2007-2011 METRO TRANSIT PLAN

A FIVE YEAR PLAN FOR METRO AREA TRANSIT

&

THE COMMUNITY OF TRANSPORTATION PROVIDERS

JANUARY 18, 2007

PREPARED BY THE METROPOLITAN COUNCIL OF GOVERNMENTS & PERTEET INC.

2007-2011 METRO TRANSIT PLAN
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SUMMARY OF RECOMMENDATIONS

Summary of Recommendations

What follows is a summary of the recommendations and next steps identified through the development of the 2007-2011 Metro Transit Plan. The following information should be used by Metro COG, MAT, and other pertinent agencies and transportation providers to assist in program development and planning over the coming five year window.

Recommended Studies and Technical Reports

Paratransit Analysis – This study will follow up on the options developed in the 2007-2011 Metro Transit Plan for reducing projected budget increases on the MAT Paratransit system. The study may further the implementation of the Coordinated DTH Project in Cass County. **Anticipated year of Study: 2007**

Moorhead Expansion & Alignment Study – This study will aim to improve run times on Route 4, look to find alternatives to extend Route 6 closer to EasTen. At the same time the study will explore options to make both Routes 3 and 5 more productive. The study will include the identification of a new transfer location in the EasTen area. The study will spell out the alternative alignments and timings of a 7th fixed route in Moorhead. The 7th fixed route would conceptually service both Dilworth as well as the growth areas along 34th Street South. The 7th fixed route may absorb parts of existing routes, or could be a completely new route, or may likely be a blend of both. There has long been a desire to increase circulation among colleges in Moorhead. The study will explore the potential to increase circulation between Moorhead colleges. **Anticipated year of Study: 2007**

NDSU Downtown Campus Access Study - Phase II – This study will be a follow up to the study conducted by Metro COG in 2004 looking at access at the Downtown Campus on NP Avenue. The study will project student transportation demands generated by additional class space in the downtown and provide recommendations to address this demand. The focus of this study will be on bus transportation, however will also include other demand management strategies such as walking, biking, marketing, and outreach. It is anticipated that Metro COG staff will be aided with significant support from MAT's Transit Planner. **Anticipated year of Study: 2007**

Administrative/Operational Coordination Efforts – The 2007-2011 Metro Transit Plan offers several recommendations concerning the administration coordination of Metro Area Transit. The following efforts need to occur:

- Develop the new agreement for Metro Area Transit Board - **2007**
- Develop a Master Operating Agreement - **2007**
- Organizational/Administrative Analysis of Metro Area Transit - **2009**

The MAT Board would serve as the steering committee for these three efforts.

Route 11/12 Consolidation Study: This study will look at the feasibility of combining Routes 11 and 12. This study will occur after Metro Area Transit has shifted the alignment of Route 12 to Elm Street to test its effectiveness at increasing ridership. There will be a green light priority element to this study which may be covered as part of another effort to study the benefits of providing Metro Area Transit vehicles with green light priority on selected routes. **Anticipated year of study: 2008**

Demand Response Implementation Study – This study will examine the site specific application of demand response transportation solutions in various parts of the metro. This study should occur prior to Metro Area Transit initiating demand response general public service. The study will explore the full range of demand response options. **Anticipated year of study: 2008**

Metro Senior Transportation Evaluation – Following the implementation of the Metro Senior Transportation Program by the Fargo Senior Commission, a program evaluation will be conducted by Metro COG. The intention of the evaluation is to determine program efficiency and make recommendations on the programs operation. The evaluation should also explore the creation of a new cost allocation model for the metro senior transportation program similar to that used for MAT Paratransit. **Anticipated year of study: 2008**

Green Light Priority Study – This study will explore the options and outcomes of providing Metro Area Transit vehicles with green light priority at selected intersections. This study was recommended as part of the 2002 Plan, however was never completed. **Anticipated year of study: 2008**

Marketing Study – Metro Area Transit has not conducted a marketing study for 8 years. Metro Area Transit should conduct a marketing study to assess its current marketing program. The study would also look at ways to streamline and formalize MAT's outreach, public relations, and customer relations activities. The study would examine the pros and cons of hiring marketing staff or contracting services from an agency. This study should be conducted by a consultant and should seek Metro COG pass-through funds. The local share should be budgeted by the Cities of Fargo and Moorhead. **Anticipated year of study: 2008**

Southwest Transit Study – The 2007-2011 Metro Transit Plan provides several route changes in relation to southwest portion of the Metro. Each of the recommendations needs to be examined as a set of interrelated parts. It is anticipated that this study will involve active involvement of large employers and other key stakeholders who are in the study area (E.g. Pracs Inst., Blue Cross Blue Shield, etc.). This study would focus on the 25th Street Cross-town route, Route 43, and other routes which operate in around the southwest metro. **Anticipated year of study: 2009**

Capital Cost Sharing Study – This is an update of the 2005 study conducted by Metro COG. The update will be premised on the new growth assumptions established by the 2007-2011 Metro Transit Plan. **Anticipated year of Study: 2009**

Fare Structure

It is not recommended that Metro Area Transit raise fares at this time. Rather Metro Area Transit should focus on reducing the local share costs of the Paratransit system. MAT can realize a greater benefit to local budgets by reducing paratransit costs than by increasing fares on the fixed route system.

Metro Area Transit should establish a bulk purchase fare policy that offers bulk purchaser a tier pricing option based on unique circumstances of the user. MAT should focus on and sell bulk purchases to local businesses and agencies; this will easily offset the need to increase fare revenues from single ride payers or 30-day pass holders on the fixed route system.

MAT should explore the potential to sell transit fare media at other locations in the community, especially grocery stores. MAT should eliminate tokens.

Administrative, Staffing & System Coordination

The Metro Area Transit (MAT) Coordinating Board needs to review and revise its current duties and responsibilities and make a recommendation to the Cities of Fargo and Moorhead for the formation of a replacement Board.

The Cities of Fargo and Moorhead need to consolidate all existing cost sharing (joint powers agreements) into a single master operating agreement to govern the sharing and allocation of costs related to the MAT Fixed Route and Paratransit System's.

Metro Area Transit should do an organizational and administrative analysis to determine the most efficient use of existing staff. The study would outline areas where additional staff may be needed. The study should aim to restructure the existing work tasks of the Transit Manager and Transit Administrator.

During the creation of the Master Operating Agreement and New MAT Board, discuss the potential to create a planning/policy coordinating position within Metro COG that would work directly with the MAT Board and each cities transit administrators. At the same time discuss the potential to consolidate all of Metro COG's transit planning and programming work under the direction of the MAT Board.

Metro Area Transit should hire/dedicate up to one additional paratransit dispatch staff. This staff addition could be in relation to mobility management concept concerning the Coordinated DTH Project in Cass County.

Framework for Coordination – Timeline

		2007	2008	2009	2010	2011	2012	2013 & Beyond
Administrative/Management Coordination								
New MAT Board		**o**	**x**					
Master Operating Agreement		**o**	**x**					
Administrative Streamline/Reorganization			**o**	**o**	**x**			
Staff Coordination								
Metro COG Plan/Prog. under MAT Board		**o**	**x**					
Metro COG Policy/Planning Position		**o**	**x**					
No New Hire Principle				**o**	**x**			
Fixed Route Dispatch (contract vs. hire)				**o**	**x**			
Driver Services Support Staff (contract vs. hire)				**o**	**x**			
Driver Services (contract vs. hire)					**o**	**o**	**x**	
Finance Coordination								
Single FTA designated recipient				**o**	**x**			
Joint Capital Ownership		**o**	**o**	**x**				
Assess MAT Board and Coordination Progress						**o**	**o**	**x**

o = Study/Analysis
x = Implement findings

Marketing, Outreach & Public Relations

Metro Area Transit should budget for a marketing study/plan in 2008. Metro Area Transit should look to secure Metro COG pass through dollars or set aside its own funds to conduct the study. The marketing study would be used to help create a longer range vision/work program for Metro Area Transit's marketing program.

Pending the results of the 2008 marketing study, Metro Area Transit should with fill its marketing vacancy or contract marketing service from a private firm starting in 2009. The position should be jointly hired and the costs should be shared accordingly.

Pending the results of the 2008 Marketing Study Metro Area Transit should establish a customer relation, education, and outreach program. The implementation of the program would be consolidated under one current (or future) position, and would be under the direction of either the Transit Administrator or the Transit Manager.

In line with other cooperative efforts between the Cities of Fargo and Moorhead, Metro Area Transit should designate a single college liaison responsible for all college planning, outreach, and programming. This could either be from existing staff or by designating it as part of the Metro COG's work program (or both).

Technology Audit & Data Collection

Metro Area Transit should work with Fargo Engineering and Metro COG to test green light priority for Route 11 on a trial basis. Route 11 run times should be tracked for the duration of the trial and results should reviewed by MAT and Fargo Engineering for feasibility of continuing the effort. The effort should be overseen by MAT, Fargo Engineering staff, Metro COG. Information and findings should be shared with the Fargo Traffic Technical Advisory Committee (TTAC) before making the improvement permanent.

Given the transition to the Metro Transit Garage and the new volume of technology related issues, Metro Area Transit needs more dedicated Information Systems (IS) staff assistance. The existing situation is defraying time from current municipal transit. IS support costs need to be equitably shared between cities and billed to the appropriate Federal grants (Moorhead should participate in funding existing IS support from the City of Fargo). The dedication of additional IS support would allow MAT the opportunity to make efficient use of its existing technology resources.

To ensure seamless security measures system-wide cameras should be put on Moorhead fixed route vehicles as soon as funding is available. The equipment and software should compatible to that on Fargo fixed routes.

Metro Area Transit needs to work with IS staff and vendor representatives to gain a higher degree of comfort and usability of the existing electronic fare collection system. This includes making better use of the GPS capabilities inherent in the fareboxes. The implementation of an Automated Vehicle Location (AVL) system for use by MAT dispatch should be a priority. AVL capabilities should in place before launching a demand response general public service.

Metro Area Transit needs to annually audit stop locations programmed in its fareboxes to ensure consistency of data collection. Given the limitations of the fare collection system, Metro Area

Transit in combination with Metro COG should conduct de-boarding surveys annually. The de-boarding surveys would compliment existing boarding data collected by the fareboxes.

Metro Area Transit and Metro COG should create a new ridership element to Metro COG's Surveillance and Monitoring Report that details popular boarding locations; and tracks changes in popular boarding locations over time.

Human Service Transportation

As part of the Paratransit Analysis in 2007 examine new policies and models that could be implemented to defray increasing local cost/share of providing paratransit service; including the exploration of facility rates and direct Medicaid billing.

Pending the findings of the 2007 Paratransit Analysis develop and implement a Facility Rate for MAT Paratransit and the fixed route system that is applicable to nursing homes, group homes, DT & H providers, and treatment centers, job training facilities, and social service agencies. The facility rate would be charged when a client receives a transportation service that is sponsored/required by another funding program (medical trips, job training, treatment, etc.).

Clay County Rural Transit, Connections, Inc, and Heartland Industries should move forward with the implementation of the joint powers/operating agreement for the coordinated provision of DTH transportation in Clay County.

Clay County needs to establish a task force to oversee the transition to the County Transit facility and develop operational agreements with partner agencies and potential tenants.

In 2007 MAT and Metro COG should jointly reorganize the makeup of the MAT Transit Advisory Committee (TAC) and Metro COG's Metropolitan Transportation Initiative (MTI). The membership and objectives of both groups should be clearly identified to ensure a unique unduplicated role for each.

Metro COG should continue to prepare its annual *Directory of Special Transportation Services*. As resources permit (with possible intern assistance) Metro COG should aim to keep the system inventories (fleet, budget, service areas, etc) prepared as part of the 2007-2011 Metro Transit Plan up-to-date with each subsequent update of the directory.

As part of annual TIP public input process/early solicitation Metro COG should solicit and prioritize projects for funding with JARC and New Freedom funds.

Metro COG staff should work with County administration and social service staff to schedule twice annual meetings to discuss human service transportation within each county, share areas of progress, and outline where future coordination in possible.

Metro COG should provide the MAT Board will quarterly updates on the efforts of MTI and share pertinent information concerning the implementation of the Specialized Transportation component of the Metro Transit Plan. Provide MAT Board liaisons to MTI from both the City of Fargo and Moorhead.

Metro COG should continue to dedicate .40 FTE to Human Service Transportation Coordination. Given the dynamic nature of human service transportation Metro COG should annually amend its

UPWP (in October or November) to add specific work tasks for the Regional Transportation Coordinator in the upcoming year.

MAT Paratransit should survey all current Paratransit users as to their Medicaid/Medicare status. Data entry standards need to be maintained for Paratransit trips, ensuring the data is export-able in a standardized format which can easily be geo-coded.

Administrative representatives from agencies and nursing homes who heavily use MAT Paratransit should be engaged in the MAT TAC and/or MTI, whichever is deemed more appropriate per restructure of those committees in 2007. As part of the 2007 Paratransit Study create a MAT Paratransit Task Force/Operations Committee that can refine the program to ensure system efficiency and maximize full cost allocation to the system.

Specific recommendations related to the operation and coordination of Human Service Transportation in both Cass and Clay County are more fully outlined in Chapter 10.

Metro College Recommendations

Metro Area Transit should meet three to four times annually with all four metro area colleges to share information and discussion existing service. This meeting would fall under the moniker of the *Metro College Working Group* (established by Metro COG in 2005 and budgeted as part of the UPWP every year since). The Working Group should be used to gather input and feedback on transit service levels and program strategies in relation to Metro colleges. The existence of the Metro College Working Group allows for the removal of metro colleges on all other MAT or Metro COG advisory committees. The Working Group should be informally viewed as an advisory group to the MAT Board; and further each respective city governing body on college transit/transportation issues.

Metro Area Transit needs to bring all four colleges back to a uniform rate for the U-Pass Program in 2007-08. In 2007-08, MSCTC should be brought to par with the rest of the metro colleges on its U-Pass rate. Using the College Working Group, MAT should set a uniform U-Pass rate the May prior to the upcoming year. The new rate would be reviewed by the MAT Board and referred to the each city governing body for final approval.

Metro Area Transit should encourage U-Pass participation by the faculty and staff at MSCTC and NDSU. Metro colleges have long identified faculty and staff as part of the transportation solution for trip reduction/parking reduction in and near college campuses.

Metro Area Transit should approach Moorhead area colleges about the potential to make a financial contribution to act as local match for future service improvements recommended as part of the 2007-2011 Metro Transit Plan. Many of the improvements that could increase service for Moorhead college students are on the Fargo system.

Continue to conduct the college transit survey on an annual basis at all four colleges. Annually review and update survey tool to ensure information is timely and useful. Develop an interest/awareness survey to deploy at other metro colleges (U-Mary, Aaker's, and Joseph's) to gauge the interest in using MAT.

Metro COG and metro colleges should annually update the geo-coding of student populations. This could be done as part of Metro COG's annual Surveillance and Monitoring Report.

Isolate student densities in areas remote from campus and work with property management companies to do direct advertising in these areas; creating residential correlations between college students and transit rider demographics.

Maximize use of existing routes and route alignments, potentially focusing on frequency of service improvements in areas of known student densities before developing off campus routes targeted directly at students. Example would be service improvements to routes such 15 and 16, among others.

Develop a *U Park* program that focuses on utilizing remote parking lots along existing MAT fixed routes. Work with owners of large parking lots (churches, sport facilities, shopping malls) to establish Park and Ride (E.g. U Park) lots adjacent to existing fixed routes.

Stay abreast of college expansion plans and be prepared to present transit options (demand based solutions) to offset the increase of on/near campus parking.

Follow up on past recommendations an expand existing Guaranteed *Ride Home Program* to include U-Pass; work with Doyle Cab to begin to integrate popular cab programs with the U-Pass program thus creating a seamless transportation package for students; eliminate the perception the two programs are in direct competition.

Continue to examine, on an as needed basis, transportation demand related initiatives to decrease auto trips to metropolitan area campuses, and in and around areas adjacent to campuses.

As part of the 2007 Moorhead Expansion & Alignment Study explore the feasibility of a circulator route connecting the Concordia-MSUM, MSCTC campuses, as well as remote parking lots.

Continue to grow the utility of NDSU Campus Circulators by continually assessing their utility, and expanding their coverage areas to stay in tune with campus expansion.

Facilities

Update the base assumptions of the 2005 Capital Sharing Study to account for the new service improvements recommended by the 2007-2011 Metro Transit Plan. Identify areas where fleet spare ratios can be maximized by jointly operating vehicles. The 2005 study recommended joint vehicle operations in 2013; that date has likely moved closer to 2009.

As part of the annual boarding report recommended earlier, assess the need for new and or expanded shelter facilities.

Consider upgrades to the South K-Mart transfer location on South University.

As part of the 2007 Moorhead Expansion & Alignment Study identify the placement and conceptual design for a consolidated super stop in the EasTen area.

Continue to market the existing park and ride facilities; expand sites as possible. Establish an expanded way finding system.

Metro Senior Services

Establish a Metro Senior Ride Program in 2007. The program should be operated by the Fargo Senior Commission with contributions from the City of Moorhead, City of Dilworth and City of Fargo. Approach West Fargo concerning their participation in the program for 2008 and beyond. Work towards the creation of a joint powers agreement that governs the delivery of the system.

Clay County Rural Transit (CCRT) and the Fargo Senior Commission (FSC) should work to coordinate services aimed at seniors. FSC should work with CCRT to provide grocery trips within the City of Fargo and West Fargo where possible.

Metro Area Transit and FSC should ensure a coordinated marking program aimed at seniors to ensure maximum use is made of existing fixed routes; as well defraying use of MAT Paratransit. MAT Paratransit, MAT Fixed Route, and the Metro Senior Ride Program need to be marketed as a blended strategy.

The FSC and Metro Area Transit should continue to coordinate on issues of storage and vehicle procurement. Over time this coordination should expand into maintenance and program management.

Systems Analysis

What follows are the recommended elements developed by Perteet, Inc. related to the Metro Area Transit Fixed Route and Paratransit operations.

RECOMMENDED FIXED ROUTE SERVICE IMPROVEMENTS

After circulating the suggested service improvements to all project participants and discussing them at several public forums held in the Fargo-Moorhead area, a prioritized list of recommended projects was developed. This list is divided into three priority categories:

- **Priority 1** – lower cost improvements that can be accomplished within 1 to 2 years, requiring a modest increase in operating costs
- **Priority 2** – additional improvements that can be accomplished within 3 to 5 years if supplemental funding can be secured
- **Priority 3** – longer-range projects that probably fall beyond the time horizon of this TDP effort

Priority 1 Recommendations

	Route	Peak Buses	Cost	Recommended Modification
Priority 1	1	0	$ 38,000	30-minute service summer weekdays
	3	0	$ 38,000	30-minute service summer weekdays
	4	1	$ 205,000	Streamline, extend service to Dilworth and 34th Street corridor/Southeast Moorhead weekdays and Saturdays (60-minutes, each branch)
	5	0	$ 38,000	30-minute service summer weekdays
		0	$ -	Streamline alignment
	6	0	$ -	Extend to Wal-Mart (Dilworth) , assume part of existing route 4 alignment
	11	0	$ 16,000	30-minute service Saturdays
	12	0	$ -	Move alignment to 2nd, Elm Streets
	13	1	$ 85,000	10-minute service (Fall-Spring school days only) 7AM to 6PM
	14	0	$ 16,000	30-minute service Saturdays 6AM to 6 PM
		0	$ -	Combine alignment with route 25
	15	1	$ 152,000	30-minute service weekdays 6AM to 6 PM
		0	$ 31,000	30-minute service Saturdays 6AM to 6 PM
		0	$ -	Extend to Wal-Mart (West Fargo)
	16	1	$ 152,000	30-minute service weekdays 6AM to 6 PM
	18	0	$ -	Streamline existing alignment
	19	-0.5	$ (73,000)	Eliminate route. Use resources to fund SW Shuttle.
	WF	0	$ -	Modify alignment to incorporate part of existing route 19
		0	$ -	Give route a number like other fixed route services
	SW Shuttle	0.5	$ 73,000	Shuttle to Pracs/Southwest Fargo area using route 19 resources
	All	**3**	**$ 771,000**	
	Fargo	**2**	**$ 452,000**	
	M'head	**1**	**$ 319,000**	

Table 1: First Priority Recommended Service Improvements

The priority 1 recommendations carry an estimated cumulative annual cost of between $550,000 and $600,000 and require 2 ½ additional peak hour buses to operate. The priority 1 recommended services are summarized in ***Table 10***.

Primarily, the added cost elements of the Priority 1 recommendations are due to increased service frequency or service span on existing routes. The only cost-related service expansion/contractions are represented by the extension of peak hour commuter service to Dilworth via route 4 and the elimination of route 19. The rest of the priority 1 recommendations are primarily no-cost service alignment streamlining or extensions.

Priority 2 Recommendations

The priority 2 recommendations, which will require a significant infusion of additional resources, include several expansions of service in the Fargo-Moorhead region. Included in this list are an extension of service down the 34th Street corridor in East Moorhead from the EasTen shopping area to I-94 via an extension of the existing route 4, a significant extension down the 25th Street corridor in Fargo from North 3rd street to South 52nd Street as well as a new route down South University Drive and 25th Avenue South ultimately ending up at the West Acres Mall.

The total annual operating cost of the priority 2 recommended services is nearly $1 million, split between Fargo and Moorhead in a ratio of approximately 78% to 22%. The new routes are accompanied by a significant expansion of evening and Saturday services on several MAT routes.

The priority 2 recommended services are summarized in ***Table 11***.

	Route	Peak Buses	Cost	Modification
Priority 2	1	0	$ 15,000	30-minute service Saturdays
	2	0	$ 16,000	30-minute service Saturdays
	6	0	$ 15,000	30-minute service Saturdays
	16	0	$ 31,000	30-minute service Saturdays 6AM to 6 PM
	17	1.5	$ 230,000	Extend down 25th Street weekdays and Saturdays
		0	$ 102,000	Weekday service to 10 PM every 60 minutes
		0	$ 21,000	Saturday service to 10 PM every 60 minutes
	43	2	$ 330,000	New University Dr./25th Avenue route weekdays 6AM to 7 PM every 60 minutes
			$ 62,000	New University Dr./25th Avenue route Saturdays 7AM to 7 PM every 60 minutes
	DR	1	$ 180,000	Fringe area demand response weekday 6AM to 8 PM (partial implementation) – apportioned 67% Fargo, 33% Moorhead
	All	**4.5**	**$ 705,000**	
	Fargo	**3.5**	**$ 599,000**	
	M'head	**1**	**$ 106,000**	

Table 2: Second Priority Recommended Service Improvements

Priority 3 Recommendations

The last priority group of recommendations is of sufficiently low immediate priority as to fall outside the time frame of the present TDP effort. This group includes a number of future service expansions, extended service hours and frequencies on lower-ridership routes, and new Sunday services. The priority 3 recommendations are summarized in ***Table 12***.

Details of all individual recommendations can be found in the short-range and long-range suggested modifications earlier in this document.

	Route	Peak Buses	Cost	Modification
Priority 3	1	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	2	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	3	0	$ 16,000	30-minute Saturday service
	4	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
		0	$ 30,000	Sunday service
	5	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	6	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	11	0.5	$ 153,000	20-minute weekday service – extra bus may be unnecessary if green light priority is implemented in 2007 as planned
		0	$ -	Combine with route 12 every 20 minutes
		0	$ 30,000	Sunday service
	12	1	$ 153,000	30-minute weekday service (conditional on ridership improvement)
	15	1	$ 165,000	Combine with part of West Fargo circulator weekdays 6AM to 7PM
		0	$ 34,000	Combine with part of West Fargo circulator Saturdays 6AM to 7PM
		0	$ 30,000	Sunday service
	16	1	$ 165,000	Combine with part of West Fargo circulator weekdays 6AM to 7PM
		0	$ 34,000	Combine with part of West Fargo circulator Saturdays 6AM to 7PM
	17	1	$ 153,000	30-minute weekday service
		0	$ 30,000	30-minute Saturday service 6AM to 6PM
		0	$ 30,000	Sunday service
	18	1	$ 180,000	Extend to West Acres Mall weekdays and Saturdays 6AM to 6PM
		0	$ 61,000	Extend to West Acres Mall weekdays and Saturdays 6PM to 10PM
		0	$ 30,000	30-minute Saturday service 6AM to 6PM
	41	3	$ 324,000	New campus limited route 6AM-6PM weekdays during school year
		0	$ 36,000	Hourly service 6PM-10PM school weekdays
		0	$ 45,000	30-minute service in Moorhead weekdays when school is not in session 6AM-6PM
		0	$ 10,000	30-minute service in Moorhead Saturdays when school is in session 6AM-6PM
		0	$ 25,000	Hourly service 6PM-10PM non-school weekdays and Saturdays
	44	5	$ 540,000	Campus connector weekday every 15 minutes 6 am to 6 pm during session
		0	$ 135,000	Weekday route every 30 minutes 6AM-6PM during university breaks
		0	$ 102,000	Weekday evenings every 30 minutes 6PM-10 PM
		0	$ 10,000	Saturday evenings every 60 minutes 6 PM to 10 PM
		-3	$ (350,000)	Eliminate routes 2 and 13
		0	$ 30,000	Sunday service
	DR	2	$ 180,000	Fringe area demand response weekday service 6AM to 8 PM – remaining implementation, apportioned 67% Fargo, 33% Moorhead
		0	$ 63,000	Saturday service 7 AM to 7 PM
		0	$ 120,000	Sunday demand response service
	All	**15.5**	**$ 2,794,000**	
	Fargo	**13.5**	**$ 2,077,000**	
	M'head	**2**	**$ 717,000**	

Table 3: Priority 3 Recommended Service Improvements

RECOMMENDED CAPITAL IMPROVEMENTS

Short-term capital improvements focus on improvements that could be made to existing services. Significant service expansions are not assumed as part of the short-term capital improvements.

Bus Stops

While flag stops are appropriate in less dense areas, they are inappropriate through most of Fargo and Moorhead. Among the best marketing tools any system has are its bus stop signs. They let both users and non-users know about where service is, where service goes, and how to access the service.

Most City residents are unlikely to know where transit service in Fargo or Moorhead goes, or if transit service even operates in their area. Marked bus stops can help address this lack of knowledge, as it builds brand awareness of the system among both riding and non-riders.

Bus stops improve speed and reliability. Routes 1 and 2 in Moorhead are prime examples of using designated bus stops to improve speed and reliability.

We suggest installing bus stop signs at every bus stop within Fargo, West Fargo, and Moorhead.

MAT has developed a standard bus stop sign design. Currently, a few stops have non-standard signs posted. It is recommended that a sign inventory be conducted to identify and remove non-standard signs. A standard design presents a consistent message to both customers and potential customers.

In addition, MAT should consider adding more customer friendly information on bus stop signs to build brand awareness. In addition to the MAT logo, at a minimum, a bus stop should include the following information:

1. Phone number for information
2. Identification of all routes serving the stop
3. Destination of all routes serving the stop

In addition, schedule information at the bus stops is desirable at higher ridership stops. The schedule tubes that MAT currently uses are an excellent example.

Shelters/Benches

Traditionally, shelters and bus stop amenities are an improvements consistently desired by transit customers, particularly considering the climate of Minnesota and North Dakota. MAT has placed shelters throughout the service area and overall has more shelters than is usually seen in urban areas of this size.

MAT should begin targeting any bus stop with 25 or more daily boardings for shelter feasibility. The installation of new shelters should consider a private-public partnership. The private provider pays for the installation and maintenance of the shelter in exchange for advertising rights. Currently, the stops at NP Avenue N at Downtown NDSU and at the Fargo High-rise warrant a shelter.

At stops with more than 15 daily boarding passengers, MAT should consider installing benches.

During the wintertime, lighting becomes a much larger concern for potential patrons due to the fact that it is dark during both the morning and afternoon commute times. The addition of lighting in shelters has been requested. Adding lights in shelters themselves presents both capital costs (running electricity into the shelter) and on-going maintenance costs. A more cost effective way to improve lighting is to have a street light or a directional light shine on the shelter. In Moorhead, the operating & maintenance costs of lighting shelters this way is approximately $5 per month per shelter, or about $1,000 for the entire year.

Super stops

Two potential locations for super stops have been identified. The first, at the K-Mart park-and-ride in South Fargo is necessary only if the transfer between routes 14 and 25 is to be continued at this location. Note: the fixed-route service recommendations would eliminate this transfer.

A second potential location is in the EasTen area where several bus routes converge and where a Super Wal-Mart is being constructed.

Park-and-Ride Program

MAT has just recently initiated its park-and-ride program. For downtown special events such as Street fair, it has been successfully utilized. However, for everyday uses, the program does not show that it is being utilized.

Marketing for the park-and-rides

It appears that the primary market for the park-and-ride program is downtown Fargo. Parking costs approximately $50-60 per month in downtown. MAT should consider alternative markets that may be suitable for park-and-ride purposes. Educational facilities, in particular, should be targeted. Both North Dakota State University and Minnesota State University Moorhead provide opportunities for additional service and funding sources. Parking at both Universities is limited and incurs permit costs, although the permit costs are not punitively high. Parking at NDSU is $90 annually and at MSUM approximately $180 per year. In conjunction with the two universities, MAT should explore these remote parking opportunities.

Potential locations for park-and-rides that target university students, faculty, and staff include:

- **Concordia Stadium** – The entrance to a parking lot is located off of 8th Street South in Moorhead. This is currently an unpaved lot with capacity for at least one hundred vehicles. The lot is positioned so that it could act as an intercept point for both Concordia College and Minnesota State University Moorhead students, faculty, and staff. In order to make this a viable parking location, the lot would need paving, a shelter would be necessary on northbound 8th Street South and a safe pedestrian crossing would be needed from the stop on southbound 8th Street South back into the lot. In addition, adjustments to Route 5 would be necessary to serve the lot.
- **Lot K at Minnesota State University Moorhead** – This lot is located approximately a half mile from MSUM near the intersection of 18th Street S and 6th Avenue S. According to MSUM staff, it is too far to walk form that lot to campus in the wintertime. It is currently paved and signed for permit parking. There are, however, no sidewalks on 6th Avenue S in the vicinity of the parking lot. The lot was being used for equipment storage instead of parking. Sidewalks, a shelter, and changes to Route 5 would be necessary to serve this lot.

Lot K is not nearly as well positioned to intercept students, faculty, and staff as Concordia Stadium.

- **Moorhead Hockey Arena** – This lot is located approximately a mile and a half from MSUM. It has approximately 86 stalls that could be used for park-and-ride purposes. A shelter and bus turnaround in the lot would be necessary to enhance the lot. This lot has potentially severe access issues for buses trying to make a left turn onto Main Avenue Southeast. The unsafe left turn may preclude this site as a potential park-and-ride. Currently, this lot has no bus service. Use of this facility as a park-and-ride facility will necessitate either rerouting an existing bus route to serve this area or the addition of a special circulator route.
- **Marriott Hotel** – This lot is adjacent to the Marriott Transfer Center. It enjoys a convenient location and is currently being used informally by a few riders. We recommended that MAT begin talks with Marriott to pursue making this facility an official park and ride facility.

Fleet Revenue Vehicles

Based on the first and second priority service improvement recommendations, the MAT fleet is anticipated to grow from 18 vehicles in maximum service in 2006 to 25 maximum vehicles in service by 2011. This growth is driven by the following anticipated implementation schedule for additional services:

2008: Increase weekday service on route 15 to every 30 minutes (increase Fargo fleet by 1 bus)
Implement new weekday and Saturday service to Dilworth and 34th Street/Southeast Moorhead (Moorhead +2)
Increase service to every 10 minutes on route 13 when NDSU is in session (Fargo +1)

2009: Increase weekday service on route 16 to every 30 minutes (Fargo +1)
Implement downtown Fargo circulator (Fargo +1 trolley)
Add demand response service in South and Southwest Fargo (Fargo +1)

2010: Implement new university service from south and west Fargo (seek cost share from Moorhead colleges) (Fargo +1, Moorhead +1)

2011: Implement service along South 25th Street via route 17 (Fargo +2)

At a minimum, MAT needs to maintain a spare ratio of at least 25% for emergency purposes, a total fleet of at least 37 vehicles by 2011 as compared to the present fleet of 27 (not including the 1993 model year spare now kept by the City of Fargo). Additionally, 11 current fleet vehicles are scheduled for replacement during the next 5 years in addition to those needed for fleet expansion.

For the City of Fargo, adequate spares are now held to maintain the fleet at its current size through 2007, given the implementation schedule shown above. In addition to retirement of aged vehicles, expanded services will require the expansion of the revenue fleet by one additional bus in 2008, an additional four in 2009, one in 2010 and two in 2011 according to the following schedule.

Model Year	Make	2006	2007	2008	2009	2010	2011
1997	New Flyer	6	6	6	4	2	
2001	Ford	3	3				
2002	Ford	1	1				
2002	Gillig	3	3	3	3	3	3
2004	Gillig	4	4	4	4	4	4
2008				5	5	5	5
2009					6	6	6
2010						3	3
2011							4
TOTAL		**17**	**17**	**18**	**22**	**23**	**25**
Maximum In Service		**12**	**12**	**14**	**17**	**18**	**20**
Spares Needed @ 25%		**3**	**3**	**4**	**5**	**5**	**5**
Actual Spare Ratio		**42%**	**42%**	**29%**	**29%**	**28%**	**25%**

Table 4: Fargo Fixed Route Fleet Requirements, 2006-2011

In the City of Moorhead, adequate spares are available to maintain the fleet at its existing size through 2009. At that time one additional vehicle will need to be purchased as a replacement of the existing 1997 New Flyer coach. The following year, 2010, the Moorhead fleet will need to be increased by 2 vehicles. The vehicle requirements for Moorhead over the next five years are summarized in the following table.

Model Year	Make	2006	2007	2008	2009	2010	2011
1997	New Flyer	1	1	1			
2003	Orion VII	5	5	5	5	5	5
2005	Orion VII	4	4	4	4	4	4
2009					1	1	1
2010						2	2
TOTAL		**10**	**10**	**10**	**10**	**12**	**12**
Maximum In Service		**6**	**6**	**8**	**8**	**9**	**9**
Spares Needed @ 25%		**2**	**2**	**2**	**2**	**3**	**3**
Actual Spare Ratio		**67%**	**67%**	**25%**	**25%**	**33%**	**33%**

Table 5: Moorhead Fixed Route Fleet Requirements, 2006-2011

The fleet spare ratio, recommended at 25% by the Federal Transit Administration, is defined as the number of spare revenue vehicles divided by the number of revenue vehicles in maximum service. As the preceding tables show, the vehicle purchase schedule keeps this ratio at or above 25% for each year of the plan.

CHAPTER ONE:

INTRODUCTION & STRATEGIC INITITIAVES

Introduction

Over the past five years Metro Area Transit has made several significant strides in a number of areas, especially in the areas of coordination and collaboration between the Cities of Fargo and Moorhead. Most important was the successful planning and financing of the Metro Transit Garage. The Metro Transit Garage (MTG), set for completion in late 2006, will house the entire transit fleet of both the cities of Moorhead and Fargo. Considered a key step for over 25 years in bringing greater coordination among the two cities; the Metro Transit Garage sets the stage for two independent parts of Metro Area Transit to begin another phase of integration and consolidation.

As part of the planning for the Metro Transit Garage, the Metro Area Transit Coordinating Board (MAT Board) was created to assist in overseeing larger administrative and operational coordination between the Cities of Moorhead and Fargo. The MAT Board is the first such creation since the Transit Task Force of the early 1980s. One of the primary purposes of the MAT Board is to oversee its own evolution into a more robust entity with more direct input an oversight of Metro Area Transit. The MAT Board sunsets on December 31, 2007, and looks to the 2007-2011 Metro Transit Plan to establish the framework of its successor.

In the last five years Metro Area Transit has managed to grow its utility by fostering a financial relationship with the colleges of the metro area. With the inception of the U-Pass program in 2001, the face of Metro Area transit changed forever, by making choice riders a major component of Metro Area Transit's ridership base. As of the 2006 academic year all four major colleges participate in the U-Pass program, and pay a fairly uniform fee. The U-Pass program shines light on just how the popularity of transit can increase through partnerships with regional employers/institutions. U-Pass demonstrates how a public transit system can build system revenues to leverage system growth by partnering with regional employers/institutions.

Beyond these larger accomplishments, Metro Area Transit has achieved much in the last five years. These past five year have been marked by administrative and political cooperation and coordination, more so than service innovation, save of course the U-Pass program. As we look ahead at the 2007-2011 Metro Transit Plan emphasis will be on continuing to capture the political momentum for coordination and streamlining. At the same, time, the 2007-2011 Metro Transit Plan hopes to capture the political spirit and turn that into truly innovative operational plans and policies which can propel Metro Area Transit into the next decade.

Strategic Initiatives: Setting the Stage for Growth
Having completed the consistency review of the 2002-06 Transit Development Plan Metro COG and Metro Area Transit outlined a broad ranging list of *Strategic Initiatives* to guide the development of the 2007-2011 Metro Transit Plan.

The initiatives were identified by looking closely at those issues accomplished over the past five years, as well, these issues are strategic because they are seen as integral to growing Metro Area Transit's presence and influence with in the larger metropolitan transportation network. Many of the strategic initiatives are interrelated.

One of the most important strategic initiatives to be addressed with the 2007-2011 Metro Transit Plan is the ***Transition and Evolution of Metro Area Transit***. A key component in the transition and evolution is the identification of a *coordinated administrative structure*, the adoption of timetable outlining the *transition to a more robust and autonomous entity*, and to outline the *expanded powers and duties of the Metro Area Transit Coordinating Board*.

Central to all three initiatives is an understanding of the financial growth, expansion, and independence of Metro Area Transit. As the 2007-2011 Metro Transit Plan unfolds, all three of these initiatives will be closely explored. In some cases the 2007-2011 Plan will be the road map, and in other areas it will establish the framework.

In 2005 Metro COG completed the Growth Area Transit Study (GATS) which outlined a loose framework of service strategies for areas on the fringe of the metro area. The GATS set the stage for a more robust look at these areas with the 2007 Metro Transit Plan. A strategic initiative of the 2007 Metro Transit Plan is the identification of *Growth Area Service Strategies for* recently developed and developing parts of the metro area.

In line with the discussion of growth area service strategies, the 2007 Metro Transit Plan will challenge the existing *Route Structure* of Metro Area Transit to see if there are routing patterns which will assist in moving commuters more efficiently across the metro area. A common concern from the riding and non-riding public is that Metro Area Transit needs to operate more in line with the over all transportation system, (I.e. more east-west routes, better intra/inter-city routes, and appropriate application of express and peak hour routes).

Closely related to route structure and growth area service strategies is the need to adequately transition commuters from rural transit systems to the urban transit system. The rural and exurban communities which surround the metro area are growing at a respectable pace. These areas are developing into transit generators. In recent years success has been made in coordinating the timing and routing of rural systems with the Metro Area Transit route structure. As fuel prices remain high, rural commuting, carpooling, and park-n-rides will increase in popularity. The success of rural commuter routes and park-n-ride behavior is contingent on a seamless transition from rural systems

to the urban systems, and back again. A strategic initiative of the 2007 Metro Transit Plan is *Rural-Urban Coordination.*

As the metro area grows the demand for increasing the options, availability, and outreach of transportation alternatives has increased; more so with raising fuel costs. The recent increase in fuel prices has increased the public's awareness of transportation choices and alternatives. The 2007-2011 Metro Transit Plan will explore ways in which to engage the metro community in appropriate *Demand Management Activities* and strategies. Though a Transportation Management Association (TMA) existed briefly in the late 1990s, its scope was narrow and impact limited. The 2007 Metro Transit Plan will outline the potential for the creation of a new demand management entity, metro in scope, which covers a full range of modes including transit, bikes, carpooling, ridesharing, etc. A metro community of our size is ready for a demand management entity to promote, market and implement alternative transportation strategies. The 2007 Metro Plan will set the stage by showing the opportunities and establishing the framework.

When dealing with issues of demand management, two key segments of the market place come to the forefront, major employers and choice riders (i.e. typically non-transit users). A strategic initiative of the 2007 Metro Transit Plan is the *Interaction and outreach with Major Employers.* The metro area has several large employers, many of which are currently well served by Metro Area Transit. Many others are a slight service improvement away from being well served. The trend to date has been that even well served employers are not making good use of Metro Area Transit (and vice versa). The construction of a truly robust public transit system is often tied to partnerships with major employers. The 2007 Metro Plan will set the stage.

The implementation of demand management techniques and major employer partnerships are all dependent on getting non-traditional and choice riders on the bus. Another strategic initiative of the 2007 Metro Transit Plan is the *Marketing and promotion of transit aimed at non/choice riders.* Successful public transit systems are able to present an image of them as a safe, clean, and cost efficient alternative.

Metro Area Transit has one primary demand management program aimed at one of the largest segments of our metro commuting population, college students. Since inception in 2001, the U-Pass program has been wildly successful at attracting college students to Metro Area Transit. The U-Pass program offers metro college students a deeply discounted unlimited access to Metro Area Transit. The U-Pass program makes access to Metro Area Transit even easier by allowing the magnetically striped student IDs serve as the bus pass. With the start of the 2005-06 academic year every major college in the metro area was apart of the U-Pass program, and in total metro colleges are annually contributing over $200,000 in system revenue to Metro Area Transit. It is for these reasons that a strategic initiative of the 2011 Transit Plan is *Metro Colleges - partners to grow the system.*

Successful public transit systems are able to adapt to the land use and infrastructure decisions made around them. Even more successful public transit systems exist in communities where land use decisions are made with public transit considered part of the infrastructure. As a growing region, Metro Area Transit has not been able to keep pace with the clip of new development. Many times in recent years even some of Metro Area Transits' key user groups have positioned themselves outside of its service area. It is in this light that *Public Transit as Infrastructure in Land Use Planning Decisions* is set as a strategic initiative for the 2007-2011 Metro Transit Plan.

It is no surprise that the majority of public transit users use the system because they have no other option. Public transit must first and foremost respond to these needs before all else. In effort to meet the needs of those in our community who have limited transportation options to work and work related activities, the 2007-2011 Metro Transit Plan has made the *Update 2003 Metropolitan Access to Jobs Plan* a strategic initiative. With the recent passage of the new Federal Transportation bill, SAFTEA-LU, there has been an emphasis placed on more coordination in the delivery of human service transportation. In an effort to meet the requirements of SAFTEA LU, the development of a *Coordinated Human Service Transportation Plan* has been made a strategic initiative of the 2007 Metro Plan. The coordinated human service plan and the update of the 2003 Access to Jobs Plan will go hand in hand. In doing so, the 2007 Metro Transit Plan addresses the requirements of SAFTEA-LU by trying to outline ways in which existing transportation resources and programs can be better coordinated with in the region to make better use of existing Federal resources. The 2007 Metro Transit Plan will mark the first coordinated human service transportation inventory in the metro area since 1990.

The population as a whole is aging; the metro community is no different. With the transition to Metro Paratransit in 1996, the utility of a dedicated senior transportation program on the Minnesota side of the metro area began to decrease. Since 2003 there has been no formal senior transportation service in the Minnesota portion of the metro area. A robust senior transportation service exists in both Fargo and West Fargo. Currently there is little coordination between senior services on either side of the metro. The lack of a continuous and coordinated senior transportation service metro wide is seen as being out of step with the larger integration efforts occurring in the delivery of public transit in the metro area. At the request of local community interests the investigation of *Metro Senior Transportation Options* is a strategic initiative of the 2007 Metro Transit Plan.

In this day and age safety and security are expected to be a major component of any public transit system. In keeping with the recent federal requirements *Safety & Security* has been made a strategic initiative of the 2007 Metro Transit Plan.

Competitive public transit systems make efficient use of technology innovations. Metro Area Transit currently makes good use of dispatching and tracking technology on the Paratransit system. However, this technology is not currently compatible or utilized by the fixed route system. With the implementation of electronic fareboxes (with built in GPS technology) opportunities exist to better track and monitor ridership; while at the

same time provide more real time tracking and observation of the existing fixed route fleet.

New farebox technology and investments in card printing tools allow Metro Area Transit more flexibility and creativity in how it creates and markets is bus passes. In recent years Metro Area Transit has slowly upgraded its webpage to be a more a timely conduit of information to the public, including the evolution of online trip planning capabilities, however improvements are possible. It is for these reasons, that a *Technology Audit* has been made a strategic initiative of the 2007 Metro Transit Plan.

Vision 2020: Making the Case

For the preparation of the last several transit development plans, Metro COG and Metro Area Transit followed a five year time frame when viewing system maintenance, growth, and expansion. For a number of reasons the 2007-2011 Metro Transit Plan will consider a longer range view of Metro Area Transit, titled Vision 2020. Vision 2020 will provide a framework understanding of how Metro Area Transit is to be administered and operated at the end of the next decade. Vision 2020 will be broad a set of policy statements that guide Metro Area Transit as it moves forward with the implementation of the 2007-2011 Metro Transit Plan.

Vision 2020 allows the community to critique shorter range activities under the scrutiny of the question: Is what we are proposing today, or planning for tomorrow, in keeping with the Vision 2020?

Vision 2020 is justified for two reasons: 1) To realize the political and public desire for Metro Area Transit to achieve increased political and financial autonomy. 2) To assist in elevating Metro Area Transit's efficiency and profile in the metropolitan transportation equation.

The creation of the MAT Board and the political desire for it to evolve and grow as a mechanism to oversee more of the day-to-day operations of Metro Area Transit and the transition to the Metro Transit Garage will require Metro Area Transit to consider a longer range vision for itself.

In large part due to the anticipation for the Metro Transit Garage, both the cities of Moorhead and Fargo adopted the first ever capital cost sharing study. The 2*005 Metro Area Transit Capital Cost* sharing study looked out through the year 2020 to see where and how capital assets could be coordinated. The study pointed out that starting in 2013 Metro Area Transit has the ability to embark on a 5 year procurement process which will result in a *purely metropolitan* transit fleet, with all fixed route transit vehicles owned jointly. Between now and 2013, many other variables must fall into place; Vision 2020 is the framework which to shepherd these variables into place. The concept of jointly owned capital further reinforces the need to move forward with discussions of a public transit entity with increasing levels of autonomy that can acquire, own, and operate assets separate from a municipality.

Successful public transit systems are financed innovatively so as to leverage existing state and federal funding sources. Metro Area Transit is currently financed from dramatically two different standpoints. If the urbanized area population grows at its current rate for the next 15 years it will surpasses 200,000 people by the year 2020. If the 2020 census shows the urbanized area population beyond 200,000 the Cities of Fargo and Moorhead will loose the majority of its federal operating assistance, likely in the year 2022 or 2023. Such a scenario requires ingenuity and creativity, and long range planning. Vision 2020 is the framework to guide decision makers as they consider funding strategies for Metro Area Transit as we move into the next decade.

As the metro area grows, public transit's role in meeting the needs of the general commuting public will increase. Metro Area Transit must operate a system with disregard to political boundaries and delineations. A truly effective public transit system operates at one with the rest of the transportation system; and in fact aims to capitalize on the rest of the transportation systems weaknesses. Vision 2020 guides system planning and programming to ensure the investments are available to operate a truly regional transit network that can meet the needs of growing and competitive marketplace with strategies that are not limited by jurisdiction or body politic.

CHAPTER TWO:
STUDY OBJECTIVES

2007-2011 Metro Transit Plan: The Objective

The objectives of the 2007-2011 Metro Transit Plan cover five broad topic areas which entail a host of specific issues facing Metro Area Transit. Specifically the 2007-2011 Metro Transit Plan will cover Administration and Governance; Operations; Facilities, Finance Maintenance; Specialized Transportation; and Public Relations.

Some objectives involve the exploration of the larger public transportation network of the region by considering the coordination and collaboration in the delivery of niche human service transportation by the myriad small non-profit and for-profit providers in our community. The objectives of the 2007-2011 Plan also aim to address niche transportation issues related to seniors. If all the study objectives are met, which by all means will be a challenge; the 2007-2011 Metro Transit Plan will be most comprehensive planning document covering issues of public transit in the metro area to date.

What follows is a brief narrative of the study objectives established for the 2007-2011 Metro Transit Plan.

1. Administrative & Governance

The 2007-2011 Metro Transit Plan will explore three fairly interrelated issues related to the administration and governance of Metro Area Transit.

1. Outline the expanded powers and duties of the Metro Area Transit Board
2. Establish preferred administrative structure for Metro Area Transit
3. Establish a timetable for the transition/evolution of Metro Area Transit

It is likely the development of alternatives concerning each issue will be fairly inter-related, however in each case the 2007-2011 Metro Transit Plan aims to outline the preferred alternative for addressing each of the three specific issues. Given the potential complication involved with the implementation of each, some additional study is expected beyond the adoption of the 2007-2011 Metro Transit Plan. Though it is eagerly hoped that as much information can be analyzed and quantifiably and qualitatively discussed so as to as specifically as possible outline a preferable alternative for #1 and #2. It is to be expected that while a preferred alternative may be outlined for #3, an enormous amount of additional study and analysis will likely be needed. As was demonstrated in the *1980 Transit Plan*, the transition may require an evolution from #1 to #3 over a period of years.

2. Operations

The 2007-2011 Metro Transit Plan aims to address a number of smaller issues related to the day-to-day operations of Metro Area Transit. With the exception of numbers 1 and 6, all these tasks will be carried about by *Perteet, Inc*., as part of the Systems Analysis component of the 2007-2011 Metro Transit Plan.

1. Conduct system wide sub-area analysis on existing fixed route structure and select preferred alternatives for each
2. Outline the next 5 years of technical/operational studies for inclusion in Metro COG's UPWP
3. Establish 5 and 15 year operational budget based on preferred alternative for each sub-area analysis
4. Explore options to increasing demand management strategies in the metro area
5. Review and update transit generators
6. Quantitative performance measures & service standards

3. Finance, Facilities & Maintenance

A key objective of the 2007-2011 Metro Transit Plan is the establishment of 5 year and 15 year capital plan. This work will be conducted in conjunction with the Perteet, Inc. A direct outgrowth of the 5 and 15 year capital plan will be the parallel update of the 2005 MAT Capital Cost Sharing Study. The Capital Cost Sharing Study made a host of assumptions based on future system growth. The 2007-2011 Metro Transit Plan will update these assumptions, and accordingly will impact the timing and implementation of various elements of the 2005 Study, thus requiring its update.

1. Update 2005 Metro Area Transit Capital Cost Sharing Study
2. Establish 5 & 15 year capital plan

The 2007-2011 Metro Transit Plan will cover a range of issues related to the financing of Metro Area Transit. Of note are two cost sharing agreements with two key users groups, area human service agencies and metro area colleges (U-Pass). Of important, will be a long overdue review and update of the Metro Area Transit fare structure. The 2007-2011 Metro Plan aims to provide Metro Area Transit template procedures for approaching area employers with unlimited ride and bulk purchase strategies. Most importantly, a master cost sharing agreement will be created between the cities which will cover the majority of systems operations.

1. Review existing fare structure and present alternative fare structure
2. Streamline existing cost sharing agreements between the Cities into one agreement
3. Outline necessary changes to U-Pass Agreements & funding agreements with metro colleges
4. Develop template unlimited ride program for use with large employers (with implementation plan)
5. Develop cost sharing agreement/unlimited ride program for use with human and social service agencies

4. Specialized Transportation

The 2007-2011 Metro Transit Plan will address seven critical issues related to specialized transportation. Many are timely and will propel the metro area into early compliance with a host of new requirements handed down by the recent Federal transportation bill, SAFTEA-LU. With the update of the 2003 Access to Jobs Plan and the prioritized funding strategy for JARC dollars, the 2007-2011 Metro Transit Plan will clear the way for a more cohesive regional approach to the allocation of JARC dollars in the community. The successful completion of the Specialized Transportation objectives of the 2007 Metro Transit Plan will establish the first coordinated human service transportation plan since 1990; spelling out a an aggressive set of regional models for coordinated human service transportation.

1. Update the Barriers of the 2003 Access to Jobs Plan
2. Prioritize regional funding strategy for Job Access Reverse Commute Funds
3. Inventory existing Human Service Transportation network
4. Provide streamlined alternatives for the provision of Human Service transportation
5. Prioritize regional funding strategies for New Freedoms Initiative funds
6. Outline options and select preferred alternative for regional senior services
7. Paratransit Analysis

5. Public Relations

The 2007-2011 Metro Transit Plan will deal with a series of issues related to public relations, community outreach, and exposure. The 2007-2011 Plan will outline a plan for increasing Metro Area Transits exposure in the community.

1. Strengthen the Image of Metro Area Transit (logo, slogan(s), colors, etc)
2. Establish marketing and advertising benchmarks
3. Outline program for private sector interaction/involvement
4. Outline program for public sector interaction/involvement
5. Assess the needs and options for the re-establishment of a Transit Management Association/Organization (either separate from or as a division of Metro Area Transit).

CHAPTER THREE:
METRO AREA TRANSIT TODAY

Metro Area Transit Today

Metro Area Transit is currently the coordination of two separate municipal departments with in the Cities of Moorhead and Fargo. In Fargo, transit is held with in the Planning and Development Department. This has been the case since 2000 when the Transit Director's position was eliminated as a department head and the position of Transit Administrator was created. The Transit Administrator reports to the Director of Planning and Development. Fargo also employs a full time Transit Planner and Office Specialist III, who report to the Transit Administrator. Additionally, Fargo employs two full time dispatchers for the Metro Paratransit system.

Before transit was a stand alone department with in the City of Fargo, in the early 1980s, Metro COG housed the day-to-day transit operations for the City of Fargo, including the position of transit director. It was envisioned in the 1980 Transit Plan that administration and management of MAT could be streamlined if coordinated through an entity such as Metro COG. Overtime the management relationship between Fargo and Metro COG become politically unpopular. In the late 1980s as a recommendation of the 1986 Transit Plan, the City of Fargo established Transit as a stand alone city department and Metro COG gave back the transit director functions to the City of Fargo. From that point hence Metro COG has played a short-and-long range transit planning role for Metro Area Transit.

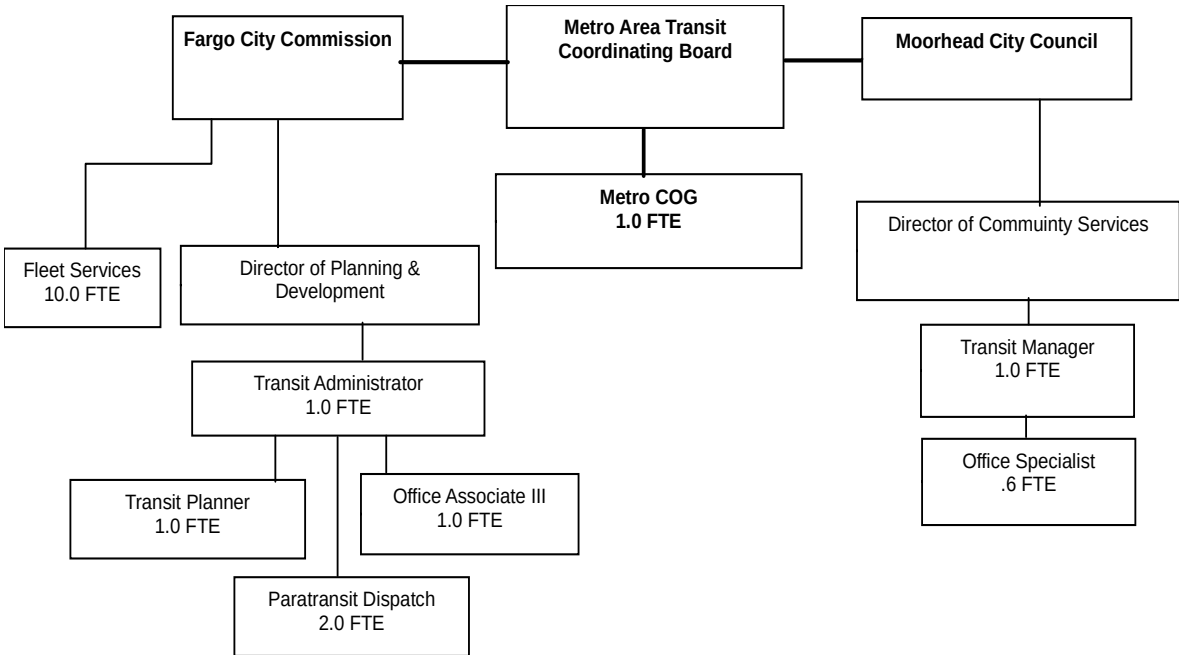
In Moorhead, transit is held with in the Department of Community Services, and has been for at least the last 25 years. Moorhead's Transit Manager reports directly the Director of Community Services. Transit has never been a stand alone department with in the City of Moorhead. In addition to the Transit Manager, Moorhead also employs an office specialist who works with transit at a .85 FTE.

The involvement levels of the Fargo Planning Director and the Director of Community Services in transit vary widely. Though Moorhead's Transit Manager is not a pure department head, the position acts more like a department head. Whereas the Fargo Planning Director is far more involved in the short and long range operations of Metro Area Transit, and clearly plays the role of department head. At current there is no one position that acts to coordinate the administrative or management functions independently executed by the cities of Fargo and Moorhead. As appropriate and as directed, Metro COG acts to coordinate some activities, but stops far short of ensuring total coordination among the two cities administrative and management decisions relating to Metro Area Transit.

In 2005 Moorhead Transit staff moved to the Ground Transportation Center (GTC), marking a major leap in administrative coordination. With the opening of the Metro Transit Garage in late 2006, administrative staff from both cities will remain co-located and move to the new facility.

In total, the administrative structure of Metro Area Transit currently consists of 6.85 FTEs, and is demonstrated on the following page. However this does not include the time

dedicated to transit by either the Fargo Planning Director or the Moorhead Community Services Director. Additionally, roughly 10.0 FTE will be employed at the Metro Transit Garage in support of the new joint maintenance function. In addition to the staff dedicated to MAT from the Cities of Fargo and Moorhead, Metro COG has traditionally dedicated approximately .4 FTE to short and long range transit planning activities involving. With the addition of the Regional Transportation Coordinator (RTC) in 2004, Metro COG now dedicates nearly 1.0 FTE to public transit related issues, though not exclusively to Metro Area Transit.



With the co-location to the GTC by Moorhead staff, and with the transition to MTG starting in 2007, it is hoped that some degree of administrative efficiencies will be realized by having the administrative staff co-located. However, to date, no discussion has taken place relative to a reallocation/organization of administrative work tasks between the current administrations in an effort to streamline existing workloads. Given the fact that both departments process the exact same federal dollars, they produce duplicate reports, and other such administrative goings on. To date, each City is a separate grantee of the Federal Transit Administration (FTA).

Given the staff level differences between the Fargo and Moorhead portions of Metro Area Transit, each system apply varying degrees of attention to issues such as customer relations, outreach, and short range planning. At the macro-level all three of these activities should be conducted cooperatively (through the same staff member[s]) for the entire Metro Area Transit system.

Looking Back and Looking Ahead: Towards a More Unified Structure

The 1980 Metropolitan Transit Plan outlined several administrative/management and governance concepts aimed at moving towards a more streamlined administrative and staffing structure for Metro Area Transit. With the adoption of the 1980 Transit Plan, it was hoped that both cities could work through Metro COG to create a seamless management structure. At the time it was understand that achieving a truly unified system would be difficult if trying to work through two independent municipal departments. This is still likely the case, and as such a framework for moving Metro Area Transit forward as a unified entity picks up on the framework originally put forth in 1980.

What follows is a list of transitional management concepts recommended by the 1980 Transit Plan. These concepts were to be seen as interrelated, and that the cities would evolve from one to the next over time. It was envision in 1980 that the evolution would take a period of five to seven years.

1. Creation of a Joint Coordinating Committee to advise the cities on areas for better coordination and cooperation.

2. A Joint Transit Operating Committee aimed at establishing unified management of the transit system. It was envisioned this committee would operate in a similar fashion as (or perhaps through) Metro COG. The Operating Committee would have the following responsibilities:

    a. Oversee day-to-day operations
    b. Staff would be hired by the committee

3. Transit Authority which would have increasing levels of financial and political autonomy from the two cities. Though not thoroughly studied at the time of the 1980 Transit Plan, the concept was vigorously studied in 1999. The concept of a pure taxing authority is not realistic in the short-term, however depends heavily on #1 and #2 falling into place and working for a period of years. Rather, the development of a transit authority with out taxing authority is far more realistic first step.

For 19 years following the adoption of 1980 Transit Plan these concepts remained largely unimplemented. The political interest in a coordinated management structure was prevalent in the early 1980s and then faded for many years until the late 1990s. In just the last three years two key variables have fallen in to place which have likely been historical impediments to bringing the two systems closer together as was envisioned by the 1980 Plan: 1) the construction of a joint maintenance and storage facility (Metro Transit Garage) and; 2) the lack of a central coordinating board (MAT Board).

As of the preparation of the 2007-2011 Metro Transit Plan, Phase 1 of the 1980 Transit Plan's management recommendations are essentially complete. The 2007-2011 Metro

Transit Plan therefore must set its sight at defining how Metro Area Transit evolves out of Phase 1 and into Phase 2 and Phase 3 of its transition to a more unified entity.

Operational Agreements

As is spelled out in later chapters the Cities of Moorhead and Fargo have entered into several agreements to assist in the operation of various elements of Metro Area Transit over the past two decades. To date four joint powers agreements exist between the cities of Moorhead and Fargo relating to the operation of Metro Area Transit. The agreements are as follows:

- GTC, 1984
- Transit Pass Sales (informal)
- Metro Paratransit, 1996
- Metro Area Transit Coordinating Board, 2004
- Joint Maintenance and Storage Facility, 2005

Ground Transportation Center

The first such agreement relates to the operation of Ground Transportation Center (GTC) in 1984. The agreement outlines the rent/lease paid by the City of Moorhead for allowing its buses to transfer at the GTC. The GTC agreement splits the net operating cost of the GTC 1/3 – 2/3 between the Cities of Fargo and Moorhead; with Fargo paying the larger share.

There is an addendum to the GTC agreement covering the recent electronic fare collections upgrades made by the Cities of Fargo and Moorhead. Per the agreement, Fargo has ownership of all system software and hardware related to the fare collection system. Moorhead reimburses Fargo on a quarterly basis for its portion of the system maintenance and upgrade costs, based on percentage of ownership. Per the original purchase, a total of 28 fareboxes were purchase, 16 of which were Fargo (57%) and 12 were Moorhead (43%). Therefore maintenance and upgrades to the fare collection hardware and software is split 57-43, respectively.

MAT Paratransit

The MAT Paratransit agreement outlines how the cities share costs for the operation of the ADA Paratransit system. Adopted in 1996, the agreement states that costs for the operation of Metro Paratransit are split pro-rata based on ridership. Fargo is the administering entity of MAT Paratransit in so far as they provide the dispatchers, dispatch facilities, and dispatch equipment. Further the entire MAT Paratransit fleet is stored and maintained at the Fargo Transit garage. With the transition to the Metro Transit Garage, paratransit dispatch with be at the new facility. The only caveat is that Moorhead provides its own vehicles. However the maintenance costs of these vehicles are shared pro-rata based on ridership, as the MAT Paratransit fleet acts as a metro fleet, which is to say Moorhead buses operate in Fargo and vice versa.

Metro Area Transit (MAT) Coordinating Board

In 2004 the cities adopted a joint powers agreement creating the Metro Area Transit Coordinating Board (MAT Board). The MAT Board serves the following functions:

- A mechanism to coordinate the operations of the two transit systems related to procurement, routes, rates, budgets, marketing, etc;
- Comment on agreements for capital costs greater than $50,000 or service agreement lasting longer one year;
- Oversee the construction of the Metro Transit Garage;
- To oversee the timely and efficient co-location to two administrations;
- To coordinate and develop a concept and plan for the long-term merger of all functions of a transit system to be operate under a joint transit authority/board.

The MAT Board consists of 5 voting members, 2 elected-body officials from each city, and one appointment made jointly by the two mayors. The agreement for the MAT Board also provides each city a non-voting member, so as to include other community interests in the discussion of Metro Area Transit business. At current, the two non-voting members of the MAT Board are NDSU (Fargo) and the City of Dilworth (Moorhead).

Metro Transit Garage

The two cities adopted a cost sharing agreement for the Metro Transit Garage in 2005. The agreement spelled out how the cities would share in the cost and oversight of the construction of the facility. The agreement spells out that Moorhead shall own 1/3 and Fargo shall 2/3 of the Metro Transit Garage.

The agreement spells out how the cities will annually prepare a joint budget for the operation of the facility and share those costs. Costs for the facility are split into three categories:

- Facility Operations (which includes maintenance staff): Ratio of vehicles stored for fixed route operations; and pro-rata ridership formula for paratransit operations.
- Maintenance of Facility/Structure: 1/3 – 2/3
- Vehicle Maintenance Costs: Actual cost, determined by vehicle; cost associated with the paratransit fleet to be split per pro-rata ridership formula.

The 2007-2011 Metro Transit Plan is tasked with pulling the interrelated cost sharing/joint powers agreements into a seamless (master) agreement between the two cities. Conceivably, this new agreement could be associated and potentially interrelated with the creation (or evolution) of the MAT Board, which sunsets on December 31, 2007.

CHAPTER FOUR:
DEMOGRAPHIC PROFILE

Demographic Profile

As part of the 2007-2011 Metro Transit Plan a demographic profile was prepared of the metro area. The profile is geographic in nature and depends heavily on 2000 Census data. Given the datedness of the Census data and the amount of growth which has occurred since 2000 it is tough to get a clear understanding of the growth which has occurred on the fringes of the metro area. Nonetheless, the maps contained with this chapter clearly outline the existing Metro Area Transit footprint in relation to a host of demographic and transit related variables. In addition to using Census data the demographic profile depends on the Transportation Analysis Zone (TAZ) data used to prepare the 2004 Metropolitan Transportation Plan. As TAZ data is updated in 2007 using the most recent metropolitan land use map (currently under update), these figures will be updated.

Map 1 identifies the concentration of minority and low income households in the metro area. Pockets of minority and low income households are fairly concentrated in the center of the metro; however outcroppings do occur on the periphery. In the last several years it is well known that a large number of New Americans are locating in the newly developed and exurban apartment complexes. Map 2 shows the relation of Metro Area Transit routes to concentrations of households without automobiles. The largest concentration of auto-less households exists near the center of the metro.

Map 3 demonstrates the density of persons using public transit to commute to work. Map 4 demonstrates the Metro Area Transit fixed route system in relation to large employers. Metro Area Transit does a good job providing access to existing employers. The most noticeable gaps are in the south, west, and the Fargo Industrial Park. Map 4a demonstrates the existing 2006 jobs by TAZ. Map 5 uses TAZ data based on 2002 population projections to show a year 2010 allocation of jobs to the existing Metro Area Transit footprint. The coverage is similar to those shown in Map 5. Service is lightest in the south, west, and in the Fargo Industrial Park. Map 6 shows year 2030 job allocations by TAZ in relation to the existing Metro Area Transit footprint.

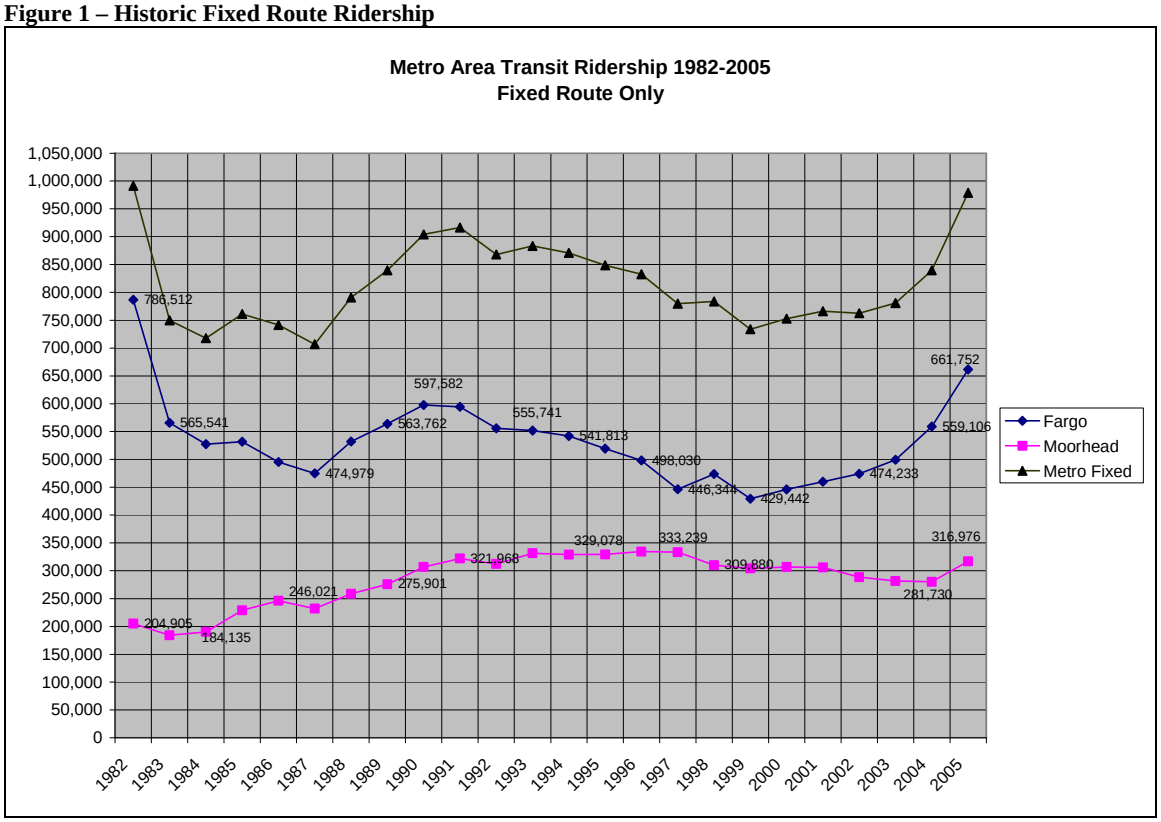
Maps 7-10 show a host of 2000 Census variables in relation to the existing Metro Area Transit footprint. Being mid-census does limit the effectiveness of these maps in the growth areas. Map 8 is of particular importance given the growing number of seniors in the metro area. The trend of recent has been to agglomerate seniors and though this trend does not show its self now, it certainly will with the 2010 census. The metro area has experienced a significant number of large complex senior communities. Map 11 shows existing transit generators, schools, and large employers in relation to the existing Metro Area Transit footprint. MAT fixed routes are buffered by ¼ of a mile. Metro Area Transit has a generally held rule to come with in ¼ mile of known generators. Map 12 shows 2006 existing land use in relation to the MAT Fixed Route network. The demographic profile of the 2007-2011 Metro Transit Plan will be drawn upon throughout the document.

CHAPTER FIVE:
RIDERSHIP PROFILE

Ridership Profile

What follows is a snap shot of ridership trends for Metro Area Transit since 1982. This chapter provides a glance at past ridership trends and serves as a historical marker for future plans and planners as they seek historic ridership trends. Figure 1 shows fixed route ridership by system and the metro total since 1982. Metro Area Transit ridership in Moorhead has been more stable over the last 24 years than in Fargo. Ridership on Metro Area Transit in Fargo has experienced more peaks and valleys that in Moorhead.

Figure 1 – Historic Fixed Route Ridership



The metro system and routes in Fargo in specific are in a seven year upswing. Ridership on routes in Moorhead has remained stable, however are still working to retain peak ridership achieved towards the end of the 1990s. A factor in the recent metro wide upswing can be attributed to the U Pass program. Overall, Metro Area Transit is in the midst of its longest sustained ridership increases since 1982. Ironically the last prolonged upswing of ridership in Moorhead occurred at the same time routes in Fargo were shedding ridership, 1990 through 1998. It was in the late 1990s when ridership in Moorhead stabilized and ridership in Fargo began its current upswing.

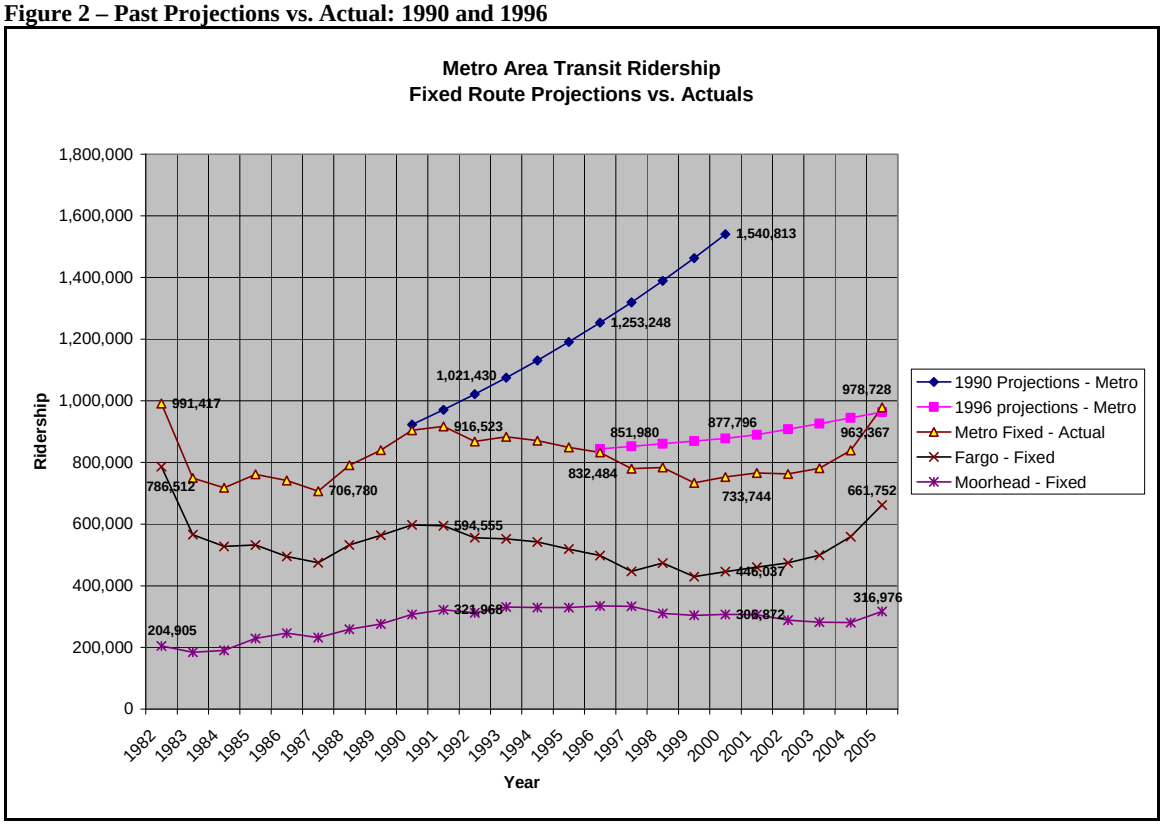
Table 1 is a year by year account of fixed route ridership since 1982 and reiterates the data shown in Figure 1. Fargo ridership in Table 1 does not include Route 31 or 32.

Table 1 – Fixed Route Ridership 1982-2005

	Fargo	Moorhead	Metro Fixed
1982	786,512	204,905	991,417
1983	565,541	184,135	749,676
1984	527,482	190,137	717,619
1985	531,892	229,217	761,109
1986	495,403	246,021	741,424
1987	474,979	231,801	706,780
1988	532,137	258,624	790,761
1989	563,762	275,901	839,663
1990	597,582	306,660	904,242
1991	594,555	321,968	916,523
1992	555,741	312,249	867,990
1993	551,656	331,583	883,239
1994	541,813	329,078	870,891
1995	519,266	329,471	848,737
1996	498,030	334,454	832,484
1997	446,344	333,239	779,583
1998	473,729	309,880	783,609
1999	429,442	304,302	733,744
2000	446,037	306,872	752,909
2001	460,045	306,034	766,079
2002	474,233	288,324	762,557
2003	499,106	281,730	780,836
2004	559,106	280,279	839,385
2005	661,752	316,976	978,728

In both 1990 and 1996 ridership projections were made for Metro Area Transit as part of the five planning process. Those projections are shown in Figure 2 in relation to the actual metro wide ridership. Clearly the projections in 1990 were not achieved. The 1996 Transit Development Plan reconciles this miscalculation: 1) Gas prices remained stable; 2) parking remained plentiful and in most cases free (especially in the downtowns); 3) the capture ratio of new discretionary ridership did not keep pace with population growth. The 1996 Transit Development Plan further aimed to provide a fresh set of system wide projections. The 1996 projections were not met in the years immediately following the plan; however actual metro wide ridership managed to meet the projections for 2005. The 2001 Transit Development Plan did not make mention of past projections or attempt to project future trends.

Figure 2 – Past Projections vs. Actual: 1990 and 1996



Source Data: 1991 and 1996 Transit Development Plan

Table 2 compares fixed route ridership projections made in 1996 against actual ridership by year by city.

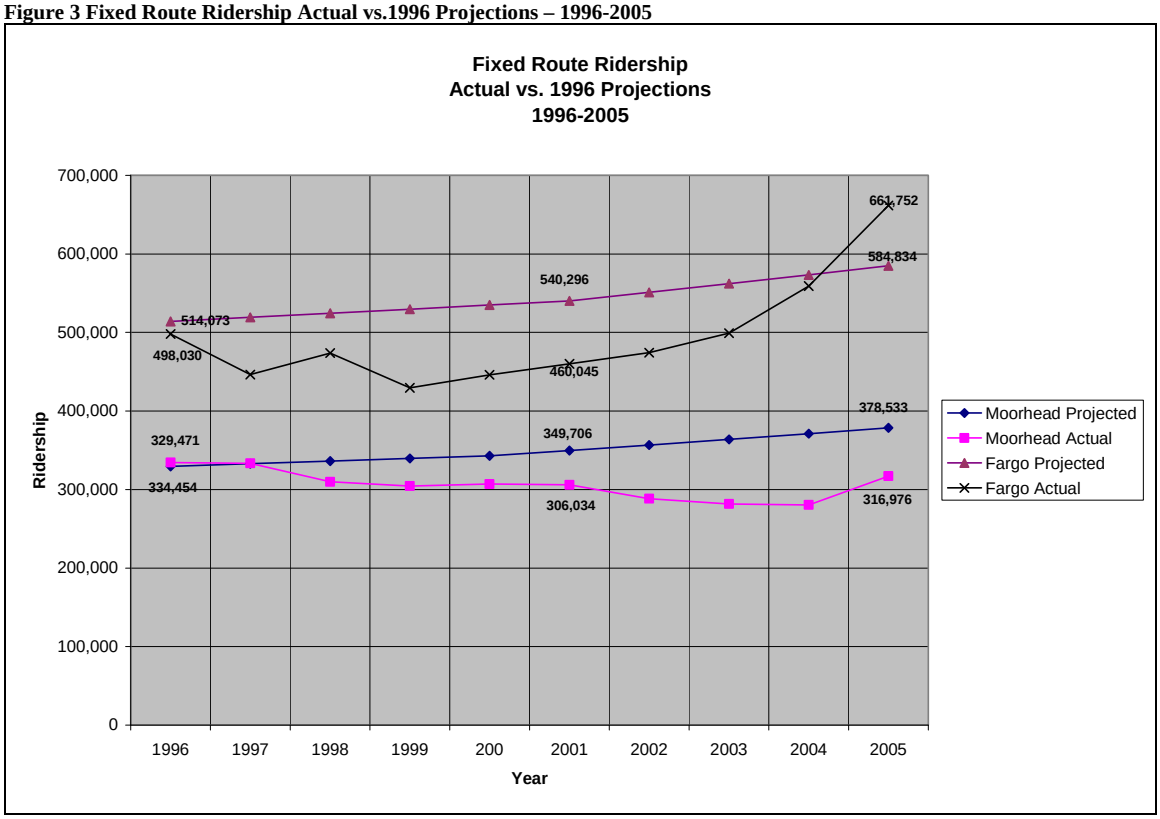
Table 2 Actual Ridership vs. Projected 1996-2005

	Moorhead Projected	Moorhead Actual	Fargo Projected	Fargo Actual
1996	329,471	334,454	514,073	498,030
1997	332,766	333,239	519,214	446,344
1998	336,093	309,880	524,406	473,729
1999	339,454	304,302	529,650	429,442
200	342,849	306,872	534,947	446,037
2001	349,706	306,034	540,296	460,045
2002	356,700	288,324	551,102	474,233
2003	363,834	281,730	562,124	499,106
2004	371,111	280,279	573,367	559,106
2005	378,533	316,976	584,834	661,752

Source Data: 1996 Transit Development Plan

Figure 3 demonstrates the data shown in Table 2. Ridership on the entire metro area transit system was underperforming its 1996 projections for most of the past decade. Starting in 2004 ridership started outpacing projections, however only on Fargo Routes. Though as we moved closer to 2005 Moorhead was beginning to see an upswing in ridership.

Figure 3 Fixed Route Ridership Actual vs.1996 Projections – 1996-2005



Source Data: 1996 Transit Development Plan

Figure 4 demonstrates fixed route ridership in Moorhead between 1985 and 2005, by route.

Figure 4 Fixed Route Ridership in Moorhead 1985-2005

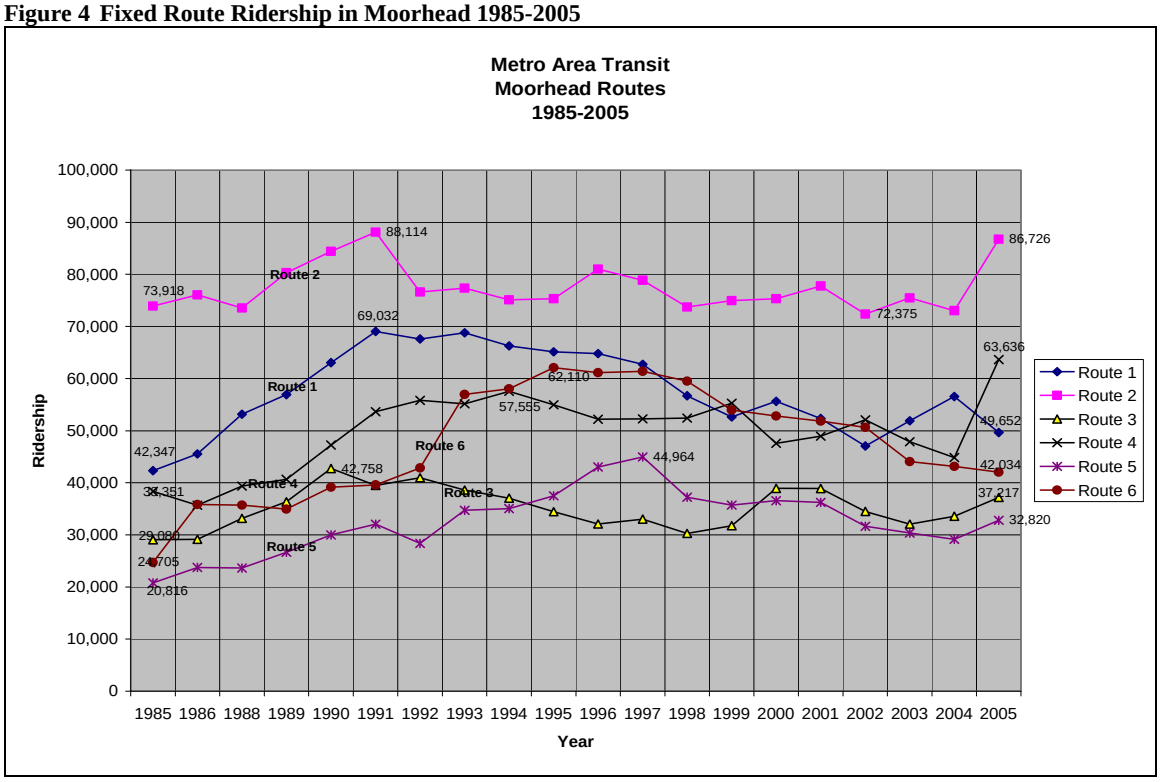


Table 4 reiterates the data shown in Figure 4. The high and low years are shaded. The structure of Metro Area Transit routes in Moorhead has remained fairly stable over the past 20 years.

Table 4 Fixed Route Ridership 1985-2005 - Moorhead

	Route 1	Route 2	Route 3	Route 4	Route 5	Route 6
1985	42,347	73,918	29,080	38,351	20,816	24,705
1986	45,543	76,065	29,133	35,680	23,757	35,843
1988	53,158	73,532	33,187	39,381	23,656	35,710
1989	56,921	80,320	36,349	40,690	26,687	34,934
1990	63,072	84,403	42,758	47,243	30,010	39,174
1991	69,032	88,114	39,486	53,647	32,082	39,607
1992	67,588	76,634	40,975	55,830	28,385	42,837
1993	68,768	77,352	38,617	55,160	34,735	56,951
1994	66,262	75,107	37,049	57,555	35,056	58,049
1995	65,125	75,331	34,453	54,972	37,480	62,110
1996	64,798	81,021	32,112	52,204	43,029	61,140
1997	62,731	78,854	33,015	52,279	44,964	61,396
1998	56,698	73,740	30,277	52,407	37,240	59,518
1999	52,646	74,940	31,762	55,259	35,715	53,980
2000	55,637	75,317	38,926	47,589	36,585	52,818
2001	52,343	77,770	38,893	48,947	36,251	51,830
2002	47,057	72,375	34,491	52,095	31,646	50,660
2003	51,904	75,459	32,054	47,874	30,374	44,065
2004	56,540	73,049	33,581	44,837	29,133	43,139
2005	49,652	86,726	37,217	63,636	32,820	42,034

Note: shaded year indicated high/low for 20 year period

Table 5 demonstrates fixed route ridership on Metro Area Transit routes in Fargo between 1986 and 2005. Several of these have seen dramatic fluctuations in ridership due in large part to route restructuring over the past 20 years. Starting in 2005 night ridership was added into the day ridership and will explain the upswing in ridership on several routes (E.g. 11, 13, 14, 15, and 18).

Table 5 Fixed Route Ridership 1986-2005 - Fargo

	Route 11	Route 12	Route 13	Route 13b	Route 14	Route 15	Route 16	Route 17	Route 18	Route 19	West Fargo
1986	24,639	52,210	41,130		38,302	80,357	70,843	54,204	46,883		
1987	28,480	53,382	36,702		40,242	84,256	72,204	58,155	45,186		
1988	37,910	57,595	38,197		43,531	91,355	67,720	70,502	53,762		
1989	40,711	62,013	44,236		48,063	99,786	70,611	66,223	56,990		
1990	41,459	66,596	48,154		49,739	101,820	80,405	77,553	59,547		
1991	42,484	67,560	48,123		47,335	103,510	81,314	71,697	58,927		1,075
1992	44,330	71,429	46,707		41,036	106,024	95,093	44,397	39,837		7,651
1993	43,320	73,044	47,870		38,493	112,687	90,471	42,684	40,759		9,623
1994	42,937	71,789	49,600		37,938	110,872	91,116	46,234	37,320		8,502
1995	40,128	59,288	45,868		32,533	98,691	82,518	37,714	32,296		7,218
1996	45,509	52,883	56,801		34,842	105,689	88,198	31,102	36,027		6,733
1997	45,045	39,569	58,618		33,010	94,627	80,039	22,954	39,480		5,216
1998	46,285	48,307	56,776		37,373	101,667	81,990	27,928	38,752		5,431
1999	58,323	32,223	53,303		44,831	87,728	76,331	23,229	40,095	1,538	3,590
2000	65,366	17,355	44,257		49,187	78,423	66,798	17,343	41,046	2,705	5,640
2001	70,815	14,357	49,940		51,401	80,544	60,994	15,628	47,417	19,082	8,141
2002	63,149	13,793	54,104		49,583	73,657	61,542	20,887	45,036	19,210	11,458
2003	62,851	14,370	55,671		53,790	84,923	68,874	27,762	47,471	17,774	13,776
2004	62,064	15,270	67,721	13,669	60,342	89,585	77,195	29,160	60,722	18,771	17,208
2005	68,989	15,151	87,011	30,103	76,561	120,893	88,433	33,487	64,850	21,200	20,632

Figure 5 demonstrates ridership by route from Route 11 through 15 from 1986 through 2005. Figure 6 show ridership over this same period for routes 16 through 19 and West Fargo.

Figure 5 Fixed Route Ridership in Fargo (Routes 11-15)

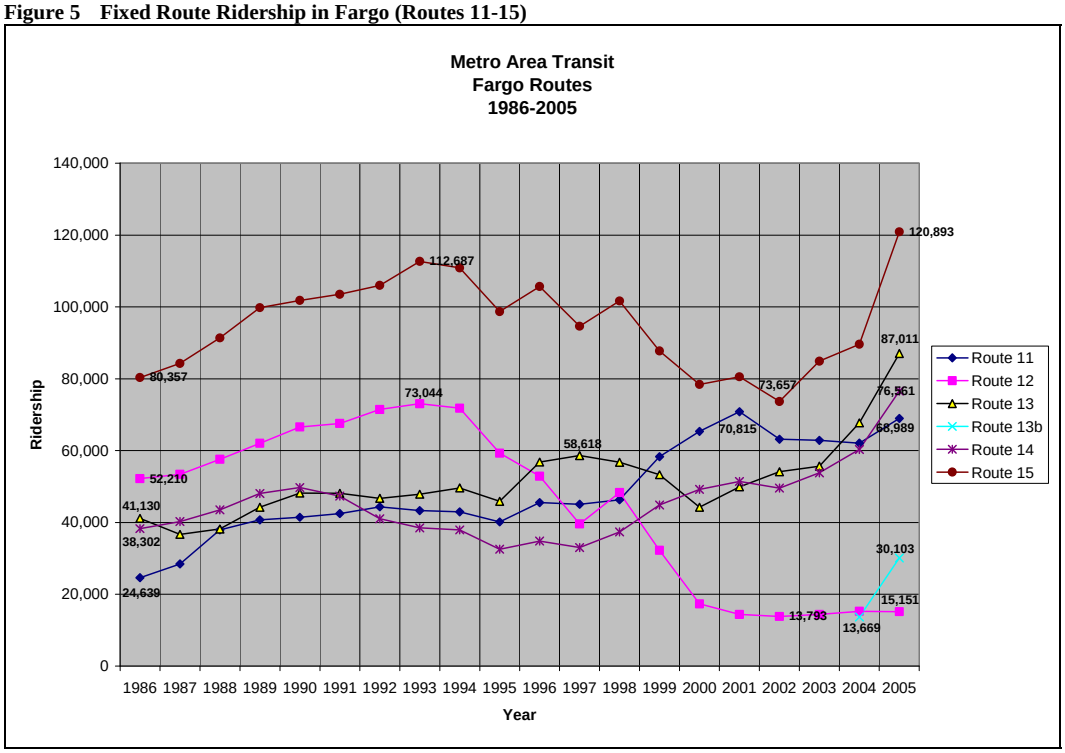


Figure 6 Fixed Route Ridership in Fargo 1986-2005 (Route 16-19 & West Fargo)

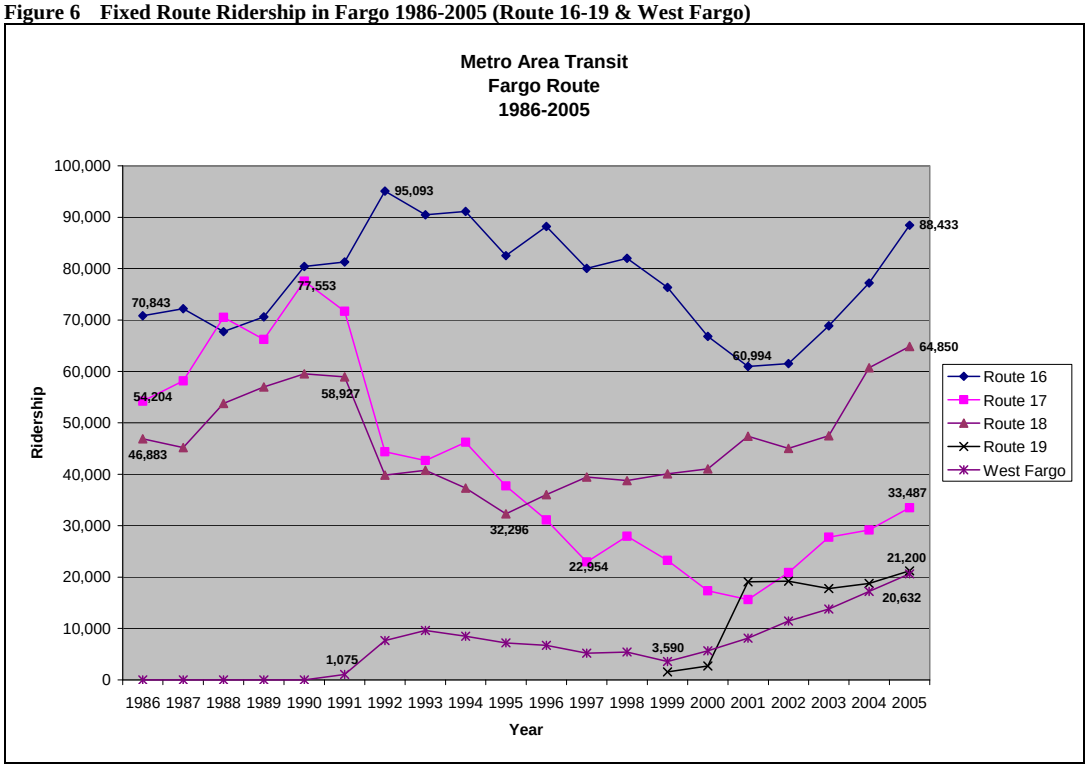
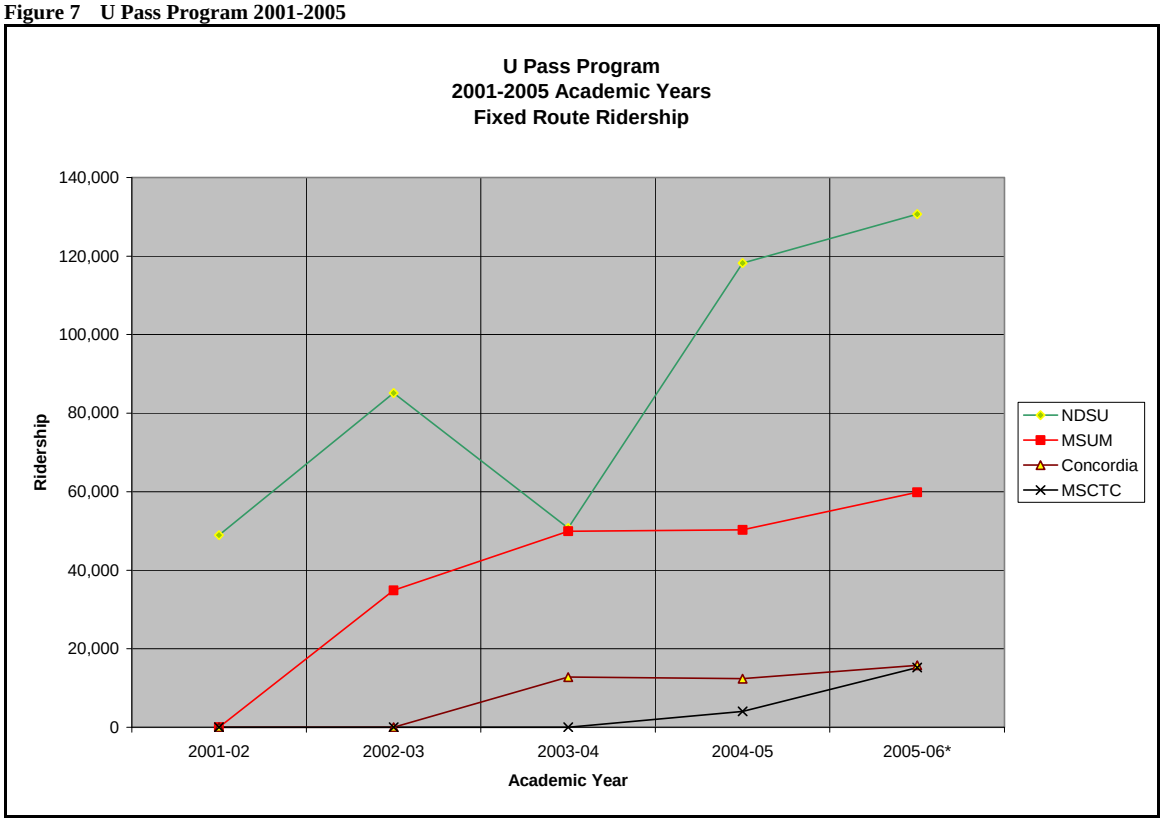


Figure 7 U Pass Program 2001-2005



Source Metro Area Transit

Figure 7 demonstrates college student ridership for the past 5 academic years. The U Pass program was stared in 2001 and NDSU and spread in each subsequent year to include all four metro colleges and universities.

Table 6 U Pass use by College

	NDSU	MSUM	Concordia	MSCTC
2001-02	48,925	x	x	x
2002-03	85,104	34,873	x	x
2003-04	50,712	49,895	12,788	x
2004-05	118,250	50,279	12,362	4,059
2005-06*	130,694	59,826	15,758	15,196

Table 6 demonstrates actual ridership by college since program inception. Fluctuations in NDSU ridership are due to the changing nature of the campus circulators Route 31 and Route32, and the elimination of Route 20 in 2003-04. Route 31 and Route 32 ridership are not included in either Table 6 or Figure 7. The spike in ridership at NDSU in 2004-05 relates to the opening of the downtown campus. For the three Moorhead colleges, ridership growth has been impressive. MSCTC numbers for 2004-05 only include the spring semester, as they did not participate in U Pass until then.

CHAPTER SIX:
PUBLIC INPUT SUMMARY

Public Input Summary

What follows is a narrative which summarizes Metro COG's public input process for the 2007-2011 Metro Transit Plan. The input tools for the plan included a survey of non-transit users and transit users. Metro COG met individually with almost 20 local stakeholder and interest groups as well held three separate public input meetings. Metro COG staff (accompanied by staff from Perteet, Inc.) met with a host of stakeholders, including administration from area social service departments, colleges, and municipalities. Additionally, there was a joint meeting among metro area mayors. While administering the transit user survey on board Metro Area Transit routes, a significant amount of information was collected from both transit customers and drivers.

Overall, there is a general feeling that that metro transit system needs to operate more in tune with the overall transportation network. Moving across the metro is time consuming and a potential burden to existing users, and a serious barrier to attracting non-users to the system. Though existing users have learned to design their lives around the existing system, their time could be saved by improving cross town connectivity.

The general public views the transit system as confusing and clumsy and as a generally not competitive; even with the moderate traffic congestion and soaring gas prices. Even the riding public sees the existing system as slow and slightly un-realistic for a metro area of this size. On top of this, however, is the reality that a customer satisfaction survey conducted by the Small Urban and Rural Transit Center (SURTC) in the fall of 2005 found that Metro Area Transit users rate the system favorably on a battery of issues. Though the variables ranked least favorably usually involved how often and where Metro Area Transit operates (i.e. level of service).

Non-User Survey

In an effort to gauge the desires and preference of non-transit users Metro COG developed a non-user survey. The survey was posted online and was distributed around the community through various email list serves and community newsletters. There were over 1000 respondents to the survey. The full report is available as **Appendix B.** The outcome of the non-user survey illustrates a host of opportunity areas for increasing the capture rate among the choice rider market. As is exposed in the demographic profile of respondents, the non-users were atypical of the traditional public transit users. However the results of the survey expose a host of specific system improvements which may help attract residents to transit system who are closer to the transit tipping point, than the typical respondent.

Almost 80 percent of non-transit users feel that public transit is important to the economic vitality of the metro area. This theme was reinforced in the many of the stakeholder and early input meetings held by Metro COG. The community feels Metro Area Transit, and public transit in general, is a vital component to regional marketplace and the metropolitan transportation system. In general, the sense is Metro Area Transit is underutilized and is ripe for playing a larger role in the metro marketplace.

Almost fifty percent of non-transit users citied *travel time* as the primary reason for not using the public transit system. This was followed by 25 percent who cited the availability of service as a limiting factor in why they don't use public transit. Significant in this is that existing transit customers also feel system is slow. As is shown further on, travel times of transit users in most cases are more than double that of auto users. As is shown later, many of the service improvements desired by both users and non-users relate to increasing travel time and reducing transfers. It is worth noting that two of the other most often cited reasons by non-users for not using the bus included *dropping children of at school/day care* and *needing a car for work*. Generally, these last two barriers are tough to overcome, and are very typically listed by non-transit users.

Along with the above noted potential limitations that keep metro residents from using public transit is the reality that 75 percent of those surveyed indicated having 2 or more cars in their household. Further, almost 80 percent of respondents indicated an average commute time to work of 20 minutes or less. With this high percentage of access to an automobile coupled with short commute times, transit has a hard time competing. None-the-less there is opportunity to attract new customers to the system.

Almost 40 percent of non-transit users agreed that rising fuel costs cause them to at least consider public transit. Forty percent feel there are not adequate incentives aimed at attracting them to use public transit. Forty-two percent of non-users indicated a lack of information keeps them from using public transit in the metro area. Both users and non-transit responded favorably to the idea of marketing transit to general public and non-transit users.

Almost 50 percent of non-transit users indicated that either they or someone their household had used the public transit system. Even further, over 60 percent of respondents indicated that they have used public transit in another city. Non-transit users are familiar with public transit and in most cases have used in another city or live with someone that has used the metro system. Non-users in the metro need a reason to use transit, and this may tie back to marketing, outreach, and incentives.

Fifty percent of the non-users surveyed indicated that though they would not feel comfortable using the public transit system in the metro area, they could figure it out on their own. That statistic is encouraging. Thirteen percent indicated that they definitely could figure out the transit system and would feel comfortable using it. A quarter of the public surveyed indicated they would not feel comfortable using the public transit system and they need help using it. Over 60 percent of non-transit users indicated that they could figure out how to use the metro system. As was stated, they need a reason to try. Existing marketing or rewards programs aimed at existing ridership could be audited to assess if these resources are adequately addressing the need to build new customer base for Metro Area Transit.

Three-quarters of non-users were able to identify the name of the metro areas public transit provider. Thirteen percent of respondents indicated that they did not know the name of the public transit system; the remainder chose a false name (e.g. Metro Transit Commission, Fargo Area Transit, and FM Transit Authority). Not only are non-transit users familiar with public transit in general, most are comfortable using transit, and in the local case know who provides public transit in the metro. Even further, metro residents know where the bus runs.

Fifty-four percent of non-transit users indicated that they worked within a ¼ mile of a bus stop. Approximately 40 percent of non-users indicated they lived within ¼ mile of a bus stop. Twenty-five to 30 percent of non-users indicated that they were not aware of the nearest bus stop to their place of residence or work.

Non-transit users were asked to rank a battery of questions (on a scale of 1, being low, to 5, being high) on how to improve the existing public transit system in the metro area. On most all the questions 25 to 30 percent indicated they had *no opinion*. This suggests a fairly wide spread unfamiliarity with how the existing public transit system operates among non-users. Non-users put the highest ranking (as expressed by a medium to high ranking, 3 to 5) to the following attributes:

- More outreach and marketing to general public/non-users (67%)
- More frequent service to large employers (64%)
- Better schedule and route information (61%)
- Being able to use ID car or drivers license as bus pass (58%)
- More bus shelters (58%)
- Fewer transfers per trip (55%)
- More frequent bus service during peak traffic hours (55%)
- More frequent service to schools (53%)
- More Frequent service to shopping areas (52%)

When asked if they would ride the bus more often if their preferred improvements were made to the system, 37 percent agreed, 36 percent had no opinion. Twenty-four percent indicated that they would not likely use the public transit system more often if their preferred improvements were made.

It was encouraging to discover that 63 percent of non-transit users either somewhat or strongly agreed with the statement that they would feel safe using the public transit system in the metro area. This result is even further encouraging considering that two-thirds of respondents to the non-user survey were female. Often times a barrier to using the public transit system is personal safety issues.

Approximately a third of non-transit users indicated that they would support increased taxes to support transit improvements they considered most important to them. Roughly the same disagreed with tax increases to support their preferred transit improvements. Thirty percent of respondents had no opinion on the tax issues. Of non-transit users surveyed, an equal amount (42 percent) felt that if a new dedicated tax were to be created

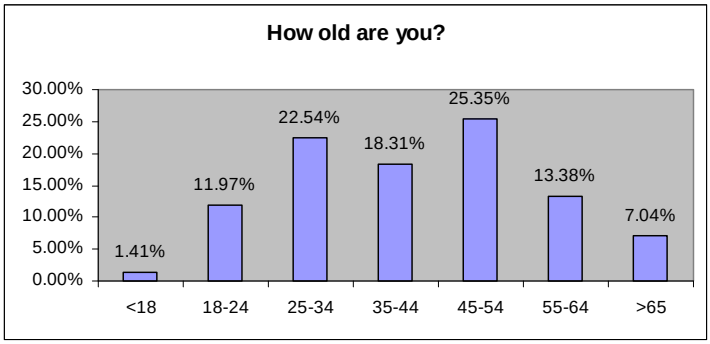
for the purpose of public transit it should come from either a hospitality tax or a sales tax. Only 8 percent preferred dedicated transit revenue come from property taxes. Of note is that currently the general fund dollars dedicated by local communities to support Metro Area Transit are generated from property tax dollars.

User Survey

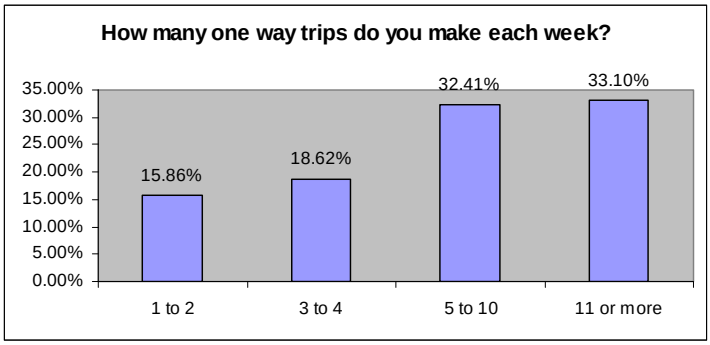
A survey of existing Metro Area Transit users was deployed in late April of 2006. The survey was posted online, distributed at the Ground Transportation Center (GTC), and handed out on board on a cross section of Metro Area Transit routes. There were 171 respondents to the survey. The response rate was lower than was hoped, however the results are likely reliable for two reasons. One, the survey was detailed and those who took the time to fill it out likely have well-educated observations of and sincere desires for the metro transit system. Secondly, based on the demographic profile of the respondents, it appears those who took the survey were by and large dedicated Metro Area Transit customers; suggesting a high degree of system concern and loyalty. The full report is available as **Appendix A.**

The geographic distribution of respondents was determined by zip code. The geographic distribution of respondents was 70 percent Fargo residents, of which were equally split between North and South Fargo. Twenty- percent of respondents were Moorhead residents, almost 4 percent West Fargo residents, and 7 percent selected *other*.

As is shown below the age distribution is fairly well balanced, and is comparable to the data collected by SURTC with their rider satisfaction survey in the fall of 2005.



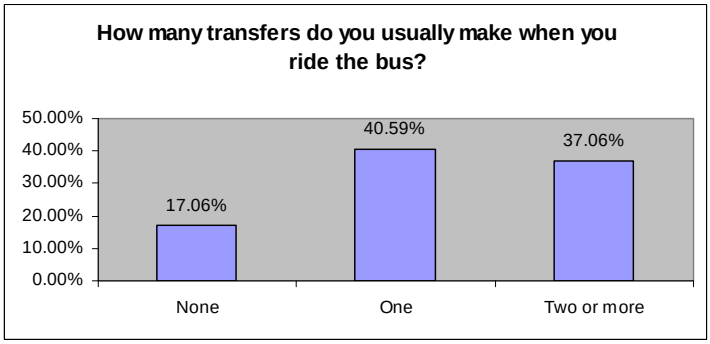
As is shown below over 60% of the respondents were those who could be considered regular or dedicated Metro Area Transit customers, using the bus between 3 to 6 days a week for the majority for their transportation needs. The remainder of the respondents would be classified as either casual or occasional Metro Area Transit customers, using the bus 1 to 4 times per week.



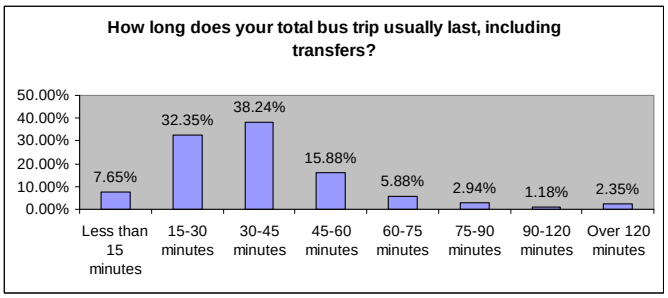
When asked to indicate how long they have been using Metro Area Transit, almost 50 percent (44%) of respondents indicated more than 5 years. Almost three-quarters of this group indicated they had used Metro Area Transit for more than 10 years. Twenty-one (21%) percent of respondents had been using Metro Area Transit for less than one year Sixteen (16%) percent of respondents indicated that had been using Metro Area Transit for 1 to 3 years. This particular sample seems weighted toward those who have been riding the system a long time (more than five years) and perhaps more often than has been the case with past surveys of Metro Area Transit customers.

As has been shown in past surveys, the user survey indicated transit users use the bus all day long. When asked to indicate when the used the bus, respondents could *select all that apply*, so response totals are greater than 100 percent. The most pronounced peaks (over 50%) occur between 8:00 a.m. and 10:00 a.m. and between 2:00 p.m. and 6:00 p.m. Just over 30 percent of respondents indicated using the bus before 8:00 a.m., during the mid-day (10:00 a.m. to 2:00 p.m.) and in the evening (between 6:00 p.m. and 10:00 p.m.).

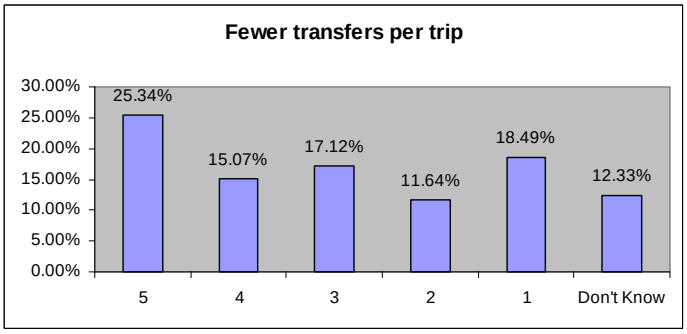
Just fewer than 20 percent (17%) of transit users indicated that they usually make no transfers when they ride the bus. Forty percent indicated they usually make one transfer when riding the bus and 37 percent indicated that they make two or more transfers. More specifically, less than 8 percent of transit users indicated that their total trip time usually lasts less than 15 minutes. Thirty-two percent indicated that their total trip time usually lasts between 15 and 30 minutes. Almost 39 percent of respondents listed a usual trip time of between 30 and 45 minutes, and 16 percent indicated a trip time of 45 to 60 minutes. Just fewer than 13 percent (12.3%) of respondents indicted their usual trip time last longer than one hour (60 minutes).



In aggregate, 60 percent of trip times by Metro Area Transit usually take more than 30 minutes; with almost half those taking longer than 45 minutes. Accordingly, roughly 40 percent of trips on Metro Area Transit usually last 30 minutes or less, with almost four-fifths of those trips taking between 15 and 30 minutes. So in reality, when you compare typical trip times of transit users to the perception of non-users, the perception is real. The current metro transit system is not competitive with the automobile, especially so in cross-town trips.



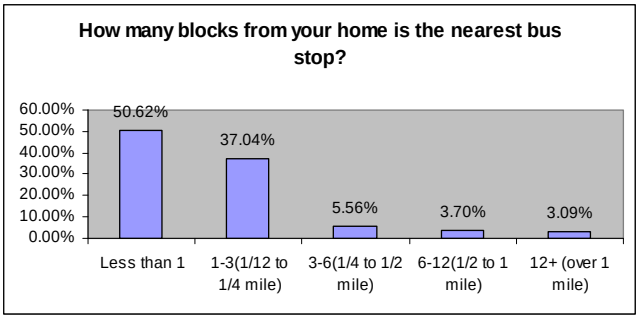
As is shown below, and as will be discussed later, when asked to rate the battery of service improvements, transit users rated fewer transfer per fairly high. Of course one of the contradictions of transit systems is that transfers may increase as travel time decreases as system moves to more radial operation. However under the current hub and spoke system, users view transfers as time consuming and contradictory to increased travel time.



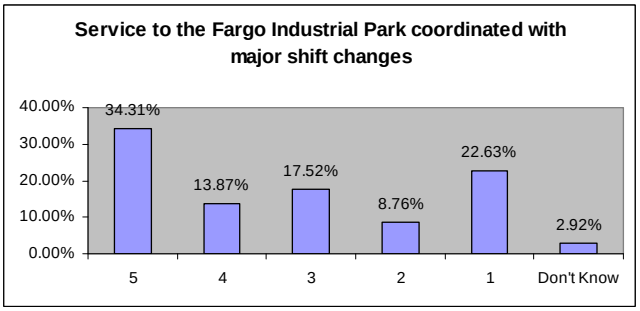
Over 90 percent (91.2%) of respondents indicated they usually walk to the bus stop they most often use. Second highest among a battery of mode choices for access to the bus stop was *bike and bus*, with 5 percent. Interestingly, though a respectable percentage of user indicating use of bike and bus none indicated leaving their bike at a bus stop. A casual audit of existing bus stop and transfer facilities could be needed to determine if adequate bike facilities exist to allow for transit users to leave their bike at bus stop and shelters.

Not surprisingly, just over 50 percent of transit users indicated living with in block of a bus stop. Thirty seven percent indicated living between 1 and 3 blocks from a bus stop.

Just over 12 percent indicted living more than 3 blocks from a bus stop, with the majority of those living between 3 and 6 blocks. Respondents were not asked to list how far they worked from a bus stop (editor's note: this was a discrepancy, as this question should have been asked). Based on anecdotal discussions with riders through the public input process is was clear that the issue with bus service is not access to and from home; it is access to and from work. This observation is further bolstered by the metro areas continued work to increase access to jobs for metro area residents, especially those with out access to reliable transportation.



As will be discussed later, employment growth is continuing to occur either where Metro Area Transit service is constricted or minimally available (e.g. West Acres Area, West Fargo, Fargo Industrial Park) or in areas where there is simply no Metro Area Transit service (Main Avenue, areas south of 32nd Avenue, Dilworth, etc). A typical employment node which is often cited as transit deficient is the Fargo Industrial Park. As is shown transit users were fairly supportive of targeted strategies to provide transportation to the Fargo Industrial Park. Currently Handi-Wheel's provides service to the Fargo Industrial Park through the use Job Access Reverse Commute (JARC) Funds. As support and demand for this current service increase, it may be worth exploring the potential to operate Handi-Wheels with urbanized area funds (Section 5307), or through a contract arrangement with Metro Area Transit.



Transit users were asked to a rank a battery of service improvements from 1 to 5, with 5 being highest and 1 being the lowest. What follows is a selected summary of the responses to these questions, as expressed with a high priority (4 or 5) then a low priority (1 or 2).

Sunday service (High – 71%) (Low - 13%)
More nigh routes (High – 68% (Low – 9%)
Nightly service after 10:00 p.m. (High - 63%) (Low – 12%)
More Saturday Routes (High 63%) (Low – 8%)
More frequent Saturday service (62.5%) (Low – 8%)
More frequent service during peak traffic hours (High – 46%) (Low – 18%) (Med – 27%)
More bus shelters (High 52%) (Low – 28%)
More outreach and marketing to general public/non-riders (High 53%) (Low – 20%)
Fewer transfer per trip (High 40%) (Low 30%)
More frequent service to employers (High 54%) (Low 20%)
More frequent service to schools (High - 52%) (Low – 24%)
More places to purchase bus passes (High - 59%) (Low – 20%)
More frequent service to shopping areas (malls) (High – 58%) (Low – 18%)
Direct service between north and south Moorhead (High 36%) (Low – 39%)
Bus service between North Moorhead and North Fargo (High – 40%) (Low -37%)
South Fargo & South Moorhead Connectivity (High 43%) (Low 30 %)
North & South Fargo w/o Transfer @ the GTC (High – 47%) (Low – 32%)
30 minute frequency during rush hour on Route 15 and 16 (High – 54%) (Low – 23%)
30 Minute frequency midday in Moorhead during the summer (High 46%) (Low – 27%)
Service improvements south of I-94 in Fargo:
    Frequency (High – 49%) (Low – 29%)
    Service Coverage (High – 54%) (Low – 27%)
Service on 45th Street:
    Main to 13th (High – 52%) (Low – 27%)
    13th to 32nd (High – 70%) (Low – 0%) (Med 18%)
Direct service between North and south Fargo (High – 47%) (Low – 32%)
Frequency & coverage improvements adjacent to West Acres (High – 58%) (Low – 21%)
Fixed route service to Dilworth (High – 38%) (Low – 40%)
Increased frequency & coverage in West Fargo (High – 46%) (Low – 32%)
Service along Main Avenue (Fargo) (High – 51%) (Low – 26%)
Better schedule and route information (High – 36%) (Low – 31%)

There is the possibility of the addition of a seventh fixed route in Moorhead later in this decade. As such, respondents were asked to rate eight specific service improvements that could be addressed with the additional service. What follow are the selected highlights of these responses by question:

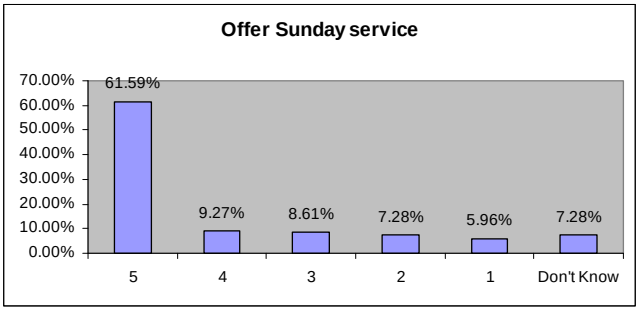
Better evening service (High -69%) (Low – 13%)
Improve connectivity in Moorhead, north to south (High 42%) (Low – 37%)
Improved service to Dilworth (High – 47%) (Low – 38%)
Improve connectivity - South Moorhead to South Fargo (High – 44%) (Low – 29%)
Improve connectivity – North Fargo to North Moorhead (High – 47%) (Low – 29%)
Improve service adjacent to 12th Avenue and 34th St (High - 32%) (Low – 33%)
Increase mobility between Moorhead colleges (High - 43%) (Low – 35%)
Better service to new public schools (High – 31%) (Low – 40%)

Bearing in mind that new or expanded transit service requires the dedication of new resources users were asked how they thought service improvements should be paid for. Almost 22 percent of respondents suggested increased fares. Eighteen percent of respondents indicated that a dedicated property tax should be used to pay for service improvements on Metro Area Transit. An equal number of respondents (30%) felt that new transit revenues should come from either a dedicated sales tax or a hospitality tax.

As the metro area grows, the demand for new service is high. As was discussed with the *2005 Growth Area Transit Plan*, there are a series of alternative service strategies to meet areas of rising transit demand. Each strategy comes with its own unique cost and target market. When asked how to address service requests to new areas of the community, almost 50 percent of transit users suggested the addition of new dedicated fixed route. Just fewer than 35 percent of respondents selected flexible-demand, and only 3 percent suggested a purely on demand service (e.g. Dial-a-ride). Fifteen percent (15%) of transit users suggested that no new routes should be added and that service improvements should be targeted on existing routes/service areas.

Another interesting observation not only from the user survey, but from public discussion, was the high level of interest in some degree of transit service on Sunday. Given that the majority of transit users surveyed earn less than $20,000 a year, they likely work in professions (retail, service, etc.) which require they work on Sundays. The sense was conveyed that the lack of Sunday service is more than just an inconvenience to transit users; it is serious limitation in terms job access and quality of life in general. As was demonstrated in open ended comments from users, transit service on Sunday need not be the operation of existing routes; it may simply be targeted service to employment and retail centers. Or Sunday service strategy could be running a few existing routes on two hour headways from 10:00 a.m. to 6:00 p.m., etc.

Support of Sunday Service (users)

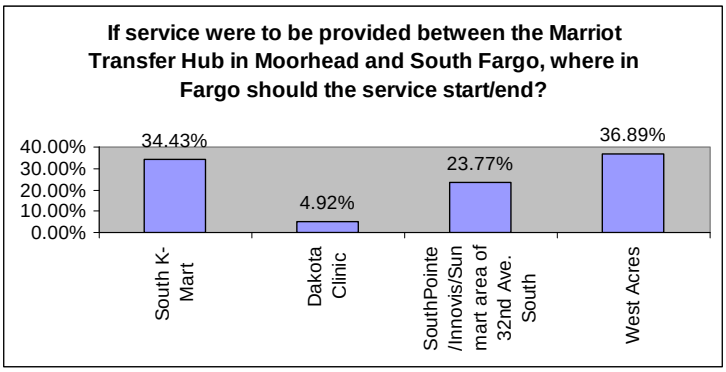


Systematic Observations

It general it appears there is a desire for Metro Area Transit to reconsider its foot print in relation to the overall transportation system of the metro area. Metro Area Transit should be a more radial system that takes advantage of the grid pattern of the metro street network. Overall, there is a general desire for service which bypasses the GTC – North to South Fargo, South to North Moorhead, and South Fargo to South Moorhead, and north

Fargo to North Moorhead. Additionally, it's felt that radial service is needed on such corridors as Main Avenue, 25th Street, and 45th Street in Fargo.

A cross-town connection is generally desired between South Moorhead and South Fargo. Potential transfers on the Fargo side could be US Bank, University K-Mart, West Acres, or Dakota Hospital. This is a logical movement for auto users and would likely assist in defraying travel time for existing transit users. When asked where an I-94 cross town route should stop/start from, transit users were equally split between three locations. The addition of this service has often been set aside due to its difficulty to mesh with the current hub and spoke system that operates in the metro. However, if the metro transit system begins to transition to a more radial network, a cross-town route on I-94 start to make more sense.

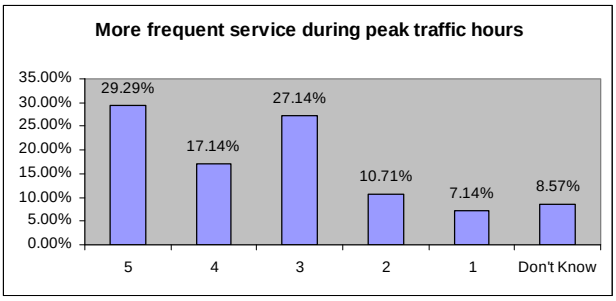


There was a general sense that Route 12 is not able to get riders out of North Fargo into the larger MAT system. North Fargo exposes the lack of east-west movements on the MAT system. It was suggested that Metro Area Transit consider the elimination of the northern portions of 11, 12, and 13 and create a route that runs between northern Fargo and NDSU, or perhaps another transfer point or stop along 19th Avenue North. East-west movements on the north side of the metro could be improved by addition of an east-west route utilizing 12th/15th Avenue Corridor. There were comments about merging the most productive parts of 11 and 12 into one route running on a 15-minute headway utilizing Broadway, Elm Street and 4th Street. There is significant support for going to 30 minute headway on Route 17 and to look at offering night service on Route 17, at least Monday through Friday.

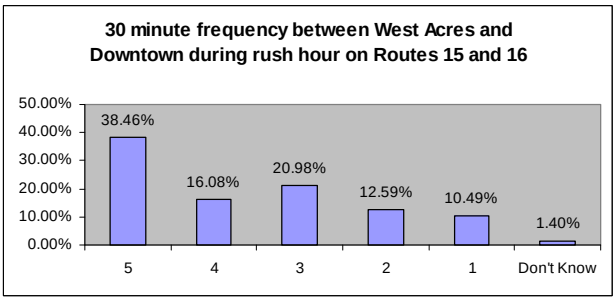
There was a general sense among the public and regular transit users that service should run more frequently during the rush hours, or peak hour. A comment frequently made was to run Route 14 on 15-minute headway during the peak hour; half hour on Saturdays. There was also support to run Routes 15 and 16 on 30-minute headways during the morning and afternoon peaks. On board observations exposed capacity issues on both routes at points during the day, and several riders open-endedly pointed out the need for frequency improvements. As was demonstrated in both the user and non-user survey, there is a general consensus that buses should run more frequently during the peak hours.

Coincidentally, service improvements on Routes 14, 15, and 16 would not only improve movement of existing users, but would allow for easier access into and out of downtown (potentially defraying parking demand) and also improve connectivity from the south side to metro area campuses. Past plans have shown that 14, 15, and 16 are popular routes for students from metro colleges. A scan of existing parking conditions in downtown Fargo exposes the need for strategies to lure downtown workers out of the garages and off the streets and onto the metro transit system. Additionally service improvements on the south side routes in Fargo may work to address cross-town connectivity issues of Moorhead Area colleges (as will be discussed later).

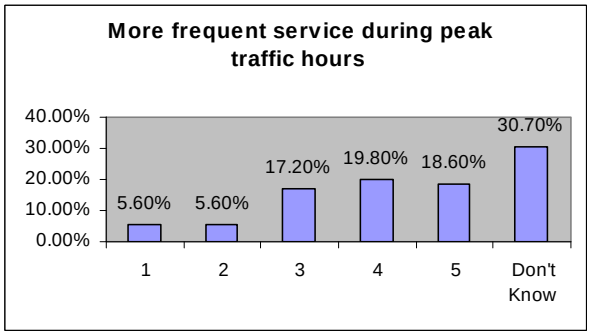
Support of Peak hour Service (User)



Increase Frequency on 15 & 16 during the Peak (User)



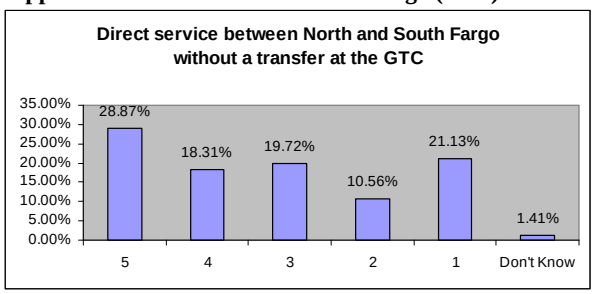
Increase Frequency during Peak (Non-user)



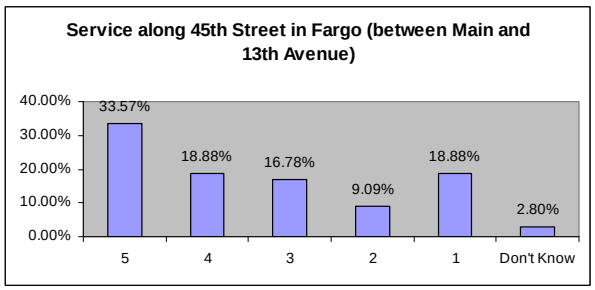
There was a general sentiment that going from north to south in Fargo could be expedited by offering a bypass of the GTC, perhaps running on the one-ways of 10th and University. Or, create a north-south route that served the 25th Street corridor from as far south as 40th Avenue to as far north as NDSU; or reinstitute something like old Route 7 (Northport - West Acres). As was demonstrated in the user survey there is support for such a north-

south concept. The concept was also widely supported by officials and board members from the Fargo School District of a north-south route bypassing the GTC.

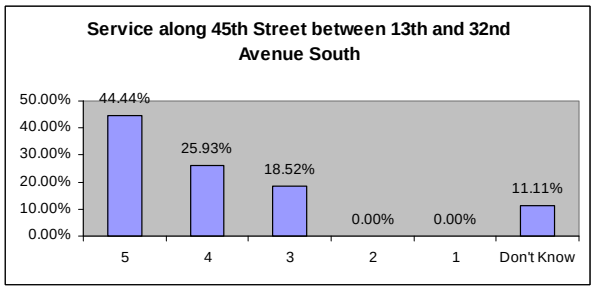
Support for North-South Service in Fargo (User)



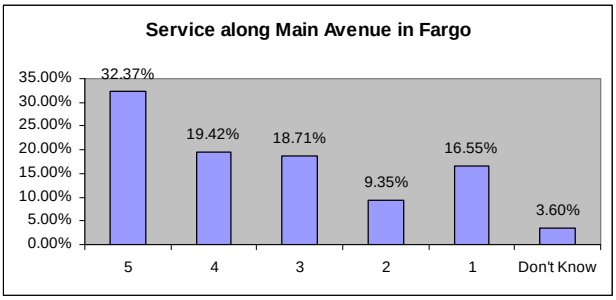
It was suggested quite often that north-south service on 45th Street was needed from Main Avenue to south of 1-94, or to at least to PRACS. It was recommended that 45th Street service should connect with east-west routes at points such Main Avenue, 13th Avenue, 17th Avenue, and any routes which come from Moorhead on the freeway. The most critical leg would be from 13th Avenue to 32nd Avenue. Major generators (e.g. PRACS) are occurring south of freeway and service strategies are in dire need. These comments and desires played out in the transit user survey as well.



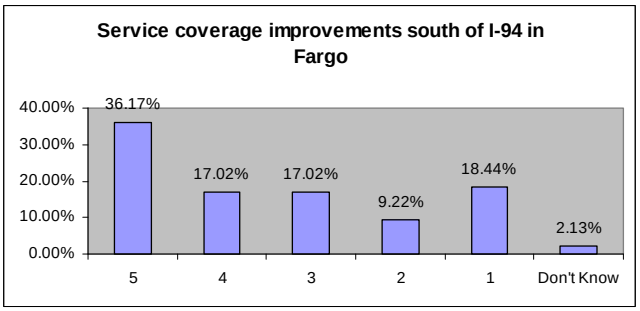
As shown, support for service along 45th Street in Fargo is high, especially so between 13th Avenue and 32nd Avenue. Service is currently provided to various points along 45th Street, though there is no dedicated service that recognizes the radial nature or the development pattern of the corridor. However, changes which address service along 45th Street, likely need to correspond with other route changes or modifications, such as Main Avenue or service in West Fargo, or along 13th Avenue South.

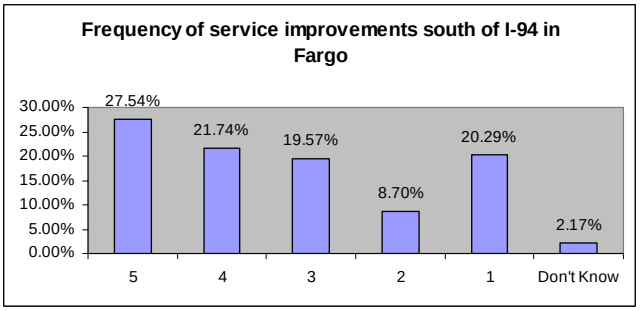


There was a general feeling that east-west service on Main Avenue is likely part of north-south improvements on 45th and 25th. It was noted on several occasions that a Main Avenue route can be one corridor to consider for an express route for getting from downtown to south and west portions of the metro.



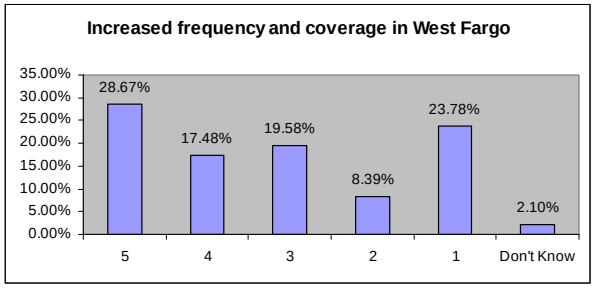
As was discussed earlier, there is a general desire among the riding public that better transit service is needed south of I-94 in Fargo. As is shown below, there is relatively high support for frequency increases south of the freeway as well as coverage increases.





West Fargo needs more service, but there is the feeling that it does not necessarily always need to connect at West Acres. Overall West Acres transfer is time costly. It was pointed out several times that West Fargo service need not always transfer at West Acres; and in fact the need to transfer at West Acres limits effectiveness to provide service in the West Fargo. West Fargo is a good example of how the hub system is straining Metro Area Transit in efficiently meeting the growth of the community, especially in the high generator areas in the southwest metro. It was noted by those close to the West Fargo route that service improvement in West Fargo should likely occur in tandem with service improvements along 45th Street and 13th Avenue as well as a route along Main Avenue. It

was generally felt that West Fargo needed additional service, but as was noted earlier, this service needs to correspond with other system changes.

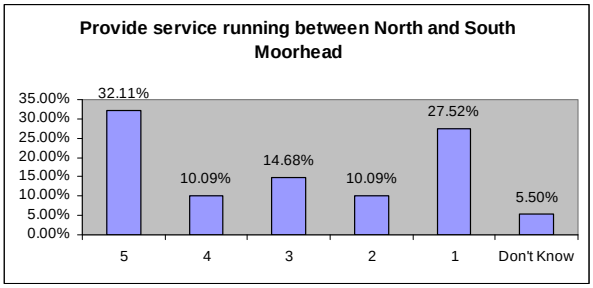


It was noted that Route 19 is redundant at times and is not good at serving the nature of the development along 13th Avenue, 45th street, etc. Transit service in this area of the metro should be provided with out attention to city boundaries. Route 19 redundantly serves Target on both 42nd and 43rd. Blue Cross Blue Shield does not take advantage of the bus service in southwest metro; and in fact it was pointed out (by riders, the public, drivers, and administration) that bus service in the southwest metro as it currently operates is a deterrent to potential customers such as Blue Cross Blue Shield. It was recognized that Route 19 was created under operational methodology and climate that no longer exist.

A common theme was that getting from north to south Moorhead via downtown Fargo is a barrier, especially for potential riders, work related commuters, and school children. It was suggested that north-south service in Moorhead could focus on corridors such as 11th and 14th on the south side and 11th, 14th, or 17th on the north side. Metro Area Transit should consider combing parts of Route 1, 2, 4 and 6 into a seamless north-south route. A north-south route in Moorhead could tie in with an east-west route running between EasTen and NDSU. A dedicated north-south route and east-west route using the 12th/15th Avenue toll bridge may eliminate the need for route 6. In general transit users were positively mixed when considering the potential for north-south and even east-west service in Moorhead using the toll bridge.

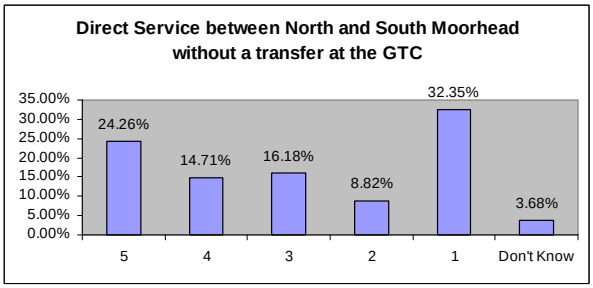
Of note is that the question concerning north-south service in Moorhead was asked from two different angles. One with in the context of improvement to Metro Area Transit service in general, in addition to a host of other system wide improvements (system). Secondly the question was asked in terms of potential improvements as part of Metro Area Transit route additions in Moorhead (Moorhead).

North-South Service in Moorhead (User) – Moorhead



As is shown in both cases survey respondents are pretty evenly split on the issue of north-south service in Moorhead. In both cases the responses tend to be slightly more favorable. The issue was frequently heard in outreach with typically non-user interest groups. It seems counterintuitive to go to Fargo to get from north to south in Moorhead.

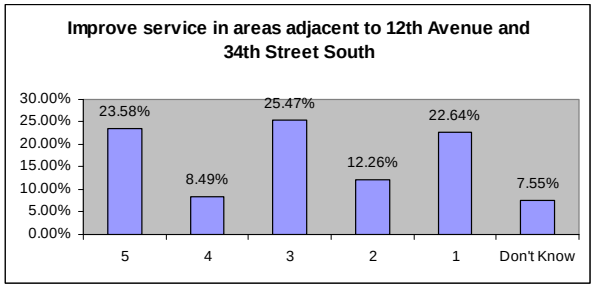
North-South Service in Moorhead (User) – System



It was generally recognized that Route 5 in Moorhead needs to get farther south. Cutting the Village Green run was appropriate, but it has isolated some potential riders. Segments of Village Green should be brought back on line with the addition of new service in Moorhead. However, as service is added, it was felt service should stay on 30th Avenue to save time. The loop west of Highway 75 on Route 5 was questioned as to productivity and purpose; especially given the removal of Productive Alternatives.

A common theme heard from the public was that growth along 34th Street and 12th Avenue South needs to be considered in future route planning. Big box development along 28th Avenue South and I-94 are going to be transit generators when taken together with the proposed developments at the reconstructed 34th Street interchange. The Horizon Shores area will be somewhat transit friendly and service should be integrated into the proposed development pattern. Though among the user survey, improvements in this area didn't rank high. This could likely be that future development of this area is not well known among current transit users. Support for improvements in the 12th/34th will likely gain popularity as development occurs in the next couple of years.

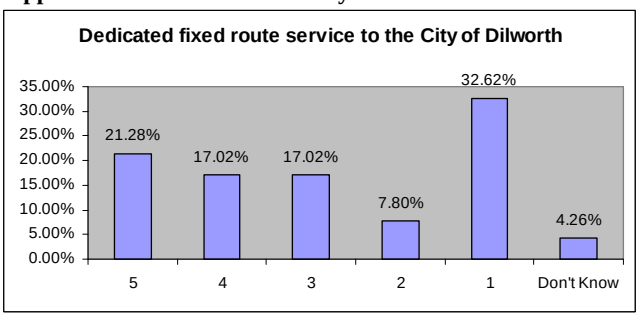
Transit user support for service near 12th & 34th



There was considerable recognition among the public, transit users, and non-users that Dilworth is a growth area. The potential for a new Wal-Mart on 34th Street, the Red River Recovery Center, and all sorts of new commercial, retail and residential makes a good case to consider increased bus service to Dilworth. Dilworth needs to come on a line as part of the MAT system. There was the sense from users that Metro Area Transit should learn from the West Fargo experience and treat Dilworth as a number and not as a name and make it part of the metro system. There is the political desire for fixed route service to Dilworth that was expressed in input meetings and in meetings with the planning commission.

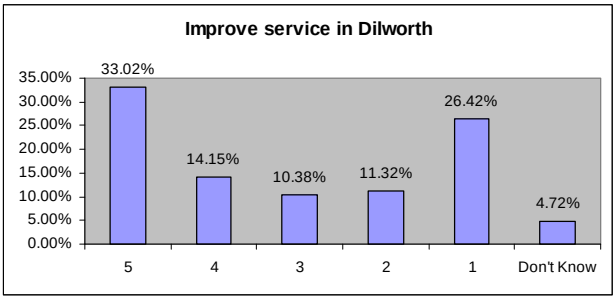
When asked to rank service to Dilworth, transit users were fairly mixed when asked to rate it among a host of other system wide improvements. As is shown below, and equal percentage of respondents both support and don't support dedicated fixed route service to Dilworth. However, when the same question was asked in relation to service expansion in Moorhead, the answers varied slightly.

Support for a Dilworth Route – System



As is shown below, the support for service to Dilworth was rated slightly higher by transit users when it was viewed as part of service improvements in Moorhead. The wording perhaps is partly to blame for the variation. Perhaps there is the sense that service is needed in Dilworth, but not a *dedicated fixed route*. Another important variable at play is that none of the survey respondents indicated they lived in Dilworth.

Support for Dilworth Route – Moorhead



Another route in the Dilworth and in the eastern metro offers the potential to provide a more formalized transfer area (perhaps a super stop) in the vicinity of EasTen. Currently Route 4 has run time issues during the peak hours. A new transfer area near EasTen could aim to shorten Route 4 to the west and allow for another route to carry passengers from Route 4 to points east, etc.

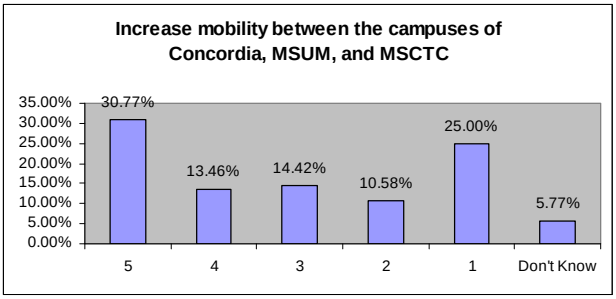
It was suggested that a low to no growth scenario in Moorhead could be to increase its coverage by simply moving existing routes further apart. A low growth alterative for Metro Area Transit in Moorhead would include the addition of two new hourly routes; or one new 30 minute route. A high growth alternative may include the addition of two new 30 minutes routes. Medium growth alternatives likely exist and will need to be explored.

Colleges

The Higher Education Center should be considered the location for a potential transfer (super stop) facility. There is a tremendous amount of movement between Moorhead colleges at this location; currently routes 2, 3 and 5 all pass this area. There was a general sense of among college administration that service in Moorhead needs to shift its orientation to meeting the circulation patterns of the Moorhead colleges. As route alternatives are designed, the colleges should be a center for services for Metro Area Transit services in Moorhead. Connecting the remote lots at Jake Christensen, Youth Hockey Arena, and K-Lot should be taken into consideration when planning route alignments and timings.

Transit users were asked to consider increasing mobility between Moorhead area college campuses as part of routes improvements in Moorhead. Respondents were fairly mixed, however over 40 percent were supportive, as opposed to 35% who were less supportive. Those who supported connectivity improvements aimed at the Moorhead colleges outnumbered the number of respondents who identified themselves as college students by a ratio of at least 3 to 1, which suggests recognition of this potential need by non-college users.

Connectivity of Moorhead Colleges



It was highlighted that parking is going to be an issue at the Higher Education Center, and Metro Area Transit is the only reasonable solution. It is recognized that a shuttle service does cost money. Metro Area Transit has been hesitant to explore these avenues; and it was discussed that this was in stark contrast to the cost-sharing innovations (outside of the U-Pass program) being developed between Metro Area Transit and NDSU for on and near campus transportation solutions. Metro Area Transit did realign Route 5 to provide better connectivity between Moorhead Area Campuses. There was a sense from administrators that this has not been effective, to date, at attracting students to the existing services which run between the Higher Education Center and MSUM and MSCTC. It was discussed that if the goal is to effectively move students between the campuses, and also defray near campus parking issues, a new circulator or more innovative realignment of existing routes is needed.

Transit facilities need to be added and improved on and adjacent to the Moorhead area colleges. They need not be as elaborate as those placed at NDSU, though improvements are needed on the major corridors (11th Street, 14th Street, and at the Higher Education Center). It was felt that simple amenities such as benches and lighting would go a long way to giving the students a sense that transit exists on the campus. There is continuing concern about the bus stop at 5th Street on the Concordia campus in terms of lighting.

Overall NDSU is satisfied with its existing transit service. There is the need to consider increased frequency on the on-campus shuttles at NDSU. The Business College, the new hotel, and new development along 18th Street will warrant a third shuttle on the NDSU campus in the coming years. The on and near campus circulator system at NDSU has been successful at increasing internal campus parking capacity by using remote parking at Fargo Dome, and it was felt that this exposes opportunities on the Moorhead campuses. (Note: since the early input process was finalized, discussion concerning additional NDSU class space downtown has emerged and has been taken into account this planning process).

All the metro colleges realize that residential parking programs are going to be increasing in popularity over the coming years. The colleges want to stay ahead of the curve by ensuring students have options to use Metro Area Transit and/or park remotely to dampen impact on residential streets. A south Fargo to Moorhead route needs to be explored as a potential to lure more students to the bus. This concept has two additional benefits as it also would also have the potential to attract new riders to the system and may also serve

to improve travel times for existing riders, too. As was shown earlier, there is general support among transit users for this type of I-94 cross-town service.

Evening classes are growing in popularity on all the metro campuses and providing night bus service becomes important for these students. (It was also noted that some of the public school districts, especially Fargo, are starting to offer more evening classes and transit may help meet these needs, too.) There is the potential to attract post-secondary students to Metro Area Transit, as they all have student college IDs and should be included in the U Pass system and encouraged to use the bus.

On all campuses, and especially in Moorhead, there is a growing sense that increased marketing is needed among the students and staff. There is not currently a level playing field in outreach to the area colleges. NDSU gets for more input and attention than do the Moorhead colleges. There is a far larger sense of ownership on the NDSU campus of Metro Area Transit than exists at the three campuses in Moorhead. Dedicated marketing is needed at all four metro colleges. College students are a unique market; and often are more like choice riders that typical ridership. There is the sense that the system needs to be sold as convenient and competitive; emphasize environmental qualities of transit. Regular college students who ride the system need to be empowered and allowed to regularly comment on how the system operates.

Students need to be taken seriously as users of the system. There is a general misperception among the non-student ridership that the colleges are given a free ride. The U – Pass program needs to be explained to the general ridership; its helps keep down fares by building revenue to the system. Metro Area Transit needs to be transparent in how it works with the colleges to generate revenues, and what is provided in return for those revenues.

Moving Metro Area Transit Ahead as One

As the infrastructure coordination (drivers, storage, and maintenance) occurs between Moorhead and Fargo, there needs to be recognition of how other elements of the system will be combined (i.e. administration, management, finances, etc.). Though the non-riding public perceives MAT as one entity, those closest to the operation do not. Metro COG is often mentioned as more appropriate administering entity for a truly metropolitan transit system; as opposed to municipal governance. The division of MAT into two city departments is most glaring in the marketing and outreach of the system.

The routing of the system is another glaring example that Metro Area Transit is truly two separate systems, routes are city in scope not metro in scope. The riding public, including non-users, generally see the routing of the system as a barrier to Metro Area Transit being able to effectively meet the demands of a growing metro area. A big first step in moving the two systems closer together would be an emphasis on operating routes with out regard to city boundaries to provide a more integrated inter/intra city system.

It was expressed that there needs to be the establishment of timetable for transition of the two systems to a more autonomous entity. This timetable is critical to help guide coordination efforts. Politically, it is generally recognized that the two separate city departments are likely less than 10 years out from the transition to a more independent and unified transit system.

Vision 2020

There is a growing need to look at the public transit system as a part of the metro infrastructure, and conversely look at other infrastructure improvements to see how transit fits in. More macro-level planning is needed to realize how we want the metro area to expand, in terms of foot print, density, etc. More aggressive planning is needed to look at bus rapid transit and light rail. Such improvement take years to implement, and starting a conceptual discussion today would facilitate future efforts as the need arises. It is incumbent upon government to make the case for transit and make it a serious part of the discussion as the community deals with growth pressures. The public transit system in the metro area needs to be competitive. There needs to be a big picture vision in place for how the system intends on seriously assisting in the long term transportation system of the metro area. In summary, the public input process revealed a general consensus among all segments of the population for an aggressive and strategic *blue print* for the metro transit system.

Unlimited Ride Programs, Community Partners, and Outreach

There is a tremendous amount of opportunity to offer unlimited ride programs with both the Fargo and Moorhead School Districts. This opportunity is most acute with the middle schools; but may also expand into the high schools. After school transportation is a big issue for area school districts as they would rather have Metro Area Transit provide services than themselves. Some schools are at the tipping point of making investments, and Metro Area Transit could step in to partner on fixed route service improvements. The Fargo School District is interested in exploring the potential to partner on service improvements along 17th Avenue South (Route 16) and areas south of 32nd Avenue. The Fargo School District would like to see better service south of 32nd, not quarter mile, but something that would get with in a half mile of the residential areas. The Moorhead School District is considering a per student activity fee to help assist with after school transportation. They would much rather partner with Metro Area Transit to help pay for service improvements, and unlimited ride programs.

There is the general perception that there is a need to get proactive with the social service agencies by introducing unlimited ride programs (perhaps pilot program at first) and by getting more of their customers on the buses. More emphasis needs to be placed on education and outreach; especially on the Moorhead side with employment and service agencies. There is a huge education gap among these agencies, by city. Service agencies should be treated as clearinghouses for transit information and materials, including the sale and issuance of bus passes. This same situation exists in terms of outreach at both K-12 public schools and service agencies. There is not an equal degree of attention and

outreach given to these groups in Moorhead as is given in Fargo. This unbalanced outreach approach has created radically different perceptions of Metro Area Transit depending on which city you are in.

CHAPTER SEVEN:
MASTER OPERATING AGREEMENT

Metro Area Transit – Creating the Master Agreement

The 2007-2011 Metro Transit Plan is tasked with tying together the many interrelated joint powers agreements (i.e. cost sharing and operating agreements) between the Cities of Fargo and Moorhead into one consolidated master operating agreement covering the provision of public transit in the metro area. As was detailed prior, the Cities of Fargo and Moorhead have agreements related to the following operational elements of Metro Area Transit:

- Ground Transportation Center (GTC)
- Metro Transit Garage (MTG)
- MAT Paratransit
- Electronic Fare Collection System
- Transit Pass Revenue

When taken together these existing agreements oversee the allocation and distribution of costs for all aspects of Metro Area Transit, save the actual operation of the fixed route transit system; and the procurement and purchase of fixed route transit vehicles. Considering the mid-range potential for the Cities of Fargo and Moorhead to more cooperatively handle fixed route transit operations and fixed route transit capital, the master operating agreement will leave placeholders for the inclusion of such language. Additionally, the master operating agreement should also leave a placeholder, and essentially lay the ground work, for the potential that the Cities of Fargo and Moorhead may at some point jointly hire staff for the sake of carrying out tasks related to the operation of Metro Area Transit. As is detailed later, the joint staff will likely be hired by a new Metro Area Transit organization.

The master operating agreement could also define the evolutionary next step of the current Metro Area Transit Coordinating Board (MAT Board), which is set to sunset on December 31, 2007. One of the primary purposes of the current MAT Board is to guide Metro Area Transit's evolution into a more unified entity by coordinating the transit activities of the Cities of Fargo and Moorhead. To that end, the current MAT Board has been instrumental in guiding the design and development of the Metro Transit Garage and overseeing the procurement of a single operator for the Cities of Fargo and Moorhead. The final transitory tasks remaining for the current MAT Board are to oversee the development of the master operating agreement and the development and implementation of the next generation of the MAT Board.

The entity which supersedes the current MAT Board will ultimately be the keeper of the master operating agreement. If the next generation of the MAT Board and the Master Operating Agreement are not born of the same agreement, the two separate agreements should be tied closely to one another (as is the case with the current agreements for the MTG and the MAT Board).

The Parts of the Master Agreement

The new Metro Area Transit (MAT) Master Operating Agreement (MOA) will cover all of the component parts of Metro Area Transit. Because paratransit and fixed route transit can be reimbursed separately, and under different terms from the Federal Transit Administration (FTA), two separate budget numbers are needed for their operations. Accordingly, two separate cost sharing formulas will be developed for both MAT Paratransit (*pro-rata ridership* formula) and MAT Fixed Route operations (per the *vehicle-stored* formula). This division of costs will present itself through out the MOA relating to issues of storage, operations, maintenance, and staffing.

Metro Transit Garage (MTG)

Costs for the MTG are broken into three separate parts: 1) *Structural building costs*; 2) *building operations costs; 3) vehicle maintenance*. The structural building costs of the MTG shall be split 1/3 Moorhead and 2/3 Fargo (hereinafter, *standard formula)*. The reasoning for using the standard formula for the structural cost of the MTG is due in part that it represents the ownership each entity holds in the facility. Structural building costs shall include repairs to the building itself, building equipment, as well as insurance.

The *building operations costs* shall be split based on the number of *vehicles-stored* at the MTG. The building operations costs will include utilities and other associated overhead costs required to operate the facility. The vehicles stored formula will have three parts: 1) percentage of fixed route vehicles stored by Moorhead; 2) percentage of fixed route vehicles stored by Fargo; 3) percentage of paratransit vehicles stored.

Based on the *vehicles-stored* formula operations costs will be allocated to the City of Moorhead and City of Fargo associated with MAT Fixed Route (per the vehicles stored-formula), and then a cost will be associated to MAT Paratransit (based on the number of paratransit vehicles stored). The operations costs associated with MAT Paratransit will then be further split per the *pro-rata ridership* formula.

Maintenance

Vehicle maintenance will be broken down into two separate categories: 1) parts/materials; and 2) labor. Parts/materials costs will be billed on an *as used basis* and will be billed directly to the entity receiving the part/material.

Maintenance labor will also be tracked on an *as used basis*, however recognizing that some maintenance labor will be *system-wide* in nature, the portion of labor which is not attributable directly to one system or another, will be split per the *vehicle-storage* formula.

Vehicle maintenance costs will be separated to delineate costs related to the MAT Fixed Route Transit and MAT Paratransit. Vehicle maintenance cost associated with the MAT Fixed Route Transit will be billed directly to entity on an *as used basis*. Vehicle maintenance costs tracked to the MAT Paratransit fleet will be split based on the *pro-rata ridership* formula.

MAT Paratransit (Operations)
Costs for the operation of MAT Paratransit shall be shared on a pro-rata basis according to ridership on the system. The operational costs of the MAT Paratransit system are: Insurance, licenses, dispatch, inspections, and fuel. Vehicle purchases shall remain the responsibility of the individual city. Fargo's administrative costs related to the paratransit system are not billed to the system (i.e. costs are not billed to Moorhead).

Ground Transportation Center (GTC)
Fargo is the owner of the GTC, and bares responsibility for all capital and structural costs. The net operational and management costs of the GTC are shared between the City of Fargo and the City of Moorhead per the *standard formula*. Upon disposition of the GTC Fargo and Moorhead shall share in the proceeds less Fargo paying off existing operational liabilities and paying itself back for its original local match share.

Electronic Fare Collection System
System software and hardware for the electronic fare collection system is owned by the City of Fargo. Costs associated with the maintenance and upgrade of that system is shared per the number of fareboxes in the MAT Fixed Route system. Currently, Fargo owns 57% of fareboxes and Moorhead owns 43% of fareboxes.

Transit Pass Revenue
Currently there are two types of pass revenue, one generated from the sale of monthly passes, and the other generated from the sale of 10-ride cards. Currently there is no written agreement between the cities on how to share monthly pass revenue. The MOA will formalize the currently unwritten rule in which Fargo collects all revenue from transit pass sales, and then Moorhead shall invoice for reimbursement from Fargo on a quarterly basis. Moorhead's reimbursement shall be based on in its percentage of fixed route ridership.

Master Operating Agreement – The Framework

In the past cost sharing agreement between the Cities of Fargo and Moorhead for the operation of Metro Area Transit were separated by a specific service or facility, etc. Overtime several of these service/facility specific agreements have come into being. This piece-meal practice has served to perpetuate the truly separate nature of the two component entities that comprise Metro Area Transit.

The Metro Area Transit Master Operating Agreement (MOA) aims to logically organize/categorize the sharing of costs as they relate to system function. The MOA will break costs associated with Metro Area Transit into the following six general categories, including the provision of placeholders for areas where cost may at some point in the future be shared between the Cities:

- Storage
- Operations

- Transfer Facilities
- Maintenance
- Joint Staff
- Capital Facilities

Separating costs by general functional area allows one to view the component parts of Metro Area Transit (which are owned/operated by either the City of Fargo or Moorhead) as more of a systematic and/or coordinated operation.

1. Storage

The Cities of Fargo and Moorhead shall split the cost to store its vehicles based on the structural and operational costs established for the Metro Transit Garage (MTG). The City of Fargo and the City of Moorhead shall split the structural building costs of the MTG based on a 1/3 Moorhead – 2/3 Fargo model (hereinafter referred to as the *standard formula*). These costs will relate to the actual MTG structure and the equipment with in it.

The City of Fargo and the City of Moorhead shall split the operational costs of the MTG based on the percentage vehicles stored in the facility. For the purposes of the MOA, the operations costs of the MTG include but are not limited to the following items:

- Utilities
- Office equipment
- Shop supplies (excluding maintenances related parts or equipment)

The *vehicle-storage* percentage shall be reviewed and set annually to correspond with the development of the budget for the upcoming year. The total building operations cost related to the MTG shall be separated out to delineate the costs associated with the delivery of Metro Paratransit and MAT Fixed Route. Building operations costs associated with MAT Paratransit shall be split per the *pro-rata ridership* formula.

2. Operations

Both the City of Moorhead the City of Fargo hold separate contracts with a third party contractor for the provision of drivers for the operation of the MAT Fixed Route system and each cover their respective costs via these separate contracts. Dispatch functions associated with the provision of MAT Fixed Route are covered under the contract between the City of Fargo and third party contractor and shall be billed to the City Moorhead based on the *standard formula*.

At such time as the cities would operate a fixed route that would be viewed as benefit to both Fargo and Moorhead, a cost formula would be developed and included with in this section of the MOA.

The City of Fargo's contract with its third party contractor for driver services includes the hours associated with the provision of drivers for the MAT Paratransit System. The City of Moorhead shall be billed for the percentage of the MAT Paratransit driver's costs per

the *pro-rata ridership* formula. Other eligible costs of the MAT Paratransit System including brochures, driver's uniforms, marketing, and coupon books shall be split per the *pro-rata ridership* formula. Dispatch functions associated with MAT Paratransit are currently covered by the City of Fargo. Dispatch costs shall be split between the City of Fargo and Moorhead per the *pro-rata ridership* formula.

Fuel
Vehicle fuel shall be billed on an *as used basis* for the fixed route system. In the case of MAT Paratransit, fuel costs shall be split per the *pro-rata ridership* formula. The flow of fuel will be metered so that a daily report of fuel usage by each vehicle can be recorded. Fargo assumes the liability regarding the storage and transfer of fuel between the fuel and the vehicles.

Transit Pass Sales
The revenues from the sale of all Metro Area Transit bus passes, including monthly passes and 10-ride cards shall be collected by the City of Fargo. The City of Moorhead shall seek reimbursement from the City of Fargo for its share of the systems pass sales based on *pro-rata ridership share* of MAT Fixed Route ridership (excluding Route 31 and 32). Each city currently collects revenues for the U-Pass Program individually from area colleges and universities. If it becomes desirable for the cities to develop a cost sharing method for these revenues, a formula will be developed and included in this section of MOA.

3. Transfer Facilities
The net costs to operate the Ground Transportation Center (GTC) shall be split per the *standard formula*.

The City of Fargo is the owner of the GTC and shall be responsible for the following costs associated with the GTC:

- Any expenditures related to the design of additions to or renovations of the GTC;
- Any expenditures necessary for the relocation or demolition of the GTC;
- Shall be responsible for the day-to-day operations and management of the GTC; said management and operations are spelled out per the *Operating and Management Policy*, as amended.
- Any capital expenditures related to the structural components of the GTC.

Further, the City of Fargo allows the City of Moorhead to cooperatively participate in the design of any addition to or renovation of the GTC.

The *Operating and Management* policies, as amended, which govern the GTC will be an attachment to the MOA. These policies shall be reviewed annually. The City of Fargo is solely responsible for the development of a budget for the GTC. The budget for the GTC shall be developed in accordance with the overall annual budgeting process/timeline which governs the MOA.

Sale of the GTC shall be upon the consent of both the City of Fargo and the City of Moorhead with proceeds distributed to each City in the following priority:

1. Current operational liabilities;
2. A direct payment to the City of Fargo in an amount equal to its original local match share investment in the GTC as per UMTA Project NO. ND-030007;
3. Proceeds over and above the amount calculated per condition 1 and 2, will be credited to each City on the basis of one-third of the amount to the City of Moorhead and two-third of the amount to the City of Fargo.

If applicable, distributions of revenues or distributions of proceeds from the sale of the GTC shall be:

- Subject to the interest of the United States Government pursuant to UMTA Project No. ND 030007;
- Utilized and expended in a manner consistent with FTA Regulations

With the adoption of the MOA, the cities of Fargo and Moorhead do jointly agree to use the MAT Board as the means by which to coordinate operational and capital issues related to the GTC.

The costs associated with the maintenance of existing transfer facilities and shelters and the design, purchase, and placement of all future transfer facilities and passenger shelters in the Metro Area Transit Fixed Route system shall be borne by the City in which the transfer location is sited.

In the case that any new transfer facility(s) or passenger shelter(s) shall be required or desired that are deemed beneficial to both the City of Fargo and the City of Moorhead, a cost sharing formula will be developed at such a time to guide those investments and operations, and included in this section of the MOA. Any new transfer facility(s) or passenger shelter(s) improvements conducted by either the City of Fargo or Moorhead which exceed in aggregate more than $50,000, shall be discussed with the MAT Board.

4. Maintenance

Vehicle maintenance shall be tracked in terms of both labor and parts/materials. Parts and materials shall be billed out based on an *as used basis*. Labor cost will be tracked and billed out on *as used basis*. Labor costs not associated with a specific system shall be considered *system-wide* in nature and will be split based on the *vehicle-stored* formula for that particular year.

Maintenance costs will be further tracked to separate maintenance costs attributable to the MAT Paratransit System. Labor and parts/material costs associated MAT Paratransit System shall be billed out per the *pro-rata ridership* formula.

5. Capital (Vehicles)

Each city is responsible for the acquisition of its own vehicles for the operation of MAT Fixed Route. At such time as the City of Fargo and the City of Moorhead are desirous of jointly purchasing vehicles for the MAT Fixed Route system, a formula specific to the purchase and operation of those vehicles shall be determined; and amended into to the MOA.

For the operation of MAT Paratransit, each city shall be required to provide the number of vehicles necessary to operate the system as determined cooperatively by the MAT Board. Fleet additions above and beyond the current fleet shall be determined cooperatively by the MAT Board to determine which cities growth warrants the purchase of an additional vehicle. Local match (non-federal) share funds needed to purchase replacement or additional paratransit vehicles may come from other cities or entities with in MAT Paratransit's service area (E.g. West Fargo, Dilworth, or entities such as Medicaid funded non-profit agencies, etc.). The provision of a back up vehicle for the Paratransit system shall be the responsibility of the City of Fargo.

The City of Moorhead shall lease its vehicles to the City of Fargo for use on the MAT Paratransit system for a cost of One Dollar ($1.00) per year or part thereof. These vehicles, as well as substitutions or additional vehicles, shall be inspected by Fargo and Moorhead representatives prior to being placed into service and Fargo shall acknowledge in writing that the vehicle is in good repair and accepted.

6. Staff

Currently both the Cities of Fargo and Moorhead hire their own staff to oversee the administrative and planning function of Metro Area Transit. At such time as the cities are desirous of jointly hiring staff the terms and conditions of those jointly assumed costs would be included herein. Recognizing the desire to transition to a more autonomous transit entity over the coming years, a *no new hire principle* should be adopted by both cities. Such principle shall direct neither city to hire additional staff related to Metro Area Transit. Rather, any new hires made by either city which will be dedicated to Metro Area Transit should be done through another organization that would act as a *holding entity* until such time that this staff can be transitioned to the new Metro Area Transit organization as it develops through out the remainder of the decade.

CHAPTER EIGHT:
NEXT GENERATION OF THE
MAT COORDINATING BOARD

Metro Area Transit Board – The Next Generation

The current MAT Board will sunset on December 31, 2007. By such time the plan/agreement for a replacement board needs to be in place to continue with the work of coordinating/consolidating the two entities. Per the agreement creating the current MAT Board, the next board ought to be more robust in nature. It will be important the next MAT Board have its role clearly defined, and given discrete achievable tasks.

The 2007-2011 Metro Transit Plan is moving forward with the blueprint set out by the 1980 Transit Plan for moving the two systems toward unanimity. As with the current agreement holding together the MAT Board, the 1980 blueprint called for a policy-style committee to replace a coordinating body. The policy committee would be more a policy entity with more input into the day-to-day operations of Metro Area Transit. At current, the MAT Board is removed from the day-to-day operations of Metro Area Transit. In order for the MAT Board to accurately ensure system coordination and gradual consolidation, it must be given more input and oversight of the day-to-day operations of the entire system. Given the likelihood that Metro Area Transit will continue with two separate administrative structures for the coming years, the next MAT Board could play the role of a *de-facto Transit Director*, ensuring the larger system coordination that would otherwise be overseen by a director.

The next MAT Board will focus on the implementation of a more streamlined financial and management structure for Metro Area Transit. Chapter 9 outlines a framework for coordination that would move Metro Area Transit to a more coordinated entity, while maintaining a connection to existing municipal structure. In unison with the creation of the new agreement for the MAT Board in 2007, the Cities of Fargo and Moorhead will also establish a Master Operating Agreement (MOA), as detailed in Chapter 7. The creation of the MOA will likely influence the way in which the new MAT Board agreement is written.

The next MAT Board will focus on policy development. Recommendations that come from the new MAT Board should include programs to promote transit, route changes, priorities for new transit services, fare policy, and the development of cooperative agreements to coordinate Metro Area Transit service with other service providers and community interests. Transit service is not provided in a vacuum. Service changes and strategies deployed in Fargo will impact Moorhead and vice-versa. As such, the MAT Board should be used to deliberate system specific changes, too, even if the issue does not appear to be metro in scope. The new MAT Board should be viewed as more than a coordinating tool; it should be viewed as the board which oversees and directs the totality of transit service in the metro area.

The next MAT Board should be given a larger role in the determination and direction of short and long range planning and programming currently conducted by Metro COG. With the creation of the MAT Board in 2004, Metro COG has prepared transit related materials in a fairly disjointed nature (being split between the MAT Board and its own Policy Board and various sub-committees), following two somewhat unconnected review

and approvals processes. Consolidating Metro COG's planning and programming work under the MAT Board creates a clear line of reporting and accountability for transit related products developed by Metro COG. The details of this arrangement will need to be furthered outlined per the new agreement.

It further recommended that as the new MAT Board and the Master Operating Agreement take form that the Cities of Fargo and Moorhead work through Metro COG to create a position dedicated to the coordination of policy and planning development. It is envisioned that this new policy/planning position would be directly responsible to the MAT Board and work closely with transit administration from both cities. This new planning/policy responsibility given to Metro COG should constitute a new position and not be added on to existing positions already in place at Metro COG. The details of the new position and its specific duties should deliberated per the creation of the new MAT Board agreement; and the sharing of the positions costs would be part of the Master Operating Agreement.

Membership on the new MAT Board should be viewed globally, to ensure voting participation for entities who are recipients of service, but who also contribute local financial resources to Metro Area Transit. Beyond voting membership for the Cities of Fargo and Moorhead, consideration should be given to allowing voting membership to the Cities of West Fargo and Dilworth, as well local colleges and universities. Over time, the financial contributions of these jurisdictional and institutional partners will be crucial, and should be acknowledged by allowing said entities a greater degree of influence in guiding the operations of Metro Area Transit than is currently the case. As opposed to having non-voting membership, the new MAT Board should devise a mechanism to regularly advise itself to the needs and desires of community interests that may not warrant voting status. As is mentioned in Chapter 10, MAT and Metro COG should reorganize the makeup of the Metropolitan Transportation Initiative (MTI) and the MAT Transportation Advisory Committee (MAT TAC). The MAT Board should be cognizant of these changes to ensure the outcome allows for realistic channels for input and guidance from key users groups and constituencies.

A priority in 2007 will be clearly defining the role of the next generation of the MAT Board. It will be paramount that Metro COG and MAT budget the necessary resources to work with the current MAT Board to prepare the agreement for the new MAT Board in a timely fashion, likely before July 1, 2007, so as to ensure adequate time for adoption prior to years end.

CHAPTER NINE:
FRAMEWORK FOR COORDINATION

Framework for Coordination

The next generation of the MAT Board will continue to oversee the coordination of the transit operations of the Cities of Fargo and Moorhead. As they oversee this coordination, the MAT Board will also keep an eye towards an overall framework by which the two systems continue to slowly consolidate themselves under a more unified structure. The *framework for coordination* will be an ongoing and evolving process with many interlaced facets.

The streamlining of the current work responsibilities of both Moorhead Transit Manager (TM) and the Fargo Transit administrator (TA) is a key step in the overall framework for coordination. Currently the TA and TM conduct a host of somewhat similar tasks and responsibilities. One logical split in responsibilities among the TA and the TM could rest with division between Metro Paratransit and MAT Fixed Route. Each facet of Metro Area Transit requires a significant amount of oversight and to some degree represent two separate subdivisions with in Metro Area Transit. An area of overlap is in federal reporting requirement, such as the National Transit Data (NTD) report. Additionally, both the TM and the TA individually handle similar federal operating and capital grants that could potentially be streamlined under one of the two positions. A detailed analysis will be needed that allocates responsibilities among the TA and TM and should take place in 2009. This analysis would be in step with a system wide analysis of positions, duties and responsibilities.

As the position responsibilities change for both the TA and the TM their titles should change accordingly to more accurately reflect their new core responsibility set. This change in title is justified for two reasons: 1) it reinforces the new organization structure; 2) sends a clear message to the public of the new roles of existing management staff.

The next MAT Board could be the *proxy director* (department head) of the new Metro Area Transit organization. Until such time as it is deemed necessary to hire/appoint a pure, in fact, director for Metro Area Transit, the Metro Area Transit Board could hold this function (essentially provide oversight of not only the TM and TA, but those employees (contract or otherwise) below them. It is also possible that Metro COG could be utilized to play a pure administrative coordination role. What follows is a narrative on areas where increased coordination is possible between the Cities of Fargo and Moorhead concerning the implementation of Metro Area Transit.

Finances

The Cities of Fargo and Moorhead are each designated recipients of federal operating dollars under the Federal Transit Administration Section 5307 program. Section 5307 dollars are apportioned to urbanized areas based on an areas population. (Of note is that Section 5307 dollars are currently apportioned to the Cities of Fargo and Moorhead based on the populations of both Dilworth and West Fargo.) It is highly likely that Section 5307 funds could be put into a single allocation and essentially become one grant. Or at a minimum remain two grants jointly administered by either one of the two cities as

opposed to each city administering two separate federal funding streams. That is to say one of the cities could become the *designated recipient* of all Section 5307 dollars for the Fargo-Moorhead Urbanized area. This arrangement would require an agreement between the States of Minnesota and North Dakota, as the allocation of Section 5307 is ultimately at the discretion of each states governor. As such, a state can apply various terms and conditions upon the use of Section 5307; as is noted below Moorhead's share of Section 5307 has traditionally been laden with a host of caveats; whereas the Fargo share of Section 5307 is less restricted by the state of North Dakota.

An arrangement allowing for a more consolidated flow of Section 5307 dollars could be similar in nature to the arrangement between Minnesota and North Dakota allowing for the consolidation of Metro COG's Federal planning dollars (which are derived from the populations of both states portion of the urbanized area, i.e., a population based apportionment). In the case of Metro COG's Federal planning dollars the State of Minnesota transfers the federal funds generated from its portion of the urbanized area to North Dakota. Those funds are then administered by the North Dakota Department of Transportation through a single contract between itself and Metro COG. Moorhead already administers its Section 5307 funds through FTA Region VIII, as opposed to FTA Region VI which covers the rest of Minnesota; so much of the FTA related changes have been taken into account to allow for such a consolidation of Section 5307 dollars.

The City of Moorhead receives a healthy state operating grant from the State of Minnesota. Moorhead is limited to spend only half of its Section 5307 apportionment on operations; keeping the remainder for capital needs. North Dakota provides state transit aid to the City of Fargo. These funds flow per a separate contract between the state and the city.

Table 1

Approximation of Funding Sources - 2007		
	Fargo[1]	Moorhead[2]
Federal	$1,500,000	$475,000
State	$210,000	$815,000
Local	$750,000	$75,000
Total	$2,460,000	$1,365,000

Note: Does not include other revues sources such as service contracts, U-Pass, farebox, etc.

As is shown in **Table 1** there is a discrepancy between the amount of state aid each city receives, as well as the amount of local dollars (i.e. general fund) each contribute to the operation of Metro Area Transit. Given the tax policy within the State of Minnesota, the large sum of state aid provided to Moorhead can be viewed as a return of local tax dollars already paid by Moorhead residents which are being recycled through state transit aid. Whereas Fargo contributes a far larger share of local dollars to Metro Area Transit, it also receives a far smaller portion of state transit aid. When taken together, state aid and local funds, the non-federal share contributed to the operation of Metro Area Transit by each city is relatively uniform.

[1] The 2007-2010 Fargo-Moorhead Transportation Improvement Program (TIP)
[2] Staff correspondence provided to the MAT Board, July, 2006.

Drivers

The drivers for both MAT Paratransit and MAT Fixed Route are contracted employees. The contract runs through 2009, and could extend through 2011. Metro Area Transit also contracts a project manager and trainer (actually 1.5 FTE) from its third party operations contractor. These employees are not currently tied to either municipality and could easily be hired by either one of the cities. In 2009 Metro Area Transit needs to determine if it wishes to hire project management and training support instead of contracting these services. In 2010 Metro Area Transit needs to determine if it wishes to again contract for driver services (and related staff support) or if it wishes to consider hiring drivers or related staff support positions as municipal employees. It is possible that this analysis would also explore the potential to hire under the auspices of a new entity (joint powers or not-for-profit).

Dispatch

Dispatch of MAT Fixed Route is handled by contract employees who are under the same contract as the drivers of both MAT Fixed Route and MAT Paratransit. It is possible that these personnel could become municipal employers sooner than the drivers, possibly at the end of the third year of Metro Area Transit's current operations contract. In 2008 Metro Area Transit needs to determine if it wishes to continue to contract for fixed route dispatch or bring them on as municipal employees. Dispatch of MAT Paratransit is handled by two employees both in the employ of the City of Fargo.

New Employees

Starting in 2010 any employees hired by Metro Area Transit (i.e. either the City of Moorhead or Fargo) should not become employees of either city. This would apply to existing planning, management, or support staff. The no new hire concept should be explored as part of other administrative analysis in 2009.

Capital Facilities

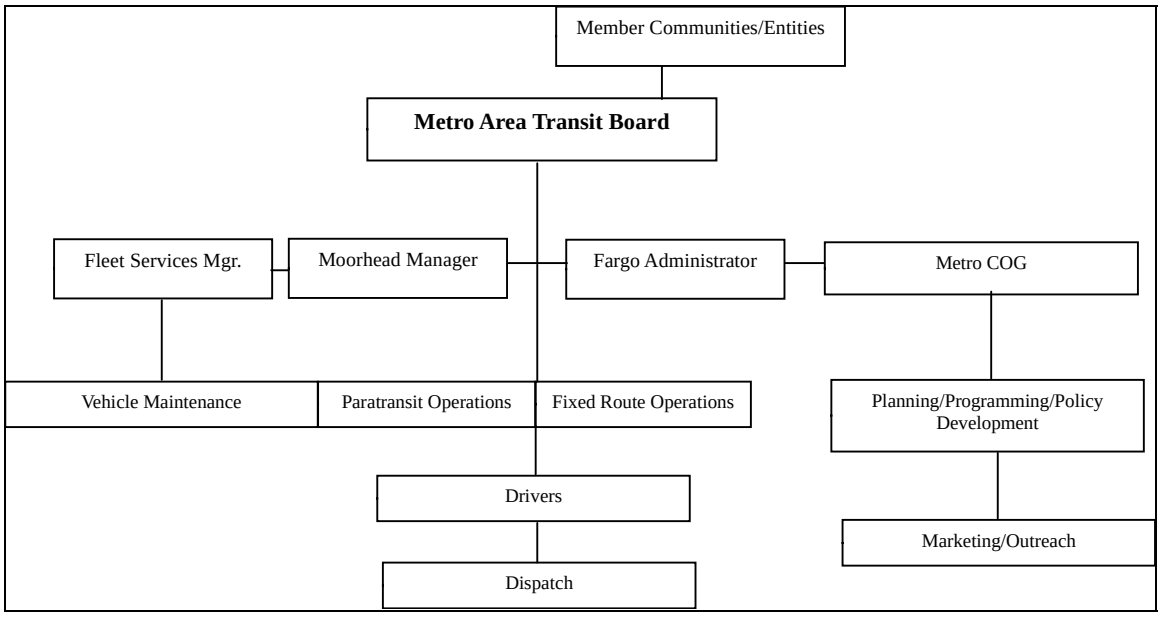
All current capital facilities (facilities, shelters, buses, etc.) are currently owned by either the City of Moorhead or the City of Fargo. The only exception to this would be the MTG, which is owned cooperatively by both cities. Over the coming five year window thought needs to be given on how to handle the sharing of existing capital assets, as well as the procurement of future capital assets, especially the fixed route bus fleet. It is very likely that capital costs will be split pro-rata of anticipated benefit, and then the operation of such capital will then be further split based on its actual use.

Framework for Coordination - Timeline

		2007	2008	2009	2010	2011	2012	2013 & Beyond
Administrative/Management Coordination								
New MAT Board		**o**	**x**					
Master Operating Agreement		**o**	**x**					
Administrative Streamline/Reorganization			**o**	**o**	**x**			
Staff Coordination								
Metro COG Plan/Prog. under MAT Board		**o**	**x**					
Metro COG Policy/Planning Position		**o**	**x**					
No New Hire Principle				**o**	**x**			
Fixed Route Dispatch (contract vs. hire)				**o**	**x**			
Driver Services Support Staff (contract vs. hire)				**o**	**x**			
Driver Services (contract vs. hire)					**o**	**o**	**x**	
Finance Coordination								
Single FTA designated recipient				**o**	**x**			
Joint Capital Ownership		**o**	**o**	**x**				
Assess MAT Board and Coordination Progress						**o**	**o**	**x**

o = Study/Analysis
x = Implement findings

Coordinated Framework – Organizational Chart



CHAPTER TEN:
SPECIALIZED TRANSPORTATION – THE COORDINATED PLAN

Specialized Transportation

Introduction

A major component of the 2007-2011 Metro Transit plan is the specialized transportation plan. The specialized transportation component is made up of three specific sub-elements: 1) Job Access Transportation; 2) Human Service Transportation; and 3) Senior Transportation. The job access and human service elements will come together to form a consolidated set of transportation barriers and project concepts. As will be discussed, the human service and job access elements will dwindle down to coordination and cooperation among a handful of existing transportation providers and service agencies. The senior transportation element will look to blend existing service providers into a more consolidated operation to provide a seamless transportation program for metro area seniors. When complete, the Specialized Transportation Plan will detail a web of potential service agreements and operational strategies that aim to coordinate the myriad of unique transportation needs.

The preparation of the Specialized Transportation Plan is aided by the 2003 Metropolitan Access to Jobs Plan and the organizational and operational framework it put in place for metro area agencies concerned with issues of job and employment related transportation. A primary outgrowth of the 2003 plan is the Metropolitan Transportation Initiative (MTI) and the Regional Transportation Coordinator (RTC).

MTI consists of metro area human and social service providers, public and non-profit transportation providers, and state and federal agencies. At the direction of MTI, Metro COG hired the RTC to act as the regional liaison between transportation providers and human and social service providers in an effort to better coordinate existing and future employment related transportation plans and programs in the metro area. Through MTI Metro COG has awarded almost $300,000 in Job Access Reverse Commute (JARC) dollars to address the transportation barriers identified in the 2003 Access to Jobs Plan. The implementation of these JARC dollars over the past two years has educated metro area agencies, transportation providers, and Metro COG on how to best deliver a coordinated transportation product that can most efficiently address the greatest number of transportation barriers of the metro population.

To date, the primary strategy embraced by MTI and Metro COG for addressing job related transportation needs is Handi-Wheels Transportation. By integrating JARC dollars into the Handi-Wheels budget, matched with eligible, local, state, and federal sources, Handi-wheels is able to offer $2.00 rides for employment related activities. The partnership between Metro COG and Handi-Wheels has allowed the metro community to begin to address several of the major job access barriers identified in the 2003 Plan, among them access to the Fargo Industrial Park, third shift transportation, childcare transportation, and a host of employment related training and educational opportunities. Additionally, the partnership with Handi-Wheels has allowed Metro COG to use JARC dollars to build the capacity of existing public transportation infrastructure, in coordination with other providers such as Metro Area Transit, freeing Metro Area Transit

to focus on the delivery of dedicated fixed route transportation and demand response ADA Paratransit. The complimentary relationship between Metro Area Transit and Handi-Wheels Transportation is likely to grow per the implementation strategies developed in the 2007-2011 Metro Transit Plan.

The 2007-2011 Metro Transportation Plan recognizes and prioritizes Handi-Wheels Transportation as the metro areas primary strategy to address *niche level* job access transportation. However, the 2007-2011 Metro Transit Plan also broadens its scope to address issues related to human service transportation, too. Based on the inventory of the existing condition in the metro area, human service transportation has been primarily classified to cover Medicaid funded transportation for day training and habilitation (DTH) activities.

Metro COG did award JARC funds to Heartland Industries and Clay County Rural Transit (CCRT) in 2005 to assist in the provision of DTH transportation for the clients of Heartland Industries through a coordinated contract with CCRT. This experience has been a learning endeavor and sets the stage for broader coordination among multiple agencies using Medicaid dollars to provide DTH transportation. There are other nuances of non-emergency Medicaid transportation that offer opportunities for coordination, these areas will be identified as next step studies and collaborative investigations in the years following the adoption of the 2007-2011 Metro Transit Plan.

The 2007-2011 Metro Transit Plan is the framework for the creation of regional consolidation of Medicaid providers in the metro area, based on the county-wide or metro-wide model. Given the bi-state dynamic of the metro area, plus the findings of the existing condition scan, Metro COG will recommend a coordinated provider for each county, Cass and Clay. A major strategy of the human service element of the specialized transportation plan is the consolidation of Medicaid funded DTH transportation under two existing transportation providers, again one in each county. This is accomplished most efficiently through joint powers agreements/service agreements among existing service providers and transportation providers. On the Clay County side of the metro area the opportunity exists to create a joint maintenance and storage facility to act as the catalyst for greater coordination among human service and transportation providers in the metro area.

The human service component of the specialized transportation plan is essentially blended with the job access component to provide a consolidated set of *transportation barriers* and *project concepts*. The goal with the development of a consolidated set of transportation barriers and project concepts is to achieve the Federal requirement *to address the transportation needs of individuals with disabilities and low income individuals (in addition to the needs of the general public) through a coordinated transportation plan*. Through the human service and job access elements of the specialized transportation plan, the 2007-2011Metro Transit Plan identifies a finite set of transportation providers who will be called upon to provide a *blended* set of transportation services targeted at meeting the lion's share of the transportation barriers identified by the 2007-2011 Metro Transit Plan. These blended strategies will be funded

in large part by matching existing local, state, and (eligible) federal funds with both JARC and New Freedom funds. *It is recognized that the implementation of the project concepts through the utilization of other existing transportation systems to provide niche and fringe area strategies, will dampen demand upon Metro Area Transit so they can continue to deliver both fixed route and ADA Paratransit in the most efficient manner possible.*

The third and final element of the specialized transportation plan of the 2007-2011 Metro Transit Plan is senior transportation. The senior transportation element examines the existing condition for senior transportation in the metro area and studies alternatives for providing a *coordinated senior transportation service* to the residents of the metro community. As with the job access and human service elements, the senior transportation element builds upon the services currently provided by existing transportation providers in the metro area, primarily Clay County Rural Transit (CCRT) and the Fargo Senior Commission (FSC). Considering the unique nature of senior transportation in the metro area, the senior component of the plan will be handled separately in Chapter 11.

Coordinated Plan

With the passage of the Safe, Accountable, Flexible, Transportation Efficiency Act – A Legacy for Users (SAFTEA-LU) communities are encouraged to develop coordinated transportation plans that address the transportation needs of communities. If communities are desirous of spending Federal Transit Administration (FTA) Section 5310, 5316, or 5317 dollars, the coordinated plan is a requirement. The aim of the coordinated plan is to inventory community resources, identify community strategies to coordinate services, and to prioritize community-based projects that aim to efficiently address a communities transportation needs and resources in a coordinated manner. The Federal Government has created several new funding categories and rule changes to assist with the implementation of the coordinated plan. What follow's is a brief narrative of the various Federal Transit Administration (FTA) funding sources eligible for public transportation, and a brief overview of the rules changes that allow for increased coordination among transportation providers and service agencies.

Federal Funds Related to Public Transit

Section 5307 – Urbanized Area Funds

Section 5307 funds are the funds used to operate and maintain the fixed route system in the Metro Area. For urbanized areas under 200,000 in population like the metro area, the funds are apportioned to the Governor of each state for distribution. These funds are received by the cities of Fargo and Moorhead through each states department of transportation. In Minnesota the state provides a large portion of the grant before it is distributed to the City of Moorhead. In North Dakota the funds are matched exclusively at the local level through the city's general fund.

Eligible purposes include planning, engineering design and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities such as replacement of buses, overhaul of buses, rebuilding of buses, crime prevention and security equipment and construction of maintenance and passenger facilities; and capital investments in new and existing fixed guideway systems including rolling stock. All preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs are considered capital costs.

A change in 5307 rules allows for revenue from service agreements to be excluded from fare box revenue. Essentially fixed route transit providers can use revenue from agreements with agencies (E.g. U-Pass) as the match on Section 5307 funds. This change is intended to increase client transit access by encouraging social service agencies to sign agreements with the transit provider instead of purchasing individual passes.

Section 5310 – Elderly, Handicapped, and Disabled

The Section 5310 program provides formula funding to States for the purpose of assisting private nonprofit groups in meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. Funds are apportioned based on each State's share of population for these groups.

The State agency ensures that local applicants and project activities are eligible and in compliance with Federal requirements, that private not-for-profit transportation providers have an opportunity to participate as feasible, and that the program provides for as much coordination of federally assisted transportation services, assisted by other Federal sources. Projects must be included in a locally-developed human service transportation coordinated plan beginning in FY 2007.

In Minnesota 5310 program funds are used in rural and urbanized areas. In North Dakota 5310 is not used inside of urbanized areas. The North Dakota Section 5310 program is used in rural areas combined with the Section 5311 program, which is a purely rural program. Under SAFETEA-LU beginning in 2007, Section 5310 projects must come out of a locally developed coordinated plan. This will mainly affect Section 5310 applicants on the Minnesota side. This change will seek coordinated applications from multiple agencies. There is also a provision in Section 5310 that allows an applicant to request 5310 funds for the purchase of a service agreement; this will allow agencies to use Section 5310 to buy service from a transit provider as opposed to buying a vehicle to independently operate service.

Section 5311 – Non-Urban Area

This program provides formula funding to states for the purpose of supporting public transportation in areas of less than 50,000 population (non-urbanized). It is apportioned based on each State's non-urbanized population. Funding may be used for capital, operating, State administration, and project administration expenses, and must provide

for maximum feasible coordination with transportation services assisted by other Federal sources. Section 5311 operators in Minnesota may use other non-federal funding sources (Medicaid, TANF) as local match.

Section 5316 - Job Access Reverse Commute (JARC)

The Section 5316 program is aimed at improving access to employment and training opportunities for low income individuals. JARC funds can be matched with Federal non-DOT sources (Medicaid, TANF, CSBG, CDBG, etc). Section 5316 changed to a formula program from a discretionary program in SAFTEA-LU. Formula allocations are based on the number of low-income persons and apportionments are made to states. Projects must be included in locally-developed human service transportation coordinated plan beginning in FY 2007.

Section 5317 - New Freedom

The Section 5317 program is a new formula program aimed at increasing transportation beyond that required by ADA. Section 5317 funds can be matched with Federal non-DOT sources (Medicaid, TANF, CSBG, CDBG, etc). Section 5317 funds are allocated to states through a formula based upon population of persons with disabilities. States and designated recipients must select grantees competitively. Matching share requirements are flexible to encourage coordination with other federal programs that may provide transportation, such as Health and Human Services or Agriculture. Projects must be included in a locally-developed human service transportation coordinated plan beginning in FY 2007. Ten percent of funds may be used for planning, administration and technical assistance, at 100% federal share.

Transportation Network – Directory of Services

What follow is a list of transportation providers in the metro area and a listing of the services they provide as well as their primary funding sources. This is a comprehensive list as documented by Metro COG's Directory of Special Transportation Services, which is updated annually. Metro COG has prepared the annual directory since 1978 and it is used by area transportation providers and service agencies. The creation of directory of transportation services has been inferred in the SATEA-LU legislation and Metro COG will continue its annual publication.

Matrix of Services & Funding Sources
MD: Medicaid directly billed through State
Federal Transit: 5307, 5310, 5311, 5316, 5317**
OM: Funds transportation with Federal non-DOT funds
TPM: Medicaid paid as 3rd party from Medicaid provider
* Indicates services available to general public
** No entities receiving 5317 funding in the metro area; indicates entities eligible if projects were identified as part of a coordinated plan

	Funding Source							
Type of Provider	**OM**	**5307**	**5311**	**5310**	**5316**	**5317****	**MD**	**TPM**
Human Service/Job Access Transportation								
Clay County Rural Transit *			X		X	X		X
Metro Area Transit Fixed Route *		X			X	X		X
Handi-Wheels Transportation *	X				X	X	X	
MAT Paratransit *						X		X
CCRI	X					X	X	
Heartland Industries	X					X	X	
Connections Inc.	X			X		X	X	
DWAC	X					X	X	
Human Service Transportation/Non-Emergency Medical/General								
Doyle Cab *						X		X
Lucky Seven Cab Service *						X		X
F-M Ambulance (MeritCare) *	X					X	X	
Medi-Van*	X					X	X	
Ready Wheels (MeritCare) *	X					X	X	
Bethany Homes	X					X	X	
Lakes & Prairies (Head Start)	X					X		
Elim Care Center	X					X	X	
Eventide	X					X	X	
Frasier, LTD	X					X	X	
Friendship, Inc.	X					X	X	
Frasier Child Care Center	X					X		
Any Time Transportation	X					X	X	
Dakota Clinic (Shuttle)	X					X		
SENDCAA	X					X		
Fargo Discount Taxi*						X		
						X		X
Senior Only Provider								
Fargo Senior Commission *	X		X	X		X		
Dilworth Senior Ride Service *								

Survey of Existing Providers

In the November of 2005 Metro COG distributed a specialized transportation survey to existing transportation providers in the metro area. This survey was done in conjunction with the preparation of the *2006 Annual Directory of Special Transportation Services* that is prepared by Metro COG. The intent of the survey was to assess the following variables so as to get a sense as to where potential opportunities for coordination exist:

- Fleet Inventory
- Operational Costs
- Maintenance Costs
- Insurance Costs
- Storage costs
- Opportunities for coordination

Of the agencies surveyed the majority provide specialized services for elderly, disabled, and training/education. Many of the agencies surveyed serve multiple groups of clients; of the agencies surveyed the breakdown of services provided to certain groups is as follows:

- 77% Serve elderly persons
- 57% Serve individuals with developmental disabilities
- 77% Serve individuals with physical disabilities
- 70% Serve individuals on some form of economic assistance
- 60% Offer training and education services
- 43% offer services for children

The answers represent overlap in the services provided by these agencies. This overlap may be attributed to which state they operate in and the agencies mission. The similarities in populations that these agencies serve represent opportunities for agencies to coordinate transportation based on the fact that they aim to serve unique but similar populations using similar funds (E.g. Section 5310, Medicaid, TANF, etc).

One of the objectives of the inventory was to identify which agencies provide transportation with their own vehicles and those who purchase transportation from a separate provider or agency. Fifty-six (56) percent of agencies inventoried indicated they own or lease vehicles for the transportation of their clients. Of the providers that listed they own or lease a vehicle for transporting their clients an inventory of the vehicles was identified in the survey. The list includes over 110 separate vehicles operated by the various human service agencies. Of these agencies multiple Federal and state funding sources were identified to support the purchase and operation of the vehicles. The following list identifies funding sources:

- Medicaid
- Federal Transit Administration
- Minnesota Department of Transportation

- North Dakota Department of Transportation
- Per Diem Medicaid Waiver Payments (Minnesota)
- Department of Labor
- Title III Older Americans Act
- Private Grant Funds
- Department of Human Services Office of Refugee Resettlement
- Indirectly through government contracts with Department of Justice
- State of North Dakota Human Services (Medicaid, TANF)
- Local Tax Dollars

It is estimated over $277,000 is spent on insurance and maintenance by agencies who own, operate, or lease vehicles. This is a significant amount of transportation specific expense incurred by agencies whose primary mission is *not* transportation. Further, these represent dollars that could potentially be consolidated or coordinated to provide a more robust specialized transportation program(s) to metro residents.

Organization	Vehicle	Willing to Coordinate	Maintenance & Insurance
Mujeres Unidas	1 van	Yes	$600.00
Lutheran Social Services	1 van	Yes	$20,000.00
Bethany	1 bus	No	$5,000.00
Fargo Senior Commission	9 vehicles buses & vans	Yes	$34,000.00
Vocational Training Center	2 vans	No	$4,000.00
Connections of Moorhead Inc.	8 vehicles buses & vans	Yes	$40,000.00
Elim Rehab Care Center	1 car, 1 van	No	$2,600.00
Pioneer House Assisted Living	1 van	No	
Heritage Villa	Van	No	
Clay County Rural Transit	5 buses	Yes	$44,000.00
Eventide Nursing Home	3 vehicles minivan, 2 buses	No	$10,000.00
Ready Wheels	5 vans	No	$14,500.00
Centre Inc.	2 vehicles	No	NA
Frasier Limited	14 vehicles 1989-2006	Yes	$59,500.00
Productive Alternatives	2 vans	No	NA
Retired Senior Volunteer Program Southern Valley	Pay NDSU for Van Use	Yes	$12,000.00
Cass County Social Services	5 cars 1997-2005	No	$3,000.00
Heartland Industries	9 vehicles buses & vans	Yes	$25,775.00
Handi-Wheels Inc.	6 vehicles, buses & vans	Yes	
CCRI Inc.	6 Vans	yes	NA
Lakes & Prairies CAP	5 buses	Yes	
Medi-Van	5 Vans	No	NA
SENDCAA	15 buses	Yes	
Sharehouse Inc.	2 vans	No	$2,500.00
Waterford at Harwood Groves	1 bus	NA	
Red River Recovery	1 Van	no	NA
Total	**113 Vehicles**	**59%**	**277,475**

Identifying the basic services provided, there cost, and funding source uncovers opportunities for coordination**.** The survey asked social/human service providers who operate vehicles if they would be willing to coordinate with other agencies for transportation as their vehicles near replacement age. Fifty-eight percent of agencies currently providing transportation indicated they would be willing to explore opportunities to coordinate with other agencies. This response indicates a wiliness to coordinate among area agencies; more work needs to be done to encourage and facilitate coordination.

The survey demonstrates the many transportation options available in the metro area. The fleet of vehicles identified is large and provides critical specialized transportation options to a host of user groups. Comparing the results of the 2007-2011 Metro Transit Plan specialized transportation survey to a similar survey conducted as part of the *1990 Metropolitan Elderly and Handicapped Needs Study* indicates there are several metro agencies no longer providing transportation. A major outgrowth of the 1990 study was the eventual creation of MAT Paratransit (May 1996), which once implemented removed the ADA transportation burden for many smaller metro area service agencies. The 2006 survey did reaffirm the need for more coordination in the metro area. The current state of specialized transportation in the metro does little to build the public transportation infrastructure, and likely defrays resources from existing providers. Identifying coordinated programs with public and non-profit transit providers will allow increased transportation options for the specialized users groups by building upon existing systems.

Full Cost Allocation & Public Transit

When surveying the existing human service transportation environment in the metro area a major system inefficiency is immediately identified, the lack of *full cost allocation* to the public transportation system. The meaning behind full cost allocation is to provide the full cost of transportation to the public transit system for rides they provide an individual being served by another Federal or State program administered locally. Full cost allocation between other government programs and the transit system is not being practiced in the metro area. There is no way to mandate agencies whose clients use Metro Area Transit (MAT) to practice full cost allocation. The current practice of client dumping by local agencies is and will continue to have negative impacts on the public transit system, especially the paratransit system (see Appendix A – Paratransit Options Analysis). Not fully allocating the eligible transportation costs to MAT passes the cost of transportation onto the local general fund of metro area cities and counties.

There are many examples of this practice locally. One example is nursing homes. In Minnesota and North Dakota residents of nursing homes that have their stay paid by Medicaid are mandated to provide the needed *medical* transportation for the resident as part of the overall payment they receive for services. In the case of nursing homes, even if MAT becomes a Medicaid provider they will not be able to bill Medicaid for medical rides because the nursing home has already received Medicaid payment for that ride as part of their monthly fee. When a nursing home uses MAT Paratransit to provide

Medicaid eligible rides and only pays the $2.00 fare, they are not allocating the amount of funds they receive from Medicaid to offset the true cost of MAT Paratransit. For example, a typical Paratransit ride costs MAT $16.00. If the cost of a Medicaid eligible ride are not fully allocated MAT is left to cover the other $14.00 of the ride. Seven dollars of the $14.00 is covered by an FTA operating grant; the other $7.00 is passed on to the local general fund. The Systems Analysis performed by *Perteet, Inc*. identifies that the current paratransit operating demand will result in a $60,000 operating increase per year (50% of these costs must be covered by local general fund of the Cities of Fargo and Moorhead). With out full cost allocation, or other costs saving strategies, the MAT Paratransit budget will double by the year 2013. One way to assist in defraying these projected demands is to work with nursing homes (among others) to being to more fully allocate costs to MAT Paratransit. Appendix A more fully describes strategies by which to capture the true costs of operating MAT Paratransit.

The same practice goes on with social service agencies and other human service providers. If a per diem is received for a client to receive transportation and that per diem is $100 per month (as an example) the agency should not just buy a $35 bus pass. If the client can receive all of their transportation on the bus, the agency should pay Metro Area Transit $100. When social service agencies use private providers like taxi cabs they fully allocate those costs to the taxi by paying the full fare.

Full cost allocation is not happening locally because the issue has never been explored in detail. Agencies likely pay the minimum required fare for clients because they have already allocated those funds in other areas like operations, or administration and believe public transit is intended to cheaply serve their needs. Ironically the agencies that do not practice full cost allocation are the same agencies that request more transit and paratransit service for their clients. One could argue based on the chart below that public transit should be dumping riders onto the human service transportation network as it is funded at a much higher level.

Table 1: Estimated Spending on Transportation Services for the Transportation-Disadvantaged by Eight Federal Agencies in Fiscal Year 2001

Agency	Amount spent on transportation (in millions)	Percent of total estimate	Number of programs included in estimate	Total number of programs that provide transportation
Department of Health and Human Services	$1,771.0	72.9%	10	23
Department of Transportation	$317.3	13.1%	6	6
Department of Veterans Affairs	$160.8	6.6%	3	3
Department of Education	$133.8	5.5%	2	8
Department of Labor	$26.4	1.1%	3	15
Department of Agriculture	$13.0	0.5%	1	1
Department of Housing and Urban Development	$7.5	0.3%	3	4
Department of the Interior	Not available	0.0%	0	2
Total for 8 agencies	**$2,429.8**	**100.0%**	**28**	**62**

Source: GAO analysis of HHS, DOT, VA, Education, DOL, Agriculture, HUD, and Interior data.

If area agencies started practicing full cost allocation it would allow MAT to defray existing general fund contributions to the Paratransit system and potentially provide a

more comprehensive fixed route system. Agencies that allocate various Federal and State programs need to allocate the transportation resources accordingly.

An equal distribution/allocation of transportation resources (amount federal sources) helps build a strong transit infrastructure and is what drives the effort of *coordinated human service transportation*. At this point in time there is not an equitable allocation of these resources.

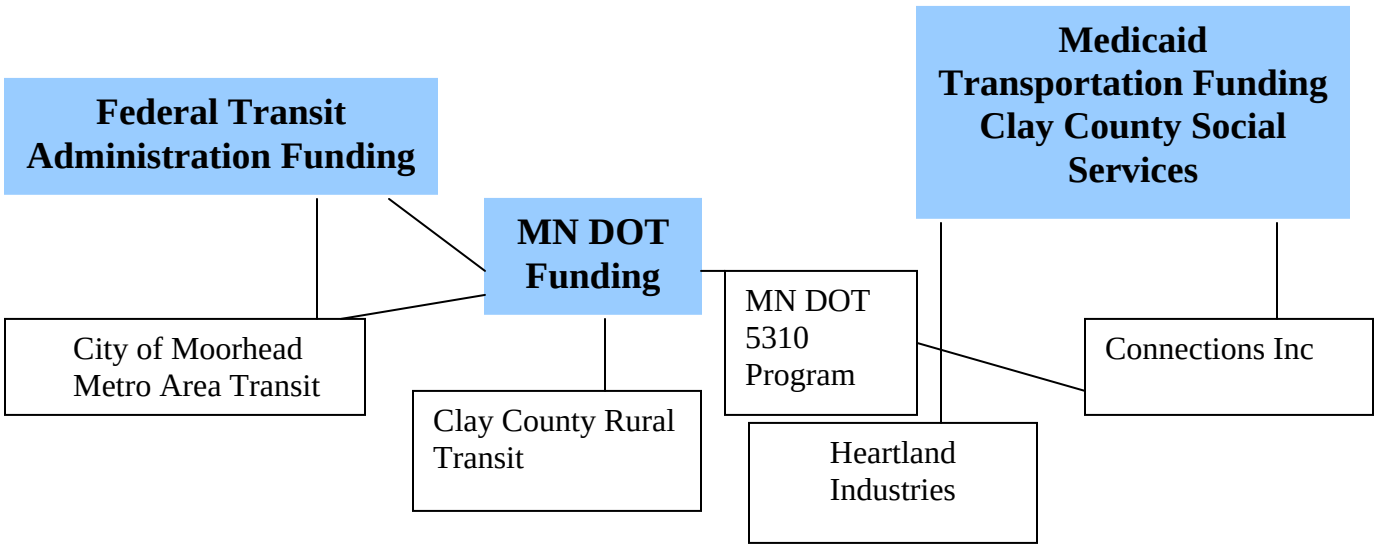
Leaders of human service agencies have to decide what is best for their clients, putting their dedicated transportation funds into a solution, or funding other areas of their operations and uncoordinated transportation. Uncoordinated transportation will always serve a portion of any agencies clients extremely well, but it relies on Metro Area Transit to transport and finance the rest of their client's transportation that they can't serve.

Full cost allocation can be achieved if spearheaded by local elected bodies that oversee the departments that administer these funds. Full cost allocation needs to be approached at a state of federal policy level, too. Local officials however do have the ability to create an abundance of change in this area if so desired.

Existing Condition of Human Service Transportation – Clay County

Human Service transportation in Clay County contains many duplicated services and the under utilization of vehicles. A specific area of opportunity in Clay County is transportation for clients of the Minnesota Wavered Services Program administered by Clay County Social Services. Wavered services include Day Training and Habilitation (DTH) providers in Clay County, and in-home services. Currently there are two major providers of DTH transportation in Clay County, Connections of Moorhead Inc. and Heartland Industries of Dawson Inc. Both agencies operate as 501 C 3 non-profits with the ability to enter Joint Powers Agreements as passed by the Minnesota Legislature 471.59.

Major Funding Sources – Clay County Human Service Transportation



Each of these agencies receives a per diem amount for each client to provide transportation to and from the DTH site. Each of these agencies is mandated to provide transportation regardless of where the clients live in the county. The chart below represents the *transportation only* payments these agencies received for their clients in 2005 as reported by the Minnesota State Auditor's office.

Connections of Moorhead	$134,222
Heartland Industries Moorhead	$44,855
Total DHS/County Funds	**$179,077**

The purpose of this plan is not to determine if the funds these agencies receive is adequate to provide the transportation they are mandated to provide; it is to identify coordination opportunities to more efficiently use the dollars while at the same building the capacity of existing transportation infrastructure (i.e. Clay County Rural Transit). Connections and Heartland Industries have a combined fleet of 17 vehicles. Heartland Industries works with CCRT to provide much of their transportation. Connections Inc. has worked with CCRT and the City of Moorhead to provide some of their transportation in the past. Currently Connections does not work with either public transportation provider in Clay County. Connection's has not coordinated with a public provider since they began to receive vehicles through the MN DOT Section 5310 program.

Clay County Rural Transit currently has underutilized vehicles and limited revenue and depends on commuter route fares to provide the majority of the 15% match MN DOT requires to operate the system. The total budget for CCRT is around $242,000 for fiscal year 2006. They have 5 large ADA accessible vehicles.

A macro look at uncoordinated federal programs in Clay County shows two transportation systems (excluding MAT Fixed Route and Paratransit).

- FTA/**MN DOT** funded system **CCRT**
- Medicaid/Clay County Social Services/**MN DOT** funded system.

Coordinating these two systems of transportation should be a high priority for MN DOT and Clay County Social Services as it would accomplish the following:

- Use local, state, and Federal resources more efficiently
- Better serve social service clients
- Better serve the general public
- Make better use of publicly funded vehicles

Minnesota state law also addresses human service transportation through state statute (256D.03) requiring that the county shall ensure that only the least costly most appropriate transportation and travel expenses are used. Based on the language of the statute combining the resources of a publicly funded transportation system with DHS transportation funds should provide the least costly and most appropriate transportation for most clients. The solution for coordination in Clay County will likely be a multiple provider, multiple agency approach.

Existing Condition of Human Service Transportation – Cass County

Human Service transportation in Cass County is different in many ways than the Clay County. The main difference is the structure of human service programs between Minnesota and North Dakota. Services delivered in the North Dakota are not as dependant on vendors. More of the services are delivered directly by state and county programs. However, the service deliveries for clients who attend DTH programs and clients who receive in-home assistance are similar in many ways.

Unlike Clay County, DTH programs in Cass County utilize the public transportation system at a very high degree; this is a reflection of different policy and funding than their counterparts in Clay County. This practice is commendable and maximizes the benefit of Federal funds received, however this practice can also be viewed as *client dumping,* as described earlier. The problem with client dumping is that it financially overwhelms the transit system, more specifically the paratransit system. As mentioned earlier, fixed route transit is limited in routing ability to capture more general public riders for political reasons, and the paratransit system is overwhelmed by peaks of high demand during the day as human service clients go to their daily programming and appointments.

In Cass County clients receive DTH services at DWAC, ETC, and Friendship. Many of these clients require lift-equiped vehicles to get to and from DTH programming. A large number of these clients live in group homes operated by Frasier, Friendship, Red River Human Services, Easter Seals, and others. Many of these group homes have their own

vehicles but still rely on the paratransit system to transport clients to DTH programming. These rides account for twenty five percent of all the paratransit system rides.

Appendix A, the Paratransit Options Analysis identifies the exact number of day training clients that use paratransit everyday (the majority of which are in Cass County). However additional analysis is required. Beyond paratransit, pressure is put on the fixed route transit system to serve group homes, day training centers, shelters, and other locations even though the ridership may be at peak times only, or may not even justify a bus route. The pressure of this routing may be inhibiting general public from riding due to inconvenience and bus routing that does not follow general travel patterns.

Alternatives for Coordinated delivery of Specialized Transportation

The specialized transportation survey as well as Metro COG's Directory of Special Transportation Service allowed for the development of several conceptual service alternatives for the coordination of specialized transportation in the metro area. The goal in alternative development is identifying mechanisms to achieve a more coordinated delivery of service through the consolidation of *both* existing service agencies and service providers.

Alternative 1: Do Nothing

The first alternative to consider is always doing nothing. The do noting alternative allows existing agencies to continue providing transportation to their clients. The Do Nothing alternative leaves human services agencies to face rising insurance and maintenance costs. Threatening to eat away at funds intended for services relating to their mission. The Do Nothing alterative furthers the burden upon MAT Paratransit and does little build capacity with in Clay County Rural Transit. The Do Nothing alternative does not sufficiently accomplish the intent of the coordinated planning process as set forth by recent Federal law.

Alterative 2: Joint Maintenance and Storage Facility

Alternative 2 envision metro area agencies and transportation providers pooling their resources to gain efficiencies in the creation of a joint maintenance and storage facility. Estimated annual maintenance costs were obtained from 25 different agencies in the metro area. The total estimated vehicle maintenance and insurance costs reported was $277,000 dollars, annually. This cost is separate from operating costs and only represents the costs of maintaining and insuring vehicles. There seems a realistic potential to create a joint maintenance and storage facility for smaller transportation providers.

The joint maintenance and storage facility would be dedicated to storing and maintaining the vehicles of human service agencies and other transportation providers in the metro area. A larger scale of this concept is in place in the Twin Cities Metro Area and has proven to be an asset to the communities. There are several aspects of such a maintenance facility that make it unique:

- A non-profit focused on serving non-profits
- Concentrated on servicing specialized vehicles
- Affordable preventative maintenance programs
- Customers are billed for actual time rather than at pre-established "book rate"
- Parts are marked up at a standard rate instead of fluctuating rates based on the part
- Mechanics are not paid on commission, eliminating incentives for unnecessary parts and labor.
- Labor costs average about 20% less per hour than conventional repair shops.

A joint facility could provide savings to multiple non-profits and governmental agencies regardless of their size. A joint facility could serve as a catalyst for further operational and administration coordination among the transportation elements of several agencies. A Joint Maintenance and Storage Facility would meet the Federal requirement for coordinate transportation.

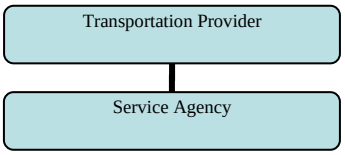
Alternative 3 – Joint/Consolidated Operations

Alternative 3 envisions the creation of one or more agreements between existing service agencies and transportation providers. There are major expenses in providing transportation for smaller agencies and transopration provdiers: 1) Insurance of vehicles; and 2) the duplication of trips by various agencies and transportation providers. The joint/consolidated operations alterantive would allow agencies to pool resources by creating or contracting their transportation services with a third party provider, preferably a provider that already receives assistance in operating and capital from FTA or a state department of transportation. A joint/consolidated operations alternative allows for more flexibility and reduced capital and insurance cost for participating agencies. Using funding sources like Medicaid and TANF in conjunction with FTA programs would allow agencies to receive a higher level of transportation service.

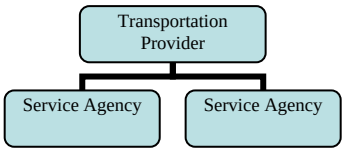
A barrier to consolidated/joint operations is the perceived loss of control on the part of service agencies that have traditionally provided their own transportation. Movement toward joint operations needs to be planned and implemented at a rate that is comfortable to agencies. Sharing resources by coordinating with others agencies will allow participating agencies more resources to focus on their core programs, besides transportation.

Demonstrated below are three options for developing consolidated service strategies in the metro area between existing service agencies and transportation providers. These range from: 1) single provider-single agency agreement; 2) a single provider-multiple agency agreement (this could be with in a single county or could cover the whole metro); and 3) could include multiple transportation providers and multiple agencies. Option 3 could be with in a county or could cover the whole metro area.

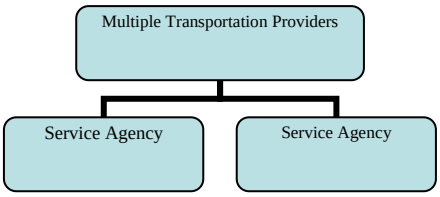
1. Single Provider-Agency



2. Single Provider-Multiple Agency



3. Multiple Provider-Multiple Agency



The best fit options would likely be based on the type of transportation provided, either human service or job access. In the case of job access you may lean towards either variation 2 or 3. When handling human service transportation (especially Medicaid funded) you are likely going to want to use variation 1 or 2, and base it on a bi-county model as opposed to a metro-model.

The Coordinated Plan

Based on the inventory of existing transportation services in the metro area, Metro COG broke down the type of services provided into two major categories, Job Access and Human Service. This breakdown and/or separation occurred due in large to the survey responses which identified that both were two separate yet somewhat overlapping categories. The Job Access component was related primarily to getting lower income individuals to work. The Human Service component was the Medicaid funded DTH transportation being provided in the metro area. Both forms of transportation, especially the DTH component, are not currently coordinated. The opportunity to coordinate seems likely.

The Job Access component has grown in coordination since the adoption of the 2003 Access to Jobs Plan; however there still appears to be several opportunities to further increase coordination and build upon existing programs. It was recognized there was tremendous opportunity to provide a coordinated program that would address the needs of the disabled community as well as the lower income community by prioritizing service strategies that could be utilized by both groups. At the same time these new programs could be wrapped around the existing footprint of transit services provided by Metro Area Transit.

Metro COG has outlined a preferred coordinated model for each facet of specialized transportation. What follow is the recommended alternative(s) for each facet of specialized transportation and a descriptive dialogue for each.

Clay County – Consolidated Operations & Maintenance and Storage Facility

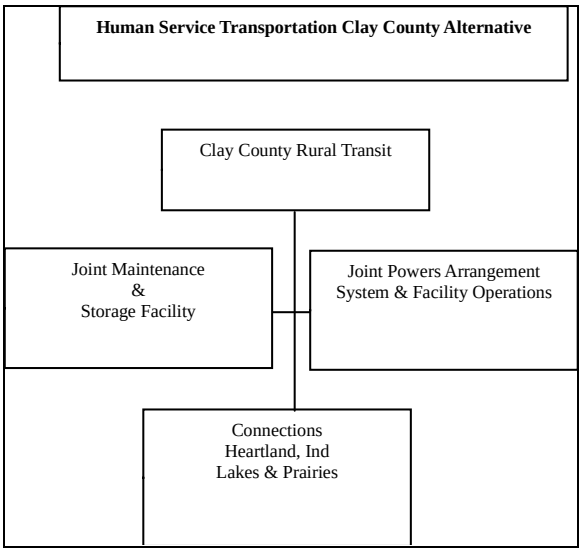
Clay County was awarded a $250,000 grant from Mn DOT to remodel the old highway garage into a transit storage and maintenance facility. The Clay County facility is the obvious placeholder a joint maintenance and storage facility (Alternative 2 above) for local agencies and transportation providers in Clay County, Minnesota. Based on a series of stakeholder meetings as part of the planning progress a handful of potential agencies were identified to have an interest in either storing or maintaining vehicles at the Clay County facility. Those agencies were as follows:

- Connections of Moorhead Inc. (DTH)
- Lakes & Prairies Community Action (Head Start)
- Clay County Rural Transit (Public Transit)
- Heartland Industries of Moorhead (DTH)

Other agencies in Clay County that could participate however were not part of the preliminary discussions:

- CCRI
- Access Inc
- Red River Recovery Center

Through lease agreements or a Joint Powers arrangement these agencies could coordinate the storage and maintenance of their fleet vehicles. The vehicles these agencies operate serve children, the general public and disabled persons. As noted in the inventory of transportation providers these agencies all receive some form of federal funding for transportation.



An eventual joint powers arrangement covering the terms of storage and maintenance could be expanded to allow for the coordination of transportation program. The first obvious operations coordination points of the joint powers arrangement would be the establishment of a pool of drivers and the terms of joint vehicles operations and procurement.

Summary and Recommendations – Clay County

There are many opportunities in Clay County for human service transportation expenditures to be used more efficiently. Although transportation is a small part of overall human service expenditures in Clay County, the opportunity for coordination is clear. Clay County primarily has a vendor style social service department where most of the services are preformed by for-profit and non-profit vendors. Case workers in Clay County authorize and issue contracts for service. Awareness and education would allow for greater coordination. Clay County needs to be aware that CCRT and Social Services can benefit greatly from working together to solve transportation issues. Most coordination efforts have been between CCRT and County vendors, engaging the Social Service department before vendor contracts are approved would benefit the clients and the general public.

It is recommended that Clay County explore the following items to improve human service transportation:

- Creation of mobility management program
- Identify mileage reimbursements to all contract social service providers
- Educate case workers on the unanticipated transportation costs related to facility or in-home placement when issuing service contracts to contracted providers (E.g.

Red River Recovery Center, CCRI, MCRS, Access, The Family Link, Solutions, Connections, Heartland Ind. and others)

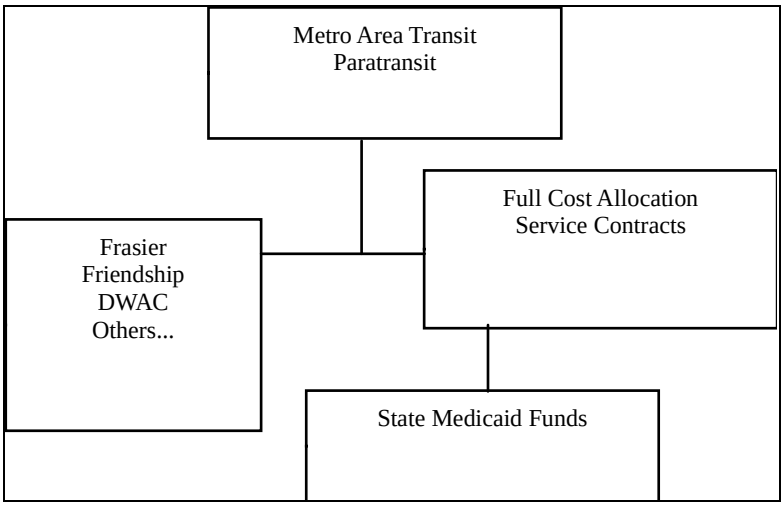
- Explore bulk purchase/cost sharing agreements between human services and public transit agencies (CCRT & Metro Area Transit)
- Capture Medicaid non-emergency transportation dollars
- Increase Job Access/Human Service transportation in coordination with MN CEP
- Establish a working group of county leaders and departments heads to coordinate transportation programs with in the county.
- Volunteer driver program should be coordinated between CCRT and Social Services
- Support a joint Section 5310 application between CCRT and providers of elderly and disabled transportation. Pursue the option of 5310 operating funds (purchase of service contract).
- Implement joint dispatch technology for human service transportation that piggy backs on existing infrastructure.

Cass County - Human Service Transportation

The use of MAT Paratransit as the primary transportation provider for a human service program or medical assistance rides in Cass County without full cost allocation is financially straining Metro Area Transit. There are two options that would benefit the riders and the MAT Paratransit system.

Option 1

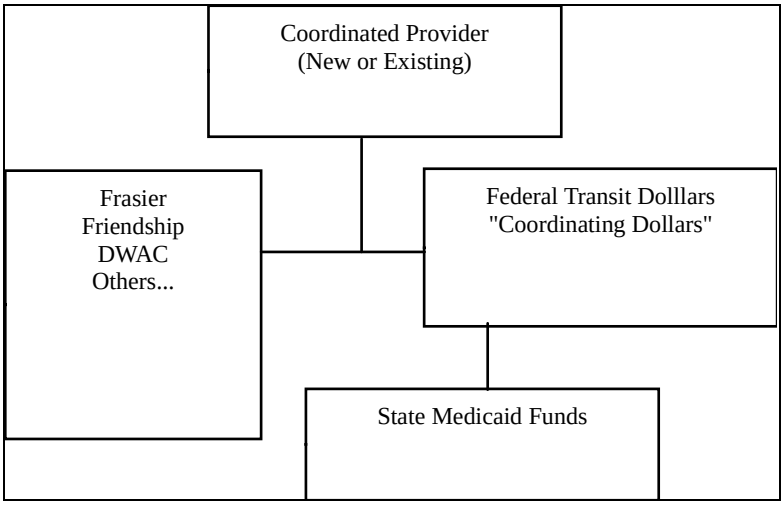
Expand the paratransit system by receiving full cost allocation from human service providers under service contract for rides and pursuing FTA 5317 (New Freedom) funds to build capacity by matching the revenue of the service contract. Option 1 embodies Alterative 3 Option 2 outlined above, Single Provider-Multiple Agency.



To pursue Option 1, the human service providers and state Department of Human Services (DHS) could choose not to be proactive and MAT could simply become a Medicaid provider and bill the state for each ride they provide to medical services, or day training and habilitation services. Option 1 will help solve MAT Paratransit funding issues; however it does not give the providers or state DHS a voice in how the service is provided. The human service providers and the state DHS could choose to be proactive and sign service agreements with MAT for transporting their clients. This would allow easy access for their clients and they could have a larger voice in planning service needs.

Option 2

Option 2 would use the current human service funds agencies receive and pursue FTA 5317 funding to create a streamlined service provider. Option 2 would allow for agencies transport each others clients by eliminating the insurance barrier, sharing vehicles. Options 2 would also remove some burgee from MAT Paratransit. Option 2 embodies Alternative 3-Option 3 outlined above, *Multiple Provider-Multiple Agency*.



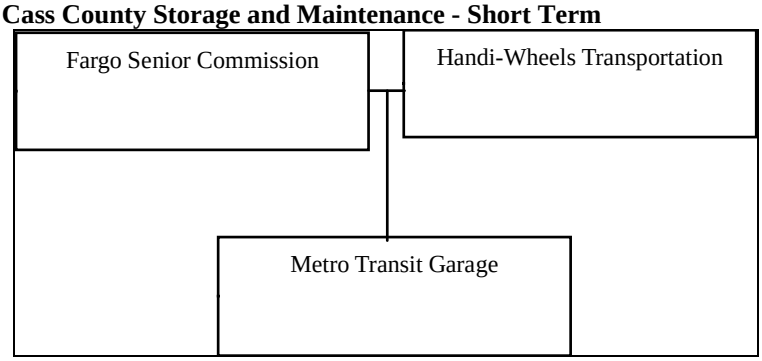
Option 2 would allow for a specially designed service to be implemented with the help of FTA 5317 funds. Option 2 would provide relief to the paratransit system and allow providers of human service programs more control over the operations.

Cass County - Joint Maintenance & Storage

Cass County has multiple agencies that provide transportation to specialized groups. Currently this transportation is provided by each agency independently. The joint maintenance and storage of vehicles by providers in Cass County could also be a viable option. In Cass County there are several agencies that could benefit from joint maintenance and storage of vehicles. The Clay County facility will only be able to serve a few agencies that have close ties to Clay County and Mn DOT funding.

The joint facility in Clay County is based around the existing rural public transportation provider, CCRT. In Cass County the situation is somewhat different. Metro Area Transit is nearing completion on the Metro Transit Garage (MTG) which will store and maintain the entire fixed route and paratransit fleet. Handi-Wheels, Inc. and the Fargo Senior Commission (FSC) both operate with some level of Federal Transit Administration funding and could benefit in the near term from purchasing storage and maintenance from the MTG. In the long run the MTG may not have the ability to serve the large number of vehicles that are operated by various agencies in Fargo-West Fargo, besides just the FSC and Handi-Wheels. Cass County agencies will need to pursue a stand alone facility built to serve their needs. With the growth of the Metro Area Transit fleet likely continuing in future years it would be advantageous for Handi-Wheels and the FSC to be partners in the creation of a new facility to serve their long term needs and the needs of countless other service agencies that have vehicles.

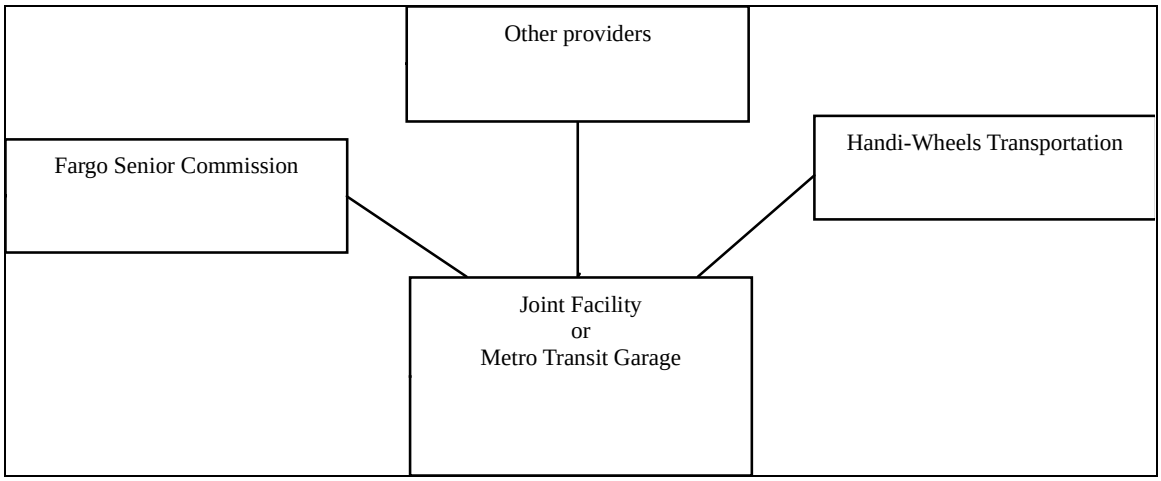
Cass County Storage and Maintenance - Short Term



Cass County Joint Storage & Maintenance - Long Range Alternative

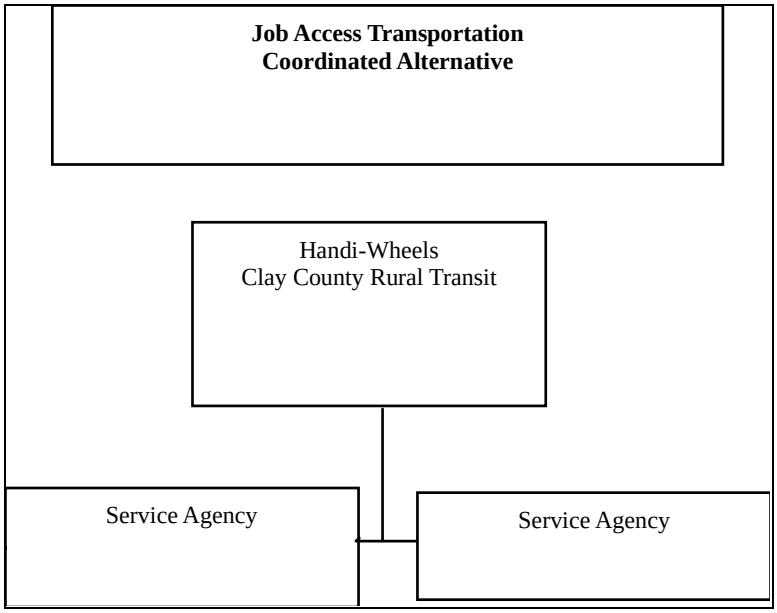
A separate facility to maintain, store, and serve as a hub for coordination could be made up of the following agencies resources. It is likely that Handi-Wheels would take part in the creation of this facility as they may be a key partner in coordinating between agencies. The governance of this facility would likely be lease agreements or a Joint Powers arrangement. These agencies and possibly others can coordinate the storage and maintenance of their fleet vehicles. The vehicles these agencies operate serve children, the general public and disabled persons.

Cass County Storage and Maintenance - Short Term



Job Access Coordination – Metro Model

The coordination changes described for the Minnesota and North Dakota human service transportation delivery above will increase job access for some users groups. A greater job access strategy aimed at serving TANF dependant or those in danger of becoming TANF dependant needs to be metropolitan in scope.



It is important to note that long term Job Access and Human Service transportation efforts in the Metro Area will not be sustainable if they depend on JARC, New Freedom, or FTA funds alone. The current JARC project with Handi-Wheels is successful as a demonstration project and can only serve a limited number of people. The current preferred strategy for Job Access Transportation in the Metro is to continue employment

based dial a ride with Handi-Wheels. The Handi-Wheels model addresses the following barriers:

- Land Use
- Third Shift Transportation (hours of Operation)
- Travel Time
- Childcare Transportation
- Access to Fargo Industrial Park
- Cost of Transportation & Transit
- Fringe Area Transit Access

Through the process of preparing the coordinated plan, the Metropolitan Transportation Initiative (MTI) endorsed continuing the Job Access Strategy currently in place with Handi-Wheels. The project is still in a pilot phase and began operating in early 2006. To fully demonstrate the effects of the project it is recommended that up to two years of JARC support be given to the project. Two years of additional funding will give the project time to transition from JARC to partnerships with agencies that use the service. If agencies who currently use Handi-Wheels to transport their clients do not become funding partners the long term viability of the projects is limited.

Increasing the Impact of MTI

It will be dependant on local and state human service agency representatives (as well as local elected leaders) to make changes in the way funds are used for client transportation for the Specialized Transportation Plan to be implemented. To date, no agency participating in MTI except Handi-Wheels and Metro Area Transit have made substantive policy changes to support job access transportation. Examples from other states and cities are endless on ways to restructure programs to allow for more clients to receive transportation by growing the transportation infrastructure.

MTI needs to become a body that can answer questions for, and ask question of, social services and local governments that receive requests for transportation dollars. There is a need to engage local elected leaders to demonstrate the budgetary and societal benefits of policy change in human service transportation. MTI needs to include state level policy makers and directors of local non-profits that provide transportation to clients as part of their service contracts with county and state governments. MTI as a more broad based (and well understood) body will serve more individuals' long term by setting a clear strategy to maximize and secure funding for transportation resources. A restructure of MTI is proposed.

Proposed additional/new MTI members are as follows:

- Cass Director of Social Services
- Clay Director of Social Services
- Fargo City Commission (MAT Board liaison)
- Moorhead City Council (MAT Board liaison)
- MN & ND State DHS Representative

- State Medicaid Representatives ND & MN
- DT & H provider's (metro wide)

It is recommended MTI remain a sub-committee of the Metro COG Board. It is recommended that some of the entities currently seated on MTI should either be removed or given a seat on Metro Area Transit's Advisory Committee (MAT TAC). It is recommended that Metro Area Transit and Metro COG, working in coordination with MTI and the M AT TAC, reorganize the makeup of both committees very early 2007. The reorganization would also include a clear delineation of each committee's role and responsibility. An effort is needed to ensure better communication with county government, too.

It is recommended each County formally establish an internal advisory committee that can meet twice annually to discuss the efforts of MTI and the larger human and social service transportation issues related specifically to each county. These internal working committees at a minimum should include the following individuals:

- Director of Social Services + key social service staff
- County Administrator
- One or more Commissioners, as needed

It is understood that Metro COG would take the responsibly for providing the necessary information to assist in engaging a dialogue with the county advisory committees. It is further recommended that the Metro Area Transit Coordinating Board be provided quarterly updates from Metro COG and Metro Area Transit on the activities of MTI. Further, MTI minutes should be included with every MAT Board mailing; as well MTI minutes should be mailed out with every Metro COG Board mailing.

Consolidated Transportation Barriers

As part of the input process for the 2007-2011 Metro Transit Plan Metro COG worked with MTI and a host of public and private stakeholder groups to identify transportation barriers for residents of the metro area. The base list of barriers was pulled from the 2003 Access to Jobs Plan and updated based on new gaps and deficiencies identified through the public input process.

The majority of these barriers are related to individuals with disabilities or those with limited transportation options, many apply to the general public, too. Generally this list of barriers should be considered the consolidated list of transportation barriers for which both JARC (5316), New Freedom (5317), and Elderly and Handicapped (5310) funding should be targeted to address. As well, FTA Section 5307 and 5311 funds expended by local transportation providers will also contemplate this list of barriers as service plans and strategies are developed.

- Land Use
- Third Shift Transportation (hours of Operation)

- Travel Time
- Information
- Childcare Transportation
- Access to Fargo Industrial Park
- Dependable Transportation /Informed Automobile Purchases
- Attitude and Perceptions of Transit
- Cost of Transportation & Transit
- Fringe Area Transit Access
- Cross-Agency Coordination

It is expected that private/public transportation providers, human service, and social service agencies are to use this list of barriers when considering the development of new transportation services. Programs funded in the metro area using 5310, 5316, and 5317 *must* address at least one of the barriers listed above

Project Concepts

What follows is a list of project concepts for addressing the transportation barriers listed in the previous section. The range of projects is broad, however is limited so as to outline projects aimed at addressing this list of transportation barriers and which are also eligible for Federal funding under those programs identified above.

- Information and outreach
- Southtown (I-94) Commuter /Job Access Route
- Specialized Fargo Industrial Park Service
- Hours of Operation on MAT System
- Employment based Dial-A-Ride
- Childcare Transportation
- Transit Pass Programs
- Land use
- Mobility Management
    - Employer orientated TMO's
    - Transportation Brokerages
        - MTI, or other coordination entity
        - Human Service/Transit Joint Powers Arrangement?
    - Call Centers
    - ITS or GIS Technologies
        - Scheduling/dispatch software, etc.
        - Vehicle position-monitoring Programs
        - Trip planning software

- Expanded ADA Service beyond ¾ mile requirement (Blended Strategy)
- Administration of Voucher Programs, Volunteer drivers programs
- Travel Training Programs
- Coordinated Service Programs/Operations

- Expanded Niche Services
  - Weekends
  - Evenings
- Fringe Area

Projects funded in the metro area using 5310, 5316, and 5317 funds must not only address one or more of the barriers listed above, they must work to specifically employ one or more of the project concepts identified above.

Metropolitan Project Priorities – Job Access and Human Service

High Priority Projects

- Information and Outreach
- MAT hours of operation
- Industrial Park Service
- Employment Based Dial a Ride
- Childcare Transportation
- Mobility Management
- Administration of Voucher Programs
- Coordinated Service Programs/Operations

High Priority Capital Projects

- ITS or GIS Technologies
- Scheduling Dispatch Software
- Vehicle Positioning-Monitoring Programs
- Trip Planning Software

Lower Priority Projects

- I-94 South town Commuter Route
- Land Use
- Expanded ADA Service Beyond ¾ mile requirement
- Travel Training Programs
- Expanded Niche Services
  - Weekends
  - Evenings
  - Summer Midday
  - Feeder Services

- Vehicle Purchases

CHAPTER ELEVEN:
METRO SENIOR TRANSPORTATION

Metro Senior Service – Options and Alternatives

The Fargo Senior Commission (FSC) sent a letter to Metro COG in February of 2005 requesting a study of the potential to create a metro wide senior transportation program. The request was premised on the elimination of senior service in Moorhead in 2003 as well as a relative perception of a need for senior transportation service in Moorhead. Staff from Metro COG, the FSC, City of Moorhead, and the City of Fargo discussed the issue in March of 2005. As an interim attempt to respond to the potential need Clay County Rural Transit (CCRT) developed a general public dial-a-ride on May 1, 2005. The CCRT service is offered at varying times Monday, Thursday, and Friday. For seniors the cost of the service is $3.00 per one-way trip. Since then, CCRT has expanded its dial-a-ride to Monday through Friday.

In Mid-may 2005 Metro COG staff met with the FSC staff and determined that there was still a need to assess the potential to provide a more comprehensive and seamless metro wide service for senior transportation in metro area. Considering the timing of the request to study the issue of senior service in the metro area, Metro COG asked that the effort be delayed in until 2006. As such, the initiative to more fully realize a metro wide senior transportation program in the metro area was made a part of the 2007-2011 Metro Transit Plan.

Since the kick-off of the 2007-2011 Metro Transit Plan the City of Dilworth has expressed a desire for implementation of more broad based senior service for its residents. Currently the City of Dilworth has an informal senior ride service which is provided using the Dilworth Senior Ride Van which was donated to the city by the Teamsters. This service is under utilized and the City is desirous of a third party operator to run this service using the existing Senior Ride Van.

Moorhead Dial-A-Ride System

With the switch to a metro wide ADA paratransit system (MAT Paratransit) in 1996 Moorhead's Dial-A-Ride (DAR) system switched to serving primarily seniors over the age of 62. Trips were provided on Moorhead DAR for $2.00 per one way trip. Trips were confined to Moorhead, with the exception of medical visits, senior centers, nursing homes, senior programs, meal sites, the GTC, and to the FSC for transfer to an FSC vehicle. The service was demand based, door-to-door, and usually required at least 24 hours notice.

Annual ridership on the Moorhead DAR was around 12,000 up until the switch to MAT Paratransit in 1996. Average monthly ridership on Moorhead's DAR went from around 1,000 prior to the conversion to MAT Paratransit, to around 400 afterwards. It stayed around 350 - 400 monthly in the three years following MAT Paratransit and trickled downwards towards 300 prior to elimination in early 2003.

Metro COG prepared a report summarizing the results of a user satisfaction survey in December of 2002. The Metro COG report made no official recommendations to

Moorhead. The Metro COG report did have a number of relevant findings related to use and need of the Moorhead DAR. Of those surveyed a full 30% used the service at least once per week. Overall there appeared a general satisfaction with the service, with ridership remaining steady to increasing among long time users (60% of respondents indicated increased or unchanged use; 27% indicated they had been using the service for more than 5 years).

The Metro COG study found a number of registered DAR users had *other options* including MAT fixed route service, friends and relatives, and a personnel automobile. Among those surveyed, lack of *convenience* and *current utility* of the service *(don't need it right now)* were listed as the primary reason for not using the service more often. The Metro COG report extrapolated that the transition to the MAT Paratransit should have left annual ridership for Moorhead DAR at 4,800. Moorhead DAR exceeded 4,800 riders in two of the six years after transition to MAT Paratransit (1997 and 1999). In its last full year of operation (2002) ridership as 3,385, or 70% of the extrapolated demand based on Metro COG's estimates.

Premised on the results from the Metro COG report coupled with input from the FM Advisory Committee on Transportation for Persons with Disabilities and Senior Citizens Moorhead Senior DAR service was eliminated in early 2003. The elimination of the Moorhead DAR was premised on two counts:

- To preempt potential Minnesota State Transit Aid cuts
- In response to declining ridership

Senior Population & Demand in Moorhead/Dilworth

The senior population in Moorhead and Dilworth is 4,420, or 12% of the Moorhead/Dilworth population. Metro wide between 2000 and 2010, the percentage of person over the age of 65 will increase by 30%, or roughly 6,000 persons. The fastest growing segment of the metro population is 55-64 (the next generation of seniors). Not only are seniors a reasonable segment of the current metro population, there are a growing segment. In 1995 LDM Network, Inc. and C& C Consultants, Inc. prepared the *City of Moorhead Senior Service Study*. The study presented seven recommendations to the City of Moorhead, one of which dealt specifically with transportation. The transportation recommendation among other things suggested "Senior Dial-A-Ride services be expanded metro wide" (E.g. Dilworth, Fargo, and West Fargo) and "increased education and public relations to improve image of transportation options available" (to seniors).

It is important to note that the most frequent users of transportation services are those seniors over 75. Younger seniors usually are still able to drive and/or still have an active social network. The 2002 Metro COG report found upwards of 70% of registered dial-a-ride users to be over the age of 80.

As part of the two phased *Metro Mobility Study* conducted by Metro COG which led to the creation of MAT Paratransit, an alternative was examined in which the FSC would provide senior transportation in Moorhead. At the time of Phase II of the study (September 1993) a service proposals was developed by Metro COG and FSC in which senior transportation could have been provided to Moorhead by the FSC for $18,000 per year (excluding capital).

At current, FSC could provide a dedicated senior van to the Moorhead/Dilworth area for approximately $30,000 a year (plus capital). This cost would cover the operation of a van from 8:00 am to 5:00 pm, providing senior access to destinations through out the metro area. As is noted, Dilworth currently has a van that could be utilized by FSC or another interested provided of a senior ride service.

Fargo Senior Commission

The Fargo Senior Commission (FSC) has been evolving since its inception in 1971 and currently provides senior transportation in Fargo and West Fargo. The Fargo Park District services as the grantee for the FSC and service provided are funded through a myriad various sources. Table 1 outlines the funding mix of the FSC (from budget year 2005). The FSC operates 1 - 14 person van, 4 seven persons vans, and 1 - 25 passenger bus. Bus service runs on a schedule Monday-Friday and on demand van service is provided Monday-Friday as well. In 2004 FSC provided approximately 45,000 senior rides in the Fargo and West Fargo area.

Table 1

Source	Amount
Project Income	$43,184.00
Title III (Federal)	$75,000.00
State Aid (DOT)	$41,833.00
Section 5311 (federal)	$7,500.00
Cass County (mill levy)	$81,494.00
Misc. local	$630.00
Fargo Housing Authority	$3,848.00
Total	**$253,489.00**

Existing Senior Transportation Options

MAT Paratransit – Seniors with out an ADA defined disability can become conditionally eligible for Metro Paratransit. MAT Paratransit provides a door-to-door service anywhere in the four city metro area. Rides are $2.00 each way and require 24-hour advanced notice. It is generally understand that many of the seniors who once utilized Moorhead's Senior Dial-a-Ride moved to MAT Paratransit. Between 2002 and 2003, MAT Paratransit ridership in Moorhead grew by 80%, from 4,411 to 7,941. In 2004 usage of MAT paratransit in Moorhead grew by another 25% to 9,950. Over that same time Dilworth usage of Paratransit grew by 136% from 318 to 751.

Metro Area Transit Fixed Route – Seniors can ride Metro Area Transit fixed route for .50 cents, anywhere the system runs. It is recognized that the fixed route system works well for most seniors until the age of approximately 75 or 80, depending on of course their geographic location and trip destination, as well as their general mobility. In 2005 approximately 18,000 riders were provided to seniors by Metro Area Transit in Moorhead. Over two-thirds of these rides occurred on either Route 4 or 6.

CCRT Dial-A-Ride – Seniors are eligible to use CCRT dial-a-ride service which operates Monday-Friday, 9:00 a.m. to 3:00 p.m. Riders are limited to trips within Moorhead and Dilworth, or to Fargo for medical appointments.

Dilworth Senior Ride Service – Dilworth seniors are eligible to use the Dilworth Senior Ride Service with 24 hour advance notice. The Service is operated by volunteers and will transport Dilworth Seniors anywhere in the metro area for a free-will offering. The Dilworth Senior Ride Van is providing and estimated 360 riders per year.

Funding Potential for Senior Service in Moorhead Area

Title III – All the Title III funds apportioned to Clay County (Moorhead) are administered by the West Central Area Agency on Aging (AAA) and are dedicated to the meals programs.

Clay County General Fund – Currently no general fund money is used to support public transportation in Clay County. The County system (CCRT) is supported by matching its state grant with contracts and systems revenues. As is exposed in the human service elements of this document, Clay County passes through a significant portion of Medicaid dollars to local non-profits for the DTH transportation.

Moorhead General Fund – Currently Moorhead dedicates general fund revenues to match state and federal dollars to operate both the fixed route and ADA components of Metro Area Transit. It is projected for CY 2007, Moorhead will dedicate approximately $75,000 in general fund dollars to the operation of its share of Metro Area Transit.

MN DOT State Transit Grant – Both Clay County and the City of Moorhead have grants with MN DOT for the provision of public transit. Both systems use the lion's share of available state dollars made available through the grant. It is possible that were either Moorhead or Clay County willing to participate in the funding of senior transportation, funds could be used from the state grant to contract with another entity to provide this service.

Dilworth – It is estimated the Dilworth is indirectly funding senior transportation by storing, maintaining, insuring the Dilworth Senior Ride Van. Dilworth dedicates roughly $3,000 to the operation of the senior ride van out of its general fund. Were the city to

transfer the van to another provider who would operate the service, there is the potential that the funds currently spent by Dilworth could be used to match state and federal dollars to provide the Dilworth portion of the metro senior transportation service.

Federal Transit Administration

Section 5307 – These federal dollars are made available to the City of Moorhead to operate public transportation. In past years the City of Moorhead has not fully utilized its Section 5307 apportionment; using it to create a capital reserve and set asides for unexpected projects and expenses. With the transition to the Metro Transit Garage in 2007 and the joint operations contract it is likely that Moorhead will use much more of its Section 5307 apportionment that traditionally has been the case. If available Moorhead has indicated willingness to use 5307 dollars to assist in the provision of a metro senior service (provided the sub-recipient would be able to generate the required local match). Currently the City of Fargo uses its Section 5307 dollars to purchase vehicles which are operated by the Fargo Senior Commission; in both Fargo and West Fargo.

Section 5310 – These federal dollars are made available for the purchase of vehicles or the purchase of service to provide transportation to elderly and disabled persons. Mn DOT has traditionally allowed for only capital purchases with Section 5310 dollars. However, Mn DOT is currently a pilot program looking at using Section 5310 for operations. Of note however, is that federal law does allow for Section 5310 dollars to be used for operations of service aimed at the elderly and disabled persons provided the funds are paying for a purchase of service contract. Considering the new federal requirement for Section 5310 dollars to be programmed based a coordinated plan, opportunities may exist for the use of these dollars to fund (capital or operations) some portion of metro senior service that is desired locally.

Metro Senior Service Alternatives

Each alternative developed needs to be compared against the purpose and need of the effort which is *to provide a coordinated senior transportation service for the metropolitan community*. Additionally, each alternative needs to be assessed in terms of new or redistributed costs and expected or potential revenues.

Alternative 1 - Existing Condition or Do Nothing

- CCRT Dial-a-ride Monday through Friday (Moorhead & Dilworth)
- Dilworth Senior Ride Service remains stand alone program
- FSC (operates Fargo/West Fargo)

It was recognized that this alternative does not meet the purpose and need of the effort which was to create a coordinated metro senior service. It was noted that with Alternative 1, as expressed through the CCRT dial-a-ride, the program has not yet been around long enough to generate significant ridership. However, it was also recognized that further marketing and outreach concerning the CCRT program, though it may increase usage,

may only further perpetuate the somewhat disconnected senior ride program that exists in the metro area. Alternative 1 does not meet the purpose and need. Further, recent coordination efforts with human service providers may limit CCRT's capacity to provide a dedicated dial-a-ride service during the midday; though it will still be working to increase its dial-a-ride capacity for internal county generated trips from the its social service department.

Estimated Cost: $0 beyond existing condition

Alternative 2 – Blended/Enhanced Metro Service

- CCRT expands the senior component of its dial-a-ride to mirror Senior Commission hours and provides non-medical trips to Fargo/West Fargo with discounted/reduced fare (extra 3 hours per day)
- CCRT assumes operation of Dilworth Senior Ride Van
- Joint Dispatch established (housed at FSC)

Alternative 2 would provide a more balanced level of service on each side of the metro. In order for Alternative 2 to be truly effective fares between the systems would need to be equalized. Further, a joint dispatching function would be needed, and should be housed with the FSC. By increasing service levels of CCRT to mirror those of the FSC a uniform level of service would be provided to seniors' throughout the metro area. Provided CCRT and FSC service policies are similar (travel anywhere in the metro), the service becomes further balanced across the metro. Also, a joint dispatching function operated by the FSC would allow the system to appear seamless to the users.

Alternative 2 will cost CCRT an additional $35,100 a year for the extra 3 daily hours of operations to match the FSC hours of operation (estimated to require an additional 780 operational hours per year @ $45.00 per hour). Given recent coordination efforts with human service providers, CCRT would be stretched to provide the level of expanded senior dial-a-ride. A joint dispatching system will help create this feel of metro system, however having two separate entities provide the actual service will pre-empt the efficiencies of coordinating and dispatching trips irrespective of fleet to eliminate duplication of trips, etc. CCRT could operate the Dilworth senior ride van out of existing local dollars budgeted by Dilworth.

Estimated Cost: $35,100 beyond existing condition

Alternative 3 - Coordinated Metro - Service Swap

- Fargo Senior Commission provides senior Dial-a-Ride service to metro area
- FSC takes over Dilworth Senior Ride Van
- CCRT provides expanded Grocery Trip and large trip service in Moorhead (discuss and explore potential expansion into Fargo/West Fargo area under a contract arrangement)

Alternative 3 would likely involve a contract between FSC and CCRT. This contract would also need to include the Cities of Dilworth and Moorhead as well. Because FSC would be providing transportation to both Moorhead and Dilworth, some form of funding would need to be provided from the cities. As such, it is likely that both cities would need to be party to the contract which provided the senior service.

Though Alternative 3 seems to be a simple first step in providing a seamless metro senior service, it likely lacks the degree of sophistication and detail that is required of such an arrangement. As such, a more detailed agreement is likely needed considering the multitude of interests. Considering that the FSC operates capital paid for by the City of Fargo, it is likely that Fargo may also need to be party to the agreement. Additionally, this agreement should also consider the City of West Fargo, as they would be receiving service from the metro senior transportation program. Beyond the technicalities of the agreement by which the service is created and operated this alternative would also require additional funds beyond the existing condition. The operation of this alternative will require FSC to generate an additional $6,000 for each day of service it provides (E.g. If FSC provided a 5-day a week service it would cost roughly $30,000 annually).

Estimated Cost: $30,000 beyond existing condition

Alternative 4 – Coordinated Metro –Joint Powers

- Fargo Senior Commission provides senior Dial-a-Ride service to metro area
- FSC assumes operation of Dilworth Senior Ride Van
- CCRT provides expanded Grocery Trip and large trip service in Moorhead (discuss and explore potential expansion into Fargo/West Fargo area under a contract arrangement)

Alternative 4 is basically the same as Alternative 3, however more formalized to include a broader range of partners. Under alternative 4 the FSC, CCRT, City of Moorhead, and City of Dilworth, and the City of Fargo would enter into a joint powers arrangement spelling out the provision of a coordinated metro senior service in terms of service levels, funding participation, marketing, outreach, and administration, etc. It is desirable that the City of West Fargo be approached to participate in the joint powers agreement so as to ensure the arrangement is truly metro in scope.

The agreement would spell out the degree to which services are provided and who provides them, and how those services are covered financially. The agreement would also need to spell out how the services are provided for from a capital standpoint, too. The agreement should also spell out the creation of a seamless marketing and outreach component that packages senior transportation issues in a uniform nature, and ensure that the program is administered equitably throughout the metro. This later part of the agreement would be in keeping with the recommendation from the 1995 *City of Moorhead Senior Service Study*.

As with the Alternative 3, the cost to fund Alternative 4 will require the FSC to generate approximately $6,000 for each day of service it is to provide. Again, roughly $30,000 annually for a Monday – Friday service.

Estimated Cost: $30,000 beyond existing condition

Preferred Alternative

Based on multiple deliberations with a host of regional stakeholders, including a public input meeting, Alternative 4 has been identified as the preferred alternative. Alternative 4 embodies a joint agreement between Moorhead, Dilworth, Fargo, West Fargo, and the Fargo Senior Commission outlining the specifics of a metro senior ride program. It is also recommended under Alternative 4, that Clay County Rural Transit be party to the agreement creating the metro senior ride program. CCRT will provide large trip and grocery shuttle service with in the Cities of Moorhead and Dilworth (this may likely expand per contract in the Fargo and West Fargo area) and so should therefore be party to the agreement.

Alternative 4 will develop in phases over the coming three to five years. Phase 1 will will initiate in 2007 and Phase 2 would take place in 2009 and beyond.

Phase 1 involves the City of Dilworth deeding/leasing its senior ride van to the FSC to operate a senior ride program in the Cities of Dilworth and Moorhead. Agreements will be needed in phase 1, likely including the Cities of Dilworth, Moorhead, the Fargo Senior Commission. The agreements will spell out the vehicle transfer from Dilworth to the FSC, and the operational contributions from the Cities of Moorhead and Dilworth to the FSC. Phase 1 agreements should also include the City of Fargo concerning the potential of transit capital funded by the City which the FSC may use in the cities of Moorhead and Dilworth. Though West Fargo would not become party to the Phase 1 agreement (they are logical partners in Phase 2), the City should be consulted prior to initiating service so they understand the course being set by other metro cities and the Fargo Senior Commission.

Phase 1 of Alternative 4 will include the transition to a more formalized agreement between the metro cites and the FSC governing the provision of the metro senior ride program. It is likely Phase 1 will take place in 2007 and possibly 2008.

Prior to initiation of Phase 2 of the metro senior ride program it is recommended that Metro COG conduct a program review/audit to measure program effectiveness of Phase. Per the completion of the metro senior rider analysis, pending those findings, it may be desirable to transition the metro senior ride program to a system which operates more along the lines of Metro Paratransit. Metro Paratransit operates as a joint powers agreement, where costs are split pro-rata per each entities ridership (in the case of Paratransit, between the Cities of Fargo and Moorhead). The metro senior rider review should take place in the later part of 2008 or early 2009. Pending the metro senior ride

analysis, transition into Phase 2 of the metro senior ride program should take place in 2010 or thereabouts

Projected Operational and Capital Needs

In order to ensure the long term viability of the metro senior ride program and to adequately plan for capital and operational needs of the system a budget assessment is needed for years the 2007-2011. What follows is the annual capital requirements needed for the metro senior ride program.

Exiting and Projected Fleet - Metro Senior Ride Program

2006			
Year	**Make**	**City #**	**Replace Year**
2006	Ford	1201	2009
2005	Dodge Caravan	1163	2008
2005	Dodge Caravan	1165	2008
2003	Chevy Venture	1162	2007
2003	Chevy Venture	1164	2007
2001	Dodge Caravan	1158	2007
2003	Ford Bus	1159	2010
2001	Goeshen	1155	2010
2000	International	1156	2008
2007			
Year	**City #**	**Replace Year**	**Funded By**
2006	1201	2009	Fargo
2005	1163	2008	Fargo
2005	1165	2008	Fargo
2007	1204	2010	Fargo
2007	1203	2010	Fargo
2007	1202	2010	FSC
1999	1230	2009	Dilworth
2003	1159	2010	?
2001	1155	2010	?
2000	1156	2008	?
2008			
Year	**City #**	**Replace Year**	**Funded By**
2006	1201	2009	Fargo
2008	1206	2011	Fargo
2008	1205	2011	Fargo
2007	1204	2010	Fargo
2007	1203	2010	Fargo
2007	1202	2010	Fargo
1999	1230	2009	Dilworth
2008	1231	2011	Moorhead
2003	1159	2010	West Fargo
2001	1155	2010	Fargo
2008	1101	2017	Fargo

2009			
Year	**City #**	**Replace Year**	**Funded By**
2008	1206	2011	Fargo
2008	1205	2011	Fargo
2007	1204	2010	Fargo
2007	1203	2010	Fargo
2007	1202	2010	Fargo
2009	1207	2012	Fargo
2009	1232	2012	Moorhead/Dilworth
2008	1231	2011	Moorhead
2003	1159	2010	West Fargo
2001	1155	2010	Fargo
2008	1101	2017	Fargo
2010			
Year	**City #**	**Replace Year**	**Funded By**
2008	1206	2011	Fargo
2008	1205	2011	Fargo
2010	1208	2010	Fargo
2010	1209	2013	Fargo
2010	1210	2013	Fargo
2009	1207	2013	Fargo
2009	1231	2012	Moorhead/Dilworth
2008	1232	2013	Moorhead
2010	1102	2018	West Fargo
2010	1103	2018	Fargo
2008	1101	2017	Fargo
2011			
Year	**City #**	**Replace Year**	**Funded By**
2011	1211	2014	Fargo
2011	1212	2014	Fargo
2010	1208	2010	Fargo
2010	1209	2013	Fargo
2010	1210	2013	Fargo
2009	1207	2013	Fargo
2009	1232	2012	Moorhead/Dilworth
2011	1233	2013	Moorhead
2010	1102	2018	West Fargo
2010	1103	2018	Fargo
2008	1101	2017	Fargo

CHAPTER TWELVE:
HANDI-WHEELS TRANSPORTATION

Metro Area Transit & Handi Wheels: A Road Map for Coordination

In 2005 Handi-Wheels Transportation was awarded $150,000 in Job Access Reverse Commute (JARC) dollars from Metro COG. The JARC funds have been used to provide low cost transportation for metro residents whose transportation needs can not be met by Metro Area Transit. The relationship between Metro COG and Handi-Wheels has established trust in Handi-Wheels as a dependable provider of niche level transportation service throughout the metro area. Metro Area Transit approached Handi-Wheels with an offer to assume responsibility for the provision of ADA Paratransit on Sundays. In exchange Metro Area Transit would provide Handi-Wheels Transportation $20,000 in Section 5307 funds starting in 2007.

These new Federal resources passed through to Handi-Wheels will be more than needed to operate Sunday paratransit. As such, Metro Area Transit is making a major commitment to helping Handi-Wheels support niche services it has been doing with JARC funds. Primarily service to the Fargo Industrial Park and after hours (early AM and late PM) service. Recognizing JARC funds are not a guaranteed funding stream, Handi-Wheels and Metro Area Transit are verbally committed to growing the relationship in the hopes of reducing the amount of JARC funds needed by Handi Wheels and supplanting them with Section 5307. Overtime it is possible that Handi-Wheels and Metro Area Transit can work together to cooperatively address some of the niche needs which surface as part of the 2007-2011 Metro Transit Plan. Many of the niche needs are those already being met by Handi-Wheels. However others present themselves such as demand response service and fringe/growth area transit solutions.

A strong relationship between Handi-Wheels and Metro Area Transit that allows Handi-Wheels to continue to provide niche services should also provide some relief to the Paratransit system. The continued growth in capacity and ridership of Handi-Wheels may either slow the growth of the paratransit system or possibly offset the peak demand for paratransit services.

Handi-Wheels can assist Metro Area Transit with agency relations and Medicaid billing practices. Medicaid rides are a large component of Handi-Wheels revenue; currently Metro Area Transit is not recouping Medicaid resources. Cooperation between Handi-Wheels and Metro Area Transit is an opportunity to provide a fixed yet flexible transportation options to clients of social services agencies and disabled populations. Handi Wheels acts as a tool for Metro Area Transit to meet the transportation needs of metro residents.

One issue that has hindered social service and other agencies from allocating transportation costs to the public system is that it could not provide a client all of the transportation they needed. Adding Handi-Wheels flexibility to the current system should allow agencies to allocate 100% of a client's resources to the Metro Area Transit Handi-Wheels partnership.

As is recommended in the Specialized Transportation component of the 2007-2011 Metro Transit Plan, it possible that Handi-Wheels will work with Metro Area Transit to assist in meeting some of the storage needs for their larger vehicles at the Metro Transit Garage (MTG). Building on the storage relationship it is further possible that Handi-Wheels may purchase maintenance services from Metro Area Transit at the (MTG) as the relationship grows.

A small operation like Handi-Wheels is often burdened with keeping its rolling stock in good standing. Metro Area Transit has made an overture to consider Handi-Wheels in its vehicles replacement planning. As the relationship between Handi-Wheels and Metro Area Transit grows it is possible Handi-Wheels may be able to purchase older paratransit vehicles and potentially tap Metro Area Transit's Federal capital dollars for new vehicle purchases. Tying the fleets of Handi-Wheels and Metro Area Transit together would facilitate long term maintenance arrangements between the two entities. Accessing Federal capital through Metro Area Transit also frees up needed resources with in Handi-Wheels budget to focus on operations.

The increased coordination and dialogue between Metro Area Transit and Handi-Wheels is a significant milestone. The relationship can be linked directly back to the 2003 Metropolitan Access to Job Plan and the resulting infusion of JARC dollars to the metro area. If the relationship blossoms and Handi-Wheels is able to break from JARC dollars it will be an example in practice of how programs such as JARC are supposed to work: Build capacity with demonstration funds and find the resources to ensure long term system/program viability.

CHAPTER THIRTEEN:
FARE STRUCTURE

Metro Area Transit Farebox Options

An objective of the 2007-2011 Metro Transit Plan is to review the existing fare structure of Metro Area Transit and propose alternatives by which fares could be increased in the coming years. It is Metro Area Transits desire to capture 15% of its operating cost from fares. At such time as farebox recovery falls below 15% MAT is desirous of exploring alternatives by which to increase farebox recovery rates. Currently Metro Area Transit is falling short of its 15% recovery rate. Fare increases were outlined and recommended as part of the current 2002-2006 Metro Transit Plan; however, only a modest increase to monthly passes were actually implemented.

Figure 1

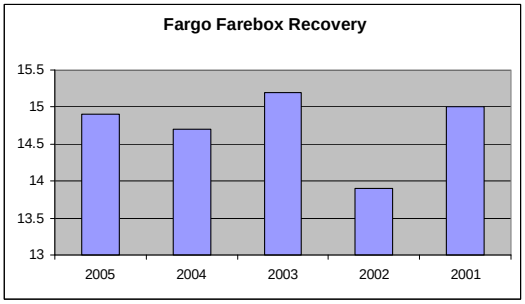
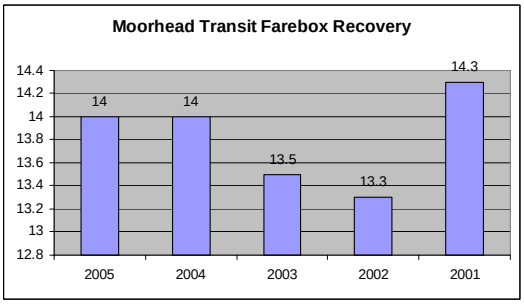


Figure 2



Metro Area Transit offers several options for consumers to purchase a ride on the system. The information listed below describes the current fare menu available for consumers. Table 1 demonstrates MAT's current fare structure for cash fares. Figure 3 demonstrates the percentage of fare box revenue by fare type (including U Pass contract revenue).

Figure 3

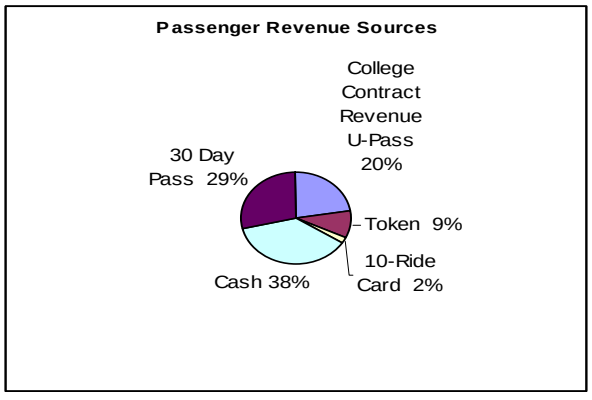


Table 1

Cash Fares	
Adult	$1.00
Senior	$0.50
Youth (K-12th grade)	$0.50
Person with disabilities	$0.50
Medicare Card Holder	$0.50
Child (birth to preschool)	Free
College Students (MSUM, MSCTC, Concordia, NDSU)	Free
Personal Care Attendant	Free

Figure 4 shows the percentage of individuals who typically pay with a cash fare. By and large the biggest users of a cash fare are adults.

Figure 4

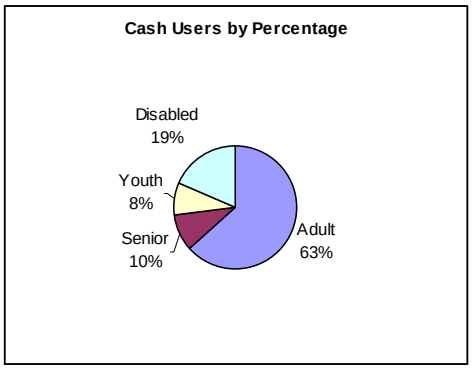


Table 2 demonstrates MAT's fare structure for 30 day pass sales. Figure 5 illustrates the break down between adult priced 30 day pass sales, and discounted 30 day pass sales (I.e. seniors and disabled). Disabled and senior riders are the largest percentage of 30 day pass consumers.

Table 2

30 Day Passes, unlimited rides for 30 days	
Adult cost	$35.00
Youth, Seniors, disabled cost	$23.00
Additional Cost for rechargeable Smart Card Pass	$5.00
Summer Youth Pass (June 1 – August 30)	$23.00

Figure 5

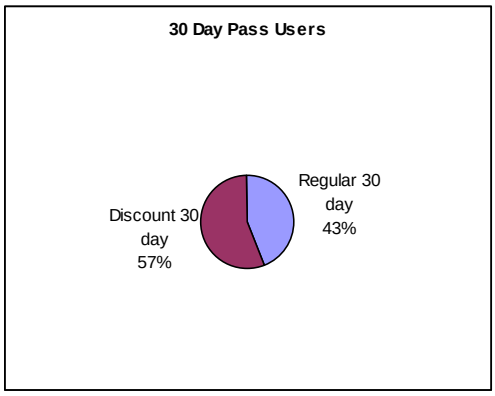


Table 3 shows the fare structure for token sales offered by MAT. Figure 6 illustrates the breakdown of users by percentages of single ride tokens.

Table 3

Tokens	
1 ride per token (purchased in packs of 20)	
Adult Cost	$20
Youth, elderly & disabled	$10

Figure 6

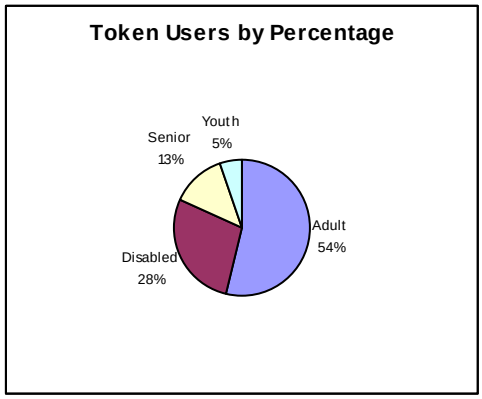
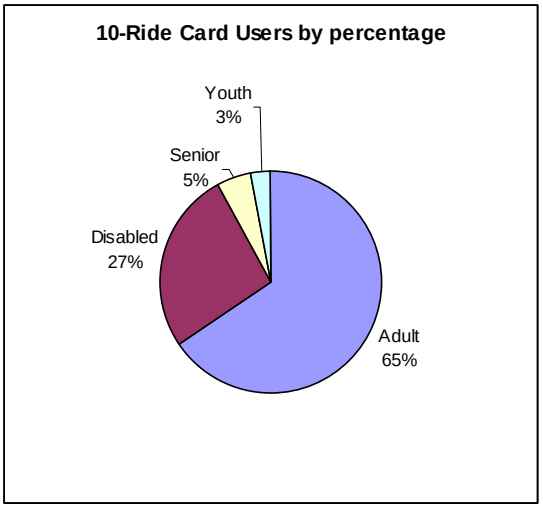


Table 4 shows the fare structure for 10 ride cards offered by MAT. Figure 7 demonstrates the users of the 10 ride card by percentage. As with the cash fare, 10 ride card users are typically adults.

Table 4

10- ride passes	
Adults	$10
Youth, elderly & disabled	$5

Figure 7



Along with the current fare options outlined above, Metro Area Transit has agreements with the four colleges and universities in the metro area that allow students to ride for free with a student ID (I.e. the U-Pass Program). In the case of MSUM and Concordia faculty are included in the U-Pass Program. The City of Moorhead holds U-Pass agreements with MSUM, Concordia, and MSCTC. The City of Fargo has a U-Pass agreement with NDSU. Currently NDSU pays $5.00 dollars per fulltime enrolled student per academic year for access to the U-Pass Program. MSUM and Concordia are $5.25 and MSCTC is $4.25. These U-Pass payments allow unlimited access to the MAT system (excluding Paratransit) for area students and eligible faculty. The City of Fargo and NDSU also enter into an annual agreement by which NDSU makes a system contribution to account for the costs of operating Route 31, 32, and the improved frequencies on Route 13.

Fare Alternatives

Several alternatives were developed to asses the impact of fare increases. The alternatives vary in part based on the type of fare in which increases are applied (I.e. single ride, 30 day pass, etc.). Additionally, a list of possible new fare media concepts is introduced for consideration by Metro Area Transit. Given the success of the U-Pass Program at attracting new choice ridership and generating system revenue, discussion is provided on how to expand bulk purchasing to other entities with in the community.

Alternative 1 – Do Nothing

Under Alternative 1 there would be no recommended changes to the current fares or the way fares could be purchased. The only change from the existing structure proposed in Alternative 1 would be the elimination of single tokens. In their place single ride tickets would offered, but only in books of 20 or more. The elimination of the tokens is recommended across the board with in all alternatives. Alternative 1 would allow for the current multitude of fares and passes to stay the same. This option does not consider the

rising cost of doing business or allow Metro Area Transit to get back to a 15% farebox capture rate.

Alternative 2 – Single Ride Base Fare Increase

Alternative 2 would raise the cost of a cash fare from $1.00 to $1.25. If the fixed route cash fare were raised to $1.25 MAT would also have the option of increasing the paratransit fare to $2.50. Federal regulations allow for the paratransit fare to be twice the fixed route fare. Increasing the paratransit fare would help keep up with the rising cost of providing paratransit service if Metro Area Transit exercised the option to increase the paratransit fare.

Table 5

Adult – Fixed Route	$1.25
Metro Paratransit	$2.50

Table 6

	Adult Cash	Paratransit
Amount of Increase	$.25 increase	$.50 increase
New Revenue	$31,252	$20,000
Total Revenue		**$51,252**

Alternative 2 would also raise the discount cash fare by $.10 cents. Of note is that the discount rate can not be more than ½ base fares. Raising the discount fare $.10 for cash fare would affect seniors, youth, disabled, and social security card holders. Raising the rate in unison with the regular cash fare would pass on the cost of providing service at the same amount as full price riders.

Table 7

Senior	$0.60
Youth (K-12th grade)	$0.60
Person with disabilities	$0.60
Medicare Card Holder	$0.60

Table 8

Senior Cash	Youth Cash	Disabled Cash
$.10 increase	$.10 increase	$.10 increase
$4,892	$4,015	$9,264
	Total Revenue Option 2	**$18,171**

Alternative 3 - 30-Day Pass Increase

Alternative 3 would propose raising the rate of monthly passes from $1 - $5 per pass per month. Alternative 3 then passes the fare increase on to those who purchase 30 day passes.

Table 9

30 Day Passes, unlimited rides for 30 days	
Adult cost	$36.00 - $40.00
Youth, Seniors, disabled cost	$24.00 - $28.00
Additional Cost for rechargeable Smart Card Pass	$5.00 - $6.00

Table 10

Amount of Increase	Regular 30 day pass	Discount 30 day pass	Total Revenue Increase
$1.00	$2,400	$3,120	**$5,520**
$2.00	$4,800	$6,240	**$11,040**
$3.00	$7,200	$9,360	**$16,560**
$4.00	$9,600	$12,480	**$22,080**
$5.00	$12,000	$15,600	**$27,600**

Table 11 Increase fee for rechargeable Smart Card Pass from $5 to $6

Fee Increase	New Revenue
$1.00	$5,620

Alternative 4 - Transition Farebox Revenue to Service Agreements

Metro Area Transit sells about 50,000 tokens per year. Tokens are sold in packs of 20 and are easy for agencies to purchase for distribution among their clients. It is well documented that multiple agencies purchase 20 packs of tokens for their clients. A hypothesis can be formed that individuals rarely buy tokens for their own use and the existence of tokens inhibits agencies from purchasing transit by service agreement.

Eliminating tokens and at the same time creating an avenue for agencies to purchase transit for their clients under a service contract reduces the local funds required for transit and forms stronger relationships with service agencies.

MAT pays a $.05 per token handling fee to have tokens sorted from the farebox collection. After the handling fee tokens provide $.95 for adult rides and $.45 for discount rides in revenue. A transition to service contracts with agencies that purchase a high volume of tokens saves MAT money in handling fees and also them to capture fare revenue in a format that may allow for it to be used as match on Federal operating grants.

Table 13

	Adult	Disabled	Senior	Youth
Revenue	$27,313	$7,078	$3,221	$1,328
Handling Fee	$2,731	$1,415	$644	$265
Net Revenue	$24,582	$5,663	$2,577	$1,063
Current Token Net Revenue	$33,885			

Table 14 Establishing service contracts by identifying agencies that purchase tokens

	Adult	Disabled	Senior	Youth
Net Revenue	$27,313	$7,078	$3,221	$1,328
Handling Fee				
Total Service Contract Revenue	$38,940			

Table 15 and 16 demonstrate the financial impact of transitioning the purchase of tokens by agencies from farebox revenue to contract revenue. In Table 16 Federal participation goes up, while the local costs decrease. Table 14 and Table 16 assume a 100% transition from farebox revenue to contract revenue for token sales (which is not likely).

Table 15 Current token system (Example Scenario)

Total Transit System Expense	$500,000
Less Farebox (tokens)	$38,940
Total	$461,060
50% FTA 5307	$230,530
Local Fund	**$230,530**

Table 16 Token to Service Contract (Example Scenario)

Total Transit System Expense	$500,000
Less Farebox (tokens)	
Total	$500,000
50% FTA 5307	$250,000
Service Agreement	$38,940
Local Fund	**$211,060**
Local fund savings over tokens	**$19,470**

To make the transition from tokens to service contract an alternative fare media would need to be used. For the purposes of a service contract a 10 ride card or other special passes could be used as long as the contract is not tied to the individual pass or card. The service contract needs to be written in a way that states an agency will pay a certain amount per month for the transportation of their clients by MAT. MAT could then supply that agency with 10 ride cards or other passes to meet the agencies needs. As with the U-Pass MAT could track usage from year to year and adjust the contract price accordingly.

Alternative 4 would have a negligible impact to the transit system budget; however is a unique opportunity to transition away from tokens when dealing with the transportation needs of area agencies.

Table 16a – Impacts of Fare Alternatives

	Farebox Impact	% Riders Impacted	Sub-group Impact	Impact Traditional User	Disincentive Choice User	Negative Ridership Impact
Alternative 1 - Do Nothing/Eliminate Tokens	$2,527.50	9%	54% Adult, 28% Disabled, 13% Senior, 5%Youth	No	No	No
Alternative 2 - Base Fare Increase	$69,423	38%	63% Adult, 20% Disabled, 10% Seniors, 8% Youth	No	Yes	Yes
Alternative 3 - Increase 30-day Pass	$5,520 - $33,220	29%	57% Disabled, youth, elderly, 43% Adult	No	Maybe	Likley
Alternative 4 - Service Contracts (single user agencies)	$40,000 less; reduces general fund costs by $20,000 and increases federal participation by same amount; increases eligible local match (non-general fund) by $20,000.	9%	54% Adult, 28% Disabled, 13% Senior, 5% Youth	Yes	No	No

New Fare Media and Concepts

Metro Area Transit should explore the creation of a three-day and one-week unlimited ride pass. These were both recommended in the 2002 Transit Development Plan. It is also recommended that Metro Area Transit initiate a 180-day pass.

Table 17

New Passes (full price adult fare)	
3-day unlimited	$ 5.00
1 week unlimited	$12.00
MAT Gold Pass 180 days unlimited rides	$180.00

Impacts of Fare Increases

An increase in fares has the tendency to reduce system ridership. Metro Area Transit has increased its base fare twice in the last 12 years, once in March of 1994 and again in January of 1998. Table 18 illustrates the ridership before and after the fare increase in 1994 from $.70 to $.80. Ridership in Fargo dipped slightly and never fully recovered, and in fact fell again with the fare increase of 1998. Ridership in Moorhead remained fairly constant after the fare increases in 1994 and remained stable until the fare increases of 1998.

Table 18

	Fargo Ridership	% Chg*	Moorhead Ridership	% Chg*
1993	551,656	x	331,583	x
1994	541,813	-1.78%	329,078	-0.80%
1995	519,266	-4.16%	329,471	0.10%

*** Percentage change from prior year**

Table 19 demonstrates the ridership before and after the fare increase in 1998 from $.80 to $1.00. Ridership in Fargo actually grew by almost 7% in 1998, however fell sharply in 1999. Ridership in Fargo recovered gradually in the following years. Ridership in Moorhead fell sharply in 1998, and dipped again in 1999. Ridership in Moorhead continued to slip into the first part of this decade and has begun to regain slightly in recent years. Of those surveyed as part of the Metro Transit Plan, a full 40% indicated paying the base fare. So increases in the base fare will have an impact on a large share of transit users. An equal percentage of respondents indicated paying with a 30-day pass.

Table 19

	Fargo Ridership	% Chg*	Moorhead Ridership	% Chg*
1997	446,344	x	333,239	x
1998	473,729	6.20%	309,880	-8.80%
1999	429,442	-9.34%	304,302	-1.80%

***Percentage change from prior year**

Broadening U-Pass to the Community at-large

Given the popularity of the U-Pass Program Metro Area Transit wishes to explore options by which to sell transit to large employers and other institutions and agencies in the community at a bulk rate. Cornelius Nuworsoo a transportation engineer at the University of California Berkeley explains why deeply discounted passes make sense. The following excerpts from an article he wrote explaining his position.

Deep discounted group pass programs typically include (a) universal coverage of members of an identified group, or (b) unlimited rides by group members within a specified period, and (c) deep discounts from 40 to 90 percent of regular pass prices.

The article states that the paradox of a net increase in revenue from a deep discount is comparable to the workings of group insurance plans. An insurance company that insures properties against theft does not care whose property is stolen: its concern is that total premiums will cover the total cost of replacing any stolen property. The insurance company is thus an intermediary that organizes risk-sharing pools while incurring transaction costs. As the pool gets larger, the risk cost and often the transaction cost become smaller, and premiums lessen.

Similarly, it does not matter to a transit agency offering a deep-discount group pass which members of the group use its services. The group pass covers a large number of

people and is paid for the whole year in advance, whether the service is used or not. The transit agency is concerned only that the total group revenue covers the total cost of providing the service. It may be viewed therefore as a facilitator, promoting the pool through deep discounts and incurring transaction costs. As the number of participant's increases, unit costs decrease and the price per participant lessen.

Studies of deep-discount group-pass programs consistently reveal either higher revenue per boarding than system-wide averages or higher total revenues from target markets with the program than without it. Under existing forms of subsidy, riders must pay to use the transit service even though they contribute to subsidies through taxes. With group pass programs, cross-subsidization comes from potential riders in a group, all of whom have equal rights to access the services. The program therefore offers contributors an opportunity to use the transit service without additional out-of-pocket cost.

There are several Options for offering discounted passes.

1. Sell on a per person, per year rate tied to a specific user group (E.g. U-Pass)
2. Sell to a specific user group on a usage based system
3. Discount monthly passes to a specific user group based on volume levels

Option 1: U-Pass Style Agreement

Table 20

Option 1 Bulk Rate Per Person Per Year Specific User Group		
Discount Level	Cost of 1 year transit access	
40%	$252	
50%	$210	
60%	$168	
70%	$126	
80%	$84	
90%	$42	
98.20%	$5	Current Metro U-Pass Discount Rate
Discounts Based on $420 per year full price MAT adult rate		

Table 21 - Optional cut off levels for discount

Participants	Option 1 Volume Levels
100-500	40%
501-1000	50%
1001-1500	60%
1501-2000	70%
2001-2500	80%
2501-3000	90%

When you compare the application of Option 1 to three example employers (Table 22) in the Metro area to existing 30 day pass sales revenue, it is easy to see how bulk purchase agreement can quickly increase system revenue. In comparison, Table 23 shows existing 30-Day pass revenue collected monthly by MAT. Adding one employer of 400 employees discounted 40% would add more transit revenue than the current average full price sales of 200 passes per month.

Table 22

Group	Number of Participants	Transit Revenue
Employer A	400	$8,400
Employer B	2000	$21,000
Employer C	3500	$12,250

*Transit Revenue is per month

Table 23 Current 30 day adult full price pass sales

Group	Average Monthly Sales	Transit Revenue
30 day adult pass	200	$7,000

Applying Option 1 to the current U-Pass Users would allow all of them to qualify for a 90% discount, but would drastically raise the cost to the schools. Table 24 compares current U-Pass rates compared to a transition to a model similar to Option 1.

Table 24

College	U-Pass Revenue 2005-06*	U-Pass Revenue Option 1	Difference in Revenue
MSUM	$31,660	$253,260	+$221,600
MSCTC	$4,944	$92,400	+$87,456
NDSU	$50,655	$425,502	+$374,847
Concordia	$13,350	$112,140	+$98,790

* Estimated For Academic Year 2005-06

Option 1 appears to have a new positive impact on the MAT system; then when applied to the U-Pass rate currently in place exposes potential flaws in the U-Pass rate.

Option 2: Specific User Group - Usage Based

Table 25 - Example cut-off discount levels

Rides/Month	Option 2 Discount Rate tied to actual usage *Per Month*
500-1000	$.90 per ride
1000-4000	$.80 per ride
4001-7000	$.70 per ride
7001-15,000	$.60 per ride
15,001-20,000	$.50 per ride
20,001+	$.40 per ride

Option 2 would require multiple participants or one large user group to equal the current average monthly revenue of $7,000 MAT currently gets from selling adult full price passes per month. Option 2 would be convenient to use and likely encourage ridership.

Applying the pricing of Option 2 option three to the actual 2005-06 U-Pass participation would result in the following revenues.

Table 26

College	Actual U-Pass Revenue 2005-06	Rides	Revenue Option 2	Difference in Revenue
MSUM	$31,660	54,241	$21,696	-$9,964
MSCTC	$4,944	13,838	$8,302	+$3,358
NDSU	$50,655	71,278	$28,511	-$22,141
Concordia	$13,350	13,278	$6,639	-$6,711

Option 3: Discount monthly passes to a specific user group based on volume levels

Table 27

Passes/Month	Option 3 Discount Bulk Pass Purchases
50-100	10%
101-200	20%
201-300	30%
301-400	40%
401-500	50%
501+	60%

Number of Passes	Monthly Revenue
Group A 50	$1,625
Group B 101	$2,828
Group C 201	$4.924
Group D 301	$6,321
Group E 401	$7,017
Group F 501	$7,014

Applying Option 3 to the current U-Pass Program would allow all of the colleges to qualify for a 60% discount, but would drastically raise the cost to the schools. The difference would be the rate would be on a monthly basis and the colleges may not decide to purchase transit in June, July, and August.

Table 28

College	U-Pass Revenue 2005-06	Revenue under Option 3 (9months)	Difference in Revenue
MSUM	$31,660	$797,832	+$766,172
MSCTC	$4,944	$207,648	+$202,704
NDSU	$50,655	$1,276,506	+$1,225,851
Concordia	$13,350	$336,420	+$323,070

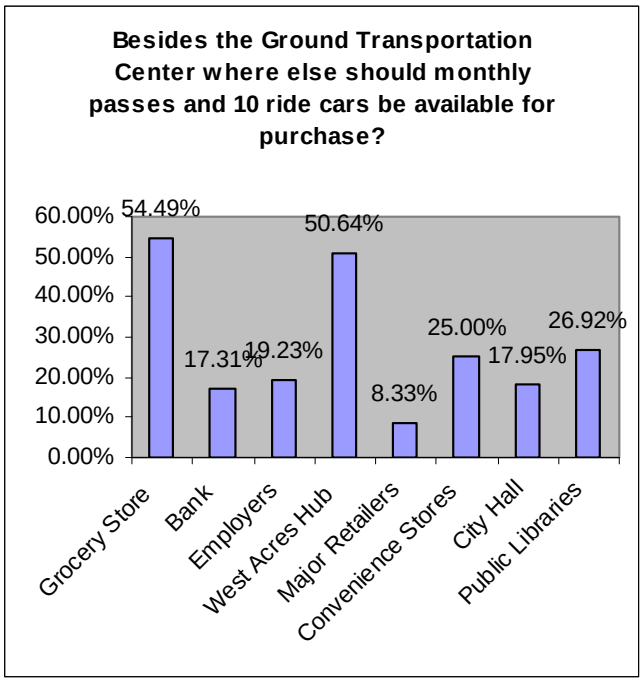
Depending on the group size, 2-7 groups would need to participate in Option 3 to equal the current average monthly revenue of $7,000 from full price adult pass sales that MAT receives. However if a large employer like MeritCare participated with 6000 employees, the monthly revenue would be $84,000. If you take the colleges out of the farebox totals for MAT one large employer with 3000 or more employees would provide more revenue than all existing fares for MAT.

Under Option 3 the purchasing entity would be billed on a monthly or quarterly basis from MAT; so the end users would not need to pay upfront. The implementation of a bulk purchase program will depend on Metro Area Transit continuing to gain a handle of the capabilities of its electronic farebox system.

Buying a Pass

Currently Metro Area Transit passes can only be purchased at the GTC or at Moorhead City Hall. Metro Area Transit should also explore the option of having passes sold at local businesses. Passes could be sold at banks, grocery stores and other common places throughout the community. As is shown below in Table 1, transit users listed a number of locations which they would like to be able to purchase transit passes. Further study is needed to identify the details, staff time, and cost of equipment associated with extending Metro Area Transit products into the community. Further study should be done about procuring vending style equipment that can sell passes. This equipment is mainly used by larger transit systems and would allow for easy dissemination of fare media through the community.

Figure 8


Besides the Ground Transportation Center where else should monthly passes and 10 ride cars be available for purchase?
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
54.49%
17.31%
19.23%
50.64%
8.33%
25.00%
17.95%
26.92%
Grocery Store
Bank
Employers
West Acres Hub
Major Retailers
Convenience Stores
City Hall
Public Libraries

PERTEET SYSTEMS ANALYSIS

OVERVIEW

As part of the Transit Development Plan Project of the Fargo-Moorhead Metropolitan Council of Governments, Perteet, Inc. has been retained to conduct a service and facilities analysis of the Metro Area Transit system. The primary focus of that effort has been to identify shortcomings within the existing operations and to recommend improvements that address those shortcomings.

That analysis has included a number of parallel efforts, including a review and analysis of fixed route operations, a review and analysis of paratransit operations, an inventory and analysis of capital facilities and equipment, a survey of peer transit agencies, and a review and analysis of Transportation Demand Management programs and activities.

Route	Service				Cost		Riders	Efficiency / Effectiveness					
	Alignment Miles	Revenue Hours	Revenue Miles	Revenue Trips	Hourly	Daily	Daily	Cost / Rider Value	Cost / Rider Rank	Cost / Mile Value	Cost / Mile Rank	Riders / Mile Value	Riders / Mile Rank
2	6.9	12.5	172.5	25	$ 51.30	$ 639.82	318	$ 2.01	4	$ 3.71	9	1.84	5
15	11.2	12.0	134.4	12	$ 49.30	$ 591.60	373	$ 1.59	2	$ 4.40	15	2.77	3
32	3.9	11.5	85.8	22	$ 49.30	$ 566.95	820	$ 0.69	1	$ 6.61	19	9.55	1
13	6.5	12.0	156.0	24	$ 49.30	$ 591.60	288	$ 2.06	5	$ 3.79	10	1.84	6
14	7.5	12.5	180.0	24	$ 49.30	$ 616.25	259	$ 2.38	7	$ 3.42	6	1.44	9
31	2.2	9.0	79.2	36	$ 49.30	$ 443.70	274	$ 1.62	3	$ 5.60	18	3.46	2
18	6.3	11.5	144.9	23	$ 49.30	$ 566.95	228	$ 2.48	8	$ 3.91	11	1.58	7
11	7.0	12.0	168.0	24	$ 49.30	$ 591.56	227	$ 2.60	9	$ 3.52	7	1.35	10
16	10.7	13.5	128.4	12	$ 49.30	$ 665.55	305	$ 2.18	6	$ 5.18	17	2.38	4
17	6.1	6.5	79.3	13	$ 49.30	$ 320.45	119	$ 2.69	10	$ 4.04	12	1.50	8
4	7.2	12.5	180.0	25	$ 51.30	$ 639.69	220	$ 2.90	11	$ 3.55	8	1.22	11
WF	8.9	6.5	115.7	13	$ 49.30	$ 320.45	73	$ 4.38	15	$ 2.77	2	0.63	17
3	8.3	12.5	207.5	25	$ 51.30	$ 639.82	136	$ 4.71	16	$ 3.08	4	0.65	16
12	7.4	6.0	88.8	12	$ 49.30	$ 295.80	59	$ 5.00	17	$ 3.33	5	0.67	15
1	6.0	12.5	150.0	25	$ 51.30	$ 639.69	178	$ 3.59	12	$ 4.26	14	1.19	12
25	18.3	11.0	219.6	12	$ 49.30	$ 542.30	105	$ 5.19	18	$ 2.47	1	0.48	19
5	8.8	12.5	220.0	25	$ 51.30	$ 639.69	115	$ 5.57	19	$ 2.91	3	0.52	18
6	6.2	12.5	155.0	25	$ 51.30	$ 639.82	151	$ 4.24	14	$ 4.13	13	0.97	14
19	5.5	6.0	66.0	12	$ 49.30	$ 295.80	72	$ 4.11	13	$ 4.48	16	1.09	13
Moorhead	**38.2**	**69.5**	**807.9**	**143**	**$ 51.30**	**$ 3,564**	**2,331**	**$ 1.53**		**$ 33.55**		**2.88**	
Fargo	**106.7**	**135.4**	**1923.2**	**246**	**$ 49.30**	**$ 6,673**	**1,989**	**$ 3.35**		**$ 14.70**		**1.03**	
Total	**144.9**	**204.8**	**2731.1**	**389**	**$ 49.98**	**$10,237**	**4,320**	**$ 2.37**		**$ 21.09**		**1.58**	

Table 0: Existing Weekday Fixed Route Service Performance

CAPITAL FACILITIES AND EQUIPMENT

This section summarizes the existing and proposed transit capital facilities within the Fargo/Moorhead Metropolitan area. Areas summarized include vehicles, operations and maintenance facilities, fare collection equipment, shelters, benches and signage, park-and-ride lots, and transfer areas.

REVENUE VEHICLES

Two public transportation providers operate within the Fargo/Moorhead metropolitan area. MAT has both Fargo and Moorhead divisions with separate managers, facilities, and bus fleets. A new maintenance facility in Fargo will result in the consolidation of the two maintenance facilities. The fleet, however, will still be reported separately due to differing reporting requirements for the states of North Dakota and Minnesota.

City of Moorhead – Minnesota Funded

Bus #	Year/Make	Body Conversion Model	VIN Number	License #	Vehicle Class	Fuel Type	Type of Lift	Number of A/B Seats	Projected Date of Disposal
FIXED ROUTE:									
9741	1997	New Flyer D35LF	5F6D2SL08VU017566	MN 176-733	700	Diesel	Ramp	29	2009
370	2003	Orion VII - 35'	1VHFD3A2736700620	MN 915-910	700	Diesel	Ramp	32	2015
371	2003	Orion VII - 35'	1VHFF3A2236700621	MN 915-909	700	Diesel	Ramp	32	2015
380	2003	Orion VII - 30'	1VHFD3A2736700622	MN 915-911	700	Diesel	Ramp	26	2015
381	2003	Orion VII - 30'	1VHFD3A2736700623	MN 915-912	700	Diesel	Ramp	26	2015
382	2003	Orion VII - 30'	1VHFD3A2736700624	MN 915-913	700	Diesel	Ramp	26	2015
590	2005	Orion VII - 30'	1VHFD6A2956701338	MN 918-786	700	Diesel	Ramp	26	2017
591	2005	Orion VII - 30'	1VHFD6A2056701339	MN 918-785	700	Diesel	Ramp	26	2017
592	2005	Orion VII - 30'	1VHFD6A2756701340	MN 918-784	700	Diesel	Ramp	26	2017
593	2005	Orion VII - 30'	1VHFD6A2956701341	MN 918-783	700	Diesel	Ramp	26	2017
PARATRANSIT:									
1149	2000	Ford	1FDXE45F1YHB68713	MN 905376	400	Diesel	Lift	19	Backup
1151	2003	Ford	1FDXE45F43HB58282	MN 912802	400	Diesel	Lift	19	2008
1150	2006	Ford Supreme StarTrans	1FDXE45P06HB30346	MN 922274	400	Diesel	Lift	19	2011

Table 1: Moorhead Revenue Vehicle Fleet

City of Fargo – North Dakota Funded

YEAR/MAKE	VEHICLE #	TOTAL CAPACITY	SCHEDULED
FIXED ROUTE:		Standing/Seated	REPLACEMENT
1993 Gillig	1131	52/37	spare unit - will not replace
1997 New Flyer	1121	59/29	2008
1997 New Flyer	1122	59/29	2008
1997 New Flyer	1123	59/29	2008
1997 New Flyer	1124	59/29	2008
1997 New Flyer	1125	59/29	2008
1997 New Flyer	1143	59/29	2008
2001 Ford	1129	29/19	In TIP for 2006 will be 2007
2001 Ford	1130	29/19	2007
2001 Ford	1135	29/19	In TIP for 2006 will be 2007
2002 Ford	1137	29/19	2007
2002 Gillig	1126	50/30	2014
2002 Gillig	1127	50/30	2014
2002 Gillig	1128	50/30	2014
2004 Gillig	1139	43/28	2018
2004 Gillig	1140	43/28	2018
2004 Gillig	1141	43/28	2018
2004 Gillig	1142	43/28	2018
PARATRANSIT:			
2002 Ford	978	19 (7 wheelchairs)	2006
2002 Ford	977	19 (7 wheelchairs)	2006
2002 Ford	979	19 (7 wheelchairs)	2006
2003 Ford	1152	19 (7 wheelchairs)	2007
2003 Ford	1153	19 (7 wheelchairs)	2007
2003 Ford	1154	19 (7 wheelchairs)	2007
PARA MHD OWNS:			
2000 Ford	1149	19 (7 wheelchairs)	2006 - retained as spare
2003 Ford	1151	19 (7 wheelchairs)	2008
2006 Ford Goshen	1150	19 (7 wheelchairs)	2011

Table 2: Fargo Revenue Vehicle Fleet

OPERATIONS / MAINTENANCE FACILITIES

MAT currently has two different separate facilities for maintenance and storage. One is located in Moorhead and the other is located in the Fargo City garage. In November 2006, a new MAT facility will open that will consolidate the maintenance and operations functions. The facility will be located just north of the existing Fargo Central Garage. The facility, which will be

approximately 50,000 square feet, will hold 37 buses and the Fargo-Moorhead MAT administrative offices. There will also be room for expansion to hold up to 50 buses. The estimated cost for the facility is $7 million.

The new facility is expected to improve maintenance efficiency for the two systems, allow a lower spare ratio, and improved fleet utilization.

OTHER CAPITAL EQUIPMENT

Bus Stops

Bus stops represent one of the biggest marketing opportunities for transit systems. In particular, they are a way for non-users to see that bus service exists. When proper signage exists, customers can see when and where that service is available.

There are over 575 signed bus stops within the MAT service area. MAT will stop at safe locations throughout the service area on all routes, regardless of if there is a shelter or bus stop, except Moorhead routes 1 and 2. Moorhead routes 1 and 2 only stop at designated stops.

At least four different bus stop designs are being used within the service area, each with its own set of information. The Bison On-Campus Circulator (bus stop on left in Figure 1.1) is branded and lets a casual passerby identify the function of what may be stopping by. The MAT bus stop (center in Figure 1.1) includes a phone number to call for information, but does not identify the routes serving the stop. The MAT bus stop (bus stop on right in Figure 1.1) does not include route information, or a phone number for information. The West Acres Transit Center has different bus stop signs from those shown in ***Figure 1.1***.

Figure 1: Fargo and Moorhead Bus Stop Signage

Throughout the Fargo and Moorhead, there are several examples of bus tubes that provide schedule and destination information, as well as a phone number to call. These are excellent ways to convey data to potential patrons.

Shelters/Benches

Twenty three stops have shelters in Moorhead and an additional 44 have shelters in Fargo and West Fargo.

Visual inspection of the shelters revealed that most of them were in acceptable shape. Many of the shelters had ridership information prominently displayed.

Figure 2: Trash in Shelter

According to visual inspection and ridership data, it appears that there are several locations where additional shelters may be warranted. Four different stops currently have 25 or more daily boardings but do not have a shelter. These locations are at:

- Highway 10 Moorhead Cashwise Entrance with 62 boardings
- Fargo Cash Wise off of 13th Avenue SW with 46 boardings

One interesting finding from the visual inspection of shelters was the lack of waste receptacles at the shelters. Several of the shelters had trash in and nearby the facility.

PARK-AND-RIDE LOTS

There are four park-and-rides located in Fargo and two in Moorhead. All of the park-and-rides had signage that indicated that it was a park-and-ride facility. A phone number was included on the sign for additional information.

There is, however, a need for providing better information about using these facilities on-site. At most of the park-and-rides, it was not clear what the limits of potential parking are and where the actual bus stops are. Without a specific interest in park-and-rides, the general public would have a very difficult time finding many of the park-and-ride facilities.

Signs need to be posted at each facility that point out the nearest bus stop and indicate the bus routes that serve each facility. There should also be signs posted along nearby arterials and freeways directing potential patrons to the park-and-ride facilities.

It should be noted, however, that the park-and-ride program in the MAT service area is new and was developed initially to respond to special events. Each park-and-ride will be individually discussed in the following sub-sections.

Fargo K-Mart Park-and-Ride

The K-Mart Park-and-Ride is located in the south Fargo K-Mart parking lot near the intersection of University Drive South and 25th Avenue South. Existing MAT routes 14 and 25 serve the stop and there is a shelter provided. Signage is clearly visible from the street identifying that park-and-ride stalls are provided.

The number of stalls marked for park-and-ride utilization is not clear. Based on a field count, perhaps one or two vehicles are using this facility for park-and-ride purposes. The target market for this park-and-ride appears to be commuters to/from downtown Fargo.

Figure 3: South Fargo K-Mart Park-and-Ride

Moorhead K-Mart Park-and-Ride

The Moorhead K-Mart Park-and-Ride is located in the EasTen retail area north of US 10 in east Moorhead. A sign at the edge of the parking lot signifies that it is a park-and-ride lot. There is no signage outside of this single sign that directs potential patrons to this site. Although there is schedule information posted at this park-and-ride site for potential patrons, it is not clear where the bus actually stops. It is at least 100 yards from the parking stalls to the nearest marked bus stop.

Figure 4: Moorhead K-Mart Park-and-Ride

This lot is served by Route 4 which connects the park-and-ride to downtown Fargo. It appears that approximately 30 stalls are set aside for park-and-ride usage. Based on visual inspection, it did not appear that any of the stalls were being used for park-and-ride purposes.

Playmaker's Park-and-Ride

The park-and-ride north of Southeast Human Services is an unpaved lot adjacent to a business. A sign on the road shows potential patrons that this is a park-and-ride.

This lot is served by Route 18 which connects this park-and-ride via a somewhat circuitous alignment to downtown Fargo. Since this is an unpaved lot, there are no marked stalls. Based on visual inspection, no vehicles were using this facility for park-and-ride purposes.

Figure 5: Southeast Human Services Park-and-Ride

Skills and Technology Center Park-and-Ride

The Skills and Technology Center Park-and-Ride is located in north Fargo. It is located on the back and side of the Skills and Technology Center. A sign on University Drive N shows that this is a park-and-ride. Schedule information was available in the shelter adjacent to the parking lot.

This lot is served by Route 13 which connects the park-and-ride to North Dakota State University and downtown Fargo. It is not clear how many stalls are set aside for park-and-ride usage. Based on visual inspection, it did not appear that any of the stalls were being used for park-and-ride purposes.

Figure 6: Skills and Technology Center Park-and-Ride

Cash Wise Park-and-Ride

The Cash Wise Park-and-Ride is located in southwest Fargo in the parking lot of a Cash Wise store near 14th Avenue South and South 34th St. A sign is posted to show that parking is available. The sign is not readily visible from 13th Avenue S, the major arterial in the area. It is unclear where the bus stop for this park-and-ride is located. There is neither shelter nor any bus schedule information for potential patrons.

Figure 7: Cash Wise Park and Ride

This lot is served by Route 16 which connects the park-and-ride to downtown Fargo and to the West Acres Shopping Mall. It is not clear how many stalls are set aside for park-and-ride usage. Based on visual inspection, it did not appear that any of the stalls were being used for park-and-ride purposes.

Center Mall Park-and-Ride

The Center Mall Park-and-Ride is located in downtown Moorhead. A sign is posted in the parking lot for the commercial area that signifies that parking is available. Despite the sign, the park and ride lot is difficult to find among parking for other businesses. There is schedule information available at the sign that could inform potential patrons about where to catch a bus. A bus stop was not visible from this park-and-ride. Potential patrons would need to search where the closest stop is.

Figure 8: Center Mall Park and Ride

This lot is served by Routes 1, 4, and 6, all of which connects the park-and-ride to downtown Fargo. It is not clear how many stalls are set aside for park-and-ride usage – it appears that approximately 30 stalls are for park-and-ride purposes. Approximately one

quarter of the stalls around the park-and-ride sign were occupied. This was the highest utilization of any marked park-and-ride, but it is not clear how many of these are actual transit patrons.

TRANSFER AREAS

Figure 9: West Acres Mall

There are a number of locations within Fargo and Moorhead where several routes intersect and the opportunity for transfers between buses is available.

In downtown Fargo, the Ground Transportation Center (GTC) is the focal point of MAT services from both Fargo and Moorhead. Amenities include indoor climate-controlled waiting areas, restrooms, bike racks, and bus pass sales. One of the unique elements of the GTC is the usage of "intercity bus" type configuration typically used in Greyhound stations that put the front doors closely together. Cameras are available to ensure that backing out of each head-in lane is safe. Each stall in the GTC is clearly marked by route. A total of eight Fargo routes and four Moorhead routes serve the GTC. Signs and place making elements clearly identify this as a transit facility. In addition, Clay County Rural Transit operates two peak commuter routes into and out of this facility.

Figure 10: Ground Transportation Center

A secondary transfer center in Fargo is the West Acres Transit Center. The Transit Center is located on West Acres Mall property adjacent to one of the access locations into the Mall. It is served by five different routes, including Routes 15, 16, 19, 25, and the West Fargo Route. Amenities include indoor climate-controlled waiting areas and outdoor benches. The indoor waiting area is clearly marked with a "Bus Stop" insignia above the door.

The park-and-ride at the South Fargo K-Mart near S University Drive and South 25th Avenue has a shelter and bench for patrons wishing to transfer between Routes 25 and 14. Route 25 actually comes into the park-and-ride so that no street-crossing is necessary.

Figure 11: Marriott Transfer Center

In Moorhead, the Marriott Transfer Center is the connecting point for four of the six routes in Moorhead. The Transfer Center has an extra-large shelter, benches, garbage cans, bicycle racks, and pedestrian scale lighting. Signage is clear and schedule information is available. It looks like a first class facility and is an excellent example of the amenities necessary at a superstop.

PEER GROUP SURVEY

As part of the transit service analysis, a short survey of peer transit agencies was carried out. In addition to a review of operating statistics taken from the most recent Federal Transit Administration Transit Database submissions, a short questionnaire was also prepared and telephone interviews conducted with representatives of the following six agencies:

- Sioux City (IA) Transit
- Rochester (MN) City Lines
- Mountain Line (Missoula MT)
- Belle Urban System (Racine, WI)
- Star Tran (Fort Worth, TX)
- St. Cloud (WI) Metropolitan Transit Commission

Of these agencies, Rochester and Sioux City preferred to take the survey from a survey form at their own leisure, so no attempts to probe for additional information from those agencies was possible. Additionally, no response was received from St. Cloud despite several attempts over an extended period of time. A short summary of each system follows.

STAR TRAN (LINCOLN, NE)

Star Tran is a city-owned system serving the City of Lincoln, Nebraska having a service area population of approximately 235,000 and a density of about 2,900 persons per square mile.. It is governed by a Board of seven members, appointed by the mayor and approved by the city council. Board members serve staggered 3-years terms of office and may be re-appointed up to 3 times. The Board is described as a very activist board in terms of planning and policy direction.

Star Tran directly operates their own services and is currently working on completing their Transit Development Plan by the end of December, 2006. TDP planning is not done on a regularly-scheduled basis. The transit budget has grown slightly over the past several years, primarily to cover increased costs of salary increases. The City does not have a dedicated source of transit funding, operating the system from transfers from the city's general fund. Local funding is provided in part by both sales and property taxes.

The system has several special programs to generate ridership:

- Middle school booster service
- An inter-campus shuttle at the University of Nebraska
- A program, including reduced fares for low-income riders
- Half-price fares for residents of retirement homes
- ADA-mandated services
- $5 monthly passes to qualified low income persons

No special programs, other than the standard ads and promotions are in place to serve commuters as a group, however.

Parking in the Lincoln area is generally readily available and either low cost or free. Community support for transit in the Lincoln area is felt to be about average and the most requested services include additional services during evening and Sunday periods. It is anticipated that the completed TDP will recommend both time and service extensions to outer areas.

BELLE URBAN SYSTEM (RACINE, WI)

The Belle Urban System (BUS) is a city-owned system serving the City of Racine, Wisconsin under contract from a third-party management company. BUS has a service area population of approximately 112,000 and a density of about 4,200 persons per square mile.. It is governed by a Board of five members from the city, 4 citizens and one alderman, nominated by the city council and appointed by the mayor. Citizen Board members serve staggered 3-year terms of office and the alderman member serves a 1-year term. The Board is felt to be a very passive board, generally approving staff recommendations concerning service and policies.

BUS contracts services from a third party and contracts all transit functions, including operations, maintenance, vehicles, administration, and both fixed route and paratransit services. The last Transit Development Plan was completed in 1997 by the Regional Planning Commission. A new TDP effort should have been completed by now but work has not yet commenced on it. TDP planning is not done on a regularly-scheduled basis. The transit budget has grown slightly over the past several years. The City does not have a dedicated source of transit funding, operating the system from transfers from the city's general fund. Local funding is generally provided by property tax levies.

The system has several special programs to generate ridership:

- Pupil transportation on fixed route buses
- A sliding student cost scale plus a couple of school trippers
- Reduced fares and pass for the disabled

No special programs are provided to generate additional ridership from college students, commuters, social service clients, seniors or low income persons.

Parking in the Racine area is generally readily available and either low cost or free. Community support for transit in the Racine area is felt to be above average and the most requested services include additional services during the mid-day period, although many have suggested cutting bus service back even further. No specific plans for significant transit improvements are currently under way other than improvements to the transit center due next summer.

MOUNTAIN LINE (MISSOULA, MT)

Mountain Line is an urban transportation district-run system serving the City and County of Missoula, Montana, having a service area population of approximately 64,000 and serving a density of about 1,800 persons per square mile. It is governed by a Board of seven members, four appointed by the county commission and three by the Mayor of Missoula. Board members serve staggered 4-year terms of office. The Board is described as a very activist board, especially in terms of planning.

Mountain Line directly operates transit services and completes a revised Transit Development Plan every year in April. TDP planning is generally done in-house. It is estimated that more than 75% of the recommendations from the 2006 TDP have already been implemented. The transit budget has grown an average of about 6% annually the past several years. Mountain Line has a dedicated source of transit funding, about $1.2 million per year in property tax revenue.

Mountain Line has a contract with the University of Montana that includes no charge for faculty or students to ride the bus. It also has a very large pass program for commuters, with about 25,000 of the 65,000 service area residents having bus passes (this includes the large number of UM students and faculty.) Bus passes are also provided to all City and County employees

under contract with the governmental agencies and parking fees also provide bus passes to employees in downtown Missoula. No fare discount is provided to seniors and no low-income fare-reduction programs are currently under way.

Parking in the Missoula area is generally either low cost or free but is typically not readily available. Free parking is provided at park and ride facilities for bus riders. Community support for transit in the Missoula area is felt to be quite high and the most requested services include additional routes and more frequent service, particularly during evening periods. A new route to the north end of town is anticipated and Mountain Line is currently exploring the potential for receiving state funding.

ROCHESTER CITY LINES (ROCHESTER, MN)

Rochester City Lines (RCL) is a city-owned system serving the City of Rochester, Minnesota having a service area population of approximately 104,000. It is operated as a department of the City of Rochester and reports directly to the City Council. RCL serves the City of Rochester with its fixed route services and the urbanized area with its paratransit services. RCL has an Advisory Board with the members appointed by the mayor.

RCL contracts for services with two contractors: one for fixed route services and the other for dial-a-ride services. While the system is administered by the City of Rochester, all other transit functions are provided under contract, including operations, maintenance, and vehicles. RCL completed their most recent Transit Development Plan in 2006. TDP planning is done on a regularly-scheduled basis every five years. The TDP is updating its TDP in-house every year. The transit budget has grown slightly over the past several years, but the City does not have a dedicated source of transit funding, operating the system from transfers from the city's general fund. Local funding is provided primarily through property tax revenues.

The system currently has no special programs for increasing ridership among public school or college students. However, the system does have an employee pass program for employees of the Mayo Clinic. Various social service agencies purchase tickets for their clients but no special fare concessions for this group are provided otherwise. Some paratransit trips are directly billed to social service agency clients. The elderly and disabled both are eligible for half-fare travel discounts. While there are no specific low-income programs, many of these persons fall under the social service agency umbrella.

Parking in the Rochester area is generally either low cost or free and is generally readily available, although parking in downtown Rochester can be tight at times. Community support for transit in the Rochester area is felt to be high and the most requested services include additional services particularly into new neighborhoods. It is anticipated that the system will be expanding its operations pending a source of additional operating funds.

SIOUX CITY TRANSIT (SIOUX CITY, IA)

Sioux City Transit (SCT) is a city-owned system serving the City of Sioux City, Iowa having a service area population of approximately 103,000 and a density of about 2,000 persons per square mile. It is governed by a Board of five members, appointed by the city council and representing the city at large. Board members serve staggered 3-year terms of office. The Board is described as a mixture of both activist and passive members, not overly activist in total and is an advisory rather than administrative board.

SCT directly operates their own fixed route services and contracts for paratransit drivers and dispatch services. SCT has not completed a Transit Development Plan in recent years and has

no regularly scheduled plans for conducting one in the near-future. The transit budget has remained flat over the past several years. The City has a dedicated source of transit funding, operating the system from property tax revenues supplemented by contracted service agreements with neighboring cities in Nebraska and South Dakota and with the Sioux City Community School District.

The system contracts directly with public schools to operate school tripper routes, and while services are provided to and from area colleges, no formal fare or service agreements are currently in effect. SCT also is working with a local group of social service agencies to provide transportation to the homeless through a HUD grant and some local agencies purchase transportation for clients.

SCT also has an agreement to provide a bus for the senior center and to provide elderly transportation within the city. Three fixed route buses serve the disabled for work activity programs at a local agency. No specific commuter service programs are currently in place.

Parking in the Sioux City area is generally readily available and either low cost or free. Community support for transit in the Sioux City area is felt to be about average and the most requested services include additional services during evening and weekend periods and services to new areas. A route/service study is being planned for next year to develop a long-range plan.

PEER GROUP SUMMARY TABLES

	Service Area			Cost per Hour		Fares	
City	Area	Population	Density	FR	DR	Revenue	Recovery
Fargo-Moorhead SD-MN	**46**	**142,477**	**3,097**	**$48.91**	**$32.13**	**$608,493**	**17%**
Lincoln NE	78	226,582	2,905	$57.27	$74.74	$1,364,000	18%
Missoula MT	36	69,491	1,930	$56.23	$37.81	$367,000	14%
Racine WI	46	129,545	2,816	$63.77	$84.73	$938,000	14%
Rochester MN	40	91,271	2,282	$50.59	$40.09	$1,404,000	40%
Sioux City IA	53	106,119	2,002	$66.13	$16.52	$552,000	19%

	Revenue Miles		Riders		Riders / Hour		per Capita	
City	FR	DR	FR	DR	FR	DR	FR	DR
Fargo-Moorhead SD-MN	**833,883**	**218,319**	**1,016,387**	**39,705**	**16.9**	**2.4**	**7.1**	**0.3**
Lincoln NE	1,417,600	249,600	1,506,000	45,000	13.8	2.2	6.4	0.2
Missoula MT	607,000	101,000	678,000	19,000	17.2	2.2	10.6	0.3
Racine WI	1,189,000	136,600	1,479,000	20,000	16.3	4.1	13.2	0.2
Rochester MN	866,000	172,000	1,173,000	44,000	19.4	3.6	11.3	0.4
Sioux City IA	522,000	145,000	827,000	30,000	21.4	2.1	8.0	0.3

SHORT-TERM FIXED ROUTE SERVICE OPTIONS

As a result of the analysis of fixed route services in the Fargo-Moorhead area, a number of suggested changes have been made to improve efficiency, reliability and ridership. The following sections will summarize those suggested changes for each individual route. While there will be some modest cost associated with these suggested changes, they are intended, as a group, to be relatively cost-neutral, exclusive of increases in service frequencies.

ROUTE 1: CONCORDIA COLLEGE, EVENTIDE, MARRIOTT TRANSIT CENTER, CENTER MALL

Route 1 provides direct service between the Ground Transportation Center in downtown Fargo and Concordia College, serving the downtown Moorhead Center Mall along the way and ending at the Marriott Transfer Center in South Moorhead. Route 1 ranks 15th of the 19 MAT routes in terms of efficiency, productivity and effectiveness.

The existing route alignment operates south via South 8th Street in Moorhead, along the eastern edge of Concordia College and returns northbound via South 5th Street, along the college's western boundary. The southbound operation is felt to create walk distances for the residential neighborhoods to the west of college that are a barrier to wider transit use. Ranking 12th among MAT routes in ridership productivity while serving the two downtown areas and Concordia College leaves some room for ridership improvement.

We suggest that the southbound route alignment could be moved from South 8th Street to South 4th Street, thereby significantly reducing walk distances to the neighborhood west of the campus without significantly increasing walk distances for students bound for Concordia College, just a block east of South 4th Street. On the other hand, Concordia College has indicated an opposition to this change in the short term. Therefore, any decision to move this alignment should be made only after additional investigations into the ridership impacts of moving the alignment have been made.

Figure 12: Existing Route 1 (No Modifications)

We also feel that if MAT wants to attract more "choice" riders, it needs to offer 30-minute (or more frequent) service. In that light, we suggest increasing service levels to every 30 minutes during Saturday daytime hours to generate additional weekend ridership. It is also suggested that evening service be extended on weekdays until (9:45 PM from the current 6:45 PM and extended an additional hour to 7:15 PM on Saturdays.

The route alignment change, if made, would not impact current operating costs, but the increase in frequencies and service span will add about $30,000 in annual operating costs.

ROUTE 2: HORNBACHERS, MSUM, MINNESOTA STATE CENTER FOR HIGHER EDUCATION

Route 2 serves Minnesota State University Moorhead directly from the Ground Transportation Center. This route is currently overall the most productive, efficient and cost-effective route in the MAT system. Individually, it ranks #5 in riders per mile (1.84), and #4 in cost per rider ($2.01.)

Because of its current high rank among system services, no route alignment changes are suggested for Route 2. As with route 1, we are suggesting 30-minute operation during the day on Saturdays and extending service to 9:45 PM on weekdays and 7:45 PM on Saturdays. The increase in frequencies and service span will add about $30,000 in annual operating costs.

The existing route 2 alignment is shown in ***Figure 13***.

Figure 13:Existing Route 2 (No Modifications)

ROUTE 3: MARRIOTT, TARGET, MOORHEAD HIGH SCHOOL, MSCTC

Route 3 provides circulator service throughout South Moorhead via a figure-8 alignment. It operates half-hourly on weekdays and hourly on Saturdays. A reduced schedule is operated mid-day weekdays during the summer.

As ***Figure 1.14*** shows, ridership is quite low along much of the Route 3 alignment with the circles along the alignment indicating relative boardings at each stop. We feel that the low ridership is due in part to the circuitous route alignment, which results in long travel times, and in the difficulty in riding the bus back to the point of origin, given its one-way nature.

Figure 14: Existing Route 3

While we are suggesting no changes in the short term, Route 3 will benefit greatly from a significant streamlining of the alignment as described in the long-term recommendations, eliminating the low-ridership portions of the route and concentrating two-way service on the most productive portions.

We believe that this streamlined alignment will improve ridership and productivity on this route which currently ranks 16th of the 19 MAT routes in terms of riders per mile (0.65) and cost per rider ($4.71.)

Because of its currently low productivity, we are not suggesting any increases in service frequency at this time but we do suggest extending its service span an additional hour later on both weekday and Saturday evenings. This extended span will add approximately $15,000 in annual operating costs.

Any increase in service frequency should be contingent on significant increases in ridership.

ROUTE 4: TARGET, K-MART, REGAL ESTATES

Route 4 provides service between the Ground Transportation Center in downtown Fargo and the EasTen Shopping Center in East Moorhead. Service is provided every 30 minutes on weekdays and hourly on Saturdays. A reduced level of service is provided mid-day weekdays during the summer.

Figure 15:Suggested Route 4 Short-Term Modifications

Service productivity is about in the middle of the 19 MAT fixed routes, ranking 11th in riders per mile (1.22) and 11th in cost per rider ($2.90). Route 4 has one of the tighter schedules in the system and late operation has been reported somewhat more often on this route than other MAT routes.

We are suggesting some streamlining of this route, both to improve schedule performance as well as to accommodate future extensions of service to the Dilworth area. This has resulted in transferring some of the route 4 alignment north of Highway 10 to routes 3 (see preceding section) and route 6 (see below.) This results in the modified route alignment shown in ***Figure 15***.

We also suggest increasing service frequency to half-hourly during Saturday daytime hours and extending the span of service from 6:45 PM to 8:45 PM on weekdays and from 6:45 PM to 7:45 PM on Saturdays. The cost of all of these improvements is expected to cost approximately $28,000 annually.

ROUTE 5: MARRIOTT, MSCTC, VILLAGE GREEN

Route 5 provides circulator service in South Moorhead, including areas to the south of Interstate-94, connecting with other routes at the Marriott Transfer Center. Service from Marriott to the north has carried very few riders, primarily due to the fact that this part of the route alignment duplicates services of other routes.

Ridership performance on this route has been very poor ranking last in cost per rider ($5.57) and 18th in riders per mile (0.52).

We suggest that the existing portions of the route alignment north of the Marriott Transfer Center be eliminated and that the remainder of the route be operated hourly. Since this operation will result in quite a bit of down time for the bus, we suggest using that vehicle to provide demand response services to the area to the south of the existing route during the half-hour it is not providing fixed route service. Alternatively, Route 5 could provide more direct service to Concordia College and MSUM from an expanded Marriott Park-and-Ride facility, replacing service along

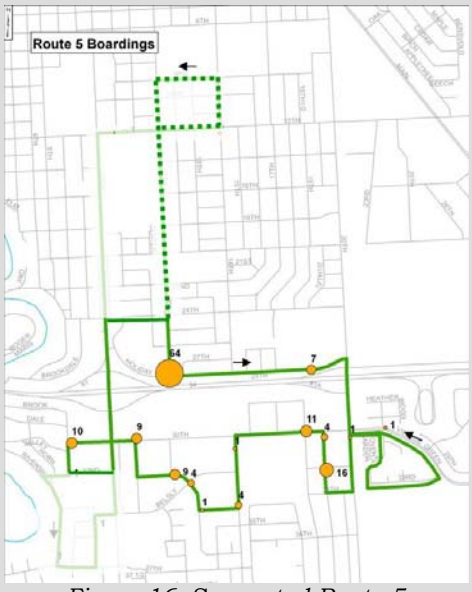


Figure 16: Suggested Route 5 Short-Term Modifications

8th Street presently provided by Route 1 as shown in the dotted portion of ***Figure 1.16***.

It is also recommended that route 5 extend its hours of operation one hour later, to 7:38 PM weekdays and 7:24 PM Saturdays. The operating costs for these changes are expected to increase about $14,000 annually.

ROUTE 6: SUNMART, ROBERT ASP SCHOOL, COURT HOUSE, HIGH RISES

Route 6 currently circulates through north Moorhead and serves downtown Moorhead and the Ground Transportation Center. Ridership productivity is below average ranking 14th in riders per mile (0.97) and 14th in cost per passenger ($4.24.)

We suggest modifying the loop operation in north Moorhead. The modified alignment is shown in ***Figure 1.17***. This modification will help the streamlining of route 4 while continuing to serve the majority of route 6 boarding locations.

We also suggest improving the Saturday daytime service headway to 30 minutes and extending service into the evening to from 6:45 PM to 7:45 PM weekdays and from 6:15 PM Saturdays to 7:15 PM. Weekday daytime headways should be maintained at 30 minutes year-round. The alignment modification should have minimal cost implications. The service frequency and span improvements are anticipated to result in an increase of approximately $15,000 annually.

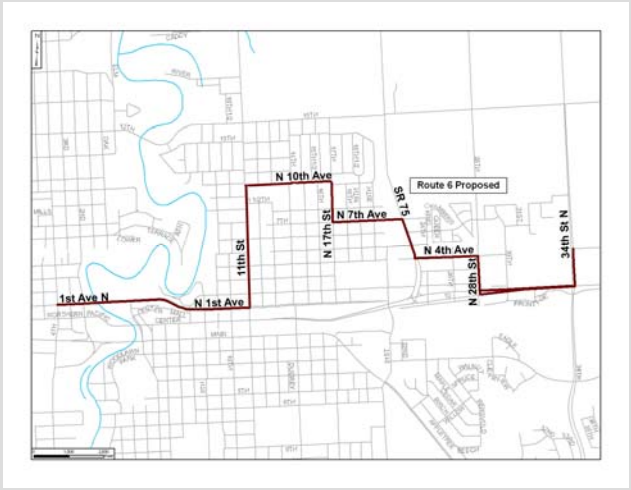


Figure 17 : Suggested Route 6 Short-Term Modifications

The modified loop will provide service to the Court House in only one direction and slightly lengthen the trip to the Ground Transportation Center from that location but is not expected to significantly impact ridership.

ROUTES 7 AND 8: MOORHEAD NIGHT SERVICE

In the short term, no changes are suggested for these routes. In the long term, these routes should be eliminated in favor of later operation on selected daytime routes.

ROUTE 11: MERITCARE, NORTHPORT, TROLLWOOD

Route 11 provides service from the Ground Transportation Center up and down North Broadway. Ridership productivity is above average, ranking 9th in cost per rider ($2.60) and 10th in riders per mile (1.35.) Service operates half-hourly weekdays and hourly on Saturdays.

Figure 18: Suggested Route 11 Short-Term Modifications

The existing route alignment is direct and travel times are relatively short. For these reasons, no changes are suggested to the route 11 alignment. Since service already operates until 9:40 PM, no changes in the service span are recommended in the short term. We do recommend increasing Saturday daytime service to 30 minutes when resources allow. This will add approximately $15,000 to annual operating costs.

Service can me made faster and more reliable by a traffic signal prioritization along Broadway using signal emitters installed on MAT buses.

In the future, it may be possible to combine routes 11 and 12 and operate the combined route every 20 minutes during weekday daytime hours. While this will not save any operating costs, it could increase service in this area at little or no increase in cost.

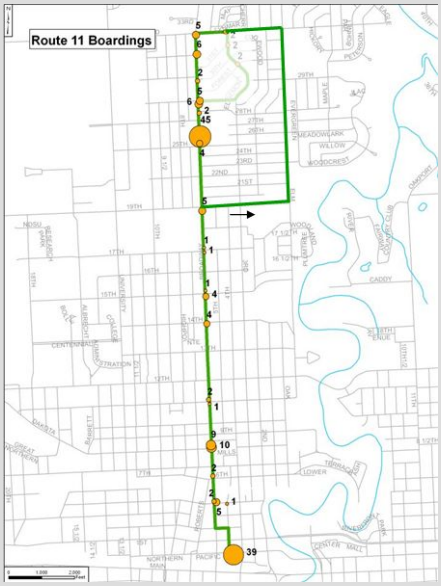


Figure 19: Suggested Route 11/12 Combination

ROUTE 12: MERITCARE, VA HOSPITAL, 32ND AVENUE

Route 12 operates between the Ground Transportation Center and North Elm Street serving the VA Hospital enroute. Between the GTC and 19th Avenue, it operates via 4th Street North, just 2 blocks east of the route 11 alignment.

Route 12 operates hourly weekdays only until 6:11 PM. No Saturday service is provided. Ridership is extremely light at all but the VA Hospital stop, ranking 15th in Riders per mile (0.67) and 17th in cost per rider ($5.00).

We suggest first moving the route 12 alignment to operate via 2nd Street North to 12th Avenue, then east to Elm Street and north to the VA Hospital and its existing alignment. Spreading the alignment somewhat from route 11 may make it more convenient to residents of the eastern portion of its rider shed and may induce a few existing route 11 riders to shift over. The lower service frequency and short service span undoubtedly are responsible for many potential riders using route 11 instead.

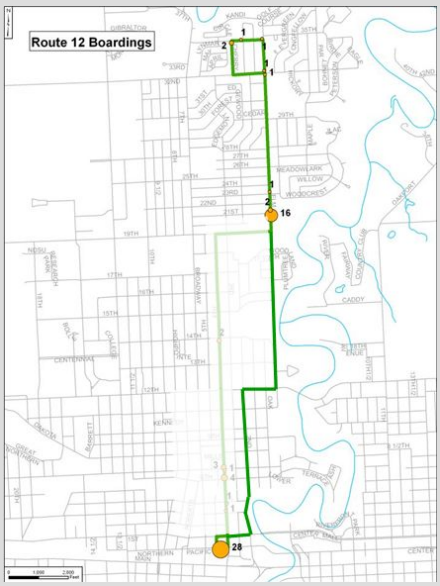


Figure 20: Suggested Route 12 Short-Term Modifications

It is also suggested that Route 11 operate one hour later weekday evenings to 7:11 PM. This extended span should cost approximately $6,500 annually. No Saturday service is recommended until weekday ridership improves significantly.

If ridership does not improve after these changes have been made, it may be advantageous to combine routes 11 and 12 into a single route with a large terminal loop. The combined route could probably be operated every 20 minutes with the same number of vehicles as now operated on both routes. The combined operation is shown in ***Figure 20***.

ROUTE 13: DOWNTOWN NDSU, MEMORIAL UNION, SKILLS & TECHNOLOGY CENTER

Route 13 actually consists of two separate routes, each operating half-hourly with schedules offset to provide 15-minute service along the common alignment. Service is provided from the GTC to the downtown NDSU Campus, the Skills and Technology Center and the NDSU main campus. The route ranks 6th in riders per mile (1.84) and 5th in cost per rider ($2.06.)

Service operates past 10PM both weekdays and Saturdays. Given the high ridership productivity and cost effectiveness, no short-term recommendations for changes in alignment, span or service frequency are being made at this time.

In the longer term, this route should be combined with service to the Moorhead college campuses as a means to combine ridership demand to justify even greater service frequencies and spans to Concordia College, MSUM and MSCTC (see long-range recommendations.) The existing route alignment is shown in ***Figure 21***.

Figure 21: Existing Route 13 alignment

ROUTE 14: PRAIRIE PSYCHIATRIC, DAKOTA CLINIC, K-MART, CASS COUNTY AND ROUTE 25: WEST ACRES, INNOVIS, YMCA, K-MART

Route 14 operates via South University Drive to 25th Avenue South where it loops into the Fargo Youth Commission, returning via 27th Avenue South and returns to the Ground Transportation Center. Service operates half-hourly weekday daytime periods and hourly evenings and Saturdays. Transfer connections are provided with Route 25 at the K-Mart at 25th Avenue South and South University Drive for continuing trips to the West Acres Mall. Service operates until after 10 PM on weekdays and Saturdays.

Figure 22: Suggested Route 14 Short-term Modifications

Route 14 productivity and effectiveness rank about in the middle of MAT routes, with riders per mile (1.44) ranking 9th and cost per rider ($2.38) ranking 7th .

Route 25 operates between the K-Mart at 25th Avenue South and South University Drive and the West Acres Mall via South University, 32nd Avenue South, through the neighborhood south of 32nd Avenue South to 40th Avenue South and via SW 42nd Street. Service operates hourly weekdays and Saturdays. Service ends just before 7 PM.

The required transfer between Route 14 and Route 25 is a potential difficulty for through-traveling passengers. We recommend interlining the two routes, so that the Route

14 bus continues on to West Acres Mall rather than requiring a transfer. Since service on Route 25 (see below is currently hourly, alternate trips on the new Route 14 would short turn at the existing terminal loop.

Currently ridership south of 32nd Avenue South is extremely light. We therefore suggest eliminating service South of 32nd Avenue and the loop just north of Innovis to operate on 32nd Avenue South from University Drive all the way to either SW 42nd Street, as Route 25 presently does as shown in ***Figure 22***, or to SW 45th Street. The operating cost impacts of these changes are felt to be negligible.

ROUTE 15: SOUTH UNIVERSITY DRIVE, 13TH AVENUE SOUTH, WEST ACRES

Route 15 serves South University Drive and 13th Avenue South between downtown Fargo and the West Acres Mall. Service operates hourly until approximately 10 PM weekdays and Saturdays. Riders per mile (2.77) ranks 3rd among all MAT routes and cost per passenger ($1.59) ranks second.

Figure 23: Suggested Route 15 Short-term Modifications

Because of the high route productivity and effectiveness, we feel that Route 15 should operate half-hourly during weekday daytime hours and during Saturday daytime hours if resources permit. We also feel that this route is missing a potential major ridership generator in the Wal-Mart store at 11th Avenue South and SW 47th Street in the West Acres area. We therefore recommend extending this route from the West Acres Mall to the Wal-Mart location according to the route alignment shown in ***Figure 23***. It appears that sufficient running time is available to make this extension if the low-ridership loop up to Noridian and Century 10 Cinemas is discontinued.

The cost of the extension to Wal-Mart is believed to be negligible but the increase in service frequency to half hourly is expected to cost approximately $151,000 weekdays and $31,000 Saturdays.

ROUTE 16: HIGH RISE, DAKOTA CLINIC, SOUTH HIGH, WEST ACRES

Route 16 operates between the Ground Transportation Center and the West Acres Transfer Center via 4th/5th Street South and 17th Avenue South serving the Fargo High Rise, Prairie Psychiatric, Dakota Clinic and South High School. Service operates hourly until about 9:30 PM weekdays and Saturdays. Riders per mile (2.38) ranks fourth among MAT routes while the cost per rider ($2.18) ranks 6th.

Currently Route 16 operates a mid-route loop to the Cash Wise market in both directions, increasing travel time for through-riding passengers. While this is not a desirable operation, the Cash Wise represents a major trip attractor on this route.

No other short-term suggestions are made for Route 16.

Figure 24: Existing Route 16 Alignment

ROUTE 17: PIONEER MANOR, NEW LIFE, MADISON ELEMENTARY

Route 17 operates between the Ground Transportation Center and the mixed 9industrial/commercial/residential area west of NDSU between 3rd and 12th Avenues. The current alignment is a live loop operating in the clockwise direction. Ridership is about in the middle of MAT routes with riders per mile (1.50) ranking 8th among MAT routes and cost per passenger ($2.69) ranking 10th.

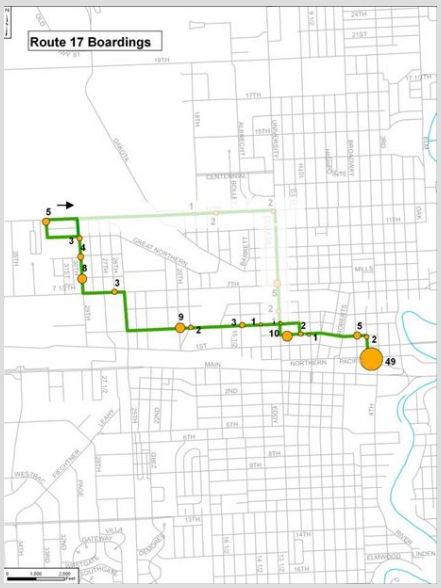


Figure 25: Suggested Route 17 Short-term Modifications

Service operates hourly on weekdays and Saturdays until approximately 6:30 PM. Ridership along the northern (12th Avenue) and eastern (University Drive) portions of this route are extremely light. The one-way live loop makes internal trips on route 17 very inconvenient in one direction or the other.

To address these shortcomings, we suggest eliminating the northern and eastern portions of the live loop and operating this route bi-directionally along the southern and western alignment as shown in ***Figure 25***. We feel this operation would greatly improve the efficiency of operation of those parts of the route that are currently most productive and will, over time, result in even greater ridership and productivity.

This change is not without its challenges, however. The direct access to the southern portion of NDSU is lost (although few appear to be taking advantage of this at present) and the direct service to the Sun Mart will be lost. This latter issue would appear to be a bigger

problem if the existing return trip from Sun Mart were not so circuitous and if current boardings at Sun Mart were higher. No cost impacts of this change are anticipated.

ROUTE 18: BETHANY, FRASER HALL, SOUTHEAST HUMAN SERVICES

Route 18 operates between the Ground Transportation Center and Southeast Human Services on 28th Street South via a circuitous "live" loop alignment that duplicates services on several other routes. Service operates half-hourly during weekday daytime hours and hourly during evening and Saturday hours of operation. Service currently operates until approximately 9:30 PM weekdays and Saturdays. There seems little need for the current "live" loop operation since much of that loop results in covering streets already served by route 15. Ridership is ranked in the upper half of MAT routes with riders per mile (1.58) ranked 7th and cost per rider ($2.48 ranked 8th.

Figure 26: Suggested Route 18 Short-term Modifications

We suggest breaking up the unnecessary "Live" loop operation and replacing it with a simplified bi-directional alignment via 5th Avenue South as shown in ***Figure 26***. This alignment greatly simplifies the route and makes return trips much easier for the rider. We anticipate this change will result in improved ridership on this route.

The main drawback to this change is the loss of service to the zone on University Drive between 7th and 8th which currently shows between 15 and 20 daily boardings. It is currently unknown to what extent these riders could utilize Route 15 services and which need to access Route 18. The new alignment will pass about 2½ blocks from this stop. Some additional information is needed about these riders before a permanent change is made.

ROUTE 19: WEST ACRES, WAL-MART, BCBS

Route 19 provides circulator service in the West Acres area via a large "live" loop operating anti-clockwise, connecting with other MAT routes at the West Acres Transfer Point. Service operates hourly weekdays and Saturdays until approximately 6 PM. Ridership remains in the lower end of MAT routes with passengers per mile (1.09) ranking 13th among MAT routes and cost per rider ($4.11) also ranking 13th. Total daily riders (72) ranked last among all MAT routes. The bus operating route 19 alternates with the West Fargo circulator, so that only ½ bus is needed to operate route 19.

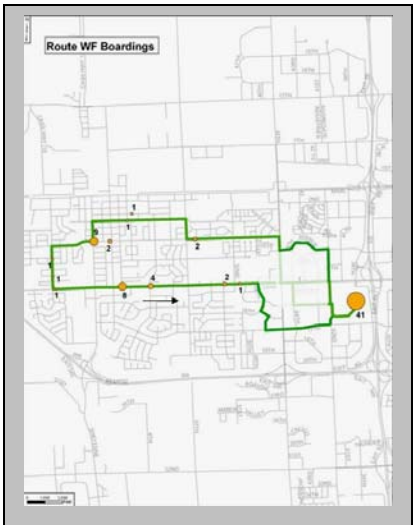


Figure 27: Suggested Route WF Short-term Modifications

The extremely low ridership on this route suggests that this route can be discontinued, with the most productive segments being picked up on the West Fargo Connector. The service hours freed up by discontinuing this route can be used to provide demand-response service to the Southwest Fargo area. The cost savings of the elimination of Route 19 are about $75,000 weekdays and $15,000 Saturdays.

ROUTE WF: WEST FARGO CIRCULATOR

Route WF provides circulator services through the City of West Fargo, alternating trips with Route 19. Total ridership on this route ranks 18th of the 19 MAT routes, although the fact that only ½ bus is allocated to the service makes productivity look a little better. Passengers per mile (0.63) ranked 16th while the cost per rider ($4.38) ranked 15th.

Service operates hourly until approximately 6:30 PM weekdays and Saturdays.

We suggest that MAT retain this route in the short-term, despite its low ridership, by combining the WF and Route 19 Alignments as shown in ***Figure 27***. The service hours freed up by discontinuing this route can be used to provide demand-response service to the Southwest Fargo area.

DOWNTOWN SHUTTLE

As part of the fixed route transit analysis, we have completed a short analysis of a potential downtown Fargo circulator route that would serve a number of functions: 1) enhance usage of a City of Fargo parking garage in the vicinity of Broadway and NP Avenue, provide access to restaurants in the downtown Fargo core during the lunch hour for downtown Fargo employees and to improve circulation between major downtown trip attractors such as Meritcare Hospital. In general, a number of characteristics are necessary to make such downtown shuttles successful.

Parking

There needs to be a high cost of automobile parking or a scarcity of auto parking spaces in the downtown area to make transit circulator service attractive. Where the cost and/or difficulty of making short trips in the downtown area by car is low, transit circulator service is generally unsuccessful. In general, the parking environment in downtown Fargo is not particularly supportive of this type of service.

Convenience

The convenience of the service provided to riders has a great influence on the level of usage. Convenience has a number of components that are discussed separately in the following sub-sections.

Service Frequency

Service frequencies are another factor greatly influencing the use of such services. In a downtown area such as Fargo, walk times to many locations are relatively short and total bus travel time, including wait time, must be competitive with walk times. In downtown Fargo, this translates to service frequencies of no more than every 10 to 12 minutes and preferably 8 to 10 minutes, at least during the periods of peak usage.

Route Alignment

Use of circulators relies heavily on the closeness to which the route travels to the rider's intended destination. To make a circulator work, it will be necessary to identify the five or six major destinations in the downtown area and design a route that goes very close to each of

them. This increases the probability that it will result in an inefficient route alignment and violate the requirements of the following section.

Travel Time

Travel time is a very important consideration in deciding to utilize transit. The most successful circulators, in the absence of severe parking restrictions, are those which traverse a simple straight-forward alignment that minimizes the travel time for the rider. Route directness and the need to provide service close to the rider's destination often conflict with each other. Additionally, operation in the downtown area results in slow average operating speeds, perhaps around 10 miles per hour or less, further exacerbating travel times.

Fares

Because downtown circulators depend on repeated use for their success, fares should be kept low enough to encourage repeat ridership. For a downtown area the size of Fargo, fares should probably be kept at $0.25 or less to promote maximum usage. However, at this low fare, success will depend on a high level of ridership. In many cases, cities or operating agencies see downtown services as ways to promote general transit usage and do not expect the circulators to return a high percentage of operating costs.

Image

The perceived image of bus riding is often a barrier to transit use in general.

Social Stigma

Often, there is a certain degree of social stigma associated with transit ridership that must be overcome in order to make circulator services successful. It will be of paramount importance to maintain high standards of vehicle cleanliness and appearance as well as maintaining high standards of customer service to overcome much of this image. Significant marketing effort will probably be required to overcome much of the current attitude towards transit ridership.

Vehicles

One way that many operations try to diffuse the generally low image of transit ridership is to assign some type of special vehicle to operate the service such as a replica trolley or a alternative fuels vehicle. While the outward appearance of such vehicles may make the social aspects of transit ridership more acceptable, they often have other service drawbacks. For example, many replica trolley vehicles have old-fashioned wooden seating, which, while evocative of a bygone era, is much less comfortable than cushioned seating.

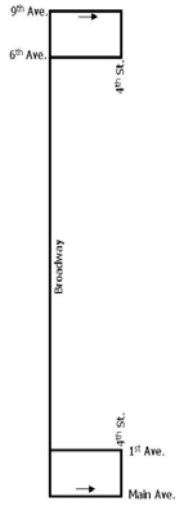


Figure 28: Suggested Downtown Fargo Circulator Alignment

Costs

While we have devised a simple downtown circulator route for purposes of this discussion, the route itself was designed primarily to serve a few obvious downtown destinations and was

selected primarily to permit the calculation of service frequencies and operating costs. The actual route alignment selected should incorporate the principles described above and be based on the specific objectives for which the service is designed, such as use as a parking shuttle or as a lunch connector.

The route alignment is 2.2 miles in length round trip, using the alignment shown ***in Figure 1.28***. Assuming an average operating speed of 10 miles per hour, a round trip can be made on this alignment every 15 minutes using one bus or trolley. Two vehicles can provide 7 to 8 minute service.

Running between 6 AM and 6 PM, annual operating costs would be as follows:

Directions	Frequency	Buses	Hours	Annual Cost
1	15 min.	1	6AM-6PM	$153,000
1	8 min.	2	6AM-6PM	$306,000

Conclusion

The objectives set for a downtown circulator will determine much about the design of such a service. For example, the function of providing a shuttle between downtown parking garages and places of employment is needed probably only between 6:30 and 9:00 AM and between 3:30 and 6:00 PM, a total of only 5 hours per day, significantly reducing costs from those shown above by more than 50%. A lunch shuttle is needed only between about 11:00 AM and 1:30 PM, a total of 2 ½ hours per day, less than 25% of the service represented in the above tables

We suggest using two vehicles on this route to provide the necessary service frequency to promote ridership.

OTHER OBSERVATIONS

In many areas of the MAT service area, pedestrian amenities are substandard. In many locations, there are no sidewalks, inadequate pedestrian street crossings, inadequate pedestrian lighting, or inadequate curb cuts for disabled access and pedestrian crossing signals.

The cities and MAT should work together to conduct an audit of pedestrian facilities with particular attention to areas with existing or planned transit service. In many places, the lack of adequate pedestrian facilities is a serious barrier to transit use.

LONG-TERM SERVICE IMPROVEMENT OPTIONS

The long-term improvements are intended to produce a greater benefit to the Fargo-Moorhead region and accordingly, are associated with much more substantial commitments in service resources. The longer-term improvements are discussed individually in the following sections. All of the estimated costs of service improvements are relative to existing operations. They are **not** additive to the short-term costs. Unless otherwise specified, all the Moorhead routes are recommended to operate every 30 minutes year round.

ROUTE 1: CONCORDIA COLLEGE

Issues

1. The residential area to the west of Concordia College is too far removed from the southbound service along 8th Avenue South on the eastern edge of Concordia College, making for long walk distances between the route and residences.
2. Service is not always frequent enough to lure choice riders from the neighborhoods surrounding the route.
3. Evening service is not consistent with daytime service

Figure 29: Suggested Route 1 Long-term Modifications

Suggested Modifications

As in the short-term proposal, we suggest

1. Moving the outbound trips to operate southbound via 4th Street instead of via 8th Street as currently operated. This change improves access to the southbound service for the residential area to the west and improves the two-way nature (and, hence the directness of service) of the entire route. In the long term, service along much of 8th Street will be replaced by the new lines 40 and 42 (see below). Access to Concordia College will be only minimally impacted by this modification.
2. Improve service frequencies to 30 minutes midday Saturdays
3. Extend service to about 9:45 PM on weekdays and Saturdays

Estimated Route 1 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Move to 4th from 8th	0	0	0	$0
30-minute service Saturdays	625	0	0.5	$ 16,000
Weekday evening extension	765	0	0	$ 38,000
Saturday evening extension	160	0	0	$ 8,000
TOTAL	**1,550**	**0**	**0.5**	**$62,000**

ROUTE 3: 20TH AVENUE

Issues

1. The existing route alignment is too circuitous and inconvenient to attract choice riders.
2. The existing route contains significant segments of very low productivity. Route 4 needs some assistance in assuming part of its alignment north of Highway 10.
3. The developing 34th Street corridor needs more direct service than that provided by Route 3.

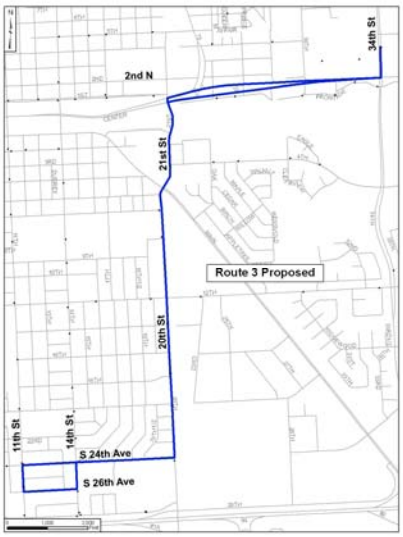


Figure 30: Suggested Route 3 Long-term Modifications

Suggested Modifications

1. Eliminate two large unproductive loops along 12th Avenue and 34th Street where ridership is extremely light. The recommended alignment concentrates service along streets that currently generate ridership (20th Street South), improves the directness of service and should improve ridership. Eliminated service to 4th Avenue and the High School will be provided by a new route 20 (see below). This alignment will also better serve the new Wal-Mart site.
2. Operate 30-minute service during weekday midday periods during the summer.
3. Operate 30-minute Saturday service when ridership warrants.
4. Extend service to about 9:45 PM on weekdays and Saturdays

Estimated Route 3 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Streamline alignment	0	0	0	$0
30-minute service weekdays (Summer)	765	0	0.5	$ 38,000
30-minute service Saturdays	312	0	0.5	16,000
TOTAL	**625**	**0**	**0.5**	**$54,000**

ROUTE 4: EASTEN / DILWORTH / 34TH AVENUE

Issues

1. The existing route alignment has a tight schedule. As traffic grows, it will become even more difficult to operate the existing alignment within the allotted time.
2. Route 4 offers the best means of extending service to Dilworth during the peak but the existing alignment is too circuitous to attract Dilworth "choice" riders.
3. The 34th Street corridor will need a direct route along 34th Street to connect the EasTen shopping area with developing parcels to the south and the I-94 interchange.

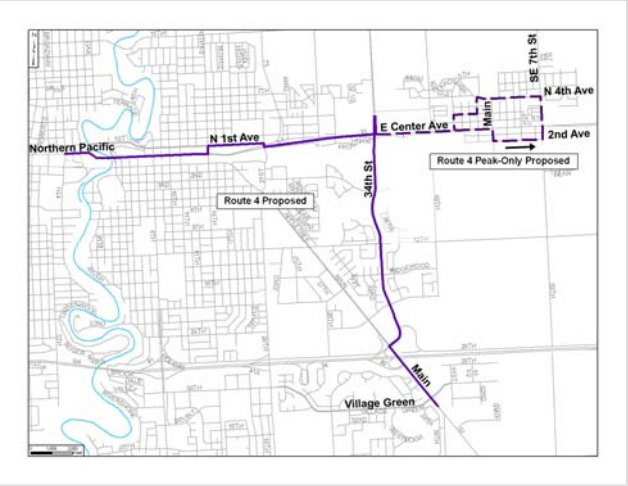


Figure 31 :Suggested Route 4 Long-term Modifications

Suggested Modifications

1. Eliminate the circuitous portion of the Route 4 alignment north of Highway 10 and extend the EasTen terminal to the new Wal-Mart facility to the north of the existing Wal-Mart location.
2. Extend fixed route service to Dilworth via Route 4 in the form of three morning westbound trips to the Ground Transportation Center and three afternoon eastbound trips from the GTC
3. Extend service south on 34th Avenue S from EasTen to the I-94 interchange.
4. Extend evening service to approximately 9:45 PM weekdays and Saturdays
5. Operate Sunday service along the EasTen/34th Street alignment between 8 AM and 6 PM at half-hourly intervals.

Estimated Route 4 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Streamline alignment, extend to Wal-Mart	0	0	0	$0
Peak service to Dilworth	1,500	1	0	$ 76,500
Extend service via 34th Street weekdays	3,000	1	1	$153,000
Extend weekday evening service	765	0	0	$ 38,000
Extend Saturday evening service	160	0	0	$ 8,000
Sunday service	600	0	0	$30,000
TOTAL	**6,025**	**2**	**1**	**$305,500**

ROUTE 5: SOUTH MOORHEAD

Issues

1. The existing route alignment north of Marriott Transfer Center has extremely light ridership and the area to the South of Marriott has exhibited mediocre ridership.
2. The area to the south of the Route 5 service area has no existing transit service.

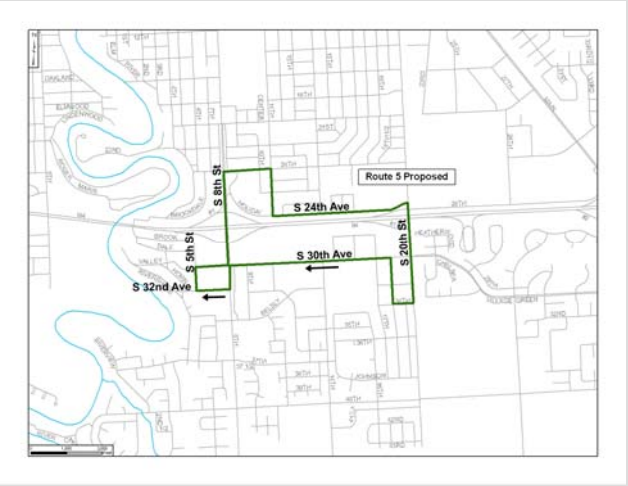


Figure 32: Suggested Route 5 Long-term Modifications

Suggested Modifications

1. Eliminate the portion of Route 5 north of Marriott as described in the short-term recommendations.
2. Reduce service on the truncated Route 5 to once every hour
3. Using that bus, provide general public dial-a-ride services to the area to the south of its existing service area during the alternate half-hour periods. If ridership in this southern region grows sufficiently, a full-time bus can first be allocated to serving this area before extending fixed route services.
4. Streamline the remaining Route 5 alignment to provide safer turning movements and to eliminate unproductive route segments.
5. Extend service until 9:30 PM on weekdays and until 7:30 PM on Saturdays.

Estimated Route 5 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Eliminate northern alignment, hourly service on southern alignment	-1,650	-0.5	-0.5	-$82,000
Dial-a-Ride service	1,650	0.5	0.5	$ 82,000
Streamline southern alignment	0	0	0	$0
Extend weekday evening service	765	0	0	$38,000
Extend Saturday evening service	50	0	0	$3,000
TOTAL	**500**	**0**	**0**	**$41,000**

ROUTE 6: EASTEN / COURT HOUSE

Issues

1. The existing route 4 alignment has a tight schedule and a need for a streamlined alignment to better serve the Dilworth and 34th Avenue South corridors.
2. 30-minute service during midday weekdays during the summer or on Saturdays is inadequate to generate much "choice" ridership.

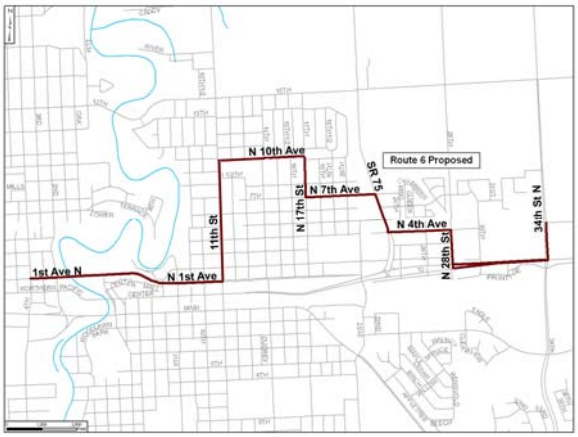


Figure 33: Suggested Route 6 Long-term Modifications

Suggested Modifications

1. Modify the existing Route 6 alignment to assume part of the existing Route 4 alignment north of Highway 10,
2. Terminate the route at the new Wal-Mart facility. This modified alignment improves the two-way service (and directness) on this route, and permits the extension of some trips on Route 4 to Dilworth or via 34th Avenue South. While rider counts suggest few existing riders go to the GTC on this route, the route 4 extensions suggest this connection probably ought to be continued.
3. Operate 30-minute service weekday midday service during the summer.
4. Operate 30-minute Saturday service if supported by demand.
5. Extend weekday and Saturday evening service to 9:45 PM

Estimated Route 6 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Assume part of Route 4 alignment, extend to Wal-Mart	0	0	0	$0
30-minute service weekdays (Summer)	765	0	0.5	$ 38,000
Weekday evening Service	765	0	0	$38,000
Saturday evening service	150	0	0	$ 8,000
30-minute service Saturdays	312	0	0.5	16,000
TOTAL	**1,892**	**0**	**0.5**	**$100,000**

ROUTE 7 & 8: MOORHEAD NIGHT SERVICE

Issue

With the implementation of later evening service on routes 1, 5, 6 and 42 (see below), it will no longer be necessary to operate the Moorhead night routes 7 and 8, which should then be eliminated.

Estimated Routes 7 and 8 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Cut weekday evening service	-1,500	0	0	-$76,000
TOTAL	**-1,500**	**0**	**0**	**-$76,000**

ROUTE 11: BROADWAY

Issues

1. Rising ridership may support higher service levels in future.
2. Low ridership on neighboring route 12.

Suggested Modifications

1. Increase service to 20-minutes weekdays if increased ridership warrants.
2. Combine Routes 11 and 12 into a single route if necessary.
3. Operate Sunday service between 8 AM and 6 PM at half-hourly intervals as part of the Sunday trunk line network described later in this memorandum.

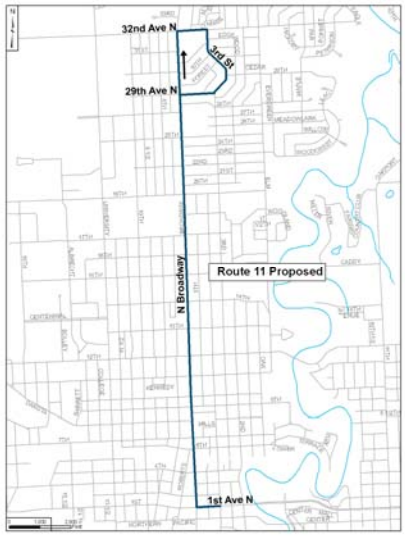


Figure 34: Suggested Route 11 Long-term Modifications

Estimated Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
20-minute weekday service	3,060	1	1	$153,000
Combine with Route 12 at 20-minutes	0	0	0	$ 0
Sunday service	600	0	0	$30,000
TOTAL	**3,060**	**1**	**1**	**$183,000**

ROUTE 12: ELM STREET

Issues

1. Ridership has remained very low
2. The route 12 alignment is very close in proximity to that of Route 11

Suggested Modifications

1. Move the alignment to 2nd Street south of 12th Avenue and to Elm Street between 12th and 19th Avenues
2. Operate every 60 minutes until increased ridership will support 30-minute service.

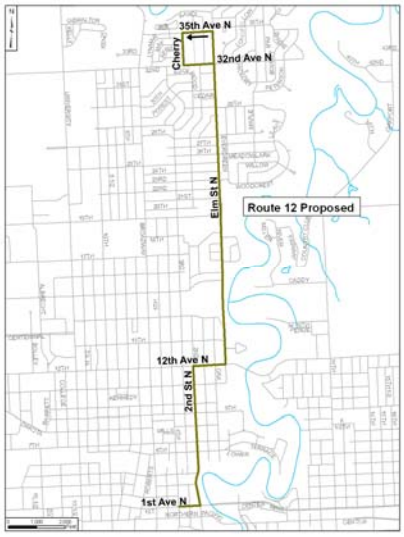


Figure 35: Suggested Route 12 Long-term Modifications

Estimated Route 12 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Move alignment to 2nd / Elm	0	0	0	$0
30-minute service weekdays (provisional)	3,060	1	1	$ 153,000
TOTAL	**3,060**	**1**	**1**	**$153,000**

ROUTE 14: SOUTH UNIVERSITY / SW 42ND STREET

Issues

1. Route 14/25 transfer connection awkward
2. Low ridership south of 32nd Avenue South on existing route 25
3. Saturday service frequencies inadequate to draw "choice" riders

Suggested Modifications

1. Continue combination of routes 14 and 25 as described in short term recommendations
2. Operate at 60 minutes along 32nd Ave and 42nd Street.
3. Operate northern portion at 30-minutes on Saturdays

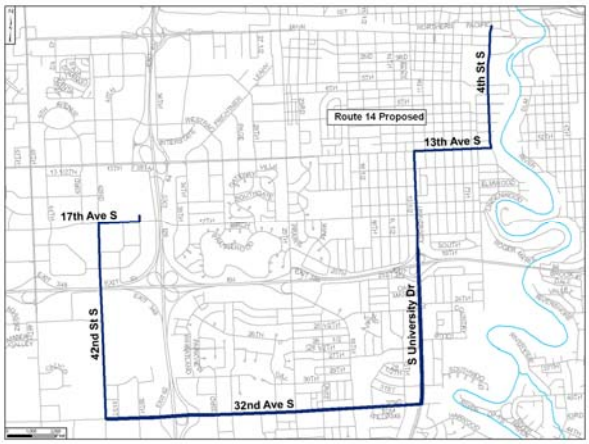


Figure 36: Suggested Route 14 Long-term Modifications

Estimated Route 14 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Combine 14/25 alignments	0	0	0	$0
Eliminate service south of 32nd Street	0	0	0	$ 0
30-minute Saturday midday service	600	0	0	$30,000
TOTAL	**600**	**0**	**0**	**$ 30,000**

ROUTE 15: 13TH AVENUE SOUTH

Issues

1. High ridership and productivity
2. Missing major trip attractor at Wal-Mart
3. Low productivity on West Fargo Circulator exacerbated by necessity to transfer at West Acres to continue travel to Fargo and/or Moorhead

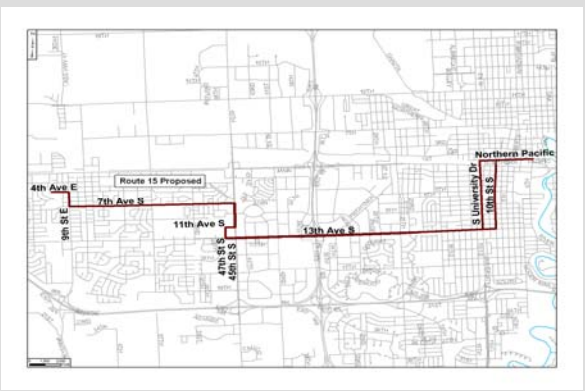


Figure 37: Suggested Route 15 Long-term Modifications

Suggested Modifications

1. Operate at 30-minute headway weekday and Saturday daytime periods
2. Continue to serve Wal-Mart as described in the Short-term recommendations.
3. Assume the northern part of the existing West Fargo Circulator route alignment
4. Operate Sunday service between 8 AM and 6 PM at half-hourly intervals as part of the Sunday trunk line network described later in this memorandum.

Estimated Route 15 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Wal-Mart extension	0	0	0	$0
30-minute weekday headway 6AM-6PM	3,060	1	1	$153,000
West Fargo Circulator weekdays 6AM-7PM	3,300	1	1	$165,000
West Fargo Circulator Saturdays 6AM-7PM	680	0	0	$34,000
30-minute Saturday headway 6AM-6PM	600	0	0	$ 30,000
Sunday service	600	0	0	$ 30,000
TOTAL	**7,640**	**2**	**2**	**$ 412,000**

ROUTE 16: 17TH AVENUE SOUTH

Issues

1. Existing high ridership and productivity
2. Currently missing major trip attractor at Wal-Mart
3. Low productivity on West Fargo Circulator exacerbated by necessity to transfer at West Acres to continue travel to Fargo and/or Moorhead

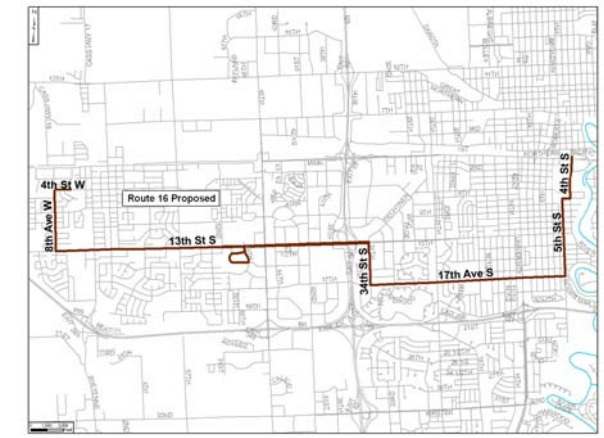


Figure 38: Suggested Route 16 Long-term Modifications

Suggested Modifications

1. Operate at 30-minute headway weekday and Saturday daytime periods
2. Streamline the existing Route 16 alignment, maintaining service to CashWise at 34th Street and 14th Avenue while eliminating the mid-route loop in that area.
3. Extend Route 16 west from the West Acres Transfer Point to serve the 13th Avenue portion of the existing West Fargo Circulator Route, including Wal-Mart.
4. No pulsed transfer operations would be provided at West Acres Transfer Center.

Estimated Route 16 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Wal-Mart extension	0	0	0	$0
Streamline alignment near Cash Wise	0	0	0	$0
30-minute weekday headway 6AM-6PM	3,060	1	1	$153,000
West Fargo Circulator weekdays 6AM-7PM	3,300	1	1	$165,000
West Fargo Circulator Saturdays 6AM-7PM	680	0	0	$34,000
30-minute Saturday headway 6AM-6PM	600	0	0	$ 30,000
TOTAL	**7,640**	**2**	**2**	**$ 382,000**

ROUTE 17: 25TH STREET SOUTH

Issues

1. Parts of existing Route 17 Alignment have very low ridership
2. Missing major service corridor along South 25th Street
3. Route 17 service currently ends early
4. Existing 60-minute service inadequate to attract "choice" riders

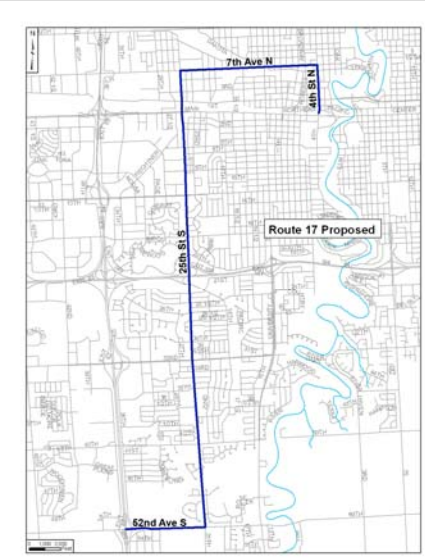


Figure 39: Suggested Route 17 Long-term Modifications

Suggested Modifications

1. Operate southern portion of existing Route 17 alignment
2. Extend service down South 25th Street to 52nd Avenue South and to I-29
3. Operate half hourly weekdays and Saturdays 6AM to 6 PM
4. Extend service to approximately 10 PM weekdays and Saturdays
5. The area to the west of 7th Avenue and 25th Street still needs to be served in some way.
6. Operate Sunday service between 8 AM and 6 PM at half-hourly intervals as part of the Sunday trunk line network described later in this memorandum.

Estimated Route 17 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Eliminate northern portion of existing loop	0	0	0	$0
Extend down 25th Street weekdays and Saturdays	4,590	1.5	1.5	$230,000
30-minute weekday headway 6AM-6PM	3,060	1	1	$153,000
Weekday service to 10 PM at 60-minutes	2,040	0	0	$102,000
Saturday service to 10 PM at 60-minutes	420	0	0	$21,000
30-minute Saturday headway 6AM-6PM	600	0	0	$ 30,000
Sunday service	600	0	0	$ 30,000
TOTAL	**10,710**	**2.5**	**2.5**	**$ 566,000**

ROUTE 18: 5TH AVENUE SOUTH

Issues

1. Parts of the existing Route 18 Alignment are circuitous and duplicative
2. Route 18 misses a major service attractor at Cash Wise Market
3. The existing Route 16 alignment is inefficient in the neighborhood of the Cash Wise
4. Route 18 requires a transfer to get to West Acres Mall, which is not that far from the existing Route 18 terminus
5. The existing 60-minute Saturday service is inadequate to attract "choice" riders

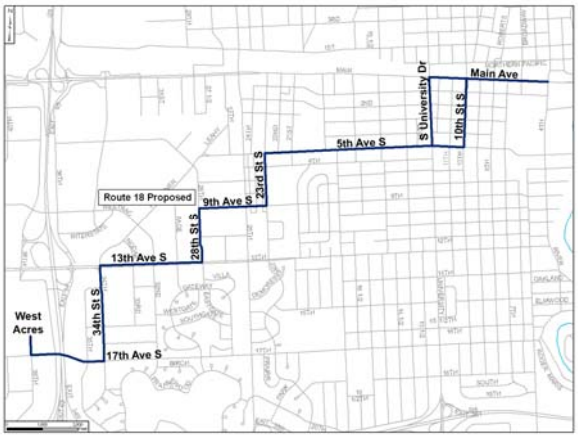


Figure 40:Suggested Route 18 Long-term Modifications

Suggested Modifications

1. Streamline the existing Route 18 alignment, eliminating duplicative and out-of-direction travel while continuing to serve locations of most route boardings.
2. Extend to serve the CashWise market at 14th Avenue and 34th Street
3. Extend to West Acres Mall.
4. Increase service to half-hourly Saturdays

Estimated Route 18 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Streamline existing alignment	0	0	0	$0
Extend to CashWise and West Acres Mall weekdays and Saturdays 6AM-6PM	3,600	1	1	$180,000
Extend to CashWise and West Acres Mall weekdays and Saturdays 6PM-10M	200	0	0	$10,000
30-minute Saturday headway 6AM-6PM	600	0	0	$ 30,000
TOTAL	**4,400**	**1**	**1**	**$ 220,000**

ROUTE 19: WEST ACRES

This route is proposed to be eliminated and portions taken over by other routes in the short-term recommendations.

Estimated Route 19 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Eliminate route	-1,450	-0.5	-0.5	-$73,000

ROUTE 41: MOORHEAD CAMPUS LIMITED (NEW ROUTE)

Issues

1. The is no direct service from west and south Fargo to the Moorhead College Campuses
2. Ridership by college students other than NDSU is disappointing
3. Increasing student ridership is dependent upon providing services designed to serve their needs

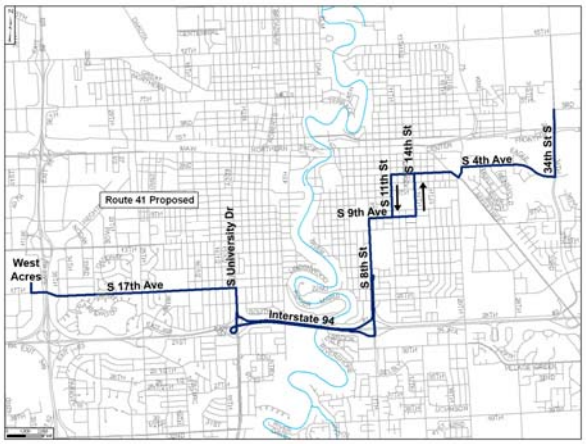


Figure 41: Suggested New Route 41

Suggested Implementation

1. Implement a new route to provide direct service to Concordia College, MSUM and MSCTC from south and west Fargo
2. Operate in Limited stop mode along 17th Avenue South and South University Drive, stopping only at major student load points, major street intersections and at MAT transfer points
3. Operate only the Moorhead portion of the route alignment on Saturdays or on non-school weekdays
4. Use the I-94 Bridge to cross the Red River, bypassing the GTC.
5. Pursue agreements for use of parking spaces in existing facilities for park and ride purposes
6. Operate half-hourly
7. Coordinate schedules with class schedules at the expense of transfer connections.

Estimated Route 41 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
New campus limited route 6AM-6PM weekdays during school year	6,500	3	3	$324,000
Hourly service 6PM-10PM school weekdays	720	0	0	$ 36,000
30-minute service in Moorhead weekdays when school is not in session 6AM-6PM	900	1	1	$ 45,000
30-minute service in Moorhead Saturdays when school is in session 6AM-6PM	200	0	0	$10,000
Hourly service 6PM-10PM non-school weekdays and Saturdays	500	0	0	$25,000
TOTAL	**8,320**	**3**	**3**	**$ 440,000**

ROUTE 43: SOUTH UNIVERSITY / 25TH AVENUE SOUTH (NEW ROUTE)

Issues

1. The area in south Fargo is expected to develop transit demand as the recommended network matures
2. There will be a need for more closely-spaced services in this area to serve that demand
3. The demand for transit service south of 32nd Street is expected to grow, even though it is not now mature

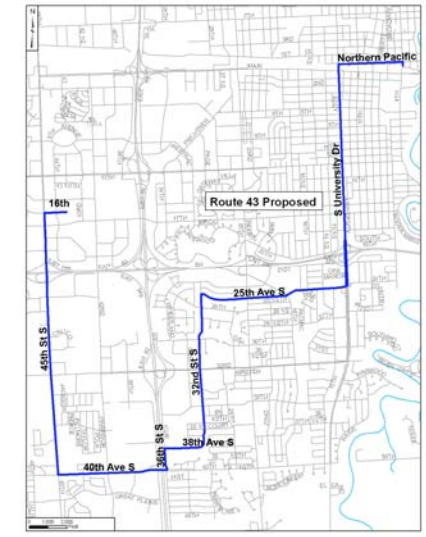


Figure 42: Suggested New Route 43

Suggested Implementation

1. Implement a new route with an alignment providing service on South University and across 25th Avenue and extending service to 45th Street SW and West Acres Mall
2. This service will replace current Route14 service along 25th/27th Street loop and existing route 25 service south of 32nd Avenue South.
3. Begin service at 60-minutes weekdays and let demand dictate any future increases in frequency or span of service.
4. Operate between 6AM and 7 PM weekdays and 6AM and 6 PM Saturdays

Estimated Route 43 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
New University / 25th Avenue South local route 6AM-7PM weekdays	6,600	2	2	$330,000
New University/25th Avenue South local route 7AM-7PM Saturdays	1,250	0	0	$ 62,000
TOTAL	**7,850**	**2**	**2**	**$ 392,000**

ROUTE 44: CAMPUS CONNECTOR (REPLACES ROUTES 2 AND 13)

Issues

1. The area colleges represent perhaps the greatest single demand for transit services in the Fargo-Moorhead region
2. Connecting the major campuses with a single route will concentrate student demand to the extent necessary to justify very frequent service to and between all campuses
3. The need for transfer connections at the GTC reduces the ability of many routes to tailor service to other trip attractors

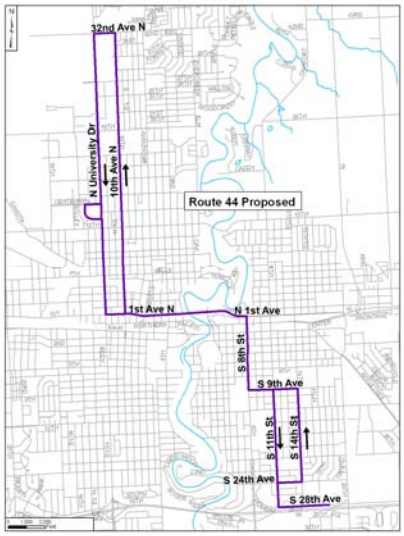


Figure 43: Suggested New Route 44

Suggested Implementation

1. This route combines services to all of the major college campuses in the area by interlining the existing routes 2 and 13 and by extending the resulting route from the Marriott TC to MSCTC.
2. Implement service every 15 minutes.
3. Eliminate pulsed transfer operations at the GTC, although the route will continue to serve the GTC.
4. Operate half-hourly evenings between 6 PM and 10 PM weekdays and Saturdays.
5. Operate Sunday service between 8 AM and 6 PM at half-hourly intervals as part of the Sunday trunk line network described later in this memorandum.
6. Eliminate Routes 2 and 13

Estimated Route 44 Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Weekday route every 15 minutes 6AM-6PM during university sessions	10,800	5	5	$540,000
Weekday route every 30 minutes 6AM-6PM during university breaks	2,700	3	3	$ 135,000
Saturday route every 30 minutes 7AM-6PM	1,700	0	0	$ 86,000
Weekday evenings every 30 minutes 6PM-10 PM	2,040	0	0	$102,000
Saturday evenings every 60 minutes 6 PM to 10 PM	210	0	0	$ 10,400
Sunday service	600	0	0	$ 30,000
Eliminate routes 2 and 13	-7,000	-3	-3	-$350,000
TOTAL	**10,450**	**2**	**2**	**$ 553,400**

DEMAND RESPONSE SERVICE ZONES (NEW WEEKDAY AND SATURDAY SERVICE)

Issues

1. Many of the highest-growth areas do not currently have sufficient residential, commercial or employment densities to warrant fixed route transit services.
2. Transit demand is growing in these areas and needs a cost-effective means of serving that developing transit demand.

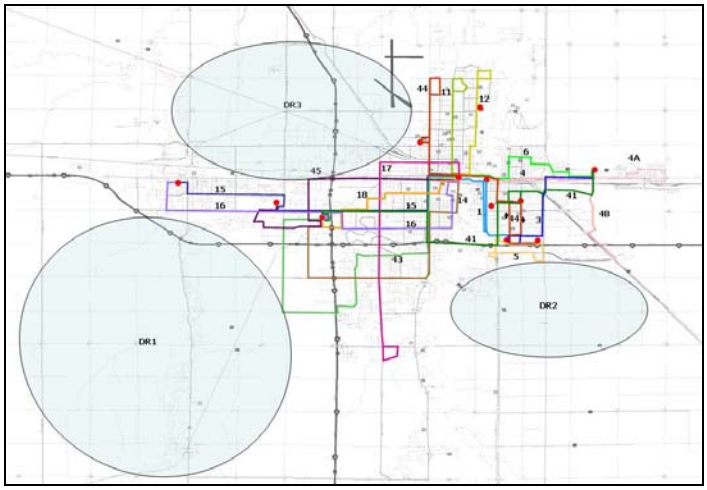


Figure 44: Suggested Weekday/Saturday Service Network

Suggested Implementation

1. Establish demand response service zones in areas of low but developing residential, commercial and employment densities.
2. Assign a demand response service to serve individual origins and destinations within these areas upon request or to transport riders to a location where they can access the fixed route network for travel outside the origin zone.
3. The details of service provided to each zone will depend upon the characteristics of each zone and upon the type and seating capacity of vehicles available to provide service.
4. Service could be provided by fixed route buses providing route deviation services within the zone, by paratransit vans providing curb-to-curb services to the general public, small buses or vans providing circulator or shuttle services or mixing general public and disabled services using the same vehicles if demand permits such mixed use.
5. Initially, two such zones are identified for such services: Southwest Fargo and Southeast Moorhead, each to be served with its own dedicated vehicle operating from 6AM to 8 PM weekdays and 7 AM to 7 PM Saturdays.

Estimated Demand Response Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Weekday service 6AM to 8 PM weekdays	7,200	2	2	$360,000
Saturday service 7 AM to 7 PM	1,250	0	0	$ 63,000
TOTAL	**8,750**	**2**	**2**	**$ 423,000**

SUNDAY DEMAND RESPONSE SERVICE ZONES (NEW)

Issues

1. Sunday service is mentioned as a very high priority service for existing MAT passengers
2. It appears unlikely that traditional Sunday service can be adequately supported by anticipated riders and fare revenues
3. There is a need to "test the waters" for Sunday transit demand by means of a more cost-efficient Sunday service plan

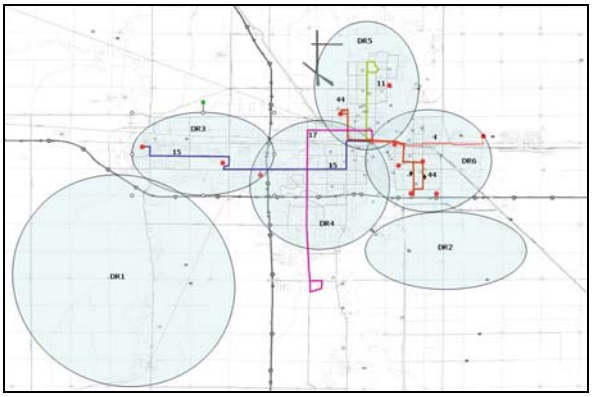


Figure 45: Recommended Sunday Service Network

Suggested Implementation

1. Establish a trunk network of fixed route services operating during Sunday daytime hours
2. Supplement those trunk services with six sub-regional Sunday demand response service zones similar to those designed to serve low-density areas
3. Assign a demand response service to serve individual origins and destinations within these areas upon request or to transport riders to a location where they can access the fixed route network for travel outside the origin zone.
4. The details of service provided to each zone will depend upon the characteristics of each zone and upon the type and seating capacity of vehicles available to provide service.
5. Service could be provided by fixed route buses providing route deviation services within the zone, by paratransit vans providing curb-to-curb services to the general public, small buses or vans providing circulator or shuttle services or mixing general public and disabled services using the same vehicles if demand permits such mixed use.
6. Initially, the two such zones identified for such weekday services, Southwest Fargo and Southeast Moorhead, will be augmented with four additional Sunday service zones, each to be served with its own dedicated vehicle operating from 8AM to 8 PM Sundays and holidays.

Estimated Cost Impacts:

Modification (in order of priority)	Annual Hours	Peak Buses	Base Buses	Annual Cost
Weekday trunk service 8AM to 6 PM Sundays	(included in route 4, 11,15,17 and 44 totals)			
Demand response service	2,400	0	0	$ 120,000
TOTAL	**2,400**	**0**	**0**	**$ 120,000**

TRANSPORTATION DEMAND MANAGEMENT

INTRODUCTION AND BACKGROUND

The Fargo-Moorhead Metropolitan Council of Governments (Metro COG) is currently in the process of updating its Metro Area Transit Development Plan.

As part of that TDP update process, Metro COG is conducting a transit service analysis of both the fixed route and paratransit services operated by Metro Area Transit (MAT) in the greater Fargo-Moorhead urban area. This analysis consists of an examination of both the fixed route and paratransit service components of the existing system as well as an analysis of how well the system is currently meeting the transportation needs of MAT service area residents.

In addition to examining transit services, the Metro COG is also examining a number of alternative approaches for reducing single-occupant vehicle travel in the Fargo-Moorhead urban area. Referred to as Transportation Demand Management, TDM strategies include various market based approaches to help increase transit ridership.

This section recommends a comprehensive program of TDM strategies that is based on the assessment of the existing market and future opportunities to increase mode share for transit, carpools, vanpools, bicycling and walking. This paper also discusses developing a Transportation Management Association to administer various components of the program. To develop a recommended program of TDM strategies, an assessment of existing conditions was conducted.

SITUATIONAL ANALYSIS

The Fargo-Moorhead currently has a population of 150,000 and employment of 97,405. By the year 2000, the area is expected to have a growth of 10% by the year 2010.

Congestion on metropolitan freeways and major roadways has increased considerably during the last decade. According to the recent census, North Dakota currently has more vehicles than people, with half of all households owning one more vehicle than they did 10 years ago.

With the growth in automobile ownership and population, national transportation forecasters predict that by the year 2010, much of the nation's interstate freeway system and major local highways will be classified as "heavily congested". Traffic congestion threatens the local environment, business climate and quality of life.

Recognizing that the Fargo-Moorhead community cannot build its way out of congestion, the Met COG has begun to focus on developing TDM strategies to help manage congestion. Fargo-Moorhead urban area has a number of existing TDM elements that support non-single occupant vehicle travel modes. Existing elements that support TDM are discussed in the following categories: 1) Policies and Regulations; 2) Services and Facilities; 3) Marketing and Incentives.

Policies and Regulations

The Metropolitan Transportation Plan of the Metro Council of Governments contains existing policies that support TDM and ridesharing. One of the goals of the Met COG Transportation Plan is to provide equitable, multi-modal transportation options, and choices that serve both

non-auto dependent populations, and choice users. The 2000 Metropolitan Bikeway and Pedestrian Plan and the 2001 Transit Development Plan provide the framework for improving transit and non-motorized facilities.

Services and Facilities

TRANSIT SERVICES

The Metropolitan Area Transit System, "MAT", is the public bus system serving Fargo, Moorhead, Dilworth and West Fargo. This system is operated by the cities of Fargo and Moorhead who work together to ensure comprehensive service between the cities. Moorhead and Fargo maintain separate fixed route bus fleets. Fargo's fixed route fleet consists of 19 buses--11 large and 8 medium buses. Moorhead has 12 buses in its fixed route fleet--4 large and 8 medium. Fargo and Moorhead have a combined paratransit fleet of 8 vehicles.

PARK AND RIDE LOTS

Metro Area Transit operates the following park and ride lots:

North Fargo:

- Skills & Technology Center: 1305 19th Ave N (Route 13)

South Fargo:

- Playmakers: 2525 9th Ave S (Route 18)
- Cash Wise Foods: 1401 33rd St S (Route 16)
- Kmart: 2301 University Dr S (Route 14)

Moorhead:

- Moorhead Center Mall: 510 Center Ave (Route 1 and Route 4)
- Kmart: 3000 Hwy 10 East (Route 4)

BICYCLE PROGRAMS AND FACILITIES

Bicycling is becoming a more popular way of commuting as adults seek to improve their health and lifestyle. The Fargo-Moorhead area has a existing bicycle program as well as a network of bicycle paths that can be used for commuting. However, while the cold weather during the winter months may discourage commuters from using this travel alternative, bicycle racks are available on the buses year round.

Marketing and Incentives

The West Acres area formerly had a Transportation Management Association that worked with large employees to market commute alternatives to their employees. The TMA provided assistance to the transit providers by marketing and promoting existing transit services that served or connected with the West Acres area. Information was distributed to employees and periodic promotions were held.

Metro Area Transit provides information about their services through their web site. They also produce brochures and guides for using the MAT system.

Metro Area Transit currently offers the U-Pass program which is a major incentive for students to use transit. The U-Pass program offers unlimited free rides to college students from North Dakota State University, Minnesota State University Moorhead, Concordia College, and Minnesota State Community and Technical College. Students, faculty and staff of the Colleges and universities enjoy U-Pass benefits, although faculty and staff are excluded from the U-Pass

programs at NDSU and at MSCTC. Colleges and universities pay a fee to Metro Area Transit to participate in the U-Pass program. The free rides are good on all routes at all times.

TARGET MARKETS

There are several opportunities for increasing the number of people using transit, vanpools, carpools, bicycling and walking. These opportunities can occur with employees who work for major employers, university students, employees who work at shopping malls, and people visiting health clinics.

Major employers

The Fargo-Moorhead area is home to several major employers. With a large number of major employers, this provides a healthy market of commuters that could potentially participate in TDM programs. Employees who work for major employers are more likely to participate in carpools and vanpools and take advantage of transit pass programs that are offered through their employer.

Major employers in the area include the following:

Major Employer	Number of Employees
MeritCare Health System	6100
North Dakota State University	3391
Fargo Public School District No. One	1320
Dakota Clinic, Ltd.	1200
Microsoft	960
US Bank Service Center	925
City of Fargo	750
Innovis Health	740

Table 3: Major Employers

In addition to these, major employers in Moorhead include Minnesota State University at Moorhead, American Crystal Sugar, Eventide and Concordia College.

Universities

The Fargo-Moorhead area contains four major universities. They are North Dakota State University, Minnesota State Community and Technical College, Minnesota State University Moorhead, and Concordia College. College students have high participation rates for using public transit. With the U Pass program, students can ride transit free of charge. Transit ridership among students could be boosted even higher with additional marketing and promotions.

Shopping Malls

The Fargo-Moorhead area has a number of shopping centers including the West Acres Shopping Mall, the EasTen Shopping Center, Moorhead Center Mall, Northport Shopping Center and Southpointe Mall. Commute alternatives could be targeted to employees who work at the shopping centers. Employees who work at shopping centers typically have high rates of transit ridership.

Health Clinics

The Fargo-Moorhead area contains a number of healthcare facilities. Major healthcare facilities in the area include:

- Dakota Clinic
- Children's Hospital Meritcare
- Evergreens
- Family Healthcare Center
- Innovis Health
- Manorcare Health Services
- MeritCare Hospital
- Moorhead Healthcare Center
- SCCI Hospitals
- Veteran's Administration Medical Center
- Eventide

Healthcare facilities are potential markets for transit and ridesharing because of the number of patients who do not drive. There is also a large concentration of employment at these clinics.

SUGGESTED PROGRAM ELEMENTS

Policies and Regulations

Areas of policy development that can help improve TDM activities in the Fargo-Moorhead area include policies to educate and encourage major employers and developers to implement trip reduction programs at work sites. Local governments should develop policies to encourage new development to restrict parking and provide amenities for commuters who use transit and non-motorized travel.

Services and Facilities

Increase transit services to major employers, universities and activity centers.

The Metro COG is currently conducting a transit development plan that will help identify improvements for the transit system. Markets that would benefit from additional transit service include the universities, major employers, health clinics and major activity centers. The Transit Development Plan is currently being updated and more specific strategies for improving transit will be described in this document.

Utilize capacity of park and ride lots

Park and ride lots offer a convenient method for taking transit and forming vanpools and carpools. Many commuters are not aware of the existing park and ride lot system and would benefit from information about the system. The Met COG should seek to utilize the capacity of its park and ride system by promoting the available spaces and educating commuters about the convenience of using park and ride lots as part of their commutes.

Start up a vanpool program

Vanpooling is one of the most cost-effective methods for reducing drive alone trips. This form of commuting is popular among commuters who must travel long distances to their work place. As

gas prices increase, the demand for vanpooling has grown. Metro Area Transit has a contract with VPSI and could begin aggressively marketing its vanpool program, with VPSI to provide vans and service.

In exchange for a monthly passenger fare, VPSI will insure the vehicles and provide vehicle maintenance. Drivers of the vanpool are allowed to use the vehicle for personal use based on a mileage limit.

To encourage commuters to participate in vanpooling, Metro Area Transit can work employers to provide vanpool incentives. Employers could choose to subsidize the cost of the vehicles for their employees and can take advantage of the standard business deduction of up to $60 per employee per month under Section 132(f) of the Internal Revenue Code.

Offer On-line Ride Matching Services

The West Acres TMA provided ride matching services to help commuters find carpool and vanpool partners. With the closure of the TMA, the service no longer exists. To help form commuters find ride matching partners, the Metro Area Transit should implement an on-line ride matching system. On-line ride matching systems currently exist around the country and are quite popular with commuters. The on-line system is an efficient and low cost way of increasing carpool and vanpool participation.

Offer a Guaranteed Ride Home Program

To increase ridership of HOV modes of travel, it is recommended that MAT aggressively promote its Guaranteed Ride Home program offered to people participating in transit and TDM programs. Understanding that commuters are fearful of not having their automobiles in the event of a personal emergency which discourages them from using HOV modes of travel, GRH helps alleviate that fear by providing emergency transportation service.

Programs that offer GRH typically contract with taxi companies to provide transportation service during emergencies. Program participants are eligible to use the program if they participate in HOV modes of travel and are limited to a certain number of emergency rides per year.

Cost of offering GRH varies depending on the number of times participants use the program. Costs associated with this program would include printing of the coupons or vouchers, redemption of the vouchers and marketing of the program.

Experience with other GRH programs have shown that this program is a low cost incentive to administer. Only about 10% of participants use the service. However, commuters like having this “insurance” available to them. For this program element, Metro COG should budget approximately $10,000 annually.

Car Sharing Services

Car sharing services are becoming extremely popular around the country. Car sharing service offers vehicles that people can rent by the hour. Vehicles are placed in convenient locations which can be easily accessed by having a membership. Car sharing appeals to people who desire not to own a car but need to have access to car occasionally for their travel.

For this program, Metro COG could work with car sharing providers such as Flexcar to provide vehicles in the Fargo-Moorhead area. To encourage car sharing memberships, Metro COG could help subsidize memberships initially. Cost for memberships range is approximately $40/person.

Expand the Network of Bicycle Paths and Facilities

To encourage the use of bicycling and walking, Fargo and Moorhead should look for opportunities to expand the bicycle and pedestrian system. In addition to adding more bike lanes and sidewalks, bike storage facilities should be located at various locations such as the transit centers, shopping malls and universities.

Developers and property managers should also be encouraged to provide lockers, showers, and bicycle storage facilities at work sites to encourage more bicycle commuting.

The Fargo-Moorhead area has recently adopted a 5-year bike and pedestrian plan. It remains to provide linkages between that plan and the transit development plan.

Marketing and Incentives

Conduct Outreach to Major Employers

The employer outreach efforts that began with the West Acres TMA should be reenacted with a broader outreach program to major employers in the larger Fargo-Moorhead area. Under this program element, major employers would be invited to participate in a commute alternatives program and assign an Employee Transportation Coordinator to serve as a liaison to work with the program coordinator. The program coordinator would work with the ETC in explaining and promoting new programs and incentives to employees. Promotions could include on-site events, commuter recognition, monthly prizes, and weekly emails.

Conduct Special Events and Promotions

To increase visibility of transit and other commute alternatives, special events and promotions could be conducted at community events. Special events could include bike to work day, free transit days, and seasonal campaigns. Area businesses could partner with the program and co-sponsor events.

Produce and Distribute Information Concerning Commute Alternatives

Promotional materials to market and educate commuters about transit and commute alternatives should be produced. A weekly newsletter could also be produced to inform commuters about new transit services, construction projects, travel tips and other useful information.

Mat currently provides a wealth of information via its web page, but needs to do a better job of marketing that information source so that citizens are aware of plans and programs already in place, as well as new programs as they are implemented.

Offer Discounted Transit Passes

Offering discounted or free transit passes is one of the most successful tools for boosting transit ridership. The Metro Area Transit could work with major employers to provide free or discounted transit passes to their employees. The U Pass program can be expanded to other colleges and universities.

Offer a Rewards Program for Using Commute Alternatives

To encourage and reward commuters who use commute alternatives, a rewards program could be created for them. Similar to the "frequent flyer miles" program that the airlines offer to their passengers, commuters could receive points for each time they travel using transit, carpool, vanpool, bicycle or walk. Rewards could come from the local business community in the form of goods or services. Some TMAs have offered gift cards to reward commuters for their alternative travel usage.

Provide Preferential Parking for Carpools and Vanpools

An inexpensive way to reward carpools and vanpools is to offer them preferential parking. Preferential parking consists of parking spaces that are closest to the building entrances or other convenient locations. Parking spots are reserved solely for carpools and vanpools. This program is popular at sites where there is a high demand for parking and parking supply is limited.

TRANSPORTATION MANAGEMENT ASSOCIATION

The success of a TDM program depends heavily how the program is administered. TDM programs can be administered in a number of different ways. One of the ways a TDM program is administered is through the creation of a Transportation Management Association. Transportation Management Associations or TMAs are created solely as the organization responsible for the implementation of transportation demand management (TDM) programs and services in a community.

In the 1980s, Transportation Management Associations began to emerge as public-private partnerships designed to address traffic congestion and air quality problems in communities throughout the United States. Over 125 TMAs are in operation today throughout the United States. The appeal of a TMA lies in the synergism of multiple organizations and individuals banding together to address and accomplish more than any one government agency, employer, developer or resident could alone. The need for the TMA stems from the realization that each group has a great influence on transportation and air quality, and each group has important contributions to improving mobility and air quality. The West Acres area formerly had a TMA that oversaw the management and promotion of the program.

The geographic scope of a TMA varies with each organization. Across the nation, one-third of all TMAs offer services region wide and one-fifth serve as a Central Business District. The remainder serves suburban business parks, residential areas, transportation corridors and tourist venues. TMA services also vary by organization. The most common services are rideshare and transit promotions. TMAs also advocate for their members for increased transit services and improvements to transit facilities.

Stakeholders

TMA stakeholders include regional and local government agencies, transit providers, chambers of commerce or other business organizations, businesses, facility managers (such as a mall or medical center), employees, nearby residents and customers.

Barriers to Implementation

The main barriers are a lack of support among stakeholders, and often the perception that short-term benefits are small if there is no immediate parking or traffic congestion problem.

Best Practices of Transportation Management Associations

TMAs provide an institutional structure to deliver various TDM strategies. One study estimates that TMAs can reduce 6-7% of total commute trips if implemented alone, and significantly more if implemented with other TDM strategies (TDM Resource Center, 1996). Studies of TMAs show that successful TMAs have implemented the following practices:

- TMAs should support a variety of transportation services, travel options and incentives, including planning efforts to create more pedestrian- and transit-friendly land use, and parking brokerage services to help businesses share and trade their parking resources.
- TMAs should include both positive and negative incentives. TDM programs tend to be most effective when they improve consumers' travel choices and provide incentives to use alternatives to single occupant driving when possible.
- TMAs should work to develop and maintain cooperation between transportation agencies, transit service providers, businesses, employees and residents who are affected by their programs.
- TMAs should produce an annual "State of the Commute" report, which describes TDM programs and resources, travel trends, and comparisons with other communities.

Potential for a TMA in the Fargo-Moorhead Area

The Fargo-Moorhead Chamber of Commerce works with area businesses and could potentially be the organization that runs the TMA. As part of its mission to work and support area businesses, the Fargo-Moorhead Chamber of Commerce could potentially be expanded to provide transportation services for the benefit of its members. Membership of the Fargo-Moorhead Chamber of Commerce is composed of businesses and property owners that are located within a defined area. The area could be expanded to include additional businesses that could benefit by participating in a TMA. A TMA typically needs a few large employers or property owners to serve as a catalyst for the organization.

Metro COG will soon be examining the feasibility of creating a new TMA/TDM entity that would be responsible for TDM-related activities, including consideration of public health and active living issues. Any interested TMA might also coordinate or partner with the Downtown Community Partnership and work closely with the City of Fargo and its Parking Commission.

Potential TMA Services

The Fargo-Moorhead TMA would need to identify what services and products it should provide to its members that would effectively help reduce single occupant vehicle trips. Services that a TMA could offer include the following:

- Marketing and print products to sustain awareness and educate employees about transportation options
- Major commuter motivational promotions
- Member network meetings
- Member consultations
- Plan development
- Survey assistance
- Commuter self-serve internet tools
- Transportation services, including ride matching and vanpool formations

- Grant Assistance
- Transit pass discounts
- Advocacy for transportation improvements

Issues for Considering a TMA

Developing support for a TMA

Support from the Fargo community to participate in a TMA is an important element. Fargo-Moorhead could achieve a reduction of 6% of single occupant vehicle trips if a TMA is formed and TDM strategies are put in place. However, the TMA will need a major advocate to help form a TMA and develop support from businesses and property owners.

TMA Funding

Regional or local governments, chambers of commerce or management of a major facility (such as a mall or hospital) can help create a TMA and provide seed funding. Developers or facility managers may be required to establish a TMA to mitigate local congestion and parking problems. Start up funds for TMAs may be available through Congestion Management and Air Quality Funds. To maintain operations, TMAs are typically funded through dues paid by member businesses and supplemental government grants.

TMA Services

The TMA will need to identify what services and products should be developed for its members. One product that the TMA could provide is a deeply discounted transit pass program. This would be in addition to the U Pass program that four universities currently offer to their students.

TDM CONCLUSIONS

Opportunities for increasing the mode share for transit, carpools, vanpools, bicycling and walking do exist in the Fargo-Moorhead Metropolitan area. Potential markets include commuters who work for major employers and shopping malls, university students, and people who visit the health clinics. There are a number of tools available that will help shift their mode from single occupant vehicle travel to alternative forms. Those tools include policies and regulations, services and facilities, and marketing and incentives. Funding for these strategies is available through different sources such as federal grants. TDM programs can be effectively administered through a Transportation Management Association.

PARATRANSIT SERVICES

PARATRANSIT OVERVIEW

Fargo-Moorhead Metropolitan Area Transit (MAT) is a fixed route bus system service the Fargo (ND)/Morehead (MN) urbanized area. This bi-state operation, as a public entity operating fixed route service, must also provide complementary paratransit pursuant to the requirement of the Americans with Disabilities Act of 1990 (Pub. L. 101-336, 104 Stat. 327, 42 U.S.C. 12101-12213 and 47 U.S.C. 225 and 611).

In the sections that follow, MAT's Paratransit Service is described with respect to its service policies (which must adhere to criteria established by the U.S. Department of Transportation (49

CFR part 37.131), the system's process for determining eligibility for paratransit services, and how the system takes requests and schedules paratransit services. Additionally, a select number of brief, personal interviews were conducted with passengers during on-board observation of paratransit operations.

HISTORY AND BACKGROUND OF PARATRANSIT SERVICE PROVISION IN FARGO-MOREHEAD AREA

Historically, paratransit services have been provided separately by the Cities of Fargo, ND and Moorhead, MN.

Paratransit service provision in the urbanized area dates back to 1978 when the City of Moorhead, MN instituted its Dial-A-Ride service for persons unable to use the City's fixed route bus system, any person 62 years of age or greater, or any person with a mental disability. The service was provided within the city limits and would provide limited service to the neighboring communities of Fargo, ND and Dilworth, MN as follows:

- Dial-A-Ride transported individuals to the Ground Transportation Center in Fargo to facilitate Fargo's paratransit service;
- Dial-A-Ride provided medical related trips within pre-established boundaries which are outside the service area of Moorhead MAT; and
- Dial-A-Ride provided limited service to Dilworth on specified days and hour in accordance with an established schedule.

The service operated between the hours of 8:00 A.M. and 4:00 P.M. on weekdays and required a 24-hour advance reservation to access the service. The system provided about 12,000 rides per year.

The City of Fargo also operated its own paratransit program prior to the ADA, known as "HandiWheels." This service operated in the municipal limits of Fargo and would coordinate service with the City of Moorhead by allowing free transfers between the two paratransit systems. Additionally, HandiWheels vehicles would travel to Moorhead if a HandiWheels passenger could not be accommodated

During the initial period after passage of the ADA, each city prepared its own paratransit plan and developed its own separate approaches to compliance.

Over time, however, some elements of the paratransit programs were merged so that today the paratransit program is a single program, operated under the auspices of the City of Fargo, with some co-managed elements of operation. For example, each city conducts its own eligibility process and makes independent certification determinations. Otherwise, most other operational, and budget determinations are managed by the City of Fargo, with the assistance of a third party contractor.

DESCRIPTION OF MAT PARATRANSIT SERVICES

Overview

Unlike fixed route service provision, MAT Paratransit Service is operated as a single paratransit system with only a few management functions distributed between the two primary participants (City of Fargo, ND and the City of Moorhead, MN). The City of Fargo has assumed lead responsibility of paratransit, with the City of Moorhead performing its own eligibility

determinations, providing its share of project costs, and participating in policy decisions regarding paratransit service delivery.

The City of Fargo has obtained the services of Laidlaw, Inc. for paratransit service delivery. Laidlaw provides resident manager and employs system drivers. Additionally, Fargo recently migrated its automated scheduling and dispatching software from Trapeze Software (PASS) to a Laidlaw product. Paratransit reservationists/dispatchers are City employees.

Complementary paratransit services must be provided to eligible individuals in accordance with six (6) service criteria detailed in 49 CFT part 37.131(a) – (f). These criteria include:

- Service area;
- Response time;
- Fares;
- Trip purpose restrictions;
- Hours and days of service; and
- Capacity constraints.

Service Area

The Americans with Disabilities Act and the implementing regulations stipulate the required service area for the provision of complementary paratransit services. 49 CFR part 37.131(a) states that:

- MAT Paratransit service must provide complementary paratransit service to origins and destinations within corridors with a width of three-fourths of a mile on each side of each fixed route. The corridor must include an area within three-fourths of a mile radius at the ends of each fixed route.
- Within the core service area,[1] MAT must also provide service to small areas not inside any of the corridors but that are surrounded by corridors.
- Outside the core service area, MAT may designate corridors with widths from three-fourths of a mile up to one and one half miles on each side of a fixed route, based on local circumstances.

The MAT paratransit service area follows political jurisdictions that are inclusive of all corridors and "fill" areas necessary for compliance with the aforementioned citation. While the ADA will permit some expansion of standard,[2] it was noted in some cases, the MAT ADA service is significantly beyond that prescribed by law. The service area includes:

- City of Fargo, ND
- City of West Fargo, ND
- City of Moorhead, MN
- City of Dilworth, MN

It was noted the respective transit managers that this decision was based on historical paratransit service delivery patterns and the unwillingness to contract the service area under the ADA from pre-ADA service levels. A covered entity may exceed the requirements for this criterion or any other service criterion *provided* the entity is in full compliance with the regulation.

[1] The core service area is that area in which corridors with a width of three-fourths of a mile on each side of each fixed route merge together such that, with few and small exceptions, all origins and destinations within the area would be served.

[2] 49 CFR part 37.131(a)(iii) permit a public entity to extend the ADA service to corridors of 1.5 miles on each side of its fixed routes.

Response Time

The ADA regulations (49 CFR part 37.131(b)) require that:

- MAT must use a "next day" advance reservation process.
- MAT must take reservations during all normal business hours of the entity's administrative offices, as well as during times, comparable to normal business hours, on a day when the entity's offices are not open before a service day.
- MAT may negotiate pickup times with the individual, but may not require an ADA paratransit eligible individual to schedule a trip to begin more than one hour before or after the individual's desired departure time.
- MAT may permit advance reservations to be made up to 14 days in advance of an ADA paratransit eligible individual's desired trips.

The regulations also require that if MAT were to make any changes to its reservations policies, it must follow the public participation requirements stipulated in 49 CFR part 37.137(b) and (c).

MAT uses a next day reservation system. The process was confirmed from examination of service policies as well as direct observation of the call-takers and dispatchers in the late afternoon hours. All trips must be scheduled at the time of the reservation; there are no "will-call" returns (trips booked but not scheduled"). Staff reported and direct observation confirmed that sometimes eligible users making medical trips are sometimes not ready at the previously scheduled return pick-up time. Customers are encouraged to call dispatch and re-schedule their ride home should this occur.

MAT accepts reservations up to 7 days prior to the date of requested travel. Reservations are accepted during all normal administrative business hours. These hours are from 8:00 A.M. to 4:30 P.M., Monday through Friday. During this time, the reservations/dispatch center is staff by 2.0 FTE staff. These staff members are cross-trained to both perform call-taking, reservations, and dispatch functions.

When medical delays occur (as described above) and the delay is during a period when the dispatch office at the Ground Transportation Center is not staffed, customers must contact another dispatcher for the fixed route system to arrange for the return ride. Additionally, there may be some instances where the customer may have to contact the driver directly via a cellular phone to arrange for the return ride. In these circumstances, MAT Paratransit Service still has an obligation to meet all statutory service requirements in responding to the delayed trip request.

Reservations are taken on Sundays for Monday service through either a telephone answering machine or answering service. This same process is used on holidays when a normal business day follows a holiday.[3] When customers use this procedure (leaving a trip reservation request on the answering machine), one of the reservations/dispatch staff will confirm the reservation with the customer via a follow-up telephone call.

ADA regulations permit a transit system to negotiate pick-up time within a one-hour window on either side of the requested pick-up time. MAT reservationists will negotiate pick-up times with passengers, however, they will restrict such negotiation when the passenger requires a fixed arrival time (*e.g.*, work or medical appointment).

[3] There is not MAT service on the following recognized holidays: New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, and Christmas Day.

Passenger requests to change a previously scheduled return pick-up time on a same-day basis are not accepted. The only exceptions to this policy are return trips from medical appointments, subject to space availability.

Paratransit Fares

The fare for a trip charged to an ADA paratransit user may not exceed twice the fare that would be charged to an individual paying full fare (*i.e*., without regard to discounts) for a trip of similar length, at a similar time of day, on the entity's fixed route system. In calculating the full fare that would be paid by an individual using the fixed route system, MAT may include transfer and premium charges applicable to a trip of similar length, at a similar time of day, on the fixed route system.

49 CFR part 37.131(c) also requires:

- The fares for individuals accompanying ADA paratransit eligible individuals, commonly referred to as "companions," must be the same as for the ADA paratransit eligible individuals they are accompanying.
- A personal care attendant (PCA) may not be charged for complementary paratransit service.
- MAT may charge a fare higher than otherwise permitted by this paragraph to a social service agency or other organization for agency trips (*i.e*., trips guaranteed to the organization).

The fare for paratransit services is twice the base adult fare for a comparable trip on the MAT fixed route system. The paratransit fare is $2.00 for a one-way trip. MAT uses an exact fare policy. Coupon books good for 20 rides may be purchased for $40.00. Multi-ride coupon books are available at the GTC or from paratransit drivers. Children under age seven ride for free when accompanied by an eligible adult passenger. Personal care attendants ride free.

MAT does not provide any service under the terms of a contract with other human service agencies in the service area.

It should also be noted that during the eligibility process, MAT Paratransit Service can also qualify a person with disabilities who is capable of using accessible transit as eligible for half-fares on the fixed route system. Such users are given a "Special User Card" by the system.

Trip Purpose Restrictions

The ADA requires that MAT not impose any restrictions or priorities based on trip purpose. There are no trip purpose restrictions on MAT complementary paratransit services.

Hours and Days of Service

To be considered "comparable" service, MAT paratransit services must be available throughout the same hours and days as the fixed route service. This standard recognizes that the shape of the service area can change. As some routes may end at various times during the span of an operating day, those routes, and their paratransit corridors, do not need to be served with complementary paratransit when the fixed route system is not running on them.

Like other transit systems, MAT individual fixed routes begin and end at various times during the course of the day. The ADA requires only that MAT operate complementary paratransit in these corridors during the same time periods in which the associated fixed route operates. MAT, however, has elected to operate complementary paratransit service throughout the full service area at all hours of MAT operation. This practice exceeds the requirements of the ADA.

While going beyond the regulatory requirements, this practice is common. Transit systems believe that time-based contractions of selected portions or corridors in the paratransit service area would ultimately be confusing to disabled customers who need to use such services.

Additionally, in Fargo only, paratransit services are operated on Sunday, despite the fact that fixed route services are not available. Interviews with transit personnel in Fargo indicate that a decision was made in Fargo that this was a necessary service, even if it was more extensive service than required under the ADA (Exhibit 1).

Days	Hours of Operation
Monday through Friday	6:15 A.M. to 10:15 P.M.
Saturday	7:15 A.M. to 10:15 P.M.
Sunday	7:30 A.M. to 5:00 P.M.

Table 4: MAT Paratransit Service: Hours and Days of Operation

Capacity Constraints

The ADA requires that MAT cannot limit the availability of complementary paratransit service to ADA paratransit eligible individuals by any of the following:

- restrictions on the number of trips an individual will be provided;
- waiting lists for access to the service; or
- any operational pattern or practice that significantly limits the availability of service to ADA paratransit eligible persons.

Such patterns or practices include, but are not limited to, the following:

- substantial numbers of significantly untimely pickups for initial or return trips;
- substantial numbers of trip denials or missed trips;
- substantial numbers of trips with excessive trip lengths.

Operational problems attributable to causes beyond the control of MAT (including, but not limited to, weather or traffic conditions affecting all vehicular traffic that were not anticipated at the time a trip was scheduled) are not a basis for determining that such a pattern or practice exists.

At present, MAT does not experience trip denials that represent a pattern or practice of excessive denials. There are occasional trip denials.

MAT does not use an "overflow" contractor (*e.g.,* a contractor to handle excess demand that cannot be accommodated on MAT paratransit vehicles); all service is provided by system vehicles.

OTHER STATUTORY / REGULATORY ELEMENTS OF SERVICE

Subscription Services

The regulations state that subscription service may not absorb more than fifty percent of the number of trips available at a given time of day, unless there is non-subscription capacity. Notwithstanding any other provision of the regulation, MTA may establish waiting lists or other capacity constraints and trip purpose restrictions or priorities for participation in the subscription service *only*.

MTA Paratransit Service permits subscription trips. It was also noted during interviews with the respective transit managers that subscriptions were being limited due, in part, to concerns of exceeding the subscription capacity limited in the regulation. However, this subscription cap can be exceeded provided there is sufficient capacity in the system to handle other "casual" demand response trips at that specific time of the day. MAT operating policies do reflect this fact.

Additionally, MAT imposes other requirements on subscription trips. These requirements include:

- **Duration** – MAT requires a minimum duration of two months for the subscription order.
- **Advance scheduling** – MAT requires that a subscription order be made at least two weeks in advance of service delivery.
- **Written application** – MAT paratransit operating policies indicate that all requests for subscription orders must be in writing.
- **Restrictions in trip purposes** – During peak periods, MAT reserves the right to restrict subscription trips to the following purposes: work (including volunteer); school; medical/counseling services; meals programs (*i.e*. LSS meals at community center); and trips where the individual's disability is such that regular trips are necessary to reduce confusion.
- **Waiting lists** – MAT may establish waiting lists for specific time slots if existing subscription capacity is deemed full.

Establishment of an Eligibility Process

Each public entity required to provide complementary paratransit service must establish a process for determining ADA paratransit eligibility. The ADA regulations establish the definition of an eligible individual. This definition is drawn, in part, from legislation. MAT has adopted this Federal definition that establishes three (3) categories of eligibility.

Definition of Eligible Individuals

49 CFR part 123(e) specifically defines eligible individuals as:

(1) Any individual with a disability who is unable, as the result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any vehicle on the system which is readily accessible to and usable by individuals with disabilities. (Category 1)

(2) Any individual with a disability who needs the assistance of a wheelchair lift or other boarding assistance device and is able, with such assistance, to board, ride and disembark from any vehicle which is readily accessible to and usable by individuals with disabilities if the individual wants to travel on a route on the system during the hours of operation of the system at a time, or within a reasonable period of such time, when such a vehicle is not being used to provide designated public transportation on the route (Category 2).

i. An individual is eligible under this paragraph with respect to travel on an otherwise accessible route on which the boarding or disembarking location which the individual would use is one at which boarding or disembarking from the vehicle is precluded as provided in Sec. 37.167(g) of this part.

ii. *An individual using a common wheelchair is eligible under this paragraph if the individual's wheelchair cannot be accommodated on an existing vehicle (e.g., because the vehicle's lift does not meet the standards of part 38 of this title), even if that vehicle is accessible to other individuals with disabilities and their mobility wheelchairs.*

iii. *With respect to rail systems, an individual is eligible under this paragraph if the individual could use an accessible rail system, but--*

a. *there is not yet one accessible car per train on the system; or*

b. *key stations have not yet been made accessible.*

(3) *Any individual with a disability who has a specific impairment – related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system* (Category 3).

i. *Only a specific impairment-related condition which prevents the individual from traveling to a boarding location or from a disembarking location is a basis for eligibility under this paragraph. A condition which makes traveling to boarding location or from a disembarking location more difficult for a person with a specific impairment-related condition than for an individual who does not have the condition, but does not prevent the travel, is not a basis for eligibility under this paragraph.*

ii. *Architectural barriers not under the control of the public entity providing fixed route service and environmental barriers (e.g., distance, terrain, weather) do not, standing alone, form a basis for eligibility under this paragraph. The interaction of such barriers with an individual's specific impairment-related condition may form a basis for eligibility under this paragraph, if the effect is to prevent the individual from traveling to a boarding location or from a disembarking location.*

MAT Eligibility Determination

MAT paratransit and special fare discount for fixed route services are based on an individual application completed by the person seeking certification and a medical professional's verification of the individual's asserted conditions qualifying them for eligibility.

Completed applications are submitted to either the City of Fargo (Fargo and West Fargo applicants) or the City of Moorhead (Moorhead and Dilworth applicants).

The Fargo Transit Administrator and the Moorhead Transit Manager are responsible for reviewing applications and determining eligibility. In Fargo, the applications are actually reviewed by the paratransit reservationists/dispatchers, who make the initial determination on eligibility.

The regulations require that a strict timetable for processing applications be followed. MAT policies adopt the same time deadlines stipulated in the processing of applications. Informal verification of the processing deadlines suggests that both parties who process applications do so within the required 21 day standard.

Once certified as eligible, the respective certifying entity will transmit notice of eligibility in writing. In addition to the letter, the individual will receive a Special User Card and a paratransit brochure with information that details how to access the service and some fundamental rules governing the paratransit program. The card will indicate:

- Name of eligible individual;

- Name of transit provider;
- Telephone number to call to reserve a ride;
- Initial date for eligibility;
- Expiration date for eligibility;
- Any conditions or limitations that apply to the Individual's eligibility;
- Whether the eligible individual utilizes a personal care attendant; and
- I.D. number assigned the eligible individual

Interview comments and direct observation indicate that drivers are generally familiar with most passengers and display of the Special User Card is not necessary as a prerequisite to boarding a paratransit vehicle.

At present there are an estimated 2,200 persons in the MAT paratransit database of certified users. Certifications are reviewed and re-issued every three years. The next scheduled mass re-certification is set for April 1, 2007.

Appeals Process

All entities that are required to provide complementary paratransit services are also required to establish an appeals process to the eligibility determination process. An individual who has been denied certification or who feels they have been incorrectly conditionally certified may appeal the decision.

MAT has established an appeals process. Appeals to the decisions rendered by either the City of Fargo or the City of Moorhead can file an appeal that will be heard by the Metro Mayor's Committee for the Employment of People with Disabilities (Committee). MAT follows regulatory timelines in processing appeals. Appeals must be filed within 60 days of the date of the letter notifying the individual of the certification decision and the decision on an appeal will be rendered within 30 days of the completion of the appeals process.

The appeals process embraces the separation of function requirement imposed by the ADA, wherein a party other than the one who made the initial decisions hears the appeal.

Visitors

Federal regulations essentially create a national eligibility process; persons certified in one community are permitted to ride paratransit services in another jurisdiction. Visitors to the Fargo-Moorhead area who hold a paratransit eligibility card from another area are permitted to ride MAT Paratransit Service for up to 21 days over a 365 day period.

Companions

The ADA requires that MAT provide paratransit to one person accompanying the eligible individual, with others served on a space- available basis. The one individual who is guaranteed space on the vehicle may be in addition to a personal care attendant. The eligible individual may also have individual beyond the first companion travel with them on a space available basis. In either event, companions may be charged a fare and the transit system may require: (1) the individual to specify companions at the time of the trip reservation; and (2) that the companions must have the same origin and destination for the trip as the eligible individual.

According to the current paratransit brochure, MAT permits one companion. MAT does require that companions (referred to as "guests" in the brochure) must have the same origin/destination as the eligible individual and will be charged a fare.[4]

SCHEDULING POLICIES AND PROCEDURES

General

MAT Paratransit Services has utilized an automated paratransit scheduling for some time. The system originally used a version of Trapeze Software, PASS. Approximately two years ago, system management opted to replace PASS. They acquired a software product through their contractor Laidlaw. The system went live with the Navitrans scheduling software was installed about two years ago.

The reservation center, as noted earlier, is staffed with two reservationists/schedulers/

dispatchers. Both employees work the same schedule, from 7:45 A.M. to 4:30 P.M. These individuals will trade primary duties every week. For example, one staff will do driver cash-outs, dispatching, and schedule development one week while the other staff person will do call-taking and trip scheduling.

MAT has seven paratransit runs. Driver assignment is made by the Laidlaw resident manager; MAT personnel do not perform this function. One driver is on the extra board and is available when needed.

Scheduling is done at the time of the reservation call. In some the computer or the reservationist will be unable to assign the trip to a run during the call. This trip will go to the unassigned category. At the end of the work, the scheduler will begin preparing the next day's schedule. This process typically takes about an hour, depending upon interruptions.

Scheduling is done on a batch basis. Once the runs are generated, the scheduler will review the schedule and will manually make changes. In making changes, the scheduler will focus on two items in addition to ensure efficient, computer generated schedule.[5]

- **Group schedules** – Several passengers in the paratransit system participate in day vocational programs at ETC. In some cases, the scheduling software does not make rational passenger assignment and schedulers will re-assign computer assignments that result in multiple vehicles making ETC a trip destination.
- **Non-business hour unassigned passengers** – When the software cannot assign all trips without violating preset operating parameters, the software will leave trips in the unassigned category. During the course of the day, the dispatcher will place the unassigned trips into open slots created by cancellations. However, since the dispatch office is not staffed for the first 90 minutes of each weekday, staff takes particular care to get those trips assigned before printing out the next day's work for the drivers.

[4] The information contained in the current brochure is not consistent with Federal regulations in that an eligible individual may take other companions on a given trip on a space available basis (*e.g.*, additional companions beyond the first companion cannot displace an ADA eligible individual on the vehicle). It should be noted that a July 2006 update to the MAT Paratransit Service policies that occurred after the consultant's site visit contained a change that reflects this requirement. However, the brochure does not reflect this policy.

[5] Interviews with staff also indicated that when building a schedule, care must be taken not to violate Federal Motor Carrier Safety Regulations (FMCSRs) concerning length of service hours. As paratransit vehicles may cross state lines, FMCSRs may apply. We did not test whether the MAT service area extended beyond the "commercial zone" of the respective municipalities (in which case FMCSRs would not apply).

There two (2) dedicated incoming lines for paratransit. When both lines are busy, the caller will receive a busy signal; the call does not rollover to another line elsewhere at the GTC.

During direct observation of scheduling/dispatch operations, it was noted that despite the fact the system has Mobile Data Terminals (MDTs), it was the general practice that virtually all vehicle communication was done by radio. As one of the benefits of MDT usages is the reduction of radio traffic, this practice was deemed odd.[6] Upon further investigation, staff reported that the MAT system broadcasts not over an 800 MHz radio system but a cellular network. It was found that there were "holes" in the network coverage to the point that they could not rely on the MDT to consistently relay data to vehicles. Thus, staff will send data via the MDT, but also use the radio as well.

Pick-Up Window / Wait Times / Trip Denials

MAT has adopted a pick-up window of +/- 15 minutes. This means that passengers must be prepared for pick-up any time 15 minutes prior to or after the scheduled pick-up time. When a vehicle arrives at a scheduled pick-up location, the vehicle will wait for a passenger for up to five (5) minutes before leaving a pick-up point and declaring the trip a no-show.

Late trips are referred to as "untimely" pick-ups in MAT paratransit operating policies. A trip is untimely if the vehicle arrives more than 15 minutes after the scheduled pick-up time.

Trip denials occur when the system is at capacity and cannot accommodate any additional trips. The transit system is permitted, however, to negotiate the pick-up time one hour before or one hour after the requested pick-up time. If the reservationist offers a pick-up time within this window, and the passenger rejects the trip, such trips are not denials but trip refusals. If however, if a time is offered outside this one hour window, the trip is considered a denial (even if the trip is actually taken). MAT has one exception to the +/- one hour negotiating window. If the offered time, even within the one hour window, would make the individual arrive late for or leave early from a scheduled activity (*e.g.,* work, school, etc.), then the trip is considered a denial.

Missed trips are those trip that are not completed because the vehicle arrived more than 15 minutes later than the scheduled time and the passenger either refused service or did not present themselves for pick-up.

In the July 2006 policies update, MAT stopped counting trips outside the statutory service area (3/4 mile on each side of a fixed route) against trip denials counts, as technically MAT is not obligated to provide this service and FTA trip denial definitions are only applicable to required services.

When at a pick-up point, drivers will provide "curb-to-curb" passenger assistance. On request, additional passenger assistance will be provided.[7]

[6] MDT systems take information generated from the automated scheduling system and translate the digital data to radio signals for transmission directly to a specific vehicle (or broadcast to all vehicles) where the MDT unit converts the data back to digital format and posts the data to an LCD display for driver viewing.

[7] While most transit systems have assumed the ADA required "curb-to-curb" only as the level of passenger assistance, the regulations have always specified "origin to destination" services which FTA has recently interpreted as possibly requiring, on a case-by-case basis, a higher level of passenger assistance. It appears that MAT is compliant with this recent interpretation.

No Show and Cancellation Policies

MAT requests that passenger cancel trips two hours before the scheduled pick-up time. Trips are that are not cancelled are considered no-shows and count towards the application of the MAT no-show policy. Some leeway in time is provided to account for minor difference is time between the official transit time and the time claimed by a customer. Medical delays (described earlier do not count as a no-show). Additionally, if the cancellation needs to be made outside of administrative office hours, a cancellation request made on the system's answering machine is an acceptable cancellation.

When a passenger no-shows, the fare is assessed for the missed trip. The need to collect the fare is noted on the driver's manifest and the driver is instructed to collect the fare before a new trips is permitted.

Repeated no-shows can result in a temporary suspension of ridership privileges. If the passenger receives more than four no-shows within a one-month period, service will be suspended for one week. If a second offense of this policy occurs, another suspension of service will ensue, this time for a period of two weeks. Continued violations results in a gradual expansion of the suspension period, increasing in increments of one week, up to a total of 10 weeks. Passengers are provided written notice of a pending suspension is given the opportunity to appeal the suspension. Appeals must be in writing and follow the same appeal procedures for a certification decision.

MAT reserves the right to deny service to individuals who engages in violent, seriously disruptive, or illegal behavior. This action is specifically permitted in the regulation.

PARATRANSIT FLEET

MAT currently has nine (9) light transit vehicles available for its paratransit service. All of these vehicles seat 19 ambulatory passengers or can be configured to seat up to seven (7) wheelchair passengers (Exhibit 2). The three vehicles below the line in this exhibit are owned by the City of Moorhead while the other six vehicles belong to the City of Fargo.

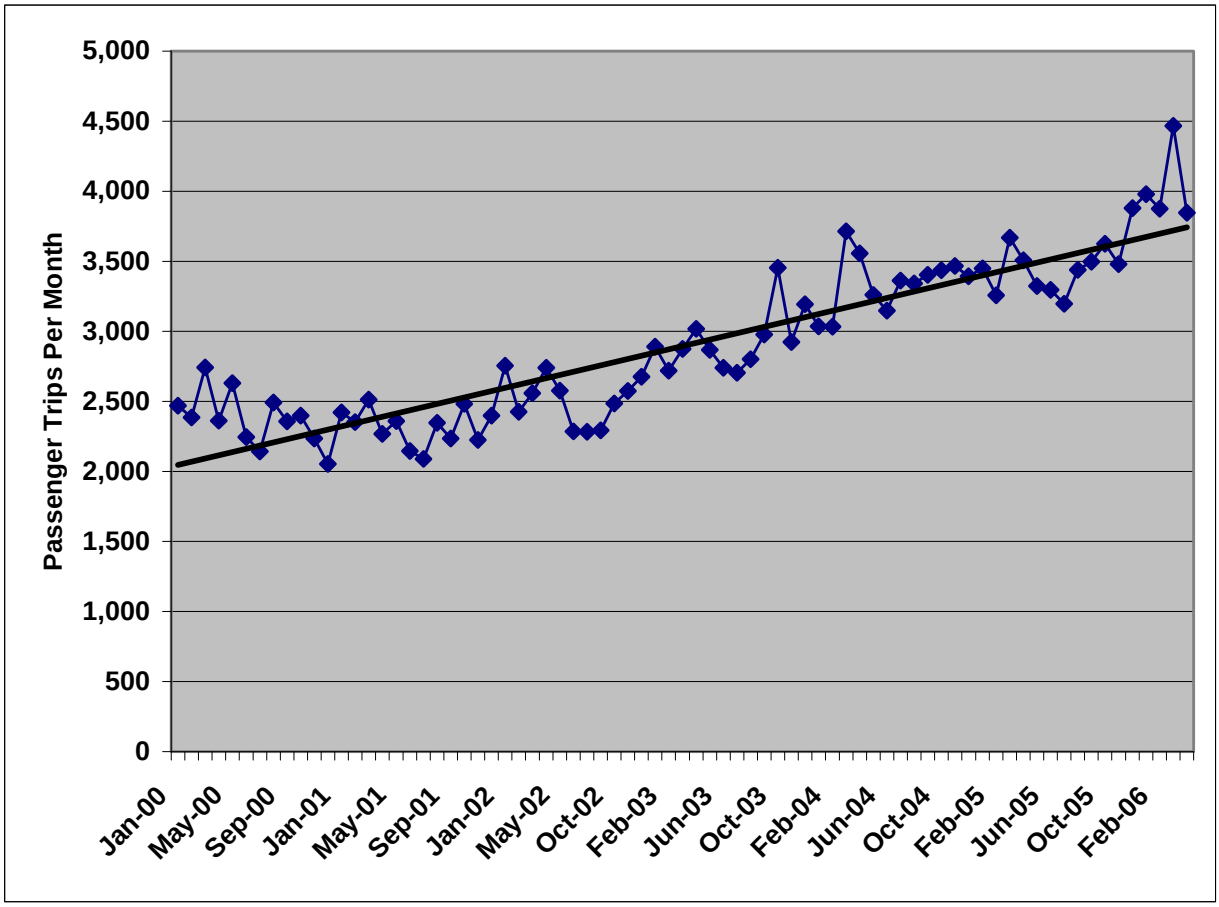
Model Year	Make/Manufacturer	Serial No.	Vehicle No.	Capacity	
				Ambulatory	Wheelchair
2002	Ford	1FDXE45F52HB28299	978	19	7
2002	Ford	1FDXE45FX2HB28301	977	19	7
2002	Ford	1FDXE45F42HB28293	979	19	7
2003	Ford	1FDXE45F83HA86065	1152	19	7
2003	Ford	1FDXE45F43HA86063	1153	19	7
2003	Ford	1FDXE45F63HA86064	1154	19	7
2000	Ford	1FDXE45F1YHB68713	1149	19	7
2003	Ford	1FDXE45F43HB58282	1151	19	7
2006	Ford Goshen	1FDXE45PO64B30346	1150	19	7

Source: MAT, June 2006.

Table 5: MAT Paratransit Vehicle Fleet

RIDERSHIP

Ridership data from January 2000 through April 2006 were made available to the consultant for purposes of this study. Like most other complementary paratransit systems in the U.S., MAT paratransit has seen a steady rise in ridership over the last 5 years (Exhibit 3).

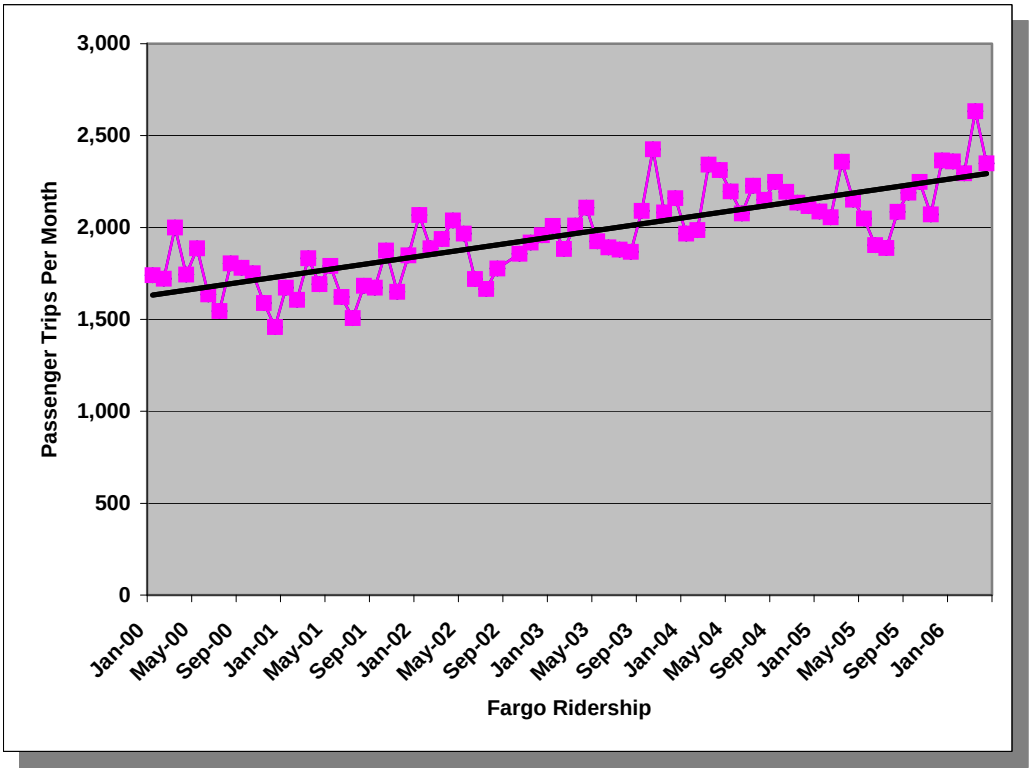


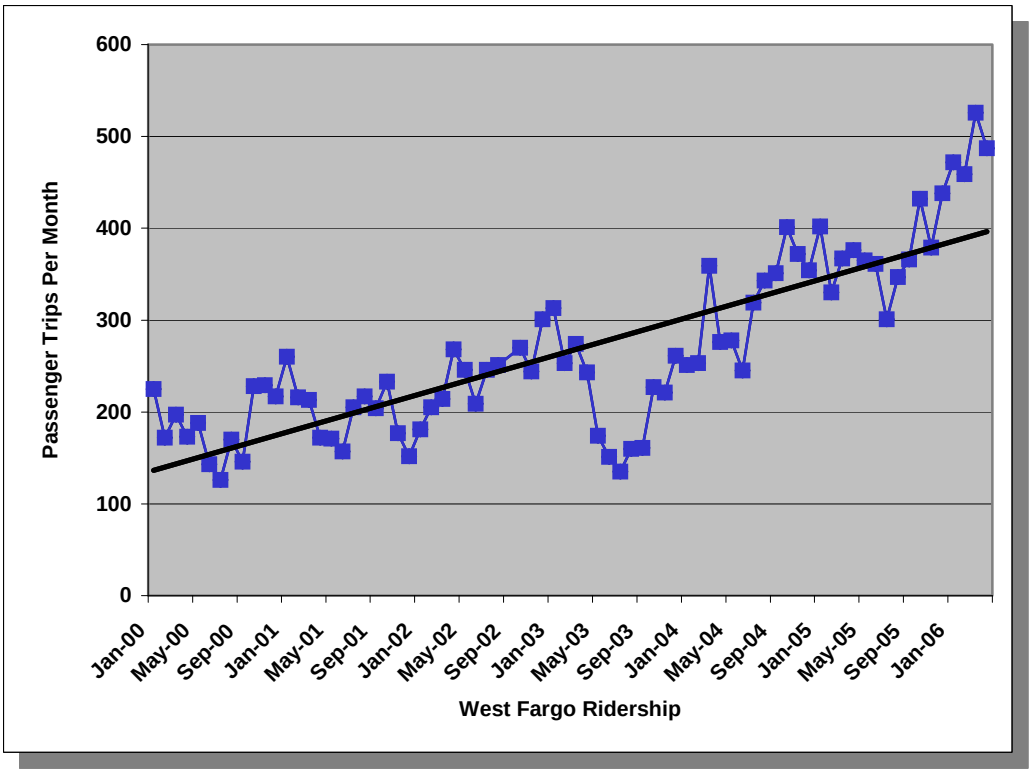
Note: Data from September 2002 removed from the chart and trend line as Fargo and West Fargo data are missing.

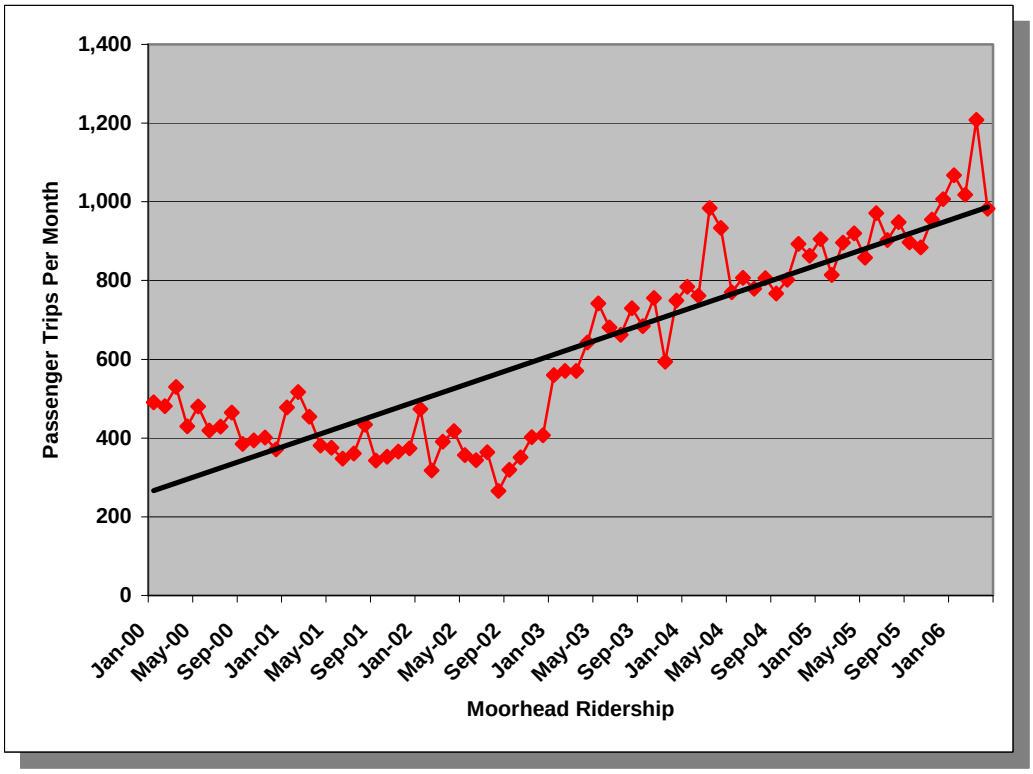
Source: MAT, June 2006.

Figure 46: MAT Paratransit Service Ridership, January 2000 – April 2006

MAT tracks ridership by service area city; that is there are ridership breakdowns for all four jurisdictions served.


3,000
2,500
2,000
1,500
1,000
500
0
Passenger Trips Per Month
Jan-00
May-00
Sep-00
Jan-01
May-01
Sep-01
Jan-02
May-02
Sep-02
Jan-03
May-03
Sep-03
Jan-04
May-04
Sep-04
Jan-05
May-05
Sep-05
Jan-06
Fargo Ridership


600
500
400
300
200
100
0
Passenger Trips Per Month
Jan-00
May-00
Sep-00
Jan-01
May-01
Sep-01
Jan-02
May-02
Sep-02
Jan-03
May-03
Sep-03
Jan-04
May-04
Sep-04
Jan-05
May-05
Sep-05
Jan-06
West Fargo Ridership


1,400
1,200
1,000
800
600
400
200
0
Passenger Trips Per Month
Jan-00
May-00
Sep-00
Jan-01
May-01
Sep-01
Jan-02
May-02
Sep-02
Jan-03
May-03
Sep-03
Jan-04
May-04
Sep-04
Jan-05
May-05
Sep-05
Jan-06
Moorhead Ridership

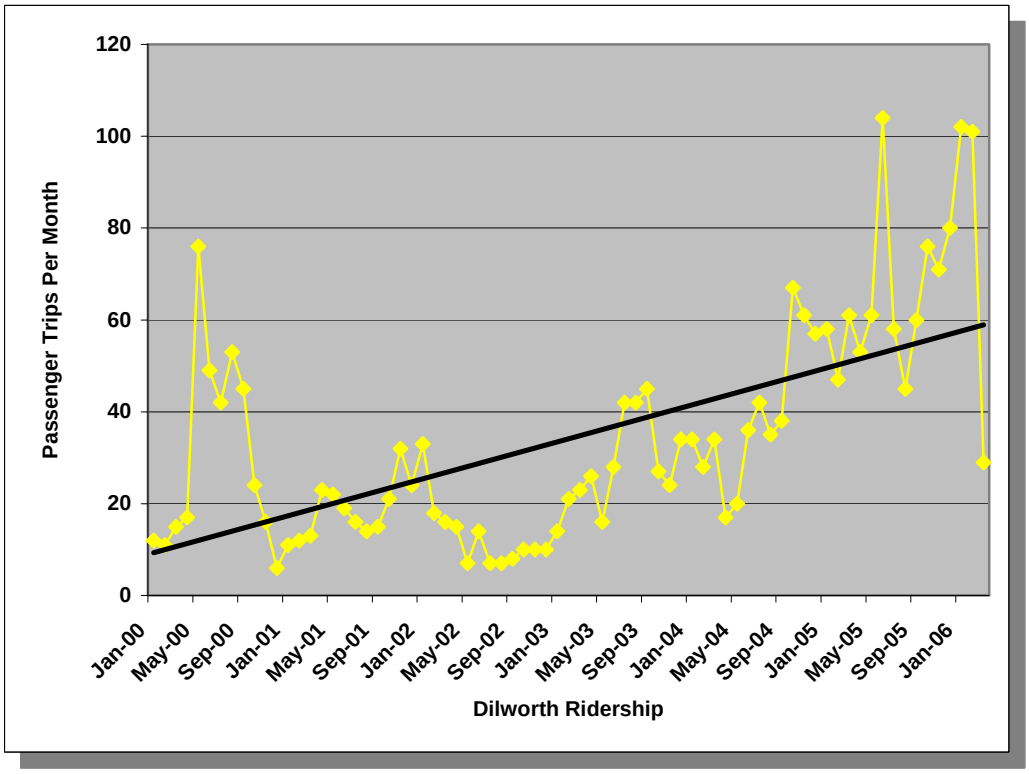

120
100
80
60
40
20
0
Passenger Trips Per Month
Jan-00
May-00
Sep-00
Jan-01
May-01
Sep-01
Jan-02
May-02
Sep-02
Jan-03
May-03
Sep-03
Jan-04
May-04
Sep-04
Jan-05
May-05
Sep-05
Jan-06
Dilworth Ridership

Figure 47: Individual Ridership Trends, by Municipality, January 2000 – April 2006

Overall, ridership has increased 46 percent between 2000 and the end of 2005. Growth trends have been uneven; negative growth was observed in 2001 from 2000. Only modest growth occurred between 2001 and 2002.

Year	Fargo	West Fargo	Moorhead	Dilworth	Total	Percent Change
2000	20,656	2,214	5,276	366	28,512	----
2001	20,446	2,377	4,784	222	27,829	-2.40%
2002	20,787	2,635	4,411	145	27,978	0.54%
2003	24,331	2,573	7,941	318	35,163	25.68%
2004	25,953	3,802	9,950	446	40,151	14.19%
2005	25,446	4,464	10,958	751	41,619	3.66%
2006 (YTD)	9,637	1,944	4,276	312	16,169	----

Note: Data for 2006 represent January through April data.
Source: MAT, June 2006.

Table 6: Annual Ridership Trends, MAT Paratransit Service, 2000 - 2006

While Fargo registered the absolute increase, with an almost 5,000 additional passengers between 2002 and 2004, growth declined in Fargo between 2004 and 2005. Growth occurred in all other communities during the five year period, however, again every community contributed to the ridership downturn during 2001. Growth has accelerated, particularly in West Fargo, Moorhead and Dilworth from 2003 – 2005 (Exhibit 6).

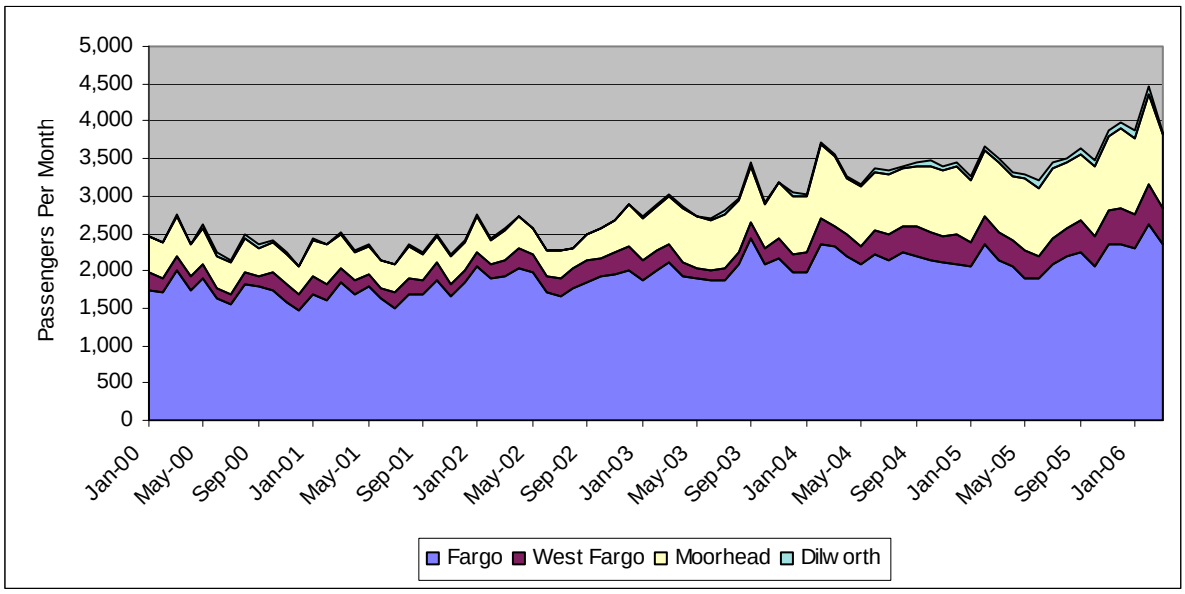


Figure 48: Combined Municipality Ridership Growth, 2000 – 2006 (Year to-Date)

SURVEY OF PASSENGERS

Overview

An informal on-board survey of ten (10) passengers was conducted as part of the on-site date collection process. This survey process, conducted over a two-day period while riding MAT paratransit vehicles, was done in an interview format. The survey contained two parts: three questions concerning the passenger's ridership habits; and five questions where passengers were asked to rank, on a scale of 1 to 5, their opinions on various aspects of the paratransit experience.

Ridership Characteristics

- Length of ridership experience on MAT paratransit
- Frequency of ridership
- Trip purpose, this trip

Passenger Opinion (1 – 5 Scale)

- On-time performance
- Condition/quality of buses used in paratransit
- Cost of service
- Quality/courteousness of reservations staff
- Quality/courteousness of driver

Other

- Suggestions for improvements

Survey Results – Ridership Characteristics

Two of the survey respondents have ridden paratransit services 10 years or greater. Five of the participants have ridden 2 years or less. Respondents average about 4.0 paratransit trips per week. One respondent could not estimate the frequency of their use of the system. Medical trips were the most frequent trip purpose, with five respondents traveling to/from a medical appointment. Two respondents were going/coming from work, one respondent was traveling home from providing volunteer services, one respondent had been shopping, and one respondent had been to dialysis.

	Survey Number										
Ridership Characteristic	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**Avg.**
Years Riding Paratransit	3	5	1	1	2	14	1	2	10	2	**4.1**
Frequency of Riders (Per Week)	3	2	4	10	3	10	2	2	N/R	1	**4.1**
Trip Purpose	Dial	Ho	Sh	Wk	Md	Wk	Md	Md	Md	Md	

Table 7: Ridership Characteristics of Survey Respondents

Survey Results – Rider Opinions on the Quality of Paratransit Services

Respondents rated various aspects of paratransit usage very highly, with the reservation function and the quality of MAT buses getting the highest scores.

Opinion Topic	Survey Number 1	2	3	4	5	6	7	8	9	10	Avg.
On-Time Performance	5	5	5	5	5	5	5	4	4	4	**4.7**
Quality/Condition of Buses	5	4	5	5	5	5	5	5	5	4	**4.8**
Cost of Service	5	3	5	5	3	5	5	5	4	3	**4.3**
Courteousness of Reservations	5	5	5	5	5	5	4	5	5	5	**4.9**
Courteousness of Reservations	5	5	5	5	4	5	5	5	4	4	**4.7**

Note: 1 represents lowest quality, 5 represents highest quality.

Table 8: Ridership Opinion on Paratransit Services, Scale of 1 – 5

Survey Results – Rider Suggestions

Survey respondents offered the following comments in response to a question of what suggestions the passenger would have on how to improve paratransit services.

- None, they do a good job
- None, I'm satisfied.
- It would be nice if the fixed route served my area. Very satisfied with the paratransit service. No suggestions. I am no longer a car user. Very nice to have this.
- In an ideal world, when you call about the status of your trip, you could get actual information on when the bus will arrive.
- Provide more Saturday service.
- Don't be so dependent on the computerized schedule.
- No suggestions. Computers help. Less mistakes. Buses are always clean.
- Drivers could be more jovial.
- Sunday service. Put name of driver in front of bus.
- No suggestions. They are doing very well.

FINANCIAL ARRANGEMENTS

Institutional Arrangements

The joint powers agreement between the Cities of Fargo and Moorhead designates the City of Fargo as the organization responsible for budget development and management of MAT. Paratransit costs for the service are allocated between the two entities based on ridership. However, this cost distribution refers to only the operating costs of the service; it was reported that since the two cities "co-manage" the transit system, system administration costs are simply borne by the respective entities. Other participating entities have an agreement with the respective lead municipality in each state.

Fargo and West Fargo have a formal contractual agreement for the provision of transit service. In the Agreement, West Fargo will pay the City of Fargo $12.00 for each paratransit trip provided. This rate has remained unchanged for many years. It was further reported that Dilworth participates financially using funds from a grant from the Minnesota Department of Transportation (Mn/DOT).

The system does not have any third party contracts with public or private social service agencies. These organizations provide their own client transportation services. MAT

recognizes that some of the services they deliver are Medicaid eligible; however, at this point in time, there are no arrangements to bill Medicaid for these services.[8]

Performance Evaluation

MAT evaluates paratransit performance primarily from the standpoint of passengers per hour; data analysis and internal working documents all utilize this single measure as the primary measure of performance. This is problematic given year-to-date hours of service for FY 2006 year-to-date over the same period in 2005. Service hours have increased more than 18 percent during this period. While not a significant number of hours, Sunday service – a service not required to be offered by MAT under the present scope of fixed route services – has increased more than 28 percent over the same period last year. An additional 1,991.3 hours of service have been provided.

Hours	January - August		Percent Change 2005 - 2006
	2005	2006	
Weekday	9,850.6	11,694.5	18.72%
Saturday	896.6	975.2	8.77%
Sunday	240.6	309.4	28.61%
Total	**10,987.8**	**12,979.0**	**18.12%**

Table 9: Comparative Analysis of Service Hours, FY 2006 Year-to-Date With Same Period 2005

Despite this increase in service hours, MAT Paratransit Service has been able to maintain its passenger productivity, when measured in terms of passenger per hour. The system has increased productivity from 2.30 passengers per hour in 2004 to 2.54 passengers per hour in 2005.[9] Productivity remains high so far in 2006 at 2.51 passengers per hour.

This level of passenger productivity is excellent for a paratransit system that strictly does ADA service (*e.g.*, does not provide service under contract to other organizations in addition to ADA service); most systems average just over 2.0 passengers per hour. Given that MAT also uses a service area that includes considerably more than that statutory ¾ mile boundary, this performance level is deemed good to excellent.

[8] Staff noted that the possibility of becoming a Medicaid provider was going to be addressed as part of FY 2007 planning activities at F-MCOG.
[9] The system went "live" with its new paratransit scheduling software in September 2004.

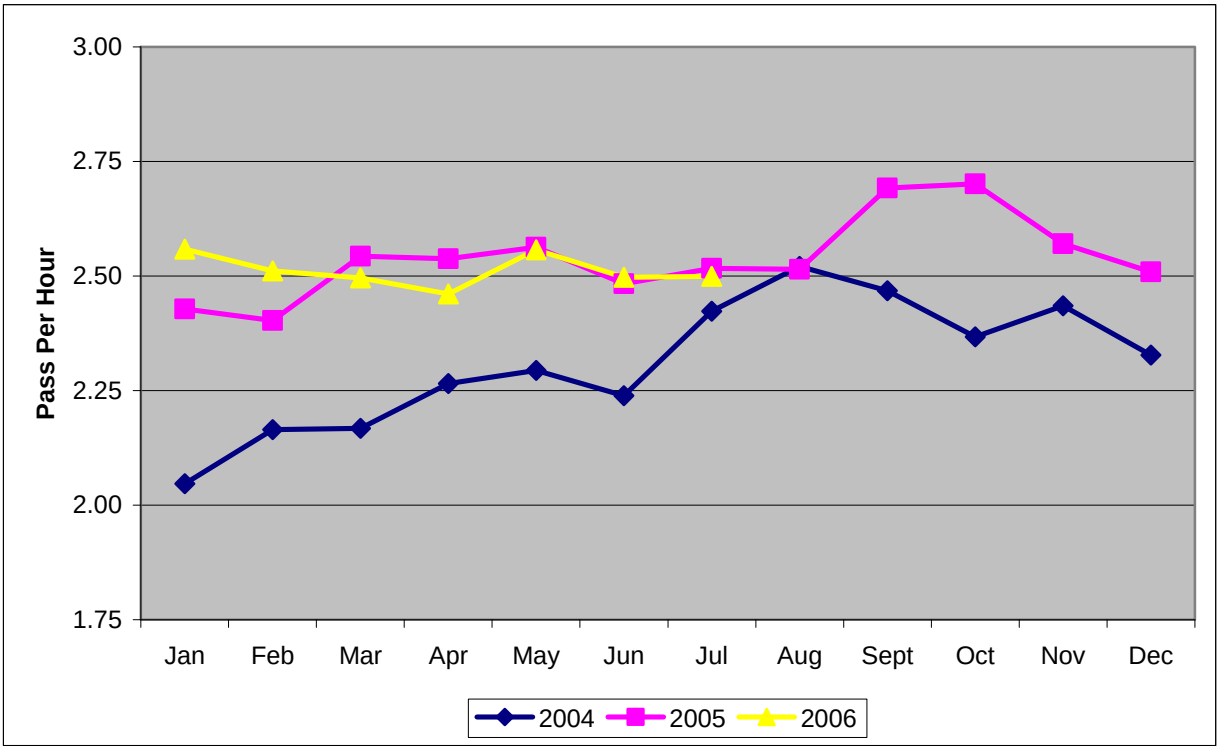


Figure 49: MAT Paratransit Productivity, Passengers Per Hour, 2004 – 2006 (YTD)

Budget

The paratransit budget for FY 2006 (January 1 – December 31 fiscal year) is $588,786. Based on actual performance to date in 2006, other cost productivity measures for MAT paratransit service are:

- Cost per passenger: $12.43
- Cost per hour: $31.28

SERVICE, FACILITY AND POLICY RECOMMENDATIONS

PARATRANSIT

Based on the foregoing analysis, MAT Paratransit Service is providing a high level of service, at productivity levels better than the typical average for ADA services, in a manner that exceeds the statutory requirements of the Americans with Disabilities Act.

Ridership trends indicate that the paratransit system will continue to reflect national trends and that increases in paratransit utilization will continue for the foreseeable future. This fact is reflected in current ridership trends, particularly over the last three fiscal years, and in the corresponding increase in vehicle hours. If current trends continue, the paratransit budget can be expected to increase about $60,000 per year.

This gives rise to two scenarios, from a public policy perspective, on accommodation of this growth:

(1) Local governments can continue to maintain the current scope of services and invest additional funds in the transit budget to support maintenance of the current scope of services.
(2) Alternatively, the system can adjust the levels of paratransit services to statutory requirements. This would entail reductions in:
    a. Service area; and
    b. Hours and days of coverage.

Based on the most recent proposals put forth by the Federal Transit Administration, it does not appear that services currently in operation that extend beyond the statutory requirements of the ADA will be eligible for New Freedom funding.[10] Thus, continued operation must be supported by existing sources of revenues.

It should be noted that this second alternative does not necessarily entail a complete cessation of service to areas beyond the ¾ mile statutory boundary around each fixed route or elimination of Sunday service. Concepts such as the one first proposed in a study conducted in 2005 wherein MAT would offer tiered services remain an effective approach to service delivery.[11] Additional approaches are also possible.

In the sections that follow, potential alternatives for consideration are advanced.

Paratransit Options

Option 1: Status Quo

In discussions with staff, there is strong local support government support for continuation of the current scope of paratransit services, despite the fact that these services service exceed the statutory requirements of the Americans with Disabilities Act. Thus, a "status quo" or "do-nothing" alternative represent very viable options.

[10] 71 FR 52610, September 6, 2006. FTA has proposed that a New Freedom project must be "new" public transit service. By new, FTA proposed that project operating on or before August 10, 2005 will not be considered "new."

[11] Ripplinger, David, *Metropolitan Area Transit Paratransit Service Boundary Study*, August 2005,

The issues associated with this alternative relate to how local governments will continue to finance rapidly rising paratransit costs. As noted previously, paratransit costs are projected to rise about $60,000 per year if current trend line performance continues. This represents about a 10 percent increase per year.

Option 2: Adopt Alternative Service Delivery Strategy for Sunday Service

This is the first of two strategies designed to address service that is above and beyond that required under the ADA.

Currently, MAT provides Sunday ADA level paratransit services to residents of Fargo only based on consumer demand. Data indicate that 10:46 hours of service have been provided, on average, for each Sunday of service operating in the first of FY 2006. Estimated service costs are approximately $8,733 for six months or about $17,500 annually. The cost per passenger is estimated to be $18.54 per passenger, compared to the system average during FY 2005 of $12.43 per passenger.

Many transit systems have implemented "alternative" transit services, operated at lower costs than ADA complementary paratransit services, in an effort to reduce demand for paratransit service. One effective strategy has been the use of supplemental taxi or transit voucher programs. In this service option, ADA eligible customers are provided taxi vouchers or transportation vouchers that can be redeemed by a host of transportation service providers. In a taxi voucher program, vouchers are provided that are good for a fixed amount of the taxi fare. For example, a $10 dollar voucher could be purchased for $2.00 ($8.00 subsidy plus the $2.00 standard ADA fare) to provide a taxi trip on Sunday. Any fare over $10.00 would be the responsibility of the passenger. Thus Sunday service could continue to be provided, albeit on a different mode of service, and MAT could reduce its costs by approximately $8.54 per trip. This translates into a cost saving of approximately $8,000 per year with potentially no loss in ridership.

MAT does not tabulate specific ridership that requires a wheelchair lift vehicle for Sunday service (although this data could be tabulated from the completed trips file in the software database). If existing taxi companies operated accessible vehicles, this issue would pose no obstacle to implementation. Alternatively, this obstacle can be eliminated through use a vehicle lease arrangement with a company specifically selected to provide this service under contract.

Option 3: Adopt Tiered Fare Structure for Premium Paratransit Services

This option embraces a suggested alternative first proposed in the *Service Boundary Study*. In this alternative, the paratransit service area boundary remains unchanged. However, for trips that originate outside the statutory, a premium fare would be charged. In the original Boundary Study, a $6.00 fare was suggested; this is excessive. Under this alternative, a $3.00 fare would be proposed.

Specific GIS based analysis of the actual number of trips that would be subject to this option was not possible; thus no estimate of the impact of this option was possible. The primary purpose of this option is to distinguish between statutory paratransit service and non-statutory service. This is critical for long-term planning, as many transit systems are implementing a wide range of services, including a host of other types of paratransit services, in their implementation

of JARC and New Freedom services. It is critical to separate services that are a civil right from those services not subject to ADA coverage.

Option 4: Adjust Subscription Policies

As ridership increases, it will become increasingly difficult to maintain productivities in the 2.5+ range as scheduling adjustments will need to be made to avoid excessive passenger ride times and violation of the system's informal policy of 60 minutes maximum ride time.

One way paratransit systems use to enhance productivity is to permit subscription services. Allowance of subscription service above the 50 percent regulatory cap is permitted, provided that the system has capacity to accommodate casual demand response trips. To-date, MAT has had this capacity. Additionally, the scheduling function could be performed more efficiently if a "group" subscription function could be used to schedule ECT clients on fewer runs (schedulers are manually creating such runs).

The existing software package permits monitoring of system utilization on a real time basis. This software functionality should be used to enable subscriptions to exceed the 50 percent cap, when appropriate.

Option 5: Adopt Standardized Cost Allocation Methodologies

At present, there is no internal cost allocation methodology in place at MAT to fully recognize and allocate paratransit costs. Certain administrative or overhead costs are not presently allocation to the paratransit budget. This current practice hinders comparative analysis of various service delivery options, such as the one presented in Option 2.

Additionally, current productivity analysis is based solely on service hours as the primary unit of service. Service miles are also a common factor and should be routinely collected and incorporated into MAT's paratransit analysis.

Additional Options

Other options are minor policy and procedural adjustments that should be considered by MAT.

Option 6: Enhance Street Supervision / Driver Training

During the course of on-site observation, it was observed that drivers were not running the schedule as printed on the manifest or displayed on the MDT. During an exit conference with both transit managers, it was noted that the drivers have shown some reluctance to trust computer generated schedules when the system adopted the new software in September 2004. While it was noted that drivers have been instructed to operate these schedule in strict accordance with dispatch instructions, this is not always happening.

Additionally, during the course of observations conducted for this study, it was observed in one instance that a driver improperly secured a wheelchair restraint to an improper point on the wheelchair. The s attachment point used was not a structural frame member of the wheelchair and this could have caused damage to the customer's wheelchair in the event of a sudden stop or accident. Additional driver supervision/refresher training is required to mitigate these problems.

Option 7: Become a Medicaid Service Provider

Many Medicaid clients, particularly those who require dialysis treatments, are also ADA eligible customers. In other areas of the U.S., the paratransit system has secured a Medicaid provider number and will bill Medicaid for trips provided to Medicaid eligible individuals. This option is viable when Medicaid reimbursement rates/policies are such that a reimbursement approaching the fully allocated unit cost of service delivery is permitted to be charged to the Medicaid program.[12]

MAT should follow plans to pursue potential Medicaid reimbursement in both Minnesota and North Dakota if reimbursement rates make such an option cost-effective.

RECOMMENDED FIXED ROUTE SERVICE IMPROVEMENTS

After circulating the suggested service improvements to all project participants and discussing them at several public forums held in the Fargo-Moorhead area, a prioritized list of recommended projects was developed. This list is divided into three priority categories:

Priority 1 Recommendations

	Route	Peak Buses	Cost	Recommended Modification
Priority 1	1	0	$ 38,000	30-minute service summer weekdays
	3	0	$ 38,000	30-minute service summer weekdays
	4	1	$ 205,000	Streamline, extend service to Dilworth and 34th Street corridor/Southeast Moorhead weekdays and Saturdays (60-minutes, each branch)
	5	0	$ 38,000	30-minute service summer weekdays
		0	$ -	Streamline alignment
	6	0	$ -	Extend to Wal-Mart (Dilworth) , assume part of existing route 4 alignment
	11	0	$ 16,000	30-minute service Saturdays
	12	0	$ -	Move alignment to 2nd, Elm Streets
	13	1	$ 85,000	10-minute service (Fall-Spring school days only) 7AM to 6PM
	14	0	$ 16,000	30-minute service Saturdays 6AM to 6 PM
		0	$ -	Combine alignment with route 25
	15	1	$ 152,000	30-minute service weekdays 6AM to 6 PM
		0	$ 31,000	30-minute service Saturdays 6AM to 6 PM
		0	$ -	Extend to Wal-Mart (West Fargo)
	16	1	$ 152,000	30-minute service weekdays 6AM to 6 PM
	18	0	$ -	Streamline existing alignment
	19	-0.5	$ (73,000)	Eliminate route. Use resources to fund SW Shuttle.
	WF	0	$ -	Modify alignment to incorporate part of existing route 19
		0	$ -	Give route a number like other fixed route services
	SW Shuttle	0.5	$ 73,000	Shuttle to Pracs/Southwest Fargo area using route 19 resources
	All	**3**	**$ 771,000**	
	Fargo	**2**	**$ 452,000**	
	M'head	**1**	**$ 319,000**	

Table 10: First Priority Recommended Service Improvements

[12] In some states, Medicaid will only pay the regular adult fare when a Medicaid client rides public fixed route or paratransit services.

The priority 1 recommendations carry an estimated cumulative annual cost of between $750,000 and $800,000 and require 3 additional peak hour buses to operate. The priority 1 recommended services are summarized in ***Table 10***.

Primarily, the added cost elements of the Priority 1 recommendations are due to increased service frequency or service span on existing routes. The only cost-related service expansion/contractions are represented by the extension of peak hour commuter service to Dilworth via route 4 and the elimination of route 19. The rest of the priority 1 recommendations are primarily low-cost service alignment streamlining or extensions.

Priority 2 Recommendations

The priority 2 recommendations, which will require approximately $700,000 of additional resources, include several expansions of service in the Fargo-Moorhead region. Included in this list are an extension of service down the 34th Street corridor in East Moorhead from the EasTen shopping area to I-94 via an extension of the existing route 4, a significant extension down the 25th Street corridor in Fargo from North 3rd street to South 52nd Street as well as a new route down South University Drive and 25th Avenue South ultimately ending up at the West Acres Mall.

The total annual operating cost of the priority 2 recommended services is split between Fargo and Moorhead in a ratio of approximately 6 to 1. The new routes are accompanied by a significant expansion of evening and Saturday services on several MAT routes.

The priority 2 recommended services are summarized in ***Table 11***.

	Route	Peak Buses	Cost	Modification
Priority 2	1	0	$ 15,000	30-minute service Saturdays
	2	0	$ 16,000	30-minute service Saturdays
	6	0	$ 15,000	30-minute service Saturdays
	16	0	$ 31,000	30-minute service Saturdays 6AM to 6 PM
	17	1.5	$ 230,000	Extend down 25th Street weekdays and Saturdays
		0	$ 102,000	Weekday service to 10 PM every 60 minutes
		0	$ 21,000	Saturday service to 10 PM every 60 minutes
	43	2	$ 330,000	New University Dr./25th Avenue route weekdays 6AM to 7 PM every 60 minutes
			$ 62,000	New University Dr./25th Avenue route Saturdays 7AM to 7 PM every 60 minutes
	DR	1	$ 180,000	Fringe area demand response weekday 6AM to 8 PM (partial implementation) – apportioned 67% Fargo, 33% Moorhead
	All	**4.5**	**$ 705,000**	
	Fargo	**3.5**	**$ 599,000**	
	M'head	**1**	**$ 106,000**	

Table 11: Second Priority Recommended Service Improvements

Priority 3 Recommendations

The last priority group of recommendations is of sufficiently low immediate priority as to fall outside the time frame of the present TDP effort. This group includes a number of future service expansions, extended service hours and frequencies on lower-ridership routes, and new Sunday services. The priority 3 recommendations are summarized in ***Table 12***. Details of all individual recommendations can be found in the short-range and long-range suggested modifications earlier in this document.

	Route	Peak Buses	Cost	Modification
Priority 3	1	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	2	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	3	0	$ 16,000	30-minute Saturday service
	4	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
		0	$ 30,000	Sunday service
	5	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	6	0	$ 38,000	Extend weekday service
		0	$ 8,000	Extend Saturday service
	11	0.5	$ 153,000	20-minute weekday service – extra bus may be unnecessary if green light priority is implemented in 2007 as planned
		0	$ -	Combine with route 12 every 20 minutes
		0	$ 30,000	Sunday service
	12	1	$ 153,000	30-minute weekday service (conditional on ridership improvement)
	15	1	$ 165,000	Combine with part of West Fargo circulator weekdays 6AM to 7PM
		0	$ 34,000	Combine with part of West Fargo circulator Saturdays 6AM to 7PM
		0	$ 30,000	Sunday service
	16	1	$ 165,000	Combine with part of West Fargo circulator weekdays 6AM to 7PM
		0	$ 34,000	Combine with part of West Fargo circulator Saturdays 6AM to 7PM
	17	1	$ 153,000	30-minute weekday service
		0	$ 30,000	30-minute Saturday service 6AM to 6PM
		0	$ 30,000	Sunday service
	18	1	$ 180,000	Extend to West Acres Mall weekdays and Saturdays 6AM to 6PM
		0	$ 61,000	Extend to West Acres Mall weekdays and Saturdays 6PM to 10PM
		0	$ 30,000	30-minute Saturday service 6AM to 6PM
	41	3	$ 324,000	New campus limited route 6AM-6PM weekdays during school year
		0	$ 36,000	Hourly service 6PM-10PM school weekdays
		0	$ 45,000	30-minute service in Moorhead weekdays when school is not in session 6AM-6PM
		0	$ 10,000	30-minute service in Moorhead Saturdays when school is in session 6AM-6PM
		0	$ 25,000	Hourly service 6PM-10PM non-school weekdays and Saturdays
	44	5	$ 540,000	Campus connector weekday every 15 minutes 6 am to 6 pm during session
		0	$ 135,000	Weekday route every 30 minutes 6AM-6PM during university breaks
		0	$ 102,000	Weekday evenings every 30 minutes 6PM-10 PM
		0	$ 10,000	Saturday evenings every 60 minutes 6 PM to 10 PM
		-3	$ (350,000)	Eliminate routes 2 and 13
		0	$ 30,000	Sunday service
	Fargo Circulator	1	$ 152,000	Circulator through downtown Fargo, weekdays only, 6AM to 6 PM, likely using replica trolley vehicle
	DR	2	$ 180,000	Fringe area demand response weekday service 6AM to 8 PM – remaining implementation, apportioned 67% Fargo, 33% Moorhead
		0	$ 63,000	Saturday service 7 AM to 7 PM
		0	$ 120,000	Sunday demand response service
	All	**15.5**	**$ 2,946,000**	
	Fargo	**13.5**	**$ 2,229,000**	
	M'head	**2**	**$ 717,000**	

Table 12: Priority 3 Recommended Service Improvements

RECOMMENDED CAPITAL IMPROVEMENTS

Short-term capital improvements focus on improvements that could be made to existing services. Significant service expansions are not assumed as part of the short-term capital improvements.

Bus Stops

While flag stops are appropriate in less dense areas, they are inappropriate through most of Fargo and Moorhead. Among the best marketing tools any system has are its bus stop signs. They let both users and non-users know about where service is, where service goes, and how to access the service.

Most City residents are unlikely to know where transit service in Fargo or Moorhead goes, or if transit service even operates in their area. Marked bus stops can help address this lack of knowledge, as it builds brand awareness of the system among both riding and non-riders.

Bus stops improve speed and reliability. Routes 1 and 2 in Moorhead are prime examples of using designated bus stops to improve speed and reliability.

We suggest installing bus stop signs at every bus stop within Fargo, West Fargo, and Moorhead.

MAT has developed a standard bus stop sign design. Currently, a few stops have non-standard signs posted. It is recommended that a sign inventory be conducted to identify and remove non-standard signs. A standard design presents a consistent message to both customers and potential customers.

In addition, MAT should consider adding more customer friendly information on bus stop signs to build brand awareness. In addition to the MAT logo, at a minimum, a bus stop should include the following information:

1. Phone number for information
2. Identification of all routes serving the stop
3. Destination of all routes serving the stop

In addition, schedule information at the bus stops is desirable at higher ridership stops. The schedule tubes that MAT currently uses are an excellent example.

Shelters/Benches

Traditionally, shelters and bus stop amenities are an improvements consistently desired by transit customers, particularly considering the climate of Minnesota and North Dakota. MAT has placed shelters throughout the service area and overall has more shelters than is usually seen in urban areas of this size.

MAT should begin targeting any bus stop with 25 or more daily boardings for shelter feasibility. The installation of new shelters should consider a private-public partnership. The private provider pays for the installation and maintenance of the shelter in exchange for advertising rights. Currently, the stops at NP Avenue N at Downtown NDSU and at the Fargo High-rise warrant a shelter.

At stops with more than 15 daily boarding passengers, MAT should consider installing benches.

During the wintertime, lighting becomes a much larger concern for potential patrons due to the fact that it is dark during both the morning and afternoon commute times. The addition of lighting in shelters has been requested. Adding lights in shelters themselves presents both capital costs (running electricity into the shelter) and on-going maintenance costs. A more cost effective way to improve lighting is to have a street light or a directional light shine on the shelter. In Moorhead, the operating & maintenance costs of lighting shelters this way is approximately $5 per month per shelter, or about $1,000 for the entire year.

Super stops

Two potential locations for super stops have been identified. The first, at the K-Mart park-and-ride in South Fargo is necessary only if the transfer between routes 14 and 25 is to be continued at this location. Note: the fixed-route service recommendations would eliminate this transfer.

A second potential location is in the EasTen area where several bus routes converge and where a Super Wal-Mart is being constructed.

Park-and-Ride Program

MAT has just recently initiated its park-and-ride program. For downtown special events such as Street fair, it has been successfully utilized. However, for everyday uses, the program does not show that it is being utilized.

Marketing for the park-and-rides

It appears that the primary market for the park-and-ride program is downtown Fargo. Parking costs approximately $50-60 per month in downtown. MAT should consider alternative markets that may be suitable for park-and-ride purposes. Educational facilities, in particular, should be targeted. Both North Dakota State University and Minnesota State University Moorhead provide opportunities for additional service and funding sources. Parking at both Universities is limited and incurs permit costs, although the permit costs are not punitively high. Parking at NDSU is $90 annually and at MSUM approximately $180 per year. In conjunction with the two universities, MAT should explore these remote parking opportunities.

Potential locations for park-and-rides that target university students, faculty, and staff include:

- **Concordia Stadium** – The entrance to a parking lot is located off of 8th Street South in Moorhead. This is currently an unpaved lot with capacity for at least one hundred vehicles. The lot is positioned so that it could act as an intercept point for both Concordia College and Minnesota State University Moorhead students, faculty, and staff. In order to make this a viable parking location, the lot would need paving, a shelter would be necessary on northbound 8th Street South and a safe pedestrian crossing would be needed from the stop on southbound 8th Street South back into the lot. In addition, adjustments to Route 5 would be necessary to serve the lot.
- **Lot K at Minnesota State University Moorhead** – This lot is located approximately a half mile from MSUM near the intersection of 18th Street S and 6th Avenue S. According to MSUM staff, it is too far to walk form that lot to campus in the wintertime. It is currently paved and signed for permit parking. There are, however, no sidewalks on 6th Avenue S in the vicinity of the parking lot. The lot was being used for equipment storage instead of parking. Sidewalks, a shelter, and changes to Route 5 would be necessary to serve this lot. Lot K is not nearly as well positioned to intercept students, faculty, and staff as Concordia Stadium.

- **Moorhead Hockey Arena** – This lot is located approximately a mile and a half from MSUM. It has approximately 86 stalls that could be used for park-and-ride purposes. A shelter and bus turnaround in the lot would be necessary to enhance the lot. This lot has potentially severe access issues for buses trying to make a left turn onto Main Avenue Southeast. The unsafe left turn may preclude this site as a potential park-and-ride. Currently, this lot has no bus service. Use of this facility as a park-and-ride facility will necessitate either rerouting an existing bus route to serve this area or the addition of a special circulator route.
- **Marriott Hotel** – This lot is adjacent to the Marriott Transfer Center. It enjoys a convenient location and is currently being used informally by a few riders. We recommended that MAT begin talks with Marriott to pursue making this facility an official park and ride facility.

Fleet Revenue Vehicles

Based on the first and second priority service improvement recommendations, the MAT fleet is anticipated to grow from 18 vehicles in maximum service in 2006 to 25 maximum vehicles in service by 2011. This growth is driven by the following anticipated implementation schedule for additional services:

2008: increase weekday service on route 15 to every 30 minutes (increase Fargo fleet by 1 bus)
Implement new weekday and Saturday service to Dilworth and 34th Street/Southeast Moorhead (Moorhead +2)
Increase service to every 10 minutes on route 13 when NDSU is in session (Fargo +1)
2009: increase weekday service on route 16 to every 30 minutes (Fargo +1)
Implement downtown Fargo circulator (Fargo +1 trolley)
Add demand response service in South and Southwest Fargo (Fargo +1)
2010: Implement new university service from south and west Fargo (seek cost share from Moorhead colleges) (Fargo +1, Moorhead +1)
2011: Implement service along South 25th Street via route 17 (Fargo +2)

At a minimum, MAT needs to maintain a spare ratio of at least 25% for emergency purposes, a total fleet of at least 37 vehicles by 2011 as compared to the present fleet of 27 (not including the 1993 model year spare now kept by the City of Fargo). Additionally, 11 current fleet vehicles are scheduled for replacement during the next 5 years in addition to those needed for fleet expansion.

Model Year	Make	2006	2007	2008	2009	2010	2011
1997	New Flyer	6	6	6	4	2	
2001	Ford	3	3				
2002	Ford	1	1				
2002	Gillig	3	3	3	3	3	3
2004	Gillig	4	4	4	4	4	4
2008				5	5	5	5
2009					6	6	6
2010						3	3
2011							4
TOTAL		**17**	**17**	**18**	**22**	**23**	**25**
Maximum In Service		**12**	**12**	**14**	**17**	**18**	**20**
Spares Needed @ 25%		**3**	**3**	**4**	**5**	**5**	**5**
Actual Spare Ratio		**42%**	**42%**	**29%**	**29%**	**28%**	**25%**

Table 13: Fargo Fixed Route Fleet Requirements, 2006-2011

For the City of Fargo, adequate spares are now held to maintain the fleet at its current size through 2007, given the implementation schedule shown above. In addition to retirement of aged vehicles, expanded services will require the expansion of the revenue fleet by one additional bus in 2008, an additional four in 2009, one in 2010 and two in 2011 according to the following schedule.

In the City of Moorhead, adequate spares are available to maintain the fleet at its existing size through 2009. At that time one additional vehicle will need to be purchased as a replacement of the existing 1997 New Flyer coach. The following year, 2010, the Moorhead fleet will need to be increased by 2 vehicles. The vehicle requirements for Moorhead over the next five years are summarized in the following table.

Model Year	Make	2006	2007	2008	2009	2010	2011
1997	New Flyer	1	1	1			
2003	Orion VII	5	5	5	5	5	5
2005	Orion VII	4	4	4	4	4	4
2009					1	1	1
2010						2	2
TOTAL		**10**	**10**	**10**	**10**	**12**	**12**
Maximum In Service		**6**	**6**	**8**	**8**	**9**	**9**
Spares Needed @ 25%		**2**	**2**	**2**	**2**	**3**	**3**
Actual Spare Ratio		**67%**	**67%**	**25%**	**25%**	**33%**	**33%**

Table 14: Moorhead Fixed Route Fleet Requirements, 2006-2011

The fleet spare ratio, recommended at 25% by the Federal Transit Administration, is defined as the number of spare revenue vehicles divided by the number of revenue vehicles in maximum service. As the preceding tables show, the vehicle purchase schedule keeps this ratio at or above 25% for each year of the plan.

APPENDIX A
PARATRANSIT OPTIONS ANALYSIS

MAT Paratransit Options Analysis

The MAT Paratransit system is experiencing growth in ridership and coverage area. Estimates by Perteet Inc. predict that the paratransit budget will grow $60,000 per year. The local cost of that growth is almost $30,000 per year. Evaluating options for the paratransit system that contain growth or increase revenues are critical to the overall fiscal health of Metro Area Transit. Financial demands on the paratransit budget constrain the ability to grow the fixed route system. Without making immediate changes to the paratransit system the budget will double by 2013 increasing the local share to $461,000 as shown below in Table 1.

Perteet Inc. developed 6 options for the paratransit system to help contain costs. The options they included were the following:

1. Adopt alternative Strategy for Sunday service
2. Adopt a tiered fare structure for premium paratransit service
3. Adjust subscription policies
4. Adopt standardized cost allocation methods
5. Enhance Street Supervision/Driver Training
6. Become a Medicaid Service Provider

The Paratransit Options Analysis analyzes four of Perteet's recommended options for alleviating projecting paratransit costs. Metro COG's addresses options 1, 2, and 6, from Perteet Inc's Systems Analysis and adds a fourth option, a *Coordinated DTH Project in Cass County*. Table 1A represents the options to be analyzed in this section. This analysis is based on budget estimates, ridership data, and findings of Chapter 10 and is based on actual ridership data provided by MAT Paratransit. The outcome of this analysis is intended to quantify the impact of options at reducing the actual cost provide paratransit service, both local and federal. Estimates for all options assume the $60,000 ($30,000 local, $30,000 federal) per year in budget growth that was established in Perteet's Systems Analysis.

Table 1

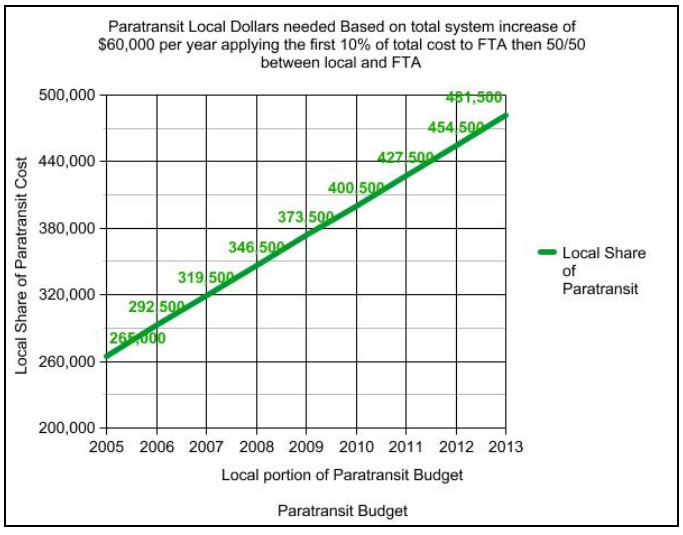


Table 1A – Paratransit Options

1. Status Quo
2. Adopt Alternative Strategy for Sunday Service
3. Coordinated DTH Project
4. Become a Medicaid Service Provider
5. Implement Facility/Agency Rate

Option 2 & 2A - Adopt Alternative Strategy for Sunday Service

Option 2 would eliminate Sunday service from the paratransit system. Currently Paratransit operates on Sundays in Fargo only, so this would not impact Moorhead or Dilworth residents. Option 2 will provide short term relief, however this option exercised alone would have little effect on the budget dilemma facing the paratransit system. Paratransit only operates in Fargo on Sundays. Sunday riders make up about 4% of the paratransit ridership, that 4% correlates to the budget impact of adopting this alternative. Table 2 shows the current cost of Sunday service and the local share of paratransit under this option. Eliminating the costs in table 2 has a small impact on the overall paratransit budget; also even if the local share of Sunday's paratransit is eliminated the overall *local share* of the paratransit budget will continue to grow at a rate of $20,662 per year based on Perteet Inc.'s estimated growth. Option 2 may be a good option to implement in conjunction with another options or system streamlining.

Option 2A involves Fargo contracting with Handi-Wheels to provide Sunday service. The agreement would provide Handi-Wheels with Federal Section 5307 operating funds they would then match with local funds. Option 2A will save the Fargo general fund dollars and maintain the current level of service. Option 2A involves the Federal share increasing compared to the current Sunday service delivery, however using 5307 funds in the Handi-Wheels system will also support Job Access Transportation Handi-Wheels is providing on Sundays to low income individuals. Option 2A does eliminate the local cost of Sunday service as Handi-Wheels would match the 5307 with their eligible matching funds.

Table 2

Current Cost of Sunday Paratransit	
Federal Share(5307) Operating	$12,722
Local Cost (General Fund)	$9,338
Total	**$23,560**

Table 2A

Option 2A Sunday Service delivered by Handi-Wheels	
Federal Share 5307	$20,000
Local Cost (General Fund) Handi-Wheels provides local share	$0
Total	**$20,000**

Table 2B

Net Funding Change by funding source of option 2A	
Farebox Revenue Lost	$3,000
General Fund Savings	$9,338
5307 increase	$7,278

Option 3 - Implement Coordinated DTH Project

Option 3 addresses a paratransit issue unique to the North Dakota side of the metro area. Option 3 implements full cost allocation as was discussed in Chapter10. By projecting one year estimates from a four month sample of MAT Paratransit rides in 2006 it was discovered that the paratransit system provides 10,077 rides to day training and habilitation (DTH) programs per year. These rides are not eligible to be billed to Medicaid as transportation allowances for these riders are paid to there in-home providers. DTH rides make up about 25% of the entire MAT Paratransit system. Option 3, The Coordinated DTH Project (also discussed in chapter 10) would be a three year pilot project that would use FTA 5316 & 5317 demonstration funds combined with Medicaid dollars reallocated from in-home providers to MAT to provide the majority of DTH rides.

Option 3 would increase the federal share of the paratransit budget; however the local share would be supplanted by Medicaid dollars currently being allocated by area agencies. Key features of Option 3 are:

- Mobility Management position to coordinate these rides
- Dedication of vehicles to provide the rides
- Working with agencies as partners in delivering the transportation

Option 3 would address client dumping by ND Human Services and subsidiary agencies. Option 3 would have a positive impact on the paratransit budget, provide better transportation for clients, and not require clients to pay an individual fare which would benefit those with lower incomes. Table 3 indicates the three locations that provide DTH services and the number of paratransit trips to or from each location per year.

Table 3

ETC	5400
Friendship	2232
DWAC	2442

Table 4 indicates that Option 3 would save an estimated $57,000 in local funds over the existing condition. The project would also generate a surplus of about $36,000 in Medicaid funds that could be used to offset the increased needs throughout the MAT system. Over the next five years the project would continue to reduce the local share of the paratransit system by $6,500 per year.

Table 4 – Current Cost of DT & H ride on MAT Paratransit

Current Cost of DT & H Rides to MAT Paratransit, **DT & H = 25% of Paratransit Rides**	
Federal Share(5307) Operating	$69,441
Local Cost (General Fund)	$57,661
Fares	$20,148
Total	$147,250

Table 4a - New DT & H Three Year Pilot Option Funding of Option Per Year

Federal Share (5316 & 5317 Demonstration Funds)	$67,250
FTA 5307	$36,750
Local Share (Medicaid Revenue $12 per Ride)	$120,000
Total Option Revenue	$224,000
Total Project Cost	$187,250

Table 4b - Net Funding Changes of Option 3

General Fund Savings	$57,661
5307 Savings	$43,066
Farebox Revenue Loss	$20,148
Surplus Local Share (Medicaid)	$36,750

Option 4 – MAT Becomes Medicaid Provider

In Option 4 MAT becomes a Medicaid provider allowing them to bill Medicaid for eligible medical trips. Reimbursement for Medicaid trips in North Dakota is based on negotiating a rate with the state Medicaid office based on actual cost of providing the ride. In Minnesota the rate is set and adjusted by the legislature. Option 4 would not include the 10,077 DT & H rides mentioned in option 3. Estimates for Option 4 were formed by identifying the locations of Medical rides and estimating that 70% of those rides are Medicaid eligible. Estimates show that 41% of all MAT Paratransit rides are Medical or about 16,647 rides per year. Of these 16,647 MAT can only bill Medicaid for 6570 of these rides because area nursing homes and non-profit DT & H providers have already collected Medicaid transportation dollars for these rides that are then placed on MAT Paratransit. Table 4 below represents major medical trip locations of which 70% of the rides where used to form the estimate along with the 10,077 DT & H rides. The estimates for Option 4 are based on capturing $12 per ride on 70% of the rides in table 4. The estimate is likely low as there are many small medical providers that are not listed; this estimate identified the large medical provider locations.

Table 5 – Major Destination of MAT Paratransit Medical Trips

Dialysis 1711 S University	3,372
VA 2303 Elm St N	1,152
Meritcare Southpointe	984
Meritcare Downtown	996
Innovis	678
Dakota Clinic 1702 University	930
Meritcare 1720 South University	594
Family Health Care	1,836
Total	**10,542**

Table 5 demonstrates the budget impacts of implementing option 4.

Table 6 budget impacts of Option 4

Current Funding of Paratransit Medicaid Rides (**Medicaid Rides = 14% of Paratransit)**	
Federal Share(5307) Operating	$112,904
Local Cost (General Fund)	$98,415
Fares	$30,171
Total	$241,490

Table 6a

Option 4: Bill Medicaid for an estimated 70% of Medical Rides at $12 per Ride	
Federal Share (5307)	$115,587
Local Share, General Fund	$36,747
Local Share (Medicaid Revenue)	$78,840
Fares $2 for 30% of Medical Rides identified in Table 4	$9,988
Total Revenue	$214,238
Total Cost of Option 4	$241,162

Table 6b Net funding changes from current to option 4

General Fund Savings	$61,668
Local Fund (Medicaid Revenue)	$78,840
Farebox revenue lost	$23,306
Federal Share Increase (5307)	$2,683

Option 4 has a significant impact on the local funds needed to operate paratransit. This option would involve increased staff time to handle the billing; however the project would free up nearly $80,000 which could help cover increased staff needs. Option 4 would involve Medicaid billing to both MN and ND. Option 4 would also increase the Federal 5307 share by lowering the farebox revenue.

Option 5 Facility/Agency Rate

Option 5 explores MAT implementing a facility or agency rate. Facility rides are rides provided by MAT Paratransit to the clientele of a facility/agency that may be paid or mandated to provide the rides by another government program. Option 5 is built around the principal of full cost allocation as discussed in Chapter 10. Estimates show that 43% of all MAT Paratransit rides are facility/agency, or about 17,000 rides per year. This estimate is likely low as for the purpose of this analysis only major facilities have been identified (a detailed analysis would provide an exact number of rides provide by paratransit to facilities/agencies.)

Nursing homes and DT & H providers for example are required to provide and paid to provide all of the medical and programming transportation for residents as part of their payment from Medicaid. By using MAT paratransit to provide transportation paid for by their residents' Medicaid payment, allows facilities to lower their cost and dedicate transportation dollars into other areas leaving local government to finance their client's

transportation. This practice has a significant cost to the paratransit system. Option 5 implements a facility rate of $8 allowing the paratransit system to recoup the local share of providing transportation, and still allow agencies to benefit from FTA 5307 funds used to subsidize their clients' transportation. Option 5 captures revenue for transportation that has already been paid to nursing homes and DT & H providers and which MAT is not allowed to bill Medicaid for, as would be done in Option 4. Option 5 would not require MAT to become a Medicaid provider. Table 6 lists some of the facilities using paratransit.

Table 7 – Major Facility users of MAT Paratransit

Villa Maria	1,320
Eventide	1,122
Moorhead Health Care	828
Rosewood	2,190
Riverview Place	528
Fargo High Rise	540
ManorCare	234
Svee Home	357
ETC	5400
Friendship	2232
DWAC	2442

Option 5 recognizes all of the trips listed in table 6 are not medical; however, Option 5 is built on the law of averages and further study will be needed to identify the exact number of rides in table 6 that are medical in nature. The pricing for facilities/agencies in this option realizes that not all trips are medical and only charges $8 per ride or about half of the actual cost to provide the transportation. It is important to note that residents of these facilities who want to use paratransit should not have to pay the facility rate; the facility should be billed by MAT to the facility/agency. If facilities do not wish to implement a flat ride rate for all rides, another option would be to isolate the medical/programming rides to and from these facilities and then bill the facility the full cost of roughly $16 per ride, this would be a practice of full cost allocation described in chapter 10. It is the facilities that need to be responsible for the payment medical rides.
Option 5 has positive impacts on the paratransit budget, as shown in table 7.

Table 8 Current cost of Facility Rides

Current Funding of Facility Rides **(43% of Paratransit Rides are Facility Rides)**	
Federal Share(5307) Operating	$83,219
Local Cost (General Fund)	$83,219
Fares	$34,000
Total	$200,439

Table 8a

Implement Option 5 Facility Rate $8 each way	
Cost of Service	$200,439
Federal Share 5307	$100,219
Local Share (Facility Contract Revenue)	$136,000
Total Cost of to implement Option 5	$200,439
Total Revenue Generated from implementing Option 5	$236,439

Table 8b Net funding Change from current to Option 5

General Fund Savings	$83,219
Local Fund Surplus (contract revenue)	$52,781
Farebox Revenue Lost	$34,000
Federal Share (5307) Increase	$17,000

Summary

The four options developed by Metro COG allow MAT Paratransit to continue to maintain existing service levels while keeping local costs roughly neutral. New revenue sources are needed to support the needs of the paratransit system. Becoming a Medicaid provider and/or working with each states Medicaid administration on contract arrangements are needed if paratransit is going to continue at its current levels. Metro area agencies and even state level agencies are accustomed to the paratransit system financing their transportation needs; this cannot continue without large budget increases or drastic service decreases. The individual who is not a resident of a facility or is not supported by a government program will suffer lower levels of service due to the practice of area agencies and government programs. Fare increases will have little effect on the paratransit system, moving away from fares and initiating contracts with agencies, along with billing Medicaid will solve budget issues and allow the system to grow. Additionally, a tiered pricing system (as was detailed by Perteet in the Systems Analysis and by SURTC in 2005) will also do little to offset projected budgeted increases.

Chart 8 shows the financial impact of each option on the local share of the paratransit budget.

Chart 8

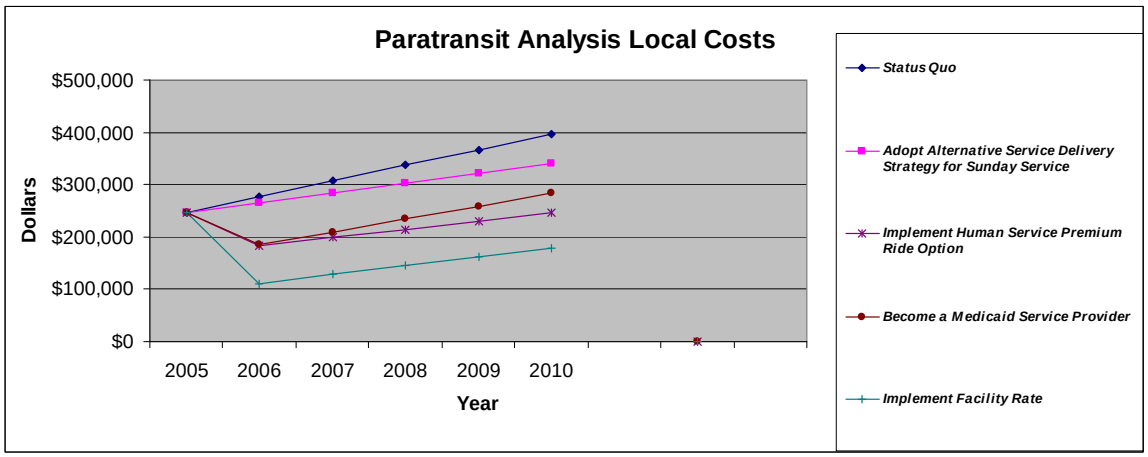


Chart 9

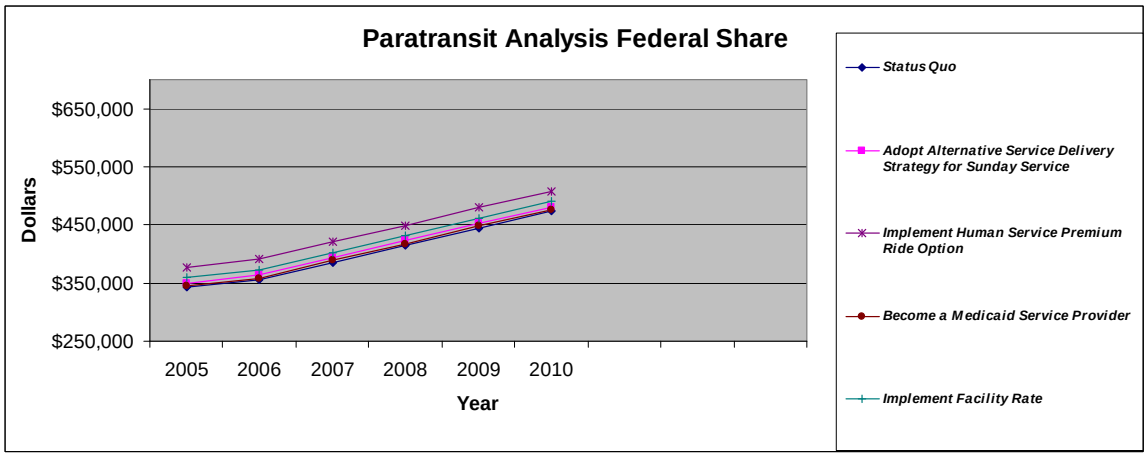
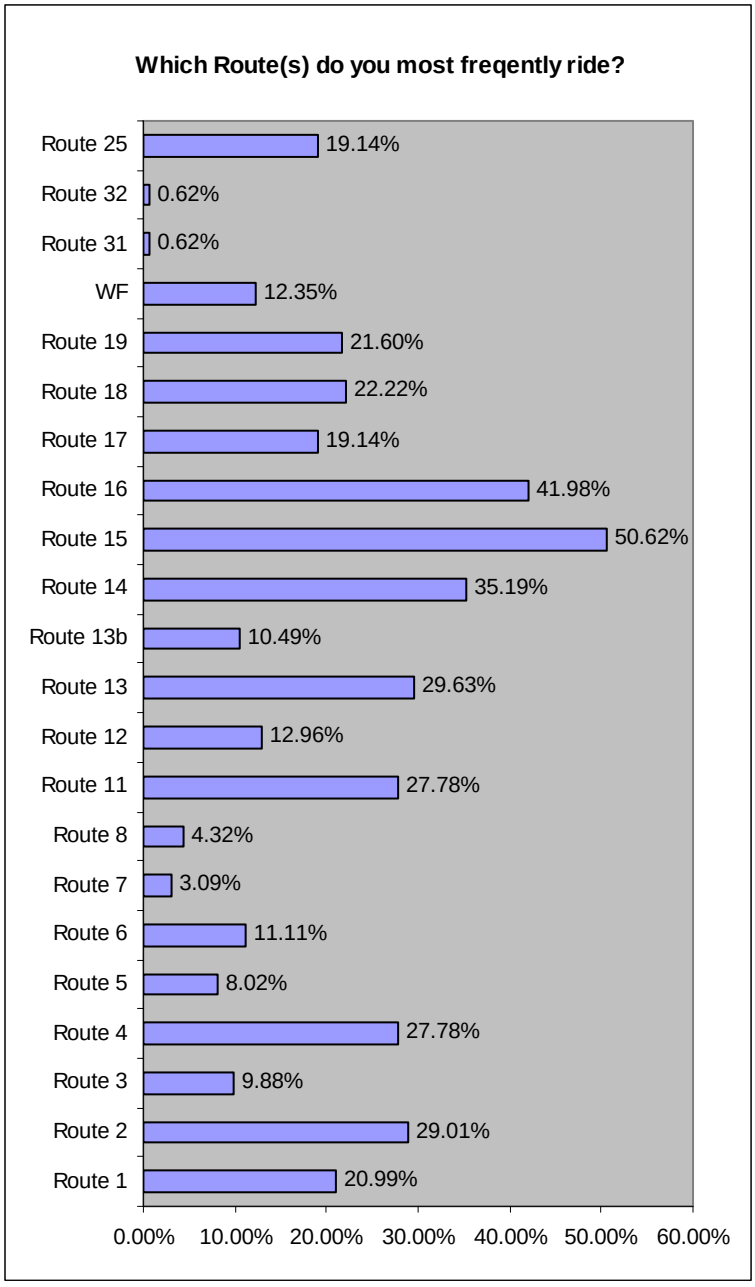


Chart 9 demonstrates that all options require an increase in federal participation in line with the $30,000 per year increase in federal participation predicted by Perteet Inc. Comparing the two charts demonstrates that all four options can reduce the local share initially and slow the increase of the local share while the federal share continues growing. It is important to note the higher federal share associated with Option 3, represent the 5316 & 5317 demonstration funds to be used in the option. The charts also indicate that Option 5 lowers the local share the most initially and does the most to contain the local share of growth. Option 5 does this because it focuses on the largest user group, facilities. Facilities account for 43% of the rides on the paratransit system.

Charts 8 & 9 demonstrate the benefit of utilizing FTA rule changes that allow for Medicaid funds to be used as local match, and the overall philosophy of joining resources across federal programs to lower the local cost and build the system at the same time. The philosophy of joining resources across federal programs and full cost allocation is the backbone of the Framework for Action coordination guide issued by FTA. Recommendations for addressing the analysis in this section have been outlined in Recommendations section of the Metro Transit Plan.

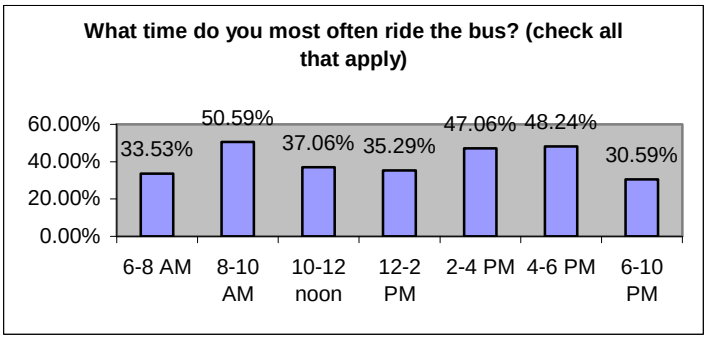
APPENDIX B
TRANSIT USER SURVEY



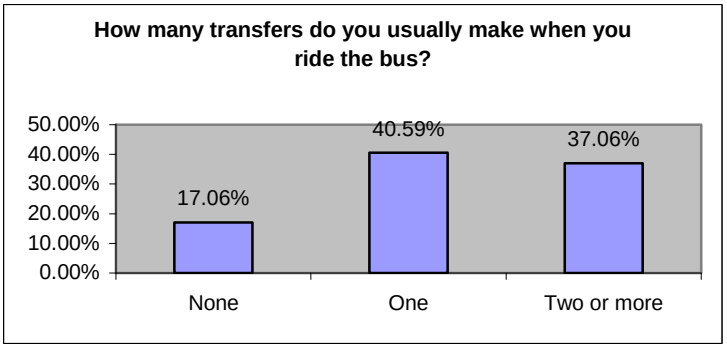
What route(s) do you most frequently ride?
Asking survey takers which routes they most often take

Question #1: What is the intersection closest to your home? (Manual response)
Question designed to get general idea of residence of riders. Data was too scattered to make chart.

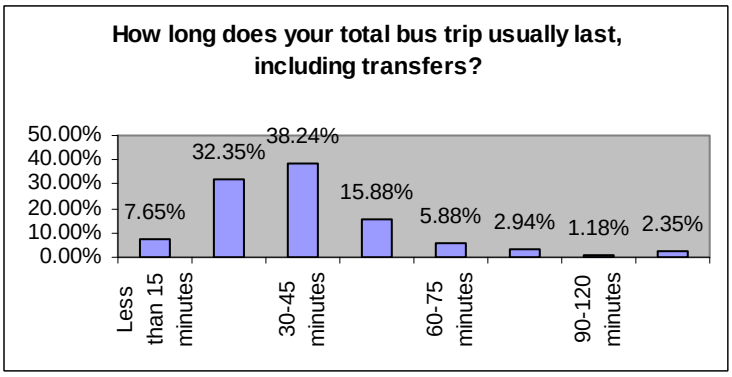
Question #2: What is the intersection closest your most frequent destination (other than home) when riding Metro Area Transit? (Manual response)
Question designed to get general idea of where riders go. Data was too scattered to make chart.



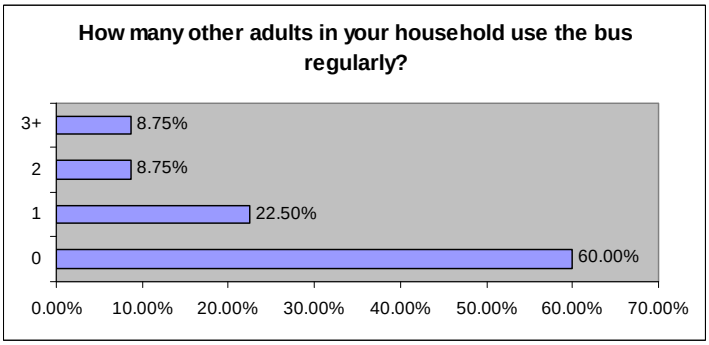
Question #3: What time do you most often ride the bus?
Illustrates rider ship percentages by time sections. Riders were encouraged to check all times that they ride; therefore illustrating two-way trip times as well as one-way trip times.



Question #4: How many transfers do you usually make when you ride the bus?
Asking how many times rider makes a physical transfer to another bus and/or bus route between the departure location and their destination.

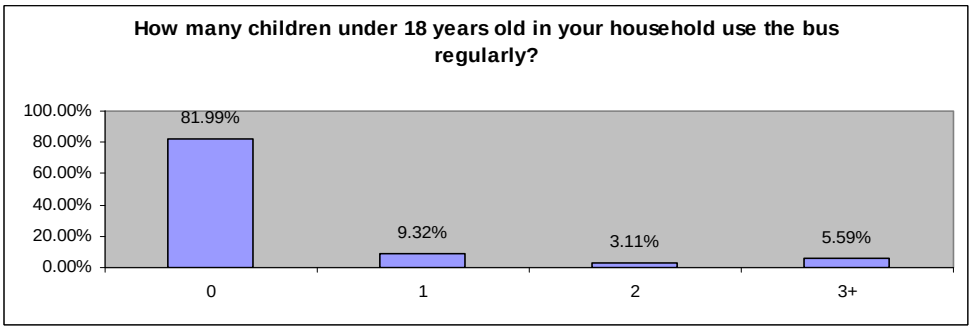


Question #5: How long does your total bus trip usually last, including transfers?
How long is it taking you to get from your departure location to your destination, including transfers? Asking simple temporal question.



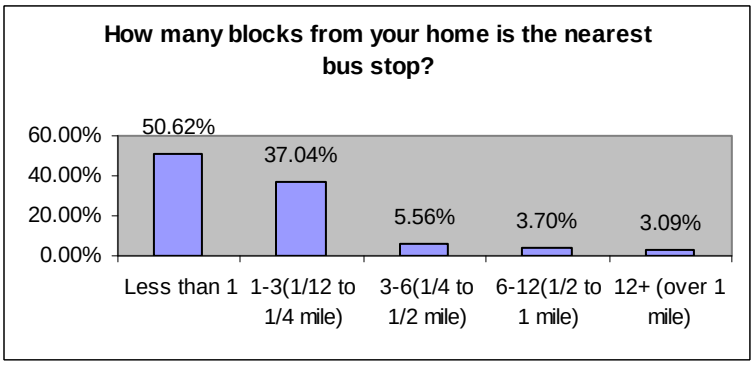
Question #6: How many other adults in your household use the bus regularly?

Demographical question. Used to determine how many households have more then one bus rider in them.



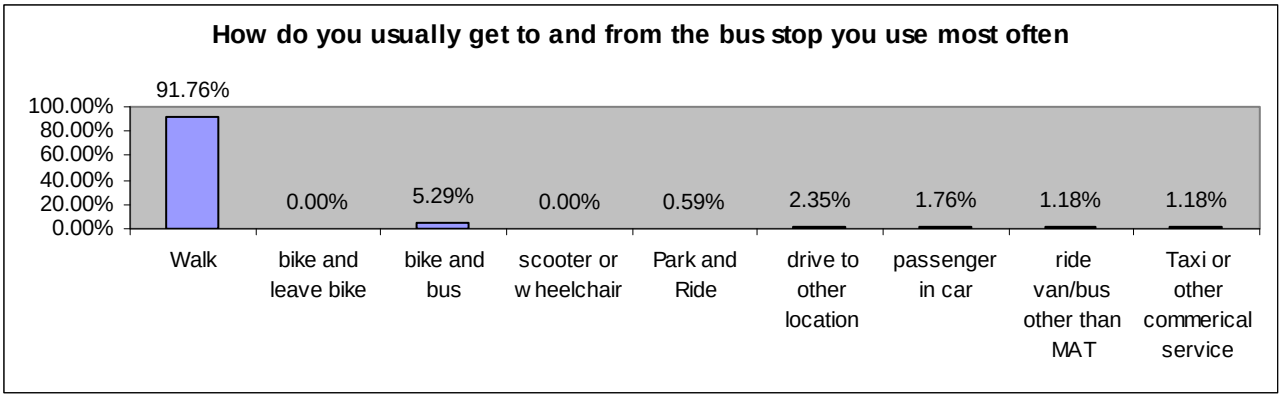
Question #7: How many children under 18 years old in your household use the bus regularly?

Demographical question. Used to determine how many households have additional child riders.



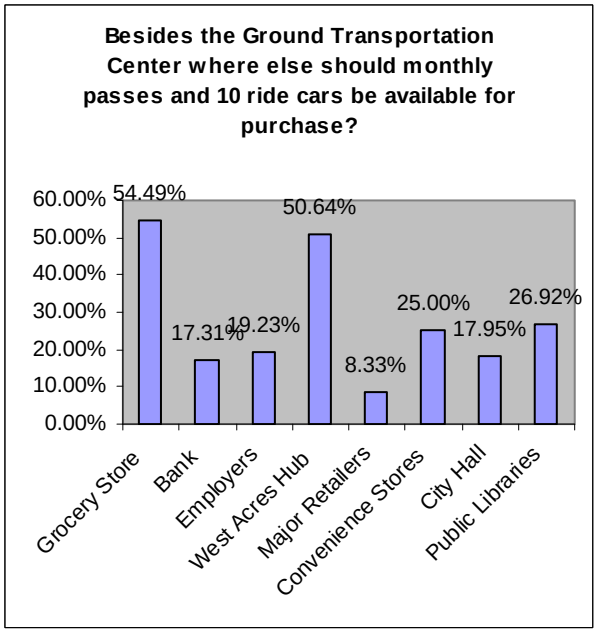
Question #9: How many blocks from your home is the nearest bus stop?

Asking distance in blocks, assuming on average a street block is $1/12^{th}$ of a mile, from household/place of residence to the *nearest* bus stop, not necessarily the one they use.



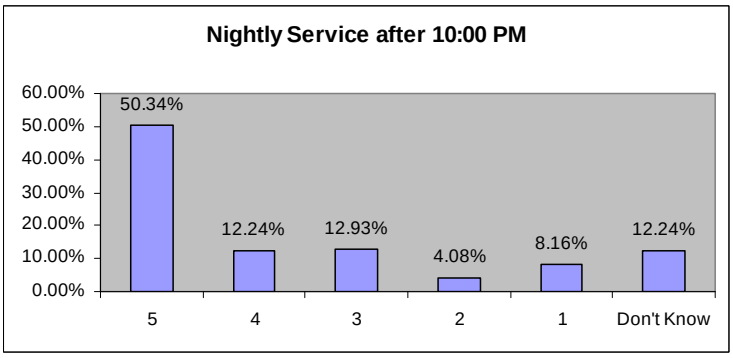
Question #8: How do you usually get to and from the bus stop you use most often?

Used to determine how riders get to and from their bus stop



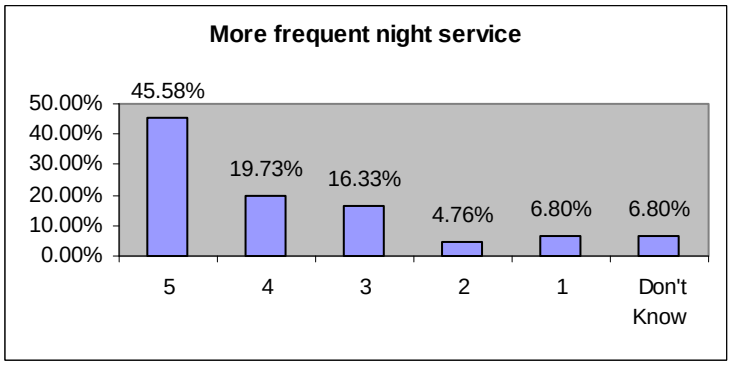
Question #10: Besides the Ground Transportation Center (GTC) where else should monthly passes and 10 ride cards be available?

Illustrates where riders would be interested in purchase passes from.



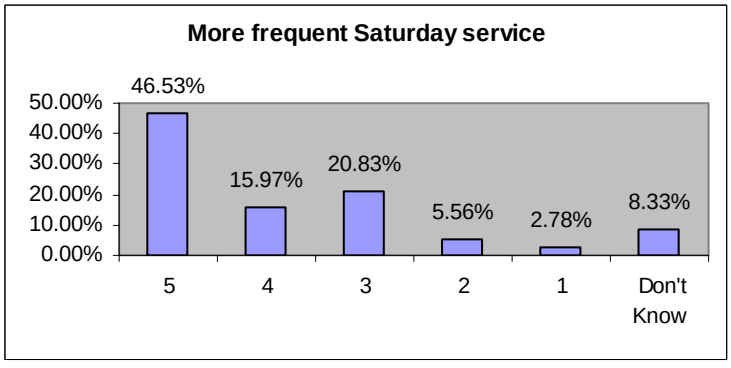
Question #11a: On a scale of 1-5, what is the importance of improvements in Nightly Service after 10:00pm?

5 = Most important: Adding nightly service after 10:00pm is very important
3 = Neutral importance: Adding nightly service after 10:00pm is somewhat important
1 = Least importance: Adding nightly service after 10:00pm is not at all important



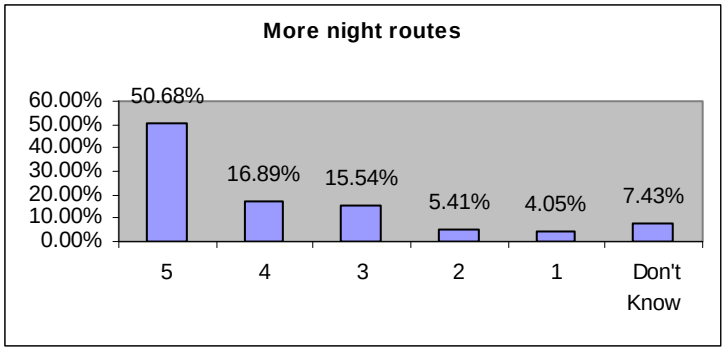
Question #11c: On a scale of 1-5, what is the importance of more frequent night service?

5 = Most important: More frequent night service is very important
3 = Neutral importance: More frequent night service is somewhat important
1= Least importance: More frequent night service is not at all important



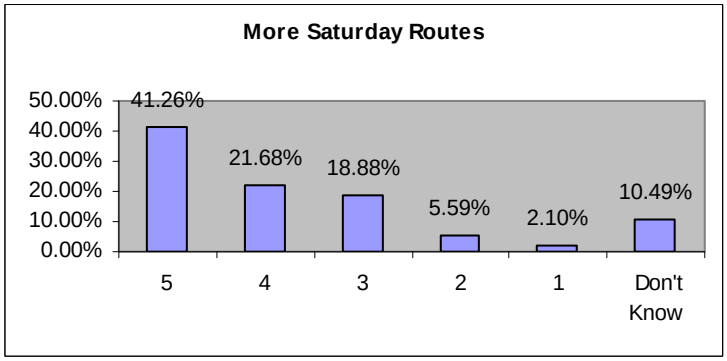
Question #11e: On a scale of 1-5, what is the importance of having more frequent Saturday service?

5 = Most important: Having more frequent Saturday service is very important
3 = Neutral importance: Having more frequent Saturday service is somewhat important
1= Least importance: Having more frequent Saturday service is not at all important



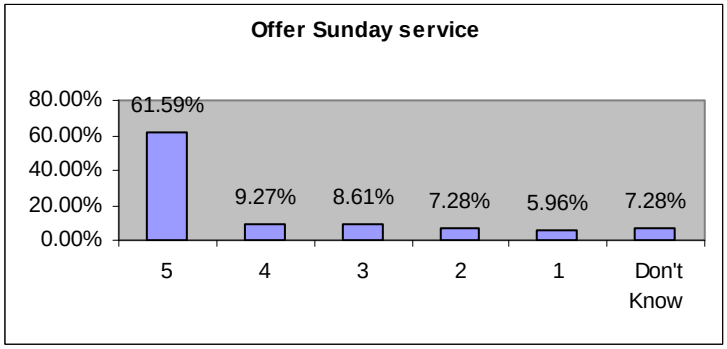
Question #11b: On a scale of 1-5, what is the importance of more night routes?

5 = Most important: Adding more night routes is very important
3 = Neutral importance: Adding more night routes is somewhat important
1 = Least importance: Adding more night routes is not at all important



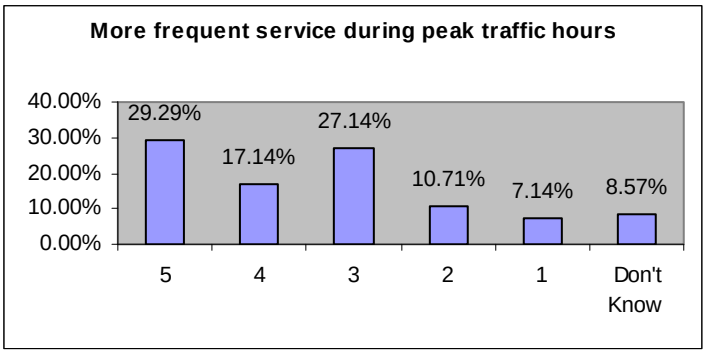
Question #11d: On a scale of 1-5, what is the importance of adding more Saturday routes?

5 = Most important: Adding more Saturday routes is very important
3 = Neutral importance: Adding more Saturday routes is somewhat important
1= Least importance: Adding more Saturday routes is not at all important



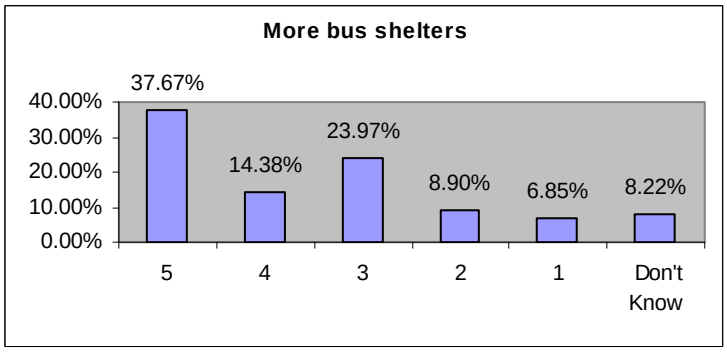
Question #11f: On a scale of 1-5, what is the importance of offering Sunday service?

5 = Most important: Offering Sunday service is very important
3 = Neutral importance: Offering Sunday service is somewhat important
1= Least importance: Offering Sunday service is not at all important



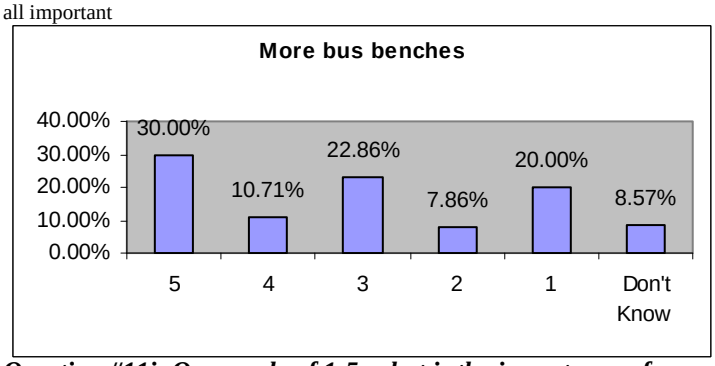
Question #11g: On a scale of 1-5, what is the importance of having more frequent service during peak hours

5 = Most important: Having more frequent service during peak hours is very important
3 = Neutral importance: Having more frequent service during peak hours is somewhat important
1= Least importance: Having more frequent service during peak hours is not at all important



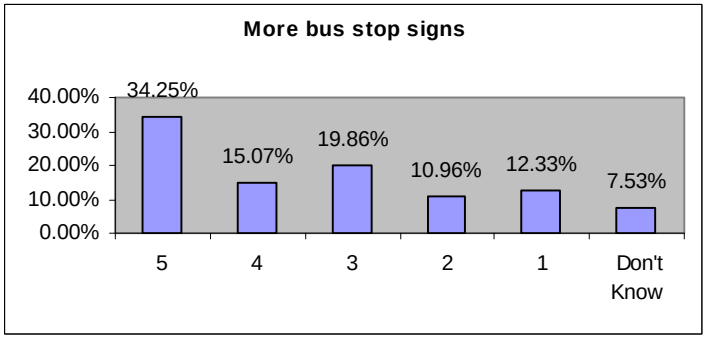
Question #11h: On a scale of 1-5, what is the importance of adding more bus shelters?

5 = Most important: Adding more bus shelters is very important
3 = Neutral importance: Adding more bus shelters is somewhat important
1= Least importance: Adding more bus shelters is not at all important



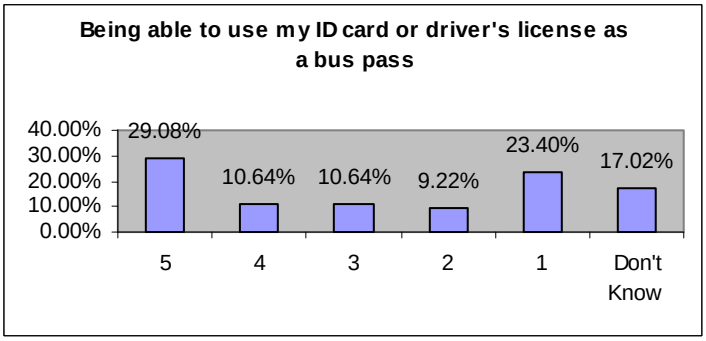
Question #11i: On a scale of 1-5, what is the importance of adding more bus benches?

5 = Most important: Adding more bus benches is very important
3 = Neutral importance: Adding more bus benches is somewhat important
1= Least importance: Adding more bus benches is not at all important



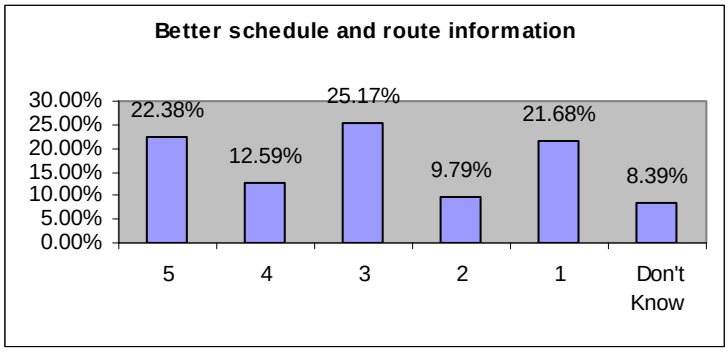
Question #11j: On a scale of 1-5, what is the importance of adding more bus stop signs?

5 = Most important: Adding more bus stop signs is very important
3 = Neutral importance: Adding more bus stop signs is somewhat important
1= Least importance: Adding more bus stop signs is not at all important



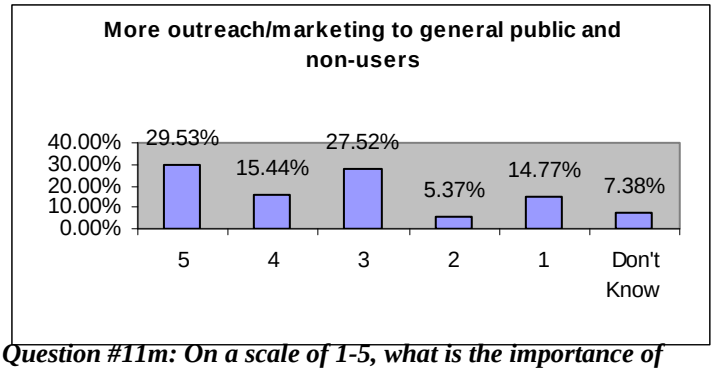
Question #11k: On a scale of 1-5, what is the importance of being able to use my ID card or driver's license as a bus pass?

5 = Most important: Being able to use my ID card or driver's license as a bus pass is very important
3 = Neutral importance: Being able to use my ID card or driver's license as a bus pass is somewhat important
1= Least importance: Being able to use my ID card or driver's license as a bus pass is not at all important



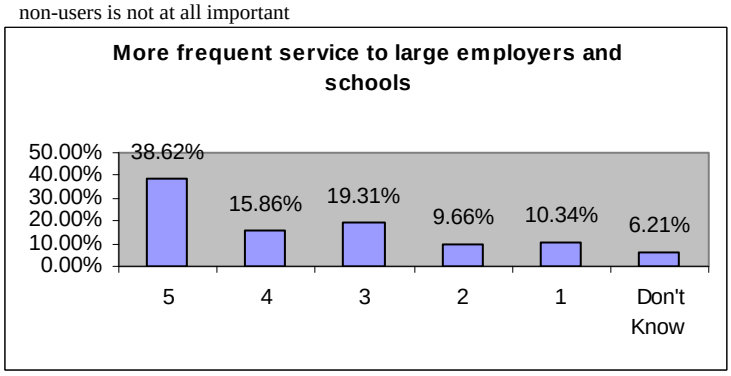
Question #11L: On a scale of 1-5, what is the importance of having better schedule and route information?

5 = Most important: Having better schedule and route information is very important
3 = Neutral importance: Having better schedule and route information is somewhat important
1= Least importance: Having better schedule and route information is not at all important



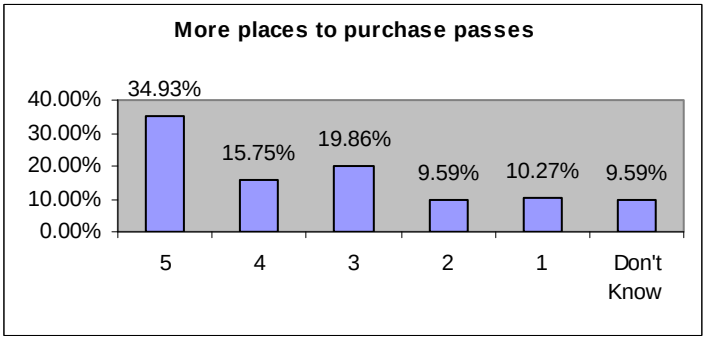
Question #11m: On a scale of 1-5, what is the importance of having more outreach/marketing to the general public and non-users?

5 = Most important: Having more outreach/marketing to the general public and non-users is very important
3 = Neutral importance: Having more outreach/marketing to the general public and non-users somewhat important
1= Least importance: Having more outreach/marketing to the general public and non-users is not at all important



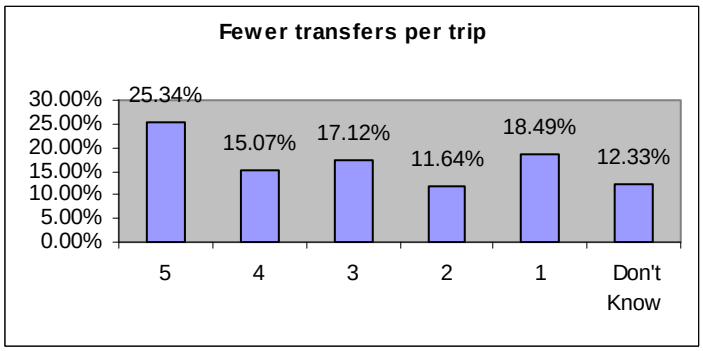
Question #11o: On a scale of 1-5, what is the importance of having more frequent service to large employers and schools?

5 = Most important: Having more outreach/marketing to the general public and non-users is very important
3 = Neutral importance: having more frequent service to large employers and schools somewhat important
1= Least importance: having more frequent service to large employers and schools is not at all important



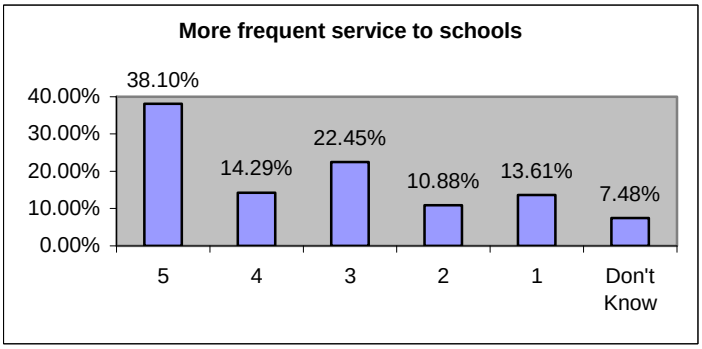
Question #11q: On a scale of 1-5, what is the importance of being able to purchase bus passes at more places?

5 = Most important: Being able to purchase bus passes and more places is very important
3 = Neutral importance: Being able to purchase bus passes and more places is very important is somewhat important
1= Least importance: Being able to purchase bus passes and more places is very important is not at all important



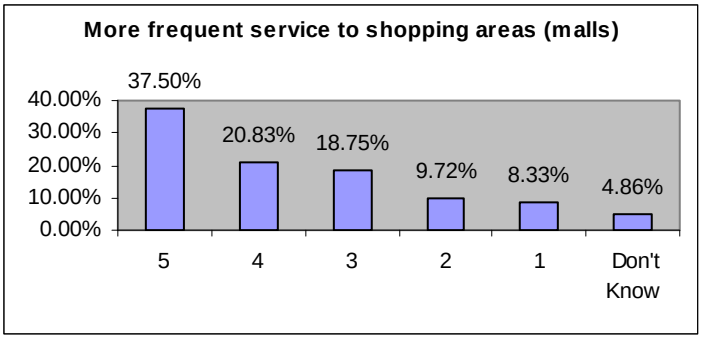
Question #11n: On a scale of 1-5, what is the importance of having fewer transfers per trip?

5 = Most important: Having fewer transfers per trip is very important
3 = Neutral importance: Having fewer transfers per trip is somewhat important
1= Least importance: Having fewer transfers per trip is not at all important



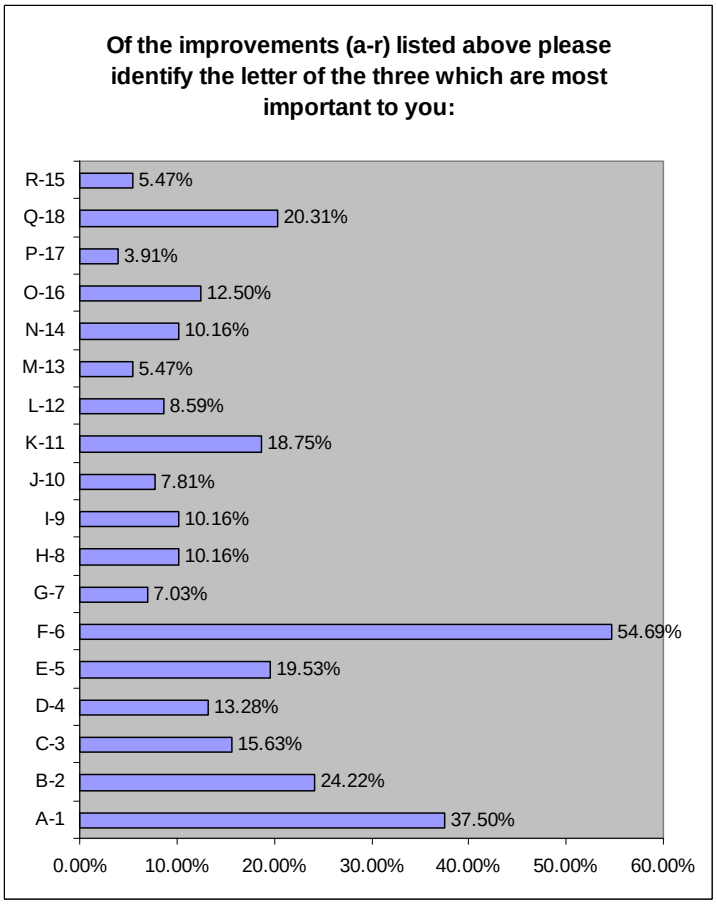
Question#11p: On a scale of 1-5, what is the importance of having more frequent service to schools?

5 = Most important: Having more frequent service to schools is very important
3 = Neutral importance: Having more frequent service to schools is somewhat important
1= Least importance: Having more frequent service to schools is not at all important



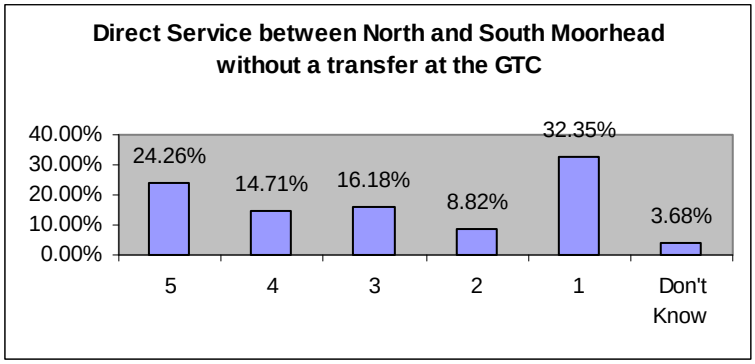
Question #11r: On a scale of 1-5, what is the importance of having more frequent service to shopping areas/malls?

5 = Most important: Having more frequent service to shopping areas/malls is very important
3 = Neutral importance: Having more frequent service to shopping areas/malls is somewhat important
1= Least importance: Having more frequent service to shopping areas/malls is not at all important



Question #12: Of the improvements (a-r) listed above please identify the letter of the three which are most important to you:

A round up item. Survey takers were asked to identify three of the Battery One question s that they thought were most important.

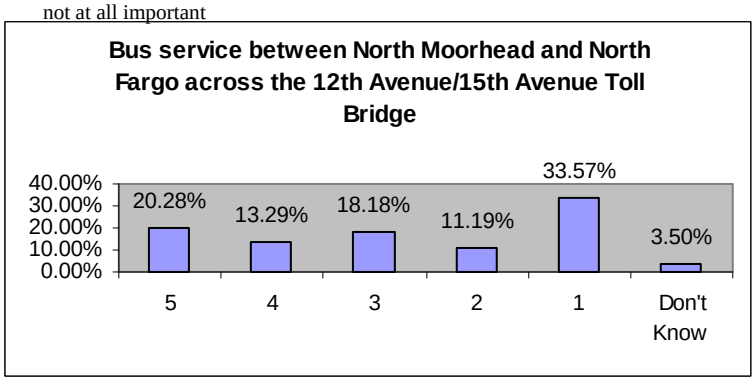


Question #13a: On a scale of 1-5, please rate the importance of a service improvement that would provide direct service between North and South Moorhead without a transfer at the GTC?

5 = Most important: A service improvement that would provide direct service between North and South Moorhead without a transfer at the GTC is very important

3 = Neutral importance: A service improvement that would provide direct service between North and South Moorhead without a transfer at the GTC is somewhat important

1 = Least importance: a service improvement that would provide direct service between North and South Moorhead without a transfer at the GTC is not at all important

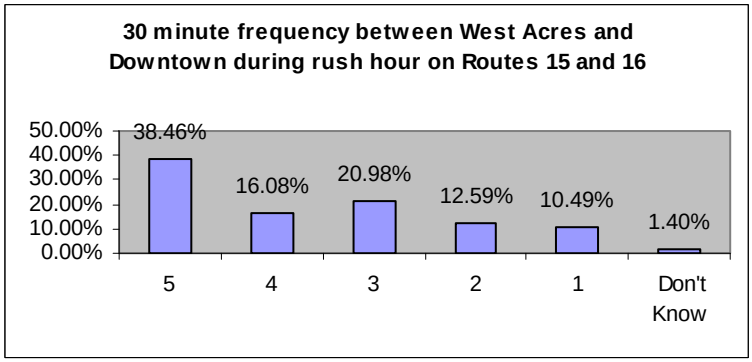


Question #13b: On a scale of 1-5, please rate the importance of a service improvement that would provide bus service between North Moorhead and North Fargo across the 12th Avenue/15th Avenue Toll Bridge?

5 = Most important: A service improvement that would provide bus service between North Moorhead and North Fargo across the 12th Avenue/15th Avenue Toll Bridge is very important

3 = Neutral importance: A service improvement that would provide bus service between North Moorhead and North Fargo across the 12th Avenue/15th Avenue Toll Bridge is somewhat important

1 = Least importance: A service improvement that would provide bus service between North Moorhead and North Fargo across the 12th Avenue/15th Avenue Toll Bridge is not at all important

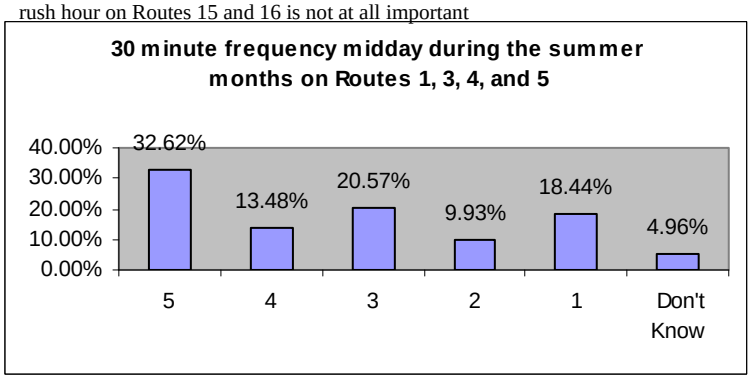


Question #13c: On a scale of 1-5, please rate the importance of a service improvement providing a 30 minute frequency between West Acres and Downtown during rush hour on Routes 15 and 16?

5 = Most important: A service improvement providing a 30 minute frequency between West Acres and Downtown during rush hour on Routes 15 and 16 is very important

3 = Neutral importance: A service improvement providing a 30 minute frequency between West Acres and Downtown during rush hour on Routes 15 and 16 is somewhat important

1 = Least importance: A service improvement providing a 30 minute frequency between West Acres and Downtown during rush hour on Routes 15 and 16 is not at all important

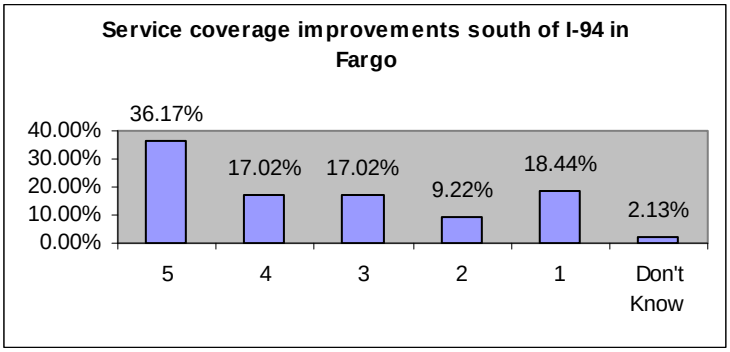


Question #13d: On a scale of 1-5, please rate the importance of a service improvement providing 30 minute frequency midday during the summer months on Routes 1, 3, 4, and 5?

5 = Most important: a service improvement providing a 30 minute frequency midday during the summer months on Routes 1, 3, 4, and 5 is very important

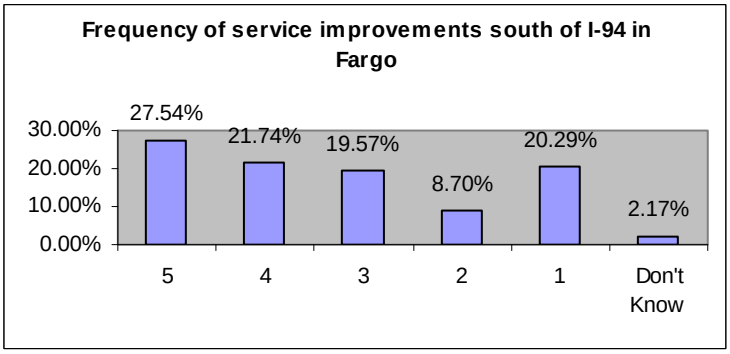
3 = Neutral importance: a service improvement providing a 30 minute frequency midday during the summer months on Routes 1, 3, 4, and 5 is somewhat important

1 = Least importance: a service improvement providing a 30 minute frequency midday during the summer months on Routes 1, 3, 4, and 5 is not at all important



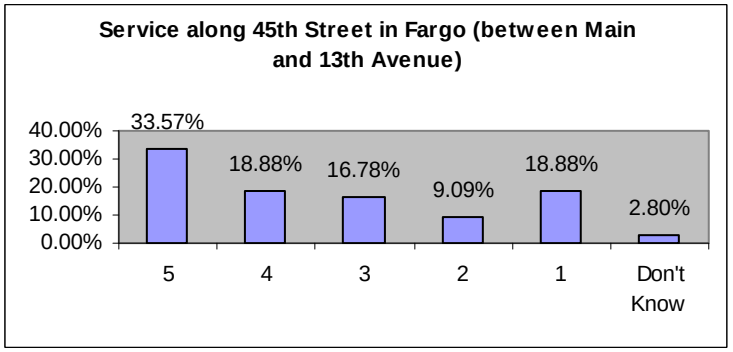
Question #13e: On a scale of 1-5, please rate the importance of service coverage improvements south of I-94 in Fargo?

5 = Most important: Service coverage improvements south of I-94 in Fargo are very important
3 = Neutral importance: Service coverage improvements south of I-94 in Fargo are somewhat important
1 = Least importance: Service coverage improvements south of I-94 in Fargo are not at all important



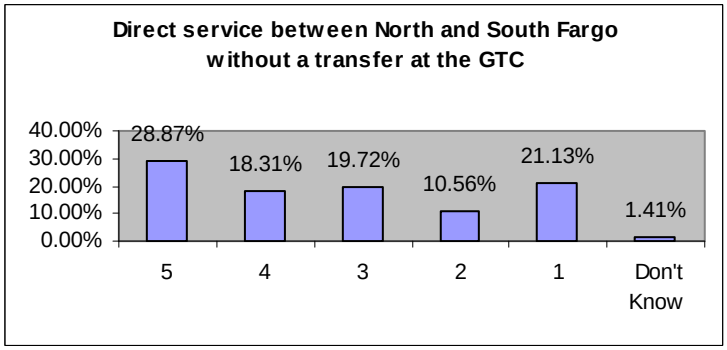
Question #13f: On a scale of 1-5, please rate the importance of frequency of service improvements south of I-94 in Fargo?

5 = Most important: Frequency of service improvements south of I-94 in Fargo is very important
3 = Neutral importance: Frequency of service improvements south of I-94 in Fargo is somewhat important
1 = Least importance: Frequency of service improvements south of I-94 in Fargo is not at all important



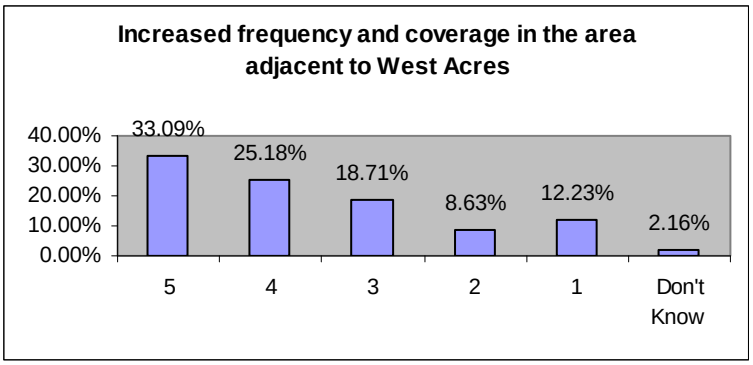
Question #13g: On a scale of 1-5, please rate the importance of a service improvement targeting service along 45th Street in Fargo (between Main Avenue and 13th Avenue South)?

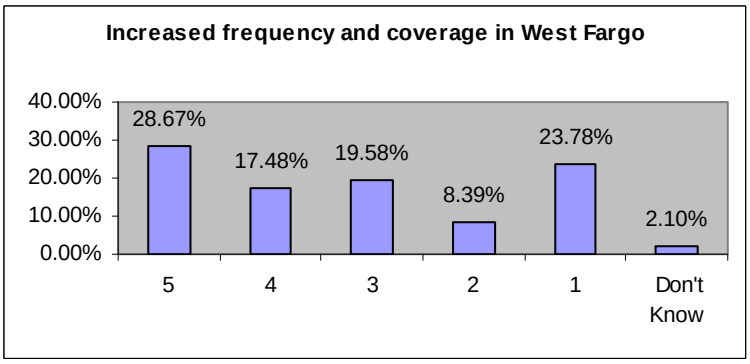
5 = Most important: A service improvement targeting service along 45th Street in Fargo (between Main Avenue and 13th Avenue South) is very important
3 = Neutral importance: A service improvement targeting service along 45th Street in Fargo (between Main Avenue and 13th Avenue South) is somewhat important
1 = Least importance: A service improvement targeting service along 45th Street in Fargo (between Main Avenue and 13th Avenue South) is not at all important



Question #13h: On a scale of 1-5, please rate the importance of a service improvement providing direct service between North and South Fargo without a transfer at the GTC?

5 = Most important: A service improvement providing direct service between North and South Fargo without a transfer at the GTC is very important
3 = Neutral importance: A service improvement providing direct service between North and South Fargo without a transfer at the GTC is somewhat important
1 = Least importance: A service improvement providing direct service between North and South Fargo without a transfer at the GTC is not at all important





Question #13i: On a scale of 1-5, please rate the importance of a service improvement that would provide increased frequency and coverage in the area adjacent to West Acres?

5 = Most important: A service improvement that would provide increased frequency and coverage in the area adjacent to West Acres is very important

3 = Neutral importance: A service improvement that would provide increased frequency and coverage in the area adjacent to West Acres is somewhat important

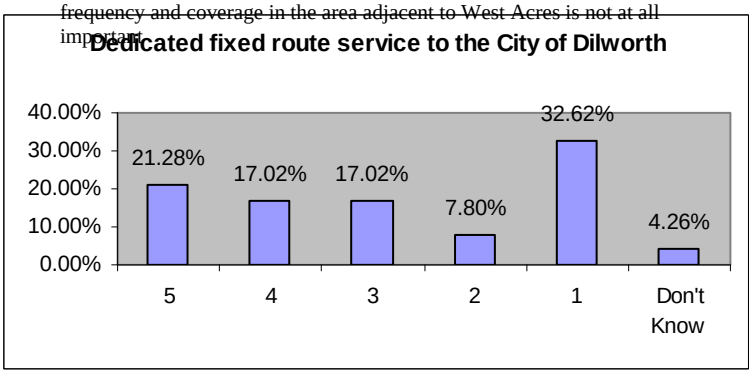
1 = Least importance: A service improvement that would provide increased frequency and coverage in the area adjacent to West Acres is not at all important

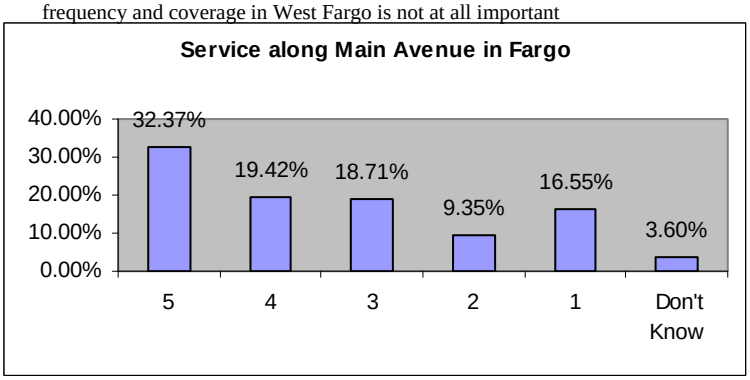
Question#13k: On a scale of 1-5, please rate the importance of a service improvement that would provide increased frequency and coverage in West Fargo?

5 = Most important: A service improvement that would provide increased frequency and coverage in West Fargo is very important

3 = Neutral importance: A service improvement that would provide increased frequency and coverage in West Fargo is somewhat important

1 = Least importance: A service improvement that would provide increased frequency and coverage in West Fargo is not at all important





Question #13j: On a scale of 1-5, please rate the importance of a service improvement providing dedicated fixed route service to the City of Dilworth?

5 = Most important: A service improvement providing dedicated fixed route service to the City of Dilworth is very important

3 = Neutral importance: A service improvement providing dedicated fixed route service to the City of Dilworth is somewhat important

1 = Least importance: A service improvement providing dedicated fixed route service to the City of Dilworth is not at all important

Question #13l: On a scale of 1-5, please rate the importance of Service improvements along Main Avenue in Fargo?

5 = Most important: Service improvements along Main Avenue in Fargo are very important

3 = Neutral importance: Service improvements along Main Avenue in Fargo are somewhat important

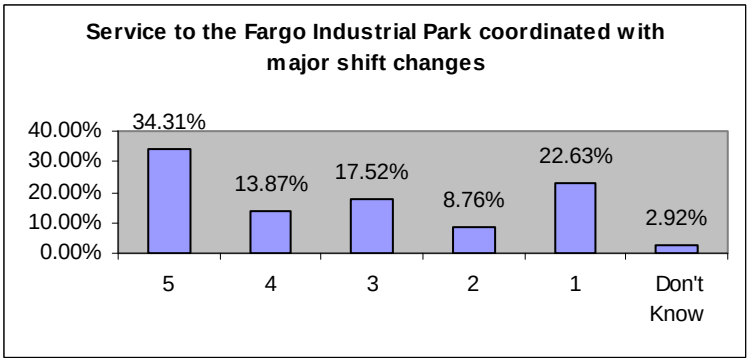
1 = Least importance: Service improvements along Main Avenue in Fargo are not at all important

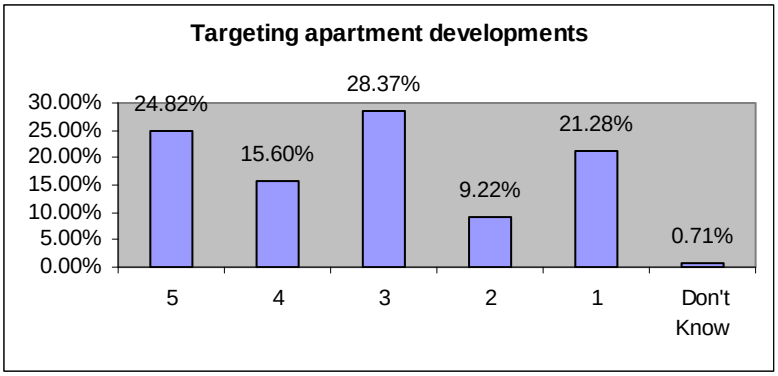
Question #13m: On a scale of 1-5, please rate the importance of service improvements to the Fargo Industrial Park coordinated with major shift changes?

5 = Most important: Service improvements to the Fargo Industrial Park coordinated with major shift changes is very important

3 = Neutral importance: Service improvements to the Fargo Industrial Park coordinated with major shift changes is somewhat important

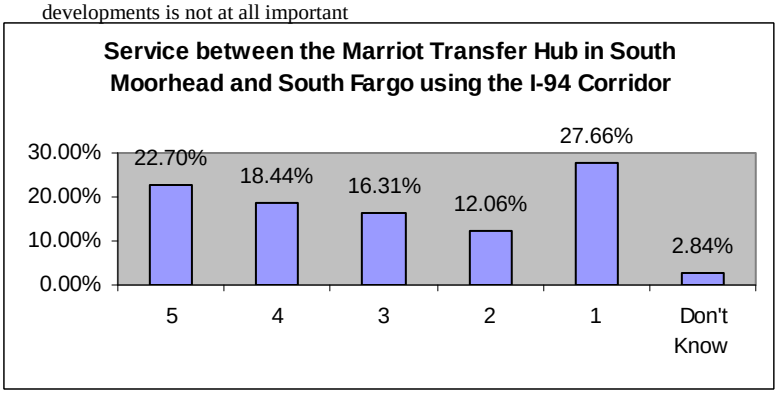
1 = Least importance: Service improvements to the Fargo Industrial Park coordinated with major shift changes is not at all important





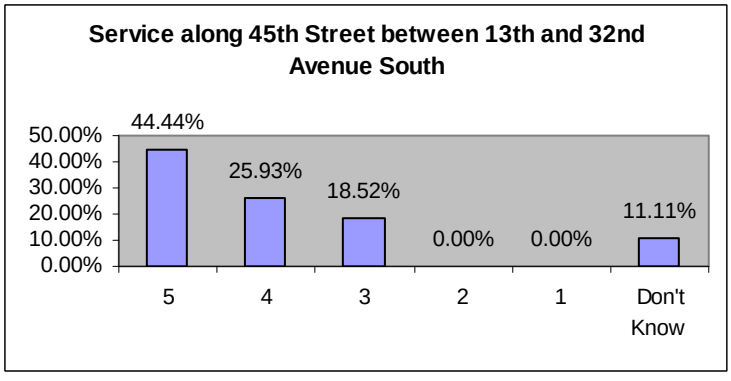
Question#13n: On a scale of 1-5, please rate the importance of a service improvement targeting apartment developments?

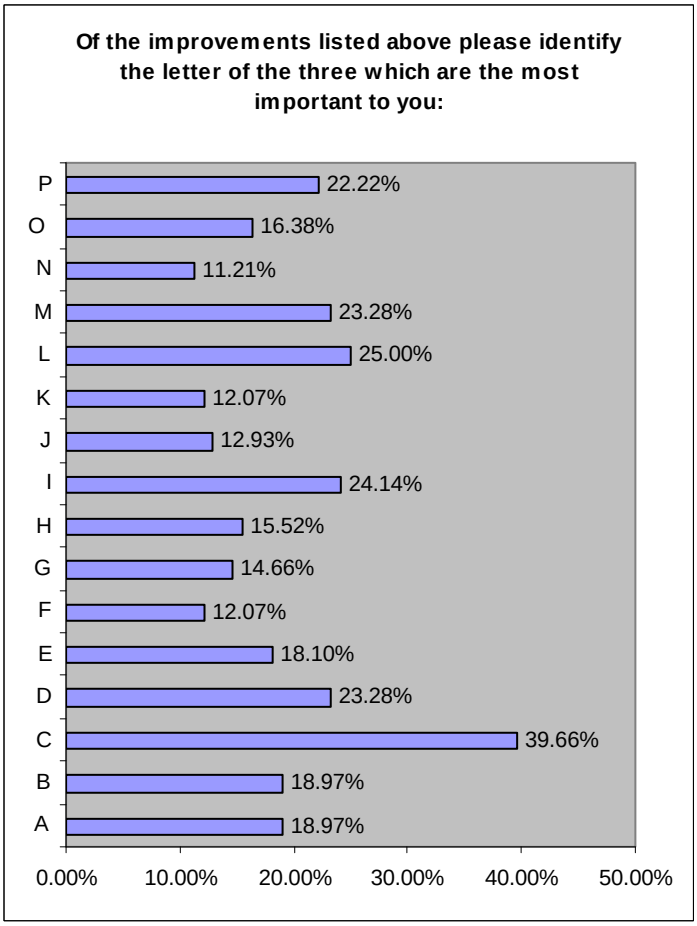
5 = Most important: A service improvement targeting apartment developments is very important
3 = Neutral importance: A service improvement targeting apartment developments is somewhat important
1 = Least importance: A service improvement targeting apartment developments is not at all important



Question #13o: On a scale of 1-5, please rate the importance of a service improvement providing service between the Marriot Transfer Hub in South Moorhead and South Fargo using the I-94 Corridor?

5 = Most important: A service improvement providing service between the Marriot Transfer Hub in South Moorhead and South Fargo using the I-94 Corridor is very important
3 = Neutral importance: A service improvement providing service between the Marriot Transfer Hub in South Moorhead and South Fargo using the I-94 Corridor is somewhat important
1 = Least importance: A service improvement providing service between the Marriot Transfer Hub in South Moorhead and South Fargo using the I-94 Corridor is not at all important



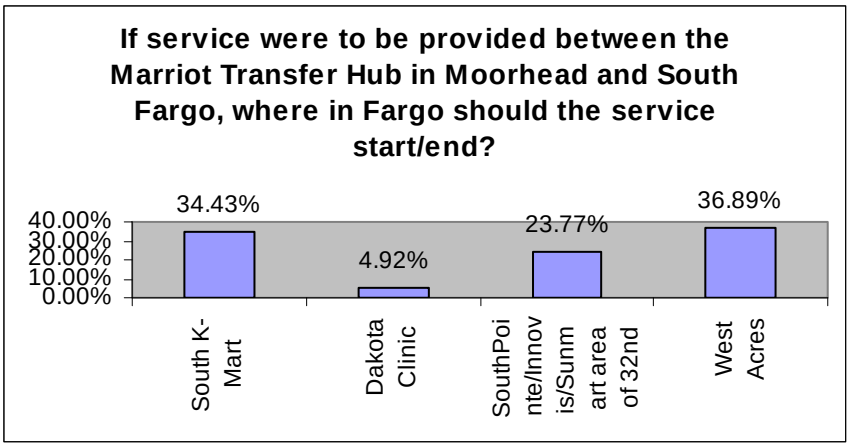


Question #14: Of the improvements (a-p) listed above please identify the letter of the three which are most important to you:

A round up item. Survey takers were asked to identify three of the Battery two question s that they thought were most important.

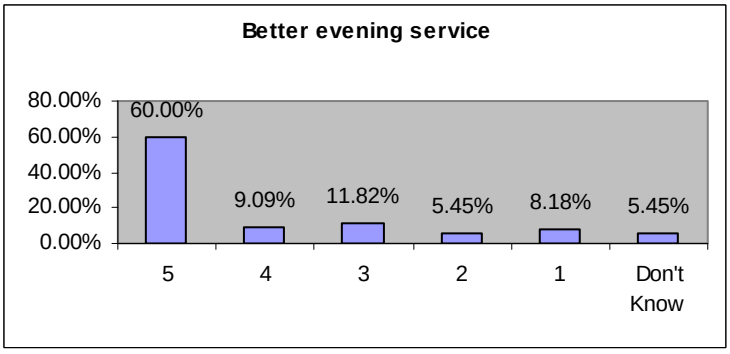
Question #13pl: On a scale of 1-5, please rate the importance of a service improvement targeting service along 45th Street between 13th and 32nd Avenue South?

5 = Most important: A service improvement targeting service along 45th Street between 13th and 32nd Avenue South is very important
3 = Neutral importance: A service improvement targeting service along 45th Street between 13th and 32nd Avenue South is somewhat important
1 = Least importance: A service improvement targeting service along 45th Street between 13th and 32nd Avenue South is not at all important



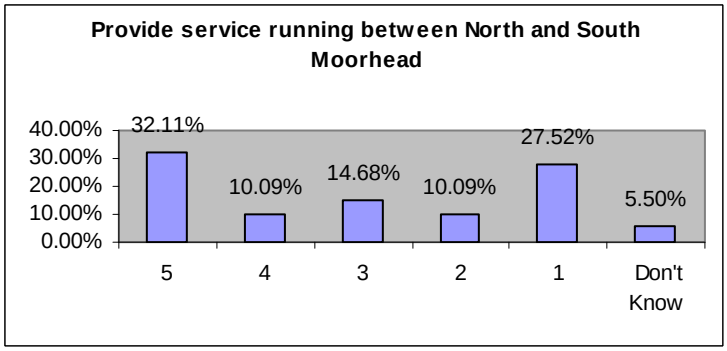
Question #15: If service were to be provided between the Marriot Transfer Hub in Moorhead and South Fargo, where in Fargo should the service start/end?

Question designed to see where riders would like to have an additional hub in South Fargo



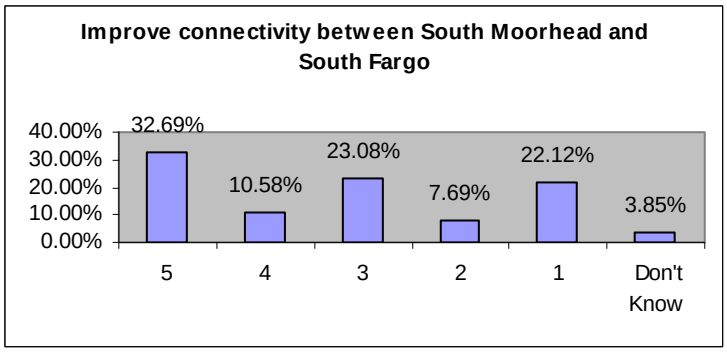
Question #16a: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy of focusing on better evening service?

5 = Most important: Adopting a strategy of focusing on better evening service is very important
3 = Neutral importance: Adopting a strategy of focusing on better evening service is somewhat important
1 = Least importance: Adopting a strategy of focusing on better evening service is not at all important



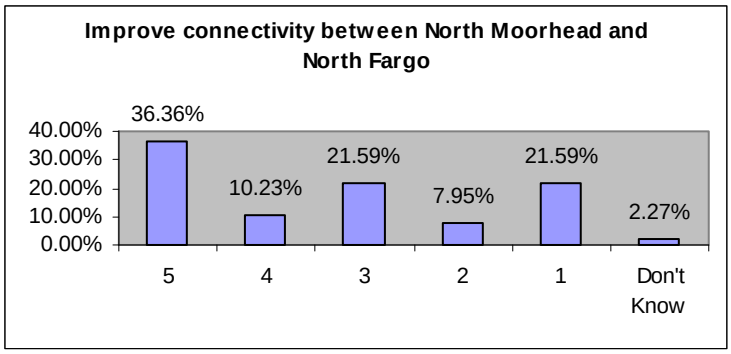
Question #16b: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy of providing service running between North and South Moorhead?

5 = Most important: Adopting a strategy of providing service running between North and South Moorhead is very important
3 = Neutral importance: Adopting a strategy of providing service running between North and South Moorhead is somewhat important
1 = Least importance: Adopting a strategy of providing service running between North and South Moorhead is not at all important



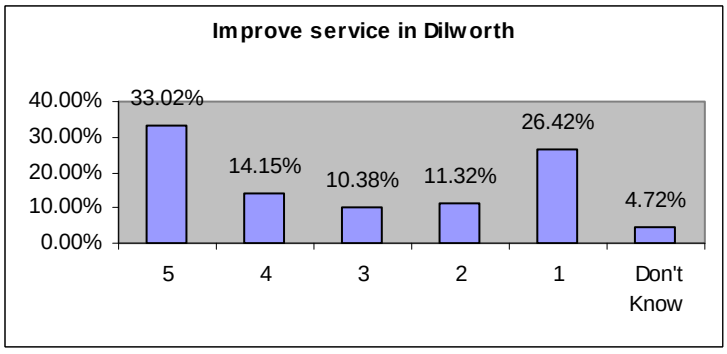
Question #16c: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy of improving connectivity between South Moorhead and South Fargo?

5 = Most important: Adopting a strategy of improving connectivity between South Moorhead and South Fargo is very important
3 = Neutral importance: Adopting a strategy of improving connectivity between South Moorhead and South Fargo is somewhat important
1 = Least importance: Adopting a strategy of improving connectivity between South Moorhead and South Fargo is not at all important



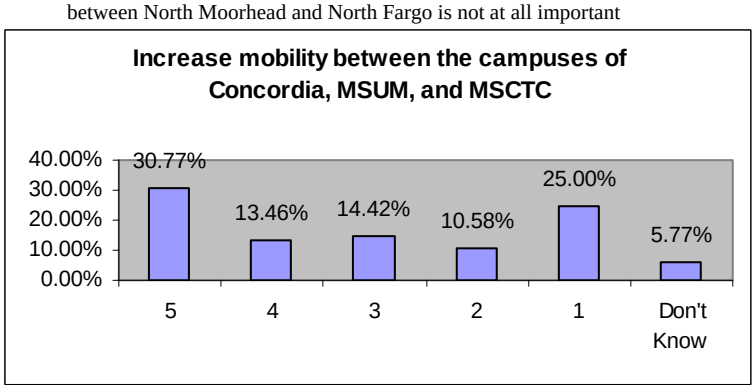
Question #16d: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy of improving connectivity between North Moorhead and North Fargo?

5 = Most important: Adopting a strategy of improving connectivity between North Moorhead and North Fargo is very important
3 = Neutral importance: Adopting a strategy of improving connectivity between North Moorhead and North Fargo is somewhat important
1 = Least importance: Adopting a strategy of improving connectivity between North Moorhead and North Fargo is not at all important



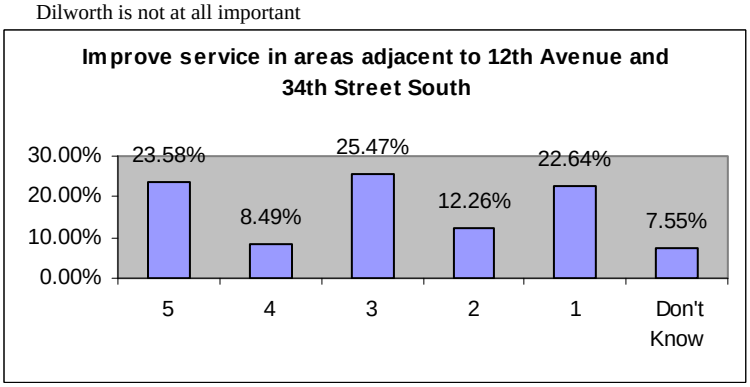
Question #16f: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy that would improve service to Dilworth?

5 = Most important: Adopting a strategy that would improve service to Dilworth is very important
3 = Neutral importance: Adopting a strategy that would improve service to Dilworth is somewhat important
1 = Least importance: Adopting a strategy that would improve service to Dilworth is not at all important



Question #16e: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy that would increase mobility between the campuses of Concordia, MSUM, and MSCTC?

5 = Most important: Adopting a strategy that would increase mobility between the campuses of Concordia, MSUM, and MSCTC is very important
3 = Neutral importance: Adopting a strategy that would increase mobility between the campuses of Concordia, MSUM, and MSCTC is somewhat important
1 = Least importance: Adopting a strategy that would increase mobility between the campuses of Concordia, MSUM, and MSCTC is not at all important

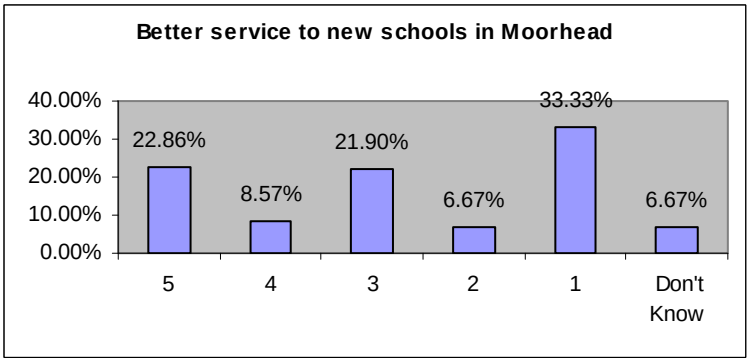


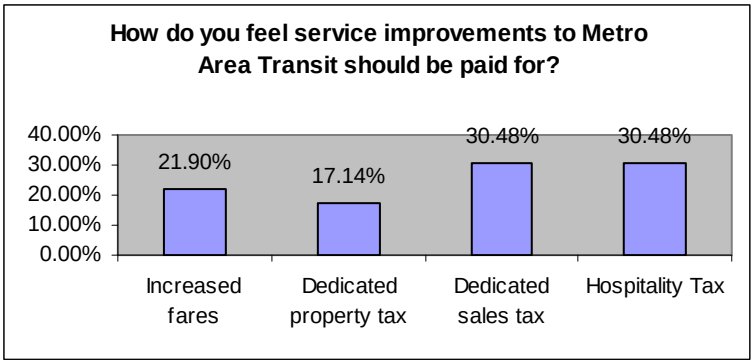
Question #16g: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy that would improve service in areas adjacent to 12th Avenue and 34th Street South?

5 = Most important: Adopting a strategy that would improve service in areas adjacent to 12th Avenue and 34th Street South is very important
3 = Neutral importance: Adopting a strategy that would improve service in areas adjacent to 12th Avenue and 34th Street South is somewhat important
1 = Least importance: Adopting a strategy that would improve service in areas adjacent to 12th Avenue and 34th Street South is not at all important

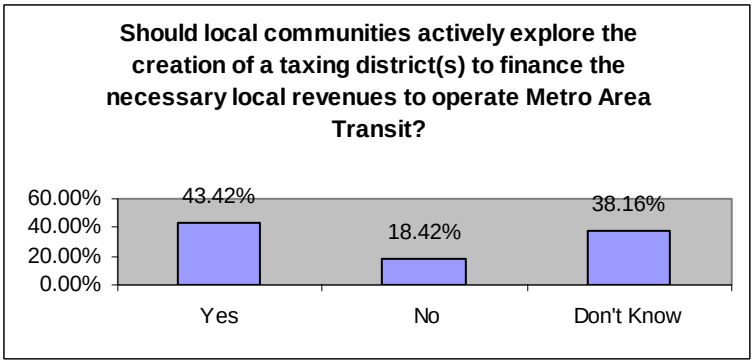
Question #16h: If Metro Area Transit were to add an eighth bus route in Moorhead, on a scale of 1 to 5, how important would it be to adopt a strategy to provide better service to new schools in Moorhead?

5 = Most important: Adopting a strategy to provide better service to new schools in Moorhead is very important
3 = Neutral importance: Adopting a strategy to provide better service to new schools in Moorhead is somewhat important
1 = Least importance: Adopting a strategy to provide better service to new schools in Moorhead is not at all important

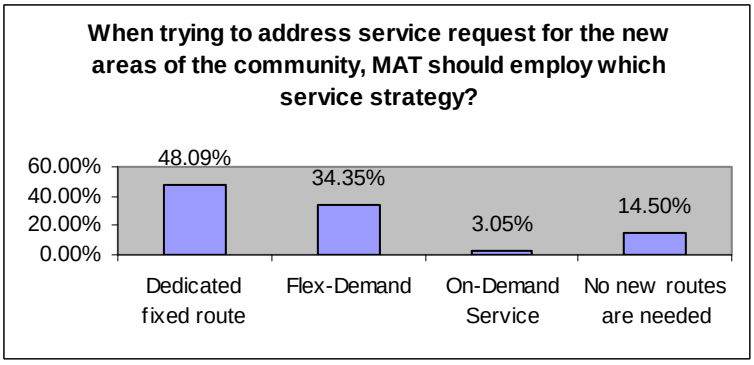




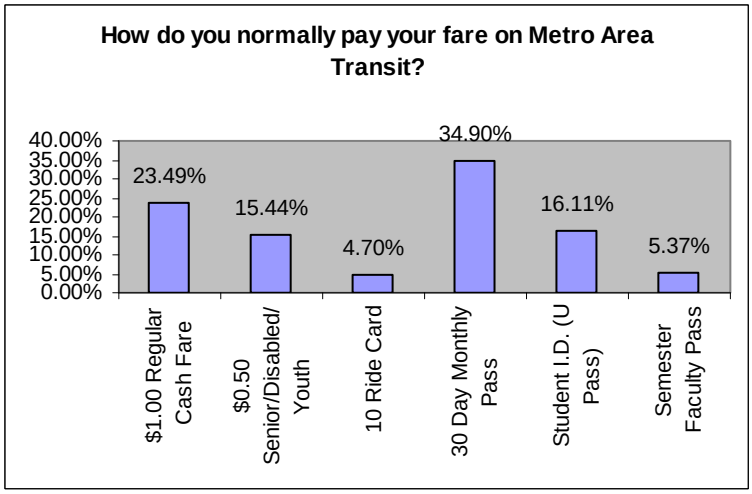
Question #17: How do you feel service improvements to Metro Area Transit should be paid for?
Asking riders how they feel impending improvement to MAT should be funded, given the choices illustrated in the chart



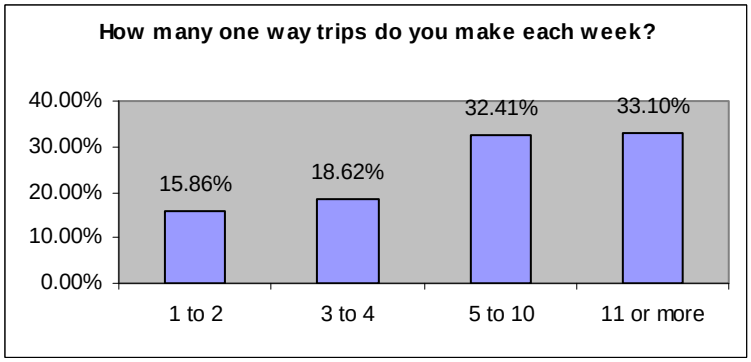
Question #18: Should local communities actively explore the creation of a taxing district to finance the necessary local revenues to operate Metro Area Transit?
Asking riders if they think that a separate taxing district should be made to manage MAT funding



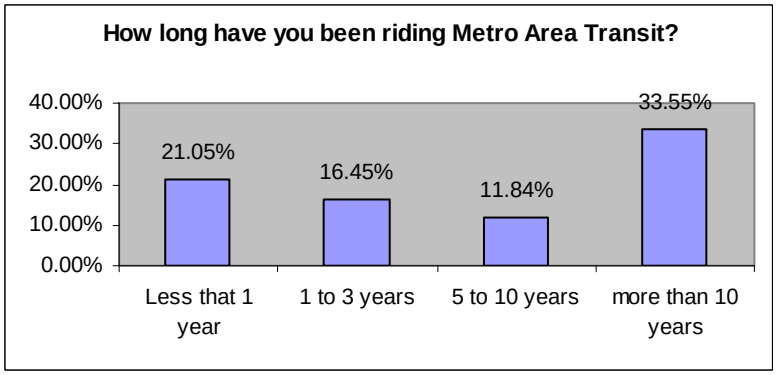
Question #19: When trying to address service request for the new areas of the community, MAT should employ which service strategy?
How do riders think MAT should approach expansion strategies in to newer areas of operation?



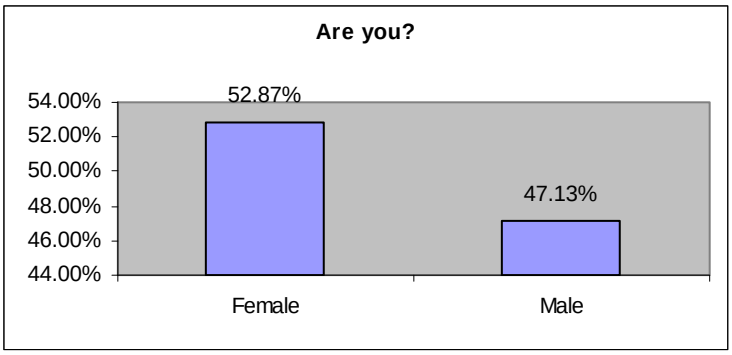
Question #20: How do you normally pay your fare on Metro Area Transit?
What method of payment do you use to ride the bus?



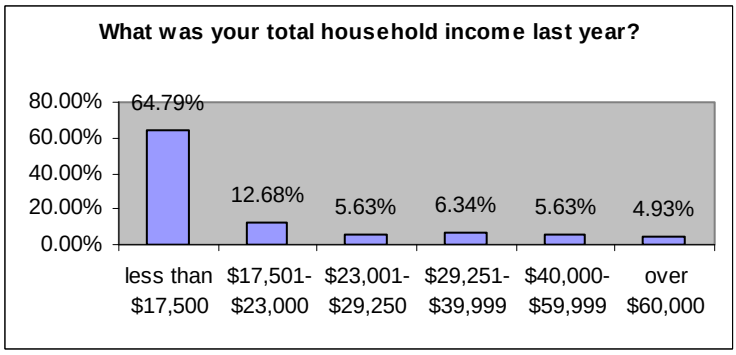
Question #21: How many one way trips to you make each week?
How many times do you get on the bus at your departure location and get off at a destination per week?



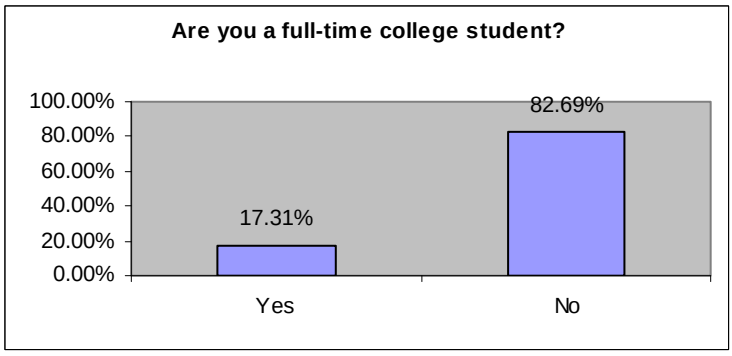
Question #22: How long have you been riding Metro Area Transit?



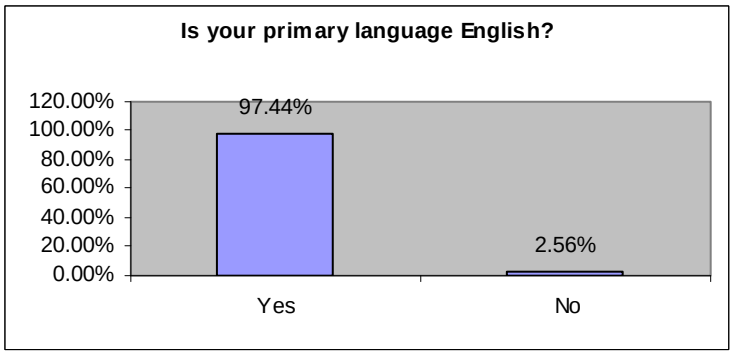
Question #23
Demographic Question



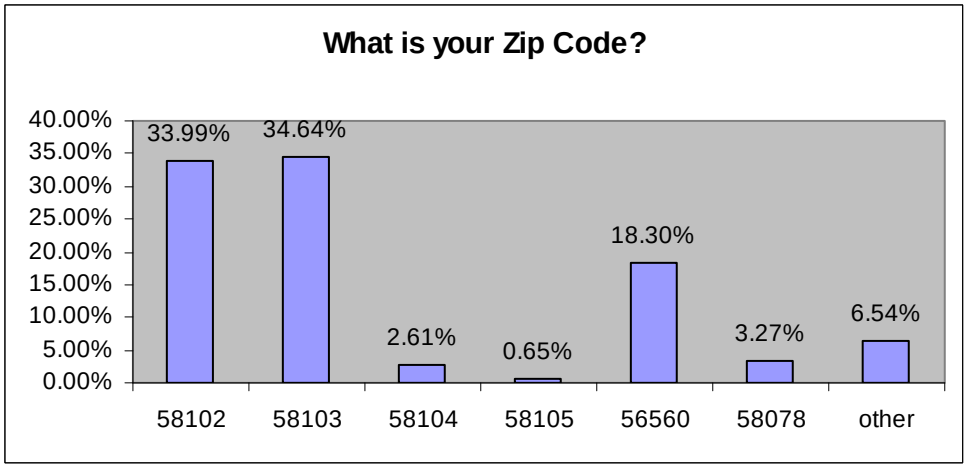
Question #24
Demographic Question



Question #25
Demographic Question

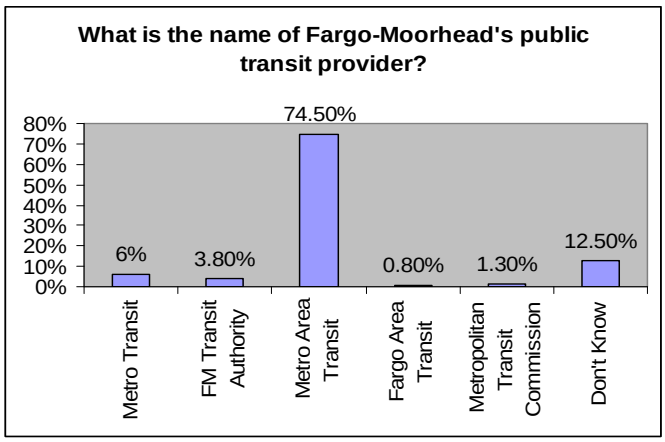


Question #26



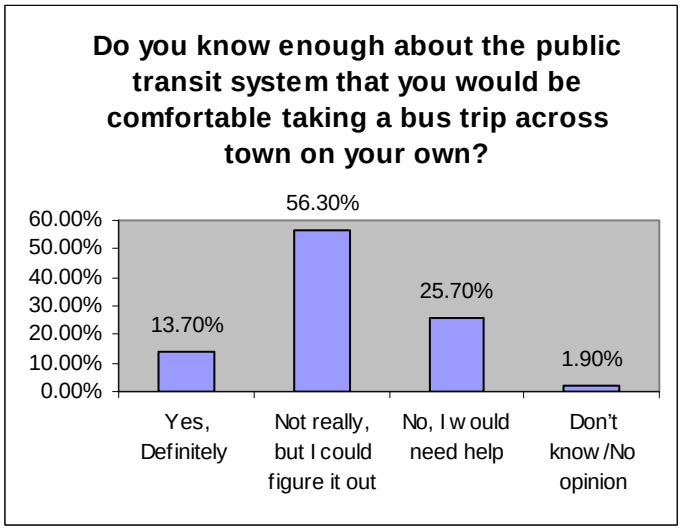
Question #27: What is your Zip Code?

APPENDIX C
NON-TRANASIT USER SURVEY



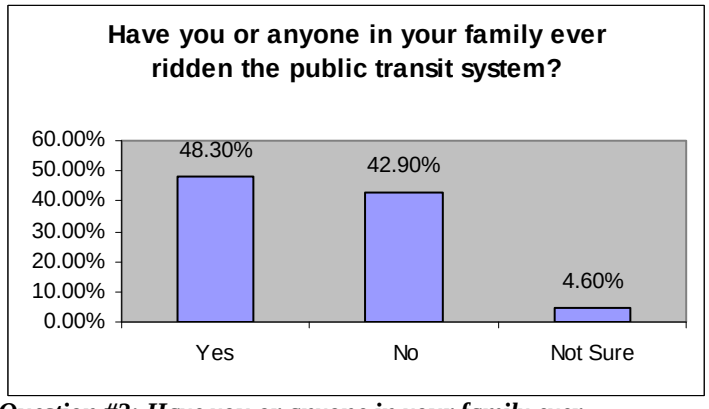
Question #1: What is the name of Fargo-Moorhead's public transit provider?

Correct Answer: Metro Area Transit. Question designed to gauge public's awareness of MAT.

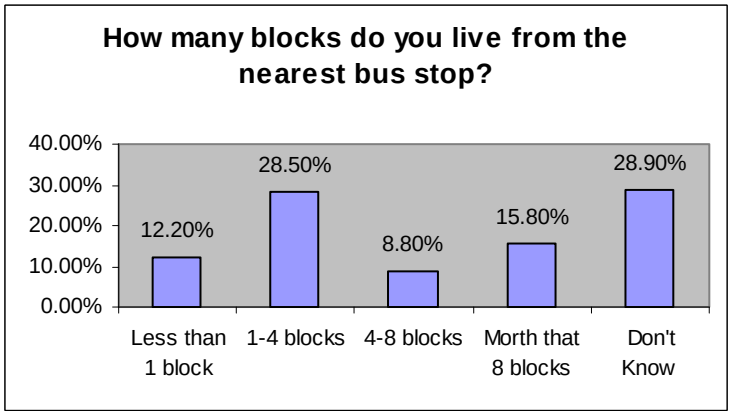


Question #2: Do you know enough about the public transit system that you would be comfortable taking a bus trip across town on your own?

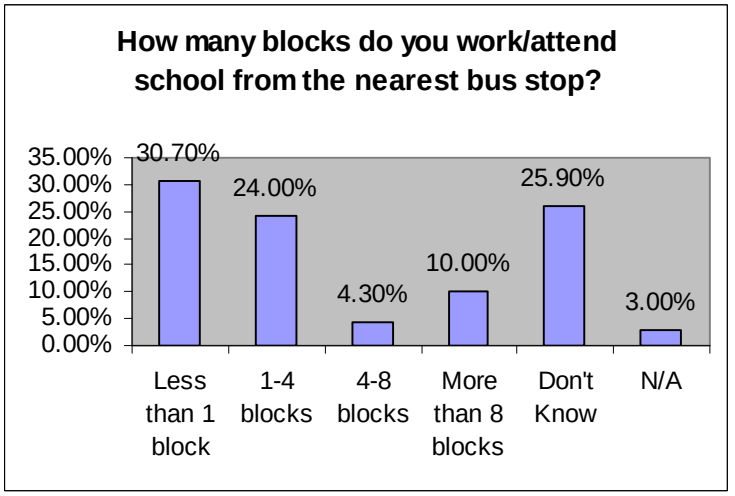
Question designed to gauge how comfortable the public is with the prospect of taking the bus.



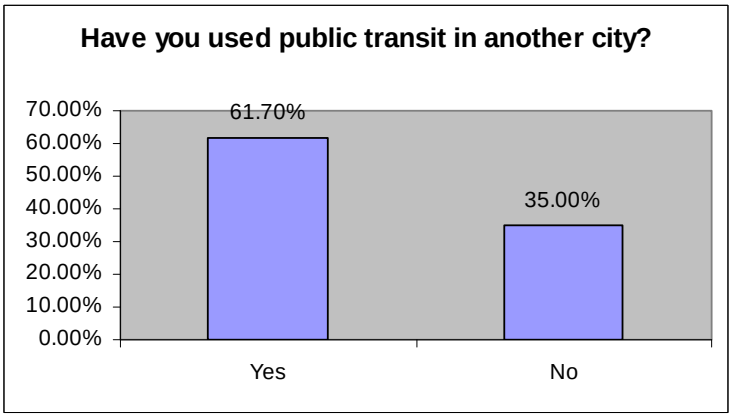
Question #3: Have you or anyone in your family ever ridden the public transit system?



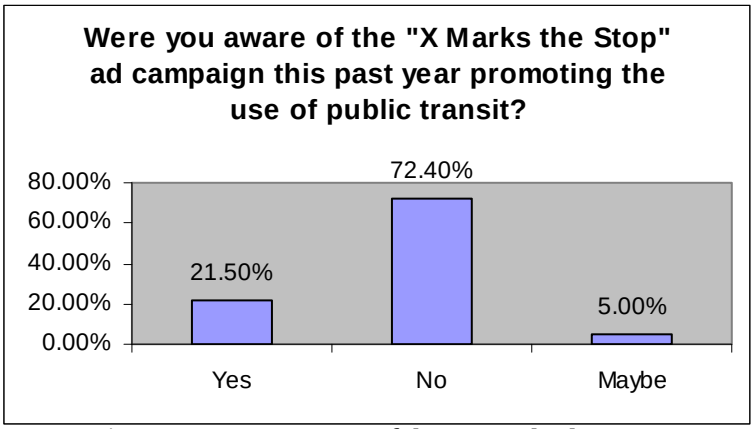
Question #4: How many blocks do you live from the nearest bus stop?



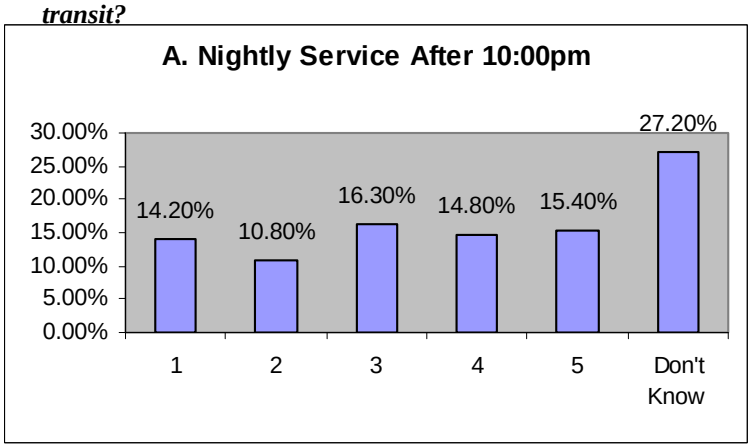
Question #5: How many blocks do you work/attend school from the nearest bus stop?



Question #6: Have you used public transit in another city?

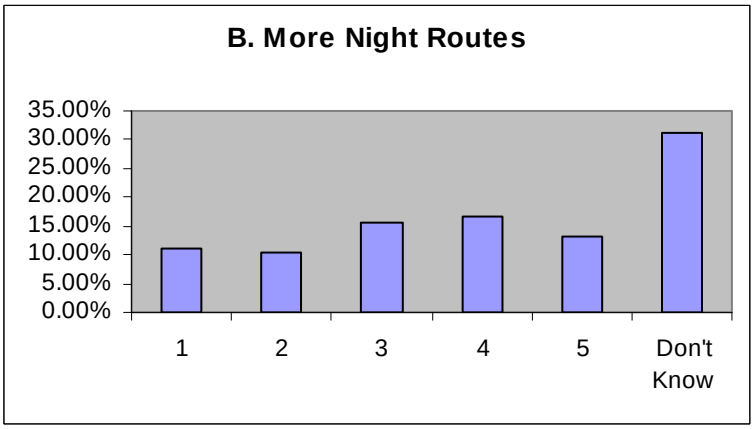


Question #7: Were you aware of the "X Marks the Stop" ad campaign this past year promoting use of public transit?



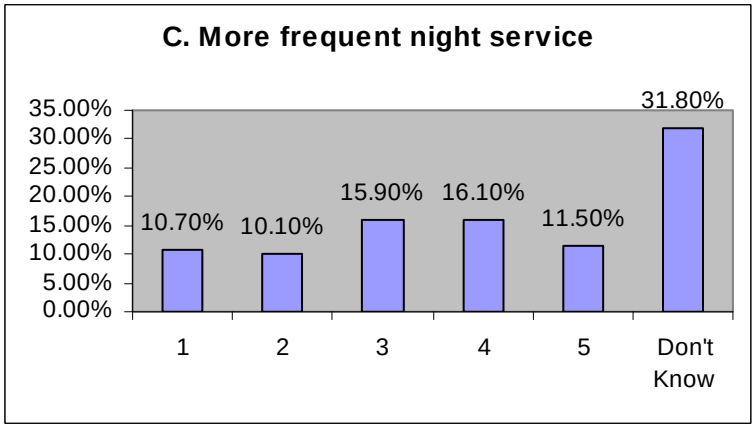
Question #8a: On a scale of 1-5, what is the importance of improvements in Nightly Service after 10:00pm?

5 = Most important: Adding nightly service after 10:00pm is very important
3 = Neutral importance: Adding nightly service after 10:00pm is somewhat important
1 = Least importance: Adding nightly service after 10:00pm is not at all important



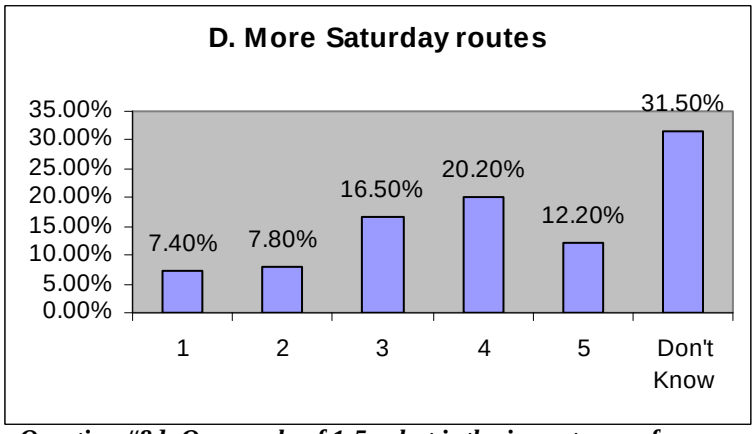
Question #8b: On a scale of 1-5, what is the importance of more night routes?

5 = Most important: Adding more night routes is very important
3 = Neutral importance: Adding more night routes is somewhat important
1 = Least importance: Adding more night routes is not at all important



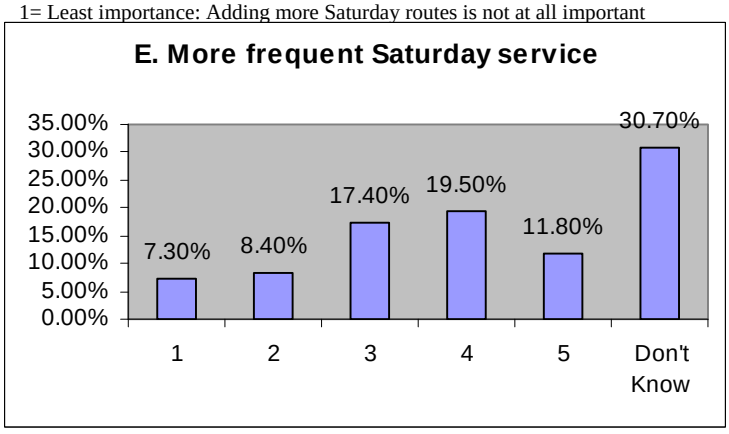
Question #8c: On a scale of 1-5, what is the importance of more frequent night service?

5 = Most important: More frequent night service is very important
3 = Neutral importance: More frequent night service is somewhat important
1= Least importance: More frequent night service is not at all important



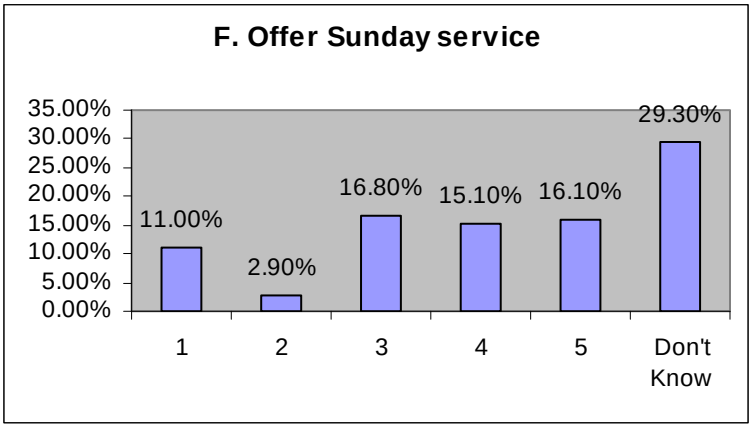
Question #8d: On a scale of 1-5, what is the importance of adding more Saturday routes?

5 = Most important: Adding more Saturday routes is very important
3 = Neutral importance: Adding more Saturday routes is somewhat important
1= Least importance: Adding more Saturday routes is not at all important



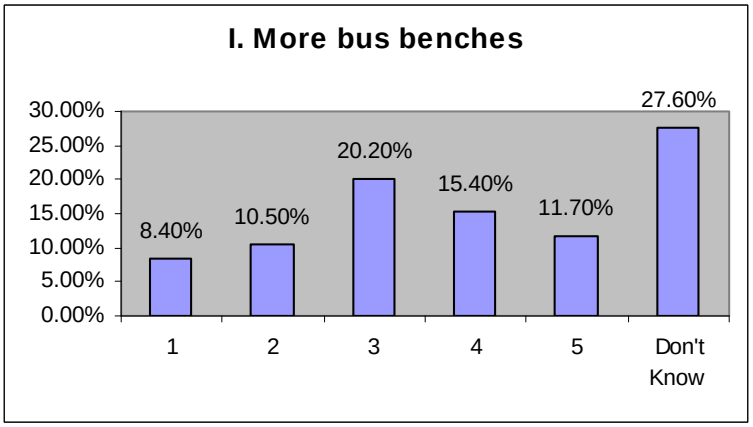
Question #8e: On a scale of 1-5, what is the importance of having more frequent Saturday service?

5 = Most important: Having more frequent Saturday service is very important
3 = Neutral importance: Having more frequent Saturday service is somewhat important
1= Least importance: Having more frequent Saturday service is not at all important



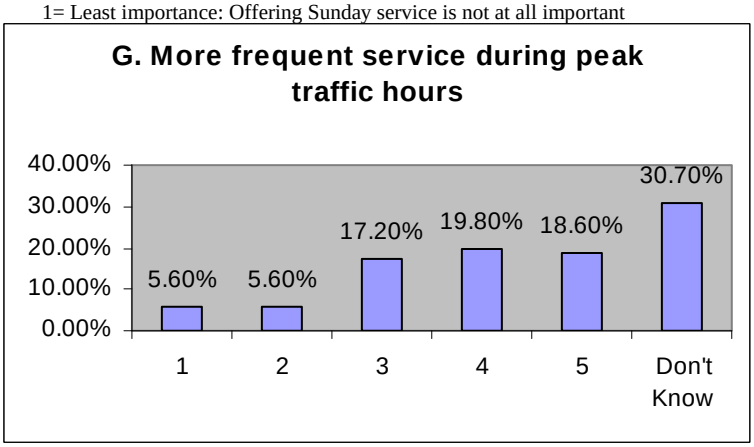
***Question #8f: On a scale of 1-5, what is the importance of offering Sunday service*?**

5 = Most important: Offering Sunday service is very important
3 = Neutral importance: Offering Sunday service is somewhat important
1= Least importance: Offering Sunday service is not at all important



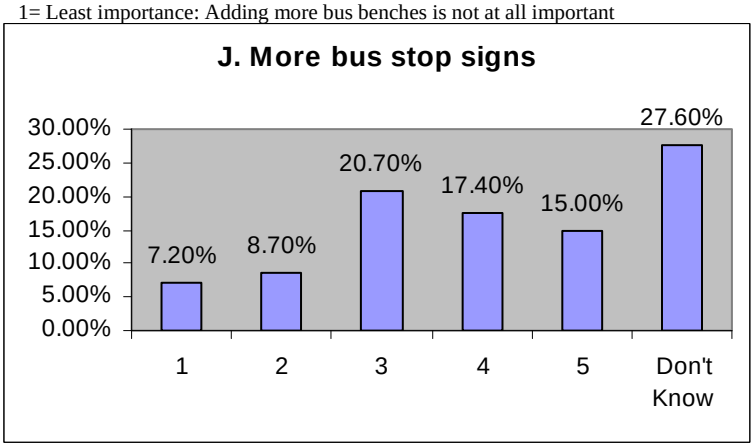
Question #8i: On a scale of 1-5, what is the importance of adding more bus benches?

5 = Most important: Adding more bus benches is very important
3 = Neutral importance: Adding more bus benches is somewhat important
1= Least importance: Adding more bus benches is not at all important



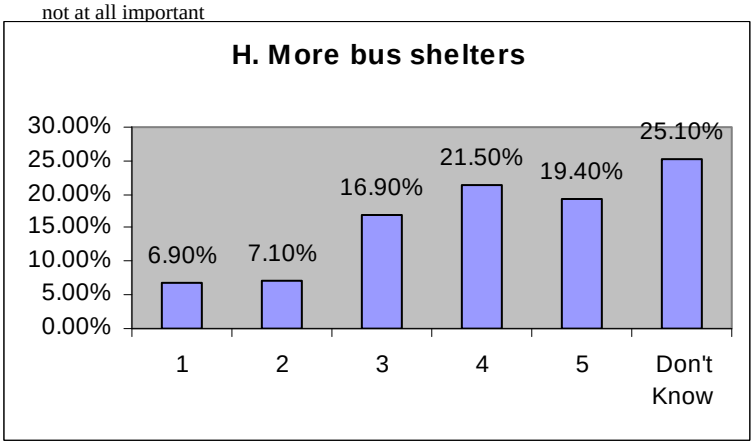
Question #8g: On a scale of 1-5, what is the importance of having more frequent service during peak hours

5 = Most important: Having more frequent service during peak hours is very important
3 = Neutral importance: Having more frequent service during peak hours is somewhat important
1= Least importance: Having more frequent service during peak hours is not at all important



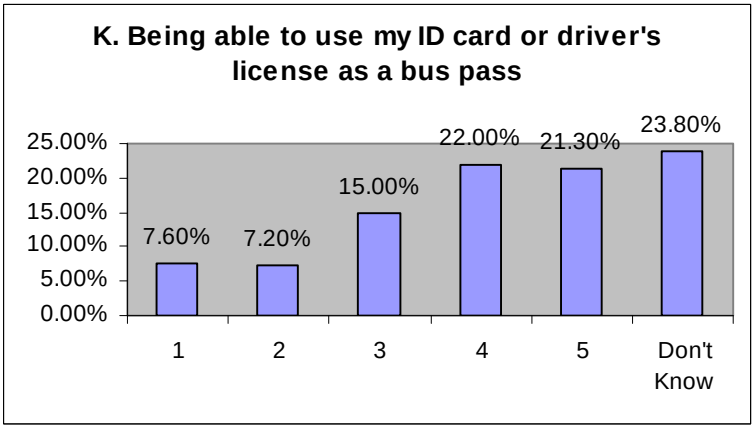
Question #8j: On a scale of 1-5, what is the importance of adding more bus stop signs?

5 = Most important: Adding more bus stop signs is very important
3 = Neutral importance: Adding more bus stop signs is somewhat important
1= Least importance: Adding more bus stop signs is not at all important



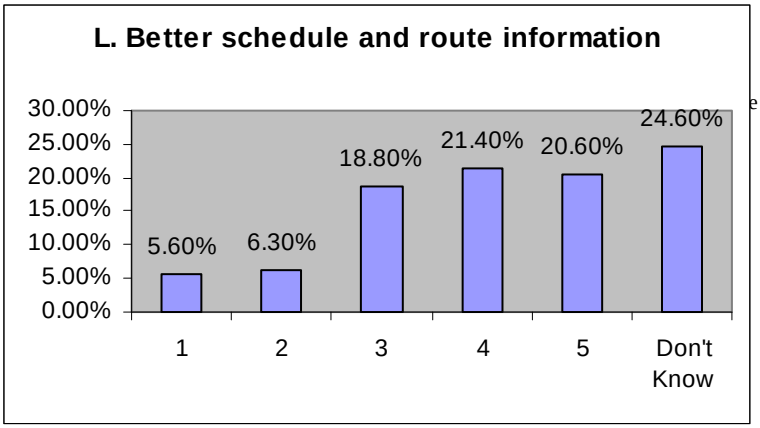
Question #8h: On a scale of 1-5, what is the importance of adding more bus shelters?

5 = Most important: Adding more bus shelters is very important
3 = Neutral importance: Adding more bus shelters is somewhat important
1= Least importance: Adding more bus shelters is not at all important



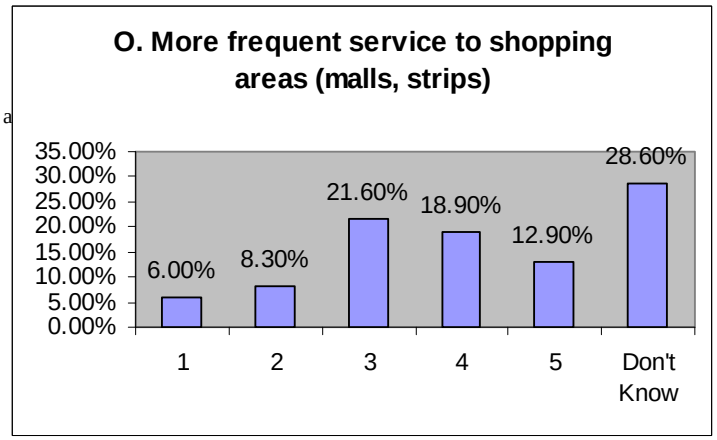
Question #8k: On a scale of 1-5, what is the importance of being able to use my ID card or driver's license as a bus pass?

5 = Most important: Being able to use my ID card or driver's license as a bus pass is very important
3 = Neutral importance: Being able to use my ID card or driver's license as a bus pass is somewhat important



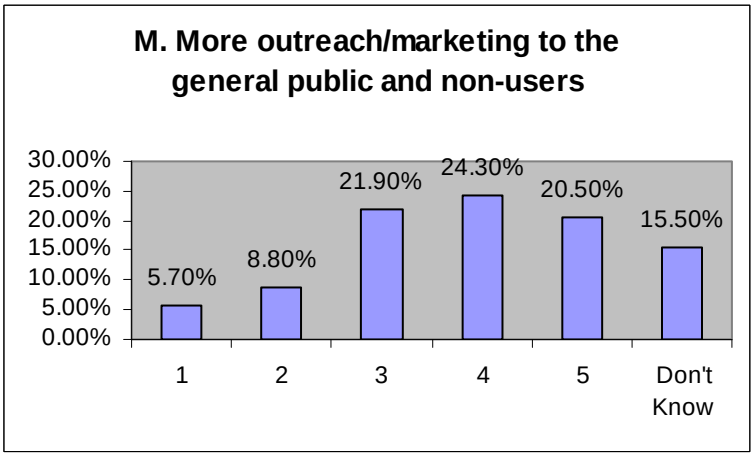
Question #8l: On a scale of 1-5, what is the importance of having better schedule and route information?

5 = Most important: Having better schedule and route information is very important
3 = Neutral importance: Having better schedule and route information is somewhat important
1= Least importance: Having better schedule and route information is not at all important



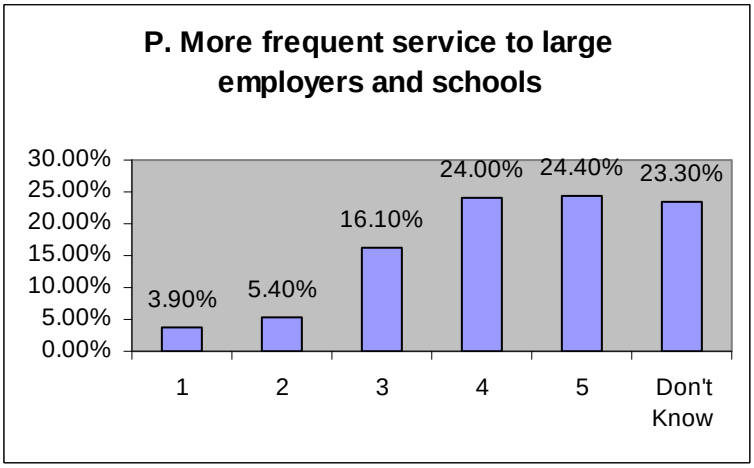
Question #8o: On a scale of 1-5, what is the importance of having more frequent service to shopping areas/malls?

5 = Most important: Having more frequent service to shopping areas/malls is very important
3 = Neutral importance: Having more frequent service to shopping areas/malls is somewhat important
1= Least importance: Having more frequent service to shopping areas/malls is not at all important



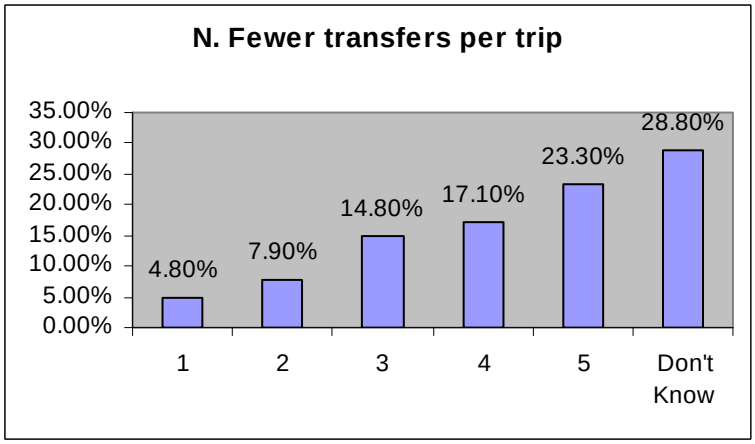
Question #8m: On a scale of 1-5, what is the importance of having more outreach/marketing to the general public and non-users?

5 = Most important: Having more outreach/marketing to the general public and non-users is very important
3 = Neutral importance: Having more outreach/marketing to the general public and non-users somewhat important
1= Least importance: Having more outreach/marketing to the general public and non-users is not at all important



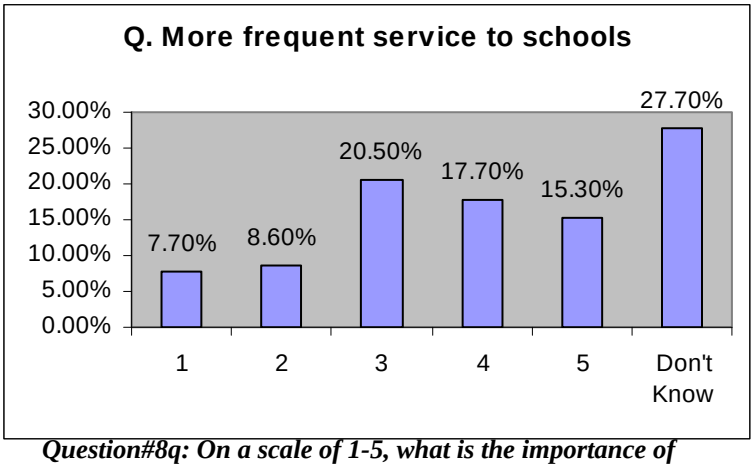
Question #8p: On a scale of 1-5, what is the importance of having more frequent service to large employers and schools?

5 = Most important: Having more outreach/marketing to the general public and non-users is very important
3 = Neutral importance: having more frequent service to large employers and schools somewhat important
1= Least importance: having more frequent service to large employers and schools is not at all important



Question #11n: On a scale of 1-5, what is the importance of having fewer transfers per trip?

5 = Most important: Having fewer transfers per trip is very important
3 = Neutral importance: Having fewer transfers per trip is somewhat important
1= Least importance: Having fewer transfers per trip is not at all important

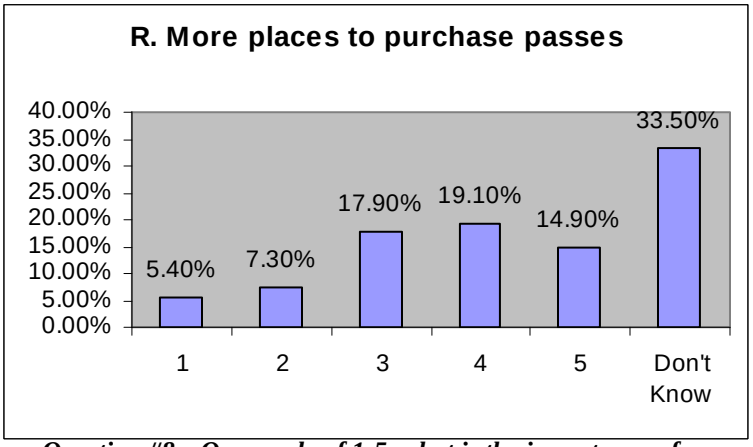


Question#8q: On a scale of 1-5, what is the importance of having more frequent service to schools?

5 = Most important: Having more frequent service to schools is very important

3 = Neutral importance: Having more frequent service to schools is somewhat important

1= Least importance: Having more frequent service to schools is not at all important

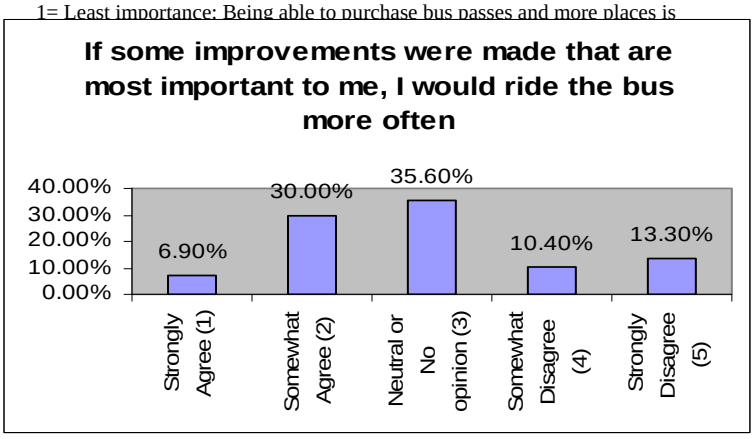


Question #8r: On a scale of 1-5, what is the importance of being able to purchase bus passes at more places?

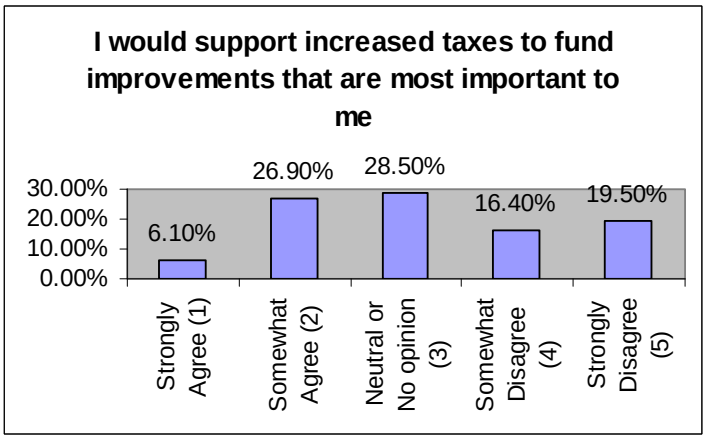
5 = Most important: Being able to purchase bus passes and more places is very important

3 = Neutral importance: Being able to purchase bus passes and more places is very important is somewhat important

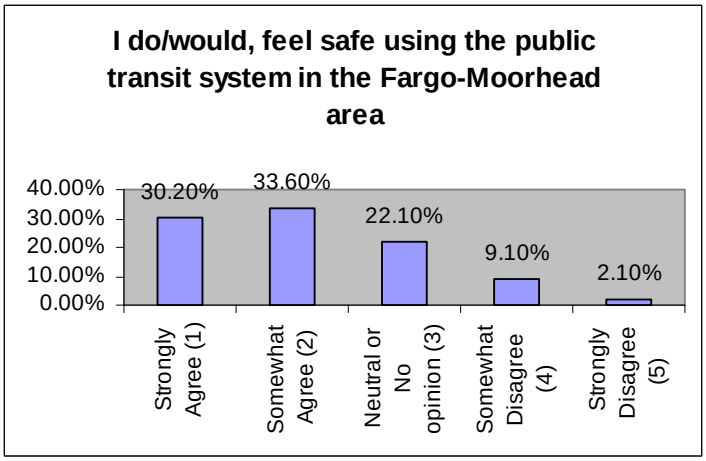
1= Least importance: Being able to purchase bus passes and more places is



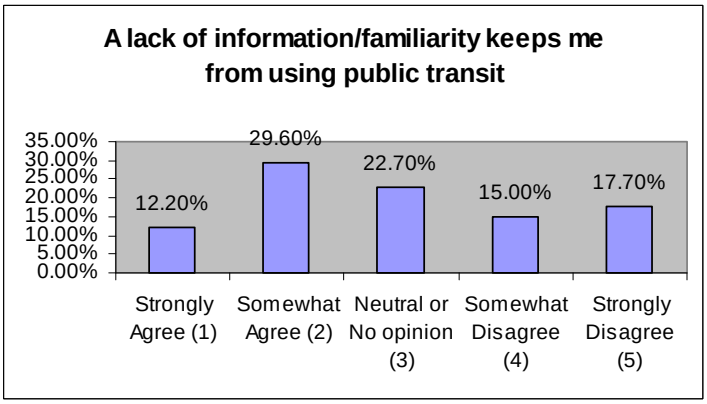
Question #9: If some improvements were made that are important to me, I would ride the bus more often.



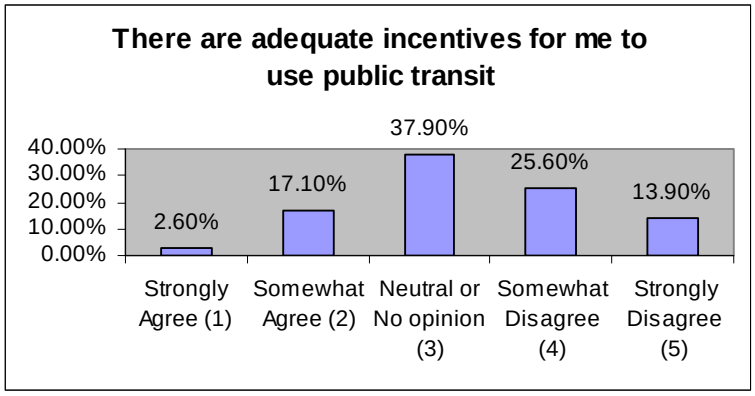
Question#10: I would support increased taxes to fund improvements that most important to me.



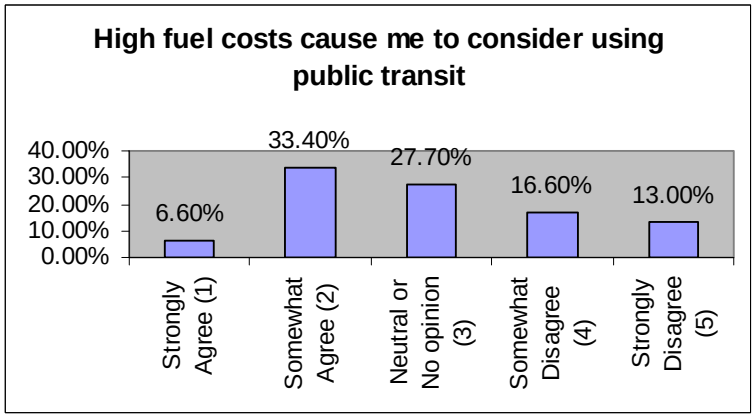
Question #11: I do/would, feel safe using the public transit system in the Fargo-Moorhead area.



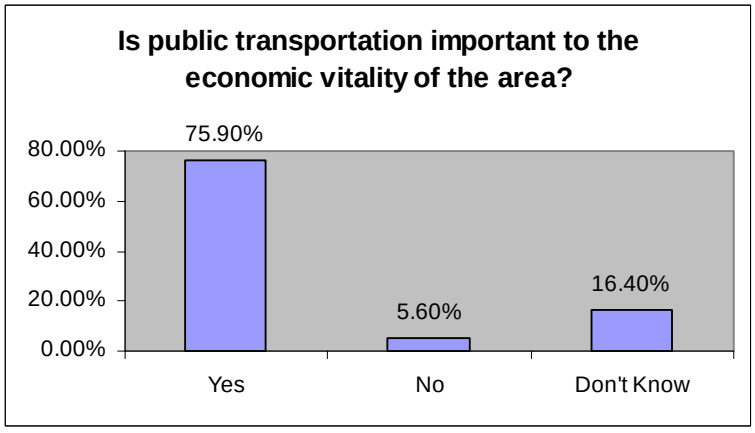
Question #12: A lack of information/familiarity keeps me from using public transit.



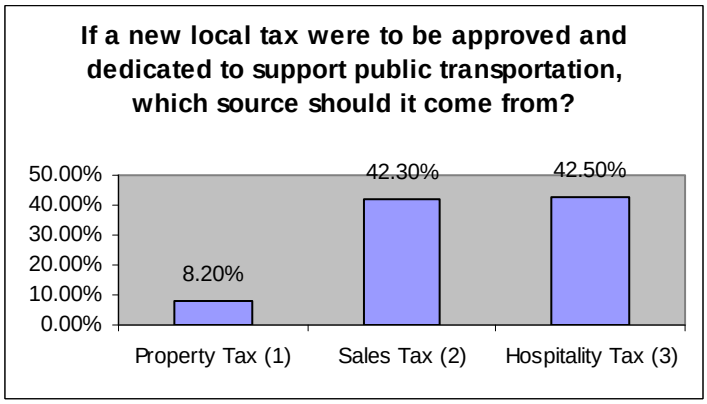
Question #13: There are adequate incentives for me to use public transit.



Question #14: High fuel costs cause me to consider using public transit.

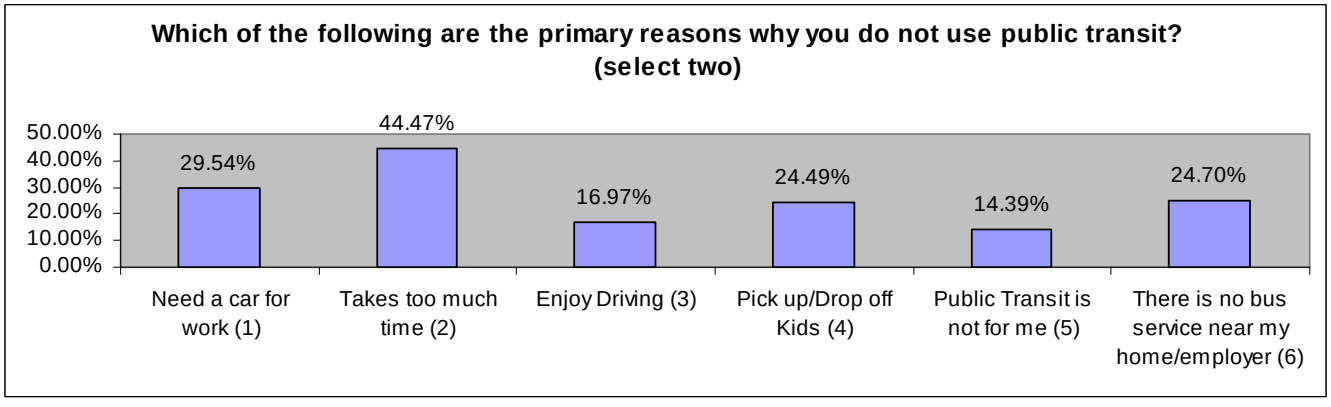


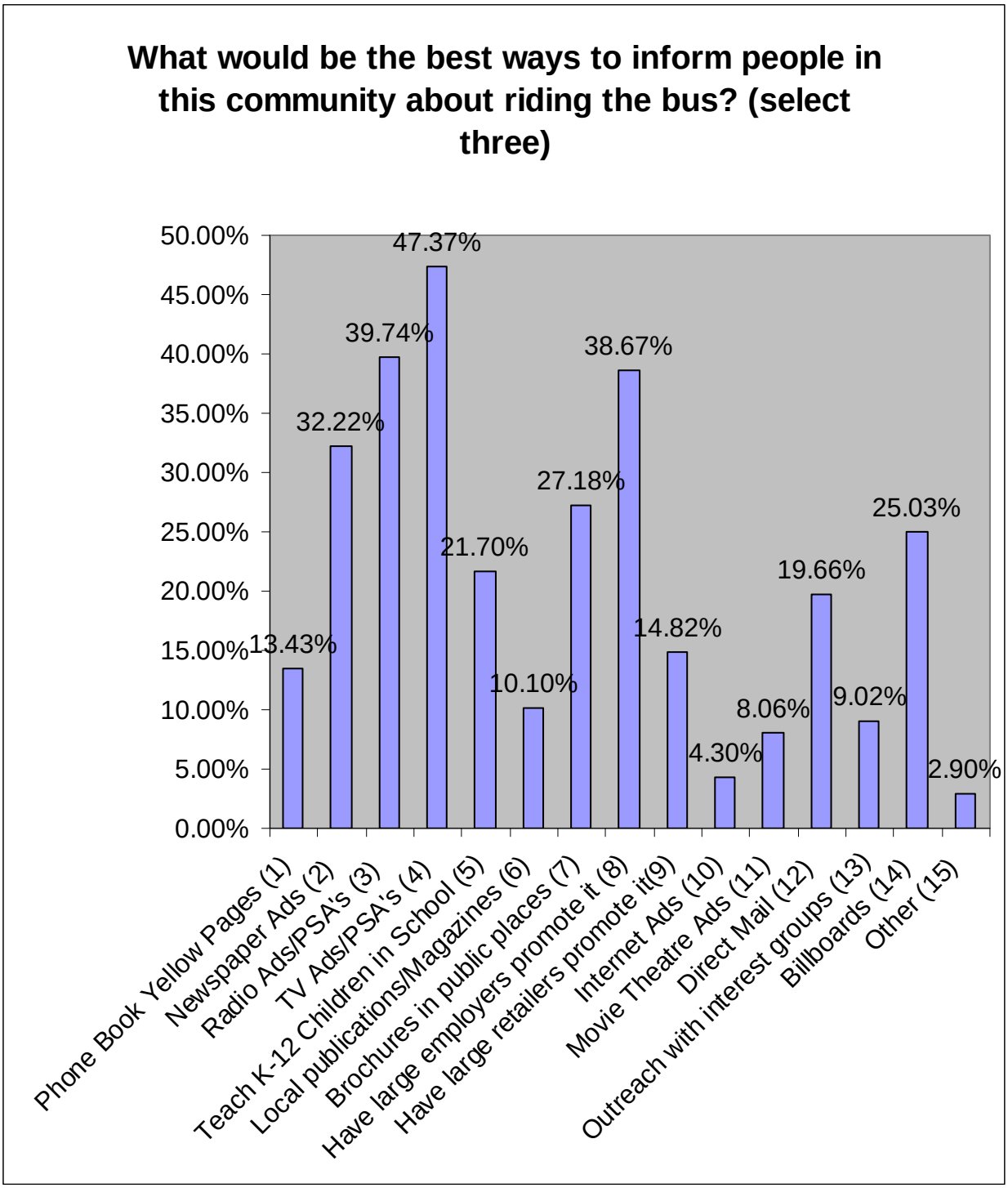
Question #15: Is public transportation important to the economic vitality of the area?



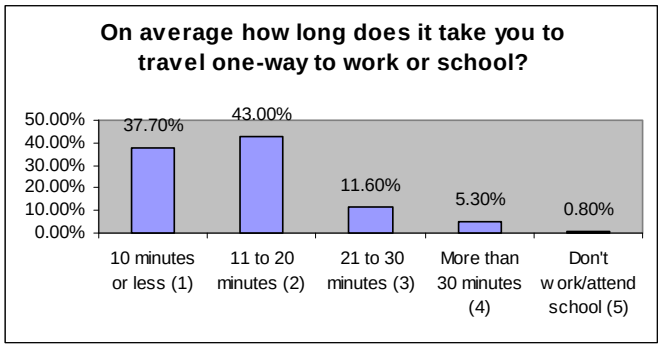
Question #16: If a new local tax were to be approved and dedicated to support public transportation, which source should it come from?

Question #17: Which of the following are primary reasons why you do not use public transit? (select two)

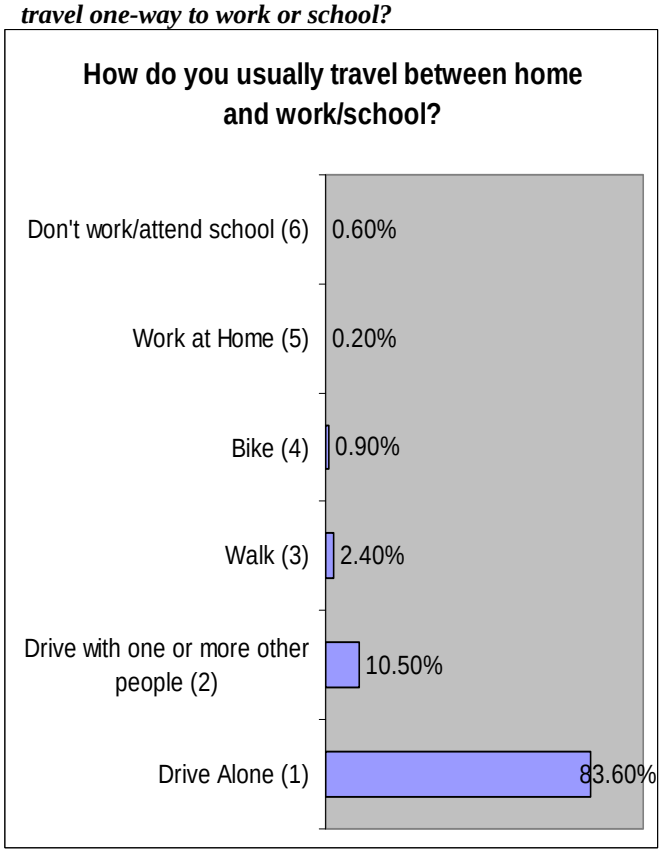




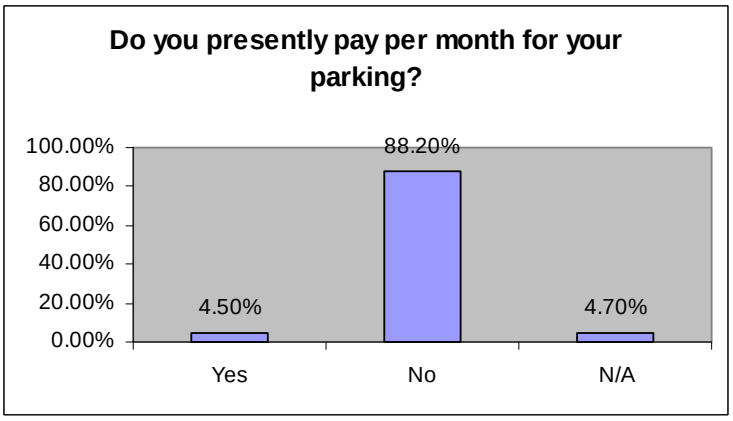
Question #18: What are the best ways to inform people in this community about riding the bus?
How should MAT advertise?



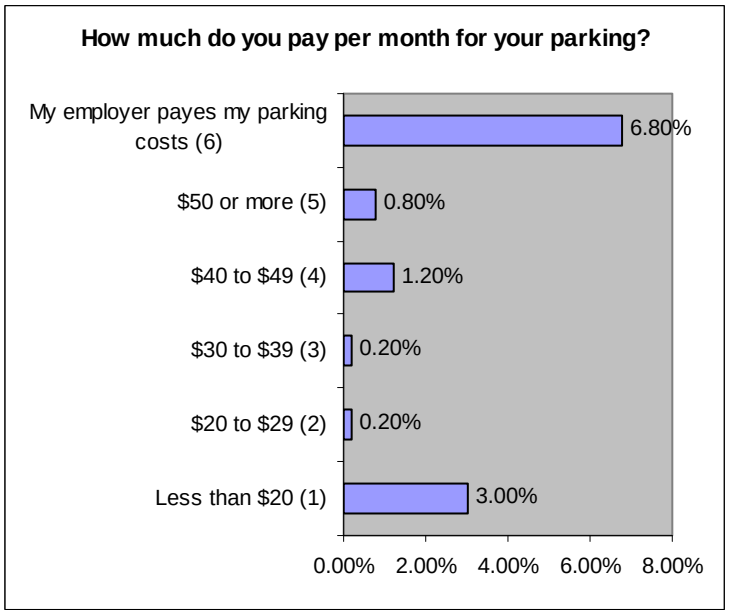
Question #19: On average how long does it take you to travel one-way to work or school?



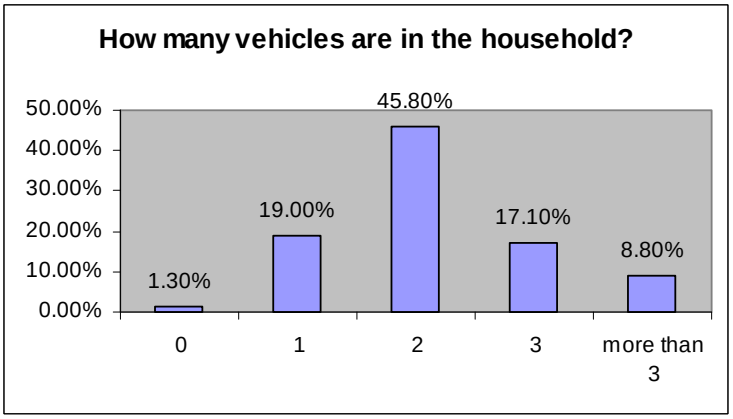
Question #20: How do you usually travel between home and work/school?



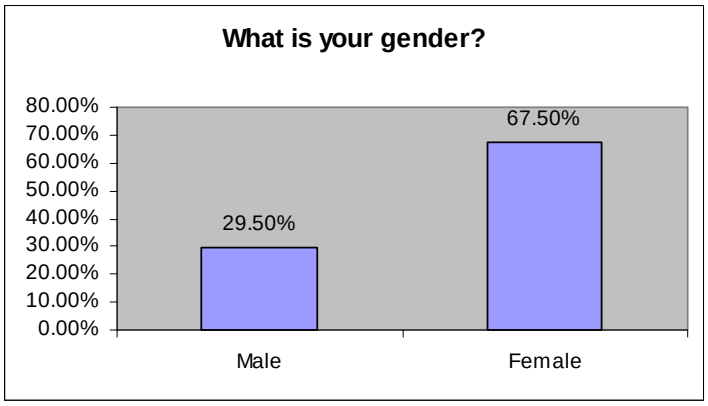
Question #21: Do you presently pay per month for your parking?



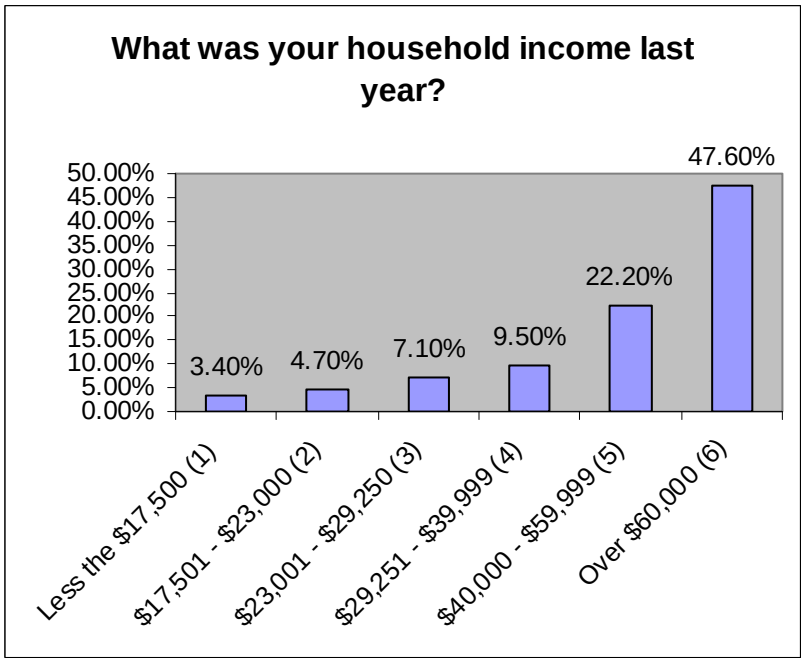
Question #22: How much do you pay per month for your parking?



Question #23: How many vehicles are in the household?



Question #24: What is your gender?



Question #25: What was your household income last year?

APPENDIX D – SUMMARY OF PUBLIC INPUT

2007-2011 Metro Transit Plan – Public Input Summary

Below is a listing of the meetings in which Metro COG, Metro Area Transit, and Perteet, Inc. solicited public input into the development of the 2007-2011 Metro Transit Plan. The input process was used to develop early input, increase awareness of the planning process, and gather feedback on draft elements of the plan. In addition to the input gathered through the efforts listed below, Metro COG gathered feedback from 200 transit customers through an online/onboard survey and over 1000 members of the general public through an online survey. In addition to the meetings listed below Metro COG organized several informal stakeholder and coordination meetings to develop, critique, and finalize a number of the details included with in the plan. The public input process for the 2007-2011 Metro Transit Plan is felt to have met and exceeded those requirements stipulated by SAFETEA-LU.

Organization/Group/Person	Date
Economic/Business	
Chamber of FM - Public Affairs	March 14, 7:30 am
Homebuilders Assn. Of FM	April 11, 11:00
Fargo Airport Authority	March 28, 8:00 am
FM Assn. of Realtors	April 11, 12:00
Moorhead EDA Board	April 28th
Government	
Fargo Planning Commission	April 12, 8:00 am
Moorhead Planning Commission	April 4, 8:00 am
West Fargo Planning Commission	April 10 - 7 pm
Dilworth Planning Commission	April 5, 5:15 pm
Fargo Community Development	April 13, afternoon
Fargo Parking Commission	April 6 - 745
Fargo Housing Authority	April 11, 1:30
School Board	
Moorhead	March 13, 7:00 pm
Fargo	March 14, 5:00 pm
West Fargo	March 27, 6:00 pm
Senior/Disabled/ADA	
MAT Advisory Committee	March 30, 2 pm
Fargo Senior Commission	March 14, 9:30 am
Center for New Americans	April 13th

Fargo Human Rights Commission	March 29, 9 am
Moorhead Human Rights Comm.	March 14, 7:00 pm
DTH Coordination Meeting	September 6, 9:30 am
Key Person Interviews & Stakeholder Meetings	
Metro College Administration (Bruce Frantz, David Crockett, Tom Iverson, Claudia Simon)	April 25th
Metro Mayors (Keith Coalwell, Bruce Furness, Mike Simmons (for Rich Mattern), Mark Voxland)	April 25th
Cass & Clay County Social Service Dir. (Kathy Hogan, Rhonda Porter)	April 24th
City Administration (Pat Zavoral, Bruce Messelt)	April 24th
Public Meetings	
Early Input Meeting (3 Sessions)	April 13th
Specialized Transportation & Senior Services Input Meeting (2 Sessions)	June 28th
Draft Plan Public Meeting (3 Sessions)	October 4th
Metro COG Committee Input, Review & Consideration	
Metropolitan Transportation Initiative (MTI)	January 12th; June 8th; July 27th; October 12th
Transit Plan Working Group	March 13th; October 3rd
Transportation Technical Committee (TTC)	April 12th; October 12th; December 7th
Metro Area Transit Coordination Board	May 16th; June 19th, October 3rd; December 11th
Jurisdiction Approvals	
Dilworth City Council	December 11th
Cass County Commission	December 18th
Fargo City Commission	December 18th
Moorhead City Council	December 18th
West Fargo City Commission	December 18th
Clay County Commission	December 19th