

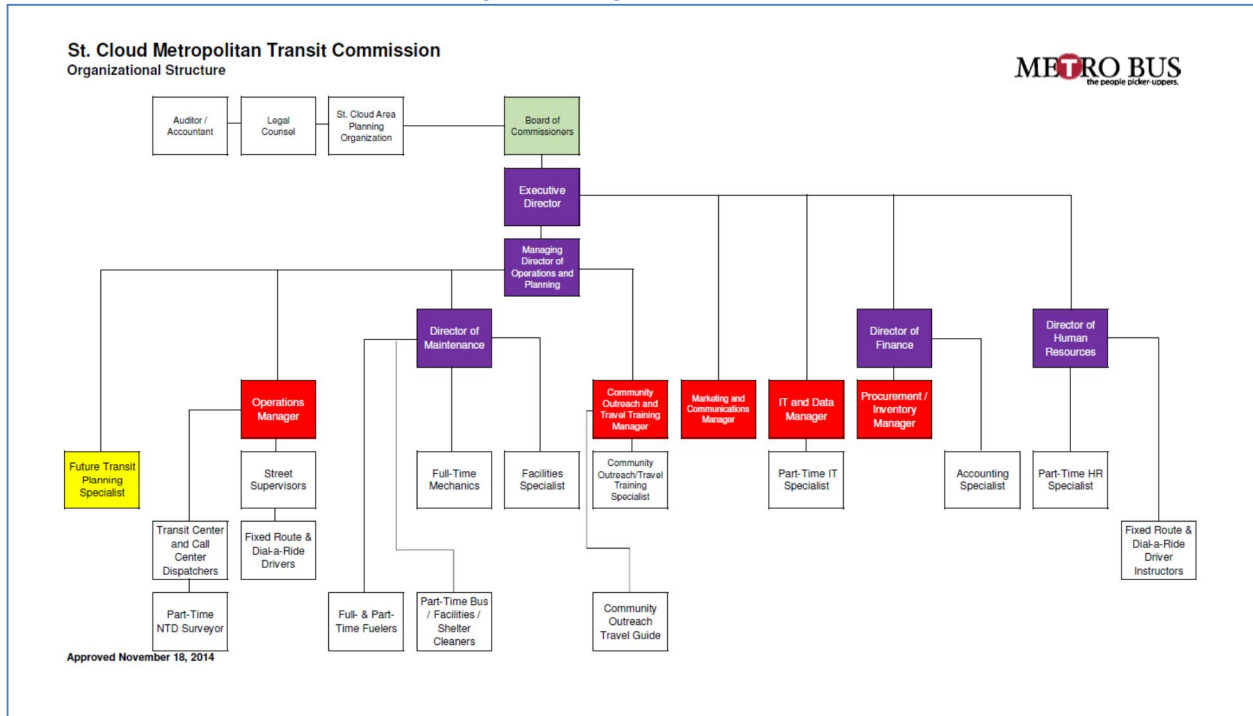
3 Transit Service Review

This chapter includes a review of existing transit service and a diagnostic of routes that informs recommendations for transit service in the Saint Cloud metro area. The existing conditions section details the current operations at Metro Bus, financial and operating data and trends, capital assets, and staffing and organization. Following the existing conditions section is information regarding route diagnostics and some suggested service guidelines, including a route-by-route analysis of performance metrics and a critical comparison of Metro Bus’ performance regarding each service guideline.

3.1 Metro Bus Organizational Structure

Established in 1969 as a political subdivision of the State of Minnesota, the Saint Cloud Metropolitan Transit Commission (MTC) owns and operates the Metro Bus fixed route and Dial-a-Ride services. As of April 2015, the MTC employs a staff of 154. The 2013 National Transit Database (NTD) indicates that the ratio of full- to part-time employment is approximately 4:1. MTC is overseen by a Board of Commissioners, to which the Executive Director reports. The Executive Director oversees an Administrative Team including the Managing Director Operations and Planning, Marketing and Communications Manager, IT and Data Manager, Director of Finance, and Director of Human Resources. Reporting to the Managing Director of Operations and Planning are the Director of Maintenance, Operations Manager, Community Outreach and Travel Training Manager, and a future Transit Planning Specialist As of 2015; Metro Bus employed 64 fixed route drivers and 37 Dial-a-Ride drivers. The full organizational chart for Metro Bus is presented in Figure 3-1.

Figure 3-1 – Organizational Chart



3.2 Service Description

The MTC service area includes the cities of Saint Cloud, Sauk Rapids, Waite Park, and Sartell. Within the region, MTC operates 21 fixed routes including 7 routes serving Saint Cloud State University (SCSU) during the fall and spring semesters when classes are in session. Metro Bus also offers a downtown trolley service during the summer, and it maintains operating partnerships with the Northstar Link commuter bus service and Jefferson Lines inter-city service. The MTC also operates a demand responsive “Dial-a-Ride” service for disabled customers who are unable to ride the fixed route buses.

3.2.1 Fixed Route Service Description

Metro Bus fixed route service operates seven days per week excluding major US holidays. Historically, fixed routes were identified by names generally based on the neighborhoods or communities the routes served. Since the previous study, the routes have been renamed based on a numbered system.

Figure 3-2 shows a map of the fixed routes. Tables 3-1 and 3-2 describe the operating characteristics for all routes within the Metro Route fixed route network. The system includes three transit centers: a Downtown Transit Center, which is served by many of the regular routes as well as the evening routes; the Crossroads Transit Center, which is served by several regular routes; and a transfer stop at the Miller Learning Resources Center of Saint Cloud State University, which is served by all of the SCSU routes.

The SCSU routes retained the route name in addition to the new number. These routes include: Four local and one express “Campus Clipper” (81/82, 83, 84, and 85) bus routes serving SCSU on weekdays during the school year; the “Husky Shuttle” (91/92) service at SCSU on weekdays during the day and weekend nights; two “Late Nite” (94/95) routes serving SCSU and downtown Saint Cloud on Thursday, Friday, and Saturday nights; and a point-deviated “Sundowner” (93) route serving the University and surrounding areas during the evening, seven days per week during the school year.

Many routes operate at a greater frequency during peak periods than during the midday or evening periods. In addition, many routes with 30 minute cycle times operate on 60 minute headways, allowing for the interlining of vehicles used on these routes with other routes with 30 minute cycle times. Such routes are indicated in Table 3-1 with a vehicle requirement of 0.5.

Figure 3-2 – Metro Bus Route Network

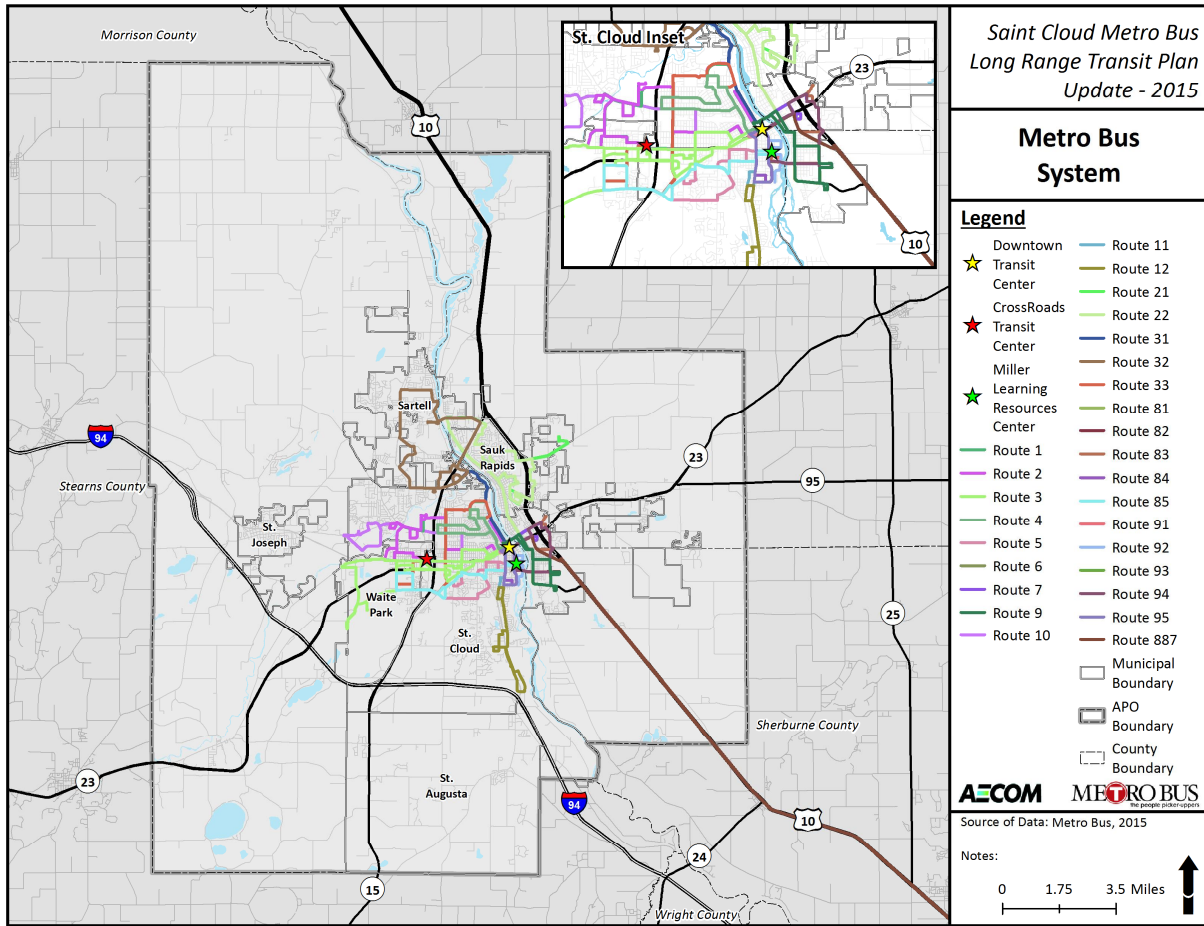


Table 3-1 – Span and Frequency of Service – Regular Routes

Route No.	Description	Span of Service	Headway (Minutes)	Number of Buses (PM Peak)
<i>Monday through Friday</i>				
1	Waite Park	5:20 AM – 10:00 PM	30, 60 after 6 PM	2
2	Pantown	5:20 AM – 9:42 PM	30, 60 after 6 PM	2
3	West Side	5:45 AM – 10:12 PM	30, 60 after 6 PM	2
4	North Side	5:45 AM – 9:12 PM	30 Peak, 60 Off Peak	1
5	South Side	6:15 AM – 8:42 PM	30 Peak, 60 Off Peak	1
6	East Side 15	5:10 AM – 10:29 PM	60	0.5
7	East Side 45	5:45 AM – 6:12 PM	60	0.5
9	Southeast	5:50 AM – 9:12 PM	30 Peak, 60 Off Peak	1
10	Westwood	5:37 AM – 7:38 PM	30	1
11	University	5:15 AM – 10:12 PM	30	1
12	Route 75	6:25 AM – 6:22 PM	30	1
21	Sauk Rapids 15	6:01 AM – 6:12 PM	60	1
22	Sauk Rapids 45	5:54 AM – 9:42 PM	60	1
31	Sartell	6:15 AM – 8:42 PM	30, 60 after 6 PM	1
32	Sartell	6:30 AM – 8:25 PM	60	1
33	Southwest	6:03 AM – 9:17 PM	60	2
<i>Saturday</i>				
1	Waite Park	8:15 AM – 6:12 PM	30 Peak, 60 Off Peak	2
2	Pantown	7:45 AM – 6:42 PM	30 Peak, 60 Off Peak	2
3	West Side	8:45 AM – 6:42 PM	60	0.5
4	North Side	7:45 AM – 6:12 PM	60	0.5
5	South Side	8:15 AM – 5:42 PM	60	0.5
6	East Side 15	8:15 AM – 5:42 PM	60	0.5
9	Southeast	7:45 AM – 6:12 PM	60	0.5
10	Westwood	8:42 AM – 6:08 PM	30	1
11	University	7:45 AM – 6:12 PM	60	0.5
22	Sauk Rapids 45	8:45 AM – 6:42 PM	60	0.5
31	Sartell	9:15 AM – 5:42 PM	60	0.5
32	Sartell	9:30 AM – 5:25 PM	60	0.5
33	Southwest	8:47 AM – 6:47 PM	60	0.5
<i>Sunday</i>				
1	Waite Park	9:15 AM – 6:12 PM	30 Peak, 60 Off Peak	2
2	Pantown	8:45 AM – 5:42 PM	30 Peak, 60 Off Peak	2
3	West Side	8:45 AM – 6:12 PM	60	0.5
4	North Side	8:45 AM – 6:12 PM	60	0.5
5	South Side	9:15 AM – 5:42 PM	60	0.5
6	East Side 15	9:15 AM – 5:42 PM	60	0.5
9	Southeast	8:45 AM – 6:12 PM	60	0.5
11	University	8:45 AM – 6:12 PM	60	0.5
22	Sauk Rapids 45	8:45 AM – 5:42 PM	60	0.5
31	Sartell	10:15 AM – 5:42 PM	60	0.5
32	Sartell	10:30 AM – 5:25 PM	60	0.5
33	Southwest	8:47 AM – 5:47 PM	60	0.5

Source: Metro Bus Timetables

Table 3-2 shows operating statistics for the college routes. These are shown separately, as there is greater variation in service offered on each day of the week than for the regular fixed routes. The college system includes five “Campus Clipper” routes which operate only on weekdays. Additionally, Metro Bus operates a “Husky Shuttle” route, serving as a circulator on the immediate SCSU campus, during the day on weekdays as well as Sunday through Thursday evenings. Other services to SCSU include two “Late Nite” routes operating Thursday through Saturday evenings, and the point-deviated “Sundowner” route operating seven days per week during the evening.

Table 3-2 – Span and Frequency of Service – Campus Routes

Route No.	Description	Span of Service	Headway (Minutes)	Number of Buses
<i>Monday through Friday</i>				
81	Campus Clipper Southeast	7:20 AM – 5:13 PM	30	1
82	Campus Clipper Southeast Express	7:52 AM – 4:35 PM	30	1
83	Campus Clipper Northeast	7:20 AM – 6:13 PM	30	1
84	Campus Clipper South	7:37 AM – 5:13 PM	30	1
85	Campus Clipper West	7:25 AM – 5:48 PM	30	1
91	Husky Shuttle	6:45 PM – 12:15 AM	10	1
<i>Sunday through Thursday</i>				
92	Husky Shuttle	5:30 PM – 11:20 PM	20	1
93	Sundowner	5:50 AM – 9:12 PM	30	1
<i>Friday & Saturday</i>				
93	Sundowner	6:45 PM – 12:15 AM	30	1
<i>Thursday, Friday, & Saturday</i>				
94	Late Nite	10:25 PM – 2:38 AM	20	0.5
95	Late Nite	10:20 PM – 6:12 PM	20	1

Source: Metro Bus Timetables

Below is a brief description of each fixed route.

Route 1 (Waite Park)

This route mirrors Route 2, operating a large loop in a clockwise direction. It connects the Downtown Transit Center to the Crossroads Transit Center, Waite Park City Hall, the Industrial Park on McLeland Road, the VA Medical Center, Saint Cloud Technical College, and the Saint Cloud Hospital.

Route 2 (Pantown)

This route follows a large loop connecting downtown Saint Cloud to areas north and west of downtown as well as Waite Park. It is the counter-clockwise counterpart to Route 1 (which runs clockwise). Key generators along the Pantown Route include downtown Saint Cloud, Saint Cloud Hospital, Saint Cloud Technical College, Whitney Center, Whitney Park, Health Partners, North Village, the VA Hospital, the Industrial Park on McLeland Road, Veterans’ Golf Course, the Westwood School (evenings and Sundays),

River's Edge Park, Waite Park City Hall, the Parkwood Theater, the Crossroads Transit Center, and Midtown Square.

Route 3 (West Side)

This route serves neighborhoods straddling Division Street/2nd Street South between downtown Saint Cloud and Waite Park, serving several active commercial areas. Additionally, it serves both the Downtown Transit Center and the Crossroads Transit Center, similar to both the Pantown and Waite Park Routes, as well as Bel Clare Estates and the Tri-CAP facility. Key generators include downtown Saint Cloud, Wal-Mart, Sam's Club, the Home Depot, and the Crossroads Center.

Route 4 (North Side)

This route connects the Downtown Transit Center with neighborhoods on the North Side of Saint Cloud. It runs in a clockwise loop roughly along 8th Street N, 37th Avenue N, 10th Street N, 13th Avenue N, 15th Street N, and 9th Avenue N. Key generators include downtown Saint Cloud, Centennial Plaza, the Electrolux Company, Pantown Park, Madison School, Centennial Park, Health Partners, Saint Cloud Technical College, and Area Wilson School.

Route 5 (South Side)

This route connects the Downtown Transit Center to the areas immediately south and southwest of downtown Saint Cloud. Areas served include downtown Saint Cloud and the area bounded by Eastman Park, Heritage Park, Calvary Hill Park, and South Side Park.

Routes 6 and 7 (East Side 15 and 45)

This route is really a single service divided into two "sub-routes" operating in reverse directions. Route 6 leaves the Downtown Transit Center at 15 minutes past the hour and travels in a counter-clockwise direction, while Route 7 leaves the Downtown Transit Center at 45 minutes past the hour and travels the route in a clockwise direction. Route 7 only operates on weekdays, while Route 6 operates seven days per week.

These routes connect the Downtown Transit Center to the East Side of the City of Saint Cloud, where they operate on a loop roughly following Lincoln Avenue SE, 7th Street SE, 15th Avenue SE, and East Saint Germain Street. Key generators include downtown Saint Cloud, the Amtrak Station, Shopko, Lincoln Pointe, Sherwood Manor, Cloverleaf Park, as well as the Cedar Square Apartments (on Route 6 only).

Route 9 (Southeast)

This route connects the Downtown Transit Center to the southeastern portion of Saint Cloud, east of the Mississippi River. It follows a clockwise loop along 11th Street, 15th Avenue SE, Minnesota Boulevard, and Kilian Boulevard. Key generators include downtown Saint Cloud, Riverside Park, Saint Benedicts Senior Community, Oakwood Apartments, University Village Apartments, and the Talahi Care Center.

Route 10 (Westwood)

Operating Monday through Saturday, this route connects the Industrial Park on McLeland Road (served by both the Routes 1 and 2) to the Industrial Park West, operating in a small loop around the former and large loop around the latter. It does not operate to the Downtown Transit Center, but rather connects with Routes 1 and 2 to provide downtown connections.

Route 11 (University)

This route connects the Downtown Transit Center to Saint Cloud State University and neighborhoods to the south. Generally following a loop structure, this route serves downtown Saint Cloud, SCSU (including the Miller Learning Resources Center, where passengers can connect to all SCSU routes), and South Side Park. It also offers connections to Route 12 at its southernmost end.

Route 12 (Route 75)

This route follows Clearwater Road and Roosevelt Road (County Route 75) to serve communities to the south of Saint Cloud. It connects to the University Route with a loop between Clearwater Road and 11th Avenue S from 17th Street S to 22nd Street S. This route is relatively new and serves a large, previously un-served area to the south of the city. Route 12 only operates on weekdays. It does not operate to the Downtown Transit Center, but rather connects with Route 11 to provide downtown connections.

Routes 21 and 22 (Sauk Rapids 15 and 45)

These routes operate in a large loop structure throughout the City of Sauk Rapids. Similar to Routes 6 and 7, Route 21 leaves the Downtown Transit Center at 15 minutes past the hour and serves the route in a counter-clockwise direction, and Route 22 leaves the Downtown Transit Center at 45 minutes past the hour and serves the route in a clockwise direction. Key generators include downtown Saint Cloud, Granite Care Home, Caseworks, Industrial Park South, Industrial Park east, Industrial Park North, Stearns, Array Industrial Park, Evergreen Village, Fisher Garden Mobile Home Community, and Sauk Rapids City Hall. Route 21 does not operate on weekends, but Route 22 operates seven days per week.

Routes 31 and 32 (Sartell)

Route 31 connects the City of Sartell (at the Epic Center shopping center) with the Metro Bus Transit Center in downtown Saint Cloud. Route 32 operates a large, clockwise loop through the Cities of Sartell and Sauk Rapids, roughly following County Route 120, Pinecone Road, 7th Street N, Riverside Avenue, 1st Street NE, and Highway 15. Route 31 connects Sartell to the Metro Bus Transit Center via 6th Avenue N. Generators on these routes include the Transit Center, Saint Cloud Hospital, Wal-Mart, Sam's Club, CentraCare Health Plaza, Sartell City Hall, Riverside Shopping Center, Hi-Vie Park, Verso Paper, Evergreen Village, and Saint Cloud Medical Group NW. Both routes operate on weekdays and Saturdays. Route 32 does not operate to the Downtown Transit Center, but rather connects with Route 31 to provide downtown connections.

Route 33 (Southwest)

This route is unique among Metro Bus routes, in that it includes no large loop structures nor does it serve the Downtown Transit Center. Acting more as a "crosstown" route, the Southwest Route connects

the Northway Drive area north of downtown, including the Saint Cloud Hospital, Saint Cloud Technical College, and Health Partners, to the southwestern portion of Saint Cloud, including Midtown Square, Wal-Mart, and Heritage Park, and Waite Park, including the Sundial Apartments, Gatewood Apartments, Park Meadows, Market Place, and the Crossroads Transit Center. The Southwest Route generally follows 15th Street N from Northway Drive, 33rd Avenue N cross-town, and 7th Street S and 2nd Avenue S in Waite Park.

Routes 81 and 82 (Clipper Southeast)

Routes 81 and 82 connect SCSU to neighborhoods to the southeast, across the University Drive Bridge. This area includes several large apartment complexes, including the Oakwood Apartments and University Village Apartments. Route 82 is an express variation of Route 81, operating between SCSU and the University Village Apartments at approximately the same frequency as Route 81 but without the loop on Minnesota Boulevard.

Route 83 (Clipper Northeast)

This route connects SCSU to neighborhoods north and east of the university on the east side of the Mississippi River, including Lincoln Pointe, Sherwood Manor, and the Cedar Square Apartments.

Route 84 (Clipper South)

This route connects SCSU to the immediate neighborhood to the south.

Route 85 (Clipper West)

This route connects the university to neighborhoods (and apartment complexes) to the west, including the South Side of Saint Cloud, neighborhoods surrounding Heritage Park, and the southern section of Waite Park.

Routes 91 and 92 (Husky Shuttle)

Routes 91 and 92 serve as circulator routes on the SCSU campus. On weekdays during the day, Route 91 operates between the Wick Science Building and the Q Lot on the southern edge of campus every 10 minutes. Sunday through Thursday evenings, Route 92 operates between the Newman Center at 1st Avenue S and 4th Street S, via the Miller Learning Resources Center (where transfers are available to Late Nite Routes), to the Q Lot every 20 minutes.

Route 93 (Sundowner)

This route is an evening service that operates seven days per week during the school year. It runs every 30 minutes from 6:45 PM to 12:15 AM, serving as a point deviated route departing from the Miller Learning Resources Center for each trip. On Friday and Saturday nights, all trips also serve Atwood and the K and Q Lots. The service area includes the area bounded by Highway 23 to the north, 16th Street S to the south, Washington Memorial Drive to the west and the Mississippi River to the east, as well as a large area east of the Mississippi River including Lincoln Point (7th Street SE) to the north, University Village Apartments to the East, and Oakwood Apartments (Minnesota Boulevard) to the south. The

11:45 PM and 12:15 AM trips also serve an area north of Highway 10 and south of East Saint Germain Street.

Routes 94 and 95 (Late Nite)

Two “Late Nite” routes operate on Thursday, Friday, and Saturday evenings providing SCSU students with connections to other parts of the city after the regular routes and “Campus Clipper” routes cease operations for the day (approximately 10:00 PM – 2:30 AM). Route 94 service operates hourly, connecting the Miller Learning Resources Center and other SCSU points of interest via University Drive and the Downtown Transit Center, to areas along 15th Avenue SE as well as neighborhoods east of the Mississippi River, including the University Village Apartments, Cedar Square Apartments. The route returns to campus via 3rd Street passing through downtown Saint Cloud. Route 95 connects downtown Saint Cloud (and the Downtown Transit Center) with SCSU and the neighborhood immediately south and west of the university, offering service every fifteen minutes.

3.2.2 Service Details

Route mileage, cycle time, and average speed for each of the regular and SCSU routes are presented in Table 3-3. Metro Bus fixed route vehicles operate approximately 327 hours per day weekdays, 138 hours Saturdays, and 108 hours Sundays. They travel approximately 4,633 miles weekdays, 1,961 miles Saturdays, and 1,552 miles Sundays.

Routes 2 and 3 operate the most, traveling 390 miles in 29 hours and 449 miles in 33 hours respectively on weekdays, 228 miles in 17 hours and 198 miles in 15 hours Saturdays, and 203 miles in 15 hours and 184 miles in 14 hours Sundays. For the regular routes, Route 7 provides the least amount of service on weekdays, traveling 70 miles in 6.5 hours, while Route 6 provides the least amount of service on Saturdays and Sundays, traveling 58 miles in 5 hours Saturdays and 52 miles in 4.5 hours Sundays. The SCSU routes generally provide less service than the regular routes; they operate only during the school year, and except for Route 83 and the Route 85, most routes average fewer than 100 miles in 10 or fewer hours per day. Daily revenue miles and hours for each route are shown in Table 3-4.

Table 3-3 – Roundtrip Mileage and Cycle Time

Route No.	Route Mileage	Typical Cycle Time (minutes)	Average Speed (mph)
1	12.5	30	25
2	13.3	30	26.6
3	20.2	30	40.4
4	7.2	30	14.4
5	7.7	30	15.4
6	5.2	60	5.2
7	5.3	60	5.3
9	7.1	30	14.2
10	6.9	30	13.8
11	4.6	30	9.2
12	8.3	30	16.6
21	17.6	60	17.6
22	17.5	60	17.5
31	7.4	60	7.4
32	16.3	60	16.3
33	15.7	60	15.7
81	4.4	30	8.8
82	3.6	30	7.2
83	7.7	30	15.4
84	2.2	30	4.4
85	10.7	30	21.4
91	1.4	10	8.4
92	3.0	20	9
93	10.0	30	20
94	5.9	20	17.7
95	3.0	20	9

Table 3-4 – Daily Revenue Miles and Hours

Route	Weekday		Saturday		Sunday	
	Miles	Hours	Miles	Hours	Miles	Hours
<i>Regular Routes</i>						
1	380.0	29.7	201.1	16.0	204.0	15.0
2	390.2	28.9	228.0	17.0	202.5	15.0
3	448.8	33.0	197.5	14.5	183.6	13.5
4	160.6	11.0	80.3	5.5	73.0	5.0
5	154.0	10.0	77.0	5.0	69.3	4.5
6	95.5	8.8	58.0	5.0	52.2	4.5
7	70.2	6.5	-	-	-	-
9	157.9	10.9	79.2	5.5	72.0	5.0
10	203.3	14.2	133.0	9.4	-	-
11	166.7	17.0	55.0	5.5	50.0	5.0
12	159.6	9.5	-	-	-	-
21	216.5	12.3	-	-	-	-
22	279.6	15.8	176.0	10.0	158.4	9.0
31	192.4	13.0	66.6	4.5	59.2	4.0
32	225.4	14.0	128.8	8.0	112.7	7.0
33	284.4	18.0	158.0	10.0	142.2	9.0
Regular Route Total	3,585.1	252.5	1,638.5	115.9	1,379.1	96.5
<i>SCSU Routes</i>						
81	88.4	6.8	-	-	-	-
82	64.8	4.5	-	-	-	-
83	161.7	10.7	-	-	-	-
84	42.0	5.0	-	-	-	-
85	218.0	10.4	-	-	-	-
91	150.6	15.7	-	-	-	-
92	52.5	5.8	52.5	5.8	52.5	5.8
93	120.0	6.0	120.0	6.0	120.0	6.0
94	75.8	4.2	75.8	4.2	-	-
95	73.9	5.7	73.9	5.7	-	-
SCSU Route Total	1,047.7	74.7	322.2	21.7	172.5	11.8
TOTAL	4,632.8	327.2	1,960.7	137.6	1,551.6	108.3

Source: Metro Bus, FY15 Estimates

Metro Bus' maximum vehicle requirement includes a peak pullout of 26 vehicles during the PM Peak period on weekdays. The weekday AM Peak period requires 25 vehicles. The Pantown (2) and Waite Park (1) Routes require the greatest number of vehicles – two during the AM peak, midday, and PM peak periods. The West Side (3) Route requires two vehicles during the AM and PM peak periods, and the Southwest (33) Route requires two vehicles during the PM peak. All other routes require either one vehicle, or half of a vehicle (that can be shared with another route). Weekday vehicle requirements by period are shown in Table 3-5. It should be noted that only weekday vehicle requirements are shown as the goal is to show the maximum number of buses needed to operate the fixed route service.

Table 3-5 – Weekday Vehicle Requirements

Route	AM Peak	Midday	PM Peak	Evening
<i>Regular Routes</i>				
1	2	2	2	1
2	2	2	2	1
3	2	1	2	1
4	1	0.5	1	0.5
5	1	0.5	1	0.5
6	0.5	0.5	0.5	0.5
7	0.5	0.5	0.5	-
9	1	0.5	1	0.5
10	1	1	1	-
11	1	1	1	1
12	1	0.5	1	-
21	1	1	1	-
22	1	1	1	1
31	1	1	1	-
32	1	1	1	-
33	1	1	2	1
Regular Route Total	18	15	19	8
<i>SCSU Routes</i>				
81	1	1	1	-
82	1	1	1	-
83	1	1	1	-
84	1	1	1	-
85	1	1	1	-
91	1	1	1	1
92	1	1	1	1
93	-	-	-	1
94	-	-	-	0.5
95	-	-	-	1
SCSU Route Total	7	7	7	4.5
TOTAL	25	22	26	12.5

Source: Metro Bus, 2014

3.2.3 Demand Response Service

Metro Bus Dial-a-Ride is an on-demand service that available to individuals with disabilities (referred to as “Specialized Service”) and riders must obtain program certification before using the service. Dial-a-Ride reservations can be made up to seven days in advance of a trip.

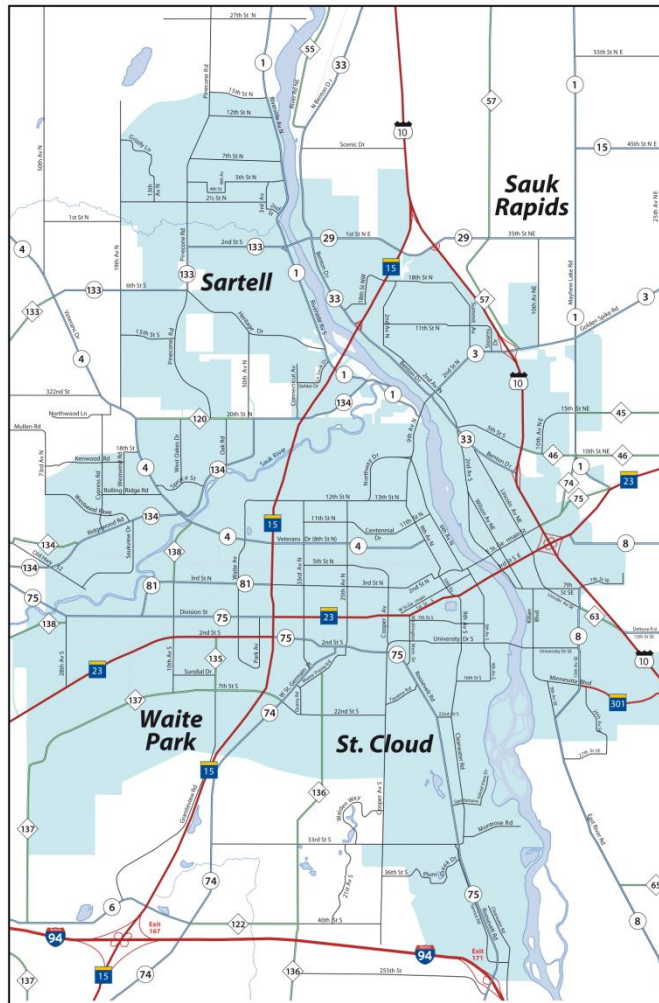
Specialized Service is available throughout the regular fixed route service area and an extended service area (see Figure 3-3) from Monday through Friday from 5:30 AM to 9:00 PM, Saturdays from 8:00 AM to 6:30 PM, and Sundays from 9:00 AM to 6:00 PM. Table 3-6 summarizes the 2013 operating statistics.

Table 3-6 – Demand Response Operating Statistics (FY13)

Ridership	122,263
Revenue Miles	486,382
Revenue Hours	38,865
Peak Vehicles	20

Source: 2013 NTD Reporting

Figure 3-3 – Dial-A-Ride Service Area Map



3.2.4 Commuter Bus

Metro Bus operates commuter bus service via the Northstar Link between Saint Cloud and Clear Lake, Becker, and Big Lake. Table 3-7 contains operating statistics from 2013 for the Northstar Link service. The commuter bus service provides more than 50,000 rides annually.

Table 3-7 – Commuter Bus Operating Statistics (2013)

Ridership	53,152
Revenue Miles	140,120
Revenue Hours	4,700
Peak Vehicles	3

Source: 2013 NTD Reporting

Additional information on Northstar Link is provided in section 3.2.6 below.

3.2.5 Fare Structure

Metro Bus passengers have multiple fare payment options, including cash fares, one-, seven- and thirty-one-day passes, 10-ride passes, and tokens. For regular routes, the cash fare is \$1.25 and transfers are free. The regular cash fare on Dial-a-Ride is \$2.50, and the agency fare is \$4.75. The Dial-a-Ride service also offers 10-ride and 31-day passes. Children 5 and under ride for free. Additionally, SCSU students, faculty, and staff and Saint Cloud Technical and Community College (SCTCC) students ride for free with a valid student ID/university ID through the U-Pass Free Ride program. Local area youth (ages 6 to 17) may also obtain free summer transit passes. The existing fare structure is presented in Table 3-8.

Table 3-8 – Metro Bus Fares

Regular Fixed Route		Seniors and Persons with Disabilities Fixed Route		Dial-a-Ride	
Regular Cash Fare	\$1.25	Half Fare	\$0.60	Regular Cash Fare	\$2.50
Transfer	Free	Transfer	\$0.10	Agency Fare	\$4.75
10-Ride Pass	\$10.50	10-Ride Pass	\$6.00	10-Ride Pass	\$25.00
10 Tokens	\$10.50	N/A		N/A	
1-Day Pass	\$4.25	N/A		N/A	
7-Day Pass	\$17.00	N/A		N/A	
31-Day Pass	\$47.00	N/A		31-Day Pass	\$75.00

The fare collection devices do not require riders to have exact change; they issue change in the form of debit change cards for use on future trips. Fare passes and debit change cards use magnetic strips to communicate with the fare boxes. Fare outlets are located at the Metro Bus Transit Center in downtown Saint Cloud and in Coburn’s Grocery Stores around the service area for purchasing passes. Passes can also be purchased online. One-day passes can be purchased at the farebox.

3.2.6 Other Passenger Operators

There are several other transportation providers operating within Metro Bus' service area. Following is a brief description of the service provided by each operator.

Tri-CAP

Tri-CAP provides rural area bus service to the region surrounding the City of Saint Cloud. This includes a Dial-a-Ride service, which operates from 7:00 AM to 4:00 PM Monday through Friday, available throughout Benton and Stearns Counties anywhere outside of the Metro Bus service area and within a 15 mile radius of the Tri-CAP facilities at 1200 23rd Ave. S, Waite Park. Additional Dial-a-Ride services are available in Stearns County with Melrose (Monday through Friday, 7:30 AM to 3:45 PM, including service to Sauk Centre), and with Sauk Centre (Monday through Friday, 7:00 AM to 4:45 PM).

Tri-CAP also provides limited fixed route service in Stearns and Benton Counties, connecting Sauk Centre, Foley, and intermediate communities to Saint Cloud. The Sauk Centre to Saint Cloud Route operates via the Interstate 94 corridor on Mondays and Wednesdays, via the Highway 23 corridor on Tuesdays, and via the Highway 55 corridor on Thursdays, with one inbound trip to Saint Cloud in the morning and one outbound trip to Sauk Center in the evening. Additionally, service between Saint Cloud and Foley is operated Thursdays, and one round trip is operated between Willmar and Sauk Centre on the first Monday of the month. The fares are \$1.25 for a one-way trip within one city, or \$3.00 for a one-way trip for rural/intercity trips.

College of Saint Benedict

The College of Saint Benedict, the women's counterpart to the men's Saint John's University, is located in Saint Joseph. The two colleges (Saint John's University is located in Collegeville) combined enrollment is more than 3,800 students. The transportation department of the College of Saint Benedict provides bus transportation for students, faculty, and staff on each campus, between the campuses, and to Saint Cloud (weekends only), among other destinations.

Greyhound and Jefferson Lines

Greyhound and Jefferson Lines serve the intercity market, connecting Saint Cloud to Minneapolis, Fargo, Grand Forks, Willmar, Brainerd, Bemidji, and other cities via transfers. Historically, service had been provided to Winnipeg, Manitoba; however, that connection is no longer available. Both Greyhound and Jefferson Lines services include stops at the Pilot Travel Center and Metro Bus Transit Center.

Northstar Link

Minneapolis' Metro Transit currently operates the Northstar commuter rail service between Minneapolis and Big Lake. This service is planned to be extended to Saint Cloud and Rice in the future. In the meantime, Metro Bus operates (in partnership with the Metropolitan Council of the Twin Cities and the Northstar Corridor Development Authority) Northstar Link bus service, which connects the Big Lake terminal of the Northstar rail service to Saint Cloud.

Service is provided seven days a week (excluding major holidays), and for all home games during the Minnesota Vikings and Minnesota Twins seasons. Normal weekday service includes five morning trips

and five afternoon trips, northbound and southbound, during peak hours. One morning and one afternoon trip is provided on Saturday and Sunday in each direction. Northstar Link also operates one midday “Fabulous Friday” service, in each direction, traveling between Saint Cloud, Becker, Big Lake, Elk River, Ramsey, Anoka, Coon Rapids and Ramp B/5th Street Transit Center in Minneapolis.

The normal and special event Northstar Link services use the following five stops: Metro Bus Transit Center, SCSU Miller Center, East Saint Cloud Park & Ride, Becker Park & Ride, and Big Lake Park & Ride. The schedule provides three to ten minutes for riders to transfer between the Northstar Link and the Northstar commuter rail line. Northstar Link Commuter Bus fares are listed in Table 3-9.

Table 3-9 – Northstar Link Commuter Bus Fares

Northstar Link Commuter Bus				
<u>Destination</u>	<u>One-Way</u>	<u>Round Trip</u>	<u>10-Ride Pass</u>	<u>31-Day Pass</u>
Big Lake	\$2.00	\$4.00	\$17.00	\$70
Becker	\$1.00	\$2.00	N/A	N/A
Minneapolis	\$5.50	\$11.00	N/A	N/A

Amtrak

The Saint Cloud Amtrak Station, located east of downtown, serves as a stop for Amtrak’s Empire Builder route. The train stops once daily in each direction. Portland/Seattle-bound train Number 7/27 stops in Saint Cloud at 12:30 AM, and Chicago-bound train Number 8/28 stops in Saint Cloud at 5:14 AM.

Allegiant Air & Sun Country

In 2012, commercial airline service to the Twin Cities and Greater Minnesota, provided by Mesaba Airlines/Northwest Airlink, ended. Recently, commercial service to Chicago O’Hare – operated by United Express – also ended. Allegiant Air currently operates seasonal service to Phoenix/Mesa, Arizona and Orlando/Sanford, Florida. Flights to Phoenix begin in late April and generally operate every Wednesday and Saturday through October. As of June 2015, flights to Orlando have not been scheduled due to a shortage of aircraft. Sun Country Airlines operates seasonal charter flights to Don Laughlin’s Riverside Resort Hotel & Casino in Laughlin/Bullhead City on the border of Arizona and Nevada. As of 2015, airport operators have also expressed interest in expanding charter flight service to the Bakken Oil fields and Dickenson areas of North Dakota.

Taxi Services

According to the Saint Cloud Regional Airport website, at least seven taxi companies and five limousine companies offer taxicab service to the Saint Cloud area.

Rideshare

While common to many metropolitan areas, carshare services such as Lyft and Uber have yet to reach the Saint Cloud area. It is likely that rideshare services will eventually reach the Saint Cloud market as

the area continues to grow and services such as these continue to increase in popularity. SCSU provides a community rideshare board via the Atwood Memorial Center for students and employees interested in ride-sharing or carpooling.

3.3 Financial Information

This section provides an overview of systemwide operating expenses and revenue sources. Table 3-10 presents revenue and expenses by source for Fiscal Year 2013. This table shows that vehicle operation is the largest expense line item, followed by ADA-related expenses, vehicle maintenance and general administrative expenses. While directly generated funds comprised 18% of revenue in FY 2013, the largest source of revenue remained state funding.

Table 3-10 – Expenses and Revenues

Category	Amount
<i>Expense</i>	
Vehicle Operation	\$7,183,298
Vehicle Maintenance	\$1,153,270
Non-Vehicle Maintenance	\$251,762
General Administrative	\$1,269,834
ADA-Related Expenses	\$2,751,221
Total	\$9,858,164
<i>Revenue</i>	
Directly Generated	\$1,762,444
Local	\$967,597
State	\$5,075,871
Federal	\$1,902,586
Other	\$154,802
Total	\$9,863,300

Source: 2013 NTD Reporting

3.4 Capital Resources

Metro Bus’ capital resources include buses, bus stops, shelters, supervisory and maintenance vehicles, and property. Metro Bus also owns its garage at 665 Franklin Avenue NE, a site that also contains the Metro Bus administrative offices. Besides the capital assets owned by Metro Bus, this section also presents the current capital program.

As of 2013, Metro Bus currently owned 66 bus shelters and 14 benches throughout the four-city (Saint Cloud, Sauk Rapids, Waite Park, and Sartell) area.

The Metro Bus vehicle fleet includes buses, paratransit vehicles, and rubber-wheeled trolleys used in revenue service as well as non-revenue vehicles that are used for supervisory personnel and maintenance purposes. In 2013, the peak requirement for service was 39 fixed route vehicles, 23 demand response vehicles, and 4 commuter buses, resulting in spare ratios of 44% for fixed route vehicles, 15% for demand response vehicles, and 33% for commuter buses.

Metro Bus expected to add six vehicles to the Dial-a-Ride fleet in 2015 as part of the Transportation Improvement Program (TIP).

3.4.1 Revenue Fleet

As of late 2014, the Metro Bus fleet consisted of 76 vehicles, including 42 fixed route vehicles, two rubber wheeled trolleys, 24 paratransit vehicles, 6 commuter coaches, and 1 historic GMC New Look bus. The fixed route fleet consists primarily of low floor, 35-foot, diesel transit buses, most of which were manufactured in 2003 or later. The demand response fleet consists mostly of 25-foot paratransit vehicles built between 2006 and 2012. Table 3-11 presents the details of Metro Bus' current fleet inventory. In addition, all Metro Bus vehicles are wheelchair accessible in accordance with requirements of the Americans with Disabilities Act of 1990 (ADA).

Table 3-11 – Revenue Fleet Inventory

Number of Vehicles	Vehicle Length	Year, Manufacturer & Style
<i>Fixed Route</i>		
2	24'	2009 Eldorado Standard Floor
2	26'	2011 Arboc Low Floor
5	35'	2003 Gillig Low Floor
3	40'	2004 New Flyer Low Floor
3	35'	2006 New Flyer Low Floor
4	35'	2010 New Flyer Low Floor
23	35'	2014 New Flyer Low Floor
<i>Specialty Buses</i>		
1	30'	2005 Optima Trolley
1	30'	1984 Old Town Trolley
1	35'	Historic GMC New Look
<i>Dial-a-Ride Fleet</i>		
2	24'	2006 TurtleTop Standard Floor
4	25'	2008 Eldorado Standard Floor
2	25'	2009 Eldorado Standard Floor
9	26'	2010 Arboc Low Floor
5	26'	2011 Arboc Low Floor
1	26'	2011 Arboc Low Floor
1	26'	2012 Arboc Low Floor
<i>Commuter Coach Fleet</i>		
1	40'	1997 MCI Commuter Coach
3	45'	2000 MCI Commuter Coach
2	45'	2001 MCI Commuter Coach
<i>Dial-a-Ride Fleet (2015 anticipated)</i>		
6	26'	2015 Champion Low Floor

Source: Metro Bus 2015

3.4.2 Administrative, Operating, and Maintenance Facilities

The Metro Bus maintenance facility, where vehicles are stored, refueled, and maintained, is located at 665 Franklin Avenue NE. The facility is modern and sufficient for Metro Bus' needs. The facility allows for the indoor storage of the fleet, which is advantageous given the local climate.

3.4.3 Transit Centers

Metro Bus utilizes three primary Transit Centers where passengers can transfer between routes: the Crossroads Transit Center, the Downtown Transit Center, and the Miller Learning Resources Center stop at Saint Cloud State University.

The Downtown Transit Center is the largest of Metro Bus' transfer facilities, serving 12 of the regular routes. This facility is located off-street at the corner of 5th Avenue S and 1st Street S, and includes bus bays for Metro Bus, two bays for Jefferson Lines, a permanent building structure with restrooms, tickets, information, and an indoor waiting area, as well as connections to intercity services (i.e., Jefferson Lines). Route schedules are coordinated for passenger ease in transferring between routes at this facility – many routes depart at 15 or 45 minutes past the hour.

The Crossroads Transit Center is located at the Crossroads Center shopping mall on Division Street between Highway 15 and Waite Avenue in Waite Park. The Transit Center includes two heated bus shelters for passenger comfort. This facility is served by Routes 1, 2, 3, and 33. Route schedules at this facility are not coordinated.

The SCSU Routes, with the exception of the Husky Shuttle daytime service, all serve the Metro Bus stop in front of the Miller Learning Resources Center at 4th Avenue S and 7th Street S. Passenger amenities include two sheltered stops and benches. This stop serves Routes 11, 81, 82, 83, 84, 85, 91, 92, 93, 94, and 95.

3.4.4 Bus Stops and Bus Stop Amenities

Metro Bus maintains roughly 700 stops throughout the system. Stops are easily identifiable by clear, brightly-colored signs featuring the large, red "T" logo used in Metro Bus marketing materials, a telephone number (320-251-RIDE) that passengers may use to obtain service or schedule information, a color-coded list of routes stopping that that location, and the Metro Bus system name.

3.5 Historical Trends

The NTD provides a snapshot of the performance of Metro Bus operations over the last five years. Two trends are noted in the following sections: service trends and financial trends. Service trends include measures such as hours and miles of operation as well as number of passengers. The financial trends include expenditures and revenue changes over time.

3.5.1 Service Level Trends

As seen in Table 3-12, Metro Bus service reached a historic peak in 2011, but ridership and operations have declined in recent years. Between 2009 and 2011, revenue hours and miles increased by 7% and 14%, respectively. Since 2011, both hours and miles decreased by less than one percent; however,

ridership decreased to 2008-2009 levels. The number of vehicles operating at peak times has continued to increase (14%) over the five-year period.

Table 3-12 – Metro Bus Service Level Trends

	2009	2010	2011	2012	2013
Annual Passengers	2,381,444	2,414,575	2,438,073	2,376,732	2,372,625
Revenue Hours	120,655	123,925	129,482	128,863	128,350
Revenue Miles	1,616,713	1,745,619	1,834,657	1,831,611	1,822,173
Peak Vehicles	44	47	47	48	50

Source: 2013 NTD Reporting

3.5.2 Financial Trends

The trends shown in Tables 3-13 and 3-14 indicate that both the costs and funding of Metro Bus have continued to increase (by approximately 15%) over the last five years. Between 2009 and 2013, non-vehicle maintenance costs and vehicle operation costs increased substantially by 36% and 20%, respectively. Vehicle maintenance costs have increased by 5%, but general administrative costs have decreased by 2% indicating a possible leveling off since the previous study.

Revenue trends mirror those of costs, with funding exceeding costs by less than 0.06% each year. The primary funding source is the State of Minnesota, supplying roughly half of the revenue. Between 2009 and 2013, both the state portion and the amount generated directly increased by 27% and 28%, respectively; however, the amounts provided by local, federal, and other funding sources have decreased. As seen in Table 3-14, state and directly generated funding have increased each year, while other source have fluctuated over the period.

Table 3-13 – Expense Trend 2009-2013

	2009	2010	2011	2012	2013
Vehicle Operation	\$6,004,434	\$6,416,944	\$6,863,507	\$6,990,904	\$7,183,298
Vehicle Maintenance	\$1,103,881	\$1,158,883	\$1,265,654	\$1,160,447	\$1,153,270
Non-Vehicle Maintenance	\$185,598	\$169,651	\$192,582	\$208,991	\$251,762
General Administrative	\$1,294,824	\$1,116,796	\$1,087,790	\$1,257,847	\$1,269,834
Total	\$8,588,737	\$8,862,274	\$9,409,533	\$9,618,189	\$9,858,164

Source: 2013 NTD Reporting

Table 3-14 – Revenue Trend 2009-2013

	2009	2010	2011	2012	2013
Directly Generated	\$1,379,530	\$1,440,033	\$1,586,659	\$1,689,747	\$1,762,444
Local	\$1,025,376	\$331,600	\$550,594	\$674,077	\$967,597
State	\$4,022,867	\$4,824,274	\$5,151,507	\$5,051,458	\$5,075,871
Federal	\$1,967,074	\$2,107,966	\$1,957,432	\$2,030,149	\$1,902,586
Other	\$199,026	\$162,220	\$165,229	\$174,181	\$154,802
Total	\$8,593,873	\$8,866,093	\$9,411,421	\$9,619,612	\$9,863,300

Source: 2013 NTD Reporting

3.6 Route Diagnostics

The purpose of the route diagnostics discussion is to determine the degree to which each route contributes to the overall operations of the transit system as well as to identify possible areas in which specific routes or operations could be modified increase efficiency or effectiveness. To accomplish this, five “guideline” indicators were collected to establish a baseline for each route including: ridership statistics, revenue hours, revenue miles, operating cost, and farebox revenue. The data shown in Table 3-15 were supplied by Metro Bus and represent operations for Fiscal Year 2013.

In FY 2013, Metro Bus carried 1,633,834 passengers on the regular routes and 128,087 passengers on Dial-A-Ride, as well as 513,045 passengers on the SCSU routes when school was in session. The Northstar Link commuter bus added an additional 59,225 passengers.

In terms of revenue hours, Metro Bus’ regular routes operated 73,767 revenue hours, with Dial-A-Ride operating 40,933 hours, and during the school year, the SCSU routes operated an additional 12,362 hours. The Northstar Link operated 5,109 revenue hours. Systemwide operating costs totaled approximately \$10 million.

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Table 3-15 – Baseline Data for Route Diagnostics FY 2013

Route	Annual Ridership	Annual Revenue Hours	Annual Revenue Miles	Annual Operating Cost	Annual Farebox Revenue
<i>Regular Routes</i>					
1	250,772	9,148	117,965	\$863,953	\$205,168
2	241,027	9,013	121,887	\$851,203	\$197,196
3	136,119	7,516	66,968	\$709,824	\$111,365
4	74,853	3,338	48,925	\$315,246	\$61,241
5	62,179	3,034	46,878	\$286,536	\$50,872
6	104,270	2,716	30,083	\$256,504	\$85,308
7	53,759	1,654	17,901	\$156,207	\$43,983
9	88,026	3,319	48,127	\$313,452	\$72,018
10	26,279	4,107	58,758	\$387,872	\$21,500
11	250,633	4,865	47,969	\$459,459	\$205,055
12	19,176	2,420	40,698	\$228,549	\$15,689
19 (Trolley)	7,095	420	702	\$39,666	\$0
21	57,212	3,120	55,208	\$294,658	\$46,808
22	94,591	5,010	88,692	\$473,153	\$77,389
31	51,783	3,747	55,604	\$353,873	\$42,366
32	30,129	4,338	77,697	\$409,688	\$24,650
33	84,501	5,547	88,132	\$523,868	\$69,134
34 (Stearns County)	1,430	455	12,878	\$42,971	\$1,170
Regular Routes Total	1,633,834	73,767	1,025,069	\$6,966,683	\$1,330,912
<i>SCSU Routes</i>					
81	43,345	1,074	14,056	\$101,430	\$35,463
82	41,221	744	10,876	\$70,265	\$33,725
83	41,465	1,742	27,672	\$164,517	\$33,924
84	36,821	790	6,678	\$74,609	\$30,125
85	53,799	1,718	35,807	\$162,251	\$44,015
91	224,552	2,703	26,203	\$255,276	\$183,717
92	17,324	1,330	12,720	\$125,607	\$14,174
93	29,028	1,416	29,120	\$133,729	\$23,749
94	4,011	359	6,443	\$33,905	\$3,282
95	21,479	486	6,282	\$45,899	\$17,573
SCSU Route Total	513,045	12,362	175,856	\$1,167,489	\$419,746
FIXED ROUTE TOTAL	2,146,879	86,129	1,200,925	\$8,134,171	\$1,750,658
Route	Annual Ridership	Annual Revenue Hours	Annual Revenue Miles	Annual Operating Cost	Annual Farebox Revenue
<i>Demand Response</i>					
Dial-a-Ride*	128,087	40,933	486,382	\$3,865,783	\$316,968
<i>Commuter Bus</i>					
Northstar Link*	59,225	5,109	139,918	\$482,503	\$108,455
SYSTEM TOTAL	2,334,191	132,171	1,827,225	\$12,482,457	\$2,176,081

Source: Metro Bus 2014, *NTD 2013 Profile annual miles, farebox revenue

3.6.1 Service Effectiveness

Service effectiveness describes the amount of service utilized per unit of transit service provided. Service effectiveness is measured based on two indicators: passengers per mile and passengers per hour. While both of these indicators are presented, only the passengers per hour statistic is included in the route scoring and ranking presented at the end of the route diagnostics section to avoid duplication.

For each of the diagnostic indicators, each route is ranked compared to the other routes in the system, and is also compared to the system average. SCSU route service was analyzed separately as the seasonal nature of these routes would skew the performance of the year-long services.

Passengers per Mile

The passengers per mile figures and rankings are presented in Table 3-16. This indicator measures the number of passengers carried each day by each route versus the number of miles per day the route operates.

Metro Bus averages 2.1 passengers per mile on the regular routes, 3.0 passengers per mile for the SCSU routes, 0.3 passengers per mile on Dial-A-Ride, and 0.4 passengers per mile for the Northstar Link commuter bus.

Four of the regular routes operate above average, and seven operate below average; five of the SCSU routes operate above average. SCSU routes do not compare well, as the Clipper routes, Husky Shuttle, Late Nite routes, and Sundowner all provide vastly different types of service.

With the exception of the downtown trolley (Route 19), Route 11 had the highest number of passengers per mile for regular routes, reflecting the generally higher passengers per mile on routes that serve SCSU. Following Route 11 are the Routes 6 and 7.

At the other end of the scale, Routes 10, 12, 21, 22, 31, and 32 each carried fewer than 60% of the systemwide average for passengers per mile.

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Table 3-16 – Service Effectiveness Indicators

Route	Passengers per Mile	Rank	Percent of System Average	Passengers per Hour	Rank	Percent of System Average
<i>Regular Routes</i>	<i>Average = 2.1</i>			<i>Average = 20.6</i>		
1	2.1	5	101%	27.4	4	133%
2	2.0	7	94%	26.7	5	130%
3	2.0	6	96%	18.1	11	88%
4	1.5	9	72%	22.4	7	109%
5	1.3	10	63%	20.5	8	99%
6	3.5	3	164%	38.4	2	186%
7	3.0	4	142%	32.5	3	157%
9	1.8	8	87%	26.5	6	128%
10	0.4	16	21%	6.4	17	31%
11	5.2	2	247%	51.5	1	249%
12	0.5	15	22%	7.9	15	38%
19 (Trolley)	10.1	1	478%	16.9	12	82%
21	1.0	12	49%	18.3	10	89%
22	1.1	11	50%	18.9	9	91%
31	0.9	14	44%	13.8	14	67%
32	0.4	17	18%	6.9	16	34%
33	1.0	13	45%	15.2	13	74%
34 (Stearns County)	0.1	18	5%	3.1	18	15%
<i>SCSU Routes</i>	<i>Average = 3.0</i>			<i>Average = 36.9</i>		
81	3.1	5	102%	40.4	5	109%
82	3.8	3	125%	55.4	2	150%
83	1.5	7	49%	23.8	7	64%
84	5.5	2	182%	46.6	3	126%
85	1.5	6	49%	31.3	6	85%
91	8.6	1	282%	83.1	1	225%
92	1.4	8	45%	13.0	9	35%
93	1.0	9	33%	20.5	8	55%
94	0.6	10	21%	11.2	10	30%
95	3.4	4	113%	44.2	4	120%
<i>Demand Response</i>						
Dial-a-Ride	0.3	1	100%	3.1	1	100%
<i>Commuter Bus</i>						
Northstar Link	0.4	1	100%	11.6	1	100%

Source: Metro Bus 2014

Passengers per Hour

Also shown in Table 3-16, the passengers per hour measures the number of passengers carried by each route versus the number of hours the route operates. Metro Bus averages 20.6 passengers per hour on the regular routes, 36.9 passengers per hour on the SCSU routes, 3.1 passengers per hour on Dial-A-Ride, and 11.6 passengers per hour on the Northstar Link. As with the other measure of service effectiveness, passengers per mile, Route 11 ranks first out of regular routes with 51.5 passengers per hour, while Route 10 ranks lowest, with 6.4. Routes 10, 12, and 32 fall below 50 percent of the systemwide average; Southwest, and Sauk Rapids 15 and 45 fall between 60 and 80 percent of the systemwide average.

3.6.2 Financial Efficiency

Financial efficiency measures the cost of providing transit service per unit of service provided. One indicator, cost per mile, is used to describe financial efficiency. Cost per revenue hour for the system was used to determine operating costs by route, so it is excluded from this analysis.

Cost per Mile

Table 3-17 presents the cost per mile for each regular route, SCSU route, and the Dial-A-Ride service, as well as the route rankings. This indicator presents the total route cost per revenue mile operated, and is an indicator of how well resources are being used to produce a unit of service. Metro Bus averages \$9.51 in cost per mile for the regular routes, \$7.21 per mile for the SCSU routes, \$3.45 per mile for the commuter service, and \$7.95 per mile for the Dial-A-Ride program. The longest routes perform best in this category.

3.6.3 Cost Effectiveness

Cost effectiveness measures the effectiveness of the system from a financial standpoint – how well the dollars put into the system are being used to produce trips. The cost effectiveness indicators include cost per passenger, subsidy per passenger, and farebox recovery.

Cost per Passenger

Also shown in Table 3-17 is cost per passenger and ranking for each regular route, SCSU route, and the Dial-A-Ride service. Metro Bus averages \$7.27 in cost per passenger for the regular routes, \$3.66 per passenger for the SCSU routes, \$8.15 per passenger for the commuter service, and \$30.18 per passenger for the Dial-A-Ride program.

Subsidy per Passenger

Subsidy per passenger is similar to cost per passenger, but measures specifically how much of the operating subsidy goes towards each passenger's trip. Metro Bus averages \$10.20 in subsidy per passenger for the regular routes, \$5.14 per passenger for the SCSU routes, \$11.43 per passenger for the commuter service, and \$42.34 per passenger for the Dial-A-Ride program.

Table 3-17 – Financial Efficiency and Cost Effectiveness Indicators

Route	Cost per Mile	Rank	Percent of System Average	Cost per Passenger	Rank	Percent of System Average	Subsidy per Passenger	Rank	Percent of System Average	Farebox Recovery	Rank	Percent of System Average
<i>Regular Routes</i>	<i>Average = \$9.51</i>			<i>Average = \$7.27</i>			<i>Average = \$10.20</i>			<i>Average = 17.08%</i>		
1	\$7.32	13	77%	\$3.45	4	47%	\$4.83	4	47%	23.7%	4	139%
2	\$6.98	12	73%	\$3.53	5	49%	\$4.95	5	49%	23.2%	5	136%
3	\$10.60	17	111%	\$5.21	11	72%	\$7.32	11	72%	15.7%	11	92%
4	\$6.44	9	68%	\$4.21	7	58%	\$5.91	7	58%	19.4%	7	114%
5	\$6.11	7	64%	\$4.61	8	63%	\$6.46	8	63%	17.8%	8	104%
6	\$8.53	14	90%	\$2.46	2	34%	\$3.45	2	34%	33.3%	2	195%
7	\$8.73	15	92%	\$2.91	3	40%	\$4.08	3	40%	28.2%	3	165%
9	\$6.51	10	69%	\$3.56	6	49%	\$5.00	6	49%	23.0%	6	135%
10	\$6.60	11	69%	\$14.76	17	203%	\$20.70	17	203%	5.5%	16	32%
11	\$9.58	16	101%	\$1.83	1	25%	\$2.57	1	25%	44.6%	1	261%
12	\$5.62	5	59%	\$11.92	15	164%	\$16.72	15	164%	6.9%	14	40%
19 (Trolley)	\$56.50	18	594%	\$5.59	12	77%	\$7.84	12	77%	0.0%	18	0%
21	\$5.34	4	56%	\$5.15	10	71%	\$7.22	10	71%	15.9%	10	93%
22	\$5.33	3	56%	\$5.00	9	69%	\$7.02	9	69%	16.4%	9	96%
31	\$6.36	8	67%	\$6.83	14	94%	\$9.59	14	94%	12.0%	13	70%
32	\$5.27	2	55%	\$13.60	16	187%	\$19.07	16	187%	6.0%	15	35%
33	\$5.94	6	63%	\$6.20	13	85%	\$8.70	13	85%	13.2%	12	77%
34 (Stearns County)	\$3.34	1	35%	\$30.05	18	413%	\$42.15	18	413%	2.7%	17	16%

Route	Cost per Mile	Rank	Percent of System Average	Cost per Passenger	Rank	Percent of System Average	Subsidy per Passenger	Rank	Percent of System Average	Farebox Recovery	Rank	Percent of System Average
<i>SCSU Routes</i>	<i>Average = \$7.21</i>			<i>Average = \$3.66</i>			<i>Average = \$5.14</i>			<i>Average = 32.01%</i>		
81	\$7.22	6	100%	\$2.34	5	64%	\$3.28	5	64%	35.0%	5	109%
82	\$6.46	5	90%	\$1.70	2	47%	\$2.39	2	47%	48.0%	2	150%
83	\$5.95	4	82%	\$3.97	7	108%	\$5.57	7	108%	20.6%	7	64%
84	\$11.17	10	155%	\$2.03	3	55%	\$2.84	3	55%	40.4%	3	126%
85	\$4.53	1	63%	\$3.02	6	82%	\$4.23	6	82%	27.1%	6	85%
91	\$9.74	8	135%	\$1.14	1	31%	\$1.59	1	31%	72.0%	1	225%
92	\$9.87	9	137%	\$7.25	9	198%	\$10.17	9	198%	11.3%	9	35%
93	\$4.59	2	64%	\$4.61	8	126%	\$6.46	8	126%	17.8%	8	55%
94	\$5.26	3	73%	\$8.45	10	231%	\$11.86	10	231%	9.7%	10	30%
95	\$7.31	7	101%	\$2.14	4	58%	\$3.00	4	58%	38.3%	4	120%
<i>Demand Response</i>												
Dial-a-Ride	\$7.95	1	100%	\$30.18	1	100%	\$42.34	1	100%	8.2%	1	100%
<i>Commuter Bus</i>												
Northstar Link	\$3.45	1	100%	\$8.15	1	100%	\$11.43	1	100%	17.4%	1	100%

Source: Metro Bus 2014, NTD 2013 as needed

Farebox Recovery

Farebox recovery measures the percent of operating cost covered by fares. Calculated by dividing fare revenue by operating cost, this measurement evaluates the ridership productivity of a route against its total operating cost, as well as the fare policy of the system.

Metro Bus averages 17% farebox recovery for the regular routes, 32% recovery for the SCSU routes, 17% recovery for the commuter service, and 8% recovery for the Dial-A-Ride program.

3.6.4 Overall Route Rankings

The rankings of each of the routes for three indicators can be used to calculate a cumulative rank score for each route annually (with separate rankings for regular routes and SCSU routes).

The three indicators include passengers per hour to rate service effectiveness, cost per mile to rate financial efficiency, and cost per passenger to rate cost effectiveness.

Routes with a higher score are indicative of poorer performing routes which need to be addressed. Routes with a lower score are generally better-performing routes that may only require monitoring or minor adjustment in order to integrate better into the Metro Bus network or to serve new trip generators.

The cumulative scores are then ranked again, with the number one ranking indicating the highest performing route overall. Table 3-18 presents the annual route rankings.

Table 3-18 – Metro Bus Annual Route Rankings

Route	Passengers per Hour Rank	Cost per Mile Rank	Cost per Passenger Rank	Cumulative Rank Score	Weekday Rank
<i>Regular Routes</i>					
1	4	13	4	21	3
2	5	12	5	22	6
3	11	17	11	39	16
4	7	9	7	23	8
5	8	7	8	23	8
6	2	14	2	18	1
7	3	15	3	21	3
9	6	10	6	22	6
10	17	11	17	45	18
11	1	16	1	18	1
12	15	5	15	35	13
19 (Trolley)	12	18	12	42	17
21	10	4	10	24	10
22	9	3	9	21	3
31	14	8	14	36	14
32	16	2	16	34	12
33	13	6	13	32	11
34 (Stearns County)	18	1	18	37	15
Route	Passengers per Hour Rank	Cost per Mile Rank	Cost per Passenger Rank	Cumulative Rank Score	Weekday Rank
<i>SCSU Routes</i>					
81	5	6	5	16	5
82	2	5	2	9	1
83	7	4	7	18	7
84	3	10	3	16	5
85	6	1	6	13	3
91	1	8	1	10	2
92	9	9	9	27	10
93	8	2	8	18	7
94	10	3	10	23	9
95	4	7	4	15	4

Route 11 (University) scored the best for the regular routes, followed by Routes 1, 6, 7, and 22, while Route 10 and the Trolley scored the worst. For the SCSU routes, Route 82 (Campus Clipper Southeast

Express) scored the best, followed by Route 91 (daytime Husky Shuttle), while Routes 92 (evening Husky Shuttle) and 94 (Late Night) scored the worst.