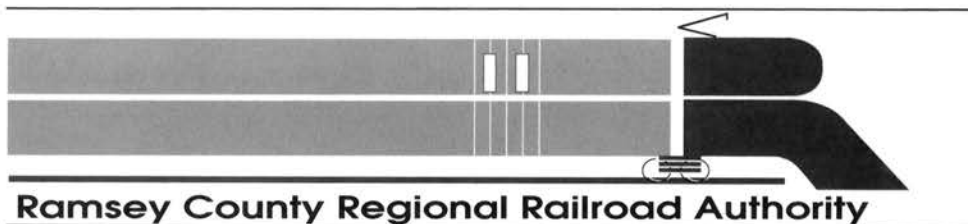




Ramsey County Regional Railroad Authority.
Records.

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Ramsey County Regional Railroad Authority

665 Ramsey County Government Center-West, 50 West Kellogg Boulevard
St. Paul, Minnesota 55102 (612) 266-2760 / FAX (612) 266-2761

Agenda

Regional Railroad Authority Meeting

October 13, 1998

Immediately following Administrative Meeting

Third Floor Council Chambers Courthouse

1. * Minutes of August 18, 1998
2. Presentation by Art Leahy, General Manager, Metro Transit
3. * Approve budget adjustment in the amount of \$1,437,500.00.
4. * Approve contract with Parsons Brinckherhoff Quade & Douglas, Inc. in the amount of \$1,149,505 for Riverview Corridor Major Investment Study and authorize Chair to execute the contract
5. Comprehensive Transportation and Transit Plan
6. Update on activities

* Action is requested

Minutes

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

August 18, 1998

The Ramsey County Regional Railroad Authority met on Tuesday, August 18, 1998, in Council Chambers, 3rd Floor Courthouse.

MEMBERS PRESENT: Chair Rafael Ortega
Commissioner Tony Bennett
Commissioner Dino Guerin
Commissioner Susan Haigh
Commissioner Victoria Reinhardt
Commissioner Janice Rettman
Commissioner Jan Wiessner

OTHERS PRESENT: Terry Schutten, Kathy DeSpiegelaere, Darwin Lookingbill, Paul Kirkwold, Tom Oertel, Bonnie Jackelen, Karen Tero, Nick Riley, Karen Kushner, Tim Mayasich, Cyndy MacLeod, Jon Walsh, Jim Van Houdt, Tom Fashingbauer, Kris Longhenry

Chairman Ortega called the meeting to order at 11:07 a.m.

1. Approve Minutes of the Meeting of July 14, 1998.

Motion by Commissioner Bennett, seconded by Commissioner Wiessner to accept the minutes from the July 14, 1998 RCRA meeting.

Ayes - 5, Nays - 0
Motion accepted.

2. Federal 1999 Appropriations for the Twin Cities Transitway Corridors.

Kathy DeSpiegelaere stated that Congress annually appropriates funds for certain transportation projects. The House and Senate have taken preliminary action for the 1999 appropriation. The House has \$22 million designated for construction funds for the Twin Cities Transitways and the Senate has \$0 appropriated. A conference committee will be meeting in September and Congressman Martin Sabo is member of the committee.

[Commissioner Guerin arrived at this time]

3. Red Rock Corridor Administrative and Project Management Services.

Commissioner Bennett reported that he and Kathy DeSpiegelaere attended a meeting on the Red Rock Corridor last week that was also attended by Dakota and Washington Counties and the municipalities along the route. Discussion included \$.5 million appropriated by the State for planning. These funds are not being released until December which is different from the law written so the attendees are looking into this matter. Another item of discussion is the proposal being presented to the RCRA today concerning administrative services for the corridor. Richardson, Richter and Associates, Inc. will provide administrative services for \$19,469 which will be divided by Washington (60%), Ramsey (20%) and Dakota County (20%) Regional Railroad Authorities with a RCRA maximum contribution of \$5,000.

[Commissioner Haigh arrived at this time]

Commissioner Wiessner asked where this corridor goes through Ramsey County.

Kathy DeSpiegelaere answered that it would most likely start at the Burlington Northern tracks located south of Energy Park Drive and would extend to the Union Depot and run south to the Cottage Grove/Hastings area.

Commissioner Bennett added that this corridor would tie the Northstar Corridor coming from St. Cloud to downtown and run to Hastings.

Commissioner Reinhardt commented that North Highway 61 Corridor discussions are ongoing. This corridor runs from St. Paul to Rush City. August 31st is the next meeting scheduled for 6:30 at the White Bear Lake City Hall. She stated that the meetings for this corridor are modeled after the Red Rock Corridor.

Motion by Commissioner Bennett, seconded by Commissioner Reinhardt to authorize the Chair of the Red Rock Corridor Commission to execute the contract subject to approval by the Ramsey County Attorney, Budgeting and Accounting, Risk Management and Regional Railroad Authority staff with maximum RCRRA contribution in the amount of \$5,000.00 with Richardson Richter and Associates, Inc.

Ayes - 7, Nays - 0
Motion accepted.

WHEREAS, Ramsey County Regional Railroad Authority, Washington County Regional Railroad Authority, Dakota County Regional Railroad Authority and cities along the corridor from St. Paul to Hastings and Red Wing are interested in joining together for purposes of developing the Red Rock transportation corridor; and

WHEREAS, A proposal has been received from Richardson Richter Associates to provide organization, administration, policy development and professional services for this corridor in the amount of \$19,469; Now, Therefore, Be It

RESOLVED, That the Ramsey County Regional Railroad Authority will contribute a maximum of \$5000 for this contract and Be It Further

RESOLVED, That the Chair of the Red Rock Corridor Commission is authorized to execute the contract subject to approval by Ramsey County Attorney, Budgeting and Accounting, Risk Management and Regional Railroad Authority staff.

4. Comprehensive Transportation and Transit Plan for Ramsey County.

Paul Kirkwold asked for RCRRA support on the two issue papers in the documentation packet. He commented that once there is support for these, they will be sent out to the municipalities for comments, sent back to Public Works for revisions and then to the RCRRA for adoption.

The first issue paper has to do with functional classification which states that Ramsey County should have responsibility of minor arterial roadways with the primary purpose of mobility and secondary purpose of property access.

The second issue paper involves jurisdiction that states that the Ramsey County road system should be composed of roadways functionally classified as minor arterials and to take steps to initiate changes in jurisdiction to accomplish this. The Public Works Department has been doing this in the past few years.

Commissioner Rettman requested a statement added to the issue papers stating control by the municipality of minor arterial roadways on the widening of roads. She also commented that something should be added about the control of changing the speed limits on County roadways. She referenced Dale Street, which has municipal and County support on decreasing the speed limit, but the State has the control.

Paul Kirkwold added that the Metro Council approves functional jurisdiction changes and won't change anything without municipal and County support. Paul also commented that the Commissioners should pay close attention to the last two sections on the issue papers regarding County roles and policy changes.

Commissioner Wiessner requested that in future issue papers, if there are changes to current policy, then have them stand out.

Commissioner Ortega asked how much is left to do in the functional consolidation plan.

Paul Kirkwold answered that it is right on schedule with 50% of it completed. The plan is due to be completed in 2003.

Commissioner Reinhardt added to the speed limit issue that enforcement needs to also be addressed.

[Commissioner Bennett departed at this time]

5. Ratify Final Payment No. 8 in the Amount of \$5,750.00 to SRF Consulting Group, Inc. for Professional Engineering Services for Riverview/Hiawatha Transitways.

Motion by Commissioner Reinhardt, seconded by Commissioner Haigh to ratify Final Payment No. 8 in the amount of \$5,750.00 to SRF Consulting Group, Inc. for professional engineering services for Riverview/Hiawatha Transitways.

Ayes - 6, Nays - 0
Motion accepted.

WHEREAS, The Ramsey County Regional Railroad Authority has contracted for the professional services of SRF Consulting Group, Inc. for the purpose of conducting a feasibility study of transit improvements in the Riverview Transit Corridor; and

WHEREAS, SRF Consulting Group, Inc. has satisfactorily completed the work identified in the referenced agreements, and provided detailed invoice documentation for services and costs; and

WHEREAS, To ensure timely payment for services rendered in accordance with the Agreement No. PA388, the Ramsey County Regional Railroad Authority authorized the Director of the Authority to process payments to SRF Consulting Group, Inc. for work completed and invoiced in accordance with the contract; and

WHEREAS, submittal of invoices and payment documentation to the Rail Authority for ratification at the next scheduled meeting following staff approval of invoice documentation is required; and

WHEREAS, SRF Consulting Group, Inc. Invoice No. 2765-8, Final Payment No. 8, and attachments thereto, provide the correct documentation of payments due SRF Consulting Group, Inc.; and

RESOLVED, Payment to SRF Consulting Group, Inc. in the amount of \$5,750.00 for retainage held is hereby ratified.

6. Ratify Quarterly Report of Payments for April 1 through June 30, 1998.

Motion by Commissioner Guerin, seconded by Commissioner Haigh to ratify Quarterly Report of Payments for April 1 through June 30, 1998.

Ayes - 6, Nays - 0
Motion accepted.

WHEREAS, Payments have been made from the Ramsey County Regional Railroad Authority budget for the period April 1, 1998 through June 30, 1998, and a record of these disbursements is attached; Now, Therefore, Be It

RESOLVED, That the report of payment is accepted by Ramsey County Regional Railroad Authority.

The meeting adjourned at 11:25 a.m.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

2

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere
Authorized Signature

October 5, 1998
Date

Board Action Requested

Presentation by Art Leahy, General Manager,
Metro Transit.

DISCUSSION ONLY

Request Justification

See information attached.

Budgeting and Accounting

County Attorney

Risk Management

Art Leahy 10/5/98
Daniel Mac Math

Documentation certified complete for:

October 13, 1998

Board Date

Kristine A. Longhenry
Signature

10-5-98

Date

Twin Cities Transit: Today and Tomorrow

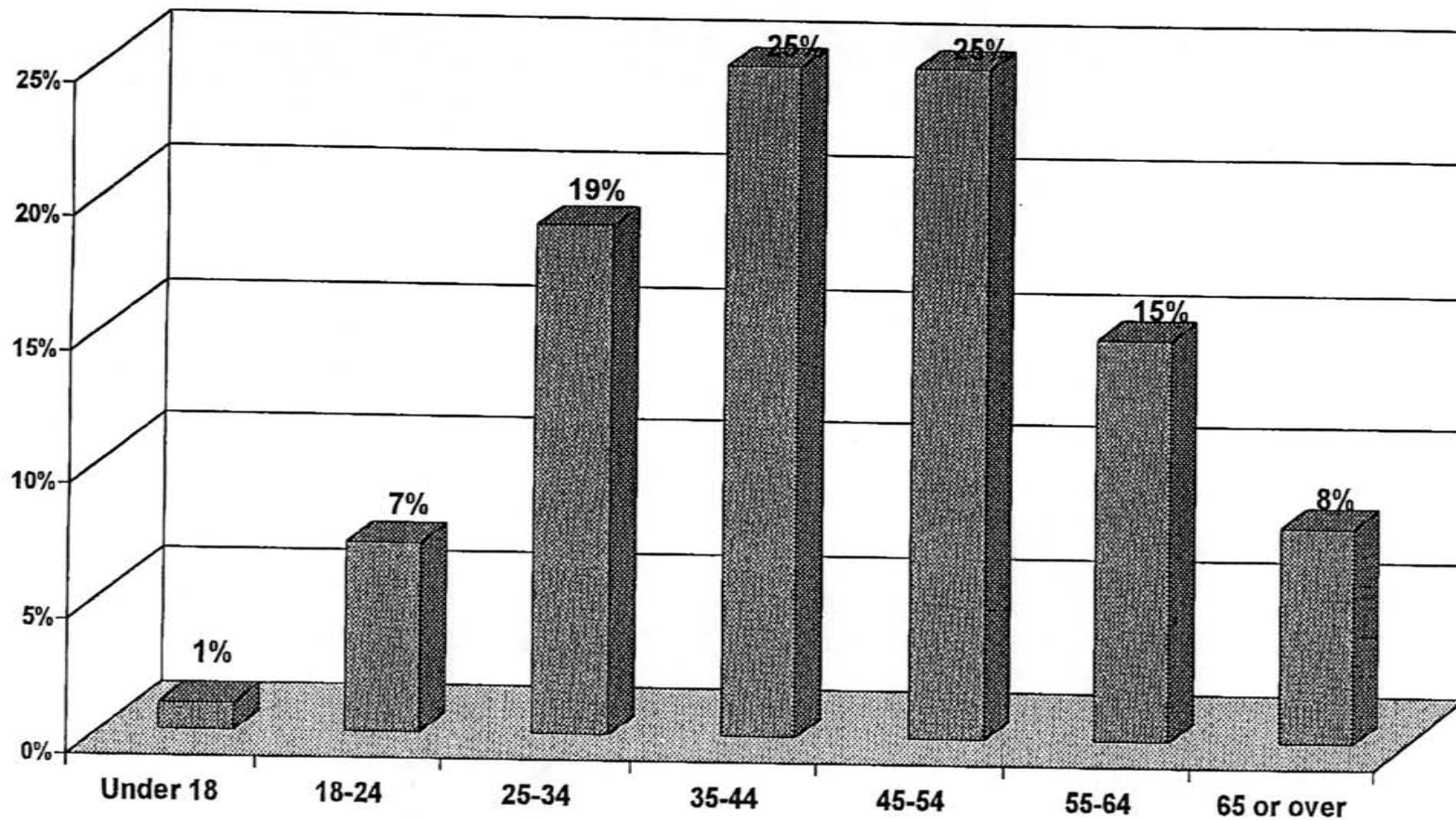
Arthur T. Leahy
General Manager



By the Numbers

63	Million Rides Each Year
212,000	Rides Each Weekday
114	Routes
106,000	Miles Driven Each Weekday
913	Buses
7.23	Years Average Fleet Age
234,000	Phone Calls Each Month for Transit Information
2,566	Employees
1,538	Drivers
5	Bus Garages

Age

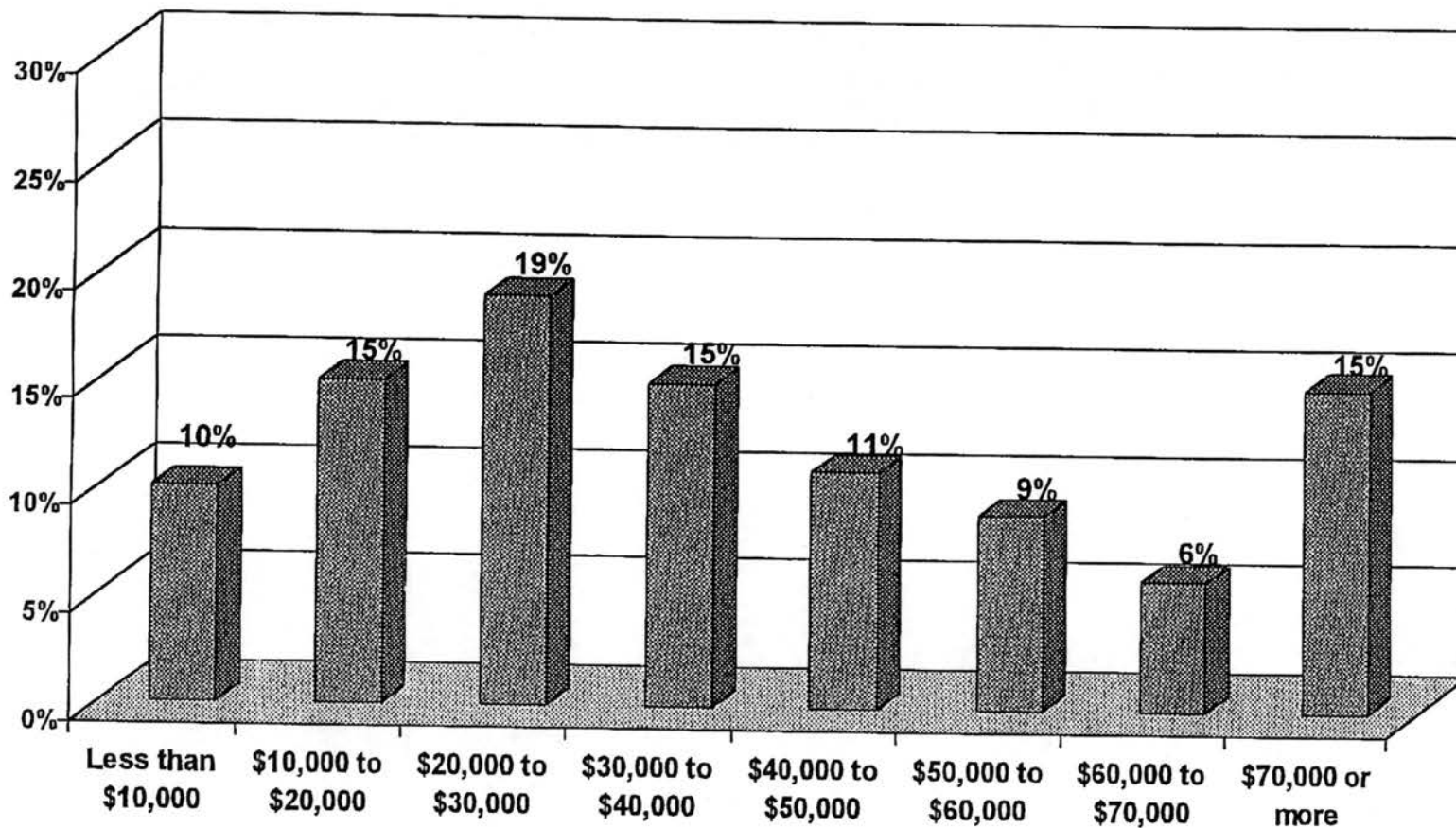


Source: 1998 Metro Transit Passenger Survey

Metro Transit



Rider Income

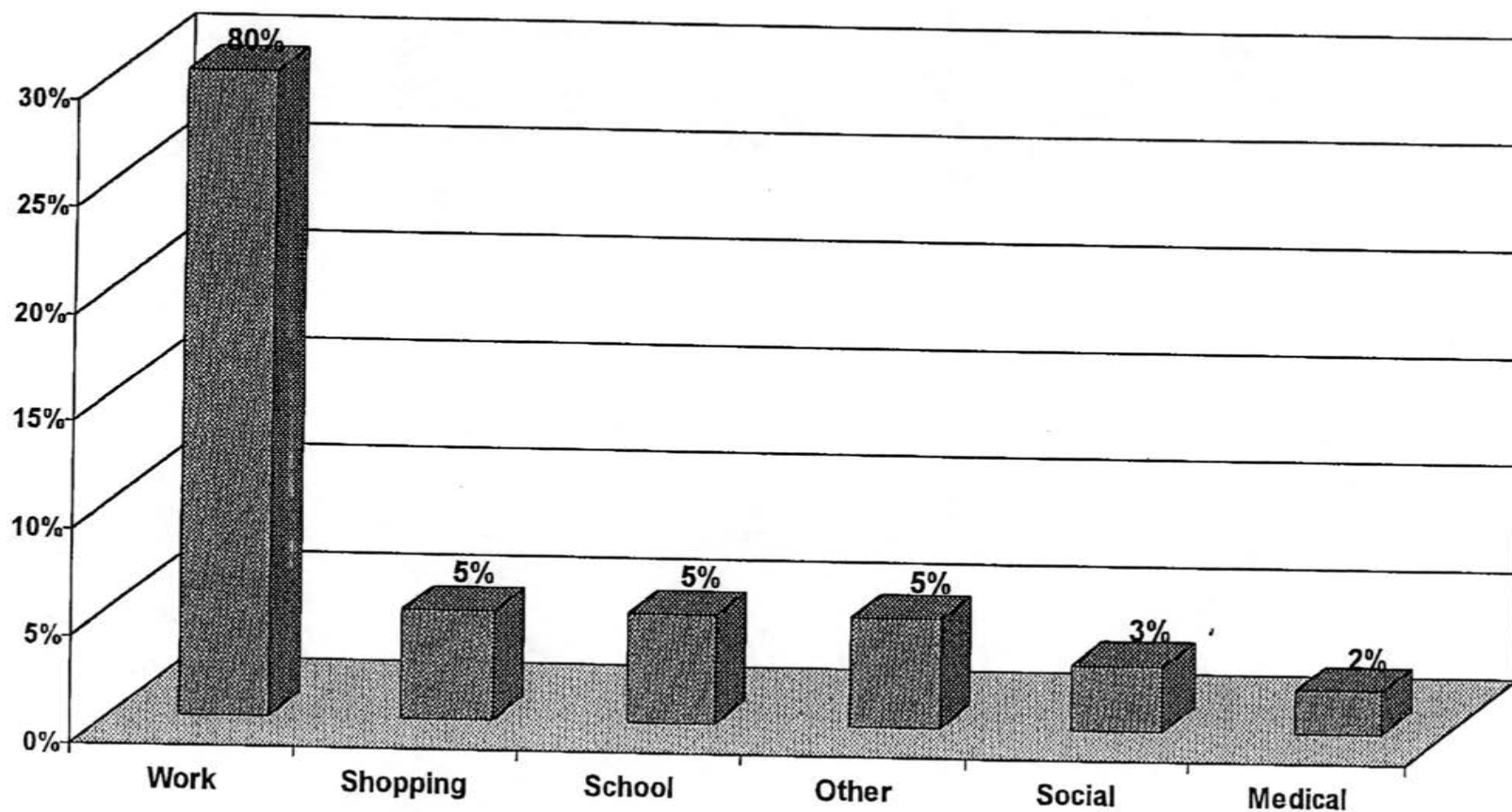


Source: 1998 Metro Transit Passenger Survey

Metro Transit



Trip Purpose

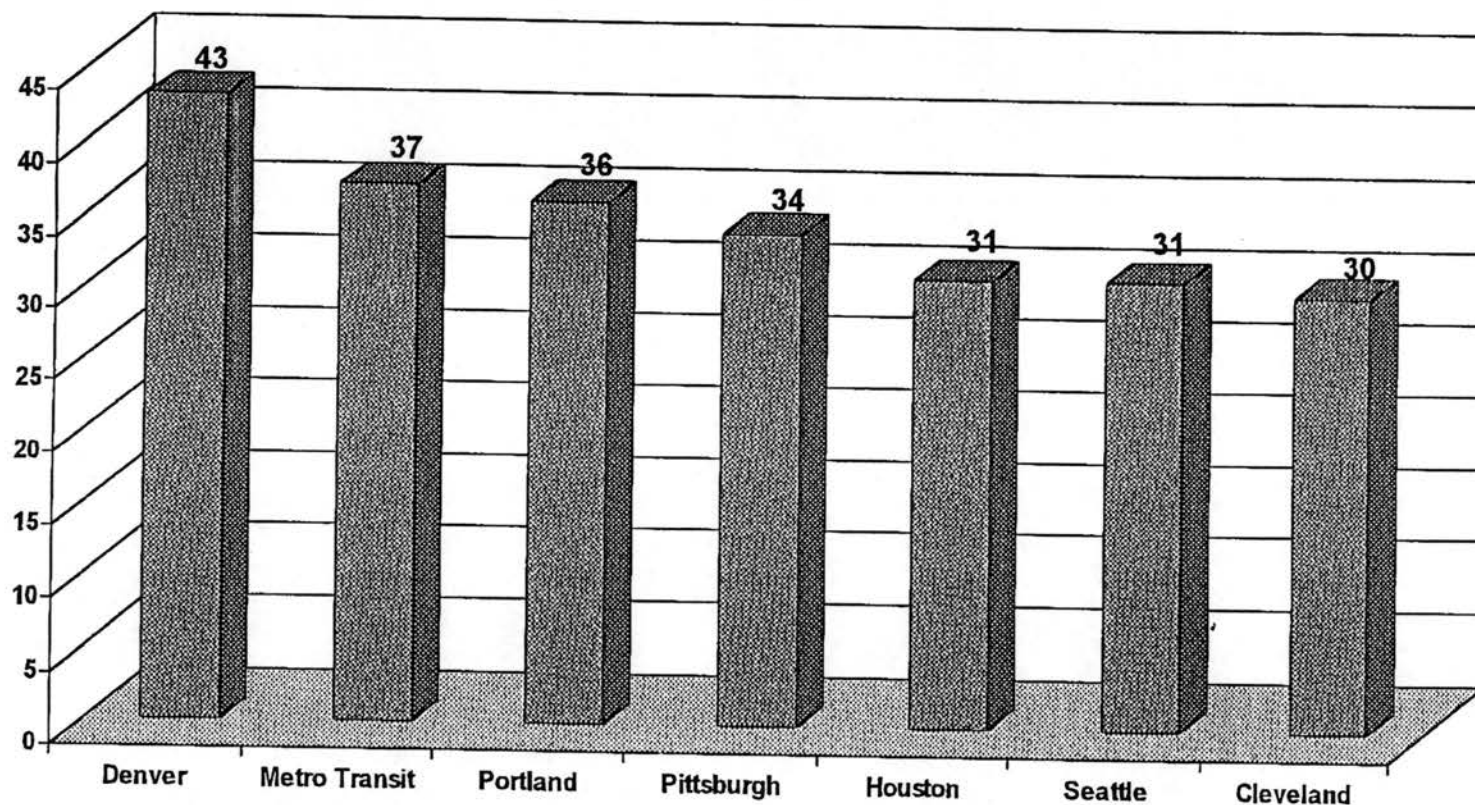


Source: 1998 Metro Transit Passenger Survey

Metro Transit

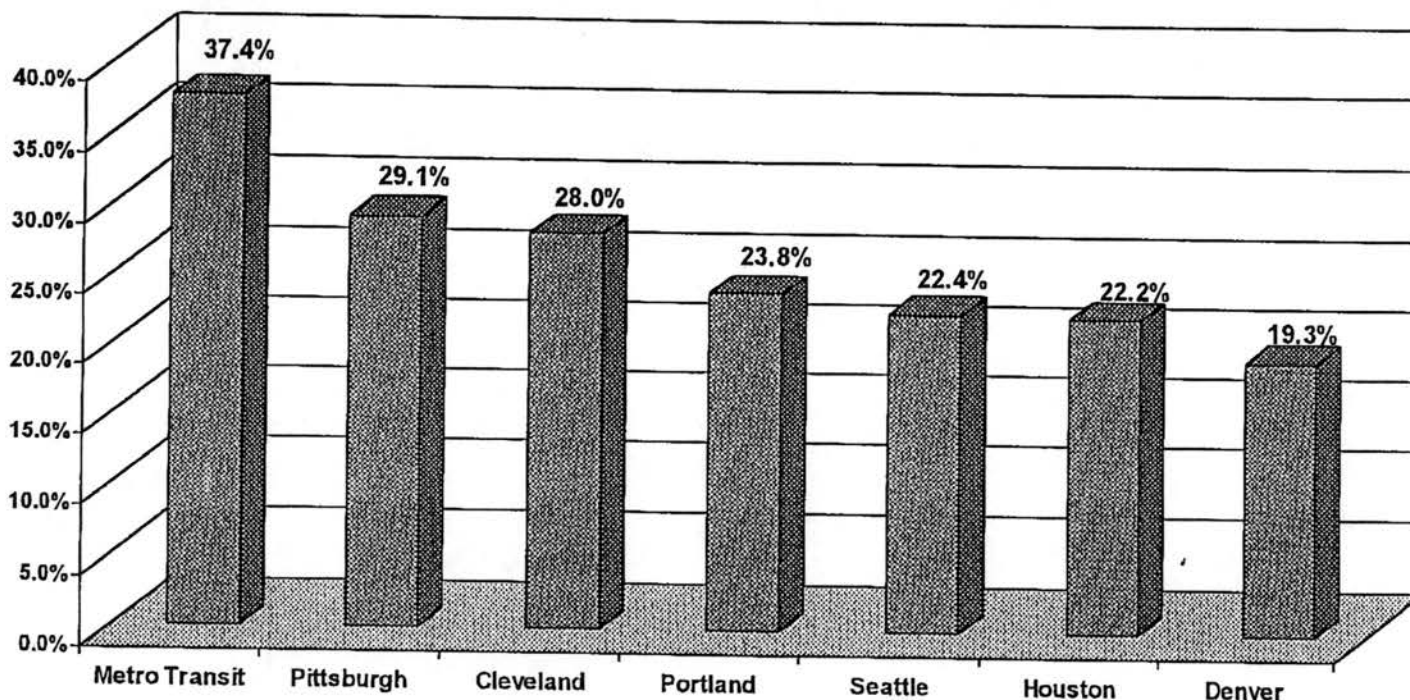


Comparable Transit Systems 1996 Boardings Per Hour



Source: Federal Transit Administration

Comparable Transit Systems 1996 Farebox Recovery Ratio



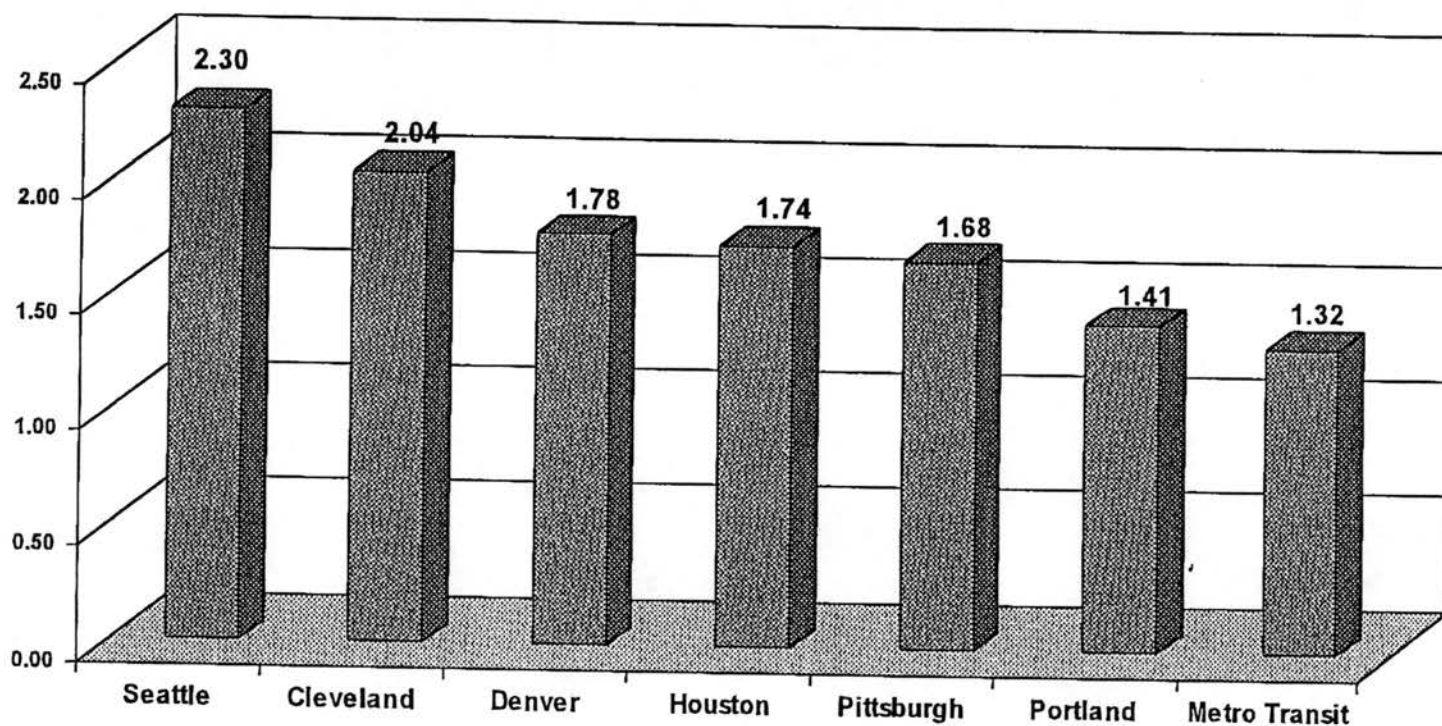
Source: Federal Transit Administration

Data for Cleveland is from 1995

Metro Transit



Comparable Transit Systems 1996 Subsidy Per Trip



Source: Federal Transit Administration
Data for Cleveland is from 1995

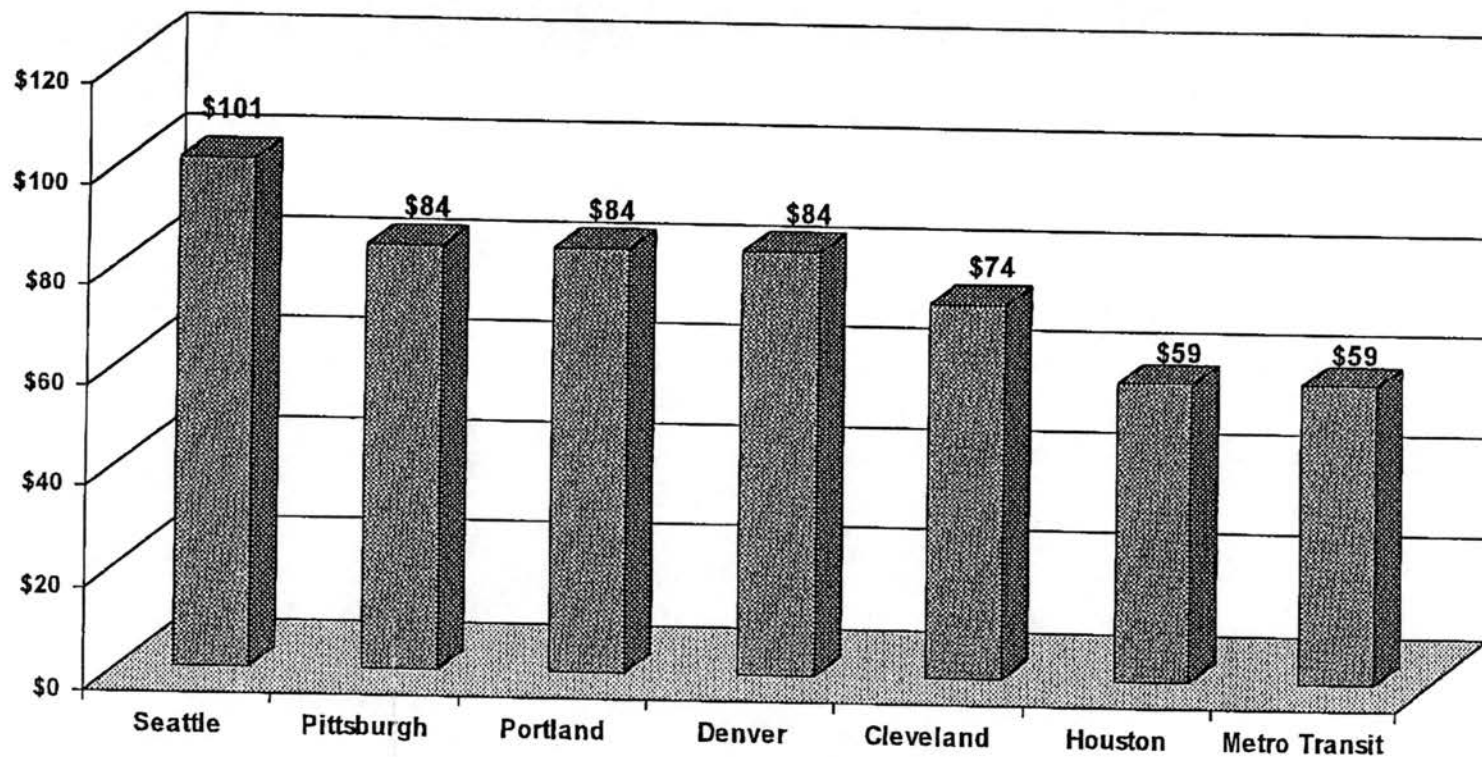
Metro Transit



Comparable Transit Systems

Operating Expenditures Per Capita

1992 Through 1995 Average

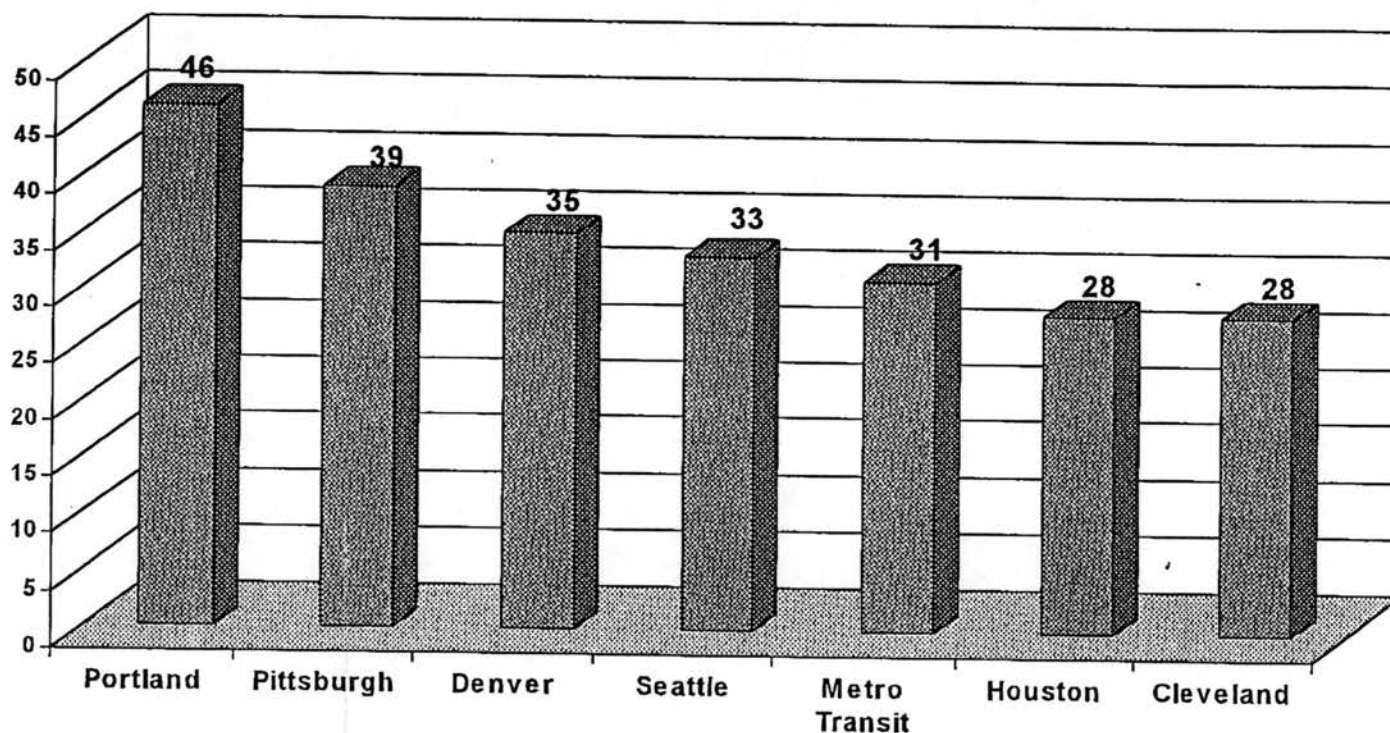


Source: Federal Transit Administration

Metro Transit



Comparable Transit Systems Annual Boardings Per Capita 1992 Through 1995 Average



Source: Federal Transit Administration

1998 Achievements

- Ridership Growth
- State Fair Service
- Round Trip Transfers
- Metropass
- Bus Repainting/Anti Graffiti
- Night Owl Service
- Woodbury-Mpls. Express
- Bike Rack Demo
- School Bus Service
- Garage Replacement
- Small Bus Demo
- Transit Ambassador Trng.

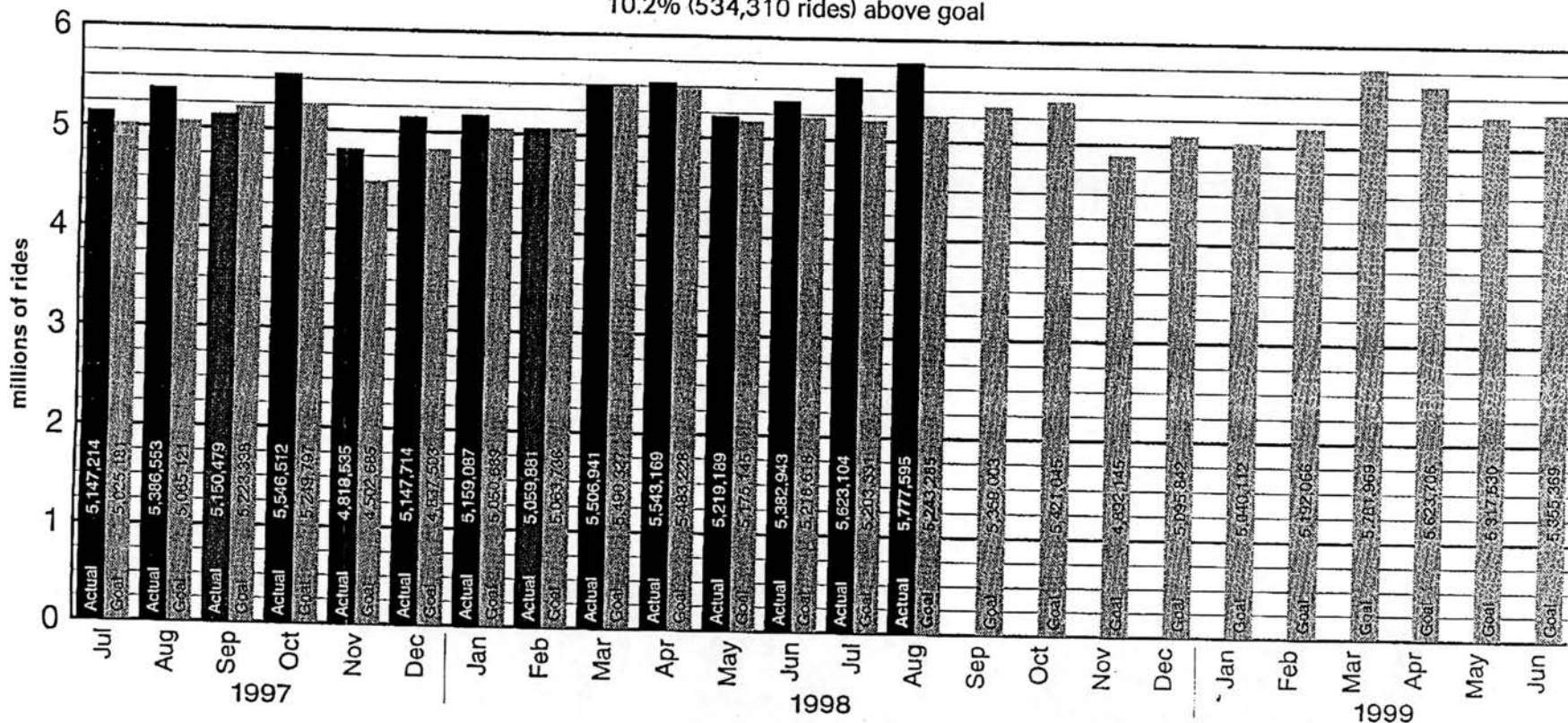
Monthly Ridership Report

Goal: Metro Transit must produce 125 million rides by June 30, 1999 to help the region reach the legislative target of 131 million rides.

12

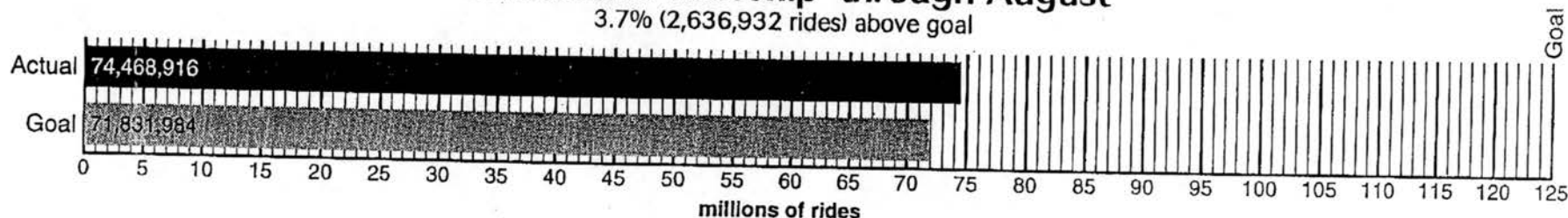
August Ridership

10.2% (534,310 rides) above goal



Cumulative ridership* through August

3.7% (2,636,932 rides) above goal



*Current month ridership is preliminary; prior months may be restated to reflect audited ridership.

1999 Budget

- Service Increases
- Ridership Increases
- No Fare Increases
- Rail Planning
- Continued Improvement in Service Quality
- Operator Customer Service Training
- Improved Maintenance
- Anti-Graffiti Program
- Automatic Vehicle Locator and Automated Trip Planning
- Hybrid Electric Buses

Benefits from Metro Transit

- 63 Million Annual Riders
- 63,000 Cars Removed from Roads
- 330 Miles of Freeway Lanes Avoided

Source: Dollars & Sense: The Economic Case for Public Transportation in America

Metro Transit



Problems/Issues

- Service Quality
- Part-Time Driver Hiring
- Public Image
- Slowing Travel Times
- Snelling Garage

Future Projects

- Orion AVL Project
- Hiawatha Corridor
- East Metro Garage
- Riverview Corridor
- I35W Improvements
- Driver Selection Process

Challenges for Year 2020

- 650,000 additional people
- 2.6 million additional trips per day
- No Significant Increase in Freeways
- Congested Highway Corridors
- Higher Car Ownership
- Slower Freeway Travel Speeds

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

3

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere
Authorized Signature

October 5, 1998
Date

Board Action Requested

Approve budget adjustment in the amount of
\$1,437,500.00

ACTION IS REQUESTED

Request Justification

- See attached :
1. Proposed Resolution
 2. Budget Adjustment
 3. Copy of Resolution R98-19, dated June 23, 1998.

Budgeting and Accounting

A. C. Dault 10/5/98

County Attorney

Dan MacMillan

Risk Management

Documentation certified complete for:

October 13, 1998

Board Date

Kristine A. Longhenry
Signature

10-5-98

Date

RESOLUTION

Board of Ramsey County Regional Railroad Authority

Date: _____ No: _____

WHEREAS, The Riverview Corridor Major Investment Study has received a federal grant in the amount of \$1,150,000 which requires a non federal match of \$287,500 for a total of \$1,437,500; and

WHEREAS, Ramsey County Regional Railroad Authority be Resolution R98-19 approved an agreement with the Minnesota Department of Transportation to access the federal funds; and

WHEREAS, Previous unexpended state grants to Ramsey County Regional Railroad Authority may be used for 50% (\$143,750) of the nonfederal match; and

WHEREAS, Ramsey County Regional Railroad Authority levied funds in previous years to match the state grants and has \$143,750 (50% of \$287,500) available to match the state grant; and Be It

RESOLVED, That the Ramsey County Regional Railroad Authority approves the budget adjustment in the amount of \$1,437,500.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

	YEA	NAY	OTHER
Tony Bennett	___	___	___
Dino Guerin	___	___	___
Susan M. Haigh	___	___	___
Rafael E. Ortega	___	___	___
Victoria Reinhardt	___	___	___
Janice Rettman	___	___	___
Jan Wiessner	___	___	___

Rafael E. Ortega, Chairman

By: _____
Jan Wiessner, Secretary

RESOLUTION

Board of Ramsey County Regional Railroad Authority

Date: June 23, 1998

No: R98-19

WHEREAS, Federal funding in the amount of \$1,150,000 has been received for the Riverview Corridor Major Investment Study; and

WHEREAS, In order to access these funds, Ramsey County is required to approve an agreement with the Minnesota Department of Transportation; Now, Therefore, Be It

RESOLVED, that Agreement Number 77305 is hereby approved by Ramsey County Regional Railroad Authority in the amount of \$1,150,000 and Be It Further

RESOLVED, That the Chair of Ramsey County Regional Railroad Authority is authorized to execute the agreement.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

	YEA	NAY	OTHER
Tony Bennett	<u>X</u>	—	—
Dino Guerin	—	—	<u>X</u> (Absent)
Susan M. Haigh	<u>X</u>	—	—
Rafael E. Ortega	<u>X</u>	—	—
Victoria Reinhardt	<u>X</u>	—	—
Janice Rettman	<u>X</u>	—	—
Jan Wiessner	<u>X</u>	—	—

Rafael E. Ortega, Chairman

By: Jan Wiessner
Jan Wiessner, Secretary

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

4

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere

Authorized Signature

October 5, 1998

Date

Board Action Requested

Approve contract with Parsons Brinckerhoff Quade & Douglas, Inc. in the amount of \$1,149,505.00 for Riverview Corridor Major Investment Study and authorize Chair to execute the contract.

ACTION IS REQUESTED

Request Justification

See attached: 1. Proposed Resolution
2. Contract

Budgeting and Accounting

County Attorney

Risk Management

Documentation certified complete for:

October 13, 1998

Board Date

David Macmillan 10/5/98

Denise G. Kapler 10-7-98

-pending removal of word negligent from contract. Also, need general & auto liability coverage, as well as, workers' compensation.

Kristine A. Longhenry

Signature

10-5-98

Date

RESOLUTION

Board of Ramsey County Regional Railroad Authority

Date: _____ No: _____

WHEREAS, Ramsey County Regional Railroad Authority by resolution R98-04 authorized its staff to issue a request for proposals for a Major Investment Study of transit improvements in the Riverview Corridor; and

WHEREAS, Ramsey County Regional Railroad Authority by resolution R98-18 authorized its staff to negotiate a contract with Parsons, Brinckerhoff, Quade & Douglas, Inc. for the Riverview Corridor Major Investment Study for an amount not to exceed \$1,149,505; and

WHEREAS, Funding for the project is proposed to come from federal, state and local sources:

(1) United States Department of Transportation
\$1,150,000.

(2) The required match for federal funds for staffing and other costs for the 18-month project is \$287,500. The \$287,500 match will come from:

(a) Previous grant from the State of Minnesota in the amount of \$143,750.

(b) Previous Regional Railroad Authority levy required to match the state grant in the amount of \$143,750; Now, Therefore, Be it

RESOLVED, That the Ramsey County Regional Railroad Authority approves the contract with Parsons, Brinckerhoff, Quade & Douglas in the amount not to exceed \$1,149,505 for a Major Investment Study for the Riverview Transit Corridor; and Be It Further

RESOLVED, That the Ramsey County Regional Railroad Authority authorizes its Chair to execute the contract.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

	YEA	NAY	OTHER
Tony Bennett	___	___	___
Dino Guerin	___	___	___
Susan M. Haigh	___	___	___
Rafael E. Ortega	___	___	___
Victoria Reinhardt	___	___	___
Janice Rettman	___	___	___
Jan Wiessner	___	___	___

Rafael E. Ortega, Chairman

By: _____
Jan Wiessner, Secretary

CONTRACT

This agreement is entered into between the RAMSEY COUNTY REGIONAL RAIL AUTHORITY (hereafter RCRRA) and PARSONS BRINCKERHOFF QUADE & DOUGLAS, INC. (hereafter Contractor) on this _____ day of _____, 1998.

WITNESSETH:

WHEREAS, the RCRRA desires to obtain professional consulting services to conduct a federal process, Major Investment Study (MIS), for transportation improvements in the Riverview Transit Corridor.

NOW, THEREFORE, the RCRRA and the Contractor, in consideration of the mutual promises and covenants herein set forth, agree as follows.

SECTION I: BASIC SERVICES OF THE CONTRACTOR

1. The contractor agrees to perform professional services in connection with this agreement as hereinafter stated.
2. The contractor shall serve as the RCRRA's professional representative in the consulting phase of the project to which this agreement applies, and shall give consultation and professional advice to the RCRRA during the performance of these services.
3. The contractor shall perform the projects tasks identified in Section II hereof, in accordance with the schedule stated therein and in conjunction with the general conditions outlined in section III hereof.

SECTION II: PROJECT TASKS

1. Contractor shall perform all tasks identified in the attached Exhibit A, which is incorporated herein and made a part hereof by reference.

SECTION III: GENERAL CONDITIONS

1. NONASSIGNABILITY

The Contractor shall not assign any interest in this agreement and shall not transfer any interest in the same, whether by subcontract, assignment, or novation, without the prior written consent of RCRRA.

2. INDEPENDENT CONTRACTOR

In the performance of this agreement, the Contractor is an independent contractor, and neither it, its agents, employees, assigns, or other persons, while engaged in the performance of any work or services required to be performed by RCRRA under this agreement, shall be considered employees of RCRRA. Nothing

contained in this agreement shall be construed as creating the relationship of co-partners, joint venturers, or an association between RCRRA and Contractor.

3. HOLD HARMLESS

The Contractor agrees to defend, indemnify, and hold Ramsey County, RCRRA, its employees and officials harmless from any claims, demands, actions or causes of action, including reasonable attorneys' fees, arising out of any act or omission on the part of the Contractor, or its subcontractors, partners, or independent contractors or any of their agents or employees, in the performance of or with relation to any of the work or services to be performed or furnished by the Contractor or the subcontractors, partners, or independent contractors or any of their agents or employees, under the terms of this agreement.

4. ALTERATION

Any alteration, variation, modification, or waiver of the provisions of this agreement shall be valid only after it has been reduced to writing and duly signed by both parties.

5. INSURANCE

- A. Contractor shall purchase and maintain such insurance as will protect the Contractor from claims which may arise out of, or result from, the Contractor's operations under the contract, whether such operations be by the Contractor or by any subcontractor or by anyone directly employed by them, or by anyone for whose acts any one of them may be liable.
- B. Contractor shall secure the following coverages and comply with all provisions noted. Certificates of insurance shall be issued evidencing such coverage to the RCRRA.

1) General Liability Insurance

Commercial General Liability Insurance (ISO CGL)

Minimum Limits:

- \$2,000,000 each event limit
- 2,000,000 general aggregate
- 2,000,000 products/completed operations total limit
- 2,000,000 personal injury and advertising liability

The policy is to be written on an occurrence basis or as acceptable to the County's Risk Manager. Certificate of Insurance must indicate if the policy is issued on a claims-made or occurrence basis.

2) Automobile Liability Insurance

a. Minimum Limit:

- \$2,000,000 combined single limit

- b. Coverage shall include hired, non-owned and owned automobiles.

3) Worker's Compensation & Employer's Liability

- a. Worker's Compensation per Minnesota State statute
- b. Employer's Liability shall have minimum limits:

- \$ 500,000 per accident
 - \$ 500,000 per employee
 - \$ 500,000 per disease policy limit

Other States Coverage

4) Professional Liability Insurance (such coverage shall include contractual liability coverage over this agreement)

Minimum Limits

\$2,000,000 per claim
\$2,000,000 aggregate

5) License as required

- C. All certificates of insurance shall provide that the insurance company give RCRRA thirty (30) days prior written notice of cancellation, non-renewal or any material changes in the policy,
- D. The above sub-paragraphs establish minimum insurance requirements, and it is the sole responsibility of the Contractor to purchase and maintain additional insurance that may be necessary in connection with this contract.
- E. The Contractor shall not commence work until the Contractor has obtained the required insurance and filed an acceptable certificate of insurance with the County Risk Manager. Copies of insurance policies shall be submitted to the RCRRA upon request.
- F. Nothing in this contract shall constitute a waiver by the County of any statutory or common law immunities or limitations of liability.
- G. Certificates shall specifically indicate if the policy is written with an admitted or non-admitted carrier. Best's rating for the insurer shall be noted on the certificate, and shall not be less than a B+.
- H. On the certificate, agent shall certify that the agency carries error and omissions coverage.

6. NON-CONFORMING SERVICES

The acceptance by RCRRA of any non-conforming services under the terms of this agreement or the foregoing by RCRRA of any of the rights or remedies arising under the terms of this agreement shall not constitute a waiver of RCRRA's right to conforming services or any rights and/or remedies in respect to any subsequent breach or default of the terms of this agreement. The rights and remedies of RCRRA provided or referred to under the terms of this agreement are cumulative and not mutually exclusive.

7. WASTE REDUCTION

The Contractor shall participate in a recycling program for at least four broad types of recyclable materials and shall favor the purchase of recycled products in its procurement processes. All reports, publications, and documents produced as a result of this contract shall be printed on both sides of the paper, where commonly accepted publishing practices allow, on recycled and recyclable paper using soy-based inks, and shall be bound in a manner that does not use glue.

8. SETOFF

Notwithstanding any provision of this agreement to the contrary, the Contractor shall not be relieved of liability to RCRRA for damages sustained by RCRRA by virtue of any breach of this agreement by the Contractor. RCRRA may withhold any payments to the Contractor for the purpose of setoff until such time as the exact amount of damages due RCRRA from the Contractor is determined.

9. EQUAL EMPLOYMENT OPPORTUNITY

The Contractor agrees to comply with all federal, state, and local laws, resolutions, ordinances, rules, regulations, and executive orders pertaining to unlawful discrimination on account of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, sexual preference, disability, or age. When required by law and requested by RCRRA, the Contractor shall furnish a written affirmative action plan.

10. TERMINATION

- A. With Cause. RCRRA reserves the right to suspend or terminate this agreement if the Contractor violates any of the terms or conditions of this agreement or does not fulfill in a timely and proper manner its obligations under this agreement as determined by RCRRA. In the event that the RCRRA exercises its right of suspension or termination under this paragraph, it shall submit written notice to the Contractor specifying the extent of such suspension or termination under this paragraph; the reasons therefore, and the date upon which such suspension or termination becomes effective. Upon receipt of such notice, the Contractor

shall take all actions necessary to discontinue further commitments of funds to the extent that they relate to the suspended or terminated portions of this agreement.

- B. Without Cause. RCRRA may terminate this agreement without cause and for any reason whatsoever upon giving at least 30 days written notice thereof to the other party. In such event, the Contractor shall be entitled to receive compensation for the services provided in a satisfactory manner up to and including the effective date of termination.

11. COMPLIANCE WITH APPLICABLE LAW

The Contractor agrees to comply with all federal, state, and local laws or ordinances, and all applicable rules, regulations, and standards established by any agency of such governmental units, which are now or hereafter promulgated insofar as they relate to Contractor's performance of the provisions of this agreement. It shall be the obligation of the Contractor to apply for, pay for and obtain all permits and/or licenses required by any governmental agency for the provision of those services contemplated herein.

12. ACCESS TO DOCUMENTS

- A. The RCRRA, its authorized representative, or the State Auditor shall have full access to all records relating to the performance of this agreement.
- B. The Contractor agrees to maintain records relative to all services provided by it under the terms of this agreement and shall retain all such documentation for seven (7) years following the termination of this agreement. Such records shall be made available for audit or inspection at any time upon request of RCRRA or its authorized representative.

13. DATA PRACTICES

All data collected, created, received, maintained or disseminated for any purpose in the course of Contractor's performance of this agreement is governed by the Minnesota Government Data Practices Act, Minn. Stat. Ch. 13, other applicable state statutes, any state rules adopted to implement the act or other statutes, and any federal statutes and regulations on data privacy. The Contractor agrees to comply strictly with these statutes, rules and regulations.

14. CONFLICT OF INTEREST

Contractor affirms that, to the best of Contractor's knowledge, Contractor's involvement in this contract does not result in a conflict of interest with any party or entity which may be affected by the terms of this contract. Contractor agrees that, should any conflict or potential conflict of interest become known to Contractor, Contractor will immediately notify RCRRA of the conflict or potential conflict, specifying the part of this contract giving

rise to the conflict or potential conflict, and will advise RCRRA whether Contractor will or will not resign from the other engagement or representation.

15. INTERPRETATION OF AGREEMENT; VENUE

This agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this agreement shall be venued in the district court of the County of Ramsey, Second Judicial District, State of Minnesota.

16. TERM

This agreement shall be in force and effect from October, 1998 through April, 2000 or until earlier terminated by the parties hereto pursuant to this agreement.

17. OWNERSHIP OF WORK PRODUCTS

All work products, including but not limited to concepts, ideas, layouts, drawings, maps, models, computer program or simulation, photography, scripts, graphics, reports and recommendations prepared or furnished by the consultant pursuant to this agreement shall be the property of the RCRRA; provided however, that the consultant shall be entitled to retain copies of all such work products. No work products or other information generated under this agreement shall be released by the consultant, employees or agents without the express written approval of the RCRRA's authorized representative.

17. ENTIRE AGREEMENT

This agreement and its attachments shall constitute the entire agreement between the parties and shall supersede all prior oral or written negotiations.

SECTION IV: PAYMENT

1. As and for payment to Contractor for completion of the project tasks stated in Section II hereof, the RCRRA shall pay to the Contractor no more than One Million One Hundred Forty Nine Thousand Five Hundred and Five Dollars (\$1,149,505.00). In the event this agreement is terminated by either party prior to completion of all tasks in Section II, the Contractor shall be paid for actual work performed on the basis of the hourly rates stated in the attached Exhibit B.
2. The Contractor shall be paid monthly upon receipt of invoice and supporting documentation by the RCRRA. Professional services fees shall be documented with a payroll cost breakdown including the name of the employee, his or her classification, hourly billing rate per Exhibit B, hours worked, and total cost for each period. Overtime or premium pay for work or services performed is not authorized.

3. All payments to the Contractor shall be subject to a retainage of 5% pending final acceptance of the technical reports, supporting documentation, and products identified in Section II hereof. Upon final approval of Contractor's work by the RCRRA, all sums retained under the provisions of this section shall be remitted to Contractor.

RAMSEY COUNTY
REGIONAL RAIL AUTHORITY

By: _____

Rafael Ortega, Chair
Ramsey County Regional
Railroad Authority

PARSONS BRINCKERHOFF
QUADE & DOUGLAS

By: Martin J. Grigg

Its: VICE PRESIDENT

APPROVED AS TO FORM:

By: David MacMillan
Assistant County Attorney

RECOMMEND FOR APPROVAL

By: F. H. Spiegelars
Director

RISK MANAGEMENT

By: Dennis E. Kasper
-pending

BUDGETING & ACCOUNTING

Funds Available: \$1,149,505.00
Account No. 59115-020102

By: A. C. Dertl

CERTIFICATE OF INSURANCE

ISSUE DATE (MM/DD/YY)

9/29/98

PRODUCER

Aon Risk Services, Inc. of New York
Two World Trade Center
New York, NY 10048

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

COMPANIES AFFORDING COVERAGE

COMPANY LETTER	A	TRANSPORTATION INSURANCE CO.
COMPANY LETTER	B	Twin City Fire Insurance Co.
COMPANY LETTER	C	
COMPANY LETTER	D	
COMPANY LETTER	E	PB #19046

INSURED

Parsons Brinckerhoff
Quade & Douglas, Inc.
One Penn Plaza
New York, NY 10119

COVERAGES

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY	GL 166778878 A/S	11/01/97	11/01/98	GENERAL AGGREGATE \$ 5,000,000
	☒ COMMERCIAL GENERAL LIABILITY				PROD.-COMP/OP AGG. \$ 5,000,000
	☐ CLAIMS MADE ☒ OCCUR.				PERS. & ADV. INJURY \$ 1,000,000
	☐ OWNER'S & CONTRACTOR'S PROT.				EACH OCCURRENCE \$ 1,000,000
					FIRE DAMAGE (Any one fire) \$ 300,000
					MED. EXPENSE (Any one person) \$ 5,000
A	AUTOMOBILE LIABILITY	BUA 166778850 A/S BUA 266778833 TX.	11/01/97	11/01/98	COMBINED SINGLE LIMIT \$ 1,000,000
	☒ ANY AUTO				BODILY INJURY (Per person) \$
	☐ ALL OWNED AUTOS				BODILY INJURY (Per accident) \$
	☐ SCHEDULED AUTOS				PROPERTY DAMAGE \$
	☐ HIRED AUTOS				
B	EXCESS LIABILITY	10 HUSL 2397	11/1/97	11/1/98	EACH OCCURRENCE \$1,000,000
	☒ UMBRELLA FORM				AGGREGATE \$1,000,000
	☐ OTHER THAN UMBRELLA FORM				
A	WORKER'S COMPENSATION	WC 166778895 A/S	11/01/97	11/01/98	☒ STATUTORY LIMITS
	AND				EACH ACCIDENT \$ 1,000,000
	EMPLOYERS' LIABILITY				DISEASE—POLICY LIMIT \$ 1,000,000
					DISEASE—EACH EMP. \$ 1,000,000
	OTHER				

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS

Riverview MIS

CERTIFICATE HOLDER

Ramsey County Regional Rail
Authority
316 Courthouse
St. Paul, MN 55102

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Rich Gabrielle

ACORD. CERTIFICATE OF INSURANCE

DATE (MM/DD/YY)
9/29/98

PRODUCER

J&H MARSH & MCLENNAN, INC.
FINPRO
1166 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10036

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COMPANIES AFFORDING COVERAGE

COMPANY

A CONTINENTAL CASUALTY COMPANY

COMPANY

B

COMPANY

C

COMPANY

D PB#19046

INSURED

Parsons Brinckerhoff
Quade & Douglas, Inc.
One Penn Plaza
New York, NY 10119

COVERAGES

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY				GENERAL AGGREGATE \$
	☐ COMMERCIAL GENERAL LIABILITY				PRODUCTS - COMP/OP AGG \$
	☐ CLAIMS MADE ☐ OCCUR				PERSONAL & ADV INJURY \$
	☐ OWNER'S & CONTRACTOR'S PROT				EACH OCCURRENCE \$
					FIRE DAMAGE (Any one fire) \$
					MED EXP (Any one person) \$
	AUTOMOBILE LIABILITY				COMBINED SINGLE LIMIT \$
	☐ ANY AUTO				BODILY INJURY (Per person) \$
	☐ ALL OWNED AUTOS				BODILY INJURY (Per accident) \$
	☐ SCHEDULED AUTOS				PROPERTY DAMAGE \$
	☐ HIRED AUTOS				
	☐ NON-OWNED AUTOS				
	GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT \$
	☐ ANY AUTO				OTHER THAN AUTO ONLY:
					EACH ACCIDENT \$
					AGGREGATE \$
	EXCESS LIABILITY				EACH OCCURRENCE \$
	☐ UMBRELLA FORM				AGGREGATE \$
	☐ OTHER THAN UMBRELLA FORM				\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				STATUTORY LIMITS
	THE PROPRIETOR/ PARTNERS/EXECUTIVE OFFICERS ARE: ☐ INCL ☐ EXCL				EACH ACCIDENT \$
					DISEASE - POLICY LIMIT \$
					DISEASE - EACH EMPLOYEE \$
A	OTHER PROFESSIONAL LIABILITY	PLN-008232770	11/01/97	11/01/98	\$2,000,000 per claim \$2,000,000 aggregate

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS (LIMITS MAY BE SUBJECT TO RETENTIONS)

Riverview MIS

CERTIFICATE HOLDER

Ramsey County Regional Rail Authority
316 Courthouse
St. Paul, MN 55102

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Cathie Pauloff

Work Plan (Revised 8/19/1998)

1.0 Project Understanding

The Parsons Brinckerhoff (PB) Team sees this Riverview Corridor MIS as more than a traditional major investment study. In addition to meeting all FTA goals, requirements and criteria, PB proposes to integrate transportation plans fully with community development and redevelopment planning. The integration of land use planning and development opportunities into this study will be critical for the evaluation process. Secondly, we propose to emphasize implementation, by working closely with the City of Saint Paul, its Port Authority, Ramsey County as well as the Ramsey County Rail Authority. Thirdly, we propose to work closely with neighborhoods, District Councils and/or other stakeholders to develop public understanding and support for the plan and the study.

The State of Minnesota enacted a Livable Communities Act for the Metropolitan Area and directed the Metropolitan Council, the regional planning agency, to implement the provisions of the act. Through its plan for the region (the Regional Blueprint) and financial assistance, the Metropolitan Council is helping communities achieve many of the goals of the Livable Communities Act. These goals include the reclamation of polluted sites for use as productive commercial and industrial sites, resulting in more employment opportunities for residents and an increased tax base for the community. Another goal is to provide for walkable, pedestrian-oriented areas easily accessible by transit. Other goals are to provide a mix of life-cycle and affordable housing throughout the region.

The Metropolitan Council is in the continuing process of implementing its vision for the year 2040, with a strong emphasis on reinvestment in the urban core and on a reduction in automobile dependence for the region and its citizens. The Council has identified critical policy directions for the region in its *Blueprint*:

- Encourage regional economic growth
- Foster reinvestment in distressed areas
- Build stronger communities
- Preserve the natural environment
- Set directions for guided growth
- Expand life-cycle housing opportunities and affordable housing choice
- Provide financially sound regional public facilities

The *Blueprint* also includes a growth strategy for the region. The urban core of the region will be a major focus of reinvestment to foster economic growth and create jobs. Medium to high-density housing will be encouraged. The urban area (the area within and around the I-494/694 beltway) will focus jobs and economic development, with particular emphasis on the previously mentioned urban core and the activity centers and transportation corridors connected to it.

A new concept entered the region's planning document with the introduction of an "urban reserve". It is a reservoir of land established to accommodate the region's need for urbanization to the year 2040. There is a policy emphasis on increasing the housing density in the newly urbanizing areas, as well as in current urban areas so the urban reserve can meet the housing needs for 40 years or beyond. The higher density is closer to historic trends, which are higher than today's typical density in the newly developing areas of the region.

In the Riverview Corridor, a series of site-specific land use plans are under way. These range from polluted site redevelopment plans (such as the Koch-Mobil site) to small area plans (such as the Shepard Davern/Gateway Small Area Plan). These separated sites and plans could benefit by being incorporated into a corridor comprehensive plan, integrating a transportation element as well. In particular, as high capacity transit requires careful analysis in the context of an MIS, the benefits both to these sub-area plans from the transit facility and from these separated areas need to be considered.

In the scope of work that follows, we will explore the integration of transportation and land use in full detail for this corridor and propose a specific approach to completing an MIS with this important goal in mind.

1.1 Issues and Opportunities

Each portion of the Riverview Corridor has its own unique set of issues and opportunities. The western most segment of the corridor faces the issue of a major river crossing with one end of the crossing impacting historic Fort Snelling. However, this also offers an opportunity for access to one of the principal elements in the early history of the region. Entering Saint Paul, one of the possible alignments passes through a residential neighborhood with the opportunity for generating high ridership. Use of the railroad alignment also raises the issue of sharing the right-of-way with trains accessing the Ford Plant.

West Seventh Street itself offers a similar mixture of opportunities and issues along its length between the river and downtown Saint Paul. The land uses along the river cycle from residential to commercial and back again. Station areas can benefit from the existing mixture of land uses and build on them. However, many of those same commercial uses rely upon on-street parking that might have to be removed if a fixed guideway (busway or LRT) were to be constructed in the existing right-of-way.

Several sites along West Seventh Street and Shepard Road are being reclaimed from heavy industrial land uses such as tank farms and grain elevators. Light industrial, commercial and residential land uses have all been proposed. Crosby Lake Business Park is a case in point of this conversion of land uses.

Downtown Saint Paul is undergoing a renovation with efforts to tie itself once again to the riverfront, which gave the city its birth. A transit facility along Shepard Road would enhance the access to the New Science Museum, the new Hockey Arena, the riverfront and the downtown. It would also have to be sensitive to the integration necessary to fit into the plans of the City of Saint Paul. A large issue in the downtown area is the problem of the grade. Either the alignment, or the riders must undertake a significant climb to rise from the level of the riverfront to that of the central business district core, about 60 feet above the river.

The eastern most segment of the corridor has a major crossing of another type with which to deal. East of downtown Saint Paul, rail lines turn away from the river and head inland. These lines will have to be crossed without impeding their use. The topography also rises to the east of downtown. The city's Phalen Corridor offers opportunities to build on several identified redevelopment sites. The eastern terminus of the corridor lies near a major facility of 3M, serving as a major potential source of riders.

1.2 Approach to this MIS

RCRRA has defined an unconventional MIS scope that meets the needs of this particular corridor study. Because of the flexibility of the MIS process, the local requirements can be accommodated as long as there is local agency and community support. With our experience in conducting numerous MISs of varying sizes and complexities, the PB Team will ensure that all key elements are studied and that the new starts criteria will be addressed.

RCRRA has wisely determined that technical issues are not primary in this study; what is most needed is community and local agency input about whether a major capital investment is feasible, desirable and, if so, what that investment should be. There is also a need to know what potential land use/redevelopment scenarios could be associated with such an investment.

Considerable work has already been done in the Riverview Corridor to develop alternatives and estimate their ridership potential and capital costs. We will build upon this work by taking the next critical steps as outlined below.

1. First and foremost, we will review previous work prepared in the corridor since some of what is proposed in the sections that follow may already be available at a level of detail sufficient for this MIS – if it is determined that the level of detail is not sufficient for the MIS or, conversely, that less work is required by the PB Team, this will be immediately discussed with RCRRA and an approach will be recommended for filling the data gap(s) within the existing budget, if possible, suggesting a modification to the scope of work, or in the event that less work is required of us, recommending a reduction in the hours budgeted;
2. We will develop a purpose and need statement based on existing information and understanding of the task at hand. This initial understanding of the problems and issues will be modified as we begin the public education and involvement process.
3. We will then begin the process of ascertaining and developing community support; defining new alternatives with the public; identifying the land use actions necessary to make the project successful; and defining the preferred alternative that has agency and community support.

1.3 Understanding of Key Study Elements

We have identified several key study elements that are described below. Each element is fully developed in the scope of work that follows, but are highlighted here to demonstrate our understanding of each with an emphasis on why the PB Team should be selected for this very important MIS.

1.3.1 Public Education and Involvement

Prior work conducted in this corridor did not include extensive public involvement. We define public involvement as proactive agency, community, business and elected or appointed official involvement throughout the study process. This is a key element to the success of an MIS. We have assembled a comprehensive team to support this activity since public consensus is essential to the implementation of any major transportation strategy in the Riverview Corridor. RCRRA has wisely made public education and involvement their priority study element. Eliciting informed, constructive public input in transportation corridor planning is never easy and the Riverview Corridor MIS presents special challenges. Decades of inaction on major capital transit investment projects in the Twin Cities area has undoubtedly bred skepticism and cynicism in the minds of many corridor residents. In addition, the ethnic and socioeconomic composition of the corridor population--20 percent minority and 18 percent of households making under \$25,000--suggests that special outreach strategies will be needed to reach people traditionally reluctant to participate in such endeavors.

Research conducted by PB suggests that "attitude" is the key to successful participation—the belief that effective public involvement is both critical and possible if the study sponsor and their consultants try to achieve it in substantive, persistent ways and are responsive to the input they receive. We are driven by this belief and are fully committed to participatory planning, and feel this is our team's primary qualification. Other factors in support of our selection include:

- A team of unmatched professionals. Our project manager, **Myrna Valdez**, managed Miami's East-West Corridor MIS--with an average of 60 meetings/month, undoubtedly the nation's most participatory MIS to date. She also successfully managed the Hudson-Bergen AA/DEIS, a project now in construction in a corridor, which included low-income and blue collar populations as well as the heavily Hispanic Union County. In both projects, Myrna conducted dozens of meetings in English, Spanish and Portuguese. Our public involvement program design manager, **Julie Hoover**, has directed or co-directed the majority of FHWA/FTA's public involvement research over the past two decades (including the recent Innovative Techniques report), has designed/helped implement several dozen successful programs (including a highly participatory MIS for Louisville's transit agency and work in Austin, Texas which led to passage a 1-cent sales tax referendum dedicated to transit), and has authored several dozen papers on the topic. Julie will provide QA/QC oversight to the development and implementation of the program on an as needed basis. **Pilar Montoya** of Montoya Communications Inc. was selected by FHWA/FTA as a case study representing the nation's most outstanding work in ethnic outreach for their participation on the South Sacramento transit extension. She successfully drew in three different Asian cultures, a Mexican-American community, and an area heavily populated by African-Americans. **Thomas Smith** from the University of Minnesota brings a special understanding of the elderly and the human factors, such as age and gender that influence transportation system design, as well as experience with participatory approaches for involving stakeholders in project planning and decision-making. Catherine Olsen has unsurpassed local market research expertise. She specializes in identifying target audiences, determining decisions to be made, developing study design and relevant date, selecting sample groups, and defining appropriate subgroups.
- We place more emphasis on the critical activity of public involvement program design than anyone else does. Our national research indicated that almost no one gives this critical task the importance it deserves. PB's approach includes the following innovative features: getting extensive public input into the development of the program through community leader interviews, working collaboratively with RCRRA (and others if they desire) in strategizing what is wanted from the public involvement program in a very specific fashion, developing tailored outreach programs for the various different "key public sector representatives", and employing a wide variety of strategies including many non-traditional approaches and techniques geared to the disadvantaged.
- Our team's knowledge of innovative and non-traditional techniques is unprecedented as a result of our national research, successful programs nationwide, and participation in national professional associations like TRB, APTA, and APA. A wide range of techniques are suggested in our work plan. Our team's knowledge of innovative and non-traditional techniques is unprecedented as a result of our national research, successful programs nationwide, and participation in national professional associations like TRB, APTA and APA. A wide range of techniques are suggested in our work plan. Our approach is heavily based on innovation—thinking "outside of the box", examining lots of different strategies and quickly moving on to other approaches if a particular alternative is inappropriate to the unique conditions of the corridor.

1.3.2. Land Use and Economic Development and Station Area Design

Information for this key element of the project will be based on PB's national and international experience, as well as research, which PB has completed for the Transportation Research Board. Transportation and land use relationships will be drawn from

PB's award winning LUTRAQ project in Portland, Oregon, PB's international study of "Transit and Urban Form" completed for the Transportation Research Board in 1996, and PB's knowledge of best practice in cities around the United States.

1.3.2 Engineering

PB has been selected for the 10th consecutive year by Engineering News Record as the number one transportation design firm in the country. Our expertise in all areas of transportation infrastructure will add the depth necessary for the successful completion of the Riverview MIS.

1.3.4 MIS Process

PB wrote the book on how to prepare MISs. We have been retained by FHWA and FTA to continue teaching the MIS course around the country, and two of our instructors are on the PB Team; Myrna Valdez, the project manager, and Don Emerson, technical advisor. With this level of expertise and experience, the PB Team will ensure that the Riverview Corridor MIS meets the federal guidelines, provides RCRRA with the information needed to make decisions, and assist in implementing the preferred alternative.

2.0 Project Management

2.1 Purpose

This task lays the foundation for all work to be done in the study. The preparatory steps must be completed quickly and accurately so that the analytical work can begin as early as possible. The guiding principal is to recognize the specific needs of the Ramsey County Regional Railroad Authority (RCRRA), participating task forces and committees, and FTA and/or FHWA in each of the documents that must be prepared, and to focus the work specifically on those needs.

2.2 Study Management Plan

After notice-to-proceed is received, an early kick-off meeting with the RCRRA, Myrna Valdez, the PB Project Manager, and key team members will be held. Through this meeting, we will start the close working relationship and continuous dialogue with agency staff, critical for the success of the study. This suggested activity will greatly facilitate production and agreement on a draft study management plan. The management plan will confirm the following:

- Overall study design
- Public involvement program approach
- Work plan and study schedule
- Data, tools and methodologies
- Responsibilities and resource allocation
- Budget and cost controls
- Management and coordination procedures and protocol
- Documentation and review schedule
- Quality control plan

The PB Team will conduct an inventory and assessment of available information relevant to this study to ensure that it builds on past work, avoids duplication of effort, and recognizes all potential influences on the selection of a preferred alternative. Formal documentation from past work dates back over the discussion of past studies in the corridor. We have already assembled much of this material.

Another type of documentation defines the setting within which the alternatives will be evaluated, including the regional land use plan, land use and redevelopment plans for the corridor communities, the region's Transportation Improvement Program, other capital improvement plans, and forecasts of demographic and socioeconomic characteristics.

The final set of references includes various FTA (and/or FHWA) guidance on planning for major investment projects, plus examples of good documentation from recent transit and/or planning studies in this and other urban areas. Since PB is

conducting the national training course for MISs and continuously updating the material to reflect the latest and best of the state-of-the-art, we can provide this at no cost to RCRRA.

The PB Team will assemble and review the various types of documentation. The team will prepare a memorandum that catalogues the materials on hand and include it in the study management plan as a basic resource for the study team.

2.3 *Administration and Management of the Study*

The PB Team will be based in our Minneapolis office. Individual consultant staff assigned to this project will function as members of an integrated team, regardless of their firm affiliation.

The PB project manager will prepare a series of work orders to initiate and control the work in each task. These work orders will specify the work items to be accomplished, designate key personnel, specific work products required, start and end dates, budget, identify the level of detail in which the analysis is to be done, provide an example of the documentation required, highlight any particular concerns that must be addressed, and identify the individuals available to accomplish the work.

We will employ two mechanisms for progress reporting and schedule tracking:

- The PB Team project manager will prepare **formal monthly progress reports** in the format preferred by RCRRA. These reports will include narrative reviews of progress; an updated list of project deliverables and their status; a cost report presenting a comparison of budget figures and costs incurred by task during the reporting period and costs incurred to date; a discussion of any problems encountered and remedial measures proposed; a schedule analysis comparing planned and actual percent completion; and an outline of work to be accomplished during the upcoming month. These formal progress reports will accompany the monthly invoices.
- The PB Team will convene regularly scheduled **informal progress meetings** with RCRRA. The meetings will be held at a pre-established time throughout the duration of the study.

We will prepare and circulate both a formal agenda and minutes for each meeting. The minutes will include a list of action items to highlight crucial week-to-week activities.

We will assign a local project administrator to assist the project manager with invoicing and tracking of schedule and budget. Invoices will be formatted according to RCRRA established procedures.

At the request of Ramsey County Board of Commissioners, we will prepare and present progress/status reports on the development of and implementation schedule for short and intermediate TSM-type improvements in the corridor.

2.4 *Products*

- Project management plan
- Inventory of existing information
- Work orders
- Methodology reports for key technical areas (defined below in key technical tasks)
- Monthly invoices and progress reports
- Meeting minutes

3.0 *Public Education and Involvement*

3.1 *Purpose*

The benefits of participatory planning are multifold and rewarding in numerous ways. It increases the prospects for consensus and, if a build alternative should be selected, the chances for ultimate implementation. Public involvement also greatly reduces the probability of project delays and litigation and inevitably leads to improved planning. Finally, it enhances the legitimacy of a planning process. The arguments for and against citizen participation are similar to those regarding democracy. Democracy and public involvement can be short-sighted, full of surprises, and a source of occasional delay, but over time, they both yield considerably more popular and sustainable results.

In addition, planning in the spirit of ISTEA is simply not possible without meaningful citizen participation because this bill calls for a major new emphasis on participatory planning. The October 1993 Final Rule on Metropolitan Planning further strengthens public involvement requirements in several significant ways. It endorses early and continuing citizen participation and requires

that citizens be given a "reasonable opportunity to comment" during a major investment study. It also calls for proactive processes that provide "complete information, timely public notice, (and) full public access to key decisions". The preamble to these regulations explains that they are a "balance between generalized criteria that will set expected thresholds of expected performance and detailed requirements". There are, however, some specific requirements.

- Adequate notice of public involvement activities and time for public review and comment.
- Reasonable access to technical and policy information.
- Demonstration of explicit consideration and response to public input obtained. When significant written and oral comments are received, a summary, analysis and report on the disposition of comments shall be made part of the final report.
- Solicitation and consideration of the needs of those traditionally underserved by existing transportation systems, including, but not limited to, low income and minority households, Americans with Disabilities Act (ADA) populations, and Native American tribal governments.
- Periodic reviews of the effectiveness of the public involvement program to insure full and open access to all is being provided.
- Coordination of the program with the metropolitan planning organization (MPO), state, and other ongoing programs.
- Provision of timely information to many agencies and individuals, including those representing central city and other local jurisdiction concerns.

3.2 *Methodology*

3.2.1 Public Education and Involvement

Our approach has six key features.

- **Initial personal interviews with at least 100 key community stakeholders** to refine our understanding of the issues and seek public assistance in designing the public involvement program. This may be supplemented with other mechanisms such as telephone surveys, small group meetings and consultations, or *ad hoc* task forces.
- **Design of the public involvement program with the people who will be participating.** Our experience and national research have repeatedly shown that the best programs are developed with the assistance of the public. Thus, we will seek input on the goals and objectives of the program, its principles and methodologies, the study's management and decision-making processes (within the constraints of legal procedures and institutional mandates), and the techniques to be employed, i.e., every single thing we do. This will be accomplished through the community leader interviews and possibly supplemental techniques.
- **Development of tailored programs for each key public.** "One size program does not fit all" and we propose to design and implement a minimum of seven different programs, focused on public sector representatives such as elected officials, agency officials, regional environmental and special interest groups, regional business interests, and, of course, the residents and businesses in the study corridor, possibly sub-dividing them on a geographical or socioeconomic basis. Ultimately we will employ mechanisms for bringing these diverse interests together but initially we propose to work intensively with each individually.
- **Use of a wide range of innovative techniques and strategies** to elicit participation, drawing heavily from both our national public involvement research and the extensive media contacts and public relations savvy of our local team members. There are close to 200 public involvement techniques available today, with numerous more effective options to the old formula of "meetings/newsletters/focus groups". It is clear, for example, that open public meetings do not work very well in most MISs, and we will explore a wide range of options with the public including special interest and geographically-based task forces (our current favorite—we can envision a half- dozen or more associated with this study); an extensive, proactive speakers bureau "on the road" almost every night; an active Web site; possible programs focused on community schools and local organizations; participation in neighborhood events (including sports competitions); a mobile information/feedback center; and other community-based participation strategies. Special emphasis will be given to techniques geared to Environmental Justice populations including ethnic and racial groups, the elderly and disabled, and the poor.
- **Heavy client involvement** in all aspects of the program including the interviews, the development of the program, and its implementation. Consultants are never effective serving as a screen between their client and the public.
- **Responsiveness and follow-up.** This is, by far, the most important ingredient in a successful program. We will document every comment, answer every question, and serve as the public advocates on the team, making sure their

concerns are given a fair hearing throughout. Because our team includes technical planners highly experienced in MISs, we will not be intimidated by corridor team engineers and, indeed, can draw upon the full range of technical specialists for short consultations if necessary to convince the technicians to be more flexible and do out-of-the-box thinking. Attitude is the key: the public is not the "enemy", but rather the consumer and the taxpayer we are serving. We truly believe laypeople can often make significant contributions to project development and decision making.

3.2.2' Scope of Work

1. Initiate the program with a working session with the RCRRA and any others they may wish to invite to begin strategizing the design of the public involvement program. Meeting topics would include preliminary identification of key public sector representatives and corresponding goals for each, discussion of the best ways to obtain community input into program design, proposed principles, and relative roles of client, consultant, and the public sector representatives. Our experience indicates that many project sponsors do not put enough importance on this first key step—identifying what, specifically, we want from public involvement and why, and then determining how to differentiate our appeals to accomplish this. The agency director must be present and the meeting should last for at least a day.
2. Seek public input into the design of the program through community leader interviews and possibly other mechanisms such as surveys, meetings, or task forces. All interviews will be documented and distributed to RCRRA and key members of the study team so we may assess the input as it is received.
3. After the interviews are complete, which should take no longer than six weeks from the Notice to Proceed, the consultant will prepare a draft public involvement program for review and discussion by RCRRA and others as appropriate. At least one client meeting is anticipated, after which we will prepare a final plan for distribution. (Note: even though the plan will be called "final" we expect to make adjustments and additions as the study progresses.)

Key elements of the program will include all the techniques listed in the Request for Proposal.

- **A Riverview Corridor Task Force and various sub-groups** created to deal with specific study-related issues. The Twin Cities MPO has been one of the nation's pioneers in mixing elected officials with citizens on task forces, committees and boards. Portland, Miami, Hartford, Albany, Jacksonville and Phoenix have also used this strategy with great success and it is one of our favorites. We also think sub-groups (either permanent or *ad hoc*, and issue-specific or geographically-based) are an extremely effective way to get substantive public input. To cite just a few of many examples, an *ad hoc* air quality task force on our Hudson/Bergen LRT Project assisted in resolving environmental issues associated with the project; a permanent task force of people with disabilities helped us locate the stations on the Pittsburgh South Hills LRT and worked with our architects to make transit as accessible as possible; a neighborhood group on our East-West Multimodal Corridor MIS in Miami helped engineers realign the transit line to avoid right-of-way impacts; and a permanent public involvement task force in Austin reviewed every single major study deliverable before it was released to make sure they were reader-friendly. (Committing to three-day review periods). During the community leader interviews, we will ferret out the most important issues of public interest, and explore the desirability of creating associated sub-groups.
- **A Technical Staff Group** This group would include the following local entities: Mn/DOT; City of Saint Paul; Metropolitan Airports Commission; Metropolitan Council; Saint Paul Port Authority; Riverfront Commission; and RCRRA. We propose that technical *ad hoc* committees be formed from staff of these agencies, as necessary.
- **Public information**, to include at a minimum, newsletters, fact sheets, and report summaries. As demonstrated by their qualifications and the South Sacramento AA/DEIS case study, **Montoya Communications, subconsultant on our team, has the capability to prepare information in Spanish as well as several Asian languages.** Our local communications specialist, Shaefer Communications, will assist in preparing communications tools (newsletters, fact sheets, boards, etc.) as well as creating a "logo" for the MIS and the associated graphics. Plan implementation at meetings and workshops will include the assistance of Montoya Communications.
- **Meetings.** Large, formal public meetings are often not the best way to obtain meaningful participation and we will explore with RCRRA and the public other methods of obtaining input from the general public. Possibilities include open houses, dividing any large meetings, which are scheduled into smaller break-out groups, and holding meetings in non-traditional places like social clubs, care shopping malls, work places, senior citizens' centers, and museums. RCRRA suggests **child care**, a technique Portland uses regularly; other places also provide transportation for those who need it and many serve light refreshments at meetings. Innovative ways of advertising the meetings can also increase attendance—getting volunteers to distribute meeting notices in

neighborhoods, buses or bus stops, and shopping areas; and faxing or phoning key leaders and groups; having either elected officials or local groups co-sponsor meetings. Many people feel the key to good turn-outs is to "give people a good reason to come"--frame the meeting announcements in terms of the self-interest of the participants, show how transportation related to other goals they care about. The extensive experience of our project manager, **Myrna Valdez**, in facilitating meetings should enhance their effectiveness and, of course, she **can conduct meetings in Spanish, Portuguese and English.**

- **Scoping Meeting.** Based on recent policies issued as part of TEA 21, the Riverview MIS will be kicked off with the public with a formal "scoping" meeting, consistent with NEPA requirements. While this meeting will not require additional effort on the part of the consultant team, by holding it the NEPA process is officially started, and will avoid any delays in the event that the Draft Environmental Impact Statement (DEIS) is prepared for the corridor. Therefore, a public hearing may be needed if the MIS culminates in the preparation of a DEIS.
- **Freestanding display.** Mobile public involvement exhibits are becoming increasingly popular. The Orange County (CA) has a mobile kiosk information center on wheels with an interactive touch screen with computer-simulated images plus information about issues like funding and comment forms. Colorado DOT puts interactive touch screens in shopping centers. Other agencies use equally effective, but less high-tech displays in heavy traffic areas like shopping centers, work places, etc. Such displays are also useful at community events like neighborhood block parties, state fairs, etc. The Missouri DOT has had great success in establishing such displays at local football games, where they are manned before games and at half-time to solicit opinions from people who do not traditionally participate. We would develop a list of all community, sporting, and possibly cultural events with the thought of establishing displays at the most promising. Any display must be accompanied by a feedback mechanism of some sort to be most effective.
- If desired, we will accompany RCRRRA on visits to all major, and some minor (see "ethnic outreach" below) media in preparation of developing **comprehensive media strategies including cable and other TV stations.** These initial meetings will serve to both inform the media about the upcoming study and solicit their coverage, and explore opportunities for joint collaboration. It is sometimes amazing what can be accomplished. The Sioux Falls MPO produces a series of brochures featuring a local journalist which, of course, led to extensive free coverage of their activities. In Seattle, a local television station spent \$50,000 preparing a video on transit around the country and problems in Seattle, which was then used as the introduction to an evening-long electronic town meeting on the station. St. Louis gets frequent public service ads and claims they rarely have to pay. Montana DOT arranges interviews at local radio stations the day before their meetings. Minnesota DOT sometimes does call-in programs at local radio stations; then passes out the tapes. In Madison and several other places, local agencies have talked their local public access station into covering all their major meetings. Metro Council and other agencies use cable TV to announce all upcoming meetings. There are many other things we can push for and we propose a meeting with RCRRRA before the visits to discuss all the possibilities regarding each media and develop a strategy plan for each.
- **School children outreach** is becoming increasingly popular with the realization that if children become involved, they will often prod their parents to do so also. Missouri DOT created a "Lesson in Transportation" which culminated in a statewide contest. Mn/DOT has a workbook for children about snowplow safety. Portland sends meeting notices home with school children. The Port Authority of NY/NJ uses student interns to help with their outreach activities. We propose a meeting with all the principals of the corridor schools at the outset of the project to explain the upcoming study, explore how schools might help with the public involvement program, and discuss how such programs might be mutually-beneficial.
- Many MIS sponsors are now putting their studies on the **Internet.** On our Dulles Corridor (Washington, D.C.) MIS, for example, we received over 400 responses within the first three weeks when we created a Web Site. PB has extensive experience in this and, working with Macromedia Communications, would be pleased to create one for the Riverview Corridor. The real challenge is not creating the Web Site, but developing a system for subsequently cataloguing and responding to the responses received if there are many.
- A **Video** is fairly expensive to prepare but PB has done several for MISs, including one in preparation now for Albuquerque that features public involvement and land use. Blockbuster Video has a community service shelf and will handle the distribution of your project's video for free (i.e., renters do not pay and the store will not charge you for their administration costs). Thus this is an attractive technique but we suggest waiting for our final strategy meeting to see what the costs/value of competing techniques are. As an alternative, APTA has two LRT-oriented

videos, which describe experience across the country. While these videos do not address Ramsey County, they have the benefit of being available for free.

- **Surveys** are a terrific way of periodically checking the pulse of the community and we recommend three. For these surveys C.J. Olsen Market Research will provide their expertise in developing surveys that meet the specific requirements of this MIS.
- In addition, we will use **new approaches to reach people traditionally under-served** such as ethnic groups, the poor, the elderly, and the disabled. Our research for FHWA/FTA shows it is possible to involve the transportation-disadvantaged in meaningful ways and, indeed, a growing number of communities are reporting success. It takes sensitivity, flexibility, ingenuity, and determination, but it can be done.
- **Informal, small-group techniques are often most effective.** When Orange County's (CA) transit authority found all relevant public sector representatives except the Mexican-American community were participating in their MIS open houses, they consulted the community leaders and held supplemental small-group meetings in their neighborhoods—a more comfortable forum for this public. DOTs in Alaska, Idaho, and Wisconsin have also turned to small group meetings to involve ethnic populations. Metro Council modifies its meeting format to draw out participants by asking each person attending a meeting in a minority community his or her opinion.
- **Community and religious organizations and their leaders can be invaluable in building communication between agencies and underrepresented groups.** Albany's MPO uses the Albany Service Corp (a job-training program for disadvantaged youth) to distribute transportation information to low-income communities. A cultural bridge was established after planners from Little Rock met with the African-American Ministerial Alliance on a one-to-one basis. PB is working with ministers and churches in several places to achieve ethnic participation in our MISs.
- **Financial and other incentives** may increase participation. The New Mexico DOT reports that the Alliance for Transportation Research got a grant for a two-day conference for people not traditionally served by transportation. The St. Louis MPO contracted with the Urban League to pay the unemployed (\$100/day) to participate in focus groups to explore how improved transportation might improve their work prospects. In Montana, Blackfeet Community College offers Native Americans college credits for attending community meetings.
- **Non-mainstream media are being used for communications.** Radio is often more effective than print. Sacramento's transit agency features interviews and call-ins on a Spanish radio station. Seattle's transit agency advertises in different languages in minority newspapers to obtain increased participation. St. Louis' MPO aggressively promotes public service announcements in minority media. Metro Council actively cultivates the owners of minority media to get free coverage.
- **Innovative recruitment tactics are proving effective.** NJ TRANSIT hired drug rehabs to distribute meeting flyers to downtown Newark shoppers. Houston's transit agency puts flyers on the door knobs of apartment dwellers. Sacramento's transit agency used "grocery store outreach". During a Los Angeles MIS, the transit agency's Spanish-speaking staff walked through neighborhoods in East LA (a heavily Mexican-American community), personally inviting people to attend—which resulted in very high turnouts. The Arkansas DOT sends staff to churches and field work places. Roanoke makes personal phone calls to encourage the participation of low income and minorities.
- **Special meeting provisions and supplementary techniques also help.** The Boise MPO reaches the under-served through group homes and head start centers. At the inception of its long range plan, Georgia DOT had forums for minorities so the planning process could address their concerns from the outset. San Francisco's MPO has a special Minority Citizen's Advisory Committee. Many agencies have one or more seats for minority or ethnic members on their committees. Wisconsin DOT created focus groups for ethnic groups.
- **"Don't use all white men in suits" was a recurring theme.** Our lead study spokesperson will probably be wearing a suit, but she is definitely not a white male (and she will dress casually if appropriate).
- Finally, and most importantly, **the cultures of the communities need to be understood.** Our team includes people of, or very familiar with, the cultures of all the affected disadvantaged groups in the study corridor—Myrna, the staff of Montoya, Thomas Smith. As we craft with RCRRA the public outreach program, we will look to them for leadership in dealing with the public sector representatives they are most familiar with.

Finally, we will explore **other innovative techniques**, including the following.

- Putting more effort into the development of a **mailing list**. NJ TRANSIT, for example uses theirs as their public involvement data base, keeping track of what mailings each person receives, what events they attend, and their issues and concerns. Seattle's transit agency maintains a general mailing list of 20,000 and a priority list for more detailed information of 1500.
 - Planners are increasingly paying more attention to the **business community**. San Francisco's BART sends faxes to 500-600 major businesses at a cost of 25 cents per minute. In some communities, businesses will participate with everyone else; in others, they prefer their own personal avenues of communication. Their importance in major investment transportation decision-making cannot be overestimated, and we recommend that considerable attention be paid to this public.
 - Several agencies are using citizens as **public involvement helpers**. In Denver, community leaders are interviewed and briefed by the transit agency, and then sent out to talk to community organizations. In San Francisco, BART's CAC members go out to the community as speakers and help sponsor town meetings. As part of their long range transportation plan, Atlanta's MPO will recruit and train citizens as an extension of their staff, thus vastly increasing the number of contacts that can be made with limited resources.
 - Numerous agencies are exploring new concepts in **partnering**. Metro Council sponsored a series of open forum public meetings with 27 local organizations. The St. Louis MPO has joint projects with the Missouri MOS, the St. Louis County Economic Council, and the Urban League. Vancouver's MPO hooked up with the transit agency to provide interactive games at a state fair. On a Louisville MIS, a local transit advocacy group has assisted in public outreach at community events.
4. **Implement the program.** Hopefully, we have demonstrated we are aware of the state-of-the art in public involvement, as well as convinced you that we cannot propose a specific program at this time. To be most effective, the program must be developed with you and the participating "public sector representatives". Further, our experience has shown that the best programs are highly flexible and will change as the study progresses. This presents obvious budget and administrative problems. Our proposed solution is to suggest an overall earmark of total study funds to public involvement of 40 percent. We have given you a cost of the initial community leader interviews and strategy meetings with you. The remaining money will be allocated to various public involvement activities you select upon completion of the community leader interviews. You might establish a public involvement hour bank, to be drawn from with your approval, or initiate each activity on a task-order basis.

PROPOSED PUBLIC INVOLVEMENT PROTOCOL

The principles listed below are proposed as a component of the Riverview Corridor MIS public involvement program. Suggestions for improvement will be solicited from RCRRA and the public.

- Participation will start on the first day of the study and continue until the end.
- The public involvement program will be as extensive and high-profiled as resources permit, and RCRRA will take aggressive initiative in reaching out to people.
- The study participants will make a concerted effort to employ a variety of opportunities for all sectors of the public to be involved. The specific techniques to be used will be largely selected by the public sector representatives addressed.
- All interested participants will be kept informed in simple, jargon-free language about the study, its progress, and key decisions.
- Whenever possible, the emphasis will be on uncovering issues, exploring viewpoints, and understanding/probing positions.
- The program will be flexible and RCRRA will quickly adapt to new issues, stakeholders, exogenous events, etc. Periodic formal evaluations will be scheduled.
- RCRRA will build upon past public involvement programs in the study corridor, incorporating what has worked best.
- The program will be in sync with the ongoing technical activities. Efforts to solicit public views will be intensified prior to major decision points. These are: the initial interagency agreements, alternatives definition, alternatives refinement and evaluation, and selection of a locally preferred alternative.

- The study team will be completely objective in presenting and evaluating the range of transportation and related land use and policy options and strategies that are possible.
 - All reasonable suggestions will be given serious consideration. Citizen inquiries will be followed up promptly with answers and information.
 - RCRRA is committed to recommending solutions that have consensus. This does not mean unanimous acceptance of the study results. It does imply, however, that a recommendation is clearly and widely understood, that there is basic and relevant support upon which a reasonable argument can be made for moving ahead, and that there is no significant opposition to the point where efforts to sabotage the recommendation could be successful.
3. Seek public input into the design of the program through community leader interviews and possibly other mechanisms such as surveys, meetings, or task forces. All interviews will be documented and distributed to RCRRA and key members of the study team so we may assess the input as it is received.

COMMUNITY LEADER INTERVIEWS

Our team proposes to conduct at least 100 personal interviews with the key stakeholders over the first eight weeks of the study. These leaders would be identified with assistance from RCRRA, who may wish to conduct some of the interviews themselves or accompany us on especially critical ones.

Typical Questions

- What issues should the study address?
- What alternatives must be studied?
- How do you prefer to be involved?
- What methods of participation work best?
- Who else should we contact?

Candidate Target Stakeholders

- Elected and appointed officials
- Regional environmental and other special interest groups
- Local and regional business interests
- Corridor public sector representatives
- Media
- Transportation disadvantaged populace

Benefits

- Early good will
- Public involvement from day one
- Early identification of study issues and concerns
- Assurance that all key stakeholders are covered
- A more effective public involvement program

3.2.3 Products

- Formal public involvement report.
- Products of the technique implementation.
- Documentation of program, including a response record.

4.0 *Definition of Alternatives*

4.1 *Methodology*

Until the problem is clearly defined the correct solution cannot be found. The definition of the alternatives must begin with a good definition of the problem. If the problem is defined as "a lack of parking in downtown Saint Paul," the alternatives will be very different from those that are developed from the following problem statement "access to downtown Saint Paul, the airport and major tourists attractions within the corridor is compromised by existing congestion." Once the problem is defined it is important to gain consensus on the definition, because the goals, objectives and evaluation criteria will all be developed based upon the problem definition. This task will be developed immediately after the first round of public meetings/interviews are held to ensure that the problem embraces the initial input received from the community.

4.1.1 *Phase I: Refine the Initial Set of Alternatives*

Technical Memorandum #1, prepared for the Riverview/Hiawatha Transitway Study, has already defined four alternative alignments with transit options for evaluation:

- Bus in mixed traffic along West Seventh Street
- Bus on shoulder on I-35E
- LRT or Busway on Shepard Road
- LRT or Busway on the Railroad Corridor

As we review the technical work previously prepared for this corridor, we will clearly identify in our Definition of Alternatives technical memo that prior work properly identified, analyzed and dropped certain alternatives from further consideration, and that this process is documented in specific documents referenced in this MIS

Within these alternative alignments there are a number of options that must be considered including how best to serve downtown Saint Paul, connections to the Phalen Corridor through the Lower East Side, how best to cross the Mississippi and connect to the Hiawatha Corridor, and short-term improvements that could be implemented within a one to five year period to implement immediate transportation improvements in the corridor. With this latter concept in mind, we propose a proactive approach to developing the alternatives that includes short-term improvements. While the TSM alternative should stand alone as its own viable solution to the transportation problems in the corridor, each "build" alternative should also be developed by integrating TSM-type components as part of a phased approach to resolving the problems in the corridor. If the TSM alternative is not selected as the locally preferred alternative, by integrating short-term improvements into the "build" alternatives the corridor can begin to implementing its preferred alternative in a phased manner. Of course, this has yet to be ascertained as viable during the development of the "build" alternatives.

In addition to these alternatives the Initial Set, or Phase I, will have to include the No-build and the TSM alternatives.

- The no-build alternative examines the impact of implementing only existing and programmed improvements to the transportation network within the corridor, while assuming future levels of travel demand. The No-build alternative is required by both the MIS guidelines and NEPA as a base against which to compare the "build" alternatives. It will consist of the existing and planned transit services, plus the existing and planned roadway network.
- The Transportation Systems Management (TSM) alternative will include relatively low cost operational and physical plans and strategies to improve the existing transportation facilities in the corridor. As previously indicated, if the TSM alternative is not selected as the "locally preferred alternative," it is anticipated that the improvements identified in the TSM Alternative will become an integral part of the selected "build" alternative, and will be comprised of improvements that can be implemented immediately, and within the 5-year short term. These improvements will be scheduled and costed out as part of the "build" alternative. Although the nature and extent of the improvements have not been finalized, possible TSM actions could include some of the following:
 - Transit routing changes.
 - Schedule modifications.
 - Service changes such as skip-stop operations.
 - New services such as express, shuttle and feeder lines.
 - Traffic engineering measures including ramp metering, priority bus lanes, pre-emptive signaling, and other preferential bus treatments.
 - Changes in roadway or intersection geometries to ease flow and maneuvering.

- New park-and-ride lots and bus stops.
- Policy modifications on such issues as fares, transfers, and off-peak service.
- Land use policies to support transit ridership.

The initial set of alternatives will be presented to the public during the first round of meetings and the various constituencies will be given the opportunity to suggest additional alternatives to be examined. These Phase I alternatives will be developed to a level of detail that will allow the study team to comparison and/or identify fatal flaws. This task serves two purposes. The first is to show decision makers that all feasible alternatives are being considered and the second is to provide the information necessary to compare and eliminate a potentially large number of alternatives. Using existing information, all of the initial alternatives will be placed in a matrix and rated against an agreed upon set of evaluation criteria.

The key to the Phase I analysis will be early identification of fatal flaws. Some "fatal flaws" will kill a project, other flaws can be mitigated by moving the alignment, or by providing mitigation measures that can add substantially to the cost. Other flaws, such as political or neighborhood opposition, can be mitigated with a good public education and involvement program.

Once the alternatives are rated in the matrix, a round of meetings will be held to help with the elimination of alternatives. Inevitably, an additional alternative or modification will rise out of this process. The team will need to be able to respond quickly to provide the feedback/evaluation for the new alternative on-the-spot, if possible. The task in this evaluation Phase is not to exclude alternatives, but to define them, incorporate them, rate them, and then move on to the subsequent tier. Experience in facilitating these meetings is critical. Staff must be able to help the public weed-out the undesirable alternatives without alienating the supporters of the alternative.

4.1.2 *Phase II: Alternatives Definition*

The process results in the study resources being focused on the alternatives that have the most viability, and in a more comprehensible presentation of the study results. We envision a set of three to five alternatives, in addition to the no-build and TSM, emerging out of the initial screening step.

Following the Phase I screening step, the alternative definitions will be further refined to establish the detailed set of alternatives. The following information — consistent with the level of definition of the alternatives at this stage and the data that is available or can be developed — will be included in the alternatives' definitions. We will build as much as possible on prior corridor work, simply filling in needed gaps.

- Land Use Interaction
 - Zoning overlays
 - Transit stop spacing/densities
- Physical data
 - General alignment or route locations
 - Basic design characteristics and assumptions
 - Right-of-way characteristics
 - General intersections, station, stop, terminal and park-and-ride lot locations
 - Improvements to on-street bus service
 - Information developed for any surviving modifications or variations
 - Maps and graphics depicting all physical facilities
- Operational data (developed in conjunction with the operations planning task)
 - Vehicle type(s) and characteristics.
 - General service areas and subareas.
 - Feeder bus routes, systems, and services.
 - Data on service plans, fare policies, and external (or overall operational) constraints.
 - Preliminary transit supply factors or parameters (to be translated into headway and vehicle requirements).
- Other data
 - Order-of-magnitude capital costs
 - Preliminary station planning parameters (such as park-and-ride lots)
 - Unique or special features

Because a fairly substantial compendium of data will result from this definition/refinement, the description at this level will be structured to provide an initial summary description of each alternative and will serve as the first version of the definitions of

alternatives report. The preliminary report will function as a source or control document for the entire study, to be updated as refinements in the alternatives occur.

As part of this subtask, specific itemized descriptions will be included to describe exactly what TSM measures and programmed improvements are included in the No-build and TSM alternative. These may include policy areas (parking management schemes, for example) as well as physical and operational changes. A general review of the entire set of alternatives will be made to see that they satisfy federal as well as local requirements. This review will ensure that the alternatives that have been defined which focus on the identified problems in the corridor; are tailored to the project's adopted goals and objectives; provide decision makers with an appropriate range of options (with no unacceptable gaps); feature consistent assumptions across modes so that an unbiased evaluation can be made; and are expected to be feasible (physically, financially and operationally).

The final alternatives will be further refined to reflect land use, and redevelopment goals. These alternatives will be subject to sensitivity analyses and modeling to determine the interaction of the various land use scenarios and transportation alternatives. **Design details that are not required for these planning level decisions will not be developed in this study.**

Once this information is in place a second more detailed evaluation matrix will be developed in order to select a locally preferred alternative (LPA).

4.2 *Products*

- Draft Definition of Alternatives Report
- Screening criteria
- Screening of alternatives technical memo
- Definition and Evaluation of Alternatives Report

5.0 *Analysis of Land Use Impacts*

5.1 *Methodology*

In this section of our proposal we summarize our approach to work plan elements H, I, J, and K of the RFP. These include "land use relationships/economic development potential", "policies and actions", "station area design", and "center city issues".

These four tasks will be performed in a fashion that is integrated not only with one another but also with the extensive public involvement effort, which has been described in Section 3.0. In our work, we intend to achieve the following goals:

- Identify the indirect and induced impacts of each of the Phase 2 alternatives on land use and in the vicinity of the improvement;
- Develop an integrated community development and transportation alternatives for the Riverview Corridor;
- Support City, County and RCRRRA staff, without creating dependence on consultant services;
- Build on existing City of Saint Paul and Port Authority neighborhood and small area planning efforts, including redevelopment plans;
- Involve, inform and energize corridor residents, businesses and land owners to see the potential for the Riverview Corridor;
- Visualize a new built environment for the corridor in which transit plays an important part; and
- Identify policies, investments and services needed to enhance the Riverview Corridor as a place to live and work and thus bring about the development potential which we will identify.

5.1.1 *Review of Existing Studies*

Early in the study process, we will assemble and review relevant studies, ordinances, policies and plans for the Riverview Corridor as well as larger scale plans which may affect it. The PB Team will walk and photograph the corridor and station areas as part of the data collection effort. The plans and studies will range in scale from the Metropolitan Council's 2040 Urban Development Strategy on the one hand, the Saint Paul downtown (Saint Paul on the Mississippi Development Framework), to site-specific urban redevelopment plans for such locations as the Civic Center/Arena area, the West Seventh/Chestnut Small Area Plan, the Brewery Ran-View Small Area Plan, the Koch-Mobil Development Site, the Shepard Davern/Gateway Small Area

Plan, and the Gateway Project within the Riverview Corridor itself. PB staff is already familiar with City of Saint Paul, Ramsey County and Metropolitan Council Planning documents and will assemble these reports in a cost-effective manner.

5.1.2 Review Existing Real Estate Market Conditions (Maxfield Research)

While reasonable estimates and forecasts of population, households and employment are available through local and national sources, there is no central, organized source of information for current real estate market conditions and trends. In order to understand the ways in which transportation in general and transit in particular can influence urban development, it is necessary to start with an overview of real estate markets.

Work on this task will be ongoing through both Phase I and II of the Definition and Evaluation of Alternatives described in Section 4.0 (approximately, first five months of study). It will tie into both the screening (fatal flaw analysis) of the Phase I alternatives (long list of alternatives), and the development of initial land use and development plans and scenarios for each of the Phase II alternatives.

In the Phase I analysis of alternatives we will gather information on current real estate market conditions for a variety of land uses including housing, office, retail and industrial. This information will serve as a basis for analysis of the economic development potential of the Corridor as a whole and later provide input into the analysis of station areas.

We will identify specific short-term and long-range market trends and capture rates for each land use type in addition to opportunities and constraints regarding potential economic investment in the Corridor, in light of existing and future uses.

For the Phase II analysis of the short list of alternatives, we will develop specific growth scenarios (population, households and employment over the next twenty years) for each Phase II alternative and station area.

We will collect an inventory of housing and commercial and industrial space in the Corridor and adjacent areas. We will review the physical attributes of existing development in light of their potential for other uses as a result of transit improvements. We will identify recent and pending developments. We will analyze the potential impacts on adjacent neighborhoods as they transition over time in response to any transportation changes.

This information will supplement the extensive knowledge available about transportation conditions and provide a foundation for the completion of subsequent tasks.

5.1.3 Focus Group/Market Research (Montoya Communications, Schaefer Communications)

The decisions, which will affect the future of the Riverview Corridor, will be made by four sets of stakeholders--households, businesses, developers and government agencies. We propose to conduct focus group discussions with each of these stakeholders as part of the public involvement program in order to understand what factors and conditions will affect their location choices. We propose using the firms of Schaefer Communications (SC) to assist in the preparation of materials; Montoya Communications in leading the focus group discussions; and Quam Sumnick & Associates to coordinate market, financial and economic data, investigate development/redevelopment viability, and participate in public group discussions on potential development programs.

Households are constantly faced with decisions about whether and where to move. We will convene an appropriately selected sample of Saint Paul area residents and ask them a series of structured questions about how they perceive different parts of the Riverview Corridor as a place to live and what might affect their decision to locate there. We will explore the role of transportation in general, and transit in particular in affecting those locational decisions. We will also necessarily review other public investments and services, such as public safety, human services, and other infrastructure investments, which may play an important part in that locational decision.

In a similar manner, with a cross-section of businesses, we will explore the factors and conditions which affect decisions to locate appropriate and/or desirable businesses in the corridor. Discussions with businesses will focus first on transportation related issues, such as the role of accessibility to labor markets, customers and suppliers. As with the household focus group, we would also examine non-transportation issues to identify those, which may play a key role in affecting business investment or reinvestment decisions in the Corridor.

With an appropriate sampling of developers, we will explore issues that might affect their decisions to invest in the Corridor. These will include, in addition to transportation related issues such as accessibility and visibility from the transportation system, such other issues such as individual site preparation and clean-up costs, land prices and land assembly issues, zoning and regulatory issues and others.

With government officials we will review the factors and conditions which are affecting the policies, plans, investments and ordinances in the corridor. We will identify actions by the private sector, which might lead government to increase their investments or alter their regulatory standards. As discussed with RCRRA, an ad hoc working committee might be formed to regularly meet and discuss the possibilities that transit in coordination with other policies may offer to support economic redevelopment. This committee would include St. Paul staff from the Planning and Economic Development Division.

The results of the focus groups will be summarized in a report where we will identify the specific factors and conditions that constrain or induce location choices by businesses and households, investment decisions by developers and policy, pricing or regulatory decisions by government. Information gathered through market research and the focus group sessions will play a key role in shaping the specific implementation strategies which will result from the integrated transportation and land use plans being prepared as part of this MIS.

5.1.4 Developable Land Inventory (Rowekamp Associates)

Before undertaking small area or station area plans, it is necessary to have an inventory of vacant and redevelopable land in the Riverview Corridor. Much of the information necessary to prepare this inventory is already available. PB staff will review information available through geographic information systems at the local and regional levels. Sources of such information include the City of Saint Paul, Ramsey County, and the Metropolitan Council. In addition, we will review available maps, photos, paper inventories and other resources.

From this information we will prepare a composite map and inventory of vacant and redevelopable lands. In addition, to the extent supported by existing GIS information, we will assemble other GIS "layers" such as environmental constraints on slope or water, current land use and zoning designations, and parcel locations and boundaries. This will greatly expedite this task as the GIS system is operational in the offices of Rowekamp Associates, our GIS subconsultant.

Lands suitable for redevelopment will be identified based not only on stated city priorities and goals, but also on market valuations. We will develop an index of the value of improvements to the value of land on each of the parcel in the Corridor, and use conventionally accepted building to land ratios to identify those parcels which in market terms are suitable for redevelopment. These will be parcels whose value lies not in the improvements but in the underlying land itself.

All of this information will be used in two ways. First, it will become one of the screens for determining which Phase I alternatives should be advanced to Phase II. This will occur through the presentation of an opportunities and constraints map of land use and parcels in the corridor. As part of this task, we will also review, from existing information, current land use trends and conditions in the Corridor. All of this information will become a base on which we will build station area plans in subsequent tasks.

5.1.5 Station Area Planning: Initial Public Involvement Events (PB, ZGF & SC)

The core of the PB planning work efforts will be the development of a set of integrated transportation and land use plans for each of the nodes where neighborhood links with high capacity transit are made. These nodes are technology neutral and from this point forward in this proposal are referred to as "station areas". These activities will be worked on by PB, Zimmer Gunsul Frasca Partnership (ZGF), and Schaefer Communications (SC).

The station area planning process, using public involvement mechanisms established in Task 3.0, will be a collaborative one, involving the public, City and County staff, as well as Authority staff, through the Technical Staff Group identified in the RFP. We will group sets of stations from each of the Phase II alternatives for use in this analysis.

At the first round of public meetings held at the station area level, we will have two goals. The first is to explain and present a set of material to attendees. This material includes the results of the real estate market research and focus groups described in subtasks 1.2 and 1.3 above, which form the basis for the team's understanding of current conditions. Also included in this stage of the workshop will be an overview of currently vacant or redevelopable lands, from the land use inventory subtask. We will prepare an opportunities and constraints graphic for each station area to assist in the overview of key transportation and land use relationships at the first round of public meetings.

Secondly, we will present a brief overview of key transportation and land use relationships, which underlie our approach to station area plans. This information will be based on national and international experience of Parsons Brinckerhoff and ZGF, as well as research, which PB has completed for the Transportation Research Board. Examples of the kinds of topics to be dealt with in this aspect of the workshop include an exploration of how transportation investments have influenced land use and development, a discussion of the key factors and conditions which affect the prospects for station area development in high capacity transit corridors, and an examination of the ways in which the built environment in station areas affects the kinds of

travel choices that residents and employees make. Examples from other projects will be used to show before and after conditions in real places.

Information for this overview of transportation and land use relationships will be drawn from PB's award winning LUTRAQ project in Portland, Oregon, PB's international study of "Transit and Urban Form" completed for the Transportation Research Board in 1996, and PB's knowledge of best practice in cities around the United States. The work and process established as part of the LUTRAQ project is applicable to non-rail alternatives, as well.

Thirdly, we will conduct an open discussion designed to identify goals and issues, which the station area plans should address. These goals will become organizing principles for station area design concepts, land use plans, and recommended transportation improvements. We expect that different station area constituents will identify varied goals, reflecting the different conditions found in the corridor as well as the different values and preferences for neighborhood and station area development. Some station area participants may advocate rapid and extensive change; others may advocate little or no change to the transportation and land use system. We will diagram emerging organizing principles and land use plans at each meeting.

In preparation for these meetings we will prepare information packets through the public involvement program which attendees will receive. These packets will include concise and effective information on maps, tables and photographs, as appropriate. From this first round of meetings, participants will emerge with a higher level of knowledge both of local conditions, local preferences and local goals for transit oriented station area development.

Following the first round of meetings, we will prepare graphics, which represent conclusions reached at each meeting. These will comprise plans and diagrams of the station area and of the station platform and its approaches. Various opportunities presented by each will be identified and may lead to more than one concept for land use and development configuration at each site. The development concepts will be coordinated with the economic development activities. These materials will be reviewed with staff and the consultant team. A concise, illustrated summary on each station site will be prepared and subsequently included in the advance information packets for the second round of meetings.

5.1.6 Station Area Planning: Second Public Involvement Event

At this second phase of the station area planning process, we will build on the knowledge gained from our first round of station area meetings, including the issues and visions of participants. These may include residential and/or nonresidential developments. We will take the set of goals and issues identified by participants in each station area planning session and use it as the basis for the development of a conceptual land use plan for each of the station areas selected for inclusion in Phase III of the work, and detailed renderings for each station area.

This conceptual plan will identify the land uses, intensities, site design features and amenities that stakeholders would like to see part of the landscape of the Riverview Corridor. The workshop participants and consultants, working cooperatively with staff, will pay particular attention to the role of transportation in general and transit in particular in making this vision possible. Thus, the workshop will result in agreement on the preferred location for any high capacity transit station or stop, a list of features or characteristics of the built environment in the immediate vicinity of the station and, if needed, set of other transportation improvements such as traffic calming, parking, intersection designs, landscaping or other features which will support the land use and development concept, and preferences on alternatives under consideration. It is not until this second workshop is held that the consultant team will be able to translate these characteristics or features into renderings of specific sites.

Our review of corridor conditions suggests that there are at least four types of station areas that will be the subject of the conceptual plans developed in this subtask. They are central places, redevelopment sites, transitional places and established places. We discuss and illustrate each of these place images briefly below.

Central places and potential station areas in the Riverview Corridor include the following

- Fort Snelling/Bishop Whipple GSA Building
- Highland Park
- Davern Street
- Rankin Street/Pearson Candies
- Homer Street
- Elway Street
- Otto Avenue
- Randolph Avenue

- St. Clair Avenue
- Chestnut Street
- United and Children's Hospital
- Civic Center Area
- Cedar Street
- Union Depot
- East West Seventh Street
- Arcade Street

Most of these places have been the subject of other studies in the 1990's including the City's downtown waterfront implementation framework report, the Phalen Corridor Initiative and Corridor EIS, and various redevelopment and small area plans. Several of these central sites are also redevelopment sites, such as the Koch-Mobil site along West Seventh Street, the Shepard Road realignment, and Williams Hill north of Downtown Saint Paul. Key issues which we expect to address in the conceptual station area plans include multi-modal access, parking, local traffic and circulation.

Central Places

Both the central cities of Saint Paul and Minneapolis have been experiencing pressures and stresses common to core cities in urbanized areas around the country. As identified in the Metropolitan Council's 1992 State of the Region report *Trouble at the Core: The Twin Cities Under Stress*, the central cities are experiencing deteriorating neighborhoods, deepening poverty, and stalled income growth. However, both central cities continue to plan and implement policies and programs to reverse these trends. They have found ways to bring new employment opportunities into their respective cities and improve and renovate neighborhood housing. As described below, the Riverview Corridor MIS will integrate the plans, policies and programs of the City of Saint Paul, as appropriate, to help achieve the goals of the center city and improve the area.

The PB Team will work with the City of Saint Paul and the downtown interests (such as Capital City Partnerships, Riverfront Development Corporation, Building Owners and Managers Association, Saint Paul Area Chamber of Commerce, and others) to assess the integration of the corridor alternatives on the *Saint Paul on the Mississippi Development Framework*. This will occur through individual meetings with the groups and through focus groups, further described in Task 3.0.

In the Saint Paul central business district, particular attention will be paid to connections to the existing and proposed development. Impacts to and benefits from parking in the CBD will be assessed, as will connections to the existing transit service serving the downtown area. This element will be particularly important for those alternatives, which pass through the core of the Central Business District. It will also be necessary to consider the impacts of the alternatives on the capacity of the downtown streets and the impacts on the operation and level of service of the downtown streets.

Other important issues for this task to address are the relationship of the alternative alignments to the new Science Museum and the new ice arena complex. Also, the *Saint Paul on the Mississippi Development Framework* promotes the regreening of the downtown river valley and bring people to the riverbanks. The alternatives along Shepard Road will have to be analyzed for pedestrian movement and visual impacts. The ability of the corridor and the alignments through the central business district will be assessed for their ability to increase activity at the street level. Another opportunity to be assessed is the proposal for a ring of urban villages surrounding the downtown, adding 1,500 housing units, as proposed in the *Saint Paul Land Use Opportunities: Discussion Paper for a New Citywide Land Use Plan*. These urban villages would need to be considered as both origins of riders into the core of the CBD and as a destination for shopping and work trips, as they are seen as mixed-use developments.

Products from this subtask will be one or more technical papers (number to be determined by the RCRRA.) These technical papers will assess the impacts and opportunities of each alternative on the Saint Paul Downtown in the areas of land use, transportation, parking, pedestrian movement, enhanced street level activity, connection to developments, and visual. Any other issues identified through the interview and focus group process will be included in the assessment.

Redevelopment Sites

Redevelopment sites, which may be the subject of station area plans, include the following:
Koch-Mobil site

- Shepard Road Riverfront

- Phalen Corridor.
- Arcade Street
- Union Depot on the riverfront
- Chestnut at Shepard Road
- Randolph Avenue
- Otto Avenue

In these locations, land use, development density and site design take on special significance, since most all of the development will be new construction. Linkages with transportation, and transit in particular, will be significant as well.

Transitional Places

Transitional places are ones where the existing inventory of structures is likely to remain but the market for these structures may change, bringing new residents and businesses into the station area. As is true for redevelopment sites, there may be questions related to physical infrastructure; however, they are less likely to be critical in transitional areas than in redeveloping ones. Parking policies and land use controls may be especially important. Public services, including public safety and human services, may play a role in this station area planning process, as well as the design of public spaces and amenities. An example of a transitional place is the Sibley Plaza area, a retail center that has experienced substantial tenant turnover. There are also other long-established businesses in this area, such as Nedved's Florist.

Established Places

The fourth category of station areas, the established places, are those whose land use character is well established and where real estate markets will use available sites to offer development of similar scale and quality to that which already exists. Examples of these station areas include Crosby Lake Business Park south of West Seventh Street and west of Interstate 35E. Other examples are listed below:

- Union Depot on Fourth Street
- Cedar Street
- United and Children's Hospital
- St. Clair
- Davern at RR Crossing
- Cleveland Avenue
- Fort Snelling/Bishop Whipple GSA Building

In these places transportation issues include the siting of transit facilities, as well as more general concerns about traffic and circulation in and near the station. The issue of public safety may also play a role in the plan.

Workshop Process

The actual workshop process will consist of a series of structured discussions and breakout sessions at which participants develop a common vision for land use and transportation in the vicinity of the station. This vision will build on and pay special attention to the concepts of "transit oriented development" or "transit villages" which the Parsons Brinckerhoff team have developed in other cities including Portland, Oregon, where these concepts play a central role in all station area planning and development for the regional light rail system.

Supporting the work of the participants and the stakeholders, ZGF will develop visual images that capture the concepts desired by the workshop participants. Many of these images will be rendered "live" at the workshops and be saved for later use/refinement and reproduction in reports. It is anticipated that these images will be black and white, and conceptual in nature, as they will be produced during the workshops. Other images will be developed using the computerized imaging process offered

by Macromedia Technologies. The number of images is left open at this time, with a proposed budget to be used as needed. Conceptual land use maps developed at the workshop will be put in final form for inclusion in the draft report from this task.

Following each meeting, the results will be reviewed with staff and other members of the consultant, and determine the appropriate follow-up for each. Up to two alternative concept plans for each station area will be prepared, illustrating how existing land uses might change following construction of light rail or a busway. Significant changes in access to and around the future station will be shown, as well as changes in building configuration and uses, and changes in landscape. Illustrative cross-sections and other colored representations of the streetscape and general character of the place envisioned at each station area will be prepared. Included will be a set of conceptual black and white renderings, which illustrate the land use and transportation vision for each station area as visualized during the second round of meetings.

The product of this task will be a set of station area plans that include the following:

- Land use, including targeted development sites and mixed-use development opportunities.
- Development character/type (density range, height, massing, siting)
- Urban design framework
- Public open space/neighborhood linkages/pedestrian environment
- Streetscape design: key concepts/opportunities; illustrative cross-sections.
- A conceptual land use plan dealing with uses and development densities.
- Maps showing the relationship of the land uses on the site.
- A list of specific transportation improvements, which support the land use, plan concept.
- A set of conceptual black and white renderings (two per site area) which illustrate the land use and transportation vision for each of the station areas visualized during the second workshop.
- A set of computer aided images, up to the amount budgeted, for key locations where this medium is more appropriate for conveying the images.
- A set of detailed, more traditional colorized renderings for all stations identified for the most promising two alternatives.
- A list of other recommended actions, investments or services required supporting the plan.

Recommended Policies and Actions

The PB Team will develop a set of balanced recommendations and specific actions be taken in order to support station area plans. These are in addition to the entire set of recommendations associated with the preferred transportation alternative itself, which emerges from the MIS process. The recommendations connected with this land use task focus on such things as:

- Zoning ordinances or station area overlays.
- Design guidelines, which govern the characteristics of new and renovated structures.
- Parking policies or standards consistent with station area plan goals.
- Specific non-transit related infrastructure investments, which may be required to achieve the plan, including investments in other utilities and amenities.
- Recommendations for public services which support the implementation of the plan, such as public safety or human service programs.
- Recommendations for the application of specific, existing state and local financial incentives in order to bring about the desired development pattern, such as Livable Communities grants, Surface Transportation Program CMAQ and Enhancement grants, as well as funding from the City of Saint Paul, Ramsey County, Saint Paul Port Authority, Minnesota Housing Finance Agency, Minnesota Department of Trade and Economic Development, Minnesota Planning, and the Metropolitan Airports Commission.
- Identification of new or additional incentives beside those already available through existing programs.

In addition, we will develop a specific assignment of households and employment to the station areas for use in travel demand forecasts for Riverview Corridor improvements. These assignments of households and jobs will be in a format fully compatible with the needs of the local travel demand forecasting system, and they will be consistent with the overall plan and place image for each of the station areas included in the corridor study.

We will submit the station area plans and supportive recommendations for review by the RCRRA. We will define and clarify these recommendations to meet the needs of both the Authority and the stakeholders who have participated in the process.

5.1.7 Summary and Conclusions

The land use and redevelopment planning process described in this section of our proposal distinguishes the Riverview MIS from others being developed in the United States today. Parsons Brinckerhoff pioneered in Portland, Oregon, the development of an integrated transportation and land use alternative for inclusion in an MIS, and to the best of our knowledge, this represents the only corridor level application of an integrated transportation and land use plan MIS in the United States. The PB team would be especially proud to work with the Ramsey County RCRRA to develop the second, and to work with the City of Saint Paul to implement it, just as we have done in Portland.

We view ourselves as partners with the City of Saint Paul, the Metropolitan Council, Ramsey County and the RCRRA, as well as the City's Port Authority in a collaborative process for creating the best possible plan for the Riverview Corridor. In our role as consultant planners, we look forward to building on existing plans as well as the well established working relationships, which our staff enjoy with local government in Saint Paul.

Our goal is in this work effort to not only to develop a technically sound land use and transportation plan, but also a plan which enjoys the support of residents, businesses, government and developers, who, working together, will create the support necessary to move into plan implementation.

5.2 Products

- A technical memorandum on the results of focus groups of residents, businesses and developers;
- A technical memorandum on real estate market conditions for key uses in the corridor at the sub area level;
- An inventory of developable lands;
- A technical memorandum, supported by illustrations and computer renderings, which describes a new future place image for the Riverview Corridor, replacing the current fragmented series of images, given current land use conditions;
- A set of station area plans for all agreed upon station area locations at a level of detail sufficient to support decision making in the MIS;
- A set of community education tools, including illustrations, computer-aided images, maps, fact sheets and other products, to inform and involve the public in the development of a new place image for the Riverview Corridor;
- A set of illustrative station area designs for prototypical station area types to be identified; and
- A technical memorandum containing recommended policies, incentives, actions, investments and ordinances that should govern the implementation of the Riverview Corridor plan.

6.0 Conceptual Engineering/Capital Costs

6.1 Purpose

As part of a major investment study conceptual engineering and the related capital costs are developed for the detailed set of alternatives (the alternatives after some level of initial screening). Some level of initial engineering information may need to be developed to allow for screening of alternatives. Care will be taken throughout the MIS not to "over-engineer" or expend efforts that are not useful in the subsequent tasks. Close controls, including concise tasks, work orders, schedules and task budgets, will be used to maintain the "conceptual" nature of the MIS, and limit the engineering tasks to a "fatal flaw" analysis with sufficient detail to develop adequate cost estimates. To this end, the Conceptual Engineering task will build on existing work; use existing applicable unit costs; will provide only typical cross-sections; and will be very closely tracked to ensure strict adherence to budget. The three-phased approach to the definition/evaluation of the alternatives described in Section 4.0 will be followed

(phase I fatal flaw analysis, phase II rough assessment of impacts and benefits, and phase III more detailed analysis on final alternative(s) to ensure that the level of detail is appropriate to differentiate between the alternatives.

The definition of conceptual engineering will also vary for project alternatives depending on the complexity of the vertical and horizontal alignments and the design details needed in some areas to allow for a more reliable estimate of costs, impacts, and possible mitigation actions being considered. For example, the use of the existing bridge by buses will require less definition than will an alignment that requires a new bridge over the Mississippi River with a new penetration beneath historic Fort Snelling. A possible mitigation that may need to be assessed might be the expansion of the existing tunnel under Fort Snelling. This alternative would require a significant level of conceptual engineering to fully assess its impacts.

Alignments of fixed guideway facilities along West Seventh Street will require sufficient conceptual engineering to assess the impacts on the right-of-way (specifically, the existing lane and parking along West Seventh Street.) Alignments in the Upper Landing area southwest of Downtown Saint Paul will need engineering in sufficient detail to assess the impacts on the historic district and identify mitigation measures that might be appropriate.

The integration with Phalen Corridor east of downtown Saint Paul will require conceptual engineering to a level allowing the assessment of impacts on the proposed roadway in that corridor and to the neighborhoods through which the corridor passes. The crossing of rail lines east of the downtown by bridge may also require a significant amount of engineering.

The one major determinate of the level of engineering to be performed is that we must be able to give a good, reliable estimate of capital costs and constructibility for each alternative. There may be associated risks and uncertainties but we must consider these in our estimate of costs and possible areas of impacts.

As the alternatives are developed into short-term, intermediate, and long-term improvements, our cost estimates will break these project components out in a simple matrix format. We have used this method effectively on numerous other phased projects, thus identifying which components or subprojects can be implemented in the short-term, and the financing required for their implementation.

6.2 Methodology

A conceptual level of engineering will be performed to establish the physical feasibility of the "build" alternatives, to also provide a reliable basis for cost estimates and the various impact assessments, and to enable us to present physical plans for public presentations. Based on discussions with RCRRA, if LRT becomes one of the viable alternatives, it is assumed that the Hiawatha LRT maintenance facility will be used by the Riverview LRT, and only coordination on the number of vehicles required and access to the facility will be required.

The conceptual engineering tasks are anticipated as follows:

6.2.1 Develop Base Mapping

Using aerial photography, provided by the RCRRA, working base maps of the corridor will be obtained from prior work prepared in the corridor and prepared on CADD at a scale of 1" = 200'. Existing conditions will be shown, including any significant features that may affect the evaluation and analysis of the various alternates, such as major utilities, environmentally sensitive sites, existing right-of-way, etc. Certain key complex locations may require smaller scale mapping (up to 1" = 50') to provide adequate detail.

6.2.2 Develop Design Criteria

In coordination with the RCRRA, the consultant team will utilize existing project design criteria to provide uniform design that meets appropriate standards and levels of service for the project elements throughout the various project phases. The approved criteria will be updated to include any new technology identified, and form the basis of design. Updated criteria will be derived using various sources including Mn/DOT's "Roadway Plan Preparation" and "Bridge Design" manuals, AASHTO's "A Policy on Geometric Design of Highways and Streets" (Green Book), "Standard Specifications for Highway Bridges", the "Manual of Uniform Traffic Control Devices", the 1985 "Highway Capacity Manual" and various other appropriate manuals and publications. Since much of this criteria is already available, this activity will not require extensive time to complete, yet will guide and facilitate the plan development of each new alternative.

6.2.3 Assessment of Existing Conditions

Utilizing existing work completed to date, the PB Team will perform a field review. This review will have several purposes, including: verifying the accuracy of existing plans; identifying safety and operating problems; identifying right-of-way constraints and opportunities; identify major utility locations; assessing the adequacy of drainage; assessing the condition of drainage

structures and identifying horizontal and vertical geometric problems of structures in the corridor. This field review will be conducted concurrently by the core project team members. The team will also prepare lists of needed documentation that will be requested of the RCRRA. This will ensure that that we obtain and build on existing work.

The existing roadway cross-section will also be evaluated throughout the corridor. The features to be evaluated include cross-slopes, side slopes, ditches, clear zones, shoulders, and pavement adequacy.

A summary of findings regarding the existing conditions will be prepared as a technical memorandum, which will be utilized as part of the evaluation framework and methodology report.

6.2.4 Develop Horizontal and Vertical Geometries

Conceptual level geometric controls and details will be developed for each Phase II alternative, in accordance with the project design criteria. Plan and profiles will be shown on the base maps developed from the RCRRA furnished aerial photography. Profiles for mainline, ramps and intersecting streets will be developed in conjunction with each Phase II alternative. The horizontal and vertical geometries will be developed to a level such that critical horizontal and vertical clearances can be identified where necessary.

6.2.5 Develop Typical Sections

For each applicable alternative, typical sections will be developed at key locations to show representative new construction, as well as associated modifications to existing roadways and structures.

6.2.6 Develop Special Features

Any areas which require unique or special features with regard to design and/or construction will be identified and developed conceptually to determine its feasibility and cost. Key areas that come to mind are historic Fort Snelling, the Science Museum/Riverfront area, and the Saint Paul downtown core.

6.2.7 Determine Right-of-Way Needs and Utility Relocations

This scope of work will include determining the preliminary limits of the required rights-of-way and the impact that these limits will have on existing buildings, infrastructure, utilities, businesses, residents and community activities for the Phase II alternatives. Right-of-way requirements will be determined from the limits of construction for each alternative. Using existing plans and available survey information on the corridor, the existing rights-of-way will be identified and plotted on the base maps.

The right-of-way area will be determined for cost estimating purposes for both the property and structures to be acquired under each alternative. A list of structures and features within these limits can be obtained utilizing existing GIS data files. If the preliminary rights-of-way affect sensitive structures or sites, the impact will be evaluated and alternatives to minimize or eliminate the impact will be considered.

6.2.8 Traffic Impacts and Analysis

This task consists of documenting existing traffic in order to assess the impact of the Phase II alternatives on future traffic along the roadways within the corridor and at the proposed transit stations. The future traffic impacts analyses will be performed based on travel demand forecasts developed from previous studies and from forecasts developed as part of Task 7.0. The analysis will look at impacts associated with each of the Phase II alternatives.

Obtain Existing Data

The initial phase of the traffic analysis involves the review of existing corridor characteristics including traffic patterns, inventory of existing transportation system and review of available planning data and traffic forecasts. The study will make full use of existing information and prior studies, which will be supplemented as necessary with field data collection. This scope of work does not include a budget for collection of additional traffic counts. Examples of information to be obtained and reviewed include:

- Available maps and aerial photographs;
- Socioeconomic data, including special generators;
- Previous and related studies/reports;
- Truck/freight information within the study corridor;
- Available traffic counts;

- Available vehicle occupancy data;
- Existing accident data within the past five years;
- Characteristics of roadways and intersections (i.e., number of lanes; distance between signalized intersections, storage and transition lengths, traffic signal location, timing, and phasing; intersection geometry, etc.);
- Transit information (local and inter-city schedules and ridership) along roadways within the study area;
- Existing and forecast land use (from Task 5.0);
- Committed and planned transportation improvements.

Perform Existing Conditions Analysis

This task will consist of using the 1994 Highway Capacity Analysis to perform level of service analysis at key locations along the roadways within the corridor under study. The analysis will consist of both intersections (up to 40) and arterial segments (up to 15) within the corridor based on the existing data collected in the previous phase. The Highway Capacity Software (HCS) will be used for isolated intersections and simulation software such as INTEGRATION or NETSIM will be used for arterials. This information will be crucial in developing a model to replicate future traffic conditions mainly in Downtown Saint Paul where major economic redevelopment is anticipated. The analysis will be performed for both AM and PM peak hour conditions.

Perform Phase II Future Conditions Analysis

This task will consist of converting existing and any new travel demand forecast model volumes into average daily and AM and PM peak hour traffic volumes for analysis of Phase II alternatives (up to 6). A level of service analysis at the link level will be performed for 2020 conditions. The results of the analysis will be summarized in a table format allowing for comparison of traffic impacts among the alternatives. The same locations for which existing conditions were evaluated will again be looked at based on forecasted volumes. Measures of effectiveness such as level of service, delay, travel time, and travel speed are some of the factors that can be used to compare the impact of each of the proposed alternatives on the roadway system within the corridor.

Perform Phase III Future Conditions Analysis

This task will consist of performing operations analyses at selected intersections (up to 10) and along selected arterial segments (up to 5) in order to measure the impacts of the locally preferred alternative and options resulting from the sensitivity analyses to be performed as part of the travel demand forecasting task.

Station Area Impacts

This task will consist of assessing the impacts of the proposed transit stations on traffic operations along the roadways adjacent to the proposed stations. The analysis will take into account proposed land use changes in the vicinity and at the stations, as well as proposed circulation plans and level of proposed parking activities. This activity will be fully coordinated with Task 5.0 on land use.

PB will use their extensive national experience in preparing Major Investment Studies to perform the adequate amount and level of traffic analyses that will provide RCRRA with meaningful information needed to compare the proposed alternatives.

6.2.9 Capital, Operating and Maintenance Costs

This task will estimate the costs of building, operating, and maintaining the facilities and services provided by each alternative. This work will be done at a level of detail consistent with the conceptual-engineering nature of the analysis. Presentation of the costs will be based on existing valid unit costs, and identify sources of uncertainty in the estimates. To support financial planning, the task will produce an annual schedule of costs that reflects the likely pace of construction and long-term service policies for each alternative.

Costing Methodology Report

The consultant team will prepare a methodology report on cost estimation that establishes the approach to (1) estimating capital costs, (2) estimating operating and maintenance (O&M) costs, and (3) developing a unified cost plan for each Phase II

alternative. The methodology will be developed in coordination with RCRRRA, building on previously developed information from prior studies, adapting approved methods reports from other appropriate alternatives analysis studies, and using actual cost experience from other recently implemented projects.

The consultant team will use an approach to the estimation of capital costs that follows generally accepted methods for costing alternatives during conceptual engineering. These rely on the development of per-linear-foot costs for typical cross-sections; quantity take-offs from each plan drawing; lump-sum costs for special items; real-estate costs; and add-on costs for contingencies, engineering and management, insurance, and agreements. The base year for dollar valuation will be defined as 1998. The consultant team will use an existing computer spreadsheet program to calculate the estimates. The spreadsheets will allow easy review and update of the estimates in progress, and allow efficient and accurate aggregation of the results for summary tables. The consultant team will document in the methodology report all data sources to ensure that the conceptual engineering work is consistent with the cost-estimating procedures. The cost categories and physical unit categories will reflect the detailed definitions of the alternatives developed in Task 4.0. All unit costs and cost categories, including assumptions on vehicles, fare collection, and Americans with Disabilities Act (ADA) access, will be consistent with the detailed definitions.

For O&M costs, the methodology report will present the cost models that will be used to estimate the ongoing costs of all facilities and services provided in each alternative, labor costs for operators in revenue service, costs of labor and parts for maintenance of vehicles and highways, overhead costs for supervision, management, and marketing; and so forth. The O&M cost models will be based on previously developed models of bus service, and historical city and county highway O&M costs. The resulting model will be validated against recent O&M cost experience in the Twin Cities area and elsewhere.

Capital Cost Estimates

To develop the capital cost estimates, the consultant team will take quantities from the plan drawings that show the conceptual design of each alternative. Quantity take-offs will be done on a plan-sheet-by-plan-sheet basis, using the aggregate units defined in the methodology report. The costs of these items will be estimated with the aggregate unit price for each unit and a contingency factor appropriate for the conditions and nature of the uncertainties.

The consultant team will estimate the costs of special construction (including environmental mitigation actions) and a typical facilities separately and add these costs to the estimate for each plan sheet. The consultant team will estimate real estate costs using an independent methodology and add to each plan estimate as a lump sum line item. The consultant team will sum the totals for each plan sheet for each alternative and add the costs of various systemwide components, including vehicles, signals and communication, fare collection, design and construction management, agreements, agency costs, insurance, and start-up activities. The cost estimates will reflect any modifications to the existing system that might be necessary for full implementation of service in each alternative, will be included.

The consultant team will develop a range of cost estimates for each alternative that provides lower-bound, upper-bound, and most-likely estimates.

The methodology report for costing will also present the capital cost model that will be used to estimate the ongoing costs of all facilities and services provided in each Phase II alternative. Data collection will begin this process, including a review of the PB database, regulatory/funding agency filings, data from other transit operators and information from potential vendors. The data inputs will include labor costs for operator in revenue service, layover and deadheading; costs of labor and parts for maintenance of vehicles; labor and material cost for right-of-way maintenance; overhead cost for supervision management and marketing; etc. The O&M cost models will be based on previously developed models of bus, rail and roadway costs and cost models from Metro Transit and other areas. Possible adjustments in the cost models might arise from differences in work rules, standard operating procedures, and wage rates. The resulting model for systems not in operation in Saint Paul that may be considered as an alternative (i.e. LRT or busway) will be validated against recent O&M cost experience elsewhere. Field inspection will also be required in selected locations, to ascertain particular operating conditions, or other parameters, which may affect the operations and maintenance of a given alternative.

As the Phase II alternatives are refined, the service planners will develop conceptual plans which consider the following:

- additional or special transit vehicle requirements
- new or additional transit facilities introduced as part of an alternative
- service options, which become possible by virtue of the alternatives (for example, local/express service, short-turn operations, branch operations, etc.)
- effects on existing transit services in the corridor (truncation of routes, conversion of through-routes to feeder services, etc.)

The service plans are an important component as they will potentially provide feeder service from the communities to stations or transfer nodes; and may become a key component of the TSM alternative.

Refinement of the service planning process would also be subject to public participation, as the alternatives are further developed.

6.3 *Products*

- Methodology Report describing the process to be used for the engineering analysis and costing
- Traffic Analysis Technical Memorandum documenting the approved methodology, summary of data collected, process, and results of existing and future conditions analyses
- Plan and profile drawings including typical sections at key locations
- Operations and maintenance plan technical memorandum
- Capital cost and O&M cost estimates

7.0 *Travel Forecasting/Transportation Impacts*

This task consists of applying the existing regional travel demand model and forecasting procedures to estimate transit ridership, including shared ride usage, and the impact of the Phase II alternatives' service levels on transit ridership. The demand estimates will be for the year 2020 for those Phase II alternatives that have not been previously run. Although we assume that all previous coding is accurate and current; that the model has been properly calibrated; and that it is validated; our travel demand forecasting service center, under the direction of Gordon Schultz, will review the model to ensure that it is ready for further use.

7.1 *Methodology*

7.1.1 *Obtain regional travel demand model and data sets*

In this task the consultant will obtain the latest travel demand models including the "drivers" for the TRANPLAN programs and any specially written FORTRAN programs, such as the mode choice model. The data sets from the regional model will include the highway and transit network for 2020. It is anticipated that these networks will be either the fiscally constrained long range plan networks or the networks used in conformity analysis. In addition to networks, the regional data sets will include land use and demographic data. The full technical results of previous ridership estimates will be obtained and included in the evaluation of alternatives.

7.1.2 *Code alternative transit systems*

Using the transit service plans, for each Phase II alternative (up to three) and station locations (for private right of way guideway routes) that have not been previously run, the new transit networks will be coded. These networks will be built from the regional transit network, obtained in Task 9.2, and will include a connection to the Hiawatha corridor at a location to be confirmed with the work being conducted in that corridor, and with prior approval from RCRRA. The network coding will be performed using the regional modeling network coding specifications. Each alternative network will be subjected to a "winners and losers" analysis. This analysis will identify the routes and corridors, which provide better service than the base case and those, which provide worse service. For the corridors, which provide worse service, the network coding will be reviewed to insure that the networks were coded technically correct and that the networks represent the transit service plan. If the networks are technically correct, then the "loser" corridors will be shown to the Task 4 task leader for a review of the operating plan. It is possible that the alternative may include changes to the highway network, such as HOV lanes. For these alternatives the base 2020 highway network will be revised to include these additions.

7.1.3 *Apply Regional Travel Demand Procedures*

In this task the regional travel demand procedures will be applied to estimate the total travel demand for the region and the Riverview Corridor. This application will be compatible with the regional travel demand procedures. The information from these

applications will include: transit assignments, highway assignments, level of service analyses, and other evaluation measures identified in Task 10.0.

7.1.4 Sensitivity Analyses

In this task the travel demand procedures will be used to test the sensitivity of the forecasts. The specific sensitivity applications will be discussed with the project team in the initial phase of this task. The sensitivity analyses though could include: sensitivity to changes in transit fares, sensitivity to changes in parking costs, sensitivity to changes in the frequency of the major transit route(s). The sensitivity analysis could also include a "build up" analysis. In this type of analysis a forecast is first made using the base year data and then a series of separate forecasts are made changing the future year data sets one at a time. For example, the second application might use the future year transit network (with the other data sets being for the base year), then the third application might add the future year highway network, then the future year parking costs, etc. In this way it is possible to identify the impact of each element affecting the forecast.

As part of the team's efforts to refine existing ridership forecasts, PB staff will pay special attention to enhancements and refinements, which will make the model system more sensitive to the ways in which land use affects travel choices. Building on the pioneering work completed by Parsons Brinckerhoff's staff for the LUTRAQ project, and on numerous model development efforts since that time, PB will consider simple and cost effective ways to refine ridership forecasts, to better reflect the integration of transportation with the land use plans described in Section 5.0 above.

Nationally recognized research led by Sam Seskin of PB, has identified ways in which land use mix, density and urban design features, such as the quality of pedestrian environment and building orientation, affect mode choice, vehicle trip generation rates, and automobile ownership. PB has documented how traditional travel demand forecasting models may systematically underestimate these effects. In order to understand accurately the ways in which this corridor's land use plan will alter potential ridership levels, these factors must be taken into consideration. These are in addition to the changes in the numbers of employees in households associated with implementation of the land use plan.

PB staff will review with the project's Technical Staff Group a set of factors which can be applied to travel model forecasting output to take the above into consideration. PB will recommend a specific approach to any appropriate adjustments to ridership forecasts in a technical memorandum

7.1.5 Products

- A description of the "Winners and Losers" analysis for each alternative
- The transit assignments including station boardings and de-boardings
- Highway assignments as required
- Estimates of Daily weekday farebox revenues
- Evaluation measures as required by FTA New Starts Criteria
- A technical report describing the process used in estimating the ridership and summarizing the ridership and the evaluation measures.

8.0 Environmental Analysis

The environmental analysis will include an examination of potential environmental conditions along each of the three transit corridors for issues that would seriously impede the implementation of an alternative. This "fatal flaw" analysis is not intended to be a detailed environmental assessment of each corridor, but an early identification of critical social, cultural or natural resource issues using available data. The result of this task will be a comparative analysis of each corridor's relative environmental issues deserving further quantification through the EIS process, including any "fatal flaw" issues that would impact an alignment decision. Much of the information and data needed for the analysis has already been prepared and will be used for this MIS. We anticipate that this information and data will adequately cover the entire corridor, but have retained hours in the budget in the event that the data is not readily available.

8.1 *Methodology*

A significant amount of environmental baseline data has been gathered and presented as part of the Riverview/Hiawatha Transit Corridor Study. The PB Team will begin with that source of information and identify where gaps may exist. ArcInfo, a Geographic Information System (GIS) currently available to the PB Team will be used to efficiently manage and present the environmental data. Anticipated environmental impact areas and sources of data are presented in the following paragraphs. The data sources presented will be examined at a cursory level in order to differentiate between alternatives and contribute to the evaluation of the alternatives and development of land use options.

8.1.1 *Contaminated Land*

It is likely that many of the transit facilities to be considered (maintenance shops, storage yards, stations, and station parking facilities) and land use/development opportunities within the corridor will be located on land that historically has been in railroad or other industrial use. Any new right-of-way to be acquired will require investigation for the presence of potential contamination that may require environmental clean-up to become usable. It is important to understand the extent of potential environmental contamination required in order to assess the cost of the clean up, which becomes part of the capital cost of the alternative.

Hazardous waste sites are regulated by the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). The Minnesota Pollution Control Agency maintains a series of GIS databases on properties containing hazardous wastes. For the purpose of this environmental inventory, properties within a quarter-mile of a transit alignment that are included in the following databases and have not been previously identified will be added to the data base:

- National Priorities List (NPL)
- Comprehensive Environmental Response, Compensation, and Liability Information System (CERCILIS)
- Permanent List of Priorities (PLP)
- EPA's data bases for known spill or underground contamination
- Past environmental reports (Shepherd/Warner Road EIS for example)

8.1.2 *Natural and Cultural Resources*

There are numerous existing data bases of known or suspected resources, including:

- National Wetland Inventory Mapping
- State Historic Preservation Office Standing Structures, Archeological sites, and National Registry Site databases.
- Federal and State protected and endangered species inventories, including Mn/DNR's Natural Heritage and NonGame Research Program
- Minnesota County Biological Survey (MCBS)

Each will assist in defining the relative impacts of alignments, especially in evaluating the Mississippi River crossing, which has the potential for impacting Fort Snelling. Again, new data obtained will only be for those alternatives where existing studies have not identified these resources, or where gaps exist.

8.1.3 *Social*

Parks, educational facilities, religious institutions, hospitals, and other areas of potential sensitive nature will be identified and quantified for each alignment. In addition, commercial, industrial and residential properties required for an alignment will be refined and summarized for each alignment. This task will be closely coordinated with Task 5.0 (Land Use) since similar data collection efforts are described in that section.

8.1.4 *Environmental Justice*

For this MIS we will incorporate environmental justice considerations into the activities identified in this task as well as those found in Tasks 3.0, Public Involvement, 5.0, Land Use, and 10.0, Evaluation. Four key areas we will consider include:

- Equity considerations in locating transit access nodes/stations;

- Equity considerations in evaluating the amount of transit service the various corridors and alternatives provide;
- Participation of the traditionally underserved; and
- Analysis of prior disproportionately high and adverse environmental impacts on minority and low income corridor communities.

Much of the information will be provided through the public information program and the only additional work required will be documenting our findings in the MIS.

8.2 *Products*

A summary report including each transit mode and alternative will be produced, documenting a comparative analysis of each of the above environmental categories, including the data base produced on GIS.

9.0 *Financial Analysis*

9.1 *Purpose*

The financial analysis task is first and foremost a disclosure document. The overriding objective is to reveal to all participating agencies and decision makers the financial consequences and implications of the project, and to begin to set forth one or more potential funding scenarios.

Among the factors that will most affect the nature of the analysis for the Riverview Corridor are:

- Presence or absence of a federal earmark for the project.
- Presence or absence of dedicated state or local funds.
- Local and/or state political factors.
- Legal constraints (e.g., constitutional limits on the use of motor fuels taxes for transit).
- Other transportation proposals in the corridor and region.
- Availability of unique funding opportunities in the corridor, such as joint development potential, historic station structures, potential for privatization or public/private initiatives.

It is rare that a rigid financial analysis work plan can be specified at the outset. The financial evaluation requires a sensitivity to the changing circumstances of the project and the agencies involved, and the analyst must be prepared to change his or her approach as the study progresses.

9.2 *Methodology*

Before conducting the analysis itself, several questions of a general nature must be addressed. First, how many alternatives should be subject to analysis? Related to this is the question of whether the financial analysis should be carried out prior to or after the selection of the preferred alternative. Moreover, should there be some form of screening analysis early on, so alternatives that are clearly not financially feasible can be eliminated?

Unlike other tasks such as patronage forecasting and cost estimating, we suggest that it is probably neither necessary nor desirable to perform an extensive financial evaluation of every alternative. However, it is a good idea to clarify this and related issues with FTA at the outset of the major investment study. Several possible approaches may be recommended. One approach is to evaluate the most costly alternative. Another approach is to limit the evaluation to a "most promising" alternative, which may already be included in the TIP/STIP. Yet another option would be to evaluate alternatives that represent the range of modal options; e.g., a representative fixed rail transit-only option could be evaluated side by side with an HOV alternative.

However, it may be advisable to defer detailed financial analysis until after the locally preferred alternative (LPA) is selected, which may be the most desirable approach for this corridor. The screening of the alternatives could be based on simple financial indicators, such as the total capital cost, the total non-federal share of the capital cost, total operating subsidy, or the operating ratio.

These various issues should be decided before the analysis can begin. The essential elements of a financial analysis are summarized below. Specifically, for each alternative considered, the following information should be assembled and provided to decision makers for the MIS:

- The total cost and subsidy requirements of the project, on a cash flow basis, including both capital and operating funding.

- Estimates of potential federal funding.
- Estimates of potential state and local funding available to the project, assuming no new sources or no increases in existing sources -- i.e., a baseline forecast of funding availability.
- Estimates of state and local funding requirements from new sources.
- A realistic inventory of new state and/or local funding sources potentially available to the project.
- Estimates of the potential yield from these sources, and the rates of tax or fee needed to satisfy the funding requirements of the project.
- Estimates of remaining "unfunded gaps", if any.

Given these basic information requirements, the following specific subtasks should be undertaken.

9.2.1 *Specific Items to be Undertaken as Part of MIS Financial Planning*

- Financial capacity analysis of transit authority
- Thorough assessment of all potential "conventional" funding sources at federal, state, and local levels
- Assessment of potential for use of flexible federal funds, including STP, CMAQ, and NHS
- Detailed assessment of potential funding available from local sources, such as sales taxes, gasoline taxes, revenue and special bonding authority, etc.
- Assessment of potential private sector and innovative funding sources and methods (e.g., state infrastructure bank and other credit enhancement programs, tapered local match, joint development, special benefit districts, or tax increment financing, direct private sector contributions, alternative procurement methods, cross-border leasing, Certificates-of-Participation, etc.)
- Coordination of financial plan with public involvement program, focusing on possible sales tax referendum
- Coordination of financial plan with land use/joint development activities
- Coordination of financial plan with state and regional TIP and Long Range Planning processes
- At client's request, our Legislative Affairs Office in DC is available pro bono to assist in guiding the project through federal reauthorization and yearly appropriations processes, including identification of key milestones and dates, key legislative actors, and presentation of project materials to Congressional delegations
- Development of financial plan itself (the numbers)
- Analysis of fare pricing options
- Sensitivity analysis, especially sensitivity of possible sales tax revenues to alternative economic scenarios; also, assessment of potential impacts of various ISTEA reauthorization bills
- Assistance in submitting financial plan materials to FTA for their 3-J Report
- Presentation of financial plan at public meetings

9.2.2 *Estimate and Display the Project's Cash Flow*

This task sets forth the initial funding requirements of the project, usually over a 20 year time period, and preferably in constant, rather than inflated, dollars. As such, this task forms the starting point for the financial pro-forma. Capital and operating funding streams will be represented separately, and become more important if a phased approach to implementing the alternative is taken.

The capital funding will show expected annual contractor outlays; it does not account for the potential for stretching out the funding requirements by raising some or all of the capital cost by selling bonds. Bond funding could be investigated later in the project, as one potential local funding technique. In the usual case, the flow of capital funds would reflect the anticipated construction schedule or phasing of the project. Later, the timing or phasing can be adjusted as one potential technique for matching expenditures with available funds.

Operating funding for transit alternatives should include the following basic information:

- Net yearly operating expenditures (net of all increases and reductions in service)
- Net change in annual transit trips (across all modes and competing services)
- Average fare, per year
- Net yearly passenger revenues
- Net yearly non-passenger operating funding (advertising, charter service, etc.)
- Net yearly operating subsidy

For analysis purposes, the average fare, and the resulting passenger revenues will be consistent with the fare assumptions used in regional forecasting model. Later on, it may be desirable to consider the financial impact of alternative fare structures and levels, but when this is done, the patronage forecast should also be revised accordingly. Analyze Federal Funding Opportunities

9.2.3 *Analyze Federal Funding Opportunities*

Most state or local agencies sponsoring a major transportation investment understandably look toward FTA or FHWA sources as a starting point for funding. While funding for operations and maintenance is available through the Section 9 formula grant program, federal operating subsidies are essentially capped at their current level. This means that in virtually every instance, additional operating subsidies required for major transit investments must be funded from passenger fares and state and/or local subsidies.

Since ISTEA, the federal funding program has become more complicated, primarily because of the flexible funding titles which have been created, notably the Surface Technology Program (STP) and CMAQ funding sources. These titles, which are allocated to states and metropolitan areas by formula, permit states and MPOs to use funds interchangeably across modes, but project selection is "discretionary" at the state or local level. For example, each state receives a certain amount of STP funding by formula, but it is up to the DOTs, in cooperation with MPOs and other interested parties, to determine, within certain guidelines, how these funds should be spent. This makes it more difficult to forecast how much of STP or CMAQ funds might be available to any given project, especially when it is beyond the time horizon of the TIP/STIP.

Perhaps the most useful approach to evaluating the potential for federal funding is to apply a "reasonability" test to the various funding titles. Such tests would compare the potential funding required by the project with the maximum potential funding available from the particular source. A similar approach can also be applied to other federal funding titles, such as the flexible funding programs. Another useful technique, which may be used to supplement the analysis of federal, as well as non-federal, funding options is a "probability assessment, i.e., a qualitative assessment of the likelihood of obtaining a given type of funding. Assessments such as these can sometimes be obtained through financial surveys of major project participants or stakeholders, perhaps as an adjunct to the public involvement process. The results can be displayed in a matrix format.

9.2.4 *Identify and Estimate Unique, Project-Specific Funding Opportunities*

Such sources generally include joint development, impact fees, other forms of developer contributions, or in the case of highways or HOVs, tolls. Specific techniques for evaluating and estimating these types of funding sources will ordinarily vary from project to project, and no attempt is made here to describe them in detail, except to note that probability assessments — as described in the previous task — can be developed, should surveys be undertaken.

- possibilities for community/private-sector participation/sponsorship of special services
- privatization possibilities in terms of transit operations and maintenance

9.2.5 *Evaluate Remaining State and Local Funding Requirements*

The goal of this subtask is to evaluate whether the estimated state and local share of the project's costs (after accounting for unique project specific funding sources) can reasonably be financed without resorting to new sources of general funding, such as new or increased areawide taxes or fees. This means examining, in more general terms than in previous tasks, the overall financial capacity of the sponsoring agency.

The emphasis of this task is on systemwide evaluation, since the amount of funding available to the project is directly related to the excess financial capacity of the system. Care will be taken not to define an existing source too narrowly. Allowance will be made to cover future increases in tax rates or general fund appropriations, based either on past trends, legislative provisions, etc.

10.1

*Methodology***Consistency and simplicity are keys to screening the alternatives in the MIS process.**

Our first step in the analysis of alternatives will be to define the problem and to achieve consensus within the Riverview Corridor Task Force and the Technical Staff Group. With problem definition follows the goals, objectives and evaluation criteria that will be used in the study. The evaluation criteria must relate to the definition of the problem; they must measure the objectives and they must be easily translated. Criteria such as cost, transportation impacts, right-of-way, and environmental impacts are easily translated -- feasibility, disruption and aesthetics are not. Once the evaluation criteria are selected they will be used throughout all of the screening phases of the study, however the information available for the evaluation will become increasingly detailed. During Phase I the evaluation measure "Cost" may be rated "High", and during Phase II the same measure may be rated "\$123 million".

The Phase I criteria will identify the kind of technical information that needs to be produced in the study and supports early decisions on the alternatives that warrant detailed consideration in the MIS. The Phase II criteria need to provide a basis for the public and local decision-makers to compare the alternatives, leading to the selection of a preferred alternative or investment strategy.

The hierarchy of criteria will be developed at the outset of the project and presented to the RCRRA for approval. While the primary purpose of the evaluation will be to support local decision-making, a secondary purpose will be to address FTA's New Starts Criteria. The FTA criteria must be provided before a new start transit project can be advanced from planning into preliminary engineering. FTA also uses its criteria each year when it evaluates new start projects and advises Congress on which new starts should receive discretionary funding. Included in the criteria is information regarding: local land use controls and issues, capital, O&M and right-of-way costs, relocation impacts, permitting requirements, economic impacts, environmental impacts, constructibility, vehicle miles traveled, vehicle hours traveled, ridership, travel time savings and land use impacts.

Given the desire for a substantial level of public involvement, it is likely that new alternatives will be developed. We recommend that the new alternatives and the existing alternatives be examined within the context of the problem definition and the Phase I evaluation criteria. This will keep the process consistent and will meet MIS requirements for a comprehensive, well-structured evaluation process. Every alternative needs to follow the same screening process.

Once all of the Phase I alternatives have been grouped and screened, they will be packaged for public presentation. The key to successfully screening the alternatives is helping the various public sector representatives understand the differences between the alternatives.

10.2

Final Phase II Screening

This task involves the application of the evaluation criteria and measures of effectiveness developed for use in this MIS. In this task, the PB Team will use the evaluation methodology to help organize the evaluation results and provide a framework for reaching consensus on a preferred alternative or strategy.

The Phase II evaluation effort needs to clearly identify the benefits and positive attributes of each alternative, as well as any negative consequences. The methodology will approach the evaluation of alternatives from several different perspectives, including:

- Effectiveness – the extent to which each alternative meets established goals and objectives, including quality of life as well as transportation.
- Cost effectiveness – to show the trade-off between the effectiveness of an alternative and its capital and operating costs, prepared according to FTA standards, utilizing life-cycle costing and benefit/cost analysis.
- Financial feasibility – the ability of the region to obtain the financial resources needed to build and operate an alternative.
- Equity – the distribution of costs and benefits.

Environmental Analysis: The environmental analysis for an MIS provides a preliminary comparison of alternatives at the level of detail necessary for decisions to be made on the design concept and scope of a project. The analysis identifies significant differences between alternatives, ensures that any adverse impacts can be mitigated, and obtains preliminary reaction of resource agencies and the public. This approach brings environmental considerations into the planning process, ensuring that planning level decisions are sensitive to environmental concerns. This approach avoids detailed environmental work for those alternatives that are discarded, thereby saving time and money.

SUMMARY MANHOOR ASSIGNMENT AND FEE COMPUTATION

PROJECT TITLE:

RIVERVIEW MIS -

TASKS	EMPLOYEE CLASSIFICATION												TOTALS		
	SR. TECH. ADV. PROJECT MGR		SENIOR PLANNER		SR ENGR ENGINEER		SR ENV ENVIRON		PLANNER TECHNICIAN		CADD/GRAPH. ADM/CLERIC.		HOURS PER TASK	COST PER TASK	AVE. MH RATE
	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate			
A. PROJECT MANAGEMENT & ADMINISTRATION	40	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	40	\$28.52	0	\$20.00			
	336	\$50.48			0	\$28.52	0	\$28.52	0	\$19.00	216	\$16.25	632	\$24,304.48	\$38.46
B. PUBLIC EDUCATION & INVOLVEMENT	24	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	80	\$28.52	0	\$20.00			
	560	\$50.48			0	\$28.52	0	\$28.52	120	\$19.00	200	\$16.25	984	\$37,695.84	\$38.31
C. LAND USE & ECONOMIC DEVELOPMENT	0	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	0	\$28.52	0	\$20.00			
	40	\$50.48			0	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25	0	\$2,019.20	
D. STATION AREA DESIGN	0	\$67.31	104	\$44.38	0	\$44.38	0	\$44.38	480	\$28.52	0	\$20.00			
	0	\$50.48			0	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25	584	\$18,305.12	\$31.34
E. TRANSIT SERVICE PLANNING	0	\$67.31	48	\$44.38	0	\$44.38	0	\$44.38	200	\$28.52	0	\$20.00			
	0	\$50.48			120	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25	368	\$11,256.64	\$30.59
F. CONCEPTUAL ENGINEERING/COST ESTIMATING	0	\$67.31	0	\$44.38	108	\$44.38	0	\$44.38	120	\$28.52	80	\$20.00			
	0	\$50.48			654	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25	962	\$28,467.52	\$29.59
G. ENVIRONMENTAL	0	\$67.31	0	\$44.38	0	\$44.38	40	\$44.38	80	\$28.52	0	\$20.00			
	8	\$50.48			0	\$28.52	260	\$28.52	24	\$19.00	0	\$16.25	412	\$12,331.84	\$29.93
H. FINANCIAL	0	\$67.31	200	\$44.38	0	\$44.38	0	\$44.38	40	\$28.52	0	\$20.00			
	0	\$50.48			0	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25	240	\$10,016.80	\$41.74
I. DEFINITION OF ALTERNATIVES	0	\$67.31	60	\$44.38	0	\$44.38	0	\$44.38	64	\$28.52	48	\$20.00			
	64	\$50.48			80	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25	316	\$10,960.40	\$34.68
J. TRAVEL FORECASTING	0	\$67.31	144	\$44.38	0	\$44.38	0	\$44.38	40	\$28.52	0	\$20.00			
	0	\$50.48			0	\$28.52	0	\$28.52	176	\$19.00	0	\$16.25	360	\$10,875.52	\$30.21
K. EVALUATION OF ALTERNATIVES	0	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	96	\$28.52	0	\$20.00			
	76	\$50.48			16	\$28.52	16	\$28.52	0	\$19.00	16	\$16.25	220	\$7,747.04	\$35.21
L. MIS REPORT PREPARATION	0	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	120	\$28.52	0	\$20.00			
	80	\$50.48			0	\$28.52	0	\$28.52	0	\$19.00	56	\$16.25	256	\$8,370.80	\$32.70
PROJECT TOTALS	64	\$4,308.00	556	\$24,675.00	108	\$4,793.00	40	\$1,775.00	1360	\$38,787.00	128	\$2,560.00			
	1164	\$58,759.00	0	\$0.00	870	\$24,812.00	276	\$7,872.00	320	\$6,080.00	488	\$7,930.00	5334	\$182,351.20	\$34.19

SUMMARY MANHOUR ASSIGNMENT AND FEE COMPUTATION

PROJECT TITLE: RIVERVIEW MIS -

TASKS	EMPLOYEE CLASSIFICATION												TOTALS		
	SR.TECH.ADV. PROJECT MGR		SENIOR PLANNER		SR ENGR ENGINEER		SR ENV ENVIRON		PLANNER TECHNICIAN		CADD/GRAPH ADM/CLERIC.		HOURS	COST	AVE.
	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	PER TASK	PER TASK	MH RATE

TOTAL CONTRACT FEE COMPUTATIONS

Basic Activities Maximum Limiting Fees (Salary Costs)	=	\$182,351.20
Cost Elements & Additives		
(a) 157.00% for Overhead, (General)	=	\$286,291.38
SUBTOTAL (Cost Elements applied to Basic Activity Fees)	=	\$468,642.58
(b) 10.00% Operating Margin	=	\$46,864.26
PB LABOR & OVERHEAD	=	\$515,506.84
(e) Direct Reimbursables	=	\$99,428.85
SUBTOTAL	=	\$614,935.69
C.J. OLSON MARKET RESEARCH (WBE)	=	\$19,000.00
DYETT & BHATIA	=	\$20,000.00
MACROMEDIA TECHNOLOGIES	=	\$36,000.00
MAXFIELD RESEARCH	=	\$19,000.00
MONTOYA COMMUNICATIONS (WBE)	=	\$30,000.00
QUAM SUMNIGHT & ASSOCIATES	=	\$40,000.00
ROWEKAMP ASSOCIATES (WBE)	=	\$16,000.00
SCHAEFER COMMUNICATIONS (WBE)	=	\$45,000.00
ZIMMER GUNSEL FRASCA PARTNERSHIP	=	\$80,000.00
SUBCONSULTANT FEES	=	\$305,000.00
CONTINGENCY FEE (20% of Total)	=	\$230,000.00
TOTAL CONTRACT FEE	=	\$1,149,935.69
TOTAL DBE UTILIZATION RATE:	10%	

SUMMARY MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

ACTIVITY: SUMMARY

EST. PROJ. LENGTH (MONTHS.) 18

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ. MGR.	SENIOR PLANNER	SR. ENGR ENGINEER	SR. ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
A. PROJECT MANAGEMENT & ADMINISTRATION	40 336	0 0	0 0	0 0	40 0	0 216	632
B. PUBLIC EDUCATION & INVOLVEMENT	24 560	0 0	0 0	0 0	80 120	0 200	984
C. LAND USE & ECONOMIC DEVELOPMENT	0 40	0 0	0 0	0 0	0 0	0 0	40
D. STATION AREA DESIGN	0 0	104 0	0 0	0 0	480 0	0 0	584
E. TRANSIT SERVICE PLANNING	0 0	48 0	0 120	0 0	200 0	0 0	368
F. CONCEPTUAL ENGINEERING/COST ESTIMATING	0 0	0 0	108 654	0 0	120 0	80 0	962
G. ENVIRONMENTAL	0 0	0 0	0 0	40 260	80 24	0 0	404
H. FINANCIAL	0 0	200 0	0 0	0 0	40 0	0 0	240
I. DEFINITION OF ALTERNATIVES	0 64	60 0	0 80	0 0	64 0	48 0	316
J. TRAVEL FORECASTING	0 0	144 0	0 0	0 0	40 176	0 0	360
K. EVALUATION OF ALTERNATIVES	0 76	0 0	0 16	0 16	96 0	0 16	220
L. MIS REPORT PREPARATION	0 80	0 0	0 0	0 0	120 0	0 56	256
M.	0 0	0 0	0 0	0 0	0 0	0 0	0
AA.	0 0	0 0	0 0	0 0	0 0	0 0	0
PROJECT TOTALS	64 1156	556 0	108 870	40 276	1360 320	128 488	5368 0

DETAILED MANHOURLY ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

ACTIVITY: A. PROJECT MANAGEMENT & ADMINISTRATION

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ. MGR.	SENIOR PLANNER	SR. ENGR. ENGINEER	SR. ENV. ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. ATTEND MEETINGS	0 120						120
2. DEVELOP STUDY WORK PLAN	0 40						40
3. PREPARE/IMPLEMENT QA/QC PLAN	40 80						120
4. INVOICES, PROGRESS REPORTS MEETING MINUTES	40				40	72	152
5. MANAGE SUBCONSULTANTS	40					24	64
6. CLERICAL, ADMIN, DOCUMENT CONTROL	16					120	136
							0
							0
							0
							0
ACTIVITY TOTALS	40 336	0 0	0 0	0 0	40 0	0 216	632

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE:	Riverview Corridor MIS	STATE PROJECT NO.					
		WPI NO.					
ACTIVITY:	B. PUBLIC EDUCATION & INVOLVEMENT	FAP NO.					
		0					
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. DESIGN PUBLIC INVOLVEMENT PLAN	24 40						64
2. CONDUCT PERSONAL INTERVIEWS					80		160
	80						
3. IMPLEMENT PLAN							340
	220				120		
4. MAINTAIN MAILING LIST						80	80
5. PREPARATIONS FOR MEETINGS, WORKSHOPS, ETC.							340
	220					120	
6.							0
7.							0
8.							0
9.							0
10.							0
ACTIVITY TOTALS	24 560	0 0	0 0	0 0	80 120	0 200	984

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE:	Riverview Corridor MIS	STATE PROJECT NO.					
ACTIVITY:	C. LAND USE & ECONOMIC DEVELOPMENT	WPI NO.					
	0	FAP NO.	0				
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ. MGR.	SENIOR PLANNER	SR. ENGR. ENGINEER	SR. ENV. ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. COORDINATE LAND USE ASSESSMENT AND ECONOMIC DEVELOPMENT	40						40
2.							0
9.							0
10.							0
ACTIVITY TOTALS	0 40	0 0	0 0	0 0	0 0	0 0	40

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS STATE PROJECT NO.
 ACTIVITY: D. STATION AREA DESIGN WPI NO. 0
 FAP NO.

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE/CONDUCT FOCUS GROUP WORKSHOPS		80					80
2. ASSIST IN DEVELOPING STATION AREA AND LAND USE PLANS		16			480		496
3. REVIEW DETAILED RENDERINGS		8					8
4.							0
5.							0
6.							0
7.							0
8.							0
9.							0
10.							0
ACTIVITY TOTALS	0	104	0	0	480	0	584
	0	0	0	0	0	0	

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS STATE PROJECT NO.
 ACTIVITY: E. TRANSIT SERVICE PLANNING WPI NO. 0
 FAP NO.

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE SERVICE PLAN FOR TSM		24	120				144
2. PREPARE SERVICE PLANS FOR PHASE II ALTERNATIVES		24			160		184
3. PREPARE TECH MEMO					40		40
4.							0
ACTIVITY TOTALS	0	48	0	0	200	0	368
	0	0	120	0	0	0	

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE:	Riverview Corridor MIS					STATE PROJECT NO.	
ACTIVITY:	F. CONCEPTUAL ENGINEERING/COST ESTIMATING					WPI NO.	
						FAP NO.	0
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE METHODOLOGY REPORT			4 24				28
2. PREPARE/UPLOAD BASE MAPPING						40	40
3. UPDATE DESIGN CRITERIA			80				80
4. ROW ASSESSMENT			40				40
5. TRAFFIC IMPACTS ANALYSIS			64 350				414
6. CAPITAL COST ESTIMATING			40 60				100
7. O&M COST ESTIMATING					120		120
8. PREPARE PLANS FOR PHASE II ALTERNATIVES			100			40	140
ACTIVITY TOTALS	0 0	0	108 654	0 0	120 0	80 0	962

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE:	Riverview Corridor MIS					STATE PROJECT NO.	
ACTIVITY:	G. ENVIRONMENTAL					WPI NO.	
						FAP NO.	0
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. UPDATE DATA BASES					40		40
2. ASSESS & DOCUMENT NEW IMPACTS					40 24		64
3. AIR QUALITY ANALYSIS				16 140			156
4. NOISE ANALYSIS				24 120			144
ACTIVITY TOTALS	0 0	0	0 0	40 260	80 24	0 0	404

DETAILED MANHOOR ASSIGNMENT SHEET							
PROJECT TITLE:	Riverview Corridor MIS				STATE PROJECT NO.		
ACTIVITY:	H. FINANCIAL				WPI NO.		
					FAP NO.		
							0
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. NEW STARTS CRITERIA		40			40		80
2. IDENTIFY/EVALUATE FINANCING OPTIONS		120					120
3. PREPARE FINANCIAL PLAN		40					40
4.							0
							0
ACTIVITY TOTALS	0 0	200 0	0 0	0 0	40 0	0 0	240

DETAILED MANHOOR ASSIGNMENT SHEET							
PROJECT TITLE:	Riverview Corridor MIS				STATE PROJECT NO.		
ACTIVITY:	I. DEFINITION OF ALTERNATIVES				WPI NO.		
					FAP NO.		
							0
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PHASE I: REFINE/IDENTIFY INITIAL SET OF ALTERNATIVES (Including No-Build and detailed TSM Alternative)	16	16			32	24	88
2. PHASE II: ALTERNATIVES DEFINITION	24	8	40		32	24	128
3. PHASE III: DETAILED DEFINITION	24	36	40				100
							0
							0
							0
							0
							0
							0
							0
ACTIVITY TOTALS	0 64	60 0	0 80	0 0	64 0	48 0	316

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

STATE PROJECT NO.

WPI NO.

ACTIVITY: J. TRAVEL FORECASTING

FAP NO.

0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. DATA ACQUISITION					16		16
2. CODE NEW ALTERNATIVES					40		120
					80		
3. APPLY REGIONAL PROCEDURES		64			40		104
4. SENSITIVITY ANALYSIS		80			40		120
							0
							0
							0
							0
							0
							0
							0
ACTIVITY TOTALS	0	144	0	0	40	0	360
	0	0	0	0	176	0	

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

STATE PROJECT NO.

WPI NO.

ACTIVITY: K. EVALUATION OF ALTERNATIVES

FAP NO.

0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PURPOSE AND NEED (Problem Definition)	24						24
2. PREPARE GOALS, OBJECTIVES, EVALUATION CRITERIA	24				32		56
3. CONDUCT PHASE I FATAL FLAW ANALYSIS	8		8	8	16	8	48
4. CONDUCT PHASE II TRADE-OFF ANALYSIS	16		8	8	8	8	48
5. PREPARE EVALUATION AND ANALYSIS OF ALTERNATIVES REPORT	4				40		44
							0
							0
ACTIVITY TOTALS	0	0	0	0	96	0	220
	76	0	16	16	0	16	

DETAILED MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: **Riverview Corridor MIS** STATE PROJECT NO. _____
 ACTIVITY: **L. MIS REPORT PREPARATION** WPI NO. _____
 FAP NO. _____ 0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR. ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV. ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE MIS REPORT	80				120	56	256
2.							0
3.							0
4.							0
5.							0
6.							0
7.							0
8.							0
9.							0
10.							0
ACTIVITY TOTALS	80	0	0	0	120	56	256

RIVERVIEW TRANSITWAY MIS

SUBCONSULTANTS

FIRM	RESPONSIBILITY	HOURS	RATE	DIRECT COSTS	TOTAL
C.J. Olson Market Research (DBE/WBE)	Public Opinion Surveys	165	\$110	\$850	\$19,000
Macromedia Technologies, Inc.	Graphics/Imaging/Videos	255	\$100	\$9,700	\$35,200
Maxfield Research, Inc.	Real Estate/Market Research	246	\$75	\$550	\$19,000
Quam Sumnicht & Associates	Corridor Dev. Financing	200	\$165	\$7,000	\$40,000
Rowekamp Associates, Inc. (DBE/WBE)	GIS Applications	150	\$85	\$2,250	\$15,000
Dyett & Bhatia	Station Planning/Design	180	\$100	\$2,000	\$20,000
McCormick Rankin International	Busway Applications	0	\$125	\$0	\$0
Zimmer Gunsul Frasca Partnership	Station Planning/Design	600	\$111	\$13,400	\$80,000
Montoya Communications Inc. (DBE/WBE)	Public Outreach Concepts	250	\$100	\$5,000	\$30,000
Schaefer Communications (DBE/WBE)	Public Communications/Graphic	115	\$130	\$30,050	\$45,000
Subtotal		2161		\$70,800	\$303,200

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

5

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere

Authorized Signature

October 5, 1998

Date

Board Action Requested

Comprehensive Transportation and Transit Plan.

DISCUSSION ONLY

Request Justification

See attached information

Budgeting and Accounting

County Attorney

Risk Management

Documentation certified complete for:

October 13, 1998

Board Date

Kristine A. Longhenry
Signature

10-5-98

Date

RAMSEY COUNTY

1999 – 2020

COMPREHENSIVE TRANSPORTATION PLAN

ISSUE PAPER

PORTS (COMMERCIAL NAVIGATION)

Define issue and how it relates to the vision:

Commercial navigation is an important component of the transportation system serving Ramsey County. The Mississippi River is a working river and continues to be a valuable transportation channel for river barge commodity movement. St. Paul also serves as a 'parking lot' for all barges continuing to Minneapolis and Savage.

Grain is the largest commodity handled and exported by Minnesota's river ports. Exported commodities also include slag, flyash, petroleum coke, potash, scrap, vegetable oil, and sugar beet pellets. Imported commodities handled by the river ports include sand, gravel, aggregate, cement, salt, steel, fertilizer, sodium hydroxide, molasses, caustic soda, ethylene glycol, pig iron, slag and coal. (Table xxx.)

In 1997, the total river tonnage for the Twin Cities area was just over 12 million tons. According to the Minnesota Department of Transportation's Office of Freight, Railroads and Waterways, Ramsey County's 3,785,707 tons represents 31% of all the commodities moved through the Twin Cities by river barge. (Graph xxx.)

Table xxx lists river terminals in Ramsey County and the commodities handled by each terminal. The location of the sixteen (fourteen active) terminals on the Mississippi River in Ramsey County are shown on Map xxx.

The Union Pacific Railroad (formerly the Chicago and Northwestern) handles the majority of railway freight traffic to the 14 active river terminals, although two terminals use the Canadian Pacific Rail System (formerly the Soo Line) and one terminal uses the Burlington Northern & Santa Fe Railway Company.

Truck freight traffic to the river terminals is the highest on Childs Road, followed by Warner Road. For quantities of trucks and truck tonnage on primary river access roads, refer to Table xxx.

The County vision emphasizes continuing to foster positive relationships with federal, state, and local transportation agencies.

The County vision supports a system that will provide for the efficient movement of goods, protecting the economic vitality of the community.

Existing conditions of the issue:

An important function of the County roadway system is connecting shipping points and markets. County roads should legally carry heavy trucks. However, there are restrictions on truck movement in the city of St. Paul based on the structural capacity of roads to carry large volumes of heavy trucks. A network of truck routes that restrict truck movement has been established by the city of St. Paul.

Expectations based on current trends:

River barge traffic is expected to grow at a rate of one percent per year. By 2010, approximately 4,308,487 tons of commodities will be moved through Ramsey County. At this rate of growth, the number of tons will increase to approximately 4,759,249 by 2020. Between 1998 and 2020, this will be an increase of almost one million tons.

What role does the County play in this issue?

Ramsey County should take an active role ensuring safe, efficient river terminal access for trucks.

Due to jurisdictional changes in 2003, Ramsey County will have jurisdiction of only a few of the routes serving the river terminals. Ramsey County will continue to work with the city of St. Paul regarding designated truck routes to ensure the efficient movement of goods along river terminal access roads.

To review truck movement restrictions and work with the community to revise these restrictions as necessary.

What policy should be in place regarding this issue to make the County play the role it should play?

A policy that ensures truck access on all roads under County jurisdiction.

A policy that ensures adequate structural capacity for truck usage on the County system.

A policy that supports working with the city of St. Paul on river terminal access.

(These policies would adhere to the intent of the County State Aid Highway rules. Ramsey County will continue to work closely with municipal staff and the public to ensure the needs of all are considered in the development of this policy.)

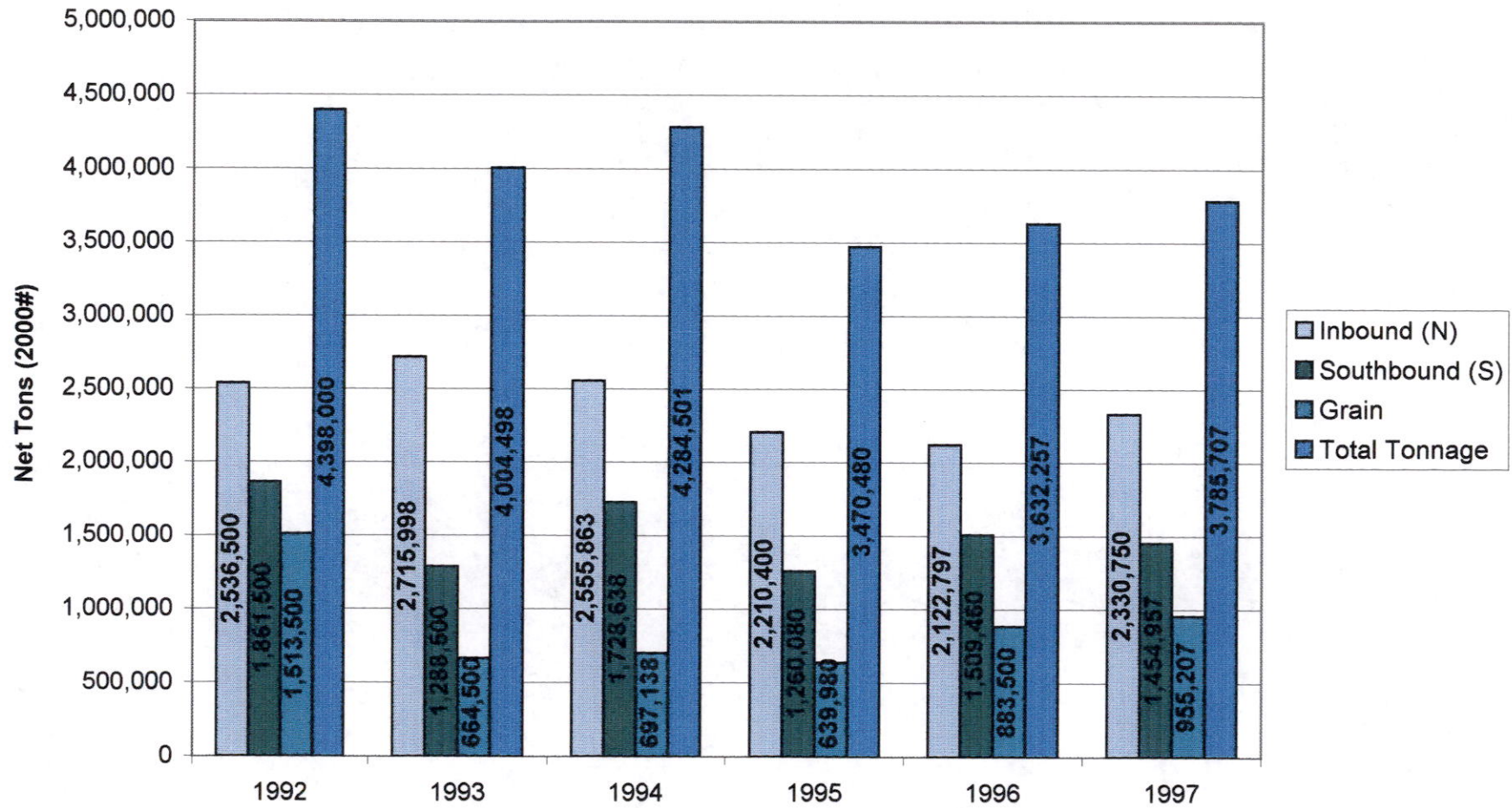
DRAFT

RAMSEY COUNTY RIVER TERMINALS

TERMINAL	COMMODITIES HANDLED
Barton Enterprises, Inc.	Asphalt, Recycled Oil, #6 Fuel Oil
La Farge Corp.	Cement
Peavy Red Rock Elevator	Grain, Fertilizer, Coal, Feed, Phosphate
Hawkins Terminal #2	Liquid Caustic Soda, Liquid Caustic Potash
Alter Minnesota Wharf/St. Paul River Terminal	Coal, Salt, Scrap, Metal, Steel, Ore, Grain, Fertilizers, Twine
Westway Terminal Co. #29	Molasses
Westway Terminal Co. #14	Molasses & Vegetable Oil, Ferris sulfate, Ethylene Glycol, Caustic Soda, Hydrogen Sulfonate
LaFarge Cement Co.	Cement
Hawkins Terminal #1	Liquid Caustic Soda
J.L. Sheily Yard A.	Sand, Aggregates & Crushed Stone
Great Western Coal & Dock Co.	Steel Products, Coal, Salt Coke & Slag, Fertilizer
Harvest States Cooperative Terminal #2	Grain
Farmland Industries	Bulk Fertilizer and Phosphate
NSP Co. High Bridge Power Plant River Dock/Terminal Not Used in 5 Years	Coal
Uno-Ven St. Paul Terminal Closed in 1994	Petroleum Products
Archer - Daniels Midland/Elevator D	Grain

Source: Ports and Waterways section of the Minnesota Department of Transportation. March 1995.

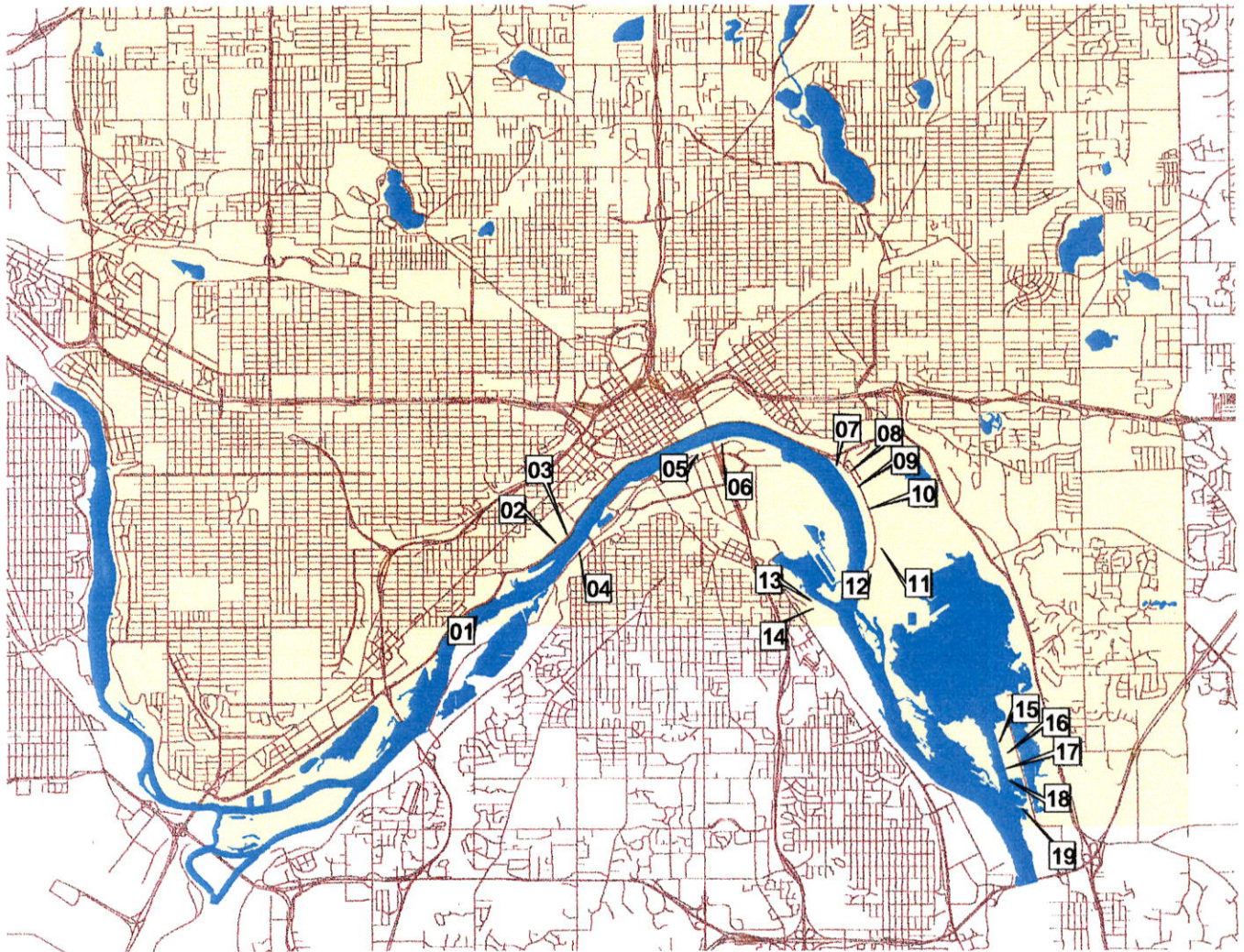
RIVER TONNAGE LOADED OR UNLOADED IN RAMSEY COUNTY



Source: Ports and Waterways Section of the Minnesota Department of Transportation

5

Ramsey County River Barge Terminals



- 01 Archer Daniels Midland
- 02 NSP Company Highbridge PP
- 03 Upper River Services
- 04 Upper River Services
- 05 Upper River Services
- 06 Farmland Industries Terminal
- 07 Harvest States Cooperative
- 08 Great Western Coal and Dock
- 09 J. L. Sheily Yard
- 10 Hawkins Chemical Vel-Tex

- 11 Westway Trading Company
- 12 Westway Trading Company
- 13 L & S Marine Service
- 14 Hawkins Chemical Wharf
- 15 Old Twin City Ship Yard
- 16 Peavey Red Rock Elevator
- 17 Barton Enterprises
- 18 Dakota Barge Service
- 19 LaFarge Co., Red Rock

Source: 1998 Minnesota Department of Transportation, Ports and Waterways Section.

**RIVER TERMINAL ACCESS ROADS
STREET TONNAGE OF ANNUAL TRUCK FREIGHT TRAFFIC**

STREET	JURISDICTION	NUMBER OF TRUCKS	ANNUAL TONNAGE
Red Rock Road	St. Paul	79,050	2,220,000
Concord Street (St. Paul)	MnDOT*	8,320	203,950
Barge Channel Road	St. Paul	8,320	203,950
Warner Road	Ramsey County**	75,010	1,673,483
Shepard Road	Ramsey County**	5,700	142,500
Childs Road	St. Paul	80,810	1,815,983
State Street	St. Paul	3,000	75,000
Alabama Street	St. Paul	3,800	95,000
Filmore Street	St. Paul	400	10,000
Chester Street	St. Paul	400	10,000
Chestnut Street	St. Paul	1,750	35,000
Spring Street	St. Paul	1,750	35,000
Snelling Avenue	MnDOT+	5,303	134,631
Montreal Avenue	MnDOT+	5,303	134,631
7 th Street	MnDOT*	21,211	538,525
Randolph Avenue	Ramsey County	21,211	538,525
Drake Street	St. Paul	21,211	538,525

Source: Ports and Waterways section of the Minnesota Department of Transportation. 1996.

* Scheduled for turnback from MnDOT to Ramsey County

** Scheduled for turnback from Ramsey County to MnDOT

+ May turnback to Ramsey County dependent on Ayd Mill Road decision

RAMSEY COUNTY

1999 – 2020

COMPREHENSIVE TRANSPORTATION PLAN

ISSUE PAPER

MAJOR RIVER CROSSINGS

Define issue and how it relates to the vision:

A major river crossing includes any Twin City Metro Area bridge which spans or is needed to cross the Mississippi, Minnesota or St. Croix Rivers. Of thirty-five total major river crossings in the Twin City Metro Area, eight are located in Ramsey County: Lake Street Bridge/CSAH 35; Ford Parkway Bridge/CSAH 42; Fort Snelling Bridge/TH 5; Lexington Street Bridge at I-35E; the High Bridge/TH 149; the Wabasha Street Bridge/MSAS 235; Robert Street Bridge; Lafayette Bridge/TH 52.

Of the eight major river crossings within Ramsey County (Map xxx), the Ford and Lake Street bridges are currently under Ramsey County jurisdiction. Ramsey County shares jurisdiction over these bridges with Hennepin County. The High Bridge and the Robert Street Bridge are presently under the jurisdiction of MnDOT. Jurisdiction of these two bridges is scheduled to be transferred to Ramsey County through the functional consolidation process.

This issue relates to the County vision of providing a coordinated system of thoroughfares, highways, streets, and other public ways which meet state and/or federal highway specifications that ensure the safe and efficient movement of motor vehicles, bicyclists and pedestrians.

This issue relates to the County vision that adequate resources will be available to provide a maintenance program that safeguards the traveling public and protects the County's investment in its infrastructure in a cost effective manner.

Existing conditions of issue:

The Lake Street Bridge/CSAH 235 was reconstructed in 1989.

The Ford Parkway Bridge/CSAH 42 and CSAH 46 is in need of major repair. This project will be a collaboration of Ramsey County, Hennepin County, MnDOT, and the cities of Minneapolis and St. Paul. Although the arches and columns on the bridge are in good condition, the deck requires rehabilitation. Options for this rehabilitation range from partial rehabilitation to reconstruction of the upper part of the bridge. Three designs are being considered, ranging in cost from 8.3 to 13.9 million dollars, and 1½ to 2 years construction time. Construction will begin in 2000 if the design is completed by the end of 1999.

The Fort Snelling Bridge/TH 5 was rehabilitated in 1986 and therefore necessitates only routine maintenance until its reevaluation in 2010.

The Lexington Bridge is located on I-35E between West 7th Street and TH 13 in St. Paul, Lilydale and Mendota Heights. Depending on the design alternative chosen, MnDOT tentatively plans to begin construction in 2001, with completion anticipated in late 2004. The bridge opened in December, 1965 and will have reached the end of its design life by the expected reconstruction time of 2001.

The High Bridge/TH 149 was originally built in 1926. Total reconstruction work was completed in 1986.

Construction was completed on the Wabasha Street Bridge/MSAS 235 by the city of St. Paul in 1998. The bridge was widened from 40 feet to 104 feet, with two lanes of traffic in each direction, and two, 11 ½ foot bicycle/pedestrian walks. By the end of 1999, a permanent bridge to Raspberry Island, as well as a stair tower from the Wabasha Street Bridge down to Raspberry Island, will also be completed as part of the Wabasha Street Bridge project.

Full rehabilitation construction on the Robert Street Bridge was completed in 1989.

Lafayette Bridge/TH 52 was redecked in 1998. It has reached the end of its design life, however, and is in MnDOT's replacement program (scheduled 2006-2010).

Expectations based on current trends:

Major river crossings are a vital component of the transportation network and require higher levels of inspection and repair. Recent bridge reconstruction projects have ranged in cost from \$20 to \$120 million. For example, the Newport Bridge cost approximately \$80 million, the Hastings Bridge approximately \$120 million, and the Lexington and Lafayette bridges each cost between \$20 and \$25 million. From these examples, the area can expect to invest approximately \$14 million annually in repair costs alone.

What needs to be done to influence the future and change the expectations?

Due to the fact that local government funds are not adequate to cover major emergency or scheduled bridge repairs, and MnDOT receives the largest share of state and federal transportation funds, Ramsey County should pursue legislation giving MnDOT jurisdiction over major river crossings. Jurisdiction of these bridges by local governments would be a financial liability to the community as the tax base does not generate the funding required to adequately maintain and replace these major bridge structures. This legislation should include language that MnDOT will be requested to work with communities affected by a major river crossing to ensure bridge design needs are met.

Ramsey County should pursue legislation that would place all thirty-five major river crossings in the Twin Cities Metro Area under MnDOT's jurisdiction. Ramsey County would be responsible for road surface maintenance on the roadways over major river crossings that are under County jurisdiction: Ford Parkway, TH 149 and Robert Street. MnDOT would be responsible for bridge structure maintenance and inspection. In addition, Ramsey County would request MnDOT to support bridge reconstruction policies that ensure community needs are addressed. Needs such as lane widths, HOV lanes, bike/ped crossings, lighting and other amenities should be addressed by MnDOT and all involved communities before a bridge is reconstructed.

Ramsey County should continue to work with federal, state and local agencies on the design elements of new and reconstructed bridges.

What role does the County play in this issue?

Ramsey County is working with Hennepin County, MnDOT, and the cities of Minneapolis and St. Paul on the Ford Parkway Bridge/CSAH 42 and CSAH 46.

Ramsey County is working with MnDOT, Dakota County, and the cities of Lilydale, Mendota Heights and St. Paul on the Lexington Avenue - I35E bridge.

The County will be the lead agency responsible for drafting the language of the major river crossing bill and for supporting the bill through the legislative process.

The Ramsey County Public Works department will be responsible for road surface maintenance on the roadways over major river crossings under County jurisdiction: Ford Parkway, TH 149 and Robert Street. (Ramsey County and Hennepin County share jurisdiction over the Ford Parkway and Lake Street bridges. Per an agreement between the two counties, Ramsey County provides road surface maintenance over the Ford Parkway bridge, and Hennepin County provides road surface maintenance over the Lake Street bridge.

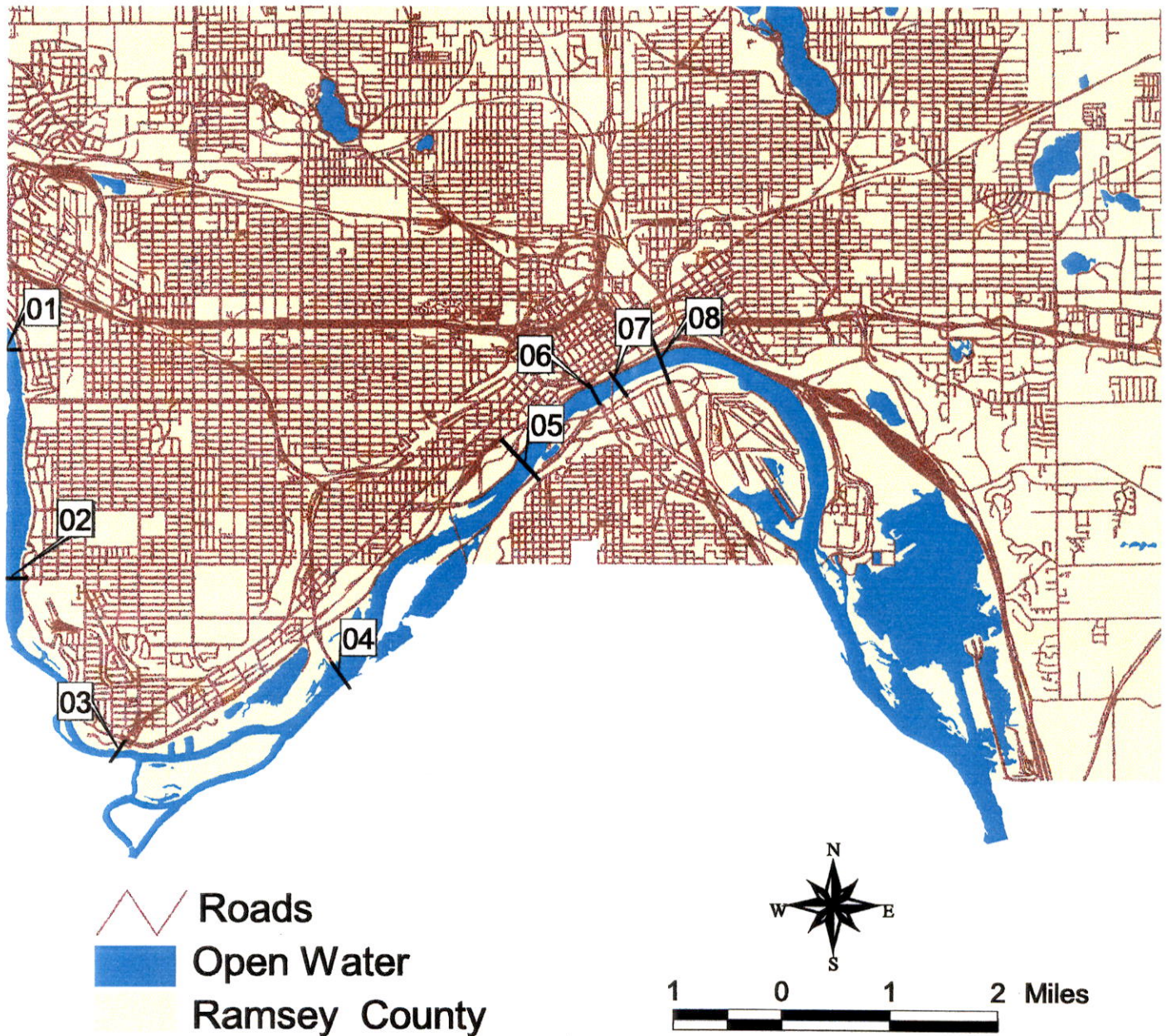
What policy should be in place regarding this issue to make the County play the role it should play?

A policy that MnDOT should have jurisdiction over the thirty-five major river crossings in the Twin Cities Metro Area. The road authority will be responsible for road surface maintenance. MnDOT would be responsible for inspection, structure maintenance, and reconstruction.

A policy of working with federal, state and local agencies on the design elements of new and reconstructed bridges. This includes addressing needs such as lane widths, bike/ped crossings, HOV lanes, transit, lighting and other amenities prior to any bridge construction or reconstruction.

DRAFT

Ramsey County Major River Crossings



- 01 Lake Street / CSAH 35 Bridge
- 02 Ford Parkway / CSAH 42 Bridge
- 03 Fort Snelling / TH 5 Bridge
- 04 Lexington Street at I-35E Bridge

- 05 High Bridge / TH 149 Bridge
- 06 Wabasha Street / MSAS 235 Bridge
- 07 Robert Street Bridge
- 08 Lafayette / TH 52 Bridge

Source: Ramsey County GIS.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere
Authorized Signature

October 5, 1998
Date

Board Action Requested

Update on Activities

DISCUSSION ONLY

Request Justification

Discussion will occur about:

St. Paul Transit Vision Task Force
North Highway 61 to Rush City commuter rail steering committee
Red Rock (South Highway 61 to Hastings) Corridor
Joint Powers Board

Budgeting and Accounting

County Attorney

Risk Management

David Mac Mallen 10/5/98

David Mac Mallen

Documentation certified complete for:

October 13, 1998

Board Date

Kristine A. Longhenry

Signature

10-5-98

Date

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY
History of Expenditures - Planning

		Total Expended 1987 - 1997	1998 Budget	Total
59102 Comprehensive LRT Plan				
	County Funds	298,699	-	298,699
	State Funds	298,699	-	298,699
	Total	597,398	-	597,398
59103 Midway Corridor Preliminary Engineering Phase I				
	County Funds	928,628	-	928,628
	State Funds	928,631	-	928,631
	Total	1,857,259	-	1,857,259
59105 Midway Corridor Preliminary Engineering Phase II				
	County Funds	1,237,840	-	1,237,840
	State Funds	1,230,217	-	1,230,217
	Total	2,468,057	-	2,468,057
59107 Northeast Corridor Plan				
	County Funds	148,341	-	148,341
	State Funds	148,341	-	148,341
	Total	296,682	-	296,682
59108 South Corridor Scoping Study				
	County Funds	48,860	-	48,860
	State Funds	48,860	-	48,860
	Total	97,720	-	97,720
59110 Central Corridor Alternatives Analysis/Draft Environmental Impact Statement				
	County Funds	127,029	-	127,029
	State Funds	-	-	-
	Total	127,029	-	127,029
59114 Riverview Corridor Transit Plan				
	County Funds	6,298	-	6,298
	State Funds	56,266	-	56,266
	Other Funds	50,150	-	50,150
	Total	112,714	-	112,714
Total	County Funds	2,795,695	-	2,795,695
	State Funds	2,711,014	-	2,711,014
	Other Funds	50,150	-	50,150
Grand Total RCRRA Study Expenditures		5,556,859	-	5,556,859

INCREASE EST. REVENUE:

59115	321115	MNDot FTA Grant	1,150,000.00
-------	--------	-----------------	--------------

Balance**TRANSFER FROM APPROPRIATION:**

59103	020102	Phase I - Prelim. Eng.	100,959.02	100,959.02	closes out budget
59106	020193	ROW Acquisition	5,789.72	5,789.72	closes out budget
59108	020102	South Corridor Study	2,380.07	2,380.07	closes out budget
59105	020102	Phase II - Midway	178,371.19	674,596.59	
			<u>287,500.00</u>		

TOTAL

1,437,500.00**INCREASE APPROPRIATION:**

59115	020102	Consulting Services	1,150,000.00
-------	--------	---------------------	--------------

TRANSFER TO APPROPRIATION:

59115	<u>020102</u>	Consulting Services	130,000.00	NEW
59115	<u>020174</u>	Cty Atty Services	5,000.00	NEW
59115	<u>020179</u>	B & A Services	3,000.00	NEW
59115	<u>020185</u>	DP Services	500.00	NEW
59115	<u>020193</u>	Project Mngt Services	119,500.00	NEW
59115	<u>020202</u>	Postage	500.00	NEW
59115	<u>020207</u>	Telephone - Long Distance	1,000.00	NEW
59115	<u>020501</u>	Printing & Stationery	10,000.00	NEW
59115	<u>021403</u>	Conf. & Seminar Exp.	12,000.00	NEW
59115	<u>021408</u>	Volunteer/Committee Mtg Exp	3,000.00	NEW
59115	<u>021409</u>	CED Mtg Exp Account	3,000.00	NEW
			<u>287,500.00</u>	

TOTAL

1,437,500.00

White & Yellow - Acctg. Dept. Copies
Pink - Report Copy
Green - Retained Copy

No. _____
(For Budgeting & Acctg.
Use Only)

RAMSEY COUNTY
REQUEST FORM FOR BUDGET ADJUSTMENTS

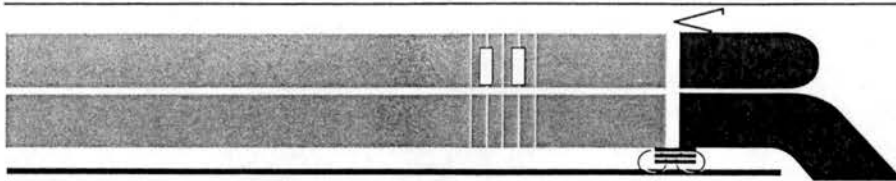
DEPARTMENT: NAME: Regional Railroad Authority

ORG.# XXXXX 59115

The Budget Adjustment requested will require the following:				2. For Accounting Dept. Use Only Unencumbered Balance Before Adjustment	
1. ☒ Transfer From Appropriation } Check Applicable ☒ Increase Estimated Revenue } Box(es)	Org. #	Account No.	Account Title		Amount
			(See attached)		
				TOTAL	\$1,437,500.00
3. ☒ Transfer to Appropriation } Check Applicable ☒ Increase Appropriation } Box(es)	Org. #	Account No.	Account Title	Amount	
			(See attached)		
				TOTAL	\$1,437,500.00
4. <u>Reasons for Adjustment Request:</u>					
(Attach sheet if more space is needed)					
Approval requested by: <u><i>R. Desprez</i></u>				Date: <u>10/3/98</u>	
				Authorized Signature	
RECOMMENDED FINANCING					
Approved by Budget Analyst: <u><i>A. C. Ouel</i></u>				Date: <u>10/5/98</u>	
RECOMMENDED FINANCING					
Approved by Budget Director: <u><i>John Van Hout</i></u>				Date: <u>10/12/98</u>	
Approved by Board of Co. Commissioners: _____				Date: _____	

TRANSFER TO SET UP RIVERVIEW MIS

	59103	59105	59106	59108	TOTAL
PROJECT COUNTY LEVY	979,216.00	1,444,150.00	888,481.51	50,100.00	
PROJECT MNDOT GRANT	979,000.00	1,709,000.00	750,000.00	50,000.00	
TOTAL PROJECT BUDGET	1,958,216.00	3,153,150.00	1,638,481.51	100,100.00	
TOTAL DISBURSEMENTS	1,857,256.98	2,478,553.41	1,632,691.79	97,719.93	
CURRENT BUDGET	100,959.02	674,596.59	5,789.72	2,380.07	
COUNTY LEVY PORTION	50,587.51	199,372.89	5,789.72	1,148.50	256,898.62
MNDOT GRANT PORTION	50,371.51	475,223.70	-	1,231.57	526,826.78
					783,725.40
LEVY FUNDS TRANSFERRED	(50,587.51)	(86,224.27)	(5,789.72)	(1,148.50)	(143,750.00)
GRANT FUNDS TRANSFERRED	(50,371.51)	(92,146.92)	-	(1,231.57)	(143,750.00)
TOTAL TRANSFERRED	(100,959.02)	(178,371.19)	(5,789.72)	(2,380.07)	(287,500.00)
REMAINING BUDGET	-	496,225.40	-	-	
COUNTY LEVY PORTION	-	113,148.62	-	-	113,148.62
MNDOT GRANT PORTION	-	383,076.78	-	-	383,076.78
					496,225.40



Ramsey County Regional Railroad Authority

665 Ramsey County Government Center-West, 50 West Kellogg Boulevard
St. Paul, Minnesota 55102 (612) 266-2760 / FAX (612) 266-2761

Agenda

Regional Railroad Authority Meeting

October 13, 1998

Immediately following Administrative Meeting

Third Floor Council Chambers Courthouse

1. * Minutes of August 18, 1998
2. Presentation by Art Leahy, General Manager, Metro Transit
3. * Approve budget adjustment in the amount of \$1,437,500.00.
4. * Approve contract with Parsons Brinckherhoff Quade & Douglas, Inc. in the amount of \$1,149,505 for Riverview Corridor Major Investment Study and authorize Chair to execute the contract
5. Comprehensive Transportation and Transit Plan
6. Update on activities

* Action is requested

Minutes

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

August 18, 1998

The Ramsey County Regional Railroad Authority met on Tuesday, August 18, 1998, in Council Chambers, 3rd Floor Courthouse.

MEMBERS PRESENT: Chair Rafael Ortega
Commissioner Tony Bennett
Commissioner Dino Guerin
Commissioner Susan Haigh
Commissioner Victoria Reinhardt
Commissioner Janice Rettman
Commissioner Jan Wiessner

OTHERS PRESENT: Terry Schutten, Kathy DeSpiegelaere, Darwin Lookingbill, Paul Kirkwold, Tom Oertel, Bonnie Jackelen, Karen Tero, Nick Riley, Karen Kushner, Tim Mayasich, Cyndy MacLeod, Jon Walsh, Jim Van Houdt, Tom Fashingbauer, Kris Longhenry

Chairman Ortega called the meeting to order at 11:07 a.m.

1. Approve Minutes of the Meeting of July 14, 1998.

Motion by Commissioner Bennett, seconded by Commissioner Wiessner to accept the minutes from the July 14, 1998 RCRRA meeting.

Ayes - 5, Nays - 0
Motion accepted.

2. Federal 1999 Appropriations for the Twin Cities Transitway Corridors.

Kathy DeSpiegelaere stated that Congress annually appropriates funds for certain transportation projects. The House and Senate have taken preliminary action for the 1999 appropriation. The House has \$22 million designated for construction funds for the Twin Cities Transitways and the Senate has \$0 appropriated. A conference committee will be meeting in September and Congressman Martin Sabo is member of the committee.

[Commissioner Guerin arrived at this time]

3. Red Rock Corridor Administrative and Project Management Services.

Commissioner Bennett reported that he and Kathy DeSpiegelaere attended a meeting on the Red Rock Corridor last week that was also attended by Dakota and Washington Counties and the municipalities along the route. Discussion included \$.5 million appropriated by the State for planning. These funds are not being released until December which is different from the law written so the attendees are looking into this matter. Another item of discussion is the proposal being presented to the RCRRA today concerning administrative services for the corridor. Richardson, Richter and Associates, Inc. will provide administrative services for \$19,469 which will be divided by Washington (60%), Ramsey (20%) and Dakota County (20%) Regional Railroad Authorities with a RCRRA maximum contribution of \$5,000.

[Commissioner Haigh arrived at this time]

Commissioner Wiessner asked where this corridor goes through Ramsey County.

Kathy DeSpiegelaere answered that it would most likely start at the Burlington Northern tracks located south of Energy Park Drive and would extend to the Union Depot and run south to the Cottage Grove/Hastings area.

Commissioner Bennett added that this corridor would tie the Northstar Corridor coming from St. Cloud to downtown and run to Hastings.

Commissioner Reinhardt commented that North Highway 61 Corridor discussions are ongoing. This corridor runs from St. Paul to Rush City. August 31st is the next meeting scheduled for 6:30 at the White Bear Lake City Hall. She stated that the meetings for this corridor are modeled after the Red Rock Corridor.

Motion by Commissioner Bennett, seconded by Commissioner Reinhardt to authorize the Chair of the Red Rock Corridor Commission to execute the contract subject to approval by the Ramsey County Attorney, Budgeting and Accounting, Risk Management and Regional Railroad Authority staff with maximum RCRRA contribution in the amount of \$5,000.00 with Richardson Richter and Associates, Inc.

Ayes - 7, Nays - 0
Motion accepted.

WHEREAS, Ramsey County Regional Railroad Authority, Washington County Regional Railroad Authority, Dakota County Regional Railroad Authority and cities along the corridor from St. Paul to Hastings and Red Wing are interested in joining together for purposes of developing the Red Rock transportation corridor; and

WHEREAS, A proposal has been received from Richardson Richter Associates to provide organization, administration, policy development and professional services for this corridor in the amount of \$19,469; Now, Therefore, Be It

RESOLVED, That the Ramsey County Regional Railroad Authority will contribute a maximum of \$5000 for this contract and Be It Further

RESOLVED, That the Chair of the Red Rock Corridor Commission is authorized to execute the contract subject to approval by Ramsey County Attorney, Budgeting and Accounting, Risk Management and Regional Railroad Authority staff.

4. Comprehensive Transportation and Transit Plan for Ramsey County.

Paul Kirkwold asked for RCRRA support on the two issue papers in the documentation packet. He commented that once there is support for these, they will be sent out to the municipalities for comments, sent back to Public Works for revisions and then to the RCRRA for adoption.

The first issue paper has to do with functional classification which states that Ramsey County should have responsibility of minor arterial roadways with the primary purpose of mobility and secondary purpose of property access.

The second issue paper involves jurisdiction that states that the Ramsey County road system should be composed of roadways functionally classified as minor arterials and to take steps to initiate changes in jurisdiction to accomplish this. The Public Works Department has been doing this in the past few years.

Commissioner Rettman requested a statement added to the issue papers stating control by the municipality of minor arterial roadways on the widening of roads. She also commented that something should be added about the control of changing the speed limits on County roadways. She referenced Dale Street, which has municipal and County support on decreasing the speed limit, but the State has the control.

Paul Kirkwold added that the Metro Council approves functional jurisdiction changes and won't change anything without municipal and County support. Paul also commented that the Commissioners should pay close attention to the last two sections on the issue papers regarding County roles and policy changes.

Commissioner Wiessner requested that in future issue papers, if there are changes to current policy, then have them stand out.

Commissioner Ortega asked how much is left to do in the functional consolidation plan.

Paul Kirkwold answered that it is right on schedule with 50% of it completed. The plan is due to be completed in 2003.

Commissioner Reinhardt added to the speed limit issue that enforcement needs to also be addressed.

[Commissioner Bennett departed at this time]

5. Ratify Final Payment No. 8 in the Amount of \$5,750.00 to SRF Consulting Group, Inc. for Professional Engineering Services for Riverview/Hiawatha Transitways.

Motion by Commissioner Reinhardt, seconded by Commissioner Haigh to ratify Final Payment No. 8 in the amount of \$5,750.00 to SRF Consulting Group, Inc. for professional engineering services for Riverview/Hiawatha Transitways.

Ayes - 6, Nays - 0
Motion accepted.

WHEREAS, The Ramsey County Regional Railroad Authority has contracted for the professional services of SRF Consulting Group, Inc. for the purpose of conducting a feasibility study of transit improvements in the Riverview Transit Corridor; and

WHEREAS, SRF Consulting Group, Inc. has satisfactorily completed the work identified in the referenced agreements, and provided detailed invoice documentation for services and costs; and

WHEREAS, To ensure timely payment for services rendered in accordance with the Agreement No. PA388, the Ramsey County Regional Railroad Authority authorized the Director of the Authority to process payments to SRF Consulting Group, Inc. for work completed and invoiced in accordance with the contract; and

WHEREAS, submittal of invoices and payment documentation to the Rail Authority for ratification at the next scheduled meeting following staff approval of invoice documentation is required; and

WHEREAS, SRF Consulting Group, Inc. Invoice No. 2765-8, Final Payment No. 8, and attachments thereto, provide the correct documentation of payments due SRF Consulting Group, Inc.; and

RESOLVED, Payment to SRF Consulting Group, Inc. in the amount of \$5,750.00 for retainage held is hereby ratified.

6. Ratify Quarterly Report of Payments for April 1 through June 30, 1998.

Motion by Commissioner Guerin, seconded by Commissioner Haigh to ratify Quarterly Report of Payments for April 1 through June 30, 1998.

Ayes - 6, Nays - 0
Motion accepted.

WHEREAS, Payments have been made from the Ramsey County Regional Railroad Authority budget for the period April 1, 1998 through June 30, 1998, and a record of these disbursements is attached; Now, Therefore, Be It

RESOLVED, That the report of payment is accepted by Ramsey County Regional Railroad Authority.

The meeting adjourned at 11:25 a.m.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

2

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere
Authorized Signature

October 5, 1998

Date

Board Action Requested

Presentation by Art Leahy, General Manager,
Metro Transit.

DISCUSSION ONLY

Request Justification

See information attached.

Budgeting and Accounting

County Attorney

Risk Management

Documentation certified complete for:

October 13, 1998

Board Date

Kristine A. Longhenry
Signature

10-5-98

Date

Twin Cities Transit: Today and Tomorrow

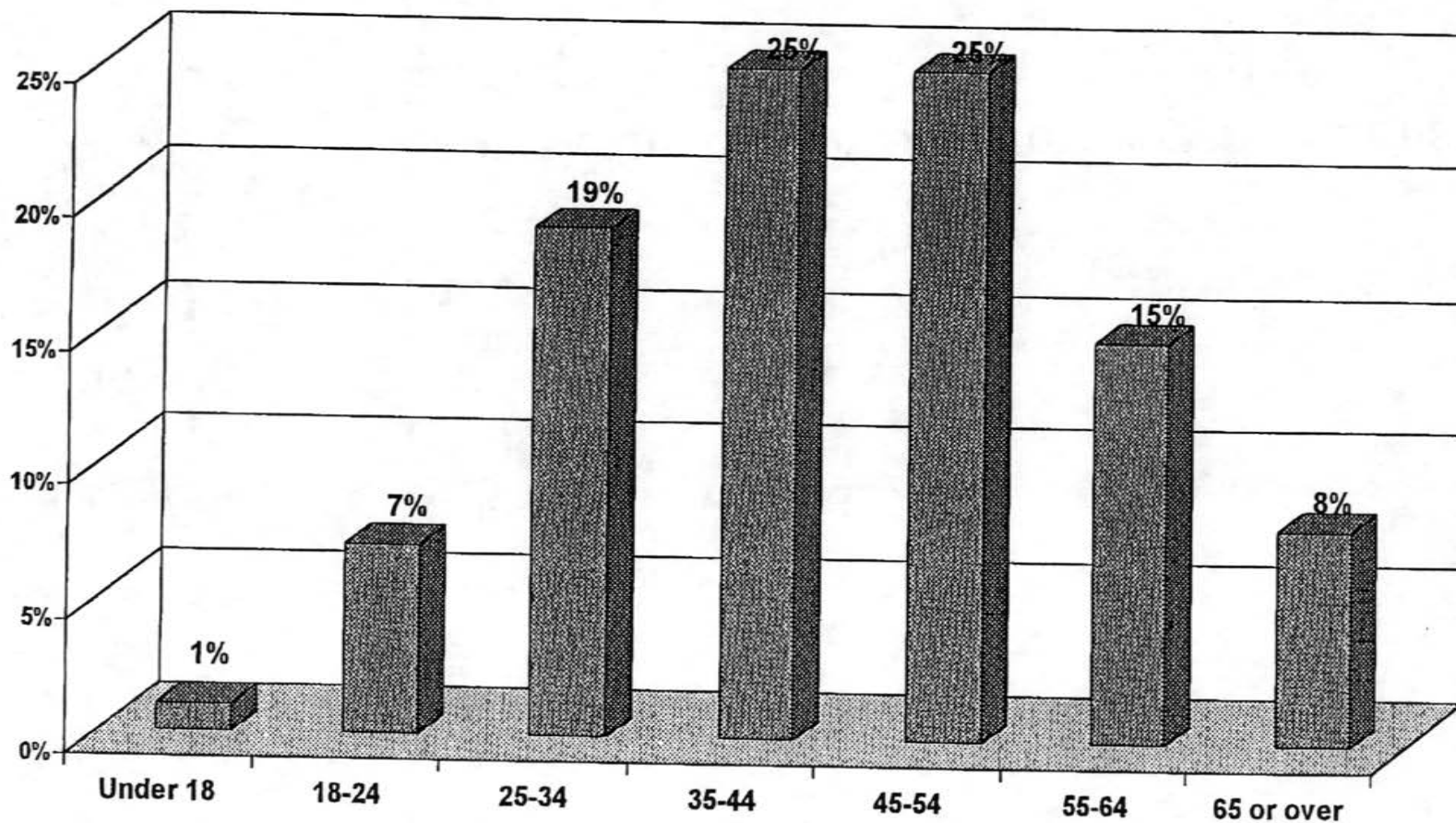
Arthur T. Leahy
General Manager



By the Numbers

63	Million Rides Each Year
212,000	Rides Each Weekday
114	Routes
106,000	Miles Driven Each Weekday
913	Buses
7.23	Years Average Fleet Age
234,000	Phone Calls Each Month for Transit Information
2,566	Employees
1,538	Drivers
5	Bus Garages

Age

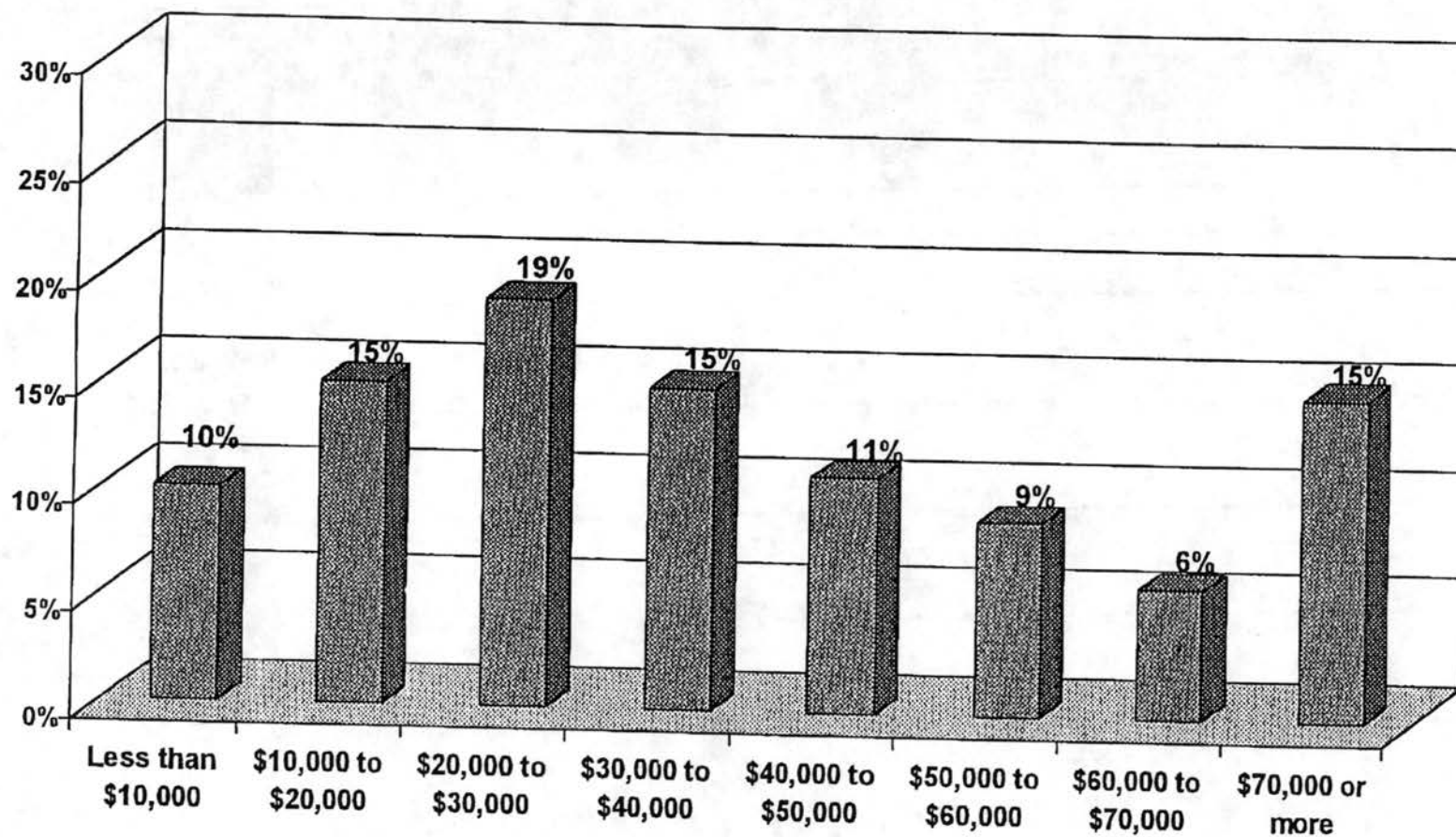


Source: 1998 Metro Transit Passenger Survey

Metro Transit



Rider Income

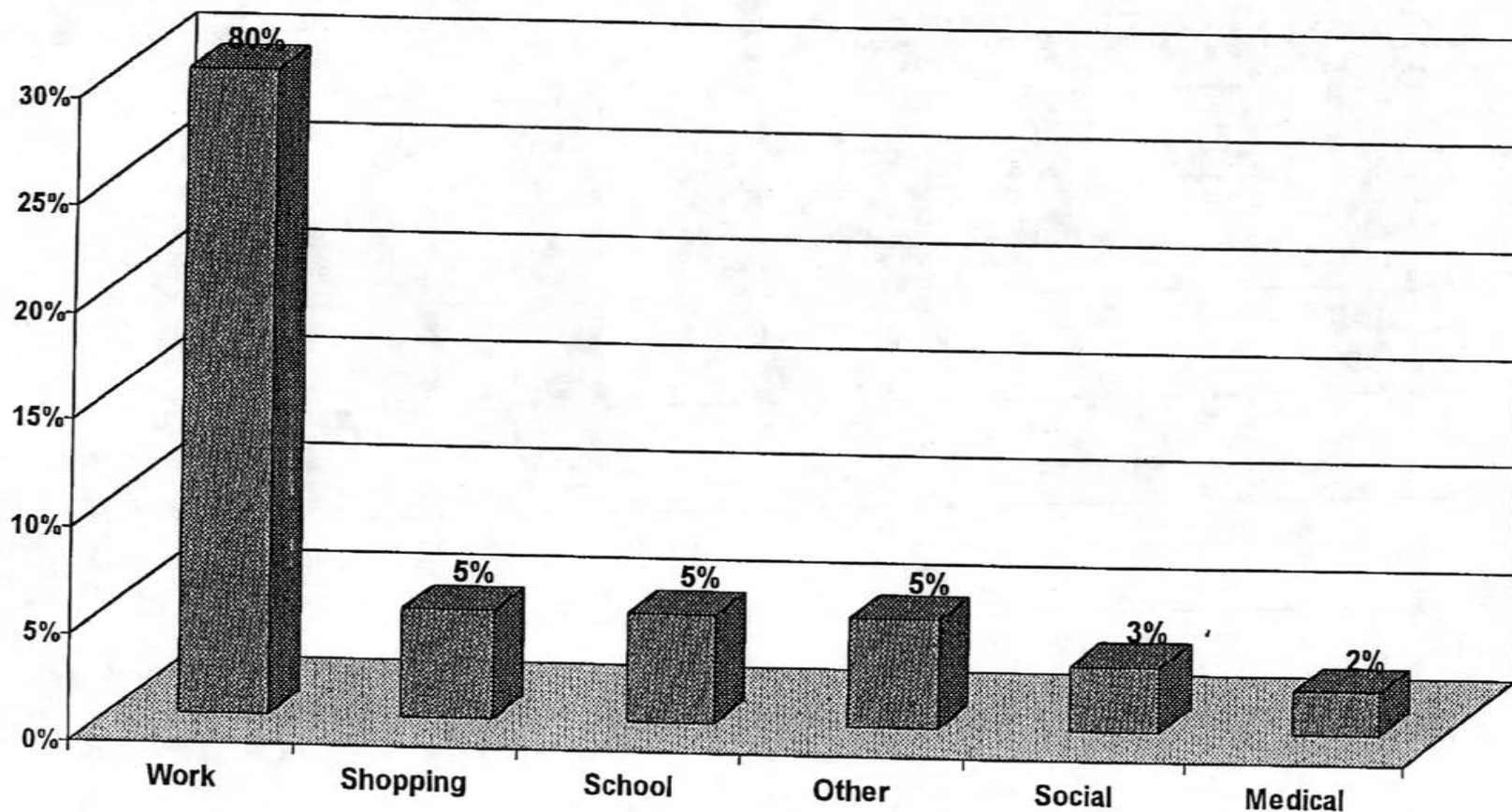


Source: 1998 Metro Transit Passenger Survey

Metro Transit



Trip Purpose

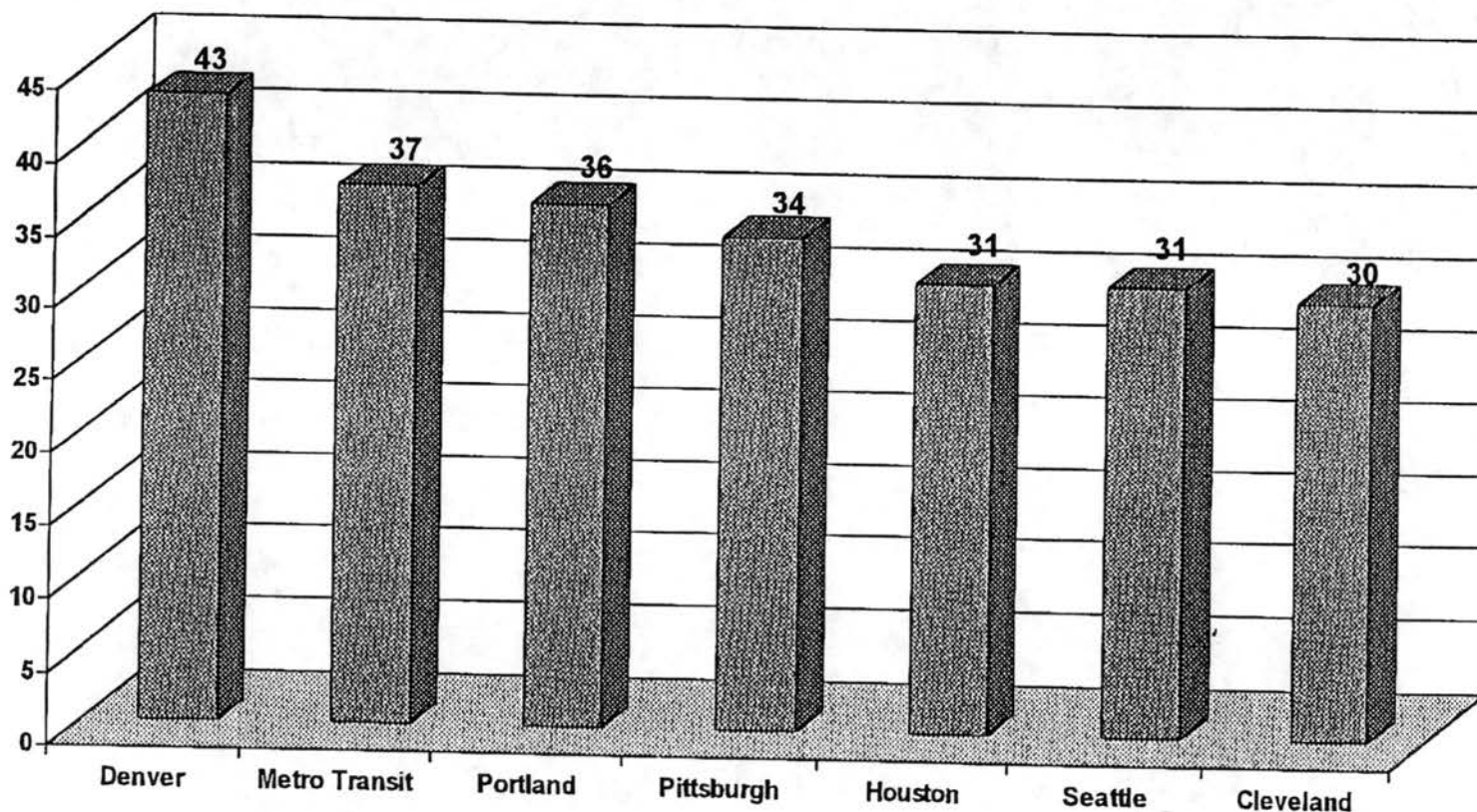


Source: 1998 Metro Transit Passenger Survey

Metro Transit



Comparable Transit Systems 1996 Boardings Per Hour

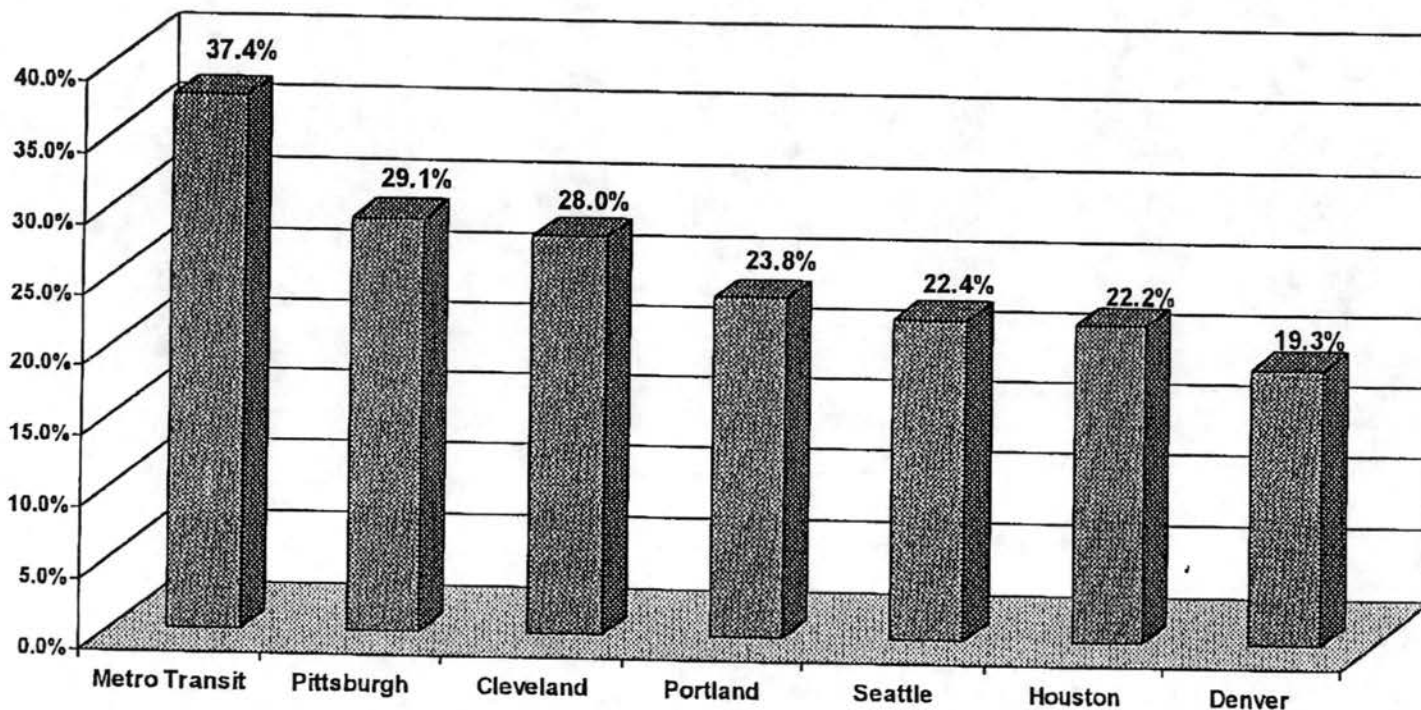


Source: Federal Transit Administration

Metro Transit



Comparable Transit Systems 1996 Farebox Recovery Ratio



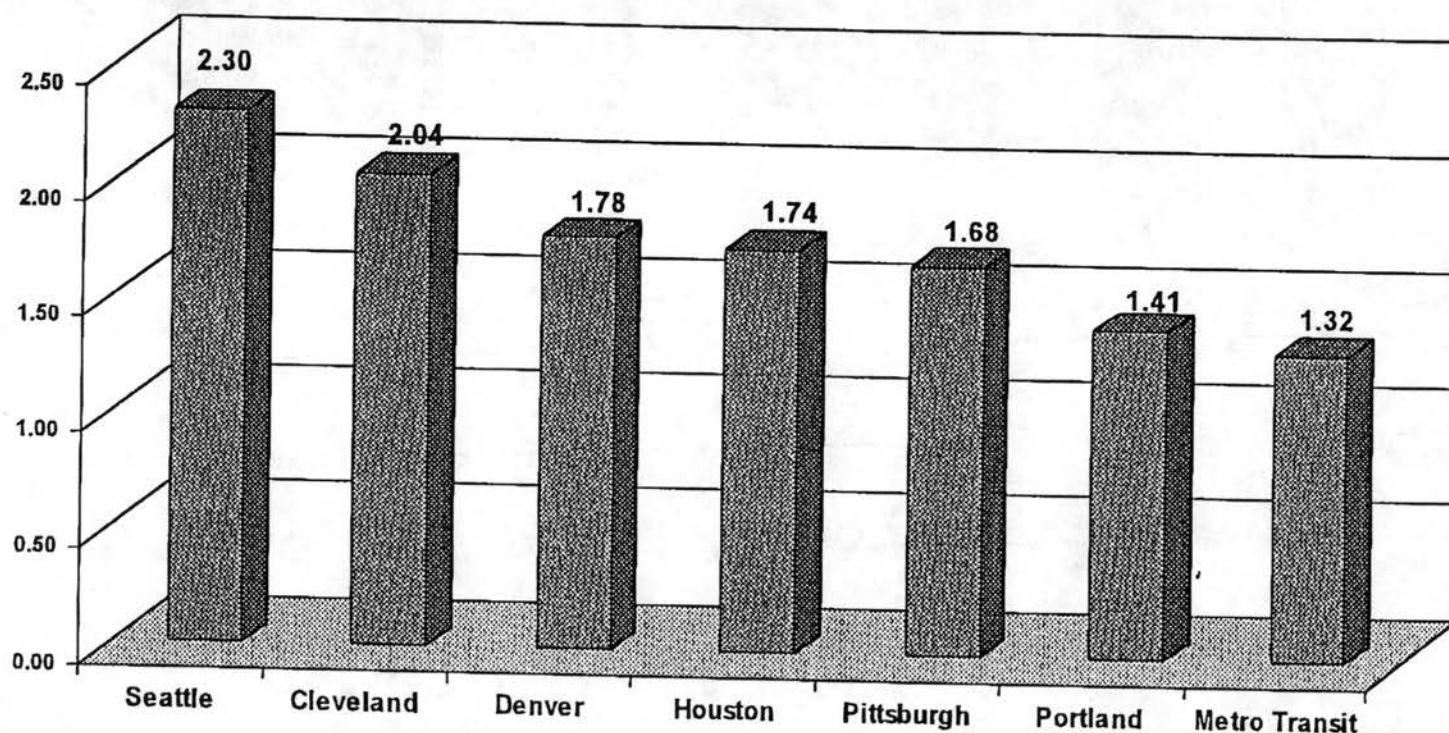
Source: Federal Transit Administration

Data for Cleveland is from 1995

Metro Transit



Comparable Transit Systems 1996 Subsidy Per Trip

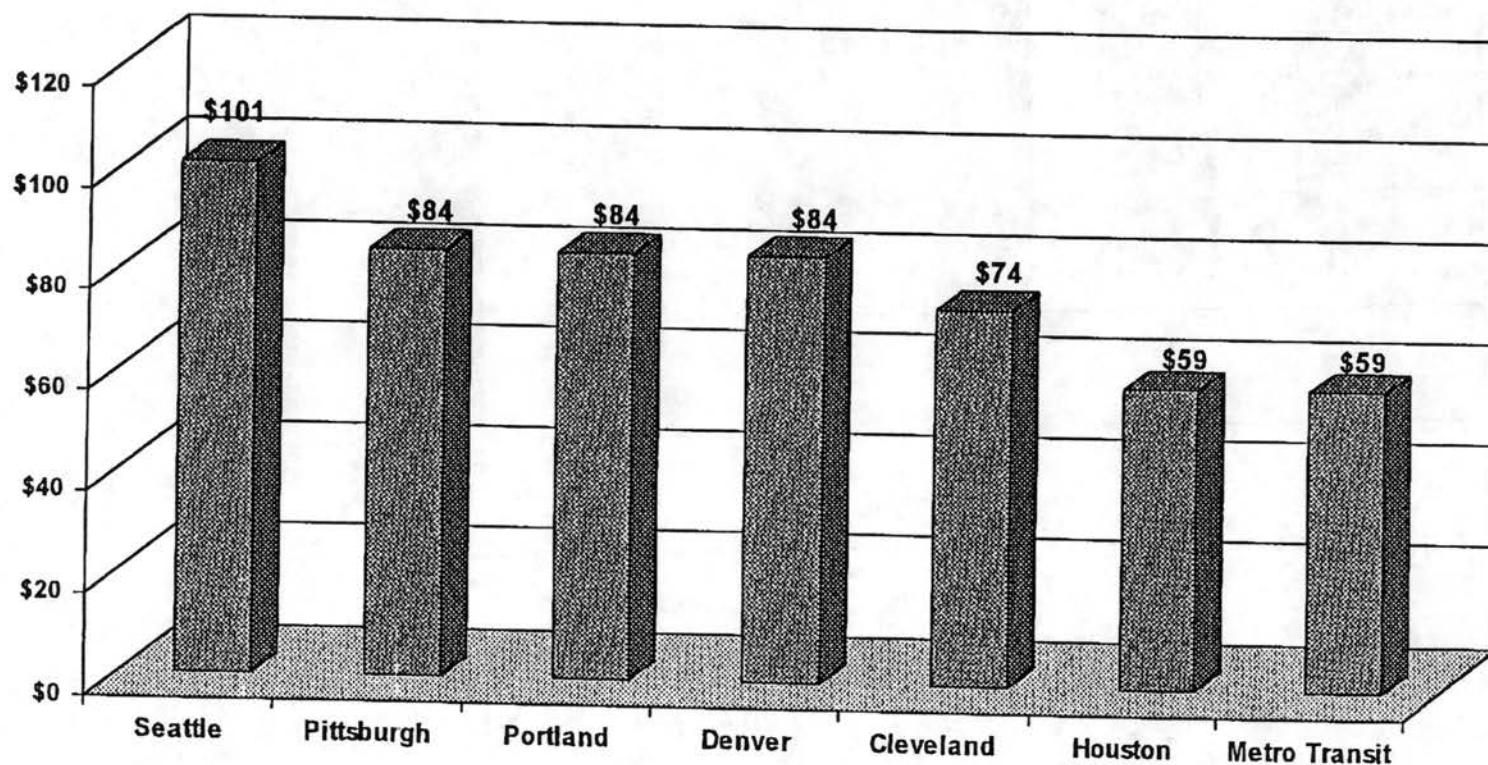


Source: Federal Transit Administration
Data for Cleveland is from 1995

Comparable Transit Systems

Operating Expenditures Per Capita

1992 Through 1995 Average

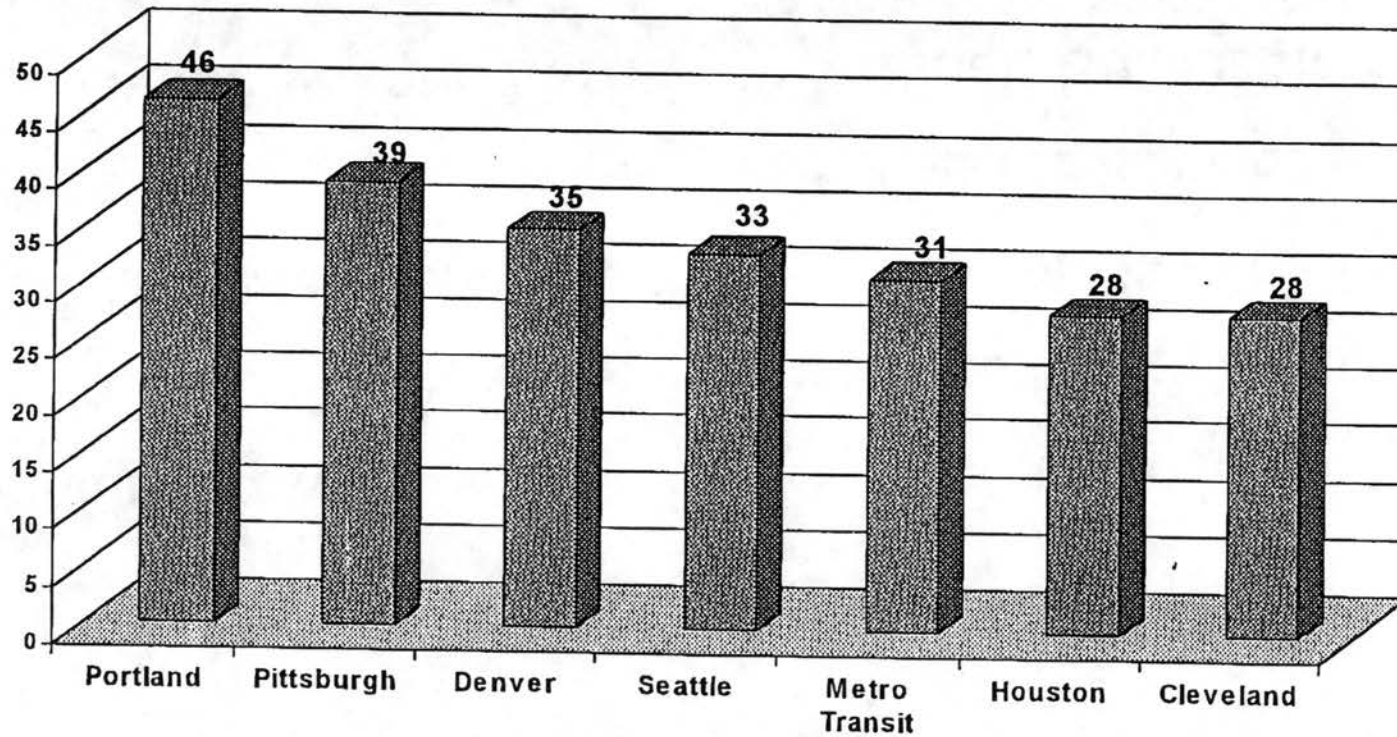


Source: Federal Transit Administration

Metro Transit



Comparable Transit Systems Annual Boardings Per Capita 1992 Through 1995 Average



Source: Federal Transit Administration

1998 Achievements

- Ridership Growth
- State Fair Service
- Round Trip Transfers
- Metropass
- Bus Repainting/Anti Graffiti
- Night Owl Service
- Woodbury-Mpls. Express
- Bike Rack Demo
- School Bus Service
- Garage Replacement
- Small Bus Demo
- Transit Ambassador Trng.

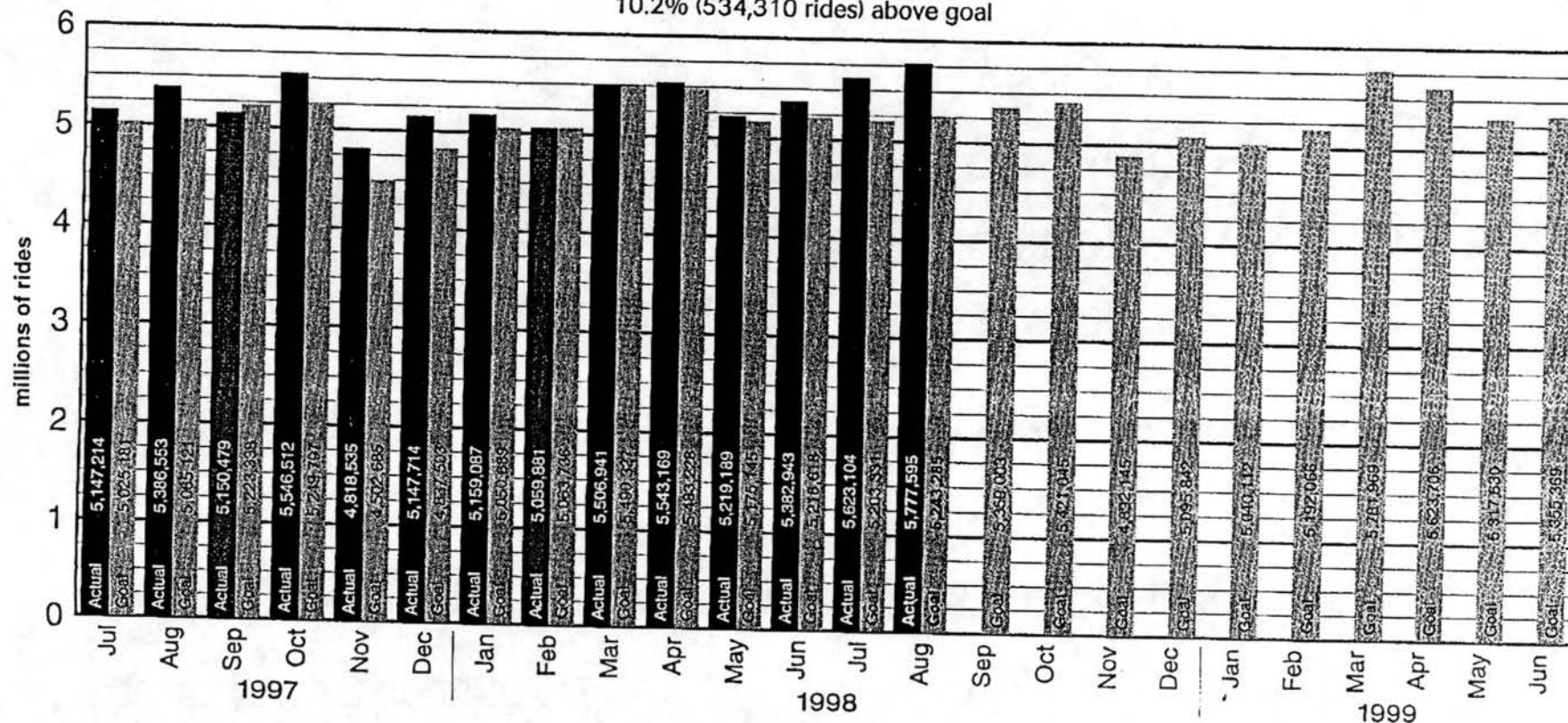
Monthly Ridership Report

Goal: Metro Transit must produce 125 million rides by June 30, 1999 to help the region reach the legislative target of 131 million rides.

12

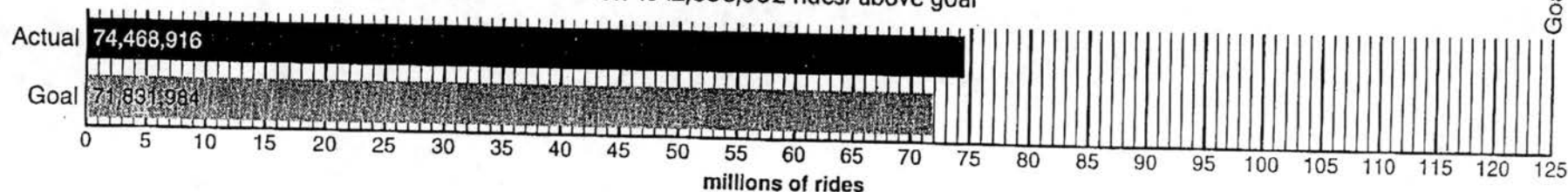
August Ridership

10.2% (534,310 rides) above goal



Cumulative ridership* through August

3.7% (2,636,932 rides) above goal



*Current month ridership is preliminary; prior months may be restated to reflect audited ridership.



1999 Budget

- Service Increases
- Ridership Increases
- No Fare Increases
- Rail Planning
- Continued Improvement in Service Quality
- Operator Customer Service Training
- Improved Maintenance
- Anti-Graffiti Program
- Automatic Vehicle Locator and Automated Trip Planning
- Hybrid Electric Buses

Benefits from Metro Transit

- 63 Million Annual Riders
- 63,000 Cars Removed from Roads
- 330 Miles of Freeway Lanes Avoided

Source: Dollars & Sense: The Economic Case for Public Transportation in America

Metro Transit



Problems/Issues

- Service Quality
- Part-Time Driver Hiring
- Public Image
- Slowing Travel Times
- Snelling Garage

Future Projects

- Orion AVL Project
- Hiawatha Corridor
- East Metro Garage
- Riverview Corridor
- I35W Improvements
- Driver Selection Process

Challenges for Year 2020

- 650,000 additional people
- 2.6 million additional trips per day
- No Significant Increase in Freeways
- Congested Highway Corridors
- Higher Car Ownership
- Slower Freeway Travel Speeds

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

3

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere
Authorized Signature

October 5, 1998
Date

Board Action Requested

Approve budget adjustment in the amount of
\$1,437,500.00

ACTION IS REQUESTED

Request Justification

See attached :
1. Proposed Resolution
2. Budget Adjustment
3. Copy of Resolution R98-19, dated June 23, 1998.

Budgeting and Accounting

A. C. East 10/5/98

County Attorney

Dan MacMillan

Risk Management

Documentation certified complete for:

October 13, 1998
Board Date

Kristine A. Longhenry
Signature

10-5-98
Date

RESOLUTION

Board of Ramsey County Regional Railroad Authority

Date: _____ No: _____

WHEREAS, The Riverview Corridor Major Investment Study has received a federal grant in the amount of \$1,150,000 which requires a non federal match of \$287,500 for a total of \$1,437,500; and

WHEREAS, Ramsey County Regional Railroad Authority be Resolution R98-19 approved an agreement with the Minnesota Department of Transportation to access the federal funds; and

WHEREAS, Previous unexpended state grants to Ramsey County Regional Railroad Authority may be used for 50% (\$143,750) of the nonfederal match; and

WHEREAS, Ramsey County Regional Railroad Authority levied funds in previous years to match the state grants and has \$143,750 (50% of \$287,500) available to match the state grant; and Be It

RESOLVED, That the Ramsey County Regional Railroad Authority approves the budget adjustment in the amount of \$1,437,500.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY	YEA	NAY	OTHER
Tony Bennett	___	___	___
Dino Guerin	___	___	___
Susan M. Haigh	___	___	___
Rafael E. Ortega	___	___	___
Victoria Reinhardt	___	___	___
Janice Rettman	___	___	___
Jan Wiessner	___	___	___

Rafael E. Ortega, Chairman

By: _____
Jan Wiessner, Secretary

RESOLUTION

Board of Ramsey County Regional Railroad Authority

Date: June 23, 1998

No: R98-19

WHEREAS, Federal funding in the amount of \$1,150,000 has been received for the Riverview Corridor Major Investment Study; and

WHEREAS, In order to access these funds, Ramsey County is required to approve an agreement with the Minnesota Department of Transportation; Now, Therefore, Be It

RESOLVED, that Agreement Number 77305 is hereby approved by Ramsey County Regional Railroad Authority in the amount of \$1,150,000 and Be It Further

RESOLVED, That the Chair of Ramsey County Regional Railroad Authority is authorized to execute the agreement.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

	YEA	NAY	OTHER
Tony Bennett	<u>X</u>	—	—
Dino Guerin	—	—	<u>X</u> (Absent)
Susan M. Haigh	<u>X</u>	—	—
Rafael E. Ortega	<u>X</u>	—	—
Victoria Reinhardt	<u>X</u>	—	—
Janice Rettman	<u>X</u>	—	—
Jan Wiessner	<u>X</u>	—	—

Rafael E. Ortega, Chairman

By: Jan Wiessner
Jan Wiessner, Secretary

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

4

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere

Authorized Signature

October 5, 1998

Date

Board Action Requested

Approve contract with Parsons Brinckerhoff Quade & Douglas, Inc. in the amount of \$1,149,505.00 for Riverview Corridor Major Investment Study and authorize Chair to execute the contract.

ACTION IS REQUESTED

Request Justification

- See attached:
1. Proposed Resolution
 2. Contract

Budgeting and Accounting

County Attorney

Risk Management

Documentation certified complete for:

October 13, 1998

Board Date

A. C. Gentry 10/5/98
Daniel Macmillan

Denise G. Kapler 10-7-98

-pending removal of word negligent from contract. Also, need general & auto liability coverage, as well as, workers' compensation.

Kristine A. Longhenry

Signature

10-5-98

Date

RESOLUTION

Board of Ramsey County Regional Railroad Authority

Date: _____ No: _____

WHEREAS, Ramsey County Regional Railroad Authority by resolution R98-04 authorized its staff to issue a request for proposals for a Major Investment Study of transit improvements in the Riverview Corridor; and

WHEREAS, Ramsey County Regional Railroad Authority by resolution R98-18 authorized its staff to negotiate a contract with Parsons, Brinckerhoff, Quade & Douglas, Inc. for the Riverview Corridor Major Investment Study for an amount not to exceed \$1,149,505; and

WHEREAS, Funding for the project is proposed to come from federal, state and local sources:

(1) United States Department of Transportation
\$1,150,000.

(2) The required match for federal funds for staffing and other costs for the 18-month project is \$287,500. The \$287,500 match will come from:

(a) Previous grant from the State of Minnesota in the amount of \$143,750.

(b) Previous Regional Railroad Authority levy required to match the state grant in the amount of \$143,750; Now, Therefore, Be it

RESOLVED, That the Ramsey County Regional Railroad Authority approves the contract with Parsons, Brinckerhoff, Quade & Douglas in the amount not to exceed \$1,149,505 for a Major Investment Study for the Riverview Transit Corridor; and Be It Further

RESOLVED, That the Ramsey County Regional Railroad Authority authorizes its Chair to execute the contract.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

	YEA	NAY	OTHER
--	-----	-----	-------

Tony Bennett	___	___	___
Dino Guerin	___	___	___
Susan M. Haigh	___	___	___
Rafael E. Ortega	___	___	___
Victoria Reinhardt	___	___	___
Janice Rettman	___	___	___
Jan Wiessner	___	___	___

Rafael E. Ortega, Chairman

By: _____
Jan Wiessner, Secretary

CONTRACT

This agreement is entered into between the RAMSEY COUNTY REGIONAL RAIL AUTHORITY (hereafter RCRRA) and PARSONS BRINCKERHOFF QUADE & DOUGLAS, INC. (hereafter Contractor) on this _____ day of _____, 1998.

WITNESSETH:

WHEREAS, the RCRRA desires to obtain professional consulting services to conduct a federal process, Major Investment Study (MIS), for transportation improvements in the Riverview Transit Corridor.

NOW, THEREFORE, the RCRRA and the Contractor, in consideration of the mutual promises and covenants herein set forth, agree as follows.

SECTION I: BASIC SERVICES OF THE CONTRACTOR

1. The contractor agrees to perform professional services in connection with this agreement as hereinafter stated.
2. The contractor shall serve as the RCRRA's professional representative in the consulting phase of the project to which this agreement applies, and shall give consultation and professional advice to the RCRRA during the performance of these services.
3. The contractor shall perform the projects tasks identified in Section II hereof, in accordance with the schedule stated therein and in conjunction with the general conditions outlined in section III hereof.

SECTION II: PROJECT TASKS

1. Contractor shall perform all tasks identified in the attached Exhibit A, which is incorporated herein and made a part hereof by reference.

SECTION III: GENERAL CONDITIONS

1. NONASSIGNABILITY

The Contractor shall not assign any interest in this agreement and shall not transfer any interest in the same, whether by subcontract, assignment, or novation, without the prior written consent of RCRRA.

2. INDEPENDENT CONTRACTOR

In the performance of this agreement, the Contractor is an independent contractor, and neither it, its agents, employees, assigns, or other persons, while engaged in the performance of any work or services required to be performed by RCRRA under this agreement, shall be considered employees of RCRRA. Nothing

contained in this agreement shall be construed as creating the relationship of co-partners, joint venturers, or an association between RCRRA and Contractor.

3. **HOLD HARMLESS**

The Contractor agrees to defend, indemnify, and hold Ramsey County, RCRRA, its employees and officials harmless from any claims, demands, actions or causes of action, including reasonable attorneys' fees, arising out of any act or omission on the part of the Contractor, or its subcontractors, partners, or independent contractors or any of their agents or employees, in the performance of or with relation to any of the work or services to be performed or furnished by the Contractor or the subcontractors, partners, or independent contractors or any of their agents or employees, under the terms of this agreement.

4. **ALTERATION**

Any alteration, variation, modification, or waiver of the provisions of this agreement shall be valid only after it has been reduced to writing and duly signed by both parties.

5. **INSURANCE**

- A. Contractor shall purchase and maintain such insurance as will protect the Contractor from claims which may arise out of, or result from, the Contractor's operations under the contract, whether such operations be by the Contractor or by any subcontractor or by anyone directly employed by them, or by anyone for whose acts any one of them may be liable.
- B. Contractor shall secure the following coverages and comply with all provisions noted. Certificates of insurance shall be issued evidencing such coverage to the RCRRA.

1) **General Liability Insurance**

Commercial General Liability Insurance (ISO CGL)

Minimum Limits:

\$2,000,000 each event limit
2,000,000 general aggregate
2,000,000 products/completed operations total limit
2,000,000 personal injury and advertising liability

The policy is to be written on an occurrence basis or as acceptable to the County's Risk Manager. Certificate of Insurance must indicate if the policy is issued on a claims-made or occurrence basis.

2) **Automobile Liability Insurance**

a. Minimum Limit:

\$2,000,000 combined single limit

- b. Coverage shall include hired, non-owned and owned automobiles.

3) Worker's Compensation & Employer's Liability

- a. Worker's Compensation per Minnesota State statute
- b. Employer's Liability shall have minimum limits:

- \$ 500,000 per accident
 - \$ 500,000 per employee
 - \$ 500,000 per disease policy limit

Other States Coverage

4) Professional Liability Insurance (such coverage shall include contractual liability coverage over this agreement)

Minimum Limits

- \$2,000,000 per claim
 - \$2,000,000 aggregate

5) License as required

- C. All certificates of insurance shall provide that the insurance company give RCRRA thirty (30) days prior written notice of cancellation, non-renewal or any material changes in the policy,
- D. The above sub-paragraphs establish minimum insurance requirements, and it is the sole responsibility of the Contractor to purchase and maintain additional insurance that may be necessary in connection with this contract.
- E. The Contractor shall not commence work until the Contractor has obtained the required insurance and filed an acceptable certificate of insurance with the County Risk Manager. Copies of insurance policies shall be submitted to the RCRRA upon request.
- F. Nothing in this contract shall constitute a waiver by the County of any statutory or common law immunities or limitations of liability.
- G. Certificates shall specifically indicate if the policy is written with an admitted or non-admitted carrier. Best's rating for the insurer shall be noted on the certificate, and shall not be less than a B+.
- H. On the certificate, agent shall certify that the agency carries error and omissions coverage.

6. NON-CONFORMING SERVICES

The acceptance by RCRRA of any non-conforming services under the terms of this agreement or the foregoing by RCRRA of any of the rights or remedies arising under the terms of this agreement shall not constitute a waiver of RCRRA's right to conforming services or any rights and/or remedies in respect to any subsequent breach or default of the terms of this agreement. The rights and remedies of RCRRA provided or referred to under the terms of this agreement are cumulative and not mutually exclusive.

7. WASTE REDUCTION

The Contractor shall participate in a recycling program for at least four broad types of recyclable materials and shall favor the purchase of recycled products in its procurement processes. All reports, publications, and documents produced as a result of this contract shall be printed on both sides of the paper, where commonly accepted publishing practices allow, on recycled and recyclable paper using soy-based inks, and shall be bound in a manner that does not use glue.

8. SETOFF

Notwithstanding any provision of this agreement to the contrary, the Contractor shall not be relieved of liability to RCRRA for damages sustained by RCRRA by virtue of any breach of this agreement by the Contractor. RCRRA may withhold any payments to the Contractor for the purpose of setoff until such time as the exact amount of damages due RCRRA from the Contractor is determined.

9. EQUAL EMPLOYMENT OPPORTUNITY

The Contractor agrees to comply with all federal, state, and local laws, resolutions, ordinances, rules, regulations, and executive orders pertaining to unlawful discrimination on account of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, sexual preference, disability, or age. When required by law and requested by RCRRA, the Contractor shall furnish a written affirmative action plan.

10. TERMINATION

- A. With Cause. RCRRA reserves the right to suspend or terminate this agreement if the Contractor violates any of the terms or conditions of this agreement or does not fulfill in a timely and proper manner its obligations under this agreement as determined by RCRRA. In the event that the RCRRA exercises its right of suspension or termination under this paragraph, it shall submit written notice to the Contractor specifying the extent of such suspension or termination under this paragraph; the reasons therefore, and the date upon which such suspension or termination becomes effective. Upon receipt of such notice, the Contractor

shall take all actions necessary to discontinue further commitments of funds to the extent that they relate to the suspended or terminated portions of this agreement.

- B. Without Cause. RCRRRA may terminate this agreement without cause and for any reason whatsoever upon giving at least 30 days written notice thereof to the other party. In such event, the Contractor shall be entitled to receive compensation for the services provided in a satisfactory manner up to and including the effective date of termination.

11. COMPLIANCE WITH APPLICABLE LAW

The Contractor agrees to comply with all federal, state, and local laws or ordinances, and all applicable rules, regulations, and standards established by any agency of such governmental units, which are now or hereafter promulgated insofar as they relate to Contractor's performance of the provisions of this agreement. It shall be the obligation of the Contractor to apply for, pay for and obtain all permits and/or licenses required by any governmental agency for the provision of those services contemplated herein.

12. ACCESS TO DOCUMENTS

- A. The RCRRRA, its authorized representative, or the State Auditor shall have full access to all records relating to the performance of this agreement.
- B. The Contractor agrees to maintain records relative to all services provided by it under the terms of this agreement and shall retain all such documentation for seven (7) years following the termination of this agreement. Such records shall be made available for audit or inspection at any time upon request of RCRRRA or its authorized representative.

13. DATA PRACTICES

All data collected, created, received, maintained or disseminated for any purpose in the course of Contractor's performance of this agreement is governed by the Minnesota Government Data Practices Act, Minn. Stat. Ch. 13, other applicable state statutes, any state rules adopted to implement the act or other statutes, and any federal statutes and regulations on data privacy. The Contractor agrees to comply strictly with these statutes, rules and regulations.

14. CONFLICT OF INTEREST

Contractor affirms that, to the best of Contractor's knowledge, Contractor's involvement in this contract does not result in a conflict of interest with any party or entity which may be affected by the terms of this contract. Contractor agrees that, should any conflict or potential conflict of interest become known to Contractor, Contractor will immediately notify RCRRRA of the conflict or potential conflict, specifying the part of this contract giving

rise to the conflict or potential conflict, and will advise RCRRA whether Contractor will or will not resign from the other engagement or representation.

15. INTERPRETATION OF AGREEMENT; VENUE

This agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this agreement shall be venued in the district court of the County of Ramsey, Second Judicial District, State of Minnesota.

16. TERM

This agreement shall be in force and effect from October, 1998 through April, 2000 or until earlier terminated by the parties hereto pursuant to this agreement.

17. OWNERSHIP OF WORK PRODUCTS

All work products, including but not limited to concepts, ideas, layouts, drawings, maps, models, computer program or simulation, photography, scripts, graphics, reports and recommendations prepared or furnished by the consultant pursuant to this agreement shall be the property of the RCRRA; provided however, that the consultant shall be entitled to retain copies of all such work products. No work products or other information generated under this agreement shall be released by the consultant, employees or agents without the express written approval of the RCRRA's authorized representative.

17. ENTIRE AGREEMENT

This agreement and its attachments shall constitute the entire agreement between the parties and shall supersede all prior oral or written negotiations.

SECTION IV: PAYMENT

1. As and for payment to Contractor for completion of the project tasks stated in Section II hereof, the RCRRA shall pay to the Contractor no more than One Million One Hundred Forty Nine Thousand Five Hundred and Five Dollars (\$1,149,505.00). In the event this agreement is terminated by either party prior to completion of all tasks in Section II, the Contractor shall be paid for actual work performed on the basis of the hourly rates stated in the attached Exhibit B.
2. The Contractor shall be paid monthly upon receipt of invoice and supporting documentation by the RCRRA. Professional services fees shall be documented with a payroll cost breakdown including the name of the employee, his or her classification, hourly billing rate per Exhibit B, hours worked, and total cost for each period. Overtime or premium pay for work or services performed is not authorized.

3. All payments to the Contractor shall be subject to a retainage of 5% pending final acceptance of the technical reports, supporting documentation, and products identified in Section II hereof. Upon final approval of Contractor's work by the RCRA, all sums retained under the provisions of this section shall be remitted to Contractor.

RAMSEY COUNTY
REGIONAL RAIL AUTHORITY

By: _____

Rafael Ortega, Chair
Ramsey County Regional
Railroad Authority

PARSONS BRINCKERHOFF
QUADE & DOUGLAS

By: Martin J. Grigg

Its: VICE PRESIDENT

APPROVED AS TO FORM:

By: David MacMillan
Assistant County Attorney

RECOMMEND FOR APPROVAL

By: F. H. Spiegelbauer
Director

RISK MANAGEMENT

By: Dennis G. Kappeler
-pending

BUDGETING & ACCOUNTING

Funds Available: \$1,149,505.00
Account No. 59115-020102

By: A. C. Dertel

CERTIFICATE OF INSURANCE

ISSUE DATE (MM/DD/YY)

9/29/98

PRODUCER

Aon Risk Services, Inc. of New York
Two World Trade Center
New York, NY 10048

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BEL

COMPANIES AFFORDING COVERAGE

COMPANY
LETTER

A TRANSPORTATION INSURANCE CO.

COMPANY
LETTER

B Twin City Fire Insurance Co.

COMPANY
LETTER

C

COMPANY
LETTER

D

COMPANY
LETTER

E PB #19046

INSURED

Parsons Brinckerhoff
Quade & Douglas, Inc.
One Penn Plaza
New York, NY 10119

COVERAGES

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY ☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS MADE ☒ OCCUR ☐ OWNER'S & CONTRACTOR'S PROT.	GL 166778878 A/S	11/01/97	11/01/98	GENERAL AGGREGATE \$ 5,000,000 PROD.-COMP/OP AGG. \$ 5,000,000 PERS. & ADV. INJURY \$ 1,000,000 EACH OCCURRENCE \$ 1,000,000 FIRE DAMAGE (Any one fire) \$ 300,000 MED. EXPENSE (Any one person) \$ 5,000
A	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ☐ NON-OWNED AUTOS ☐ GARAGE LIABILITY	BUA 166778850 A/S BUA 266778833 TX.	11/01/97 11/01/97	11/01/98 11/01/98	COMBINED SINGLE LIMIT \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$
B	EXCESS LIABILITY ☒ UMBRELLA FORM ☐ OTHER THAN UMBRELLA FORM	10 HUSL 2397	11/1/97	11/1/98	EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000
A	WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY	WC 166778895 A/S	11/01/97	11/01/98	☒ STATUTORY LIMITS EACH ACCIDENT \$ 1,000,000 DISEASE—POLICY LIMIT \$ 1,000,000 DISEASE—EACH EMP. \$ 1,000,000
	OTHER				

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS

Riverview MIS

CERTIFICATE HOLDER

Ramsey County Regional Rail
Authority
316 Courthouse
St. Paul, MN 55102

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Rich Gabrielle

ACORD. CERTIFICATE OF INSURANCE

DATE (MM/DD/YY)
9/29/98

PRODUCER

J&H MARSH & MCLENNAN, INC.
FINPRO
1166 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10036

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

COMPANIES AFFORDING COVERAGE

COMPANY
A CONTINENTAL CASUALTY COMPANY

COMPANY
B

COMPANY
C

COMPANY
D PB#19046

INSURED

Parsons Brinckerhoff
Quade & Douglas, Inc.
One Penn Plaza
New York, NY 10119

COVERAGES

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CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY ☐ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS MADE ☐ OCCUR ☐ OWNER'S & CONTRACTOR'S PROT				GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ PERSONAL & ADV INJURY \$ EACH OCCURRENCE \$ FIRE DAMAGE (Any one fire) \$ MED EXP (Any one person) \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ☐ NON-OWNED AUTOS				COMBINED SINGLE LIMIT \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$
	GARAGE LIABILITY ☐ ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EACH ACCIDENT \$ AGGREGATE \$
	EXCESS LIABILITY ☐ UMBRELLA FORM ☐ OTHER THAN UMBRELLA FORM				EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY THE PROPRIETOR/PARTNERS/EXECUTIVE OFFICERS ARE: ☐ INCL ☐ EXCL				STATUTORY LIMITS EACH ACCIDENT \$ DISEASE - POLICY LIMIT \$ DISEASE - EACH EMPLOYEE \$
A	OTHER PROFESSIONAL LIABILITY	PLN-008232770	11/01/97	11/01/98	\$2,000,000 per claim \$2,000,000 aggregate

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS (LIMITS MAY BE SUBJECT TO RETENTIONS)

Riverview MIS

CERTIFICATE HOLDER

Ramsey County Regional Rail Authority
316 Courthouse
St. Paul, MN 55102

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Cathie Pauloff

Work Plan (Revised 8/19/1998)

1.0 Project Understanding

The Parsons Brinckerhoff (PB) Team sees this Riverview Corridor MIS as more than a traditional major investment study. In addition to meeting all FTA goals, requirements and criteria, PB proposes to integrate transportation plans fully with community development and redevelopment planning. The integration of land use planning and development opportunities into this study will be critical for the evaluation process. Secondly, we propose to emphasize implementation, by working closely with the City of Saint Paul, its Port Authority, Ramsey County as well as the Ramsey County Rail Authority. Thirdly, we propose to work closely with neighborhoods, District Councils and/or other stakeholders to develop public understanding and support for the plan and the study.

The State of Minnesota enacted a Livable Communities Act for the Metropolitan Area and directed the Metropolitan Council, the regional planning agency, to implement the provisions of the act. Through its plan for the region (the Regional Blueprint) and financial assistance, the Metropolitan Council is helping communities achieve many of the goals of the Livable Communities Act. These goals include the reclamation of polluted sites for use as productive commercial and industrial sites, resulting in more employment opportunities for residents and an increased tax base for the community. Another goal is to provide for walkable, pedestrian-oriented areas easily accessible by transit. Other goals are to provide a mix of life-cycle and affordable housing throughout the region.

The Metropolitan Council is in the continuing process of implementing its vision for the year 2040, with a strong emphasis on reinvestment in the urban core and on a reduction in automobile dependence for the region and its citizens. The Council has identified critical policy directions for the region in its *Blueprint*.

- Encourage regional economic growth
- Foster reinvestment in distressed areas
- Build stronger communities
- Preserve the natural environment
- Set directions for guided growth
- Expand life-cycle housing opportunities and affordable housing choice
- Provide financially sound regional public facilities

The *Blueprint* also includes a growth strategy for the region. The urban core of the region will be a major focus of reinvestment to foster economic growth and create jobs. Medium to high-density housing will be encouraged. The urban area (the area within and around the I-494/694 beltway) will focus jobs and economic development, with particular emphasis on the previously mentioned urban core and the activity centers and transportation corridors connected to it.

A new concept entered the region's planning document with the introduction of an "urban reserve". It is a reservoir of land established to accommodate the region's need for urbanization to the year 2040. There is a policy emphasis on increasing the housing density in the newly urbanizing areas, as well as in current urban areas so the urban reserve can meet the housing needs for 40 years or beyond. The higher density is closer to historic trends, which are higher than today's typical density in the newly developing areas of the region.

In the Riverview Corridor, a series of site-specific land use plans are under way. These range from polluted site redevelopment plans (such as the Koch-Mobil site) to small area plans (such as the Shepard Davern/Gateway Small Area Plan). These separated sites and plans could benefit by being incorporated into a corridor comprehensive plan, integrating a transportation element as well. In particular, as high capacity transit requires careful analysis in the context of an MIS, the benefits both to these sub-area plans from the transit facility and from these separated areas need to be considered.

In the scope of work that follows, we will explore the integration of transportation and land use in full detail for this corridor and propose a specific approach to completing an MIS with this important goal in mind.

1.1 Issues and Opportunities

Each portion of the Riverview Corridor has its own unique set of issues and opportunities. The western most segment of the corridor faces the issue of a major river crossing with one end of the crossing impacting historic Fort Snelling. However, this also offers an opportunity for access to one of the principal elements in the early history of the region. Entering Saint Paul, one of the possible alignments passes through a residential neighborhood with the opportunity for generating high ridership. Use of the railroad alignment also raises the issue of sharing the right-of-way with trains accessing the Ford Plant.

West Seventh Street itself offers a similar mixture of opportunities and issues along its length between the river and downtown Saint Paul. The land uses along the river cycle from residential to commercial and back again. Station areas can benefit from the existing mixture of land uses and build on them. However, many of those same commercial uses rely upon on-street parking that might have to be removed if a fixed guideway (busway or LRT) were to be constructed in the existing right-of-way.

Several sites along West Seventh Street and Shepard Road are being reclaimed from heavy industrial land uses such as tank farms and grain elevators. Light industrial, commercial and residential land uses have all been proposed. Crosby Lake Business Park is a case in point of this conversion of land uses.

Downtown Saint Paul is undergoing a renovation with efforts to tie itself once again to the riverfront, which gave the city its birth. A transit facility along Shepard Road would enhance the access to the New Science Museum, the new Hockey Arena, the riverfront and the downtown. It would also have to be sensitive to the integration necessary to fit into the plans of the City of Saint Paul. A large issue in the downtown area is the problem of the grade. Either the alignment, or the riders must undertake a significant climb to rise from the level of the riverfront to that of the central business district core, about 60 feet above the river.

The eastern most segment of the corridor has a major crossing of another type with which to deal. East of downtown Saint Paul, rail lines turn away from the river and head inland. These lines will have to be crossed without impeding their use. The topography also rises to the east of downtown. The city's Phalen Corridor offers opportunities to build on several identified redevelopment sites. The eastern terminus of the corridor lies near a major facility of 3M, serving as a major potential source of riders.

1.2 Approach to this MIS

RCRRA has defined an unconventional MIS scope that meets the needs of this particular corridor study. Because of the flexibility of the MIS process, the local requirements can be accommodated as long as there is local agency and community support. With our experience in conducting numerous MISs of varying sizes and complexities, the PB Team will ensure that all key elements are studied and that the new starts criteria will be addressed.

RCRRA has wisely determined that technical issues are not primary in this study; what is most needed is community and local agency input about whether a major capital investment is feasible, desirable and, if so, what that investment should be. There is also a need to know what potential land use/redevelopment scenarios could be associated with such an investment.

Considerable work has already been done in the Riverview Corridor to develop alternatives and estimate their ridership potential and capital costs. We will build upon this work by taking the next critical steps as outlined below.

1. First and foremost, we will review previous work prepared in the corridor since some of what is proposed in the sections that follow may already be available at a level of detail sufficient for this MIS – if it is determined that the level of detail is not sufficient for the MIS or, conversely, that less work is required by the PB Team, this will be immediately discussed with RCRRA and an approach will be recommended for filling the data gap(s) within the existing budget, if possible, suggesting a modification to the scope of work, or in the event that less work is required of us, recommending a reduction in the hours budgeted;
2. We will develop a purpose and need statement based on existing information and understanding of the task at hand. This initial understanding of the problems and issues will be modified as we begin the public education and involvement process.
3. We will then begin the process of ascertaining and developing community support; defining new alternatives with the public; identifying the land use actions necessary to make the project successful; and defining the preferred alternative that has agency and community support.

1.3 Understanding of Key Study Elements

We have identified several key study elements that are described below. Each element is fully developed in the scope of work that follows, but are highlighted here to demonstrate our understanding of each with an emphasis on why the PB Team should be selected for this very important MIS.

1.3.1 Public Education and Involvement

Prior work conducted in this corridor did not include extensive public involvement. We define public involvement as proactive agency, community, business and elected or appointed official involvement throughout the study process. This is a key element to the success of an MIS. We have assembled a comprehensive team to support this activity since public consensus is essential to the implementation of any major transportation strategy in the Riverview Corridor. RCRRA has wisely made public education and involvement their priority study element. Eliciting informed, constructive public input in transportation corridor planning is never easy and the Riverview Corridor MIS presents special challenges. Decades of inaction on major capital transit investment projects in the Twin Cities area has undoubtedly bred skepticism and cynicism in the minds of many corridor residents. In addition, the ethnic and socioeconomic composition of the corridor population—20 percent minority and 18 percent of households making under \$25,000—suggests that special outreach strategies will be needed to reach people traditionally reluctant to participate in such endeavors.

Research conducted by PB suggests that "attitude" is the key to successful participation—the belief that effective public involvement is both critical and possible if the study sponsor and their consultants try to achieve it in substantive, persistent ways and are responsive to the input they receive. We are driven by this belief and are fully committed to participatory planning, and feel this is our team's primary qualification. Other factors in support of our selection include:

- A team of unmatched professionals. Our project manager, **Myrna Valdez**, managed Miami's East-West Corridor MIS—with an average of 60 meetings/month, undoubtedly the nation's most participatory MIS to date. She also successfully managed the Hudson-Bergen AA/DEIS, a project now in construction in a corridor, which included low-income and blue collar populations as well as the heavily Hispanic Union County. In both projects, Myrna conducted dozens of meetings in English, Spanish and Portuguese. Our public involvement program design manager, **Julie Hoover**, has directed or co-directed the majority of FHWA/FTA's public involvement research over the past two decades (including the recent Innovative Techniques report), has designed/helped implement several dozen successful programs (including a highly participatory MIS for Louisville's transit agency and work in Austin, Texas which led to passage a 1-cent sales tax referendum dedicated to transit), and has authored several dozen papers on the topic. Julie will provide QA/QC oversight to the development and implementation of the program on an as needed basis. **Pilar Montoya** of Montoya Communications Inc. was selected by FHWA/FTA as a case study representing the nation's most outstanding work in ethnic outreach for their participation on the South Sacramento transit extension. She successfully drew in three different Asian cultures, a Mexican-American community, and an area heavily populated by African-Americans. **Thomas Smith** from the University of Minnesota brings a special understanding of the elderly and the human factors, such as age and gender that influence transportation system design, as well as experience with participatory approaches for involving stakeholders in project planning and decision-making. Catherine Olsen has unsurpassed local market research expertise. She specializes in identifying target audiences, determining decisions to be made, developing study design and relevant data, selecting sample groups, and defining appropriate subgroups.
- We place more emphasis on the critical activity of public involvement program design than anyone else does. Our national research indicated that almost no one gives this critical task the importance it deserves. PB's approach includes the following innovative features: getting extensive public input into the development of the program through community leader interviews, working collaboratively with RCRRA (and others if they desire) in strategizing what is wanted from the public involvement program in a very specific fashion, developing tailored outreach programs for the various different "key public sector representatives", and employing a wide variety of strategies including many non-traditional approaches and techniques geared to the disadvantaged.
- Our team's knowledge of innovative and non-traditional techniques is unprecedented as a result of our national research, successful programs nationwide, and participation in national professional associations like TRB, APTA, and APA. A wide range of techniques are suggested in our work plan. Our team's knowledge of innovative and non-traditional techniques is unprecedented as a result of our national research, successful programs nationwide, and participation in national professional associations like TRB, APTA and APA. A wide range of techniques are suggested in our work plan. Our approach is heavily based on innovation—thinking "outside of the box", examining lots of different strategies and quickly moving on to other approaches if a particular alternative is inappropriate to the unique conditions of the corridor.

1.3.2 Land Use and Economic Development and Station Area Design

Information for this key element of the project will be based on PB's national and international experience, as well as research, which PB has completed for the Transportation Research Board. Transportation and land use relationships will be drawn from

PB's award winning LUTRAQ project in Portland, Oregon, PB's international study of "Transit and Urban Form" completed for the Transportation Research Board in 1996, and PB's knowledge of best practice in cities around the United States.

1.3.2 Engineering

PB has been selected for the 10th consecutive year by Engineering News Record as the number one transportation design firm in the country. Our expertise in all areas of transportation infrastructure will add the depth necessary for the successful completion of the Riverview MIS.

1.3.4 MIS Process

PB wrote the book on how to prepare MISs. We have been retained by FHWA and FTA to continue teaching the MIS course around the country, and two of our instructors are on the PB Team; Myrna Valdez, the project manager, and Don Emerson, technical advisor. With this level of expertise and experience, the PB Team will ensure that the Riverview Corridor MIS meets the federal guidelines, provides RCRRA with the information needed to make decisions, and assist in implementing the preferred alternative.

2.0 Project Management

2.1 Purpose

This task lays the foundation for all work to be done in the study. The preparatory steps must be completed quickly and accurately so that the analytical work can begin as early as possible. The guiding principal is to recognize the specific needs of the Ramsey County Regional Railroad Authority (RCRRA), participating task forces and committees, and FTA and/or FHWA in each of the documents that must be prepared, and to focus the work specifically on those needs.

2.2 Study Management Plan

After notice-to-proceed is received, an early kick-off meeting with the RCRRA, Myrna Valdez, the PB Project Manager, and key team members will be held. Through this meeting, we will start the close working relationship and continuous dialogue with agency staff, critical for the success of the study. This suggested activity will greatly facilitate production and agreement on a draft study management plan. The management plan will confirm the following:

- Overall study design
- Public involvement program approach
- Work plan and study schedule
- Data, tools and methodologies
- Responsibilities and resource allocation
- Budget and cost controls
- Management and coordination procedures and protocol
- Documentation and review schedule
- Quality control plan

The PB Team will conduct an inventory and assessment of available information relevant to this study to ensure that it builds on past work, avoids duplication of effort, and recognizes all potential influences on the selection of a preferred alternative. Formal documentation from past work dates back over the discussion of past studies in the corridor. We have already assembled much of this material.

Another type of documentation defines the setting within which the alternatives will be evaluated, including the regional land use plan, land use and redevelopment plans for the corridor communities, the region's Transportation Improvement Program, other capital improvement plans, and forecasts of demographic and socioeconomic characteristics.

The final set of references includes various FTA (and/or FHWA) guidance on planning for major investment projects, plus examples of good documentation from recent transit and/or planning studies in this and other urban areas. Since PB is

conducting the national training course for MISs and continuously updating the material to reflect the latest and best of the state-of-the-art, we can provide this at no cost to RCRRA.

The PB Team will assemble and review the various types of documentation. The team will prepare a memorandum that catalogues the materials on hand and include it in the study management plan as a basic resource for the study team.

2.3 *Administration and Management of the Study*

The PB Team will be based in our Minneapolis office. Individual consultant staff assigned to this project will function as members of an integrated team, regardless of their firm affiliation.

The PB project manager will prepare a series of work orders to initiate and control the work in each task. These work orders will specify the work items to be accomplished, designate key personnel, specific work products required, start and end dates, budget, identify the level of detail in which the analysis is to be done, provide an example of the documentation required, highlight any particular concerns that must be addressed, and identify the individuals available to accomplish the work.

We will employ two mechanisms for progress reporting and schedule tracking:

- The PB Team project manager will prepare **formal monthly progress reports** in the format preferred by RCRRA. These reports will include narrative reviews of progress; an updated list of project deliverables and their status; a cost report presenting a comparison of budget figures and costs incurred by task during the reporting period and costs incurred to date; a discussion of any problems encountered and remedial measures proposed; a schedule analysis comparing planned and actual percent completion; and an outline of work to be accomplished during the upcoming month. These formal progress reports will accompany the monthly invoices.
- The PB Team will convene regularly scheduled **informal progress meetings** with RCRRA. The meetings will be held at a pre-established time throughout the duration of the study.

We will prepare and circulate both a formal agenda and minutes for each meeting. The minutes will include a list of action items to highlight crucial week-to-week activities.

We will assign a local project administrator to assist the project manager with invoicing and tracking of schedule and budget. Invoices will be formatted according to RCRRA established procedures.

At the request of Ramsey County Board of Commissioners, we will prepare and present progress/status reports on the development of and implementation schedule for short and intermediate TSM-type improvements in the corridor.

2.4 *Products*

- Project management plan
- Inventory of existing information
- Work orders
- Methodology reports for key technical areas (defined below in key technical tasks)
- Monthly invoices and progress reports
- Meeting minutes

3.0 *Public Education and Involvement*

3.1 *Purpose*

The benefits of participatory planning are multifold and rewarding in numerous ways. It increases the prospects for consensus and, if a build alternative should be selected, the chances for ultimate implementation. Public involvement also greatly reduces the probability of project delays and litigation and inevitably leads to improved planning. Finally, it enhances the legitimacy of a planning process. The arguments for and against citizen participation are similar to those regarding democracy. Democracy and public involvement can be short-sighted, full of surprises, and a source of occasional delay, but over time, they both yield considerably more popular and sustainable results.

In addition, planning in the spirit of ISTEA is simply not possible without meaningful citizen participation because this bill calls for a major new emphasis on participatory planning. The October 1993 Final Rule on Metropolitan Planning further strengthens public involvement requirements in several significant ways. It endorses early and continuing citizen participation and requires

that citizens be given a "reasonable opportunity to comment" during a major investment study. It also calls for proactive processes that provide "complete information, timely public notice, (and) full public access to key decisions". The preamble to these regulations explains that they are a "balance between generalized criteria that will set expected thresholds of expected performance and detailed requirements". There are, however, some specific requirements.

- Adequate notice of public involvement activities and time for public review and comment.
- Reasonable access to technical and policy information.
- Demonstration of explicit consideration and response to public input obtained. When significant written and oral comments are received, a summary, analysis and report on the disposition of comments shall be made part of the final report.
- Solicitation and consideration of the needs of those traditionally underserved by existing transportation systems, including, but not limited to, low income and minority households, Americans with Disabilities Act (ADA) populations, and Native American tribal governments.
- Periodic reviews of the effectiveness of the public involvement program to insure full and open access to all is being provided.
- Coordination of the program with the metropolitan planning organization (MPO), state, and other ongoing programs.
- Provision of timely information to many agencies and individuals, including those representing central city and other local jurisdiction concerns.

3.2 *Methodology*

3.2.1 Public Education and Involvement

Our approach has six key features.

- **Initial personal interviews with at least 100 key community stakeholders** to refine our understanding of the issues and seek public assistance in designing the public involvement program. This may be supplemented with other mechanisms such as telephone surveys, small group meetings and consultations, or *ad hoc* task forces.
- **Design of the public involvement program with the people who will be participating.** Our experience and national research have repeatedly shown that the best programs are developed with the assistance of the public. Thus, we will seek input on the goals and objectives of the program, its principles and methodologies, the study's management and decision-making processes (within the constraints of legal procedures and institutional mandates), and the techniques to be employed, i.e., every single thing we do. This will be accomplished through the community leader interviews and possibly supplemental techniques.
- **Development of tailored programs for each key public.** "One size program does not fit all" and we propose to design and implement a minimum of seven different programs, focused on public sector representatives such as elected officials, agency officials, regional environmental and special interest groups, regional business interests, and, of course, the residents and businesses in the study corridor, possibly sub-dividing them on a geographical or socioeconomic basis. Ultimately we will employ mechanisms for bringing these diverse interests together but initially we propose to work intensively with each individually.
- **Use of a wide range of innovative techniques and strategies** to elicit participation, drawing heavily from both our national public involvement research and the extensive media contacts and public relations savvy of our local team members. There are close to 200 public involvement techniques available today, with numerous more effective options to the old formula of "meetings/newsletters/focus groups". It is clear, for example, that open public meetings do not work very well in most MISs, and we will explore a wide range of options with the public including special interest and geographically-based task forces (our current favorite—we can envision a half-dozen or more associated with this study); an extensive, proactive speakers bureau "on the road" almost every night; an active Web site; possible programs focused on community schools and local organizations; participation in neighborhood events (including sports competitions); a mobile information/feedback center; and other community-based participation strategies. Special emphasis will be given to techniques geared to Environmental Justice populations including ethnic and racial groups, the elderly and disabled, and the poor.
- **Heavy client involvement** in all aspects of the program including the interviews, the development of the program, and its implementation. Consultants are never effective serving as a screen between their client and the public.
- **Responsiveness and follow-up.** This is, by far, the most important ingredient in a successful program. We will document every comment, answer every question, and serve as the public advocates on the team, making sure their

concerns are given a fair hearing throughout. Because our team includes technical planners highly experienced in MISs, we will not be intimidated by corridor team engineers and, indeed, can draw upon the full range of technical specialists for short consultations if necessary to convince the technicians to be more flexible and do out-of-the-box thinking. Attitude is the key: the public is not the "enemy", but rather the consumer and the taxpayer we are serving. We truly believe laypeople can often make significant contributions to project development and decision making.

3.2.2'Scope of Work

1. Initiate the program with a working session with the RCRRA and any others they may wish to invite to begin strategizing the design of the public involvement program. Meeting topics would include preliminary identification of key public sector representatives and corresponding goals for each, discussion of the best ways to obtain community input into program design, proposed principles, and relative roles of client, consultant, and the public sector representatives. Our experience indicates that many project sponsors do not put enough importance on this first key step—identifying what, specifically, we want from public involvement and why, and then determining how to differentiate our appeals to accomplish this. The agency director must be present and the meeting should last for at least a day.
2. Seek public input into the design of the program through community leader interviews and possibly other mechanisms such as surveys, meetings, or task forces. All interviews will be documented and distributed to RCRRA and key members of the study team so we may assess the input as it is received.
3. After the interviews are complete, which should take no longer than six weeks from the Notice to Proceed, the consultant will prepare a draft public involvement program for review and discussion by RCRRA and others as appropriate. At least one client meeting is anticipated, after which we will prepare a final plan for distribution. (Note: even though the plan will be called "final" we expect to make adjustments and additions as the study progresses.)

Key elements of the program will include all the techniques listed in the Request for Proposal.

- **A Riverview Corridor Task Force and various sub-groups** created to deal with specific study-related issues. The Twin Cities MPO has been one of the nation's pioneers in mixing elected officials with citizens on task forces, committees and boards. Portland, Miami, Hartford, Albany, Jacksonville and Phoenix have also used this strategy with great success and it is one of our favorites. We also think sub-groups (either permanent or *ad hoc*, and issue-specific or geographically-based) are an extremely effective way to get substantive public input. To cite just a few of many examples, an *ad hoc* air quality task force on our Hudson/Bergen LRT Project assisted in resolving environmental issues associated with the project; a permanent task force of people with disabilities helped us locate the stations on the Pittsburgh South Hills LRT and worked with our architects to make transit as accessible as possible; a neighborhood group on our East-West Multimodal Corridor MIS in Miami helped engineers realign the transit line to avoid right-of-way impacts; and a permanent public involvement task force in Austin reviewed every single major study deliverable before it was released to make sure they were reader-friendly. (Committing to three-day review periods). During the community leader interviews, we will ferret out the most important issues of public interest, and explore the desirability of creating associated sub-groups.
- **A Technical Staff Group** This group would include the following local entities: Mn/DOT; City of Saint Paul; Metropolitan Airports Commission; Metropolitan Council; Saint Paul Port Authority; Riverfront Commission; and RCRRA. We propose that technical *ad hoc* committees be formed from staff of these agencies, as necessary.
- **Public information**, to include at a minimum, newsletters, fact sheets, and report summaries. As demonstrated by their qualifications and the South Sacramento AA/DEIS case study, **Montoya Communications, subconsultant on our team, has the capability to prepare information in Spanish as well as several Asian languages.** Our local communications specialist, Shaefer Communications, will assist in preparing communications tools (newsletters, fact sheets, boards, etc.) as well as creating a "logo" for the MIS and the associated graphics. Plan implementation at meetings and workshops will include the assistance of Montoya Communications.
- **Meetings.** Large, formal public meetings are often not the best way to obtain meaningful participation and we will explore with RCRRA and the public other methods of obtaining input from the general public. Possibilities include open houses, dividing any large meetings, which are scheduled into smaller break-out groups, and holding meetings in non-traditional places like social clubs, care shopping malls, work places, senior citizens' centers, and museums. RCRRA suggests **child care**, a technique Portland uses regularly; other places also provide transportation for those who need it and many serve light refreshments at meetings. Innovative ways of advertising the meetings can also increase attendance—getting volunteers to distribute meeting notices in

neighborhoods, buses or bus stops, and shopping areas; and faxing or phoning key leaders and groups; having either elected officials or local groups co-sponsor meetings. Many people feel the key to good turn-outs is to "give people a good reason to come"--frame the meeting announcements in terms of the self-interest of the participants, show how transportation related to other goals they care about. The extensive experience of our project manager, **Myrna Valdez**, in facilitating meetings should enhance their effectiveness and, of course, she **can conduct meetings in Spanish, Portuguese and English.**

- **Scoping Meeting.** Based on recent policies issued as part of TEA 21, the Riverview MIS will be kicked off with the public with a formal "scoping" meeting, consistent with NEPA requirements. While this meeting will not require additional effort on the part of the consultant team, by holding it the NEPA process is officially started, and will avoid any delays in the event that the Draft Environmental Impact Statement (DEIS) is prepared for the corridor. Therefore, a public hearing may be needed if the MIS culminates in the preparation of a DEIS.
- **Freestanding display.** Mobile public involvement exhibits are becoming increasingly popular. The Orange County (CA) has a mobile kiosk information center on wheels with an interactive touch screen with computer-simulated images plus information about issues like funding and comment forms. Colorado DOT puts interactive touch screens in shopping centers. Other agencies use equally effective, but less high-tech displays in heavy traffic areas like shopping centers, work places, etc. Such displays are also useful at community events like neighborhood block parties, state fairs, etc. The Missouri DOT has had great success in establishing such displays at local football games, where they are manned before games and at half-time to solicit opinions from people who do not traditionally participate. We would develop a list of all community, sporting, and possibly cultural events with the thought of establishing displays at the most promising. Any display must be accompanied by a feedback mechanism of some sort to be most effective.
- If desired, we will accompany RCRRRA on visits to all major, and some minor (see "ethnic outreach "below) media in preparation of developing **comprehensive media strategies including cable and other TV stations.** These initial meetings will serve to both inform the media about the upcoming study and solicit their coverage, and explore opportunities for joint collaboration. It is sometimes amazing what can be accomplished. The Sioux Falls MPO produces a series of brochures featuring a local journalist which, of course, led to extensive free coverage of their activities. In Seattle, a local television station spent \$50,000 preparing a video on transit around the country and problems in Seattle, which was then used as the introduction to an evening-long electronic town meeting on the station. St. Louis gets frequent public service ads and claims they rarely have to pay. Montana DOT arranges interviews at local radio stations the day before their meetings. Minnesota DOT sometimes does call-in programs at local radio stations; then passes out the tapes. In Madison and several other places, local agencies have talked their local public access station into covering all their major meetings. Metro Council and other agencies use cable TV to announce all upcoming meetings. There are many other things we can push for and we propose a meeting with RCRRRA before the visits to discuss all the possibilities regarding each media and develop a strategy plan for each.
- **School children outreach** is becoming increasingly popular with the realization that if children become involved, they will often prod their parents to do so also. Missouri DOT created a "Lesson in Transportation" which culminated in a statewide contest. Mn/DOT has a workbook for children about snowplow safety. Portland sends meeting notices home with school children. The Port Authority of NY/NJ uses student interns to help with their outreach activities. We propose a meeting with all the principals of the corridor schools at the outset of the project to explain the upcoming study, explore how schools might help with the public involvement program, and discuss how such programs might be mutually-beneficial.
- Many MIS sponsors are now putting their studies on the **Internet.** On our Dulles Corridor (Washington, D.C.) MIS, for example, we received over 400 responses within the first three weeks when we created a Web Site. PB has extensive experience in this and, working with Macromedia Communications, would be pleased to create one for the Riverview Corridor. The real challenge is not creating the Web Site, but developing a system for subsequently cataloguing and responding to the responses received if there are many.
- **A Video** is fairly expensive to prepare but PB has done several for MISs, including one in preparation now for Albuquerque that features public involvement and land use. Blockbuster Video has a community service shelf and will handle the distribution of your project's video for free (i.e., renters do not pay and the store will not charge you for their administration costs). Thus this is an attractive technique but we suggest waiting for our final strategy meeting to see what the costs/value of competing techniques are. As an alternative, APTA has two LRT-oriented

videos, which describe experience across the country. While these videos do not address Ramsey County, they have the benefit of being available for free.

- **Surveys** are a terrific way of periodically checking the pulse of the community and we recommend three. For these surveys C.J. Olsen Market Research will provide their expertise in developing surveys that meet the specific requirements of this MIS.
- In addition, we will use **new approaches to reach people traditionally under-served** such as ethnic groups, the poor, the elderly, and the disabled. Our research for FHWA/FTA shows it is possible to involve the transportation-disadvantaged in meaningful ways and, indeed, a growing number of communities are reporting success. It takes sensitivity, flexibility, ingenuity, and determination, but it can be done.
- **Informal, small-group techniques are often most effective.** When Orange County's (CA) transit authority found all relevant public sector representatives except the Mexican-American community were participating in their MIS open houses, they consulted the community leaders and held supplemental small-group meetings in their neighborhoods—a more comfortable forum for this public. DOTs in Alaska, Idaho, and Wisconsin have also turned to small group meetings to involve ethnic populations. Metro Council modifies its meeting format to draw out participants by asking each person attending a meeting in a minority community his or her opinion.
- **Community and religious organizations and their leaders can be invaluable in building communication between agencies and underrepresented groups.** Albany's MPO uses the Albany Service Corp (a job-training program for disadvantaged youth) to distribute transportation information to low-income communities. A cultural bridge was established after planners from Little Rock met with the African-American Ministerial Alliance on a one-to-one basis. PB is working with ministers and churches in several places to achieve ethnic participation in our MISs.
- **Financial and other incentives** may increase participation. The New Mexico DOT reports that the Alliance for Transportation Research got a grant for a two-day conference for people not traditionally served by transportation. The St. Louis MPO contracted with the Urban League to pay the unemployed (\$100/day) to participate in focus groups to explore how improved transportation might improve their work prospects. In Montana, Blackfeet Community College offers Native Americans college credits for attending community meetings.
- **Non-mainstream media are being used for communications.** Radio is often more effective than print. Sacramento's transit agency features interviews and call-ins on a Spanish radio station. Seattle's transit agency advertises in different languages in minority newspapers to obtain increased participation. St. Louis' MPO aggressively promotes public service announcements in minority media. Metro Council actively cultivates the owners of minority media to get free coverage.
- **Innovative recruitment tactics are proving effective.** NJ TRANSIT hired drug rehabs to distribute meeting flyers to downtown Newark shoppers. Houston's transit agency puts flyers on the door knobs of apartment dwellers. Sacramento's transit agency used "grocery store outreach". During a Los Angeles MIS, the transit agency's Spanish-speaking staff walked through neighborhoods in East LA (a heavily Mexican-American community), personally inviting people to attend—which resulted in very high turnouts. The Arkansas DOT sends staff to churches and field work places. Roanoke makes personal phone calls to encourage the participation of low income and minorities.
- **Special meeting provisions and supplementary techniques also help.** The Boise MPO reaches the under-served through group homes and head start centers. At the inception of its long range plan, Georgia DOT had forums for minorities so the planning process could address their concerns from the outset. San Francisco's MPO has a special Minority Citizen's Advisory Committee. Many agencies have one or more seats for minority or ethnic members on their committees. Wisconsin DOT created focus groups for ethnic groups.
- **"Don't use all white men in suits" was a recurring theme.** Our lead study spokesperson will probably be wearing a suit, but she is definitely not a white male (and she will dress casually if appropriate).
- Finally, and most importantly, **the cultures of the communities need to be understood.** Our team includes people of, or very familiar with, the cultures of all the affected disadvantaged groups in the study corridor—Myrna, the staff of Montoya, Thomas Smith. As we craft with RCRRA the public outreach program, we will look to them for leadership in dealing with the public sector representatives they are most familiar with.

Finally, we will explore **other innovative techniques**, including the following.

- Putting more effort into the development of a **mailing list**. NJ TRANSIT, for example uses theirs as their public involvement data base, keeping track of what mailings each person receives, what events they attend, and their issues and concerns. Seattle's transit agency maintains a general mailing list of 20,000 and a priority list for more detailed information of 1500.
 - Planners are increasingly paying more attention to the **business community**. San Francisco's BART sends faxes to 500-600 major businesses at a cost of 25 cents per minute. In some communities, businesses will participate with everyone else; in others, they prefer their own personal avenues of communication. Their importance in major investment transportation decision-making cannot be overestimated, and we recommend that considerable attention be paid to this public.
 - Several agencies are using citizens as **public involvement helpers**. In Denver, community leaders are interviewed and briefed by the transit agency, and then sent out to talk to community organizations. In San Francisco, BART's CAC members go out to the community as speakers and help sponsor town meetings. As part of their long range transportation plan, Atlanta's MPO will recruit and train citizens as an extension of their staff, thus vastly increasing the number of contacts that can be made with limited resources.
 - Numerous agencies are exploring new concepts in **partnering**. Metro Council sponsored a series of open forum public meetings with 27 local organizations. The St. Louis MPO has joint projects with the Missouri MOS, the St. Louis County Economic Council, and the Urban League. Vancouver's MPO hooked up with the transit agency to provide interactive games at a state fair. On a Louisville MIS, a local transit advocacy group has assisted in public outreach at community events.
4. **Implement the program.** Hopefully, we have demonstrated we are aware of the state-of-the art in public involvement, as well as convinced you that we cannot propose a specific program at this time. To be most effective, the program must be developed with you and the participating "public sector representatives". Further, our experience has shown that the best programs are highly flexible and will change as the study progresses. This presents obvious budget and administrative problems. Our proposed solution is to suggest an overall earmark of total study funds to public involvement of 40 percent. We have given you a cost of the initial community leader interviews and strategy meetings with you. The remaining money will be allocated to various public involvement activities you select upon completion of the community leader interviews. You might establish a public involvement hour bank, to be drawn from with your approval, or initiate each activity on a task-order basis.

PROPOSED PUBLIC INVOLVEMENT PROTOCOL

The principles listed below are proposed as a component of the Riverview Corridor MIS public involvement program. Suggestions for improvement will be solicited from RCRRA and the public.

- Participation will start on the first day of the study and continue until the end.
- The public involvement program will be as extensive and high-profiled as resources permit, and RCRRA will take aggressive initiative in reaching out to people.
- The study participants will make a concerted effort to employ a variety of opportunities for all sectors of the public to be involved. The specific techniques to be used will be largely selected by the public sector representatives addressed.
- All interested participants will be kept informed in simple, jargon-free language about the study, its progress, and key decisions.
- Whenever possible, the emphasis will be on uncovering issues, exploring viewpoints, and understanding/probing positions.
- The program will be flexible and RCRRA will quickly adapt to new issues, stakeholders, exogenous events, etc. Periodic formal evaluations will be scheduled.
- RCRRA will build upon past public involvement programs in the study corridor, incorporating what has worked best.
- The program will be in sync with the ongoing technical activities. Efforts to solicit public views will be intensified prior to major decision points. These are: the initial interagency agreements, alternatives definition, alternatives refinement and evaluation, and selection of a locally preferred alternative.

- The study team will be completely objective in presenting and evaluating the range of transportation and related land use and policy options and strategies that are possible.
 - All reasonable suggestions will be given serious consideration. Citizen inquiries will be followed up promptly with answers and information.
 - RCRRA is committed to recommending solutions that have consensus. This does not mean unanimous acceptance of the study results. It does imply, however, that a recommendation is clearly and widely understood, that there is basic and relevant support upon which a reasonable argument can be made for moving ahead, and that there is no significant opposition to the point where efforts to sabotage the recommendation could be successful.
3. Seek public input into the design of the program through community leader interviews and possibly other mechanisms such as surveys, meetings, or task forces. All interviews will be documented and distributed to RCRRA and key members of the study team so we may assess the input as it is received.

COMMUNITY LEADER INTERVIEWS

Our team proposes to conduct at least 100 personal interviews with the key stakeholders over the first eight weeks of the study. These leaders would be identified with assistance from RCRRA, who may wish to conduct some of the interviews themselves or accompany us on especially critical ones.

Typical Questions

- What issues should the study address?
- What alternatives must be studied?
- How do you prefer to be involved?
- What methods of participation work best?
- Who else should we contact?

Candidate Target Stakeholders

- Elected and appointed officials
- Regional environmental and other special interest groups
- Local and regional business interests
- Corridor public sector representatives
- Media
- Transportation disadvantaged populace

Benefits

- Early good will
- Public involvement from day one
- Early identification of study issues and concerns
- Assurance that all key stakeholders are covered
- A more effective public involvement program

3.2.3 Products

- Formal public involvement report.
- Products of the technique implementation.
- Documentation of program, including a response record.

4.0 *Definition of Alternatives*

4.1 *Methodology*

Until the problem is clearly defined the correct solution cannot be found. The definition of the alternatives must begin with a good definition of the problem. If the problem is defined as "a lack of parking in downtown Saint Paul," the alternatives will be very different from those that are developed from the following problem statement "access to downtown Saint Paul, the airport and major tourists attractions within the corridor is compromised by existing congestion." Once the problem is defined it is important to gain consensus on the definition, because the goals, objectives and evaluation criteria will all be developed based upon the problem definition. This task will be developed immediately after the first round of public meetings/interviews are held to ensure that the problem embraces the initial input received from the community.

4.1.1 *Phase I: Refine the Initial Set of Alternatives*

Technical Memorandum #1, prepared for the Riverview/Hiawatha Transitway Study, has already defined four alternative alignments with transit options for evaluation:

- Bus in mixed traffic along West Seventh Street
- Bus on shoulder on I-35E
- LRT or Busway on Shepard Road
- LRT or Busway on the Railroad Corridor

As we review the technical work previously prepared for this corridor, we will clearly identify in our Definition of Alternatives technical memo that prior work properly identified, analyzed and dropped certain alternatives from further consideration, and that this process is documented in specific documents referenced in this MIS

Within these alternative alignments there are a number of options that must be considered including how best to serve downtown Saint Paul, connections to the Phalen Corridor through the Lower East Side, how best to cross the Mississippi and connect to the Hiawatha Corridor, and short-term improvements that could be implemented within a one to five year period to implement immediate transportation improvements in the corridor. With this latter concept in mind, we propose a proactive approach to developing the alternatives that includes short-term improvements. While the TSM alternative should stand alone as its own viable solution to the transportation problems in the corridor, each "build" alternative should also be developed by integrating TSM-type components as part of a phased approach to resolving the problems in the corridor. If the TSM alternative is not selected as the locally preferred alternative, by integrating short-term improvements into the "build" alternatives the corridor can begin to implementing its preferred alternative in a phased manner. Of course, this has yet to be ascertained as viable during the development of the "build" alternatives.

In addition to these alternatives the Initial Set, or Phase I, will have to include the No-build and the TSM alternatives.

- The no-build alternative examines the impact of implementing only existing and programmed improvements to the transportation network within the corridor, while assuming future levels of travel demand. The No-build alternative is required by both the MIS guidelines and NEPA as a base against which to compare the "build" alternatives. It will consist of the existing and planned transit services, plus the existing and planned roadway network.
- The Transportation Systems Management (TSM) alternative will include relatively low cost operational and physical plans and strategies to improve the existing transportation facilities in the corridor. As previously indicated, if the TSM alternative is not selected as the "locally preferred alternative," it is anticipated that the improvements identified in the TSM Alternative will become an integral part of the selected "build" alternative, and will be comprised of improvements that can be implemented immediately, and within the 5-year short term. These improvements will be scheduled and costed out as part of the "build" alternative. Although the nature and extent of the improvements have not been finalized, possible TSM actions could include some of the following:
 - Transit routing changes.
 - Schedule modifications.
 - Service changes such as skip-stop operations.
 - New services such as express, shuttle and feeder lines.
 - Traffic engineering measures including ramp metering, priority bus lanes, pre-emptive signaling, and other preferential bus treatments.
 - Changes in roadway or intersection geometries to ease flow and maneuvering.

- New park-and-ride lots and bus stops.
- Policy modifications on such issues as fares, transfers, and off-peak service.
- Land use policies to support transit ridership.

The initial set of alternatives will be presented to the public during the first round of meetings and the various constituencies will be given the opportunity to suggest additional alternatives to be examined. These Phase I alternatives will be developed to a level of detail that will allow the study team to compare and/or identify fatal flaws. This task serves two purposes. The first is to show decision makers that all feasible alternatives are being considered and the second is to provide the information necessary to compare and eliminate a potentially large number of alternatives. Using existing information, all of the initial alternatives will be placed in a matrix and rated against an agreed upon set of evaluation criteria.

The key to the Phase I analysis will be early identification of fatal flaws. Some "fatal flaws" will kill a project, other flaws can be mitigated by moving the alignment, or by providing mitigation measures that can add substantially to the cost. Other flaws, such as political or neighborhood opposition, can be mitigated with a good public education and involvement program.

Once the alternatives are rated in the matrix, a round of meetings will be held to help with the elimination of alternatives. Inevitably, an additional alternative or modification will rise out of this process. The team will need to be able to respond quickly to provide the feedback/evaluation for the new alternative on-the-spot, if possible. The task in this evaluation Phase is not to exclude alternatives, but to define them, incorporate them, rate them, and then move on to the subsequent tier. Experience in facilitating these meetings is critical. Staff must be able to help the public weed-out the undesirable alternatives without alienating the supporters of the alternative.

4.1.2 *Phase II: Alternatives Definition*

The process results in the study resources being focused on the alternatives that have the most viability, and in a more comprehensible presentation of the study results. We envision a set of three to five alternatives, in addition to the no-build and TSM, emerging out of the initial screening step.

Following the Phase I screening step, the alternative definitions will be further refined to establish the detailed set of alternatives. The following information — consistent with the level of definition of the alternatives at this stage and the data that is available or can be developed — will be included in the alternatives' definitions. We will build as much as possible on prior corridor work, simply filling in needed gaps.

- Land Use Interaction
 - Zoning overlays
 - Transit stop spacing/densities
- Physical data
 - General alignment or route locations
 - Basic design characteristics and assumptions
 - Right-of-way characteristics
 - General intersections, station, stop, terminal and park-and-ride lot locations
 - Improvements to on-street bus service
 - Information developed for any surviving modifications or variations
 - Maps and graphics depicting all physical facilities
- Operational data (developed in conjunction with the operations planning task)
 - Vehicle type(s) and characteristics.
 - General service areas and subareas.
 - Feeder bus routes, systems, and services.
 - Data on service plans, fare policies, and external (or overall operational) constraints.
 - Preliminary transit supply factors or parameters (to be translated into headway and vehicle requirements).
- Other data
 - Order-of-magnitude capital costs
 - Preliminary station planning parameters (such as park-and-ride lots)
 - Unique or special features

Because a fairly substantial compendium of data will result from this definition/refinement, the description at this level will be structured to provide an initial summary description of each alternative and will serve as the first version of the definitions of

alternatives report. The preliminary report will function as a source or control document for the entire study, to be updated as refinements in the alternatives occur.

As part of this subtask, specific itemized descriptions will be included to describe exactly what TSM measures and programmed improvements are included in the No-build and TSM alternative. These may include policy areas (parking management schemes, for example) as well as physical and operational changes. A general review of the entire set of alternatives will be made to see that they satisfy federal as well as local requirements. This review will ensure that the alternatives that have been defined which focus on the identified problems in the corridor; are tailored to the project's adopted goals and objectives; provide decision makers with an appropriate range of options (with no unacceptable gaps); feature consistent assumptions across modes so that an unbiased evaluation can be made; and are expected to be feasible (physically, financially and operationally).

The final alternatives will be further refined to reflect land use, and redevelopment goals. These alternatives will be subject to sensitivity analyses and modeling to determine the interaction of the various land use scenarios and transportation alternatives. **Design details that are not required for these planning level decisions will not be developed in this study.**

Once this information is in place a second more detailed evaluation matrix will be developed in order to select a locally preferred alternative (LPA).

4.2 *Products*

- Draft Definition of Alternatives Report
- Screening criteria
- Screening of alternatives technical memo
- Definition and Evaluation of Alternatives Report

5.0 *Analysis of Land Use Impacts*

5.1 *Methodology*

In this section of our proposal we summarize our approach to work plan elements H, I, J, and K of the RFP. These include "land use relationships/economic development potential", "policies and actions", "station area design", and "center city issues".

These four tasks will be performed in a fashion that is integrated not only with one another but also with the extensive public involvement effort, which has been described in Section 3.0. In our work, we intend to achieve the following goals:

- Identify the indirect and induced impacts of each of the Phase 2 alternatives on land use and in the vicinity of the improvement;
- Develop an integrated community development and transportation alternatives for the Riverview Corridor;
- Support City, County and RCRRRA staff, without creating dependence on consultant services;
- Build on existing City of Saint Paul and Port Authority neighborhood and small area planning efforts, including redevelopment plans;
- Involve, inform and energize corridor residents, businesses and land owners to see the potential for the Riverview Corridor;
- Visualize a new built environment for the corridor in which transit plays an important part; and
- Identify policies, investments and services needed to enhance the Riverview Corridor as a place to live and work and thus bring about the development potential which we will identify.

5.1.1 *Review of Existing Studies*

Early in the study process, we will assemble and review relevant studies, ordinances, policies and plans for the Riverview Corridor as well as larger scale plans which may affect it. The PB Team will walk and photograph the corridor and station areas as part of the data collection effort. The plans and studies will range in scale from the Metropolitan Council's 2040 Urban Development Strategy on the one hand, the Saint Paul downtown (Saint Paul on the Mississippi Development Framework), to site-specific urban redevelopment plans for such locations as the Civic Center/Arena area, the West Seventh/Chestnut Small Area Plan, the Brewery Ran-View Small Area Plan, the Koch-Mobil Development Site, the Shepard Davern/Gateway Small Area

Plan, and the Gateway Project within the Riverview Corridor itself. PB staff is already familiar with City of Saint Paul, Ramsey County and Metropolitan Council Planning documents and will assemble these reports in a cost-effective manner.

5.1.2 Review Existing Real Estate Market Conditions (Maxfield Research)

While reasonable estimates and forecasts of population, households and employment are available through local and national sources, there is no central, organized source of information for current real estate market conditions and trends. In order to understand the ways in which transportation in general and transit in particular can influence urban development, it is necessary to start with an overview of real estate markets.

Work on this task will be ongoing through both Phase I and II of the Definition and Evaluation of Alternatives described in Section 4.0 (approximately, first five months of study). It will tie into both the screening (fatal flaw analysis) of the Phase I alternatives (long list of alternatives), and the development of initial land use and development plans and scenarios for each of the Phase II alternatives.

In the Phase I analysis of alternatives we will gather information on current real estate market conditions for a variety of land uses including housing, office, retail and industrial. This information will serve as a basis for analysis of the economic development potential of the Corridor as a whole and later provide input into the analysis of station areas.

We will identify specific short-term and long-range market trends and capture rates for each land use type in addition to opportunities and constraints regarding potential economic investment in the Corridor, in light of existing and future uses.

For the Phase II analysis of the short list of alternatives, we will develop specific growth scenarios (population, households and employment over the next twenty years) for each Phase II alternative and station area.

We will collect an inventory of housing and commercial and industrial space in the Corridor and adjacent areas. We will review the physical attributes of existing development in light of their potential for other uses as a result of transit improvements. We will identify recent and pending developments. We will analyze the potential impacts on adjacent neighborhoods as they transition over time in response to any transportation changes.

This information will supplement the extensive knowledge available about transportation conditions and provide a foundation for the completion of subsequent tasks.

5.1.3 Focus Group/Market Research (Montoya Communications, Schaefer Communications)

The decisions, which will affect the future of the Riverview Corridor, will be made by four sets of stakeholders--households, businesses, developers and government agencies. We propose to conduct focus group discussions with each of these stakeholders as part of the public involvement program in order to understand what factors and conditions will affect their location choices. We propose using the firms of Schaefer Communications (SC) to assist in the preparation of materials; Montoya Communications in leading the focus group discussions; and Quam Sumnick & Associates to coordinate market, financial and economic data, investigate development/redevelopment viability, and participate in public group discussions on potential development programs.

Households are constantly faced with decisions about whether and where to move. We will convene an appropriately selected sample of Saint Paul area residents and ask them a series of structured questions about how they perceive different parts of the Riverview Corridor as a place to live and what might affect their decision to locate there. We will explore the role of transportation in general, and transit in particular in affecting those locational decisions. We will also necessarily review other public investments and services, such as public safety, human services, and other infrastructure investments, which may play an important part in that locational decision.

In a similar manner, with a cross-section of businesses, we will explore the factors and conditions which affect decisions to locate appropriate and/or desirable businesses in the corridor. Discussions with businesses will focus first on transportation related issues, such as the role of accessibility to labor markets, customers and suppliers. As with the household focus group, we would also examine non-transportation issues to identify those, which may play a key role in affecting business investment or reinvestment decisions in the Corridor.

With an appropriate sampling of developers, we will explore issues that might affect their decisions to invest in the Corridor. These will include, in addition to transportation related issues such as accessibility and visibility from the transportation system, such other issues such as individual site preparation and clean-up costs, land prices and land assembly issues, zoning and regulatory issues and others.

With government officials we will review the factors and conditions which are affecting the policies, plans, investments and ordinances in the corridor. We will identify actions by the private sector, which might lead government to increase their investments or alter their regulatory standards. As discussed with RCRRA, an ad hoc working committee might be formed to regularly meet and discuss the possibilities that transit in coordination with other policies may offer to support economic redevelopment. This committee would include St. Paul staff from the Planning and Economic Development Division.

The results of the focus groups will be summarized in a report where we will identify the specific factors and conditions that constrain or induce location choices by businesses and households, investment decisions by developers and policy, pricing or regulatory decisions by government. Information gathered through market research and the focus group sessions will play a key role in shaping the specific implementation strategies which will result from the integrated transportation and land use plans being prepared as part of this MIS.

5.1.4 Developable Land Inventory (Rowekamp Associates)

Before undertaking small area or station area plans, it is necessary to have an inventory of vacant and redevelopable land in the Riverview Corridor. Much of the information necessary to prepare this inventory is already available. PB staff will review information available through geographic information systems at the local and regional levels. Sources of such information include the City of Saint Paul, Ramsey County, and the Metropolitan Council. In addition, we will review available maps, photos, paper inventories and other resources.

From this information we will prepare a composite map and inventory of vacant and redevelopable lands. In addition, to the extent supported by existing GIS information, we will assemble other GIS "layers" such as environmental constraints on slope or water, current land use and zoning designations, and parcel locations and boundaries. This will greatly expedite this task as the GIS system is operational in the offices of Rowekamp Associates, our GIS subconsultant.

Lands suitable for redevelopment will be identified based not only on stated city priorities and goals, but also on market valuations. We will develop an index of the value of improvements to the value of land on each of the parcel in the Corridor, and use conventionally accepted building to land ratios to identify those parcels which in market terms are suitable for redevelopment. These will be parcels whose value lies not in the improvements but in the underlying land itself.

All of this information will be used in two ways. First, it will become one of the screens for determining which Phase I alternatives should be advanced to Phase II. This will occur through the presentation of an opportunities and constraints map of land use and parcels in the corridor. As part of this task, we will also review, from existing information, current land use trends and conditions in the Corridor. All of this information will become a base on which we will build station area plans in subsequent tasks.

5.1.5 Station Area Planning: Initial Public Involvement Events (PB, ZGF & SC)

The core of the PB planning work efforts will be the development of a set of integrated transportation and land use plans for each of the nodes where neighborhood links with high capacity transit are made. These nodes are technology neutral and from this point forward in this proposal are referred to as "station areas". These activities will be worked on by PB, Zimmer Gunsul Frasca Partnership (ZGF), and Schaefer Communications (SC).

The station area planning process, using public involvement mechanisms established in Task 3.0, will be a collaborative one, involving the public, City and County staff, as well as Authority staff, through the Technical Staff Group identified in the RFP. We will group sets of stations from each of the Phase II alternatives for use in this analysis.

At the first round of public meetings held at the station area level, we will have two goals. The first is to explain and present a set of material to attendees. This material includes the results of the real estate market research and focus groups described in subtasks 1.2 and 1.3 above, which form the basis for the team's understanding of current conditions. Also included in this stage of the workshop will be an overview of currently vacant or redevelopable lands, from the land use inventory subtask. We will prepare an opportunities and constraints graphic for each station area to assist in the overview of key transportation and land use relationships at the first round of public meetings.

Secondly, we will present a brief overview of key transportation and land use relationships, which underlie our approach to station area plans. This information will be based on national and international experience of Parsons Brinckerhoff and ZGF, as well as research, which PB has completed for the Transportation Research Board. Examples of the kinds of topics to be dealt with in this aspect of the workshop include an exploration of how transportation investments have influenced land use and development, a discussion of the key factors and conditions which affect the prospects for station area development in high capacity transit corridors, and an examination of the ways in which the built environment in station areas affects the kinds of

travel choices that residents and employees make. Examples from other projects will be used to show before and after conditions in real places.

Information for this overview of transportation and land use relationships will be drawn from PB's award winning LUTRAQ project in Portland, Oregon, PB's international study of "Transit and Urban Form" completed for the Transportation Research Board in 1996, and PB's knowledge of best practice in cities around the United States. The work and process established as part of the LUTRAQ project is applicable to non-rail alternatives, as well.

Thirdly, we will conduct an open discussion designed to identify goals and issues, which the station area plans should address. These goals will become organizing principles for station area design concepts, land use plans, and recommended transportation improvements. We expect that different station area constituents will identify varied goals, reflecting the different conditions found in the corridor as well as the different values and preferences for neighborhood and station area development. Some station area participants may advocate rapid and extensive change; others may advocate little or no change to the transportation and land use system. We will diagram emerging organizing principles and land use plans at each meeting.

In preparation for these meetings we will prepare information packets through the public involvement program which attendees will receive. These packets will include concise and effective information on maps, tables and photographs, as appropriate. From this first round of meetings, participants will emerge with a higher level of knowledge both of local conditions, local preferences and local goals for transit oriented station area development.

Following the first round of meetings, we will prepare graphics, which represent conclusions reached at each meeting. These will comprise plans and diagrams of the station area and of the station platform and its approaches. Various opportunities presented by each will be identified and may lead to more than one concept for land use and development configuration at each site. The development concepts will be coordinated with the economic development activities. These materials will be reviewed with staff and the consultant team. A concise, illustrated summary on each station site will be prepared and subsequently included in the advance information packets for the second round of meetings.

5.1.6 Station Area Planning: Second Public Involvement Event

At this second phase of the station area planning process, we will build on the knowledge gained from our first round of station area meetings, including the issues and visions of participants. These may include residential and/or nonresidential developments. We will take the set of goals and issues identified by participants in each station area planning session and use it as the basis for the development of a conceptual land use plan for each of the station areas selected for inclusion in Phase III of the work, and detailed renderings for each station area.

This conceptual plan will identify the land uses, intensities, site design features and amenities that stakeholders would like to see part of the landscape of the Riverview Corridor. The workshop participants and consultants, working cooperatively with staff, will pay particular attention to the role of transportation in general and transit in particular in making this vision possible. Thus, the workshop will result in agreement on the preferred location for any high capacity transit station or stop, a list of features or characteristics of the built environment in the immediate vicinity of the station and, if needed, set of other transportation improvements such as traffic calming, parking, intersection designs, landscaping or other features which will support the land use and development concept, and preferences on alternatives under consideration. It is not until this second workshop is held that the consultant team will be able to translate these characteristics or features into renderings of specific sites.

Our review of corridor conditions suggests that there are at least four types of station areas that will be the subject of the conceptual plans developed in this subtask. They are central places, redevelopment sites, transitional places and established places. We discuss and illustrate each of these place images briefly below.

Central places and potential station areas in the Riverview Corridor include the following

- Fort Snelling/Bishop Whipple GSA Building
- Highland Park
- Davern Street
- Rankin Street/Pearson Candies
- Homer Street
- Elway Street
- Otto Avenue
- Randolph Avenue

- St. Clair Avenue
- Chestnut Street
- United and Children's Hospital
- Civic Center Area
- Cedar Street
- Union Depot
- East West Seventh Street
- Arcade Street

Most of these places have been the subject of other studies in the 1990's including the City's downtown waterfront implementation framework report, the Phalen Corridor Initiative and Corridor EIS, and various redevelopment and small area plans. Several of these central sites are also redevelopment sites, such as the Koch-Mobil site along West Seventh Street, the Shepard Road realignment, and Williams Hill north of Downtown Saint Paul. Key issues which we expect to address in the conceptual station area plans include multi-modal access, parking, local traffic and circulation.

Central Places

Both the central cities of Saint Paul and Minneapolis have been experiencing pressures and stresses common to core cities in urbanized areas around the country. As identified in the Metropolitan Council's 1992 State of the Region report *Trouble at the Core: The Twin Cities Under Stress*, the central cities are experiencing deteriorating neighborhoods, deepening poverty, and stalled income growth. However, both central cities continue to plan and implement policies and programs to reverse these trends. They have found ways to bring new employment opportunities into their respective cities and improve and renovate neighborhood housing. As described below, the Riverview Corridor MIS will integrate the plans, policies and programs of the City of Saint Paul, as appropriate, to help achieve the goals of the center city and improve the area.

The PB Team will work with the City of Saint Paul and the downtown interests (such as Capital City Partnerships, Riverfront Development Corporation, Building Owners and Managers Association, Saint Paul Area Chamber of Commerce, and others) to assess the integration of the corridor alternatives on the *Saint Paul on the Mississippi Development Framework*. This will occur through individual meetings with the groups and through focus groups, further described in Task 3.0.

In the Saint Paul central business district, particular attention will be paid to connections to the existing and proposed development. Impacts to and benefits from parking in the CBD will be assessed, as will connections to the existing transit service serving the downtown area. This element will be particularly important for those alternatives, which pass through the core of the Central Business District. It will also be necessary to consider the impacts of the alternatives on the capacity of the downtown streets and the impacts on the operation and level of service of the downtown streets.

Other important issues for this task to address are the relationship of the alternative alignments to the new Science Museum and the new ice arena complex. Also, the *Saint Paul on the Mississippi Development Framework* promotes the regreening of the downtown river valley and bring people to the riverbanks. The alternatives along Shepard Road will have to be analyzed for pedestrian movement and visual impacts. The ability of the corridor and the alignments through the central business district will be assessed for their ability to increase activity at the street level. Another opportunity to be assessed is the proposal for a ring of urban villages surrounding the downtown, adding 1,500 housing units, as proposed in the *Saint Paul Land Use Opportunities: Discussion Paper for a New Citywide Land Use Plan*. These urban villages would need to be considered as both origins of riders into the core of the CBD and as a destination for shopping and work trips, as they are seen as mixed-use developments.

Products from this subtask will be one or more technical papers (number to be determined by the RCRRA.) These technical papers will assess the impacts and opportunities of each alternative on the Saint Paul Downtown in the areas of land use, transportation, parking, pedestrian movement, enhanced street level activity, connection to developments, and visual. Any other issues identified through the interview and focus group process will be included in the assessment.

Redevelopment Sites

Redevelopment sites, which may be the subject of station area plans, include the following:
Koch-Mobil site

- Shepard Road Riverfront

- Phalen Corridor.
- Arcade Street
- Union Depot on the riverfront
- Chestnut at Shepard Road
- Randolph Avenue
- Otto Avenue

In these locations, land use, development density and site design take on special significance, since most all of the development will be new construction. Linkages with transportation, and transit in particular, will be significant as well.

Transitional Places

Transitional places are ones where the existing inventory of structures is likely to remain but the market for these structures may change, bringing new residents and businesses into the station area. As is true for redevelopment sites, there may be questions related to physical infrastructure; however, they are less likely to be critical in transitional areas than in redeveloping ones. Parking policies and land use controls may be especially important. Public services, including public safety and human services, may play a role in this station area planning process, as well as the design of public spaces and amenities. An example of a transitional place is the Sibley Plaza area, a retail center that has experienced substantial tenant turnover. There are also other long-established businesses in this area, such as Nedved's Florist.

Established Places

The fourth category of station areas, the established places, are those whose land use character is well established and where real estate markets will use available sites to offer development of similar scale and quality to that which already exists. Examples of these station areas include Crosby Lake Business Park south of West Seventh Street and west of Interstate 35E. Other examples are listed below:

- Union Depot on Fourth Street
- Cedar Street
- United and Children's Hospital
- St. Clair
- Davern at RR Crossing
- Cleveland Avenue
- Fort Snelling/Bishop Whipple GSA Building

In these places transportation issues include the siting of transit facilities, as well as more general concerns about traffic and circulation in and near the station. The issue of public safety may also play a role in the plan.

Workshop Process

The actual workshop process will consist of a series of structured discussions and breakout sessions at which participants develop a common vision for land use and transportation in the vicinity of the station. This vision will build on and pay special attention to the concepts of "transit oriented development" or "transit villages" which the Parsons Brinckerhoff team have developed in other cities including Portland, Oregon, where these concepts play a central role in all station area planning and development for the regional light rail system.

Supporting the work of the participants and the stakeholders, ZGF) will develop visual images that capture the concepts desired by the workshop participants. Many of these images will be rendered "live" at the workshops and be saved for later use/refinement and reproduction in reports. It is anticipated that these images will be black and white, and conceptual in nature, as they will be produced during the workshops. Other images will be developed using the computerized imaging process offered

by Macromedia Technologies. The number of images is left open at this time, with a proposed budget to be used as needed. Conceptual land use maps developed at the workshop will be put in final form for inclusion in the draft report from this task.

Following each meeting, the results will be reviewed with staff and other members of the consultant, and determine the appropriate follow-up for each. Up to two alternative concept plans for each station area will be prepared, illustrating how existing land uses might change following construction of light rail or a busway. Significant changes in access to and around the future station will be shown, as well as changes in building configuration and uses, and changes in landscape. Illustrative cross-sections and other colored representations of the streetscape and general character of the place envisioned at each station area will be prepared. Included will be a set of conceptual black and white renderings, which illustrate the land use and transportation vision for each station area as visualized during the second round of meetings.

The product of this task will be a set of station area plans that include the following:

- Land use, including targeted development sites and mixed-use development opportunities.
- Development character/type (density range, height, massing, siting)
- Urban design framework
- Public open space/neighborhood linkages/pedestrian environment
- Streetscape design: key concepts/opportunities; illustrative cross-sections.
- A conceptual land use plan dealing with uses and development densities.
- Maps showing the relationship of the land uses on the site.
- A list of specific transportation improvements, which support the land use, plan concept.
- A set of conceptual black and white renderings (two per site area) which illustrate the land use and transportation vision for each of the station areas visualized during the second workshop.
- A set of computer aided images, up to the amount budgeted, for key locations where this medium is more appropriate for conveying the images.
- A set of detailed, more traditional colorized renderings for all stations identified for the most promising two alternatives.
- A list of other recommended actions, investments or services required supporting the plan.

Recommended Policies and Actions

The PB Team will develop a set of balanced recommendations and specific actions be taken in order to support station area plans. These are in addition to the entire set of recommendations associated with the preferred transportation alternative itself, which emerges from the MIS process. The recommendations connected with this land use task focus on such things as:

- Zoning ordinances or station area overlays.
- Design guidelines, which govern the characteristics of new and renovated structures.
- Parking policies or standards consistent with station area plan goals.
- Specific non-transit related infrastructure investments, which may be required to achieve the plan, including investments in other utilities and amenities.
- Recommendations for public services which support the implementation of the plan, such as public safety or human service programs.
- Recommendations for the application of specific, existing state and local financial incentives in order to bring about the desired development pattern, such as Livable Communities grants, Surface Transportation Program CMAQ and Enhancement grants, as well as funding from the City of Saint Paul, Ramsey County, Saint Paul Port Authority, Minnesota Housing Finance Agency, Minnesota Department of Trade and Economic Development, Minnesota Planning, and the Metropolitan Airports Commission.
- Identification of new or additional incentives beside those already available through existing programs.

In addition, we will develop a specific assignment of households and employment to the station areas for use in travel demand forecasts for Riverview Corridor improvements. These assignments of households and jobs will be in a format fully compatible with the needs of the local travel demand forecasting system, and they will be consistent with the overall plan and place image for each of the station areas included in the corridor study.

We will submit the station area plans and supportive recommendations for review by the RCRRRA. We will define and clarify these recommendations to meet the needs of both the Authority and the stakeholders who have participated in the process.

5.1.7 Summary and Conclusions

The land use and redevelopment planning process described in this section of our proposal distinguishes the Riverview MIS from others being developed in the United States today. Parsons Brinckerhoff pioneered in Portland, Oregon, the development of an integrated transportation and land use alternative for inclusion in an MIS, and to the best of our knowledge, this represents the only corridor level application of an integrated transportation and land use plan MIS in the United States. The PB team would be especially proud to work with the Ramsey County RCRRRA to develop the second, and to work with the City of Saint Paul to implement it, just as we have done in Portland.

We view ourselves as partners with the City of Saint Paul, the Metropolitan Council, Ramsey County and the RCRRRA, as well as the City's Port Authority in a collaborative process for creating the best possible plan for the Riverview Corridor. In our role as consultant planners, we look forward to building on existing plans as well as the well established working relationships, which our staff enjoy with local government in Saint Paul.

Our goal is in this work effort to not only to develop a technically sound land use and transportation plan, but also a plan which enjoys the support of residents, businesses, government and developers, who, working together, will create the support necessary to move into plan implementation.

5.2 Products

- A technical memorandum on the results of focus groups of residents, businesses and developers;
- A technical memorandum on real estate market conditions for key uses in the corridor at the sub area level;
- An inventory of developable lands;
- A technical memorandum, supported by illustrations and computer renderings, which describes a new future place image for the Riverview Corridor, replacing the current fragmented series of images, given current land use conditions;
- A set of station area plans for all agreed upon station area locations at a level of detail sufficient to support decision making in the MIS;
- A set of community education tools, including illustrations, computer-aided images, maps, fact sheets and other products, to inform and involve the public in the development of a new place image for the Riverview Corridor;
- A set of illustrative station area designs for prototypical station area types to be identified; and
- A technical memorandum containing recommended policies, incentives, actions, investments and ordinances that should govern the implementation of the Riverview Corridor plan.

6.0 Conceptual Engineering/Capital Costs

6.1 Purpose

As part of a major investment study conceptual engineering and the related capital costs are developed for the detailed set of alternatives (the alternatives after some level of initial screening). Some level of initial engineering information may need to be developed to allow for screening of alternatives. Care will be taken throughout the MIS not to "over-engineer" or expend efforts that are not useful in the subsequent tasks. Close controls, including concise tasks, work orders, schedules and task budgets, will be used to maintain the "conceptual" nature of the MIS, and limit the engineering tasks to a "fatal flaw" analysis with sufficient detail to develop adequate cost estimates. To this end, the Conceptual Engineering task will build on existing work; use existing applicable unit costs; will provide only typical cross-sections; and will be very closely tracked to ensure strict adherence to budget. The three-phased approach to the definition/evaluation of the alternatives described in Section 4.0 will be followed

(phase I fatal flaw analysis, phase II rough assessment of impacts and benefits, and phase III more detailed analysis on final alternative(s) to ensure that the level of detail is appropriate to differentiate between the alternatives.

The definition of conceptual engineering will also vary for project alternatives depending on the complexity of the vertical and horizontal alignments and the design details needed in some areas to allow for a more reliable estimate of costs, impacts, and possible mitigation actions being considered. For example, the use of the existing bridge by buses will require less definition than will an alignment that requires a new bridge over the Mississippi River with a new penetration beneath historic Fort Snelling. A possible mitigation that may need to be assessed might be the expansion of the existing tunnel under Fort Snelling. This alternative would require a significant level of conceptual engineering to fully assess its impacts.

Alignments of fixed guideway facilities along West Seventh Street will require sufficient conceptual engineering to assess the impacts on the right-of-way (specifically, the existing lane and parking along West Seventh Street.) Alignments in the Upper Landing area southwest of Downtown Saint Paul will need engineering in sufficient detail to assess the impacts on the historic district and identify mitigation measures that might be appropriate.

The integration with Phalen Corridor east of downtown Saint Paul will require conceptual engineering to a level allowing the assessment of impacts on the proposed roadway in that corridor and to the neighborhoods through which the corridor passes. The crossing of rail lines east of the downtown by bridge may also require a significant amount of engineering.

The one major determinate of the level of engineering to be performed is that we must be able to give a good, reliable estimate of capital costs and constructibility for each alternative. There may be associated risks and uncertainties but we must consider these in our estimate of costs and possible areas of impacts.

As the alternatives are developed into short-term, intermediate, and long-term improvements, our cost estimates will break these project components out in a simple matrix format. We have used this method effectively on numerous other phased projects, thus identifying which components or subprojects can be implemented in the short-term, and the financing required for their implementation.

6.2 Methodology

A conceptual level of engineering will be performed to establish the physical feasibility of the "build" alternatives, to also provide a reliable basis for cost estimates and the various impact assessments, and to enable us to present physical plans for public presentations. Based on discussions with RCRRA, if LRT becomes one of the viable alternatives, it is assumed that the Hiawatha LRT maintenance facility will be used by the Riverview LRT, and only coordination on the number of vehicles required and access to the facility will be required.

The conceptual engineering tasks are anticipated as follows:

6.2.1 Develop Base Mapping

Using aerial photography, provided by the RCRRA, working base maps of the corridor will be obtained from prior work prepared in the corridor and prepared on CADD at a scale of 1" = 200'. Existing conditions will be shown, including any significant features that may affect the evaluation and analysis of the various alternates, such as major utilities, environmentally sensitive sites, existing right-of-way, etc. Certain key complex locations may require smaller scale mapping (up to 1" = 50') to provide adequate detail.

6.2.2 Develop Design Criteria

In coordination with the RCRRA, the consultant team will utilize existing project design criteria to provide uniform design that meets appropriate standards and levels of service for the project elements throughout the various project phases. The approved criteria will be updated to include any new technology identified, and form the basis of design. Updated criteria will be derived using various sources including Mn/DOT's "Roadway Plan Preparation" and "Bridge Design" manuals, AASHTO's "A Policy on Geometric Design of Highways and Streets" (Green Book), "Standard Specifications for Highway Bridges", the "Manual of Uniform Traffic Control Devices", the 1985 "Highway Capacity Manual" and various other appropriate manuals and publications. Since much of this criteria is already available, this activity will not require extensive time to complete, yet will guide and facilitate the plan development of each new alternative.

6.2.3 Assessment of Existing Conditions

Utilizing existing work completed to date, the PB Team will perform a field review. This review will have several purposes, including: verifying the accuracy of existing plans; identifying safety and operating problems; identifying right-of-way constraints and opportunities; identify major utility locations; assessing the adequacy of drainage; assessing the condition of drainage

structures and identifying horizontal and vertical geometric problems of structures in the corridor. This field review will be conducted concurrently by the core project team members. The team will also prepare lists of needed documentation that will be requested of the RCRRRA. This will ensure that that we obtain and build on existing work.

The existing roadway cross-section will also be evaluated throughout the corridor. The features to be evaluated include cross-slopes, side slopes, ditches, clear zones, shoulders, and pavement adequacy.

A summary of findings regarding the existing conditions will be prepared as a technical memorandum, which will be utilized as part of the evaluation framework and methodology report.

6.2.4 Develop Horizontal and Vertical Geometries

Conceptual level geometric controls and details will be developed for each Phase II alternative, in accordance with the project design criteria. Plan and profiles will be shown on the base maps developed from the RCRRRA furnished aerial photography. Profiles for mainline, ramps and intersecting streets will be developed in conjunction with each Phase II alternative. The horizontal and vertical geometries will be developed to a level such that critical horizontal and vertical clearances can be identified where necessary.

6.2.5 Develop Typical Sections

For each applicable alternative, typical sections will be developed at key locations to show representative new construction, as well as associated modifications to existing roadways and structures.

6.2.6 Develop Special Features

Any areas which require unique or special features with regard to design and/or construction will be identified and developed conceptually to determine its feasibility and cost. Key areas that come to mind are historic Fort Snelling, the Science Museum/Riverfront area, and the Saint Paul downtown core.

6.2.7 Determine Right-of-Way Needs and Utility Relocations

This scope of work will include determining the preliminary limits of the required rights-of-way and the impact that these limits will have on existing buildings, infrastructure, utilities, businesses, residents and community activities for the Phase II alternatives. Right-of-way requirements will be determined from the limits of construction for each alternative. Using existing plans and available survey information on the corridor, the existing rights-of-way will be identified and plotted on the base maps.

The right-of-way area will be determined for cost estimating purposes for both the property and structures to be acquired under each alternative. A list of structures and features within these limits can be obtained utilizing existing GIS data files. If the preliminary rights-of-way affect sensitive structures or sites, the impact will be evaluated and alternatives to minimize or eliminate the impact will be considered.

6.2.8 Traffic Impacts and Analysis

This task consists of documenting existing traffic in order to assess the impact of the Phase II alternatives on future traffic along the roadways within the corridor and at the proposed transit stations. The future traffic impacts analyses will be performed based on travel demand forecasts developed from previous studies and from forecasts developed as part of Task 7.0. The analysis will look at impacts associated with each of the Phase II alternatives.

Obtain Existing Data

The initial phase of the traffic analysis involves the review of existing corridor characteristics including traffic patterns, inventory of existing transportation system and review of available planning data and traffic forecasts. The study will make full use of existing information and prior studies, which will be supplemented as necessary with field data collection. This scope of work does not include a budget for collection of additional traffic counts. Examples of information to be obtained and reviewed include:

- Available maps and aerial photographs;
- Socioeconomic data, including special generators;
- Previous and related studies/reports;
- Truck/freight information within the study corridor;
- Available traffic counts;

- Available vehicle occupancy data;
- Existing accident data within the past five years;
- Characteristics of roadways and intersections (i.e., number of lanes; distance between signalized intersections, storage and transition lengths, traffic signal location, timing, and phasing; intersection geometry, etc.);
- Transit information (local and inter-city schedules and ridership) along roadways within the study area;
- Existing and forecast land use (from Task 5.0);
- Committed and planned transportation improvements.

Perform Existing Conditions Analysis

This task will consist of using the 1994 Highway Capacity Analysis to perform level of service analysis at key locations along the roadways within the corridor under study. The analysis will consist of both intersections (up to 40) and arterial segments (up to 15) within the corridor based on the existing data collected in the previous phase. The Highway Capacity Software (HCS) will be used for isolated intersections and simulation software such as INTEGRATION or NETSIM will be used for arterials. This information will be crucial in developing a model to replicate future traffic conditions mainly in Downtown Saint Paul where major economic redevelopment is anticipated. The analysis will be performed for both AM and PM peak hour conditions.

Perform Phase II Future Conditions Analysis

This task will consist of converting existing and any new travel demand forecast model volumes into average daily and AM and PM peak hour traffic volumes for analysis of Phase II alternatives (up to 6). A level of service analysis at the link level will be performed for 2020 conditions. The results of the analysis will be summarized in a table format allowing for comparison of traffic impacts among the alternatives. The same locations for which existing conditions were evaluated will again be looked at based on forecasted volumes. Measures of effectiveness such as level of service, delay, travel time, and travel speed are some of the factors that can be used to compare the impact of each of the proposed alternatives on the roadway system within the corridor.

Perform Phase III Future Conditions Analysis

This task will consist of performing operations analyses at selected intersections (up to 10) and along selected arterial segments (up to 5) in order to measure the impacts of the locally preferred alternative and options resulting from the sensitivity analyses to be performed as part of the travel demand forecasting task.

Station Area Impacts

This task will consist of assessing the impacts of the proposed transit stations on traffic operations along the roadways adjacent to the proposed stations. The analysis will take into account proposed land use changes in the vicinity and at the stations, as well as proposed circulation plans and level of proposed parking activities. This activity will be fully coordinated with Task 5.0 on land use.

PB will use their extensive national experience in preparing Major Investment Studies to perform the adequate amount and level of traffic analyses that will provide RCRRA with meaningful information needed to compare the proposed alternatives.

6.2.9 Capital, Operating and Maintenance Costs

This task will estimate the costs of building, operating, and maintaining the facilities and services provided by each alternative. This work will be done at a level of detail consistent with the conceptual-engineering nature of the analysis. Presentation of the costs will be based on existing valid unit costs, and identify sources of uncertainty in the estimates. To support financial planning, the task will produce an annual schedule of costs that reflects the likely pace of construction and long-term service policies for each alternative.

Costing Methodology Report

The consultant team will prepare a methodology report on cost estimation that establishes the approach to (1) estimating capital costs, (2) estimating operating and maintenance (O&M) costs, and (3) developing a unified cost plan for each Phase II

alternative. The methodology will be developed in coordination with RCRRA, building on previously developed information from prior studies, adapting approved methods reports from other appropriate alternatives analysis studies, and using actual cost experience from other recently implemented projects.

The consultant team will use an approach to the estimation of capital costs that follows generally accepted methods for costing alternatives during conceptual engineering. These rely on the development of per-linear-foot costs for typical cross-sections; quantity take-offs from each plan drawing; lump-sum costs for special items; real-estate costs; and add-on costs for contingencies, engineering and management, insurance, and agreements. The base year for dollar valuation will be defined as 1998. The consultant team will use an existing computer spreadsheet program to calculate the estimates. The spreadsheets will allow easy review and update of the estimates in progress, and allow efficient and accurate aggregation of the results for summary tables. The consultant team will document in the methodology report all data sources to ensure that the conceptual engineering work is consistent with the cost-estimating procedures. The cost categories and physical unit categories will reflect the detailed definitions of the alternatives developed in Task 4.0. All unit costs and cost categories, including assumptions on vehicles, fare collection, and Americans with Disabilities Act (ADA) access, will be consistent with the detailed definitions.

For O&M costs, the methodology report will present the cost models that will be used to estimate the ongoing costs of all facilities and services provided in each alternative, labor costs for operators in revenue service, costs of labor and parts for maintenance of vehicles and highways, overhead costs for supervision, management, and marketing; and so forth. The O&M cost models will be based on previously developed models of bus service, and historical city and county highway O&M costs. The resulting model will be validated against recent O&M cost experience in the Twin Cities area and elsewhere.

Capital Cost Estimates

To develop the capital cost estimates, the consultant team will take quantities from the plan drawings that show the conceptual design of each alternative. Quantity take-offs will be done on a plan-sheet-by-plan-sheet basis, using the aggregate units defined in the methodology report. The costs of these items will be estimated with the aggregate unit price for each unit and a contingency factor appropriate for the conditions and nature of the uncertainties.

The consultant team will estimate the costs of special construction (including environmental mitigation actions) and a typical facilities separately and add these costs to the estimate for each plan sheet. The consultant team will estimate real estate costs using an independent methodology and add to each plan estimate as a lump sum line item. The consultant team will sum the totals for each plan sheet for each alternative and add the costs of various systemwide components, including vehicles, signals and communication, fare collection, design and construction management, agreements, agency costs, insurance, and start-up activities. The cost estimates will reflect any modifications to the existing system that might be necessary for full implementation of service in each alternative, will be included.

The consultant team will develop a range of cost estimates for each alternative that provides lower-bound, upper-bound, and most-likely estimates.

The methodology report for costing will also present the capital cost model that will be used to estimate the ongoing costs of all facilities and services provided in each Phase II alternative. Data collection will begin this process, including a review of the PB database, regulatory/funding agency filings, data from other transit operators and information from potential vendors. The data inputs will include labor costs for operator in revenue service, layover and deadheading; costs of labor and parts for maintenance of vehicles; labor and material cost for right-of-way maintenance; overhead cost for supervision management and marketing; etc. The O&M cost models will be based on previously developed models of bus, rail and roadway costs and cost models from Metro Transit and other areas. Possible adjustments in the cost models might arise from differences in work rules, standard operating procedures, and wage rates. The resulting model for systems not in operation in Saint Paul that may be considered as an alternative (i.e. LRT or busway) will be validated against recent O&M cost experience elsewhere. Field inspection will also be required in selected locations, to ascertain particular operating conditions, or other parameters, which may affect the operations and maintenance of a given alternative.

As the Phase II alternatives are refined, the service planners will develop conceptual plans which consider the following:

- additional or special transit vehicle requirements
- new or additional transit facilities introduced as part of an alternative
- service options, which become possible by virtue of the alternatives (for example, local/express service, short-turn operations, branch operations, etc.)
- effects on existing transit services in the corridor (truncation of routes, conversion of through-routes to feeder services, etc.)

The service plans are an important component as they will potentially provide feeder service from the communities to stations or transfer nodes; and may become a key component of the TSM alternative.

Refinement of the service planning process would also be subject to public participation, as the alternatives are further developed.

6.3 Products

- Methodology Report describing the process to be used for the engineering analysis and costing
- Traffic Analysis Technical Memorandum documenting the approved methodology, summary of data collected, process, and results of existing and future conditions analyses
- Plan and profile drawings including typical sections at key locations
- Operations and maintenance plan technical memorandum
- Capital cost and O&M cost estimates

7.0 Travel Forecasting/Transportation Impacts

This task consists of applying the existing regional travel demand model and forecasting procedures to estimate transit ridership, including shared ride usage, and the impact of the Phase II alternatives' service levels on transit ridership. The demand estimates will be for the year 2020 for those Phase II alternatives that have not been previously run. Although we assume that all previous coding is accurate and current; that the model has been properly calibrated; and that it is validated, our travel demand forecasting service center, under the direction of Gordon Schultz, will review the model to ensure that it is ready for further use.

7.1 Methodology

7.1.1 Obtain regional travel demand model and data sets

In this task the consultant will obtain the latest travel demand models including the "drivers" for the TRANPLAN programs and any specially written FORTRAN programs, such as the mode choice model. The data sets from the regional model will include the highway and transit network for 2020. It is anticipated that these networks will be either the fiscally constrained long range plan networks or the networks used in conformity analysis. In addition to networks, the regional data sets will include land use and demographic data. The full technical results of previous ridership estimates will be obtained and included in the evaluation of alternatives.

7.1.2 Code alternative transit systems

Using the transit service plans, for each Phase II alternative (up to three) and station locations (for private right of way guideway routes) that have not been previously run, the new transit networks will be coded. These networks will be built from the regional transit network, obtained in Task 9.2, and will include a connection to the Hiawatha corridor at a location to be confirmed with the work being conducted in that corridor, and with prior approval from RCRA. The network coding will be performed using the regional modeling network coding specifications. Each alternative network will be subjected to a "winners and losers" analysis. This analysis will identify the routes and corridors, which provide better service than the base case and those, which provide worse service. For the corridors, which provide worse service, the network coding will be reviewed to insure that the networks were coded technically correct and that the networks represent the transit service plan. If the networks are technically correct, then the "loser" corridors will be shown to the Task 4 task leader for a review of the operating plan. It is possible that the alternative may include changes to the highway network, such as HOV lanes. For these alternatives the base 2020 highway network will be revised to include these additions.

7.1.3 Apply Regional Travel Demand Procedures

In this task the regional travel demand procedures will be applied to estimate the total travel demand for the region and the Riverview Corridor. This application will be compatible with the regional travel demand procedures. The information from these

applications will include: transit assignments, highway assignments, level of service analyses, and other evaluation measures identified in Task 10.0.

7.1.4 Sensitivity Analyses

In this task the travel demand procedures will be used to test the sensitivity of the forecasts. The specific sensitivity applications will be discussed with the project team in the initial phase of this task. The sensitivity analyses though could include: sensitivity to changes in transit fares, sensitivity to changes in parking costs, sensitivity to changes in the frequency of the major transit route(s). The sensitivity analysis could also include a "build up" analysis. In this type of analysis a forecast is first made using the base year data and then a series of separate forecasts are made changing the future year data sets one at a time. For example, the second application might use the future year transit network (with the other data sets being for the base year), then the third application might add the future year highway network, then the future year parking costs, etc. In this way it is possible to identify the impact of each element affecting the forecast.

As part of the team's efforts to refine existing ridership forecasts, PB staff will pay special attention to enhancements and refinements, which will make the model system more sensitive to the ways in which land use affects travel choices. Building on the pioneering work completed by Parsons Brinckerhoff's staff for the LUTRAQ project, and on numerous model development efforts since that time, PB will consider simple and cost effective ways to refine ridership forecasts, to better reflect the integration of transportation with the land use plans described in Section 5.0 above.

Nationally recognized research led by Sam Seskin of PB, has identified ways in which land use mix, density and urban design features, such as the quality of pedestrian environment and building orientation, affect mode choice, vehicle trip generation rates, and automobile ownership. PB has documented how traditional travel demand forecasting models may systematically underestimate these effects. In order to understand accurately the ways in which this corridor's land use plan will alter potential ridership levels, these factors must be taken into consideration. These are in addition to the changes in the numbers of employees in households associated with implementation of the land use plan.

PB staff will review with the project's Technical Staff Group a set of factors which can be applied to travel model forecasting output to take the above into consideration. PB will recommend a specific approach to any appropriate adjustments to ridership forecasts in a technical memorandum.

7.1.5 Products

- A description of the "Winners and Losers" analysis for each alternative
- The transit assignments including station boardings and de-boardings
- Highway assignments as required
- Estimates of Daily weekday farebox revenues
- Evaluation measures as required by FTA New Starts Criteria
- A technical report describing the process used in estimating the ridership and summarizing the ridership and the evaluation measures.

8.0 Environmental Analysis

The environmental analysis will include an examination of potential environmental conditions along each of the three transit corridors for issues that would seriously impede the implementation of an alternative. This "fatal flaw" analysis is not intended to be a detailed environmental assessment of each corridor, but an early identification of critical social, cultural or natural resource issues using available data. The result of this task will be a comparative analysis of each corridor's relative environmental issues deserving further quantification through the EIS process, including any "fatal flaw" issues that would impact an alignment decision. Much of the information and data needed for the analysis has already been prepared and will be used for this MIS. We anticipate that this information and data will adequately cover the entire corridor, but have retained hours in the budget in the event that the data is not readily available.

8.1 Methodology

A significant amount of environmental baseline data has been gathered and presented as part of the Riverview/Hiawatha Transit Corridor Study. The PB Team will begin with that source of information and identify where gaps may exist. ArcInfo, a Geographic Information System (GIS) currently available to the PB Team will be used to efficiently manage and present the environmental data. Anticipated environmental impact areas and sources of data are presented in the following paragraphs. The data sources presented will be examined at a cursory level in order to differentiate between alternatives and contribute to the evaluation of the alternatives and development of land use options.

8.1.1 Contaminated Land

It is likely that many of the transit facilities to be considered (maintenance shops, storage yards, stations, and station parking facilities) and land use/development opportunities within the corridor will be located on land that historically has been in railroad or other industrial use. Any new right-of-way to be acquired will require investigation for the presence of potential contamination that may require environmental clean-up to become usable. It is important to understand the extent of potential environmental contamination required in order to assess the cost of the clean up, which becomes part of the capital cost of the alternative.

Hazardous waste sites are regulated by the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). The Minnesota Pollution Control Agency maintains a series of GIS databases on properties containing hazardous wastes. For the purpose of this environmental inventory, properties within a quarter-mile of a transit alignment that are included in the following databases and have not been previously identified will be added to the data base:

- National Priorities List (NPL)
- Comprehensive Environmental Response, Compensation, and Liability Information System (CERCILIS)
- Permanent List of Priorities (PLP)
- EPA's data bases for known spill or underground contamination
- Past environmental reports (Shepherd/Warner Road EIS for example)

8.1.2 Natural and Cultural Resources

There are numerous existing data bases of known or suspected resources, including:

- National Wetland Inventory Mapping
- State Historic Preservation Office Standing Structures, Archeological sites, and National Registry Site databases.
- Federal and State protected and endangered species inventories, including Mn/DNR's Natural Heritage and NonGame Research Program
- Minnesota County Biological Survey (MCBS)

Each will assist in defining the relative impacts of alignments, especially in evaluating the Mississippi River crossing, which has the potential for impacting Fort Snelling. Again, new data obtained will only be for those alternatives where existing studies have not identified these resources, or where gaps exist.

8.1.3 Social

Parks, educational facilities, religious institutions, hospitals, and other areas of potential sensitive nature will be identified and quantified for each alignment. In addition, commercial, industrial and residential properties required for an alignment will be refined and summarized for each alignment. This task will be closely coordinated with Task 5.0 (Land Use) since similar data collection efforts are described in that section.

8.1.4 Environmental Justice

For this MIS we will incorporate environmental justice considerations into the activities identified in this task as well as those found in Tasks 3.0, Public Involvement, 5.0, Land Use, and 10.0, Evaluation. Four key areas we will consider include:

- Equity considerations in locating transit access nodes/stations;

- Equity considerations in evaluating the amount of transit service the various corridors and alternatives provide;
- Participation of the traditionally underserved; and
- Analysis of prior disproportionately high and adverse environmental impacts on minority and low income corridor communities.

Much of the information will be provided through the public information program and the only additional work required will be documenting our findings in the MIS.

8.2 *Products*

A summary report including each transit mode and alternative will be produced, documenting a comparative analysis of each of the above environmental categories, including the data base produced on GIS.

9.0 *Financial Analysis*

9.1 *Purpose*

The financial analysis task is first and foremost a disclosure document. The overriding objective is to reveal to all participating agencies and decision makers the financial consequences and implications of the project, and to begin to set forth one or more potential funding scenarios.

Among the factors that will most affect the nature of the analysis for the Riverview Corridor are:

- Presence or absence of a federal earmark for the project.
- Presence or absence of dedicated state or local funds.
- Local and/or state political factors.
- Legal constraints (e.g., constitutional limits on the use of motor fuels taxes for transit).
- Other transportation proposals in the corridor and region.
- Availability of unique funding opportunities in the corridor, such as joint development potential, historic station structures, potential for privatization or public/private initiatives.

It is rare that a rigid financial analysis work plan can be specified at the outset. The financial evaluation requires a sensitivity to the changing circumstances of the project and the agencies involved, and the analyst must be prepared to change his or her approach as the study progresses.

9.2 *Methodology*

Before conducting the analysis itself, several questions of a general nature must be addressed. First, how many alternatives should be subject to analysis? Related to this is the question of whether the financial analysis should be carried out prior to or after the selection of the preferred alternative. Moreover, should there be some form of screening analysis early on, so alternatives that are clearly not financially feasible can be eliminated?

Unlike other tasks such as patronage forecasting and cost estimating, we suggest that it is probably neither necessary nor desirable to perform an extensive financial evaluation of every alternative. However, it is a good idea to clarify this and related issues with FTA at the outset of the major investment study. Several possible approaches may be recommended. One approach is to evaluate the most costly alternative. Another approach is to limit the evaluation to a "most promising" alternative, which may already be included in the TIP/STIP. Yet another option would be to evaluate alternatives that represent the range of modal options; e.g., a representative fixed rail transit-only option could be evaluated side by side with an HOV alternative.

However, it may be advisable to defer detailed financial analysis until after the locally preferred alternative (LPA) is selected, which may be the most desirable approach for this corridor. The screening of the alternatives could be based on simple financial indicators, such as the total capital cost, the total non-federal share of the capital cost, total operating subsidy, or the operating ratio.

These various issues should be decided before the analysis can begin. The essential elements of a financial analysis are summarized below. Specifically, for each alternative considered, the following information should be assembled and provided to decision makers for the MIS:

- The total cost and subsidy requirements of the project, on a cash flow basis, including both capital and operating funding.

- Estimates of potential federal funding.
- Estimates of potential state and local funding available to the project, assuming no new sources or no increases in existing sources -- i.e., a baseline forecast of funding availability.
- Estimates of state and local funding requirements from new sources.
- A realistic inventory of new state and/or local funding sources potentially available to the project.
- Estimates of the potential yield from these sources, and the rates of tax or fee needed to satisfy the funding requirements of the project.
- Estimates of remaining "unfunded gaps", if any.

Given these basic information requirements, the following specific subtasks should be undertaken.

9.2.1 *Specific Items to be Undertaken as Part of MIS Financial Planning*

- Financial capacity analysis of transit authority
- Thorough assessment of all potential "conventional" funding sources at federal, state, and local levels
- Assessment of potential for use of flexible federal funds, including STP, CMAQ, and NHS
- Detailed assessment of potential funding available from local sources, such as sales taxes, gasoline taxes, revenue and special bonding authority, etc.
- Assessment of potential private sector and innovative funding sources and methods (e.g., state infrastructure bank and other credit enhancement programs, tapered local match, joint development, special benefit districts, or tax increment financing, direct private sector contributions, alternative procurement methods, cross-border leasing, Certificates-of-Participation, etc.)
- Coordination of financial plan with public involvement program, focusing on possible sales tax referendum
- Coordination of financial plan with land use/joint development activities
- Coordination of financial plan with state and regional TIP and Long Range Planning processes
- At client's request, our Legislative Affairs Office in DC is available pro bono to assist in guiding the project through federal reauthorization and yearly appropriations processes, including identification of key milestones and dates, key legislative actors, and presentation of project materials to Congressional delegations
- Development of financial plan itself (the numbers)
- Analysis of fare pricing options
- Sensitivity analysis, especially sensitivity of possible sales tax revenues to alternative economic scenarios; also, assessment of potential impacts of various ISTEA reauthorization bills
- Assistance in submitting financial plan materials to FTA for their 3-J Report
- Presentation of financial plan at public meetings

9.2.2 *Estimate and Display the Project's Cash Flow*

This task sets forth the initial funding requirements of the project, usually over a 20 year time period, and preferably in constant, rather than inflated, dollars. As such, this task forms the starting point for the financial pro-forma. Capital and operating funding streams will be represented separately, and become more important if a phased approach to implementing the alternative is taken.

The capital funding will show expected annual contractor outlays; it does not account for the potential for stretching out the funding requirements by raising some or all of the capital cost by selling bonds. Bond funding could be investigated later in the project, as one potential local funding technique. In the usual case, the flow of capital funds would reflect the anticipated construction schedule or phasing of the project. Later, the timing or phasing can be adjusted as one potential technique for matching expenditures with available funds.

Operating funding for transit alternatives should include the following basic information:

- Net yearly operating expenditures (net of all increases and reductions in service)
- Net change in annual transit trips (across all modes and competing services)
- Average fare, per year
- Net yearly passenger revenues
- Net yearly non-passenger operating funding (advertising, charter service, etc.)
- Net yearly operating subsidy

For analysis purposes, the average fare, and the resulting passenger revenues will be consistent with the fare assumptions used in regional forecasting model. Later on, it may be desirable to consider the financial impact of alternative fare structures and levels, but when this is done, the patronage forecast should also be revised accordingly. Analyze Federal Funding Opportunities

9.2.3 *Analyze Federal Funding Opportunities*

Most state or local agencies sponsoring a major transportation investment understandably look toward FTA or FHWA sources as a starting point for funding. While funding for operations and maintenance is available through the Section 9 formula grant program, federal operating subsidies are essentially capped at their current level. This means that in virtually every instance, additional operating subsidies required for major transit investments must be funded from passenger fares and state and/or local subsidies.

Since ISTEA, the federal funding program has become more complicated, primarily because of the flexible funding titles which have been created, notably the Surface Technology Program (STP) and CMAQ funding sources. These titles, which are allocated to states and metropolitan areas by formula, permit states and MPOs to use funds interchangeably across modes, but project selection is "discretionary" at the state or local level. For example, each state receives a certain amount of STP funding by formula, but it is up to the DOTs, in cooperation with MPOs and other interested parties, to determine, within certain guidelines, how these funds should be spent. This makes it more difficult to forecast how much of STP or CMAQ funds might be available to any given project, especially when it is beyond the time horizon of the TIP/STIP.

Perhaps the most useful approach to evaluating the potential for federal funding is to apply a "reasonability" test to the various funding titles. Such tests would compare the potential funding required by the project with the maximum potential funding available from the particular source. A similar approach can also be applied to other federal funding titles, such as the flexible funding programs. Another useful technique, which may be used to supplement the analysis of federal, as well as non-federal, funding options is a "probability assessment, i.e., a qualitative assessment of the likelihood of obtaining a given type of funding. Assessments such as these can sometimes be obtained through financial surveys of major project participants or stakeholders, perhaps as an adjunct to the public involvement process. The results can be displayed in a matrix format.

9.2.4 *Identify and Estimate Unique, Project-Specific Funding Opportunities*

Such sources generally include joint development, impact fees, other forms of developer contributions, or in the case of highways or HOVs, tolls. Specific techniques for evaluating and estimating these types of funding sources will ordinarily vary from project to project, and no attempt is made here to describe them in detail, except to note that probability assessments — as described in the previous task — can be developed, should surveys be undertaken.

- possibilities for community/private-sector participation/sponsorship of special services
- privatization possibilities in terms of transit operations and maintenance

9.2.5 *Evaluate Remaining State and Local Funding Requirements*

The goal of this subtask is to evaluate whether the estimated state and local share of the project's costs (after accounting for unique project specific funding sources) can reasonably be financed without resorting to new sources of general funding, such as new or increased areawide taxes or fees. This means examining, in more general terms than in previous tasks, the overall financial capacity of the sponsoring agency.

The emphasis of this task is on systemwide evaluation, since the amount of funding available to the project is directly related to the excess financial capacity of the system. Care will be taken not to define an existing source too narrowly. Allowance will be made to cover future increases in tax rates or general fund appropriations, based either on past trends, legislative provisions, etc.

Consistency and simplicity are keys to screening the alternatives in the MIS process.

Our first step in the analysis of alternatives will be to define the problem and to achieve consensus within the Riverview Corridor Task Force and the Technical Staff Group. With problem definition follows the goals, objectives and evaluation criteria that will be used in the study. The evaluation criteria must relate to the definition of the problem; they must measure the objectives and they must be easily translated. Criteria such as cost, transportation impacts, right-of-way, and environmental impacts are easily translated -- feasibility, disruption and aesthetics are not. Once the evaluation criteria are selected they will be used throughout all of the screening phases of the study, however the information available for the evaluation will become increasingly detailed. During Phase I the evaluation measure "Cost" may be rated "High", and during Phase II the same measure may be rated "\$123 million".

The Phase I criteria will identify the kind of technical information that needs to be produced in the study and supports early decisions on the alternatives that warrant detailed consideration in the MIS. The Phase II criteria need to provide a basis for the public and local decision-makers to compare the alternatives, leading to the selection of a preferred alternative or investment strategy.

The hierarchy of criteria will be developed at the outset of the project and presented to the RCRRA for approval. While the primary purpose of the evaluation will be to support local decision-making, a secondary purpose will be to address FTA's New Starts Criteria. The FTA criteria must be provided before a new start transit project can be advanced from planning into preliminary engineering. FTA also uses its criteria each year when it evaluates new start projects and advises Congress on which new starts should receive discretionary funding. Included in the criteria is information regarding: local land use controls and issues, capital, O&M and right-of-way costs, relocation impacts, permitting requirements, economic impacts, environmental impacts, constructibility, vehicle miles traveled, vehicle hours traveled, ridership, travel time savings and land use impacts.

Given the desire for a substantial level of public involvement, it is likely that new alternatives will be developed. We recommend that the new alternatives and the existing alternatives be examined within the context of the problem definition and the Phase I evaluation criteria. This will keep the process consistent and will meet MIS requirements for a comprehensive, well-structured evaluation process. Every alternative needs to follow the same screening process.

Once all of the Phase I alternatives have been grouped and screened, they will be packaged for public presentation. The key to successfully screening the alternatives is helping the various public sector representatives understand the differences between the alternatives.

This task involves the application of the evaluation criteria and measures of effectiveness developed for use in this MIS. In this task, the PB Team will use the evaluation methodology to help organize the evaluation results and provide a framework for reaching consensus on a preferred alternative or strategy.

The Phase II evaluation effort needs to clearly identify the benefits and positive attributes of each alternative, as well as any negative consequences. The methodology will approach the evaluation of alternatives from several different perspectives, including:

- Effectiveness – the extent to which each alternative meets established goals and objectives, including quality of life as well as transportation.
- Cost effectiveness – to show the trade-off between the effectiveness of an alternative and its capital and operating costs, prepared according to FTA standards, utilizing life-cycle costing and benefit/cost analysis.
- Financial feasibility – the ability of the region to obtain the financial resources needed to build and operate an alternative.
- Equity – the distribution of costs and benefits.

Environmental Analysis: The environmental analysis for an MIS provides a preliminary comparison of alternatives at the level of detail necessary for decisions to be made on the design concept and scope of a project. The analysis identifies significant differences between alternatives, ensures that any adverse impacts can be mitigated, and obtains preliminary reaction of resource agencies and the public. This approach brings environmental considerations into the planning process, ensuring that planning level decisions are sensitive to environmental concerns. This approach avoids detailed environmental work for those alternatives that are discarded, thereby saving time and money.

SUMMARY MANHOUR ASSIGNMENT AND FEE COMPUTATION

PROJECT TITLE:

RIVERVIEW MIS -

TASKS	EMPLOYEE CLASSIFICATION												TOTALS		
	SR TECH ADV. PROJECT MGR		SENIOR PLANNER		SR ENGR ENGINEER		SR ENV ENVIRON		PLANNER TECHNICIAN		CADD/GRAPH. ADM/CLERIC.		HOURS PER TASK	COST PER TASK	AVE. MH RATE
	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate			
A. PROJECT MANAGEMENT & ADMINISTRATION	40	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	40	\$28.52	0	\$20.00	632	\$24,304.48	\$38.46
B. PUBLIC EDUCATION & INVOLVEMENT	336	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	0	\$19.00	216	\$16.25			
	560	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	120	\$19.00	200	\$16.25	984	\$37,695.84	\$38.31
C. LAND USE & ECONOMIC DEVELOPMENT	0	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	0	\$28.52	0	\$20.00	0	\$2,019.20	
	40	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25			
D. STATION AREA DESIGN	0	\$67.31	104	\$44.38	0	\$44.38	0	\$44.38	480	\$28.52	0	\$20.00	584	\$18,305.12	\$31.34
	0	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25			
E. TRANSIT SERVICE PLANNING	0	\$67.31	48	\$44.38	0	\$44.38	0	\$44.38	200	\$28.52	0	\$20.00	368	\$11,256.64	\$30.59
	0	\$50.48	0	\$44.38	120	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25			
F. CONCEPTUAL ENGINEERING/COST ESTIMATING	0	\$67.31	0	\$44.38	108	\$44.38	0	\$44.38	120	\$28.52	80	\$20.00	962	\$28,467.52	\$29.59
	0	\$50.48	0	\$44.38	654	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25			
G. ENVIRONMENTAL	0	\$67.31	0	\$44.38	0	\$44.38	40	\$44.38	80	\$28.52	0	\$20.00	412	\$12,331.84	\$29.93
	8	\$50.48	0	\$44.38	0	\$28.52	260	\$28.52	24	\$19.00	0	\$16.25			
H. FINANCIAL	0	\$67.31	200	\$44.38	0	\$44.38	0	\$44.38	40	\$28.52	0	\$20.00	240	\$10,016.80	\$41.74
	0	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25			
I. DEFINITION OF ALTERNATIVES	0	\$67.31	60	\$44.38	0	\$44.38	0	\$44.38	64	\$28.52	48	\$20.00	316	\$10,960.40	\$34.68
	64	\$50.48	0	\$44.38	80	\$28.52	0	\$28.52	0	\$19.00	0	\$16.25			
J. TRAVEL FORECASTING	0	\$67.31	144	\$44.38	0	\$44.38	0	\$44.38	40	\$28.52	0	\$20.00	360	\$10,875.52	\$30.21
	0	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	176	\$19.00	0	\$16.25			
K. EVALUATION OF ALTERNATIVES	0	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	96	\$28.52	0	\$20.00	220	\$7,747.04	\$35.21
	76	\$50.48	0	\$44.38	16	\$28.52	16	\$28.52	0	\$19.00	16	\$16.25			
L. MIS REPORT PREPARATION	0	\$67.31	0	\$44.38	0	\$44.38	0	\$44.38	120	\$28.52	0	\$20.00	256	\$8,370.80	\$32.70
	80	\$50.48	0	\$44.38	0	\$28.52	0	\$28.52	0	\$19.00	56	\$16.25			
PROJECT TOTALS	64	\$4,308.00	556	\$24,675.00	108	\$4,793.00	40	\$1,775.00	1360	\$38,787.00	128	\$2,560.00	5334	\$182,351.20	\$34.19
	1164	\$58,759.00	0	\$0.00	870	\$24,812.00	276	\$7,872.00	320	\$6,080.00	488	\$7,930.00			

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Exhibit B

SUMMARY MANHOOR ASSIGNMENT AND FEE COMPUTATION

PROJECT TITLE:

RIVERVIEW MIS -

TASKS	EMPLOYEE CLASSIFICATION												TOTALS		
	SR.TECH.ADV. PROJECT MGR		SENIOR PLANNER		SR ENGR ENGINEER		SR ENV ENVIRON		PLANNER TECHNICIAN		CADD/GRAPH ADM/CLERIC.		HOURS	COST	AVE.
	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	MH'S	Rate	PER TASK	PER TASK	MH RATE

TOTAL CONTRACT FEE COMPUTATIONS

Basic Activities Maximum Limiting Fees (Salary Costs)	=	\$182,351.20
Cost Elements & Additives		
(a) 157.00% for Overhead, (General)	=	\$286,291.38
SUBTOTAL (Cost Elements applied to Basic Activity Fees)	=	\$468,642.58
(b) 10.00% Operating Margin	=	\$46,864.26
PB LABOR & OVERHEAD	=	\$515,506.84
(e) Direct Reimbursables	=	\$99,428.85
SUBTOTAL	=	\$614,935.69
C.J.OLSON MARKET RESEARCH (WBE)	=	\$19,000.00
DYETT & BHATIA	=	\$20,000.00
MACROMEDIA TECHNOLOGIES	=	\$36,000.00
MAXFIELD RESEARCH	=	\$19,000.00
MONTOYA COMMUNICATIONS (WBE)	=	\$30,000.00
QUAM SUMNIGHT & ASSOCIATES	=	\$40,000.00
ROWEKAMP ASSOCIATES (WBE)	=	\$16,000.00
SCHAEFER COMMUNICATIONS (WBE)	=	\$45,000.00
ZIMMER GUNSEL FRASCA PARTNERSHIP	=	\$80,000.00
SUBCONSULTANT FEES	=	\$305,000.00
CONTINGENCY FEE (20% of Total)	=	\$230,000.00
TOTAL CONTRACT FEE	=	\$1,149,935.69

TOTAL DBE UTILIZATION RATE: 10%

SUMMARY MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

ACTIVITY: SUMMARY

EST. PROJ. LENGTH (MONTHS.) 18

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR.ADV. PROJ.MGR.	SENIOR PLANNER	SR.ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
A. PROJECT MANAGEMENT & ADMINISTRATION	40 336	0 0	0 0	0 0	40 0	0 216	632
B. PUBLIC EDUCATION & INVOLVEMENT	24 560	0 0	0 0	0 0	80 120	0 200	984
C. LAND USE & ECONOMIC DEVELOPMENT	0 40	0 0	0 0	0 0	0 0	0 0	40
D. STATION AREA DESIGN	0 0	104 0	0 0	0 0	480 0	0 0	584
E. TRANSIT SERVICE PLANNING	0 0	48 0	0 120	0 0	200 0	0 0	368
F. CONCEPTUAL ENGINEERING/COST ESTIMATING	0 0	0 0	108 654	0 0	120 0	80 0	962
G. ENVIRONMENTAL	0 0	0 0	0 0	40 260	80 24	0 0	404
H. FINANCIAL	0 0	200 0	0 0	0 0	40 0	0 0	240
I. DEFINITION OF ALTERNATIVES	0 64	60 0	0 80	0 0	64 0	48 0	316
J. TRAVEL FORECASTING	0 0	144 0	0 0	0 0	40 176	0 0	360
K. EVALUATION OF ALTERNATIVES	0 76	0 0	0 16	0 16	96 0	0 16	220
L. MIS REPORT PREPARATION	0 80	0 0	0 0	0 0	120 0	0 56	256
M.	0 0	0 0	0 0	0 0	0 0	0 0	0
AA.	0 0	0 0	0 0	0 0	0 0	0 0	0
PROJECT TOTALS	64 1156	556 0	108 870	40 276	1360 320	128 488	5366 0

DETAILED MANHOURLY ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

ACTIVITY: A. PROJECT MANAGEMENT & ADMINISTRATION

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH ADM/CLERIC	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. ATTEND MEETINGS	0 120						120
2. DEVELOP STUDY WORK PLAN	0 40						40
3. PREPARE/IMPLEMENT QA/QC PLAN	0 80						120
4. INVOICES, PROGRESS REPORTS MEETING MINUTES	40				40	72	152
5. MANAGE SUBCONSULTANTS	40					24	64
6. CLERICAL, ADMIN, DOCUMENT CONTROL	16					120	136
							0
							0
							0
							0
ACTIVITY TOTALS	40 336	0 0	0 0	0 0	40 0	0 216	632

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

STATE PROJECT NO.

ACTIVITY: B. PUBLIC EDUCATION & INVOLVEMENT

WPI NO.
FAP NO.

0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. DESIGN PUBLIC INVOLVEMENT PLAN	24 40						64
2. CONDUCT PERSONAL INTERVIEWS	80				80		160
3. IMPLEMENT PLAN	220				120		340
4. MAINTAIN MAILING LIST						80	80
5. PREPARATIONS FOR MEETINGS, WORKSHOPS, ETC.	220					120	340
6.							0
7.							0
8.							0
9.							0
10.							0
ACTIVITY TOTALS	24 560	0 0	0 0	0 0	80 120	0 200	984

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

STATE PROJECT NO.

ACTIVITY: C. LAND USE & ECONOMIC DEVELOPMENT

WPI NO.
FAP NO.

0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. COORDINATE LAND USE ASSESSMENT AND ECONOMIC DEVELOPMENT	40						40
2.							0
9.							0
10.							0
ACTIVITY TOTALS	0 40	0 0	0 0	0 0	0 0	0 0	40

DETAILED MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS
 ACTIVITY: D. STATION AREA DESIGN

STATE PROJECT NO.
 WPI NO.
 FAP NO. 0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE/CONDUCT FOCUS GROUP WORKSHOPS		80					80
2. ASSIST IN DEVELOPING STATION AREA AND LAND USE PLANS		16			480		496
3. REVIEW DETAILED RENDERINGS		8					8
4.							0
5.							0
6.							0
7.							0
8.							0
9.							0
10.							0
ACTIVITY TOTALS	0	104	0	0	480	0	584
	0	0	0	0	0	0	

DETAILED MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS
 ACTIVITY: E. TRANSIT SERVICE PLANNING

STATE PROJECT NO.
 WPI NO.
 FAP NO. 0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE SERVICE PLAN FOR TSM		24	120				144
2. PREPARE SERVICE PLANS FOR PHASE II ALTERNATIVES		24			160		184
3. PREPARE TECH MEMO					40		40
4.							0
ACTIVITY TOTALS	0	48	0	0	200	0	368
	0	0	120	0	0	0	

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE:	Riverview Corridor MIS				STATE PROJECT NO.		
					WPI NO.		
ACTIVITY:	F. CONCEPTUAL ENGINEERING/COST ESTIMATING				FAP NO.		0
TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV PROJ.MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE METHODOLOGY REPORT			4 24				28
2. PREPARE/UPLOAD BASE MAPPING			4			40	40
3. UPDATE DESIGN CRITERIA			80				80
4. ROW ASSESSMENT			40				40
5. TRAFFIC IMPACTS ANALYSIS			64 350				414
6. CAPITAL COST ESTIMATING			40 60				100
7. O&M COST ESTIMATING					120		120
8. PREPARE PLANS FOR PHASE II ALTERNATIVES			100			40	140
ACTIVITY TOTALS	0 0	0	108 654	0 0	120 0	80 0	962

DETAILED MANHOUR ASSIGNMENT SHEET

PROJECT TITLE:	Riverview Corridor MIS	STATE PROJECT NO.					
		WPI NO.					
ACTIVITY:	G. ENVIRONMENTAL	FAP NO.					
		0					
		EMPLOYEE CLASSIFICATION					
TASKS	SR.ADV.	SENIOR	SR ENGR	SR ENV	PLANNER	CADD/GRAPH.	TOTAL
	PROJ.MGR.	PLANNER	ENGINEER	ENVIRON	TECHNICIAN	ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
							PER TASK
1. UPDATE DATA BASES					40		40
2. ASSESS & DOCUMENT NEW IMPACTS					40		64
					24		
3. AIR QUALITY ANALYSIS				16			156
				140			
4. NOISE ANALYSIS				24			144
				120			
ACTIVITY TOTALS	0	0	0	40	80	0	404
	0		0	260	24	0	

DETAILED MANHOURLY ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

STATE PROJECT NO.

ACTIVITY: H. FINANCIAL

WPI NO.

FAP NO.

0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. NEW STARTS CRITERIA		40			40		80
2. IDENTIFY/EVALUATE FINANCING OPTIONS		120					120
3. PREPARE FINANCIAL PLAN		40					40
4.							0
							0
ACTIVITY TOTALS	0	200	0	0	40	0	240
	0	0	0	0	0	0	

DETAILED MANHOURLY ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS

STATE PROJECT NO.

ACTIVITY: I. DEFINITION OF ALTERNATIVES

WPI NO.

FAP NO.

0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PHASE I: REFINE/IDENTIFY INITIAL SET OF ALTERNATIVES (Including No-Build and detailed TSM Alternative)	16	16			32	24	88
2. PHASE II: ALTERNATIVES DEFINITION	24	8	40		32	24	128
3. PHASE III: DETAILED DEFINITION	24	36	40				100
							0
							0
							0
							0
							0
							0
							0
							0
ACTIVITY TOTALS	64	60	80	0	64	48	316
	64	0	80	0	0	0	

DETAILED MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS
 ACTIVITY: J. TRAVEL FORECASTING

STATE PROJECT NO.
 WPI NO.
 FAP NO. 0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. DATA ACQUISITION					16		16
2. CODE NEW ALTERNATIVES					40		120
3. APPLY REGIONAL PROCEDURES		64			40		104
4. SENSITIVITY ANALYSIS		80			40		120
							0
							0
							0
							0
							0
							0
							0
ACTIVITY TOTALS	0	144	0	0	40	0	36
	0	0	0	0	176	0	

DETAILED MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS
 ACTIVITY: K. EVALUATION OF ALTERNATIVES

STATE PROJECT NO.
 WPI NO.
 FAP NO. 0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH. ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PURPOSE AND NEED (Problem Definition)							24
2. PREPARE GOALS, OBJECTIVES, EVALUATION CRITERIA	24				32		56
3. CONDUCT PHASE I FATAL FLAW ANALYSIS	24				16		48
4. CONDUCT PHASE II TRADE-OFF ANALYSIS	8		8	8		8	48
5. PREPARE EVALUATION AND ANALYSIS OF ALTERNATIVES REPORT	16		8	8		8	44
	4				40		0
							0
							0
ACTIVITY TOTALS	0	0	0	0	96	0	220
	76	0	16	16	0	16	

DETAILED MANHOOR ASSIGNMENT SHEET

PROJECT TITLE: Riverview Corridor MIS
 ACTIVITY: L MIS REPORT PREPARATION

STATE PROJECT NO.
 WPI NO.
 FAP NO. 0

TASKS	EMPLOYEE CLASSIFICATION						TOTAL HOURS PER TASK
	SR ADV. PROJ. MGR.	SENIOR PLANNER	SR ENGR ENGINEER	SR ENV ENVIRON	PLANNER TECHNICIAN	CADD/GRAPH ADM/CLERIC.	
	MH'S	MH'S	MH'S	MH'S	MH'S	MH'S	
1. PREPARE MIS REPORT	80				120	56	256
2.							0
3.							0
4.							0
5.							0
6.							0
7.							0
8.							0
9.							0
10.							0
ACTIVITY TOTALS	80	0	0	0	120	56	256

RIVERVIEW TRANSITWAY MIS

SUBCONSULTANTS

FIRM	RESPONSIBILITY	HOURS	RATE	DIRECT COSTS	TOTAL
C.J. Olson Market Research (DBE/WBE)	Public Opinion Surveys	165	\$110	\$850	\$19,000
Macromedia Technologies, Inc.	Graphics/Imaging/Videos	255	\$100	\$9,700	\$35,200
Maxfield Research, Inc.	Real Estate/Market Research	246	\$75	\$550	\$19,000
Quam Sumnicht & Associates	Corridor Dev. Financing	200	\$165	\$7,000	\$40,000
Rowekamp Associates, Inc. (DBE/WBE)	GIS Applications	150	\$85	\$2,250	\$15,000
Dyett & Bhatia	Station Planning/Design	180	\$100	\$2,000	\$20,000
McCormick Rankin International	Busway Applications	0	\$125	\$0	\$0
Zimmer Gunsul Frasca Partnership	Station Planning/Design	600	\$111	\$13,400	\$80,000
Montoya Communications Inc. (DBE/WBE)	Public Outreach Concepts	250	\$100	\$5,000	\$30,000
Schaefer Communications (DBE/WBE)	Public Communications/Graphic	115	\$130	\$30,050	\$45,000
Subtotal		2161		\$70,800	\$303,200

**Parsons
Brinckerhoff**510 First Avenue North
Suite 550
Minneapolis, MN 55403
612-371-0443
Fax: 612-371-4410

October 8, 1998

Kathryn DeSpiegelaere
Ramsey County Regional Railroad Authority
360 Ramsey Co. Government Center W.
50 West Kellogg Blvd.
St. Paul, MN. 55102

Re: Riverview Corridor MIS

Dear: Ms. DeSpiegelaere

Per our recent discussions Parsons Brinckerhoff hereby accepts the contract for professional services on the referenced project as originally prepared. Specifically, we accept Section III, paragraph 3. "Hold Harmless" without the word "negligent" inserted in the fourth line after "...arising out of any...".

Regarding insurance for auto and workman's compensation, we are required by law to maintain these coverage's. As of this date we do not have the policy numbers for the renewed coverage that will take affect on November 1st as the carrier does not normally issue them this far in advance. We have requested a certificate for the renewal that will indicate "to be assigned" in the space for the policy number. However, this is an unusual request and it may take some time to obtain this or some equivalent form of documentation regarding our commitment to renew this coverage.

Sincerely,
PARSONS BRINCKERHOFF QUADE & DOUGLASDavid H. Nummer
Assistant Vice President

CC: Myrna Valdez

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

5

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere

Authorized Signature

October 5, 1998

Date

Board Action Requested

Comprehensive Transportation and Transit Plan.

DISCUSSION ONLY

Request Justification

See attached information

Budgeting and Accounting

County Attorney

Risk Management

Documentation certified complete for:

October 13, 1998

Board Date

Kristine A. Longhenry
Signature

10-5-98

Date

RAMSEY COUNTY

1999 – 2020

COMPREHENSIVE TRANSPORTATION PLAN

ISSUE PAPER

PORTS (COMMERCIAL NAVIGATION)

Define issue and how it relates to the vision:

Commercial navigation is an important component of the transportation system serving Ramsey County. The Mississippi River is a working river and continues to be a valuable transportation channel for river barge commodity movement. St. Paul also serves as a 'parking lot' for all barges continuing to Minneapolis and Savage.

Grain is the largest commodity handled and exported by Minnesota's river ports. Exported commodities also include slag, flyash, petroleum coke, potash, scrap, vegetable oil, and sugar beet pellets. Imported commodities handled by the river ports include sand, gravel, aggregate, cement, salt, steel, fertilizer, sodium hydroxide, molasses, caustic soda, ethylene glycol, pig iron, slag and coal. (Table xxx.)

In 1997, the total river tonnage for the Twin Cities area was just over 12 million tons. According to the Minnesota Department of Transportation's Office of Freight, Railroads and Waterways, Ramsey County's 3,785,707 tons represents 31% of all the commodities moved through the Twin Cities by river barge. (Graph xxx.)

Table xxx lists river terminals in Ramsey County and the commodities handled by each terminal. The location of the sixteen (fourteen active) terminals on the Mississippi River in Ramsey County are shown on Map xxx.

The Union Pacific Railroad (formerly the Chicago and Northwestern) handles the majority of railway freight traffic to the 14 active river terminals, although two terminals use the Canadian Pacific Rail System (formerly the Soo Line) and one terminal uses the Burlington Northern & Santa Fe Railway Company.

Truck freight traffic to the river terminals is the highest on Childs Road, followed by Warner Road. For quantities of trucks and truck tonnage on primary river access roads, refer to Table xxx.

The County vision emphasizes continuing to foster positive relationships with federal, state, and local transportation agencies.

The County vision supports a system that will provide for the efficient movement of goods, protecting the economic vitality of the community.

Existing conditions of the issue:

An important function of the County roadway system is connecting shipping points and markets. County roads should legally carry heavy trucks. However, there are restrictions on truck movement in the city of St. Paul based on the structural capacity of roads to carry large volumes of heavy trucks. A network of truck routes that restrict truck movement has been established by the city of St Paul.

Expectations based on current trends:

River barge traffic is expected to grow at a rate of one percent per year. By 2010, approximately 4,308,487 tons of commodities will be moved through Ramsey County. At this rate of growth, the number of tons will increase to approximately 4,759,249 by 2020. Between 1998 and 2020, this will be an increase of almost one million tons.

What role does the County play in this issue?

Ramsey County should take an active role ensuring safe, efficient river terminal access for trucks.

Due to jurisdictional changes in 2003, Ramsey County will have jurisdiction of only a few of the routes serving the river terminals. Ramsey County will continue to work with the city of St. Paul regarding designated truck routes to ensure the efficient movement of goods along river terminal access roads.

To review truck movement restrictions and work with the community to revise these restrictions as necessary.

What policy should be in place regarding this issue to make the County play the role it should play?

A policy that ensures truck access on all roads under County jurisdiction.

A policy that ensures adequate structural capacity for truck usage on the County system.

A policy that supports working with the city of St. Paul on river terminal access.

(These policies would adhere to the intent of the County State Aid Highway rules. Ramsey County will continue to work closely with municipal staff and the public to ensure the needs of all are considered in the development of this policy.)

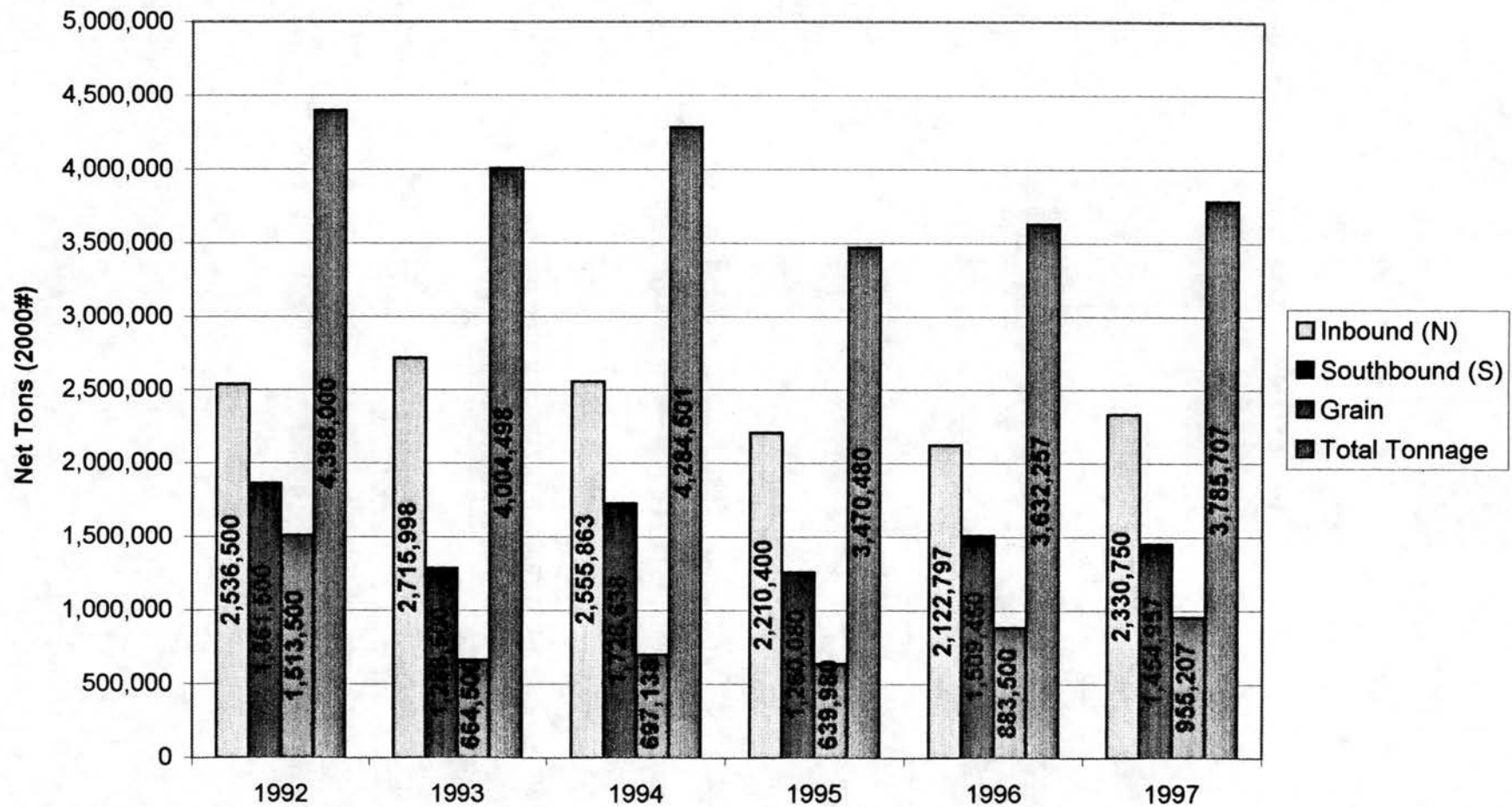
DRAFT

RAMSEY COUNTY RIVER TERMINALS

TERMINAL	COMMODITIES HANDLED
Barton Enterprises, Inc.	Asphalt, Recycled Oil, #6 Fuel Oil
La Farge Corp.	Cement
Peavy Red Rock Elevator	Grain, Fertilizer, Coal, Feed, Phosphate
Hawkins Terminal #2	Liquid Caustic Soda, Liquid Caustic Potash
Alter Minnesota Wharf/St. Paul River Terminal	Coal, Salt, Scrap, Metal, Steel, Ore, Grain, Fertilizers, Twine
Westway Terminal Co. #29	Molasses
Westway Terminal Co. #14	Molasses & Vegetable Oil, Ferris sulfate, Ethylene Glycol, Caustic Soda, Hydrogen Sulfonate
LaFarge Cement Co.	Cement
Hawkins Terminal #1	Liquid Caustic Soda
J.L. Sheily Yard A.	Sand, Aggregates & Crushed Stone
Great Western Coal & Dock Co.	Steel Products, Coal, Salt Coke & Slag, Fertilizer
Harvest States Cooperative Terminal #2	Grain
Farmland Industries	Bulk Fertilizer and Phosphate
NSP Co. High Bridge Power Plant River Dock/Terminal Not Used in 5 Years	Coal
Uno-Ven St. Paul Terminal Closed in 1994	Petroleum Products
Archer - Daniels Midland/Elevator D	Grain

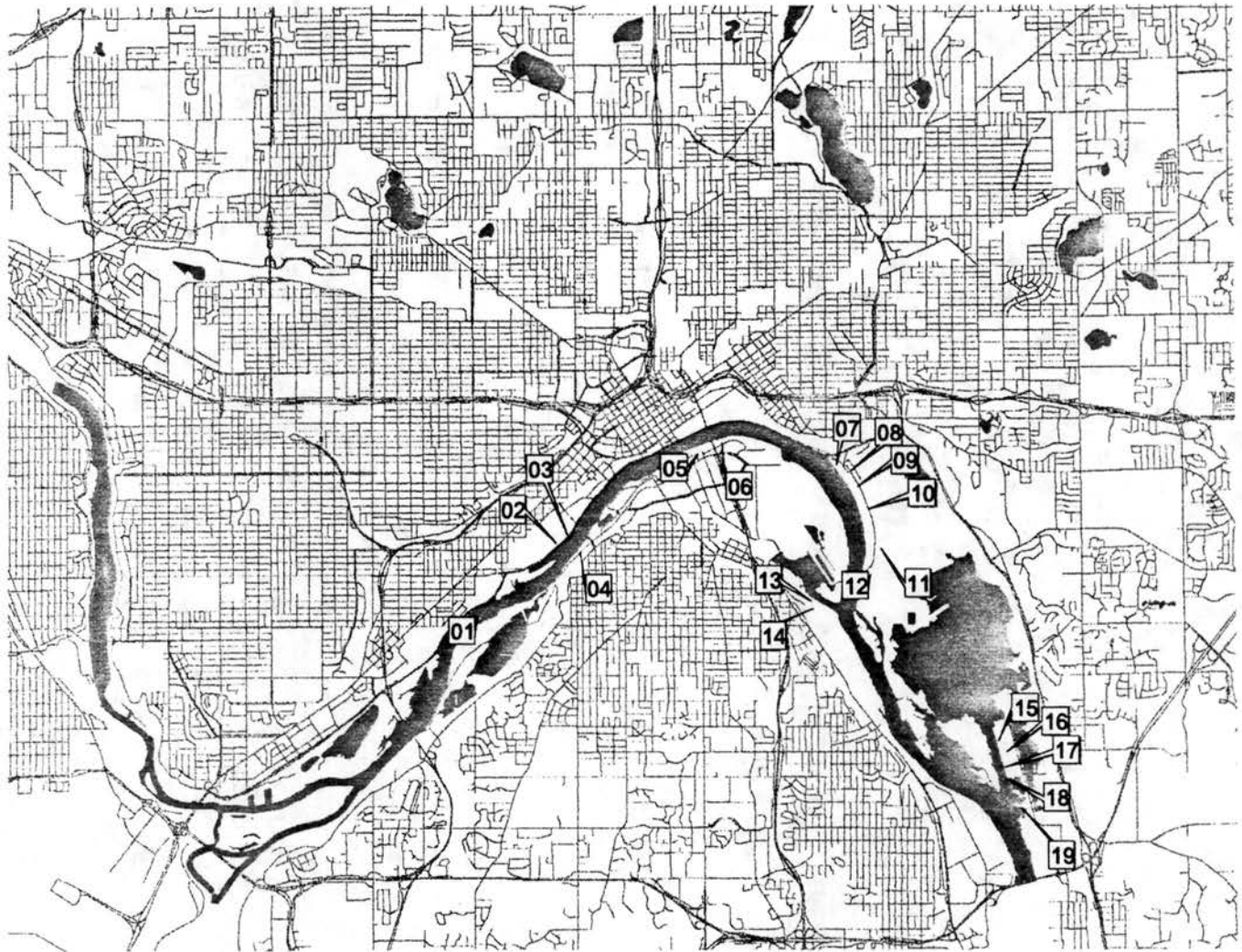
Source: Ports and Waterways section of the Minnesota Department of Transportation. March 1995.

RIVER TONNAGE LOADED OR UNLOADED IN RAMSEY COUNTY



Source: Ports and Waterways Section of the Minnesota Department of Transportation

Ramsey County River Barge Terminals



 Open Water
 Roads
 Ramsey County



1 0 1 2 3 Miles

- 01 Archer Daniels Midland
- 02 NSP Company Highbridge PP
- 03 Upper River Services
- 04 Upper River Services
- 05 Upper River Services
- 06 Farmland Industries Terminal
- 07 Harvest States Cooperative
- 08 Great Western Coal and Dock
- 09 J. L. Sheily Yard
- 10 Hawkins Chemical Vel-Tex

- 11 Westway Trading Company
- 12 Westway Trading Company
- 13 L & S Marine Service
- 14 Hawkins Chemical Wharf
- 15 Old Twin City Ship Yard
- 16 Peavey Red Rock Elevator
- 17 Barton Enterprises
- 18 Dakota Barge Service
- 19 LaFarge Co., Red Rock

Source: 1998 Minnesota Department of Transportation, Ports and Waterways Section.

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**RIVER TERMINAL ACCESS ROADS
STREET TONNAGE OF ANNUAL TRUCK FREIGHT TRAFFIC**

STREET	JURISDICTION	NUMBER OF TRUCKS	ANNUAL TONNAGE
Red Rock Road	St. Paul	79,050	2,220,000
Concord Street (St. Paul)	MnDOT*	8,320	203,950
Barge Channel Road	St. Paul	8,320	203,950
Warner Road	Ramsey County**	75,010	1,673,483
Shepard Road	Ramsey County**	5,700	142,500
Childs Road	St. Paul	80,810	1,815,983
State Street	St. Paul	3,000	75,000
Alabama Street	St. Paul	3,800	95,000
Filmore Street	St. Paul	400	10,000
Chester Street	St. Paul	400	10,000
Chestnut Street	St. Paul	1,750	35,000
Spring Street	St. Paul	1,750	35,000
Snelling Avenue	MnDOT+	5,303	134,631
Montreal Avenue	MnDOT+	5,303	134,631
7 th Street	MnDOT*	21,211	538,525
Randolph Avenue	Ramsey County	21,211	538,525
Drake Street	St. Paul	21,211	538,525

Source: Ports and Waterways section of the Minnesota Department of Transportation. 1996.

* Scheduled for turnback from MnDOT to Ramsey County

** Scheduled for turnback from Ramsey County to MnDOT

+ May turnback to Ramsey County dependent on Ayd Mill Road decision

RAMSEY COUNTY

1999 – 2020

COMPREHENSIVE TRANSPORTATION PLAN

ISSUE PAPER

MAJOR RIVER CROSSINGS

Define issue and how it relates to the vision:

A major river crossing includes any Twin City Metro Area bridge which spans or is needed to cross the Mississippi, Minnesota or St. Croix Rivers. Of thirty-five total major river crossings in the Twin City Metro Area, eight are located in Ramsey County: Lake Street Bridge/CSAH 35; Ford Parkway Bridge/CSAH 42; Fort Snelling Bridge/TH 5; Lexington Street Bridge at I-35E; the High Bridge/TH 149; the Wabasha Street Bridge/MSAS 235; Robert Street Bridge; Lafayette Bridge/TH 52.

Of the eight major river crossings within Ramsey County (Map xxx), the Ford and Lake Street bridges are currently under Ramsey County jurisdiction. Ramsey County shares jurisdiction over these bridges with Hennepin County. The High Bridge and the Robert Street Bridge are presently under the jurisdiction of MnDOT. Jurisdiction of these two bridges is scheduled to be transferred to Ramsey County through the functional consolidation process.

This issue relates to the County vision of providing a coordinated system of thoroughfares, highways, streets, and other public ways which meet state and/or federal highway specifications that ensure the safe and efficient movement of motor vehicles, bicyclists and pedestrians.

This issue relates to the County vision that adequate resources will be available to provide a maintenance program that safeguards the traveling public and protects the County's investment in its infrastructure in a cost effective manner.

Existing conditions of issue:

The Lake Street Bridge/CSAH 235 was reconstructed in 1989.

The Ford Parkway Bridge/CSAH 42 and CSAH 46 is in need of major repair. This project will be a collaboration of Ramsey County, Hennepin County, MnDOT, and the cities of Minneapolis and St. Paul. Although the arches and columns on the bridge are in good condition, the deck requires rehabilitation. Options for this rehabilitation range from partial rehabilitation to reconstruction of the upper part of the bridge. Three designs are being considered, ranging in cost from 8.3 to 13.9 million dollars, and 1½ to 2 years construction time. Construction will begin in 2000 if the design is completed by the end of 1999.

The Fort Snelling Bridge/TH 5 was rehabilitated in 1986 and therefore necessitates only routine maintenance until its reevaluation in 2010.

The Lexington Bridge is located on I-35E between West 7th Street and TH 13 in St. Paul, Lilydale and Mendota Heights. Depending on the design alternative chosen, MnDOT tentatively plans to begin construction in 2001, with completion anticipated in late 2004. The bridge opened in December, 1965 and will have reached the end of its design life by the expected reconstruction time of 2001.

The High Bridge/TH 149 was originally built in 1926. Total reconstruction work was completed in 1986.

Construction was completed on the Wabasha Street Bridge/MSAS 235 by the city of St. Paul in 1998. The bridge was widened from 40 feet to 104 feet, with two lanes of traffic in each direction, and two, 11 ½ foot bicycle/pedestrian walks. By the end of 1999, a permanent bridge to Raspberry Island, as well as a stair tower from the Wabasha Street Bridge down to Raspberry Island, will also be completed as part of the Wabasha Street Bridge project.

Full rehabilitation construction on the Robert Street Bridge was completed in 1989.

Lafayette Bridge/TH 52 was redecked in 1998. It has reached the end of its design life, however, and is in MnDOT's replacement program (scheduled 2006-2010).

Expectations based on current trends:

Major river crossings are a vital component of the transportation network and require higher levels of inspection and repair. Recent bridge reconstruction projects have ranged in cost from \$20 to \$120 million. For example, the Newport Bridge cost approximately \$80 million, the Hastings Bridge approximately \$120 million, and the Lexington and Lafayette bridges each cost between \$20 and \$25 million. From these examples, the area can expect to invest approximately \$14 million annually in repair costs alone.

What needs to be done to influence the future and change the expectations?

Due to the fact that local government funds are not adequate to cover major emergency or scheduled bridge repairs, and MnDOT receives the largest share of state and federal transportation funds, Ramsey County should pursue legislation giving MnDOT jurisdiction over major river crossings. Jurisdiction of these bridges by local governments would be a financial liability to the community as the tax base does not generate the funding required to adequately maintain and replace these major bridge structures. This legislation should include language that MnDOT will be requested to work with communities affected by a major river crossing to ensure bridge design needs are met.

Ramsey County should pursue legislation that would place all thirty-five major river crossings in the Twin Cities Metro Area under MnDOT's jurisdiction. Ramsey County would be responsible for road surface maintenance on the roadways over major river crossings that are under County jurisdiction: Ford Parkway, TH 149 and Robert Street. MnDOT would be responsible for bridge structure maintenance and inspection. In addition, Ramsey County would request MnDOT to support bridge reconstruction policies that ensure community needs are addressed. Needs such as lane widths, HOV lanes, bike/ped crossings, lighting and other amenities should be addressed by MnDOT and all involved communities before a bridge is reconstructed.

Ramsey County should continue to work with federal, state and local agencies on the design elements of new and reconstructed bridges.

What role does the County play in this issue?

Ramsey County is working with Hennepin County, MnDOT, and the cities of Minneapolis and St. Paul on the Ford Parkway Bridge/CSAH 42 and CSAH 46.

Ramsey County is working with MnDOT, Dakota County, and the cities of Lilydale, Mendota Heights and St. Paul on the Lexington Avenue - I35E bridge.

The County will be the lead agency responsible for drafting the language of the major river crossing bill and for supporting the bill through the legislative process.

The Ramsey County Public Works department will be responsible for road surface maintenance on the roadways over major river crossings under County jurisdiction: Ford Parkway, TH 149 and Robert Street. (Ramsey County and Hennepin County share jurisdiction over the Ford Parkway and Lake Street bridges. Per an agreement between the two counties, Ramsey County provides road surface maintenance over the Ford Parkway bridge, and Hennepin County provides road surface maintenance over the Lake Street bridge.

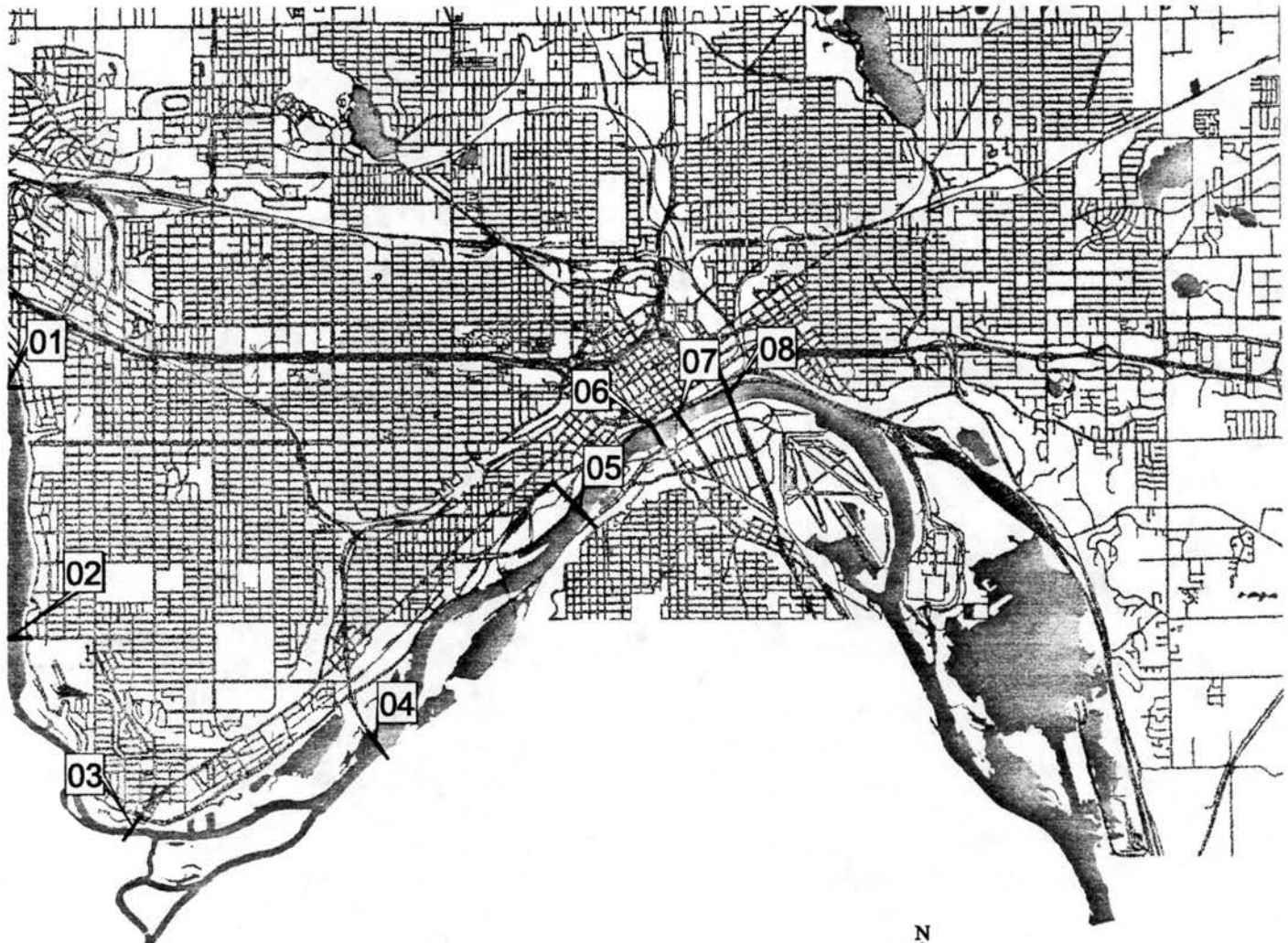
What policy should be in place regarding this issue to make the County play the role it should play?

A policy that MnDOT should have jurisdiction over the thirty-five major river crossings in the Twin Cities Metro Area. The road authority will be responsible for road surface maintenance. MnDOT would be responsible for inspection, structure maintenance, and reconstruction.

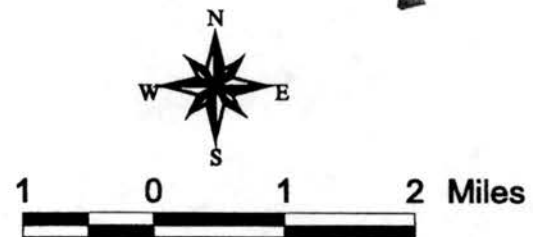
A policy of working with federal, state and local agencies on the design elements of new and reconstructed bridges. This includes addressing needs such as lane widths, bike/ped crossings, HOV lanes, transit, lighting and other amenities prior to any bridge construction or reconstruction.

DRAFT

Ramsey County Major River Crossings



 Roads
 Open Water
Ramsey County



01 Lake Street / CSAH 35 Bridge
02 Ford Parkway / CSAH 42 Bridge
03 Fort Snelling / TH 5 Bridge
04 Lexington Street at I-35E Bridge

05 High Bridge / TH 149 Bridge
06 Wabasha Street / MSAS 235 Bridge
07 Robert Street Bridge
08 Lafayette / TH 52 Bridge

Source: Ramsey County GIS.

RAMSEY COUNTY REGIONAL RAILROAD AUTHORITY

6

REQUEST FOR BOARD ACTION

REGIONAL RAILROAD AUTHORITY

K. DeSpiegelaere
Authorized Signature

October 5, 1998
Date

Board Action Requested

Update on Activities

DISCUSSION ONLY

Request Justification

Discussion will occur about:

St. Paul Transit Vision Task Force
North Highway 61 to Rush City commuter rail steering committee
Red Rock (South Highway 61 to Hastings) Corridor
Joint Powers Board

Budgeting and Accounting

County Attorney

Risk Management

David C. Dattel 10/5/98
David Mac Mallen

Documentation certified complete for:

October 13, 1998
Board Date

Kristine A. Longhenry
Signature

10-5-98
Date