

Build



Strategic Implementation Plan

INTRODUCTION

LSC has prepared the following strategic implementation plan for CTP in order to identify the steps to be taken now and into the future. Chapter XIII includes the service plan and the implementation steps for each phase of the preferred transit plan. The strategic implementation plan is broken into three elements—short term, mid-term, and long term. The implementation of each element was developed based on achieving benchmarks and funding levels. In addition to the implementation plan, LSC has included organizational, coordination, and marketing plans.

ORGANIZATIONAL PLAN

Under the direction of the Cheyenne City Council, CTP should continue to operate the general public transportation service. The city has the legal and financial capabilities to ensure the stability of public transportation services within the community. If additional funding is developed through coordination and intergovernmental agreements, the preferred transit service plan detailed in this chapter can be implemented.

COORDINATION PLAN

The coordination strategies recommended at this time for CTP and the study area are listed below. The strategies were based on input and Chapter XII of this document. The first step in this coordination plan is to have CTP continue the effort of working with Stride.

LSC has developed the following coordination strategies:

- Develop a coordination council.
- Create a coalition of transportation stakeholders.
- Continue and expand contract service.

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- Develop agreements that allow CTP to continue as the consolidated transit program.
- Improve transit service to the human service providers in the City of Cheyenne.

A coordination council or coalition will represent a step toward achieving coordinated transportation services within the study area. The coordination council or coalition should work with the human service providers to develop a basic understanding of the transit issues and how to work together cooperatively. Through this process, the area will be able to implement the other coordination strategies of contract services and centralized operational functions. The coordination meeting should be conducted or held every quarter. The coordination council or coalition will need to set up bylaws and an organizational structure in order to conduct productive meetings.

Many of these human service providers and other transportation providers have attended the coordination meetings held throughout this planning process. The strategies above will allow the connection and dialog that started in this planning process to continue. Appendix I presents the sign-in sheets for the coordination effort that was conducted in this planning process. The CTP and MPO staff requested that the coordination meetings be held in conjunction with the public meetings in order to create a more open planning process that allowed the public to be involved in all elements of development of the coordination plan.

PREFERRED SERVICE AND IMPLEMENTATION PLAN

Preferred Transit Service Plan

The preferred transit service plan will continue to focus on stable transit-user markets, such as the elderly and disabled. It will be difficult for transit to become a competitor of the automobile in the near future since the automobile continues to play a key role in the area, particularly in developments with low density.

Short-Term Service Plan

LSC met with the CTP and MPO staff to review any possible route adjustments. These route adjustments can be done within the next year. The team also discussed ADA eligibility and fare structure for the curb-to-curb service.

Dispatching Software

It is recommended that CTP purchase computerized dispatching software in order to decrease overcrowding and improve inefficiencies of the curb-to-curb service. Table XIII-1 presents the estimated impact of installing dispatching software. The annual ridership can be increased without increasing the number of annual revenue-hours or the fiscal budget for the curb-to-curb service. This is based on increasing the number of annual trips from 22,675 to 35,200 by increasing the passengers per hour from 2.4 to 3.7 with an hourly cost of \$38.

In order to carry 35,000 annual trips at 2.4 passengers per hour, the number of revenue-hours will have to increase by 5,250 to 14,760, thereby causing the budget for the curb-to-curb service to increase to over \$560,880. If the total annual trips remained at 22,675, the number of revenue-hours can be decreased by 3,385 if the passengers per revenue-hour were increased to 3.7, equivalent to a savings of \$235,500 annually based on an hourly cost of \$38.

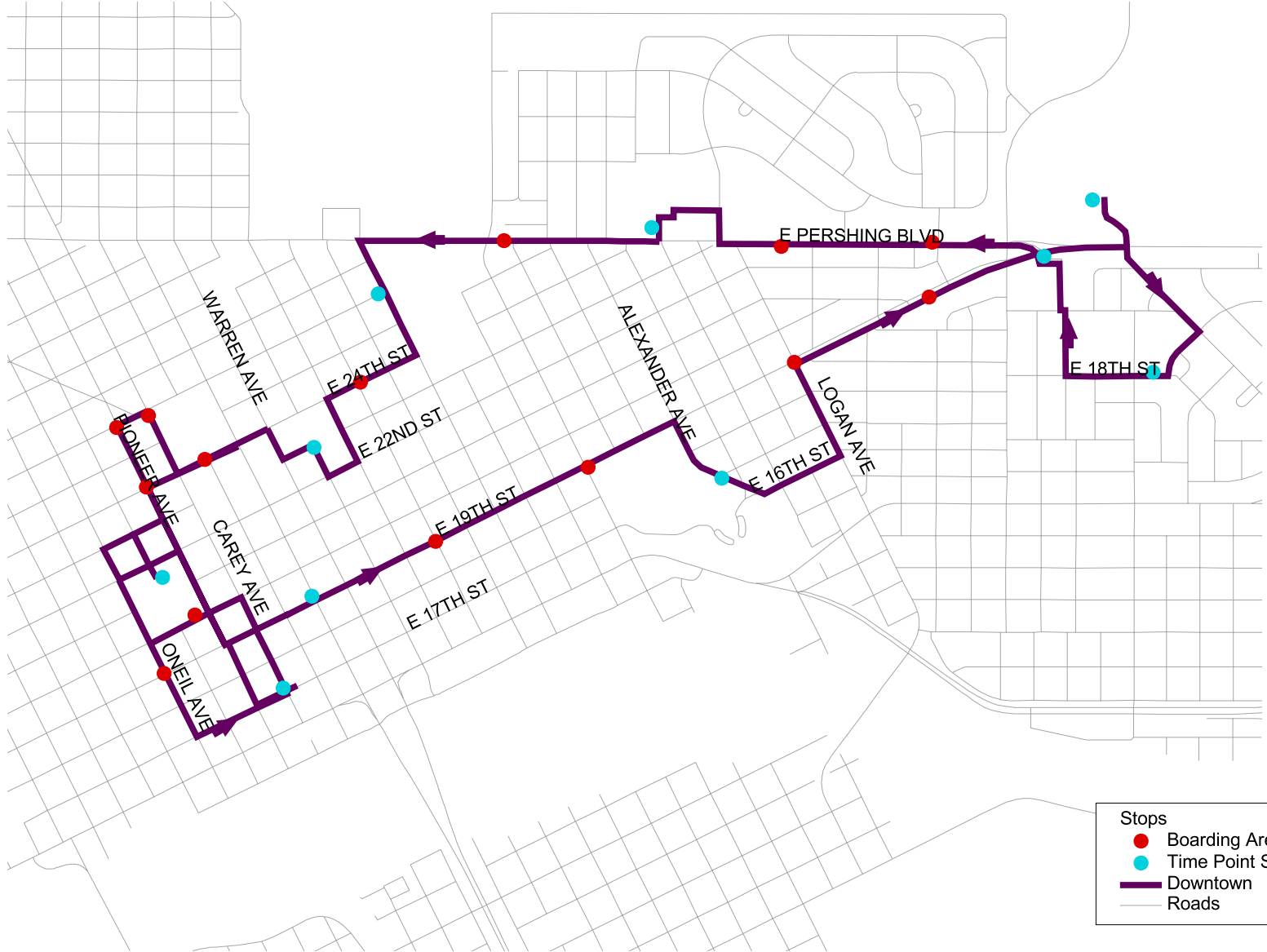
**Table XIII-1
Curb-to-Curb Level of Service Improvement**

Level of Service		# of Veh.	Total Daily		Total Annual		Operating Days	Annual Ridership	Pass. per Hour	Operating Cost Annual	Cost (\$) per Pass.
			Vehicle-Miles	Vehicle-Hours	Vehicle-Miles	Vehicle-Hours					
Existing Curb-to-Curb	6:00 am - 6:00 pm M-S	6	479	31	147,089	9,513	307	22,675	2.4	\$468,736	\$20.67
Future Curb-to-Curb (with Computerized Dispatching)	6:00 am - 6:00 pm M-S	6	744	31	228,325	9,513	307	35,198	3.7	\$468,736	\$13.32
Future Curb-to-Curb (with Computerized Dispatching)	6:00 am - 6:00 pm M-S	6	479	31	147,089	6,128	307	22,675	3.7	\$233,185	\$10.28

Route Adjustments

This section reviews the realignments and adjustments of the CTP existing routes. Each of the routes were reviewed for efficiencies, effectiveness, boardings, alightings, bus boarding locations, and functionality. The route adjustments are recommended for all phases of the plan. All of the adjustments are recommended for implementation before Phase I of the preferred transit service plan. Figures XIII-1 through XIII-6 detail the routes, bus boarding locations, and time points. Detailed layouts of sample bus stops are included in Appendix J.

Figure XIII-1
Downtown Route



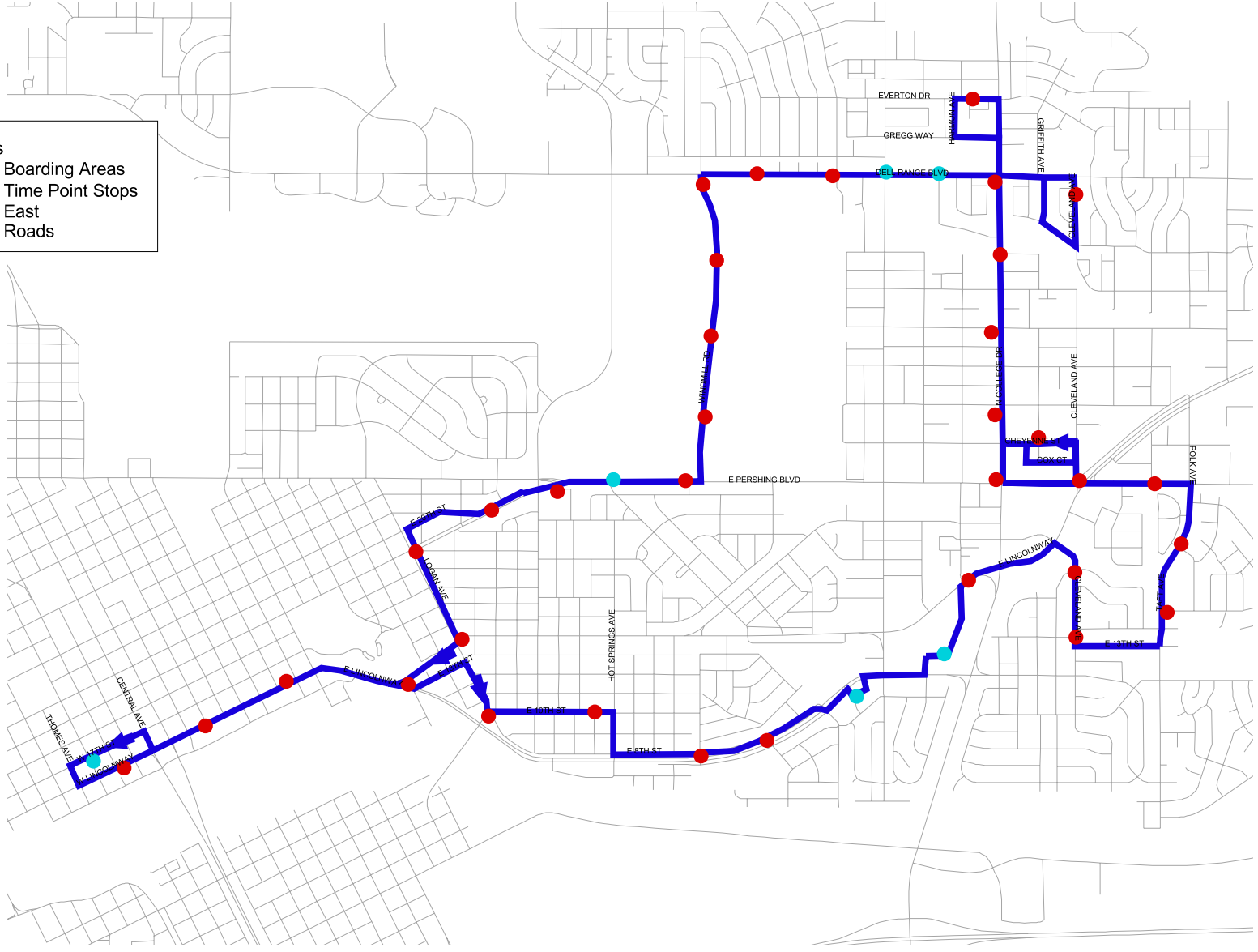
- Stops**
- Boarding Area
 - Time Point Stop
 - Downtown
 - Roads

2000 0 2000 4000 Feet



Figure XIII-2
East Route

- Stops**
- Boarding Areas
 - Time Point Stops
 - East
 - Roads

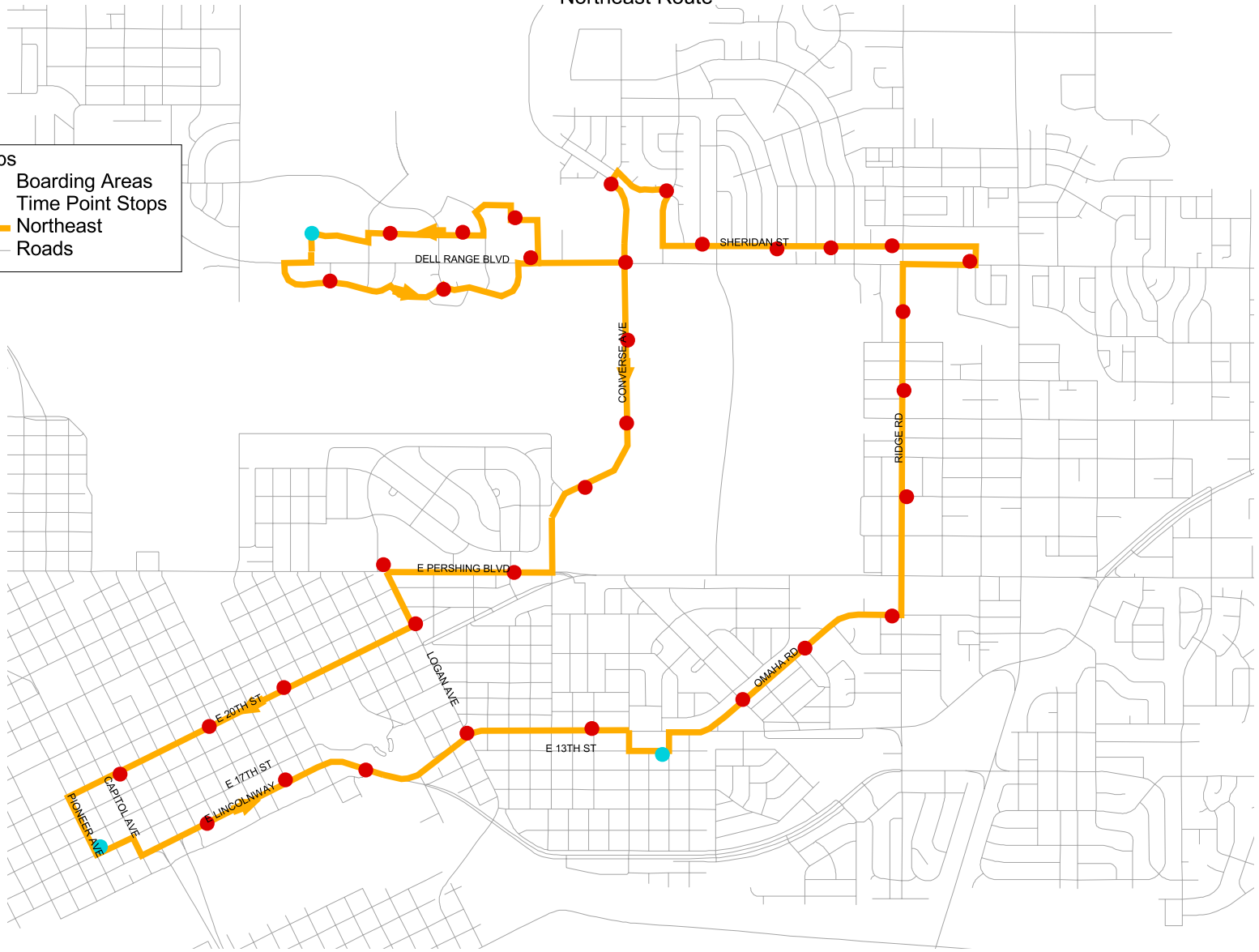


2000 0 2000 4000 Feet



Figure XIII-3
Northeast Route

- Stops**
- Boarding Areas
 - Time Point Stops
 - Northeast
 - Roads



2000 0 2000 4000 Feet



Figure XIII-4
Northwest Route

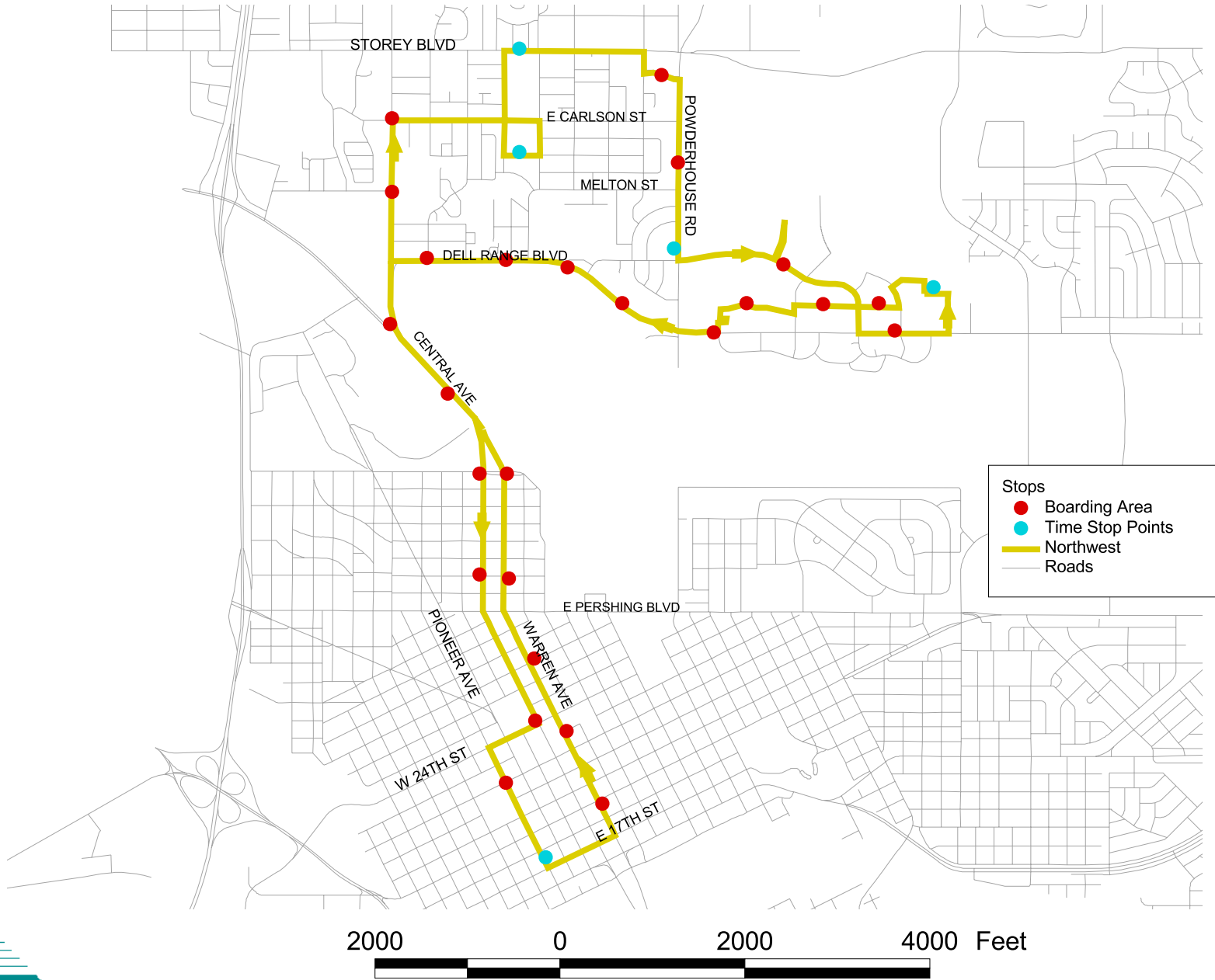
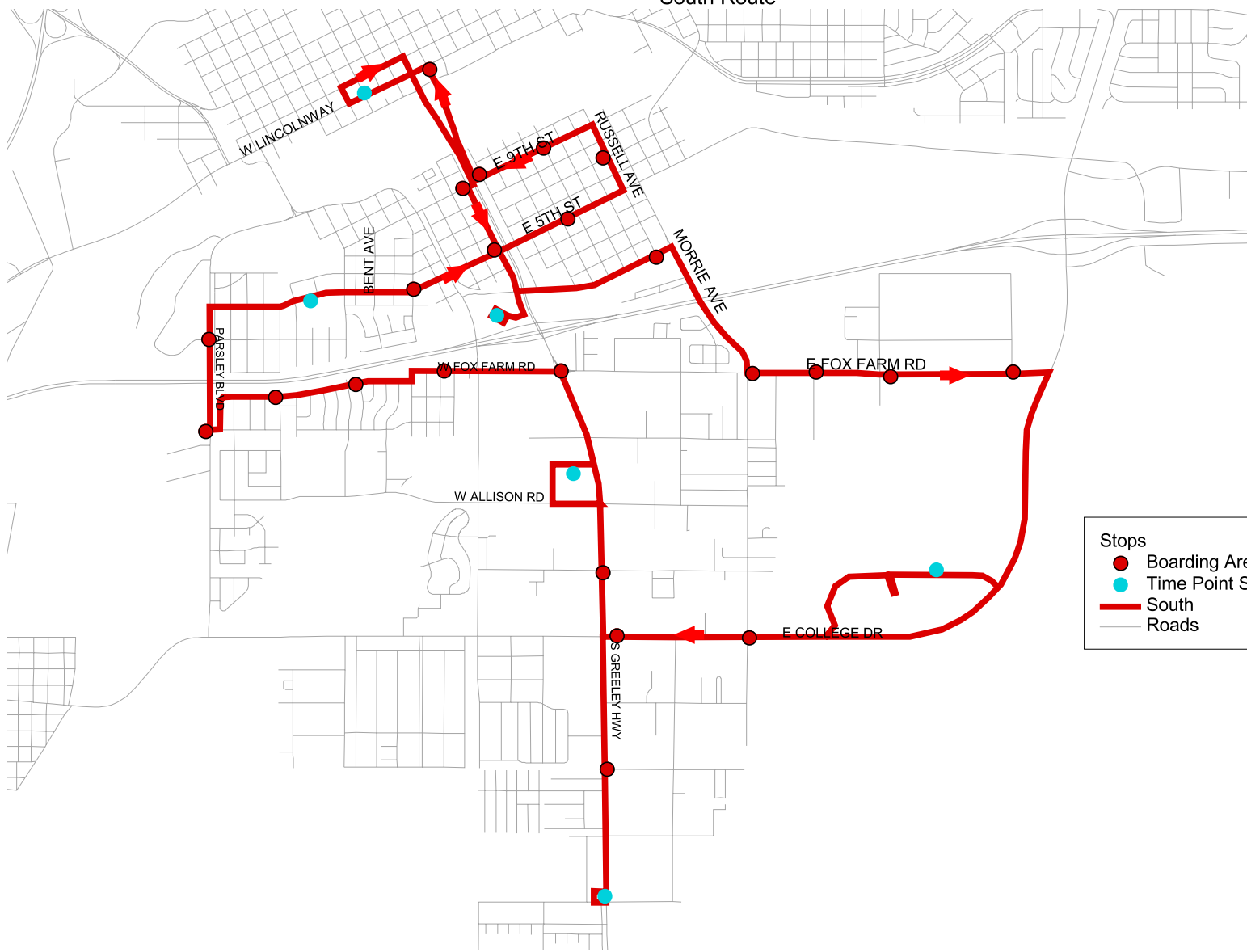


Figure XIII-5
South Route



0.7 0 0.7 1.4 Miles



Short-Term Implementation Plan

In the short term, CTP will need to purchase a computerized dispatching software to improve the curb-to-curb effectiveness. The second element is for CTP to shift from flag bus stops to formal bus stops. CTP will need 340 bus stops/boarding areas throughout the transit network. The third element is the minor adjustment to the route structure. The last element of the short-term implementation plan is fare restructuring in order to shift those riders that can use the fixed-route service off of the curb-to-curb service.

In order to implement the short-term recommendations effectively, CTP needs to use the Americans with Disabilities Act (ADA) Paratransit Eligibility Manual, DOT-T-93-17, September 1993. There are three categories that determine if an individual is eligible for paratransit service. A brief overview is provided in the box below. More detailed information on these categories is provided in Appendix K. The full Paratransit Eligibility Manual is on the Federal Transit Administration (FTA) web site at <http://ntl.bts.gov/DOCS/ada.html>. CTP will need to use these categories to determine which individuals are eligible for paratransit service. Appendix L presents a draft city council resolution for implementation of the short-term transit plan.

Category 1 Eligibility

The first category of eligibility includes those persons unable to use fully accessible fixed route services. Included in this category is: "Any individual with a disability who is unable, as the result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any vehicle on the system which is readily accessible to and usable by individuals with disabilities." [37.123(e)(1)]

Category 2 Eligibility

The second category of eligibility includes: "Any individual with a disability who needs the assistance of a wheelchair lift or other boarding assistance device and is able, with such assistance, to board, ride, and disembark from any vehicle which is readily accessible to and usable by individuals with disabilities if the individual wants to travel on a route of the system during the hours of operation of the system at a time, or within a reasonable period

of such time, when such a vehicle is not being used to provide designated public transportation on the route." [37.123(e)(2)]

Category 3 Eligibility

The third category of eligibility includes: "Any individual with a disability who has a specific impairment-related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system." [37.123(e)(3)]

Benefits

- The Cheyenne residents will obtain improved transit service. The curb-to-curb service will increase mobility for those riders that need special services.

Timing

- Planning for the new route adjustments should be completed in 2008, and implementation of the route adjustments should begin in late 2008.
- CTP needs to assess their need for the purchasing of a computerized dispatching system. This will require developing specifications for the system, and then releasing a request for proposal from vendors.
- In 2008, CTP will need to have public meetings on both the route changes and the fare restructuring.
- By 2009, the fare restructuring should be approved and installed.
- Starting in late 2008 and early 2009, CTP will need to work with the City Planning and Public Works Departments to refine the bus stop locations.
- By early 2009, CTP will need to start installing 65 to 70 bus stops a year for the next five to six years.
- CTP will need to review the ADA Paratransit Eligibility Manual and determine how the eligibility process, staffing, and training will be conducted.
- CTP will need to receive ADA training, and then begin the evaluation process of individual paratransit riders.

Responsibility

- CTP will be responsible for planning and implementing the transit service changes.
- CTP should develop an education program for the new transit service and fare structure at least three months before the service changes are implemented. This should include public meetings to inform the public about the new transit service and allow for public comments.
- CTP should conduct test runs of the proposed routes and make any necessary changes to the schedules.

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- CTP will need to determine if there is a need for additional staff in order to conduct ADA eligibility and training.

Implementation Steps

- CTP and the MPO staff should set up a quarterly coordination meeting with the human service providers to discuss the existing and future needs and services.
- CTP should educate the public about the fare structure, use of the bus stops, and route adjustments.
- CTP should apply for the appropriate operating funding for the existing service and capital funding for the computerized dispatching system and bus stops.
- CTP should advertise the new changes and bus stops with the local newspaper, radio, and television stations.
- CTP should continue to collect passenger ridership data and evaluate the new transit service on a monthly basis.
- With assistance from the City Planning and Public Works Departments and the Wyoming Department of Transportation (WYDOT), CTP should install 340 bus stops throughout the system.
- CTP should review the ADA Paratransit Eligibility Manual.
- CTP should develop eligibility standards for the curb-to-curb service which follow the ADA regulations.
- CTP may implement pilot programs for route-deviation and other services.

Mid-Term and Long-Term Service and Implementation Plans

At the October 2007 and January 2008 meetings, the CTP and MPO staff agreed that Alternative I should be the preferred transit service plan. Alternative I is based on the adjusted service structure presented in the short-term service plan, but with deviated routes and one demand-response vehicle. This moves the fixed-route service to deviated routes and decreases the curb-to-curb service. LSC worked with the Stakeholders Committee and bus drivers to develop the preferred transit service plan, including the following adjustments to Alternative I:

- Add phases to the implementation plan
- Adjust the existing routes to improve route function
- Add bus stops
- Add express routes in Phase IV

The proposed CTP service changes will be for the mid-term and long term, starting in 2009 or 2010 at the earliest and continuing to 2016. The changes include

restructuring the current system to a combination of deviated loop routes, demand-response service, and local express service; expanding weekday service hours; and adding Sunday service. The following sections detail the transit service that will be implemented in each phase.

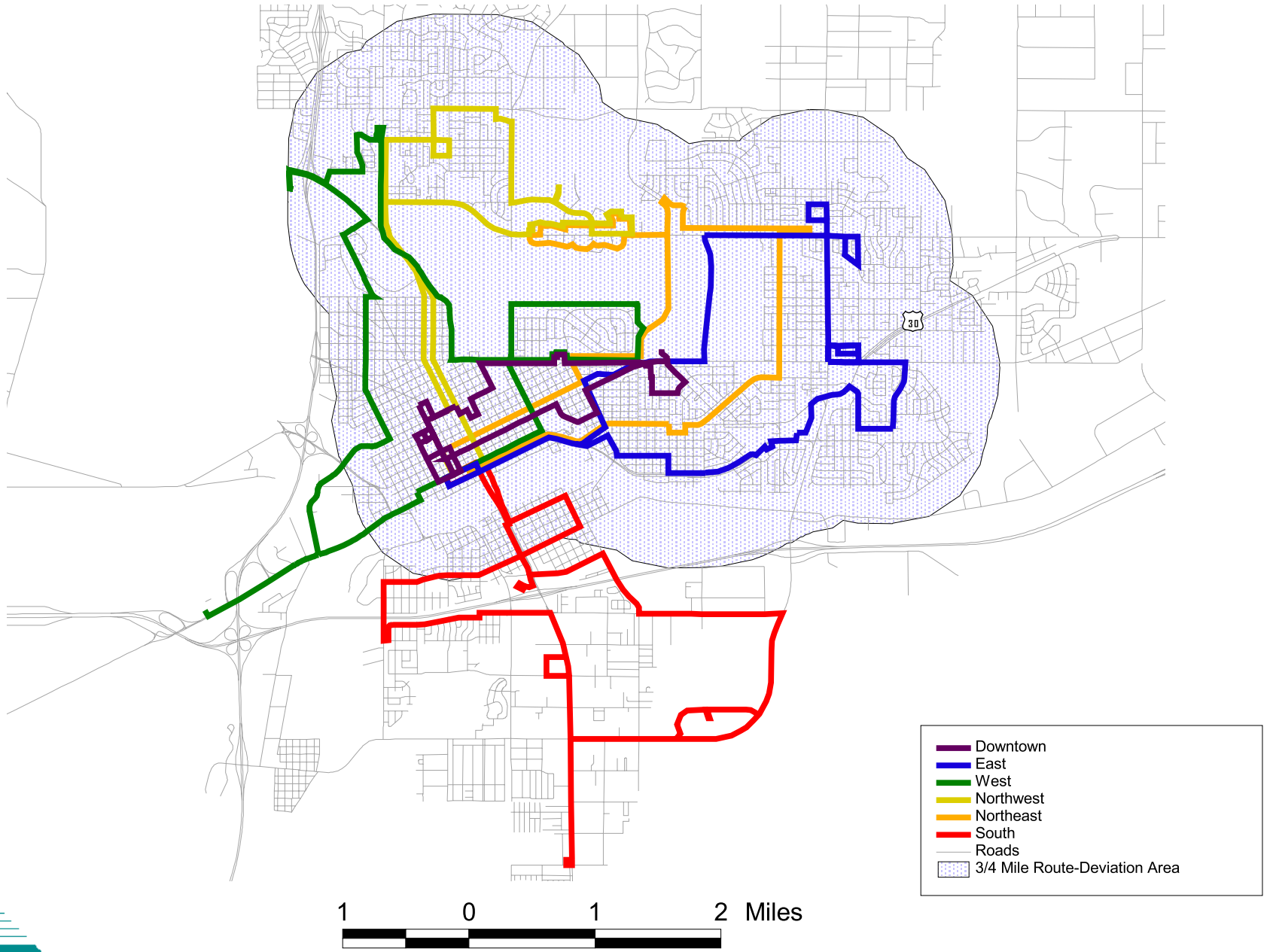
Phase I (Mid-Term)

Phase I will include six routes based on the short-term plan. The Northwest and East routes will change to deviated service. The Downtown, Northeast, South, and West routes will provide fixed-route service. The curb-to-curb service will be reduced from 9,500 to 3,800 revenue-hours annually. Figure XIII-7 presents the CTP system with deviation buffer zones at three-quarters of a mile. These buffer zones will cover a portion of the ADA and curb-to-curb service. The reduction of the curb-to-curb service allows those revenue-hours to be used to extend service from 6:00 to 10:00 p.m. on weekdays.

Route Service

The route service will operate six routes each with one bus 307 days a year on a 60-minute headway from 6:00 a.m. to 10:00 p.m. on weekdays and from 7:00 a.m. to 5:00 p.m. on Saturdays. The Northwest and East routes will deviate up to three-quarters of a mile to pick up passengers who schedule rides 24 hours in advance, but must return to the route within one block of the deviation. The Downtown, Northeast, South, and West routes will provide fixed-route service on weekdays and deviated service on Saturdays. The estimated cost of the route service is \$1.01 million annually. The estimated ridership for the route service is 215,330 passengers annually. As an element of the deviated-route service, CTP will need to purchase a computerized dispatching system which will allow the buses to deviate off the route to pick-up passengers.

Figure XIII-7
Phase I Preferred System



Curb-to-Curb Service

Phase I includes curb-to-curb service, reduced from the current 9,500 revenue-hours to 3,825 revenue-hours. The difference in revenue-hours is shifted to the route evening service. The curb-to-curb service will operate 255 days a year with three buses from 7:00 a.m. to 6:00 p.m. on weekdays. On Saturday, the routes will operate deviated-route service and, therefore, there is no need for curb-to-curb service on Saturday. The estimated cost of this service is \$188,470 annually. The estimated ridership is 11,340 passengers annually. The recommended computerized dispatching system will increase the efficiencies of the curb-to-curb service, allowing for an easier shift for the riders from the curb-to-curb service to the deviated-route service. The dispatching system will also allow CTP to improve the routing and matching of demand-response passengers, thereby decreasing the revenue-hours for this service.

Contract Service

Currently, CTP contracts to provide transportation for disabled children through Stride service. It is assumed this contract service will not change. The contract service is estimated to operate 4,000 revenue-hours annually. The estimated cost of the contract service is \$151,700 annually. The estimated ridership is 25,800 passengers annually.

Summary

CTP should continue to focus on stable transit-user markets, such as the elderly and disabled. It will be difficult for transit to become a competitor of the automobile in the near future, since the automobile continues to play a key role in the region (particularly in developments with low density).

Table XIII-2 presents the level of service for Phase I. The annual cost for the Phase I transit service is approximately \$1.35 million without inflation. The estimated ridership is 252,430 passengers annually. This results in a cost per passenger-trip of \$5.36. Following is a summary of the estimated additional costs and passengers for the Phase I transit service:

- \$5.36 cost per passenger-trip
- \$1.35 million annual cost

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- 7.13 passengers per hour
- 252,430 annual passengers

It is estimated that 13 regular vehicles plus two spare vehicles will be needed to operate the Phase I transit service. CTP currently has 12 vehicles in their fleet capacity. Therefore, CTP will need to purchase three vehicles to implement the Phase I transit service.

In Phases I through III, CTP will need to install a total of 340 bus boarding areas along the route service. Additional details on the capital needs are presented later in this chapter.

**Table XIII-2
Level of Service - Phase I**

Options		# of Veh.	Total Daily		Total Annual		Operating Days	Annual Ridership	Pass. per Hour	Operating Cost Annual	Cost per Passenger
			Vehicle-Miles	Vehicle-Hours	Vehicle-Miles	Vehicle-Hours					
Fixed-Route (60 minutes) (Southwest, Northeast, West)	6:00 am - 6:00 pm (M-F)	4	552	48	140,760	12,240	255	111,302	9.1	\$446,990	\$4.02
Route-Deviation (60 minutes) (East, Northwest)	6:00 am - 6:00 pm (M-F)	2	476	24	121,482	6,120	255	55,651	9.1	\$254,795	\$4.58
Route-Deviation Saturday (60 minutes)	7:00 am - 5:00 pm	6	902	60	46,904	3,120	52	16,952	5.4	\$120,691	\$7.12
Evening Service Deviated (60 minutes)	6:00 - 10:00 pm (M-F)	6	361	24	92,004	6,120	255	31,429	5.1	\$189,392	\$6.03
Stride (Contract Service)	School Days	4	300	20	60,000	4,000	200	25,757	6.4	\$151,680	\$5.89
Curb-to-Curb Service	6:00 am - 6:00 pm M-F	3	690	15	175,950	3,825	255	11,338	3.0	\$188,470	\$16.62
Total/Average			3,281		637,100	35,425		252,429	7.13	\$1,352,016	\$5.36

Note: Costs based on LSC analysis, 2007.

Phase I Implementation (Mid-Term)

This section details the steps that need to be taken in order to implement Phase I of the preferred transit service plan.

Benefits

- Cheyenne residents will obtain increased connectivity and mobility throughout the area.

Benchmarks

- CTP will need to develop and implement a public involvement process to educate the users of the transit service and community on all aspects of the deviated-route service, changes to the curb-to-curb service, and the expansion of evening service.
- CTP will need to train the bus drivers on how to operate deviated bus routes.
- CTP will need to purchase a computerized dispatching system in order to effectively implement the deviated-route service.
- CTP will need to obtain City Council approval on a new fare structure that includes a deviation fare of \$1.50 to \$5.00 based on ADA eligibility.

Responsibility

- CTP will be responsible for planning and implementing the preferred transit service plan for the study area.
- CTP will need to train the bus drivers on the operations of the new transit service.
- CTP will need to develop an education program for the new transit service at least three months before the service changes are implemented. This should include public meetings to inform the public about the new transit service and allow for public comments.
- CTP will need to conduct test runs of the proposed service and make any necessary changes to the schedules.
- CTP will need to obtain City Council approval of the new fare structure.

Implementation Steps

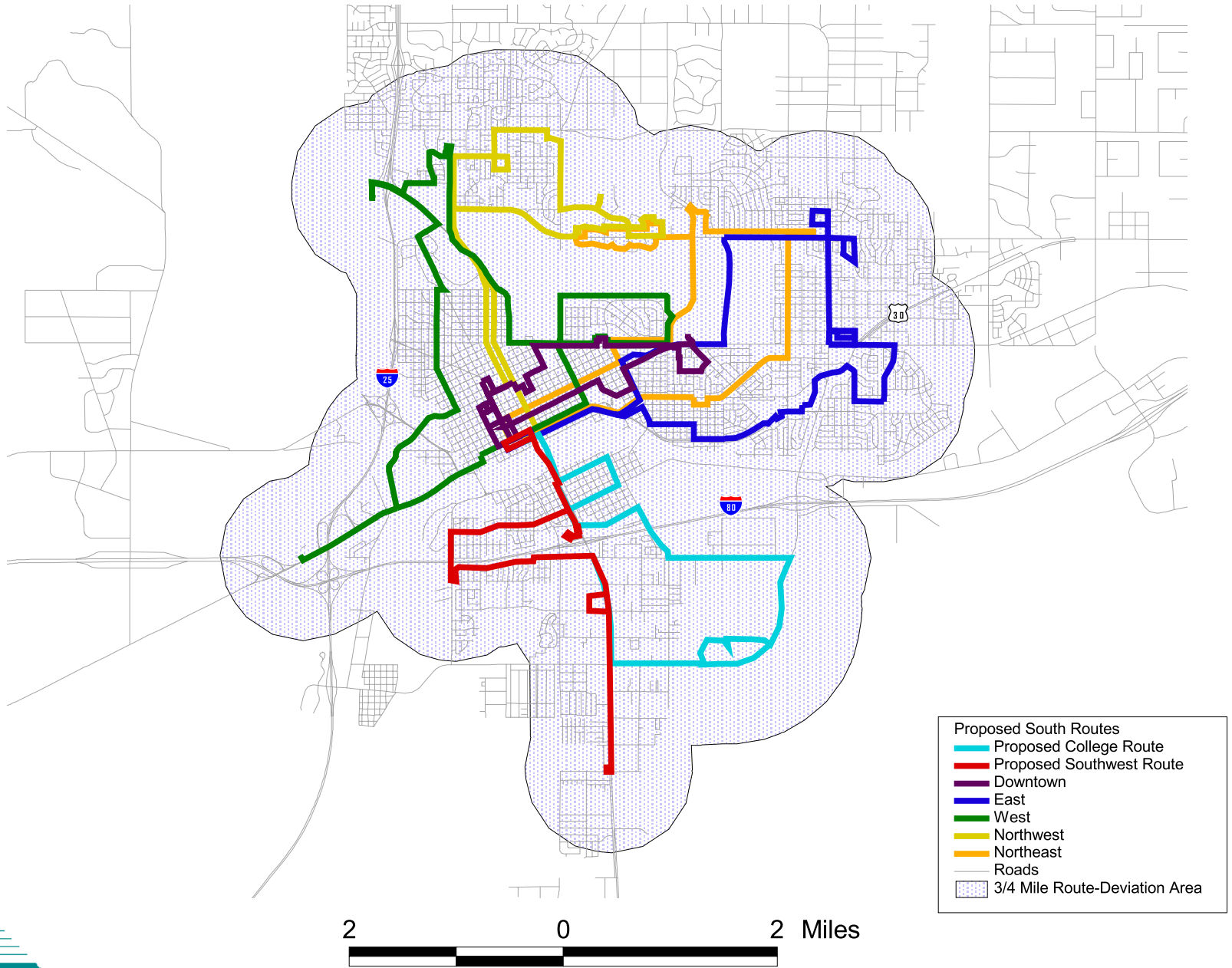
- CTP should educate the public about the new transit service.
- CTP and MPO staff will need to work through the transportation coalition process developed in the coordination plan, detailed above, in order to develop the future phases of the preferred transit service plan.
- CTP should apply for the appropriate operations funding for the new transit service.
- CTP will need to purchase vehicles for the implementation of Phase I.

- CTP should print and distribute copies of the new transit service schedules and brochures throughout the service area.
- CTP should advertise the new transit service with the local newspaper, radio, and television stations.
- CTP should continue to collect passenger ridership data and evaluate the new transit service on a monthly basis.
- With assistance from the City Planning and Public Works Departments and WYDOT staff, CTP should identify locations and conduct installations of formal bus stops.

Phase II (Mid-Term)

Phase II will include the same types of transit service as Phase I, but the route service will move to full deviation with a seventh route and Sunday demand-response service. Based on the information from the planning process, there is a need for a second route to cover the southern portion of the community. Figure XIII-8 presents the seven routes of the CTP system, including the new South route. The existing South route will be renamed the College route. All seven routes will be deviated routes. The curb-to-curb service will be reduced to 2,550 annual revenue-hours. The difference in revenue-hours will be shifted to create new demand-response service on Sundays.

Figure XIII-8
Phase II Preferred System



- Proposed South Routes
- Proposed College Route
- Proposed Southwest Route
- Downtown
- East
- West
- Northwest
- Northwest
- Roads
- 3/4 Mile Route-Deviation Area

2 0 2 Miles



Table XIII-3 presents the level of service for Phase II. The annual cost for the Phase II transit service is approximately \$1.48 million without inflation. The estimated ridership is 256,750 passengers annually. This results in a cost per passenger-trip of \$5.79. Following is a summary of the estimated additional costs and passengers for the Phase II transit service:

- \$5.79 cost per passenger-trip
- \$1.48 million annual cost
- 6.53 passengers per hour
- 256,750 annual passengers

It is estimated that 13 vehicles plus two spares will be needed to operate the Phase II transit service. The vehicles purchased in Phase I will allow Phase II to be implemented without additional vehicle purchases.

**Table XIII-3
Level of Service - Phase II**

Options		# of Veh.	Total Daily		Total Annual		Operating Days	Annual Ridership	Pass. per Hour	Operating Cost Annual	Cost per Passenger
			Vehicle-Miles	Vehicle-Hours	Vehicle-Miles	Vehicle-Hours					
Route-Deviation (60 minutes -- all routes)	6:00 am - 6:00 pm (M-F)	7	1,202	84	306,612	21,420	255	168,640	7.9	\$819,154	\$4.86
Route-Deviation Saturday (60 minutes)	7:00 am - 5:00 pm	6	1,002	60	52,104	3,120	52	16,952	5.4	\$123,876	\$7.31
Evening Service Deviated (60 minutes)	6:00 -10:00 pm (M-F)	6	401	24	102,204	6,120	255	31,429	5.1	\$194,390	\$6.18
Sunday Service Demand-Response	7:00 am - 5:00 pm	4	360	40	18,720	2,080	52	6,409	3.1	\$72,774	\$11.35
Stride (Contract Service)	School Days	4	300	20	60,000	4,000	200	25,757	6.4	\$151,680	\$5.89
Curb-to-Curb Service	6:00 am - 6:00 pm M-F	2	460	10	117,300	2,550	255	7,558	3.0	\$125,647	\$16.62
Total/Average			3,725		656,940	39,290		256,746	6.53	\$1,487,520	\$5.79

Note: Costs based on LSC analysis, 2007.

Phase II Implementation (Mid-Term)

This section details the steps that need to be taken in order to implement Phase II of the preferred transit service plan.

Benefits

- The Cheyenne residents will obtain increased access and mobility throughout the service area.

Benchmarks

- CTP will need to develop and implement a public involvement process to educate the users of the transit service and community on all aspects of the deviated-route service. This public education program will also need to cover the changes to the curb-to-curb service and the creation of demand-response service on Sundays.
- CTP will need to maintain a productivity level of seven passengers per revenue-hour on the deviated-route service in Phase I before Phase II can be implemented.
- CTP should have an overall cost per passenger-trip of less than \$6.
- Evening service should achieve ridership of more than 25,000 passengers annually.
- Annual ridership for the total transit system should be more than 240,000 passengers.

Responsibility

- CTP will be responsible for planning and implementing Phase II.
- CTP should develop an education program for the new transit service at least three months before changes to the service are implemented. This should include public meetings to inform the public about the new transit service and allow for public comments.
- CTP will need to obtain City Council and County approval for additional funding, grants, or intergovernmental agreements for the new transit services.

Implementation Steps

- CTP should educate the public about the new transit service.
- CTP should apply for the appropriate operations funding for the new transit service.
- CTP should work with the City Council and County to secure additional funding.
- CTP should print and distribute copies of the new transit service schedules and brochures throughout the service area.

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- CTP should advertise the new transit service with the local newspaper, radio, and television stations.
- CTP should collect passenger ridership data and evaluate the new transit service on a monthly basis.
- CTP should continue to install bus boarding areas along all routes.

Phase III (Long Term)

Phase III will include the same types of transit service as Phase II, but will increase the level of service. The deviated-route service will decrease the headway on all seven routes from 60 minutes to 30 minutes for the peak hours. The remainder of the day, the deviated-route service will operate on a 60-minute headway. The curb-to-curb service will be reduced to 2,040 annual revenue-hours.

Table XIII-4 presents the Phase III level of service. Phase III is estimated to have a total of 49,490 annual revenue-hours. The annual cost for the Phase III transit service is approximately \$1.75 million without inflation. The estimated ridership is 337,990 passengers annually. This results in a cost per passenger-trip of \$5.19. Following is a summary of the estimated additional costs and passengers for the Phase III transit service:

- \$5.19 cost per passenger-trip
- \$1.75 million annual cost
- 6.83 passengers per hour
- 337,990 annual passengers

It is estimated that 19 vehicles plus three spares will be needed to operate the Phase III transit service. CTP will need to purchase seven additional vehicles in order to implement Phase III.

**Table XIII-4
Level of Service - Phase III**

Options		# of Veh.	Total Daily		Total Annual		Operating Days	Annual Ridership	Pass. per Hour	Operating Cost Annual	Cost per Passenger
			Vehicle-Miles	Vehicle-Hours	Vehicle-Miles	Vehicle-Hours					
Route-Deviation Peak-Hour Service (30 minutes) (All Routes)	Peak Hours	14	601	84	153,306	21,420	255	168,640	7.9	\$725,254	\$4.30
Route-Deviation (60 minutes)	6:00 am - 6:00 pm (M-F)	7	601	42	153,306	10,710	255	84,320	7.9	\$409,577	\$4.86
Route-Deviation Saturday (60 minutes)	7:00 am - 5:00 pm	6	1,002	60	52,104	3,120	52	16,952	5.4	\$123,876	\$7.31
Evening Service Deviated (60 minutes)	6:00 -10:00 pm (M-F)	6	401	24	102,204	6,120	255	31,429	5.1	\$194,390	\$6.18
Sunday Service Demand-Response	7:00 am - 5:00 pm	4	360	40	18,720	2,080	52	6,409	3.1	\$72,774	\$11.35
Stride (Contract Service)	School Days	4	300	20	60,000	4,000	200	25,757	6.4	\$151,680	\$5.89
Curb-to-Curb (Floater) Service	6:00 am - 6:00 pm M-F	1	108	8	27,540	2,040	255	4,488	2.2	\$76,997	\$17.16
Total/Average			3,373		567,180	49,490		337,995	6.83	\$1,754,548	\$5.19

Note: Costs based on LSC analysis, 2007.

Phase III Implementation (Long Term)

This section details the steps that need to be taken in order to implement Phase III of the preferred transit service plan.

Benefits

- The Cheyenne residents will obtain increased connectivity and mobility throughout the area.

Benchmarks

- CTP will need to maintain and update the public involvement process to educate the users of the transit service and community on all aspects of the deviated-route service. This public education program will also need to cover the changes to the curb-to-curb service.
- CTP will need to maintain a productivity level of seven passengers per revenue-hour on the deviated-route service in Phase II before Phase III can be implemented.
- CTP should have an overall cost per passenger-trip of less than \$6.
- Sunday service should achieve ridership of more than 5,500 passengers annually.
- Annual ridership for the total transit system should be more than 240,000 passengers.

Responsibility

- CTP will be responsible for planning and implementing Phase III.
- CTP should develop an education program for the new transit service at least three months before changes to the service are implemented. This should include public meetings to inform the public about the new transit service and allow for public comments.
- CTP will need to obtain City Council and County approval for additional funding, grants, or intergovernmental agreements for the new transit services.

Implementation Steps

- CTP should educate the public about the new transit services.
- CTP should apply for the appropriate operations funding for the new transit service.
- CTP should work with the City Council and County to secure additional funding.
- CTP will need to purchase vehicles for the implementation of Phase III.
- CTP should print and distribute copies of the new transit service schedules and brochures throughout the service area.

- CTP should advertise the new transit service with the local newspaper, radio, and television stations.
- CTP should collect passenger ridership data and evaluate the new transit service on a monthly basis.
- CTP should continue to install bus stops along all routes.

Phase IV - Future Transit Development

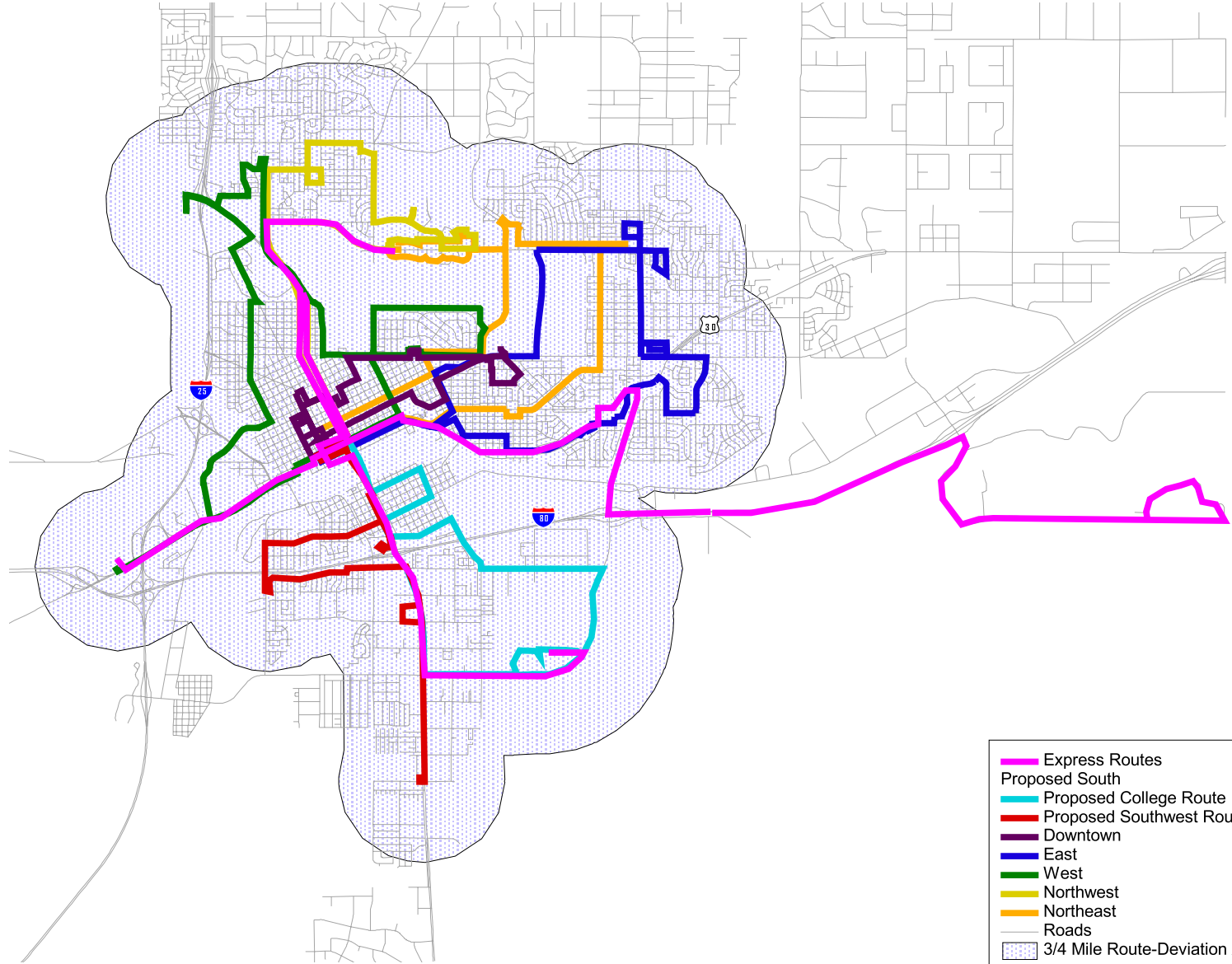
Phase IV will include the same types of transit service as Phase III, but with increased level of service and the addition of express routes. The deviated routes will operate with decreased headways from 60 minutes to 30 minutes, for a total of 52,600 annual revenue-hours. The express routes (from Alternative III) will be included in Phase IV to increase the flexibility and mobility of the transit service, and allow CTP to service several major employment centers outside the existing transit service area. The express routes are presented in Figure XIII-9, and will operate from 6:00 a.m. to 6:00 p.m. on weekdays.

Table XIII-5 presents the Phase IV level of service. Phase IV is estimated to have a total of 72,960 annual revenue-hours. The annual cost for the Phase IV transit service is approximately \$2.8 million without inflation. The estimated ridership is 471,275 passengers annually. This results in a cost per passenger-trip of \$5.98. Following is a summary of the estimated additional costs and passengers for the Phase IV transit service:

- \$5.98 cost per passenger-trip
- \$2.8 million annual cost
- 6.46 passengers per hour
- 471,275 annual passengers

It is estimated that 23 vehicles plus four spares will be needed to operate the Phase IV transit service. CTP will need to purchase an additional five vehicles to implement Phase IV.

Figure XIII-9
Phase IV Preferred System



- Express Routes
- Proposed South
- Proposed College Route
- Proposed Southwest Route
- Downtown
- East
- West
- Northwest
- Northeast
- Roads
- 3/4 Mile Route-Deviation Area

2 0 2 Miles



**Table XIII-5
Level of Service - Phase IV**

Options		# of Veh.	Total Daily		Total Annual		Operating Days	Annual Ridership	Pass. per Hour	Operating Cost Annual	Cost per Passenger
			Vehicle-Miles	Vehicle-Hours	Vehicle-Miles	Vehicle-Hours					
Route-Deviation (30 minutes)	6:00 am - 6:00 pm (M-F)	14	2,405	168	613,224	42,840	255	337,280	7.9	\$1,638,309	\$4.86
Route-Deviation Saturday (60 minutes)	7:00 am - 5:00 pm	7	1,002	70	52,104	3,640	52	16,952	4.7	\$139,203	\$8.21
Evening Service Deviated (60 minutes)	6:00 -10:00 pm (M-F)	6	401	24	102,204	6,120	255	31,429	5.1	\$194,390	\$6.18
Sunday Service Demand-Response	7:00 am - 5:00 pm	4	360	40	18,720	2,080	52	6,409	3.1	\$72,774	\$11.35
Stride (Contract Service)	School Days	4	300	20	60,000	4,000	200	25,757	6.4	\$151,680	\$5.89
Express Routes	6:00 am - 6:00 pm (M-F)	4	1,200	48	306,000	12,240	255	48,960	4.0	\$548,199	\$11.20
Curb-to-Curb (Floater) Service	6:00 am - 6:00 pm (M-F)	1	72	8	18,360	2,040	255	4,488	2.2	\$71,375	\$15.90
Total/Average			5,740		1,170,612	72,960		471,275	6.46	\$2,815,928	\$5.98

Note: Costs based on LSC analysis, 2007.

Phase IV Implementation (Long Term)

This section details the steps that need to be taken in order to implement Phase IV of the preferred transit service plan.

Benefits

- The Cheyenne residents will obtain increased connectivity and mobility throughout the area.

Benchmarks

- CTP will need to maintain and update the public involvement process to educate the users of the transit service and community on all aspects of the deviated-route service. This public education program will also need to cover the changes to the curb-to-curb service.
- CTP will need to maintain a productivity level of more than six passengers per revenue-hour on the deviated-route service in Phase III before Phase IV can be implemented.
- CTP should have an overall cost per passenger-trip of less than \$6.
- Annual ridership for the total transit system should be more than 335,000 passengers.

Responsibility

- CTP will be responsible for planning and implementing Phase IV.
- CTP should develop an education program for the new transit service at least three months before changes to the service are implemented. This should include public meetings to inform the public about the new transit service and allow for public comments.
- CTP will need to obtain City Council and County approval for additional funding, grants, or intergovernmental agreements for the new transit services.

Implementation Steps

- CTP should educate the public about the new transit services.
- CTP should apply for the appropriate operations funding for the new transit service.
- CTP should work with the City Council and County to secure additional funding.
- CTP will need to purchase vehicles for the implementation of Phase IV.
- CTP should print and distribute copies of the new transit service schedules and brochures throughout the service area.
- CTP should advertise the new transit service with the local newspaper, radio, and television stations.

- CTP should collect passenger ridership data and evaluate the new transit service on a monthly basis.
- CTP should continue to install bus boarding areas along all routes.

Fare Structure - Preferred Service

LSC recommends a new fare structure which will aid in the development of the preferred transit service. Since the new transit service in Cheyenne is a deviated-route system, each deviation can impact the route’s running time and level of service. In order to limit the number of deviations and encourage individuals to use the nearest bus boarding area, LSC recommends different fares for general fares and deviated-route fares. The fare structure is also designed to encourage riders to move over to the deviated-route service from the curb-to-curb service. Table XIII-6 presents the recommended fare structure for the new transit service.

Table XIII-6 CTP Transit Fares	
General Route Fare	\$1 per ride
Deviation (ADA eligible) Fare	\$.50 per deviation plus \$1.00 base fare
Deviation (non-ADA eligible) Fare	\$5 per ride
Curb-to-Curb Service	\$5 per ride
ADA Curb-to-Curb Service	\$2 per ride
Seniors Base Fare	\$1 Donation
Children (under 5 years of age)	Free
Transfers	Free
Students (under 18 years of age)	\$.75 per ride
Between 4:00 and 6:00 p.m.	\$.50 per ride
Monthly Pass	\$30.00
Punch Cards	\$20.00
Student Pass	\$22.50
Student Punch Cards	\$15.00
<i>Source: CTP and LSC 2007</i>	

CAPITAL PLAN FOR THE SHORT TERM

Bus Stops and Shelters

In order to improve the route service, bus stops and shelters should be installed at key locations. The bus boarding areas and shelters will allow the public to easily identify the transit pick-up locations and the routes that serve each location. Bus boarding areas and shelters will reduce the barriers to using the transit system and will increase the public profile of the transit service.

LSC recommends that the boarding areas be placed about every 1,200 to 1,500 feet along each route. The bus stops with shelters should be placed at key locations such as the major employment, shopping, and medical destinations. Transit shelters should also be placed at locations where there is an identified high number of riders with no building (shelters) already near the bus stop. LSC estimates a total of 340 bus stops with 34 to 40 shelters.

Each bus boarding area should include, at a minimum, a sign on a pole that identifies the location as a transit stop and that displays the schedule and route that serve the location. Each boarding area should also have a concrete pad for the transit users to stand on. The boarding areas at key locations should have a bench and shelter. Bus stop diagrams are presented in Appendix J.

The cost is estimated at \$1,200 to \$1,500 for each boarding area and \$10,000 to \$15,000 for each shelter. LSC has estimated that CTP can implement about \$90,000 worth of bus boarding areas and shelters a year over the next six years.

New and Replacement Vehicles

LSC recommends that CTP replace 13 vehicles over the next five years in order to maintain the existing service. This does not include the expansion of the fleet to implement the preferred transit service plan. Details on the recommendations for vehicle replacement purchases are shown in Table XIII-7. The vehicle costs are shown in the year of delivery and implementation.

The total cost of the replacement vehicles over the next six years for the short-term service plan is \$1 million, based on an estimated cost of \$75,000 per vehicle. The total local match funding needed for the replacement and new vehicles will be about \$200,000 over the next six years, with the remaining portion funded by FTA and WYDOT. At this time, the total vehicle cost for the preferred transit service plan has not been estimated.

Table XIII-7 Vehicle Replacement (Six-Year Plan)						
	2009	2010	2011	2012	2013	2014
Replacement Body-on-Chassis	4	5	1	0	2	1
<i>Source: LSC, 2008.</i>						

Dispatching Software

It is recommended that CTP employ the use of a new computer software and hardware system for scheduling and dispatching the curb-to-curb service and deviated-route service trips. This computerized system will replace the existing semi-manual system and will make scheduling and dispatching much easier, efficient, and effective. The computerized system will help CTP better facilitate the requests for service, will decrease the cost of the curb-to-curb service, and is needed for the deviated-route service.

The recommended change is to begin grouping trips around the pre-arranged requests. At the beginning of the day, the scheduler should group trips according to the requested time, pick-up zone, and destination zone. These groups may be adjusted throughout the day, but should form the core schedule to which new requests are added. The groups should be well-defined about two hours before the actual travel time and should be assigned to specific vehicles. New requests should then be added to the appropriate vehicle based on that vehicle’s schedule. This approach provides the advantage of using the maximum information to optimize the schedules. As trips are grouped, the potential for improved productivity is increased.

Administrative and Maintenance

The administrative and maintenance capital includes the purchase of office equipment, hardware, software, dispatching software, radios, and maintenance equipment. LSC has estimated a total administrative and maintenance cost of \$34,000 over the next six years, with about \$27,200 in federal funding and \$6,800 in local match funding.

Capital Costs and Needs for the Mid-Term/Long-Term Plan

Three of the phases will require the purchase of new buses. In Phase I, three buses will need to be purchased. In Phase III, seven buses will need to be purchased. In Phase IV, five buses will need to be purchased. These capital costs are not included in the financial plan at this time.

FUNDING PLAN

The following section presents the proposed financial plan for the next six years for the existing service. This financial plan does not include the cost of the preferred service plan at this time. Table XIII-8 presents the expenditures and revenues for CTP over the years 2009 through 2014, with the assumption of an annual five percent inflation rate.



LSC recommends that CTP continue to apply for federal and state grant funding in order to support public transportation services in the Cheyenne area. Federal funding is expected to remain relatively stable over the next few years. CTP should also continue to work toward establishing new revenue sources. Additional funds may be generated by pursuing grants from agencies and foundations, other than WYDOT or FTA.

In the short term, LSC recommends that CTP apply for FTA 5307 and 5309, TANF, Medicaid, CDC, local, and senior center funding. Under the new SAFETEA-LU rules, both TANF and Medicaid funding can be used for the local match transit operations.

**Table XIII-8
Transit Plan, 2009-2014 (assumed 5% inflation)**

	2009	2010	2011	2012	2013	2014	Total
EXPENSES							
OPERATING							
Route Service	\$805,192	\$845,452	\$887,724	\$932,111	\$978,716	\$1,027,652	\$5,476,847
Curb-to-Curb Service	\$516,781	\$542,621	\$569,752	\$598,239	\$628,151	\$659,559	\$3,515,102
Stride Service	\$167,227	\$175,589	\$184,368	\$193,586	\$203,266	\$213,429	\$1,137,465
Marketing Program / Public Education	\$10,000	\$10,500	\$11,025	\$11,576	\$12,155	\$12,763	\$68,019
Subtotal	\$1,499,201	\$1,574,161	\$1,652,869	\$1,735,512	\$1,822,288	\$1,913,402	\$10,197,433
CAPITAL							
Transit Buses	\$330,750	\$393,750	\$78,750	\$0	\$157,500	\$78,750	\$1,039,500
Transit Stop Improvements (60 stops over 6 years)	\$90,000	\$94,500	\$99,225	\$104,186	\$109,396	\$114,865	\$612,172
Office / Administration / Maintenance Eq./Radios	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$34,010
Subtotal	\$425,750	\$493,500	\$183,488	\$109,974	\$272,973	\$199,997	\$1,685,682
TOTAL EXPENSES	\$1,924,951	\$2,067,661	\$1,836,356	\$1,845,487	\$2,095,261	\$2,113,399	\$11,883,115
REVENUES							
Operation							
FTA 5307 Operational / State Grant Funding	\$744,600	\$781,830	\$820,922	\$861,968	\$905,066	\$950,320	\$5,064,707
State Grants	\$76,000	\$79,800	\$83,790	\$87,980	\$92,378	\$96,997	\$516,945
Subtotal	\$820,600	\$861,630	\$904,712	\$949,948	\$997,445	\$1,047,317	\$5,581,652
Capital							
FTA 5307 Capital	\$340,600	\$394,800	\$146,790	\$87,980	\$218,378	\$159,997	\$1,007,945
FTA 5309 Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$340,600	\$394,800	\$146,790	\$87,980	\$218,378	\$159,997	\$1,007,945
Local Revenues							
Operational (Local Match)	\$326,695	\$415,464	\$443,273	\$472,471	\$503,130	\$535,321	\$2,696,354
Capital (Local Match)	\$85,150	\$98,700	\$36,698	\$21,995	\$54,595	\$39,999	\$337,136
Intergovernmental Agreements	\$56,150	\$58,958	\$61,905	\$65,001	\$68,251	\$71,663	\$381,927
Advertising	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$108,000
Fares	\$277,755	\$279,066	\$286,884	\$295,094	\$303,713	\$312,764	\$1,755,276
Subtotal	\$763,750	\$870,188	\$846,760	\$872,560	\$947,688	\$977,748	\$5,278,694
TOTAL REVENUES	\$1,924,951	\$2,126,618	\$1,898,262	\$1,910,487	\$2,163,512	\$2,185,062	\$11,868,292

Source: LSC, 2008.

Federal funding is available for 50 percent of the operating costs for general public transportation services less farebox return. The remaining operating costs should be divided among the local government entities and local agencies depending on the intergovernmental agreements and contract services. LSC anticipates \$1.5 million in operational costs in fiscal year 2009 and \$1.57 million in fiscal year 2010, with an increase in each of the following years based on implementation of the additional phases. LSC's assumes that, with the computerized dispatching system, the cost of curb-to-curb service can be maintained with the rate of inflation.

Benefits

- Local funding displays a level of commitment on the part of the local governments and citizens.
- Local match funding is needed to help secure matching federal funds.
- The funding helps to provide a service needed by the local citizens.

Timing

- CTP should immediately begin the process of obtaining funds from the local government entities and agencies within the service area for the existing transit service. This includes capital for the replacement vehicles, computerized dispatching system, and bus stops.
- The local communities' budgetary offices should be prepared to incorporate local transit funding when the transit budget is presented for the fiscal year 2009 budget cycle.

Responsibilities

- CTP will be responsible for presenting the initial funding information to City Council and other governmental bodies, and for building support for local transit funding.
- CTP will be responsible for developing the transit budget and presenting the budget to the local governments.
- CTP should educate the public on the benefits of the existing and new transit services in order to obtain political support.



Implementation Steps

- CTP should meet with local agencies and government officials to present the need for local transit funding.
- CTP should prepare the detailed transit operating budget for approval by the City Council.

- CTP should present the approved transit budget to local agencies and local governments.
- A grassroots group should be created and should meet every month. The grassroots group should develop public education programs regarding the benefits of supporting the intergovernmental agreements and the level of local commitment to transit service.

MARKETING PLAN

This section outlines several effective preliminary marketing strategies that can be used by CTP. These strategies represent “best practices” from across the nation. They are taken from the *Transit Cooperative Research Program (TCRP), Report 50: A Handbook of Proven Marketing Strategies for Public Transit*, sponsored by the FTA and the Transportation Research Board. The TCRP Report 50 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 focused 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 people 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 funds is often ill-advised. The following sections outline some of these strategies appropriate for investigation by CTP.

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 can at least 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 able to be implemented 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
6. Accurately represent the transit service as a whole.

Although there are many other definitions of what a marketing strategy should consist of, it should be something that is a comprehensive part of the agency's overall goal of providing safe and efficient transit service. Marketing strategies should not be forgotten or discarded, even if there are no funding dollars available to support a comprehensive marketing strategy. Many strategies only take 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 agency's performance. Many times it comes down to two points—operating effectiveness and operating efficiency. Measures of operating effectiveness can be tested with performance factors such as passenger-trips per mile, hour, and capita. Measures of efficiency can be tested using the fol-

lowing measures: costs per passenger-trip, hour, mile, and capita. LSC recommends that CTP continue to collect and analyze key performance measures in order to make adjustments to the existing and new transit services.

Measures of marketing success can be measured using performance measures such as the ones discussed above, as well as through measures from passenger perceptions. Many times, the true measure of marketing success is an increase in ridership. Other such measures of success include revenue generation, farebox



recovery, and ongoing passenger perception surveys from onboard surveys, telephone surveys, focus groups, or mailings conducted on a regular basis. Such performance measures will be very important in terms of the new transit service.

Preliminary Marketing Steps

One of the primary steps in determining how to tailor a marketing program to your agency is to determine how CTP 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. CTP should review its answers to the following questions:

- 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 will say?
- If you asked customers how they heard about the service for the first time, do you think they can tell you?
- If you sampled the general community population, will they be able to tell you anything about CTP service (such as how much it costs, where it goes, and how to use it)?
- Will local businesses, clubs, organizations, etc. donate to your organization?
- How will customers rank service on a scale of 1 to 10? Will you be surprised by their responses?

These are the key questions that need to be addressed as CTP continues to improve and market itself as the main public transportation provider in the region. 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

This section presents marketing examples from across the country, along with the strategy's effectiveness at meeting the respective agency's goals. The strategies are not categorized or presented in any particular 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. 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 the Rural Transit 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.

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. 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.

Flyer Distribution - Blacksburg Transit

Blacksburg Transit in Blacksburg, Virginia posts single-page flyers throughout the Virginia Tech 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. Within two months after the strategy was implemented, calls to the agency for information and applications for service increased by 350 percent.

Connecting the Worker to the Workplace - Triangle Transit Authority

The Triangle Transit Authority (TTA) in Research Triangle Park, North Carolina held job fairs that focused on the importance of public transit options for the workplace. The objective of the job fairs was to bring employers and potential employees together 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, 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) in Erie, Pennsylvania conducts a transit awareness program called "Get On Board." EMTA 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 advertising 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 CTP. 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 include:

- *Volunteers to assist potential riders* - Under this program, a volunteer is used to explain the workings 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 the elderly and disabled, 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 transit system in the local newspaper twice per year will 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 will 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 will provide an incentive for riders and will be beneficial to the transit system and the shopping center.

While each of the listed marketing strategies may or may not be effective, they can all be modified in some way to fit CTP's needs. The goal of marketing is to increase awareness, support, and ultimately, ridership for the system. A key element of these marketing strategies is that the new transit service will need additional marketing strategies. This means a branding of the new transit service that is different from the existing service.

Marketing to Business

Marketing techniques to reach businesses should receive its own attention. An excellent resource is the *TCRP Report 51: A Guidebook for Marketing Transit Services to Business*, sponsored by the FTA and the Transportation Research Board. Much of what is documented in this section is taken from the TCRP Report 51, as well as LSC's varied experience across the country. The TCRP Report 51 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. 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 benefits to the employers by a spokesman for CTP. It is then up to CTP to respond to those business needs, such as getting employees to and from work. For example, subscription employee routes can provide a needed service to businesses.



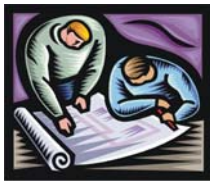
Once a service is proposed to be offered, support for that service must come in terms of commitment and participation. This is not only financial support, but may require the business participating to promote the service to employees. Effective programs across the country have employed such innovative 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:

- Direct Mailings – inform businesses of existing service and benefits.
- Site-Based Sales – informal visits with employers and employees to determine needs and possible solutions.
- Chamber of Commerce – an excellent means to communicate with businesses in the community. CTP may wish to join the Chamber and have senior management get involved in Chamber activities.
- Telemarketing – businesses can be contacted during business hours and be “pitched” information.
- Word of Mouth – it is possible an existing employee uses transit and can spread the benefits of transportation to fellow employees and employers.
- 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 and 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.

CTP Preliminary Transit 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. CTP must maintain a customer orientation in every part of the plan. Promotional activities have been identified that can enhance the overall implementation and marketing efforts. The following represent realistic efforts that can be done under a limited budget.

Human Interest Stories

CTP should work with the local newspaper to provide periodic human interest stories. Human interest stories can be used to reinforce the benefits of transit service for the community. Examples of good stories will be individuals who are able to work or attend school because of the availability of public transportation. Another example is someone with a disability who is able to make a contribution in the community because of public transportation or who is able to obtain medical treatment because of the coordinated efforts between CTP and the social service agencies.



CTP should also make use of news advisories for any significant event or accomplishment of any employee. 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 that might otherwise dilute the attention paid to more important communications. CTP should use the media in the beginning to talk about the new transit service changes.

Vehicle Logo Design/Bus Wrap

A vehicle logo should be designed that is both distinctive and attractive. The logo should convey the message that this is a transit bus or a transit stop. It should be colorful, easy to read, and reproducible. Additionally, bus wraps offer an attractive alternative to paint schemes. Many times the bus wrap cost can be offset by advertising a local business or college. Additionally, a “Design a Bus Wrap” contest can be sponsored throughout the region. A high school student in Tempe, Arizona won the 2004 Valley Metro “Design a Bus Wrap” contest.



CTP should contact a local business or agency that may be willing to pay for the bus wrap. Bus wraps have a wide range of prices depending on the design, amount of the vehicle to wrap, geographical location, and type of vehicle. Vendors have stated that a three-year wrap for a body-on-chassis vehicle can run between \$7,000 and \$15,000. Many smaller agencies are just not financially capable of having this done to vehicles. However, there may be a local business or other agency that may be willing to cover the cost of design, materials, and installation.



Passenger Information

One main element of passenger information appropriate for CTP is 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, telephone numbers, fare information, etc. The brochure should also describe how to request a pick-up and drop-off. The brochure should be attractive, informative, and bilingual (English and Spanish) if there is a large Hispanic population in the community or service area.

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

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 advertising costs for the agency. Local advertisement also means working with local businesses and agencies to advertise on the buses, at bus stops, etc. Many times this can be a revenue generating initiative.

Guidelines for Preparing Radio and Newspaper Stories or Releases

It is important to remember that local people read local papers. Several written communication strategies may be used to “sell” the transit system. The following communication strategies should be considered if they are not already being used: yellow pages, directories, classified ads, newspapers, event flyers, referral flyers, and promotional flyers. Following are brief guidelines for preparing news advertisements or releases.

- Determine the goal: Why are we releasing this news story? Does it help to promote service? Does it reach our markets effectively? What market are we trying to reach with the advertisement or story? Determination of the overall goal of a news release or advertisement may help to assess if it is worth the cost to place the advertisement versus what the return may be. Overall, will anything be gained from the release or advertisement?
- What is needed? A determination of the objectives is necessary to assess how much is needed to convey the message. It is unlikely that one or two lines of text will suffice for releasing information in local papers about service changes or improvements. Having several “eyes” read and critique the piece will help to know if the message is being conveyed as intended.
- When writing a release, follow this simple strategy: don’t forget about the primary goals, go overboard, use empty useless statements, or forget to be accurate.

Public Relations and Service Announcements

Public relations and service announcements are activities by which CTP can be “sold” without having to incur paid advertisement costs. Public relations is vitally important to any company, but especially to transit systems because of the system’s dependence upon the public to sustain it financially. The fact that the transit system must provide dependable, convenient, and timely service to the public is fundamental. Without this element of efficiency, no amount of public relations, advertising, or other marketing strategies will be effective. CTP should develop service announcements describing the new transit service changes. This is a cost-effective way of spreading the word over the airwaves.

PERFORMANCE MONITORING PROGRAM

Monitoring of service should begin immediately. Data collection is essential to evaluate the service performance and to determine if changes should be made in the service delivery. While CTP currently collects some of this information, detailed information such as passenger boardings and alightings by bus stop will greatly enhance the amount of analysis which can be performed for future service changes. Passenger boardings should be recorded daily by route, fare category, and trip. 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.

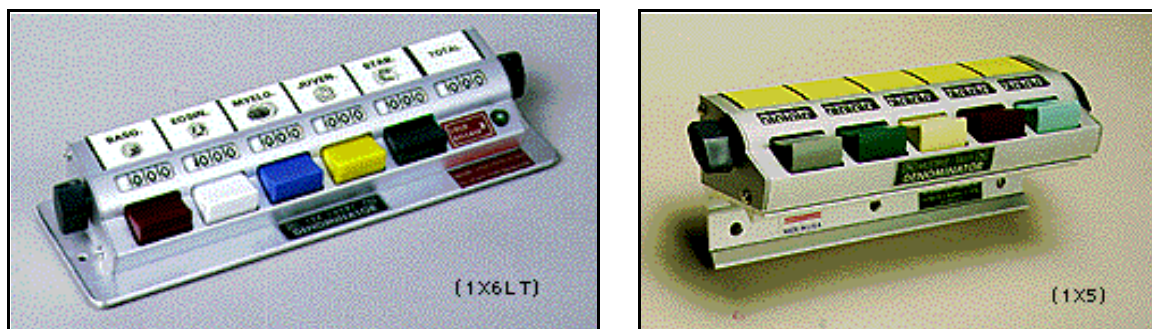


MDTs in use

One goal all transit agencies should strive for is the implementation of Intelligent Transportation Systems (ITS), such as Mobile Data Terminals (MDTs). MDTs include features such as recording each passenger by fare category as they board. This capability should be programmed into the software as it is implemented. MDTs 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 country implementing MDTs include Central Ohio Transit Authority, Colorado Springs Mountain Metropolitan Transit, Tri-Met Oregon, Milwaukee County Transit System, Ann Arbor Transportation Authority, and Montgomery County Transportation Authority.

Passenger boarding data can also be collected using tally boards on the buses. Two sample counters are shown in Figure XIII-10. 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 driver's 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 XIII-10
Manual Passenger Boarding Counters



Twice each year, a full boarding and alighting count should be completed. If passenger boardings are counted using the MDT 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 each stop for a full day. This information records the passenger activity at individual stops and is useful in determining if stops are appropriately placed and what amenities should be provided. If a stop has little or no activity, it will 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 shown on the following page. Similar sheets should be prepared in advance for the boarding and alighting data collection.

Time: _____ am / pm

Breckenridge Route

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

Provide Comment Cards and Boxes

LSC recommends that CTP provide comment cards and comment boxes on each transit vehicle so that passengers have an opportunity to provide input regarding the transit system.

RECOMMENDED ADDITIONAL PLANS AND STUDIES

LSC has developed a short list of additional studies and plans that CTP will need to conduct over the next few years:

- Onboard survey and analysis to analyze the new deviated-route service and identify possible adjustments to the transit service.
- Bus stop location analysis to identify the location of bus stops in terms of connectivity, access, and safety.
- Route operational analysis to determine route effectiveness after the system and fare structure changes.
- Transit Development Plan 2013-2018 – to update this planning document in five years.
- Regional Transit Authority Funding Study – to study the possibility of creating a funding tax for CTP.