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### III. STRATEGIC POLICIES

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## MTD DRAFT MISSION AND VISION

**The MTD's mission is...**

*Leading the way to greater mobility*

**The MTD's vision is...**

*MTD goes beyond traditional boundaries to promote excellence in transportation*

This vision will be accomplished through the following goals...

- MTD will deliver high quality traditional and innovative transportation services that are reliable, clean, on-time, and safe.
- MTD will encourage use of alternative transportation services to promote mobility in our community.
- MTD will ensure fiscal responsibility, leverage existing funds and investments, and proactively seek new funding to support current and growing transportation needs.
- MTD will explore new and alternative technology to improve service delivery and meet customer needs.
- MTD will provide constant and clear communications with internal and external partners as part of our commitment to efficient, fair and ethical business practices.
- MTD will attract, retain, and develop high quality employees, offering career opportunities for advancement and encouraging employees to communicate ideas.
- MTD will develop partnerships and pursue new markets to encourage mobility, economic development and growth for our community.

## Overview of Policies

### SEVERAL POLICIES ARE NEEDED TO PROVIDE A DECISION FRAMEWORK SO FUTURE STRATEGIC DECISIONS ARE IN-LINE WITH MTD'S MISSION AND VISION

- **Markets:** what markets should be addressed and in what priority?
- **Service Area:** how should we determine our service area? When do we go beyond the boundaries? When do we annex new boundaries?
- **Agency Growth:** what size do we want to be? How can we grow with sustainable revenues?
- **New Service:** how do we respond to new service requests within and outside our district?
- **Mobility:** how broad is our scope? What modes will we operate under what conditions?
- **Partnerships:** what do we offer potential partners (e.g., joint development, special needs services, pass programs, transit checks)? How do we target partners and approach them?
- **Regional Role:** what opportunities are there for coordination with other entities (e.g., co-terminous boundaries)? How can we establish formal MOUs between entities and MTD?
- **Tax Revenues:** how do we ensure receipt of authorized tax revenues? How do we determine the annual balance between the maximum amount and what is needed?
- **Fares:** when do we increase fares (e.g., inflation, every two years)?
- **Reserves:** how much do we reserve and for what purpose?

## MTD POLICY ANALYSIS

- Core Issues
- MTD Situation
- Industry and Peer Comparison
- Alternatives for MTD

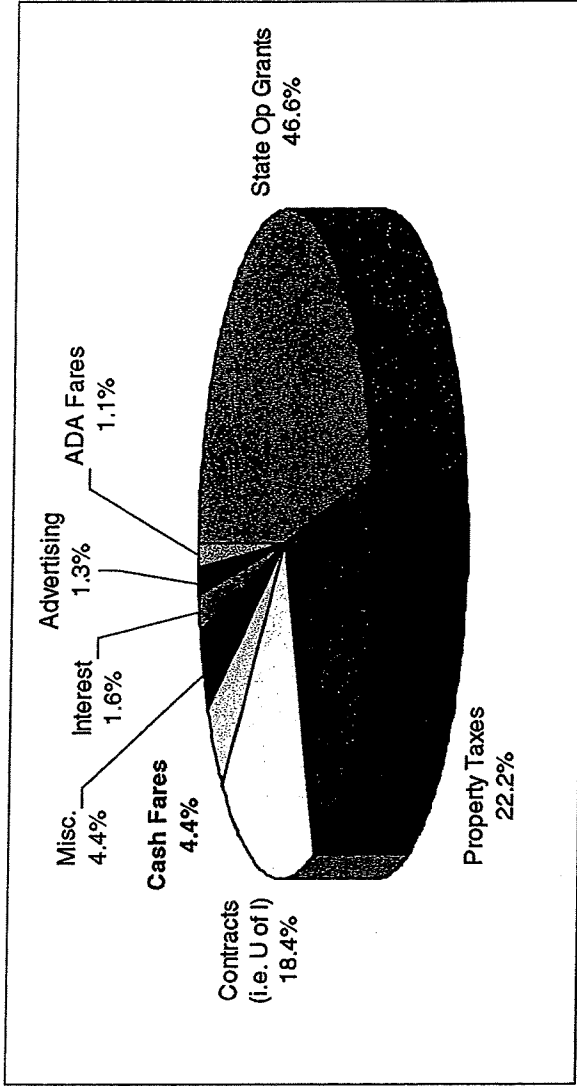
## Overview of Policies

### **POLICIES IDENTIFIED BY MTD ARE INTER-RELATED AND WERE TESTED AGAINST THE SCENARIO ANALYSIS**

- Many of the policies identified by MTD are inter-related, with decisions for one policy impacting another. For example, policies regarding partnerships and tax revenues are linked to the service area policy
- Other policies are dependent on results from the scenario analysis, conducted concurrently as part of the strategic plan effort. For example, policies regarding markets, service area and fares are consistent with the scenario (i.e., the selected Service and Capital Plan presented in the Executive Summary) MTD decided to pursue as part of its overall strategy
- The impact of specific policies were quantified and tested as part of the ongoing scenario analysis. Draft policies were refined and proposed during the scenario analysis with final policies being consistent with and supportive of the selected Service and Capital Plan
- The policies as presented in this chapter are in their draft form. The Board-adopted policies can be found in Appendix A of this report

# MTD OPERATING REVENUES

## FY 2000 Revenues (\$ 000s)



## FY 2000 Revenues (\$ 000s)

| Operating Revenue Source        | \$ 000s          | Percent       |
|---------------------------------|------------------|---------------|
| State Operating Grants          | \$ 7,202         | 46.6%         |
| Property Taxes                  | \$ 3,434         | 22.2%         |
| Contracts                       | \$ 2,839         | 18.4%         |
| Cash Fares                      | \$ 683           | 4.4%          |
| Interest                        | \$ 250           | 1.6%          |
| Advertising                     | \$ 200           | 1.3%          |
| ADA Fares                       | \$ 177           | 1.1%          |
| Miscellaneous                   | \$ 267           | 1.7%          |
| Rental & Miscellaneous          | \$ 145           | 0.9%          |
| State Corporate Replacement Tax | \$ 135           | 0.9%          |
| Federal/State Grants            | \$ 107           | 0.7%          |
| Charter                         | \$ 25            | 0.2%          |
| Half Fare Cab Program           | \$ 25            | 0.2%          |
| <b>Total Funds Available</b>    | <b>\$ 15,464</b> | <b>100.0%</b> |

Source: MTD FY2000 Budget

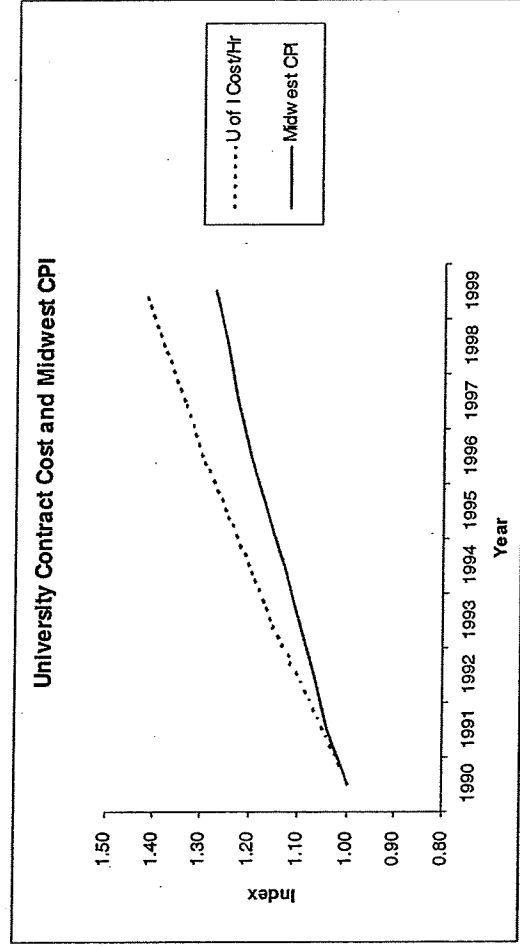
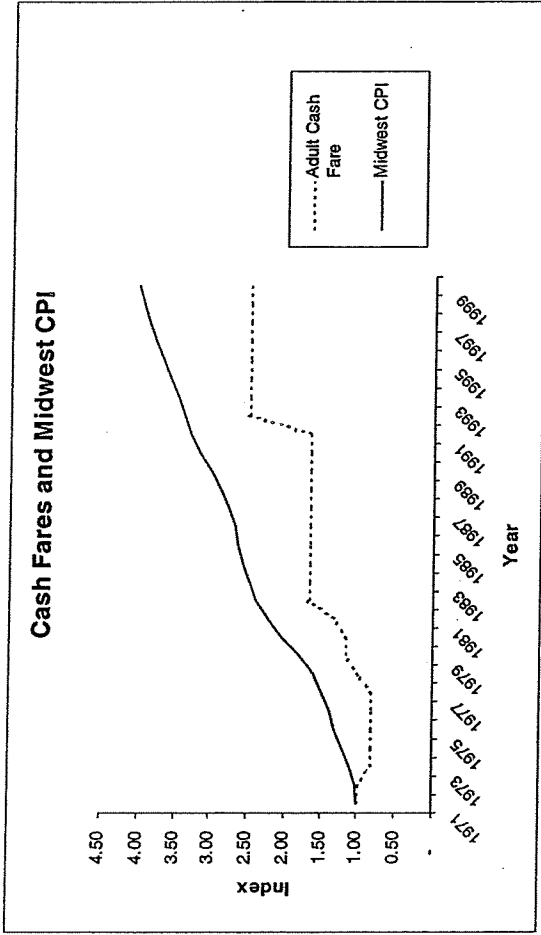
## Fare Policy

### **FARE POLICIES SEND AN IMPORTANT MESSAGE TO AN AGENCY'S CUSTOMERS AND PARTNERS**

- As a transit agency, MTD must balance its social role of providing transportation services with its entrepreneurial (i.e., business) role of generating revenue to support its ongoing operations
- MTD is fortunate to have strong dedicated state and local funding sources in place, which provide almost 70 percent of MTD's operating revenues
- Cash fares cover about five percent of MTD's operating revenues. Combined with pre-paid pass revenue, 23 percent of operating costs are currently covered by fare revenue for MTD
- MTD's fare policy should support its vision and strategic goal "to ensure fiscal responsibility, leverage existing funds and investments, and proactively seek new funding to support current and growing transportation needs"
- Fare policies send an important message to riders, the community and partners (e.g. University of Illinois) regarding the need for MTD to keep revenues in-line with demand and the growing economy
- MTD may wish to consider developing a policy to determine criteria for when and by how much fares are increased



# MTD FARES AND INFLATION



Source: MTD Fare History (2/00) and Bureau of Labor Statistics (5/00)

## Fare Policy

### **MTD'S CASH PASSENGER FARES HAVE NOT KEPT PACE WITH INFLATION**

- MTD's cash fares have remained at the same level for eight years since they were last raised in 1992 to an adult base cash fare of \$0.75
- Cash fares for MTD have not kept pace with inflation, as indicated by the comparison to the Midwest Consumer Price Index (CPI). MTD's fare levels have fallen behind levels of inflation since 1992. The impacts of compounding result in fare increases about 40 percent below inflation
- MTD has taken steps to ensure that contracts for its pre-paid passes (e.g., University of Illinois and other partners) account for increases in costs and inflation. The contract cost per hour of service provided increased from \$30.00 per hour in 1990 to \$42.69 per hour in 1999
- Consumers understand that costs for all goods and services increase with inflation. Transit fares have been an exception

## MTD PEER REVIEW

- Ann Arbor AATA (Michigan)
- Knoxville Ktrans (Tennessee)
- Long Beach Transit (California)
- Lansing CATA (Michigan)
- Santa Monica Big Blue Bus (California)
- Lexington LexTran (Kentucky)
- Lynchburg GLTC (Virginia)
- Madison MMT (Wisconsin)
- Westchester Liberty (New York)
- Olympic IT (Washington)
- State College Centre Line (Pennsylvania)
- Winston-Salem WSTA (North Carolina)

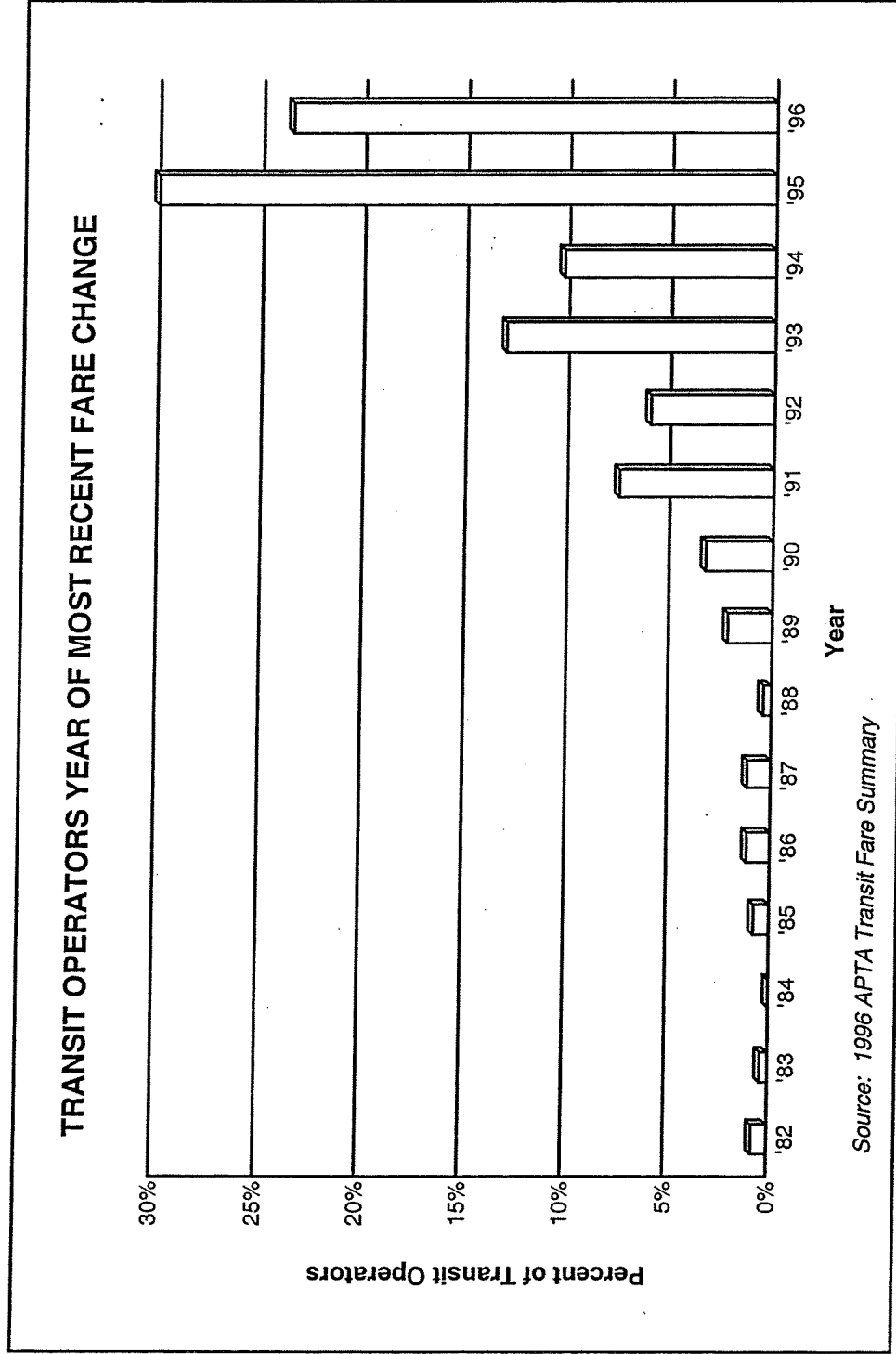
## **MTD'S REVENUE PERFORMANCE WAS EXAMINED WITH OTHER PEERS IN THE TRANSIT INDUSTRY**

- Peer comparisons are made using commonly reported data through the National Transit Database (NTD) and American Public Transportation Association (APTA)
- The data element definitions have been in use throughout the transit industry for nearly 20 years and have been updated several times throughout the period. Even so, operators have some flexibility in revenue and cost allocation decisions and application of specific definitions and data collection techniques which may impact exact comparisons
- While the data is assembled for the purposes of comparison and sharing throughout the transit industry, small variances are expected in results among operators. General findings are to be considered within the particular circumstances of an operator
- Even when differences in reported performance varies, one must consider individual agency priorities and objectives. Higher or lower results do not automatically translate to better or worse. Trade-offs and local conditions account for many performance differences
- In spite of caveats concerning interpretation, peer reviews are productive and valuable as they point out similarities and differences among transit operators and help direct our attention to issues and opportunities

## **PEER REVIEWS PROVIDE GENERAL INFORMATION ON RELATIVE PERFORMANCE RESULTS – NOT RESOLUTE CONCLUSIONS**

## Fare Policy

**MOST TRANSIT OPERATORS CHANGE FARES EVERY TWO TO FOUR YEARS (I.E., OVER 75% OF TRANSIT OPERATORS IN 1996), A PATTERN MTD FOLLOWED THROUGH THE EARLY 1990S**



**HOWEVER, MTD HAS NOT CHANGED FARES IN THE LAST EIGHT YEARS**

# PEER COMPARISON: FARE REVENUE

| Agency Name               | State | Mode | Total System Generated Revenues as Percent of Total Revenue | System-Generated Non-Fare Revenue as Percent of Total Revenue | Farebox Recovery Ratio | Average Passenger Fare Boarding | Average Passenger Fare Transit | Adult Cash Base Fare |
|---------------------------|-------|------|-------------------------------------------------------------|---------------------------------------------------------------|------------------------|---------------------------------|--------------------------------|----------------------|
| Champaign-Urbana-MTD      | IL    | MB   | 50.7%                                                       | 33.1%                                                         | 17.6%                  | \$0.21                          | \$0.08                         | \$0.75               |
| Peer Average              |       | MB   | 40.3%                                                       | 12.4%                                                         | 27.9%                  | \$0.69                          | \$0.19                         | \$0.90               |
| Ann Arbor-AATA            | MI    | MB   | 19.2%                                                       | 3.4%                                                          | 15.8%                  | \$0.54                          | \$0.17                         | \$0.75               |
| Knoxville-K-Trans         | TN    | MB   | 22.3%                                                       | 2.9%                                                          | 19.4%                  | \$0.77                          | \$0.27                         | \$1.00               |
| LA-Long Beach Transit     | CA    | MB   | 35.6%                                                       | 4.3%                                                          | 31.3%                  | \$0.47                          | \$0.19                         | \$0.90               |
| Lansing-CATA              | MI    | MB   | 36.4%                                                       | 22.4%                                                         | 14.0%                  | \$0.48                          | \$0.12                         | \$1.00               |
| LA-Santa Monica           | CA    | MB   | 50.5%                                                       | 15.5%                                                         | 35.0%                  | \$0.36                          | \$0.11                         | \$0.50               |
| Lexington-Fayette-LexTran | KY    | MB   | 19.8%                                                       | 3.1%                                                          | 16.8%                  | \$1.26                          | \$0.33                         | \$0.80               |
| Lynchburg-GLTC            | VA    | MB   | 34.3%                                                       | 3.1%                                                          | 31.2%                  | \$0.72                          | \$0.13                         | \$1.00               |
| Madison-MMT               | WI    | MB   | 21.7%                                                       | 0.8%                                                          | 20.9%                  | \$0.59                          | \$0.16                         | \$1.25               |
| NY-Westchester-Liberty    | NY    | MB   | 100.0%                                                      | 34.0%                                                         | 66.0%                  | \$1.40                          | \$0.27                         | \$1.00               |
| Olympia-IT                | WA    | MB   | 65.1%                                                       | 52.3%                                                         | 12.8%                  | \$0.52                          | \$0.11                         | \$0.60               |
| State College-Centre Line | PA    | MB   | 49.8%                                                       | 4.1%                                                          | 45.7%                  | \$0.61                          | \$0.38                         | \$1.00               |
| Winston-Salem-WSTA        | NC    | MB   | 29.2%                                                       | 2.9%                                                          | 26.3%                  | \$0.53                          | \$0.11                         | \$1.00               |

Source: 1998 NTD Database and 1998 APTA Fare Summary

Note: NTD requirements for reporting farebox recovery differ from internal MTD calculations of farebox recovery for budget purposes

## Fare Policy

### **MTD'S TOTAL SYSTEM REVENUES ARE HIGHER THAN PEERS, BUT THE BASE CASH FARE IS LOWER**

- MTD receives a higher portion of its revenues from total system-generated revenues (i.e., fares, contract services, and charter) than the peer average
- System generated non-fare revenues, which reflect revenues from contract services, interest, and concessions, are a significant source of revenue for MTD as compared to the average of peers (33.1 percent of total revenue for MTD compared to 12.4 percent of total revenue for peers)
- The farebox recovery ratio for MTD as reported in NTD data is within the range of peers, although somewhat below the peer average
- MTD's revenue per passenger trip and per passenger mile are both lower than the average of its peers. This comparison reflects the high number of riders that MTD carries through pre-paid fares under contracts with the University of Illinois and other providers. Revenues from these contracts are not included as fare revenue for NTD reporting purposes
- MTD's adult cash base fare is lower than the peer average and all but three of its peers (Santa Monica, Olympia, Ann Arbor)

## Fare Policy

### **OTHER TRANSIT PROPERTIES HAVE ADOPTED FARE POLICIES THAT HELP DETERMINE THE FREQUENCY AND LEVEL OF FARE INCREASES**

- Some transit agencies follow policies that permit fares to be increased every other year or every four years to keep pace with inflation. San Diego MTDB and 11 partner systems follow a policy where fares for all operators in the greater San Diego area are increased in-line with inflation every two years. Customers and agencies expect the increases and as each fare change is developed the next fare change is also discussed
- Transit agencies may adopt policies that permit fares to be increased to match various indicators of performance or financial condition(s) of an agency
  - Farebox Recovery
  - Financial Requirements
  - Inflation
  - Subsidy Gaps
- Some transit agencies place limits on fare increases for certain time periods in order to advance other policy objectives. For example, the Maryland MTA placed a cap on fare increases in 1996 through the year 2000 as it worked to address other policy objectives of decreasing the state's farebox recovery requirement of 50 percent



## SAMPLE FARE POLICY

|                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Fare Policy</b>                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Purpose:</b><br>Ensure ongoing stable revenue source and reasonable relationship between cost of service provided and fare charged.                                                                                                                                                                                                                                                                                                           |
| <b>Policy Overview:</b><br>Defines requirements and frequency for review of fare levels, how fare levels are evaluated, and factors for decisions.                                                                                                                                                                                                                                                                                               |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• Board review required every two years to see if an increase is needed</li><li>• Farebox recovery level at 25% counting pass contracts and cash fares</li><li>• Fare levels reasonably reflect inflation</li><li>• Fare increase reasonably meets farebox recovery, inflation and the coin bill multiple</li><li>• Fare increase applies to cash and contract fares</li></ul> |

Fare Policy

**MTD MAY WISH TO CONSIDER ADOPTING A FARE POLICY TO ADDRESS THE FREQUENCY OF FUTURE FARE INCREASES AS PART OF THE STRATEGIC PLAN**

|                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Fare Policy</b>                                                                                                                                                                                                                                                                                            |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                        |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• Frequency?</li><li>• Link to ... and what level?<ul style="list-style-type: none"><li>- Inflation</li><li>- Tax Revenues</li><li>- Subsidies</li><li>- Financial Requirements</li></ul></li><li>• Level of Increase?</li><li>• Apply to?</li></ul> |

Fare Policy

**INITIAL AGREEMENT WAS REACHED ON THE FARE POLICY DURING THE JUNE BOARD MEETING**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Fare Policy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose:</b><br>Ensure a reasonable relationship between cost of service provided and fare or contract fee charged.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Policy Overview:</b><br>The fare and contract pricing decisions of MTD will be conducted in a formal business process requiring routine review and Board action to ensure prices for services provided reflect costs of those services.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will review its comprehensive fare and contract fee policy at a minimum of every two years with more frequent evaluations occurring as needed.</li><li>• Fare policy reviews shall occur prior to contract negotiations with University of Illinois to ensure consistency between cash and pass fares as set by MTD and contract revenues received from the University.</li><li>• A variety of indicators will be used in the evaluation of fare policy including inflation, revenues, costs, peer performance, coin multiples, and impact of fare changes on operations.</li></ul> |

## New Service Request Policy

### **TWO OTHER POLICIES FOR CONSIDERATION -- NEW SERVICE REQUESTS AND SERVICE AREA (I.E., ANNEXATION) -- ARE CLOSELY RELATED**

- The new service request policy would address situations where another entity (e.g., business, local government, developer) asks for MTD to provide defined service to meet a specific need. This request could involve establishing a new route, extending an existing route, or creating a special form of service (e.g., shuttle) to meet the identified need. The request could originate from within or from outside the MTD service boundary
- The service area policy would address decisions regarding annexation and when MTD would extend its boundaries. If MTD extends its service and tax boundary through annexation, it would need to offer a level of service within the new boundary providing benefits reasonable to the taxes assessed
- In some cases, an option to fulfill a request for new service may involve annexation. Certain service requests could require MTD to consider annexation to ensure the costs of service are equitably distributed among users through application of the tax base to the service area. These forms of service requests might include:
  - Requests not targeting a defined service need
  - Requests involving service increases beyond a reasonable standard
  - Requests involving multiple services within a defined area

## **MTD SERVICE EXTENSIONS**

### *Route Extension*

"The Board may engage in the business of transportation of passengers on scheduled routes and by contract on nonscheduled routes within the territorial limits of the counties or municipalities creating the District, by whatever means it may decide. Its routes may be extended beyond such territorial limits with the consent of the governing bodies of the municipalities or counties into which such operation is extended."








**Source: Local Mass Transit District Act 3610**




## New Service Request Policy

### **MTD CURRENTLY LACKS A STANDARD POLICY ON HOW TO CONSIDER REQUESTS FOR NEW SERVICE WITHIN AND OUTSIDE THE DISTRICT BOUNDARIES**

- MTD will likely be faced with other requests to provide service to specific locations. For example, a new employer within the district boundary may request MTD to provide special shuttle service to coincide with the end of work shifts
- Decisions regarding these requests for new service may not impact MTD's service boundaries, and could fall outside the proposed service area (i.e., annexation) policy (as discussed later in this report)
- Authorizing legislation for MTD provides that it can extend specific routes outside the defined service boundary through approval of the governing bodies of the municipalities or counties into which routes are extended
- MTD does not currently have an adopted policy regarding how to consider requests for new services. Such a policy should be developed to consider:
  - When MTD would operate new service?
  - What are levels of performance criteria for new service?
  - At what threshold does new service fall under the annexation policy issue?
  - How are short and long-term financial implications of new service addressed?

# DEVELOPER FEE AND FINANCIAL PARTICIPATION APPROACHES

| Program                      | Agencies                                   | Description/ Discussion                                                                                                                                              | Service Area Policy (Annexation)                                                    |
|------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Regional Development Impacts | Florida Transit Agencies                   | Any new development contributing to 5 percent or more of total traffic on a highway or intersection must contribute to 100% of congestion mitigation costs           |    |
| Parking Taxes                | Los Angeles, San Francisco, Oklahoma City  | Revenue sources used to support transit services (operating and capital). Taxes discourage single occupant travel                                                    |    |
| Trip Generation Tax          | Philadelphia Delaware County               | Ongoing fee assessed and used for transit operating or capital using ITE trip generation factor (i.e., average trips generated per 1000 square feet of space by use) |    |
| Employer-Run Shuttles        | Fairfax County Santa Clara Co. Los Angeles | Employers pay for own shuttles to get employees to and from transit hubs                                                                                             |    |
| ECO Pass                     | Denver Champaign-Urbana                    | Employers pay a fixed annual cost per employee based on the amount of transit service nearby and every employee eligible to receive a monthly pass                   |  |
| Direct Payment of Net Cost   | San Diego Denver Santa Clara Valley WMATA  | Developers and communities can directly fund net subsidy requirements for new services requested                                                                     |  |
| Benefit Assessment Districts | Los Angeles Bay Area                       | Districts based on real property value or income or sales to support capital or operations                                                                           |  |

|                                                                                       |             |                                                                                       |                 |                                                                                     |               |
|---------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------|---------------|
|  | High Impact |  | Moderate Impact |  | Little Impact |
|---------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------|---------------|

## New Service Request Policy

### **TRANSIT OPERATORS ALSO CONSIDER FINANCIAL OBJECTIVES IN DEFINING SERVICE EXPANSION POLICIES**

- When expanding service, an agency must be clearly focused on both short and long-term finances, including both operating and capital needs. Immediate funding needs and long-term success factors must be considered
- Transit agencies may indicate they will provide new service or service outside its boundaries if territories being served agree to cover the operating and capital cost differences of providing the additional service(s). For non-contiguous boundaries, this involves costs of services to reach the destination as well as providing services within the location
- Some agencies (e.g., San Diego MTDB) agree to credit fare revenue collected in the service area to offset the subsidy then required by the local governments/developers. This can lessen the tax impact on residents and financial burdens on local governments/developers
- There are other innovative ways to offset the incremental cost of expanding service (see facer above). Developer fees and financial participation approaches can be used to cover the costs of service expansions. Many of these methods can also apply to cost recovery of specific route extensions



## **TRANSIT AGENCIES ESTABLISH SPECIFIC POLICIES FOR NEW SERVICE DEMONSTRATIONS AND INNOVATIONS**

- OCTA in Orange County works closely with building owners and businesses to develop service and route demonstration projects. OCTA develops service proposals, and employers advertise service among employees and are encouraged to subsidize passes. OCTA operates the service and monitors use and cost recovery monthly. Results are provided to employers and employees with the notice to "use the service or lose it." After 6 to 18 months, OCTA may cancel the route or make the service permanent
- Denver RTD utilizes its ECO pass program to develop strong employer support for new service and to build existing services. The program encourages marketing, flexible work hours and guaranteed rides home for employees. Most employee groups value the benefit of the pass higher than the cost to the employer (e.g., employer cost is between \$165 to \$325 per employee per year, benefit to employee is \$600 per year in monthly passes)
- The Los Angeles CTC (predecessor agency to MTA) set aside special funding for new service innovations proposed by local jurisdictions. Specific criteria were established for selecting among options (with a maximum funding cap), including linked trips added and CTC subsidy per passenger (local funds could buy down subsidy per passenger and raise the project priority). After a two-year demonstration program, performance of service was evaluated to determine if it was successful. Funding was dropped if service did not pass performance criteria. If it did pass, service was transferred to the regular regional funding formula program

# SAMPLE COST ALLOCATION ALTERNATIVES AND OBJECTIVES

| OPTIONS / OBJECTIVES                 | Miles                | Miles/Hours | Miles/Hours/Pop Density | Demo-graphic Focus (Pop/Brgs) | Net Subsidy Complex (Miles/Hrs/Prgr Miles) | Net Subsidy Simple (Miles/Brgs) |
|--------------------------------------|----------------------|-------------|-------------------------|-------------------------------|--------------------------------------------|---------------------------------|
|                                      | Regional Consistency | ●           | ●                       | ●                             | ●                                          | ●                               |
| Reflect Benefits Received            | ○                    | ○           | ●                       | ●                             | ●                                          | ●                               |
| Reflect Service Delivered & Consumed | ○                    | ○           | ●                       | ○                             | ●                                          | ●                               |
| Simplicity                           | ●                    | ●           | ●                       | ●                             | ●                                          | ●                               |
| Administrative Cost                  | ●                    | ●           | ○                       | ●                             | ●                                          | ●                               |
| Auditable                            | ●                    | ●           | ○                       | ○                             | ●                                          | ●                               |
| Flexible / Adaptable                 | ●                    | ●           | ●                       | ○                             | ●                                          | ●                               |

● Best      ○ Worst

## New Service Request Policy

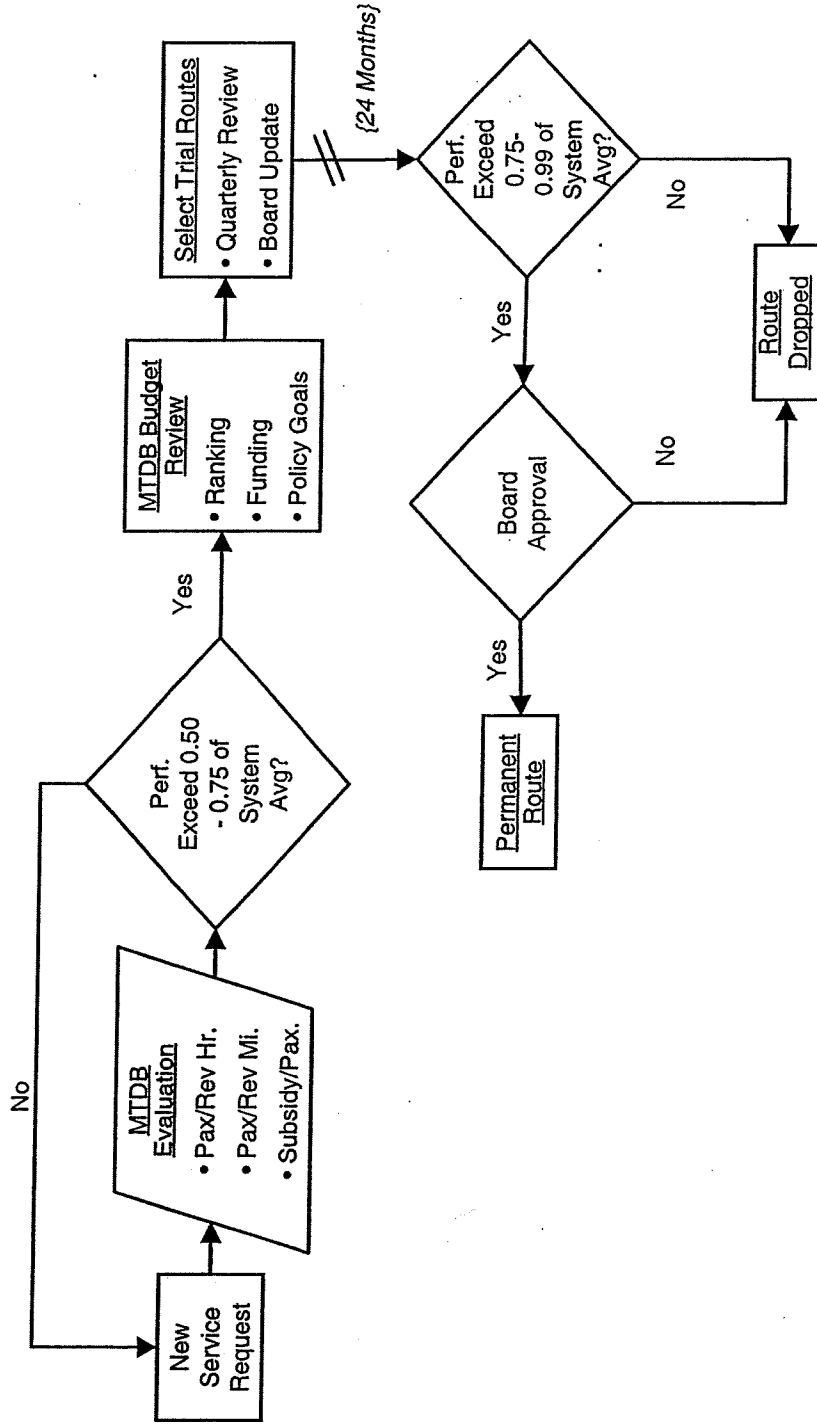
### **TRANSIT PROPERTIES MAY APPLY DIFFERENT METHODS TO ALLOCATE COSTS FOR NEW SERVICES**

- **Total Miles**, which reflects service delivered and attributes net costs to jurisdictions where costs are incurred
- **Miles and Hours**, which reflects service delivered and attributes net costs to miles (maintenance and fuel) and hours (drivers)
- **Miles, Hours, Boardings and Population Density**, which incorporates service consumed (boardings) and benefits received (population density) with service delivered
- **Population and Boardings**, which allocates net subsidies only to benefits received
- **Miles, Hours, Passenger Miles**, which considers a complex allocation of net subsidies to service delivered (hours, miles) and consumed (passenger miles)
- **Miles and Boardings**, which offers a simple allocation of net subsidies to service delivered (miles) and consumed (boardings)

### **EACH METHOD SUPPORTS VARIOUS POLICY AND SERVICE OBJECTIVES**

# EXAMPLE: NEW SERVICE EVALUATION

## SAN DIEGO MTDB NEW SERVICE REQUEST POLICY



- MTDB ROUTE CATEGORIES**
- Suburban Feeder
  - Urban Feeder
  - Line-Haul Crosstown
  - All-Day Express
  - Peak Express
  - Commuter Express

- NEW SERVICE EVALUATION FACTORS**
- Passengers per revenue hour
  - Passengers per revenue mile
  - Subsidy per passenger

## New Service Request Policy

### **SAN DIEGO MTDB'S NEW SERVICE EVALUATION POLICY PROVIDES AN EXAMPLE OF APPLYING PERFORMANCE FACTORS TO DECISIONS ON NEW SERVICE**

- MTDB's new service evaluation policy applies to several forms of projects: new bus routes, extensions of existing routes, any frequency or improvements to existing routes resulting in an increase in operating cost or mileage, and other new services (e.g., demand-responsive, employee shuttles)
- Any proposed new service must be described in sufficient detail to be able to estimate cost, revenue, revenue miles of operation and ridership
- MTDB applies a continuous index to evaluate new services. The index is based on the ratio of a given route's performance in the adopted measures to the average of all routes in that service category
- To qualify for implementation, a new route or expanded service must meet or exceed 0.50 to 0.75 of the systemwide average. Within 24 months, the route must increase its performance to within 0.75 to 0.99 of the systemwide average
- The highest ranking proposals are implemented first, followed by the next highest and so on until available funding is used. Other policy goals and subsidy offsets through private sector and innovative financing are considered in selecting new trial routes
- All new routes are categorized as trial routes. Status and performance are reported quarterly to the MTDB Board. Board action is required to retain the services if they meet performance requirements

## SAMPLE SERVICE REQUEST POLICY

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Service Request</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Purpose:</b><br>To establish a process for evaluating and assigning priority among proposed new and expanded transit services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Policy Overview:</b><br>Provide objective process and set of criteria to evaluate and prioritize requests for new service, whether within or outside existing service areas. The process may be used to identify new market potential for expansion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• Service evaluation would consider financial, trip-level, and route-level performance</li><li>• New services subject to this policy include new bus routes, extensions to existing routes, and other new services (e.g., demand-responsive, employee shuttles, etc.)</li><li>• Projected performance for new service must meet or exceed 0.50 to 0.75 of the systemwide average for passengers per revenue hour and passengers per revenue mile</li><li>• Cost for new services should be appropriately allocated and covered by subsidies, private contributions, or other sources</li><li>• Performance of new services will be reviewed for one year. If performance meets or exceeds 0.75 to 0.99 of systemwide average, the Board may consider making service permanent</li><li>• Any service requests involving more than a fifteen percent increase in service levels within a defined boundary would require review under the service (i.e., annexation) policy</li></ul> |

New Service Request Policy

**MTD MAY WISH TO DEVELOP PERFORMANCE TARGETS AND CRITERIA AS PART OF ITS NEW SERVICE REQUEST POLICY**

|                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Service Area</b>                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• Performance Targets?<ul style="list-style-type: none"><li>- Performance</li><li>- Support of Other Policies</li></ul></li><li>• Evaluation Standards?<ul style="list-style-type: none"><li>- Cost Recovery?</li><li>- Subsidies</li><li>- Private Contributions</li><li>- Combination</li></ul></li><li>• Timeframe for Trial?</li></ul> |

New Service Request Policy

**INITIAL AGREEMENT WAS ALSO REACHED REGARDING THE NEW SERVICE OFFERINGS POLICY**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: New Service Offerings</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Purpose:</b><br>To establish a process for evaluating and assigning priority among proposed new and expanded transit services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Policy Overview:</b><br>Provide objective process and set of criteria to evaluate and prioritize requests for new service, whether within or outside existing service areas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• New service shall be considered as a "demonstration" service that must get Board approval within the first two years of operation to become permanent. No action by the Board by the end of the two year time period will eliminate the service.</li><li>• Requests for new service are subject to performance criteria and availability of resources.</li><li>• New service outside MTD's jurisdiction must be provided on a "zero net subsidy" basis. No local or existing state tax revenues from within MTD's jurisdiction will be used to provide service outside MTD's jurisdiction. The requesting jurisdiction or organization must makeup the difference between the cost of service and fare revenues received.</li></ul> |



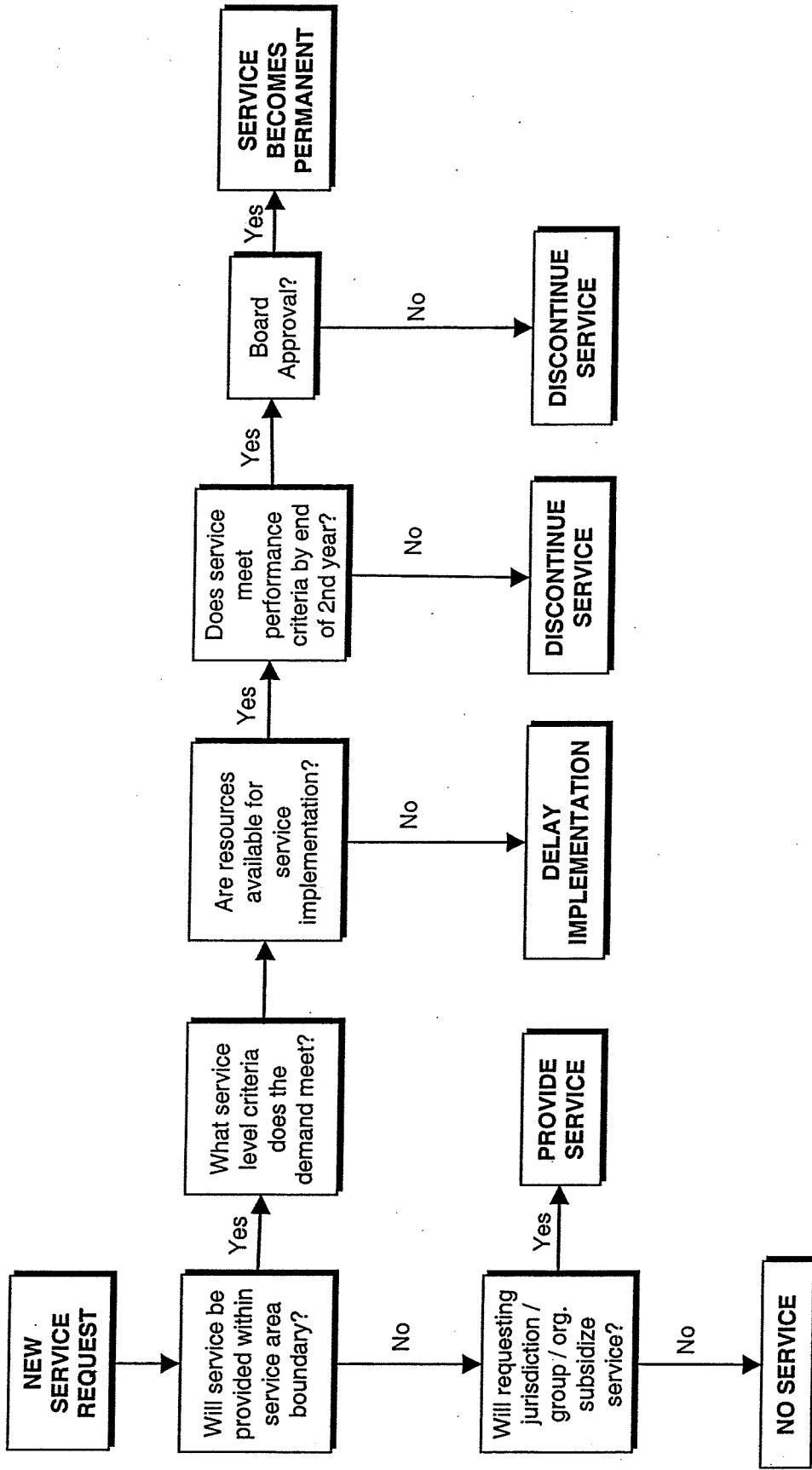
## Service Evaluation Procedure

### **THE NEW SERVICE REQUEST POLICY REQUIRES DEVELOPMENT OF SERVICE EVALUATION CRITERIA**

- The Mass Transit District (MTD) Board of Directors has developed specific policies and goals which guide service modification decisions
- MTD needs a comprehensive service evaluation procedure to implement the policies
- The service evaluation procedure should:
  - provide a consistent, ongoing review mechanism for all transit services and routes
  - allow for comprehensive review and comparison of performance results for like services
  - be supported by available and routinely updated information
  - establish clear guidelines and requirements for transit service performance, demonstrating responsible stewardship over scarce resources and equity in resource allocation decisions
- The service evaluation procedure should not replace sound judgement of management, or the ability of the Board of Directors to make service investment decisions

Service Evaluation Procedure

MTD ADOPTED A GENERAL PROCESS FOR NEW SERVICE EVALUATION



## Service Evaluation Procedure - MTD Prior Approach

### **MTD USED ROUTE LEVEL EVALUATION PROCEDURE ABOUT FIVE YEARS AGO, WHICH INCLUDED PERFORMANCE STANDARDS AND MONTHLY PERFORMANCE MONITORING**

- Route level performance standards were established focusing exclusively on passenger boardings per revenue vehicle hour – this data serves as a measure of service effectiveness, and as a surrogate for cost effectiveness (passengers provides an indication of fare revenue)
- Criteria were established for four categories of fixed route transit service, reflecting significant differences in service productivity by time period: weekday evening, Saturday, and Sunday
- The performance of all routes were compared to the aggregate performance in that service category, and actions based on percent of average performance in that class:
  - routes with at least 85% of the average passengers per hour for that class of service were continued
  - routes between 70% and 85% of average performance are reviewed for minor improvements (e.g., scheduling, directed marketing) by staff
  - routes between 55% and 70% of average performance require an improvement plan analysis to be submitted to the Board of Directors
  - routes with less than 55% of average performance are subject to a two year probationary period of improvement (failure subjects route to termination, consolidation, replacement, or continuance of lifeline service level)

## Service Evaluation Procedure - Peer Approaches

### **MTD IS NOT ALONE IN ITS DESIRE TO HAVE A FAIR AND ONGOING REVIEW OF TRANSIT SERVICE PERFORMANCE – MANY TRANSIT OPERATORS HAVE ADOPTED SIMILAR PROCEDURES**

- Many transit operators of all sizes use a routine route performance evaluation system to support service investment decisions in an equitable manner
- Four peer agency policies are examined in support of this effort:
  - Chicago Transit Authority (CTA)
  - Dallas Area Rapid Transit (DART)
  - Houston Metropolitan Transit Authority (Metro)
  - San Diego Metropolitan Transit Development Board (MTDB)

## **THE CHICAGO TRANSIT AUTHORITY ADOPTED AND RIGOROUSLY IMPLEMENTED A ROUTE LEVEL PERFORMANCE EVALUATION PROGRAM**

- CTA uses five route level performance measures:
  - passenger boardings per revenue vehicle mile
  - variable cost per vehicle mile
  - percent growth/loss riders over last five years
  - variable cost recovery from fares
  - variable cost subsidy per passenger
- Like MTD did previously, CTA divides services into four classes for comparison: weekday day, weekday night, Saturday, and Sunday
- CTA rank orders routes for each measure and sums the five ranks as a route score – the best performer has the lowest number (i.e., 1+1+1+1+1 or 5)
- The composite rank or score is used to determine service action for a route:
  - Top 20% -- examine for potential to improve services
  - Between top 20% and top 60% -- no action required
  - Between bottom 10% to 40% -- improvement action plan required
  - Bottom 10% -- subject to cancellation
- The process is applied annually and the Board and management have implemented significant changes following guidelines (result: riders up, costs down)

## **DART RIGOROUSLY APPLIES A COMPREHENSIVE SERVICE EVALUATION PROCEDURE**

- DART uses five route level performance measures:
  - passengers per mile
  - passengers per hour
  - cost per passenger
  - farebox recovery ratio
  - net subsidy per passenger
- DART combines performance for a route across all time periods, and compares services within type of service classes: circulator/connector, regional crosstown, regional express, radial local, urban crosstown, and radial limited stop
- DART also rank orders the routes by each of the five performance measures and calculates a composite ranking across all routes
- Routes are placed in one of three categories, and appropriate action taken:
  - Top 50% -- no action
  - Between bottom 20% and bottom 50% -- improvement may be proposed
  - Bottom 20% requires improvement plan, and Board decision to continue if route remains in bottom 20% after 2 years

**METRO HAS IMPLEMENTED A DETAILED SERVICE EVALUATION PROGRAM AND USED IT ROUTINELY TO ADDRESS SERVICE NEEDS**

- Metro uses two performance measures for determining service action: subsidy per passenger and passengers per revenue hour. Metro also reports four additional measures, albeit they do not trigger an action: farebox recovery ratio, passengers per revenue mile, cost per bus hour and cost per revenue hour
- Metro uses type of service and time classifications for comparison purposes. Service types include: local, limited stop, express, crosstown and circulator/shuttle. Each of these service types is further broken down into weekday and weekend service
- A composite ranking is developed for the two service action criteria above
- Routes are placed in three categories every quarter:
  - Top 50% -- no action needed
  - Bottom 50% -- subject to improvement plan, elimination and/or outsourcing
  - Lifeline routes excluded from improvement requirement
- Lifeline routes must be reduced to peak headways of 60 minutes, off-peak of 90 minutes, service hours between 6am and 6pm and no weekend service. Further, lifeline routes must have at least 250 passengers per day and no more than \$7.50 subsidy per passenger. The Board of Directors must reauthorize lifeline services every two years

## Service Evaluation Procedure - San Diego MTDB

### **SAN DIEGO'S MTDB HAS ESTABLISHED FIRM SERVICE CRITERIA TO GUIDE DECISIONS**

- Three performance criteria are used for both new and existing services, with a fourth limited to existing services:
  - passengers per revenue hour
  - passengers per revenue mile
  - subsidy per passenger
  - passenger miles per seat mile (existing services only)
- Services are compared by service type only: suburban feeder, urban feeder; line-haul, crosstown, all-day express, peak express, and commuter express
- Results are translated annually into a continuous index which calculates the ratio of a route's performance to all others in its class (i.e., 1.0 would indicate average performance)
- Five actions are possible:
  - Average or above (1.0 or higher) – no action required
  - Ongoing monitoring (0.99 to 0.75) – no action, but ongoing monitoring
  - Evaluate (0.74 to 0.50) – must develop an improvement plan
  - Action (0.49 or below) – must restructure, raise fare or eliminate
  - If new service does not meet 1.0 within two years, it is automatically eliminated



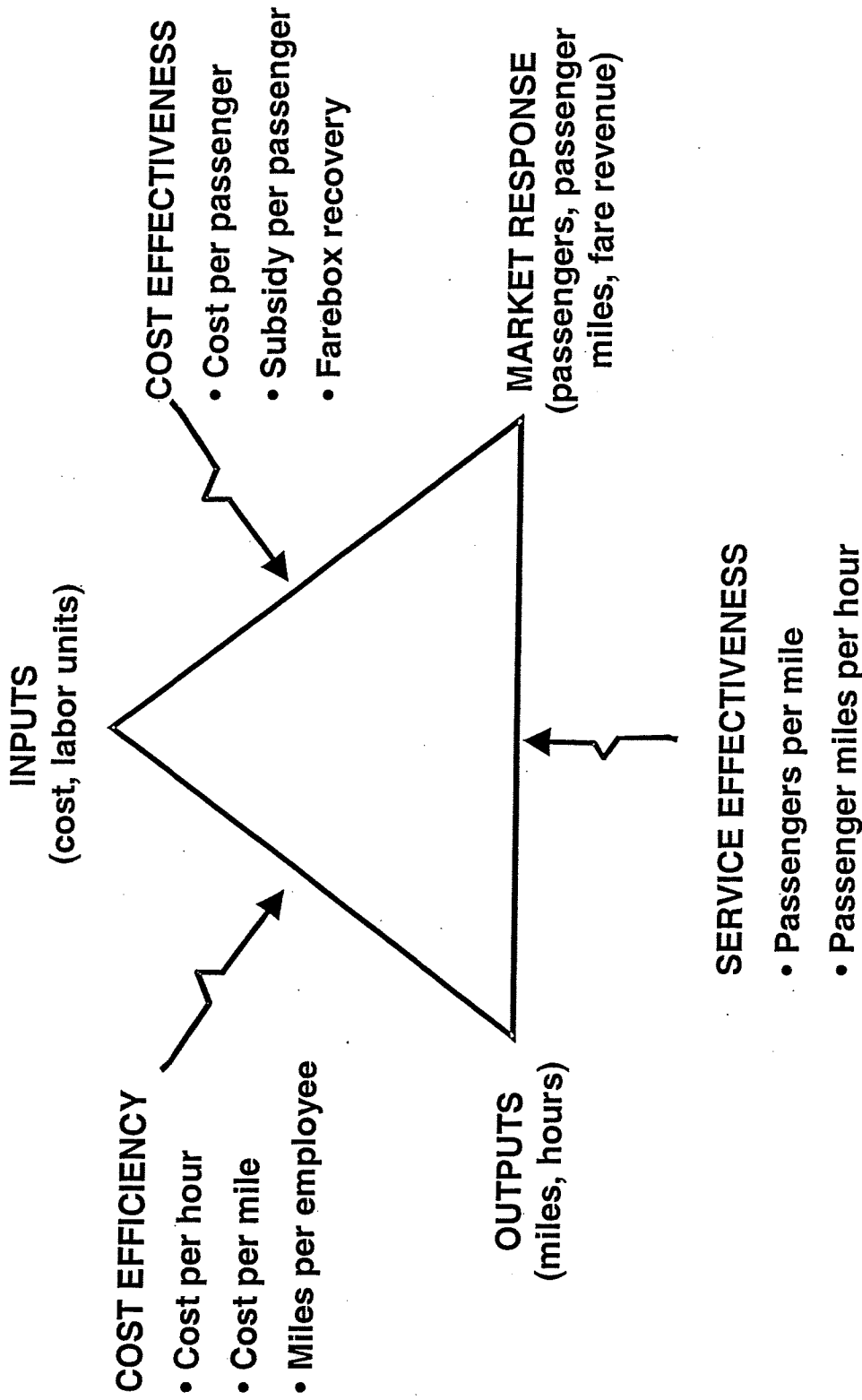
## Service Evaluation Procedure - Peer Summary

### **SEVERAL KEY CONCLUSIONS CAN BE DRAWN FROM PEER AGENCY PROCEDURES**

- All peers use multiple performance measures, and create a composite index
- All peers segregate comparisons into like classifications (e.g., service type and/or time)
- All apply the full procedure annually; some have quarterly or monthly monitoring
- Houston has a 2 year lifeline service exemption from monitoring/action with rigid criteria
- San Diego differentiates between performance of existing and new services (new services have more rigid requirements for performance)
- Only Chicago also marks best performing routes for improvement

Service Evaluation Procedure - The Path Forward

**MTD SHOULD CONSIDER THE USE OF A MIX OF PERFORMANCE MEASURES WHICH ARE IMPORTANT TO THE AGENCY AND THE COMMUNITY**

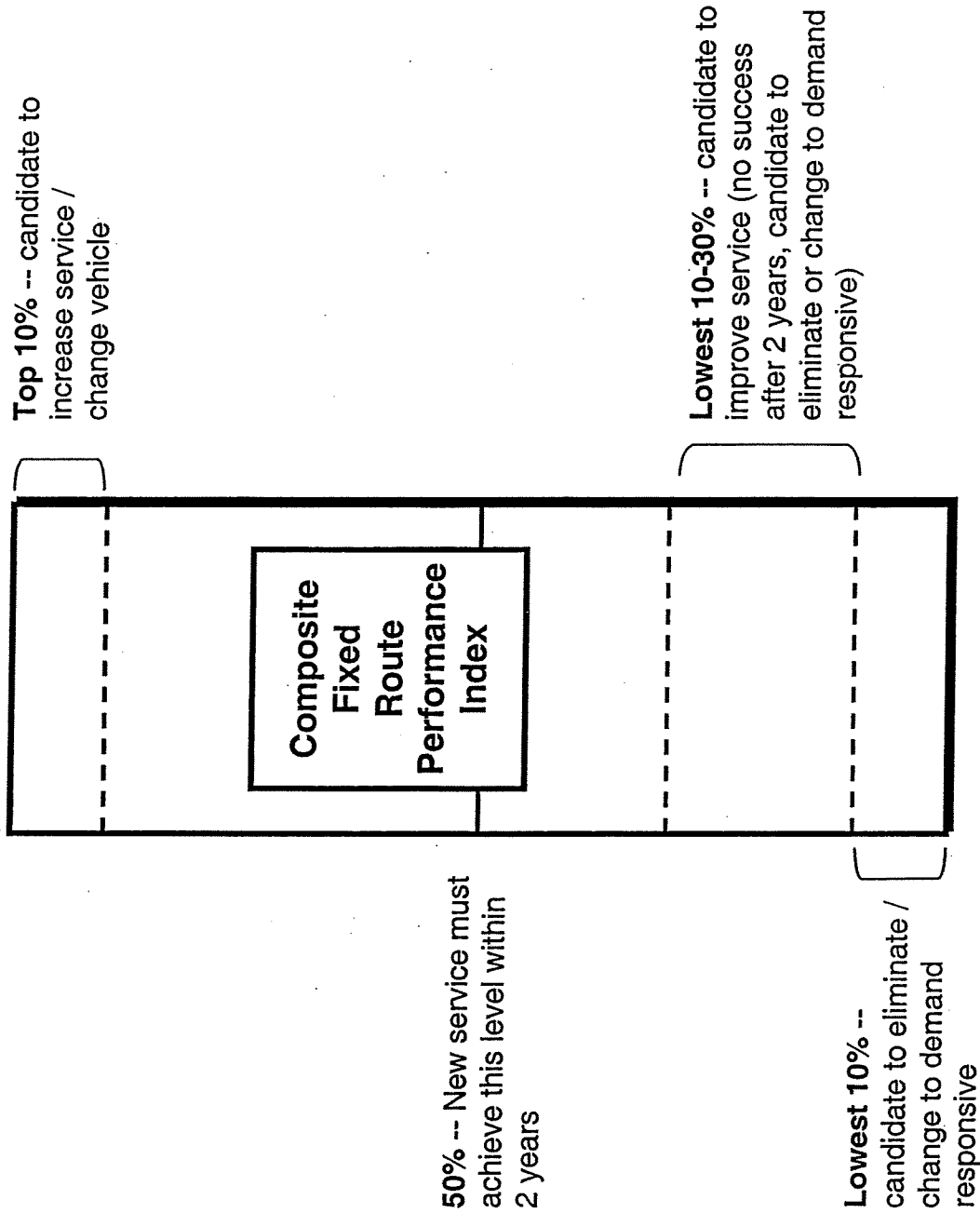


**AS SHOWN BY THE PERFORMANCE MEASURE STRUCTURE FOR NEW JERSEY TRANSIT, MTD SHOULD CONSIDER SEVERAL CATEGORIES OF PERFORMANCE MEASURES**

- Cost efficiency addresses the economy with which a transit operator produces service. These measures compare inputs (e.g., cost and labor units) to outputs (e.g., miles and hours of service)
- Cost effectiveness addresses the economy with which a transit operator serves its customers. These measures compare inputs (e.g., cost and labor units) to market consumption (e.g., passenger trips, passenger miles and fare revenue)
- Service effectiveness addresses the extent to which service offerings reflect market needs, or the productivity of service offerings. These measures compare market consumption (e.g., passengers, passenger miles) to outputs (e.g., miles and hours of service)
- MTD must also consider the availability of data, and both the cost and accuracy of estimated data in performing route performance evaluation
- If data can reasonably be developed at the route level, MTD should consider one measure from each category of performance

Service Evaluation Procedure - The Path Forward

**MTD SHOULD CONSIDER IMPLEMENTING A COMPOSITE INDEX OF THE PERFORMANCE MEASURES BY ROUTE COMPARED TO SYSTEM AVERAGE PERFORMANCE OR ABSOLUTE RANKING (RANKING ILLUSTRATED)**



## Service Evaluation Procedure - The Path Forward

### **MTD SHOULD CONSIDER SEVERAL OTHER PROCEDURAL RULES**

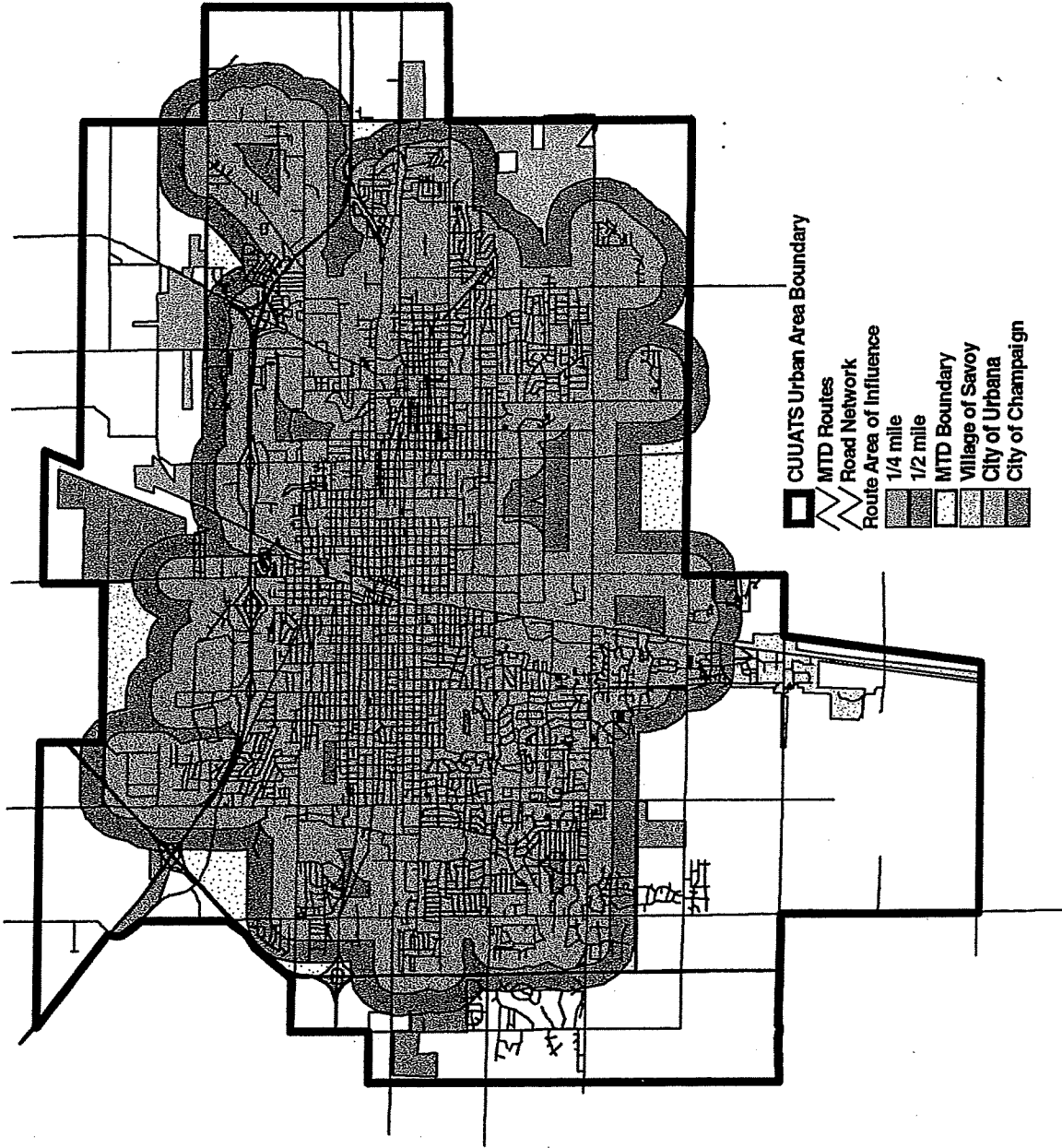
- Route evaluations should occur within specific classes of service (e.g., weekday day, weekday evening, Saturday, Sunday)
- What thresholds trigger action?
  - best performing routes (top 10%?)
  - new service average (50%) within 2 years?
  - between bottom 40% and 50%, monitor closely for trends?
  - bottom 10% or 20% must act?
  - should lifeline designation provide exception for limited time period (e.g., 2 years)?
- Annual cycle of evaluation, with quarterly monitoring of action routes
- Can data reasonably be developed?
- Should new service performance thresholds call for automatic action, or be advisory and require Board consensus prior to action? (Note that all new services would be labeled demonstration services until proven – avoids the requirement for public hearings prior to action)

## Service Policies

### **THERE ARE THREE MAJOR POLICIES WHICH ARE CLOSELY LINKED – SERVICE PLANNING AREA, MTD DISTRICT BOUNDARY AND SERVICE IMPLEMENTATION CRITERIA (REQUIRED AS PART OF THE NEW SERVICE REQUEST POLICY)**

- MTD should consider identifying a service planning region which reflects its mission, vision and expectations for the future (i.e., this area does not need to be limited by current District boundaries). The planning region demonstrates a broader vision and direction, without requiring immediate implementation of service and tax authorities. A clear vision regarding the urban planning boundary can help build partnerships with other entities, provide advance planning for what may happen, and allow for socialization of the idea of regional transportation services
- MTD should also adopt a District Boundary and annexation policy which is consistent with and supportive of the service planning boundary. This policy should consider issues such as contiguous boundaries with member jurisdictions, legal authority provided under state law, benefits of the transit services provided, and community support
- The detailed service policy with standards and criteria is required in support of the new service offerings policy discussed in June. This policy would address equitable and supportable service delivery standards as discussed earlier. It would examine land use densities, employment and travel patterns within the District to determine the type of service to be provided (e.g., ADA, direct demand response, peak only bus, all day bus, express service). These standards would be applied to all areas within the District. These criteria would also be used for service requests outside the District but within the planning area, provided full funding is provided to support these services

# URBAN AREA BOUNDARY



## Planning Area Boundary

### **MTD COULD ADOPT A PLANNING AREA BOUNDARY WHICH ENCOMPASSES THE REGION AS DEFINED BY THE CHAMPAIGN-URBANA URBANIZED AREA TRANSPORTATION STUDY (CUUATS)**

- Regional transportation planning focuses on a larger area than either the MTD boundary or that defined by the limits of the municipalities of Champaign, Urbana, and Savoy. This recognizes that transportation and travel is regional in nature, and most travelers do not recognize, or even know, that different jurisdictional boundaries are being crossed. Also, development outside a specific jurisdictional boundary may have profound impacts on travel within the boundary
- Federal funding received by MTD is based on population and population densities in the urbanized area, an area which exceeds MTD's District boundaries. It is common to consider transportation funding and planning decisions from a broader regional perspective
- The planning boundary communicates a vision of transportation for the future and does not require MTD to change District boundaries immediately. In fact, some areas in the formally defined urban area cannot be annexed into the District under current law (e.g., farm land). The strategic planning effort focuses on a longer view, and over this time state law may change
- MTD should make plans considering growth and needs in the entire urban area, and deliver new services commensurate with annexation and/or external funding availability to pay for new services



## Service Area Policy

### **MTD'S SERVICE AREA FOCUSES ON CHAMPAIGN-URBANA, WITH AUTHORIZING LEGISLATION OUTLINING THE PROCESS OF HOW TO EXTEND MTD'S BOUNDARIES**

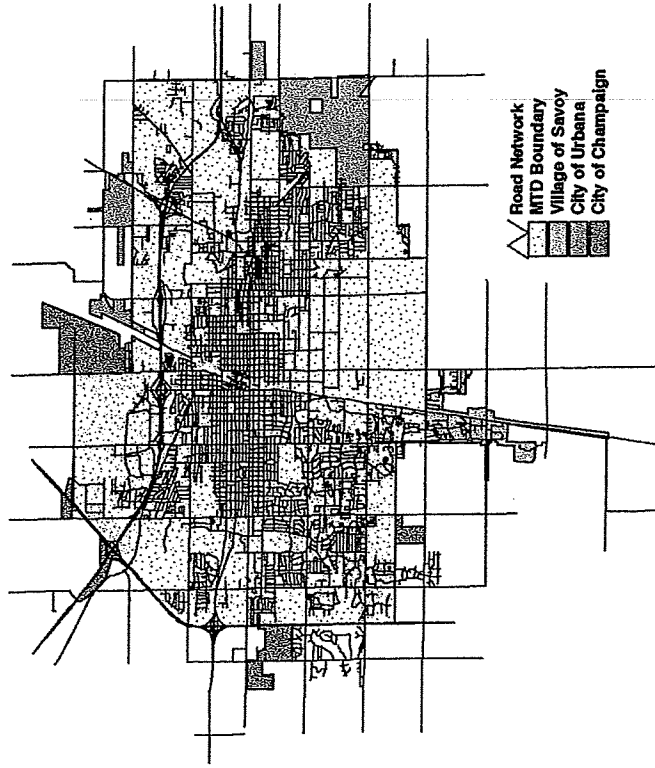
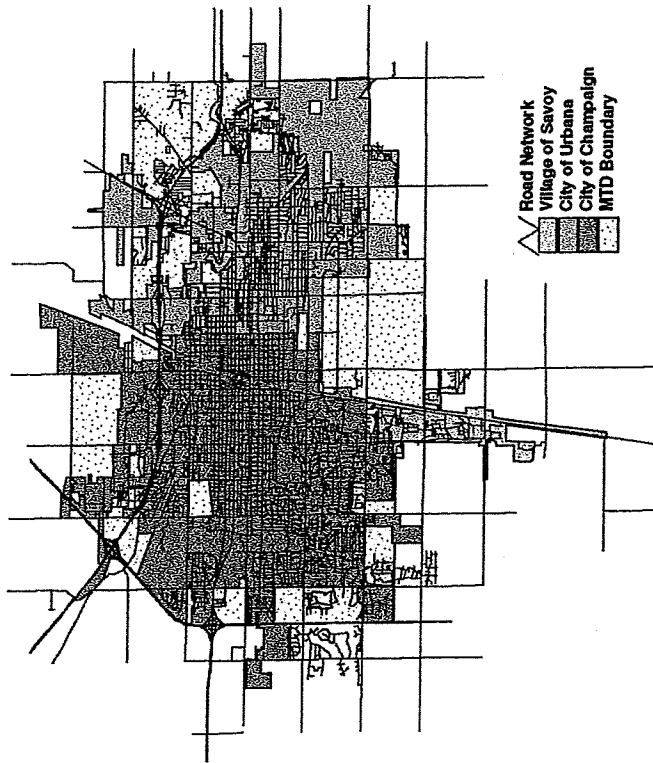
- MTD's service boundary is focused primarily on the municipalities of Champaign and Urbana and the University of Illinois, with limited service to the Village of Savoy
- Expansion of MTD's service boundary (and taxing authority) can be initiated in three ways:
  - *By a municipality* – requires an ordinance or resolution approved by a majority vote of the municipality authorities (i.e., city council). The district Board must approve the annexation with a 2/3-affirmative vote. The applicability of this approach to MTD is uncertain given specific legal restrictions
  - *By 2/3 of the registered voters* in a territory contiguous to the district and not already part of a transit district – requires a petition to be filed with the circuit court. The court then holds a hearing to determine whether the petition should be forwarded to the transit district for final consideration. Annexation requires a 2/3 affirmative vote by the Board
  - *By vote of the district Board* – requires that the territory to be annexed lies within a municipality (i.e., Champaign, Urbana, or Savoy), is not classified as farmland, is contiguous to the district, and is not part of another transit district. The Board must hold a hearing within the territory to be annexed

## Service Area Policy

### **WHILE AUTHORIZING LEGISLATION DEFINES HOW MTD MAY EXTEND ITS BOUNDARIES, THERE IS NO POLICY TO ADDRESS WHEN MTD SHOULD ANNEX NEW TERRITORY**

- MTD's draft vision and goals target "pursuing new markets to encourage mobility, economic development and growth for the community". As part of pursuing MTD's draft vision and goals, the agency will likely be faced with decisions regarding annexation and extending its service boundary
- MTD does not currently have a policy to address core issues surrounding annexation:
  - How should we determine our service area?
  - When do we go beyond the boundaries?
  - When do we annex new boundaries?
- A policy regarding MTD's service area (i.e., annexation) can address these issues along with other decisions such as encouraging smart growth and determining how to allocate the cost of services
- Such a policy may also wish to determine if MTD's boundaries should be contiguous to those of the jurisdictions it already serves. Should MTD's service area grow concurrently with the boundaries of the cities of Champaign and Urbana? Should MTD strive to match, as the opportunity permits, the service planning boundary?

# CITY LIMITS & MTD BOUNDARY

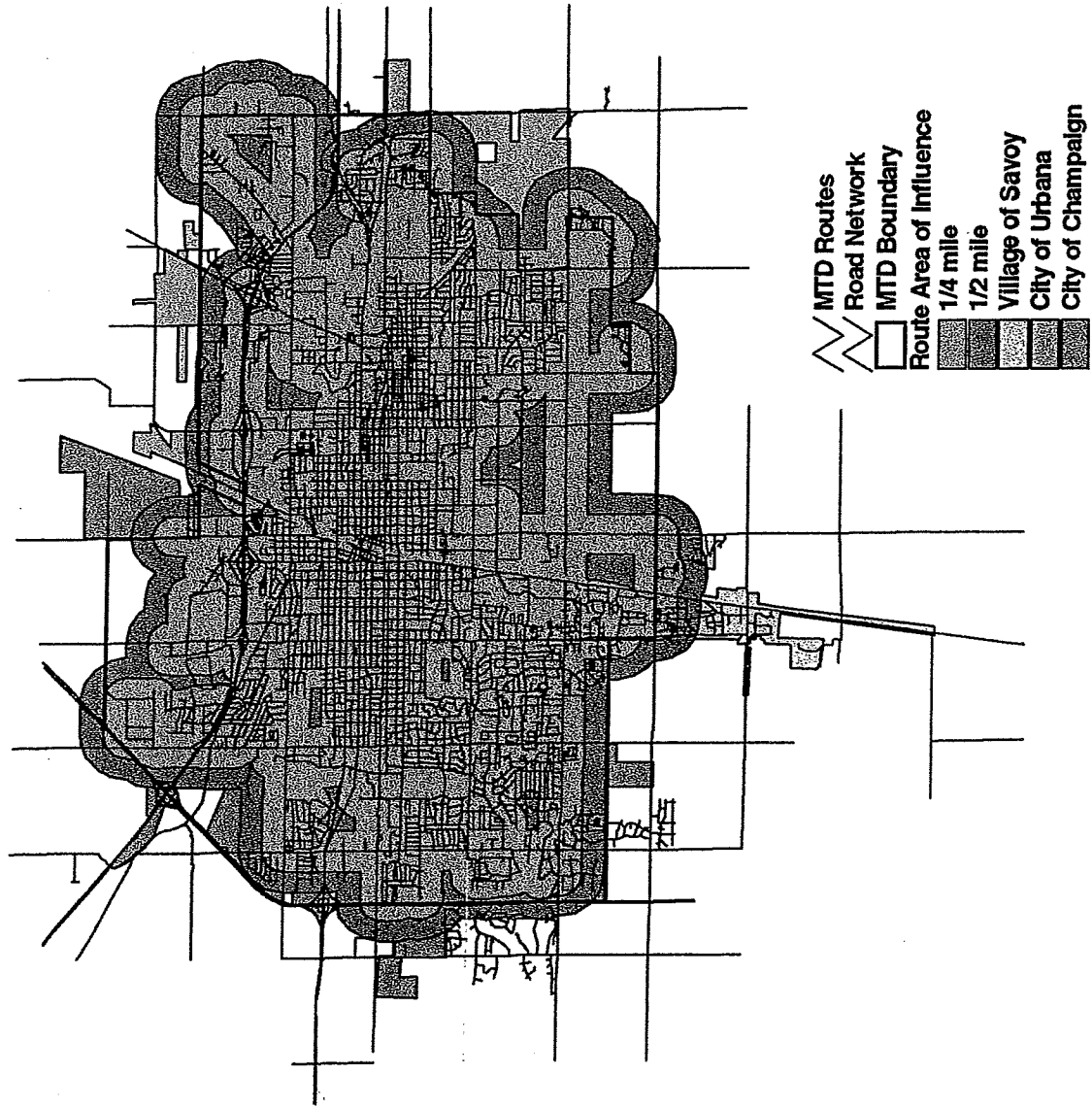


## Service Area Policy

### **MTD'S SERVICE BOUNDARY IS NOT CONTIGUOUS WITH THE LIMITS OF THE THREE MUNICIPALITIES IT SERVES**

- Most of the cities of Champaign and Urbana are included in the MTD service area boundary. The exceptions to this are:
  - The northern-most portions of both cities
  - The western-most portion of Champaign
  - The southeast portion of Urbana
- Over half of the Village of Savoy is not included in the service area boundary
- There are significant portions of MTD's service area that are not contained within any of the three municipalities
- As indicated by the coverage of the road network, there are two areas of development in the southwest portion of the region that fall in neither the MTD service area nor in one of the three municipalities
- The District boundary does not coincide with the urban area boundary

# MTD ROUTE INFLUENCE



Service Area Policy

**THE AREA OF INFLUENCE OF MTD SERVICE EXTENDS BEYOND THOSE STREETS ON WHICH SERVICE IS ROUTED**

- Transit service is generally considered accessible by potential riders residing as far as a mile or more from an actual transit line
- For a relatively small community like Champaign-Urbana, however, the area of influence of transit service is likely to be less than a mile
- The above map shows the ¼ and ½ mile influence of MTD fixed-route and NiteRides transit service
- In many cases, this area of influence extends well beyond MTD's service boundary, covering larger portions of Champaign, Urbana, and Savoy
- In the longer term, MTD may desire to influence the entire urban planning area as needs develop

## Service Area Policy

### **TRANSIT OPERATORS NATIONWIDE OFTEN DEVELOP SERVICE AREA (I.E., ANNEXATION) POLICIES TO ADVANCE LOCAL PRIORITIES FOR GROWTH – THE MOST SUCCESSFUL ARE MULTI-JURISDICTIONAL IN NATURE**

- Portland Tri-Met's service growth policy is to provide service only within the Urban Growth Boundary (UGB) defined by the area's MPO (Metro). Metro outlines how much the UGB should ultimately be expanded, ranges of density estimated to accommodate projected growth within the UGB, and which areas should be protected as open space
- The Maryland MTA (service provider in Baltimore) considers service decisions in light of the state's Smart Growth initiative, which direct resources to revitalize older developed areas, preserve resource and open space lands, and discourage continued sprawl in rural areas. MTA supports this initiative through several programs: station and shelter enhancement, transit-oriented development, and improved access to stops and stations
- Capital METRO in Austin follows the region's Smart Growth initiative which focuses on designing growth with pedestrian and transit needs in mind. Service expansion plans consider integration with land-use planning. METRO also encourages service that integrates with development along transit corridors and near transit nodes
- San Diego MTDB adopted a growth policy to support transit and land use planning coordination. Several core elements are considered in expanding MTDB's service area:
  - Transit-oriented design of projects (e.g., subdivisions, office complexes)
  - Right-of-way protection for transit
  - Support of funding to improve and deliver service
  - Identify transit as desirable mitigation to traffic impacts

## SAMPLE SERVICE AREA POLICY

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Service Area</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose:</b><br>To establish framework for making decisions regarding annexation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Policy Overview:</b><br>Establishes criteria to determine when MTD would extend its service boundaries, requirements to support regional priorities, and financial implications.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD would consider extending its boundaries to cover new service when levels of service exceed that which can be covered by subsidy or innovative revenue sources</li><li>• MTD would consider extending its boundaries to remain contiguous with boundaries of the local jurisdictions which it serves</li><li>• MTD would consider annexing areas for new markets whose performance has met thresholds established under trial routes and services</li><li>• Any new areas included in MTD's boundaries must support regional priorities for land-use, economic development, and revitalization</li><li>• Costs for new service provided must be covered by the combination of tax revenues from the new jurisdictions, cash fares, and additional subsidies</li></ul> |



Service Area Policy

**MTD SHOULD DEVELOP A CLEAR POLICY FOR DISTRICT BOUNDARY EVOLUTION**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Service Area Expansion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• When do we extend boundary?<ul style="list-style-type: none"><li>- Level of Demand for Service</li><li>- New Markets</li><li>- Proximity to service/routes</li><li>- Contiguous with city annexation</li><li>- Contiguous with urban planning area over long term</li></ul></li><br/><li>• How do we incorporate regional priorities?<ul style="list-style-type: none"><li>- Growth</li><li>- Revitalization</li></ul></li></ul> |

## A DISTINCTION WAS MADE BETWEEN MTD'S SERVICE AREA AND PLANNING AREA

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Service Area Expansion/Planning Area</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Purpose:</b><br>To establish framework for making decisions regarding annexation and changing of MTD boundaries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Policy Overview:</b><br>Establishes criteria to determine when MTD would extend its service boundaries, requirements to support regional priorities, and financial implications.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will use a planning area boundary contiguous with other transportation planning boundaries (e.g., CUUATS) and use this for future transportation planning purposes</li><li>• MTD will extend its service area boundary to become coterminous with boundaries of the local jurisdictions where those boundaries extend beyond MTD's current service area and where local support is present. Subject to annexation regulations, MTD's service area will remain coterminous with local jurisdictional boundaries as those jurisdictions grow over time</li><li>• MTD should further extend its service boundaries to be consistent with the planning boundaries over time and as conditions permit (e.g., consistent with legal authorities and development)</li><li>• Any new areas included in MTD's boundaries must support regional priorities for land-use, economic development, and revitalization</li></ul> |

## Tax Revenues Policy

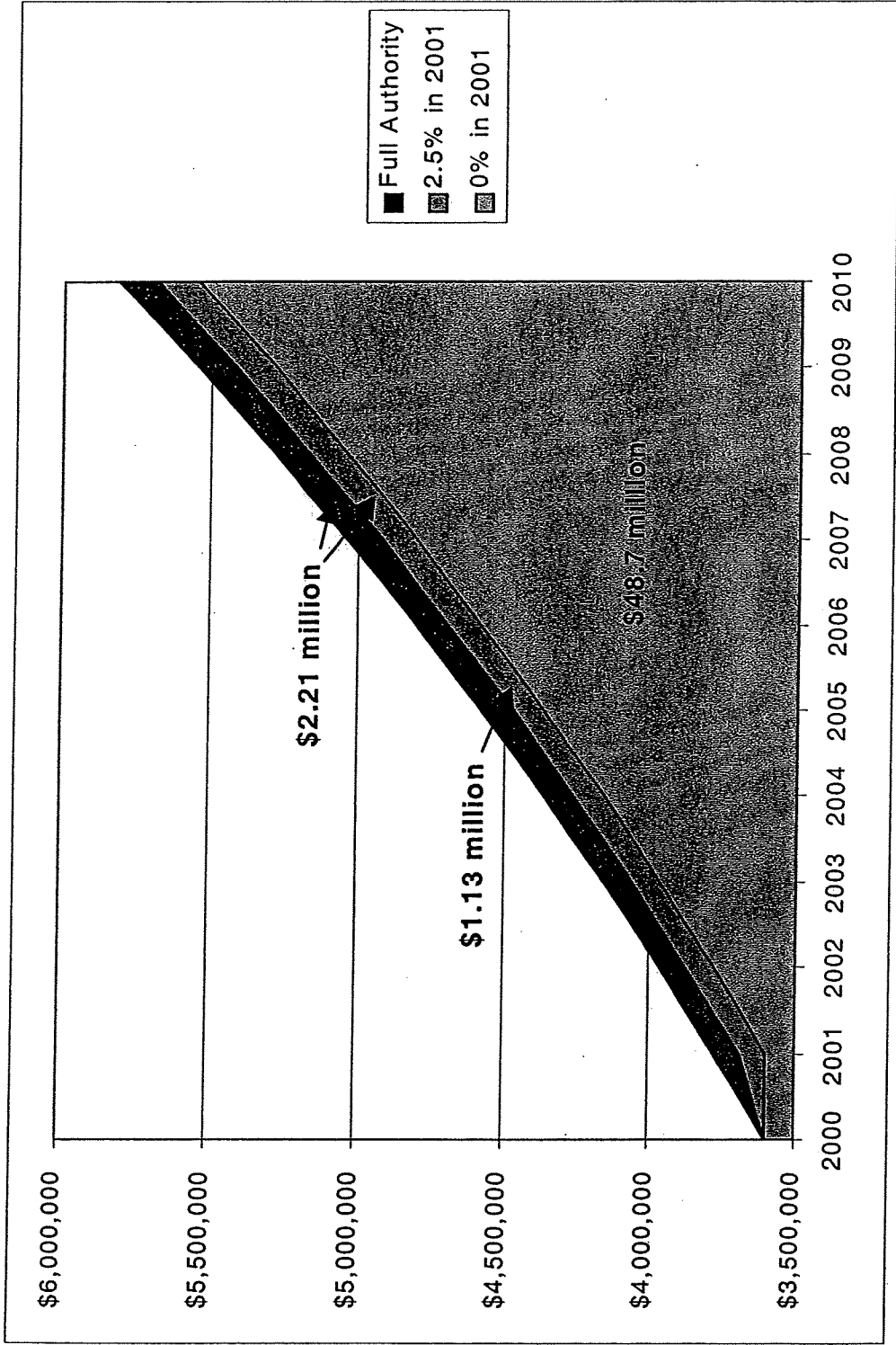
### **MTD'S AUTHORIZING LEGISLATION ALLOWS THE DISTRICT TO LEVY A TAX ON THE ASSESSED PROPERTY VALUE WITHIN IT'S SERVICE BOUNDARY**

- Legislation sets the maximum tax rate on assessed property value at 0.25 cents per dollar with the actual levy rate to be determined by the voters within the district. Under a 1977 referendum, MTD was authorized to levy a property tax at the maximum rate of 0.20 cents per dollar of assessed property value
- In addition, state law allows the District to levy an additional amount for the employer's share of Social Security, Illinois Municipal Retirement Fund, liability insurance, worker's compensation insurance, unemployment insurance, and auditing services. The combination of the two authorities has produced the following rates:

| <b>Year</b> | <b>Levy Rate</b> |
|-------------|------------------|
| 1995        | 0.2167           |
| 1996        | 0.2868           |
| 1997        | 0.2854           |
| 1998        | 0.2830           |
| 1999        | 0.2813           |
| 2000        | 0.2813           |

- The revenue raised through the full authorization property tax levy has increased by approximately 4.9 percent over the last several years

# VALUE OF FULL TAXING AUTHORITY



## Tax Revenues Policy

### **ASSESSING PROPERTY TAX GROWTH BELOW THE AUTHORIZATION AFFECTS NOT ONLY THE CURRENT YEAR'S RECEIPTS BUT FUTURE REVENUES AS WELL**

- Applying the full authority tax rate for 2000 results in estimated revenues of \$3.6 million. Applying a 4.9 percent growth factor to this year's revenues results in authorized revenues for 2001 at \$3.8 million. The same 4.9 percent growth rate through 2010 results in nearly \$51 million
- If MTD assesses a tax rate resulting in a 2.5 percent growth rate in revenues for a single year, and then follows with the full authorization in all subsequent years (i.e., 4.9 percent revenue growth), the District loses \$100,000 in the first year and \$1.1 million over ten years
- Should the MTD fail to implement any part of the growth authorization for a single year, followed with full authorizations, the agency loses \$2.21 million over ten years
- Applying a 2.5 percent tax rate growth for every year over the next ten years results in \$5.9 million less than the full authorization

## SAMPLE TAX REVENUES POLICY

|                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject:</b> Property Tax Levy                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Purpose:</b><br>Implement legal authority provided to generate revenues required to meet mobility needs of residents                                                                                                                                                                                                                                                                                                             |
| <b>Policy Overview:</b><br>MTD has been authorized to levy property taxes as a means of supporting required transit services within the District. The tax authority will be used responsibly and MTD will ensure resources are used to benefit residents in the taxing boundaries.                                                                                                                                                  |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will use tax authorizations in a responsible manner to support services within the District boundaries.</li><li>• MTD will consider both immediate year and long term impacts of tax rate decisions</li><li>• MTD will fully implement the revenue authorities provided before seeking new authority or public approval of new funding approaches</li></ul> |

Tax Revenues Policy

**MTD MAY WISH TO CONSIDER FUTURE REVENUE IMPACTS OF ITS TAX REVENUES POLICY**

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| <b>Subject: Property Tax Levy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• What tax authority do we have?<ul style="list-style-type: none"><li>- Rate</li><li>- Growth</li></ul></li><br/><li>• Under what circumstances would less than the full authority be applied?<ul style="list-style-type: none"><li>- Economic Climate</li><li>- Legislative restrictions</li></ul></li><br/><li>• If revenues exceed basic budget growth, how are they to be applied?<ul style="list-style-type: none"><li>- Service quality and quantity improvement</li><li>- Customer amenities</li></ul></li></ul> |

## GENERAL GUIDELINES FOR PROPERTY TAX ASSESSMENTS WERE DEVELOPED

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| <b>Subject:</b> Property Tax Levy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose:</b><br>Implement legal authority provided to generate revenues required to meet mobility needs of residents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Policy Overview:</b><br>MTD has been authorized to levy property taxes as a means of supporting required transit services within the District. The tax authority will be used responsibly and MTD will ensure resources are used to benefit residents in the taxing boundaries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will use tax authorizations in a responsible manner to support services within the District boundaries.</li><li>• MTD will fully implement the revenue authorities provided before seeking new authority or public approval of new funding approaches.</li><li>• MTD will assess the tax rate consistent with legislation (growth capped by CPI and increase in new assessed value) and will consider the 5% super-notification requirement.</li><li>• MTD will consider both immediate year and long term revenue impacts of tax rate decisions.</li><li>• MTD will also consider inflation trends and the general economic climate when making tax rate assessment decisions.</li></ul> |



## **MTD MAY WISH TO CONSIDER PLAYING A LARGER ROLE IN TRANSPORTATION ISSUES FACING THE REGION**

- A healthy community is one in which a variety of transportation options are available to meet not only the mobility needs of its citizens but enhance the livability and environmental health of the community
- The agency responsible for region-wide transportation planning (and TIP preparation) is the Champaign County Regional Planning Commission
- While the Planning Commission considers all modes of transportation in its planning efforts, some modes (i.e., bicycles, pedestrians) are not represented outside of the Commission as is transit through MTD
- Involvement in transportation issues beyond public transit need not be inconsistent with MTD's designation as a transit provider. Integrated land use planning, joint development, and bicycle and pedestrian enhancement activities would increase the importance of MTD transit service in the region, making such efforts not only consistent with MTD as transit provider but supportive of its mission to "lead the way to greater mobility"

## SAMPLE REGIONAL ROLE POLICY

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| <b>Subject: Regional Role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Purpose:</b><br>To establish framework for determining role of MTD in regional transportation issues and decisions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Policy Overview:</b><br>As the public transit operator in the greater Champaign-Urbana region, MTD is focused on improving mobility. MTD's customer base is highly compatible with pedestrian and bicycle access, and other forms of transportation demand and service management strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will be a strong advocate for improved mobility in the region and participate actively with groups and organizations promoting regional mobility</li><li>• MTD will seek additional funding for general mobility improvements, and as funds support, take a lead role in implementing improvements in other non-single vehicle occupant modes of transport</li><li>• MTD will consider taking a lead role in planning and implementation for other modes, if so requested by partners and/or the community at large</li><li>• In supporting other modes, MTD will not diminish its delivery of high quality transit services to the community</li><li>• Preserve abandoned railroad right-of-way for future pedestrian uses, bikeways, and rail (even if outside MTD boundary if benefit accrues to citizens within)</li></ul> |

Regional Role Policy

**MTD MAY WISH TO CONSIDER THE TRANSIT ENHANCEMENT BENEFITS OF TAKING ON A LARGER REGIONAL ROLE**

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| <b>Subject: Regional Role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• In what modes should MTD participate?<ul style="list-style-type: none"><li>- Non-single occupant automobile</li><li>- Bikeway</li><li>- Pedestrian</li><li>- High occupant vehicles</li><li>- Airport</li></ul></li><br/><li>• What role(s) should MTD perform in other non-single occupant vehicle mobility solutions?<ul style="list-style-type: none"><li>- Advocate</li><li>- Participant</li><li>- Leader</li><li>- Various depending on need, direct funding, requests of partners, rider growth potential</li></ul></li></ul> |

Regional Role Policy

**MTD WILL PLAY A LARGER ROLE IN ADDRESSING TRANSPORTATION ISSUES IN THE CHAMPAIGN-URBANA REGION**

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Regional Role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Purpose:</b><br>To establish framework for determining role of MTD in regional transportation issues and decisions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Policy Overview:</b><br>As the public transit operator in the greater Champaign-Urbana region, MTD is focused on improving mobility. MTD's customer base is highly compatible with pedestrian and bicycle access, and other forms of transportation demand and service management strategies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will be a strong advocate for improved mobility in the region and participate actively with groups and organizations promoting regional mobility</li><li>• MTD will seek additional funding for general mobility improvements, and as funds support, take a lead role in implementing improvements in other non-single vehicle occupant modes of transport</li><li>• MTD will consider taking a lead role in planning and implementation for other modes, if so requested by partners and/or the community at large</li><li>• In supporting other modes, MTD will not diminish its delivery of high quality transit services to the community</li><li>• Preserve abandoned railroad right-of-way for future pedestrian uses, bikeways, and rail (even if outside MTD boundary if benefit accrues to citizens within)</li></ul> |

## Reserves Policy

### **THE RESERVE FUND SHOULD SERVE AS A DEPOSITORY FOR CAPITAL REPLACEMENT AND SURPLUS MONIES, AND SHOULD BE SUBJECT TO SPECIFIC SPENDING GUIDELINES**

- At a minimum, the reserve fund should contain enough funds for timely replacement of the capital stock. The fund should hold the local match (20 percent)<sup>1</sup> of capital asset depreciation and could hold the full value of capital depreciation cost
- Surpluses, when they occur, may also be held in the reserve fund
- Reserve funds could be used for a variety of purposes but should not be used to fund an ongoing, recurring expense such as service expansion or basic operations
- Eligible uses for reserve funds could include:
  - Capital needs
  - One-time investment in new technology
  - Other special opportunities such as preserving right-of-way

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<sup>1</sup> Note that 20 percent is an average local match requirement. Some federal funds require higher local matches while IDOT provides the local match funds for some expenses.

## VEHICLE REPLACEMENT FUND

|                                | 12-Year Replacement Cycle | 15-Year Replacement Cycle |
|--------------------------------|---------------------------|---------------------------|
| Number of Vehicles             | 89                        | 89                        |
| Annual Contribution:           |                           |                           |
| Local Match (20%) Depreciation | \$400,500                 | \$320,400                 |
| Full Depreciation              | \$2,002,000               | \$1,602,000               |

Notes: Assumes straight-line depreciation of vehicles over replacement cycle.

Assumes new vehicles purchased at \$270,000 but does not incorporate inflationary effects.

## Reserves Policy

### **THE RESERVES POLICY SHOULD ALLOW FOR THE TIMELY REPLACEMENT OF CAPITAL STOCK**

- The reserve fund should contain ample funds to cover the local match requirement (20 percent) for capital stock replacement and could hold the full value of depreciation cost
- The reserve fund can serve as a capital replacement fund by contributing, on an annual basis, the cost of depreciation of the capital stock. Funding the reserves in the amount of annual depreciation assures that funds will be available to replace vehicles and all capital assets (facilities and equipment) in a regular and timely manner
- The yearly contribution to the reserve depreciation fund depends largely on the replacement cycle of the capital stock. For example, a 12-year replacement cycle for buses would require approximately a 25 percent greater annual contribution to the fund than would a 15-year cycle. Annual contributions in the range of \$320,000 to \$400,000 (allowed to increase with inflation) would ensure adequate local match funds for vehicle replacement
- Depreciation contributions to the reserve fund must cover all capital assets – vehicles, facilities, and equipment – and would be sensitive to the useful life of each asset

## SAMPLE RESERVES POLICY

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| <b>Subject: Reserves</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose:</b><br>To establish guidelines for maintaining and spending reserve funds.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Policy Overview:</b><br>Establishes criteria to determine the level of funding MTD will hold in its reserves, for what purposes reserve funds will be used, and the process by which reserve funding decisions will be made.                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD should hold in its reserves, at a minimum, the local match share of depreciation on capital assets.</li><li>• MTD may choose to fund the full value of depreciation on capital assets.</li><li>• Surpluses, as they occur, may be held in the reserve fund.</li><li>• MTD may use reserve funds for capital equipment (vehicles, buildings, equipment), investment in new technology, and other special opportunities such as preserving right-of-way.</li><li>• Reserve funds may not be used to fund ongoing operations or other recurring expenses.</li></ul> |



Reserves Policy

**MTD SHOULD ESTABLISH GUIDELINES FOR DETERMINING THE MINIMUM LEVEL OF RESERVES AS WELL AS EXPENSES FOR WHICH RESERVES MAY BE USED**

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| <b>Subject: Service Area Expansion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• What monies shall be put into the reserve fund?<ul style="list-style-type: none"><li>- Fund depreciation at a minimum (local match or full depreciation value)</li><li>- Operating surpluses</li></ul></li><li>• For what purposes will reserves be used?<ul style="list-style-type: none"><li>- Capital replacement</li><li>- One time capital investments</li><li>- May not be used to fund basic operations</li></ul></li><li>• Is Board approval required for use of reserve funds?</li></ul> |

**IN SUPPORT OF ITS DESIRE TO PLAY A LARGER REGIONAL ROLE, MTD MUST IDENTIFY MOBILITY PARTNERS WITHIN THE REGION**

- MTD should play a role in all transportation issues facing the region, but should take a lead role, whenever possible, advocating for all non-SOV (single occupant vehicle) modes of transportation (i.e., pedestrian, bicycle, HOV)
- MTD should also take an active role in any other issues/activities affecting the general mobility of the citizens of the Champaign-Urbana area. This would include highway and general road network improvements, land use and development activities, and city growth initiatives (annexation)
- Any roles that MTD takes on as a mobility advocate should extend beyond its defined service area to the greater Champaign-Urbana planning area (as defined by CUUATS)
- To effectively advocate for greater mobility in the region, MTD must establish partnerships with a number of organizations, groups, and agencies including cities (Champaign, Urbana, Savoy, and possibly Rantoul), the Champaign County Regional Planning Commission, developers, businesses, community groups, departments of transportation
- Partnerships may be formed for project specific purposes (e.g., transit pass program with a large employer) or on an ongoing basis (e.g., assuring transit-friendly land use and development decisions)

## SAMPLE PARTNERSHIPS/MOBILITY POLICY

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| <b>Subject: Partnerships/Mobility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Purpose:</b><br>To establish framework for establishing partnerships with mobility stakeholders in the region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Policy Overview:</b><br>MTD will pursue partnerships with appropriate organizations, agencies, and/or groups in order to enhance transit use, and facilitate overall mobility in the region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• MTD will serve, as able, as the lead advocate for non-SOV (single-occupant vehicle) transportation modes in the Champaign-Urbana area. These include pedestrians, bicycles, HOV, and all transit modes.</li><li>• MTD will participate in all transportation-related activities in the region including highway and local road network improvements, and land use and development.</li><li>• MTD will seek out partners, as needed, in order to fulfill it's role as mobility advocate for the region. Partners could include, but are not limited to, city planning departments, departments of transportation, the Champaign County Regional Planning Commission, businesses, developers, and community groups.</li></ul> |

Partnerships/Mobility Policy

**MTD SHOULD PURSUE PARTNERSHIPS THAT ALLOW IT TO NOT ONLY ENHANCE ITS PROVISION OF TRANSIT SERVICE BUT TO INCREASE MOBILITY WITHIN THE REGION**

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject: Partnerships/Mobility</b>                                                                                                                                                                                                                                                                                          |
| <b>Purpose:</b>                                                                                                                                                                                                                                                                                                                |
| <b>Policy Overview:</b>                                                                                                                                                                                                                                                                                                        |
| <b>Procedures/Criteria:</b> <ul style="list-style-type: none"><li>• Who do we partner with?<ul style="list-style-type: none"><li>- Businesses</li><li>- Cities/Planning agencies</li><li>- State and Federal Government</li><li>- Developers</li><li>- Community Groups</li></ul></li><br/><li>• When do we partner?</li></ul> |