

**CITY OF PLYMOUTH
AGENDA
SPECIAL COUNCIL MEETING
September 27, 2011, 5:30 p.m.
MEDICINE LAKE CONFERENCE ROOM**

1. CALL TO ORDER

2. TOPICS

- A. Joint Meeting with Plymouth Advisory Committee on Transit to discuss operations
- B. Set Future Study Sessions

3. ADJOURN



**SPECIAL
COUNCIL MEETING**

September 27, 2011

To: Laurie Ahrens, City Manager

Prepared by: Sarah Hellekson, Transit / Solid Waste Manager

Reviewed by: Doran Cote, Public Works Director

Item: Discuss Transit System

1. ACTION REQUESTED:

Provide staff direction on future transit services.

2. BACKGROUND:

Attached is a report documenting the transit system history, ridership, funding, budget, and performance as well as conclusions and recommendations regarding transit services.

3. BUDGET:

Not applicable.

4. ATTACHMENTS:

Public Works Department 2011 Transit Report Executive Summary & Update, dated September 27, 2011.



Public Works Department 2011 Transit Report Executive Summary & Update

September 27, 2011

TRANSIT HISTORY

In 1984, the City of Plymouth elected to exercise its right to provide transit. It was empowered by the Minnesota Legislature in 1981 to create a suburban transit authority separate from the Metropolitan Transit Commission. The Plymouth Metrolink transit system provides express commuter bus service, local bus service and dial-a-ride service.

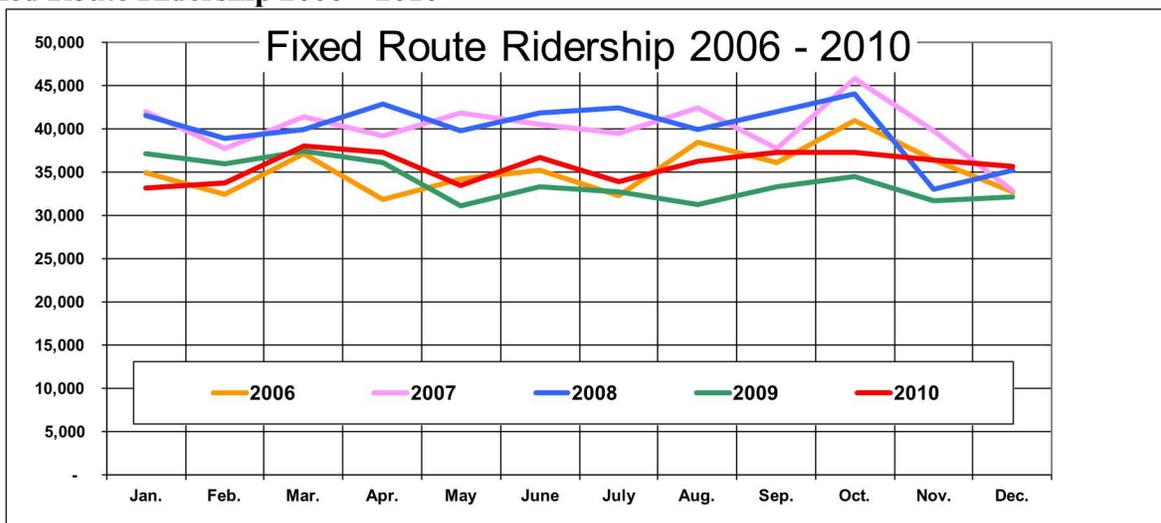
Plymouth Metrolink express bus routes 742, 747, 772, 774, 776, 777, 790, 793 and 795 take commuters to and from downtown Minneapolis. Local shuttle bus routes 740, 741, 771 and 791 take riders on fixed routes within Plymouth. The express and local shuttle buses operate during morning and afternoon/evening rush hours and midday (795). Dial-A-Ride service operates weekdays from 6:00 a.m. to 6:00 p.m. Dial-A-Ride service is provided within the city of Plymouth and to certain locations outside the city of Plymouth.

Currently, Plymouth Metrolink has a fleet of 43 buses, almost all equipped with automatic vehicle locators (AVL). Plymouth staff is able to locate Metrolink and other buses on computers and respond to customer requests regarding bus location. Staff is also able to better monitor the contractor for on time route performance. Thirty-nine of the buses have fare boxes. Fifteen buses are equipped with automated passenger counters (APC). The fifteen newest buses have audio/visual equipment, which is now standard in the region.

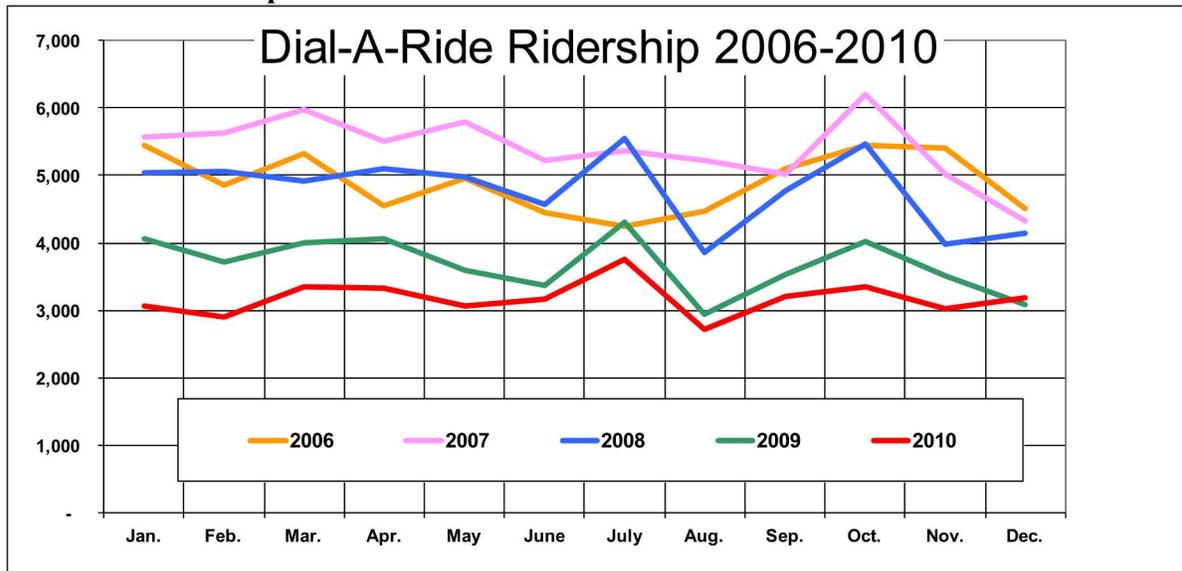
RIDERSHIP

Plymouth Metrolink ridership peaked in 2007 at 544,551 riders. During the next two years, ridership decreased, declining 2% in 2008 and another 17% in 2009. In 2009 and 2010, fixed routes not meeting performance measures were reduced or eliminated. Dial-a-Ride Saturday service was eliminated and weekday hours were reduced beginning in 2010. Total ridership increased by 4% in 2010 and by 14% in 2011 (January through June comparisons).

Fixed Route Ridership 2006 – 2010



Dial-A-Ride Ridership 2006 – 2010



Suburban Transit Provider Ridership 2009 – 2011

Suburban Transit Providers	2009 Number of Riders	2010 Number of Riders	2009 to 2010 Change in Ridership		2010 Jan - June	2011 Jan - June	2010 to 2011 Change in Ridership	
BlueXpress (Prior Lake & Shakopee)	178,213	179,191	1%	↑	72,447	85,103	17%	↑
Maple Grove Transit	756,592	752,608	-1%	↓	377,908	402,462	6%	↑
Minnesota Valley Transit Authority	2,431,012	2,437,089	0%	↑	1,186,182	1,270,924	7%	↑
Plymouth Metrolink (fixed & DAR)	450,070	466,408	4%	↑	211,859	240,777	14%	↑
SouthWest Transit	1,011,974	1,002,383	-1%	↓	545,465	561,806	3%	↑

TRADITIONAL TRANSIT OPERATIONS FUNDING

Motor Vehicle Sales Tax (MVST)

The MVST is a 6.5% sales tax, based upon the vehicle purchase price, collected when new and used vehicles are sold.¹ It is collected by car dealers or when the vehicle is registered. The traditional distribution of MVST is as follows:

MVST Allocation	FY 2010	FY 2011	FY 2012 and after
Highway Fund	47.5%	54.5%	60%
Metropolitan transit	31.5%	35.25%	36%
Greater MN transit	4.75%	4%	4%
State General Fund	16.25%	6.25%	0%

The base MVST share to suburban providers is 17.5% of the amount allocated to metropolitan transit. The 17.5% is based upon 2002 suburban provider property taxes and has not changed since 2002. Plymouth receives 15.3419% of metropolitan transit's 17.5% as its base MVST.

If there are any MVST funds remaining after the base funds have been allocated, they are managed by Metropolitan Council and referred to as regionally allocated MVST (RA-MVST), sometimes referred to as supplemental MVST. Plymouth previously received supplemental MVST to help offset operating costs. Based on recently adopted policies by the Metropolitan Council, supplemental MVST will not be allocated to a suburban transit provider until the provider has reduced its transit fund to less than 35% of annual operating costs.

Fares

Metropolitan Council is responsible for establishing the region’s uniform fare policy for regular route transit.ⁱⁱ

Regular Fare	Rush Hours	Non-Rush Hours
Light Rail & Local Bus	\$2.25	\$1.75
Express Bus	\$3.00	\$2.25

Reduced Fare	Rush Hours	Non-Rush Hours
Five and under	Free	Free
<i>Ages 5 and under ride free with a paid fare (limit 3 children may ride free).</i>		
Youth (17 and under)	Full Fare	Youth (6-12) \$0.75

		Youth (13-17) Full Fare	
<i>Young adults age 17 and under may qualify for a reduced fare through schools or employers with a Young Adult 10-Ride Card.</i>			
Seniors (65 and older)	Full Fare	Seniors	\$0.75
Medicare card holders	Full Fare	Medicare	\$0.75
Mobility	\$0.75	Mobility	\$0.75
<i>Mobility requires a proper MN-issued photo ID, valid temporary Limited Mobility Card, Metro Mobility or Medicare card.</i>			
Downtown zone	\$0.50	DZ	\$0.50
Roundtrip DZ Light Rail only	\$1.00	Roundtrip	\$1.00

The City of Plymouth is responsible for establishing the Plymouth Metrolink Dial-A-Ride fare, which is currently \$3.00 per ride.

Fare Subsidy

In 2010, the subsidy for fixed routes was \$4.68 per passenger. The 2011 fixed route average subsidy is \$4.60 per passenger. The regular passenger peak express fare between downtown and Plymouth is \$3.00 per ride.

The average subsidy for Dial-A-Ride in 2010 was \$16.63 per passenger. The average subsidy for Dial-A-Ride in 2011 is \$17.21 per passenger. The fare is \$3.00 per ride since January 1, 2010.

2011 TRANSPORTATION BILL

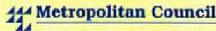
In 2011, legislators and Metropolitan Council negotiated a transportation bill to address the State's transportation deficit, which affected allocation of MVST revenues in state fiscal years 2012 and 2013. The legislature passed the new law which reads in part "In each year of the biennium, the Metropolitan Council shall provide financial assistance to suburban transit providers in an amount that is \$1,650,000 less than the amount of assistance that was provided in fiscal year 2011..."

While the transit cuts are not as deep as they were under the original transportation funding bill proposed by the Legislature in May, there is still a 40% cut to general fund support for Metropolitan Transit. The final cut is a number that the Metropolitan Council staff advised the legislature that it can absorb with some financial maneuvering.

Suburban transit providers will receive 2011 level funding, minus \$1.65 million/year for 2012-2013, saving the Metropolitan Council \$7.2 million. According to Metropolitan Council staff reports, the remaining \$29.3 million will be addressed with administrative reductions, the conversion of capital funds to operating funds where possible, and spending down reserves to a minimum level. The Metropolitan Council has announced there will be no layoffs, fare increases or service reductions as a result of the cuts as shown below.

8-15-2011

Legislative Decisions	
Impact on Transit Deficits (Aug. 8 Update)	
Effective July 1, 2011 for SFY 2012/2013	
\$51.8M	One-time state appropriation funding reduction
(15.3M)	CTIB operations contribution to 75%
(6.7M)	STP MVST at \$1.65 M below 2011 level each year
(3.0M)	Metro Transit administrative reductions
(3.3M)	Reduce Council transit operating reserves to minimum
(2.8M)	CCLRT FFGA funding for start-up costs
(6.5M)	Shift federal capital funds to operations
(8.2M)	Use of highway right-of-way levies
(3.0M)	Sept 2011 Metro Transit route adjustments
\$3.0M	Balance for Council to still resolve

 Metropolitan Council

Suburban Transit Provider MVST Allocations

The suburban transit provider MVST allocations, as determined by the Metropolitan Council in August, 2011, are shown below. These allocations continue to be updated and changed by the Metropolitan Council, making fund balance modeling and budgeting quite difficult.

STP MVST Allocation Model

CALENDAR YEAR CALCULATIONS							
PROJECTION AFTER FINAL FY 2011 MVST	Maple Gr	MVTA	Plymouth	Prior Lake	Shakopee	Southwest	TOTAL
<u>Calendar Year 2011</u> <i>2011</i>							
Beginning Fund Balance	9.010	5.387	4.470	1.634	1.603	3.721	25.824
Revenues							
Base MVST	2.038	8.461	3.020	0.584	0.790	4.811	19.684
Base MVST Withheld	(1.023)	-	(0.232)	(0.097)	(0.039)	-	(1.391)
Net Base MVST	1.015	8.461	2.788	0.487	0.751	4.811	18.293
RAMVST	-	2.679	-	-	-	-	2.679
Other Revenues	2.012	4.956	1.142	0.170	0.262	2.580	11.122
Total Revenues	3.027	16.096	3.930	0.637	1.013	7.391	32.094
Total Expenditures	4.263	17.086	3.922	0.858	1.108	8.048	35.285
Surplus or (Deficit)	(1.236)	(0.990)	0.008	(0.221)	(0.095)	(0.657)	(3.191)
Ending Fund Balance	7.774	4.397	4.478	1.413	1.508	3.064	22.634
Target Fund Balance	1.000	4.397	1.120	0.294	0.349	2.117	9.277
Excess Fund Balance	6.774	-	3.358	1.119	1.159	0.947	13.357
<u>Calendar 2012</u> <i>Calendar 2012</i>							
FY 2012 Expenditures	3.998	17.588	4.479	1.178	1.394	8.469	37.106
Ending Balance as:							
Percent of Target	777%	100%	400%	481%	432%	145%	244%
Percent of Next Year Expenditures	194%	26%	100%	120%	108%	36%	61%
<u>Calendar Year 2012</u> <i>2013</i>							
Beginning Fund Balance	7.774	4.397	4.478	1.413	1.508	3.064	22.634
Revenues							
Base MVST	2.103	8.732	3.117	0.582	0.815	4.965	20.314
Base MVST Withheld	(2.103)	-	(1.010)	(0.097)	(0.128)	-	(3.338)
Net Base MVST	-	8.732	2.107	0.485	0.687	4.965	18.976
RAMVST	-	3.942	-	-	-	0.014	3.957
Other Revenues	1.927	5.108	1.133	0.129	0.210	2.608	11.114
Total Revenues	1.927	17.782	3.240	0.614	0.897	7.588	32.047
Total Expenditures	3.998	17.588	4.479	1.178	1.394	8.469	37.106
Surplus or (Deficit)	(2.071)	0.194	(1.239)	(0.564)	(0.497)	(0.882)	(5.059)
Ending Fund Balance	5.703	4.591	3.238	0.849	1.011	2.182	17.574
Target Fund Balance	1.031	4.591	1.155	0.303	0.359	2.182	9.621
Excess Fund Balance	4.672	-	2.083	0.546	0.652	-	7.953
<u>Calendar Year 2013</u>							
FY 2014 Expenditures	4.123	18.363	4.618	1.214	1.436	8.726	38.480
Ending Balance as:							
Percent of Target	553%	100%	280%	280%	282%	100%	183%
Percent of Next Year Expenditures	138%	25%	70%	70%	70%	29%	46%

8/11/2011 3:47 PM

2012-2013 TRANSIT BUDGET

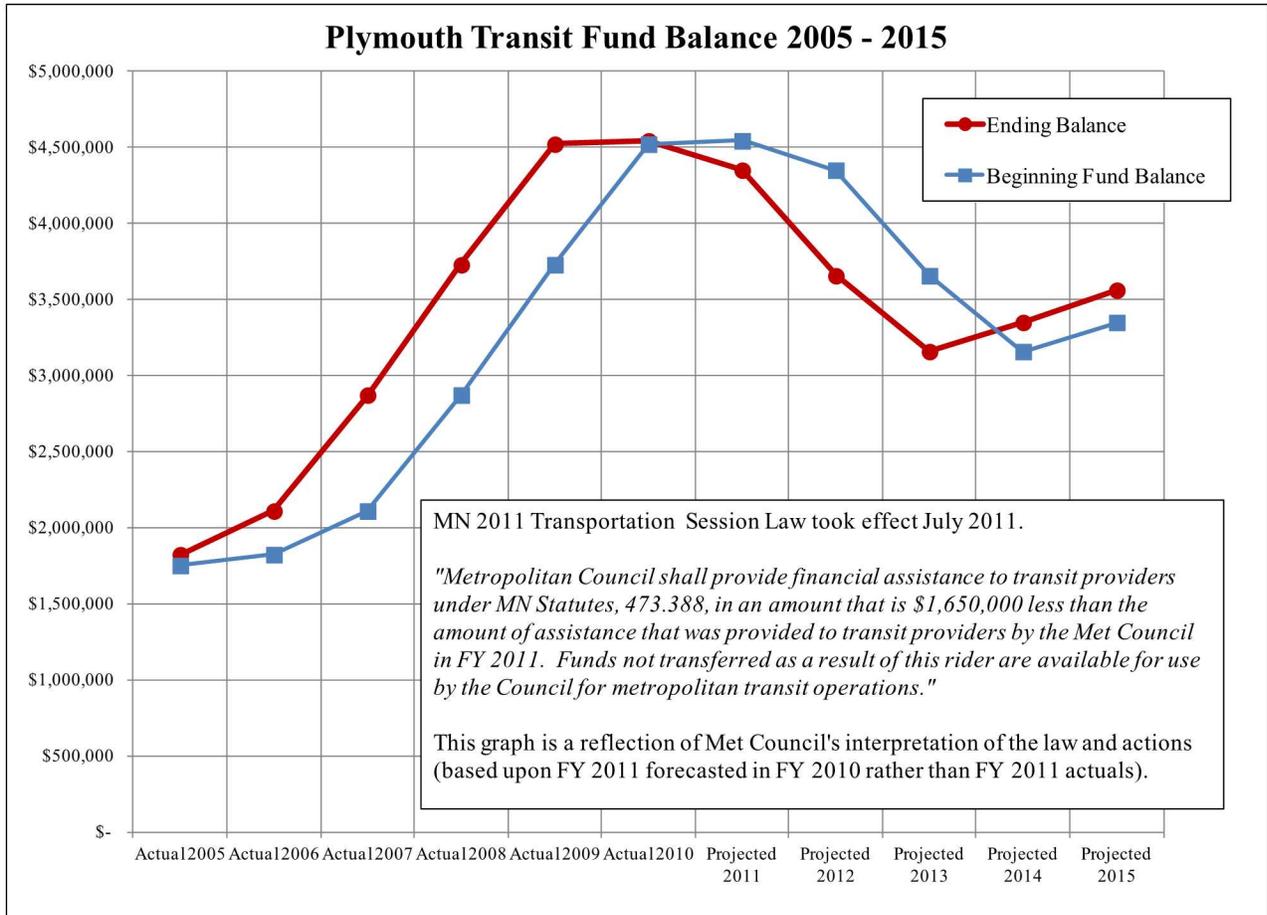
In July 2013, it is anticipated that the MVST allocation reverts to the law prior to 2011 in which the suburban transit providers are allocated 21.5% of the base MVST allocated to suburban transit providers, and Plymouth receives 15.3419% of that amount. That amount will be forecasted in February of 2012 for budgeting purposes. It is forecasted again and readjusted in November of 2012. The Transit Fund Balance shown below reflects that return to base MVST allocations in 2013.

Despite the reduction in MVST, the Transit Fund is not projected to fall below 42% of the next year's operating expenses in the foreseeable future, unless MVST cuts continue past 2013, in which case the fund balance could be quickly depleted. This scenario is different than was reported to the City Council in February, 2011 for a number of reasons. MVST revenue projections are not as bleak as forecasted by the State in February, and the operations cost used for the fund balance analysis actually included over \$200,000 in capital costs which have since been removed from the projections. The February analysis also did not include the operational savings measures implemented in 2009. In addition, there was an error in the spreadsheet used to calculate the projections.

With the updated revenue figures from the Metropolitan Council and corrections made to the operations costs, the fund balance projection appears more favorable. While the use of reserves to balance the budget will be required in 2011, 2012 and 2013, the fund balance should not fall below the minimum balance allowed in accordance with the Transit Fund policy if funding is restored fully in 2013.

The net effect of the Metropolitan Council's allocations is that revenue will be reduced by \$1,081,482 over the biennium and the Transit Fund balance could be reduced by nearly \$2,000,000 in 2012 and 2103 combined. Metropolitan Council staff stated that it desires to reduce the Transit Fund balance to 50% of the next year's operating budget by the end of the biennium.

PLYMOUTH TRANSIT FUND BALANCE				
Year*	Beginning Fund Balance	Revenue	Operating Expenses	Ending Balance
Actual 2005	\$ 1,752,485	\$4,219,166	\$ 4,147,269	\$ 1,824,382
Actual 2006	\$ 1,824,382	\$4,455,549	\$ 4,169,030	\$ 2,110,901
Actual 2007	\$ 2,110,901	\$5,141,233	\$ 4,378,768	\$ 2,873,366
Actual 2008	\$ 2,873,366	\$4,962,592	\$ 4,105,971	\$ 3,729,987
Actual 2009	\$ 3,729,987	\$4,751,658	\$ 3,958,693	\$ 4,522,952
Actual 2010	\$ 4,522,952	\$3,677,854	\$ 3,655,664	\$ 4,545,142
Projected 2011	\$ 4,545,142	\$3,910,139	\$ 4,103,264	\$ 4,352,017
Projected 2012	\$ 4,352,017	\$3,221,342	\$ 3,915,461	\$ 3,657,898
Projected 2013	\$ 3,657,898	\$3,490,000	\$ 3,988,477	\$ 3,159,421
Projected 2014	\$ 3,159,421	\$4,300,000	\$ 4,108,298	\$ 3,351,123
Projected 2015	\$ 3,351,123	\$4,422,000	\$ 4,209,992	\$ 3,563,131
<i>Projected MVST revenue is based upon projections from the State of MN (Global Insight) and Plymouth fare revenue projections with no fare increase and no change in ridership numbers past 2011.</i>				
<i>Capital funds are not included. Capital expenses are reimbursed by Met Council with regional bonds and NTD funds and not included in this analysis.</i>				
<i>The City of Plymouth shall provide and maintain a minimum unreserved transit fund balance of 42% of budgeted operating expenditures as recommended by the Office of the Minnesota State Auditor. Res 2010-024</i>				



CONCLUSIONS AND RECOMMENDATIONS

Transit revenues are proving to be volatile and unpredictable. The recent changes in the legislature can only exacerbate the unpredictability of those revenues. The fund balance projection contemplates the use of fund balance to balance the transit budget for 2011, 2012 and 2013.

Eliminating or Reducing Services

The City Council could consider eliminating routes that do not meet performance measurements and do not service alternative purposes. The routes that are not cost-effective and have a low number of passengers, but are not reverse commute are not performing well. These buses could be used more efficiently elsewhere or should be used to go between the park and ride lot(s) and downtown. According to the Metropolitan Council, any reductions in services that result in a reduction in spending will be met with proportionate reductions in MVST revenue. In addition, capital funds (NTD, regional bonds) will be restricted if services are reduced.

The City Council could consider eliminating the Dial-A-Ride service after the required hearing process. Plymouth could be served by Hennepin County's dial-a-ride provider at a lower

frequency. The County's dial-a-ride is funded by Metropolitan Council. The Plymouth Metrolink Dial-A-Ride expenditures comprise 20% of the transit operating budget (approximately \$800,000). Dial-A-Ride funds could be budgeted for fixed route services.

Increasing Fares

The Metropolitan Council has also restricted Plymouth's ability to collect higher fares on express routes with its negotiated promise to not increase fares regionally. Regional fares were last increased in October 2008 to the current rates. The current peak express is \$3.00 a ride from Plymouth to downtown.

Plymouth does, however, maintain control over Plymouth Metrolink Dial-A-Ride rates and can make adjustments as necessary and reasonable with the proper hearing process. Dial-A-Ride fares were last raised by \$1.00 to \$3.00 per ride in January of 2009. Dial-A-Ride service hours were last changed in December 2009 to weekday service only and between the hours of 6:00 a.m. and 6:00 p.m.

Increasing Ridership

The City Council could consider increasing the frequency of trips to downtown. In order to spur an increase in ridership between Plymouth and downtown Minneapolis, Plymouth Metrolink would need to increase the frequency of trips to at least 15 minutes apart during rush hour from the three park and ride lots. This would involve reducing the number or frequency of local routes. Currently, Plymouth Metrolink does not collect or attribute fares to the local routes. However, passengers on the local routes do pay fares because they use an express route to downtown.

In order to operate Plymouth Metrolink with a balanced budget given current revenue projections, ridership would have to be increased by 187,000 passengers (44%) per year.

In order for Dial-a-Ride to operate with a balanced budget given current revenue projections, ridership would have to be increased by 46,700 passengers (122%) per year.

Advertising Revenue

The City Council could consider looking into new revenue sources. Plymouth staff, First Transit and PACT have discussed advertising revenue opportunities. Advertisers pay more for buses that are visible for a longer period of time than the Plymouth express buses. The rates vary with the types of advertising: bus wrap, posters, online advertising (wi-fi), facility advertising, and more. Bus wraps, which do not always include wrapping an entire bus, are pro-rated in proportion to the size of the wrap, the side of the bus (street-side versus boarding side), the length of time the bus is on the street in a 24-hour period, and the type of exposure it will receive. Staff seeks direction from the City Council on the use of advertising for revenue.

Opportunities for Mergers

The City Council could consider merger opportunities. There are opportunities for transit program mergers in the western suburbs. Plymouth has attempted discussions with Maple Grove to talk about merging transit programs. Maple Grove and Plymouth have similar facilities and express and dial-a-ride programs. Plymouth's local and shuttle services are unique. The city of

Minnetonka is conducting a study to determine whether to exercise their option to provide their own transit service. Minnetonka is the thirteenth opt out city and currently contracts with Metro Transit for services.

Staff has met with Minnetonka staff to discuss transit services in Minnetonka. Minnetonka staff has discussed services with SouthWest Transit as well. Minnetonka is an opt-out community, but has not had their funding appropriated or separated within the MVST provider distribution. Minnetonka has not informed Plymouth staff of any impending decision regarding transit at this time. They are interested in dial-a-ride and shuttle services but would like to retain their more financially viable express routes.

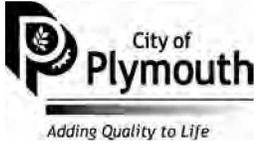
Future of Suburban Transit Providers:

Rep. Beard has plans to convene a legislative committee to study transit governance as begun when requested of the Office of Legislative Auditor (OLA Report, 2011). The primary suggested model is to have a regional Metropolitan Planning Organization for transit planning purposes and transit funding. This is currently one task of the Metropolitan Council. Metropolitan Transit would operate independently providing urban transit in the metropolitan core. The suburban transit providers, through the Suburban Transit Association (which could become an “authority”), would provide transit services to their cities (and possibly all the surrounding suburbs) under the direction of their communities. The STA would be the pass through agency only as the providers would still answer to their city councils or boards.

End notes

ⁱ *Minn. Stat.* 2010, Sec. 297B.02.

ⁱⁱ *Minn. Stat.* 2010, 473.408, subd. 2a., *Evaluation Report: Governance of Transit in the Twin Cities Region*, Minnesota Office of the Legislative Auditor, Ch. 1, p. 25, Jan, 2011.



Agenda
Number:

2B

To: Mayor and City Council

**SPECIAL
COUNCIL MEETING**

Prepared by: Laurie Ahrens, City Manager

September 27, 2011

Item: **Set Future Study Sessions**

1. ACTION REQUESTED:

Review the list of pending study session items and schedule dates as desired. Calendars are attached for your use.

Pending Study Session Topics

(at least 3 Council members have approved the following study items on the list)

- Discuss paperless Council packets (CC – report provided)
- Meet with prosecutor for update and discuss Police Department's trends and statistics
- Update on Peony Lane
- Discuss trails
- Discuss Parker's Lake Cemetery

Other requests for study session topics:

- Discuss streamlining street lighting rates

SUN	MON	TUES	WED	THUR	FRI	SAT
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						1
2	3	4 6:30 PM VOLUNTEER RECOGNITION EVENT Plymouth Creek Center	5 7:00 PM PLANNING COMMISSION MEETING Medicine Lake Room	6	7	8 <i>Yom Kippur Begins at Sunset</i>
9	10  COLUMBUS DAY Observed PLYMOUTH PUBLIC WORKS DIVISION CLOSED	11 5:30 PM SPECIAL COUNCIL MEETING* Medicine Lake Room 7:00 PM REGULAR COUNCIL MEETING Medicine Lake Room	12 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE (EQC) MEETING Parkers Lake Room	13 7:00 PM PARK & REC ADVISORY COMMISSION (PRAC) MEETING Plymouth Ice Center	14	15 12:00–3:00 PM FIRE DEPT. OPEN HOUSE Fire Station III
16	17	18 6:00 PM SPECIAL COUNCIL MEETING** Medicine Lake Room	19 7:00 PM PLANNING COMMISSION MEETING Medicine Lake Room	20	21	22
23	24	25 7:00 PM REGULAR COUNCIL MEETING Medicine Lake Room	26	27 7:00 PM HRA MEETING Parkers Lake Room	28	29
30 <i>Modified on 09/23/11</i>	31 6:00-8:00 PM Halloween on the Creek Plymouth Creek Center					

* Review applications for Ward 2 Council Position and Update with City Manager

** Conduct Interviews for Ward 2 Council Position

November 2011

SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2 7:00 PM PLANNING COMMISSION MEETING Medicine Lake Room	3 7:00 PM HUMAN RIGHTS COMMITTEE MEETING Parkers Lake Room	4	5
6	7	8 8:00 PM REGULAR COUNCIL MEETING Medicine Lake Room SPECIAL COUNCIL MEETING Immediately Follow- ing Regular Meeting Budget Study Session Medicine Lake Room	9 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE (EQC) MEETING Parkers Lake Room	10	11  VETERANS DAY Observed CITY OFFICES CLOSED	12
13	14	15	16 7:00 PM PLANNING COMMISSION MEETING Medicine Lake Room	17 7:00 PM HRA MEETING Parkers Lake Room	18	19
20	21	22 7:00 PM REGULAR COUNCIL MEETING Medicine Lake Room	23	24  THANKSGIVING HOLIDAY CITY OFFICES CLOSED	25 THANKSGIVING HOLIDAY CITY OFFICES CLOSED	26
27	28	29	30 7:00 PM PLYMOUTH ADVISORY COMMITTEE ON TRANSIT (PACT) MEETING Medicine Lake Room			

Modified on 09/23/11

December 2011

SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4 2:00-5:00 PM OLD FASHIONED CHRISTMAS Plymouth Historical Society Building	5	6	7 7:00 PM PLANNING COMMISSION MEETING Council Chambers	8 7:00 PM PARK & REC ADVISORY COMMISSION (PRAC) MEETING Council Chambers	9	10
11	12	13 7:00 PM REGULAR COUNCIL MEETING Council Chambers	14 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE (EQC) MEETING Council Chambers 7:00 PM CHARTER COMMISSION ANNUAL MEETING Medicine Lake Room	15	16	17
18	19	20	21 <i>Chanukah Begins at Sunset</i>	22 7:00 PM HRA MEETING Parkers Lake Room	23	24 CHRISTMAS EVE
25  CHRISTMAS DAY	26 CITY OFFICES CLOSED	27	28	29	30	31  NEW YEAR'S EVE

Modified on 09/23/11