



Minnesota Regional Transit
Board: Records.

Copyright Notice:

This material may be protected by copyright law (U.S. Code, Title 17). Researchers are liable for any infringement. For more information, visit www.mnhs.org/copyright.

REGIONAL TRANSIT SERVICE AND CAPITAL PLAN

1993-1997

Making the Vision a Reality

DRAFT--August 19, 1992



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

TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY	i
CHAPTER 1. REGIONAL TRANSIT OVERVIEW	1
Introduction	1
Trends Affecting Transit	2
CHAPTER 2. TRANSIT PLANNING AND IMPLEMENTATION PROCESS	7
Legislative Authority of the RTB	7
RTB Policy-Making Structure	8
RTB Staff Organizational Structure	8
RTB Mission and Functions	8
Relationships with Other Government Agencies, Providers, Communities and the Public	9
Regional Transit Planning	14
Regional Transit Programming	16
Specific Programs	19
Financing and Capital Planning	20
CHAPTER 3. THE VISION FOR TRANSIT	21
The Concept	21
Goals of the Vision	22
Challenges to Implementing the Vision for Transit	24
CHAPTER 4. COMPREHENSIVE TRANSIT POLICIES	27
Comprehensive Transit Policies	27
Accessibility	31
Transit Marketing	33
Security and Service Quality	36
Competitive Service Procurement	38
Transportation and Land Use Relationships	41
Technological Innovations	43
CHAPTER 5. MODE-SPECIFIC TRANSIT SERVICE IMPLEMENTATION AND POLICIES	47
Regular Route Transit	47
Community-Based Circulator Services	73
Special Transportation Services	81
Travel Demand Management	84
Light Rail Transit	92

	<u>Page</u>
CHAPTER 6. CAPITAL PLAN	99
Capital Funding as an Investment	99
Capital Needs	101
Providers	106
Funding	109
CHAPTER 7. FINANCIAL PLAN	115
Operating Costs and Funding Requirements	115
Financial Resources	117
APPENDICES	
Appendix A--Existing Services/Performance Data	
Appendix B--Transit Service Design Guidelines	
Appendix C--RTB Fare Policies	
Appendix D--RTB Marketing Policies	
Appendix E--RTB Contract Guidelines and Policies	

LIST OF ILLUSTRATIONS

		<u>Page</u>
Figure 1.1	Transit Ridership, 1971-1991	3
Figure 1.2	Vehicle Occupancy During Morning Peak Period, 1974-1990	3
Table 1.3	Metro Area Automobiles Per Household	4
Table 2.1	RTB Funding Formula Arrangements	17
Figure 3.1	Transit Productivity and Cost by Service Type	22
Figure 3.2	Vision for Transit	26
Figure 5.1	Regular Route Providers, Percentage of Miles Operated in 1992	48
Table 5.2	Regular Route Mileage 1980-1991	49
Table 5.3	1988 Comparative Transit System Analysis	49
Table 5.4	Regular Route Service Performance Standards	50
Table 5.5	Regular Route Service Initiatives - 1993	54
Table 5.6	Regular Route Service Initiatives - 1994	56
Table 5.7	Regular Route Service Initiatives - 1995	57
Table 5.8	Regular Route Service Initiatives - 1996	59
Table 5.9	Regular Route Service Initiatives - 1997	60
Table 5.10	Projected Regular Route Costs	61
Figure 5.11	1993 Transit Service Improvements	63
Figure 5.12	1994 Transit Service Improvements	65
Figure 5.13	1995 Transit Service Improvements	67
Figure 5.14	1996 Transit Service Improvements	69
Figure 5.15	1997 Transit Service Improvements	71
Table 5.16	1993 Community-Based Circulation Service Initiatives	75
Table 5.17	1994 Community-Based Circulation Service Initiatives	76
Table 5.18	1995 Community-Based Circulation Service Initiatives	77
Table 5.19	1996 Community-Based Circulation Service Initiatives	78
Table 5.20	1997 Community-Based Circulation Service Initiatives	79
Table 5.21	Community-Based Transit Services Costs	80
Table 5.22	Description of Existing and New TDM Programs	88
Figure 5.23	Rideshare and TDM Activities	91
Figure 5.24	LRT Two Corridor System--Central and I-35W	96

		<u>Page</u>
Figure 6.1	Capital Needs 1993-1997	101
Table 6.2	Transit Hub Development Schedule	103
Figure 6.3	Transit Hub Locations	104
Table 6.4	Summary of Costs and Findings 1993-1997	107
Table 6.5	UMTA Section 9 Capital Funding	110
Table 6.6	Capital Funding	111
Table 6.7	Estimated Annual Debt Service Property Tax Levy Requirement, 1993-97	112
Table 6.8	Estimated Year-end Outstanding Long-Term Debt, 1993-97	113
Figure 7.1	Transit Funding Sources	115
Figure 7.2	Metropolitan Transit Taxing District	119
Table 7.3	1992 Property Tax Levy Feathering	120
Figure 7.4	Tax Feathering	121
Table 7.5	State Funding Requirement	125
Table 7.6	Projected Regular Route Costs and Funding Sources	126
Table 7.7	Projected Community-Based Transit Costs and Funding Sources	126
Table 7.8	Projected Metro Mobility Costs and Funding Sources	127
Table 7.9	Projected TDM/Rideshare Costs and Funding Sources	127
Table 7.10	Total RTB Program Costs and Funding Sources	127

EXECUTIVE SUMMARY

The Regional Transit Board's Transit Service and Capital Plan is intended to guide the RTB in making the Vision for Transit a reality. The Vision for Transit represents the RTB's response to the challenge of building and sustaining a public transit system that meets our total transit needs today and into the future.

Increasing highway congestion, the potential for worsening air quality, and the need to maintain mobility for people who are dependent on transit are all challenges to our quality of life. A strong regional transit system is necessary to meet these challenges. By providing alternatives to single-occupant autos, decreasing the amount of air pollution, and getting people to jobs and schools, transit services benefit the entire region. In addition, to maintain the viability of the central cities, which grew around a network of transit lines, a commitment to improved service is necessary.

The Vision recognizes that a comprehensive approach is needed to improve the transit system. Key goals include:

- **Matching Service to Need.** No single type of transit service can meet all transportation needs, so there must be a full menu of options. These include regular route service, community circulators, travel demand management strategies, special services for person with disabilities, and in heavily traveled corridors, light rail transit.
- **Taking a Dynamic Approach to Providing Service.** Service performance must be continually evaluated. Where unproductive service is found, it must be replaced or eliminated to allow scarce resources to be shifted to areas with unmet demand.
- **Maintaining a Strong Core System.** More than 85 percent of all transit trips are taken on local regular route service, primarily in the central cities. To protect our urban neighborhoods and provide links to jobs for central city residents, a strong core transit system is essential.
- **Improving Suburban Transit Services.** There is growing awareness that adequate transportation is a critical need for transit dependent people living in the suburbs. In most suburban communities, the existing level of transit service is not meeting these needs. New approaches to suburban service delivery are needed to get people to jobs and services.
- **Providing Accessible Options.** More people with disabilities are choosing to live independently. This lessens the overall need for social services for the disabled. Independent living does, however, require adequate transportation. In keeping with the national direction established by the

Americans with Disabilities Act, the RTB is putting in place a variety of accessible transit services that increase the travel options for the disabled.

- **Using Technology to Improve Transit.** Developing technologies offer tremendous potential to improve the quality and cost effectiveness of transit service. Innovations in vehicle dispatching, fare collection and transit information can greatly enhance the attractiveness of transit use.

The RTB and transit providers have successfully deployed some initial elements of the Vision for Transit. These include six transit hubs, work on the region's largest park-and-ride lot and implementation of all-day express service along I-394 and to the Mall of America. To realize the Vision improvements throughout the region, however, a commitment is needed to fully invest in a better transit system. The Transit Service and Capital Plan provides the blueprint for expanded transit services. Funding to carry out the plan, however, is not currently available. Innovative approaches to transit funding must be pursued at the state and regional levels.

TRANSIT SERVICE INITIATIVES

In the Regional Transit Service and Capital Plan, the RTB is seeking to aggressively implement the Vision for Transit. This includes a wide ranging effort to reorient the system into a constellation of trunk and feeder routes that provide faster and more convenient travel opportunities throughout the region.

Also proposed is a significant increase in service levels to fully implement an expanded network of local routes, all-day and peak-period express routes, community circulators, and expanded accessible transit options. The plan also includes continued expansion of travel demand management programs aimed at reducing single-occupant vehicle trips in the peak period.

Service improvements include:

- An additional 8.8 million miles of regular route service, a 20 percent increase over current levels. This service will strengthen local service and provide express links between the transit hubs and downtowns and between transit hubs.
- Expanded community circulation services providing general public dial-a-ride or small bus circulation services throughout the region.
- Continued restructuring of Metro Mobility service in order to maintain a strong and cost-effective paratransit program for persons with disabilities. Metro Mobility will also be supplemented with accessible regular route and community-based service.
- Continued expansion of the range of travel demand management programs. These programs, together with the regional rideshare program, are designed to provide low-cost incentives to shared rides in congested corridors.

CAPITAL IMPROVEMENTS

Together with the ongoing program to modernize the bus fleet, a series of facility improvements is proposed to make transit use more convenient. These include:

- **Transit Hubs.** Investing nearly \$8 million over the next five years to expand the network of transit hubs. Fifteen new hubs are proposed to be added to the existing six hub facilities.
- **Park-and-Ride Lots.** Construction on nine large park-and-ride lots is proposed at a cost of approximately \$17 million. These lots would have capacity for 300 to 500 cars and feed into expanded express bus service along the region's congested highway corridors.
- **Team Transit.** MTC's innovative approach to funding low-cost roadway improvements to speed transit operations would be continued.
- **IVHS.** Tests of transit applications of intelligent vehicle highway systems technologies will be conducted. These tests of passenger information, fare collection and vehicle dispatching systems will examine the feasibility of system-wide deployment of these technologies.

FUNDING REQUIREMENTS

The region faces a critical period in transit funding. An additional financial commitment will be needed to maintain existing service levels. Added to this is the increased funding needed to carry out the service improvements called for in the Vision for Transit.

Funding for the regional transit system comes from four sources: passenger fares, the regional transit property tax, federal operating grants, and state transit assistance.

Given recent trends in funding for transit operations, the RTB's ability to implement the Vision for Transit may be in jeopardy. Although transit operating costs have been held at or below the rate of inflation, little or no increases have been seen in state or federal transit funding. Federal funding has decreased in recent years while state transit assistance has increased only eight percent since 1988.

Without increased state or federal financial support, the region has relied more heavily on fares and property taxes to maintain service levels. Recent fare increases for regular route and Metro Mobility service have generated additional revenues, but have also resulted in ridership losses. The current economic downturn has also eliminated nearly all increases in the RTB's property tax levy. While market value growth pushed the total tax levies up by 5 to 7 percent a year in the mid-1980s, the current annual rate of increase is less than 2 percent.

These factors have combined to call into question whether funds will be available to keep existing transit services on the street. Any new services will depend upon actions to significantly increase investment in regional transit service.

PREFACE

The Regional Transit Board (RTB) was created by the Minnesota Legislature in 1984 to plan, coordinate, administer and fund the transit systems in the seven-county metropolitan area. This Five-Year Transit Plan examines how the current system works and how it should be operated in the future. The plan identifies current issues and trends that affect the delivery of regional services. It also discusses the funding necessary to provide the services to meet the needs of the region's residents.

This plan details the RTB's implementation of policies in the Metropolitan Council's Transportation Development Guide/Policy Plan. It also follows the direction developed in the Metropolitan Council's Regional Transit Facilities Plan.

PLAN OVERVIEW

The Five-Year Transit Plan is divided into seven chapters that include the current transit system, the RTB's Vision for Transit, and policy and implementation measures for operating transit services in the region.

- Chapter 1, Regional Transit Overview, introduces the current transit system. It also examines opportunities created by various trends that affect transit.
- Chapter 2, Transit Planning and Implementation Process, describes the RTB's structure, responsibilities, relationships with the community and other governmental agencies, and the planning and programming process.
- Chapter 3 describes how the RTB envisions the region's future transit system.
- Chapter 4, Comprehensive Transit Policies, discusses transit policies that relate to all types of transit services ranging from transit marketing to technological innovation.
- Chapter 5, Mode Specific Transit Service Implementation and Policies, establishes policies, strategies and service initiatives for various transit forms, including regular route, community-based, special transportation, travel demand management, and light rail transit.
- Chapter 6, Capital Plan, identifies policies governing capital investments and expected funding policies.
- Chapter 7, Financial Plan, details the critical funding problems that the RTB faces in maintaining operation of the current regional transit system. The chapter includes policies for reviewing fare structure and projected operating costs and funding sources.

In developing this plan, the RTB has drawn from other recent transportation planning efforts in the metropolitan area. Chief among these is the Metropolitan Council's Regional Transit Facilities Plan, the Metropolitan Transit Commission's Team Transit effort, and the Minnesota Department of Transportation's 2020 Vision planning effort.

This document will be updated biannually in even-numbered years.

REGIONAL TRANSIT OVERVIEW

Chapter 1

Chapter 1 gives an overview of the current transit system and identifies the key trends that impact transit use in the region.

Introduction

Transit is recognized as a service necessary to the health of communities. No longer is transit narrowly defined as a 40-foot bus roaring into downtown. Rather, transit is now being designed to meet the varied needs of local communities. Regular route buses, local community circulators, dial-a-rides, and travel demand management strategies all work together to make up the regional system.

Currently, there are more than 40 transit providers in the seven-county metro area. These providers make a difference in people's lives every day by giving them access to job, school, shopping, doctors, and other essential services. Whether the transit operator provides services to the masses or to a specific population, the rides are necessary.

Local communities are recognizing that congestion is as much a local issue as it is a regional issue. These communities are also recognizing that populations are changing. Transit dependent people are no longer solely central city dwellers. The suburbs have greater transit needs than are currently being met. Local communities and the RTB must work together to provide appropriate levels of local transit services.

With all the varied services and needs in this region, it is now more important than ever to have an agent that recognizes the necessity of coordination. The RTB acts in this regard. By coordinating all the services in the region, the RTB has a unique role and perspective.

Local trends indicate that the regional transit system will have more parts to it in the future. The RTB will play a crucial role in determining where and when new or restructured services will go.

Very recent increases in transit ridership indicate that people will respond to better service. What is needed is greater investment in the regional transit system and heightened awareness of the role transit plays in our overall quality of life. To maintain the level of mobility the Twin Cities currently enjoys, preserve the quality of the environment, and ensure that all metro area residents have access to jobs, a strong transit system is necessary.

In the past, the Twin Cities area has been a national leader in promoting innovation in transit. The RTB is committed to continuing to seek innovative approaches to meeting transit needs.

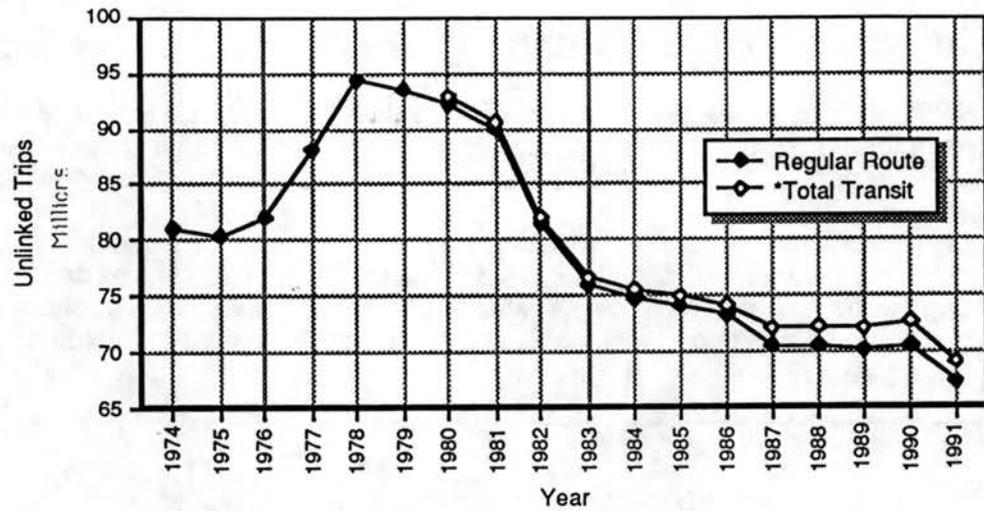
Trends Affecting Transit

As the Twin Cities metropolitan area has grown and become more auto-oriented, transit use has declined. In the 1920s more than 200 million transit trips were carried annually on streetcar lines. By 1991, ridership on the regional transit system totaled 69 million passengers.

Over the past 20 years, transit use has experienced several periods of ridership fluctuations:

- A period of rapid increase in the early 1970s after the MTC began operating service formerly provided by private operators. This increase was tied to the expansion of regular route service coverage throughout the region.
- Stable ridership levels in the mid-1970s.
- Large ridership gains in the late 1970s resulting from increased fuel costs and gasoline shortages.
- A sharp drop in the early 1980s as fuel costs stabilized, service levels were cut, fares increased and the region's economy slowed.
- Relatively stable ridership during the 1980s.
- In 1991, the system lost ridership, primarily due to increased fares.
- Recent marketing efforts by the MTC appear to have resulted in increased transit ridership.
- Transit ridership in suburban areas increases as service is implemented.
- Metro Mobility ridership has increased as the transportation needs of the elderly and disabled have grown.

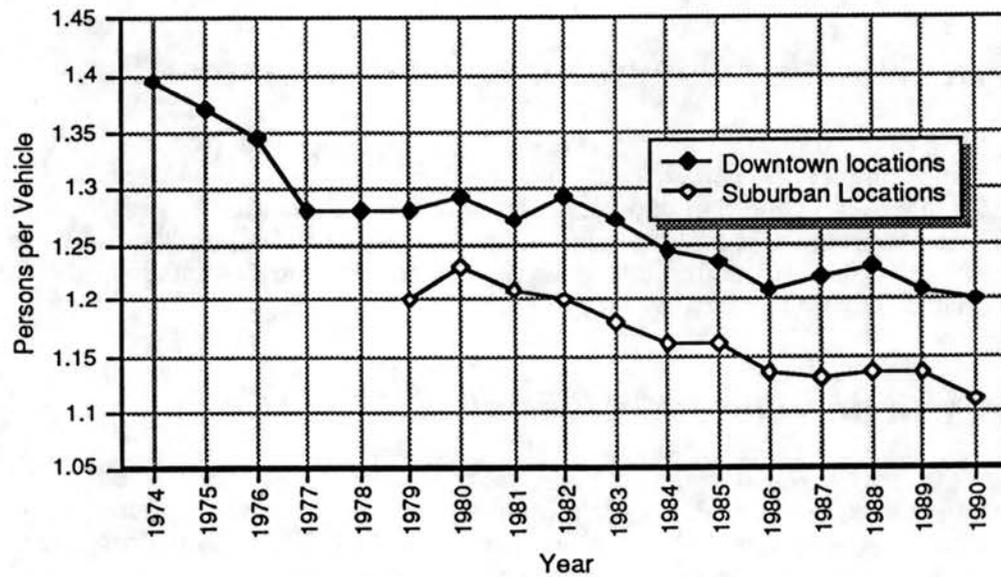
Figure 1.1
Transit Ridership, 1971-1991



*Includes Metro Mobility and Community-based Transit

These transit ridership trends have occurred at a time of tremendous increase in total travel within the region. Daily vehicle trips have doubled in the past 25 years, far out-pacing population growths. At the same time, the use of car pooling during the peak travel periods has declined at a rate that parallels the drop in transit use.

Figure 1.2
Vehicle Occupancy During Morning Peak Period, 1974-1990



Occupancy Counts During Morning Peak Period

There are several interrelated reasons for the historical drop in transit use and car pooling. Some of the primary factors include:

Increasing Auto Ownership

While the size of metro area households has become smaller, the number of automobiles per household has steadily increased. Today there are more than two vehicles per household, a doubling of auto ownership since 1950.

Conversely, the number of Twin Cities' households without access to an automobile continues to decline. Traditionally, people without cars are frequent users of transit. Although only 8 percent of metro households do not have access to an automobile, people without cars represented 27 percent of total regular route ridership in 1990.

Table 1.3
Metro Area Automobiles Per Household

<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>
1.06 (est.)	1.25	1.58	2.00

Percentage of Households Without Automobiles

<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>
17%	14%	12%	8%

Accelerating Suburbanization of Employment

Most of the region's jobs are now located outside of the two central cities. Approximately 60 percent of employment is located in the suburban areas. Coupled with suburban population growth, this has resulted in the suburb-to-suburb commute becoming the predominant work trip in the region. The existing transit system, structured to primarily serve the downtowns and central cities, is unable to meet this new travel pattern.

Changing Nature of Trips

Over the past few decades, the way we travel has changed dramatically. No longer does the typical work trip involve traveling from home directly to work. Travel patterns have become more complicated, with shopping, dropping children off at day care, and other destinations being part of the trip to and from work. This multiplicity of trip purposes has accelerated as more women have joined the work force, creating more multiple-worker households and placing a premium on

efficient use of travel time. Transit service has largely been unable to meet these diverse travel needs. According to the 1990 Travel Behavior Inventory, the average individual makes 3.65 trips per day. At the household level, approximately 9.34 daily trips are made.

Together these changing travel trends have decreased the attractiveness of transit use. They have, however, also contributed to dispersed development patterns and increased congestion on area highways. To maintain the high level of mobility and air quality the Twin Cities currently enjoys, transit must play an increasing role in moving people.

The Vision for Transit, outlined in Chapter 3, is the concept for ensuring that the regional transit system is responsive to changing travel patterns and markets.

Changing Transit Markets

Characteristics of current transit riders and former transit riders shed some light on the subtle shifts within the transit market.

According to a 1991 Market Research Study of Twin Cities bus users, 35 percent of current riders are ages 31-50 and 20 percent are 65 and older. Whereas 31 percent of former riders are 21-30. In addition, former riders overwhelmingly cite lifestyle changes as to why they no longer ride. The differences indicate that former riders, who tend to be younger and professional, experience a great deal of change in their lives. Additionally, in the current rider group, one-in-five has taken the bus for five or more years.

So, while there is a stable block of loyal transit riders, there is also a very fluid portion of the population that experience job, residence, or other significant lifestyle changes that, in turn, change transit habits.

In addition, there have been changes in the market groups served by transit. Significant changes in the following low-income groups have served to decrease ridership.

Seniors are increasingly more mobile. They are driving their personal automobiles longer and at an older age than in the past.

At the other end, a higher percentage of the youth population live in suburban areas having limited or no exposure to public transit service. Changing travel behavior and introducing public transit to this age group will take initiation of a public outreach program and repeated marketing efforts.

In addition to seniors and young people, low income people are changing their habits. Although low income groups are predominantly situated in the central cities, an increasing share of this population resides in suburban areas. These areas typically have limited or no transit service. Low income people travel more in suburban areas, have greater access to automobiles and rely less on public transit than ever before.

Finally, the number of households without access to an automobile continues to decline. In the 1990 Census, 8 percent of the Twin Cities households have no access to automobiles.

TRANSIT PLANNING AND IMPLEMENTATION PROCESS

Chapter 2

Chapter 2 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 organizations and the transit planning and programming processes.

Legislative Authority of the RTB

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

- To provide, to the greatest feasible extent, a basic level of mobility for all people in the metropolitan area.
- To arrange to the greatest feasible extent for the provision of a comprehensive set of transit and paratransit services 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.

Legislation, furthermore, identifies the duties of the board:

- To foster effective delivery of existing transit services and encourage innovation in transit service.
- To increase transit service in suburban areas.
- To prepare implementation and financial plans for the metropolitan transit system.
- To set policies and standards for implementing the transit policies and programs of the state and the transit policies of the metropolitan council in the metropolitan area.

- To advise and work cooperatively with local governments, regional rail authorities, and other public agencies, transit providers, developers, and other persons in order to coordinate all transit modes and to increase the availability of transit services.
- To conduct transit research and evaluation.
- To administer state and metropolitan transit subsidies.

Legislation establishing the RTB indicates that the board shall arrange with others for the delivery and provision of transit services and facilities and, to the greatest extent possible, avoid direct operational planning, administration, and management of specific transit services and facilities. Additionally, the board was established to advise the Metropolitan Council, the Transportation Advisory Board, the Department of Transportation, political subdivisions and private developers on transit aspects and effects of proposed transportation plans and development projects and on methods of improving the coordination, availability, and use of transit services as part of an efficient and effective overall transportation system.

RTB Policy-Making Structure

The RTB is composed 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. 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 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, or meet as a committee of the whole, to deal with particular topics.

RTB Staff Organizational Structure

The 37-member RTB staff is a diverse group of professionals with a variety of different kinds of experience in transit planning, programming, marketing 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.

RTB Mission and Functions

In 1984, the board was assigned a variety of responsibilities to ensure that the varying transit needs of metropolitan area residents were recognized and that a variety of services would consequently be offered. The RTB was given a number of legislative mandates and tools to ensure, among other things, that both public

and private providers would be involved in offering transit services, that transit services would be expanded in suburban areas, that the needs of particular groups were adequately addressed and that services would be offered in a cost-effective manner.

The RTB accomplishes its goals by a variety of methods. Based on its statutory authority, the RTB has been recognized as a "service planner and developer, a service 'broker', and a financial manager." 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 RTB is responsible for planning, coordinating and administering all types of public transit service in the Twin Cities metropolitan area. In this role, the agency is responsible for balancing various interests and needs that may sometimes be competing for the same limited resources. The agency is, thus, responsible for maintaining the well-being of the individual parts as well as the whole regional transit system.

The RTB also must act as an advocate for transit. The RTB is responsible for seeking adequate funding for transit services in order that needs can be met. The agency also ensures that transit is considered a key element of any solution toward solving the region's transportation problems.

Additionally, 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.

The RTB is a pivotal player in transit. The agency is responsible for carrying the overall policies developed by both the legislature and the Metropolitan Council through the development of specific transit policies and the implementation of transit services.

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

Metropolitan Council

The Metropolitan Council is the federally designated Metropolitan Planning Organization (MPO) for the Twin Cities metropolitan area. In transportation, the Council is responsible for both long-range transit and highway planning for the seven-county area.

The Metropolitan Council appoints eight of the 11 RTB members. The Council establishes specific requirements for the RTB's Five-Year Transit Plan and reviews it to ensure it conforms to its Transportation Policy Plan. An additional Council responsibility is to issue bonds to finance capital transit needs consistent with the RTB's capital improvement program.

During 1992, the Council took an active role in transit planning with the development of the Regional Transit Facilities Plan. This plan serves as a guide to make decisions about future transit investments in the region. It also advocates a multiple-strategy approach to moving people in the metro area. Finally, the plan underscores the relationship between transportation and land use by proposing that a portion of the region's growth be guided along transit-oriented corridors.

The policies developed by the Council are intended to provide the overall direction of the Five-Year Transit Plan.

Transportation Advisory Board (TAB)

The 30-member Transportation Advisory Board (TAB) advises the Metropolitan Council and the RTB on transportation issues. The committee is composed of seven county commissioners, 10 city elected officials, and a citizen representative from each of the Metropolitan Council eight districts.

Technical Advisory Committee

A Technical Advisory Committee, made up of county municipal staff and regional agency members, provides technical advice to the TAB.

Minnesota Department of Transportation (Mn/DOT)

Mn/DOT has primary responsibility for transportation in the state of Minnesota. Outside the metro area, Mn/DOT administers contracts with transit providers; the RTB holds that responsibility within the metro area.

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

- participate in corridor studies to identify how transit and travel demand management strategies can become part of the transportation solution for congested roadways;
- assist in setting priorities and administering metropolitan area 16(b)(2) funding requests from nonprofit organizations who want to provide transportation services to persons with disabilities and the elderly;
- review and approve LRT funding applications from the county regional railroad authorities, and;
- coordinate overall transit and transportation policies to maximize efficiency and effectiveness of the transportation system.

Mn/DOT has recently become more active in coordinated transit efforts in the metro area. It is working closely with the Metropolitan Transit Commission on Team Transit initiatives to find low or no-cost ways to improve bus travel time. Mn/DOT is also a joint lead agency in the Central Corridor Alternative Analysis/Draft Environmental Impact Statement.

County Regional Railroad Authorities

The county regional railroad authorities have had the primary responsibility for developing and implementing light rail transit (LRT) in their respective counties. During the 1992 legislative session, the Legislature passed a bill that modified these responsibilities. The bill was vetoed by the governor because of some technical issues. The roles and responsibilities had widespread endorsement by all the affected agencies; there has been agreement to proceed with the modified responsibilities, as indicated in the bill. These responsibilities are outlined in Chapter 4.

Transit Providers

The RTB contracts with 46 providers or communities to provide transit services throughout the metro area. RTB staff 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 (MTC)

The MTC is the primary provider of regular route transit services in the region. The commission is made up of five members who are appointed by the RTB. MTC members represent Minneapolis, St. Paul, suburban (full-service area), suburban (at-large) and metro at-large. Members are appointed to staggered three-year terms. The part-time MTC chair is elected by MTC members to the term of one year.

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

Opt-Out

The opt-out program was established by the Legislature in 1981 in response to concerns from suburban cities about the level of service they received in proportion to the amount of taxes they paid. There are now five opt-out programs: Minnesota Valley Transit Authority, Southwest Metro Transit Commission, Plymouth Transit, Maple Grove Transit and Shakopee Transit.

Small Urban and Rural

A variety of small urban and rural programs exist to serve transit dependents, elderly persons and persons with disabilities. These programs serve as the primary source of transportation to many people in small urban and rural communities. The RTB, in partnership with the local communities funds these services.

There are five small urban programs including: Columbia Heights, Northeast Suburban Transit, Hopkins, White Bear Lake and St. Louis Park. The 11 county or rural programs are: DARTS, CARTS, Anoka County Traveler, HSI, Scott County, Westonka, Dakota Volunteer, Anoka Volunteer, Senior Community Services, Senior Transportation Program and Linwood.

Metro Mobility

Metro Mobility is the transit service for people who cannot use regular route transit due to a disability or mobility limitation. Metro Mobility is a door-through-door service that is provided by 12 organizations. The Metro Mobility Administrative Center is responsible for day-to-day operations of the program, billing, and complaint resolutions. The 13 Metro Mobility providers are: National School Bus Company, Handicabs, Yellow Taxi, Metro Ride, Ebenezer Society, Diamond Cab, Twin City Mobility, DARTS, City Wide Cab, Amherst Wilder Foundation, Handicapped Transport System and Human Services, Inc.

Advisory Committees

The RTB has established six advisory committees:

Transportation Accessibility Advisory Committee

The Transportation Accessibility Advisory Committee (TAAC) advises the RTB on management policies, implementation and planning issues related to transit services for the elderly, persons with disabilities and others with special transportation needs in the seven-county metropolitan area. The committee is composed of consumers and representatives of organizations that serve seniors and people with disabilities.

Provider Advisory Committee

The Provider Advisory Committee (PAC) advises the board on transit services including planning for new services, restructuring 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. As part of a reorganization of this advisory committee in 1992, all RTB service providers now serve as members on this committee.

Rideshare Advisory Committee

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

Local Officials Advisory Committee

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.

Marketing Committee

The Marketing Committee advises the RTB on marketing and communication issues including research, promotion, pricing and product design. Representatives from RTB providers, businesses, marketing professional, as well as RTB board members, comprise the committee.

Audit Advisory Committee

The Audit Advisory Committee assists the RTB with audit and contract compliance matters. Composed of board members, the RTB executive director, and outside financial professions, the committee reviews and advises on the administration and monitoring of transit provider contracts.

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

Communities

The RTB makes significant efforts to integrate community involvement in the transit planning process. An outreach program provides the opportunity for open communication between the RTB and individual communities and has offered the opportunity for participation of local officials and citizens in transit matters.

A community relations coordinator meets regularly with each local government in the metro area and provides communities with answers to transit-related questions. Representatives from each community, designated as transit liaisons, maintain contact with the RTB's coordinator. In addition, the RTB holds an annual transit liaison forum to discuss current transit issues and RTB programs with the more than 120 transit liaisons.

The RTB maintains strong working relationships with local government by providing technical assistance and citizen participation. 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.

Several publications are regularly developed to ensure 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.

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.

Regional Transit Planning

Five-Year Transit Plan

Every other year the RTB updates its Five-Year Transit Plan. This plan serves many functions. First of all, the Five-Year Transit Plan implements the transit element of the Metropolitan Council's Transportation Policy Plan. Additionally, the document sets forth the agency's policies, plans, operating and capital programs and finances. It is a dynamic document, serving as both a work program for the agency as well as a reference guide for others.

Determining Needs

The RTB determines needs for transit services by a number of means. In 1987, the board 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.

In order to be able to provide updated information, the RTB periodically conducts needs assessments of particular geographical areas, or analyzes the potential and/or existing effectiveness of certain services and programs.

Identifying New Service Concepts

The RTB identifies and tests new service concepts, service delivery methods, funding arrangements and other new or innovative approaches to transit .

Based on needs, the RTB identifies candidate service concepts for trial implementation; establishes evaluation criteria; and initiates, monitors and evaluates service.

Establishing Service Specifications

In its role as the "buyer" or "broker" of transit service, the RTB develops service specifications for existing and new service. First, service requirements are determined and then strategies to meet those requirements are identified.

Once a preferred service strategy is chosen, the board contracts with the MTC, other operators or local governments for route planning and scheduling service. This is the case with either new or existing transit service. Route planning and scheduling are subject to board approval for conformity to the RTB's Five-Year Transit Plan and other service standards and objectives. Policies for the project are 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 and they can provide the service cost-effectively, 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 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 result of the service evaluation may be to continue the service on a regular basis if it meets the performance standards or to revise and/or terminate the service if it does not.

Regional Transit Programming

Transit Programming Responsibilities

In carrying out its duties to contract with others for the provision of transit services, the RTB has specific responsibilities with regard to operations programming and its relationships with providers. Some of these are described below:

Performance Standards

The RTB establishes performance standards for service and programs it funds. These performance standards have been developed for different types of regular route service as well as paratransit services.

Technical Assistance

The RTB provides technical assistance to transit providers in the planning, promotion, development, and evaluation of programs and projects. RTB staff is frequently involved with cities, counties, and specific providers in developing and improving transit services.

Coordination

The RTB coordinates transit operations within the metropolitan area. This function is particularly important given that the Vision for Transit envisions multiple providers and a need for increased coordination.

Program Evaluation

The RTB regularly evaluates transit performance. Individual transit projects are monitored and evaluated. Additionally, legislation requires that the RTB's budget procedure must include a substantive assessment and evaluation of the effectiveness of each significant program of the board. Quantitative information on the status, progress, costs, benefits, and effects of each program are included in the evaluation. This evaluation is to be submitted to the Legislature annually.

Contracts

The board enters into contracts with public and private transit service and program providers. The RTB requires that before an entity applies for transit funding, it must prepare and submit a transit study. The study determines existing and future needs, assesses what service or program will meet those needs, and assesses existing and future resources available to fund the service or program. The study also addresses the type of government arrangements or agreements needed to provide adequate services.

Transit Programming Process

The RTB provides funding for 39 contracts with 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, operated by 11 providers; rural or county special transportation service (STS), operated by eight providers; and Metro Mobility, operated by 12 providers. The RTB also administers a regional rideshare program and travel demand management (TDM) programs.

Table 2.1
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:

	<u>RTB Share</u>
• Regular Route Subscription (transit services and capital improvements that directly benefit a single institution or organization should be provided through a shared cost arrangement)	50%
• 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 receive financial assistance from the RTB, providers either enter into a service contract based on the provisions outlined in an RTB request for proposal or are required annually to submit a service management plan, which becomes incorporated as part of the contract. The service contract and/or 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.
- Funding sources, including operating revenues, federal grants and local assistance.
- Compliance with RTB contracting policies.

An outline of the RTB's contracting policies and guidelines is available in Appendix E.

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.
- 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 plan. Fare box recovery ratios must comply with standards adopted by the RTB.

In legislation, an MTC service area is defined to coincide with the fully developed area developed by the Metropolitan Council. Specifically, the board may contract for services with private, for-profit operators of public transit only for the following services:

- Services that are not regular route services.
- Regular routes services provided on June 2, 1989, by a private, for-profit operator under contract with the board or under a certificate of convenience and necessity issued by the transportation regulation board.
- Regular route services outside of the fully developed area that were not operated on June 2, 1989, by the commission.
- Regular route services provided by opt-out communities.

- Regular route services to recipients who, as part of a negotiated cost-sharing arrangement with the board, pay at least 50 percent of the cost of the service that directly benefits the recipient as an institution or organization.
- Regular route services that the board and the commission agree are not or will not be operated for a reasonable subsidy by the commission.

The RTB has the authority to competitively bid service in accordance with standards, procedures and guidelines reviewed by a project management team and adopted by the board.

Audits

As required by Minnesota Statutes, Section 15.17, the records, books, documents, and accounting procedures and practices of the contractor and of any subcontractor relating to work performed pursuant to this agreement shall be subject to audit and examination by RTB and the legislative auditor or state auditor.

The contractor providing service funded by the RTB shall permit the RTB or its designee to inspect and copy, all accounts, records and business documents (including those of any subcontractor) at any time during regular business hours as necessary to fully audit the funding of the transit delivery system.

A total of three percent of the contract amount may be withheld from the contractor's final monthly payment until completion of an audit by the RTB. The RTB shall complete the audit of work performed within fifteen months, unless there is reasonable cause for delay documented by the RTB and agreed upon by the contractor.

Specific Programs

In addition to planning and programming bus-based transit services, the RTB is responsible for planning and programming other transit programs including:

The RTB implements **Metro Mobility**, the special transit service for persons with disabilities and mobility limitations. The RTB is legislatively required to provide the program. The RTB contracts for the transportation service, establishes management responsibilities, contracts for administrative services, ensures complaints are handled, holds an annual meeting to hear from riders and works with the legislatively created advisory committee.

In addition, the RTB has established a **travel demand management (TDM)** program in the metro area. TDM aims to reduce the number of single-occupant cars on the roads during peak travel times. One of the main components of TDM is car and van pooling. The RTB contracts with MTC to provide Minnesota Rideshare, the organization responsible for rideshare marketing and matching services.

The RTB has been involved with an alternative analysis/draft environmental impact statement for the Central Corridor. **Light rail transit** is one of several options for transit improvements being considered in the corridor. The RTB chairs the corridor management committee for the Central Corridor.

The RTB established the **Jobseekers** program in response to a legislative mandate to increase the availability of public transit services and reduce costs for people who are seeking employment, yet lack a private means of transportation. The RTB offers subsidized bus passes through registered employment centers throughout the metro area. The RTB works with more than 40 agencies with job placement programs to distribute thousands of subsidized passes each year. The RTB is also charged with establishing a program and policies that reduce transportation costs for people who are especially dependent on public transit because of limited incomes, age, disability or other reasons.

The RTB reaches out to **local communities and the public** through a variety of means. The RTB has established transit liaisons within most of the metro area's communities. Every year the RTB meets with these transit liaisons to update them on local transit plans. The board also has an extensive public information program to communicate transit information to transit users and interested parties.

Financing and Capital Planning

One of the primary functions of the RTB is to act as financial manager for the regional transit system. First, the RTB is responsible for obtaining funding for transit services. The board regularly seeks federal and state funding for transit purposes. The RTB is also authorized to levy property taxes in the metropolitan area and is responsible for establishing fares. The Metropolitan Council issues general obligation bonds on behalf of the RTB. The board can apply for grants, but the MTC is the designated recipient of federal Section 3 funding. Other political subdivisions, such as cities, within the metropolitan area may apply for federal transit assistance. Those applications must be submitted to and approved by the board. Based on needs, the RTB prepares an annual budget as well as a financial plan, each even-numbered year, for the succeeding three calendar years, in half-year segments.

The RTB is responsible for the development of a capital plan. In the Five-Year Transit Plan, the RTB establishes criteria for funding capital facilities and equipment. The board itself, however, may not acquire or hold any real property or transit vehicles. Bond proceeds for capital assistance cannot be provided to private, for-profit operators of public transit. The RTB's capital plan is presented in detail in chapter 6.

THE VISION FOR TRANSIT

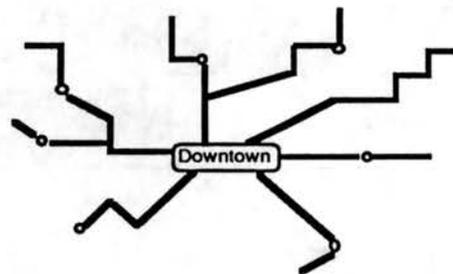
Chapter 3

Chapter 3 describes the framework for reorganizing the regional transit system.

The Concept

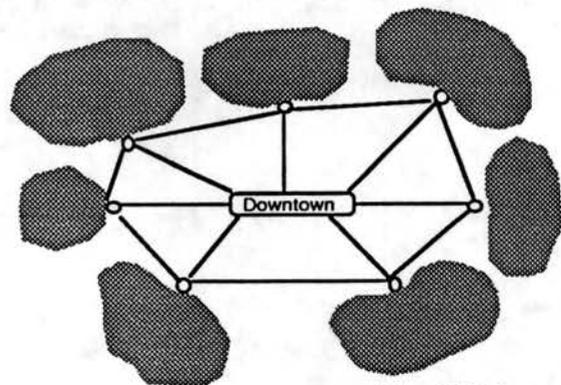
The Vision for Transit is a flexible concept that takes a variety of transit services and facilities and matches them to the diverse transportation needs in the region. Regular route buses, community circulators, dial-a-rides, light rail transit, specialized services for persons with disabilities, travel demand management strategies, transit hubs, park-and-ride lots, bike-and-ride lots, high-occupancy vehicle lanes, and car and van pools are all components of the overall Vision.

The Vision for Transit concept was developed to enhance service quality for current transit users and make transit an attractive option for potential riders. The goal is to provide reliable, frequent, and easily understandable service. The Vision for Transit provides the blueprint for a series of well-coordinated, incremental actions necessary to improve transit in the region. The Vision proposes to reorganize transit service, replacing the existing radial system with the hub-and-spoke system illustrated below:



○ = Activity Center

Existing Radial Route Service
In this region, the current service pattern is radial. Routes extend from the downtowns like branches on a tree.



○ = Transit Hub

Transit Hub Concept
The transit hub concept that the Vision is modeled after allows more connections between hubs and services. The shaded areas represent circulator services, which filter into the transit hubs. The hubs have timed-transfers between services giving people the options of riding an express bus downtown or to another hub or riding circulator service within the community.

The improvements to transit services and facilities called for in the Vision, coupled with other enhancements to transit information and fare collection, will improve the convenience of transit use. The goals of the Vision are outlined below.

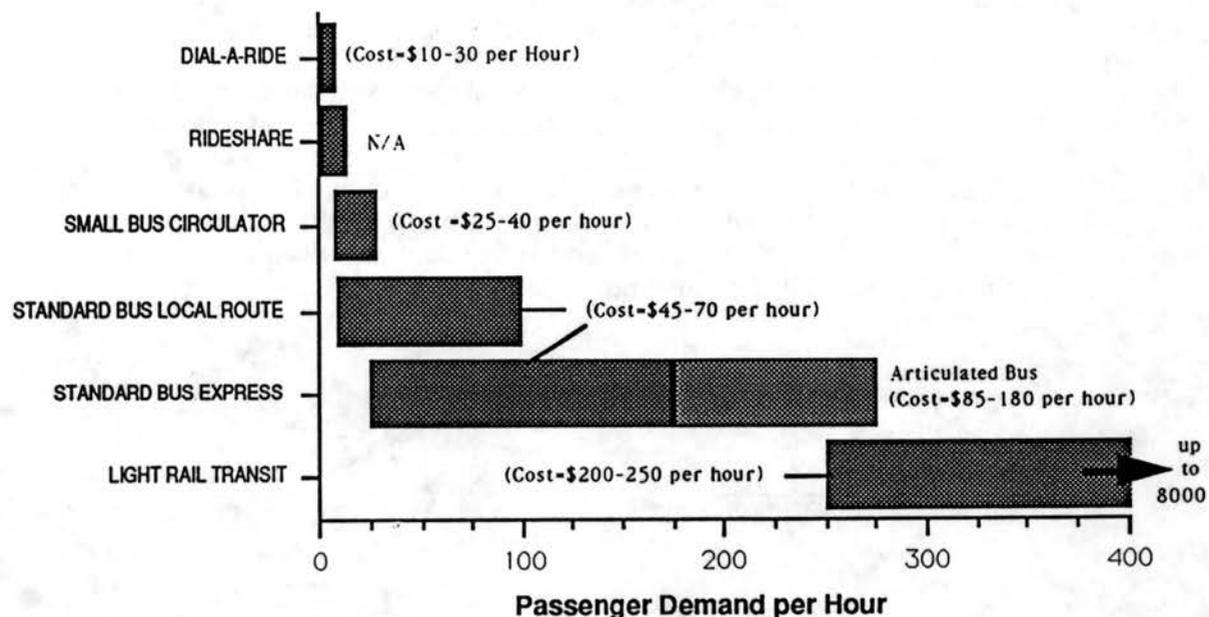
Goals of the Vision

The Vision for Transit responds to the following goals:

Matching Service to Need

No one type of transit service can meet all transportation needs, so there must be a full menu of transit options. Just as there are a wide variety of demands for service, there are a wide variety of costs. Costs vary by service type. For example, dial-a-ride services typically cost from \$20-\$30 per service hour, while regular route express service can cost as much as \$180 per hour.

Figure 3.1
Transit Productivity and Cost
by Service Type



The RTB's responsibility is to determine the most appropriate and cost-effective service to implement in various transit markets. The Vision calls for high-capacity service in heavily traveled corridors. It also advocates meeting transit needs in lower-density areas of the region with lower-cost dial-a-ride and circulator services.

Taking a Dynamic Approach to Providing Service

To ensure that regional transit services are meeting the needs of metro area residents, the RTB continually evaluates the productivity of services. When unproductive service is identified, the RTB restructures, replaces one service type with another, or eliminates the service to allow service to be shifted to other areas with unmet transit demand.

The Vision requires an ongoing evaluation of service productivity to ensure that scarce financial resources are used most effectively. The MTC is taking a major step in this direction through its comprehensive operations analysis. This study will provide, for the first time, analysis of the productivity of all routes the MTC operates.

Maintaining a Strong Core System

More than 85 percent of all transit trips in this region are taken on local, regular route service, primarily in the central cities. These routes form the core of the regional transit system, serving the highest concentrations of people who depend on transit for their basic mobility. Because many central city neighborhoods developed around streetcar lines, they have population densities to support a high level of local transit service.

The core area has also experienced the greatest ridership decline in recent years. Left unchecked, this loss of riders threatens the viability of the entire transit system. The Vision proposes to strengthen core area service by examining improvements to routing, frequency and security. By also providing better and faster links between central city and suburban transit hubs, central city residents will have greater access to the growing suburban employment centers.

Improving Suburban Transit Service

One of the RTB's central functions is to improve suburban transit service. Recent studies show the number of people dependent on transit who live in Twin Cities suburbs is increasing. The growing suburban senior population, the increasing independence of persons with disabilities, and the availability of low-income, suburban housing combine to increase the need for suburban transit services. These services are especially necessary for getting people to jobs.

In addition to serving suburban transit dependent populations, there is growing traffic congestion in the suburbs. Cars on the road are now making more trips than ever. The Metropolitan Council estimates that local roadway travel is increasing between 2 percent and 4 percent annually. To maintain suburban mobility, expanded express services and travel demand management programs must be developed.

Suburban areas, by their very nature, are difficult markets to serve. Dispersed suburban development, ample free parking, and lower population densities all offer challenges to providing transit services. The Vision proposes to match these areas with appropriate transit strategies. Such strategies include additional dial-a-ride and fixed-route circulators to move people within communities and provide

connections to the regional transit system at transit hubs. Expanded express service to the downtowns and between hubs will make transit more competitive with automobiles and better serve suburb-to-suburb trips.

Accessibility

The concepts from the Vision will result in substantial benefits for persons with disabilities. Suburban paratransit services will be expanded and enhanced. Already, the two community circulators in existence, the Roseville Area Circulator, and the BE Line, are fully accessible for persons with disabilities.

In addition, regular route services will continue to become lift-equipped as more buses from the existing fleet are replaced. With more of the regular route system accessible, there will be more frequent and direct services to riders who rely on the lifts.

Finally, transit hubs will provide a convenient and safe transfer point. Riders can connect from one service to another at hubs in climate-controlled waiting areas.

Using Technology to Improve Transit

By applying the latest technology to transit, intelligent vehicle highway systems (IVHS) have the potential to greatly improve the effectiveness of transit service delivery. Using computer technologies, IVHS allows more efficient use of the transportation infrastructure. The Vision includes continued research and application of IVHS innovations in transit information, fare collection, and vehicle dispatching to improve service quality.

Challenges to Implementing the Vision for Transit

To make the Vision a reality, the region faces several challenges. These are described in the following paragraphs.

Funding

The Vision will require a greater investment in the transit system. Although sufficient capital funding for transit facilities is likely to be available from the federal Intermodal Surface Transportation Efficiency Act (ISTEA) and state bonding authorizations, sufficient funding to operate expanded service is not yet available. Funding requirements for Vision facilities and services are described in Chapters 6 and 7.

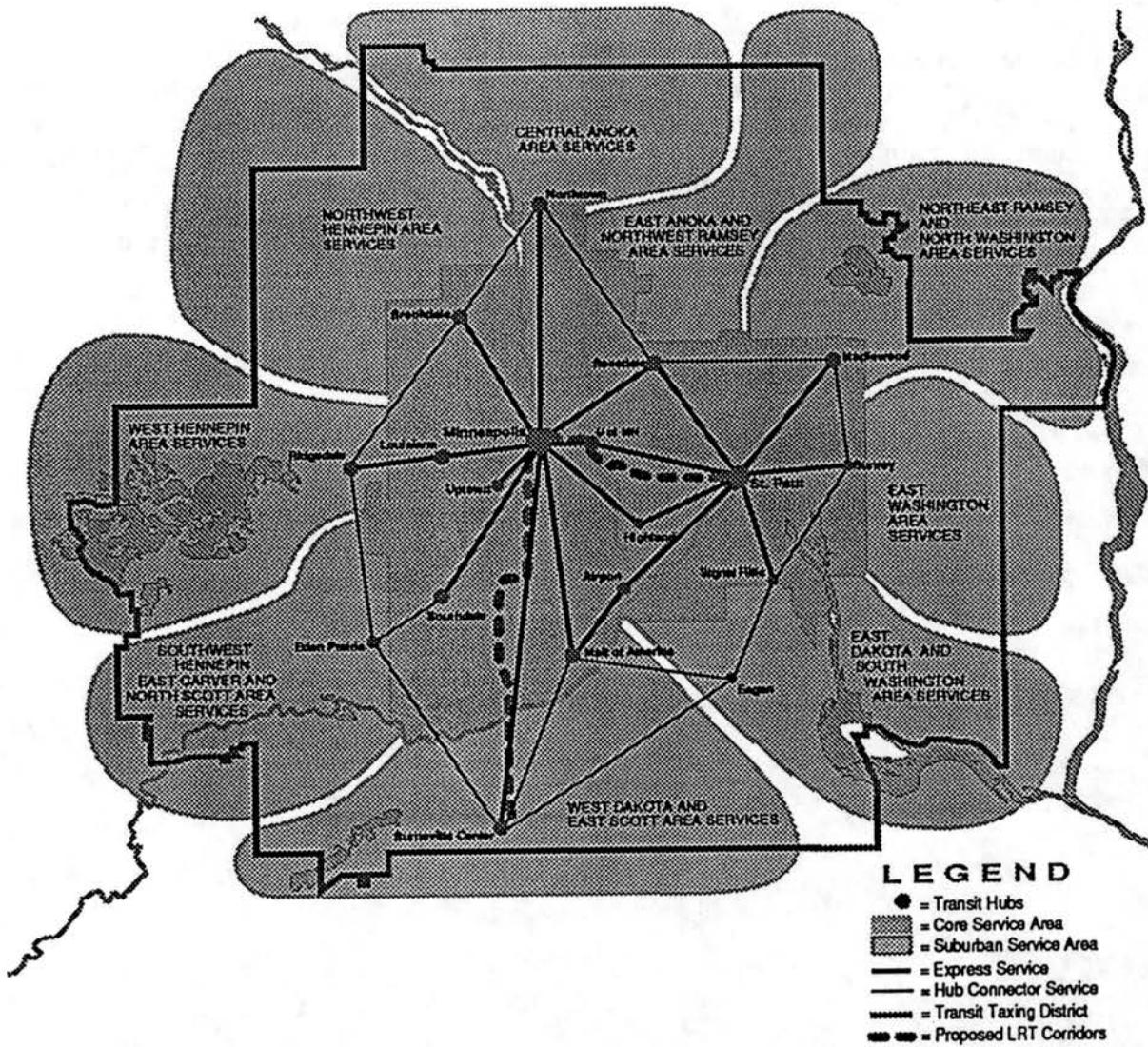
Coordination

Implementing the Vision will require the combined efforts of state, regional and local governmental units. In addition, multiple transit providers will be necessary throughout the region to effectively meet transit needs. Private sector involvement is also critical to promoting transit use and travel demand management strategies. The RTB has been successful in developing partnerships with other governmental units, transit providers and the private sector during the initial development of Vision for Transit facilities and services.

Land Use

By far the biggest challenge, but one with the largest long-term impact on the region's mobility, is to develop and redevelop our communities to make transit use a more attractive option. This effort will require a broad consensus on the future direction of development in the region, a process begun by the Metropolitan Council with its Regional Transit Facilities Plan. While the short-term effects of more creative land use patterns on the transportation system will be negligible, over the next 20 to 50 years these decisions will profoundly impact the future levels of mobility in the region.

Figure 3.2
Vision for Transit



COMPREHENSIVE TRANSIT POLICIES

Chapter 4

Chapter 4 sets forth comprehensive policies and strategies relating to all types of transit services, including overall service priorities intended to guide allocation of operating resources and policies to be used as guides in transit decision-making.

Comprehensive Transit Policies

In an effort to ensure that the travel needs of various groups are met and that transit services are provided in a coordinated, cost-effective manner, as called for in the Vision for Transit, the RTB sets forth a number of policies and strategies intended to apply to all transit services and/or define how different transit services work together. In this section, policies and strategies related to priorities, accessibility, transit marketing, security and service quality, competitive procurement, transportation and land use relationships, and technological innovations are set forth.

Priorities

As described, the Vision for Transit requires a variety of services, each matched to specific transit markets. These include:

- Local Regular Route—Serving shorter trips within the central cities and inner suburbs.
- Express Regular Route—To serve longer trips within the region.
- Community Circulators—These dial-a-rides and small-bus regular route services are designed to provide for internal trips within suburbs and to allow links to the regional transit system at transit hubs.
- Special Services—Metro Mobility and special county-operated programs serve the needs of persons with disabilities who are unable to use other transit services.

- Travel Demand Management—These strategies are designed to reduce peak-period travel along congested corridors and to employment centers.
- Light Rail Transit.—Provides high-capacity service along heavily traveled corridors.

The primary responsibility of the RTB is to determine the right mix of services throughout the region. This requires coordination among the multiple service providers necessary to effectively meet the transit needs of the metropolitan area.

The Minnesota Legislature has established the following goals for metropolitan transit:

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

(Minnesota Statutes 473.371, Subdivision 1)

In addition to legislative direction, priorities for transit service delivery have been established by the Metropolitan Council in Policy 4 of its Transportation Policy Plan:

The allocation of transit resources should ensure maintaining and upgrading services in areas or along routes with the highest concentration of transit dependent people.

- Strategy A—In allocating resources, the RTB should place special emphasis on serving the needs of transit dependent people and other special-need groups throughout the entire Twin Cities metropolitan area.
- Strategy B—The RTB should place first priority on upgrading and maintaining transit services to the metro centers and within the two central cities.
- Strategy C—The RTB should place second priority on maintaining and upgrading transit service in suburbs in the fully developed area.
- Strategy D—The RTB should place third priority on upgrading transit services within the suburbs located in the developing area (the urbanizing portion of the urban service area) and freestanding growth centers.

Given this direction from the Legislature and Metropolitan Council, the RTB has developed a priority framework to guide decisions on allocating transit resources. This framework will be used to evaluate new service initiatives as well as potential service cuts.

There are three major priorities for transit service delivery:

Service to Transit-Dependent Persons

The first priority is to serve transit dependents. One of the primary goals of public transit service is to provide for the basic mobility of transit dependents. This is recognized in the key directions of the Five-Year Transit Plan and is a transit service objective of the Metropolitan Council's Transportation Policy Plan. As it relates to individual services, this goal calls for targeting regular route service to areas with high numbers of transit dependents and providing accessible paratransit service, such as Metro Mobility, and other paratransit services to meet suburban transit needs.

Service to Under-Served Areas

The second priority is to provide new services to areas currently receiving limited service. Given the legislative direction to increase suburban transit services, the RTB places a priority on providing service to areas of the region in which transit needs remain unmet. This includes providing, where cost effective, additional regular route service and community-based circulator services.

Congestion Relief

The third priority is to provide express services that attract new transit users in congested corridors. Transit can reduce congestion in heavily traveled corridors and within the downtowns. Express service and travel demand management programs provide alternatives to single-occupant auto travel. These services are most effective in relieving congestion where preferential treatments, such as ramp bypasses and high-occupancy vehicle lanes, are provided for buses and car pools.

Upon evaluation of a particular project and/or service, the RTB will first evaluate how well these three priorities are met. The RTB recognizes that it is important to provide some level of transit services that meet all three priorities. However, those services that meet the needs of transit dependent persons will receive first priority; i.e., receive proportionately greater funding than services that don't serve this transit market. Likewise, service to under-served areas will receive second priority and projects offering congestion relief will receive third priority.

Furthermore, all projects will be subject to a **cost-effectiveness** criterion. It is a high priority of the RTB to fund services that are the most cost-effective. This is a basic measure of the number of people served for the amount of resources allocated to a particular service. Performance measures such as cost per passenger or subsidy per passenger are used to indicate the overall cost effectiveness of the transit services. The RTB's existing performance standard for regular route service, as well as proposed standards for paratransit service, are based on a ceiling subsidy per passenger.

The application of the three priorities, in addition to the cost-effectiveness criterion, should yield adequate information for the board to be able to make a determination as to which services should be added and/or eliminated, based on funding availability.

Some degree of flexibility is also necessary in applying these priorities. If, for example, service cuts are required, it may be necessary to eliminate some services with higher-cost effectiveness in order to retain some services primarily designed for congestion relief. This concept of proportional priorities would ensure that some service in each priority group is retained or expanded given the available resources.

Accessibility

The RTB is striving to make all transit services accessible to those with disabilities. The RTB's overall strategy for providing accessible transit services throughout the Twin Cities metropolitan area is based on the following four principles:

- Maximize use of the accessible regular route system.
- Mandate that all community-based circulation systems are accessible.
- Redefine Metro Mobility to serve those without other transit options, consistent with the Americans with Disabilities Act (ADA) guidelines.
- Anticipate that transit needs may require additional innovative service options.

With input from the Transportation Accessibility Advisory Committee, plans were developed and are underway to make the entire regular route bus fleet accessible over the next ten years. By the year 1997, all of the buses deployed during the midday will be lift-equipped, and by the year 2002 the entire fleet will be lift-equipped. At present, approximately 10 percent of the fleet is accessible.

Metro Mobility will be provided in the same geographic area, during the same service hours, and available at comparable fares as regular route service for persons who have been defined by ADA rules as eligible for the service.

Metro Mobility will become an integral part of the coordinated, accessible regional transit system meeting all ADA requirements in the mandated core service area. Service will be coordinated with the accessible local suburban circulation systems at transit hubs allowing for connections to other accessible and regular route transit systems.

Policies

Policy 4-1: The RTB will design comprehensive transit service and capital improvements to enable persons with disabilities to have full access to independent living and work opportunities.

The RTB's Vision for Transit services in the future is a comprehensive, multi-modal approach to meeting the diverse needs of the region. Community circulators, dial-a-rides, regular route buses and connectors, transit hubs, park-and-ride lots, bike-and-ride lots, high occupancy vehicle lanes, light rail transit, and car and van pools all play a role in implementing the Vision.

Policy 4-2: All public transit services in the region will become fully accessible and the complementary paratransit service will be restructured consistent with the ADA Paratransit Plan for the Twin Cities Metropolitan Area.

The accessible and coordinated, regional network of transit services envisioned by the RTB will result in substantial benefits for persons with disabilities. Suburban paratransit services will be expanded and enhanced. Regular route transit improvements will be implemented and provide more direct service and increased frequency of service to locations outside of the two downtowns. Transit hubs will provide a convenient means by which transit riders can connect to accessible regular route, Metro Mobility, or other paratransit services.

In areas where accessible regular route or community circulation systems become available, there is an opportunity to direct eligible Metro Mobility riders to those services for some or all of their trips rather than to Metro Mobility. This concept is crucial to managing the growing, future demand for Metro Mobility services.

Strategies

- Make regular route and community-based circulation systems accessible to persons with disabilities.
- Design transit facilities, including hub improvements, and equipment to incorporate accessibility design features that facilitate movement for persons with all types of disabilities.
- Develop an information and referral resource for persons to learn about accessible travel options available to them.

Implementation Schedule

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Implement regular route accessibility plan	•	•	•	•	•
Provide technical assistance to community-based circulation systems to offer accessible service	•	•	•		
Incorporate accessibility design features into all transit facilities and equipment	•	•	•	•	•
Develop a regional transit accessibility information and referral resource					

Transit Marketing

The many transit providers in this region are a coordinated whole, yet people who use the services do not perceive the regionality of the system. The elements of marketing a regional transit system have been fragmented. There has not been one single marketing, advertising or public relations campaign that brings together the service components of the regional transit system. Therefore, an essential role of the RTB is to act as a regional marketing agent.

In 1990, the RTB developed the Regional Transit Marketing Committee to examine the marketing strategies of the regional transit system. The Marketing Committee's mission is to develop, implement and coordinate regional marketing activities. In 1991, the Marketing Committee undertook a major market research study to see who uses transit and why, who does not use transit and why, and what it would take to get more people to use transit.

Major findings from the study showed that riders viewed this transit system positively. Here are some of the significant findings:

- Nearly one-in-five of area residents is a regular transit user who has used the bus at least once in the past month.
- More than half of the regular riders have been using the service for five or more years.
- As many people ride because it is convenient as because they have no alternative transportation.
- Suburban job growth brings opportunities for new transit markets.
- Most of the potential riders live in suburban areas.
- Potential riders want more service, rather than drastic changes in service.
- People perceive safety while waiting for the bus a concern, safety while riding is not as important.

The study was the grounds for a series of policy initiatives the Marketing Committee put forward in 1992. The primary policy initiatives from the study were as follows:

- Expand and publicize provider security programs.
- Establish increasing ridership as the number one priority.
- Develop and implement a regional graphic identity program for regional transit services.
- Communicate the benefits of transit on a regional level.
- Establish a simplified transit pricing policy.

The RTB and the Marketing Committee are in the process of implementing these policies. There is a strong partnership between the RTB and the regional transit providers to establish and implement regional marketing strategies.

Policies

(For a complete listing of regional transit marketing policies, see Appendix D.)

Policy 4-3: Improved security programs will be communicated to the general public.

The 1992 Market Research Study found that security while on the bus and while waiting for the bus were great concerns for riders. In fact, lack of security acted as a barrier to potential riders, especially women. Regional transit providers are working to improve security. The RTB, the Marketing Committee, and regional transit providers must work in partnership to communicate the steps being taken to improve security.

Policy 4-4: All regional marketing activities will be implemented to increase ridership.

The regional regular route transit system has lost ten million annual trips in the last five years. Ridership declines must be reversed. All regional marketing activities will be geared to increasing ridership. In addition, marketing programs will be evaluated by cost-effectiveness and how much ridership they generate.

Policy 4-5: A regional graphic identity program will be developed and implemented.

There are more than 40 transit providers in the region. To illustrate the connection between these services and to denote the regionality of the system, it is crucial to establish and implement a regional graphic identity. The 1991 Market Research Study recommended to implement such a program.

Policy 4-6: The regional marketing program to promote the benefits of public transit will be sustained.

The RTB has acted as an agent to communicate the multiple benefits of transit on a regional level.

Policy 4-7: Establish a simplified transit pricing structure.

The region's transit fare structure is confusing and complex. In early 1991, real ridership declines were seen immediately following a fare increase. The existence of more than 16 fare options and categories is responsible for a great deal of the fare-related lost ridership. By simplifying the fare structure, providers will be able to more clearly communicate the fares and, therefore, collect appropriate fares.

Strategies

- Coordinate transit marketing activities through the Marketing Committee. The committee will act as a forum where providers can share marketing activities and strategies.
- Develop and implement a regional transit graphic identity program that would be used by all transit services receiving RTB funding. The standard would apply to all vehicles, shelters, signage and marketing communications material.
- Communicate the expansion of Vision for Transit improvements and transit options and opportunities as they become available.
- Schedule ongoing market research to ensure that major demographic trends, population shifts or economic factors are taken into consideration when preparing regional marketing campaigns.
- Establish a consortium of transit providers who will meet quarterly to evaluate regional transit marketing activities.
- Develop and implement an ongoing public information program to inform key audiences of regional transit activities.

Implementation Schedule

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Communicate Improvements	•	•	•	•	•
Coordinate Transit Marketing	•	•	•		
Develop and Implement Regional Graphic Identity	•				
Ongoing Market Research	•		•		•
Evaluate Marketing Activities	•	•	•	•	•
Public Information Campaign	•	•	•	•	•

Security and Service Quality

Security and service quality issues are often raised as concerns with regard to transit use. The 1991 Market Research Study found that a portion of Twin Cities residents perceive that riding the bus is not secure. In addition, people did not feel secure while waiting for the bus.

Customer satisfaction received high marks from the survey respondents. The study found that 56 percent of all riders rate the transit system excellent or very good. Furthermore, 31 percent believe service has improved since 1989. However, 40 percent of the survey respondents thought availability of bus shelters was poor.

Policies

Policy 4-8: Transit services should be provided in a secure, comfortable and reliable manner to ensure customer satisfaction and loyalty.

This policy is essential to attracting and retaining riders. Of all people who were classified former riders (former riders used to ride the bus on a regular basis but no longer ride) in the 1991 Market Research Study, 80 percent rate bus shelter availability fair or poor. Fifty-nine percent rate service frequency fair or poor.

Strategies

- Attract and retain riders through consistent attention to routing, demographic changes, community need, clear information sources, and customer service.
- Set minimum standards for shelter availability, maintenance and cleaning.
- Work with providers and communities to establish guidelines for lighting at bus shelters.
- Develop regional customer service standards for all transit providers.
- Develop survey mechanisms to evaluate service quality on an ongoing basis.
- Implement security measures to improve the safety for riders on the bus and at bus stops.

Implementation Schedule

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Attract and retain riders by improving service	•	•	•	•	•
Establish shelter maintenance guidelines	•				
Develop bus stop lighting guidelines	•	•			
Develop customer service standards		•	•		
Evaluate service quality		•		•	
Improve security measures on the bus and at bus stops	•	•			

Competitive Service Procurement

As a means of providing continuous cost-effective transit service throughout the metropolitan area, the RTB is statutorily mandated to develop and maintain performance standards for transit systems as well as individual routes. Should a route's "subsidy per passenger" or a system's "fare box recovery rate" fall outside of the established level, action must be taken to either increase revenue or reduce costs. One option for reducing overall cost is to bid the service out to a private provider. Nationally, it has been found that competitive procurement of transit and paratransit service may result in better, more cost-effective service. As a result, a competitive procurement process has been established in the Twin Cities as an important tool for maximizing public dollars in the provision of transit under certain circumstances.

In 1989, the RTB received a federal grant to study the role and impact of the Twin Cities' unique metropolitan governmental structure on the competitive transit environment in the Twin Cities. The study, to be completed in late 1992, has already produced a number of useful products including the Standards, Procedures and Guidelines for Competitive Procurement of Transit Services document. The study will evaluate the existing climate for competition in the Twin Cities as well as institutional barriers and fully allocated versus marginal costing principles.

The Standards, Procedures and Guidelines for Competitive Procurement of Transit Services is being revised in late 1992 to reflect recent changes in procedures; however, the primary process remains unaltered. Key elements of that process include:

The RTB's primary tool for procuring contracted service is the request for proposal (RFP), which considers several criteria for awarding a contract rather than a "bid" process, which requires that the lowest "responsible" bid is accepted. The RFP process allows the RTB to select an operator who proposes a superior service concept at a somewhat higher cost.

In some situations, it is appropriate to submit fully allocated costs that reflect all direct and indirect expenses, and in others marginal costs which only include the additional costs associated with providing that specific service.

To date, marginal pricing has been permitted when justified, but disputes have arisen over the marginal cost bids submitted by the MTC, which has won several contracts on that basis. The RTB has conducted a study of the cost structure of the MTC to determine the extent to which marginal pricing is appropriate. New guidelines are to be developed.

The use of a competitive procurement process is favored for all contract services. To clarify the role of the public operator, the MTC legislation passed in 1989 (Minnesota Statute 473.385) 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 the fully developed service area.

- Regular route replacement (opt-out) service.
- Regular route services provided to institutions or organizations operated under RTB cost-sharing guidelines.
- Regular route services that do not meet established performance measures.

New regular route service within the fully developed service area will be operated by the MTC, consistent with current legislation.

Policies

Policy 4-9: The RTB will use a fair competitive procurement process to establish contracts for service within its legislative authority.

When the public operator is involved in a competitive bidding process, it is important to ensure that public subsidies do not provide an unfair advantage over the private sector bidders. State and federal policies are designed to protect private enterprise outside of the fully developed service area by requiring the public operator to submit bids that reflect all direct and indirect costs associated with providing the service. That provides the selection committee with the only feasible means of comparing cost effectiveness between RFP submissions.

Whether publicly or privately operated, all contract services funded by the RTB are candidates for procurement of service through a competitive process. The RTB needs to make certain that this policy is implemented uniformly throughout the region.

Strategies

- Incorporate policy and legislative changes recommended from the federal competitive transit study into the RTB's procurement process for contract services.
- Examine a requirement that marginal costs be bid by the public operator only within the fully developed service area where MTC regular routes are concentrated and should remain focused.
- To ensure maximum participation of the private sector in public transit operations, investigate the benefits of developing a recommendation and plan for attaining a minimum private contract threshold for regular route services.
- Determine policies for special event service to be operated by the MTC to consider whether private sector resources are available to operate the service without public subsidy.

Implementation Schedule

	1993	1994	1995	1996	1997
Complete federal competitive transit study report and implement recommendations	•	•	•		
Adopt marginal pricing policy for the public operator's bids	•				
Analyze potential level of participation by the private sector in regular route operations; recommend a threshold	•	•			
Develop policies for special event service	•				

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 travel 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, 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.
- Parking availability and cost.

Transit service can be provided most cost-effectively to high-density development. 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. 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 effective in reducing 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. The region must determine the appropriate balance between providing parking and maintaining high levels of transit service.

Strategy

The RTB will develop guidelines for use by communities, developers and others that will encourage the incorporation of public transportation in development design. These guidelines will present design elements that will facilitate mobility and enhance transit accessibility and convenience.

Technological Innovations

New technologies may radically change how we use transit and how transit service is provided. Research and development of transit applications for intelligent vehicle highway systems (IVHS) is currently underway in the Twin Cities and throughout the world. A broad range of IVHS technologies are coming onto the market which show potential to greatly improve the convenience of using transit while improving the cost effectiveness of transit service delivery.

The RTB, working with Mn/DOT's Guidestar IVHS program and transit providers, is currently examining various new technologies.

Advanced Traveler Information Systems

This research is aimed at getting transit information to transit customers faster and more reliably. One possibility being explored is to provide real-time transit information to customers. By knowing precisely when the next bus will arrive, the reliability of using transit will be greatly enhanced.

Smart Card Fare Systems

Breakthroughs in use of computer chips on credit cards open possibilities for moving to a cashless transit fare system. Customers might add value to their smart fare cards at automated teller machines, with the correct fare automatically deducted from the card as they board the bus. Customers using smart cards on paratransit service could also be billed on a monthly basis for transit. This would eliminate the need for customers to find correct change for fares or purchase special transit passes. It could also speed passenger boarding and allow distance-based fares. Eliminating the need for transit operators to handle cash might also improve the efficiency of transit operations.

Automatic Vehicle Location (AVL)

These systems would allow transit operators to know the exact location of vehicles at all times. Satellite technologies developed for military uses are now being applied to tracking vehicle fleets. This might allow improvements in on-time performance of buses and improve security of drivers and passengers.

Automated Dispatching Systems

New systems coming on the market show promise of much greater effectiveness of paratransit vehicle dispatching. Combined with AVL technology, these systems could allow paratransit providers to automatically dispatch the nearest vehicle as soon as a rider requests a ride. This might eliminate the need for day-ahead requests for dial-a-ride service.

Together, these IVHS technologies open tremendous possibilities, particularly in improving the effectiveness of transit serving lower-density suburban areas. In the future, a customer might use a smart card telephone to electronically request a ride. A computer at the transit center would then automatically dispatch the nearest van, bus or shared-ride taxi, which would arrive within minutes. The vehicle would take the passenger to their destination or through AVL systems, automatically coordinate a quick transfer to another bus at a transit hub. The fare for the trip would be automatically deducted from the passenger's smart card as they leave the vehicle.

The possibilities for IVHS technologies to make transit use quicker and easier, which improve the cost effectiveness of providing service, are just beginning to be explored. The RTB will look to coordinate investigation of transit application of IVHS systems with regional transit providers.

Policies

Policy 4-10: The RTB will encourage and make use of technological innovations to improve the delivery and promotion of transit services.

Strategies

- Using a Federal Transit Administration grant, the RTB will study the feasibility of using a smart card system on Metro Mobility service.
- The RTB, Mn/DOT, and the MTC will work cooperatively to test AVL and automated traveler information technologies in the I-394 corridor.
- The RTB and Mn/DOT are supporting DARTS, a Dakota County dial-a-ride provider, to conduct a feasibility study of paratransit applications for AVL, smart card, and automated dispatching.
- The RTB and the University of Minnesota will test the efficiency and effectiveness of computerized transit route and schedule information, next-day car pool matching, and individualized bike routing to and from the U of M.

Implementation Schedule

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Metro Mobility Smart Card	•	•			
TRAVLINK	•	•	•		
Smart DARTS	•				
University of Minnesota	•				

MODE-SPECIFIC TRANSIT SERVICE IMPLEMENTATION AND POLICIES

Chapter 5

Chapter 5 describes mode-specific policies and strategies for each type of transit service. New services required to implement the Vision for Transit are also described and programmed by year.

The following sections in this chapter present the five-year service implementation program for each service type. Included are recent trends, policies used to guide service delivery, service strategies, and new services, and annual cost estimates.

Regular Route Transit Service

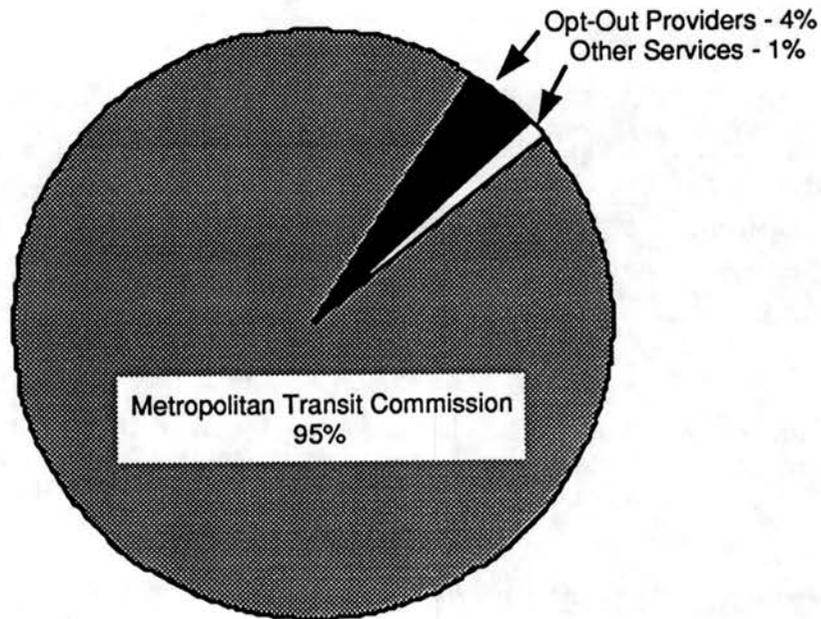
Regular route transit service is the workhorse of the regional transit system, carrying 97 percent of all transit trips. The Vision for Transit includes expanded local, express, and circulator regular route services. These routes will strengthen service in the core area and provide new express links to the downtowns and between suburban transit hubs. Service must also be restructured to meet changing travel patterns.

The RTB has funded a comprehensive operational analysis (COA) of existing MTC routes and schedules in 1992 and also is conducting a performance audit to determine how well transit service is delivered. The purpose of the audit is to evaluate management policies, practices, and tools that play a role in how the MTC functions and to recommend ways that the MTC can improve operations. The COA will look at transit service route-by-route to determine opportunities for restructuring service.

Nearly all regular route service is provided by the Metropolitan Transit Commission (MTC). In 1992, MTC routes made up 95 percent of all service miles. Express routes in some western and southern metropolitan area communities are provided by opt-out programs administered by the cities of Plymouth and Maple Grove, the Southwest Metropolitan Transit Commission, and the Minnesota Valley Transit Authority. The RTB also contracts for regular route

service on North Suburban Lines, the Roseville Area Circulator, Route 55 Western Suburban Service, and the BE Line service in Bloomington and Edina. In addition, the University of Minnesota provides express service on Route 52 and intercampus shuttle service on Route 13. Full descriptions of regular route service providers are given in Appendix A.

Figure 5.1
Regular Route Providers
Percentage of Miles Operated in 1992



Service and Ridership Trends

The decline in regular route ridership has been paralleled by an overall drop in the productivity of service. As measured by passengers carried per mile of service, system productivity is down 26 percent since 1980. This is the result of falling ridership, while service levels have been increased to levels provided in the early 1980s.

Table 5.2
Regular Route Mileage
1978-1991

<u>Year</u>	<u>Total Mileage</u>	<u>Passengers Per Mile</u>
1978	30,036,000	2.94
1979	30,291,000	3.09
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
1990	30,249,836	2.33
1991	30,891,717	2.18

Nationally, ridership trends have closely paralleled the local experience. Most large, all-bus regular route systems saw ridership peak in the late 1970s, followed by declining ridership since the early 1980s. A comparison of performance among similar systems is shown in Table 5.3.

Table 5.3
1988 Comparative Transit System Analysis

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

Source: APTA 1988 Transit Operating and Financial Statistics

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, were developed in 1990 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 shown in Table 5.4.

**Table 5.4
Regular Route Service Performance Standards**

<u>Service Type</u>	<u>Subsidy Per Passenger</u>
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 fully allocated costs and public subsidies attributable to individual routes for weekday and weekend service. The individual transit programs must maintain financial and operation records such that subsidy per passenger figures can be determined on a per-route and mode basis. For MTC service, costs will be based on analysis of the RTB four-factor cost model. The subsidy per passenger standard will be reviewed annually and revised as needed every two years with updates of the Five-Year Transit Plan.

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. 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.

Policies

Policy 5-1: 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. The greatest concentrations of transit dependent live in the central cities and fully developed areas.

Policy 5-2: 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 persons with disabilities and lessens demand for higher-cost special services. This includes operating lift-equipped buses and making the system otherwise accessible for those with disabilities.

Policy 5-3: Regular route service should conform to the RTB's 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 5-4: 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.

Strategies

The core of the regular route system has remained largely unchanged since the end of the streetcar service in the 1950s. While most of these routes continue to provide cost-effective service to the central cities and developed area, with changing travel patterns, some restructuring of service is necessary. Guided by findings and recommendations of the MTC's Comprehensive Operations Analysis

(an in-depth review of the MTC regular route system), the City of St. Paul's Access to Transit Study, and the 1990 Travel Behavior Inventory, restructuring of existing regular route services will occur. The strategies to guide this effort include:

- Coordinate schedules, increase frequency of service where cost effective, and enhance reliability of transfer connections between routes.
- By 1997, deploy more than 300 lift-equipped buses to enable all midday, evening and weekend regular route service to be fully accessible, with a longer-term goal of making the entire regular route transit system fully accessible within 12-15 years.
- The MTC and other providers should examine reducing the number of route branches in order to simplify the system.
- The RTB will work with the MTC and other providers to study possible improvements to the route numbering system.
- The RTB will work with the City of Minneapolis, the MTC, and others to develop a downtown Minneapolis shuttle bus demonstration. Continued bus lane congestion in downtown Minneapolis during peak periods is a problem that has been experienced for the last 5-10 years. A possible solution is the concept of developing a downtown shuttle bus operation having large passenger capacities and high service frequencies. This service would link with peak-hour express routes operating in the I-35W corridor at the fringe of downtown Minneapolis. The City of Minneapolis proposes to demonstrate a downtown shuttle bus system in the form of the Nicollet Mall shuttle. This service demonstration is planned for implementation in late 1993.
- The RTB will work with providers to restructure routes at suburban transit hubs. This results in improved system linkage and provides suburban travel opportunities via public transit.
- The RTB will work with providers to reorganize suburban service to trunk and feeder operation. Many express routes operate long distances from the edge of the regular route service area. These routes often travel long distances through low density suburban areas before beginning the express portion of the trip. This local operation as a collector service increases the cost of the express route. An alternative is to focus express service on transit hubs in suburban areas. Restructuring these routes to provide more frequent trunk route service between the transit hub and downtown, then operate lower cost circulator or demand-response service would then provide feeder service to these hubs.
- The RTB will work with providers to initiate a local regular route service demonstration project. Demonstration of high frequency local regular route service operating seven days a week with good connections to other existing regular routes is proposed. With wide fluctuations in service levels on many of the existing regular route services within the core area there exists the need to demonstrate and evaluate costs. Patronage and impacts of adequate levels of local regular route bus service operating in a central city environment where population density exists to support this type of service.

- The RTB will work with providers to restructure or eliminate low ridership service. Responsively managing routes and services that consistently fail to meet performance standards will enable reallocation of limited transit resources from areas producing low ridership to areas requiring more service. As high subsidy services are reviewed on a case-by-case basis, options include restructuring, competitively bidding service to a lower-cost provider, or terminating service entirely.

To implement the Vision for Transit, a series of new regular route services are proposed to be implemented over the next five years. These services would be in addition to services started in the past few years, including expanded service in the I-394 corridor and to the Mall of America, as well as various community circulator programs. To continue to add new services, increased transit funding will be necessary.

New services are proposed in the three categories of regular routes:

- Local Service—These include enhancements to the local route network.
- Peak-Period Express Service—These are routes serving the downtowns during the peak periods.
- All-Day Express Service—These include routes linking transit hubs to the downtowns and transit hubs to each other throughout the day. Examples currently operating include Route 94B, running between the two downtowns, and Routes 80 and 54, linking the downtowns to the Mall of America.

The following tables provide greater detail on regular route service initiatives. Figures 5.11 through 5.15 show year-by-year transit service improvements.

Table 5.5
Regular Route Service Initiatives

1993

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
LOCAL:					
• St. Paul Off-Peak/Weekend	Emphasis on service coordination to local routes operating on the downtown St. Paul bus lanes and new transit shelters completed in 1992.	220,000	\$1.1 million	\$900,000	274,000
• Mall of America	The second phase of transit service improvements begun in 1992 using new Mall of America transit hub.	110,000	\$550,000	\$400,000	228,000
• I-394 Corridor	Continuing phase of improving transit service in I-394 corridor to full timed-transfer service plan.	220,000	\$1.1 million	\$800,000	456,000
PEAK EXPRESS:					
• I-394 Corridor	Add weekday express service coordinated with timed-transfer service plan and HOV transit facility developments.	69,400	\$335,000	\$229,000	102,000
• Minneapolis Northwest Corridor.	Improve levels of existing weekday express service.	86,700	\$420,000	\$286,000	128,000
• St. Paul Northeast Corridor	Improve levels of existing weekday express service, connect new Maplewood Mall transit hub and downtown St. Paul.	34,700	\$167,000	\$114,000	51,000
• St. Paul East Corridor	Improvements to existing weekday express service and begin new routes from Woodbury and Oakdale.	52,000	\$251,000	\$171,000	77,000

Table 5.5 - Continued
1993 Regular Route Service Initiatives

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
ALL-DAY EXPRESS:					
• I-394 Corridor	Part of the I-394 full timed-transfer service plan coordinated with local regular route local circulators and peak express service at the new transit hubs and commuter park-and-ride lots.	292,000	\$1 million	\$875,000	438,000
• Minneapolis Northeast Corridor	Add new all-day express service in corridor between downtown Minneapolis and Blaine. Coordinate with Anoka County Traveler and MTC local services at Northtown transit hub.	292,000	\$1 million	\$875,000	438,000
• Minneapolis I-35W North/Trunk Highway 36 Corridor	Add new all-day express service between downtown Minneapolis and Roseville. Coordinate with Roseville Area Circulator and MTC local route service at Rosedale transit hub.	146,000	\$550,000	\$438,000	219,000
1993 TOTALS		3.7 million	\$6.5 million	\$5.0 million	3.6 million

Table 5.6
Regular Route Service Initiatives

1994

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
LOCAL:					
• I-35W South Corridor	Improve levels of rush-hour local service on local routes within the I-35W South corridor.	220,000	\$1.2 million	\$900,000	456,000
• St. Paul Midway Area	Fill gaps in existing grid service in core area of St. Paul--possibly on Lexington, Hamline or Fairview Avenue crosstown route, and coordination with other routes at new Midway transit hub.	220,000	\$1.2 million	\$900,000	456,000
• St. Paul Eastside Neighborhoods	Restructure and improve service through Phalen and Hillcrest neighborhoods on St. Paul's Eastside.	165,000	\$900,000	\$650,000	342,000
PEAK EXPRESS:					
• St. Paul South Lafayette Freeway	Expand express service in Lafayette Freeway corridor.	52,000	\$260,000	\$180,000	77,000
• Minneapolis Southwest Corridor	Improve existing services.	70,000	\$345,000	\$239,000	102,000
ALL-DAY EXPRESS:					
• Minneapolis Northwest Corridor	Implement new all-day express service between downtown Minneapolis and Brooklyn Center. Coordinate with local routes and services at new Brookdale transit hub.	146,000	\$570,000	\$450,000	219,000
• Minneapolis I-35W South Corridor	Implement new all-day express service between downtown Minneapolis and Edina. Coordinate with local routes and circulators at Southdale transit hub. Improve existing service between downtown Minneapolis and Mall of America.	219,000	\$860,000	\$690,000	328,000
1994 TOTALS		2.2 million	\$5.3 million	\$4.0 million	2.7 million

Table 5.7
Regular Route Service Initiatives

1995

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
LOCAL:					
• Minneapolis Northeast Corridor	Improve local service on major arterials in Northeast Corridor.	274,000	\$1.5 million	\$1.1 million	570,000
• St. Paul I-94 East Corridor	Add rush-hour capacity and extend service into growing suburban neighborhoods.	165,000	\$900,000	\$600,000	342,000
PEAK EXPRESS:					
• Minneapolis I-35W South Corridor	Improve existing service.	86,700	\$460,000	\$320,000	127,500
• Minneapolis Southeast Corridor	Improve existing service.	35,000	\$182,000	\$127,000	51,000
• St. Paul Hwy. 36/I-35E	Add and improve weekday peak express service.	35,000	\$182,000	\$127,000	51,000
ALL-DAY EXPRESS:					
• Brooklyn Center to Blaine	Implement new service between Brookdale transit hub and Northtown transit hub. Coordinate with local regular route and circulator services.	73,000	\$300,000	\$260,000	73,000
• Minnetonka to Eden Prairie	Implement new service between Plymouth Road I-394 transit hub and Eden Prairie transit hub. Coordinate with local regular route and circulator services.	73,000	\$300,000	\$260,000	73,000
• St. Paul I-35E North Corridor	Implement new service between downtown St. Paul and Maplewood Mall transit Hub. Coordinate with existing local route and circulator services.	73,000	\$300,000	\$240,000	110,000

Table 5.7 - Continued
1995 Regular Route Service Initiatives

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
• St. Paul I-94 East Corridor	Implement new service between downtown St. Paul and Sunray transit hub. Coordinate with local route and circulator services.	73,000	\$300,000	\$240,000	110,000
1995 TOTALS		1.5 million	\$4.4 million	\$3.3 million	1.5 million

Table 5.8
Regular Route Service Initiatives

1996

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
LOCAL:					
• Minneapolis Hiawatha Corridor	Add service to new transit hub at Minneapolis-St. Paul International Airport to downtown Minneapolis.	110,000	\$630,000	\$480,000	228,000
• North Minneapolis	Add capacity and frequency to North Minneapolis local routes.	110,000	\$630,000	\$480,000	228,000
PEAK EXPRESS:					
• Minneapolis I-35W North Corridor	Expand and improve weekday peak express service.	52,000	\$285,000	\$204,000	77,000
ALL-DAY EXPRESS:					
• St. Paul I-35E North Corridor	Begin all-day express service between downtown St. Paul and Rosedale transit hub. Coordinate with local route and circulator service.	146,000	\$640,000	\$510,000	219,000
• Maplewood to Roseville	Begin service between Maplewood transit hub and Rosedale transit hub. Coordinate local route and circulator service.	73,000	\$320,000	\$270,000	73,000
• Minnetonka to Brooklyn Center	Begin service between Plymouth Road I-394 transit hub and Brookdale transit hub. Coordinate with local services.	73,000	\$320,000	\$270,000	73,000
1996 TOTALS		.6 million	\$2.8 million	\$2.2 million	.9 million

**Table 5.9
Regular Route Service Initiatives**

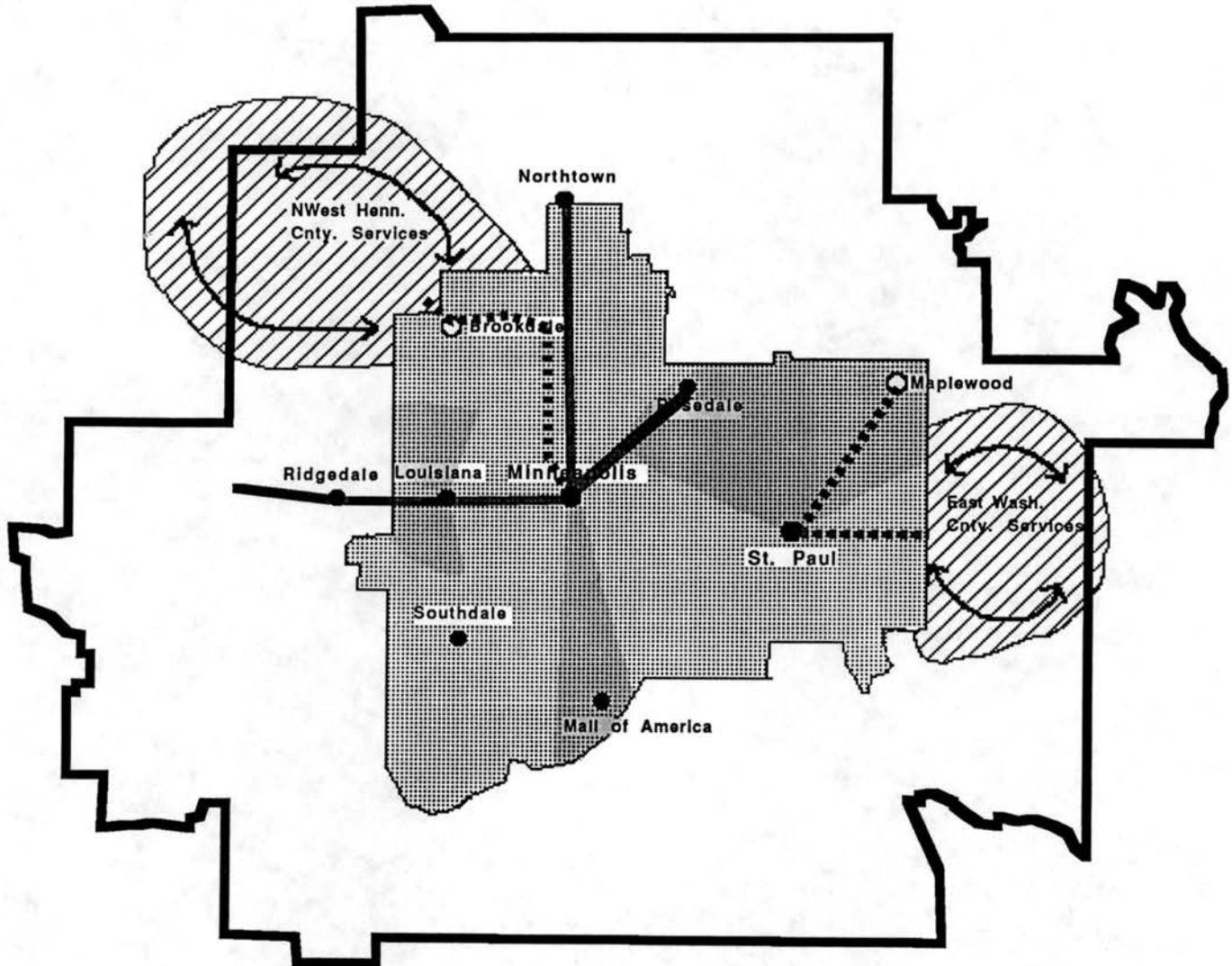
1997

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
LOCAL:					
• Downtown Minneapolis	Continued growth in the CBD and increased congestion will trigger the need for more local transit.	330,000	\$2.0 million	\$1.5 million	684,000
PEAK EXPRESS:					
• Weekday Peak Express	Continued growth in the CBD and increased congestion will trigger the need for more express service.	69,400	\$400,000	\$280,000	102,000
ALL-DAY EXPRESS:					
• Minneapolis I-35W South Corridor	Begin service between downtown Minneapolis and Burnsville Center transit hub. Coordinate with local services.	146,000	\$670,000	\$530,000	220,000
• Eden Prairie to Burnsville	Begin service between the Eden Prairie transit hub and new Burnsville transit hub.	73,000	\$330,000	\$270,000	73,000
• St. Paul Eastside to Eagan	Begin service between new Sunray transit hub and Eagan transit hub.	73,000	\$330,000	\$270,000	73,000
• Roseville to Blaine	Begin service between Northtown transit hub and Rosedale transit hub. Coordinate with existing services.	73,000	\$330,000	\$270,000	73,000
• Maplewood to St. Paul Eastside	Begin service between Maplewood Mall transit hub and Sunray transit hub. Coordinate with existing services.	73,000	\$330,000	\$270,000	73,000
1997 TOTALS		.8 million	\$4.4 million	\$3.4 million	1.3 million

Table 5.10
Projected Regular Route Costs
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Existing Service Level (30 million miles)	\$124.6	\$131.1	\$137.6	\$144.5	\$151.7
Local Service Improvements	2.8	6.2	9.0	10.8	13.3
Peak Express Improvements	1.2	1.9	2.9	3.4	4.0
All-Day Express Improvements	2.6	4.1	5.5	7.1	9.5
Total Costs	\$131.2	\$143.3	\$155.0	\$165.8	\$178.5

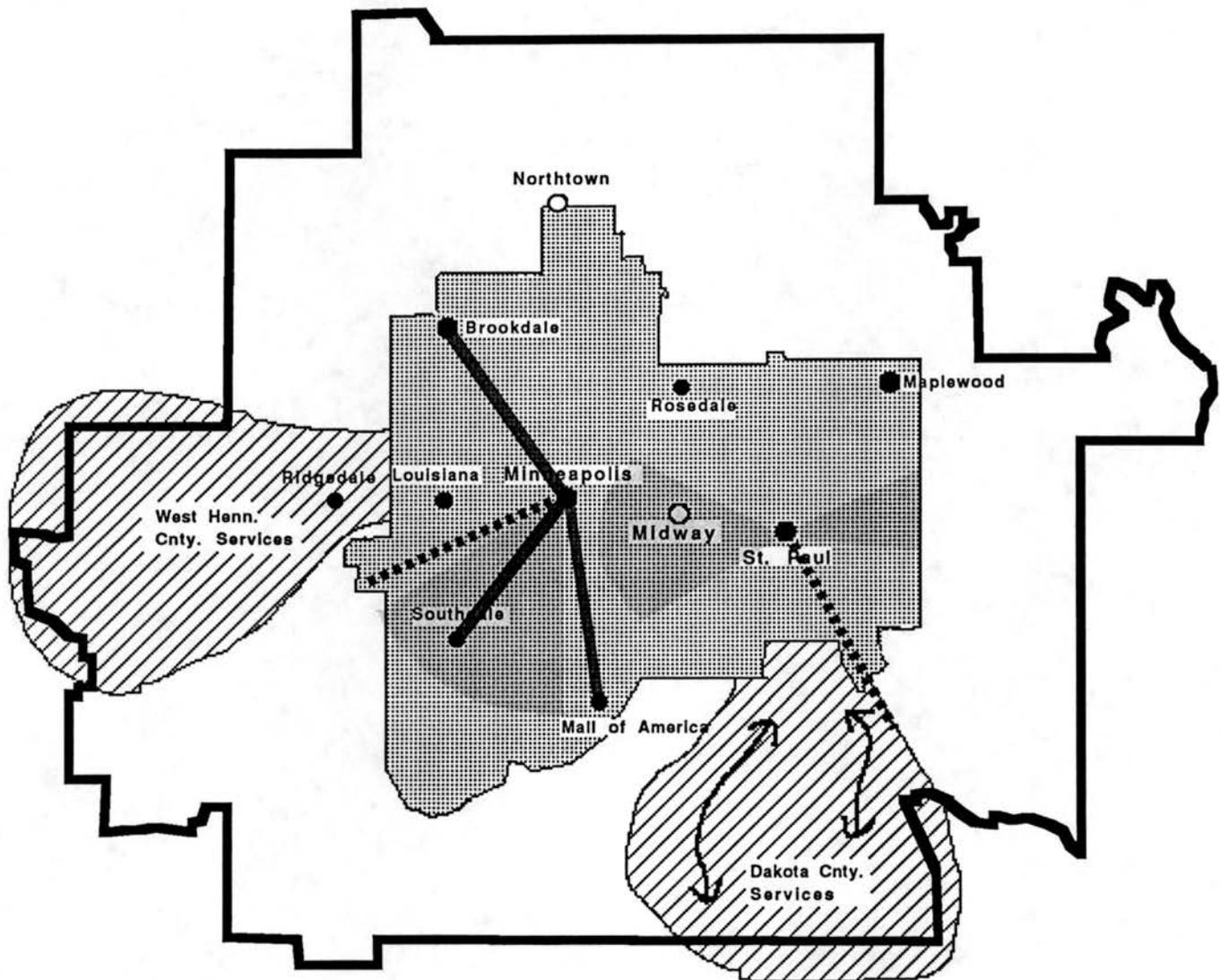
RTB 5-YEAR PLAN 1993 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

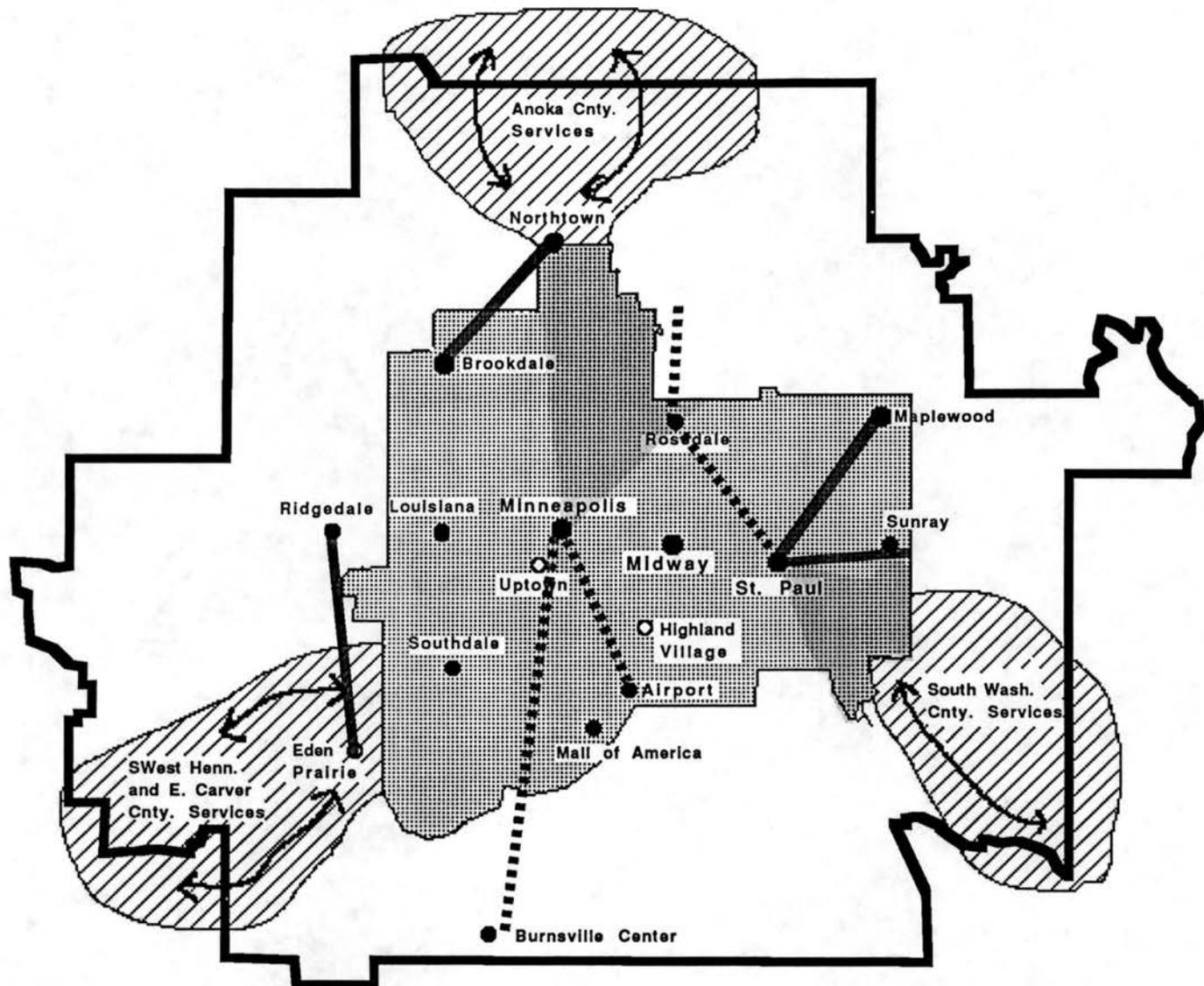
RTB 5-YEAR PLAN 1994 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

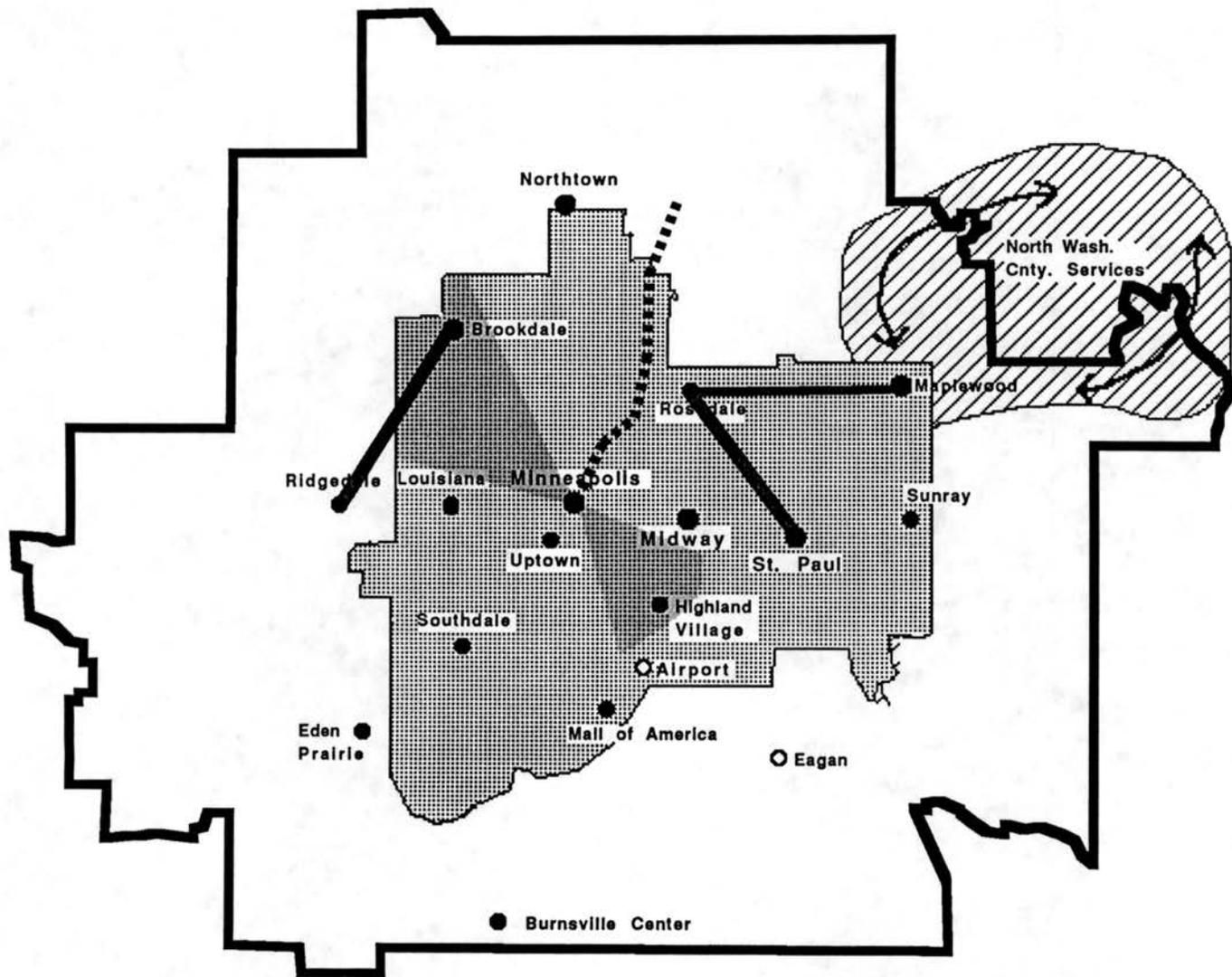
RTB 5-YEAR PLAN 1995 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

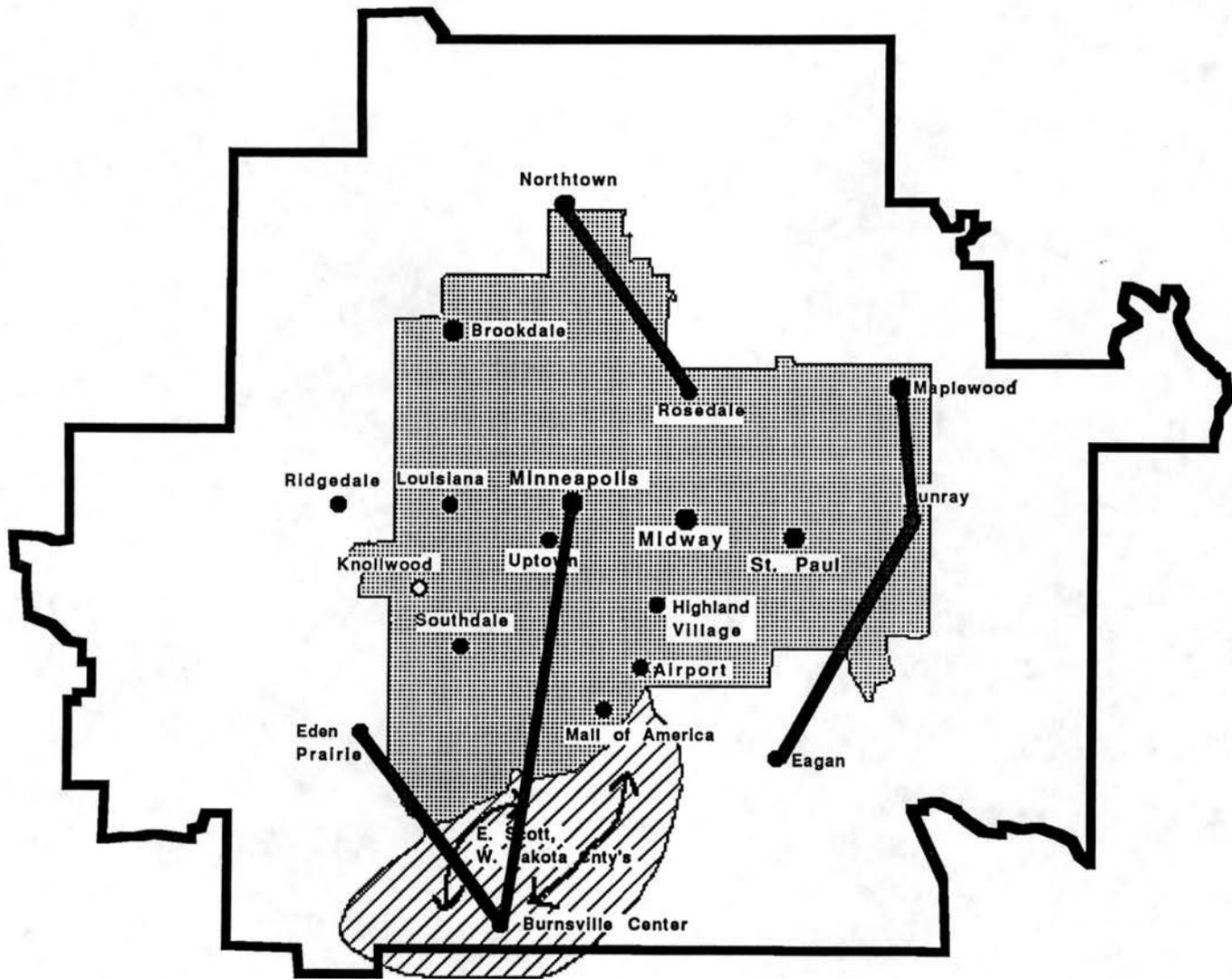
RTB 5-YEAR PLAN 1996 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

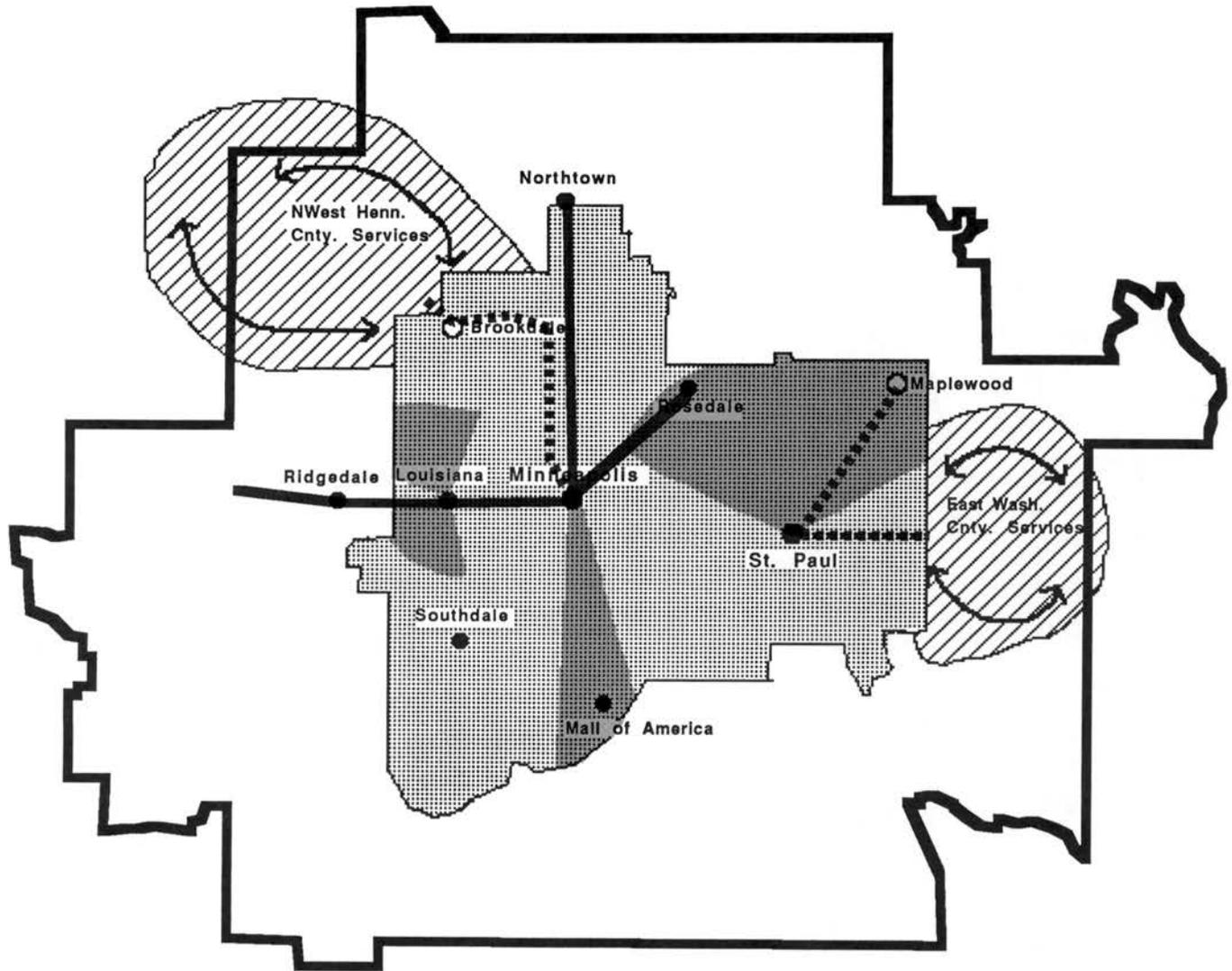
RTB 5-YEAR PLAN 1997 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

RTB 5-YEAR PLAN 1993 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

RTB 5-YEAR PLAN 1994 TRANSIT SERVICE IMPROVEMENTS

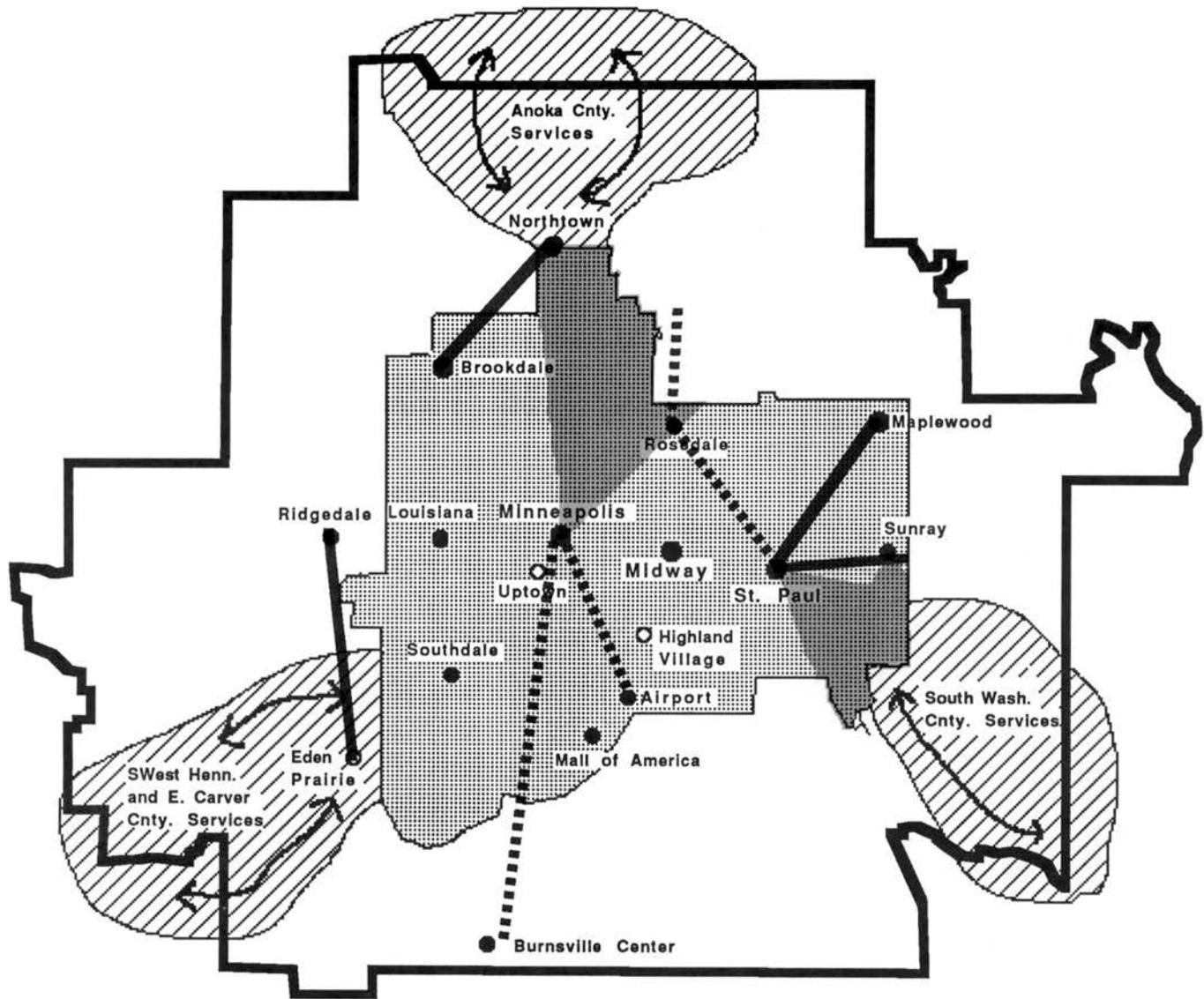


LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

RTB 5-YEAR PLAN

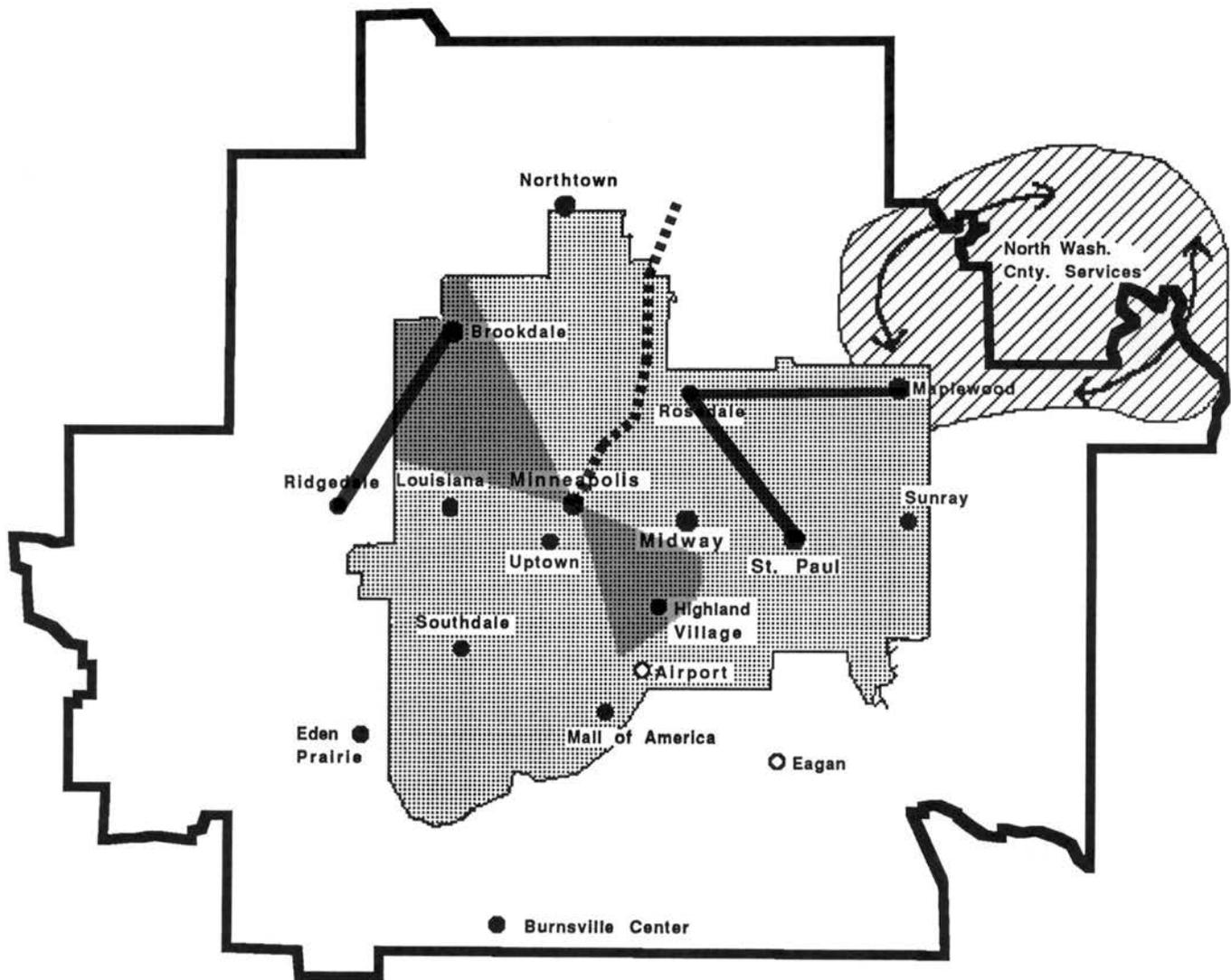
1995 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

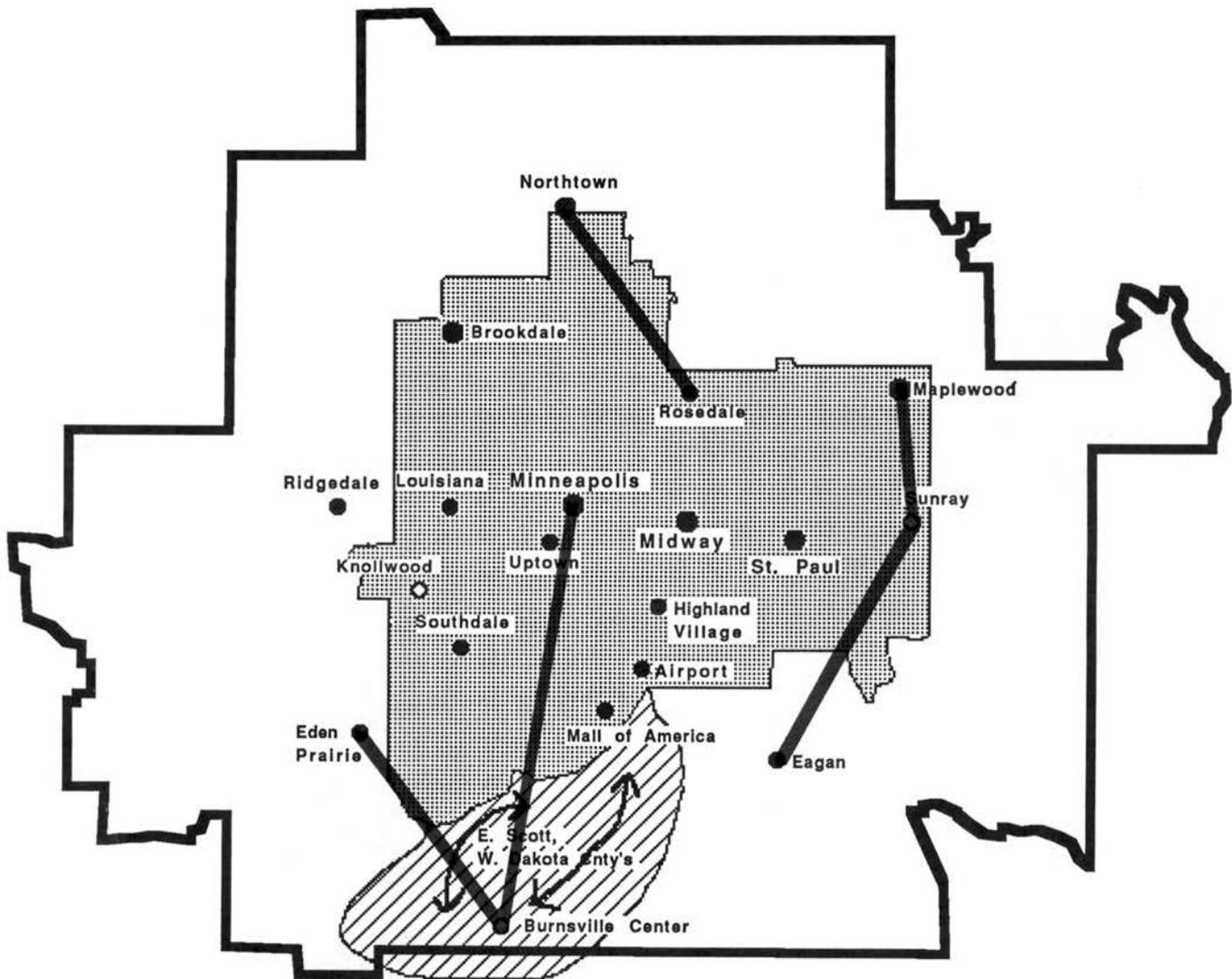
RTB 5-YEAR PLAN 1996 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

RTB 5-YEAR PLAN 1997 TRANSIT SERVICE IMPROVEMENTS



LEGEND

Local Routes		Local Circulator	
Peak Express		New Transit Hubs	
All Day Express		Core Service Area	
		Transit Taxing District	

Community-Based Circulator Services

Community-based circulator services will play a larger role as the Vision for Transit is fully implemented. These dial-a-ride and small-bus, fixed-route services will be designed to move people within communities and to take people to transit hubs to transfer to the regional regular route system. In this way, these services perform the same function as local regular routes, but are best suited to lower-density suburban areas where "big bus" regular route service cannot operate effectively.

Improved community circulator services are critical to meeting suburban transit needs. There is growing awareness that lack of transportation is a major problem for low-income people living in the suburbs. Existing services are not meeting transit needs, particularly for suburb-to-suburb trips and travel in the midday and evening periods. While transit-dependent people in the suburbs are relatively few in number, the lack of adequate transit service presents an obstacle to finding and keeping a job. This, in turn, can result in higher costs in providing social service programs.

In designing and implementing circulator services, the active participation of local communities is necessary if transit needs are to be met. In developing existing community circulation services such as the Anoka County Traveler, BE Line and Roseville Circulator, the RTB has relied on the expertise of the cities and counties to understand local transit needs. The RTB will continue to encourage communities to conduct transit studies and to assist with service design and implementation.

Circulator 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.
- Proximity to a major trip generator such as a regional shopping center or rural commercial center.

The RTB has established performance standards to ensure that funding for circulator services is used effectively. Due to the different operating characteristics of circulator services, different performance standards are used for regular route and dial-a-ride programs.

Regular route circulator services, operating on fixed routes and schedules, have the same operating characteristics as local crosstown service. These services will, therefore, be evaluated against the local crosstown standard of \$4.00 ceiling subsidy per passenger. Services not meeting this standard will follow the process developed for other regular route services, with options to restructure, contract or eliminate the service.

General public dial-a-rides will be evaluated against a performance standard of \$5.00 ceiling subsidy per passenger. This standard is based on a minimum passenger productivity of four passengers per revenue hour. The RTB will provide funding up to this amount, or the current regional funding share for dial-a-ride programs (60 percent or 65 percent), whichever is less. For programs

exceeding this standard, cost reduction measures must be applied, or additional local (non-RTB) funding provided to fund the additional costs.

Tables 5.16 through 5.20 provide greater detail on community-based service initiatives.

Policies

Policy 5-5: 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.

Strategies

- Wherever possible, coordinate community-based services 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.

Table 5.16
Community-Based Circulation Service Initiatives

1993

Service	Description	Number of Buses	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
• Northwest Suburban Hennepin County	Implement new local circulator services in Brooklyn Park, Brooklyn Center, and surrounding area. Coordinate with the local regular route system at the proposed Brookdale transit hub.		392,000	\$735,000	\$624,000	245,000
• East Washington County	Implement new local circulator services to Woodbury or other communities in east Washington County.		147,000	\$276,000	\$234,000	92,000
• I-394 Corridor	Implement local circulator services in I-394 corridor. Coordinate with regional transit routes at Louisiana and Plymouth Road transit hubs.		294,000	\$552,000	\$468,000	184,000
1993 TOTALS			833,000	\$1.6 million	\$1.3 million	521,000

Table 5.17
Community-Based Circulation Service Initiatives

1994

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
• I-394 Corridor	Continuation of staged service improvements to a full timed-transfer transit plan. Coordination with regional transit services at Wayzata, Plymouth Road and Louisiana Avenue transit hubs.	196,000	\$386,000	\$330,000	122,400
• Dakota County	Improve and coordinate services in Dakota County. Focus connections with regional transit services at Mall of America and downtown St. Paul transit hubs.	147,000	\$290,000	\$248,000	92,000
• Existing Circulator Services	Enhance and improve existing circulator services, possibly expanding hours of service, increasing capacity, or extending areas served by local circulators.	196,000	\$386,000	\$331,000	122,000
1994 TOTALS		539,000	\$1 million	\$.9 million	336,400

**Table 5.18
Community-Based Circulation Service Initiatives**

1995

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
• Southwest Hennepin County	Improve/Expand local circulator services. Coordinate with other transit services at Southdale and Eden Prairie transit hubs.	147,000	\$303,000	\$257,000	92,000
• Anoka County	Improve/Expand local circulator services. Coordinate with local route services at Northtown transit hub. Possible redeployment of circulator services into areas where regular route service is poorly utilized.	147,000	\$303,000	\$257,000	92,000
• South Washington County	Implement local circulator services to communities in southern Washington County.	196,000	\$404,000	\$343,000	123,000
1995 TOTALS		490,000	\$1.0 million	\$.85 million	307,000

Table 5.19
Community-Based Circulation Service Initiatives

1996

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
• Northern Ramsey County	Implement new or expand existing circulator services. Coordinate with regular route transit at Rosedale or Maplewood Mall transit hub.	142,000	\$318,000	\$272,000	92,000
• Northern Washington County	Implement circulator services and coordinate with regular route transit at Maplewood Mall transit hub.	98,000	\$211,700	\$182,000	61,000
1996 TOTALS		240,000	\$.5 million	\$.4 million	153,000

Table 5.20
Community-Based Circulation Service Initiatives

1997

Service	Description	Miles of Service	Estimated Annual Cost	Estimated Annual Subsidy	Estimated Annual Boardings
• Scott County/Western Dakota County	Improve/Expand existing circulator services. Coordinate with regular route transit at new Burnsville transit hub.	196,000	\$.45 million	\$.38 million	.13 million
1997 TOTALS		196,000	\$.45 million	\$.38 million	.13 million

Table 5.21
Community-Based Transit Services Costs
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Existing Service Level	\$4.0	\$5.9	\$7.4	\$8.8	\$9.7
New Services	\$1.6	\$2.8	\$3.9	\$4.6	\$5.3
Total Costs	\$5.6	\$8.7	\$11.3	\$13.4	\$15.0

Special Transportation Services

Special transportation services are provided in the region through the Metro Mobility program and various county paratransit programs.

Metro Mobility is the principal complementary paratransit service in the Twin Cities metropolitan area. Service is operated within the entire transit taxing district, an area spanning 980 square miles. Metro Mobility offers door-through-door service on an advanced reservation basis for persons with disabilities.

Overlapping the outlying parts of the Metro Mobility service area are special transportation services in the five outlying counties of Anoka, Carver, Dakota, Scott and Washington. These programs serve persons with disabilities, the elderly, and others with special transportation needs.

Metro Mobility

Metro Mobility effectively meets many of the transportation needs for 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 trips by any other means. A majority of the people who use the service are 70 years of age or older. Fifty-four percent have incomes under \$10,000. Fifty-one percent live alone. The availability of service allows riders to visit friends, conduct personal business, and attend community events.

From 1984 to 1991, Metro Mobility ridership increased 300 percent to nearly 1,500,000 annual trips. This dramatic increase is attributed to the RTB's successful efforts to expand the service coverage and add capacity to meet existing, latent demand.

Ridership increases have, in turn, increased RTB funding levels for Metro Mobility from \$5.4 million in 1984 to \$15.6 million in 1991. At present, state appropriations are used to cover 100 percent of the operating costs since the Legislature in 1991 restricted the RTB from using other funding sources for Metro Mobility.

The RTB is managing the Metro Mobility program within the new budget level imposed by the state that amounts to an annualized figure of \$13.4 million. Given limited resources, cost containment measures implemented this past year have included a fare increase and elimination of the Trip Assurance Program, which had guaranteed that all ride requests would be met.

There remains significant untapped demand for Metro Mobility service. For this reason, and to meet the requirements of the Americans with Disabilities Act, the RTB is currently pursuing a plan to restructure the Metro Mobility program in 1993. This plan would improve service quality, efficiency, and budget control. Metro Mobility would be provided with centralized scheduling and, as envisioned in the ADA Paratransit Plan for the Twin Cities metropolitan area, county programs would coordinate travel for Metro Mobility eligible persons who reside in the outlying areas. These service changes are necessary in order to continue to

manage the Metro Mobility program effectively within reasonable limits of financial resources available.

County Programs

The counties of Anoka, Carver, Dakota, Scott and Washington each have special transportation services funded by the RTB. These programs serve both the urban and the exurban portions of the counties using a mix of lift-equipped vans and volunteer drivers with personal automobiles.

Throughout the metropolitan area, many non-profit agencies provide special transportation services as well. Coordination programs exist in western Hennepin and Ramsey counties, and the RTB participates in the state's administration of the federal 16(b)(2) vehicle procurement program for which non-profit agencies are eligible.

The county programs funded by the RTB must meet performance standards that are applied in a manner similar to those for the community circulation systems. The standard for county program is different given the characteristics of special transportation service involving greater passenger assistance. The ceiling subsidy per passenger is set at \$9. If service exceeds this threshold, the county is required to contribute the additional subsidy. This standard, to some extent, serves as an incentive to contain costs by coordinating trips with other services, such as Metro Mobility, whenever possible.

Policies

Policy 5-6: New service concepts for Metro Mobility will be explored as a continual means to improve service quality, efficiency and budget control, and the RTB will ensure that coordination exists between Metro Mobility and the county programs that overlap the service area.

The move to a coordinated, centralized Metro Mobility system from the existing decentralized operation may be the only means to improve service quality and efficiency for the long term. Changing the way operators are paid for providing service, by paying providers on an hourly rate basis rather than per-trip, for example, would allow for greater budget control and service productivity monitoring. Other changes currently being planned include the following: centralization of the trip reservations, scheduling, and dispatching functions; institution of long-term, hourly rate contracts with two or three providers to serve the core area; use of capital bonding proceeds for the purchase of a uniform fleet of vehicles; acquisition of paratransit software to facilitate day-to-day operations; use of transfers between vehicles arranged in a manner that ensures rider safety; establishment of long distance corridors for high-mileage trips where rides could be provided without transfers; and coordination of service to eliminate duplication between the core service area and the outlying areas served by county programs.

Policy 5-7: The ADA guidelines will be fully incorporated into the design of the Metro Mobility system including the use of a new functional assessment tool for determining eligibility.

Metro Mobility certification is being revised to more closely reflect the guidelines outlined in the ADA. Eligibility will be based on a person's functional ability to use accessible regular route service. Other requirements to be monitored for compliance with ADA include service area and hours, fares, capacity constraints, response time, and trip purpose.

Strategies

- Evaluate the opportunity to centralize Metro Mobility operations including the trip reservation, scheduling, and dispatching systems.
- Pursue greater involvement of the county programs in providing rides for persons with disabilities, to avoid duplication of services with Metro Mobility.
- Modify the Metro Mobility eligibility determination process after a field test of the functional assessment tool to certify riders based on the specified ADA criteria.
- Ensure that the ADA criteria for complementary paratransit service are implemented within the mandated timeline.

Implementation Schedule

	1993	1994	1995	1996	1997
Issue request for proposals for Metro Mobility for new contracts; select contractors	•				
Amend contracts with county programs to expand service to more persons with disabilities	•				
Field test the functional assessment tool for Metro Mobility eligibility	•				
Monitor and effect compliance with the ADA rules	•	•	•	•	

Travel Demand Management

Travel demand management, also referred to as TDM, is a low-cost, common-sense approach to combating traffic congestion, especially during the "peak periods" when most commuters travel to and from work. Constructing more lanes of highway has been the traditional way to manage congestion, yet this method has not been able to keep pace with travel growth. With the high cost, limited funding, and difficulty to acquire additional right-of-way for highway expansion, it is now more important than ever that strategies are implemented that allow the region to make the most of the existing highway system

TDM strategies are aimed at reducing the demand for travel by implementing a wide range of policies, programs and strategies intended to either reduce the number of people driving alone, or by shifting trips away from the peak travel periods. These TDM strategies rely primarily on providing incentives for sharing rides, and by creating disincentives for driving alone. Examples of incentives include ride matching services, preferential car pool parking, and providing a guaranteed ride home in the case of an emergency, to name a few. Disincentives center primarily on parking costs.

With travel to work during the rush hour causing most highway congestion, many TDM strategies focus on working with employers. By working with employers in congested corridors, businesses are able to ensure the mobility of their employees, while TDM resources can be targeted to areas with the most need.

Ridesharing, either by car or van pooling, is one of the more integral TDM strategies. Rideshare programs are especially important in meeting transit needs in the outlying areas of the region where regular route bus service cannot be effectively provided.

Besides ridesharing, other TDM strategies include:

- Reserved lanes for high occupancy vehicles (HOVs).
- Preferential freeway access for transit and car pools.
- Flexible work hour arrangements.
- Preferential parking for car pools.
- Employer subsidized transit passes.
- Guaranteed ride home programs for car poolers and bus riders.
- Parking pricing as a congestion management tool.
- Providing bicycle incentives and facilities.
- Telecommuting.
- Tax incentives for transit and car pooling.

Policies

Policy 5-8: The RTB will develop and advocate travel demand management (TDM) strategies for both employers and users of all modes of transit.

Ridesharing and other TDM strategies are proven means of reducing highway congestion. The RTB will seek to implement both voluntary and mandatory programs aimed at reducing single occupant vehicle trips during the peak periods. RTB technical assistance will continue to be provided to local governments, employers and developers for the development and implementation of TDM programs.

Policy 5-9: TDM programs will be marketed on an equal basis with other transit services.

All transit services provide the opportunity for shared rides, thereby helping reduce congestion. Sufficient resources should be provided to market TDM as one of several options in the region to reduce congestion as well as providing commuting alternatives.

Policy 5-10: The RTB will promote additional highway and parking facilities dedicated to high occupancy vehicle (HOV) use.

Facilities such as HOV lanes, ramp meter bypasses for HOVs and preferential car pool and van pool parking all provide incentives for HOV use. The Twin Cities has been recognized as a national leader in providing HOV facilities. In addition, the Metropolitan Council's Transportation Policy Plan calls for adding HOV lanes and facilities when increased highway capacity is needed in the region. The RTB will work to support development of additional HOV facilities and coordinate transit services and program using these facilities.

Policy 5-11: TDM efforts will be targeted at congested highway corridors and employment concentrations.

For TDM programs to be successful, there should be a perceived congestion problem among commuters, be able to implement TDM strategies that can compete, if not give an advantage over the single occupant vehicle (SOV), and be able to affect a large enough population to influence change. Highway corridors that have increasing congestion or that have infrastructure improvements such as HOV lanes and/or entrance ramps clearly provide the best opportunity for successful HOV programs. Past experience has also demonstrated that working with employers is the most effective means of promoting ridesharing and other TDM strategies. Priority market groups for TDM activities include:

- peak-period commutes 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.

Policy 5-12: Emphasis will be placed on educational programs that increase the awareness of the benefits of ridesharing and transit use.

As with other efforts, such as we have seen with recycling, broad-based programs need to be developed that would educate the public on the need for and benefits of ridesharing and transit use. These educational programs have tremendous long-term potential for changing commuting patterns and behaviors.

Policy 5-13: Performance measures and service specifications will be developed and used to evaluate the effectiveness of rideshare and TDM programs.

The RTB's Rideshare Advisory Committee is currently considering the appropriate measures and criteria to evaluate program performance and, specifically, how the program may be operated more effectively in the future.

Strategies

- The RTB will develop rideshare service specifications for the rideshare program that include the goals and objectives of the program, as well as performance measures and a biennial work program. It is anticipated that these

specifications will be developed in cooperation with the RTB's Rideshare Advisory Committee and the current service provider, Minnesota Rideshare.

- The RTB will encourage the formation of transportation management organizations. The RTB, in cooperation with other agencies, will continue to examine the feasibility of initiating other TMOs in other areas of the region; specifically, in the city of Plymouth and the University of Minnesota corridors.
- The RTB will assist in the planning of bicycle transportation improvements as an important component of the Twin Cities travel demand management picture.

To address the increasingly important role that bicycles can play in improving the overall transportation system, the RTB will continue to involve the Bicycle Advisory Task Force with the development of recommendations and guidelines in three key areas:

- Policy and Funding.
 - Facilities.
 - Routes and Corridors
- The RTB will continue existing and implement new TDM programs. A range of TDM programs that have been started in recent years are shown in Figure 5.22. The effectiveness of these programs will be evaluated on the basis of performance measures developed for TDM programs.

With the potential availability of new federal Intermodal Surface Transportation Efficiency Act (ISTEA) funds eligible for TDM projects, the RTB is planning to continue its aggressive TDM program well into the future. New programs identified to begin in 1993 are also shown in Figure 5.22.

Implementation Schedule

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Monitor and Evaluate					
Regional Rideshare Program	•	•	•	•	•
Continue Ongoing TDM Projects					
I-394	•	•	•	•	•
I-35W	•	•	•	•	•
I-494	•	•	•	•	•
University of Minnesota	•	•	•	•	
Space Center	•				
Mall of America	•	•			
Abbott Northwestern	•				
Anoka County	•				
Veterans Medical Center	•				
City of Plymouth	•	•			
Other/New TDM Programs	•	•	•	•	•
Continue Assistance to Existing TMOs	•				

Table 5.22
Description of Existing and New TDM Programs

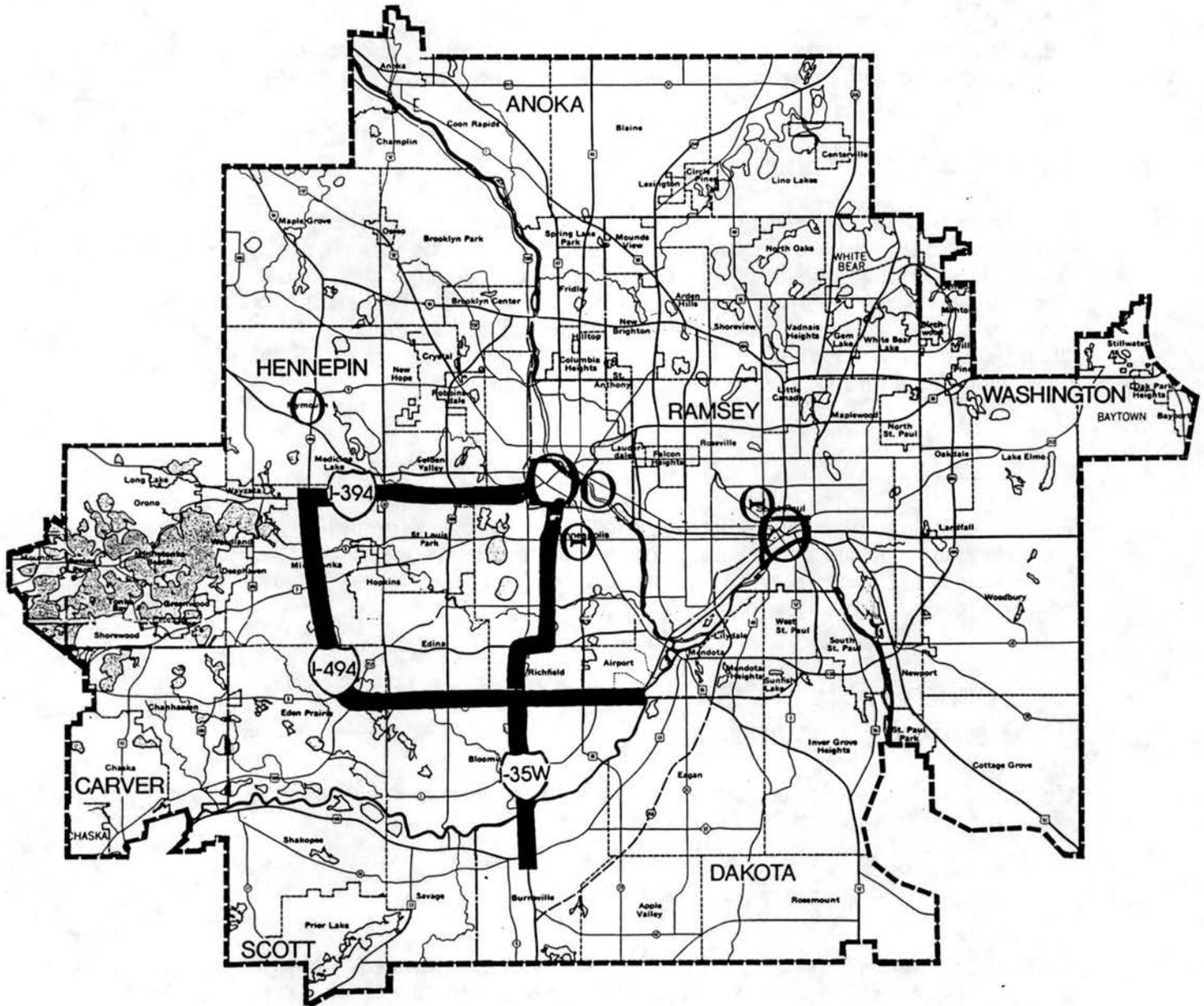
Program	Description	Estimated Annual RTB Cost
EXISTING PROGRAMS:		
• I-394	Minnesota Rideshare will continue to administer HOV parking in the Third Avenue Distributor garages and market ridesharing throughout the corridor.	N/A
• I-35W	In 1989, the RTB, in cooperation with Mn/DOT, the Metropolitan Council, and other agencies and local communities, developed an I-35W TDM plan that recommended short- and long-range strategies for reducing single occupant trips in the corridor.	\$50,000
• I-494	Cities in the corridor have combined efforts in a joint powers organization (JPO), with the objective of managing growing congestion and providing access to employment during future reconstruction of I-494.	\$20,000
• University of Minnesota	The RTB has taken the lead in forming the University of Minnesota TDM Coordinating Committee, which has formulated a multi-phased plan to reduce solo driving and increase rideshare and transit use. In 1992-1993, instant matching and computerized scheduling will be demonstrated, as well as making changes and additions to the Route 52 transit system.	\$75,000
• Space Center TDM Program	The RTB provided funding and technical assistance in 1991 to implement a plan to promote TDM strategies within the Space Center area of St. Paul, which has over 3,000 employees.	\$10,000
• Plymouth TDM	The RTB is currently the lead agency for TDM program development in the City of Plymouth. The program objectives include improving effectiveness of the Route 92 reverse commute service, increasing transit ridership, and increasing rideshare use.	\$25,000
• Minneapolis TMO	The RTB, through its Transportation Planning Grant program, provided seed money to the City of Minneapolis for the development of a downtown TMO.	\$50,000
• Roseville Area Circulator Bus-mounted Bike Racks	To test the feasibility of integrating bicycle transportation with transit, customized bike racks were placed on all Circulator vehicles in late spring, providing people with an opportunity to bike to a bus stop, put their bicycle on the bus and travel with it to numerous destinations in and around the service area.	\$5,000

Table 5.22 - Continued
Existing and New TDM Programs

Program	Description	Estimated Annual RTB Cost
NEW PROGRAMS:		
<ul style="list-style-type: none"> University of Minnesota, Phase II 	<p>The RTB has been working with the University of Minnesota (U of M) since 1989 in developing a TDM program to reduce the number of single occupant vehicles traveling to and from the University. To continue the positive trend that the U of M has seen in ridesharing, and to abate the negative trend it has seen over the past five years in transit ridership, the U of M TDM Coordinating Committee has developed an aggressive marketing and incentive program for the 1992-1993 school year.</p>	\$25,000
<ul style="list-style-type: none"> Mall of America Guaranteed Ride Home Program 	<p>The RTB and MTC have been working with the Mall of America to plan and develop services to encourage employees and guests to use mass transit and ridesharing. Besides the high level of transit service scheduled to the Mall, other incentives such as free or discounted transit rides, preferential car pool parking, and frequent transit and car pool use incentives have either been implemented or are being planned. The Mall has allocated budget for various incentives, and the RTB has budgeted for a guaranteed ride home program, which will be jointly implemented and promoted by the Mall of America, RTB and MTC</p>	\$5,000
<ul style="list-style-type: none"> Abbott Northwestern Hospital TDM Program 	<p>Over the past five years, Abbott Northwestern Hospital has seen an increasing demand on both their long- and short-term parking needs. The RTB believes that the development and implementation of a TDM demonstration project could positively impact the long-term parking problems of the hospital by shifting employees away from their single occupant vehicles. The RTB has agreed to provide funding to implement marketing support, a guaranteed ride home program, and bicycle lockers and incentives.</p>	\$15,000
<ul style="list-style-type: none"> Anoka County Automated Dispatching System 	<p>In order to more effectively utilize the Anoka County Traveler's resources, a better system of scheduling rides became necessary. RTB will purchase automated dispatching software that will allow greater coordination between the Traveler and the MTC fixed route express services. This dispatching system has potential to improve the scheduling and dispatching of all daily transit rides, increasing the accuracy of vehicle arrival times, reducing the number of cancellations/no shows currently experienced on the Traveler by approximately 50 percent, and is estimated to increase the number of rides per hour by 25 percent.</p>	\$30,000

Table 5.22 - Continued
Existing and New TDM Programs

Program	Description	Estimated Annual RTB Cost
<ul style="list-style-type: none"> Department of Veterans Affairs Medical Center Guaranteed Ride Home Program 	<p>The Department of Veterans Affairs (VA) and has developed a fairly successful rideshare program. To date, the VA has over 120 active car pools daily (about 300 employees). However, in a facility with over 3,500 employees, both the VA and Minnesota Rideshare fee there is substantial room for expansion. Current car pool participation is lowest in the clinic and nursing services where employees are often required to work overtime to respond to emergencies. By instituting a guaranteed ride home program (GRH), it would open ridesharing options up to an entire new employee population.</p>	\$3,000



Corridors with Major Rideshare and Travel Demand Management Activities

Ongoing — ○

Proposed — ⊕



Rideshare and TDM Activities

Figure 5.23

Regional Transit Board Five-Year Transit Plan

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 on existing roadway facilities. Assuming increases in total travel in the metropolitan area, transit ridership must show significant increases in order to maintain the existing mode share. Cities that have implemented LRT have found that by providing a higher quality of service, including faster travel times and better reliability, LRT can attract additional transit riders to the entire transit system.

Reduced Growth in Automobile Congestion

Experience in areas that have built LRT shows that the higher level of service attracts new transit 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 and for other trips.

Improved Access to and Reduced Congestion in the Two Downtowns and the University of Minnesota

Continued accessibility to centers of activity in the urban area is critical to economic development in the central cities.

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. Due to its ability to train vehicles, LRT can provide higher peak-period capacity at a stable operating cost than an all-bus system.

Improved Suburban Transit Service

With implementation of LRT in a corridor, existing radial bus routes can be restructured to provide improved crosstown service in suburban areas, such as proposed in the Vision for Transit.

Other Benefits Include

- Reduced reliance on petroleum fuels.
- Improved air quality.
- Enhanced reverse-commute opportunities.
- Reduced bus traffic in the congested downtowns and at the University of Minnesota.
- Potential for focusing development.
- Reduced need for parking in the downtowns and at the University of Minnesota.

Policies

Policy 5-14: LRT will be fully integrated into the regional transit system.

To maximize service improvements within LRT corridors, it will be necessary to 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 5-15: LRT plans should be consistent with the recommendations of the Regional Transit Facilities Plan.

The RTB is required to approve final engineering plans developed by the regional railroad authorities. These plans must conform to the LRT provisions in the Regional Transit Facilities Plan and the system and design standards in the LRT Regional Coordination Plan.

Development of Regional LRT Planning

In 1989, the State Legislature directed the RTB to coordinate planning for light rail transit in the Twin Cities metropolitan area. As a result of the legislative mandate, the RTB developed the LRT Regional Development and Financial Plan in 1990. The 1991 Coordination Plan which followed presented system design and organizational arrangements for LRT implementation. Nine corridors were included in the maximum ten-year plan described in the two documents. The multiple corridor system was developed with the participation of the seven metro-area counties, the Minnesota Department of Transportation, and the Metropolitan Transit Commission, designated in statute as the operator of the LRT system. The multiple corridor plan was not funded during the 1990-91 legislative session.

The recommendations of the Regional LRT Plan were incorporated in the Regional Transit Board's Five Year Plan early in 1991, and reevaluated later that year for the 1992 Plan. Concurrently, the Metropolitan Council initiated a transit facilities study to evaluate and recommend future transit investments throughout the region. The LRT corridor reevaluation became part of the Regional Transit Facilities Plan, presented to the State Legislature in February 1992. The Transit Facilities Plan recommends LRT in the Central Corridor, and supports LRT as one of the options for the I-35W Corridor.

LRT Implementation Recommendations

Light rail transit is recommended for implementation in in two corridors in the region: the Central Corridor and the I-35W/South Corridor (Figure 5.24). The proposed two-corridor LRT system has both regional core and home-based trip service features, and the highest performance characteristics of all potential LRT corridors in the region. The Central and I-35W/South Corridors were selected for the following reasons:

Central Corridor

The Central Corridor, the first priority, links the downtowns of Minneapolis and St. Paul, the main campus of the University of Minnesota, and the State Capitol. The Central Corridor:

- Connects three major transit generators: downtown Minneapolis, the University of Minnesota, and downtown St. Paul.
- Constitutes the "spine" of the regional transit system.
- Serves a high number of transit riders, including a significant number of transit-dependent people.
- Provides a high performance transit solution to a high transportation needs corridor.

I-35W/South Corridor

The I-35W/South Corridor links downtown Minneapolis with the fully-developed areas of south Minneapolis, Richfield, and Bloomington. This corridor will eventually extend to Burnsville in rapidly growing Dakota County. I-35W:

- Is the most heavily-used transportation facility in the state.
- Carries a high number of transit users and is projected to attract a substantial number of new transit riders.
- Links trips between home and work for a substantial number of south metro area residents.

- Is currently in the federal environmental review process prior to reconstruction by the Minnesota Department of Transportation to add capacity and reduce safety problems.

The proposed LRT system was recommended after an evaluation process which compared key performance and cost measurements for corridors included in the previous regional LRT plan. The measurements evaluated included ridership, passenger miles, capital cost, operating and maintenance cost, cost per passenger, and number of new transit riders. Other characteristics such as travel time, congestion relief, energy savings, and air quality impacts were also addressed. Ridership estimates were updated by the Metropolitan Council. Cost estimates were reviewed and updated based on current design assumptions.

Central Corridor AA/DEIS

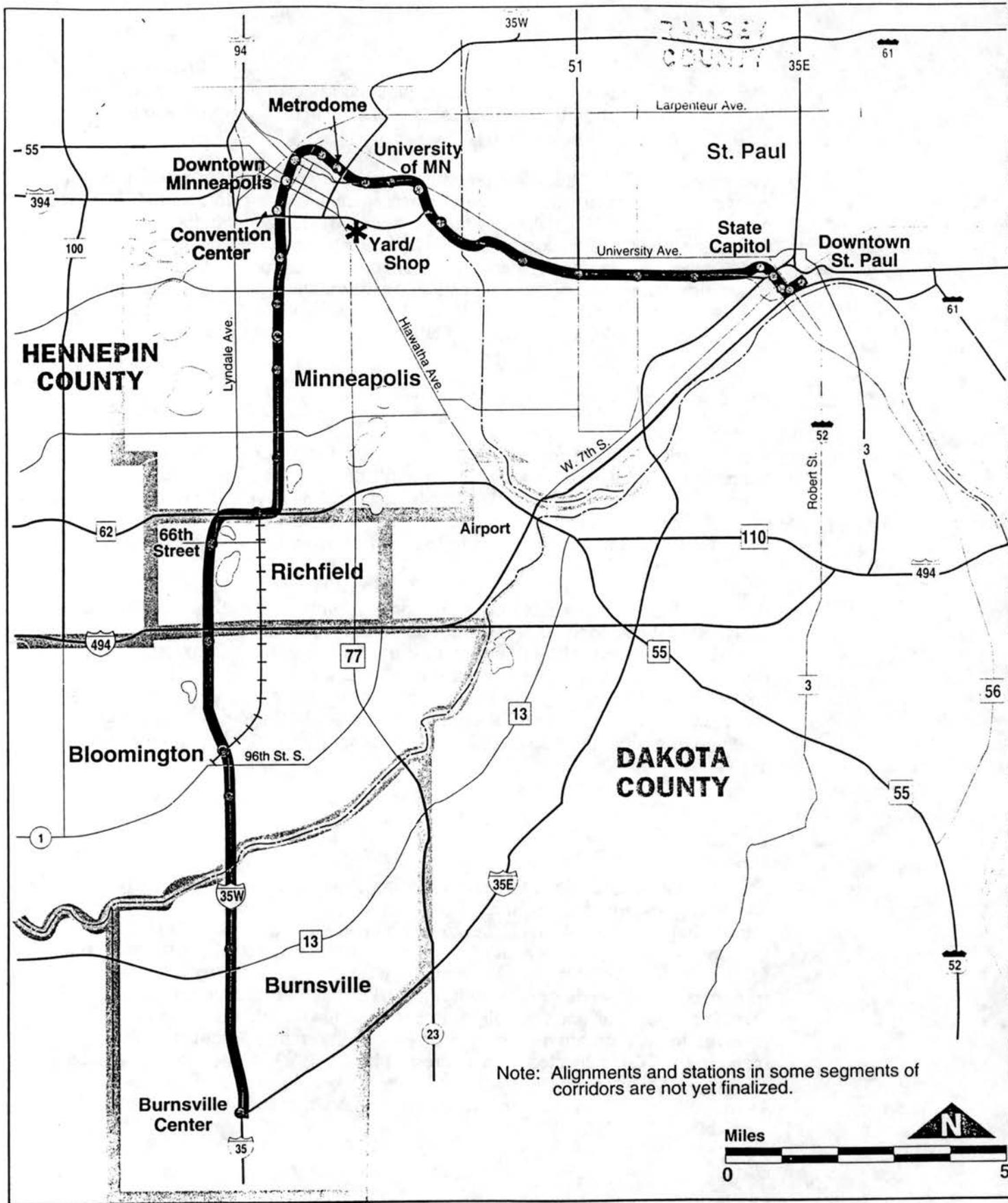
Previous regional plans called for state and local funding for the Central Corridor, the region's priority corridor then as now. With the passage of the national 1991 Intermodal Surface Transportation Efficiency Act (ISTEA), federal transit funding options improved significantly. The regional decision to pursue federal funds obligates the region to follow the federal environmental review process.

That process began in June 1992, with the Mn/DOT and Hennepin County and Ramsey County Regional Railroad Authorities jointly undertaking an alternatives analysis/draft environmental impact statement (AA/DEIS) for the Central Corridor. The AA/DEIS will define the physical, operational, economic and financial characteristics of several transit alternatives in the corridor, including LRT. Much of the work the region has previously completed will be incorporated into the new project. The RTB chairs the Corridor Management Committee, made up of policy makers who will advise the joint lead agencies on planning and design issues for the project.

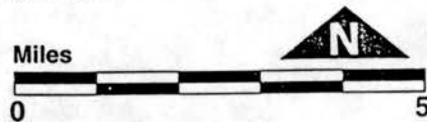
Financing

Federal, state and local resources are recommended to fund the priority (Central) corridor. Funding sources for LRT in I-35W, if LRT is selected as the preferred transit alternative by Mn/DOT have not yet been identified. The Regional Transit Facilities Plan identifies a goal of 30 percent minimum federal construction funding for the Central Corridor, with the remaining funding provided by state and regional resources. RTB bonding, with debt serviced through the existing RTB property tax levy, is proposed as one possible source to fund the regional share of LRT construction. Alternative funding sources for a full range of transit services, including LRT, is expected to be addressed by the 1993 Minnesota Legislature.

Corridor segments are recommended to be constructed as funding becomes available.



Note: Alignments and stations in some segments of corridors are not yet finalized.



LRT TWO CORRIDOR SYSTEM
Central and I-35W

Figure 5.24



Alignment

The two-corridor LRT system is proposed to be on a surface alignment. While a larger system would likely require the construction of a tunnel in downtown Minneapolis, a surface alignment offers a less costly solution for an initial two-corridor system. This recommendation does not preclude the construction of a tunnel for the first two corridors financed by individual jurisdictions independent of federal, state or regional funding.

Right of way for corridors with identified potential for LRT is recommended to be preserved.

Governance

Based on inter-agency agreement, final design and construction of LRT would be directed by Mn/DOT.

CAPITAL PLAN

Chapter 6

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 necessary to implement the Vision for Transit and provides estimates of regional capital needs and funding requirements.

Capital Funding as an Investment

Investment in transit vehicles and facilities is a critical element in the future success of the regional transit system. The Vision for Transit calls for a growing number of transit hub facilities, more park-and-ride spaces, additional passenger shelters, as well as the continued updating of the transit fleet. Clean, reliable buses and comfortable passenger waiting areas improve service quality and enhance the attractiveness of using transit.

Steps are also being taken to make the transit system easier to use. The MTC has a major effort underway to improve signage at bus stops throughout the region. This relatively low-cost project will greatly improve the visibility of regular route service while helping to make the system more understandable. The RTB and other agencies are actively exploring the use of intelligent vehicle highway system (IVHS) technologies to improve transit information and fare collection.

The recently enacted federal Intermodal Surface Transportation Efficiency Act (ISTEA) sets a new direction in federal transportation funding. ISTEA places emphasis on flexible approaches to funding whatever transit or highway projects are best suited to maintaining mobility in urban areas while protecting the environment. The MTC's Team Transit project demonstrates the benefits of transit and highway agencies working together to solve transportation problems. Working in cooperation with Mn/DOT and local communities, Team Transit is implementing funding low-cost roadway improvements, such as ramp bypasses and paved shoulders, to allow transit vehicles to move faster through congested areas. The RTB and transit providers must continue to ensure that investments in transportation infrastructure within the region include improvements for transit service.

Policies

Policy 6-1: The RTB will seek to maximize federal funding for transit capital needs.

The federal ISTEA provides for unprecedented flexibility in transportation funding. The RTB will continue to work for sufficient federal funding for transit projects.

Policy 6-2: 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 that facilities are designed for maximum accessibility by persons with disabilities.

Policy 6-3: The RTB will provide funding for 100 percent of capital costs of eligible regular route providers and 80 percent of capital costs of all other eligible providers.

The RTB has legislative authorization to provide capital funds to all public and private non-profit transit providers. In the past, RTB capital funding was available for 100 percent of MTC capital costs and to community-based providers at levels equal to operating assistance (60 percent or 65 percent). RTB funds will now be available for 100 percent of all opt-out replacement service costs and 80 percent of community-based providers.

Policy 6-4: Facilities and vehicles 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. 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 6-5: Capital investments will be made to enhance the attractiveness of transit use.

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

Policy 6-6: The RTB will exclude all capital costs from the calculation of the opt-out's 90 percent eligibility limit.

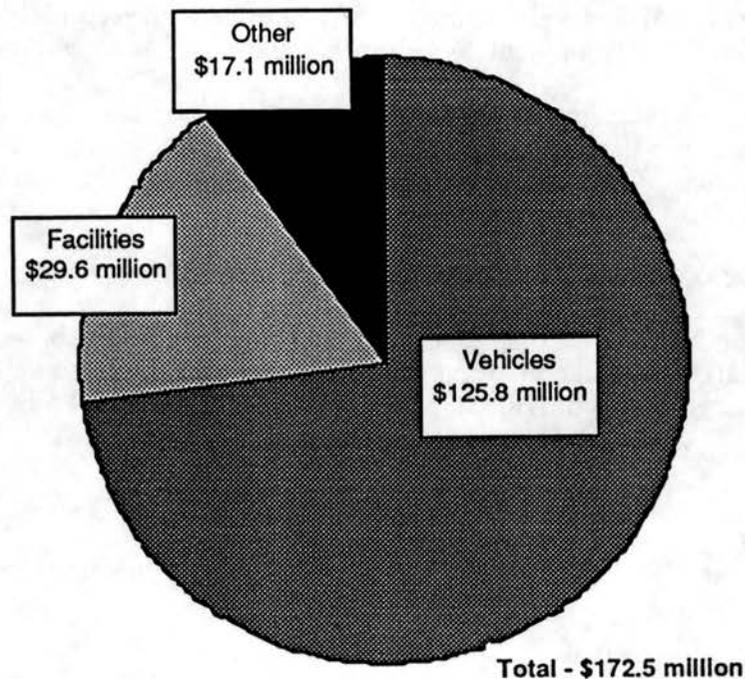
Capital will be viewed as a regional investment and/or expenditure paid with regional dollars. All capital expenditures including vehicles needed for replacement service, transit hubs, and park-and-ride lots will be funded through bond sales and/or federal funds where applicable. In hourly rate contracts, whether the contract is held with the MTC or a private provider, the capital portion of the hourly rate will be identified and funded by the RTB.

This policy will be put into effect with the contract period beginning in 1993.

Capital Needs

Capital investments in the regional transit system between 1993 and 1997 are projected at \$172.5 million and include regional facilities as well as provider needs such as vehicle purchases, facilities, and equipment. Indirect capital costs, funded as part of fee-for-service contracts with regular route, community-based and Metro Mobility providers, are not included as part of capital needs.

**Figure 6.1
Capital Needs
1993-1997**



Regional Public Facilities

Approximately \$29 million is needed over the next five years for regional facilities that directly benefit customers. Facility projects are a composite of projects generated by the RTB's Vision for Transit, the Metropolitan Council's Transit Facilities Plan, and the MTC's Public Facilities Plan/Capital Plan. Consistent with the Metropolitan Council's Transit Facilities Plan, these facilities represent a multimodal response to the region's needs including transit hubs, park-and-ride lots, high occupancy vehicle lanes, light rail transit, and car and van pools.

Transit Hubs

Transit hubs are an important component of the planned public facilities improvements. Hubs provide an accessible location where transit services can be linked to provide enhanced transfer opportunities. The development of transit hubs is a coordinated effort of the Regional Transit Board, cities, the MTC, opt-out providers, Mn/DOT and private developers.

Most hubs will be sited at shopping centers, which are the major activity centers for suburban areas. Others will be located in central city locations. The timing of transit hub construction will be determined by operational needs, on-site issues, and development opportunities.

To date, seven primary transit hubs have been built or are under construction--at the Mall of America, Northtown, Southdale, Rosedale, downtown Minneapolis, downtown St. Paul, and at Plymouth Road and Louisiana Avenue along I-394. Five more primary hubs and ten secondary hubs are scheduled for development between 1992 and 1997, as shown on Table 6.2.

Working with local communities and private developments, the RTB facilitates cost-sharing arrangements to finance hub construction and maintenance. The estimated average development cost for a primary hub is \$600,000 and \$300,000 for a secondary hub.

The development of a hub involves service restructuring as described in Chapter 2 and facility improvements. These improvements include: bus staging, passenger waiting areas, park-and-ride spaces, and bike-and-ride spaces, and are designed to improve bus operations, increase the visibility of transit services and provide improved passenger amenities and safety.

Table 6.2
Transit Hub Development Schedule

Completed Hub Developments - 1992

Rosedale	Louisiana Avenue (I-394)
Mall of America	Leamington Transit Hub
Plymouth Road (I-394)	(downtown Minneapolis)

Hub Developments - 1992 to 1997

1992 - Brookdale	1996 - Eagan
	Airport
1993 - Maplewood	Hillcrest
Southdale	Apache Plaza
1994 - Northtown	1997 - Knollwood Plaza
Midway	Sunray Shopping Center
	Burnsville Center
1995 - Uptown	
Highland Village	
Eden Prairie	

**Figure 6.3
Transit Hub Locations**

Primary Hubs

1. Brookdale
2. Maplewood
3. Northtown
4. Uptown
5. Eagan

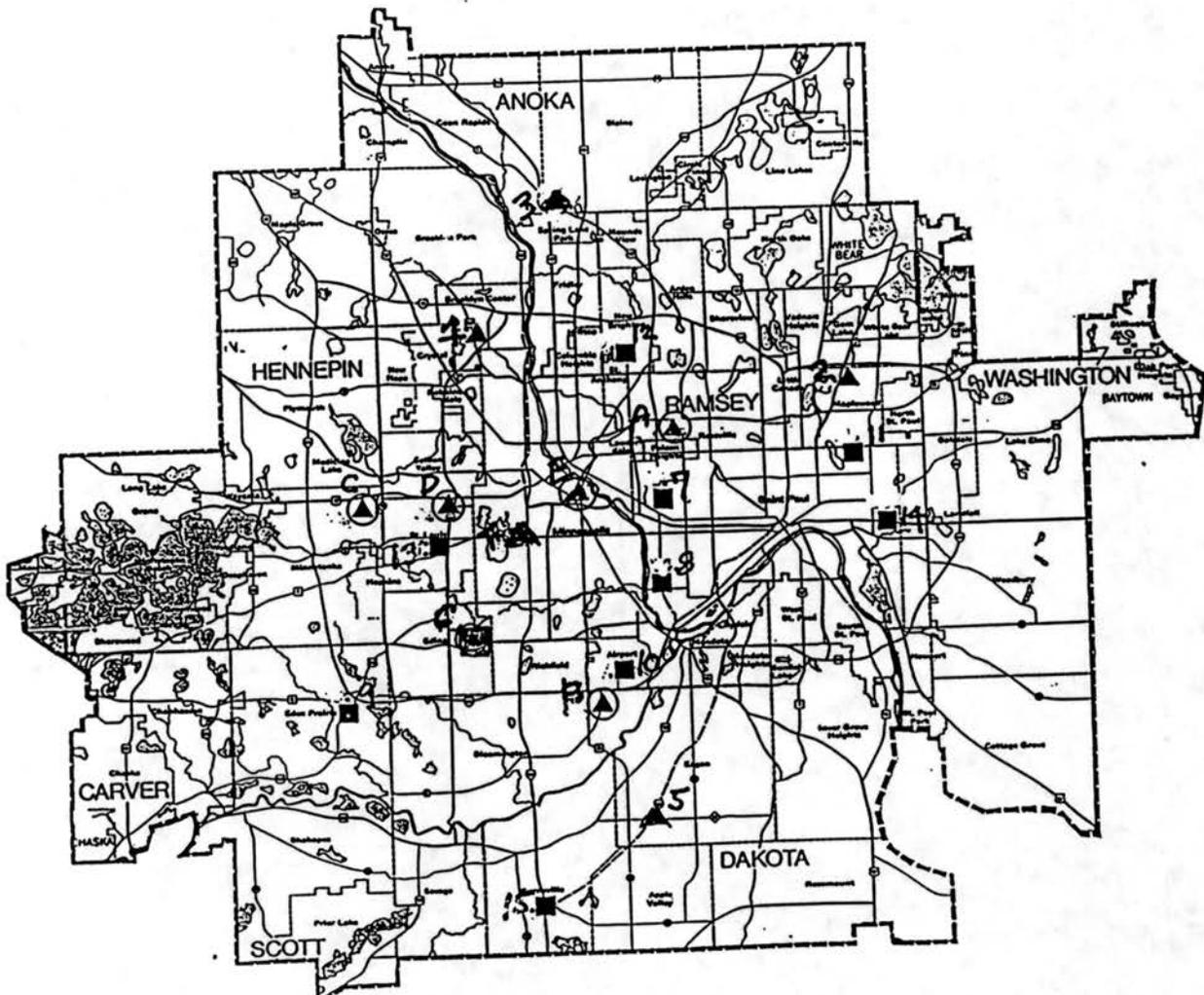
Secondary Hubs

- | | |
|---------------------|----------------------------|
| 6. Southdale | 11. Hillcrest |
| 7. Midway | 12. Apache Plaza |
| 8. Highland Village | 13. Knollwood Plaza |
| 9. Eden Prairie | 14. Sunray Shopping Center |
| 10. Airport | 15. Burnsville Center |

Completed Hubs

- A. Rosedale
- B. Mall of America
- C. Plymouth Road
- D. Louisiana Avenue
- E. Leamington Transit Hub

- | | |
|---|------------------------------------|
| ▲ | Primary Transit Hub |
| ■ | Secondary Transit Hub |
| ○ | Hub Completed or Under Development |



Park-and-Ride Lots

Park-and-ride lots are another key component of the Vision for Transit's public facilities improvements. They provide the opportunity to intercept vehicles before they reach the congested areas of regional highways. By collecting trips at a single location, park-and-ride lots also provide a cost-effective means of serving the suburban commuter market. Consistent with the Metropolitan Council's Transit Facilities Plan, the RTB proposes the acquisition of land to accommodate up to 1,000 cars at nine locations near the I-494/694 beltline. Only 300-500 spaces would be developed initially at each site with the potential for future expansion if warranted by demand. These nine facilities with 300-500 spaces would add 3,000-4,500 new parking spaces. This translates into approximately two million annual transit trips. Funding for four of these lots at \$1.4 million each was provided in the RTB's 1992 legislative bonding authorization.

The siting of these lots will be coordinated with transit hub development. To assist in determining park-and-ride sites, the Metropolitan Council adopted Park-and-Ride Selection Guidelines in 1991. The guidelines were developed for planning, designing, and evaluating proposed park-and-ride lots served by regular route transit.

The Transit Facilities Plan recommends new routes be implemented to serve the park-and-ride lots. Due to funding constraints, existing express routes may be consolidated to serve the lots in many cases. This could result in the elimination of many smaller lots in the same service area.

It is anticipated that development of park-and-ride lots will be a cooperative venture of the MTC, opt-out providers, and Mn/DOT.

Today there are approximately 137 park-and-ride lots with 5,464 spaces that serve the regular route system, 12 of which are owned or leased by the MTC. The remainder are owned by private developers or businesses other than shopping centers, government agencies other than the MTC, shopping centers, or churches.

Light Rail Transit

Light Rail Transit (LRT) has been previously recommended for implementation in two corridors: the Central Corridor connecting downtown Minneapolis and downtown St. Paul, and the I-35W corridor. Currently, an Alternatives Analysis/draft Environmental Impact Statement (AA/DEIS) is being conducted to study five transit alternatives for the Central Corridor, including LRT.

Previous regional plans called for state and local funding for the Central Corridor. The passage of the 1991 Intermodal Surface Transportation Efficiency Act (ISTEA) improved opportunities for federal funding, and federal funds are now being sought for approximately one-half of the \$500 million cost of a Central Corridor LRT line. Various local funding sources are being examined to finance the remainder of project costs. The RTB will

continue working with Mn/DOT and the county regional railroad authorities to gain legislative approval of local LRT funding.

Funding sources for LRT in the I-35W corridor should this mode be selected for implementation, have not been identified. LRT capital costs are not included in this document. Should a commitment be made to fund LRT, the plan will be amended to include project costs and funding.

Other Regional Facilities

The Team Transit program will continue implementation of low-cost roadway improvements that improve transit operations. The cost of these projects is expected to be shared by the MTC, Mn/DOT, and local communities. This plan includes \$1 million in annual funding for the MTC's share of project costs.

The Transit Facilities Plan also proposed a growing system of HOV lanes throughout the region. Mn/DOT is expected to have primary responsibility for funding HOV facilities.

Providers

Funding the capital costs of transit providers will remain a key responsibility of the RTB. These costs are described below.

Metropolitan Transit Commission

The Metropolitan Transit Commission (MTC) operates the regular route service, which is the mainstay of the regional transit system, and will continue to require the majority of capital funding, approximately \$127.4 million through 1997. This will cover fleet improvements, facilities, computerization and equipment purchases. MTC equipment and facility needs are based on the 1992-1996 MTC Public Facilities Plan and the 1992 MTC Capital Plan.

MTC Fleet Requirements

Over the past several years, the region has made a major investment in updating the MTC fleet, spending over \$100 million to replace over 75 percent of MTC buses. The MTC currently operates an active fleet of 973 buses. This figure is based on the number of buses required to operate peak-period service plus spare vehicles. Table 6.4 shows the MTC bus requirements for 1993-1997, which total \$116.1 million.

The MTC fleet replacement program calls for replacing approximately one-twelfth of the fleet annually (about 80 buses per year), accomplishing several goals:

- Retiring the buses after a useful life of 12 years.
- Maintaining an average fleet age of six to seven years.
- Reducing the need for large bus purchases at one time.

Table 6.4
Summary of Capital Costs and Funding
1993-1997
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>Total</u>
FLEET						
MTC						
• Purchase 25 articulated buses	\$8.7	---	---	---	---	
• Purchase 97 40-foot buses	---	\$22.1	---	---	---	
• Purchase 71 40-foot buses and 60 articulated buses	---	---	\$38.5	---	---	
• Purchase 98 40-foot buses	---	---	---	\$24.6	---	
• Purchase 84 40-foot buses	---	---	---	---	\$22.2	\$116.1
Community-Based Vehicles	1.9	1.9	1.9	2.0	2.0	9.7
Subtotal	\$10.6	\$24.0	\$40.4	\$26.6	\$24.2	\$125.8
FACILITIES						
Public Facilities						
• Transit Hubs	\$1.2	\$1.2	\$1.8	\$1.8	\$1.8	\$7.8
• Park-and-Ride Lots	2.8	2.8	2.8	4.2	4.2	16.8
• MTC Team Transit	1.0	\$1.0	1.0	1.0	1.0	5.0
Subtotal	\$5.0	\$5.0	\$5.6	\$7.0	\$7.0	\$29.6
OTHER						
• MTC Operating Facilities	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0	\$5.0
• MTC Computerization	0.7	0.5	0.5	0.5	0.5	2.7
• MTC Equipment	1.0	1.4	1.4	1.4	1.4	6.6
• IVHS Projects	1.0	1.8	---	---	---	2.8
Subtotal	\$3.7	\$4.7	\$2.9	\$2.9	\$2.9	\$17.1
TOTAL EXPENDITURES	\$19.3	\$33.7	\$48.9	\$36.5	\$34.1	\$172.5
Federal Funding (FTA Section 9)	\$7.0	\$7.0	\$7.0	\$7.0	\$7.0	\$35.0
Federal ISTEA	\$4.0	\$4.0	\$4.0	\$4.0	\$4.0	\$20.0
Local Funding (Bonding)	\$8.3	\$22.7	\$37.9	\$25.5	\$23.1	\$117.5

An updated fleet results in increased reliability for customers through reduced breakdowns and maintenance requirements and in service quality--comfort, attractiveness and accessibility. By 1995, all buses will be air-conditioned; and by 1997, approximately 58 percent will be lift-equipped. Additionally, newer buses should be more cost-effective to maintain, and level fleet replacement will contribute to consistent funding requirements.

MTC Facilities

MTC facilities include five operating garages and an overhaul base. With the exception of the Snelling Garage, all MTC facilities have been constructed or renovated since 1980. The Snelling Garage, sections of which were built in 1905, will likely need to be replaced or substantially renovated within the next few years. The MTC is currently studying several alternatives, the most costly of which, to build a new garage at a different site, could cost as much as \$14 million. Due to the uncertainty of this project, Snelling Garage costs are not included in this plan.

Computerization and Equipment

Between 1993 and 1997, it is anticipated that \$8.4 million will be required to meet computer and equipment needs. In 1993, \$.3 million is needed for a Geographic Information System to provide the MTC with computerized map display capabilities; and \$.25 million is requested for a transit information system to visually provide transit information to customers. In 1995, \$.4 million is requested to improve financial systems, and \$.15 million is needed to automate the process of drivers choosing their work in order of seniority. Between 1995 and 1997, an additional \$250,000 is requested annually to upgrade computer equipment. Equipment replacements and improvements are estimated at \$2.5 million between 1993 and 1997.

Opt-Out Capital Costs

Beginning in 1993, the RTB will fund the capital costs of opt-out providers. This will free operating funding, previously used for replacement equipment costs, for expansion of service. Annual funding of opt-out capital costs is estimated at \$1.7 million.

Community-Based Capital Costs

In 1989, the RTB began providing funding to community-based providers for vehicle purchases. For 1993 projects, RTB participation will be increased to 80 percent of total cost. Typically, six to ten vehicles are purchased per year requiring approximately \$200,000 in RTB funding.

Other Possible Costs

Alternative Fueled Buses

New federal emissions regulations for diesel buses will likely require the MTC and other providers to shift to new engine technologies. The MTC is currently conducting an operational test of 20 alternative fueled and clean diesel buses. This test will lead to a decision on which engine technology to use in future bus purchases. Shifting to an alternative fuel such as natural gas or ethanol could add \$20,000 to \$40,000 to the cost of each bus. An additional \$4 to \$5 million might be needed to retrofit fueling facilities at bus garages. The potential costs of meeting emissions regulations will be evaluated at the end of the operating test in 1995.

Intelligent Vehicle Highway Systems

As described in Chapter 4, studies of various IVHS applications for transit are now underway. These studies will identify the cost of system-wide application of automated traveler information, smart card fare payment systems, and automated vehicle location systems.

Funding

Two sources are available for RTB funding of transit capital costs: federal capital grants and local bonding. In the recent past, federal funding had been declining. This required the region to rely more on local bonding, with debt financed through a metropolitan area property tax.

Federal Funding

The new federal ISTEA legislation, however, opens new sources of federal capital funding for transit capital needs. There are three primary sources of federal funding:

Federal Transit Administration (FTA) 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 6.5, available Section 9 capital funding has declined by 30 percent since 1985.

FTA 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 projects. 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 Central Corridor.

ISTEA

There are two ISTEA funding programs with potential to provide significant funding for transit capital. The Surface Transportation Program (STP), which replaces the old Federal Aid Urban and Federal Aid Secondary programs, is available for a broad range of highway and transit uses. In 1992, the Twin Cities will receive a minimum of \$18 million in STP funds. The process for allocating future STP funding is currently being developed by the regional transportation planning process. One transit project, the Coon Rapids park-and-ride lot, is currently being funded through the STP program. Another ISTEA funding source is the Congestion Mitigation and Air Quality program. These funds are available to metropolitan areas that do not meet federal air quality standards. Several transit projects received slightly more than \$4 million from this program in 1992.

To ensure that a coordinated approach is used in requesting federal transit funding, the RTB is required to approve all federal grant applications prepared by transit providers and local units of government. In addition, the RTB is responsible for approving transit projects included in the federal required Transportation Improvement Program.

Table 6.5
UMTA Section 9 Capital Funding
(\$ millions)

<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
\$10.2	\$8.9	\$9.9	\$7.0	\$6.3	\$6.6	\$7.0	\$7.0

Over the next five years, \$11 million annually is projected to be obtained from federal capital funding. This is considered a conservative estimate. Should more federal funding be available from formula, discretionary or ISTEA programs, the amount of local funding described below would decrease.

Local Funding

RTB capital funding is obtained through the sale of general obligation bonds by the Metropolitan Council in amounts authorized by the Legislature. Local funds totaling \$138 million will be required through 1997. Funding requirements will peak in 1995, when the MTC will be making large fleet purchases.

Table 6.6
Capital Funding
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>Total</u>
Federal						
• Section 9	\$7.0	\$7.0	\$7.0	\$7.0	\$7.0	\$35.0
• ISTEA	\$4.0	\$4.0	\$4.0	\$4.0	\$4.0	\$20.0
Local Bonding	\$8.4	\$23.6	\$58.2	\$25.3	\$22.9	\$138.4

Bonding Needs

Anticipated bond sales through 1997 are as follows:

1993	-	\$10 million
1994	-	\$25 million
1995	-	\$50 million
1996	-	\$30 million
1997	-	\$20 million

Currently, the RTB has legislative authorization to issue \$64 million in transit bonds. Additional authorization will be required by 1994.

This level of debt will nearly double the RTB's debt service property tax levy from approximately \$12 million in 1992 to more than \$20 million by 1977. This increase reflects the relatively low issuance of debt over the past several years, a period in which bus purchases were relatively low. Figures 6.7 and 6.8 show annual RTB debt service requirements and total transit debt for the region.

Figure 6.7

Estimated Annual Debt Service Property Tax Levy Requirement RTB 1993-1997 Five-Year Plan

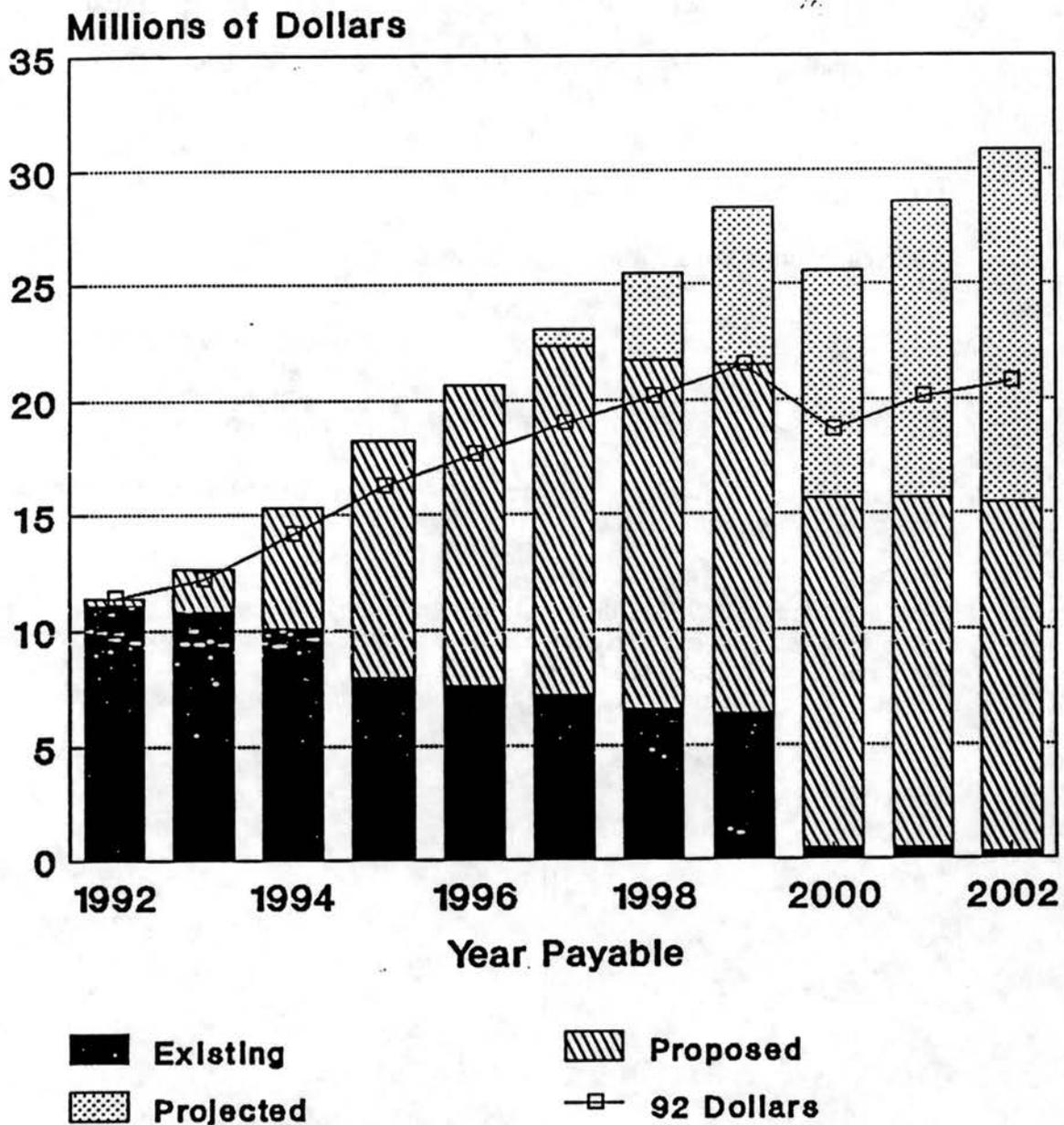
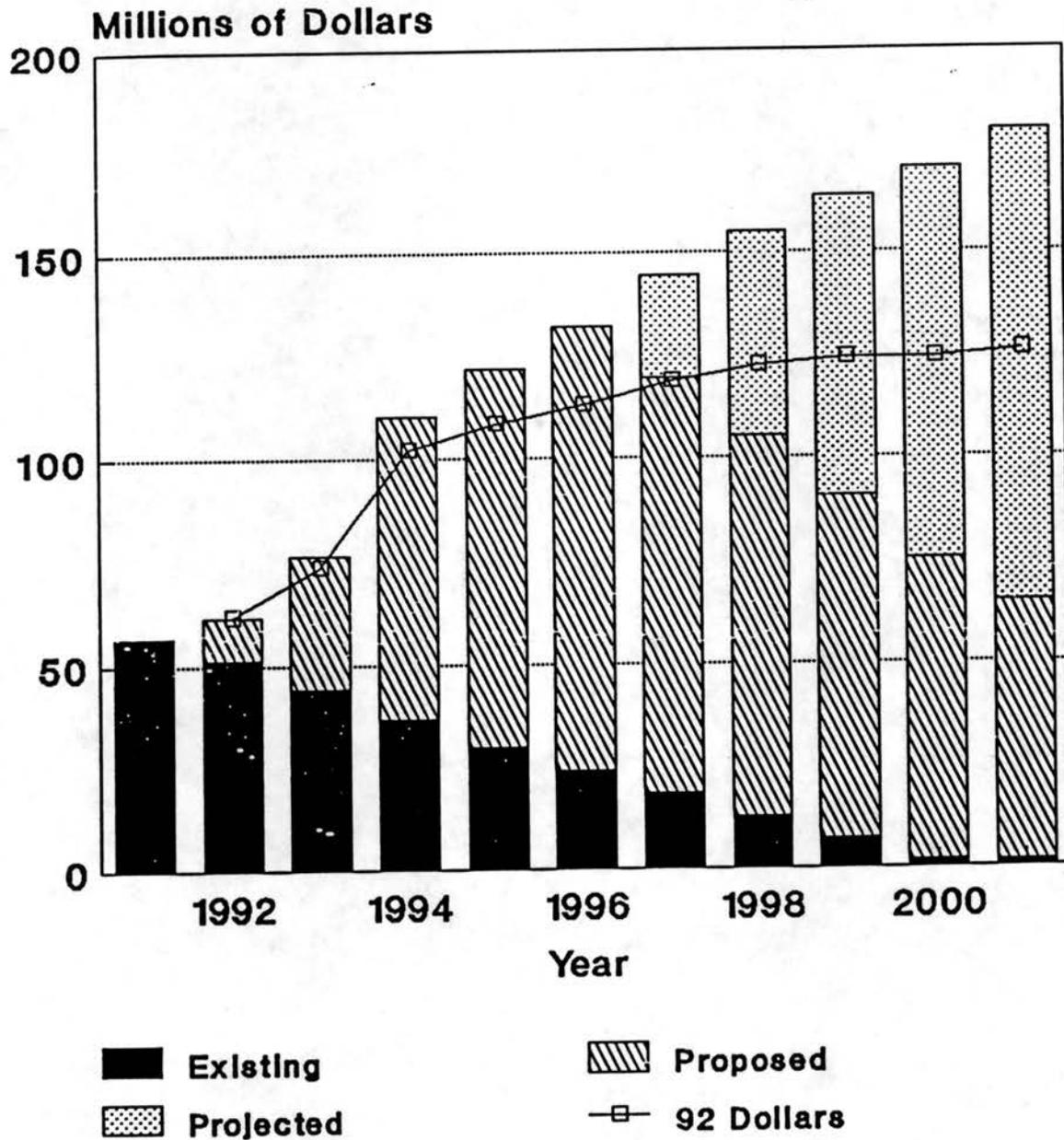


Figure 6.8

Estimated Year End Outstanding Long-Term Debt RTB 1993-1997 Five-Year Plan



FINANCIAL PLAN

Chapter 7

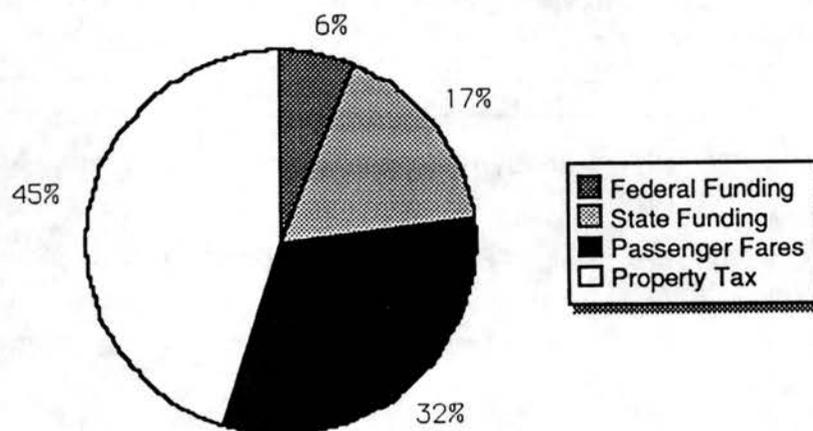
This chapter presents projected operating costs and funding requirements for regional transit services. Included are cost estimates for existing services and for new services programmed for implementation during the period 1993-1997.

Operating Costs and Funding Requirements

The region faces a critical period in transit funding. An additional financial commitment will be needed to maintain existing service levels. Added to this is the increased funding needed to carry out the service improvements called for in the Vision for Transit.

Funding for the regional transit system comes from four sources: passenger fares, the regional transit property tax, federal operating grants, and state transit assistance. Current funding shares from these sources are shown below:

Figure 7.1
Transit Funding Sources



Given recent trends in funding for transit operations, the RTB's ability to implement the Vision for Transit may be in jeopardy. Although transit operating costs have been held at or below the rate of inflation, little or no increases have been seen in state or federal transit funding. Federal funding has decreased in recent years while state transit assistance has increased only eight percent since 1988.

Without increased state or federal financial support, the region has relied more heavily on fares and property taxes to maintain service levels. Recent fare increases for regular route and Metro Mobility service have generated additional revenues, but have also resulted in ridership losses. The current economic downturn has also eliminated nearly all increases in the RTB's property tax levy. While market value growth pushed the total tax levies up by 5 to 7 percent a year in the mid-1980s, the current annual rate of increase is less than 2 percent.

These factors have combined to call into question whether funds will be available to keep existing transit services on the street. Any new services will depend upon actions to significantly increase investment in regional transit service.

Policies

Policy 7-1: 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 state funding.

Policy 7-2: 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 7-3: 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 RTB receive funding from three sources: federal grants, state appropriations, and local property tax revenues. Operators of transit services also collect fare box revenues. The following describes these funding sources.

Fares

Fares or donations 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, fare box recovery standards can be met without large fare increases, which most negatively affect ridership. For regular route service, a fare policy objective is to link fares to the cost of providing service. To achieve equity in the fare structure, higher fares are charged for higher-cost peak-period and express service.

Policy 7-4: Fares for overall regular route service will, at a minimum, generate revenues to provide 35 percent fare box recovery ratio. Fares for each RTB-funded circulation service and general purpose paratransit service will, at a minimum, generate revenues to provide a 15 percent fare box recovery ratio. Fares for Metro Mobility will, at a minimum, generate revenues to provide an overall 15 percent fare box recovery ratio.

To ensure that fare revenue is sufficient to maintain service levels, these policies for cost recovery from fares have been established. These fare recovery ratios have been used by the RTB as benchmarks in evaluating the need for fare increases.

The complete set of RTB fare policies is listed in Appendix C.

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 transit 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 7-2 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 growth adjustments based on year-to-year market value growth 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 1991 (payable 1992) to fund transit operations are as follows:

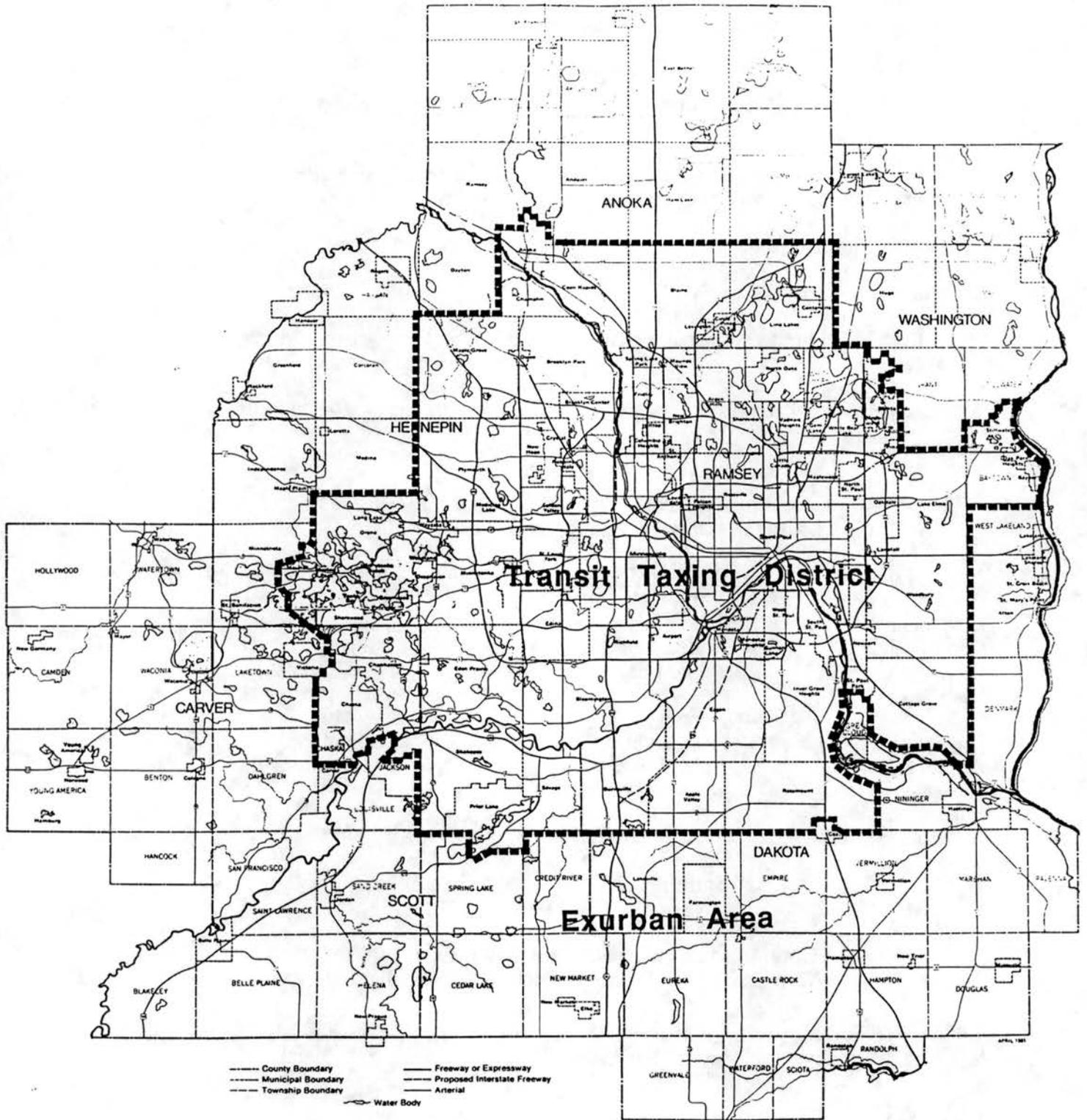
Transit Taxing District	-	\$63,760,604
Exurban Area	-	\$525,794

The transit tax levied within the transit taxing district for operations is reduced (tax feathering) in some communities 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 7-3 and Figure 7-4 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. State funding may be used by the RTB for:

- Transit operating costs.
- Transit planning and service design.
- RTB administration.



■■■■ Metropolitan Transit Taxing District



Metropolitan Transit Taxing District

Regional Transit Board Five-Year Transit Plan

Figure 7.2

**Table 7.3
1992 Property Tax Levy 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	.510 Tax Capacity (or .25 mills) Rate Reduction
Peak-period service only	.765 Tax Capacity (or .5 mills) Rate Reduction

**Communities Receiving Partial Tax Feathering
(.510 Tax Capacity Rate Reduction or .25 mills)**

Anoka County

Anoka
Circle Pines
Coon Rapids
Lexington
Lino Lakes

Ramsey County

North Oaks
Spring Lake Park (part)
Vadnais Heights
White Bear Lake

Washington County

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

Dakota County

Apple Valley
Burnsville
Eagan
Mendota Heights
Rosemount

Hennepin County

Deephaven
Excelsior
Greenwood
Long Lake
Minnetonka Beach
Shorewood
Spring Park

**Communities Receiving Full Tax Feathering
(.765 Tax Capacity Rate Reduction or .50 mills)**

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

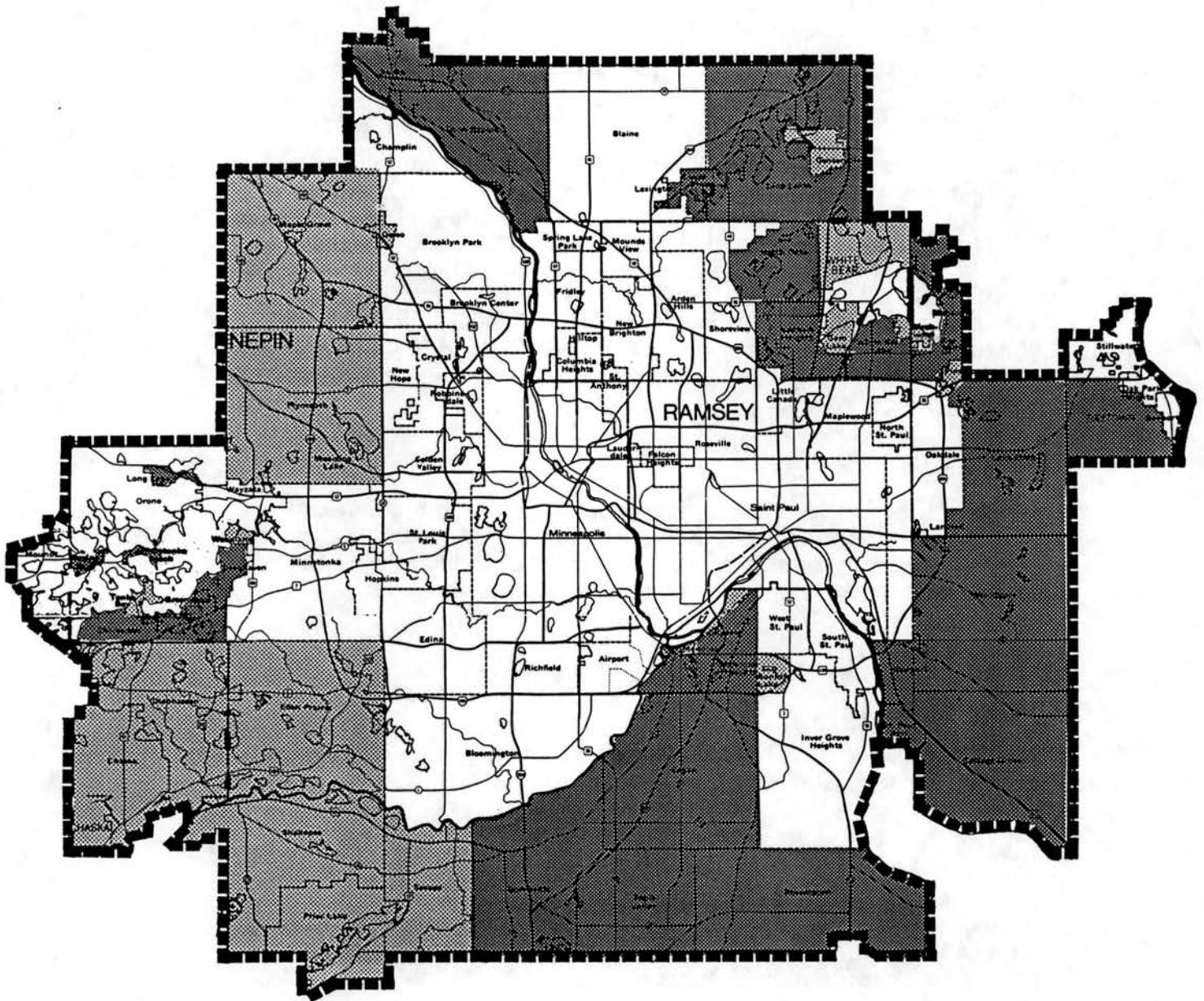
Dakota County

Apple Valley
Burnsville
Eagan
Lilydale

Mendota
Rosemount
Sunfish lake

Washington County

Birchwood
Pine Springs



-  Full Tax Feathering
-  Half Tax Feathering
-  Metropolitan Transit Taxing District



Tax Feathering

Regional Transit Board Five-Year Plan

Figure

1.4

Federal Funding

Federal Transit Administration (FTA) grant programs provide operating funds and are the principal source of federal capital funding. The newly enacted federal Intermodal Surface Transportation and Efficiency Act (ISTEA) will provide funding primarily for transit capital projects.

FTA Section 8

Granted 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.

FTA 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.

FTA 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.

ISTEA

Funding for travel demand management and rideshare programs are available through ISTEA programs. Decisions on allocation of ISTEA funds are expected to be made through the metropolitan transportation planning process.

Fiscal Trends

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

- The RTB should develop a long-range financing structure that will promote stability and revenue certainty.
- The fare structure should be simplified and should be consistent across the metropolitan area. Fares, other than social fares, should be established to ensure that operating revenues are proportionate to the cost of providing service.
- In time, funding sources 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.

As described earlier, declining shares of state and federal funding has required a larger portion of operating funds to come from property taxes. The percentage of fare revenues has also decreased in recent years. In 1993, fare revenues are expected to provide only slightly more than 30 percent of the cost of all transit services.

Financial Forecast

This section highlights funding needs for regional transit services during the period 1993-1997 and describes assumptions used in projecting funding levels.

Regular Route Fares

After remaining essentially unchanged over the preceding nine years, the RTB enacted a major regular route fare increase in March 1991. By that time, the fare recovery ratio had fallen to 31 percent. To raise fare revenues and avoid significant service cuts, the RTB approved the biggest regular route fare increase in the history of the Twin Cities transit system.

In an attempt to minimize ridership losses, a "deep discounting" fare strategy was used. This approach raised the base cash fare by 35 cents while increasing pre-paid convenience fares (ten-ride cards, monthly passes, and

tokens) by only five cents per ride. The objective was to promote use of convenience fares. Studies indicated that once customers pre-purchase fares, they tend to ride more often, thereby lessening the negative ridership impact of the fare increase. This led to the following fare schedule:

	<u>Cash</u>	<u>Discounted Convenience Fares (per ride)</u>
Off Peak		
Local	\$.85	\$.55
Local Zone 2	\$1.10	\$.80
Express	\$1.10	\$.80
Express Zone 2	\$1.35	\$1.05
Peak		
Local	\$1.10	\$.80
Local Zone 2	\$1.35	\$1.05
Express	\$1.35	\$1.05
Express Zone 2	\$1.60	\$1.30

The results of this fare increase were disappointing. Fare revenue was increased by slightly more than \$5 million, a 30 percent increase. Ridership for the 12 months following the fare change, however, was down by 6 percent. The resulting fare structure was also a step backward in the area of fare simplification. The number of prices was multiplied and cash fares were no longer set in easy to understand \$.25 increments.

Projections show fare recovery again dropping below the 35 percent policy threshold in 1993. The RTB has begun consideration of fare increase options to take effect in January 1993. The objectives of this next increase will be to raise revenue, minimize ridership losses, create a more simplified fare structure, and mitigate the effects of the increase on transit dependent people.

Metro Mobility Fares

Metro Mobility fares were raised in 1991. This was in response to funding constraints placed on Metro Mobility service. This increase raised off-peak fares from \$1.00 to \$1.70 and increased peak-period fares to \$2.70. The increase was capped at this level by the State Department of Human Rights, which ruled that special transportation fares could not be set higher than twice the level of corresponding regular route fares.

Given the large numbers of Metro Mobility riders with low incomes, the magnitude of the fare increase has a significant impact on ridership. Metro Mobility ridership fell approximately 20 percent in the year following the increase.

In response to the Department of Human Rights ruling, future Metro Mobility fare increases will be considered when regular route fares are raised. The RTB is tentatively considering the next Metro Mobility fare increase for January 1993.

Federal Funding

Federal operating assistance is expected to remain at or near current levels through 1997. With rising operating costs, federal funding will represent a decreasing share of total transit funding, declining from 6 percent in 1992 to approximately 3 percent by 1997. Projections for individual programs are as follows:

- FTA Section 9. Same level funding of approximately \$7 million per year.
- FTA Section 18. Same level funding of approximately \$200,000 per year.
- ISTEA. Continued funding for TDM and rideshare programs of approximately \$700,000 per year.

Property Tax

Growth in the RTB property tax, at levy limits, is expected to be limited to 2 percent to 4 percent per year. This would increase total tax revenues from \$64 million in 1993 to \$73 million by 1997.

State Funding

With property taxes at levy limits, additional fare increases already proposed, and little hope of increased federal operating funding, increased state transit assistance is a requirement for maintaining service levels over the next several years. This state funding must be further supplemented if any service expansion is to occur.

Current state appropriations for transit operations in the current biennium are at \$26 million per year. This must increase by approximately \$2 million annually to fund existing services. An additional \$5 million to \$6 million would be needed in each of the next five years to allow additional service implementation.

Table 7.5
State Funding Requirement
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Funding Necessary to Maintain Existing Service Level	\$26.2	\$30.6	\$33.8	\$37.3	\$40.9
Funding Necessary to Implement Service Improvements	6.3	11.2	15.4	18.0	21.8
Total	\$32.5	\$41.8	\$49.2	\$55.3	\$62.7

Table 7.6
Projected Regular Route Costs
and Funding Sources
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Base Service (30 million service miles)					
Fare Revenue	43.6	45.9	48.2	50.6	53.1
Property Tax	63.8	65.1	67.1	69.7	72.5
Federal Funding	7.0	7.0	7.0	7.0	7.0
<u>State Funding</u>	<u>10.5</u>	<u>13.1</u>	<u>15.3</u>	<u>17.2</u>	<u>19.1</u>
Subtotal	124.9	131.1	137.6	144.5	151.7
Vision for Transit Improvements					
Fare Revenue	1.5	2.8	3.9	4.5	5.5
<u>State Funding</u>	<u>5.0</u>	<u>9.0</u>	<u>12.3</u>	<u>14.5</u>	<u>17.9</u>
Subtotal	6.5	11.8	16.2	19.0	23.4
Total Cost	131.4	142.9	153.8	163.5	175.1

Table 7.7
Projected Community-Based Transit Costs
and Funding Sources
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Base Service					
Fare Revenue	0.4	0.4	0.4	0.5	0.5
Federal	0.2	0.2	0.2	0.2	0.2
Local Share	1.4	1.4	1.4	1.4	1.4
<u>RTB/State</u>	<u>2.0</u>	<u>2.2</u>	<u>2.4</u>	<u>2.5</u>	<u>2.8</u>
Subtotal	4.0	4.2	4.4	4.6	4.9
Vision for Transit Improvements					
Fare Revenue	0.3	0.4	0.5	0.6	0.6
<u>State Funding</u>	<u>1.3</u>	<u>2.2</u>	<u>3.1</u>	<u>3.5</u>	<u>3.9</u>
Subtotal	1.6	2.6	3.6	4.1	4.5
Total Cost	5.6	6.8	8.0	8.7	9.4

Table 7.8
Projected Metro Mobility Costs
and Funding Sources
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Fare Revenue	2.7	2.9	3.0	3.1	3.3
<u>State</u>	<u>13.7</u>	<u>14.9</u>	<u>16.1</u>	<u>17.6</u>	<u>19.0</u>
Total	16.4	17.8	19.1	20.7	22.3

Table 7.9
Projected TDM/Rideshare Costs
and Funding Sources
(\$ millions)

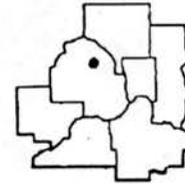
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Federal	.7	.8	.8	.9	.9
Fare Revenue	.1	.1	.1	.1	.1
<u>Local</u>	<u>.2</u>	<u>.2</u>	<u>.2</u>	<u>.3</u>	<u>.3</u>
Total	1.0	1.1	1.1	1.3	1.3

Table 7.10
Total RTB Program Costs
and Funding Sources
(\$ millions)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Fare Revenue	47.8	51.6	55.1	58.5	63.1
Property Tax	63.8	65.1	67.1	69.7	72.5
State Funding	30.6	38.9	46.1	51.3	58.0
Local Share	1.6	1.6	1.6	1.6	1.6
<u>Federal Funding</u>	<u>7.2</u>	<u>7.2</u>	<u>7.2</u>	<u>7.2</u>	<u>7.2</u>
Total	151.0	164.4	177.1	188.3	202.4

APPENDIX A
EXISTING SERVICES/PERFORMANCE DATA

**REPLACEMENT (OPT-OUT)
SERVICES**



OPT OUT: MAPLE GROVE

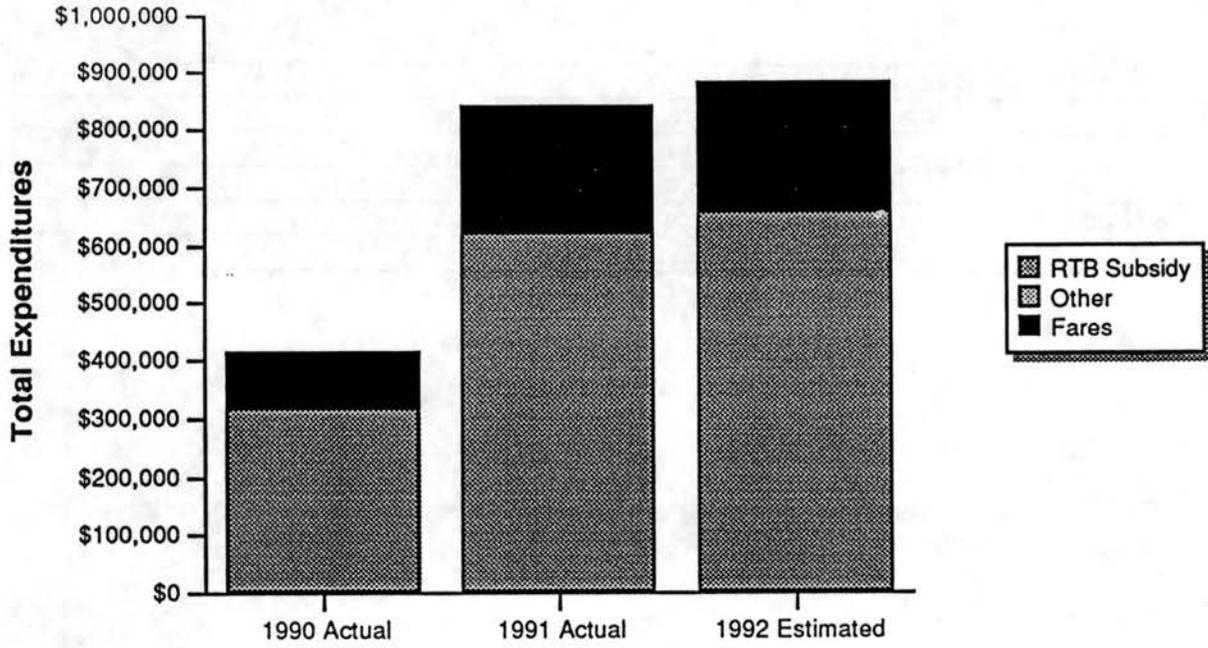
Type of Service	Peak period express.
Service Area	Maple Grove to downtown Minneapolis.
Operator	Metropolitan Transit Commission.
Vehicles	12 large buses, 1 van.
Service Hours	a.m. and p.m. peak periods.
Fares	\$1.30 (SuperSaver)/\$1.60 (cash)

Highlights

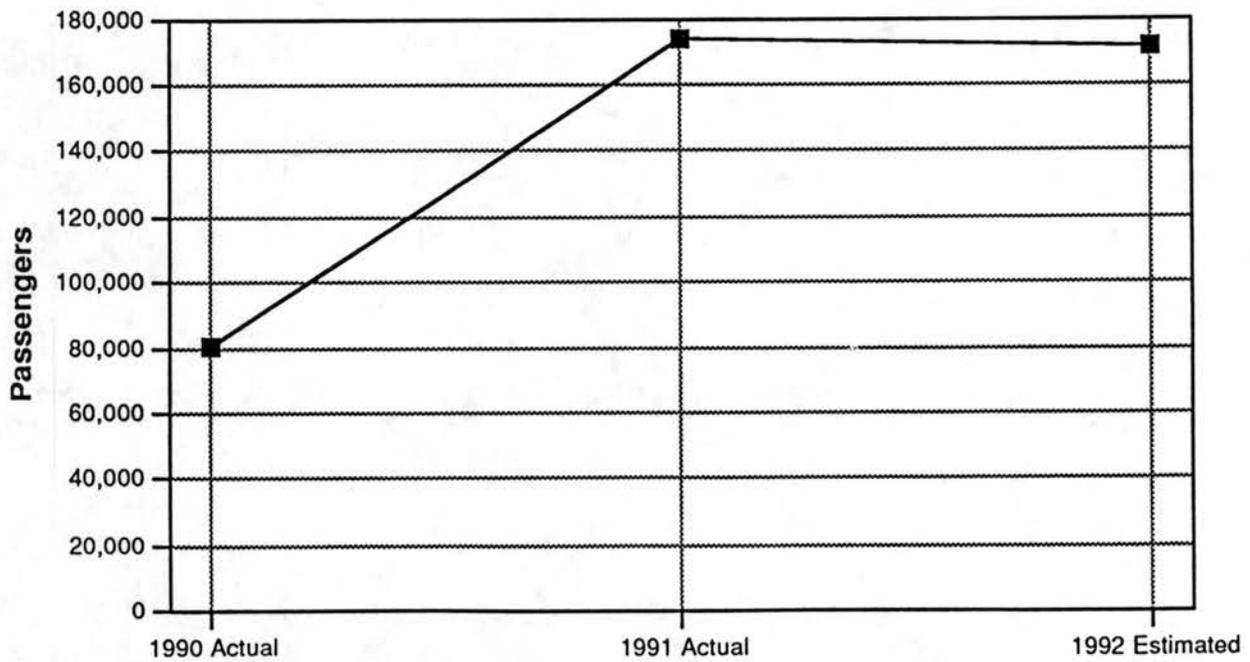
- Maple Grove Transit System (MGTS) is projected to operate at a subsidy per passenger level in 1992 at \$3.83, which meets the RTB standard for express service.
- MGTS utilizes a citizen's advisory committee made up of transit riders who provide valuable input into making the system as effective and efficient as possible.
- The 1991 estimated actual passenger figure of 169,402 represents a 20 percent increase over the 1991 goal of 140,000.

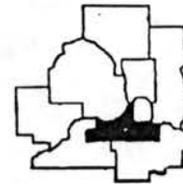
	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Operating Expenses	\$416,701	\$844,867	\$883,680	4.59%
Funding Sources				
• Property Taxes	\$318,363	\$620,649	\$658,680	6.12%
• Fares	\$98,213	\$224,218	\$225,000	0.30%
• Other	\$125	\$0	\$0	0.00%
Passengers	80,541	174,178	172,000	-1.14%
Hours of Service	2,578	5,541	5,800	4.60%
Miles of Service	59,700	125,958	126,000	0.00%
Performance Measures				
• Cost/Passenger	\$5.17	\$4.85	\$5.14	5.94%
• Subsidy/Passenger	\$3.95	\$3.56	\$3.83	7.51%
• Passengers/Hour	31.24	31.43	29.66	-5.63%
• Cost/Hour	\$161.64	\$152.47	\$152.36	1.00%
• Fare Box Recovery	23.57%	26.53%	25.46%	-4.03%

Financial Summary



Ridership





**OPT OUT: MINNESOTA VALLEY TRANSIT
AUTHORITY**

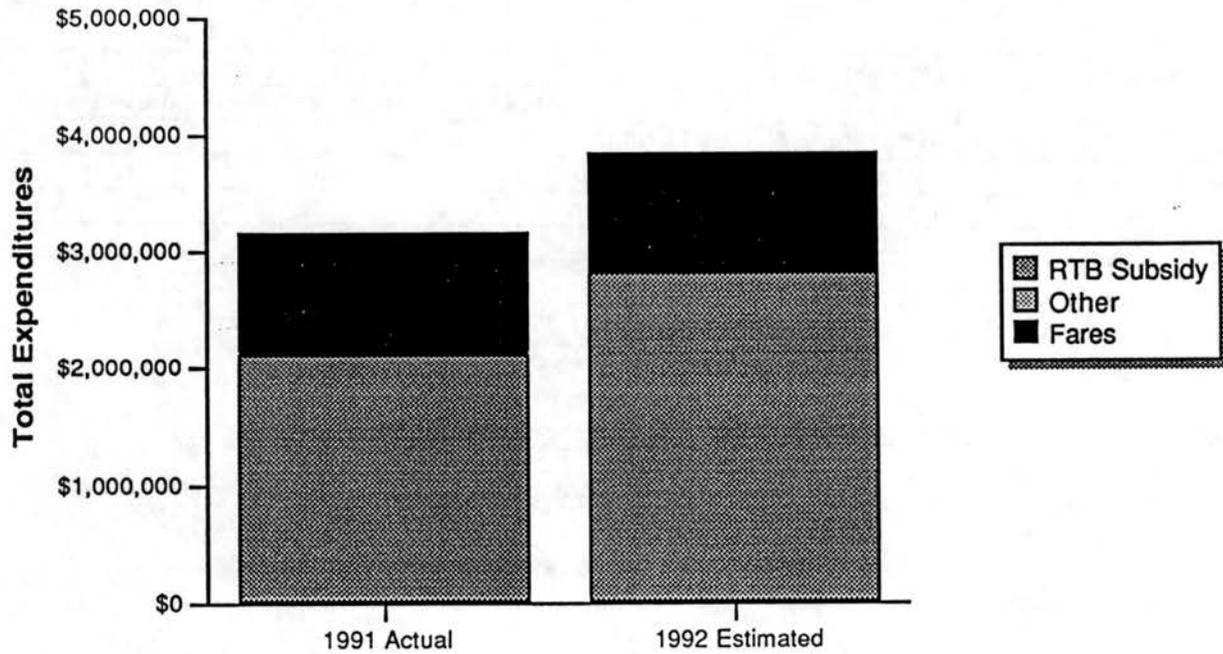
Type of Service	Peak-period commuter express.
Service Area	Apple Valley, Burnsville, Eagan, Prior Lake, Rosemount and Savage.
Operator	Metropolitan Transit Commission.
Vehicles	38 large buses and 2 medium buses (lift equipped).
Service Hours	a.m. and p.m. peak periods.
Fares	\$1.30

Highlights

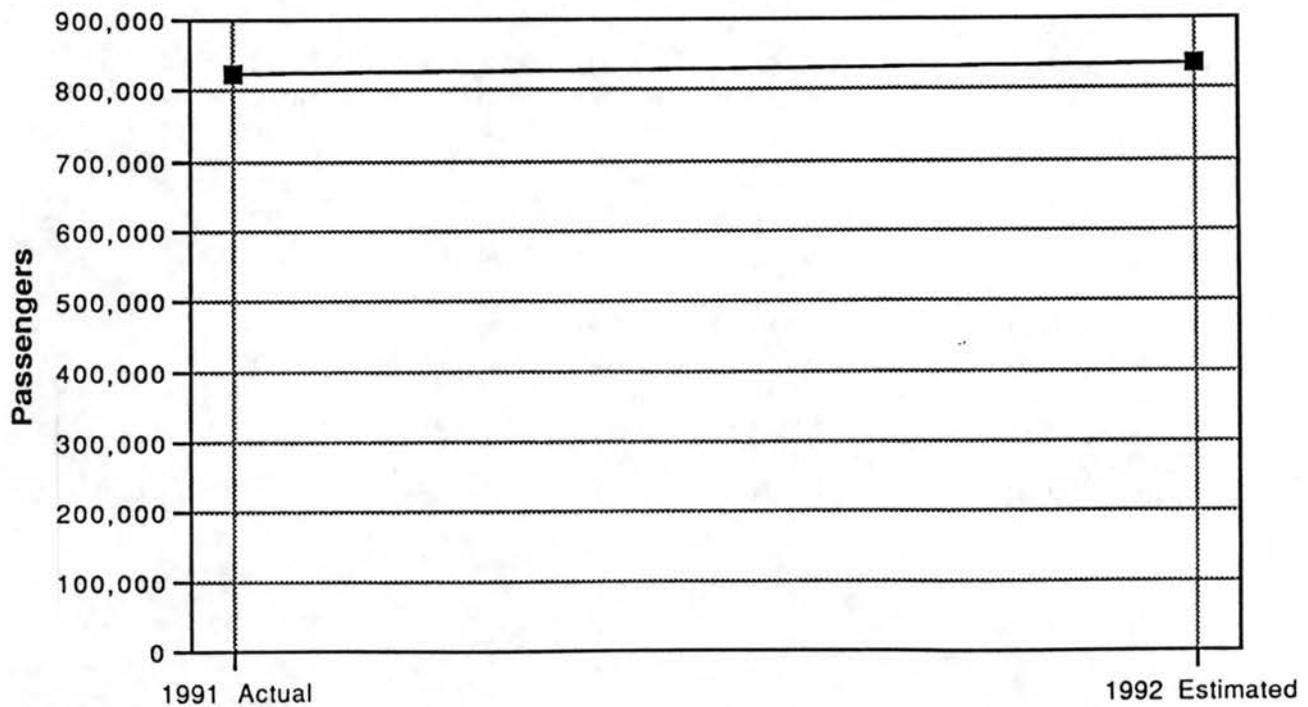
- MVTA is projected to surpass its 1991 ridership goal of 814,790 passengers by approximately 10,000.
- In its second year of operation, the MVTA system is projected to perform at a subsidy per passenger figure of \$3.38.
- The MVTA service utilizes 38 large transit vehicles making it the fourth largest transit system in Minnesota.

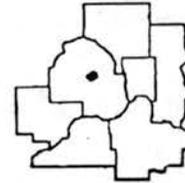
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$0	\$0	\$3,156,868	\$3,830,150	21.32%
Funding Sources					
• Property Taxes	\$0	\$0	\$2,121,870	\$2,815,810	32.70%
• Fares	\$0	\$0	\$1,024,618	\$1,014,340	-1.00%
• Other	\$0	\$0	\$10,381	\$0	0.00%
Passengers	0	0	822,318	833,283	1.33%
Hours of Service	0	0	20,845	22,781	9.28%
Miles of Service	0	0	492,701	450,000	-8.53%
Performance Measures					
• Cost/Passenger	\$0.00	\$0.00	\$3.83	\$4.60	20.29%
• Subsidy/Passenger	\$0.00	\$0.00	\$2.58	\$3.38	31.09%
• Passengers/Hour	0.00	0.00	39.50	36.55	-7.46%
• Cost/Hour	\$0.00	\$0.00	\$151.44	\$168.13	11.25%
• Fare Recovery	0.00%	0.00%	32.56%	26.48%	-17.70%

Financial Summary



Ridership





OPT OUT: CITY OF PLYMOUTH

Type of Service	Commuter express, reverse commute, and dial-a-ride service.
Service Area	City of Plymouth.
Operator	Commuter/Reverse Commute: Metropolitan Transit Commission Dial-a-Ride: Morley Bus Company
Vehicles	7 large buses, 8 mini-coaches and 4 dial-a-ride vans.
Service Hours	Commuter Service: Weekday, 6:00 - 9:00 a.m. and 3:00 - 6:30 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, \$1.60; dial-a-ride, \$1.50 for advance reservation and \$2.00 for same-day reservation.

Highlights

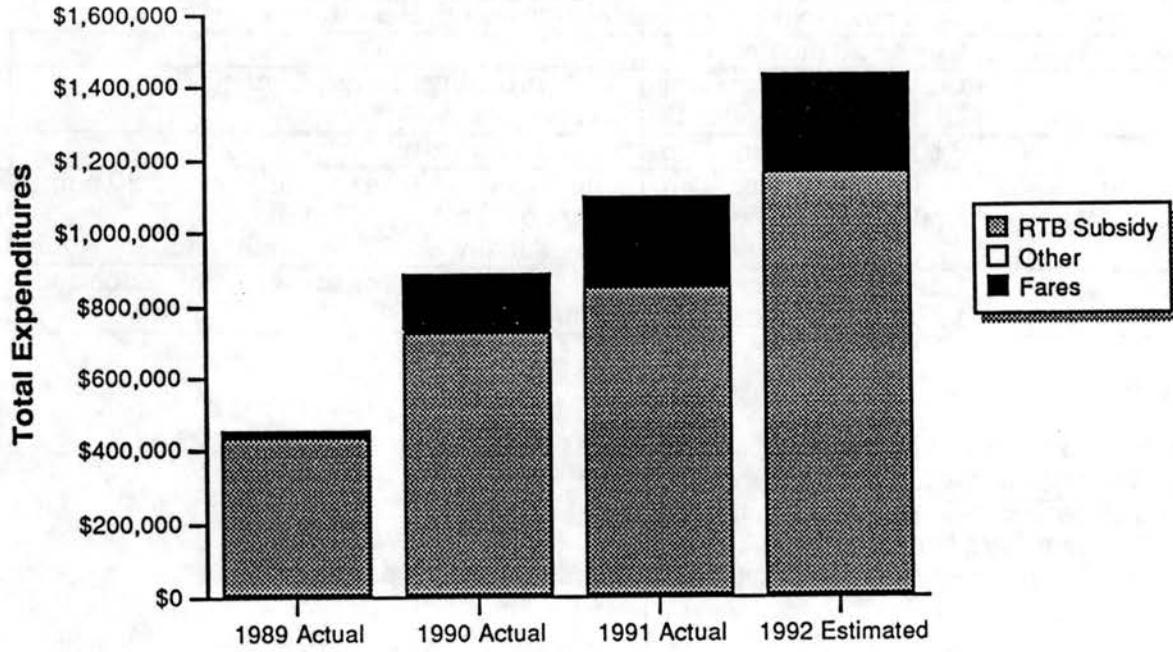
- The Plymouth transit system is projected to surpass its 1991 ridership goal of 192,654 by 7,000 passengers.
- Plymouth will be looking at system enhancements to improve overall efficiency.
- The Plymouth 1992 budget includes \$100,000 earmarked for travel demand management strategies such as rideshare matching and guaranteed ride home.

	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$456,370	\$887,012	\$1,093,446	\$1,429,655	30.74%
Funding Sources					
• Property Taxes	\$440,331	\$726,300	\$845,002	\$1,158,381	37.08%
• Local					
- Fares	\$16,039	\$158,084	\$243,666	\$271,274	11.33%
- Other	\$0	\$2,628	\$4,779	\$0	0.00%
Passengers	152,806	168,591	202,612	207,973	2.64%
Hours of Service	11,099	17,041	25,926	20,319	-21.62%
Miles of Service	216,249	311,897	355,172	390,000	9.80%
Performance Measures (Express and Dial-a-Ride Combined)*					
• Cost/Passenger	\$2.99	\$5.26	\$5.39	\$6.87	27.45%
• Subsidy/Passenger	\$2.88	\$4.31	\$4.17	\$5.57	33.57%
• Passengers/Hour	13.77	9.89	7.82	10.24	30.94%
• Cost/Hour	\$26.78	\$52.05	\$42.17	\$70.36	66.84%
• Fare Box Recovery	3.51%	17.82%	22.28%	18.97%	-14.85%

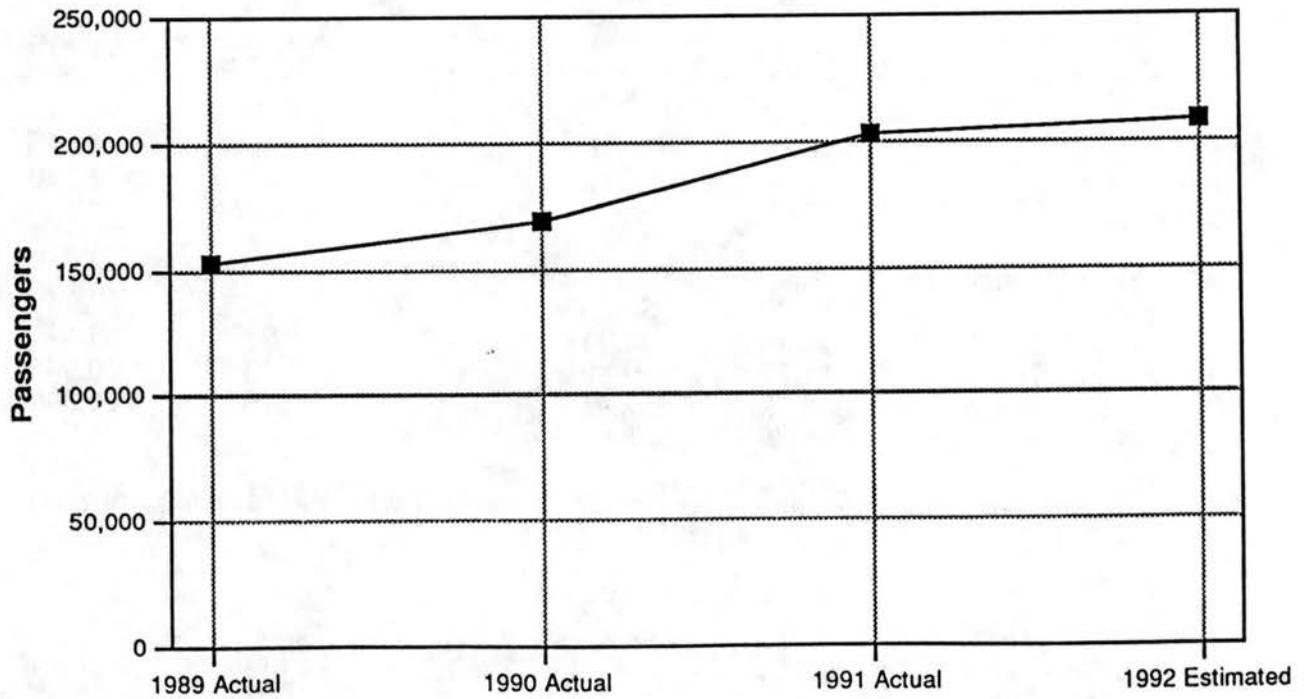
* Data to break out performance measure separately by mode of service not available for years 1989-1991. For 1992, see following table:

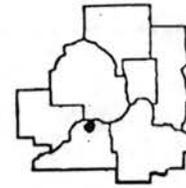
	<u>Dial-a-Ride</u>	<u>Express</u>
Cost/Passenger	\$10.94	\$5.71
Subsidy/Passenger	\$9.84	\$3.80
Passengers/Hour	2.50	19.16
Cost/Hour	\$27.29	\$109.43
Fare Box Recovery	10.04%	23.38%

Financial Summary



Ridership





OPT OUT: CITY OF SHAKOPEE

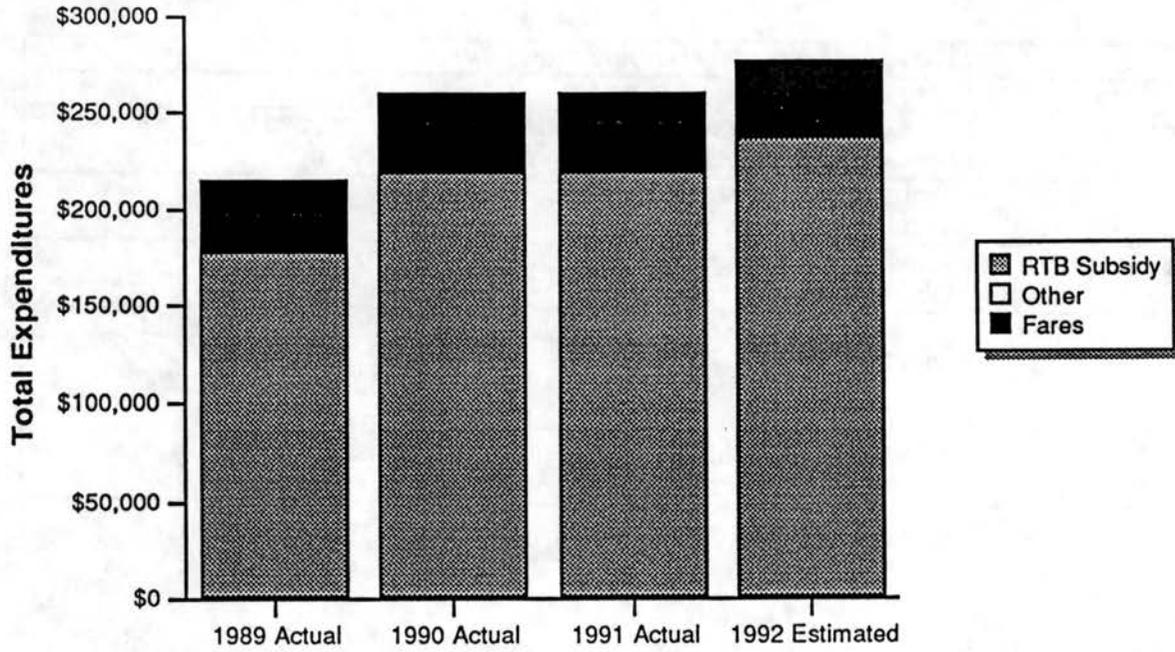
Type of Service	Dial-a-ride and van pool/rideshare service.																				
Service Area	City of Shakopee.																				
Operator	Morley Bus Company operates dial-a-ride service, and Van Pool Services, Inc. (VPSI) provides vans for ridesharing.																				
Vehicles	Dial-a-Ride: 1 small bus and 2 medium buses. Van Pool: 7 vans.																				
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	<table border="0"> <thead> <tr> <th></th> <th>Adults</th> <th>Students</th> <th>Seniors/Children</th> </tr> </thead> <tbody> <tr> <td>Dial-a-Ride:</td> <td></td> <td></td> <td></td> </tr> <tr> <td>- 24-or-more hour notice</td> <td>\$1.25</td> <td>\$1.00</td> <td>\$0.75</td> </tr> <tr> <td>- less than 24-hour notice</td> <td>\$2.00</td> <td>\$1.50</td> <td>\$1.00</td> </tr> <tr> <td>Van Pool: monthly pass--\$52.00; weekly pass--\$15.00; fare per trip--\$2.00</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Adults	Students	Seniors/Children	Dial-a-Ride:				- 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--\$52.00; weekly pass--\$15.00; fare per trip--\$2.00			
	Adults	Students	Seniors/Children																		
Dial-a-Ride:																					
- 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--\$52.00; weekly pass--\$15.00; fare per trip--\$2.00																					

Highlights

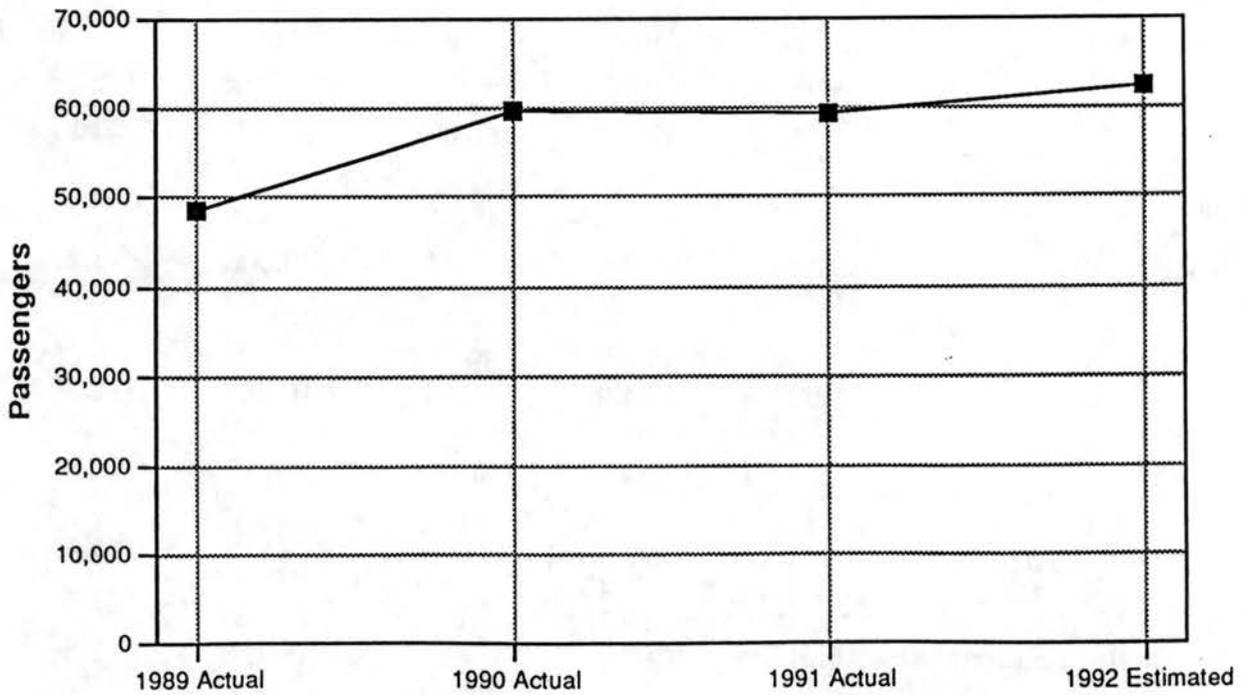
- Shakopee is projected to experience a 13 percent increase over its 1991 ridership goal of 61,000 passengers.
- Both the Shakopee dial-a-ride and van pool service are projected to perform at levels that meet RTB performance standards.
- Shakopee will examine the possibility of increasing transit options on a coordinated basis with Southwest Metro and Minnesota Valley.

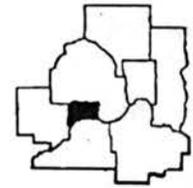
	1989 Actual	1990 Actual	1991 Actual	1992 Estimated	Percent Change
Total Expenses	\$215,462	\$259,591	\$260,078	\$276,360	6.15%
Funding Sources					
• Property Taxes	\$178,573	\$218,499	\$218,522	\$236,360	8.25%
• Fares	\$35,139	\$41,092	\$41,566	\$40,000	-3.76%
• Other	\$1,750	\$0	\$0	\$0	0.00%
Passengers	48,462	59,739	59,375	62,500	5.26%
Hours of Service	11,924	13,488	13,342	10,888	-18.30%
Miles of Service	194,206	242,720	246,653	244,000	-.80%
Performance Measures					
• Cost/Passenger	\$4.45	\$4.35	\$4.38	\$4.42	.90%
• Subsidy/Passenger	\$3.68	\$3.66	\$3.68	\$3.78	2.70%
• Passengers/Hour	4.06	4.43	4.45	5.74	29.57%
• Cost/Hour	\$15.97	\$19.25	\$19.49	\$25.38	30.22%
• Fare Box Recovery	16.31%	15.83%	15.98%	14.47%	-9.44%

Financial Summary



Ridership





OPT OUT: SOUTHWEST METRO 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, 1 medium bus, 7 vans
Service Hours	Dial-a-Ride: 6:00 a.m.-6:00 p.m. Mon.-Fri.; 9:00 a.m.-6:00 p.m. Sat. Express: 5:30-8:30 a.m./4:00-7:00 p.m. Mon. - Fri. In-commute: 7:30 - 8:00 a.m. Mon. - Fri.
Fares	Fixed Route: \$1.30/\$1.60 In-commute: \$.75 Dial-a-Ride: \$.75/\$1.30/\$2.00

Highlights

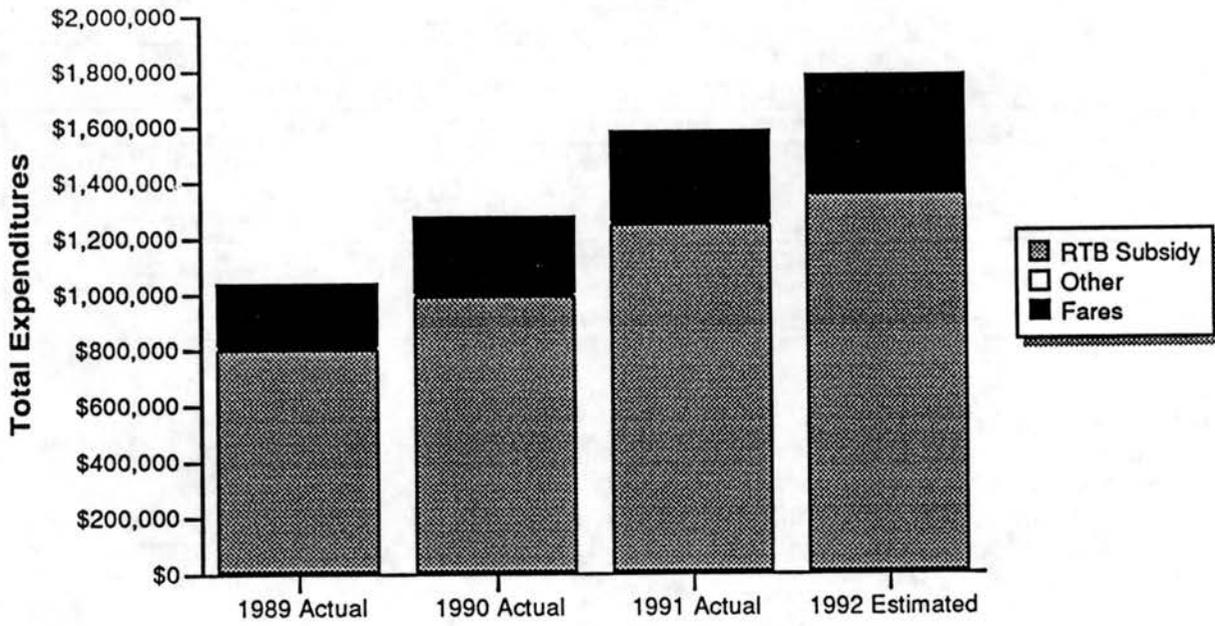
- An 8 percent increase over SWMT 1991 ridership goal of 255,000 is expected for 1991.
- The proposed 1992 SWMT budget projects that both the express and dial-a-ride services will meet RTB performance standards.
- SWMT undertook a comprehensive transit study in 1991 to determine transit needs for its residents and businesses.

	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$1,027,236	\$1,276,066	\$1,585,015	\$1,784,240	12.56%
Funding Sources					
• Property Taxes	\$798,160	\$993,188	\$1,249,017	\$1,352,623	8.30%
• Fares	\$225,071	\$272,300	\$331,479	\$431,617	30.20%
• Other	\$14,005	\$10,578	\$4,518	\$0	0.00%
Passengers	199,229	242,114	275,806	322,000	16.74%
Hours of Service	17,458	24,784	27,541	28,750	4.38%
Miles of Service	357,152	503,484	550,582	660,000	19.87%
Performance Measures (Express and Dial-a-Ride Combined)*					
• Cost/Passenger	\$5.21	\$5.27	\$5.74	\$5.54	-3.48%
• Subsidy/Passenger	\$4.01	\$4.10	\$4.52	\$4.20	-7.07%
• Passengers/Hour	11.41	9.77	10.01	11.20	11.88%
• Cost/Hour	\$41.85	\$51.49	\$57.55	\$62.06	7.83%
• Fare Recovery	21.70%	21.34%	20.91%	24.19%	15.68%

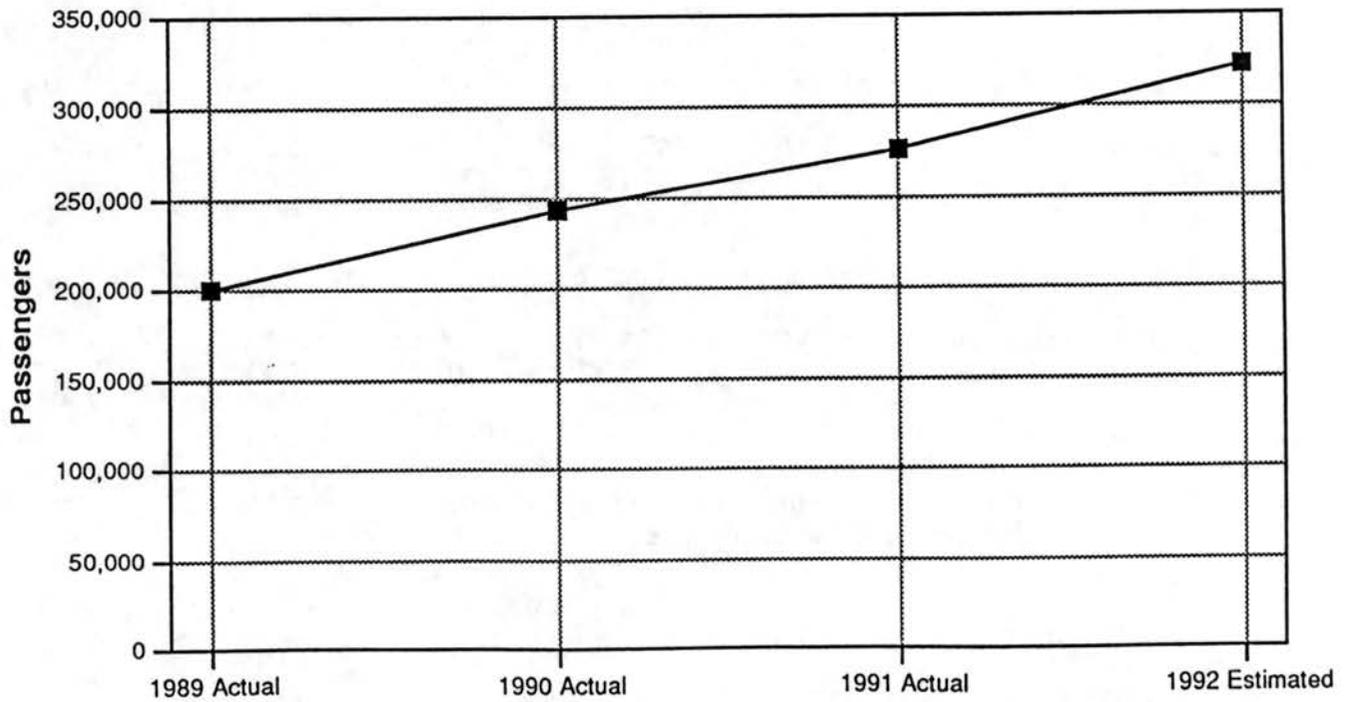
* Data to break out performance measure separately by mode of service not available for years 1989-1991. For 1992, see following table:

	<u>Dial-a-Ride</u>	<u>Express</u>
Cost/Passenger	\$7.11	\$4.87
Subsidy/Passenger	\$6.05	\$3.47
Passengers/Hour	4.10	30.62
Cost/Hour	\$28.47	\$149.18
Fare Box Recovery	15.00%	28.74%

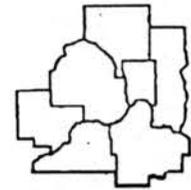
Financial Summary



Ridership



**REGULAR ROUTE
SERVICES**



REGULAR ROUTE: BE LINE

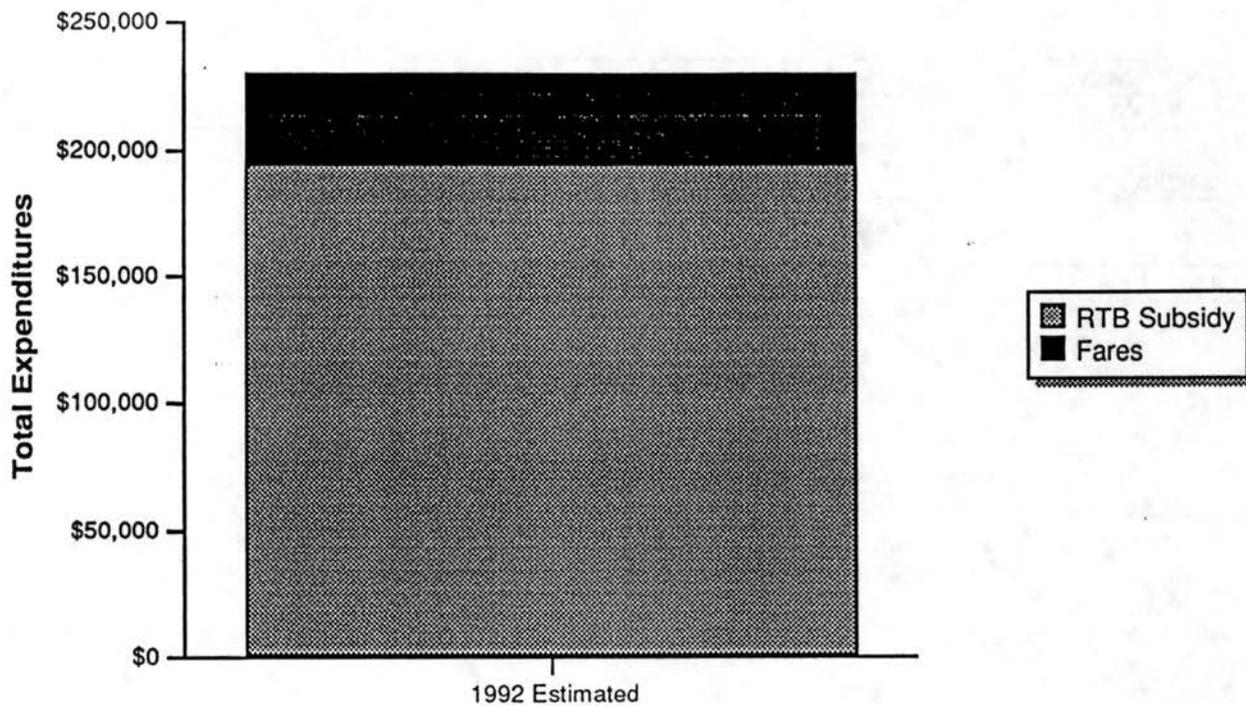
Type of Service	Local fixed route
Service Area	Bloomington, Edina and Southdale (and Mall of America July 1992)
Operator	Medicine Lake Bus Company
Vehicles	2 mid-size transit buses
Service Hours	Monday - Friday: 6:45 a.m. - 6:30 p.m. Saturday: 8:45 a.m. - 6:00 p.m.
Fares	Base fare: \$.85 Peak fare: \$1.10

Highlights

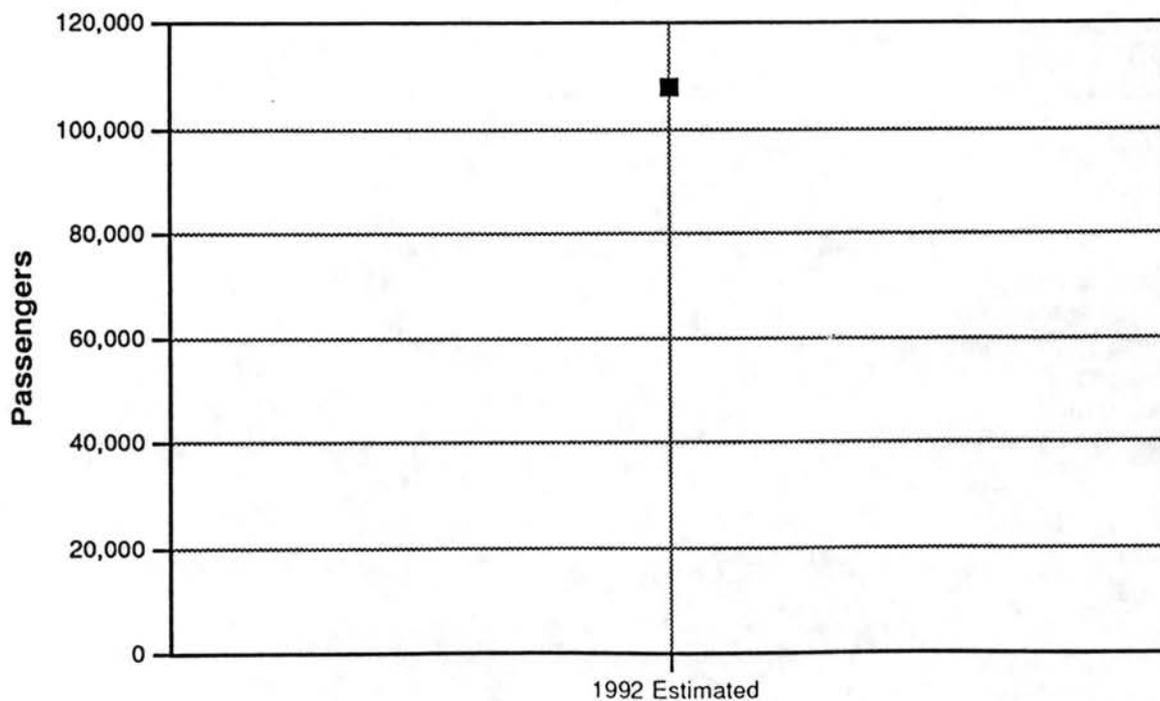
- MTC Routes 78, 88 and 89 were performing above the RTB \$4.00 subsidy per passenger performance standard. Instead of eliminating all three routes, the RTB decided to consolidate and restructure the service.
- Medicine Lake Bus Company was awarded a two-year contract, which was recently amended to include expansion to the new Mall of America. The expansion required an additional two buses.
- The service began on November 1, 1991, and has met the one-year service goals set by the RTB.

	1992 <u>Estimated</u>
Total Expenses	\$229,908
Funding Sources	
• RTB Subsidy	\$193,868
• Fares	\$36,040
Passengers	107,580
Hours of Service	13,328
Miles of Service	96,000
Performance Measures	
• Cost/Passenger	\$2.13
• Subsidy/Passenger	\$3.60
• Passengers/Hour	8.07
• Cost/Hour	\$17.25
• Fare Box Recovery	15%

Financial Summary



Ridership





REGULAR ROUTE: METROPOLITAN TRANSIT COMMISSION

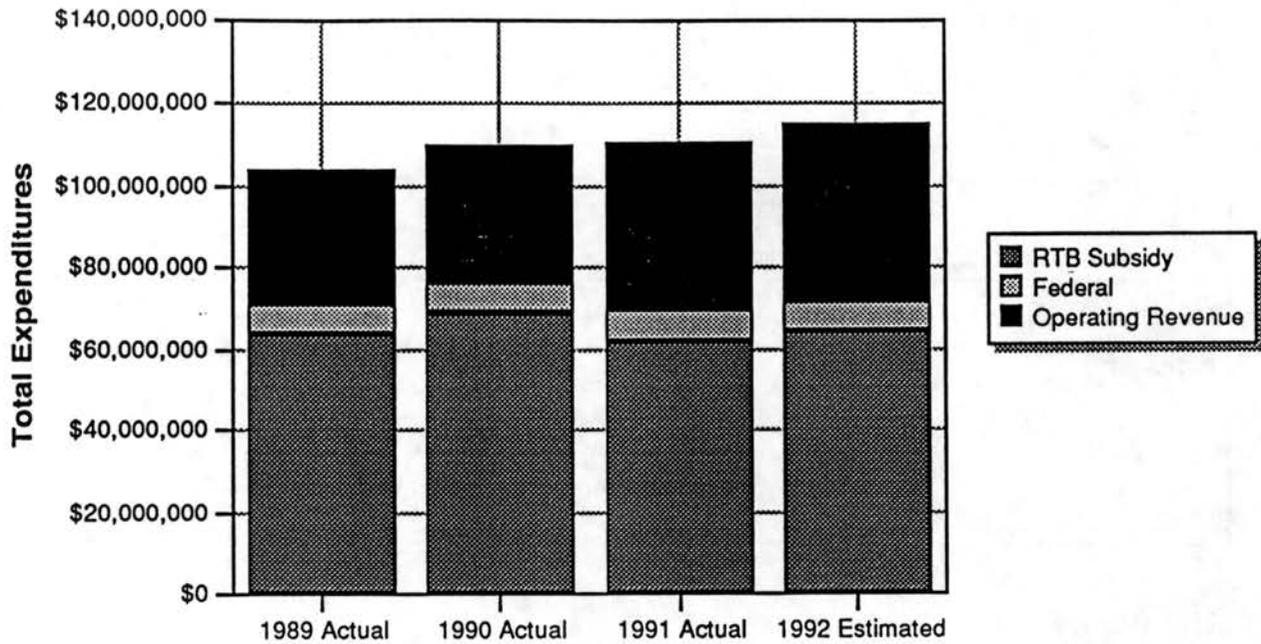
Type of Service	Fixed route.		
Service Area	Transit taxing district in the Twin Cities metropolitan area.		
Operator	Metropolitan Transit Commission.		
Vehicles	Total fleet size:	1,132	
	Operating fleet:	994	
	Peak-hour buses:	836	
Service Hours	Weekdays:	5:00 a.m. - 10:00 p.m.	
	Weekends:	5:00 a.m. - 1:00 a.m.	
Fares		<u>Off-Peak</u>	<u>Peak</u>
	Base fare	\$0.85	\$1.10
	Zone crossing	\$1.10	\$1.35
	Express	\$1.10	\$1.35
	Express and zone crossing	\$1.35	\$1.60
	Downtown zone fare	\$0.25	\$0.25

Highlights

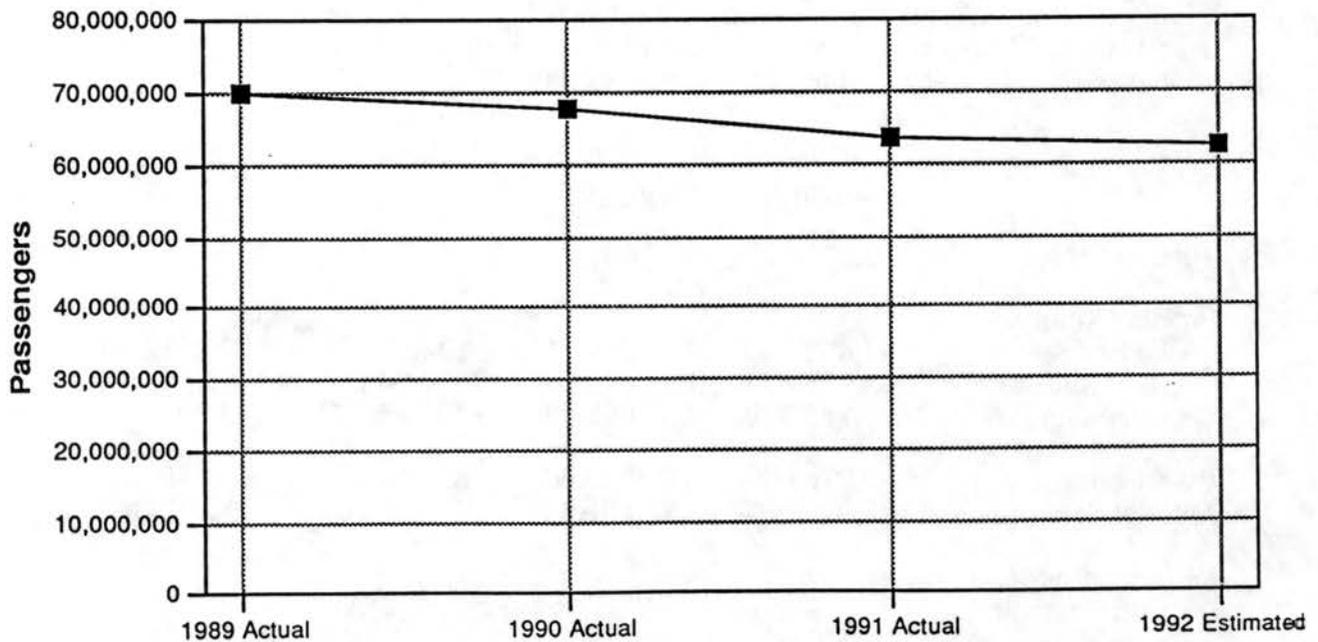
- No new fare increase is proposed for 1992. The 1992 projected fare revenue is \$36,000,000. This represents a 3.3 percent increase from the \$34,850,000 estimated for 1991.
- Fuel costs in 1992 are projected to be \$1.0 million over 1991.
- Total passengers carried for 1992 is projected at 62,590,000 versus the 1991 estimate of 63,634,722. The passenger reduction equates to 1.6 percent.
- Increases in 1992 regular route bus requirements (16), service hours (80,000), and service miles (1,568,550) are a result of new or additional service for: Mall of America, I-394, I-35W, bus overloads, all-day express, and special events.

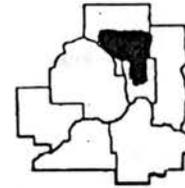
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$105,539,899	\$110,701,738	\$111,209,115	\$115,220,791	3.60%
Funding Sources					
• Federal	\$7,433,610	\$7,394,761	\$7,300,495	\$7,438,000	1.89%
• RTB Subsidy	\$63,213,859	\$68,647,647	\$61,804,617	\$64,191,012	3.86%
• Operating Rev.	\$32,783,370	\$33,092,075	\$40,728,707	\$42,809,000	5.10%
Passengers	69,776,000	67,700,000	63,634,722	62,590,000	-1.60%
Miles of Service	28,275,000	27,801,000	27,855,000	27,136,060	-2.58%
Performance Measures					
• Cost/Passenger	\$1.51	\$1.64	\$1.74	\$1.84	5.74%
• Subsidy/Passenger	\$1.04	\$1.15	\$0.97	\$1.25	28.86%
• Passengers/Mile	2.47	2.44	2.22	2.31	4.05%
• Cost/Mile	\$3.73	\$3.98	\$3.99	\$4.24	6.26%
• Fare Box Recovery	31.06%	29.89%	36.62%	37.15%	14.47%

Financial Summary



Ridership





REGULAR ROUTE: NORTH SUBURBAN LINES

Type of Service	Local radial and peak-hour express.		
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. - 7:17 p.m.; Saturday: 7:10 a.m. - 7:13 p.m.		
Fares		<u>Peak</u>	<u>Off-Peak</u>
	Downtown	\$.25	\$.25
	Zone 1	\$1.10	\$.85
	Zone Crossing	\$1.35	\$1.10

Highlights

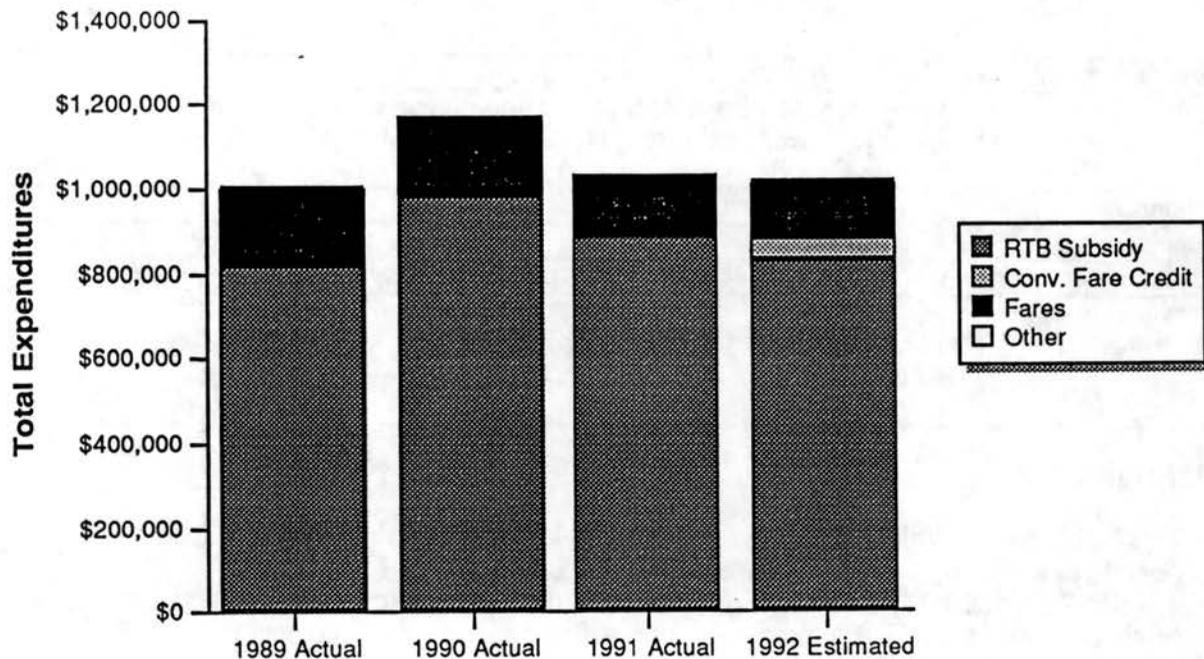
- The NSL service, which is a mix of express and local radial routes, is projected to operate at a subsidy per passenger level of \$3.85.
- The 1992 proposed RTB subsidy includes additional \$50,796 over the 1991 budget to offset the increased MTC convenience fare card use as a result of the new fare structure.
- NSL has a 1992 goal to step up on-street monitoring as a measure to increase overall system effectiveness and efficiency.

	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$1,067,253	\$1,170,199	\$1,029,502	\$1,022,134	-0.71%
Funding Sources					
• State	\$816,250	\$982,988	\$889,958	\$828,338	-6.86%
• Convenience Fare Credit	\$0	\$0	\$0	\$50,796	100.00%
• Fares	\$183,059	\$178,358	\$132,358	\$135,200	2.14%
• Other	\$5,965	\$8,853	\$7,186	\$7,800	8.54%
Passengers	235,445	265,103	224,044	228,250	1.87%
Hours of Service	13,980	16,975	11,741	11,590	-1.28%
Miles of Service	347,227	416,963	266,504	264,868	-0.75%
Performance Measures*					
• Cost/Passenger	\$4.53	\$4.41	\$4.59	\$4.48	-2.39%
• Subsidy/Passenger	\$3.47	\$3.71	\$3.97	\$3.62	-8.81%
• Passengers/Hour	16.84	15.62	19.08	19.69	3.19%
• Cost/Hour	\$76.34	\$68.94	\$87.68	\$88.19	0.58%
• Fare Box Recovery	17.15%	15.24%	12.85%	18.20%	41.63%

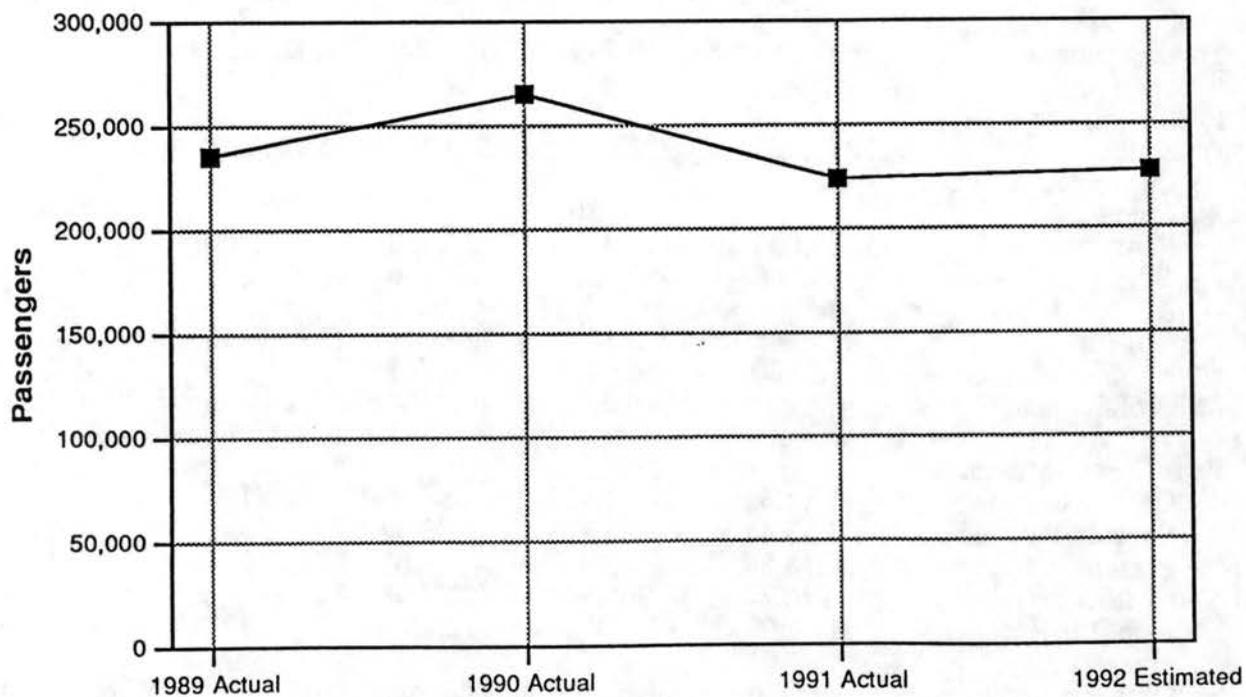
* Allowing credit for social fare differential in 1992 puts the subsidy/passenger at \$3.60 and fare box recovery at 18.73%.

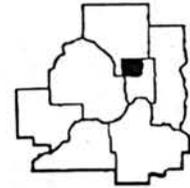
REGULAR ROUTE: NORTH SUBURBAN LINES--Cont.

Financial Summary



Ridership





REGULAR ROUTE: ROSEVILLE AREA CIRCULATOR

Type of Service	Fixed-route neighborhood circulator.	
Service Area	Roseville, Shoreview, Falcon Heights, Lauderdale, and parts of Little Canada.	
Operator	National School Bus.	
Vehicles	6 mini-coaches, 1 spare vehicle.	
Service Hours	Weekdays:	6:45 a.m. - 6:45 p.m.
	Saturdays:	8:00 a.m. - 6:45 p.m.
	Sundays/Holidays:	11:00 a.m. - 6:15 p.m.
Fares	Adults	\$.85
	Seniors	\$.25
	Students	\$.25
	Children under 6	free

Highlights

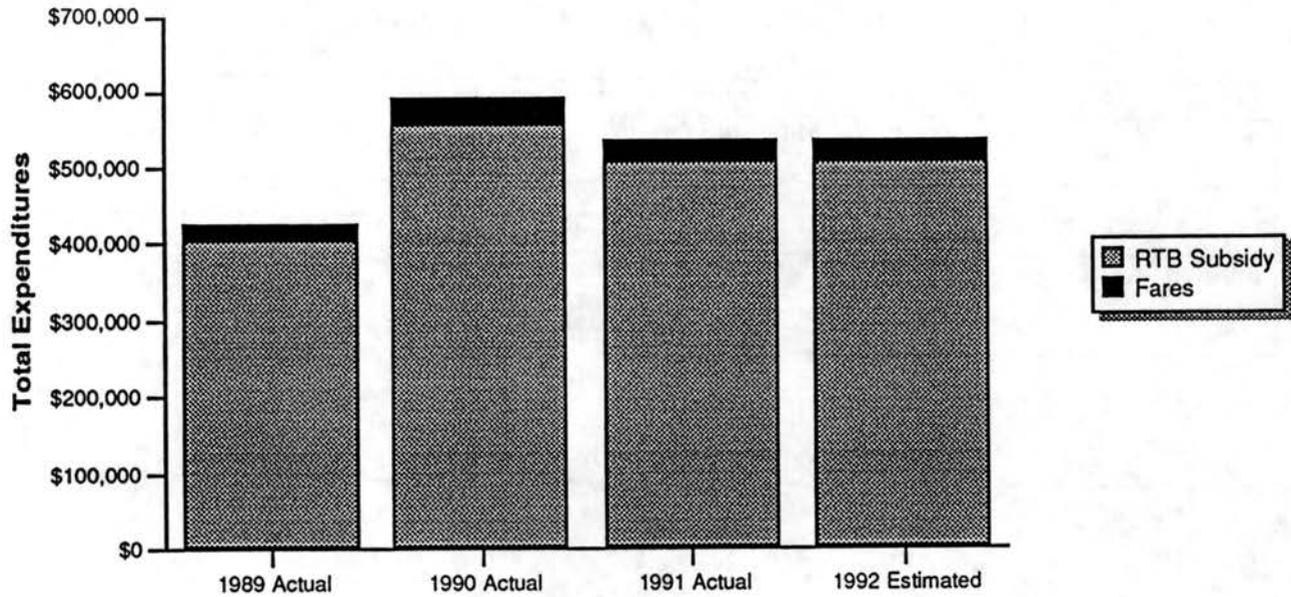
- In March 1992 the Board approved a contract amendment with National School Bus for the period March 13, 1991, through March 14, 1995, in an amount not to exceed \$2,070,948.
- Included in the amendment was the approval of seven new 1991 Thomas SCAT vehicles equipped with wheelchair lifts, electronic registering fare boxes, and bike racks.
- Service changes projected for July 1992 include service to Arden Hills and the implementation of 60-minute headways instead of 30 minutes.

	1989*	1990	1991	1992	Percent
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Change</u>
Total Expenses	\$426,166	\$592,145	\$537,042	\$537,789	0.00%
Funding Sources					
• RTB Subsidy	\$408,519	\$557,033	\$509,342	\$509,439	0.00%
• Fares	\$17,647	\$35,112	\$27,700	\$28,350	2.30%
Passengers	80,202	160,372	132,000	135,000	2.27%
Hours of Service	16,731	25,238	19,449	19,449	0.00%
Miles of Service	221,209	377,576	300,000	300,000	0.00%
Performance Measures					
• Cost/Passenger	\$5.31	\$3.69	\$4.06	\$3.98	-1.97%
• Subsidy/Passenger	\$5.09	\$3.47	\$3.85	\$3.77	-2.07%
• Passengers/Hour	4.79	6.35	6.78	6.94	2.35%
• Cost/Hour	\$25.47	\$23.46	\$27.61	\$27.65	0.14%
• Fare Box Recovery	4.14%	5.93%	5.15%	5.27%	2.33%

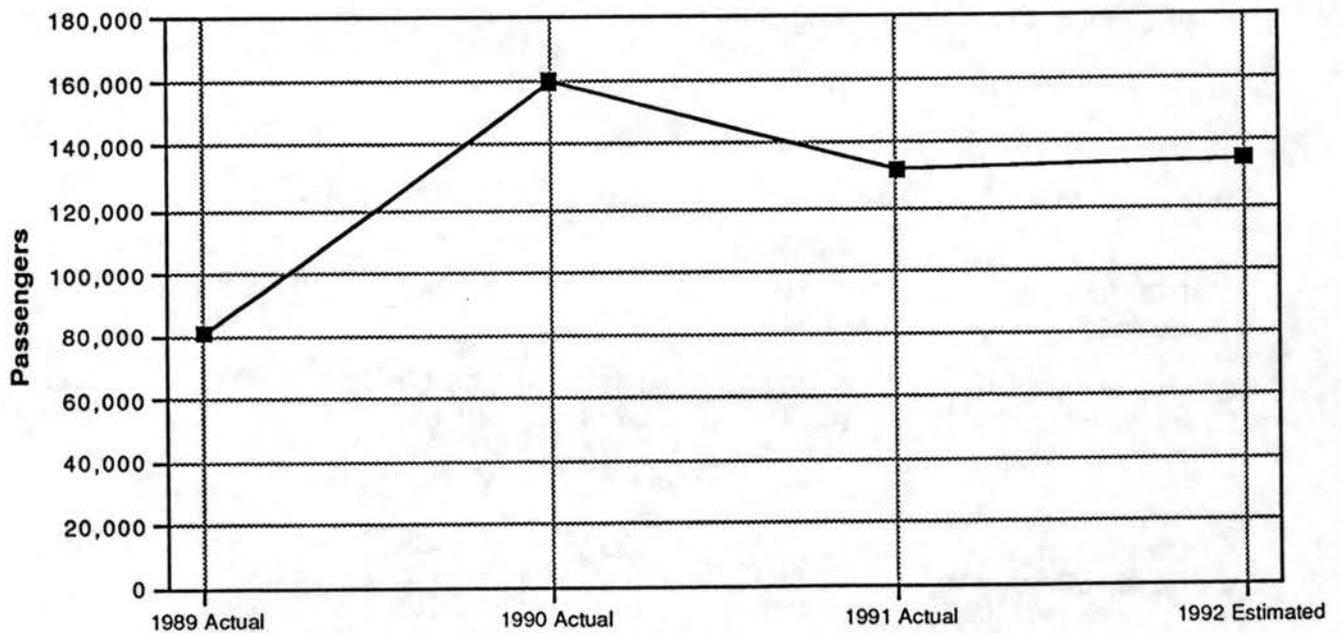
* Reflects a nine-month period from April through December 1989.

REGULAR ROUTE: ROSEVILLE AREA CIRCULATOR--Cont.

Financial Summary



Ridership





REGULAR ROUTE: UNIVERSITY OF MINNESOTA/ROUTE 52

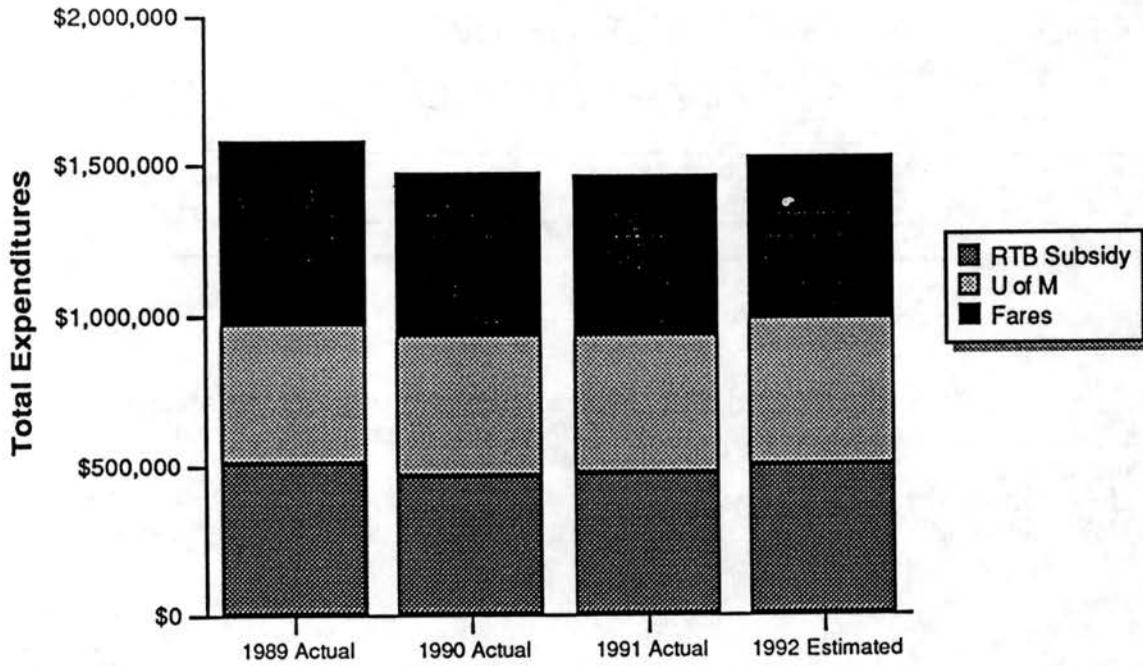
Type of Service	Commuter semi-express service to and from the University of Minnesota.	
Service Area	University of Minnesota and Twin Cities residential areas.	
Operator	Medicine Lake Lines.	
Vehicles	49 large transit buses.	
Service Hours	6:45 a.m. - 6:45 p.m.	
Fares	\$0.85 base fare	\$1.60 maximum

Highlights

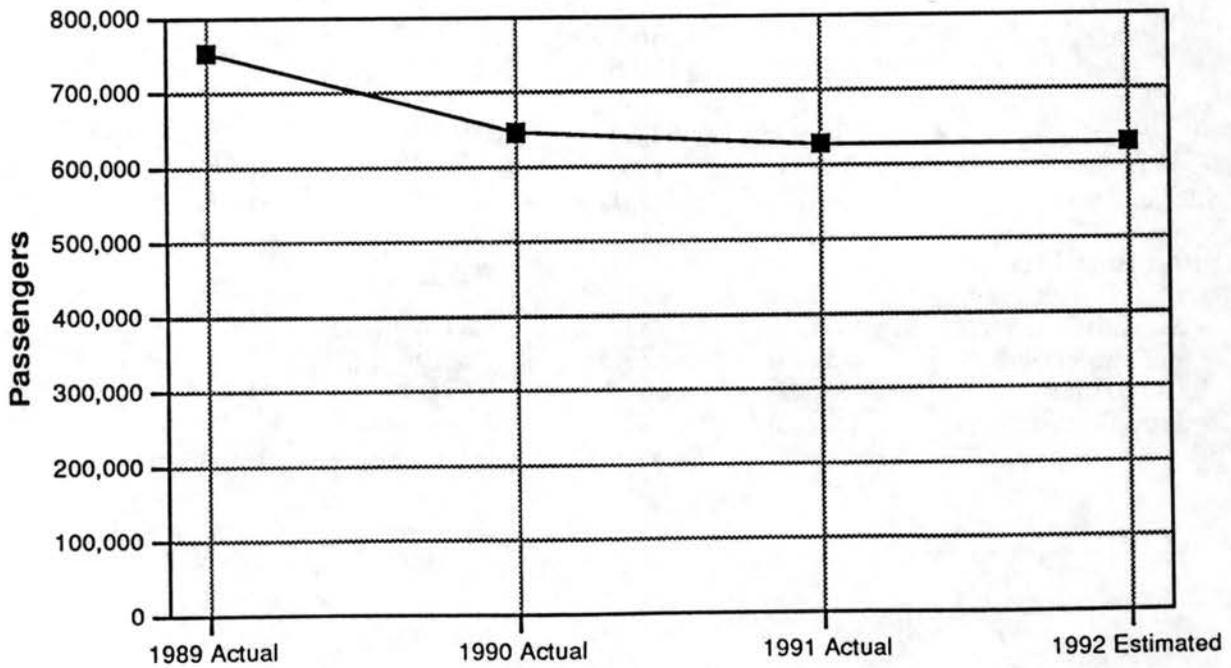
- In June 1991, the University entered into a two-year contract extension with Medicine Lake Lines Bus Company at an hourly rate of \$62.14 for the first year and \$64.62 per hour the second year.
- The University of Minnesota and the RTB split 50/50 the operation deficit of Route 52.
- The University of Minnesota is involved in an extensive TDM program designed to increase bus ridership and car pooling to its campus.

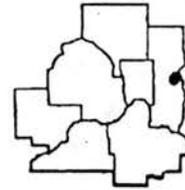
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$1,582,510	\$1,475,892	\$1,467,809	\$1,526,389	4.02%
Funding Sources					
• RTB Subsidy	\$504,601	\$468,449	\$469,487	\$496,704	5.79%
• Local					
- Fares	\$605,387	\$536,790	\$528,835	\$532,981	0.78%
- U of M Share	\$472,522	\$470,653	\$469,487	\$496,704	5.79%
Passengers	754,988	647,427	629,176	629,176	0.00%
Hours of Service	25,111	22,073	23,628	23,628	0.00%
Miles of Service	450,202	342,116	305,790	305,790	0.00%
Performance Measures					
• Cost/Passenger	\$2.10	\$2.28	\$2.33	\$2.42	3.86%
• Subsidy/Passenger	\$1.29	\$1.45	\$1.68	\$1.57	-6.54%
• Passengers/Hour	30.07	29.33	26.62	26.62	0.00%
• Cost/Hour	\$63.02	\$66.86	\$62.12	\$64.60	3.99%
• Fare Box Recovery	38.25%	36.37%	36.02%	34.91%	-3.00%

Financial Summary



Ridership





REGULAR ROUTE: VALLEY TRANSIT

Type of Service	Local fixed route.
Service Area	Stillwater, Oak Park Heights and Bayport.
Operator	Valley Transit.
Vehicles	One 30-foot bus.
Service Hours	Monday - Friday: 7:00 a.m. - 5:16 p.m. Saturday: 9:00 a.m. - 3:11 p.m.
Fares	Peak - \$1.10; Off-peak - \$0.85

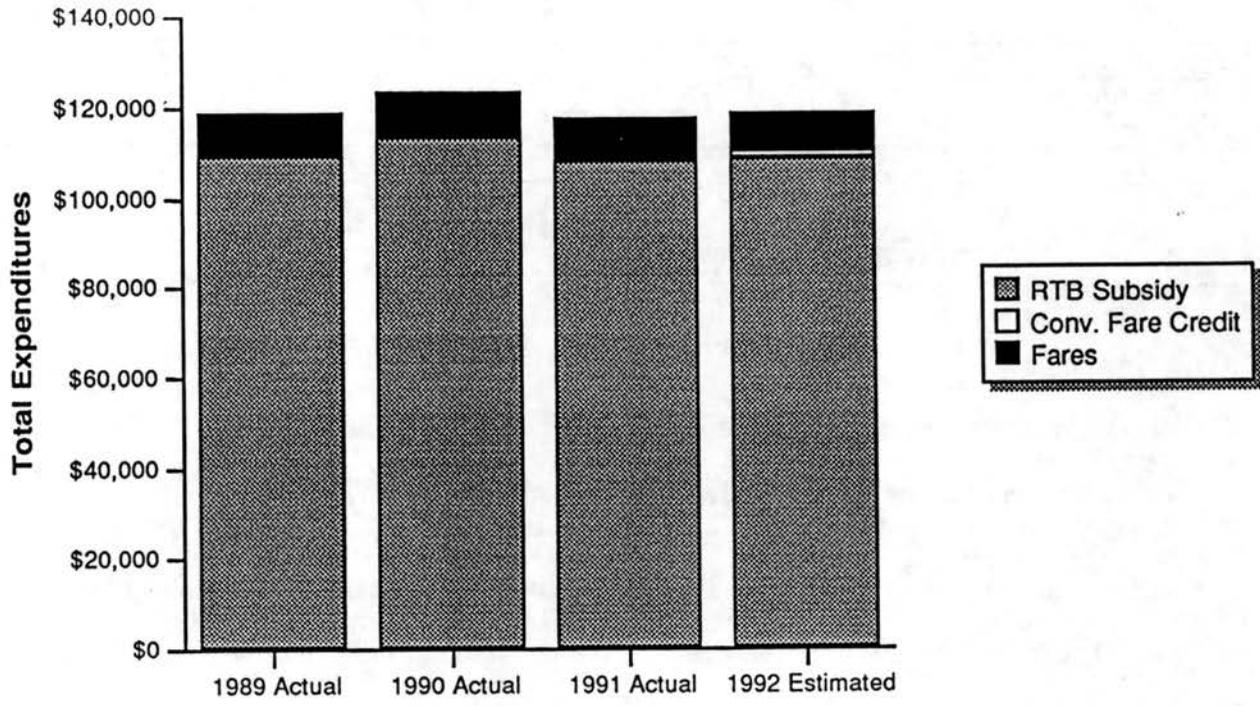
Highlights

- Valley Transit is expected to surpass its 1991 ridership goal of 30,600 by approximately 1,000 passengers.
- Valley Transit operates local crosstown service, which has an RTB performance standard of \$4. It is projected that this service will perform at a \$3.60 subsidy per passenger level in 1992.
- Valley Transit has been held to the same level of approved expenditures for 1992 as in 1991. However, to offset the increased MTC convenience card use, an additional \$1,600 over the 1991 subsidy has been incorporated into the 1992 subsidy.

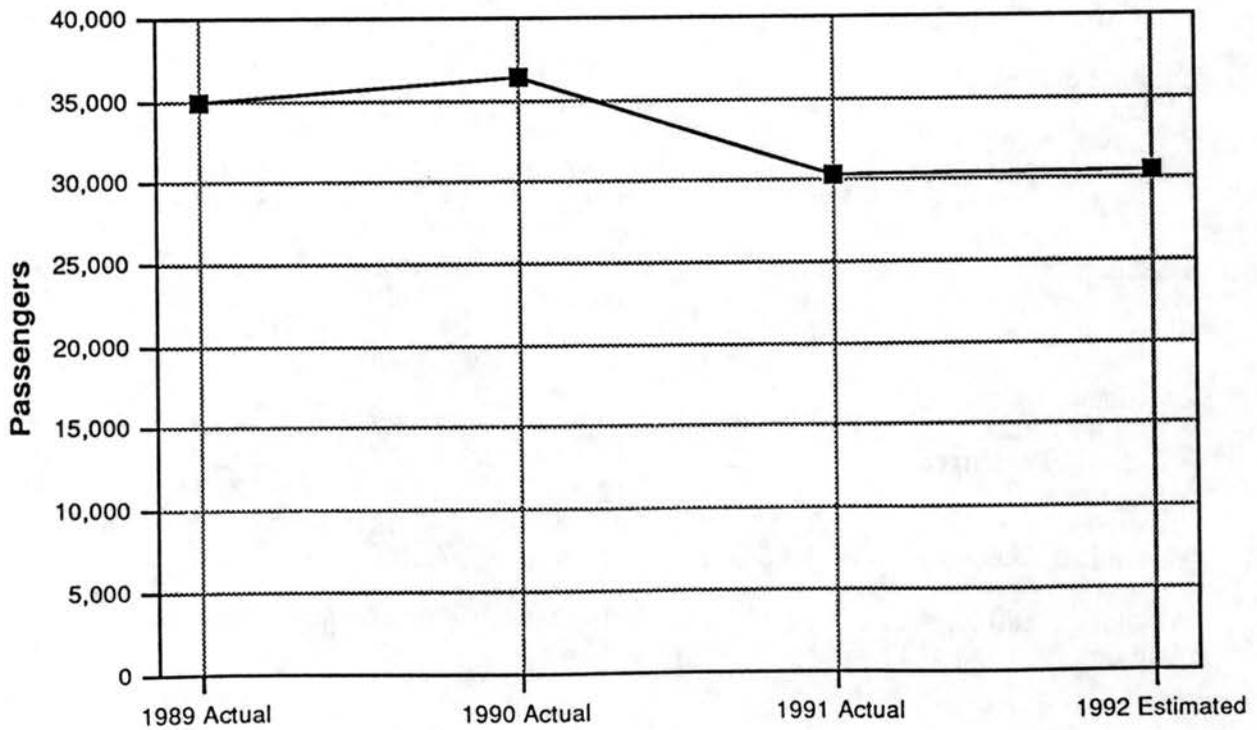
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$118,780	\$123,247	\$117,743	\$118,517	0.65%
Funding Sources					
• State	\$109,180	\$113,547	\$108,182	\$108,517	0.00%
• Convenience Fare Credit	\$0	\$0	\$1,012	\$1,600	5.81%
• Fares	\$9,600	\$9,700	\$8,549	\$8,400	-1.74%
Passengers	35,000	36,500	30,412	30,600	0.61%
Hours of Service	3,000	3,000	2,762	2,805	1.55%
Miles of Service	45,700	45,700	41,447	42,229	1.88%
Performance Measures*					
• Cost/Passenger	\$3.39	\$3.85	\$3.87	\$3.87	0.00%
• Subsidy/Passenger	\$3.12	\$3.11	\$3.55	\$3.54	0.00%
• Passengers/Hour	11.67	12.17	11.01	10.91	-0.91%
• Cost/Hour	\$39.59	\$41.08	\$42.62	\$42.25	-0.87%
• Fare Box Recovery	8.08%	7.87%	7.26%	8.43%	16.11%

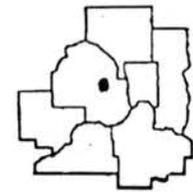
* Allowing credit for social fare differential in 1992 puts the subsidy/passenger at \$3.27 and fare box recovery at 15.47%.

Financial Summary



Ridership





REGULAR ROUTE: WESTERN SUBURBS ROUTE 55

Type of Service	Local fixed route.		
Service Area	Golden Valley, New Hope, Crystal, and downtown Minneapolis.		
Operator	Metropolitan Transit Commission.		
Vehicles	9 large transit buses.		
Service Hours	Monday - Friday: 5:38 a.m. - 10:24 p.m. Saturday: 6:12 a.m. - 6:36 p.m.		
Fares		<u>Off-Peak</u>	<u>Peak</u>
	Base fare	\$0.85	\$1.10
	Zone crossing	\$1.10	\$1.35
	Express	\$1.10	\$1.35
	Express and zone crossing	\$1.35	\$1.60
	Downtown zone fare	\$0.25	\$0.25

Highlights

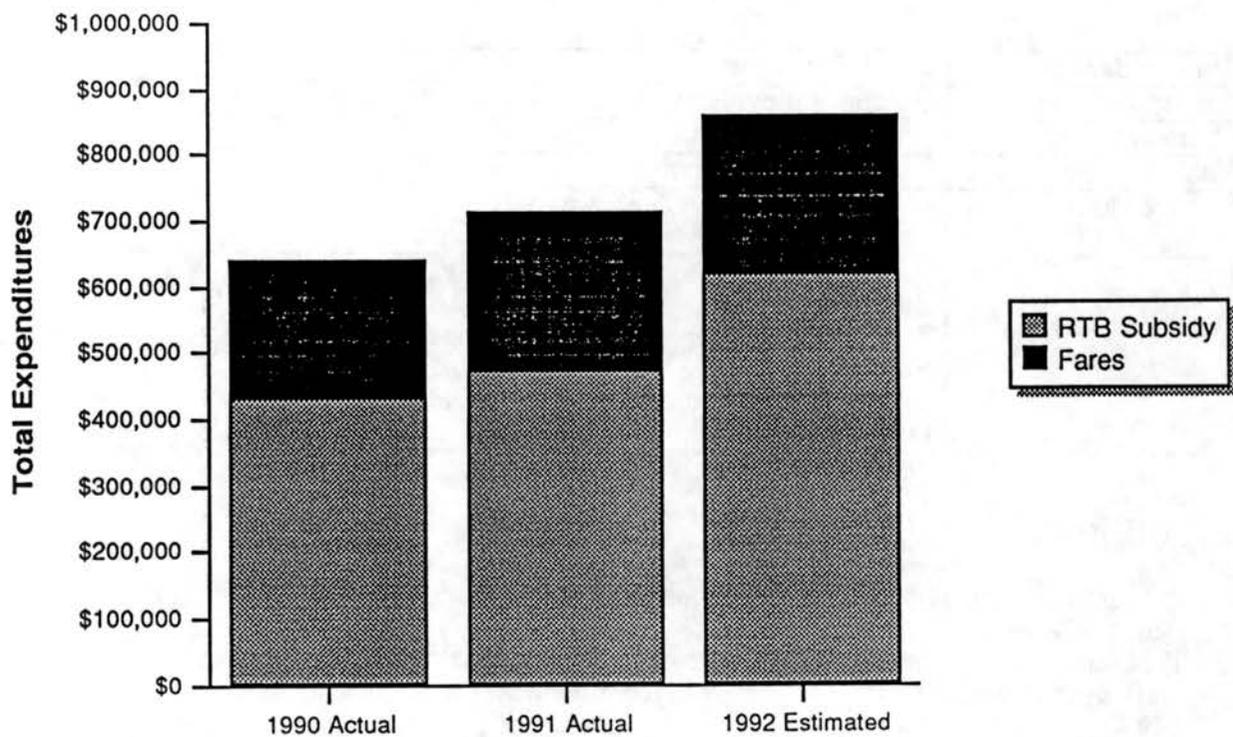
- In March 1992, the board approved a one-year contract extension with the MTC at an hourly rate of \$78.82.
- This service is projected to be restructured in 1993 as part of the I-394 service plan.
- Staff will be issuing an RFP to competitively procure a service provider effective April 1, 1993.

	1989* <u>Actual</u>	1990* <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$0	\$637,743	\$712,853	\$859,803	20.61%
Funding Sources					
• RTB Subsidy	\$0	\$431,263	\$472,053	\$619,003	31.14%
• Fares	\$0	\$206,480	\$240,800	\$240,800	0.00%
Passengers	0	241,860	280,000	280,000	0.00%
Hours of Service	0	10,276	10,845	10,845	0.00%
Miles of Service	0	171,266	199,200	199,200	0.00%
Performance Measures					
• Cost/Passenger	\$0	\$2.64	\$2.54	\$3.07	20.86%
• Subsidy/Passenger	\$0	\$1.78	\$1.68	\$2.21	31.54%
• Passengers/Hour	0	23.54	25.81	25.81	0.00%
• Cost/Hour	\$0	\$62.06	\$65.73	\$79.28	20.61%
• Fare Recovery	0	32.38%	33.66%	28.00%	-16.81%

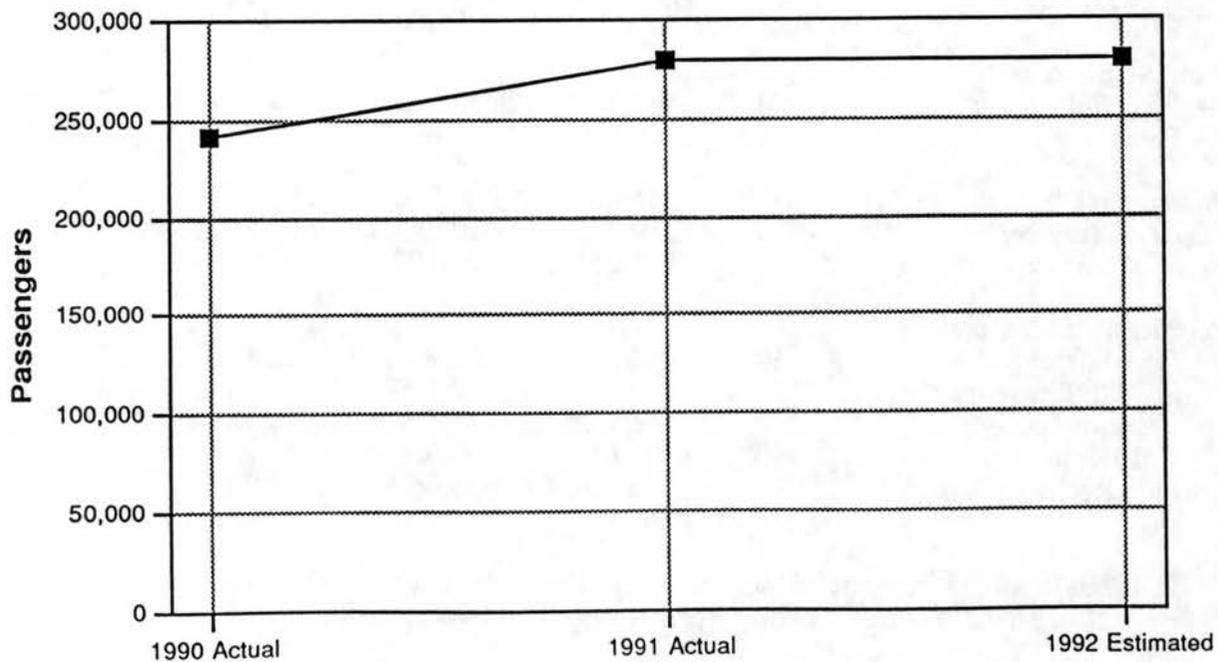
* In 1989, Route 55 was part of Medicine Lake Lines' regular route service.

** Reflects a 9-month contract period April 1, 1990 - December 1990.

Financial Summary



Ridership



**RURAL/COUNTY
SERVICES**



RURAL: ANOKA COUNTY TRAVELER

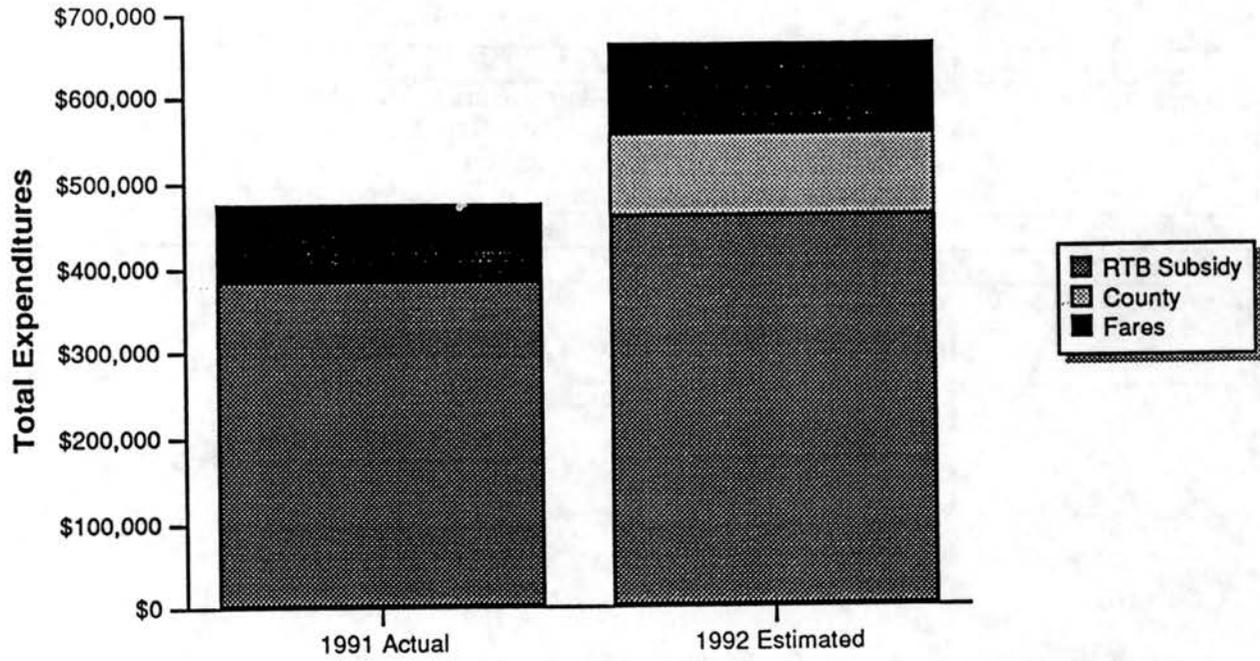
Type of Service	General population dial-a-ride.
Service Area	Andover, Anoka, Bethel, Blaine, Burns Township, Centerville, Circle Pines, Columbus Township, Coon Rapids, East Bethel, Fridley north of Osborne Road, Ham Lake, Lexington, Lino Lakes, Linwood Township, Oak Grove Township, Ramsey, St. Francis and Spring Lake Park.
Operator	National School Bus.
Vehicles	9 small buses, lift equipped.
Service Hours	Monday-Friday 6:00 a.m. to 6:00 p.m., Sector A Mon.-Wed.-Fri. 7:00 a.m. to 6:00 p.m., Sector B Tues.-Thurs. 7:00 a.m. to 6:00 p.m., Sector C
Fares	\$1.00 - Seniors and children under 5 years old \$1.50 - Full fare \$.50 - Convenience charge for standing orders and same-day service.

Highlights

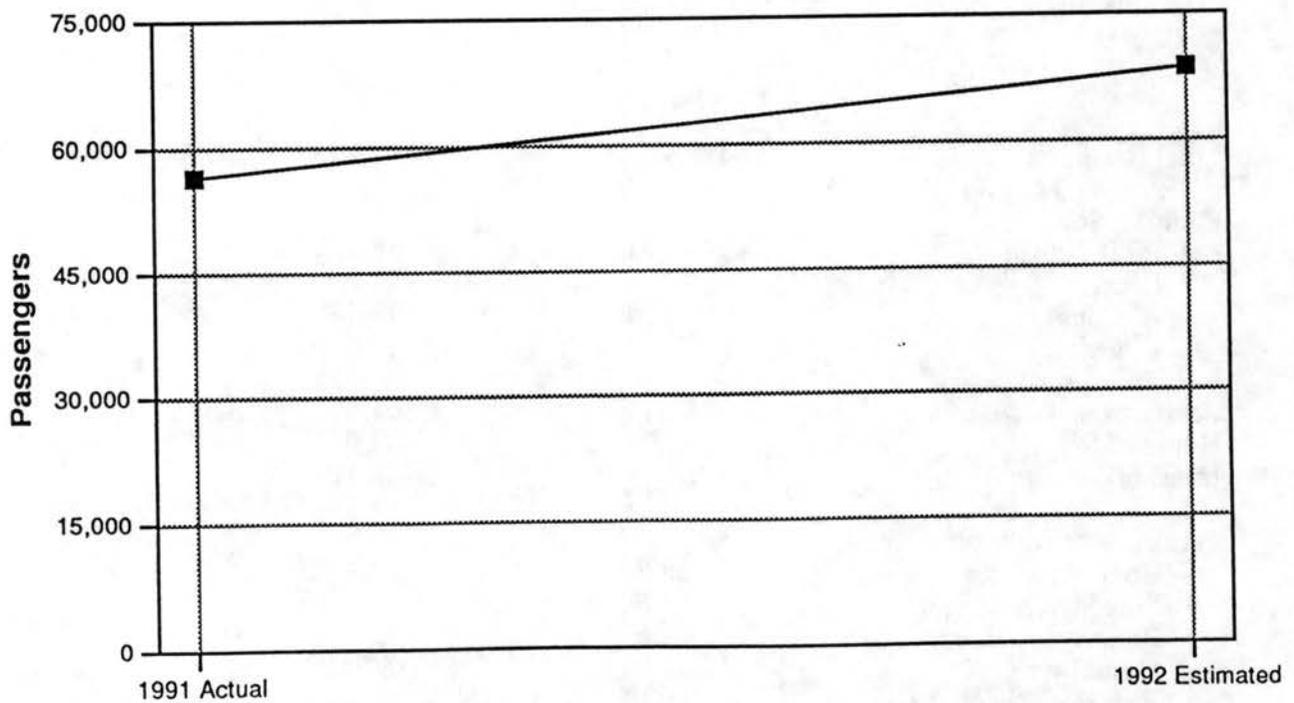
- March 1990, the RTB approved a seventeen-month demonstration project that would integrate existing transit programs, including Metro Mobility, into a single program. The new service known as the Anoka County Traveler began operation on August 1, 1990.
- The budget for the seventeen-month demonstration period reflects 100 percent RTB funding of the purchase of service cost. In 1992, this funding arrangement will continue.
- 1992 ridership is projected to increase by over 21 percent.
- Evaluation of the program will continue in 1992.

	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$473,941	\$664,292	40.16%
Funding Sources			
• RTB Subsidy	\$384,294	\$458,824	19.39%
• Local			
- County	\$0	\$98,468	100.00%
- Fares	\$89,647	\$107,000	19.36%
Passengers	56,514	68,463	21.14%
Hours of Service	19,690	22,085	12.16%
Miles of Service	401,053	465,120	15.97%
Performance Measures			
• Cost/Passenger	\$8.39	\$9.70	15.70%
• Subsidy/Passenger	\$6.80	\$6.70	-1.44%
• Passengers/Hour	2.87	3.10	8.01%
• Cost/Hour	\$24.07	\$30.08	24.96%
• Fare Box Recovery	18.92%	16.11%	-14.84%

Financial Summary



Ridership





RURAL: ANOKA VOLUNTEER PROGRAM

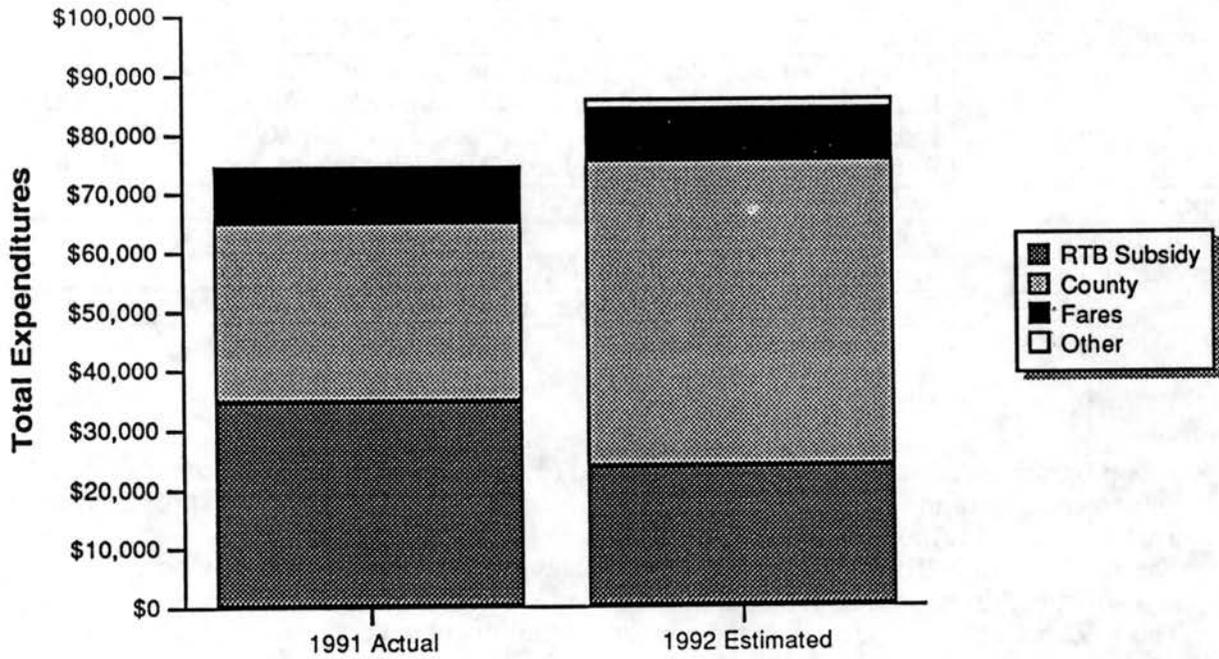
Type of Service	Demand-response, volunteer driver transportation service.
Service Area	Andover, Anoka, Bethel, Blaine, Burns Township, Centerville, Circle Pines, Columbus Township, Coon Rapids, East Bethel, Fridley, Ham Lake, Lexington, Lino Lakes, Linwood Township, Oak Grove Township, Ramsey, St. Francis, Spring Lake Park, Hilltop and Columbia Heights.
Operator	Anoka County Transit.
Vehicles	Volunteer drivers cars.
Service Hours	Mon.-Fri. 8:00 a.m. to 4:30 p.m.
Fares	Suggested donation \$2.00 intra-county trips; \$6.00 out-of-county trips.

Highlights

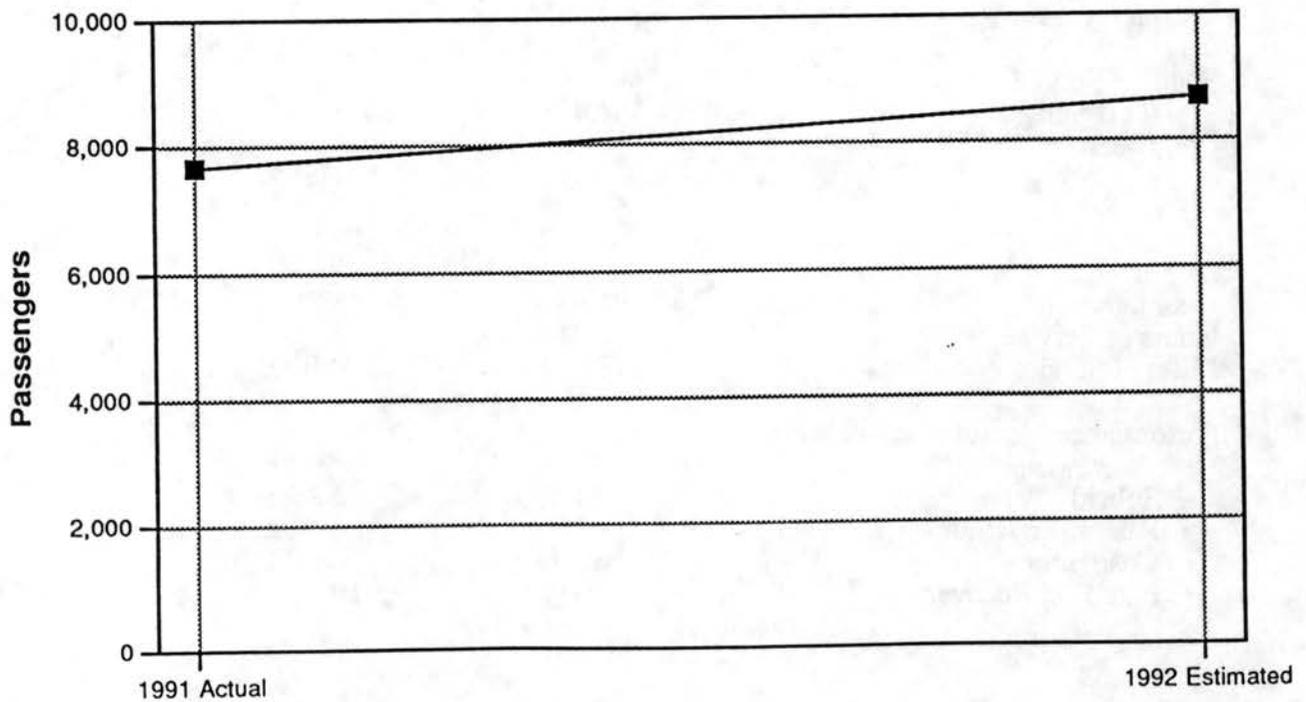
- This program was formerly funded under the Anoka County Coordinated Program. With the implementation of the Anoka County Traveler, this program has continued to provide medical trips to seniors in Anoka County.
- The Anoka County Transit Department coordinates trips between the Anoka County Traveler and volunteer drivers using personal automobiles.
- The 1992 budget increase reflects the county's commitment to continue the program and increase passenger fares by 35 percent.

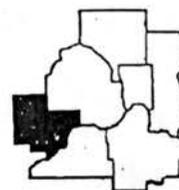
	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$74,485	\$85,954	15.40%
Funding Sources			
• RTB Subsidy	\$34,486	\$23,708	-31.25%
• Local			
- County	\$30,410	\$51,554	69.53%
- Fares	\$9,589	\$8,692	-9.35%
• Other	\$0	\$2,000	100.00%
Passengers	7,686	8,700	13.19%
Hours of Service	7,616	8,500	11.61%
Miles of Service	113,961	124,000	8.81%
Performance Measures			
• Cost/Passenger	\$9.69	\$9.88	1.95%
• Subsidy/Passenger	\$4.49	\$2.73	-39.27%
• Passengers/Hour	1.01	1.02	1.42%
• Cost/Hour	\$9.78	\$10.11	3.40%
• Fare Box Recovery	12.87%	10.11%	-21.45%

Financial Summary



Ridership





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

Type of Service	Demand-responsive and flexible fixed route service, supplemented by approximately 35 volunteer drivers, for the elderly, economically disadvantaged, and persons with disabilities.
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	6 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.

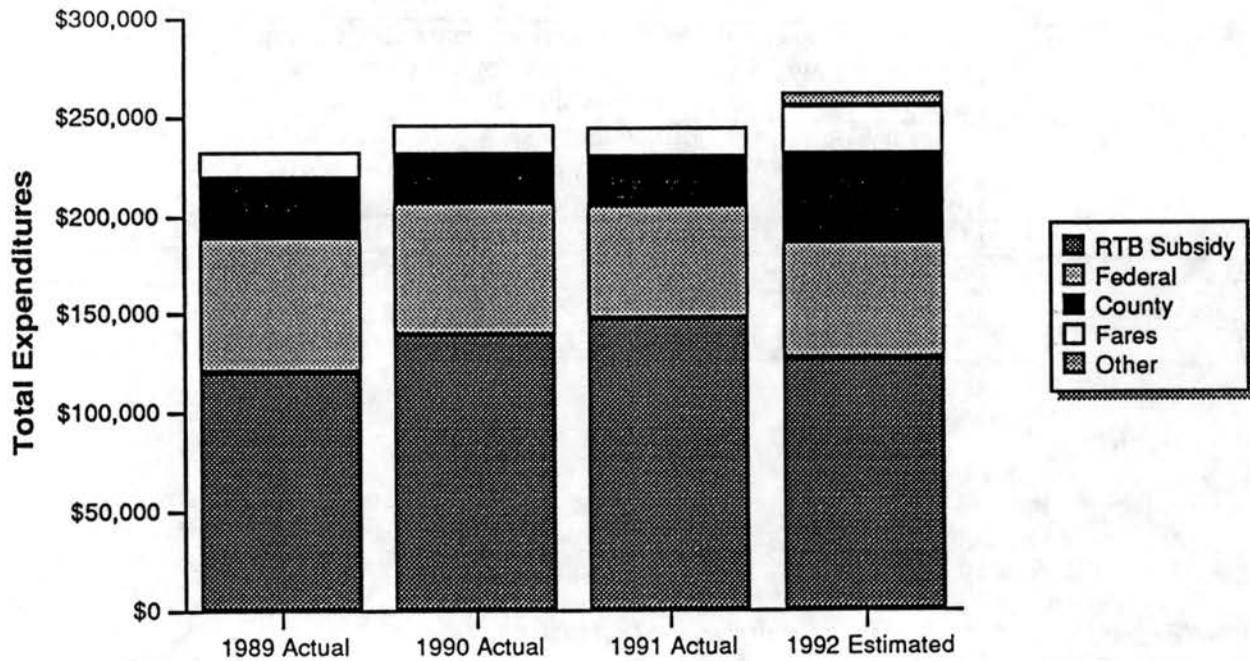
Highlights

- Passenger fares in 1992 are projected to increase by 61 percent due to new fare policy established by county board to collect fares from social services programs in the county.
- The RTB subsidy amount reflects a slight decrease in funding based on a formula calculation.
- Federal Section 18 funding is estimated to increase by less than \$300.

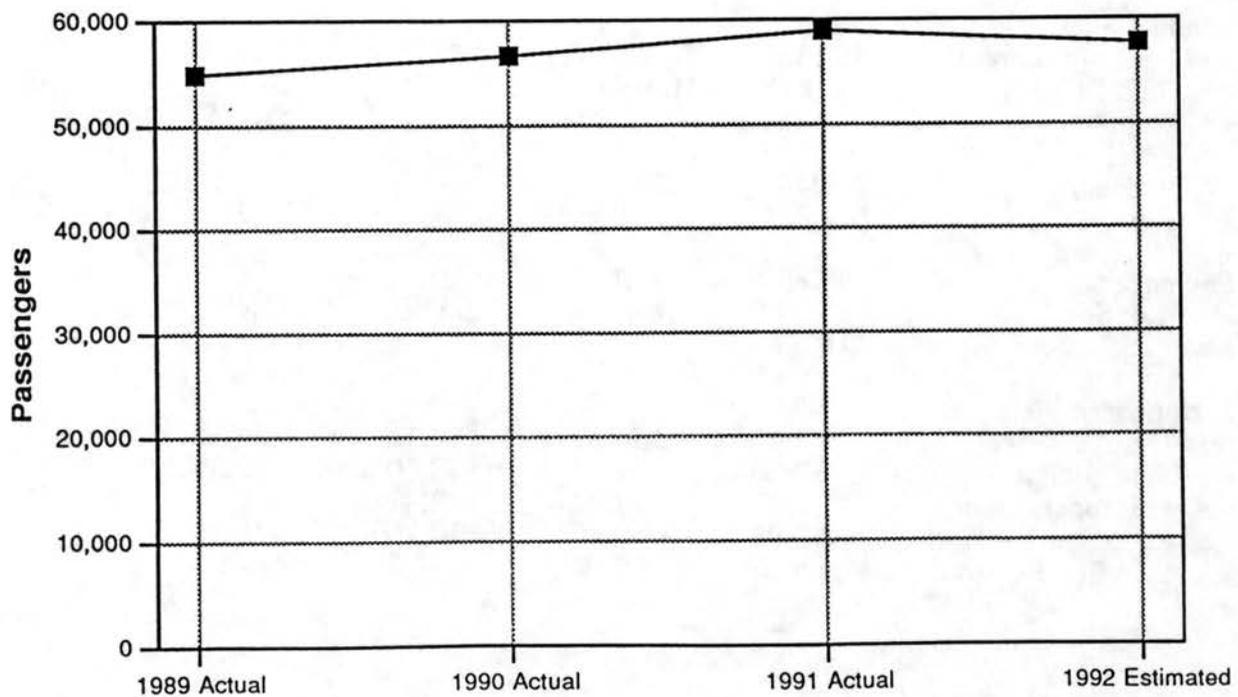
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$231,688	\$245,274	\$244,240	\$262,193	7.35%
Funding Sources					
• Federal Section 18	\$67,323	\$66,525	\$57,333	\$57,623	0.51%
• RTB Subsidy	\$121,015	\$139,975	\$147,575	\$128,177	13.14%
• Other	\$0	\$0	\$0	\$7,375	100.00%
• Local					
- County	\$30,469	\$24,774	\$24,425	\$44,693	82.98%
- Fares	\$12,881	\$14,000	\$14,907	\$24,325	63.18%
Passengers	54,898	56,732	59,050	57,800	-2.12%
Hours of Service	23,373	25,019	23,950	25,800	7.72%
Miles of Service	418,602	480,289	452,066	456,000	.87%
Performance Measures					
• Cost/Passenger	\$4.22	\$4.32	\$4.14	\$4.54	9.66%
• Subsidy/Passenger	\$2.20	\$2.47	\$2.50	\$2.35	-6.00%
• Passengers/Hour	2.35	2.27	2.47	2.24	-9.31%
• Cost/Hour	\$9.91	\$9.80	\$10.20	\$10.16	-0.39%
• Fare Box Recovery	5.56%	5.71%	6.10%	9.28%	52.13%

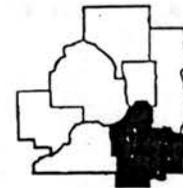
RURAL: CARVER COUNTY RURAL TRANSPORTATION--Cont.

Financial Summary



Ridership





RURAL: DAKOTA AREA RESOURCES AND TRANSPORTATION FOR SENIORS--"DARTS"

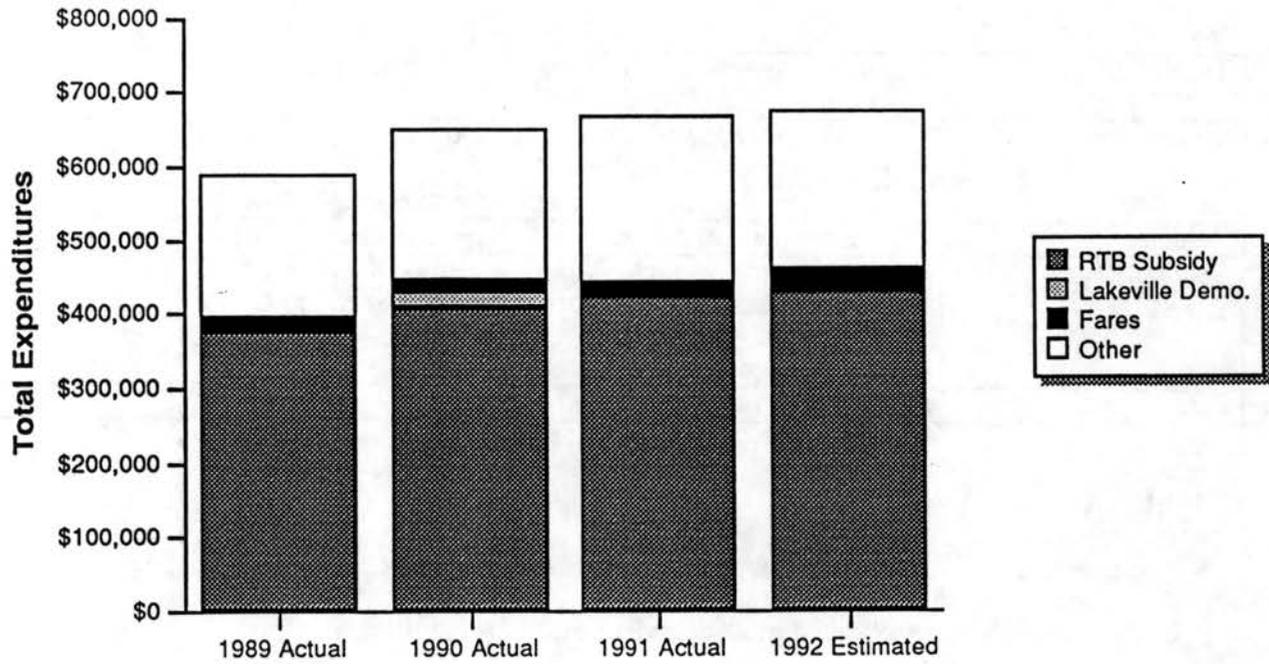
Type of Service	Demand-responsive and contract fixed-route for elderly residents and others with special needs.
Service Area	Dakota County as well as St. Paul and Minneapolis proper including surrounding medical facilities.
Operator	Dakota Area Resources and Transportation for Seniors, Inc.
Vehicles	22 medium buses; all except one have wheelchair lifts. 1 small bus.
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 \$2.00 per trip.

Highlights

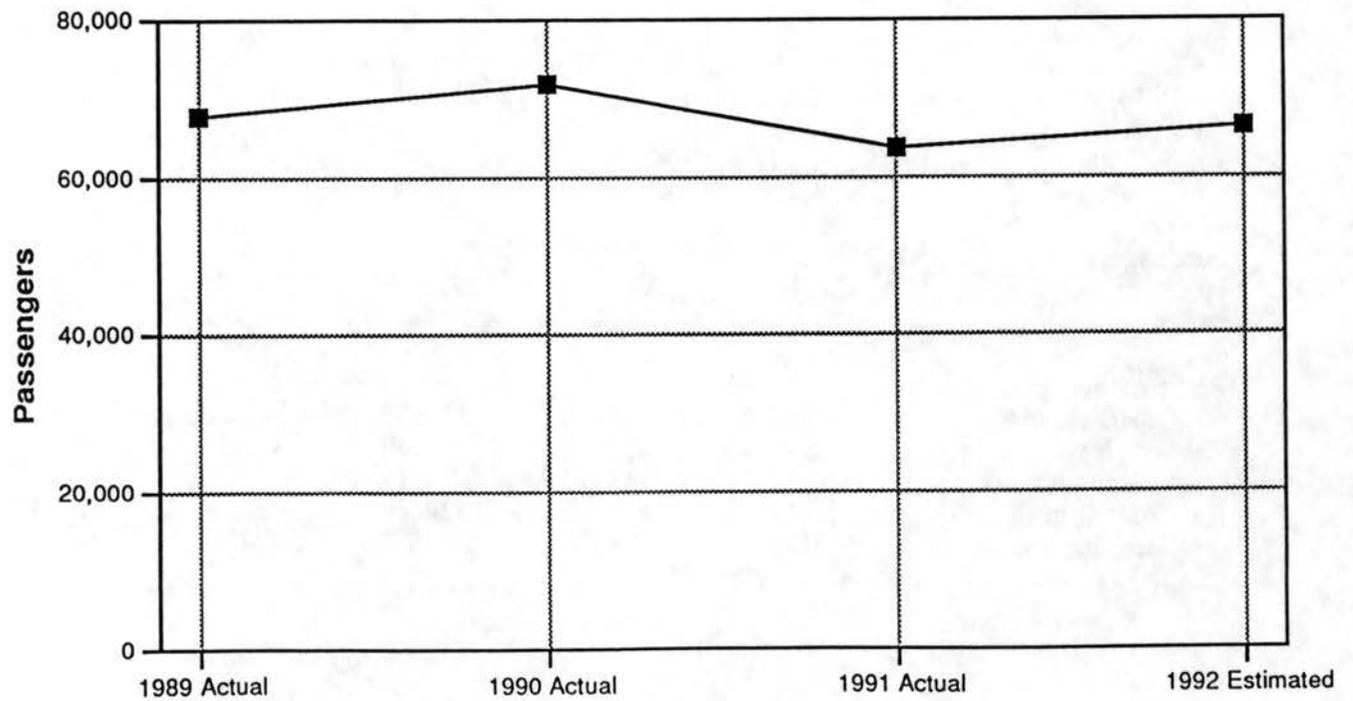
- Passenger fares in 1992 are projected to increase by nearly 72 percent due to change in suggested donation from \$1.00 to \$2.00 per trip.
- In 1992, DARTS consolidated transit services into new facilities.

	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$591,181	\$634,172	\$670,990	\$676,249	0.78%
Funding Sources					
• Lakeville Demo.	\$0	\$18,607	\$0	\$0	0.00%
• RTB Subsidy	\$376,008	\$410,830	\$421,921	\$431,437	2.26%
• Local					
- Other	\$196,741	\$207,855	\$229,036	\$217,122	-5.20%
- Fares	\$18,432	\$15,488	\$20,033	\$27,690	38.22%
Passengers	67,654	72,000	63,882	66,300	3.79%
Hours of Service	24,143	24,000	27,073	29,100	7.49%
Miles of Service	340,485	347,000	420,744	435,000	3.39%
Performance Measures					
• Cost/Passenger	\$8.74	\$8.81	\$10.50	\$10.20	-2.89%
• Subsidy/Passenger	\$5.56	\$5.71	\$6.60	\$6.51	-1.47%
• Passengers/Hour	2.80	3.00	2.36	2.28	-3.44%
• Cost/Hour	\$24.49	\$26.42	\$24.78	\$23.24	-6.24%
• Fare Box Recovery	3.12%	2.44%	2.99%	4.09%	37.15%

Financial Summary



Ridership





**RURAL: DAKOTA COUNTY
(VOLUNTEER TRANSPORTATION PROGRAM)**

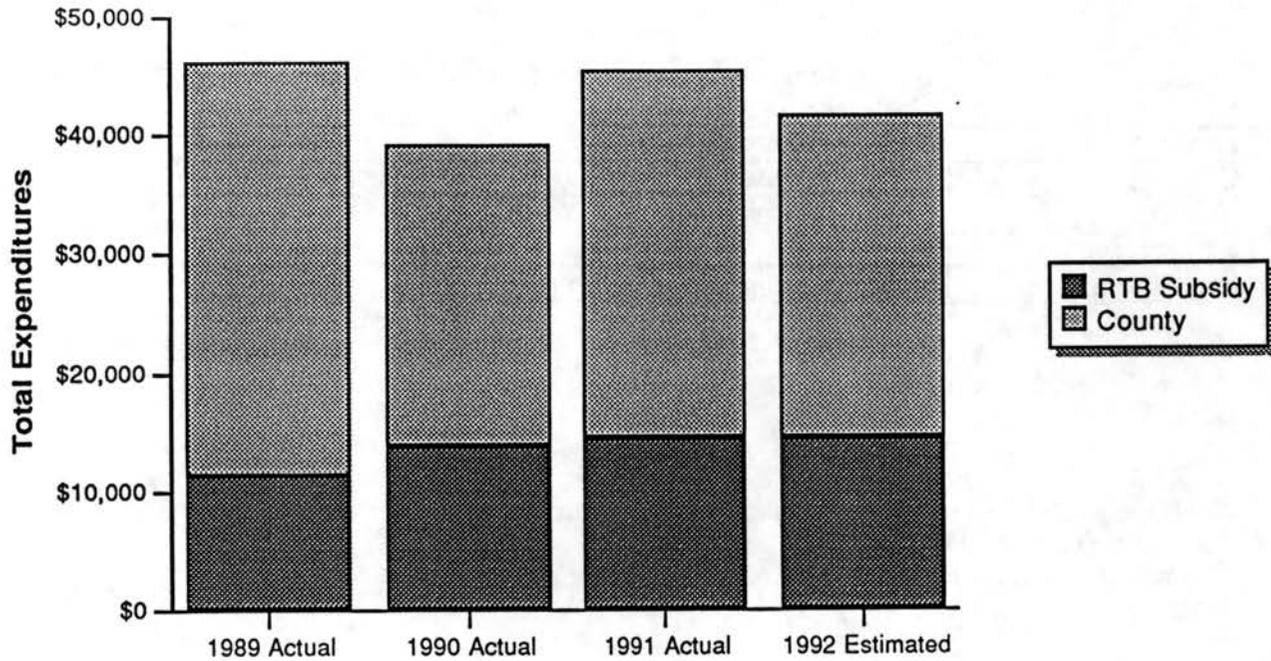
Type of Service	Demand-responsive, volunteer-driver transportation service for Dakota County residents.
Service Area	Dakota County.
Operator	Community Action Council (CAC) and Neighbors, Inc.
Vehicles	Volunteer drivers' cars and 1 station wagon.
Service Hours	Monday - Friday 8:30 a.m. - 4:30 p.m.
Fares	None.

Highlights

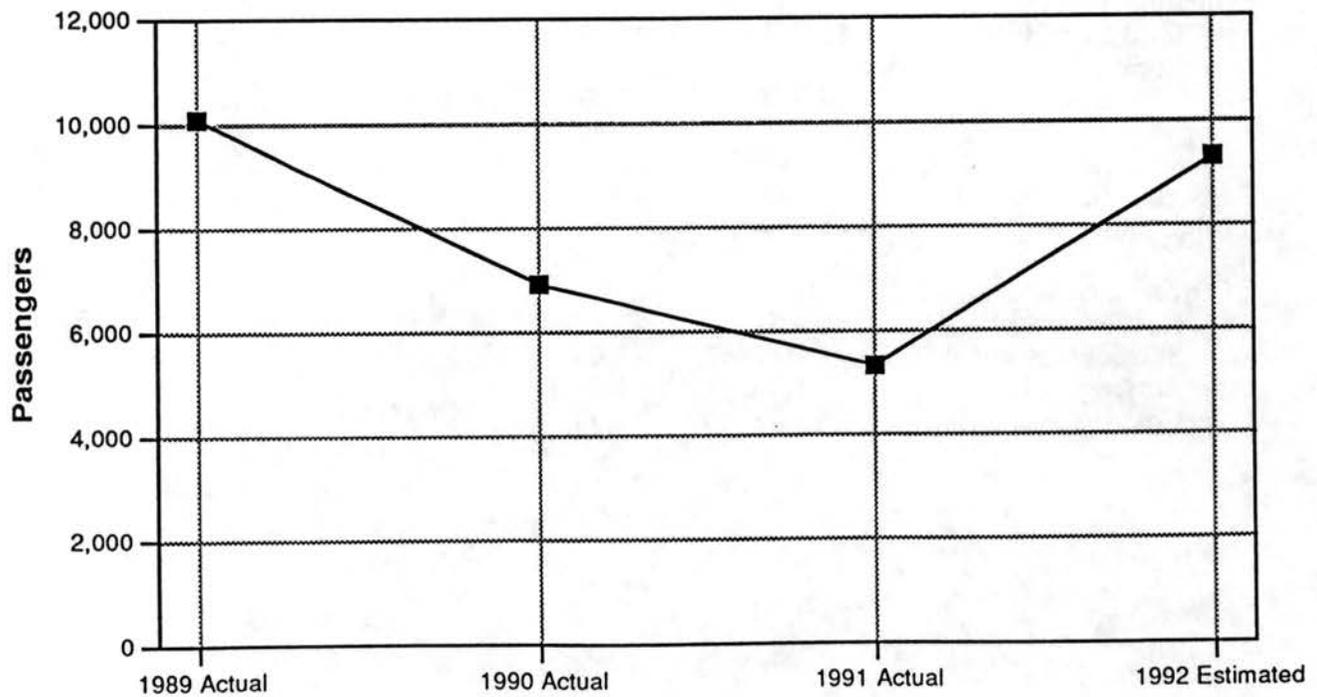
- RTB subsidy reflects same level of funding as in 1991.
- There was an increase in local funding in 1991 due to a new mileage reimbursement policy established by county board.
- Program estimates indicate a decrease in cost per passenger of almost 50 percent.

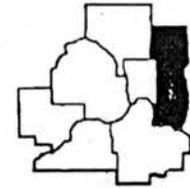
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$46,165	\$39,204	\$45,386	\$41,645	-8.24%
Funding Sources					
• RTB Subsidy	\$11,251	\$13,881	\$14,432	\$14,432	0.00%
• Local - County	\$34,914	\$25,323	\$30,954	\$27,213	-12.09%
Passengers	10,099	6,914	5,347	9,316	74.23%
Hours of Service	8,432	6,314	6,146	9,255	50.59%
Miles of Service	147,259	148,533	114,204	149,534	30.94%
Performance Measures					
• Cost/Passenger	\$4.57	\$5.67	\$8.49	\$4.47	-47.34%
• Subsidy/Passenger	\$1.11	\$2.01	\$2.70	\$1.55	-42.60%
• Passengers/Hour	1.20	1.10	0.87	1.01	15.70%
• Cost/Hour	\$5.47	\$6.21	\$7.38	\$4.50	-39.07%

Financial Summary



Ridership





**RURAL: HUMAN SERVICES, INC. TRANSPORTER
OF WASHINGTON COUNTY**

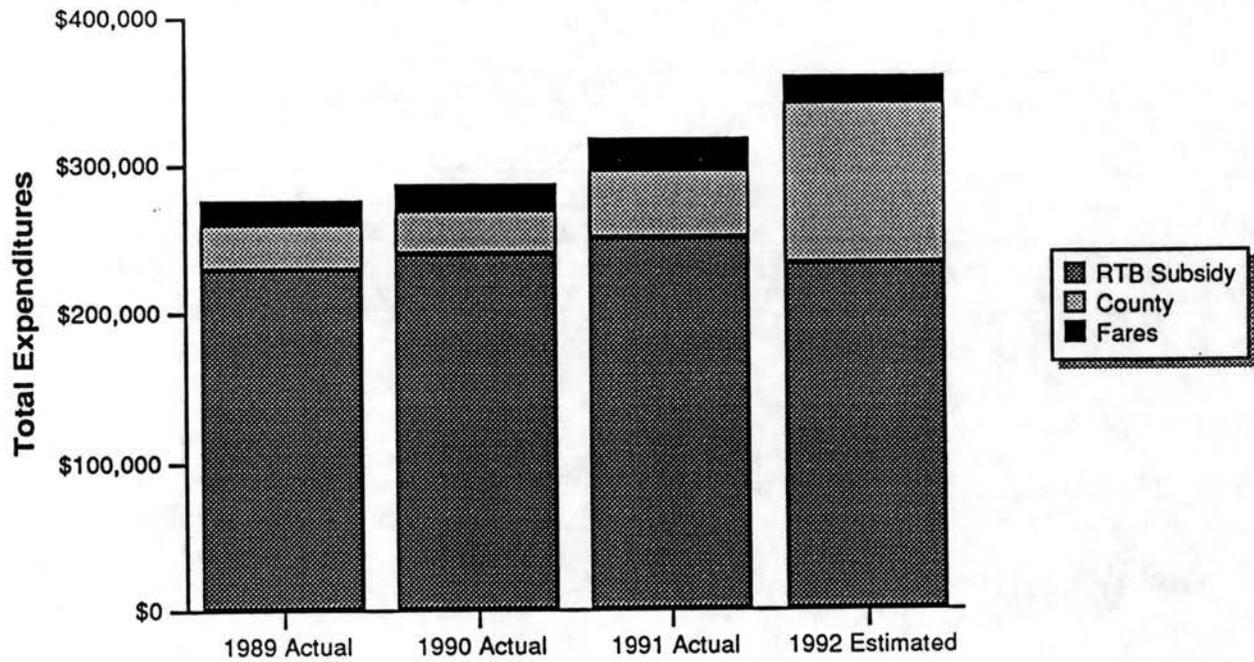
Type of Service	Demand-responsive for elderly and disabled residents.
Service Area	Washington County and St. Paul proper, including the downtown area and surrounding medical facilities.
Operator	Human Services, Inc.
Vehicles	8 vans (3 with lifts) and 11 medium buses (with lifts).
Service Hours	Monday-Friday 7:30 a.m. - 5:00 p.m.
Fares	\$2.00 - within the county or outside the county; \$20.00 - ride card

Highlights

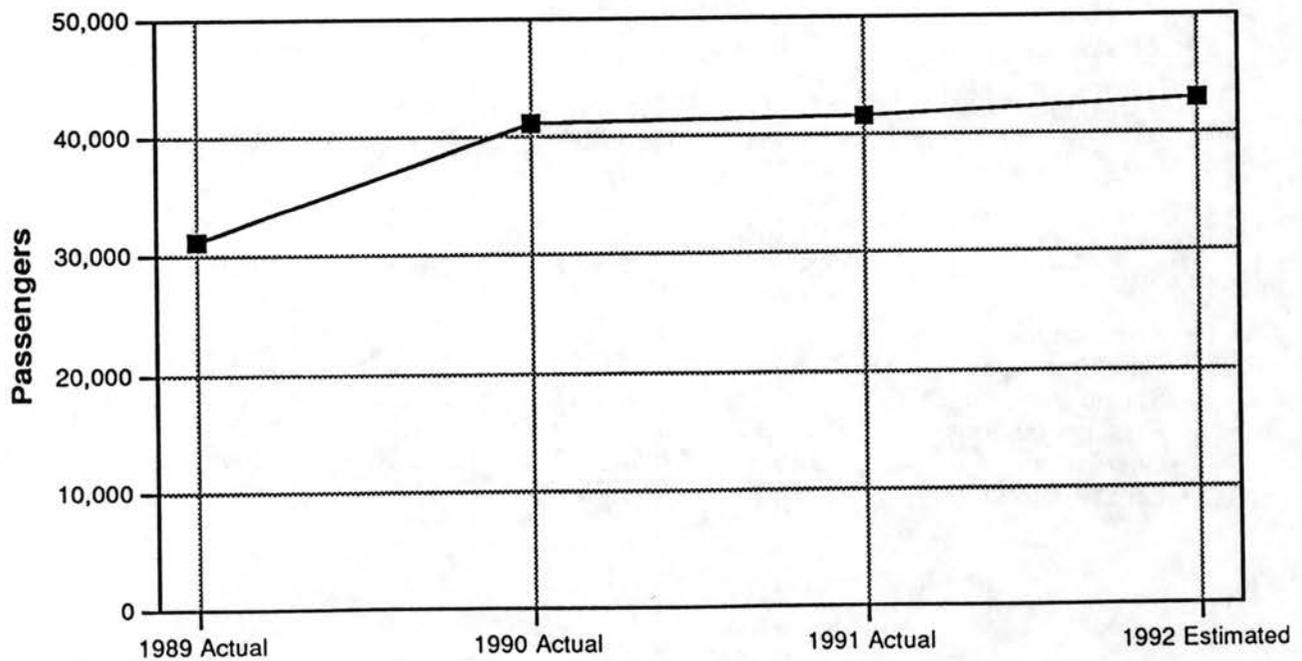
- The RTB subsidy amount reflects a 7 percent decrease due to the formula calculation.
- HSI's proposed fares increase from \$1.00 to \$2.00 for trips both within and outside of the county.
- 1992 ridership is projected to increase 3 percent.

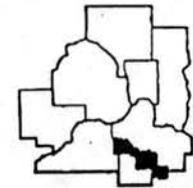
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$276,183	\$287,083	\$318,086	\$360,106	13.21%
Funding Sources					
• RTB Subsidy	\$230,160	\$241,309	\$251,872	\$234,069	-7.07%
• Local					
- County	\$30,562	\$29,274	\$45,553	\$108,607	138.42%
- Fares	\$15,461	\$16,500	\$20,661	\$17,430	-15.64%
Passengers	31,289	41,084	41,736	43,000	3.03%
Hours of Service	10,893	11,120	9,922	11,400	14.90%
Miles of Service	185,208	187,500	216,609	190,000	-12.28%
Performance Measures					
• Cost/Passenger	\$8.83	\$6.99	\$7.62	\$8.37	9.88%
• Subsidy/Passenger	\$7.36	\$5.87	\$6.03	\$5.44	-9.80%
• Passengers/Hour	2.87	3.69	4.21	3.77	-10.33%
• Cost/Hour	\$25.35	\$25.82	\$32.06	31.59	-1.47%
• Fare Box Recovery	5.60%	5.75%	6.50%	4.84%	-25.48%

Financial Summary



Ridership





**RURAL: LAKEVILLE VOLUNTEER PROGRAM
(Dakota County)**

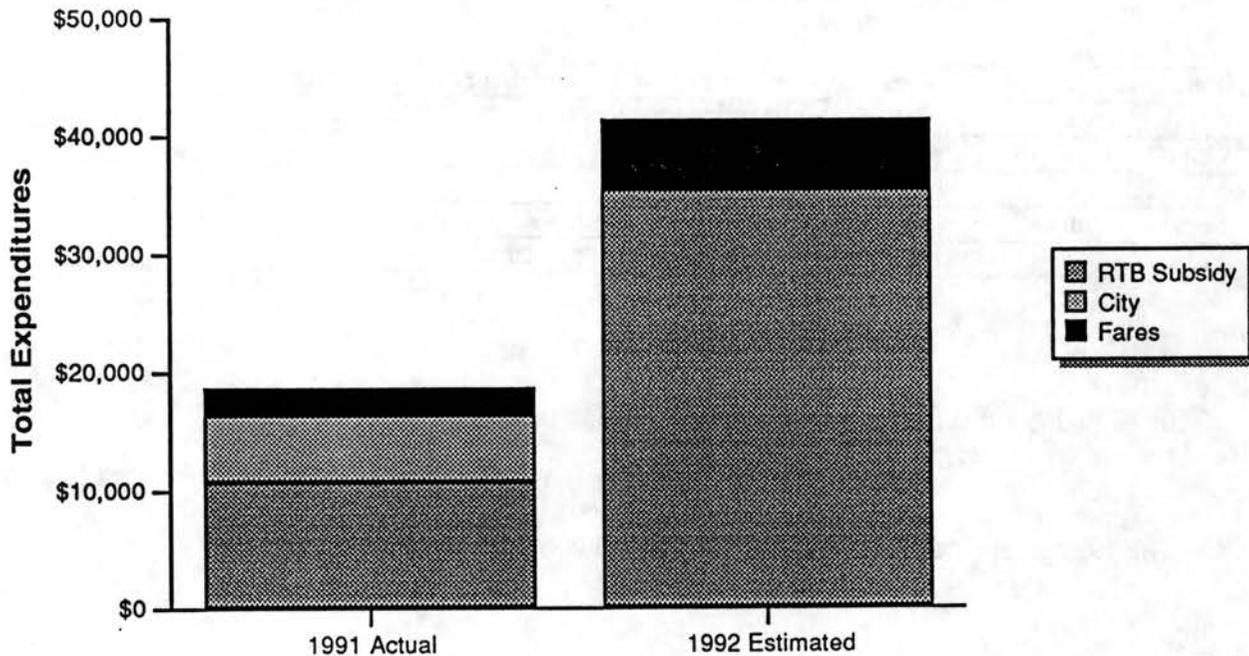
Type of Service	Demand-responsive, volunteer-driver transportation service.
Service Area	Lakeville, Farmington, Randolph and contiguous communities.
Operator	DARTS, Inc.
Vehicles	1 medium bus, lift-equipped.
Service Hours	Monday - Friday, 9:00 a.m. - 2:30 p.m.
Fares	Suggested donation \$2.00 per trip.

Highlights

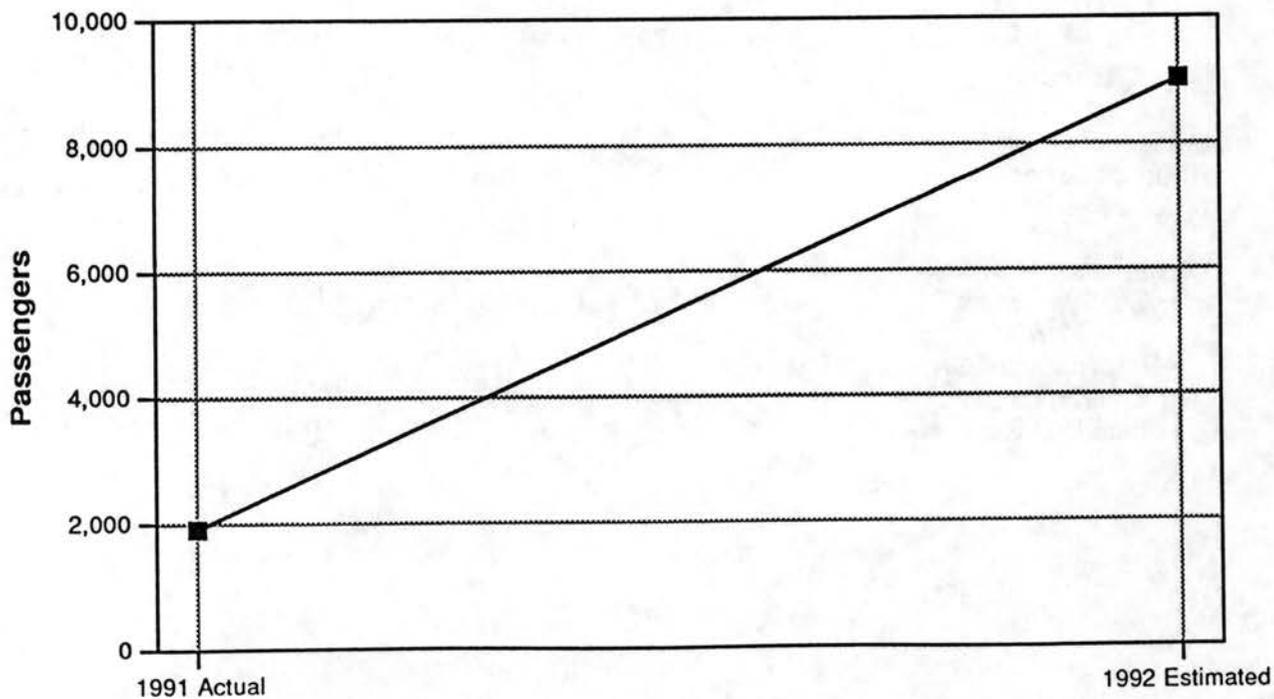
- In 1990-1991 this program was a demonstration project for eighteen months. RTB funded 100 percent of the program total cost in 1990.
- The program was evaluated during the demonstration period and evaluation of the program will continue in 1992.
- The 1992 budget reflects increase due to local commitment to the program of \$16,431.

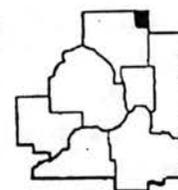
	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$18,607	\$41,371	122.34%
Funding Sources			
• RTB Subsidy	\$10,632	\$35,371	232.68%
• Local			
- City	\$5,725	\$0	-100.00%
- Fares	\$2,250	\$6,000	166.67%
Passengers	1,934	9,000	365.36%
Hours of Service	832	2,400	188.46%
Miles of Service	12,000	30,000	150.00%
Performance Measures			
• Cost/Passenger	\$9.62	\$4.60	-52.22%
• Subsidy/Passenger	\$5.50	\$3.93	-28.51%
• Passengers/Hour	2.32	3.75	61.32%
• Cost/Hour	\$22.36	\$17.24	-22.92%
• Fare Box Recovery	12.09%	14.50%	19.94%

Financial Summary



Ridership





RURAL: LINWOOD VOLUNTEER PROGRAM

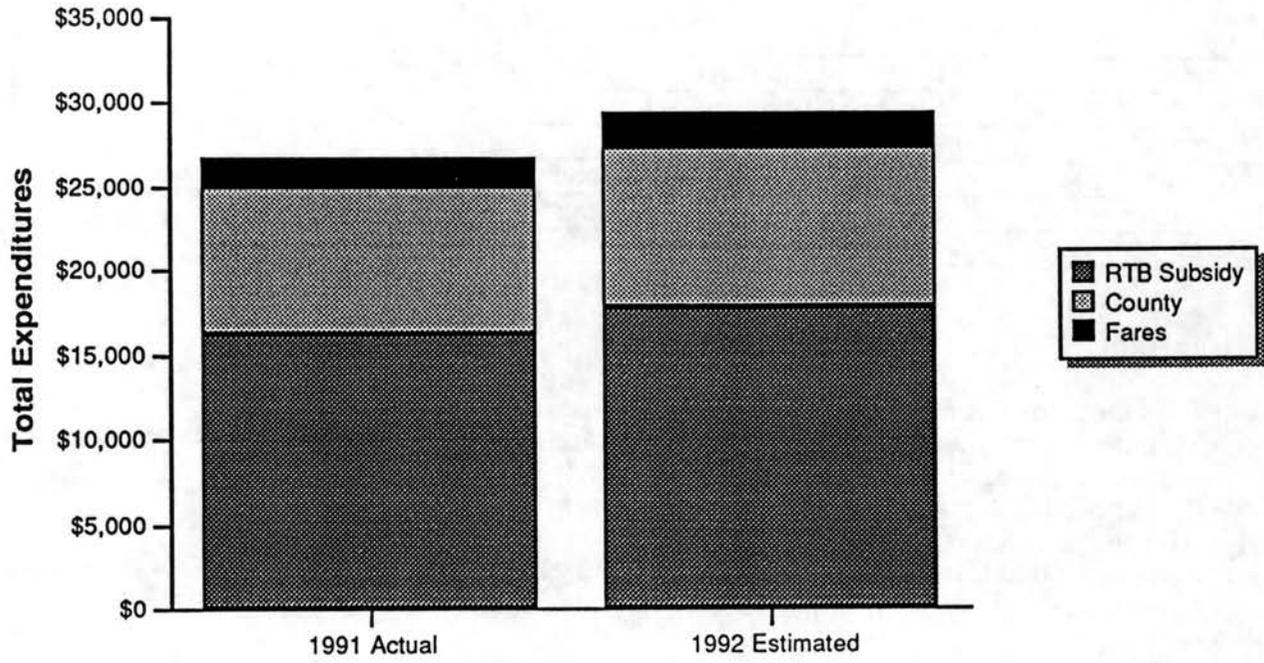
Type of Service	Demand-responsive, volunteer-driver transportation service.
Service Area	Linwood Township.
Operator	Anoka County Transit.
Vehicles	Volunteer drivers cars and one van, lift-equipped.
Service Hours	Mon.-Fri.; Sat.-Sun.-Holidays - 8:00 a.m. - 4:30 p.m.
Fares	Suggested donation is \$1.00 per one-way trip.

Highlights

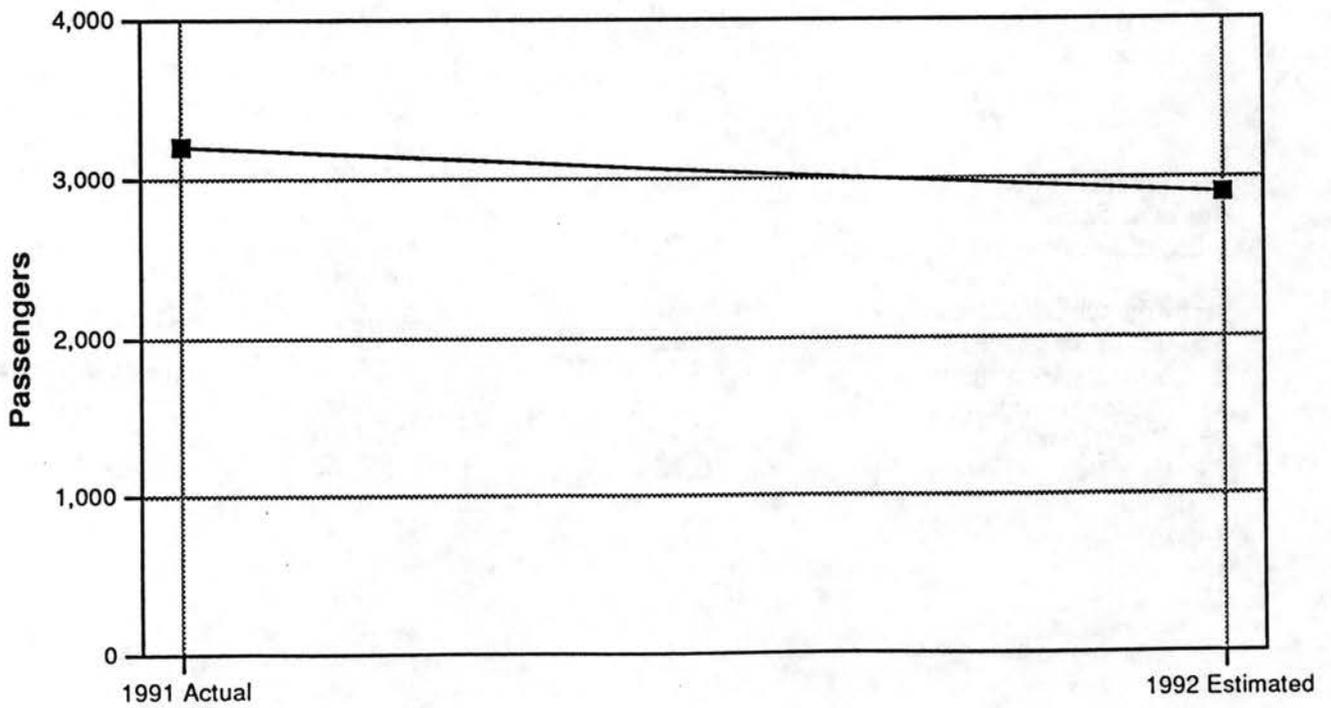
- This program was formerly funded under the Anoka County Coordinated Program. The volunteer program provides medical, shopping and congregate dining trips to senior citizens in Linwood Township.
- 1992 ridership is projected to increase by 3 percent.
- The program is 65 percent exurban funded.
- Linwood Volunteer Program exceeded 1991 passenger estimate of 2,814 to 3,204 passengers.

	1991 <u>Actual</u>	1992 <u>Estimated</u>	<u>Percent Change</u>
Total Expenses	\$26,768	\$29,373	9.73%
Funding Sources			
• RTB Subsidy	\$16,220	\$17,792	9.69%
• Local			
- County	\$8,734	\$9,581	9.70%
- Fares	\$1,815	\$2,000	10.19%
Passengers	3,204	2,900	-9.49%
Hours of Service	1,292	1,450	12.23%
Miles of Service	33,449	30,900	-7.62%
Performance Measures			
• Cost/Passenger	\$8.35	\$10.13	21.23%
• Subsidy/Passenger	\$5.06	\$6.14	21.19%
• Passengers/Hour	2.48	2.00	-19.35%
• Cost/Hour	\$20.72	\$20.26	-2.23%
• Fare Box Recovery	6.78%	6.81%	0.42%

Financial Summary



Ridership





RURAL: SCOTT COUNTY HUMAN SERVICES

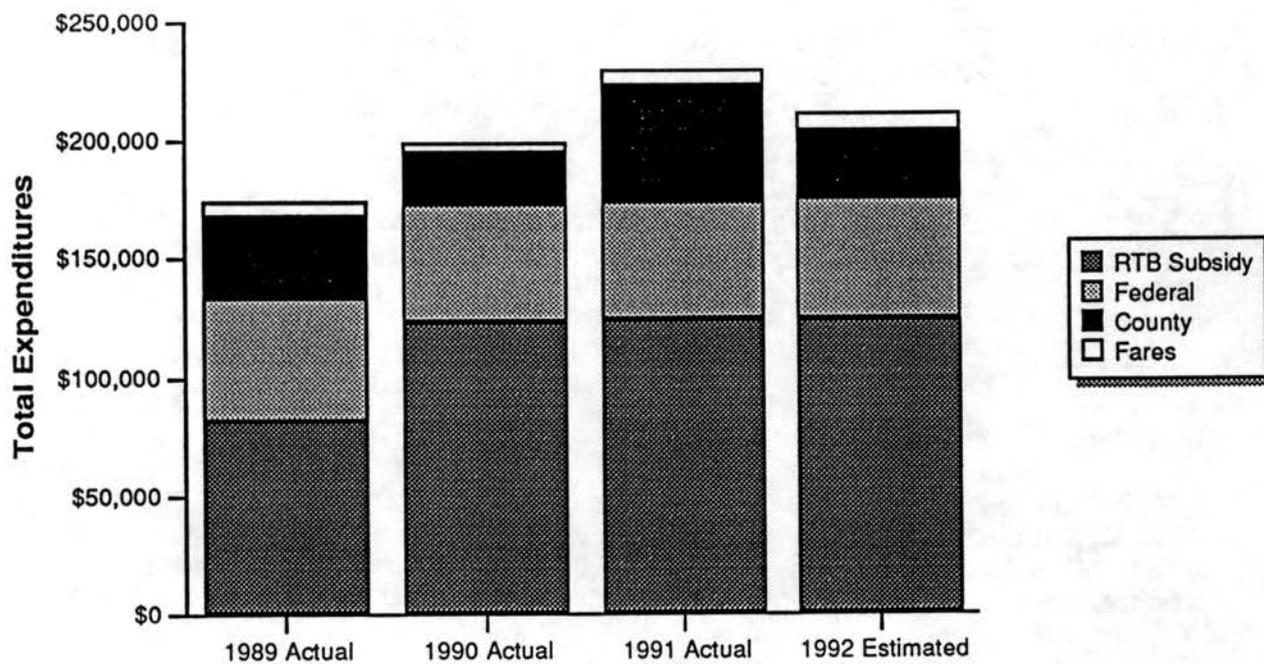
Type of Service	Combined fixed route, dial-a-ride, and volunteer driver program designed to serve elderly and disabled persons.
Service Area	All of Scott County--Shakopee, Savage, Prior Lake, Jordan, New Market, New Prague, and Belle Plaine.
Operator	Scott County Human Services Department.
Vehicles	4 vans, 3 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

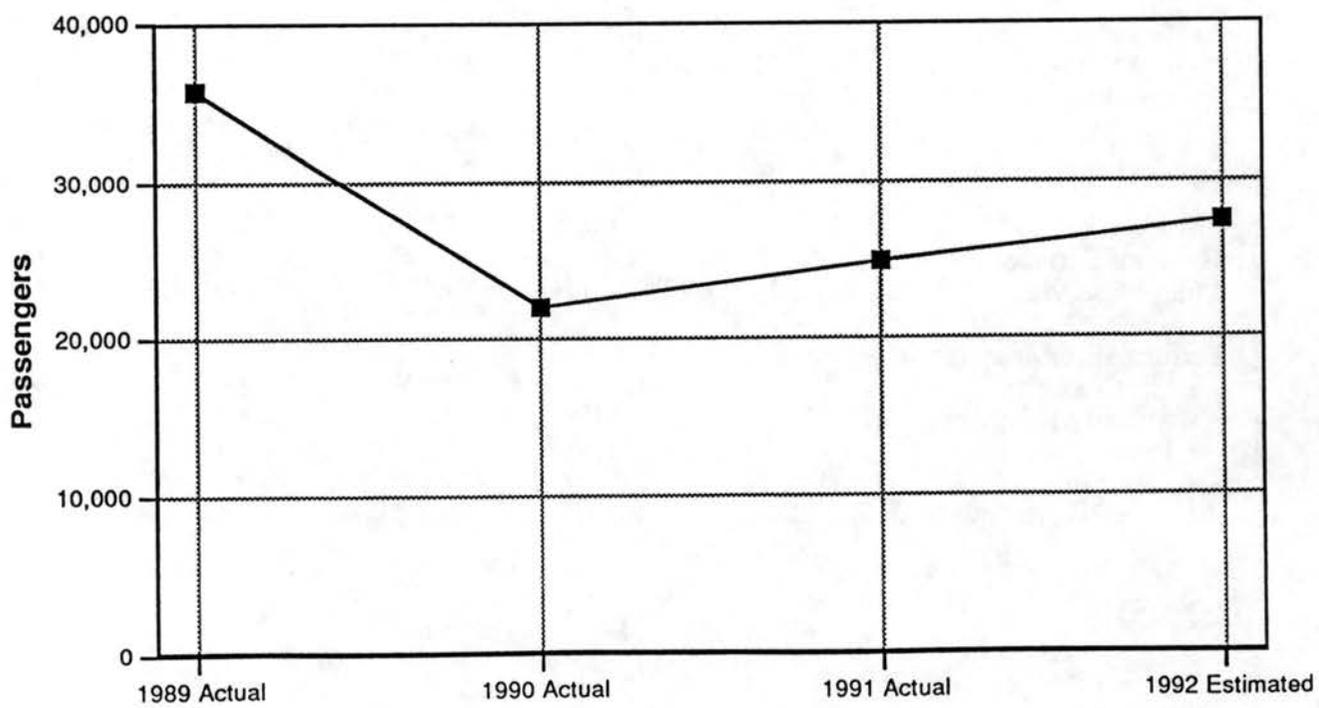
- 1992 ridership is projected to increase by over 10 percent.
- The RTB subsidy amount is the same as 1991 due to increase in other funding sources.
- The 1991 budget actually received almost \$27,000 more in local funding than was estimated.

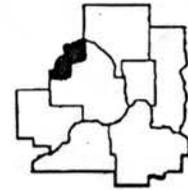
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$174,439	\$199,447	\$229,930	\$211,132	-8.18%
Funding Sources					
• Federal Section 18	\$52,771	\$49,792	\$49,441	\$50,783	2.71%
• RTB Subsidy	\$81,241	\$122,899	\$124,445	\$124,445	0.00%
• Local					
- County	\$33,685	\$21,756	\$48,476	\$27,904	-42.44%
- Fares	\$6,742	\$5,000	\$7,567	\$8,000	5.72%
Passengers	35,816	22,000	24,831	27,500	10.75%
Hours of Service	14,273	11,660	10,427	12,800	22.76%
Miles of Service	218,115	142,606	188,966	152,000	-19.56%
Performance Measures					
• Cost/Passenger	\$4.87	\$9.07	\$9.26	\$7.68	-17.09%
• Subsidy/Passenger	\$2.27	\$5.59	\$5.01	\$4.53	-9.71%
• Passengers/Hour	2.51	1.89	2.38	2.15	-9.78%
• Cost/Hour	\$12.22	\$17.11	\$22.05	\$16.49	-25.20%
• Fare Box Recovery	3.86%	2.51%	3.29%	3.79%	15.14%

Financial Summary



Ridership





RURAL: SENIOR COMMUNITY SERVICES

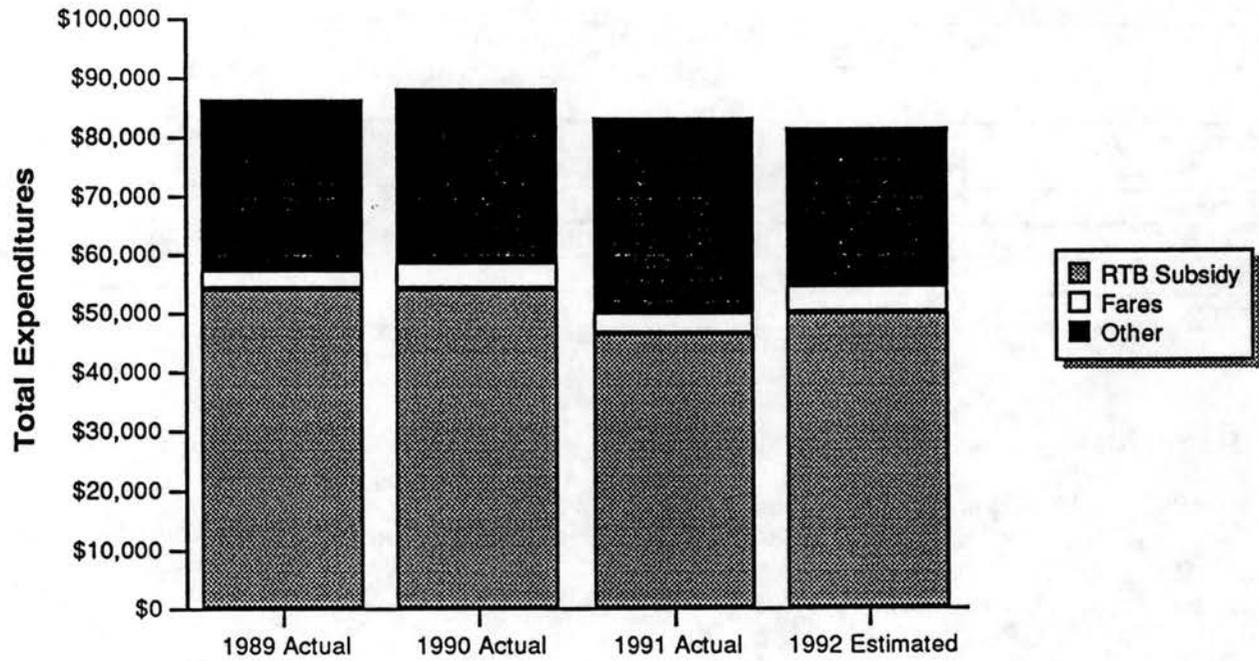
Type of Service	Dial-a-ride service with daily trips to the senior center, doctor appointments, as well as connections with MTC regular route service and Metro Mobility.
Service Area	Independence (north of County Road 6), Maple Plain, Loretto, Corcoran, western Medina, Delano, Rockford, and Greenfield.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

Highlights

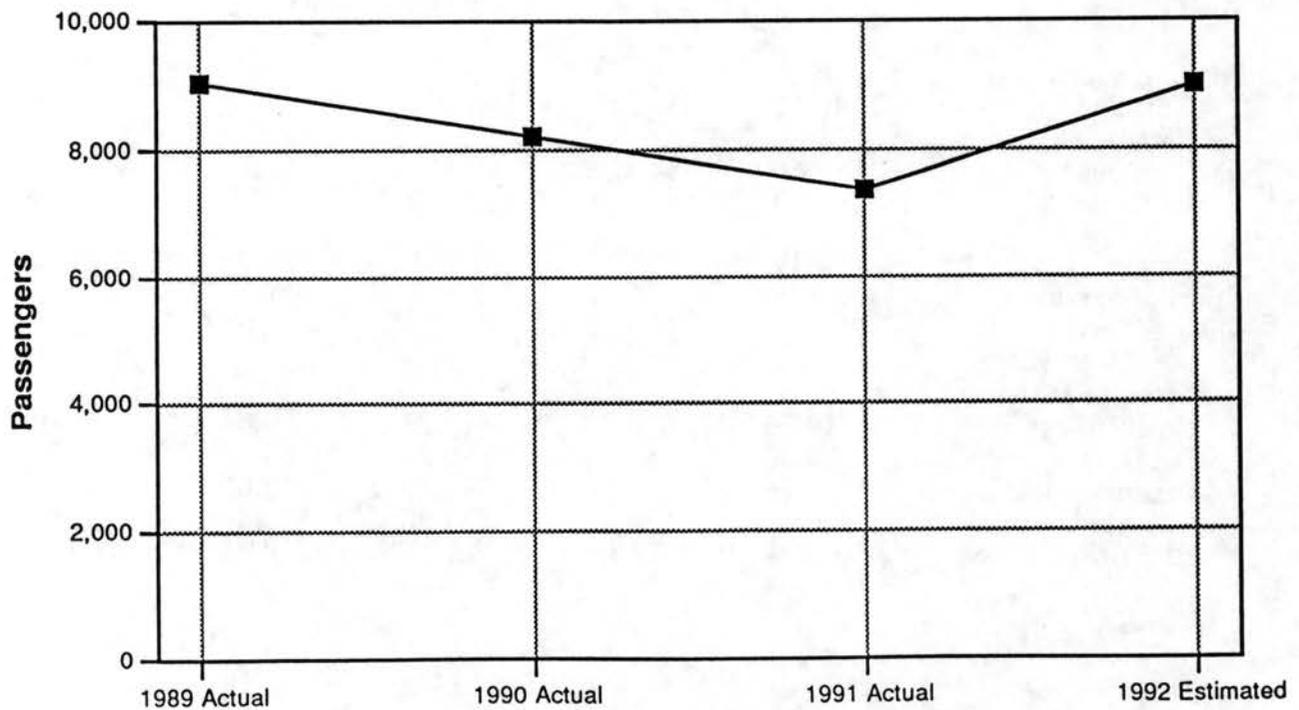
- 1992 ridership is projected to increase by over 22 percent.
- The RTB subsidy amount for 1990 and 1991 reflect decreases due to audit recommended adjustments to the program budgets.
- Passenger fares in 1992 are projected to increase by 25 percent.

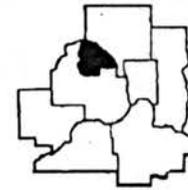
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$86,447	\$87,966	\$83,056	\$81,356	-2.05%
Funding Sources					
• RTB Subsidy	\$54,211	\$53,958	\$46,390	\$50,021	7.83%
• Local					
- Fares	\$3,046	\$4,519	\$3,515	\$4,400	25.18%
- Other	\$29,190	\$29,489	\$33,150	\$26,935	-18.75%
Passengers	9,039	8,200	7,371	9,000	22.10%
Hours of Service	2,873	3,260	2,387	4,400	84.33%
Miles of Service	28,378	36,350	32,495	47,310	45.59%
Performance Measures					
• Cost/Passenger	\$9.56	\$10.73	\$11.27	\$9.04	-19.78%
• Subsidy/Passenger	\$6.00	\$6.58	\$6.29	\$5.56	-11.69%
• Passengers/Hour	3.15	2.52	3.09	2.05	-33.76%
• Cost/Hour	\$30.09	\$26.98	\$34.80	\$18.49	-46.86%
• Fare Box Recovery	3.52%	5.14%	4.23%	5.41%	27.79%

Financial Summary



Ridership





RURAL: SENIOR TRANSPORTATION PROGRAM

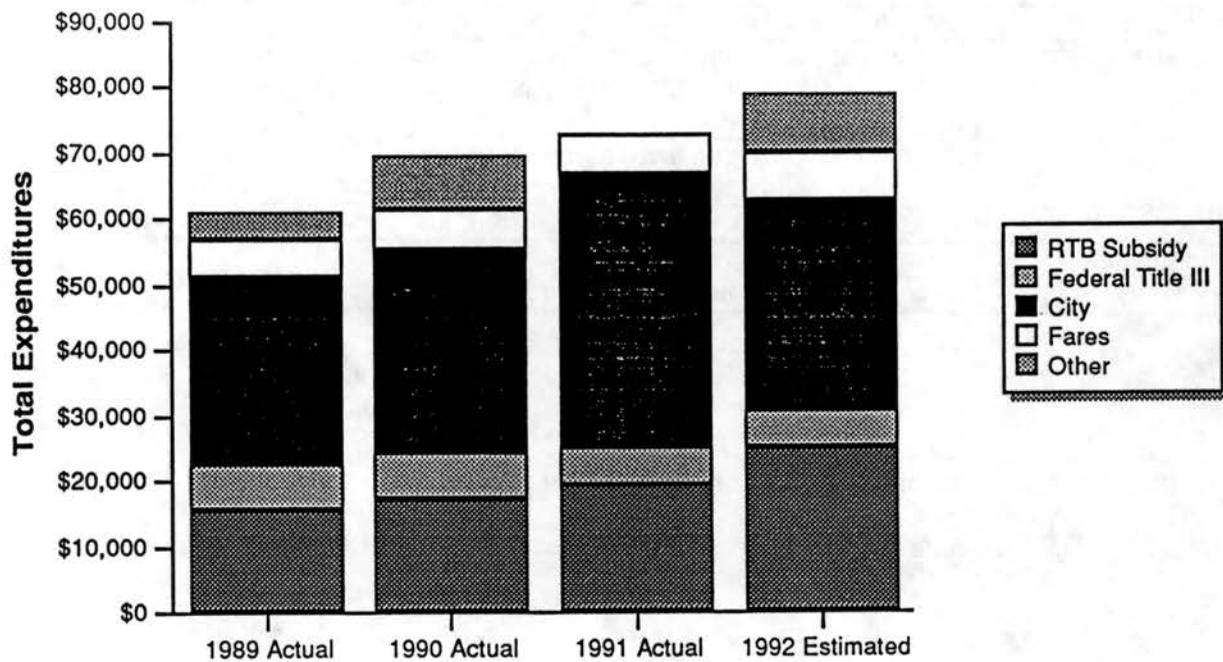
Type of Service	Demand-responsive for elderly and persons with disabilities.
Service Area	Northwest Suburban Hennepin County, including Brooklyn Park, Corcoran, Champlin, Dayton, Hassan Township, Maple Grove, Rogers, and Osseo.
Operator	A Joint Powers Agreement among the cities of Brooklyn Park, Dayton, Champlin, and Maple Grove governs the Sr. Transportation Program.
Vehicles	2 vans (1 medium, 1 small) (with lifts), and volunteer drivers' cars.
Service Hours	Monday-Friday 8:00 a.m. - 4:30 p.m.
Fares	Suggested donation \$1.00 per one-way trip.

Highlights

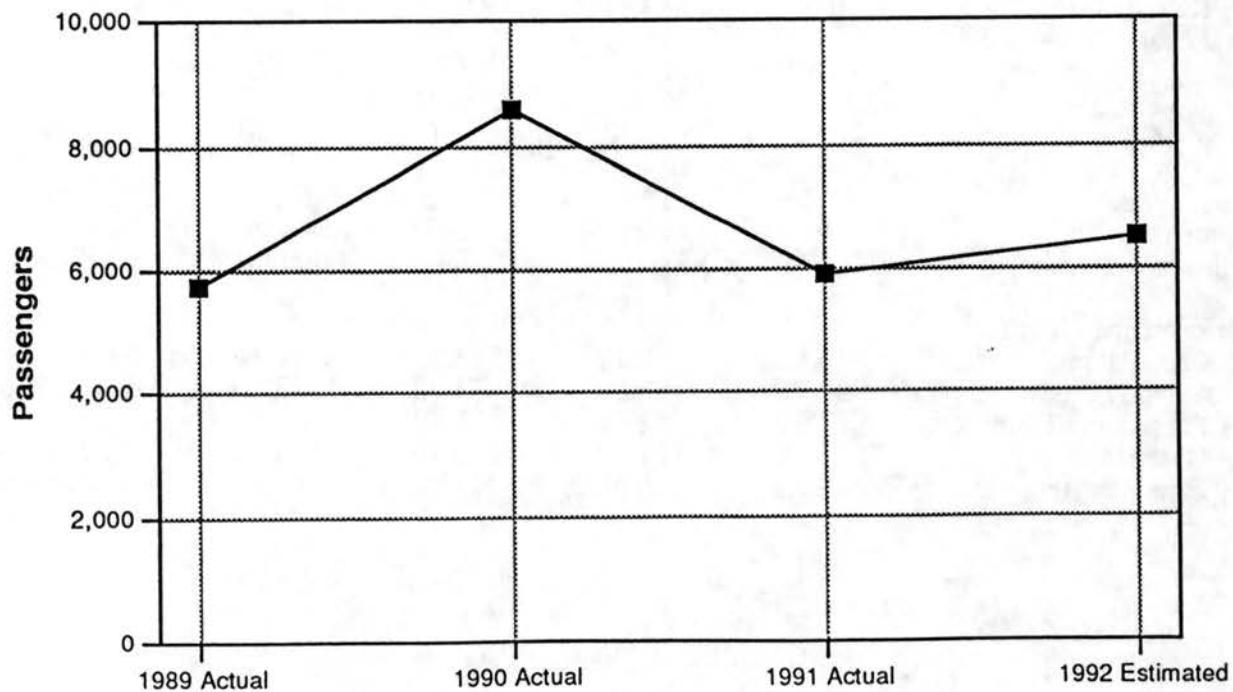
- Federal Title III(b) funding decreased in 1991 and 1992.
- In 1991, Senior Transportation Program cancelled its planned service expansion reducing RTB subsidy by \$5,000.
- The 1992 fares are anticipated to increase by 28 percent of 1992 fares.

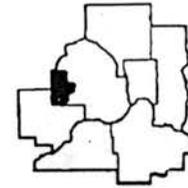
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$60,815	\$69,676	\$72,739	\$78,951	8.54%
Funding Sources					
• Federal Title III	\$7,000	\$7,000	\$5,904	5,900	-0.07%
• RTB Subsidy	\$15,600	\$17,134	\$19,053	\$24,927	30.83%
• Local					
- City	\$28,417	\$31,200	\$41,877	\$31,574	-24.60%
- Fares	\$5,798	\$6,019	\$5,905	\$7,600	28.70%
- Other	\$4,000	\$8,323	\$0	\$8,950	100.00%
Passengers	5,726	8,582	5,898	6,500	10.21%
Hours of Service	2,411	3,252	2,367	4,000	68.99%
Miles of Service	57,400	57,200	48,834	60,000	22.87%
Performance Measures					
• Cost/Passenger	\$10.62	\$8.12	\$12.33	12.15	-1.51%
• Subsidy/Passenger	\$2.72	\$2.00	\$3.23	\$3.83	18.71%
• Passengers/Hour	2.37	2.64	2.49	1.63	-34.79%
• Cost/Hour	\$25.22	\$21.43	\$30.73	\$19.74	-35.77%
• Fare Box Recovery	9.53%	8.64%	8.12%	9.63%	18.58%

Financial Summary



Ridership





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	Senior Community Services.
Vehicles	1 medium bus and 1 van (with lifts), and volunteer drivers' cars.
Service Hours	Monday-Friday 9:00 a.m. - 4:00 p.m. Sunday 9:00 a.m. - 1:00 p.m.
Fares	Suggested donations based on distance.

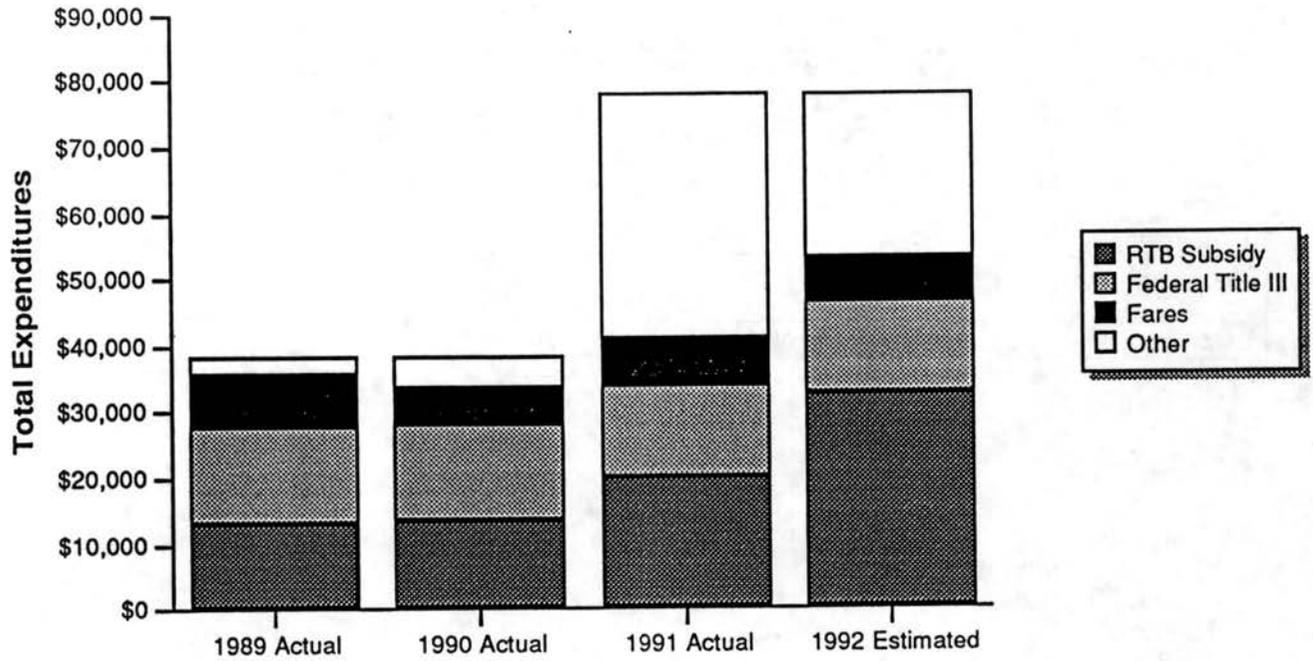
Highlights

- The 1992 budget reflects the second year of fully allocated cost for operation under Senior Community Services.
- The RTB subsidy amount reflects an increase of 65 percent due to the funding formula calculation.
- Federal Title III funding remains the same in 1992.

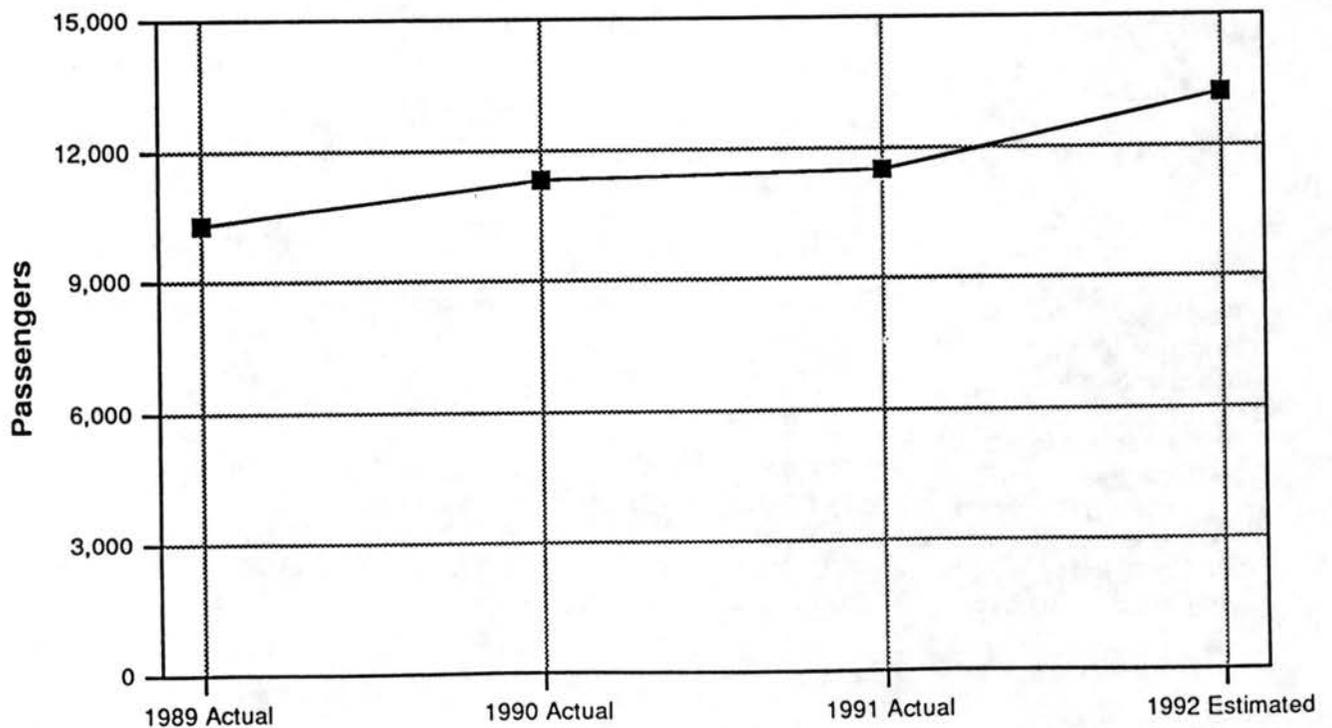
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$38,145	\$38,362	\$78,168	\$78,351	0.23%
Funding Sources					
• Federal Title III	\$14,710	\$14,710	\$13,550	\$13,550	0.00%
• RTB Subsidy	\$12,952	\$13,500	\$20,049	\$32,696	63.08%
• Local					
- Other	\$2,619	\$5,110	\$37,344	\$25,505	-31.70%
- Fares	\$7,864	\$5,042	\$7,225	6,600	-8.65%
Passengers	10,282	11,300	11,509	13,200	14.69%
Hours of Service	1,800	2,210	4,428	4,700	6.14%
Miles of Service	16,800	17,500	28,086	21,500	-23.45%
Performance Measures					
• Cost/Passenger	\$3.71	\$3.39	\$6.79	\$5.94	-12.61%
• Subsidy/Passenger	\$1.26	\$1.19	\$1.74	\$2.48	42.19%
• Passengers/Hour	5.71	5.11	2.60	2.81	8.06%
• Cost/Hour	\$21.19	\$17.36	\$17.65	\$16.67	-5.57%
• Fare Box Recovery	20.62%	13.14%	9.24%	8.42%	-8.86%

RURAL: WESTONKA RIDES--Cont.

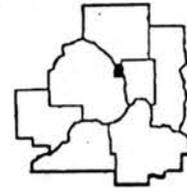
Financial Summary



Ridership



**SMALL URBAN
SERVICES**



**SMALL URBAN: COLUMBIA HEIGHTS SHARED RIDE
PARATRANSIT PROGRAM**

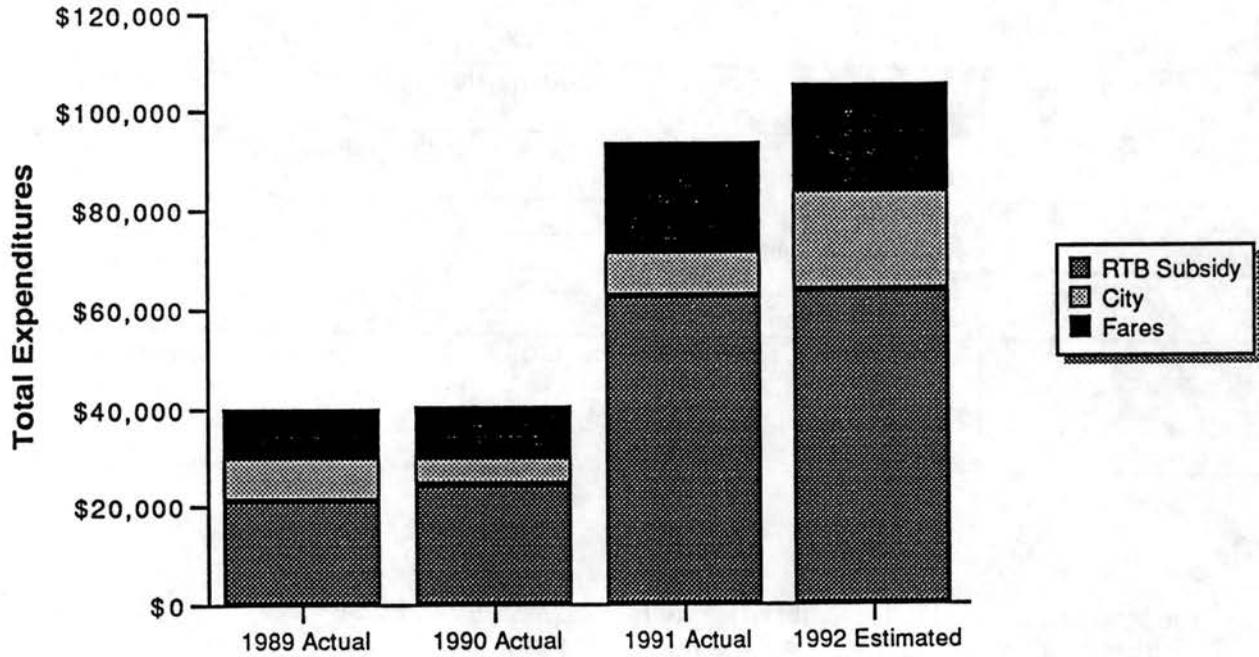
Type of Service	Demand-responsive for area residents through an advance reservation, shared-ride taxi service
Service Area	Columbia Heights, Hilltop, and Fridley, with transfer port at Northtown Mall to the Anoka County Traveler.
Operator	Suburban Taxi
Vehicles	10 Taxi Vehicles
Service Hours	Weekdays: 6:00 a.m. - 8:00 p.m. Weekends/Holidays: 8:00 a.m. - 6:00 p.m.
Fares	\$0.50 - Seniors, Children and Disabled Passengers with purchase of tickets \$1.00 - All Other Passengers \$1.50 - Cash Fare

Highlights

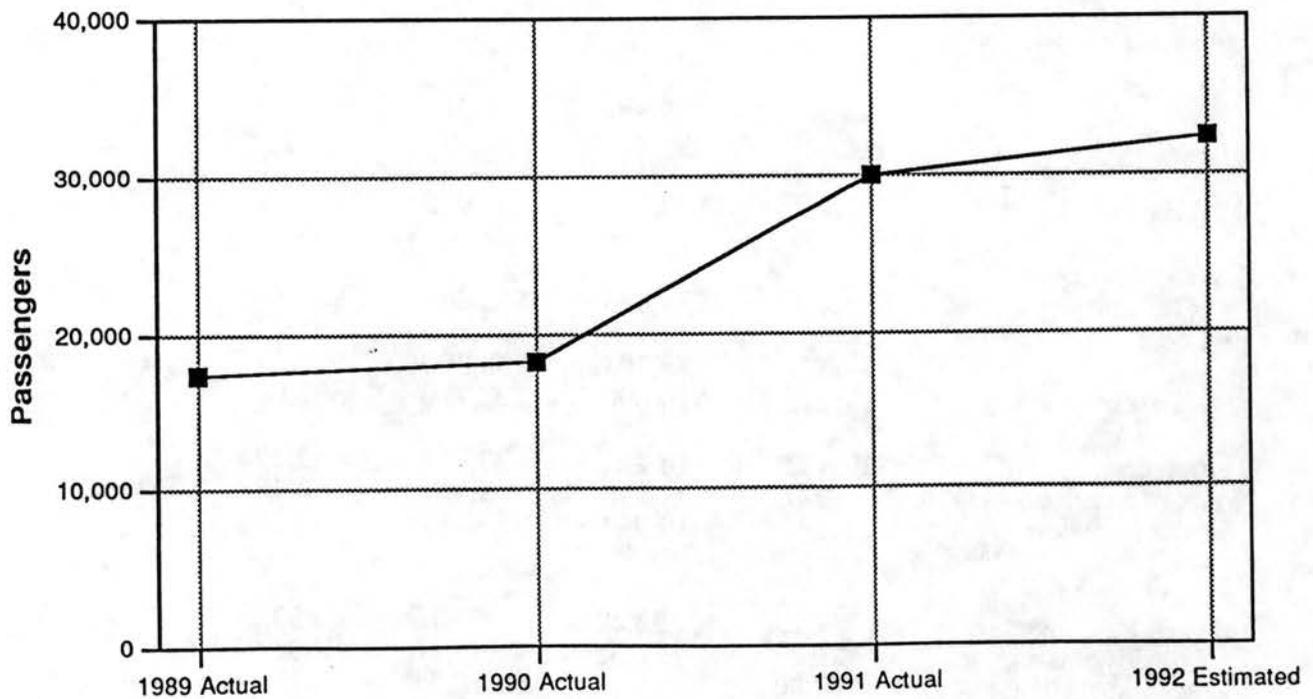
- The service expanded in December 1990 to include the City of Fridley as well as to provide coordinated transfers with the Anoka County Traveler at Northtown Mall.
- In 1990, the RTB funded 100 percent of purchase of service costs for the expanded service demonstration project.
- The 1992 RTB subsidy reflects funding of 60 percent of the total expenses with a substantial increase in local funding.
- 1992 ridership is projected to increase by 8 percent.
- The 1992 contract was amended to \$83,707 RTB subsidy.

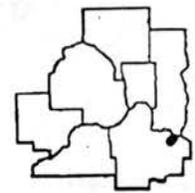
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$39,869	\$40,544	\$93,985	\$106,025	12.81%
Funding Sources					
• RTB Subsidy	\$21,420	\$24,653	\$62,875	\$63,615	1.18%
• Local					
- City	\$8,574	\$5,201	\$8,390	\$20,346	142.50%
- Fares	\$9,875	\$10,690	\$22,720	\$22,064	-2.89%
Passengers	17,423	18,227	29,873	32,294	8.10%
Hours of Service	927	1,170	3,469	3,188	-8.10%
Miles of Service	17,398	19,944	53,214	48,108	-9.60%
Performance Measures					
• Cost/Passenger	\$2.29	\$2.22	\$3.15	\$3.28	-4.35%
• Subsidy/Passenger	\$1.23	\$1.35	\$2.10	\$1.97	-6.14%
• Passengers/Hour	18.80	15.58	8.61	10.13	17.63%
• Cost/Hour	\$43.01	\$34.65	\$27.09	\$33.26	22.75%
• Fare Box Recovery	24.77%	26.37%	24.17%	20.81%	-13.92%

Financial Summary



Ridership





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 6:00 a.m. - 6:00 p.m. Saturday 9:00 a.m. - 12:00 noon (dial-a-ride)
Fares	\$1.30 - token \$1.35 - advance notice \$1.60 - same-day service

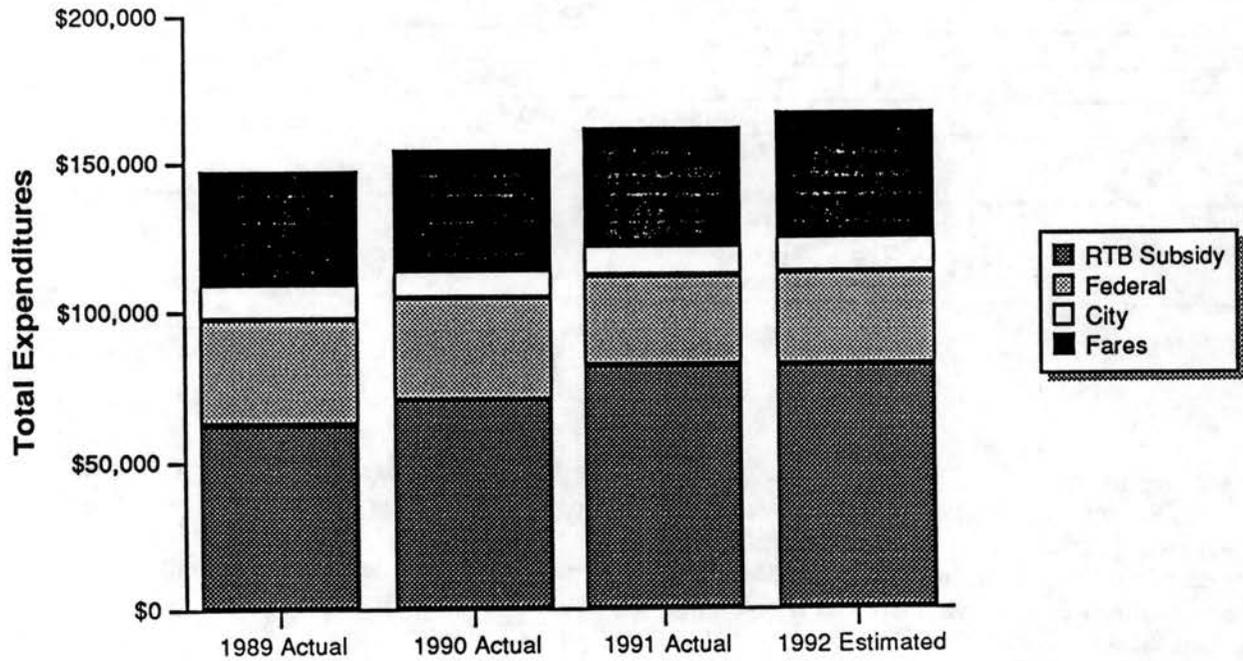
Highlights

- The Hastings TRAC program is the most efficient dial-a-ride program funded by the RTB averaging a fare box recovery ratio of 25 percent over the last three years.
- Hastings proposed a 4 percent increase in operating expenses that will be picked up through the City's share. The 1992 RTB subsidy will remain equal to the 1991 level.
- Hastings has requested to enter into a 60/40 capital cost sharing arrangement to purchase a new 1992 12-passenger van at a cost of \$27,000.

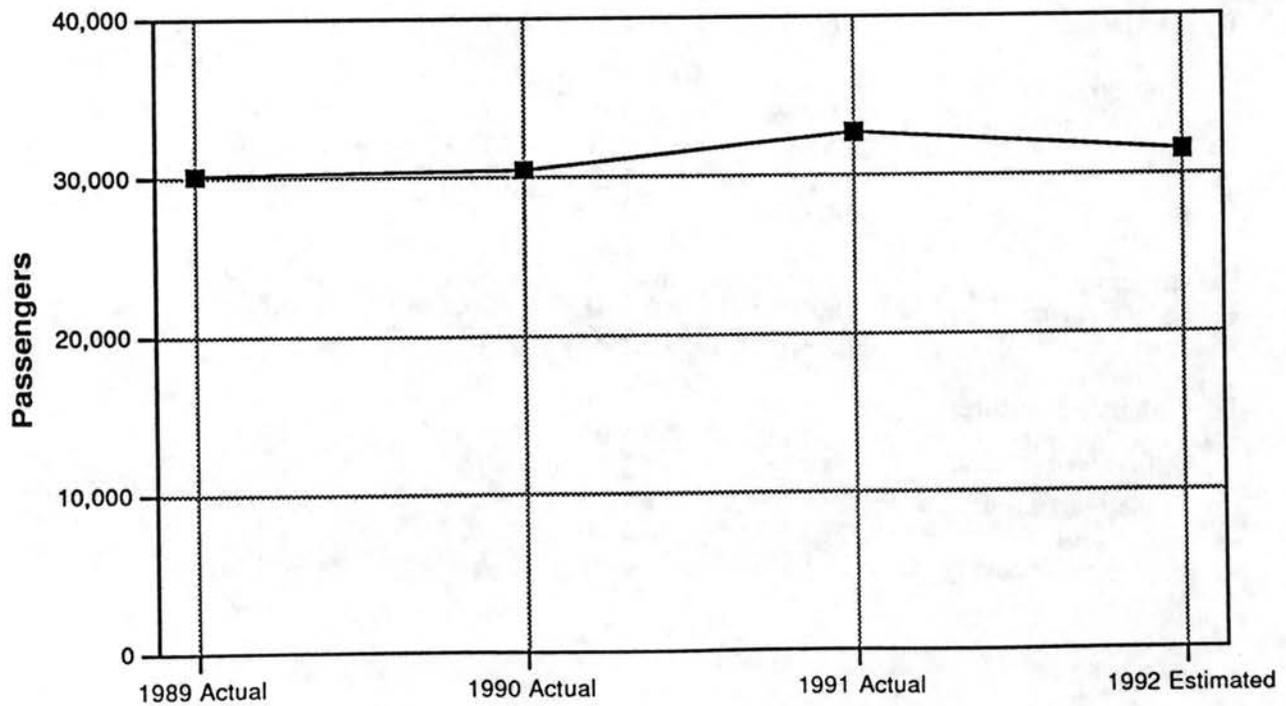
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$147,915	\$154,347	\$163,949	\$167,210	2.45%
Funding Sources					
• Federal (Section 18)	\$34,786	\$33,997	\$30,262	\$31,147	2.92%
• State	\$62,814	\$70,918	\$82,172	\$82,172	0.00%
• City	\$12,059	\$9,213	\$9,616	\$11,269	17.19%
• Fares	\$38,256	\$40,219	\$39,899	\$42,622	7.03%
Passengers	30,256	30,538	32,727	31,500	-3.75%
Hours of Service	6,481	6,710	6,518	6,808	4.44%
Miles of Service	73,451	74,206	81,192	79,700	-1.72%
Performance Measures					
• Cost/Passenger	\$4.89	\$5.05	\$5.00	\$5.31	6.30%
• Subsidy/Passenger	\$2.08	\$2.32	\$2.51	\$2.61	1.50%
• Passengers/Hour	4.67	4.55	5.02	4.63	-7.70%
• Cost/Hour	\$22.82	\$23.00	\$25.15	\$24.56	-1.90%
• Fare Box Recovery	25.86%	26.06%	24.33%	25.49%	3.40%

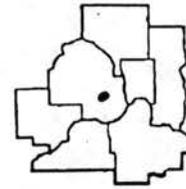
SMALL URBAN: CITY OF HASTINGS--Cont.

Financial Summary



Ridership





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

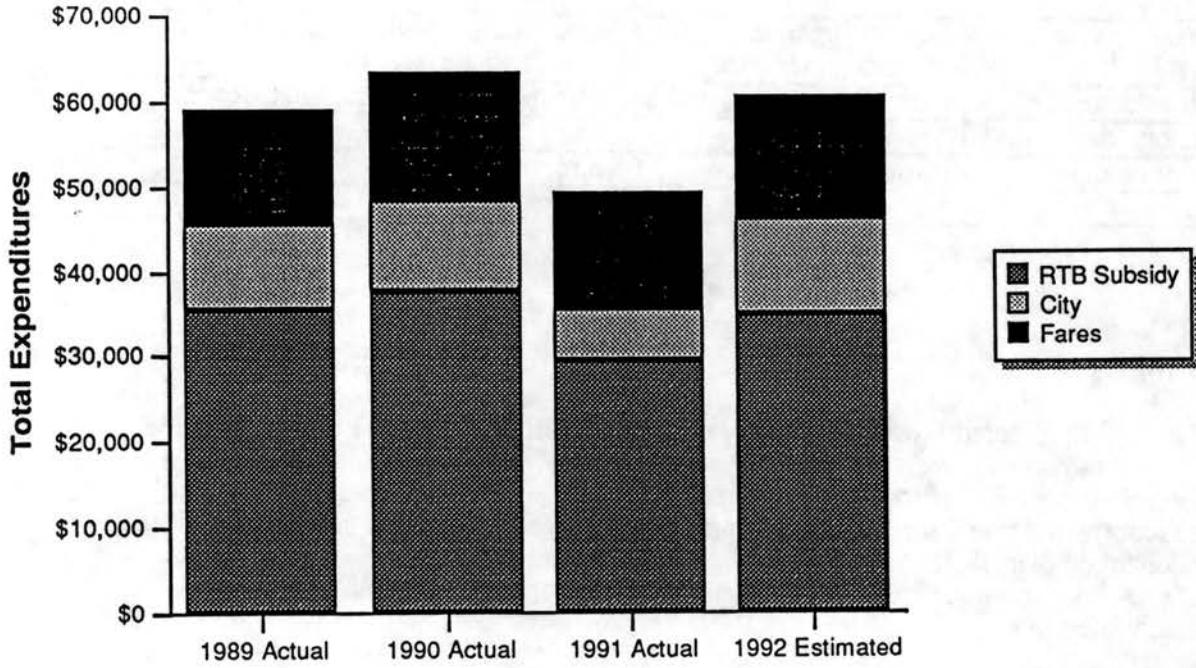
Type of Service	Demand-responsive for area residents, provided through a one-day advance reservation, shared-ride taxi service.
Service Area	City of Hopkins, Methodist Hospital, and Shady Oak Beach.
Operator	Town Taxi.
Service Hours	Monday - Saturday 6:00 a.m. - 6:00 p.m.
Fares	\$.50--low income fare; \$1.05--regular fare; \$2.00--cash fare

Highlights

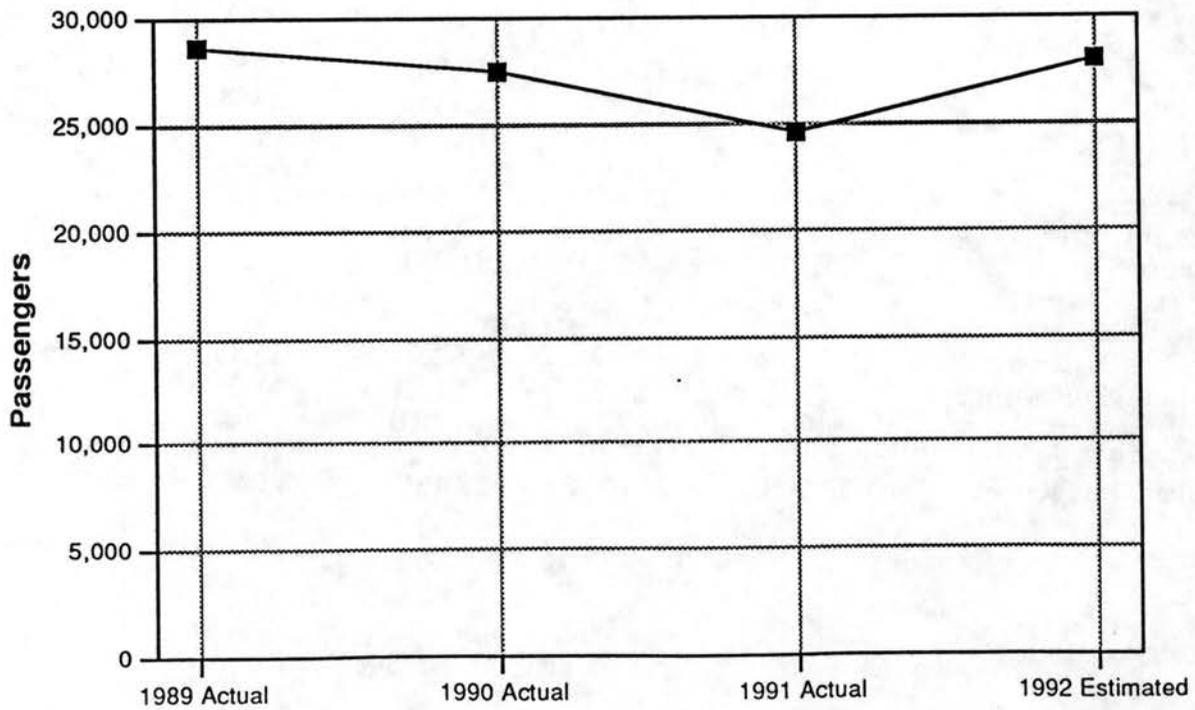
- The 1992 projected fare box recovery ratio for the Hopkins service is 24 percent. The RTB standard is 15 percent.
- Hopkins proposed a 5 percent increase in 1992 total operating expenses due to a new subcontracted rate per ride from the provider. However, the RTB subsidy will remain unchanged from 1991; the City will pick up the increase.
- Eighty-six percent of Hopkins' ridership is low-income and eligible to receive a discounted fare.

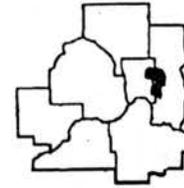
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$59,078	\$63,431	\$49,315	\$60,720	23.12%
Funding Sources					
• State	\$35,447	\$37,692	\$29,589	\$34,752	17.62%
• City	\$10,100	\$10,717	\$5,851	\$11,368	94.29%
• Fares	\$13,531	\$15,022	\$13,875	\$14,600	5.79%
Passengers	28,626	27,431	24,557	28,000	14.02%
Hours of Service	3,744	3,750	3,458	3,750	8.44%
Miles of Service	35,101	34,289	31,281	35,000	11.88%
Performance Measures					
• Cost/Passenger	\$2.06	\$2.31	\$2.01	\$2.17	7.76%
• Subsidy/Passenger	\$1.24	\$1.37	\$1.21	\$1.24	2.79%
• Passengers/Hour	7.65	7.31	7.10	7.47	3.30%
• Cost/Hour	\$15.78	\$16.91	\$14.26	\$16.19	11.10%
• Fare Box Recovery	22.90%	23.68%	28.13%	24.04%	-14.53%

Financial Summary



Ridership





**SMALL URBAN: NORTHEAST SUBURBAN
TRANSIT--"NEST"**

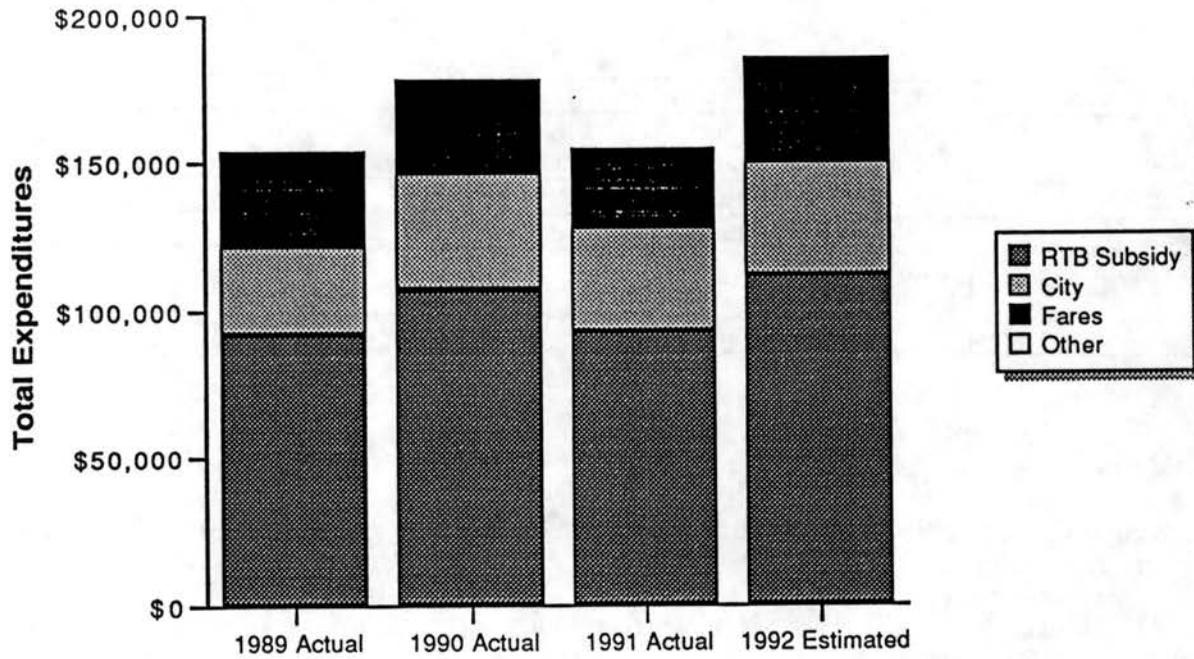
Type of Service	Demand-responsive for area residents.
Service Area	Cities of Maplewood, North St. Paul, and Oakdale; Northeast Metro Tech; Hillcrest, and Sunray shopping centers; and Lakewood College.
Operator	Morley Bus Company.
Vehicles	2 vehicles plus one back-up.
Service Hours	Monday - Friday 6:30 a.m. - 6:30 p.m. Saturday 8:00 a.m. - 3:00 p.m.
Fares	\$1.25; \$1.00 advance notice.

Highlights

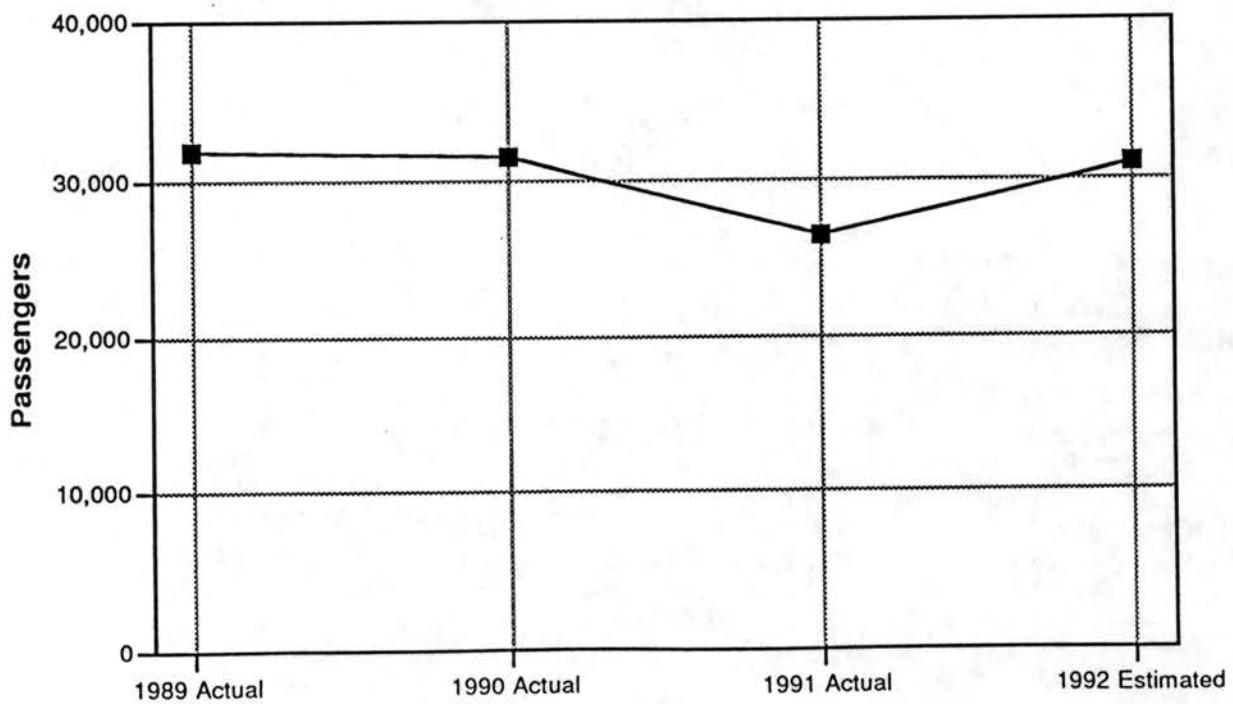
- Passenger and service levels are expected to remain constant in 1992 with projected fare box recovery ratio of 19 percent.
- NEST expenditures and subsidy level were held at the same 1991 approved level.
- NEST will explore the feasibility of transfer reciprocity between the NEST, White Bear and MTC transit systems.

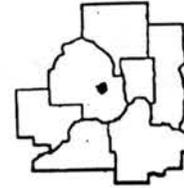
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$153,348	\$178,186	\$154,239	\$185,724	20.12%
Funding Sources					
• State	\$92,009	\$106,912	\$92,543	\$111,434	20.65%
• City	\$29,403	\$39,317	\$35,922	\$38,290	7.30%
• Fares	\$31,936	\$31,552	\$26,074	\$36,000	38.46%
• Other	\$0	\$405	\$0	\$0	0.00%
Passengers	31,814	31,571	26,413	31,034	17.49%
Hours of Service	7,398	7,805	6,135	7,460	21.59%
Miles of Service	147,629	154,304	135,304	149,200	10.27%
Performance Measures					
• Cost/Passenger	\$4.82	\$5.64	\$5.83	\$5.98	2.57%
• Subsidy/Passenger	\$2.89	\$3.39	\$3.50	\$3.59	2.57%
• Passengers/Hour	4.30	4.04	4.30	4.16	-3.25%
• Cost/Hour	\$20.73	\$22.83	\$25.14	\$24.90	-1.00%
• Fare Box Recovery	20.83%	17.71%	16.90%	19.38%	14.67%

Financial Summary



Ridership





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

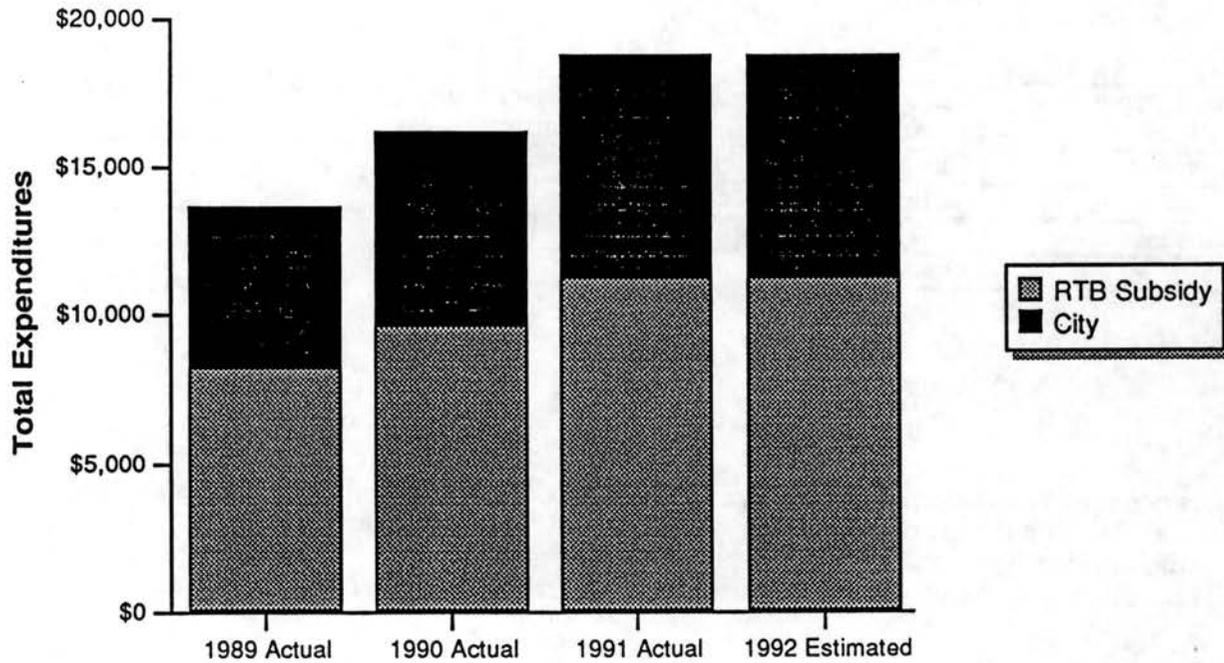
Highlights

- Service levels and ridership are expected to remain constant for 1992.
- STEP is examining the options and feasibility of varying types of service delivery such as dial-a-ride using small vans or a subscription taxi service.
- The service is primarily (90 percent) used by the elderly and disabled for medical trips.

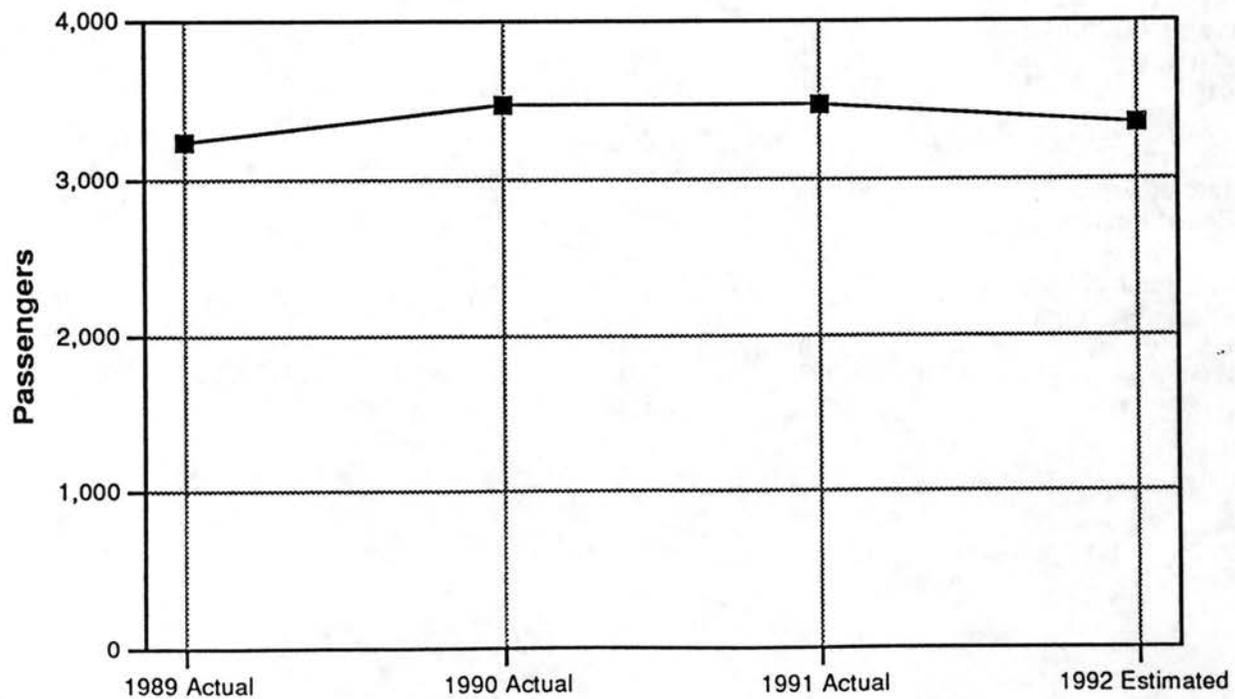
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$13,675	\$16,200	\$18,849	\$18,810	0.00%
Funding Sources					
• State	\$8,205	\$9,719	\$11,288	\$11,286	0.00%
• City	\$5,470	\$6,481	\$7,563	\$7,524	0.00%
Passengers	3,228	3,477	3,477	3,357	-3.45%
Hours of Service	2,389	2,577	2,509	2,484	-1.00%
Miles of Service	24,879	25,992	26,448	24,883	-6.00%
Performance Measures					
• Cost/Passenger	\$4.24	\$4.66	\$5.42	\$5.60	3.32%
• Subsidy/Passenger	\$2.54	\$2.80	\$3.24	\$3.36	3.70%
• Passengers/Hour	1.35	1.35	1.38	1.35	-2.17%
• Cost/Hour	\$5.72	\$6.29	\$7.51	\$7.57	0.79%

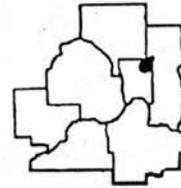
SMALL URBAN: ST. LOUIS PARK EMERGENCY PROGRAM--Cont.

Financial Summary



Ridership





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

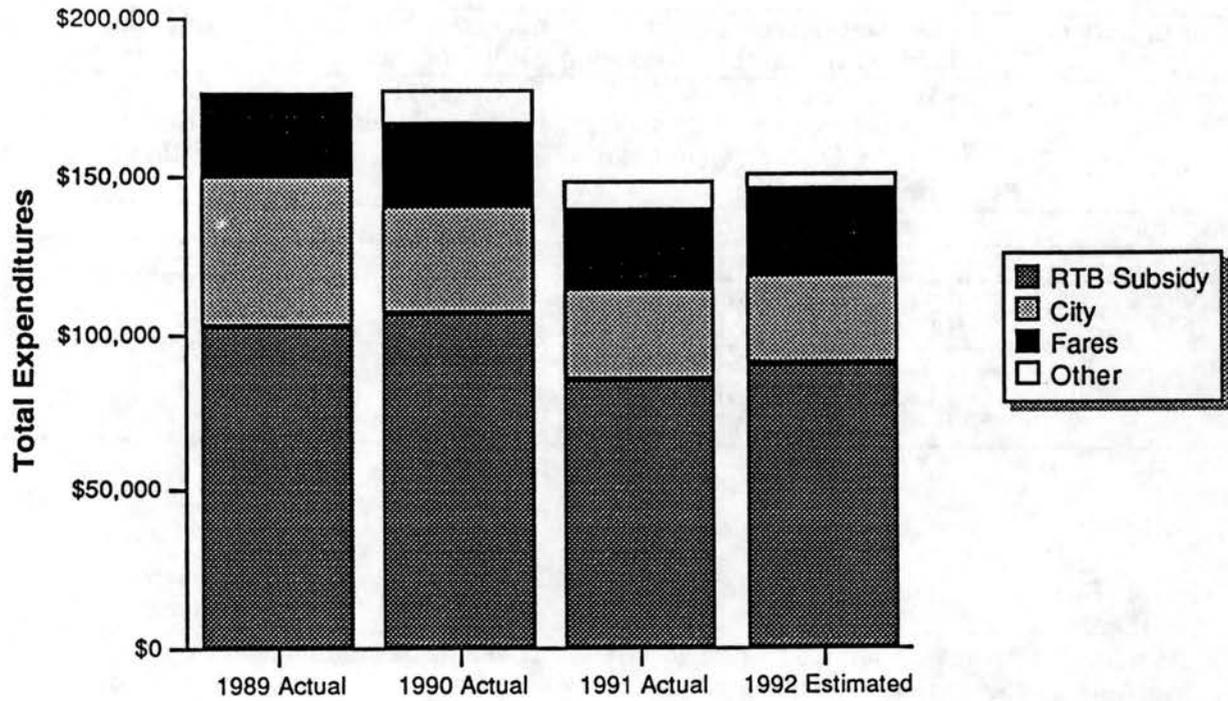
Type of Service	Demand-responsive for area residents with the Lionmobile serving elderly residents who do not qualify for Metro Mobility.
Service Area	White Bear Lake, White Bear Township, Birchwood, north of St. Paul, Maplewood Mall. In addition, Lionmobile services White Bear Lake School District, Gem Lake, and portions of North Oaks, Vadnais Heights, and Hugo.
Operator	Morley Bus Company.
Vehicles	2 vans plus Lionmobile.
Service Hours	Van: Monday - Friday 6:45 a.m. - 6:45 p.m. Lionmobile: Monday - Friday 7:30 a.m. - 3:00 p.m.
Fares	Van: \$1.25 Lionmobile: \$1.25 within district \$3.50-\$5.00 outside school district

Highlights

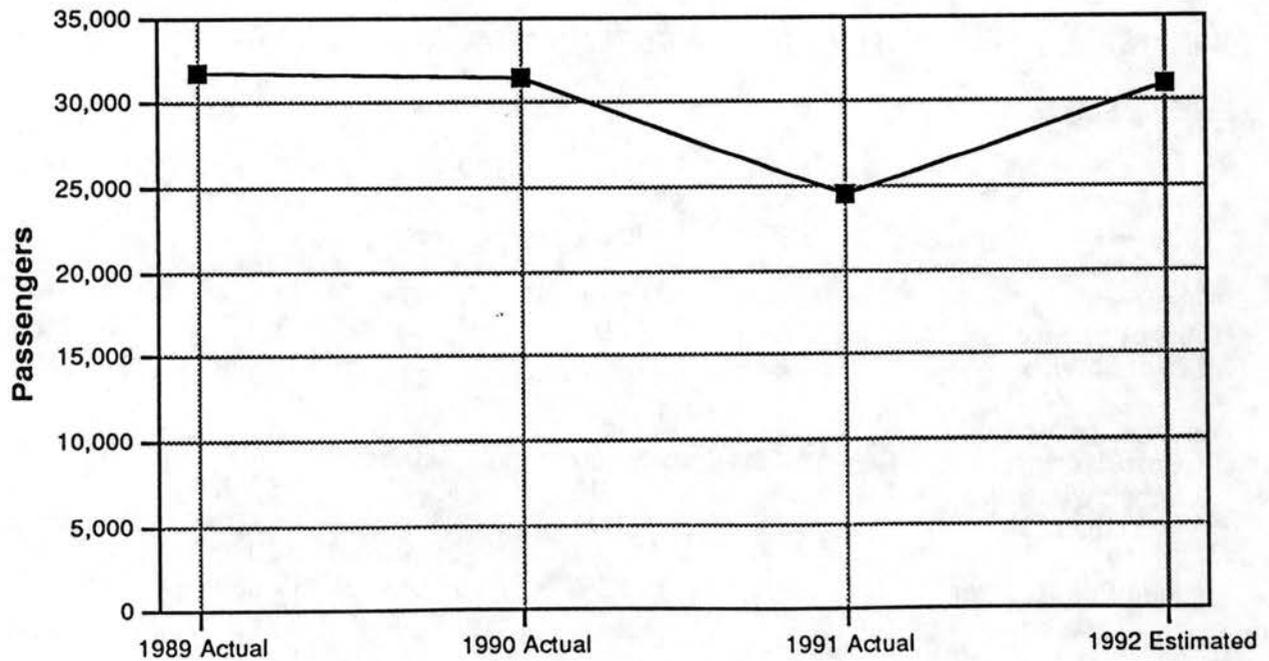
- White Bear Area Transit is projected to surpass their 1991 ridership goal of 22,670 by 1,800 passengers, or 8 percent.
- As a result of increased service monitoring and improved dispatching management, WBAT was able to improve its fare box recovery ratio from 14.83 percent in 1990 to a projected 17.86 percent in 1992.
- The 1992 WBAT operating expenses and RTB subsidy are identical to the 1991 approved budget.

	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Total Expenses	\$176,020	\$176,782	\$147,690	\$151,043	2.72%
Funding Sources					
• State	\$102,508	\$106,069	\$85,020	\$90,626	6.50%
• City	\$47,657	\$33,936	\$29,211	\$27,790	-5.13%
• Fares	\$25,855	\$26,211	\$24,903	\$26,982	8.03%
• Other	\$0	\$10,566	\$8,556	\$5,645	-34.01%
Passengers	31,814	31,571	24,521	31,034	26.56%
Hours of Service	7,398	7,805	5,556	7,460	34.26%
Miles of Service	147,629	154,304	97,206	149,200	53.60%
Performance Measures					
• Cost/Passenger	\$5.53	\$5.60	\$6.02	\$4.87	-19.10%
• Subsidy/Passenger	\$3.22	\$3.36	\$3.46	\$2.92	-15.60%
• Passengers/Hour	4.30	4.04	4.41	4.16	-5.66%
• Cost/Hour	\$23.79	\$22.65	\$26.58	\$20.25	-23.81%
• Fare Box Recovery	14.69%	14.83%	16.86%	17.86%	5.93%

Financial Summary



Ridership



METRO MOBILITY



SPECIALIZED: METRO MOBILITY

Type of Service	A demand-responsive door-through-door service that provides independence for thousands of individuals who, because of a disability or mobility limitation, are unable to use regular route services.	
Service Area	The entire Transit Taxing District, which is basically all first and second ring suburbs. Ninety-one communities covering a geographic area of 960 square miles are served.	
Operator	Twelve providers operate service under contract to the RTB. All communities are served by three or more providers.	
Vehicles	Three taxicab providers serve the Metro Mobility program with 150 taxis; the van providers have 220 vans in service.	
Service Hours	6:00 a.m. to 11:00 p.m. weekdays and 8:00 a.m. to 11:00 p.m. Saturdays, Sundays and holidays. Riders must reserve a ride a day in advance by calling their provider. All rides must be requested by 2:30 p.m. on the day before the ride is needed.	
Fares	Base fare:	\$1.70
	Peak-hour surcharge (6-9 a.m. and 3:30-6:30 p.m.):	\$0.50
	Zone-crossing surcharge (ride crosses zones):	\$0.50
	Highest possible one-way fare:	\$2.70

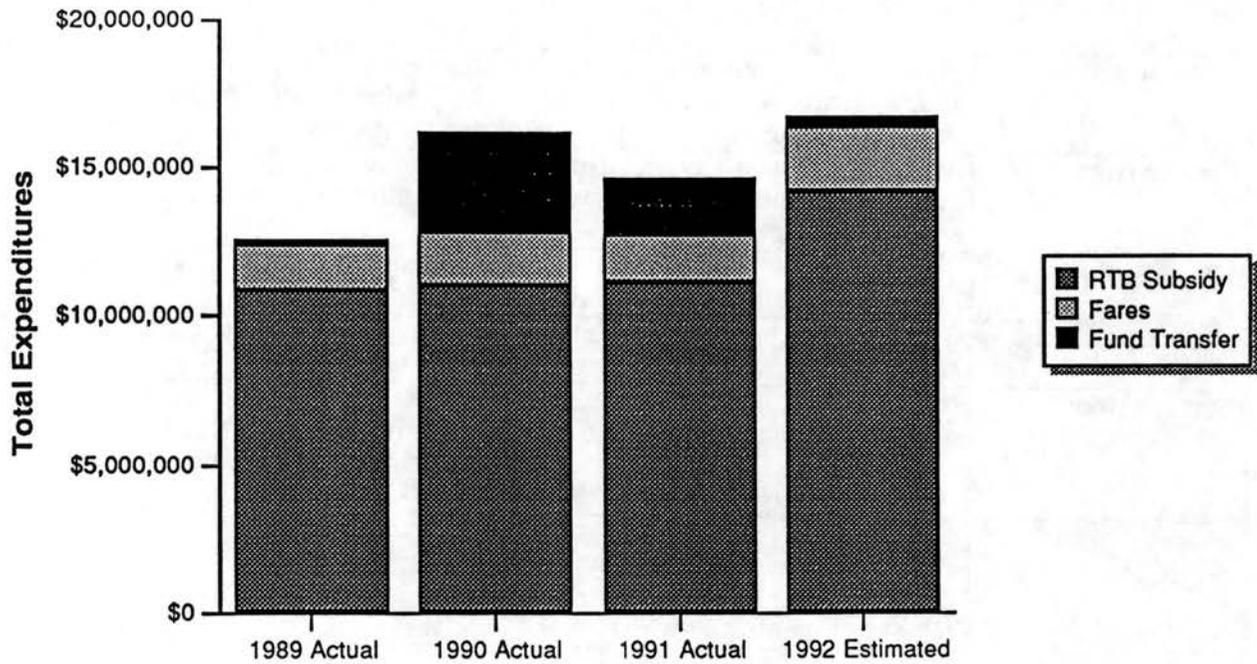
Highlights

- April 1 the Trip Assurance Program (TAP) was suspended. TAP assured that virtually every trip request made by an eligible rider was accommodated.
- Rides can be requested from one to fourteen days in advance of the ride.
- Ridership has declined due to fewer contracts with day training and habilitation centers and an increase in fare structure that occurred in 1991.

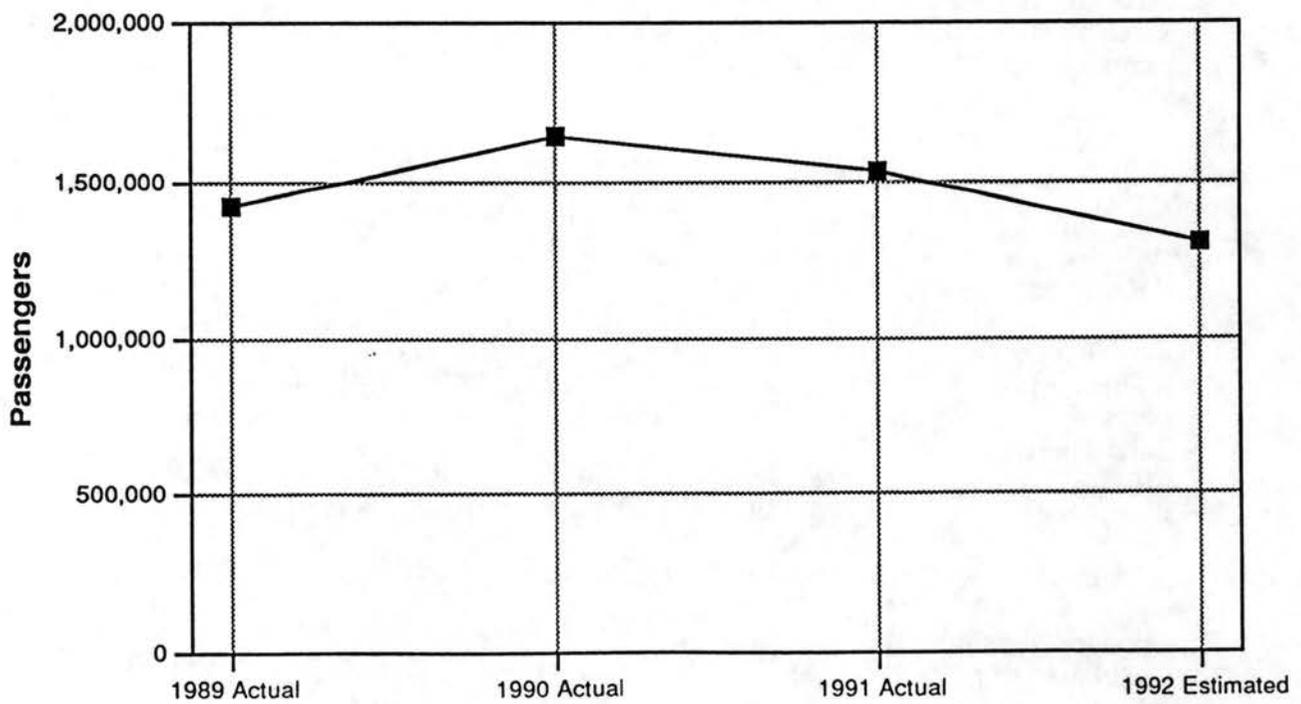
	1989 <u>Actual</u>	1990 <u>Actual</u>	1991 <u>Actual</u>	1992 <u>Estimated</u>	Percent <u>Change</u>
Provider Subsidy*	\$12,944,228	\$15,693,113	\$15,134,529	\$13,985,873	-7.59%
MMAC	699,547	762,989	534,789	760,751	42.25%
Total Expenses	\$13,643,775	\$16,456,102	\$15,669,318	\$14,746,624	-5.89%
Funding Sources					
• RTB Subsidy	\$10,875,000	\$11,001,000	\$11,086,000	\$14,168,000	27.80%
• Fares	1,550,756	1,876,057	1,707,205	2,213,279	29.64%
• Fund Transfer/ Misc.	178,673	3,329,447	1,827,738	390,912	-78.61%
Total Revenue	\$12,604,429	\$16,206,504	\$14,620,943	\$16,772,191	14.71%
Passengers	1,421,139	1,639,722	1,528,418	1,301,929	-14.82%
Performance Measures					
• Cost/Passenger	\$9.60	\$10.04	\$10.25	\$11.33	10.54%
• Subsidy/Passenger	\$8.02	\$8.43	\$8.79	\$9.04	2.84%
• Fare Box Recovery	11.98%	11.95%	11.28%	15.83%	40.34%

*Includes fares and over-8-mile coupons.

Financial Summary



Ridership



APPENDIX B
TRANSIT SERVICE DESIGN GUIDELINES

TRANSIT SERVICE DESIGN GUIDELINES

Regular route transit service is usually typified by operation of forty-foot buses along designated routes with specific stops. The service operates on established schedules with prescribed fares. There are different classifications of routes and services and options for vehicle types which are described below.

Vehicle Type. Three different sizes of transit vehicles are used in providing regular route transit--articulated buses, standard buses, and small buses.

Articulated buses are 60 feet in length and accommodate up to 69 seated passengers. These vehicles are most commonly used in peak express operations on longer distance routes with high peaking of passenger demand. The typical normal operating life of such a vehicle is 10-12 years.

Standard buses are 40 feet in length and have seating capacities of 42-50 seats based upon manufacturer of the vehicles. This type of transit coach is most commonly used in regular route operations. The normal operating life of such a vehicle is 10-12 years.

Small buses are 20-30 feet in length and have seating capacities of 15-25 passengers based upon manufacturer and type of vehicle. The normal operating life of this size vehicle is 2-5 years.

Definition of Service Types

Local--Services that involve frequent stops with consequently low average speeds, the purpose of which is to deliver and pick up transit passengers as close to their destination or origins as possible. Two types of local service can be operated--local radial (oriented to a downtown) and local crosstown (non-downtown oriented).

Limited Stop--Services that make limited stops at intermittent intervals along a set route and consequently have higher average speeds than local services. Such services may also function as limited stop by conducting passenger drop-off inbound and passenger boarding outbound or other special features. There is no fare surcharge for this service type and only local fare paying procedures apply.

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

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

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

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

Bus Stop Spacing. In urban-density single-family residential areas, stops should be located no closer than every one-eighth mile, or about 700 feet. Since high percentages of Minneapolis, St. Paul, and the fully developed suburbs are platted with streets every one-eighth mile in one direction and one-sixteenth mile in the other direction, this standard can be easily implemented insofar as designated stops are concerned. Its use will permit a higher level of transit service through a reduction in the number of stops and consequently increase in average speed of buses.

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

Definition of Service Levels

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

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

Peak-Only Service--A route with "commuter service" will have a minimum of the following:

- 30-minute peak trunk frequency or two trips per peak hour;
- service provided Monday through Friday;
- minimum hours of operation--7:00 a.m. to 8:00 a.m. and 4:15 p.m. to 5:15 p.m.; and
- the minimum number of trips on peak-hour express or local routes should be two trips per direction in each rush hour.

Hours of Service. Fixed route transit service should be operated during the following times and days. The arrival and departure times indicated, denote trip times in the Central Business District (CBD) of St. Paul and Minneapolis.

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

Sundays and Holidays. Start-up--the first scheduled run on all CBD oriented bus routes should arrive in the CBD at the major transfer point of that route at 6:00 a.m. Central Standard Time. Shut-down--the last scheduled run on all CBD oriented local bus routes should depart the CBD at the major transfer point of that route at 1:00 a.m. Central Standard Time.

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

Passenger overloads on specific bus trips will be remedied when:

- a passenger load of 140 percent or greater of the seated capacity occurs on a regular basis on any local or limited stop bus route;
- a passenger load of greater than 100 percent of the seated capacity occurs on a regular basis on any express bus route involved in high-speed operations on interstates or state highways within the metropolitan area; and/or
- the duration of standing time on any given local or limited stop bus route exceeds 20 minutes.

New and significantly restructured regular route transit services will be given a demonstration period of up to 18 months prior to evaluation of performance. Quarterly performance benchmarks should be established prior to the start of transit service serving as milestones to track service performance. Demonstration routes will be required to meet established RTB performance standards by the end of the 18-month demonstration period.

Guidelines for LRT Feeder Bus Planning.

- Feeder bus service will take the form of timed-transfers and will be designed to enhance overall transit service in the region. The feeder bus system will be planned using guidelines that include travel time, route spacing, rail/bus integration, and transfer standards. The feeder bus system will be designed to enhance overall transit service in the region and to complement the new LRT service.
- Duplicative or parallel line-haul bus service should not be provided. Instead, routes should be restructured to feed the LRT line. Duplicative or parallel lines are defined as those routes serving the same corridor with the same schedule and frequency of service.
- Direct bus service to the downtown CBD for inner-city residents should be maintained if transferring to an LRT line would add travel time, diminish directness of service, significantly decrease levels of service, or where there are high volumes of short trips.
- The change from a line-haul bus to an LRT line should impose no more than one (1) transfer on trips to the CBD for the majority of riders. This assumes no downtown transfer.
- Route spacing will encompass, but is not limited to, the following guidelines:
 - a. In densely populated areas having greater than seven dwelling units per residential acre, and/or moderate auto ownership areas, potential passengers should not be required to walk more than one-quarter mile. This would equate to approximately a one-half mile route spacing.
 - b. In moderately populated areas having four to six dwelling units per residential acre, and/or moderate auto ownership areas, potential passengers should not be required to walk more than one-half mile.
 - c. In lightly populated areas having one to three dwelling units per residential acre, service will be provided as passenger demand dictates with major emphasis put on use of park-and-ride facilities.
- Estimated average speeds for feeder buses should be calculated using existing bus travel times.

- In estimating travel times and wait times for feeder buses, three (3) minutes will be used for transfers made at timed-transfer connections; one-half the headway will be used for random transfers.
- The level of service for the feeder bus system will be consistent with LRT level of service, existing headways and the estimated use of the system. The feeder bus system will be designed to meet the LRT headways. In most cases, a 10/30/60 minute frequency will be used. As needed, this can be increased to include a 7/8 minute frequency.
- Feeder bus service should have the secondary function of providing intra-suburban service. Feeder bus service should provide access from "non-residential" traffic-generation with LRT.

PARATRANSIT SERVICE DESIGN GUIDELINES

Paratransit service includes a variety of public transit services that are more flexible and personalized than conventional fixed-route fixed schedule service. Paratransit services are typically operating in less densely populated urban areas where trip making patterns are very dispersed. The productivities of service are rather low, ranging from two to seven passengers per revenue hour. However, the cost to provide service is more modest than regular route operating costs.

Hours of Operation. Most paratransit services operate during the daytime hours, usually weekdays only.

Frequency of Service. Frequency of service on paratransit services is more approximately referred to as response time after request for a ride is made. Most paratransit services in the Twin Cities require that arrangements be made in advance (24-48 hours) of the actual requested trip time.

Paratransit Service Classification. Based upon analysis of existing paratransit systems funded by the RTB, there are two distinct classifications of service:

- Community-based public paratransit service defines paratransit systems in moderately dense populated urban areas or sparsely populated suburban settings that predominately serve the general public.
- Specialized paratransit service usually serves rural settings with pockets of population density. The primary population served are seniors and disabled persons.

The following criteria should be met when selecting areas for deployment of demand responsive public transit service:

Variable	Desirable Attributes of Each Variable
Area Population	4,000 - 20,000 residents
Service Area	0.5 - 6.0 square miles
Population Density	2,000 - 6,000 persons per square mile or 3 persons per acre

Availability of Regular Route
Transit

Low frequency of service during peak hours;
little or no off-peak service

Socio-Economic Characteristics

High proportion of transit dependents
- persons aged 5-17 or over 65
- auto ownership not a significant indicator
- income level not a significant indicator
- moderate levels of zero-car households

Distance from Node Points (node
point includes transfer connection
point to regular route service,
major activity center or other
important destinations).

Adjacent to nodal point and within 10-20 minutes
round trip

Internal Trip Generators
- number and size of activity
centers in service area
- employment density

At least one major activity center located within
the service area
Employment sites with a minimum of 50 employees
per employment acre should be targeted

Transit Demand Per Square
Mile Per Hour

20-60 demands per square mile per hour

APPENDIX C
RTB FARE POLICIES

RTB FARE POLICIES

1. All regular route and general purpose paratransit services funded by the RTB will utilize a common unified fare structure with the same pricing levels and transfer system.
2. All Metro Mobility providers will utilize and enforce the same basic fare structure, while providing flexibility in pricing within RTB guidelines.
3. Fare for community and county paratransit programs partially funded by the RTB will be at the discretion of the local area so long as RTB guidelines for subsidy location are met.
4. Fares for overall regular route service will, at a minimum, generate revenues to provide a 35 percent fare box recovery ratio.
5. Fares for each RTB funded circulation service and general purpose paratransit service will, at a minimum, generate revenues to provide a 15 percent fare box recovery ratio.
6. Fares for Metro Mobility will, at a minimum, generate revenues to provide an overall 10 percent fare box recovery ratio.
7. New services will be expected to show steady growth toward meeting the appropriate fare box recovery ratios within a reasonable period to be established in the management plan by the RTB.
8. The fare structure and pricing levels will be designed to enhance revenue generation in excess of the minimum requirements, to take advantage of other revenue sources, and to provide for easily implemented changes in response to changing revenue needs.
9. Within the constraints of the recovery ratio, the fare structure and pricing levels will encourage ridership, especially where capacity exists.
10. Fare equity will be maintained through use of distance-based zone fares and pricing differentials for different types of services, including express and local, and peak and off-peak service.
11. The fare system will reflect societal policies of support for targeted socio-economic groups, and not create undue economic hardship for transit dependent market groups.
12. Within the constraints of economic, equity and social considerations, the fare structure will be simple and easy to understand and administer.
13. The fare structure and pricing levels will be flexible to allow for promotional and experimental fares subject to RTB approval.
14. The fare structure and pricing levels will be monitored on an annual basis and fully evaluated biennially in conjunction with the biennial budget preparation, at which time fare changes will be examined.
15. Any changes in the fare structure or pricing levels will include a public participation process, including proper public notice and appropriate public hearing(s) on the proposed changes.

APPENDIX D
MARKETING POLICIES

MARKETING POLICIES

PRIORITY 1

POLICY: The RTB will establish increased ridership as the number one priority.

Falling ridership on the regional transit system is a significant problem. Strong potential exists in the Twin Cities to get people back in the system: almost 80 percent of the general community believe that an effective transportation system is important to the local economy, and almost 20 percent of the metro area's residents have used public transit in the last month. Nevertheless, the regional system has lost 10,000,000 annual trips in the last five years. Ridership declines must be reversed. To do so will require new and innovative approaches and responsiveness to present and potential consumers.

POLICY: Transit providers and policy-makers will work to implement the RTB's Vision for Transit, MTC's Team Transit initiatives and the Metropolitan Council's Regional Facilities Plan.

Momentum is building to improve transit services so they best meet the needs of this growing and changing region. The three agencies (RTB, MTC, and Metro Council) have formed a partnership to improve the transit system. The RTB must ensure follow-through on the steps taken. These groups will focus on the findings from the Ilium for guidance.

PRIORITY 2

POLICY: Regular route and community-based services will expand their security programs.

Fifteen percent of current riders believe security while riding is a major concern. Another 30 percent believe that personal security while waiting is fair or poor. These perceptions among former riders are nearly twice as high. Security concerns must be addressed immediately and proactively.

POLICY: Transit providers will publicize the steps taken to improve security.

The marketing staff at MTC needs to work with operations staff to ensure that accurate information is being disseminated about steps taken to improve security. By being up-front with city riders when incidents occur and publicizing the measures taken to remedy the situation, the MTC can build a trusting relationship with riders.

Seventeen percent of potential riders believe that taking the bus downtown isn't secure. Personal security is an important issue, particularly for women travelling alone. Sixty-one percent of former riders are female.

POLICY: The RTB logo will appear on all vehicles, services, printed materials, advertising and promotions of all public transit services in the seven-county metropolitan area.

There are more than 40 transit providers in the region with varying characteristics. To show there is some connection between these services and denote a regional system, it is crucial that the RTB logo and a statement that reads "a service of the Regional Transit Board" be on all vehicles, schedules, printed materials and advertising. The Regional Coordination Study of 1989 advocated using a regional logo. Some providers have a great stake in keeping their own identity while others are more flexible about using regional graphics. The RTB logo would not replace local identities, rather it would add a regional component to the service.

The expenditure for marketing and advertising by regional transit providers is slightly more than \$1.4 million.

The RTB should put language in provider contracts to ensure that the regional transit identity is on every vehicle, collateral piece, and marketing piece.

POLICY: Transit providers will expand use of bus shelters.

Expanded use of bus shelters was highly ranked in the Ilium study. Aside from the perception of increased safety that shelters provide, riders consider shelters to be more convenient; 40 percent of current riders and 38 percent of former riders wanted increased shelter availability. Each shelter should have information available. Having clear information at bus stops was a clear preference for all riders.

POLICY: Transit providers will use a retail marketing strategy and link marketing effectiveness to ridership.

The RTB believes providers must use marketing programs with a retail strategy that generates trial of the service. Campaigns that merely create awareness are no longer effective for the regional transit system.

A retail approach is driven by results. Effectiveness can be measured by how many people redeem coupons or try the bus. An evaluation procedure should be set up so that ridership is the main measure of marketing effectiveness.

POLICY: Annual marketing plans, budgets and quarterly progress reports will be developed for each transit service and submitted to the RTB.

Regional transit providers have a collective marketing budget of more than \$1.4 million. It is critical the RTB know what providers are doing to market the transit system. Also, detailed budgets should be included in the plan and quarterly reports. The plans should be comprehensive, including goals, situation analysis, strategies, work program, target audiences, schedule, budget and evaluation methods.

If marketing plans and quarterly reports are not filed on time, operating budgets will not be released. This requirement will be included in provider contracts.

POLICY: The RTB will actively participate in the development, implementation and review of the Comprehensive Operational Analysis as well as approve final findings for consistency with the five-year transit plan.

Studies and census data indicate that the Twin Cities demographic, socio-economic and travel behavior patterns are changing. The Ilium report found that more than 50 percent of former riders surveyed indicated that a job or residential move left them without transit services.

To address this issue, the COA should investigate the following:

- route restructuring
- route renumbering
- alternative service concepts
- routes and sectors with potential for competitive bidding
- service innovations

POLICY: The RTB, in conjunction with the MTC and other providers, will develop a comprehensive travel demand management program.

Suburban employment is growing at a rapid rate. Most surveyed employers were dissatisfied with the present service and marketing system. Regional transit organizations must overcome employers' perception that public transit is cumbersome and inflexible.

PRIORITY 3

POLICY: The RTB will prepare and distribute a report to the public.

To improve public understanding of the RTB, its function and the regional transit system, the RTB should produce a report to the public.

Placing the report in the Star Tribune and the St. Paul Pioneer Press on a weekday would reach more than 600,000 households in the region.

POLICY: The RTB will communicate with opinion leaders about regional transit issues.

The RTB should continue to communicate with legislators, local elected officials and the media monthly through news releases and the Chair's Advisory. The Messenger is distributed quarterly to these groups as well.

The RTB needs to expand its audience to include business leaders.

POLICY: Regular route and community services will use direct mail marketing.

In the late 1980s, the MTC tried direct mail marketing and found it to be effective. The RTB recognizes that different areas have different needs. A regional marketing campaign can address regional issues. A localized, well-targeted direct mail campaign serves to supplement the regional campaign and enhance specific messages consumers receive and generates trial of the transit system. In the marketing research study, potential riders rated receiving transit information by direct mail highly.

By targeting specific areas, route and schedule information can easily be included. Basic transit how-tos and fare information should also be included in mailings.

POLICY: Regular route and community services will use one-time price reductions and other incentives to encourage people to ride.

People like bargains. A recent Star Tribune article showed that a variety of people spread across demographic and income lines redeem coupons. Providers should either designate a day where people don't have to pay or give coupons for discounts on bus cards.

POLICY: Transit providers will be responsive to employers' transit needs.

As more and more employment sites move to the suburbs, it's important that providers are aware of suburban transit needs. By developing partnerships with suburban employers, it will be easier to get information to employees.

The market research study shows that major employers in the Minneapolis and St. Paul metro area are almost unanimous in their belief that public transit is unconcerned and non-responsive to employers' needs.

POLICY: The RTB will become a principal in the service design process for new and restructured services.

The RTB will establish service design guidelines and establish priorities for implementing new and restructured services.

POLICY: The RTB will continue to work to educate people about all transit services and the Vision for Transit, as well as the benefits of LRT.

Showing the multiple benefits LRT offers the region should be an ongoing effort for the RTB. Educating people, especially current transit users, will help build community support for LRT.

POLICY: The RTB will establish a simplified transit pricing policy.

The region's transit fare structure is confusing and complex. In early 1991, real ridership declines were seen immediately following a fare increase and restructuring. While some of the decline may be due to the increase alone, it is believed that the existence of more than 16 fare products and categories is responsible for the majority of the fare-related lost ridership.

PRIORITY 4

POLICY: Transit providers will use consumer research for transit program development, not to test advertising effectiveness.

In the past, MTC and other providers have conducted consumer research to determine advertising effectiveness. By instead measuring advertising effectiveness against ridership increases, providers will be free to use research dollars for program development.

POLICY: Transit providers will promote transit for community special events.

Transit providers should tie transit to local events by offering reduced fares to events or becoming partners in the events. The audience who rides to local events may not be the typical transit riders. By generating trial in an informal and festive setting, people may be more open to trying transit for their other commuting needs. This gives providers access to an otherwise untapped market segment.

Basic regional transit information should be on all festival buses. Also, a transit information display should be at each festival so that riders and festival-goers can get specific route information.

POLICY: Transit providers will continue to promote transit telephone information.

Getting information is one of the biggest barriers riders face. The computer generated 341-4BUS line is available to riders 24 hours a day, yet many riders still do not know about or use the service. People under 30 are more likely to use computer information than people 31 - 50. Of the people who called the MTC for transit information, 61 percent called a live operator and 36 percent called the computer number.

Providers need to keep riders informed about the computer generated transit information so the system's full capacity is utilized. MTC needs to monitor the system regularly to ensure the information provided is what people really want. MTC should investigate whether more than same-day information should be provided with the computer system.

POLICY: The RTB will take an active role in influencing parking pricing and availability throughout the urban and suburban areas.

The RTB will develop guidelines and policies for parking capacity and pricing -- directed at developers, cities, counties and planning commissions.

POLICY: Biking will be tied into transit options whenever feasible.

The integration of all forms of transportation into an effective transit system is crucial for this region. Biking options should be tied into transit options and planned for when they are feasible. Putting bike rack on buses, like the Roseville Area Circulator provides options to residents in that area for using transit and their bike for part of their trip.

PRIORITY 5

POLICY: The RTB will form partnerships with HMOs to market transit services.

Forty-four percent of adults in Minneapolis and St. Paul belong to an HMO. The RTB should take an active role in marketing transit services through these organizations.

APPENDIX E
RTB CONTRACT GUIDELINES
AND POLICIES

RTB Contract Guidelines and Policies

A. Introduction

The Regional Transit Board (RTB) administers a variety of contract services designed to meet the diverse travel needs in the region. In order to annually re-new its RTB contract, transit programs must complete a Management Plan and Budget which addresses the RTB contract guidelines and policies, as well as serves as an application for public funding. New and existing transportation services are monitored within the context of accomplishing the stated goals that transit services in the Twin Cities metropolitan area should:

- be provided in a cost-effective manner that meets the RTB performance standards;
- be responsive to the needs of the elderly, young, disabled, economically disadvantaged, and other transit-dependent groups;
- be provided to enhance the quality of life in the metropolitan area;
- be provided in a safe, reliable, efficient and well maintained manner;
- offer complete, coordinated and accurate transit information to area residents to promote understanding and use of services;
- use public resources and investments in the most efficient manner possible in order to establish and maintain a strong financial base for public transit activities;
- use a transit decision-making process that provides for the involvement of transit operators, riding customers, communities, the general public and other agencies; and
- be prepared to provide public mobility in the event of emergencies or energy shortages.

B. Management Plan and Funding Application Evaluation Guidelines

The funding application you submit will be evaluated by RTB staff based on the following guidelines:

- The application will be reviewed for consistency with the RTB's existing Five-Year Transit Plan, especially, that the service plan and budget meets the RTB established performance standards.

- All budget line-items must be fully justified and documented. Programs need to explain how each item was calculated or derived. A budget narrative is required to approve transit funding assistance.
- The latest RTB audit reports will be examined and taken into consideration when negotiating your budget.
- Detailed budget narrative is required to support your request for funds. In addition, certain programs must file a cost allocation plan to explain how indirect costs are apportioned to the transit program.
- If you are proposing new or expanded service, please refer to item "10 " under the Service Plan section of the application.
- RTB staff will need to analyze costs, revenues and other statistics for each route or service type that you operate. Examples of the service type include, demand-responsive, fixed route, vanpool and volunteer driver . This information should be made available prior to any review sessions.
- Providers operating in the exurban area must document the service levels to be delivered to exurban residents. Documentation should estimated daily and estimated annual ridership, vehicle service miles and hours, and passenger miles.

C. Service Plan

A description of your program's service plan should include at a minimum the following:

1. For your program's service plan indicate the: communities served, square mileage of service area, total population, location and description of all office and garage facilities, and location of all park-and-ride lots and transit hub facilities served by your program.
2. Type of service to be operated - If more than one type of service, describe all. Also, for each mode, list the primary users and trip purposes.
3. Vehicle data - List number of vehicles, type, and capacity by service mode. Indicate if the vehicles are lift equipped.

Additionally, please furnish information for each vehicle used in the transit system including service vehicles, back-up or reserve units and staff vehicles.

4. Days and Hours of Service Operation By Service Type - Specify the days of the week and hours of the day that service will operate. Describe any variation of service levels by type of service operated at

different times of the day and days of the week. Also, indicate whether or not service is offered on holidays.

5. Indicated the estimated number of passengers, service hours, service miles by service type.
6. Route map and time schedule - Provide a route map and schedule detailing the route(s) and services you operate.
7. Provide the total number of volunteer driver vehicles available, if applicable.
8. Provide the total number of taxi vehicles available, if applicable.
9. Describe in detail the fare structure applicable to the riding public for all your services, including the base fare, convenience fares, surcharges and discounts. In addition, describe any other sources of revenue generated by the system, including but not limited to, contract revenue and marketing revenues.

Also, describe control measures used to prevent mishandling, lost or stolen passenger cash fares and convenience passes including a method to ensure monthly passenger counts correlate with the reported passenger fares. The RTB will not reimburse programs for uncollected or unaccounted passenger fares. Uncollected fares due to pre-approved promotional activities, such as "free ride days" do not apply, but must be documented.

10. Any request for new services must be first identified or justified through some type of planning or needs assessment process. The following steps should be followed when requesting new services:
 - a. Justify and demonstrate that a demand for the proposed service exists. Demand is based on a key transit indicators (such as population, employment, transit dependents, travel desires, congestion, available transit) both as they exist and as they are anticipated to change.
 - b. Outline the operating characteristics of the service, including vehicles, routes, schedules, and fare structures. Also identify how each meet program goals and objectives.
 - c. Identify how the projected ridership was calculated and when the service will meet RTB performance standards.
 - d. Identify an evaluation and monitoring process as part of the demonstration.

- e. Identify how the service including the planning and scheduling conforms to the RTB's Five Year Transit Plan and other service standards, objectives, and policies established by the RTB

D. Marketing Plan

The marketing plan should be developed in as much detail as possible, addressing the following elements:

A. Situation Analysis

Describe unique characteristics of your transit area.

1. Specific background information and history of area to be served.
2. Assessment of all existing services.
3. Nature of service.
4. Key participants/organizations involved in service.
5. Needs that will be filled by the service
6. Relevant community, demographic and/or socio-economic data.
7. Problems and strategies related to marketing the service.

B. Mission Statement

1. Identify the main purpose(s) of this service and the public that is served.

C. Target Markets

1. Identify the characteristics of riders who would most frequently use and benefit from the service, and give evidence that supports this as the primary target group.
2. Identify secondary riders, or target markets, as well.

D. Marketing Objectives

List marketing objectives that would result in the attainment of:

1. Service goals.
2. Marketing goals, e.g., related to consumer awareness, attitudes, and perceptions.
3. Cost/Benefit Analysis. Express numerically for all marketing activities the projected end result. For example, what is the projected ridership or fare revenue increase? How many persons or household will be reached by the activity? Is the activity aimed at potential or existing riders?

E. Marketing Strategies

1. List strategies, supported by actions and methods, that will be implemented to accomplish each specific objective described above.
2. Estimate costs for each strategy.

F. Evaluation

1. Develop and describe your plan to evaluate the marketing objectives and expenditures at given time intervals.
2. Describe evaluation tools to be used (type of surveys, ridership counts, etc.).

G. Current marketing materials

1. Describe and/or include all current marketing, promotional, and information materials used by your program. Describe how these materials are disseminated.

H. Route and schedule outlets

1. Please list all major outlet locations for your programs route and time schedules.

E. Accessibility Plan

The Americans with Disabilities Act (ADA) was passed in July 1990 by Congress and signed by the President. This civil rights bill prohibits discrimination against individuals with disabilities in such areas as employment, public services, public accommodations, transportation and telecommunications. The requirements of the statute apply to both Public and Private entities, whether or not they receive federal financial assistance.

The Regional Transit Board (RTB) supports the intent of ADA that all transit providers entering into service agreements with the RTB make their transit vehicles, transit services and transit facilities accessible to persons with disabilities according to guidelines outlined in the act. Detailed information pertaining to ADA is available upon request from your RTB Senior Project Manager.

The following ADA elements are required to complete the Management Plan:

1. Applicants shall provide a plan of how they intend to address the federal ADA regulations.
2. Applicants should provide a schedule of when vehicles they currently operate (or operated by subcontractors) will be replaced

with fully-accessible vehicles or when current vehicles are scheduled for maintenance that will add useful life to the vehicles.

3. Applicants, who subcontract their transit service, shall provide the date their current contract expires including any extension provisions.

F. Alcohol and Substance Abuse Policy

Any provider of transit service receiving funding either directly or indirectly from the RTB will be required to establish an anti-drug program consisting of:

- A policy statement on alcohol and drug use in the work place.
- An employee and supervisor education and training program.
- Drug and alcohol testing programs for employees and applicants for employment in safety sensitive positions. The programs must include: 1) pre-employment testing, 2) reasonable suspicion testing, 3) post-accident testing when that employee contributes to an accident or cannot be completely discounted as a contributing factor to an accident; or when a person dies as a direct result of the accident; or when a person must be taken to a medical treatment facility as a direct result of the accident; or when there is property damage estimated as greater than \$5,000.

As of January 1, 1993, the RTB will be requiring that all programs amend their Alcohol and Substance Abuse Policy to include **random drug testing** for all employees in safety sensitive positions. The RTB will be developing a consortium among providers under contract with the RTB which will create a pool of eligible applicants to be chosen at random for drug testing. More specific information regarding random drug testing will be provided at a later date.

The contractor will be responsible for ensuring that the testing process conforms with the standards set forth by the U.S. Department of Health and Human Services testing procedures. The contractor must also commit to adopt a drug and alcohol testing plan that will be in accordance with the policies of the Minnesota Department of Transportation and Federal Transit Administration

- Administrative actions for record keeping, release of information, certification of compliance, and requesting waivers.
- As of January 1, 1993, the RTB will be requiring that all programs amend their Alcohol and Substance Abuse Policy to

include a semiannual reporting element . See the attached form for requirements and format.

All amendments to the provider's current Alcohol and Substance Abuse Policy must be fully implemented and certified by the RTB by January 1, 1993. RTB personnel will be available to assist contractors in program development and implementation.

G. Service Monitoring

All recipients of RTB funding are required to include in the management plan a service monitoring section as a means of ensuring that the transit service is fulfilling both rider needs and provider contract requirements. The overall objective of service monitoring is to improve the effectiveness and efficiency of transit services.

Programs must submit semiannual a detailed report on the type monitoring activities conducted, the date conducted, the findings, and follow up action to correct deficiencies.

1. Please indicate the type of service monitoring conducted and provide documentation of the findings.
2. The service monitoring plan should include, but is not limited to, the following quality control elements:
 - on-time performance;
 - passenger complaints;
 - vehicle appearance and maintenance records;
 - driver courtesy and appearance;
 - trip/passenger verification;
 - cash control measures; and
 - passenger counts correlates with fare payments
 - accident notification and reporting;
 - provider invoices match service plan and operating statistics

A comprehensive plan should be outlined with emphasis on criteria, methodology, and time schedules. Estimated costs for developing and maintaining the monitoring program should also be stated. It is assumed that monitoring activity updates would be submitted to the RTB with service's monthly reports.

H. Coordination with other Transit Services

1. Describe other transit services that are provided within your service area, such as:
 - a. Public Sponsored

- Demand-responsive, general public.
- Paratransit services for the elderly and persons with disabilities.
- Volunteer driver programs.
- Fixed routes, including express, local, crosstown and circulator.

b. Social Service Agencies

Social service transportation, volunteer driver programs, etc.

c. Private Business Enterprise

- Taxi service.
- Intercity carrier.
- Charter services.

2. Describe and illustrate how your program coordinates, or could coordinate, service with any other service you have listed. Including but not limited to, transfer reciprocity arrangements and the provision of accessible services.

I. Motor Carrier Rules

Providers of passenger transportation service under contract to and receiving operating assistance from the Regional Transit Board must comply with Minnesota Statutes 221.031, Subd. 3a, which states the rules of the commissioner for driver qualifications, safe operation of vehicles, equipment, parts and accessories, maximum hours of service of drivers, inspection, repair and maintenance and accident reporting. This subdivision does not apply to a local transit commission, a transit authority created by the legislature, or special transportation services certified by the commissioner under Section 174.30.

If applicable to your transit program or subcontracted provider, a statement of understanding and compliance to the motor carrier safety rules must be submitted with the Management Plan.

J. Driver Training and Selection

Describe the recruitment, training and driver selection process used by the contracting agency or provider, including selection criteria, interview procedures, background checks, behind-the-wheel testing, performance evaluation, and other elements.

K. Vehicle Maintenance Program

Please describe in detail the Vehicle Maintenance Program of

the provider including vehicle repair, preventive maintenance intervals scheduling, record keeping, and other key elements.

L. Insurance

Name the proposed insurance carrier and describe the limits of coverage. The RTB requires liability insurance in the amounts of at least \$200,000 per claim or injury, death or property damage by wrongful act or omission, and at least \$600,000 for any number of claims arising out of a single incident. Variances may be considered under special circumstances. Collision coverage should also be purchased to provide replacement funds in the event of a substantial loss.

Coverage should be written in the legal name of the funding recipient. Also, at no additional cost, RTB shall be included as an Additional Named Insured. Where transit service and insurance coverage is provided by a subcontractor, both the recipient and RTB shall each be named in the policy as Additional Named Insured. A duplicate policy or certificate of insurance shall be kept in the files of the recipient and RTB as evidence of coverage.

Include a copy of the insurance certificates with the application.

M. Provider Subcontracts

Indicate the name of the provider for any portion of your transit service that is subcontracted. Please indicate the reimbursement rate received by the provider, the length of the contract term, and any contract term extension provisions. A signed copy of subcontracts must be on file with the RTB before a 1993 contract can be signed.

N. Fuel Tax Exemption

Beginning January 1, 1991 all providers who receive RTB funding either directly or indirectly (through a subcontract) are exempt from state fuel taxes (a savings of 20 cents per gallon). For a provider to be exempt, the RTB must submit for each program the following data to the Department of Revenue, Petroleum Division: vehicle fuel type, gallons used, average price paid, and total mileage.

O. Performance Standards

For each type of service your programs provides, list the RTB established performance standard in comparison to the service's current performance. In addition, based on your requested budget, calculate the projected performance of each type of transit service. Performance measure calculations must include all administrative and operating costs associated with the service. If administrative

costs are not tracked by service mode, indicate what method was used to allocate administrative costs.

If any performance measures is not in compliance with the established RTB performance standard, provide a plan to show how the service will meet the performance standard. The RTB cannot approve any program budget that projects services to not meet the performance standard.

P. Allowable Costs

The RTB will follow Federal and/or State guidelines for reimbursement of allowable costs, in the absence of the Federal and State guidelines, RTB policy applies. The following are the general standards for allowable costs:

1. Only costs directly related to and necessary for the business conduct of a public transit project are allowable. A cost is considered reasonable if in its nature or amount it does not exceed that which would be incurred by an ordinary prudent person in the conduct of competitive business.
2. Costs unquestionably disallowed include: bad debts, contingency reserves for unforeseen events, donations, entertainment, fines and penalties, interest payments and other financial costs and legal and professional fees in connection therewith, lobbying and any costs in excess of contractual provision and any costs not incurred during a contract period.
3. It is important to keep good records for labor and material costs. The RTB cannot permit the expenditure of public funds where propriety is questionable.
4. Regardless of when an expense invoice is received or paid by the contractor, the expense should be billed to the RTB in the contract period the expense was incurred. (Insurance policies are an example.)
5. All costs must be included in the RTB approved or amended Management Plan prior to the cost be incurred to be considered for reimbursement by the RTB.

Q. Line Item Budget

Using the above stated allowable cost guidelines construct a balanced line item budget. The budget shall include all operating expenses, operating revenues, and funding sources. In addition, you must submit information on the following operating statistics: passengers, hours, and miles.

The line-item budget forms must be accompanied by detailed narrative explaining the content and justification of each line item of operating expenses, operating revenues, funding sources and operating statistics.

- Programs shall specify all rates, calculation, allocation method, formulas used to derive each line item and any special expense or revenue contracts. You must fully justify and provide supporting documentation of all line item expenditures.

R. Cost Allocation Plan

In addition to the budget narrative, it may be necessary for you to submit a detailed cost allocation plan that covers applicable expense and revenue items. The cost allocation plan, which is applicable to programs reporting indirect expenses, should specify the rates or formulas used to determine the allocated amounts.