Paul Bunyan Transit
Five-Year Transit System Plan

TRANSPORTATION CONSULTANTS, INC.

RLS & Associates, Inc.

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Plan Approval

The Paul Bunyan Transit Five-Year Transit Plan recommends transit service improvements which reflect local priorities to meet transportation needs in the areas served by Paul Bunyan Transit.

This plan has been approved by Paul Bunyan Transit.

Signature: _____ Date: 6/12/19

Printed Name: Leslie L. Groesbeck

Title: Executive Director

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Paul Bunyan Transit

Five-Year Transit System Plan

Final Report

Prepared for:

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June 27, 2019

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CHAPTER I

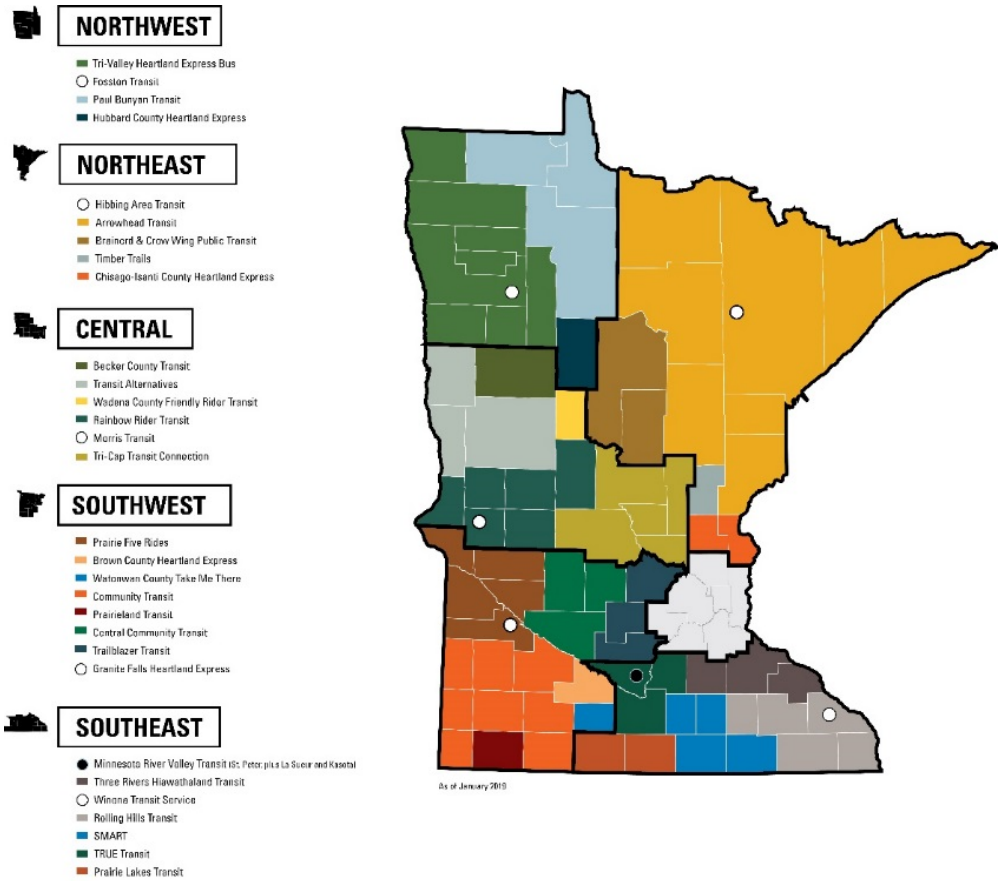
Executive Summary

OVERVIEW

The Paul Bunyan Transit Five-Year Transit System Plan (FYTSP) serves as the guiding document for the sustainability, growth, and development of public transportation services within the areas served by Paul Bunyan, including the communities, as well as surrounding areas, of Bemidji, Warroad, Roseau, and Baudette. The FYTSP further serves as the guiding document for Paul Bunyan Transit for the 2020-2025 timeframe and is intended to guide funding, operational, and strategic decision-making.

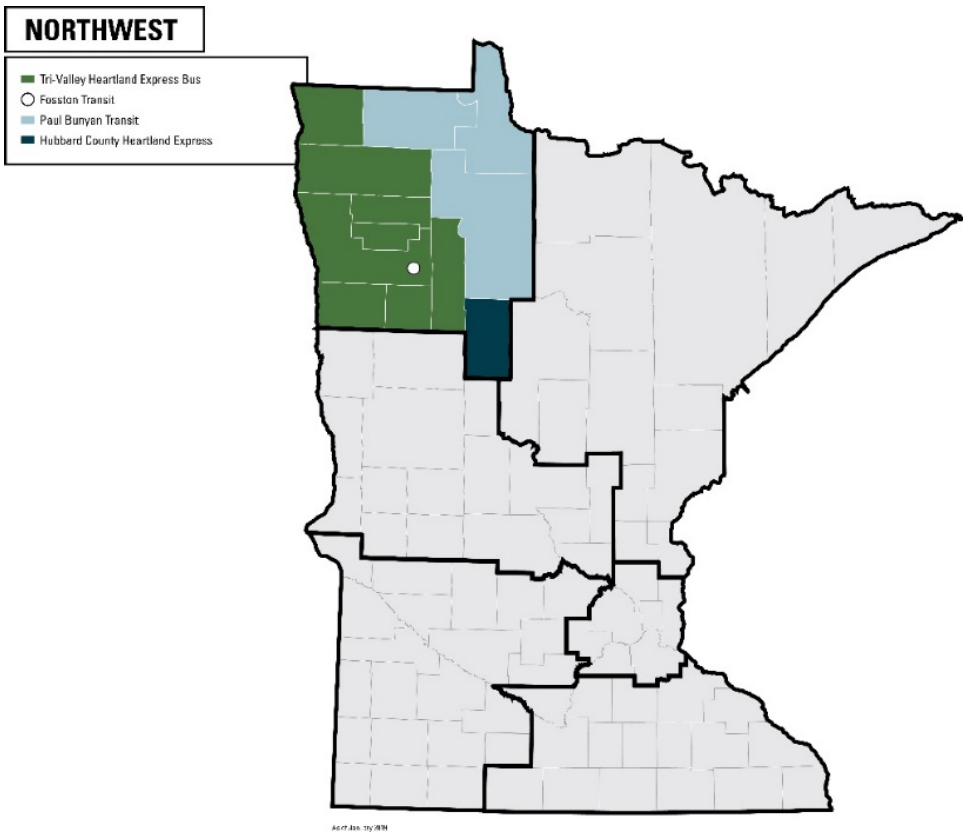
This FYTSP is part of a coordinated, concurrent statewide effort to develop FYTSPs for all 30 of the rural transit providers of Greater Minnesota, as shown in Figure I-1.

Figure I-1: Map of Greater Minnesota Rural Transit Providers Involved in Concurrent FYTSPs



LSC Transportation Consultants, Inc. (LSC) was selected by the Minnesota Department of Transportation (MnDOT) to develop the FYTSP for the four transit agencies of the Northwest region of Greater Minnesota, as shown in Figure I-2, which includes Paul Bunyan Transit, as well as the City of Fosston Transit, Tri-Valley Heartland Express (T.H.E. Bus), and Hubbard County Heartland Express.

Figure I-2: Northwest MN Providers



The need for individual FYTSPs for rural providers developed from the 2017 Greater Minnesota Transit Investment Plan (GMTIP), which is MnDOT's 20-year plan for investing in rural public transit and increasing ridership. As part of the GMTIP process, the Minnesota state legislature established a legislative target of meeting 90% of the statewide rural transit demand by 2025, which is focusing attention on exactly how and where to expand rural transit service within Minnesota. Strategies to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery were also identified through regional Local Human Service-Public Transit Coordination Plans.

The State of Minnesota's transportation goals include:

(1) to minimize fatalities and injuries for transportation users throughout the state;

(2) to provide multimodal and intermodal transportation facilities and services to increase access for all persons and businesses and to ensure economic well-being and quality of life without undue burden placed on any community;

(3) to provide a reasonable travel time for commuters;

(4) to enhance economic development and provide for the economical, efficient, and safe movement of goods to and from markets by rail, highway, and waterway;

(5) to encourage tourism by providing appropriate transportation to Minnesota facilities designed to attract tourists and to enhance the appeal, through transportation investments, of tourist destinations across the state;

(6) to provide transit services to all counties in the state to meet the needs of transit users;

(7) to promote accountability through systematic management of system performance and productivity through the utilization of technological advancements;

(8) to maximize the long-term benefits received for each state transportation investment;

(9) to provide for and prioritize funding of transportation investments that ensures that the state's transportation infrastructure is maintained in a state of good repair;

(10) to ensure that the planning and implementation of all modes of transportation are consistent with the environmental and energy goals of the state;

(11) to promote and increase the use of high-occupancy vehicles and low-emission vehicles;

(12) to provide an air transportation system sufficient to encourage economic growth and allow all regions of the state the ability to participate in the global economy;

(13) to increase use of transit as a percentage of all trips statewide by giving highest priority to the transportation modes with the greatest people-moving capacity and lowest long-term economic and environmental cost;

(14) to promote and increase bicycling and walking as a percentage of all trips as energy-efficient, nonpolluting, and healthy forms of transportation;

(15) to reduce greenhouse gas emissions from the state's transportation sector; and

(16) to accomplish these goals with minimal impact on the environment.

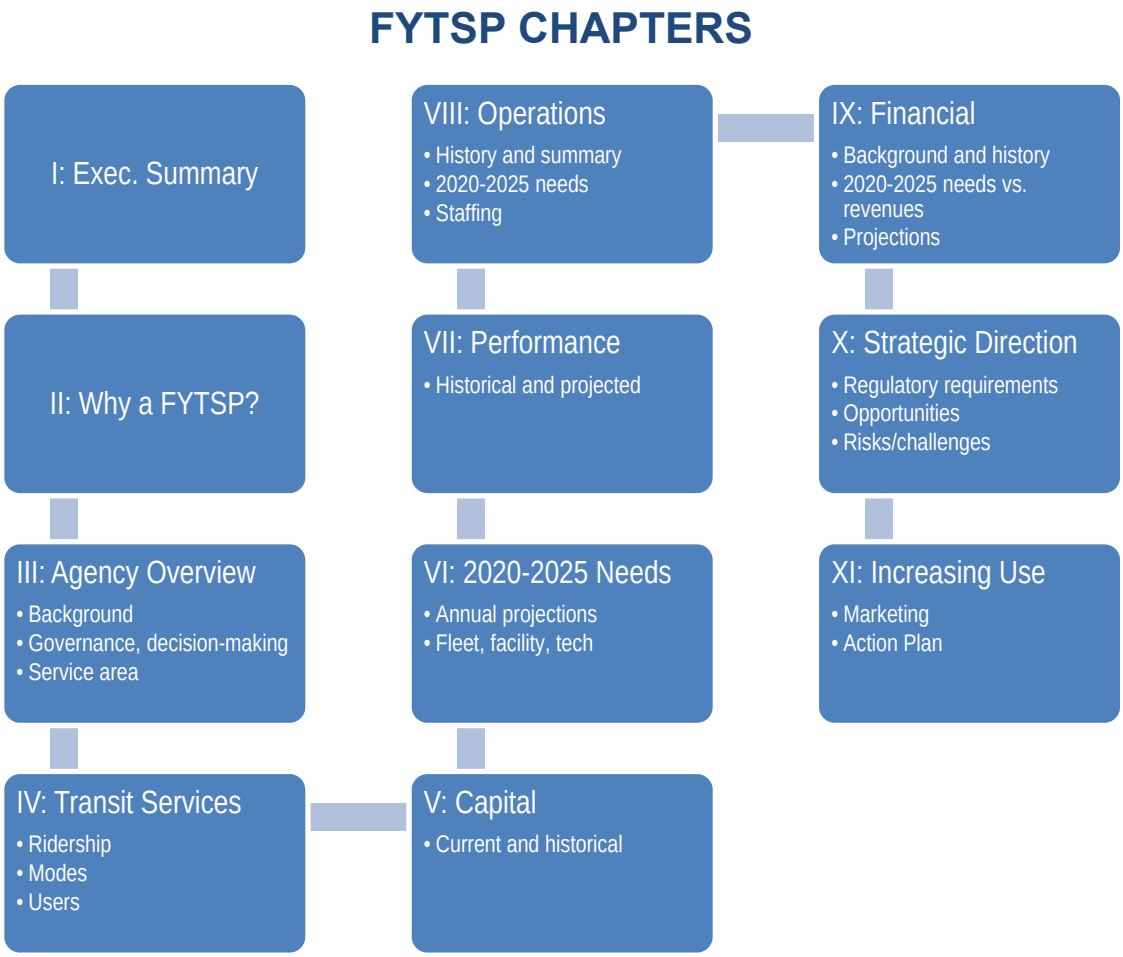
In addition to articulating the Paul Bunyan Transit service area needs to the state legislature, the purpose of this FYTSP is to help Paul Bunyan Transit understand strengths and weaknesses, identify unmet needs and future transit service changes, and develop a financial operating and capital plan that is adaptable to changing environments and opportunities.

The FYTSP planning process concentrates on local issues within the regional context by building community awareness and involvement in defining transportation needs. Desired outcomes of this process include:

- Increased community support
- More accurate budgets and definition of future needs
- Different funding scenarios to help prepare local decision-makers
- Better collaborating and coordination of public transportation services

PLAN CHAPTER SUMMARY

The Paul Bunyan Transit FYTSP is organized such that each chapter is built upon previous chapters to create a complete picture of current services, unmet needs, and future direction.



Chapter II: Why a FYTSP?

Chapter II is the only chapter that is consistent across all transit providers, as it establishes the context for why all rural transit providers in Greater Minnesota need a FYTSP.

This chapter describes how the FYTSP will help rural transit systems like Paul Bunyan Transit work towards overall goals such as:

- Improve coordination of services to meet transportation needs.
- Increase ridership/usage across the network.
- Ensure fiscal responsibility as a transit funding agency.

- Anticipate and plan for future funding levels to achieve service expansion.
- Articulate and communicate a vision for the transit system and the benefits it provides to the community.

Ultimately, the vision is that the FYTSPs created throughout the state will bring all stakeholders together to develop a future vision that will guide the decisions made today.

Chapter III: Paul Bunyan Transit Overview

Chapter III provides a snapshot of Paul Bunyan Transit as it currently operates and includes agency history, governance, service overview, coordination, marketing, and partnerships.

Paul Bunyan is a regional transit agency that operates service across a large three-county area comprised of Beltrami, Lake of the Woods, and Roseau Counties in northcentral Minnesota. As shown in Table III-1, Paul Bunyan operates over 20 vehicles and has a ridership of almost 120,000.

Table I-1
Paul Bunyan Transit Snapshot

Operated by	Paul Bunyan Transit, a 501c3 social services non-profit
Types of service	Demand response, regional, commuter, volunteer
Number of buses	21
Ridership (2017)	118,624
Operating budget received (2018)	$1,600,000

Source: Paul Bunyan Transit, 2018

Paul Bunyan Transit operates demand response service within Baudette, Roseau, and Warroad, plus several rural demand response routes. Paul Bunyan also operates a volunteer driver program with 15 to 17 drivers.

Community coordination efforts are highlighted in Chapter III and include numerous partnerships with local non-profits, social service agencies, transit providers, senior centers, and county human services offices.

Chapter IV: Paul Bunyan Transit Services

In Chapter IV, a more detailed description of current and historical ridership characteristics is presented. This Chapter highlights trends in ridership, profile of users, and transit dependency.

An analysis of ridership from 2013 to 2018 reveals that:

- Ridership increased dramatically by 23% from 2014 and 2015, from approximately 103,000 passenger trips during 2014 to approximately 127,000 passenger trips during 2015 with the incorporation of the service operated by Far North Transportation.
- Ridership decreased in 2016 and 2017, possibly due to impacts of the Olmstead Plan.
- During 2017, approximately three-quarters of trips (77%) were public passenger trips, while about one-quarter of trips (23%) were contract trips.
- During 2017, monthly ridership was highest in May, with approximately 9,000 passenger trips, and lowest in April, with approximately 6,800 passenger trips.

Data from a Paul Bunyan Transit rider survey conducted in 2016, as part of the Greater Minnesota Transit Investment Plan, of 88 riders is also included – this information shows that shopping and work are the most common trip purposes, 71% of survey respondents said they use the bus two or more days per week, 42% of riders are between 25 and 44 years old, and 63% are female.

Demographic statistics are also presented in this chapter for transit-dependent population characteristics, economic health index, and transit dependency index.

Chapter V: Capital

This chapter provides background information regarding Paul Bunyan Transit's capital equipment, facilities, current needs, and enhancement needs.

Paul Bunyan Transit currently has five facilities, three of which are on agency-owned land. Paul Bunyan's vehicle fleet is comprised of 21 vehicles, of which 15 are in-service vehicles and six are spare vehicles. Most vehicles have automatic vehicle location (AVL) technology and monitoring cameras onboard. Vehicle maintenance is done in-house with two full-time mechanics.

Current capital needs are highlighted and include a larger facility in Roseau that can accommodate six vehicles; vehicle replacements of two buses per year from 2019 through 2025; and new computers throughout the organization.

Chapter VI: 2020-2025 Annual Needs

Chapter VI estimates the unmet transportation needs in the Paul Bunyan service area and defines the service enhancement and expansion possibilities for the 2020-2025 timeframe.

Unmet transportation needs were determined in several ways:

- Stakeholder interview conducted in September of 2018
- Advisory Committee meetings
- Mobility gap calculation that estimates the need for 374 daily trips, which compares to the 380 daily trips Paul Bunyan Transit averaged in 2017
- Other demand calculations such as general public non-program demand and commuter transit demand

These interviews, discussions and meetings created a list of possible service enhancements and expansions:

- Saturday service in Roseau—although getting enough drivers would be a challenge.
- Evening service in Bemidji—challenge would be performance, as past experience suggests it would average less than three passengers per hour.
- Bring back the fixed route within Bemidji, from shopping area in the north to BSU and then to downtown.
- Bring back Sunday service in Bemidji.

Since Paul Bunyan Transit currently meets the Minnesota state legislative goal of meeting 90% of the total transit service needs in Greater Minnesota by 2025, based on the mobility gap calculation, Paul Bunyan Transit does not need to implement new services to meet the goal, but still may want to consider it as funding is available in order to increase ridership and overall system impact in the communities where Paul Bunyan operates.

Chapter VII: System Performance

System performance, both historical and future projections, for Paul Bunyan Transit is presented in this chapter in order to understand how Paul Bunyan

Transit performs today and how it will possibly perform in the future under enhanced service options. To help give context to Paul Bunyan's current performance, peer data are included from three different similarly-sized providers in Ohio.

The performance metrics used in this chapter include average passengers-trips per hour, average cost per hour, average cost per passenger-trip, trips denials, and on-time performance. Paul Bunyan Transit doesn't currently track trip denials or on-time performance; therefore, a recommendation is to start tracking and reporting these. Additional suggested performance metrics include farebox recovery, road calls, and accident rate.

Performance projections for possible future service options are also included and presented relative to the 2017 status quo, as shown in Table I-2.

Table I-2
Paul Bunyan Transit System Projected Performance

Option	Passenger-Trips	Annual Operating Cost	Revenue Hours	Passenger-Trips per Hour	Cost per Hour	Cost per Passenger-Trip
Status Quo Service (2017)	120,715	$1,600,000	26,308	4.6	$60.82	$13.25
Option 1 - Saturday service in Roseau	1,404	$28,463	468	3.0	$60.82	$20.27
Option 2 - Evening service in Bemidji	1,690	$41,113	676	2.5	$60.82	$24.33
Option 3 - Fixed route within Bemidji	9,828	$170,777	2,808	3.5	$60.82	$17.38
Option 4 - Sunday service in Bemidji	1,170	$28,463	468	2.5	$60.82	$24.33

Source: LSC, March 2019.

Chapter VIII: Operations

Chapter VIII presents an operating budget scenario through 2025 as a basis to better understand Paul Bunyan Transit's (PBT) current operation needs. The operating budget template incorporates an inflation factor and additions to future operating costs.

In 2020, PBT will need to hire staff for a reporting and compliance position, as well as a financial manager. Starting in 2021, Paul Bunyan Transit should hire a third three-quarter time dispatcher. It is anticipated that Paul Bunyan's current organizational structure, coordination efforts, and regional connectivity will continue going forward through 2025.

Chapter IX: Financial

Chapter IX presents two scenarios for Paul Bunyan Transit for 2020-2025: unconstrained and constrained. Under the unconstrained plan, all service enhancements considered in Chapter VI, with associated performance shown in Chapter VII, are shown as being implemented. If all services enhancements are implemented and the capital plan that is currently in place to support status quo service continues, Paul Bunyan Transit's cumulative unconstrained funding gap for both operating and capital needs for the five-year period (2020 through 2025) will be approximately $1.87 million. The annual funding gap ranges from $142,000 in 2020 to $453,000 in 2025.

With additional funding unidentified at the time of this report, a constrained five-year financial plan is also presented in Chapter IX. Under this constrained plan, Paul Bunyan would operate all of the current status quo service with the addition of implementing evening service in Bemidji in 2022 and a possible deviated fixed-route service for Bemidji in 2024. The five-year constrained plan shows operating costs growing to $2,654,360 by 2025.

Chapter X: Paul Bunyan Transit Strategic Direction

Chapter X provides the context and requirements that Paul Bunyan must consider as part of this five-year planning process. As Paul Bunyan Transit considers growing transit services, it must still conform to many local, state, and federal guidelines including:

- Federal Transit Authority (FTA)
- Minnesota Olmstead Plan
- Title VI of the Civil Rights Act
- Americans with Disabilities Act (ADA)
- MnDOT requirements under FTA 5311 funding

In addition to complying with these various regulations and requirements, Paul Bunyan Transit faces many challenges in implementing the possible service enhancements and expansions, the largest of which is funding. Without additional local match and federal funding, Paul Bunyan will not be able to grow services and increase ridership.

Chapter XI: Increasing Paul Bunyan Transit Use

If transit services and ridership are to grow for 2020-2025, PBT should adopt a Marketing Action Plan, outlined in Chapter XI, to build on the current, ongoing efforts to grow community awareness, support, and use of the service.

Marketing strategies include targeted promotion of new services or modifications to existing services, create "how-to-ride" videos that would be features on the agency website, and implementation of a real-time bus location smartphone app. National transit marketing resources are also included in Chapter XI.

SUMMARY OF APPENDICES

The end of the report contains three appendices that provide additional, supporting information and reference.

A – Transit Asset Management (TAM)

Appendix A describes how MnDOT meets the FTA requirement that all agencies have a TAM Plan in place to aid in the decision-making process of balancing asset needs and demands for rolling stock, facilities, and equipment. The TAM plan is now a part of the BlackCat Grants Managements System to help track assets and prioritize capital investment needs over time. The TAM submitted to FTA by MnDOT identifies assets to be replaced.

B – Glossary of Terms/Concepts

Appendix B is a helpful list of terms and definitions used within this plan.

C – Transit Funding in Minnesota

Appendix C includes an overview of transit funding in Minnesota.

D – Survey Results

Appendix D summarizes the results of the online survey used to solicit public and stakeholder comments on the potential service enhancements and expansions considered as part of the five-year plan.

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CHAPTER II

Why a Five-Year Capital and Operational Plan?

Transit systems in Greater Minnesota have been working in a rapidly changing environment with system mergers and increased demand for service along with new policies and funding situations. Despite significant growth in the amount of service available outside of the Twin Cities Metropolitan Area, transit in Greater Minnesota is not always recognized or understood by local officials and residents. In order to address the growing need for transit service in a way that is integrated and embraced by the community, a vision for the future of each transit system will be critical. Without a plan, systems are put in the position of having to react in the moment to new circumstances and operate on a year-to-year basis without a longer-term vision to guide annual budgets and decision making.

Transit providers and the Minnesota Department of Transportation (MnDOT) agree that individual five-year plans will help identify system-specific priorities based on themes from the Greater Minnesota Transit Investment Plan (GMTIP). Five-year plans will help systems better deliver service and work toward overall goals such as:

- Improve coordination of services to meet transportation needs;
- Increase ridership/usage across the network;
- Ensure fiscal responsibility as a transit funding agency;
- Anticipate and plan for future funding levels to achieve service expansion; and,
- Articulate and communicate a vision for the transit system and the benefits it provides to the community.

Plans are intended to help systems work with local government officials, local planning agencies, transit system board members, and other organizations to prepare for these changes. Transit agencies recognize the importance of involving local officials in planning activities to continue building local support for improving transit systems, including long-term commitment of local funds to leverage state and federal dollars.

The process for developing the five-year plans is guided by a consultant project manager for the Office of Transit and Active Transportation at MnDOT, and the Minnesota Public Transit Association. A Project Advisory Committee consisting of transit directors, staff from MPOs (Metropolitan Planning Organizations) and RDO's (Regional Development Organizations), local government officials, service organization representatives, and staff from MPTA and MnDOT is providing input and identifying key issues to be addressed by the plans.

Larger transit systems routinely develop and update five-year plans, as do local governments, when it comes to planning for future development. The Greater Minnesota transit system five-year plans will allow all transit service to be incorporated into the larger transportation vision for communities as they plan for new economic development and a future with an aging population.

Policies established through the Olmstead Plan and Americans With Disabilities Act require communities to accommodate the needs of people with disabilities. A statutory goal of meeting 90% of the need for transit service by 2025 in Greater Minnesota also is focusing more attention on exactly how to expand service around the state.

With a well-defined five-year plan, goals and ideas for improving transit service can be put into action with a clear blueprint for which routes to add or expand, specific hours of service to adjust, and funding sources to cover additional operating and capital expenses. The plans also will facilitate communication with the public and help raise awareness of how and where transit service is provided in the state which will help encourage greater ridership.

The five-year plans are designed to be updated annually to meet changing needs and circumstances.

Transit service improves the livability and prosperity of communities all across Greater Minnesota. The five-year transit system plan will bring all stakeholders together to develop a future vision that will guide the decisions made today.

CHAPTER III

Agency Overview

This chapter provides an overview of the transportation services, history, governance, coordination and partnership efforts, and marketing of Paul Bunyan Transit. Paul Bunyan is a local transit agency that operates public transportation services in three counties and four cities in northcentral Minnesota. As shown in Table III-1, Paul Bunyan operates a relatively large public transportation system with over 20 vehicles and ridership of nearly 120,000 one-way trips per year.

Table III-1
Paul Bunyan Transit Snapshot

Operated by	Paul Bunyan Transit, a 501c3 social services non-profit
Types of service	Demand response, regional, commuter, volunteer
Number of buses	21
Ridership (2017)	118,624
Operating budget received (2018)	$1,600,000

Source: Paul Bunyan Transit, 2018

TRANSIT AGENCY BACKGROUND

Paul Bunyan Transit operates primarily demand response services across its service area, as well as some specific commuter routes and specialty programs. It is operated and governed by a board of directors and receives federal and state funding through a public transportation grant from the Minnesota Department of Transportation for in-town and rural transportation. The grant provides 80% funding for operating costs with a 20% local match required and is used to assist in the maintenance, development, improvement, and use of public transportation systems in non-urbanized areas. Local match funding comes from fares and contracted services. Local cities and counties provide matching funds for capital expenses like new buses.

Paul Bunyan Transit has a total full-time staff of 17 employees that includes three management staff, nine full-time drivers, three schedulers/dispatchers, and two maintenance staff. In addition to these full-time staff, Paul Bunyan has 18 part-time employees, consisting of 15 part-time drivers, one part-time scheduler/dispatcher, and two part-time administrative support staff. Paul

Bunyan Transit also uses volunteer drivers. As shown in Table III-2, in 2017 Paul Bunyan Transit had 16 active volunteer drivers that completed almost 2,000 unlinked passenger trips over 373,000 miles.

Table III-2
Paul Bunyan Transit Volunteer Drivers

	2014	2015	2016	2017	2018 (projected)
Number of Active Drivers	12	15	16	16	17
Total Number of Passenger Trips (unlinked)	1,580	2,035	*	1,923	1,912
Total Annual Miles Completed	289,060	344,756	*	373,609	338,992
Total Number of Vehicles Used by Volunteer Drivers	12	15	16	16	17

** Data not provided.*
Source: Paul Bunyan Transit, 2018.

Paul Bunyan is headquartered in Bemidji, Minnesota where maintenance and administrative functions are housed. Additional facilities include an owned facility in Roseau and leased facilities in Baudette and Warroad. Paul Bunyan has an administrative and auditing structure in place which helps to improve its capabilities for management, marketing, auditing, and other regulatory compliance requirements for operating transportation services.

History

Paul Bunyan Transit was established in 1999 as a 501(c)(3) corporation providing social welfare services. Paul Bunyan's mission is to provide safe, friendly, efficient, and economical delivery of public transit service to residents within Beltrami, Lake of the Woods and Roseau County, including the cities of Badger, Greenbush, Bemidji, Baudette, Warroad, and Roseau.

In 2015, Paul Bunyan was awarded the operations of Far North Transportation and merged Far North services into Paul Bunyan. Far North vehicles were rebranded as Paul Bunyan and the Far North operations, staff, facilities, and contracts were assumed by Paul Bunyan.

Ridership for Paul Bunyan before the merger with Far North averaged approximately 100,000 annual one-way trips. Since 2015, ridership has averaged approximately 123,000 annual one-way trips and has been relatively stable the past few years. Detailed ridership information is included in Chapter IV.

Governance and Decision-Making

Paul Bunyan Transit is governed by a Board of Directors consisting of three to seven members from the local community. The current board consists of five members who represent various parts of the local community including Bemidji State University, Beltrami County Social Services, the local disability community, and local business community. The exact number of directors shall be determined from time to time by resolution of a majority of directors. Directors shall be elected at the annual meeting of directors, which is held on the fourth Tuesday in February. Regular Board of Directors meetings are held from time to time as determined by the Board. The officers of the corporation are elected annually and include the positions of president, vice president, secretary, and treasurer. In addition, the Board may also establish committees.

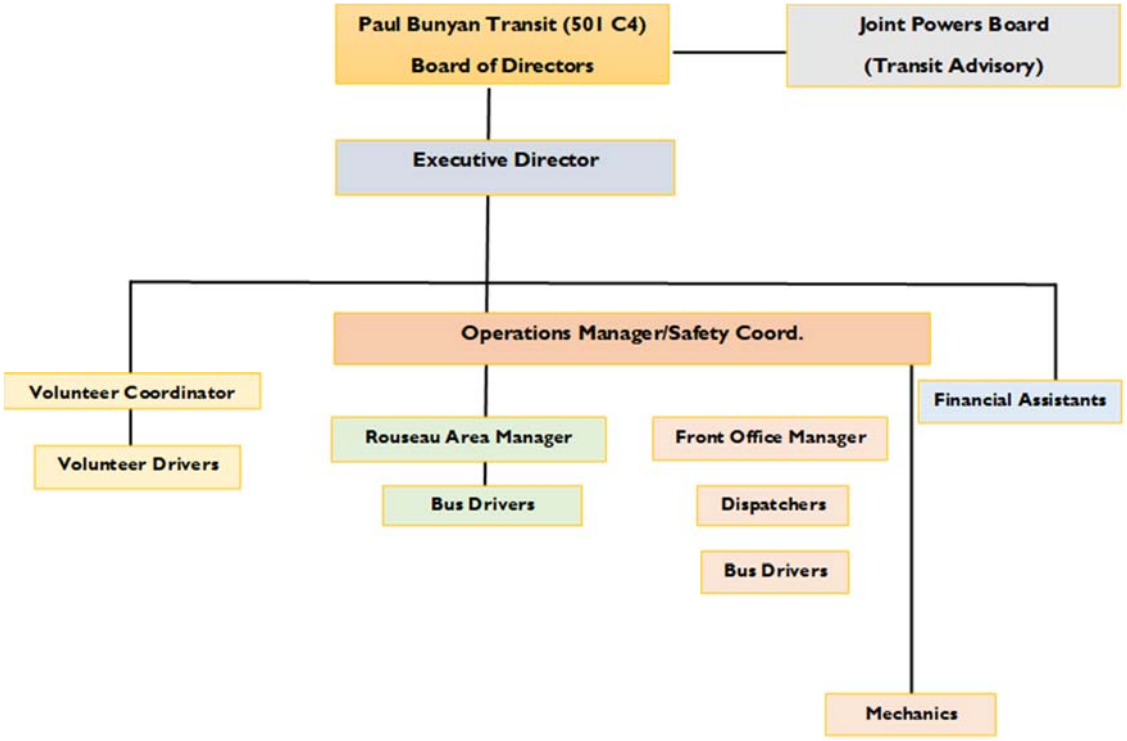
In addition to the Board of Directors, there is a separate Joint Powers Agreement (JPA) between the City of Bemidji and Beltrami County to provide funding and guidance for the operations of Paul Bunyan Transit within Bemidji and Beltrami County. This JPA has a board of five members with two from Bemidji, two from Beltrami County, and one at-large. This JPA board acts as an advisory board to Paul Bunyan and meets twice a year. The JPA guided the early development of Paul Bunyan Transit from 1999 until 2002, when Paul Bunyan became a separate fiscal agent from the City of Bemidji and Beltrami County.

Organizational Structure

Paul Bunyan Transit's organizational structure is shown in Figure III-1. An Executive Director oversees day-to-day operations with direct staff that includes

an Operations Manager, Financial Assistants, a Volunteer Driver Coordinator, and a Roseau Area Manager. Dispatchers, mechanics, and drivers report to the Operations Manager.

Figure III-1
Paul Bunyan Organizational Structure



SERVICE OVERVIEW AND BACKGROUND

Paul Bunyan Transit operates in three different counties and six cities. Buses run on various days with various destinations. Paul Bunyan Transit is available with no age limits or income guidelines.

Existing Services

Paul Bunyan operates a variety of existing general public transportation services. Paul Bunyan operates demand response, also known as dial-a-ride, with some services operating daily while others operate weekly, monthly, or seasonally. Services vary but can operate within a city, between communities, or to access employers and higher education opportunities. Paul Bunyan also offers a volunteer driver program.

Demand Response Within Bemidji

Paul Bunyan is a demand response public transportation system within a 10-mile radius of Bemidji City Hall (Beltrami County) with service including:

- General public service in Bemidji (Beltrami County) operating Monday through Saturday since 2000
    - Operating Monday through Friday from 7 a.m. until 6 p.m.; and
    - Saturday from 8 a.m. until 5 p.m.
    - Dispatch is available in Bemidji Monday through Friday from 7 a.m. until 4:30 p.m. – trips after 4:30 p.m. and on Saturdays must be scheduled in advance.
- Contracted routes
    - Paul Bunyan operates specific contract routes for Concordia Language Village, Neilson Living Center, City of Bemidji youth programs, and the Bemidji Developmental Achievement Center.

Demand Response for Baudette, Roseau, and Warroad

This is the service formerly operated by Far North. Paul Bunyan has operated this general public demand response system since 2015 with service including:

- Baudette
    - Service is operated Monday through Friday from 7:30 a.m. until 4:30 p.m. within a four-mile radius of the city center plus an extension along Lakes Road for approximately six miles from Baudette up to the resort and hotel area on Lake of the Woods. Service is also provided for eight miles up Clementson Road.
    - Paul Bunyan is planning to resume service between Baudette and the town of Williams in November of 2018 when a new bus is delivered. This service used to operate before Paul Bunyan assumed operations for Far North routes.

- Roseau
    - Service is operated Monday through Friday from 6:30 a.m. until 5 p.m. within a four-mile radius of the city center.
- Warroad
    - Service is operated Monday through Friday from 6:30 a.m. until 4:30 p.m. within a four-mile radius of the city center.
- Dispatch for these areas is available Monday through Friday from 7:30 a.m. until 4 p.m. – trips in the evening and on Saturdays must be scheduled in advance.

Rural Demand Response Routes

Paul Bunyan also operates longer-distance rural demand response routes connecting the smaller communities of Waskish, Kelliher, Blackduck, Tenstrike, and Turtle River to Bemidji on the first and third Thursdays of the month. These routes pick-up passengers in these smaller communities in the morning to go to Bemidji and return trips leave Bemidji in the afternoon going back to the smaller communities. Reservations are required by Wednesday of the week that the trip departs.

In Roseau County, there is a rural route connecting Warroad, Roseau, Badger, and Greenbush. A new rural route is expected to start in November of 2018 to connect Baudette with Williams to support social services needs. This route is dependent on receipt of a new bus.

Additional Services

Paul Bunyan Transit operates a separate volunteer driver program outside of its normal public transportation bus services that provides transportation to individuals who are on assistance or have needs that cannot be met by Paul Bunyan's general public transportation services. Paul Bunyan's volunteer program works in cooperation with Beltrami County, MnDOT, and private pay individuals to transport customers to doctor's appointments, clinics, treatment centers, and home visits. Twelve volunteer drivers are a part of this program – each year Paul Bunyan volunteer drivers log over 300,000 miles through this program.

Service Area

As shown in Figure III-2, Paul Bunyan operates in portions of Beltrami, Lake of the Woods, and Roseau counties in northcentral Minnesota. Communities served include Bemidji, Roseau, Warroad, Baudette, Waskish, Kelliher, Blackduck, Tenstrike, and Turtle River.

Fares and Policies

Paul Bunyan fares vary based on where services are operated and the passengers age as follows:

- Fares for Bemidji
    - Adult one-way fare is $1.50.
    - The fare for children ages three to nine and accompanied by an adult are $0.75 and children under three are free.
    - Bus passes are available and include a work pass for rides to employment for $42.50 per month; a general punch pass of $15 for 10 punches; and a discounted 10-punch pass for $12.50 for seniors 60 years old or older.
    - If a rider has multiple stops, additional fares apply.
- Fares for Roseau, Warroad, and Baudette
    - Drivers charge fares based on the distance traveled, consisting of:
        - Within four miles of Roseau or Warroad is $1.50
        - Roseau to Badger is $2.25
        - Roseau to Warroad is $3.00
        - Roseau to Greenbush is $3.00
        - Roseau to Salol is $2.25
        - Baudette in-town service is $1.00
        - Baudette extended service is $2.00
    - 10-punch passes in Roseau and Warroad are $15.00 for the general public and $12.50 for seniors 60 years old or older. A 15-punch pass in Baudette is $15.00.
- Fares from Waskish areas
    - These regional routes into Bemidji have fares of $4.00 one-way or $7.50 roundtrip.

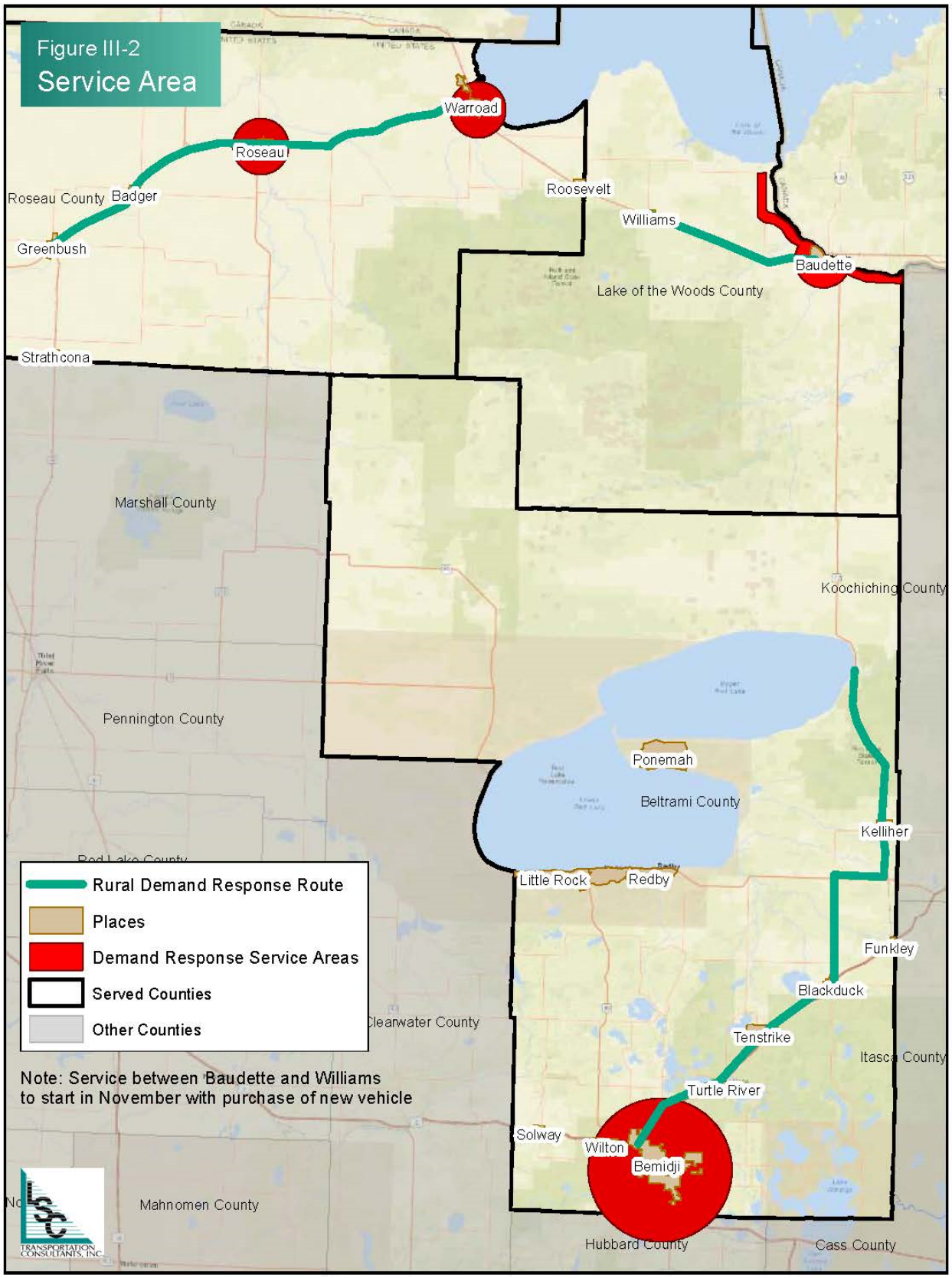


Figure III-2
Service Area
Warroad
Roseau
Roseau County
Badger
Greenbush
Roosevelt
Williams
Baudette
Lake of the Woods County
Strathcona
Marshall County
Koochiching County
Pennington County
Ponemah
Beltrami County
Kelliher
Little Rock
Redby
Funkley
Blackduck
Tenstrike
Itasca County
Turtle River
Solway
Wilton
Bemidji
Hubbard County
Cass County
Mahnomen County
Clearwater County
Rural Demand Response Route
Places
Demand Response Service Areas
Served Counties
Other Counties
Note: Service between Baudette and Williams
to start in November with purchase of new vehicle
TRANSPORTATION CONSULTANTS, INC.

Policies for Paul Bunyan address how to schedule and use the system. As a dial-a-ride system, passengers must call to reserve a ride. Dispatchers are available in Bemidji from 7 a.m. until 4:30 p.m. Monday through Friday and Saturday from 8 a.m. until 4 p.m. In Roseau, Warroad, and Baudette, dispatch hours are Monday through Friday from 7:30 a.m. until 4 p.m. Riders are encouraged to make reservations at least one day in advance before 4:15 p.m. in Bemidji and 3:45 p.m. for other areas. Same day reservations are only accommodated as space allows. When a passenger calls to request a trip, they need to have their boarding location and destination, number of passengers, driver assistance requirements, as well as when the service is needed and if there is an appointment that needs to be accommodated. Paul Bunyan requires that passengers be ready ahead of the scheduled pick-up time that the dispatcher gives to the passenger. Curb-to-curb service is generally available if the bus has room to safely pick-up and drop-off. A driver will wait for three minutes at a pick-up location before departing, at which point this is considered a no-show.

If a rider wishes to cancel a trip, Paul Bunyan requires cancellations at least 30 minutes before the scheduled pick-up time. Otherwise, it will be considered a no-show ride. Three no-shows during one month will result in a one-month suspension from Paul Bunyan. Repeat offenders may face longer suspensions, depending on the circumstances. Weather issues and other unforeseen circumstances may not result in a no-show. If a rider doesn't show up for the pick-up trip, the prescheduled return ride is automatically canceled.

Policies also address appropriate behavior on the bus, non-discrimination, trip denials, bringing items onboard, and general rider safety. Occasionally, bus service must be halted due to winter storms that cause dangerous driving conditions. Paul Bunyan notifies local radio stations regarding winter-related service stoppages.

OUTREACH

Coordination and Community Partnerships

Paul Bunyan coordinates with community organizations and other transportation providers in its service area and beyond to leverage resources and help coordinate local and regional transportation. The established partnerships

that include annual service contracts are shown in Table III-3. Coordination activities and partnerships include:

- Beltrami County Human Services contracts with Paul Bunyan to coordinate and provide transportation to enrolled clients, along with private individuals needing service other than where the bus travels.
- Paul Bunyan coordinates with Hubbard County Heartland Express to provide dispatching service for the city of Park Rapids.
- Paul Bunyan refers customers to Bemidji Cab if Paul Bunyan is unable to provide the service or the request is outside of Paul Bunyan's service hours or service area.
- Paul Bunyan provides approximately 95% of transportation needs of clients of the Occupational Training Centers in the Bemidji area. OTC clients can purchase a discounted monthly work pass, tokens, or a punch pass for other rides within Paul Bunyan's service area.
- Beltrami County Human Services purchases Paul Bunyan tokens and passes for clients, as well as call to reserve rides for them.
- The Boys and Girls Club of Bemidji uses Paul Bunyan to transport their students to special events within the community or service area.
- The Developmental Achievement Center (DAC) of Bemidji contracts with Paul Bunyan to provide rides for their clients from their homes to the DAC and other destinations.
- The Neilson Center and Elder Care Centers (senior residences) coordinate rides or contracts for service with Paul Bunyan for community excursions such as Let's Go Fishing Day, shopping at the mall, community Christmas tour, fall leaf tour, and senior day at the park.
- Paul Bunyan is a ticket agent for Jefferson Lines, an intercity bus carrier that provides transportation throughout Minnesota and the U.S.
- The Rural Minnesota Concentrated Employment Program, a job training and workforce development organizations, purchases tokens from Paul Bunyan to transport their clients for work training and employment opportunities within the service area.
- Paul Bunyan coordinates with the local charter bus company, Bemidji Bus Lines, by referring each other's services and helping each other when needed.
- Focus, a day training and habilitation program for adults with developmental abilities in Roseau, contracts with Paul Bunyan to provide rides for their clients from their homes to the Roseau facility.

Table III-3
Paul Bunyan Transit Contracted Services

Organization	Is this a new contract? If not, list years (2013-current)	Annual Passenger Trips	Client Demographics	Trip Purpose	2017 Total Revenue Miles (per contract)	2018 Projected Total Revenue Miles (per contract)	2017 Total Revenue Hours (per contract)	2018 Total Revenue Hours (per contract)	Annual Contract Revenue Amount
DAC	No, 2005-Current	19,226	Disabled	Guarenteed services	26,500	26,500	2,875	2,875	$87,961
Focus	No, 2015-Current	7,862	Disabled	Guarenteed services	3,514	3,514	879	879	$43,824
Boys and Girls Club Bemidji	No, 2015-Current	5,769	Children	Guarenteed services	756	720	108	90	$5,760
Paul Bunyan Communications	No, 2014-Current	1,339	General Public	Guarenteed services	90	90	22	22	$935
Concordia Language Village	No, 2014-Current	424	General Public	Guarenteed services	177	17	16	16	$735
Neilson Place Living Center	No, 2002-Current	363	Elderly	Guarenteed services	110	110	36	36	$2,289

Source: Paul Bunyan Transit, 2018.

Marketing

Paul Bunyan Transit uses a community-based, low-cost marketing approach to get information out about the service. This approach includes:

- Social media on Facebook and Twitter
- Online schedule and service information incorporated into the Paul Bunyan website (www.paulbunyantransit.com)
- Advertising on local TV, newspaper, and radio
- A variety of printed brochures and flyers that highlight each of the different services provided by Paul Bunyan.

Paul Bunyan also does targeted marketing to seniors, hosting a booth at the Senior Expo and providing a bus to and from the event. Summer youth marketing includes a summer activity pass that provides free student rides during the summer months.

CHAPTER IV

Agency Transit Services

This chapter describes Paul Bunyan Transit's public transportation service, including ridership data, information on transit facilities and fleet, a profile of users including rider survey data conducted as part of the 2016 Greater Minnesota Transit Investment Plan, and demographic characteristics of transit-dependent population groups.

RIDERSHIP

Historical Ridership

Historical ridership data for Paul Bunyan Transit was provided from 2013 through 2018 (projected), as shown in Figure IV-1. Ridership increased dramatically by 23% from 2014 and 2015, from approximately 103,000 passenger trips during 2014 to approximately 127,000 passenger trips during 2015 with the incorporation of the service operated by Far North Transportation. Since 2015, ridership has been decreasing, but ridership is expected to increase in 2018, to approximately 122,000 passenger trips. Paul Bunyan staff attribute the recent decreases in ridership in 2016 and 2017 to the impacts that the Olmstead Plan has had on the Occupational Development Center (ODC) riders – ODC riders who used to take the bus to work at the ODC no longer ride.

Figure IV-1
Historical Ridership

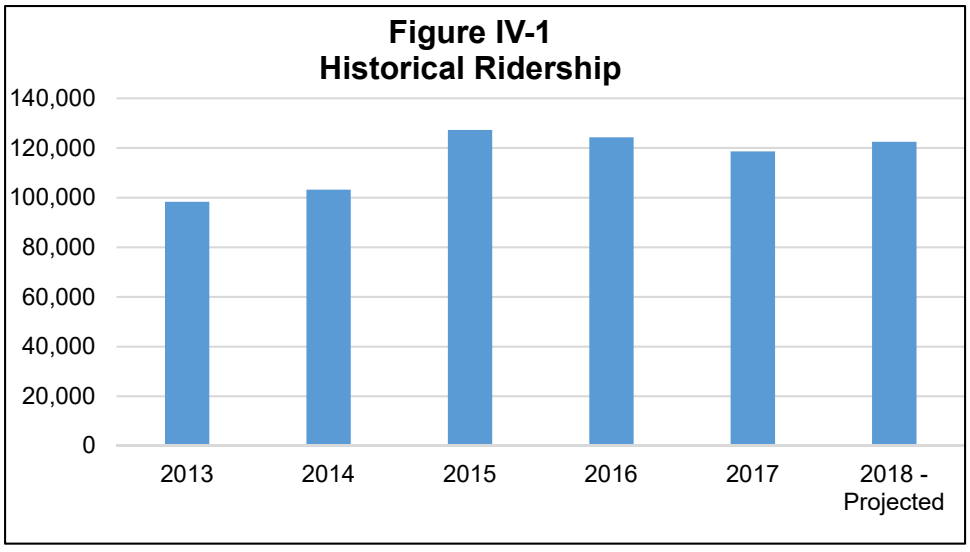
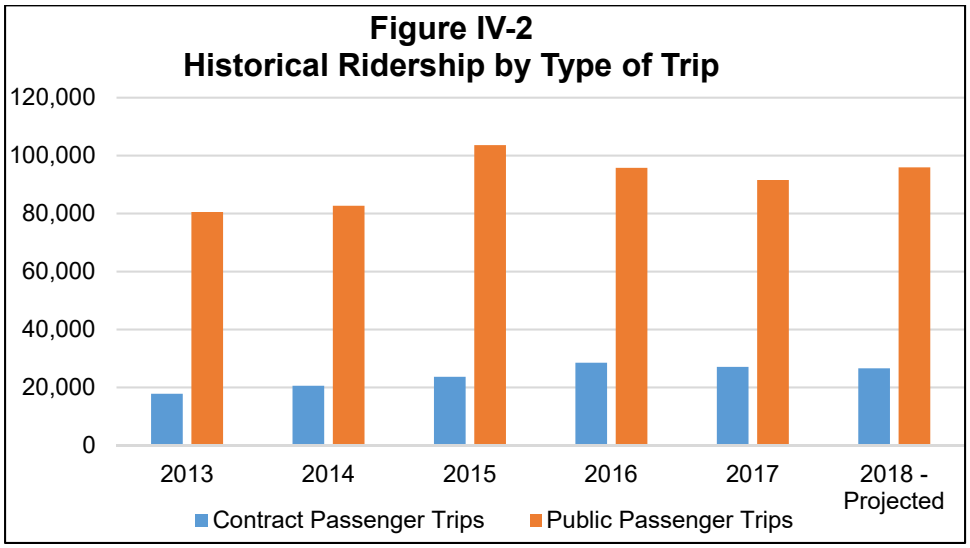
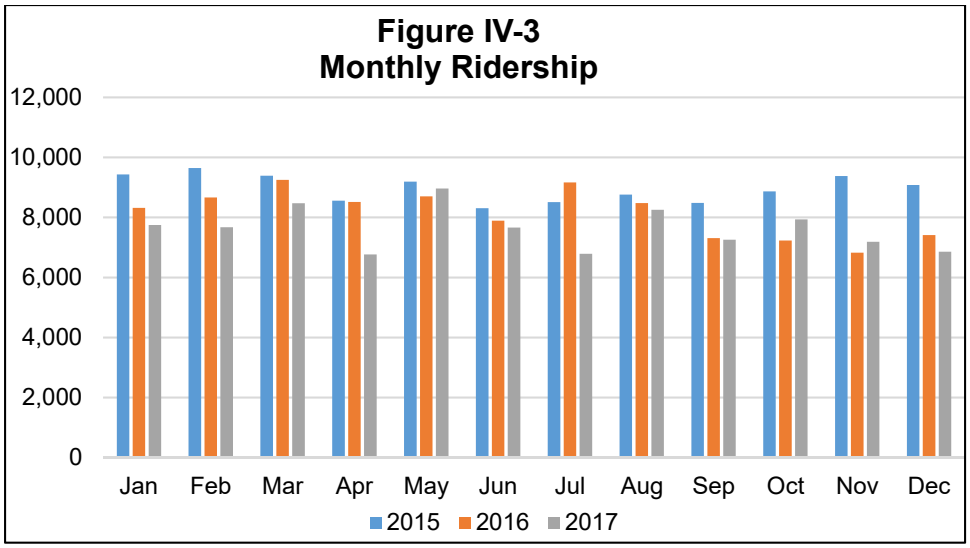


Figure IV-2 presents Paul Bunyan Transit's historical ridership by trip type, either contract passenger trip or public passenger trip. During 2017, approximately three-quarters of trips (77%) were public passenger trips, while about one-quarter of trips (23%) were contract trips.



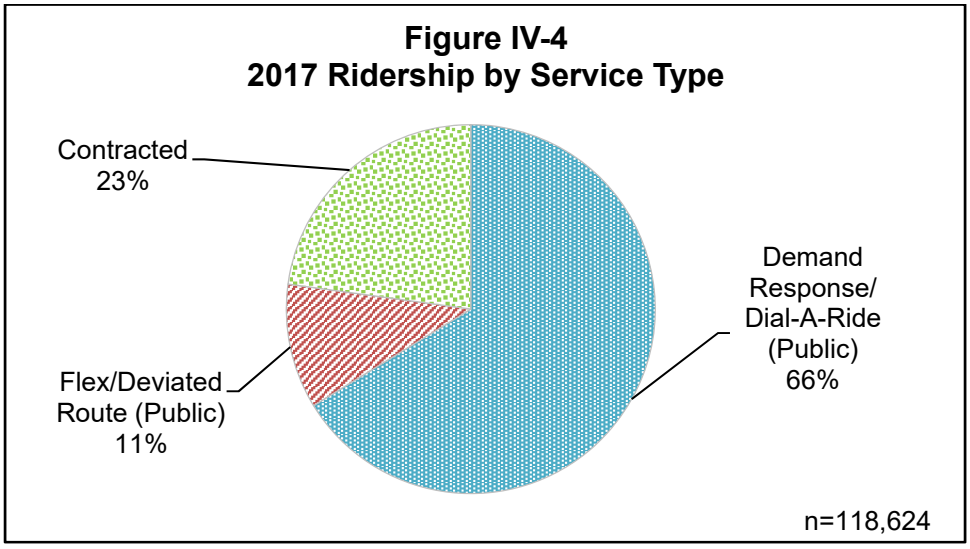
Monthly Ridership

It is important to look closely at ridership trends over the last three years to identify possible ridership changes based on route changes, economic influences such as increases in the price of gasoline, unemployment, or an economic downturn and its impact on the local economy. Figure IV-3 illustrates monthly ridership on Paul Bunyan Transit for the past three years. During 2017, monthly ridership was highest during May, with approximately 9,000 passenger trips, and lowest during April, with approximately 6,800 passenger trips.



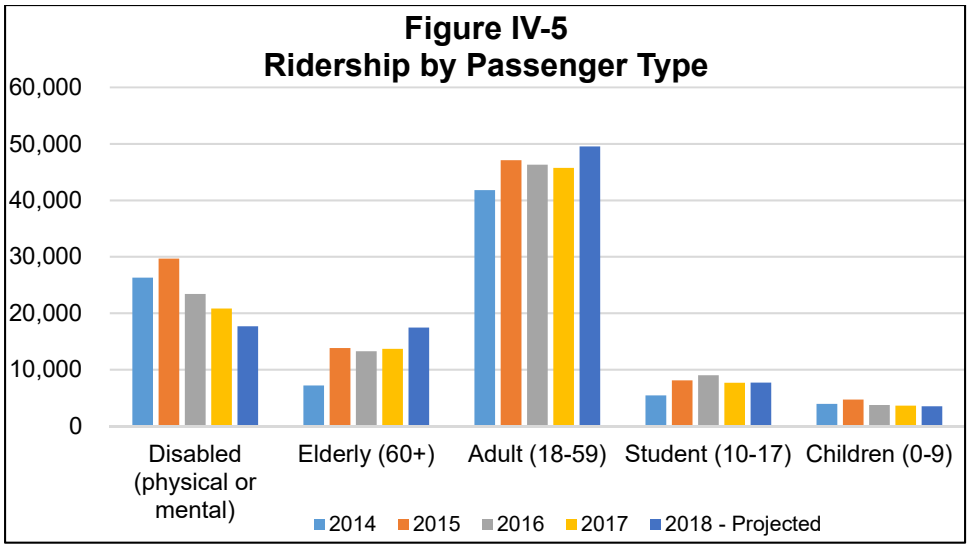
Ridership by Service Type

As shown in Figure IV-4, during 2017, approximately 66% of Paul Bunyan Transit trips are public demand response/dial-a-ride trips, followed by contracted trips (23%) and public flex/deviated route trips (11%).

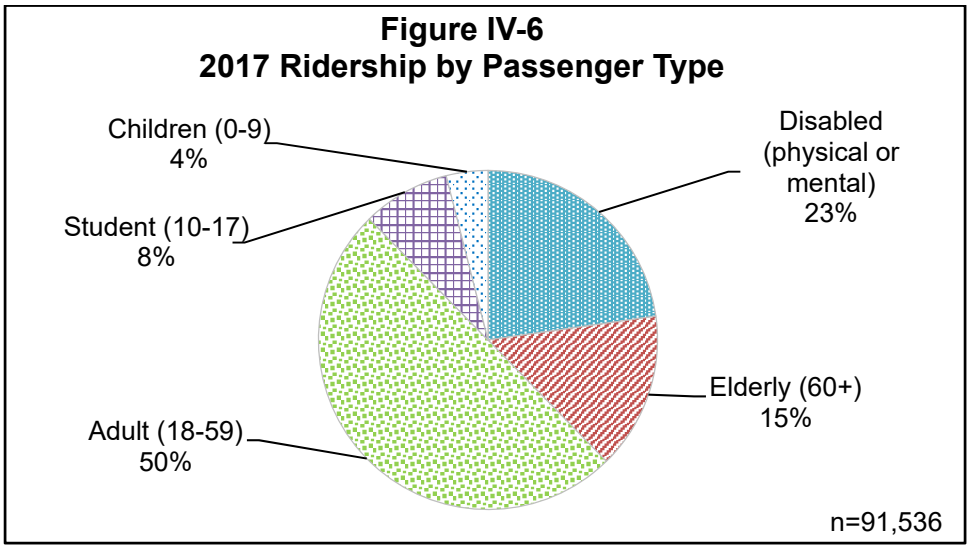


Ridership by Passenger Type

Ridership data by passenger type was provided for 2014 through 2018 (projected). As shown in Figure IV-5, the number of disabled and child passengers on Paul Bunyan Transit has been decreasing while the number of elderly, adult, and student passengers has been increasing.



As shown in Figure IV-6, approximately 50% of Paul Bunyan Transit riders during 2017 were adults, followed by disabled (23%), elderly (15%), student (8%), and children (4%).



PROFILE OF USERS

According to a recent rider survey conducted in 2016 as part of the Greater Minnesota Transit Investment Plan, most riders are regular riders who rely on the bus for almost all of their transportation needs. The rider survey was completed by 88 riders. According to the survey results:

- Approximately 71% of riders said that they use the bus two or more days per week, with 37% using it five to seven days per week and 34% using it two to four days per week;
- Approximately 59% of riders indicated they use the bus for 80% or more of their overall transportation needs, and almost a third of riders (29%) said that the bus meets 100% of their transportation needs;
- Approximately 65% of riders indicated that they have been riding the bus for over one year, with 35% stating they have been riding the bus for one to five years and 31% indicating they have been riding the bus for more than five years; and,
- Approximately 71% of riders indicated that they were very satisfied or satisfied with the availability of public transit within their community, with 48% being very satisfied and 22% being satisfied. In addition, about a quarter of respondents (24%) said they were only somewhat satisfied with the availability of public transit within their community.

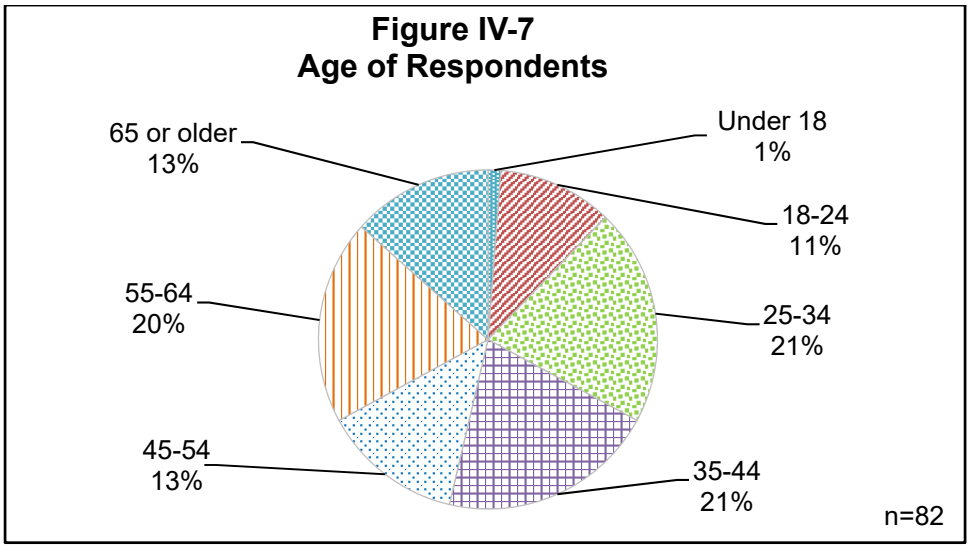
Riders use public transportation to access employment, school, medical services, as well as run errands and do shopping. Table IV-1 illustrates rider trip purposes from the 2016 rider survey. The majority of surveyed riders were on shopping trips (42%), followed by work trips (41%), trips to run errands (34%), and social trips to visit friends or family (13%).

Table IV-1
Trip Purpose

	Number of Responses	Percentage of Total Responses
Shopping	35	42%
Work	34	41%
Errands	28	34%
Social (friends, family)	11	13%
Medical/Appointments	8	10%
School	7	8%
Other	4	5%
Event (sports, concert)	3	4%
TOTAL	**130**	**157%**

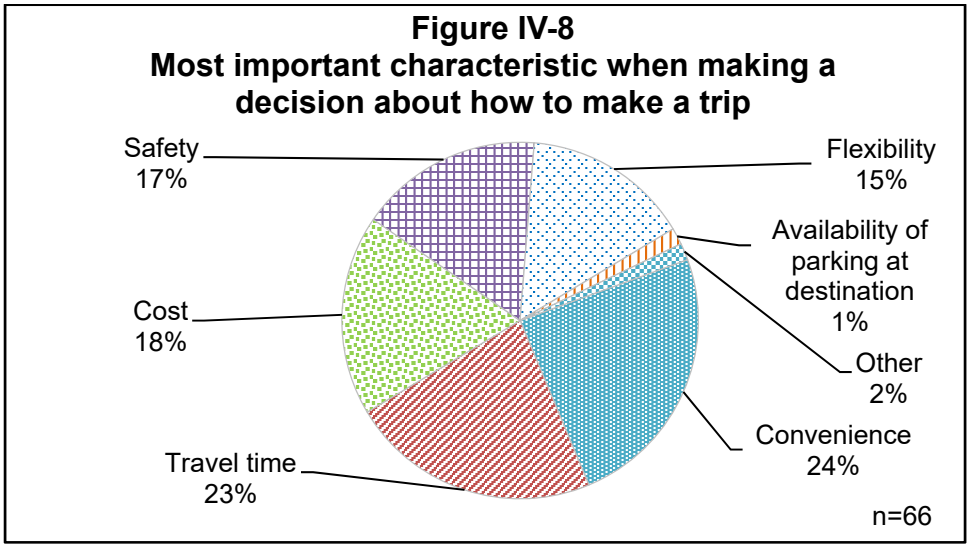
Source: Greater Minnesota Transit Investment Plan - Rider Survey, 2016

In terms of the ages of riders from the 2016 rider survey, as shown in Figure IV-7, the largest age brackets are adults between the ages of 25 and 34 (21%) and adults between the ages of 35 and 44 (21%). Surveyed riders age 55 and older only accounted for about a third of the total riders (33%).



When asked what single improvement to current bus service would make passengers ride more frequently, the most common response was longer service hours (earlier or later) (58%), followed by reliability (on-time) (25%), better frequency (less time between buses) (17%), and none/I'm satisfied with current service (11%).

Survey respondents were also asked to indicate which characteristic is most important to them when deciding about how they make a trip. As shown in Figure IV-8, approximately 24% of respondents indicated convenience was most important to them when deciding about how they make a trip, followed by travel time (23%), cost (18%), safety (17%), and flexibility (15%).



Other rider demographic information for the 2016 rider survey indicates:

- Approximately 69% of respondents surveyed were female and 31% were male;
- Approximately 74% of respondents indicated that they do not have a driver's license, while 26% said they did have a driver's license;
- Approximately 53% of respondents indicated that they have a physical impairment, disability, or mobility issue;
- Of the respondents who answered the question about annual household income, the majority of riders (76%) indicated their income was under $25,000; and,
- Of the respondents who answered the question about ethnicity, approximately 74% of riders indicated that they are White/Caucasian, followed by Black/African American (14%) and mixed/other ethnicities (11%).

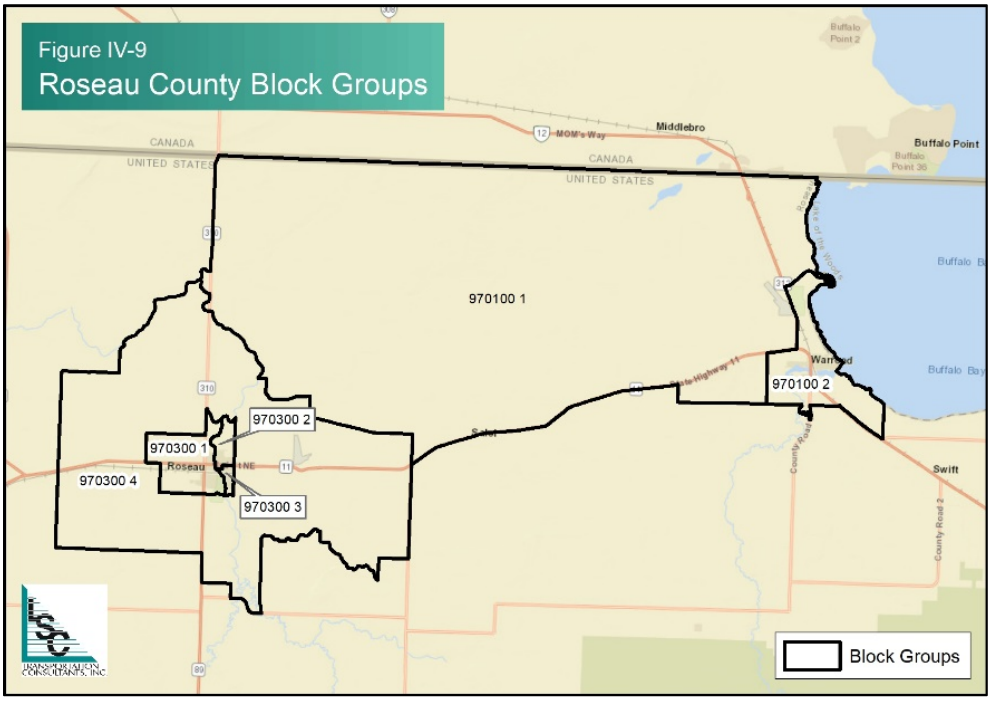
Transit-Dependent Population Characteristics

This section provides information on the individuals considered by the transportation profession to be dependent upon public transit. These population characteristics preclude most such individuals from driving, which leaves carpooling and public transit as the only motorized forms of available transportation.

The four types of limitations that preclude people from driving are physical limitations, financial limitations, legal limitations, and self-imposed limitations. Physical limitations range from permanent disabilities, like frailty, blindness, paralysis, or developmental disabilities, to temporary disabilities including acute illnesses and head injuries. Financial limitations include people who are unable to purchase or rent a vehicle. Legal limitations refer to limitations such as being too young to drive (generally under age 16). Self-imposed limitations refer to people who choose not to own or drive a vehicle (some or all of the time) for reasons other than those listed in the first three categories.

The US Census is generally capable of providing information about the first three categories of limitation. The fourth category of limitation represents a relatively small portion of transit ridership, particularly in areas with low density such as the study area. The demographic analysis was done by block group, which is a census-defined boundary. Unless noted otherwise, all data listed are from the

2012-2016 U.S. Census American Community Survey (2016 ACS) five-year estimates. Although low-income and ambulatory-disability population data are available at the 2016 ACS level, the smallest level of geographical unit for which information was available is at the tract level. The information from the tract level was apportioned to the block group level based on the population of the block group compared to the total population in the tract. Figures IV-9 through IV-11 show the block groups analyzed as part of this study.



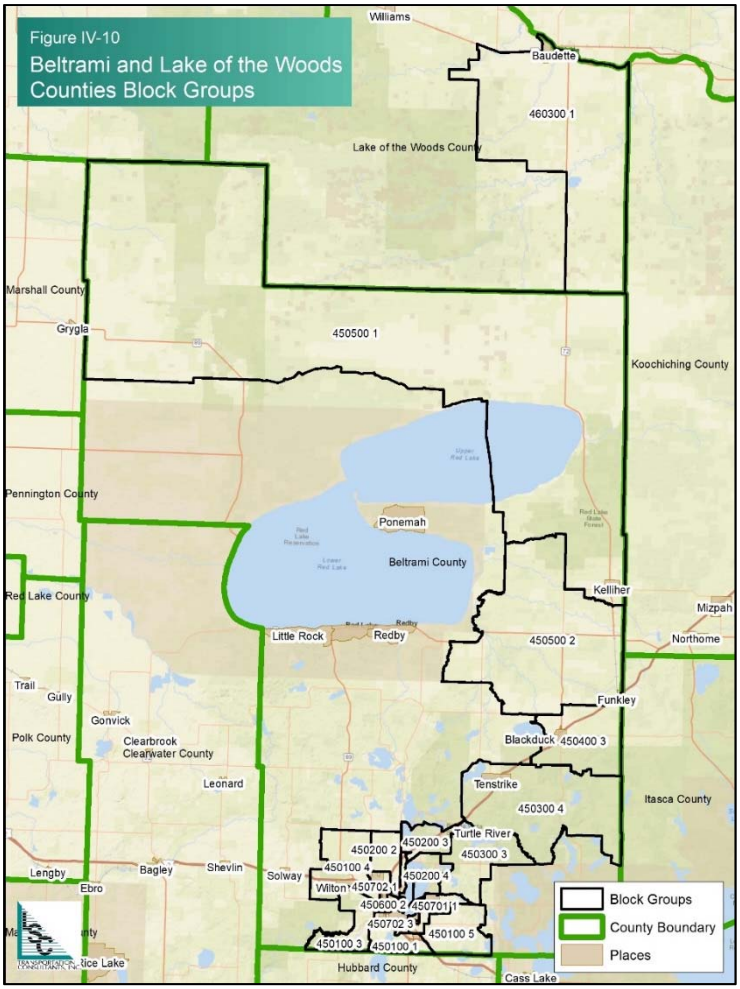


Figure IV-10
Beltrami and Lake of the Woods Counties Block Groups
Williams
Baudette
460300 1
Lake of the Woods County
Marshall County
Grygla
450500 1
Koochiching County
Pennington County
Ponemah
Beltrami County
Red Lake County
Kelliher
Mizpah
Little Rock
Redby
450500 2
Northome
Trail
Gully
Gonvick
Funkley
Polk County
Clearbrook
Clearwater County
Blackduck
450400 3
Leonard
Tenstrike
Itasca County
450300 4
Turtle River
450200 3
450200 2
450300 3
450100 4
Lengby
Bagley
Shevlin
Solway
Wilton
450702 1
450200 4
Ebro
450600 2
450701 1
450702 3
450100 5
450100 3
450100 1
Hubbard County
Cass Lake
Block Groups
County Boundary
Places

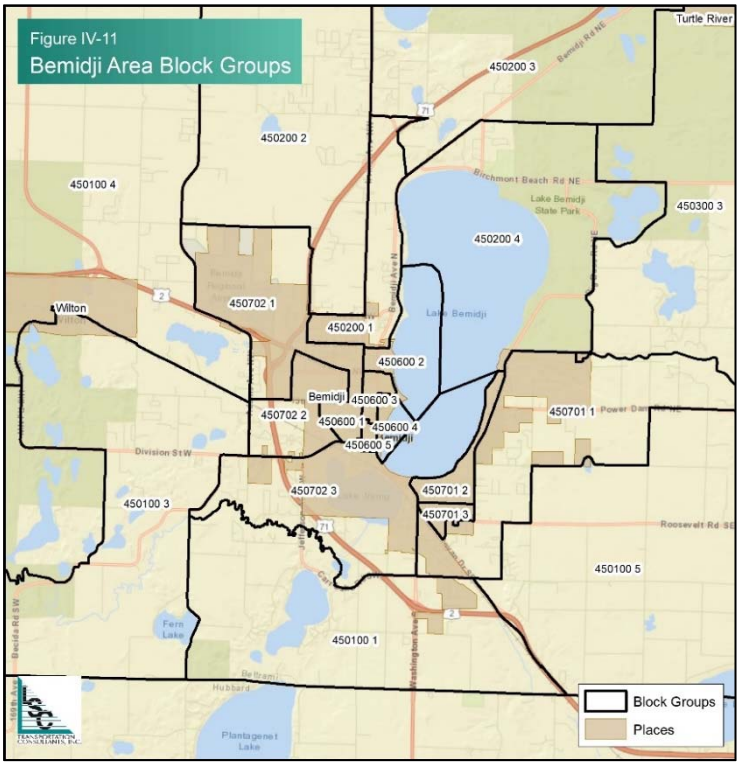


Figure IV-11
Bemidji Area Block Groups
Turtle River
450200 3
450200 2
450100 4
450300 3
450200 4
Wilton
450702 1
450200 1
450600 2
Bemidji
450600 3
450702 2
450600 1
450600 4
450600 5
450701 1
450702 3
450701 2
450701 3
450100 3
450100 5
450100 1
Block Groups
Places

The total population of the study area is 42,100. Table IV-2 presents the US Census statistics regarding the older adult population, youth population, ambulatory disability population, low-income population, and zero-vehicle households in the service area.

- The older-adult population, including individuals over the age of 65 years, represents a significant number of the national transit-dependent population and represents 16% of the total population in the study area.
- A zero-vehicle household is defined as a household in which an individual does not have access to a vehicle. These individuals are generally transit-dependent. Approximately 7% of the study area's households reported no vehicle available for use.
- The low-income population tends to depend upon transit more than wealthier populations or those with a high level of disposable income. Low-income population, as defined by the FTA, includes persons whose household income is at or below the Department of Health and Human Services' poverty guidelines. The low-income population listed in the table includes people who are living below the poverty line using the Census Bureau's poverty threshold. Approximately 16% of the population of the study area are considered low income.
- An individual is classified as having "ambulatory disability" if they have serious difficulty walking or climbing stairs. Approximately 6% of the population in the study area has some type of ambulatory disability.

Economic Health Index and Transit Dependency Index

In July of 2018 the Minnesota Department of Transportation (MnDOT) completed a study (*GIS Analysis to Support 5 Year Transit Plans for Greater MN*) to assess the needs and capacity for transit in the five non-Metro transit regions of Minnesota (NE, SE, SW, WC, and NW). Various population demographics (2016 ACS 5-year Estimates and 2010 US Decennial Census) and current and future projected economic conditions (County Business Patterns dataset) were analyzed. Because these data sets use different geographic references (census tracts and zip code tabulation areas), a surface of hexagons measuring 0.5 miles in dimension were overlaid over all of the data to create a standard geographic reference type. This created a consistent geographic reference and helped to identify smaller data patterns.

Table IV-2
Estimated Population Characteristics
Paul Bunyan Transit Service Area

County	Census Tract	Census Block Group	Total Population 2016 ACS	Land Area (sq. miles)	Total Number of Households 2016 ACS	Zero-Vehicle Households 2016 ACS		Number of Older Adults 65 and Over 2016 ACS		Number of Youth 10-19 2016 ACS		Ambulatory Disabled Population 2016 ACS		Low-Income Population 2016 ACS	
					#	#	%	#	%		%	#	%	#	%
Bemidji	4501	1	1,117	12.63	395	18	4.6%	143	12.8%	172	15.4%	59	5.3%	152	13.6%
		3	1,340	20.56	464	2	0.4%	170	12.7%	162	12.1%	71	5.3%	182	13.6%
		4	1,703	34.09	617	42	6.8%	174	10.2%	130	7.6%	90	5.3%	232	13.6%
		5	1,146	26.01	476	4	0.8%	241	21.0%	109	9.5%	61	5.3%	156	13.6%
	4502	1	2,233	2.85	1090	113	10.4%	844	37.8%	66	3.0%	127	5.7%	309	13.8%
		2	1,844	13.53	743	21	2.8%	203	11.0%	205	11.1%	105	5.7%	255	13.8%
		3	1,696	12.88	616	2	0.3%	276	16.3%	227	13.4%	96	5.7%	235	13.8%
		4	1,074	6.73	426	17	4.0%	178	16.6%	148	13.8%	61	5.7%	149	13.8%
	4503	3	1,135	33.78	473	9	1.9%	244	21.5%	140	12.3%	103	9.1%	192	16.9%
		4	935	109.29	361	7	1.9%	177	18.9%	117	12.5%	85	9.1%	158	16.9%
	4504	3	1,273	52.15	478	36	7.5%	297	23.3%	174	13.7%	167	13.1%	441	34.6%
	4505	1	839	889.64	372	16	4.3%	181	21.6%	94	11.2%	59	7.0%	119	14.2%
		2	750	204.23	293	1	0.3%	142	18.9%	90	12.0%	52	7.0%	107	14.2%
	4506	1	619	0.43	243	22	9.1%	46	7.4%	159	25.7%	24	3.8%	95	15.3%
		2	737	0.38	410	31	7.6%	108	14.7%	77	10.4%	28	3.8%	113	15.3%
		3	2,354	0.34	360	11	3.1%	23	1.0%	1159	49.2%	90	3.8%	360	15.3%
		4	594	0.19	282	34	12.1%	118	19.9%	42	7.1%	23	3.8%	91	15.3%
		5	807	0.14	365	90	24.7%	32	4.0%	29	3.6%	31	3.8%	123	15.3%
	4507.01	1	2,973	8.68	1118	134	12.0%	390	13.1%	310	10.4%	105	3.5%	501	16.8%
		2	876	0.85	361	52	14.4%	143	16.3%	107	12.2%	31	3.5%	148	16.8%
		3	954	0.34	325	9	2.8%	115	12.1%	119	12.5%	34	3.5%	161	16.8%
	4507.02	1	2,653	5.12	1135	161	14.2%	258	9.7%	507	19.1%	205	7.7%	668	25.2%
		2	729	2.03	297	74	24.9%	222	30.5%	107	14.7%	56	7.7%	184	25.2%
		3	2,080	4.55	995	9	0.9%	378	18.2%	204	9.8%	161	7.7%	524	25.2%
Lake of the Woods	4603	1	1,636	244.49	661	65	9.8%	339	20.7%	186	11.4%	149	9.1%	224	13.7%
Roseau	9701	1	1,880	162.17	639	43	6.7%	200	10.6%	388	20.6%	81	4.3%	183	9.7%
		2	2,332	8.27	977	98	10.0%	367	15.7%	244	10.5%	100	4.3%	226	9.7%
	9703	1	1,342	4.69	599	64	10.7%	269	20.0%	150	11.2%	63	4.7%	86	6.4%
		2	705	1.02	267	4	1.5%	104	14.8%	148	21.0%	33	4.7%	45	6.4%
		3	650	0.36	254	7	2.8%	88	13.5%	94	14.5%	31	4.7%	42	6.4%
		4	1,094	69.83	402	6	1.5%	179	16.4%	201	18.4%	51	4.7%	70	6.4%
		TOTALS	**42,100**	**1,932**	**16,494**	**1,202**	**7.3%**	**6,649**	**15.8%**	**6,065**	**14.4%**	**2,432**	**5.8%**	**6,530**	**15.5%**

Source: US Census Bureau, American Community Survey - 2016, LSC 2018.

The indexes were mapped with rankings of Very Low, Low, Mid, High, and Very High. Each region was mapped using a different metric and the color scales are relative to the region and not to Greater Minnesota. This showed the regional data variation with the category of "very low" being different in each region.

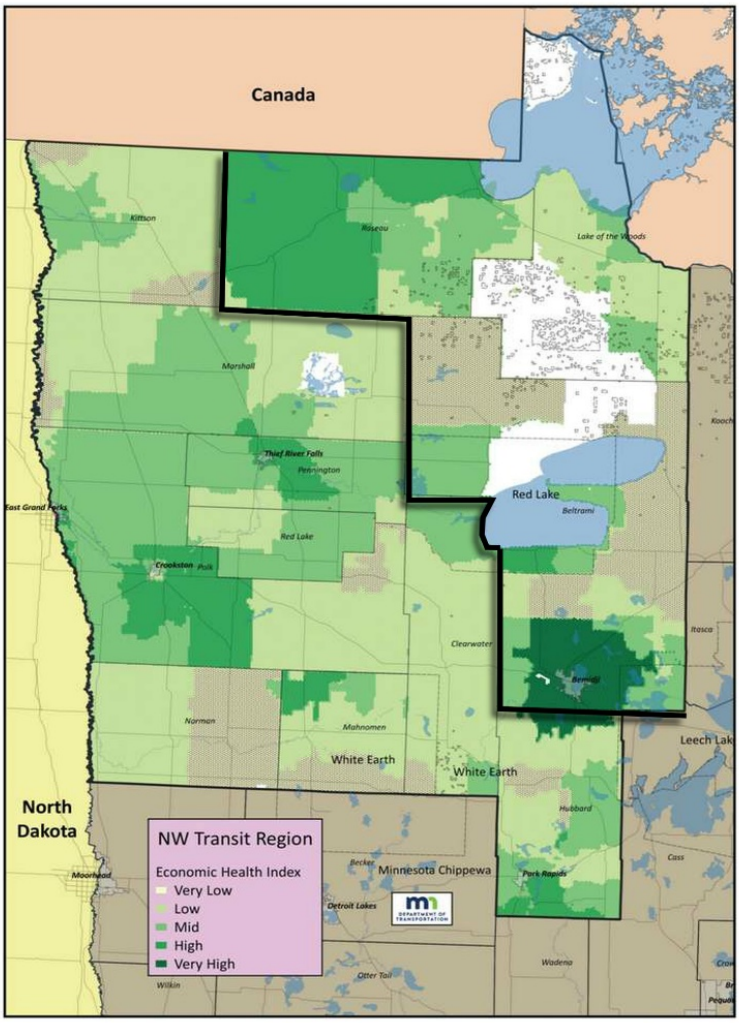
Economic Health Index

Four different database attributes were used to develop one map instead of four different maps. Darker areas with "very high" or "high" rankings indicate the health of the economy is healthy relative to the region. Attributes in the index include:

- Average number of employers: 2011-2015 as a way to measure employment density (County Business Patterns dataset)
- Projected Business Growth: metric of increasing or decreasing business projections to assess where the jobs of the near future are forecasted (County Business Patterns dataset)
- Labor participation: percentage of residents actively participating in the labor force as a sign of economic vitality (2016 ACS)
- Population change: percent change of population in areas by comparing 2010 Census data with values from 2016 ACS data. Population growth was considered a sign of economic health.

As shown in Figure IV-12, the study area ranges from a score of "very low" to "very high" on the Economic Health Index indicating a less than healthy economy which would rely more heavily on transit with a few areas that have a healthier economy and would rely less on transit. The area around Bemidji has the healthiest economy.

Figure IV-12
NW Transit Region Economic Index



Transit Dependency Index

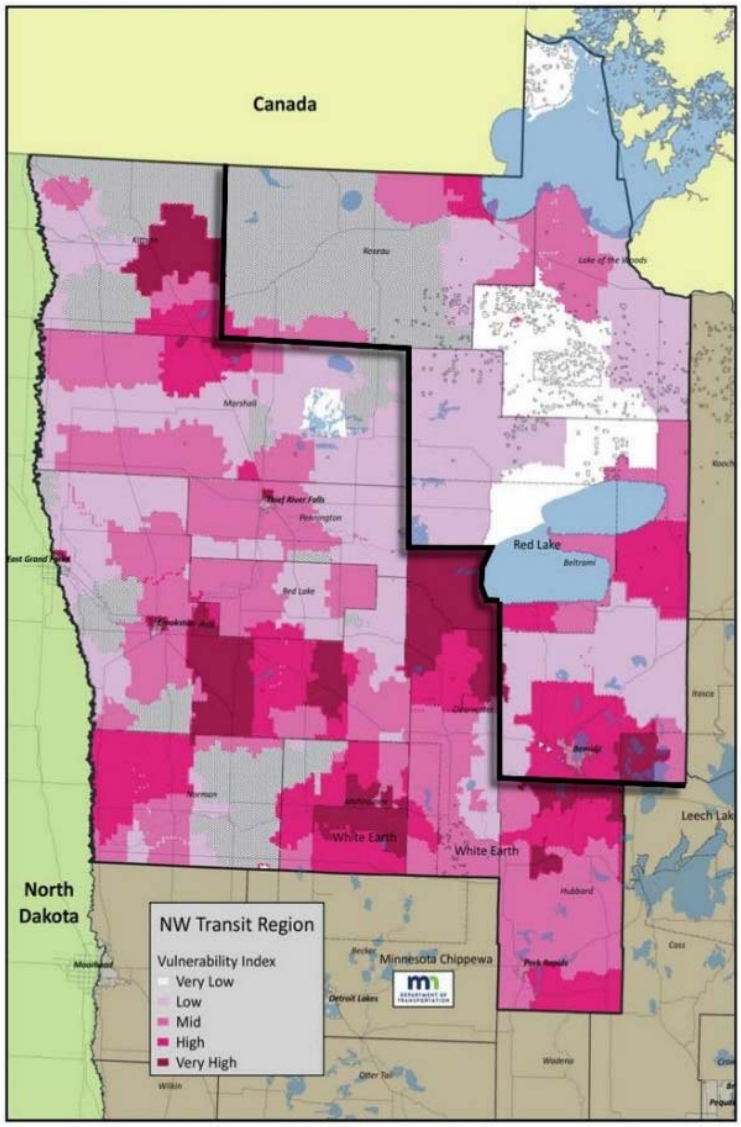
The transit dependency index was created to highlight communities that have a higher demand for transit services. This index was based on several attributes that are associated with dependency on public transit. Communities labeled "very high" indicate a much higher than average need for transit services. A very high vulnerability score indicates a combination of barrier factors to independent rural transportation such as low incomes, no auto ownership, language fluency issues, or various disabilities. Database attributes in the index include:

- Population percent disabled: the percentage of the population who identifies as disabled, with high percentages signaling community transit needs (2016 ACS)

- Zero-Vehicle households: the percentage of households with zero vehicles available, signaling unmet transit needs (2016 ACS)
- Limited English proficiency: the percentage of households with limited English spoken within, identifying areas with unmet transit needs (2016 ACS)
- Median household income: a dummy variable that was subtracted as a factor in the index (2016 ACS)

As shown in Figure IV-13, the study area has areas of each range on the Vulnerability Index indicating that there is a wide variety in the need for transit services. The area with the highest vulnerability score is to the east of Bemidji.

Figure IV-13
NW Transit Region Vulnerability Index



REGIONAL CONNECTIONS

In terms of regional connections, Paul Bunyan Transit is a ticket agent for Jefferson Lines, an intercity bus carrier that provides transportation throughout Minnesota and the U.S. Jefferson Lines has one bus stop in Paul Bunyan Transit's service area, located in Bemidji. Once onboard Jefferson Lines, passengers are able to connect to Minneapolis and other bus stops served by the intercity bus service.

Other transportation options in the greater Paul Bunyan service area, include:

- Amtrak passenger rail – 'Empire Builder' route:
  - Train stations located in Detroit Lakes, Grand Forks, and Fargo
- Passenger air service:
  - Bemidji Regional Airport
  - Grand Forks International Airport
  - Thief River Falls Regional Airport (service to Minneapolis)
- Taxi service:
  - Bemidji Cab
- Limousine Service:
  - Shamrock Shuttle
  - Five Start Limousine
- Local charter bus:
  - Bemidji Bus Lines
- Tribal Transit
  - Leech Lake Band of Ojibwe
  - Red Lake Band of Chippewa Indians
  - White Earth Nation

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CHAPTER V

Capital

This chapter provides a background and history of Paul Bunyan Transit's capital equipment, as well as current capital needs and the capital needs required with service enhancement.

BACKGROUND AND HISTORY

Facilities

Paul Bunyan Transit currently has five facilities, three of which are on land owned by the transit provider, one is on land owned by the School District, and one is on private land. The three facilities that are on land owned by Paul Bunyan Transit have space for administration functions, and two of the three facilities have maintenance bays. Information about Paul Bunyan Transit's facilities are presented in Table V-1.

Paul Bunyan Transit currently has one signed bus stop and two bus shelters. Paul Bunyan Transit currently does not have plans to implement any additional assets in future years.

Vehicle Fleet

Paul Bunyan Transit currently has 21 vehicles, of which 15 are in-service vehicles and six are spare vehicles. The majority of vehicles belong to vehicle class 400 (16 vehicles), four are vehicle class 500, and one is vehicle class 300. Eight of the vehicles are in excellent condition (score of five), six are in good condition (score of four), and seven are in average condition (score of three). All of the vehicles are gas-powered, approximately 95% have AVL, and approximately 86% have cameras. The total vehicle purchase prices range from approximately $15,000 to approximately $126,000. Information about Paul Bunyan Transit's vehicles is presented in Table V-2.

Table V-1
Facility Inventory

Facility Name	Full address	What entity owns the land the facility is on?	Facility Cost	Annual Lease Expense	Annual Rent Expense	Facility Vehicle Storage Capacity	# of Vehicles Stored Outside Facility	Maintenance Bays	Space for Admin Function?
Bemidji Office Building	706 Railroad St SE, Bemidji, MN 56601	Transit Provider	$369,587			4	0	0	Yes
Bemidji Bus Storage/ Maintenance Building	714 Railroad St SE, Bemidji, MN 56601	Transit Provider	$1,081,148			12	0	2	Yes
Roseau Office/Garage	215 S Main , Roseau, MN 56751	Transit Provider	$207,750			4	0	1	Yes
	236 15 Ave SW, Baudette, MN 56623	School District		$960		2	0		No
	28790 670th Ave, Warroad, MN 56763	Private			$2,400	1	0		No

Source: Paul Bunyan Transit, February, 2019.

Table V-2
Vehicle Inventory

Vehicle ID Number (VIN#)	Local Fleet Number	Vehicle Class	In-Service Date	Fuel type	Current Milage	Vehicle Status	Vehicle Condition Rating	Total Purchase Price	Local Share of Purchase Price	Planned Replacement Year	Replacement Cost	Expansion Bus	Bike rack on the vehicle?	Vehicle have AVL?	Vehicle have cameras?
1FBNE31LX6DA24412	20	300		gas	205,123	in service	3- Adequate	$15,000	$0			No	No	No	Yes
1FD4E45S98DA26312	19	400	4/2/2008	gas	200,771	spare	3- Adequate	$66,747	$18,747	2014	$73,638	No	No	Yes	Yes
1FDEE3FS4DDB03336	10	400	8/5/2013	gas	64,459	in service	5- Excellent	$67,878	$13,576	2023	$97,000	No	No	Yes	Yes
1FDFE45S19DA32602	RWB 21	400	3/19/2009	gas	145,857	in service	3- Adequate	$68,448	$16,689	2017	$75,381	No	No	Yes	Yes
1FDFE45S39DA32603	RWB 22	400	3/19/2009	gas	132,716	spare	4- Good	$67,224	$16,689	2017	$73,576	No	No	Yes	Yes
1FDFE4FS0EDB10277	29	400	8/15/2014	gas	128,232	in service	4- Good	$101,358	$0	2019	$85,000	No	No	Yes	Yes
1FDFE4FS1DDB30830	28	400	11/13/2013	gas	116,626	in service	4- Good	$72,771	$14,554	2020	$88,000	No	No	Yes	Yes
1FDFE4FS1HDC07377	32	400	11/7/2016	gas	34,878	in service	5- Excellent	$73,575	$14,715	2023	$97,000	No	No	Yes	Yes
1FDFE4FS2CDB04798	26	400	8/28/2012	gas	151,801	in service	4- Good	$71,135	$14,227	2018	$81,000	No	No	Yes	Yes
1FDFE4FS3HDC23371	33	400	2/9/2017	gas	23,787	in service	5- Excellent	$75,381	$16,181	2025	$103,000	No	No	Yes	Yes
1FDFE4FS6EDB10283	RWB 11	400	9/29/2014	gas	127,367	in service	5- Excellent	$70,683	$14,683	2021	$91,000	No	No	Yes	Yes
1FDFE4FS7HDC52744	RWB 34	400	9/18/2017	gas	163,453	spare	5- Excellent	$77,025	$15,405	2024	$100,000	No	No	Yes	Yes
1FDFE4FS8BDB12287	24	400	7/13/2011	gas	163,453	spare	4- Good	$69,993	$17,193	2017	$78,174	No	No	Yes	Yes
1FDFE4FS8FDA34986	RWB 30	400	7/17/2015	gas	52,200	in service	5- Excellent	$69,720	$13,944	2022	$94,000	No	No	Yes	No
1FDFE4FS8HDC70766	35	400	11/10/2017	gas	14,493	in service	5- Excellent	$77,625	$15,634	2025	$103,000	No	No	Yes	Yes
1FDFE4FSXCDB21901	RWB 9	400	9/25/2012	gas	242,616	in service	4- Good	$67,068	$133,414	2017	$77,025	No	No	Yes	No
1FDGF5GY5GEB08015	31	500	4/4/2016	gas	28,511	spare	3- Adequate	$97,860	$19,572	2024	$10,000	Yes	No	Yes	Yes
1FDGF5GY9EEA05161	RWB 27	500	11/13/2013	gas	90,677	in service	3- Adequate	$111,867	$22,373	2021	$91,000	No	No	Yes	Yes
1FDGF5GYBEC07328	25	500	9/30/2011	gas	145,124	in service	3- Adequate	$126,278	$31,878	2020	$88,000	No	No	Yes	Yes
1GDE5V1G59F409116	23	500	7/16/2009	gas	132,300	in service	3- Adequate	$106,758	$0	2019	$85,000	No	Yes	Yes	Yes
1GDJG31K781201087	RWB 7	400	8/5/2008	gas	138,125	spare	5- Excellent	$59,609	$11,922	2015	$69,720	No	No	Yes	No

Source: Paul Bunyan Transit, February, 2019.

Vehicle Maintenance

Paul Bunyan Transit uses in-house maintenance providers and currently employs two full-time in-house maintenance staff. Paul Bunyan Transit hired a second mechanic during 2016 to ensure that their buses are mechanically sound and safe, while also helping to decrease outsourcing repairs and enabling in-house repairs to extend bus life. In 2017, maintenance costs totaled approximately $143,000, of which about 82% were labor and benefits costs, 2% were preventative maintenance costs, and 16% were corrective maintenance costs. Paul Bunyan Transit's current and projected annual vehicle maintenance costs are presented in Table IV-3.

Table V-3
Current Vehicle Maintenance Costs

	2016	2017
Maintenance Provider	In-House	In-House
Maintenance Staff (# of FTE and PT staff)	2 Full-Time	2 Full-Time
Annual Cost of Labor and Benefits	$92,432	$116,320
Annual Cost of Preventative Maintenance	$7,978	$3,047
Annual Cost of Corrective Maintenance	$46,272	$23,336
Total Annual Maintenance Costs	**$146,682**	**$142,703**

Source: Paul Bunyan Transit, February, 2019.

CURRENT NEEDS

Facilities

Paul Bunyan Transit's Roseau facility does not meet their current needs. The Roseau facility is an inadequate size for Paul Bunyan Transit's current number of vehicles; in fact, they are currently parking buses outside, and there is also no room for expansion. The City owns the lot next to the Roseau facility and it can only ever be used for public transportation. This means they could build a new

vehicle storage facility on the site. There is currently room for three vehicles, but Paul Bunyan Transit needs space for six vehicles. In addition, Paul Bunyan Transit's Bemidji facility is near or at capacity and an expansion is needed to handle more vehicles. Another capital need related to facilities are technology needs. Paul Bunyan Transit's current computers operate on are outdated, operating on Microsoft 7, and need to be replaced. Paul Bunyan dispatch system may also need to be upgraded.

Vehicle Fleet

Paul Bunyan Transit's vehicle replacement plan is presented in Table V-4. Paul Bunyan Transit currently plans to replace two of their vehicles each year between 2019 and 2025.

Table V-4
Vehicle Replacement Plan

	2018	2019	2020	2021	2022	2023	2024	2025
Number of vehicles	1	2	2	2	2	2	2	2
Replacement cost	$81,000	$170,000	$176,000	$182,000	$188,000	$194,000	$200,000	$206,000

Source: Paul Bunyan Transit, March 2019.

Paul Bunyan Transit's projected 2018 and 2019 annual vehicle maintenance costs are presented in Table V-5. The majority of costs are labor and benefits costs (2018: 79%, 2019: 81%), followed by preventative maintenance costs (2018: 19%, 2019: 17%), and corrective maintenance costs (2018: 2%, 2019: 2%).

Table V-5
Projected Future Vehicle Maintenance Costs

	2018 - projected	2019 - projected
Maintenance Provider	In-House	In-House
Maintenance Staff (# of FTE and PT staff)	2 Full-Time	2 Full-Time
Annual Cost of Labor and Benefits	$124,772	$133,911
Annual Cost of Preventative Maintenance	$2,646	$4,000
Annual Cost of Corrective Maintenance	$29,852	$28,000
Total Annual Maintenance Costs	**$157,270**	**$165,911**

Source: Paul Bunyan Transit, February, 2019.

SERVICE ENHANCEMENTS AND EXPANSION

With any service enhancements or expansion, Paul Bunyan Transit will also have a variety of capital needs to pursue, including maintaining their vehicle replacement plan, purchasing new computer software, camera system upgrades, and spare drives. Paul Bunyan Transit's five-year capital plan is presented in Table V-6.

Table V-6
Five-Year Capital Budget

Category	Line item descriptions	Line Item Number	Line Item Name	2017 Actual	2017 Match	2018 Actual	2018 Match	2019 Budget	Assume Inflation Factor (3% / year)	2020	2020 (Match)	2020 Estimated Cost $	2021	2021 (Match)	2021 Estimated Cost $
Fleet	FLEET	1711	Vehicle Cost												
			Replacement Vehicle (400 Class)			$81,000	$16,200								
			Replacement Vehicle (400 Class)					$85,000							
			Replacement Vehicle (400 Class)					$85,000							
			Replacement Vehicle (400 Class)							$70,400	$17,600	$88,000			
			Replacement Vehicle (400 Class)							$70,400	$17,600	$88,000			
			Replacement Vehicle (400 Class)										$72,800	$18,200	$91,000
			Replacement Vehicle (400 Class)										$72,800	$18,200	$91,000
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
Technology	TECHNOLOGY	1712	Farebox(es)												
Technology	TECHNOLOGY	1713	Technology - Vehicle Locator technology (Automatic Vehicle Locate (AVL) / MDT)												
Technology	TECHNOLOGY	1714	Camera(s) *Additional hard drives (10) for camera system update*							$12,000	$3,000	$15,000			
Marketing	MARKETING	1715	Logos / Branding												
Technology	TECHNOLOGY	1716 - A	Technology - Dispatching Software					$5,000							
Technology	TECHNOLOGY	1716 - B	Technology - Routing Software												
Fleet	FLEET - bus racks for buses.	1717	Other Bus Related Equipment												
Fleet	FLEET - Purchase of a lift or other accessibility equipment for a vehicle already owned by the transit system. This is used when there is a lift replacement or retrofit not part of the original bus purchase.	1720	Lift, Ramp Expenses, etc.												
Technology	TECHNOLOGY - Purchase of mobile and base station communication systems, cellular phones, mobile data terminals, and global positioning devices. This is used when the transit system is purchasing an entire communications system for the fleet.	1730	Radio Equipment Expenses												
Technology	Purchase of a farebox for a vehicle already owned by the transit system. This is used for replacement of original equipment and when a new fare collection system is installed for the whole fleet.	1740	Fare Box Expenses (Clarify why this is different thatn line item 1712 or other line items)												
	Purchase of other capital equipment such as computers, office equipment, etc. (Specify). This is used as a catchall category for the procurement of transit-related capital equipment that is not necessarily part of a vehicle. The threshold for capital is generally greater than $20,000.	1750	Other Capital Expenses *New computers throughout organization*					$26,000							
Facility	FACILITY - Total project costs may include, but are not limited to:	1760	Facility (planning, professional services, land purchase, clean up of land (if reqd), construction) Purchase and/or Construction Cost												
			Facility Planning/ Design/ Construction - Roseau							$40,000	$10,000	$50,000	$48,000	$12,000	$60,000
			Facility Planning/ Design/ Construction - Bemidji										$40,000	$10,000	$50,000
Facility	FACILITY - Vehicle storage/garage (cold and/or heated)														
Facility	FACILITY - Vehicle wash bay (facility related)														
Facility	FACILITY - Vehicle maintenance bays (facility related)														
Facility	FACILITY - Administrative/operation center offices														
Facility	FACILITY - Transfer/Transit Stop / Hubs														
Infrastructure	INFRASTRUCTURE - supporting transit (bus stops, ADA ramps, sidewalk/ pathways)														
			Total Capital Budget	$155,200	$31,040	$81,000	$16,200	$201,000		$192,800	$48,200	$241,000	$233,600	$58,400	$292,000
	Provider:		*Paul Bunyan Transit*	*As of: June 2019*											

Table V-6
Five-Year Capital Budget Continued

Category	Line item descriptions	Line Item Number	Line Item Name	2022	2022 (Match)	2022 Estimated Cost $	2023	2023 (Match)	2023 Estimated Cost $	2024	2024 (Match)	2024 Estimated Cost $	2025	2025 (Match)	2025 Estimated Cost $
Fleet	FLEET	1711	Vehicle Cost												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)												
			Replacement Vehicle (400 Class)	$75,200	$18,800	$94,000									
			Replacement Vehicle (400 Class)	$75,200	$18,800	$94,000									
			Replacement Vehicle (400 Class)				$77,600	$19,400	$97,000						
			Replacement Vehicle (400 Class)				$77,600	$19,400	$97,000						
			Replacement Vehicle (400 Class)							$80,000	$20,000	$100,000			
			Replacement Vehicle (400 Class)							$80,000	$20,000	$100,000			
			Replacement Vehicle (400 Class)										$82,400	$20,600	$103,000
			Replacement Vehicle (400 Class)										$82,400	$20,600	$103,000
Technology	TECHNOLOGY	1712	Farebox(es)												
Technology	TECHNOLOGY	1713	Technology - Vehicle Locator technology (Automatic Vehicle Locate (AVL) / MDT)												
Technology	TECHNOLOGY	1714	Camera(s) *Additional hard drives (10) for camera system update*												
Marketing	MARKETING	1715	Logos / Branding												
Technology	TECHNOLOGY	1716 - A	Technology - Dispatching Software												
Technology	TECHNOLOGY	1716 - B	Technology - Routing Software												
Fleet	FLEET - bus racks for buses.	1717	Other Bus Related Equipment												
Fleet	FLEET - Purchase of a lift or other accessibility equipment for a vehicle already owned by the transit system. This is used when there is a lift replacement or retrofit not part of the original bus purchase.	1720	Lift, Ramp Expenses, etc.												
Technology	TECHNOLOGY - Purchase of mobile and base station communication systems, cellular phones, mobile data terminals, and global positioning devices. This is used when the transit system is purchasing an entire communications system for the fleet.	1730	Radio Equipment Expenses												
Technology	Purchase of a farebox for a vehicle already owned by the transit system. This is used for replacement of original equipment and when a new fare collection system is installed for the whole fleet.	1740	Fare Box Expenses (Clarify why this is different thatn line item 1712 or other line items)												
	Purchase of other capital equipment such as computers, office equipment, etc. (Specify). This is used as a catchall category for the procurement of transit-related capital equipment that is not necessarily part of a vehicle. The threshold for capital is generally greater than $20,000.	1750	Other Capital Expenses *New computers throughout organization*												
Facility	FACILITY - Total project costs may include, but are not limited to:	1760	Facility (planning, professional services, land purchase, clean up of land (if reqd), construction) Purchase and/or Construction Cost												
			Facility Planning/ Design/ Construction - Roseau	$480,000	$120,000	$600,000									
			Facility Planning/ Design/ Construction - Bemidji	$40,000	$10,000	$50,000	$320,000	$80,000	$400,000						
Facility	FACILITY - Vehicle storage/garage (cold and/or heated)														
Facility	FACILITY - Vehicle wash bay (facility related)														
Facility	FACILITY - Vehicle maintenance bays (facility related)														
Facility	FACILITY - Administrative/operation center offices														
Facility	FACILITY - Transfer/Transit Stop / Hubs														
Infrastructure	INFRASTRUCTURE - supporting transit (bus stops, ADA ramps, sidewalk/ pathways)														
			Total Capital Budget	$670,400	$167,600	$838,000	$475,200	$118,800	$594,000	$160,000	$40,000	$200,000	$164,800	$41,200	$206,000
	Provider:		*Paul Bunyan Transit*												

CHAPTER VI

2020-2025 Annual Needs

ESTIMATE OF UNMET NEED

To understand current unmet transportation needs and how to possibly meet these needs in the future, LSC and our team facilitated a discussion with the Paul Bunyan Transit FYTSP Advisory Committee and completed a transit demand assessment.

Stakeholder Interviews

The following agencies and organizations participated in stakeholder phone interviews throughout September 2018:

- **Beltrami Social Services** (Anne Lindseth and Bob Connor) – the County currently reimburses for methadone trips, the children's services purchases bus tokens for clients, and the County also provides match money for vehicle purchases.
- **Boys and Girls Club** (Andrea Ohnstad and Shelby Weckwerth) – currently pay for transportation to be provided to children participating in their programs during the summer.
- **Bemidji Chamber** (Carol Olson)
- **Churches United** (Wanda) – currently purchases bus tokens from Paul Bunyan Transit for their clients to use.
- **DAC – Bemidji** (Jane Boutwell) - use Paul Bunyan Transit to help get clients to and from employment.
- **HRDC** (Tim Flathers) - HRDC does transportation planning and sits on Paul Bunyan Transit's advisory board.
- **Lake of the Woods Social Services** (Amy Ballard) – currently purchases bus passes from Paul Bunyan Transit.
- **ODC – Bemidji** (Keith Willard) – works closely with Paul Bunyan Transit to provide employment trips for clients, but does not provide financial assistance.
- **Sanford Health** (Tara Ripplinger) – currently purchases tokens/passes for clients on occasion.
- **Paul Bunyan Transit** (LuAnn Bleiler)

Through these interviews, unmet **local** needs for Paul Bunyan Transit were identified, including:

- Out-of-county service
- Extended service hours
- On-demand service
- Non-medical transportation for seniors and disabled individuals
- Lack of bus drivers
- Weekend service
- More frequent routes
- Combination trips (one family that needs to stop at childcare on the way to work)
- Long wait times for pick-ups

Through these interviews, unmet **regional** needs for Paul Bunyan Transit were identified, including:

- Tribal members need to get to Bemidji more frequently
- A shuttle between Bemidji and Itasca State Park in the summer
- Ability to go between neighboring communities
- Roseau and Baudette need more service into Bemidji

To address these unmet needs, stakeholders had a variety of ideas and suggestions for Paul Bunyan Transit, including:

- Continue to work closely with MnDOT and brainstorm ways to get additional funds or use funds to best of their ability.
- Perhaps get smaller vehicles—since they would cost less to run, they might be able to provide more service.
- Find a way to be able to expand service area.
- Better communicate to the public that it is a public service, not only for seniors or disabled.
- Get more seniors from the outlying areas using the bus.
- Allow people to bring additional bags on the bus.

In addition, stakeholders had a variety of ideas and suggestions for how other local agencies/organizations can help build better public transportation options, including:

- Relay unmet needs.
- Re-evaluate using TANF funds for gas vouchers as it does not seem to be the most effective use of the funds; could use these funds for additional public transit.
- Work with them on route planning.
- Work with them on writing grants for additional funding.
- Advocate for them more within the community.
- Ensure that any options pursued in the future are not conflicting with what already exists.

Advisory Committee Discussion

LSC and the Paul Bunyan Transit's FYTSP Advisory Committee (AC) met on October 10, 2018 and discussed some of the highest priorities, based on unmet needs that committee members perceive. The discussion centered around the highest unmet needs and opportunities for future service growth for 2020-2025, which included:

- Saturday service in Roseau—although getting enough drivers would be a challenge.
- Evening service in Bemidji—challenge would be performance, as past experience suggests it would average less than three passengers per hour.
- Bring back the fixed route within Bemidji, from shopping area in the north to BSU and then to downtown.
- On the first and third Thursday of the month, would like to coordinate a bus to meet in Waskish to allow people to go from Baudette to Bemidji. The service could begin as soon as a bus driver can be hired.

Mobility Gap

The mobility gap methodology in TCRP Report 161 is defined as the total number of trips not taken because members of zero-vehicle households do not have the ease of mobility available to members of households with ready access to a car. The mobility gap for the nation as a whole and the nine Census regions has been developed from data in the 2009 National Household Travel Survey. A mobility gap estimate based on household vehicle availability, with the gap measured in trips per day, is computed as:

Need (trips) = Number of Households Having No Car X Mobility Gap

The estimate produced by the mobility gap method is measured in one-way trips per day. Having an estimate of the number of trips to be served over a given service area provides a way to quantify the resources that would be needed to meet this unserved demand.

As part of the Greater Minnesota Transit Investment Plan, the State has set a legislative directive to meet 90% of total transit service needs in greater Minnesota by 2025. Based on the mobility gap methodology, this equates to approximately 374 daily trips. Paul Bunyan Transit is currently meeting the legislative directive, as they provided on average approximately 380 daily trips during 2017.

General Public Non-Program Demand

TCRP Report 161 provides a method of estimating general public rural transit demand. The TCRP analysis procedure considers transit demand in two major categories:

- **Program demand**, which is demand that is generated by transit ridership to and from specific social service programs; and
- **Non-program demand**, which is demand that is generated by the other mobility needs of the elderly, disabled, and general public (including youth and tourists). Examples of non-program trips may include shopping, employment, and medical trips.

This methodology applies transit-dependent population statistics and trip rates to estimate the annual demand for non-program and overall general public rural transportation. The general public rural non-program demand estimation technique described in TCRP Report 161 is calculated by the following formula:

Annual Demand = (2.20 x Population Age 60+) + (5.21 x Mobility-Limited Population Age 18-64) + (1.52 x Residents of Households Having No Vehicle)

Annual Demand Calculation = (2.20 x 5,446) + (5.21 x 1,195) + (1.52 x 495)

As calculated above, transit demand is estimated at approximately 19,000 passenger-trips annually.

Commuter Transit Demand

The demand estimation technique established in *TCRP Report 161: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation* to

estimate commuter demand between places is presented by the following formula:

Commuter Trips by Transit from Place A to Place B per Day = Proportion using Transit for Commuter Trips from Place A to Place B x Number of Commuters x 2

Proportion using Transit for Commuter Trips from Place A to Place B = 0.024 + (0.0000056 x Workers Commuting from Place A to Place B) – (0.00029 x Distance in Miles from Place A to Place B) + 0.015 (if the Place is a state capital)

Census Longitudinal Employer-Household Dynamics (LEHD) data were used to determine how many individuals were commuting between various employment centers in the study area. Table VI-1 shows the associated demand estimates.

Table VI-1
Commuter Transit Demand

Residence Location	Work Location	Count	Percent Transit	Daily Transit Demand *(one-way trips)*	Annual Transit Demand *(one-way trips)*
Roseau, MN	Warroad, MN	150	2%	0	1,500
Bemidji, MN	Cass Lake, MN	95	2%	0	1,000
Bemidji, MN	Little Rock, MN	94	1%	0	800
Blackduck, MN	Bemidji, MN	80	2%	0	800
Warroad, MN	Roseau, MN	62	2%	0	500
Badger, MN	Roseau, MN	56	2%	0	500
Greenbrush, MN	Roseau, MN	56	2%	0	500
Bemidji, MN	Bagley, MN	54	2%	0	500
Tenstrike, MN	Bemidji, MN	41	2%	0	500
Baudette, MN	Warroad, MN	45	1%	0	300
Bemidji, MN	Redby, MN	36	1%	0	300
Turtle River, MN	Bemidji, MN	26	2%	0	300
Bemidji, MN	Wilton, MN	21	2%	0	300
Bemidji, MN	Turtle River, MN	20	2%	0	300
Roseau, MN	Badger, MN	19	2%	0	300
Williams, MN	Warroad, MN	18	2%	0	300
Greenbrush, MN	Badger, MN	17	2%	0	300
Williams, MN	Baudette, MN	13	2%	0	300

Source: LEHD, LSC, February 2019.

Overall, the demand for daily commuter transit for the study area using this methodology is highest from Roseau to Warroad with approximately 1,500 annual one-way trips. This is followed by Bemidji to Cass Lake (1,000 annual one-way trips) Bemidji to Little Rock (800 annual one-way trips), and Blackduck to Bemidji (800 annual one-way trips).

SERVICE ENHANCEMENTS AND EXPANSION FOR 2020-2025

Based on the discussion with the AC, LSC developed a list of service enhancement options that address unmet needs within the Paul Bunyan Transit service area, including:

- Saturday service in Roseau—although getting enough drivers would be a challenge.
- Evening service in Bemidji—challenge would be performance, as past experience suggests it would average less than three passengers per hour.
- Bring back the fixed route within Bemidji, from shopping area in the north to BSU and then to downtown.
- Bring back Sunday service in Bemidji.

Estimations for ridership, costs, and other impacts of these priorities are considered in more detail in Chapter VII.

FLEET NEEDS

Paul Bunyan Transit currently has 15 in-service vehicles and six spare vehicles, and currently plans to replace at least one of their vehicles each year between 2018 and 2025. By operating new transit services and expanding the current hours and levels of service, Paul Bunyan Transit will also need to recruit new bus drivers.

FACILITY NEEDS

Paul Bunyan Transit's Roseau facility does not meet their current needs. The Roseau facility is an inadequate size for Paul Bunyan Transit's current number of vehicles; in fact, they are currently parking buses outside, and there is also no room for expansion. The City owns the lot next to the Roseau facility and it can only ever be used for public transportation. This means they could build a new vehicle storage facility on the site. There is currently room for three vehicles, but Paul Bunyan Transit needs space for six vehicles. In addition, Paul Bunyan Transit's Bemidji facility is near or at capacity and an expansion is needed to handle more vehicles.

TECHNOLOGY NEEDS

Paul Bunyan Transit's current computers use Microsoft 7 and they need to purchase new computers and software. Paul Bunyan Transit should consider acquiring real-time bus information software to allow passengers to track the location of the bus. This could also help to build Paul Bunyan Transit's ridership. In addition, Paul Bunyan Transit's current dispatch system (hardware and software) is locally developed and proprietary and may be at risk of being obsolete long-term. Paul Bunyan should consider upgrading this system with new hardware onboard the buses to track vehicle location and associated dispatch software.

MARKETING NEEDS

Paul Bunyan Transit should continue their ongoing marketing efforts and work to promote any new or modified service changes. Paul Bunyan Transit currently uses several social media platforms, including Facebook (@PaulBunyanTransit) which currently has over 260 likes and is followed by over 275 followers, and Twitter (@PBTransit) which has over 1,150 likes and 110 followers. Paul Bunyan Transit also has a strong website which provides a variety of important information about their services and direct links to their social media accounts.

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CHAPTER VII

System Performance

This chapter provides historical system performance for Paul Bunyan Transit, as well as projected system performance for enhancement and service expansion.

HISTORICAL SYSTEM PERFORMANCE

Table VII-1 presents Paul Bunyan Transit's historical system performance, including average passenger-trips per hour, average cost per hour, and average cost per passenger-trip.

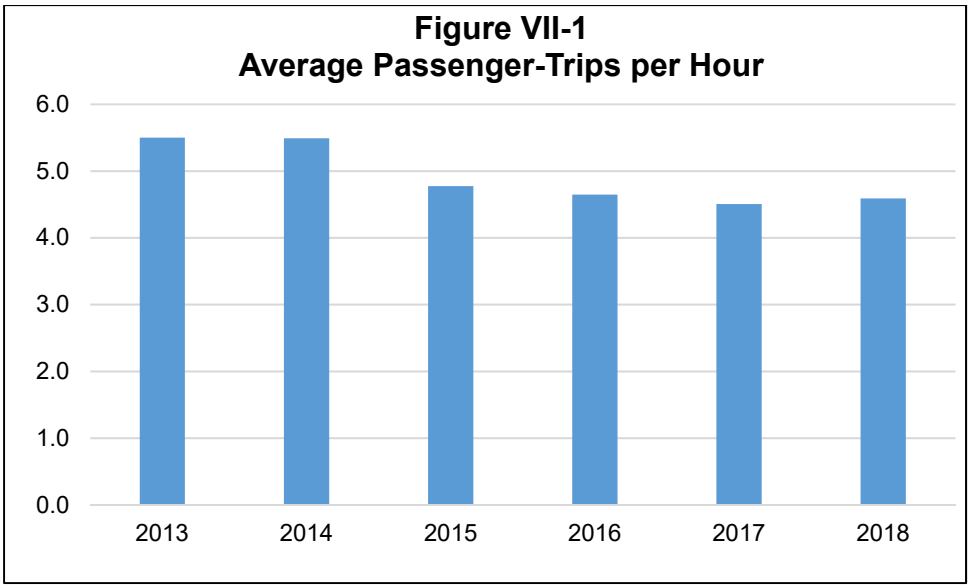
Table VII-1
Paul Bunyan Transit System Performance

Year	Passenger-Trips	Annual Operating Cost	Revenue-Hours	Passenger-Trips per Hour	Cost per Hour	Cost per Passenger-Trip
2013	99,151	$946,398	18,031	5.5	$52.49	$9.55
2014	102,469	$917,480	18,661	5.5	$49.16	$8.95
2015	127,022	$1,277,486	26,604	4.8	$48.02	$10.06
2016	124,247	$1,332,773	26,741	4.6	$49.84	$10.73
2017	118,449	$1,423,224	26,286	4.5	$54.14	$12.02
2018	120,715	$1,600,000	26,308	4.6	$60.82	$13.25

Source: Paul Bunyan Transit, March 2019.

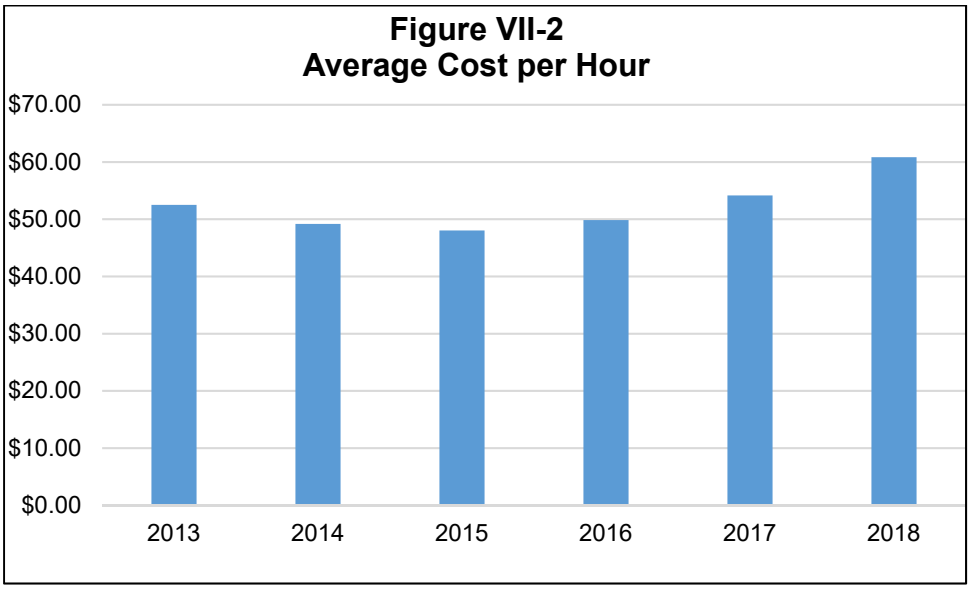
Average Passenger-Trips per Hour

As shown in Figure VII-1, Paul Bunyan Transit's average passenger-trips per hour declined between 2013 and 2016, from about 5.5 passenger-trips per hour in 2013 to about 4.6 passenger-trips per hour in 2016, and has since remained relatively stable, averaging 4.6 passenger-trips per hour during 2018.



Average Cost per Hour

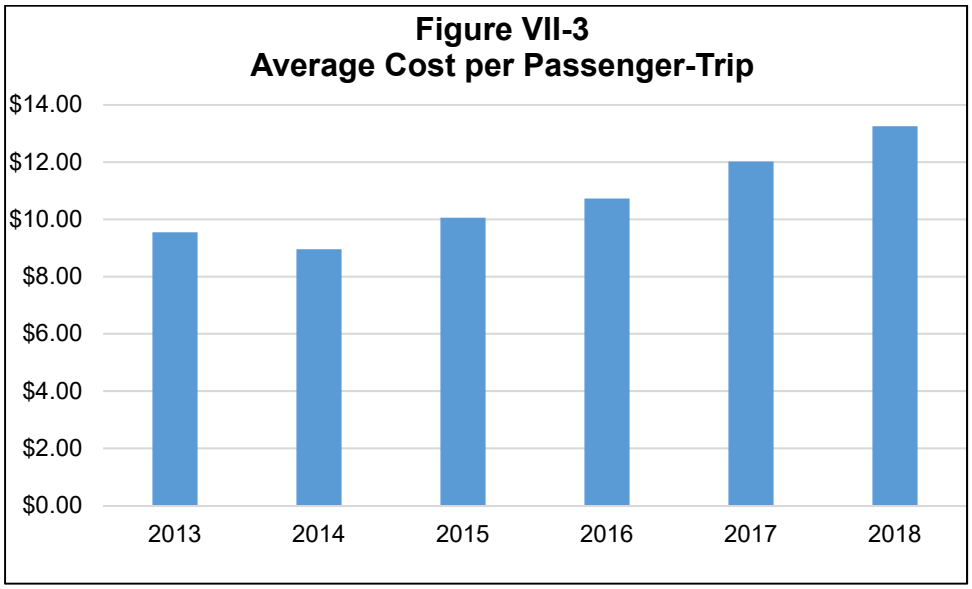
As shown in Figure VII-2, Paul Bunyan Transit's average cost per hour decreased by approximately 9% between 2013 and 2015, from approximately $52.49 in 2013 to $48.02 in 2015, and has increased by approximately 27% between 2015 and 2018, from approximately $48.02 in 2015 to $60.82 in 2018.



Average Cost per Passenger-Trip

As shown in Figure VII-2, Paul Bunyan Transit's average cost per passenger-trip has increased by approximately 48% between 2014 and 2018, from approximately $8.95 in 2014 to $13.25 in 2018.

Figure VII-3
Average Cost per Passenger-Trip



Trip Denials

Paul Bunyan Transit does not currently track trip denials.

On-Time Performance

Paul Bunyan Transit does not currently track on-time performance.

PEER COMPARISON

A peer comparison was completed with the following transit agencies:

- Richland County Transit (Mansfield, OH)
- Lorain County Transit (Elyria, OH)
- Springfield City Area Transit (Springfield, OH)

Table VII-2 presents a comparison between each of the individual peer agencies and the average of the peer agencies with Paul Bunyan Transit. The data for the analysis were taken from the 2017 National Transit Database to ensure the best consistency in reporting by different agencies. Although efforts were made to find the closest matching peers, no two systems are exactly alike.

Table VII-2
Peer Comparison for FY 2017

Agency	Location	Passenger Trips	Annual Operating Cost	Revenue Hours	Passenger-Trips per Hour	Cost per Hour	Cost per Passenger-Trip
Richland County Transit	Mansfield, OH	216,741	$1,939,607	28,367	7.6	$68.38	$8.95
Lorain County Transit	Elyria, OH	47,254	$2,043,065	27,004	1.7	$75.66	$43.24
Springfield City Area Transit	Springfield, OH	184,926	$1,784,571	18,420	10.0	$96.88	$9.65
	Peer Average	149,640	$1,922,414	24,597	6.1	$78.16	$12.85
Paul Bunyan Transit	North-Central MN	118,449	$1,423,224	26,286	4.5	$54.14	$12.02

Source: Paul Bunyan Transit 2018; National Transit Database, 2017.

During 2017, Paul Bunyan Transit provided a lower number of passenger trips compared to the average of the peer systems, had a lower annual operating cost compared to the average of the peer systems, and a slightly higher number of revenue hours compared to the average of the peer systems. In terms of performance, Paul Bunyan Transit had a slightly lower number of passenger-trips per hour as the average of the peer systems, as well as a slightly lower cost per hour and cost per passenger-trip performance compared to the average of the peer systems.

In addition to the demand estimation methods included in Chapter VI, TCRP Report 161 also provides a peer data worksheet, presented in Table VII-3. The worksheet calculates the values expected for a transit system based on the data included for the peer system.

Table VII-3
TCRP Report 161 - Peer Data Worksheet

Input Data from Peer Transit Systems or Existing Transit Service			
Name of Peer System	**Richland County Transit**	**Lorain County Transit**	**Springfield City Area Transit**
Population of Area	70,556	127,025	59,087
Size of Area Served (Square Miles)	74	49	25
Annual Vehicle-Miles of Service Provided	383,784	369,975	246,378
Annual Vehicle-Hours of Service Provided	28,367	27,004	18,420
Service Type (Fixed Route, Route-Deviation, Demand-Response)	Fixed Route and Demand Response	Fixed Route and Demand Response	Fixed Route and Demand Response
Number of One-Way Trips Served per Year	216,741	47,254	184,926
Degree of Coordination with Other Carriers (Low, Medium, High)	Medium	Medium	Medium

Results of Peer Data Comparison		**Population**	**Annual Vehicle-miles**	**Annual vehicles-hours**
Input Data for My System:		42,100	356,389	26,857
	Observed Trip Rates	**Demand Estimate Based On:**		
Peer Values		Population	Annual Vehicle-miles	Annual vehicles-hours
Trips per Capita				
Maximum	3.1	130,510		
Average	2.2	92,620		
Median	3.1	130,510		
Minimum	0.4	16,840		
Trips per Vehicle-Mile				
Maximum	0.8		285,111	
Average	0.5		178,195	
Median	0.6		213,833	
Minimum	0.1		35,639	
Trips per Vehicle-Hour				
Maximum	10.0			268,570
Average	6.5			174,571
Median	7.6			204,113
Minimum	1.7			45,657
Values expected for my system				
Maximum		130,510	285,111	268,570
Average		92,620	178,195	174,571
Median		130,510	213,833	204,113
Minimum		16,840	35,639	45,657

PROJECTED ENHANCED AND EXPANDED SERVICE SYSTEM PERFORMANCE

As discussed in Chapter VI, LSC developed a list of service enhancement options that address unmet needs within Paul Bunyan Transit's service area, including:

- Saturday service in Roseau—although getting enough drivers would be a challenge.
- Evening service in Bemidji—challenge would be performance, as past experience suggests it would average fewer than three passengers per hour.
- Bring back the fixed route within Bemidji, from shopping area in the north to BSU and then to downtown.
- Bring back Sunday service in Bemidji.

Table VII-4 presents Paul Bunyan Transit's projected enhanced and expanded service system performance, including average passenger-trips per hour, average cost per hour, and average cost per passenger-trip.

Table VII-4
Paul Bunyan Transit System Projected Performance

Option	Passenger-Trips	Annual Operating Cost	Revenue Hours	Passenger-Trips per Hour	Cost per Hour	Cost per Passenger-Trip
Status Quo Service (2017)	120,715	$1,600,000	26,308	4.6	$60.82	$13.25
Option 1 - Saturday service in Roseau	1,404	$28,463	468	3.0	$60.82	$20.27
Option 2 - Evening service in Bemidji	1,690	$41,113	676	2.5	$60.82	$24.33
Option 3 - Route deviation service within Bemidji	9,828	$170,777	2,808	3.5	$60.82	$17.38
Option 4 - Sunday service in Bemidji	1,170	$28,463	468	2.5	$60.82	$24.33

Source: LSC, March 2019.

The options included in Table VII-3 assume:

- Option 1 includes new Saturday service in Roseau operating nine hours per day.
- Option 2 includes new evening service in Bemidji operating until 8 p.m. on weekdays and Saturdays.
- Option 3 includes new route deviation service in Bemidji operating nine hours per day on weekdays and Saturdays.
- Option 4 includes new Sunday service in Bemidji operating nine hours per day.

Average Passenger-Trips per Hour

As shown in Table VII-4 the average passenger-trips per hour for each of the three options is:

- **Option 1 – Saturday Service in Roseau:** 3.0
- **Option 2 – Evening Service in Bemidji:** 2.5
- **Option 3 – Route Deviation Service within Bemidji:** 3.5
- **Option 4 – Sunday Service in Bemidji:** 2.5

Average Cost per Hour

As shown in Table VII-4 the average cost per hour for each of the three options is:

- **Option 1 – Saturday Service in Roseau:** $60.82
- **Option 2 – Evening Service in Bemidji:** $60.82
- **Option 3 – Route Deviation Service within Bemidji:** $60.82
- **Option 4 – Sunday Service in Bemidji:** $60.82

Average Cost per Passenger-Trip

As shown in Table VII-4 the average cost per passenger-trip for each of the three options is:

- **Option 1 – Saturday Service in Roseau:** $20.27
- **Option 2 – Evening Service in Bemidji:** $24.33
- **Option 3 – Route Deviation Service within Bemidji:** $17.38
- **Option 4 – Sunday Service in Bemidji:** $24.33

Trip Denials

Paul Bunyan Transit should begin tracking trip denials as soon as possible so it can be an ongoing performance measure used to evaluate current transit service. LSC recommends tracking both trip denials and unmet trip requests, as defined below.

Trip Denials: According to FTA Circular 4710.1, trip denials result when agencies do not accept trip requests. Examples of trip denials include:

- A rider requests a next-day trip and the transit agency says it cannot provide that trip.

- A rider requests a next-day trip and the transit agency can only offer a trip that is outside of the one-hour negotiating window. This represents a denial regardless of whether the rider accepts such an offer.
- A rider requests a round-trip and the agency can only provide one leg of the trip. If the rider does not take the offered one-way trip, both portions of the trip are denials.

Unmet Trip Requests: Requests for service which are outside the span of service for an agency, outside of their service area, or exceptions to reservations policies are considered unmet trip requests and not trip denials. Examples of unmet trip requests include:

- A rider requests a trip on a day or during hours when the agency is not operating.
- A rider requests an immediate same-day trip when the agency's policy is to require prior-day reservations and same-day service is provided on a space-available basis.
- A rider requests a trip to or from an area not served by the agency.

However, a request for a ride for same-day service (when the policy requires prior-day reservations) that can be accommodated, but not within one hour of the requested time, is not considered a trip denial or an unmet trip request.

A sample template for tracking trip denials and unmet trip requests is presented in Table VII-5.

Table VII-5
Sample Trip Denial Tracking Form

Month	Flex route - Vehicle Capacity	Flex route Negotiated time -able to identify option but customer refused	Flex Negotiated time - unable to identify option	Flex # requests outside service area	Flex route # requests outside service hours	DAR route- Vehicle Capacity	DAR route Negotiated time -able to identify option but customer refused	DAR Negotiated time - unable to identify option	DAR # requests outside service area	DAR # requests outside service hours	Monthly total denials (Flex and DAR)	Monthly total unmet requests (Flex and DAR)
Jan											0	0
Feb											0	0
Mar											0	0
Apr											0	0
May											0	0
Jun											0	0
Jul											0	0
Aug											0	0
Sep											0	0
Oct											0	0
Nov											0	0
Dec											0	0
Jan											0	0
Feb											0	0
Mar											0	0
Apr											0	0
May											0	0
Jun											0	0
Jul											0	0
Aug											0	0
Sep											0	0
Oct											0	0
Nov											0	0
Dec											0	0
2018	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

On-Time Performance

Paul Bunyan Transit should begin tracking on-time performance as soon as possible so it can be an ongoing performance measure used to evaluate current transit service. On-time performance is one way transit agencies are able to measure the reliability of their service. On-time is defined as a pick-up occurring within Paul Bunyan Transit's already established time window. If the bus arrives outside of that range, it would be considered either early or late. Tracking on-time performance requires drivers to record the time of each passenger pick-up and drop-off. One advantage of dispatch software with onboard tablets for drivers is that it would allow for easy on-time performance data collection. By using time stamps on the tablets, all a driver would need to do is simply press a button on the device when they either pick-up or drop-off a passenger.

Additional Performance Measures

In addition to the performance measures mentioned in this chapter, LSC recommends Paul Bunyan Transit begin to track the following three performance measures:

- **Farebox Recovery:** Goal of 8% (Paul Bunyan Transit had a farebox recovery of 7% in 2018);
- **Road Calls:** MnDOT benchmark is one road call per 14,000 revenue-miles; and,
- **Accidents:** MnDOT benchmark is fewer than one recordable accident per 100,000 revenue-miles.

CHAPTER VIII

Operations

OPERATING BUDGET TEMPLATE

Table VIII-1 illustrates Paul Bunyan Transit's FYTSP Operating Budget. In 2018, Paul Bunyan Transit's operating budget was approximately $1,600,000, of which 15%, or approximately $240,000, was the local match share. Paul Bunyan Transit's 2019 operating budget totals approximately $1,903,000. In 2019, Paul Bunyan Transit's local match share will be 10% and it will return to 15% in 2020.

STAFFING

With any future service enhancements, Paul Bunyan Transit may need to hire additional bus drivers. In 2020, Paul Bunyan Transit will need to hire staff for a reporting and compliance position, as well as a financial manager. Starting in 2021, Paul Bunyan Transit should hire a third three-quarter time dispatcher.

ORGANIZATIONAL CHANGES

Paul Bunyan Transit is governed by a Board of Directors consisting of three to seven members from the local community. The current board consists of five members from Bemidji State University, Beltrami County Social Services, the local disability community, and local business community. The exact number of directors shall be determined from time to time by resolution of a majority of directors. Directors shall be elected at the annual meeting of directors, which is held on the fourth Tuesday in February. Regular Board of Directors meetings are held from time to time as determined by the Board. The officers of the corporation are elected annually and include the positions of president, vice president, secretary, and treasurer. In addition, the Board may also establish committees.

In addition to the Board of Directors, there is a separate Joint Powers Agreement (JPA) between the City of Bemidji and Beltrami County to provide funding and guidance for the operations of Paul Bunyan Transit within Bemidji and Beltrami County. This JPA has a board of five members with two from Bemidji, two from

Table VIII-1
Five-Year Transit Sytem Plan -- Operating Budget

Line Item description	Line Item	Operating Expenses	2017 Total Budget (actual)	2017 (local match)	2018 Total Budget (actual)	2018 (local match)	2019 Total Budget (Projected)	2019 (Local match)	Cost Factor	Inflation Factor (3% per year)	2020 total projected	2020 (projected local match)
The amount paid to all employees of the transit system who are classified as managers, supervisors, coordinators, or administrators.	1010	Admin, Management & Supervisory Salaries	$141,370	$21,206	$172,305	$25,846	$161,408	$16,141	Fixed		$216,250	$32,438
Amount paid to all employees of the transit system who are classified as vehicle operators.	1020	Operator's Wages	$530,591	$79,589	$643,771	$96,566	$752,500	$75,250	$ / Hour		$775,075	$116,261
Labor charges for the performance of routine maintenance and repair on vehicles and equipment required to operate the transit system. Only include wages of maintenance personnel employed by the transit system.	1030	Vehicle Maintenance and Repair Wages	$81,994	$12,299	$105,352	$15,803	$110,240	$11,024	$ / Mile		$113,547	$17,032
The amount paid to all employees of the transit system who are classified as General Office Support and provide less than half their time to operations support, e.g., clerical, bookkeepers, training and safety instructors.	1040	General Office Support Wages	$14,840	$2,226	$29,592	$4,439	$20,640	$2,064	Fixed		$21,259	$3,189
The amount paid to all employees of the transit system who support the daily operations of the transit system, e.g., dispatchers or call takers.	1050	Operations Support Wages	$129,297	$19,395	$182,279	$27,342	$118,663	$11,866	Fixed		$142,223	$21,333
The cost of providing fringe benefits for active and retired employees of the transit system, including pension benefits, vacation and sick leave benefits, social security taxes, worker's compensation insurance, unemployment insurance, life insurance, and first party medical coverage. *If the organization consolidates all fringe benefits and supplies a percentage of gross wages for each job category, supply that percentage in lieu of listing each type of benefit.*	1060	Fringe Benefits	$174,195	$26,129	$312,833	$46,925	$339,891	$33,989	Variable		$350,088	$52,513
Personnel Services		**Total 1000 (1010 - 1060)**	**$1,072,287**	**$160,843**	**$1,446,132**	**$216,920**	**$1,503,342**	**$150,334**			**$1,618,442**	**$242,766**
The amount paid for the professional services provided by a management service company engaged contractually to provide operating management to the transit system.	1110	Management Fees	$0	$0	$0	$0	$0	$0	Variable		$0	$0
Include all non-wage expenses associated with Drug and Alcohol Testing and Administration.	1120	Drug and Alcohol Testing and Administration Fee Expenses	$1,700	$255	$1,000	$150	$2,200	$220	Variable		$2,266	$340
This line includes the cost of advertising and promoting the transit system.	1130	Advertising, Marketing and Promotional Charges	$6,800	$1,020	$6,800	$1,020	$5,200	$520	Variable		$5,356	$803
Includes attorney fees and expenses, court costs, witness fees, and fees for accounting and auditing services rendered by individuals or firms other than employees of the transit system for the purpose of maintaining continuing operations of the transit system, such as, accident claims, defending workers' compensation claims or other items directly related to the Management Plan. Also includes other professional fees such as fees paid for planning, engineering, or other consulting services necessary to the continuing operation of the transit system.	1140	Legal, Auditing, and Other Professional Fees	$5,500	$825	$6,000	$900	$6,000	$600	Variable		$6,180	$927
Include costs associated with the licensing and training of personnel, e.g., CDL license costs, class fees and conference fees and attendance costs not from wages.	1150	Staff Development Costs	$19,000	$2,850	$20,000	$3,000	$22,000	$2,200	Variable		$22,660	$3,399
These are the cost of office supplies and materials and printing and photocopying charges, which are solely attributable to and necessary for the operation of the transit system.	1160	Office Supplies	$15,000	$2,250	$16,000	$2,400	$13,500	$1,350	Variable		$13,905	$2,086
These are leases and rentals of such items as land, buildings, office equipment and furnishings that are used for performing the general administrative functions of the transit system.	1170	Leases and Rentals - Administrative Facilities	$0	$0	$0	$0	$2,400	$240	Variable		$2,472	$371
Include the cost of utilities such as gas, electricity, water, trash collection, communication services and janitorial services performed by an outside organization.	1180	Utilities	$43,000	$6,450	$43,000	$6,450	$46,000	$4,600	Variable		$47,380	$7,107
Include other administrative charges necessary for the continuing operation of the transit system such as mileage reimbursement for transit support vehicles, physical examinations, and membership fees for transit associations and subscriptions to transit publications.	1190	Other Direct Administrative Charges	$7,000	$1,050	$11,000	$1,650	$9,000	$900	Variable		$9,270	$1,391
Administrative Charges		**Total 1100 (1110 - 1190)**	**$98,000**	**$14,700**	**$103,800**	**$15,570**	**$106,300**	**$10,630**			**$109,489**	**$16,423**
Include cost of gasoline, diesel fuel or alternative fuel used by revenue and service vehicles. Effective January 1, 1991, transit systems receiving financial assistance from Mn/DOT are exempt from paying state fuel tax as stated in Minnesota Statute 296.02, Subd. 1a. *Fuel tax will be shown as a contra-expense in Line Item 1594 Fuel Tax Refunds.*	1210	Fuel	$126,250	$18,938	$136,486	$20,473	$151,000	$15,100	$/mile		$155,530	$23,330
Include the cost of parts, materials, lubricants and supplies used in preventive maintenance of transit service vehicles.	1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$9,000	$1,350	$8,500	$1,275	$4,000	$400	$ / Mile		$4,120	$618
The cost for vehicle repair service.	1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$8,000	$1,200	$24,000	$3,600	$28,000	$2,800	$ / Mile		$28,840	$4,326
Includes all costs of tires and tubes used on revenue and service equipment, including the cost of recapping and the rental costs for tires and tubes.	1240	Tires	$18,000	$2,700	$21,000	$3,150	$15,000	$1,500	$ / Mile		$15,450	$2,318
Includes the cost of first aid equipment, fire extinguishers, and other emergency equipment required for vehicles, and the cost of non-capitalized vehicle improvements, which do not remake a vehicle or appreciably extend its useful life. Logos applied to a new vehicle after delivery should be charged to this line item.	1250	Other Vehicle Charges	$2,500	$375	$2,500	$375	$1,500	$150	$ / Mile		$1,545	$232
Vehicle Charges		**Total 1200 (1210 - 1250)**	**$163,750**	**$24,563**	**$192,486**	**$28,873**	**$199,500**	**$19,950**			**$205,485**	**$30,823**
The cost of having a contractor operate the project service with the cost established through competitive procurement procedures, a negotiated contract with the prime contractor in bid situations when only one bid is received or through a negotiated subcontract in a no bid situation.	1310	Purchase of Service	$0	$0	$0	$0	$0	$0	$ / Hour		$0	$0
This includes volunteer driver mileage reimbursement for public transit services, mileage reimbursement for transit personnel using private vehicles for emergency replacement of passenger transport in the event of mechanical breakdown of transit vehicles.	1330	Mileage Reimbursement for Public Transit Service	$100	$15	$100	$15	$0	$0	Fixed		$0	$0
Includes all material costs associated with the upkeep and repair of buildings, grounds, and non-revenue equipment owned or leased by the transit company, and miscellaneous expenses such as small tool replacement, supplies used for cleaning and for general shop and garage purposes.	1340	Repair and Maintenance of Other Property	$9,000	$1,350	$9,000	$1,350	$12,000	$1,200	Variable		$12,360	$1,854
Includes leases and rental of garages, depots, passenger vehicles, service vehicles, passenger stations, communication equipment, computers, etc. used in the operation of the transit system with allowability based on reasonableness of rates and evidence that the lease will not give rise to material equity in the property.	1350	Leases and Rentals of Facilities or Equipment	$8,000	$1,200	$16,000	$2,400	$7,000	$700	Variable		$7,210	$1,082
The cost of such things as the purchase, rental, or cleaning of uniforms, tools and equipment, sanding and snowplow operations, passenger amenities and station agents	1360	Other Operations Charges	$11,000	$1,650	$5,500	$825	$4,000	$400	$ / Hour		$4,120	$618
Operation Charges		**Total 1300 (1310 - 1360)**	**$28,100**	**$4,215**	**$30,600**	**$4,590**	**$23,000**	**$2,300**			**$23,690**	**$3,554**
Includes premiums paid to insure the transit system against loss through damage to its own property and to indemnify the transit system and all financial and operational participants against loss from liability for its acts which cause damage to the person or property of others.	1410	Public Liability and Property Damage on Vehicles	$44,148	$6,622	$48,500	$7,275	$62,000	$6,200	Fixed		$63,860	$9,579
Include charges other than on vehicles, including excess liability insurance, baggage and package express insurance and fire and theft insurance.	1420	Public Liability and Property Damage - Other than on Vehicles	$30,204	$4,531	$33,250	$4,988	$24,000	$2,400	Fixed		$24,720	$3,708
Operation Charges		**Total 1400 (1410 - 1420)**	**$74,352**	**$11,153**	**$81,750**	**$12,263**	**$86,000**	**$8,600**			**$88,580**	**$13,287**
Vehicle registration and permit fees on all transit system and service vehicles.	1510	Vehicle Registration and Permit Fees	$1,200	$180	$800	$120	$800	$80	Fixed		$824	$124
Discuss this with your District Project Manager	1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$0	$0	$0	$0	$0	$0	Fixed		$0	$0
Include the transit share of any applicable real estate and property taxes and sales taxes.	1540	Other Taxes and Fees	$0	$0	$0	$0	$0	$0	Fixed		$0	$0
Taxes and Fees		**Total 1500 (1510 - 1540)**	**$1,200**	**$180**	**$800**	**$120**	**$800**	**$80**			**$824**	**$124**
Refunds for fuel tax refunds are to be accounted in this line item as a NEGATIVE number.	1594	Fuel Tax Refunds	-$15,918	-$2,388	-$16,413	-$2,462	-$16,235	-$1,624	Fixed		-$16,722	-$2,508
Any settlements received as the result of damage or loss to transit assets will be accounted for as a NEGATIVE expense in this line item.	1596	Insurance Reimbursement	$0	$0	$0	$0	$0	$0	Fixed		$0	$0
		TOTAL OPERATING BUDGET	**$1,421,771**	**$213,266**	**$1,839,155**	**$275,873**	**$1,902,707**	**$190,271**			**$2,029,788**	**$304,468**
Five Year Transit Sytem Plan -- Operating Budget	**Provider :** *Paul Bunyan Transit*											

Table VIII-1
Five-Year Transit Sytem Plan -- Operating Budget

Line Item description	Line Item	Operating Expenses	2021 total projected	2021 (projected local match)	2022	2022 (local match)	2023	2023 (local match)	2024	2024 (local match)	2025	2025 (local match)
The amount paid to all employees of the transit system who are classified as managers, supervisors, coordinators, or administrators.	1010	Admin, Management & Supervisory Salaries	$222,738	$33,411	$229,420	$34,413	$236,302	$35,445	$243,392	$36,509	$250,693	$37,604
Amount paid to all employees of the transit system who are classified as vehicle operators.	1020	Operator's Wages	$798,327	$119,749	$822,277	$123,342	$846,945	$127,042	$872,354	$130,853	$898,524	$134,779
Labor charges for the performance of routine maintenance and repair on vehicles and equipment required to operate the transit system. Only include wages of maintenance personnel employed by the transit system.	1030	Vehicle Maintenance and Repair Wages	$116,954	$17,543	$120,462	$18,069	$124,076	$18,611	$127,798	$19,170	$131,632	$19,745
The amount paid to all employees of the transit system who are classified as General Office Support and provide less than half their time to operations support, e.g., clerical, bookkeepers, training and safety instructors.	1040	General Office Support Wages	$21,897	$3,285	$22,554	$3,383	$23,231	$3,485	$23,927	$3,589	$24,645	$3,697
The amount paid to all employees of the transit system who support the daily operations of the transit system, e.g., dispatchers or call takers.	1050	Operations Support Wages	$146,490	$21,973	$150,884	$22,633	$155,411	$23,312	$160,073	$24,011	$164,875	$24,731
The cost of providing fringe benefits for active and retired employees of the transit system, including pension benefits, vacation and sick leave benefits, social security taxes, worker's compensation insurance, unemployment insurance, life insurance, and first party medical coverage. *If the organization consolidates all fringe benefits and supplies a percentage of gross wages for each job category, supply that percentage in lieu of listing each type of benefit.*	1060	Fringe Benefits	$360,590	$54,089	$371,408	$55,711	$382,550	$57,383	$394,027	$59,104	$405,848	$60,877
Personnel Services		**Total 1000 (1010 - 1060)**	**$1,666,996**	**$250,049**	**$1,717,005**	**$257,551**	**$1,768,516**	**$265,277**	**$1,821,571**	**$273,236**	**$1,876,218**	**$281,433**
The amount paid for the professional services provided by a management service company engaged contractually to provide operating management to the transit system.	1110	Management Fees	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Include all non-wage expenses associated with Drug and Alcohol Testing and Administration.	1120	Drug and Alcohol Testing and Administration Fee Expenses	$2,334	$350	$2,404	$361	$2,476	$371	$2,550	$383	$2,627	$394
This line includes the cost of advertising and promoting the transit system.	1130	Advertising, Marketing and Promotional Charges	$5,517	$828	$5,682	$852	$5,853	$878	$6,028	$904	$6,209	$931
Includes attorney fees and expenses, court costs, witness fees, and fees for accounting and auditing services rendered by individuals or firms other than employees of the transit system for the purpose of maintaining continuing operations of the transit system, such as, accident claims, defending workers' compensation claims or other items directly related to the Management Plan. Also includes other professional fees such as fees paid for planning, engineering, or other consulting services necessary to the continuing operation of the transit system.	1140	Legal, Auditing, and Other Professional Fees	$6,365	$955	$6,556	$983	$6,753	$1,013	$6,956	$1,043	$7,164	$1,075
Include costs associated with the licensing and training of personnel, e.g., CDL license costs, class fees and conference fees and attendance costs not from wages.	1150	Staff Development Costs	$23,340	$3,501	$24,040	$3,606	$24,761	$3,714	$25,504	$3,826	$26,269	$3,940
These are the cost of office supplies and materials and printing and photocopying charges, which are solely attributable to and necessary for the operation of the transit system.	1160	Office Supplies	$14,322	$2,148	$14,752	$2,213	$15,194	$2,279	$15,650	$2,348	$16,120	$2,418
These are leases and rentals of such items as land, buildings, office equipment and furnishings that are used for performing the general administrative functions of the transit system.	1170	Leases and Rentals - Administrative Facilities	$2,546	$382	$2,623	$393	$2,701	$405	$2,782	$417	$2,866	$430
Include the cost of utilities such as gas, electricity, water, trash collection, communication services and janitorial services performed by an outside organization.	1180	Utilities	$48,801	$7,320	$50,265	$7,540	$51,773	$7,766	$53,327	$7,999	$54,926	$8,239
Include other administrative charges necessary for the continuing operation of the transit system such as mileage reimbursement for transit support vehicles, physical examinations, and membership fees for transit associations and subscriptions to transit publications.	1190	Other Direct Administrative Charges	$9,548	$1,432	$9,835	$1,475	$10,130	$1,519	$10,433	$1,565	$10,746	$1,612
Administrative Charges		**Total 1100 (1110 - 1190)**	**$112,774**	**$16,916**	**$116,157**	**$17,424**	**$119,642**	**$17,946**	**$123,231**	**$18,485**	**$126,928**	**$19,039**
Include cost of gasoline, diesel fuel or alternative fuel used by revenue and service vehicles. Effective January 1, 1991, transit systems receiving financial assistance from Mn/DOT are exempt from paying state fuel tax as stated in Minnesota Statute 296.02, Subd. 1a. *Fuel tax will be shown as a contra-expense in Line Item 1594 Fuel Tax Refunds.*	1210	Fuel	$160,196	$24,029	$165,002	$24,750	$169,952	$25,493	$175,050	$26,258	$180,302	$27,045
Include the cost of parts, materials, lubricants and supplies used in preventive maintenance of transit service vehicles.	1220	Preventive Maintenance (PM) Labor, Parts and Material Expenses (Vehicles)	$4,244	$637	$4,371	$656	$4,502	$675	$4,637	$696	$4,776	$716
The cost for vehicle repair service.	1230	Corrective Maintenance (CM) Labor, Parts and Materials Expense (Vehicles)	$29,705	$4,456	$30,596	$4,589	$31,514	$4,727	$32,460	$4,869	$33,433	$5,015
Includes all costs of tires and tubes used on revenue and service equipment, including the cost of recapping and the rental costs for tires and tubes.	1240	Tires	$15,914	$2,387	$16,391	$2,459	$16,883	$2,532	$17,389	$2,608	$17,911	$2,687
Includes the cost of first aid equipment, fire extinguishers, and other emergency equipment required for vehicles, and the cost of non-capitalized vehicle improvements, which do not remake a vehicle or appreciably extend its useful life. Logos applied to a new vehicle after delivery should be charged to this line item.	1250	Other Vehicle Charges	$1,591	$239	$1,639	$246	$1,688	$253	$1,739	$261	$1,791	$269
Vehicle Charges		**Total 1200 (1210 - 1250)**	**$211,650**	**$31,747**	**$217,999**	**$32,700**	**$224,539**	**$33,681**	**$231,275**	**$34,691**	**$238,213**	**$35,732**
The cost of having a contractor operate the project service with the cost established through competitive procurement procedures, a negotiated contract with the prime contractor in bid situations when only one bid is received or through a negotiated subcontract in a no bid situation.	1310	Purchase of Service	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
This includes volunteer driver mileage reimbursement for public transit services, mileage reimbursement for transit personnel using private vehicles for emergency replacement of passenger transport in the event of mechanical breakdown of transit vehicles.	1330	Mileage Reimbursement for Public Transit Service	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Includes all material costs associated with the upkeep and repair of buildings, grounds, and non-revenue equipment owned or leased by the transit company, and miscellaneous expenses such as small tool replacement, supplies used for cleaning and for general shop and garage purposes.	1340	Repair and Maintenance of Other Property	$12,731	$1,910	$13,113	$1,967	$13,506	$2,026	$13,911	$2,087	$14,329	$2,149
Includes leases and rental of garages, depots, passenger vehicles, service vehicles, passenger stations, communication equipment, computers, etc. used in the operation of the transit system with allowability based on reasonableness of rates and evidence that the lease will not give rise to material equity in the property.	1350	Leases and Rentals of Facilities or Equipment	$7,426	$1,114	$7,649	$1,147	$7,879	$1,182	$8,115	$1,217	$8,358	$1,254
The cost of such things as the purchase, rental, or cleaning of uniforms, tools and equipment, sanding and snowplow operations, passenger amenities and station agents	1360	Other Operations Charges	$4,244	$637	$4,371	$656	$4,502	$675	$4,637	$696	$4,776	$716
Operation Charges		**Total 1300 (1310 - 1360)**	**$24,401**	**$3,660**	**$25,133**	**$3,770**	**$25,887**	**$3,883**	**$26,663**	**$3,999**	**$27,463**	**$4,119**
Includes premiums paid to insure the transit system against loss through damage to its own property and to indemnify the transit system and all financial and operational participants against loss from liability for its acts which cause damage to the person or property of others.	1410	Public Liability and Property Damage on Vehicles	$65,776	$9,866	$67,749	$10,162	$69,782	$10,467	$71,875	$10,781	$74,031	$11,105
Include charges other than on vehicles, including excess liability insurance, baggage and package express insurance and fire and theft insurance.	1420	Public Liability and Property Damage - Other than on Vehicles	$25,462	$3,819	$26,225	$3,934	$27,012	$4,052	$27,823	$4,173	$28,657	$4,299
Operation Charges		**Total 1400 (1410 - 1420)**	**$91,237**	**$13,686**	**$93,975**	**$14,096**	**$96,794**	**$14,519**	**$99,698**	**$14,955**	**$102,688**	**$15,403**
Vehicle registration and permit fees on all transit system and service vehicles.	1510	Vehicle Registration and Permit Fees	$849	$127	$874	$131	$900	$135	$927	$139	$955	$143
Discuss this with your District Project Manager	1520	Federal Fuel and Lubricant Taxes and Excise Taxes on Tires	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Include the transit share of any applicable real estate and property taxes and sales taxes.	1540	Other Taxes and Fees	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes and Fees		**Total 1500 (1510 - 1540)**	**$849**	**$127**	**$874**	**$131**	**$900**	**$135**	**$927**	**$139**	**$955**	**$143**
Refunds for fuel tax refunds are to be accounted in this line item as a NEGATIVE number.	1594	Fuel Tax Refunds	-$17,224	-$2,584	-$17,740	-$2,661	-$18,273	-$2,741	-$18,821	-$2,823	-$19,385	-$2,908
Any settlements received as the result of damage or loss to transit assets will be accounted for as a NEGATIVE expense in this line item.	1596	Insurance Reimbursement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
		TOTAL OPERATING BUDGET	**$2,090,682**	**$313,602**	**$2,153,402**	**$323,010**	**$2,218,004**	**$332,701**	**$2,284,545**	**$342,682**	**$2,353,081**	**$352,962**
Five Year Transit Sytem Plan -- Operating Budget	**Provider :** *Paul Bunyan Transit*											

Beltrami County, and one at-large. This JPA board acts as an advisory board to Paul Bunyan Transit and meets twice a year. The JPA guided the early development of Paul Bunyan Transit from 1999 until 2002, when Paul Bunyan became a separate fiscal agent from the City of Bemidji and Beltrami County.

Paul Bunyan Transit's organizational structure consists of an Executive Director who oversees day-to-day operations with direct staff including an Operations Manager, Financial Assistants, a Volunteer Driver Coordinator, and a Roseau Area Manager. Dispatchers, mechanics, and drivers report to the Operations Manager. With any future service enhancements, the organizational structure of Paul Bunyan Transit will continue to remain the same.

COORDINATION

Paul Bunyan Transit currently coordinates with community organizations and other transportation providers in its service area and beyond to leverage resources and help coordinate local and regional transportation, including:

- **Beltrami County Human Services:** Contracts with Paul Bunyan to coordinate and provide transportation to enrolled clients, along with private individuals needing service other than where the bus travels.
- **Headwaters Regional Development Commission (HRDC):** They received a Community Innovation Grant of $112,000 from the Bush Foundation to coordinate local transportation services for vulnerable people within Bemidji and Baudette, as well as a grant to run a Regional Transportation Coordinating Councils (RTCC).
- **North West Regional Development Commission (NWRDC) for Roseau and Warroad:** They are working with and developing the RTCC for that area.
- **Hubbard County Heartland Express:** Paul Bunyan coordinates with Hubbard County Heartland Express to provide dispatching service for the City of Park Rapids.
- **Bemidji Cab:** Paul Bunyan refers customers to Bemidji Cab if Paul Bunyan is unable to provide the service or the request is outside of Paul Bunyan's service hours or service area.
- **Occupational Training Centers (OTC) – Bemidji:** Paul Bunyan provides approximately 95% of transportation needs of clients of the OTC in the Bemidji area. OTC clients can purchase a discounted monthly work pass, tokens, or a punch pass for other rides within Paul Bunyan's service area.

- **Beltrami County Human Services:** Purchases Paul Bunyan tokens and passes for clients, as well as calls to reserve rides for them.
- **Boys and Girls Club of Bemidji:** Uses Paul Bunyan to transport their students to special events within the community or service area.
- **Developmental Achievement Center (DAC) of Bemidji:** Contracts with Paul Bunyan to provide rides for their clients from their homes to the DAC and other destinations.
- **Neilson Center and Elder Care Centers:** Coordinates rides or contracts for service with Paul Bunyan for community excursions such as Let's Go Fishing Day, shopping at the mall, community Christmas tour, fall leaf tour, and senior day at the park.
- **Jefferson Lines:** Paul Bunyan is a ticket agent for Jefferson Lines, an intercity bus carrier that provides transportation throughout Minnesota and the U.S.
- **Rural Minnesota Concentrated Employment Program (a job training and workforce development organizations):** Purchases tokens from Paul Bunyan to transport their clients for work training and employment opportunities within the service area.
- **Bemidji Bus Lines:** Paul Bunyan coordinates with the local charter bus company, Bemidji Bus Lines, by referring each other's services and helping each other when needed.
- **Focus (a day training and habilitation program for adults with developmental abilities in Roseau):** Contracts with Paul Bunyan to provide rides for their clients from their homes to the Roseau facility.

With any future service enhancements, coordination efforts will largely stay the same. However, extending existing weekday transit service and starting new commuter service would require coordination with employers whose employees would use the service. In addition, Paul Bunyan Transit should work to coordinate transit efforts with the tribal transit providers in the area, including the Leech Lake Band of Ojibwe, the Red Lake Band of Chippewa Indians, and the White Earth Nation.

CONNECTIONS

With any of the future service enhancements, there will not be any changes to Paul Bunyan Transit's current regional connections, as presented in Chapter IV.

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CHAPTER IX

Financial

INTRODUCTION

Paul Bunyan Transit's (PBT's) actual annual operating costs are shown in Table IX-1. In 2017, the transit system's operating budget was $1,407,368. Annual expenses for the system were reduced by farebox revenue and local contracts so that the net operating expenditures totaled $1,127,702. Other revenue was provided through federal, state, and local sources. Total operating revenue from these other sources exceeded net operating expenditures by $90,545 or 8% of the net operating budget. This reserve can be used to fund the local share of capital improvements or to compensate for potential future revenue short falls.

Table IX-1
Paul Bunyan Transit 2017 Annual Operating Budget

Expense and Revenue Categories	Amount	Percent of Net Expenditure
Operating Costs	-$1,407,368	
Farebox Revenue	$91,903	
Revenue from Contracts	$187,763	
Net Operating Expenditure	-$1,127,702	
Federal Revenue Share	$394,696	35%
State Revenue Share	$801,567	71%
Local Revenue	$398,868	19%
Excess Revenue (Reserve Account)	$90,545	8%

Source: 2016-2019 PBT Budget Analysis

Farebox revenue accounted for approximately 7% of the total (gross) operating costs.

BACKGROUND

Public transit programs operating in greater Minnesota receive funding from one federal and two state funds, as follows:

- U.S. Department of Transportation, Federal Transit Administration
- State General Fund Appropriations

- State Motor Vehicle Sales Tax (MVST)
- State Motor Vehicle Lease Sales Tax (MVLST)

All public transit programs also use local funds. Local funds are typically derived from the passenger farebox, local tax levies, and local contracts for service.

In rural Minnesota, transit providers like PBT receive federal funding through the Federal Transit Administration Section 5311 Non-Urbanized Area Formula Program. Section 5311 provides both capital and operating funds for rural and intercity public transit. MnDOT is responsible for distributing federal Section 5311 funds in the state.

The State General Fund and the Transit Assistance Fund are also distributed by MnDOT to greater Minnesota's public transit systems. The majority of state funding for transit providers comes from the Transit Assistance Fund, which receives revenue through the MVST and MVLST. Other state funding has historically been provided annually from the State General Fund.

Finally, local participation in funding transit services in rural areas is mandated. A statutory fixed-share funding formula sets a local share of operating costs by system classification (Elderly and Disabled, Rural, Small Urban, Urbanized area). For PBT, with a rural population (less than 2,500), a 15% local match is required.

Passenger farebox, local property taxes, local sales taxes, contracted route revenue, advertising revenue, or other program revenue are examples of local revenue sources that can provide the local match. State and federal funding for public transit covers the remaining 85% of operating costs in rural areas.

More information on transit funding in Minnesota is provided in Appendix C.

PAUL BUNYAN TRANSIT'S FINANCIAL HISTORY

Table IX-2 and Figure IX-1 represent the annual operating expenses and revenues for 2013 through 2016. Local share has remained steady each year at 15% of operating expenses. The federal share increased to a high of 39% of the operating expenses in 2015. No federal funds were allocated in 2016. To balance the federal share, State Motor Vehicle Tax revenue increased to a high of 63% in 2016 from approximately 35% in previous years. State General Fund revenues

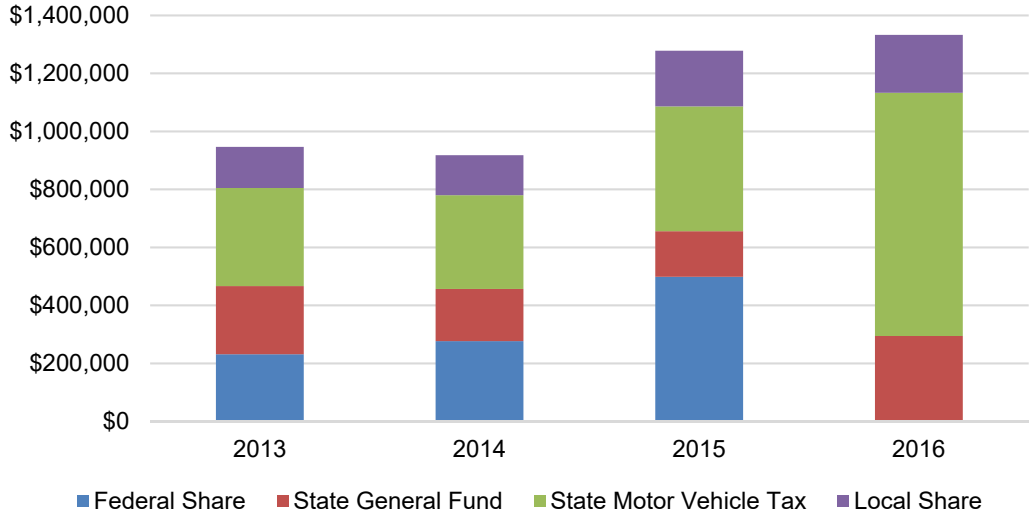
remained steady between 20% and 25% each year except 2015 when State General Fund revenues were 12% of total Operating Revenue for the system.

Table IX-2
Historical Annual Operating Expenses and Revenues

Year	Operating Expenses	Federal Share	State General Fund	State Motor Vehicle Tax	Local Share	Percentage of Local Share
2013	$946,398	$231,000	$235,072	$338,366	$141,960	15%
2014	$917,480	$276,597	$179,830	$323,432	$137,622	15%
2015	$1,277,886	$498,480	$156,863	$430,861	$191,683	15%
2016	$1,332,773	$0	$294,100	$838,757	$199,916	15%

Source: 2014, 2015, 2016, 2017 MnDOT Annual Transit Reports

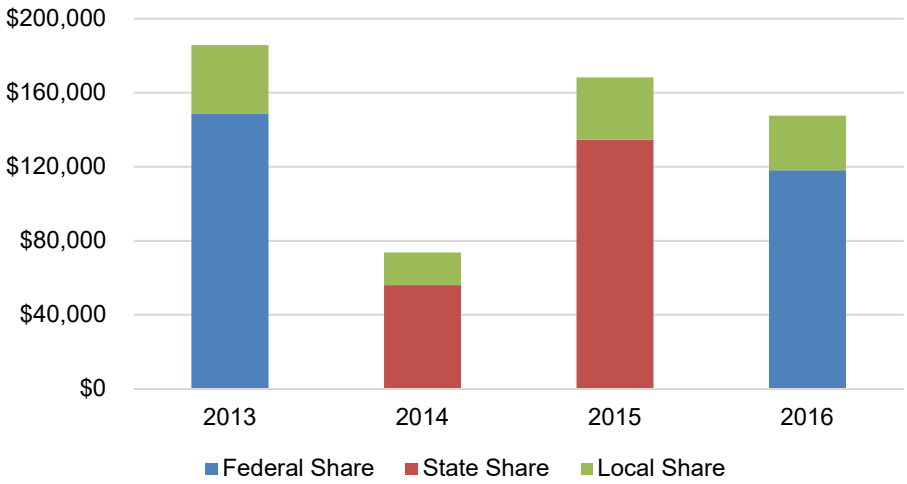
Figure IX-1
PBT Operating Revenue by Source



PBT made capital purchases of buses or vehicles each year. Local funds were provided for each purchase in combination with federal or state funds.

Table IX-3 Historic Capital Expenses and Revenues					
Year	Asset Category	Total Expenditures	Federal Share	State Share	Local Share
2013	Buses	$185,702	$148,561	$0	$37,140
2014	Buses	$73,638	$0	$56,000	$17638
2015	Vehicles	$168,265	$0	$134,612	$33,652
2016	Buses	$147,576	$118,061	$0	$29,515
Source: 2014, 2015, 2016, 2017 MnDOT Annual Transit Reports					

Figure IX-2
PBT Annual Capital Revenue By Source



UNCONSTRAINED PLAN COSTS

The MnDOT Investment and Strategic Plan 2017 supports the state legislature target of meeting 90% of public transit need in greater Minnesota by 2025. As the population for greater Minnesota grows and ages, the need for public transit also increases. According to the mobility gap methodology, PBT is meeting the legislative goal.

Unconstrained Approach and Timeline to Enhance Service

Although PBT is meeting the legislative goal, the system recognizes that there are still opportunities to expand. The system has discussed several options for expanding services to achieve the legislative goal for service. The service enhancements under consideration are as follows:

- Option 1: Saturday service in Roseau.
- Option 2: Evening service in Bemidji.
- Option 3: Route deviation service within Bemidji.
- Option 4: Sunday service in Bemidji.

Expanding PBT's service to include all of the potential service expansion options would provide an estimated 14,092 additional annual passenger-trips so that the system would provide 134,807 trips per year (approximately 420 trips per day of operation) which is above the legislative goal of 120,558 annual passenger-trips (374 trips per day of operation).

Table IX-4 illustrates the projected annual ridership, operating costs, and productivity measures associated with each of the potential service enhancements. Each of the service enhancement options requires additional operating dollars.

Table IX-4
PBT System Projected Performance

Option	Passenger-Trips	Annual Operating Cost	Revenue Hours	Passenger-Trips per Hour	Cost per Hour	Cost per Passenger-Trip
Status Quo Service (2017)	120,715	$1,600,000	26,308	4.6	$60.82	$13.25
Option 1 - Saturday service in Roseau	1,404	$28,463	468	3.0	$60.82	$20.27
Option 2 - Evening service in Bemidji	1,690	$41,113	676	2.5	$60.82	$24.33
Option 3 – Route deviation service within Bemidji	9,828	$170,777	2,808	3.5	$60.82	$17.38
Option 4 - Sunday service in Bemidji	1,170	$28,463	468	2.5	$60.82	$24.33

Source: LSC, March 2019.

Table IX-5 illustrates the projected annual operating and capital costs as each of the service enhancement options are implemented and sustained over a five-year horizon. Estimated costs for each option are compared to PBT's projected annual costs of continuing with the status quo service through 2025. Annual projected operating costs for the service enhancements are inflated by 3% each year. As illustrated in the table, the unconstrained implementation plan cumulative costs over a five-year period are significantly higher than PBT's current budget.

Table IX-6
Constrained Operating and Capital Budget

	Projected 2019	%	Projected 2020	% chg	Projected 2021	% chg	Projected 2022	% chg	Projected 2023	% chg	Projected 2024	% chg	Projected 2025	% chg
Costs														
Total Status Quo Operating Costs	$1,902,707		$1,959,788	3%	$2,018,582	3%	$2,079,139	3%	$2,141,513	3%	$2,205,759	3%	$2,271,932	3%
Operating Costs for Service Enhancement Options														
New Staff Costs - Compliance, Financial Manager, and Dispatch			$90,450		$93,164		$95,958		$98,837		$101,802		$104,856	
Option 1 - Saturday service in Roseau														
Option 2 - Evening service in Bemidji							$47,660		$49,090		$50,563		$52,079	
Option 3 - Route deviation service within Bemidji													$216,334	
Option 4 - Sunday service in Bemidji														
Total Operating Costs	**$1,902,707**		**$2,050,238**		**$2,111,745**		**$2,222,758**		**$2,289,441**		**$2,358,124**		**$2,645,201**	
Capital Costs														
Replacement Vehicles			$176,000		$182,000		$188,000		$194,000		$200,000		$206,000	
Cameras			$15,000											
Facility Planning/Design/Construction - Roseau			$50,000		$60,000		$600,000							
Facility Planning/Design/Construction - Bemidji					$50,000		$50,000		$400,000					
Total Capital Costs	**$0**		**$241,000**		**$292,000**		**$838,000**		**$594,000**		**$200,000**		**$206,000**	
Total Capital and Operating Costs	**$1,902,707**		**$2,291,238**		**$2,403,745**		**$3,060,758**		**$2,883,441**		**$2,558,124**		**$2,851,201**	
Revenues														
Refunds (Fuel Tax, Insurance, Other)	$8,500		$11,000		$10,559		$11,114		$11,447		$11,791		$13,226	
Fare Revenue	$115,000		$130,813		$105,587		$111,138		$114,472		$117,906		$132,260	
Net Operating Costs	**$1,779,207**		**$1,908,426**		**$1,995,599**		**$2,100,506**		**$2,163,521**		**$2,228,427**		**$2,499,715**	
Local Share - Including new contracts for service (employers, etc.)	$266,881	15%	$286,264	7%	$299,340	5%	$315,076	5%	$324,528	3%	$334,264	3%	$374,957	12%
Federal Share	$533,762	30%	$572,528	7%	$598,680	5%	$630,152	5%	$649,056	3%	$668,528	3%	$749,915	12%
Total State Share	$978,564	55%	$1,049,634	7%	$1,097,580	5%	$1,155,278	5%	$1,189,937	3%	$1,225,635	3%	$1,374,843	12%
Capital Federal Share			$192,800				$670,400				$160,000			
Capital State Share					$233,600				$475,200				$164,800	
Capital Local Share			$48,200		$58,400		$167,600		$118,800		$40,000		$41,200	
Total Revenue														
Total Operating Revenue	**$1,902,707**		**$2,050,238**		**$2,111,745**		**$2,222,758**		**$2,289,441**		**$2,358,124**		**$2,645,201**	
Total Capital Revenue			**$241,000**		**$292,000**		**$838,000**		**$594,000**		**$200,000**		**$206,000**	
Total Capital and Operating Revenue			**$2,291,238**		**$2,403,745**		**$3,060,758**		**$2,883,441**		**$2,558,124**		**$2,851,201**	
Excess Revenue Fund/Shortfall	**$0**		**$0**		**$0**		**$0**		**$0**		**$0**		**$0**	

Source: Projected revenue percentages in 2019 are based on historical allocations.

In 2021, implementation of Option 2, in addition to continuation of basic services would represent a 2% increase in annual operating expenses compared to just continuing status quo services.

In 2022, the 2021 service enhancement will continue and PBT will add Option 1. Sustaining these services will result in the annual operating budget increase of 3% above the status quo operating costs.

In 2023, Options 3 and 4 will be added to the PBT services. If all services enhancements are implemented and the capital plan that is currently in place to support status quo service continues, PBT's cumulative funding gap for the five-year period (2020 through 2025) will be approximately $953,000. The annual funding gap ranges from approximately $41,000 in 2020 to $289,000 in 2025.

Without identified funding to cover the costs of expanded services, PBT will not be in a position to implement the service enhancements. Additional funding above and beyond the annual projected status quo operating budget is necessary to support each enhancement. Potential funding sources include state and federal grants, additional contract revenue, local government; and other local match from businesses, agencies, medical facilities, and faith-based organizations will be necessary if service enhancements are implemented.

CONSTRAINED FIVE-YEAR FINANCIAL PLAN

At the time of this report, no additional funding sources had been identified to support the service enhancements previously described. To continue its goal of meeting transportation needs, PBT would consider implementing Option 2, evening service in Bemidji in 2022. Operating costs are more than $42,000 per year for this option. Therefore, implementation is projected for 2022 to allow PBT time to identify additional revenue for the service expansion.

By 2024, PBT will work toward implementation of a route deviation service in Bemidji. Annual operating costs for the deviated fixed route are estimated at approximately $176,000. This service enhancement is intended to improve the efficiency of service in town and ultimately boost ridership by as much as 9,800 trips per year.

Table IX-6 presents a five-year constrained budget illustrating the implementation of Options 2 and 3, in addition to continuing status quo service. Potential funding scenarios for the service enhancements are identified. System revenues are projected based on historical totals. Similarly, state, federal, and local shares are projected based on historical trends. PBT would need to identify additional contract revenue from employers, medical facilities, and/or additional matching funds from local governments in the service area that are benefiting from the expansion. This additional revenue is estimated at approximately 2% to 10% of net operating costs each year. The dollar amount of additional revenue needed will increase each year as operating costs increase. For example, the additional local share (including new contracts) revenue needed to support the change in service for 2022 is 5% more than the contract revenue needed in 2021. The year 2024 will require the most significant increases in additional revenue (11%).

CONCLUSION

PBT is meeting the legislative goal for ridership. However, the system continues to seek opportunities to provide service to meet the growing needs of the service area. In order to implement service enhancements, PBT will need to identify additional revenue sources. If PBT is able to identify additional operating funds, any of the service enhancement options would become appropriate for implementation.

Table IX-6
Constrained Operating and Capital Budget

	Projected 2019	%	Projected 2020	% chg	Projected 2021	% chg	Projected 2022	% chg	Projected 2023	% chg	Projected 2024	% chg	Projected 2025	% chg
Costs														
Total Status Quo Operating Costs	$1,902,707		$1,959,788	3%	$2,018,582	3%	$2,079,139	3%	$2,141,513	3%	$2,205,759	3%	$2,271,932	3%
Operating Costs for Service Enhancement Options														
New Staff Costs - Compliance, Financial Manager, and Dispatch			$90,450		$93,164		$95,958		$98,837		$101,802		$104,856	
Option 1 - Saturday service in Roseau														
Option 2 - Evening service in Bemidji							$47,660		$49,090		$50,563		$52,079	
Option 3 - Route deviation service within Bemidji													$216,334	
Option 4 - Sunday service in Bemidji														
Total Operating Costs	**$1,902,707**		**$2,050,238**		**$2,111,745**		**$2,222,758**		**$2,289,441**		**$2,358,124**		**$2,645,201**	
Capital Costs														
Replacement Vehicles			$176,000		$182,000		$188,000		$194,000		$200,000		$206,000	
Cameras			$15,000											
Facility Planning/Design/Construction - Roseau			$50,000		$60,000		$600,000							
Facility Planning/Design/Construction - Bemidji					$50,000		$50,000		$400,000					
Total Capital Costs	**$0**		**$241,000**		**$292,000**		**$838,000**		**$594,000**		**$200,000**		**$206,000**	
Total Capital and Operating Costs	**$1,902,707**		**$2,291,238**		**$2,403,745**		**$3,060,758**		**$2,883,441**		**$2,558,124**		**$2,851,201**	
Revenues														
Refunds (Fuel Tax, Insurance, Other)	$8,500		$11,000		$10,559		$11,114		$11,447		$11,791		$13,226	
Fare Revenue	$115,000		$130,813		$105,587		$111,138		$114,472		$117,906		$132,260	
Net Operating Costs	**$1,779,207**		**$1,908,426**		**$1,995,599**		**$2,100,506**		**$2,163,521**		**$2,228,427**		**$2,499,715**	
Local Share - Including new contracts for service (employers, etc.)	$266,881	15%	$286,264	7%	$299,340	5%	$315,076	5%	$324,528	3%	$334,264	3%	$374,957	12%
Federal Share	$533,762	30%	$572,528	7%	$598,680	5%	$630,152	5%	$649,056	3%	$668,528	3%	$749,915	12%
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Capital Federal Share			$192,800				$670,400				$160,000			
Capital State Share					$233,600				$475,200				$164,800	
Capital Local Share			$48,200		$58,400		$167,600		$118,800		$40,000		$41,200	
Total Revenue														
Total Operating Revenue	**$1,902,707**		**$2,050,238**		**$2,111,745**		**$2,222,758**		**$2,289,441**		**$2,358,124**		**$2,645,201**	
Total Capital Revenue			**$241,000**		**$292,000**		**$838,000**		**$594,000**		**$200,000**		**$206,000**	
Total Capital and Operating Revenue			**$2,291,238**		**$2,403,745**		**$3,060,758**		**$2,883,441**		**$2,558,124**		**$2,851,201**	
Excess Revenue Fund/Shortfall	**$0**		**$0**		**$0**		**$0**		**$0**		**$0**		**$0**	

Source: Projected revenue percentages in 2019 are based on historical allocations.

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CHAPTER X

Agency Strategic Direction

The five-year planning process included all of the rural transit service providers (FTA Section 5311) in Greater Minnesota. The process of developing the five-year transit system plans was the first for 5311 providers in Greater Minnesota. The Plan identifies and quantifies the transit services being operated around the state, which varies greatly, and identifies potential areas for improvement, expansion and regional transit and mobility coordination. Transit services are subject to many federal and state guidelines, which may impact how improvements, expansion, and coordination is implemented. This section describes both overarching areas of potential improvement and opportunities identified across the state, as well as those specific to Paul Bunyan Transit, including local, state, and federal requirements.

REQUIREMENTS

The provision of transit service is subject to many local, state and federal guidelines.

Federal Transit Authority (FTA)

FTA Section 5311 provides formula-based grants to support rural areas for transit capital, planning, and operating assistance[1]. Guidance on the grant, requirements, compliance and the application process is available online[2] and through MnDOT Office of Transit and Active Transportation (OTAT)[3].

The FTA is one of the funders for rural transit service in Greater Minnesota. MnDOT operates as the primary recipient of FTA Section 5311 funds. As such, all Greater Minnesota transit service providers (sub recipients) receiving FTA Section 5311 funds, is facilitated through MnDOT as the recipient. MnDOT assists in compliance to FTA regulations. FTA regulations such as: training,

[1] https://www.transit.dot.gov/rural-formula-grants-5311
[2] https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/formula-grants-rural-areas-program-guidance-and-application
[3] https://www.dot.state.mn.us/transit/

safety, maintenance, service, and procurement. Any contracted service by transit agencies, including taxi services, must also comply with FTA requirements.

FTA also requires compliance with the American's with Disabilities Act (ADA), Olmstead Plan, and Title VI, described in more detail below.

Paul Bunyan Transit appears to meet all FTA requirements, and no specific provider issues were identified as part of this plan.

Olmstead Plan

In 1999, the Supreme Court affirmed that mental illness is a type of disability, that individuals with disabilities, including those with mental illness, have a right to live in their communities as opposed to forcing institutionalization, and are covered by the Americans Disabilities Act of 1990 (ADA) in *Olmstead vs. L.C and E.W*[4]. The State of Minnesota is one of the more progressive states in instituting a specific Olmstead Plan. Minnesota's Olmstead Plan was updated most recently in March 2018[5].

For transit providers in Greater Minnesota, the Olmstead Plan requires that people with disabilities, including those with mental illness, are covered by the same requirements of the Americans with Disabilities Act. It means that the level of transit service available to the general public (the span of service, frequency of service, and service area coverage) is also available to people with disabilities, including mental illness. It also means that social and human service agencies and public transit agencies should coordinate as much as possible to provide service to individuals with disabilities.

Paul Bunyan Transit follows the Olmstead Plan and coordinates and communicates with local DACs and mental health social service organizations that need transportation services.

Title VI

FTA requires all recipients and sub recipients to comply with U.S. Department of Transportation Title VI regulations, based on the Title VI of the Civil Rights Act

[4] https://supreme.justia.com/cases/federal/us/527/581/
[5] https://www.dhs.state.mn.us/olmstead/

of 1964. Title VI requirements for transit services are generally related to supplying language access to persons with limited English proficiency (LEP)[6]. In Greater Minnesota, MnDOT is the primary recipient of FTA funds, so all the Section 5311 transit service providers are sub recipients. Thus, MnDOT has the primary responsibility for Title VI compliance. MnDOT may request information related to Title VI compliance, including language assistance plans or activities, public participation plans or activities including language access, etc., from the transit service providers as needed.

In Greater Minnesota, with primarily deviated fixed route and demand response service, Title VI responsibilities pertain to identifying communities with limited English proficiency and providing materials and outreach in appropriate languages.

For reference go to MnDOT's website:
https://www.dot.state.mn.us/civilrights/titlevi.html

Paul Bunyan Transit has not seen much growth or change in non-English speakers and there is not a significant presence of non-English speakers in the communities served by Paul Bunyan.

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) of 1990 is designed to prohibit discrimination based on disability. In terms of FTA and the provision of transit service, the ADA is structured to ensure equal opportunity and access for persons with disabilities[7]. ADA requirements apply to facilities, vehicles, equipment, bus stops, level of service, fares, and provision of service.

In Greater Minnesota, with most service provided via deviated fixed route or demand response, most service-related requirements (i.e. complementary paratransit service associated with fixed route service) are inherently met by mode. Any contracted service by transit agencies, including taxi services, must also comply with FTA and ADA requirements.

[6] https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/FTA_Title_VI_FINAL.pdf
[7] https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/Final_FTA_ADA_Circular_C_4710.1.pdf

MnDOT defines the types of vehicles that are available for service provision in Greater Minnesota. All of the vehicles on the list are ADA compliant. Any new facilities or bus stops must be constructed to be ADA compliant. All transit service providers must complete required training.

Service provision-related equivalencies include the following for demand response service:

- The response time, fares, geographic area of service, hours and days of service, trip purpose restrictions, and availability of information and reservations capability must be the same for all riders, including those with disabilities
- With regard to capacity denials (denials within the existing service parameters in the above bullet); denials are allowed for demand response service, as long as the frequency of denials is the same as the frequency for riders without disabilities
- Any priority given to persons with disabilities or higher levels of service is a local decision
- Requirements for demand response service are different than those required for ADA complementary paratransit associated with fixed route service

Service provision-related practices include the following for deviated fixed route service:

- Route deviation policies, including distance and availability, must be advertised
- Establish a reasonable service area in which deviations are permitted (e.g. ¾ mile)
- Establish reasonable limits on numbers of deviations per trip to ensure that the fixed route portion of the service is able to operate on-time
- Apply reasonable surcharges for deviations (e.g. deviation surcharges no more than twice the base fare)

There were no specific ADA issues identified for Paul Bunyan Transit.

Agency

MnDOT is responsible for making sure each provider (sub recipient) complies with FTA Section 5311 requirements. MnDOT also has additional requirements to support the transit service providers.

- Data Tracking
    - Service data for National Transit Database (NTD)
        - Monthly and annually
        - By mode
    - Grant management
    - Fleet inventory / Facility inventory
    - Denials
        - Capacity
        - Unmet Need
    - On-Time Performance (pick-up window)
    - Percent of communities with baseline span of service
    - Performance metrics (required, but not tracked)
        - Passengers per hour
        - Cost per service hour
        - Cost per trip
        - Others (3; at the discretion of the transit service provider)

MnDOT reports annual NTD statistics and also created and maintains the Transit Asset Management (TAM) Plan for all FTA Section 5311 transit service providers.

For reference, the MnDOT TAM Plan is available at this website: http://www.dot.state.mn.us/transit/reports/transit-report/pdf/OTAT%20TAM%20Plan%2010-1-18.pdf.

Paul Bunyan Transit follows the guidance and requirements set forth by MnDOT and is in compliance with these requirements. New policies and procedures are developed are necessary to address issues or as required by MnDOT, FTA, or other applicable regulatory agencies. In addition to the required policies and procedures, Paul Bunyan Transit has a Rider Guide that provides tips for riding, rules of the bus, reservation requirements, and no-show policy.

CHALLENGES

Like many rural transit providers in Minnesota, Paul Bunyan Transit faces the challenge of finding enough local funding in order to implement additional transit

services. Even if MnDOT provides their typical funding, Paul Bunyan Transit still faces the challenge of acquiring the local match.

In 2017, Paul Bunyan Transit's local match was 15%, or approximately $240,000. In order to implement the service options discussed in Chapters VIII and IX, would require the following:

- Adding Saturday service in Roseau would require an additional $4,300 per year in local match.
- Adding evening service in Bemidji would require an additional $6,200 per year in local match.
- Adding fixed-route service in Bemidji would require an additional $25,600 per year in local match.
- Adding Sunday service in Bemidji would require an additional $4,300 per year in local match.

CHAPTER XI

Increasing Transit Use for Agency

EXISTING MARKETING EFFORTS

As described in Chapter III, Paul Bunyan Transit currently uses a community-based, low-cost marketing approach to get information out about the service, including:

- Social media through Facebook and Twitter
    - Facebook (@PaulBunyanTransit) currently has over 260 likes and is followed by over 275 followers
    - Twitter (@PBTransit) which has over 1,150 likes and 110 followers
- Online schedule and service information incorporated into the Paul Bunyan website (www.paulbunyantransit.com)
- Advertising on local TV, newspaper, and radio
- A variety of printed brochures and flyers that highlight each of the different services provided by Paul Bunyan.
- Targeted marketing to seniors, hosting a booth at the Senior Expo and providing a bus to and from the event.
- Targeted summer youth marketing through a summer activity pass that provides free student rides during the summer months.

MARKETING ACTION PLAN

To increase ridership, Paul Bunyan Transit should consider the following marketing approaches:

- Continue ongoing marketing efforts and work to promote any new or modified service changes
- Continue having a strong website by providing a variety of important information about services and direct links to social media accounts
    - Consider creating a series of "how-to-ride" videos on the website including how to load a bike on the bike rack, how to board the bus using a wheelchair, how to pay using the farebox, appropriate bus etiquette, etc.

- Implementing a real-time bus location application so passengers can be well informed and able to track the current location of their transit vehicle, as well as receive real-time predictions and reminders for pick-ups

Additional marketing strategies are available through the following resources:

- **TCRP Report 50: A Handbook of Proven Marketing Strategies for Public Transit** – a resource for transit agencies that identifies, describes, and assesses proven low-cost and cost-effective marketing techniques and strategies. The report is available for free on the Transit Research Board's website: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_50-a.pdf.
- **TCRP Report 122: Understanding How to Motivate Communities to Support and Ride Public Transportation** – a study exploring the methods and strategies used by public transportation agencies in the United States and Canada to enhance their public images and motivate the support and use of public transportation. The report also identifies effective communication strategies, campaigns, and platforms for motivating individuals to support public transportation, as well as ways to execute those communication strategies, campaigns, and platforms. The report is available for free on the Transit Research Board's website: http://www.trb.org/Main/Public/Blurbs/159756.aspx.
- **TCRP Report 168: Travel Training for Older Adults** – a handbook presenting a comprehensive roadmap for designing a travel training program to meet the mobility needs of older persons. The report is available for free on the Transit Research Board's website: http://www.trb.org/Publications/Blurbs/171323.aspx.
- **National Rural Transit Assistance Program (National RTAP) Marketing Transit Toolkit** – a resource designed as to be a comprehensive and practical guide for rural and tribal public transportation agencies to develop and implement successful marketing programs for their systems. The toolkit is available for free on their website: http://nationalrtap.org/marketingtoolkit/.

APPENDIX A

Transit Asset Management

Transit Asset Management (TAM) in MnDOT's Office of Transit and Active Transportation (OTAT) provides consistent, accountable, and transparent program guidance for all Greater Minnesota transit providers. The National TAM System Final Rule (49 U.S.C. 625) requires that all agencies that receive federal financial assistance under 49 U.S.C. Chapter 53 and own, operate, or manage capital assets used in the provision of public transportation create a TAM Plan. TAM staff and the TAM Plan aid in the decision-making process of balancing asset needs and demands for rolling stock, facilities, and equipment. Rolling stock mainly includes revenue bus vehicles and no rail vehicles. Equipment mainly includes non-revenue service vehicles. Facilities range from general purpose maintenance and overnight storage facilities to combined administrative and maintenance facilities including service and inspection.

Maintenance Plans for both facilities and vehicles are key to understanding and documenting how transit systems are maintaining their assets. Thus having updated and relevant Maintenance Plans that are specific to the asset have been identified as a key component. Another key tool for making decisions about assets is the annual inspections conducted by OTAT personnel. This not only helps MnDOT understand that systems are maintaining their fleets per their Vehicle Maintenance Plans, it also lets MnDOT see firsthand the condition of the fleet in the field. The inspection also aids in keeping MnDOT in the loop on what issues the transit systems are facing regarding their fleet. Likewise, for transit facilities, MnDOT visits each federally funded facility as well as state funded facility and conducts an annual facility review. This allows MnDOT to verify that transit systems are maintaining their facility per their Facility Maintenance Plan and allows MnDOT to verify any issues with a facility.

To further enhance the TAM Plan, MnDOT added a Transit Asset Management module to the BlackCat Grants Managements System in 2017 that allows greater tracking of assets. Additionally, MnDOT completed an update to its TAM Plan in 2018 that included an inventory of the number and type of capital assets, a

condition assessment of those inventoried assets for which a provider has direct capital responsibility, a description of analytical processes or decision-support tools that a provider uses to estimate capital investment needs over time and develop its investment prioritization, a discussion of prioritization investment direction, and plan implementation strategies and recommendations including how OTAT will monitor, update, and evaluate, as needed, the statewide 5311 TAM Plan and related business practices, to ensure the continuous improvement of its TAM practices.

Prior to 2020, fleet assets were prioritized based on life expectancy. For this FYTSP, the assets are identified for replacement based on the submitted Transit Asset Management plan submitted to FTA on October 1, 2018.

APPENDIX B

Glossary of Terms/Concepts

Access: The opportunity to reach a given destination within a certain timeframe or without significant physical, social, or economic barriers.

Accessible vehicle: A public transportation vehicle that does not restrict access, is usable and provides allocated space and/or priority seating for individuals who use mobility devices.

Active Status: The vehicle is regularly used to provide public transit, revenue-generating service. The vehicle may have reached the useful life, bus has not been replaced. The vehicle is tracked for trips, miles, hours, etc.

Americans with Disabilities Act (ADA): The Americans with Disabilities Act, passed in July 1991, gave direction to local transit agencies to ensure full access to transportation for persons with disabilities.

Backup Status: The vehicle has reached useful life and been replaced. The vehicle remains part of the fleet inventory and used to provide public transit service.

Capital Cost: The cost of equipment and facilities required to support transportation systems including: vehicles, radios, shelters, software, etc.

Central Transfer Point: A central meeting place where routes or zonal demand-responsive buses intersect so that passengers may transfer. Routes are often timed to facilitate transferring and depart once passengers have had time to transfer. When all routes arrive and depart at the same time, the system is called a ***pulse system.*** The ***central transfer point*** simplifies transfers when there are many routes (particularly ***radial routes***), several different modes, and/or paratransit zones. A downtown retail area is often an appropriate site for a ***central transfer point,*** as it is likely to be a popular ***destination,*** a place of traffic congestion and limited parking, and a place where riders are likely to feel safe waiting for the next bus. Strategic placement of the transfer point can attract riders to the

system and may provide an opportunity for joint marketing promotions with local merchants.

Circulator: A bus that makes frequent trips around a small geographic area with numerous stops around the route. It is typically operated in a downtown area or area attracting tourists, where parking is limited, roads are congested, and ***trip generators*** are spread around the area. It may be operated all-day or only at times of ***peak*** demand, such as rush hour or lunchtime.

Commuter Bus Service: Transportation designed for daily, round-trip service, which accommodates a typical 8-hour, daytime work shift (e.g., an outbound trip arriving at an employment center by 8 a.m., with the return trip departing after 5 p.m.).

Coordination: Coordination means pooling the transportation resources and activities of several agencies. The owners of transportation assets talk to each other to find ways to mutually benefit their agencies and their customers. Coordination models can range in scope from sharing information, to sharing equipment and facilities, to integrated scheduling and dispatching of services, to the provision of services by only one transportation provider (with other former providers now purchasing services). Coordination may involve human service agencies working with each other or with public transit operations.

Cost Effectiveness: Cost effectiveness is the cost per passenger trip. More precisely, it is the amount of money a transit agency spends to provide its service (either as a system or a particular mode of travel, such as bus or rail) divided by the total number of passenger trips. This only takes into account what it costs to provide the service, and does not deduct fare revenues from the cost of providing the service.

Dedicated Funding Source: A funding source which by law, is available for use only to support a specific purpose and cannot be diverted to other uses; e.g., the federal gasoline tax can only be used for highway investments and, since 1983, for transit capital projects.

Demand-Responsive Service: Service to individuals that is activated based on passenger requests. Usually passengers call the scheduler or dispatcher and

request rides for dates and times. A trip is scheduled for that passenger, which may be canceled by the passenger. Usually involves curb-to-curb or door-to-door service. Trips may be scheduled on an advanced reservation basis or in "real-time." Usually smaller vehicles are used to provide demand responsive service. This type of service usually provides the highest level of service to the passenger but is the most expensive for the transit system to operate in terms of cost per trip. In rural areas with relatively high populations of elderly persons and persons with disabilities, demand-responsive service is sometimes the most appropriate type of service. Sub-options within this service type are discussed in order of least structured to most structured, in terms of routing and scheduling.

- ***Pure Demand-Responsive Service:*** Drivers pick-up and drop-off passengers at any point in the service area, based on instructions from the dispatcher. In pure demand responsive systems, the dispatcher combines immediate requests, reservations, and subscription service for the most efficient use of each driver's time.

- ***Zonal Demand-Responsive Service:*** The service area is divided into zones. Buses pick-up and drop-off passengers only within the assigned zone. When the drop-off is in another zone, the dispatcher chooses a meeting point at the zone boundary for passenger transfer or a central transfer is used. This system ensures that a vehicle will always be within each zone when rides are requested.

- ***Flexibly Routed and Scheduled Services:*** Flexibly routed and scheduled services have some characteristics of both fixed route and demand-responsive services. In areas where demand for travel follows certain patterns routinely, but the demand for these patterns is not high enough to warrant a fixed route, service options such as checkpoint service, point deviation, route deviation, service routes, or subscription service might be the answer. These are all examples of flexible routing and schedules, and each may help the transit system make its demand-responsive services more efficient while still maintaining much of the flexibility of demand responsiveness.

Dial-A-Ride Service: A name that is commonly used for demand-responsive service. It is helpful in marketing the service to the community, as the meaning of "dial-a-ride" may be more self-explanatory than "demand-responsive" to someone unfamiliar with transportation terms.

Disposed Bus: Bus that has been completely properly disposed of based on required documents submitted. The vehicle is NO longer owned by the transit service provider or included in the fleet inventory. It is not used to provide public transit service.

Express Bus Service: Express bus service characteristics include direct service from a limited number of origins to a limited number of destinations with no intermediate stops. Typically, express bus service is fixed route/fixed schedule and is used for longer distance commuter trips. The term may also refer to a bus which makes a limited number of stops while a local bus makes many stops along the same route but as a result takes much longer.

Farebox Recovery Ratio: The percentage of operating costs covered by revenue from fares and contract revenue (total fare revenue and total contract revenue divided by the total operating cost).

Fares: Revenue from cash, tickets and pass receipts given by passengers as payment for public transit rides.

Federal Transit Administration (FTA): An operating administration within the United States Department of Transportation that administers federal programs and provides financial assistance to public transit.

Feeder Service: Local transportation service that provides passengers with connections to a longer-distance transportation service. Like ***connector service,*** feeder service is service in which a ***transfer*** to or from another transit system, such as an ***intercity bus*** route, is the focal point or primary destination. **Fixed Route:** Transportation service operated over a set route or network of routes on a regular time schedule.

Goal: A community's statement of values for what it wants to achieve.

Headway: The length of time between vehicles moving in the same direction on a route. Headways are called short if the time between vehicles is short and long if the time between them is long. When headways are short, the service is said to be operating at a high frequency; if headways are long, service is operating at a low frequency.

Intercity Bus Service: Regularly scheduled bus service for the public that operates with limited stops over fixed routes connecting two or more urban areas not near, that has the capacity for transporting baggage carried by passengers, and that makes meaningful connections with scheduled intercity bus service to more distant points, if such service is available. Intercity bus service may include local and regional ***feeder services***, if those services are designed expressly to connect to the broader intercity bus network.

MAP-21: Moving Ahead for Progress in the 21st Century Act, signed into law in July 2012. MAP21 established surface transportation funding programs for federal fiscal years 2013 and 2014.

Measure: A basis for comparison, or a reference point against which other factors can be evaluated.

Motor Vehicle Sales Tax (MVST): A source of revenue for Minnesota public transit. The percentages of this revenue source designated for metropolitan area and Greater Minnesota transit are defined in Minn. Stat. 297B.09.

Operating Expenditures: The recurring costs of providing transit service; e.g., wages, salaries, fuel, oil, taxes, maintenance, insurance, marketing, etc.

Operating Revenue: The total revenue earned by a transit agency through its transit operations. It includes passenger fares, advertising and other revenues.

Paratransit Service: "Paratransit" means the transportation of passengers by motor vehicle or other means of conveyance by persons operating on a regular and continuing basis and the transportation or delivery of packages in conjunction with an operation having the transportation of passengers as its primary and predominant purpose and activity but excluding regular route transit. "Paratransit" includes transportation by car pool and commuter van,

point deviation and route deviation services, shared-ride taxi service, dial-a-ride service, and other similar services.

Performance Indicator: An indicator is a metric that provides meaningful information about the condition or performance of the transportation system but is neither managed to nor use to evaluate the effectiveness of policies, strategies or investments.

Performance Measure: A performance measure is a metric that measures progress toward a goal, outcome or objective. This definition covers metrics used to make decisions or evaluate the effectiveness or adequacy of a policy, strategy or investment.

Performance Target: A target is a specific performance level representing the achievement of a goal, outcome or objective

Point Deviation Service: A type of flexible route transit service in which fixed scheduled stops (points) are established but the vehicle may follow any route needed to pick-up individuals along the way if the vehicle can make it to the fixed points on schedule. This type of service usually provides access to a broader geographic area than does fixed route service but is not as flexible in scheduling options as demand-responsive service. It is appropriate when riders change from day to day but the same few destinations are consistently in demand. Also, sometimes called checkpoint service.

Public Transportation: Transportation service that is available to any person upon payment of the fare either directly, subsidized by public policy, or through some contractual arrangement, and which cannot be reserved for the private or exclusive use of one individual or group. "Public" in this sense refers to the access to the service, not to the ownership of the system that provides the service.

Revenue Hours: The number of transit vehicle hours when passengers are being transported. Calculated by taking the total time when a vehicle is available to the public with the expectation of carrying passengers. Excludes deadhead hours, when buses are positioning but not carrying passengers, but includes recovery/layover time.

Ridership: The total of all unlinked passenger trips including transfers.

Ridesharing: A form of transportation, other than public transit, in which more than one person shares the use of a vehicle, such as a van or car, to make a trip. Variations include carpooling or vanpooling.

Route Deviation Service: Transit buses travel along a predetermined alignment or path with scheduled time points at each terminal point and in some instances at key intermediate locations. Route deviation service is different than conventional fixed route bus service in that the vehicle may leave the route upon requests of passengers to be picked-up or returned to destinations near the route. Following an off-route deviation, the vehicle typically returns to the point at which it left the route. Passengers may call in advance for route deviation or may access the system at predetermined route stops. The limited geographic area within which the vehicle may travel off the route is known as the route deviation corridor.

Seating Capacity: The number of seated passengers, which the vehicle is designed to carry and for which seat positions are provided. The seating capacity is identified on a plate placed on the driver's door. The plate illustrates seats X where X is the number of seating positions provided in the vehicle including the driver's position.

Section 5304 (State Transportation and Planning Program): The section of the Federal Transit Act of 1991, as amended, that provides financial assistance to the states for purposes of planning, technical studies and assistance, demonstrations, management training and cooperative research activities.

Section 5307 (Urbanized Area Formula Program): The section of the Federal Transit Act of 1991, as amended, that authorizes grants to public transit systems in urban areas with populations of more than 50,000 for both capital and operating projects. Based on population and density figures, these funds are distributed directly to the transit agency from the FTA.

Section 5310 (Enhanced Mobility for Seniors and Persons with Disability): The section of the Federal Transit Act of 1991, as amended, that provides grant funds for the purchase of accessible vehicles and related support equipment for

private non-profit organizations to serve elderly and/or disabled people, public bodies that coordinate services for elderly and disabled, or any public body that certifies to the state that non-profits in the area are not readily available to carry out the services.

Section 5311 (Non-Urbanized Area Formula Program): The section of the Federal Transit Act of 1991, as amended, that authorizes grants to public transit systems in non-urbanized areas (fewer than 50,000 population). The funds initially go to the governor of each state. In Minnesota, MnDOT administers these funds.

Service Area: The geographic area that coincides with a transit system's legal operating limits; e.g., city limits, county boundary, etc.

Service Gaps: Service gaps can occur when certain geographic segments cannot be covered by transportation services. This term can also refer to instances where service delivery is not available to a certain group of riders, or at a specific time.

Service Span: The duration of time that service is made available or operated during the service day; e.g., 6 a.m. to 10 p.m.

Standard: A recommendation that leads or directs a course of action to achieve a certain goal. A standard is the expected outcome for the measure that will allow a service to be evaluated. There are two sets of transit standards.

- ***Service design and operating standards***: Guidelines for the design of new and improved services and the operation of the transit system.
- ***Service performance standards****:* The evaluation of the performance of the existing transit system and of alternative service improvements using ***performance measures***.

Total Operating Cost: The total of all operating costs incurred during the transit system calendar year, excluding expenses associated with capital grants.

Transfer: Passengers arrive on one bus and leave on another (totally separate) bus to continue their trip. The boarding of the second vehicle is counted as an ***unlinked passenger trip.***

Transit: Transportation by bus, rail or other conveyance, either publicly or privately owned, that provides general or special service on a regular and continuing basis. The term includes fixed route and paratransit services as well as ridesharing. Also known as mass transportation, mass transit, or public transit.

Transit Dependent: A description for a population or person who does not have immediate access to a private vehicle, or because of age or health reasons cannot drive and must rely on others for transportation.

Passenger Trip (Unlinked): Typically, one passenger trip is recorded any time a passenger boards a transportation vehicle or other conveyance used to provide transportation. "Unlinked" means that one trip is recorded each time a passenger boards a vehicle, no matter how many vehicles that passenger uses to travel from their origin to their destination.

Transit Subsidy: The operating costs not covered by revenue from ***fares*** or contracts.

Trip Denial: A trip denial occurs when a trip is requested by a passenger, but the transportation provider cannot provide the service. Trip denial may happen because capacity is not available at the requested time. For ADA paratransit, a capacity denial is specifically defined as occurring if a trip cannot be accommodated within the negotiated pick-up window. Even if a trip is provided, if it is scheduled outside the +60/-60-minute window, it is considered a denial. If the passenger refused to accept a trip offered within the +60/-60-minute pick-up window, it is considered a refusal, not a capacity denial.

Volunteers: Volunteers are persons who offer services to others but do not accept monetary or material compensation for the services that they provide. In some volunteer programs, the volunteers are reimbursed for their out-of-pocket expenses; for example, volunteers who drive their own cars may receive reimbursement based on miles driven for the expenses that they are assumed to have incurred, such as gasoline, repair, and insurance expenses.

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APPENDIX C

Transit Funding in Minnesota

Transit funding is comprised of:

- Federal Transit Funding
- State General Fund appropriations
- State Motor Vehicle Sales Tax (MVST)
- State Motor Vehicle Lease Sales Tax (MVLST)
- Local Share: farebox recovery, local tax levies, local contracts for service

Table C-1
Federal Transit Funding Overview

Program	Description	2017 Total	Percent of Grand Total
5307	Urbanized Area Formula Program: Operating and capital assistance for public transportation in urban areas (including Duluth, East Grand Forks, La Crescent, Mankato, Moorhead, Rochester, St. Cloud and metropolitan Twin Cities.)	$63,248,281	43.23%
5310	Elderly Individuals and Individuals with Disabilities Program: Capital and operating assistance grants for organizations that serve elderly and/or persons with disabilities	$3,846,676	2.63%
5311	Non-urbanized Area Formula Program: Capital and operating funding for small urban and rural areas; includes intercity bus transportation	$15,863,833	10.84%
5311(b)(3)	Rural Transit Assistance Program: Research, training and technical assistance for transit operators in non-urbanized areas	$249,893	0.17%
5311(c)	Public Transportation on Indian Reservations: Capital and operating funding for tribes	$2,044,800	1.40%
5337	State of Good Repair Program: Funding to upgrade rail transit systems and high-intensity motor bus systems that use high-occupancy vehicle lanes, includes bus rapid transit	$15,313,475	10.47%
5339	Bus and Bus Facilities Program: Funding to assist in procurement or construction of vehicles and facilities	$7,068,088	4.83%
FHWA Flexible Funds	Congestion Mitigation and Air Quality: Funding for transit capital projects	$23,765,609	16.20%
	Surface Transportation Program: Funding for transit capital projects in Minnesota	$3,014,400	2.06%

Transit services have received funding from the state's general fund every year for decades. Recent general fund appropriations:

MnDOT Transit Funding

	Actual				Forecast			
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
General Fund	$ 16	$ 23	$ 20	$ 20	$ 1	$ 17	$ 17	$ 17
Transit Assistance Fund								
Motor Vehicle Sales Tax	26	28	29	30	31	32	33	34
Motor Vehicle Lease Tax	23	23	29	33	37	37	38	38
Total Funding*	$ 64	$ 74	$ 77	$ 83	$ 68	$ 87	$ 88	$ 89

GENERAL FUND APPROPRIATIONS

Transit services have received funding from the state's general fund every year for decades. Recent general fund appropriations:

Greater Minnesota Transit

FY14 - $16,451,000

FY15 - $16,470,000

FY16 - $19,745,000

FY17 - $19,745,000

FY18 - $ 570,000

FY19 - $17,395,000

FY20 (Base) $17,245,000

FY21 (Base) $17,245,000

TRANSIT ASSISTANCE FUND

The Transit Assistance Fund (TAF) receives revenue from the Motor Vehicle Sales Tax (MVST) and Motor Vehicle Lease Sales Tax (MVLST). The MVST appropriation must be at least 40 percent of the total revenue according to the Minnesota Constitution, and is currently set at 40 percent by statute (Minn. Stat. 297B.09). Of this revenue, 90 percent is allocated to metropolitan transit (36

percent of total MVST) and 10 percent is allocated to Greater Minnesota Transit (4 percent of total MVST).

As of FY 2018, all revenue from the MVLST is reallocated for transportation purposes. **38 percent of all MVLST revenue will be allocated to the Transit Assistance Fund for Greater Minnesota Transit**. Previously, the fund received 50 percent of the total MVLST revenues above the first $32 million that was dedicated to the General Fund. Table 2 shows the Transit Assistance Fund revenue received from the MVST and MVLST and distributed to Greater Minnesota Transit (MnDOT) and to the Metro Council.

Table C-2
Transit Assistance Fund - Revenues and Expenditures 2009 - 2018

Year	Revenues	Expenditures		
		Total	Greater MN Transit	Metro Council
FY 2009	$130,333,000	$129,935,000	$7,333,000	$122,602,000
FY 2010	$162,777,000	$156,136,000	$14,216,000	$141,920,000
FY 2011	$202,570,000	$203,849,000	$26,671,000	$177,178,000
FY 2012	$232,866,000	$223,254,000	$22,043,000	$201,210,000
FY 2013	$253,552,000	$234,570,000	$23,641,000	$210,929,000
FY 2014	$278,721,000	$281,527,000	$46,612,000	$234,915,000
FY 2015	$300,967,000	$282,752,000	$29,821,000	$252,931,000
FY 2016 Enacted	$310,381,000	$341,877,000	$84,809,000	$257,068,000
FY 2017 Enacted	$335,888,000	$333,568,000	$55,632,000	$277,936,000
FY 2018 Enacted	$358,863,000	$356,503,000	$60,013,000	$296,490,000

Source: 2012 - 2018, Consolidated Fund Statement - 2018 February Forecast. (March 15, 2018)
https://mn.gov/mmb/assets/cfs-feb18fcst_tcm1059-330451.pdf
The source for the years 2009 through 2011, is fund balance documents issued at that time.

Local Revenues

State law requires local participation in funding public transit services in Greater Minnesota. A statutory fixed-share funding formula sets a local share of operating costs by system classification as follows:

- Elderly and disabled: 15%
- Rural (population less than 2,500): 15%
- Small urban (population 2,500 - 50,000): 20%

- Urbanized (population more than 50,000): 20%

State and federal funding for public transit should cover the remaining 80 or 85 percent of operating costs awarded through the Public Transit Participation Program. In reality, the percentage of total funds spent on transit that are provided locally are higher than the mandated local share. Local revenue sources to provide the required local match in Greater Minnesota include:

- Farebox recovery
- Local property taxes
- Local sales taxes
- Contract revenue
- Advertising revenue

Transit systems in Greater Minnesota often provide additional service that is not recognized in the funding formula and so the total percentage of local funding for transit service in Greater Minnesota is more than 20%.

Local Option Sales Tax - Background: During the 2008 legislative session, legislation was adopted in the comprehensive transportation funding bill – Chapter 152 – authorizing Minnesota counties to adopt a local option sales tax up to ½ cent for highway and transit purposes, in addition to the statewide general sales tax rate of 6.5%. Legislation passed in 2013 removed the requirement for a local referendum so county boards are able to use the tax through passage of a county board resolution after having a public hearing and identifying the projects that will be funded with the sales tax revenue.

Dedication: Current law requires that the proceeds of a local option sales tax be dedicated exclusively to:

1. Payment of the capital cost of a specific transportation project or improvement
2. **Payment of the costs, which may include both capital and operating costs, of a specific transit project or improvement**
3. Payment of the capital costs of the Safe Routes to School program under Minnesota Statutes, Section 174.40
4. Payment of transit operating costs

Current Rate: Thirty-five of Minnesota's 87 counties have adopted the tax, nearly all of them (32) have adopted a local option rate of 0.5%. The other three counties have adopted a 0.25% rate.

State Statute MS174.24 Public Transit Participation Program

Subd. 3b.Operating assistance; recipient classifications. (a) The commissioner shall determine the total operating cost of any public transit system receiving or applying for assistance in accordance with generally accepted accounting principles. To be eligible for financial assistance, an applicant or recipient shall provide to the commissioner all financial records and other information and shall permit any inspection reasonably necessary to determine total operating cost and correspondingly the amount of assistance that may be paid to the applicant or recipient. Where more than one county or municipality contributes assistance to the operation of a public transit system, the commissioner shall identify one as lead agency for the purpose of receiving money under this section.

(b) Prior to distributing operating assistance to eligible recipients for any contract period, the commissioner shall place all recipients into one of the following classifications: urbanized area service, small urban area service, rural area service, and elderly and disabled service.

(c) The commissioner shall distribute funds under this section so that the percentage of total contracted operating cost paid by any recipient from local sources will not exceed the percentage for that recipient's classification, except as provided in this subdivision. The percentages must be:

(1) for urbanized area service and small urban area service, 20 percent;

(2) for rural area service, 15 percent; and

(3) for elderly and disabled service, 15 percent.

Except as provided in a United States Department of Transportation program allowing or requiring a lower percentage to be paid from local sources, the remainder of the recipient's total contracted operating cost will be paid from state sources of funds less any assistance received by the recipient from the United States Department of Transportation.

(d) For purposes of this subdivision, "local sources" means all local sources of funds and includes all operating revenue, tax levies, and contributions from public funds, except that the commissioner may exclude from the total assistance

contract revenues derived from operations the cost of which is excluded from the computation of total operating cost.

(e) If a recipient informs the commissioner in writing after the establishment of these percentages but prior to the distribution of financial assistance for any year that paying its designated percentage of total operating cost from local sources will cause undue hardship, the commissioner may reduce the percentage to be paid from local sources by the recipient and increase the percentage to be paid from local sources by one or more other recipients inside or outside the classification. However, the commissioner may not reduce or increase any recipient's percentage under this paragraph for more than two years successively. If for any year the funds appropriated to the commissioner to carry out the purposes of this section are insufficient to allow the commissioner to pay the state share of total operating cost as provided in this paragraph, the commissioner shall reduce the state share in each classification to the extent necessary.

APPENDIX D

Survey Results

INTRODUCTION

As part of developing the Five-Year Transit Service Plan, LSC created an online survey, presented in Figure D-1, designed to solicit public input on whether Paul Bunyan Transit should seek additional funding in order to operate a variety of potential transit services, as well as rank the potential new transit service options in order of top priority. Paul Bunyan Transit was responsible for promoting the survey to the public.

SURVEY RESULTS

A total of eight responses were received to the short questionnaire. The following sections briefly discuss the results of the survey.

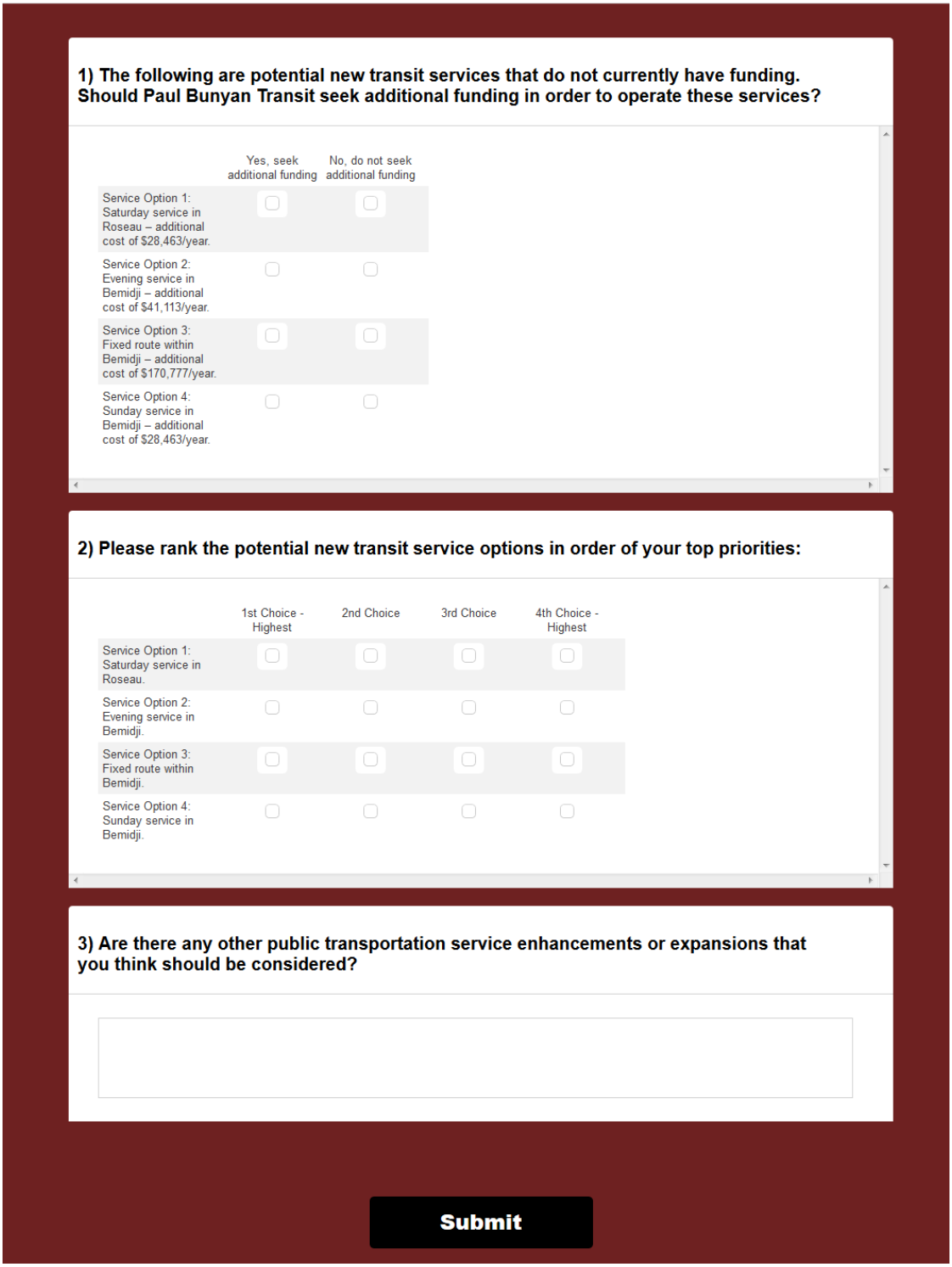
Additional Funding

Respondents were asked if Paul Bunyan Transit should seek additional funding in order to operate a variety of potential transit services, including:

- **Service Option 1:** Saturday service in Roseau
- **Service Option 2:** Evening service in Bemidji
- **Service Option 3:** Fixed route within Bemidji
- **Service Option 4:** Sunday service in Bemidji

There was a tie for the most popular option, with five of the eight respondents indicating that Paul Bunyan Transit should seek additional funding for Service Option 2 and five of the eight respondents indicating that Paul Bunyan Transit should seek additional funding for Service Option 3. Four of the eight respondents thought additional funding should be sought for Service Option 1. Service Option 3 was the least popular option.

Figure D-1: Paul Bunyan Online Survey Form

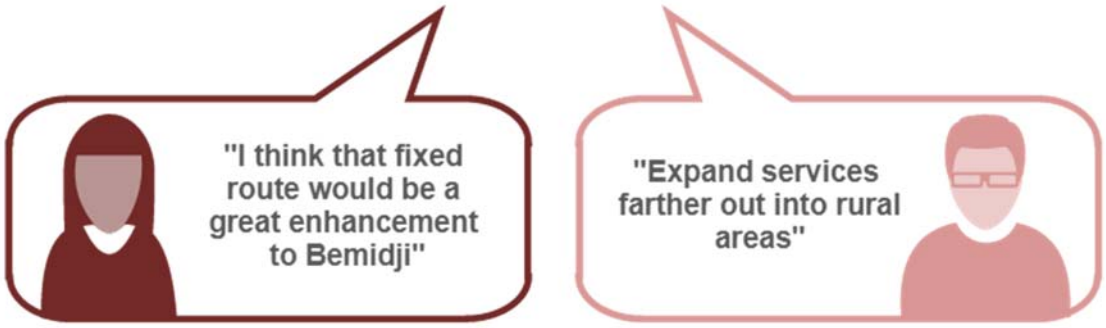


Priority Ranking

Respondents were also asked to rank the four potential service options in order of their top priorities. The potential service option with the highest overall rating was Service Option 2, followed by Service Option 3 and Service Option 4. Service Option 1 was the lowest ranked potential service options.

Other Service Options

The last question on the survey asked respondents if there were any other public transportation service enhancements or expansions that should be considered. Two of the eight respondents answered this question, with responses including:



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APPENDIX E

Paul Bunyan Transit Board Meeting Minutes

Paul Bunyan Transit Board Meeting Minutes

September 24, 2019

Present: Lezlie Grubich, Lisa Bruns, Casey McCarthy, Dawn Carpenter

Absent: Jean Feia, Luann Bleiler, Bob Conner

I. Meeting called to order. Approval of Minutes from July 31, 2019 meeting. Dawn made motion, Casey seconded. Meeting minutes approved.

II. Reports: President- None
Vice President- None
Treasurer- July & August all looking good, balanced. 2 checks on July 3rd over $1,000 missed 2nd signature.
Other- None

III. MnDOT Report
Financials- (June & July) Lezlie - Doing well. June & July 2019 were under budget due to timing/accruals revenues/expenses. Insurance is over budget due to accruals bill arriving in July this year instead of August.
Ridership- June & July – Lezlie – Bemidji ridership is up from last year. RWB ridership is still down a bit.

IV. Business
a. Official approval of 5 year plan needed. Lisa made motion. Dawn seconded. Plan approved.
b. RWB regional manager position - No replacement has been hired. We will try covering the needs through the Bemidji office without Roseau staffing. The locks on the Roseau building have now been changed to an electronic system with credentials. Reports can now be generated to monitor activity.
c. Technology update - Computers and tablets must be upgraded. Hopefully this will occur near the beginning of November to avoid complications around Year End.
d. Update on Grant application 2020-2021 – Operating grant has been approved. Currently waiting for Capital grant approval.
e. Bemidji staff – Made changes in dispatching staff due to complaints received. The changes appear to be positive. Staff have enjoyed potlucks recently, and morale is high. Will need to hire a dispatch / volunteer coordinator backup in the near future.
f. Other – Will have a meeting with Park Rapids regarding the coming year's cpntract.

V. Next meeting day/time location Nov 26, 2019 1:30 / 706 Railroad St SW

VI. Adjournment - Dawn made a motion to adjourn. Casey seconded. Meeting adjourned.