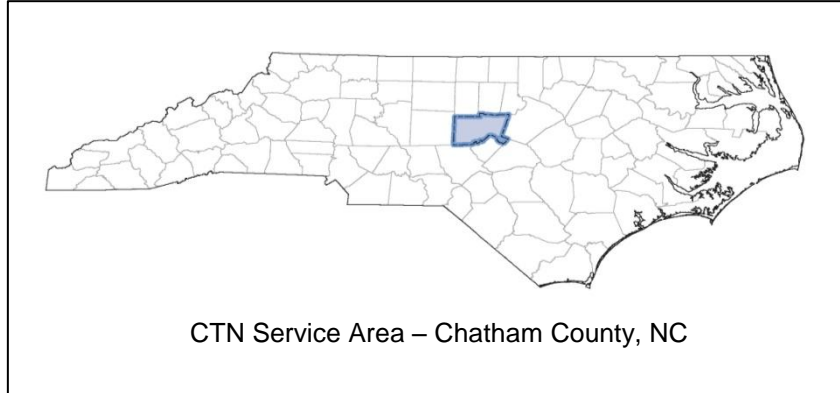




# EXECUTIVE SUMMARY

## ES.1 INTRODUCTION

Chatham Transit Network (CTN) is a non-profit agency funded by federal, state, and local dollars. Local funding accounts for less than ten percent of CTN's total funding and comes from contract revenue, the Chatham County charitable fund, and the United Way of Chatham County. CTN is



headquartered in Pittsboro, NC and provides countywide demand responsive service, deviated fixed route service, fixed route service, and subscription transportation services to participating agencies. CTN's fleet consists of 18 vehicles and in 2009 the system averaged 166 riders per service day.

The purpose of the Community Transportation Service Plan is to present a five-year plan for CTN to aid in improving their service and efficiency, identifying where transit resources should be devoted during the plan period, and qualifying for state and federal funding/grants. The CTSP does the following:

- Evaluates current performance and organization direction of the transit system
- Documents public, agency, and Steering Committee input to the plan
- Recommends improvement strategies for service, operation, and management that increase mobility options for passengers and improve efficiency and effectiveness
- Develops a financial plan for implementation of the recommendations over the 5-year planning period

This Five-Year Plan aims to support NCDOT's objectives for the CTSP, including:

- Timely development and availability of transportation services
- Improving the efficiency and effectiveness of federal/state-funded programs
- Supporting and promoting regional coordination
- Providing dependable transportation
- Enhancing the coordination of existing services
- Building upon the coordination efforts that exist
- Serving as a basis for funding requests



## ES.2 ALTERNATIVE DEVELOPMENT AND RECOMMENDATION PROCESS

The process conducted to identify the recommendations and alternatives to be evaluated in more detail continuously built upon the findings and recommendations of previous steps. The initial set of potential capital and service alternatives and coordination opportunities was developed based on an evaluation of the current performance of the transportation system, recommendations from the *Locally Coordinated Plan* and *ITRE Performance Plan and Analysis*, surveys of riders, agencies, and the general public, and input from the study's Steering Committee and CTN Transportation Advisory Board. Capital needs, potential expansion/improvement of existing services, potential new services, improved performance measures and efficiency of existing services, and coordination opportunities with neighboring service providers were most frequently cited.

The Steering Committee met at Meeting #2 to review the potential recommendations, prioritize them, and provide details on how the prioritized recommendations might be implemented. A list of the highest-ranked recommendations includes: weekend service expansion and extended evening service hours; on-time performance; set days for out-of-county trips; new service to rural areas of southwest Chatham County, increase service to the elderly; increase rural general public ridership; and increase visibility and recognition of CTN through marketing efforts.

The potential service enhancements that could be realistically implemented within the five-year planning horizon were refined and grouped into three categories: Operating & Service; Capital; and Institutional & Administrative recommendations. The evaluated enhancements reflect ranked and prioritized potential service alternatives as identified and confirmed by the Five-Year Plan's Steering Committee, surveyed CTN riders and Chatham County community members, and in analyzed background documents and plans. They are intended to provide new service offerings, improve existing offerings, and strengthen CTN's financial position by improving operating efficiency.

The ranked priorities for the CTN Five-Year Plan included potential service expansion (particularly to rural population and senior citizens) and service improvement enhancements (including on-time performance, fare policy); capital needs (bus stop amenities and CTN facilities); and institutional and administrative needs (particularly more coordination with Chapel Hill Transit and increased marketing efforts).

## ES.3 FIVE-YEAR SERVICE AND IMPLEMENTATION PLAN

The resulting proposed enhancement recommendations support CTN's Mission:

*The mission of Chatham Transit Network shall be to initiate, provide, evaluate, and promote a safe, adequate, and convenient transit network for the citizens of Chatham County.*

The enhancements also support CTN's Vision:



*All residents of Chatham County can access safe, comprehensive, user-friendly and efficient transportation that meets the needs of the public while preserving and sustaining human, natural and economic resources.*

The recommendations for operating and service enhancements, capital enhancements, and institutional and administration enhancements are discussed in detail in **Section 4** and are listed below and shown in **Table ES-1**.

**Operating and Service Enhancements**

- Demand-Responsive Service
  - Enhanced Effectiveness and Cost-Efficiency
    - Improve Performance Measures
    - Improve Scheduling and Information Management
    - Improve Billing and Costs
    - Improve Efficiency of Project Health Rides
  - Enhanced Assistance to Riders
    - Door-to-Door Service
    - Rider Training Program
- Deviated and Fixed-Route Services
  - Service Expansion Enhancement Recommendations
    - Enhanced Coordination with Chapel Hill Transit
    - Begin Operating rural General Public Service in Southwest Chatham County
  - Quality of Service Enhancement Recommendations
    - Offer Timed Transfers Opportunities
    - Modify Existing Schedules
    - Enhance Cross County Route Service

**Capital Enhancements**

- Bus Stop Amenities Evaluation
- CTN Operating Centers Feasibility Study
- Monitor Use of Automated Scheduling and Mapping Tools

**Institutional and Administration Enhancements**

- New Reciprocal Transfer Agreements
- Enhanced Mobility Management
- Marketing Enhancements



**Table ES-1. CTN Five-Year Plan: Summary of Enhancement Recommendations**

Recommendation	Enhancement Type	Initial FY	Milestones/Action Items	Funding Source	Estimated Local Match
<b>1. Improve Efficiency of Project Health Rides</b>	Operating & Service	2012-13	<ul style="list-style-type: none"> <li>• Review eligibility criteria</li> <li>• Consolidate trips</li> <li>• Expand RGP service</li> <li>• Submit S.5317 grant application (Spring 2012)</li> </ul>	S.5310 or S.5317	Funded until FY 2012; \$60,000 annually beyond FY 2012
<b>2. Enhance effectiveness and cost-efficiency</b>	Operating & Service, Administrative	2012-13	<ul style="list-style-type: none"> <li>• Reduce trip cancellations:                             <ul style="list-style-type: none"> <li>○ Identify cancellations by reservation type and funding source</li> <li>○ Implement strict cancellation policy</li> <li>○ Implement stricter advanced reservation policy</li> </ul> </li> <li>• Reduce no-shows                             <ul style="list-style-type: none"> <li>○ Improve tracking of no-shows by requiring drivers to call them in immediately</li> </ul> </li> <li>• Reduce number of routes                             <ul style="list-style-type: none"> <li>○ Reduce routes by 25%</li> </ul> </li> <li>• Establish set days for out-of-county trips</li> <li>• Consider flat rate as form of billing                             <ul style="list-style-type: none"> <li>○ Conduct detailed fare policy review (see #3)</li> </ul> </li> </ul>	S.5311	N/A
<b>3. Fare Policy and Billing Method Review</b>	Operating & Service	2012-13	<ul style="list-style-type: none"> <li>• Set farebox recovery goals                             <ul style="list-style-type: none"> <li>○ Goal: above peer group average</li> </ul> </li> <li>• Issue RFP for Billing Method Evaluation study</li> <li>• Establish formal procedures for selling and recording transit passes</li> </ul>	S.5311, Rural Planning Program	\$3,000 – one-time expense
<b>4. Mobility Management Evaluation</b>	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> <li>• Review and revise Mobility Manager’s responsibilities                             <ul style="list-style-type: none"> <li>○ Factor in #8 as Mobility Manager’s responsibility</li> </ul> </li> <li>• Resubmit grant application for funding (Spring 2012)</li> </ul>	S.5310 or S.5317 or local funding	\$9,400 annually beyond FY 2012



Table ES-1. CTN Five-Year Plan: Summary of Enhancement Recommendations

Recommendation	Enhancement Type	Initial FY	Milestones/Action Items	Funding Source	Estimated Local Match
5. Quality of Service Enhancements	Operating & Service	2012-13 through 2013-14	<ul style="list-style-type: none"> <li>• FY 2012-13:                             <ul style="list-style-type: none"> <li>○ Modify existing schedules</li> </ul> </li> <li>• FY 2013-14:                             <ul style="list-style-type: none"> <li>○ Establish timed transfer points</li> <li>○ Add new service stops and modify existing schedules:                                     <ul style="list-style-type: none"> <li>▪ Cross County route: establish 5 new stops, reroute through Pittsboro</li> </ul> </li> </ul> </li> </ul>	S.5311 or S.5316 or S.5317 or CMAQ	\$2,000 (one-time expense)
6. New Reciprocal Transfer Agreements	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> <li>• Monitor inbound/outbound out-of-county ridership</li> <li>• Reach out to surrounding agencies for reciprocal transfer agreements</li> </ul>	N/A	N/A
7. Marketing Program Evaluation	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> <li>• Increased marketing budget</li> </ul>	Local funding	All local funding - \$19,000 in FY 2012-13, \$9,000 annually FY 2014-17
8. Rider Training Program Evaluation	Operating & Service	2013-14	<ul style="list-style-type: none"> <li>• Implementation of Enhancement #5</li> <li>• Resubmit grant application (Spring 2012)</li> </ul>	S.5310 or S.5317	\$4,000 -- included in Mobility Manager's responsibilities
9. Enhance Coordination with Chapel Hill Transit, including new CTN Feeder Service to PX route	Operating & Service	2013-14	<ul style="list-style-type: none"> <li>• Coordination meetings with CHT                             <ul style="list-style-type: none"> <li>○ Agenda items: coordinated marketing; guaranteed ride home for PX riders; cross use of transit passes</li> </ul> </li> <li>• Coordinate grant application efforts with CHT</li> <li>• Train/Hire drivers for feeder service</li> <li>• <b>Begin morning/afternoon feeder service to CHT' PX route</b></li> </ul>	S. 5310 or S.5311 or S.5316 or S.5317	



**Table ES-1. CTN Five-Year Plan: Summary of Enhancement Recommendations**

Recommendation	Enhancement Type	Initial FY	Milestones/Action Items	Funding Source	Estimated Local Match
<b>10. Enhanced Service in Southwest Chatham County</b>	Operating & Service	2013-14 and 2015-16	<ul style="list-style-type: none"> <li>• FY 2013-14:                             <ul style="list-style-type: none"> <li>○ Hire/Train additional drivers</li> <li>○ Begin operating Siler City to Sanford deviated fixed route employment route</li> <li>○ Begin operating Pittsboro to Sanford deviated fixed route employment route</li> </ul> </li> <li>• FY 2015-16:                             <ul style="list-style-type: none"> <li>○ Expand Siler City to Sanford deviated fixed route employment route service</li> </ul> </li> </ul>	S.5316	\$75,000 annually in operating matching funds for both routes (and additional \$21,500 annually when Siler City-Sanford service is extended). \$12,000 in matching capital cost funding.
<b>11. Door to Door Service Evaluation</b>	Operating & Service	2014-15 and 2015-16	<ul style="list-style-type: none"> <li>• FY 2014-15:                             <ul style="list-style-type: none"> <li>○ Feasibility study</li> <li>○ Determine if drivers or attendees will be used</li> <li>○ Submit S.5317 grant application (Spring 2014)</li> </ul> </li> <li>• FY 2015-16:                             <ul style="list-style-type: none"> <li>○ Begin Door to Door Service</li> </ul> </li> </ul>	S.5317	\$12,000 annually if attendees are used; N/A if drivers are used
<b>12. Improve Operating Centers</b>	Capital	2015-16	<ul style="list-style-type: none"> <li>• Issue RFP for Feasibility study</li> <li>• CTN Operating Centers Feasibility Study</li> </ul>	S.5311	\$4,500 (one-time expense)
<b>13. Bus Stop Amenities Evaluation</b>	Capital	2015-16	<ul style="list-style-type: none"> <li>• Issue RFP for bus stop amenities planning study</li> <li>• Secure funding for implementation</li> </ul>	S.5310 or S.5311 or S.5317	\$3,000 (one-time expense)
<b>14. Monitor use of Automated Scheduling and Mapping Tools</b>	Capital	2016-17	<ul style="list-style-type: none"> <li>• Continue using trial version of CTS</li> <li>• Consider obtaining neighboring network's license</li> <li>• Begin the 3-year qualifying waiting period (FY 2016-17 or FY 2017-18 – beyond the horizon of the Five-Year Plan)</li> </ul>	S.5311	\$4,000 annually if network license is shared before 2017

## ES.4 FIVE-YEAR FINANCIAL PLAN

### Operating and Administrative Financial Plan

The base case scenario operating costs for the entire duration of the Five-Year Plan are estimated at \$3.8 million. The operating subsidy is estimated at \$1.3 million, calculated by averaging historical assistance data adjusted for inflation minus forecasted revenues (including contract revenues). Overall, in the next five fiscal years, CTN is expected to receive approximately 47.8 percent of overall funding from federal sources, 43.1 percent from state sources, and 9.0 percent from local sources.

The Five-Year Plan recommendations are projected to add an additional \$878,000 in operating costs for the entire duration of the Five-Year Plan, and will require an operating subsidy of \$865,000. CTN is projected to use a variety of funding sources to subsidize the proposed recommendations, with 40.3 percent originating from federal sources, 6.5 percent from state sources, and 53.2 percent provided in form of a local match.

In terms of funding by specific program, CTN is expected to largely rely on FTA Section 5316 (JARC) to implement the service improvements proposed in the Five-Year Plan, with JARC accounting for 32.2 percent, or \$391,000 of the total funding by program. JARC is projected to be augmented with FTA Section 5317 New Freedom, providing \$306,000 or 25.2 percent of total funding, and ROAP providing \$56,000 or 4.6 percent of total funding. The remaining operating subsidy will come from local programs.

The required local match necessary to implement the proposed operating service improvements will range from an estimated \$19,000 in FY 2013 to \$122,000 in FY 2016 and FY 2017. The majority of the local match would be dedicated to establish and expand the two proposed JARC-funded employment shuttles from Siler City to Sanford and from Pittsboro to Sanford (requiring a 50 percent local match on the operating side).

### Capital Financial Plan

The identified capital needs would cost an estimated \$908,000 for the entire duration of the Five-Year Plan, with the majority of the funding, \$535,000 (59 percent of the total) coming from the federal program funding sources, augmented with state funding at \$272,000 (or 30 percent) and local match of \$100,000 (or 11 percent).

The majority of funding, 63 percent, is expected to be funded by FTA Section 5311 – Rural Formula Funding, followed by targeted competitive programs, including FTA Section 5310 Elderly and Persons with Disabilities (‘ADA’) at 30 percent and FTA Section 5316 Job Access and Reverse Commute (JARC) at 7 percent. State funded Community Transportation Program would fund 26 percent of the identified capital needs.

The required local match needed to implement the Capital Plan would range from an estimated low of around \$15,000 in the first year of the CTSP, to an estimated high of \$25,000 in the third year of the Plan, with a total local match of \$100,000.

## Financial Plan Summary

**Table ES-2** summarizes combined Financial Plan elements. The capital element does include the vehicle replacement schedule, while the operating element excludes potential new contract revenue. As shown, operating and capital financial plans combined are estimated at \$1.8 million, with an almost even split between operating and capital cost estimates. **Table ES-3** summarizes the local match requirement for both the operating and capital components of the Five-Year Plan. The required match will range from a low of nearly \$34,000 in the first year of the CTSP, to a high of \$143,000 in the final year of the Plan, with the total additional required local match of \$561,000 for the entire duration of the Five-Year CTSP, an annual average of \$112,000.

**Table ES-2: CTN Five-Year Plan: Financial Plans Cost Summary (FY 2013-17)**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total FY 2013-17
Operating Plan Total	\$18,649	\$186,805	\$195,380	\$238,713	\$238,713	\$878,261
Capital Plan Total	\$140,556	\$145,093	\$250,282	\$164,218	\$207,864	\$908,013
<b>Total CTN CTSP Financial Plan</b>	<b>\$159,205</b>	<b>\$331,898</b>	<b>\$445,662</b>	<b>\$402,931</b>	<b>\$446,578</b>	<b>\$1,786,273</b>

**Table ES-3: CTN Five-Year Plan: Total Local Match Requirement (FY 2013-17)**

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total FY 2013-17
Operating Plan Total	\$18,649	\$96,855	\$100,941	\$122,190	\$122,060	\$460,694
Capital Plan Total	\$15,056	\$20,504	\$25,028	\$18,922	\$20,786	\$100,296
<b>Total CTN CTSP Financial Plan Local Match</b>	<b>\$33,705</b>	<b>\$117,359</b>	<b>\$125,969</b>	<b>\$141,112</b>	<b>\$142,846</b>	<b>\$560,991</b>





## Benefit-Cost Analysis Summary

While the increase in required local funds is substantial, the benefits of improved and increased service are significant enough to warrant the full implementation of service improvements proposed as part of the Five-Year Plan, provided funding can be secured.

If the Five-Year Plan is successfully implemented, CTN will realize the following additional estimated benefits during the duration of this Five-Year Plan:

- More than 41,000 additional one-way transit trips – 14.2 percent increase above the estimated Base Case scenario ridership.
- Nearly \$13,000 in additional farebox revenue.
- Enhanced Cross County service made possible by the proposed feeder service, resulting in increased customer base and ridership, farebox revenue, and overall customer satisfaction.
- Two new deviated fixed routes matching residents with available jobs in the CTN service area and estimated to provide 35,000 one-way transit trips.
- Improvements in efficiency and productivity of provided services as a result of the improved performance measures and improved billing and costs.
- Better coordination of offered services, increased visibility, and public outreach thanks to the mobility management efforts, enhanced marketing, and new reciprocal transfer agreements.