Lake

Washington County
Birchwood
Pine Springs



Full Feather

Half Feather

Metropolitan Transit Taxing District

Figure VI-3

Tax Feathering

Regional Transit Board Five-Year Plan

FEDERAL FUNDING

There are three primary sources for funding for transit operations and planning administered by the Urban Mass Transportation Administration (UMTA). These are:

- UMTA Section 9. This program provides direct appropriations to urbanized areas (over 50,000 population) for operating assistance and routine capital needs. Section 9 funds are allocated each year in an amount determined by formula. The MTC is the designated recipient of Section 9 funds for the metropolitan area.

- UMTA Section 8. 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. The Metropolitan Council is the designated recipient of Section 8 funds. The RTB and Metropolitan Council use Section 8 funds to support their planning efforts.

- UMTA Section 18. These funds are administered through Mn/DOT and are allocated to rural and small urban providers. Three RTB providers, Hastings TRAC, Carver County and Scott County, receive Section 18 funds.

- Federal Aid Urban (FAU). This federal highway program has provided funding for rideshare programs. Funding decisions are made through the metropolitan planning process.

Fiscal Trends

In 1983, the Legislature created the Legislative Study Commission on Metropolitan Transit. The Study Commission made the following recommmendations 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 for regular-route transit 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.

While progress has been made on some of these recommendations, such as fare simplification and property tax feathering, the long-term stability of transit funding remains a concern.

Declining state and federal funding has required a larger share of funding to come from property taxes. The percentage of fare revenues has also decreased in recent years. In 1990, fare revenues are expected to provide only slightly more than 30 percent of the cost of regular-route service.

Financial Forecast

This section highlights funding needs for the various transit services for the period 1991-1995 and describes future funding implications.

REGULAR ROUTE FARES

Fares for regular route service have remained essentially unchanged since 1982. In 1989, at the recommendation of the MTC, the RTB approved a fare simplification program that reduced the number of fare combinations from sixteen to six. Implementation of a simplified fare structure, however, was not intended to increase fare revenues.

With stable fares and increasing costs over the past eight years, the fare recovery ratio has steadily declined. Fare revenues no longer meet the adopted recovery standard of 35 percent, and in 1990 represent only 30 percent of regular route costs.

A fare increase to take effect in 1991 is currently being considered by the RTB. The financial projections presented in this plan assume a 1991 fare increase with fare revenues being maintained at a 35 percent recovery ratio for the period 1992-1995.

In order to minimize losses in ridership attributable to a fare increase, the RTB is exploring options for discounting convenience fares. This "deep discounting" strategy would lessen the impact of a fare increase on transit dependent persons by offering multiple-ride cards or tokens at rates that are less than the per-ride cost of cash fares. Experience in other transit systems that have implemented fare discount options has shown that fare revenues can be increased while maintaining ridership.

FEDERAL FUNDING

Federal operating assistance is expected to remain at or near current levels through 1995. Projections for individual programs are as follows:

- UMTA Section 9. A five percent annual decline from the 1990 funding level of $7.4 million.
- UMTA Section 18. Same level funding.
- Federal Aid Urban. No funding available for rideshare programs in 1991.

PROPERTY TAX

Growth in the RTB property tax, at levy limits, is projected to increase at an annual rate of 5.4 percent. This would result in an increase from $62.4 million in 1991 to $76.7 million in 1995.

STATE FUNDING

Increases in state funding will be required to maintain existing service levels as well as implement new initiatives for various services. State funding necessary to fund various levels of service through 1995 is as follows:

• Existing Base Level	-	$147.3 million
• New Service Initiatives Level 1 (includes route overloads, I-394 timed-transfer service, Anoka County Traveler, I-494 demand-response service)	-	14.6 million
• New Service Initiatives Level 2 (includes level 1 services plus I-35W reverse commute improvements, and rideshare/TDM initiatives)	-	$18.3 million
Total State Funding	-	$180.2 million

The following presents estimated annual costs and funding requirements for the various services.

REGULAR ROUTE

Cost and Funding Assumptions:

- 5 percent annual cost increase.
- Fares increased in mid-1991, 35 percent fare recovery maintained in 1992-1995.
- No ridership increases in 1991 and 1992; 1 percent annual increase in 1993-1995.
- Additional state funding required for new service initiatives.

Table VI-4
Projected Regular Route Costs and Funding Sources
($ millions)

	1991	1992	1993	1994	1995
BASE SERVICE (28 million miles)					
Fare Revenue*	$36.9	$41.6	$44.1	$46.3	$48.6
Other	$3.7	$3.7	$3.8	$3.8	$3.9
Federal	$7.0	$6.7	$6.4	$6.0	$5.7
State	$8.2	$6.2	$6.6	$7.5	$8.7
Property Taxes	$60.2	$63.6	$67.0	$70.6	$74.2
Total	**$116.0**	**$121.8**	**$127.9**	**$134.2**	**$141.1**

* Includes state appropriations for social fares (estimated at $2.5 million annually).

NEW SERVICE INITIATIVES					
Route Overloads and I-394 Service					
Fare Revenue	$0.3	$1.0	$1.7	$1.7	$1.7
State	$0.5	$1.8	$3.1	$3.1	$3.1
Total	**$0.8**	**$2.8**	**$4.8**	**$4.8**	**$4.8**
I-35W and New Reverse-Commute Service					
Fare Revenue	$0.1	$0.4	$0.9	$0.9	$0.9
State	$0.2	$0.8	$1.6	$1.6	$1.6
Total	**$0.3**	**$1.2**	**$2.5**	**$2.5**	**$2.5**
TOTAL REGULAR ROUTE					
Fares	$37.2	$43.0	$46.7	$48.9	$51.2
Other	$3.7	$3.7	$3.8	$3.8	$3.9
Federal	$8.0	$6.7	$6.4	$6.0	$5.7
State	$8.9	$8.8	$11.3	$12.2	$13.4
Property Taxes	$60.2	$63.6	$67.0	$70.6	$74.2
Total	**$117.0**	**$125.8**	**$135.2**	**$141.5**	**$148.4**

COMMUNITY-BASED SERVICES

Cost and Funding Assumptions:

- 5 percent annual cost increase.
- 5 percent annual growth in ridership.
- Maintain existing federal funding level.

Table VI-5
Projected Community-Based Transit Costs and Funding Sources
($ millions)

	1991	1992	1993	1994	1995
BASE SERVICE					
Fare Revenue	$0.4	$0.4	$0.5	$0.5	$0.5
Federal	0.2	0.2	0.2	0.2	0.2
State	1.0	1.7	2.4	2.6	2.7
Local Share	0.5	0.5	0.7	0.7	0.7
Property Taxes	1.7	1.8	1.9	2.0	2.1
Total	**$3.8**	**$4.6**	**$5.7**	**$6.0**	**$6.2**
NEW SERVICE INITIATIVES					
Anoka County Traveler, Roseville Circulator and I-494					
Fare Revenue	$0.1	$0.1	---	---	---
Local Share	0.1	0.1	---	---	---
State	1.1	0.6	---	---	---
Total	**$1.3**	**$0.8**	**---**	**---**	**---**
TOTAL COMMUNITY BASED					
Fare Revenue	$0.4	$0.5	$0.5	$0.5	$0.5
Federal	0.2	0.2	0.2	0.2	0.2
State	2.1	2.3	2.4	2.6	2.7
Local Share	0.6	0.6	0.7	0.7	0.7
Property Taxes	1.7	1.8	1.9	2.0	2.1
Total	**$5.0**	**$5.4**	**$5.7**	**$6.0**	**$6.2**

METRO MOBILITY

Cost and Funding Assumptions:

- Ridership increases of 10 percent in 1991 and 1992, 8 percent in 1993, and 5 percent in 1994 and 1995.
- 5 percent annual increase in cost per trip.
- Fare box recovery maintained at 10 percent.

Table VI-6
Projected Metro Mobility Costs and Funding Sources
($ millions)

	1991	1992	1993	1994	1995
Fare Revenue	$1.8	$2.1	$2.4	$2.6	$2.9
Other Funds	.2	.2	.2	.2	.2
Federal	.0	.0	.0	.0	.0
State	16.4	19.0	21.4	23.5	25.7
Property Taxes	.0	.0	.0	.0	.0
Total	**$18.4**	**$21.3**	**$24.0**	**$26.3**	**$28.8**

RIDESHARE/TDM

Cost and Funding Assumptions:

- 5 percent increase in annual costs.
- No new FAU funding in 1991 ($200,000 carryover from 1990 FAU funding).

Table VI-7
Projected Rideshare/TDM Costs and Funding Sources

	1991	1992	1993	1994	1995
EXPENDITURES					
Minnesota Rideshare Program	$730,000	$766,000	$804,000	$845,000	$887,000
TDM Demonstrations and Incentives	150,000	150,000	150,000	150,000	150,000
Accessible Van Pool Demonstration	35,000	35,000			
Reverse-Commute Van Pool Demonstrations	35,000	35,000			
Total	**$950,000**	**$986,000**	**$954,000**	**$995,000**	**$1,037,000**
REVENUES					
Federal (FAU)	$200,000	$400,000	$400,000	$400,000	$400,000
State	250,000	186,000	154,000	195,000	237,000
Property Taxes	500,000	400,000	400,000	400,000	400,000
Total	**$950,000**	**$986,000**	**$954,000**	**$995,000**	**$1,037,000**

Table VI-8
Projected Costs and Funding Sources
All Services
($ Millions)

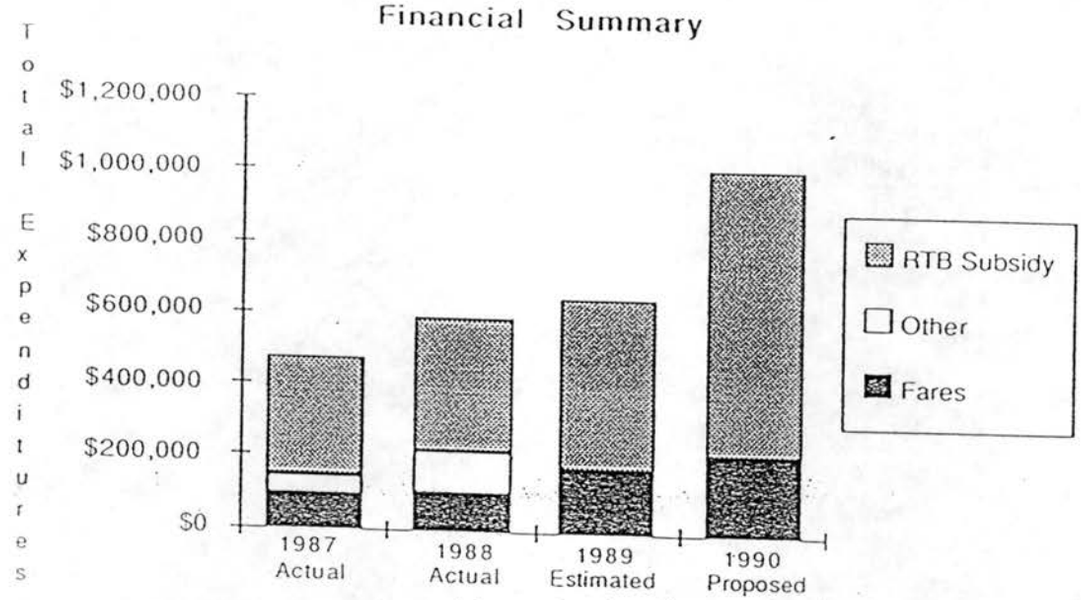
	1991	1992	1993	1994	1995
BASE LEVEL					
Fare Revenue	$39.1	$44.1	$47.0	$49.4	$52.0
Other Funds	3.9	3.9	4.0	4.0	4.1
Federal	7.4	7.3	7.0	6.6	6.3
State	25.9	27.1	30.6	33.7	37.3
Local Share	0.5	0.5	0.7	0.7	0.7
Property Taxes	62.4	65.8	69.3	73.0	76.7
Total	**$139.2**	**$148.8**	**$158.6**	**$167.4**	**$177.1**
NEW SERVICE INITIATIVES LEVEL 1*					
Fare Revenue	$0.4	$1.1	$1.7	$1.7	$1.7
Local Share	0.1	0.1	0.0	0.0	0.0
State	1.6	2.4	3.1	3.1	3.1
Total	**$2.1**	**$3.6**	**$4.8**	**$4.8**	**$4.8**
NEW SERVICE INITIATIVES LEVEL 2**					
Fare Revenue	$0.5	$1.5	$2.6	$2.6	$2.6
Local Share	0.1	0.1	0.0	0.0	0.0
State	1.8	3.2	4.7	4.7	4.7
Total	**$2.5**	**$4.8**	**$7.3**	**$7.3**	**$7.3**

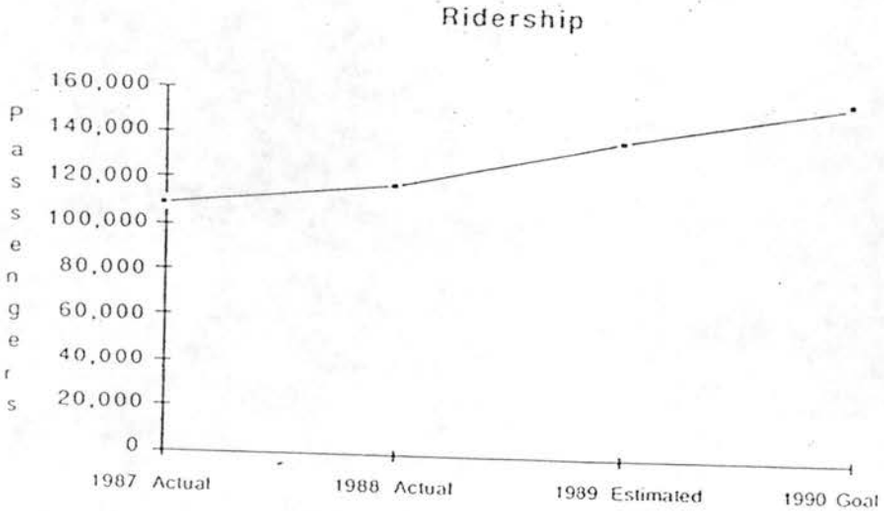
* Includes route overloads, I-394 timed-transfer service, Anoka County Traveler, Roseville Circulator, I-494 demand-responsive service, rideshare and TDM initiatives.

** Includesservices listed above plus I-35W improvements and reverse-commute enhancements.

APPENDIX A

EXISTING SERVICES/PERFORMANCE DATA


Financial Summary
Total Expenditures
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
Other
Fares


Ridership
Passengers
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal

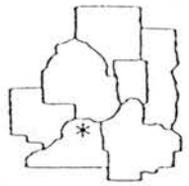
OPT OUT: CITY OF PLYMOUTH

Type of Service	Commuter express, reverse commute, and dial-a-ride service.
Service Area	City of Plymouth.
Operator	Commute/Reverse Commute: Medicine Lake Lines Dial-a-Ride: Morley Bus Company
Vehicles	5 large buses and 5 small buses for commuter service and 4 vans for dial-a-ride service.
Service Hours	Commuter Service: Weekday, 6:44 a.m. - 7:54 a.m. and 4:10 p.m. - 5:45 p.m. Dial-a-Ride Service: Weekday, 6:00 a.m. - 6:00 p.m. Saturday/Sunday, 9:00 a.m. - 5:00 p.m.
Fares	Commuter express, $1.00; dial-a-ride, $1.00 for advance reservation and $1.50 for same-day reservation.

Highlights

- In April 1989, Plymouth replaced its midday circulator route with dial-a-ride service.
- Expenses approved by Plymouth for 1989 commuter service operated by Medicine Lake Lines were reduced by RTB action, pending audit resolution.
- Plymouth is currently in the process of selecting an operator for commuter service effective April 1990. Under the new contract, one express route will be added.
- Ridership in 1990 is projected to increase 12.5 percent.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$559,789	$595,133	$632,754	$1,018,673	60.99%
Funding Sources					
• RTB Subsidy	$332,149	$382,122	$483,088	$800,697	65.75%
• Fares	$93,228	$100,575	$171,999	$217,976	26.73%
• Other	$49,391	$112,439	$0	$0	0.00%
Passengers	108,928	118,679	138,991	156,400	12.53%
Hours of Service	5,782	5,580	9,620	17,504	81.95%
Miles of Service	119,688	119,802	114,230	255,615	123.77%
Performance Measures					
• Cost/Passenger	$5.14	$5.01	$4.55	$6.51	43.07%
• Subsidy/Passenger	$4.28	$4.17	$3.31	$5.12	54.44%
• Passengers/Hour	18.84	21.27	14.45	8.94	-38.16%
• Cost/Hour	$96.82	$106.65	$65.77	$58.20	-11.52%
• Fare Recovery	16.65%	16.90%	27.18%	21.40%	-21.28%



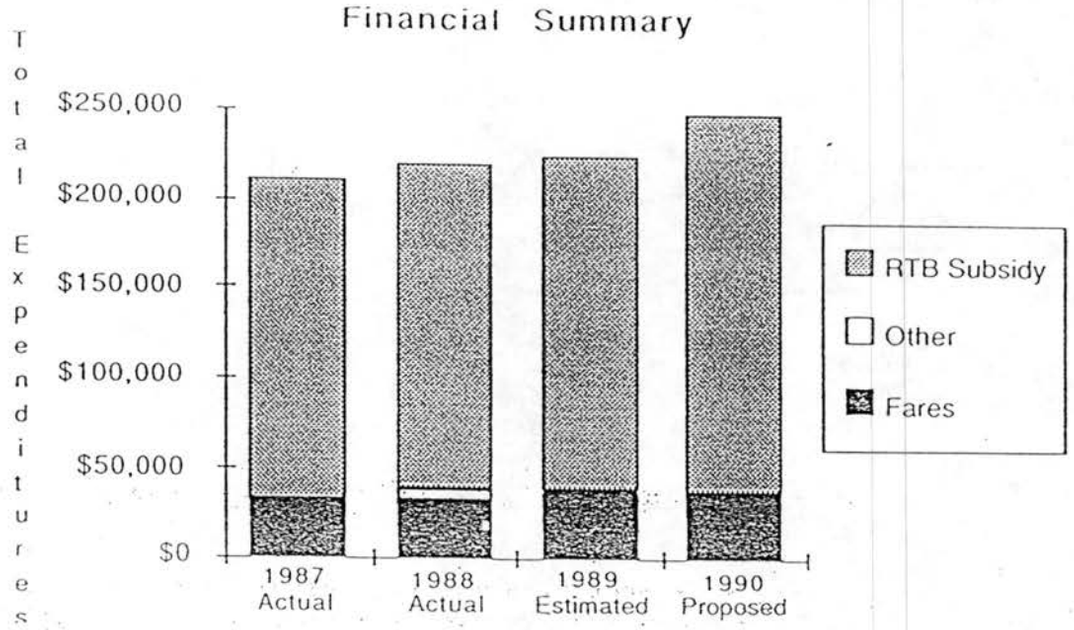
OPT OUT: CITY OF SHAKOPEE

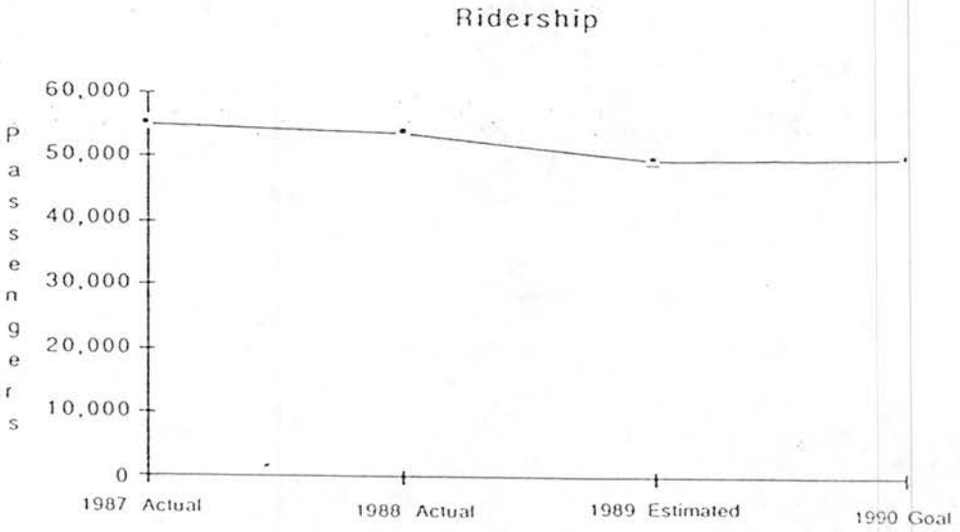
Type of Service	Dial-a-ride and van pool/rideshare service.
Service Area	City of Shakopee.
Operator	Morley Bus Company operates dial-a-ride service, and Van Pool Services, Inc. (VPSI) provides vans for ridesharing.
Vehicles	3 vans in dial-a-ride service and 5 vans for ridesharing.
Service Hours	Van Pool: Weekday, peak hours. Dial-a-Ride: Weekday 6 a.m. - 9 p.m., Saturday 9 a.m. - 5 p.m.
Fares	Dial-a-Ride: Adults / Students / Seniors/Children - 24-or-more hour notice $1.25 / $1.00 / $0.75 - less than 24-hour notice $2.00 / $1.50 / $1.00 Van Pool: monthly pass--$47.50; weekly pass--$12.50; fare per trip--$2.00

Highlights

- In April 1989, Shakopee entered into a new contract for dial-a-ride service, selecting Morley Bus Company.
- An increase in total expenses for 1990 is attributed to the purchase of service at a higher hourly rate.
- Fare recovery in 1989 increased eight percent, while ridership dropped.
- Shakopee projects same level ridership in 1990 as in 1989.

	1987 Actual	1988 Actual	1989 Estimated*	1990 Proposed	Percent Change
Total Expenses	$211,461	$220,085	$225,266	$247,640	9.93%
Funding Sources					
• RTB Subsidy	$178,110	$181,532	$186,666	$209,640	13.65%
• Fares	$33,182	$33,442	$37,100	$38,000	2.43%
• Other	$169	$5,109	$1,500	$0	---
Passengers	55,082	53,732	49,774	50,000	0.45%
Hours of Service	11,427	12,707	12,030	12,036	0.05%
Miles of Service	184,095	184,865	195,872	200,000	2.11%
Performance Measures					
• Cost/Passenger	$3.84	$4.10	$4.53	$4.95	9.44%
• Subsidy/Passenger	$3.24	$3.47	$3.78	$4.19	10.91%
• Passengers/Hour	4.82	4.23	4.14	4.15	0.40%
• Cost/Hour	$18.51	$17.32	$18.73	$20.51	9.88%
• Fare Recovery	15.69%	15.20%	16.47%	15.34%	-6.81%


Financial Summary
Total Expenditures
$250,000
$200,000
$150,000
$100,000
$50,000
$0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
Other
Fares


Ridership
Passengers
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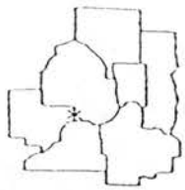
50,000
40,000
30,000
20,000
10,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



OPT OUT: SOUTHWEST METROPOLITAN TRANSIT COMMISSION

Type of Service	Commuter express, reverse commute, and dial-a-ride service.
Service Area	Cities of Eden Prairie, Chaska, and Chanhassen.
Operator	Metropolitan Transit Commission operates commuter service. Morley Bus Company operates the dial-a-ride service.
Vehicles	11 large buses and 8 vans.
Service Hours	Dial-a-Ride: Weekday 6:00 a.m. - 6:00 p.m. Express: Weekday 6:31 a.m. - 7:10 a.m. and 4:05 p.m. - 5:35 p.m. Reverse Commute: 7:20 a.m. - 7:54 a.m. and 4:30 p.m. to 5:05 p.m.
Fares	Adults / Students / Seniors/Children Dial-a-Ride: - 12-or-more hour notice $1.00 / $0.75 / $0.50 - less than 12-hour notice $1.50 / $1.00 / $0.50 Commuter express, $1.25; reverse commute, $1.75.

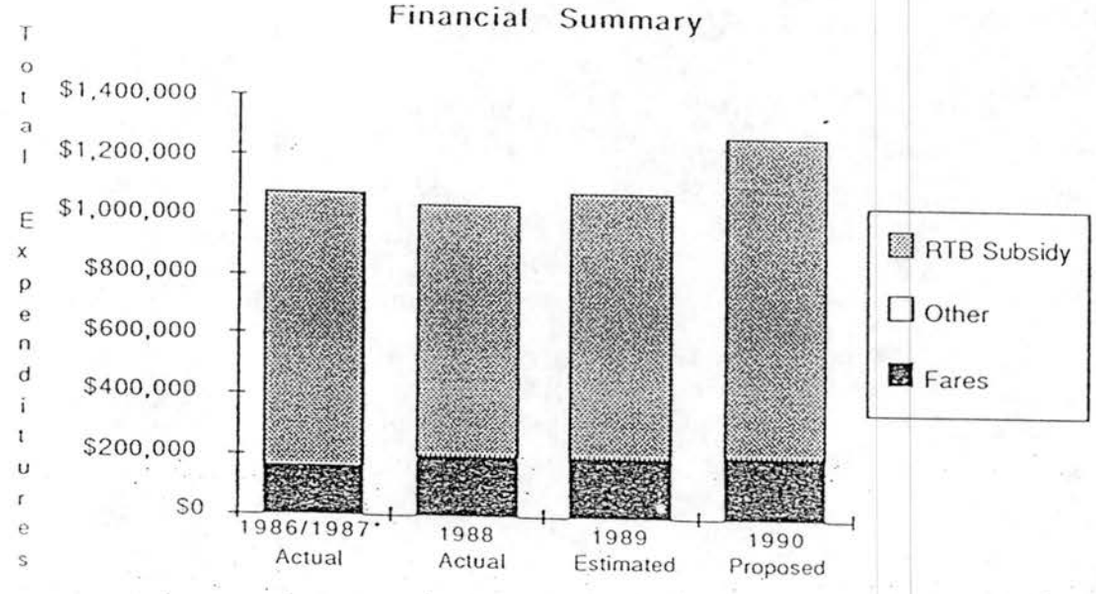
Highlights

- Since Southwest Metro's first year of operation, in 1987, ridership has increased 10 percent or more annually.
- Dial-a-ride service was expanded in April 1989 and, based on projected ridership, will require an additional vehicle in 1990.
- A new park-and-ride lot is planned to be opened in Eden Prairie during 1990.

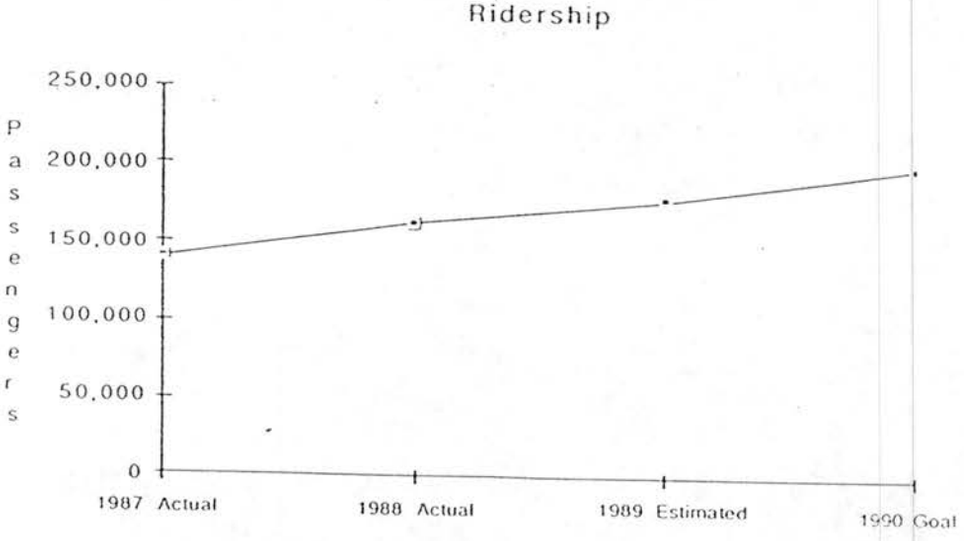
	1986/1987 Actual*	1988 Actual	1989 Estimated	1990 Proposed**	Percent Change
Total Expenses	$1,072,989	$1,045,551	$1,088,350	$1,278,279	17.45%
Funding Sources					
• RTB Subsidy	$914,248	$859,620	$896,697	$1,078,637	20.29%
• Cash Fares	$153,337	$179,898	$186,218	$193,852	4.10%
• Other	$5,404	$6,033	$5,435	$5,790	6.53%
Passengers	140,312	164,177	180,573	200,436	11.00%
Hours of Service	15,415	16,604	22,100	22,950	3.85%
Miles of Service	290,592	302,539	356,044	361,211	1.45%
Performance Measures					
• Cost/Passenger	$7.65	$6.37	$6.03	$6.38	5.81%
• Subsidy/Passenger	$6.55	$5.27	$5.00	$5.41	8.29%
• Passengers/Hour	9.10	9.89	8.17	8.73	6.89%
• Cost/Hour	$69.61	$62.97	$49.25	$55.70	13.10%
• Fare Recovery	14.29%	17.21%	17.11%	15.17%	-11.37%

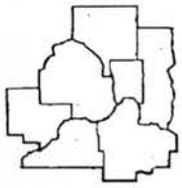
* Reflects 13-month period.

** 1990 total expenses assume award of the commuter express route contract to the MTC, as approved by Southwest Metro.



* Reflects a 13-month period

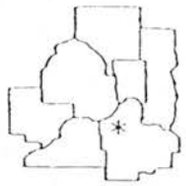




REGULAR ROUTE: METROPOLITAN TRANSIT COMMISSION

Type of Service	Fixed Route.			
Service Area	Transit Taxing District in the Twin Cities metropolitan area.			
Operator	Metropolitan Transit Commission.			
Vehicles	Total Fleet Size:	1,116		
	Operating Fleet:	970		
	Peak Hour Buses:	832		
Service Hours	Weekdays:	5:00 a.m. - 1:00 a.m.		
	Weekends:	5:00 a.m. - 1:00 a.m.		
Fares	Base Off-Peak Fare	$.50	Youth Fare	$.25
	Peak Fare	$.75	Limited Mobility Fare	$.25
	Zone Charge	$.25	Senior Off-Peak Fare	$.10
	Express Surcharge	$.25	Downtown Zone Fare	$.10
Routes	Local	57		
	Express	58		
	Contract Service	10		
	Total	25		
Employees	Full and Part Time:	2,348		

	1987 Actual	1988 Actual	1989 Actual	1990 Budget	Percent Variance
Total Expenses	$99.41	$99.77	$105.54	$113.41	7.46%
Passenger Fares	$30.81	$31.15	$30.75	$32.11	4.42%
Federal	$7.49	$7.50	$7.43	$7.41	-0.27%
RTB Subsidy	$56.78	$57.16	$63.21	$69.23	9.52%
Other	$4.33	$3.96	$4.15	$4.66	12.29%
Passengers	69,990	69,856	69,234	70,662	2.06%
Hours of Service	N/A	N/A	N/A	N/A	
Miles of Service	27,836	27,383	27,615	28,750	4.11%
Cost Per Passenger	$1.37	$1.38	$1.47	$1.53	4.08%
Subsidy Per Passenger	$0.92	$0.92	$1.01	$1.05	3.96%



REGULAR ROUTE: AIRPORT EXPRESS/ROUTE 39

Type of Service	Commuter express service.
Service Area	Apple Valley, Burnsville, Eagan and airport area employers.
Operator	Airport Express/Route 39.
Vehicles	1 small bus.
Service Hours	Weekday: 6:37 a.m. - 7:45 a.m. and 4:39 p.m. - 5:41 p.m.
Fares	$1.00 express; $.75 local

Highlights

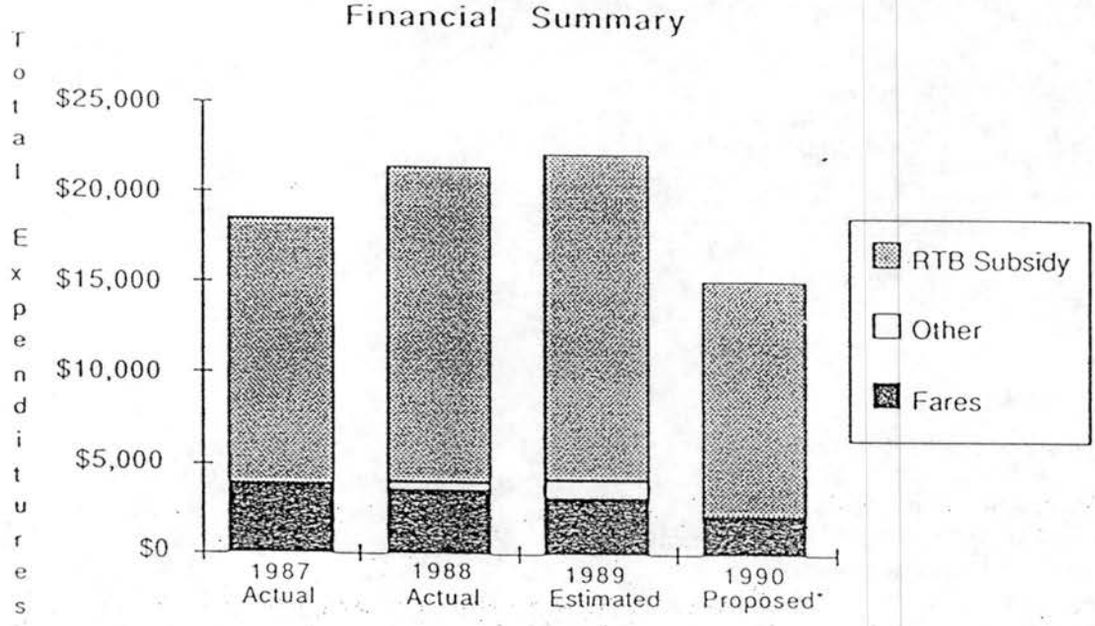
- This service started in 1987 as replacement of an MTC high subsidy route.
- Ridership dropped 16 percent in 1989 due in part to relocation of the Northwest Airlines executive offices.
- A schedule adjustment and new promotional activities to boost ridership are being considered for implementation in early 1990.
- Beginning September 1, 1990, the six cities of Dakota and Scott counties will assume responsibility for this route.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed[1]	Percent Change
Total Expenses	$18,578	$21,401	$22,216	$15,266	N/A
Funding Sources					
• RTB Subsidy	$14,723	$17,482	$18,181	$13,263	N/A
• Cash Fares	$3,855	$3,509	$2,979	$2,003	N/A
• Convenience Fares[2]	$2,886	$3,547	$3,277	$2,073	N/A
• Other	$0	$410	$1,056	$0	N/A
Passengers	6,944	7,739	6,679	4,452	N/A
Hours of Service	562	563	561	376	N/A
Miles of Service	11,520	11,520	11,340	7,560	N/A
Performance Measures					
• Cost/Passenger	$2.68	$2.77	$3.33	$3.43	3.00%
• Subsidy/Passenger	$1.70	$1.80	$2.39	$2.51	5.02%
• Passengers/Hour	12.36	13.75	11.91	11.90	-0.01%
• Cost/Hour	$33.06	$38.01	$39.60	$40.60	2.52%
• Fare Recovery	36.28%	34.87%	28.16%	26.70%	-5.18%

[1] Reflects an 8-month service period from January 1 through August 31, 1990.

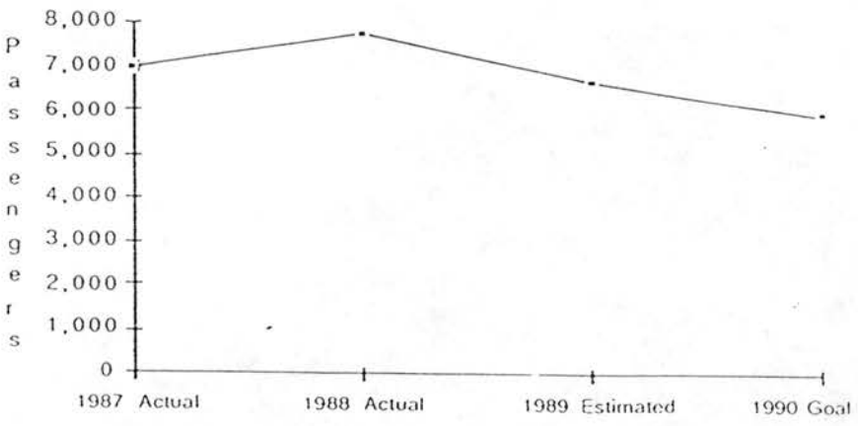
[2] Convenience fares, recognized at full value, include the MTC All-You-Can Ride monthly pass.

Financial Summary

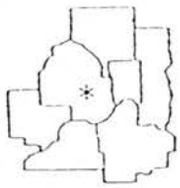


* Reflects an 8-month service period from January 1 through August 31, 1990.

Ridership



Note: 1990 ridership goal is annualized.



REGULAR ROUTE: MEDICINE LAKE LINES

Type of Service	Commuter service to downtown Minneapolis
Service Area	Golden Valley, Crystal, New Hope, Plymouth, Maple Grove, and downtown Minneapolis.
Operator	Medicine Lake Lines (MLL)
Vehicles	25 large buses.
Service Hours	Weekday: 5:30 a.m. - 8:05 p.m. Saturday: 8:05 a.m. - 6:40 p.m.
Fares	$.50 base fare; $1.00 express; $0.25 zone change.

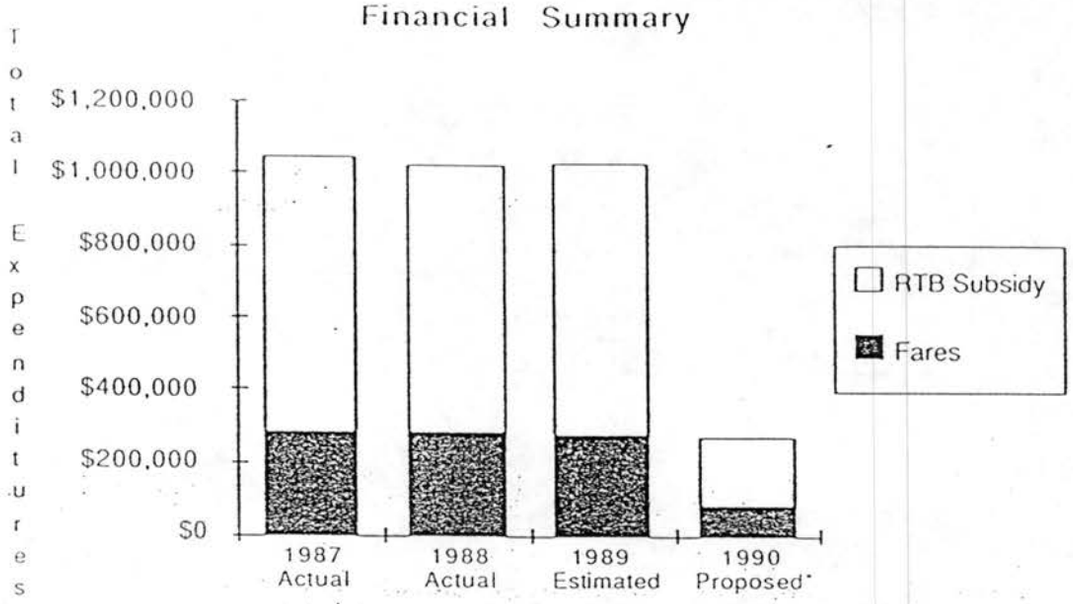
Highlights

- This past year, MLL ridership held steady.
- MLL submitted a 1990 budget to the RTB for service to be provided through March 1990.
- Beginning April 1990, Plymouth and Maple Grove will assume responsibility for MLL service in their communities.
- Options to continue service in Golden Valley, New Hope and Crystal after April 1, 1990, will be analyzed in the coming weeks.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed[1]	Percent Change
Total Expenses	$1,046,352	$1,027,685	$1,038,424	$271,300	N/A
Funding Sources					
• RTB Subsidy	$769,163	$748,900	$769,184	$196,600	N/A
• Fares	$277,189	$278,785	$269,240	$74,700	N/A
Passengers	344,628	348,948	347,024	86,900	N/A
Hours of Service	14,283	14,488	14,488	3,262	N/A
Miles of Service	239,050	212,252	249,360	56,557	N/A
Performance Measures					
• Cost/Passenger	$3.04	$2.95	$2.99	$3.12	4.33%
• Subsidy/Passenger	$2.23	$2.15	$2.22	$2.26	2.07%
• Passengers/Hour	24.13	24.09	23.95	26.64	11.22%
• Cost/Hour	$73.26	$70.93	$71.67	$83.17	16.04%
• Fare Recovery	26.49%	27.13%	25.93%	27.53%	6.20%

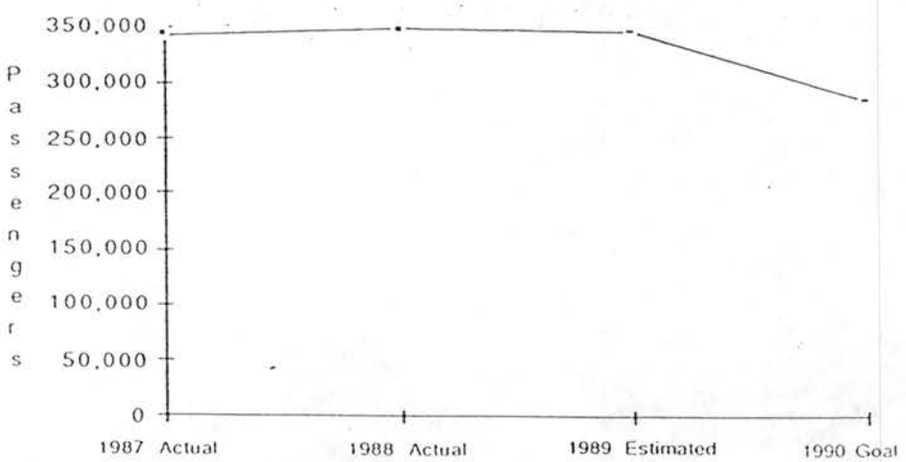
[1] Reflects a 3-month service period from January 1 through March 31, 1990.

Financial Summary

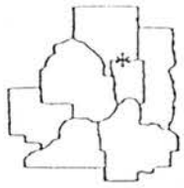


*Reflects a 3-month service period from January 1 through March 31, 1990.

Ridership



Note: 1990 ridership goal is annualized.



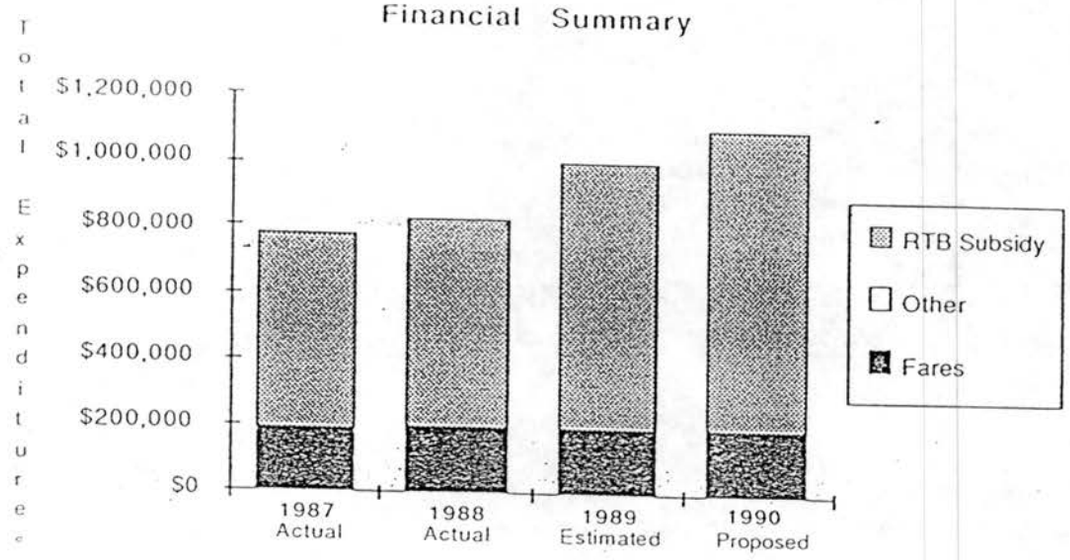
REGULAR ROUTE: NORTH SUBURBAN LINES

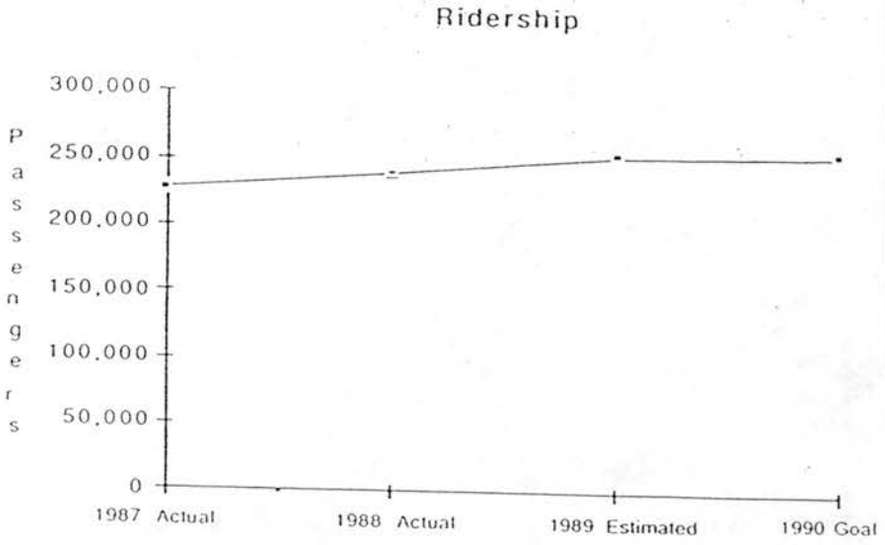
Type of Service	Commuter express and midday local service.
Service Area	Anoka, Coon Rapids, Blaine, Lino Lakes, Centerville, Mounds View, Circle Pines, Lexington, North Oaks, Vadnais Heights, Shoreview, Little Canada, Roseville, and St. Paul.
Operator	North Suburban Lines (NSL).
Vehicles	16 large buses.
Service Hours	Weekday: 5:40 a.m. - 7:08 p.m.; Saturday: 7:02 a.m. - 7:45 p.m.
Fares	$1.00 express; $0.75 local; $0.25 zone charge; $1.50 premium express

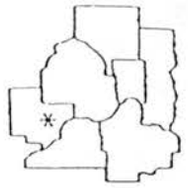
Highlights

- Service hours were significantly increased in April 1989, at RTB direction, to coordinate new midday service with the Roseville Circulator.
- As a result, ridership has increased nine percent in the last six months. Annual ridership for 1989 is projected to be four percent higher than 1988.
- Expanded service hours will continue through 1990, on a demonstration basis, and will be evaluated during the year.
- While total expenses in 1990 will increase 10.8 percent as a result of expanded service, the unit price, or cost per hour, decreases 18.4 percent.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$782,655	$833,042	$1,006,394	$1,114,688	10.76%
Funding Sources					
• RTB Subsidy	$602,790	$641,159	$816,510	$919,988	12.67%
• Fares	$174,392	$185,611	$184,339	$187,500	1.71%
• Other	$5,473	$6,272	$5,545	$7,200	29.85%
Passengers	227,323	239,732	254,820	255,228	0.16%
Hours of Service	10,547	10,547	15,368	20,583	35.69%
Miles of Service	277,248	277,248	381,275	415,984	9.10%
Performance Measures					
• Cost/Passenger	$3.44	$3.47	$3.95	$4.37	10.58%
• Subsidy/Passenger	$2.68	$2.70	$3.23	$3.63	12.61%
• Passengers/Hour	21.55	22.73	16.58	12.24	-26.19%
• Cost/Hour	$74.21	$78.98	$65.44	$53.45	-18.37%
• Fare Recovery	22.28%	22.28%	18.32%	16.82%	-8.17%


Financial Summary
Total Expenditure
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
Other
Fares


Ridership
Passengers
300,000
250,000
200,000
150,000
100,000
50,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



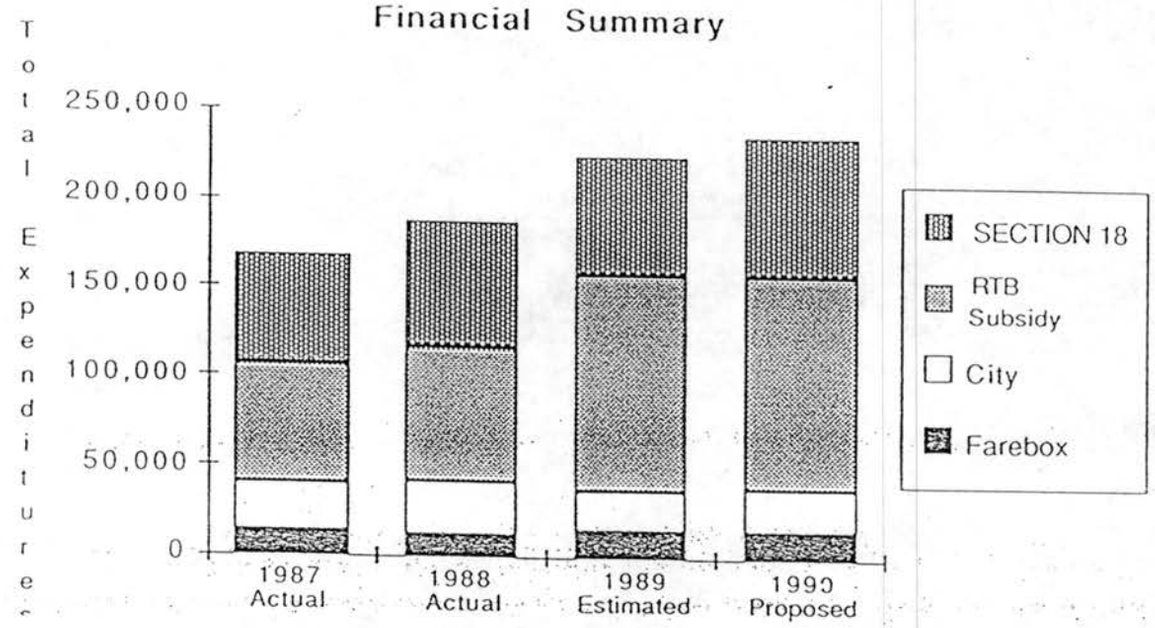
RURAL: CARVER COUNTY RURAL TRANSPORTATION SERVICES--"CARTS"

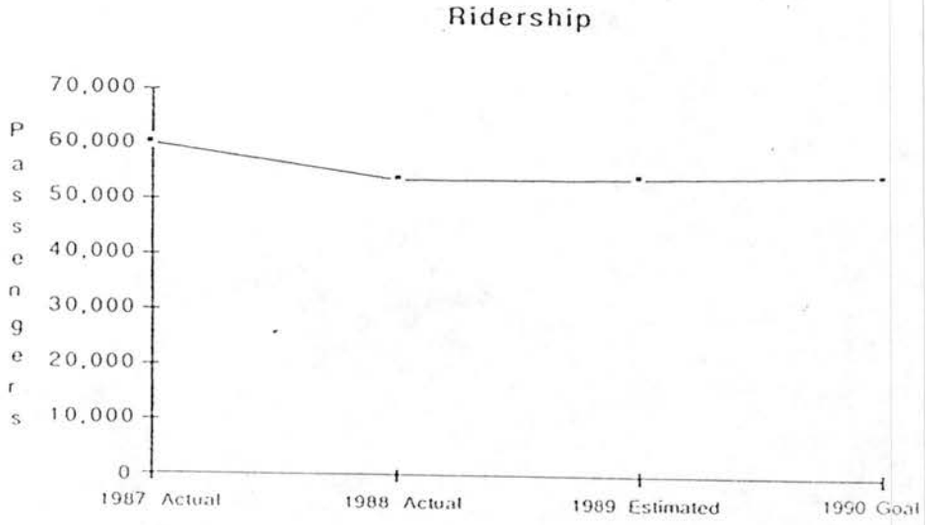
Type of Service	Demand-responsive and flexible fixed route service, supplemented by approximately 45 volunteer drivers, for the elderly, economically disadvantaged, and handicapped individuals.
Service Area	Carver County, including Chanhassen, Chaska, Carver, Cologne, Young America, Norwood, Hamburg, Mayer, New Germany, Waconia, Watertown, and Victoria.
Operator	Carver County Community Social Services.
Vehicles	5 medium buses (with lifts), 2 vans with lifts, 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.

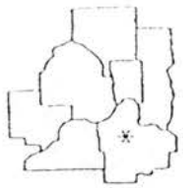
Highlights

- Additional RTB state funds are proposed in 1990, as in 1989, to make up for decreased federal funds.
- Expanded service demand in the Norwood/Young America exurban area has increased cost in service operation and personnel cost for 1989.
- New service expansion in the exurban area will provide support employment transportation service for developmentally disabled persons.
- The proposed 1990 contract amount includes cost of living adjustments for six drivers and one dispatcher and increased fuel expenditure due to the county discontinuing its underground fuel storage in 1989.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$168,366	$187,748	$225,000	$236,250	5.00%
Funding Sources					
• Federal Section 18	$62,328	$70,738	$67,323	$66,525	-1.20%
• State	$39,001	$48,213	$78,927	$87,037	11.00%
• Property Taxes	$27,222	$26,946	$42,088	$44,322	5.31%
• Local					
- City	$27,269	$30,948	$22,662	$23,866	5.31%
- Fares	$12,546	$10,903	$14,000	$14,500	3.57%
Passengers	60,183	53,880	54,298	55,000	1.29%
Hours of Service	18,135	19,871	20,832	21,500	3.21%
Miles of Service	330,646	362,516	399,982	410,500	2.63%
Performance Measures					
• Cost/Passenger	$2.80	$3.48	$4.14	$4.30	3.66%
• Subsidy/Passenger	$2.59	$3.28	$3.89	$4.03	3.75%
• Passengers/Hour	3.32	2.71	2.61	2.56	-1.85%
• Cost/Hour	$9.28	$9.45	$10.80	$10.99	1.74%
• Farebox Recovery	7.45%	5.81%	6.22%	6.14%	-1.36%


Financial Summary
Total Expenditures
250,000
200,000
150,000
100,000
50,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
SECTION 18
RTB Subsidy
City
Farebox


Ridership
Passengers
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



RURAL: DAKOTA COUNTY
(VOLUNTEER TRANSPORTATION PROGRAM)

Type of Service	Demand-responsive, volunteer-driver transportation service for Dakota County residents.
Service Area	Dakota County.
Operator	Community Action Council (CAC) and Neighbors, Inc.
Vehicles	Volunteer drivers' cars.
Service Hours	Monday - Friday 8:00 a.m. - 4:45 p.m.
Fares	None.

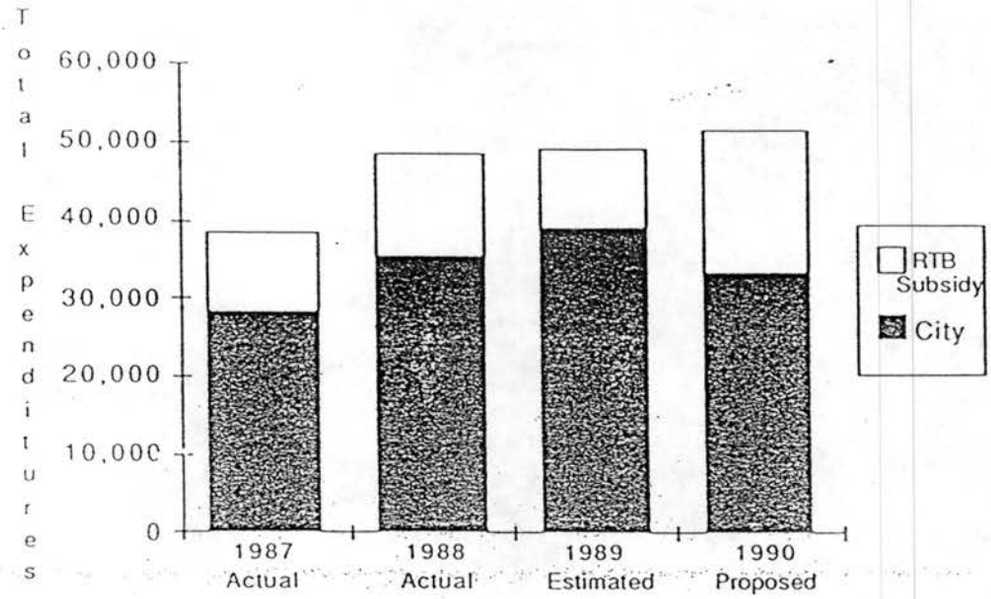
Highlights

- New staff driver hired in 1989 will assist and supplement the Volunteer Transportation Program. Approximately 50 percent of the miles incurred by this driver in 1989 is in the exurban area.
- 1990 ridership is projected to increase 4.5 percent.
- In 1989, 37 percent of the service miles were incurred in the exurban area; the 1990 projection is 47 percent.

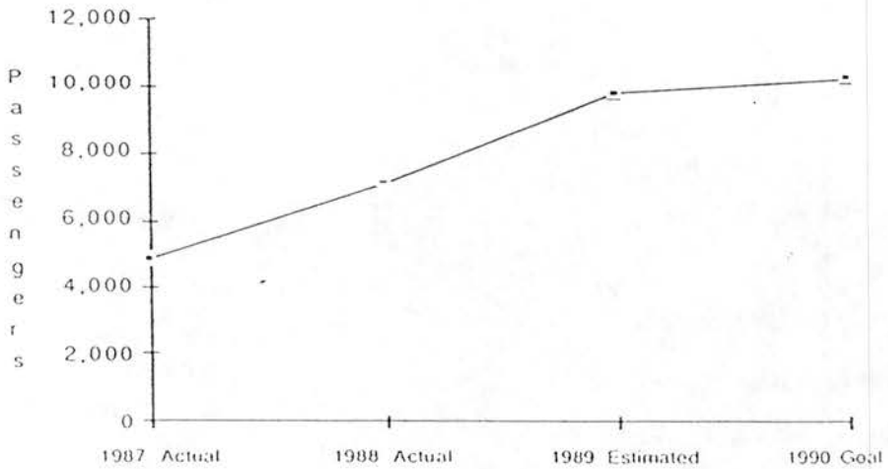
	1987 Actual	1988 Actual	1989 Estimated*	1990 Proposed	Percent Change
Total Expenses	$38,391	$48,683	$49,396	$51,618	4.50%
Funding Sources					
• Property Taxes	$10,214	$13,556	$10,800	$18,277	69.23%
• Local					
- City	$28,177	$35,127	$38,596	$33,341	-13.62%
Passengers	4,866	7,098	9,818	10,260	4.50%
Hours of Service	3,998	5,805	7,809	8,160	4.49%
Miles of Service	67,286	103,162	149,445	156,169	4.50%
Performance Measures					
• Cost/Passenger	$7.89	$6.86	$5.03	$5.03	0.00%
• Subsidy/Passenger	$7.89	$6.86	$5.03	$5.03	0.00%
• Passengers/Hour	1.22	1.22	1.26	1.26	0.01%
• Cost/Hour	$9.60	$8.39	$6.33	$6.33	0.00%

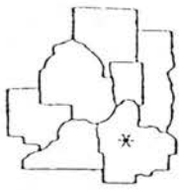
* Estimated 1989 expenses are 15.7 percent over budget.

Financial Summary



Ridership





RURAL: 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	18 medium buses; all except one have wheelchair lifts.
Service Hours	Regular Senior Service: Monday-Friday, 8 a.m. - 4 p.m. Special Contract Handicapped Expanded Service: 6 a.m. - 11 p.m., seven days a week. Contract Fixed Route: varies by contract.
Fares	Suggested donation of $1.00 per trip.

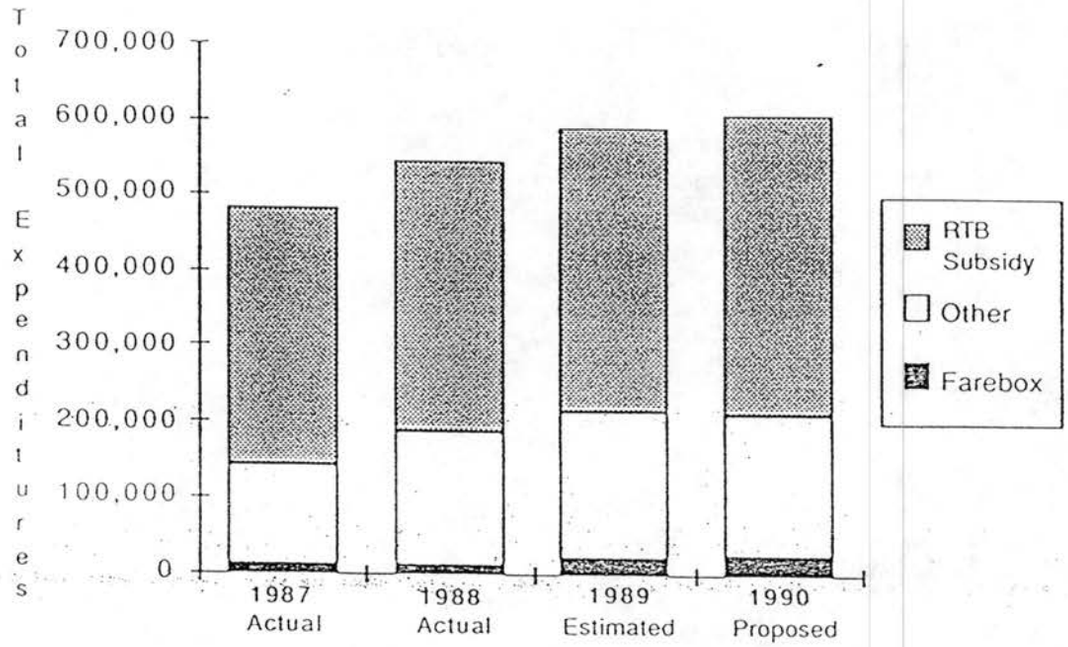
Highlights

- The proposed 1990 budget is projected to increase 3 percent over 1989 actual expenditures.
- Farebox revenue is projected to increase.

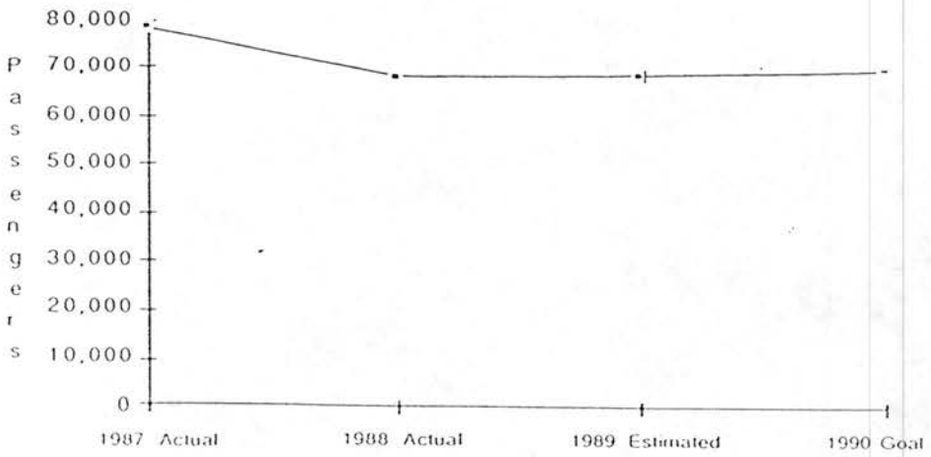
	1987 Actual	1988 Actual	1989 Estimated*	1990 Proposed	Percent Change
Total Expenses	$481,722	$547,845	$591,374	$608,708	3.00%
Funding Sources					
• State	$251,550	$261,134	$273,374	$292,945	7.16%
• Property Taxes	$91,542	$100,464	$102,634	$103,165	0.52%
• Local					
- Other	$129,674	$177,260	$196,741	$188,598	-4.14%
- Fares	$8,956	$8,987	$18,625	$24,000	28.86%
Passengers	78,498	68,447	68,800	70,000	1.74%
Hours of Service	19,733	22,584	24,022	24,500	1.99%
Miles of Service	320,376	347,352	348,000	350,000	0.57%
Performance Measures					
• Cost/Passenger	$6.14	$8.00	$8.60	$8.70	1.17%
• Subsidy/Passenger	$6.02	$7.87	$8.32	$8.35	0.34%
• Passengers/Hour	3.98	3.03	2.86	2.86	-0.24%
• Cost/Hour	$24.41	$24.26	$24.62	$24.85	0.92%
• Farebox Recovery	1.86%	1.64%	3.15%	3.94%	25.19%

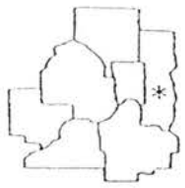
* Estimated 1989 esperses are 9.4 percent over budget.

Financial Summary



Ridership





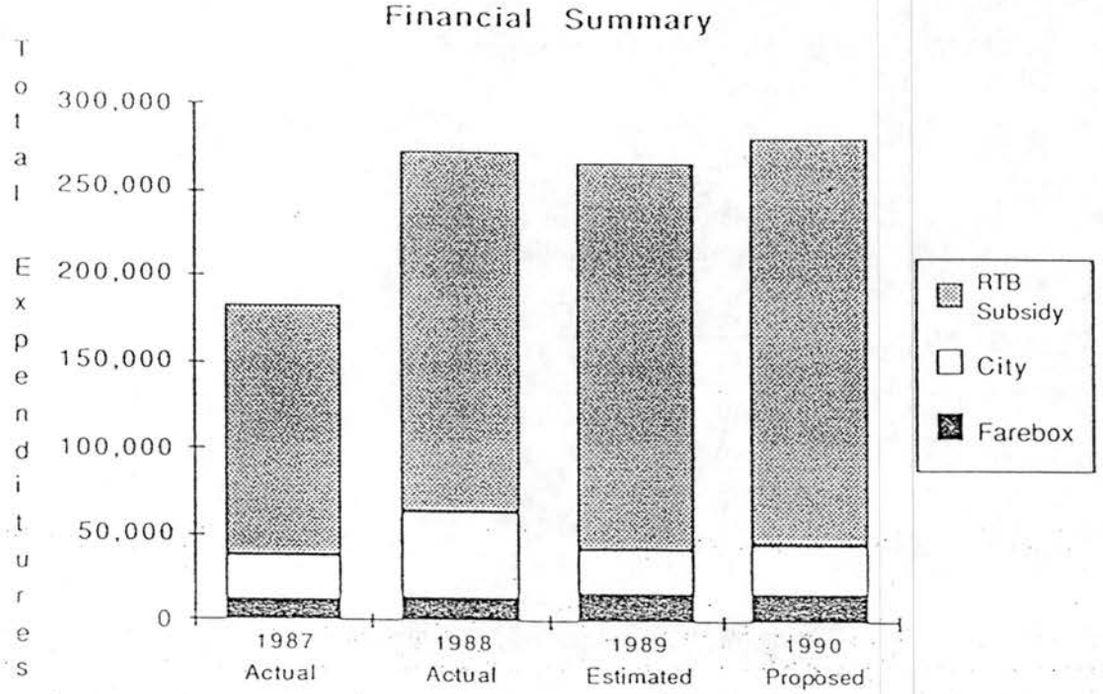
RURAL: HUMAN SERVICES, INC. TRANSPORTER OF WASHINGTON COUNTY

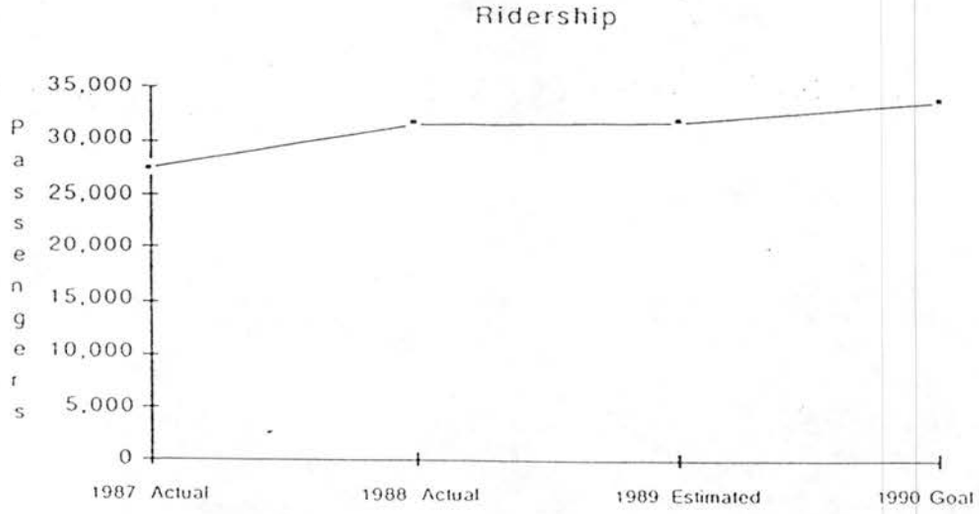
Type of Service	Demand-responsive for elderly and disabled residents.
Service Area	Washington County and St. Paul proper, including the downtown area and surrounding medical facilities.
Operator	Human Services, Inc.
Vehicles	8 vans (3 with lifts), 2 medium buses (with lifts), and 1 small bus with lift.
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

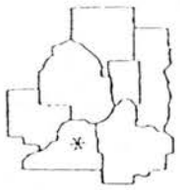
Highlights

- Same level of service is projected for 1990, ridership is proposed to increase 6.3 percent.
- Driver assistant dispatcher position to be added.
- Marketing plans for 1990 include a community awareness program as a mechanism to increase local revenues.
- 1990 proposed budget increased 5 percent over 1989 actual.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$184,597	$272,843	$268,401	$281,821	5.00%
Funding Sources					
• State	$118,601	$167,751	$174,461	$183,184	5.00%
• Property Taxes	$26,825	$41,050	$50,499	$53,389	5.72%
• Local					
- City	$25,995	$50,870	$27,191	$28,748	5.73%
- Fares	$12,618	$13,172	$16,250	$16,500	1.54%
Passengers	27,356	31,741	32,000	34,000	6.25%
Hours of Service	7,736	9,538	10,656	11,000	3.23%
Miles of Service	145,137	181,479	180,000	181,500	0.83%
Performance Measures					
• Cost/Passenger	$6.75	$8.60	$8.39	$8.29	-1.18%
• Subsidy/Passenger	$6.29	$8.18	$7.88	$7.80	-0.97%
• Passengers/Hour	3.54	3.33	3.00	3.09	2.93%
• Cost/Hour	$23.86	$28.61	$25.19	$25.62	1.72%
• Farebox Recovery	6.84%	4.83%	6.05%	5.85%	-3.30%


Financial Summary
Total Expenditures
300,000
250,000
200,000
150,000
100,000
50,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
City
Farebox


Ridership
Passengers
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



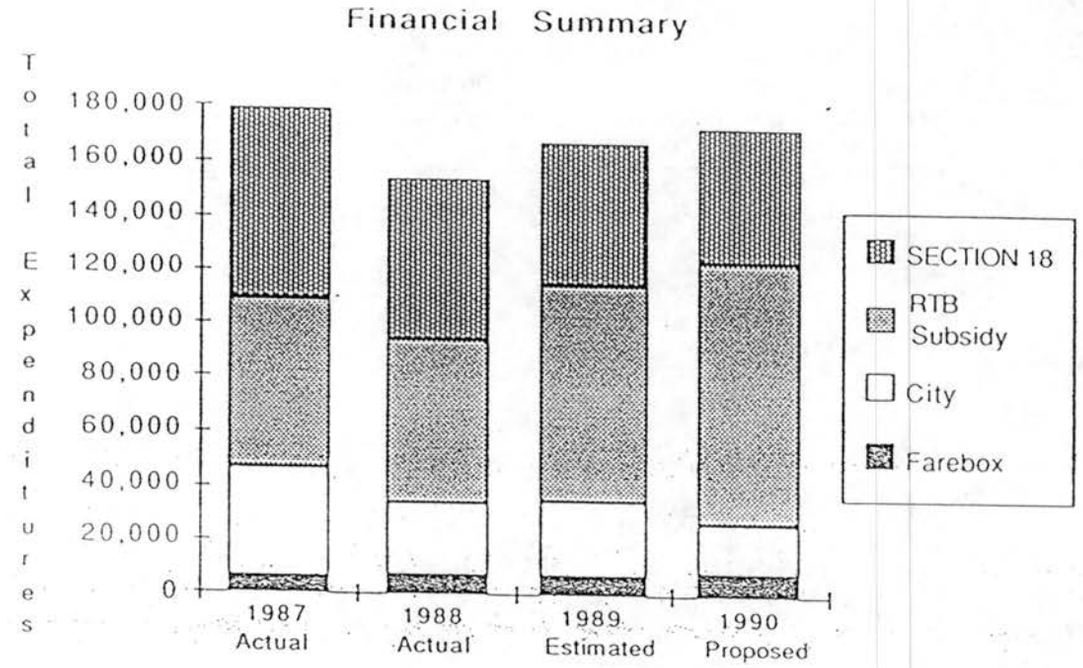
RURAL: SCOTT COUNTY HUMAN SERVICES

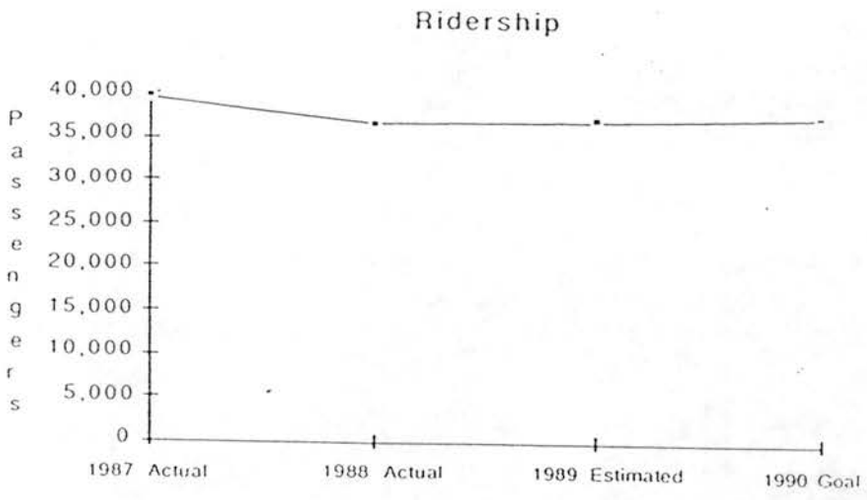
Type of Service	Combined fixed route, dial-a-ride, and volunteer driver program designed to serve elderly and disabled persons.
Service Area	All of Scott County--Shakopee, Savage, Prior Lake, Jordan, Elko, New Market, New Prague, and Belle Plaine.
Operator	Scott County Human Services Department.
Vehicles	4 vans, 2 medium buses (with lifts), and 1 small bus (with lift).
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

Highlights

- The federal funding share will decrease 5.7 percent from 1989 to 1990. Additional state funds are proposed to make up the difference.
- 1990 ridership is projected to be stable.
- The 1990 farebox revenue is projected to increase 16.19 percent.
- Service to provide support employment trips for developmentally disabled may be planned in 1990.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$179,350	$153,621	$167,607	$173,473	3.50%
Funding Sources					
• Federal Section 18	$69,508	$58,904	$52,771	$49,792	-5.65%
• State	$43,443	$36,815	$50,108	$62,966	25.66%
• Property Taxes	$19,787	$25,034	$31,133	$34,592	11.11%
• Local					
- City	$41,003	$26,507	$27,140	$18,624	-31.38%
- Fares	$5,609	$6,361	$6,455	$7,500	16.19%
Passengers	39,438	36,619	37,000	37,500	1.35%
Hours of Service	14,750	13,450	16,000	17,000	6.25%
Miles of Service	245,047	223,879	225,000	235,000	4.44%
Performance Measures					
• Cost/Passenger	$4.55	$4.20	$4.53	$4.63	2.12%
• Subsidy/Passenger	$4.41	$4.02	$4.36	$4.43	1.62%
• Passengers/Hour	2.67	2.72	2.31	2.21	-4.61%
• Cost/Hour	$12.16	$11.42	$10.48	$10.20	-2.59%
• Farebox Recovery	3.13%	4.14%	3.85%	4.32%	12.26%


Financial Summary
Total Expenditures
180,000
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
SECTION 18
RTB Subsidy
City
Farebox


Ridership
Passengers
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal

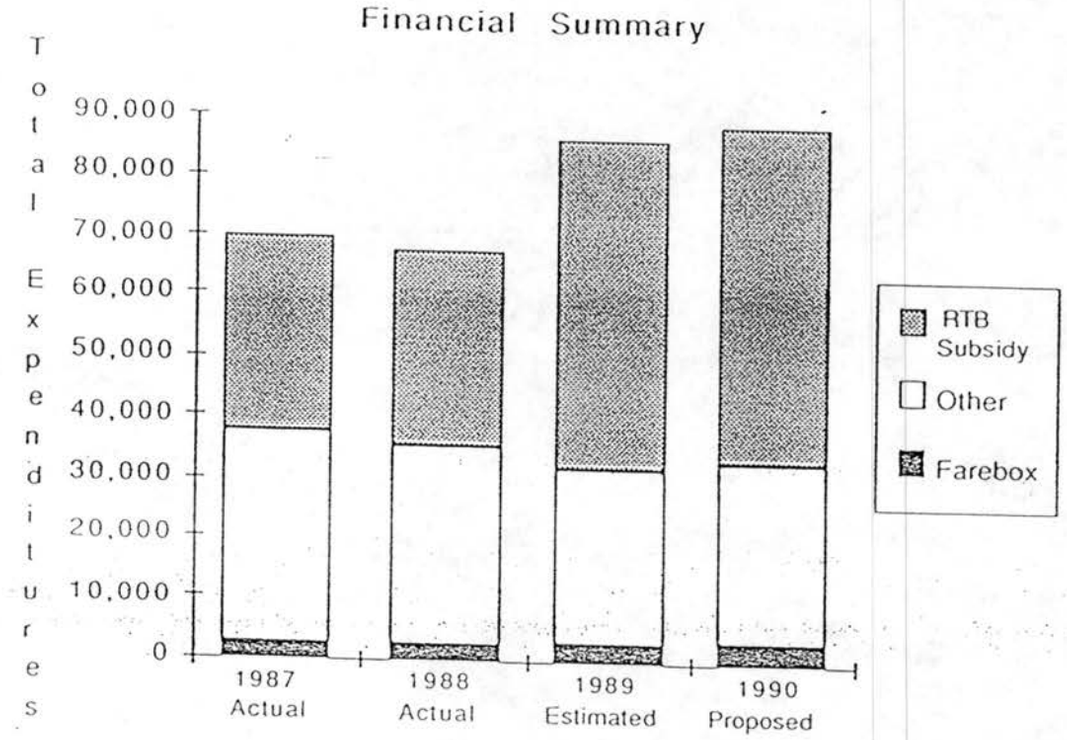
RURAL: SENIOR COMMUNITY SERVICES

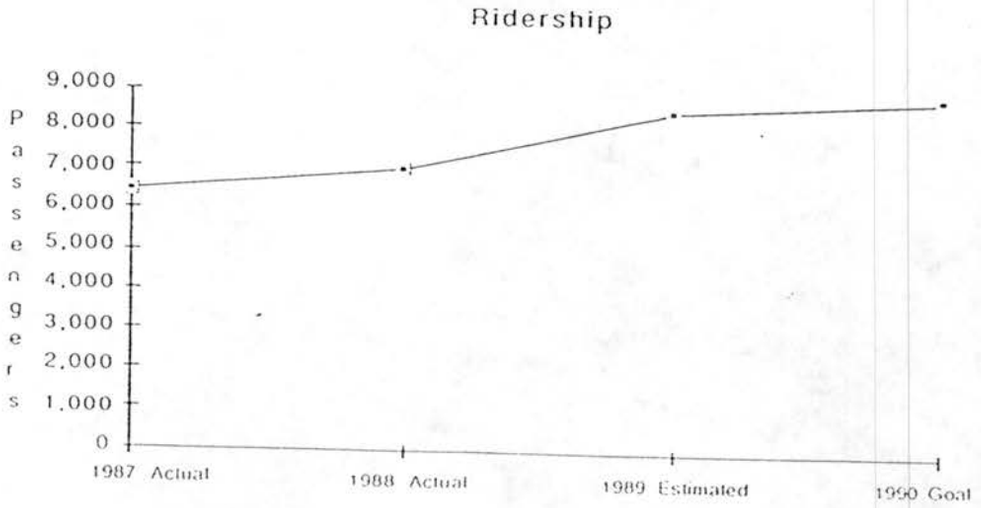
Type of Service	Dial-a-ride service with daily trips to the senior center, doctor appointments, as well as connections with MTC regular route service and Metro Mobility.
Service Area	Independence (north of County Road 6), Maple Plain, Loretto, Corcoran, western Medina, Delano, Rockford, and Greenfield.
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.

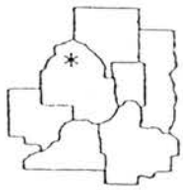
Highlights

- Level of service in 1990 expected to increase over 1989 due to the new 16(b)(2) accessible vehicle.
- There was a significant increase in rides requested through the volunteer driver program in 1989.
- Passenger fares in 1990 are projected to increase 6.4 percent.
- New promotional and marketing activities to increase ridership are planned for 1990.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$70,145	$68,099	$86,376	$89,399	3.50%
Funding Sources					
• Property Taxes	$32,452	$32,849	$54,251	$56,094	3.40%
• Local					
- Fares	$2,295	$2,400	$2,913	$3,100	6.42%
- Other (SCS)	$35,398	$32,850	$29,212	$30,205	3.40%
Passengers	6,456	7,000	8,500	8,900	4.71%
Hours of Service	1,741	2,400	2,956	3,100	4.87%
Miles of Service	16,641	19,000	26,444	28,000	13.45%
Performance Measures					
• Cost/Passenger	$10.87	$9.73	$10.16	$10.04	-1.15%
• Subsidy/Passenger	$10.51	$9.39	$9.82	$9.70	-1.25%
• Passengers/Hour	3.71	2.92	2.88	2.87	-0.16%
• Cost/Hour	$40.29	$28.37	$29.22	$28.84	-1.31%
• Farebox Recovery	3.27%	3.52%	3.37%	3.47%	2.82%


Financial Summary
Total Expenditures
90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
Other
Farebox


Ridership
Passengers
9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



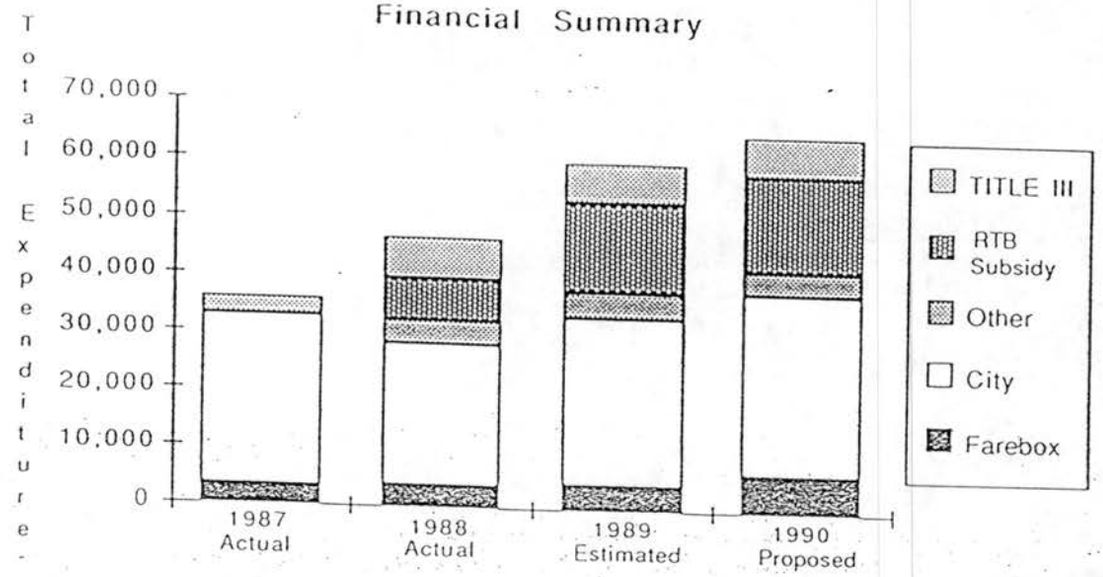
RURAL: SENIOR TRANSPORTATION PROGRAM

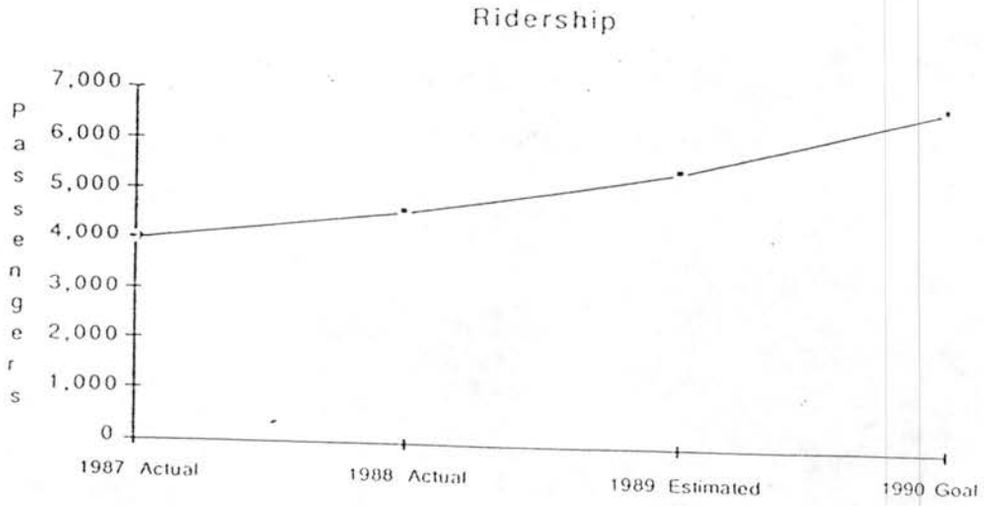
Type of Service	Demand-responsive for elderly and disabled persons.
Service Area	Northwest Suburban Hennepin County, including Brooklyn Park, Champlin, Dayton, Hassan Township, Maple Grove and Rogers.
Operator	A Joint Powers Agreement among the cities of Brooklyn Park, Champlin, Dayton, and Maple Grove governs the 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. - 4:30 p.m.
Fares	Donations.

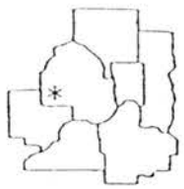
Highlights

- Recommended service expansion for weekends and evening group trips is projected for 1990.
- 1990 budget increased eight percent over 1989 budget due to two new staff positions and costs incurred for office equipment, etc., for new office space in the Champlin Community Center.
- 1990 ridership is projected to increase 23 percent.
- The 1990 farebox revenue is projected to increase 45 percent.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$35,922	$46,620	$60,000	$64,800	8.00%
Funding Sources					
• Federal Title III	$2,900	$7,000	$7,000	$7,000	0.00%
• Property Taxes	$0	$7,628	$15,600	$16,200	3.85%
• Local					
- City	$29,792	$24,605	$29,400	$31,200	6.12%
- Fares	$3,230	$3,624	$4,000	$6,300	57.50%
- Other	$0	$3,763	$4,000	$4,100	2.50%
Passengers	3,982	4,606	5,486	6,760	23.22%
Hours of Service	1,052	1,960	2,302	2,600	12.95%
Miles of Service	18,365	40,670	55,925	58,000	3.71%
Performance Measures					
• Cost/Passenger	$9.02	$10.12	$10.94	$9.59	-12.35%
• Subsidy/Passenger	$8.21	$9.33	$10.21	$8.65	-15.22%
• Passengers/Hour	3.79	2.35	2.38	2.60	9.10%
• Cost/Hour	$34.15	$23.79	$26.06	$24.92	-4.38%
• Farebox Recovery	8.99%	7.77%	6.67%	9.72%	45.83%


Financial Summary
Total Expenditure
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
TITLE III
RTB Subsidy
Other
City
Farebox


Ridership
Passengers
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



RURAL: WESTONKA RIDES

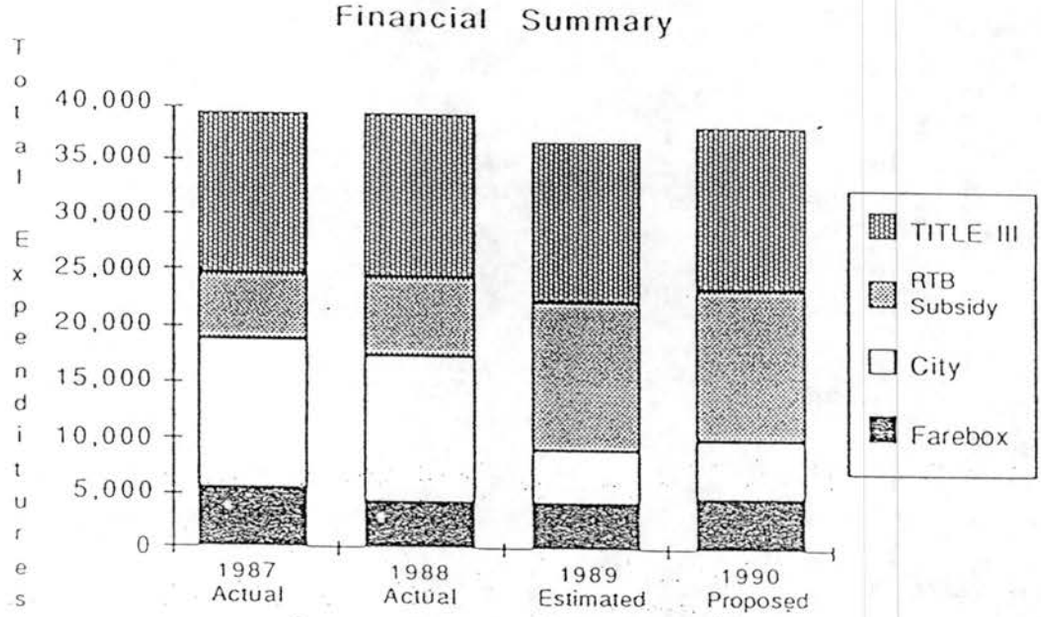
Type of Service	Demand-responsive, variable route service for elderly, disabled and transit dependent persons.
Service Area	Independence, Minnetrista, Mound, Orono, Spring Park, St. Bonifacius, and Minnetonka Beach.
Operator	Community Services Department, Independent School District No. 277, Westonka Schools.
Vehicles	1 medium bus, 1 van (both of which are handicapped accessible) and volunteer drivers' cars.
Service Hours	Monday-Friday 8:00 a.m. - 3:00 p.m. Sunday 9:00 a.m. - 1:00 p.m.
Fares	Suggested donations based on distance.

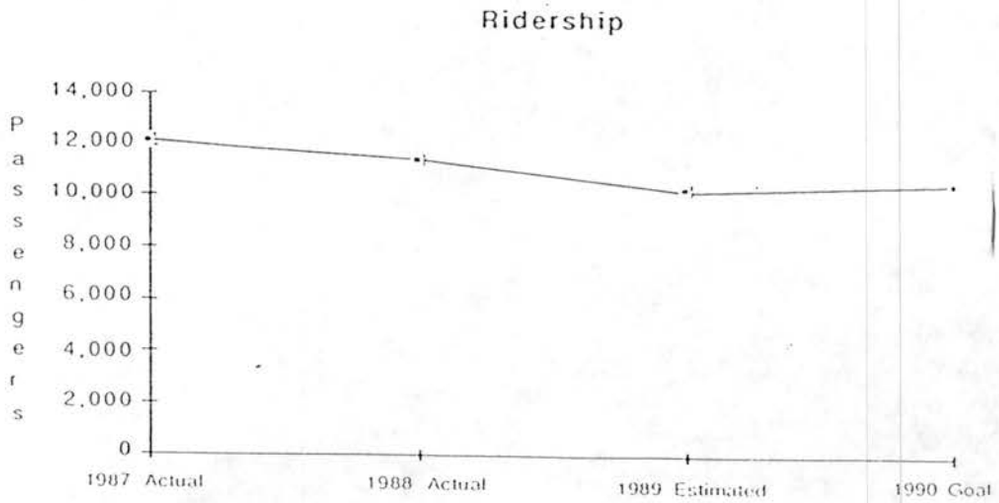
Highlights

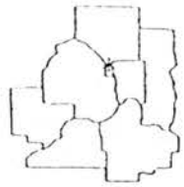
- It is projected that ridership will increase 2 percent in 1990.
- The 1990 farebox revenue is projected to increase 10 percent.
- Proposed source of funding change to Metropolitan Council Title IIIb in 1991.

	1987 Actual	1988 Actual	1989 Estimated*	1990 Proposed	Percent Change
Total Expenses	$39,292	$39,182	$37,005	$38,300	3.50%
Funding Sources					
• Federal Title III	$14,710	$14,710	$14,710	$14,710	0.00%
• Property Taxes	$5,692	$7,200	$13,500	$13,500	0.00%
• Local					
- City	$13,400	$13,193	$4,688	$5,590	19.24%
- Fares	$5,490	$4,079	$4,107	$4,500	9.57%
Passengers	12,162	11,367	10,282	10,500	2.12%
Hours of Service	1,500	2,000	1,800	1,900	5.56%
Miles of Service	19,555	16,687	16,800	16,900	0.60%
Performance Measures					
• Cost/Passenger	$3.23	$3.45	$3.60	$3.65	1.35%
• Subsidy/Passenger	$2.78	$3.09	$3.20	$3.22	0.61%
• Passengers/Hour	8.11	5.68	5.71	5.53	-3.25%
• Cost/Hour	$26.19	$19.59	$20.56	$20.16	-1.95%
• Farebox Recovery	13.97%	10.41%	11.10%	11.75%	5.86%

*Based on six-month projections.


Financial Summary
Total Expenditures
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
TITLE III
RTB Subsidy
City
Farebox


Ridership
Passengers
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



SMALL URBAN: CITY OF COLUMBIA HEIGHTS

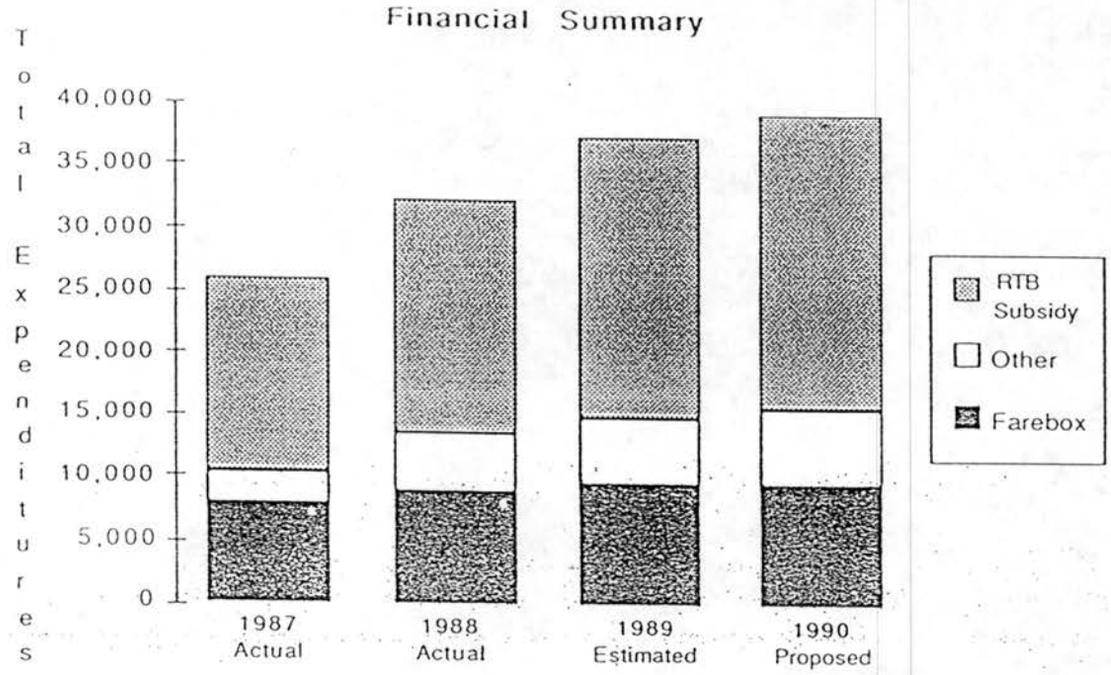
Type of Service	Demand-responsive for area residents, provided through a one-day advance reservation, shared-ride taxi service.
Service Area	Columbia Heights and Hilltop, including Apache Plaza, Red Owl, Bakers Square, Target, and Fridley Plaza Clinic.
Operator	Yellow Taxi Service Corporation or Suburban Taxi.
Service Hours	Monday-Friday 6 a.m. - 8 p.m. Weekends 8 a.m. - 6 p.m.
Fares	$ .50 - elderly (75%); handicapped (2%); children (3% of ridership) $1.00 - all others (20% of ridership) $1.75 - without prepaid ticket

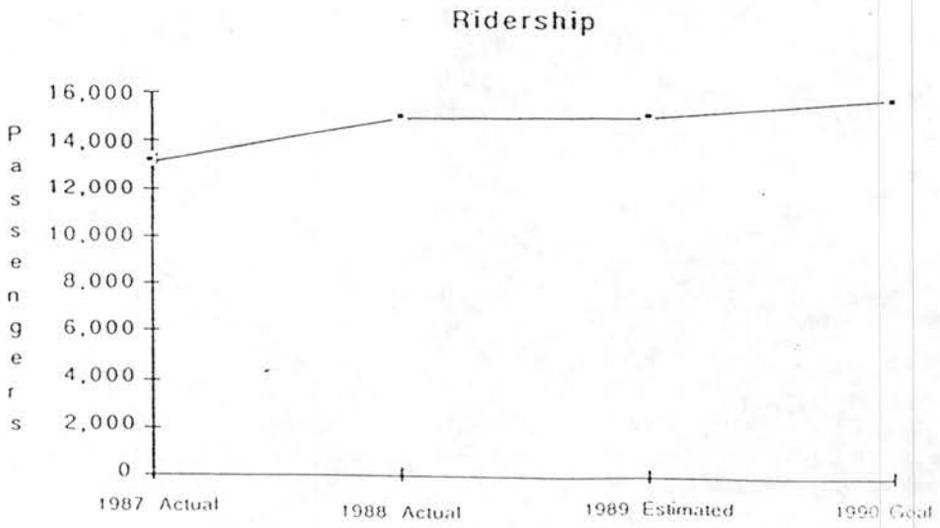
Highlights

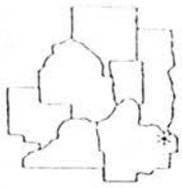
- City administrative salaries increase 13.6 percent in 1990 due to comparable worth settlements.
- 1990 ridership is expected to increase 4.24 percent because of additional marketing efforts in new areas of Columbia Heights.

	1987 Actual	1988 Actual	1989 Estimated*	1990 Proposed	Percent Change
Total Expenses	$26,032	$32,387	$37,338	$39,205	5.00%
Funding Sources					
• State	$15,619	$18,848	$22,402	$23,523	5.00%
• Local					
- Fares	$7,730	$8,961	$9,514	$9,600	0.90%
- City	$2,683	$4,578	$5,420	$6,082	12.19%
Passengers	13,181	15,131	15,250	15,897	4.24%
Hours of Service	837	814	850	880	3.53%
Miles of Service	16,465	15,555	16,000	16,342	2.14%
Performance Measures					
• Cost/Passenger	$1.97	$2.14	$2.45	$2.47	0.73%
• Subsidy/Passenger	$1.39	$1.55	$1.82	$1.86	2.07%
• Passengers/Hour	15.75	18.59	17.94	18.06	0.69%
• Cost/Hour	$31.10	$39.79	$43.93	$44.55	1.42%
• Farebox Recovery	29.69%	27.67%	25.48%	24.49%	-3.90%

* Estimated 1989 expenses are 4.5 percent over budget.


Financial Summary
Total Expenditures
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
Other
Farebox


Ridership
Passengers
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



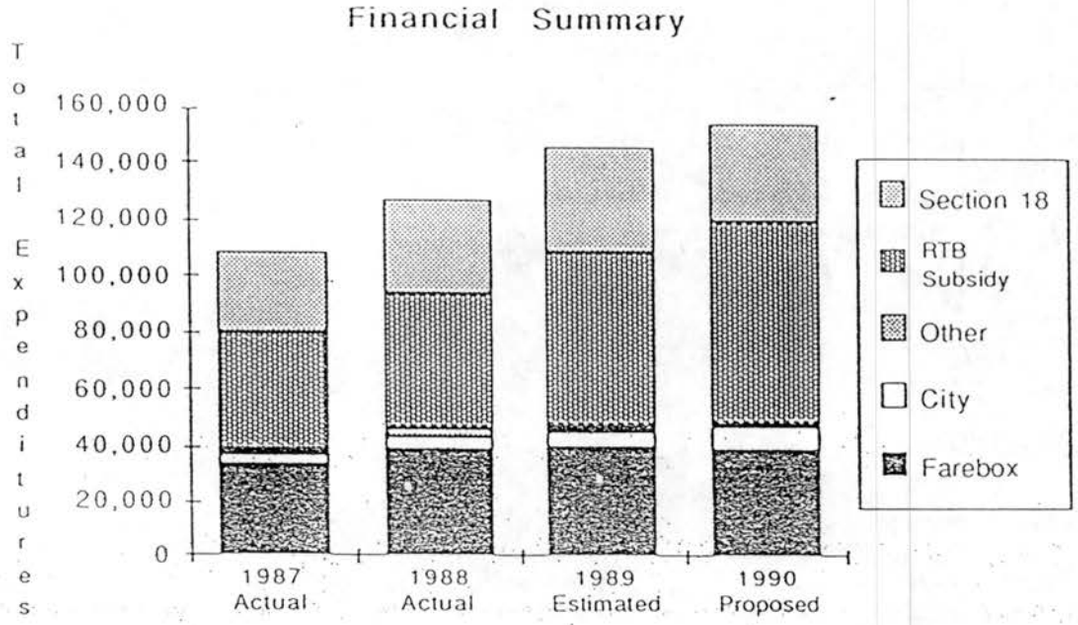
SMALL URBAN: CITY OF HASTINGS--"TRAC"

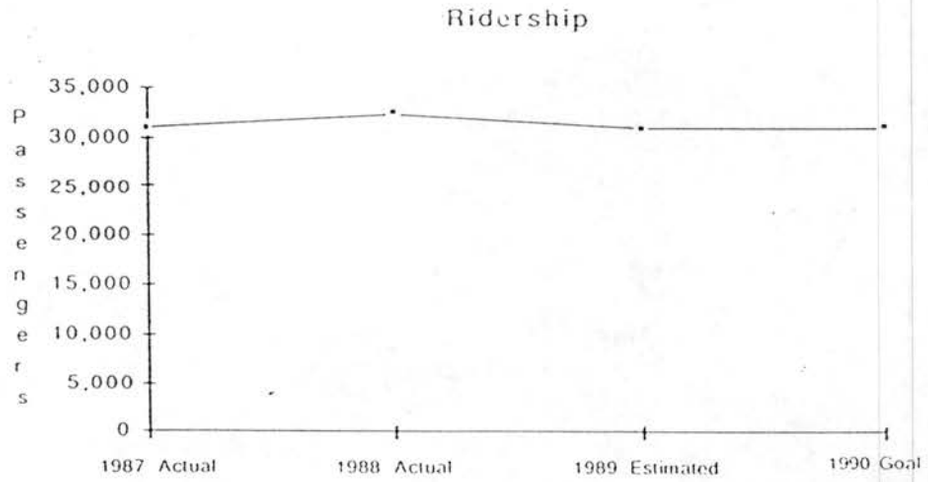
Type of Service	Demand-responsive for area residents.
Service Area	City of Hastings.
Operator	City of Hastings.
Vehicles	3 medium, lift-equipped buses and 1 van.
Service Hours	Weekdays 6 a.m. - 9 a.m. and 3 p.m. - 6 p.m. (subscription and dial-a-ride) 9:30 a.m. - 2:30 p.m. (dial-a-ride) Saturday 9:00 a.m. - 12:00 noon (dial-a-ride)
Fares	$1.20 - token $1.25 - advance notice $1.50 - same-day service

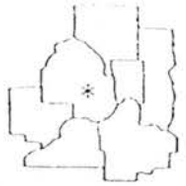
Highlights

- 1990 operating expense is 5.4 percent higher than 1989 actual due to salary adjustments and increased costs for maintenance/repairs and fuel.
- Federal funding has decreased nine percent from 1989 to 1990 for the second consecutive year of cutbacks.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$109,190	$127,832	$146,366	$154,318	5.43%
Funding Sources					
• Federal (Section 18)	$29,434	$34,073	$37,605	$34,240	-9.00%
• State	$36,340	$43,090	$50,515	$58,351	15.51%
• Property Taxes	$4,231	$4,590	$11,260	$12,925	14.79%
• Local					
- City	$4,231	$4,590	$5,606	$8,616	53.69%
- Fares	$32,658	$39,008	$39,780	$38,686	-2.75%
- Other	$2,296	$2,481	$1,600	$1,500	-6.25%
Passengers	30,960	32,428	31,000	31,200	0.65%
Hours of Service	5,674	6,287	6,424	6,678	3.95%
Miles of Service	57,051	67,527	70,000	70,000	0.00%
Performance Measures					
• Cost/Passenger	$3.53	$3.94	$4.72	$4.95	4.76%
• Subsidy/Passenger	$2.47	$2.74	$3.44	$3.71	7.79%
• Passengers/Hour	5.46	5.16	4.83	4.67	-3.18%
• Cost/Hour	$19.24	$20.33	$22.78	$23.11	1.42%
• Farebox Recovery	29.91%	30.52%	27.18%	25.07%	-7.76%


Financial Summary
Total Expenditures
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
Section 18
RTB Subsidy
Other
City
Farebox


Ridership
Passengers
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



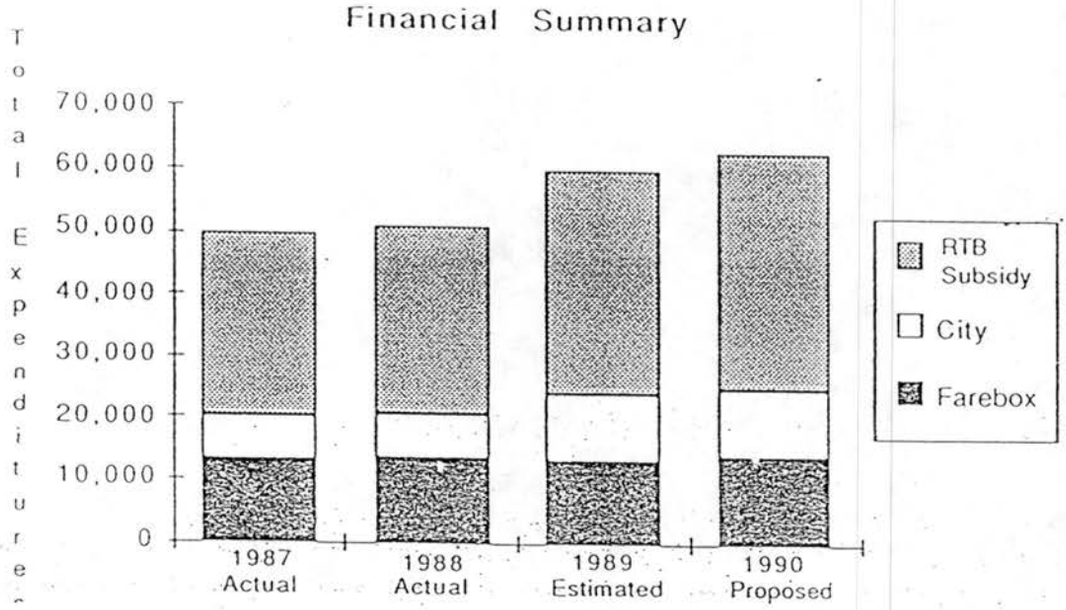
SMALL URBAN: CITY OF HOPKINS--"HOP-A-RIDE"

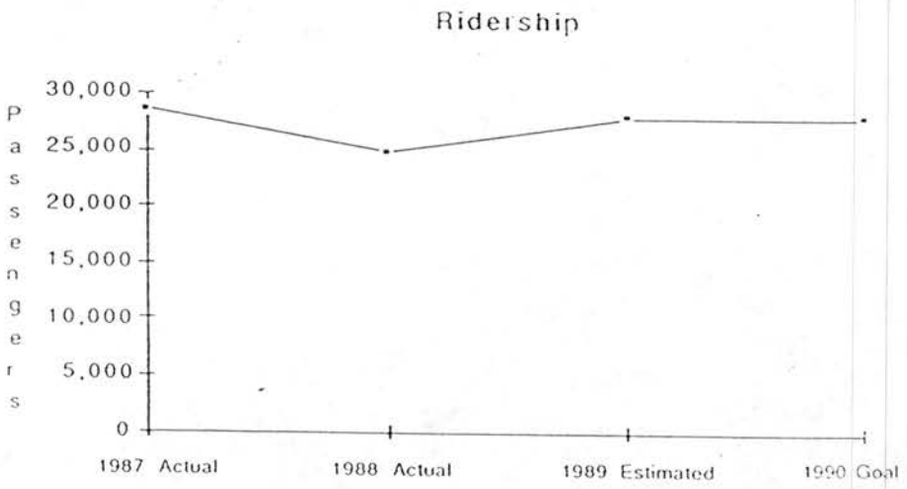
Type of Service	Demand-responsive for area residents, provided through a one-day advance reservation, shared-ride taxi service.
Service Area	City of Hopkins and Methodist Hospital.
Operator	Town Taxi.
Service Hours	Monday - Saturday 6:00 a.m. - 6:00 p.m.
Fares	$.45--low income fare; $1.00--regular fare; $2.00--cash fare

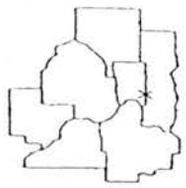
Highlights

- Approximately 85 percent of ridership is low income and 15 percent persons with disabilities.
- 1990 purchase of service represents a six percent increase over the 1989 estimated actual due to the increased 1990 trip reimbursement rate from $1.79 to $1.99.
- Ridership in 1990 is expected to remain stable.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change*
Total Expenses	$50,142	$51,122	$59,825	$62,820	5.01%
Funding Sources					
• State	$30,085	$30,673	$35,895	$37,692	5.01%
• Local					
- City	$6,969	$7,153	$10,845	$11,928	9.99%
- Fares	$13,088	$13,295	$13,085	$13,200	0.88%
Passengers	28,416	24,813	28,000	28,000	0.00%
Hours of Service	2,184	3,600	3,300	3,400	3.03%
Miles of Service	21,660	31,016	33,000	33,100	0.30%
Performance Measures					
• Cost/Passenger	$1.76	$2.06	$2.14	$2.24	5.01%
• Subsidy/Passenger	$1.30	$1.52	$1.67	$1.77	6.16%
• Passengers/Hour	13.01	6.89	8.48	8.24	-2.94%
• Cost/Hour	$22.96	$14.20	$18.13	$18.48	1.92%
• Farebox Recovery	26.10%	26.01%	21.87%	21.01%	-3.93%


Financial Summary
Total Expenditure
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
City
Farebox


Ridership
Passengers
30,000
25,000
20,000
15,000
10,000
5,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



SMALL URBAN: NORTHEAST SUBURBAN TRANSIT--"NEST"

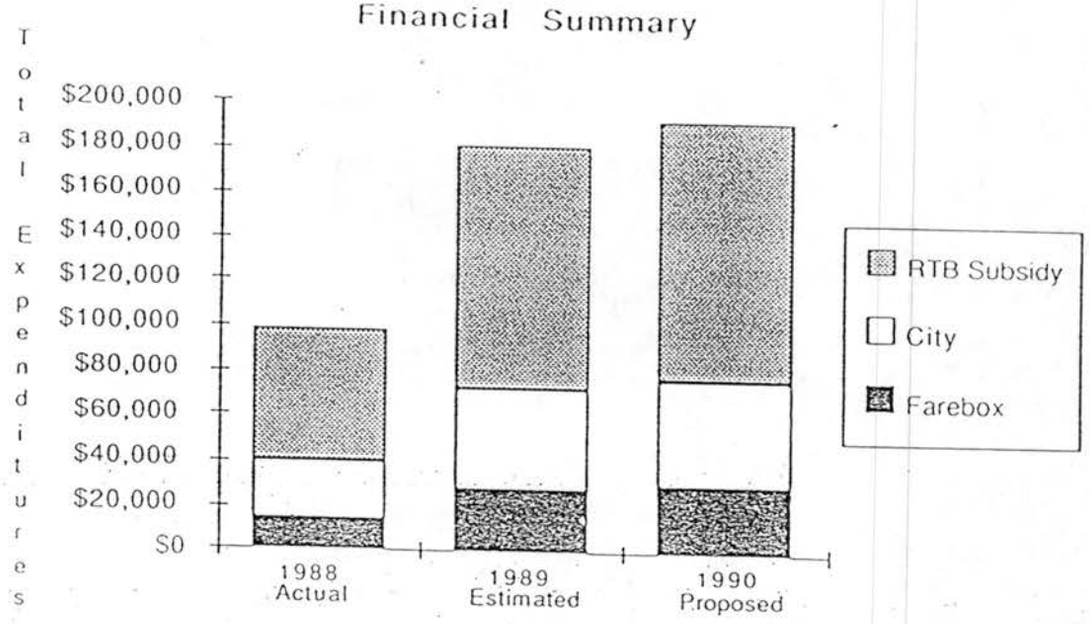
Type of Service	Demand-responsive for area residents.
Service Area	Cities of Maplewood, North St. Paul, and Oakdale; Northeast Metro Tech; Hillcrest, and Sunray shopping centers; and Lakewood College.
Operator	Morley Bus Company.
Vehicles	2 medium vans.
Service Hours	Monday - Friday 6:30 a.m. - 6:30 p.m. Saturday 8:00 a.m. - 3:00 p.m.
Fares	$1.00

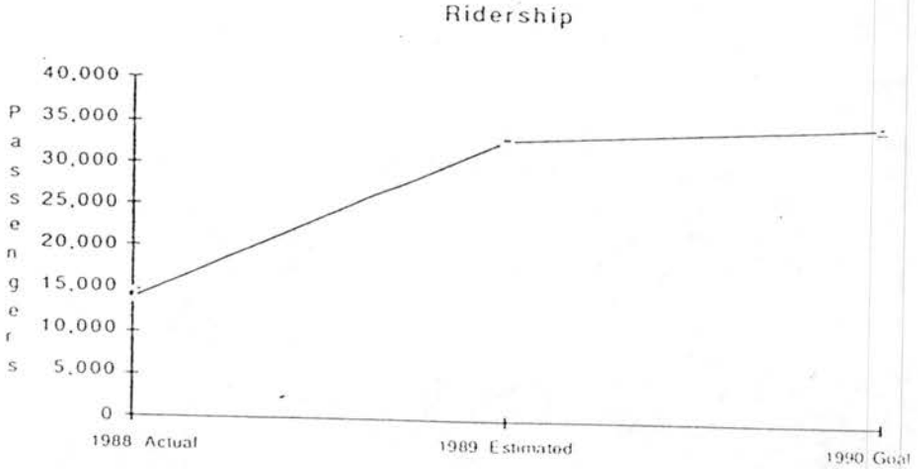
Highlights

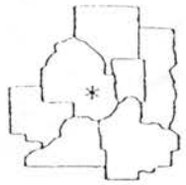
- Service began in May 1988.
- Initial ridership was 500 per month; ridership increased to 2,500 per month.
- A budget amendment for additional ridership was granted in September 1989.
- 18-month demonstration project successfully completed November 1989. RTB subsidy and local support to continue.
- 1990 ridership is projected to increase 6.2 percent due to an excellent marketing plan.
- Additional ridership may merit an additional service vehicle in 1990.

	1988 Actual*	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$99,243	$182,237	$193,535	6.20%
Funding Sources				
• State	$59,545	$109,342	$116,121	6.20%
• Local				
- City	$25,549	$44,895	$47,140	5.00%
- Fares	$14,147	$28,000	$30,274	8.12%
Passengers	13,960	33,075	35,125	6.20%
Hours of Service	3,992	7,188	7,633	6.19%
Miles of Service	81,851	141,688	150,472	6.20%
Performance Measures				
• Cost/Passenger	$7.11	$5.51	$5.51	0.00%
• Subsidy/Passenger	$6.10	$4.66	$4.65	-0.33%
• Passengers/Hour	3.50	4.60	4.60	0.01%
• Cost/Hour	$24.86	$25.35	$25.36	0.01%
• Farebox Recovery	14.25%	15.36%	15.64%	1.81%

* Reflects 8-month figure. Program began in May 1988.


Financial Summary
Total Expenditures
$200,000
$180,000
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
City
Farebox


Ridership
Passengers
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
1988 Actual
1989 Estimated
1990 Goal



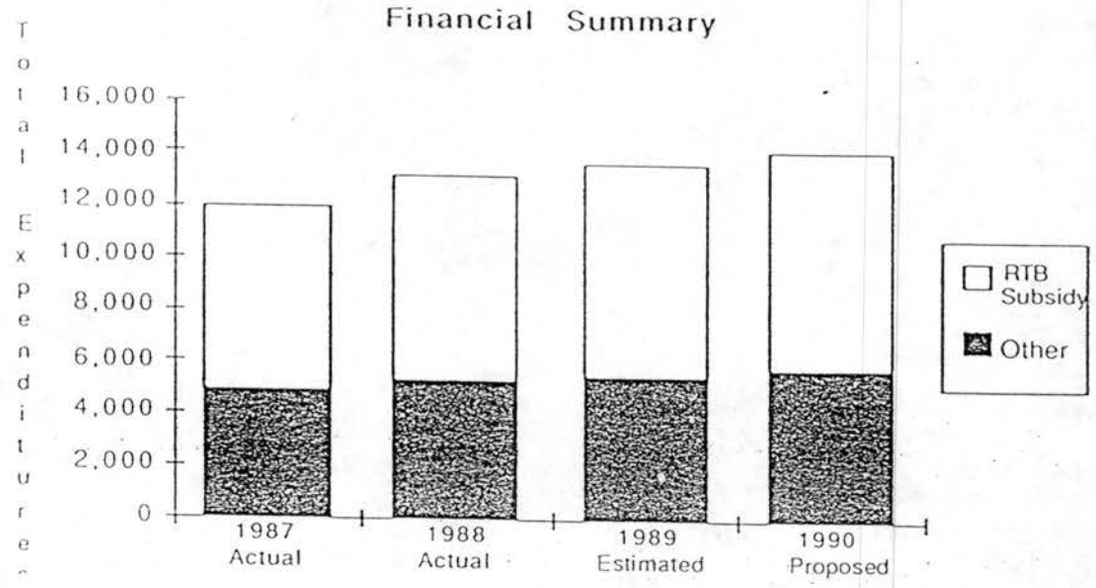
SMALL URBAN: ST. LOUIS PARK EMERGENCY PROGRAM--"STEP"

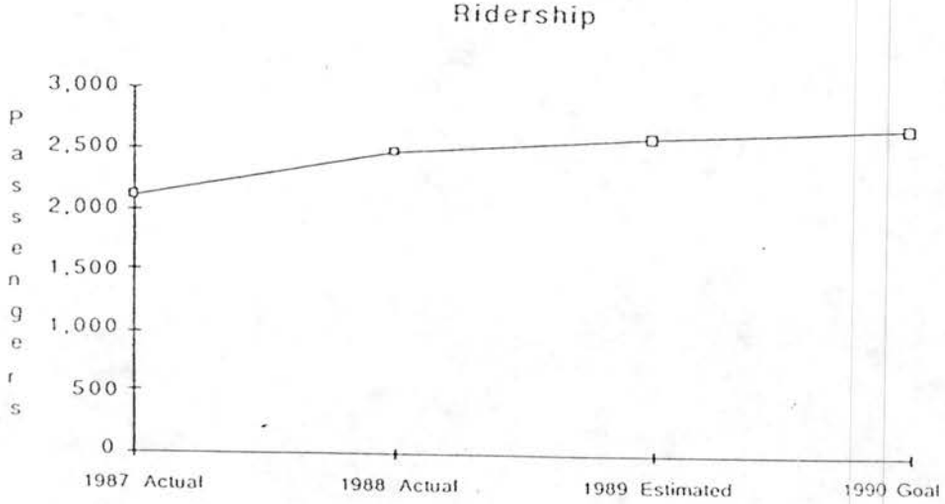
Type of Service	Demand-responsive, volunteer-driver transportation service. Provides transportation for medical appointments only.
Service Area	City of St. Louis Park.
Vehicles	Volunteer driver's cars providing service Monday - Friday 9:00 a.m. to 4:00 p.m.
Fares	Donations.

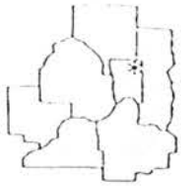
Highlights

- Ridership continues to show a steady increase and is comprised of 95 percent elderly and five percent persons with disabilities.
- Proposed source of funding change to Metropolitan Council Title IIIb in 1991.

	1987 Actual	1988 Actual	1989 Estimated	1990 Proposed	Percent Change
Total Expenses	$11,942	$13,079	$13,671	$14,154	3.53%
Funding Sources					
• State	$7,165	$7,824	$8,202	$8,492	3.54%
• Local	$4,777	$5,255	$5,468	$5,662	3.55%
Passengers	2,117	2,477	2,600	2,700	3.85%
Hours of Service	1,660	1,941	1,980	2,000	1.01%
Miles of Service	16,697	21,264	21,750	22,226	2.19%
Performance Measures					
• Cost/Passenger	$5.64	$5.28	$5.26	$5.24	-0.30%
• Subsidy/Passenger	$5.64	$5.28	$5.26	$5.24	-0.30%
• Passengers/Hour	1.28	1.28	1.31	1.35	2.81%
• Cost/Hour	$7.19	$6.74	$6.90	$7.08	2.50%


Financial Summary
Total Expenditures
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
1987 Actual
1988 Actual
1989 Estimated
1990 Proposed
RTB Subsidy
Other


Ridership
Passengers
3,000
2,500
2,000
1,500
1,000
500
0
1987 Actual
1988 Actual
1989 Estimated
1990 Goal



SMALL URBAN: WHITE BEAR LAKE--"WHITE BEAR AREA TRANSIT" AND "LIONMOBILE"

Type of Service	Demand-responsive for area residents with the Lionmobile serving elderly residents who do not qualify for Metro Mobility.		
Service Area	White Bear Lake, White Bear Township, Birchwood, north of St. Paul, Maplewood Mall. In addition, Lionmobile services White Bear Lake School District, 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	8:30 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	

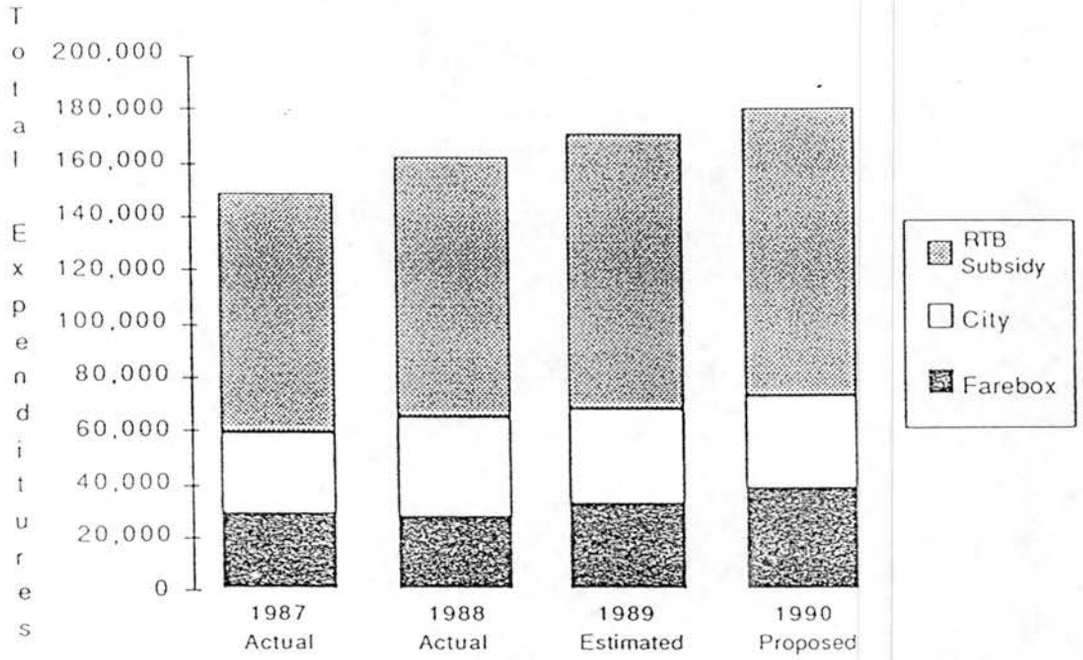
Highlights

- 1989 service expansion program benefitted program ridership figures.
- Expanded service hours of Saturday service to Maplewood Mall will increase ridership.

	1987 Actual	1988 Actual	1989 Estimated*	1990 Proposed	Percent Change
Total Expenses	$148,432	$162,437	$170,847	$180,773	5.81%
Funding Sources					
• State	$89,059	$97,462	$102,508	$108,464	5.81%
• Local					
- City	$30,130	$36,857	$35,714	$37,500	5.00%
- Fares	$29,242	$28,117	$32,625	$34,809	6.69%
Passengers	29,304	28,055	28,875	29,956	3.74%
Hours of Service	6,479	6,615	7,000	7,500	7.14%
Miles of Service	116,164	105,933	110,000	115,000	4.55%
Performance Measures					
• Cost/Passenger	$5.07	$5.79	$5.62	$6.03	1.99%
• Subsidy/Passenger	$4.07	$4.79	$4.55	$4.87	1.79%
• Passengers/Hour	4.52	4.24	4.34	3.99	-3.17%
• Cost/Hour	$22.91	$24.56	$24.41	$24.10	-1.24%
• Farebox Recovery	19.70%	17.31%	19.10%	19.26%	0.84%

* Estimated 1989 expenses are projected to be 3.7 percent over budget.

Financial Summary



Ridership