

I. CONTEXT REVIEW

REGIONAL REQUIREMENTS

The need for a Service Investment Strategy stems from a requirement adopted as part of the region's 2030 *Transportation Policy Plan*, namely, that the Council will prepare, on a bi-ennial basis, a regional Service Improvement Plan. The Regional Service Improvement Plan (RSIP), in turn, will be developed from the individual Service Improvement Plans submitted by each regional transit provider. MVTA's *Service Investment Strategy*, then, will serve as the basis for submittals for the region's process. (However, this Strategy goes farther, in that it addresses the value of current service, while the RSIP *only* is concerned with service expansion.)

In addition to requiring the development of the RSIP, the 2030 Transportation Policy Plan also provides important context because it contains a set of regional standards for transit services of different types. These standards are of two types: a set of *design* standards that lay out appropriate service types, spans, frequencies, stop spacing, and facilities, and a set of *performance* standards that rate how well a particular service accomplishes its design. MVTA has always viewed the regional *design* standards as guidelines, that are appropriate on the regional level but do not adequately account for individual community needs. However, the *performance* standards have always strongly influenced service design decisions; services performing most poorly within their service type are always candidates for modifications.

The two basic performance standards are "subsidy per passenger" and "passengers per in-service hour." Subsidy per passenger is used in a comparative way: routes that are more than 20 percent worse than the regional peer average are designated for some level of review and modification, with the level of modification greater as the deviation above peer average being greater. (At 60 percent above peer average, the designated action is "Restructure/ Eliminate.") The Passengers per in-service hour (ppish) standard is composed of a set of "average" and "minimum" values on the basis of the vehicle type used and a broad description of service type, to be applied on a route level. For MVTA service, there are four relevant standards:

- Big Bus Fixed Route All Day - Minimum 15 ppish, average 20 ppish
- Big Bus Fixed Route Peak Only - Minimum N/A, average 20 ppish
- Small Bus Fixed Route - Minimum 5 ppish, average 9 ppish
- Small Bus Non-Fixed Route - Minimum 2 ppish, average 3 ppish

The specific requirements of the individual providers SIP are still being developed. The most current draft (as of December, 2009) suggests that an SIP would include "a detailed list of all suggested service improvements for the next two to four years." Among the information that would be included for each suggested service improvement would be:

- Descriptive information (map, route type, number of trips and hours, number of additional buses required)

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- Performance estimates (current and projected ridership, fare revenue, subsidy, and passengers delivered per in-service hour)
- Related facilities projects (current, planned, and projected)
- Public process results (support and opposition for the plan including how the improvement supports existing local and regional plans)

Each application will then be compared to all the other proposed improvements on the basis of eight factors. These factors will be combined for an overall score, although not on a strict mathematical average since some factors will be more important than others (and in particular, projects in some categories should be expected to perform well in some criteria and poorly in others):

- Subsidy per passenger
- Passengers per in-service hour
- Congestion Mitigation
- Coordination with Capital Facilities
- Benefits for Mobility Community
- Service to Minority and Low Income Populations
- Local Support
- Innovation

Because the Regional SIP is not yet adopted, it is possible that the requirements could change; however, the remainder of this document has been prepared using the existing draft as a guide.

CURRENT SERVICE

The MVTA's service area consists of the five cities of Apple Valley, Burnsville, Eagan, Rosemount, and Savage, the first four of which are in Dakota County and the latter of which is in Scott County. The entirety of Burnsville, Eagan, and Savage, along with all but a tiny portion of Apple Valley, is within the Metropolitan Urban Service Area (MUSA), while less than half the land area of Rosemount is within the MUSA. However, a high percentage of Rosemount's population lives within the MUSA, in the western third of the city.

MVTA service operates beyond the boundaries of these five cities, however. In fact, the vast majority of transit trips taken that begin or end in MVTA's communities cross city and county boundaries. As a result, MVTA operates at least five distinct service types: Local, Commuter/Express, Feeder, Community, and Transitway. These may be summarized as follows:

- Local Bus Routes provide full weekday service typically between the hours of 6 AM and 9 PM or later, for a variety of trip purposes. Either directly or through timed-transfer arrangements, local routes generally provide a connection to the regional transit system at the Mall of America, 28th Avenue, or 46th Street LRT Stations. This category includes routes 440, 442, 444, 445, and 446.
- Commuter/Express Routes provide peak-period trips for work or other commuting purposes. The majority of MVTA routes in this category serve customers living in the South Metro and working in downtown Minneapolis, downtown St. Paul, or the University of Minnesota ("in-commute"); however, this category also includes "reverse-commute"

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routes that operate only during rush hours. This category includes in-commute routes 460, 464, 470, 472, 476, 477, 478, 479, 480, and 484, and reverse-commute routes 436 and 489.

- Feeder Routes provide local service during peak periods to connect residents to commuter/express routes at transit stations. These routes serve areas that have not been proven to support all-day local service, but have shown a demand for peak-period service that replaces an SOV trip to a park & ride. This category currently includes route 426 and the peak period service on route 420.
- Community Bus Routes provide local services within a single community or between two adjacent MVTA communities, for a mix of local commuting and non-commuting purposes. Compared to Local Routes, Community Routes often operate shorter hours and less frequently. Current MVTA Community Routes operate on a “Flex” system allowing buses to deviate from a set route to provide greater convenience in lower-density areas. This category currently includes route 421 and the off-peak service on route 420.
- Transitway Routes are a new and evolving category of service. Transitway routes are characterized by using significant portions of the developing transitway infrastructure along I-35W and Cedar Avenue (TH 77/CSAH 23). As service levels on these routes increase over time, they may be considered Bus Rapid Transit (BRT) due to high frequencies and infrastructure allowing fast travel times. In addition, effective Transitway routes connect to and complement other regional transitway services (see below). This category currently includes route 465 which operates all day in both directions along I-35W, and the portion of route 442 between Apple Valley and the Mall of America which is a precursor to the Cedar Avenue Transitway Station-to-Station service.

REGIONAL CONNECTIONS

As noted, most trips taken on MVTA’s services continue to parts of the metro area beyond MVTA’s boundaries. As a result, for many individual trips, connections to other parts of the regional transit system are important. Currently, MVTA services are connected to the regional system at a number of places:

- MVTA service to the Mall of America LRT and Transit Station enables connections to the Hiawatha Light Rail line (serving the airport and south Minneapolis), a large number of Metro Transit bus routes serving Minneapolis, Bloomington, and Richfield, and Metropolitan Council bus routes serving Bloomington and Edina.
- Service to the 46th Street LRT Station enables connections to the Hiawatha Light Rail line as well as Metro Transit bus routes serving south Minneapolis and western St. Paul.
- Express service into downtown St. Paul provides a single location to connect for trips to outlying areas of the city of St. Paul and East Metro suburbs.
- Likewise, downtown Minneapolis service provides a single transfer for a wide range of Metro Transit, contracted, and suburban operator routes serving the city of Minneapolis and its suburbs.
- Additional regional connections can be made at the University of Minnesota (Minneapolis Campus), Lake Street and I-35W, South Bloomington Transit Center at 98th Street and I-35W, and single trip offers connections in St. Paul at West 7th and Maynard Streets.

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CURRENT PERFORMANCE

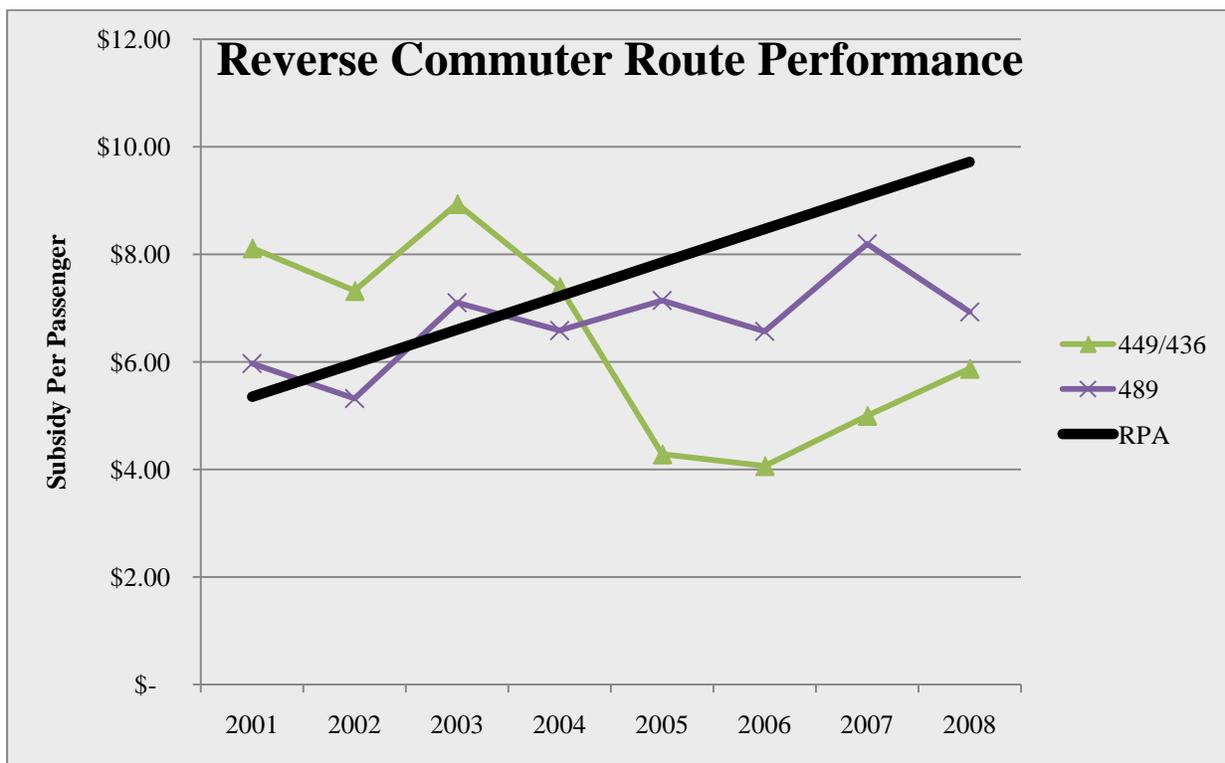
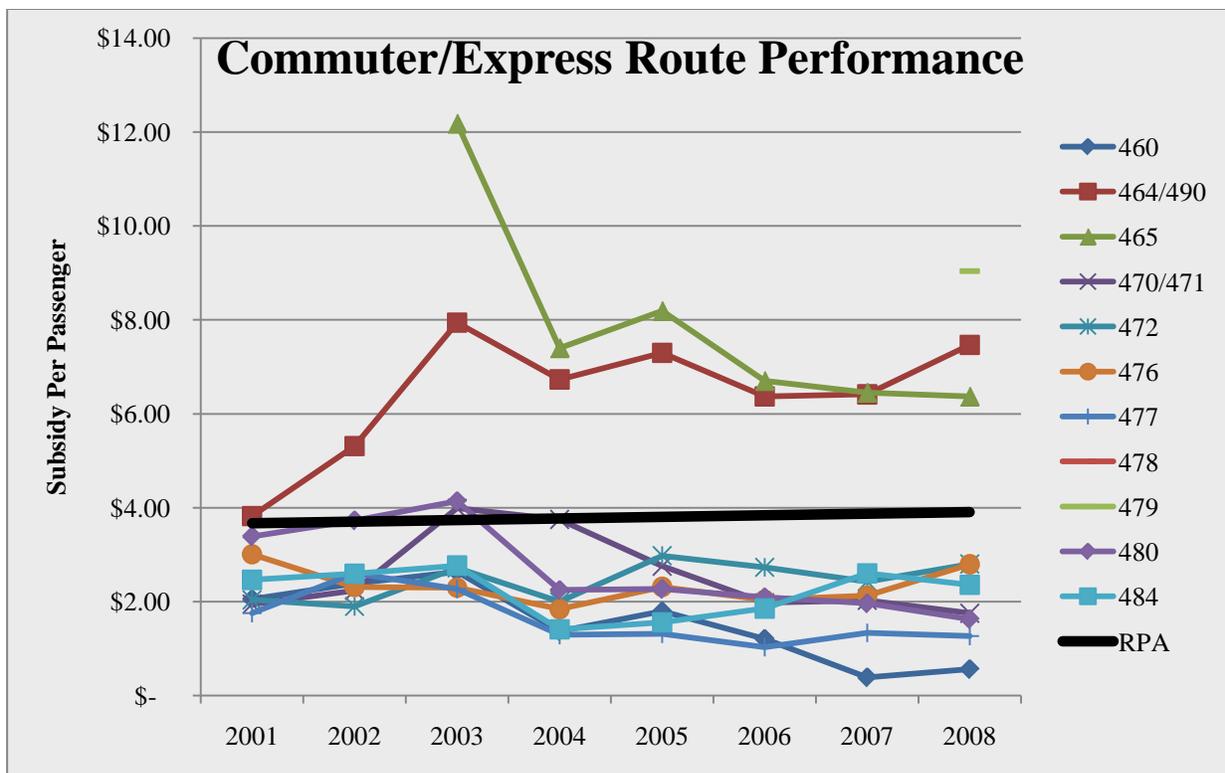
The primary measures of service performance, as noted above, are subsidy per passenger and passengers per in-service hour. As with all transit services in the Twin Cities (bus, light rail, and commuter rail included), MVTA services require some level of public subsidy to operate. The calculation of subsidy per passenger compares the level of subsidy to the use of a particular service, while the calculation of passengers per hour compares the use of that service to the amount of service provided.

For calendar year 2008 the performance of MVTA routes (excluding route 422 which was eliminated during 2008) is shown on the following table.

Route	Type	Subsidy per Passenger	Subsidy Standard	Passengers per Hour
420	Community/Feeder	\$15.99	N/A	5.3
421	Community	\$16.04	N/A	5.3
426	Feeder	\$7.44	\$9.72	10.8
436	Commuter (Reverse)	\$5.88	\$9.72	23.4
440	Local	\$12.68	\$9.72	8.1
442	Local/Transitway	\$7.98	\$9.72	15.3
444	Local	\$7.23	\$9.72	18.1
445	Local	\$8.69	\$9.72	12.3
446	Local	\$13.66	\$9.72	8.8
460	Commuter Express	\$0.56	\$3.91	56.5
464	Commuter Express	\$7.47	\$3.91	15.9
465	Commuter Express/ Transitway	\$6.37	\$3.91	20.1
470	Commuter Express	\$1.76	\$3.91	40.1
472	Commuter Express	\$2.80	\$3.91	31.2
476	Commuter Express	\$2.80	\$3.91	32.1
477	Commuter Express	\$1.27	\$3.91	45.6
479	Commuter Express	\$9.04	\$3.91	14.4
480	Commuter Express	\$1.63	\$3.91	41.0
484	Commuter Express	\$2.36	\$3.91	35.2
489	Commuter (Reverse)	\$6.93	\$9.72	20.1
441 Sat	Local	\$7.67	\$9.72	14.8
444 Sat	Local	\$3.99	\$9.72	25.2
445 Sat	Local	\$8.89	\$9.72	13.0
444 Sun	Local	\$5.44	\$9.72	19.2
445 Sun	Local	\$8.66	\$9.72	8.8
System		\$3.15	NA	25.1

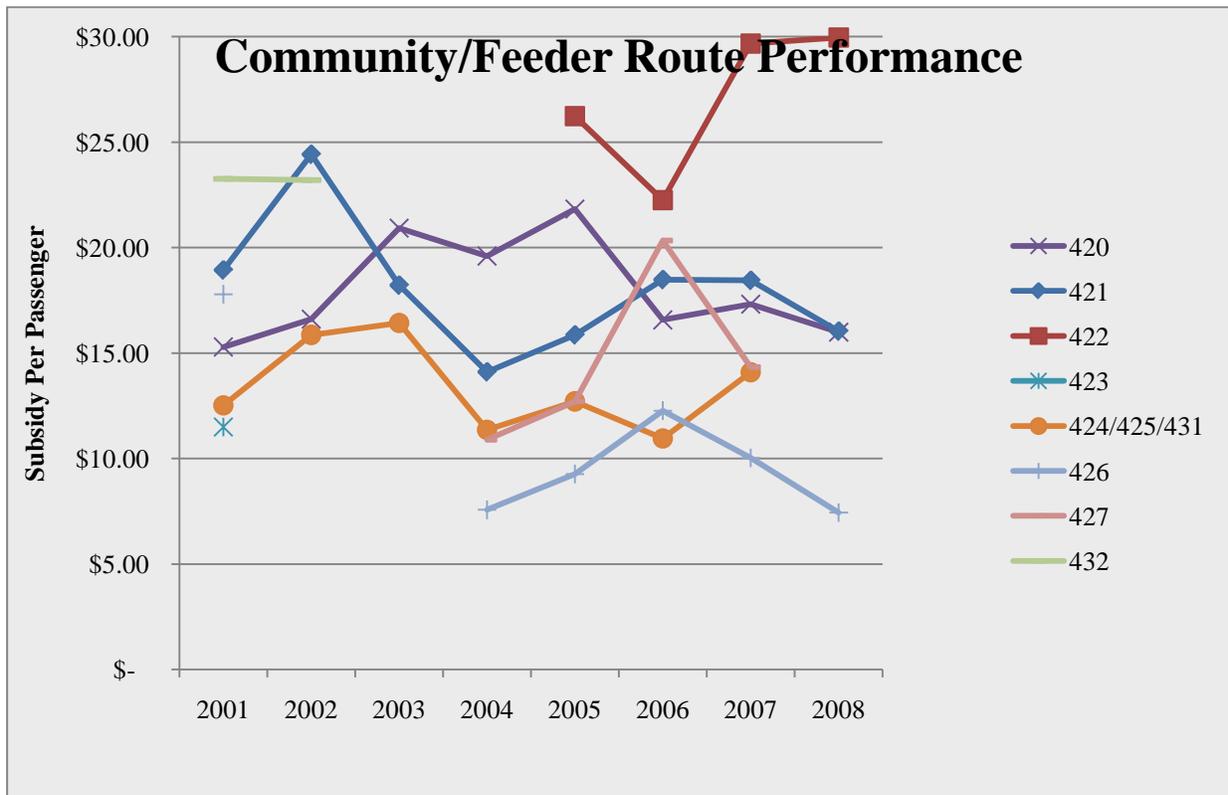
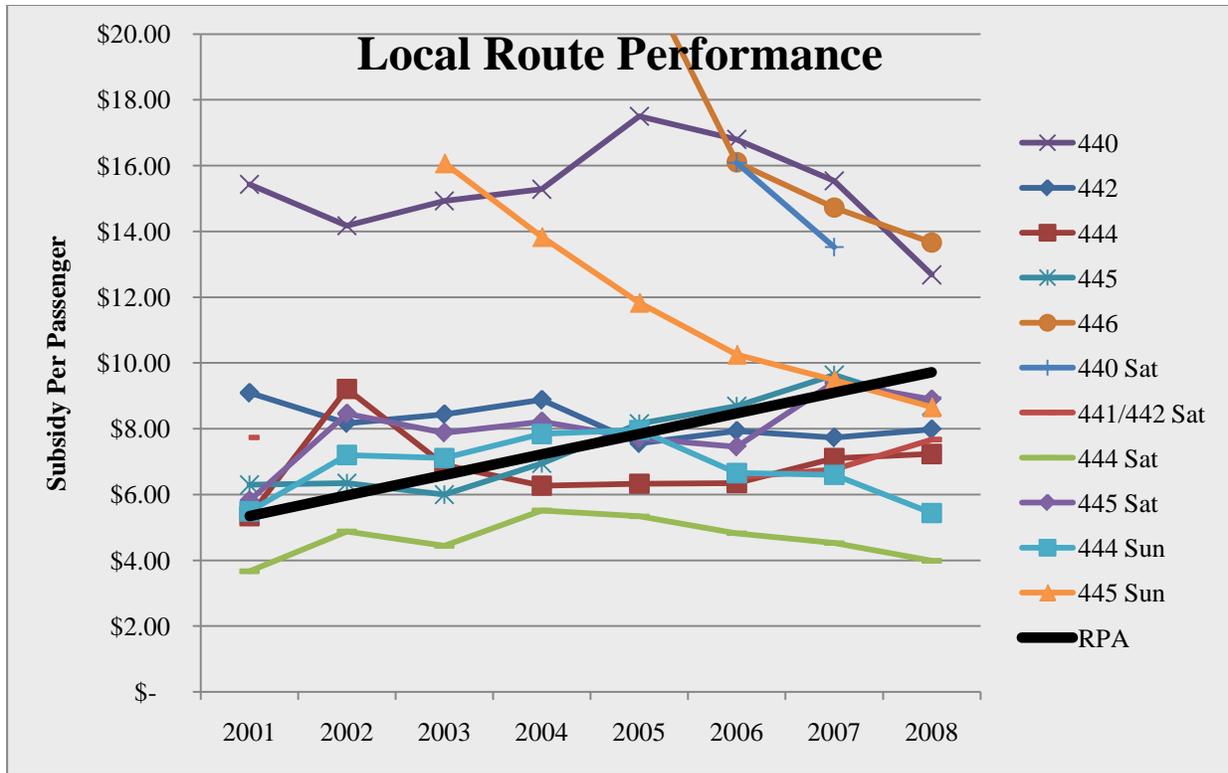
(Performance statistics for 2009 are in the final stages of completion and will be attached when ready.)

Shown below are charts giving trends in individual route performance since 2001, grouped by route type.



RPA: Regional Peer Average, the average for all routes of this type regionwide. Routes that have subsidy per passenger *lower* than the regional average are the ones that are performing best.

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What are not shown on these charts are those routes that have been eliminated entirely (other than route 422). In addition, simply examining totals grouped by route number provides little context for why a

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particular route exists in a particular form, as a distinct route number. Often, route numbers have more to do with *explaining* service to riders than as a specific analytical element, while the actual unit used to structure service levels may include multiple routes. A good example of this is the relative performance of express commuter routes 460 and 464. Over the last decade, these two routes have evolved such that what is now identified as “Route 460” includes only service on the most productive element between Burnsville Transit Station and downtown Minneapolis, while all trips that also provide local pickups for areas south of Burnsville Transit Station (an inherently less efficient service) are identified as route 464. Combined, these routes provide the entirety of the Minneapolis express service from Burnsville and Savage - and in total do so effectively.

PEER COMPARISONS

Peer comparisons are a well-established way to evaluate transit system effectiveness. Good peer comparisons require two elements: a set of peer transit systems and a dataset with comparable data across systems. The latter is provided by the National Transit Database (NTD) which is fed by data from all transit agencies receiving Federal funding. Although MVTA’s data for the NTD is combined with other Metropolitan Council-funded operations into a single entity on the Federal level, MVTA uses identical data definitions to those reported by agencies in other cities not covered by a similar consolidated-report structure. (The consolidated-report structure is currently used only in Los Angeles and the Twin Cities to minimize the volume of reporting data from those two cities which have a large variety of smaller transit agencies.)

It is not as easy, however, to define a group of peer systems to MVTA. There are relatively few transit systems that share several unique characteristics of MVTA. MVTA provides no local service in the core urban area, only suburban local and commuter services. In addition, MVTA serves only a sector or wedge of the suburban area rather than the entire suburbs. Finally, MVTA is responsible only for general public transit service; ADA Complementary Paratransit service is provided by Metro Mobility (under contract to DARTS and Scott County).

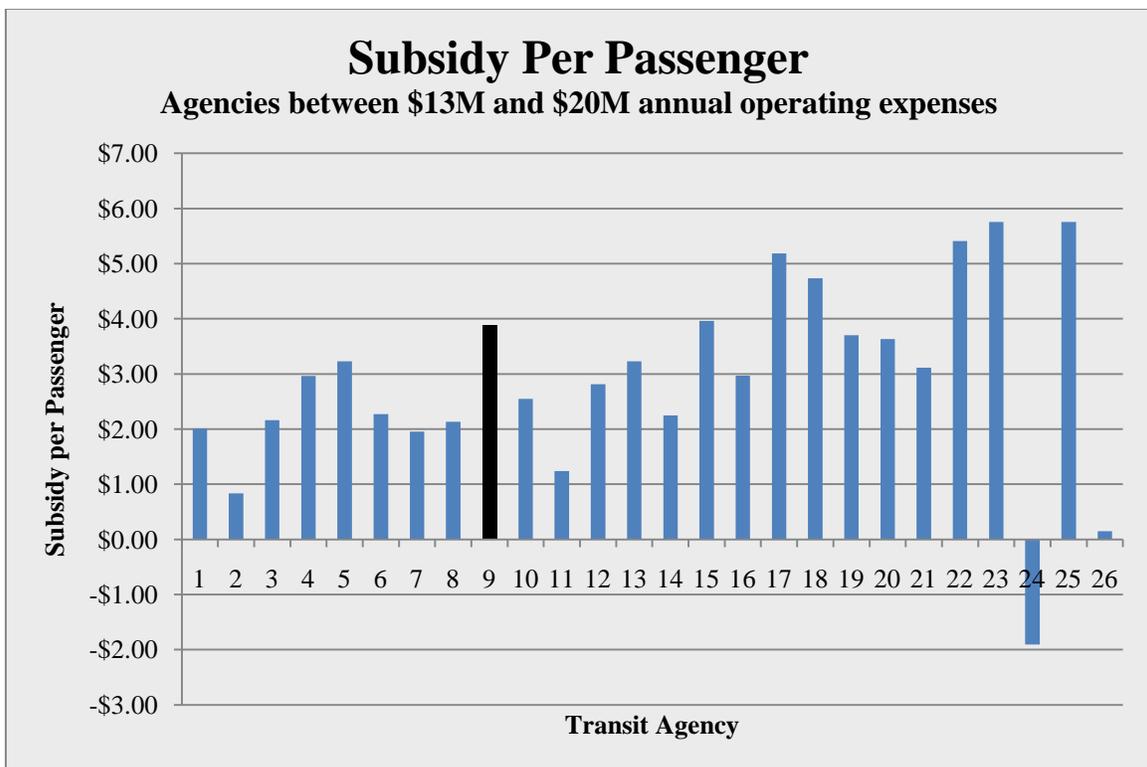
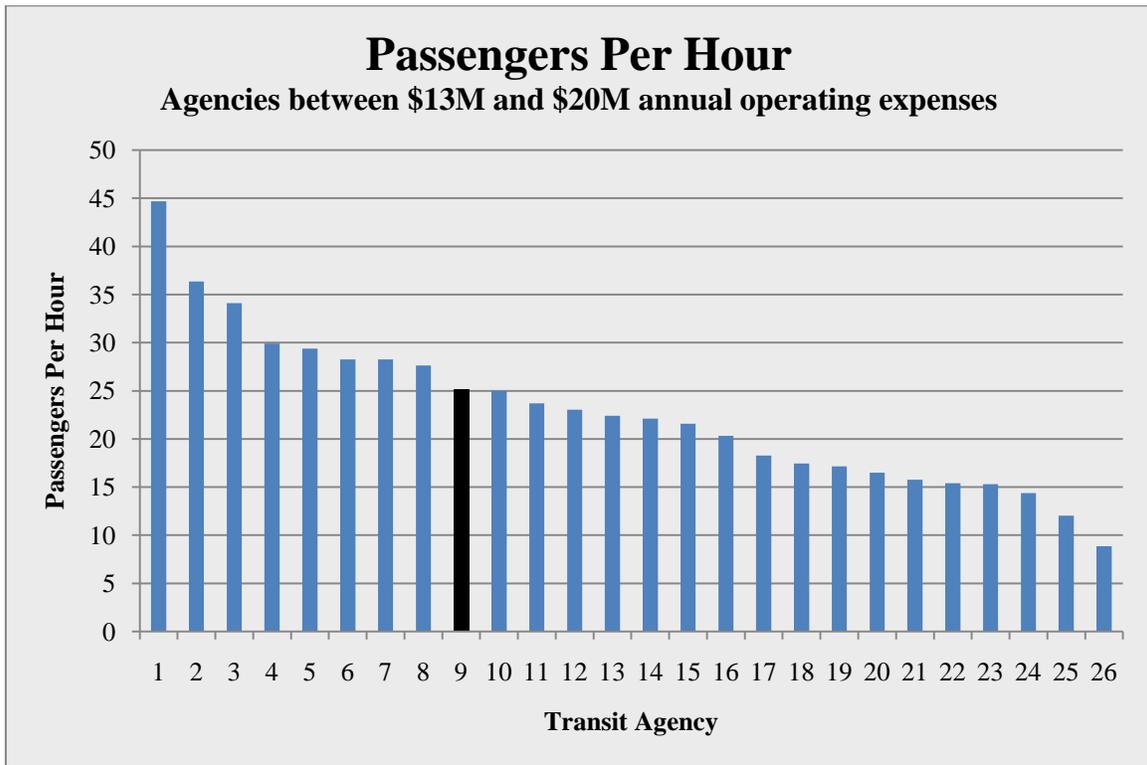
Fortunately, most NTD data can be segregated by mode to provide information only on fixed-route bus operations, which for most cities closely compares to general public transit service. Also, by focusing on comparative statistics (such as cost per passenger, passengers per hour, etc.) rather than totals, comparisons can be made across agencies of widely differing sizes. Nevertheless, it is important to understand the context of comparisons within the four peer groups that have been identified.

PEER GROUP 1: OPERATING EXPENSES

MVTA’s first peer group includes 26 agencies with annual bus operating expenses in 2008 between \$13 and \$18 million. This is a diverse group including 5 commuter operators in the New York City metro to the local bus service in Gainesville, FL, and Peoria, IL. MVTA is the 12th largest of this group with annual operating expenses equal to the peer average of \$15.3M. In annual ridership, MVTA is 19th, well below the peer average of 4 million. This is a result, in part, of the small total quantity of service provided by MVTA - only 4 agencies provide fewer annual revenue hours, and all four of those are New York City commuter agencies. Compared to many of the agencies in this peer group, MVTA appears somewhat inefficient, with a high cost to produce one hour of service and a high net cost per passenger carried. This is largely a consequence of MVTA’s service design with a very high percentage of long, peak-period trips; meanwhile, most of agencies in this peer group are the sole local transit provider in

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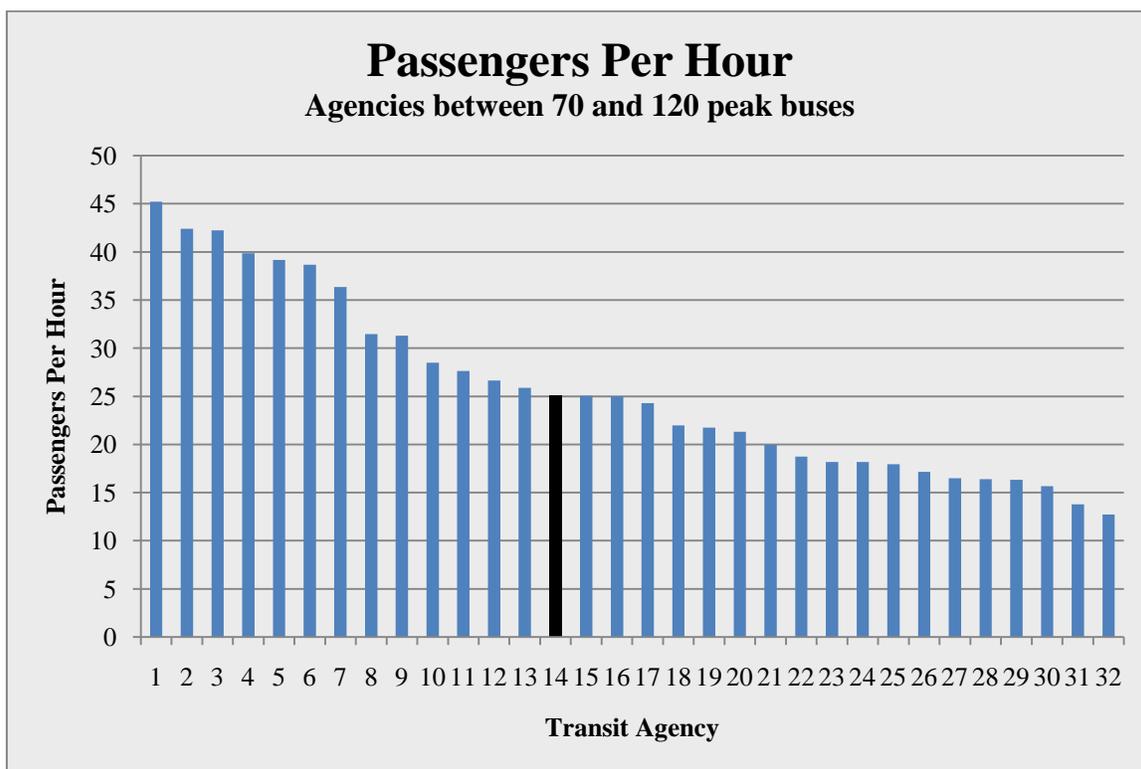
smaller urban areas, operating short-distance, all-day service. By the measure of passengers carried per hour of service, MVTA is above average (10th overall).

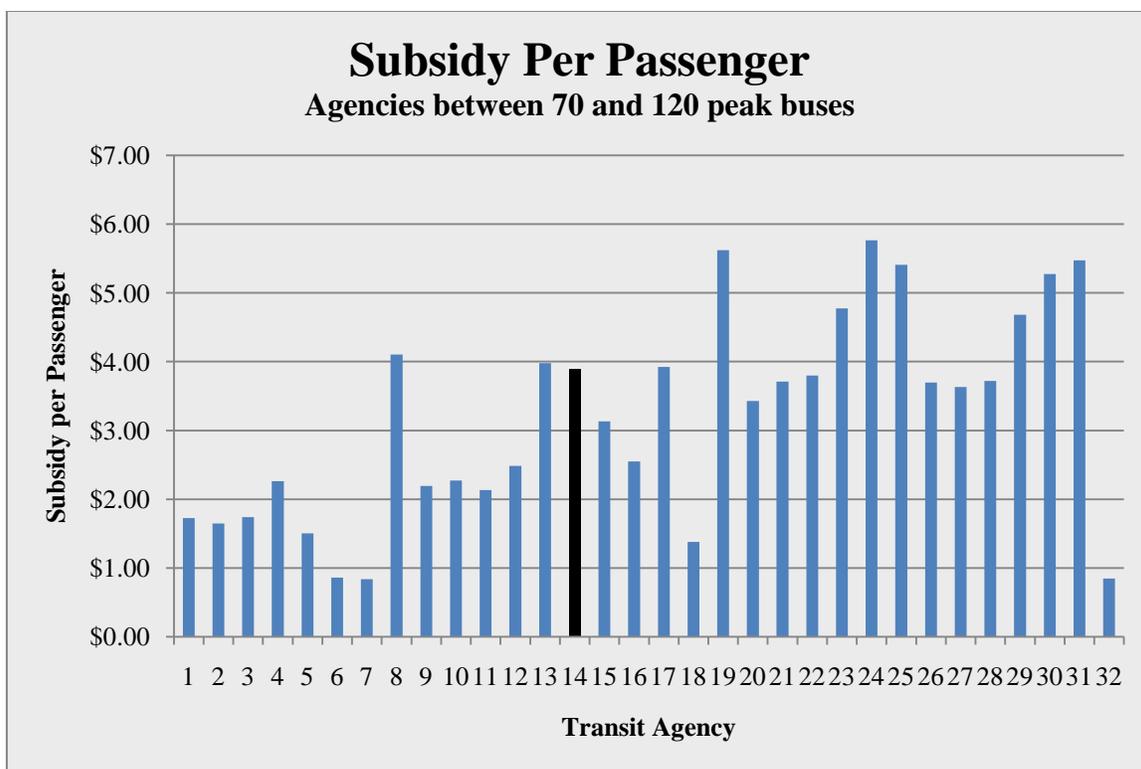


(MVTA highlighted in black on all charts.)

PEER GROUP 2: FLEET SIZE

The second peer group includes 30 agencies that operate between 70 and 110 “peak buses,” that is, buses in service in the daily peak periods. This is a similarly diverse group including college cities such as Chapel Hill (NC), Gainesville (FL), and Champaign-Urbana (IL), other mid-size cities such as Fresno and Des Moines, and a number of suburban-style operators including Georgia RTA, County Connection (Northern California Bay Area), C-Tran (Vancouver, WA), and PRTC in northern Virginia. This group on the whole represents “larger” operations than the previous, with operating expenses averaging almost \$22M and ridership averaging 5.8 million annually. MVTA operates the second fewest revenue hours of the agencies in this group, which simply reflects the fact that MVTA has a large number of buses operating in the peak but a much smaller overall level of operations than most of these agencies. Compared to many of the agencies in this peer group, MVTA appears quite inefficient, with a high cost to produce one hour of service and a high net cost per passenger carried. Again, this is a consequence in the extreme of MVTA’s service design with a very high percentage of long, peak-period trips. By the measure of passengers carried per hour of service, MVTA is actually slightly above the median and just at the average of this very competitive group.

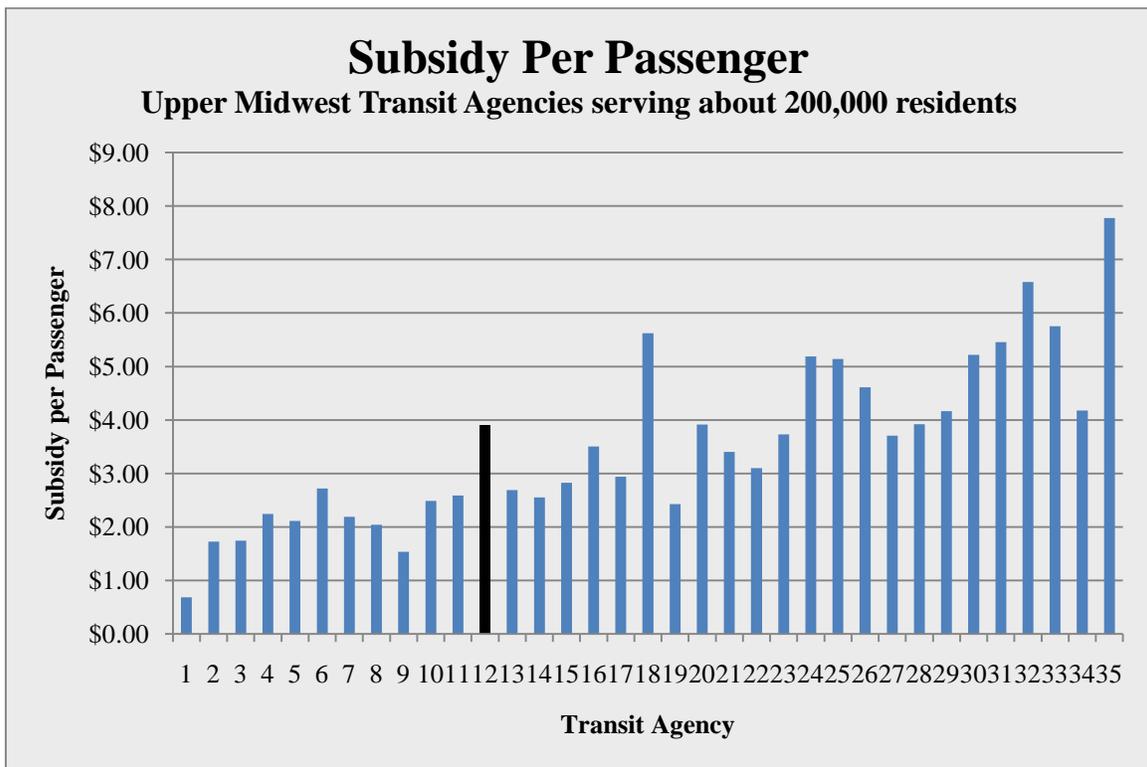
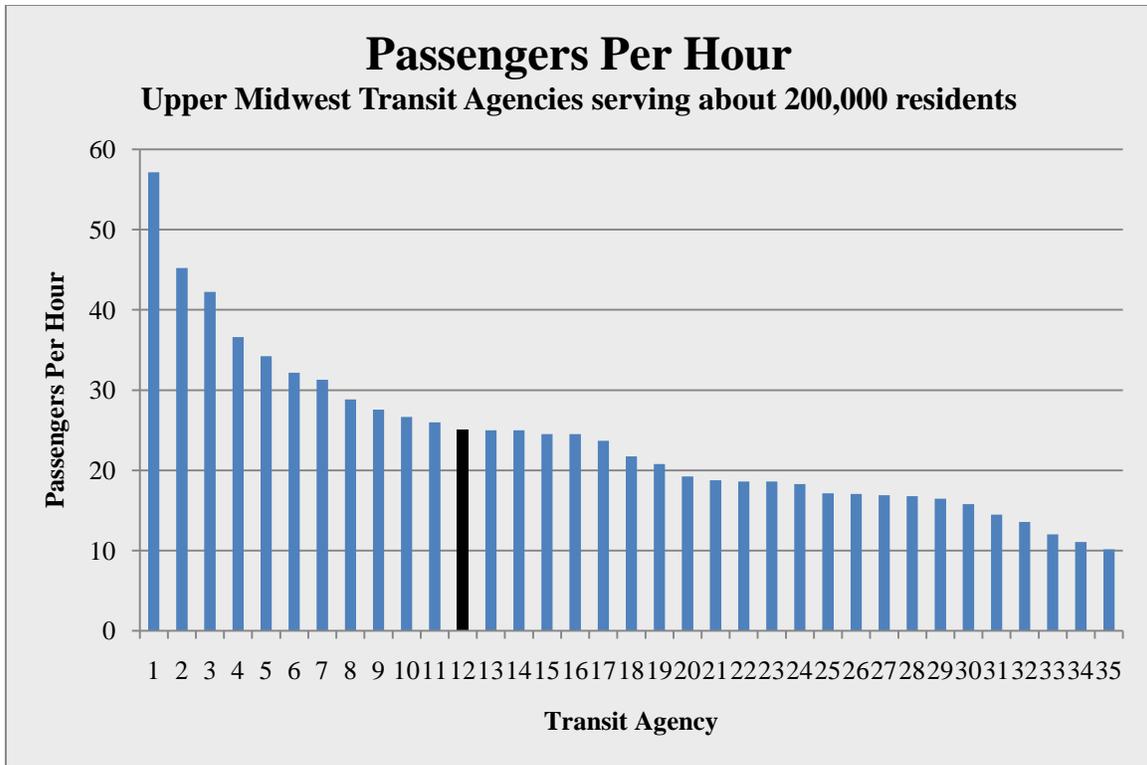




PEER GROUP 3: UPPER MIDWEST

The third peer group is comprised of 34 agencies operating in the upper Midwest with service area populations broadly similar to MVTA’s 225,000 residents. This definition excludes the much larger agencies such as Milwaukee County, Chicago Transit Authority, Pace Suburban Bus, and Metro Transit. It primarily includes transit agencies serving the entirety of smaller cities in Minnesota and surrounding states, but also includes 3 suburban operators - Waukesha (WI), Madison County (IL), and Southwest Transit in Eden Prairie. This group on the whole represents “smaller” operations than the previous two, with operating expenses averaging under \$10M, although ridership averages 2.9 million annually. Compared to many of the agencies in this peer group, MVTA has a high cost to produce one hour of service; as with the previous peer groups, this is a consequence MVTA’s service design with a very high percentage of long, peak-period trips. This is offset to a large degree by the heavy usage of MVTA’s services: by the measure of passengers carried per hour of service, MVTA is somewhat above average, and significantly above the three most similar services (Madison County, Waukesha, and Southwest). Indeed, of the eleven agencies carrying more passengers per hour than MVTA, ten serve “college towns” with their pattern of short, densely-used trips.

(Charts on following page.)

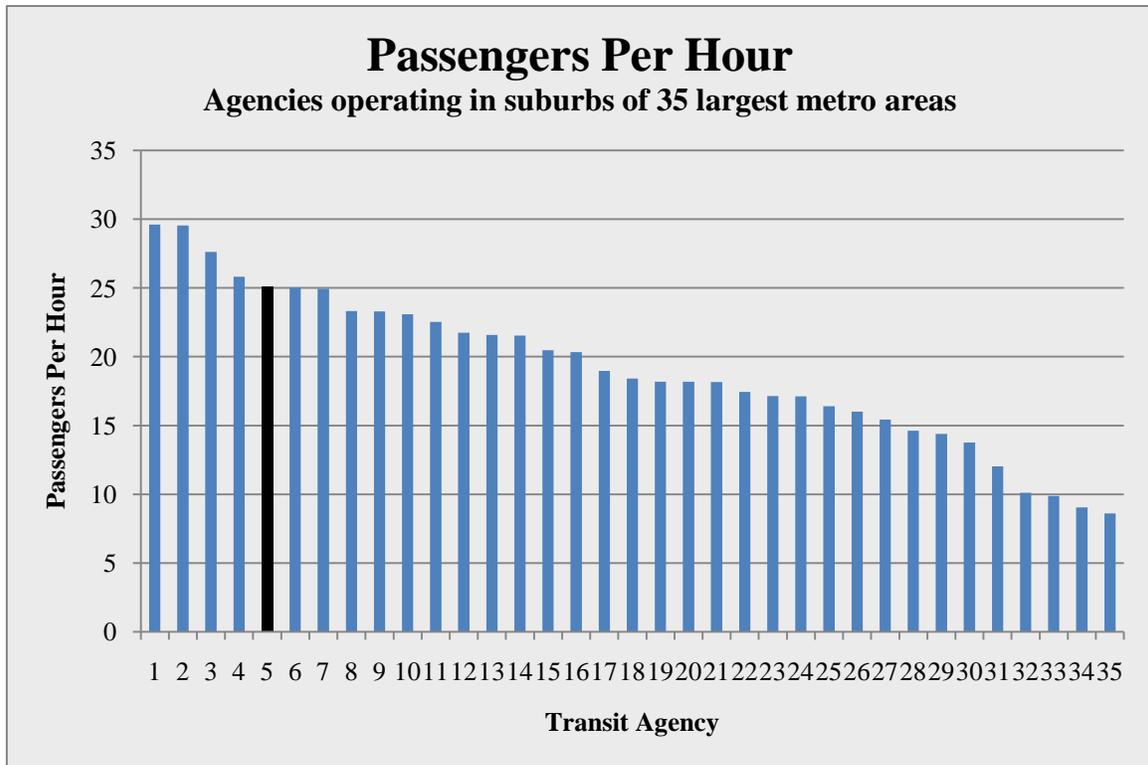


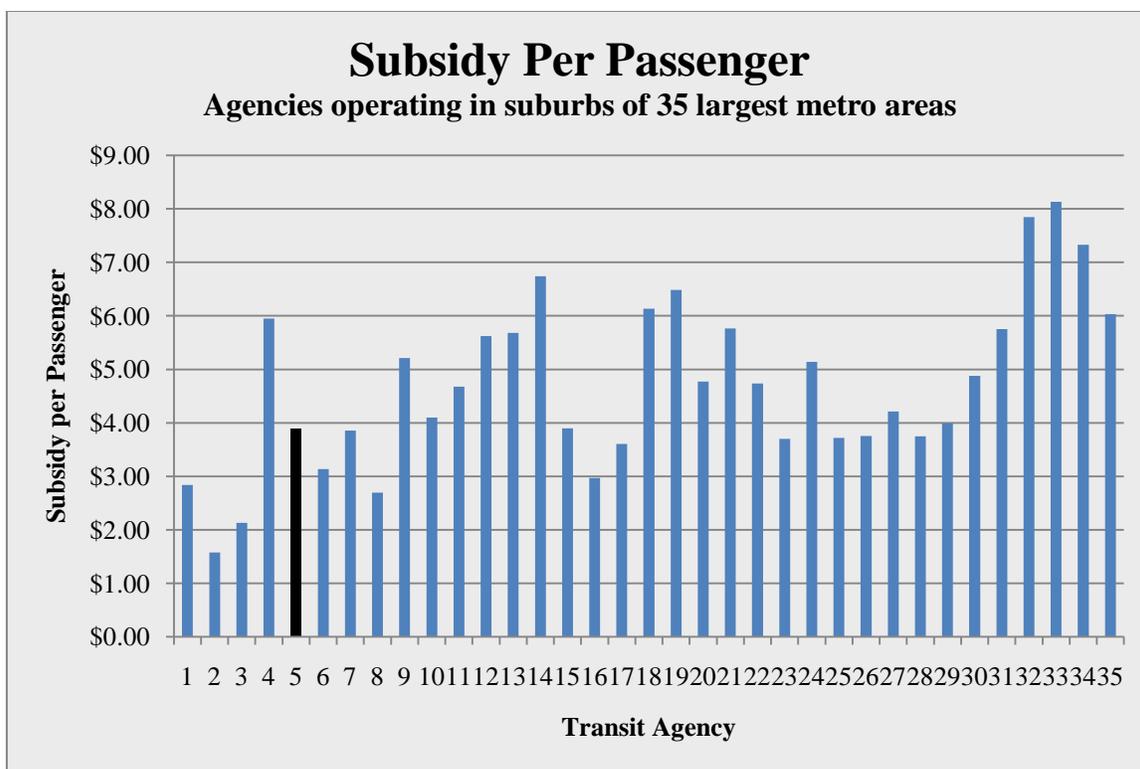
PEER GROUP 4: SUBURBAN OPERATORS

The final peer group includes 34 agencies that are not the primary transit operator in their metropolitan area, but offer a suburban style of service, although this definition is quite broad. There is a wide range

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of agency sizes, with operating budgets from just over \$3M to nearly \$100M, and fleet sizes between 15 and 387. However, collectively these agencies share a number of characteristics, most notably that they provide primarily commuter service to the urban core while their local service is provided to outlying areas with lower development density and longer trips. MVTA is a small- to medium-sized agency in this group, whose operating expenses average over \$29M and ridership averages 5.6 million annually. In comparison to the other agencies in this peer group, MVTA stands out in the intensity of use its service. Just four of the 34 peer agencies have a better number of passengers carried per hour of service; there are just three agencies with a better farebox recovery ratio.





Evaluating MVTA’s performance against its peers, then, is complicated by the differences even within the most similar groups of agencies such as the Upper Midwest and Suburban Operators. The most important conclusion to be drawn from these peer comparisons is that while MVTA’s services are expensive to provide, they are for the most part well-utilized and efficiently operated. This further suggests that if MVTA is failing to provide adequate services, it is primarily a function of overall resources, not the allocation of those resources. The use of available MVTA services is a clear indicator that many needs are being met.

ENVIRONMENTAL SCANS

MVTA’s “community” is, first and foremost, its five member cities. However, in serving that community, MVTA routes actually operate in several other cities and also consumed by residents of many other cities. As a result, analysis of MVTA’s environment must not only consider the five cities, but also to an extent the relationship between those cities and their neighbors. In particular, the vast majority of trips taken using MVTA’s services have at least one trip end outside MVTA’s five cities. Residents of MVTA cities commute in significant numbers to jobs located in Bloomington, Minneapolis, and St. Paul, while residents of those three cities (as well as Richfield and others in smaller numbers) use MVTA’s reverse-commute services to jobs located in MVTA’s cities. Also, it is well-established that residents of surrounding cities including Lakeville, Prior Lake, Shakopee, Farmington, and Inver Grove Heights use MVTA services not only to get to MVTA-area destinations but downtown locations as well.

COMMUNITY SCAN

The population of MVTA’s five cities in 2000 was 190,000 with a 2010 projection of 217,000, while employment in the five cities will grow from 92,000 in 2000 to 110,000 in 2010. According to the

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Metropolitan Council's Regional Development Framework, Apple Valley and Burnsville are classified as "Developed Communities" while Eagan, Rosemount, and Savage are classified as "Developing Communities." In terms of population and employment changes, however, Burnsville and Eagan are actually quite similar, with population growth less than 5 percent in the 2000's and projected at less than 3 percent in the 2010's. Employment in these two communities is substantial, a total of 85,000 in 2010, an almost 15 percent increase since 2000, with another 10 percent growth projected in the next decade. Indeed Eagan has more jobs than any suburb other than Bloomington.

By contrast, over the last decade the population of Apple Valley, Rosemount, and Savage has grown by 36, 62, and 28 percent, with projections for the 2010's of 12, 39, and 22 percent respectively. Job growth in these three cities has been and will continue to be greater than in Eagan and Burnsville, although total job numbers are much smaller, just 35,000 in 2010 growing to 50,000 by 2020. Thus it is reasonable to expect the demand for services oriented to MVTA residents will spread out with a greater percentage of service operating in these three communities, while demand for services oriented to employees will remain more concentrated in Burnsville, Eagan, and to some extent Apple Valley.

Another important consideration will be the growth of the "collar" of communities surrounding MVTA's cities. These communities include a mix of other opt-out providers (Shakopee and Prior Lake), one Metropolitan Council-operated city (Lakeville), and cities and townships not currently in the transit district (Spring Lake, Credit River, Empire, Vermillion, and Nininger Townships, and the Cities of Farmington, Coats, and Vermillion). While the population of MVTA's cities will grow about 7 percent in the coming decade, the population of these communities will grow by 29 percent, and many of these residents will expect to access the transit system using MVTA's facilities, vehicles, and operating resources.

TRANSPORTATION SYSTEM SCAN

The transportation system in MVTA's community is dominated by a large network of freeways. Indeed, the rapid population growth of MVTA's member cities since the 1970's is mostly due to the construction of the I-35W, I-35E, I-494, and Hwy 77 freeway bridges allowing easier access to the urban core from the south metro. The extensive freeway network is a mixed blessing for transit operations.

On the one hand, having direct freeway access to downtown Minneapolis and downtown St. Paul has created the opportunity for high-quality, frequent express bus service. The use of HOV/HOT lanes and bus-only shoulders has provided an actual time advantage for MVTA bus service compared to single-occupant vehicles for some trips. Furthermore, the capacity limitations imposed by the bridge crossings create a natural opportunity for effective transit service.

However, the freeway system also encourages individual commuters to drive, especially to non-downtown destinations, which, having been designed around freeways, are difficult and time-consuming to serve with bus transit. A very important related note is that the freeways have become the "mental" corridors of the south metro, such that planning of transportation improvements is organized around the freeway corridors, even when these corridors themselves are not attractive for any mode of travel other than individual vehicles.

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The other challenge that the transportation system provides to transit operations in the south metro is the extensive presence of multi-lane, high-speed arterial highways such as County Road 42, Cliff Road (County Rd 32), and Pilot Knob Rd (County Rd 31). These roads are relatively congested, because major business activities are located along them, and also present a very significant barrier to pedestrian movements because of the high speeds, roadway width, and wide signal spacing. Since all transit riders, at the beginning and end of their trip, are pedestrians, operating service *along* these important arterials is difficult. Yet the supporting roadway networks are often designed specifically to funnel traffic back onto the arterials, rather than allow through trips.

Indeed, in some cities the accommodations for pedestrians are quite challenging. Where no sidewalks exist, or sidewalks exist only on one side of the road, it is particularly difficult to operate service accessible to the general public, especially during wintertime. The improvement of pedestrian accommodations on roadways otherwise very suitable for transit operations (e.g. Rahn Road in Eagan) is likely to be an increasing concern of MVTA and its individual members.

By and large, the choice left for suburban transit in many circumstances is to either operate on a pedestrian-hostile but direct arterial, or to adopt a circuitous route through more friendly streets at the expense of running of time and simplicity. A few areas of MVTA's service territory (e.g. downtown Apple Valley, Heart of the City in Burnsville) do provide a pedestrian- and transit-scale environment, but much of it does not.

TRANSIT SYSTEM SCAN

As noted above, MVTA occupies a niche within the regionwide transit system. It has been highly effective at operating peak express service into the downtowns of Minneapolis and St. Paul, and University of Minnesota has become increasingly well used in recent years. In addition, local and community services are highly valued by those who need them, although financial performance has been inconsistent. Going forward, there are several significant issues that will influence MVTA service investments.

Over the last few years, regional transit planning has become increasingly focused on the concept of the regional transitway. These include a multitude of modes, including Light Rail, Commuter Rail, and Bus Transitways (of varying types). These investments are being considered at a regional level (or, at a minimum, a County level), including two corridors that pass through MVTA cities - the I-35W Bus Transitway, and the Cedar Avenue Transitway. Despite the advanced stage of planning for these two projects along with others in the region with similar impacts (such as Southwest and Bottineau), there is little agreement on the role that suburban providers should play in planning, constructing, and operating transitway corridors.

The addition of the City of Lakeville to the transit service area in 2008 has created an unusual political structure: MVTA no longer exists on the outside border of the transit system, but occupies a "hole in the donut" with Metro Transit responsible for organizing service delivery not only in inner communities such as Richfield and Bloomington but also in a far outer community. While a practical, rider-focused decision might have concluded that Lakeville should be joined to MVTA, given that even today many of its residents use MVTA services, this did not happen in 2008. The future addition of communities such as Farmington to the transit system will redouble the challenge of organizing service around the current political model.

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A final challenge relates to the degree of independence that MVTA will continue to exercise. The very purpose of the opt-out legislation was to allow cities to manage transit in a way to best serve their own needs. Yet the trend in recent years has been to increase the amount of centralized management and control of the details of transit services, by constricting funding opportunities for transit providers outside the Metropolitan Council.¹ It has never been shown that such centralized control is truly good for the region - and obviously it is not good for MVTA to reduce its ability to manage service for the benefit of its community. It is worth repeating that MVTA's system, ***taken as a whole including all express and local services***, operates at a better cost per passenger than the average for all regional suburban ***express*** routes. This suggests that MVTA is already providing better value for the region than centralized management.

HIGHLIGHTS

- As it looks to expand service, MVTA will be required to show that proposed improvements are likely to perform in a cost-effective manner to comply with the evolving Regional Service Improvement Plan
- MVTA currently provides a variety of different service types and that variety is continually evolving in order to provide connections from MVTA's community to the rest of the region.
- MVTA service, on the whole, performs well compared to its peers both within the Twin Cities regional transit system as well as compared to a broader national group of peers.
- Some individual MVTA services do not perform well. In some cases, poorly-performing services are a result simply of how routes are numbered to provide clarity to passengers, rather than defects in design. In other cases, lesser-performing routes are important for other, non-financial reasons. There are also geographic factors (highways, population density, local street networks) that influence route performance.
- Compared to its national peers, MVTA performs well in some areas and not as well in others. Compared to its local peers, MVTA services perform well as a system as well as individual routes in most cases.
- The context in which MVTA operates creates some geographic, demographic, and political challenges for the future.
- MVTA is providing an efficient service within the regional context, with a mix of local and express services that perform better than the region's suburban express operations.

¹ This includes limiting MVTA's motor vehicle sales tax revenues at or close to the minimum required in statute and preventing MVTA from applying for funding directly from the Counties Transitway Investment Board. Wider consideration of financial issues is best considered as part of review of MVTA's governance.