

# **Report of the Metro Mobility Task Force**

**February 14, 2018**

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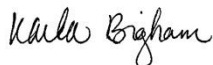
Dear Transportation Policy and Finance Chairs and Ranking Members:

We are submitting to you the Metro Mobility Task Force's final report as required by Laws of Minnesota 2017, 1<sup>st</sup> Spec. Sess. chapter 3, article 3, section 140. The Task Force approved this report unanimously at our final meeting held on February 7, 2018.

In accordance with Chapter 3, the Task Force examined ways to improve Metro Mobility services, limit costs, and improve efficiency. This report includes a summary of the current Metro Mobility program, four service-level approaches that include the integration of taxi services or transportation network companies, and recommendations to the Metropolitan Council and the Minnesota Legislature.

On behalf of the Metro Mobility Task Force, we thank the Minnesota Legislature for establishing this Task Force, and we hope that the work we conducted will be useful to your committees and will ultimately improve the Metro Mobility program for all Minnesotans that rely on it. We would welcome the opportunity to discuss the Task Force's work and recommendations with you.

Sincerely,



Karla Bigham  
Metro Mobility Task Force Co-Chair  
Washington County Board Chair



Deb Barber  
Metro Mobility Task Force Co-Chair  
Metropolitan Council Member

## Contents

Introduction .....	1
Summary .....	2
Part 1: Description of the current Metro Mobility program .....	6
Description of service .....	6
Federal and State Requirements .....	7
Customers .....	9
Drivers .....	15
Fleet .....	16
Operations Technology .....	19
Service Delivery Technology .....	20
Safety, Security and Investigative Technology .....	20
Peer Comparisons .....	21
Planned Program Changes in Progress .....	24
Ridership and Budget History and Trends .....	25
Part 2: Summary of the Task Force’s Work and Findings .....	28
Current Operations and Costs Findings .....	28
Customer Experience Findings .....	34
Industry Experience Findings .....	36
Part 3: Recommendations .....	46
Recommended Legislative Action .....	46
Recommended Program Changes, Council Action or Other .....	46
Appendices .....	47
Definitions .....	48

## Introduction

This report fulfills the legislative requirement in 2017 Special Session Laws Chapter 3, Section 140. The purpose of this task force as defined in Chapter 3, Section 140, Subdivision 1 is “to examine the Metro Mobility program under Minnesota Statutes, section 473.386. The goal of the task force is to identify options and methods to increase program effectiveness and efficiency, minimize program costs, and improve service including through potential partnership with taxi service providers and transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, paragraph (e).”

According to the legislative language, the task force must submit a report to the legislature by February 15, 2018. This report must:

- Describe the current Metro Mobility program
- Summarize the work of the task force and its findings
- Identify options for reducing program costs and improving efficiency
- Identify at least three potential service level approaches that involve partnering with and incorporating transportation network companies, taxi service providers, or both
- Provide any recommendations for program and legislative changes

Through the course of its work, the task force focused on ways to improve service for existing and future customers. This meant the task force considered opportunities for efficiency and future cost mitigation but did not consider reducing availability or service quality as cost cutting strategies. Overall program costs, barring any directives to reduce service in the state mandated service area, are expected to grow in the future relative to ridership growth.

This report is organized into three sections to address the legislative requirements:

**Part 1:** Description of the current Metro Mobility program

**Part 2:** Summary of the Task Force’s Work and Findings, including options for improving efficiency and service level approaches, as well as proposed service level approaches that involve partnering with transportation network companies and/or taxi service providers

**Part 3:** Recommendations



## Summary

In 2017 the Minnesota Legislature established the Metro Mobility Task Force to examine the Metro Mobility program under Minnesota Statutes, section 473.386. In support of the goals outlined in Chapter 3, Section 140, the Task Force examined options and methods to increase program effectiveness and efficiency, minimize program costs, and improve service, including through potential partnerships with taxi service providers and transportation network companies (TNC).

This report includes:

- A summary of the current Metro Mobility program.
- A summary the work of the Task Force.
- Recommendations for program and legislative changes and options for reducing program costs and efficiencies.
- Potential service-level approaches that includes the integration of optional taxi services or transportation network companies.

### Metro Mobility Program Summary

Metro Mobility is a shared-ride public transportation service of the Metropolitan Council for certified riders who are unable to use regular fixed-route buses due to a disability or health condition.

The federal Americans with Disability Act (ADA) defines a required service area and key aspects of service delivery. State law establishes a larger service that overlaps the federal one and stipulates door-through-door service (Figure 1, p. 9). Though not required to do so, Metro Mobility's long-standing practice is to apply the federal standards to all trips.

The Metropolitan Council is the responsible agency for Metro Mobility service, providing Council-owned vehicles, purchasing fuel, establishing operating policies and procedures, securing funds for operations and capital, providing equipment, infrastructure and technical support, as well as other functions.

The Metro Mobility Service Center (MMSA) manages the service, and contracts with private companies to deliver it. Currently, there are seven contracts held by five companies, including paratransit service providers, as well as taxi and Special Transportation Service (STS) providers. Each contract is outlined in the Contract Structure and Services section of the report.

Metro Mobility ridership is increasing, with more people being certified for the service. With increased ridership comes increased operational and capital costs. Over the past 10 years, ridership and costs have increased in parallel, reaching a cost per passenger per trip of \$29.89 (2016).

Passenger fares, restricted by the ADA, contribute 10% of Metro Mobility revenue. Appropriations from the State General Fund make up the remainder.

Metro Mobility provides a sizeable number of trips for Department of Human Service (DHS) clients. However, those trips are funded by DHS at only a fraction of the cost. As a result, state funding – the primary funding source for Metro Mobility – is absorbing nearly the entire cost. As an alternative, Metro Mobility could potentially access federal funding opportunities for those rides.

### Task Force Summary

The Task Force was comprised of eighteen members, as established by the legislature, from the disability community, from county, city and state government; and from the Metropolitan Council (member list, Appendix 2).

The Metro Mobility Task Force held seven meetings from August 2017 to February 2018. In addition to full task force meetings, the task force created three subgroups to examine current operations and costs, customer experience, and industry experience. The report includes a summary of findings from each sub-group.

### Recommendations

Task Force recommendations include call for actions by both the Legislature and the Metropolitan Council. The recommendations, if fully carried out, would create improvements in the way Metro Mobility users experience the transit system and would produce:

#### *A system that includes more service options.*

- *Recommendation for Council:* Negotiate agreements by March 31, 2019, to pilot and promote an on-demand service provision, to include at minimum the following service options:
  - a. Metro Mobility ADA Base Service (existing service)
  - b. Metro Mobility Non-ADA Base Service (existing service)
  - c. Shared Ride Special Transportation Service (STS) Opt-in (as market allows, consumer selected)
  - d. Shared Ride Not-STS Opt-in (as market allows, consumer selected, includes Taxi and/or TNC)
  - e. Premium, non-shared ride, STS Opt-in (consumer selected)
  - f. Premium, non-shared ride, not-STS Opt-in (consumer selected, includes Taxi and/or TNC)
- *Recommendation for Legislature:* Provide funding to study and invest in technology innovations such as single-point reservation system to allow the customer to self-choose between all available service options when scheduling a ride. Fund staffing to support recommendations from this study.
- *Recommendation for Legislature:* Provide incentives to increase the number of on-demand accessible vehicles operated by private companies to increase availability to persons with accessibility needs and provide an equivalent response time for all customers using on-demand services.

#### *A system that maximizes all potential funding sources.*

- *Recommendation for Legislature:* Facilitate collaboration between DHS and Metro Mobility by modifying Data Practices language to allow the agencies to share available non-medical data for limited purposes, including leveraging available federal funding.
- *Recommendation for Legislature:* Fund a study to determine how County/DHS and Metro Mobility can coordinate services and funding to capture all eligible federal dollars for waived service and medical assistance client transportation.
- *Recommendation for Council:* Explore creating a service specifically for DHS/County waived clients and medical assistance transportation program post 2020, which would require legislative support.
- *Recommendation for Council:* Evaluate options available for increased flexibility on Metro Mobility Non-ADA trips such as conditional eligibility of customers, differential fares, service quality standards and span of service that could improve ADA service and overall system performance.

#### *A system that complies with federal and state requirements and meets the needs of people with disabilities*

- *Recommendation for Legislature:* Establish a dedicated funding source to ensure Metro Mobility demand is met.
- *Recommendation for Council:* Invest in robust public information and outreach to explain the current and new service options.
- *Recommendation for Council:* Conduct routine market analysis to evaluate the effect of driver wages on workforce stability and service quality and performance and adjust as warranted and funding allows.

#### *Service Level Approaches*

The Task Force identified four service level approaches that include the integration of taxi services or transportation network companies into the Metro Mobility system. These alternatives could include transportation network companies (TNC), such as Uber and Lyft, and/or taxi companies. These include both Shared-Ride options and Premium (nonshared) options. The service options were considered through the lens of:

- the customer experience
- regulatory requirements
- system safety and security
- potential for system efficiency

Metro Mobility provides the necessary federally compliant base service. With each of the expanded service options, customers may be exposed to a higher risk and/or lower level of customer care, compared to the level of service required of Metro Mobility. Metro Mobility is critical for customers that need the higher service level to safely ride the system. Safety and security concerns are especially important to consider due to the heightened risk of providing

transportations services to vulnerable customers. The task force recommendations include strategies to limit these risks.

The Task Force recognizes the potential for expanded service options to enhance the current service and provide options for those customers who may not need the level of service provided by the base system. Adding service options will create a more diversified system that has the potential to expand consumer choice, improve base system capacity, and reduce the average cost per trip. Expanded service options should be implemented on a pilot basis to fully understand the impact to ridership and costs.

The task force also recognizes the potential system efficiencies and improved mobility to be achieved through additional pilot programs currently under study by Metro Mobility such as a fixed route transfer program, a group ride incentive program, and an enhancement of the current taxi service model.

Suggested system improvements also include improvements in driver training, competitive driver compensation to reduce turnover, improved communication about service options and additional customer feedback options.

## Part 1: Description of the current Metro Mobility program

This part of the report describes the current Metro Mobility program.

### Description of service

Metro Mobility Service is provided in compliance with the Americans with Disabilities Act (ADA) based on regulations of the Federal Transit Administration (FTA). Every public entity operating a fixed-route system must provide complementary transit service to individuals with disabilities who are unable to use the fixed-route system. As the public entity operating Metro Transit, the Metropolitan Council is responsible for providing complementary Metro Mobility service. In 2016, Metro Mobility had an operating cost of \$58.1 million.<sup>1</sup> In 2016, there were 40,000 certified riders, 530 vehicles, and 93 communities served in the seven-county metro area. In 2016, Metro Mobility provided over 2.23 million rides, which is an increase of over 120,000 rides for the third consecutive year in a row. Since 2006, Metro Mobility ridership has increased 77 percent. The Metro Mobility Service Center (MMSC) manages the service, and contracts with private companies to deliver it. Currently, there are seven contracts held by five companies. Each contract is outlined in the Contract Structure and Services section of this report.

### Metro Mobility Program History

In 1976, The Metropolitan Transit Commission (MTC) began “Project Mobility,” a demonstration project that provided several hundred rides to people who otherwise could not use fixed route service in the city of Minneapolis. In 1979, Project Mobility became “Metro Mobility” and expanded from Minneapolis to Saint Paul and surrounding first ring suburbs. In 1979, Metro Mobility provided just under 200,000 rides.

In 1990, the federal government passed the Americans with Disabilities Act (ADA). When the ADA was enacted, Metro Mobility was already providing service beyond what was required by federal law.

In 1993, to ensure compliance with the newly adopted federal regulations, the Regional Transit Board (RTB) selected a for-profit company to restructure and manage the Metro Mobility Service. The service transformed from a decentralized service model with numerous small providers to three large service providers managed by a trip broker utilizing a centralized reservation and dispatch model. However, problems with the accuracy of data from the previous providers, software glitches, and unskilled drivers caused the restructured service start-up to fail. Five days after beginning operations Governor Carlson mobilized the Minnesota National Guard to assist Metro Mobility drivers. A class-action law suit followed in November 1993.

In 1994, the RTB issued a Request for Proposals to replace the trip broker and received no responses. As a result, the Regional Transit Board created the Metro Mobility Service Center (MMSC), opting to manage the service with Regional Transit Board staff using private turn-key contractors to deliver the service. Also in 1994, the Minnesota Legislature merged the Regional Transit Board into the Metropolitan Council, and thus, the Metropolitan Council took over the

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<sup>1</sup> Metro Mobility has an estimated, unaudited operating cost of \$64.8 million in 2017, and has a budget of \$73.1 million in 2018.

responsibility of managing Metro Mobility service. Metro Mobility Service was provided by two “core” turn-key contractors and four small “county” contractors. The service delivery model that was adopted in 1994 is similar to the model that continues today.

Over the next decade Metro Mobility ridership increased more than 30%. In 2005 significant changes were made to the certification process. Prior to 2005 Metro Mobility used a “self-certification” process. In 2005 Metro Mobility began enforcing the Federal guidelines that ordered state that capacity -constrained programs to strictly limit eligibility based on criteria established by the Federal Transit Administration. The new certification process includes professional verification from a Credentialed Professional and in-person assessment when eligibility cannot be determined based on the paper application.

In 2006, budget deficits and discussion of fare increases, and service reductions prompted the legislature to mandate the Council to provide service to elderly people and people with disabilities within the Transit Taxing District as it existed on March 31, 2006. The service area required by the state is larger than the one mandated by the federal government.

In 2015, the Metropolitan Council restructured the Metro Mobility service areas by eliminating three small “county” contracts and realigned the service area into three large zones. This change also eliminated the need for customers to transfer at contractor service boundaries. The restructuring entailed larger contracts and resulted in better contract rates.

## Federal and State Requirements

The federal government and state government have laws that govern how the Metropolitan Council delivers Metro Mobility service.

### Federal Requirements

On the federal level, the American’s with Disabilities Act (or ADA) governs Metro Mobility. Passed in 1990, the ADA is civil rights legislation that mandates complementary transit service for persons with disabilities in areas where there is local all-day fixed route service. Furthermore, federal law requires this service be delivered at levels comparable to those provided by the fixed route system. This service must be provided within three-quarters of a mile of any all-day, local fixed route service in the Twin Cities.

Under the ADA there are several key provisions governing service delivery in the federally mandated service area. Some of these provisions include:

- No trip limits, restrictions or capacity constraints.
- There can be no denials of service.
- Service must be guaranteed at the time of the call.
- Service must be provided during all hours when regular-route service is available.
- Trips must be scheduled within one hour of the requested time.
- There may not be a pattern or practice of limiting availability. This includes long telephone hold times, substantial number of late pickups, missed trips, or excessively long trips.

- The fare cannot exceed twice the non-discounted fare for a trip of similar length, at a similar time on the regular-route system.
- Eligibility determinations must be made within 21 days of receiving a complete application for service.

### State Requirements

Metro Mobility provides service beyond the federally mandated service area per Minnesota Statutes 473.386. The law states that “The Council shall implement a special transportation service... to provide greater access to transportation for the elderly, people with disabilities, and others with special transportation needs.” Metro Mobility provides service within the Transit Taxing District as it existed on March 1, 2006. The only other state requirement is to provide door-through-door customer assistance.

The state of Minnesota places no other stipulations on trips that fall outside of the federally mandated geographic service area. Trips that begin, end or are wholly within the state-only required service area are referred to as “Non-ADA rides.” There is a considerable amount of flexibility in how Non-ADA rides are served, including service hours and days, fares, trip purpose restrictions and capacity details.

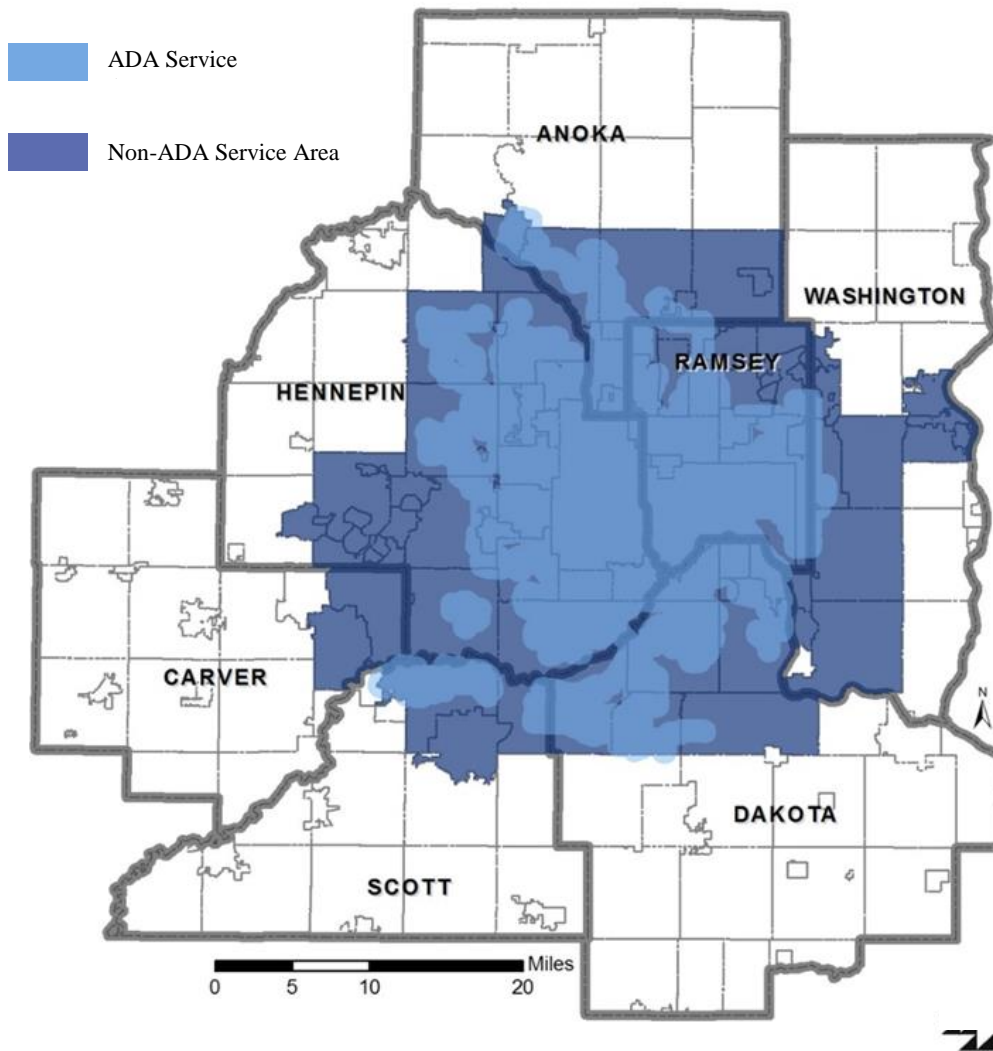
Table 1: Summary of Applicable Laws

	Federal Americans with Disabilities Act	Minnesota Statute 473.386
<b>Goal</b>	Comparable to regular route	“greater access”
<b>Certification</b>	“Unable to use regular route”	
<b>Service Area</b>	¾ Mile of local regular route	March 1, 2006 Transit Taxing District
<b>Service Level</b>	Curb to Curb and Door to Door upon individual request	Door-through-door
<b>Hours</b>	Comparable to regular route	
<b>Capacity Restrictions</b>	No denials; no pattern of untimely pickups/drop offs; no excessive on-board times or hold times	
<b>Trip Request</b>	1 to 14 days in advance	
<b>Scheduling</b>	Within one hour on either side of requested time and scheduled at time of call	
<b>Fare</b>	Cannot exceed two times regular route local fare	
<b>Trip purpose</b>	No restrictions, no prioritization	

Although Metro Mobility is not bound by federal or state regulation to do so, its long-standing practice is to apply the federal operating and performance standards to all trips. Beginning in 2015, as the result of a federal audit finding, Metro Mobility began prioritizing federally mandated

trips (referred to as “ADA trips”) over trips not required by federal law (referred to as “non-ADA” trips). Metro Mobility is not allowed to deny ADA trip requests and must place the ride in the scheduling system when the call is received. In late 2016, for the first time in decades, Metro Mobility began denying some non-ADA rides because of capacity constraints. Figure 1 shows the areas where Metro Mobility provides both ADA and non-ADA service.

Figure 1: ADA and Non-ADA Metro Mobility Service Areas



## Customers

### Customer profile

Currently, Metro Mobility has approximately 40,000 riders.

The federal Americans with Disabilities Act (ADA) guidelines determine eligibility. People are generally eligible if:

- They are physically unable to get to the fixed-route bus,

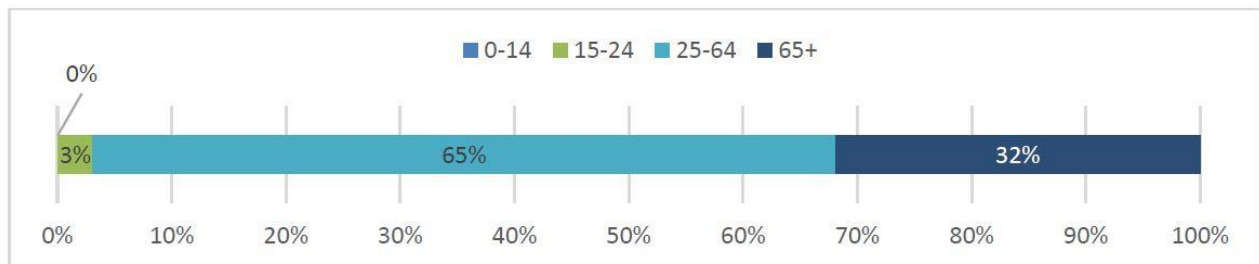


- They are unable to navigate fixed-route bus systems once they are on board, or
- They are unable to board and exit the bus at some locations.

Figure 2: Metro Mobility Ridership and Riders by Age Cohort



Figure 3: Passenger Trips by Customer Age



Source: Metropolitan Council Metro Mobility Passenger Trips, September 2015 through August 2016 (n=2,012,764).

### Certification process

The Metropolitan Council determines eligibility for Metro Mobility service according to the parameters established by the Federal Transit Administration. The Council has 21 business days to approve or deny applications.

A person must complete a written ADA Paratransit Application packet for Metro Mobility to determine eligibility for service, and if additional information is needed, Metro Mobility will complete an in-person interview or assessment. The written application packet has two parts:

- An application form designed to assess a person's ability to use the regular fixed-route bus service
- A professional verification form completed by a health care provider

MMSC staff trained in testing for Functional Assessment of Cognitive Transit Skills (FACTS) and physical abilities testing conduct the in-person assessments.

### Customer Service and Outreach

Metro Mobility customer service representatives work with customers to answer questions and resolve problems. In June 2017, there were 7,335 calls answered by customer service reps.

Each year, the Metropolitan Council hosts customer service forums to solicit feedback from customers on the service.

### Contract Structure and Services

There are seven contracts held by five contractors to provide Metro Mobility service. The Council's contracts include provisions to minimize contractor risk resulting in favorable contract rates. Risk mitigation strategies include:

- Council-owned vehicles
- Council-owned technology and related infrastructure needed to manage and operate the service
- Council-purchased fuel
- Built-in rate adjustments to reflect changes in service over the five-year term to avoid negotiation mid-contract

These contract features also benefit the Metropolitan Council by ensuring full access to customer and service data and providing the flexibility to reassign service and vehicles between contractors if circumstances warrant with minimal service disruption and continuity of service information.

Contractor Responsibilities:

- Contractor responsible for all aspects of service delivery
- Develop and implement federally required plans; for example, fleet maintenance, OEO and drug and alcohol testing
- Hire and fire employees
- Train employees
- Provide operations and maintenance facility
- Maintain vehicles
- Manage daily operations; reservations, scheduling and dispatch
- Indemnifies and holds the Council harmless

Metro Mobility (Metropolitan Council) Responsibilities:

- Provide adequate number of vehicles
- Provide equipment, infrastructure and technical support for phones, computers, software, on-board equipment, etc.
- Purchase fuel and arrange for on-site delivery
- Secure adequate funding for operations and capital

- Establish operating policies and procedures
- Ensure regulatory and contract compliance

### Contracts for Demand Service

During July 2017, rides provided on the Demand service contracts accounted for 84 percent of Metro Mobility rides. Demand service is defined as the portion of Metro Mobility service where the customer requests a ride that can be for any purpose or destination within the service area. About 30 percent of the trips provided on the Demand service contracts are standing orders, meaning the customer does not call in each time they want a ride. Instead, the rides are automatically placed on routes in advance of the four-day reservation window. Standing orders are for rides that occur at the exact same time and to the same place each week; this can be one trip a week or it can be multiple per day. Standing orders for ADA rides are accepted as space allows. The Metropolitan Council monitors the number of standing orders during each hour of the day to ensure that there is adequate capacity to schedule non-recurring rides.

There are three Metro Mobility Demand contracts. Figure 4 shows the service areas of Demand Contractors.

- Demand Metro East – First Transit in Roseville (29 percent of total rides as of July 2017)
- Demand Metro West – Transit Team in Minneapolis (41 percent of total rides as of July 2017)
- Demand Metro South – First Transit in Burnsville (14 percent of total rides as of July 2017)

**Provider Service Areas**

**West Area  
Transit Team**  
651-602-1100  
612-332-5081 (TTY)

**East Area  
First Transit**  
651-602-1120  
651-636-4000 (TTY)

**South Zone  
First Transit**  
651-602-1180  
952-895-3449 (TTY)

1. Spring Park  
2. Minnetonka Beach  
3. Tonka Bay  
4. Excelsior  
5. Greenwood

6. Gem Lake  
7. Birchwood Village  
8. Pine Springs  
9. Wilmette  
10. Dellwood

0 2.5 5 10 15 Miles

**MetroMobility**  
a service of the Metropolitan Council

In addition to three Demand contracts, an Agency contract serves adult day programs and day training & habilitation (DT & H) centers. The Agency contract is 100% standing orders and accounted for 16 percent of Metro Mobility rides in July 2017. Agency service operates comparably to school bus routes – minimal fluctuation in riders, days and times and on weekdays only. The current contractor for Agency service is First Transit in Roseville.

In addition to Demand contracts and the Agency contract, supplemental contractors provide a small number of rides.

Metro Mobility has offered a same-day service option since 2004 using taxis. Customers can use this service option for some or all of their trips.

- No driver escorts
- Customer uses cash or credit card to pay driver
- Taxi company submits monthly invoice for the Council's share of ride costs
- Contract rate structure matches taxi rates adopted by city

#### Experience with Same Day Service:

- 6,346 PSD rides compared to 173,832 by primary contractors (April 2017)
- 757 “no-show” rides – Council paid \$5 each booked ride where customer did not show (April 2017)
- Average trip length for 80% of trips was 3.7 miles
- Average cost to Metro Mobility per ride delivered \$8.92
- In the most recent Invitation for Business issued in 2015, there was one respondent (TSI).

#### This service:

- is provided within Metro Mobility established service hours by community
- includes some accessible vehicles in fleet
- is pre-authorized by Metro Mobility. Metro Mobility automatically transfers trip information to TSI
- entails calculations by Metro Mobility software of trip distance and customer knows financial obligation in advance
- requires customer to call TSI to arrange ride
- requires customer to pay first \$5 and anything over \$20; Metro Mobility pays up to \$15. The fare structure is based on the cost of service when the program was created in 2004 at an average of approximately \$20 per trip.

The PSD fare structure created in 2004 is similar to the structure that Boston’s Massachusetts’ Bay Transit Authority (MBTA) The Ride service adopted with the Uber and Lyft pilot (Transportation Network Companies or TNCs). The only significant differences in Metro Mobility’s Premium Same Day Service and the program piloted by MBTA n using TNCs are (1) the ability for a customer to book directly with the TNC using a smart phone app and (2) the pilot program in Boston does not include accessible vehicles. TSI has had accessible vehicles available since 2004.

#### *STS Service - Sirius and Delight Transportation*

Non-ADA riders denied on Metro Mobility can contact Special Transportation Service (STS) providers, Sirius and Delight Transportation to schedule their ride. Some requests cannot be satisfied because of capacity and span of service limitations.

In 2016, this program switched from taxi to STS contractors and is delivered under sole-source contracts. The fleet is accessible. Drivers receive STS training, are accustomed to escorting customers to appointment desks, experienced in transporting people with disabilities and their service animals – all intermittent issues with taxi drivers.

There is an average of 229 trips/month on this service. Customers pay \$3.00 per trip, and the average cost per trip for this service in June 2017 was almost \$60.00, with an average trip length of over 24 miles. Many of the rides are very long because they are difficult to fit on Metro Mobility routes and most likely to be denied.

## Drivers

Metro Mobility drivers are contractor employees. Although the contractor is responsible for hiring, managing and firing operations staff, the Council contract includes a provision allowing the MMSC to request specific contractor staff be removed from employment under the Metro Mobility contract. This right is exercised on occasion because of repeat safety, customer interaction or customer escort violations.

### Driver requirements

Prior to operating a Metro Mobility vehicle the following must be complete:

- 1) Pre-employment criminal history and motor vehicle check
- 2) Pre-employment alcohol and controlled substance test
- 3) DOT physical by an authorized medical examiner
- 4) Passenger Assistant Training Part A covering the following topics:
  - a. Wheelchair handling
  - b. Transferring from a wheelchair to a seat
  - c. Appropriate handling of a bus
  - d. Lift operation and mobility device securement
  - e. Ambulatory passenger assistance
- 5) Two-way communication device (radio) usage
- 6) Wheelchair securement and lift operations
- 7) Accident and emergency procedures
- 8) Daily vehicle inspection report

Prior to a driving in revenue service on their own, the following additional topics need to be complete:

- 1) 4 hours of defensive driving
- 2) 4 hours of Abuse Prevention training
- 3) 4 hours of Passenger Assistance Training Part B
- 4) 4 hours of First Aid training

Drivers must complete a refresher course within three years of the initial hire and every three years after.

- 1) 4 hours of First Aid
- 2) 2 hours of Defensive Driving
- 3) 2 hours of Abuse Prevention and Passenger Assistance
- 4) 7 hours of Continuing Education. Monthly driver meetings satisfy this requirement.

### Driver Hiring and Retention

Beginning in 2015, driver hiring and retention became a significant challenge for Metro Mobility contractors given the low unemployment rate in the Twin Cities. Driver shortages are a notable problem throughout the metro with school bus, public transit, commercial carriers, package

deliverers and non-profits competing for a limited pool of applicants.

Driver shortages significantly impact each contractor's ability to meet trip requests and service quality standards; particularly during periods of increasing demand for service. For example, in the West Zone ridership increased by 23% between 2010 and 2016. According to the Bureau of Labor Statistics, the Metro Area unemployment rate (not seasonally adjusted) in November 2017 was the lowest of Large Metropolitan Areas in the US at 2.4% compared to an average of 6.5% during November 2010.

After several months of unsuccessful driver recruiting efforts in 2016 and 2017, combined with increasing driver attrition, the Council felt it was necessary to increase contract rates with funding provided exclusively to increase driver wages. The minimum starting wage, effective October 1, 2017, is \$16/hour.

Contractors are reporting a significant increase in the number and quality of driver applicants since the October 2017 driver wage increase resulting in service quality improvement. The table below illustrates the correlation between availability of drivers and service quality in the West Zone.

Table 2a: Metro Mobility Driver Workforce Levels

Month/Year	Targeted # of Drivers	# of Drivers Below Target	% Below Target
January 2016	719	49	6.8%
January 2017	734	68	9.3%
January 2018	795	35	4.4%

Table 2b: Correlation Between Driver Availability and Service Quality

	Ave. On-Time Performance	Ave. Appointment Time Performance	Ave Trips per Revenue Hour
Calendar Year 2010	98%	92%	1.79
Calendar Year 2016	95%	85%	1.96
Week Ending 1/6/2018	98%	90%	1.79

## Fleet

### Fleet overview

Current fleet of 574 revenue vehicles includes:

- 518 accessible buses
- 31 Equinox sedans (Demand contracts)
- 25 non-accessible vans (Agency contracts)

The Metropolitan Council owns all Metro Mobility vehicles operated by private contractors in three geographic service areas under the Demand contracts. In addition, the Metropolitan Council owns all vehicles used to provide service to large Day Training & Habilitation (DT & H) and Adult Day Programs served under the Agency contract. Buses are purchased with state bonding and federal transit formula funding sources. The Metropolitan Council purchases vehicles using competitive state contracts, conducts maintenance oversight as required by federal regulations and disposes of vehicles per state procedures at the end of their useful life.

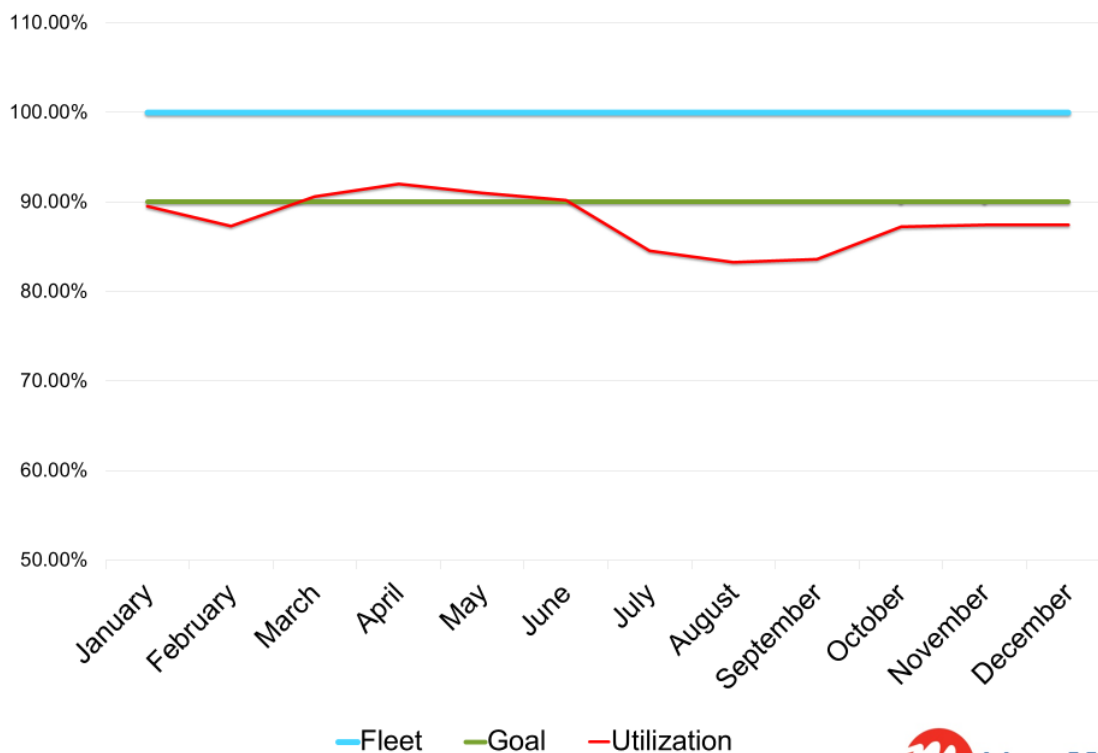
The average cost of a bus is \$83,000 with technology. The average bus is retired after five years in service and more than 250,000 miles. Most technology inside the vehicle is transferred one time to new buses and used for a total of 10 years.

### Fleet utilization

The fleet spare factor is calculated by dividing the number of buses not in service during maximum service levels by the maximum number of buses needed during the peak of the peak. The FTA limits fixed route to a 20% fleet spare factor but proposes a “reasonable” number of spares for dial-a-ride service. Regionally, the dial-a-ride spare factor is set at 10% and has adequately supported fluctuations in demand.

The fleet utilization rate in 2016 is shown in Figure 5.

Figure 5: 2016 Fleet Utilization Rate (10% Budgeted Spares)





The Metro Mobility fleet includes a limited number of non-accessible vehicles. Non-accessible vehicles are allowed per federal regulations provided that the availability of accessible vehicles is sufficient to avoid service disruptions and ensure equal response time and service quality regardless of customer needs.

Some ambulatory customers prefer using sedans and questions have been raised about whether there is a need for so many large vehicles. Based on data analysis, Metro Mobility believes that it has maximized the use of Council-owned sedans without compromising service efficiency. Metro Mobility service is very fluid because of cancelations and unexpected delays creating the need to move rides to different routes throughout the day. Additional sedans in the fleet limits the ability to move rides among routes and negatively impacts productivity and the flexibility needed to deliver service on time. Table 3 shows the fleet mix used in Demand service in February 2017 and the number of routes that did not require an accessible vehicle each day.

Table 3: Fleet Mix in Metro Mobility Demand Service, Feb. 2017

*Total Vehicle Count		432
*Number of Sedans		31
<u>Date</u>	<u>Total # of Routes</u>	<u># Routes Not Needing Lift</u>
2/1/2017	421	19
2/2/2017	418	29
2/3/2017	389	21
2/4/2017	190	10
2/5/2017	182	6
2/6/2017	391	18
2/7/2017	411	23
2/8/2017	432	16
2/9/2017	422	22
2/10/2017	390	20
2/11/2017	180	7
2/12/2017	189	5
2/13/2017	395	17
2/14/2017	427	26
2/15/2017	441	24
2/16/2017	417	21
2/17/2017	394	21
2/18/2017	185	7
2/19/2017	190	4
2/20/2017	374	29
2/21/2017	426	27
2/22/2017	438	21
2/23/2017	436	18
2/24/2017	393	31
2/25/2017	187	9
2/26/2017	184	9
2/27/2017	409	24
2/28/2017	431	27

\*Does not include supplemental services

## Operations Technology

Metro Mobility contractors employ:

- 54 reservationists
- 29 dispatchers
- 8 schedulers
- 10 street supervisors

Reservations are taken primarily by phone, though web reservations are expected to be an additional option for customers second quarter 2018. Phone reservations are taken every day from 6:00 a.m. to 5:00 p.m. and web reservations will be available to customers 24/7.

Dispatchers are often on duty 24 hours per day because service is available for 24 hours daily in Minneapolis and St. Paul to match the availability of fixed route service, such as the Green Line. Metro Mobility relies on technology to maximize the efficiency and effectiveness of service; beginning with client certification to scheduling and delivering rides to managing customer service issues. Key Metro Mobility systems include:

### Service Delivery Technology

- Trapeze PASS: software for booking, scheduling, routing, dispatching and performing rides. Trapeze is a multimillion dollar investment. It is the software used by most large United States public transit agencies including Washington D.C., Chicago, Seattle, Baltimore and Newark.
- Mobile Data Terminal (MDT): The MDTs primary function is to deliver electronic manifests to the driver. The device allows dispatch to move rides between routes as the day progresses. This flexibility is essential because cancelations occur throughout the day (typically 10% on the day of service), and delays occur because of traffic conditions and difficulty locating customers. The device also provides drivers with a map and turn by turn directions. The current device and related software is not capable of providing real-time traffic conditions to optimize vehicle routing. Council staff is working with the software vendor to implement real-time traffic information in a future software upgrade.
- Cubic Go To readers: Cubic is the smart card fare collection system used throughout the public transit systems in the metro area. The technology allows riders to purchase fares using Metro Transit's website, pay electronically, transfer seamlessly between fixed route and Metro Mobility and offers financial protection if the card is lost or stolen. The Go-To card readers replaced paper coupons in 2017; reducing printing costs, minimizing the risk of fraud and providing an eco-friendly alternative.

### Safety, Security and Investigative Technology

- Call recording system: All Metro Mobility contractors use the Council's phone system that includes automated call distribution and call recording functionality. Phone queues are monitored and tracked by time of day so that staffing levels are matched to call volume trends. In addition, call recordings and data collected from the system allow the MMSC to investigate complaints and take corrective action as necessary. Finally, random sampling of calls provides the opportunity to proactively address staff training issues.
- Security cameras: Metro Mobility vehicles have video recording equipment installed. Lift equipped buses have either four or five camera systems and sedans have two camera systems. Video footage can be downloaded remotely using vendor-specific software and garage WIFI. Video is used to investigate customer complaints, observe customer behavior, monitor driver behavior and facilitate accident investigations.

- Global Positioning System (GPS): The MDCs include GPS technology and locational information communicated and recorded in the Trapeze software every 60 seconds using cellular communication. Because vehicles are tracked real-time, dispatch is able to effectively manage driver work. GPS tracking also allows the MMSC to investigate routing complaints and no-show appeals and substantiates data accuracy.

Metro Mobility service is technology-dependent. Contractors and customers are negatively impacted when internet service, computer software, or computer hardware aren't working properly. The Metropolitan Council has purchased the equipment necessary to install a fail-over system during the first quarter of 2018 to reduce the risk of service disruption.

## Peer Comparisons

To develop peer comparisons, the Task Force reviewed a peer group of 11 transit systems compiled in a Council study. Selection of the peer group was based on urban population, total revenue miles operated, total operating budget, population density, population growth rate, percent low-income population, annual per traveler delay, percent of service as demand -response mode, and percent of services purchased.

The pool of transit systems was compared on various performance indicators, effectiveness and efficiency measures including the following.

Figure 6: Operating Expense Per Revenue Hour

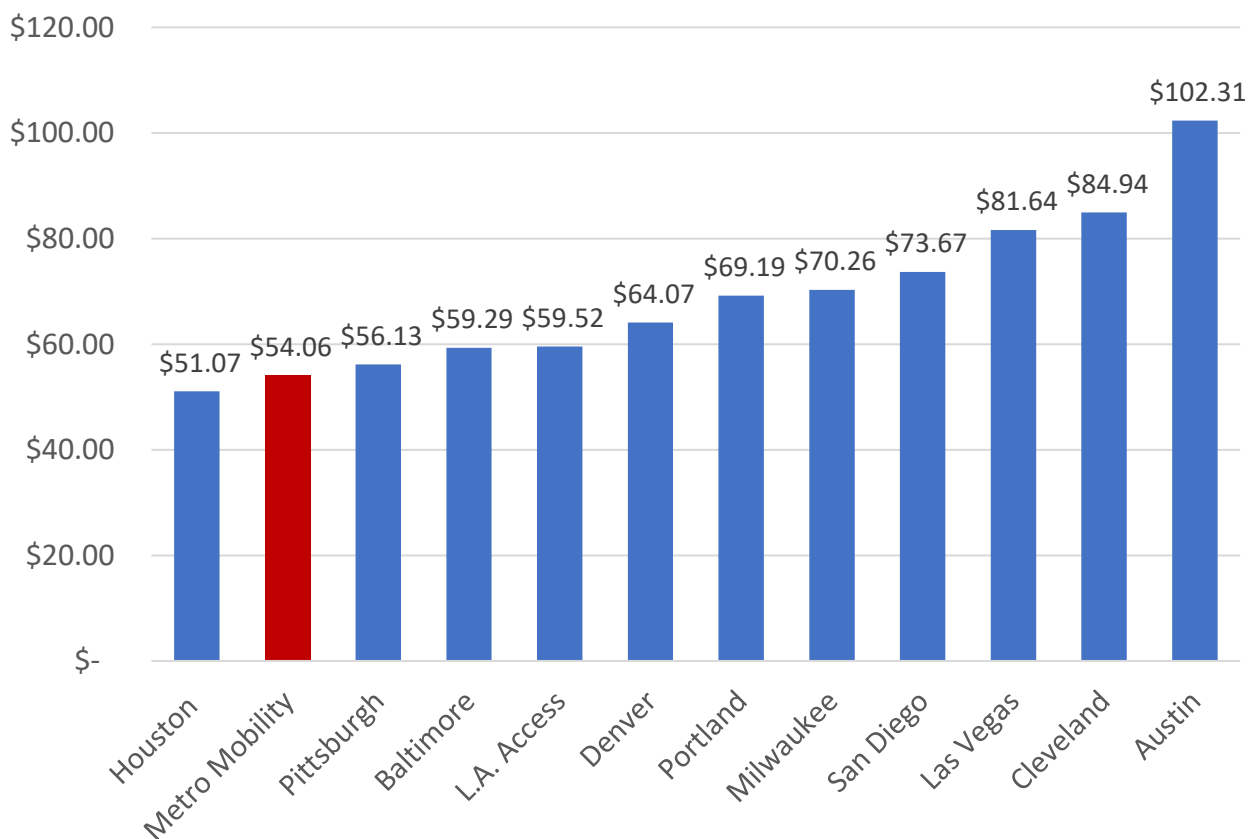


Figure 7: Subsidy Per Passenger Trip

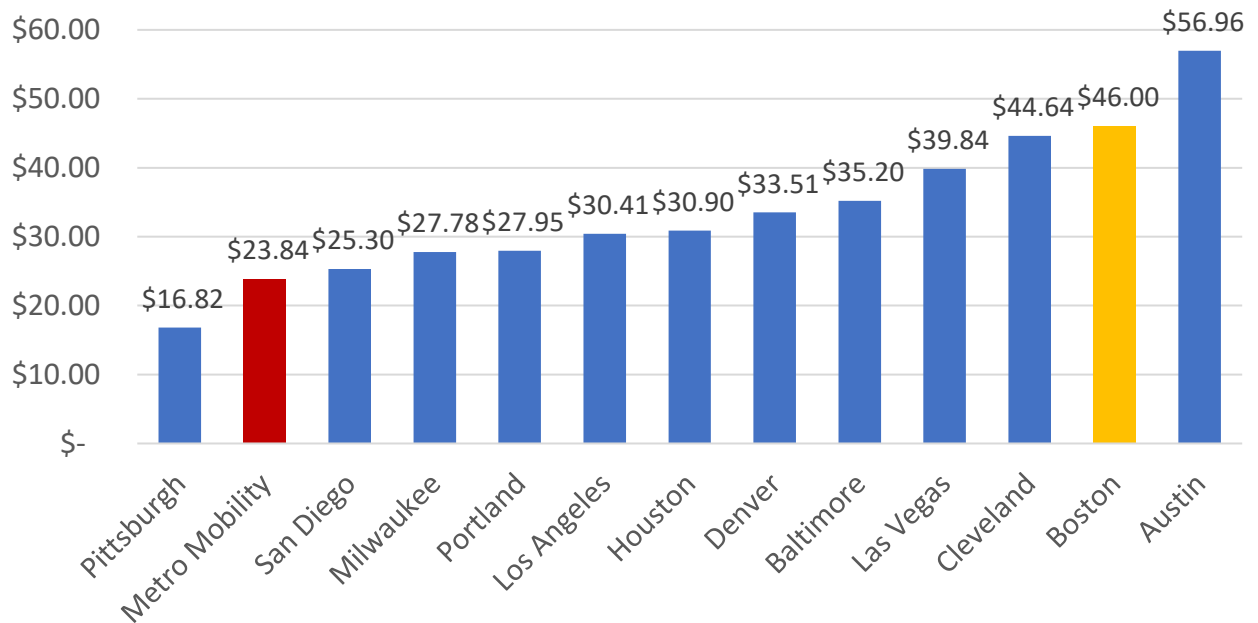


Figure 8: Operating Expense Per Revenue Hour

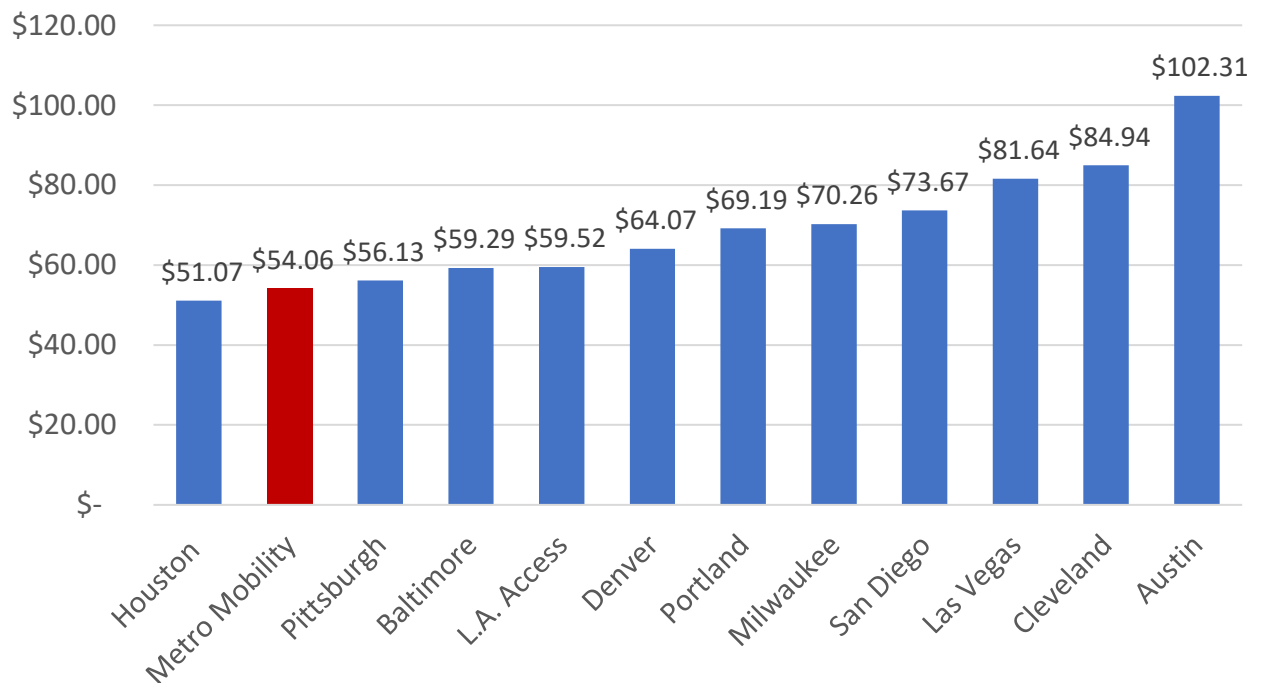


Figure 9: Average Fare Per Passenger – Primary Service

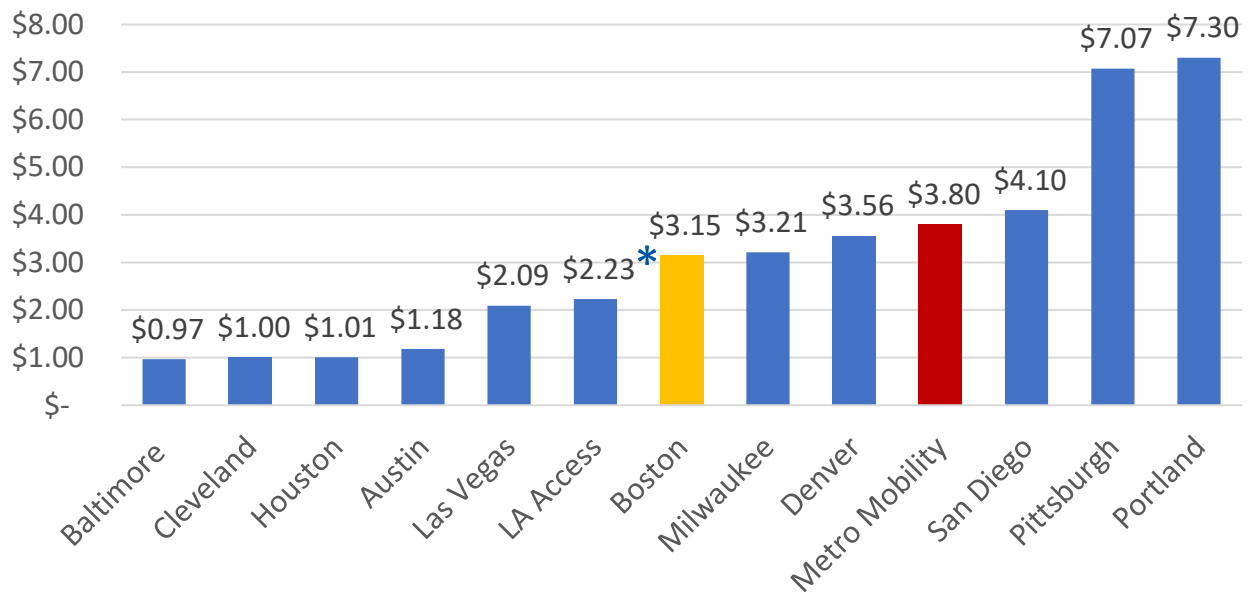


Figure 10: Passengers Per Capita

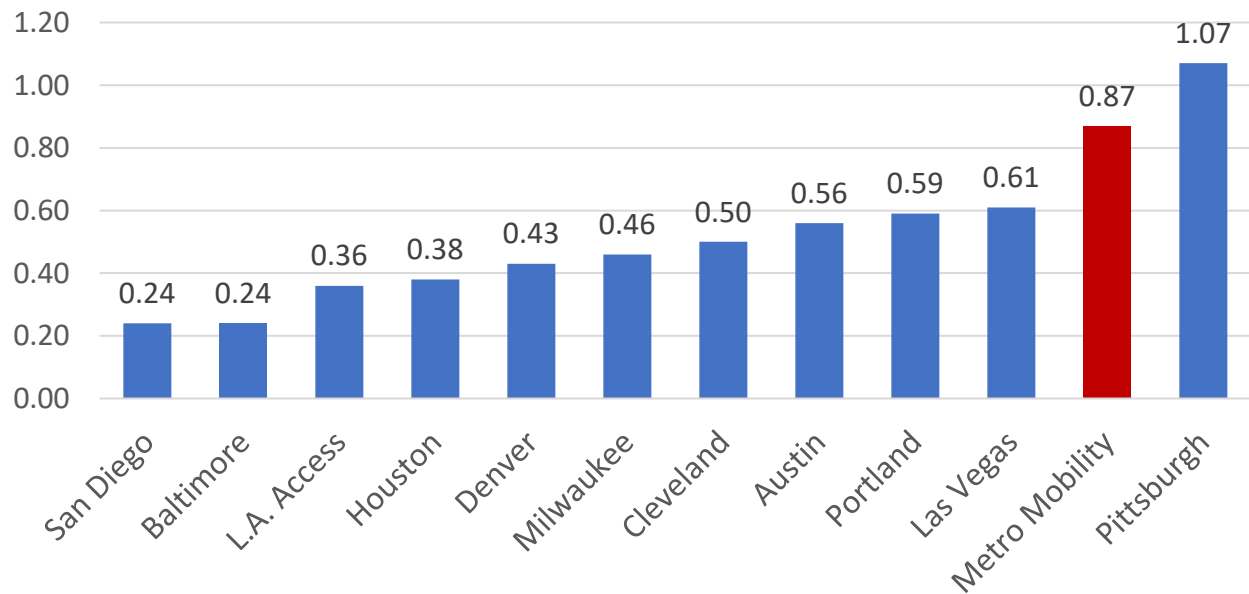


Figure 11: Passenger Trips Per Revenue Hour

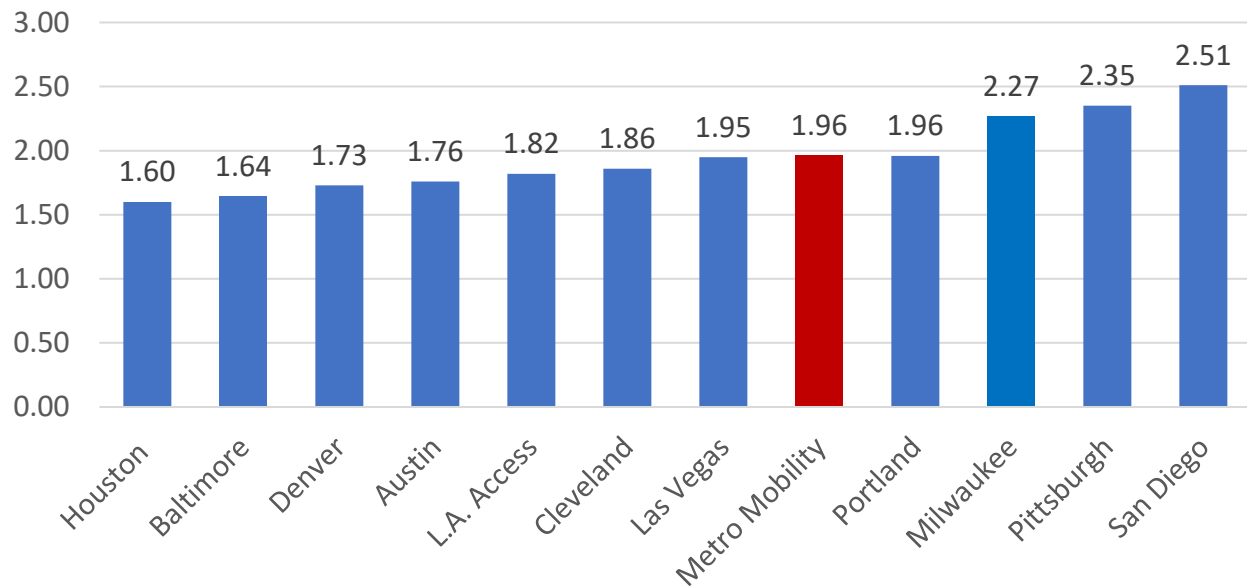
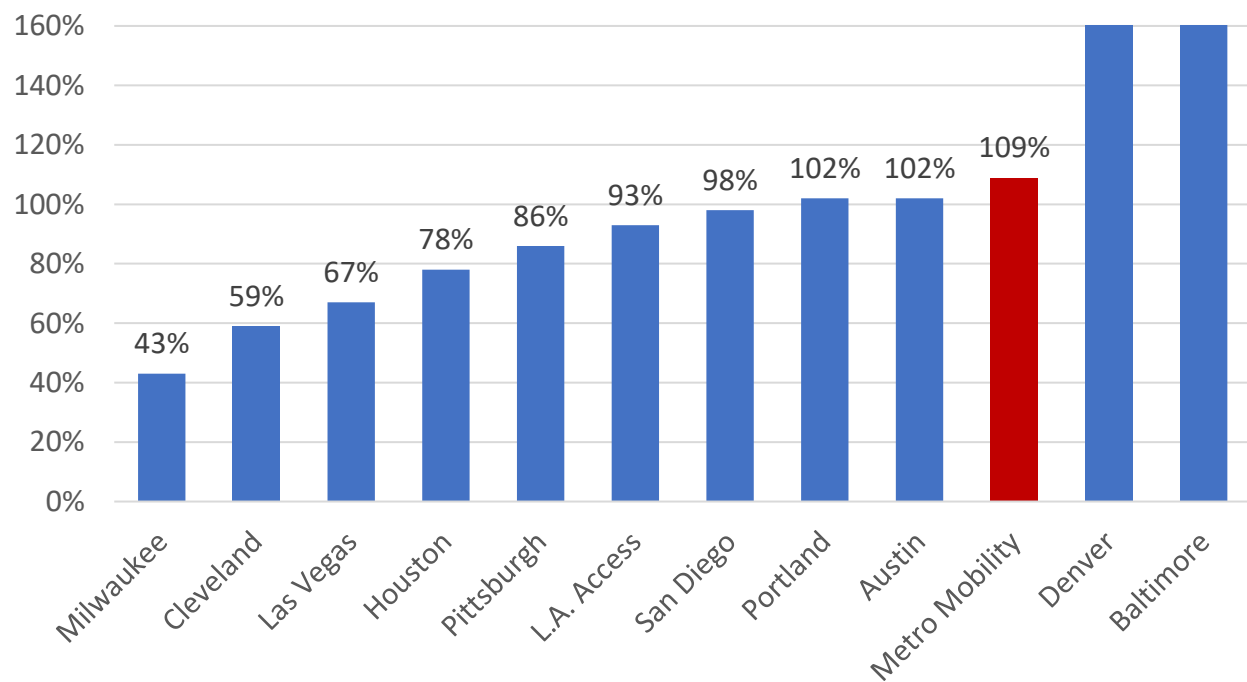


Figure 12: Percent Urbanized Area Served



## Planned Program Changes in Progress

### Fixed route transfers

Metro Transit and Metro Mobility staff are identifying second and third ring suburban fixed route stations with high frequency and ample capacity to pilot Metro Mobility to fixed route transfers. A low or free fare on Metro Mobility will be offered to Metro Mobility customers willing to complete a portion of their trip using fixed route. If the pilot is successful, the longer-term concept is to identify six to eight stations near the belt-way to reduce the length of Metro Mobility trips and capitalize on the availability of fixed routes. This has the potential to increase capacity on Metro Mobility without adding resources, while offering customers more independence and flexibility available with the fixed route network.

### **Group ride incentives**

Metro Mobility began a pilot in December 2017 to offer a group ride fare discount. Groups of five riders or more certified riders can establish a standing order during weekday off-peak hours to travel weekly to shopping or social activities and receive a free return ride. Groups are self-organized, and actual participants can differ from week to week. The goal is to provide a more cost-effective option for riders while also serving to improve system productivity and create low cost additional capacity on Metro Mobility.

### **Premium On-Demand, and up-to-four-days-out taxi service**

The long-standing Premium Same Day (PSD) taxi program was modified in February 2018 to expand the reservation window to four days in advance; consistent with Metro Mobility Demand service. The program name was also changed to Premium On-Demand (POD). Customers can now book rides on POD up to four days in advance through one hour in advance.

### **Van rental pilot**

In 2018, Metro Mobility plans to pilot a bus leasing program with a large Day Training and Habilitation center. The idea behind the program is to subsidize a lease between the Agency and a private leasing company. The leased buses cannot replace vehicles currently operated by the Agency but instead must be an expansion of their existing transportation program. The leased buses will be operated by Agency staff and will allow more autonomy in transporting clients to jobs mid-day within the community as the goals of the Minnesota Olmstead Plan materialize. The Agency must use the bus to transport a minimal number of ADA certified riders in order to qualify for the Council's subsidy. This program is designed to relieve pressure on Metro Mobility driver and capital resources while providing improved flexibility for the Agency and its clients.

## **Ridership and Budget History and Trends**

Underlying issue: Demand is increasing which increases overall program costs, even though recent efficiencies are holding cost down to levels below the sum of inflation and ridership increases. The program does not have a dedicated, sufficiently robust funding source.

### **Ridership and Cost**

Ridership is increasing. Although the Council is conducting a study to analyze ridership projections, there are some factors that are clearly contributing to increased ridership. First, more people are being certified for Metro Mobility. In 2012, Metro Mobility received about 8,100 applications for certification. In 2016, that number grew to 10,562. While some of these applications are submitted by people who are "recertifying," an increasing number are new certifications. In 2014,



48% of the applications were new. In 2016 that number increased to 60%. Not surprisingly, Metro Mobility is seeing an increased number of riders each year as well.

- Increasing ridership contributes to increasing cost. As ridership demand increases so do operational and capital costs. Over the past several years the Council has improved operating cost effectiveness by increasing investments in technology to make service more efficient, restructuring to achieve economy of scale, purchasing fuel in bulk below pump rates, and identifying innovative ways to reduce the cost of the service being provided without changing the operating parameters of the service. At this point the Council has exhausted all the “low hanging fruit” for service improvement— options that do not alter service delivery parameters. Curbing costs in the future will require hard choices and will likely result in reduced service for people with disabilities if funding is not available.
- Metro Mobility is primarily funded by the State of Minnesota’s General Fund: Currently, Metro Mobility’s revenue comes from a couple of sources, but most of the revenue consists of legislative appropriations from the state General Fund.
- In 2015, the Council included Metro Mobility vehicles in its advertising contract. The vendor that sells advertising for the Council’s Metro Transit buses and trains was invited to sell advertising on Metro Mobility vehicles as well. Interest has been very limited. In 2015, the Council generated \$15,652 in advertising revenue on Metro Mobility. Table 4 shows Metro Mobility’s revenue sources, and Table 5 shows Metro Mobility costs over a five-year period.

**Table 4: Metro Mobility Sources of Revenue in 2016**

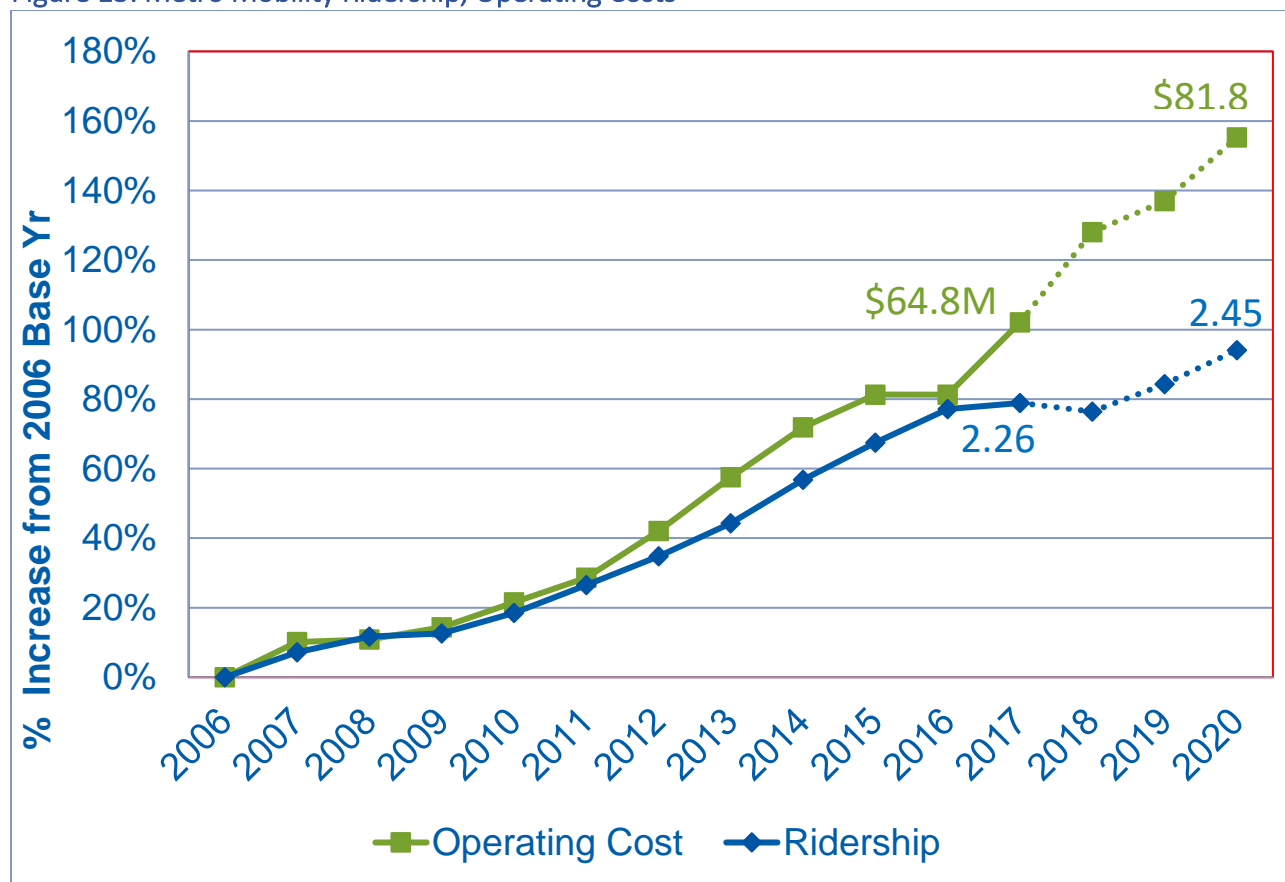
State General Fund Appropriation	\$52.4 million
Passenger Fares	\$5.7 million
<b>TOTAL</b>	<b>\$58.1 million</b>

**Table 5: Metro Mobility Costs from 2012 to 2017 <sup>2</sup>**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017 estimated unaudited</b>
<b>Revenue Hours</b>	774,146	852,466	935,929	1,033,178	1,101,710	1,141,199
<b>Fuel Cost/Hour</b>	\$6.85	\$6.96	\$6.26	\$5.05	\$4.32	\$5.15
<b>Total Service Cost</b>	\$45.5 million	\$50.5 million	\$55.1 million	\$58.1 million	\$58.1 million	\$64.8 million

<sup>2</sup> Metro Mobility has an estimated, unaudited operating cost of \$64.8 million in 2017, and has a budget of \$73.1 million in 2018.

Figure 13: Metro Mobility Ridership, Operating Costs



Note: 2017 Operating Cost numbers in Figure 13, above, are unaudited cost estimates.

## Part 2: Summary of the Task Force's Work and Findings

The Metro Mobility Task Force held seven meetings from August 2017 to February 2018. In addition to full task force meetings, the task force created three subgroups to examine current operations and costs, customer experience, and industry experience.

### Current Operations and Costs Findings

The Current Operations and Costs subgroup reviewed current operating costs and capital funding alternatives, alternative provider service models and costs, and Department of Human Services funded rides.

Metro Mobility's costs consist of various components, as show in Table 6.

Table 6: Breakdown of Metro Mobility Costs

(Costs based on 2016 actuals)		Cost per Trip
<b>Contractor Costs (includes Taxi and STS)</b>	\$49,769,865	
<b># Trips</b>	2,233,229	
<b>Average Contractor Cost Per Trip</b>	\$22.29	
<b>Admin (HR, IT, Payroll, Budgeting, Accounting, Insurance)</b>	11.74%	\$2.62
<b>Facility Lease or Amortization</b>	2.98%	\$0.66
<b>Facility Maintenance</b>	0.33%	\$0.07
<b>Utilities</b>	0.52%	\$0.12
<b>Direct Operating Costs (Driver, Dispatch, reservationist, scheduler)</b>		\$15.59
<i>Drivers</i>	87.59%	\$13.65 <sup>+</sup>
<i>Dispatchers</i>	5.68%	\$.89
<i>Reservationists</i>	5.46%	\$.85
<i>Schedulers</i>	1.27%	\$.20
<b>Vehicle Maintenance</b>	9.53%	\$2.12
<b>Drug and Alcohol Program</b>	0.24%	\$0.05
<b>Driver Training</b>	0.67%	\$0.15
<b>Other</b>	4.02%	\$0.90
<b>Fuel</b>		\$1.76
<b>Met Council Admin (Managers, customer service, contract oversight, IT, Legal, Payroll, HR, Technology, Communications)</b>		\$1.97
<b>Cost per Passenger w/o vehicle and capital equipment</b>		\$26.01
<b>Add: Vehicles and Equipment</b>		*\$3.88
<b>Total Cost</b>		\$29.89

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<b>Average Trip Length (includes agency service)</b>	<b>9.37</b>
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\* Based on 2012-2016 actual fleet purchases and ridership.

\* Driver wages were increased by contract by \$2 in October 2017.

In considering alternative provider models, the subgroup reviewed the federal and state regulatory requirements to which providers would need to adhere, as shown in Table 7. The subgroup also explored the cost implications of using alternative providers.

Table 7: Regulatory Requirements for ADA Compliant Complementary Service

1	Equal response time for rides requiring accessible vehicle	Federal
2	Zero denials	Federal
3	Random Drug and Alcohol Sampling	Federal
4	Passenger Escort	Federal
5	Disability Awareness Training	Federal
6	Reasonable Suspicion Procedures	Federal
7	DVS and Criminal Records Review (initial and annual)	Federal
8	Service quality reporting (on-time pickups, appts, on-board time)	Federal
9	Shared Ride	Federal
10	Radio dispatch – immediate response time	State
11	Insurance Minimums and Council Indemnification	State

To understand how each provider's or potential provider's service aligns with existing regulatory requirements, the subgroup sent a survey to Uber, Lyft, 10/10 Taxi, Transportation Plus, Transit Team, and First Transit. The survey requested the following information:

- Does your current service model meet each of the state or Federal Transit Administration's complementary ADA standard listed?
- If your company's model doesn't meet the standard, does your company have an interest in meeting the standard?
- What is the estimated cost of meeting each standard?

The results of this survey are incorporated into service-level options developed by the Industry subgroup (discussed later.)

### Cost Information

For comparison among providers, Table 8 shows provider costs for a sample trip.

Table 8: Average Cost Per Provider for Sample 11.2-Mile Trip, 2016

Provider Type	Cost
Metro Mobility (capital and operating)	\$28.85-\$29.31
Taxi	\$24.00*- \$26.30
TNC* <sup>1</sup>	\$17.00 - \$22.00
* Does not include the cost of accessible vehicles.	
<sup>1</sup> Prices may vary based on demand.	

Taxi and TNC rides provided through a non-shared service model results in the loss of \$.42 per mile . in federal formula funds; an **11.2 mile trip is approximately \$4.70/trip.**

### Vehicle Leasing

To help determine if it would serve as a cost-saving strategy, the subgroup studied the concept of leased vehicles for Metro Mobility. Findings include:

#### Funding Implications

- Over the past five years, approximately 50% of funding for vehicles comes from Federal Transit Administration (FTA) formula funds and 50% from Regional Transit Capital funds (RTC).
- Nearly 60% of Metro Mobility's current fleet have been purchased by a combination of federal dollars and RTC funds.
- RTC cannot be used for lease expenses.
- The Federal government requires a cost benefit analysis of leasing, as compared to owning, buses.

#### Metro Mobility Capital Cost per Passenger Trip for Buses and Technology

- Capital investment in buses and bus technology 2012-2016 = \$38.3M
- Average \$3.88/per passenger trip

#### Challenges

- Enterprise leasing does not allow vehicle subleases. A vehicle lease program would likely require Metro Mobility contractors to enter into lease agreements directly with the vendor. This legal arrangement would negatively impact the Council's ability to easily and quickly reassign fleet in the event of a crisis or to address poor service quality.
- Lease rates are currently unknown.

### Summary of Cost Items

- Varying service models between Metro Mobility, TNCs, and taxis impact costs.
- Only Metro Mobility is fully compliant with FTA ADA complementary service requirements. Taxis may be interested in becoming fully compliant. TNCs are not interested in becoming fully compliant.

- By definition, public transit is shared-ride service. Any non-shared service provided is not reportable to the FTA. As a result, there would be an average loss in funding of about \$4 per trip.
- There is insufficient information available regarding leased vehicles to make a recommendation.
- Topics for further consideration include: need for a consistent funding source and potential investments in technical development, marketing, and customer service.

#### Department of Human Services-funded Metro Mobility Rides

A sizeable number of DHS/metro area county-client rides are provided by the Metropolitan Council on Metro Mobility. DHS programs pay full cost of the fare for these rides which is a fraction of the full cost. Because Metro Mobility is funded completely by state general fund money (and a small amount of passenger fares) the State of Minnesota is absorbing nearly the entire cost. Without a change to the current model, there are no opportunities for additional federal funding.

#### Background

Through discussions with DHS staff, the Council has identified three general categories of DHS/county trips being provided by Metro Mobility. They include:

1. Day Training and Habilitation (DT&H) rides to agencies such as Opportunity Partners, Lifeworks, Midwest Special Services, etc.
2. Other Waivered service clients. The county purchases public transit fares and distributes to clients for many types of trips: school, social, etc.
3. Minnesota Non-Emergency Medical Transportation (MNET) rides.

In most case, these trips are eligible for state and federal dollars at a 50/50 ratio. Under current practice, when waived service and Medical Assistance clients are placed on Metro Mobility, only the fare is reported as the “cost” of the service and only 50% of the fare is covered by federal funding. The full cost of Metro Mobility, on average, is more than \$26 in operating costs and about \$3.88 in capital per trip. Metro Mobility fares are currently \$4.50 in the peak period and \$3.50 in the off-peak. Under current practice, about 94% of a DHS/county client’s ride when transported on Metro Mobility is covered by the state. If the client were placed on a private carrier, the state and federal share would be 50/50.

Under the current model, there is not a mechanism to draw down additional federal dollars. Several factors, including federal regulations, create significant barriers to capturing a greater share of federal funding to cover the transportation costs of Metro Mobility. DHS and Council staff met several times in early 2017 and were unable to find a solution under current conditions but believe that there is opportunity to modify existing statutes, programs and procedures to: 1) access more federal dollars and 2) improve DHS client services.

#### Issue

Based on 2014/2015 Metro Mobility ticket sales to metro area counties and Medical Transportation Management (MTM) on behalf of Minnesota Metro Counties Consortium (MMCC) in addition to the number of clients transported to day training and habilitation programs, the Council estimates that more than \$20.5 million in expenses that may be eligible for federal funds in a different delivery model are not reported as DHS program costs and are therefore not

subsidized with federal funds. The Medicaid program cannot pay more than the usual and customary cost of a ride.

**Table 9. Annual Extra Cost to State and Loss of Federal Funding**

<u>Period</u>	<u>Sales Amount</u>	<u>*Estimated Rides</u>	<u>**Est. Full Cost of Rides</u>	<u>Cost Split when DHS/Counties Place Rides on Metro Mobility</u>		<u>Cost Split when DHS/Counties Pay Full Cost</u>	
				<u>State</u>	<u>Federal</u>	<u>State</u>	<u>Federal</u>
Sales to Counties Aug 2014-Jan 2015	\$701,510	210,033	\$5,460,858	\$5,110,103	\$350,755	\$2,730,429	\$2,730,429
Annualized Total	\$1,403,020	420,066	\$10,921,716	\$10,220,206	\$701,510	\$5,460,858	\$5,460,858
2016 Agency Invoiced	\$1,235,838	370,011	\$9,620,286	\$9,002,367	\$617,919	\$4,501,183	\$4,501,183
Total	\$2,638,858	790,077	\$20,542,002	\$19,222,573	\$1,319,429	\$9,962,041	\$9,962,041
TOTAL Annual Extra Cost to the State and Loss of Federal Funding							\$8,642,612

\*Average fare for Metro Mobility system = \$3.34 \*\*Average operating cost per ride = \$26.00

## Challenges

1. The Council and DHS are not able to share client information, so it is not possible to fully understanding the clients involved, the programs they are enrolled in, Metro Mobility ridership and the scope of federal funding lost. Having authority to share the information is a critical first step in understanding the return on investment and general approach to designing a new program structure and associated policies and procedures.
2. Metro Mobility is bound by Federal Transit Administration regulations that restrict fares to twice the local fixed route fare. However, the regulations provide for the following exception:

*Sec 37.131(4) The entity may charge a fare higher than otherwise permitted by this paragraph to a social service agency or other organization for agency trips (i.e., trips guaranteed to the organization).*

While this exception could apply to Metro Mobility “Agency” rides, it would not apply to the larger share of other waived service rides; only partially addressing the issue.

3. DHS programs are bound to federal “usual and customary” charge requirements, meaning a provider cannot charge more for a covered client than what is charged to other customers. It is possible for Metro Mobility to charge more if the service provided is a higher level of service than service offered to other customers paying the public transit fare.
4. DHS waived rates for transportation included in the daily Day Training and Habilitation service rates are shown in Table 10. Table 11 shows Agency ridership.

Table 10: DHS Rates for Day Training and Habilitation

DHS DT&H Rate Structure				
Individual Requires a Lift/Ramp	0-10 Miles	11-20 Miles	21-50 Miles	51 or More Miles
YES	\$15.05	\$28.16	\$58.76	\$80.93
NO	\$ 8.83	\$10.58	\$13.92	\$16.50

Table 11: Metro Mobility Agency Ridership

Metro Mobility Agency Ridership - October 2016					
	0-10 Miles	11-20 Miles	21-50	51 + Miles	Total
Lift/Ramp	3,385	585	9	0	3,979
Ambulatory	19,386	5,534	304	0	25,224
Unknown*	303	129			29,635

Current Metro Mobility daily fares \$7.00-\$9.00 per day round trip. Trips over 15 miles may include an additional surcharge of \$.75 per trip.

Day Training and Habilitation rates for daily service are bundled per Minn. Statute 256B.4914. The service provider receives a payment for the provision of service and a payment for the provision of transportation. DT&H service providers may sub-contract the transportation portion of service provision.

True DT&H transportation rates represent in the framework above are suppressed per Minn. Statute 256B.4913. Service rates for DT&H are currently based on historic rates in place in 2013. Historically, DT&H providers negotiated transportation rates with lead agencies. True framework rates for the transportation portion of DT&H rates will not be in effect until January 2021.

In summary, under the current Metro Mobility model, there is no mechanism to draw down additional Medicaid funding. Additional State and Federal Medicaid funding may be available by providing a different service model to recipients of Medical Assistance and waiver services. An estimated \$8 to \$10 million in additional federal funds may be available with a different service delivery model.

Barriers to addressing this problem include:

- Resolution is restricted by inability to share data between agencies.
- Metro Mobility fares are limited to twice the local fixed-route fare except for trips to a social service agency.
- DHS Medicaid programs are bound to federal “usual and customary” charge requirements, meaning a provider cannot charge more for a covered client than what is charged to other customers.
- Medicaid program riders pay the same fare as other eligible riders.



- Metro Mobility's fare of \$3.50 in the off-peak and \$4.50 in the peak is an inexpensive option for agencies.
- Currently, DT&H transportation rates represented in the framework are suppressed per Minn. Statute 256B.4913. True framework rates for the transportation portion of DT & H rates will not be in effect until January 2021.

### **Potential Legislative Recommendations**

- Data sharing between state agencies.
- Interagency coordination.
- Better cross-utilization of funds – remove silos.

### **Customer Experience Findings**

The Customer Experience subgroup focused their review and discussion on the needs of the people utilizing Metro Mobility services, and on the impacts of transit service quality and reliability from the customer's perspective. Multiple examples were shared by and with subgroup members, and through them, the task force gained a heightened awareness of the impacts insufficient transit service has on an individual's daily life. The group worked alongside the Industry Experience group to ensure the identified service level options will address the issues presented by customers.

### **Issues Presented by Customers**

#### **Service Quality and Trip Reliability**

- Inconsistency resulting from the 30-minute pick-up window, in addition to service delays, can make daily planning difficult and can result in missed appointment times. This also causes worry and anxiety for customers.
- Customers may not know when or where (multiple entrances) they are being picked up. This, may add to trip delays.
- Dynamic routing and customer "add-ons" to the manifest can seem confusing and inefficient and can cause frustration and delays for other passengers on board.
- High demand on the system, in addition to detours and congestion, can result in frequently changing trip manifests.
- Ride durations can sometimes be, or feel, too long. Trips that approach or exceed the maximum on board time, can cause physical discomfort and anxiety.
- Consistently late trips can impact a person's employment and limit opportunities for people who are dependent on Metro Mobility for transportation.
- Customers may not be aware of supplemental service, or premium same-day options available to them that may offer a more consistent or direct ride.

#### **Quality of Customer Service**

- Driver training and knowledge seems inconsistent.

- High turnover of drivers can result in customers regularly getting new drivers on routes who are unfamiliar with customer file notes, or pick up/drop off locations.
- Driver customer-service skills are inconsistent or lack knowledge of individual customer needs.

#### Improvements Identified by Customers

- The consistency and quality of driver training programs, both initial training and on-going, should be reviewed and investments made where needed in order to ensure high quality customer service is provided.
- A market competitive compensation of hourly pay and benefit for Metro Mobility drivers is needed to attract and retain high quality drivers, and to stabilize the workforce and improve driver turnover.
- Investments in improved customer communication and education on Metro Mobility service options and regulatory impacts are needed (for example, information on Premium Same Day, Supplemental Service, non-ADA service denials, no-show policy suspensions, expectations for on-board times).
- Technology should be better utilized to improve opportunities for customers to provide feedback, and to inform customers when their ride is near.
- Alternative services that provide additional sedan service or taxi alternatives, may result in an improved customer experience for some customers. Due to the risks associated by a non-FTA regulated service, all such options should be offered and communicated as “Opt-in” services.
- An investment in business system administration is needed to analyze system routing formulas (for example, optimizing trip planning formulas, on-board time and/or other performance criteria calculations) to improve the customer experience while still maintaining system efficiency.
- Centralized dispatch, along with investments in technology improvements, should be investigated for viability and as a means to improve system wide routing.

## Industry Experience Findings

The Industry Experience subgroup reviewed the existing Metro Mobility service model in context of a variety of transportation provider experiences, and in consideration of a widely varying and growing demand for services. The group considered service option alternatives through the lens of the customer experience, of ADA regulations, of customer needs and preferences, and of system safety and security. The group also reviewed related pilot programs that have been introduced in other cities in recent years.

The current Metro Mobility base service model is entirely FTA paratransit service compliant and is characterized by the assurance of a high level of personal service that is important to many customers. Many Metro Mobility clients require an attentive care and support due to cognitive or physical disability. The current service assures door-through-door escort, and is provided by drivers trained according to Special Transportation Service level standards. Metro Mobility ensures productive public transit service by offering a shared ride, usually in lift equipped buses that can accommodate 15 or more passengers.

## Customer Eligibility Categories

The Americans with Disabilities Act of 1990 (ADA) [Section 37.123€ (1) of the ADA regulations], defines the following three categories for Paratransit service eligibility:

### **Category 1**

Any individual with a disability who is unable, as a result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any vehicle on the system which is readily accessible to and usable by individuals with disabilities.

### **Category 2**

This applies to an individual who would be able to use the local fixed-route system if it were accessible (e.g., if a low-floor or lift-equipped bus is not available). This category is not applicable for Metro Mobility as all our local fixed-route service is 100% accessible.

### **Category 3**

"Any individual with a disability who has a specific impairment-related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system." Two important qualifiers to this category are included in the regulations. First, environmental conditions and architectural barriers not under the control of the public entity do not, when considered alone, confer eligibility. Inconvenience in using the local fixed-route bus system is not a basis for eligibility.

Eligibility for Metro Mobility cannot be based on financial hardship. A person must be over six (6) years of age to certify for eligibility

## Service Level Alternatives

In addition to affirming the need to sustain the Metro Mobility's base system service provisions, the task force recommended exploring additional service level alternatives, that could potentially be provided by Transportation Network companies and/or taxi companies.

As shown in Table 12, the four alternatives proposed in addition to Metro Mobility's base system provide an array of options for customers whose needs may not be provided within the current service model due to system capacity, and for those who may not need, nor want, door through door FTA paratransit-level service.

Table 12: Metro Mobility's Base System and Four Alternative Service Levels

	Base Services		Opt-In Services			
	Metro Mobility		Shared Options		Premium Options	
	ADA	Non-ADA	STS	Not-STS	STS	Not-STS
Provider Type	Public Transit Dial-a-Ride	Public Transit Dial-a-Ride	Medical Assistance Providers	TNC/Taxi	Medical Assistance Providers	TNC/ Taxi
Service	Door through first Door	Door through first Door	Door through first Door	Curb to Curb	Door through first Door	Curb to Curb
Trip booking	Advanced Reservation	Advanced Reservation	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced
Service Denials	None	Subject to Capacity	Subject to Capacity	Subject to Capacity	Subject to Capacity	Subject to Capacity
Safety and Training	Highest Level	Highest Level	Stringent	Less Stringent	Stringent	Less Stringent
Fleet	Lift Equipped	Lift Equipped	Limited Lift or Ramp	Limited Lift or Ramp	Limited Lift or Ramp	Limited Lift or Ramp
Rides Eligible for Federal Formula Funding (\$.42/mile)	Yes	Yes	Yes	Yes	No	No

All service options are proposed to be available throughout the Metro Mobility service area in accordance with the service hours by community. In addition to the service options in Table 12, a service model that includes DHS client transportation may be added at a future date.

The following shows service option scenarios for various customer profiles.

#### **Metro Mobility Base ADA Service**

- Can plan most needed trips in advance.
- Lives and travels mostly within the federally mandated ADA service area.
- Needs door-through-door service, and assistance from a trained driver, to safely reach his destination.
- Feels more safe riding with drivers that are specially trained in disability awareness and randomly screened for drug and alcohol use.
- Appreciates the security of reservation call recordings and on-board audio/video recordings.

- Likes the routine of using Metro Mobility and the support provided by the Metro Mobility Service Center. He does not want to change providers.
- Requires an accessible vehicle.
- Does not want to pay more for on demand or direct service.
- Enjoys the community aspect of using public transportation and does not want to pay more for direct service.

#### **Metro Mobility Base Non-ADA Service**

- Relies on Metro Mobility for transportation needs; and can plan most trips in advance.
- Lives, or regularly travels, outside the ADA federally mandated service area.
- Although requests are scheduled on standby-by, service denials are rare.
- Needs door through door service, and assistance from a trained driver, to safely reach her destination.
- Feels more safe riding with drivers that are specially trained in disability awareness and randomly screened for drug and alcohol use.
- Likes the routine of using Metro Mobility and the support provided by the Metro Mobility Service Center. She does not want to change providers.
- Enjoys the community aspect of using public transportation and does not want to pay more for on demand or direct service.
- Appreciates the security of reservation call recordings and on-board audio/video recordings.

#### **Shared Ride STS Opt-in Service**

- Lives, or regularly travels, outside the federally mandated ADA service area and ride requests are sometimes denied due to lack of available service.
- Needs the level of service and driver assistance provided by Metro Mobility.
- Doesn't mind sharing rides with other customers. Does not want to pay more for a direct trip.
- Needs an accessible vehicle and requires door through door service to safely reach the destination.
- Does not feel safe using a regular taxi or TNC.
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

#### **Shared Ride Not-STS Opt-in Service**

- Has a variable schedule and values spontaneity in travel planning. Is frustrated by the advanced appointments required by Metro Mobility.
- Doesn't mind riding with others and can afford the extra time that sometimes adds.

- Does not want or need door through door service and can safely reach the destination when picked up or dropped off at curb.
- Is comfortable riding with drivers with less stringent background checks and no drug and alcohol testing.
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

#### **Premium STS Opt-in Service**

- Lives and travels within the federally mandated ADA service area and is never denied Metro Mobility service.
- There are often several other customers on her bus.
- Frustrated by a lack of consistency and does not like waiting up to 30 minutes for her bus.
- Requires an accessible vehicle.
- Needs door through door service, and assistance from a trained driver, to safely reach the destination.
- Willing and able to pay a premium for a faster, non-share accessible ride rather than risk delays that can occur with a shared ride service
- Does not feel safe using a regular taxi or TNC
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

#### **Premium Not-STS Opt-in Service**

- Does not use a mobility device and values independence.
- Does not need assistance getting in or out of vehicle.
- Frustrated with long on-board times and the delays caused by a shared ride system.
- Would prefer to pay more for a faster, direct trip, than risk delays.
- Is comfortable riding with drivers with less stringent background checks and no drug and alcohol testing.
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

#### **Anticipated Service Advantages**

The task force anticipates that by offering additional service options, the growing demand and resultant strain on the base Metro Mobility system will be distributed, and more and varying customer needs will be met. These options, if fully implemented, could address many of the issues identified by the Customer Experience work group. It should be noted that some of these service options are not currently provided in this market. Anticipated advantages of a more diversified system include:

- Providing both STS and Not-STS level service options will introduce additional capacity to meet a growing service demand while offering services that meet a variety of customer preferences.
- Additional service offerings will strengthen and focus the core system, potentially introducing stability in the Metro Mobility driver workforce.
- Premium options offer individual rides and a faster trip than shared ride options.
- STS service levels offer higher standards than Not-STS Options.
- Lower Cost Per Ride potential with demand shifts to new service options.

Support for this is provided by Boston's success with their TNC pilot program, initiated in October of 2016 and on-going, with multiple iterations, through April 2018. The Massachusetts Bay Transit Authority (MBTA) currently contracts both Uber and Lyft to provide optional on-demand shared ride and individual transportation service to paratransit customers throughout their entire service area. Since initiating the pilot, MBTA has reported growing support from customers of the ride options, and a 19% reduction on the number of The Ride trips from pilot customers. In the current pilot, customers have an option to use share Ride modes (Uber pool and Lyft line). Roughly 20% of their customers currently take advantage of this option. In September 2017, MBTA reported an increase of 31% in their service provision while reducing their average cost per trip.

**The increase in trips provided currently offsets the per trip cost savings, making the MBTA's pilot cost neutral overall.** As a result, to date there has not been an overall savings realized from the program, although mobility for customers has improved.

As identified in Figure 7, MBTA has an average subsidy per trip of \$46, compared to a Metro Mobility subsidy of \$24 per trip. Since the Boston service area and market differs from our own, the task force recommends a pilot approach to gauge customer interest and to study budget impacts.

### **Risk Exposures**

The above proposed new service options introduce additional complexity to an already complex system. With each of the alternative service options, customers may be exposed to a higher risk and/or lower quality customer care, compared to the level of service required by Metro Mobility.

**Safety and security concerns are especially important to consider due to the heightened risk of providing transportations services to vulnerable populations.** While there is a wide range of abilities between customers, it is important to understand that some customers with cognitive disabilities may have difficulty understanding the differences between the new service options, and how those differences may affect them personally, in context of both service quality and personal safety. Some customers are also at increased risk of getting lost or injured if the appropriate level of service (curb to curb vs. door through first door) is not provided. This risk is heightened during inclement weather conditions.

Taxi and TNC service providers operate under the authority of the Motor Carriers of Passengers or Equivalent State/City Authority (such as Taxi or TNC licensing). Special Transportation Service (STS) service providers, which includes many Taxi companies, operate under State of MN STS regulation.

None of the proposed alternative service providers are required to comply with regulations set by the FTA for Paratransit service, including:

- **Drug and Alcohol Policy and Compliance, including post-accident, reasonable suspicion and random sampling.** Although testing programs vary between providers, neither TNCs nor taxi companies have indicated the ability or interest in fully meeting all the testing requirements set for public transit.
- **Passenger Escort:** Non-FTA Paratransit and Non-STS service providers are not required to assist customers in the same way as Metro Mobility drivers are. Customers choosing this service will be picked up and dropped off at curb instead of escorted to the door. These options may present a safety risk for customers who need help navigating to their destination, boarding vehicles, or require other assistance from a driver.
- **Disability Awareness Training.** TNC and non-STS certified taxi companies are not required to provide disability awareness training as required by FTA paratransit regulations, or as outlined in the standards set forth by Minn. R. 8840.5910, Subpart 1.
- **Service quality reporting.** All providers surveyed in the task force currently collect and report service performance data such as On-Time Performance, On Board Time, service denials etc. Agreements will be needed to allow the Council to have full access to trip requests and ride data to ensure oversight for purposes of provider-public accountability and auditability.
- **DVS and Criminal records review.** Taxi and TNC companies have varying requirements for conducting driver criminal background checks and for DVS license checks. Providers with STS certification must meet MN state DHS net study requirements. TNC companies currently do not meet this state requirement.
- **Zero Service Denials:** Customers requiring lift service or requesting same day/on demand service are at higher risk of being denied service on a consistent basis if they choose alternative service options. There is a limited number of accessible vehicles (lift or ramp) within the Taxi fleets and the TNC's do not currently offer accessible vehicles in our service market.
- **Shared Ride:** Public transit is shared ride service. Any non-shared service provided is not reportable to the FTA, resulting in an average loss in funding of approximately \$4 per trip. While taxi and TNC companies both accept group bookings, neither currently offer shared ride services in Minnesota. Both Uber (Uber Pool) and Lyft (Lyft Line) offer shared ride services in other markets and have indicated an interest providing the option as part of a pilot study in Minnesota.
- **Radio Dispatch (real time contact with dispatch):** TNC providers have limited radio dispatch support; drivers contact dispatch real time via the mobile application or by phone.
- **Accessible needs met equally with non-accessible needs:** Most of the taxi fleet are not lift equipped, and TNC companies do not currently offer lift equipped vehicles in the Metro area. Customers requiring accessible service are at risk of service denials on a consistent basis if they choose alternative service options.



Because the alternative options do not meet the FTA regulatory requirements they must be initiated and selected by the customer.

### **Other Concerns**

In this market, there is no TNC or Taxi regulatory requirement for on-board security cameras. However, many Taxi fleets now have cameras installed. In contrast, Council-provided public transit vehicles have multiple interior and exterior cameras installed. On board video is an important crime deterrent and provides an important investigative and auditability tool.

### **Risk Mitigation Strategies**

The task force recommends the following strategies to limit the risk exposures identified above:

- Investment in sufficient staff resources to effectively administer contracts, conduct service monitoring, and audits needed to ensure all contractual and regulatory compliances required for any new contracts or services.
- Although all proposed new services are optional for the customer, a significant investment in outreach and education will be needed so that all customers and care givers understand key service differences and risks associated with each option. Contractual provisions to ensure Council has full access to trip requests, ride data, on board video and other service related data for purposes of provider-public accountability and auditability.
- The accessible fleet capacity of alternative service of the alternative service providers will need to be monitored in order to protect the users; civil rights to accessible transportation.
- Contractual requirements are needed to ensure providers employ drug and alcohol screening and pre-employment background checks according to city and state requirements.
- Specialized training, such as Disability Awareness, defensive driving, assistance training and abuse prevention will need to be contractually obligated for all alternative service providers and defined according to the service level requirements.

Table 13: Summary: Pros and Cons of Alternative Choices

	Pros	Cons
<b>STS - Shared</b>	<ul style="list-style-type: none"> <li>• High level of driver training and customer service (escort service to/from vehicle)</li> <li>• Annual vehicle inspections</li> <li>• Department of Human Services background checks</li> <li>• Accessible vehicles available</li> <li>• May offer more flexibility in scheduling rides</li> <li>• Same day rides and some on-demand available</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• <b>This option is currently available on a limited basis in Minnesota.</b></li> <li>• No reasonable suspicion checks for drug and alcohol use</li> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• No drug and alcohol random sampling program</li> </ul>
<b>STS – Not Shared</b>	<ul style="list-style-type: none"> <li>• High level of driver training and customer service (escort service to/from vehicle)</li> <li>• Annual vehicle inspections</li> <li>• Department of Human Services background checks</li> <li>• Accessible vehicles available</li> <li>• May offer more flexibility in scheduling rides</li> <li>• Same day rides and some on-demand available</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• No reasonable suspicion checks for drug and alcohol use</li> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• Not reportable as public transit = loss of federal funding</li> <li>• Could be a more expensive option – depends on customer's financial contribution</li> <li>• No drug and alcohol random sampling program</li> </ul>
	Pros	Cons
<b>Not STS – Shared</b>	<ul style="list-style-type: none"> <li>• Rider can choose drivers – consistency</li> <li>• On-demand</li> <li>• Least costly option</li> <li>• Excellent option for customers wanting flexibility, sedan service and independent travel</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• <b>This option is currently available on a limited basis in Minnesota.</b></li> <li>• Less stringent background checks</li> <li>• No accessible vehicles currently available; potential civil rights violations</li> <li>• Optional driver training – not specific to persons with disabilities</li> <li>• No reasonable suspicion checks for drug and alcohol use</li> </ul>

		<ul style="list-style-type: none"> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• TNCs have demonstrated an unwillingness to fully report ride information (for example, limited to zip code)</li> <li>• No drug and alcohol random sampling program</li> </ul>
<b>Not STS – Not Shared</b>	<ul style="list-style-type: none"> <li>• Rider can choose drivers – consistency</li> <li>• On-demand</li> <li>• Least costly option</li> <li>• Excellent option for customers wanting flexibility, sedan service and independent travel</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Less stringent background checks</li> <li>• No accessible vehicles currently available; potential civil rights violations</li> <li>• Optional driver training – not specific to persons with disabilities</li> <li>• No reasonable suspicion checks for drug and alcohol use.</li> <li>• TNCs have demonstrated an unwillingness to fully report ride information (for example, limited to zip code)</li> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• Not reportable as public transit = loss of federal funding.</li> <li>• No drug and alcohol random sampling program.</li> </ul>

### Technology Considerations

With the introduction of multiple providers serving a large service area with widely varying service needs, a significant investment in trip planning technology and integrated software applications may be needed to integrate multiple provider systems and best identify trip level service options for customers, including service options on the Metro Transit's fixed route system.

The task force took note of innovative on-demand trip request applications that have been created to address this issue such as RideKC's Freedom application, launched with an on-demand taxi service pilot. The pilot features an integrated software app, optimized for mobile use, that provide customers with a "one stop shop" on-demand trip reservation experience. The system generates ride solutions in real time, and offers service options to the customer based on the current capacity and demand of multiple service providers.

Partnerships with alternative service providers, and investments in related software applications would benefit the transit system as a whole. Providing customers with more access and visibility to various trip planning solutions has the potential to optimize service delivery across modes. The task force also considered information on other innovative technology pilots underway that may become relevant to the paratransit industry, including the testing of Autonomous Vehicles (AV).

For example, Access Services, the paratransit service in Los Angeles CA, recently announced plans for a small scale autonomous vehicle pilot program, partnering with Baidu, Inc. Further study is needed to determine the viability and potential of AV technology in the paratransit industry. The task force recognizes the potential system efficiencies and improved mobility to be achieved through additional pilot programs currently under study by Metro Mobility. These are further discussed on pages 20/21 and include:

- **Fixed route transfer or feeder to fixed route program:** Pilot currently in planning stages, to incentivize transfers to/from the Metro Transit fixed route system.
- **Group ride program:** Limited Pilot initiated in December 2017 to offer free return ride incentive for groups of 5 or more booking rides off-peak.
- **Advanced booking of “Premium Same Day” service:** Change initiated in February 2018 to allow “Premium Same Day” customers to book taxi riders up to 4 days in advance, as well as same day.

## Part 3: Recommendations

The legislative language identifies “program and legislative changes” as areas for recommendation.

### Recommended Legislative Action

#### *Funding, Collaboration, and Data Sharing*

##### Action:

1. Establish a dedicated funding source to ensure Metro Mobility demand is met.
2. Facilitate collaboration between DHS and Metro Mobility by modifying Data Practices language to allow the agencies to share available non-medical data for limited purposes, including leveraging available federal funding.
3. Fund a study to determine how County/DHS and Metro Mobility can coordinate services and funding to capture all eligible federal dollars for waived service and medical assistance client transportation.
4. Provide funding to study and invest in technology innovations such as single-point reservation system to allow the customer to self-choose between all available service options when scheduling a ride. Fund staffing to support recommendations from this study.
5. Provide incentives to increase the number of on-demand accessible vehicles operated by private companies to increase availability to persons with accessibility needs and provide an equivalent response time for on-demand services.

### Recommended Program Changes, Council Action or Other

#### Service Models

Pilot service expansion options to better meet a variety of transportation needs such as:

- On-demand options
- Driver consistency
- Direct ride (not shared)
- No escort – more independence
- Shorter pick-up window
- Sedan service

##### Action:

2. Negotiate agreements by March 31, 2019, expand and promote on-demand service providers. The complete service model should include at a minimum:
  - a. Metro Mobility ADA (no changes)
  - b. Metro Mobility Non-ADA (no changes)
  - c. STS Premium (consumer selected)
  - d. Not STS Premium (consumer selected)- including Taxi and TNCs
  - e. STS Shared (if market allows, consumer selected)
  - f. Not STS Shared (if market allows, consumer selected) including Taxi and TNCs

3. Explore creating a service specifically for DHS/County waived clients and medical assistance transportation program post 2020, which would require legislative support.
4. Evaluate options available for increased flexibility on Metro Mobility Non-ADA trips such as conditional eligibility of customers, differential fares, service quality standards and span of service that could improve ADA service and overall system performance.
5. Invest in robust public information and outreach to explain the current and new service options.
6. Conduct routine market analysis to evaluate effect of driver wages on workforce stability and service quality and performance and adjust as warranted and funding allows.

## Appendices

- Legislative language establishing the task force
- Task force membership
- Task force charter
- List of meeting dates and all posted materials

## Definitions

### *ADA – Americans with Disabilities Act*

Passed in 1990, the Americans with Disabilities Act is a civil rights law that prohibits discrimination based on disability.

### *DHS – Department of Human Services*

The Minnesota Department of Human Services (DHS) helps provide essential services to Minnesota's most vulnerable residents. Working with many others, including counties, tribes and nonprofits, DHS helps ensure that Minnesota seniors, people with disabilities, children and others meet their basic needs and have the opportunity to reach their full potential.

While the vast majority of human services in Minnesota are provided by partners, DHS sets policies and directs the payments for many of the services delivered. As the largest state agency, DHS administers about one-third of the state budget.

### *FTA – Federal Transit Administration*

The Federal Transit Administration is an agency within the United States Department of Transportation that provides financial and technical assistance to local public transportation systems. The FTA also oversees safety measures and helps develop next-generation technology research.

### *STS – Special Transportation Services*

Transportation provided on a regular basis by a public or private entity or person that is designed exclusively or primarily to serve individuals who are elderly or disabled and who are unable to use regular means of transportation but do not require ambulance service.

Special transportation service includes but is not limited to service provided by specially equipped buses, vans, taxis, and volunteers driving private automobiles. Special transportation service also means those nonemergency medical transportation services under section 256B.0625, subdivision 17, that are subject to the operating standards for special transportation service under sections 174.29 to 174.30 and Minnesota Rules, chapter 8840.

### *TNC-Transportation Network Company*

Transportation Network Company means a corporation, partnership, sole proprietorship, or other entity that uses a digital network to connect transportation network company riders to transportation network company drivers. TNC drivers provide prearranged rides for compensation in their personal vehicle.

### *Shared Ride*

Public transit is defined as shared ride service. The service delivery model places riders together for some or all of their trip whenever possible. If the organization attempts to schedule rides together, but is not able to find a match for some or all of the trips, it is still considered a shared ride service.

### *ADA Complementary Paratransit Service*

Metro Mobility is a shared ride public transportation service for certified riders who are unable to use regular fixed-route buses due to a disability or health condition. ADA complementary Paratransit service is provided in accordance with the Federal Transit Administration regulations.

### *Non-ADA Paratransit Service*

Service provided by Metro Mobility in accordance with the requirements found in MnStatute 473.386. This service exceeds the requirements of the Federal Transit Administration.

### *Premium Service*

Service provided by private transportation companies that guarantees a direct, non-shared, ride. Metro Mobility currently offers a Premium Service option to customers by contracting a private taxi company, allowing customers to ride at a reduced rate.

### *Demand Service*

Metro Mobility Demand Service is Metro Mobility's base service provision. The system operates in response to advance trip requests from passengers or their agents to the service provider, who then plans routings and dispatches a vehicle to pick up the passengers and transport them to their destinations at a negotiated time. The vehicles do not operate over a fixed route or on a fixed schedule. Typically, the vehicle may be dispatched to pick up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted en route to these destinations to pick up other passengers. This kind of transit system is also known as a Dial-A-Ride service.

### *On Demand Service*

A transit mode comprised of passenger cars, vans or small buses operating in response to calls, online or in-app requests from passengers or their agents to the transit operator. A vehicle is then dispatched to pick up the passengers and transport them to their destinations. The vehicles do not operate over a fixed route or on a fixed schedule or a fixed schedule. On-Demand Service offers same day ride requests without advance reservation.

### *Local Fixed Route Service*

Public transit bus or rail service provided on a repetitive, fixed schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations; each fixed route trip serves the same origins and destinations.

Local service typically runs at least on weekdays, all day, at frequencies of 60 minutes or less. Local service does not include service that operates non-stop on highways for portions of the route between picking up passengers in residential areas or at park-and-ride facilities and dropping them off at major destinations. Local fixed route service is commonly referred to as Regular Route service.



### *Non-STIS*

Service that is not certified by the state of Minnesota as Special Transportation Service (STS). Special transportation service is subject to the operating standards for Special Transportation Service under sections 174.29 to 174.30 and Minnesota Rules, chapter 8840.

### *Supplemental Service*

Service options available to Metro Mobility customers including:

1. Premium On Demand (POD), previously known as Premium Same Day (PSD), for customers choosing to use taxi service.
2. Special Transportation Service (STS), providing door through door service for non-ADA rides that have been denied service on the Metro Mobility base system for capacity reasons.

(b) By January 1, 2018, the commissioner must report to the chairs, ranking minority members, and staff of the senate and house of representatives committees or divisions with jurisdiction over transportation policy and finance. The report must, at a minimum, include: a summary of the meetings held by the working group; the project options identified and the commissioner estimates associated with each option; and, if identified, the preferred option and the funding and delivery schedule for that option.

Sec. 140. **METRO MOBILITY TASK FORCE.**

Subdivision 1. **Task force established.** A Metro Mobility Task Force is established to examine the Metro Mobility program under Minnesota Statutes, section 473.386. The goal of the task force is to identify options and methods to increase program effectiveness and efficiency, minimize program costs, and improve service including through potential partnership with taxi service providers and transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, paragraph (e).

Subd. 2. **Membership.** (a) The task force consists of the following members:

(1) one representative from Metro Mobility, appointed by the Metropolitan Council;

(2) one elected official from each metropolitan county, as defined in Minnesota Statutes, section 473.121, subdivision 4, each of whom must be from a district or unit of government that is located within the Metro Mobility service area, appointed by the respective county board in consultation with cities in that county;

(3) at least one and no more than three individuals representing transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, appointed as provided under paragraph (b);

(4) at least one and no more than three individuals representing taxi service providers, appointed as provided in paragraph (c);

(5) one representative appointed by the Transportation Accessibility Advisory Committee established under Minnesota Statutes, section 473.375, subdivision 9a;

(6) one representative appointed by the Council on Disability;

(7) one representative appointed by the commissioner of human services;

(8) one representative appointed by the commissioner of management and budget;

(9) one individual appointed by the Association of Residential Resources of Minnesota; and

- 119.1        (10) one individual appointed by the Center for Transportation Studies at the University  
119.2 of Minnesota.
- 119.3        (b) An interested transportation network company may appoint no more than one person  
119.4 as a task force member. Appointment under this paragraph is on a first-come, first-appointed  
119.5 basis by written notification to the Metropolitan Council.
- 119.6        (c) An interested taxi service provider may appoint no more than one person as a task  
119.7 force member. Appointment under this paragraph is on a first-come, first-appointed basis  
119.8 by written notification to the Metropolitan Council.
- 119.9        (d) The task force members specified under paragraph (a), clauses (1), (3), and (4), are  
119.10 nonvoting members of the task force.
- 119.11        Subd. 3. **Task force duties.** (a) The task force must evaluate the Metro Mobility program,  
119.12 which must include but is not limited to analysis of customer service, program costs and  
119.13 expenditures, service coverage area and hours, reservation and scheduling, and buses and  
119.14 equipment.
- 119.15        (b) The task force must identify and analyze options to improve Metro Mobility program  
119.16 service, limit costs, and improve efficiency.
- 119.17        (c) At a minimum, the task force must consider:
- 119.18        (1) availability of transit, transportation network company, and taxi service throughout  
119.19 the Metro Mobility service area;
- 119.20        (2) demand responsiveness and service levels;
- 119.21        (3) share of trips in which specially equipped vehicles that comply with the Americans  
119.22 with Disabilities Act are necessary;
- 119.23        (4) technology accessibility for Metro Mobility customers;
- 119.24        (5) liability considerations;
- 119.25        (6) integration with regional transit service;
- 119.26        (7) integration with Department of Human Services programs and services;
- 119.27        (8) partnerships with transportation network companies and taxi providers, including  
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- 119.29        (9) potential to use transportation network companies or taxi services to provide an  
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120.13 and constitute donations to the Metropolitan Council. Funds received under this paragraph  
120.14 are appropriated to the Metropolitan Council for purposes of the task force.

120.15 Subd. 5. **Legislative report.** (a) By February 15, 2018, the task force must submit a  
120.16 report to the chairs, ranking minority members, and staff of the legislative committees with  
120.17 jurisdiction over transportation policy and finance.

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120.19 (1) describe the current Metro Mobility program;

120.20 (2) summarize the work of the task force and its findings;

120.21 (3) identify options for reducing program costs and improving efficiency;

120.22 (4) identify at least three potential service level approaches that involve partnering with  
120.23 and incorporating transportation network companies, taxi service providers, or both; and

120.24 (5) provide any recommendations for program and legislative changes.

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120.26 upon submission of the report required under subdivision 5, whichever is earlier.

120.27 Sec. 141. **LEGISLATIVE ROUTE NO. 123 REMOVED.**

120.28 (a) Minnesota Statutes, section 161.115, subdivision 54, is repealed effective the day  
120.29 after the commissioner of transportation receives a copy of the agreement between the  
120.30 commissioner and the governing body of Le Sueur County to transfer jurisdiction of

## Metro Mobility Task Force membership

### **County-Appointed members:**

- Commissioner Scott Schulte, Anoka County
- Commissioner Gayle Degler, Carver County
- City Council Member Dick Vitelli, City of West St. Paul, Appointed by Dakota County
- Commissioner Jim McDonough, Ramsey County
- Commissioner Karla Bigham, Washington County
- Commissioner Marion Greene, Hennepin County
- Commissioner Jon Ulrich, Scott County

### **Other government/non-profit/academic members:**

- Metropolitan Council Member Deb Barber, District 4 (Scott and Carver Counties), representing Metro Mobility
- Ken Rodgers, Transportation Accessibility Advisory Committee Representative
- Matt Knutson, Department of Human Services
- Stewart McMullan, Minnesota Management and Budget
- David Fenley, Minnesota Council on Disability
- Bob Platz, Association of Residential Resources in MN
- Frank Douma, U of M Center for Transportation Studies

### **TNCs/Taxi members:**

- Carla Jacobs, Uber
- Jon Walker, Lyft
- Steve Pint, Transportation Plus
- Michael Sutton, 10/10 Taxi—Super Taxi, Inc.

# Metro Mobility Task Force

Charter Adopted on August 23, 2017

## Purpose

The purpose of the Metro Mobility Task Force is to develop and submit a report to the legislature by February 15, 2018.

According to the legislative language, the report must:

- Describe the current Metro Mobility program
- Summarize the work of the task force and its findings
- Identify options for reducing program costs and improving efficiency
- Identify at least three potential service level approaches that involve partnering with and incorporating transportation network companies, taxi service providers, or both
- Provide any recommendations for program and legislative changes

The Metro Mobility Task Force will make policy and service recommendations that meet or exceed community standards. Metropolitan Council staff are responsible for drafting a summary report that the Task Force will vote on and submit to the Legislature by February 15, 2018.

## Background and Scope

Metro Mobility, a service of the Metropolitan Council, is public transportation in the Twin Cities metro area for certified riders who are unable to use regular fixed-route bus service due to a disability or health condition. Certification is based on criteria established by the federal Americans with Disabilities Act (ADA). In 2016, the program provided a total of 2.23 million rides to more than 20,000 active users certified for Metro Mobility service.

The Metro Mobility Task Force was established during the 2017 special legislative session in HF 3, Article 3, Section 140. The purpose of the Task Force to examine the Metro Mobility program and to identify options and methods to increase the program effectiveness and efficiency, minimize program costs, and improve service including through a potential partnership with taxi service providers and transportation network companies.

At minimum, the task force must analyze and report on:

- Customer service
- Program costs and expenditures
- Service coverage area and hours
- Reservation and scheduling
- Buses and equipment

## Members and Meetings

### Membership

The legislative language sets membership:

# Metro Mobility Task Force

Charter Adopted on August 23, 2017

1. One representative from Metro Mobility appointed by the Metropolitan Council (nonvoting)
2. One elected official from each county whose district/unit of government is within the Metro Mobility service area, appointed by the county
3. At least one and no more than three individuals representing transportation network companies, an interested TNC may appoint no more than one person as a task force member. Appointments are made on a first-come, first-appointed basis. (nonvoting)
4. At least one and no more than three individuals representing taxi service providers. A taxi service provider may appoint no more than one person as a task force member. Appointments are made on a first-come, first-appointed basis. (nonvoting)
5. One representative appointed by TAAC
6. One representative appointed by the Council on Disability
7. One representative pointed by the commissioner of human services
8. One representative appointed by the commissioner of MMB
9. One individual appointed by the Association of Residential Resources of Minnesota
10. One individual appointed by the Center for Transportation Studies at the University of Minnesota

## Additional membership information

- The Chair or Co-Chairs will be selected by the voting members at the first meeting.
- The Chair must be a voting member. If the Task Force chooses Co-Chairs, at least one of the Co-Chairs must be a voting member.
- Members of the Task Force will not have alternates. Since every Task Force meeting is open to the public, organizations are encouraged to send non-Members to observe the proceedings and report back to their organization when their Member is unable to attend.
- Non-voting members will be distinguished from voting members through specific name placards.

## Meetings

### Meeting schedule

The Task Force will meet once a month until February 15, 2018. Co-chairs can call special meetings at their discretion.

Voting threshold: Business items, including the Task Force's report to the Legislature, will be approved by a simple majority. Task Force members in the minority can produce a report on their dissent should they choose.

### Additional meeting information

- All meeting materials and meeting proceedings will be provided in an accessible format.
- Meeting materials will be distributed one week in advance of each scheduled meeting.
- The Metropolitan Council will convene the meetings in accordance with Open Meeting Law principles.

# Metro Mobility Task Force

Charter Adopted on August 23, 2017

- The Chair or Co-Chairs will run meetings in accordance with Roberts Rules of Order to ensure all voices are heard and business proceeds in an orderly manner.
- The Chair or Co-Chairs will set the agenda for meetings with support from Metropolitan Council staff.
- Non-voting Members may call in to meetings to listen and participate in discussion.



# MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday | August 23, 2017  
Robert Street Lower Level A | 10:00 AM- 12:00PM

## AGENDA

### I. **CALL TO ORDER**

Metropolitan Council Member Barber will serve as Chair until the Chair or co-Chairs are elected.

### II. **APPROVAL OF AGENDA**

### III. **INFORMATION**

1. **Introductions**
2. **Review legislative language, task force purpose, and draft task force charter:**  
Nick Thompson, Director, Metropolitan Transportation Services
3. **Background presentation on Metro Mobility:** Nick Thompson, Director, Metropolitan Transportation Services

### IV. **BUSINESS**

1. **Amend and approve the task force charter**
2. **Elect Chair or Co-chairs**
3. **Identify topics for future agendas**

### V. **ADJOURNMENT**

(b) By January 1, 2018, the commissioner must report to the chairs, ranking minority members, and staff of the senate and house of representatives committees or divisions with jurisdiction over transportation policy and finance. The report must, at a minimum, include: a summary of the meetings held by the working group; the project options identified and the commissioner estimates associated with each option; and, if identified, the preferred option and the funding and delivery schedule for that option.

Sec. 140. **METRO MOBILITY TASK FORCE.**

Subdivision 1. **Task force established.** A Metro Mobility Task Force is established to examine the Metro Mobility program under Minnesota Statutes, section 473.386. The goal of the task force is to identify options and methods to increase program effectiveness and efficiency, minimize program costs, and improve service including through potential partnership with taxi service providers and transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, paragraph (e).

Subd. 2. **Membership.** (a) The task force consists of the following members:

(1) one representative from Metro Mobility, appointed by the Metropolitan Council;  
(2) one elected official from each metropolitan county, as defined in Minnesota Statutes, section 473.121, subdivision 4, each of whom must be from a district or unit of government that is located within the Metro Mobility service area, appointed by the respective county board in consultation with cities in that county;

(3) at least one and no more than three individuals representing transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, appointed as provided under paragraph (b);

(4) at least one and no more than three individuals representing taxi service providers, appointed as provided in paragraph (c);

(5) one representative appointed by the Transportation Accessibility Advisory Committee established under Minnesota Statutes, section 473.375, subdivision 9a;

(6) one representative appointed by the Council on Disability;

(7) one representative appointed by the commissioner of human services;

(8) one representative appointed by the commissioner of management and budget;

(9) one individual appointed by the Association of Residential Resources of Minnesota;  
and

- 119.1        (10) one individual appointed by the Center for Transportation Studies at the University  
119.2 of Minnesota.
- 119.3        (b) An interested transportation network company may appoint no more than one person  
119.4 as a task force member. Appointment under this paragraph is on a first-come, first-appointed  
119.5 basis by written notification to the Metropolitan Council.
- 119.6        (c) An interested taxi service provider may appoint no more than one person as a task  
119.7 force member. Appointment under this paragraph is on a first-come, first-appointed basis  
119.8 by written notification to the Metropolitan Council.
- 119.9        (d) The task force members specified under paragraph (a), clauses (1), (3), and (4), are  
119.10 nonvoting members of the task force.
- 119.11        Subd. 3. **Task force duties.** (a) The task force must evaluate the Metro Mobility program,  
119.12 which must include but is not limited to analysis of customer service, program costs and  
119.13 expenditures, service coverage area and hours, reservation and scheduling, and buses and  
119.14 equipment.
- 119.15        (b) The task force must identify and analyze options to improve Metro Mobility program  
119.16 service, limit costs, and improve efficiency.
- 119.17        (c) At a minimum, the task force must consider:
- 119.18        (1) availability of transit, transportation network company, and taxi service throughout  
119.19 the Metro Mobility service area;
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# Introduction to Metro Mobility

Metro Mobility Task Force  
August 23, 2017

# Metro Mobility History

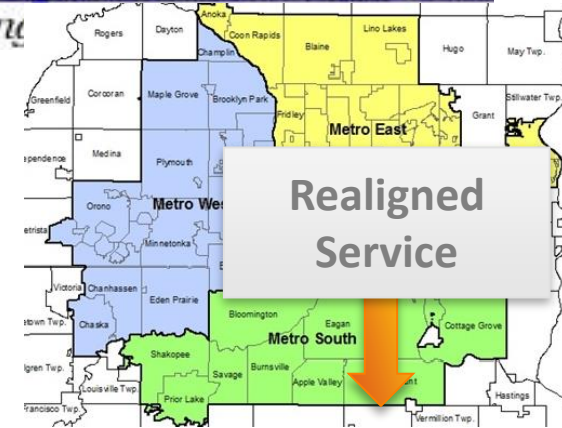
2



ADA



Met Council  
Service Model



Realigned  
Service

Project  
Mobility

1976

1979

1990

1993

1994

2006

2015

Metro  
Mobility

National  
Guard

Transit Taxing  
District State  
Mandate

METRO  
MOBILITY

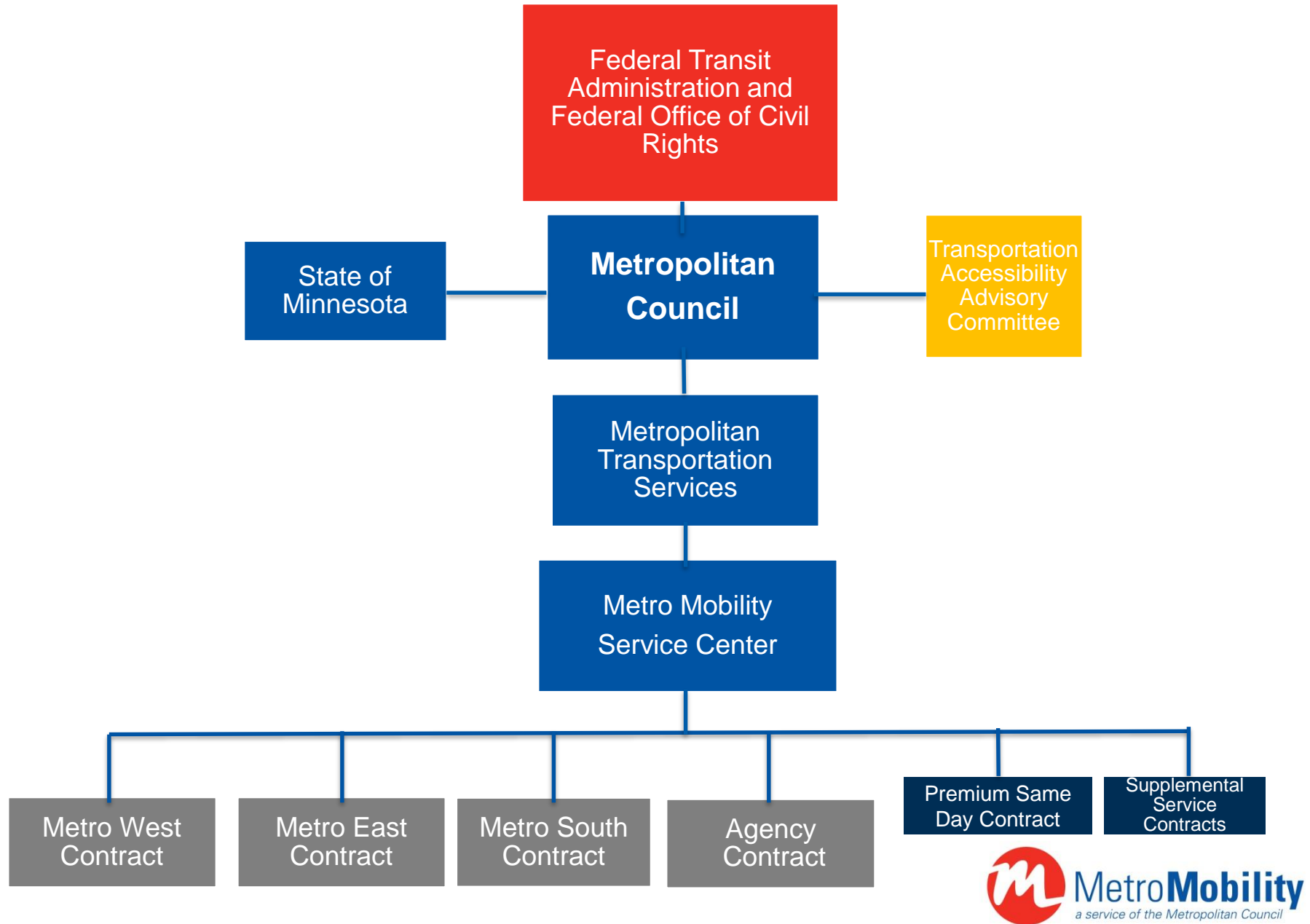




- a civil right regulated by the FTA
  - for people with a disability who are unable to use regular route transit service at least sometimes because of the symptom of their disability
- 
- all riders are ADA certified
  - shared ride, door-through-door, public transportation
  - Mn Statutory requirements found in 473.386

# Metro Mobility Governance Structure

4



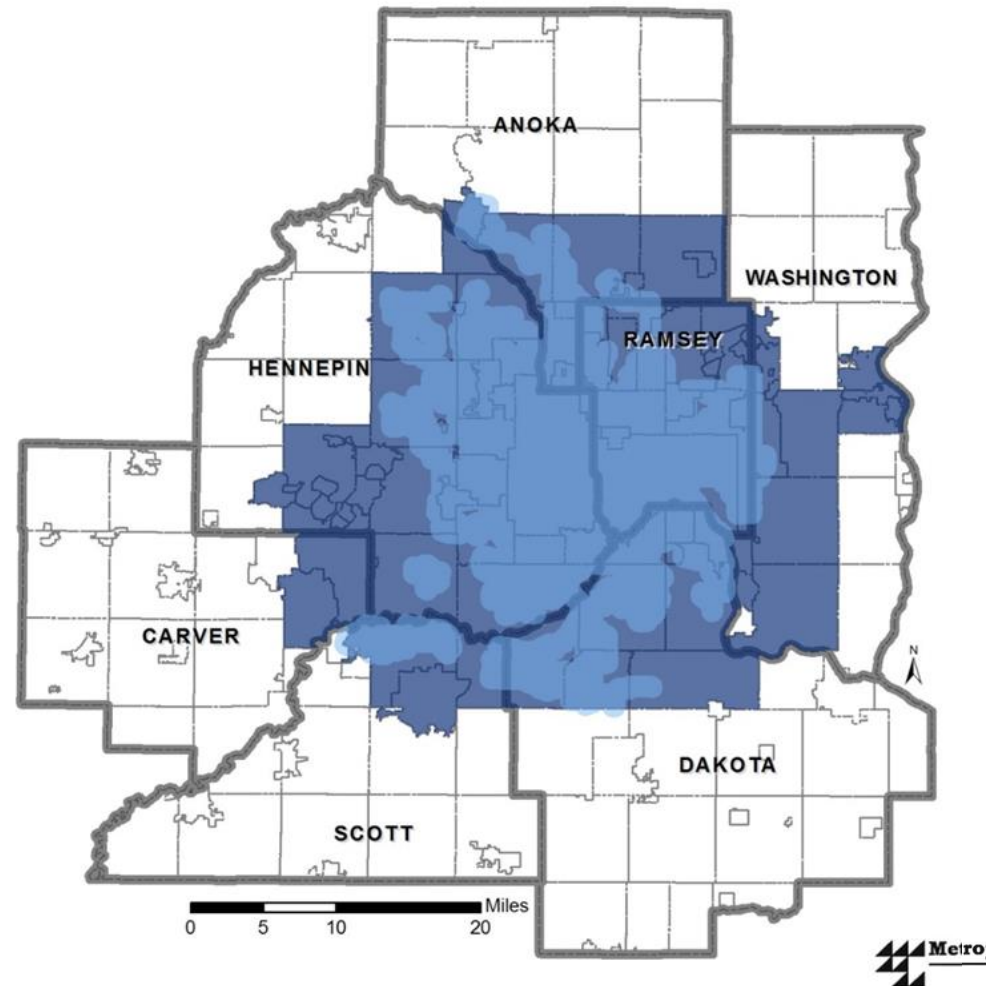


## Metro Mobility ADA Service

- Complementary to fixed route
- For people who live near fixed routes but are unable to use because of disability

## Metro Mobility Non-ADA Service

- Available to ADA-certified riders
- Required by state law



# Applicable Laws

6

	<b>American's with Disabilities Act</b>	<b>Minnesota Statute 473.386</b>
<b>Goal</b>	Comparable to regular route	“greater access”
<b>Certification</b>	“Unable to use regular route”	
<b>Service Area</b>	$\frac{3}{4}$ Mile of regular route	March 1, 2006 TTD
<b>Service Level</b>	Curb to Curb and Door to Door upon individual request	Door-through-door
<b>Hours</b>	Comparable to regular route	
<b>Capacity Restrictions</b>	No denials; no pattern of untimely pickups/drop offs; no excessive on board times or hold times	
<b>Trip Request</b>	1 to 14 days in advance	
<b>Scheduling</b>	Within one hour on either side of requested time and scheduled at time of call	
<b>Fare</b>	Cannot exceed two times regular route local fare	
<b>Trip Purpose</b>	No restrictions, no prioritization	

- \$58.1M Operating Budget
- 2,233,000 rides
- 7,400 rides each weekday
- 40,000 riders
- 530 vehicles
- 93 communities
- 7 contracts
- 5 contractors

- Contractor Responsibilities
  - Contractor responsible for all aspects of service delivery
  - Develop and implement federally required plans; i.e. fleet maintenance, OEO and drug and alcohol testing
  - Hire and fire employees
  - Train employees
  - Provide operations and maintenance facility
  - Maintain vehicles
  - Manage daily operations; reservations, scheduling and dispatch
  - Indemnifies and holds the Council harmless

- Metro Mobility (Council) Responsibilities
  - Provide adequate number of vehicles
  - Provide equipment and technical support for phones, computers, software, on-board equipment, etc.
  - Purchase fuel and arrange for on-site delivery
  - Secure adequate funding for operations and capital
  - Establish operating policies and procedures
  - Ensure regulatory and contract compliance

## Provider Service Areas

**West Area  
Transit Team**

651-602-1100  
612-332-5081 (TTY)

**East Area  
First Transit**

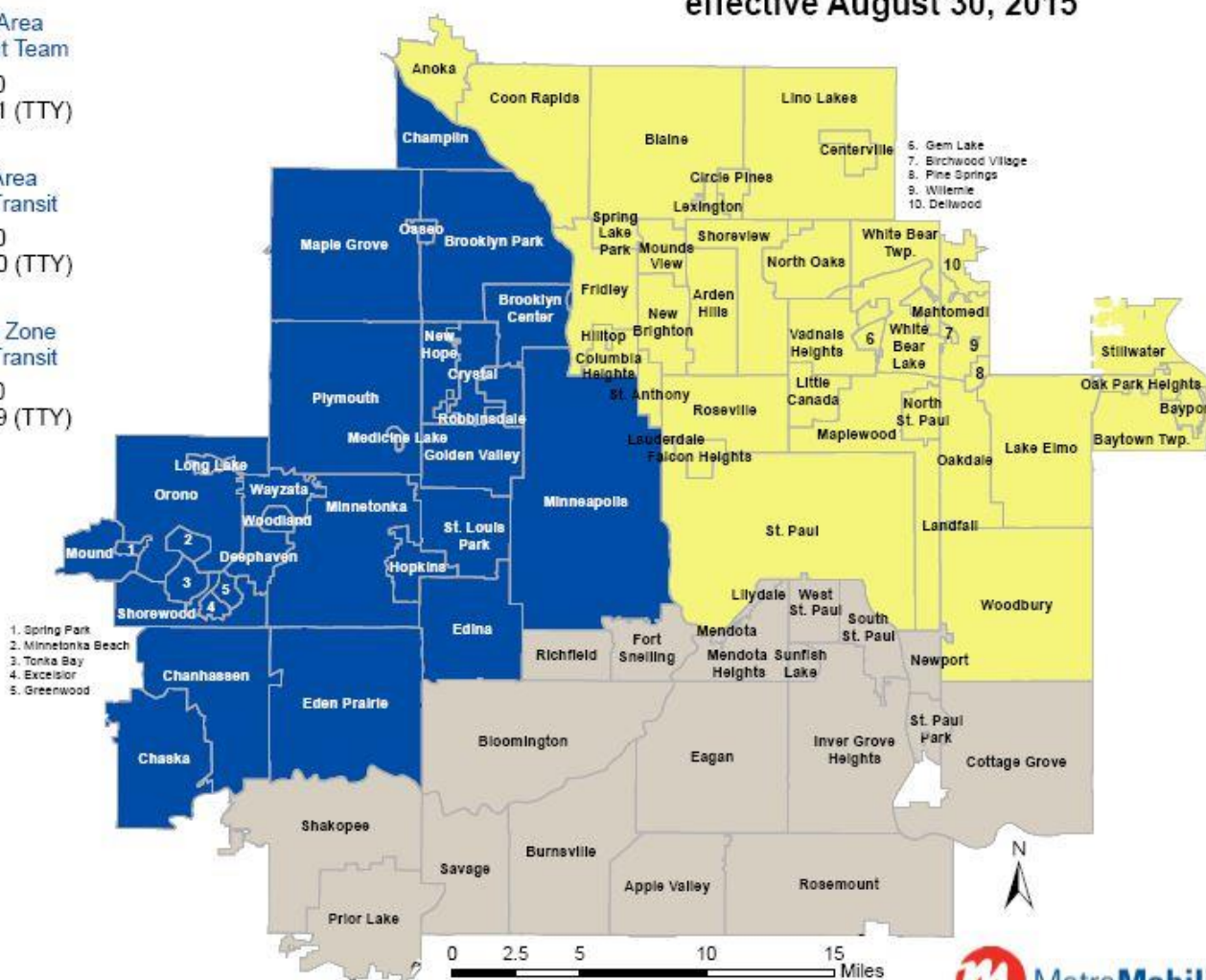
651-602-1120  
651-636-4000 (TTY)

**South Zone  
First Transit**

651-602-1180  
952-895-3449 (TTY)

## Twin Cities Metro Mobility Providers

effective August 30, 2015



2015

*Numbers on July 15, 2017*

- **Demand Metro East – First Transit in Roseville**
  - 28% of rides
  - Saint Paul and suburbs to east and north – south boundary is Mississippi River
  - 265 drivers, 158 vehicles
- **Demand Metro West – Transit Team in Minneapolis**
  - 38% of rides
  - Minneapolis and suburbs to west and north – south boundary is Mississippi River
  - 258 drivers, 222 vehicles
- **Demand Metro South – First Transit in Burnsville**
  - 17% of rides
  - Communities south of Mississippi River and south Washington County
  - 136 drivers, 94 vehicles
- **Agency – First Transit in Roseville**
  - 17% of rides
  - 100% standing order rides
  - Service to day training and habilitation centers and adult day programs
  - 94 drivers, 96 vehicles

Agency	Locations Served
Opportunity Partners	Minnetonka, Bloomington, Plymouth (2), West St. Paul, Eden Prairie, Edina, Richfield
Kaposia	Roseville, Little Canada
Lifeworks	Brooklyn Park, Eagan, Bloomington
Midwest Special Services	St. Paul, Shoreview
Open Circle	Hopkins
Proact	Eagan
Wilder Adult Day Program	St. Paul
Altercare	St. Louis Park
Catholic Eldercare	Minneapolis
Salvation Army Day Program	Maplewood
Sholom Adult Day Program	St. Paul
Volunteers of America Sr. Ctr	Minneapolis (2)
Walker Adult Day Program	Minneapolis



- Premium Same Day (PSD) – Taxi Services, Inc. (TSI) Same-day service option for customers
  - Implemented in 2004
  - Most recent Invitation for Business in 2015 –one respondent (TSI)
  - Provided within Metro Mobility established service hours by community
  - Some accessible vehicles in fleet
  - Request is made through Metro Mobility and authorization transferred to TSI electronically
  - Metro Mobility software determines trip distance and customer knows obligation in advance
  - Customer calls TSI to arrange ride
  - Customer pays first \$5 and anything over \$20, Metro Mobility pays up to \$15

- Premium Same Day (PSD) – Taxi Services, Inc. (TSI) Same-day service option for customers
  - No driver escort
  - Customer uses cash or credit card to pay driver
  - Monthly invoice for share of cost;
  - Rate structure matches rate adopted by city
  - April 2017; 6,346 PSD rides - primary contractors -173,832
  - 757 “no-show” rides – Council paid \$5 each (April 2017)
  - Average trip length for 80% of trips was 3.7 miles vs.11.4 on Metro Mobility (April 2017)
  - Average cost to Metro Mobility per ride delivered \$8.92

- Supplemental – Sirius and Delight Transportation  
Service option for Non-ADA rides denied on Metro Mobility
  - Switched from taxi to Medical Assistance providers in 2016
  - Accessible fleet
  - No guaranteed number of rides – no capacity added
  - Some requests can not be accommodated
  - Rates match city approved taxi rates
  - Many of the longest Metro Mobility rides use this option; average of 24 vs. 11.4
  - Average 229 trips/month (Jan-June 2017)
  - Average Subsidy per trip (June 2017) = \$59.93
  - Customer pays \$3.00 per trip
  - Minimal service quality complaints

- TNC, taxi and supplemental service is not reportable to National Transit Data Base (NTD)
- Lost federal formula funds = \$.42 per mile
- Factor in design of service models

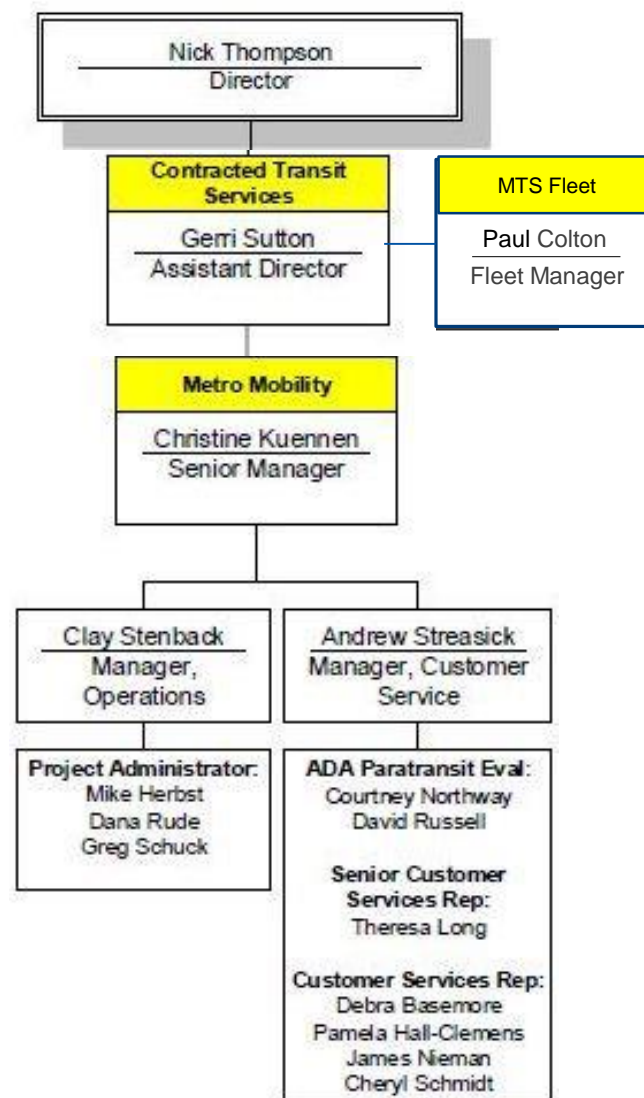
	+Primary Contracts	Premium Same Day	Supplemental (Denied)
**Average Miles per Trip	11.4	Ave 3.7 for 80% 20% are >7	24
% of Trips (Jan-June '17)	96.1%	3.8%	.1%
# of Trips (Jan-June '17)	1,073,650	42,200	1,372
Customer Fare	\$3.00 Off-Peak \$4.00 Peak	\$5.00 + amount over \$20	\$3.00
Council Average Subsidy	*\$23.47	**\$8.92	**\$59.93
Formula Fund Earnings (NTD)	\$.42 per mile	\$0	\$0

\* = 2016

\*\* = April 2017

'+' = all overhead/admin expenses are assigned to the primary contracts for cost calculation purposes

- Research best practices, analyze data and implement policy and procedural changes when appropriate
- Process ADA certifications
- Respond to customer comments
- Oversee contractor performance and ensure state and federal compliance
- Ensure policies reflect state, federal and local requirements
- Manage vehicle technology
- National Transit Data Base and other reporting requirements



- Buses funded through state and federal sources
- Current fleet of 570 revenue vehicles
  - 518 accessible buses
  - 27 Equinox sedans
  - 25 non-accessible vans
- MTS purchases, conducts maintenance oversight as required by federal regulations and disposes at end of useful life
- The average cost of a bus is \$83,000 with technology
- The average bus is retired after five years in service and >250,000 miles

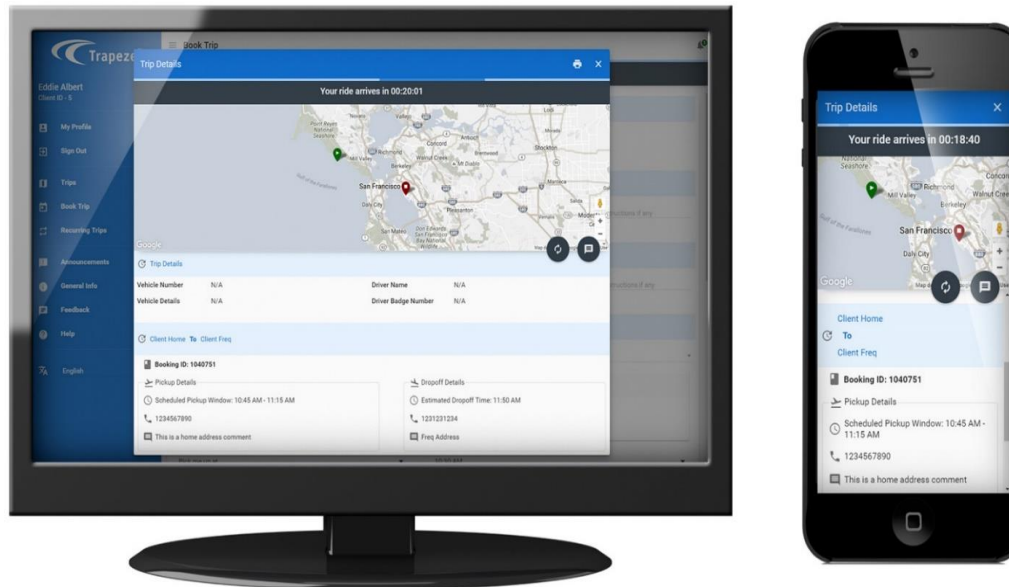


- National Transit Data Base
  - Monthly accident and incident report
  - Monthly ridership, hours and miles
  - Annual financial and operational statistics report
  - Annual fleet report
  - Triennial passenger mile sampling
  - Non-shared rides not reportable
- FTA “State of Good Repair” Asset Reporting
- FTA quarterly grant status report
- Annual public outreach meetings
- Annual program evaluation report for state legislature per MN Statute 473.13, subd. 1a
- Bi-Annual Fleet Inventory Report
- FTA Triennial Review

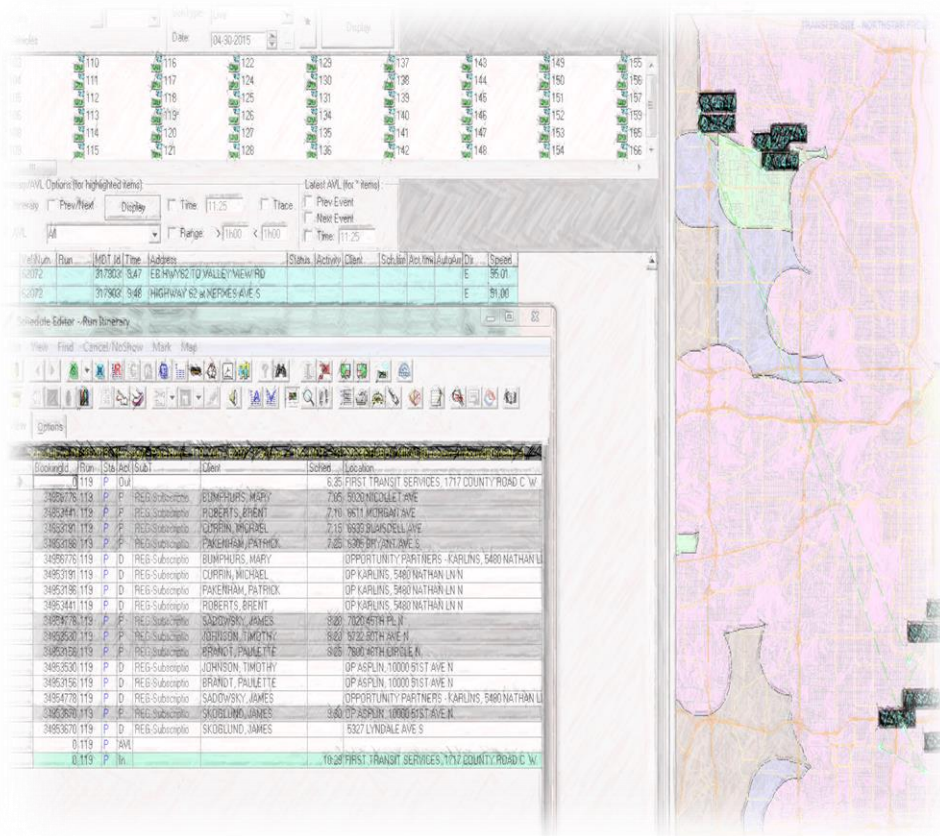


- ADA certification application processing
  - 845 applications received in June
  - 21 business days to approve or deny applications
- Customer Service Calls - 7,335 answered by customer service reps in June
- investigate and respond to service complaints
- Conducted 115 in-person assessments in June
- Manage assured ride home program
- Manage photo ID process

## Trapeze

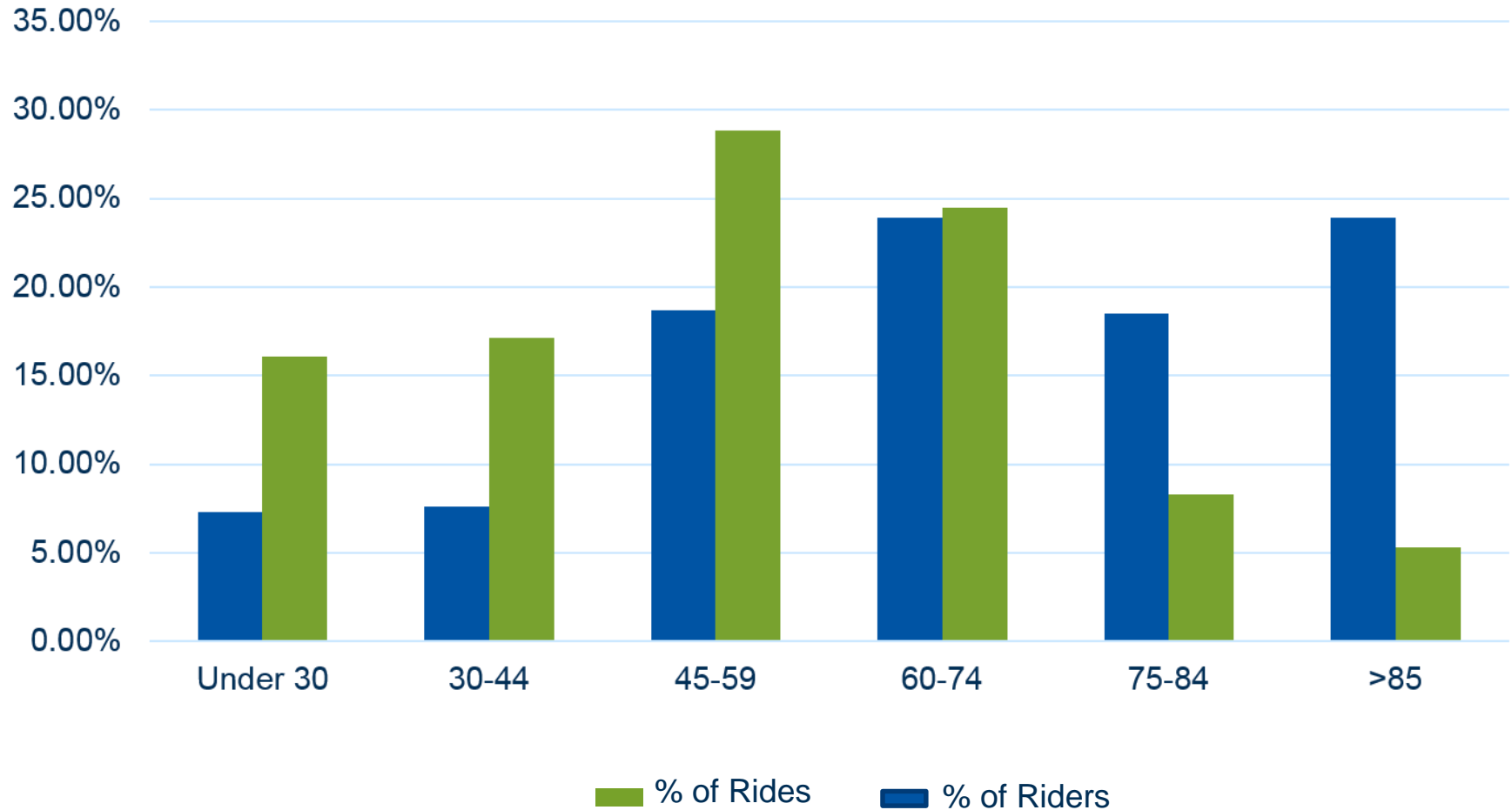


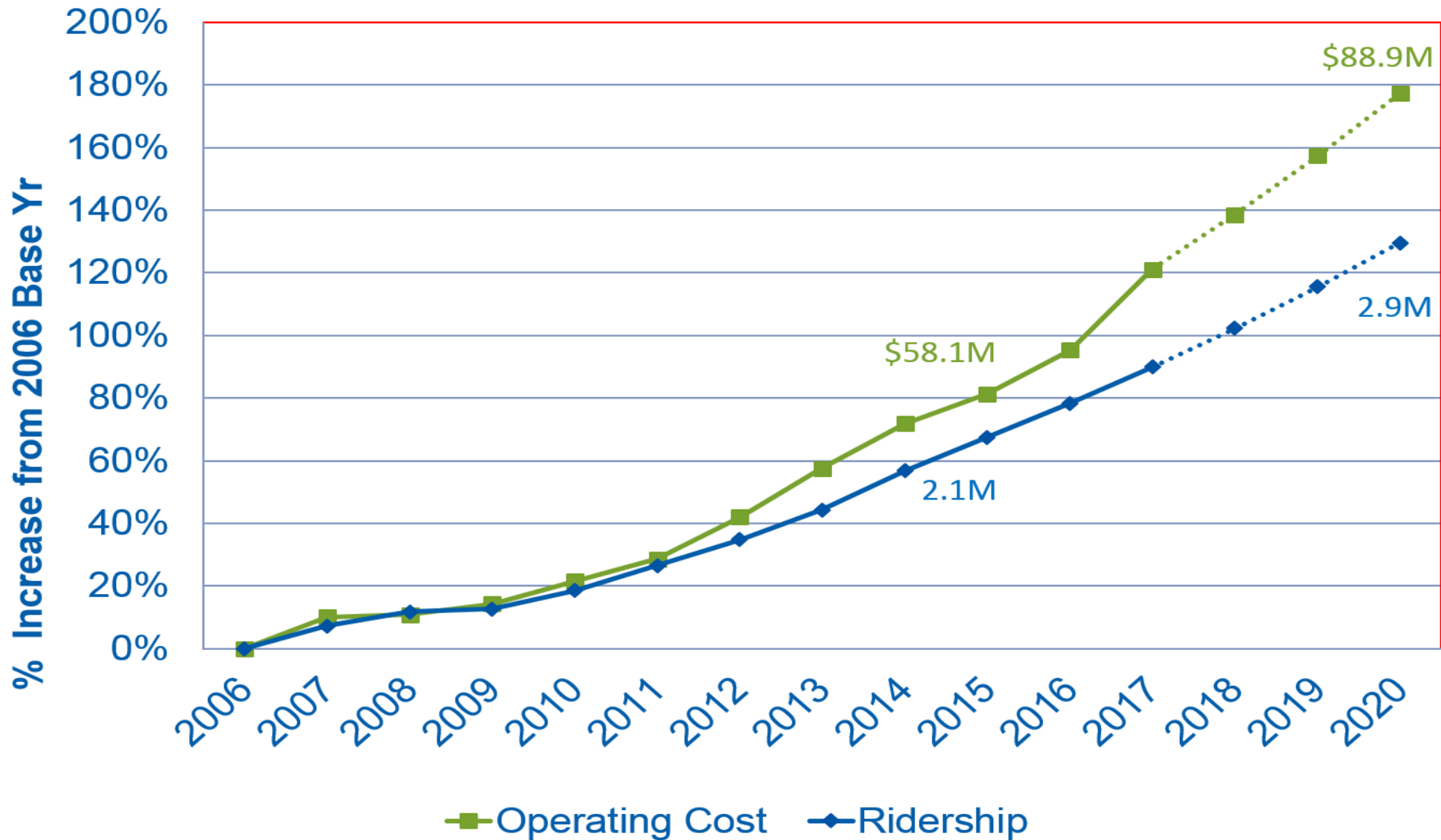
- Metro Mobility contractors
- employ:
  - 54 reservationists
  - 29 dispatchers
  - 8 schedulers
  - 10 street – supervisors
- Reservations primarily
- by phone, Web reservations
- re-opening soon
- Reservations are taken
- every day from
- 6:00 a.m. to 5:00 p.m.
- Dispatchers often on duty
- 24 hours because of 24 hour service in Minneapolis and St. Paul



- 800 Mhz radio system – Metro East and Metro West
- Private radio system – Agency and Metro South
- Verint and Apollo - 5 camera security system – Metro East, Metro South and Metro West
- Cubic Go-To Card Readers – except Agency
- Mentor Mobile Data Computers
- On-board mobile gateways

## Ridership and Riders by Cohort

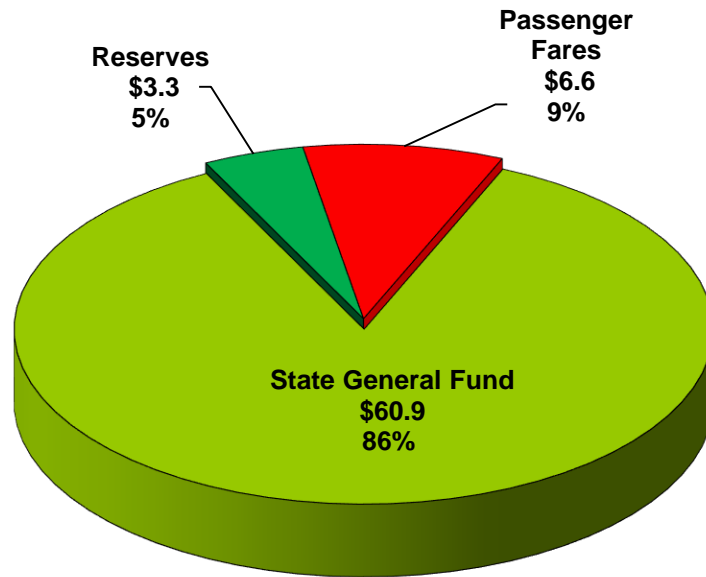




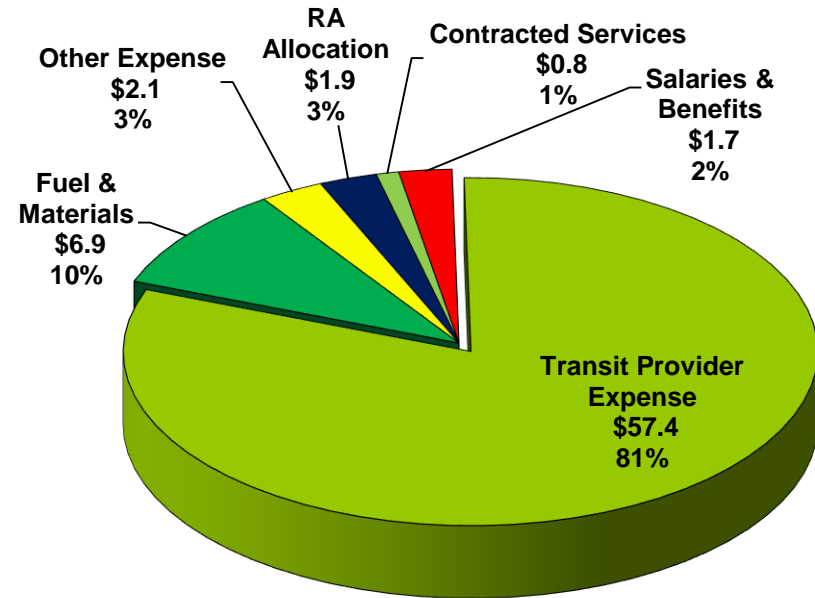
# Metro Mobility

## 2017 Revenue & Expenses (Amended July 26th 2018)

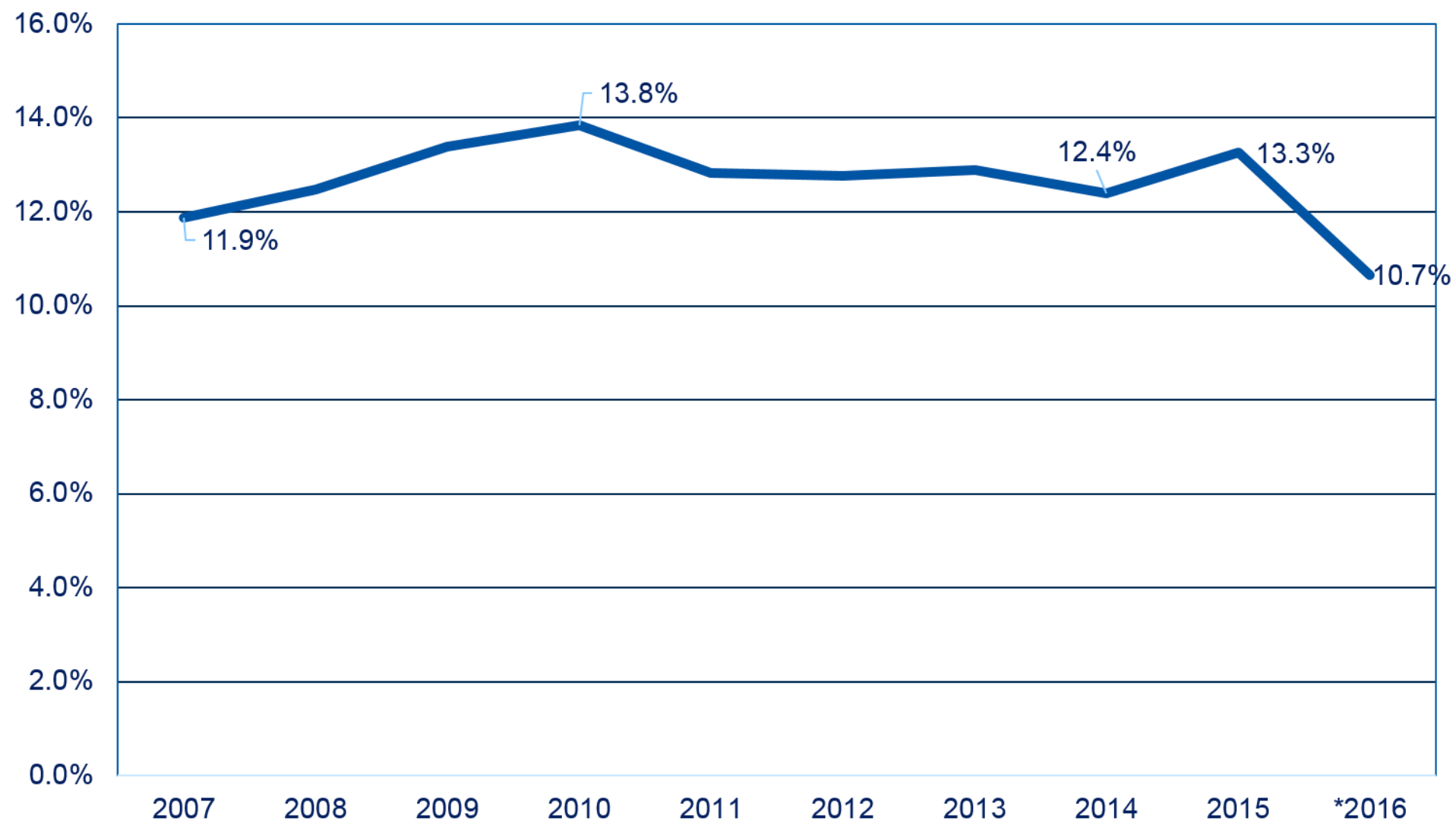
Revenues  
\$70.8M



Expenses  
\$70.8M



\$ in millions

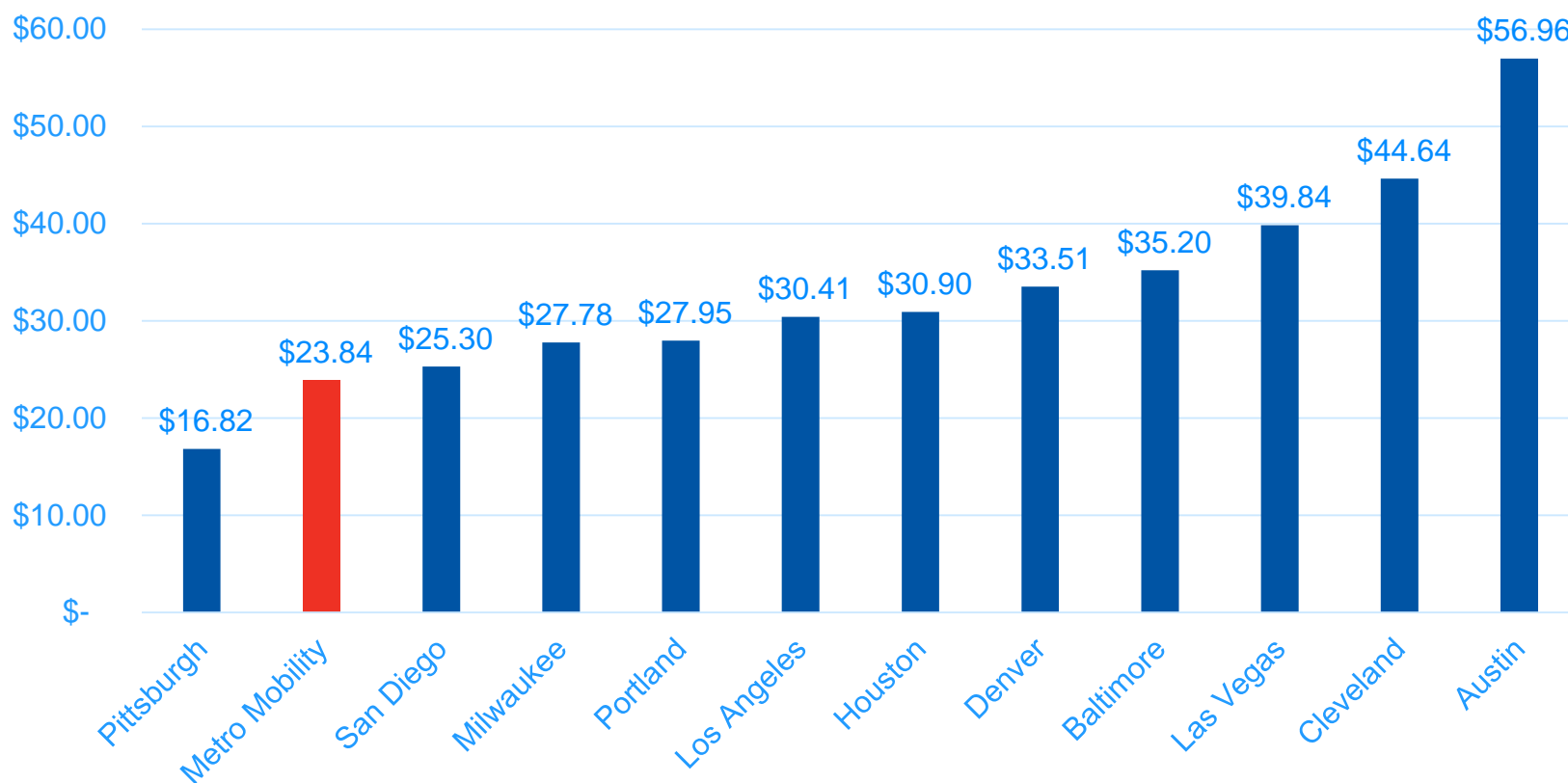




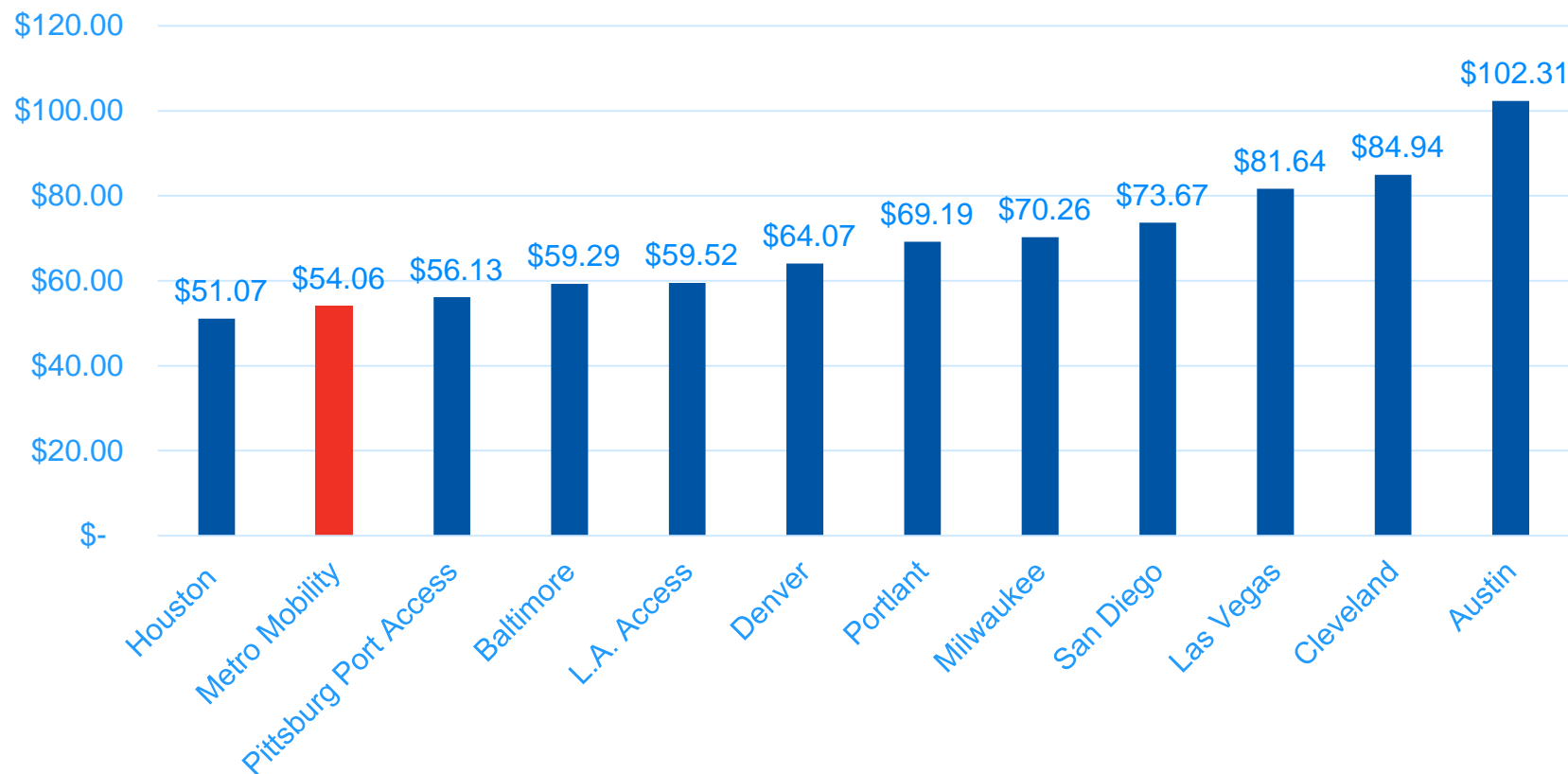
A peer group of 11 transit systems was selected based on the following factors:

- Urban area population
- Total revenue miles operated
- Total operating budget
- Population density
- Population growth rate
- Percent low-income population
- Annual per traveler delay
- Percent of service as demand responses mode
- Percent of service purchased

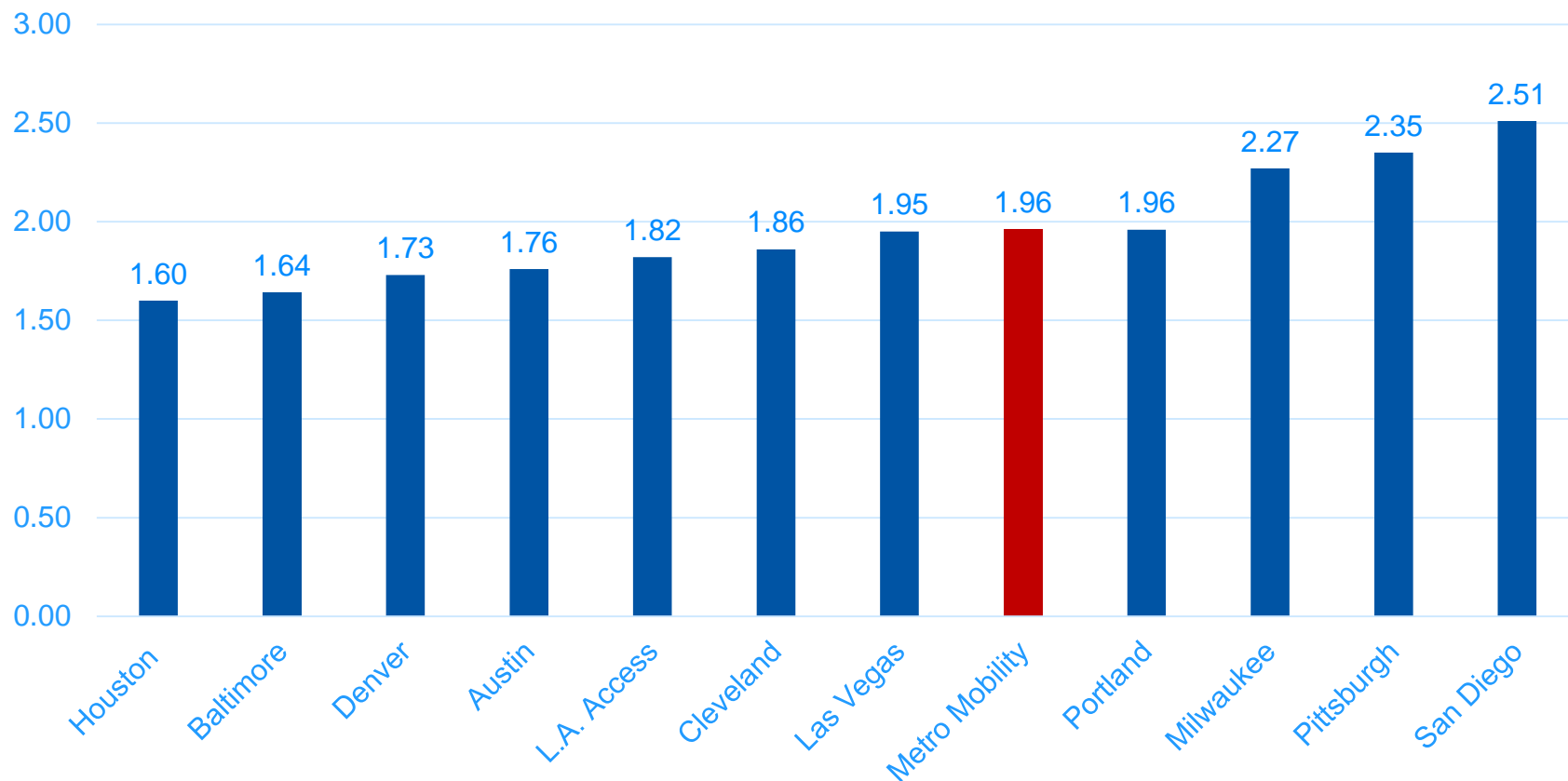
## *Subsidy Per Passenger Trip*



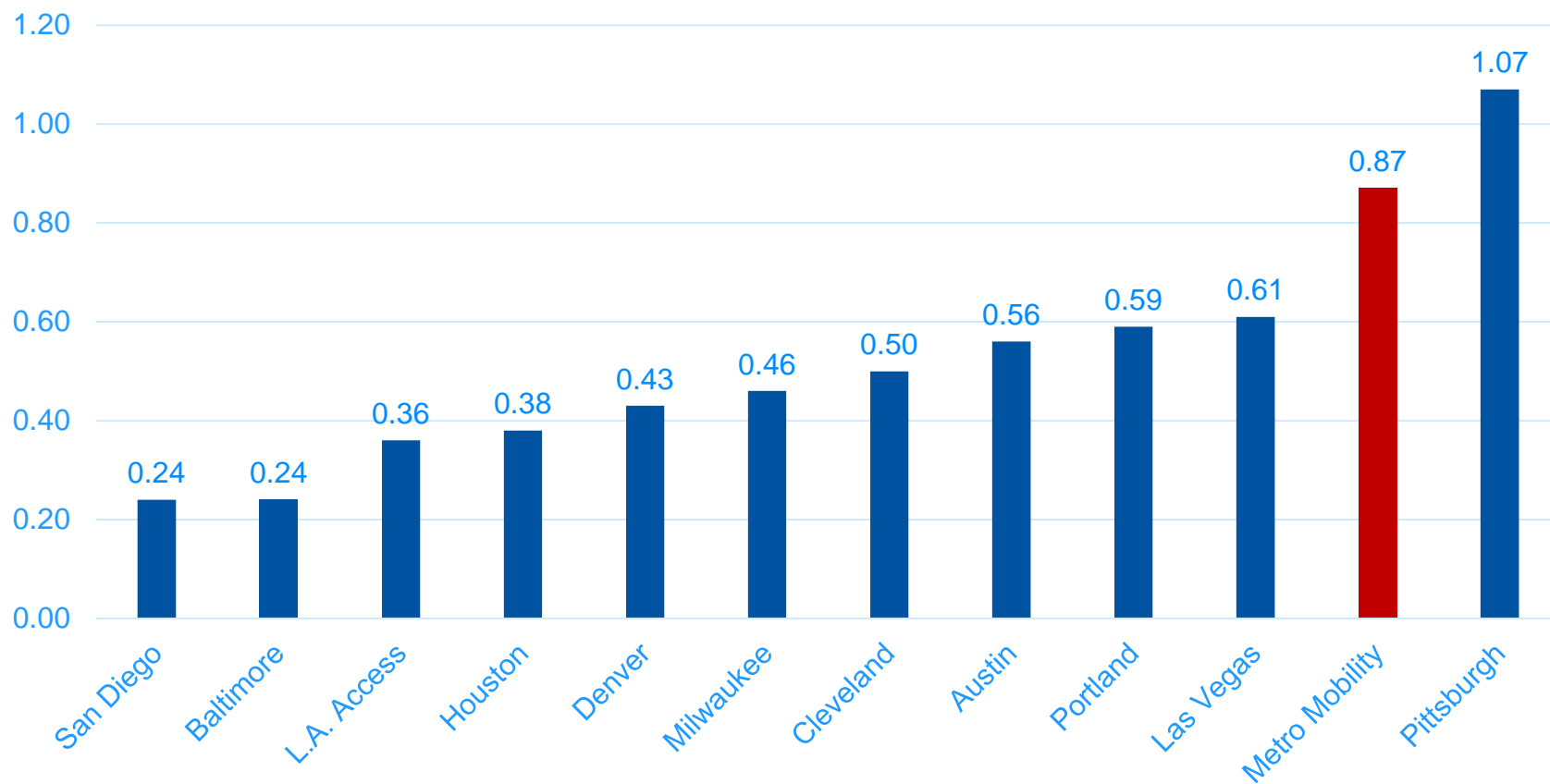
## *Operating Expense Per Revenue Hour*



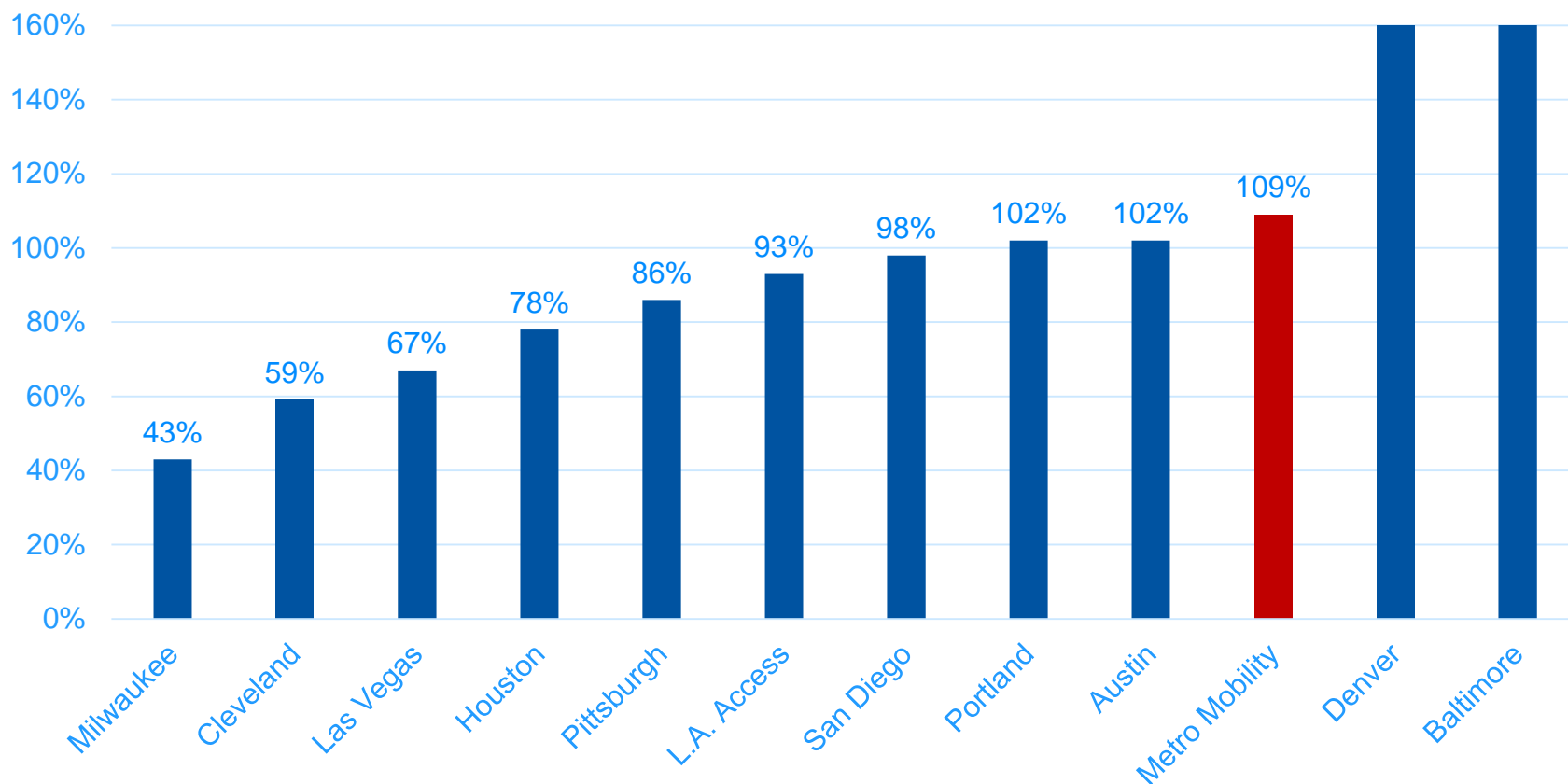
## *Passenger Trips per Revenue Hour*



## *Passengers Per Capita*



## *Percent Urbanized Area Served*





## Rising Demand



## Labor Shortage



## Federal Requirements



## Increasing Trip Length



## Rising Cost

# Metro Mobility Task Force

Draft charter for consideration

## Purpose

The purpose of the Metro Mobility Task Force is to develop and submit a report to the legislature by February 15, 2018.

According to the legislative language, the report must:

- Describe the current Metro Mobility program
- Summarize the work of the task force and its findings
- Identify options for reducing program costs and improving efficiency
- Identify at least three potential service level approaches that involve partnering with and incorporating transportation network companies, taxi service providers, or both
- Provide any recommendations for program and legislative changes

The Metro Mobility Task Force will make policy and service recommendations. Metropolitan Council staff are responsible for drafting a summary report that the Task Force will vote on and submit to the Legislature by February 15, 2018.

## Background and Scope

Metro Mobility, a service of the Metropolitan Council, is public transportation in the Twin Cities metro area for certified riders who are unable to use regular fixed-route bus service due to a disability or health condition. Certification is based on criteria established by the federal Americans with Disabilities Act (ADA). In 2016, the program provided a total of 2.23 million rides to more than 20,000 active users certified for Metro Mobility service.

The Metro Mobility Task Force was established during the 2017 special legislative session in HF 3, Article 3, Section 140. The purpose of the Task Force to examine the Metro Mobility program and to identify options and methods to increase the program effectiveness and efficiency, minimize program costs, and improve service including through a potential partnership with taxi service providers and transportation network companies.

At minimum, the task force must analyze and report on:

- Customer service
- Program costs and expenditures
- Service coverage area and hours
- Reservation and scheduling
- Buses and equipment

## Members and Meetings

### Membership

The legislative language sets membership:



# Metro Mobility Task Force

Draft charter for consideration

1. One representative from Metro Mobility appointed by the Metropolitan Council (nonvoting)
2. One elected official from each county whose district/unit of government is within the Metro Mobility service area, appointed by the county
3. At least one and no more than three individuals representing transportation network companies, an interested TNC may appoint no more than one person as a task force member. Appointments are made on a first-come, first-appointed basis. (nonvoting)
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7. One representative pointed by the commissioner of human services
8. One representative appointed by the commissioner of MMB
9. One individual appointed by the Association of Residential Resources of Minnesota
10. One individual appointed by the Center for Transportation Studies at the University of Minnesota

## Additional membership information

- The Chair or Co-Chairs will be selected by the voting members at the first meeting.
- The Chair must be a voting member. If the Task Force chooses Co-Chairs, at least one of the Co-Chairs must be a voting member.
- Members of the Task Force will not have alternates. Since every Task Force meeting is open to the public, organizations are encouraged send non-Members to observe the proceedings and report back to their organization when their Member is unable to attend.
- Non-voting members will be distinguished from voting members through specific name placards.

## Meetings

### Meeting schedule

Meetings will be held: [the Task Force will set its own meeting frequency, dates, and times at the August 23 meeting. This charter should be amended at the first meeting to incorporate their decisions.]

Voting threshold: [the Task Force may decide to mandate all votes be approved on a simple majority vote or a two-thirds majority vote]

### Additional meeting information

- All meeting materials and meeting proceedings will comply with ADA requirements.
- Meeting materials will be distributed one week in advance of each scheduled meeting.
- The Metropolitan Council will convene the meetings in accordance with Open Meeting Law principles.

# Metro Mobility Task Force

Draft charter for consideration

- The Chair or Co-Chairs will run meetings in accordance with Roberts Rules of Order to ensure all voices are heard and business proceeds in an orderly manner.
- The Chair or Co-Chairs will set the agenda for meetings with support from Metropolitan Council staff.
- Non-voting Members may call in to meetings to listen and participate in discussion.

DRAFT

# MEETING OF THE METRO MOBILITY TASK FORCE

Thursday | September 21, 2017  
Robert Street Chambers | 10:00 AM-12:00 PM

## AGENDA

### I. CALL TO ORDER

### II. APPROVAL OF AGENDA

### III. APPROVAL OF MINUTES

August 23, 2017 meeting of the Metro Mobility Task Force

### IV. INFORMATION

1. Continue Metro Mobility Overview and Task Force questions—Nick Thompson, Director, Metropolitan Transportation Services
2. Review FTA/Federal Language around ADA service—Andy Streasick, Manager, Metro Mobility Customer Service

Attachments:

- Transportation for Individuals with Disabilities; Reasonable Modification of Policies and Practices
  - Metro Mobility Operator Training Process
  - Americans with Disabilities Act Title II Regulations
3. TNC and Taxi presentations
    - Uber—Carla Jacobs
    - Lyft—David Katcher
    - 10/10 Taxi - Super Taxi, Inc—Mike Sutton
    - Transportation Plus—Steve Pint

### V. ADJOURNMENT

JT Joint business item; presented at two or more committees prior to being presented at Council  
SW Action taken by Committee and Council the same week  
\* Additional materials included for items on published agenda  
\*\* Additional business item added following publication of agenda  
\*\*\* Backup materials available at the meeting

## Minutes of the

### REGULAR MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday, August 23, 2017

**Committee Members Present:** Commissioner Scott Schulte, Commissioner Gayle Degler, Commissioner Jim McDonough, Commissioner Karla Bigham, Metropolitan Council Member Deb Barber, Matt Knutson, Ken Rodgers, David Fenley, Terriann Thommes, Frank Douma, Carla Jacobs, Steve Pint, Mike Sutton, Prashanthi Pao Raman (by phone)

**Committee Members Absent:** City Council Member Dick Vitelli, Assistant Commissioner Claire Wilson

### CALL TO ORDER

A quorum being present, Council Member Barber called the regular meeting of the Metro Mobility Task Force to order at 10:05 a.m. on Wednesday, August 23, 2017.

### APPROVAL OF AGENDA

It was moved by Commissioner McDonough, seconded by Commissioner Degler to approve the agenda.

**Motion carried.**

### INFORMATION

#### 1. Introductions

The Metro Mobility Task Force purpose was outlined by Metropolitan Council Member Deb Barber who then led a round of introductions around the table. All members introduced themselves and shared why they were part of this group.

#### 2. Review legislative language, task force purpose, and draft task force charter: Nick Thompson, Director, Metropolitan Transportation Service

The Metro Mobility Task Force was established during the 2017 special legislative session in HF 3, Article 3, Section 140. The purpose of the Task Force to examine the Metro Mobility program and to identify options and methods to increase the program effectiveness and efficiency, minimize program costs, and improve service including through a potential partnership with taxi service providers and transportation network companies. The purpose of the Metro Mobility Task Force is to develop and submit a report to the legislature by February 15, 2018.

#### 3. Background presentation on Metro Mobility: Nick Thompson, Director, Metropolitan Transportation Services

Metropolitan Transportation Services Director, Nick Thompson, led the task force through a background presentation of the Metro Mobility service and the various models/types of service the program utilizes today. Throughout the presentation, task force members asked several questions including, what are the service and regulatory differences between the federally mandated service area and the Minnesota state service area, what are TNCs and taxi background checks and how do they differ from current Metro Mobility contracts, what is premium same day and can it be utilized by all Metro Mobility customers, what is the average pay and turnover for Metro Mobility drivers, How often does the Council bid for zone contracts, and what are other cities doing in regards to TNCs?

Additionally, there were several questions posed by the task force to Metropolitan Council staff to answer at the next few meetings. They are as follows:

- Past mistakes and why the National Guard was called in?
- More information on Federal background checks and training associated with Met Mo service
- Hours and service discussion
- Coordination between east & west providers? Explore centralized dispatch to optimize the return trip of a western driver headed back from an eastern drop off
- Average pay and turnover of drivers
- How often do we bid contracts for the zones & what drives the zones?
- Data on vehicle utilization
- New Tracks Working Group, can we work with them to increase efficiency?
- Would like to see Boston's fare structure & subsidy
- Review FTA/Federal Language around ADA service
- Cost of system
- Trip type
- Density along routes
- TNC/Taxi presentations at future meeting
- Other cities in addition to Boston if they're doing anything innovative

## BUSINESS

### 1. Amend and approve the task force charter

The task force reviewed the draft charter and added clarifying language around the accessible materials standards, agreed to meet once a month until February 15<sup>th</sup> – but to allow the co-chairs to call special meetings as well, stipulated the business items may be approved by a simple majority, the minority would have the opportunity to produce a report on their dissent should they choose, and added a sentence to the task force purpose that encouraged the group to look for solutions “above community standards”.

It was moved by Metropolitan Council Member Deb Barber, seconded by Ken Rodgers that the Metro Mobility Task Force approve the task force charter as amended.

**Motion carried.**

### 2. Elect Chair or co-Chairs

The task force nominated Metropolitan Council Member Deb Barber and Washington County Commissioner Karla Bigham to co-chair the group.

It was moved by Metropolitan Council Member Deb Barber, seconded by Gayle Degler that the Metro Mobility Task Force elect Washington County Commissioner Karla Bigham and Metropolitan Council Member Deb Barber as co-chairs.

**Motion carried.**

### 3. Identify topics for future agendas

The task force identified completing the background presentation and getting a presentation from the TNC and taxi members on their business models would be a good focus area for the September meeting.

**There was no formal motion on this item.**

## ADJOURNMENT

Business completed, the meeting adjourned at 12:03 p.m.

Zoë Mullendore  
Recording Secretary

# Metro Mobility Task Force

Charter Adopted on August 23, 2017

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According to the legislative language, the report must:

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- Provide any recommendations for program and legislative changes

The Metro Mobility Task Force will make policy and service recommendations that meet or exceed community standards. Metropolitan Council staff are responsible for drafting a summary report that the Task Force will vote on and submit to the Legislature by February 15, 2018.

## Background and Scope

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## Meetings

### Meeting schedule

The Task Force will meet once a month until February 15, 2018. Co-chairs can call special meetings at their discretion.

Voting threshold: Business items, including the Task Force's report to the Legislature, will be approved by a simple majority. Task Force members in the minority can produce a report on their dissent should they choose.

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Charter Adopted on August 23, 2017

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# Background presentation on Metro Mobility

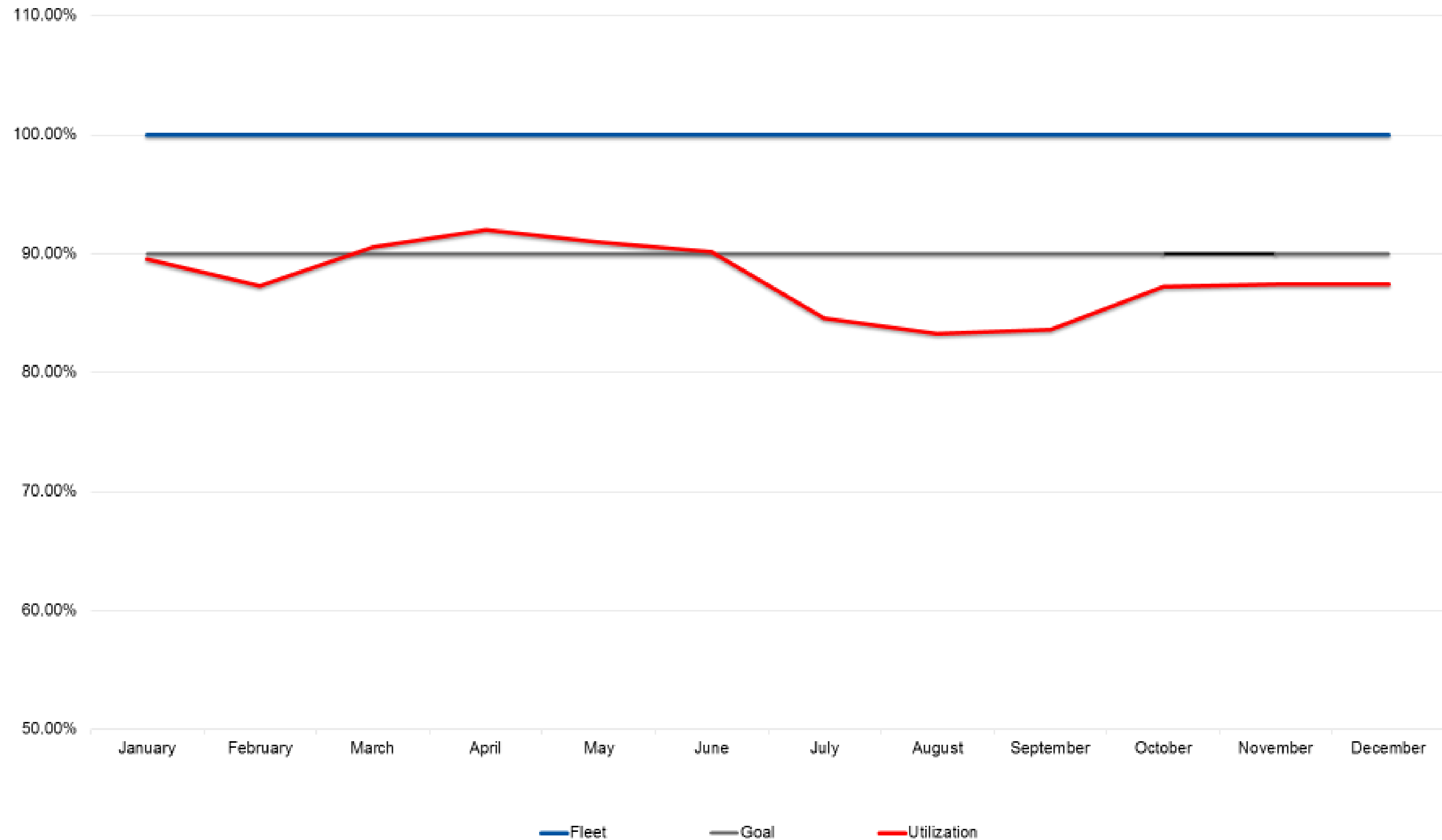
Continuation of August Meeting  
Presentation

# Metro Mobility Fleet

- Buses funded through state and federal sources
- Current fleet of 570 revenue vehicles
  - 518 accessible buses
  - 27 Equinox sedans
  - 25 non-accessible vans
- MTS purchases, conducts maintenance oversight as required by federal regulations and disposes at end of useful life
- The average cost of a bus is \$83,000 with technology
- The average bus is retired after five years in service and >250,000 miles



## 2016 Fleet Utilization Rate - referenced to 10% budgeted spares



# Reporting/Outreach Requirements

- National Transit Data Base
  - Monthly accident and incident report
  - Monthly ridership, hours and miles
  - Annual financial and operational statistics report
  - Annual fleet report
  - Triennial passenger mile sampling
  - Non-shared rides not reportable
- FTA “State of Good Repair” Asset Reporting
- FTA quarterly grant status report
- Annual public outreach meetings
- Annual program evaluation report for state legislature per MN Statute 473.13, subd. 1a
- Bi-Annual Fleet Inventory Report
- FTA Triennial Review

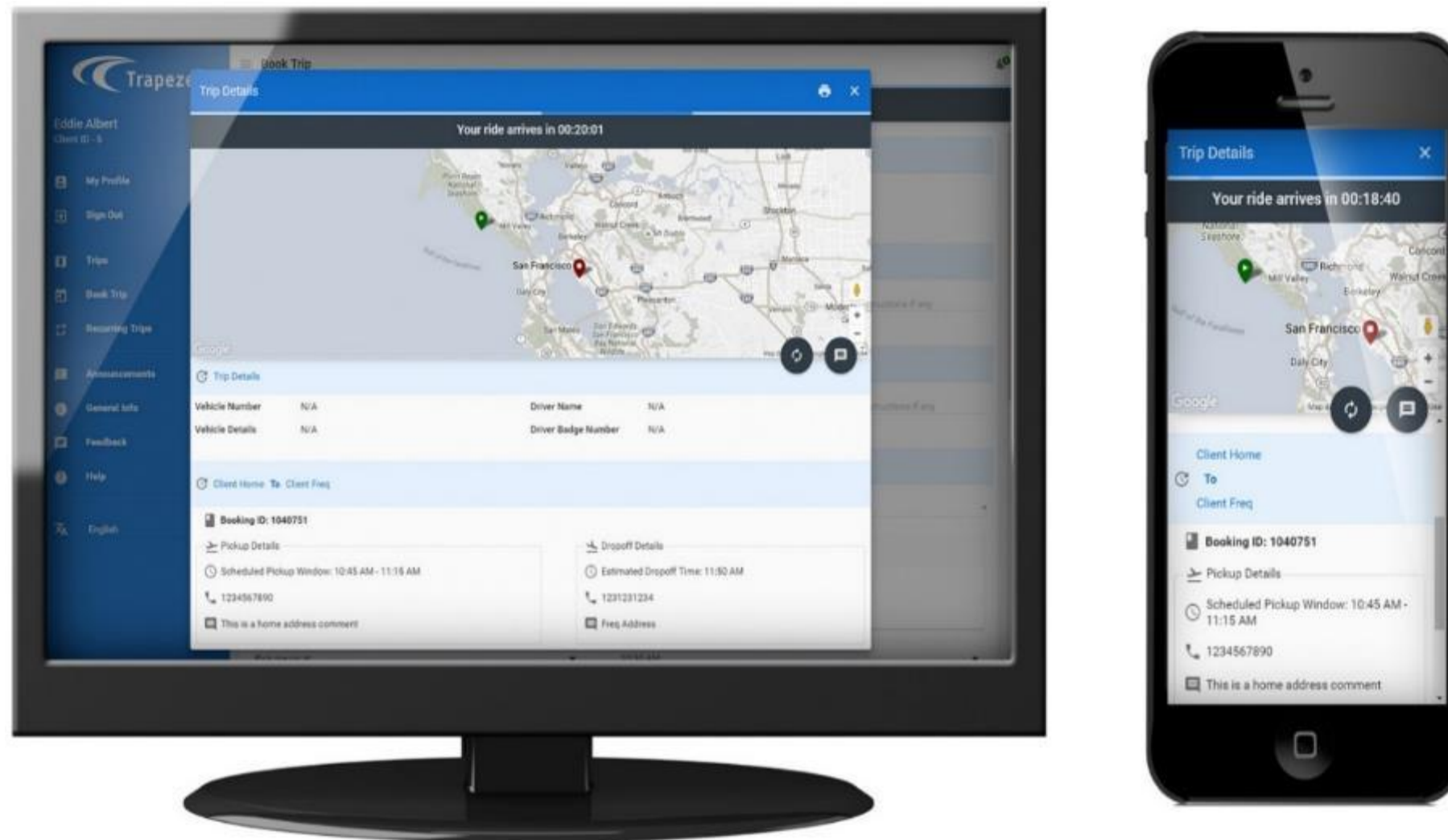


# Metro Mobility Customer Service

- ADA certification application processing
  - 845 applications received in June
  - 21 business days to approve or deny applications
- Customer Service Calls - 7,335 answered by customer service reps in June
- investigate and respond to service complaints
- Conducted 115 in-person assessments in June
- Manage assured ride home program
- Manage photo ID process

# Reservation/Scheduling and Dispatch

## Trapeze







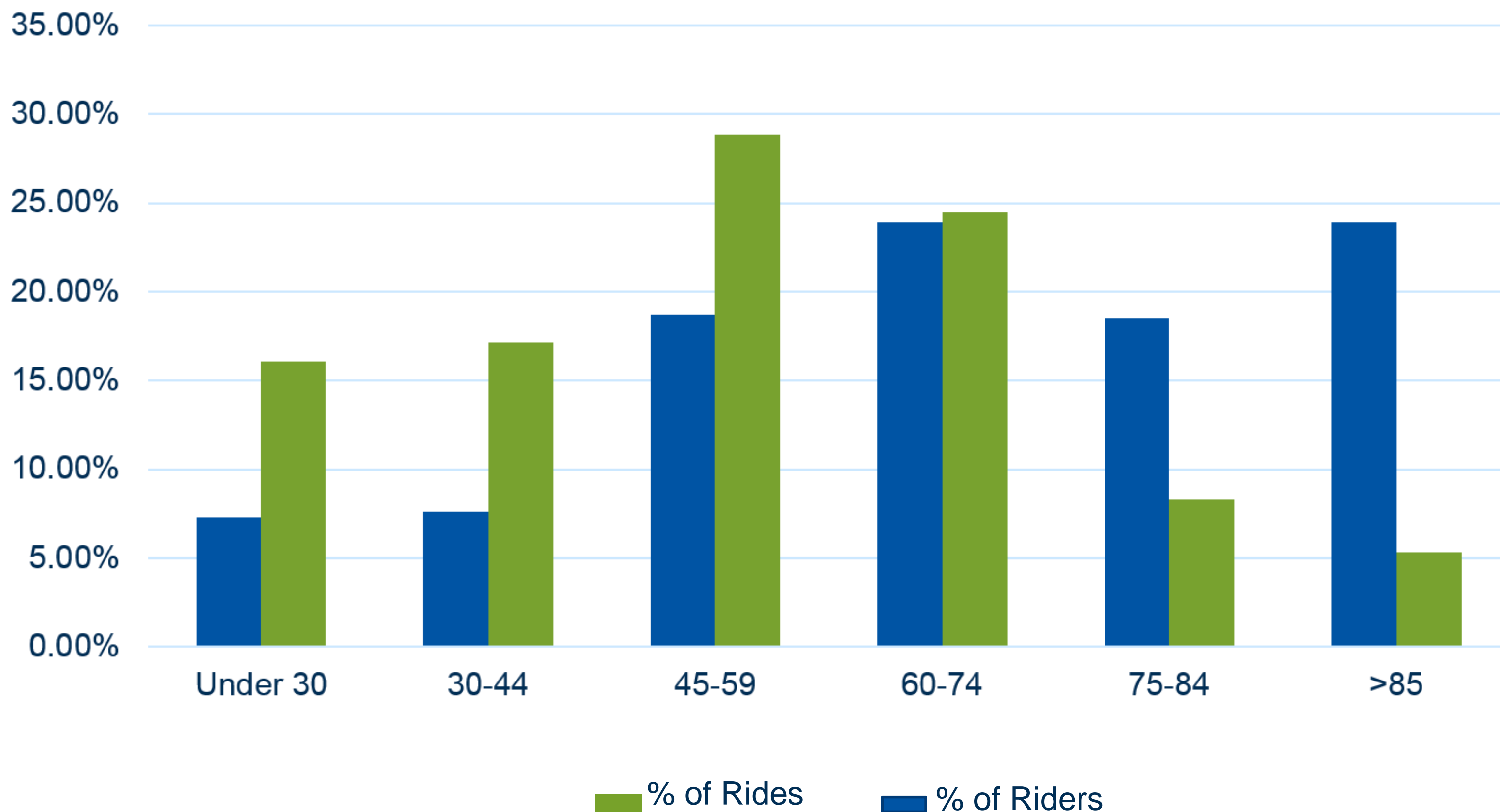
# Other Technology

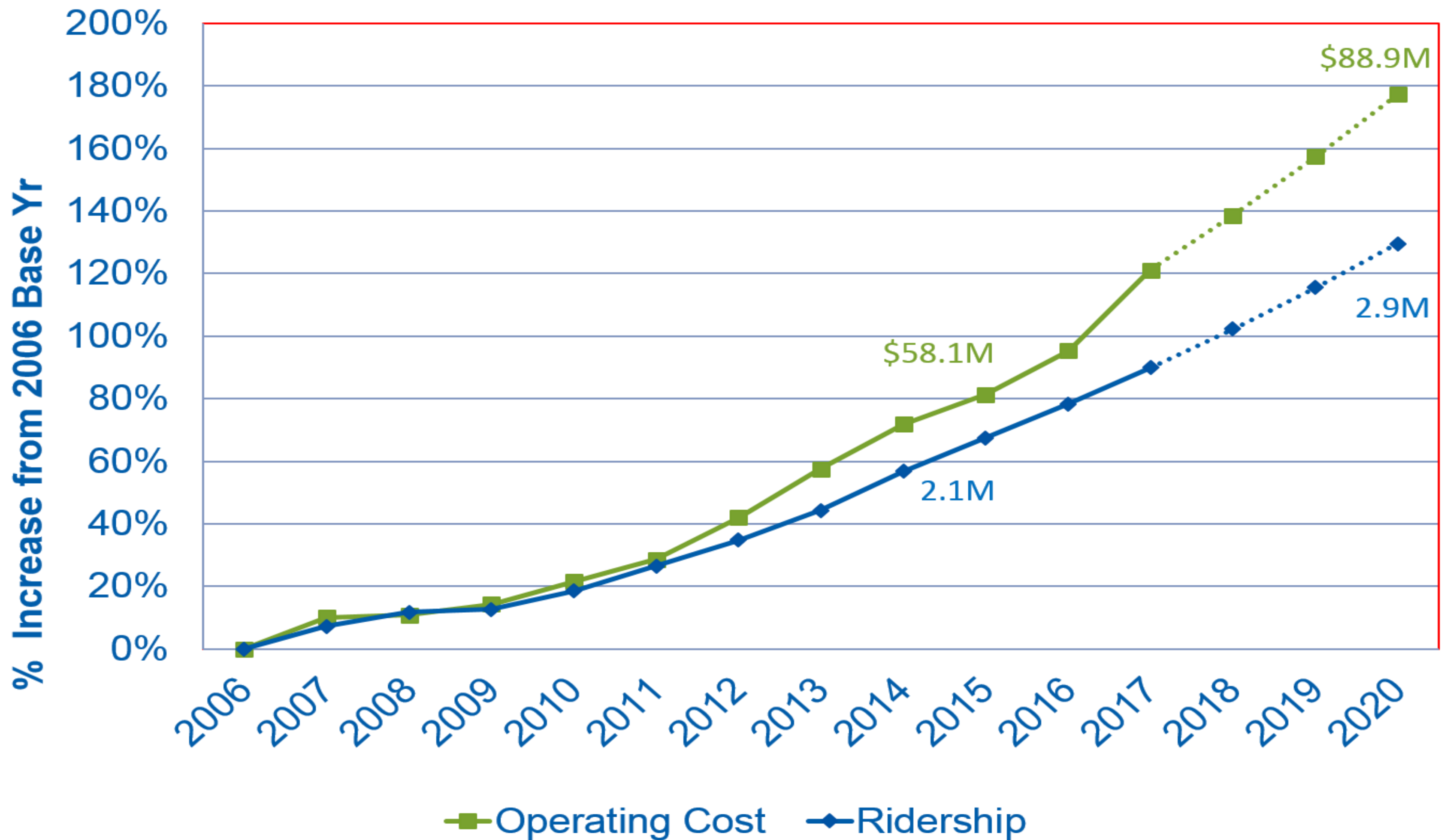
- 800 Mhz radio system – Metro East and Metro West
- Private radio system – Agency and Metro South
- Verint and Apollo - 5 camera security system – Metro East, Metro South and Metro West
- Cubic Go-To Card Readers – except Agency
- Mentor Mobile Data Computers
- On-board mobile gateways



# Customer Profile

## Ridership and Riders by Cohort





# General Fund

## Actual: 2014-2016, Forecast: 2017-2021

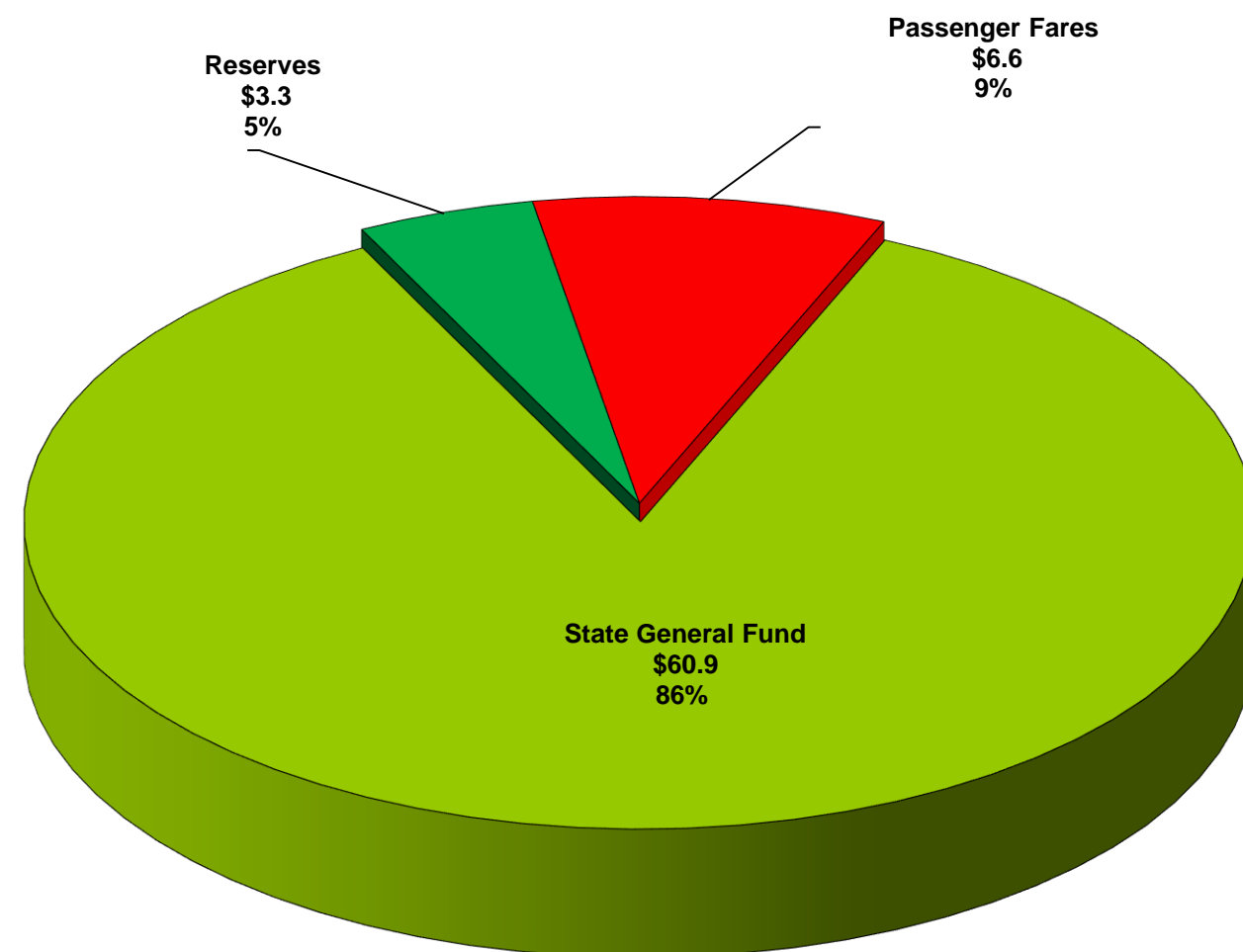


Source: Budget Overview at March 2017 House Transportation Committee

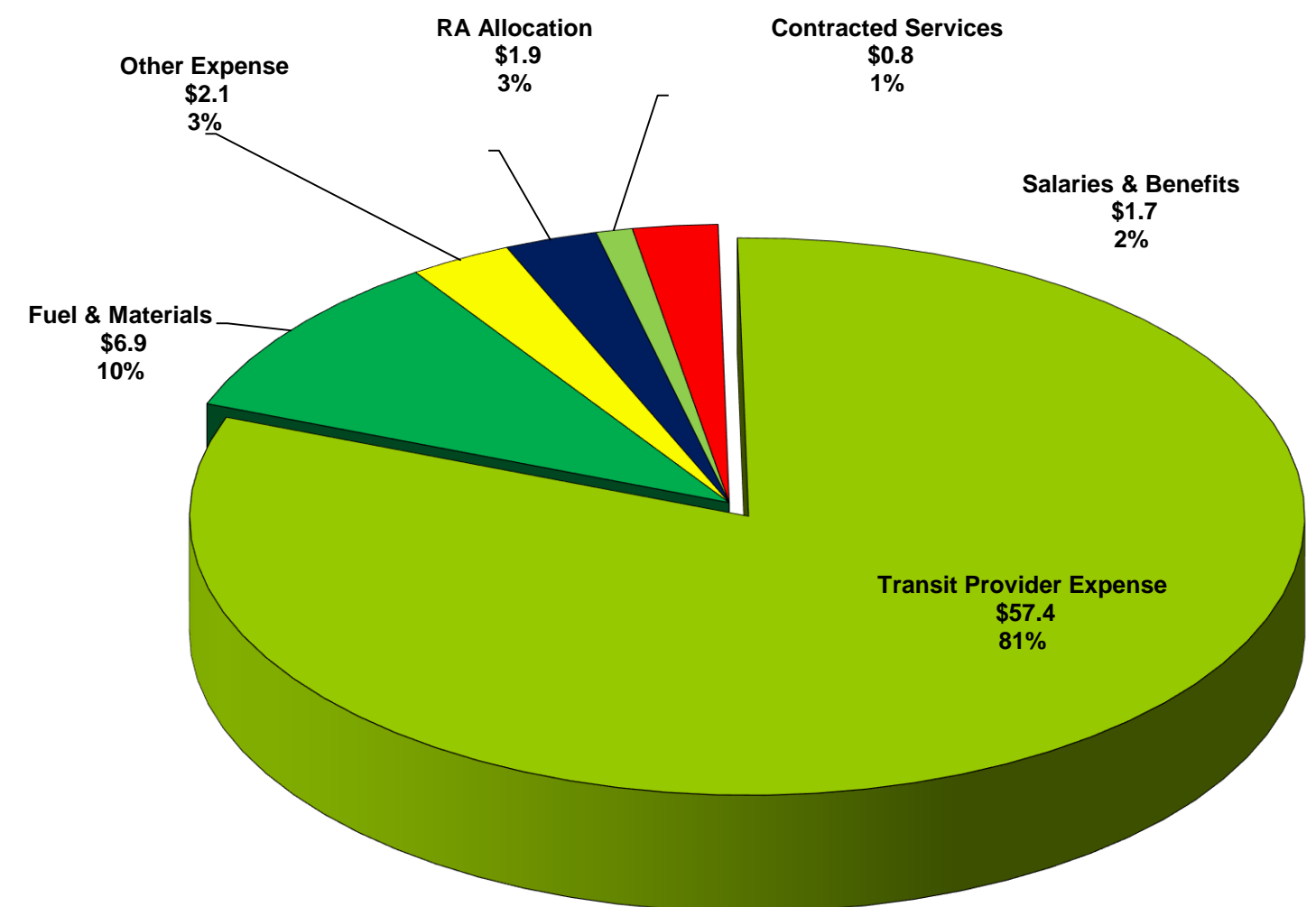
# Metro Mobility

## 2017 Revenue & Expenses (Amended July 26th 2017)

Revenues  
\$70.8M

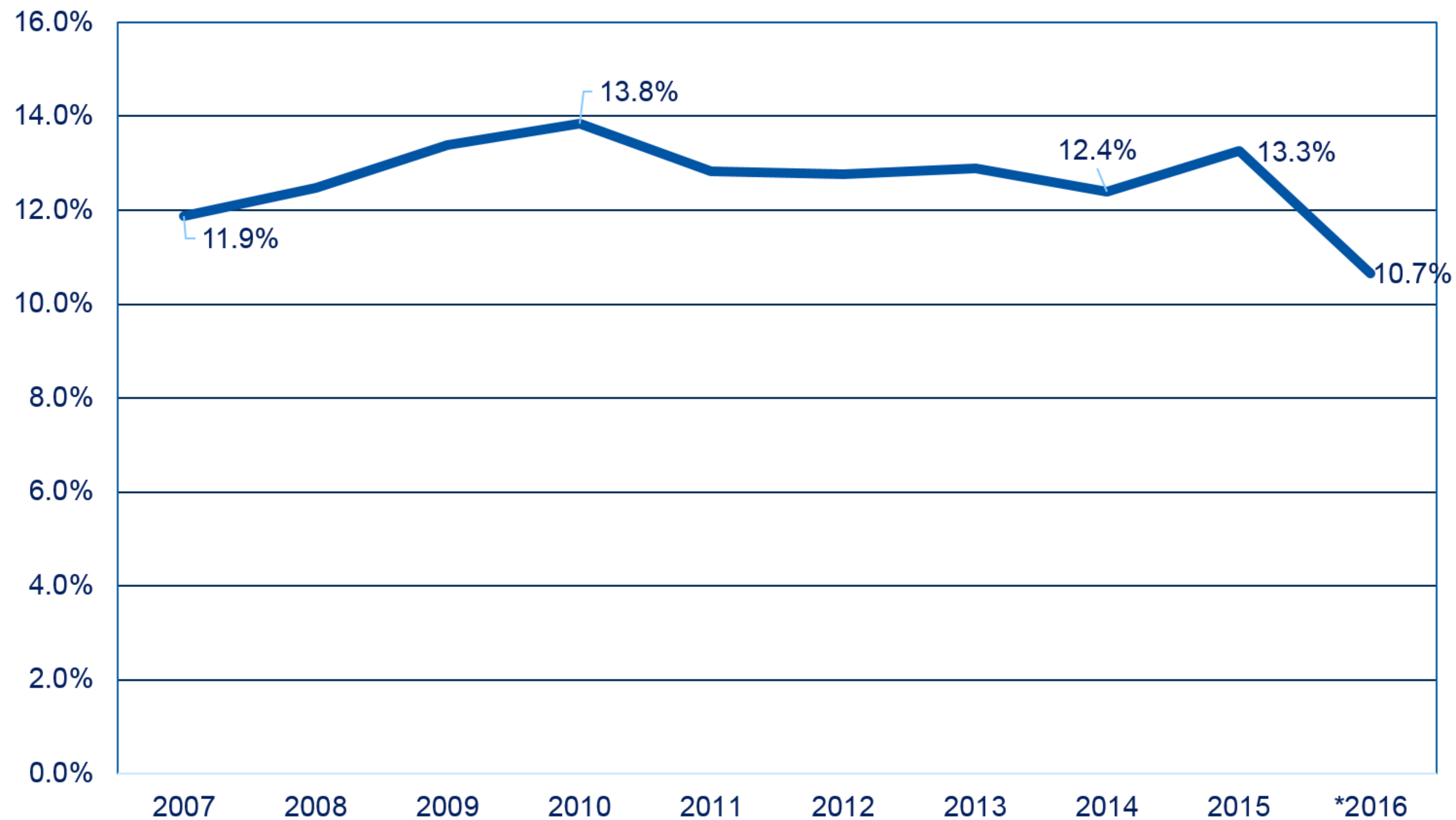


Expenses  
\$70.8M



\$ in millions

# Fare Box Recovery



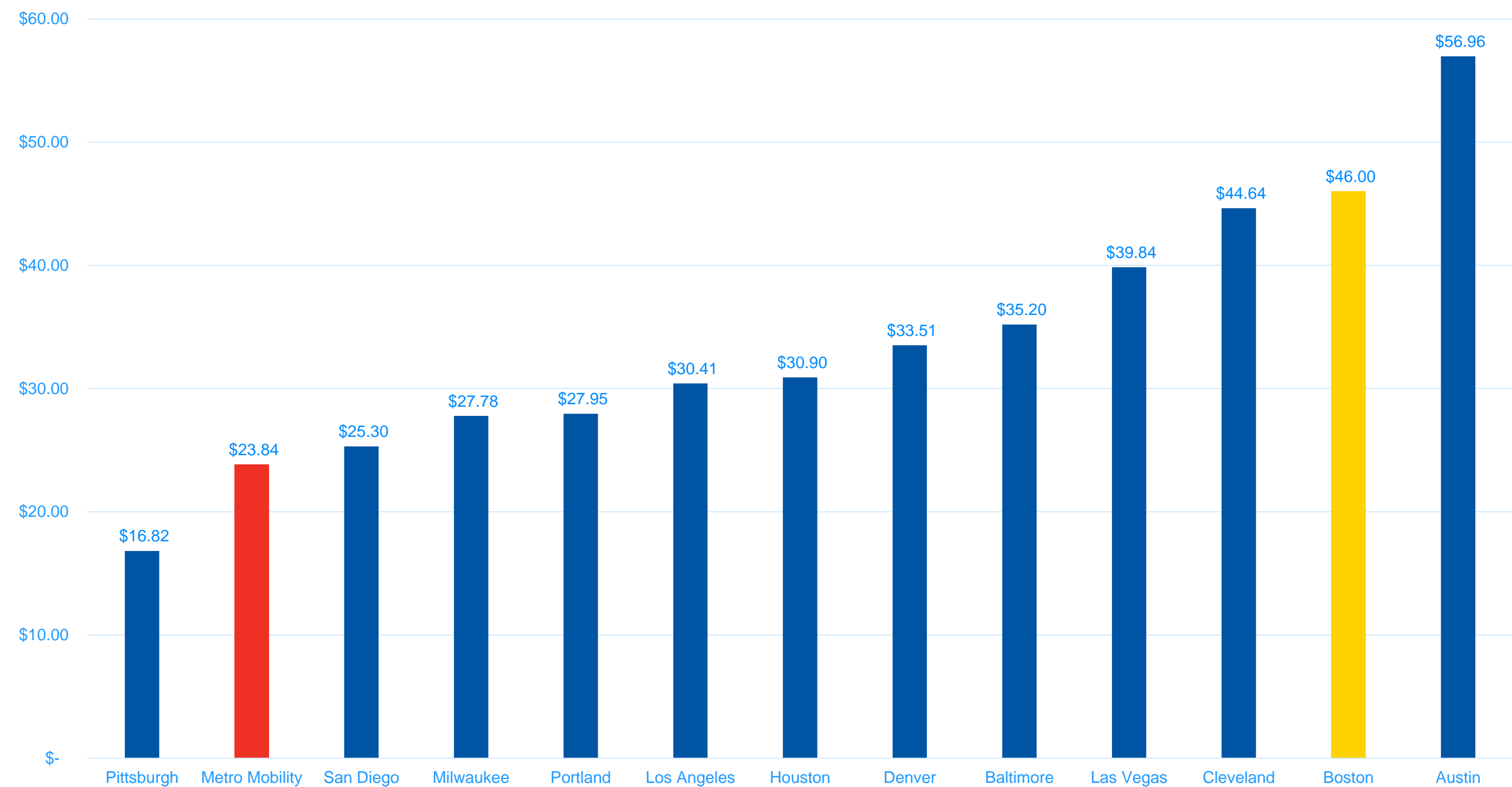
# Peer Program Comparison

A peer group of 11 transit systems was selected based on the following factors:

- Urban area population
- Total revenue miles operated
- Total operating budget
- Population density
- Population growth rate
- Percent low-income population
- Annual per traveler delay
- Percent of service as demand responses mode
- Percent of service purchased

# Peer Program Comparison

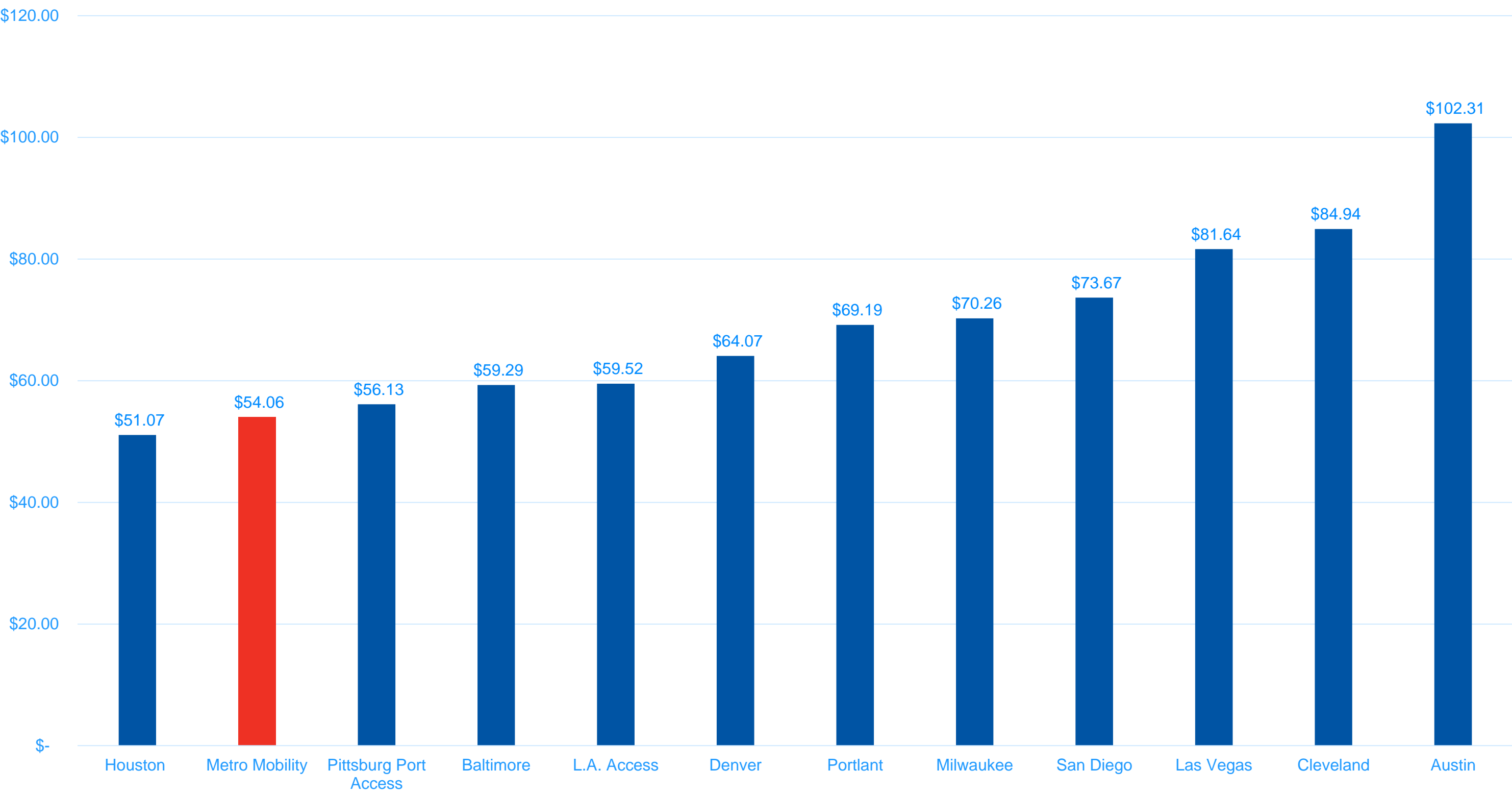
## Subsidy Per Passenger Trip





# Peer Program Comparison

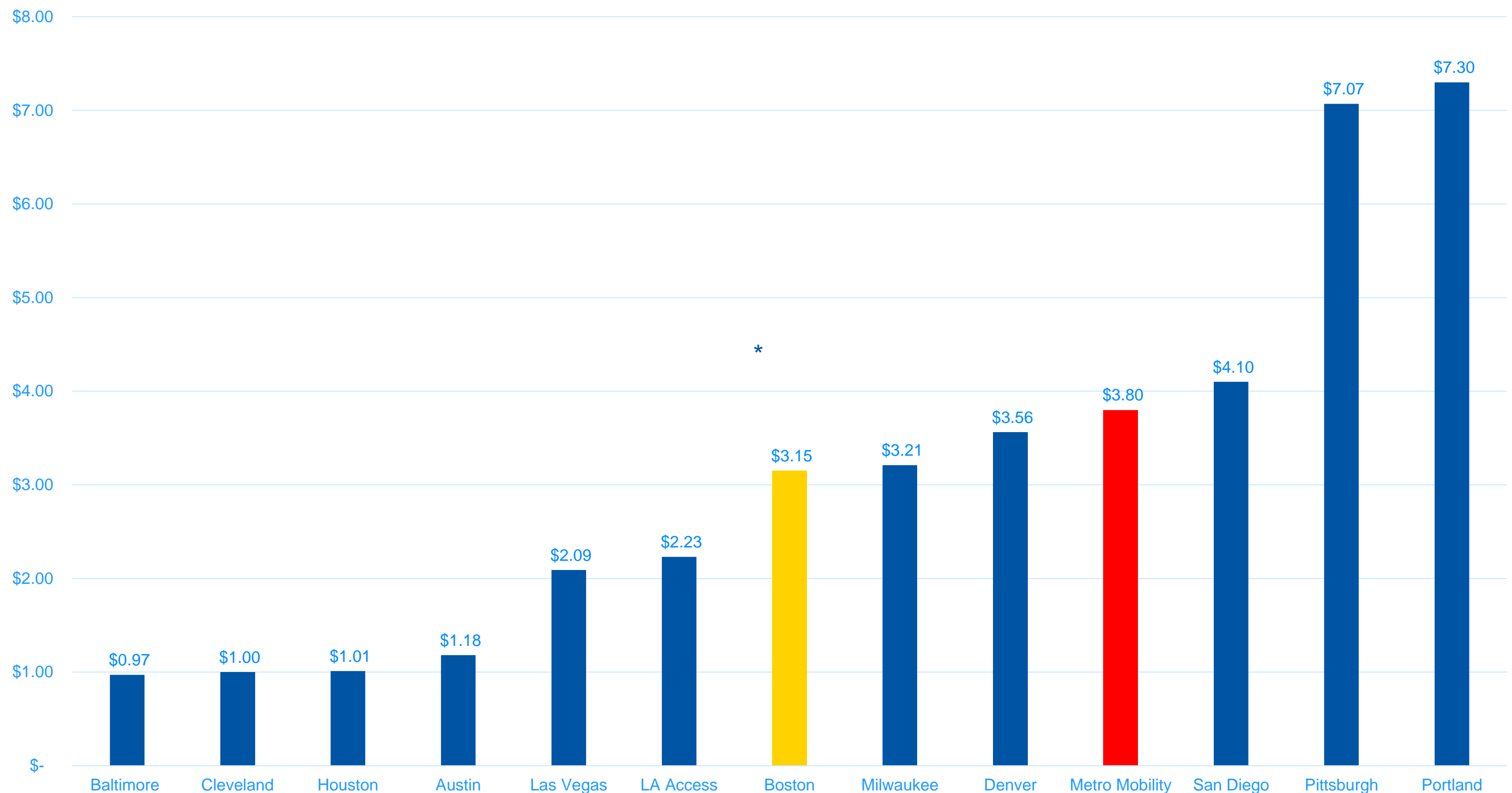
## Operating Expense Per Revenue Hour





# Peer Program Comparison

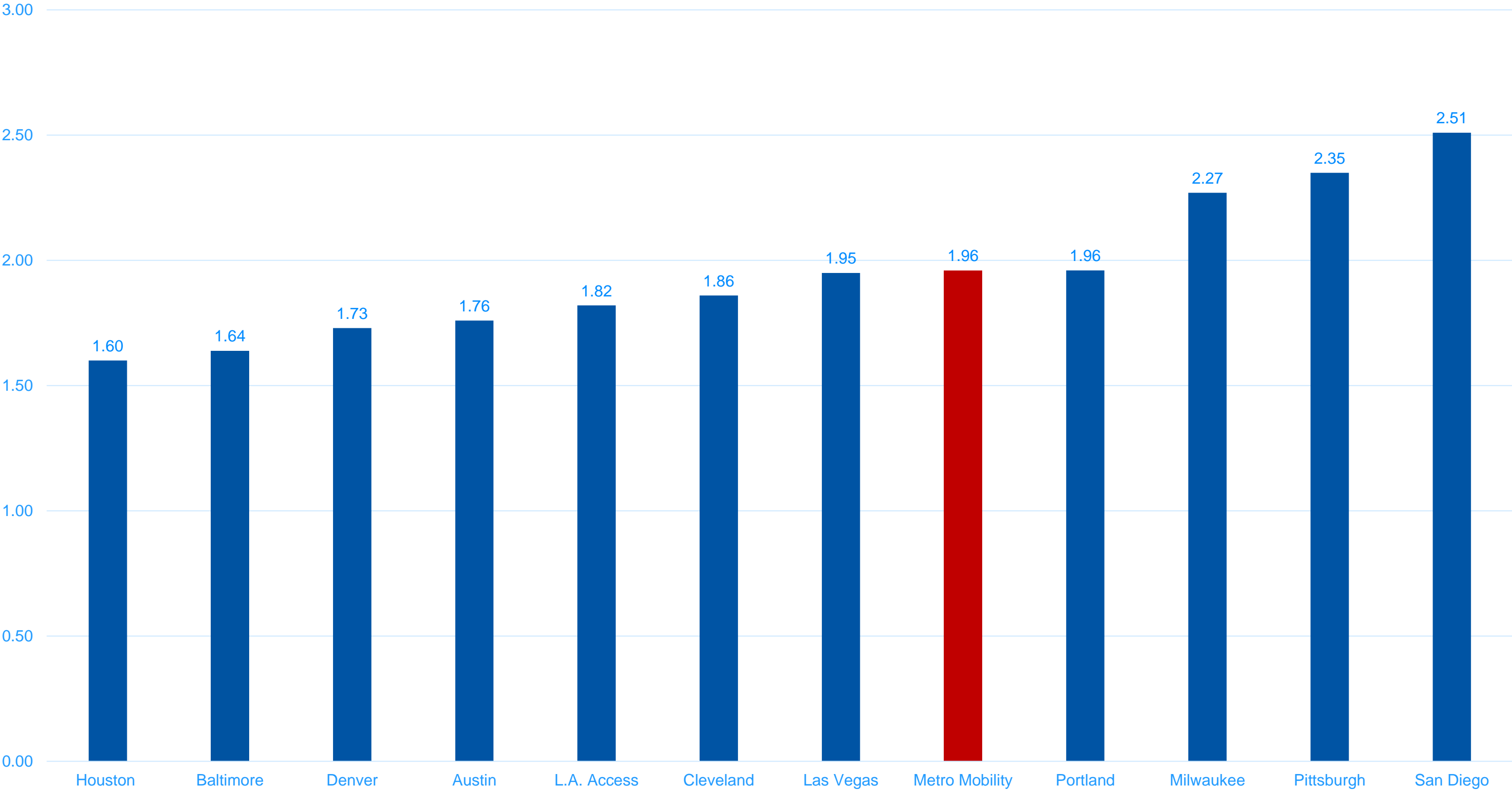
## *Average Fare Per Passenger – Primary Service*



\*\$5.25 when trip is greater than  $\frac{3}{4}$  mile from MBTA bus or subway service

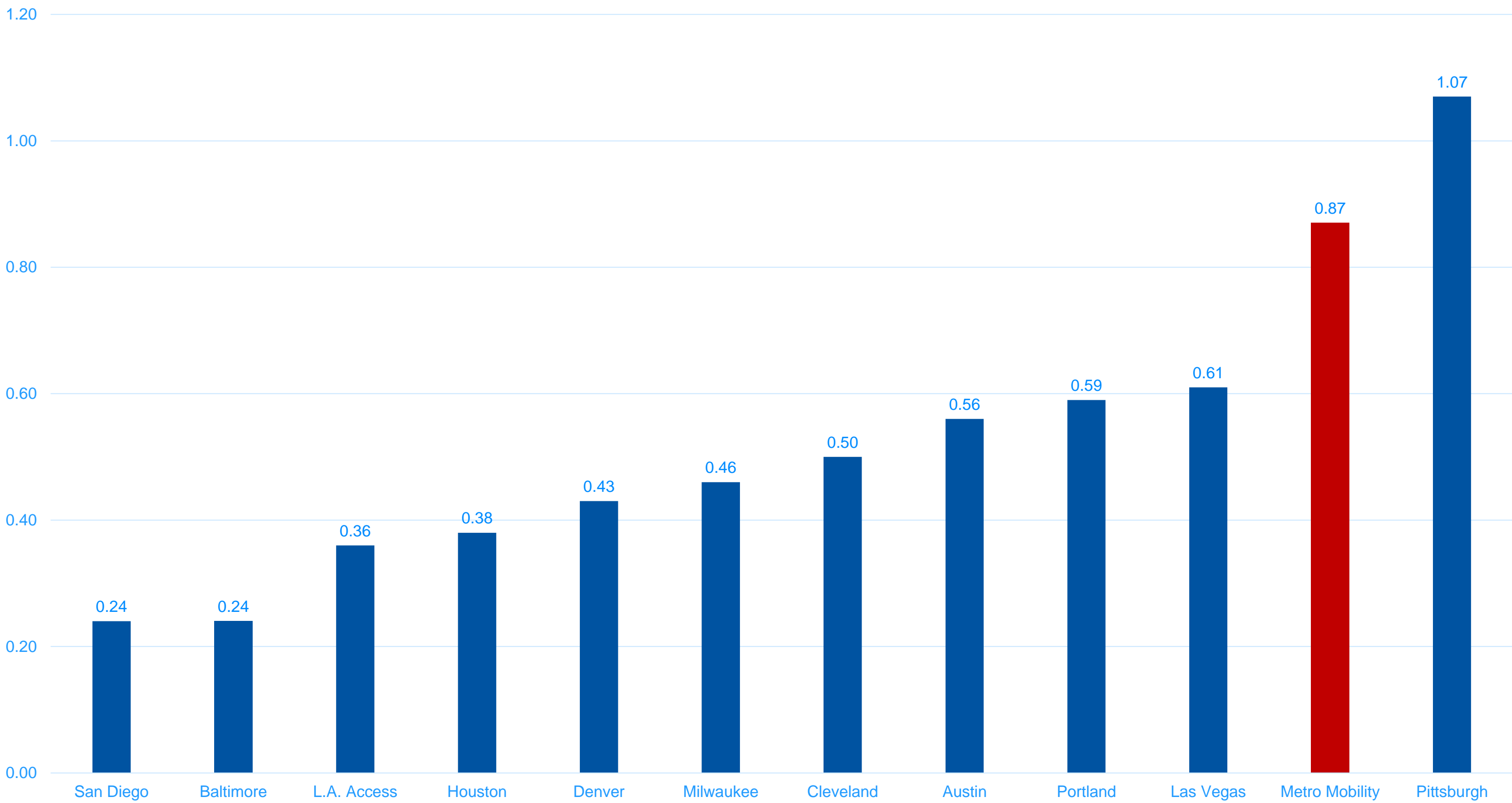
# Peer Program Comparison

## *Passenger Trips per Revenue Hour*



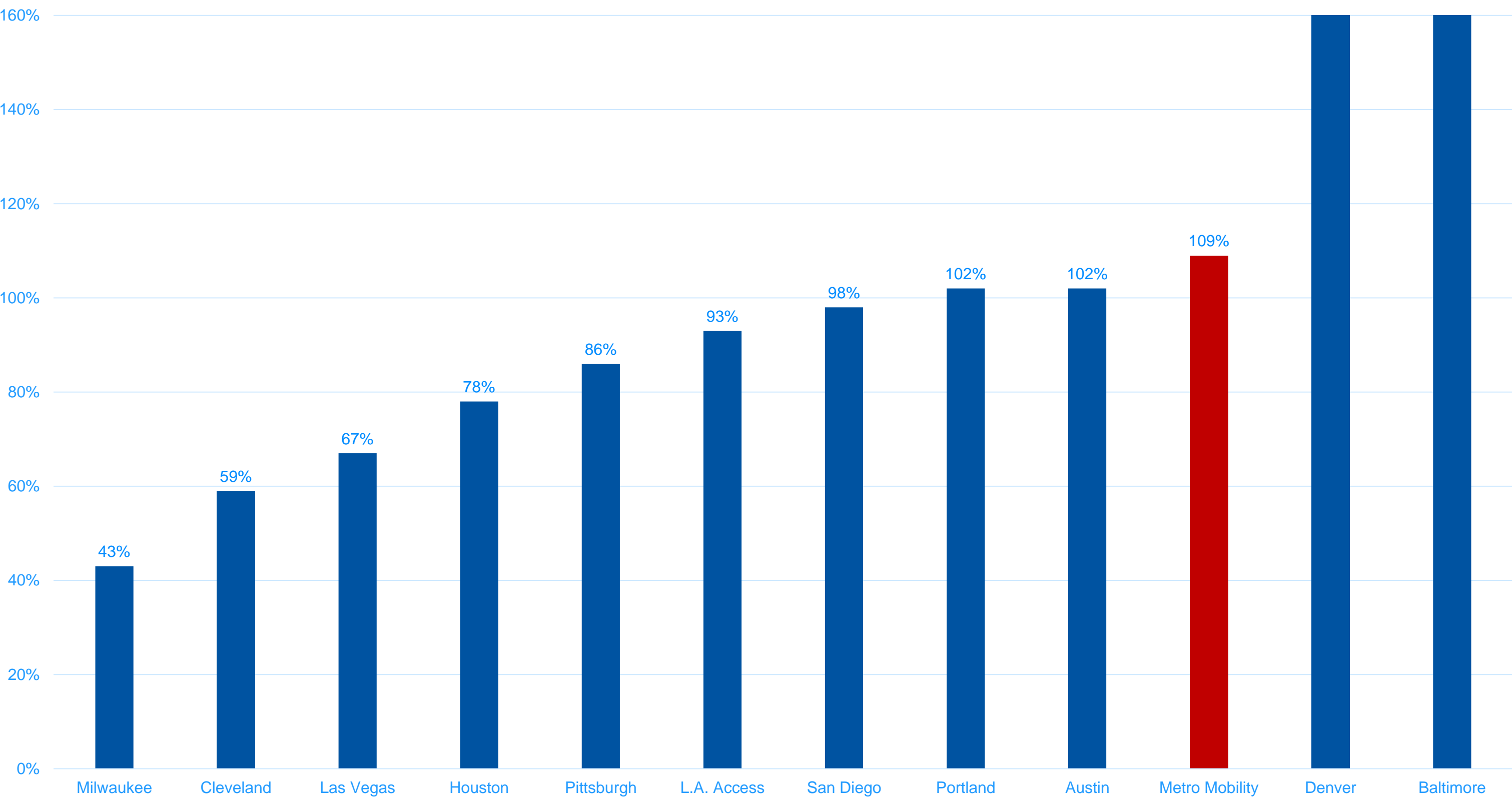
# Peer Program Comparison

## Passengers Per Capita



# Peer Program Comparison

## Percent Urbanized Area Served





## Rising Demand



## Labor Shortage



## Federal Requirements



## Increasing Trip Length



## Rising Cost

# METRO MOBILITY CONTRACT STRUCTURE

# History

## Why did the National Guard assist Metro Mobility in 1993?

1. Regional Transit Board (RTB) created a new service model to ensure compliance with newly imposed federal Americans with Disabilities Act (ADA) regulations
  - eliminated a decentralized system (about 14 contractors)
    - Direct relationship between consumer and contractor
    - Contractors paid on a per trip basis
2. Broker hired to establish a centralized reservation/dispatch center and hire service providers
  - bad addresses provided by former contractors (i.e. missing critical directional information such as N, S, E & W)
  - erroneous customer information
3. Drivers unable to find customers
  - National Guard provided members to assist drivers in locating pick-up and drop-off locations



# Contract Features

1. Meets all FTA/State/Council requirements – must be a fair and open competition
2. Council selects contractors based on overall best value to the Council – not always low price
3. Hourly rate instead of per trip to minimize risk of fraud
4. Pay for hours between first pick-up and last drop-off; Incentive for centralized garage location
5. Hours in excess of minimum productivity threshold are not paid
6. Must have a minimum of two companies under contract – Continuity of Operation Plan (COOP)
7. Bonuses and Remedies for numerous service quality and productivity metrics



# Contract Features

7. Council owns vehicles, vehicle equipment, software, phones, computers – complete control and access to all data and ability to transfer service to another contractor if necessary
8. Council has the right to ask contractor to remove employees from its service
9. Contract is procured with base rate, 95% rate and 105% rate. Provides flexibility for five-year term without negotiating contract rates. Considered in pricing evaluation.
10. 60 day termination clause
11. Agency service under separate contract
  - Highest volume Day Training and Habilitation Centers and Adult Day Programs
  - Higher productivity

# Summary of Primary Contract Features



Contract Feature	Council Impact	Contractor Impact	Customer Impact
Five Year + One	Better Pricing	Employee hiring and retention	Reduced risk of service disruption
Hourly Rate vs Per Ride	Reduced opportunity for fraud		
Council owned vehicles, computers, software, phones	COOP Complete access and control of data		Reduced risk of service disruption
Revenue Hour vs Service Hour Rate	Encourages efficient garage location and efficient operating practices		
Tiered Service Level Contract Rates	Move work between contractors without negotiating price		Service quality protection
Turnkey	Clear lines of accountability	Complete control of service	Clear lines of accountability
Council purchases fuel and replaces engines and transmissions	Better contract pricing	Reduced risk of unknown and uncontrollable costs	
Minimum of two contractors	COOP		Reduced risk of service disruption

# Determination of Demand Service Zones

Four factors considered in structure

- Large enough to generate favorable pricing
- Structured to minimize customer disruption/confusion
- Based on analysis of trip patterns
- Balance of geographic coverage and size of contract

# OPERATIONAL STRATEGIES UNDER CONSIDERATION

# Operational Strategies

## Implementation Stage

1. Increase driver wages - \$2 per hour
2. Referrals from Metro Transit applicant pool

## Planning Stage

1. Feeder to fixed route service; significantly reduced fare
2. Re-open Web Reservations (Tentative November 1st)

## Exploratory Stage

1. Centralized reservations and dispatch
  - Advantage: potential operating efficiencies, more efficient to manage Council information technology support resources, IT infrastructure cost savings
  - Concerns: compromised accountability, potential service disruption, loss of driver consistency
  - Unknowns: changes to service pricing



# Other Operational Strategies

## Exploratory Stage

### 2. Add TNCs to Premium Same Day Program

- Advantage: more customer options, potential per trip savings,
- Concerns: availability of accessible vehicles, loss of 5307 formula funds, accessibility to detailed data (auditing and transparency), rider ratings

### 3. Replace Mobile Data Computers (MDC) with tablets

- Advantage: real-time driving navigation directions could create operational efficiencies, less costly than current device
- Concerns: climate durability, interoperability with 800 MHz radio system

### 4. Increase federal funding Waivered and Medical Assistance Rides

### 5. Electric Vehicles and Use of Sedans

- Ongoing monitoring of opportunities in hybrid vehicles
- Number of sedans – balance between capital savings and negative impact to operations

# Uber Technologies

Presentation for Metro Mobility Task Force

SEPTEMBER 2017



**UBER**

# Content

1 | Uber Overview

2 | Uber in the Twin Cities

3 | Rideshare Safety

4 | Transit Experience + Models



# Uber Overview

Uber connects riders...



...with drivers



# Our Story

UBER

600+

Cities

77

Countries

5B+

Rides

# UBER 101

EVOLVING THE WAY THE WORLD MOVES

1

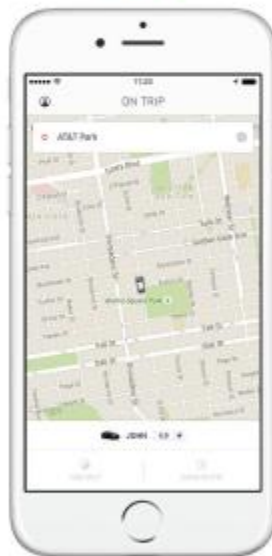
REQUEST



RIDERS SET THEIR LOCATION,  
AND GET AN ESTIMATED ARRIVAL  
TIME AND A FARE ESTIMATE  
BEFORE BOOKING

2

RIDE



RIDERS GET DRIVER INFORMATION  
LIKE NAME, MODEL, LICENSE  
PLATE AND RATING BEFORE  
THE CAR ARRIVES

3

RATE



RIDERS RECEIVE AN EMAIL  
RECEIPT AFTER EVERY TRIP.  
INSTANT TWO-WAY FEEDBACK  
KEEPS QUALITY HIGH

# Uber in the Twin Cities

# Uber in Minnesota

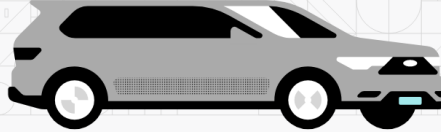
- Began service in Minnesota in 2012
- Operations regulated by Minneapolis, Saint Paul, and MSP Airport
- Insurance regulated by State of MN
- Driver support office located in Roseville

# Uber Products



uberX

Affordable, everyday rides



uberXL

Everyday rides for groups up to 6



UberBLACK

High-end rides with professional drivers

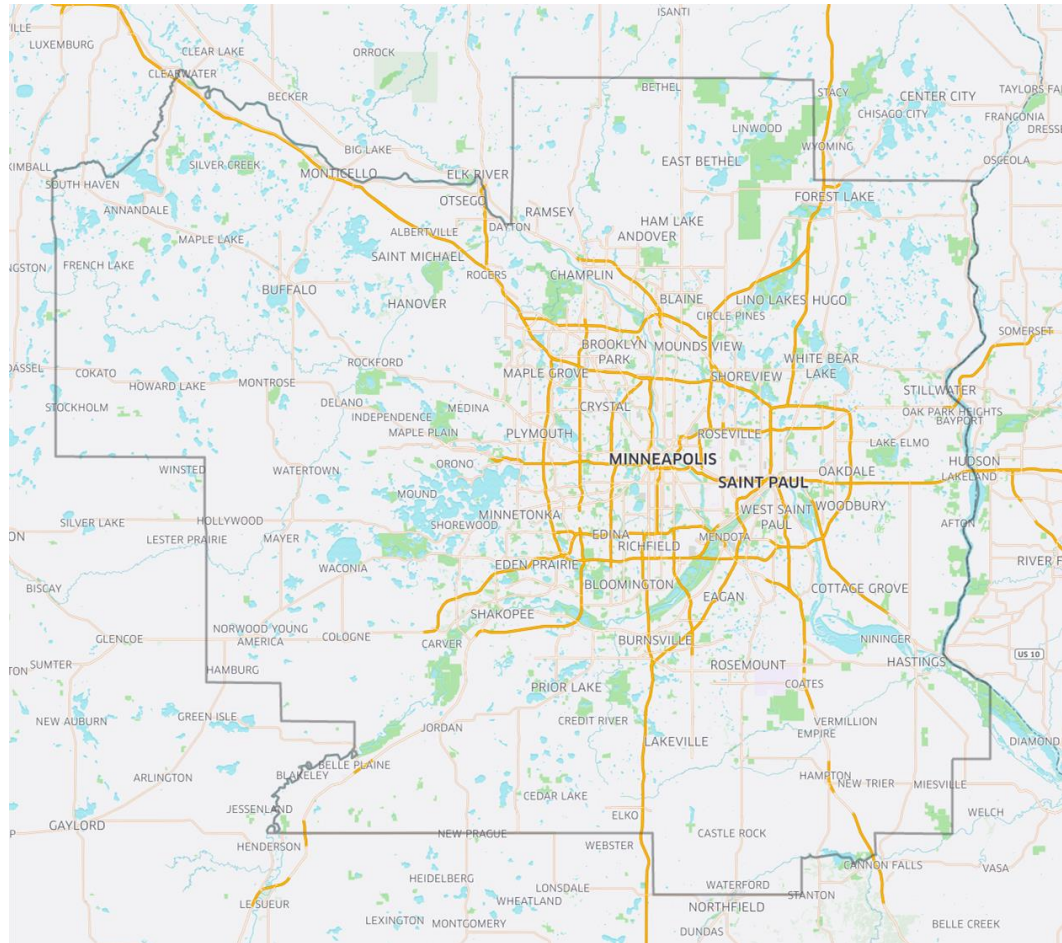


UberSUV

Luxury SUVs for groups up to 6



# Uber Service Area





# Uber in Minnesota

## Meet our Drivers

Ginette



"I started driving in January of 2016 to work on saving money to buy my first home, pay off some debt, and finish my college degree. I love the conversations I get to have with people I am driving. I am also getting to learn the Twin Cities really well. It's a really neat experience and opportunity to make money and met people."

Megan



"My favorite part about driving with Uber is the freedom and flexibility to drive whenever, and practically however much I want to. As a full time driver it is very beneficial having minimal limitations on the maximum hours you can work per day..My favorite is making people laugh. If we can smile and possibly make each other's day a little brighter, I'm all about it!"

Ariane



"The flexibility allows me to keep my regular schedule while adding an additional income. The people are amazing. I really enjoy networking and meeting new people of all different walks of life..Safety is key! I have never felt that my safety is compromised and I know that I have gotten plenty of comments from women about how they really appreciate have a female driver."

# Uber Logistical Partnerships



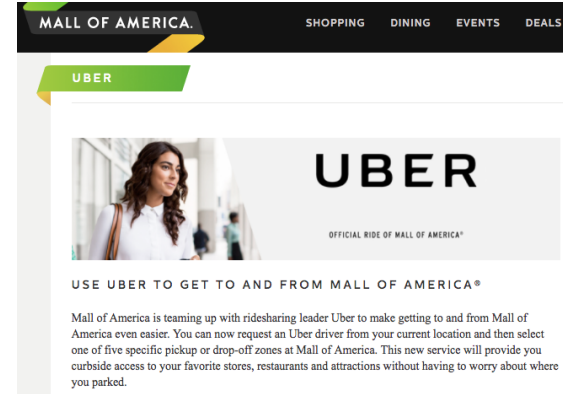
[Uber/Shuttle Bus Drop-Off/Pick-Up](#)

Will be on 9<sup>th</sup> Ave South both sides of the street



## TIMBERWOLVES LAUNCH PARTNERSHIP WITH UBER

New Partnership Offers Perks to Wolves Fans and Members



# Uber Community Partnerships

**"The Saint Paul Police Department is fortunate to have Mothers Against Drunk Driving Minnesota as a partner in its efforts to reduce drunk driving,"** says Todd Axtell, Assistant Chief of the Saint Paul Police Department. **"The campaign with Uber is an exciting opportunity to remind people about the importance of making wise decisions by making good use of the array of opportunities to ride safely-and that includes ridesharing."**

Let's work together and spread the word about transportation choices in Minnesota – and make drunk driving a thing of the past.



We've teamed up with Dress for Success and Women In Networking celebrate Women's History Month – on Tuesday, March 15th, request: 'MENTOR' for a chance to ride with one of the Twin Cities' top women business leaders from **Target, Askov Finlayson, Mall of America** and more. Find out how to request and learn more about each of the mentors below.



Each day, our driver-partners in the Twin Cities are rolling up their sleeves to make MSP a better place. Because of their involvement, these meals will find their way into the hands of meal recipients before the winter storms arrive!



Kids In Need Foundation aims to ensure that every child is prepared to learn and succeed in the classroom by providing free school supplies nationally to students most in need.

Yoobi is based on a bright, yet simple idea: colorful, vibrant supplies for school, home or office that give back – For every Yoobi item you purchase, a Yoobi item is donated to a classroom in need, right here in the U.S. One for you, one for me. It's that simple.



**UberSKYWAY, fueled by Caribou Coffee,** is the most convenient-and caffeinated-way to move around the Skyway you know and love. Trips with UberSKYWAY will originate at Pick Me Up locations at select Caribou Coffee stores throughout the Skyway.

# uberX Pricing

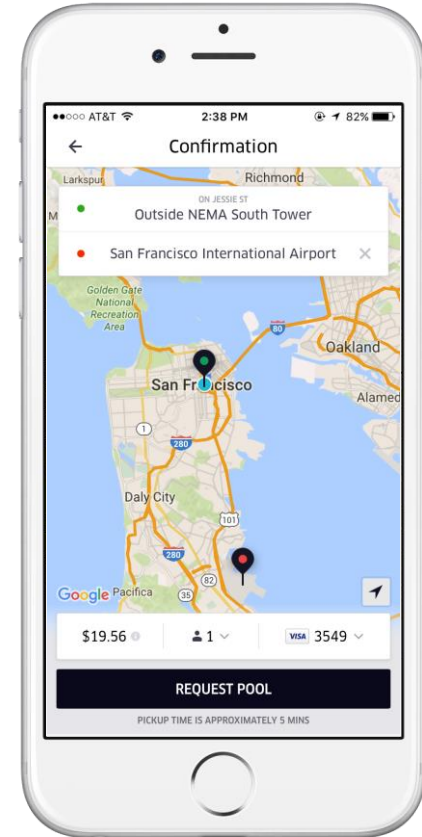
Our pricing information is transparent and provided up front before a trip is requested.

Prior to requesting a trip, riders can estimate the cost of a trip online or by utilizing the **in-app tool** (pictured right).

Uber has a dynamic pricing model for all riders, which allows the service to remain reliable, even in peak times.

If the pick up or drop of location changes after the trip is confirmed, the price will be updated and reflected on the receipt.

To	From	uberX Estimate
MSP Airport	Metropolitan Council Office	\$16-\$20
University of MN	Mall of America	\$16-\$22
Minneapolis City Hall	MN State Capitol	\$13-\$17
Ankoa	Inver Grove Heights	\$39-\$53
Spring Lake	US Bank Stadium	\$25-\$34



# Rideshare Safety



# Technology built for a safe, seamless experience

At Uber, we are committed to safety for riders and drivers **before, during, and after their trips**

- Our Global Safety Team comprises safety, security, and privacy professionals dedicated to improving our technology for riders and drivers.
- In 2015, Uber announced its US Safety Advisory Board comprised of transportation, law enforcement, legal, and domestic violence experts to advise Uber on safety policies.





## Safety: Before the trip

- Pre-Screening Process
- Driver Screening
- Driver Education
- No Street Hails
- Anonymous Driver/Rider Contact Information
- Driver Information in the App



## Safety: During the trip

- Share your ETA
- GPS and Real Time Location Tracking
- No Cash
- Insurance Coverage





## Safety: After the trip

- Feedback and Ratings
- 24/7 Support Rider/Driver
- Driver/Rider/Trip Data Collected and Retained
- Law Enforcement Liaison Team

# Transit Experience + Models

# Uber is an important complement to public transportation

The American Public Transportation Association (APTA) released an independent study that supports this emerging consensus. Researchers conducted a series of in-depth interviews with transportation officials and riders. Here's what they found:

- The more people use ridesharing services like Uber, the more likely they are to use public transit
- Ridesharing complements public transit, enhancing urban mobility
- Transit operators believe ridesharing services like Uber are here to stay
- Public and private operators can dramatically expand paratransit availability with technology and collaboration

This study can be found here: [www.apta.com/resources/hottopics/Pages/Shared-Use-Mobility.aspx](http://www.apta.com/resources/hottopics/Pages/Shared-Use-Mobility.aspx)

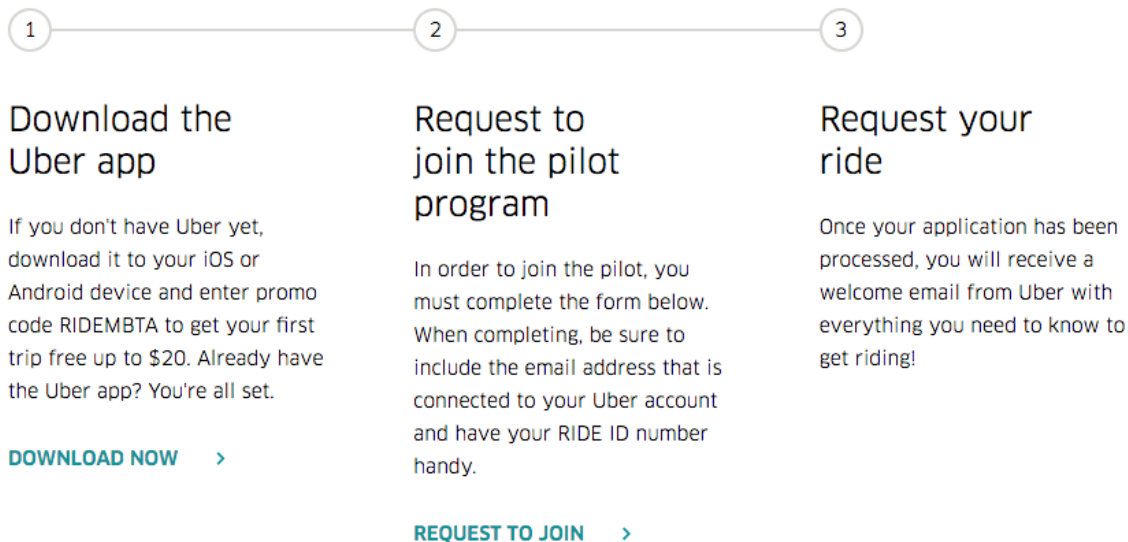
# Working with transit agencies across the U.S.

Cities are able to leverage Uber to complement existing transportation

- **DirectConnect in Pinellas Park** | DirectConnect allows riders to use Uber within a specific geographic area to get to or from a select group of designated bus stops, where they can connect into the regular bus system. PSTA subsidizes 50% of the ride, up to \$3 per ride.
- **Evesham Township, NJ** | The city of Evesham is paying for all riders taken from select bars and restaurants to homes within the township between 9 PM - 2 AM through June 1, 2016.
- **TransLoc** | TransLoc develops apps for city transit agencies. By integrating the Uber API into the TransLoc multi-modal transit solution, riders can easily combine public transportation with ridesharing to find the most efficient and reliable route from one point to the next. This partnership makes public transportation an option for everyone, not just people living within a quarter of a mile of a train or bus station.

# Uber and MBTA Pilot

## How to join the On-Demand Paratransit Pilot program



# Uber and MBTA Pilot

## Learnings

- Sign up
- Pricing
- Support



# Thank you

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The Uber logo, consisting of the word "UBER" in white, bold, sans-serif capital letters on a black rectangular background.

UBER



# lyft + Metro Mobility

DAVID KATCHER  
MIDWEST GENERAL MANAGER  
9/21/17





# AGENDA

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Our Mission and  
Model

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Lyft + Transit

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Data Sharing

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Driver Requirements

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Next Steps

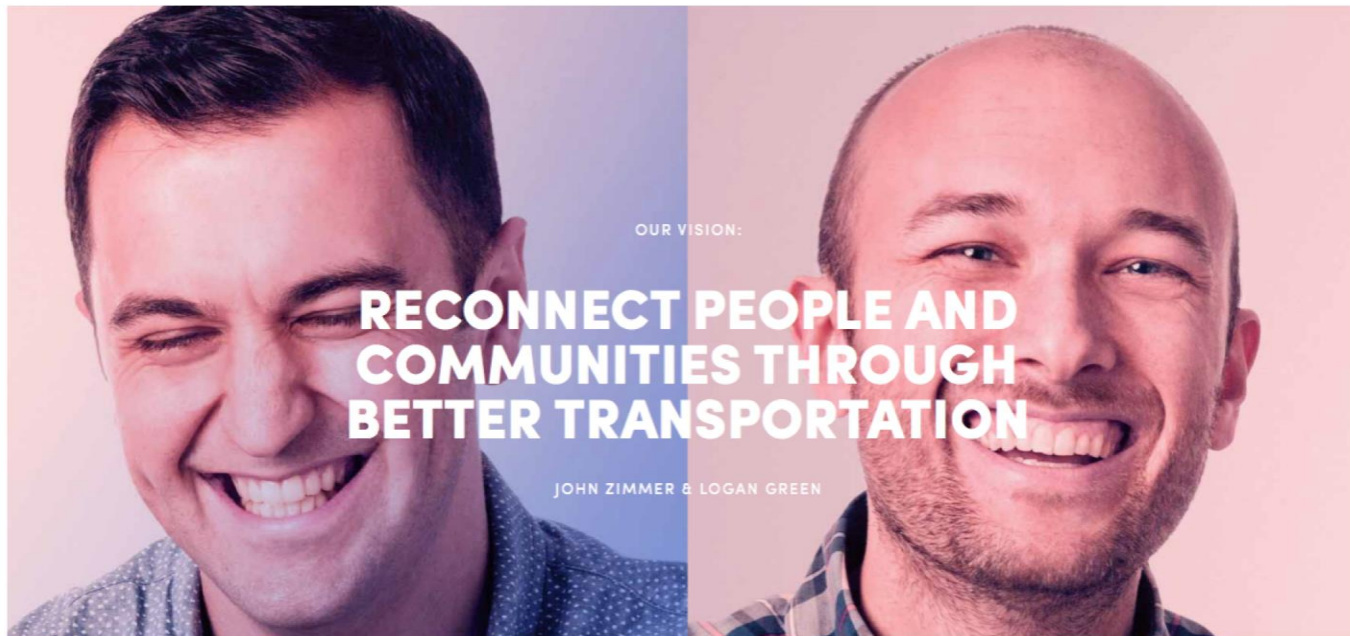
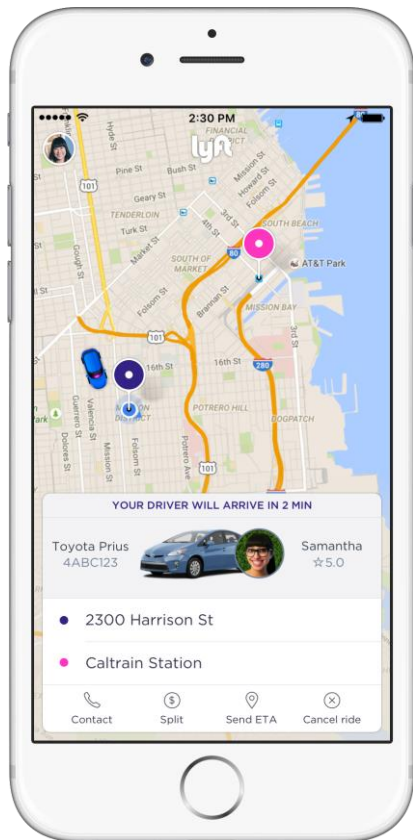
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# THE LYFT MISSION

# MISSION AND MODEL



# WHERE WE ARE TODAY



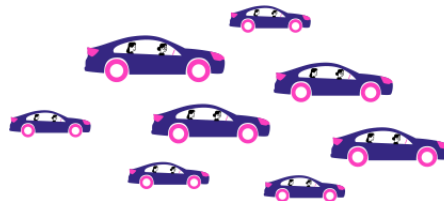
**350**

Cities in the U.S.

**\$1.5B+** Earned by Lyft Drivers  
(Including Tips)

**12 MILLION**

Active Passengers



**700K**

Drivers



# LYFT AND TRANSIT



# Partnership Models

**First/last mile connectivity:** Filling the gaps between your home and the light rail station.

**Suburban solutions:** A new tool in the suburban transport tool box.

**Guaranteed Ride Home programs:** The perfect insurance for vanpool/carpool commuters.

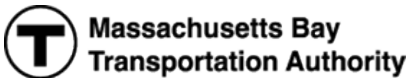
**Paratransit:** Accessible, inclusive, on-demand mobility for those who need it most.

**Jobs-Access Reverse Commute:** Providing connections from transit to hard to reach job locations.

**Late Night Service:** Get where you're going when the buses aren't running.

**Parking Mitigation:** Say goodbye to cars circling parking lots looking for an open spot.

# Our Existing Partners



# Validation For Transit – TNC Partnerships



**Federal Transit Administration**

*Mobility On Demand Sandbox* grant program launched.



**American Public Transit Association (APTA)**

Study outlining how TNCs can help transit



**Brookings Institution**

Policy paper supporting TNC-paratransit partnerships



**Center for American Progress**

Endorses federal TNC subsidies for low-income riders



# Serving Unbanked Passengers



- **Need to provide a solution for unbanked passengers.**
- **Lyft has developed a solution to meet this need:**
  - You can sign-up for Lyft without a Credit Card
  - Currently a good % of nationwide trips are on Prepaid cards.
  - Cards can be purchased at any supermarket, convenience store or via Lyft.
- **Collaborate on unbanked fare offering**
  - Can offer Lyft or general Prepaid cash cards at ticket purchasing locations.
  - In person paperless ticket (code) purchases.



A blue-tinted photograph of three young men on a balcony at night. They are looking at a smartphone held by one of them. Below them, a car is parked, its front end visible. The car has a California license plate that reads '7SUL242'. The text 'DATA AND PRIVACY' is overlaid in large white letters across the center of the image.

# DATA AND PRIVACY

# Data Sharing



- **National Transit Database**
  - Partners receive partnership performance data in line with National Transit Database reporting
- **On-going discussion about data sharing with regards to:**
  - Personally identifiable information (PII)
  - Consumer Privacy + FOIA
  - Competition

A blue-tinted photograph of a car and people. In the foreground, a dark-colored car is parked, with its front license plate reading "California 7SUL242". In the background, three young men are standing near a building with large windows. The overall scene is dimly lit, suggesting an evening or night setting.

# **DRIVER TRAINING AND SAFETY**

# Safe, Reliable Options For Everyone

## Safety? Check.

Social Security # Verification	✓
Enhanced nationwide criminal search	✓
County court records	✓
Federal criminal court records	✓
U.S. Department of Justice sex offender registry	✓
Driving record check completed by ADR	✓
Background checks	✓
19-point vehicle inspection	✓



DMV & Background Checks



Critical Response Line



Vehicle Inspections



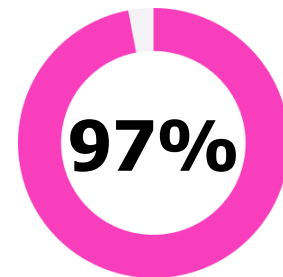
\$1M Insurance Protection



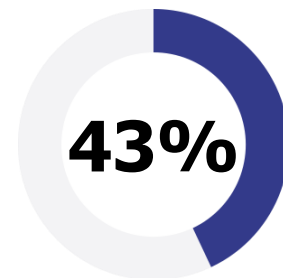
Two-way Ratings



Zero Tolerance Drug & Alcohol Policy



of passengers feel safe with Lyft



of passengers are female



**THANK YOU**

**QUESTIONS?**

**NEXT STEPS**



# Metro Mobility Task Force

10/10 Taxi Presentation



# The 10/10 Taxi Model

- Operate under a Independent Contractor Model
- Drivers pay a fixed weekly lease
- All passenger fares go to the driver
- All vehicles are under our insurance policy
- The name and fare model are based on \$10 for the first 5 miles (\$2 each additional mile) and we will pick you up in 10 minutes or less. There is no additional cost based on time duration
- Initially designed to operate in suburban areas, but have expanded to the cities as well

# How The 10/10 Model Would Fit In The Public Transit System

- Every public transit system should be working on integrating Taxis/TNCs into their systems
- For those who operate in same or similar industries, we all recognize the challenges of having enough drivers, vehicles and operating efficiently
- Public transit services a consistent and predictable ridership base, this is why public transit is primarily fixed route
- The specialized nature of Metro Mobility ridership deviates from fixed route to an on demand point to point or shared ride transport
- In order to operate Metro Mobility at the highest level with the lowest cost it is necessary to retain as many low cost trips and off load higher cost trips
- Metro Mobility Average Cost Per Trip Has to be below \$26.02 per trip or they will exceed budget (including incorporating all admin costs via Cost Accounting)



# How The 10/10 Model Would Fit In The Public Transit System

- A lot of data needs to be assimilated but key factors are:
  - Off loading trips during high volume times (rush hours) and very low volume times
  - The price structure of these off loaded trips
    - Flag or Drop Rate is key (a set beginning price)
    - Leaving 2 price model structures depending on need
      - Simulating NEMT pricing with \$11.00 Flag rate plus \$1.30 per mile, no time function
      - Using standard rate of \$10.00 for first 5 miles and \$2.00 each additional mile, again no time function
  - The key to successful expansion of the off loading of trips relies upon identifying which trips are the higher cost (short distance or long) and then choosing the fare structure that coincides best

# Our Approach to Data Sharing

- Open Door Policy
  - Passengers initial point of contact will be Metro Mobility, as such most desired or relevant information will be related to GPS records and statistics
  - We are required by law to be able to provide this information promptly and accurately
  - It is also important to develop a system of reporting incidents, lost and found and customer complaints
  - An Auditing policy and system would also be advised where on site, field, and remote inspections occur at the discretion of the Met Council for files, vehicles and financial records



# Specifics and Driver Training and Background Checks

- Due to the nature of the services Metro Mobility provides we would suggest mirroring or similar to the requirements of NEMT (Non Emergency Medical Transportation)
- Background
  - DHS NetStudy 2.0 fingerprint background check and clearance for all drivers performing these trips
  - Yearly Motor Vehicle Report records (driving record)
  - Yearly Drug Screening

# Specifics and Driver Training and Background Checks

- Driver Training
  - National Safety Council Defensive Driving Certification course (DDC)
  - Annual ADA training
  - Annual HIPAA training
  - Yearly training on First Aid Policy and Procedures
- Any additional desired training by Metro Mobility



# Vehicle Requirements

- DOT inspected vehicles (yearly)
- Insurance policy of \$500,000 Commercial General Liability, \$500,000 Auto Liability with Metro Mobility listed as certificate holder and additional insured
- All registration receipts (yearly tabs) on record and provided to Metro Mobility



# Determining What Trips to Off Load

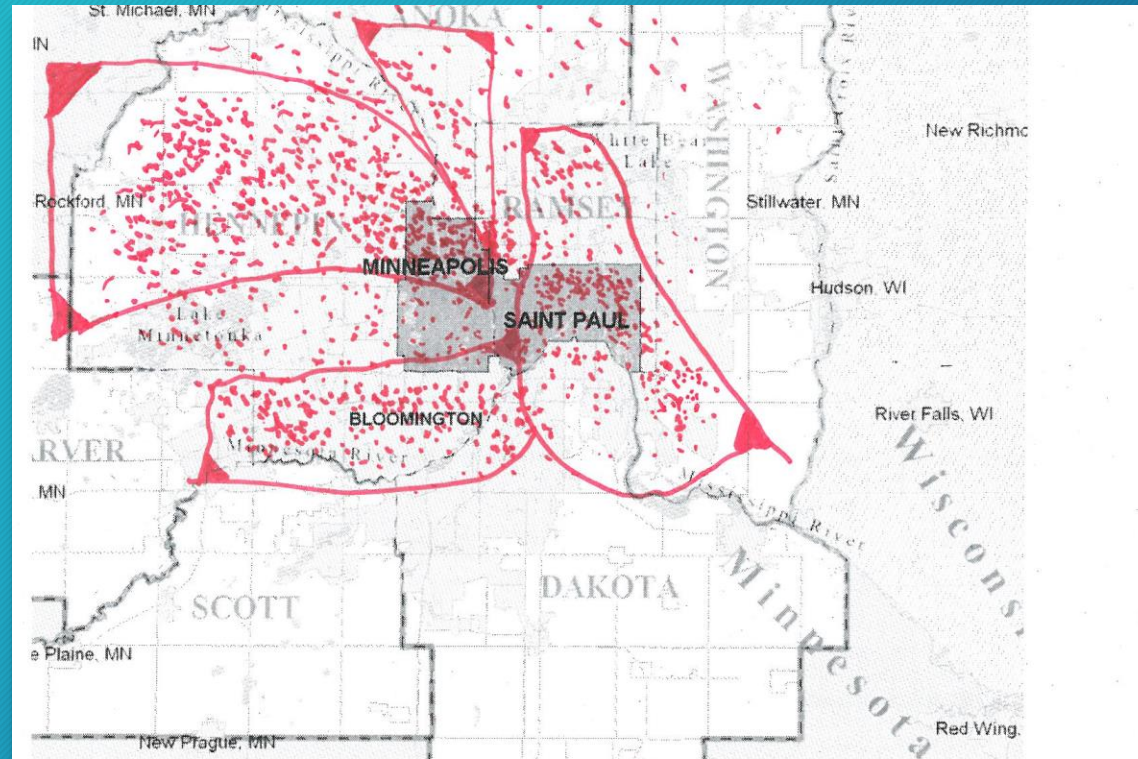
Using a scatter plot overlay of the Metro Mobility service area:

You can identify areas of greater density.

Off Load trips that are in less dense ridership areas.

Minimize cost per trip, while maximizing combinable routes thus keeping lower cost trips and spending less on higher cost trips.

**\*\*This is a fabricated scatter plot and not based on any real data.**

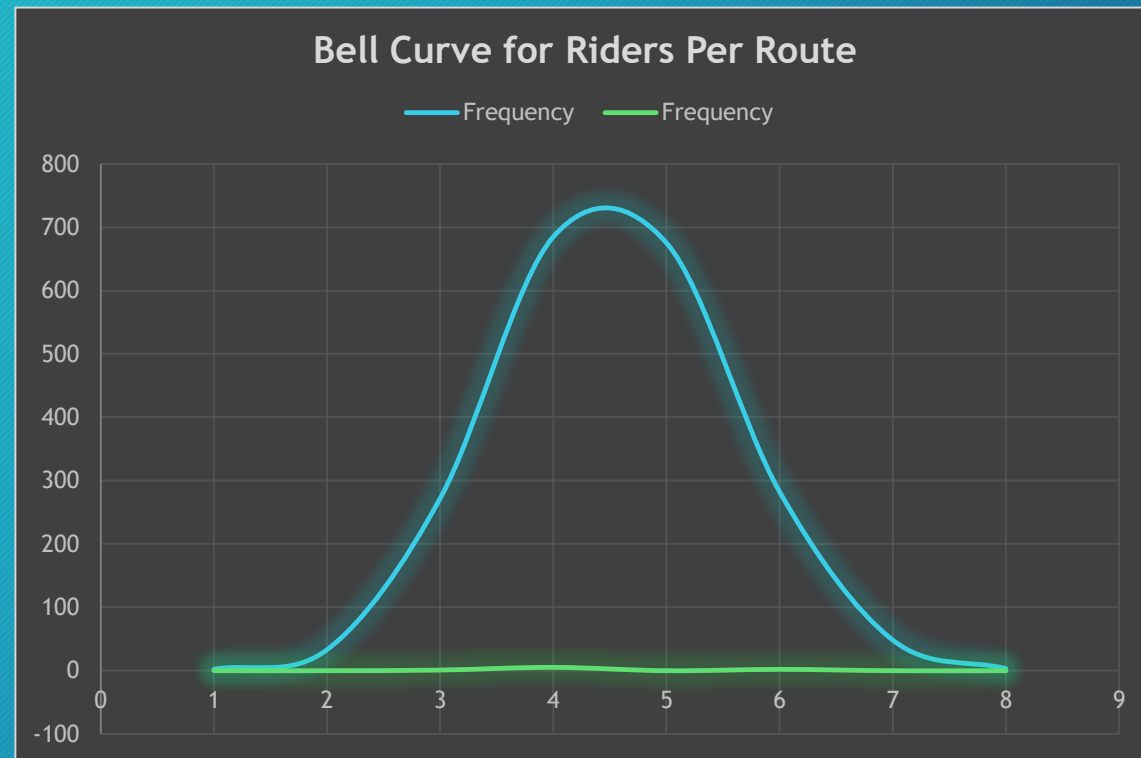


# Determining What Trips to Off Load

Met Council and Metro Mobility need to continue to gather data and use a bell curve with standard deviation to determine what routes are low volume of riders and high volume.

Off Loading trips that are low volume of riders, and freeing up more large vehicles for the high volume rider trips.

Very important on both ends of the spectrum in order to off load the right trips and use proper vehicles for the trips retained.



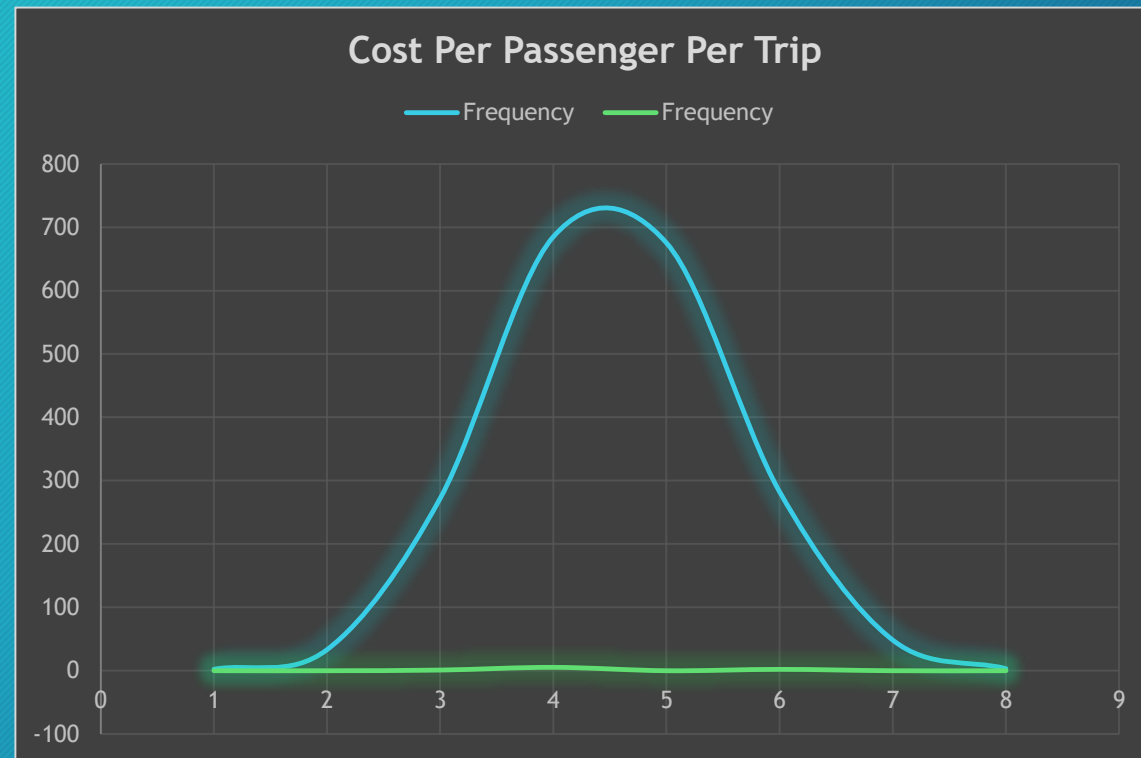


# Determining What Trips to Off Load

The same process would be applied using the cost per passenger per trip as well.

By using the bell curve you can determine the higher cost trips and cross reference your data to finalize what trips to off load.

This will also help project forward future expenses and costs for budgeting purposes.



# Questions

# MEETING OF THE METRO MOBILITY TASK FORCE

Friday | October 20, 2017  
Robert Street Chambers | 9:00 AM-12:00 PM

## AGENDA

### I. CALL TO ORDER—9:00 a.m.

### II. APPROVAL OF AGENDA

### III. APPROVAL OF MINUTES

September 21, 2017 meeting of the Metro Mobility Task Force

### IV. INFORMATION

1. Continue TNC and Taxi presentations—9:15 a.m.
  - Transportation Plus—Steve Pint
2. Review FTA/Federal Language around ADA service—Andy Streasick, Manager, Metro Mobility Customer Service—9:30 a.m.
  - Transportation for Individuals with Disabilities; Reasonable Modification of Policies and Practices
  - Metro Mobility Operator Training Process
  - Americans with Disabilities Act Title II Regulations
3. Provider answers to task force questions—Karla Bigham, Washington County Commissioner and Deb Barber, Metropolitan Council Member—10:00 a.m.
  - Uber
  - Lyft
  - 10/10 Taxi—Super Taxi, Inc
  - Transportation Plus
4. Task force timeline and discussion of small groups—Karla Bigham, Washington County Commissioner and Deb Barber, Metropolitan Council Member—10:30 a.m.
  - Legislative language review
5. Customer Outreach—Christine Kuennen, Metro Mobility Senior Manager, Michelle Fure, Public Involvement Manager, and Claudia Fuentes, Outreach Coordinator—11:00 a.m.
  - Metro Mobility Spring 2017 Community Conversation summary
  - Metro Mobility Fall 2017 Community Conversation summary

### V. ADJOURNMENT—11:20 a.m.

JT Joint business item; presented at two or more committees prior to being presented at Council  
SW Action taken by Committee and Council the same week  
\* Additional materials included for items on published agenda  
\*\* Additional business item added following publication of agenda  
\*\*\* Backup materials available at the meeting

## 10/10 Taxi MN responses to questions:

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### Metro Mobility Task Force: Service provider questions

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#### Customer Accessibility and Customer Experience/Satisfaction:

Is an app required to access your service?

No, we do not require an app however that is an option through our zTrip app. We also have live dispatchers answering phones 24/7 to book rides, rides can be booked via the web, and requesters can upload trips into our system from formats like Excel or delimited text files (ideal for large amounts of next day trips).

We have a specialized group working in our dispatch center 24/7 who handle all trips related to ADA, Paratransit or NEMT.

How are your customer facing web pages and apps for accessibility by people with visual and developmental disabilities?

Adequate, however if challenges arise in use we recommend calling our 24/7 dispatch support. Our dispatchers are experienced and trained call takers. Our dispatch system also can establish standing trips (say to work and home 5 days a week, or for recurring medical appointments), pulls up a recent trip history for ease of booking trips to frequent destinations and allows trips to be made up to 2 weeks in advance.

Do your apps allow integration? (*ie. Could we design a system where the customer can see status of a connecting trip, or pay for both trips?*)

Yes, our app allows for integration. You would not necessarily want or be able to pay for multiple trips at once. It can be done, however since there is a per mile factor in price it may not be ideal. We have also found that sometimes plans change and if a rider pays for both trips, but then doesn't take both legs of the trips there can be significant issues with billing. (Especially if Metro Mobility is paying for no shows)

We may need some more information to understand the specific features Metro Mobility is looking for here. If by connecting trips you are implying that going to the pharmacy and then back home is one trip then there is a decision that has to be made. The only way we would consider that one continuous trip is if wait time was added for the duration of time spent inside the pharmacy. \$8.75 for every 15 minutes. Typically it is less expensive for Metro Mobility to subsidize for one ride and the wait time basically is a cost to the passenger just like excess miles. However this may not be the most desirable option with public transportation in mind, and you might choose to treat each one as one trip.

Will your drivers escort door-through-door and assist with bags or mobility devices, when needed and appropriate?

Yes, we currently do this for NEMT transportation and drivers are trained to do so whenever it's required. We prefer if this can be indicated when the trip is booked so that the driver is aware of when it is needed and avoids offering unneeded assistance when it is not desired (to avoid offending a customer).

How do you track and report customer complaints to your partner agencies?

We share all information, so however the partner agency prefers. In most cases the partner agency is acting as the broker for the trips and as such the recommended course is that customers contact them about complaints. If the partner agency doesn't broker the rides and essentially just sets up an account we share all complaints received with them (typically weekly).

Our system generates a complaint ticket for any and all complaints that goes to all local managers via email for follow up.

How are trip denials handled? How about Customer No Shows?

A lot of the trip denials depend upon the partner agency's preference. For next day trips this is typically not an issue as we have time to plan, however the standard policy is either trip denial 24 hours before the trip or by a specific cutoff time established for this situation.

ASAP trips or "ride now"/on-demand trips might be denied when the estimated time to pick up arrival is be too long. Usually the information is relayed to the passenger and they can decide if they want to cancel.

Customer No Shows happen and it is part of the business we operate in. Unless the partner agency wants to pay a small amount for no shows we typically don't charge anything. If a passenger has frequent no shows we track these and report them to the agency, but beyond that it really comes down to the partner agency's preference. For a legitimate no show we require the driver to be on site for 10 minutes (GPS tracked) with no communication or response from the passenger, and they must attempt to check in with dispatch.

### **Service requirements/Meeting demand:**

In a time of workforce shortages, how does your agency ensure peak demands for service are met?

Due to the nature of our drivers being Independent Contractors and not hourly employees they are free to choose the hours that they drive. All drivers are highly focused on operating at the most profitable, or busiest hours, and naturally gravitate to these times. This allows us to cover



peak demand efficiently. Additionally if allowed by the partner agency we have 2 other fleets operating in the metro area under our brands for SuperShuttle and Execucar which we can offload overflow trips to when needed.

## Vehicles/Fleet

How do you serve non-ambulatory passengers?

Currently we only have ADA wheelchair capable vehicles in our SuperShuttle Fleet. We use these when needed, however none of our current contracts transport non-ambulatory passengers. We can acquire ADA wheelchair vehicles quickly if there is work for them to perform on a reliable basis, however. Nationally we have over 1000 such vehicles in operation in other markets and our training, safety, and dispatch staff are experienced in serving non-ambulatory customers.

What percentage of your fleet is lift-equipped?

3% of our total fleet that operate under the SuperShuttle Brand.

How are vehicles identified to customers as available to persons with various disabilities, assistance animals, Mobility devices or tie down equipment?

Most customers call or book rides via phone dispatch, web or app. When this occurs the trips are only offered to the vehicles that have the capability to transport the trip (ex. Wheelchair accessible). Dispatch staff will communicate expectations to the customer as to when their specialized ride is available.

All vehicles are always available to anyone who can use them (by federal law). This includes service animals or any other ambulatory trip including any mobility device such as a walker.

How do you ensure the vehicles are safe and reliable? Do you review maintenance records? Inspected?

All vehicles for specialized transportation go through a yearly DOT inspection. We own the vehicles and also have a rigorous preventative maintenance and inspection program in-house, and we track all maintenance, data and actions which is information that can be made available to our partner agencies as required.

Do you share vehicle tracking information (GPS) with partner agencies for customer complaint resolution?

Yes. As well as for any other reason partner agencies might want GPS information on our fleet.

## Fares/Payment

How are apps modified, if at all, to display the subsidized fares (rather than the whole fare) to the customer?

Regardless of app, phone or web booking, and whether or not the passenger, agency or caretaker etc. book the ride; once it is booked under the account the contracted rules for that account apply. So for example our typical price is \$10 for the first 5 miles and \$2 each additional mile after that. Comparing to current same day premium model our contracted rules would be something like passenger pays \$5, Metro Mobility pays next \$15 and then passenger pays excess. For our standard pricing the account would be set up to charge the passenger \$5 for the first 10 miles (a \$20 value) then \$2 each additional mile. We would then invoice Metro Mobility for the \$15 per trip, but include the information about the trips so that data about overall mileage is always available. The passenger would see only \$5 amount until they exceeded the subsidized threshold and then would see increases in \$2 increments.

In reality, the system is dynamic and adjustable for any account or agreement, so whatever the partner agency and 10/10 Taxi agree to will always be in effect on these rides and we can program our system and app to reflect whatever payment agreement is in place and what the passenger and driver need to see for each particular specialized contract.

About 1/3 of Metro Mobility passengers consistently pay cash. Have you made any exceptions to your no cash policy for unbanked customers?

Yes, we always accept cash in vehicle, as well as any credit or debit card.

Do any of your public private partnerships include fare payment integration?

In some of our other markets they do, not in the Twin Cities metro area currently.

If your service utilizes pre-paid cards, can they integrate with our region's Go-To Card?

The answer is yes, on pre-paid cards. However no company would be able to use the current Go-To Card as is currently operated by Metro Transit without special equipment provided by Metro Transit.

The Go-To Card operates on a Closed Loop System. This system is not a merchant system, and according to Metro Transit only the specific equipment provided by Metro Transit can interact with the Go-To Card.

Some transit agencies have moved to an open loop system, if Metro Transit ever choose that option then yes we could integrate. The only other option currently would be installing readers (like the ones on every bus) in every vehicle.

## **Driver Training**

Metro Mobility has unique training requirements for its contracted providers to ensure adherence to Council service quality standards and to meet regulatory requirements for service.

Do you have Special Transportation Services (STS) certified drivers?

Yes, NEMT qualified drivers. State fingerprint background checks, Drug testing, DDC course certification from the National Safety Council, ADA training, HIPAA and all other requirements.

Are drivers trained to utilize tie-downs and assist with mobility devices?

Those who drive vehicles capable of transporting these devices go through additional training.

How would you administer unique training requirements that may be required under separate agreement?

Whatever training is required we will have all drivers who participate in rides generated by the partner agency complete. We have Elearning platforms and classroom depending upon the training requirements. Through our parent company resources, we have virtually every possible training course that may be required available to us as we operate everything from busses to taxis all over the US and Internationally.

How do your policies prevent discrimination based on location (perception of “bad neighborhood” or average rider rating?)

We have incentives for drivers who accept rides in locations that are tough to cover. We NEVER rate our riders. We do prioritize account trips. And to be quite honest a large part of our traditional taxi business (non-contract) and NEMT business occurs in the areas perceived as bad and which typically are underserved by TNCs.

## **Safety / Security**

Incident Response reporting and tracking

How are vehicle location data monitored (GPS)? Is there a centralized dispatch or control center that knows the location of the vehicles?

The GPS is tracked through tablets locked into each taxi. Each tablet is uniquely coded to the vehicle, and anytime the tablet is active GPS is available. There is a centralized dispatch that knows the location of all vehicles, and area management also can access the system and locate vehicles.

How are drivers communicating with law enforcement or emergency medical personnel if needed?

The first natural option is to use their cell phone to dial 911. But in our system on the tablets locked in to each taxi we have an emergency button that immediately alerts dispatch. Dispatch will try to contact the driver immediately as well as send an alert to all local managers. If the driver does not respond to dispatch they immediately contact police and provide the GPS location. Additionally local management and dispatch send a fleet wide message and try to get to the scene to assist in any way possible.

How are incidents and accidents reported, tracked and shared with the transit agency?

Typically there is a specific accident form that the agency requires to be filled out. We always do this form as well as our own.

We use a system called WebRisk for all accident reporting and tracking for all of our fleets. This is updated within 24 hours of an accident occurring. We upload any documentation related to an accident into WebRisk for future reference if needed.

We would report any accidents to the partner agency within 24 hours or less, and provide any information out of WebRisk ongoing. In some cases partner agencies have required us to report via their risk management systems electronically and we can do that as well.

How do you track and report customer complaints to your partner agencies?

Typically our partner agencies provide a path for complaints that goes directly to them and will contact us for resolution.

We track and report any complaints we receive and would openly share with the partner agency.

Do you carry liability and insurance coverage required as standard in Council contracts?

Yes, and specifically to the limits desired by the contract. We also will produce Certificates of Insurance (COIs) that list the Council as Additional Insured and as a Certificate Holder. Insurance includes auto and liability, but also General Liability that covers the Council at gap points such as entering/exiting the vehicle.

## **MBTA partnerships (Uber/Lyft)**

How is a shared ride model implemented with the MBTA the Ride pilot (Uber/Lyft)?(ie. when a certified customer requests a ride through this program, does the driver pick up other riders? Do the other passengers have to be certified, or can they be general public?

10/10 Taxi does not currently have an MBTA contract. However we do provide shared ride on NEMT transportation. And our SuperShuttle fleet in MN does shared ride to and from the MSP airport.

We use routing software similar to the Trapeze software used by Metro Mobility. Currently we use TransiTrak for the taxi fleet routing, and a proprietary program called SDS for SuperShuttle. Both programs use algorithms and trip information to route shared ride trips efficiently.

According to the website, all of MBTA **the Ride's** service area is covered under the Uber/Lyft pilot program. Does this include rides with service protected by federal regulation (ADA, FTA)?

Are these ADA rides treated differently?

Are drivers informed of the certified status of the customer and that this would be a subsidized ride? **For 10/10 Taxi:**

When the ride is booked it would be under the specific account for Metro Mobility and all drivers qualified and taking the rides would know that it is subsidized.

For the certified status it depends upon the preference of Metro Mobility and the booking process:

If riders are qualified and allowed to contact 10/10 Taxi directly for rides and use the service we can create unique PIN number or similar that is required to be entered on the credit card machine (just like you would enter a PIN for a transaction at a retail store) to allow the ride to be on the metro mobility account.

If all rides are first brokered through Metro Mobility and then offloaded to us we would rely on these riders being already certified by Metro Mobility.

## **Regulatory Compliance and Consumer Fraud**

### **Identity validation**

How do you ensure that the person eligible for the service is the person being transported?

If riders are qualified and allowed to use the service and Metro Mobility allows the customer to book the ride, we can create unique PIN number or similar that is required to be entered on the credit card machine (just like you would enter a PIN for a transaction at a retail store) to allow the ride to be on the metro mobility account.

It is also possible through our TransiTrak routing software to capture the rider or caretaker signature (sign on glass technology). This system also time stamps points in the ride such as pick up arrival time, pick up departure time and drop off time. Additionally this allows us to generate trips sheets that we can provide to the partner agency.

### **Data sharing**

What is organizational policy on data sharing with partner agencies? As a public agency, the Metropolitan Council needs to ensure transparency and accountability to public.

We are accustomed to data sharing requirements and are able to meet them as a contract requires. Typically, our partner agencies are granted full access to all our system data on request or on regular reporting intervals.

### **Employee testing/screening**

Does provider comply with FTA requirements of public transportation such as FTA Drug and Alcohol screening, post-accident testing, and other Safety Sensitive position requirements?

Yes, but it would be important to note and make sure the Met Council is aware that any vehicle in the US that has a capacity of 7 or less does not have the FTA requirements. Only some of the FTA requirements apply to 8-15 capacity vehicles and only 16+ capacity vehicles have all of the FTA requirements.

These requirements need to be written into any contract if you want them to be mandated by the provider.

Are drivers subject to DOT physicals?

No, in MN this is only required for Limos and vehicles of 8 or greater capacity. Anything smaller is deemed a taxi and subject only to municipal laws, not state.

DOT physicals are easy and inexpensive to get (they are a drug screening and eye exam essentially), so if required in the contract drivers doing these trips would acquire them.



# Transportation Plus Responses

## Metro Mobility Task Force: Service provider questions

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### Customer Accessibility and Customer Experience/Satisfaction:

Is an app required to access your service? **No**

How are your customer facing web pages and apps for accessibility by people with visual and developmental disabilities? **We are launching a new website and app that will be fully accessible.**

Do your apps allow integration? (*ie. Could we design a system where the customer can see status of a connecting trip, or pay for both trips?*) **Yes**

Will your drivers escort door-through-door and assist with bags or mobility devices, when needed and appropriate? **Yes**

How do you track and report customer complaints to your partner agencies? **We maintain a "Customer Care" database which documents every instance and then follow up is made directly to our partner agencies when appropriate.**

How are trip denials handled? **Rides are denied for non-payment, abusive behaviors, history of no shows, and in times of capacity issues due to poor weather.** How about Customer No Shows? **Customer no shows are tracked and may be used to restrict future service or only allow for "Will Call" pickup requests.**

### Service requirements/Meeting demand:

In a time of workforce shortages, how does your agency ensure peak demands for service are met? **We limit all new immediate requests for service or only non-contractual requests depending on the circumstances.**

### Vehicles/Fleet

How do you serve non-ambulatory passengers? **Wheelchair accessible ramp vans and lift buses**

What percentage of your fleet is lift-equipped? **7% of our fleet is wheelchair accessible meaning either a ramp or lift equipped.**

How are vehicles identified to customers as available to persons with various disabilities, assistance animals, Mobility devices or tie down equipment? **State of Minnesota DOT number is affixed to every vehicle. Wheelchair accessible vehicles are decaled with**

How do you ensure the vehicles are safe and reliable? **Ongoing Preventative Maintenance and Repairs** Do you review maintenance records? **Yes** Inspected? **Yes**

Do you share vehicle tracking information (GPS) with partner agencies for customer complaint resolution? **Yes**

## Fares/Payment

How are apps modified, if at all, to display the subsidized fares (rather than the whole fare) to the customer? **Our technology allows for “split fares” which can be configured on a per account/partner agency basis**

About 1/3 of Metro Mobility passengers consistently pay cash. Have you made any exceptions to your no cash policy for unbanked customers? **We do not have a no cash policy.**

Do any of your public private partnerships include fare payment integration? **Yes**

If your service utilizes pre-paid cards, can they integrate with our region’s Go-To Card? **Yes**

## Driver Training

Metro Mobility has unique training requirements for its contracted providers to ensure adherence to Council service quality standards and to meet regulatory requirements for service.

Do you have Special Transportation Services (STS) certified drivers? **Yes**

Are drivers trained to utilize tie-downs and assist with mobility devices? **Yes**

How would you administer unique training requirements that may be required under separate agreement? **We have an in-house Special Transportation Services Certified instructor.**

How do your policies prevent discrimination based on location (perception of “bad neighborhood” or average rider rating?) **Drivers are not allowed to refuse service based on location. If a driver is deemed to be discriminating based on location, disciplinary actions are taken including but not limited to contract termination.**

## Safety / Security

Incident Response reporting and tracking

How are vehicle location data monitored (GPS)? **GPS** Is there a centralized dispatch or control center that knows the location of the vehicles? **Yes, 24/7**

How are drivers communicating with law enforcement or emergency medical personnel if needed? **Each vehicle is equipped with an alarm that the driver can initiate which will notify our dispatch center of an issue. The dispatcher or driver then contact the appropriate parties based on the circumstances.**

How are incidents and accidents reported, tracked and shared with the transit agency? **All incidents and accidents are compiled in a risk management system and reports are made available to partner agencies as needed including per occurrence notifications.**

How do you track and report customer complaints to your partner agencies? **We maintain a "Customer Care" database which documents every instance and then follow up is made directly to our partner agencies when appropriate.**

Do you carry liability and insurance coverage required as standard in Council contracts? **Yes, we have a fleet wide commercial insurance policy with limits greater than as required by the Council.**

## **MBTA partnerships (Uber/Lyft)**

How is a shared ride model implemented with the MBTA the Ride pilot (Uber/Lyft)?(ie. when a certified customer requests a ride through this program, does the driver pick up other riders? Do the other passengers have to be certified, or can they be general public? **NA**

According to the website, all of MBTA **the Ride's** service area is covered under the Uber/Lyft pilot program. Does this include rides with service protected by federal regulation (ADA, FTA)? **NA**

Are these ADA rides treated differently? **NA**

Are drivers informed of the certified status of the customer and that this would be a subsidized ride? **NA**

## **Regulatory Compliance and Consumer Fraud**

### **Identity validation**

How do you ensure that the person eligible for the service is the person being transported? **We have developed an integration with Metro Mobility where we pull down all authorized ride information into our system to ensure eligibility.**

### **Data sharing**

What is organizational policy on data sharing with partner agencies? **We allow for 100% data sharing to our partner agencies. This includes annual onsite audits of all data and reporting requirements.** As a public agency, the Metropolitan Council needs to ensure transparency and accountability to public.

### **Employee testing/screening**

Does provider comply with FTA requirements of public transportation such as FTA Drug and Alcohol screening, post-accident testing, and other Safety Sensitive position requirements? **Yes**

Are drivers subject to DOT physicals? **Yes**



(b) By January 1, 2018, the commissioner must report to the chairs, ranking minority members, and staff of the senate and house of representatives committees or divisions with jurisdiction over transportation policy and finance. The report must, at a minimum, include: a summary of the meetings held by the working group; the project options identified and the commissioner estimates associated with each option; and, if identified, the preferred option and the funding and delivery schedule for that option.

Sec. 140. **METRO MOBILITY TASK FORCE.**

Subdivision 1. **Task force established.** A Metro Mobility Task Force is established to examine the Metro Mobility program under Minnesota Statutes, section 473.386. The goal of the task force is to identify options and methods to increase program effectiveness and efficiency, minimize program costs, and improve service including through potential partnership with taxi service providers and transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, paragraph (e).

Subd. 2. **Membership.** (a) The task force consists of the following members:

(1) one representative from Metro Mobility, appointed by the Metropolitan Council;

(2) one elected official from each metropolitan county, as defined in Minnesota Statutes, section 473.121, subdivision 4, each of whom must be from a district or unit of government that is located within the Metro Mobility service area, appointed by the respective county board in consultation with cities in that county;

(3) at least one and no more than three individuals representing transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, appointed as provided under paragraph (b);

(4) at least one and no more than three individuals representing taxi service providers, appointed as provided in paragraph (c);

(5) one representative appointed by the Transportation Accessibility Advisory Committee established under Minnesota Statutes, section 473.375, subdivision 9a;

(6) one representative appointed by the Council on Disability;

(7) one representative appointed by the commissioner of human services;

(8) one representative appointed by the commissioner of management and budget;

(9) one individual appointed by the Association of Residential Resources of Minnesota; and

- 119.1        (10) one individual appointed by the Center for Transportation Studies at the University  
119.2 of Minnesota.
- 119.3        (b) An interested transportation network company may appoint no more than one person  
119.4 as a task force member. Appointment under this paragraph is on a first-come, first-appointed  
119.5 basis by written notification to the Metropolitan Council.
- 119.6        (c) An interested taxi service provider may appoint no more than one person as a task  
119.7 force member. Appointment under this paragraph is on a first-come, first-appointed basis  
119.8 by written notification to the Metropolitan Council.
- 119.9        (d) The task force members specified under paragraph (a), clauses (1), (3), and (4), are  
119.10 nonvoting members of the task force.
- 119.11        Subd. 3. **Task force duties.** (a) The task force must evaluate the Metro Mobility program,  
119.12 which must include but is not limited to analysis of customer service, program costs and  
119.13 expenditures, service coverage area and hours, reservation and scheduling, and buses and  
119.14 equipment.
- 119.15        (b) The task force must identify and analyze options to improve Metro Mobility program  
119.16 service, limit costs, and improve efficiency.
- 119.17        (c) At a minimum, the task force must consider:
- 119.18        (1) availability of transit, transportation network company, and taxi service throughout  
119.19 the Metro Mobility service area;
- 119.20        (2) demand responsiveness and service levels;
- 119.21        (3) share of trips in which specially equipped vehicles that comply with the Americans  
119.22 with Disabilities Act are necessary;
- 119.23        (4) technology accessibility for Metro Mobility customers;
- 119.24        (5) liability considerations;
- 119.25        (6) integration with regional transit service;
- 119.26        (7) integration with Department of Human Services programs and services;
- 119.27        (8) partnerships with transportation network companies and taxi providers, including  
119.28 methods to integrate billing or fare collection;
- 119.29        (9) potential to use transportation network companies or taxi services to provide an  
119.30 enhanced service option in which riders pay a higher fare than other users of Metro Mobility  
119.31 Services; and

120.1 (10) proposals and models from other service areas for incorporating transportation  
120.2 network companies and taxi service providers into transit systems.

120.3 Subd. 4. **Administration.** (a) Each appointing entity under subdivision 2 must make  
120.4 appointments and notify the Metropolitan Council by August 1, 2017.

120.5 (b) The Metropolitan Council representative appointed to the task force must convene  
120.6 the initial meeting of the task force no later than September 1, 2017. At the initial meeting,  
120.7 the members of the task force must elect a chair or cochaIRS from among the task force  
120.8 members.

120.9 (c) Upon request of the task force, the council must use existing resources to provide  
120.10 data, information, meeting space, and administrative services.

120.11 (d) Members of the task force serve without compensation or payment of expenses.

120.12 (e) The task force may accept gifts and grants, which are accepted on behalf of the state  
120.13 and constitute donations to the Metropolitan Council. Funds received under this paragraph  
120.14 are appropriated to the Metropolitan Council for purposes of the task force.

120.15 Subd. 5. **Legislative report.** (a) By February 15, 2018, the task force must submit a  
120.16 report to the chairs, ranking minority members, and staff of the legislative committees with  
120.17 jurisdiction over transportation policy and finance.

120.18 (b) At a minimum, the report must:

120.19 (1) describe the current Metro Mobility program;

120.20 (2) summarize the work of the task force and its findings;

120.21 (3) identify options for reducing program costs and improving efficiency;

120.22 (4) identify at least three potential service level approaches that involve partnering with  
120.23 and incorporating transportation network companies, taxi service providers, or both; and

120.24 (5) provide any recommendations for program and legislative changes.

120.25 Subd. 6. **Expiration.** The task force under this section expires February 15, 2018, or  
120.26 upon submission of the report required under subdivision 5, whichever is earlier.

120.27 Sec. 141. **LEGISLATIVE ROUTE NO. 123 REMOVED.**

120.28 (a) Minnesota Statutes, section 161.115, subdivision 54, is repealed effective the day  
120.29 after the commissioner of transportation receives a copy of the agreement between the  
120.30 commissioner and the governing body of Le Sueur County to transfer jurisdiction of





# Metro Mobility Customer Outreach

Presentation to Metro Mobility Taskforce  
October 20, 2017

# Overview

- Customer outreach and engagement
- Public hearings and forums
- Social media
- Website
- Newsletters
- Video
- Customer education, site visits



# Customer Forums: Key Partners

- TAAC
- Epilepsy Foundation
- Lifeworks
- Reach for Resources
- Hammer Residences
- Metropolitan Council for Independent Living
- Vision Loss Resources
- Minnesota Brain Injury Alliance
- Spina Bifida Association of Minnesota
- ARC of the Greater Twin Cities
- Allina/ Courage Center
- St. Paul Public Housing Authority



## Other outreach

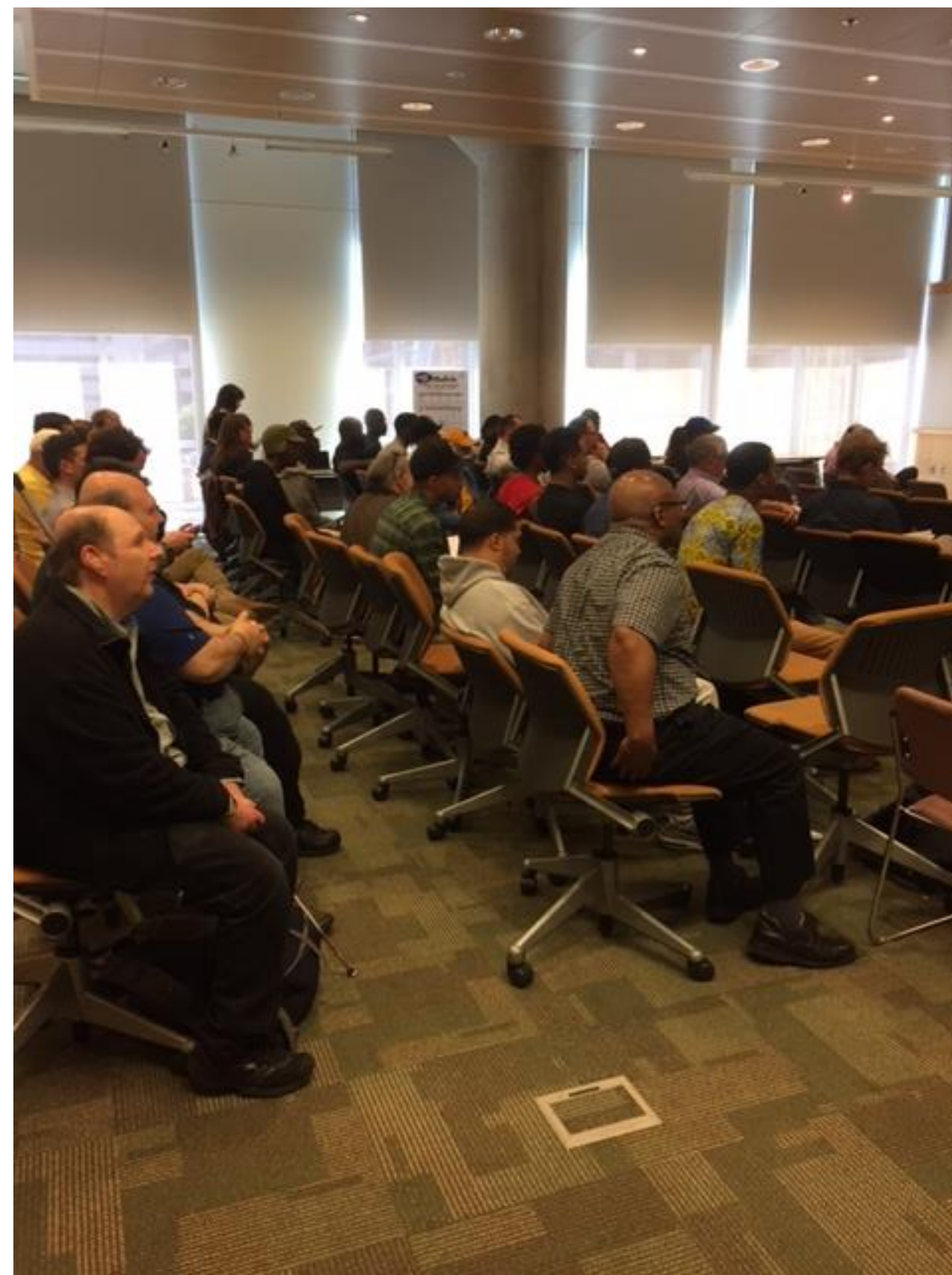
- Customer survey – website
- Focus groups – communications needs
- Fare-related conversations
- Transit stories
- One-on-one conversations





# 2017 Outreach – What we learned

- Public hearings on fare change (April-June)
  - Concern for impact on personal and family budgets
  - Customers willing to pay more if the service levels are maintained or improved.
  - Concern about distance-based increases





# 2017 Outreach – What we learned

- Spring conversation  
April 17, Saint Paul
  - Top Topic: Driver training and skills
  - Concern for fare increase
  - Reservations, online booking, website communications
  - Routing and on-time performance
  - Service hours





# 2017 Outreach – What we Learned

- Fall Conversation
  - Oct. 6 - Bloomington
    - Top Topic: Driver training and skills
    - Routing and on-time performance
    - Communication with riders
    - Reservations/bookings and website
    - Impact of fare increase and service hours





# Initiatives and Next Steps

- Driver's training
  - Wage increase effective Oct. 1
  - Training program Audit
- Improved communication
  - Website updates
  - Updated Riders Guide, newsletters and publications
  - Listening sessions
- Experiencing the system
  - System ride-alongs
  - Reservations and dispatch shadowing
- Industry best practices and lessons learned

### Metro Mobility Community Conversation Meeting

April 17, 2017

**Subject:** Summary of the comments provided by Metro Mobility customers and their advocates at the Spring Community Conversation on April 17, 2017.

#### Summary

On Monday, April 17, 60 Metro Mobility riders and a few advocates convened at the Wilder Foundation in Saint Paul to provide feedback on Metro Mobility. There was a presentation about the proposed fare increase and printed information was distributed. There was an opportunity for attendees to ask questions about the process one-on-one with Metropolitan Transit Services staff.

The public comment period for the proposed fare increase is from April 13 to June 26, 2017. The comments collected at this convening will be included in the public record.

During the small group discussion, customers were asked to provide feedback on what aspects of the service are working well; what they would like to change; how a fare increase would impact them, and anything else Metro Mobility staff should know.

The Community Conversation was conducted in groups of six to eight people. There was a note taker at each table who took notes and wrote key highlights on note cards to post on a wall for all to see. These were the key issues that emerged from the conversations at the table.

#### Key Themes

##### 1. TRAINING OF DRIVERS (29)

*Drivers need more training on working with deaf/blind customers and service animals.*  
(13 comments like this)

The top topic noted was the need for better training for Metro Mobility drivers. Some of the areas customers highlighted were making sure all drivers are aware of how to work with deaf/blind customers and their service animals; better understand “hidden disabilities”; read all comments on ride bookings; properly assist passengers with securements; over reliance on GPS, and better listening to customers.

##### 2. IMPACT OF FARE INCREASE (27)

*Remember many people are low income; and can't afford to take Uber, taxi, or other transportation.*  
(8 comments like this)

After a presentation about the fare increase, participants had some questions and provided comments. Customers acknowledged that a fare increase would provide a financial hardship on many riders. It may result in fewer trips for some users. Many commented that a small raise in fares is acceptable but please no cuts to routes or service. Recommendations included a preference of a flat fee increase versus a mileage-based increase. A couple of riders suggested removing the dollar zones from the downtowns.

##### 3. RESERVATIONS: RESERVATION STAFF AND WEBSITE (16)

*Metro Mobility needs more smart phone technology, like a live map.* (4 comments like this)

Customers stated that at times they struggle to communicate with the reservation staff due to a variety of reasons. They also stated that they would like to use the website and smart phone to make reservations. Customers like the reminder call.

#### 4. IMPROVED ROUTING AND ON-TIME PERFORMANCE (13)

*Pick up multiple people in the area to save money and resources e.g., for large venues have a specified pick- up drop- off site. (6 comments like this)*

Another common theme was the routing of customer trips. Customers noted that sometimes they feel they are on the bus too long; there are too many add-ons; routing should be more efficient. And driver's work days should be respected without rides being added at the end of the day, which may result in late arrival times. Some suggested that large venues, e.g., Target Field, could have a meeting point for group rides.

#### 5. IMPROVED COMMUNICATIONS WITH RIDERS (12)

*More rider education on Metro Mobility and how to use it, e.g., riders' code of ethics. (3 comments like this)*

Customers would like to have more frequent communication from Metro Mobility in a variety of formats. Customers expressed interest in a "mobile app" that shows where the bus is in real time; more consistent and regular mailings of rider guides; an updated website where information is readily available, and better signage for visually impaired riders. Two customers suggested that drivers carry tablets that deaf/blind customers can use to communicate like at HyVee grocery store. Participants also felt that there was a need for more customer education on how the service works. Several made positive comments about the meeting format for the spring community conversation.

#### 6. INCREASED SERVICE HOURS (4)

*The hours of service affect work plans and independence; could you extend the hours in the summer? (4 comments like this)*

Several customers value the independence they get from having access to transit. Some participants commented that they feel safer using Metro Mobility than other sorts of transit options like cabs. They would like Metro Mobility to have extended hours so that they can schedule longer hours at work, and go out in the evenings.

### Other Observations

**Policies:** Customers commented that in a time of financial cuts, customers with drivers' licenses should not be eligible for the service (2). Different regions have different providers and phone numbers, which can get confusing. Customers wondered if the robocall could be done by the driver instead? "They know better than the anyone how close they are." (2) Expand the service to outside the ADA zone. "We have to call another service and we can be denied." (2) Customers saw the Go-To card as a positive move.

### Metro Mobility Fall 2017 Community Conversation Meeting

October 6, 2017

**Subject:** Summary of the comments provided by Metro Mobility customers and their advocates at the Fall Community Conversation on October 6, 2017.

#### Summary

On Friday, October 6, 35 Metro Mobility riders plus a few advocates convened at the Creekside Community Center in Bloomington to provide feedback on Metro Mobility (MM). The event began with a staff presentation about the fare increase that went into effect October first; Premium Same Day Service; the driver wage rate increase; and lastly, an update was provided on a forthcoming new MM webpage. There was an opportunity for attendees to engage in small group conversations staffed by facilitators and note takers. There was also time allotted for participant to talk one-on-one with transit services staff and contracted providers.

The prior community conversation took place six months ago during the official public comment period for the proposed fare increase (April 13 to June 26, 2017). The comments collected at the Spring 2017 were included in the public record.

During the small group discussion, customers were asked to provide feedback on what aspects of the service are working well; what they would like to change; a question about clarifying language used to identify contracted service providers; and anything else MM staff should know.

The Community Conversation was conducted in groups of approximately 4-6 people. These were the key issues that emerged from the conversations at the table.

#### Key Themes

##### 1. TRAINING OF DRIVERS (37)

*Educate drivers to assist the blind customers when going on/off the bus, e.g., grabbing the cane. Drivers should ask first. (4 comments like this)*

The top topic noted was the need for better training for Metro Mobility drivers. Some of the areas customers highlighted were making sure all drivers are aware of how to work with deaf/blind customers and their service animals; more sensitivity toward persons with “hidden disabilities”; read all comments on ride bookings; properly assist passengers with securements; over reliance on GPS, and better listening to customers.

##### 2. IMPROVED ROUTING AND ON-TIME PERFORMANCE (26)

*If I am coming out of Target Field and going home to Robbinsdale, why do I have to go through South Minneapolis?” (4 comments like this)*

IDEA: Feature a mini-presentation on the WHY routing works this way.

Customers repeatedly stated that they do not understand the routing of trips. Customers noted that at times they feel they are on the bus too long, and that routing could be made more efficient if one person would be allowed to book a ride for multiple riders on one card. Many customers suggested that large venues, e.g., the State Fair, airport, could have a meeting point for group rides.

### 3. IMPROVED COMMUNICATIONS WITH RIDERS (17)

*Visits outside the ADA are the most difficult trips, not only for Metro Transit but customers as well. (3)*

Participants also felt that there was a need for more customer education on how the service works. They also stated that there should be more communication about change in a variety of formats. One suggestion was to use rider's hold time (on the phone) to have recorded announcements instead of music (2). There were also comments regarding frustration with not being able to get answers from MM about how the system works and why it takes so long. (2) Several made positive comments about the meeting format for the MM conversations; and that they would like a summary from the meeting as well. (5)

### 4. RESERVATIONS: RESERVATION STAFF AND WEBSITE (13)

*When I made the reservation, I added a comment, the driver told me that the comment wasn't mentioned by the dispatcher. The dispatcher did not see the comment but it was there.*

Customers stated that at times they struggle to communicate with the reservation staff due to a variety of reasons such as the 5pm closing time. They also stated that they would like to use the website and smart phone to make reservations.

### 5. IMPACT OF FARE INCREASE (5)

**Note: Fare increase was discussed in the prior convening (April 2017).**

*Drivers go through so much—construction, weather, etc. Glad they are getting a raise.”.(2)*

*Fare hike isn't just if service doesn't get better.*

Customers acknowledged that a fare increase would provide a financial hardship on some riders. They also made additional comments that the technology for paying fares needed improvement so that they would know what they are being charged.

### 6. INCREASED SERVICE HOURS (3)

*I would like longer hours of service. (3)*

Customers often wish to attend evening events but cannot due to the hours of service in some areas.

### 7. RECOMMENDATION FOR LANGUAGE TO DESCRIBE WHO PICKS UP THE CUSTOMER:

*People don't know who their provider is. Driver should ID who they drive for. This should be made clear during the application/approval process. (2)*

The term “Ride Providers” received the most votes (4). Others stated “Service providers or ride providers”. One said, “Just call them Drivers.” Another suggested that, “Maybe make the provider's name more visible with each ride.”

## **OTHER OBSERVATIONS:**

Customers made suggestions and provided commentary on a range of relevant items.

### **Advantages of Metro Mobility:**

*Drivers and personnel with MM are awesome and kind. I have always had a good experience with customer service.* (3)

"Mostly on time" (5)

"Dependable/Reliable" (4)

"We really appreciate the drivers and would like to say thank you." (2)

"Kind, compassionate drivers" (2)

"Trust them more than a taxi."

"Happy to have the service, despite shortcomings."

"MM buses are clean and in good repair. They don't breakdown."

"Like the new lift on buses" (two people disagreed with this comment)

"New bus design has cozy seats"

"Disability service provider (PCA or companion) is allowed to ride along. Especially important for first time riders."

### **Ideas for Metro Mobility staff:**

"Premium Same Day: The cab doesn't work with Go-To Card; County Card doesn't register with MM. (Need for) coordination between County and MM for greater use of Premium Same Day."

"Give MM drivers flashlights so they can locate addresses in dark hours."

"MM Employees should ride MM to experience (it) undercover."

"Perhaps have staff come out to large volume facilities, e.g., apartment building, and have a meeting there?" (K. Sheldon suggested this given that her neighbors won't go to a meeting offsite)

"Will taxis ever be able to accept the Go To card?"

## Minutes of the

### REGULAR MEETING OF THE METRO MOBILITY TASK FORCE

Thursday, September 21, 2017

**Committee Members Present:** City Council Member Dick Vitelli, Commissioner Gayle Degler, Commissioner Karla Bigham, Metropolitan Council Member Deb Barber, Matt Knutson, David Fenley, Terriann Thommes, Frank Douma, Carla Jacobs, Steve Pint, Mike Sutton, David Katcher

**Committee Members Absent:** Commissioner Scott Schulte, Ken Rodgers, Commissioner Jim McDonough, Stewart McMullan

### CALL TO ORDER

A quorum being present, Council Member Barber called the regular meeting of the Metro Mobility Task Force to order at 10:10 a.m. on Thursday, September 21, 2017.

### APPROVAL OF AGENDA

It was moved by City Council Member Dick Vitelli, seconded by Commissioner Degler to approve the agenda.

**Motion carried.**

### APPROVAL OF MINUTES

It was moved by Commissioner Degler, seconded by Frank Douma to approve the minutes.

**Motion carried.**

### INFORMATION

1. Continue Metro Mobility Overview and Task Force questions—Nick Thompson, Director, Metropolitan Transportation Services

Metropolitan Transportation Services Director, Nick Thompson, continued his presentation from August 23 where he led the task force through a background presentation of the Metro Mobility service and the various models/types of service the program utilizes today. Throughout the presentation, task force members asked several questions including, what kind of information does Metro Mobility keep on specific disabilities riders have, are rider trends changing as our population ages, what is the budgetary outlook as demand increases, how would the budget be impacted if the Council were to take all operations and contracts in-house? Much of the conversation centered on the details of Metro Mobility's current contracts and the increasing financial and operating constraints of the service.

2. Review FTA/Federal Language around ADA service—Andy Streasick, Manager, Metro Mobility Customer Service
  - a. Attachment 1: Transportation for Individuals with Disabilities; Reasonable Modification of Policies and Practices
  - b. Attachment 2: Metro Mobility Operator Training Process
  - c. Attachment 3: Americans with Disabilities Act Title II Regulations

Due to time constraints, this agenda item was delayed until the October meeting.

3. TNC and Taxi presentations

Throughout all presentations under this item, task force members compiled a list of questions related to data privacy, sharing and operations that TNC and Taxi



presenters were to answer before the October task force meeting and to be presented as a summary to members at such time.

a. Uber—Carla Jacobs

Carla Jacobs, of Uber Technologies' Public Policy team, presented on Uber's business model and took the task force through the basic operations of the service. She discussed the various partnerships Uber has with large destinations in the Twin Cities like the Mall of America, US Bank Stadium and the Minnesota State Fair. Task Force members asked if Uber is authorized to pick up at the Minneapolis—Saint Paul International Airport (MSP), and it was answered that they are.

b. Lyft—David Katcher

David Katcher, Lyft's Midwest General Manager, presented on Lyft's brand vision and detailed several of their public transit partnerships and pilots in various stages at the moment. When asked what partnerships the task force should look further into for guidance on a possible partnership on Metro Mobility, David suggested the San Clemente partnership as well as the MBTA pilot in Boston, MA.

c. 10/10 Taxi - Super Taxi, Inc—Michael Sutton

Michael Sutton, MSP Area Manager for 10/10 Taxi—Super Taxi, Inc, presented to the task force on how a possible partnership between the Council and a private entity like a taxi service or TNC could work. He focused largely on the types of questions members should be thinking about throughout the course of the task force.

d. Transportation Plus—Steve Pint

Due to time constraints, this agenda item was delayed until the October meeting.

## **ADJOURNMENT**

Business completed, the meeting adjourned at 12:17 p.m.

Zoë Mullendore  
Recording Secretary



# Transportation Plus

Steve Pint – President/CEO



# Who We Are

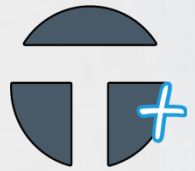
- 500+ vehicle fleet providing a wide range of transportation services
  - Standard Taxi and Car Services
  - Non-Emergency Medical Transportation (NEMT)
  - Special Transportation Services (STS)
  - Type III School Transportation
  - Business/Corporate Transportation
- Prearranged, routed, and immediate services available for all Business Types
- Our Trusted Brands





# Who We Are (continued)

- Corporate Headquarters in New Hope, MN
  - 70 employees including 35 in our contact center
  - 575 independent contractor drivers
  - 20,000 square foot administrative and maintenance facility
- Vehicle Types
  - Sedans - 4 passenger
  - Minivans - 6 passenger
  - Wheelchair Accessible Vans – 5 passenger including 1 wheelchair
  - SUV's – 7 passenger
  - Mini-bus - 18 passenger including 2 wheelchairs
- State of the art technology allows customers to book and access rides via phone, text, email, online, and with our ihail app 24/7/365



# Our model

- Two types of contracted drivers
  - Company driver – vehicle is owned by the company
  - Owner operator driver – vehicle is owned by the driver
- Company provides
  - Various business types
  - Dispatch/communications technology
  - Driver training, certifications and support
  - Vehicle maintenance for company owned vehicles
  - Vehicle inspections
  - Fleet wide commercial insurance
  - Company affiliations and licensing



# Driver Requirements

- At least 25 years of age or older
- At least 1 year commercial driving experience
- Less than 2 moving violations on Motor Vehicle Record for past 5 years
- No impaired driving (DUI/DWI) or implied consent markers in past 10 years
- Minnesota Bureau of Criminal Apprehension (BCA) background check
- Pass an English proficiency test
- Pass a test drive with a qualified instructor



# Driver Training and Additional Requirements

- 16 hour classroom training taught by National Safety Council certified instructor
- NEMT/STS Certification
  - Minnesota Department of Human Services (DHS) background check, fingerprints and photograph
  - 20-hours training by Minnesota Department of Transportation (MNDOT) Special Transportation Services Certified Instructor
    - First Aid – 4 hours training every 3 years
    - Abuse Prevention - 4 hours training every 3 years
    - Passenger Assistance - 8 hours training every 3 years
    - Defensive Driving – 4 hours training every 3 years





# System Integrations and Data Sharing

- Our open platform dispatch technology allows for 3<sup>rd</sup> party integrations and data sharing
- We have developed integrations with all of our NEMT/STS clients allowing for ride data to be uploading into our systems automatically
- Real time ride data is made available through a web portal and includes vehicle tracking and trip log information
- Premium Same Day (PSD) ride data is now uploaded into our systems automatically from Metro Mobility website.



# Potential Service Level Approach

- Adopt Nonemergency Medical Transportation Services model
- Providers to meet the same requirements as set forth in Minnesota Statutes 174.29 and 174.30, and Minnesota Rules, Chapter 8840
- Current network of transportation providers estimated at 1,500-2,000 vehicles but more capacity may be necessary especially for wheelchair accessible rides
- Metro Mobility sets pricing and service levels (advanced, same day, ASAP, etc.)
- Metro Mobility manages ride authorizations and shares the data electronically with providers
- Metro Mobility customers allowed to choose from list of contracted transportation providers

# Questions/Comments





# **Transit Obligations Under the Americans with Disabilities Act, Regional Policy and Minnesota Law**

Governor's Task Force on Metro Mobility



# REQUIREMENTS APPLICABLE TO ALL PUBLIC TRANSIT

# MATERIALS/SCHEDULES

- Any and all materials distributed by a transit provider relating to system usage must be made available in an alternative format upon request.
- Transit providers must give primary consideration to a requestor's format of choice, but needn't necessarily provide the information in that format if:
  - a.) An equally effective format exists; or
  - b.) Delivery of information via the format requested would constitute "undue burden".



# SERVICE ANIMALS

- A “service animal” is defined as an animal that is individually trained to perform a specific task for a person with a disability.
- A service animal always rides free of charge.
- The animal must remain under control of the passenger at all times.
- Animal species is irrelevant.
- Aggressive/disruptive behavior on the part of a service animal can result in that animal being barred from a transit agency.

# SERVICE ANIMALS (CONTINUED)

- Identifying harnesses/vests cannot be required.
- Proof of certification/identifying paperwork cannot be required.
- Allergies/fear/religious considerations cannot be used to bar a service animal.



# SERVICE ANIMALS (CONTINUED)

- While therapy animals (which exclusively provide emotional support/stabilization) are not generally considered by the ADA to be service animals, Metropolitan Council policy allows for therapy animals to ride free of charge as long as they are not disruptive or aggressive and are under customer control at all times.



# OXYGEN TANKS AND RESPIRATORS

- Portable oxygen tanks and respirators must be allowed on all public transit vehicles.
- DOT rules on the transport of hazardous materials explicitly allow for these devices.

# LIFTS/RAMPS

- All public transit buses must be equipped with lifts or ramps .
- Any passenger has the right to use a bus lift/ramp to board or alight the vehicle upon request.
- The ADA requires regular maintenance and cycling of lifts/ramps on a regular basis. Many Met Council vehicle operators cycle lifts/ramps as part of every pull-out procedure, all Council vehicles cycle lifts frequently enough to surpass ADA requirements.
- *Occasional* lift/ramp failures do not constitute ADA noncompliance.

# LIFTS/RAMPS (CONTINUED)

- Until 2011, ADA regulations specified that lifts and ramps must be able to accommodate “common mobility devices”. While the language around “common mobility devices” has been removed from regulations, the old specifications are still relevant as they establish the *basement* level of acceptable accessibility.



# LIFTS/RAMPS (CONTINUED)

- Old regulations defined common mobility devices as:
  - a.) Having 3 or 4 wheels;
  - b.) Being designed for and used by individuals with mobility impairments;
  - c.) Being usable indoors;
  - d.) Not exceeding 30 inches in width;
  - e.) Not exceeding 48 inches in length (measured from 2 inches above the ground); and
  - f.) Not weighing more than 600 pounds, occupied.

# LIFTS/RAMPS (CONTINUED)

- Current ADA regulations state that transit providers must carry a wheelchair and occupant if the lift and vehicle can physically accommodate them, unless doing so is inconsistent with legitimate safety requirements.
- Legitimate safety requirements have been determined by the USDOT to include the blocking of aisles or vestibules, interfering with door closure or preventing safe evacuation.
- This does not apply to securement; mobility devices cannot be denied access to transit based on limitations of securement systems.

## LIFTS/RAMPS (CONTINUED)

- Whenever possible, customers have the right to board front- or rear-facing upon request.
- Providers have the right to adopt general practices and adhere to them unless otherwise requested.
- Specific customers may be required to board in a particular fashion if the provider documents a direct threat associated with that customer boarding differently.

## LIFTS/RAMPS (CONTINUED)

- A pattern and/or practice of denying rides for lack of available accessible vehicle is a capacity constraint under the ADA.
- A pattern and/or practice of customers waiting unreasonable lengths of time for accessible vehicles is a capacity constraint under the ADA.
- Any one occurrence of denying a ride for lack of an available accessible vehicle is a civil rights violation under the ADA.
- More than a quarter of Metro Mobility's rides are taken by individuals who require use of a lift (29.1% in August, 2017).

# PERSONAL CARE ASSISTANTS

- PCAs cannot be required by a transportation provider except in cases where an individual has a pattern and practice of:
  - a.) Endangering other passengers; or
  - b.) Disrupting operation of transit service.
- While Federal Law does not require that PCAs ride free of charge, Council policy waives fares for PCAs.
- Vehicle operators are never required to assist passengers with personal needs.\*
- PCAs cannot be required to show documentation identifying them as attendants.

# TIE-DOWNS/SEATBELTS

- Securement systems that prevent an occupied common mobility device (under old parameters) from moving more than 2 inches in any direction during normal operation must be available on all public transit buses.
- Seatbelts w/ shoulder harnesses need to be available for use at every securement location, but cannot be required unless *all* passengers are required to use them.
- The Met Council requires that mobility devices be secured as a condition of service.
- In addition, Metro Mobility requires that all passengers use seat belts.



# TIE-DOWNS/SEATBELTS (CONTINUED)

- Operators must be trained to utilize securement systems and must offer assistance upon request.
- Met Council policy states that ultimate responsibility for ensuring proper securement lies with Operators, so Operators *must* assist with securement.
- Customers cannot be denied trips because their mobility devices cannot be adequately secured.
- Customers must be allowed to transfer from a mobility device to a conventional seat upon request, but cannot be required to do so. Operators needn't assist with transferring.

# Reasonable Modifications

- In March of 2015, USDOT issued a final rule clarifying reasonable modification requirements for regular-route service and fundamentally altering them for paratransit service.
- Essentially, transportation providers are required to assure access through reasonable modifications as long as doing so does not violate law, constitute a fundamental alteration of service or create a direct threat to health and safety.
- See attached Federal Register for details and examples: <http://www.gpo.gov/fdsys/pkg/FR-2015-03-13/pdf/2015-05646.pdf>



# **ADA REQUIREMENTS APPLICABLE TO ONLY ADA PARATRANSIT PROVIDERS**

# Escort Policy

- ADA paratransit providers must include a minimum of curb-to-curb service per federal law.
- ADA paratransit providers must include first-door through first-door service (physical escorts from operators) upon request per federal law.
- Metropolitan Council policy requires that all ADA paratransit trips include first-door through first-door service unless a notarized waiver expressly requesting otherwise has been signed by a customer or his/her legal guardian or an outdoor drop was requested at the time of booking.

# PACKAGES

- While federal law does not require that Operators assist with packages, regional policy does require that Operators carry the following-sized items on and off of buses:
  - a.) Up to 4 grocery-sized bags of reasonable weight, or
  - b.) Up to 2 small luggage items of reasonable weight.

# FARES

- Under Federal Law, “the fare for a trip charged to an ADA paratransit eligible user of the complementary paratransit service shall not exceed twice the fare that would be charged to an individual paying full fare (i.e., without regard to discounts) for a trip of similar length, at a similar time of day, on the entity's fixed route system.”



# SERVICE AREAS & HOURS

- ADA paratransit must serve at least the same area as regular-route transit at the same times.
- Commuter regular-route service does not create an ADA paratransit obligation.
- In cases of local regular-route bus service, ADA paratransit must serve a  $\frac{3}{4}$ -mile corridor along each bus route.
- In cases of all-day express bus service and rail, ADA paratransit must serve the areas within a  $\frac{3}{4}$ -mile radius of each stop.
- Metro Mobility exceeds both the service area and hours of service mandated by the ADA.

# TRIP DENIALS

- The ADA allows for zero trip denials, assuming that a valid trip was booked at least one day in advance. Trip denials include:
  - a.) Any refusal of service based on capacity constraints;
  - b.) The offering of a pick-up time more than an hour different than the time requested;
  - c.) Any waiting list for service; or
  - d.) Any trip refused for lack of an available accessible vehicle.

# TRIP BOOKING

- Customers must call at least one day in advance to book rides.
- ADA paratransit providers can negotiate with customers over ride times, but must offer times within one hour of the original request.
- Customers may limit negotiations on one end of a trip (“arrive by” or “pick up no earlier than” times) but not both.

# TRIP PERFORMANCE

- ADA paratransit provides a shared-ride service.
- paratransit providers have a 30-minute window to arrive at a pick-up location and be considered on time.
- Operators will wait 5-minutes for customers to board a bus at the agreed upon pick-up location.

# IDENTIFICATION

- Paratransit Operators have the right to require picture IDs as proof of eligibility to ride.
- If a potential customer fails to produce an ID it is allowable that they not be transported.
- Council policy allows for two different forms of ID acceptable to ADA paratransit providers:
  - a.) A valid Metro Mobility card; and
  - b.) A valid MN State ID or Driver's License (with or without an "A" indicator.)

# GUESTS

- In addition to a PCA, every ADA paratransit customer is allowed one guest per trip.
- Guests pay the same fare as customers.
- In order to guarantee sufficient capacity for guests and PCAs, the ADA paratransit provider must be told that a guest and/or PCA will be accompanying a customer at the time that the trip is booked.

# Operator Training Requirements and Minimum Qualifications

- Operators are required to complete Special Transportation Service (STS) training. See attached handout.
- Operators are considered “safety sensitive” under federal law and are therefore subject to random drug testing as well as reasonable suspicion and post-accident testing.
- Contractors are free to impose additional requirements and qualifications on Operators.
- Pre-employment criminal history and motor vehicle check must be conducted.
- DOT physical completed





# QUESTIONS?

[andy.streasick@metc.state.mn.us](mailto:andy.streasick@metc.state.mn.us)

651-602-1679

# Metro Mobility Task Force: Uber Technologies

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*Note: Thank you for the opportunity to provide this additional information about Uber's service and partnerships. Uber has participated in a number of pilot partnerships across the country and seeks to use learnings from past pilots to help inform future partnerships. Many of the questions asked are about specific policies that Uber uses in partnerships. Our answers are high level because many of these policies can be adjusted to meet the goals and needs of individual partnerships. We look forward to the continuing conversation about how Uber can assist with transportation needs in the Twin Cities.*

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## Customer Accessibility and Customer Experience/Satisfaction:

**Is an app required to access your service?**

Yes.

**How are your customer facing web pages and apps for accessibility by people with visual and developmental disabilities?**

### Riders who are blind or low-vision

With VoiceOver iOS, Android TalkBack, and wireless braille display compatibility, the Uber app makes it easier for riders who are blind to get from A to B at the push of a button.

- [Here's how to use the Uber app's iOS Accessibility Features](#)
- [Here's how to use the Uber app's Android Accessibility Features](#)

### Riders who are deaf or hard of hearing

Audio is not needed for full functionality of the Uber app. Assistive technology such as visible and vibrating alerts can help riders who are deaf or hard of hearing use the Uber app easily, and in-app features, such as the ability to enter destination, can facilitate non-verbal communication between the rider and driver-partner.

### App accessibility certification

The Uber Rider app is monitored and tested regularly by internal resources and by AudioEye, Inc., a 3rd-Party provider of Accessibility testing and monitoring. The AudioEye certification process involves automatic and manual testing with the goal of meeting Web Content Accessibility Guidelines (WCAG) 2.0 Level AA Standards. [Read more here.](#)

**Do your apps allow integration? (I.e. Could we design a system where the customer can see status of a connecting trip, or pay for both trips?)**

Uber allows for app integration in certain cases. [See more here.](#)

**Will your drivers escort door-through-door and assist with bags or mobility devices, when needed and appropriate?**

Uber drivers typically remain in or very close to their vehicle and do not go into the homes of riders. Many drivers assist riders with bags or mobility devices. All Uber drivers are

independent contractors who make their own decisions about the best ways to provide service to their customers. Uber provides educational material to drivers that highlight situations where riders may want or need special accommodations.

**How do you track and report customer complaints to your partner agencies?**

This is an important part of all Uber partnerships and is tailored to meet the specific goals of each partnership. Uber solicits feedback from both riders and drivers after each trip via two-way rating system. Uber has a customer support team which receives this feedback and is trained to address complaints from riders and drivers. Uber also wants to make sure that complaints that are provided directly to partner organizations are provided to us, so we can work with partner organizations on program changes and improvements.

**How are trip denials handled? How about Customer No Shows?**

If a rider or driver has to cancel, the Uber connects them with the next available, closest rider or driver. We expect drivers using the Uber app to comply with all relevant state, federal and local laws governing the transportation of riders with disabilities, including transporting service animals. Once a driver arrives at the pickup location, a rider has five minutes to get to the car or they are considered a “No Show” and the driver may cancel and move on to the next trip.

**Service requirements/Meeting demand:**

**In a time of workforce shortages, how does your agency ensure peak demands for service are met?**

Uber communicates regularly with drivers about periods of high demand, whether this is a large event, bar closing time, or bad weather. Uber also allows for dynamic pricing, which helps riders to get a ride when they need it, even in periods of high demand.

**Vehicles/Fleet**

**How do you serve non-ambulatory passengers?**

All vehicles on the Uber app can accommodate a foldable wheelchair.

**What percentage of your fleet is lift-equipped?**

Uber is a technology company that owns an app that allows for riders to connect with drivers. Uber does not own or operate a fleet of vehicles. Uber drivers use their own personal vehicle to provide rides through the Uber app. Uber does not track the number lift-equipped vehicles on the Uber app in Minnesota.

**How are vehicles identified to customers as available to persons with various disabilities, assistance animals, Mobility devices or tie down equipment?**

Riders can expect all vehicles requested through the app will accommodate service animals and foldable wheelchairs.

**How do you ensure the vehicles are safe and reliable? Do you review maintenance records? Inspected?**

In the Twin Cities, Uber is required to collect proof of a vehicle inspection from all drivers. Uber drivers are required to have a vehicle inspection conducted annually. All vehicles are required to be 10 model years or newer or have 150,000 miles or newer at the time of their annual vehicle inspection.

**Do you share vehicle tracking information (GPS) with partner agencies for customer complaint resolution?**

Uber has an obligation to protect the privacy of riders and drivers, and this includes account information and trip information. In certain circumstances, when investigating issues, Uber provides information to partners or law enforcement, but always does in strict adherence to our [privacy policy](#).

## **Fares/Payment**

**How are apps modified, if at all, to display the subsidized fares (rather than the whole fare) to the customer?**

This depends on the type of partnership/promotion that is developed between Uber and partner organization. For example, if a partner provides riders with a certain amount of ride credits, the regular fare will be displayed, but the payment will come from the credits instead of the rider's credit card. If a partner provides a dollar or percentage discount available via promo code, the discounted rate will be shown in the app before the ride is requested.

**About 1/3 of Metro Mobility passengers consistently pay cash. Have you made any exceptions to your no cash policy for unbanked customers?**

Payment through the Uber app is a safety feature that benefits both riders and drivers. Uber rides can be paid for via gift cards that can be purchased online or in many large retail stores with cash.

**Do any of your public private partnerships include fare payment integration?**

Most partnerships include a payment structure where a rider is charged the subsidized rate, a driver is paid the full rate, Uber pays for the difference to the driver and invoices partner organizations on a monthly basis.

**If your service utilizes pre-paid cards, can they integrate with our region's Go-To Card?**

This is something we can explore, but will depend on the specific functionality of the Go-To Card.

## **Driver Training**

**Metro Mobility has unique training requirements for its contracted providers to ensure adherence to Council service quality standards and to meet regulatory requirements for service.**

**Do you have Special Transportation Services (STS) certified drivers?**

Drivers who partner with Uber may have additional certifications, but the STS certification is not required for rideshare drivers in Minnesota.

**Are drivers trained to utilize tie-downs and assist with mobility devices?**

Uber drivers in MN are not required to receive training related to using tie-downs because this is not applicable for the Uber products currently available in Minnesota. However, drivers do assist riders with mobility devices such as foldable wheelchairs, walkers, canes, etc.

**How would you administer unique training requirements that may be required under separate agreement?**

Uber can inform drivers about partnerships and policies through a number of different mechanisms. These are tailored to meet the goals of a specific partnerships.

**How do your policies prevent discrimination based on location (perception of “bad neighborhood” or average rider rating?)**

Uber conducts trips in every zip code in Minneapolis and Saint Paul on a daily basis. It is unacceptable for Uber drivers to refuse to provide services based on characteristics like a person’s race, color, religion, national origin, disability, sexual orientation, sex, marital status, gender identity, age or any other characteristic protected under relevant federal, state, or local law. Actions like these may result in permanent deactivation of a driver’s account. In addition, it is not acceptable to discriminate on the basis of a rider’s destination.

## **Safety / Security**

### **Incident Response reporting and tracking**

**How are vehicle location data monitored (GPS)? Is there a centralized dispatch or control center that knows the location of the vehicles?**

Yes.

**How are drivers communicating with law enforcement or emergency medical personnel if needed?**

In case of an emergency, riders and drivers are instructed to contact local law enforcement.

**How are incidents and accidents reported, tracked and shared with the transit agency? How do you track and report customer complaints to your partner agencies?**

Uber solicits feedback after each trip via two-way rating system and puts in place specific reporting structures based on the goals of individual partnerships. Uber has a customer support team which receives feedback from riders, drivers, and partnerships and is trained to address complaints. In certain circumstances, when investigating issues, Uber provides information to partners or law enforcement, but always does in strict adherence to our [privacy policy](#).

**Do you carry liability and insurance coverage required as standard in Council contracts?**

We maintain the requisite insurance as required for Transportation Network Companies in the state of MN.

## **MBTA partnerships (Uber/Lyft)**

**How is a shared ride model implemented with the MBTA the Ride pilot (Uber/Lyft)?(ie. when a certified customer requests a ride through this program, does the driver pick up other riders? Do the other passengers have to be certified, or can they be general public?**

This depends on the type of product that a rider uses. A MBTA/Uber ride for uberPOOL allows for the rider to reserve 1 or 2 seats in a shared car; if using uberX, up to 4 seats can be used. When a ride is requested a driver receives a rider's name and location in the app, and the driver confirms passenger information at the pick up.

**According to the website, all of MBTA the Ride's service area is covered under the Uber/Lyft pilot program. Does this include rides with service protected by federal regulation (ADA, FTA)?**

This question is best answered by MBTA.

**Are these ADA rides treated differently?**

This question is best answered by MBTA.

**Are drivers informed of the certified status of the customer and that this would be a subsidized ride?**

No.

## **Regulatory Compliance and Consumer Fraud**

### **Identity validation**

**How do you ensure that the person eligible for the service is the person being transported?**

Uber rides are requested via a personalized individual rider account. The account holder applies for the MBTA partnership and is approved. MBTA then provides Uber the list of approved account holders and Uber unlocks their account as eligible for the program.

### **Data sharing**

**What is organizational policy on data sharing with partner agencies? As a public agency, the Metropolitan Council needs to ensure transparency and accountability to public.**

Data sharing is an important part of every partnership and is customized to meet the individual goals of each partner. For example, Uber shares a dataset with MBTA on a monthly basis that includes every RIDE trip in the previous month including the RIDE ID of the customer, trip time, rider/MBTA billed amount, and zip codes of pickup and dropoff.

Uber will not, however, provide partners with rider or driver personally identifiable information or information that it deems confidential, proprietary or a trade secret.

### Employee testing/screening

**Does provider comply with FTA requirements of public transportation such as FTA Drug and Alcohol screening, post-accident testing, and other Safety Sensitive position requirements?**

This is not required for ridesharing in any city in Minnesota.

**Are drivers subject to DOT physicals?**

This is not required for rideshare drivers in any city in Minnesota.



# Lyft Responses

## Metro Mobility Task Force: Service provider questions

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### Customer Accessibility and Customer Experience/Satisfaction:

Is an app required to access your service?

**No. Customers can use our service through our Concierge product which allows a third party to dispatch a vehicle on the Lyft platform. In several pilots, we have set up call centers as well.**

How are your customer facing web pages and apps for accessibility by people with visual and developmental disabilities?

**Our web pages and app are built with best practices for accessibility.**

Do your apps allow integration? (*ie. Could we design a system where the customer can see status of a connecting trip, or pay for both trips?*)

***We have done integration with other apps, but it requires a partnership.***

Will your drivers escort door-through-door and assist with bags or mobility devices, when needed and appropriate?

**Our current service does not escort through door. Our drivers assist with bags curbside.**

How do you track and report customer complaints to your partner agencies?

**We report as desired and per a partnership agreement.**

How are trip denials handled? How about Customer No Shows?

**Drivers accept rides, so we do not have “denials”. No shows can incur a small fee. This can be modified in a partnership model.**

### Service requirements/Meeting demand:

In a time of workforce shortages, how does your agency ensure peak demands for service are met?

***Our Primetime pricing incentivizes drivers to drive at peak times and brings more drivers onto the road when needed. We also offer incentives to drivers at times we anticipate high demand.***

### Vehicles/Fleet

How do you serve non-ambulatory passengers?

**We are doing several pilots around the country where we partner with services designed specifically for non-ambulatory passengers.**

What percentage of your fleet is lift-equipped?

**It is hard to say since our drivers come and go from the platform frequently and bring their own vehicles.**

How are vehicles identified to customers as available to persons with various disabilities, assistance animals, Mobility devices or tie down equipment?

**Our app has a Mode that describes this in areas with active pilots.**

How do you ensure the vehicles are safe and reliable? Do you review maintenance records? Inspected?

**Vehicles must meet safety and age requirements to be on our platform.**

Do you share vehicle tracking information (GPS) with partner agencies for customer complaint resolution?

**We share information with partners based on our partnership agreement. All of our current partners are pleased with the level of information we share.**

## **Fares/Payment**

How are apps modified, if at all, to display the subsidized fares (rather than the whole fare) to the customer?

**The app shows the subsidized fare automatically.**

About 1/3 of Metro Mobility passengers consistently pay cash. Have you made any exceptions to your no cash policy for unbanked customers?

**We can use prepaid debit cards or the Concierge system described above.**

Do any of your public private partnerships include fare payment integration?

**Not seamless integration. We can address this specifically with MMTF.**

If your service utilizes pre-paid cards, can they integrate with our region's Go-To Card?

**I need more information on Go-To Card.**

## **Driver Training**

Metro Mobility has unique training requirements for its contracted providers to ensure adherence to Council service quality standards and to meet regulatory requirements for service.

Do you have Special Transportation Services (STS) certified drivers?

**We may, but again, our drivers are typically regular folks who bring their own vehicle/skill set to the platform.**

Are drivers trained to utilize tie-downs and assist with mobility devices?

**Our WAV partners are.**

How would you administer unique training requirements that may be required under separate agreement?

**We have methods of training and on-boarding drivers at the start.**

How do your policies prevent discrimination based on location (perception of “bad neighborhood” or average rider rating?)

**Yes. Discrimination of this kind is against our policies and we have been recognized widely as bringing mobility service to formerly underserved communities.**

## **Safety / Security**

[Incident Response reporting and tracking](#)

How are vehicle location data monitored (GPS)? Is there a centralized dispatch or control center that knows the location of the vehicles?

**GPS of passenger and driver is monitored through the app constantly. We have a Trust and Safety center in Nashville, TN.**

How are drivers communicating with law enforcement or emergency medical personnel if needed?

**They contact Trust and Safety or contact law enforcement directly if need be.**

How are incidents and accidents reported, tracked and shared with the transit agency?

### **Trust and Safety**

How do you track and report customer complaints to your partner agencies?

**As desired per a partnership agreement.**

Do you carry liability and insurance coverage required as standard in Council contracts?

**We carry very substantial insurance**

## MBTA partnerships (Uber/Lyft)

How is a shared ride model implemented with the MBTA the Ride pilot (Uber/Lyft)? (ie. when a certified customer requests a ride through this program, does the driver pick up other riders? Do the other passengers have to be certified, or can they be general public?

**In this model, it is not a pooled ride, so for that particular trip, only the Ride rider would be picked up.**

According to the website, all of MBTA **the Ride's** service area is covered under the Uber/Lyft pilot program. Does this include rides with service protected by federal regulation (ADA, FTA)?

**Lyft only serves ambulatory passengers in that particular pilot.**

Are these ADA rides treated differently?

**Lyft only serves ambulatory passengers in that particular pilot.**

Are drivers informed of the certified status of the customer and that this would be a subsidized ride?

**The drivers take these rides just like any others.**

## Regulatory Compliance and Consumer Fraud

### Identity validation

How do you ensure that the person eligible for the service is the person being transported?

**The person will have the app/phone matched to their identity. In the case of Concierge, the third party is verifying identity.**

### Data sharing

What is organizational policy on data sharing with partner agencies? As a public agency, the Metropolitan Council needs to ensure transparency and accountability to public.

**We share data to meet FTA requirements and share additional data with partners such that all of our partners have been satisfied to date.**

### Employee testing/screening

Does provider comply with FTA requirements of public transportation such as FTA Drug and Alcohol screening, post-accident testing, and other Safety Sensitive position requirements?

**We operate under the Taxi Exemption since this is a user choice.**

Are drivers subject to DOT physicals?

**We operate under the Tax Exemption since this is a user choice.**

# MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday | November 15, 2017  
Robert Street Chambers | 9:00 AM-11:00 AM

## AGENDA

### I. CALL TO ORDER—9:00 a.m.

### II. APPROVAL OF AGENDA

### III. APPROVAL OF MINUTES

October 20, 2017 meeting of the Metro Mobility Task Force

### IV. INFORMATION

1. TNC/Taxi Q&A review and discussion—Karla Bigham, Washington County Commissioner and Deb Barber, Metropolitan Council Member—9:15 a.m.
  - Uber
  - Lyft
  - 10/10 Taxi—Super Taxi, Inc
  - Transportation Plus
2. Report out from small groups—9:45 a.m.
  - Industry experience – with TNC/Taxi and current providers
  - Customer experience – with Metro Mobility (detailed review with current METC and provider data)
  - Current operations and cost – discussions with internal staff and current operators
3. Primary contractor presentation—Michael Richter, Transit Team—10:15 a.m.
4. Next meeting—Wednesday, December 13 at 9:00 a.m.

### V. ADJOURNMENT—11:00 a.m.

JT Joint business item; presented at two or more committees prior to being presented at Council  
SW Action taken by Committee and Council the same week  
\* Additional materials included for items on published agenda  
\*\* Additional business item added following publication of agenda  
\*\*\* Backup materials available at the meeting

## Minutes of the

### REGULAR MEETING OF THE METRO MOBILITY TASK FORCE

Friday, October 20, 2017

**Committee Members Present:** Commissioner Karla Bigham, Metropolitan Council Member Deb Barber (by phone), Matt Knutson, David Fenley, Terriann Thommes, Steve Pint, Mike Sutton, Ken Rodgers, Commissioner Jim McDonough, , Commissioner Jon Ulrich, Jon Walker (by phone)

**Committee Members Absent:** City Council Member Dick Vitelli, Commissioner Scott Schulte, Stewart McMullan, Carla Jacobs, Commissioner Gayle Degler, Frank Douma

### CALL TO ORDER

A quorum being present, Commissioner Karla Bigham called the regular meeting of the Metro Mobility Task Force to order at 09:03 a.m. on Friday, October 20, 2017.

### APPROVAL OF AGENDA

It was moved by Commissioner McDonough, seconded by David Fenley to approve the agenda.  
**Motion carried.**

### APPROVAL OF MINUTES

It was moved by Terriann Thommes, seconded by Matt Knutson to approve the minutes.  
**Motion carried.**

### INFORMATION

#### 1. Continue TNC and Taxi presentations

Steve Pint of Transportation Plus gave the final presentation from the four providers that began at the September 21 meeting. His presentation focused on driver training and existing operations with Premium Same Day. Throughout the presentation, task force members asked several questions including, how many hours of training do drivers receive, volume of existing riders with a disability, what the turnover of drivers is, and policies around service animals. There was discussion around bad weather events and when Metro Mobility rides will be denied. During those events when demand for taxis is higher, Transportation Plus will deny all same day requests and only serve advanced rides, this impacts Metro Mobility because those rides cannot be booked in advance and must be same day rides.

#### 2. Review FTA/Federal Language around ADA service—Andy Streasick, Manager, Metro Mobility Customer Service

- a. Attachment 1: Transportation for Individuals with Disabilities; Reasonable Modification of Policies and Practices
- b. Attachment 2: Metro Mobility Operator Training Process
- c. Attachment 3: Americans with Disabilities Act Title II Regulations

Andy Streasick was out of the office at this time, but a prerecorded video of him going through the presentation was showed to the task force. Present Metro Mobility staff members answered several task force member questions involving the state and federally mandated service areas, the 30-minute window for “on time” scheduling, and what set of standards would new providers in the area be subject to since the state standards are higher than the federal. Members asked staff to follow up on if there were any night time, out of service hour “exceptions” Metro Mobility was aware of and how service cats were rectified between the Department of Justice ruling and the practices in effect.



3. **Provider answers to task force questions**—Karla Bigham, Washington County Commissioner and Deb Barber, Metropolitan Council Member—10:00 a.m.

The task force briefly reviewed the four documents prepared by the provider members of the group. There was discussion of compiling the four documents into one matrix document for review at a later meeting.

4. **Task force timeline and discussion of small groups**—Karla Bigham, Washington County Commissioner and Deb Barber, Metropolitan Council Member—10:30 a.m.

The Co-chairs led a discussion of if there was a need for small groups, given the short timeline the task force is under, to tackle the big policy questions and to report back to the full membership on their findings. Three groups were proposed: (1) Industry experience, (2) Customer experience, and (3) Current operations and cost. The task force discussed how the groups would be formed and if customers should be involved in all three small groups. Ultimately, the task force decided to include customers in all small groups, but left the specifics up to each small group to determine. Members were to indicate to Zoë their preferences and the first small group meetings were to take place prior to the November 15 meeting.

5. **Customer Outreach**—Christine Kuennen, Metro Mobility Senior Manager, Michelle Fure, Public Involvement Manager, and Claudia Fuentes, Outreach Coordinator—11:00 a.m.

Christine Kuennen and Michelle Fure spoke to the task force about the various methods the Council uses to engage Metro Mobility customers. There was discussion about the increased participation in customer forums over the past few years and what changes that is yielding as well as what communication is needed not only between the customer and Metro Mobility, but also between the guardian or agency staff and Metro Mobility.

## **ADJOURNMENT**

Business completed, the meeting adjourned at 11:15 a.m.

Zoë Mullendore  
Recording Secretary

	UBER	LYFT	10/10 TAXI; SUPER TAXI	TRANSPORTATION PLUS
<b>CUSTOMER ACCESSIBILITY AND CUSTOMER EXPERIENCE/ SATISFACTION:</b>				
Is app required to access your service?	Yes	No. Customers can use our service through our Concierge product which allows a third party to dispatch a vehicle on the Lyft platform. In several pilots, we have set up call centers as well.	No, we do not require an app, but it is an option through our zTrip app. We also have live dispatchers working 24/7 to book rides; are booked via the web; requesters can upload trips into our system from formats like Excel or delimited text files (ideal for large amounts of next day trips). We have a specialized group working in our dispatch center 24/7 who handle all trips related to ADA, Paratransit or NEMT.	No
How are your customer-facing web pages and apps for accessibility for visual and developmental disabilities?	<p>Riders who are blind or low-vision: With VoiceOver iOS, Android TalkBack, and wireless braille display compatibility, the Uber app makes it easier for riders who are blind to get from A to B at the push of a button.</p> <p>Riders who are deaf or hard of hearing: Audio is not needed for full functionality of the Uber app. Assistive technology such as visible and vibrating alerts can help riders use the Uber app easily, and in-app features, such as the ability to enter destination, can facilitate non-verbal communication between the rider and driver.</p> <p>App accessibility certification: The Uber Rider app is monitored and tested regularly by internal resources and by AudioEye, Inc., a 3rd-party provider of accessibility testing and monitoring. The AudioEye certification process involves automatic and manual testing with the goal of meeting Web Content Accessibility Guidelines (WCAG) 2.0 Level AA Standards. <a href="#">Read more here.</a></p>	Our web pages and app are built with best practices for accessibility.	Adequate. And if challenges arise, we recommend calling our 24/7 dispatch support. Our dispatchers are experienced and trained call takers. Our dispatch system also can establish standing trips (i.e., to work 5 days a week, or recurring medical appointments). The system pulls up a recent trip history for ease of booking trips to frequent destinations and allows trips to be made up to 2 weeks in advance.	We are launching a new website and app that will be fully accessible.
Do your apps allow integration? (i.e., Could we design a system where the customer can see status of a connecting trip, or pay for both trips?)	Uber allows for app integration in certain cases. <a href="#">See more here.</a>	We have done integration with other apps, but it requires a partnership.	<p>Yes, our app allows for integration. You would not necessarily want or be able to pay for multiple trips at once. However, it can be done, with a per mile factor in price it may not be ideal.</p> <p>When plans change as when a rider pays for both trips, but doesn't take both legs of the trips there can be significant issues with billing. (Especially if Metro Mobility is paying for no shows.) We may need more information to understand the specific features Metro Mobility is looking for. If by connecting trips you are implying that going to the pharmacy and then back home is one trip then there is a decision that has to be made. The only way we would consider that one continuous trip is if wait time was added for the duration of time spent inside the pharmacy; \$8.75 for every 15 minutes. Typically, it is less expensive for Metro Mobility to subsidize one ride and the wait time is a cost to the passenger just like</p>	Yes

			excess miles. This may not be the most desirable option with public transportation in mind, and you might choose to treat each one as one trip.	
Will your drivers escort door-to-door and assist with bags or mobility devices, when needed/ appropriate?	Uber drivers typically remain in or very close to their vehicle. They do not go into rider's homes. Many drivers assist riders with bags or mobility devices. All Uber drivers are independent contractors who make their own decisions about the best ways to provide service. Uber provides educational material to drivers highlighting situations where special accommodations are needed.	Our current service does not escort through door. Our drivers assist with bags curbside.	Yes, we currently do this for NEMT transportation and drivers are trained to do so whenever it's required. We prefer if this can be indicated when the trip is booked so that the driver is aware of when it is needed and avoids offering unneeded assistance when it is not desired (to avoid offending a customer).	Yes
How do you track and report customer complaints to your partner agencies?	This is an important part of all Uber partnerships; and tailored to meet each partner's specific goals. Uber solicits feedback from riders and drivers after each trip via two-way rating system. Our customer support addresses complaints from riders and drivers, and the complaints are provided directly to partner organizations. We work with them on program changes and improvements.	We report as desired and per a partnership agreement.	We share all information, however the partner agency prefers. In most cases the partner agency is acting as the broker for the trips and as such the recommended course is that customers contact them about complaints. If the partner agency doesn't broker the rides and just sets up an account we share all complaints received with them (typically weekly). Our system generates a complaint ticket for all complaints that goes to all local managers via email for follow up.	We maintain a "Customer Care" database which documents every instance and then follow up is made directly to our partner agencies when appropriate.
How are trip denials handled? How about customer no shows?	If a rider or driver cancels, Uber connects them with the next available, closest rider or driver. We expect drivers using the Uber app to comply with all relevant state, federal and local laws governing transporting riders with disabilities, including service animals. Once a driver arrives at the pickup location, a rider has 5 minutes to get to the car or they are considered a "No Show" and the driver may cancel and move on to the next trip.	Drivers accept rides, so we do not have "denials". No shows can incur a small fee. This can be modified in a partnership model.	A lot of the trip denials depend upon the partner agency's preference. For next day trips this is typically not an issue as we have time to plan, however the standard policy is either trip denial 24 hours before the trip or by a specific cutoff time established for this situation. ASAP trips or "ride now"/on-demand trips might be denied when the estimated time to pick up arrival is too long. Usually the information is relayed to the passenger and they can decide if they want to cancel. Customer No Shows happen and it is part of the business we operate in. Unless the partner agency wants to pay a small amount for no shows we typically don't charge anything. If a passenger has frequent no-shows we track and report them to the agency. Beyond that it comes down to the partner agency's preference. For a legitimate no-show we require the driver to be on site for 10 minutes (GPS tracked) with no communication or response from the passenger, and they must attempt to check in with dispatch.	Rides are denied for non-payment, abusive behaviors, history of no shows, and in times of capacity issues due to poor weather.  Customer no shows are tracked and may be used to restrict future service or only allow for "Will Call" pickup requests.
<b>SERVICE REQUIREMENTS/ MEETING DEMAND</b>				
In a time of workforce shortages, how does your agency ensure peak demands for service will be met?	Uber communicates regularly with drivers about periods of high demand, whether this it's a large event, bar closing, or bad weather. Uber also allows for dynamic pricing, which helps riders to get a ride when they need it, even in periods of high demand.	Our Primetime pricing incentivizes drivers to drive at peak times and brings more drivers onto the road when needed. We also offer incentives to drivers at times we anticipate high demand.	Due to the nature of our drivers being Independent Contractors and not hourly employees they are free to choose the hours that they drive. All drivers are highly focused on operating at the most profitable, or busiest hours, and naturally gravitate to these times. This allows us to cover peak demand	We limit all new immediate requests for service or only non-contractual requests depending on the circumstances.

			efficiently. If allowed by the partner agency we have 2 other fleets operating in the metro area under our brands for SuperShuttle and Execucar which we can offload overflow trips to when needed.	
<b>VEHICLES/FLEET</b>				
How do you serve non-ambulatory passengers?	All vehicles on the Uber app can accommodate a foldable wheelchair.	We are doing several pilots around the country where we partner with services designed specifically for non-ambulatory passengers.	Currently we only have ADA wheelchair capable vehicles in our SuperShuttle Fleet. We use these as needed, however, none of our current contracts transport non-ambulatory passengers. We can acquire ADA wheelchair vehicles quickly if there is on a reliable basis. Nationally we have over 1000 such vehicles in operation in other markets and our training, safety, and dispatch staff are experienced in serving non-ambulatory customers.	Wheelchair accessible ramp vans and lift buses
What percentage of your fleet is lift-equipped?	Uber does not track the number lift-equipped vehicles on the Uber app in Minnesota. Uber is a technology company that owns an app allowing riders to connect with drivers. Uber does not own or operate a fleet of vehicles. Uber drivers use their own vehicle to provide rides through the Uber app.	It is hard to say since our drivers come and go from the platform frequently and bring their own vehicles.	3% of our total fleet that operate under the SuperShuttle Brand.	7% of our fleet is wheelchair accessible meaning either a ramp or lift equipped.
How are vehicles identified to customers as available to persons with disabilities, assistance animals, Mobility devices or tie-down equipment?	Riders can expect all vehicles requested through the app will accommodate service animals and foldable wheelchairs.	Our app has a Mode that describes this in areas with active pilots.	Most customers call or book rides via phone dispatch, web or app. When this occurs, the trips are only offered to the vehicles that have the capability to transport the trip (ex. wheelchair accessible). Dispatch staff will communicate expectations to the customer when their specialized ride is available. All vehicles are always available to anyone who can use them (by federal law). This includes service animals or any other ambulatory trip including any mobility device such as a walker.	State of Minnesota DOT number is affixed to every vehicle. Wheelchair accessible vehicles are decaled with
How do you ensure the vehicles are safe and reliable? Do you review maintenance records? Inspected?	In the Twin Cities, Uber is required to collect proof of a vehicle inspection from all drivers. Uber drivers are required to have a vehicle inspection conducted annually. All vehicles are required to be 10 model years or newer or have 150,000 miles or less at their annual vehicle inspection.	Vehicles must meet safety and age requirements to be on our platform.	All vehicles for specialized transportation go through a yearly DOT inspection. We own the vehicles and have a rigorous preventative maintenance and inspection program in-house. We track all maintenance, data and actions which is information that can be made available to our partner agencies as required.	Ongoing Preventative Maintenance and Repairs Do you review maintenance records? Yes Inspected? Yes
Do you share vehicle tracking information (GPS) with partner agencies for customer complaint resolution?	Uber has an obligation to protect the privacy of riders and drivers, including account and trip information. In certain circumstances, when investigating issues, Uber provides information to partners or law enforcement, but is always in strict adherence to our privacy policy.	We share information with partners based on our partnership agreement. All of our current partners are pleased with the level of information we share.	Yes. As well as for any other reason partner agencies might want GPS information on our fleet.	Yes
<b>FARES/PAYMENT</b>				
How are apps modified to display the subsidized fares (rather than the whole fare) to the customer?	This depends on the type of partnership/promotion between Uber and partner organization. For example, if a partner provides riders with ride credits, the regular fare will be displayed, but the payment will	The app shows the subsidized fare automatically.	Regardless of app, phone or web booking, and whether the passenger, agency or caretaker etc., book the ride, once it is booked under the account the contracted rules for that account apply. For example, our typical price	Our technology allows for “split fares” which can be configured on a per account/partner agency basis

	come from the credits instead of the rider's credit card. If a partner provides a dollar or percentage discount, the discounted rate will be shown in the app before the ride is requested.		is \$10 for the first 5 miles and \$2 each additional mile after that. Comparing to current same day premium model our contracted rules would be like the passenger pays \$5, Metro Mobility pays \$15 and then the passenger pays excess. Our standard pricing would be set up to charge the passenger \$5 for the first 10 miles (a \$20 value) then \$2 each additional mile. We then invoice Metro Mobility for the \$15 per trip, but include the information about the trips so that data about overall mileage is always available. The passenger sees only \$5 amount until they exceeded the subsidized threshold and then would see increases in \$2 increments. The system is dynamic and adjustable for any account or agreement, so whatever the partner agency and 10/10 Taxi agree to will always be in effect on these rides. We can program our system and app to reflect whatever payment agreement is in place and what the passenger and driver need to see for each particular specialized contract.	
About 1/3 of MM passengers consistently pay cash. Have you made any exceptions to your no cash policy for unbanked customers?	Payment through the Uber app is a safety feature that benefits both riders and drivers. Uber rides can be paid for via gift cards that can be purchased online or with cash in large retail stores.	We can use prepaid debit cards or the Concierge system described above.	Yes, we always accept cash in vehicle, as well as any credit or debit card.	We do not have a no cash policy.
Do any of your public private/partnerships include fare payment integration?	Most partnerships include a payment structure where a rider is charged the subsidized rate, and the driver is paid the full rate. Uber pays the difference to the driver and invoices partner organization on a monthly basis.	Not seamless integration. We can address this specifically with MMTF.	In some of our other markets they do, not in the Twin Cities metro area currently.	Yes
If your service utilizes pre-paid cards, can they integrate with our region's Go-To Card?	This is something we can explore, but will depend on the specific functionality of the Go-To Card.	I need more information on Go-To Card.	Yes, on pre-paid cards. However, no company would be able to use the current Go-To Card as is currently operated by Metro Transit without special equipment provided by Metro Transit. The Go-To Card operates on a Closed Loop System. This system is not a merchant system, and according to Metro Transit only the specific equipment provided by Metro Transit can interact with the Go-To Card. Some transit agencies have moved to an open loop system, if Metro Transit ever choose that option then we could integrate. The only other option would be installing readers (like the ones on every bus) in every vehicle.	Yes
<b>DRIVER TRAINING</b>				
Do you have Special Transportation Services (STS) certified drivers?	Drivers who partner with Uber may have additional certifications, but the STS certification is not required for rideshare drivers in Minnesota	We may, but again, our drivers are typically regular folks who bring their own vehicle/skill set to the platform.	Yes, NEMT qualified drivers. State fingerprint background checks, Drug testing, DDC course certification from the National Safety Council, ADA training, HIPIAA and all other requirements.	Yes
Are drivers trained to utilize tie-downs and assist with mobility devices?	Uber drivers in MN are not required to receive training related to using tie-downs because this is not applicable for the Uber products currently available in Minnesota. However,	Our WAV partners are.	Those who drive vehicles capable of transporting these devices go through additional training.	Yes



	drivers do assist riders with mobility devices such as foldable wheelchairs, walkers, canes, etc.			
How would you administer unique training requirements that may be required under separate agreement?	Uber can inform drivers about partnerships and policies through different mechanisms. These are tailored to meet the specifics goals of the partnership.	We have methods of training and on-boarding drivers at the start.	For drivers who participate in rides generated by the partner agency we will have them complete whatever training is required. We have E-learning platforms and classroom training depending upon the requirements. Through our parent company resources, we have virtually every possible training course that may be required available to us as we operate everything from busses to taxis all over the US and Internationally.	We have an in-house Special Transportation Services Certified instructor.
How do your policies prevent discrimination based on location\perception of “bad neighborhood” or average rider rating?	Uber conducts trips in every zip code in Minneapolis and Saint Paul daily. It is unacceptable for Uber drivers to refuse to provide services based on race, color, religion, national origin, disability, sexual orientation, sex, marital status, gender identity, age or any other characteristic protected under federal, state, or local law. Actions like these may result in permanent deactivation of a driver’s account. In addition, it is not acceptable to discriminate based on a rider’s destination.	Yes. Discrimination of this kind is against our policies and we have been recognized widely as brining mobility service to formerly underserved communities.	We have incentives for drivers who accept rides in locations that are tough to cover. We NEVER rate our riders. We do prioritize account trips. And to be quite honest a large part of our traditional taxi business (non-contract) and NEMT business occurs in the areas perceived as bad and which typically are underserved by TNCs.	Drivers are not allowed to refuse service based on location. If a driver is deemed to be discriminating based on location, disciplinary actions are taken including but not limited to contract termination.
<b>SAFETY / SECURITY INCIDENT RESPONSE REPORTING AND TRACKING</b>				
How is vehicle location data monitored (GPS)? Is there a centralized dispatch or control center that knows the location of the vehicles?	Yes	GPS of passenger and driver is monitored through the app constantly. We have a Trust and Safety center in Nashville, TN.	The GPS is tracked through tablets locked into each taxi. Each tablet is uniquely coded to the vehicle, and anytime the tablet is active GPS is available. There is a centralized dispatch that knows the location of all vehicles, and area management also can access the system and locate vehicles.	GPS
How are drivers communicating with law enforcement or emergency medical personnel if needed?	In case of an emergency, riders and drivers are instructed to contact local law enforcement.	They contact Trust and Safety or contact law enforcement directly if need be	The first natural option is to use their cell phone to dial 911. But in our system on the tablets locked in to each taxi we have an emergency button that immediately alerts dispatch. Dispatch will try to contact the driver immediately as well as send an alert to all local managers. If the driver does not respond to dispatch they immediately contact police and proved the GPS location. Additionally, local management and dispatch send a fleet wide message and try to get to the scene to assist in any way possible.	Yes, 24/7  Each vehicle is equipped with an alarm that the driver can initiate which will notify our dispatch center of an issue. The dispatcher or driver then contact the appropriate parties based on the circumstances.
How are incidents and accidents reported, tracked and shared with the transit agency? How do you track and report customer complaints to your partner agencies?	Uber solicits feedback after each trip via two-way rating system and puts in place specific reporting structures based on the goals of individual partnerships. Uber’s customer support team receives feedback from riders, drivers, and partnerships and addresses complaints. In certain circumstances, when investigating issues, Uber provides information to partners or law enforcement, but is always in strict adherence to our <a href="#">privacy policy</a> .	Trust and Safety  As desired per a partnership agreement.	Typically, there is a specific accident form that the agency requires to be filled out. We always do this form as well as our own. We use a system called WebRisk for all accident reporting and tracking for all our fleets. This is updated within 24 hours of an accident occurring. We upload any documentation related to an accident into WebRisk for future reference if needed. We would report any accidents to the partner agency within 24 hours or less, and provide any information out of WebRisk ongoing. In some cases, partner	All incidents and accidents are compiled in a risk management system and reports are made available to partner agencies as needed including per occurrence notifications.  We maintain a “Customer Care” database which documents every instance and then follow up is made directly to our partner agencies when appropriate.

			agencies have required us to report via their risk management systems electronically and we can do that as well.  Typically, our partner agencies provide a path for complaints that goes directly to them and will contact us for resolution. We track and report any complaints we receive and would openly share with the partner agency.	
Do you carry liability and insurance coverage required as standard in Council contracts?	We maintain the requisite insurance as required for Transportation Network Companies in the state of MN.	We carry very substantial insurance	Yes, and specifically to the limits desired by the contract. We also will produce Certificates of Insurance (COIs) that list the Council as Additional Insured and as a Certificate Holder. Insurance includes auto and liability, but also General Liability that covers the Council at gap points such as entering/exiting the vehicle.	Yes, we have a fleet wide commercial insurance policy with limits greater than as required by the Council.
<b>MBTA partnerships (Uber/Lyft)</b>				
How is a shared-ride model implemented with the MBTA the Ride pilot (Uber/Lyft) (i.e. when a certified customer requests a ride, does the driver pick up other riders? Do the other passengers have to be certified? Or can they be general public?	This depends on the type of product that a rider uses. A MBTA/Uber ride for uberPOOL allows for the rider to reserve 1 or 2 seats in a shared car; if using uberX, up to 4 seats can be used. When a rider requests a driver, s/he receives a rider's name and location through the app, and the driver confirms passenger information at pick up.	In this model, it is not a pooled ride, so for that particular trip, only the Ride rider would be picked up.	10/10 Taxi does not currently have an MBTA contract. However, we do provide shared ride on NEMT transportation. Our SuperShuttle fleet in MN does shared ride to and from the MSP airport. We use routing software like the Trapeze software used by Metro Mobility. Currently we use TransiTrak for the taxi fleet routing, and a proprietary program called SDS for SuperShuttle. Both programs use algorithms and trip information to route shared ride trips efficiently.	NA
According to the website, MBTA ride service area is covered under the Uber/Lyft pilot program. Does this include rides with service protected by federal regulation (ADA, FTA)?	This question is best answered by MBTA.	Lyft only serves ambulatory passengers in that particular pilot.	For 10/10 Taxi: When the ride is booked it would be under the specific account for Metro Mobility and all drivers qualified and taking the rides would know that it is subsidized.	NA
Are ADA rides treated differently?	This question is best answered by MBTA.	Lyft only serves ambulatory passengers in that particular pilot.	(No answer was provided for this question.)	NA
Are drivers informed of the certified status of the customer and whether it is a subsidized ride?	No	The drivers take these rides just like any others.	For the certified status it depends upon the preference of Metro Mobility and the booking process: If riders are qualified and allowed to contact 10/10 Taxi directly for rides and use the service we can create unique PIN number or similar that is required to be entered on the credit card machine to allow the ride to be on the Metro Mobility account. If all rides are brokered through Metro Mobility, then offloaded to us, we would rely on these riders being already certified by Metro Mobility.	NA
<b>REGULATORY COMPLIANCE AND CONSUMER FRAUD Identity validation</b>				
How do you ensure the person eligible for the service is the person being transported?	Uber rides are requested via a personalized individual rider account. The account holder applies for the MBTA partnership and is approved. MBTA then provides Uber the list of approved account holders and Uber unlocks their account as eligible for the program.	The person will have the app/phone matched to their identity. In the case of Concierge, the third party is verifying identity.	If riders are qualified and allowed to use the service and Metro Mobility allows the customer to book the ride, we can create unique PIN number or similar that is required to be entered on the credit card machine (just like you would enter a PIN for a transaction at a retail store) to allow the ride to be on the metro mobility account. It is also possible through our TransiTrak routing software to capture the rider or caretaker signature (sign	We have developed an integration with Metro Mobility where we pull down all authorized ride information into our system to ensure eligibility.



			on glass technology). This system also time stamps points in the ride such as pick up arrival time, pick up departure time and drop off time. Additionally this allows us to generate trips sheets that we can provide to the partner agency.* <i>*(Yes, this question and the previous were answered in the very same way.)</i>	
<b>Data Sharing</b>				
What is organizational policy on data sharing with partner agencies? The Met Council is a public agency and needs to ensure transparency and accountability.	Data sharing is an important part of every partnership and is customized to meet each partner's goals. For example, Uber shares monthly a dataset with MBTA that includes every previous month's RIDE trip, including the RIDE customer ID, trip time, rider/MBTA billed amount, and the pick-up and drop-off zip codes. Uber will not, provide partners with rider's or driver's personally identifiable information or other data that is confidential, proprietary or a trade secret.	We share data to meet FTA requirements and share additional data with partners such that all of our partners have been satisfied to date	We are accustomed to data sharing requirements and can meet them as a contract requires. Typically, our partner agencies are granted full access to all our system data on request or on regular reporting intervals.	We allow for 100% data sharing to our partner agencies. This includes annual onsite audits of all data and reporting requirements.
<b>EMPLOYEE TESTING/SCREENING</b>				
Does provider comply with FTA requirements of public transportation: FTA Drug and Alcohol screening, post-accident testing, and other Safety Sensitive requirements?	This is not required for ridesharing in any city in Minnesota.	We operate under the Taxi Exemption since this is a user choice.	Yes, but it would be important to note and make sure the Met Council is aware that any vehicle in the US that has a capacity of 7 or less does not have the FTA requirements. Only some of the FTA requirements apply to 8-15 capacity vehicles and only 16+ capacity vehicles have all the FTA requirements. These requirements need to be written into any contract if you want them to be mandated by the provider.	Yes
Are drivers subject to DOT physicals?	This is not required for rideshare drivers in any city in Minnesota.	We operate under the Taxi Exemption since this is a user choice	No, in MN this is only required for Limos and vehicles of 8 or greater capacity. Anything smaller is deemed a taxi and subject only to municipal laws, not state. DOT physicals are easy and inexpensive to get (they are a drug screening and eye exam essentially), so if required in the contract drivers doing these trips would acquire them.	Yes

# TRANSIT TEAM, INC.

“DRIVING TOWARD EXCELLENCE”

## A METRO MOBILITY PROVIDER'S EXPERIENCE AND INSIGHT



# Company Background

- Transit Team, Inc. was founded in 1959 and has been a provider of Metro Mobility service since 1986
- In July 2012, Transit Team was acquired by Mike and Stacie Richter from the former family ownership group
- We are headquartered in Minneapolis, MN. In 2016, we added a second facility in Maple Grove, MN
  - 320 employees consisting of: 260 drivers, 22 reservations staff, 16 maintenance staff, 12 dispatch/routing staff and 10 admin staff
  - 221 Metro Mobility vehicles and 15 private vehicles
- Transit Team is a provider of paratransit transport services, which include:
  - Metro Mobility Demand Services – West Zone
  - Private paratransit services with agencies such as:
    - Workabilities, CIP, TRAIL and Make-a-Wish MN

# West Zone Experience

- 2010 contract year performance statistics:
  - Pick-up on-time performance (OTP) averaged over 98%
  - Appointment time OTP averaged over 91.5%
  - Productivity averaged over 1.79
- 2016 contract year performance statistics:
  - Pick-up OTP averaged over 95%
  - Appointment time OTP averaged over 85%
  - Productivity averaged over 1.96
- From 2013 – 2017, average daily rides have increased by 23%
- The increase in ridership, combined with economic and environmental factors have made maintaining some of the contractual performance criteria difficult – particularly appointment times

# Metro Mobility Operations

- Metro Mobility is a shared-ride service
  - 75% of our trips are shared-ride
  - Most shared-ride trips occur during “peak” hours
- Scope of our operations:
  - Transit Team’s busiest days start with more than 3,400 scheduled rides
    - This will leave more than 200 rides “unrouted” on our busiest days
  - Same-day cancels average about 10%
  - No-shows and cancel at the door (COA) average about 3-4%
- Fluid service
  - Service changes happen so quickly – cancels, no-shows, COAs
  - Pre-day driver manifests become obsolete
  - Major service delays happen quickly
    - Issues with locked doors, client incidents, accidents/incidents and “rebook rides”

# Metro Mobility System Challenges

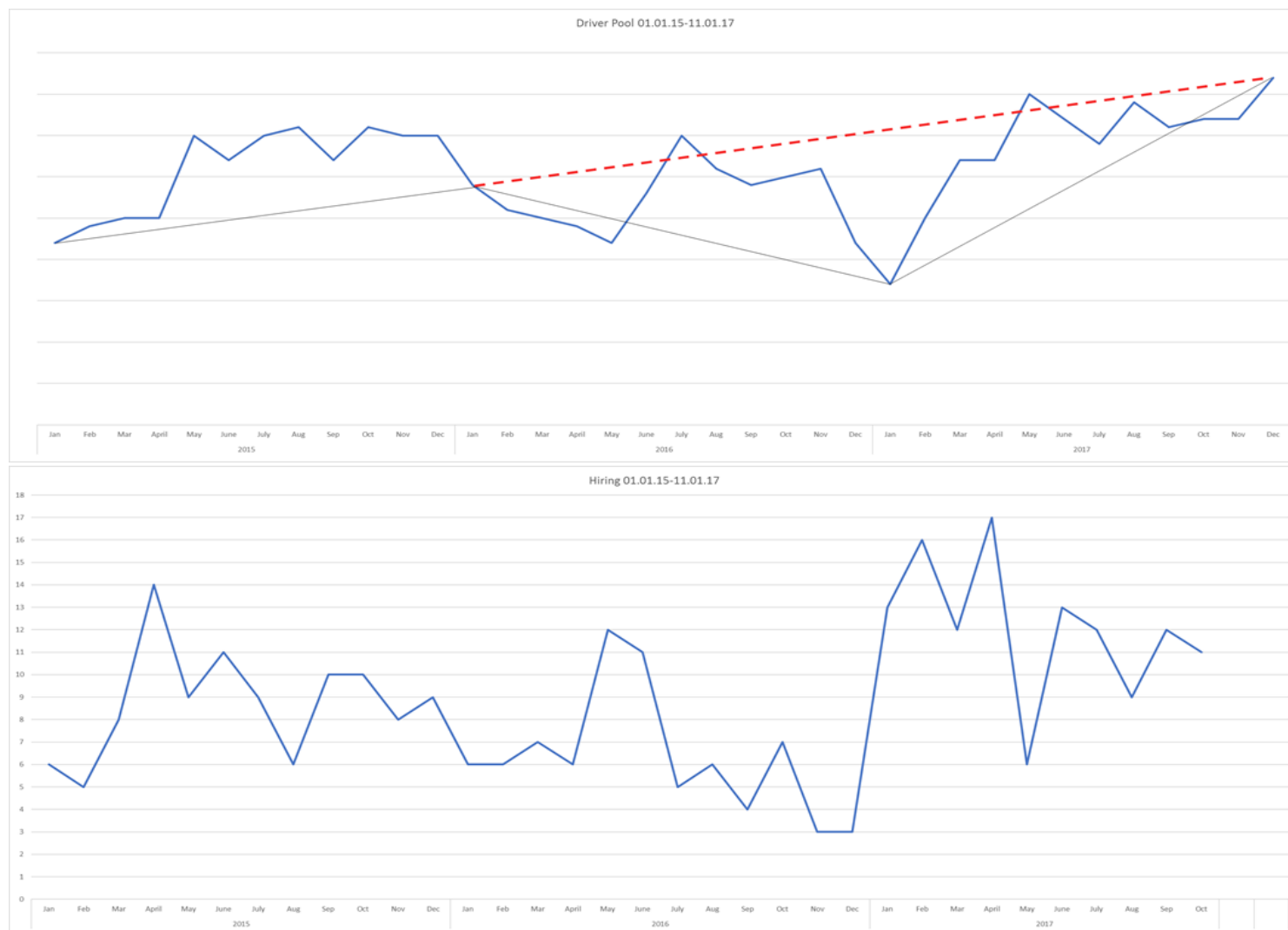
- Operational factors:
  - Closed, locked or unstaffed locations
  - Passenger behavioral issues
  - Congested pickup/drop-off locations
  - “Rebook” rides – commitment to getting all passengers home
    - Not enough time planned by clients for appointments (Medical/dialysis, social appointments, etc.)
    - Other passengers are impacted (pickup times, appointment times and on-board times)
- Environmental factors:
  - Weather conditions – snow and rain
  - Traffic and road construction/congestion
    - West zone has a high population density
    - Major construction projects (Hwy 494, 100, 169 and 94)
    - Municipal projects
- Inside factors:
  - Staffing levels and driver turnover – Always hiring drivers!

# Transit Team Driver Hiring

- Economical factors:
  - MN unemployment rate under 4% since early 2014
  - Indirect hiring competition (Amazon, UPS, etc.)
  - Direct competition (Metro Transit, school bus, etc.)
  - Transient workforce
- What we've done in the past...
  - Higher shift differentials
  - Flexible/part-time shifts
  - Hiring bonus
  - Referral bonus
  - Additional compensation
- October 1<sup>st</sup> – Higher starting wages for drivers



# Driver Retention/Turnover



# Metro Mobility Technology

- Trapeze
  - Tool for booking, scheduling, routing, dispatching and performing rides
- “Ranger” Mobile Data Terminal (MDT)
  - Tool in all Metro Mobility vehicles
  - Electronic manifests for drivers
  - Canned messages for dispatch
  - GPS and mapping
  - All manifest additions/cancelations are sent electronically
- Cubic Go To readers
  - Tool in all Metro Mobility vehicles to accept payment from Go To cards
- We are so reliant on our technology that when it fails, our operations are significantly impacted

# Questions & Answers

# MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday | December 13, 2017  
Robert Street Chambers | 9:00 AM-11:30 AM

## AGENDA

### I. CALL TO ORDER—9:00 a.m.

### II. APPROVAL OF AGENDA

### III. APPROVAL OF MINUTES

November 15, 2017 meeting of the Metro Mobility Task Force

### IV. INFORMATION

1. Report out from small groups—9:05 a.m.
  - Industry experience – Steve Pint, Transportation Plus
  - Customer experience – David Fenley, Minnesota Council on Disability
  - Current operations and cost – Council Member Deb Barber, Metropolitan Council
2. Minnesota Council on Disability Presentation—Margot Imdieke Cross, Accessibility Specialist, Minnesota Council on Disability—9:30 a.m.
3. Department of Human Services Presentation— Matt Knutson, Fiscal Policy Team and Diogo Reis, Legislative Policy Director, Minnesota Department of Human Services—10:15 a.m.
4. Blue & White Taxi Presentation—Zach Williams, General Manager, Blue & White Taxi—10:45 a.m.
5. Mobility 4 All Presentation—John Doan, Mobility 4 All—11:00 a.m.
6. Next meeting—Wednesday, January 10 at 9:00 a.m.

### V. ADJOURNMENT—11:30 a.m.

JT Joint business item; presented at two or more committees prior to being presented at Council  
SW Action taken by Committee and Council the same week  
\* Additional materials included for items on published agenda  
\*\* Additional business item added following publication of agenda  
\*\*\* Backup materials available at the meeting

## Minutes of the

### REGULAR MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday, November 15, 2017

**Committee Members Present:** Commissioner Karla Bigham, Metropolitan Council Member Deb Barber, David Fenley, Terriann Thommes, Steve Pint, Commissioner Jon Ulrich, Commissioner Gayle Degler, City Council Member Dick Vitelli, Commissioner Marion Greene, Frank Douma, Carla Jacobs

**Committee Members Absent:** Matt Knutson, Mike Sutton, Commissioner Scott Schulte, Stewart McMullan, Ken Rodgers, Commissioner Jim McDonough, Jon Walker

### CALL TO ORDER

A quorum being present, Metropolitan Council Member Deb Barber called the regular meeting of the Metro Mobility Task Force to order at 09:15 a.m. on Wednesday, November 15, 2017.

### APPROVAL OF AGENDA

It was moved by Commissioner Degler, seconded by Council Member Vitelli to approve the agenda.  
**Motion carried.**

### APPROVAL OF MINUTES

It was moved by David Fenley, seconded by Council Member Vitelli to approve the minutes.  
**Motion carried.**

### INFORMATION

1. **TNC/Taxi Q&A review and discussion**—Karla Bigham, Washington County Commissioner and Deb Barber, Metropolitan Council Member—9:15 a.m.

Met Council Member Deb Barber led the task force through the TNC/Taxi matrix. Uber and Lyft explained that each partnership they enter into is unique, so the potential Metro Mobility partnership could not fully be encompassed in the presented matrix at this time. The task force discussed the three main branches of discussion for a potential partnership that need to be addressed: the vehicle, the driver and the technology. There was discussion around what the “deal breakers” could be for potential providers around ADA service required under law. The Cost and Operations subgroup was tasked with putting together a new document that teased out each of the main questions surrounding TNCs/Taxis and ADA service that delved into if each was possible and if so, at what cost. The discussion will be reported out at the December 13 full task force meeting.

2. Report out from small groups—9:45 a.m.

Steve Pint reported on the activities of the Industry experience small group. The group discussed the need for a more refined matrix – similar to the one discussed during the previous agenda item – and working with the current providers to understand existing service. The group plans to meet every two weeks and will be working closely with the Current Operations and Cost small group.

David Fenley reported on the activities of the Customer experience small group. This small group plans to focus on Premium Same Day Service and the potential that service model has for TNCs and Taxis. The group also wanted to get a better understanding of what “public” information can be analyzed to get to the core of these issues and it’s potential.

Metropolitan Council Member Deb Barber reported on the activities of the Current operations and Cost small group. They plan to focus on understanding current costs, whether they are appropriate, identify where there could be some efficiencies, identify administrative and other challenges that drive up costs. Specific questions the group plans to explore are: Can ADA-level service be provided by alternative providers? Is it possible to have Metro Mobility focus on ADA rides and have different providers take non-ADA rides?

**3. Primary contractor presentation—Michael Richter, Transit Team—10:15 a.m.**

Michael Richter of Transit Team, led the Task Force through current operations of a Metro Mobility primary contractor. Transit Team is the primary contract for Metro Mobility On-Demand Services in the west zone on the metro area. From 2013-2017, the average daily rides have increased by 23%. Mr. Richter outlined some of the challenges the system is facing, including increased demand, driver turnover, low driver wages, and weather conditions. Task Force members asked several questions surrounding driver tenure and if the recent wage increases could help alleviate the issues they see, what the dispatching protocol looks like, and what kind of training drivers get prior to picking up customers. Mr. Richter also said that two important things to highlight in the Task Force's report to the Legislature are the lack of funding makes it hard to compete for good workers and that the length of trip can make the system less efficient.

**4. Next meeting—Wednesday, December 13 at 9:00 a.m.**

Prior to adjournment, the task force agreed to allow Metropolitan Council staff to begin preparing preliminary and background information for the Task Force's report to the legislature. Staff was directed to begin preparing an overview of the history of the Metro Mobility program and current operating conditions.

**ADJOURNMENT**

Business completed, the meeting adjourned at 11:20 a.m.

Zoë Mullendore  
Recording Secretary



# Cost Subgroup Report to the Metro Mobility Task Force

November 30<sup>th</sup> Meeting

December 13, 2017



# Vehicle Lease Information

- Concept of Metro Mobility leased vehicles
  - Funding Implications
    - Over the past 5 years, approximately 50% of funding for vehicles comes from the Federal Transit Administration (FTA) and 50% from Regional Transit Capital (RTC)
    - RTC can not be used for lease expenses
    - Federal government prefers to own assets – must provide a compelling business reason to lease
  - Metro Mobility Capital cost per passenger trip for buses and technology
    - Capital investment in buses and bus technology 2012-2016 = \$38.3M
    - Average \$3.88/per passenger trip
  - Potential Barrier
    - Enterprise does not currently allow vehicle subleases
  - Follow-up Questions
    - Can the service contractors directly lease vehicles?
    - What would it cost to lease a vehicle comparable to those used by Metro Mobility?



# Breakdown of Metro Mobility Costs

Cost Per Trip Breakdown Based on 2016 Actuals			Cost per Trip	
Contractor Costs (includes Taxi and STS)			\$49,769,865	
# Trips			2,233,229	
Average Contractor Cost Per Trip			\$22.29	
Admin (HR, IT, Payroll, Budgeting, Accounting, Insurance)			11.74%	\$2.62
Facility Lease or Amortization			2.98%	\$0.66
Facility Maintenance			0.33%	\$0.07
Utilities			0.52%	\$0.12
Direct Operating Costs (Driver, Dispatch, reservationist, scheduler)			69.96%	\$15.59
Drivers	87.59%	\$13.65		
Dispatchers	5.68%	\$.89		
Reservationists	5.46%	\$.85		
Schedulers	1.27%	\$.20		
Vehicle Maintenance			9.53%	\$2.12



## Breakdown of Metro Mobility Costs

Drug and Alcohol Program	0.24%	\$0.05
Driver Training	0.67%	\$0.15
Other	4.02%	\$0.90
Fuel		\$1.76
Met Council Admin (Managers, Customer Service, contract oversight, IT, Legal, Payroll, HR, Technology, Communications)		\$1.97
Cost Per Passenger w/o Vehicle Capital and Equipment		\$26.01
Add: Vehicles and Equipment		*\$3.88
Total Cost		\$29.89
Average Trip Length (Includes Agency Service)		9.37
* Based on 2012-2016 actual fleet purchases and ridership		



# Survey of Regulatory Requirements

Regulatory Category for ADA Complementary Service		Federal/State
1	Equal response time for rides requiring accessible vehicle	Federal
2	Zero denials	Federal
3	Random Drug and Alcohol Sampling	Federal
4	Passenger Escort	Federal
5	Disability Awareness Training	Federal
6	Reasonable Suspicion Procedures	Federal
7	DVS and Criminal Records Review (initial and annual)	Federal
8	Service quality reporting (on-time pickups, appts, on-board time)	Federal
9	Shared Ride	Federal
10	Radio dispatch – immediate response time	State
11	Insurance Minimums and Council Indemnification	State
12	Average cost for an 11.2 mile trip	NA



# Survey of Regulatory Requirements

- Survey sent to Uber, Lyft, 10/10 Taxi, Transportation Plus, Transit Team, First Transit
- Questions for each category were:
  - Does your current service model meet standard?
  - If model doesn't meet standard, does your company have an interest in meeting standard?
  - What is the estimated cost of meeting each standard?





# Survey Highlights – MN Model

- Transit Team and First Transit meet all regulatory requirements

Regulatory Category – Current MN Model		Transportation Plus	10/10 Taxi	Uber	Lyft
1	Equal response time (sufficient accessible vehicles)	Y	N	N	N
2	Zero denials	Y	N	N	N
3	Random Drug and Alcohol Sampling	Y	N	N	N
4	Passenger Escort	Y	Y (add \$2)	N	N
5	Driver Training (40 hours)	N	N	N	N
6	Reasonable Suspicion Procedures	N	N	N	N
7	Initial and annual driving and Criminal Record Checks	N	Y	Y	N
8	Service quality reporting	Y	Y	Y	Y
9	Shared Ride	N	If allowed by contract	N	Y
10	Radio Dispatch	Y	Y	?	Y
11	*Insurance Minimums and Council Indemnification	N	If contract requires	N	No response

\* Multiple part question based on coverage category. Any “no” response in category is captured as “N” for this purpose



## Survey Highlights – Available in other state or interest in adopting?

Regulatory Category – Other or Potential Model		Transportation Plus	10/10 Taxi	Uber	Lyft
1	Equal response time (sufficient accessible vehicles)	Y	Y	Y	Y
2	Zero denials	Y	Y	Y	Y
3	Random Drug and Alcohol Sampling	Y	Y	N	N
4	Passenger Escort	Y	Y	N	Y
5	Driver Training (40 hours)	Y	Y	N	Y
6	Reasonable Suspicion Procedures	N	N	N	N
7	Initial and annual driving and Criminal Record Checks	Y	Y	Y	N
8	Service quality reporting	Y	Y	Y	Y
9	Shared Ride	Y	Y	Y	Y
10	Radio Dispatch	Y	Y	?	Y
11	*Insurance Minimums and Council Indemnification	N	Y	N	No response





## Cost Information

- Average provider cost per 11.2 mile trip in 2016

Provider	Cost
Transportation Plus	\$26.30
10/10 Taxi	\$24.00*
Transit Team	\$28.85
First Transit South	\$29.36
First Transit East	\$29.31
Uber	\$17.00* <sup>1</sup>
Lyft	\$22.00* <sup>1</sup>

\* Does not include the capital cost of accessible vehicles

<sup>1</sup> Prices may vary based on demand

- Public transit is shared ride service. Rides that are provided through a non-shared service model are not reportable as public transit. Loss of federal formula funds for an 11.2 mile trip is approximately \$4.70/trip.



## Disability Awareness: The Basics II

Margot Imdieke Cross | Accessibility Specialist

According to the Americans with Disabilities Act, approximately 20% of the population has a disability as defined by law.

The definition of disability used by the ADA:

- A record of such an impairment; or
- A physical or mental impairment that substantially limits one or more major life activity;
- Being regarded as having such an impairment.

# Disability Language Guide (1)

Historically, the words used to describe a person with a disability generally described a person of lesser worth. A person with a disability has, in the past been considered a burden, someone who needs to be taken care of and certainly someone who had little to contribute towards their self-care or to the whole of society.

# Disability Language Guide (2)

Words such as cripple, dumb, afflicted, defective, patient, victim and invalid were commonly used to describe someone with a disability.

We as a society, are starting to recognize that people with disabilities are people first. We are our country's mothers, fathers, students, teachers, bosses, lawyers, doctors, children and so on. In addition, the myths associated with disability are being regularly dispelled.

We are beginning to recognize the contributions many prominent individuals with disabilities have made to society at large.



# Disability Language Guide (4)

- Abraham Lincoln
- Vincent van Gogh
- Harriet Tubman
- Ludwig van Beethoven
- Albert Einstein
- Franklin Delano Roosevelt
- Susan B. Anthony

- Stephen Hawking
- Stevie Wonder

These are just a few of the many individuals with significant disabilities who have made remarkable contributions to art, science, politics, communication & entertainment.

# Responding to Disability: A Question of Attitude (1)

Which of the following positions has NOT been filled by a person who is legally blind?

- a) photographer
- b) airplane pilot
- c) chemistry professor
- d) all of the above

## Responding to Disability: A Question of Attitude (2)

You are talking to a person with a severe speech disability. You have asked the person to repeat herself in order to understand what she is saying. However, the person has now repeated one phrase 4 or 5 times and you still don't understand. You should:

# Responding to Disability: A Question of Attitude (3)

- a) give up and go on, assuming you will get the meaning from the context of the rest of the conversation.
- b) ask again and again to have the sentence repeated, until you do understand.
- c) ask the person to spell out the words or use an alternative word or phrase.
- d) get someone else who understands the person better to come over and serve as an interpreter.
- e) make a joke about the situation and laugh at your inability to understand the person.

# Responding to Disability: A Question of Attitude (4)

A person who is Deaf or hard of hearing and a good lip reader will be able to see the following percentage of spoken sounds by watching the lips of a speaker.

- a) 80 to 90%
- b) about 50%
- c) 30% to 40%

# Responding to Disability: A Question of Attitude (5)

Which of the following disabilities preclude a person from getting a driver's license.

- a) deafness
- b) learning disability
- c) quadriplegia
- d) blindness
- e) epilepsy
- f) a and d above
- g) all of the above

# Disability Etiquette (1)

- While it may be rude to ask personal questions, do not make believe the disability does not exist.
- People with disabilities are “just” people.
- Do not be afraid to make a mistake... Relax.
- There are many disabilities that are invisible.
- Never assume you know what a person with a disability wants or needs – **COMMUNICATE!**



# Disability Etiquette (2)

- When talking to a person with a disability, talk directly to that individual, NOT the friend, companion, sign language interpreter or CART provider who may be present.
- If offering assistance, ALWAYS wait for a response and then follow the instructions.
- Treat adults in a manner befitting adults.
- Offer people with a disability the same dignity, consideration, respect, and rights you expect for yourself.

# Disability Etiquette (3)

- If talking to a person using a wheelchair for any length of time, try to place yourself at his or her eye level.
- DO NOT patronize anyone who uses a wheelchair, do not be overly familiar.
- Do not lean on someone's wheelchair or push someone in a wheelchair without specific permission.

# Disability Etiquette (4)

- DO NOT be afraid to ask someone with a speech disability to repeat a sentence or statement.
- DO NOT pretend to understand if you do not.
- Do not raise your voice. Many people with speech disabilities can hear you.
- If unsure, repeat what the person tells you to confirm that you understood.
- You may need to give individuals extra time to respond.

## Disability Etiquette (5)

- Before speaking to a person with a hearing loss, be sure to get their attention. It's okay to wave your hand, tap the person on the shoulder or arm, rap on the table/desk or flick the lights on and off.
- There is a range of communication preferences and styles among people with hearing loss. If you're not sure what to do, it's okay to ask the person.

# Disability Etiquette (6)

- DO NOT assume that someone who is deaf or hard of hearing is lip reading.
- Talk “normally.” There’s no need to over-enunciate or shout or slow down your rate of speech (unless you know you are a speed-talker!).
- DO NOT look away while talking to a person who is deaf or hard of hearing.

# Disability Etiquette (7)

- If greeting a person who is blind or has low vision, always identify yourself and those who are accompanying you.
- When assisting or guiding a person who is blind or low vision, allow him/her to take your arm and give directions if appropriate.
- Be sure to communicate to the person who is blind or low vision when you are leaving.

# Disability Etiquette (8)

- If the person who is blind or low vision is using a service dog:
  - Ignore the service animal as it is working;
  - Ask the handler if he or she needs more seating space for the animal and if they want to be seated in the wheelchair area;
  - If other service dogs are present, be sure to inform the handler and ask their preference.



# For Information or Assistance

## Contact:

Margot Imdieke Cross

Minnesota Council on Disability

121 East 7th Place, Suite 107

Saint Paul, Minnesota 55101

651.361.7800 (VRS)

1.800.945.8913 (VRS)



**DEPARTMENT OF  
HUMAN SERVICES**

## Medicaid Transportation Overview

Diogo Reis– Benefit Policy Manager

Matt Knutson – DSD Fiscal Policy

# Presentation Topics

## Transportation options in Medicaid

- Disability Services Transportation Options Overview
- Nonemergency Medical Transportation Overview

# Disability Services -Waiver Transportation Service

- Waiver Transportation provides transportation for services in the community with the exception of transportation authorized as part of full-day DT&H.
- Waiver Transportation must be necessary to meet individuals' needs as stated in a support plan.
- Waiver transportation rates are market rate services. Lead agency and service providers determine an appropriate transportation rate based on an individual's community support plan.
- Waiver transportation can include the purchase of bus or light rail passes, payment for taxicabs, or the purchase of rides through other commercial common carriers. Waiver transportation can also reimburse individual drivers using private automobiles.

# Disability Services –Day Training and Habilitation Transportation Service

- Day Training and Habilitation (DT&H) Services Transportation provides transportation to and from Day Training and Habilitation services.
- Individuals must have a full-day of DT&H service authorized.
- This service has a transportation payment framework.
- Transportation costs are bundled in with DT&H service costs.

# Transportation Service Gap

- Every other year DHS conducts a Gaps Analysis Study for long-term services and supports in the state.
- Access to transportation has been identified as a significant gap by providers, individuals, and lead agencies in the DHS conducted Gaps Analysis. This study conducted in 2015 found that:
- Non-medical transportation was cited as the top service gap among service providers;
- Stakeholders representing advisory groups, provider associations, government agencies, and managed care organizations indicated that non-medical transportation was one of the services with critical gaps across the state;
- Non-medical transportation was often rated as having significant or large gaps by lead agencies; and
- Transportation was cited as a key barrier for individuals accessing other needed services

# Research and Analysis Project

- In order to achieve community integration and community employment goals set forth in the Olmstead Plan, waived transportation options need to be increased.
- Identification of integrated transportation solutions across different funding sources and service providers will help achieve increased transportation options and community integration.
- Department of Human Services received an appropriation to initiate a process to research and develop comprehensive recommendations to redesign the waived transportation system.
- Through the RFP process, DHS will solicit proposals to complete the research and analysis necessary to make recommendations to the legislature to redesign the waiver transportation system.



# Nonemergency Medical Transportation Overview (NEMT)

- NEMT program provides the safest, most appropriate and cost-effective mode of transportation to get to and from medical appointments.
- Service is available to individuals on Medical Assistance and some on MinnesotaCare

# Nonemergency Medical Transportation Overview (NEMT)

- Seven Modes of Transportation:
  - Mode 1 – Client reimbursement
  - Mode 2 – volunteer transport
  - Mode 3 – unassisted transport
  - Mode 4 – assisted transport
  - Mode 5 – lift-equipped transport
  - Mode 6 – protected transport
  - Mode 7 – stretcher transport

# Nonemergency Medical Transportation Overview (NEMT)

- Level of Need Assessment
- County Administers Modes 1-4
- State Administers Modes 5-7
- NEMT rates are found in MN Statute

# Discussions with Metro Mobility

- Level of Service
- Usual and Customary

# Thank you!

# Blue & White Service Corp

Minnesota created. Riide Local

# Who are we?

- Blue & White is comprised of roughly 300 vehicles. You will find evidence of Blue & White in the Minnesota History Museum dating back to the 1920s.
  - In 2007 Blue & White purchased, managed and dispatched for ABC Taxi.
  - In 2015 Blue & White purchased, managed and dispatched for Rainbow Taxi.
  - On December 1st, 2017, a purchase was made of Red & White Taxi. Blue & White will take over management and dispatching by the end of December
  - We have expanded our fleet with our TNC group "Riide" (formerly Cruz) obeying the same laws and having our drivers obtain the same training requirements as our licensed taxis.



# We did not need an app for this

- Of the 300 vehicles, none are owned, managed or leased by the companies. We have independent owner operators, and independent contracted drivers that have to complete all municipal, state and federal laws.
- In 2005 we started offering loans to drivers to become owner operators. We grew from a fleet of 43 cars amongst 12 owners to a fleet of 300 vehicles with over 145 different owners. These loans were offered interest free. We transitioned drivers into owners of their business, some opting to own 3-5 vehicles themselves.
- Our model is based on:
  - Honest and trusting relationships with our customers, drivers, owners and staff.
  - Sharing of knowledge amongst all partnerships.
  - Risks are never a bad thing. We are own competitors, and thus we must always push ourselves to try new things.

# Technology

- We have been on a computerized dispatch system since 1991.
  - We currently use iCabbi, and were the first fleet in the United States to use it.
- In 2010 we became one of the first taxi companies in the Twin Cities to have backseat credit card machines in the back of our cabs. We currently use Verifone, where a signature can be captured on the terminal. We can send invoices with these captured signatures.
  - The devices have also been deemed ADA compliant in New York City, as it will announce the cab #, and will announce the rate.
- Cameras were put into every cab in 2015. Over the next year we are putting in more sophisticated cameras that will help drivers driving behaviors
- We just launched our Riide app, where corporate accounts a long with regular customers can donate 5% of all proceeds to local charities.

# Public Transit - its what we are.

- Everything we do is to help serve the public and its convenience. One of the strengths of taxi companies is that we have a customer service group that works 24/7/365.
- Our strength is on demand service, time calls and dealing with all the stringent requirements behind HIPAA and state rules.
- On demand routing software that will allow us to change routes for drivers on the go. Manifests can be sent out the night before, and changed on the go to ensure equilibrium between drivers and routes.
- Transportation debit cards where riders can purchase a certain amount of rides (dollar amount) or get government assistance pushed to them direct.
- State certified instructor on staff for training

# Data Sharing

- Blue & White is fully committed to as much transparency as mandated. We can submit monthly reports of:
  - Active drivers – any driver who has not driven more than 30 days is taken off our active roster and they must submit a new MVR.
  - Accidents – Blue & White has a onsite insurance agent who is employed by Atlas Insurance. This person monitors all accidents, saves footage, and gathers all paperwork of any incident for onsite storing.
  - We can submit monthly reports of orders that have been:
    - Completed
    - Cancelled
    - No Show
    - Pick up time, drop off time, and actual miles driven as well as any wait time.
    - We record all calls between staff and customers and drivers, as well as customers and drivers. A customers number is never given to a driver.
  - Ask - because we can probably give you that too.

# Requirements *Vehicles*

- Vehicle Requirements
  - All vehicles are inspected twice a year.
    - First is a Minneapolis model vehicle inspection. Copies are submitted to the City of Minneapolis as documentation.
    - Second is a State of Minnesota DOT inspection, submitted to the State of Minnesota as documentation.
  - All vehicles have car seat, fire extinguishers, emergency triangles, first aid kits, fluid clean up kits and seat belt cutters.

# Requirements

## *Drivers*

- All drivers have to undergo training and supervision.
- Step One: All drivers have their driving records checked. They are then entered into our eSupervision account to monitor driving records real time.
- Step Two: They must complete what is known as Twin Cities Taxi Training. An online class which has videos and many small quizzes. They cannot advance and finish unless they complete each section and answer all questions accurately.
- Step Three: They must complete the State mandated DOT training. In accordance to state law, this must be completed every three years. This includes first aid skills, defensive driving, customer sensitivity and other things.
- Our materials are all produced and taught by an instructor who has been approved by the State of Minnesota and City of Minneapolis, and who is an employee of Blue & White.



# 21<sup>st</sup> Century Paratransit & Special Needs Mobility

Providing High Quality, Cost Effective  
Transportation for People with Disabilities  
and Seniors

John Doan

**CONFIDENTIAL – DO NOT DISTRIBUTE**



# “I AM MY BROTHER’S KEEPER”



Galang Refugee Camp - 1979



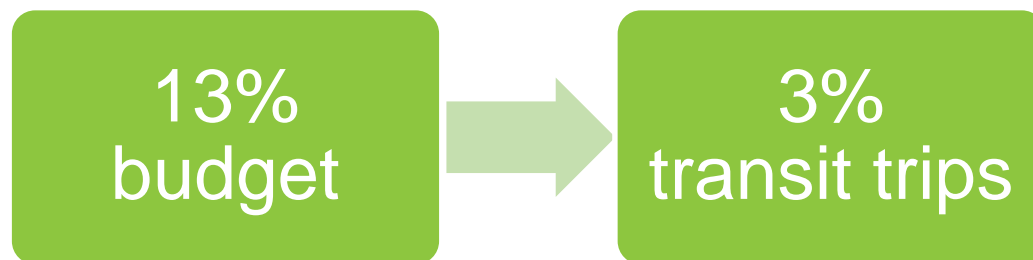
MN State Capital - 2017

# Metro Mobility - Exemplary Paratransit provider compared to peers agencies



- Low relative cost (~\$30/trip, ~\$3/mile)
- Expanded service area beyond ADA requirements
- Fully ADA Compliant
- First and last resort option for door thru door service
- Commitment to service

# Metro Mobility Task Force Charge



- Met Mo is 3% of regional transit trips, consumes 13% of transit budget
- Ballooning demand, rising costs
- Driver shortage
- Service complaints
- Capture positive disruptive influence of TNCs
- Emergence of AV technology



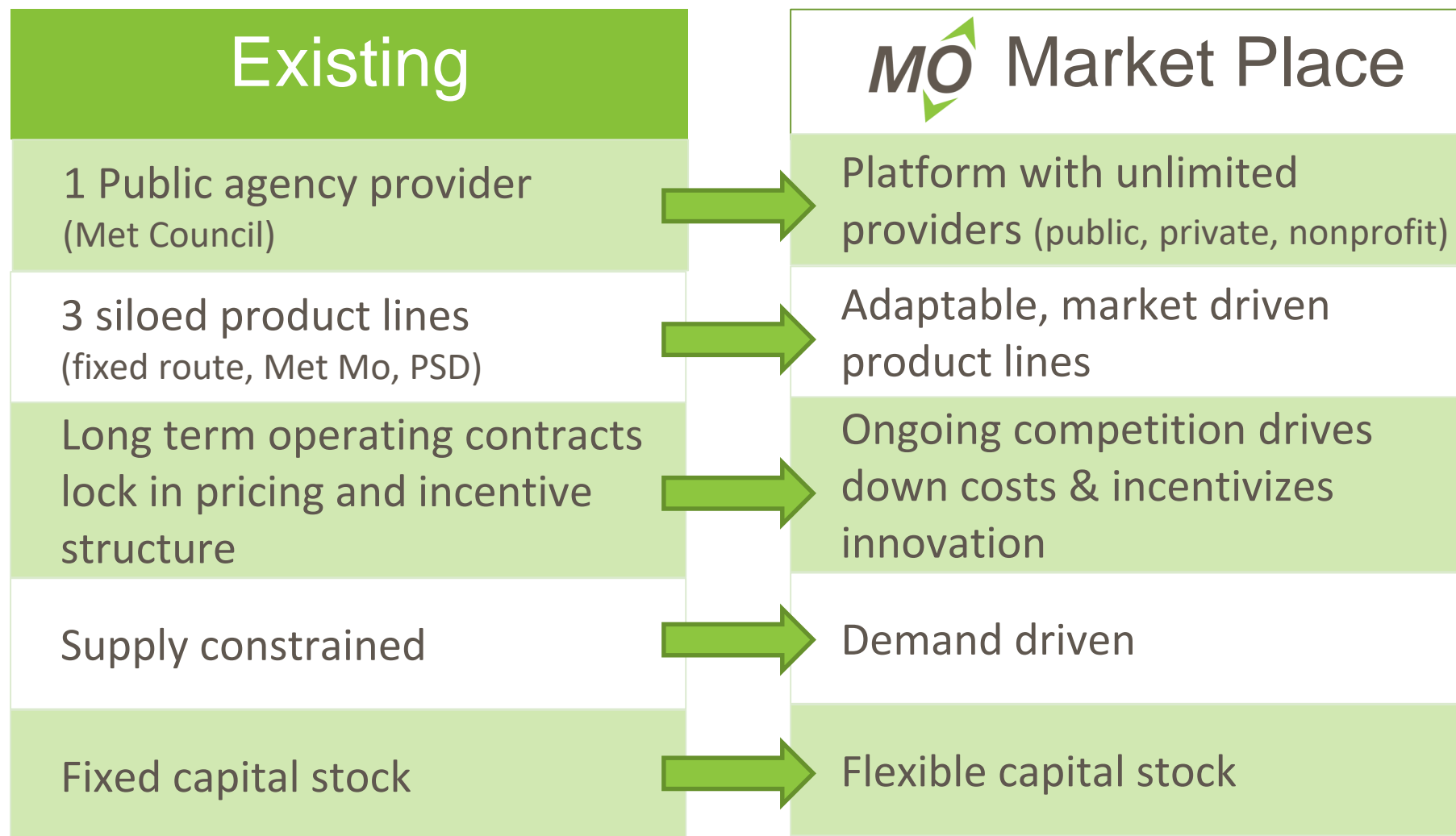
## Using existing publicly contracted models

6-8%  
annual  
demand  
growth

Reduce  
costs  
with  
driver  
shortage

Sustain  
reliable,  
quality  
service

# Rethinking Paratransit for 21<sup>st</sup> Century



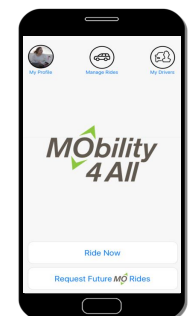
*Service* **TRUST**

*Respect*









	Family & Friends	Public Transit	Paratransit	Ride Hailing & Taxis	MO
On Demand	✓			✓	✓
Reliable & Available				✓	✓
Door thru Door, Accessible Service	✓		✓		✓
Highly Vetted & Trained Drivers		✓	✓		✓
Favorite Driver Library	✓				✓
Caregiver & Call Center Support					✓
Streamlined, Accessible Payment Processing		✓	✓		✓

# Twin Cities **MO** Pilot

Proudly partnering with



Pre-pilot  
testing  
Jan 2018

MO Tech  
platform  
launches  
Spring 2018

Official launch  
Summer 2018

# Path to Mobility Independence

## Twin Cities Pilot (2018-2019)

- Brokerage
- B2B Sourcing
- Driver Vetting & Training Systems
- Call Center
- Payment Processing



## Expansion to 10 US Markets (2019-2020)

- 3+ million rides/year
- 2,500+ drivers
- Graduated driver to caregiver training program



## Integration of AVs (2021 +)

- Integrate Self Driving Vehicles
- Transition Drivers to Caregivers



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## ABOUT » OUR MISSION AND MEMBERS

Our mission is to promote the benefits of fully self-driving vehicles and support the most safe and rapid deployment possible of these innovative and potentially life-saving technologies.



### OUR MEMBERS



### OUR PARTNERS



# Recommendations

1. Be BOLD! Small problems can be tweaked, while big problems necessitate systems change
2. Think out-of-the-box about how to procure new, tiered service options
3. Give riders and their caregiver choices
4. Create appropriate incentives for service providers and riders
5. Allow for cross utilization of assets and providers
6. Break down funding and regulatory barriers between transit and human service programs



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# MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday | January 10, 2018  
Robert Street Chambers | 9:00 AM-11:30 AM

## AGENDA

### I. CALL TO ORDER—9:00 a.m.

### II. APPROVAL OF AGENDA

### III. APPROVAL OF MINUTES

December 13, 2017 meeting of the Metro Mobility Task Force

### IV. INFORMATION

1. Industry Experience Group Presentation of service level approaches—Steve Pint, Transportation Plus
2. Current Operations and Cost Group comments on service level approaches and other findings or recommendations—Deb Barber, Metropolitan Council Member
3. Customer Experience comments on service level approaches and other findings or recommendations—David Fenley, Minnesota Council on Disability
4. Review draft outline of the legislative report— Nick Thompson, Director, Metropolitan Transportation Services (MTS), Metropolitan Council
5. Next meeting—Wednesday, February 7 at 9:00 a.m.

### V. ADJOURNMENT—11:30 a.m.

JT Joint business item; presented at two or more committees prior to being presented at Council  
SW Action taken by Committee and Council the same week  
\* Additional materials included for items on published agenda  
\*\* Additional business item added following publication of agenda  
\*\*\* Backup materials available at the meeting



## Minutes of the

### REGULAR MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday, December 13, 2017

**Committee Members Present:** Commissioner Karla Bigham, Metropolitan Council Member Deb Barber, David Fenley, Bob Platz, Steve Pint, Commissioner Jim McDonough, Commissioner Scott Schulte, Commissioner Gayle Degler, Frank Douma, Ken Rodgers, Matt Knutson

**Committee Members Absent:** Mike Sutton, Stewart McMullan, Jon Walker, Commissioner Jon Ulrich, City Council Member Dick Vitelli, Commissioner Marion Greene, Carla Jacobs

### CALL TO ORDER

A quorum being present, Metropolitan Council Member Deb Barber called the regular meeting of the Metro Mobility Task Force to order at 09:00 a.m. on Wednesday, December 13, 2017.

### APPROVAL OF AGENDA

It was moved by Commissioner Degler, seconded by Steve Pint to approve the agenda.  
**Motion carried.**

### APPROVAL OF MINUTES

It was moved by Commissioner Bigham, seconded by Commissioner Degler to approve the minutes.  
**Motion carried.**

### INFORMATION

#### 1. Report out from small groups—9:05 a.m.

- **Industry experience** – Steve Pint, Transportation Plus

Steve Pint reported that the Industry Experience group was scheduled to meet the following week and they would largely be discussing the matrix that the Cost small group developed. The Industry group planned to add in their potential service models into the matrix and then send it back to the Cost group for review prior to the Jan. 10 full meeting.

- **Customer experience** – David Fenley, Minnesota Council on Disability

David Fenley reported that the Customer Experience group has been focusing its efforts on examining the legality of potential service options and what role new providers can play in the system. The group sees opt-in programs like Premium Same Day service as a good entry point for TNCs and other taxi companies. This group will have more detailed information for the full task force at the Jan. 10 meeting.

- **Current operations and cost** – Council Member Deb Barber, Metropolitan Council

Metropolitan Council Member Deb Barber gave a PowerPoint presentation on the latest work of the Current Operations and Cost small group. The group developed a new matrix geared toward what potential providers currently provide in terms of service, what regulatory benchmarks they achieve today, and then what the cost/interest would be in becoming ADA compliant. The

group analyzed cost information each potential provider and compared that to the average cost per trip Metro Mobility contractors have today. Their matrix was shared with the Industry Experience small group for their review and additions.

2. **Minnesota Council on Disability Presentation**—Margot Imdieke Cross, Accessibility Specialist, Minnesota Council on Disability—9:30 a.m.

Margot Imdieke Cross of the Minnesota Council on Disability presented a disability etiquette video and presentation to the task force. The presentation outlined that about 20% of Minnesotans under the age of 65 have a disability and that number reaches about 50% when you include residents over the age of 65. Margot discussed the importance of people first language in addition to the wide range of disabilities Metro Mobility customers could hold. A task force member asked if Margot had any specific recommendations for them to examine during the course of the task force's work and she asked that members keep Metro Mobility customers at the front of the conversation. This service is a lifeline for thousands of metro area residents.

3. **Department of Human Services Presentation**— Matt Knutson, Fiscal Policy Team and Diogo Reis, Legislative Policy Director, Minnesota Department of Human Services—10:15 a.m.

Matt Knutson presented the entirety of the Department of Human Services presentation. The presentation focused on the ways the Department of Human Services liaises between the Federal Government and ADA services – including the metro counties and Metro Mobility. About 400,000 Metro Mobility rides a year come through DHS programs and funding. Several of the county commissioners asked questions relating to how each county works with DHS and how federal dollars have been historically allocated, as well as discussing the important differences between non-medical and non-emergency medical trips.

Matt specified he would send additional follow up information to the committee after the meeting.

4. **Blue & White Taxi Presentation**—Zach Williams, General Manager, Blue & White Taxi—10:45 a.m.

Zack Williams of Blue and White Taxi presented an overview of the company's current service, driver training and standards, and fleet. Blue and White provides roughly 25,000 non-EMT rides a month and has a fleet of 300 vehicles. Their app Riide launched in 2017 and helps customers book rides in advance and on-demand. A task force member asked if the Riide app voice-over capable? It is not and therefore not fully accessible. During Q&A, it was determined that Blue and White Taxi chooses to pay the City of Minneapolis monetary fine rather than have the mandated 10% of fleet be wheelchair accessible. The Co-chairs asked that the Current Operations and Cost small group's matrix be shared with Blue and White to have them complete.

5. **Mobility 4 All Presentation**—John Doan, Mobility 4 All—11:00 a.m.

John Doan, the Co-founder of Mobility 4 All, presented on the company's platform and what it sees as the opportunity within paratransit service in the Twin Cities region. Mobility 4 All aims to combine the benefits of family, fixed route public transit, existing paratransit service and TNCs/taxis. They believe by bringing together the driver, caregiver and rider into one mobile app, they can improve service and reduce costs all around. The current timeline for the company is to conduct pre-pilot testing in Jan. 2018, the tech platform will launch in Spring 2018 and the official launch will be in summer 2018. At members request, John Doan walked through a theoretical ride scenario, which included signing up on the app, contacting the dispatch center to schedule a ride, a contracted

driver would arrive and complete the ride. The cost would be fully covered by the rider unless a partnership with Metro Mobility were to occur and it would be comparable to a taxi ride cost.

**6. Next meeting**—Wednesday, January 10 at 9:00 a.m.

Deb Barber thanked all presenters and said the January meeting would largely be focused on final report outs from the small groups and reviewing a draft outline of the legislative report.

**ADJOURNMENT**

Business completed, the meeting adjourned at 11:30 a.m.

Zoë Mullendore  
Recording Secretary



# Industry Experience Sub-Group

## Presentation on Service Level Approaches

January 10, 2018

# Task Force Deliverables

- Identify at least 3 potential service level approaches partnering with Taxi and TNC service providers
- Identify options for reducing program costs and improving efficiency
- Provide any recommendations for program or legislative changes

# Current Metro Mobility Service Model

- FTA Paratransit Service compliance
- Door through Door escort
- Shared Ride – group ride with other passengers (primarily 15 passenger or greater vehicles)

## New Alternative Service Options

- Shared Ride – group ride
- Premium – individual ride

## New Alternative Service Levels

1. Shared: Curb-to-Curb
2. Shared STS: Door-through-Door
3. Premium: Curb-to-Curb
4. Premium STS: Door-through-Door



# Regulatory Considerations for New Options

- All Service Areas (ADA and NON-ADA)
- Service Denials (non-ADA only) based on supply/demand
- ADA Regulatory Compliant (i.e. service animals, provision of service)
- Shared STS/Premium STS Options are STS Compliant

# Customer Features

- Customer Opt-In
- Customer Chooses Service Level based on need or preference
- Customer Chooses from Contracted Providers
- On Demand or Advanced Bookings
- Phone/Online/App Booking Options

# Provider/Vehicle Types

- Taxis
- TNC's
- Other Transportation Providers
- Ambulatory/Non Ambulatory Vehicles  
(primarily 7 passengers or less)

# Provider Requirements

## Shared and Premium (Non-STS)

- Operating Authority – Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi or TNC licensing)
- Contractually Required Background Checks
- Driver Training – Provider's Internal Policy
- Vehicle Inspections – Provider's internal policy
- \$1.5M Auto Liability

# Provider Requirements (cont.)

## Shared STS and Premium STS

- Operating Authority – Special Transportation Services
- Driver Vetting - DHS Net Study Background Check/Fingerprinting
- Driver Training – NEMT/STS
- Vehicle Inspections – MnDOT STS
- \$1.5M Auto Liability

# Anticipated Advantages

- Improved Customer Choice
- Premium Options offer Individual Rides
- STS Service Levels offer higher driver and Vehicle Standards than Non STS Options
- Lower Cost Per Ride potential with demand shifts to Premium

# Anticipated Risks

- Loss of Formula Funds with Premium Options (non shared)
- Less Stringent Driver and Vehicle Standards on Non-STS Service Levels
- Provider Capacity – accessible fleet and peak availability (consider civil right impact)
- Customer experience/customer adoption
- Customer Safety and Security
- Data sharing/service oversight



# Reducing Costs and Improving Efficiency Options

- Pilots are needed to test customer adoption, proof of concepts and cost impacts.
- Programs currently under study include:
  - Feeder to Fixed Route Program
  - Group Ride Program
  - Advanced booking of “Premium Same Day” service

## Program or Legislative Changes.

- DHS waiver provisions for TNC/Taxi provided services
- Innovative technologies, including Autonomous Vehicles, should be monitored for viability in industry.
- Investments in technology and software applications may be needed to integrate multiple systems and identify best trip level service options.

**Metro Mobility Service Level Approach Options:**

Service Options		Current	Current	Current	NEW	NEW	NEW	NEW
		ADA Paratransit	Non-ADA Paratransit	Premium Same Day (not	Shared	Shared STS	Premium (not shared)	Premium STS (not shared)
	Service Area	ADA Service Area	Non-ADA Service Area	ALL Service Area	ALL Service Area	ALL Service Area	ALL Service Area	ALL Service Area
	Service Denials	No	Yes-Rides on Standby	Yes- Subject to supply/demand	Yes- Subject to supply/demand	Yes- Subject to supply/demand	Yes- Subject to supply/demand	Yes- Subject to supply/demand
	Service Level	Door-through-Door escort	Door-through-Door escort	Curb-to-Curb	Curb-to-Curb	Door-through-Door escort	Curb-to-Curb	Door-through-Door escort
	Booking Type	Advanced	Advanced	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced
	Booking Options	Phone, Online/App (when available)	Phone, Online/App (when available)	Pre-Approved by MM	Phone/Online/App	Phone/Online/App	Phone/Online/App	Phone/Online/App
	Customer Opt-In	No	No	Yes	Yes	Yes	Yes	Yes
	Customer Fare Restrictions	Yes, 2x local fixed route fare	No	No, customer first \$5 + amount over \$20	No	No	No	No
	Provider Choice	No	No	Yes	Yes	Yes	Yes	Yes
	Provider Type	Dedicated-Private Provider Competitively Procured	Dedicated-Private Provider Competitively Procured	Taxi	Taxi, TNC, STS Providers	Taxi, TNC, STS Providers	Taxi, TNC, STS Providers	Taxi, TNC, STS Providers
	Vehicle Types	Primarily Accessible Vehicles	Primarily Accessible Vehicles	Ambulatory/Non Ambulatory	Ambulatory/Non Ambulatory	Ambulatory/Non Ambulatory	Ambulatory/Non Ambulatory	Ambulatory/Non Ambulatory
	STS compliance	No	No	No	No	Yes	No	Yes
	ADA Regulatory Compliance (i.e., service animals, provision of service)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Current or Interest in FTA Paratransit Regulatory Compliance	Yes	Yes - except denials - local decision	No	No	No	No	No
	Accessibility needs met	Yes	Yes		Provider Survey Response: All Providers indicate interest in compliance			
	Zero Denials	Yes	Yes		Provider Survey Response: All Providers = Yes			
	Random Drug and Alcohol Sampling	Yes	Yes		Provider Survey Response: Tplus, 10/10 taxi, Blue and White taxi = Yes, Uber and Lyft = No			
	Passenger Escort	Yes	Yes		Provider Survey Response: Tplus, 10/10 taxi, Blue and White taxi = Yes, Taxi Uber = No, Lyft = Yes			
	Disability Awareness Training	Yes	Yes		Provider Survey Response: Tplus, 10/10 taxi, Blue and White taxi = Yes, Uber = No, Lyft = Yes			
	Reasonable Suspicion Procedures	Yes	Yes		Provider Survey Response: Tplus, 10/10 taxi = No, Blue and White taxi = Yes, Uber = No, Lyft = No			
	DVS and Criminal records review	Yes	Yes		Provider Survey Response: Tplus, 10/10 Taxi, Blue and White taxi = Yes, Uber = Yes, Lyft = No			
	Service quality reporting, including OTP, ATP, OBT	Yes	Yes		Provider Survey Response: All Providers = Yes			
	Shared Ride	Yes	Yes		Provider Survey Response: All Providers = Yes			
	Radio Dispatch (Real time contact with dispatcher)	Yes	Yes		Provider Survey Response: Tplus, 10/10 Taxi, Blue and White taxi = Yes, Uber = No Answer, Lyft = Yes			

Provider Requirements					Shared	Shared STS	Premium (not shared)	Premium STS (not shared)
	Operating Authority	Operating contact with Met Council	Operating contact with Met Council	Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi licensing)	Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi or TNC licensing)	Special Transportation Services	Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi licensing or TNC licensing)	Special Transportation Services
	Annual vehicle inspections	Council - third party inspections	Council - third party inspections	Provider's Internal Policy	Provider's Internal Policy	MnDOT STS Requirement	Provider's Internal Policy	MnDOT STS Requirement
	Driver Criminal Background Check	Per federal & state laws, company policy in excess of minimums	Per federal & state laws, company policy in excess of minimums	DHS Net Study - state background check and fingerprinting (1)	Contractually Required Background Checks	DHS Net Study - state background check and fingerprinting (1)	Contractually Required Background Checks	DHS Net Study - state background check and fingerprinting (1)
	Driver Training	40 hours pre-revenue service, monthly safety meetings	40 hours pre-revenue service, monthly safety meetings	Provider's Internal Policy	Provider's Internal Policy	NEMT/STS Requirements	Provider's Internal Policy	NEMT/STS Requirements
	Insurance Coverage	Per Council contract to comply with State laws governing public agencies	Per Council contract to comply with State laws governing public agencies	1.5M Auto Liability	1.5M Auto Liability	1.5M Auto Liability	1.5M Auto Liability	1.5M Auto Liability
Anticipated Advantages					Shared	Shared STS	Premium (not shared)	Premium STS (not shared)
					Customer Chooses	Customer Chooses	Customer Chooses	Customer Chooses
					Lower Per Ride Cost (compared to not-shared)	Lower Per Ride Cost (compared to not-shared)	Individual Ride	Individual Ride
						Higher Driver Standards		Higher Driver Standards
						Higher Vehicle Standards		Higher Vehicle Standards
Anticipated Risks					Shared	Shared STS	Premium (not shared)	Premium STS (not shared)
					Less Stringent Driver Standards		Loss of formula funds	Loss of formula funds
					Less Stringent Vehicle Standards		Less Stringent Driver Standards	
					Provider Capacity - peak availabiltiy	Provider Capacity - accessible fleet and peak availabiltiy	Less Stringent Vehicle Standards	Provider Capacity - accessible fleet and peak availabiltiy
					Increase ridership and program costs	Increase ridership and program costs	Increase ridership and program costs	Increase ridership and program costs
							Provider Capacity - peak availabiltiy	
					Customer Safety & Security	Customer Safety & Security	Customer Safety & Security	Customer Safety & Security
						TNC compliance with fingerprinting requirement		TNC compliance with fingerprinting requirement
Estimated Cost Impacts					Shared	Shared STS	Premium (not shared)	Premium STS (not shared)
					Limit public subsidy (i.e. cap at \$15)	Limit public subsidy (i.e. cap at \$15)	Limit public subsidy (i.e. cap at \$15)	Limit public subsidy (i.e. cap at \$15)
					Eligible for Federal reporting/formula funds	Eligible for Federal reporting/formula funds	Loss of Federal 5307 funds averaging > \$4.50 per trip	Loss of Federal 5307 funds averaging > \$4.50 per trip

(1) <https://www.revisor.mn.gov/statutes/?id=245C.15>  
(See DHS Net Study Disqualifiers Tab)

## **Options for Reducing Program Costs and Improving Efficiency:**

Pilots are needed to test customer adoption, proof of concept and cost impacts:

Promote and provide Fare Incentivize to Fixed Route

Promote and provide Fare Incentivize to Group Rides

Advanced booking of Premium Same Day Service

Enforce Conditional Eligibility

Autonomous Vehicle Pilot

Partner with Counties /DHS NEMT voucher program

Partner with DTH providers for supplemental agency service

Investments in technology development and/or procurement is needed for an integrated or "centralized dispatch" or "trip shopping software" that will identifying " options for customers based on variable factors related to cost, need, customer experience and service availability. Positive Industry experience with pilots such as the Ride KC Freedom On demand can be used as a basis for further exploration.

## **Provide any recommendations for program and legislative changes.**

Autonomous Vehicle (legislative)

Procurement policies/ allow flexibility (TBD)

DHS Waivers for TNC/taxi provided services

Adopt Principle of transparency so that customers are provided information on all their ride options, including impacts of their ride choices on service quality, cost and personal customer experience.

Subd. 5. Legislative report.

(a) By February 15, 2018, the task force must submit a report to the chairs, ranking minority members, and staff of the legislative committees with jurisdiction over transportation policy and finance.

(b) At a minimum, the report must:

(1) describe the current Metro Mobility program;

(2) summarize the work of the task force and its findings;

(3) identify options for reducing program costs and improving efficiency;

(4) identify at least three potential service level approaches that involve partnering with and incorporating transportation network companies, taxi service providers, or both; and

(5) provide any recommendations for program and legislative changes.

# 2017 Minnesota Statutes

## 245C.15 DISQUALIFYING CRIMES OR CONDUCT.

### Subdivision 1. Permanent disqualification.

(a) An individual is disqualified under section 245C.14 if: (1) regardless of how much time has passed since the discharge of the sentence imposed, if any, for the offense; and (2) unless otherwise specified, regardless of the level of the offense, the individual has committed any of the following offenses: sections 243.166 (violation of predatory offender registration law); 609.185 (murder in the first degree); 609.19 (murder in the second degree); 609.195 (murder in the third degree); 609.20 (manslaughter in the first degree); 609.205 (manslaughter in the second degree); a felony offense under 609.221 or 609.222 (assault in the first or second degree); a felony offense under sections 609.2242 and 609.2243 (domestic assault), spousal abuse, child abuse or neglect, or a crime against children; 609.2247 (domestic assault by strangulation); 609.228 (great bodily harm caused by distribution of drugs); 609.245 (aggravated robbery); 609.25 (kidnapping); 609.2661 (murder of an unborn child in the first degree); 609.2662 (murder of an unborn child in the second degree); 609.2663 (murder of an unborn child in the third degree); 609.322 (solicitation, inducement, and promotion of prostitution); 609.324, subdivision 1 (other prohibited acts); 609.342 (criminal sexual conduct in the first degree); 609.343 (criminal sexual conduct in the second degree); 609.344 (criminal sexual conduct in the third degree); 609.345 (criminal sexual conduct in the fourth degree); 609.3451 (criminal sexual conduct in the fifth degree); 609.3453 (criminal sexual predatory conduct); 609.352 (solicitation of children to engage in sexual conduct); 609.365 (incest); a felony offense under 609.377 (malicious punishment of a child); a felony offense under 609.378 (neglect or endangerment of a child); 609.561 (arson in the first degree); 609.66, subdivision 1e (drive-by shooting); 609.749, subdivision 3, 4, or 5 (felony-level stalking); 609.855, subdivision 5 (shooting at or in a public transit vehicle or facility); 617.23, subdivision 2, clause (1), or subdivision 3, clause (1) (indecent exposure involving a minor); 617.246 (use of minors in sexual performance)

(b) An individual's aiding and abetting, attempt, or conspiracy to commit any of the offenses listed in paragraph (a), as each of these offenses is defined in Minnesota Statutes, permanently disqualifies the individual under

(c) An individual's offense in any other state or country, where the elements of the offense are substantially similar to any of the offenses listed in paragraph (a), permanently disqualifies the individual under

(d) When a disqualification is based on a judicial determination other than a conviction, the disqualification period begins from the date of the court order. When a disqualification is based on an admission, the disqualification period begins from the date of an admission in court. When a disqualification is based on an Alford Plea, the disqualification period begins from the date the Alford Plea is entered in court. When a disqualification is based on a preponderance of evidence of a disqualifying act, the disqualification date begins from the date of the dismissal, the date of discharge of the sentence imposed for a conviction for a disqualifying crime of similar elements, or the date of the incident, whichever occurs last.

(e) If the individual studied commits one of the offenses listed in paragraph (a) that is specified as a felony-level only offense, but the sentence or level of offense is a gross misdemeanor or misdemeanor, the individual is disqualified, but the disqualification look-back period for the offense is the period applicable to gross misdemeanor or misdemeanor offenses.

**(f) A child care staff person shall be disqualified as long as the individual is registered, or required to be registered, on a state sex offender registry or repository or the National Sex Offender Registry.**

**Subd. 2.15-year disqualification.**

(a) An individual is disqualified under section 245C.14 if: (1) less than 15 years have passed since the discharge of the sentence imposed, if any, for the offense; and (2) the individual has committed a felony-level violation of any of the following offenses: sections 256.98 (wrongfully obtaining assistance); 268.182 (false representation; concealment of facts); 393.07, subdivision 10, paragraph (c) (federal Food Stamp Program fraud); 609.165 (felon ineligible to possess firearm); 609.2112, 609.2113, or 609.2114 (criminal vehicular homicide or injury); 609.215 (suicide); 609.223 or 609.2231 (assault in the third or fourth degree); repeat offenses under 609.224 (assault in the fifth degree); 609.229 (crimes committed for benefit of a gang); 609.2325 (criminal abuse of a vulnerable adult); 609.2335 (financial exploitation of a vulnerable adult); 609.235 (use of drugs to injure or facilitate crime); 609.24 (simple robbery); 609.255 (false imprisonment); 609.2664 (manslaughter of an unborn child in the first degree); 609.2665 (manslaughter of an unborn child in the second degree); 609.267 (assault of an unborn child in the first degree); 609.2671 (assault of an unborn child in the second degree); 609.268 (injury or death of an unborn child in the commission of a crime); 609.27 (coercion); 609.275 (attempt to coerce); 609.466 (medical assistance fraud); 609.495 (aiding an offender); 609.498, subdivision 1 or 1b (aggravated first-degree or first-degree tampering with a witness); 609.52 (theft); 609.521 (possession of shoplifting gear); 609.525 (bringing stolen goods into Minnesota); 609.527 (identity theft); 609.53 (receiving stolen property); 609.535 (issuance of dishonored checks); 609.562 (arson in the second degree); 609.563 (arson in the third degree); 609.582 (burglary); 609.59 (possession of burglary tools); 609.611 (insurance fraud); 609.625 (aggravated forgery); 609.63 (forgery); 609.631 (check forgery; offering a forged check); 609.635 (obtaining signature by false pretense); 609.66 (dangerous weapons); 609.67 (machine guns and short-barreled shotguns); 609.687 (adulteration); 609.71 (riot); 609.713 (terroristic threats); 609.82 (fraud in obtaining credit); 609.821 (financial transaction card fraud); 617.23 (indecent exposure). (b) An individual is disqualified under section 245C.14 if less than 15 years has passed since the individual's aiding and abetting, attempt, or conspiracy to commit any of the offenses listed in paragraph (a), as each of these offenses is defined in Minnesota Statutes.

(c) An individual is disqualified under section 245C.14 if less than 15 years has passed since the termination of the individual's parental rights under section 260C.301, subdivision 1, paragraph (b), or subdivision 3.

(d) An individual is disqualified under section 245C.14 if less than 15 years has passed since the discharge of the sentence imposed for an offense in any other state or country, the elements of which are substantially similar to the elements of the offenses listed in paragraph (a).

(e) If the individual studied commits one of the offenses listed in paragraph (a), but the sentence or level of offense is a gross misdemeanor or misdemeanor, the individual is disqualified but the disqualification look-back period for the offense is the period applicable to the gross misdemeanor or misdemeanor disposition.



(1) When a disqualification is based on a judicial determination other than a conviction, the disqualification period begins from the date of the court order. When a disqualification is based on an admission, the disqualification period begins from the date of an admission in court. When a disqualification is based on an Alford Plea, the disqualification period begins from the date the Alford Plea is entered in court. When a disqualification is based on a preponderance of evidence of a disqualifying act, the disqualification date begins from the date of the dismissal, the date of discharge of the sentence imposed for a conviction for a disqualifying crime of similar elements, or the date of the incident, whichever occurs last.

**Subd. 3. Ten-year disqualification.**

(a) An individual is disqualified under section 245C.14 if: (1) less than ten years have passed since the discharge of the sentence imposed, if any, for the offense; and (2) the individual has committed a gross misdemeanor-level violation of any of the following offenses: sections 256.98 (wrongfully obtaining assistance); 268.182 (false representation; concealment of facts); 393.07, subdivision 10, paragraph (c) (federal Food Stamp Program fraud); 609.2112, 609.2113, or 609.2114 (criminal vehicular homicide or injury); 609.221 or 609.222 (assault in the first or second degree); 609.223 or 609.2231 (assault in the third or fourth degree); 609.224 (assault in the fifth degree); 609.224, subdivision 2, paragraph (c) (assault in the fifth degree by a caregiver against a vulnerable adult); 609.2242 and 609.2243 (domestic assault); 609.23 (mistreatment of persons confined); 609.231 (mistreatment of residents or patients); 609.2325 (criminal abuse of a vulnerable adult); 609.233 (criminal neglect of a vulnerable adult); 609.2335 (financial exploitation of a vulnerable adult); 609.234 (failure to report maltreatment of a vulnerable adult); 609.265 (abduction); 609.275 (attempt to coerce); 609.324, subdivision 1a (other prohibited acts; minor engaged in prostitution); 609.33 (disorderly house); 609.377 (malicious punishment of a child); 609.378 (neglect or endangerment of a child); 609.466 (medical assistance fraud); 609.52 (theft); 609.525 (bringing stolen goods into Minnesota); 609.527 (identity theft); 609.53 (receiving stolen property); 609.535 (issuance of dishonored checks); 609.582 (burglary); 609.59 (possession of burglary tools); 609.611 (insurance fraud); 609.631 (check forgery; offering a forged check); 609.66 (dangerous weapons); 609.71 (riot); 609.72, subdivision 3 (disorderly conduct against a vulnerable adult); repeat offenses under 609.746 (interference with privacy); 609.749, subdivision 2 (stalking); 609.82 (fraud in obtaining credit); 609.821 (financial transaction card fraud); 617.23 (indecent exposure), not involving a minor; 617.241 (obscene materials and performances); 617.243 (indecent literature distribution); 617.293 (harmful materials dissemination).

(b) An individual is disqualified under section 245C.14 if less than ten years has passed since the individual's aiding and abetting, attempt, or conspiracy to commit any of the offenses listed in paragraph (a), as each of these offenses is defined in Minnesota Statutes.

(c) An individual is disqualified under section 245C.14 if less than ten years has passed since the discharge of the sentence imposed for an offense in any other state or country, the elements of which are substantially similar to the elements of any of the offenses listed in paragraph (a).

(d) If the individual studied commits one of the offenses listed in paragraph (a), but the sentence or level of offense is a misdemeanor disposition, the individual is disqualified but the disqualification lookback period for the offense is the period applicable to misdemeanors.

(e) when a disqualification is based on a judicial determination other than a conviction, the disqualification period begins from the date of the court order. When a disqualification is based on an admission, the disqualification period begins from the date of an admission in court. When a disqualification is based on an Alford Plea, the disqualification period begins from the date the Alford Plea is entered in court. When a disqualification is based on a preponderance of evidence of a disqualifying act, the disqualification date begins from the date of the dismissal, the date of discharge of the sentence imposed for a conviction for a disqualifying crime of similar elements, or the date of the incident, whichever occurs last.

#### **Subd. 4. Seven-year disqualification.**

(a) An individual is disqualified under section 245C.14 if: (1) less than seven years has passed since the discharge of the sentence imposed, if any, for the offense; and (2) the individual has committed a misdemeanor-level violation of any of the following offenses: sections 256.98 (wrongfully obtaining assistance); 268.182 (false representation; concealment of facts); 393.07, subdivision 10, paragraph (c) (federal Food Stamp Program fraud); 609.2112, 609.2113, or 609.2114 (criminal vehicular homicide or injury); 609.221 (assault in the first degree); 609.222 (assault in the second degree); 609.223 (assault in the third degree); 609.2231 (assault in the fourth degree); 609.224 (assault in the fifth degree); 609.2242 (domestic assault); 609.2335 (financial exploitation of a vulnerable adult); 609.234 (failure to report maltreatment of a vulnerable adult); 609.2672 (assault of an unborn child in the third degree); 609.27 (coercion); violation of an order for protection under 609.3232 (protective order authorized; procedures; penalties); 609.466 (medical assistance fraud); 609.52 (theft); 609.525 (bringing stolen goods into Minnesota); 609.527 (identity theft); 609.53 (receiving stolen property); 609.535 (issuance of dishonored checks); 609.611 (insurance fraud); 609.66 (dangerous weapons); 609.665 (spring guns); 609.746 (interference with privacy); 609.79 (obscene or harassing telephone calls); 609.795 (letter, telegram, or package; opening; harassment); 609.82 (fraud in obtaining credit); 609.821 (financial transaction card fraud); 617.23 (indecent exposure), not involving a minor; 617.203 (harmful materials; dissemination and display to minors prohibited), in Minnesota.

(b) An individual is disqualified under section 245C.14 if less than seven years has passed since a determination or disposition of the individual's:

(1) failure to make required reports under section 626.556, subdivision 3, or 626.557, subdivision 3, for incidents in which: (i) the final disposition under section 626.556 or 626.557 was substantiated maltreatment, and (ii) the maltreatment was recurring or serious; or  
(2) substantiated serious or recurring maltreatment of a minor under section 620.550, a vulnerable adult under section 626.557, or serious or recurring maltreatment in any other state, the elements of which are substantially similar to the elements of maltreatment under section 626.556 or 626.557 for which: (i) there is a preponderance of evidence that the maltreatment occurred, and (ii) the subject was responsible for the maltreatment.

(c) An individual is disqualified under section 245C.14 if less than seven years has passed since the individual's aiding and abetting, attempt, or conspiracy to commit any of the offenses listed in paragraphs (a) and (b), as each of these offenses is defined in Minnesota Statutes.

(d) An individual is disqualified under section 245C.14 if less than seven years has passed since the discharge of the sentence imposed for an offense in any other state or country, the elements of which are substantially similar to the elements of any of the offenses listed in paragraphs (a) and (b).

(e) When a disqualification is based on a judicial determination other than a conviction, the disqualification period begins from the date of the court order. When a disqualification is based on an admission, the disqualification period begins from the date of an admission in court. When a disqualification is based on an Alford Plea, the disqualification period begins from the date the Alford Plea is entered in court. When a disqualification is based on a preponderance of evidence of a disqualifying act, the disqualification date begins from the date of the dismissal, the date of discharge of the sentence imposed for a conviction for a disqualifying crime of similar elements, or the date of the incident, whichever occurs last.

(f) An individual is disqualified under section 245C.14 if less than seven years has passed since the individual was disqualified under section 256.98, subdivision 8.

#### **Subd. 5. Mental illness.**

The commissioner may not disqualify an individual subject to a background study under this chapter because that individual has, or has had, a mental illness as defined in section 245.462, subdivision 20.



# Cost Subgroup Report to the Metro Mobility Task Force

January 4th Meeting

January 10, 2018



# Topics Reviewed

- Capital funding alternatives
- Current operating costs
- Alternative provider service models and costs
- DHS funded rides



# Breakdown of Metro Mobility Costs

Cost Per Trip Breakdown Based on 2016 Actuals			Cost per Trip	
Contractor Costs (includes Taxi and STS)			\$49,769,865	
# Trips			2,233,229	
Average Contractor Cost Per Trip			\$22.29	
Admin (HR, IT, Payroll, Budgeting, Accounting, Insurance)			11.74%	\$2.62
Facility Lease or Amortization			2.98%	\$0.66
Facility Maintenance			0.33%	\$0.07
Utilities			0.52%	\$0.12
Direct Operating Costs (Driver, Dispatch, reservationist, scheduler)			69.96%	\$15.59
Drivers	87.59%	\$13.65		
Dispatchers	5.68%	\$.89		
Reservationists	5.46%	\$.85		
Schedulers	1.27%	\$.20		
Vehicle Maintenance			9.53%	\$2.12



## Breakdown of Metro Mobility Costs

Drug and Alcohol Program	0.24%	\$0.05
Driver Training	0.67%	\$0.15
Other	4.02%	\$0.90
Fuel		\$1.76
Met Council Admin (Managers, Customer Service, contract oversight, IT, Legal, Payroll, HR, Technology, Communications)		\$1.97
Cost Per Passenger w/o Vehicle Capital and Equipment		\$26.01
Add: Vehicles and Equipment		*\$3.88
Total Cost		\$29.89
Average Trip Length (Includes Agency Service)		9.37
* Based on 2012-2016 actual fleet purchases and ridership		





# Survey of Regulatory Requirements

Regulatory Category for ADA Complementary Service		Federal/State
1	Equal response time for rides requiring accessible vehicle	Federal
2	Zero denials	Federal
3	Random Drug and Alcohol Sampling	Federal
4	Passenger Escort	Federal
5	Disability Awareness Training	Federal
6	Reasonable Suspicion Procedures	Federal
7	DVS and Criminal Records Review (initial and annual)	Federal
8	Service quality reporting (on-time pickups, appts, on-board time)	Federal
9	Shared Ride	Federal
10	Radio dispatch – immediate response time	State
11	Insurance Minimums and Council Indemnification	State



# Survey of Regulatory Requirements

- Survey sent to Uber, Lyft, 10/10 Taxi, Transportation Plus, Transit Team, First Transit
- Questions for each category were:
  - Does your current service model meet standard?
  - If model doesn't meet standard, does your company have an interest in meeting standard?
  - What is the estimated cost of meeting each standard?
- Survey results incorporated into service level options developed by Industry subgroup



## Cost Information

- Average provider cost per 11.2 mile trip in 2016

Provider	Cost
Transportation Plus	\$26.30
10/10 Taxi	\$24.00*
Transit Team	\$28.85
First Transit South	\$29.36
First Transit East	\$29.31
Uber	\$17.00* <sup>1</sup>
Lyft	\$22.00* <sup>1</sup>

\* Does not include the capital cost of accessible vehicles

<sup>1</sup> Prices may vary based on demand

- Public transit is shared ride service. Rides that are provided through a non-shared service model are not reportable as public transit. Loss of federal formula funds for an 11.2 mile trip is approximately \$4.70/trip.

# Vehicle Lease Information

- Concept of Metro Mobility leased vehicles
  - Funding Implications
    - Over the past 5 years, approximately 50% of funding for vehicles comes from the Federal Transit Administration (FTA) and 50% from Regional Transit Capital (RTC)
    - RTC can not be used for lease expenses
    - Federal government prefers to own assets – must provide a compelling business reason to lease
  - Metro Mobility Capital cost per passenger trip for buses and technology
    - Capital investment in buses and bus technology 2012-2016 = \$38.3M
    - Average \$3.88/per passenger trip
  - Challenges
    - Enterprise does not currently allow vehicle subleases – Council's current flexibility to reassign service and vehicles is compromised
    - Rates are unknown



## Summary of Cost Items

- Varying service models between: Metro Mobility, TNCs and taxis that impact costs.
- Only Metro Mobility is fully compliant with FTA ADA complementary service requirements. Taxis may be interested in becoming fully compliant. TNCs are not interested in becoming fully compliant.
- Public transit is shared ride service. Any non-shared service provided is not reportable to the FTA with an average loss in funding of about \$4.70/trip.
- Insufficient information available regarding leased vehicles to make a recommendation.





# Dept. of Human Services (DHS) Client Rides on Metro Mobility

- Waivered Service Transportation - Medicaid Recipients
  - transportation for services in the community with the exception of transportation authorized as part of full-day Day Training and Habilitation (DT&H).
  - Must be necessary to meet individuals' needs as stated in support plan
- Nonemergency Medical Transportation –Medical Assistance (MA) Recipients
  - Provides the safest, most appropriate and cost-effective mode of transportation to get to and from medical appointments
- Current Metro Mobility Model – there is no mechanism to draw down additional Medicaid funding
- Additional State and Federal Medicaid funding may be available by providing a different service model to recipients of MA and waiver services
- An estimated \$8.5 million in additional federal funds may be available with a different service delivery model



# DHS Client Rides on Metro Mobility

- Challenges
  - Creativity/resolution is restricted by inability to share data between agencies
  - Metro Mobility fares are limited to twice the local fixed route fare with the exception of trips to a social service agency
  - DHS Medicaid programs are bound to federal “usual and customer” charge requirements meaning a provider cannot charge more for a covered client than what is charged to other customers.
  - Medicaid program riders pay the same fare as other eligible riders
  - Metro Mobility’s fare of \$3.50 in the off-peak and \$4.50 in the peak is an inexpensive option for agencies
  - Currently, DT&H transportation rates represented in the framework are suppressed per MN Statute 256B.4913. True framework rates for the transportation portion of DT & H rates will not be in effect until January 2021





# Topics for Further Discussion

- Need for consistent funding source
- Potential investments:
  - Technical development
  - Marketing
  - Customer service



# Potential Legislative Recommendations

- Data sharing between state agencies
- Interagency Coordination
- Better cross-utilization of funds – remove silos

## Customer Experience small group report

Customer service and reliability of service is of the most importance. The taskforce and legislature must be reminded that Metro Mobility is dealing with people not statistics - every late arrival could result in a lost job. There are many laws, regulations, and cost factors that go into providing ADA paratransit and other levels of transportation services to people with disabilities. These were not discussed in detail in the customer experience group as the group found it important to focus on the needs of the people utilizing the services provided and those being proposed. Below is a list of recommendations to be included in the final report to the legislature.

- 1.) Customers should never be assigned to a non-traditional provider coercively. Any cab-style service should be opt-in only.
- 2.) Customer service would be dramatically improved were Metro Mobility drivers direct Metropolitan Council employees rather than contractors.
- 3.) There should be better communication and education on PSD and other regulations/options i.e. no-show suspension, expected time on board, opt-out of door-thru-door service in ADA para transit.
- 4.) Technology should be better utilized to improve customer experience i.e. text when ride is near, rating option for customers to rate ride.
- 5.) Non-lift vehicles (Equinox) are more desirable for customers who are ambulatory. Possible opt-in option.

Known current issues received directly from customers:

- 1.) General inconsistencies
- 2.) Ride duration is too long – routes tend to not make sense
- 3.) Customer might not know when or where (multiple entrances) they are being picked up
- 4.) Drivers say they arrived one minute before 30 minute window closes to avoid free ride
- 5.) Driver shows up early and says “come on lets go” when rider might not ready
- 6.) Driver training and knowledge seems inconsistent

Analytics:

- 1.) Centralized dispatch to route rides in a more efficient manner regardless of provider as a means to improve customer experience.
- 2.) Federally designed formulas tend to expand ride-time to maximum for each rider. Is there a way to incorporate rider experience into this equation by lessening ride time while still maintaining efficiency (analyze past data)?

# Metro Mobility Task Force

DRAFT for Discussion: Final Report Content Outline

**Note for January 10, 2018 Meeting:** This outline is meant to provide the task force a starting place for discussion as it works towards a report to the legislature. Nothing in this document is final or approved by the task force; everything is subject to change and should be read as an illustration of how the report could be structured.

## Introduction

- Legislative mandate

## Part 1: Description of the current Metro Mobility Program

- Overview
- Metro Mobility Program History
- Federal and State Requirements
- Customers: profile information, certification process, customer service and outreach
- Contract Structure and Services: demand service, agency contracts, supplemental contracts
- Drivers: requirements, retention
- Fleet: current fleet data, utilization
- Reservations, Scheduling, and Other Technology
- Peer Comparisons
- Planned Program Changes

## Part 2: Summary of the Task Force's Work and Findings

- Current Operations and Costs Findings
- Customer Experience Findings
- Industry Experience Findings
- Service Level Approaches

## Part 3: Recommendations

## Appendices

- Legislative language establishing the task force
- Task force membership
- Task force charter
- List of meeting dates and all posted materials (i.e. meeting minutes, PowerPoints, Matrices, and other posted documents)

# MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday | February 7, 2018  
Robert Street LLA | 9:00 AM-12:00 PM

## AGENDA

### I. CALL TO ORDER—9:00 a.m.

### II. APPROVAL OF AGENDA

### III. APPROVAL OF MINUTES

January 10, 2018 meeting of the Metro Mobility Task Force

### IV. BUSINESS

1. Review draft task force report, finalize recommendations to the Legislature, and approve the report—Nick Thompson 651-602-1754, Gerri Sutton 651-602-1672, Christine Kuennen 651-602-1689

- Draft Metro Mobility Task Force report
- Concept list of recommendations to the Legislature

### V. INFORMATION

1. Next Steps—Deb Barber, Metropolitan Council Member and Task Force Co-chair

### VI. ADJOURNMENT—12:00 p.m.

JT Joint business item; presented at two or more committees prior to being presented at Council  
SW Action taken by Committee and Council the same week  
\* Additional materials included for items on published agenda  
\*\* Additional business item added following publication of agenda  
\*\*\* Backup materials available at the meeting

## Minutes of the

### REGULAR MEETING OF THE METRO MOBILITY TASK FORCE

Wednesday, January 10, 2018

**Committee Members Present:** Metropolitan Council Member Deb Barber, David Fenley (by phone), Steve Pint, Commissioner Jim McDonough, Commissioner Scott Schulte, City Council Member Dick Vitelli, Commissioner Marion Greene, Carla Jacobs, Matt Knutson

**Committee Members Absent:** Commissioner Karla Bigham, Mike Sutton, Stewart McMullan, Jon Walker, Commissioner Jon Ulrich, Bob Platz, Commissioner Gayle Degler, Frank Douma, Ken Rodgers

### CALL TO ORDER

A quorum being present, Metropolitan Council Member Deb Barber called the regular meeting of the Metro Mobility Task Force to order at 09:10 a.m. on Wednesday, January 10, 2018.

### APPROVAL OF AGENDA

It was moved by Commissioner Schulte, seconded by Steve Pint to approve the agenda.

**Motion carried.**

### APPROVAL OF MINUTES

It was moved by Commissioner Schulte, seconded by City Council Member Vitelli to approve the minutes.

**Motion carried.**

### INFORMATION

1. **Industry Experience Group Presentation of service level approaches**—Steve Pint, Transportation Plus

Steve Pint reported on the work of the Industry Experience group and its final recommendations to the task force. The group met multiple times between November 1017 and January 2018 and considered service option alternatives through the lens of customer experience, ADA regulations, customer needs and preference, and customer safety and security. Ultimately, four new service options were developed as potential recommendations for the full task force to consider including in the final report. The models include expansion of the existing premium service Metro Mobility has as well as a new option of shared rides for customers. Both options would include STS and Non-STS service modes. The small group planned to include language on anticipated risks associated with the new services and specific language on legislative or programmatic changes necessary to implement.

2. **Current Operations and Cost Group comments on service level approaches and other findings or recommendations**—Deb Barber, Metropolitan Council Member

Metropolitan Council Member Deb Barber gave a PowerPoint presentation on the overall work of the Current Operations and Cost small group and its findings. The group built off of their previous matrix, but due to the various unknowns, were not able to give specific costs to each potential new service model. The group recommended that the task force further examine the DHS/Metro Mobility relationship to see if there was

potential cost savings at the state level through increased information sharing between the two services. A key recommendation from this group is the need for a consistent funding source for Metro Mobility. The service costs are expected to continue increase over time, but much is dependent on rider behaviors, so the impact of the new service models on overall cost is indeterminable at this time.

3. **Customer Experience comments on service level approaches and other findings or recommendations**—David Fenley, Minnesota Council on Disability

David Fenley reported that the Customer Experience group has been focusing its efforts on examining the customer impact of potential service options and what role new providers can play in the system. The group outlined several recommendations for the report including that any new service model should be opt-in only, efforts should be made to increase the status of Metro Mobility drivers so that the position is viewed as good career path, not simply a temporary job. Other recommendations included better communication about the Premium Same Day service and to improve the technology used to have more customer service components (i.e. text when ride is near, rating option).

There was task force discussion on if Metro Mobility drivers should be Council employees or remain private contract employees. Members expressed a need for better driver retention and perhaps increasing pay, benefits and training would be a more valuable route to take than to make them employees.

4. **Review draft outline of the legislative report**—Nick Thompson, Director, Metropolitan Transportation Services (MTS), Metropolitan Council

Nick Thompson reviewed the draft report outline with the task force and answered questions on content to be included. There was discussion amongst members about the legislature's specific charge of the task force in comparison to the evolving work and the need to highlight that shift in the report. Specifically, the legislature asked the task force to find efficiencies and cost savings through new service models and the task force has focused on the need for improved and increased service to keep up with demand. Members felt cost reductions are unlikely, but through the recommended service changes, Metro Mobility could potentially become more efficient and use cost savings to give more and better service around the metro.

5. **Next meeting**—Wednesday, February 7 at 9:00 a.m.

Met Council Member Deb Barber thanked the small groups for their work over the past few months and said the February meeting would largely be focused on reviewing the draft of the legislative report, making final changes, and voting on the finalized report.

## **ADJOURNMENT**

Business completed, the meeting adjourned at 11:00 a.m.

Zoë Mullendore  
Recording Secretary



# Report of the Metro Mobility Task Force

Draft for Discussion

DRAFT

February 1, 2018

# Contents

Introduction .....	1
Part 1: Description of the current Metro Mobility program.....	2
Description of service .....	2
Federal and State Requirements .....	3
Customers .....	5
Contract Structure and Services .....	7
Drivers .....	10
Fleet .....	11
Operations Technology .....	13
Service Delivery Technology: .....	14
Safety, Security and Investigative Technology.....	14
Peer Comparisons .....	15
Planned Program Changes in Progress .....	19
Ridership and Budget History and Trends .....	19
Part 2: Summary of the Task Force’s Work and Findings .....	22
Current Operations and Cost Findings.....	22
Customer Experience Findings.....	27
Industry Experience Findings .....	29
Part 3: Recommendations .....	38
Appendices.....	38

## Introduction

This report fulfills the legislative requirement in 2017 Special Session Laws Chapter 3, Section 140. The purpose of this task force as defined in Chapter 3, Section 140, Subdivision 1 is “to examine the Metro Mobility program under Minnesota Statutes, section 473.386. The goal of the task force is to identify options and methods to increase program effectiveness and efficiency, minimize program costs, and improve service including through potential partnership with taxi service providers and transportation network companies, as defined in Minnesota Statutes, section 65B.472, subdivision 1, paragraph (e).”

According to the legislative language, the task force must submit a report to the legislature by February 15, 2019. This report must:

- Describe the current Metro Mobility program
- Summarize the work of the task force and its findings
- Identify options for reducing program costs and improving efficiency
- Identify at least three potential service level approaches that involve partnering with and incorporating transportation network companies, taxi service providers, or both
- Provide any recommendations for program and legislative changes

Through the course of its work, the task force focused on ways to improve service for existing and future customers. This meant the task force considered opportunities for efficiency and future cost mitigation but did not consider reducing availability or service quality as cost cutting strategies. Overall program costs, barring any directives to reduce service in the state mandated service area, are expected to grow in the future relative to ridership growth.

This report is organized into three sections to address the legislative requirements:

**Part 1:** Description of the current Metro Mobility program

**Part 2:** Summary of the Task Force’s Work and Findings, including options for improving efficiency and service level approaches, as well as proposed service level approaches that involve partnering with transportation network companies and/or taxi service providers

**Part 3:** Recommendations

## Part 1: Description of the current Metro Mobility program

This part of the report describes the current Metro Mobility program.

### Description of service

Metro Mobility Service is provided in compliance with the Americans with Disabilities Act (ADA) based on regulations of the Federal Transit Administration (FTA). Every public entity operating a fixed-route system must provide complementary transit service to individuals with disabilities who are unable to use the fixed-route system. As the public entity operating Metro Transit, the Metropolitan Council is responsible for providing complementary Metro Mobility service.

In 2016, Metro Mobility had an operating cost of \$58.1 million.<sup>1</sup> In 2016, there were 40,000 certified riders, 530 vehicles, and 93 communities served in the seven-county metro area. In 2016, Metro Mobility provided over 2.23 million rides, which is an increase of over 120,000 rides for the third consecutive year in a row. Since 2006, Metro Mobility ridership has increased 77 percent.

The Metro Mobility Service Center (MMSC) manages the service, and contracts with private companies to deliver it. Currently, there are seven contracts held by five companies. Each contract is outlined in the Contract Structure and Services section of this report.

### Metro Mobility Program History

In 1976, The Metropolitan Transit Commission (MTC) began “Project Mobility,” a demonstration project that provided several hundred rides to people who otherwise could not use fixed route service in the city of Minneapolis. In 1979, Project Mobility became “Metro Mobility” and expanded from Minneapolis to Saint Paul and surrounding first ring suburbs. In 1979, Metro Mobility provided just under 200,000 rides.

In 1990, the federal government passed the Americans with Disabilities Act (ADA). When the ADA was enacted, Metro Mobility was already providing service beyond what was required by federal law.

In 1993, to ensure compliance with the newly adopted federal regulations, the Regional Transit Board (RTB) selected a for-profit company to restructure and manage the Metro Mobility Service. The service transformed from a decentralized service model with numerous small providers to three large service providers managed by a trip broker utilizing a centralized reservation and dispatch model. However, problems with the accuracy of data from the previous providers, software glitches, and unskilled drivers caused the restructured service start-up to fail. Five days after beginning operations Governor Carlson mobilized the Minnesota National Guard to assist Metro Mobility drivers. A class-action law suit followed in November 1993.

In 1994, the RTB issued a Request for Proposals to replace the trip broker and received no responses. As a result, the Regional Transit Board created the Metro Mobility Service Center (MMSC), opting to manage the service with Regional Transit Board staff using private turn-key contractors to deliver the service. Also in 1994, the Minnesota Legislature merged the Regional Transit Board into the Metropolitan Council, and thus, the Metropolitan Council took over the responsibility of managing Metro Mobility service. Metro Mobility Service was provided by two “core” turn-key contractors and four small “county” contractors. The service delivery model that was adopted in 1994 is similar to the model that continues today.

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<sup>1</sup> Metro Mobility had a budget of \$70.8 million in 2017, and \$73.1 million in 2018.

Over the next decade Metro Mobility ridership increased more than 30%. In 2005 significant changes were made to the certification process. Prior to 2005 Metro Mobility used a "self-certification" process. In 2005 Metro Mobility began enforcing the Federal guidelines that ordered state that capacity -constrained programs to strictly limit eligibility based on criteria established by the Federal Transit Administration. The new certification process includes professional verification from a Credentialed Professional and in-person assessments when eligibility cannot be determined based on the paper application.

In 2006, budget deficits and discussion of fare increases and service reductions prompted the legislature to mandate the Council to provide service to elderly people and people with disabilities within the Transit Taxing District as it existed on March 31, 2006. The service area required by the state is larger than the one mandated by the federal government.

In 2015, the Metropolitan Council restructured the Metro Mobility service areas by eliminating three small "county" contracts and realigned the service area into three large zones. This change also eliminated the need for customers to transfer at contractor service boundaries. The restructuring entailed larger contracts and resulted in better contract rates.

## Federal and State Requirements

The federal government and state government have laws that govern how the Metropolitan Council delivers Metro Mobility service.

### Federal Requirements

On the federal level, the American's with Disabilities Act (or ADA) governs Metro Mobility. Passed in 1990, the ADA is civil rights legislation that mandates complementary transit service for persons with disabilities in areas where there is local all-day fixed route service. Furthermore, federal law requires this service be delivered at levels comparable to those provided by the fixed route system. This service must be provided within three-quarters of a mile of any all-day, local fixed route service in the Twin Cities.

Under the ADA there are several key provisions governing service delivery in the federally mandated service area. Some of these provisions include:

- No trip limits, restrictions or capacity constraints.
- There can be no denials of service.
- Service must be guaranteed at the time of the call.
- Service must be provided during all hours when regular-route service is available.
- Trips must be scheduled within one hour of the requested time.
- There may not be a pattern or practice of limiting availability. This includes long telephone hold times, substantial number of late pickups, missed trips, or excessively long trips.
- The fare cannot exceed twice the non-discounted fare for a trip of similar length, at a similar time on the regular-route system.
- Eligibility determinations must be made within 21 days of receiving a complete application for service.

### State Requirements

Metro Mobility provides service beyond the federally mandated service area per Minnesota Statutes 473.386. The law states that "The Council shall implement a special transportation service... to provide greater access to transportation for the elderly, people with disabilities, and others with special transportation needs." Metro Mobility provides service within the Transit Taxing District as it existed on March 1, 2006. The only other state requirement is to provide door-through-door customer assistance.

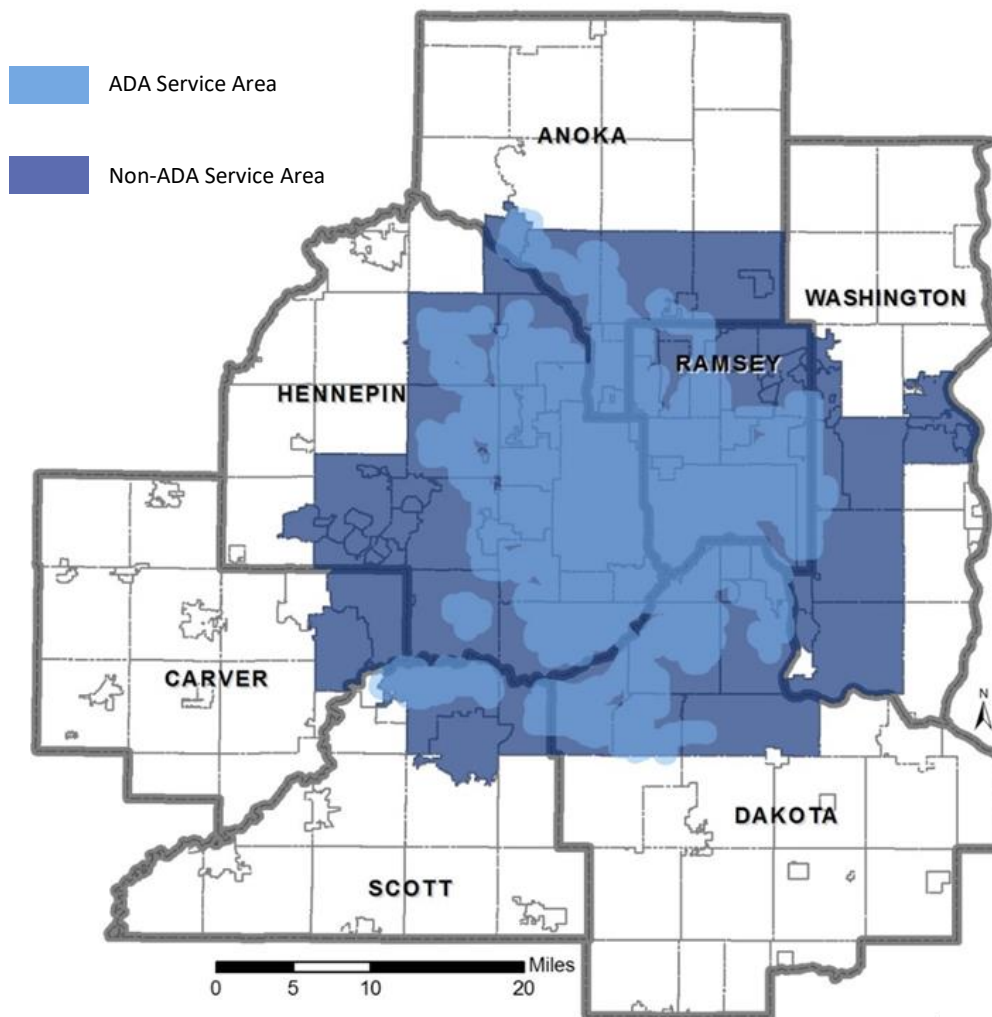
The state of Minnesota places no other stipulations on trips that fall outside of the federally mandated geographic service area. Trips that begin, end or are wholly within the state-only required service area are referred to as “Non-ADA rides.” There is a considerable amount of flexibility in how Non-ADA rides are served, including service hours and days, fares, trip purpose restrictions and capacity details.

**Table 1: Summary of Applicable Laws**

	<b>Federal Americans with Disabilities Act</b>	<b>Minnesota Statute 473.386</b>
<b>Goal</b>	Comparable to regular route	“greater access”
<b>Certification</b>	“Unable to use regular route”	
<b>Service Area</b>	¾ Mile of local regular route	March 1, 2006 Transit Taxing District
<b>Service Level</b>	Curb to Curb and Door to Door upon individual request	Door-through-door
<b>Hours</b>	Comparable to regular route	
<b>Capacity Restrictions</b>	No denials; no pattern of untimely pickups/drop offs; no excessive on-board times or hold times	
<b>Trip Request</b>	1 to 14 days in advance	
<b>Scheduling</b>	Within one hour on either side of requested time and scheduled at time of call	
<b>Fare</b>	Cannot exceed two times regular route local fare	
<b>Trip purpose</b>	No restrictions, no prioritization	

Although Metro Mobility is not bound by federal or state regulation to do so, its long-standing practice is to apply the federal operating and performance standards to all trips. Beginning in 2015, as the result of a federal audit finding, Metro Mobility began prioritizing federally mandated trips (referred to as “ADA trips”) over trips not required by federal law (referred to as “non-ADA” trips). Metro Mobility is not allowed to deny ADA trip requests and must place the ride in the scheduling system when the call is received. In late 2016, for the first time in decades, Metro Mobility began denying some non-ADA rides because of capacity constraints. Figure 1 shows the areas where Metro Mobility provides both ADA and non-ADA service.

Figure 1: ADA and Non-ADA Metro Mobility Service Areas



## Customers

### Customer profile

Currently, Metro Mobility has approximately 40,000 riders.

The federal Americans with Disabilities Act (ADA) guidelines determine eligibility. People are generally eligible if:

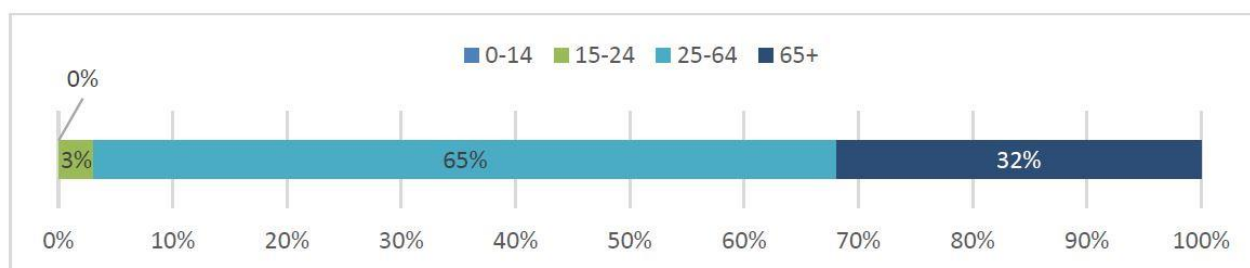
- They are physically unable to get to the fixed-route bus,
- They are unable to navigate fixed-route bus systems once they are on board, or
- They are unable to board and exit the bus at some locations.



Figure 2: Metro Mobility Ridership and Riders by Age Cohort



Figure 3: Passenger Trips by Customer Age



Source: Metropolitan Council Metro Mobility Passenger Trips, September 2015 through August 2016 (n=2,012,764).

### Certification process

The Metropolitan Council determines eligibility for Metro Mobility service according to the parameters established by the Federal Transit Administration. The Council has 21 business days to approve or deny applications.

A person must complete a written ADA Paratransit Application packet for Metro Mobility to determine eligibility for service, and if additional information is needed, Metro Mobility will complete an in-person interview or assessment. The written application packet has two parts:

- An application form designed to assess a person's ability to use the regular fixed-route bus service
- A professional verification form completed by a health care provider

MMSC staff trained in testing for Functional Assessment of Cognitive Transit Skills (FACTS) and physical abilities testing conduct the in-person assessments.

## Customer Service and Outreach

Metro Mobility customer service representatives work with customers to answer questions and resolve problems. In June 2017, there were 7,335 calls answered by customer service reps.

Each year, the Metropolitan Council hosts customer service forums to solicit feedback from customers on the service.

## Contract Structure and Services

There are seven contracts held by five contractors to provide Metro Mobility service. The Council's contracts include provisions to minimize contractor risk resulting in favorable contract rates. Risk mitigation strategies include:

- Council-owned vehicles
- Council-owned technology and related infrastructure needed to manage and operate the service
- Council-purchased fuel
- Built-in rate adjustments to reflect changes in service over the five-year term to avoid negotiation mid-contract

These contract features also benefit the Metropolitan Council by ensuring full access to customer and service data and providing the flexibility to reassign service and vehicles between contractors if circumstances warrant with minimal service disruption and continuity of service information.

### Contractor Responsibilities:

- Contractor responsible for all aspects of service delivery
- Develop and implement federally required plans; for example, fleet maintenance, OEO and drug and alcohol testing
- Hire and fire employees
- Train employees
- Provide operations and maintenance facility
- Maintain vehicles
- Manage daily operations; reservations, scheduling and dispatch
- Indemnifies and holds the Council harmless

### Metro Mobility (Metropolitan Council) Responsibilities:

- Provide adequate number of vehicles
- Provide equipment, infrastructure and technical support for phones, computers, software, on-board equipment, etc.
- Purchase fuel and arrange for on-site delivery
- Secure adequate funding for operations and capital
- Establish operating policies and procedures
- Ensure regulatory and contract compliance

## Contracts for Demand Service

During July 2017, rides provided on the Demand service contracts accounted for 84 percent of Metro Mobility rides. Demand service is defined as the portion of Metro Mobility service where the customer requests a ride that can be for any purpose or destination within the service area.

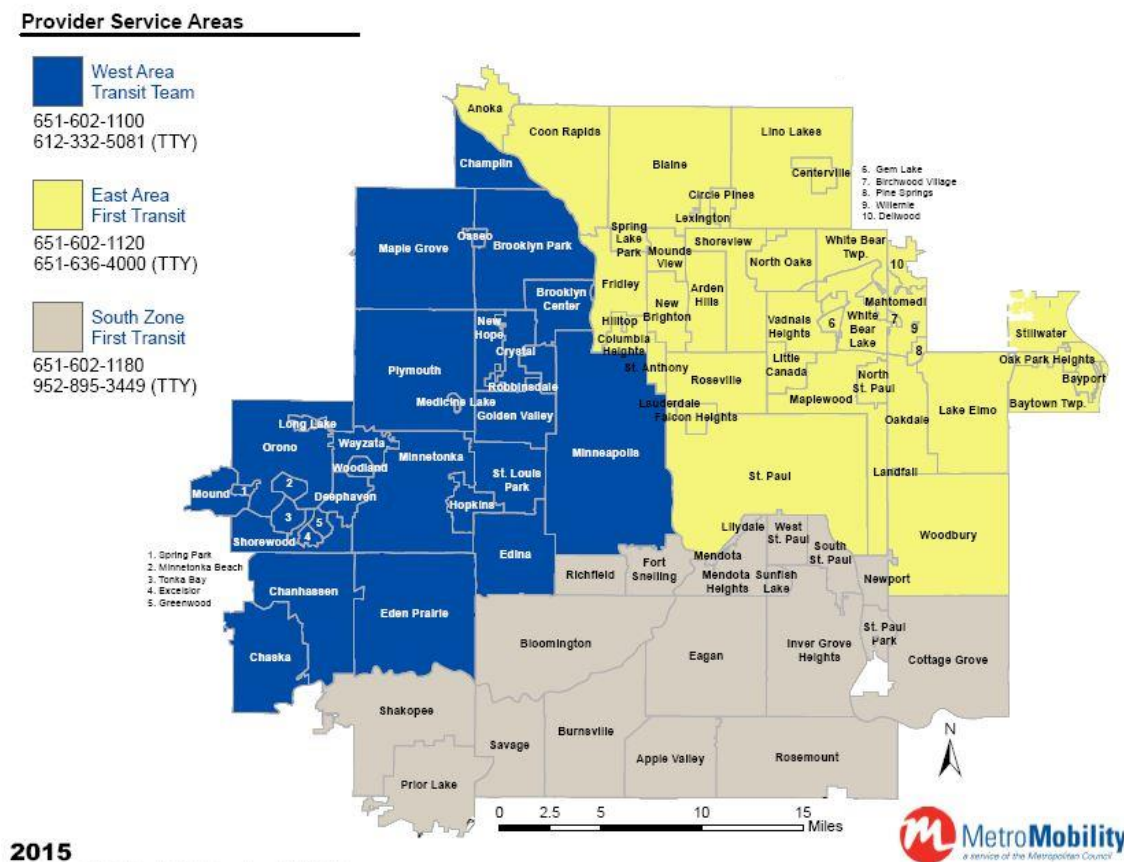
About 30 percent of the trips provided on the Demand service contracts are standing orders, meaning the customer does not call in each time they want a ride. Instead, the rides are automatically placed on routes

in advance of the four-day reservation window. Standing orders are for rides that occur at the exact same time and to the same place each week; this can be one trip a week or it can be multiple per day. Standing orders for ADA rides are accepted as space allows. The Metropolitan Council monitors the number of standing orders during each hour of the day to ensure that there is adequate capacity to schedule non-recurring rides.

There are three Metro Mobility Demand contracts. Figure 4 shows the service areas of Demand Contractors.

- Demand Metro East – First Transit in Roseville (29 percent of total rides as of July 2017)
- Demand Metro West – Transit Team in Minneapolis (41 percent of total rides as of July 2017)
- Demand Metro South – First Transit in Burnsville (14 percent of total rides as of July 2017)

Figure 4: Service Areas of Demand Contractors



## Agency Contracts

In addition to three Demand contracts, an Agency contract serves adult day programs and day training & habilitation (DT & H) centers. The Agency contract is 100% standing orders and accounted for 16 percent of Metro Mobility rides in July 2017. Agency service operates comparably to school bus routes – minimal fluctuation in riders, days and times and on weekdays only. The current contractor for Agency service is First Transit in Roseville.

## Supplemental Contracts

In addition to Demand contracts and the Agency contract, supplemental contractors provide a small number of rides.

### *Premium Same Day (PSD) service*

Metro Mobility has offered a same-day service option since 2004 using taxis. Customers can use this service option for some or all of their trips.

Premium Same Day service characteristics:

- No driver escorts
- Customer uses cash or credit card to pay driver
- Taxi company submits monthly invoice for the Council's share of ride costs
- Contract rate structure matches taxi rates adopted by city

Experience with Same Day Service:

- 6,346 PSD rides compared to 173,832 by primary contractors (April 2017)
- 757 "no-show" rides – Council paid \$5 each booked ride where customer did not show (April 2017)
- Average trip length for 80% of trips was 3.7 miles
- Average cost to Metro Mobility per ride delivered \$8.92
- In the most recent Invitation for Business issued in 2015, there was one respondent (TSI).

This service:

- is provided within Metro Mobility established service hours by community
- includes some accessible vehicles in fleet
- is pre-authorized by Metro Mobility. Metro Mobility automatically transfers trip information to TSI
- entails calculations by Metro Mobility software of trip distance and customer knows financial obligation in advance
- requires customer to call TSI to arrange ride
- requires customer to pay first \$5 and anything over \$20; Metro Mobility pays up to \$15

The PSD fare structure created in 2004 is similar to the structure that Boston's (MBTA) adopted with the Uber and Lyft pilot (Transportation Network Companies or TNCs). The only significant differences in Metro Mobility's Premium Same Day Service and the program piloted by Boston using TNCs is (1) the ability for a customer to book directly with the TNC using a smart phone app and (2) the pilot program in Boston does not include accessible vehicles. TSI has had accessible vehicles available since 2004.

### *STS Service - Sirius and Delight Transportation*

Non-ADA riders denied on Metro Mobility can contact Special Transportation Service (STS) providers, Sirius and Delight Transportation to schedule their ride. Some requests cannot be satisfied because of capacity and span of service limitations.

In 2016, this program switched from taxi to STS contractors and is delivered under sole-source contracts. The fleet is accessible. Drivers receive STS training, are accustomed to escorting customers to appointment desks, experienced in transporting people with disabilities and their service animals – all intermittent issues with taxi drivers.

There is an average of 229 trips/month on this service. Customers pay \$3.00 per trip, and the average cost per trip for this service in June 2017 was almost \$60.00, with an average trip length of over 24 miles. Many

of the rides are very long because they are difficult to fit on Metro Mobility routes and most likely to be denied.

## Drivers

Metro Mobility drivers are contractor employees. Although the contractor is responsible for hiring, managing and firing operations staff, the Council contract includes a provision allowing the MMSC to request specific contractor staff be removed from employment under the Metro Mobility contract. This right is exercised on occasion because of repeat safety, customer interaction or customer escort violations.

### Driver requirements

Prior to operating a Metro Mobility vehicle the following must be complete:

- 1) Pre-employment criminal history and motor vehicle check
- 2) Pre-employment alcohol and controlled substance test
- 3) DOT physical by an authorized medical examiner
- 4) Passenger Assistant Training Part A covering the following topics:
  - a. Wheelchair handling
  - b. Transferring from a wheelchair to a seat
  - c. Appropriate handling of a bus
  - d. Lift operation and mobility device securement
  - e. Ambulatory passenger assistance
- 5) Two-way communication device (radio) usage
- 6) Wheelchair securement and lift operations
- 7) Accident and emergency procedures
- 8) Daily vehicle inspection report

Prior to a driving in revenue service on their own, the following additional topics need to be complete:

- 1) 4 hours of defensive driving
- 2) 4 hours of Abuse Prevention training
- 3) 4 hours of Passenger Assistance Training Part B
- 4) 4 hours of First Aid training

Drivers must complete a refresher course within three years of the initial hire and every three years after.

- 1) 4 hours of First Aid
- 2) 2 hours of Defensive Driving
- 3) 2 hours of Abuse Prevention and Passenger Assistance
- 4) 7 hours of Continuing Education. Monthly driver meetings satisfy this requirement.

### Driver Hiring and Retention

Beginning in 2015, driver hiring and retention became a significant challenge for Metro Mobility contractors given the low unemployment rate in the Twin Cities. Driver shortages are a notable problem throughout the metro with school bus, public transit, commercial carriers, package deliverers and non-profits competing for a limited pool of applicants.

Driver shortages significantly impact each contractor's ability to meet trip requests and service quality standards; particularly during periods of increasing demand for service. For example, in the West Zone ridership increased by 23% between 2010 and 2016. According to the Bureau of Labor Statistics, the Metro

Area unemployment rate (not seasonally adjusted) in November 2017 was the lowest of Large Metropolitan Areas in the US at 2.4% compared to an average of 6.5% during November 2010.

After several months of unsuccessful driver recruiting efforts in 2016 and 2017 combined with increasing driver attrition the Council felt it was necessary to increase contract rates with funding provided exclusively to increase driver wages. The minimum starting wage effective October 1, 2017 is \$16/hour.

Contractors are reporting a significant increase in the number and quality of driver applicants since the October 2017 driver wage increase resulting in service quality improvement. The table below illustrates the correlation between availability of drivers and service quality in the West Zone.

**Table 2: Correlation Between Driver Availability and Service Quality**

	Ave. On-Time Performance	Ave. Appointment Time Performance	Ave Trips per Revenue Hour
<b>Calendar Year 2010</b>	98%	92%	1.79
<b>Calendar Year 2016</b>	95%	85%	1.96
<b>Week Ending 1/6/2018</b>	98%	90%	1.79

## Fleet

### Fleet overview

Current fleet of 574 revenue vehicles includes:

- 518 accessible buses
- 31 Equinox sedans (Demand contracts)
- 25 non-accessible vans (Agency contracts)

The Metropolitan Council owns all Metro Mobility vehicles operated by private contractors in three geographic service areas under the Demand contracts. In addition, the Metropolitan Council owns all vehicles used to provide service to large Day Training & Habilitation (DT & H) and Adult Day Programs served under the Agency contract. Buses are purchased with state bonding and federal transit formula funding sources. The Metropolitan Council purchases vehicles using competitive state contracts, conducts maintenance oversight as required by federal regulations and disposes of vehicles per state procedures at the end of their useful life.

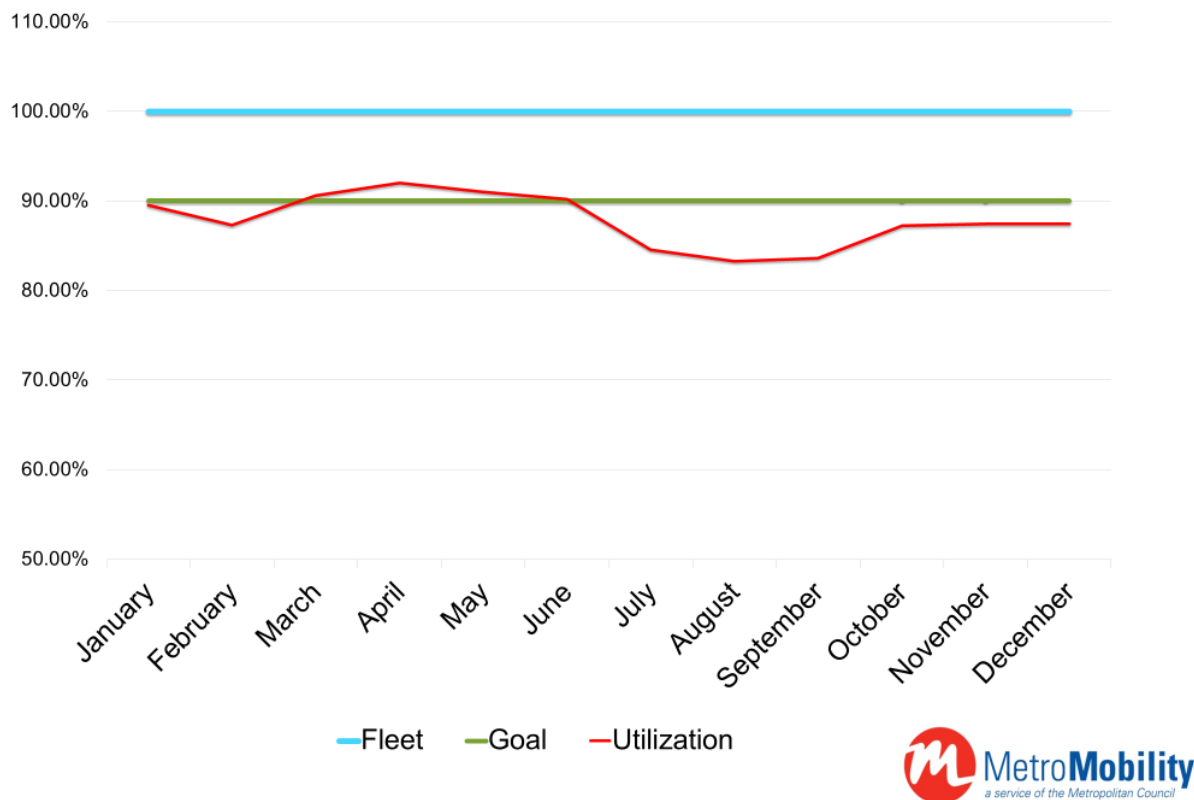
The average cost of a bus is \$83,000 with technology. The average bus is retired after five years in service and more than 250,000 miles. Most technology inside the vehicle is transferred one time to new buses and used for a total of 10 years.

### Fleet utilization

The fleet spare factor is calculated by dividing the number of buses not in service during maximum service levels by the maximum number of buses needed during the peak of the peak. The FTA limits fixed route to a 20% fleet spare factor but proposes a “reasonable” number of spares for dial-a-ride service. Regionally, the dial-a-ride spare factor is set at 10% and has adequately supported fluctuations in demand.

The fleet utilization rate in 2016 is shown in Figure 5.

Figure 5: 2016 Fleet Utilization Rate (10% Budgeted Spares)



The Metro Mobility fleet includes a limited number of non-accessible vehicles. Non-accessible vehicles are allowed per federal regulations provided that the availability of accessible vehicles is sufficient to avoid service disruptions and ensure equal response time and service quality regardless of customer needs.

Some ambulatory customers prefer using sedans and questions have been raised about whether there is a need for so many large vehicles. Based on data analysis, Metro Mobility believes that it has maximized the use of Council-owned sedans without compromising service efficiency. Metro Mobility service is very fluid because of cancellations and unexpected delays creating the need to move rides to different routes throughout the day. Additional sedans in the fleet limits the ability to move rides among routes and negatively impacts productivity and the flexibility needed to deliver service on time. Table 3 shows the fleet mix used in Demand service in February 2017 and the number of routes that did not require an accessible vehicle each day.



Table 3: Fleet Mix in Demand Service, Feb. 2017

Total Vehicle Count		432
Number of Sedans		31
<u>Date</u>	<u>Total # of Routes</u>	<u># Routes Not Needing Lift</u>
2/1/2017	421	19
2/2/2017	418	29
2/3/2017	389	21
2/4/2017	190	10
2/5/2017	182	6
2/6/2017	391	18
2/7/2017	411	23
2/8/2017	432	16
2/9/2017	422	22
2/10/2017	390	20
2/11/2017	180	7
2/12/2017	189	5
2/13/2017	395	17
2/14/2017	427	26
2/15/2017	441	24
2/16/2017	417	21
2/17/2017	394	21
2/18/2017	185	7
2/19/2017	190	4
2/20/2017	374	29
2/21/2017	426	27
2/22/2017	438	21
2/23/2017	436	18
2/24/2017	393	31
2/25/2017	187	9
2/26/2017	184	9
2/27/2017	409	24
2/28/2017	431	27

## Operations Technology

Metro Mobility contractors employ:

- 54 reservationists
- 29 dispatchers
- 8 schedulers
- 10 street supervisors

Reservations are taken primarily by phone, though web reservations are expected to be an additional option for customers second quarter 2018. Phone reservations are taken every day from 6:00 a.m. to 5:00 p.m. and web reservations will be available to customers 24/7.

Dispatchers are often on duty 24 hours per day because service is available for 24 hours daily in Minneapolis and St. Paul to match the availability of fixed route service, such as the Green Line.

Metro Mobility relies on technology to maximize the efficiency and effectiveness of service; beginning with client certification to scheduling and delivering rides to managing customer service issues. Key Metro Mobility systems include:

### Service Delivery Technology

- Trapeze PASS: software for booking, scheduling, routing, dispatching and performing rides. Trapeze is a multimillion dollar investment. It is the software used by most large United States public transit agencies including Washington D.C., Chicago, Seattle, Baltimore and Newark.
- Mobile Data Terminal (MDT): The MDTs primary function is to deliver electronic manifests to the driver. The device allows dispatch to move rides between routes as the day progresses. This flexibility is essential because cancellations occur throughout the day (typically 10% on the day of service), and delays occur because of traffic conditions and difficulty locating customers. The device also provides drivers with a map and turn by turn directions. The current device and related software is not capable of providing real-time traffic conditions to optimize vehicle routing. Council staff is working with the software vendor to implement real-time traffic information in a future software upgrade.
- Cubic Go To readers: Cubic is the smart card fare collection system used throughout the public transit systems in the metro area. The technology allows riders to purchase fares using Metro Transit's website, pay electronically, transfer seamlessly between fixed route and Metro Mobility and offers financial protection if the card is lost or stolen. The Go-To card readers replaced paper coupons in 2017; reducing printing costs, minimizing the risk of fraud and providing an eco-friendly alternative.

### Safety, Security and Investigative Technology

- Call recording system: All Metro Mobility contractors use the Council's phone system that includes automated call distribution and call recording functionality. Phone queues are monitored and tracked by time of day so that staffing levels are matched to call volume trends. In addition, call recordings and data collected from the system allow the MMSC to investigate complaints and take corrective action as necessary. Finally, random sampling of calls provides the opportunity to proactively address staff training issues.
- Security cameras: Metro Mobility vehicles have video recording equipment installed. Lift equipped buses have either four or five camera systems and sedans have two camera systems. Video footage can be downloaded remotely using vendor-specific software and garage WIFI. Video is used to investigate customer complaints, observe customer behavior, monitor driver behavior and facilitate accident investigations.
- Global Positioning System (GPS): The MDCs include GPS technology and locational information communicated and recorded in the Trapeze software every 60 seconds using cellular communication. Because vehicles are tracked real-time, dispatch is able to effectively manage driver work. GPS tracking also allows the MMSC to investigate routing complaints and no-show appeals and substantiates data accuracy.

Metro Mobility service is technology-dependent. Contractors and customers are negatively impacted when internet service, computer software, or computer hardware aren't working properly. The Metropolitan Council has purchased the equipment necessary to install a fail-over system during the first quarter of 2018 to reduce the risk of service disruption.

## Peer Comparisons

To develop peer comparisons, the Task Force reviewed a peer group of 11 transit systems compiled in a Council study. Selection of the peer group was based on urban population, total revenue miles operated, total operating budget, population density, population growth rate, percent low-income population, annual per traveler delay, percent of service as demand -response mode, and percent of services purchased.

The pool of transit systems was compared on various performance indicators, effectiveness and efficiency measures including the following.

Figure 6: Operating Expense Per Revenue Hour



Figure 7: Subsidy Per Passenger Trip

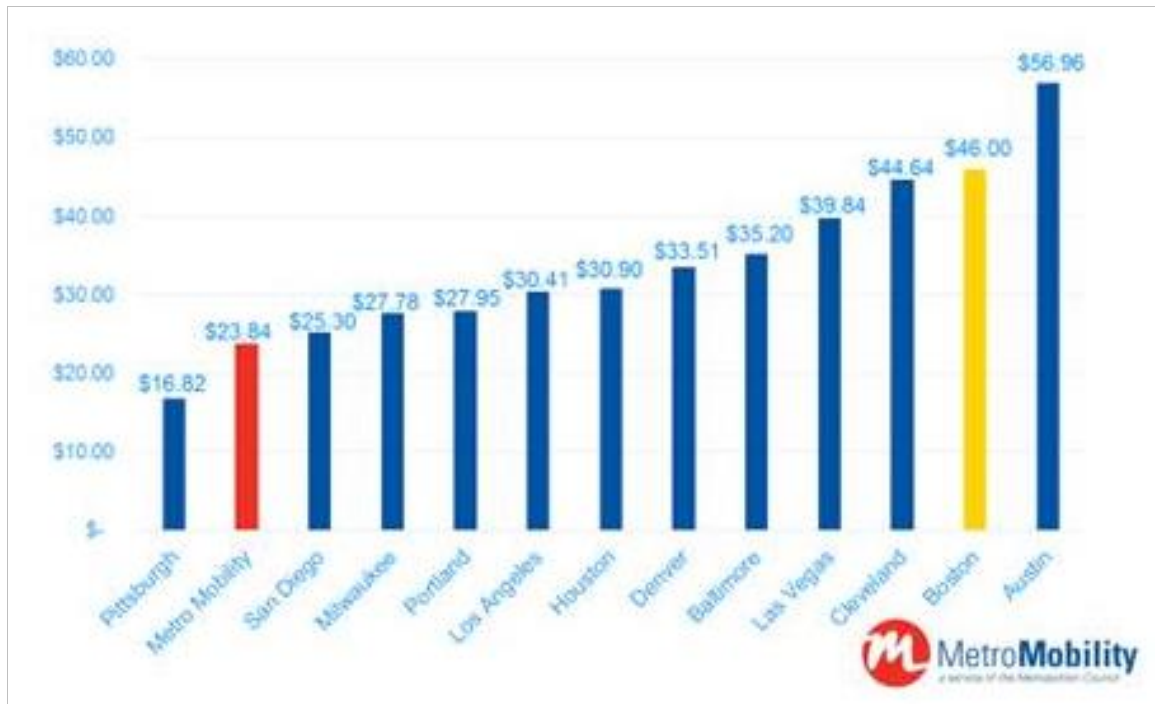


Figure 8: Operating Expense Per Revenue Hour

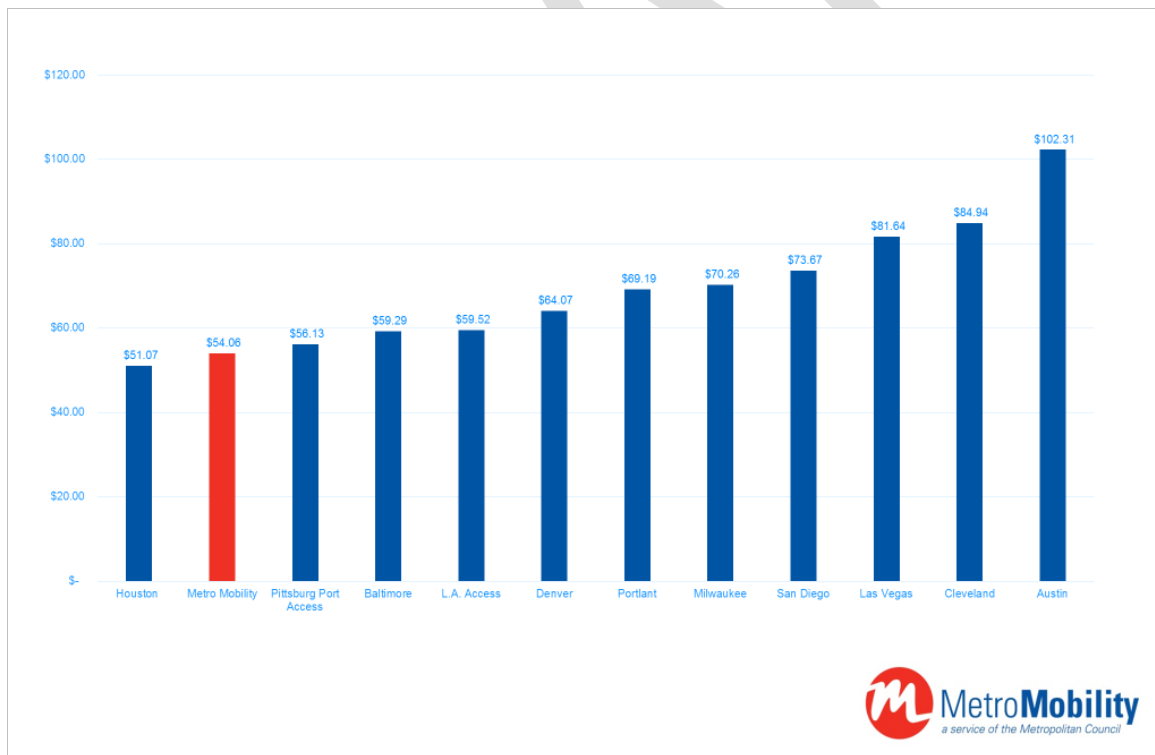


Figure 9: Average Fare Per Passenger – Primary Service

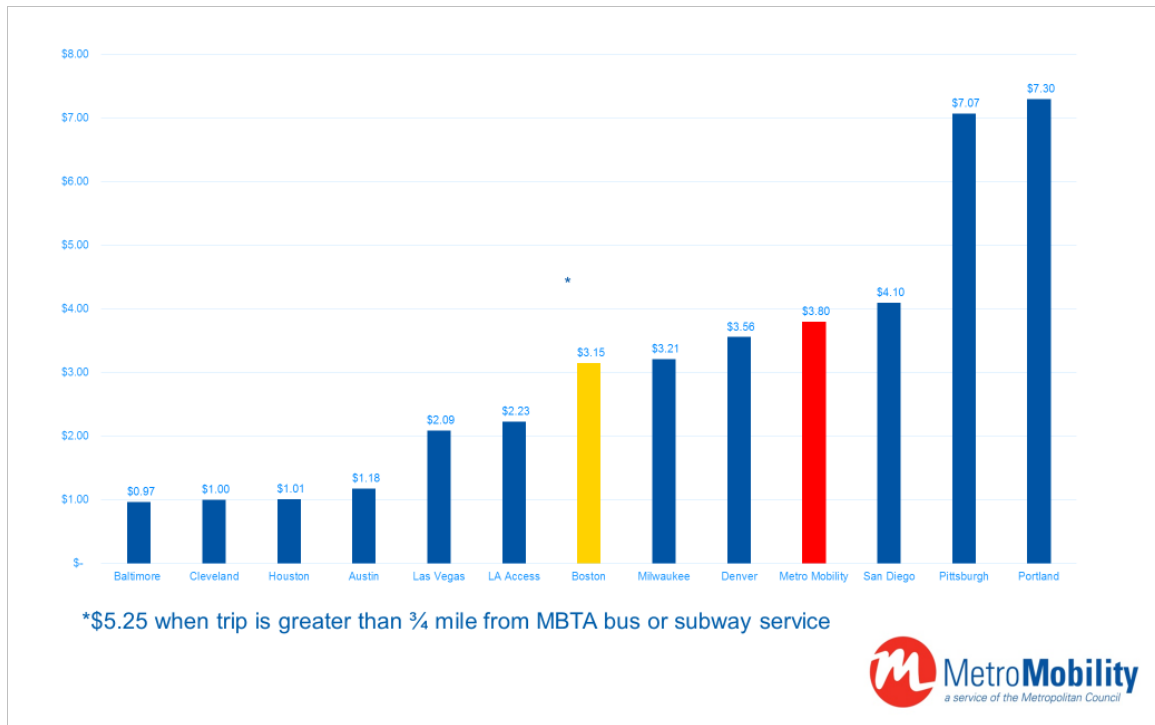


Figure 10: Passengers Per Capita

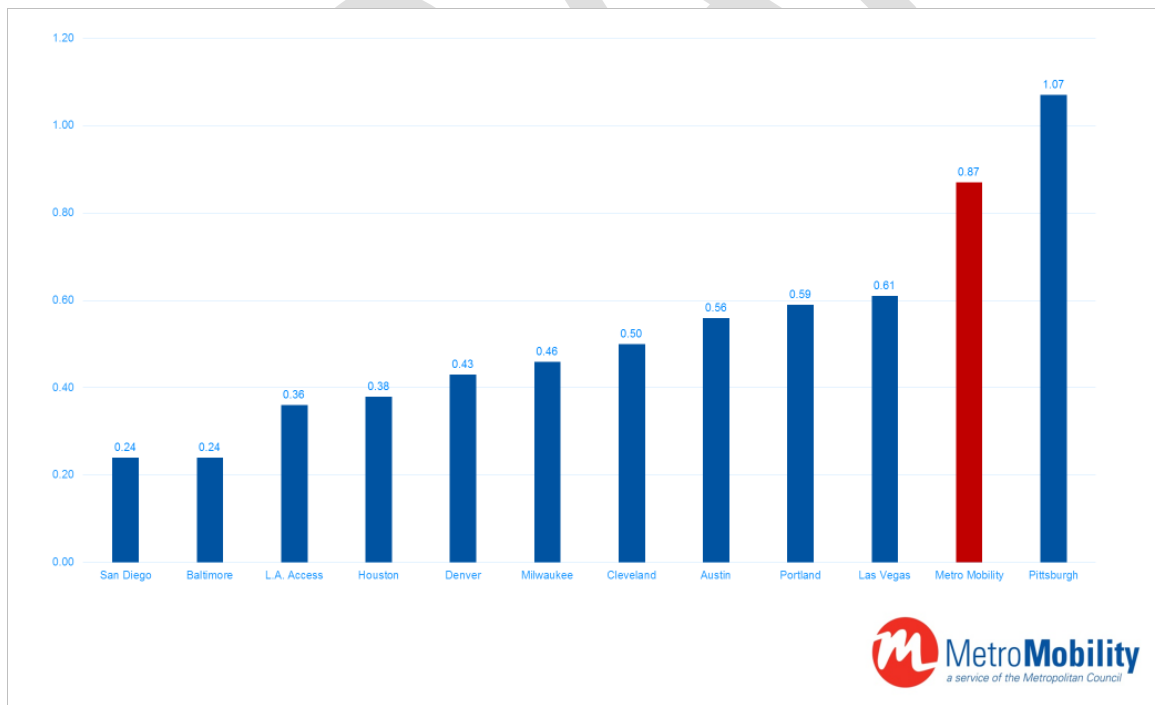


Figure 11: Passenger Trips Per Revenue Hour

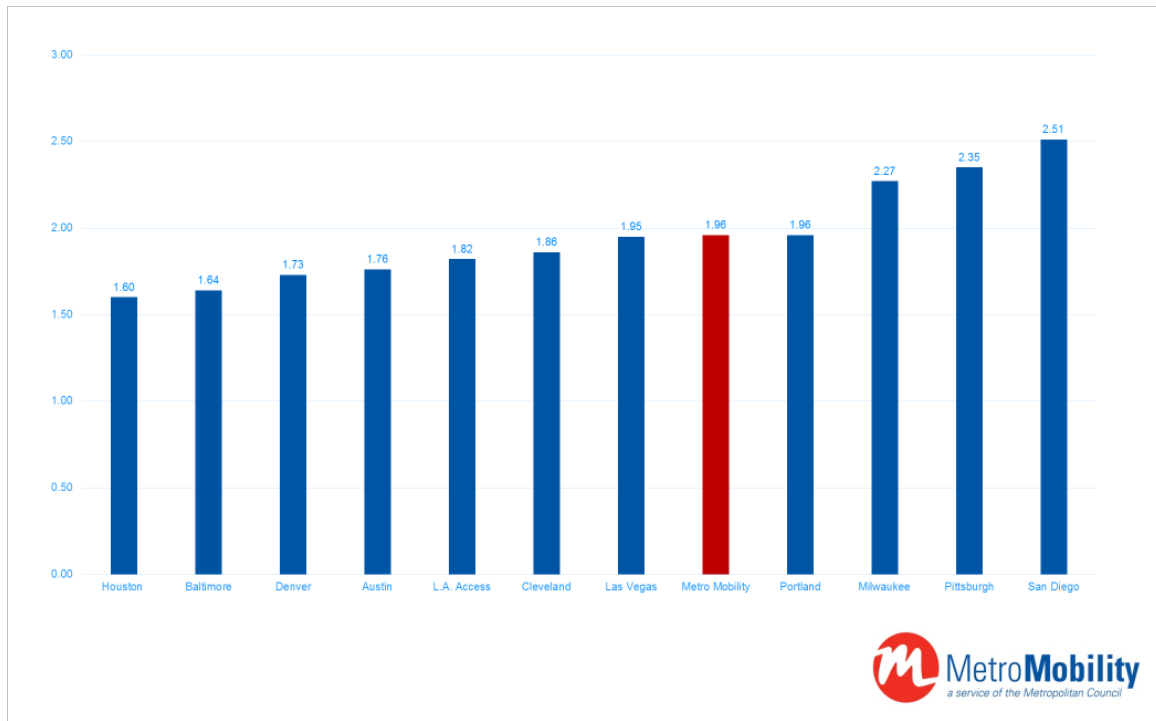
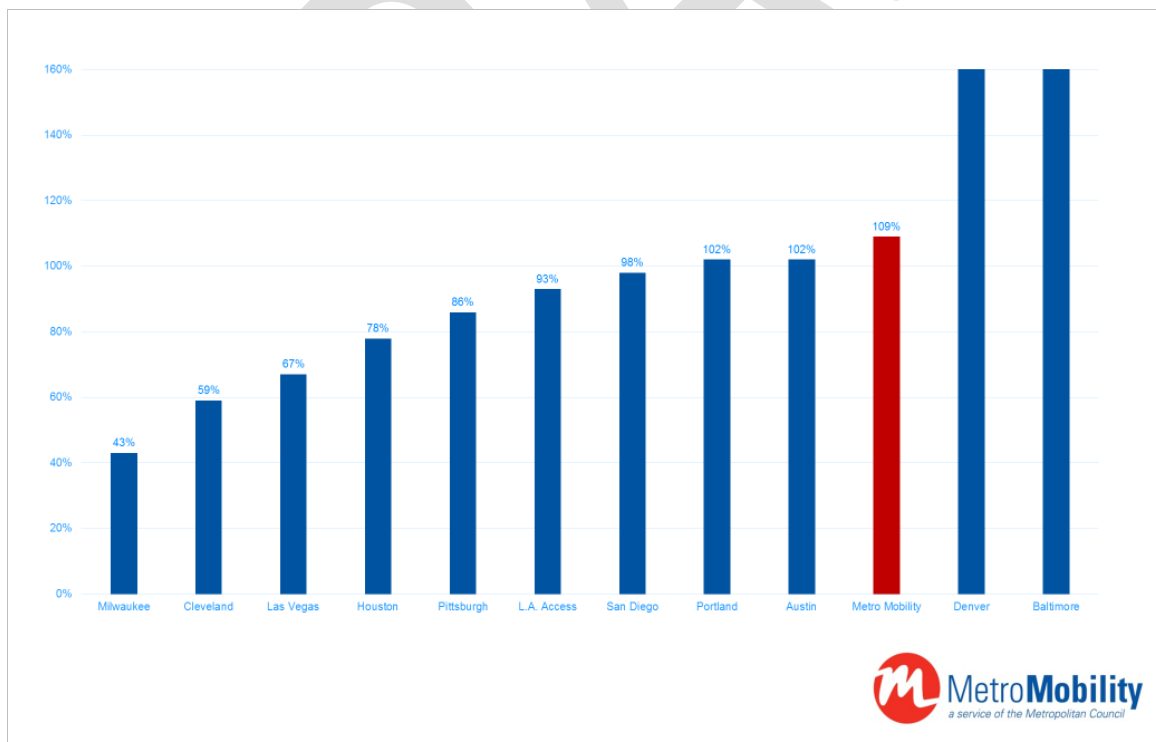


Figure 12: Percent Urbanized Area Served



## Planned Program Changes in Progress

### **Fixed route transfers**

Metro Transit and Metro Mobility staff are identifying second and third ring suburban fixed route stations with high frequency and ample capacity to pilot Metro Mobility to fixed route transfers. A low or free fare on Metro Mobility will be offered to Metro Mobility customers willing to complete a portion of their trip using fixed route. If the pilot is successful, the longer-term concept is to identify six to eight stations near the belt-way to reduce the length of Metro Mobility trips and capitalize on the availability of fixed routes. This has the potential to increase capacity on Metro Mobility without adding resources and offers customers more independence and flexibility available with the fixed route network.

### **Group ride incentives**

Metro Mobility began a pilot in December 2017 to offer a group ride fare discount. Groups of five riders or more certified riders can establish a standing order during weekday off-peak hours to travel weekly to shopping or social activities and receive a free return ride. Groups are self-organized, and actual participants can differ from week to week. The goal is to provide a more cost-effective option for riders while also serving to improve system productivity and create low cost additional capacity on Metro Mobility.

### **On-demand and up-to-four-days-out taxi service**

The long-standing Premium Same Day (PSD) taxi program was modified in February 2018 to expand the reservation window to four days in advance; consistent with Metro Mobility Demand service. Customers can now book rides on PSD up to four days in advance through one hour in advance.

### **Van rental pilot**

In 2018, Metro Mobility plans to pilot a bus leasing program with a large Day Training and Habilitation center. The idea behind the program is to subsidize a lease between the Agency and a private leasing company. The leased buses cannot replace vehicles currently operated by the Agency but instead must be an expansion of their existing transportation program. The leased buses will be operated by Agency staff and will allow more autonomy in transporting clients to jobs mid-day within the community as the goals of the Minnesota Olmstead Plan materialize. The Agency must use the bus to transport a minimal number of ADA certified riders in order to qualify for the Council's subsidy. This program is designed to relieve pressure on Metro Mobility driver and capital resources while providing improved flexibility for the Agency and its clients.

## Ridership and Budget History and Trends

Underlying issue: Demand is increasing which increases overall program costs, even though recent efficiencies are holding cost down to levels below the sum of inflation and ridership increases. The program does not have a dedicated, sufficiently robust funding source.

### **Ridership and Cost**

Ridership is increasing. Although the Council is conducting a study to analyze ridership projections, there are some factors that are clearly contributing to increased ridership. First, more people are being certified for Metro Mobility. In 2012, Metro Mobility received about 8,100 applications for certification. In 2016, that number grew to 10,562. While some of these applications are submitted by people who are "recertifying," an increasing number are new certifications. In 2014, 48% of the applications were new. In



2016 that number increased to 60%. Not surprisingly, Metro Mobility is seeing an increased number of riders each year as well.

- Increasing ridership contributes to increasing cost. As ridership demand increases so do operational and capital costs. Over the past several years the Council has improved operating cost effectiveness by increasing investments in technology to make service more efficient, restructuring to achieve economy of scale, purchasing fuel in bulk below pump rates, and identifying innovative ways to reduce the cost of the service being provided without changing the operating parameters of the service. At this point the Council has exhausted all the “low hanging fruit” for service improvement— options that do not alter service delivery parameters. Curbing costs in the future will require hard choices and will likely result in reduced service for people with disabilities if funding is not available.
- Metro Mobility is primarily funded by the State of Minnesota’s General Fund: Currently, Metro Mobility’s revenue comes from a couple of sources, but most of the revenue consists of legislative appropriations from the state General Fund.
- In 2015, the Council included Metro Mobility vehicles in its advertising contract. The vendor that sells advertising for the Council’s Metro Transit buses and trains was invited to sell advertising on Metro Mobility vehicles as well. Interest has been very limited. In 2015, the Council generated \$15,652 in advertising revenue on Metro Mobility. Table 4 shows Metro Mobility’s revenue sources, and Table 5 shows Metro Mobility costs over a five-year period.

**Table 4: Metro Mobility Sources of Revenue in 2016**

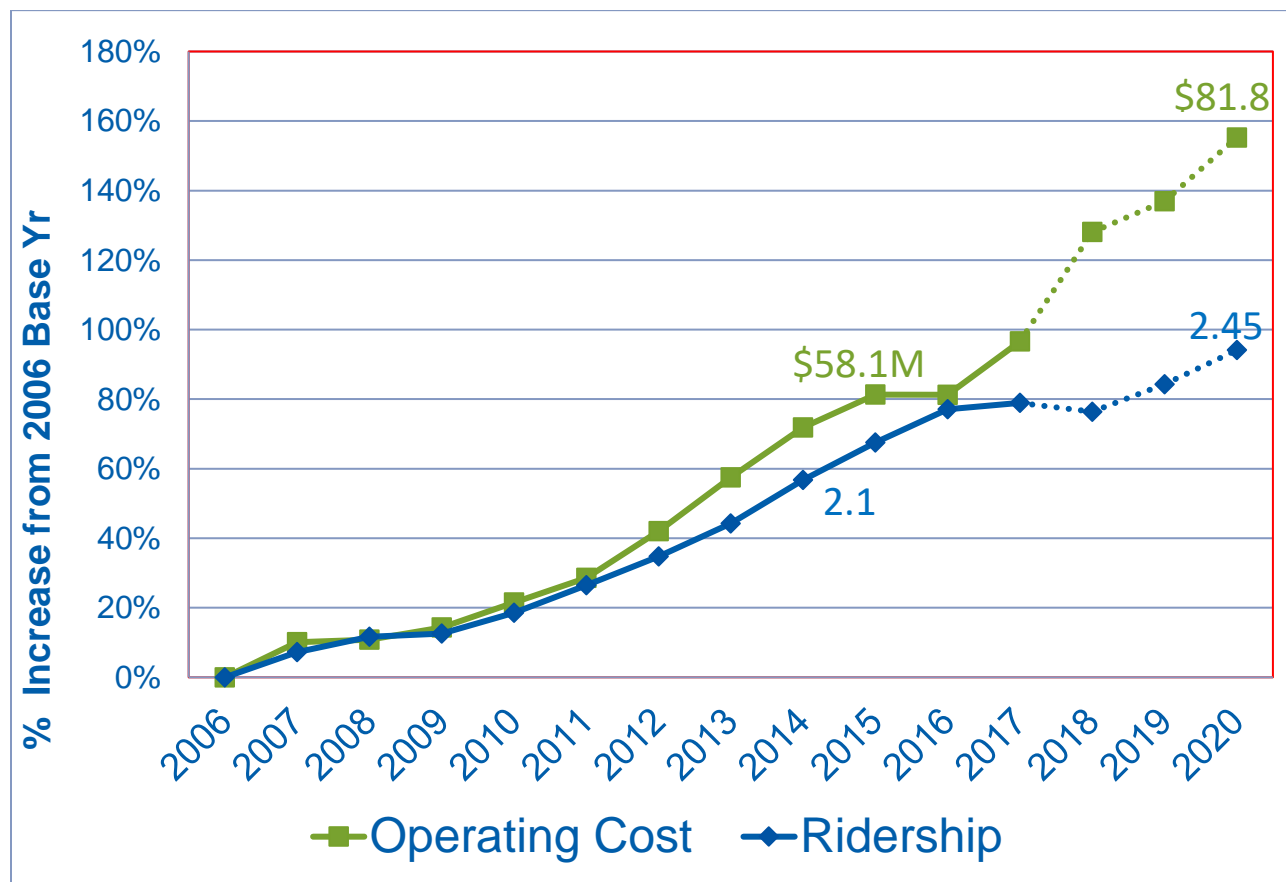
State General Fund Appropriation	\$52.4 million
Passenger Fares	\$5.7 million
<b>TOTAL</b>	<b>\$58.1 million</b>

**Table 5: Metro Mobility Costs from 2012 to 2016 <sup>2</sup>**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Revenue Hours</b>	774,146	852,466	935,929	1,033,178	1,101,710
<b>Average Hourly Rate</b>	\$49.68	\$49.56	\$50.30	\$54.95	\$51.55
<b>Fuel Cost/Hour</b>	\$6.85	\$6.96	\$6.26	\$5.05	\$4.32
<b>Total Service Cost</b>	\$45.5 million	\$50.5 million	\$55.1 million	\$58.1 million	\$58.1 million

<sup>2</sup> Metro Mobility had a budget of \$70.8 million in 2017, and \$73.1 million in 2018.

Figure 13: Metro Mobility Ridership, Operating Costs



Note: 2017 Operating Cost numbers in Figure 13, above, are unaudited cost estimates.

## Part 2: Summary of the Task Force's Work and Findings

The Metro Mobility Task Force held seven meetings from August 2017 to February 2018. In addition to full task force meetings, the task force created three subgroups to examine current operations and costs, customer experience, and industry experience.

### Current Operations and Cost Findings

The Current Operations and Costs subgroup reviewed current operating costs and capital funding alternatives, alternative provider service models and costs, and Department of Human Services funded rides.

Metro Mobility's costs consist of various components, as show in Table 6.

**Table 6: Breakdown of Metro Mobility Costs**

<b>(Costs based on 2016 actuals)</b>		<b>Cost per Trip</b>	
<b>Contractor Costs (includes Taxi and STS)</b>		\$49,769,865	
<b># Trips</b>		2,233,229	
<b>Average Contractor Cost Per Trip</b>		\$22.29	
<b>Admin (HR, IT, Payroll, Budgeting, Accounting, Insurance)</b>		11.74%	\$2.62
<b>Facility Lease or Amortization</b>		2.98%	\$0.66
<b>Facility Maintenance</b>		0.33%	\$0.07
<b>Utilities</b>		0.52%	\$0.12
<b>Direct Operating Costs (Driver, Dispatch, reservationist, scheduler)</b>		\$15.59	
<i>Drivers</i>	87.59%	\$13.65	
<i>Dispatchers</i>	5.68%	\$.89	
<i>Reservationists</i>	5.46%	\$.85	
<i>Schedulers</i>	1.27%	\$.20	
<b>Vehicle Maintenance</b>		9.53%	\$2.12
<b>Drug and Alcohol Program</b>		0.24%	\$0.05
<b>Driver Training</b>		0.67%	\$0.15
<b>Other</b>		4.02%	\$0.90
<b>Fuel</b>		\$1.76	
<b>Met Council Admin (Managers, customer service, contract oversight, IT, Legal, Payroll, HR, Technology, Communications)</b>		\$1.97	
<b>Cost per Passenger w/o vehicle and capital equipment</b>		\$26.01	
<b>Add: Vehicles and Equipment</b>		*\$3.88	
<b>Total Cost</b>		\$29.89	
<b>Average Trip Length (includes agency service)</b>		9.37	

\* Based on 2012-2016 actual fleet purchases and ridership.

In considering alternative provider models, the subgroup reviewed the federal and state regulatory requirements to which providers would need to adhere, as shown in Table 7. The subgroup also explored the cost implications of using alternative providers.

**Table 7: Regulatory Requirements**

1	Equal response time for rides requiring accessible vehicle	Federal
2	Zero denials	Federal
3	Random Drug and Alcohol Sampling	Federal
4	Passenger Escort	Federal
5	Disability Awareness Training	Federal
6	Reasonable Suspicion Procedures	Federal
7	DVS and Criminal Records Review (initial and annual)	Federal
8	Service quality reporting (on-time pickups, appts, on-board time)	Federal
9	Shared Ride	Federal
10	Radio dispatch – immediate response time	State
11	Insurance Minimums and Council Indemnification	State

To understand how each provider’s or potential provider’s service aligns with existing regulatory requirements, the subgroup sent a survey to Uber, Lyft, 10/10 Taxi, Transportation Plus, Transit Team, and First Transit. The survey requested the following information:

- Does your current service model meet each of the state or Federal Transit Administration’s complementary ADA standard listed?
- If your company’s model doesn’t meet the standard, does your company have an interest in meeting the standard?
- What is the estimated cost of meeting each standard?

The results of this survey are incorporated into service-level options developed by the Industry subgroup (discussed later.)

### Cost Information

For comparison among providers, Table 8 shows provider costs for a sample trip.

**Table 8: Average Cost Per Provider for Sample 11.2-Mile Trip, 2016**

Provider Type	Cost
Metro Mobility (capital and operating)	\$28.85-\$29.31
Taxi	\$24.00*- \$26.30
TNC* <sup>1</sup>	\$17.00 - \$22.00
* Does not include the cost of accessible vehicles.	
<sup>1</sup> Prices may vary based on demand.	

Using **alternative** providers does risk potential loss of federal formula funds. Public transit is shared ride service. Rides that are provided through a non-shared service model are not reportable as public transit. Loss of federal formula funds for an **11.2 mile trip is approximately \$4.70/trip.**

## Vehicle Leasing

To help determine if it would serve as a cost-saving strategy, the subgroup studied the concept of leased vehicles for Metro Mobility. Findings include:

### Funding Implications

- Over the past five years, approximately 50% of funding for vehicles comes from Federal Transit Administration (FTA) formula funds and 50% from Regional Transit Capital funds (RTC).
- RTC cannot be used for lease expenses.
- The Federal government prefers that providers own their own assets, and must provide a compelling business reason to lease.

### Metro Mobility Capital Cost per Passenger Trip for Buses and Technology

- Capital investment in buses and bus technology 2012-2016 = \$38.3M
- Average \$3.88/per passenger trip

### Challenges

- Enterprise leasing does not allow vehicle subleases. A vehicle lease program would likely require Metro Mobility contractors to enter into lease agreements directly with the vendor. This legal arrangement would negatively impact the Council's ability to easily and quickly reassign fleet in the event of a crisis or to address poor service quality.
- Lease rates are currently unknown.

## Summary of Cost Items

- Varying service models between Metro Mobility, TNCs, and taxis impact costs.
- Only Metro Mobility is fully compliant with FTA ADA complementary service requirements. Taxis may be interested in becoming fully compliant. TNCs are not interested in becoming fully compliant.
- By definition, public transit is shared-ride service. Any non-shared service provided is not reportable to the FTA. As a result, there would be an average loss in funding of about \$4 per trip.
- There is insufficient information available regarding leased vehicles to make a recommendation.
- Topics for further consideration include: need for a consistent funding source and potential investments in technical development, marketing, and customer service.

## Department of Human Services-funded Metro Mobility Rides

A sizeable number of DHS/metro area county-client rides are provided by the Metropolitan Council on Metro Mobility and funded by those programs at a fraction of the full cost. Because Metro Mobility is funded completely by state general fund money (and a small amount of passenger fares) the State of Minnesota is absorbing nearly the entire cost of the ride instead of accessing federal funding opportunities.

### Background

Through discussions with DHS staff, the Council has identified three general categories of DHS/county-subsidized trips being provided by Metro Mobility. They include:

1. Day Training and Habilitation (DT&H) rides to agencies such as Opportunity Partners, Lifeworks, Midwest Special Services, etc.

2. Other Waivered service clients. The county purchases public transit fares and distributes to clients for many types of trips: school, social, etc.
3. Minnesota Non-Emergency Medical Transportation (MNET) rides.

In most case, these trips are eligible for state and federal dollars at a 50/50 ratio. Under current practice, when waived service and Medical Assistance clients are placed on Metro Mobility, only the fare is reported as the “cost” of the service and only 50% of the fare is covered by federal funding. The full cost of Metro Mobility, on average, is more than \$26 in operating costs and about \$3.88 in capital per trip. Metro Mobility fares are currently \$4.50 in the peak period and \$3.50 in the off-peak. Under current practice, about 94% of a DHS/county client’s ride when transported on Metro Mobility is covered by the state. If the client were placed on a private carrier, the state and federal share would be 50/50.

The current practice underutilizes federal dollars and over-utilizes state dollars. Several factors, including federal regulations, create significant barriers to capturing a greater share of federal funding to cover the transportation costs of Metro Mobility. DHS and Council staff met several times in early 2017 and were unable to find a solution under current conditions but believe that there is opportunity to modify existing statutes, programs and procedures to: 1) access more federal dollars and 2) improve DHS client services.

#### Issue

Based on 2014/2015 Metro Mobility ticket sales to metro area counties and Medical Transportation Management (MTM) on behalf of Minnesota Metro Counties Consortium (MMCC) in addition to the number of clients transported to day training and habilitation programs, the Council estimates that more than \$20.5 million in expenses that are eligible for 50-percent match by federal funds are not reported as DHS program costs and are therefore not subsidized with federal funds.

**Table 9. Annual Extra Cost to State and Loss of Federal Funding**

Period	Sales Amount	*Estimated Rides	**Est. Full Cost of Rides	Cost Split when DHS/Counties Place Rides on Metro Mobility		Cost Split when DHS/Counties Pay Full Cost	
				State	Federal	State	Federal
Sales to Counties Aug 2014- Jan 2015	\$701,510	210,033	\$5,460,858	\$5,110,103	\$350,755	\$2,730,429	\$2,730,429
Annualized Total	\$1,403,020	420,066	\$10,921,716	\$10,220,206	\$701,510	\$5,460,858	\$5,460,858
2016 Agency Invoiced Fares	\$1,235,838	370,011	\$9,620,286	\$9,002,367	\$617,919	\$4,501,183	\$4,501,183
Total	\$2,638,858	790,077	\$20,542,002	\$19,222,573	\$1,319,429	\$9,962,041	\$9,962,041
TOTAL Annual Extra Cost to the State and Loss of Federal Funding							\$8,642,612

\*Average fare for Metro Mobility system = \$3.34 \*\*Average operating cost per ride = \$26.00

#### Challenges

1. The Council and DHS are not able to share client information, so it is not possible to fully understanding the clients involved, the programs they are enrolled in, Metro Mobility ridership and the scope of federal funding lost. Having authority to share the information is a critical first step in understanding the return on investment and general approach to designing a new program structure and associated policies and procedures.
2. Metro Mobility is bound by Federal Transit Administration regulations that restrict fares to twice the local fixed route fare. However, the regulations provide for the following exception:

*Sec 37.131l(4) The entity may charge a fare higher than otherwise permitted by this paragraph to a social service agency or other organization for agency trips (i.e., trips guaranteed to the organization).*

While this exception could apply to Metro Mobility “Agency” rides, it would not apply to the larger share of other waived service rides; only partially addressing the issue.

3. DHS programs are bound to federal “usual and customary” charge requirements, meaning a provider cannot charge more for a covered client than what is charged to other customers. It is possible for Metro Mobility to charge more if the service provided is a higher level of service than service offered to other customers paying the public transit fare.
4. DHS waived rates for transportation included in the daily Day Training and Habilitation service rates are shown in Table 10. Table 11 shows Agency ridership.

**Table 10: DHS Rates for Day Training and Habilitation**

<b>DHS DT&amp;H Rate Structure</b>				
<b>Individual Requires a Lift</b>	<b>0-10 Miles</b>	<b>11-20 Miles</b>	<b>21-50 Miles</b>	<b>51 or More Miles</b>
YES	\$15.05	\$28.16	\$58.76	\$80.93
NO	\$ 8.83	\$10.58	\$13.92	\$16.50

**Table 11: Metro Mobility Agency Ridership**

<b>Metro Mobility Agency Ridership - October 2016</b>					
	<b>0-10 Miles</b>	<b>11-20 Miles</b>	<b>21-50 Miles</b>	<b>51 + Miles</b>	<b>Total</b>
Lift	3,385	585	9	0	3,979
Ambulatory	19,386	5,534	304	0	25,224
Unknown*	303	129			29,635

Current Metro Mobility daily fares \$7.00-\$9.00 per day round trip. Trips over 15 miles may include an additional surcharge of \$.75 per trip.

Day Training and Habilitation rates for daily service are bundled per Minn. Statute 256B.4914. The service provider receives a payment for the provision of service and a payment for the provision of transportation. DT&H service providers may sub-contract the transportation portion of service provision.

True DT&H transportation rates represent in the framework above are suppressed per Minn. Statute 256B.4913. Service rates for DT&H are currently based on historic rates in place in 2013. Historically, DT&H providers negotiated transportation rates with lead agencies. True framework rates for the transportation portion of DT&H rates will not be in effect until January 2021.

In summary, under the current Metro Mobility model, there is no mechanism to draw down additional Medicaid funding. Additional State and Federal Medicaid funding may be available by providing a different service model to recipients of Medical Assistance and waiver services. An estimated \$8 to \$10 million in additional federal funds may be available with a different service delivery model.

Barriers to addressing this problem include:

- Resolution is restricted by inability to share data between agencies.
- Metro Mobility fares are limited to twice the local fixed-route fare except for trips to a social service agency.



- DHS Medicaid programs are bound to federal “usual and customary” charge requirements, meaning a provider cannot charge more for a covered client than what is charged to other customers.
- Medicaid program riders pay the same fare as other eligible riders.
- Metro Mobility’s fare of \$3.50 in the off-peak and \$4.50 in the peak is an inexpensive option for agencies.
- Currently, DT&H transportation rates represented in the framework are suppressed per Minn. Statute 256B.4913. True framework rates for the transportation portion of DT & H rates will not be in effect until January 2021.

#### **Potential Legislative Recommendations**

- Data sharing between state agencies.
- Interagency coordination.
- Better cross-utilization of funds – remove silos.

### **Customer Experience Findings**

The Customer Experience Subgroup focused their review and discussion on the needs of the people utilizing Metro Mobility services, and on the impacts of transit service quality and reliability from the customer’s perspective. Multiple examples were shared by and with subgroup members, and through them, the task force gained a heightened awareness of the impacts insufficient transit service has on an individual’s daily life. The group worked alongside the Industry Experience group to ensure the identified service level options will address the issues presented by customers.

### **Issues Presented by Customers**

#### **Service Quality and Trip Reliability**

- Inconsistency resulting from the 30-minute pick-up window, in addition to service delays, can make daily planning difficult and can result in missed appointment times. This also causes worry and anxiety for customers.
- Customers may not know when or where (multiple entrances) they are being picked up. This, may add to trip delays.
- Dynamic routing and customer “add-ons” to the manifest can seem confusing and inefficient and can cause frustration and delays for other passengers on board.
- High demand on the system, in addition to detours and congestion, can result in frequently changing trip manifests.
- Ride durations can sometimes be, or feel, too long. Trips that approach or exceed the maximum on board time, can cause physical discomfort and anxiety.
- Consistently late trips can impact a person’s employment and limit opportunities for people who are dependent on Metro Mobility for transportation.
- Customers may not be aware of supplemental service, or premium same-day options available to them that may offer a more consistent or direct ride.

### Quality of Customer Service

- Driver training and knowledge seems inconsistent.
- High turnover of drivers can result in customers regularly getting new drivers on routes who are unfamiliar with customer file notes, or pick up/drop off locations.
- Driver customer-service skills are inconsistent or lack knowledge of individual customer needs.

### Improvements Identified by Customers

- The consistency and quality of driver training programs, both initial training and on-going, should be reviewed and investments made where needed in order to ensure high quality customer service is provided.
- A market competitive compensation of hourly pay and benefit for Metro Mobility drivers is needed to attract and retain high quality drivers, and to stabilize the workforce and improve driver turnover.
- Investments in improved customer communication and education on Metro Mobility service options and regulatory impacts are needed (for example, information on Premium Same Day, Supplemental Service, non-ADA service denials, no-show policy suspensions, expectations for on-board times).
- Technology should be better utilized to improve opportunities for customers to provide feedback, and to inform customers when their ride is near.
- Alternative services that provide additional sedan service or taxi alternatives, may result in an improved customer experience for some customers. Due to the risks associated by a non-FTA regulated service, all such options should be offered and communicated as “Opt-in” services.
- An investment in business system administration is needed to analyze system routing formulas (for example, optimizing trip planning formulas, on-board time and/or other performance criteria calculations) to improve the customer experience while still maintaining system efficiency.
- Centralized dispatch, along with investments in technology improvements, should be investigated for viability and as a means to improve system wide routing.

## Industry Experience Findings

The Industry Experience subgroup reviewed the existing Metro Mobility service model in context of a variety of transportation provider experiences, and in consideration of a widely varying and growing demand for services. The group considered service option alternatives through the lens of the customer experience, of ADA regulations, of customer needs and preference. and of customer safety and security. The group also reviewed related pilot programs that have been introduced in other cities in recent years.

The current Metro Mobility base service model is entirely FTA paratransit service compliant and is characterized by the assurance of a high level of personal service that is important to many customers. Many Metro Mobility clients require an attentive care and support due to cognitive or physical disability. The current service assures door-through-door escort, and is provided by drivers trained according to Special Transportation Service level standards. Metro Mobility ensures productive public transit service by offering a shared ride, usually in lift equipped buses that can accommodate 15 or more passengers.

## Customer Eligibility Categories

The Americans with Disabilities Act of 1990 (ADA) [Section 37.123€ (1) of the ADA regulations], defines the following three categories for Paratransit service eligibility:

### Category 1

Any individual with a disability who is unable, as a result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any vehicle on the system which is readily accessible to and usable by individuals with disabilities.

### Category 2

This applies to an individual who would be able to use the local fixed-route system if it were accessible (e.g., if a low-floor or lift-equipped bus is not available). This category is not applicable for Metro Mobility as all our local fixed-route service is 100% accessible.

### Category 3

"Any individual with a disability who has a specific impairment-related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system." Two important qualifiers to this category are included in the regulations. First, environmental conditions and architectural barriers not under the control of the public entity do not, when considered alone, confer eligibility. Inconvenience in using the local fixed-route bus system is not a basis for eligibility.

Eligibility for Metro Mobility cannot be based on financial hardship. A person must be over six (6) years of age to certify for eligibility

## Service Level Alternatives

In addition to affirming the need to sustain the Metro Mobility's base system service provisions, the task force recommended exploring additional service level alternatives, that could potentially be provided by Transportation Network companies and/or taxi companies.

As shown in Table 12, the four alternatives proposed in addition to Metro Mobility's base system provide an array of options for customers whose needs may not be provided within the current service model due to system capacity, and for those who may not need, nor want, door through door FTA paratransit-level service.

Table 12: Metro Mobility's Base System and Four Alternative Service Levels

	Metro Mobility Base Service		Shared Options		Premium Options	
	ADA Area	Non-ADA	STS	Not-STS	STS	Not-STS
Provider Type	Public Transit Dial-a-Ride	Public Transit Dial-a-Ride	Medical Assistance Providers	TNC/Taxi	Medical Assistance Providers	TNC/ Taxi
Service	Door through first Door	Door through first Door	Door through first Door	Curb to Curb	Door through first Door	Curb to Curb
Trip booking	Advanced Reservation	Advanced Reservation	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced	On Demand or Advanced
Service Denials	None	Subject to Capacity	Subject to Capacity	Subject to Capacity	Subject to Capacity	Subject to Capacity
Safety and Training	Highest Level	Highest Level	Stringent	Less Stringent	Stringent	Less Stringent
Fleet	Lift Equipped	Lift Equipped	Limited Lift or Ramp	Limited Lift or Ramp	Limited Lift or Ramp	Limited Lift or Ramp

The following shows service choice scenarios for various customer profiles.

**Metro Mobility Base ADA Service**

- Can plan most needed trips in advance.
- Lives and travels mostly within the federally mandated ADA service area.
- Needs door-through-door service, and assistance from a trained driver, to safely reach his destination.
- Feels more safe riding with drivers that are specially trained in disability awareness and randomly screened for drug and alcohol use.
- Appreciates the security of reservation call recordings and on-board audio/video recordings.
- Likes the routine of using Metro Mobility and the support provided by the Metro Mobility Service Center. He does not want to change providers.
- Uses a mobility device and requires a lift to board the bus.
- Does not want to pay more for on demand or direct service.
- Enjoys the community aspect of using public transportation and does not want to pay more for direct service.

**Metro Mobility Base Non-ADA Service**

- Relies on Metro Mobility for transportation needs; and can plan most trips in advance.
- Lives, or regularly travels, outside the ADA federally mandated service area.
- Although requests are scheduled on standby-by, service denials are rare.
- Needs door through door service, and assistance from a trained driver, to safely reach her destination.

- Feels more safe riding with drivers that are specially trained in disability awareness and randomly screened for drug and alcohol use.
- Likes the routine of using Metro Mobility and the support provided by the Metro Mobility Service Center. She does not want to change providers.
- Enjoys the community aspect of using public transportation and does not want to pay more for on demand or direct service.
- Appreciates the security of reservation call recordings and on-board audio/video recordings.

#### **Premium STS Option**

- Lives and travels within the federally mandated ADA service area and is never denied Metro Mobility service.
- There are often several other customers on her bus.
- Frustrated by a lack of consistency and does not like waiting up to 30 minutes for her bus.
- Uses a mobility device.
- Needs door through door service, and assistance from a trained driver, to safely reach the destination.
- Willing and able to pay a premium for a faster, non-share accessible ride rather than risk delays that can occur with a shared ride service
- Does not feel safe using a regular taxi or TNC
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

#### **Premium Not-STS Option**

- Does not use a mobility device and values independence.
- Does not need assistance getting in or out of vehicle.
- Frustrated with long on-board times and the delays caused by a shared ride system.
- Would prefer to pay more for a faster, direct trip, than risk delays.
- Is comfortable riding with drivers with less stringent background checks and no drug and alcohol testing.
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

#### **Shared Ride STS Option**

- Lives, or regularly travels, outside the federally mandated ADA service area and ride requests are sometimes denied due to lack of available service.
- Needs the level of service and driver assistance provided by Metro Mobility.
- Doesn't mind sharing rides with other customers. Does not want to pay more for a direct trip.
- Uses a mobility device and requires door through door service to safely reach the destination.
- Does not feel safe using a regular taxi or TNC.
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

### **Shared Ride Not-STS Option**

- Has a variable schedule and values spontaneity in travel planning. Is frustrated by the advanced appointments required by Metro Mobility.
- Doesn't mind riding with others and can afford the extra time that sometimes adds.
- Does not want or need door through door service and can safely reach the destination when picked up or dropped off at curb.
- Is comfortable riding with drivers with less stringent background checks and no drug and alcohol testing.
- Is unconcerned with a lack of reservation call recordings and on-board audio/video recordings.

### **Anticipated Service Advantages**

The task force anticipates that by offering additional service options, the growing demand and resultant strain on the base Metro Mobility system will be distributed, and more and varying customer needs will be met. These options, if fully implemented, could address many of the issues identified by the Customer Needs work group. It should be noted that some of these service options are not currently provided in this market. Anticipated advantages of a more diversified system include:

- Providing both STS and Not-STS level service options will introduce additional capacity to meet a growing service demand while offering services that meet a variety of customer preferences.
- Additional service offerings will strengthen and focus the core system, potentially introducing stability in the Metro Mobility driver workforce.
- Premium options offer individual rides and a faster trip than shared ride options.
- STS service levels offer higher standards than Not-STS Options.
- Lower Cost Per Ride potential with demand shifts to new service options.

Support for this is provided by Boston's success with their TNC pilot program, initiated in October of 2016 and on-going, with multiple iterations, through April 2018. The Massachusetts Bay Transit Authority (MBTA) currently contracts both Uber and Lyft to provide optional on-demand shared ride and individual transportation service to paratransit customers throughout their entire service area. Since initiating the pilot, MBTA has reported growing support from customers of the ride options, and a 19% reduction on the number of The Ride trips from pilot customers. In the current pilot, customers have an option to use share Ride modes (Uber pool and Lyft line). Roughly 20% of their customers currently take advantage of this option. In September 2017, MBTA reported an overall increase of 31% in their service provision while reducing their overall cost per trip by over 80%.

**The increase in trips provided currently offsets the per trip cost savings, making the MBTA's pilot cost neutral overall.** As a result, to date there has not been an overall savings realized from the program, although mobility for customers has improved.

Since the Boston service area and market differs from our region, the task force recommends a pilot approach to gauge customer interest and study impacts.

## Risk Exposures

The above proposed new service options introduce additional complexity to an already complex system. With each of the alternative service options, customers may be exposed to a higher risk and/or lower quality customer care, compared to the level of service required by Metro Mobility.

**Safety and security concerns are especially important to consider due to the heightened risk of providing transportations services to vulnerable populations.** While there is a wide range of abilities between customers, it is important to understand that some customers with cognitive disabilities may have difficulty understanding the differences between the new service options, and how those differences may affect them personally, in context of both service quality and personal safety. Some customers are also at increased risk of getting lost or injured if the appropriate level of service (curb to curb vs. door through first door) is not provided. This risk is heightened during inclement weather conditions.

Taxi and TNC service providers operate under the authority of the Motor Carriers of Passengers or Equivalent State/City Authority (such as Taxi or TNC licensing). Special Transportation Service (STS) service providers, which includes many Taxi companies, operate under State of MN STS regulation. None of the proposed alternative service providers are required to comply with regulations set by the FTA for Paratransit service, including:

- **Drug and Alcohol Policy and Compliance, including post-accident, reasonable suspicion and random sampling.** Although testing programs vary between providers, neither TNCs nor taxis companies have indicated the ability or interest in fully meeting all the testing requirements set for public transit.
- **Passenger Escort:** Non-FTA Paratransit and Non-STs service providers are not required to assist customers in the same way as Metro Mobility drivers are. Customers choosing this service will be picked up and dropped off at curb instead of escorted to the door. These options may present a safety risk for customers who need help navigating to their destination, boarding vehicles, or require other assistance from a driver.
- **Disability Awareness Training.** TNC and non-STs certified taxi companies are not required to provided disability awareness training as required by FTA paratransit regulations, or as outlined in the standards set forth by Minn. R. 8840.5910, Subpart 1.
- **Service quality reporting.** All providers surveyed in the task force currently collect and report service performance data such as On-Time Performance, On Board Time, service denials etc. Agreements will be needed to allow the Council to have full access to trip requests and ride data to ensure oversight for purposes of provider-public accountability and auditability.
- **DVS and Criminal records review.** Taxi and TNC companies have varying requirements for conducting driver criminal background checks and for DVS license checks. Providers with STS certification must meet MN state DHS net study requirements. TNC companies currently do not meet this state requirement. **Zero**
- **Service Denials:** Customers requiring lift service or requesting same day/on demand service are at higher risk of being denied service on a consistent basis if they choose alternative service options. There is a limited number of accessible vehicles (lift or ramp) within the Taxi fleets and the TNC's do not currently offer accessible vehicles in our service market.



- **Shared Ride:** Public transit is shared ride service. Any non-shared service provided is not reportable to the FTA, resulting in an average loss in funding of approximately \$4 per trip. While taxi and TNC companies both accept group bookings, neither currently offer shared ride services in Minnesota. Both Uber (Uber Pool) and Lyft (Lyft Line) offer shared ride services in other markets and have indicated an interest providing the option as part of a pilot study in Minnesota.
- **Radio Dispatch (real time contact with dispatch):** TNC providers have limited radio dispatch support; drivers contact dispatch real time via the mobile application or by phone.
- **Accessible needs met equally with non-accessible needs:** Most of the taxi fleet are not lift equipped, and TNC companies do not currently offer lift equipped vehicles in the Metro area. Customers requiring accessible service are at risk of service denials on a consistent basis if they choose alternative service options.

Because the alternative options do not meet the FTA regulatory requirements they must be initiated and selected by the customer.

### **Other Concerns**

In this market, there is no TNC or Taxi regulatory requirement for on-board security cameras . However, many Taxi fleets now have cameras installed. In contrast, Council-provided public transit vehicles have multiple interior and exterior cameras installed. On board video is an important crime deterrent and provides an important investigative and auditability tool.

### **Risk Mitigation Strategies**

The task force recommends the following strategies to limit the risk exposures identified above:

- Investment in sufficient staff resources to effectively administer contracts, conduct service monitoring, and audits needed to ensure all contractual and regulatory compliances required for any new contracts or services.
- Although all proposed new services are optional for the customer, a significant investment in outreach and education will be needed so that all customers and care givers understand key service differences and risks associated with each option. Contractual provisions to ensure Council has full access to trip requests, ride data, on board video and other service related data for purposes of provider-public accountability and auditability.
- The accessible fleet capacity of alternative service of the alternative service providers will need to be monitored in order to protect the users; civil rights to accessible transportation.
- Contractual requirements are needed to ensure providers employ drug and alcohol screening and pre-employment background checks according to city and state requirements.
- Specialized training, such as Disability Awareness, defensive driving, assistance training and abuse prevention will need to be contractually obligated for all alternative service providers and defined according to the service level requirements.

Table 13: Summary: Pros and Cons of Alternative Choices

	Pros	Cons
<b>STS - Shared</b>	<ul style="list-style-type: none"> <li>• High level of driver training and customer service (escort service to/from vehicle)</li> <li>• Annual vehicle inspections</li> <li>• Department of Human Services background checks</li> <li>• Accessible vehicles available</li> <li>• May offer more flexibility in scheduling rides</li> <li>• Same day rides and some on-demand available</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• <b>This option is currently not available in Minnesota.</b></li> <li>• No reasonable suspicion checks for drug and alcohol use</li> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• No drug and alcohol random sampling program</li> </ul>
<b>STS – Not Shared</b>	<ul style="list-style-type: none"> <li>• High level of driver training and customer service (escort service to/from vehicle)</li> <li>• Annual vehicle inspections</li> <li>• Department of Human Services background checks</li> <li>• Accessible vehicles available</li> <li>• May offer more flexibility in scheduling rides</li> <li>• Same day rides and some on-demand available</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• No reasonable suspicion checks for drug and alcohol use</li> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• Not reportable as public transit = loss of federal funding</li> <li>• Could be a more expensive option – depends on customer's financial contribution</li> <li>• No drug and alcohol random sampling program</li> </ul>
	Pros	Cons
<b>Not STS – Shared</b>	<ul style="list-style-type: none"> <li>• Rider can choose drivers – consistency</li> <li>• On-demand</li> <li>• Least costly option</li> <li>• Excellent option for customers wanting flexibility, sedan service and independent travel</li> <li>• Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>• <b>This option is currently not available in Minnesota.</b></li> <li>• Less stringent background checks</li> <li>• No accessible vehicles currently available; potential civil rights violations</li> <li>• Optional driver training – not specific to persons with disabilities</li> <li>• No reasonable suspicion checks for drug and alcohol use</li> <li>• No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>• TNCs have demonstrated an unwillingness to fully report</li> </ul>

		ride information (for example, limited to zip code) <ul style="list-style-type: none"> <li>No drug and alcohol random sampling program</li> </ul>
<b>Not STS – Not Shared</b>	<ul style="list-style-type: none"> <li>Rider can choose drivers – consistency</li> <li>On-demand</li> <li>Least costly option</li> <li>Excellent option for customers wanting flexibility, sedan service and independent travel</li> <li>Council has flexibility in setting customer's financial contribution</li> </ul>	<ul style="list-style-type: none"> <li>Less stringent background checks</li> <li>No accessible vehicles currently available; potential civil rights violations</li> <li>Optional driver training – not specific to persons with disabilities</li> <li>No reasonable suspicion checks for drug and alcohol use.</li> <li>TNCs have demonstrated an unwillingness to fully report ride information (for example, limited to zip code)</li> <li>No security cameras or call recordings. Limited ability to investigate and resolve customer complaints.</li> <li>Not reportable as public transit = loss of federal funding.</li> <li>No drug and alcohol random sampling program.</li> </ul>

## Technology Considerations

With the introduction of multiple providers serving a large service area with widely varying service needs, a significant investment in trip planning technology and integrated software applications may be needed to integrate multiple provider systems and best identify trip level service options for customers, including service options on the Metro Transit's fixed route system.

The task force took note of innovative on-demand trip request applications that have been created to address this issue such as RideKC's Freedom application, launched with an on-demand taxi service pilot. The pilot features an integrated software app, optimized for mobile use, that provide customers with a "one stop shop" on-demand trip reservation experience. The system generates ride solutions in real time, and offers service options to the customer based on the current capacity and demand of multiple service providers.

Partnerships with alternative service providers, and investments in related software applications could benefit the transit system as a whole. Providing customers with more access and visibility to various trip planning solutions has the potential to optimize service delivery across modes.

The task force also considered information on other innovative technology pilots underway that may become relevant to the paratransit industry, including the testing of Autonomous Vehicles (AV).

For example, Access Services, the paratransit service in Los Angeles CA, recently announced plans for a small scale autonomous vehicle pilot program, partnering with Baidu, Inc. Further study is needed to determine the viability and potential of AV technology in the paratransit industry.

The task force recognizes the potential system efficiencies and improved mobility to be achieved through additional pilot programs currently under study by Metro Mobility. These are further discussed on pages 20/21 and include:

- **Feeder to Fixed Route Program:** Pilot currently in planning stages, to incentivize transfers to/from the Metro Transit fixed route system.
  - **Group Ride Program:** Limited Pilot initiated in December 2017 to offer free return ride incentive for groups of 5 or more booking rides off-peak.
  - **Advanced booking of “Premium Same Day” service:** Pilot initiated in February 2018 to allow “Premium Same Day” customers to book taxi riders up to 4 days in advance, as well as same day.
- need text

## Part 3: Recommendations

The legislative language identifies “program and legislative changes” as areas for recommendation.

### Legislative Changes

TBD

### Program changes/Council action/other recommendations that do not require legislative action

TBD

## Appendices

- Legislative language establishing the task force
- Task force membership
- Task force charter
- List of meeting dates and all posted materials (For example, we will include the meeting minutes, PowerPoints, Matrices, and other posted documents.)

Updated 1/31/18 - Draft

## Metro Mobility Service Level Approach Options:

Service Options	
	Service Area
	Service Denials
	Service Level
	Booking Type
	Booking Options
	Customer Opt-In
	Customer Fare Restrictions
	Provider Choice
	Provider Type
	Vehicle Types
	STS compliance
	ADA Regulatory Compliance (i.e., service animals, provision of service)
	Current or Interest in FTA Paratransit Regulatory Compliance
	Accessibility needs met equally with non-accessible needs
	Zero Denials
	Random Drug and Alcohol Sampling
	Passenger Escort
	Disability Awareness Training
	Reasonable Suspicion Procedures
	DVS and Criminal records review
	Service quality reporting, including OTP, ATP, OBT
	Shared Ride
	Radio Dispatch (Real time contact with dispatcher)
Provider Requirements	
	Operating Authority
	Annual vehicle inspections
	Driver Criminal Background Check
	Driver Training
	Insurance Coverage
Anticipated Advantages	

<b>Anticipated Risks</b>	
<b>Estimated Cost Impacts</b>	

(1) <https://www.revisor.mn.gov/statutes/?id=245C.15>  
(See DHS Net Study Disqualifiers Tab)



<b>Current</b>	<b>Current</b>
<b>ADA Paratransit</b>	<b>Non-ADA Paratransit</b>
ADA Service Area	Non-ADA Service Area
No	Yes-Rides on Standby
Door-through-Door escort	Door-through-Door escort
Advanced	Advanced
Phone, Online/App (when available)	Phone, Online/App (when available)
No	No
Yes, 2x local fixed route fare	No
No	No
Procured	Procured
Primarily Accessible Vehicles	Primarily Accessible Vehicles
No	No
Yes	Yes
Yes	Yes - except denials - local decision
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Yes	Yes
Operating contact with Met Council Council - third party inspections	Operating contact with Met Council Council - third party inspections
Per federal & state laws, company policy in excess of minimums	Per federal & state laws, company policy in excess of minimums
40 hours pre-revenue service, monthly safety meetings	40 hours pre-revenue service, monthly safety meetings
Per Council contract to comply with State laws governing public agencies	Per Council contract to comply with State laws governing public agencies


<b>Current</b>	<b>NEW</b>
<b>Premium Same Day (not shared)</b>	<b>Shared</b>
ALL Service Area	ALL Service Area
Yes- Subject to supply/demand	Yes- Subject to supply/demand
Curb-to-Curb	Curb-to-Curb
On Demand or Advanced	On Demand or Advanced
Pre-Approved by MM	Phone/Online/App
Yes	Yes
No, customer first \$5 + amount over \$20	No
Yes	Yes
Taxi	Taxi, TNC, STS Providers
Ambulatory/Non Ambulatory	Ambulatory/Non Ambulatory
No	No
Yes	Yes
No	No
	<b>Shared</b>
Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi licensing)	Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi or TNC licensing)
Provider's Internal Policy	Provider's Internal Policy
DHS Net Study - state background check and fingerprinting (1)	Contractually Required Background Checks
Provider's Internal Policy	Provider's Internal Policy
1.5M Auto Liability	1.5M Auto Liability
	<b>Shared</b>
	Customer Chooses
	Lower Per Ride Cost (compared to not-shared)

	<b>Shared</b>
	Less Stringent Driver Standards
	Less Stringent Vehicle Standards
	Provider Capacity - peak availabilitiy
	Increase ridership and program costs
	Customer Safety & Security
	<b>Shared</b>
	Limit public subsidy (i.e. cap at \$15)
	Eligible for Federal reporting/formula funds

**NEW****NEW**

<b>Shared STS</b>	<b>Premium (not shared)</b>
ALL Service Area	ALL Service Area
Yes- Subject to supply/demand	Yes- Subject to supply/demand
Door-through-Door escort	Curb-to-Curb
On Demand or Advanced	On Demand or Advanced
Phone/Online/App	Phone/Online/App
Yes	Yes
No	No
Yes	Yes
Taxi, TNC, STS Providers	Taxi, TNC, STS Providers
Ambulatory/Non Ambulatory	Ambulatory/Non Ambulatory
Yes	No
Yes	Yes
No	No

Provider Survey Response: All Providers indicate interest in compliance

Provider Survey Response: All Providers = Yes

Provider Survey Response: Tplus, 10/10 taxi, Blue and White taxi = Yes, Uber and Lyft = No

Provider Survey Response: Tplus, 10/10 taxi, Blue and White taxi = Yes, Taxi Uber = No, Lyft = Yes

Provider Survey Response: Tplus, 10/10 taxi, Blue and White taxi = Yes, Uber = No, Lyft = Yes

Provider Survey Response: Tplus, 10/10 taxi = No, Blue and White taxi = Yes, Uber = No, Lyft = No

Provider Survey Response: Tplus, 10/10 Taxi, Blue and White taxi = Yes, Uber = Yes, Lyft = No

Provider Survey Response: All Providers = Yes

Provider Survey Response: All Providers = Yes

Provider Survey Response: Tplus, 10/10 Taxi, Blue and White taxi = Yes, Uber = No Answer, Lyft = Yes

<b>Shared STS</b>	<b>Premium (not shared)</b>
Special Transportation Services	Motor Carriers of Passengers or Equivalent State/City Authority (i.e. Taxi licensing or TNC licensing)
MnDOT STS Requirement	Provider's Internal Policy
DHS Net Study - state background check and fingerprinting (1)	Contractually Required Background Checks
NEMT/STS Requirements	Provider's Internal Policy
1.5M Auto Liability	1.5M Auto Liability
<b>Shared STS</b>	<b>Premium (not shared)</b>
Customer Chooses	Customer Chooses
Lower Per Ride Cost (compared to not-shared)	Individual Ride
Higher Driver Standards	

Higher Vehicle Standards	
<b>Shared STS</b>	<b>Premium (not shared)</b>
	Loss of formula funds
	Less Stringent Driver Standards
Provider Capacity - accessible fleet and peak	Less Stringent Vehicle Standards
Increase ridership and program costs	Increase ridership and program costs
	Provider Capacity - peak availabilitiy
Customer Safety & Security	Customer Safety & Security
TNC compliance with fingerprinting requirement	
<b>Shared STS</b>	<b>Premium (not shared)</b>
Limit public subsidy (i.e. cap at \$15)	Limit public subsidy (i.e. cap at \$15)
Eligible for Federal reporting/formula funds	Loss of Federal 5307 funds averaging > \$4.50 per trip

**NEW**[illegible]



Higher Vehicle Standards
<b>Premium STS (not shared)</b>
Loss of formula funds
Provider Capacity - accessible fleet and peak
Increase ridership and program costs
Customer Safety & Security
TNC compliance with fingerprinting requirement
<b>Premium STS (not shared)</b>
Limit public subsidy (i.e. cap at \$15)
Loss of Federal 5307 funds averaging > \$4.50 per trip

## Task Force Recommendations

The following items are a list of concepts generated from discussions at the Task Force Meetings and subgroup meetings and assembled into a draft approach for Task Force Members to consider.

### Recommended Legislative Action

#### Funding, Collaboration and Data Sharing

Action:

1. Establish a dedicated funding source to ensure Metro Mobility demand is met
2. Invest resources in and remove barriers to collaboration between DHS and Metro Mobility. Modify Data Privacy language to allow limited data sharing and fund a study to determine how more federal dollars can be captured for DHS/County waived service and medical assistance client transportation.
3. Provide funding to study and invest in technology innovations such as single-point reservation system to allow the customer to self-choose between all available service options when scheduling a ride. Fund staffing to support investments.
4. Provide incentives to increase the number of on-demand accessible vehicles operated by private companies to increase availability to persons with accessibility needs and provide an equivalent response time for on-demand services.

### Recommended Program Changes, Council Action or Other

#### Service Models

Pilot service expansion options to better meet a variety of transportation needs such as:

- On-demand options
- Driver consistency
- Direct ride (not shared)
- No escort – more independence
- Shorter pick-up window
- Sedan service

Action:

1. Barring any impasse such as insufficient data disclosure or other regulatory barriers, by 1<sup>st</sup> Quarter 2019, expand and promote on-demand service providers. The complete service model should include at a minimum:
  - a. Metro Mobility ADA (no changes)
  - b. Metro Mobility Non-ADA (no changes)
  - c. STS Premium (consumer selected)
  - d. Not STS Premium (consumer selected)- including Taxi and TNCs
  - e. STS Shared (if market allows, consumer selected)
  - f. Not STS Shared (if market allows, consumer selected) including Taxi and TNCs
2. Explore the feasibility of creating a service specifically for DHS/County waived clients and medical assistance transportation program post 2020, if feasible seek legislative support.

3. Evaluate options available for increased flexibility on Metro Mobility Non-ADA trips such as conditional eligibility of customers, differential fares, service quality standards and span of service that meets objectives for service and cost
4. Invest in robust public information and outreach to explain the service impact of various new service options.
5. Conduct routine market analysis to evaluate effect of driver wages on workforce stability and service quality and performance and adjust as warranted and funding allows.

DRAFT

*Unapproved final meeting minutes as the Task Force did not meet again after February 7, 2018.*

## **Minutes of the**

### **REGULAR MEETING OF THE METRO MOBILITY TASK FORCE**

Wednesday, February 7, 2018

**Committee Members Present: Metropolitan Council Member Deb Barber, David Fenley, Steve Pint, Commissioner Jim McDonough, Commissioner Scott Schulte, City Council Member Dick Vitelli, Commissioner Marion Greene, Carla Jacobs, Matt Knutson, Commissioner Gayle Degler, Frank Douma, Ken Rodgers**

**Committee Members Absent: Commissioner Karla Bigham, Mike Sutton, Stewart McMullan, Jon Walker, Commissioner Jon Ulrich, Bob Platz**

### **CALL TO ORDER**

A quorum being present, Metropolitan Council Member Deb Barber called the regular meeting of the Metro Mobility Task Force to order at 09:05 a.m. on Wednesday, February 7, 2018.

### **APPROVAL OF AGENDA**

It was moved by Commissioner Degler, seconded by Frank Douma to approve the agenda.

**Motion carried.**

### **APPROVAL OF MINUTES**

It was moved by City Council Member Vitelli, seconded by Commissioner Schulte to approve the minutes.

**Motion carried.**

### **BUSINESS**

1. **Review draft task force report, finalize recommendations to the Legislature, and approve the report**—Nick Thompson 651-602-1754, Gerri Sutton 651-602-1672, Christine Kuennen 651-602-1689

Nick Thompson, Director of Metropolitan Transportation Services at the Council presented the draft report to the task force. He began by walking through Part I, which was background information that had already been presented to the task force throughout the meetings. Members had a few small wording and title changes in Part I, but largely kept the section as is. Part II of the report consists of the small group's work and suggested programmatic changes to the Metro Mobility service. Similar to Part I, members had some wording changes, but the bulk of the language and findings remained from the draft to the final approved report. Staff left Part III (recommendations) blank in the draft report as formal recommendations were to come from the Metro Mobility Task Force membership, not Council staff.

There was rich discussion on the specific recommendations and wording to be included in the final draft. Ultimately, members chose to give distinct recommendations to the legislature and to the Council on changes necessary to implement service changes and to see potential cost savings from these new service options. A Majority of members felt it was also important to add a summary section at the beginning of the report so that legislators and their staff could see the high-level findings immediately. In addition to the summary section, staff was also asked to include a definitions section in the final report as there was industry specific jargon in the report that the general public would not be familiar with.

Approval of the report as amended was moved by Council Member Dick Vitelli, seconded by Matt Knutson.

**Motion carried on a roll call vote.**

## **INFORMATION**

1. **Next Steps**—Deb Barber, Metropolitan Council Member and Task Force Co-chair

Staff was directed to update the draft report with the approved changes from the Task Force and to send the final copy to the legislature by February 15. Task Force members agreed to be available for potential presentations to legislative committees and meetings with the bill authors.

## **ADJOURNMENT**

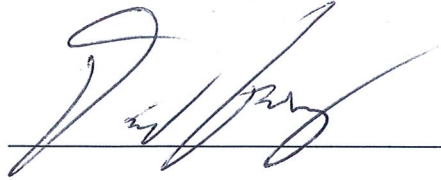
Business completed, the meeting adjourned at 11:21 a.m.

Zoë Mullendore  
Recording Secretary

# Metro Mobility Task Force


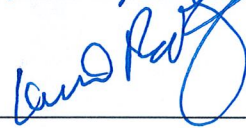
## Legislative Report Submission

The following members voted to submit this report to the legislature at the task force's February 7, 2018 meeting.

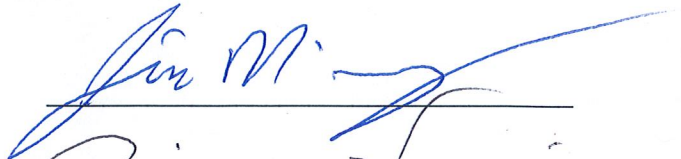
  
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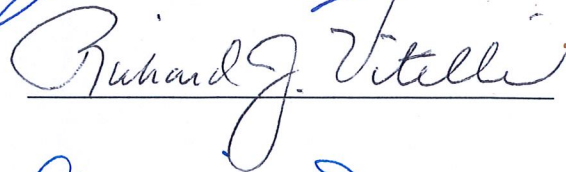
  
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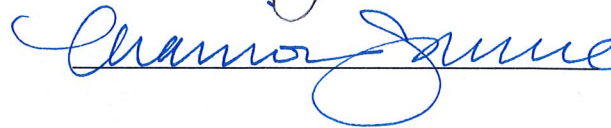
  
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