

## CHAPTER XII

# Implementation Plan

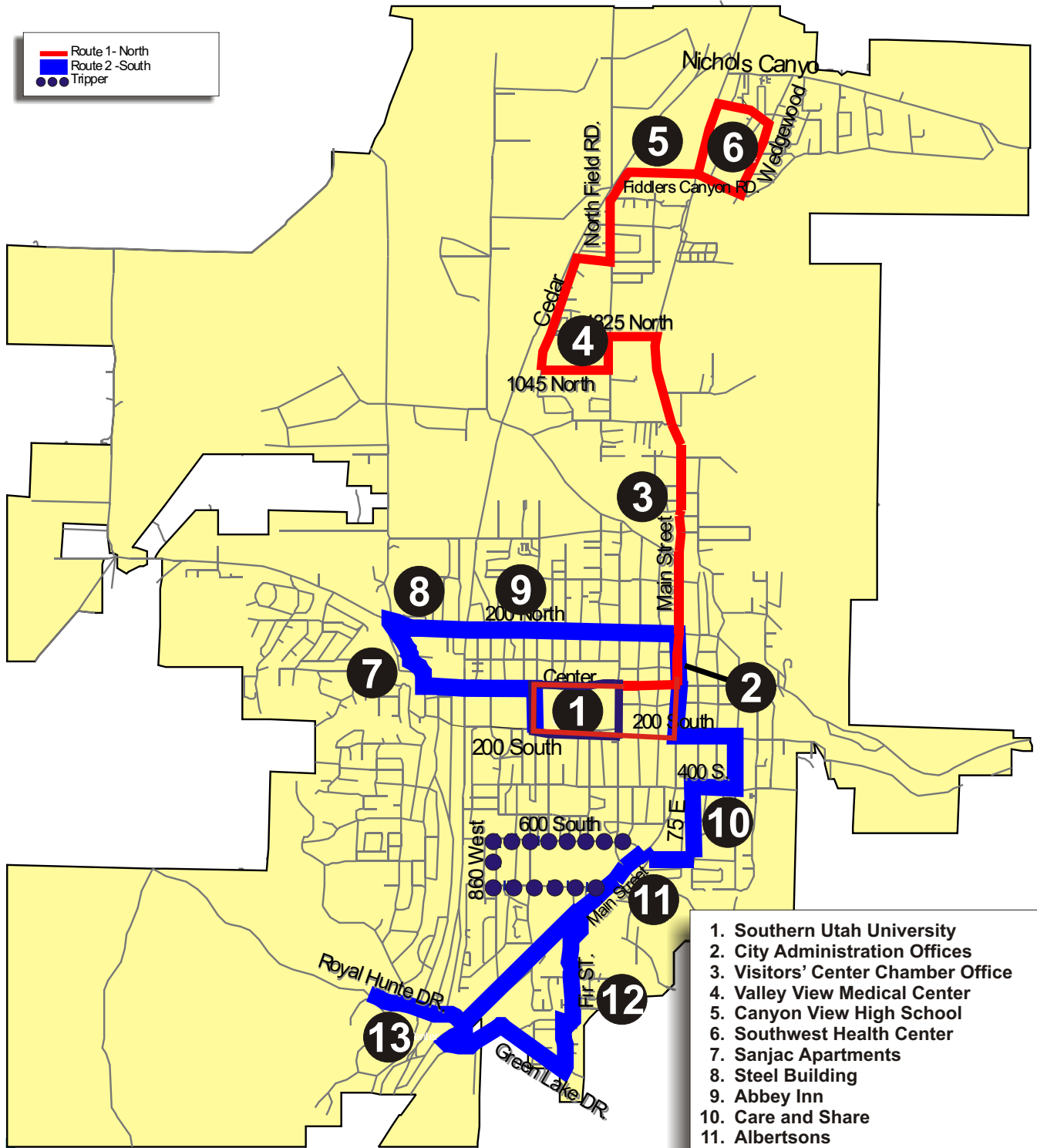
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This chapter describes the phased service to be provided in the Cedar City area by CATS. A three-phased approach has been taken to implement the proposed service plan over the next five to ten years.

### PHASE I SERVICE

The preferred Phase I (FYs 2006-2009) Service Plan includes the implementation of two fixed routes, as shown in Figure XII-1, operating from 6:00 a.m. to 6:00 p.m. The first is the North Route with service every 75 minutes. The second component of the service is the South Route which would be operated daily to the southern portion of the city, also on a 75-minute headway. Service would be provided with one vehicle, as is the case currently, on approximately the same headways. The second component of service is a rideshare program operated by CATS. This service would coordinate rideshare activities within the area, with the potential expansion to city/county-owned vanpools in future phases. A marketing budget is shown and this program will be described in more detail in subsequent sections of this chapter. The Phase I costs are shown in Table XII-1. Additional capital and operating costs will be incurred in subsequent years as the phases progressively offer more transportation service. Total operations cost for Phase I are estimated at approximately \$472,000 over the course of three years, for an average annual cost of approximately \$158,000.

■ Route 1 - North  
■ Route 2 - South  
● Tripper



1. Southern Utah University
2. City Administration Offices
3. Visitors' Center Chamber Office
4. Valley View Medical Center
5. Canyon View High School
6. Southwest Health Center
7. Sanjac Apartments
8. Steel Building
9. Abbey Inn
10. Care and Share
11. Albertsons
12. S. Fir Street
13. Providence Center



<b>Table XII-1 Summary of Phase I Service Costs (FY 2006-2009)</b>			
<b>Service Component (6a-6p)</b>	<b>Number of Vehicles</b>	<b>Capital Cost</b>	<b>Operating Cost</b>
North Route - Red*	0.5	n/a	\$145,200
South Route - Blue*	0.5	n/a	\$145,200
Dial-A-Ride	1	n/a	\$173,871
Rideshare Program	0	n/a	\$7,575
Passenger Amenities	n/a	\$11,236	n/a
Bike Racks	n/a	\$2,000	n/a
Hardware/Software	n/a	\$4,500	n/a
Marketing	n/a	\$9,649	n/a
<b>Total</b>	<b>2*</b>	<b>\$27,385</b>	<b>\$471,846</b>
Notes: *Average route costs **Continued reliance on one vehicle as a spare/rotation. Source: LSC, 2005.			

### Preliminary Fixed-Route Schedules

Preliminary schedules are presented in Tables XII-2 and XII-3 as a basis for discussion. Each of the routes may need to be fine-tuned to make sure on-time performance at stops is maintained at an acceptable standard as discussed in the monitoring program later in this chapter.

**Table XII-2  
North Route Preliminary Schedule**

<i>Northbound</i>						<i>Southbound</i>				
1	2	3	4	5	6	5	4	3	2	1
SUU	City Admin	Chamber	VVMC	C.V. H.S.	SW Health	C.V. H.S.	VVMC	Chamber	City Admin	SUU
6:00 AM	6:02 AM	6:06 AM	6:08 AM	6:11 AM	6:14 AM	6:18 AM	6:21 AM	6:23 AM	6:27 AM	6:30 AM
7:15 AM	7:17 AM	7:21 AM	7:23 AM	7:26 AM	7:29 AM	7:33 AM	7:36 AM	7:38 AM	7:42 AM	7:45 AM
8:30 AM	8:32 AM	8:36 AM	8:38 AM	8:41 AM	8:44 AM	8:48 AM	8:51 AM	8:53 AM	8:57 AM	9:00 AM
10:00 AM	10:02 AM	10:06 AM	10:08 AM	10:11 AM	10:14 AM	10:18 AM	10:21 AM	10:23 AM	10:27 AM	10:30 AM
11:15 AM	11:17 AM	11:21 AM	11:23 AM	11:26 AM	11:29 AM	11:33 AM	11:36 AM	11:38 AM	11:42 AM	11:45 AM
12:30 PM	12:32 PM	12:36 PM	12:38 PM	12:41 PM	12:44 PM	12:48 PM	12:51 PM	12:53 PM	12:57 PM	1:00 PM
1:45 PM	1:47 PM	1:51 PM	1:53 PM	1:56 PM	1:59 PM	2:03 PM	2:06 PM	2:08 PM	2:12 PM	2:15 PM
2:00 PM	2:02 PM	2:06 PM	2:08 PM	2:11 PM	2:14 PM	2:18 PM	2:21 PM	2:23 PM	2:27 PM	2:30 PM
3:15 AM	3:17 AM	3:21 AM	3:23 AM	3:26 AM	3:29 AM	3:33 AM	3:36 AM	3:38 AM	3:42 AM	3:45 AM
4:30 PM	4:32 PM	4:36 PM	4:38 PM	4:41 PM	4:44 PM	4:48 PM	4:51 PM	4:53 PM	4:57 PM	5:00 PM
5:45 PM	5:47 PM	5:51 PM	5:53 PM	5:56 PM	5:59 PM	6:03 PM	6:06 PM	6:08 PM	6:12 PM	6:15 PM
6:00 PM	6:02 PM	6:06 PM	6:08 PM	6:11 PM	6:14 PM	6:18 PM	6:21 PM	6:23 PM	6:27 PM	6:30 PM

**Table II-3  
South Route Preliminary Schedule**

<i>Southbound</i>									<i>Northbound</i>							
1	7	8	9	2	10	11	12	14	11	10	2	9	8	7	1	
SUU	Sanjac Apts	Steel Build.	Abbey Inn	City Admin	Care & Share	Albertsons	S. Fir Street	Providence	Albertsons	Care & Share	City Admin	Abbey Inn	Steel Build.	Sanjac Apts	SUU	
6:30 AM	6:32 AM	6:35 AM	6:38 AM	6:40 AM	6:44 AM	6:48 AM	6:51 AM	6:54 AM	6:57 AM	7:01 AM	7:05 AM	7:07 AM	7:10 AM	7:13 AM	7:15 AM	
7:45 AM	7:47 AM	7:50 AM	7:53 AM	7:55 AM	7:59 AM	8:03 AM	8:06 AM	8:09 AM	8:12 AM	8:16 AM	8:20 AM	8:22 AM	8:25 AM	8:28 AM	8:30 AM	
9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:10 AM	9:14 AM	9:18 AM	9:21 AM	9:24 AM	9:27 AM	9:31 AM	9:35 AM	9:37 AM	9:40 AM	9:43 AM	9:45 AM	
10:30 AM	10:32 AM	10:35 AM	10:38 AM	10:40 AM	10:44 AM	10:48 AM	10:51 AM	10:54 AM	10:57 AM	11:01 AM	11:05 AM	11:07 AM	11:10 AM	11:13 AM	11:15 AM	
11:45 AM	11:47 AM	11:50 AM	11:53 AM	11:55 AM	11:59 AM	12:03 PM	12:06 PM	12:09 PM	12:12 PM	12:16 PM	12:20 PM	12:22 PM	12:25 PM	12:28 PM	12:30 PM	
1:00 PM	1:02 PM	1:05 PM	1:08 PM	1:10 PM	1:14 PM	1:18 PM	1:21 PM	1:24 PM	1:27 PM	1:31 PM	1:35 PM	1:37 PM	1:40 PM	1:43 PM	1:45 PM	
2:30 PM	2:32 PM	2:35 PM	2:38 PM	2:40 PM	2:44 PM	2:48 PM	2:51 PM	2:54 PM	2:57 PM	3:01 PM	3:05 PM	3:07 PM	3:10 PM	3:13 PM	3:15 PM	
3:45 PM	3:47 PM	3:50 PM	3:53 PM	3:55 PM	3:59 PM	4:03 PM	4:06 PM	4:09 PM	4:12 PM	4:16 PM	4:20 PM	4:22 PM	4:25 PM	4:28 PM	4:30 PM	
5:00 PM	5:02 PM	5:05 PM	5:08 PM	5:10 PM	5:14 PM	5:18 PM	5:21 PM	5:24 PM	5:27 PM	5:31 PM	5:35 PM	5:37 PM	5:40 PM	5:43 PM	5:45 PM	
6:15 PM	6:17 PM	6:20 PM	6:23 PM	6:25 PM	6:29 PM	6:33 PM	6:36 PM	6:39 PM	6:42 PM	6:46 PM	6:50 PM	6:52 PM	6:55 PM	6:58 PM	7:00 PM	

## **Vehicle Requirements**

A total of three vehicles would be needed to operate the CATS System, which is the current rolling stock of the city. One vehicle would be needed for fixed-route operations in Phase I, with a second vehicle held as a spare or rotated on a daily basis. The third vehicle would operate the current Dial-A-Ride service. Additional vehicles would be required in subsequent phases of implementation.

The recommended vehicles are standard body-on-chassis buses, often known as cutaways. The body-on-chassis is a well-designed vehicle for this area and works well in harsh weather. The current vehicles perform well and are cost-effective. At some point in the future, the city may need to upgrade to a larger bus. A vehicle comparison is provided in Appendix F.

## **Facility Requirements**

Current capital facilities for CATS operations consist of dispatch/office space in the Cedar City Administration offices. Future facilities would continue to require adequate office space for a Transit Manager and possibly an administrative assistant, driver training areas, scheduling/dispatching areas, break rooms, etc. The facility should also be able to house at least three vehicles, preferably four. Many times when adequate facilities are not available, vehicles are parked outside, such as the case where the buses are parked at the Justice Center near Rock Church. However, during the winter months, this can create start-up problems for the vehicles. It is suggested that an indoor bus barn be sought, whether that be a new facility or a lease/rented structure. Capital facility costs can be quite expensive and prohibitive for even the most well-run systems. A phased approach should allow the CATS administrators to adequately plan for a future bus facility, one of the most costly expenses for an agency. It is anticipated a new facility will be sought late in Phase III; however, this inevitably may change as the need arises.

The addition of bike racks on buses is a must in a city such as this. Numerous comments were received from the public asking for bike racks to be available on the buses. Bike racks should be installed during Phase I.

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Additionally, several amenities such as passenger shelters should be purchased and constructed at key locations throughout the city. Locations such as the Providence Center area, Southern Utah University, and the hospital should receive enclosed waiting areas for passengers. Shelters should be installed during Phase I of the implementation of service changes. A cost is based on the construction and installation of five shelters during Phase I, with additional shelters being installed annually through all phases of implementation.

Total capital expenditures are presented in terms of the three-phased approach, as mentioned. Phase I (2006-2009) costs are expected to be approximately \$27,400 for capital expenses such as shelters, signage, and marketing materials.

## **PHASE II SERVICE**

The Phase II (2009-2012) Service Plan is similar to Phase I, with two separate fixed routes operating 75-minute headways with one vehicle from 6:00 a.m. to 6:00 p.m. The operating addition of Phase II includes increased special event service during events such as the Shakespearean Festival at SUU. This service would be increased hours of operation, such as extending evening service during these events or offering more shuttle services between local hotels/motels. Phase II includes the evolution of the rideshare program into a commuter vanpool service operated by CATS. The operational cost of Phase II is estimated to be approximately \$561,650, an increase of approximately 19 percent from Phase I. This represents an *annual* cost of approximately \$188,000 to operate. Table XII-4 provides a summary of Phase II costs.

<b>Table XII-4 Summary of Phase II Service Costs (FY 2009-2012)</b>			
<b>Service Component (6a-6p)</b>	<b>Number of Vehicles</b>	<b>Capital Cost</b>	<b>Operating Cost</b>
North Route - Red*	0.5	\$40,000	\$158,662
South Route - Blue*	0.5	\$40,000	\$158,662
Dial-A-Ride	1	\$80,000	\$189,993
Special Events Service	1	n/a	\$46,364
Rideshare Program	n/a	n/a	\$2,575
Vanpool Program	2	\$60,000	\$5,384
Passenger Amenities	n/a	\$5,175	n/a
Hardware/Software	n/a	\$12,500	n/a
Marketing	n/a	\$8,677	n/a
<b>Total</b>	<b>4*</b>	<b>\$246,353</b>	<b>\$561,164</b>
Notes: *Average route costs **Continued reliance on one vehicle as a spare/rotation. Source: LSC, 2005			

## Capital Improvements

The difference from Phase I to Phase II is most noticeably seen in the addition of capital requirements such as the purchase of commuter vans, shelters, and signage, and foreseen computer hardware and software upgrades. As well, it is anticipated that bus replacement will take place during this phase of improvements. Phase II capital improvements are estimated to cost approximately \$246,353 in Fiscal Years 2009-2012. However, this does not represent solely a Cedar City cost burden. It is envisioned that portions of the capital costs be incrementally spread over the expanded service area. That is to say that the Town of Enoch may well provide a portion of these capital costs. A preliminary financial plan is presented in Table XII-6 (shown later in this chapter) which details the plan expenditures and revenues.

## PHASE III SERVICE

The Phase III (2012-2016) Service Plan is similar to the other phases in terms of fixed-route structure. However, the routes would operate on 35-minute headways

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with two vehicles. The operating additions of Phase III include adding increased special event service as described in the previous phases, as well as the vanpool service. Phase III is anticipated to cost approximately \$375,000 **annually** to operate. Total Phase III capital costs are estimated at upwards of \$1.6 million. This budget includes the addition of a Transit Manager, administrative assistant, and an additional driver. However, depending on the future of the Transit Department, these positions may be optional. Table XII-5 provides a summary of Phase III costs.

<b>Table XII-5 Summary of Phase III Service Costs (FY 2010-2012)</b>			
<b>Service Component (6a-6p)</b>	<b>Number of Vehicles</b>	<b>Capital Cost</b>	<b>Operating Cost</b>
North Route - Red	1		\$280,000
South Route - Blue	1		\$280,000
Dial-A-Ride	1		\$128,525
Special Events Service	1		\$34,272
Vanpool Program	2		\$5,712
Transit Facility		\$1,500,000	
Passenger Amenities		\$2,372	
Hardware/Software		\$12,500	
Marketing		\$5,920	
<b>Total</b>	<b>6*</b>	<b>\$1,681,000</b>	<b>\$728,508</b>

\*Note: Continued reliance on one vehicle as a spare/rotation.  
Source: LSC, 2005

## Capital Improvements

The major capital investment in Phase III includes the construction of a new transit maintenance and administrative building. This facility would house, at a minimum, four buses and four vans, a wash bay, and an area for minimal maintenance efforts, as well as adequate office space, a driver breakroom, and a training room.

Estimated facility capital expenses can be expected to be at least \$1.5 million. However, this is not foreseen to be realized until late in this phase. This includes the construction of a new bus facility to include offices and bus storage/wash bays. These costs are based upon a local match from the city/county which would entail the donation of land and/or building space.

Bus purchases would occur in Phase III as well. Two vehicles are programmed into the budget. Additionally, a spare vehicle would be needed as well. This is likely to be one of the existing vehicles in the CATS fleet. Vehicles are estimated to cost approximately \$80,000 each.

Finally, it is recommended that electronic fare collection be used on all fixed-route buses. This fare collection system uses swipe cards to record passenger information and handle fares. This is something which could be an option. With a large student population at the university, this could be implemented with current student identification cards. This is not foreseeable until this phase when new replacement vehicles are acquired.

## **FINANCIAL PLAN**

### **Ten-Year Horizon**

The projected operations and capital budget is provided in Table XII-6 and represents the major foreseeable costs over the next five to ten years. This includes operating costs—such as those associated with administration, overhead, and operations—estimated at approximately \$2.5 million for the ten years. Total expenses are estimated at approximately \$4.3 million over the ten-year (short-term) planning horizon. This assumes that additional service is offered in the next ten years.

Revenue sources are identified and will be adjusted as needed. However, revenue generated from transit operations will **not** cover the full cost of the transit service. This is typical of public transit programs in the United States, all of which require some form of supplemental funding. Refinement of the cost projections will suggest from where the supplemental funding might be derived. The members of the

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Advisory Committee can determine which funding sources are most viable and appropriate as the service plan is refined.

Implementation of the full service plan will not require a local financial contribution of the entire cost. There are some adjustments and built-in revenue sources that will mitigate the local funding. First, unique among the six elements of the plan, the Vanpool Service is designed to be self-sufficient, with *little* external operating expenses. The vanpools will operate between population concentrations and employment sites. The employment sites might consist of a single employer or a cluster of multiple employers. The vanpools will be managed and driven by individuals who are also employees at one of the work sites. Employers might assist in identifying potential riders within the work sites. The new transit department might also offer assistance in identifying and enlisting riders, particularly from multiple work sites. The entire cost of operating the van—which would include fuel, insurance, and vehicle maintenance—would be shared among all the riders. The operating cost is assumed to be self-sufficient. There would, however, be a capital cost for the acquisition of the vans, each costing approximately \$30,000, as shown in the Capital Cost section of Table XII-6.

The first-year cost of operating all elements of the plan is approximately \$153,000. The Federal Transit Administration's Section 5311 program provides capital, operating, and administrative cost assistance to support public transit services in communities with populations less than 50,000. After fares are deducted, the 5311 program could provide \$69,000 of these expenses, with a local match obligation of 50 percent. The remaining \$82,000 is the portion that Cedar City would have to fund with a small portion from non-Cedar City contributions. It must be noted that the \$69,000 in FTA assistance is the *maximum* that the Section 5311 program could provide and is not guaranteed. Section 5311 funds are allocated to states on a formula basis. The State of Utah receives a fixed amount of funding, which is in turn allocated to individual transit programs in the state. The existing Section 5311 recipients will require operating assistance in future years at increased levels, reflecting increased operating expenses for items such as fuel and insurance. Fortunately, funding levels in the Section 5311 program have grown modestly in recent years.

**Table XII-6  
CATS Operations and Capital Budget**

OPERATING Service Plan	Phase I			Phase II			Phase III			
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Fixed-Route Service	\$ 93,953	\$ 96,771	\$ 99,674	\$ 102,664	\$ 105,744	\$ 108,917	\$ 112,184	\$ 281,805	\$ 315,259	\$ 422,132
Continuation of Paratransit	\$ 56,253	\$ 57,940	\$ 59,678	\$ 61,469	\$ 63,313	\$ 65,212	\$ 67,168	\$ 69,183	\$ 71,259	\$ 73,397
Special Events Service				\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 20,389	\$ 21,001
Rideshare (admin/marketing)	\$ 2,500	\$ 2,575	\$ 2,500	\$ 2,575						
Vanpool (admin/marketing)					\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075
<b>Operating Subtotals</b>	<b>\$ 152,705</b>	<b>\$ 157,286</b>	<b>\$ 161,852</b>	<b>\$ 181,708</b>	<b>\$ 187,159</b>	<b>\$ 192,774</b>	<b>\$ 198,557</b>	<b>\$ 370,770</b>	<b>\$ 409,893</b>	<b>\$ 519,605</b>
<b>CAPITAL</b>										
Buses						\$ 160,000			\$ 85,000	
Bike Racks	\$ 2,000									
Hardware/Software/Farebox/ITS	\$ 2,000		\$ 2,500		\$ 2,500	\$ 10,000	\$ 500	\$ 515	\$ 530	\$ 25,000
Facilities*									\$ 1,500,000	
Shelters/Signs**	\$ 3,000	\$ 6,000	\$ 2,236	\$ 2,303	\$ 2,372	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546
Vans***					\$ 60,000			\$ 40,000		
Marketing	\$ 4,719	\$ 2,430	\$ 2,501	\$ 2,807	\$ 2,892	\$ 2,978	\$ 3,068	\$ 3,160	\$ 3,255	\$ 3,352
<b>Capital subtotals</b>	<b>\$ 11,719</b>	<b>\$ 8,430</b>	<b>\$ 7,237</b>	<b>\$ 5,110</b>	<b>\$ 67,764</b>	<b>\$ 173,478</b>	<b>\$ 4,068</b>	<b>\$ 44,190</b>	<b>\$ 1,504,315</b>	<b>\$ 28,899</b>
<b>TOTAL EXPENSES</b>	<b>\$ 164,424</b>	<b>\$ 165,716</b>	<b>\$ 169,089</b>	<b>\$ 186,819</b>	<b>\$ 254,923</b>	<b>\$ 366,252</b>	<b>\$ 202,625</b>	<b>\$ 414,959</b>	<b>\$ 1,914,208</b>	<b>\$ 548,503</b>
<i>* Based upon City/County Donated Land  ** Based upon \$1,200/Shelter  *** Based upon \$30,000/Van  Based upon 3% Annual Inflation Rate</i>										
<b>REVENUES</b>										
	Phase I			Phase II			Phase III			
	2006/08	2008/10	2010/11	2011/12	2012/14	2014/16	2012/13	2013/14	2014/15	2015/16
Fares / Donations (based on recent farebox return)	\$ 15,000	\$ 15,750	\$ 16,538	\$ 17,364	\$ 18,233	\$ 19,144	\$ 20,101	\$ 21,107	\$ 22,162	\$ 23,270
FTA 5311 Program (operating w/50% local match required)	\$ 68,853	\$ 70,768	\$ 72,657	\$ 82,172	\$ 84,463	\$ 86,815	\$ 89,228	\$ 174,832	\$ 193,865	\$ 248,167
Contracts (marketing)	\$ 2,359	\$ 1,215	\$ 1,250	\$ 1,404	\$ 1,446	\$ 1,489	\$ 1,534	\$ 1,580	\$ 1,627	\$ 1,676
FTA 5311 Program (capital w/20% local match required)	\$ 3,200	\$ 4,800	\$ 4,289	\$ 1,842	\$ 3,898	\$ 136,000	\$ 400	\$ 412	\$ 1,268,424	\$ 20,000
JARC Funding (50% local match required)					\$ 31,326	\$ 1,366	\$ 1,407	\$ 21,449	\$ 1,493	\$ 1,537
Other Local Match (non-Cedar City Contribution)	\$ 625	\$ 644	\$ 625	\$ 644	\$ 16,326	\$ 1,366	\$ 1,407	\$ 11,449	\$ 1,493	\$ 1,537
City of Cedar City Local Match	\$ 74,387	\$ 72,539	\$ 73,730	\$ 83,392	\$ 99,231	\$ 120,072	\$ 88,548	\$ 184,131	\$ 425,144	\$ 252,315
<b>TOTAL REVENUES</b>	<b>\$ 164,424</b>	<b>\$ 165,716</b>	<b>\$ 169,089</b>	<b>\$ 186,819</b>	<b>\$ 254,923</b>	<b>\$ 366,252</b>	<b>\$ 202,625</b>	<b>\$ 414,959</b>	<b>\$ 1,914,208</b>	<b>\$ 548,503</b>

Source: LSC, 2005.

The local match for operating assistance may be provided as a cash match, or through contract revenue. If the transit program provides services for other entities and organizations under contract, the revenue derived from provision of these services may be utilized as local match. Contract revenues may be used as match, even if they are derived from federal sources. The prohibition against using federal funds to match federal funds does not apply in this situation. The only federal funds that may *not* be used to match Federal Transit Administration grants are other FTA funds. This provision allows communities to integrate certain client transportation services with public transit services and apply the cost of operating the client transportation services to the match. The contract match is most effective when the contract service passengers are carried on the existing public transit services without the need to operate additional services.

The local match obligation for administrative and operating assistance is \$69,000. These matching funds will be required each year, and the amount will increase as costs escalate over time and service levels increase. Local government can provide the match as cash from general funds; many rural transit programs function with a cash match arrangement. The disadvantage of utilizing general funds without a dedicated funding source is that changing fiscal and political climates jeopardizes the availability of funds in a future year. One possible dedicated funding source that might be appropriate for Cedar City is a lodging tax. Cedar City has a substantial level of visitation, based upon the numerous festivals and events such as those held by SUU. A lodging tax could be imposed upon visitors and is generally more acceptable in a community because it is not imposed directly upon residents. In 2004, a three percent transient tax on visitors to Iron County generated approximately \$475,000. If Cedar City could leverage an additional one percent, this could very well cover a large portion of operating requirements.

## **Ten-Year Capital Plan**

Table XII-6 indicates that the capital expense for the next ten years of operation will be \$1.8 million. This includes capital items such as bicycle racks, bus shelters, marketing and software, and a maintenance/office facility. Many of these other capital items, and certainly the facility, are optional. Vehicles, however, are essential. The service plan indicates that two buses would be required for the route service, with two vans required for the vanpool service. There are two primary federal sources for transit capital funding—the Section 5311 rural program discussed earlier and the Section 5309 program. Both provide up to 80 percent of the cost of equipment (90 percent of the cost of ADA-related equipment, such as wheelchair lifts).

Although capital replacement costs would not recur for several years, transit programs should anticipate these costs and reflect the annualized match requirements in yearly budgets. Ideally, vehicle replacements might be spread over several years, so that match obligations are not maximized in a single year.

As mentioned earlier, Section 5311 funds are allocated to states based upon formula, and are in turn allocated within states through an application process. Cedar City would compete with other existing and new Section 5311 capital applicants for funding. The Section 5309 program, which provides funding for buses and equipment for both urban and rural areas, has been entirely earmarked by Congress in recent years. Cedar City would also need to work through its Congressional delegation to pursue earmarked funds. This process could start immediately for fiscal year 2006 funds that might not be available until the summer of 2006.

The sources of match funding for equipment include two of the sources listed for operating match—local general revenues and a lodging tax. The advantage of a dedicated funding source such as a lodging tax helps ensure that funds would be available when replacements are due. The community might also consider appeals for direct funding from local casinos or foundations.

The most sustainable transit programs are those that have a diversified funding foundation. A number of funding sources have been identified. The financing plan should not be necessarily limited to these sources alone, particularly if some of the suggested sources do not materialize. It also might be noted that if there are not sufficient funds available to support implementation of the full plan as described, the service could be scaled back to match the resources available. Additional service elements could be added incrementally as resources were secured. Conversely, if additional needs develop beyond the capacity of the service plan as designed and additional resources were also available, the scope and scale of service could certainly be expanded.

One other funding source programmed into revenues is Job Access Reverse Commute Program Funds (JAR). This program matches up to 50 percent of the capital and operating expenses for job access-related transportation. The vanpool service should actively seek these funds in the future to offset the capital costs of vehicle acquisition. However, these funds are highly competitive and require exceptional grant applications.

## **Long-Range Vision**

A Twenty-Year Service Vision is provided as a starting point for looking into the future. This Vision includes estimates of operating and capital expenses over the next twenty years. This Vision acts as a “wish-list” of projects and services. The Twenty-Year Plan includes the continuation of services from Phase III as well as additional services in the next twenty years. Table XII-7 provides the twenty-year total cost. Total cost is anticipated to be approximately \$10.2 million dollars. The services envisioned include increased commuter service to Enoch and Parowan as well as the possible expansion of an additional fixed route in Cedar City. Capital expenditures include the addition of buses and vans, Intelligent Transportation Systems (ITS), hardware and software updates and expansion, and passenger amenities.

<b>Project Description</b>	<b>Twenty-Year Total Cost</b>
Bus Purchase - Capital	\$2,286,000
Transit Operating Funds	\$7,970,000
<b>Total</b>	<b>\$10,256,000</b>
<i>* Based upon 3 percent Increase each year</i>	
<i>Source: LSC, 2005.</i>	

## **ORGANIZATIONAL PLAN**

The Organizational Plan presented in the following text is a brief overview of how CATS should be organized.

### **City Organization**

Public transportation services should be provided as part of the current city administrative services. The city currently operates the current CATS system, and this should remain a city function. However, as the need grows, the current part-time Transportation Manager may need to become a full-time position, overseeing this department. This viewed as a reasonable direction for the city. This will continue to allow shared maintenance operations through the city. Cedar City is comfortable with the way CATS is organized and administered, and it is likely CATS will continue to be under the current city administrative services.

### **Intergovernmental Agreements**

Service to outlying communities, and in the future to other counties, provides an opportunity for intergovernmental cooperation. An intergovernmental agreement between the City of Cedar City and Iron County would need to be established.

By providing service to the county, residents of Enoch and Parowan may be served as well as other county residents. As the residents of Iron County, and specifically Enoch and Parowan, may benefit, CATS should approach the County Commissioners and local town leaders for cooperation and financial support. There is the potential to provide service with financial support from the county and/or neighboring communities. Particularly, Enoch residents may be interested in vanpool

service to Cedar City, and the community may desire to support and participate financially in this service.

Coordinated services are encouraged by the Utah Department of Transportation and are considered favorably when grants are requested for operating assistance. By establishing a regional coordinated service, there may be greater financial support available from outside sources. Although not considered essential to the continuation of fixed-route services in Cedar City, an intergovernmental agreement with Enoch, Parowan, or Iron County could provide the opportunity to enhance and expand the types of services to be offered.

## DEVELOP MARKETING/PROMOTIONAL MATERIALS

This section presents detailed marketing strategies and a marketing plan for CATS. An aggressive marketing plan has been deemed critical by the Advisory Committee as it has been found that many local residents are unfamiliar with public transportation services within the city.

The following will outline several effective preliminary marketing strategies which are appropriate for CATS. These strategies represent “Best Practices” from across the nation. They are taken from the *Transit Cooperative Research Program, Report 50: A Handbook of Proven Marketing Strategies for Public Transit*, sponsored by the Federal Transit Administration, Transportation Research Board, National Research Council. This TCRP report discusses national examples of effective marketing campaigns along with program results and a time line for implementation.



Marketing in the broadest context should be viewed as a management philosophy focusing on identifying and satisfying customers’ wants and needs. The basic premise of successful marketing is providing the right product (or service), offering it at the right price, and adequately promoting or communicating the existence and appropriateness of the product or service to potential customers. Unfortunately, for too many persons the word “marketing” is associated only with advertising and promotional efforts that accompany “selling” the product or service to a customer.

Instead, such promotional efforts are only a part of an overall marketing process. Without a properly designed and developed product or service offered at the right price, the expenditure of promotional monies is often ill-advised.

The following sections outline some of these strategies appropriate for investigation for CATS.

## **WHAT CONSTITUTES AN EFFECTIVE STRATEGY?**

One of the first questions to ask when designing a marketing strategy or plan is “what is an effective marketing strategy?” While there may not be one correct answer to this question, it at least can lead to a discussion on effective strategies.

An effective marketing strategy ***should at a minimum:***

1. Become a strategy under the transit agency’s Goals and Objectives for service;
2. Be clearly and concisely presented and implementable in the sense that something is produced or attained through the strategy;
3. Be able to be measured by some performance measure or data element;
4. Cost-effective in the sense that there is a benefit from the strategy and it is not implemented just for the sake of having a marketing campaign, one which may not even work;
5. Be flexible in respect to service changes and market segment changes, but be focused enough to convey a message about specific information; and finally
6. It should accurately represent the transit service as a whole.

Although there are many other definitions of what a marketing strategy *should be*, it should be something that is a comprehensive part of the agency’s overall goal of providing safe and efficient transit service. It *should not be* something that is forgotten or discarded, even if there are no funding dollars available to support a comprehensive marketing strategy. Many strategies only require some initiative, foresight, and dedication to make and implement the strategy. The strategies should support the goals and objectives in a clear and concise way.

## How do you measure the success?

It can be very easy to measure the success of a transit agencies performance. Many times it comes down to two points:

- > **Operating Effectiveness**
- > **Operating Efficiency**

Measures of effectiveness can be measured with performance measures such as:

- Passenger-trips per mile
- Passenger-trips per hour
- Passenger-trips per capita
- Others



Measures of efficiency can be measured using the following measures:

- Cost per passenger-trip
- Cost per hour
- Cost per mile
- Cost per capita
- Other

Measures of marketing success can be measured using performance measures as the ones discussed above and in more detail in the Monitoring Program discussed later in this chapter, as well as through measures from passenger perceptions, such as ongoing surveys. Many times, **the** measure of marketing success is an increase in ridership. Other such measures of success include the following:

- Revenue generation
- Farebox recovery
- Ongoing passenger perception surveys from onboard surveys, telephone surveys, focus groups, or mailings. This should be done on a regular basis.

## PRELIMINARY MARKETING STEPS

One of the primary steps in determining how to tailor a marketing program to your agency is to determine how CATS is perceived. One of the best ways to determine public perceptions is to ask questions of users, non-users, and your agency as a whole. Ask yourself the following questions:

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- Do you have a marketing team of business leaders, customers, key representatives, government officials, etc. who meet regularly to discuss marketing efforts or service efforts?
- Do you talk to your customers on a regular basis?
- Do you have an open submission policy or openly accept new service ideas from persons outside your direct organization?
- Do you regularly survey passengers to determine if their needs are being met?
- Do you regularly meet with drivers to discuss how to better improve the overall service to patrons?
- Do drivers discuss feedback they get from customers with each other or with supervisors and key leadership?
- If you asked customers what they would change about the system, do you have any idea what they would say?
- If you asked customers how they heard about the service for the first time, do you think they could tell you?
- If you sampled the general community population, would they be able to tell you anything about CATS service, how much it costs, where it goes, how to use it?
- Would local businesses, clubs, organizations, etc. donate to your organization?
- How would customers rank service on a scale of 1 to 10? Would you be surprised by their responses?

These are the key questions which need to be addressed as you continue to improve and market CATS as the public transportation provider in the area. Many agencies are shocked when they evaluate themselves in regard to the above questions. Marketing often is a key to raising the perceptions about a service.

## **EFFECTIVE STRATEGIES**

### **National Examples**

The following presents marketing examples from across the United States, along with the strategy's effectiveness at meeting the respective agency's goals. The strategies are not categorized or presented in any certain order. They are presented as a basis for discussion and to present how "others" campaign for transit ridership.

### Transit Brochure Distribution – Rural Transit

Rural Transit in Bloomington, Indiana informs customers and potential riders of services through brochure distribution, as does CATS. The brochures are easy to read and informative. They are distributed to businesses and agencies along the rural transit routes. The implementation time for this program was one year with the objective of increasing awareness of Rural Transit's services. The agency reported the successes of the program were an increased public awareness of transit services in the area, increased working relationships with local businesses and agencies, and increased ridership.

### The RRTA Senior Game – Red Rose Transit Authority

Red Rose Transit Authority (RRTA) in Lancaster, Pennsylvania conducted a six-week-long frequent rider promotion for senior citizens age 65 and over. The RRTA Senior Game cards were distributed by operators and punched each time a senior used the system. A card was entered into drawings for prizes after four rides. Weekly drawings were held with small prizes awarded. The agency advertised with a mailing to the local senior citizen groups, ads in senior citizen publications, and interior bus ads. The objective of the "game" is to get new seniors to try the bus system as well as to reward current patrons. Implementation time is two to three weeks per year. Ridership for the RRTA was noted as increasing, and feedback from seniors was very positive.

### Flyers Distributed on the Virginia Tech Campus

Blacksburg Transit in Blacksburg, Virginia posts single-page flyers throughout the college campus promoting its paratransit service. The flyers are placed in and around major buildings. The objective is to increase awareness of the agency's paratransit service on campus. The strategy was implemented in two months with calls to the agency increasing for information and applications for service increase by 350 percent.

### The Transit Connection – Connecting the Worker to the Workplace

The Triangle Transit Authority in Research Triangle Park, North Carolina held job fairs that focused on the importance of public transit option for the workplace. The objective of the job fairs was to bring employers and potential employees together

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for mutual benefit. Education of both segments was another objective. While this project took considerable funding and time spent organizing the job fair, the TTA sees this strategy as a huge success and is now asked to make presentations to different groups on welfare-to-work issues, and is represented on several area agency boards for work-related transportation issues.

### Get On Board – Erie Metropolitan Transit Authority

The Erie Metropolitan Transit Authority (EMTA) conducts a transit awareness program called “Get On Board.” The agency holds awareness assemblies in each of the local elementary schools. Coloring books and other materials are distributed to the children, and education lessons are given to teachers. The main objective is to educate schoolchildren on the value and use of the transit system. EMTA spends money primarily on copying and stickers. Free advertisement is garnered on a local radio station with other prizes donated from local advertisers on the station. In the first year of implementation, 10 of 14 schools were involved, and working relationships with sponsors continues to grow.

### **Other Approaches**

Recent research has cataloged marketing efforts that have helped transit systems around the country increase their public exposure and their ridership, and some of these successful initiatives may be useful for CATS. Many systems have found print advertising (e.g., newspapers, flyers, and direct mail) to be the most effective use of advertising dollars. Examples of successful marketing strategies are listed below.

- *Volunteers to Assist Potential Riders.* Under this program, a volunteer is used to explain the working of the transit system to the potential patron and to accompany the person on a round-trip ride. Such programs have resulted in a newfound independence for residents, particularly elderly persons and persons with disabilities, who are now able to travel throughout the community without relying on friends and family to provide them with mobility.
- *Publish transit schedules and service hours in the newspaper.* Publication of the transit schedule and basic information about the system in the local newspaper twice a year would be a cost-effective way to ensure that the residents of the communities are



familiar with the transit service. The newspaper may agree to print the schedule as a public service; alternatively, some systems have covered the cost of such an initiative through a reciprocal agreement to carry advertising for the newspaper on the buses.

- *Direct Mail Program.* If new areas or services are added to the transit system, it may be advantageous to institute a direct mail campaign to households in the new areas. Such a campaign will ensure that residents of the neighborhoods know about the service. It would be useful to include coupons in the mailing to encourage residents to make their first transit trip.
- *Shopping Center Underwriting.* Some transit systems have developed arrangements with shopping centers that provide coupons for riders. These coupons would provide an incentive for riders and would be beneficial to the transit system and the shopping center. This could be an appropriate marketing strategy to implement with the Providence Center development.

While each of the listed marketing strategies may or not be effective, they can all be modified in some way to fit CATS' needs. The goal of marketing is to increase awareness, support, and ultimately, ridership for the system.

## MARKETING TO BUSINESS

Marketing techniques to reach business should receive its own attention. An excellent resource is the *TCRP – Report 51: A Guidebook for Marketing Transit Services to Business*, sponsored by the Federal Transit Administration and Transportation Research Board. Much of what is documented in this section is taken from that report as well as LSC's various experiences in other areas across the United States. This guidebook states a very important point worth mentioning right away: "No matter who makes up the target market, understanding what the customer wants is the first step toward meeting those needs." This statement translates into every aspect of a transit system, not just the marketing program.

Many times, local businesses are unaware that general public transit service even exists. If you asked employees at Southern Utah University if they know about CATS, would most of them be aware that CATS provides fixed-route transportation in the city? In many cases, local businesses do not know about tax benefits and other incentives available through the use of employee transportation. Likely, it can be provided through a brief summary of those



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benefits to the employers by a spokesman for the transit agency. It is then up to the transit agency to respond to those business needs, such as getting employees to and from work. For example, subscription employee routes could provide a needed service to businesses. This could be in the form of vanpools, buspools, fixed-route intercity service, etc.

Once a service is proposed to be offered, support for that service must come in terms of commitment and support. This is not only financial support, but may require the business participating to promote the service to employees. Effective programs across the United States have employed such innovative ideas as public-private profit sharing, where revenues are shared with the business after operating costs have been recouped. How do you begin such a daunting task?

There are many ways to approach a business to determine if a market exists and what form of transportation is appropriate for that business:

1. Direct Mailings – inform businesses of existing service and benefits.
2. Site-Based Sales – informal visits with employers and employees to determine needs and possible solutions.
3. Chamber of Commerce – an excellent means to communicate with businesses.
4. Telemarketing – businesses can be contacted during business hours and be “pitched” information.
5. Word of Mouth – it is possible that an existing employee uses transit and can spread the benefits of transportation to fellow employees and employers.
6. Decision-Makers – obviously having the ear of local decision-makers and business leaders is an effective way to promote the service.

There are a variety of ways to market transit to businesses in a community. The first thing you have to do, or be willing to do, is offer a **convenient, cost-effective service**. Cost, convenience, and reliability are the important things to remember in any transit system and must be the priority of the transit agency. If this is concentrated on, marketing will come much more easily.

## CATS MARKETING STRATEGIES

The best marketing that can be done is to provide services that the people want. Enhancing service is an element of marketing because it provides a desirable service to those who will use it. In order to provide good service, it is essential to have information which may be used by management for evaluation of the service and continuous improvement of that service. CATS must maintain a customer orientation in every part of the plan. Promotion activities have been identified which could enhance the overall implementation and marketing efforts. The following represent realistic efforts which could be done under a limited budget.



### Southern Utah University

A market with potential for additional ridership is located at Southern Utah University within Cedar City. The approach for reaching this market is to actively promote the transit service on “campus.” CATS staff should be present during student registration and orientation with display materials and system schedules. A student pass program should be promoted during student registration, with the benefits publicized at the beginning of each term. A student fee is a highly successful approach to obtain revenue and increase passengers. However, since this is a city-provided service, it may be impossible to implement a student-wide transportation fee to support services. However, it must be reiterated that there is no point in marketing a service which is not convenient to use. The proposed service changes attempt to increase the convenience of use for the student population, and this can effectively market itself.



### Human Interest Stories

CATS should continue to work with the local newspaper to provide periodic human interest stories. Human interest stories can be used to reinforce the benefit of transit service for the communities and county. Examples of good stories would be individuals who are able to work or attend school or college because of the availability of public transportation. Another example is someone with a disability who

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is able to make a contribution in the community because of the public transportation or who is able to obtain medical treatment because of the efforts of CATS.

CATS should also make use of news advisories for any significant event or accomplishment of any employees. The most cost-effective way to reach large groups of the general population is via the news media. A system should be developed to disseminate news advisories to the media announcing new schedules, fares, services, community involvement activities, outstanding employees, safety record, major management changes, awards, etc. It is important to keep in mind, however, that the media should not be overwhelmed with too much information that is not meaningful and which might otherwise dilute the attention paid to other more important communications.

### **Passenger Information**

Passenger information is a broad topic of discussion. One main element of passenger information appropriate for CATS may be a new brochure and flyer program. Passenger brochures should describe the services and include detailed information on the transit system without providing irrelevant information. The brochures should include service hours, destinations/service area, phone numbers, fare information, etc. The brochure should also describe how to request a pick-up and drop-off for the Dial-A-Ride service. The brochure should be attractive and informative.

Another element of passenger information should include posters and signs. Posters and signs should be prepared which may be displayed in businesses, at places of employment, hospitals, community bulletin boards, and the university.

### **Local Advertisement**

Local advertising in media is a very effective means of advertising and promoting transit services. Local television time is usually cost-prohibitive for most agencies. Radio, newspaper, Internet, and others usually provide a cost-effective means of communicating with the public. Many times a local paper or radio station will donate ad costs for



the agency. This may be the case on the local student radio station. The university may be willing to trade advertisement space on a one-for-one basis. One such strategy which has been identified would be a local radio spot on the campus radio station in exchange for university advertisements on the bus.

Local advertisement also means working with local businesses and agencies to advertise on the buses, bus stops, etc. Many times this can be a revenue generating initiative. CATS has discussed providing benches at major transit generators. These benches should be attractive and, as mentioned, used for advertising space, not only for CATS but local businesses as well. A partnership could be developed with the local parks and recreation departments to initiate a community bench program or working with the Chamber of Commerce to develop a bus bench advertising program with local retailers or services.

It is important to remember that local people read local papers. Several written communication strategies may be used to “sell” the transit system. These should be considered if not already being used—yellow pages, directories, classified ads, newspaper, event flyers, referral flyers, and promotional flyers.

## Developing the Marketing Plan

Marketing functions influence every aspect of a transit system, from the way the telephone is answered to the color of the vehicles. The following Marketing Plan provides steps to develop a positive environment and image for CATS. Much of the information is taken from *The Manager’s Guide to Market Planning: Marketing in Rural Transit, A Fact Sheet* from the University of Kansas Transportation Center.



The future CATS Transit Manager would need to assign appropriate staff marketing duties. These duties would most likely be assigned to the administrative assistant, but more realistically would be divided between the two positions. It is also assumed that CATS would use a consultant for major marketing promotions. The city should not mass produce schedules, flyers, or brochures, as it makes more

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financial sense to contract for that particular job. This will be true for other major marketing promotions discussed in the following pages.

Several key points are needed to develop a marketing plan for CATS:

- > Set marketing goals, objectives, and strategies.
- > Establish a plan.
- > Calculate the marketing budget.
- > Evaluate the effectiveness of the marketing efforts.

### Set Marketing Goals, Objectives, and Strategies



Without goals, objectives, and strategies, it is difficult to evaluate the success of any transit agency. The goals for CATS public transit service are and should be relatively high, realistic, and attainable. The objectives and strategies should be specific and quantified. The more specific objectives and strategies are, the easier it is for managers to understand, approve, assign priorities to, and allocate resources for achievement. Specificity of objectives and strategies also make them measurable and suitable for future evaluation.

### The Marketing Action Plan

The action plan consists of the projects and activities designed to achieve the stated goals and objectives, along with feedback and evaluations to measure the level of success of any given project or activity.

Thirteen different marketing areas are involved in the action plan. Four areas are external to the transit agency:

- Public perception (image)
- Governmental/political leaders
- Business community
- Media

The remaining nine involve the transit agency itself. These include:

- Public information
- Merchandising

- Promotions and special services
- Equipment
- Passenger amenities
- Routes/schedules/services
- Personnel
- Facilities and maintenance
- Fares and resources
- Planning

**Public Perception (Image):** The perceptions of the public are difficult to identify. Perceptions are made up of individuals' thoughts. The types of people hired, their appearance, the condition and design of the buildings and equipment, the type of media received, and other factors contribute to public perception. As the transit agency makes changes and improvements, people will change their preconceived notions. The number one thing to remember in making efforts to create a positive public perception is to do things right, or not to do them at all.

Public perception may include the following activities for the transit agency.

- **Operating Policies** - A formalized set of operating policies should be adopted for consistency in performance of services. This does not need to be a complicated process—simply, a written documentation of each activity, an explanation of how it is to take place, and the person responsible.
- **Public Information:** The public information area of marketing is important because this is the arena that tells the people what the system is and how to use it. Some possibilities for presentation include prepared user information aids, media coverage, community meetings, a citizens' advisory committee, school program, interior bus cards, telephone information service, discount passes, free-ride coupons, system or route schedules on restaurant placemats, system map, information bulletins, and printed schedules.



One example of public information from the above list includes passenger bus schedules. The bus schedule can be one of the most informative pieces produced by the transit agency. It provides the opportunity to show people what service is available, how easy it is to use the bus, and other agency information.

### Calculate the Marketing Budget

The marketing budget is a tough field for many transit agencies. According to the American Public Transit Association, transit providers typically budget between 0.75 and 3.0 percent of their gross budget on marketing promotions (excluding salaries). Although this is less than most private sector businesses, public sector organizations can rely more heavily on media support for their public relations programs.

In reality, transit agencies must ask themselves questions, such as “Will we get more riders with this campaign?” or “Will we get additional revenues from this marketing effort?” or “Why should we advertise something we are losing money operating?” Answers to these questions are subjective and may be influenced politically or may be continual efforts toward a particular market segment. The following text provides some “Rules of Thumb” that may be used.

Marketing budget per peak vehicle	=	\$800 to \$1,200
Amount of line revenue generated for each marketing dollar spent	=	\$13 to \$16
Marketing budget per rider (excluding transfers)	=	\$0.015 to \$0.02
Amount per person in the service area	=	\$0.22 to \$0.25
3-5% of operating costs expended as follows:		
Salaries and/or Consultant Services		66%
Printing Materials		19%
Advertising		7%
Merchandising		4%
Other Direct Expenses		4%
<hr/>		
TOTAL		100%

During the initial budget planning, the marketing program would have an anticipated budget of approximately \$4,800. This would include the cost of printing revised schedules based on system changes. The subsequent years may anticipate a marketing cost of between \$2,500 and \$3,000.

The first year marketing budget of \$4,800 will use the above rules of thumb for the different marketing strategies with modifications relevant to Cedar City.

Salaries and/or Consultant Services	\$2,500
Printing Materials	\$1,500
Advertising	\$500
Merchandising	\$150
<u>Other Expenses</u>	<u>\$150</u>
TOTAL MARKETING	\$4,800

### Evaluation of Efforts

Evaluating the effectiveness of any marketing program is the key to refinement of the program and the development of new ideas. Marketing must return something on its investment if it is to benefit the agency and the bus riders. The following Marketing Evaluation form is designed to help evaluate all marketing efforts. Reviewing evaluations before starting new efforts will prevent costly mistakes that were made in the past. However, it must also be remembered that times, people, and services do change and should be carefully reviewed before eliminating a new marketing idea.



<b>CATS Marketing Evaluation</b>		
<b>Dates of Marketing Project:</b> _____	<b>Date form completed:</b> _____	
<b>Objective of Marketing Effort:</b>		
<b>Target Market Segment:</b>	<b>Budget:</b>	
<b>Techniques and Strategies:</b>		
Print _____	Outdoor _____	Radio _____
TV _____	Direct _____	Other _____
<b>Anticipated Outcome and Evaluation Standard:</b>		
<b>Actual Outcome and Analysis:</b>		
Should this effort be _____ Repeated _____ Modified _____ Avoided		
Why?		
<i>Please attach relevant materials for the file.</i>		

### **One-Year Marketing Plan**

The following section presents a step-by-step marketing schedule to implement the revised fixed-route service. The new service should begin in Fiscal Year 2006. The following Marketing Plan assumes that transit staff will begin marketing steps as soon as approved by the Advisory Committee and possibly City Council to be ready for service changes by 2006.

Table XII-8 presents the detailed marketing implementation plan for the revised service in the area. The detailed plan should begin prior to the new service starting in 2006. This plan should be used as a guide to develop a long-term marketing plan.

**Table XII-8**

**CATS One-Year Marketing Plan**

<b>Month One</b>		<b>Activities</b>
<b>S T E P S</b>	1	Establish a Marketing Planning Team and have Kick-off Meeting.
	2	Advertise system changes in local newspaper(s).
	3	Visit local schools/colleges and set up a special student pass system for 2006.
	4	Plan to attend upcoming local event (1 to 3 months away) to promote transit service.
	5	Investigate if local business or government agencies would be interested in advertising using bus wraps, flyers posted in the buses, or at bus stops.
<b>Month Two</b>		<b>Activities</b>
<b>S T E P S</b>	1	Plan a community transit celebration promoting the service.
	2	Investigate advertising costs on local radio stations.
	3	Meet with local business including SUU representatives.
	4	Negotiate with businesses on advertising on the bus system.
	5	Develop a promotional kit for corporate/agency bus pass programs. Identify businesses and agencies interested in advertising.
<b>Month Three</b>		<b>Activities</b>
<b>S T E P S</b>	1	Attend local community events with handouts and transit information.
	2	Advertise on a local or SUU-sponsored radio station.
	3	Marketing Team meet for update and plan for next three months.
	4	Plan for promotional events such as expanded hours during the Shakespearean Festival.
<b>Month Four</b>		<b>Activities</b>
<b>S T E P S</b>	1	Contract with advertising vendors to install advertising on the buses.
	2	Create advertising flyers for local newspaper(s).
	3	Contact two employers or agencies regarding a bus pass program.
	4	Plan employee customer service training for new service - both phone and face to face.
<b>Month Five</b>		<b>Activities</b>
<b>S T E P S</b>	1	Visit local agencies and senior centers to discuss joint ventures to include promotional days and possible joint sponsorship of area trips.
	2	Make additional contacts, if necessary, for exterior/interior bus advertising.
	3	Make contact with graphics company to verify schedules/brochures, bus stop signs, vehicle logo, and uniform production are on schedule.
<b>Month Six</b>		<b>Activities</b>
<b>S T E P S</b>	1	Hold Marketing Planning Team six-month meeting.
	2	Evaluate current marketing strategies to be sure the new service is "on-target" and accomplishing marketing goals.
	3	Contact two employers or agencies regarding a bus pass program.
	4	Establish the following year's marketing budget.

**Table XII-8, continued**  
**CATS One-Year Marketing Plan**

<b>Month Seven</b>		<b>Activities</b>
<b>S T E P S</b>	1	Do a talk show on local radio station for residents with questions.
	2	Visit with local schools to plan additional events and promote new service.
<b>Month Eight</b>		<b>Activities</b>
<b>S T E P S</b>	1	Update CATS website with system changes.
	2	Contact two employers or agencies regarding a bus pass program.
	3	Install updated advertisement on new bus benches.
<b>Month Nine</b>		<b>Activities</b>
<b>S T E P S</b>	1	Continue employee customer service training for the new transit service.
	2	Produce a "Transit Rider Guide" for children and seniors.
	3	Quarterly Marketing Team meeting.
<b>Month Ten</b>		<b>Activities</b>
<b>S T E P S</b>	1	Distribute "Transit Rider Guide" to local schools and senior centers.
	2	Evaluate best marketing tools thus far; continue those that are successful.
	3	Contact two employers or agencies regarding a bus pass program.
	4	Create senior and children's promotional materials.
<b>Month Eleven</b>		<b>Activities</b>
<b>S T E P S</b>	1	Hold a children's art contest where children can compete for small prizes for designing transit-related picture or painting. Coordinate with schools to promote the program.
	2	Hang children's art in buses behind plexiglass for public viewing.
<b>Month Twelve</b>		<b>Activities</b>
<b>S T E P S</b>	1	Hold Marketing Planning Team year-end meeting.
	2	Evaluate overall marketing successes and failures for future marketing plans.

## MONITORING PROGRAM

A monitoring program should begin immediately. Data collection is essential to evaluate the service performance and to determine if changes should be made in the service delivery. This section provides information on data collection, databases, and standard reports which should be prepared.

## DATA TO BE COLLECTED

Data to be collected fall into three basic categories. The first is ridership data, second is on-time performance, and third is financial.

### Ridership

Passenger boarding data should be collected continually. There is a trade-off between data collection efforts and the value of information. It is just as easy to collect too much data as it is to collect insufficient data.

Passenger boardings should be recorded daily by route, fare category, and by trip. One goal all transit agencies should strive for is the implementation of Intelligent Transportation Systems, such as Mobile Data Terminals (MDT). Mobile Data Terminals include features such as recording each passenger by fare category as they board. This capability should be programmed into the capability of the software as it is implemented. Mobile Data Terminals also allow both data and voice communication between operator and dispatcher. It is similar to having an alphanumeric pager on the dashboard. Several successful agencies across the United States implementing MDTs include Central Ohio Transit Authority, Colorado Springs Transit, Tri-Met - Oregon, Milwaukee County Transit System, Ann Arbor Transportation Authority, and Montgomery County Transportation Authority.

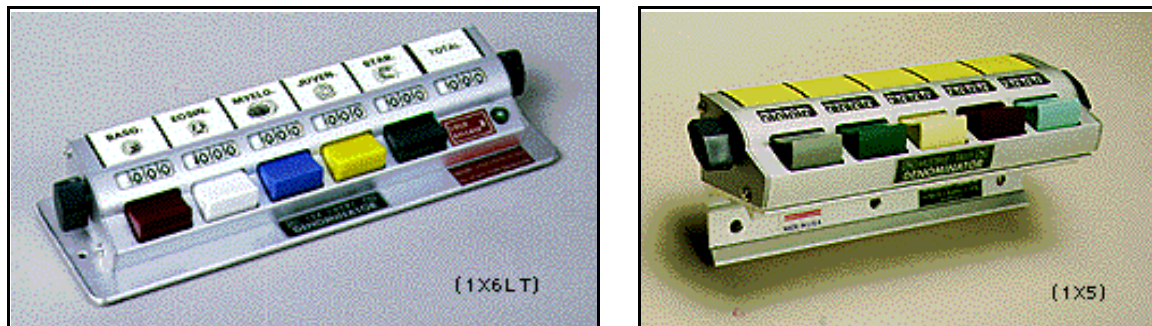


**MDTs in use**

Passenger boarding data can also be collected using tally boards on the buses. Two sample counters are shown in Figure XII-2. Sufficient buttons are required to record passengers in each fare category. A driver's log sheet should then be used to record the passenger counts at the end of each trip. The drivers do not need to

calculate the number of passengers for that trip, but record the running total by fare category. As data are entered, the calculation of passengers on each trip can be made. An effective approach is to prepare the driver's log sheet for each of the drivers' runs. This will provide preprinted route and trip information, and the driver will need only to record the date and the passenger count data.

**Figure XII-2**  
**Manual Passenger Boarding Counters**



Twice each year, a full boarding and alighting count should be completed. If passenger boardings are counted using the MDTs and integrated with Automatic Vehicle Location (AVL), the data can be recorded automatically. If it must be done manually, this is a more intense effort and will require the use of additional personnel. Passenger counts are recorded for passengers boarding and alighting by stop for a full day. This information records the passenger activity at individual stops and is useful to determine if stops are appropriately placed and what amenities should be provided. If a stop has little or no activity, it would not warrant a bench or shelter, and may not even be appropriate as a designated stop. Data collection forms should be prepared for each route showing the stops and providing space to record the passenger counts. An example used for an existing system is provided. Similar sheets should be prepared in advance for the boarding and alighting data collection.

# Breckenridge Route

Time: \_\_\_\_\_

# of carryover passengers: \_\_\_\_\_

ID	Bus Stop	ON	OFF	W/CH ON	W/CH OFF
34	Frisco Station				
46	Summit Boulevard @ School Road				
89	Main St @ 6th				
94	Granite Street				
50	Ophir Mountain Village				
21	County Commons				
95	Hwy 9 @ Farmer's Korner				
74	Hwy 9 @ Tiger Run				
97	Hwy 9 @ Vienna Townhomes				
13	Hwy 9 @ Breckenridge Rec. Ctr				
18	Park Ave. @ City Market				
6	Park Ave. @ 4 O'Clock Road				
110	Breckenridge Station				
110	Breckenridge Station				
108	Park Ave. @ River Mountain Lodge				
18	Park Ave. @ City Market				
98	Hwy 9 @ Breck Inn				
97	Hwy 9 @ Vienna Townhomes				
74	Hwy 9 @ Tiger Run				
95	Hwy 9 @ Farmer's Korner				
50	Ophir Mountain Village				
21	County Commons				
109	Summit Co Comm. Ctr				
94	Granite Street				
89	Main St @ 6th				
46	Summit Boulevard @ School Road				
34	Frisco Station				

**EXTRAS**


Finally, an onboard passenger survey should be conducted periodically. We recommend that a survey be conducted after service changes have been in place for approximately one year. Following that, passenger surveys should be conducted at least every two years. Survey instruments with questions appropriate for the Cedar City area should be developed to collect information about passenger demographics, trip characteristics, and perceptions of the transit service. An onboard survey used in December 2004 by CATS is provided.

(This page intentionally left blank.)

**Guest of the CATS:**

Please take a few minutes to complete this survey during your bus ride today. Your answers and suggestions will help us improve service.



Thank you!  
CATS

**1. Have you filled out this survey earlier today?**

- Yes  No

**2. I usually ride the bus \_\_\_\_? \_\_\_\_ days a week. (check only one)**

- |                                     |   |   |
|-------------------------------------|---|---|
| <input type="checkbox"/> One Day    | <input type="checkbox"/> Four Days        | <input type="checkbox"/> Less than Once a Month |
| <input type="checkbox"/> Two Days   | <input type="checkbox"/> Five Days        | <input type="checkbox"/> One -Three Days/Month  |
| <input type="checkbox"/> Three Days | <input type="checkbox"/> Six / Seven Days | <input type="checkbox"/> This is my first time  |

**3. What is the most important reason you ride the bus? (check only one)**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Family doesn't have a car  | <input type="checkbox"/> Someone else uses car        |   |
| <input type="checkbox"/> Parking is a problem       | <input type="checkbox"/> I don't drive                | <input type="checkbox"/> Traffic is bad     |
| <input type="checkbox"/> Bus is economical          | <input type="checkbox"/> Bus is convenient            | <input type="checkbox"/> Weather conditions |
| <input type="checkbox"/> Avoid drinking and driving | <input type="checkbox"/> Other (please specify) _____ |   |

**4. Do you have a Driver's License?  Yes  No**

**5. How do you rate your present bus service? (check answers below for each topic)**

	<i>Poor</i>	<i>Fair</i>	<i>Good</i>	<i>Very Good</i>	<i>Don't Know</i>
Service Frequency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Condition of Buses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transfer Convenience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schedule Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver Courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver Competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus Routes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus Stop Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6. Sex:  Female  Male**

Please Continue on the Other Side

**Guest of the CATS:**

Please take a few minutes to complete this survey during your bus ride today. Your answers and suggestions will help us improve service.



Thank you!  
CATS

**1. Have you filled out this survey earlier today?**

- Yes  No

**2. I usually ride the bus \_\_\_\_? \_\_\_\_ days a week. (check only one)**

- |                                     |   |   |
|-------------------------------------|---|---|
| <input type="checkbox"/> One Day    | <input type="checkbox"/> Four Days        | <input type="checkbox"/> Less than Once a Month |
| <input type="checkbox"/> Two Days   | <input type="checkbox"/> Five Days        | <input type="checkbox"/> One -Three Days/Month  |
| <input type="checkbox"/> Three Days | <input type="checkbox"/> Six / Seven Days | <input type="checkbox"/> This is my first time  |

**3. What is the most important reason you ride the bus? (check only one)**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Family doesn't have a car  | <input type="checkbox"/> Someone else uses car        |   |
| <input type="checkbox"/> Parking is a problem       | <input type="checkbox"/> I don't drive                | <input type="checkbox"/> Traffic is bad     |
| <input type="checkbox"/> Bus is economical          | <input type="checkbox"/> Bus is convenient            | <input type="checkbox"/> Weather conditions |
| <input type="checkbox"/> Avoid drinking and driving | <input type="checkbox"/> Other (please specify) _____ |   |

**4. Do you have a Driver's License?  Yes  No**

**5. How do you rate your present bus service? (check answers below for each topic)**

	<i>Poor</i>	<i>Fair</i>	<i>Good</i>	<i>Very Good</i>	<i>Don't Know</i>
Service Frequency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Condition of Buses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transfer Convenience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schedule Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver Courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver Competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus Routes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus Stop Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6. Sex:  Female  Male**

Please Continue on the Other Side

7. Age in Years \_\_\_\_\_

---

8. The combined Total Annual Income of all members of my household is:

- |   |   |
|---|---|
| <input type="checkbox"/> Less than \$15,000 per year  | <input type="checkbox"/> \$35,000 - \$45,000 per year |
| <input type="checkbox"/> \$15,000 - \$25,000 per year | <input type="checkbox"/> \$45,000 - \$55,000 per year |
| <input type="checkbox"/> \$25,000 - \$35,000 per year | <input type="checkbox"/> More than \$55,000 per year  |
- 

9. What is the purpose of this trip?

- |  |   |
|--|---|
| <input type="checkbox"/> Personal Business/Errands | <input type="checkbox"/> Shopping                     |
| <input type="checkbox"/> Recreation                | <input type="checkbox"/> Work                         |
| <input type="checkbox"/> School/College            | <input type="checkbox"/> Other (please specify) _____ |
- 

10. For what purpose do you most often ride the bus?

- |  |   |
|--|---|
| <input type="checkbox"/> Personal Business/Errands | <input type="checkbox"/> Shopping                     |
| <input type="checkbox"/> Recreation                | <input type="checkbox"/> Work                         |
| <input type="checkbox"/> School/College            | <input type="checkbox"/> Other (please specify) _____ |
- 

11. What is your occupation?

- |   |   |
|---|---|
| <input type="checkbox"/> Homemaker                                | <input type="checkbox"/> Service Worker           |
| <input type="checkbox"/> Laborer                                  | <input type="checkbox"/> College Student          |
| <input type="checkbox"/> Managerial/Professional                  | <input type="checkbox"/> Secondary Student        |
| <input type="checkbox"/> Production/Craft/Repair/Machine Operator | <input type="checkbox"/> Technical/Administration |
| <input type="checkbox"/> Retired                                  | <input type="checkbox"/> Unemployed               |
| <input type="checkbox"/> Sales                                    |   |
| <input type="checkbox"/> Other (please specify) _____             |   |
- 

12. What are your suggestions to improve the CATS service?

13. Please share any other comments:

7. Age in Years \_\_\_\_\_

---

8. The combined Total Annual Income of all members of my household is:

- |   |   |
|---|---|
| <input type="checkbox"/> Less than \$15,000 per year  | <input type="checkbox"/> \$35,000 - \$45,000 per year |
| <input type="checkbox"/> \$15,000 - \$25,000 per year | <input type="checkbox"/> \$45,000 - \$55,000 per year |
| <input type="checkbox"/> \$25,000 - \$35,000 per year | <input type="checkbox"/> More than \$55,000 per year  |
- 

9. What is the purpose of this trip?

- |  |   |
|--|---|
| <input type="checkbox"/> Personal Business/Errands | <input type="checkbox"/> Shopping                     |
| <input type="checkbox"/> Recreation                | <input type="checkbox"/> Work                         |
| <input type="checkbox"/> School/College            | <input type="checkbox"/> Other (please specify) _____ |
- 

10. For what purpose do you most often ride the bus?

- |  |   |
|--|---|
| <input type="checkbox"/> Personal Business/Errands | <input type="checkbox"/> Shopping                     |
| <input type="checkbox"/> Recreation                | <input type="checkbox"/> Work                         |
| <input type="checkbox"/> School/College            | <input type="checkbox"/> Other (please specify) _____ |
- 

11. What is your occupation?

- |   |   |
|---|---|
| <input type="checkbox"/> Homemaker                                | <input type="checkbox"/> Service Worker           |
| <input type="checkbox"/> Laborer                                  | <input type="checkbox"/> College Student          |
| <input type="checkbox"/> Managerial/Professional                  | <input type="checkbox"/> Secondary Student        |
| <input type="checkbox"/> Production/Craft/Repair/Machine Operator | <input type="checkbox"/> Technical/Administration |
| <input type="checkbox"/> Retired                                  | <input type="checkbox"/> Unemployed               |
| <input type="checkbox"/> Sales                                    |   |
| <input type="checkbox"/> Other (please specify) _____             |   |
- 

12. What are your suggestions to improve the CATS service?

13. Please share any other comments:

**THANK YOU!!**  
LSC Transportation Consultants, INC.

**THANK YOU!!**  
LSC Transportation Consultants, INC.

## **On-Time Performance**

With the implementation of major route changes, it will be important to monitor on-time performance. An on-time performance goal should be established. For instance, an attainable on-time goal of 95 percent for the service may be considered for start-up of the new route structure. Minor adjustments may be needed to routes to ensure that schedules and headway adherence can be maintained.

To record on-time performance, drivers should report actual arrival and departure times at designated bus stops along the routes and at major stops—such as at SUU, Providence Center, or the hospital. It should be emphasized that drivers should not leave prior to a scheduled stop time in order to make up time along a route. Leaving early could cause riders to miss a bus.

The dispatcher should then record this information so that the number of trips running late can be determined. Again, this capability could be integrated with the MDT and database system so that the data is entered directly by the driver. This effort should continue for the first three months of service. After that, on-time data should be checked randomly to ensure that performance remains acceptable.

It is important to track demand-response/paratransit on-time performance as well as the fixed-route system. It should be noted that the following categories pertain to complementary demand-response services. Therefore it is appropriate to consider the following categories of service as performance measures for the Dial-A-Ride service.

### **Missed/Late Trips**

Continual missed and/or late trips can cumulatively impact overall service efficiency, on-time performance, and contribute to negative perceptions of transit service. CATS should adopt a standard of performance for this service. A late trip may be considered as more than 5 minutes after the latest scheduled time, but less than 10 minutes after the latest scheduled pick-up time. A missed trip should be indicated if a passenger is picked up 20 minutes or later, or not at all, after a scheduled pick-up time. Missed and late trips should be monitored by dispatch and management staff on a daily basis. Data related to these categories should be

compiled into the monthly performance report so that repeated occurrences may be addressed. If missed/late trips continue to occur after a three-month period, schedule adjustments should be considered as a corrective measure.

## **Financial Data**

CATS should carefully track financial data. Accounts should be kept so that separate costs can be tracked for each route. Financial data are required to evaluate performance measures such as the operating cost per hour of service and the cost per passenger-trip.

Related fiscal performance measure categories may include:

**Subsidy/Passenger:** Total cost less fares divided by the number of passengers. A good indicator of the public cost of providing service, better than farebox recovery ratio. Measure of cost-effectiveness. (Subsidy/pax)

**Cost/Hour:** Annual operating cost divided by the number of revenue-hours. Good measure of efficiency. (Cost/hour)

**Cost/Mile:** Annual operating cost divided by the number of revenue-miles. Good measure of efficiency. (Cost/mile)

**Administrative Cost Ratio:** The system administrative cost divided by the operating budget expressed as a percent. Good indicator of administrative overhead. (Admin. Cost Ratio)

## **DATABASE FORMAT**

Several options are available for storing the data. The recommended approach is to set up databases in Microsoft Access to record passenger data. Example databases and assistance can be provided. A separate database should be set up for routine passenger data and a second for the boarding and alighting counts.

Once the buses are equipped with Mobile Data Terminals (MDTs), passenger count data can be entered directly into the database by the driver. The touch screen capability will allow the driver to record passenger boardings at each stop. This, combined with Automatic Vehicle Location systems, can record the data automatically by stop, eliminating the need for separate boarding and alighting counts. Similarly, drivers could report their arrival at the downtown transfer center via the

MDT, and the time could be recorded automatically into a database for on-time performance. These capabilities should be programmed into the new software capabilities as they are implemented.

Onboard survey data can be entered into a database such as Access or a spreadsheet program such as Excel.

## **STANDARD REPORTS**

CATS should provide monthly performance reports both internally and to City Council if appropriate. The report should include performance data for the current month, the same month in the previous year, year-to-date performance, and the prior year-to-date performance. Information which should be reported include passenger boardings by route, passengers per revenue-hour by route, total passengers by fare category, total passengers, and system passengers per revenue-hour. Financial information should be reported including the operating cost and the cost per passenger. The average fare should be calculated and reported based on operating costs and passenger counts.

Quarterly reports should be considered for providing recent trends and interim performance data to elected officials, the public, and other stakeholders. Additionally, an annual report should be compiled and presented. A sample report format is provided. The information for these reports can be easily generated from the databases and the accounting system.

### **Performance Monitoring Categories**

Transit performance measures serve as a guide to find out how a transit system performs. Performance measures define the type of data to be collected and give the tools necessary to identify transit system deficiencies and opportunities.

It is worth noting that criteria used for the selection of performance measures include the following:

- Be measurable.
- Have a clear and intuitive meaning, so that it is understandable to those who will use it and to non-transportation professionals.

## *Implementation Plan*

- Be acceptable and useful to transportation professionals.
- Be comparable across time and between geographical areas.
- Have a strong functional relationship to actual system operations, so that, once changes occur in system operations, changes to the system can readily be determined.
- Provide the most cost-effective means of data collection.
- Where appropriate, be based on statistically sound measurement techniques.
- Be consistent with measures identified for other systems.

Performance measure categories that CATS should use include:

- On-time Performance
- Cost/Hour
- Cost/Passenger
- Daily Route Miles and Hours
- Monthly Route Cost
- Subsidy per Passenger
- Missed/Late Trips
- Passenger No Shows
- Fleet Maintenance

Many of these measures have been described above. Other performance measures that should be used are:

***Passengers/Hour by Route:*** Number of total monthly and annual passengers divided by the corresponding revenue-hours. (Pax/hour)

***Passengers/Mile:*** Number of total annual passengers divided by the annual revenue-miles. (Pax/mile)

***Trips/Capita:*** Total annual trips divided by the population of the area served. A reasonable measure of the level of transit service, although the population within the service area (and the service area) must be determined. (Trips/capita)

***Vehicle-Miles/Service Area:*** A good measure of the level of service being provided. The service area must be realistically identified. As an example, a county system may say they serve the entire county, but in fact, much of the county is very rural and service is never provided. (Veh.-miles/Serv. area)

**Number of Wheelchair Trips:** Often useful for political purposes. Could also be expressed as the ratio of wheelchair trips to total trips which can also be combined with measures of efficiency/effectiveness; i.e., a low pax/hour ratio may be the direct result of a high percentage of wheelchair trips (number wheelchair trips).

**Number of Trips by Purpose:** Indicator of the service being provided. Particularly useful if work trips can be related to access to employment or prevention of welfare. Data for this category should be collected from onboard passenger surveys or specifically for Dial-A-Ride trips.

### Distance Traveled Between Mechanical Breakdowns - Service/Road Calls

Vehicle breakdowns are inevitable. Although frequent occurrences can create disruptions in a transit system, it is important to track the frequency and type of mechanical failures of each vehicle in addition to monitoring a fleet's age. Monitoring of vehicle breakdowns is one method of reducing system disruptions and may allow an agency to improve monitoring of vehicle replacement schedules and preventative maintenance practices. Data collection efforts should include date, time of day, type of failure, age of vehicle, vehicle number, vehicle mileage, and how the situation was rectified. Monitoring of these items will allow an agency to recognize repeated types of mechanical breakdowns, breakdowns related to vehicle type, age, or mileage, and assist with preventative maintenance programs. Wheelchair lift failures should also be monitored. Data should be included in the monthly report.

Additional Fleet Maintenance performance measures may include:

**Accidents/1,000 miles:** Measure of driver safety. Accidents must be defined as a standard. (Accid/1,000 miles)

**Average Age of Fleet:** A good single indicator of vehicle replacement needs, although individual vehicle inventories, ages, and mileage should be tracked. (Avg. age of flt.)

## Cedar Area Transportation System Monthly Operating Report September 2006

### Ridership

Route	September 2006			September 2005		
	Passengers	Hours	Passengers per Hour	Passengers	Hours	Passengers per Hour
1						
2						
Total						

### Passengers by Fare Category

	September 2006	September 2005
Adult Cash		
Senior, Disabled Cash		
Monthly Pass		
Discount Monthly Pass		
Punch Pass		

### Financial

Item	2006 Budget	2006 YTD	Percent of Budget	2005 YTD
Admin Salaries/Benefits				
Operating Salaries/Benefits				
Maintenance				
Rental/Leases				
Utilities				
Fuel and Oil				
Tires				
Insurance				
Taxes				
Other				
Total				

## **CATS PERFORMANCE STANDARDS**

As mentioned, a minimum standard of performance should be established by CATS. With a small system such as is operated in Cedar City, a lengthy list of measures may not be warranted. The only performance standard which CATS should concentrate on is the annual route productivity. A minimum standard of annual route productivity should be set at no less than five (5) passengers per revenue-hour. This is the minimum number of passengers per hour which CATS should strive to serve. If this standard is not met, CATS should consider a detailed analysis of the fixed routes to determine those segments of the route which may not be operating efficiently or effectively. CATS could look at a second performance indicator. The performance indicator CATS may be interested in using is a subsidy per passenger-trip. The subsidy per passenger-trip should be set so that CATS is not subsidizing more than 90 percent of the total costs per trip.

## **FIVE-YEAR IMPLEMENTATION PLAN**

A Five-Year Implementation Plan is presented in this section. Specific actions with corresponding responsibilities and timing are described. This implementation plan represents data from previous sections of this chapter and provides guidance for future efforts for public transit service. Figure XII-3 summarizes the steps described in this section to implement the service enhancements for CATS.

# Figure XII-3 Cedar City Short-Term Plan Implementation Timeline



**LEGEND**

- Feed Back
- Purchase Vehicles
- Planning Phase
- Capital Purchases (Hardware/Software/Farebox)
- Implementation Phase

## **Establish Full-Time Transit Manager Position**

The TAB should establish a full-time manager position as the need arises. Currently, there is a part-time manager who is dedicated to public transportation and coordination of transportation services. This position will likely need approval from City Council.

The CATS Manager will assume the responsibilities for implementing this preferred plan and managing the day-to-day operations of the transit service. The Manager should report directly to the TAB and City Council. A major benefit of the manager position is that responsibilities for implementation of this plan are given to one individual who is focused primarily on transit. An additional benefit is that sufficient staff will be available to operate the transit services.

The Transit Manager would be responsible for the day-to-day operations of the transit service, provide assistance for coordination of services, prepare applications for grant funds, review transit funding recommendations made by other interested parties, analyze system performance and recommend changes in services, develop promotional and marketing materials, coordinate purchasing, coordinate any marketing and promotional activities, provide any required reports, schedule and record minutes for the TAB, present reports to the City Council/County Commissioners, and respond to public comments and suggestions on service improvements. A reasonable salary for this position would be in the range of \$30,000 plus a benefits package. A part-time administrative assistant may also be required.

Other major responsibilities of the Transit Department Manager include the following:

- Administer and manage the transit program, including the scheduling of passengers and drivers.
- Develop the service plan and implement the service recommendations.
- Monitor transit service and scheduling to ensure appropriate assignment of vehicles for each service.
- Evaluate service performance and recommend changes to meet transit goals.

## *Implementation Plan*

- Complete designated state and/or federal statistical reports.
- Develop and monitor vehicle specifications or equipment requirements in conjunction with appropriate agencies.
- Prepare grant applications for capital and operating assistance. Identify potential sources of new grants and prepare necessary documentation.
- Monitor budget expenditure and recommend appropriate actions to assure that budgets are followed.
- Monitor vehicle utilization through a uniform reporting process.
- Develop and monitor the preventative maintenance program.
- Supervise drivers and dispatchers.
- Attend training workshops as appropriate.
- Advertise for and interview qualified personnel for the system.
- Responsible for billing and collection of fees.
- Perform other duties as assigned by the Director.

### Timing

Hiring for the Transportation Manager should begin immediately. This position should be funded in the next few years' budget. Hiring should take place when the position is fully funded and CATS determines the need.

### Responsibility

Hiring of the Transportation Manager will be the responsibility of the TAB, with City Council approval.

### **Obtain Funding**

Funding must be established for implementation of the new public transit service. Grant applications should be submitted for funding through the Jobs Access program and FTA Sections 5309 and 5311. Sources of revenues should be explored from various



social service agencies which currently provide their own transportation service as well as the local casinos and businesses. The Task Force should prepare a final budget based on the Financial Plan and the actual funding which is obtained from the different sources.

### Timing

The Task Force should begin development of funding immediately. Final budgets should be developed after the funding is obtained.

### Responsibility

Funding will be a primary role for the Task Force. Members of the Task Force should be responsible for contacting various funding sources.

### **Finalize Service Plan**

The operating plan for the service must be finalized prior to implementation. This will include identification of specific stops and any agreements for use of sites identified for stops. The service schedule will be finalized indicating the specific stops and scheduled times for the service. The Ceres scheduled service could be phased starting with one vehicle in FY 2006. It is assumed that transit services will be performed by the Transit Department.

### Timing

The service plan should be finalized three months prior to the date established to begin service.

### Responsibility

The Transit Manager will be responsible for developing the final service plan and schedules with input from the TAB.

### **Develop Marketing/Promotional Materials**

Marketing and promotional materials will be needed to publicize the new transit services and the coordination of existing services.

Brochures should describe the services and include a map of the area to be served. The brochures should include the schedule with times shown for each designated stop. The brochure should also describe how to use the service and be attractive and informative.



## *Implementation Plan*

Posters and signs should be prepared which may be displayed in businesses, at places of employment, hospitals, and community bulletin boards. The signs or posters should provide a brief description of the service with a source to obtain additional information. If possible, the schedule brochures should be made available where the posters are displayed.

A speakers' bureau should be set up by members of the TAB. Speakers should be provided for City Council/County Commissioners and other interested parties. A standard presentation could be developed using display boards or a computer slide show which could be used by all of the speakers.

Announcements should be made through local media such as newspapers and radio. Articles should be written and submitted to the local news media describing the new services and the coordinated services with information about when the service will start, why it is being provided, what people must do to use the service, how it will be funded, and any other information of general interest.

Publicity should also be sought when the service begins. News releases should be given to the local news media describing the start-up of the new service.

### Timing

Brochures, signs, and posters should be prepared one month prior to implementation. Signs and posters should be displayed one month before beginning the service with information about the start date. Speaking engagements should begin immediately to develop support for the service.

### Responsibility

The Transit Manager should have primary responsibility for preparation of the materials with assistance from other members of the Task Force. Members of the TAB should be responsible for displaying posters and signs throughout the service area.

## **Hire and Train Drivers**

Drivers must be hired and trained in advance of the service. Training will include vehicle operations and passenger assistance.

The driver's salary should be approximately \$8.00 per hour, depending on experience and other salary levels. One lead driver or supervisor should be hired at a higher salary. This position would assist the Transit Manager with supervisor duties, driver training, and scheduling.

## **Timing**

Recruiting should begin well enough in advance to allow time for hiring and training prior to starting the service. Training should begin so that the drivers are fully trained prior to the start-up.

## **Responsibility**

The Transit Manager will be responsible for hiring and training all drivers.

## **Summary**

This section has provided an implementation program. The implementation steps have been outlined. Adjustments may be necessary as implementation proceeds because of changes in possible funding sources or other unforeseen circumstances. This implementation program will serve as a guide to begin service changes and enhancements, but flexibility will be required to ensure a smooth implementation.