



Minnesota Regional Transit
Board: Records.

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6/15/92

REGIONAL TRANSIT BOARD

ROLL CALL AND ATTENDANCE SHEET

DATE:

June 30, 1992

c/29

Chy atten

| Member Name | Present | Vote |
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ISSUE

Mike Ehrlichmann

✓

Maryann Campo

✓

wc

Doris Caranicas

✓

✓

Sharon Feess

✓

✓

Ruth Franklin

Val M. Higgins

✓

Sandra Hilary

✓

Ruby Hunt

✓

Tom Sather

✓

Don Scheel

Tom Workman

✓

Visitors

Mike Robertson

Staff

GLA, JH, DV, SM

SM, HB, EK, MK

MF

mff

ORGANIZATIONAL CHALLENGES

RTB/MTC Relationship

* OVERSIGHT

- MTC concern that RTB exercises too much oversight and "micro manages"
- Impression that there would be no MTC oversight if RTB was eliminated
- MTC feels that we haven't given them adequate credit and sometimes undermine their efforts
- Sometimes tension as a result of difference in goals
- MTC concern that we don't adequately involve them in our planning process
- RTB concern that there is no acceptance of RTB, little understanding of RTB functions
- RTB concern that MTC doesn't want to be accountable

* ROLES AND RESPONSIBILITIES FOR SPECIFIC FUNCTIONS

- Fare Policy
- Transit Hubs
- Park-Ride Lots
- Planning (service and facilities planning)
- Travel Demand Management/Ridesharing
- Metro Mobility
- Regional Marketing

* COORDINATION/COMMUNICATION

- Lack of unified public messages
- Lack of communication/notification regarding specific activities

KEY REGIONAL TRANSIT BOARD
ACCOMPLISHMENTS
1984-1992

Handout 6/30/92
by J.H.

1984 **Overview:** Formation of agency and initial hiring of staff.

1985 **Overview:** This was the RTB's first full year of operation. Major efforts focused on meeting legislative requirements, assuming responsibility for provider contracts, taking an active role in both light rail transit and Metro Mobility, projects which were both at key decision points, and initiating the Transit Service Needs Assessment.

Accomplishments Included:

- Interim Implementation Plan
- Position on transit improvements in the University Avenue, Hiawatha Avenue and Southwest Corridor (light rail transit)
- Metro Mobility policy analysis and development
- Establishment of Rideshare, Transportation Handicapped, and Taxicab Advisory Committees
- Adopted amended Metro Mobility eligibility criteria
- Endorsed restructuring Metro Mobility to allow riders to contact providers directly to request rides
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1986 **Overview:** The RTB completed the Transit Service Needs Assessment (TSNA) and developed the Implementation and Financial Plan (IFP), which became the basis for future board activities. A major focus was placed on restructuring the Metro Mobility program.

Accomplishments Included:

- Completed Transit Service Needs Assessment
- Developed implementation and Financial Plan
- Restructured Metro Mobility program
- I-394 transit planning and implementation
- Developed interim performance/financial standards for regular route transit
- Participated in the Metropolitan Council's Long Range Transit Study and Highway System Evaluation
- Held a two-day workshop to learn about programs in other cities that are similar to how Metro Mobility would be under the proposed changes
- Formally adopted the Metro Mobility Implementation Plan
- Significantly reduced Metro Mobility costs once changes are implemented while number of trips increased by 23 percent
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1987 Accomplishments

1987

Overview: The RTB began to implement strategies recommended as a result of the Transit Service Needs Assessment and part of the Implementation and Financial Plan, including evaluation of the restructuring of Metro Mobility, active involvement in major transportation corridor studies, and improved management of existing transit services.

Accomplishments Included:

- Received federal grant to study competitive contracting of service
- Southwest Metro Transit began providing service
- Competitive bidding of high-subsidy routes 25 and 39
- 504 Compliance Plan for the Twin Cities metropolitan area
- Fare policies and procedures for the Twin Cities metropolitan area
- Participated in I-35W and I-494 corridor studies
- Conducted planning for Anoka County transit improvements
- Conducted planning for transit improvements in Oakdale, North St. Paul and Maplewood
- Transit planning for I-94 reconstruction
- Completed Comprehensive Review and Evaluation of Metro Mobility
- Expanded Jobseekers Program
- Participated in Transportation Policy Plan update
- Expanded Metro Mobility service to include northern and western Hennepin County, Southern Anoka County and Northern Ramsey County
- Initiated formal Metro Mobility study to review the program and determine how well the goals for implementing the changes to the program had been met
- Began accessible bus demonstration project on Minneapolis routes 16 and 19
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1988

Overview: The RTB began to aggressively implement new services to serve unmet needs and refine Metro Mobility service to better meet needs of users. The agency also continued to be involved in corridor studies and activities associated with Travel Demand Management programs.

Accomplishments Included:

- Adopted standards, procedures and guidelines for competitive procurement of public transit services
- Developed RTB Capital Plan
- Participated in light rail transit planning activities for the Midway Corridor
- Planned and implemented new transit services in
 - North St. Paul, Oakdale and Maplewood (NEST)
 - Anoka
 - Roseville Area
 - Forest Lake
- Northtown transit hub improvements
- Metro Mobility service expanded to include the entire transit taxing district

1988 Accomplishments - Continued

- Completed the first legislative report on Metro Mobility customer service
- Commissioned a comprehensive evaluation of the Metro Mobility program
- Initiated development of Travel Demand Management (TDM) Programs in the I-494 and I-35W corridors
- Evaluated regional Rideshare program
- Conducted energy emergency contingency planning
- Conducted planning for St. Louis Park transit improvements
- Developed new transit services marketing program
- Held a Suburban Mobility Initiatives workshop
- Entrepreneurial grant solicitation and technical assistance
- Participated in corridor studies on I-35W, I-94 and I-494
- Held LRT expert panel and provided technical assistance to counties
- Conducted Highway 96 study
- Completed Maple Grove Transit Needs Assessment
- Completed Cities of Apple Valley, Eagan, Savage, Rosemount, Prior Lake and Burnsville Transit Needs Assessment
- Completed Metro Mobility providers maintenance performance evaluation
- Completed Metro Mobility recertification
- Initiated Metro Mobility customer enhancement project
- Metro Mobility human service agency transportation
- Initiated Rideshare Task Force
- Co-Sponsored third National HOV Facilities Conference
- Initiated update of Implementation Plan
- Implemented MTC service changes
- Evaluated MTC's fare changes
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1989

Overview: Continued implementation of new services, increased local involvement in RTB activities, continued involvement of RTB as regional partner in solving transportation issues and provision of transit service through better information management.

Accomplishments:

- Evaluated Anoka, NEST, Forest Lake
- Developed Six Cities of Apple Valley, Eagan, Savage, Rosemount, Prior Lake and Burnsville Transit Needs Assessment Recommendations/Implementation; these cities formed Minnesota Valley Transit Authority and started planning opt-out service for their communities
- Initiated Roseville Area Circulator demonstration project
- ABC Weekender begins service
- Awarded Entrepreneurial Grant for reverse commute to Eden Prairie

1989 Accomplishments - Continued

- Implemented MTC service enhancements
- Directed MTC to buy all lift-equipped vehicles; new accessible buses make 75 percent of fleet accessible
- Implemented small urban and rural program enhancements
- Expanded North Suburban Lines service
- Began planning for Anoka County Traveler service
- Added Southwest Metro Transit dial-a-ride service
- Developed competitive transit policies that define circumstances and rules under which transit services are specifically bid
- Obtained input on RTB activities by appointing community representatives to RTB advisory and special committees
- Established Community Grant program; gave grants to Brooklyn Park, Maple Grove, Crystal and Osseo; City of Minneapolis, Improve 494 and City of Bloomington
- Implemented TDM strategies in I-494 and I-35W Corridors
- Completed LRT Regional Development and Financial Plan
- Applied financial and performance standards
- Improved data collection and analytical capabilities to identify trends and issues early so appropriate action can be prescribed
- Began publishing The RTB Messenger newsletter and the Chair's Advisory
- Developed Jobseekers Policies and Procedures Handbook
- Developed Light rail information kit
- Developed Ridership Task Force Recommendations/Implementation
- Implemented transit disadvantaged program
- Coordinated implementation of fare changes for all regular route providers
- Participated in Travel Behavior Inventory
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1990

Overview: The RTB worked at planning ways to implement the anticipated Americans with Disabilities Act, continued implementation of new services, increased local involvement in RTB activities, continued its involvement as a regional partner in solving transportation issues and provision of transit service through better information management.

Accomplishments Included:

- Developed Five-Year Transit Plan
- Developed new regular route fare structure to be implemented in 1991
- New City of Maple Grove express bus service to Minneapolis began
- Began Anoka County Traveler service, the first accessible, county-wide dial -a-ride service in the region
- Implemented Roseville Area Circulator service improvements
- Funded new accessible service in Lakeville for seniors and people with disabilities

1990 Accomplishments - Continued

- Developed strong new performance and evaluation standards to assure maximum efficiency
- Restructured routes in Golden Valley and New Hope and increased ridership by 12 percent
- Funded capital improvement projects, including 78 accessible MTC buses
- Worked on developing transit hub facilities at the Rosedale Center, the Mall of America, and two Mn/DOT facilities along I-394
- Awarded two community transit planning grants totalling \$80,000 to the City of Minneapolis and Washington County
- Implemented Trip Assurance Program for the Metro Mobility program
- Developed Ambassador Program as part of overall plan to implement accessible bus service. The RTB also directed the MTC to provide driver sensitivity training
- Developed travel skills training program for people with disabilities
- Developed a program to recover federal dollars for persons being transported on Metro Mobility to day training and habilitation services
- Presented The Regional Light Rail Transit Development and Financial Plan to the Legislature
- Completed the Regional Light Rail Transit Coordination Plan
- Conducted LRT peer review panel to analyze successful North American LRT systems
- Produced information pieces on LRT, including a brochure and video
- Hired a consulting firm to conduct a consumer research study on the Metro Mobility program
- Conducted a study of methods to improve Metro Mobility service
- Developed a vulnerable adults work program to ensure Metro Mobility riders' safety
- Developed Travel Demand Management programs for the University of Minnesota, the I-494 corridor and the I-35W corridor
- Formed a Marketing Committee to assist the board with marketing the region's transit system
- Formed a Local Officials Advisory Committee to increase local participation in the RTB's decision-making process
- Worked with each community in the region to have transit liaisons designated to communicate RTB news back to communities
- Held public meetings to review the RTB budget by line item for the first time
- Developed the Audit Advisory Committee to assist the RTB with contract and compliance matters
- Developed a program of comprehensive auditing procedures to ensure providers comply with their contracts
- Worked with the University of Minnesota's Center for Transportation Studies to fund research projects that examine alternative fuels and conducted the first regional Alternative Fuels Forum
- Expanded the Jobseekers program to Carver and Scott counties to make the program available in all seven metropolitan area counties
- Studied ways to improve transit options to suburban employment sites

1990 Accomplishments - Continued

- Provided technical assistance and funding for transit planning for the 1990 U.S. Olympic Festival
- Funded transportation planning for the International Special Olympics
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1991

Overview: The RTB developed a concept for a comprehensive regional system that will meet the area's needs now and in the future. The agency also conducted a market research study to increase ridership. The RTB continued implementation of new services, increased local involvement in RTB activities, continued involvement of RTB as regional partner in solving transportation issues and provision of transit service through better information management.

Accomplishments Included:

- Developed the Vision for Transit, a comprehensive approach to public transportation that advocates using many modes of transit anchored by a series of transit hubs
- Conducted a market research study to uncover the reasons for declining bus ridership and identify ways to attract and retain riders
- Raised fares for regular route bus service and the Metro Mobility program to offset decreased funding while still meeting state and federal requirements
- Worked to increase levels of accessible service called for under ADA by Developing plans for implementing new accessible routes and providing training to drivers and passengers
- Selected a team of medical and rehabilitation specialists to develop new Metro Mobility eligibility criteria and certification processes
- Minnesota Valley Transit Authority begins operating with commuter express service from Dakota County communities to the two downtown central business districts
- Began Bloomington-Edina BE Line community circulator service
- Added the Roseville Area Circulator to the regular route system
- Developed performance standards for paratransit, dial-a-ride and for volunteer driver services
- Worked with the Metropolitan Council and Mn/DOT to develop a Regional Transit Facilities Plan to be presented to the Legislature
- Developed the ADA Paratransit Plan, which describes how and when the complementary paratransit requirement of ADA will be met in the metro area
- Doubled ridership on the Columbia Heights shared ride taxi program through a service expansion
- Developed fare and service changes for the Anoka County Traveler based on an on-board survey of passengers
- Updated the regional plan for LRT, which now calls for two lines to be built initially in the I-35W and Central Corridors
- Added lift-equipped buses on more routes, making seven MTC routes accessible

1991 Accomplishments - Continued

- Approved a promotional program that will allow certified Metro Mobility riders to ride the bus for free for a temporary period starting in 1992
- Participated in a Paratransit Advisory Committee formed to study coordinating and consolidating Metro Mobility and Medical Assistance special transportation services
- Initiated legislation aimed at protecting vulnerable adults
- Worked with the City of Plymouth to develop TDM plans for the city's largest employers
- Implemented the second phase of the University of Minnesota's TDM plan
- Co-sponsored the Association for Commuter Transportation annual conference
- Implemented a new computerized car pool matching system for Minnesota Rideshare
- Increased outreach efforts to groups or people involved with transit
- Produced "Shaping Our Future: The Facts About Light Rail," a brochure designed to educate policy-makers about LRT
- Held a substance abuse workshop for all RTB providers and a TDM workshop for providers and communities
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

1992

Overview: Gaining support among policy-makers and opinion leaders for the Vision for Transit concept, implementing the improvements spelled out in the Vision, dealing with the on-going need to work within established budgets for programs while meeting state and federal requirements for service.

Accomplishments Included:

- Opened Leamington and Rosedale transit hubs
- Planned transit components for Mall of America, including transit hub and MTC and BE Line service
- Implemented service and fare changes for the Roseville Area Circulator, including new lift-equipped vehicles with bike racks and electronic fareboxes and a fare demonstration project
- Participated in planning transit service for the Super Bowl
- Instituted a demonstration policy calling for RTB capital funding for the opt-out programs through 1996
- Participated in the MTC's Comprehensive Operations Analysis
- Developed 3-Wheeler Task Force to find ways to transport 3-wheeled mobility devices in accordance with ADA regulations
- Issued an RFP for research on implementing "smart card" technology into the Metro Mobility program
- Funded, with the City of St. Paul, the Access to Transit Study that focuses on bus routes in St. Paul and its-first-ring suburbs
- Developed and presented for public input a new service concept for the Metro Mobility program

1992 Accomplishments - Continued

- Issued an RFP for Metro Mobility operations planning
- Worked with downtown St. Paul to develop and implement a downtown shuttle system that will link visitor attractions and historic sites within the city's cultural corridor
- Issued an RFP for a management audit of the MTC
- Provided regional coordination and public information services
- Conducted annual negotiations of provider contracts
- Monitored monthly operating reports and fund requests
- Provided technical assistance

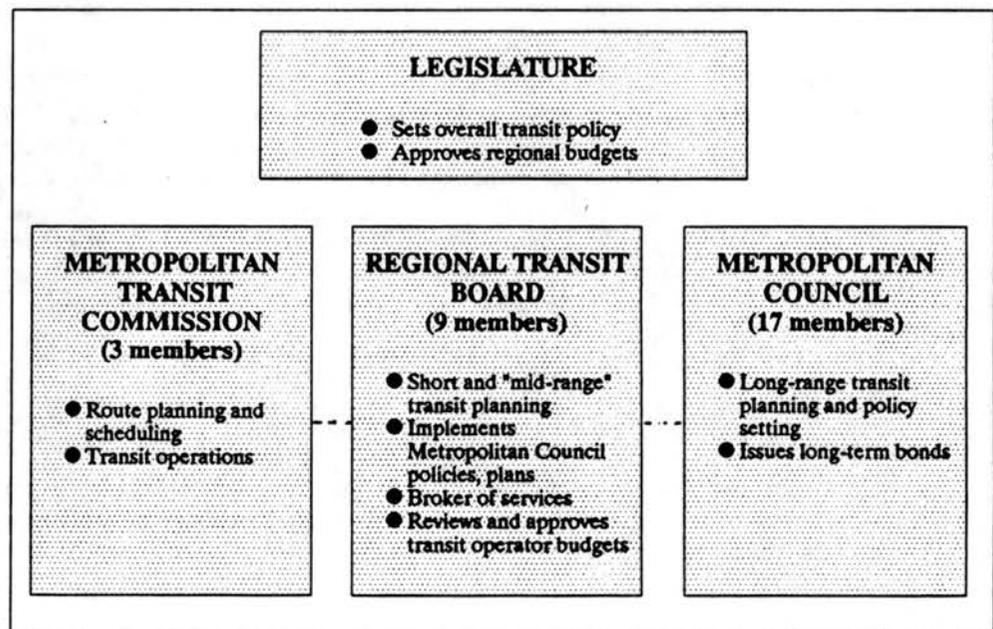
METROPOLITAN TRANSIT PLANNING

Executive Summary

In 1984, the joint Legislative Study Commission on Metropolitan Transit concluded that "the three functions of effective transit service--planning, arranging, and delivering--are misallocated among the various agencies and levels of government." The commission felt that the region's public bus operator, the Metropolitan Transit Commission (MTC), could not objectively plan new transit services to meet local needs. In addition, the commission was concerned about rising costs, declining ridership, and the lack of local involvement in transit planning.

Based on the commission's recommendations, the 1984 Legislature established a transit planning structure that is unique among large U.S. metropolitan areas. The Legislature limited the MTC to transit operations and short-term planning, and allowed the region's Metropolitan Council to continue long-range transit planning and policy setting. In addition, the Legislature established a third agency, the Regional Transit Board (RTB), to conduct mid-range planning, implement the policies and plans of the Metropolitan Council, and arrange for transit services.

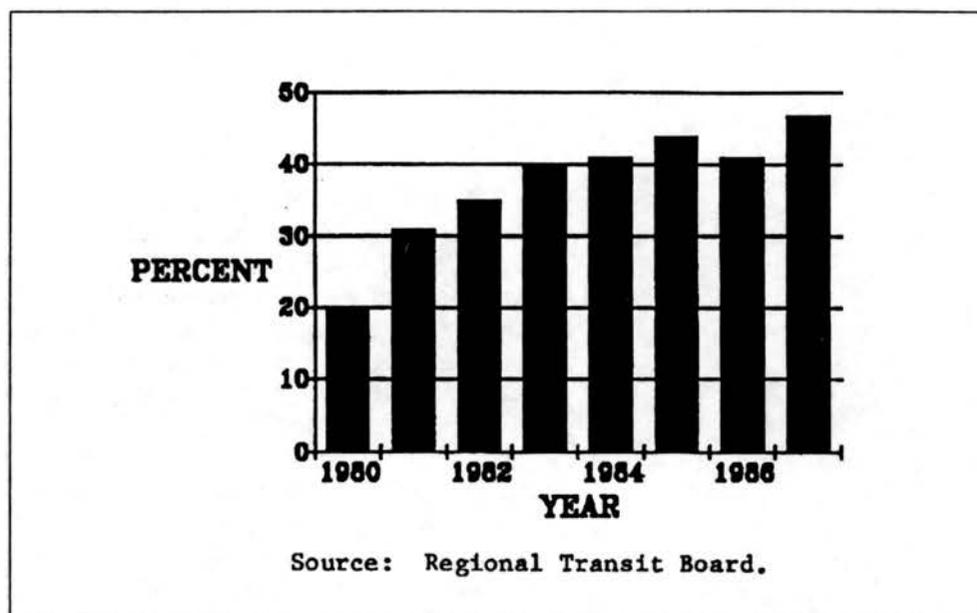
The Twin Cities' three-tiered transit planning structure is unique in the U.S.



Twin Cities Regional Planning Structure

municipalities within the region's "transit taxing district" contribute between 1.25 and 2.0 mills to the regional transit system, depending on their level of service. Property taxes account for about half of transit revenues in the Twin Cities. We found that no other large U.S. metropolitan transit system relies on property taxes this much. According to a survey we conducted, 45 percent of this region's municipal officials think their city property tax contributions are reasonable, and 37 percent said they are not.

The Twin Cities' transit system has become increasingly reliant on property taxes.



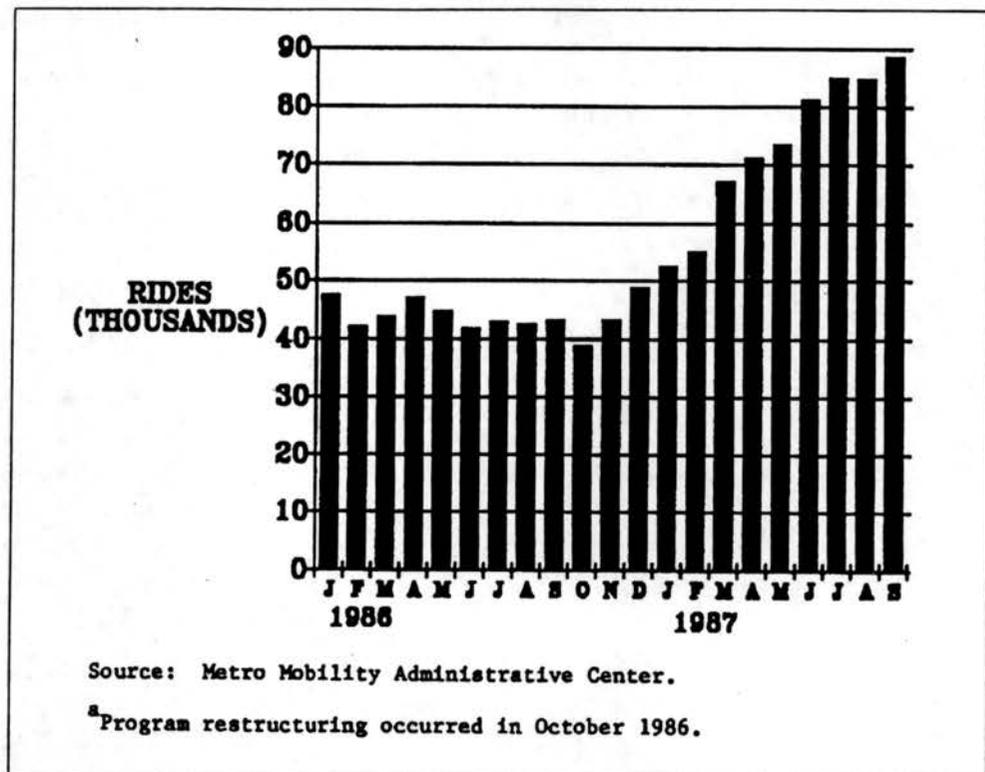
**Property Tax Revenues
as a Percentage of Twin Cities Regional Transit Revenues
1980-87**

The Regional Transit Board consists of eight members appointed by the Metropolitan Council and a full-time chair appointed by the Governor. The board spent much time during its first three years responding to "brush fires," partly because key issues caught them by surprise. In addition, it has taken some time for the RTB staff to gain a working knowledge of Twin Cities transit and their role in the decision-making process. The RTB's initial staff hirings were not completed until October 1985, and there was considerable turnover in top managerial staff during the agency's first two years.

Since 1984, the topic that the board discussed most frequently was Metro Mobility, the region's main transit program for the disabled. In contrast, some issues were the subject of relatively few board discussions, including ridesharing and new suburban transit services.

THE RESTRUCTURING OF METRO MOBILITY

Metro Mobility is the Twin Cities region's primary transit program for disabled people. It provides 80,000 to 100,000 rides per month, about double the number of rides given prior to a major program restructuring by the RTB in October 1986. The RTB changed Metro Mobility to a "user choice" system in which users arranged their own rides with providers, rather than calling a central dispatching center. We reviewed the process the board used to plan and implement these changes and concluded that the board's early discussions of possible program changes were open and fair, and there was ample opportunity for public input. The board made some difficult and bold decisions following these initial discussions, and it deserves much credit for addressing problems with the previous Metro Mobility system.



Metro Mobility Monthly Ridership
January 1986 - September 1987^a

The public had more opportunity to advise RTB on the Metro Mobility program's overall design than on specific program details.

However, once the board outlined broad program changes in late 1985:

- The RTB did not effectively involve Metro Mobility user representatives and providers, and some key issues were unresolved at the time program changes were made.

As required by law, the RTB established an advisory committee for Metro Mobility, representing transit providers, the disabled, and social service agen-

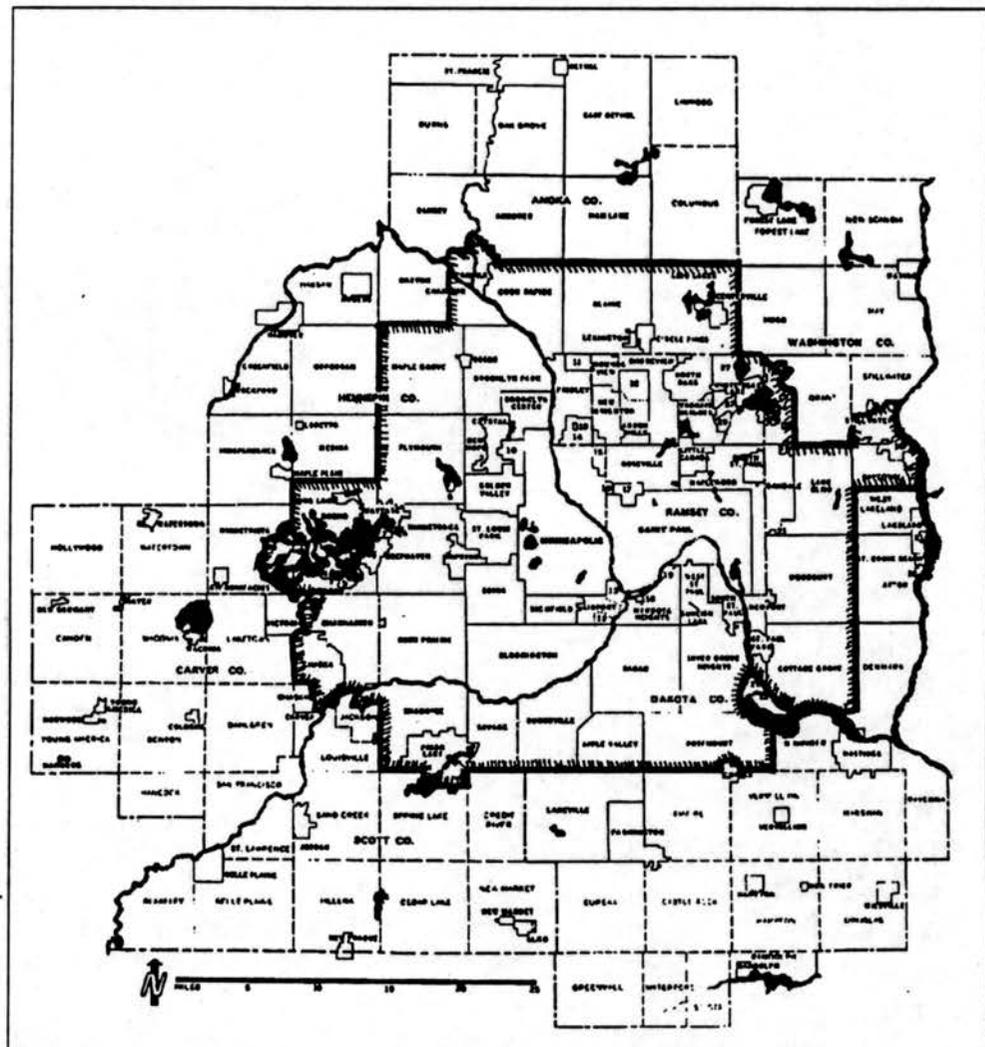
LOCAL INVOLVEMENT IN TRANSIT PLANNING

The 1984 Legislative Commission on Metropolitan Transit concluded that service planning needed to be more responsive to local needs and that local governments should play a greater role in planning. We found that:

- The formal mechanisms for involving local governments in transit planning are still weak. The RTB's record of involving local governments is mixed and shows considerable room for improvement.

RTB needs stronger links to local governments.

The RTB has no ongoing advisory committee of local officials, and it rarely uses the Metropolitan Council's local advisory committee. The RTB effectively involved local officials in the development of the Transit Service Needs Assessment, but did not solicit enough local input for the Implementation and Financial Plan. About 53 percent of the region's cities with over 10,000 population reported at least one contact between RTB staff and city officials in the past year.



Metropolitan Transit Taxing District (outlined)

In particular, the council's proposed policies: (1) include corresponding strategies and performance measures, (2) outline necessary elements of the RTB's Implementation and Financial Plan, and (3) more closely integrate transit and highway decision making. However, the council's policies do not adequately address means by which the council may affect local land use, which strongly influences the effectiveness of transit.

CONCLUSIONS AND RECOMMENDATIONS

The creation of the RTB in 1984 was a bold legislative initiative, and many national observers point to the Twin Cities' transit structure as a model for other cities. Although it is too early to make final judgements on many of the efforts undertaken in the past few years, we think there has been some progress toward the 1984 Legislature's goals. In particular, the RTB improved the region's transit service planning and took some steps toward making the transit system more cost-effective. However, we concluded that:

- **The RTB has not yet proved itself to be an effective problem solver, and it is unclear whether the Legislature's restructuring of transit planning has been a success.**

The Legislature should reassess the situation in two or three years to see if further progress has been made and RTB's performance has improved. We will be prepared to help the Legislature with such a reassessment.

The RTB plans to develop some new transit services in 1988, and we think it should have an opportunity to implement these and other programs before the Legislature determines whether to maintain a separate planning agency "between" the Metropolitan Council and transit operators.

In the meantime, the RTB needs to (1) do better implementation planning, (2) be a forum for ideas, (3) innovate, (4) be more accountable to the Metropolitan Council, (5) improve its internal oversight, and (6) formalize its relationships with other agencies on key responsibilities.

We recommend that the Legislature take the following actions:

- **Authorize the Metropolitan Council to approve or disapprove the plans of regional rail authorities, based on their consistency with council plans and policies. The council already has this authority over county and municipal plans.**
- **Authorize the RTB to: (1) participate in light rail planning throughout the region by repealing the portion of Minn. Stat. §473.398 that limits the RTB's LRT planning to the corridor between downtown Minneapolis and St. Paul, and (2) set regional LRT standards, with the assistance of an advisory team of local and regional officials.**

Although RTB's overall track record is mixed, it is premature to alter the transit planning structure now.

Legislature a brief summary of trends in its Transportation Policy Plan performance measures.

- **Within one week of adopting policies or policy statements, the RTB should formally notify the Metropolitan Council's transit liaison. If there is any question about the consistency of RTB policy with council policy, the liaison should bring the matter to the council for its consideration.**
- **The RTB should take the lead role in clarifying responsibility for emergency services planning, transit station site planning, and quality assurance monitoring. It should also clarify the responsibilities of its advisory committees.**
- **As part of its new Transportation Policy Plan, the Metropolitan Council should clarify agency responsibilities for regional ridesharing and the encouragement of transportation management organizations. The council should help cities plan future land use development in ways that accommodate transit.**

REGIONAL TRANSIT PLANNING

Executive Summary

The Twin Cities metropolitan area has a complex, multi-tiered structure for planning and implementing public transit improvements. Agencies involved include the Metropolitan Council, the Regional Transit Board (RTB), "opt-out" communities, and the Metropolitan Transit Commission (MTC) and other transit operators. In addition, the area's seven counties are responsible for acquiring right-of-way and planning for new light rail transit lines, and the Minnesota Department of Transportation (Mn/DOT) is involved in planning and constructing highway improvements which may include transit components.

In spite of this level of agency involvement, there have been continuing concerns about transit performance and the adequacy of transit planning. During the 1980s, the Twin Cities area has experienced a substantial decline in bus ridership, growing highway congestion, and only limited suburban transit expansions outside of opt-out communities. In addition, the area has been split by disagreement over the desirability of implementing light rail transit.

This report examines transit planning in the Twin Cities area and addresses the following questions:

- What progress has the Regional Transit Board made in planning for and implementing cost-effective transit service improvements, as well as providing oversight of existing transit operations?
- Has the Metropolitan Council provided adequate long-range planning and policy direction for transit and highway improvements?
- Has the Minnesota Department of Transportation appropriately integrated transit into its highway planning and construction activities?
- Has transit planning become too fragmented and are structural changes needed to improve planning?
- What are the strengths and weaknesses of the Metropolitan Council's new Regional Transit Facilities Plan and the Regional Transit Board's new Vision for Transit?

In general, we found a planning process which has been dominated in recent years by light rail transit to the exclusion of other transit options such as improved bus service and high-occupancy vehicle (HOV) lanes. In addition, the growing costs of Metro Mobility have made it difficult for the Regional Transit Board to expand suburban bus service.

Over the last year, however, the Metropolitan Council has taken steps to reorient the planning process and more vigorously oversee the work of the Regional Transit Board. The Council's new facilities plan and the RTB's new transit vision are steps in the right direction, although many of their details will need to be worked out in the next few years.

REGIONAL TRANSIT BOARD

RTB's progress has been slow.

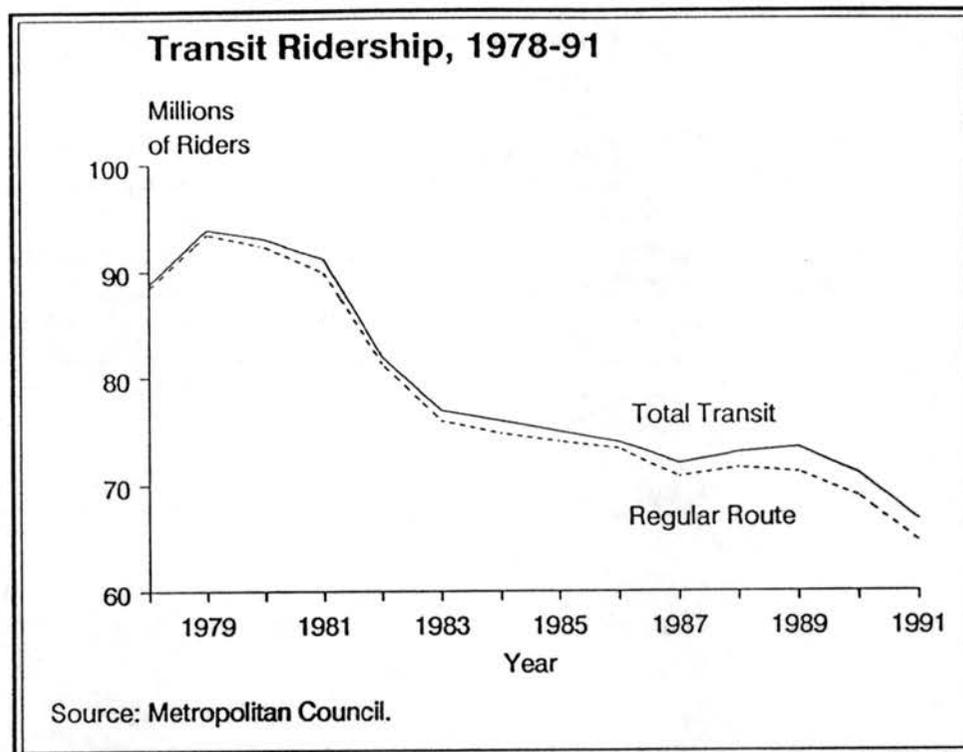
In 1984, the Legislature created the Regional Transit Board to do short- and mid-range transit planning, contract for transit services, and review and approve transit budgets. The Legislature wanted the RTB to control rising transit costs, respond to growing suburban transit needs, improve oversight of the Metropolitan Transit Commission (MTC), and more closely integrate transit into the region's highway planning. In a 1988 evaluation, we concluded that RTB had not yet proven to be an effective problem solver. Now, four years later, we conclude that:

- **Although creation of the Regional Transit Board was a good idea, the Board's progress has not lived up to expectations in several key areas.**
- **Progress in some key areas has been slow and problems remain, but there have been some encouraging signs recently.**

The major problems with RTB's past performance are:

- **There has been little progress in responding to growing suburban transit needs outside of opt-out communities.**
- **RTB has been slow to provide adequate oversight of the Metropolitan Transit Commission despite substantial declines in regular route ridership.**
- **RTB still does not have an adequate policy on competitive bidding of bus service and has allowed MTC to provide a significant amount of peak-hour express service outside MTC's exclusive service area despite significant questions regarding MTC's relative efficiency in providing that service.**
- **RTB has not provided needed leadership from a regional perspective on light rail transit, and has focused too much on expensive transit options and too little on relatively inexpensive solutions.**

**Bus ridership
has declined
significantly.**



In part, these problems have resulted from factors external to RTB. For example, state funding for transit has been relatively constant in recent years while Metro Mobility costs have grown significantly. The increase in costs has limited RTB's ability to fund service improvements for suburban areas and in the existing regular route system. Some of the increase in Metro Mobility costs is the direct result of RTB's decisions to expand and improve service. However, RTB did not anticipate much of the growth in ridership and costs. In addition, the planning process has been dominated by light rail transit (LRT) in recent years. Considerable staff and board time devoted to LRT has taken time and attention away from other issues.

However, factors within RTB's control have been at work as well. These include: 1) the board's promotion of LRT without adequate examination of the alternatives, 2) the board's attitude toward contracting transit services, 3) continuing internal tension due to the agency having both an executive director and a full-time chair, and 4) the board's unwillingness to control Metro Mobility costs, which led to an expenditure cap being imposed by the 1991 Legislature.

On the positive side, we found that:

- RTB recently adopted new plans which attempt to improve suburban transit service and control Metro Mobility expenditures.
- RTB is developing five transit hubs in suburban locations and has experimented with four new suburban services which are either circulators or general purpose dial-a-rides.

- **Despite turnover, RTB has a strong staff which has laid a good foundation for the future with the work it has done on various planning projects and in contract management.**
- **Since mid-1991, the Board has shown more interest in overseeing MTC as well as assisting it in improving ridership and efficiency.**

RTB recently completed a marketing study to determine reasons for the loss in MTC ridership and identify marketing strategies to address that concern. In addition, RTB's budget for 1992 includes funds to conduct management audits of MTC and funds for MTC to perform a comprehensive operations analysis of MTC routes.

METROPOLITAN COUNCIL

The Metropolitan Council is responsible for long-range planning and policy making for both transit and highways in the Twin Cities area and for overseeing the work of the Regional Transit Board. In our 1988 evaluation, we were critical of the Metropolitan Council's relatively weak oversight of RTB and lack of adequate policy direction for transit and highways.

Since 1988, with adoption of a new transportation policy plan, the Council's planning work and policy direction gradually improved and, in the last year, improved dramatically. We found that:

- **Until last year, the Metropolitan Council did not provide adequate oversight of the Regional Transit Board.**
- **Until this year, the Metropolitan Council did not provide sufficient leadership in formulating a long-range vision for transit in the region.**

These recent improvements in Council oversight and leadership have come about in two ways:

- The Metropolitan Council and its staff provided significant oversight of RTB through the Council's review of the RTB's Five Year Plan in May 1991.
- The Metropolitan Council and its staff have provided significant leadership for future transit and highway improvements with the recent adoption of its Regional Transit Facilities Plan.

The plan is significant in that it recommends an even-handed approach to transit planning. While LRT has dominated planning in recent years, the Council's plan calls for service improvements, minor capital improvements, and major capital projects according to their effectiveness in solving transit and highway problems in various parts of the region.

The Metropolitan Council has begun to provide stronger leadership.

The plan's specific recommendations for transit improvements should not, however, be viewed as definitive. In developing the plan, staff have not been able to analyze in detail all of the transit options in each highway corridor. For example, staff did not have time to fully analyze the benefits and costs of LRT compared to bus and other options in the Central Corridor between St. Paul and Minneapolis. However, the plan recommends a process -- an alternatives analysis -- through which this important consideration will be examined.

MINNESOTA DEPARTMENT OF TRANSPORTATION

**Mn/DOT has
cooperated
with transit
planning
agencies.**

The Minnesota Department of Transportation (Mn/DOT) plays an indirect, but important, role in transit planning. Many transit services and car pools utilize the highways which Mn/DOT is responsible for planning and constructing. As a result, Mn/DOT's cooperation with transit planning agencies is vital in helping them achieve their goals.

We found that:

- **Mn/DOT has been receptive to transit issues and has incorporated various transit options into its highway plans.**

Mn/DOT has worked with the Metropolitan Council in providing bus and car pool bypass ramps at freeway exits as called for in the Council's 1988 Transportation Policy Plan. Mn/DOT is currently working with MTC on MTC's "Team Transit" project to provide lane and ramp improvements which could help buses reduce their travel time and potentially increase their ridership. Finally, Mn/DOT has constructed high-occupancy vehicle lanes, park-and-ride lots, and transit stations in the I-394 corridor west of downtown Minneapolis and is analyzing HOV lanes, as well as light rail transit, in its planning process for improvements to I-35W from downtown Minneapolis south to the Minnesota River.

RECOMMENDATIONS

Legislature

We have five types of legislative recommendations, which address: 1) internal RTB structural problems, 2) LRT funding and governance, 3) financial disincentives for automobile use, 4) funding for transit improvements, and 5) the need for oversight of RTB. Regarding RTB's internal structure, we recommend that:

RTB needs consistent internal direction.

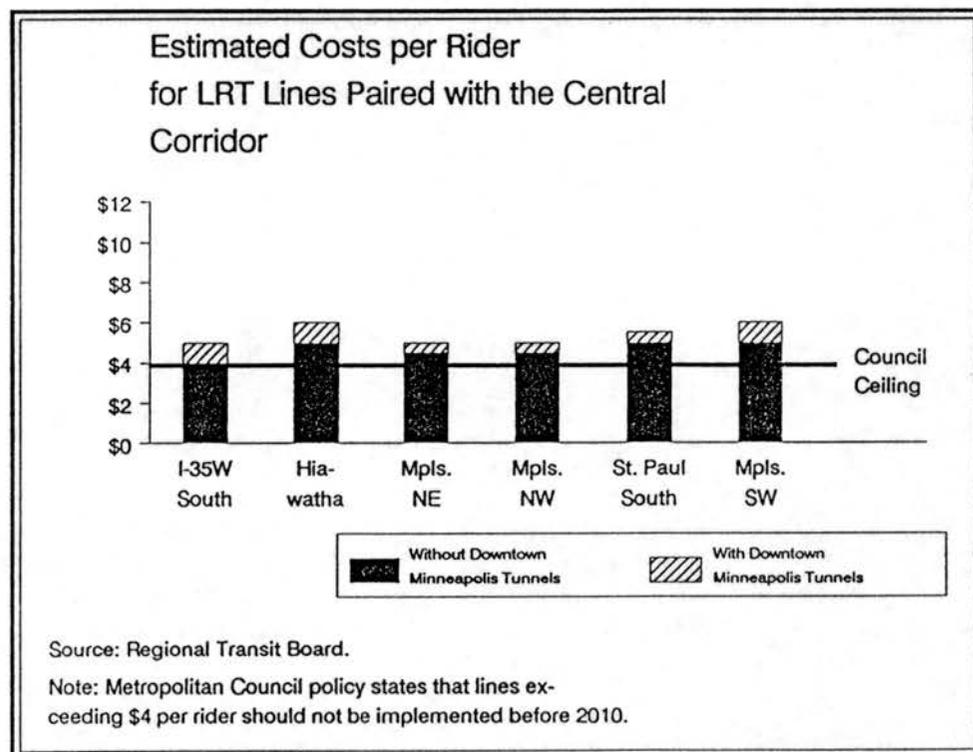
- **The Legislature should either make the position of RTB chair a part-time one or permit the chair to select the executive director with the board's approval.**

Since its inception, there has been internal tension at RTB because the agency essentially has two heads: an executive director and a full-time chair. This situation is not a viable one for an agency as small as RTB. It will continue to struggle to meet expectations unless it goes forward under strong and consistent leadership.

Second, we recommend that:

- **The Legislature should not fund construction of LRT in the Central Corridor until a satisfactory alternatives analysis has been prepared.**
- **The Legislature should change the governance structure for light rail transit planning to provide for more regional control of the process while continuing to involve county railroad authorities in a meaningful way.**

The Metropolitan Council's facilities plan shows that, within the next 20 years, only two LRT lines -- the Central Corridor and the I-35W South lines -- have the potential to be cost-effective under reasonable assumptions. Recent studies show that these two lines have a combined projected cost of just under \$4.00 per rider -- the maximum permitted by Metropolitan Council policy in order for a line to be considered for implementation before the year 2010.



Alternatives to LRT have not been adequately studied.

Furthermore, it has yet to be determined how the benefits and costs of a Central Corridor LRT line -- the Council's highest LRT priority -- compare to those for all-bus and other alternatives. As a result, it is important that an alternatives analysis be conducted before more design work continues or construction work begins. An alternatives analysis will also improve the region's chances of maximizing the amount of federal "new start" money which can be received and used to reduce the region's costs of building the line.

The current governance structure for light rail transit planning is dominated by the region's counties and their rail authorities. Their only transit mission is to plan for light rail transit. Considering the new cost per rider estimates for LRT, the need for objective analysis of alternatives, and the need to use regional or state funding to implement LRT -- there is a need to reorient the governance structure to ensure that regional goals are met and that spending on additional lines is not continued. We are generally supportive of the Metropolitan Council's proposed governance structure. That proposal would place RTB in charge of the alternatives analysis, Mn/DOT in charge of design and construction, and MTC in charge of operations. However, given the counties' leadership on LRT issues, the Legislature should consider ways in which the counties can be given a meaningful role in the design and construction of LRT, while assuring regional control over important decisions.

We also recommend that:

- **The Legislature should examine options for increasing automobile user costs to better reflect the costs to the region of automobile travel.**

A modest increase in automobile user costs through additional gasoline taxes or other taxes or fees may help to limit future growth in automobile travel and would better reflect some of the regional costs of automobile use. It would also make sense to use a portion of any tax or fee increase to help fund transit improvements or relieve some of the current burden on property taxes. However, Constitutional limitations and budgetary constraints will affect the options available to the Legislature.

The details of new transit plans have not been worked out.

If transit programs are allotted funds from a new funding source, it is essential that the Legislature retain control over transit funding and not provide transit agencies with an unlimited source of dedicated funding. Many of the recommendations in the Council's new facilities plan and RTB's new vision are conceptual and lack ridership estimates and other details which would help in determining their cost-effectiveness. Legislative oversight of these agencies' recommendations is needed before transit funding is substantially increased. The Legislature should take an incremental approach and fund some improvements while requiring the agencies to report back on their progress in developing more detailed plans and ridership estimates. We recommend that:

- **The Legislature should be generally supportive of the concepts contained in the Metropolitan Council's facilities plan.**

- **However, the Legislature should require RTB and the Council to provide information on the potential cost-effectiveness of the recommended service improvements and transit hub projects.**

The Council's oversight authority over RTB needs to be strengthened.

We also recommend that the Legislature strengthen oversight of RTB in the following ways:

- **The Legislature should require RTB to prepare an annual performance report for existing transit services and submit the report to the Metropolitan Council for its review and comment.**
- **The Legislature should require RTB to report at least annually on its progress in implementing its five-year plan and submit the report to the Metropolitan Council for its review and comment.**
- **The Legislature should give the Metropolitan Council authority to review and approve RTB's annual capital budget and review and comment on RTB's annual operating budget.**

Metropolitan Council

We recommend that:

- **The Metropolitan Council continue the strong oversight and leadership it has shown over the last year.**

In addition, even without specific legislative authorization, we recommend that:

- **The Metropolitan Council should consider requiring RTB to prepare: 1) an annual transit performance report, 2) an annual progress report on plan implementation, and 3) cost per rider estimates for the new services and other mass transit improvements recommended in the Council's new plan and RTB's new vision.**

Also, in formulating regional policy on highway and transit development, the Council should consider the extent to which automobile users are not directly paying the full costs of automobile use. We recommend that the Metropolitan Council: 1) determine the extent to which automobile users do not directly pay for the costs imposed on the region from automobile use, 2) examine the potential effect on automobile and transit use from raising automobile ownership and operation costs through additional taxes or other methods, and 3) study the impact which such action might have on future development patterns.

Regional Transit Board

The Regional Transit Board has made only slow progress in achieving the goals envisioned when it was established. Improvement has been made since mid-1991, but it remains to be seen whether such improvement will be sustained. The RTB's Vision for Transit has conceptual appeal, but lacks important details. It is unclear at this point how much of the vision should be implemented. It is also unclear how the results of needs assessments and MTC's comprehensive operations analysis will affect the vision.

RTB needs to make progress in some key areas.

Despite reservations, we believe RTB should continue to exist in its current form. The separation of planning and operations has had some desirable effects and remains a good concept. However, RTB needs to continue the progress of the last eight months and demonstrate to the Legislature that RTB can be an effective problem solver. RTB can best develop this trust by being a fair and objective planning agency. Advocacy on behalf of transit is best based on sound and thoughtful analysis.

Specifically, we recommend that:

- **RTB should adopt a competitive bidding policy which adequately addresses the costing method MTC should use when bidding to provide transit services outside its exclusive service area.**
- **RTB should undertake the proposed management audits of MTC and review the comprehensive operations analysis of MTC when completed. RTB should ultimately identify any resources which can be freed up to provide needed service improvements.**
- **RTB should examine the need for and potential cost-effectiveness of the service improvements and hubs recommended in the Metropolitan Council's facilities plan. Not all of the hubs and accompanying circulator and express routes may be cost-effective.**
- **RTB should prepare an annual performance report which provides performance statistics for each route and type of service funded by RTB.**
- **RTB should continue its recent efforts to work cooperatively with the opt-out providers and assist them in competitively bidding out transit services when their current contracts end.**
- **RTB should work with MTC to strengthen the region's efforts to encourage ridesharing or consider moving Minnesota Rideshare to the Minnesota Department of Transportation.**

INTRODUCTION

The 1970s saw an expansion of bus service in the Twin Cities metropolitan area along with a corresponding increase in transit ridership. However, transit costs also increased at a rate far exceeding the combined effect of inflation and service expansion. In addition to rising costs, the Legislature perceived a lack of responsiveness to growing suburban transit needs, a need to improve oversight of the Metropolitan Transit Commission, a need to separate transit operations from planning, and a need to more closely integrate transit into the region's highway planning.

As a result, in 1984, the Legislature created the Regional Transit Board (RTB) to do short- and mid-range transit planning, contract for transit services, and review and approve transit budgets. The creation of RTB gave the region a three-tier transit planning structure that was more complicated than the one- or two- tier systems used in other major metropolitan areas.

Despite RTB's creation, there have been continuing concerns about transit performance and the adequacy of transit planning. The 1980s have seen a substantial decline in bus ridership, growing highway congestion, limited suburban transit service expansions, and a fragmentation of planning responsibilities in some areas. In addition, the transit community, as well as the broader metropolitan community, has been split by disagreement over the desirability of implementing light rail transit.

Consequently, the Legislative Audit Commission directed our office to conduct a study of transit planning in the Twin Cities metropolitan area. This report updates and expands upon an earlier evaluation of RTB which we completed in 1988. The report addresses the following questions:

- **What progress has the Regional Transit Board made in planning for and implementing cost-effective transit service improvements, as well as providing oversight of existing transit operations?**
- **Has the Metropolitan Council provided adequate long-range planning and policy direction for transit and highway improvements?**
- **Has the Minnesota Department of Transportation appropriately integrated transit into its highway planning and construction activities?**

- **Has transit planning become too fragmented and are structural changes needed to improve planning?**

- **What are the strengths and weaknesses of the Metropolitan Council's new Regional Transit Facilities Plan and the Regional Transit Board's new Vision for Transit?**

To answer these questions, we conducted extensive interviews with people involved with transit and highway planning, operations, and policy direction. We reviewed a significant number and variety of local planning documents and studies, and also reviewed relevant literature available nationwide.

Chapter 1 of this report provides an overview of the transit and highway planning structure in the metropolitan area, reviews the region's transit budget and programs, highlights the challenges and problems faced by planners, and discusses the demographic trends which have created these challenges. Chapter 2 examines the adequacy of transit planning in the region. This chapter reviews the performance of the Regional Transit Board, the Metropolitan Council, and the Minnesota Department of Transportation. Chapter 2 also considers the need for structural changes in regional transit planning and examines the strengths and weaknesses of the new plans developed by the Metropolitan Council and the Regional Transit Board. Chapter 3 presents our recommendations for legislative and agency action.



REGIONAL TRANSIT BOARD
Mears Park Centre, 230 East 5th Street
St. Paul, Minnesota 55101
229-2700

REGIONAL TRANSIT BOARD

**7025 Northland Drive
Brooklyn Park, Minnesota 55428*
Tuesday, June 30, 1992
2:00 p.m.**

The members of the Regional Transit Board will hold a working session at the time and place shown above to discuss strategic planning.

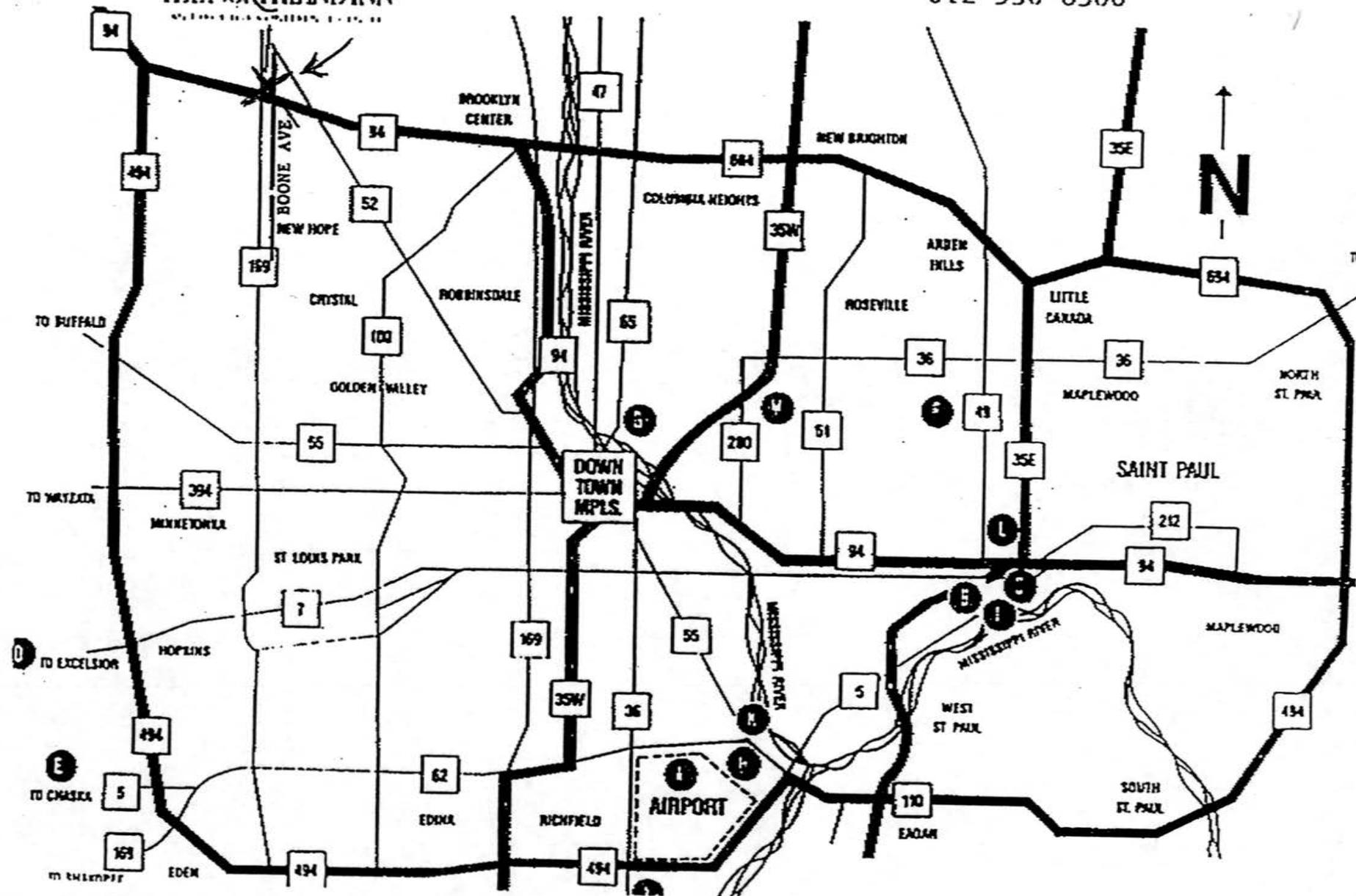
No action will be taken.

Michael J. Ehrlichmann
Chair

* See map.

THE NORTHLAND INN EXECUTIVE CONFERENCE CENTER

7025 Northland Drive
 Brooklyn Park, MN 55428
 612-536-8300





REGIONAL TRANSIT BOARD

Mears Park Centre, 230 East 5th Street
St. Paul, Minnesota 55101
229-2700

DATE: June 26, 1992
TO: Regional Transit Board Members
FROM: Gregory L. Andrews, Executive Director

We are looking forward to our retreat next Tuesday, June 30, at the Northland Inn. We hope to create a less formal atmosphere wherein board members can discuss with senior staff the answers to the following questions:

1. Why was the RTB created?
2. What are the roles and responsibilities of the RTB and what are its legislatively defined relationships with other agencies?
3. What has the RTB accomplished since its creation?
4. What is important about preserving the RTB and its functions?
5. What are the current organizational challenges facing the RTB?
6. Where do we go from here?

In order to better plan for the future, I feel that it would be helpful to have an understanding of the past as it relates to regional transit planning and program management. To aid in preparing for the discussion, I have attached a House Research paper that does an excellent job of summarizing the history of transit planning, roles and responsibilities.

We plan to get started at 2 p.m. and will be finished after dinner, no later than 8 p.m.

GLA/mf
Encl.



THE NORTHLAND INN
AN EXECUTIVE CONFERENCE CENTER

June 12, 1992

Ms. Mary Fitzgerald
Administrative Assistant
Regional Transit Board
Mears Park Centre
230 East Fifth Street
St. Paul, MN 55101

Dear Mary:

Enclosed is your completed Meeting Plan outlining all details we have discussed and arrangements we have made for your June 30, 1992 meeting.

Please review your Meeting Plan carefully and notify me of any necessary changes. If all details meet with your approval, please sign next to your group name on each page, copy the Meeting Plan and return the original to me. Should you have any questions, please do not hesitate to call me.

We sincerely look forward to assisting you and your guests throughout your stay at The Northland Inn and Executive Conference Center.

Sincerely,



Cathy Harju
Conference Coordinator

\lap

Enclosure

Client: Regional Transit Board
 Address: Mears Park Centre
 230 East 5th Street
 St. Paul MN 55101
 Post As: Regional Transit Board
 Function Day: Tuesday

Main Contact: Ms. Mary Fitzgerald
 Title: Administrative Assistant
 Telephone: (612) 229-2700 Fax:
 On-Site: Ms. Mary Fitzgerald
 Title:
 Telephone: Fax:
 Sales Mgr: Monica R. Falk
 Coordinator: Cathy Harju

| Date | Time | Function | Room | Attendance | * Post all charges to the master account. |
|---------|---------------|----------|---------------------|------------|---|
| 6/30/92 | 5:30P - 8:00P | Dinner | Arthur Hobson Quinn | 20 | |

BEVERAGE

SET-UP AND AUDIO-VISUAL REQUIREMENTS

Room: ~~Arthur Hobson Quinn~~ From 5:30P to 8:00P

Suzanne Wilder

Conference Style
 No Audiovisual requirements needed

MENU

DC-4 Beef, Chicken From 5:30P to 8:00P
 Room: Arthur Hobson Quinn Attendance: 20

Wadsworth's Romaine Salad with Pesto Croutons
 Creamy Parmesan Italian Dressing
 and
 Raspberry Vinaigrette Dressing

Bakery Fresh Rolls

Seared Tenderloin of Beef and Grilled Chicken with
 a Smoked Tomato and Thyme Butter

Roasted Potatoes
 Chef's Choice of Seasonal Vegetables

Florida Key Lime Tart with Raspberry Coulis

Freshly Brewed Northland Inn Coffee,
 Decaffeinated Coffee and Tea

EP at \$25.50++ per person

ROOM SET-UP INSTRUCTIONS

- * Standard centerpieces with bubble votives.
- * Napkins - seafoam green.

SPECIAL INSTRUCTIONS

- * 2 guests who are wheelchair bound will need assistance back to the main floor by using the Main Hotel elevator.

Regional Transit Board


THE NORTHLAND INN
AN EXECUTIVE CONFERENCE CENTER

Regional Transit Board

Post As: Regional Transit Board

June 30, 1992

| | | | | | | |
|---------|-----|----------|---------|-----------------|---------------------|-------|
| 6/30/92 | Tue | 1:30 PM- | 1:45 PM | Arrival | Lobby Area | 20 pp |
| 6/30/92 | Tue | 1:30 PM- | 5:00 PM | Coffee Break | Kiosk | 20 pp |
| 6/30/92 | Tue | 2:00 PM- | 5:00 PM | General Session | Stephen Howe | 20 pp |
| 6/30/92 | Tue | 5:00 PM- | 5:30 PM | Free Time | Other Area | 20 pp |
| 6/30/92 | Tue | 5:30 PM- | 8:00 PM | Dinner | Arthur Hobson Quinn | 20 pp |
| 6/30/92 | Tue | 8:00 PM- | 8:15 PM | Departure | Lobby Area | 20 pp |

Regional Transit Board

Client: Regional Transit Board
 Address: Mears Park Centre
 230 East 5th Street
 St. Paul MN 55101

Main Contact: Ms. Mary Fitzgerald
 Title: Administrative Assistant
 Telephone: (612) 229-2700 Fax:
 On-Site: Ms. Mary Fitzgerald
 Title:
 Telephone: Fax:
 Sales Mgr: Monica R. Falk
 Coordinator: Cathy Harju *CH*

Post As: Regional Transit Board
 Function Day: Tuesday

| Date | Time | Function | Room | Attendance | * Half Day Guests at \$26.50 plus tax to include |
|---------|---------------|-----------------|--------------|------------|--|
| 6/30/92 | 1:30P - 1:45P | Arrival | Lobby Area | 20 | standard A/V equipment, conference floor |
| | 1:30P - 5:00P | Coffee Break | Kiosk | 20 | services, continuous coffee breaks, use of the |
| | 2:00P - 5:00P | General Session | Stephen Howe | 20 | fitness center and service charge. |
| | 8:00P - 8:15P | Departure | Lobby Area | 20 | * Meeting Title: Board Meeting |

BEVERAGE

SET-UP AND AUDIO-VISUAL REQUIREMENTS

Room: Stephen Howe From 2:00P to 5:00P

Hollow Square

1 Flipchart included in package

MENU

ROOM SET-UP INSTRUCTIONS

SPECIAL INSTRUCTIONS

* Guest Services: Two guests are wheelchair bound. Please assist them to the Howe Room by using the Main Hotel elevator.

Regional Transit Board

MASTER ACCOUNT BILLING AUTHORIZATION

GROUP NAME: Regional Transit Board
ADDRESS: Mears Park Centre
 230 East 5th Street
 St. Paul, MN 55101

DATES OF MEETING: June 30, 1992
MEETING PLANNER: Ms. Mary Fitzgerald

Please post charges as indicated below. Check (X) the appropriate billing column: Master Account (M) or Individual Account (I). Master Account charges noted here apply only on meeting dates.

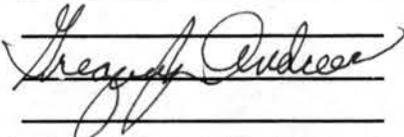
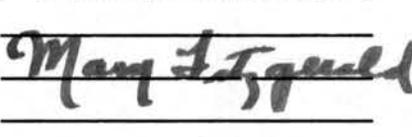
| | M | I |
|--|---|-----|
| PACKAGE PLAN | | |
| Room & Tax | | N/A |
| CMP Guest | | N/A |
| CP Guest | | N/A |
| Spouse Package | | N/A |
| Day Guest Package | X | |
| RESTAURANTS & LOUNGE | | |
| America's Harvest | | |
| -- Breakfast | | X |
| -- Lunch | | X |
| -- Dinner | | X |
| Alcohol with Meals | | X |
| Atrium Lounge | | X |
| Wadsworth's | | |
| -- Lunch | | N/A |
| -- Dinner | | X |
| Room Service | | |
| -- Breakfast | | X |
| -- Lunch | | X |
| -- Dinner | | X |
| BANQUET CHARGES | | |
| Food | X | |
| Bar | | N/A |
| Alcohol with Meals | | N/A |
| Band | | N/A |
| Flowers | | N/A |
| PRE AND POST CONFERENCE CHARGES | | |
| Room and Tax | | X |
| Breakfast | | X |
| Lunch | | X |
| Dinner | | X |
| Other | | X |

| | M | I |
|-------------------------------|---|-----|
| CONFERENCE SERVICES | | |
| Additional Coffee Break Chgs. | | N/A |
| Room Rental | | N/A |
| Equipment Rental | X | |
| Xerox Copies | X | |
| Typing | X | |
| Audio Visual Rental | X | |
| FAX | X | |
| Other | | |
| RECREATION | | |
| Golf - Green Fees | | X |
| Golf - Driving Range | | X |
| Golf - Caddy fees | | X |
| Tennis - Court Fees | | X |
| Racquetball - Court Fees | | X |
| Equipment Rental | | X |
| Tanning Bed/Sunroom | | X |
| Tournaments | | X |
| Tours | | X |
| Other (Specify) | | X |
| ADDITIONAL SERVICES | | |
| Movies | | X |
| Telephone - Local | | X |
| Telephone - Long Distance | | X |
| Transportation | | X |
| Valet & Laundry | | X |
| Gift Shop | | X |
| MISCELLANEOUS | | |
| | | |
| | | |
| | | |
| | | |

The Regional Transit Board
 (Sponsor Organization)

1. (~~Is~~/Is not) responsible for payment of delinquent charges posted to individual accounts.
2. (~~Will~~/Will not) guarantee payment of its attendees' bills whether paid by check or charge card.
3. (~~Will~~/Will not) guarantee personal checks cashed by its attendees up to \$_____.
4. Authorizes these signatures for its M.A. charges:

Typed Name: Greg Andrews Mary Fitzgerald

Signature:  

5. Items not checked will be billed to master account.
6. The attendees below will have all charges posted to Master. These persons should not be asked for credit card upon check-in. Their room bills will be reviewed and signed by the sponsor organization's planner.

NA

Additional Instructions:

*The Conference Center should consider these billing instructions definite and authorized by:

Gregory L. Andrews Title: Exec. Director Date: 6/15/92

(Direct bill subject to credit approval).