



Minnesota Regional Transit
Board: Records.

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REGIONAL TRANSIT BOARD
Mears Park Centre, 230 East 5th Street
St. Paul, Minnesota 55101
612/229-2700

**Meeting of the
REGIONAL TRANSIT BOARD
Mears Park Centre Chambers
August 16, 1993
4:00 p.m.**

AGENDA

1. **CALL TO ORDER AND ROLL CALL**
2. **APPROVAL OF THE AGENDA**
3. **APPROVAL OF MINUTES**
 - a. Committee of the Whole Meeting, July 26, 1993
 - b. Regional Transit Board Meeting, August 2, 1993*
4. **CHAIR'S REPORT**
5. **MEMBERS' REPORTS**
6. **EXECUTIVE DIRECTOR'S REPORT**
7. **REPORT OF THE COMMITTEE OF THE WHOLE**
Michael Beard, Acting Chair, Administration and Finance Committee
 - a. Financial Statements-June 1993
 - b. Request for Proposal for Brookdale Transit Hub
 - c. Smart DARTS Phase I Funding Request
 - d. White Bear Area Contract for Calendar Year 1994
8. **OTHER BUSINESS**
 - a. Discussion of Regular Route and Metro Mobility Fares*
 - b. Appointment of Member of Metropolitan Transit Commission
9. **PUBLIC COMMENT**

**John Riley
Chairman**

mff
8/10/93

* Will be mailed separately.



REGIONAL TRANSIT BOARD
Mears Park Centre, 230 East 5th Street
St. Paul, Minnesota 55101
612/229-2700

**Minutes of the Meeting of the
REGIONAL TRANSIT BOARD
August 16, 1993**

MEMBERS PRESENT: John H. Riley, Chair; Michael Beard; Sharon Feess; Morgan Grant; Val Higgins; James Hovland; Ruby Hunt; Dennis Schulstad

MEMBERS EXCUSED: Ruth Franklin

OTHERS PRESENT: Robert Mairs, Christine Dean, Allyson Hartle, Frank Snowden, Tom Sather, Tom Johnson, Melanie Benson, Robert Thompson, Metropolitan Transit Commission (MTC); Mark Hoisser, DARTS; Arnie Entzel, Amalgamated Transit Union; Gregory L. Andrews, Dale Ulrich, Len Simich, Suzanne Hanson, Dave Jacobson, Randy Rosvold, Mary Fitzgerald, RTB staff

CALL TO ORDER AND ROLL CALL

The meeting was called to order at 4:05 p.m. and roll was taken.

APPROVAL OF AGENDA

Grant moved and Feess seconded approval of the agenda; the motion carried unanimously.

APPROVAL OF MINUTES

Beard moved and Hovland seconded approval of the minutes of the Committee of the Whole of July 26, 1993. The motion was unanimously approved.

Beard moved and Higgins seconded approval of the minutes of the meeting of the Regional Transit Board on August 2, 1993. The motion was unanimously approved.

CHAIR'S REPORT

Riley told the board that an injunctive action has been initiated by Metro Ride, which was the third-ranked bidder for ATE's provider contracts. They are very serious about alleging that technical errors were made in the letting of the contracts. They know RTB cannot go beyond October 1 because the current contracts will expire that day. They want ATE to drop the Minnesota carrier, Handicabs, or go back to contracting with three providers with Metro Ride being the third. The action is directed against ATE since they have a turnkey contract with RTB and are responsible for selecting providers. However, this action has a

tremendous bearing on what we are trying to do. Metro Ride will argue it was arbitrary and capricious to award the contract to the two parties who were the low bidders because the RFP did not say the low bid would win the award. Of greater concern is the fact that in the RFP process the drafters violated the basic principle that RFPs should be kept as simple as possible so there will be fewer opportunities for a mistake. As a preliminary step ATE required everyone to qualify as a bidder by notifying ATE they were going to bid. The extra step meant the day after the "notice of intent" letters were due ATE published the list of qualified bidders and that did not include Handicabs. Handicabs inquired and ATE told them no letter of intent had been received. Handicabs then telecopied their copy of their letter, dated six days before the deadline. ATE decided the letter was authentic, had been sent, and they waived any technical non-compliance. The litigants took no action to complain when they got the corrected list of bidders, but later when they came in third they predicated a lawsuit based on the absence of the letter in the files. It is not Riley's inclination to compromise on this issue. It would take \$2.1 million over three years directly from the ride fund and he does not believe this is good public policy.

Metro Ride indicated they will sue both RTB and ATE. If they can enjoin this process until October they will throw the organization into havoc. Riley said he believes RTB will prevail.

Riley welcomed Sharon Feess back from her medical leave. She thanked people for their support and good wishes.

EXECUTIVE DIRECTOR'S REPORT

Andrews explained the Metropolitan Council's process for appointment RTB members. On August 23 their Nominating Committee will meet and develop recommendations. The council will make the final decisions on August 26 at their regular meeting.

On Wednesday, August 25, there will be an all day conference on light rail transit. The new administrator of the Federal Transit Administration will be the luncheon speaker. Riley encouraged members to attend.

REPORT OF THE COMMITTEE OF THE WHOLE

Acting Chair Beard presented the report of the committee's meeting on August 9, 1993.

FINANCIAL STATEMENTS-JUNE 1993

Beard moved and Hovland seconded:

That the Regional Transit Board receive the June 1993 unaudited financial statements and direct that they be placed on file.

The motion was unanimously approved.

REQUEST FOR PROPOSAL FOR BROOKDALE TRANSIT HUB

Beard moved and Hunt seconded:

That the Regional Transit Board authorize the executive director to issue a request for proposal for consultant services associated with engineering and design of the Brookdale Transit Hub.

Higgins said at the committee meeting he raised some objection to approving a certain sum of money, which he felt was excessive. The motion was unanimously approved.

SMART DARTS PHASE I FUNDING REQUEST

Beard moved and Grant seconded:

That the Regional Transit Board approve the funding request for Phase I implementation of the Smart DARTS demonstration for an amount not to exceed \$65,300.

The motion was unanimously approved.

WHITE BEAR AREA CONTRACT FOR CALENDAR YEAR 1994

Beard moved and Hovland seconded:

That the Regional Transit Board authorize the executive director to renew the operating assistance contract with White Bear Area Transit effective January 1, 1994 through December 31, 1994 for an amount not to exceed \$170,480.

Riley asked why RTB is acting to renew this contract now. Andrews said it is at the request of White Bear Area Transit because they want to enter into their contract with National School Bus and they want to combine three services. Simich said the main reason is that a better hourly rate could be worked out if it were locked in through 1994.

Riley said this is not only 1994, but an alteration in the 1993 contract. The motion was unanimously approved.

OTHER BUSINESS

DISCUSSION OF REGULAR ROUTE AND METRO MOBILITY FARES

Riley said the purpose at this meeting is to get a good briefing on the documents received from MTC on the details of the proposal. There is a general fare increase built into the MTC budget. They want to move up the effective date to generate more revenue, and they want to increase fares along a different pattern than the one the board approved earlier. The differences are great enough that we would have to hold another public hearing. Schulstad asked if the whole

issue is back on the table again or will the board be talking only about the changes. Riley said the board is reconsidering the whole issue.

A table on the Proposed Regular Route Fare Structure was distributed and Len Simich used overheads to help illustrate the proposed fare increases. Riley asked staff to develop information on what the dollar amount changes would be in each of the five areas. Thompson made a verbal report on the amount generated by each of the proposed changes. He explained the change in the pricing of the monthly passes, effective on June 1. The new income generated by that change is \$590,000 per year and has already gone into effect. Riley asked if demographic information is available on the social fare users. Thompson said those figures can be broken down by youth, seniors and handicapped passengers. Hovland asked if MTC can determine how many riders are affected by the fare increase. Riley said they will get a portion of the projected revenue coming from each category: disabled, elderly and young people. Higgins said that in light of the remarks about opening up the entire issue of fares, it is his belief the entire issue should be discussed and the short-range approach should be abandoned because MTC is being placed in the position of being unable to plan anything. RTB should adjust its long-range plan for fare increases to include cost-of-living increases. Schulstad agreed, but in this instance the board is considering doubling the rates for seniors and youth. He will raise the issue of the 35-percent subsidy. Transit is not a business. Riley agreed there should be a long-term plan for predictable fare increases. In this case the board went on for many years without raising fares. The rate of inflation affects the entire operating cost of the service but the other revenue sources are not increasing either, which throws the whole burden of the increase on the state.

Higgins asked that the board schedule a longer meeting devoted to this single issue. Hovland agreed the entire issue should be reviewed, particularly since many members are new to the board.

Riley moved and Schulstad seconded:

That the Regional Transit Board authorize the executive director to hold two public hearings to solicit public comment on the new regional fare proposal.

The motion was unanimously approved. Grant said the 35-percent farebox recovery rate should be revisited because it may not be realistic for a public service. Riley said that for most of the rest of the state it is state law. In the Seven-County Metro Area it is a policy, but it was set at 35 percent because of the outstate rates.

Beard asked, if the board declines to raise fares, whether we will have to reduce service. Sather said there are several variables. If the Legislature does not increase funding, service would have to be cut. This fare increase was to have gone into effect in 1993 and was moved back several times. Fares were raised in March 1991 and before that in 1981. This proposal will get MTC through 1994 without changes and allow some service improvements.

Hovland said he favors Higgins and Schulstad's proposals. We cannot complete long-term planning in the time frame available, but the board should look at a long-term method of orderly implementation.

Riley said that two major communications must be directed to all Metro Mobility riders within the next 60 days explaining the operation of the new program, listing new phone numbers and it would be useful to include the zone surcharge information in that mailing.

Hunt moved and Feess seconded:

That the Regional Transit Board eliminate the \$.50 zone-crossing surcharge for Metro Mobility service beginning October 2, 1993.

Grant said the Transportation Accessibility Advisory Committee is not aware of this proposal but there could be no reason to object.

APPOINTMENT OF MEMBER OF METROPOLITAN TRANSIT COMMISSION

The chair said only two people have applied for appointment to the Metropolitan Transit Commission: Frank Snowden and Margaret Dolan. He asked members to comment or nominate other candidates. Hovland expressed his disappointment that there were not more applicants. He moved and Feess seconded:

That the Regional Transit Board table the appointment of the MTC commissioner indefinitely.

Hovland said this action will enable Snowden to serve, but he would like a broader range of candidates to provide a broader choice of people to run a \$120 million agency.

Andrews said this is an Open Appointments process and the notice was published in the State Register. A press release was furnished to the St. Paul and Minneapolis newspapers. Hanson said notices appeared in the metro section of both papers and in some suburban papers. The notice was sent to the minority newspapers as well. In general, newspapers do not give much attention to these openings. Higgins and Beard spoke against the motion. Higgins said the lack of interest may be due to the negative publicity about both bodies. However, the appointment process is set by statute. There has been a turn-around in the relationship and we have an opportunity to solidify it. Riley spoke against the motion because we followed the rules of the game. Changing them now would be unfair. Hunt agreed. She has observed some of the MTC meetings and saw a real effort to move forward and RTB can assist that by providing some certainty. The motion failed (Feess, Hovland and Schulstad voted aye).

After discussion, roll was called and members cast their votes for either Dolan or Snowden. Frank Snowden was reappointed to the Metropolitan Transit Commission (Schulstad and Beard voted for Margaret Dolan).

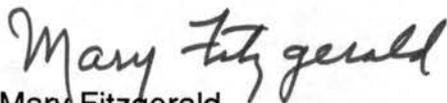
Snowden thanked the board. The chair encouraged him to educate the other MTC members on the structure and history of the commission because division could be ruinous. There is no partisan way to run a bus and that attitude has to disappear. Dolan thanked the board for their consideration. The chair asked her to consider serving on other transit advisory committees.

OTHER BUSINESS

Hunt asked what the board should be considering doing regarding metropolitan governance. She asked if staff is attending and reporting on the meetings of Senator Flynn's committee. Riley said staff will cover those meetings. He will write to each committee member explaining the reasons for separating policy and operations. The larger process should begin with identifying what the problem is. There has been good debate this summer on solutions but no effort to drive a consensus on what the Metropolitan Council should be. There being no other business, Schulstad moved and Higgins seconded that the meeting be adjourned. The motion was unanimously approved and the meeting adjourned at 5:45 p.m.

I hereby certify that the foregoing constitutes a true and accurate record of the Regional Transit Board's meeting of August 16, 1993.

Respectfully submitted,



Mary Fitzgerald
Secretary of the Board

Approved by the Regional Transit Board on this 7th day of September 1993.



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

DATE: August 12, 1993
TO: Members and Chair of the Regional Transit Board
FROM: Mary Fitzgerald *mf*

Attached are the following documents. They will be considered at the August 16 board meeting.

- Regional Transit Board Minutes, August 2, 1993
- Regular Route Fare Increase Public Hearing
- Metro Mobility Customer Fares

Please include these in your meeting packet.

Sharon Feess said today she expects to be at the meeting Monday.

mff
Att.

April 30, 1993

REGIONAL TRANSIT BOARD

ROLL CALL AND ATTENDANCE SHEET

DATE: August 16, 1993

Member Name	Present	Vote	Vote	Vote	Vote	Vote	Vote	Vote
ISSUE			written to table					
John Riley	✓		n			fs		
Michael Beard	✓		no			D		
Sharon Feess	✓		y			fs		
Ruth Franklin	alaska							
Morgan Grant	✓		n			fs		
Val M. Higgins	✓		n			fs		
James Hovland	✓		y			fa		
Ruby Hunt	✓		n			fs		
Gather								
Dennis Schulstad	✓		y			d		

Visitors

C Don
 F Snack
 a Etzel
 R Thompson
 M Ben

Staff

rs, gl, sh
 dr, hr, dj

mff M Hoisser
 T Sack
 K. Feess
 a Harvath

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

Agency Name: METROPOLITAN TRANSIT COMMISSION
 (Enter name of board, council, commission or task force to which you are applying.)

Appointment Sought: MEMBER
 (Enter type of membership position or state "member")

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

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

Daytime Phone: 625-8015 County: HENNEPIN

Evening Phone: 823-4316 Legislative District: 62 Congressional District: 5

STATISTICAL INFORMATION

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

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

STATEMENT OF QUALIFICATION

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

I satisfy the legal requirements for the position as member of the Metropolitan Transit Commission. I am presently the incumbent and have been a member of the MTC continuously for the past seventeen years. In addition, I have held virtually every position on the commission including four years as the Chair.

(may continue on the back or on attached sheets)

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

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

Frank Snowden
 (Signature of Applicant)

7/27/93
 (Date)

If applicant is being nominated by another person or group, signature indicates consent to nomination. You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

RECEIVED

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

JUL 27 1993

OR SUBMIT IN PERSON TO: Room 174, State Office Building. (612) 297-5845; Fax (612) 296-9074

SECRETARY OF STATE
 ELECTION DIVISION

FOR OFFICE USE: Sub by AA: RTB
 SC-00218-01 (9112)

Res: RTB Trans Date: 7-27-93

Transit Resume

Frank Snowden

Agenda for Transit

- Stabilize transit funding by establishing a dedicated source of funding.
- Work for better cooperation between the MTC and the RTB
- Increase the use of transit through bus service enhancements and LRT.
- Help bring function back to area planning through transit

RESUME

Frank W. Snowden
1404 East Minnehaha Parkway
Minneapolis, Minnesota 55417
(612)823-4316

Summary of Qualifications

Strong technical background, exceptional analytical skills. Highly respected for knowledge of transit/transportation policy issues on a local and national scale.

Transit and Community Related Activities

- 1977- Present Commissioner, Metropolitan Transit Commission.
- 1984-88 Chairman, Metropolitan Transit Commission.
- 1981-82 Vice President for Human Resources, Member, Executive Committee, American Public Transit Association(APTA).
- 1989- Present Member, Community Advisory Council, Center for Biomedical Ethics, University of Minnesota
- 1981 Founding Member, APTA Governing Boards Committee.
- 1979-83 Vice Chairman, Conference of Minority Transit Officials(COMPTO).
- 1975-79 Minnesota Environmental Quality Board, Citizens Advisory Committee.
- 1977-78 Member, Board of Directors, Minnesota Institute on Black Chemical Abuse.

Professional Background

- 1991- Present Assistant Professor, General College, University of Minnesota
- 3/90- Present President, FW Snowden and Associates. Consulting
- 1983-3/90 Global Professional Service Specialist, 3M/Vision Care Department.
- 1978-83 Senior Technical Service Engineer, 3M Occupational Health and Safety Products Division.
- 1973-78 Senior Research Chemist, 3M/Central Research Laboratories.
- 1963-73 Research Chemist, 1960-63, Chemist, 1957-60, Student Trainee, United States Department of Agriculture, Southern Regional Research Laboratory, New Orleans, LA

Education

1969-73 **Ph.D.**, Physical-Organic Chemistry, University of New Orleans, New Orleans, LA

1960-63 **M.S.**, Organic Chemistry, Howard University, Washington, D.C.

1956-60 **B.S.**, Chemistry, Xavier University, New Orleans, LA

Transit Related Publications/Presentations

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

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

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

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

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

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

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

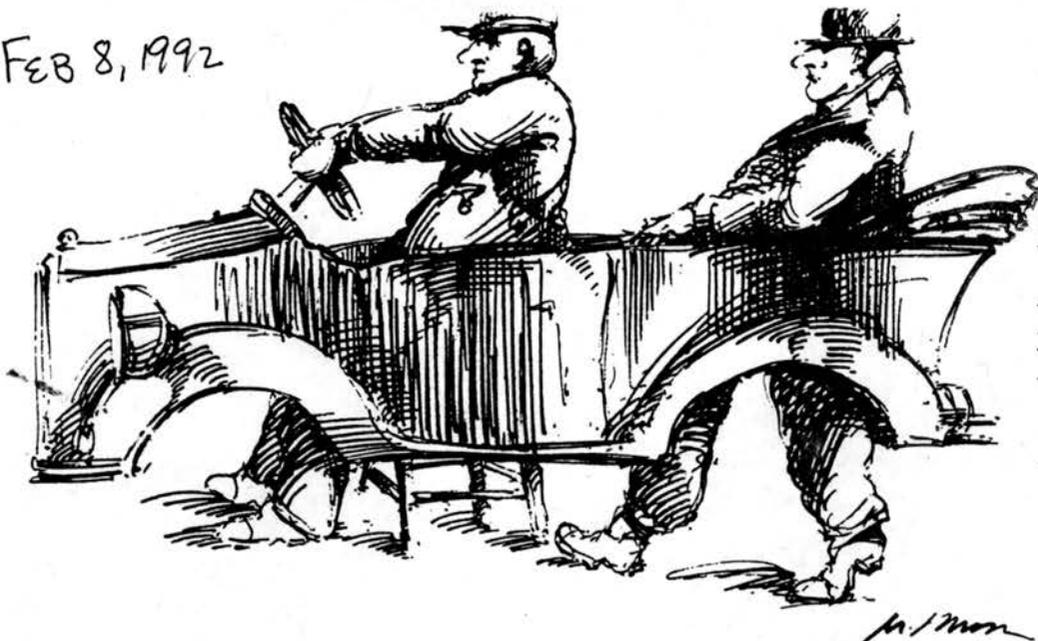
Transport Tomorrow: A National Priority, Panelist, Sponsored by the Highway Users Federation, April, 1981, Innsbrook, FL.

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

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

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

FEB 8, 1992



Our lives and society are built on false promise of the auto

The Japanese trade mission proved again that America has followed the wrong end of the trends.

American auto manufacturers, from the same industrial complex that has led our nation's economy for many years, beg for crumbs in the Far East.

They built a tremendous industry, but had the advantages of vast oceans and large pools of customers and natural resources. They were convinced (and convinced us) that they built the ultimate vehicle and marketed it as such here and elsewhere.

Was it wise for us to follow without question the aura of the wide open road, the luxury, solitude, CD, telephone and even fax on wheels?

Based on the promise and constant marketing of General Motors and other giants, we have built an infrastructure that supports the automobile like no other country in the world.

More than 60 percent of the petroleum drilled and over one-fourth of energy consumed is for transportation. We can use it once. Recent estimates indicate that virtually all the world's major oil reserves already have been discovered. Yet our plan for deliverance from this recession appears to be more cars and highways.

Historically, the auto industry's pursuit of new markets has been aggressive, unavailing and bad for America. It has been well documented that General Motors and a major tire company teamed to purchase private transit company assets in the late '50s and '60s. Why? In order to move public systems from steel trolley wheels to buses

About four years ago, GM sold its bus manufacturing unit to Greyhound, under competitive pressures from Europe. After this industry foray into transit, cities are returning to rail.

This nation cannot afford the American car manufacturer. Our lives and our society are built on the false promise of the automobile.

At a time when we should truly evaluate the U.S. auto industry, industry leaders are sent to represent us in Japan. They stand ready as the undeserved beneficiaries of the president's plan to jump-start the economy by building roads.

So we shall build more roads, increase our auto use to fill the roads (we always do), worsen our dependence on foreign oil, and invest in infrastructure to support a market one-third owned by the Japanese. Mr. President, this is no New Deal.

■ We have encircled all our cities with beltways remote enough to create suburban populations that outnumber the populations in our cities.

■ Small suburban cities compete with central cities and each other as centers of commerce. There is a duplication of effort and proliferation of services that drives up the cost of providing those services.

■ Normally, we do not live near where we work. We are so spread out that we must drive many more miles to work, to play and to be entertained. This further feeds our auto habit, and the costs on a national scale are incalculable.

■ Freeway costs have soared in recent years, \$500 million for 10

an estimated \$2 billion for 14 miles of I-35W.

■ Air quality in all our cities is compromised. Los Angeles, the worst, is so bad that the city of cars is turning to mass transit for help.

■ At a time when all these problems lend themselves to transit, ridership falters.

What has this given us? The CEOs of the leading American auto companies have not a clue as to why the Japanese do not buy their cars. It seems if they want steering wheels on the right side, we prefer the left side, and that's how we'll build them.

Soon, Europe will operate as a single market entity, "protected" by its collective financial and manufacturing strength. What is the plan for competing with the Europeans? Will all the effort made by General Motors to make America completely dependent on the automobile ultimately benefit the Japanese and Europeans?

Will what happened in bus manufacturing happen again in automobile manufacturing? More importantly, will public feeding of a captive, domestic market now feed the profits of Japanese and European manufacturers instead?

There is a more sensible course; shifting our economic engines toward new industries, moving our metropolitan planning toward efficiency and function, and toward mass transit instead of planning for freeways. Here in the Twin Cities, we must likewise adjust our focus. Let's invest in transit instead. Frank Snowden, Minneapolis. Commissioner, Metropolitan Transit Commission.

Meet Doctor Snowden

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

Metropolitan Transit Commission
560-6th Avenue North
Minneapolis, Minnesota 55411-4398

Bulk Rate
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Permit No. 1717
Minneapolis, MN

Snowden: 3M chemist, and transit expert

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

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

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

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



Frank Snowden

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

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

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

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

It's People

Improving Productivity Requires Significant Invest

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

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

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

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

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

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

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

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

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

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

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

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



SNOWDEN

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

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

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

• *Questionable management assumptions about human resources management.*

Report Cites Transit's Role in City Development

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

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



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

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That Matter ment But Yields Benefits

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

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

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

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

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

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

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

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

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

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guide dogs ride buses in training program

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

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

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

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

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

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

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

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



By
Frank Snowden
Commissioner
Metropolitan Transit
Commission

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

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

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

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

questions and problems seem endless.

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

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

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



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

protecting minority interests in transit

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

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

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

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

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

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

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

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

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

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

REGIONAL TRANSIT BOARD

Mears Park Centre
230 East Fifth Street, St. Paul, Minnesota 55101
292-8789

DATE: August 12, 1993
TO: Chair and Members of the Regional Transit Board
FROM: Edward Kouneski, Manager of Special Projects
Dave Jacobson, Senior Project Manager
SUBJECT: Metro Mobility Customer Fares

SUMMARY

This memorandum recommends eliminating the zone-crossing surcharge for Metro Mobility riders effective October 2, 1993. No other changes are proposed at this time.

DISCUSSION

The Metropolitan Transit Commission (MTC) has developed a plan for regular route fare changes to occur in November 1993. This calls for an increase in the base fare from \$.85 to \$1.00; a peak fare of \$1.25; and elimination of the \$.25 zone-crossing surcharge. The Americans with Disabilities Act (ADA) requires that Metro Mobility fares be no more than twice the MTC fares. If the MTC's plan is approved, then, the maximum amounts that could be charged to Metro Mobility passengers would be a \$2.00 base fare and a \$2.50 peak fare; and the zone fare would no longer apply.

At this time, RTB staff recommends no change in the base or peak fare. Metro Mobility customers would continue to pay a \$1.70 base fare and a \$2.20 peak fare. RTB staff, however, recommends that the zone-crossing surcharge, which is \$.50 for Metro Mobility, be eliminated; and that this action take effect in advance of the MTC fare changes. On October 2, 1993, the start date for the new Metro Mobility program, the service area boundaries will be changing to reduce some of the overlap with the five county program service areas. There will be less distance between the zone crossing boundary and the outer boundary of the Metro Mobility service area; and it would be less confusing to riders if the former were eliminated. It is estimated that fewer than 15% of the current Metro Mobility trips qualify for the zone fare; this means a loss of approximately \$75,000 a year in revenues.

Base and peak fare changes for Metro Mobility could be considered next year. A related activity is the new ADA eligibility process, which is scheduled to start in July 1994. At that time there will be a need to revisit the current annual fees charged to riders for certification; so it may be appropriate timing to revisit customer fares then as well.

RECOMMENDATION

That the Regional Transit Board eliminate the \$.50 zone-crossing surcharge for Metro Mobility service beginning October 2, 1993.

OPEN APPOINTMENTS APPLICATION FOR SERVICE ON STATE AGENCY

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

Appointment Sought: MEMBER
 (Enter type of membership position or state "member")

Applicant Name: MARGARET DOLAN
 (First Name) (Last Name)

Applicant Address: 5357 CHOWEN AVE So, MPLS MN 55416
 (Street) (City) (State) (Zip)

Daytime Phone: (612) 540-4208 County: HENNEPIN

Evening Phone: (612) 926-0368 Legislative District: 63A Congressional District: 5

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STATISTICAL INFORMATION

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

Sex	Political Party	Race/National Origin
<input checked="" type="checkbox"/> Female	<input type="checkbox"/> Dem.	<input type="checkbox"/> American Indian
<input type="checkbox"/> Male	<input checked="" type="checkbox"/> Rep.	<input type="checkbox"/> Asian/Pacific
	<input type="checkbox"/> None or Other	<input type="checkbox"/> Black
		<input type="checkbox"/> Hispanic
		<input checked="" type="checkbox"/> Caucasian
		<input type="checkbox"/> Other

STATEMENT OF QUALIFICATION

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

(May continue on the back or on attached sheets)

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

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

Margaret M Dolan August 9, 1993
 (Signature of Applicant) (Date)

If applicant is being nominated by another person or group, signature indicates consent to nomination. You will not receive an acknowledgement of this application but the appointing authority will notify you if an interview is desired.

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

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

FOR THE GOVERNOR'S ADVISORY COMMITTEE ON APPOINTMENTS TO MULTI-MEMBER AGENCIES

Please attach this information or a resume to your Minnesota Open Appointments Act Application.

Applicant
Name:

MARGARET DOLAN

Day

Phone: (612) 540-4208

Current and past volunteer
community service activities:

HENNEPIN COUNTY WOMEN'S POLITICAL CAUCUS: MEMBER SINCE 1985;
CHAIR 1989-1992

ST. OLAF CHURCH CHOIR 1985- PRESENT

INDEPENDENT - REPUBLICAN PARTY OF MN: SEVERAL OFFICES, 1980 - PRESENT

NEIGHBORHOOD VOLUNTEER FOR MANY FUND DRIVES: AMERICAN CANCER
SOCIETY, HEART ASSOCIATION, ETC.

Current and past public and private
board involvement:

MEMBER, RIDESHARE ADVISORY COMMITTEE TO THE REGIONAL TRANSIT
BOARD 10/91 - 3/93

MEMBER, STATE BOARD FOR COMMUNITY COLLEGES 1/92 - PRESENT.

Current and past
employment:

GENERAL MILLS, INC. 1976 - PRESENT

What would be your main contribution
to this Board or Commission:

1. EXPERIENCE IN ANALYSIS; EDUCATION IN ACCOUNTING
2. EXCELLENT COMMUNICATION AND PROBLEM-SOLVING SKILLS
3. PERSPECTIVE OF A FEMALE, TRANSIT-USING SENIOR CITIZEN

Letters of recommendation may be sent directly to the Governor.

Answers may be continued on attached sheets.

MARGARET DOLAN

5357 Chowen Avenue South
Minneapolis, MN 55410
Work: 540-4208

PERSONAL RESUME

CAREER/JOB OBJECTIVE:

Management in an analysis environment; responsibility for projects from inception to completion. Willing to travel and/or relocate.

EXPERIENCE:

2/79 - present: Coupon Investigation Analyst, reporting to Carl Bisson. Designed and implemented a system of parameters for use in evaluating reasonableness of manufacturer coupon redemption by retailers. Formulated theoretical concept, located data sources, selected quantifiable bases for parameters, did necessary calculations, worked with Data Processing Department to facilitate computer implementation, tested and evaluated results, prepared and presented progress reports. This project is an original concept; nothing similar has been published.

Currently maintaining, updating and improving parameter system, automating some parameter procedures on a PC, and conducting miscellaneous coupon research projects.

5/78 - 2/79: Customer Complaints Analyst, reporting to Carl Bisson. Developed procedures. Analyzed complaints, made pay/no pay decisions, communicated decisions to customers. Began with several months' backlog, left position with workload current.

3/78 - 5/78: Special Projects Staff Assistant, reporting to Steve Solstad. Did in-depth analysis of large accounts with coupon problems.

8/76 - 3/78: Staff Assistant, Grocery Products Sales Division, reporting to Grover Eaton. Worked with volume program, expense tracking, new products, budget analysis, incentive, miscellaneous analysis projects.

EDUCATION:

University of Minnesota - Accounting (4 years)

REFERENCES:

Ann Wefald
Buyer, Procurement Division
State Administration Bldg.
St. Paul, MN 55155

Carl Bisson
Manager, Coupon Control and Analysis
General Mills, Inc.
9200 Wayzata Blvd.
Minneapolis, MN 55426



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

**Minutes of the Meeting of the
COMMITTEE OF THE WHOLE
July 26, 1993**

MEMBERS PRESENT: Policy Committee Chair Val Higgins, Michael Beard, Ruth Franklin, Morgan Grant, Ruby Hunt and John Riley

MEMBERS EXCUSED: Sharon Feess, James Hovland and Dennis Schulstad

OTHERS PRESENT: Tom Sather, Melanie Benson, Metropolitan Transit Commission (MTC); Arnie Entzel, Amalgamated Transit Union; Sarah Lenz Brodt, Ebenezer Society; Bob Kerr; Gregory L. Andrews, Judy Hollander, Ed Kouneski, Len Simich, Randy Rosvold, Paul Moline, Mike Opatz, Dave Jacobson, Mary Fitzgerald, RTB staff

CALL TO ORDER AND ROLL CALL

Committee Chair Higgins called the meeting to order at 4:05 p.m., stating it is his goal to start meetings promptly at 4:00 p.m. Roll was taken.

APPROVAL OF AGENDA

Grant moved and Riley seconded approval of the agenda. The motion was unanimously approved.

REGIONAL TRANSIT BOARD ALCOHOL AND SUBSTANCE ABUSE POLICY AMENDMENT

Simich reviewed the staff report dated July 16, 1993. Riley explained that the amendments before the board are required by state and federal law. He reviewed the history of this issue, which was so controversial that the ensuing law is less logical than political. Lives have been saved because failure rates dropped dramatically after since the testing began. Beard moved and Hunt seconded:

That the Regional Transit Board:

1. Approve the amended Regional Transit Board Alcohol and Substance Abuse Policy for Metropolitan Transit Service Providers, dated August 1, 1993; and
2. Direct Regional Transit Board transit providers to amend their substance abuse plans to be consistent with this board action by August 1, 1993.

The motion was unanimously approved. Riley said the record should reflect that if federal law did not require 50-percent random testing, he would lower the figure to something more reasonable, such as 12 percent. During his years at the Federal Railroad Administration, experience showed that "reasonable cause" testing was less effective than they had expected because drivers do not feel their actions will trigger a test. Higgins added that having volunteers sign a document is useless.

SPECIAL EVENTS POLICY

Blin and Moline reviewed the staff report dated July 16, 1993. Higgins commended staff on developing the policy and keeping it moving. He also commended the Providers Advisory Committee, which appointed a subcommittee to work with staff. The committee early on had reservations, but now supports the policy.

Grant asked whether the providers would be capable of providing accessible service for out-of-town visitors. Blin said a waiver would be granted when they cannot provide service. Jacobson noted the Ebenezer Society is currently under contract to provide transportation for the Convention of Disabled Veterans. Regarding the promotional service policy, Grant said he would like to incorporate an accessible service requirement since it would be at non-peak hours. The board then debated whether there is currently sufficient equipment to meet such a requirement. Grant then moved that every effort be made to provide accessible service.

Franklin moved and Hunt seconded:

That the Regional Transit Board adopt the Special Events Policy, dated July 16, 1993.

The motion was unanimously approved. Grant said he would like his comments included. The chair asked him to write them out. Riley said that since only 15-percent of the fleet is accessible so far, we must be cautious about placing restrictions on the use of the vehicles. On one hand we want the best effort, but we do not want anyone to draw accessible equipment away from regular route service. Grant moved:

That a clause be added to the policy stating that to the extent possible, promotional service should be accessible to those with disabilities.

Beard seconded the motion. With that amendment, the original motion was unanimously approved.

FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT APPLICATION FOR TRAVLINK PROJECT, RESOLUTION NO. 93-07

Moline reviewed the July 19 staff report. Responding to Higgins' question, he said this action is not a commitment for additional RTB funds, it is only a request for additional federal funds over and above those already committed. Franklin moved and Hunt seconded:

That the Regional Transit Board approve a resolution requesting Federal Transit Administration funding for the TRAVLINK project and authorize the executive director to submit a funding application to the Federal Transit Administration for \$400,000.

Beard asked if this is the final expenditure. Moline said this is the start-up phase and the program will run until 1995. RTB is committed to do what it can with the amount already funded. This evaluation will help determine the next steps. The project will continue to evolve. Higgins said the staff will have to come back to the board for any additional funding. On a roll call vote, the motion and resolution were unanimously approved.

METRO MOBILITY PROVIDER SELECTION

Kouneski reviewed the July 20 staff report. Riley said this is a major policy decision which will realize an additional \$1 million savings per year as a cushion for operations. On the down side, with only two providers, each has enormous leverage over the RTB. The choice entails some risk. If a carrier goes bankrupt the performance bond will not help us. Higgins said one factor in our favor is that the vehicles stay under the control of

ATE. Riley agreed but added that if a provider left, filling in would not be an overnight affair. It would be possible, but difficult. Grant said this is a very risky venture. Last year the riders were told at a public hearing that there would be three or four Metro Mobility providers. Kouneski said the overflow providers would have management structures in place to handle the overflow, but we would still have to find a new operator. We are shifting the way we provide the service. Very likely, we will have more than four providers involved in the program after October 1. Beard asked if the contract can be altered. Kouneski said the providers based their price at a certain level of service. RTB would have to break the contract to bring in a third provider and probably could not enter into a contract with those service levels. Kouneski described the mechanism called for in the contract. Grant asked if performance bond funds could be used to provide additional service. Kouneski said after October 1 Metro Mobility will still be providing a higher level of service than ADA requires and continue to serve communities outside the ADA-mandated service area. If the number of certified riders increases significantly, the board will have to consider managing the demand by restricting service in that area. Beard moved and Hunt seconded:

That the Regional Transit Board approve the use of two operators for the dedicated vehicle portion of Metro Mobility service.

Franklin said she will be out of town for the next board meeting but supports the concept while recognizing that RTB promoted this as a service with three or four providers. She hopes other counties will consider getting involved in transit as Anoka has done with its Traveler, which has taken many rides off the Metro Mobility program.

Higgins noted RTB is not really cutting back to two providers; we are contracting with two providers to use the new equipment. Others will provide backup. Grant asked that the recommendation recognize that. The chair directed staff to develop appropriate language. Riley said he will vote to move the issue to the board and would like people to understand the entire issue. He is not sure the sedan operator is an adequate provider. The agency operators could not run the fleet. Higgins moved and Grant seconded:

That the Regional Transit Board approve the use of two operators for the dedicated vehicle portion of Metro Mobility service with the use of additional operators for supplemental "overflow" service.

The motion was unanimously approved. Riley said he hopes the members will discuss this further at the board meeting next week. Higgins directed Kouneski to give members a briefing on what will be in the Request for Proposal.

NICOLLET MALL SHUTTLE

Blin reviewed the July 19 staff report, adding that the vehicle design has also changed. Grant said the advantage of the standard coach-type buses is that if the shuttle does not succeed the vehicles can go into regular route service. The problem is in providing accessible service. The real beauty of the low floor, multiple-door vehicle is that it would have resolved that. Hunt asked whether the changes mean the new transfer facility will stand empty. Blin said it will until there is service. The loss to MTC in downtown revenue is projected to be about \$400,000 in lost 25-cent fares. Riley said we must be careful to assure that what is built bears some resemblance to what the board originally approved. The idea of meeting express buses at terminal points and taking buses off those streets was a key part of that proposal, but it has now been abandoned.

Blin will check on the status of federal funding. Hunt said Ramsey County's planners are reporting there is concern about whether Congress will come through with transit funds. She agreed with Riley that the board should support the original intent of the project, which was to relieve congestion in that area.

OTHER BUSINESS

There being no other business. Grant moved and Riley seconded that the meeting be adjourned. The motion was unanimously approved and the meeting adjourned at 5:30 p.m.

I hereby certify that the foregoing constitutes a true and accurate record of the Regional Transit Board's Committee of the Whole meeting of July 26, 1993.

Respectfully submitted,

Mary Fitzgerald
Secretary of the Board

Approved by the Regional Transit Board on this 16th day of August 1993.



REGIONAL TRANSIT BOARD
Mears Park Centre, 230 East 5th Street
St. Paul, Minnesota 55101
612/229-2700

**Minutes of the Meeting of the
REGIONAL TRANSIT BOARD
August 2, 1993**

MEMBERS PRESENT: John H. Riley, Chair; Michael Beard; Morgan Grant; Val Higgins; James Hovland; Ruby Hunt; Dennis Schulstad

MEMBERS EXCUSED: Sharon Feess and Ruth Franklin

OTHERS PRESENT: Esther Newcome, Metropolitan Council; Sara Brodt Lenz, Ebenezer Society; Arnie Entzel, Amalgamated Transit Union; Judy Hollander, Dale Ulrich, Len Simich, Suzanne Hanson, Howard Blin, Ed Kouneski, Mary Fitzgerald, RTB staff

CALL TO ORDER AND ROLL CALL

The meeting was called to order at 4:00 p.m. and roll was taken.

APPROVAL OF AGENDA

Higgins moved and Beard seconded approval of the agenda; the motion carried unanimously.

APPROVAL OF MINUTES

Hunt moved and Beard seconded approval of the minutes of the Committee of the Whole of July 12, 1993. The motion was unanimously approved.

Hovland moved and Beard seconded approval of the minutes of the joint meeting of the Regional Transit Board and Metropolitan Transit Commission on July 23, 1993. The motion was unanimously approved.

CHAIR'S REPORT

Riley said currently the main focus is on making sure that the Metro Mobility changeover is progressing as planned for conversion on October 1. He has also been holding think tank meetings on Transportation Demand Management with people involved in various transportation modes in order to take advantage of their insights and experience to develop better programs.

MEMBERS' REPORTS

Grant said the newspaper reported that the Metropolitan Council is holding a public hearing on September 2 for their Transit Planning Guide. He asked if copies of that draft will be available to board members. Riley said staff will request copies from the council staff.

Riley explained that Sharon Feess could not be present because of medical problems and Ruth Franklin is traveling.

REPORT OF THE COMMITTEE OF THE WHOLE

Policy Committee Chair Higgins reviewed the recommendations approved at the July 26, 1993 meeting.

Regional Transit Board Alcohol and Substance Abuse Policy Amendment

Higgins said the board has no choice but to approve these regulations because they are imposed by the federal government. Hunt referred to Riley's remarks at the committee meeting about the 50-percent requirement on random testing and asked if it would be worthwhile to pursue a change in that regulation. Riley said it might be worth pursuing because with a random testing system people are more likely to believe they will actually be selected for a test. Most experts believe 12 percent is a more reasonable number. Hunt said Vice President Gore has indicated that it is a major policy of the Clinton Administration to lift unnecessary mandates and appears to be the lead person in that area so the timing might be appropriate. Riley said he was involved with this issue when he was director of the Federal Railroad Administration and would be happy to raise the issue again. Based on his experience with the charter bus industry, Higgins said, random testing is keeping things under control. Some people don't even apply for jobs when they find out there is a testing program. In this instance, he has no qualms about infringing on anyone's rights. Riley said no one has a right to drive under the influence of drugs and place lives at risk. This program is making a difference. Higgins moved and Grant seconded:

That the Regional Transit Board:

1. Approve the amended Regional Transit Board Alcohol and Substance Abuse Policy for Metropolitan Transit Service Providers, dated August 1, 1993; and
2. Direct Regional Transit Board transit providers to amend their substance abuse plans to be consistent with this board action by August 1, 1993.

The motion was unanimously approved.

Special Events Policy

Higgins moved and Hunt seconded:

That the Regional Transit Board adopt the Special Events Policy, dated July 16, 1993.

Riley said the committee had a good discussion of this last week. The Providers Advisory Committee and others put a great deal of effort into developing this

policy. Higgins again complimented the advisory committee on working through the differences. Beard said he asked one of the opt-out providers for an opinion during last week's meeting. Since then he has been in touch with others opt-out communities and they are pleased that something has been developed that everyone can support. He is very comfortable supporting this. Higgins said the providers requested that after we have some experience with the policy, we go back and amend it if any problems arise. Riley said the board always has the prerogative of voting to deviate from a particular policy. The motion was unanimously approved.

Federal Transit Administration (FTA) Grant application for TRAVLINK Project, Resolution no. 93-07

Higgins said the board authorized participation in this project last February and pledged funds. This resolution is to approve filing the actual application for federal funds. He moved and Beard seconded:

That the Regional Transit Board approve a resolution requesting FTA funding for the TRAVLINK project and authorize the executive director to submit a funding application to the Federal Transit Administration for \$400,000.

The motion and resolution were unanimously approved.

Metro Mobility Provider Selection

Higgins moved and Beard seconded:

That the Regional Transit Board approve the use of two operators for the dedicated vehicle portion of Metro Mobility service with the use of additional operators for supplemental "overflow" service.

Riley said RTB assumed from the beginning there would be three providers, an operator to handle the agencies' trips, and taxicab services for overflow. ATE analyzed all the data and found that with two providers, rather than three, using the same number of vehicles will generate \$2.1 million in savings over the course of the contract which can be put back into supplemental service. The Request for Proposal (RFP) leaves the question open. On the other side of the argument, this action gives either provider a great deal of leverage over RTB.

Dan Hibbert, Metro Mobility Service Center, introduced himself. He explained the reasons ATE recommended using two providers.

Higgins said that ordinarily a contractor is expected to provide the equipment that you pay for, but in this case RTB retains control of the vehicles. Hibbert said the providers will contract with ATE. This approach identifies the costs associated with each part of the operation. ATE ensured that the providers are also protected and receive a reasonable rate, which is very helpful in avoiding a contractor default. Riley said that is why the board decided it is better to acquire the fleet and make the carrier responsible only for providing the drivers.

Members asked for clarification of the economics of the recommendation and how factors were weighted in the criteria. Grant said he has reservations about the number of providers because of the leverage they will have. The \$250,000 that will be realized from the performance bond if the provider defaults sounds like a lot of money, but it is only five-percent of the annual budget. A default by one of the providers would create a lot of disruption for the riders. This is a huge gamble. Hibbert said he shares those concerns, but even if one provider withdrew, there would still be the other two and the overflow providers. In a short-term situation, he believes we can respond quite well. Riley said it is important to remember that in the event of default, the bonding company would pay RTB and then pursue the provider for reimbursement.

Higgins said staff had to make a strong effort to get service back on the street when a major provider withdrew from the system. The major problem was in replacing the vehicles. In this case RTB will have control of those vehicles and it will be easier to fill the gap. The drivers of the failed companies would be looking for jobs. The advantages outweigh the relatively small chance that someone will bail out. Riley said the carriers would still have enormous leverage, even if ATE contracts with three providers. Because service will improve, we will have an greater demand. and he would prefer to use the savings to provide those additional rides. There will be the equivalent of four providers and the fall back position should be incorporated into the contract itself. Grant said the ridership must be made to understand why this is being done.

Hovland said he is in favor of the proposal and has confidence in the expertise of staff and the oversight contractor. This is an opportunity to save \$2.1 million. The new equipment that is arriving is beautiful and this will be the first community in the nation to be in full compliance with the Americans with Disabilities Act.

OTHER BUSINESS

Funding for Metro Mobility Operations

Kouneski reviewed his memorandum dated August 1, 1993. Responding to Hunt's question, he said Mayflower Contract Services, Inc. is working with a local firm and taking steps to establish itself locally. Everyone except the general manager is locally hired.

Grant expressed reservations about the service coordinator's top management being non-local people. Higgins said he could not imagine a firm bidding on a contract unless they can run the operation with their own top people. Hovland asked Hibbert to furnish him with information on nationwide gross revenues for this type service.

Hunt asked if the companies conduct sexual harassment training and whether they will conform to Minnesota's laws. Hibbert said all the drivers will receive training in a number of areas so every passenger will be assured that all the drivers received the same training. Beard moved and Hovland seconded:

That the Regional Transit Board approve expenditures for the Metro Mobility centralized operations at the following levels:

Calendar Year 1993	\$3,560,000
Calendar Year 1994	\$12,250,000

These figures exclude previously authorized amounts for the Metro Mobility Service Center.

The motion was unanimously approved.

Hovland complimented the board on its joint meeting with MTC on July 23. He was very proud of the insight and wisdom exhibited with respect to the issues. Riley thanked him on behalf of the board and said the issue is far from settled, although the board's involvement is probably concluded.

Beard asked Kouneski if the startup of the new paratransit program is on track. Kouneski said the new operations will start on October 2 as planned. The facility will be housed in offices across Mears Park. Computer installation will take place this week. The goal is to do several dry runs to deal with unanticipated problems. Hibbert said the vehicles will start arriving shortly and will be garaged at the providers' facilities. The Handicabs garage is near the Minneapolis garbage burner. Fortunately Mayflower secured space in a garage that is already operational. It is centrally located at County Road C and Snelling Avenue and has capacity for 150 vehicles. The state has agreed to inspect the vehicles as soon as they arrive and a local firm will install the radio equipment. Riley added that RFP's will have to be issued for the agency-trip provider and the overflow provider.

There being no other business, Grant moved and Hunt seconded that the meeting be adjourned. The motion was unanimously approved and the meeting adjourned at 5:25 p.m.

I hereby certify that the foregoing constitutes a true and accurate record of the Regional Transit Board's meeting of August 2, 1993.

Respectfully submitted,

Mary Fitzgerald
Secretary of the Board

Approved by the Regional Transit Board on this 16th day of August 1993.



REGIONAL TRANSIT BOARD
Mears Park Centre, 230 East 5th Street
St. Paul, Minnesota 55101
612/229-2700

REPORT OF THE COMMITTEE OF THE WHOLE

At its meeting of August 9, 1993, the committee approved the following recommendations:

FINANCIAL STATEMENTS-JUNE 1993

That the Regional Transit Board receive the June 1993 unaudited financial statements and direct that they be placed on file.

REQUEST FOR PROPOSAL FOR BROOKDALE TRANSIT HUB

That the Regional Transit Board authorize the executive director to issue a request for proposal for consultant services associated with engineering and design of the Brookdale Transit Hub.

SMART DARTS PHASE I FUNDING REQUEST

That the Regional Transit Board approve the funding request for Phase I implementation of the Smart DARTS demonstration for an amount not to exceed \$65,300.

WHITE BEAR AREA CONTRACT FOR CALENDAR YEAR 1994

That the Regional Transit Board authorize the executive director to renew the operating assistance contract with White Bear Area Transit effective January 1, 1994 through December 31, 1994 for an amount not to exceed \$170,480.

OTHER BUSINESS

The committee interviewed applicants for the Metropolitan Transit Commission.

The next meeting of the committee will be September 13, 1993 at 4:00 p.m.

Michael Beard
Acting Chair
Administration and Finance Committee

mff
8/10/93

REGIONAL TRANSIT BOARD

**MEARS PARK CENTRE
230 EAST FIFTH STREET, ST. PAUL, MINNESOTA 55101
292-8789**

DATE: July 28, 1993
TO: Chair and Members of the Administration and Finance Committee
FROM: Gerri Sutton, Accountant
SUBJECT: Financial Statements -June 1993

SUMMARY

The Administration and Finance Committee is asked to review the June 1993, financial statements. These financial statements have been prepared on the modified accrual basis and in accordance with generally accepted accounting principles.

DISCUSSION

The total ending fund balance at June 30, 1993 was \$4 million, down \$400,000 from May 1993. The negative variance in MTC Regular Route expenditures increased to \$2,450,000, up \$550,000 from May '93.

June is the final month of state fiscal year 1993. In July we will start recognizing state appropriations at the higher FY 94 level. If FY93 and FY94 funding levels were averaged, we would have recognized an additional \$1,754,000 in the year through June 30, 1993.

The Metro Mobility fund balance is \$552,000, up \$53,000 since the close of May.

RECOMMENDATION

That the Regional Transit Board receive the June 1993, financial statements and direct that they be placed on file.

Attachment
GS/me

REGIONAL TRANSIT BOARD
FINANCIAL STATEMENTS
Ending June, 1993

Balance Sheet.....	Page 1
Combined Statement of Revenues, Expenditures and Fund Balance.....	Page 2
Special Revenue Funds.....	Page 3
Program Status Report and Comments.....	Page 4
Transit Provider Status Report.....	Pages 5&6
Investment Summary by Fund.....	Page 7&8
Schedule of Bond Receipt and Disbursement.....	Page 9

REGIONAL TRANSIT BOARD
COMBINED BALANCE SHEET - ALL FUND TYPES and ACCOUNT GROUPS
AS OF JUNE 30, 1993

	GENERAL FUND	SPECIAL REV FUNDS	AGENCY FUND	FIXED ASSETS	TOTAL ALL FUNDS	JUNE 1992 ALL FUNDS	CHANGE
ASSETS							
CASH	\$0	\$0	\$654,615		\$654,615	\$1,164,119	(\$509,504)
INVESTMENTS	\$12,032,616	\$0	\$2,007,254		\$14,039,871	\$15,450,631	(\$1,410,761)
TAXES RECEIVABLE	\$0	\$52,871,796	\$8,587,984		\$61,459,780	\$58,995,946	\$2,463,834
ACCRUED INTEREST RECEIVABLE	\$6,528	\$0	\$0		\$6,528	\$7,671	(\$1,143)
DUE FROM OTHER FUNDS	\$318,828	\$7,049,294	\$1,281,587		\$8,649,709	\$58,524	\$8,591,185
DUE FROM OTHER GOVERNMENTAL UNITS	\$0	\$0	\$0		\$0	\$0	\$0
STATE OF MINNESOTA RECEIVABLE	\$1,240,700	\$11,646,050	\$0		\$12,886,750	\$13,565,000	(\$678,250)
FEDERAL GOVERNMENT RECEIVABLE	\$58,573	\$723,614	\$0		\$782,187	\$203,573	\$578,613
OTHER ASSETS	\$21,841	\$1,009,015	\$394,208	\$575,782	\$2,000,845	\$2,207,029	(\$206,184)
TOTAL ASSETS	\$13,679,085	\$73,299,768	\$12,925,649	\$575,782	\$100,480,284	\$91,652,494	\$8,827,790
LIABILITIES							
ACCOUNTS PAYABLE	\$102,524	\$2,136			\$104,660	\$112,640	(\$7,980)
ACCRUED PAYROLL LIABILITIES	\$159,197	\$3,840			\$163,036	\$149,744	\$13,293
DUE TO OTHER GOVERNMENTAL UNITS	\$58,910	\$0	\$8,923,280		\$8,982,190	\$7,358,780	\$1,623,410
MTC PAYABLE	\$0	\$21,115,251	\$1,600,906		\$22,716,156	\$21,825,902	\$890,254
TRANSIT PROVIDERS PAYABLE	\$0	\$3,260,578	\$2,007,254		\$5,267,833	\$6,391,879	(\$1,124,047)
DUE TO OTHER FUNDS	\$8,330,881	\$318,828	\$0		\$8,649,709	\$58,524	\$8,591,185
DEFERRED REVENUE	\$1,273,350	\$48,277,262			\$49,550,612	\$48,130,315	\$1,420,297
OTHER LIABILITIES	\$11,900				\$11,900	\$11,900	\$0
DEFERRED COMP HELD			\$394,208		\$394,208	\$319,630	\$74,578
TOTAL LIABILITIES	\$9,936,761	\$72,977,894	\$12,925,648	\$0	\$95,840,304	\$84,359,314	\$11,480,990
FUND EQUITY							
INVESTMENTS IN FIXED ASSETS RESERVED / DESIGNATED	\$1,131,041		\$0	\$575,782	\$575,782	\$568,602	\$7,180
UNRESERVED / UNDESIGNATED	\$2,611,283	\$321,873	\$0	\$0	\$2,933,156	\$4,803,238	(\$1,870,082)
TOTAL FUND EQUITY	\$3,742,324	\$321,873	\$0	\$575,782	\$4,639,979	\$7,293,180	(\$2,653,201)
TOTAL LIABILITIES & FUND EQUITY	\$13,679,085	\$73,299,768	\$12,925,648	\$575,782	\$100,480,283	\$91,652,494	\$8,827,789

REGIONAL TRANSIT BOARD
COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE--
GENERAL AND SPECIAL REVENUE FUND TYPES--FOR SIX MONTHS ENDED JUNE 30, 1993

	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL ALL FUNDS	TOTAL BUDGET ALL FUNDS	ACTUAL BUDGET VARIANCE FAV/(UNFAV)
BEGINNING FUND BALANCE	\$2,975,973	\$1,871,946	\$4,847,919	\$3,518,627	\$1,329,292
REVENUE					
PROPERTY TAX		\$32,263,782	\$32,263,782	\$32,141,338	\$122,445
STATE APPROPRIATIONS	\$1,273,350	\$11,952,528	\$13,225,878	\$13,225,875	\$3
FEDERAL GRANTS	\$236,330	\$784,998	\$1,021,328	\$943,400	\$77,928
INTEREST	\$162,611	\$0	\$162,611	\$279,000	(\$116,389)
AGENCY REIMBURSEMENT	\$0	\$261,467	\$261,467	\$300,000	(\$38,533)
MISCELLANEOUS	\$109	\$0	\$109	\$0	\$109
TOTAL REVENUE	\$1,672,401	\$45,262,775	\$46,935,176	\$46,889,613	\$45,563
EXPENDITURES					
SALARIES & BENEFITS	\$788,323	\$32,256	\$820,579	\$886,730	\$66,151
MEMBER PER DIEMS	\$11,100		\$11,100	\$20,000	\$8,900
CONSULTING	\$53,800	\$0	\$53,800	\$132,500	\$78,700
LEGAL FEES	\$19,616		\$19,616	\$65,000	\$45,384
PROFESSIONAL SERVICES	\$31,569	\$259,067	\$290,635	\$704,375	\$413,740
MET COUNCIL CHARGEBACKS	\$93,798		\$93,798	\$93,800	\$2
LOCAL TRAVEL	\$12,764	\$309	\$13,073	\$25,525	\$12,452
NON-LOCAL TRAVEL	\$7,932	\$0	\$7,932	\$23,500	\$15,568
MATERIALS & SUPPLIES	\$13,845	\$209	\$14,053	\$19,275	\$5,222
OCCUPANCY/TELEPHONE	\$101,763		\$101,763	\$108,143	\$6,379
PUBLIC COMMUNICATIONS	\$45,312	\$42	\$45,354	\$82,950	\$37,596
EQUIP RENTAL/MAINTENANCE	\$13,293	\$0	\$13,293	\$17,300	\$4,007
INSURANCE	\$4,415		\$4,415	\$32,100	\$27,686
CAPITAL EXPENDITURES	\$14,795	\$0	\$14,795	\$5,000	(\$9,795)
EMPLOYEE RECRUITMENT/DEVELOPMENT	\$11,260	\$80	\$11,340	\$13,250	\$1,910
TRANSIT PROGRAMS/GRANTS	\$1,292	\$46,202,059	\$46,203,351	\$44,809,401	(\$1,393,950)
TOTAL EXPENDITURES	\$1,224,877	\$46,494,020	\$47,718,898	\$47,038,849	(\$680,049)
EXCESS/(DEFICIENCY) REV OVER EXP	\$447,523	(\$1,231,245)	(\$783,722)	(\$149,236)	(\$634,486)
FUND BALANCE					
TRANSFERS					
BOARD AUTHORIZATIONS	\$0	\$0	\$0	\$0	\$0
COST ALLOCATIONS	\$318,828	(\$318,828)	\$0	\$0	\$0
NET TRANSFERS	\$318,828	(\$318,828)	\$0	\$0	\$0
ENDING FUND BALANCE	\$3,742,324	\$321,873	\$4,064,197	\$3,369,391	\$694,806

**REGIONAL TRANSIT BOARD
COMBINED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE -
ALL SPECIAL REVENUE FUNDS - FOR THE SIX MONTHS ENDED JUNE 30, 1993**

ACT/BUDG	BUDGET	TOTAL	SPECIAL	FUNDS	FUNDS	FAV/(UNFAV)
VARIANCE	SPECIAL	SPECIAL	SPECIAL	SPECIAL	SPECIAL	VARIANCE

REGULAR	METRO	OPT	RURAL	SM/URB	LRT	FUNDS	FUNDS	FUNDS
012	013	014	015	016	016	016	016	016
ROUTE	MOBILITY	OUT	RURAL	SM/URB	LRT	SPECIAL	SPECIAL	SPECIAL
1,116,237	156,574	0	387,976	211,159	1,871,946	1,237,320	634,626	122,445
28,047,383	0	3,933,336	283,063	0	32,263,782	32,141,338	11,952,525	3
5,120,700	6,175,650	0	656,178	0	11,952,528	11,952,525	785,000	(2)
285,000	0	0	0	0	784,998	785,000	0	0
0	261,467	0	0	0	261,467	300,000	0	(38,533)
0	0	0	0	0	0	0	0	0
33,453,083	6,437,117	3,933,336	939,241	499,998	45,262,775	45,178,863	83,913	(2,456,930)
34,154,642	252,077	0	779,839	291,961	34,154,642	31,697,712	307,464	55,387
MTC RIDESHARE	185,068	0	0	0	185,068	215,330	30,263	66,068
MTC JOBSEEKERS	310,746	0	0	0	310,746	376,814	143,825	158,103
NON-MTC FIXED ROUTE	1,348,748	3,265,709	0	0	1,348,748	3,423,813	158,103	13,176
OPT OUT	0	0	0	0	0	3,265,709	158,103	13,176
RURAL SYSTEMS	0	0	0	0	0	779,839	13,176	13,176
SMALL URBAN	0	0	0	0	0	779,839	13,176	13,176
METRO MOBILITY PROVIDERS	5,730,948	0	193,256	0	5,730,948	206,432	13,176	13,176
LIGHT RAIL TRANSIT	0	0	0	0	0	740,428	13,176	13,176
OTHER	(18,973)	0	0	0	(18,973)	206,432	13,176	13,176
PROVIDER CAPITAL EXP	0	0	0	0	0	740,428	13,176	13,176
TRANSIT PROGRAMS/GRANTS	0	0	0	0	0	740,428	13,176	13,176
TOTAL EXPENDITURES	35,921,561	6,041,694	973,095	291,961	46,494,020	45,095,246	18,973	243,884
EXCESS/(DEFICIENCY)	(2,468,478)	395,423	667,627	(3,854)	208,037	(1,231,245)	83,617	(1,314,862)
REVENUE OVER EXPENDITURE	(2,468,478)	395,423	667,627	(3,854)	208,037	(1,231,245)	83,617	(1,314,862)
TRANSFERS	0	0	0	0	0	0	0	0
BOARD AUTHORIZATIONS	(95,204)	0	(69,386)	(128,541)	(25,698)	(318,828)	(318,828)	(0)
COST ALLOCATION	(95,204)	0	(69,386)	(128,541)	(25,698)	(318,828)	(318,828)	(0)
NET TRANSFERS	(95,204)	0	(69,386)	(128,541)	(25,698)	(318,828)	(318,828)	(0)
FUND BALANCE	(1,447,445)	551,997	598,241	225,582	393,498	321,873	1,002,109	(680,236)
ENDING FUND BALANCE	(1,447,445)	551,997	598,241	225,582	393,498	321,873	1,002,109	(680,236)

REGIONAL TRANSIT BOARD
PROGRAM STATUS REPORT JUNE 1993
50% OF FISCAL YEAR

#	PROGRAM	ORIGINAL BUDGET	EXPENSE THRU PERIOD END DATE	UNEXPENDED BUDGET	EXPENSE AS % OF BUDGET
93-01	RTB Chair's Office	\$344,880	\$121,976	\$222,904	35.37%
93-02	Executive Director's Office	\$246,820	\$86,861	\$159,959	35.19%
93-03	Programs/Planning Admin	\$170,976	\$75,703	\$95,273	44.28%
93-04	Transportation Planning Process	\$124,298	\$57,624	\$66,674	46.36%
93-10	Elderly and Disabled	\$254,161	\$72,971	\$181,190	28.71%
93-11	Rideshare Planning	\$291,743	\$33,432	\$258,311	11.46%
93-13	Transit System Planning & Impl.	\$323,590	\$124,008	\$199,582	38.32%
93-14	Transit Programs and Admin.	\$89,469,388	\$46,299,318	\$43,170,070	51.75%
93-15	Administrative Services	\$517,349	\$203,304	\$314,045	39.30%
93-16	Financial Management	\$244,988	\$129,304	\$115,684	52.78%
93-17	Personnel Administration	\$63,772	\$27,534	\$36,238	43.18%
93-19	Public Information	\$294,883	\$126,460	\$168,423	42.88%
93-22	Competitive Transit Services	\$0	\$3,877	(\$3,877)	0.00%
93-23	Light Rail Transit	\$1,071,690	\$291,961	\$779,729	27.24%
93-26	Transit Test Mktg of New Serv.	\$591,523	\$24,526	\$566,997	4.15%
93-27	Community Relations	\$57,636	\$28,161	\$29,475	48.86%
93-XX		\$0	\$0	\$0	0.00%
	Sub-Total	\$94,067,697	\$47,707,020	\$46,360,677	50.72%
93-20	Capital Expenditure Program	\$10,000	\$14,795	(\$4,795)	147.95%
	Total Programs and Capital Expenditures	\$94,077,697	\$47,721,816	\$46,355,881	50.73%

**SPECIAL REVENUE FUNDS
SCHEDULE OF EXPENDITURES
as of June 30, 1993
50.00% of Year**

	1993 Contract	1993 Budget	6 months Expense	Unexpended Budget	Expense % Of Budget
REGULAR ROUTE					
North Suburban	762,029	762,029	404,018	358,011	53.02%
U Of M – Route #52	483,000	483,000	329,111	153,889	68.14%
Valley Transit	110,117	110,117	53,534	56,583	48.62%
Roseville Circulator	580,000	580,000	291,171	288,829	50.20%
Be Line	430,000	430,000	270,913	159,087	63.00%
Regular Route Expense	2,365,146	2,365,146	1,348,748	1,016,398	57.03%
North Suburban–Audit Adj.			(16,055)		
Valley Transit–Audit Adj.			(2,918)		
Adj. Regular Route Expense	2,365,146	2,365,146	1,329,775	1,016,398	56.22%
MTC–Western Suburbs	620,000	620,000	295,232	324,768	47.62%
MTC–Rideshare–Local	0	0	0	0	N/A
MTC–Rideshare–ISTEA	614,928	614,928	252,077	362,851	40.99%
MTC–Jobseekers	430,660	430,660	185,068	245,593	42.97%
RTB–Jobseekers	0	0	0	0	N/A
MTC–Regular Route	63,395,424	63,395,424	33,859,410	29,536,014	53.41%
MTC–Regular Route Expense	65,061,012	65,061,012	34,591,786	30,469,226	53.17%
Total Regular Route Expense	67,426,158	67,426,158	35,921,561	31,485,624	53.28%
METRO MOBILITY					
National	0	0	269,289	0	N/A
Yellow Taxi	0	0	785,473	0	N/A
Wilder	0	0	249,535	0	N/A
United Services	0	0	99,911	0	N/A
Metro Ride	0	0	842,124	0	N/A
H.T.S.	0	0	76,163	0	N/A
H.S.I.	0	0	100,402	0	N/A
Handicabs	0	0	1,533,200	0	N/A
Ebenezer	0	0	915,005	0	N/A
Diamond Cab	0	0	266,898	0	N/A
DARTS	0	0	245,001	0	N/A
City Wide	0	0	219,337	0	N/A
Contemporary Transportation	0	0	55,428	0	N/A
Metropolitan Area Transit	0	0	15,820	0	N/A
Safe Ride	0	0	7,759	0	N/A
Triad Transportation	0	0	10,077	0	N/A
Comfort Bus	0	0	27,425	0	N/A
Blue & White Cab	0	0	1,392	0	N/A
Fox Four	0	0	6,232	0	N/A
Special Kare	0	0	3,561	0	N/A
Senior Resources	0	0	918	0	N/A
Metro Mobility Expense	12,197,672	12,197,672	5,730,948	6,466,724	46.98%
MTC–MMAC	753,628	753,628	310,746	442,882	41.23%
Total Metro Mobility Expense	12,951,300	12,951,300	6,041,694	6,909,606	46.65%

**SPECIAL REVENUE FUNDS
SCHEDULE OF EXPENDITURES
as of June 30, 1993
50.00% of Year**

	1993 Contract	1993 Budget	6 months Expense	Unexpended Budget	Expense % Of Budget
OPT-OUT					
City Of Plymouth	1,348,763	1,348,763	543,125	805,638	40.27%
City Of Shakopee	248,712	248,712	111,099	137,613	44.67%
Southwest Metro	1,474,226	1,474,226	806,267	667,959	54.69%
Mn Valley Transit	3,202,402	3,202,402	1,469,341	1,733,061	45.88%
Maple Grove	573,522	573,522	334,113	239,409	58.26%
Opt Out Expense	6,847,625	6,847,625	3,263,945	3,583,680	47.67%
MN Valley Transit—Prior Yr Adj.			(15,293)		
Shakopee—Prior Yr Adj.			17,058		
Adj. Opt Out Expense	6,847,625	6,847,625	3,265,709	3,583,680	47.69%
SMALL URBAN					
Columbia Heights	83,000	83,000	46,371	36,629	55.87%
Hastings	82,172	82,172	38,846	43,326	47.27%
Hopkins	34,752	34,752	14,644	20,108	42.14%
NEST	111,434	111,434	47,508	63,926	42.63%
STEP	10,880	10,880	5,076	5,804	46.66%
White Bear	90,626	90,626	40,811	49,815	45.03%
Small Urban Expense	412,864	412,864	193,256	219,608	46.81%
RURAL					
Westonka	31,715	31,715	21,156	10,559	66.71%
Senior Transport.	27,217	24,179	13,817	10,362	57.14%
Senior Community	48,520	48,521	25,541	22,980	52.64%
Scott County	119,519	119,519	64,611	54,908	54.06%
H.S.I.	227,047	227,047	125,777	101,270	55.40%
DARTS	393,912	393,912	206,618	187,294	52.45%
Carver County	124,332	124,332	63,746	60,586	51.27%
Anoka County Volunteer	23,500	23,500	11,748	11,752	49.99%
Anoka County Linwood	15,796	15,796	7,178	8,618	45.44%
Anoka County Traveler	444,824	444,824	225,315	219,509	50.65%
Lakeville	27,510	27,510	14,331	13,179	52.10%
Rural Expense	1,483,892	1,480,855	779,839	701,016	52.66%
Total Rural/Small Urban Exp.	1,896,756	1,893,719	973,095	920,624	51.39%
NON-PROVIDER EXPENDITURES		0	0	0	N/A
LIGHT RAIL TRANSIT		1,071,690	291,961	779,729	27.24%
Grand Total	89,121,839	90,190,492	46,494,020	43,679,263	51.55%

**REGIONAL TRANSIT BOARD
INVESTMENT SUMMARY BY FUND
FOR MONTH ENDED June 1993**

PURCHASE DATE	MATURITY DATE	DESCRIPTION	PURCHASE PRICE	BROKER	YIELD
GENERAL FUND-					
		Beginning balance	\$2,272,667		
		sold	(\$2,272,667)		
1-Jun-93	7-Jun-93	CP- Kern River	\$1,899,050	Dain Bosworth	3.002
	7-Jun-93	sold	(\$1,899,050)		
7-Jun-93	14-Jun-93	CP- Sycamore	\$549,673	Dain Bosworth	3.052
	14-Jun-93	sold	(\$549,673)		
8-Jun-93	21-Jun-93	CP- MRG Finance	\$3,695,858	Smith Barney	3.103
	21-Jun-93	sold	(\$3,695,858)		
21-Jun-93	28-Jun-93	CP- GE	\$374,802	American Bank	2.722
	28-Jun-93	sold	(\$374,802)		
21-Jun-93	22-Jun-93	Repurchase Agreement	\$1,468,000	Smith Barney	3.125
	22-Jun-93	sold	(\$1,468,000)		
22-Jun-93	23-Jun-93	Repurchase Agreement	\$1,468,127	Smith Barney	3.100
	23-Jun-93	sold	(\$1,468,127)		
23-Jun-93	28-Jun-93	Repurchase Agreement	\$2,000,000	Smith Barney	
	28-Jun-93	sold	(\$2,000,000)		
23-Jun-93	6-Jul-93	CP- Ford	\$399,567	American Bank	3.003
23-Jun-93	6-Jul-93	CP- Univ. Support Systems	\$1,997,743	Smith Barney	3.129
23-Jun-93	6-Jul-93	CP- Ford	\$2,996,620	Dain Bosworth	3.124
23-Jun-93	12-Jul-93	CP- Sycamore	\$998,353	Dain Bosworth	3.125
23-Jun-93	19-Jul-93	CP- Smith Barney	\$2,993,175	Smith Barney	3.157
25-Jun-93	19-Jul-93	CP- Kern River	\$1,372,158	Dain Bosworth	3.106
28-Jun-93	6-Jul-93	Repurchase Agreement	\$1,275,000	Smith Barney	3.150
TOTAL OUTSTANDING			\$12,032,616		

BOND ISSUE	# 1				
		Beginning balance	\$590,435		
		sold	(\$590,435)		
1-Jun-93	14-Jun-93	Repurchase Agreement	\$591,185	Smith Barney	3.125
	14-Jun-93	sold	(\$591,185)		
14-Jun-93	21-Jun-93	Repurchase Agreement	\$591,852	Smith Barney	3.100
	21-Jun-93	sold	(\$591,852)		
		Balance	-0-		

REGIONAL TRANSIT BOARD
INVESTMENT SUMMARY BY FUND
FOR MONTH ENDED June 1993

PURCHASE DATE	MATURITY DATE	DESCRIPTION	PURCHASE PRICE	BROKER	YIELD
BOND ISSUE	# 2				
		Beginning Balance	\$2,242,207		
		sold	(\$2,242,207)		
1-Jun-93	14-Jun-93	Repurchase Agreement	\$2,247,445	First Bank St. Paul	2.900
	14-Jun-93	sold	(\$2,247,445)		
14-Jun-93	21-Jun-93	Repurchase Agreement	\$2,249,798	First Bank St. Paul	2.850
	21-Jun-93	sold	(\$2,249,798)		
21-Jun-93	6-Jul-93	Repurchase Agreement	\$2,007,254	First Bank St. Paul	2.850
		Balance	\$2,007,254		

**REGIONAL TRANSIT BOARD
SCHEDULE OF BOND RECEIPTS AND DISBURSEMENTS
AS OF JUNE 30, 1993**

	TOTAL CAPITAL BOND	TOTAL BUDGET CAPITAL BOND	ACTUAL/BUDGET VARIANCE FAV/(UNFAV)
BEGINNING BALANCE	\$2,944,716	\$2,944,716	\$0
RECEIPTS			
BOND ISSUES	\$0	\$7,000,000	(\$7,000,000)
INTEREST	\$42,916	\$0	\$42,916
TOTAL RECEIPTS	\$42,916	\$7,000,000	(\$6,957,084)
DISBURSEMENTS			
CAPITAL EXPENDITURES	\$980,378	\$3,244,000	\$2,263,622
MISCELLANEOUS	\$0	\$0	\$0
TOTAL DISBURSEMENTS	\$980,378	\$3,244,000	\$2,263,622
EXCESS/(DEFIC) RECEIPTS OVER DISBURSEMENTS	(\$937,462)	\$3,756,000	(\$4,693,462)
OTHER DISBURSEMENTS STATUTORY AUTHORIZATIONS COST ALLOCATIONS			
NET OTHER DISBURSEMENTS	\$0	\$0	\$0
ENDING BALANCE	\$2,007,254	\$6,700,716	(\$4,693,462)

DISBURSEMENT DETAIL
ISSUE #1 -

Human Services	\$36.40
Human Services	\$1,403.77
City of Roseville	\$5,076.80
Mall of America	\$3,332.00
City of Roseville	\$225.04
Mall of America	\$379.62
Harmon Glass	\$418.15
Mall of America	\$804
MN Valley Trans Authority	\$592,209

ISSUE #2 -

Southwest Metro	\$57,725.40
Southwest Metro	\$6,012
Metropolitan Council	\$68,965
Metropolitan Council	\$57,000
MN Valley Trans Authority	\$186,791

\$376,493

TOTAL

\$980,378

\$603,884.92

REGIONAL TRANSIT BOARD

Mears Park Centre
230 East Fifth Street, St. Paul, Minnesota 55101
292-8789

DATE: July 30, 1993
TO: Chair and Members of the Committee of the Whole
FROM: Paul Moline, Planner *PM*
SUBJECT: Smart DARTS Phase 1 Funding Request *JY*

SUMMARY

Dakota Area Resources and Transportation for Seniors (DARTS) has submitted a request to the RTB to assist in funding the Smart DARTS project. Smart DARTS is a joint project of the RTB, MnDOT, Dakota County and DARTS to implement and test advanced technologies in DARTS operations. Action is requested to approve \$65,300 in RTB funding for Phase 1 of the Smart DARTS project.

BACKGROUND

DARTS provides transportation for senior citizens and disabled individuals who reside in Dakota County. Applications of current advanced technologies have the potential to increase the capacity of the DARTS system and provide for a more efficient operation. In December 1992, the RTB assisted in funding a study which would assess the feasibility of implementing advanced technologies in DARTS operations. The study cost was projected to be \$50,900, of which the RTB committed \$12,000. Remaining funds for the study were provided by MnDOT, through the Minnesota Guidestar project. RTB has worked closely with DARTS, MnDOT, and Dakota County during the feasibility study which was conducted by BRW Inc. and completed in July 1993.

DISCUSSION

The main objective of the study was to assess the feasibility of implementing several advanced technologies in DARTS operations in order to improve responsiveness and customer service, and increase the capacity and cost efficiency of the system. Other benefits of implementing these technologies include enhancing the coordination of DARTS with other transportation services and satisfying the requirements and intent of the Americans with Disabilities Act (ADA). An analysis and review of current nationwide use of these technologies was a major portion of the study. Based on the availability and proven effectiveness of the technologies studied, the study recommends a phased approach to implementing Smart DARTS.

- **Phase 1** - Incorporation of computer-aided paratransit software package, including:
 - Management Information System (MIS),
 - Computer-aided scheduling (CAS),

- Computer-aided dispatching (CAD),
 - Reports and Billing,
 - Integration of Dakota County Geographic Information System (GIS) into the DARTS software.
- **Phase 2** - Incorporation of Smart Card technology
 - **Phase 3** - Incorporation of advanced vehicle location (AVL) technology, including:
 - Use of Global Positioning Satellite (GPS),
 - On-board monitors

During all three phases, extensive monitoring and evaluation will occur of both the operation of the equipment and the effectiveness of the technologies in meeting the goals identified.

The benefits associated with implementing the Smart DARTS demonstration are both qualitative: improving ease of use by the customer, as well as quantitative: increasing overall efficiency of the system. Implementation of Phase 1 type technologies in paratransit systems around the country have resulted in substantial increases in ridership. DARTS has used two estimates in providing potential impact data, increases of 25% and 50% in current annual ridership (see Table 7 attached). Based on information gathered from focus groups held with drivers and regular users of the system, advantages gained from new technologies can greatly streamline the use of the system by paratransit customers. Attached to this memorandum is the executive summary from the feasibility study which further explains the benefits of implementing these phases.

Based on the benefit cost analysis provided in the Smart DARTS feasibility study, the Smart DARTS committee has recommended to pursue funding for implementation of Phase 1 only. Phase 1 is the least expensive of the three phases to implement and provides the highest return in ridership. Technologies implemented in Phase 1 have been proven in other systems, where as much of the Phase 2 and 3 technology is still in a demonstration phase.

RTB staff supports the committee's decision to pursue phase 1 funding only. The cost of implementing Phase 1 is estimated at \$136,600. Funding sources include Mn Guidestar (\$68,300), DARTS (\$3,000), and the RTB (\$65,300). The source of RTB funding would be from the upcoming bond sale, a portion of which is specified for IVHS/APTS projects such as this. Phase 1 implementation would begin in late 1993. Funding for Phases 2 and 3 could be pursued at a later date.

CONCLUSIONS

- DARTS has submitted a request to the RTB for \$65,300 towards funding Phase 1 of the Smart DARTS demonstration.
- In December 1992, the RTB approved \$12,000 in funding for a Smart DARTS feasibility study, the study was completed in July 1993.
- Several advanced technologies identified in the study can increase the quality and efficiency of the DARTS system.

- RTB staff recommends funding the Phase 1 implementation of Smart DARTS at this time.

RECOMMENDATION

That the Regional Transit Board approve the funding request for Phase 1 implementation of the Smart DARTS demonstration for an amount not to exceed \$65,300.

EXECUTIVE SUMMARY

Dakota County is the fastest growing county in the seven-county Twin Cities metropolitan area. Since 1980, Dakota County's population has increased over 40 percent and continues to grow. Accompanying this growth is an increased demand for mobility with senior citizens and disabled individuals. Transportation for these individuals is often provided by Dakota Area Resources and Transportation Services (DARTS).

Although demand for DARTS transportation services has grown significantly, DARTS struggles to preserve a cost-effective service that maintains a high standard of responsive, safe and reliable service. Presently, DARTS riders must schedule trips at least 24 hours in advance. This requirement often discourages same-day trip requests, even when medical attention is compulsory. Potential rides are further lost to trip cancellations and imposed inefficiencies in scheduling and trip movements. Many of these shortcomings can be minimized or eliminated with the use of advanced technologies.

This report documents the study to assess the feasibility of implementing advanced technologies in DARTS operations. Application of these technologies is focused on attaining the following objectives:

- Improve responsiveness,
- Enhance customer focused service,
- Increase capacity of the system,
- Increase cost effectiveness,
- Enhance coordination with other transportation services, and
- Enhance the ability of DARTS and the Regional Transit Board (RTB) to satisfy the requirements and intent of the Americans with Disabilities Act (ADA).

In order to realize these objectives, a unique partnership was formed. This partnership consists of the Minnesota Department of Transportation (Mn/DOT), the Regional Transit Board (RTB), DARTS and Dakota County. The partnership was formed to fund and oversee the feasibility study.

Application of new technologies provide opportunities to make paratransit operations more efficient and responsive to users needs. The vision of such technology enables a disabled or senior individual to:

- Schedule trips and receive service on a same-day basis,
- Carry "smart cards" that automatically record and invoice trip information, and
- Maintain or enhance their independence as an active and mobile member of the community.

Application of technology such as computer-automated scheduling and dispatching, use of smart cards, and automatic vehicle location systems in various paratransit operations around the country have resulted in productivity increases from 60 to 400 percent. However, many features of these technologies are presently not in use because of limited database and mapping information available to those agencies. DARTS is not limited by this lack of available information. Dakota County has created one of the most comprehensive database and mapping systems in the country. This valuable resource can be further utilized by DARTS to demonstrate the effectiveness of new technology in a paratransit environment. Essentially, DARTS will use this technology to provide real time scheduling and dispatching capabilities to its clients; DARTS system will become "smart".

As part of the feasibility study, DARTS current system was evaluated. Pertinent statistical information regarding trips (e.g., trip types, providers, time of day, origin/destination, etc.) was collected. Results are presented from discussion group meetings with DARTS riders and drivers. Riders' primary observation was that the trip request process (via telephone) could be made more simple. Drivers take pride in providing safe, quality service to the riders.

Several types of advanced technologies applicable to DARTS are discussed in the report. Specifically, six categories are presented:

- Computer Hardware Systems,
- Computer Software Packages, that may include one or more of the following:
 - Management Information Systems,
 - Computer-Aided Scheduling,
 - Automatic Scheduling,
 - Computer-Aided Dispatching,
 - Automatic Dispatching,

- Report(s) and Billing Capabilities, and
- Automated Brokering;

- Wireless Communication, including:
 - Radio frequency (RF) data communication devices, and
 - Cellular voice and/or data communication devices;

- Automatic Vehicle Location (AVL),

- Smart Card Technology, and

- Smart Bus Technology.

Discussions of each describe the technology's potential role in paratransit operations.

Sixteen vendors of paratransit software products were contacted and a general survey was completed either by telephone or correspondence for each one. Survey questions were based upon the potential application of each technology mentioned above in DARTS paratransit operation. Similarities among products included client database (MIS) capabilities and computer-aided scheduling and dispatching. Few vendors claimed automatic scheduling and dispatching in real time, although by real time they mean a vehicle's supposed location based upon a previously derived trip itinerary rather than actual vehicle coordinates. Summaries for each vendor contacted are included.

Several users of the various vendor products were also contacted. Inquiry of their satisfaction with the software was made, as was any improvements they would make to the system. Results from these inquiries are also presented in the report.

Costs were evaluated. A cost estimate for implementation of recommended technologies is given below.

A possible implementation staging plan is also presented. Phase 1 incorporates paratransit software into DARTS operations. Phase 2 introduces smart card technology. Phase 3 utilizes automatic vehicle location technology through the Global Positioning System (GPS) and/or dead reckoning to combine the vehicle's exact location with the software, riders with smart cards, and incoming trip requests. Finally, Phase 4 includes the project management and evaluation necessary to ensure a smooth and successful implementation of advanced technologies in DARTS paratransit operations.

DARTS' COST ESTIMATE SUMMARY TABLE

Item	COST ESTIMATES		
	Unit Cost	Total Cost	Monthly Op. Fee
File Server	\$3,500	\$3,500	--
Workstations	\$3,500	\$14,000	--
Network Hardware	--	\$700	--
System Hardware	--	\$3,900	\$50
Paratransit Software	variable	\$70,000	\$200
Network Software	\$2,000	\$2,000	--
Radio Communications	--	\$95,400	\$880
Navigation	--	\$176,000	\$1,100
Smart Card Technology	--	\$55,000	--
Total Estimated Cost for Advanced Technology	--	\$420,500	\$2,230 per mo.
Project Management ¹	--	\$42,000	--
Project Evaluation ²	--	\$55,500	--
Total Estimated Project Cost		\$518,000	\$2,230 per mo.

¹ Estimated as 10 percent of advanced technology costs.

² Estimated as 12 percent of advanced technology and project management costs.

A benefit/cost analysis was conducted. Given the newness of advanced technologies, identifying actual benefits resulting from their application was difficult. Therefore, the analysis was conducted both qualitatively and quantitatively. Qualitative benefits identified include improved customer service, reduced effort with billings, and guaranteed same-day service. The quantitative analysis uses cost per trip as a measure of effectiveness. This analysis indicated that over the life of the project, the expected benefits would easily outweigh the estimated project costs.

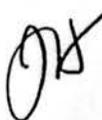
Emphasis is placed on the full implementation of Smart DARTS. Successful implementation of Smart DARTS will provide a demonstration of how well advanced technologies can work together in paratransit applications throughout Minnesota.

REGIONAL TRANSIT BOARD

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

DATE: August 5, 1993

TO: Chair and Members of the Administration and Finance Committee

FROM: Assata Brown, Project Administrator
Len Simich, Senior Project Manager 

SUBJECT: White Bear Area Contract for Calendar Year 1994

SUMMARY

This memorandum presents staff comments and recommendations on the annual transit service contract to be renewed with White Bear Area Transit (WBAT) for calendar year 1993. A brief analysis of the program is attached. Staff has negotiated final contract figures and recommends renewing the contract for a total subsidy of \$170,479.58.

DISCUSSION

The Regional Transit Board (RTB) is authorized by legislation to enter into and administer contracts for financial assistance to transit providers in the metropolitan area. Transit service programs administered by the RTB are classified into four general categories: small urban, county/rural, regular route and replacement (opt-out).

White Bear Area Transit, which is categorized as a small urban program, is a joint-powers organization providing demand-responsive transit service to the citizens of White Bear Lake, White Bear Township, Mahtomedi and Birchwood. As of June 7, 1993, WBAT also began offering fixed-route shuttle service for transfer to/from the MTC system. This service was offered as part of a restructured plan for MTC high subsidy Route 35CH. Also as of June 7th, WBAT began providing the curb-to-curb Metro Mobility trips that originate in their service area.

WBAT has three vans (one which is lift equipped), plus the Lionmobile. The Lionmobile serves the elderly residents who do not qualify for Metro Mobility. National School Bus (NSB) is under contract with WBAT for the provision of the van service. The RTB annually enters into a contract with WBAT where the RTB provides 60 percent of total expenses and WBAT finances the remaining 40 percent through city funds and passenger fares. Because of the changes that went into effect on June 7th, the RTB's 1993 contract with WBAT for dial-a-ride service (25 hours) was the traditional 60/40 split, and 100% of the purchase of service costs associated with the regular route and Metro Mobility service (11 hours). This is consistent with the arrangements the RTB has with similar programs.

White Bear Area Transit
August 5, 1993
Page 2

ACTION REQUESTED

That the Regional Transit Board authorize the executive director to renew the operating assistance contract with White Bear Area Transit effective January 1, 1994 through December 31, 1994, for an amount not to exceed \$170,479.58.

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

Type of Service	Demand-responsive for area residents, fixed-route shuttle service and the Lionmobile serving elderly residents who do not qualify for Metro Mobility.									
Service Area	White Bear Lake, White Bear Township, Birchwood, Mahtomedi, 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	3 vans plus Lionmobile.									
Service Hours	<table> <tr> <td>Van:</td> <td>Monday - Friday</td> <td>6:45 a.m. - 6:45 p.m.</td> </tr> <tr> <td>Lionmobile:</td> <td>Monday - Friday</td> <td>7:30 a.m. - 4:00 p.m.</td> </tr> <tr> <td>Shuttle Service:</td> <td>Monday - Friday</td> <td>5:55 a.m. - 7:20 a.m. 4:50 p.m. - 6:00 p.m.</td> </tr> </table>	Van:	Monday - Friday	6:45 a.m. - 6:45 p.m.	Lionmobile:	Monday - Friday	7:30 a.m. - 4:00 p.m.	Shuttle Service:	Monday - Friday	5:55 a.m. - 7:20 a.m. 4:50 p.m. - 6:00 p.m.
Van:	Monday - Friday	6:45 a.m. - 6:45 p.m.								
Lionmobile:	Monday - Friday	7:30 a.m. - 4:00 p.m.								
Shuttle Service:	Monday - Friday	5:55 a.m. - 7:20 a.m. 4:50 p.m. - 6:00 p.m.								
Fares	<table> <tr> <td>Van:</td> <td>\$1.50</td> </tr> <tr> <td>Lionmobile:</td> <td>\$1.25 within district \$3.50-\$5.00 outside school district</td> </tr> <tr> <td>Shuttle Service</td> <td>\$1.60</td> </tr> </table>	Van:	\$1.50	Lionmobile:	\$1.25 within district \$3.50-\$5.00 outside school district	Shuttle Service	\$1.60			
Van:	\$1.50									
Lionmobile:	\$1.25 within district \$3.50-\$5.00 outside school district									
Shuttle Service	\$1.60									

Highlights

June of 1993 WBAT expanded their service to include:

- Mahtomedi
- Fixed Route Shuttle Service
- Internal, curb to curb Metro Mobility trips

	1992 <u>Budget</u>	1993 <u>Est. Actual</u>	1994 <u>Proposed</u>
Total Expenses	\$151,043	\$230,693	\$271,743.88
Funding Sources			
• RTB Subsidy	\$90,626	\$149,412	\$170,479.58
• WBAT	\$27,790	\$35,961	\$24,158.74
• Fares	\$26,982	\$39,675	\$77,105.56
Passengers	31,034	42,049	50,641
Hours of Service	7,460	10,460	10,864

REGIONAL TRANSIT BOARD

Mears Park Centre
230 East Fifth Street, St. Paul, Minnesota 55101
292-8789

DATE: August 11, 1993
TO: Chair and Members of the Regional Transit Board
FROM: Howard Blin, Planning Manager
Len Simich, Senior Project Manager
SUBJECT: Regular Route Fare Increase Public Hearing

SUMMARY

Last October, the Regional Transit Board approved increases in the regular route fare structure, to take effect no later than January 1, 1994. Recently, the Metropolitan Transit Commission proposed changes to some elements of the fare increase and implementation. This memorandum discusses that proposal and recommends that public hearings be held on the MTC proposal.

DISCUSSION

At the time the MTC's 1993 budget was being reviewed, a number of factors that had budgetary impacts were unknown. These factors included a projected increase in ridership and passenger revenue, the availability of federal funding for I-394 operations, and the result of the labor settlement. It was estimated that a shortfall of \$3-\$4 million could occur if the assumptions made by the MTC in their 1993 budget were not realized.

The RTB concluded that even with the projected increase in ridership, farebox revenue during 1993 would be insufficient to:

- balance 1993 regular route operating budgets; and
- achieve the RTB policy of recovering 35 percent of regular route operating costs through fares.

In an attempt to address the projected budget shortfall, several options for fare increases were considered. In September 1992, the RTB held six public hearings on a preferred fare increase option. On October 26, 1992, the RTB approved the following regular route fare increases:

Base Fare	Increase from 85¢ to \$1.00
Peak-Period Charge	No change (remains at 25¢)
Zone Crossing Charge	Eliminate
Express Charge	Increase from 25¢ to 50¢ during peak period
Social Fare	No change (remains at 25¢)
Downtown Zone	Increase from 25¢ to 50¢ during peak period
Convenience Fare Discount	Reduce from 30¢ to 25¢ per ride
Registered Car/Van Poolers	No charge in the Downtown Zone

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As part of its approval, the board required that the fare increase be implemented no later than July 1, 1993. This date was selected after the MTC had recommended that no fare increase be scheduled before the end of the legislative session. In approving the MTC's 1993 budget in December 1992, the board further postponed the fare increase until no later than January 1994.

In April 1993, the RTB authorized the MTC to implement the change in the convenience pricing. Effective June 1, 1993, convenience fares, which had been based on 40 rides and priced at a 30¢ per ride discount, were changed to a 25¢ per ride discount, and priced on the basis of 42 rides. This action has appeared to offset an estimated \$1 million dollar shortfall in 1993 passenger revenue. However, there still remains the uncertainty about the other budget items mentioned previously, the most notable being the outcome of the labor settlement.

Given the uncertainty of the MTC labor settlement, and revenue projections needed to balance the budget in 1994, the MTC has proposed some changes to the regional fare structure previously adopted by the RTB. Changes are outlined as follows (*MTC proposed changes to RTB approved fare structure in bold print*).

	<u>Currently</u>	<u>Approved Change</u>	<u>MTC Proposed</u>	<u>Variance to Approved</u>
Base	\$0.85	\$1.00	\$1.00	\$0.00
Peak	\$0.25	\$0.25	\$0.25	\$0.00
Express Peak	\$0.25	\$0.50	\$0.50	\$0.00
Exp. Off-P	\$0.25	\$0.25	\$0.50	\$0.25
Zone	\$0.25	Eliminated	Eliminated	\$0.00
Discount	\$0.25	\$0.25	\$0.20	\$0.05
Social	\$0.25	\$0.25	\$0.50	\$0.25
DT. Peak	\$0.25	\$0.50	\$0.50	\$0.00
DT. Off Peak	\$0.25	\$0.25	\$0.50	\$0.25
Carpool	\$0.25	\$0.00	\$0.50	\$0.50
Fare Rev.	\$36.3 mil	\$40.9 mil	\$44.0 mil	\$3.1 mil
Rides	66.2 mil	\$63.7 mil	61.4 mil	2.3 mil

It was projected that with the RTB approved regional fare structure, an additional \$4.6 million would be generated, with an expected loss in passengers of 2.5 million, or a 3.7 percent drop in annual ridership. Under the MTC proposal, an additional 7.7 million dollars would be generated with an associated 4.8 million, or 7.3 percent, loss in annual ridership.

FINDINGS

At the August 9 meeting of the MTC, the commission recommended that the RTB implement the newly proposed fare change on November 1, 1993. RTB staff is now in the process of examining the proposed fare structure and impacts the changes have. Some of the specific information to be gathered include:

- Fare revenue needed to balance the MTC's 1994 budget, and projections for 1995 needs.

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- Impact that the change in social fares will have on school districts that provide students with passes/tokens to cover commuting costs.
- Impact on persons and families with low income who would be adversely affected by an increase to the social fare.
- Solicit input from the Providers Advisory Committee and other programs that would be affected.
- Solicit input from the cities of Minneapolis and St. Paul who would be impacted by the change in the Downtown Zone.
- Staff would also like to look at any negative effects or logistical problems that would be caused by allowing registered car/van poolers to ride free in the Downtown Zone.

Should the RTB wish to consider the MTC fare proposal, and because the fare structure differs from what the RTB had previously adopted, staff recommends that public hearings be held to solicit public comment. State Statute requires that the RTB provide a 30-day notice prior to holding a public hearing. Therefore, it is proposed that two public hearings be held during the week of September 13, 1993. The comments from the public hearings, the findings from the information listed above, and a staff recommendation will be brought to the Policy Committee on September 27 and the Board on October 4, 1993.

RECOMMENDATION

That the Board authorize the Executive Director to hold two public hearings to solicit public comment on the new regional fare proposal.

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Proposed Regular Route Fare Structure

Fare Structure Combinations	Fare Current	Fare Proposed	Fare Change	Deep Discount	Ridership Current	Ridership Proposed	Ridership Change
Cash-Peak-Local-No Zone	\$1.10	\$1.25	\$0.15	0%	3,183,888	3,083,870	-100,018
Cash-Peak-Local-Zone	\$1.35	\$1.25	(\$0.10)	0%	366,245	366,245	0
Cash-Peak-Express-No Zone	\$1.35	\$1.75	\$0.40	0%	269,353	255,801	-13,552
Cash-Peak-Express-Zone	\$1.60	\$1.75	\$0.15	0%	659,651	647,941	-11,710
Cash-Off Peak-Local-No Zone	\$0.85	\$1.00	\$0.15	0%	4,733,535	4,364,688	-368,847
Cash-Off Peak-Local-Zone	\$1.10	\$1.00	(\$0.10)	0%	395,110	395,110	0
Cash-Off Peak-Express-No Zone	\$1.10	\$1.50	\$0.40	0%	96,603	84,093	-12,510
Cash-Off Peak-Express-Zone	\$1.35	\$1.50	\$0.15	0%	27,016	25,766	-1,250
Ticket-Peak-Local-No Zone	\$8.50	\$10.50	\$2.00	16%	5,743,582	5,402,243	-341,339
Ticket-Peak-Local-Zone	\$11.00	\$10.50	(\$0.50)	16%	1,198,182	1,198,182	0
Ticket-Peak-Express-No Zone	\$11.00	\$15.50	\$4.50	11%	661,420	612,631	-48,789
Ticket-Peak-Express-Zone	\$13.50	\$15.50	\$2.00	11%	2,803,938	2,707,277	-96,661
Ticket-Off Peak-Local-No Zone	\$6.00	\$8.00	\$2.00	20%	1,915,111	1,591,119	-323,992
Ticket-Off Peak-Local-Zone	\$8.50	\$8.00	(\$0.50)	20%	524,801	524,801	0
Ticket-Off Peak-Express-No Zone	\$8.50	\$13.00	\$4.50	13%	79,499	65,444	-14,055
Ticket-Off Peak-Express-Zone	\$11.00	\$13.00	\$2.00	13%	48,666	44,238	-4,428
Monthly Pass-Peak-Local-No Zone	\$36.00	\$44.00	\$8.00	16%	9,096,849	8,693,899	-402,950
Monthly Pass-Peak-Local-Zone	\$46.00	\$44.00	(\$2.00)	16%	656,114	651,407	-4,707
Monthly Pass-Peak-Express-No Zone	\$46.00	\$65.00	\$19.00	12%	987,183	921,213	-65,970
Monthly Pass-Peak-Express-Zone	\$56.00	\$65.00	\$9.00	12%	1,169,218	1,126,621	-42,597
Monthly Pass-Off Peak-Local-No Zone	\$25.00	\$34.00	\$9.00	19%	1,987,430	1,846,724	-140,706
Monthly Pass-Off Peak-Local-Zone	\$36.00	\$34.00	(\$2.00)	19%	925,576	916,158	-9,418
Monthly Pass-Off Peak-Express-No Zone	\$36.00	\$55.00	\$19.00	13%	123,849	113,624	-10,225
Monthly Pass-Off Peak-Express-Zone	\$46.00	\$55.00	\$9.00	13%	81,182	77,678	-3,504
Tokens	\$0.60	\$0.80	\$0.20	20%	847,000	831,459	-15,541
Social Fare - Peak	FULL	FULL		0%	0	0	0
Social Fare - Offpeak	\$0.25	\$0.50	\$0.25	0%	7,311,000	6,087,156	-1,223,844
Downtown Zone	\$0.25	\$0.50	\$0.25	0%	2,375,000	1,977,142	-397,858
Total					48,267,001	44,612,530	-3,654,471