

# PACTS Regional Transit Coordination Study



*Prepared by the:*  
**Greater Portland Council of Governments  
Southern Maine Regional Planning Commission**

*In Cooperation with:*  
**PACTS Regional Transit Coordination Study Committee**

*Prepared for:*  
**Portland Area Comprehensive Transportation Committee  
PACTS Area Public Transportation Providers**

May 2007

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## **Transportation Planning Staff:**

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*The contents of this document reflect the views of the authors and the contributing Committee members who are responsible for the facts and the accuracy of the data presented herein. The contents do not necessarily reflect the views of the Federal Transit Administration or the Maine Department of Transportation. This project does not constitute a standard, specification or regulation.*

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The Study Committee was comprised primarily from members of the PACTS Transit Committee. Additional PACTS Policy Committee appointees included Rick Michaud, Linda Boudreau, Art Handman, David Libby and Michael McGovern.

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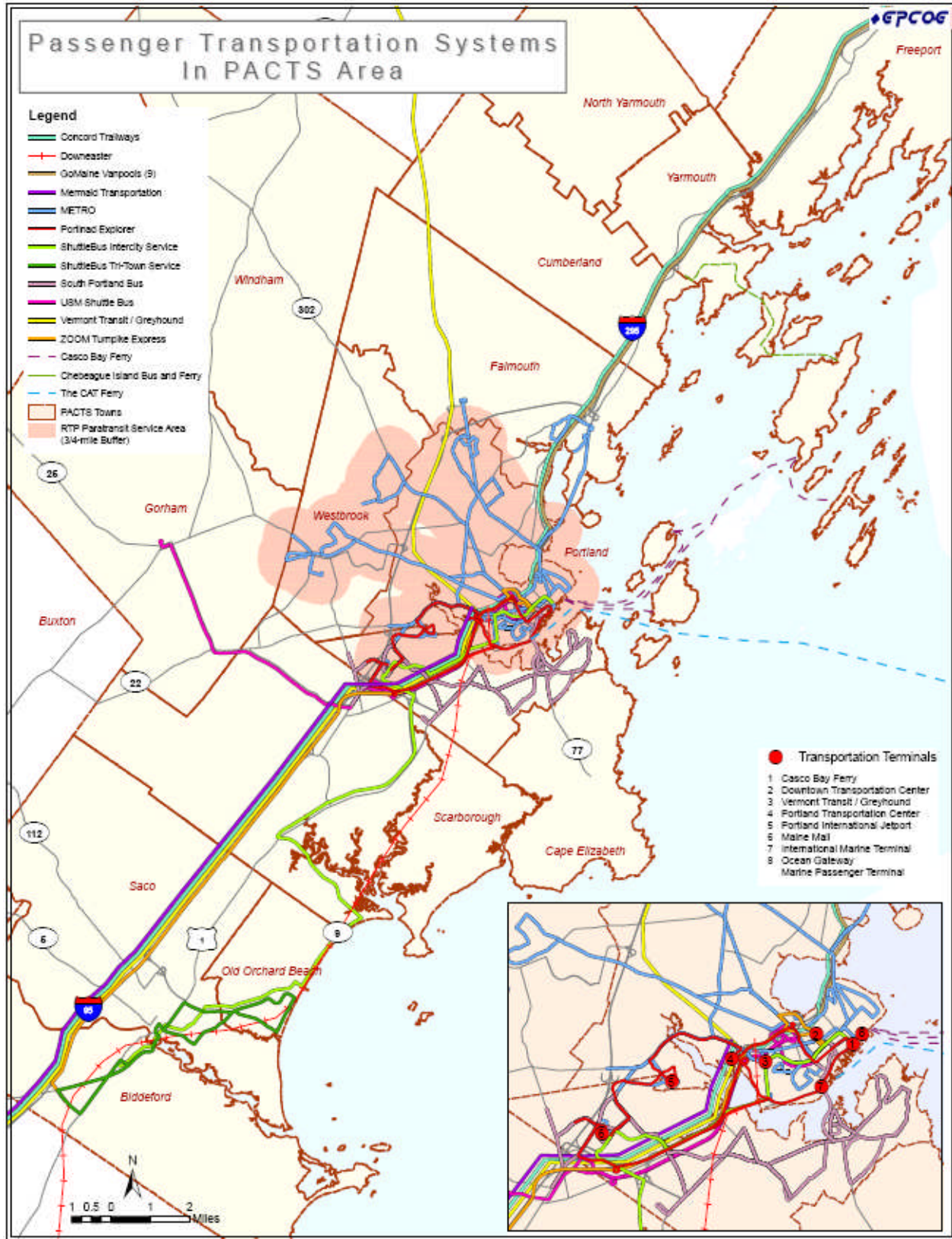
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## Glossary of Terms and Abbreviations

ADA	Americans with Disabilities Act
BSoOB	Biddeford Saco OOB Transit ShuttleBus – ZOOM
BOP	Biennial Operations Plan (MaineDOT)
BRT	Bus Rapid Transit
BTIP	Biennial Transportation Improvement Program (MaineDOT)
CAA	Clean Air Act
CBITD	Casco Bay Island Transit District
CMAQ	Congestion Mitigation Air Quality Program (Federal Funds)
Concord	Concord Trailways Bus
CTC	Chebeague Transportation Company
Custom	Custom Coach & Limousine
DOE	Department of Energy
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FRA	Federal Railroad Administration
GPCOG	Greater Portland Council of Governments
ISTEA	Intermodal Surface Transportation Efficiency Act
ITN	Independent Transportation Network
ITS	Intelligent Transportation Systems
JPO	Joint Programs Office (USDOT)
LRT	Light Rail Transit
Maineline	Coach USA (charter bus)
MaineDOT	Maine Department of Transportation
Mermaid	Mermaid Transportation, Inc.
METRO	Greater Portland Transit District (bus)
MNGRR	Maine Narrow Gauge Railroad
MPO	Metropolitan Planning Organization (PACTS, KACTS, ATRC, BACTS)
MTA	Maine Transit Association, Maine Turnpike Authority
NHS	National Highway System (Federal Funds)
NNEPRA	Northern New England Passenger Rail Authority (Downeaster, contracts with Amtrak)
NOAA	National Oceanic and Atmospheric Administration
OFT	Office of Freight Transportation (MaineDOT)
OPT	Office of Passenger Transportation (MaineDOT)
PACTS	Portland Area Comprehensive Transportation Study (Portland Area MPO)
RTP	Regional Transportation Program (bus)
SAFETEA-LU	Safe, Affordable, Flexible, Efficient, Transportation Act –Legacy for Users
SPBS	South Portland Bus Service
SPO	State Planning Office
STIP	Statewide Transportation Improvement Program
STPA	Sensible Transportation Policy Act
STP	Surface Transportation Program (Federal Funds)
TE	Transportation Enhancement Program (Federal Funds)
TEA-21	Transportation Equity Act for the 21 <sup>st</sup> Century
TIP	Transportation Improvement Program (PACTS)
USCG	United States Coast Guard
Vermont	Vermont Transit (Subsidiary of Greyhound)
VIP	VIP Tour and Charter Bus Company
YCCAC	York County Community Action Corporation (bus)



## 1. Introduction

The *PACTS Regional Transit Coordination Study* is the product of one-and-a-half years of research and deliberation on the part of the MPO's public transportation providers, municipal officials and other transportation professionals appointed to the committee. The report was prepared by staff from the Greater Portland Council of Governments (GPCOG) and the Southern Maine Regional Planning Commission (SMRPC) with assistance from Tom Crikelair and Associates and input from the Study Advisory Committee.

The overall goal of this study was "to identify opportunities to increase efficiency of transit operations within Greater Portland and to work toward the development of one regional transportation system." To accomplish this, providers and staff assessed existing conditions and identified opportunities to realize cost efficiencies, improve quality and frequency of service, increase connectivity, and grow ridership for all providers with an emphasis on maintaining or improving customer service. In concert with the operations and management orientation of this study the oversight committee recognizes that the ultimate goal for any transit system is to increase ridership. All of the efforts and recommendations of the committee are focused on ways to make transit service attractive and useful to more people in the region as a primary travel option.

An **Executive Summary** of this report can be downloaded from the GPCOG website in .pdf format at: <http://gppacts.transitid.com/documents/RTSReportExSum5.10.07.pdf>

The principal subjects of the study are:

Biddeford-Saco-Old Orchard Beach Transit Committee (BSOOB) – ShuttleBus; Tri-Town, Intercity Service, and ZOOM Turnpike Express  
Casco Bay Island Transit District (CBITD)  
Greater Portland Transit District (METRO)  
Northern New England Passenger Rail Authority (NNEPRA) – Downeaster  
Regional Transportation Program (RTP)  
South Portland Bus Service (SPBS)  
York County Community Action Corporation (YCCAC)

### A. Purpose

The purpose of the study is to assess existing conditions and identify opportunities that realize cost efficiencies, improve quality and frequency of service, increase connectivity, and grow ridership for all providers with an emphasis on maintaining or improving customer service. The Study further explores the feasibility of regionalizing the seven public transit service providers, potentially into a regional transit authority or other more cost-effective and streamlined structure. Particular attention was paid to public transit operations while some private services were inventoried.

### B. Background

In April 2005, the PACTS Policy Committee adopted three priority tiers within the 88 strategies determined in *Destination Tomorrow*, the Long Range Regional Transportation Plan for the MPO. One transit related strategy rose to the first tier, indicating that it should be addressed in the first year.

Strategy 34, also known as Transit Coordination states: "(C)ontinue the efforts of the PACTS Transit Committee and the Peninsula Transit Operations Group to coordinate transit service, fares and operations in the region. These efforts should include studying the feasibility of regionalizing the seven

*public transit service providers, potentially into a regional transit authority or other more cost-effective and streamlined structure.”* Responsible parties were identified as: Municipalities, PACTS, GPCOG, MaineDOT, SMRPC and Transit Agencies.

In 1990, a consolidation study was done for the then smaller MPO transit providers in Greater Portland. The 1990 *Cumberland County Transit Operations Study, Consolidation Feasibility* also known as the TAMS study *Organizational, Financial and Policy Evaluation of Consolidated Public Transportation in Cumberland County* was issued as a divided report. Essentially, there was no interest on the part of the various Boards (except METRO) to consolidate in any way while staff interpreted potential benefits from combining operations.

As a compromise, the PACTS Policy Committee requested that the area providers meet on an informal but regular basis to share information and explore ways to work together. The “Transit Providers Working Group” met monthly for several years. In 2003 when the MPO increased its geographic size and population, two transit providers from York County were added to the group. By 2005 the Policy Committee formed the PACTS Transit Committee to continue and expand upon the collaborative efforts of the providers.

Examples of existing collaboration between Greater Portland area transit providers:

- METRO, South Portland, and the ShuttleBus all honor **free transfers** between services.
- METRO and South Portland recently collaborated on a **transfer study**.
- Area providers collaborate on the Federal funding distribution formula, Surface Transportation Program (STP) transit set-aside funds and several policy issues at the **PACTS Transit Committee**.
- METRO provides **maintenance services** for a portion of the RTP fleet.
- The ShuttleBus provides **maintenance services** for all YCCAC vehicles.
- METRO, South Portland, and RTP collaborate on a Medicaid (**Maine Care**) **bus pass** program providing monthly fixed route bus passes to people who document at least three medical visits per month.
- METRO and South Portland are offering a **Summer Student Pass** for \$20 that is good for both services.
- **Maine Mall Transit Center** – services stop in the same location at the Maine Mall, where there is transit information and a Transportation Information Display System (TIDS) screen.
- METRO, RTP, SPBS and GPCOG are working collaboratively on **Automatic Vehicle Location (AVL)** and dispatch systems.
- VIP Tour and Charter is providing service for the **Portland Explorer** and the University of Southern Maine.
- Transit agencies are collaborating on the redesign of a Portland **Downtown Transportation Center** at the current METRO Pulse location.
- NNEPRA’s Downeaster service and Concord Trailways are **both located** at the Portland Transportation Center and offer **flexible tickets** that can be used for either service.
- Transit providers provide vehicles to one another during **emergencies** or unforeseen circumstances in order to prevent disruptions in service.
- With SMRPC, South Portland and BSOOB (ShuttleBus) have commissioned a joint route design study.

## **2. Evolution of the Study**

### **Preliminary review of Consolidation Feasibility Study**

#### **A. Introduction**

As a starting point for reviewing consolidation, staff conducted a preliminary review of a study completed in 1989 entitled “Cumberland County Transit Operations Study – Consolidation Feasibility”. The following comments and suggestions were developed. Although this study is the most detailed available, staff cautions the use of much of the information included in the document – primarily due to the timeframe that has transpired between 1989 and 2006. The data collected for the study is actually from the 1984 fiscal year.

Although many of the issues discussed in the study, such as obstacles to consolidation, may be the same, there are many things that have changed. These include the structure of PACTS, funding, political climate, agency debt, and avenues for cooperation.

#### **B. Report Summary**

It appears that much of the research portion of the 1989 study focused on collecting, consolidating, and analyzing data related to the performance and efficiency of the service of the transit agencies in the greater Portland region. There was a great deal of comparison made between providers, and also between providers in the Portland area and those located in ten other areas of the eastern U.S.

However, in terms of the overall goal of analyzing consolidation options, there appears to be little correlation made between this goal and the performance-based measures. It may have been that performance of certain agencies was in question during the time of the report due to declining ridership. This may have been the reason behind the focus on performance at that time.

The remainder of the report focuses on four different types of consolidation, and more detail for each possibility. These were selected from a larger list of options, and chosen as the four most likely scenarios. In order to narrow the options, eleven criteria were used to assess them. The criteria selected by the Committee were:

1. Minimize administration
2. Ability to sell to municipalities, legislature, and MaineDOT
3. Provide long-term solution to transit management and funding
4. Preserve the missions of existing organizations
5. Maintain and enhance service provided to the public over the next ten years
6. Reduce cost of providing service
7. Capable of meeting the need for expansion
8. Improve the ability to leverage capital
9. Form effective partnership with regional planning
10. Respond to need for relief of automobile congestion
11. Provide balanced and effective constituent representation

The four options selected for detailed analysis in the 1989 Cumberland County Study were:

1. Consolidation:
  - Regional Transit Organization with single board, one General Manager and key staff
  - Separate operating divisions based on type of service
2. Subsidiary:
  - Regional Transportation Organization for administration and management
  - Existing agencies become subsidiary corporations responsible for operation of service
  - Both have governing boards
3. Consortium:
  - Voluntary organization for shared services such as marketing, financial management, planning, joint purchasing
  - No change in administration
4. Combination:
  - Merger of METRO and RTP
  - Regional Transit Organization with CBITD as subsidiary corporation

The options were then analyzed for cost savings potential, and for effects on various pieces of service delivery and agency responsibilities. A set of necessary activities or requirements was also presented for each option if they were to take place.

Based on the two Executive Summaries (see section C.), there appears to have been some disagreements on methodology regarding the estimated cost savings for many of the proposed options. The savings ranged from \$30,000 per year for the Consortium option, to \$320,000 per year for full consolidation and the development of a Regional Transit Organization.

In addition to this major issue, three other general themes were brought forth during the process that seemed to steer the group away from consolidation:

1. Independence/Local Control
2. Labor issues
3. Operational and Fiscal Control

### **C. Report Conclusions/Recommendations:**

Although there were actually two separate Executive Summaries produced at the end of the effort (one by the Steering Committee and one by study staff), the overall recommendations of the 1989 Transit Study were basically the same. While the staff advocated for more consideration for the benefits of consolidation and the establishment of a Regional Transit Organization, the recommendation in both cases involved the establishment of a “consortium”. This option was “Consolidation Option #1” in the report.

Many of the recommendations for forming a consortium have occurred as a result of the PACTS process. With the formation of the PACTS Transit Committee (PTC), and the Work plan developed after its formation (and indeed prior to this with the Transit Providers Working Group), many tasks envisioned in the study are taking place.

A comparison of these follows.

### Recommendations of Option 1:

1. Consortium would recommend allocation of 5307 dollars within the region
  - *This takes place each year through PACTS Transit Committee*
2. Consortium would review/approve capital funding requests from agencies
  - *Although not exact, the PTC approves 5307 money for capital.*
  - *PTC recommends allocation of Surface Transportation Program (STP) Transit Set-aside funds*
  - *Providers also share information regarding earmarks*
3. Consortium would oversee transit planning work
  - *This takes place through PTC*
4. Meet regularly to share information and coordinate efforts
  - *PTC fulfills this function*

### Other possibilities offered as future ideas of consortium:

1. Consolidated marketing
  - *Occurs on a limited basis (through Maine Transit Association)*
2. Share financial management (primarily between METRO and RTP)
  - *None to date*
3. Assist in completing Federal grant applications
  - *GPCOG/SMRPC complete these for some providers*
4. Conduct short-term planning activities (such as service planning)
  - *Some conducted through GPCOG/SMRPC (on-off surveys, route studies and passenger satisfaction surveys for example)*

### **3. Summary of Consolidation Examples from other areas of the U.S.**

As another step in the process of considering consolidation options, an extensive review was conducted of other regions of the country that have started or gone through similar processes. Staff attempted to find areas which have a similar population and/or similar circumstances as the Greater Portland region. The following areas were reviewed in depth.

- Butte County – California
- Quad City area – Iowa and Illinois
- Raleigh, Durham, and Chapel Hill – North Carolina
- Atlanta – Georgia

*Staff also reviewed the following consolidation efforts that were either attempted, or are currently underway:*

- Burlington , Vermont
- Hampton Roads Transit, Virginia
- Washington, D.C.
- Detroit, Michigan
- Northern Virginia
- San Francisco, California
- Vancouver, B.C.
- Kern County, California

## A. Region: Butte County California

### **Lead Agency: Butte County Association of Governments (BCAG)**

More Information: <http://www.bcag.org/transit/index.html>

Population = 203,171

Seven transit agencies operate within the region:

- ◆ Butte County Transit
- ◆ Oroville Area Transit (OATS)
- ◆ City of Chico (CATS)
- ◆ Four separate Dial-A-Ride services: Chico Clipper, Paradise Express, Oroville Express, Gridley Golden Feather Flyer

### **1. Background**

#### **The Advisory Committee for the study developed five goals to guide the process:**

- To develop consolidation alternatives that realize cost efficiencies over current system expenditures.
- To identify opportunities to improve the overall quality of transit service in Butte County.
- To develop an equitable funding plan for the preferred alternatives.
- To develop a plan for the administration and policy board oversight of the preferred alternatives
- To recommend a preferred alternative for improving transit that is supported by all key stakeholders.

#### **There are several common characteristics among all of the providers:**

- All of the transit systems use a contract operator
- With the exception of Gridley, all transit services are provided by ATC/Vancom
- BCAG staff administers transit services for Butte County, the City of Oroville, and the Town of Paradise
- Purchased transportation is the major cost for all transit providers

### **2. Options**

The study was completed in 2001, and analyzed the following consolidation options:

1. Status Quo
2. Full consolidation
3. Full consolidation with Gridley Dial-A-Ride separate
4. Administrative consolidation
5. Fixed route consolidation with Dial-A-Ride consolidation

These five options were narrowed down to include only the second and third on the list – full consolidation and full consolidation with Gridley separate. The final option chosen was to keep the Gridley Golden Feather Flyer separate, but proceed with full consolidation.

### **3. Results**

#### **Final recommendations of the Butte County Study included:**

- Establishment of a Joint Powers Agreement

- Several administrative options were considered, with the final recommendation being that the Administrative Agency would be the current BCAG board, with a super majority vote (two-thirds)
- One of the most complex issues in this region was agreeing on sharing the costs of a consolidated transit system. The following Cost Sharing agreement was accepted as a method of developing the appropriate contributions from cities and Butte County:
  - Fixed Route services = 50% Pop/50% service hours
  - Dial-A-Ride = 50% Pop/50% ridership

The cost sharing is based on the net operating costs for each service, which is calculated by subtracting passenger fares and Federal funds from the total operating costs. The consolidated system began as Butte Regional Transit in July, 2005.

**B. Region: Iowa and Illinois – Quad City area of Davenport, Moline, Bettendorf, Rock Island**

**Lead Agency: Bi-State Regional Commission**

Population: 308,042

Further Information: [http://www.bistateonline.org/index\\_ie.shtml](http://www.bistateonline.org/index_ie.shtml)

Four Transit Providers operate in the region:

- ◆ Davenport CitiBus
- ◆ Bettendorf Transit System
- ◆ River Bend Transit
- ◆ MetroLINK (not involved)

**1. Background**

The transit consolidation study was completed in 2002 by TranSystems Corporation, and considered five different consolidation options:

1. Status Quo
2. CitiBus as stand-alone city department
3. Quad City Transit Authority with public, in-house employees
4. Transit Authority with private contracted employees
5. Transit Authority with employees of a non-profit organization

**The following Criteria were utilized to review each of the consolidation options in the Quad City study:**

- Net cost savings – should not materially increase overall net costs while permitting increased investment in planning and marketing
- Level of service – service should remain at least at pre-consolidation levels
- Quality of service – should be at least equal to pre-consolidation if not improved overall
- Coordination of service – working together to form “seamless” movement for patrons
- Stabilize Management – ensure that consistent leadership is provided at the systems
- Refocus agency/city management – allowing the three organizations to each focus more on core duties as opposed to having attention diverted from transit

## **2. Options**

The final recommendation of the Bi-state study was to move ahead with establishing a Quad-City Transit Authority with public, in-house employees. However, due to a lack of commitment from several of the key stakeholders, a follow-up Study was completed in 2004, which focused on more coordination options (as opposed to consolidation of agencies). This Study focused on the following options:

1. Informally combining planning and marketing efforts
2. Formally combining same
3. Combining planning and marketing into one entity

## **3. Results**

As a result of this follow-up Study, an effort to coordinate operations between agencies in the Quad City began to occur for the first time. Agencies started meeting together monthly to discuss coordination and common issues. An additional staff person was also hired in 2005, who is now shared by all three transit providers. The staff person is funded through Federal Transit Administration 5307 funds and is housed in the Bi-State Regional Commission. The focus of the staff time is on service coordination and collective marketing opportunities.

### **C. Region: North Carolina, area of Raleigh, Durham, and Chapel Hill**

#### **Lead Agency: Triangle J Council of Governments**

There are six Transit Providers operating in the region:

- ◆ Capital Area Transit (CAT), City of Raleigh
- ◆ Chapel Hill Transit (CHT)
- ◆ C-Tran (Town of Cary)
- ◆ Durham Area Transit Authority
- ◆ Triangle Transit Authority
- ◆ Wolf Line – North Carolina State University (NCSU)

Further Information: <http://www.triangleregiontransit.org/implrpts.html>

#### **1. Background**

##### **Timeline of original Study and efforts that followed:**

- 1995 – original consolidation study
  - ◆ Not much progress occurred following this initial effort
- 2002 – interest in consolidation ideas surfaced as a result of discussion regarding a regional commuter rail system
  - ◆ Four mayors began leading effort to renew consolidation
  - ◆ North Carolina Department of Transportation appropriates money for consolidation plan
- August 2003
  - ◆ Plan completed by AECOM Consult
  - ◆ Support was then sought from municipal officials
- November 2004
  - ◆ Memorandum of Understanding (MOU) developed, which focuses on options that can be accomplished without large consolidation effort or combining staff, etc.

- June/July 2005
  - ♦ MOU approved by Raleigh, Durham, Triangle Transit Authority and Triangle J Council of Governments
- September 2005
  - ♦ MOU also approved by Cary and Chapel Hill

## **2. Options**

The result of the MOU was the development of the Triangle Seamless Public Transportation Service Project, which focuses on pieces of the consolidation plan that could be implemented in the short term. The MOU and Work Plan focuses on the following elements:

- Undertake Regional Marketing Activities
- Prepare Triangle Seamless Service Bus Plan
- Develop Regional Customer Service Program
- Develop Triangle Seamless Service Paratransit Program
- Centralize Capital Procurements
- Regionalize Installation and Maintenance of Bus Stops, Signs and Shelters
- Centralize Capital Maintenance Services
- Implement Regional Information Technology Plan
- Regional Coordination of Safety and Security

## **3. Results**

A process was developed for the Triangle Seamless Public Transportation Service Project elements, which includes the following:

- Each of the above tasks has a working group that meets with staff on a regular basis
- Quarterly Project meetings involve larger project coordination committee
- Interim review is conducted on specific items by individual management team members
- Reports and updates are given to Mayors and/or City Councils
- Progress reports are produced twice per year, the latest of which was completed in January of 2006

At the same time the Service Project is taking place, another effort – the Triangle Regional Transportation Development Planning Project – is looking at coordination and/or consolidation of the three rural providers in the region:

- Durham County Access
- Orange County Public Transportation
- Wake Coordinated Transportation Services

The Triangle Regional Transportation Development Planning Project has two phases. Phase One of the effort includes the following tasks:

- Analyze system services, functions, personnel
- Administration and management
- Marketing
- Capital facilities and equipment
- Assess opportunities for regional coordination/consolidation

- Identify new agency alternatives, staffing options, location alternatives for regional office/facility
- Assess options for governance and funding

Phase Two steps will include:

- Agencies will decide whether to continue
- Agencies will submit letters of intent
- Transition and Implementation Plan will be prepared
- If agencies do not have any intent on continuing, the effort will stop

## **D. Region: Atlanta, Georgia**

### **Lead Agency: Atlanta Regional Commission (ARC)**

Operators in the region:

- ◆ Six Independent fixed route bus operators
- ◆ Regional rail service (MARTA)

Further information: [http://www.atlantaregional.com/cps/rde/xchg/SID-3F57FEE7-95FCB45D/arc/hs.xsl/615\\_ENU\\_HTML.htm](http://www.atlantaregional.com/cps/rde/xchg/SID-3F57FEE7-95FCB45D/arc/hs.xsl/615_ENU_HTML.htm)

### **1. Background**

The Regional Transit Institutional Analysis was started in 2004 and was guided by a committee consisting of members from the ARC, the Georgia Regional Transportation Authority, the Georgia DOT, MARTA, the Georgia Governor's office and the State Legislature. The effort began as a result of several challenges in the region:

- Limited transit service coordination
- Separate fares and funding structures
- General lack of funding from all levels of government

The process followed the steps below:

- Development of Guiding Principles
- Development of Strawmen Descriptions (different options for the future)
- cursory analysis of peer regions and issues
- Development of several potential organizational structures

### **2. Options**

The next step included the development of what were called "Strawmen Descriptions", or oversight options for a board should one be established:

1. Atlanta Regional Commission as oversight body
2. Georgia Regional Transportation Authority as oversight body
3. Metro Atlanta Rapid Transit Authority (MARTA) as oversight body
4. New oversight board created

Two different options were also developed for organizational structures:

- ◆ Transit Services Board (TSB)
  - Separate board from the MPO in the region (ARC)
  - Share planning & administrative staff with ARC & GRTA
  - Two different but similar structures for this option were developed

- ◆ Transit Planning Board (TPB)
  - Developed with joint resolution of ARC, GRTA & MARTA
  - Housed by GRTA with shared staff
  - Tasks for the first two-year phase include:
    - Oversee integration of fares, marketing, and customer information across the region
    - Work with individual operators and oversee the implementation of transit service to improve regional service coordination
    - Develop and evaluate a Regional Transit Plan including a comprehensive financial plan that identifies needed local, state and federal resources. Perform the necessary planning, financial analysis and public outreach to create the Regional Transit Plan
    - Begin to measure system performance
    - Act as an advocate at the federal level for the provision of additional regional transit funding resources
    - Propose and make recommendations to the State for additional transit funding, once a comprehensive financial plan is complete

Future Steps are envisioned, once the Transit Planning Board has completed its first tasks. These may include:

- Distribute new transit funds (capital and operating) based on designated criteria
- Oversee financial & operational performance of the transit providers
- Identify and implement major new transit services in the region as well as potential changes to existing service
- Creation of a Transit Services Board

#### **4. Findings From Other Coordination/Consolidation Efforts Around the U.S.**

This step in the process was to summarize the findings from other areas where coordination and/or consolidation of transit agencies took place. The findings are broken down by these two categories, and are also followed by a table on page 14 which summarizes the original intent of each effort.

##### **A. Coordination Efforts:**

1. Planning and marketing seem to be the most frequent items that are explored for coordination among agencies. Simplifying route/schedule information and fares for the system's users is usually one primary goal of coordinating.
2. Coordination efforts seem to originate from the staff level, or possibly management decisions handed down to supervisors or staff. This necessitates the involvement of management and policy boards in order to gain their support.
3. There needs to be a clear understanding of benefits for all staff levels of the agencies.
4. There is often, although not always, current forums in which providers share information – such as a regional committee or separate transit boards that meet together occasionally.
5. Many coordination efforts are the result of a specific project that requires input and involvement of more than one transit provider – such as a regional fare card system, or perhaps the implementation of an Automatic Vehicle Location (AVL) system.
6. Turnover of staff is a factor. Having long-term staff increases the chances that coordination efforts will be maintained and grow into other opportunities.

## **B. Consolidation Efforts:**

1. Consolidation efforts seem to come from the policy and/or senior management level. Conversely in this case, bringing in key transit agency staff and planning early on is critical to the process.
2. There is usually a champion or champions of the process, and they are willing to stay with the effort for the long haul.
3. A clear policy framework is in place, and there is a strong regional organization that typically takes the lead in guiding the process.
4. There is a clear and common goal or mission that is shared among all of the organizations. Along these lines, there is a lot of time spent at the beginning of the effort to outline roles and responsibilities, the process that will be followed, and establishing clear objectives and benefits. A Memorandum of Understanding, or other form of agreement, is always approved before starting any consolidation efforts.
5. In some cases, there is at least one agency that chooses not to participate in consolidation. However, the effort usually continues without their participation.
6. Once consolidation has been selected as an option, smaller planning groups are usually needed to work out details on larger items, such as combining maintenance or the development of a new maintenance facility.
7. It is key that mid-level management is allowed to make decisions during the process. This is especially the case in the North Carolina example, where there are several committees working on different parts of consolidation (such as maintenance). Although information and decisions are shared with management and the transit boards, these groups are making decisions and forming the basis for moving forward.

After reviewing findings and conclusions from other areas, the Study Committee was interested in one additional item – why consolidation efforts in these places were started. Table 1 on the following page is an attempt to summarize the motivation and reason behind each region's decision to pursue some type of consolidation of transit agencies. The information comes from various documents, studies, and interviews with key staff in each region.

**Table 1: Summary of Motivations for Consolidation from Other Transit Agencies**

<b>Motivation for Efforts</b>	Better Coord Between Providers	Financial Savings/Better Funding	Improve or Expand Services	Better Connections and Transfers	Major Project	Consolidate Planning and Marketing	Better Accountability	Better/Coord Information to Customers
<b>Region</b>								
San Fran Bay Area								
Vancouver								
NJ - NY-CT								
MTC - Bay Area					1			
Raleigh/Durham					2			
Bi-State Regional Comm								
Kern COG					3			
Butte County								
Atlanta								

1. Establishment of Smart Card fare system for region
2. Regional commuter rail system planning
3. Closer of major highway (huge rock slide) and rerouting of Greyhound intercity routes

#### **4.1 Major Steps Required for Transit Agency Consolidation**

The next step in the study process was to lay out a possible scenario for consolidation of two or more transit agencies in the PACTS region. These are based somewhat on the experience and examples of other regions, but also take into account the current composition of transit agencies in Greater Portland. A list of items is also offered that would definitely need more study and discussion if a consolidation effort is started.

***The following steps assume that a consolidation cost/benefit study has been completed, and two or more transit providers in the PACTS area have agreed to pursue full consolidation into a new entity.***

The other item of note is that the consolidation proposal would need to be presented to the PACTS Policy Committee, MaineDOT, and the Federal Transit Administration.

##### **A. Possible steps for consolidation:**

- Memorandum of Understanding to proceed with consolidation
  - A document outlining the intent and commitment from the transit boards and/or municipal government would need to be approved
- Formation of a Transition Working Group
  - Members of this group would be appointed by the board/municipality (most likely town/city managers, planners, transit management staff), and include MaineDOT and other agencies
  - Group would work on all aspects of consolidation efforts and report back to their respective boards and the PACTS Policy Committee
- Board creation and structure
  - Follow Maine Statute for creation of new transit district (Statute may need to be reviewed for possible changes based on proposed new transit agency)
  - Create new board structure and appoint members
  - Dissolve current boards
- Transition Working Group
  - Develop transition budget and assure/obtain funding
  - Develop implementation plan
    - Service Plan
    - Operations Plan
    - Fare structure, etc.
  - Short and long-term physical changes
    - Office space, equipment, vendor relationships, payroll, other
- Employee changes and transition
- Labor negotiations
- Marketing Plan and public relations for new entity
- Method for determining future service changes or expansion
- Transition Working Group conducts follow-up review of transition and consolidation after a specified time frame

##### **B. Major issues that will need to be addressed during consolidation:**

- Cost and revenue sharing
  - Allocation of costs and revenues between partners
- Relationship with agencies who may not participate in consolidation

- Facility needs
  - What are the needs of the new agency?
  - Can the needs be met with current facilities?
  - Where will the primary operations be located?
  - Expand existing facility or build new?
- Current Federal obligations and debt
  - Have current garage facilities and/or other capital been funded through FTA programs? How will this be resolved if these are sold or transferred to another entity?
- Employee Impacts
  - Transit labor protections (13c), impact on Labor Union Employees, impact on general employees, process for transition, differential wages and compensation packages
- New identity for combined agency
  - New logo, transition, community and public relations

## **4.2 Transit Agency Consolidation Criteria**

### **Background**

In other areas of the country, agencies and consultants have used similar criteria to assess transit coordination and consolidation options. The following criteria were utilized in six different areas, including the Cumberland County Transit Operations Study. The Transit Coordination Study Committee utilized this information to create criteria for any coordination or consolidation efforts in the PACTS region.

#### **A. Cumberland County Transit Operations Study – Consolidation Feasibility**

1. Minimize administration
2. Ability to sell to municipalities, legislature, and MaineDOT
3. Provide long-term solution to transit management and funding
4. Preserve the missions of existing organizations
5. Maintain and enhance service provided to the public over the next ten years
6. Reduce cost of providing service
7. Capable of meeting the need for expansion
8. Improve the ability to leverage capital
9. Form effective partnership with regional planning
10. Respond to need for relief of automobile congestion
11. Provide balanced and effective constituent representation

#### **B. Bi-State Regional Commission (Iowa and Illinois):**

1. Net cost savings
2. Level of service
3. Quality of service
4. Coordination of service
5. Stabilize Management
6. Refocus agency/city management
7. Overall

**C. Butte County Association of Governments Study (California):**

1. Eliminate duplication
2. Simplify schedules
3. Simplify routes
4. Easy to use
5. Easier marketing
6. Maintain important service markets

**D. Kern Council of Governments Study (California):**

***Cost Sharing Criteria:***

1. Is it easy to administer?
2. Does it negatively impact any jurisdiction?
3. Does it favor any jurisdiction?
4. Is the formula financially feasible for all jurisdictions?

***Overall goals for the Kern County Study:***

1. Improve the overall quality of transit service for consumers in Kern County
2. Increase public awareness of transit service and its benefits through a single rural transit provider in Kern County.
3. Create an equitable plan for sharing the costs of providing transit service
4. Plan for rural transit without regard to jurisdictional boundaries.
5. Improve the network through service simplification, consistency, and interconnectivity.
6. Budget and plan proactively based on countywide service standards (instead of responding piecemeal to demands as they arise)
7. Evaluate cost savings by eliminating service duplication and administrative expenses.
8. Enhance the status of transit with a larger, more comprehensive system that can compete more effectively for state and federal funds.
9. Ensure that transit in Kern County can respond to regional needs and local priorities through equitable policymaking representation.

**E. Atlanta Regional Commission:**

1. Decisions regarding regional transit policy should be made with a regional perspective by local elected officials and other relevant state agencies.
2. The regional transit body should balance local control over operating and funding decisions with the need for cross-jurisdictional transit service.
3. The regional transit body should provide long-term planning, regional funding allocation, and oversight of service delivery and financial performance, and should be separate from the transit operators.
4. A complete consolidation of all transit service operators is not required but is allowable.
5. The region should organize its transit operations to produce a system that is cost-efficient and seamless.
6. The regional transit system must be capable of providing a region-wide integration of fare policy, planning, marketing, and customer information so that the system is seamless for the user.
7. Regional transit and transportation policy and regional land use policy are directly related and should be pursued inter-dependently.

8. A successful regional approach to transit service will require the equitable funding participation of the City of Atlanta and all the counties in the region.
9. A regional transit system should serve customers in both traditional transit markets (peak-period commute trips) and in emerging and underserved markets (including reverse commute, suburb-to-suburb, and non-work trips).
10. Regional transit service should meet the mobility needs of both transit-dependent and choice riders, as well as persons with disabilities.
11. The new regional transit organization should take advantage of the strengths and expertise of existing organizations and should have a clear transition path from the current institutional arrangement.

### 4.3 Guiding Principals for Coordination and Consolidation Efforts

As a result of reviewing the efforts of other regions around the country, and also looking at common criteria utilized in these areas to guide any coordination and/or consolidation process, the Study Committee developed the following Guiding Principals for the Study, and any efforts that may originate from it.

Any coordination efforts between two or more transit providers in the region will meet the following criteria:

1. The primary goal of any effort will be to improve the quality of transit service for customers
2. Realize cost savings by eliminating duplication and reducing administrative and/or operating expenses
3. Increase efficiency and quality of service operation and delivery
4. Provide a benefit to all participating providers and customers
5. Better coordinate planning and marketing
6. Coordinate the format and delivery of information to the customer
7. Provide better connections and transfers between services
8. Provide for a method of accountability and a measure of success

**The following criteria assume that a consolidation cost/benefit study has been completed, and two or more transit providers in the PACTS area have agreed to pursue full consolidation into a new entity.**

Any consolidation effort between two or more transit providers in the region will be guided by the following criteria:

1. Decisions regarding regional transit policy should be made with a regional perspective by local elected officials and other relevant regional and state agencies.
2. Balance local control over operating and funding decisions with the need for cross-jurisdictional transit service.
3. Provide long-term planning, regional funding allocation, and oversight of service delivery and financial performance.
4. Provide a region-wide integration of fare policy, planning, marketing, and customer information so that the system is seamless for the user.
5. Regional transit, transportation policy, and regional land use policy are directly related and should be pursued inter-dependently.
6. Develop uniform standards for service delivery and expansion of services
7. Any new entity will preserve the missions of existing transit organizations

8. Create an equitable plan for sharing costs and revenues
9. Service planning should be conducted without regard to jurisdictional boundaries.
10. The new regional transit organization should take advantage of the strengths and expertise of existing organizations and should have a clear transition path from the current institutional arrangement.
11. Enhance the status of transit with a more comprehensive system that has a more effective voice in State and Federal transportation policy.

## **Goals and Objectives for the PACTS Comprehensive Regional Transit Coordination Study**

The overarching goal is increased public benefit and relevance of public transit.

1. Better coordination between providers
2. Financial savings/better funding
3. Improve or expand services
4. Better connections and transfers
5. Consolidate planning and marketing
6. Better accountability
7. Better coordinated information to customer

In discussions at meetings, and as a result of reviewing information from other regions, the Study Committee began to frame their discussions, the process, and future efforts by describing a continuum – a process of transition that takes time. The region must build on existing resources and make logical steps forward while staying true to the Guiding Principles adopted by the Study Committee.

The following section explains the “Four C” process in more detail.

### **4.4 Understanding the Four C’s A Multi-Step Approach to Advancing Regionalization**

It is the tradition in New England, and certainly in Maine, for decision making and service delivery by government to be retained at the local level. In the increasingly mobile late 20<sup>th</sup> and early 21<sup>st</sup> centuries, the movement of people and goods has become more defined by regions than by individual local jurisdictions. This transition has presented a challenge to the framework of service delivery that we have created over many years.

The model proposed for advancing regionalization among the providers of transit services in the PACTS region is one that is sensitive to local involvement and “buy-in” while creating a framework for methodically advancing cost effective and efficient transit services for those moving in and through the area.

The system, initially suggested through the research of Curtis Wood and Kurt Thurmaier<sup>1</sup> in their analysis of Interlocal Agreements in the metropolitan Kansas City region, comprises a multi-step process for building relationships and advancing shared interests. Described in the approach for PACTS Transit as the “Four C’s”, the PACTS Regional Transit Coordination Study team proposes a continuum of **C**ommunication, **C**oordination, **C**ollaboration, and **C**onsolidation to move the recommendations of the report forward.

While the words themselves offer a fairly straightforward description, some explanation is warranted. Communication, as the first step, opens the door for relationship building among senior administrators of transit programs, but also for staff completing the daily work of the organization. Opportunities for Board members, marketing staff, mechanics, human resources, managers, and others to meet with their peers in other organizations to discuss their work and share ideas is central to this model.

The step following communication is coordination. Ideas generated at the communication stage begin to take shape at this point in the process. Coordination can take many forms in the work of the regional transit organizations from coordinating the type of equipment used by maintenance staff to asking similar questions in patron surveys. From the perspective of the consumer of these transit services, coordination of transit routes and schedules may be the best example.

Step three advances coordination efforts to more formal collaboration. This is the first formal step organizations would take in advancing efficiencies. To continue the previous example of coordinated transit routes, an example of collaboration could be the development of a single transit system map for the Portland region that would include a shared marketing effort for those services.

The final step, consolidation, can take many forms in this model. Ultimately, the final result will be based on the progress made by staff, board members, elected officials, and patrons of the system in moving along the continuum and shaping each step based on input.

Consolidation could mean the consolidation of all existing transit services into one larger regional organization; it could be a hybrid of smaller transit organizations overseen by a regional board with shared back office operations; or a concept yet to be developed by those advising or working for the existing transit providers. The important point in Step Four is that staff and community leaders will have utilized the three previous steps to build a network quite similar to a consolidated organization while maintaining a strong public sense of local control

This continuum for regionalization provides a process for each unit of the current transit providers to work together to advance the results of this study. Planning, Operations, Marketing, and Capital Investment present numerous opportunities to open dialogue and progress towards new partnerships. Progressing along this continuum brings elected and appointed officials opportunities: to deliver a better service, reduce or eliminate uncertainty in service delivery due to the new partnerships, and to address shared problems by collaborating with another agency.

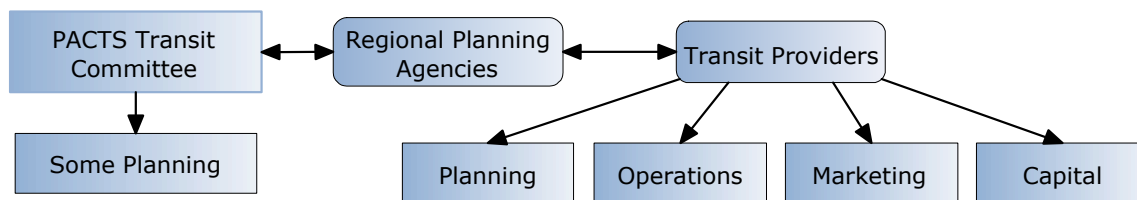
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<sup>1</sup> Thurmaier, Kurt and Curtis Wood. 2002. “Interlocal Agreements as Overlapping Social Networks: Picket-Fence Regionalism in Metropolitan Kansas City.” *Public Administration Review*, Volume 62:5, 585-598.

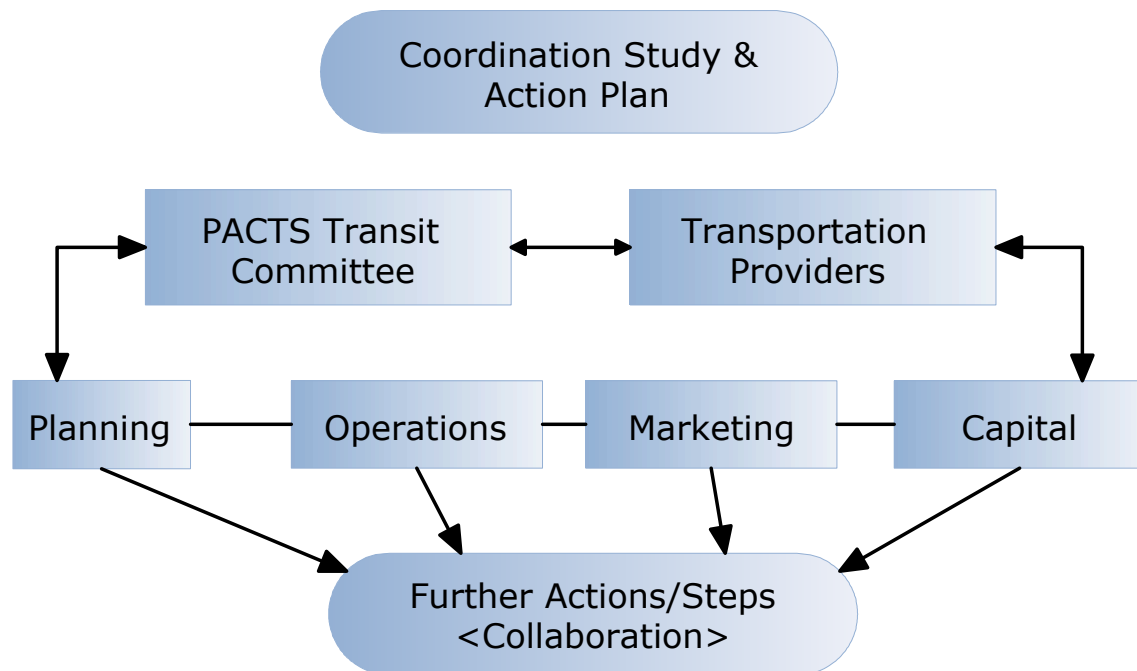
## 4.5 Organizational Charts

Charts 1 through 4 depict the “Four C’s” concept in a visual format, spanning the continuum from the current practice of communication to a possible consolidation effort. Chart #5 is a sample organizational chart, meant to be only one possible structure of a new, regional transit agency.

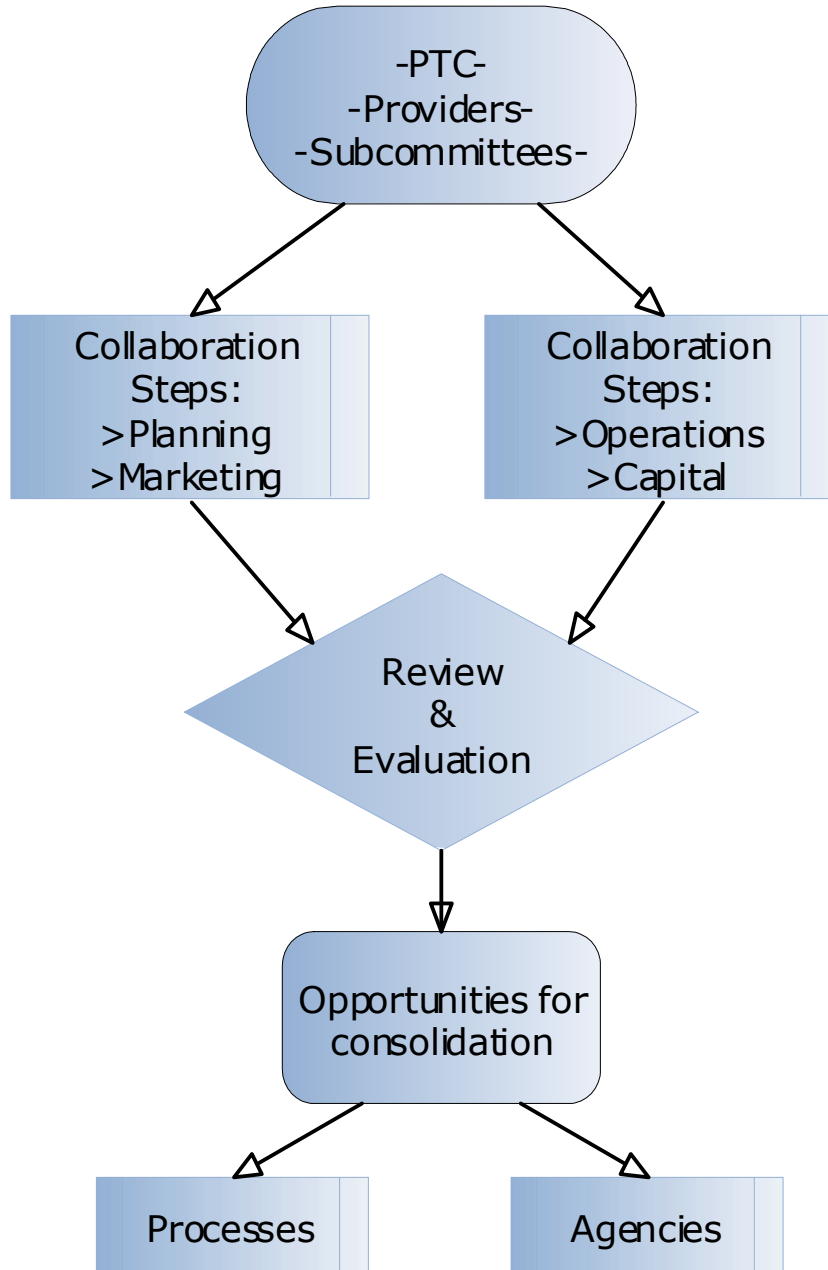
### 1. Communication (current)



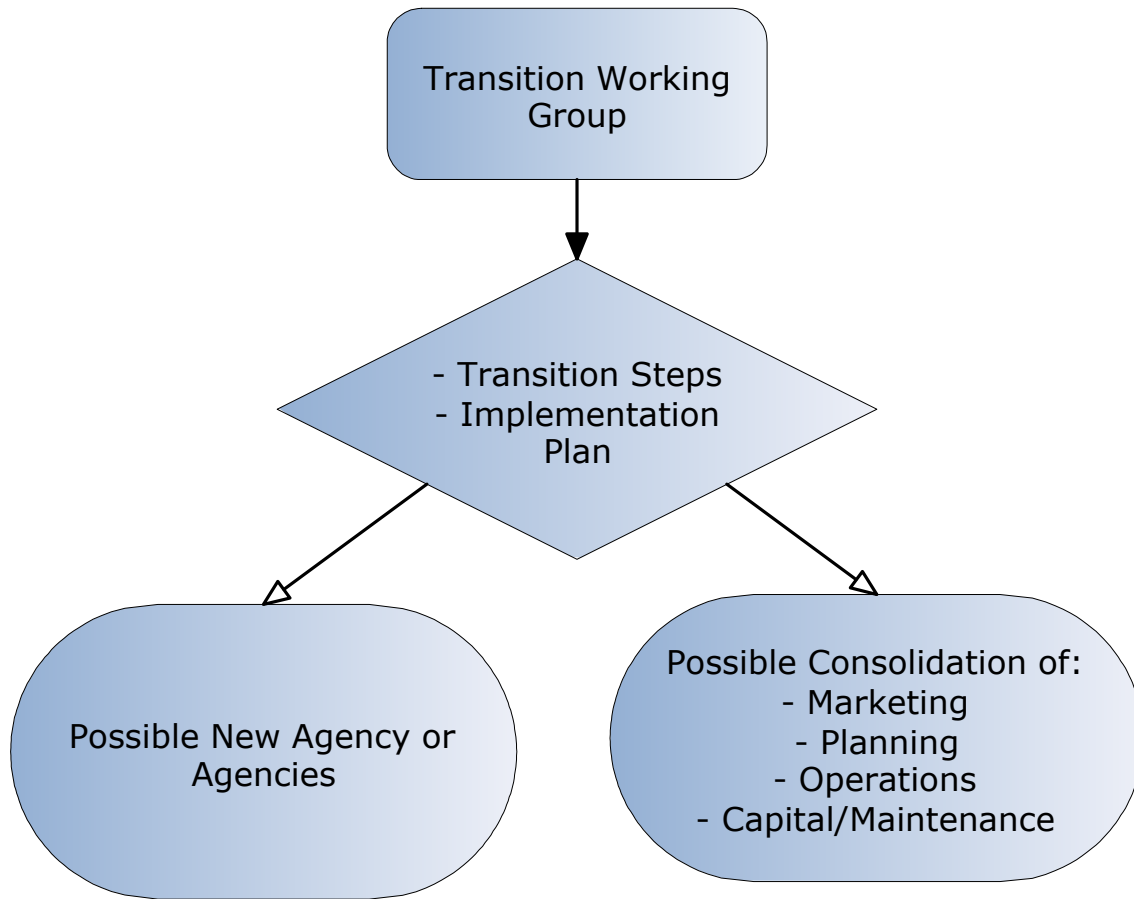
### 2. Coordination



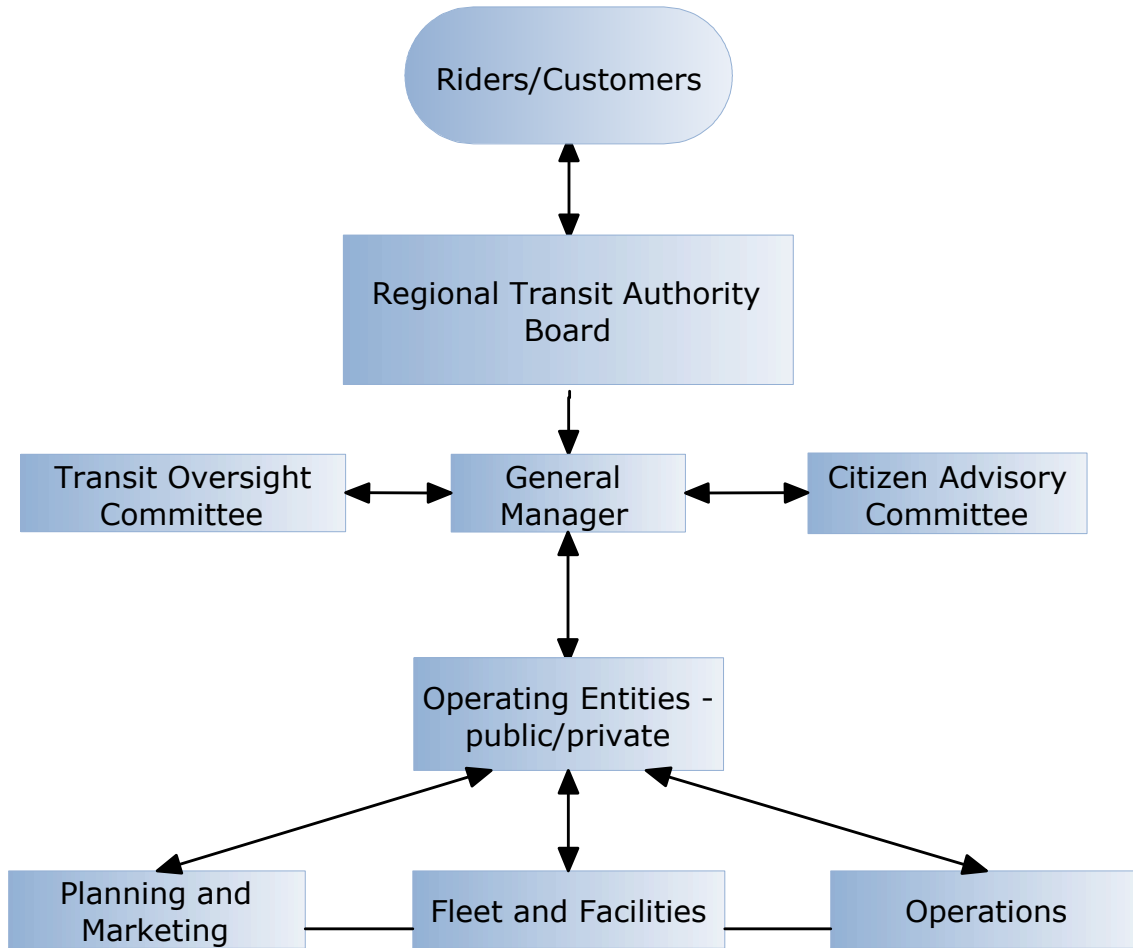
### 3. Collaboration



## 4. Consolidation



## 5. Sample Transit Authority Organizational Chart



## 5. Operating Trends

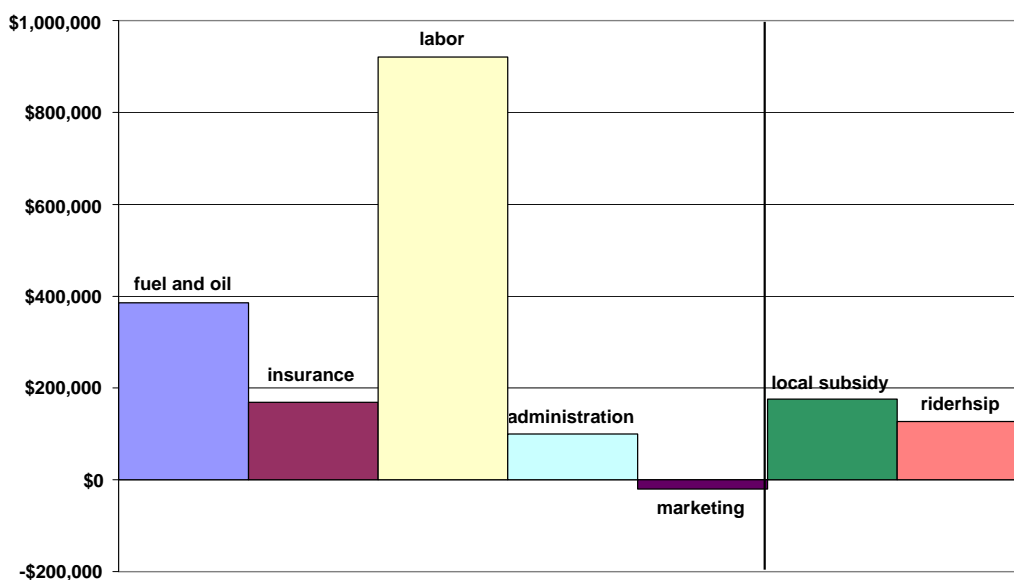
A great deal of effort was expended on trying to compare various operating, capital and administrative measures among the providers. In the end it proved to be a very difficult endeavor due to the many differences in organizational structures, funding, operations and clientele. The Study Committee chose to demonstrate the ongoing emphasis on improving customer service, increasing ridership and the challenges in controlling costs.

Capital expenses, such as vehicle purchases and other physical infrastructure, are largely covered by federal funding with some state dollars and local match. Operating costs, in most cases depend on a larger portion of local subsidy, along with fare box or ticket sales, some federal assistance, advertising income and state subsidy.

The most illustrative indicators are those that comprise the largest single costs and/or those costs that are increasing at the greatest rate. The top three among all the providers are: fuel, insurance and labor. These are compared to administrative costs, marketing expenditures, changes in the number of boardings and the local contribution to operating costs for the years 2001 to 2005.

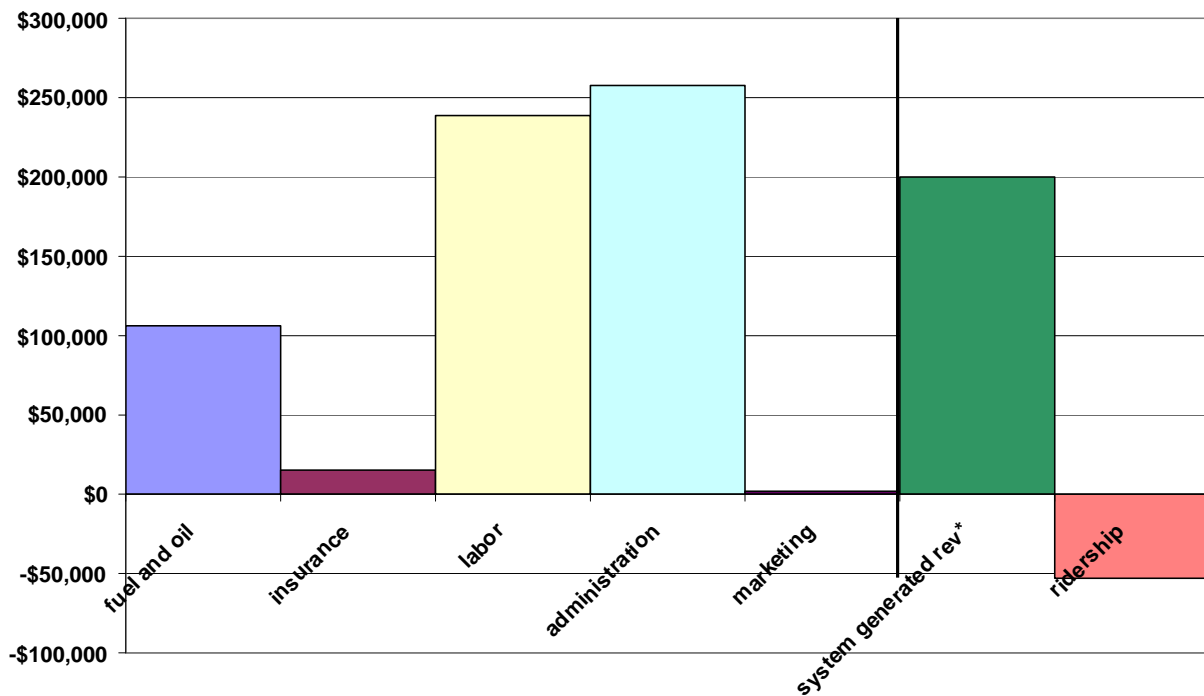
The bus transit or “rubber wheeled” operations were combined in one chart. Labor increases are the largest indicator across the five-year period. Though there was a slight dip in fuel costs from 2000 to 2001 this cost point has begun to increase markedly as well. The increase in insurance rates has lessened somewhat year to year in the aggregate but continues to be unpredictable. Meanwhile, administrative costs have increased the least and actually had the largest one-year drop, and the marketing budget has been in a period of decline. Comparatively, increases in local subsidies have crept along, significantly outpaced by the overall rise in operating costs. In fact, the share of local subsidy that comprises the overall operating budgets went down by 2% each year from '01 to '04 until going up 2% in '05.

**Change in Operating Costs Compared to Change in Ridership and local Subsidy 2001 - 2005 METRO, RTP, SPBS & BSOOB**



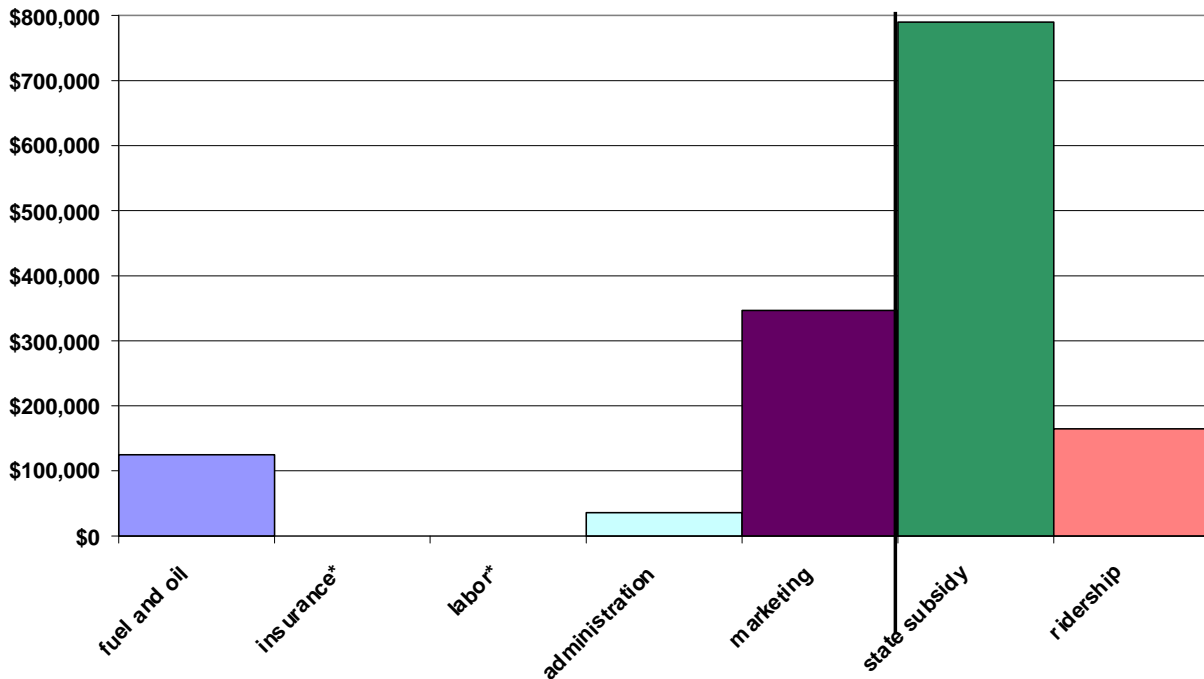
Since ferry and rail service are so different from buses and each other their assessments were kept separate. CBITD generates revenues from a variety of sources within the operation but does not require a local subsidy from the municipalities it serves. In '04/'05 for instance, the breakdown of revenues was as follows: passenger fares (47%), vehicle transport charges (17%), freight transport charges (12%), and contract services (24%). CBITD is authorized under State Enabling Legislation to provide these services to Islands in Casco Bay, including Peaks, Great Diamond, Little Diamond, Long Island, Chebeague, and Cliff.

**Change in Operating Costs Compared to Change in Ridership and System Generated Revenue 2001 - 2005 CBITD**



The Downeaster contracts labor, fuel and insurance from Amtrak although it began paying for fuel in 2006. NNEPRA is primarily the administrative and marketing entity for the service. Rather than a local subsidy, the Downeaster receives operating funds from the state. However, ticket sales average about 50% of the total operating costs. The remainder is made up by different combinations of federal and state dollars each year. It should be noted that, even though the increase in state funds appears large, the first full calendar year of operations saw a significant drop in the state share. Conversely, the marketing budget for the first six months of operations in 2002 was quite low. The change in marketing dollars from 2003 to 2006 was less than half of what is shown below. Around the year 2013, the state will be responsible for all of the operating deficit. A Governor's task force is making recommendations as to how that can be achieved.

**Change in Operating Costs Compared to Change in Ridership and State Subsidy 2002 - 2006 NNEPRA**



Notes: The Downeaster began service December 15, 2001 so FY'02 represents only 6 months of train operations. From FY'02 through FY'05, service expenses and revenues were represented as NET. An accrual based accounting system was adopted in 2006. The fixed cost of the Amtrak contract expired on January 1, 2004 and Amtrak costs increased by nearly \$2M in one year.

## 6. Findings

### Summary of Findings – Customer Information and Traveler Convenience

As part of the overall Study effort, a transit consultant was hired to take a look at the ease of transfers between area providers. The consultant was asked to look at transfers from the perspective of the customer, and gather together some popular origins and destinations in the region. The following is a summary of findings from the work of Crikelair and Associates. The full report is included as Appendix F.

The transit program in the Greater Portland area has two significant regional strengths.

**First**, there is a large quantity of available service, with substantial route coverage in the communities that are served.

**Second**, the region's three principal fixed-route bus programs accept transfers from connecting transit agencies.

However, despite free transfers, travelers often face significant scheduling barriers when they try to plan trips that involve more than one transit program. This evaluation has identified three issues that reveal weaknesses in existing service coordination.

1. Bus stop locations – Many transfers require passengers to walk between bus stops. Bus stop locations are sometimes not obvious to inexperienced bus riders. The problem stems in part from the large number of bus routes that converge on Monument Square in downtown Portland. METRO has developed a transit hub at the Elm Street Pulse, but this location is not large enough to accommodate all METRO routes, let alone buses operated by South Portland and the BSOOB ShuttleBus.
2. Connecting schedule times – Connection times throughout the region are complex and confusing. This is true for connections internal to the METRO and South Portland systems, as well as for transfers between transit agencies. This situation appears to have resulted from routes and schedules that have evolved over many years with marginal adjustments, resulting in complicated routes with awkward and inconsistent headways.
3. Limited traveler information – Maps and timetables published by individual transit systems include telephone numbers for other transit programs, but they offer no information about destinations served by these other providers. Regional transit information available on the Internet includes multiple agencies, but information is presented separately for individual programs, with no explanation of how to plan trips that involve more than one transit agency.

## Findings From Analysis of Transit Services

The following findings were developed by staff using information submitted by the participating transit operators. They are organized into the following categories:

1. Operating Cost	6. Management/Planning	11. Insurance
2. Fleet Size	7. Property	12. Vehicles/Vessels
3. Personnel	8. ITS	13. Collaboration
4. Sources of Funds	9. Fuel sources & types	
5. Maintenance	10. Training	

### Operating Cost

- The eight providers in the study share combined annual Operating Revenues of \$27 million.
- NNEPRA (rail) and CBITD (ferry) have unique operating characteristics that set them apart from the other bus providers.
- NNEPRA has the highest operating costs and stands out as a rail provider. They contract services with Amtrak
- RTP and YCCAC (the two demand-response providers) have comparable operating costs but serve different size counties.
- RTP service area is Cumberland County (318 persons/square mile)
- YCCAC service area is York County (188 persons/square mile)
- METRO is the largest fixed route bus operator
- ShuttleBus and SPBS have comparable operating costs and fleet sizes.
- Fare return ratios among the three fixed route services rank well compared to their peers. SPBS is in the middle of the pack while METRO and ShuttleBus are second and third from the top.

### Fleet Size

- METRO is the largest fixed route bus operator with eight routes and a fleet of 21 buses.
- RTP (35) and YCCAC (34) have nearly the same fleet size
- The eight providers carry close to three million one-way passengers per year plus a quarter million social service trips.
- Combined, the providers travel 4.7 million transit miles plus an additional seven million social service miles.
- A total of 264,000 Social Service trips make up 8% of the total trips and 60% of the total miles consuming 22% of the total operating costs. These trips are contracted by the state at set rates.
- Ferry operations compare very favorably with peer services, having the lowest subsidy per trip and the next to highest fare return ratio among ferry services in National Transit Database reports that were reviewed.

## Personnel

- Combined, the eight providers in the study employ approximately 250 people – 133 full-time operators, 20 part-time operators, 24 maintenance personnel, 38 administrators, and 32 more employees identified as “other”.
- METRO and RTP have almost the same number of drivers (42 and 44 respectively) although RTP also relies on an additional 50 volunteer drivers.
- CBITD, METRO and NNEPRA operators and some other employees belong to unions.

Table 1 below describes operating costs (in millions of dollars), fleet size and total drivers by provider.

**Table 1**  
**Operating Costs, Active Fleet Size, Full Time Equivalent Drivers**

<b>Provider</b>	<b>Operating Costs (in millions)</b>	<b>Fleet Size</b>	<b>FTE Drivers</b>
CBITD	3.7	5 vessels	22
METRO	\$4.6	25 buses	42
NNEPRA	\$9.3	12 (rail cars)	contract
Ptld. Explorer	<\$0.1	1 bus	2
RTP	\$3.9	35 buses	44 + 50*
ShuttleBus	\$1.0	14 buses	12
SPBS	\$1.0	7 buses	11.5
YCCAC	\$4.2	34 buses	18 + 70*
<b>Total</b>	<b>\$27.8</b>	<b>133</b>	<b>151 + 120*</b>

\* Volunteer Drivers

## Sources of Funds

- All providers utilize a combination of federal, state and local funds. Federal funds include FTA Section 5307, JARC and STP. MaineDOT matches the federal capital funds (80/10/10) with general bond funds and local funds except in the case of alternative fuel vehicles where the state pays 15% and the local share is 5%. For operating the split is 50/50. Most providers rely on local municipal funds to pay the difference. Also known as Urbanized Area Formula funds, 5307 can be used for planning as well. New sources of funds under the SAFETEA-LU Reauthorization include New Freedom, United We Ride and STIC.
- Except for NNEPRA and the Portland Explorer, the other six providers use an average of 12.5% FTA Operating Assistance funds. Some of these are Section 5307 formula funds that will not be available for operating if the population of the MPO exceeds 200,000 after the next Census under current law.
- The farebox provides 50% of the operating costs for NNEPRA and CBITD, and approximately 23% of the operating costs for METRO, SPBS and ShuttleBus.
- RTP and YCCAC receive approximately \$3 million per year each in social service contract revenues.
- RTP and YCCAC also receive contracts from state and regional social service agencies to fund social service transportation.

- All providers follow federal guidelines for how funds are allocated and apportioned. They all complete annual Certifications and Assurances.
- CBITD, METRO and NNEPRA complete NTD reports annually as a condition of receiving federal funds. ShuttleBus, SPBS, RTP, YCCAC and Portland Explorer are exempt from full NTD reporting.

### **Maintenance**

- Annual maintenance costs, not including those provided by Amtrak, are close to \$2 million.
- METRO provides maintenance services for a portion of the RTP fleet
- The ShuttleBus provides maintenance services for all YCCAC vehicles, area school buses and several municipal safety and rescue vehicles, as well as its own fleet.

### **Management/Planning**

- CBITD, METRO, NNEPRA, RTP and ShuttleBus have General Managers that report to a Board of Directors. Portland Explorer is operated by a private for profit business and contracted by GPCOG. SPBS is a city department. YCCAC is part of a social service corporation.
- GPCOG and SMRPC provide regional transit planning services using FTA Section 5303 funds and other sources. The two planning agencies also conduct planning projects with individual providers on a case by case basis using Section 5307 planning funds which are matched with 20% local dollars.
- The seven public providers serve on the PACTS Transit Committee and some are represented on each of the other PACTS Committees. In this role they make recommendations to the Policy Committee on allocation of federal funds for transit as well as help set the agenda for transit planning and projects. Six private operators share one non-voting seat on the Transit Committee. These include Concord, Vermont, Mermaid, VIP, Chebeague Transportation Company, and the Maine Narrow Gauge Railroad.

### **Property**

- METRO, VIP, SPBS and YCCAC own the property where they are located. CBITD and NNEPRA rent, RTP leases from METRO and ShuttleBus leases from the City for \$1.

## **ITS**

### Communications

- All providers use short-range radio communications systems for dispatch to communicate with drivers. Amtrak uses a regional dispatch system. Some providers also equip drivers with cell phones.
- RTP has a computer-aided dispatch program.

### Passenger Info

- GPCOG has established a web-based automatic Transportation Information Display System (TIDS) that displays scheduled airline, rail, bus and ferry arrivals and departures at 12 locations in Greater Portland.
- Each system has its own schedule and route map.
- All seven public providers host their own websites.
- The CBITD site offers links to METRO and RTP.
- The METRO site offers links to NNEPRA and SPBS.

- The NNEPRA site offers links to METRO and Portland Explorer for the Portland Station and Tri-town ShuttleBus and RTP for the Saco Station.
- The RTP site offers links to ShuttleBus and ZOOM, SPBS and YCCAC.
- The ShuttleBus site does not offer links to other providers but does identify stops in common with METRO.
- The SPBS site does not offer links to other providers.
- The YCCAC site offers links to NNEPRA, RTP and ShuttleBus.

### Web site Connections

Web Site	Refers to:						
	CBITD	METRO	NNEPRA	RTP	BSOOB	SPBS	YCCAC
CBITD		X		X			
METRO			X			X	
NNEPRA		X	Explorer	X	X		
RTP					X	X	X
BSOOB							
SPBS							
YCCAC			X	X	X		

- All providers except YCCAC are posted on TransportMe.org, Portland's Transportation web site administered by GPCOG.

### Fuel sources & types

- All the providers use diesel in some or all of their vehicles/vessels.
- METRO has replaced 13 of its 25 bus diesel fleet with vehicles running on Compressed Natural Gas (CNG). They will replace eight more diesel buses with CNG units as soon as federal funds are available.
- RTP and YCCAC operate a combination of diesel and gasoline vehicles. RTP, due to its proximity to METRO and the CNG fueling facility, has the option of adding CNG vehicles as older units are retired. RTP also operates two propane powered vehicles.
- All but NNEPRA and YCCAC have on-site fuel storage capacity.
- All public providers are eligible to participate in GPCOG's cooperative purchasing bid process.

### Training

- All providers except Portland Explorer receive RTAP funds from FTA through MaineDOT for training.
- All the public providers except for CBITD and NNEPRA participate in Maine Transit Association training.
- Some providers participate in joint training opportunities for maintenance (e.g. wheelchair lifts)

## Insurance

- Excluding NNEPRA, the total amount spent on insurance is over \$900,000.
- Between RTP and ShuttleBus, the only ones to specify, six different insurance companies provide different types of coverage.
- Maine Municipal Association provides coverage to SPBS.

## Vehicles/Vessels

- MaineDOT owns most of the vehicles in the fleets.

## Examples of existing collaboration between Greater Portland area transit providers:

- METRO, South Portland, and the ShuttleBus all honor **free transfers** between services
- METRO and South Portland recently collaborated on a **transfer study**
- The seven public providers collaborate on Federal funding distribution formula, Surface Transportation Program (STP) transit set-aside funds and several policy issues as part of their participation in the **PACTS Transit Committee**.
- METRO provides **maintenance services** for a portion of the RTP fleet.
- The ShuttleBus provides **maintenance services** for all YCCAC vehicles and area school buses as well as its own fleet.
- METRO, South Portland, and RTP collaborate on a **Maine Care bus pass** program providing monthly fixed route bus passes to people who document at least three medical visits per month.
- METRO and South Portland offer a **Summer Student Pass** for \$20 that applies to both services.
- **Maine Mall Transit Center** – Four fixed route bus systems stop in the same location at the Maine Mall, where there is some shelter, phones, transit information and a Transportation Information Display System (TIDS) screen.
- METRO, RTP, and GPCOG are working collaboratively on **Automatic Vehicle Location (AVL)** and dispatch systems
- VIP Tour and Charter is providing AVL service for the **Portland Explorer** and the University of Southern Maine.
- Transit agencies are collaborating on the redesign of a Portland **Downtown Transportation Center** at the current METRO Pulse location
- NNEPRA's Downeaster service and Concord Trailways are **both located** at the Portland Transportation Center where they share parking and offer **flexible tickets** that can be used for either service.
- Services provide vehicles to other providers during **emergencies** or unforeseen circumstances in order to prevent disruptions in service

## Transit Performance Measures

All peer comparisons as well as METRO and CBITD data are from the 2004 National Transit Database (NTD) Report. Other local provider data is from 2005, collected independently. Please refer to Appendix E for graphic representation.

Fixed route bus – METRO, ShuttleBus and SPBS were compared with 13 other properties of relatively similar size.

- Operating Expenses per Revenue Vehicle Mile – ShuttleBus ranked best (lowest), SPBS ranked 9<sup>th</sup> (just below average) and METRO came in at number 15.
- Operating Expenses per Vehicle Revenue Hour – SPBS ranked third lowest, METRO ranked 13<sup>th</sup>. However, much larger systems reported spending twice as much.
- Cost per Passenger Trip – METRO ranked 9<sup>th</sup> (spending a little less than average), ShuttleBus ranked 11<sup>th</sup> and SPBS was 13<sup>th</sup>. All three spent less than half what the highest ranked agency did per trip and all were well within the range of the largest systems.
- Subsidy per Trip – METRO ranked 9<sup>th</sup> and ShuttleBus ranked 10<sup>th</sup> (both below average) while SPBS was 13<sup>th</sup>, still less than half the highest ranked agency.
- Fare Return Ratio – ShuttleBus ranked 2<sup>nd</sup> from the top and METRO ranked 3<sup>rd</sup> (a higher ranking is better) SPBS ranked 9<sup>th</sup> just above the average.
- Trips per Hour – SPBS ranked 3<sup>rd</sup> while METRO ranked 11<sup>th</sup> (a bit higher than average).
- Trips per Capita – ShuttleBus had the fewest number of trips per capita. SPBS ranked 8<sup>th</sup> (a bit below average) and METRO ranked 13<sup>th</sup> (a bit above the average).

Demand response bus – RTP and YCCAC were compared with 12 other demand response providers of roughly similar size. RTP served the largest population of the peer group and had the largest number of vehicles while YCCAC had the lowest population and just below the average number of vehicles.

- Operating Expenses per Revenue Vehicle Mile – YCCAC ranked first RTP ranked 8<sup>th</sup> and. Removing one outlier that was more than double the expense of the next lowest provider, both were above average.
- Operating Expenses per Vehicle Revenue Hour – Removing the same outlier, which was nearly three times that of the next highest agency, RTP and YCCAC ranked 12<sup>th</sup> and 13<sup>th</sup> respectively (the two highest).
- Cost per Trip – RTP ranked 5<sup>th</sup> and YCCAC ranked 8<sup>th</sup> from the lowest. The operating budgets and number of annual unlinked trips was much higher for these two than all the other agencies.
- Subsidy per Trip – RTP ranked lowest. YCCAC ranked 8<sup>th</sup>, in a range from \$4 to \$67 per trip.
- Fare Return Ratio – YCCAC had the lowest fare return ratio at barely 1%. RTP had the best, by far at 70%
- Trips per Hour – YCCAC and RTP had the second and third highest number of trips per hour out of all the other agencies.

Ferry – CBITD operations were compared with six other providers based on the number of vessels, ranging between two and five. CBITD was the second smallest in population size, though the smallest is part of a much larger urban population.

- Operating Expenses per Revenue Vessel Mile – CBITD ranked 3<sup>rd</sup> from the lowest and spent only 13% of the highest amount.
- Operating Expenses per Vehicle Revenue Hour – CBITD ranked 2<sup>nd</sup>, just slightly higher than the provider with the lowest cost per hour provider. The two highest ranked agencies spent six and 17 times more per hour respectively.
- Cost per Trip – CBITD ranked 4<sup>th</sup> but the next highest was more than twice as much, and the two highest were more than three times as high.
- Subsidy per Trip – CBITD had the lowest subsidy per trip among its peers.
- Fare Return Ratio – Information was incomplete for two of the agencies but CBITD was next to highest with 52%.
- Trips per Hour – CBITD had fewer trips per hour than all the other ferry agencies.
- Trips per Capita – CBITD ranked second from the highest on number of trips per capita.

### **Case Studies from Other U.S. Cities**

- Planning and marketing seem to be the most frequent items that are explored for coordination among agencies.
- Simplifying route/schedule information and fares for the system’s users is usually one primary goal of coordinating.
- Consolidation efforts seem to come from the policy and/or senior management level. Conversely in this case, bringing in key transit agency staff and planning early on is critical to the process.

## **7. Prioritized Recommendations and Implementation Schedule**

### **Regional Transit Coordination Study**

#### **Summary:**

The Regional Transit Coordination Study Recommendation Subcommittee has reviewed all input and data collected through this process. Initial presentation of data suggested that the region is composed of a varied number of transit operators providing many different services to different populations with different types of equipment and under different mandates, all operating independently.

The overall goal of this study is to identify opportunities to increase efficiency of transit operations within this region and to work toward the development of one regional transportation system. Because of the diverse nature of the agencies, the subcommittee feels that this can best be accomplished by facilitating communication, coordination and collaboration among providers. Through this process, additional opportunities for consolidation may emerge in the future.

The subcommittee determined four key areas common to all providers: Planning, Operations, Marketing and Capital Investment. Within each category, the subcommittee has developed recommendations to support the development of a more efficient, customer-focused regional transit system. Recommendations in each category have been prioritized by the perceived ability to achieve results and with consideration for the need to implement efforts sequentially, regardless of the time frame in which each one might be completed.

Additionally, the group has identified specific strategies for achieving objectives and has recommended a plan for implementation and oversight.

### **Summary of Categories:**

#### **Planning:**

- **Improve and expand transit service by coordinating regional planning activities.**

#### **Operations:**

- **Improve coordination, efficiency and service among existing transit providers by conducting a comprehensive analysis and possible redesign of local transit routes in the region.**
- **Control expenses and improve efficiency by exploring the coordination and/or consolidation of operational systems.**

#### **Marketing:**

- **Improve ridership, revenues and customer service by promoting a seamless, customer focused, service oriented transit system with coordinated marketing and promotional initiatives.**

#### **Capital Investment:**

- **Increase ridership, revenues and customer service by making investments in facilities and infrastructure.**

### **Implementation & Oversight**

**Designate PACTS Transit Committee as the lead agency to facilitate improved communication, coordination, collaboration among transit providers, communities and planning agencies, with staff support provided by PACTS.**

- Establish and staff yearly meetings of all transit boards to discuss common themes and projects.
- Establish working groups and staff regular meetings between appropriate representatives of each transit provider to discuss coordination of Operations, Marketing, Finance, Planning and Administration strategies as outlined. Develop action plans to complete tasks and achieve objectives outlined in the objectives.
- Report on progress and action of each coordination effort at PACTS Transit Committee meetings.

## Recommendations

### PLANNING:

• **Improve and expand transit service by coordinating regional planning activities.**

- 1. The PACTS Transit Committee should incorporate an agenda item to discuss coordination at each meeting.**

PTC to incorporate immediately, providing a basic working model at the management level of how Communication fosters Coordination which in turn enables Collaboration and moves all involved towards Consolidation. (Fall 06)

- 2. All of the transit boards should meet collectively at least once a year, where common themes and projects could be discussed**

PTC Staff to coordinate with providers for first meeting in spring of 2007. This will demonstrate the 4C's at the board level, allowing members to be more involved with the process of moving along the continuum. (Spring 07)

- 3. Providers should gather on/off data on a regular basis, and coordinate efforts where feasible to assure effective comparison and analysis.**

Communication – PTC Staff to gather information about each provider's on/off collection practices. (Winter 06/07)

Coordination – PTC Staff to review current practices, review examples in other areas, and draft a program and methods for review. (Winter 06/07)

Collaboration – Conduct trial on/off counts region wide. Conduct follow-up analysis and review methods for possible improvement. (Spring 07)

Consolidation – Providers to provide funds for on/off surveys at specified intervals (i.e. every year, every other year, etc.) (Spring 09)

**Third Priority** – Recommendations 4, 4.1 and 4.2 under Planning and 5 under Marketing were combined and designated as the third priority for implementation

- 4. The PACTS Transit Committee should work with PACTS staff and municipal officials to incorporate transit service planning into the municipal comprehensive planning process.**

- 1. *Involve the PACTS Transit Committee in the review of major land use development projects. Providers should have an opportunity to comment on design of and access to new facilities.***

Communication – PTC Staff to notify Transit Committee of all MaineDOT Scoping meetings in the region. Scoping meetings are required for larger developments that

need to receive a Traffic Movement Permit from MaineDOT. All Regional Planning Agencies in Maine currently receive notices of these meetings. (Fall 07)

Coordination – PTC to appoint member to attend Scoping Meetings when and where appropriate, who would then report back to the PTC. PTC would then discuss the project and work with staff to develop recommendations to the MaineDOT Regional Engineer. (Fall 07)

Collaboration – PTC staff serve as providers' representative, to review developments and offer input for transit design, amenities, etc., and possibly fill other related planning needs. (Winter 07/08)

Consolidation – PTC and/or the PACTS Policy Committee to work with MaineDOT to amend the Traffic Movement Permit process to include formal public transportation representation and input. PTC Staff to work with individual municipalities to incorporate transit design in site plan review and other ordinance processes. (Spring 08)

**2. Explore the possibility of Regional Impact Fees for Transit.**

Communication – PTC Staff to gather information regarding impact fees and other areas of the country where transit fees may be utilized, and share with PTC. (Spring 07)

Coordination – PTC to develop model impact fee ordinance and take necessary steps to forward idea through the PACTS and municipal public processes. (Summer 07)

Collaboration – PTC to utilize previous work to approach municipalities for possible inclusion of transit impact fees for new development. (Fall 07)

Consolidation – PTC to work with PACTS in deciding how new funds should be distributed between transit projects and/or providers. (Winter/Spring 08)

**Second Priority** – Recommendation 5 under Planning and 3 through 4.7 under Operations were combined and designated as the second highest priority for implementation.

**5. Work with surrounding communities to expand transit service beyond the present route network.**

Communication – Continue sharing information regarding any route expansions or changes as part of the current PTC process. (Spring 07)

Coordination – Utilize information for future route planning activities that take into account system-to-system transfers, common fare structures where appropriate, etc. (Summer/Fall 07)

Collaboration – Establish common goals and parameters among providers for expansion of services. Establish uniform municipal contributions required for local match. (Fall 07)

Consolidation – PTC or some other entity to review, approve, and monitor any proposed route extensions. (Spring/Summer 08)

**OPERATIONS:**

- **Improve coordination, efficiency and service among existing transit providers by conducting a comprehensive analysis and possible redesign of local transit routes in the region.**
- **Control expenses and improve efficiency by exploring the coordination and/or consolidation of operational systems.**

**1. Transit managers or designees should meet to discuss possibilities of combining major employee training items (such as driver training and safety).**

Communication – Gather information on current training activities for each provider. (Summer 07)

Coordination – Transit providers' staff to meet to discuss common needs for employee training and map out major efforts. (Fall 07)

Collaboration – Transit providers conduct regional training events/workshops for employees. (Spring 08)

Consolidation – Providers consider hiring training coordinator with pooled funds. This staff person may also be able to coordinate other items, such as the drug testing processes, if needed. (Fall 08)

**2. Key maintenance staff for each provider should meet on a regular basis.** One of the first tasks of the group should be a discussion of the pros and cons of establishing a shared maintenance facility, referred to in #5 under Capital Investment.

PTC Staff to coordinate with providers for first meeting in spring of 2007. Establishes the 4C's process at the staff level. (Spring 07)

**Second Priority** – Recommendation 5 under Planning and 3 through 4.7 under Operations were combined and designated as the second highest priority for implementation.

**3. Improve schedule coordination and identify connections between all regional bus providers, ferries and rail terminals.**

Communication – Gather information on current transfer opportunities for each provider (completed as part of Transit Coordination Study).

Coordination – PTC and Staff to review current recommendations and set implementation schedule. (Summer 07)

Collaboration – PTC Staff to work with providers to better depict current transfer opportunities, and identify better connections between services. (Fall 07)

Consolidation – PTC or Staff to review any future schedule changes and make recommendations on how proposed changes could affect transfers and transfer locations. (Spring 08)

**4. Conduct a comprehensive analysis and possible redesign of local transit routes in the region.** This includes buses operated by South Portland, METRO and BSOOB including coordination with other systems. The analysis should include but not be limited to the following:

1. Examine design, schedule & efficiency of routes.
2. Locate new transit hubs to allow services to be redesigned so that fewer routes can offer more efficient, more frequent, and more consistent service to downtown centers.
3. Design routes to fit within regular schedule windows of 15, 30, and 60 minutes.
4. Ensure routes are coordinated so that transfers at hubs are timed, consistent, easy to understand, and reliable.
5. Promote the use of Park & Ride lots by providing bus service for commuters.
6. Identify underserved locations that would benefit from improved intermodal connections including Amtrak stations, Casco Bay Ferry and Ocean Gateway Terminals.
7. Coordinate bus services between major origins and destinations such as the Maine Mall and Downtown Portland.

Communication – Gather information on overall system characteristics (completed as part of Transit Coordination Study) and plans for change in the near future.

Coordination – PTC and Staff to review current system and recommendations for improvement, make sure they address the objectives effectively, and set implementation schedule. (Summer 07)

Collaboration – PTC Staff to work with providers to better depict current system, and identify better utilization and connections between services. (Fall 07)

Consolidation – PTC or Staff to review any future schedule changes and make recommendations on how proposed changes could affect level of service, frequency, transfers and transfer locations. (Spring 08)

**5. Operators should work together to take advantage of Safety and Security funding for transit.**

Communication – Gather information and monitor policy. Put on agenda as needed. (Spring 07)

Coordination – PTC and Staff to review current policies and practices and identify unmet needs. (Summer 07)

Collaboration – PTC to implement best practices within and among the operations. (Fall 07)

Consolidation – Apply for funding to benefit two or more services. One entity to provide Transportation Worker Identity Cards (TWIC) and coordinate screening (Winter 07/08)

## **MARKETING:**

- **Improve ridership, revenues and customer service by promoting a seamless, customer focused, service oriented transit system with coordinated marketing and promotional initiatives.**

**First Priority** – Recommendation 1 and 2 under Marketing were combined and designated as the highest priority for implementation. This effort is already underway.

1. **Marketing staff or other transit employees should meet on a regular basis** to discuss collective advertising opportunities and common events.

PTC Staff to coordinate with providers for first meeting in spring of 2007. Establishes the continuum at the marketing level. (Spring 07)

2. **Prepare a joint publication that presents a regional map and timetables for multi-agency travel.** Customers and visitors need to know all their options for traveling in the region.

Communication – PTC Staff to review current regional publications and information sources for best options on development of multi-agency publication. Staff to present findings to PTC and providers. (Summer 07)

Coordination – Transit providers work with existing marketing staff or outside consultant to develop regional publication. (Fall 07)

Collaboration – Transit providers and PTC approve publication and collectively fund printing and distribution costs. (Winter 07/08)

Consolidation – One entity serves as the outlet for the regional map and timetables, and also is responsible for conducting annual or more frequent updates. (Summer/Fall 08)

3. **Explore opportunities for common branding.** This would help customers identify transit options and may include coordination of advertising and other marketing strategies.

Communication – PTC Staff to coordinate and facilitate meetings with providers to discuss common branding ideas and opportunities. (Fall 07)

Coordination – Transit providers work to develop a common logo, map items, and other products – possibly hiring a marketing firm to assist in design. (Winter 07/08)

Collaboration – Transit providers establish timeframe for rolling out new materials and pool funding to assist in printing and distribution costs. (Spring 08)

Consolidation – PTC endorses new brand identity, logo, etc and providers incorporate into advertising and other agency materials. (This could happen under Coordination or Collaboration) (Summer 08)

4. **Design Portland’s Transportation Information Display System (TIDS) Web Site [www.transportme.org](http://www.transportme.org) to include multi-agency travel opportunities**, instead of just presenting separate web pages for individual agencies.

PTC Staff to coordinate with GPCOG, MaineDOT and providers to make necessary changes to the web site as soon as possible. This will continue to be an iterative process.

**Third Priority** – Recommendations 4, 4.1 and 4.2 under Planning and 5 under Marketing were combined and designated as the third priority for implementation.

5. **Providers should work together and with GO Maine to promote transit incentives with major employers in the region.** Examples include *Commute Another Way Week*, promoting park and ride opportunities and Human Resources Conferences.

Communication – Staff from GO Maine program to make a presentation to the PTC. PTC Staff to research other business/employer outreach programs around the country. (Spring 07)

Coordination – PTC Staff to work with providers to assess current outreach programs to area businesses, or any current agreements with businesses. (Summer 07)

Collaboration – Transit providers work to develop opportunities where collaborative efforts in reaching out to businesses may apply. (Fall/Winter 07)

Consolidation – Employer outreach program formalized and funded in an equitable fashion among appropriate providers, or with other funding sources. (Spring/Summer 08)

6. **Develop a common survey instrument** that could be used across the board to measure customer satisfaction.

Communication – PTC Staff to gather current survey methods used by each transit provider and produce a summary for review. (Fall 07)

Coordination – Transit providers work to develop a common survey, although there will be differences based on service provided, and agree on methods. (Winter/Spring 08)

Collaboration – Transit providers follow through with common survey instrument, with assistance from PTC Staff. (Spring 08)

Consolidation – Providers to consider pooling funds collectively for survey activities and other customer service items. Results reviewed by the PTC, and recommendations developed to address common themes. (Fall/Winter 08)

**Fourth Priority** – Recommendation 7 under Marketing was designated as the fourth highest priority for implementation.

- 7. Develop a regional pass system**, allowing riders to more easily use more than one service. This could also be implemented as part of an electronic payment pilot program with ITS funds in cooperation with MaineDOT.

Communication – PTC Staff to gather current methods of fare collection and multi-ride passes used by each transit provider and produce a summary for review. (Fall/Winter 07)

Coordination – Transit providers work to identify opportunities where a shared fare system might be implemented. PTC and Staff to work on developing cost sharing and other arrangements for future regional fare card. (Spring 08)

Collaboration – Providers work with PTC Staff to develop lower-cost fare card (non-electronic or with low-cost bar code readers), or apply for ITS funds for pilot program with a smaller number of providers. (Summer/Fall 08)

Consolidation – PTC and Staff work toward the implementation of an electronic fare collection system and system-wide fare card. (Spring 09)

### **CAPITAL INVESTMENT:**

- Increase ridership, revenues and customer service by making investments in facilities and infrastructure.**

- 1. Explore opportunities for cooperative purchasing** on items such as diesel fuel, ITS infrastructure, communication systems, shelters and tires.

Communication – PTC Staff to gather information on current purchasing methods for several items (some of this has already been completed as part of the Study).

Coordination – Transit providers' staff to meet to discuss cooperative purchasing opportunities and develop action plan. (Spring 07)

Collaboration – PTC Staff to research opportunities and report back to providers. (Summer 07)

Consolidation – Providers work with GPCOG and SMRPC to incorporate items/purchases into existing cooperative purchasing program. Information provided on annual costs savings for the region and for each provider. (Fall/Winter 07)

**2. Providers should work collectively with MaineDOT to increase efficiencies in the purchase of equipment and other large capital items.**

Communication – PTC Staff to work with MaineDOT to review current purchasing practices and procedures and present findings to the PTC. (Summer 07)

Coordination – PTC or subcommittee to work with MaineDOT to identify opportunities to increase efficiencies and lower costs if possible. (Fall 07)

Collaboration – MaineDOT and providers work to implement strategies identified. Providers collectively fund inspector to monitor new vehicle production at the factory to minimize long-term maintenance costs. (Spring 08)

Consolidation – By this time (2013) PACTS area will be its own TMA. Will MaineDOT still be involved with purchases? (Summer/Fall 08)

**3. Complete improvements and expansion of the Downtown Transit Center.**

Improvements to this facility may include a better bus queuing area, a coffee shop or “transit store,” electronic payment system, TIDS screens, and brochure distribution of other transportation services.

METRO proceeding with current plans for improvements to the Downtown Transit Center within available funding. PTC needs to explore ways to optimize its use as a transit hub for all the bus operators with stops on the peninsula. (Winter 06/07)

**4. Improve and increase the number of bus stop shelters and amenities.**

Communication – PTC Staff to gather information on current shelter locations or other amenities at stops for each transit provider. Staff to present information to PTC in map (GIS) format, and also provide information to providers. (Fall 07)

Coordination – PTC or subcommittee to work on identifying and prioritizing key locations where additional improvements are needed. (Winter/Spring 08)

Collaboration – Providers work through an agreement to fund needed improvements, and work with municipalities on possible maintenance agreements for shelter areas. (Spring/Summer 08)

Consolidation – One entity responsible for installing, maintaining, and funding bus stop amenities. System-wide capital improvement fund established for this purpose. (Winter 08/09)

**5. Explore options for shared maintenance facilities.** ShuttleBus provides maintenance for the YCCAC fleet and other municipal vehicles. METRO provides maintenance for some RTP vehicles. SPBS and ShuttleBus are in need of improved garage facilities. METRO and RTP need a larger maintenance facility. The Cities of Portland, South Portland and Westbrook are exploring opportunities to collaborate in the construction of bus/truck maintenance facilities. This may have implications for RTP, METRO and SPBS. Currently discussions have started with Police, Fire, Public Works and School Bus maintenance systems and facilities.

Communication – Maintenance staff to meet (referred to under #2 in Operations) (spring 07)

Coordination – Providers develop shared maintenance plan with short, medium, and long-term opportunities. (Summer/Fall 07)

Collaboration – Providers implement short and medium-term recommendations from Maintenance subcommittee. (Winter/Spring 08)

Consolidation – If warranted, expand existing or construct new regional maintenance facility for two or more providers. (2009/2010)

- 6. Investigate creation of “transport centers,”<sup>2</sup> “transit stores,”<sup>3</sup> or mini-hubs.** Mini-hubs recommended in 4.b. under Operations above should be built in cooperation with local businesses as transit-oriented development.

Communication – PTC to identify key locations where there is significant overlap or transfer opportunity that aligns with activity centers and/or areas that are specified as Transit Oriented Development. (Fall/Winter 07)

Coordination – Work with PTC staff and municipalities to quantify transit and bike/ped activity at these locations. (Spring/Summer 08)

Collaboration – Research funding opportunities and identify public and private sources. Locate properties that are centrally located to the TOD or activity hub that are conducive to multi-use development. (Fall/Winter 08)

Consolidation – Establish a network of TOD nodes throughout the region supported by local municipalities, businesses and development fees. (2009/2010)

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<sup>2</sup> Recommendation from *Portland Transportation Plan*, 1993

<sup>3</sup> “Transit Stores” are often set up in busy urban areas where patrons can purchase monthly passes & get schedules.

Objective	Priority	ID #	Recommendation	Term	Fall '06	Winter '06/'07	Spring '07	Summer '07	Fall '07	Winter '07/'08	Spring '08	Summer '08	Fall '08	Winter '08/'09	Spring '09		
Planning	3	1	Transit Committee, coordination on agenda each mtg. PTC incorporate immediately	S	✓												
		2	Annual meeting of all transit boards PTC Staff coordinate meeting	S													
		3	Better coordination of ridership data collection PTC Staff gather existing data and practices PTC Staff review and draft new program for review Conduct trial regional survey, review and improve Providers fund regularly scheduled surveys	S													
		4	Incorporate transit planning in comp plan process	M													
		4.1	Include transit in major land use development Staff notify PTC of all MaineDOT Scoping meetings in region Appoint PTC member to be liaison to Scoping meetings PTC staff review developments for transit design	M						Communication Coordination							
			Amend Statewide Traffic Movement Permit process to include public transit Staff work with municipalities to incorporate transit design in site plan review								Collaboration						
		4.2	Explore Impact Fees for Transit PTC Staff research and present current practices to Committee Develop model impact fee ordinance & begin adoption process with PACTS and municipalities Approach municipalities for inclusion of transit impact fees for new development Work with PACTS to distribute funds between projects and providers	M													
		5	Expand present network Share information on route expansions in current PTC process Apply to future route planning activities for consistent transfer and fare policies Establish consistent formula for municipal contributions toward route expansions PTC review, approve and monitor proposed route extensions	M													
		2															

Objective	Priority	ID #	Recommendation	Term	Fall '06	Winter '06/'07	Spring '07	Summer '07	Fall '07	Winter '07/'08	Spring '08	Summer '08	Fall '08	Winter '08/'09	Spring '09		
Operations	2	1	Combine major employee training	M													
			Gather information of current training activities for each provider														
			Transit Provider's compile list of common training needs														
			Conduct regional training events and develop consistent training materials														
			Consider hiring trianing coordinator														
		2	Maintenance staff, feasibility of shared facility	M													
			Schedule first meeting and begin process at staff level														
		3	Improve intermodal connections	M													
			Gather information on current transfer opportunities for each provider														
			PTC and Staff review current recommendations and set implementation schedule														
			PTC Staff work with providers to improve connections														
			PTC staff review, monitor, recommend on future schedule changes relative to transfers														
		4	Regional Route Study	S													
		4.1	Examine design, schedule & efficiency of routes	M													
		4.2	Identify new transit hubs	M													
		4.3	Timed Schedule with common denominator	M													
		4.4	Timed transfers	M													
		4.5	Expand Bus service to Park & Ride lots	M													
		4.6	Improve transit to underserved locations	M													
		4.7	Coordinate service between major origins and destinations	M													
			Gather information on overall system characteristics														
			Recommend improvements for compliance with objectives and set schedule for implementation														
			Monitor and improve														
	Review/assess future schedule changes as they effect level of service, frequency, and transfers																
5	Take advantage of Safety and Security Funding	S															
	Monitor policy and place on agenda as needed																
	Review current policies, practices and unmet needs																
	Implement best practices																
	Apply for funding to benefit 2 or > services/One entity provide TWIC and coordinate screening																

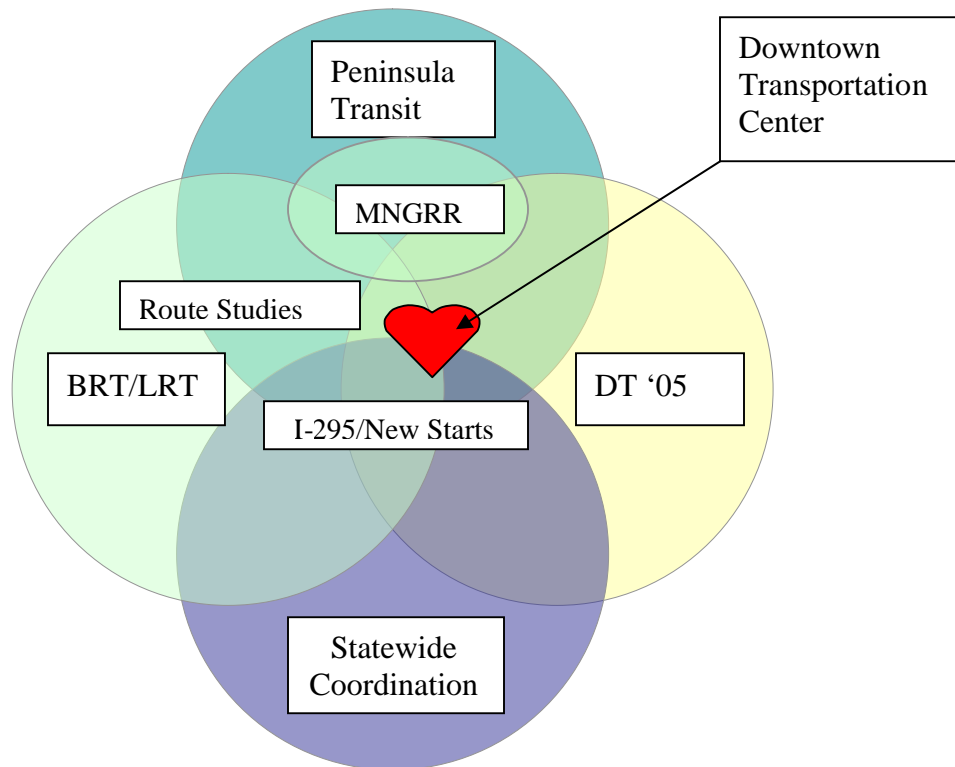
Objective	Priority	ID #	Recommendation	Term	Fall '06	Winter '06/'07	Spring '07	Summer '07	Fall '07	Winter '07/'08	Spring '08	Summer '08	Fall '08	Winter '08/'09	Spring '09		
Marketing	1	1	Marketing staff, collective advertising opportunities	S													
			Place on PTC Agenda Quarterly or as needed														
			Organize first meeting														
			Identify opportunities to collectively market area transit systems and work with other orgs.														
		Investigate consolidation of marketing where appropriate															
		2	Regional Map and Timetable	S				✓									
			Staff review current publications and present findings to PTC														
			Develop regional publication														
			PTC approve regional publication and funding														
		3	3	Explore common branding	M												
				Staff coordinate meetings to discuss ideas and opportunities													
				Develop common logo and map items													
	Establish timeframe, organize funding for rollout of new materials																
	4	4	Integrate travel options on Transportme.org	M													
			Improve current information and content on TIDs site														
			Make necessary changes ASAP														
			Explore opportunities for shared web design and/or hosting of multi agency sites														
	5	5	Explore opportunities to hire one web designer and/or one web master for a single site														
			Promote transit incentives w/ major employers	M													
			Presentation from Go Maine to PTC/staff research other programs														
			Assess current outreach programs/identify HR Conferences for material distribution														
	6	6	Develop collaborative outreach efforts														
			Formalize and equitably fund employer outreach program														
			Develop common survey instrument	S													
			Staff summary of existing methods														
	7	7	Develop common survey and agree on methods														
			Utilize common survey instrument														
			Consider combining survey efforts														
Develop regional pass system			M														
8	8	Staff summary of existing fare collection methods and pass systems															
		Identify opportunities for implementing shared fare system															
		Develop cost sharing scheme for regional fare card															
		Develop low-cost fare card or apply for ITS funds for pilot															
9	9	Work toward implementation of electronic fare card for the whole system															

Objective	Priority	ID #	Recommendation	Term	Fall '06	Winter '06/'07	Spring '07	Summer '07	Fall '07	Winter '07/'08	Spring '08	Summer '08	Fall '08	Winter '08/'09	Spring '09
Capital		1	Explore cooperative purchasing	S											
			Staff summary of current purchasing and leasing methods												
			Meet and develop action plan												
			Staff research opportunities and report back to PTC												
			Utilize existing cooperative purchasing program with GPCOG and SMRPC												
		2	Collectively work w/ MDOT on capital purchases	S											
			Staff summary of current practices and procedures												
			Identify opportunities to increase efficiencies and lower costs												
			Implement strategies identified												
			Develop plan to address PACTS becoming a TMA												
		3	Improve & expand Downtown Transportation Center	S											
			METRO proceeding with improvements/Periodic progress reports to PTC												
			Explore ways to optimize use of DTC and other intermodal facilities												
			Identify future locations for centers and hubs												
			Design and construct new transit centers and hubs												
		4	Create new transfer points, mini-hubs	L											
			Identify key locations that overlap, are in activity centers and/or TOD												
			Quantify Transit, bike/ped activity in key locations												
			Identify funding sources and specific properties												
			Establish network of TOD nodes throughout region												
		5	Improve and increase shelters and amenities	M											
			Staff map and summary of existing shelters and stops with amenities												
			Identify and prioritize locations for additional improvement												
			Establish agreement among providers, municipalities and property owners to fund and maintain												
		Establish system-wide capital improvement fund for shelters/One entity to install, maintain, fund													
	6	Explore shared maintenance facilities	M												
		Maintenance staff to meet													
		Develop shared maintenance plan with short, medium and long-term opportunities													
		Providers implement short, medium-term recommendations from Maintenance subcommittee													
		If warranted, expand existing or construct new regional maintenance facility for 2 or > providers													

PACTS Transit Consolidation Study - Prioritized Recommendations					
Category	Priority	ID #	Recommendation	Total Votes	Start
Marketing	1	2	<b>Regional Map and Timetable</b>	9	Underway
		1	Marketing staff, collective advertising opportunities	3	
Operations	2	4	<b>Regional Route Study</b>	6	Summer 2007
		4.1	Examine design, schedule & efficiency of routes	3	
		4.2	Identify new transit hubs	0	
		4.3	Timed Schedule with common denominator	0	
		4.4	Timed transfers	2	
		4.5	Expand Bus service to Park & Ride lots	0	
		4.6	Improve transit to underserved locations	5	
Planning	3	4.7	Coordinate service between major origins and destinations	1	Summer 2007
		3	Improve intermodal connections	5	
		5	Expand present network	5	
Planning	3	4	<b>Incorporate transit planning in comp plan process</b>	4	Fall 2007
		4.1	Include transit in major land use development	4	
		4.2	Explore Impact Fees for Transit	2	
Marketing		5	Promote transit incentives w/ major employers	4	
Marketing	4	7	<b>Develop regional pass system</b>	3	Fall 2007
Planning		1	Transit Committee, coordination on agenda each mtg.		Underway
		2	Annual meeting of all transit boards	1	
		3	Better coordination ridership and other data	1	
Operations		1	Combine major employee training	4	
		2	Maintenance staff, feasibility of shared facility	1	
Marketing	All Other	5	Take advantage of Safety and Security Funding	2	
		3	Explore common branding	0	
		4	Regional information website	2	
Capital		6	Develop common survey instrument	1	Underway
		1	Explore cooperative purchasing	3	
		2	Collectively work w/ MDOT on capital purchases	1	
		3	Improve & expand Downtown Transportation Center	0	
		4	Create new transfer points, mini-hubs	1	
		5	Improve and increase shelters and amenities	2	
		6	Explore shared maintenance facilities	2	

# Appendix A

## Relationship of Transit Studies in the PACTS Region



## **Appendix B**

### **Northeast Transit District Statute Comparison**

## District Formation

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>Procedure for Formation</b>	Vote by municipal legislative body (§3502)	Recommendation by RPO or MPO, then a vote by municipal legislative body (Section 38-B:2)	A regional transit district may be created at any time by the act of the voters of each of two or more municipalities upon the written approval of the agency of transportation. (§ 5122)	Municipalities elect to join an authority by majority vote of its voters present and voting on the question at an annual or special meeting duly warned for that purpose. (§ 5103)	Subject to the approval of the secretary of the executive office of transportation and construction. Vote by municipal legislative body. Must be at least 20% of all voters of all towns participating to form a district, then only the towns that voted for the transit district can become part of the district. Must authorize with governor. (Chapter 161B: Section 3.)	Vote by municipal legislative body (Sec. 7-273b.)	Created by act of legislation. This is the Rhode Island Public Transit Authority. (SECTION 39-18-2)
<b>Number/type of entities eligible to form district</b>	At least one town or at least one regional transportation corporation (§3501)	Not Specified, but two or more towns implied	Two or more towns (§ 5122)	Two or more towns (§ 5103)	At least one town (Chapter 161B: Section 3.)	At least one town (Sec. 7-273b.)	Encompasses entire state
<b>Rules relating to noncontiguous municipalities joining district</b>	Need Maine DOT consent (§3502)	Not Specified	Not Specified	Not Specified	Must be contiguous (Chapter 161B: Section 3.)	Do not have to be contiguous (Sec. 7-273b.)	Encompasses entire state

## District Formation Continued

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>Membership Withdrawal</b>	A municipality may withdraw from the district at the end of a fiscal year provided that it has given the board of directors at least one year's written notice of its intention to do so. The municipality must pay its proportionate share of the current indebtedness of the district (§3518)	Not Specified	Subject to existing transit board's bylaws (§ 5124)	A member municipality may withdraw from membership in the authority, if notification of withdrawal is given more than one year after the member municipality joined such authority. Municipality shall continue to be liable for its share of all existing indebtedness	Requires town ballot on whether to discontinue membership (Chapter 161B: Section 15)	Municipality may vote to withdraw. Transit district can determine the share of debt that municipality must pay off and that municipality must pay off before withdrawing.	Encompasses entire state
<b>Miscellaneous relating to formation</b>	A single municipality, by vote of its legislative body, or a regional transportation corporation, by vote of its board of directors, may be empowered to perform the functions provided in this chapter without creating a district. (§3505)		Approval shall be based upon the results of studies carried out by the agency of transportation and by representatives of the municipalities to determine whether the municipalities involved constitute a reasonable transit district. Evidence shall be shown that funding will be adequate to provide a continuing transit program. (§ 5122)		Cannot be in territory of Massachusetts Bay Transportation Authority.		

## District Formation Continued

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>Board of Directors: How Appointed</b>	The affairs of a district formed under section 3502 shall be managed by a board of directors chosen from the inhabitants of the municipality or municipalities comprising the district. (§3504)	The selectmen, town or city council, or board of aldermen of each member city or town shall appoint members to the board (Section 38-B:3)	Representatives to a regional transit district representing each participating municipality shall be appointed and any vacancy filled by the legislative body of such municipality (§ 5124)	The commissioners shall be appointed by and serve at the pleasure of the legislative body of the member municipality (§ 5107)	Statute requires town administrators to serve (see below)	The affairs of the district shall be managed by a board of directors chosen from among the electors of the constituent municipalities (Sec. 7-273c)	Determined by statute (§ 39-18-2)
<b>Board of Directors: Composition</b>	The municipal officers of each municipality shall appoint the directors of a transit district. (§3504)	Transit district bylaws determine composition (Section 38-B:3)	Transit district bylaws determine composition (§ 5124)	Not specified (§ 5107)	Advisory board to each authority consisting of the city manager, in the case of a Plan D or Plan E city, or the mayor of each other city, and the chairman of the board of selectmen of each town having such board, or the town manager or town administrator of each other town (Chapter 161B: Section 5)	Not specified	See below

## Management Structure

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>Board of Directors: Rules Governing Number of Directors/Votes</b>	Except as provided in subsection 3, each municipality is entitled to one director for each 10,000 inhabitants of the municipality or fraction of that number, as determined by the latest Federal Decennial Census (§3504)	a municipality with a population over 50,000 shall be entitled to have 5 voting representatives; a municipality with a population over 25,000 but less than 50,000 shall be entitled to 4 voting representatives; a municipality with a population over 10,000 but less than 25,000 shall be entitled to 3 voting representatives; and municipalities with less than 10,000 in population shall be entitled to 2 voting representatives (Section 38-B:3)	A regional transit district shall contain at least one representative appointed from each member municipality (§ 5123)	Two directors per municipality	Total vote of each city and town shall each year be determined by the authority. The determination of votes shall be based upon the most recent annual assessment. Until the first such assessment, the fraction specified above shall be replaced by a fraction of which the numerator shall be the population of each such city or town and the denominator shall be the total population of all cities and towns in the authority. (Chapter 161B: Section 5)	Each municipality shall have at least 1 director. Municipalities with a population from 25,000 to 100,000, inclusive, shall have 2 directors--with a population over 100,000 shall have 4 directors. (Sec. 7-273c) The population of each municipality according to the most recent federal census shall be divided by the number of directors representing such municipality. Each member of the board of directors shall be entitled to cast that number of voting units which is the multiple the population he represents, rounded to the nearest 100, is of the smallest population represented by a member, rounded to the nearest 100 (Sec. 7-273c)	Determined by statute: The authority shall consist of seven (7) members, four (4) of whom shall be appointed by the governor with the advice and consent of the senate; one shall be a member of the senate ex officio appointed by the president of the senate, one shall be a member of the house of representatives ex officio appointed by the speaker of the house of representatives and one of whom shall be the director of the department of transportation who shall serve as an ex officio member ( § 39-18-2b)

## Management Structure Continued

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>Board of Directors: Length of Term</b>	Initially, the directors' terms of office shall be determined by lot at their first organizational meeting as follows: One-third of those appointed shall serve for 3 years, 1/3 for 2 years and the remaining number for one year. All subsequent appointments are for a term of 3 years. (§3504)	Transit district bylaws determine length of terms (Section 38-B:3)	Transit district bylaws determine length of terms (§ 5124)	Three year terms (§ 5107)	Determined by advisory board by-laws (Chapter 161B: Section 5)	The directors shall be appointed for terms of four years, except that, in municipalities having more than one director, one-half of those first appointed shall serve for two years and one-half for four years, their successors to serve for four years each. (Sec. 7-273c)	For the 4 appointed members, they serve three year terms (each of which is staggered by one year) ( § 39-18-2c)
<b>Board of Directors: Other</b>	A majority of the directors constitutes a quorum for the transaction of business. Action taken by 2/3 of the directors present at any meeting at which a quorum is in attendance is considered to be the action of the full board of directors. (§3504)		A regional transit district may also have other members, who may be elected or appointed in the manner the regional transit district prescribes by rule (§ 5124)		Advisory board can delegate authority to executive committee to run affairs of board, and can at any time, revoke such delegation (Chapter 161B: Section 5)		Four (4) members of the authority shall constitute a quorum and the vote of four (4) members shall be necessary for any action taken by the authority

## Management Structure Continued

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>Chief Executive Officer: How appointed</b>	The directors shall appoint and fix the salary of a district manager who may not be a director. The district manager is the chief executive officer of the district. (§3506)	The directors can employ officers and staff necessary to conduct the business of the district (38-B:4)	Not Specified	The board of commissioners may appoint a transit director, and such other personnel as is necessary for the conduct of the business of the authority (§ 5107)	The affairs of an authority shall be managed by an administrator who shall be appointed by and serve at the pleasure of the advisory board (Chapter 161B: Section 4)	They shall appoint and fix the salary of a district manager, who shall be the chief executive officer of the district, and such other employees as are required for district purposes (Sec. 7-273c)	Not specified
<b>Chief Executive Officer: Role/Duties</b>	The district manager shall appoint any other employees that are required for district purposes and fix the salaries of those employees. (§3506)	Not Specified	Not Specified	Not Specified	Not Specified.	Not Specified.	Not specified
<b>Department of Transportation: Roles/Duties</b>	Assistance with federal and state contracts, provides special rulings on transit corporations, and special rulings on noncontiguous municipal membership of transit districts	Not Specified	Approval of formation required by VT Agency of Transportaiton, and contract assistance.	Not Specified	Approval of formation required by Transportation Secretary, extraordinary expenses must be approved by secretary, reviews operations budget.	Confers with transit district on eminent domain proceedings, contract assistance, can negotiate with municipalities that want transit service but do not want a transit district.	Director of Department of Transportation has a seat in the authority, and can provide contract assistance.

## Powers and Duties

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut (Transit District)	Rhode Island (Public Transit Authority)
<b>May Sue and Be Sued</b>	yes (§3502)	yes (Section 38-B:4)	yes (§ 5125)	yes (§ 5104)	yes (Chapter 161B: Section 2)	yes (Sec. 7-273b)	yes (§ 39-18-4)
<b>May Adopt Name and Seal</b>	yes (§3502)	yes (Section 38-B:4)	not specified	yes (§ 5104)	yes (Chapter 161B: Section 6)	yes (Sec. 7-273b)	yes (§ 39-18-4)
<b>May Develop Charter Service</b>	yes (§3502)	not specified	not specified	not specified	not specified	yes (Sec. 7-273b)	
<b>May purchase, hold, or use real or personal property for the purposes of operating a public transit system</b>	yes (§3509)	yes (Section 38-B:4)	yes (§ 5125)	yes (§ 5104)	yes (Chapter 161B: Section 6)	yes (Sec. 7-273b)	yes (§ 39-18-4)
<b>May lease or convey real or personal property</b>	yes (§3509)	yes (Section 38-B:4)	yes (§ 5125)	yes (§ 5104)	yes (Chapter 161B: Section 6)	yes (Sec. 7-273b)	yes (§ 39-18-4)
<b>May accept gifts, grants, or loans of money or other property</b>	yes, with government entities (§3509)	yes (Section 38-B:4)	yes (§ 5125)	yes (§ 5104)	yes (Chapter 161B: Section 6)	yes (Sec. 7-273e)	yes (§ 39-18-4)
<b>May develop contracts with government entities and private entities</b>	yes (§3509)	yes (Section 38-B:4)	yes (§ 5125)	yes (§ 5104)	yes (Chapter 161B: Section 6)	yes (Sec. 7-273e)	yes (§ 39-18-4)
<b>May Exercise Eminent Domain Power</b>	yes (§3510)	not specified	not specified	yes (§ 5104)	not specified	yes, subject to approval from legislature and municipal authorization (Sec. 7-273e)	yes (§ 39-18-6)
<b>May be Exempt from Tax Exemptions</b>	yes (§3511)	yes (Section 38-B:5)	yes	yes (§ 5106)	yes (Chapter 161B: Section 13)	?	yes (§ 39-18-12)

## Powers and Duties Continued

	Maine (Transit District)	New Hampshire (Regional Transit District)	Vermont (Regional Transit District)	Vermont (Mass Transit Authority)	Massachusetts (Transit Authority)	Connecticut	Rhode Island
<b>May Establish Routes &amp; Fares</b>	yes (§3515)	yes (Section 38-B:4)	yes (§ 5125)	yes (§ 5104)	yes (Chapter 161B: Section 6)	yes	yes, however there are protections for elderly and for private carriers that are already established on same route (§ 39-18-4)
<b>Tort liability protection</b>	not specified	not specified	yes (§ 5129)	not specified	not specified	no ( Sec. 7-273h)	not specified
<b>May issue bonds and notes</b>	yes (§3512)	not specified	not specified	yes (§ 5105)	yes (Chapter 161B: Section 6)	yes (Sec. 7-273b)	yes (§ 39-18-4)

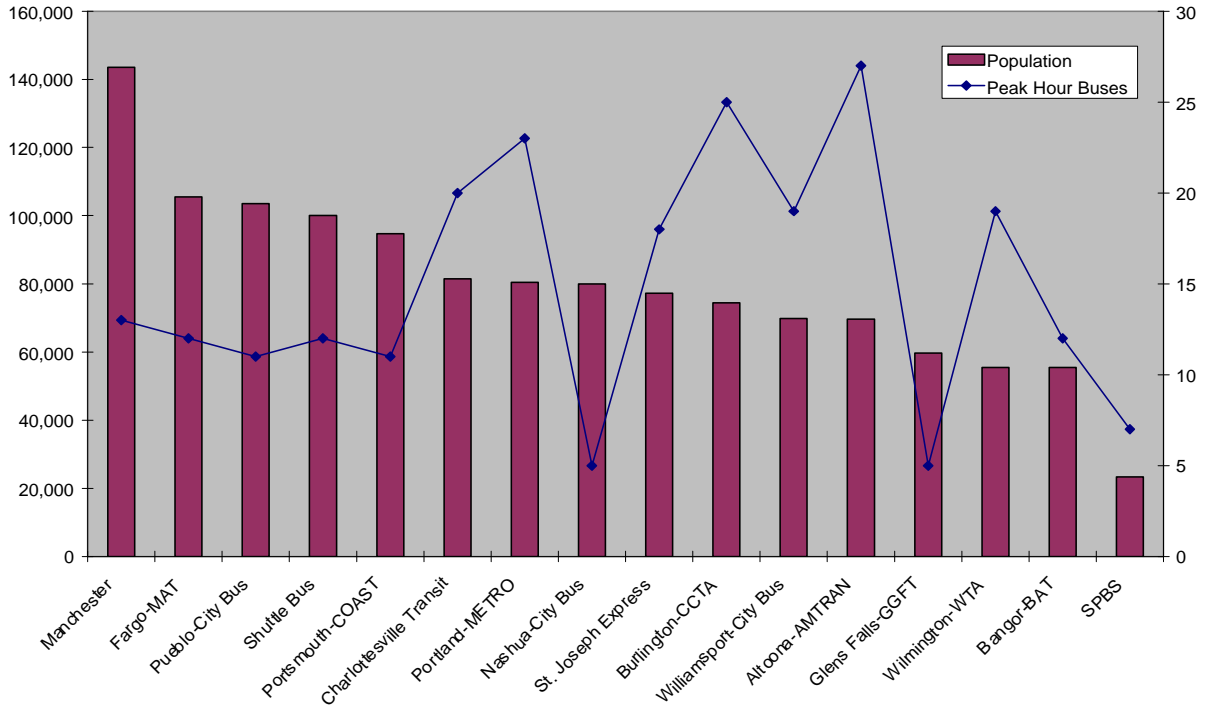
## **Appendix C**

### **National Transit Database Analysis**

## Comparison of Performance Measures Among Peer Systems for Fixed Route Bus, Demand Response and Ferryboat<sup>4</sup>

### Fixed Route Bus

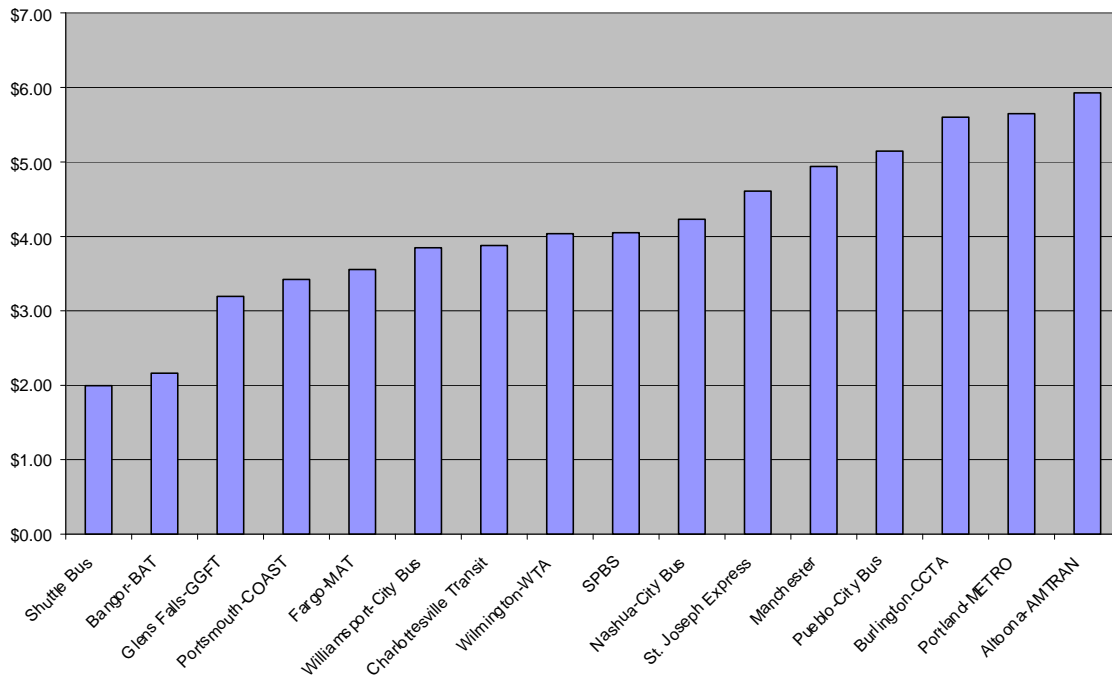
Population and Fleet Size for Peer Transit Systems



Bus 1				
Transit Agency	State	Population	Peak Hour Buses	Annual Vehicle Revenue Miles
Manchester	NH	143,500	13	478,050
Fargo-MAT	ND	105,539	12	540,123
Pueblo-City Bus	CO	103,500	11	529,268
<b>Shuttle Bus</b>	<b>ME</b>	<b>100,000</b>	<b>12</b>	<b>342,040</b>
Portsmouth-COAST	NH	94,734	11	500,133
Charlottesville Transit	VA	81,449	20	941,621
<b>Portland-METRO</b>	<b>ME</b>	<b>80,391</b>	<b>23</b>	<b>803,441</b>
Nashua-City Bus	NH	80,000	5	249,636
St. Joseph Express	MO	77,231	18	736,114
Burlington-CCTA	VT	74,452	25	968,594
Williamsport-City Bus	PA	69,764	19	761,677
Altoona-AMTRAN	PA	69,608	27	533,791
Glens Falls-GGFT	NY	59,743	5	274,228
Wilmington-WTA	NC	55,530	19	696,458
Bangor-BAT	ME	55,500	12	539,639
<b>SPBS</b>	<b>ME</b>	<b>23,399</b>	<b>7</b>	<b>215,000</b>

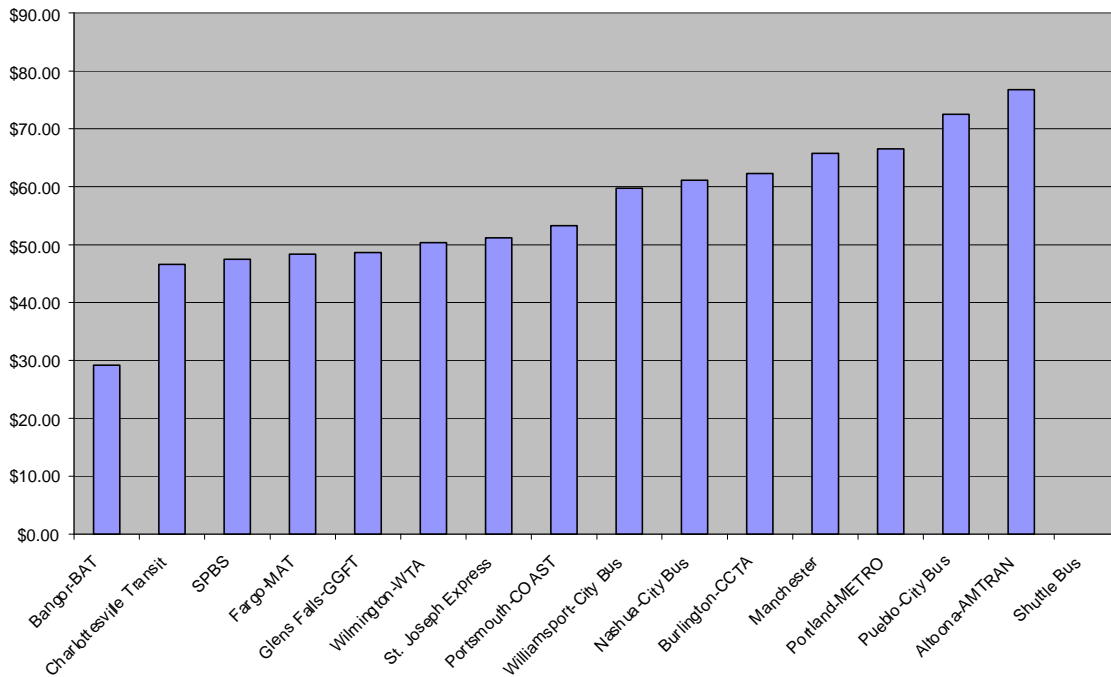
<sup>4</sup> From 2004 National Transit Database except for ShuttleBus, SPBS and YCCAC which are 2005 data.

Operating Expense per Vehicle Mile



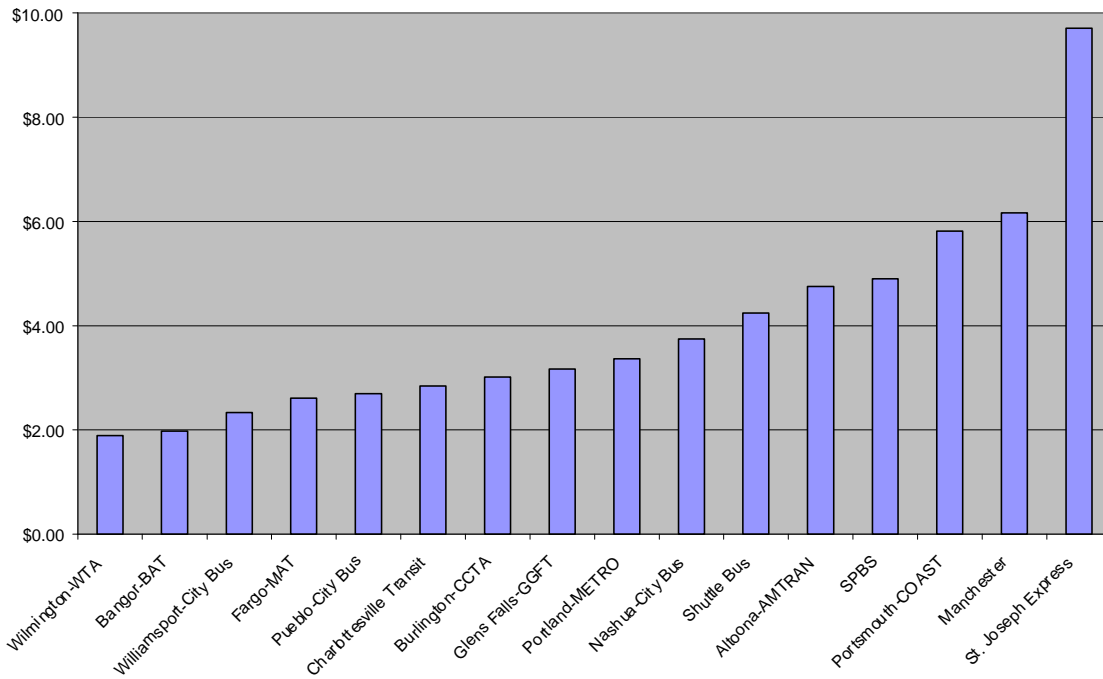
Bus 2				
Transit Agency	State	Operating Expenses	Annual Vehicle Revenue Miles	Operating Expense per Vehicle Mile
<b>Shuttle Bus</b>	<b>ME</b>	<b>\$683,107</b>	<b>342,040</b>	<b>\$2.00</b>
Bangor-BAT	ME	\$1,166,381	539,639	\$2.16
Glens Falls-GGFT	NY	\$875,993	274,228	\$3.19
Portsmouth-COAST	NH	\$1,711,599	500,133	\$3.42
Fargo-MAT	ND	\$1,919,146	540,123	\$3.55
Williamsport-City Bus	PA	\$2,930,244	761,677	\$3.85
Charlottesville Transit	VA	\$3,650,915	941,621	\$3.88
Wilmington-WTA	NC	\$2,812,599	696,458	\$4.04
<b>SPBS</b>	<b>ME</b>	<b>\$870,743</b>	<b>215,000</b>	<b>\$4.05</b>
Nashua-City Bus	NH	\$1,055,679	249,636	\$4.23
St. Joseph Express	MO	\$3,393,870	736,114	\$4.61
Manchester	NH	\$2,361,732	478,050	\$4.94
Pueblo-City Bus	CO	\$2,723,857	529,268	\$5.15
Burlington-CCTA	VT	\$5,427,822	968,594	\$5.60
<b>Portland-METRO</b>	<b>ME</b>	<b>\$4,539,371</b>	<b>803,441</b>	<b>\$5.65</b>
Altoona-AMTRAN	PA	\$3,164,738	533,791	\$5.93

Operating Expenses per Vehicle Revenue Hour



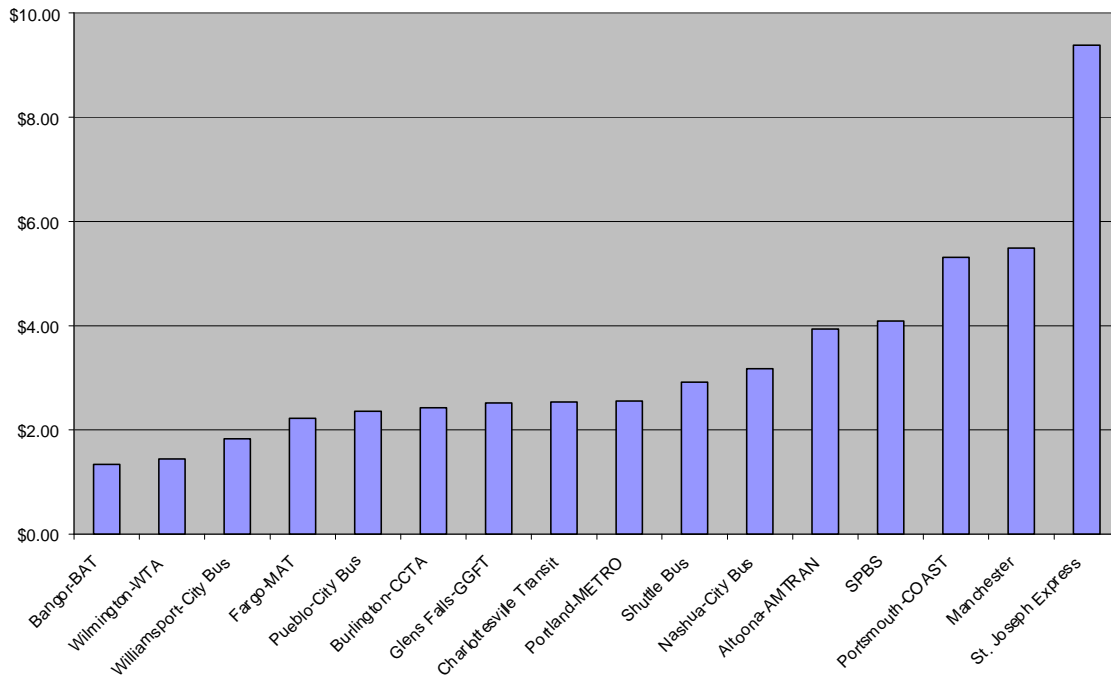
Bus 3		Operating	Annual	Operating
Transit Agency	State	Expenses	Vehicle Revenue Hours	Expenses per Vehicle Revenue Hour
Bangor-BAT	ME	\$1,166,381	39,945	\$29.20
Charlottesville Transit	VA	\$3,650,915	78,377	\$46.58
<b>SPBS</b>	<b>ME</b>	<b>\$870,743</b>	<b>18,344</b>	<b>\$47.47</b>
Fargo-MAT	ND	\$1,919,146	39,680	\$48.37
Glens Falls-GGFT	NY	\$875,993	18,000	\$48.67
Wilmington-WTA	NC	\$2,812,599	55,858	\$50.35
St. Joseph Express	MO	\$3,393,870	66,316	\$51.18
Portsmouth-COAST	NH	\$1,711,599	32,129	\$53.27
Williamsport-City Bus	PA	\$2,930,244	49,041	\$59.75
Nashua-City Bus	NH	\$1,055,679	17,271	\$61.12
Burlington-CCTA	VT	\$5,427,822	87,146	\$62.28
Manchester	NH	\$2,361,732	35,907	\$65.77
<b>Portland-METRO</b>	<b>ME</b>	<b>\$4,539,371</b>	<b>68,193</b>	<b>\$66.57</b>
Pueblo-City Bus	CO	\$2,723,857	37,564	\$72.51
Altoona-AMTRAN	PA	\$3,164,738	41,244	\$76.73
<b>Shuttle Bus</b>	<b>ME</b>	<b>\$683,107</b>		

### Cost per Trip



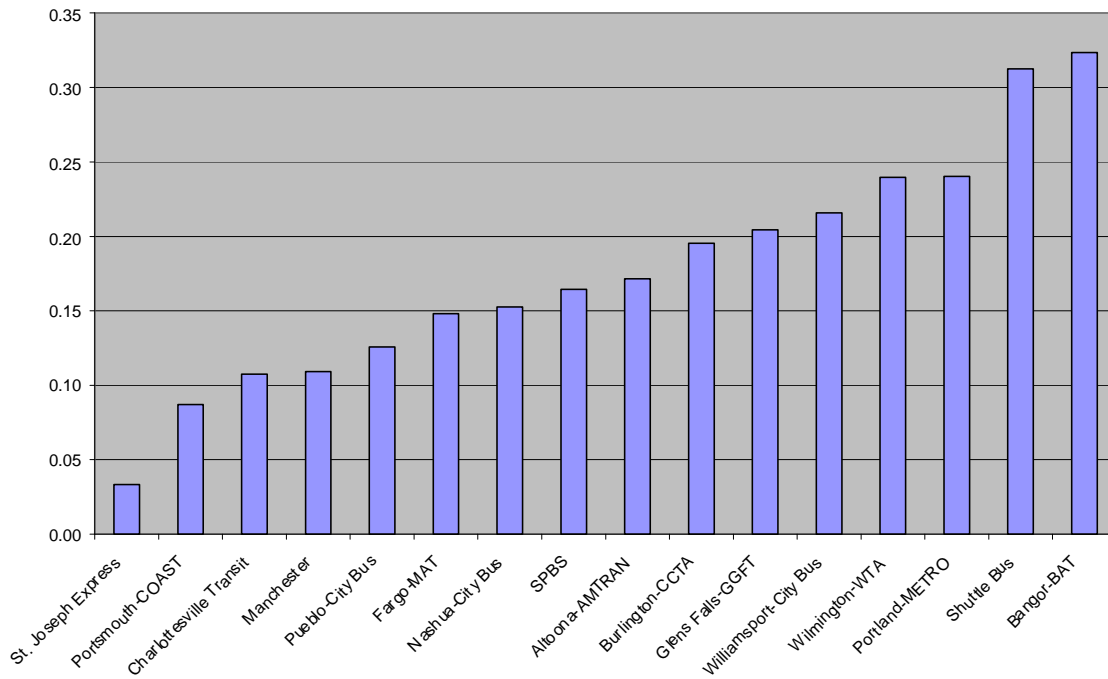
Bus 4		Operating Expenses	Annual Unlinked Trips	Cost per Trip
Transit Agency	State			
Wilmington-WTA	NC	\$2,812,599	1,484,848	\$1.89
Bangor-BAT	ME	\$1,166,381	589,605	\$1.98
Williamsport-City Bus	PA	\$2,930,244	1,255,553	\$2.33
Fargo-MAT	ND	\$1,919,146	736,108	\$2.61
Pueblo-City Bus	CO	\$2,723,857	1,011,112	\$2.69
Charlottesville Transit	VA	\$3,650,915	1,285,584	\$2.84
Burlington-CCTA	VT	\$5,427,822	1,799,794	\$3.02
Glens Falls-GGFT	NY	\$875,993	276,642	\$3.17
<b>Portland-METRO</b>	<b>ME</b>	<b>\$4,539,371</b>	<b>1,347,652</b>	<b>\$3.37</b>
Nashua-City Bus	NH	\$1,055,679	281,545	\$3.75
<b>Shuttle Bus</b>	<b>ME</b>	<b>\$683,107</b>	<b>161,000</b>	<b>\$4.24</b>
Altoona-AMTRAN	PA	\$3,164,738	665,545	\$4.76
<b>SPBS</b>	<b>ME</b>	<b>\$870,743</b>	<b>177,681</b>	<b>\$4.90</b>
Portsmouth-COAST	NH	\$1,711,599	294,153	\$5.82
Manchester	NH	\$2,361,732	383,025	\$6.17
St. Joseph Express	MO	\$3,393,870	349,626	\$9.71

Subsidy per Trip



Bus 5		Total	Annual	Subsidy
Transit Agency	State	Subsidy	Unlinked Trips	per Trip
Bangor-BAT	ME	\$788,996	589,605	\$1.34
Wilmington-WTA	NC	\$2,138,430	1,484,848	\$1.44
Williamsport-City Bus	PA	\$2,298,177	1,255,553	\$1.83
Fargo-MAT	ND	\$1,635,214	736,108	\$2.22
Pueblo-City Bus	CO	\$2,381,279	1,011,112	\$2.36
Burlington-CCTA	VT	\$4,367,045	1,799,794	\$2.43
Glens Falls-GGFT	NY	\$697,028	276,642	\$2.52
Charlottesville Transit	VA	\$3,258,672	1,285,584	\$2.53
<b>Portland-METRO</b>	<b>ME</b>	<b>\$3,447,898</b>	<b>1,347,652</b>	<b>\$2.56</b>
<b>Shuttle Bus</b>	<b>ME</b>	<b>\$469,727</b>	<b>161,000</b>	<b>\$2.92</b>
Nashua-City Bus	NH	\$894,545	281,545	\$3.18
Altoona-AMTRAN	PA	\$2,621,643	665,545	\$3.94
<b>SPBS</b>	<b>ME</b>	<b>\$727,536</b>	<b>177,681</b>	<b>\$4.09</b>
Portsmouth-COAST	NH	\$1,562,490	294,153	\$5.31
Manchester	NH	\$2,103,725	383,025	\$5.49
St. Joseph Express	MO	\$3,280,510	349,626	\$9.38

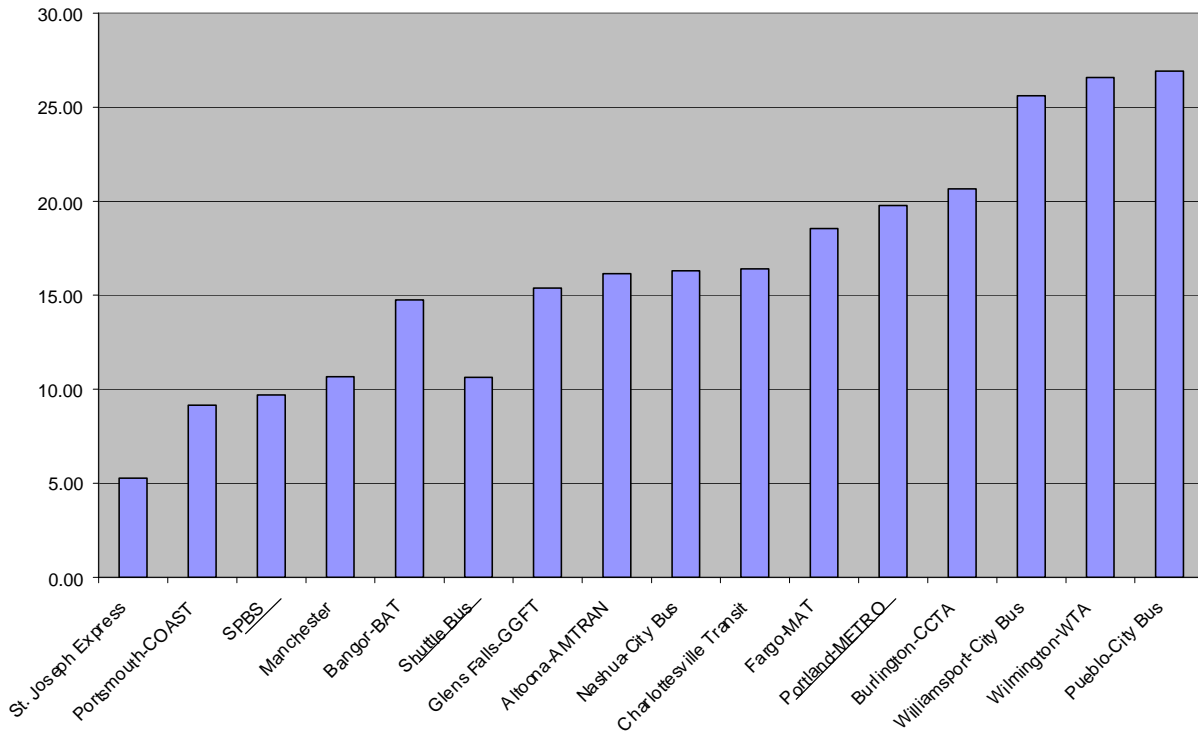
### Operating Cost Ratio



#### Bus 6

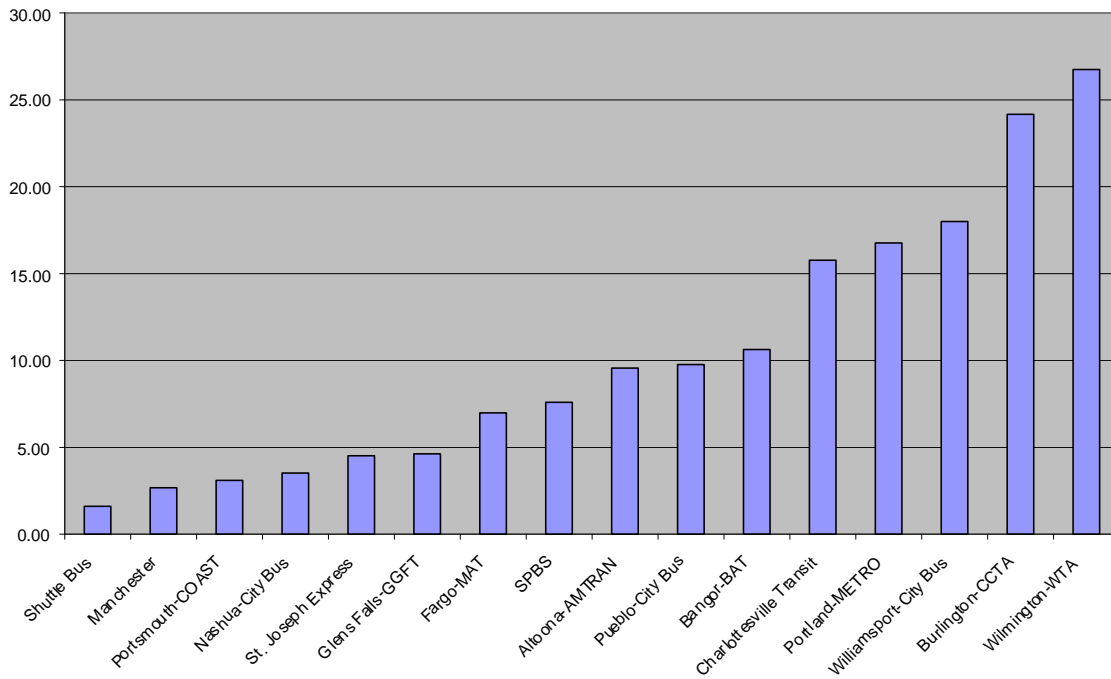
Transit Agency	State	Operating Expenses	Fare Revenues	Operating Cost Ratio
St. Joseph Express	MO	\$3,393,870	\$113,360	0.03
Portsmouth-COAST	NH	\$1,711,599	\$149,109	0.09
Charlottesville Transit	VA	\$3,650,915	\$392,243	0.11
Manchester	NH	\$2,361,732	\$258,007	0.11
Pueblo-City Bus	CO	\$2,723,857	\$342,578	0.13
Fargo-MAT	ND	\$1,919,146	\$283,932	0.15
Nashua-City Bus	NH	\$1,055,679	\$161,134	0.15
<b>SPBS</b>	<b>ME</b>	<b>\$870,743</b>	<b>\$143,207</b>	<b>0.16</b>
Altoona-AMTRAN	PA	\$3,164,738	\$543,095	0.17
Burlington-CCTA	VT	\$5,427,822	\$1,060,777	0.20
Glens Falls-GGFT	NY	\$875,993	\$178,965	0.20
Williamsport-City Bus	PA	\$2,930,244	\$632,067	0.22
Wilmington-WTA	NC	\$2,812,599	\$674,169	0.24
<b>Portland-METRO</b>	<b>ME</b>	<b>\$4,539,371</b>	<b>\$1,091,473</b>	<b>0.24</b>
<b>Shuttle Bus</b>	<b>ME</b>	<b>\$683,107</b>	<b>\$213,380</b>	<b>0.31</b>
Bangor-BAT	ME	\$1,166,381	\$377,385	0.32

Trips per Hour



Bus 7		Annual Unlinked Trips	Annual Vehicle Revenue Hours	Trips per Hour
St. Joseph Express	MO	349,626	66,316	5.27
Portsmouth-COAST	NH	294,153	32,129	9.16
<b>SPBS</b>	<b>ME</b>	<b>177,681</b>	<b>18,344</b>	<b>9.69</b>
Manchester	NH	383,025	35,907	10.67
Bangor-BAT	ME	589,605	39,945	14.76
<b>Shuttle Bus</b>	<b>ME</b>	<b>161,000</b>	<b>15,156</b>	<b>10.62</b>
Glens Falls-GGFT	NY	276,642	18,000	15.37
Altoona-AMTRAN	PA	665,545	41,244	16.14
Nashua-City Bus	NH	281,545	17,271	16.30
Charlottesville Transit	VA	1,285,584	78,377	16.40
Fargo-MAT	ND	736,108	39,680	18.55
<b>Portland-METRO</b>	<b>ME</b>	<b>1,347,652</b>	<b>68,193</b>	<b>19.76</b>
Burlington-CCTA	VT	1,799,794	87,146	20.65
Williamsport-City Bus	PA	1,255,553	49,041	25.60
Wilmington-WTA	NC	1,484,848	55,858	26.58
Pueblo-City Bus	CO	1,011,112	37,564	26.92

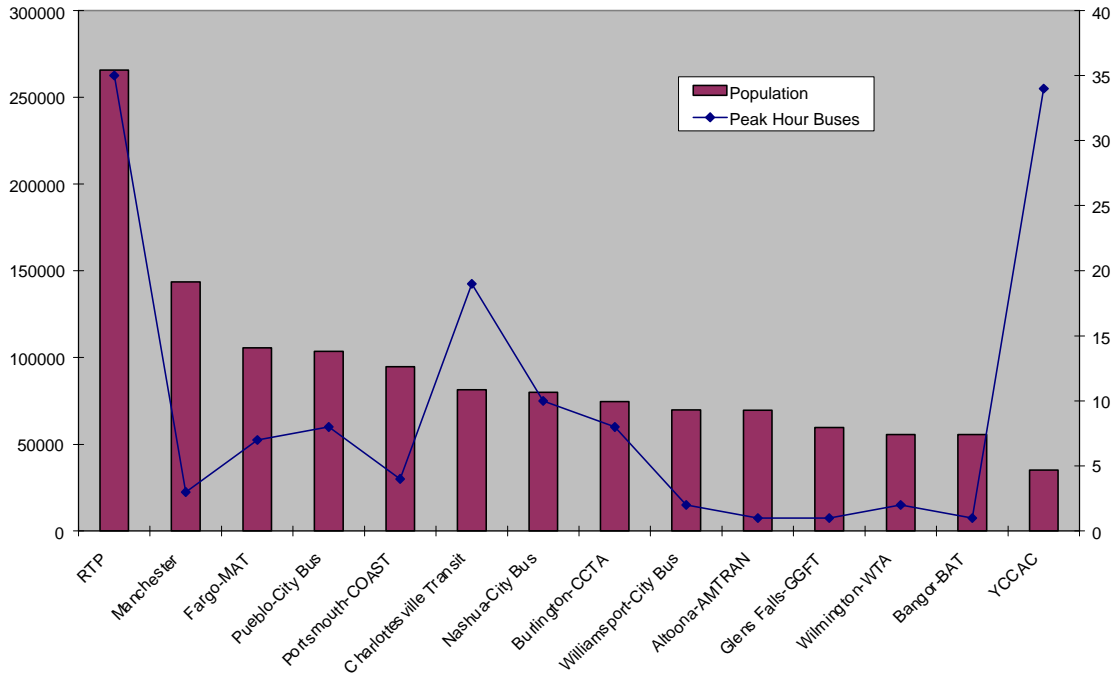
**Trips per Capita**



Bus 8				
Transit Agency	State	Population	Annual Unlinked Trips	Trips per Capita
<b>Shuttle Bus</b>	<b>ME</b>	<b>100,000</b>	<b>161,000</b>	<b>1.61</b>
Manchester	NH	143,500	383,025	2.67
Portsmouth-COAST	NH	94,734	294,153	3.11
Nashua-City Bus	NH	80,000	281,545	3.52
St. Joseph Express	MO	77,231	349,626	4.53
Glens Falls-GGFT	NY	59,743	276,642	4.63
Fargo-MAT	ND	105,539	736,108	6.97
<b>SPBS</b>	<b>ME</b>	<b>23,399</b>	<b>177,681</b>	<b>7.59</b>
Altoona-AMTRAN	PA	69,608	665,545	9.56
Pueblo-City Bus	CO	103,500	1,011,112	9.77
Bangor-BAT	ME	55,500	589,605	10.62
Charlottesville Transit	VA	81,449	1,285,584	15.78
<b>Portland-METRO</b>	<b>ME</b>	<b>80,391</b>	<b>1,347,652</b>	<b>16.76</b>
Williamsport-City Bus	PA	69,764	1,255,553	18.00
Burlington-CCTA	VT	74,452	1,799,794	24.17
Wilmington-WTA	NC	55,530	1,484,848	26.74

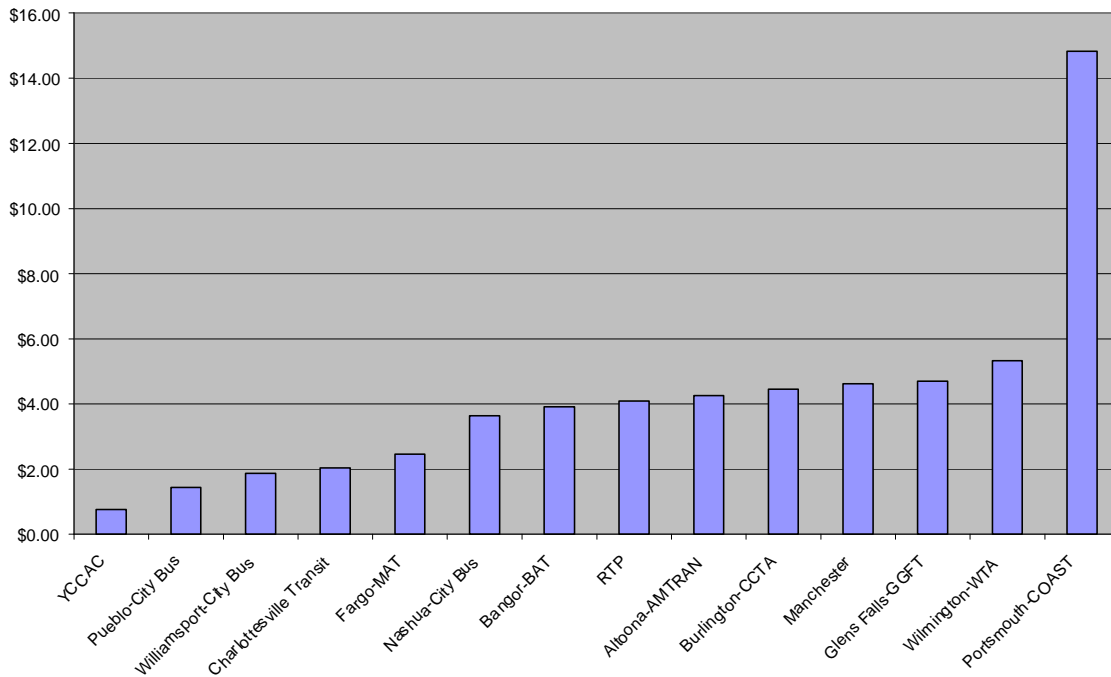
## Demand Response

Population and Fleet Size for Peer Demand Response Systems



DR 1				
Transit Agency	State	Population	Peak Hour Buses	Annual Vehicle Revenue Miles
<b>RTP</b>	<b>ME</b>	<b>265612</b>	<b>35</b>	<b>620,081</b>
Manchester	NH	143500	3	56,784
Fargo-MAT	ND	105539	7	218,319
Pueblo-City Bus	CO	103500	8	239,056
Portsmouth-COAST	NH	94734	4	7,731
Charlottesville Transit	VA	81449	19	430,379
Nashua-City Bus	NH	80000	10	249,636
Burlington-CCTA	VT	74452	8	133,842
Williamsport-City Bus	PA	69764	2	19,937
Altoona-AMTRAN	PA	69608	1	21661
Glens Falls-GGFT	NY	59743	1	18,530
Wilmington-WTA	NC	55530	2	10,650
Bangor-BAT	ME	55500	1	1,945
<b>YCCAC</b>	<b>ME</b>	<b>35000</b>	<b>34</b>	<b>4,145,873</b>

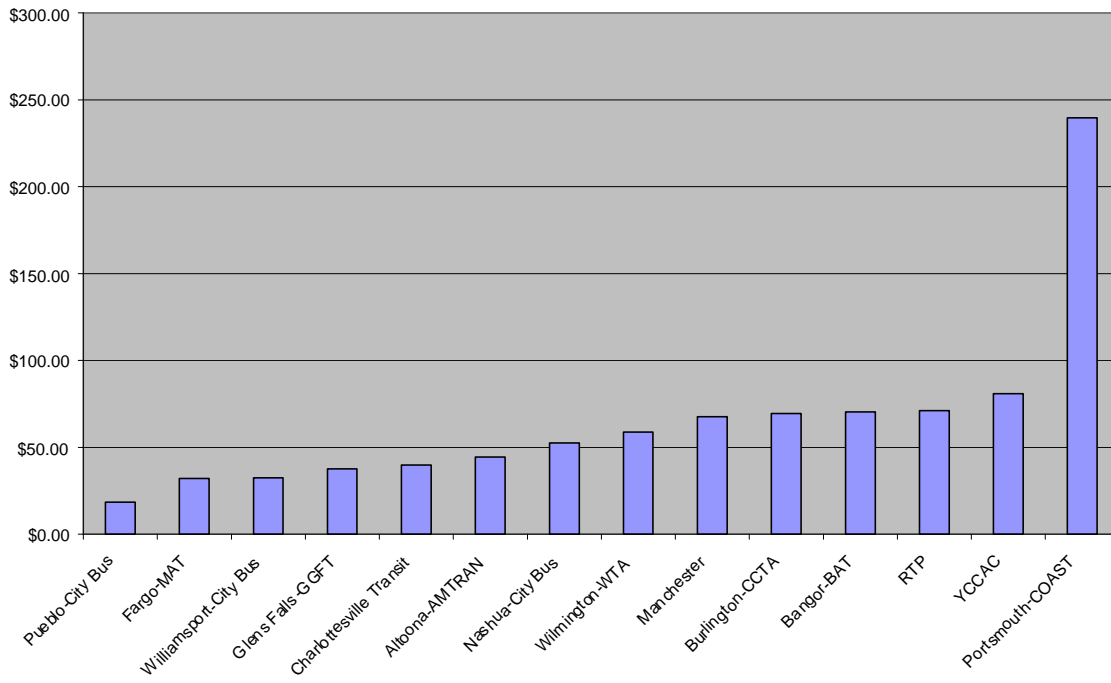
**Operating Expense per Vehicle Mile**



DR 2

Transit Agency	State	Operating Expenses	Annual Vehicle Revenue Miles	Operating Expense per Vehicle Mile
<b>YCCAC</b>	<b>ME</b>	<b>\$3,129,975</b>	<b>4,145,873</b>	<b>\$0.75</b>
Pueblo-City Bus	CO	\$342,766	239,056	\$1.43
Williamsport-City Bus	PA	\$37,341	19,937	\$1.87
Charlottesville Transit	VA	\$874,362	430,379	\$2.03
Fargo-MAT	ND	\$536,571	218,319	\$2.46
Nashua-City Bus	NH	\$908,138	249,636	\$3.64
Bangor-BAT	ME	\$7,608	1,945	\$3.91
<b>RTP</b>	<b>ME</b>	<b>\$2,532,604</b>	<b>620,081</b>	<b>\$4.08</b>
Altoona-AMTRAN	PA	\$92,255	21,661	\$4.26
Burlington-CCTA	VT	\$596,050	133,842	\$4.45
Manchester	NH	\$262,481	56,784	\$4.62
Glens Falls-GGFT	NY	\$86,959	18,530	\$4.69
Wilmington-WTA	NC	\$56,761	10,650	\$5.33
Portsmouth-COAST	NH	\$114,568	7,731	\$14.82

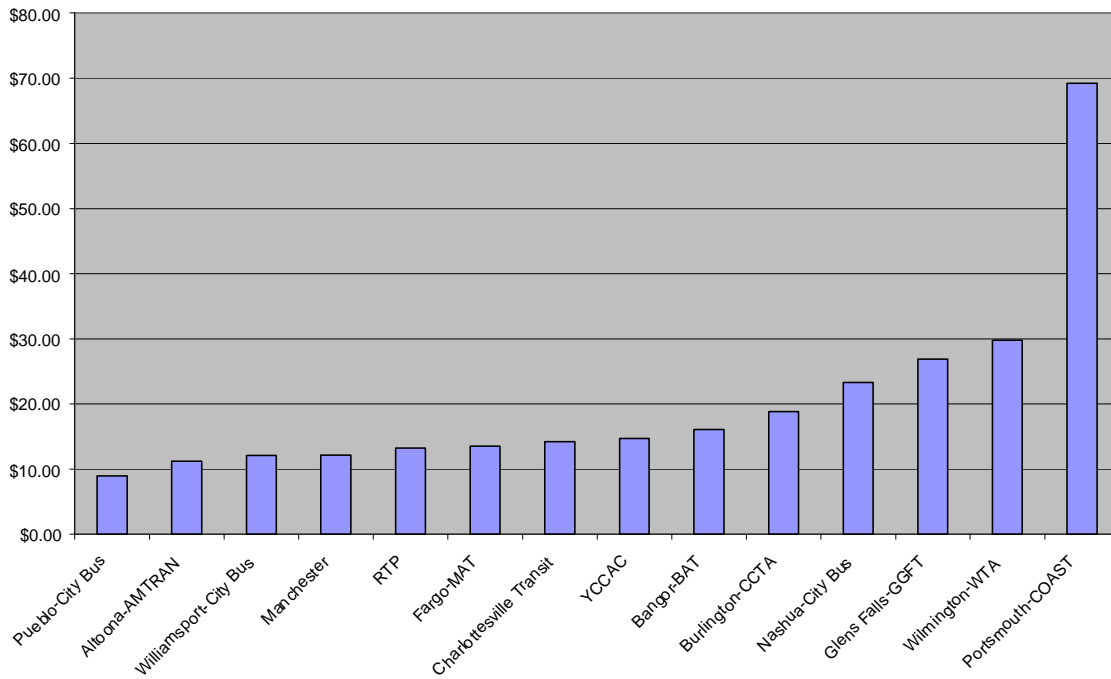
Operating Expenses per Vehicle Revenue Hour



DR 3

Transit Agency	State	Operating Expenses	Annual Vehicle Revenue Hours	Operating Expenses per Vehicle Revenue Hour
Pueblo-City Bus	CO	\$342,766	18,612	\$18.42
Fargo-MAT	ND	\$536,571	16,699	\$32.13
Williamsport-City Bus	PA	\$37,341	1,150	\$32.47
Glens Falls-GGFT	NY	\$86,959	2,310	\$37.64
Charlottesville Transit	VA	\$874,362	21,955	\$39.83
Altoona-AMTRAN	PA	\$92,255	2077	\$44.42
Nashua-City Bus	NH	\$908,138	17,271	\$52.58
Wilmington-WTA	NC	\$56,761	965	\$58.82
Manchester	NH	\$262,481	3,882	\$67.61
Burlington-CCTA	VT	\$596,050	8,585	\$69.43
Bangor-BAT	ME	\$7,608	108	\$70.44
<b>RTP</b>	<b>ME</b>	<b>\$2,532,604</b>	<b>35,570</b>	<b>\$71.20</b>
<b>YCCAC</b>	<b>ME</b>	<b>\$3,129,975</b>	<b>38650</b>	<b>\$80.98</b>
Portsmouth-COAST	NH	\$114,568	478	\$239.68

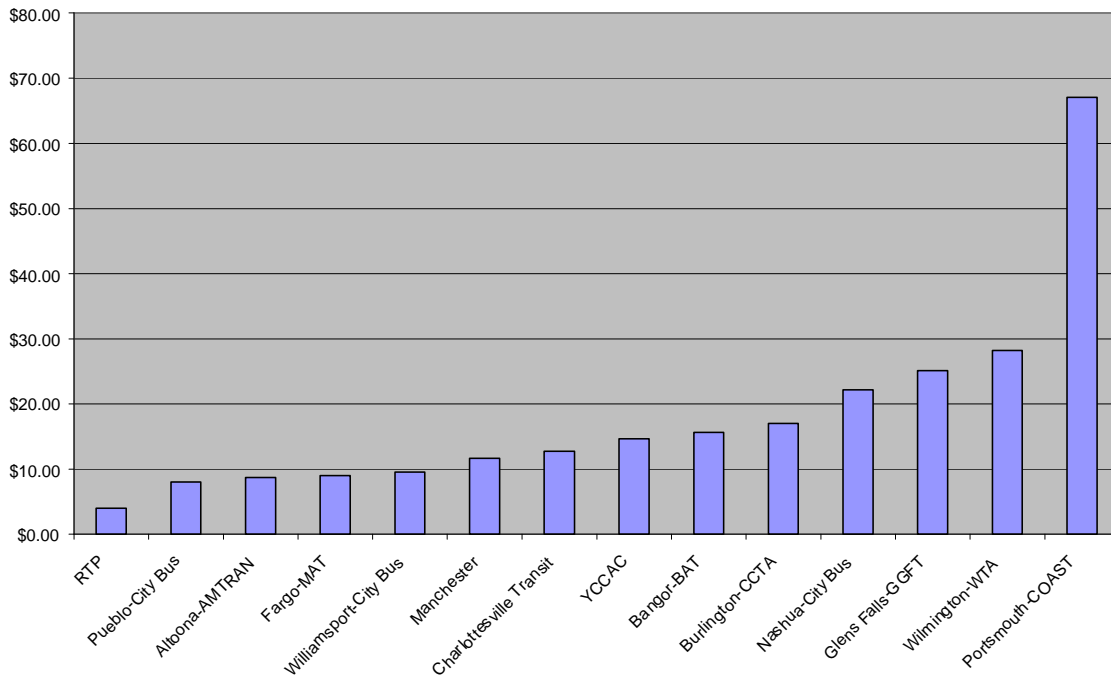
### Cost per Trip



#### DR 4

Transit Agency	State	Operating Expenses	Annual Unlinked Trips	Cost per Trip
Pueblo-City Bus	CO	\$342,766	38,388	\$8.93
Altoona-AMTRAN	PA	\$92,255	8,246	\$11.19
Williamsport-City Bus	PA	\$37,341	3,086	\$12.10
Manchester	NH	\$262,481	21,574	\$12.17
<b>RTP</b>	<b>ME</b>	<b>\$2,532,604</b>	<b>191,578</b>	<b>\$13.22</b>
Fargo-MAT	ND	\$536,571	39,705	\$13.51
Charlottesville Transit	VA	\$874,362	61,565	\$14.20
<b>YCCAC</b>	<b>ME</b>	<b>\$3,129,975</b>	<b>212,843</b>	<b>\$14.71</b>
Bangor-BAT	ME	\$7,608	473	\$16.08
Burlington-CCTA	VT	\$596,050	31,650	\$18.83
Nashua-City Bus	NH	\$908,138	39,015	\$23.28
Glens Falls-GGFT	NY	\$86,959	3,236	\$26.87
Wilmington-WTA	NC	\$56,761	1,907	\$29.76
Portsmouth-COAST	NH	\$114,568	1,655	\$69.23

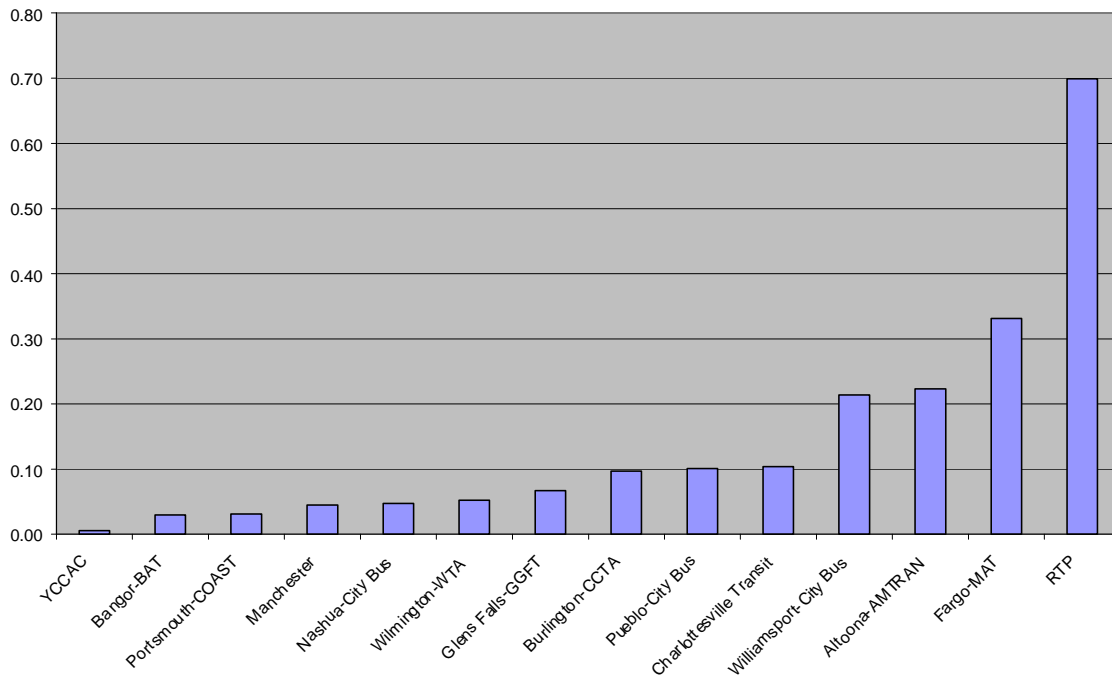
Subsidy per Trip



DR 5

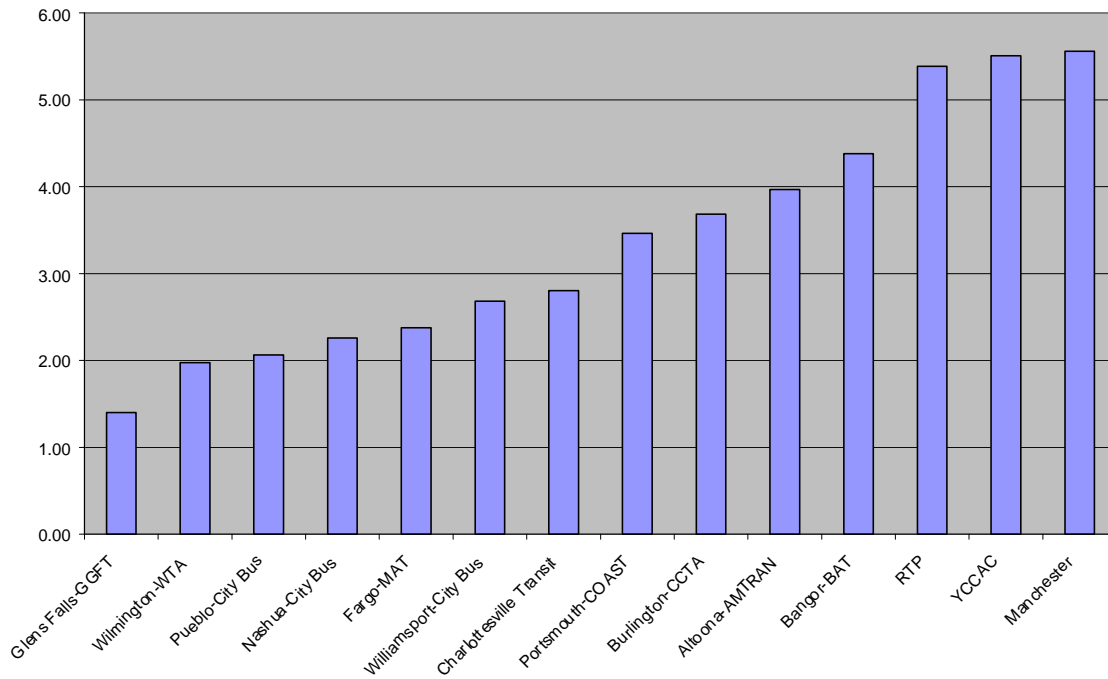
Transit Agency	State	Total Subsidy	Annual Unlinked Trips	Subsidy per Trip
<b>RTP</b>	<b>ME</b>	<b>\$762,820</b>	<b>191,578</b>	<b>\$3.98</b>
Pueblo-City Bus	CO	\$308,254	38,388	\$8.03
Altoona-AMTRAN	PA	\$71,695	8,246	\$8.69
Fargo-MAT	ND	\$358,873	39,705	\$9.04
Williamsport-City Bus	PA	\$29,363	3,086	\$9.51
Manchester	NH	\$250,701	21,574	\$11.62
Charlottesville Transit	VA	\$783,655	61,565	\$12.73
<b>YCCAC</b>	<b>ME</b>	<b>\$3,112,138</b>	<b>212,843</b>	<b>\$14.62</b>
Bangor-BAT	ME	\$7,385	473	\$15.61
Burlington-CCTA	VT	\$538,310	31,650	\$17.01
Nashua-City Bus	NH	\$865,165	39,015	\$22.18
Glens Falls-GGFT	NY	\$81,136	3,236	\$25.07
Wilmington-WTA	NC	\$53,811	1,907	\$28.22
Portsmouth-COAST	NH	\$111,011	1,655	\$67.00

### Operating Cost Ratio



DR 6				
Transit Agency	State	Operating Expenses	Fare Revenues	Operating Cost Ratio
<b>YCCAC</b>	<b>ME</b>	<b>\$3,129,975</b>	<b>\$17,837</b>	<b>0.01</b>
Bangor-BAT	ME	\$7,608	\$223	0.03
Portsmouth-COAST	NH	\$114,568	\$3,557	0.03
Manchester	NH	\$262,481	\$11,780	0.04
Nashua-City Bus	NH	\$908,138	\$42,973	0.05
Wilmington-WTA	NC	\$56,761	\$2,950	0.05
Glens Falls-GGFT	NY	\$86,959	\$5,823	0.07
Burlington-CCTA	VT	\$596,050	\$57,740	0.10
Pueblo-City Bus	CO	\$342,766	\$34,512	0.10
Charlottesville Transit	VA	\$874,362	\$90,707	0.10
Williamsport-City Bus	PA	\$37,341	\$7,978	0.21
Altoona-AMTRAN	PA	\$92,255	\$20,560	0.22
Fargo-MAT	ND	\$536,571	\$177,698	0.33
<b>RTP</b>	<b>ME</b>	<b>\$2,532,604</b>	<b>\$1,769,784</b>	<b>0.70</b>

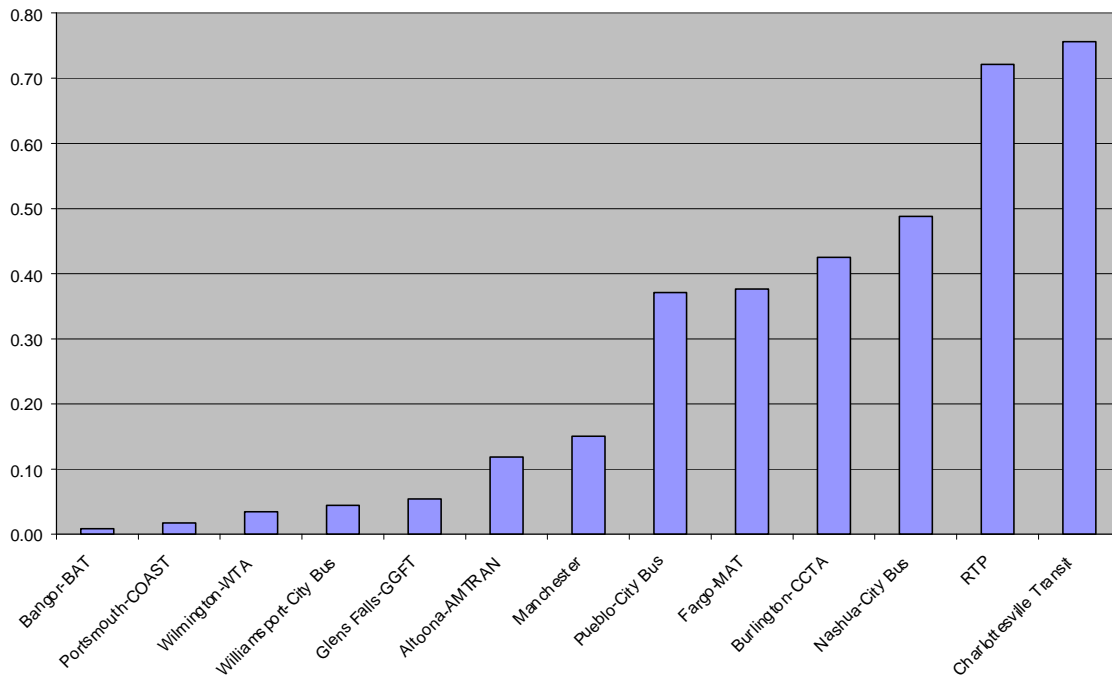
**Trips per Hour**



DR 7

Transit Agency	State	Annual Unlinked Trips	Annual Vehicle Revenue Hours	Trips per Hour
Glens Falls-GGFT	NY	3,236	2,310	1.40
Wilmington-WTA	NC	1,907	965	1.98
Pueblo-City Bus	CO	38,388	18,612	2.06
Nashua-City Bus	NH	39,015	17,271	2.26
Fargo-MAT	ND	39,705	16,699	2.38
Williamsport-City Bus	PA	3,086	1,150	2.68
Charlottesville Transit	VA	61,565	21,955	2.80
Portsmouth-COAST	NH	1,655	478	3.46
Burlington-CCTA	VT	31,650	8,585	3.69
Altoona-AMTRAN	PA	8,246	2077	3.97
Bangor-BAT	ME	473	108	4.38
<b>RTP</b>	<b>ME</b>	<b>191,578</b>	<b>35,570</b>	<b>5.39</b>
<b>YCCAC</b>	<b>ME</b>	<b>212,843</b>	<b>38650</b>	<b>5.51</b>
Manchester	NH	21,574	3,882	5.56

Trips per Capita

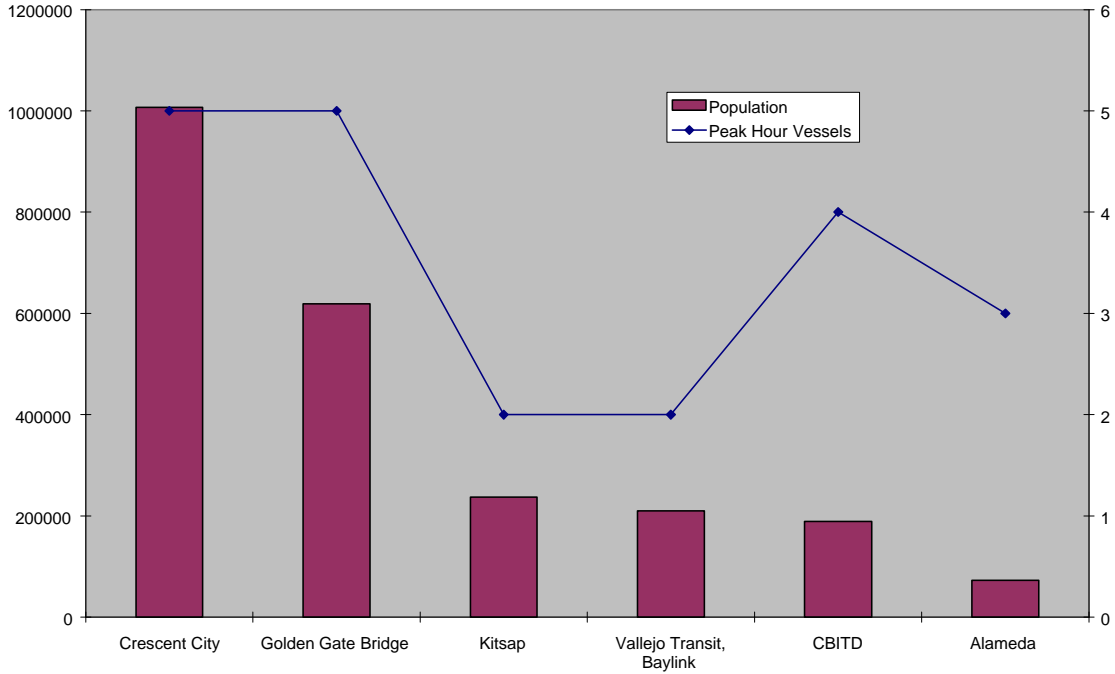


DR 8

Transit Agency	State	Population	Annual Unlinked Trips	Trips per Capita
Bangor-BAT	ME	55,500	473	0.01
Portsmouth-COAST	NH	94,734	1,655	0.02
Wilmington-WTA	NC	55,530	1,907	0.03
Williamsport-City Bus	PA	69,764	3,086	0.04
Glens Falls-GGFT	NY	59,743	3,236	0.05
Altoona-AMTRAN	PA	69,608	8,246	0.12
Manchester	NH	143,500	21,574	0.15
Pueblo-City Bus	CO	103,500	38,388	0.37
Fargo-MAT	ND	105,539	39,705	0.38
Burlington-CCTA	VT	74,452	31,650	0.43
Nashua-City Bus	NH	80,000	39,015	0.49
<b>RTP</b>	<b>ME</b>	<b>265,612</b>	<b>191,578</b>	<b>0.72</b>
Charlottesville Transit	VA	81,449	61,565	0.76
<b>YCCAC</b>	<b>ME</b>	<b>35,000</b>	<b>212,843</b>	<b>6.08</b>

Ferry Boat

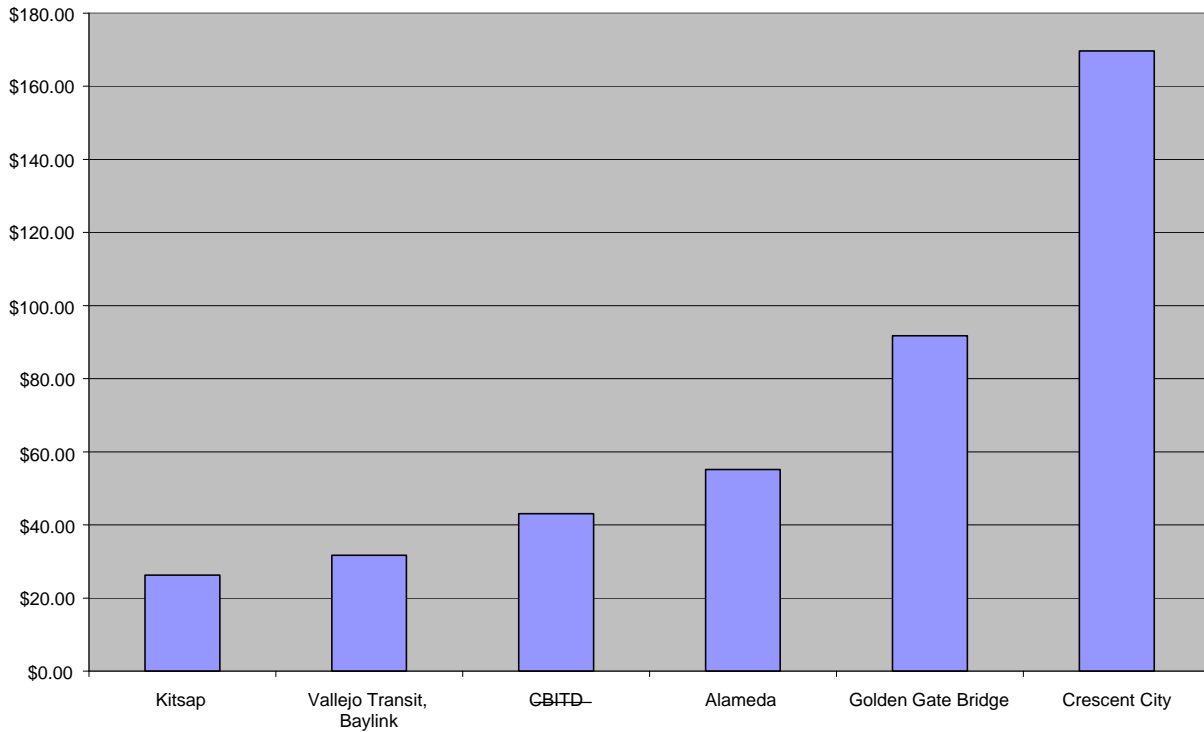
Population and Fleet Size for Peer Ferry Systems



FB 1

Transit Agency	State	Population	Peak Hour Vessels	Annual Vessel Revenue Miles
NYCDOT	NY	8008278	4	173,478
Crescent City	LA	1007369	5	45,460
Golden Gate Bridge	CA	618900	5	184,365
Kitsap	WA	237000	2	43,897
Vallejo Transit, Baylink	CA	210000	2	231,924
<b>CBITD</b>	<b>ME</b>	<b>188643</b>	<b>4</b>	<b>72,586</b>
Alameda	CA	72500	3	80,341

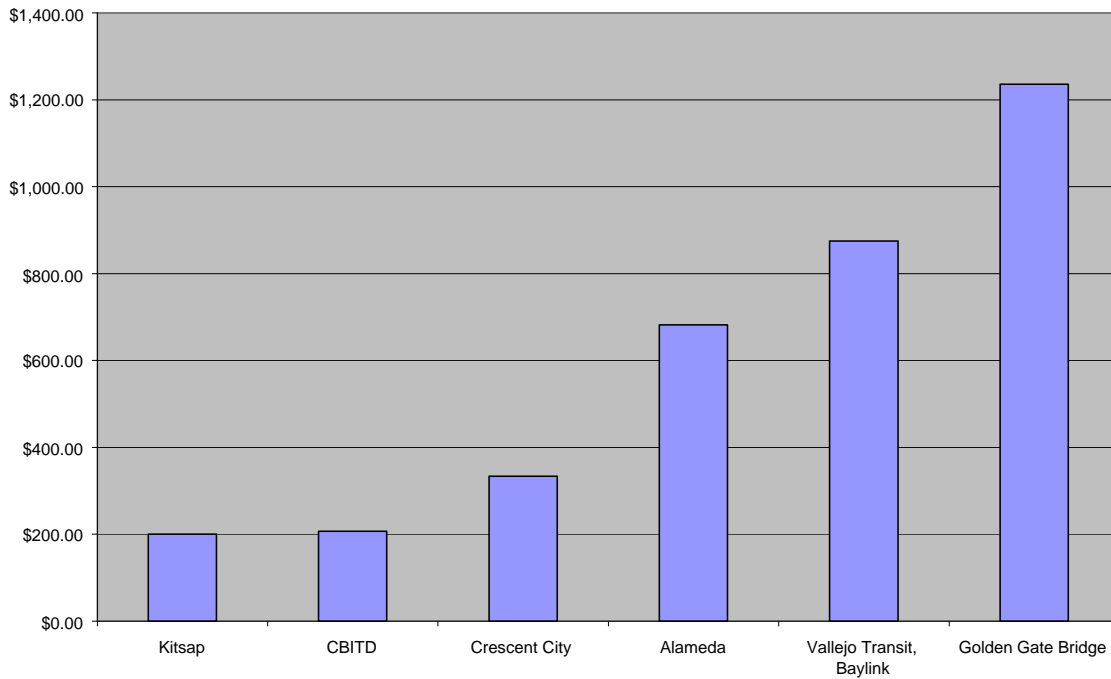
### Operating Expense per Vessel Mile



FB 2

Transit Agency	State	Operating Expenses	Annual Vessel Revenue Miles	Operating Expense per Vessel Mile
Kitsap	WA	\$1,152,829	43,897	\$26.26
Vallejo Transit, Baylink	CA	\$7,347,582	231,924	\$31.68
<b>CBITD</b>	<b>ME</b>	<b>\$3,126,959</b>	<b>72,586</b>	<b>\$43.08</b>
Alameda	CA	\$4,428,786	80,341	\$55.12
Golden Gate Bridge	CA	\$16,925,886	184,365	\$91.81
Crescent City	LA	\$7,712,565	45,460	\$169.66
NYCDOT	NY	\$56,103,779	173,478	\$323.41

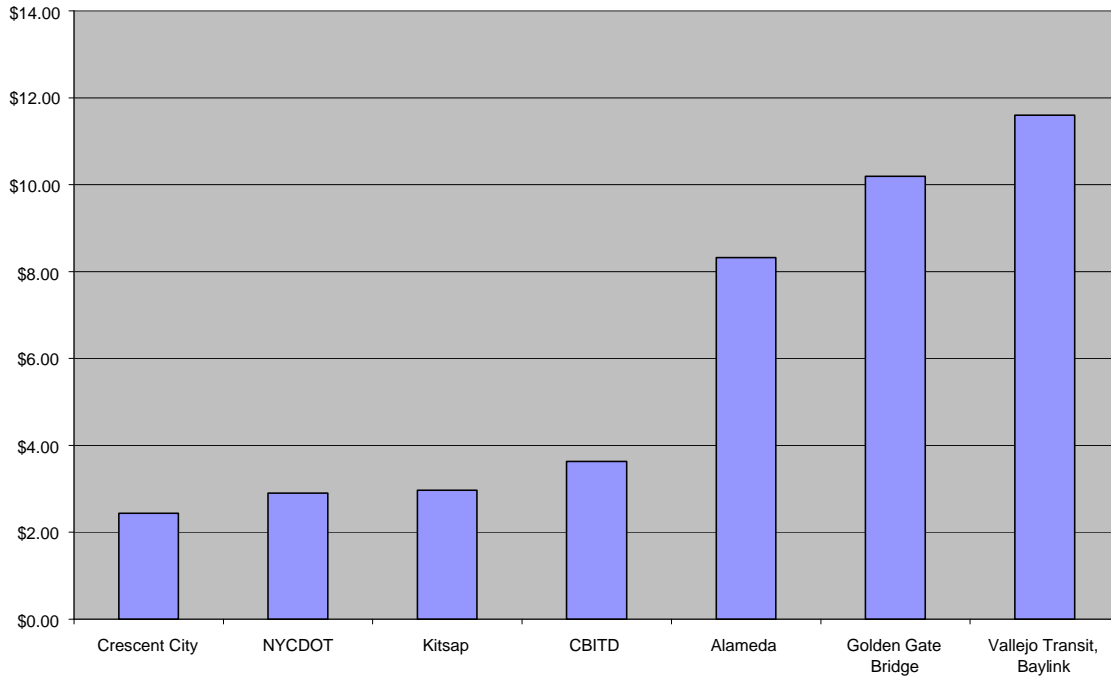
Operating Expenses per Vehicle Revenue Hour



FB3

Transit Agency	State	Operating Expenses	Annual Vehicle Revenue Hours	Operating Expenses per Vehicle Revenue Hour
Kitsap	WA	\$1,152,829	5,746	\$200.63
<b>CBITD</b>	<b>ME</b>	<b>\$3,126,959</b>	<b>15,121</b>	<b>\$206.80</b>
Crescent City	LA	\$7,712,565	23,122	\$333.56
Alameda	CA	\$4,428,786	6,494	\$681.98
Vallejo Transit, Baylink	CA	\$7,347,582	8,400	\$874.71
Golden Gate Bridge	CA	\$16,925,886	13,695	\$1,235.92
NYCDOT	NY	\$56,103,779	16,704	\$3,358.70

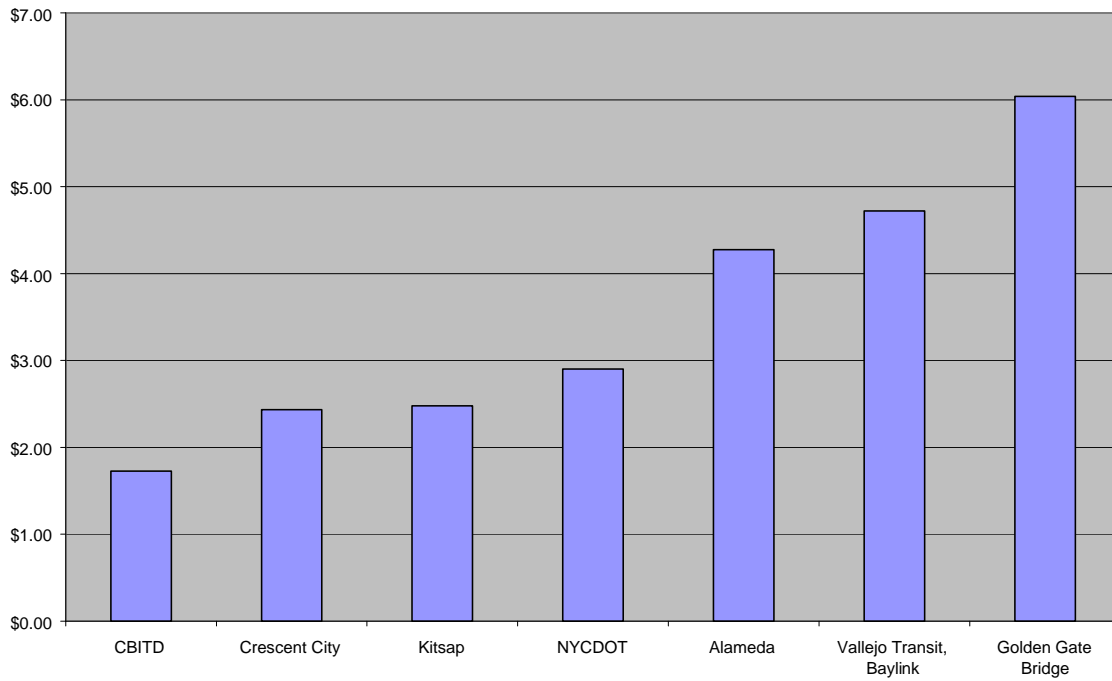
**Cost per Trip**



FB 4

Transit Agency	State	Operating Expenses	Annual Unlinked Trips	Cost per Trip
Crescent City	LA	\$7,712,565	3,167,034	\$2.44
NYCDOT	NY	\$56,103,779	19,346,034	\$2.90
Kitsap	WA	\$1,152,829	388,712	\$2.97
<b>CBITD</b>	<b>ME</b>	<b>\$3,126,959</b>	<b>861,422</b>	<b>\$3.63</b>
Alameda	CA	\$4,428,786	531,943	\$8.33
Golden Gate Bridge	CA	\$16,925,886	1,660,369	\$10.19
Vallejo Transit, Baylink	CA	\$7,347,582	633,137	\$11.61

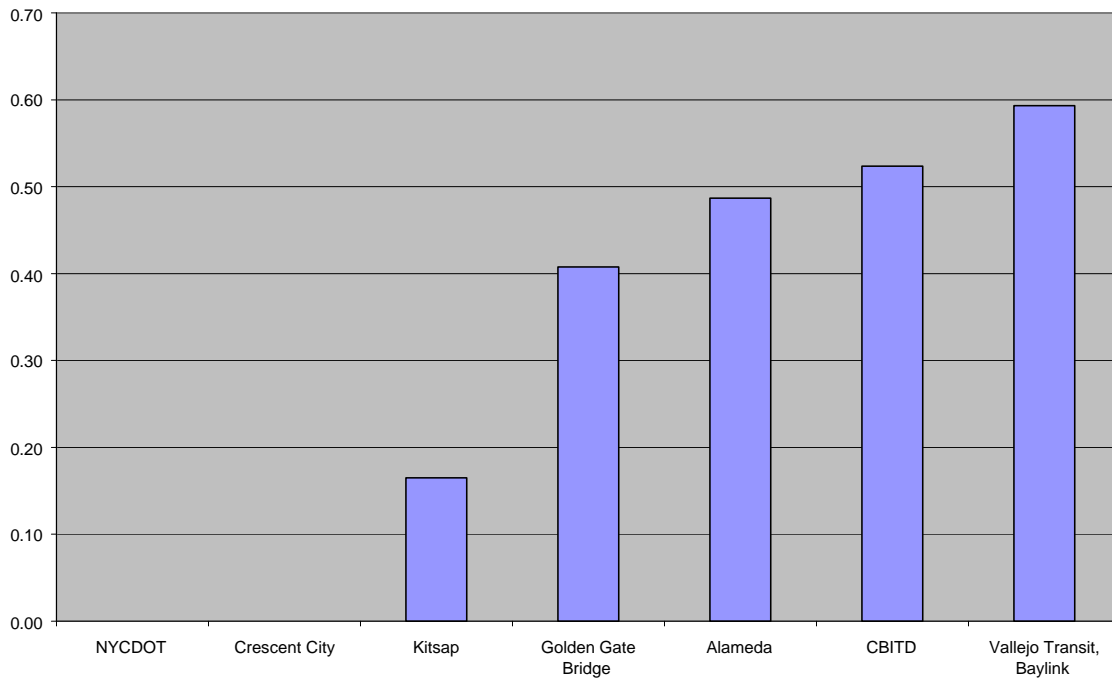
**Subsidy per Trip**



FB 5

Transit Agency	State	Total Subsidy	Annual Unlinked Trips	Subsidy per Trip
<b>CBITD</b>	<b>ME</b>	<b>\$1,489,029</b>	<b>861,422</b>	<b>\$1.73</b>
Crescent City	LA	\$7,712,565	3,167,034	\$2.44
Kitsap	WA	\$962,617	388,712	\$2.48
NYCDOT	NY	\$56,103,779	19,346,034	\$2.90
Alameda	CA	\$2,273,420	531,943	\$4.27
Vallejo Transit, Baylink	CA	\$2,989,420	633,137	\$4.72
Golden Gate Bridge	CA	\$10,026,862	1,660,369	\$6.04

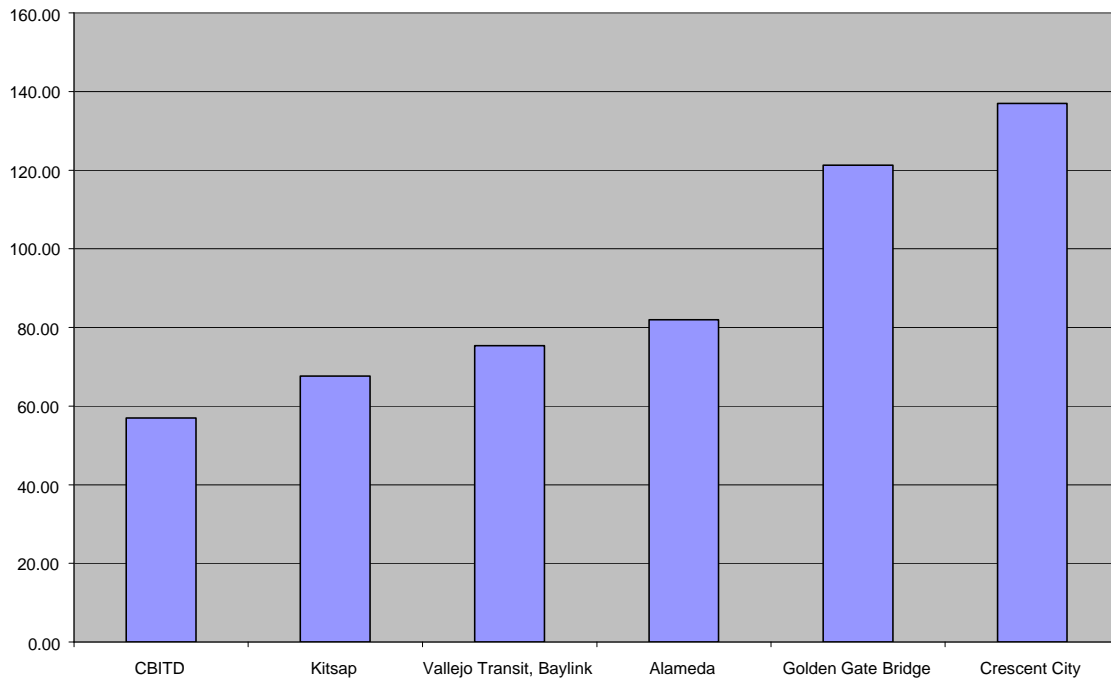
Operating Cost Ratio



FB 6

Transit Agency	State	Operating Expenses	Fare Revenues	Operating Cost Ratio
NYCDOT	NY	\$56,103,779	\$0	0.00
Crescent City	LA	\$7,712,565	\$0	0.00
Kitsap	WA	\$1,152,829	\$190,212	0.16
Golden Gate Bridge	CA	\$16,925,886	\$6,899,024	0.41
Alameda	CA	\$4,428,786	\$2,155,366	0.49
<b>CBITD</b>	<b>ME</b>	<b>\$3,126,959</b>	<b>\$1,637,930</b>	0.52
Vallejo Transit, Baylink	CA	\$7,347,582	\$4,358,162	0.59

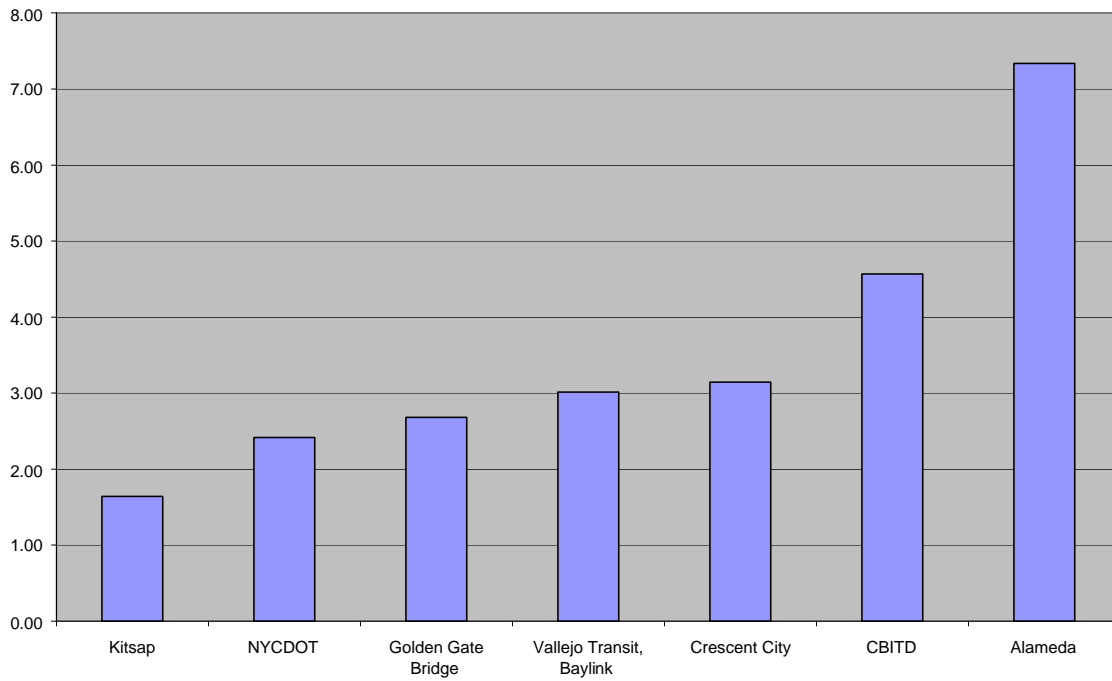
**Trips per Hour**



FB 7

Transit Agency	State	Annual Unlinked Trips	Annual Vehicle Revenue Hours	Trips per Hour
CBITD	ME	861,422	15,121	56.97
Kitsap	WA	388,712	5,746	67.65
Vallejo Transit, Baylink	CA	633,137	8,400	75.37
Alameda	CA	531,943	6,494	81.91
Golden Gate Bridge	CA	1,660,369	13,695	121.24
Crescent City	LA	3,167,034	23,122	136.97
NYCDOT	NY	19,346,034	16,704	1158.17

**Trips per Capita**



FB 8

Transit Agency	State	Population	Annual Unlinked Trips	Trips per Capita
Kitsap	WA	237,000	388,712	1.64
NYCDOT	NY	8,008,278	19,346,034	2.42
Golden Gate Bridge	CA	618,900	1,660,369	2.68
Vallejo Transit, Baylink	CA	210,000	633,137	3.01
Crescent City	LA	1,007,369	3,167,034	3.14
<b>CBITD</b>	<b>ME</b>	<b>188,643</b>	<b>861,422</b>	<b>4.57</b>
Alameda	CA	72,500	531,943	7.34

Appendix D  
Capital/Operations Summary

## **Budget Summary Explanation**

One of the first things the Committee looked at was a budget comparison of all the transit operations for the most recent fiscal year which, at the time was 2005. The idea was to establish a series of baselines that included all or most all of the providers.

Data was collected for the following:

- Biennial Operations Plan (BOP)
- Vehicles
- Property
- Other Capital
- Personnel
- Training
- Insurance
- Intelligent Transportation Systems (ITS)

### **Biennial Operations Plan (BOP) Summary**

**Volunteer Resources** – Only RTP and YCCAC have volunteer drivers

**Vehicles/Vessels** – This is a relatively simple count but does not reflect the myriad of different types and capacities. Both CBITD and NNEPRA have conveyances that are completely unique to themselves.

**Annual Operating Expenses** - Includes: Vehicle fuel and oil, licensing fees, repairs, replacement parts and Maintenance (including tires and batteries), Operating contracts, Vehicle rent, Drivers, Dispatchers and Mechanics Salaries and Fringe. For RTP and SPBS this number included Administrative Expenses as well.

**Annual Administrative Expenses** - Includes: Utilities; Accounting, Auditing and Legal Fees (performed by outside firm); Non-operating rent; Advertising; Facility Repairs and Maintenance; Non-Operating Salaries. Exceptions are RTP and SPBS.

**Annual Operating Revenues** – All have fare revenues of one sort or another. However, the range in value is over four orders of magnitude. Most have “other” forms of revenue except METRO and YCCAC.

**FTA Sources of Capital Funds** – This is a difficult comparison in a one year timeframe as capital expenditures often occur one year and not others, and due to the practice of earmarking.

**Annual Vehicle Miles** – Sixty percent of total annual vehicle miles are for social service related trips provided by RTP and YCCAC.

**Annual Passenger Trips** – Social service passenger trips make up only 8.2% of the 3 million plus total.

<b>Transit Provider:</b>	<b>CBITD</b>	<b>METRO</b>	<b>NNEPRA</b>	<b>PORTLAND EXPLORER</b>	<b>RTP</b>	<b>SHUTTLE BUS</b>	<b>SPBS</b>	<b>YCCAC</b>	<b>Grand Totals</b>
	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	
<b>Volunteer Resources</b>									
Volunteer Drivers	NA	NA	NA	NA	50	NA	NA	70	120
Personal Vehicles in Service	NA	NA	NA	NA	50	NA	NA	70	120
<b>Vehicles/Vessels</b>									
Number of Active Vehicles in Fleet	5	25	12	1	35	14	7	34	133
Number of Spare Vehicles in Fleet		****4		1	0	2	0	6	9
Number of Inactive Vehicles in Fleet*	1	4	6		0	2	0		13
Number of ADA Accessible Vehicles	5	25	18	2	32	8	7	30	127
<b>Annual Operating Expenses**</b>	<b>\$3,665,045</b>	<b>\$4,583,000</b>	<b>\$9,296,488</b>	<b>\$79,500</b>	<b>\$3,944,229</b>	<b>\$1,039,037</b>	<b>\$955,354</b>	<b>\$4,217,863</b>	<b>\$27,780,516</b>
Annual Transit Operating Expenses	\$2,832,858	\$3,874,400	\$8,370,256	\$64,500	\$3,944,229	\$683,107	\$870,743	\$3,129,975	\$23,770,068
<b>Annual Admin. Expenses***</b>									
Annual Transit Administrative Expense	\$832,187	\$708,600	\$926,232	\$15,000	comment in F11	\$355,930	\$84,611	\$1,087,888	\$4,010,448
Annual Social Services Admin. Exps.	\$0	\$0	\$0	\$0	comment in F11	\$0	NA	comment in I12	\$0
Admin to Ops ratio	29.4%	18.3%	11.1%	23.3%	#VALUE!	52.1%	9.7%	34.8%	16.9%
Admin to Total ratio	22.7%	15.5%	10.0%	18.9%	#VALUE!	34.3%	8.9%	25.8%	14.4%
<b>Annual Operating Revenues</b>									
Fare Revenues	\$1,735,000	\$1,100,900	\$3,392,898	\$6,100	\$132,000	\$213,380	\$143,207	\$17,837	\$6,741,322
Other	\$1,922,000		\$539,478	\$40,450	\$465,532	\$308,435	\$17,533		\$3,293,428
Transit Contract Revenues	NA	NA	NA	NA	NA	\$28,719	NA	NA	\$28,719
Social Service Contract Revenues	NA	NA	NA	NA	\$3,162,116	\$0	NA	\$2,769,994	\$5,932,110
FTA- Federal Operating Assistance****	\$300,000	\$750,000	\$2,747,082	\$0	\$227,903	\$300,061	\$94,733	\$582,282	\$5,002,061
MDOT- State Operating Assistance	\$51,233	\$57,800	\$2,085,869	\$0	\$31,678	\$18,967	\$8,835	\$34,942	\$2,289,324
Local Operating Funds	\$0	\$2,463,250	\$196,866	\$17,950	NA	\$144,000	\$691,046	\$122,112	\$3,635,224
<b>Total Annual Operating Revenues</b>	<b>\$4,008,233</b>	<b>\$4,371,950</b>	<b>\$8,962,193</b>	<b>\$64,500</b>	<b>\$4,019,229</b>	<b>\$1,013,562</b>	<b>\$955,354</b>	<b>\$3,527,167</b>	<b>\$26,922,188</b>
<b>FTA-Sources of Capital Funds</b>									
FTA-Federal Capital Assistance	\$978,086	NA		\$49,600	\$208,000	NA	NA	\$0	\$1,235,686
MDOT- State Capital Assistance	\$325,421	NA			\$24,000	NA	NA	\$0	\$349,421
Local Capital Funds	\$350,000	NA		\$12,400	NA	NA	NA	\$0	\$362,400
<b>Total Capital Funds</b>	<b>\$1,653,507</b>	<b>\$0</b>	<b>\$0</b>	<b>\$62,000</b>	<b>\$232,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,947,507</b>
<b>Annual Vehicle Miles</b>									
Annual Transit Miles	71,627	824,600	1,331,520	12,320	1,634,893	342,040	215,000	280,798	4,712,798
Annual Social Services Miles	0	0	0	0	3,214,687	0	0	3,865,075	7,079,762
Annual Vehicle Hours	15,066	69,193	29,200	1,050	35,570	15,156	18,344	38,650	222,229
<b>Annual Passenger Trips</b>									
Annual Transit Passenger Trips	932,336	1,350,000	250,535	3,080	39,761	161,000	177,681	52,170	2,966,563
Annual Social Services Passenger Trips	0	0	0	0	103,469	0	0	160,673	264,142
<b>Safety</b>									
Fatalities	0	NA	2	0	NA	NA	NA	0	2
Major Incidents	1	NA	0	0	NA	NA	NA	0	1
Major Injuries	1	NA	0	0	NA	NA	NA	0	1

\*Number of vehicles on the property that are not: in service, in maintenance status, or a spare vehicle.

\*\*Includes: Vehicle fuel and oil, licensing fees, repairs, replacement parts and Maintenance (including tires and batteries), Operating contracts, Vehicle rent, Drivers, Dispatchers and Mechanics Salar

\*\*\* Includes: Utilities; Accounting, Auditing and Leagal Fees (performed by outside firm); Non-operating rent; Advertising; Facility Repairs and Maintenance; Non-Operating Salaries.

\*\* and\*\*\* from: *Instructions and Guidelines for the Preparation of 49 USC §5311 Nonurbanized Area Formula Program Monthly Project Summary*

\*\*\*\*FTA Capital Preventive Maintenance - CBITD

\*\*\*\*\*METRO spares to increase to seven in 2006

VEHICLES/VESSELS	CBITD	METRO	NNEPRA	Portland Explorer	RTP	ShuttleBus	SPBS	YCCAC
# Units in Service	5	21	12	1	35	14	7	34
# Spare Units				1		2	0	6
# Not in Service	1	4	6		0	2	1	
Other Vehicles*		7				1	2	2
Primary Fuel	Diesel	Diesel**	Diesel	Diesel	Diesel/Gas	Diesel	Diesel	Diesel/Gas
Primary Vendor of Fuel		Irving	Irving - through	Irving		City Bid Process	City Bid Process	multiple
On Site Fuel	No	Yes		Yes	Yes	Yes	Yes	No
On Site Fuel Capacity (Gallons)		10,000		8000	6,000 Gas / 4,000 Diesel	10,000 gallons	10,000	
Annual Fuel Use (Gallons) Diesel	221,674	230,000		7,000			41,725	33,000
Annual Fuel Use (Gallons) Gasoline		1,000						29,000
Annual Fuel Cost	\$306,530	\$417,450			\$175,000	\$76,850	\$ 53,533.00	\$101,111
Annual In-House Maintenance Cost	Minor only	\$ 900,000	Amtrak	\$ 1,050	Yes***	\$165,263	\$ 57,206.00	No
Annual Contracted Maintenance Cost	\$500,000	rare	Amtrak		\$191,600	(Incl w/above)	\$ 19,960.00	\$103,265
Capital Reserve Account?	Yes	No		Yes	Yes	Yes	Yes	Yes
Procurement Process	****	usually solo	Amtrak			usually solo	Joint w/MDOT	MaineDOT
Cooperative Purchasing	no	Yes	Yes	No		Yes	Yes	Yes
Vehicles		FTA/Sstate	Amtrak			Buses w/MDOT	Buses w/MDOT	thru MDOT
Parts		no	Amtrak			no	no	
Maintenance		no	Amtrak			do YCCAC	no	with Shuttleb
Fuel		sometimes GPCOG	Amtrak			sell to YCCAC	All city depts	
Other								various good

\*Vehicles such as maintenance, pick-up, etc.

\*\*METRO switching to Compressed Natural Gas

\*\*\*METRO provides preventative maintenance for approx. 13 of RTP's vehicles

\*\*\*\*FTA/CBITD/State of Maine Procurement Proceedings

PROPERTY	CBITD	METRO	NNEPRA	Portland Explorer	RTP	ShuttleBus	SPBS	YCCAC
Size of Facility								
Land Area	106,000	.5 acre				2.9 acres	On 6 acres	
Building Area - SF	12,000	70,737		20,000		9,000	7060 sq. ft.	2272
Parking Spaces						approx 15	Plenty	
Employee	20	53					12	19
Visitor	5	12					1	12
Overflow*		40					0	
Rent, own or lease	Rent	own	Rent	Own	Lease	lease	city-owned	Own
Cost per year	\$27,000		\$ 17,200	\$14,800	\$25,000	\$1	rent free	\$51,941
Taxes	N/A	0				n/a	tax free	\$31,236
Maintenance provider	in house	self		1 FTE		in-house	in-house	ShuttleBus
Maintenance cost	\$126,000	\$ 20,000	\$ 3,600	\$557	\$19,000	\$25,000	\$ 3,487.00	\$103,265
Utilities	\$49,696	\$131,400	\$3,720	\$9,400	\$36,555	\$19,700	\$18,293	
Heat	\$8,592	\$60,000		\$1,400	\$6,000	\$5,100	\$ 8,223.00	Incl in
Electric	\$22,257	\$58,000	\$ 1,320		\$10,500	\$6,800	\$ 4,881.00	Admin rate
Telephone	\$11,195	\$5,800	\$ 2,400		\$17,202	\$4,000	\$ 2,320.00	
Water & Sewer	\$7,652	\$7,600			\$1,503	\$3,800	exempt	
Other				\$8,000	\$1,350		\$ 2,869.00	
Shared Resources?								
Conference Space	1	yes	1 large room			1 room/office	accessible	Agency
Storage Space	0	yes	1 closet			parts & supply	in garage	Agency
Other								

\*Not on site such as on-street or neighboring facility

OTHER CAPITAL		CBITD	METRO	NNEPRA	Portland Explorer	RTP	ShuttleBus	SPBS	YCCAC
# Intermodal Stations		1	**				0	none	
	Value per								none
# Shelters			16*				5	8	
	Value per		\$3,800				\$3,500	\$4,500	
Item			160						
Item			375***						
Purchasing Policy								see comments	
Cooperative Purchase?								see comments	
	Item								
	Item								
	Item								

\* 14 in use, 2 to be deployed

\*\* METRO does not own any intermodal centers but uses Pulse, PTC, CBFT, and Maine Mall

\*\*\* average old bus tires \$250  
new bus tires \$500

PERSONNEL	CBITD*	METRO	NNEPRA	Portland Explorer	RTP	ShuttleBus	SPBS	YCCAC	All
<b>Total Number Employees</b>	<b>38</b>	<b>69</b>	<b>5</b>	<b>5</b>	<b>61</b>	<b>21</b>	<b>15</b>	<b>17</b>	<b>231</b>
Full Time Drivers	22	42		2	44	12	11		133
Part Time Drivers		2						18	20
Maintenance	3	12		1	2	4	2	0	24
Administrative	6	8	5	2	8	2	1	6	38
Other	7	5			7	3	1	9	32
<b>Total Gross Wages</b>	<b>\$1,824,800</b>	<b>\$2,664,100</b>	<b>\$258,000</b>	<b>\$19,300</b>	<b>\$1,198,511</b>	<b>\$481,725</b>	<b>\$532,079</b>	<b>\$1,007,583</b>	<b>\$7,986,098</b>
Drivers	\$1,053,213	\$1,932,000		\$12,700	\$673,395	\$258,557	\$413,970	\$562,247	\$4,906,082
Maintenance	\$123,046	\$444,900		\$600	\$67,138	\$144,078	\$59,312		\$839,074
Administrative	\$332,577	\$287,200	\$258,000	\$6,000	\$457,978	\$79,090	\$58,797	\$445,336	\$1,924,978
Other	\$315,964						see comment		\$315,964
<b>Total Fringe Benefits</b>	<b>\$610,709</b>	<b>\$1,337,200</b>	<b>\$149,000</b>	<b>\$440</b>	<b>\$580,818</b>	<b>\$202,696</b>	<b>\$302,544</b>	<b>\$177,663</b>	<b>\$3,361,070</b>
Drivers	\$337,741	\$952,800		\$350	\$301,196	\$101,679	\$244,190		\$1,937,956
Maintenance	\$53,564	\$260,000		\$17	\$43,315	\$66,304	\$31,922		\$455,122
Administrative	\$119,438	\$124,400	\$149,000	\$73	\$236,307	\$34,713	\$26,432	\$65,475	\$755,838
Other	\$99,966						see comment		\$99,966
<b>Fringe Benefits - Drivers</b>									
Payroll	\$1,053,213	\$1,932,000		\$12,700	\$673,395	\$258,557	\$413,970	\$599,747	\$4,943,582
Taxes	\$0			\$1,500		n/a	n/a		\$1,500
FICA	\$76,459	\$117,000			\$58,489	\$16,031	\$29,050	\$45,920	\$342,949
Medicare		\$35,400				\$3,749	\$6,794	incl above	\$45,943
Pension	\$121,922	\$72,439					\$26,743		\$221,104
Annuity	\$0				\$12,064		n/a	\$28,075	\$40,139
Unemployment	\$0	\$0			\$5,870	\$1,907	n/a	12,345	\$20,122
Workers Comp	\$39,171	\$79,240		\$800	\$54,401	\$19,135	\$12,916	32,113	\$237,776
Health Care	\$100,189	\$377,400		\$500	\$79,566	\$45,288	\$100,814	65,073	\$768,830
Dental Care	H.C.	\$16,700			R***	\$0	n/a	4,690	\$21,390
Vacation	P.R.	\$138,000			\$35,339	\$5,992	\$24,101	Y*	\$203,432
Sick Leave	P.R.	\$46,200			\$47,623	\$3,436	\$23,214	Y**	\$120,473
Holiday Leave	P.R.	\$71,200			R**	\$6,140	\$18,571	Y***	\$95,911
Life Insurance	H.C.	\$1,800			\$7,844		n/a	Y****	\$9,644
Short Term Disability	\$0				R****		n/a	Y*****	\$0
Long Term Disability	\$0						\$1,987	Y*****	\$1,987
	\$337,741	\$955,379	\$0	\$1,300	\$301,196	\$101,679	\$244,190	\$188,216	\$2,129,701
	\$0	\$2,579	\$0	\$950	\$0	\$0	\$0	\$188,216	\$191,745
<b>Fringe Benefits - Maintenance</b>									
Payroll	\$123,046	\$444,900	\$0	\$600	\$67,138	\$144,078	\$59,312	none	\$839,074
Taxes	\$0					NA	n/a		\$0
FICA	\$8,621	\$27,100			\$6,360	\$8,933	\$4,196		\$55,210
Medicare		\$8,300				\$2,089	\$981		\$11,370
Pension	\$13,457	\$16,900					\$4,814		\$35,171
Annuity	\$0				\$2,556		n/a		\$2,556
Unemployment	\$0	\$0			\$659	\$442	n/a		\$1,101
Workers Comp	\$11,980	\$8,800			\$5,732	\$6,711	\$1,851		\$35,074
Health Care	\$19,506	\$132,400			\$11,611	\$35,544	\$8,100		\$207,161
Dental Care	H.C.	\$4,300			R***	\$0	n/a		\$4,300
Vacation	P.R.	\$32,700			\$6,264	\$6,657	\$3,742		\$49,363
Sick Leave	P.R.	\$1,190			\$8,366	\$3,109	\$4,418		\$17,083
Holiday Leave	P.R.	\$18,500				\$2,819	\$3,535		\$24,854
Life Insurance	H.C.	\$400			\$1,767		n/a		\$2,167
Short Term Disability	\$0				R****		n/a		\$0
Long Term Disability	\$0						\$285		\$285
	\$53,564	\$250,590	\$0	\$0	\$43,315	\$66,304	\$31,922	\$0	\$445,695
	\$0	-\$9,410	\$0	-\$17	\$0	\$0	\$0	\$0	-\$9,427
<b>Fringe Benefits Administration</b>									
Payroll	\$332,577	\$287,200	\$269,286		\$457,978	\$79,090	\$58,797	Admin + Ops	\$1,930,263
Taxes	\$0		\$49,057			n/a	n/a		\$49,057
FICA	\$24,330	\$18,100			\$39,052	\$4,904	\$3,808		\$90,194
Medicare		\$5,500	\$7,680			\$1,147	\$891		\$15,218
Pension	\$62,986	\$10,600					\$5,340		\$78,926
Annuity	\$0				\$15,279		n/a		\$15,279
Unemployment	\$0	\$0	\$1,800		\$2,311	\$301	n/a		\$4,412
Workers Comp	\$1,902	\$2,000			\$4,046	\$404	\$1,834		\$10,186
Health Care	\$30,222	\$46,500	\$130,000		\$96,244	\$15,924	\$5,033		\$323,923
Dental Care	H.C.	\$2,700	included above		R***	\$0	n/a		\$2,700
Vacation	P.R.	\$19,800	\$2,080		\$27,767	\$6,525	\$2,498		\$58,670
Sick Leave	P.R.	\$6,200	\$1,958		\$37,861	\$3,982	\$3,748		\$53,749
Holiday Leave	P.R.	\$12,600	\$629			\$1,526	\$2,998		\$17,753
Life Insurance	H.C.	\$400	\$1,600		\$13,747		n/a		\$15,747
Short Term Disability	\$0		\$2,500		R****		n/a		\$2,500
Long Term Disability	\$0						\$282		\$282
	\$119,440	\$124,400	\$148,247	\$0	\$236,307	\$34,713	\$26,432	\$0	\$689,539

*Fringe Benefits Other*

Payroll	\$315,964									
Taxes	\$0									
FICA	\$23,433									
<b>Medicare</b>										
Pension	\$30,286									
Annuity	\$0									
Unemployment	\$0									
Workers Comp	\$19,158									
Health Care	\$26,729									
Dental Care	H.C.									
Vacation	P.R.									
Sick Leave	P.R.									
Holiday Leave	P.R.									
Life Insurance	H.C.									
Short Term Disability	0									
Long Term Disability	0									
	\$99,606									
	-\$360									
	\$610,351	\$1,330,369	\$148,247	\$1,300	\$580,818	\$202,696	\$302,544	\$188,216	\$3,264,935	
	-\$358	-\$6,831	-\$753	\$860	\$0	\$0	\$0	\$10,553	-\$96,135	

<b>Labor Agreements (number)</b>	How Many?								not applicable
Drivers	included	yes			1	0			
Maintenance	included	yes			1	0	0		
Administrative	included	no				0	1		
General	included								
<b>Who sets benefits?</b>									
Board	x	yes	Yes		Yes	X		0	yes
Municipality								xx	
Union	x	yes			Yes			xx	

R\* Combined Admin and Ops Personnel into Admin  
R\*\* Sick and Holiday combined  
R\*\*\* Health & Dental combined  
R\*\*\*\* Life & STD combined

(\*) does not include seasonal and substitute employees approximately 50-60 additional)  
H.C. = Health Care  
P.R. = Pay Roll

Y\* vacation & sick included in Earned Time benefit  
Y\*\* dollar value not available at this time  
Y\*\*\* 12 days/year, employee paid for normal hours worked  
Y\*\*\*\* 15k term life ins. Incl. at no cost for all with med. Benefit  
Y\*\*\*\*\* employee can purchase

Average Wage per Driver	\$47,873	\$43,909		\$6,350	\$15,304	\$21,546	\$37,634	\$31,236	\$32,066
Average Wage per Maintenance	\$41,015	\$37,075		\$600	\$33,569	\$36,020	\$29,656		\$34,961
Average Wage per Administrator	\$55,430	\$35,900	\$51,600	\$3,000	\$57,247	\$39,545	\$58,797	\$74,223	\$50,657
Average Wage per Administrator	\$49,888	\$22,092	\$51,600	\$3,000	\$30,532	\$15,818	\$29,399	\$29,689	\$27,500
	<b>CBITD*</b>	<b>METRO</b>	<b>NNEPRA</b>	<b>Portland Explorer</b>	<b>RTP</b>	<b>ShuttleBus</b>	<b>SPBS</b>	<b>YCCAC</b>	<b>All</b>

<b>Training</b>	<b>CBITD</b>	<b>METRO</b>	<b>NNEPRA</b>	<b>Portland Explorer</b>	<b>RTP</b>	<b>ShuttleBus</b>	<b>SPBS</b>	<b>YCCAC</b>	<b>METRO SPBS BSOOB</b>	<b>RTP YCCAC</b>	
Budget	\$5,000	\$15,000	\$2,500	\$500	\$5,000	\$4,500	\$2,500	\$11,216	\$46,216	\$22,000	\$16,216
Type											
Driver	included	\$10,000				included	Safety and security	see attached list			
Maintenance	included	\$4,000				included	Vehicle specific	\$0			
Admin Staff	included	\$1,000				included	Route cutter	incl with drivers			
General	included		\$2,500								
Cooperative with							multiple		\$31,847	\$18,333	\$13,513
									\$14,369		

<b>INSURANCE</b>	<b>CBITD</b>	<b>METRO</b>	<b>NNEPRA</b>	<b>Portland Explorer</b>	<b>RTP</b>	<b>ShuttleBus</b>	<b>SPBS</b>	<b>YCCAC</b>	
Cost per year	\$145,000	\$188,667	\$200,642	\$8,300	\$212,701	\$94,600	\$ 4,352.00	47,546	\$901,808
Percent of Annual Budget				1.0%		9.8%	< 1/2%	1	
Provider					Varied**	Varied##	MMA	various	
Type									
Building		see comp	\$ 3,777		300	x	\$ 231.00	x	\$4,308
Comp	x	\$35,800	\$ 1,720			x		x	\$37,520
Vehicle	x	\$144,000	Amtrak	\$8,000		x	\$ 1,635.00	x	\$153,635
Business	x		\$ 41,626			x	\$ 1,507.00		\$43,133
Other (description)	x	\$8,900	\$153,519				\$ 979.00		<u>\$163,398</u>
Liability	x								\$401,994
Employee Fidelity	x								
Boat Pollution	x								
Ocean Marine	x		Marsh						
Policy Structure					Term				
Pooled	x							agency	
Stand alone	x								
Negotiated	x								
Term								annual	

\*\* Acadia for business  
Memic for Workers Comp  
Travelers for business  
National Interstate for Vehicle  
ACE for D&O

## Shuttlebus:  
MEMIC for Workers Comp  
Peerless for liability, property  
National Interstate for Vehicle

## ITS Technology

	CBITD	METRO	NNEPRA	Portland Explorer	RTP	ShuttleBus	SPBS	YCCAC
<b>Communications</b>								
Radio Based		E	N		E	E	E	E
Cellular Based	E	N	E	E		E	E	E
Emergency Features	E	?	N			N	N	N
Computer-aided Dispatch	N	N	N	N	E	N	N	N
Mobile Data Terminals	N	P	N	P	P	N	N	P
<b>Passenger Information</b>								
Electronic Destination Display			P			E	N	N/P
Emergency Equipped		E	P			E	N	
Scroll Display		E	N			N	N	N/P
On-board Stop Display Signs	P	N	N			N	N	N
Voice Annunciated Stop Information	P	N	E	N	P	N	N	N
Bus Stop Vehicle Arrival Notification			N			N	P	N
TIDS & TransportME.org Website	E	E	E	E	E	E	E	N
Hosts Own Website	E	E	E	N	E	E	E	E
<b>Vehicle/Vessel Technology</b>								
Automatic Vehicle Location (AVL)	P	P	P	E	P	N	P	N
On-Board Video Cameras	E	P	N	N	P	N	N	N
Signal Prioritization		P	N			N	P	N
Automatic Passenger Counting (APC)	P	P	N	P	P	N	N	P
<b>Fare Technology</b>								
Electronic Fare Collection	P	P	P	P	P	N	N	P
Monthly Pass or Flash Card	E	E	P	N	E	E	N	P

### Notes

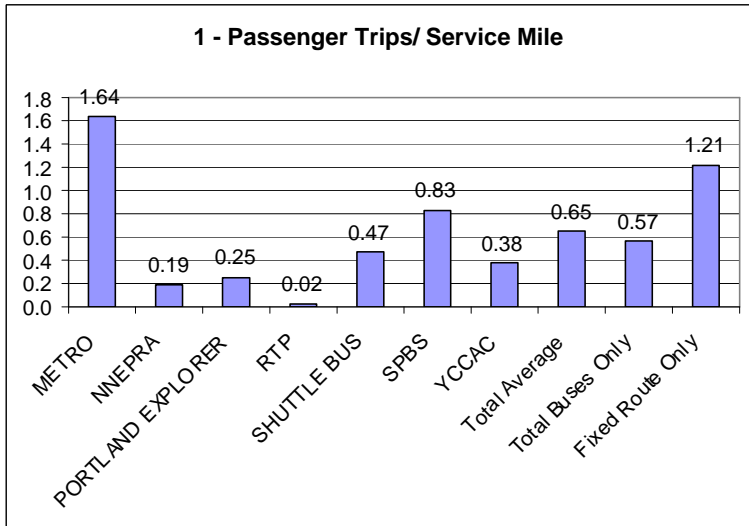
E = Existing

N = Not Existing or Proposed

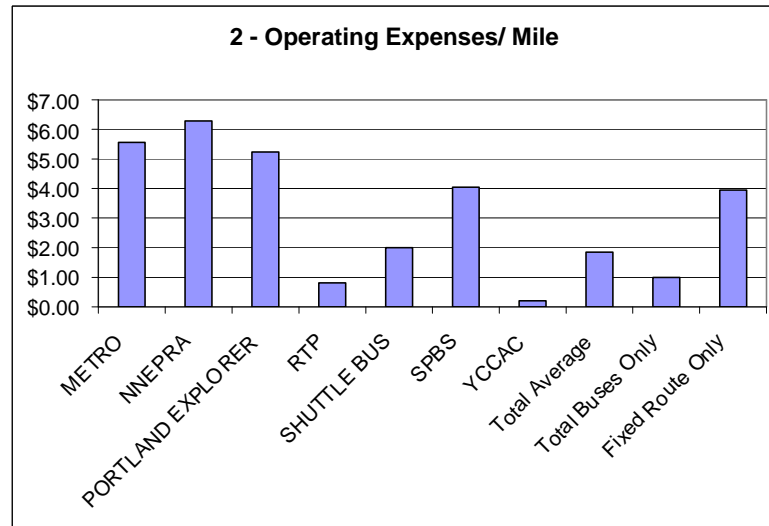
P = Proposed

N/P= P for seasonal service  
N for year round

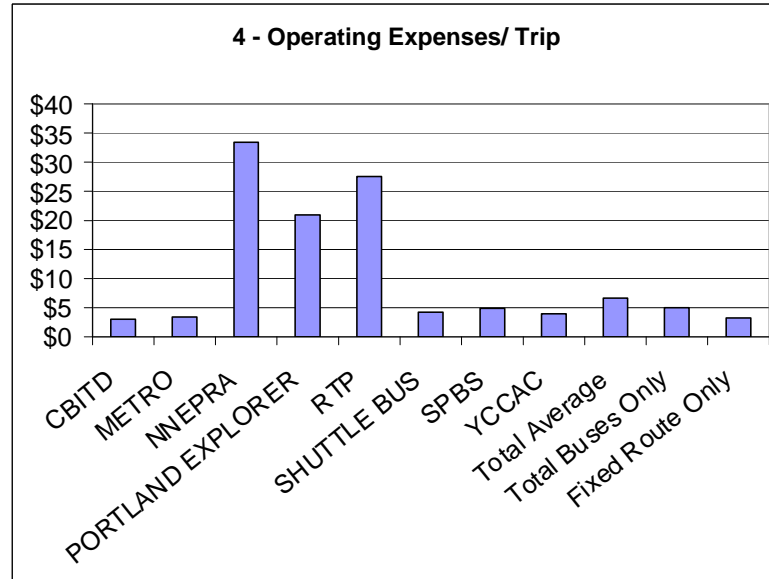
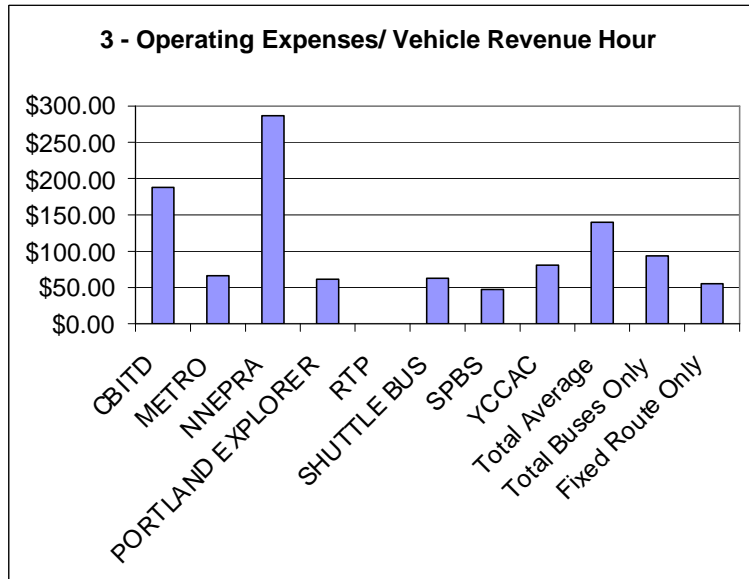
Transit Provider:	CBITD	METRO	NNEPRA	PORTLAND EXPLORER	RTP	SHUTTLE BUS	SPBS	YCCAC	Total Average	Total Buses Only	Fixed Route Only
	2005	2005	2005	2005	2005	2005	2005	2005			
Population	188,643	80,391		64,606	157,858	100,000	23,399	47,611			
Number of Active Vehicles in Fleet	5	25	12	1	35	14	7	34	133	116	47
Number of Spare Vehicles in Fleet		4		1	0	2	0	6	13	13	7
<b>Spare Ratio</b>	0%	16%	0%	100%	0%	14%	0%	18%	10%	11%	15%
<b>Annual Vehicle Miles</b>		28%									
Annual Transit Miles	71,627	824,600	1,331,520	12,320	1,634,893	342,040	215,000	95,471	4,527,471	3,124,324	1,393,960
Annual Social Services Miles	0	0	0	0	3,214,687	0	0	3,865,075	7,079,762	7,079,762	-
Annual Vehicle Hours	15,066	68,911	29,200	1,050	NA	10,884	18,344	9,663	153,118	108,852	99,189
<b>Annual Passenger Trips</b>											
Annual Transit Passenger Trips	932,336	1,350,000	250,535	3,080	39,761	161,000	177,681	36,149	2,950,542	1,767,671	1,691,761
Annual Social Services Passenger Trips	0	0	0	0	103,469	0	0	160,673	264,142	264,142	-
<b>Passenger Trips/ Service Mile</b>	13.02	1.64	0.19	0.25	0.02	0.47	0.83	0.38	0.65	0.57	1.21
<b>Passenger Trips/ Social Service Mile</b>					0.03						
<b>Passenger Trips/ Vehicle Hour</b>	61.88	19.59	8.58	2.93			9.69	3.74	19.27	15.99	17.33
<b>Annual Operating Expenses**</b>											
Annual Transit Operating Expenses	\$2,832,858	\$3,874,400	\$8,370,256	\$64,500	\$3,944,229	\$683,107	\$870,743	\$782,494	\$21,422,587	10,219,473	5,492,750
<b>Annual Admin. Expenses***</b>											
Annual Transit Administrative Expense	\$832,187	\$708,600	\$926,232	\$15,000	ment in F11	\$355,930	\$84,611	\$1,087,888	\$4,010,448	2,252,029	1,164,141
<b>Total</b>	<b>\$3,665,045</b>	<b>\$4,583,000</b>	<b>\$9,296,488</b>	<b>\$79,500</b>	<b>\$3,944,229</b>	<b>\$1,039,037</b>	<b>\$955,354</b>	<b>\$1,870,382</b>	<b>\$25,433,035</b>	<b>\$12,471,502</b>	<b>\$6,656,891</b>
<b>Operating Expenses/ Mile</b>	\$39.55	\$5.56	\$6.29	\$5.24	\$0.81	\$2.00	\$4.05	\$0.20	\$1.85	\$1.00	\$3.94
<b>Operating Expenses/ Trip</b>	\$3.04	\$3.39	\$33.41	\$20.94	\$27.54	\$4.24	\$4.90	\$3.98	\$6.66	\$5.03	\$3.25
<b>Op &amp; Admin Expenses/ Mile</b>	\$51.17	\$4.70	\$6.98	\$6.45	\$0.81	\$3.04	\$4.44	\$0.47	\$2.19	\$1.22	\$4.78
<b>Op &amp; Admin Expenses/ Trip</b>	\$3.93	\$2.87	\$37.11	\$25.81	\$27.54	\$6.45	\$5.38	\$9.50	\$7.91	\$6.14	\$3.93
<b>Operating Expenses/ Vehicle Revenue Ho</b>	\$188.03	\$66.51	\$286.65	\$61.43	#VALUE!	\$62.76	\$47.47	\$80.98	\$139.91	\$93.88	\$55.38
<b>Op &amp; Admin Expenses/ Vehicle Revenue</b>	\$243.27	\$56.22	\$318.37	\$75.71	#VALUE!	\$95.46	\$52.08	\$193.57	\$166.10	\$114.57	\$67.11
Annual In-House Maintenance Cost	Minor only	\$900,000.00	Amtrak	\$1,050.00	\$110,453	\$165,263	\$ 57,206	No	\$ 1,123,519	\$ 1,123,519	\$ 1,123,519
Annual Contracted Maintenance Cost	\$500,000	rare	Amtrak		\$191,600	(Incl w/above)	\$ 19,960	\$103,265	\$814,825	\$314,825	\$ 19,960
Annual Maintenance Cost/Vehicle	\$100,000	\$36,000		\$1,050	\$8,630	\$11,805	\$11,024	\$3,037			
<b>Annual Maintenance Cost/ Mile</b>	<b>\$6.98</b>	<b>\$1.09</b>		<b>\$0.09</b>	<b>\$0.12</b>	<b>\$0.48</b>	<b>\$0.36</b>	<b>\$1.08</b>	<b>\$0.17</b>	<b>\$0.14</b>	<b>\$0.82</b>
<b>Fare Revenues</b>	\$1,735,000	\$1,100,900	\$3,392,898	\$6,100	\$132,000	\$213,380	\$143,207	\$17,837	\$6,741,322	1,613,424	1,595,587
Other	\$1,922,000		\$539,478	\$40,450	\$465,532	\$308,435	\$17,533		\$3,293,428	831,950	831,950
Transit Contract Revenues	NA	NA	NA	NA	NA	\$28,719	NA	NA	\$28,719	#VALUE!	#VALUE!
Social Service Contract Revenues	NA	NA	NA	NA	\$3,162,116	\$0	NA	\$2,769,994	\$5,932,110	#VALUE!	#VALUE!
FTA- Federal Operating Assistance****	\$300,000	\$750,000	\$2,747,082	\$0	\$227,903	\$300,061	\$94,733	\$582,282	\$5,002,061	1,954,979	1,372,697
MDOT- State Operating Assistance	\$51,233	\$57,800	\$2,085,869	\$0	\$31,678	\$18,967	\$8,835	\$34,942	\$2,289,324	152,222	117,280
Local Operating Funds	\$0	\$2,463,250	\$196,866	\$17,950	NA	\$144,000	\$691,046	\$122,112	\$3,635,224	3,438,358	3,316,246
<b>Total Annual Operating Revenues</b>	<b>\$4,008,233</b>	<b>\$4,371,950</b>	<b>\$8,962,193</b>	<b>\$64,500</b>	<b>\$4,019,229</b>	<b>\$1,013,562</b>	<b>\$955,354</b>	<b>\$3,527,167</b>	<b>\$26,922,188</b>	<b>13,951,762</b>	<b>10,424,595</b>
<b>Total Subsidy</b>	<b>\$2,273,233</b>	<b>\$3,271,050</b>	<b>\$5,569,295</b>	<b>\$58,400</b>	<b>\$725,113</b>	<b>\$800,182</b>	<b>\$812,147</b>	<b>\$739,336</b>	<b>\$14,248,756</b>	<b>6,406,228</b>	<b>5,666,892</b>
<b>Subsidy per Trip</b>	\$2.44	\$2.42	\$22.23	\$18.96	\$5.06	\$4.97	\$4.57	\$3.76	\$4.83	\$3.62	\$3.35
<b>Operating Cost Ratio</b>	0.61	0.28	0.41	0.09	0.03	0.31	0.16	0.02	0.31	0.16	0.29

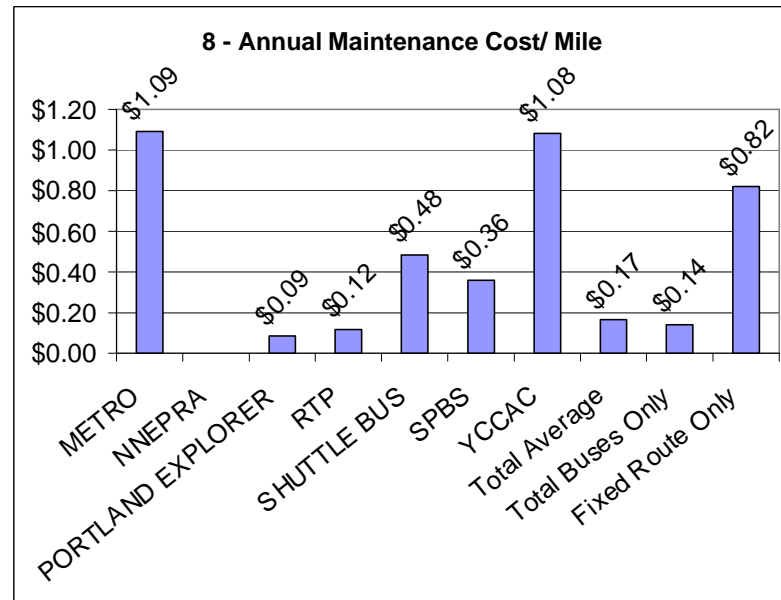
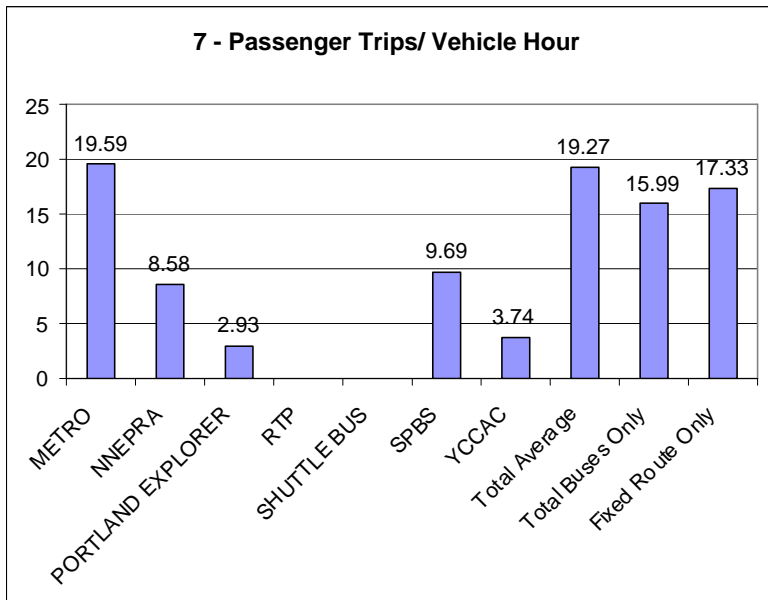
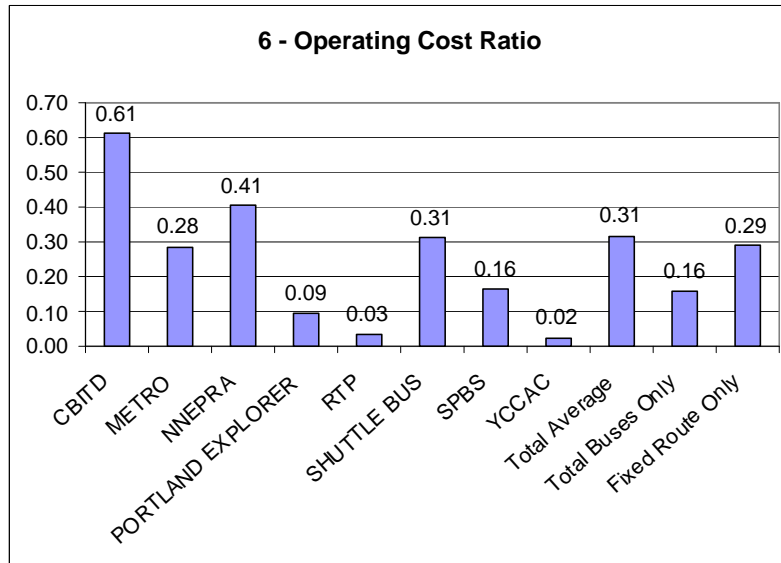
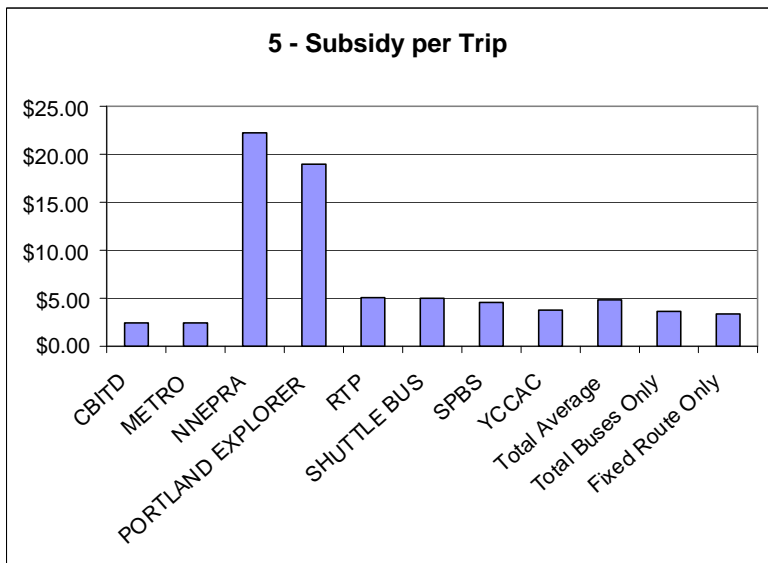


CBITD not shown. Trips per mile = 13.02



CBITD not shown. Cost per mile \$51.17 METRO = Operations and Admin. to compare with NTD data.

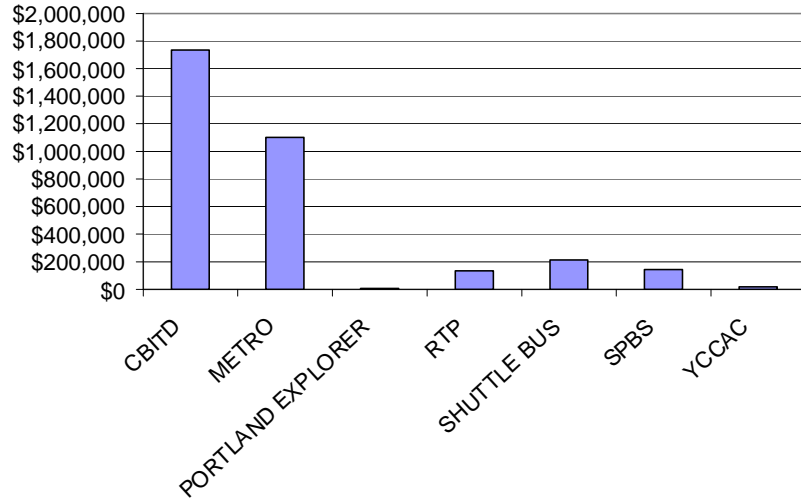




CBITD not shown. Trips per Vessel Hour = 61.88

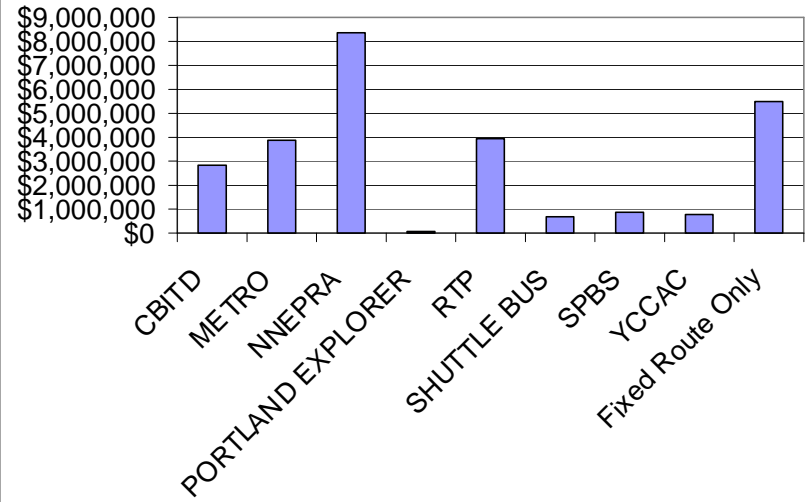
CBITD not shown. Maintenance cost per mile = \$6.98

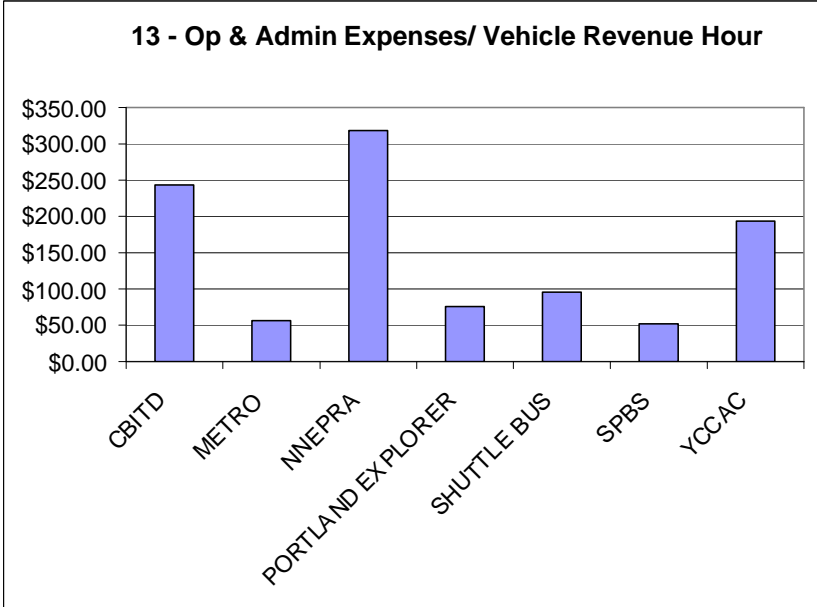
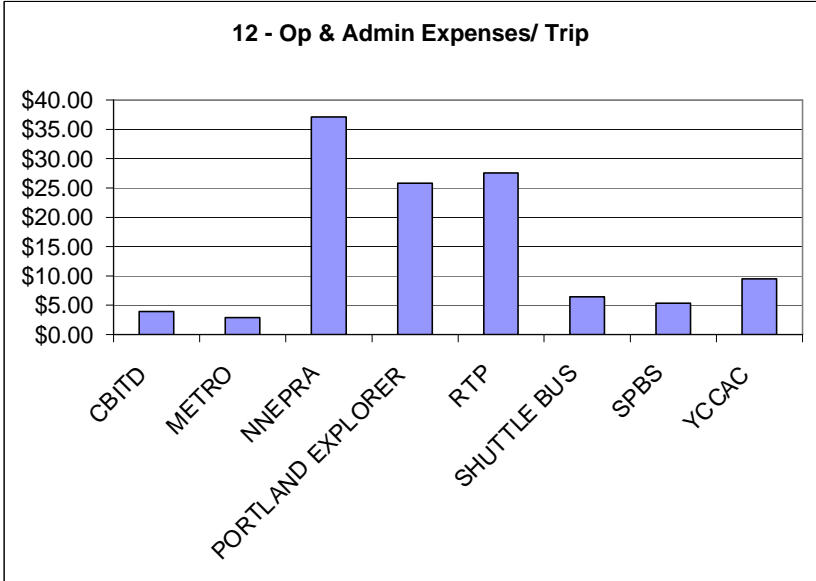
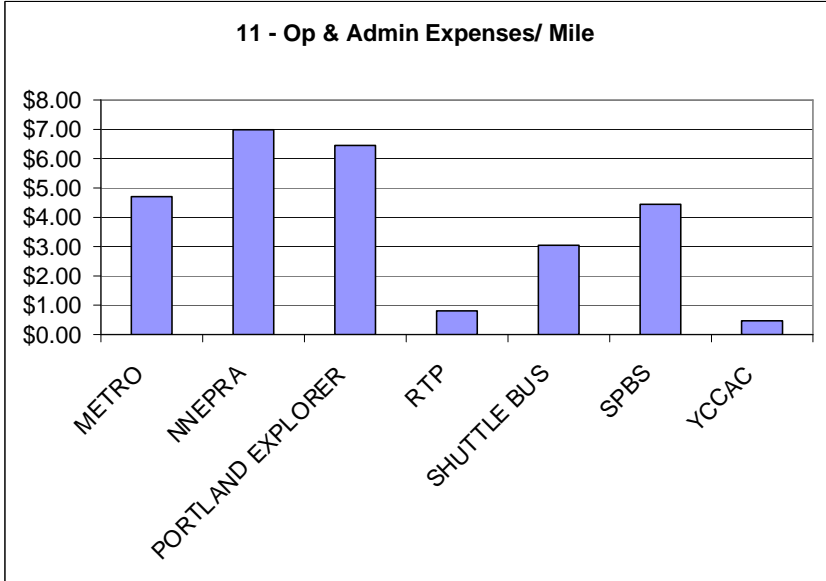
**9 - Fare Revenues**



NNEPRA not shown. Fare Revenues = \$3,392,898

**10 - Annual Transit Operating Expenses**





## Appendix E

### Transportation Summit Summary

## Regional Bus Transit Summit

May 16, 2006

Portland Ocean Terminal

Summary

On May 16, 2006 greater Portland municipal leaders and transportation experts came together at the Regional Bus Transportation Summit to share information and ideas about how to improve the regional transportation system. Participants heard from the following speakers (in order of appearance):

**Portland Mayor Jim Cohen** welcomed the group and thanked the cities and towns that responded to the invitation. He recognized the Mayors and other municipal officials who were involved in helping to convene the forum including: Mayor Maxine Beecher, South Portland; Mayor Bruce Chuluda, Westbrook; Council Chair Paul Davis, Falmouth; Mayor Wallace Nutting, Biddeford; and, Mayor Mark Johnston, Saco. Mayor Cohen described the urgency in addressing the need for a more cohesive system. Rising fuel costs, congestion, and customer expectations are just a few of the many reasons to tackle this issue.

**Nat Tupper**, Yarmouth Town Manager provided an update on Destination Tomorrow, the PACTS long range regional transportation plan which provides a vision for the transportation system through the year 2025, and calls for a new levels of collaboration. The plan addresses congestion and accessibility, and promotes better integration of transportation and land use planning. He said transportation needs exceed available resources, resulting in tough decisions for municipal leaders.

**Bus Transit Carriers** gave brief presentations of their systems:

- ShuttleBus/Zoom, **Ed Clifford**, Interim Director
- South Portland Bus Service, **Tom Meyers**, Director
- METRO, **Jeff Monroe**
- VIP, **Jason Briggs**
- **David Willauer**, Greater Portland Council of Governments (GPCOG) provided an overview of other transportation systems, including demand-response bus services, commuter express bus services, interstate bus, rail and van services, ferry services and door to door transportation services.

**Tom Meyers**, PACTS Transit Committee Chair, provided an overview of the Regional Transit Coordination Study. The study is under the auspices of the Portland Area Comprehensive Transportation Committee (PACTS), and being staffed by GPCOG and SMRPC. The Study will become part of the PACTS long-range plan (*Destination Tomorrow*). It is expected to be completed later this year. Comments from today's meeting and future public forums will be incorporated into the Final Report.

**Governor John E. Baldacci** announced a proclamation designating May as Transportation Month and commended the group for working together.

**Arthur Handman**, a transportation consultant and former Executive Director of the Greater Hartford Transit District delivered a presentation entitled “Three C’s for Bus Transit.” The focus of the remarks was regarding the advantages and disadvantages Cooperation, Coordination and Collaboration. (Copy of power point presentation on GPCOG website)

**Ronald Roy**, Director of Maine DOT Office of Passenger Transportation described transportation planning and development from a statewide perspective, along with pending challenges at the local, state and federal levels.

Finally, five small groups of participants were convened. Each was assigned one of the following questions. Results are summarized below:

**1. What is our transportation vision for the Portland region?**

- need to accommodate growth in outlying areas such as Lakes Region
- consider using surplus Guilford land on Commercial Street in Portland
- create better connectors between rail, bus, water and cargo
- create better access for foot and bicycle travel, and more bicycle racks
- focus on system as a whole
- upgrade and update the public perception of riding a bus
- create ways for people to come together
- encourage use of public transportation by young people
- improve bus stops and shelters
- partner with corporations such as Walmart
- reduce parking options
- create more park and ride options
- develop comprehensive system that includes USM and other colleges
- give free travel for children
- make public transportation the preferred mode
- put the “public” in Public Transportation

**2. What makes a system a system?**

- seamless to customer
- common branding, advertising and marketing
- public understanding of how to use the system
- shared technologies
- common maps and website
- optimize efficiency
- optimize frequency
- overcome political and municipal boundaries

**3. What short term actions would improve service?**

- communicate to people; better marketing; more outreach
- make it easier to use e.g. wide distribution of free maps & schedules
- survey the public and gain their input
- create more park and rides (Exit 8, Prides Corner & Marginal Way)

- increase parking fees
- improve bus shelters, including snow removal
- improve downtown terminal
- create one web page

**4. What long term issues and trends should we consider?**

- federal money will diminish based on census numbers
- embrace regionalism
- demand for expanded services will increase
- fuel costs and gas tax will contribute to higher demand
- sprawl issues
- keep existing services
- need train service points north

**5. What are the barriers to collaboration and how can we overcome them?**

Barriers:

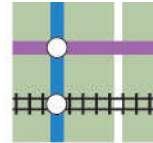
- loss of control
- tradition
- inertia
- fear of big system
- loss of quality and responsiveness
- parking policies are not supportive of public transit
- people want convenience
- people want better service
- providers are busy with day to day activities; difficult to find time

Strategies to overcome:

- common branding
- integrate land use planning
- consider regional transportation authority
- offer free service to students; reach out to school systems
- better signage

Mayor Cohen closed the program by thanking all the participants. He indicated that comments from the meeting would be submitted to the PACTS Committee for inclusion in their report, and invited the group to join together again once the report is published.

Appendix F  
Crikelair Report



June 1, 2006

## MEMORANDUM

To: Steve Linnell, Tom Reinauer  
From: Tom Crikelair  
Subject: Transit Coordination Study – Customer Information and Traveler Convenience  
CC:

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### Introduction

This memo presents a draft evaluation of transit coordination in the Greater Portland area as it affects the traveling public. The evaluation examines transfers between fixed-route transit programs, with a primary focus on customer information and customer convenience. It evaluates how easy or difficult it is for local residents to make car-free trips that utilize multiple public transportation systems.

The memo addresses services provided by four transportation programs:

- BSOOB ShuttleBus (Tri-Town, Intercity, and ZOOM)
- Casco Bay Lines
- Portland METRO
- South Portland Bus Service

It describes traveler access to a variety of destinations in the Greater Portland area, including links to other transportation terminals.

The study included a review of published timetables and related customer information, analysis of transfer timing for sample origin/destination pairs, and on-site inspections of multi-system transfer opportunities. The on-site inspection included conversations with bus drivers and with transit users.

The memo is structured as follows:

Section 1	Introduction
Section 2	Anecdotes from the On-site Inspection
Section 3	Travel Opportunities
Section 4	Fare Policies
Section 5	Public Information
Section 6	Transfer Locations
Section 7	Transfer Timing
Section 8	Summary and Recommendations

### **Anecdotes from the On-site Inspection**

Observations and anecdotes from the on-site visit provide a good introduction to the more technical analysis that follows.

1. A young woman boarded the METRO Route 8 bus at the Maine Medical Center with a disabled companion. The two women got off the Route 8 bus at Monument Square and then walked roughly one and one-half blocks to the Elm Street Pulse. At the Pulse, she observed the consultant reading a South Portland bus schedule. She spoke up and suggested that he was waiting in the wrong place if he wanted a South Portland bus.

When informed of the purpose of the consultant’s study, she offered a number of comments that summarize the strengths and the weaknesses of transit coordination in the region. First, she said, “The bus systems work pretty well. I can get to most places where I want to go.” She paused and then added, “Of course, it took me a year of riding the buses to figure it all out.” She explained that she was in the process of teaching her disabled companion how to use the local transit systems.

She went on to describe the transfer that she regularly makes when traveling between her home near the Portland campus of the University of Southern Maine and the Maine Medical Center. She said, “If I get the right bus driver, I can usually make my connection at Forest and Congress.” Then she added, “But I always allow one extra hour in case I miss my connection.”

2. A blind person boarded the South Portland Willard Square bus in South Portland. He explained that he was traveling to his work site on Park Avenue in downtown Portland, and that he needed to transfer from the South Portland Route 1 bus to the METRO Route 5 bus.

He said, “If the South Portland bus arrives on Congress Street on time, I can transfer to METRO 5 at the Monument Square stop. That way, I don’t have to cross Congress Street.” When asked how he knows if he has arrived on time, he explained, “I ask other passengers waiting at the Monument Square stop if Number 5 has passed yet.”

He went on to say, “If I miss the Number 5 bus, then I need to cross Congress Street, which I don’t like to do. It would be better for me if the South Portland buses stopped at the Elm Street Pulse.”

3. An elderly woman traveling with her two grandchildren boarded the South Portland Willard Square bus at the Yankee Ford bus stop in South Portland. When she realized that the bus was heading to downtown Portland, she said, “We are trying to go to my home on Broadway in South Portland.”

It turns out that this was the second time she had boarded a bus headed to downtown Portland. She explained: “We rode from my home on Broadway to the South Portland library. When we tried to go home, we waited in front of the supermarket and boarded a bus that ended up heading across the bridge to Portland. The driver dropped us off at Yankee Ford and gave me transfers and said, ‘Make sure you get on a Maine Mall or Cross-town bus.’ But I wasn’t paying attention and we got on this bus to Portland instead.”

### **Travel Opportunities**

This evaluation of transit coordination did not include a full review of travel demand and unmet needs for the region. But a quick scan of available routes and likely travel destinations suggests that most destinations in the towns served can be reached by public transportation. Although some connections and transfers are cumbersome and difficult to understand, people without cars can use existing transit services to travel between a wide range of origin and destinations pairs.

The most notable exceptions are:

- Communities like Cape Elizabeth and Yarmouth that have little or no regular fixed-route transit service

- Wal-Mart in South Portland, which is served by South Portland buses, but where convenient two-way connections with METRO and BSOOB buses are unavailable because of route configurations in the Maine Mall area

- Various locations in Biddeford that are currently under review for expanded service – including new stores on Route 111 and the campus of the University of New England

- A missing transit link between Biddeford and the ZOOM bus stop at the turnpike park and ride lot, another area that is currently under review for improvement

One evident deficiency is the absence of public information about multi-agency travel opportunities in the region. Each transit provider publishes maps and timetables showing locations they serve. But none of these publications provides maps, timetables, or related information about destinations served by other transportation providers. This issue is discussed below in Section 5.

### **Fare Policies**

The area with greatest level of inter-agency coordination is passenger fares. Portland METRO and South Portland have a free transfer agreement. Passengers who board South Portland buses

can receive a free transfer that can be used to board a METRO bus. Passengers who board METRO buses can obtain a free transfer to board a South Portland bus.

This information is presented in published timetables for both transit systems. The South Portland schedule provides specific information about where transfers can be used: “There is no additional charge for transfers between the METRO and the South Portland Bus Service at the Maine Mall and the three Congress Street stops.” The METRO schedule says: “Transfers can only be used where routes intersect.”

Transferring riders must pay the driver when they board their first bus. A regular commuter who wishes to use multi-ride tickets would need to purchase a ticket from both systems – one for rides that begin with METRO and another for rides that begin with South Portland. METRO monthly pass holders who begin a trip using a South Portland bus must either pay the regular cash fare or present a South Portland 10 Ride ticket.

The situation with Biddeford-Saco-Old Orchard buses is somewhat more complex. Passengers who board BSOOB buses can obtain a free transfer that will allow them to board METRO or South Portland buses in Portland or South Portland without paying any additional fare. Passengers who begin a trip on a METRO or South Portland bus can obtain a free transfer that is good for a \$1.50 reduction in the relevant BSOOB fare. The full regular fare from Portland or South Portland to Biddeford or Saco is five dollars. A transfer reduces this cost to \$3.50. The regular fare between Portland or South Portland and Scarborough is three dollars. A transfer reduces this fare to \$1.50.

Published timetables and Internet information for BSOOB state that riders can obtain a “free transfer to any connecting ShuttleBus, METRO or South Portland Bus route.” There does not appear to be any published explanation about the fare reduction for return trips to Biddeford, Saco, or Old Orchard Beach. This fare reduction only benefits ZOOM riders who pay regular cash fares.

There are no reduced fare arrangements in effect for passengers transferring between Casco Bay Island ferries and fixed-route buses operated by METRO or South Portland.

There are no multi-agency monthly passes available in the Portland area. This type of monthly pass would allow a regular commuter to avoid worrying about paying a fare regardless of where they begin their trip. Multi-agency passes can be more difficult to negotiate and administer, because they require a sharing of revenues between transit agencies.

## Public Information

Sharing of information by local transit providers in their published timetables appears to be limited to multi-agency telephone directories and statements about free transfers.

- The METRO timetable provides telephone numbers for all local and intercity transit providers, including Casco Bay Lines, South Portland Bus Service, and the ShuttleBus. Telephone numbers for RTP, Vermont Transit, Concord Trailways, and the Portland Jetport are also presented.
- The BSOOB timetable provides telephone numbers for the same providers listed by METRO, plus YCCAC, the Maine Turnpike Authority, and the *Go Maine* car pool program. The BSOOB timetable also refers readers to [www.transportme.com](http://www.transportme.com) for “rail, ferry and bus schedules.”
- The South Portland timetable includes a reference to METRO on its route map (Monument Square: Transfer to METRO). The locations where METRO/South Portland transfers can be used are identified in the discussion of fares. Telephone numbers are presented only for South Portland Bus Service and RTP for ADA service.
- Casco Bay Lines schedules do not include references to any other regional transportation programs, with the exception of paid advertisements for private water taxi services.

None of the route maps published by individual transit systems shows the routes of other local providers. There is no timetable information showing timed connections between multiple transit systems. And there is no discussion or explanation of how to reach destinations located on the routes of other providers.

The Internet-based “Portland, Maine Transportation Page” presents maps and schedules for all of the region’s transportation providers. This information is available, however, only for individual systems. There are no maps showing routes of more than one system at a time. Schedule locators allow users to select from lists of origins and destinations, but these are limited to origin/destination pairs served by a single provider.

This means that individuals interested in trips that involve more than one transit system must obtain either printed or Internet information about each individual program separately and then try on their own to piece together information about their desired trip.

## **Transfer Locations**

Most transfer activity between fixed-route transit providers in the Greater Portland area occurs in four general areas:

- Downtown Portland (Congress between High and Elm Streets and METRO Pulse)
- Casco Bay Ferry Terminal
- South Portland between Yankee Ford and City Hall
- Maine Mall

## **Downtown Portland**

Bus stops in Portland's downtown center are presented in Figure 1. Key stops include:

- Congress Street near High Street
- Forest Avenue near Congress Street
- Monument Square
- Elm Street Pulse

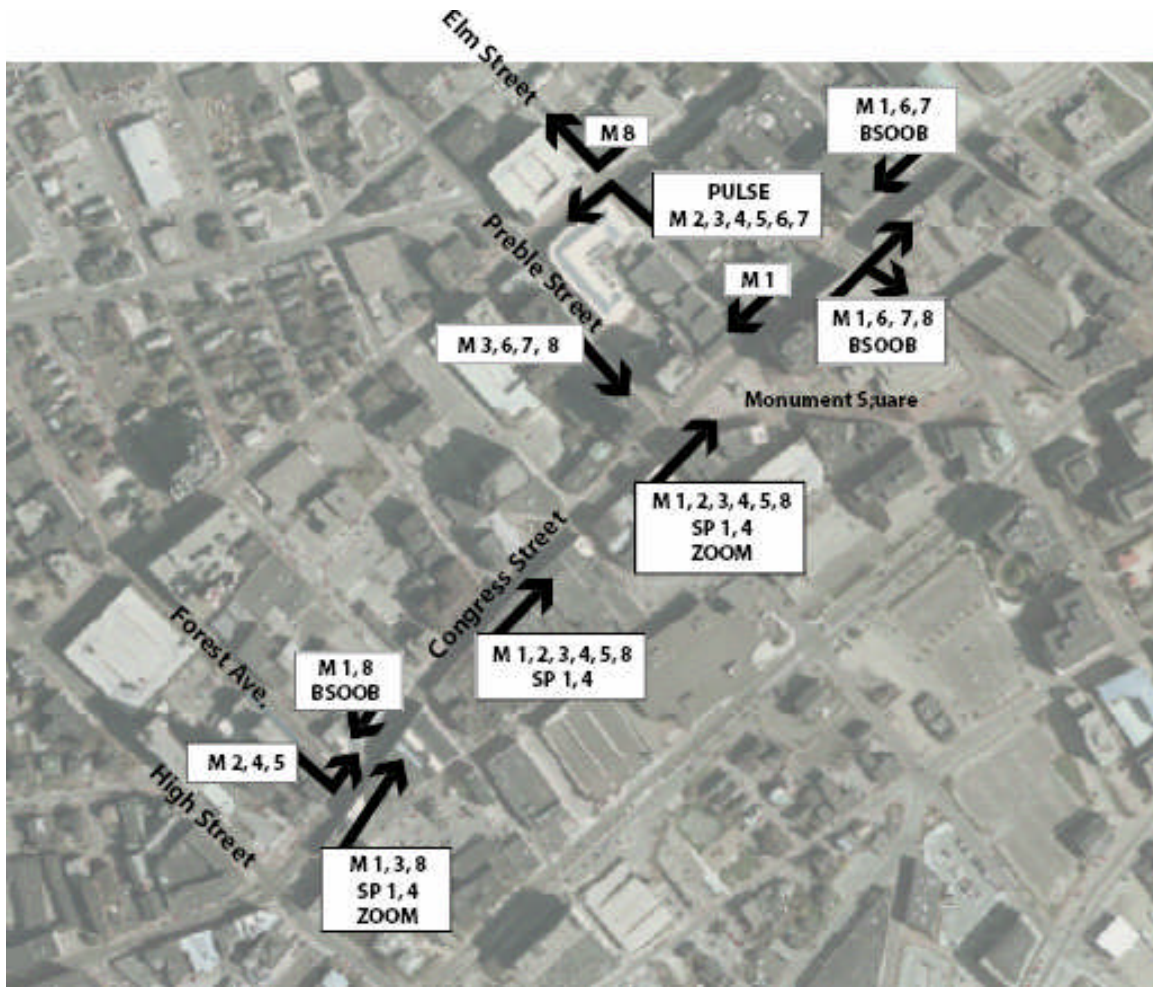
In some cases, passengers can transfer between buses in downtown Portland at one location – by simply getting off one bus and boarding another. Passengers transferring between METRO Routes 2, 3, 4, 5, 6, and 7 get off one bus and board their next bus at the Elm Street Pulse. The Elm Street Pulse is the one location in the downtown center where there is some layover between buses, enabling timed transfers between multiple routes.

While passengers can transfer to and from some buses at other downtown stops, buses stop at these other locations only briefly. Waiting passengers must stay alert as they wait for their approaching connection.

Some transfers require passengers to walk between bus stops. Neither METRO Route 1 nor METRO Route 8 offers stops at the Elm Street Pulse. South Portland and BSOOB buses likewise do not serve the Pulse.

Connections with METRO Route 8 are the most complex. Route 8 buses heading to the Casco Bay Ferry Terminal stop on Congress Street, Route 8 buses heading to Back Cove stop on Cumberland Street near Elm Street, and Route 8 buses heading to the Maine Medical Center stop on Preble Street and on Congress Street near Forest Avenue. This situation impacts METRO passengers transferring to and from Route 8, as well as South Portland and BSOOB riders who wish to reach the Casco Bay terminal, Back Cove, or the Maine Medical Center.

Figure 1 Downtown Portland Bus Stops



### **Transfer movements in downtown Portland include:**

- Walks from the Forest Avenue bus stop near Congress Street to Congress Street (METRO Routes 2, 4, and 5 to METRO 8 to Maine Medical Center)
- Walks around the corner from Cumberland Street to the Elm Street Pulse (METRO Route 8 from Casco Bay Ferry to METRO Routes 2 through 7)
- Walks between Monument Square and the Elm Street Pulse (METRO Route 8 from MMC to METRO Routes 6 and 7, South Portland and BSSOB buses to various METRO routes)
- Walks across Congress Street (transfers between northbound South Portland and BSOOB buses and southbound METRO buses 1 and 8)

The transit center on Elm Street is too small to accommodate all the different bus routes that operate to and from the downtown center. This situation creates some complicated transfer movements that can be difficult to understand, especially for inexperienced transit users. It also results in fewer timed transfers and more “on-the-fly” movements – increasing anxiety levels for some passengers, while often increasing the length of time they spend waiting for some connections.

#### *Casco Bay Ferry Terminal*

A METRO bus stop is located at the Casco Bay Ferry Terminal. The bus stop is located adjacent to the passenger waiting area and offers convenient access for individuals transferring between ferries and buses.

While the bus stop offers convenient access for transferring riders, buses must make a time-consuming maneuver to reach this location. This is acceptable for a bus route that starts and ends at the ferry terminal. It is less appealing for any buses that might attempt to make mid-route stops at the ferry facility.

The Casco Bay terminal is located on METRO Route 8. This route follows a circuitous “clover-leaf” pattern as it serves different parts of the Portland peninsula. Route 8 buses do not stop at the Elm Street Pulse. Route 8 bus stops near the Elm Street transfer site include:

- Cumberland Street near Elm Street (from Casco Bay terminal to Back Cove)
- Preble Street, one block from the Pulse (from Back Cove to MMC)
- Monument Square (from MMC to Casco Bay terminal)

Ferry passengers who wish to transfer to South Portland buses have a choice of (1) riding METRO Route 8 to Cumberland Avenue and then walking to the Monument Square bus stop to board a South Portland bus, or (2) walking about four blocks to the South Portland bus stop on Fore Street.

## **South Portland between Yankee Ford and City Hall**

Transfers in downtown South Portland are all internal to the South Portland bus system. Transfers are complicated because of the way buses operate through this area. Buses stop at different locations depending on their direction of travel. This situation can be confusing, especially for new bus riders.

A bus shelter in front of the supermarket on Cottage Road looks like a major bus stop, but Route 4 buses heading toward Broadway and the Maine Mall do not stop at this location. A bus stop at the shopping mall on Ocean Street offers a sheltered location for waiting passengers, but only outbound Route 4 buses stop at this location.

The busiest transfer site is the bus stop in front of Yankee Ford. This roadside bus stop offers no shelter for transferring bus riders. The published map suggests that passengers can transfer from Route 4 to Route 1 on Scammon Street. While it is possible to change buses at this location, few people do this, in part because there are no facilities at this stop, and in part because the two routes operate with different headways.

The South Portland system needs a clearly identified transfer center somewhere in the vicinity of city hall. In addition to a new transit hub, the system needs redesigned routes that offer clearer choices and timed connections for travel between multiple origin-destination pairs.

## **Maine Mall**

The area's three major fixed-route transit systems all use the same bus stop at the Maine Mall. This stop offers convenient access to the Mall, along with a sheltered location for waiting passengers and signs displaying transit information.

There appears to be limited transfer activity between bus systems at this Maine Mall stop, in part because of how routes are configured in the Mall area. There are destinations in the Mall area that are served only by South Portland buses, including Anthem/BCBS and Wal-Mart. METRO passengers can transfer at the Maine Mall to reach Wal-Mart, but only four times a day, with no opportunity to do this after 1:20 p.m. The choices are limited because most South Portland buses stop at Anthem/BCBS and Wal-Mart before they arrive at the Maine Mall stop.

South Portland bus riders who wish to reach the Portland Jetport or the Portland Transportation Center can transfer at the Maine Mall to METRO Route 5. As discussed below, connection times vary throughout the day.

## **Downtown Biddeford and SMMC**

The BSOOB Intercity route overlaps much of the ShuttleBus Tri-town bus route in Biddeford, Saco, and Old Orchard Beach. Transfers are available at various places where the routes coincide. Portland riders trying to reach Southern Maine Medical Center can transfer to the Tri-town service at Main and Elm Streets or elsewhere along the Tri-town route. The ShuttleBus is currently discussing the need for a better transit hub in downtown Biddeford.

BSOOB local shuttles do not currently provide access to the ZOOM bus stop at the turnpike park and ride lot. This means that local residents do not have obvious car-free access to express commuter buses to Portland. The ZOOM currently accommodates a small number of connecting riders by diverting ZOOM buses to pick up riders at the Tri-town bus stop at the Southern Maine Medical Center.

### **Transfer Timing**

Transfer timing was evaluated by analyzing a matrix of possible origin and destination pairs. While the matrix includes some popular destinations in the Greater Portland area, it is not exhaustive. It is designed to provide real-world examples of transfer movements between scheduled transit services.

The full matrix of six origins and twelve destinations is presented in Figure 2. The first origin is Peaks Island, with trips that begin via Casco Bay Lines. Origins 2 and 3 involve trips that begin on the METRO system. Trips from origin 4 start on a South Portland bus. Number 5 begins with BSOOB intercity service, while the sixth begins with a trip on the ZOOM commuter express.

Destinations include four locations on the Portland peninsula: Monument Square, the Old Port, Maine Medical Center, and the Amtrak/Concord Trailways terminal. The matrix includes two additional Portland destinations: the Portland Jetport and the Portland campus of the University of Southern Maine. Destinations in South Portland include the Maine Mall, Southern Maine Community College, and Wal-Mart/Anthem BCBS. The matrix includes three destinations in York County: Old Orchard Beach amusements, downtown Biddeford and Saco, and Southern Maine Medical Center in Biddeford.

Figures 3 through 8 analyze available connections for trips beginning at the six selected origins. Each table analyzes trips from a single origin to all twelve destinations. Each table includes a column that identifies the location for each transfer. The rest of each table describes the available transfer times and identifies the best choices and the obstacles faced by transferring passengers.

**Figure 2 Matrix of Origins and Destinations**

ORIGINS / DESTINATIONS	Peaks Island	Westbrook	Portland North Deering Washington Ave	South Portland Redbank	Downtown Saco / Biddeford	Biddeford Exit 4
Old Port	Casco Bay	METRO Rt 4 METRO Rt 8	METRO Rt 6 METRO Rt 8	SP Rt 4	BSOOB Intercity METRO Rt 8	ZOOM METRO Rt 8
Monument Square	Casco Bay METRO Rt 8	METRO Rt 4	METRO Rt 6	SP Rt 4	BSOOB Intercity	ZOOM
Maine Medical Center	Casco Bay METRO Rt 8	METRO Rt 4 METRO Rt 8	METRO Rt 6 METRO Rt 8	SP Rt 4 METRO Rt 8	BSOOB Intercity METRO Rt 8	ZOOM METRO Rt 8
Amtrak / Concord Trailways	Casco Bay METRO Rt 8 METRO Rt 5	METRO Rt 4 METRO Rt 5	METRO Rt 6 METRO Rt 5	SP Rt 4 METRO Rt 5	BSOOB Intercity METRO Rt 5	ZOOM METRO Rt 5
Portland Jetport	Casco Bay METRO Rt 8 METRO Rt 5	METRO Rt 4 METRO Rt 5	METRO Rt 6 METRO Rt 5	SP Rt 4 METRO Rt 5	BSOOB Intercity METRO Rt 5	ZOOM METRO Rt 5
Maine Mall	Casco Bay METRO Rt 8 METRO Rt 5	METRO Rt 4 METRO Rt 5	METRO Rt 6 METRO Rt 5	SP Rt 4	BSOOB Intercity	ZOOM METRO Rt 5
USM	Casco Bay METRO Rt 8 METRO Rt 4	METRO Rt 4	METRO Rt 6 METRO Rt 4	SP Rt 4 METRO Rt 4	BSSOB Intercity METRO Rt 4	ZOOM
Southern Maine Community College	Casco Bay METRO Rt 8 SP Rt 1	METRO Rt 4 SP Rt 1	METRO Rt 6 SP Rt 1	SP Rt 4 SP Rt 1 or SP Rt 3	BSSOB Intercity SP Rt 1	ZOOM SP Rt 1
Anthem/BCBS	Casco Bay METRO Rt 8 SP Rt 4	METRO Rt 4 SP Rt 4	METRO Rt 6 SP Rt 4	SP Rt 4 or SP Rt 3	BSSOB Intercity SP Rt 4	ZOOM SP Rt 4
Old Orchard Amusements	Casco Bay METRO Rt 8 BSOOB Intercity	METRO Rt 4 BSOOB Intercity	METRO Rt 6 BSOOB Intercity	SP Rt 4 BSOOB Intercity	BSOOB 3-Town	no service
Downtown Saco / Biddeford	Casco Bay METRO Rt 8 BSOOB Intercity	METRO Rt 4 BSOOB Intercity	METRO Rt 6 BSOOB Intercity	SP Rt 4 BSOOB Intercity	BSOOB 3-Town	no service
Southern Maine Medical Center	Casco Bay METRO Rt 8 BSOOB Intercity & 3-Town	METRO Rt 4 BSOOB Intercity & 3-Town	METRO Rt 6 BSOOB Intercity & 3-Town	SP Rt 4 BSOOB Intercity & 3-Town	BSOOB 3-Town	no service

**Figure 3 Trips Originating on Peaks Island**

	<i>Peaks Island</i>	<i>Transfer locations</i>	<i>Transfer timing</i>	<i>Comments</i>
Old Port	Casco Bay	No transfer		
Monument Square	Casco Bay METRO Rt 8	METRO bus stop at CBFT	Ferry arrival times are not shown in ferry schedule. Ferries depart Peaks at :45 past the hour. Morning buses depart CBFT at :12 and :42 past the hour.	There is no information in ferry timetables about connecting bus service. It is difficult to know whether ferries will arrive in time for scheduled bus departures.
Maine Medical Center	Casco Bay METRO Rt 8	METRO bus stop at CBFT	Only one transfer from ferry to bus is needed to reach the medical center. Route 8 is indirect - 39 minutes CBFT to MMC, 21 minutes MMC to CBFT	
Amtrak / Concord Trailways	Casco Bay METRO Rt 8 METRO Rt 5	CBFT; Cumberland Avenue	Cumberland Ave times are not shown in METRO timetable. Rt 8 arrives about 20 and 50 minutes past the hour. Route 5 departures from the METRO Pulse vary throughout the day. Rt 5 headways vary between 25 and 35 minutes.	The 10 am ferry from Peaks appears to arrive well before the 10:42 am Rt 8 bus departs. The bus arrives near the Pulse by 10:50, with a Route 5 departure at 10:55.
Portland Jetport	Casco Bay METRO Rt 8 METRO Rt 5	CBFT; Cumberland Avenue	See above	See above
Maine Mall	Casco Bay METRO Rt 8 METRO Rt 5	CBFT; Cumberland Avenue	See above	See above
USM	Casco Bay METRO Rt 8 METRO Rt 4	CBFT; Cumberland Avenue	Cumberland Ave times are not shown in METRO timetable. Rt 8 arrives about 20 and 50 minutes past the hour. Route 4 buses depart the METRO Pulse every 15 minutes. Morning buses to Brighton Ave depart the Pulse at :15 and :45 minutes past the hour, but this changes to :00 and :30 in the afternoon.	It is possible to get off Rt 4 Woodford buses on Forest Avenue. While either Route 4 bus will get people to USM, returning riders need to decide whether to wait for an inbound bus on Forest Ave or on Brighton Ave. Times vary during the course of the day.
Southern Maine Community College	Casco Bay METRO Rt 8 SP Rt 1	CBFT; Forest & Congress	METRO Rt 8 buses arrive Forest & Congress at :12 and :42 minutes past the hour, though these times start to drift later in the afternoon. SP Rt 1 buses depart Forest & Congress at :10 minutes past the hour in the morning and :15 and :45 minutes past the hour in the afternoon.	Peaks Island residents are better off walking several blocks to a South Portland bus stop. The location of nearby SP bus stops is not clearly shown.

Anthem/ BCBS	Casco Bay METRO Rt 8 SP Rt 4 SP Rt 3	CBFT; Forest & Congress	SP Rt 4 buses only stop at Anthem/BCBS during commute hours. It is possible to commute to Anthem/BCBS from Peaks by taking a 6:45 am ferry and then walking to Forest Street to catch a SP Rt 4 bus at about 7:10 am. This bus arrives at BSBS at 8:00 am.	For trips to other destinations along SP Rt 4: METRO Rt 8 buses arrive Forest & Congress at :12 and :42 minutes past the hour, though these times start to drift later in the afternoon. SP Rt 4 buses depart Forest & Congress every 40 minutes, so departure times vary. Someone who takes the 10 am ferry will arrive at Congress & Forest at 11:12 and wait until 11:40 for the next SP Rt 4 bus.
Old Orchard Amusements	Casco Bay METRO Rt 8 BSOOB Intercity	CBFT; Cumberland Ave / City Hall	Cumberland Ave times are not shown in METRO timetable. Rt 8 arrives about 20 and 50 minutes past the hour. BSOOB Intercity buses depart City Hall seven times each weekday. There do not appear to be any appealing connections.	The 8:15 am ferry from Peaks should arrive in time for the 8:42 am Rt 8 bus. The Rt 8 bus arrives near the Pulse by 8:50, with a BSOOB Intercity departure from City Hall at 9:25 am.
Downtown Saco / Biddeford	Casco Bay METRO Rt 8 BSOOB Intercity	CBFT; Cumberland Ave / City Hall	See above	See above
Southern Maine Medical Center	Casco Bay METRO Rt 8 BSOOB 3- Town & Intercity	CBFT; Cumberland Ave / City Hall; downtown Biddeford	Trips to SMMC require an additional transfer in Biddeford, because only the last intercity trip of the day includes a stop at the medical center. The 9:25 am bus from City Hall arrives at Main and Elm in Biddeford at 10:15 am. The 3-Town bus is scheduled to depart Main and Elm at 10:18 and arrive at SMMC at 10:30 am, but these 3-Town times are due to change.	BSOOB 3-Town schedules are being adjusted because buses cannot provide on-time service within the published timeframe. This will likely impact transfers with the Intercity service.

**Figure 4 Trips Originating in Westbrook**

	<i>Westbrook</i>	<i>Transfer locations</i>	<i>Transfer timing</i>	<i>Comments</i>
Old Port	METRO Rt 4 METRO Rt 8	Congress Street	Route 4 buses from Westbrook arrive Congress Street every 30 minutes. Morning buses arrive just before :15 and 45 minutes past the hour. Morning Rt 8 buses depart Congress Street at :01 and :31 minutes past the hour. Afternoon times for Rt 8 buses vary.	
Monument Square	METRO Rt 4	No transfer		
Maine Medical Center	METRO Rt 4 METRO Rt 8	Forest & Congress	Route 4 buses from Westbrook arrive at Forest & Congress Streets every 30 minutes. Morning buses arrive just before 15 and 45 minutes past the hour. Morning Rt 8 buses depart the Congress Street bus stop near Forest Ave for MMC at 12 and 42 minutes past the hour. Afternoon times for Rt 8 buses vary.	The connection between Routes 4 and 8 may work some of the time, but the connection is too tight to be reliable. It also is not obvious to a new bus rider where the appropriate bus stops are located.
Amtrak / Concord Trailways	METRO Rt 4 METRO Rt 5	METRO Pulse	Route 4 buses from Westbrook arrive at the METRO Pulse every 30 minutes. Morning buses arrive at :15 and :45 minutes past the hour. Route 5 departures from the METRO Pulse vary throughout the day. Rt 5 headways vary between 25 and 35 minutes.	
Portland Jetport	METRO Rt 4 METRO Rt 5	METRO Pulse	See above	
Maine Mall	METRO Rt 4 METRO Rt 5	METRO Pulse	See above	
USM	METRO Rt 4	No transfer	Route 4 buses from Westbrook operate every 30 minutes. Inbound buses from Westbrook operate via Brighton Ave. Most but not all outbound buses operate via Forest Ave and Woodford Street.	The boarding location for return trips to Westbrook varies depending on the time of day.
Southern Maine Community College	METRO Rt 4 SP Rt 1	Forest & Congress	Route 4 buses from Westbrook arrive at Forest & Congress Streets every 30 minutes. Morning buses arrive just before :15 and :45 minutes past the hour. South Portland Rt 1 buses depart Forest & Congress at :10 minutes past the hour in the morning and midday, and at :15 and :45 minutes past the hour in the afternoon.	People traveling from Westbrook to SMCC should probably plan to arrive at Forest & Congress 25-30 minutes before their connecting South Portland bus.

Anthem/ BCBS	METRO Rt 4 SP Rt 4 SP Rt 3	Forest & Congress	METRO Rt 4 buses from Westbrook arrive Forest & Congress at 6:30, 7:00, 7:15, 7:45, and 8:15 am. SP buses to Anthem/BCBS depart Forest & Congress at 6:00, 6:50, 7:35, and 8:20 am. They arrive at BCBS 25 minutes later.	Most connections from BCBS to Westbrook work well in the afternoon. SP Rt 4 buses from BCBS arrive at Forest & Congress at 3:20, 4:10, 5:05, and 5:50 pm and stop at Monument Square a few minutes later. Westbrook buses depart the Pulse at 3:45, 4:15, 4:45, 5:15, 5:45, and 6:15 pm.
Old Orchard Amusements	METRO Rt 4 BSOOB Intercity	METRO Pulse / City Hall	Buses from Westbrook arrive at the Pulse at 7:45, 9:15, and 11:30 am. BSOOB Intercity buses offer morning departures from City Hall to Old Orchard Beach at 7:55, 9:25, and 11:40 am.	Afternoon connections between BSOOB Intercity service and Rt 4 buses to Westbrook are 15 minutes, 20 minutes, and 5 minutes.
Downtown Saco / Biddeford	METRO Rt 4 BSOOB Intercity	METRO Pulse / City Hall	See above	See above
Southern Maine Medical Center	METRO Rt 4 BSOOB Intercity & 3-Town	METRO Pulse / City Hall; downtown Biddeford	An additional transfer is required in Biddeford, because most BSOOB Intercity buses do not go as far as SMMC.	

**Figure 5 Trips Originating in North Deering**

	<i>Portland North Deering</i>	<i>Transfer locations</i>	<i>Transfer timing</i>	<i>Comments</i>
Old Port	METRO Rt 6 METRO Rt 8	METRO Pulse / Congress Street	METRO Rt 6 buses arrive at the Pulse every 30 minutes during morning and afternoon peaks (:15 and :45 minutes past the hour) and hourly during the middle of the day (:45 minutes past the hour). Morning Rt 8 buses depart Congress Street at :01 and :31 minutes past the hour. Afternoon times for Rt 8 buses vary.	Passengers arriving from North Deering can stay on the bus until it departs the Pulse and then get off on Congress Street to catch a Rt 8 bus. Or they can walk a short distance from the Pulse to Congress Street.
Monument Square	METRO Rt 6	No transfer		
Maine Medical Center	METRO Rt 6 METRO Rt 8	METRO Pulse / Preble Street	METRO Rt 6 buses arrive at the Pulse every 30 minutes during morning and afternoon peaks (:15 and :45 minutes past the hour) and hourly during the middle of the day (:45 minutes past the hour). Morning Rt 8 buses depart Congress & Forest heading to MMC at :12 and :42 minutes past the hour. Afternoon times for Rt 8 buses vary. The connection does not appear to work, unless Rt 6 buses have a 5-10 minute layover between trips. Arrival times shown in the timetable are the same as departure times.	The large METRO map shows Rt 8 buses on Preble Street, but this does not appear in the inset map.
Amtrak / Concord Trailways	METRO Rt 6 METRO Rt 5	METRO Pulse	METRO Rt 6 buses arrive at the Pulse every 30 minutes during morning and afternoon peaks (:15 and :45 minutes past the hour) and hourly during the middle of the day (:45 minutes past the hour). Route 5 departures from the METRO Pulse vary throughout the day. Rt 5 headways vary between 25 and 35 minutes.	Some of the connections between Rts 6 and 5 work, others do not. Missed connections include 8:45/8:35, 12:45/12:35, and 2:45/2:40.
Portland Jetport	METRO Rt 6 METRO Rt 5	METRO Pulse	See above	See above
Maine Mall	METRO Rt 6 METRO Rt 5	METRO Pulse	See above	See above
USM	METRO Rt 6 METRO Rt 4	METRO Pulse	METRO Rt 6 buses arrive at the Pulse every 30 minutes during morning and afternoon peaks (:15 and :45 minutes past the hour) and hourly during the middle of the day (:45 minutes past the hour). Route 4 departures from the METRO Pulse to USM operate every 15 minutes.	Rt 4 buses alternate between Brighton Ave and Forest & Woodford. The pattern changes during the course of the day. This may cause some confusion for USM students who need to decide where to wait board buses inbound to the Pulse.

Southern Maine Community College	METRO Rt 6 SP Rt 1	METRO Pulse / Monument Square	METRO Rt 6 buses arrive at the Pulse every 30 minutes during morning and afternoon peaks (:15 and :45 minutes past the hour) and hourly during the middle of the day (:45 minutes past the hour). South Portland Rt 1 buses depart Forest & Congress at :10 minutes past the hour in the morning and midday, and at :15 and :45 minutes past the hour in the afternoon.	The South Portland map shows METRO connections at Monument Square, but the SP timetable does not show times for this location. The METRO schedule does not show arrival times for Rt 6 buses. The connection between inbound METRO Rt 6 buses and outbound SP Rt 1 buses does not appear to work, but it is hard to tell for sure from information included in the published schedules. Route 6 riders should probably plan to arrive on Congress Street 25-30 minutes before their departing SP bus.
Anthem/BCBS	METRO Rt 6 SP Rt 4 SP Rt 3	METRO Pulse / Monument Square	METRO Rt 6 buses from North Deering arrive at the Pulse at 7:15, 7:45, and 8:15 am. SP buses to Anthem/BCBS depart Forest & Congress at 6:00, 6:50, 7:35, and 8:20 am. The connection works well only for the 8:15/8:20 buses. The 8:20 SP bus arrives at BCBS at 8:45 am.	A return connection works well only for the SP Rt 4 bus that departs BCBS at 6:20 pm. This bus arrives Congress Street at 7:10 pm. METRO Rt 6 to North Deering departs the pulse at 7:20 pm. Connections to other SP Rt 4 destinations vary, because METRO Rt 6 operates with 30-minute headways and SP Rt 4 has 40-minute headways.
Old Orchard Amusements	METRO Rt 6 BSOOB Intercity	METRO Pulse / City Hall	BSOOB Intercity buses offer three morning departures from City Hall to Old Orchard Beach (7:55, 9:25, and 11:40 am). Connecting buses from North Deering arrive at 7:45, 9:15, and 10:45 am. The first two connections work nicely, the third involves a 55 minute wait.	Afternoon connections between BSOOB Intercity service and Rt 6 buses to North Deering are 15 minutes (2:00/2:15), 25 minutes (4:55/5:15), and 40 minutes (6:40/7:20).
Downtown Saco / Biddeford	METRO Rt 6 BSOOB Intercity	METRO Pulse / City Hall	See above	See above
Southern Maine Medical Center	METRO Rt 6 BSOOB Intercity & 3-Town	METRO Pulse / City Hall	An additional transfer is required in Biddeford, because most BSOOB Intercity buses do not go as far as SMMC.	

**Figure 6 Trips Originating at Redbank in South Portland**

	South Portland Redbank	Transfer locations	Transfer timing	Comments
Old Port	SP Rt 4	No transfer		
Monument Square	SP Rt 4	No transfer		
Maine Medical Center	SP Rt 4 METRO Rt 8	Forest & Congress	SP Rt 4 arrival times at Forest & Congress vary. Headways vary from 40 to 60 minutes. Some morning arrivals are on the hour, some are :20 minutes past the hour, and others are :40 minutes past the hour. Morning Rt 8 buses depart Forest & Congress for MMC at :12 and :42 minutes past the hour. The best morning connections are 6:00/6:12, 9:00/9:12, and 11:00/11:12.	There is no obvious pattern for afternoon arrivals and departures for either METRO Rt 8 or SP Rt 4. Some connections from MMC to SP Rt 4 miss by 2 minutes (1:42/1:40, 3:22/3:20). The best afternoon connections are 2:17/2:30 and 4:57/5:05.
Amtrak / Concord Trailways	SP Rt 4 METRO Rt 5	Monument Square / METRO Pulse or Maine Mall	SP Rt 4 arrival times at Forest & Congress vary. Headways vary from 40 to 60 minutes. Some morning arrivals are on the hour, some are 20 minutes past the hour, and others are 40 minutes past the hour. Route 5 departures from the METRO Pulse vary throughout the day. Rt 5 headways vary between 25 and 35 minutes. Some of the connections do not work, but many do.	It is also possible to transfer from SP Rt 4 to METRO Rt 5 at the Maine Mall. Connection issues are the same at both ends of these routes because of varying headways. Time riding buses is nearly the same (45-50 minutes via Maine Mall, 50-55 minutes via Monument Square).
Portland Jetport	SP Rt 4 METRO Rt 5	METRO Pulse	See above	See above
Maine Mall	SP Rt 4	No transfer		
USM	SP Rt 4 METRO Rt 4	Forest & Congress or METRO Pulse	SP Rt 4 arrival times at Forest & Congress vary. Headways vary from 40 to 60 minutes. Some morning arrivals are on the hour, some are 20 minutes past the hour, and others are 40 minutes past the hour. METRO Rt 4 buses depart the Pulse every 15 minutes, so there is never a long wait between buses.	Passengers heading from USM to South Portland can transfer at Forest & Congress. SP Rt 4 runs every 50 minutes in the afternoon and evening. Departure times vary. Passengers need to be careful deciding what times to board at USM so they don't miss their SP Rt 4 connection.
Southern Maine Community College	SP Rt 4 SP Rt 1 or SP Rt 3	SP Rts 1/4: Scammon Street SP Rt 3: no transfer	The South Portland bus map shows Scammon Street as the transfer point for people switching from SP Rt 4 to SP Rt 1. But there is no time shown for Scammon Street in the timetable for either route. Headways on SP Rt 4 are every 40 minutes, while SP Rt 1 operates with 30 or 60 minute headways. As a result, connection times vary.	Some bus rides from SMCC to Redbank involve transfers at Yankee Ford. Yankee Ford times are shown for SP Rt 4 buses heading to Redbank, but Yankee Ford times are not shown for SP Rt 1 buses departing SMCC. Available connection times vary.

Anthem/ BCBS	SP Rt 4 or SP Rt 3	No transfer		
Old Orchard Amusements	SP Rt 4 BSOOB Intercity	METRO Pulse / City Hall	BSOOB Intercity buses offer three morning departures from City Hall to Old Orchard Beach (7:55, 9:25, and 11:40 am). Connecting buses from Redbank arrive at 7:20, 9:00, 11:00, and 11:40 am. The 11:40/11:40 connection is probably too tight without radio communication between the two systems.	It is possible to transfer between SP Rt 4 and BSOOB Intercity at the Maine Mall. This only works southbound in the afternoon, because southbound BSOOB buses do not stop at Maine Mall in the morning. Northbound, this works all day except the last trip, because most BSOOB buses offer northbound stops at the Mall on request.
Downtown Saco / Biddeford	SP Rt 4 BSOOB Intercity	METRO Pulse / City Hall	See above	See above
Southern Maine Medical Center	SP Rt 4 BSOOB Intercity & 3-Town	METRO Pulse / City Hall	An additional transfer is required in Biddeford, because most BSOOB Intercity buses do not go as far as SMMC.	

**Figure 7 Trips Originating in Downtown Biddeford or Saco**

	Downtown Saco / Biddeford	Transfer locations	Transfer timing	Comments
Old Port	BSOOB Intercity METRO Rt 8	Congress & Forest	BSOOB Intercity buses pass Forest & Congress just before 7:45 am, 9:20 am, 11:35 am, 2:00 pm, 4:55 pm, and 6:40 pm. METRO Rt 8 buses depart Congress Street for the Old Port at :01 and :31 minutes past the hour throughout the morning. Afternoon times for Rt 8 buses include 2:05 pm and 5:20 pm.	For those who are able, the best strategy is probably to walk from Monument Square.
Monument Square	BSOOB Intercity	No transfer		
Maine Medical Center	BSOOB Intercity METRO Rt 8	Short uphill walk from Congress Street	People who cannot walk from Congress Street can transfer to METRO Rt 8 at Forest & Congress. Available connections are 9:20/9:42 am, 11:35/11:42 am, 2:00/2:17 pm, 4:55/4:57 pm.	For return trips, people who cannot walk to Congress Street can ride METRO Rt 8 to Monument Square. Available connections include 11:31/11:40 am, 2:05/2:20 pm, and 4:50/5:15 pm.
Amtrak / Concord Trailways	BSOOB Intercity METRO Rt 5	Maine Mall	The BSOOB timetable states that Intercity bus "serves Concord Trailways on request."	Southbound METRO 5 passengers can transfer to BSOOB Intercity buses at the Maine Mall in the afternoon. Connections include 2:20/2:40 pm, 5:15/5:30 pm, and 6:40/7:00 pm.
Portland Jetport	BSOOB Intercity METRO Rt 5	Maine Mall City Hall / Pulse	Northbound passengers from Biddeford and Saco can request to be dropped off at the Maine Mall. At the Mall, they can board METRO Rt 5 to reach the Jetport. Available connections are 7:20/7:45 am, 8:50/9:05 am, 11:10/11:25 am, 1:40/1:55 pm, and 4:25/4:55 pm.	Southbound links are more indirect because METRO Rt 5 buses serve the Jetport northbound only. People can ride METRO Rt 5 north to the Pulse and then board the southbound BSOOB bus at City Hall. Available connections include 7:15/7:55 am, 9:10/9:25 am, 11:25/11:40 am, 2:15/2:20 pm, 5:10/5:15 pm, and 6:15/6:45 pm
Maine Mall	BSOOB Intercity	No transfer	All northbound BSOOB Intercity buses except the last trip of the evening offer stops on request at the Maine Mall. Southbound buses offer scheduled stops at the Mall in the afternoon only.	Someone wishing to travel south from the Maine Mall to Biddeford/Saco in the morning could perhaps request a pick-up by the northbound bus.
USM	BSSOB Intercity METRO Rt 4	City Hall / Pulse	Northbound BSOOB Intercity buses offer 6 weekday arrivals at City Hall near the Pulse. METRO Rt 4 buses to USM depart the Pulse every 15 minutes.	There are frequent bus links between USM and the Pulse. People departing USM must make sure they pick a bus that arrives at the Pulse before their BSOOB Intercity bus departs.

Southern Maine Community College	BSSOB Intercity SP Rt 1	City Hall / Monument Square	Northbound passengers from Biddeford and Saco can get off at City Hall and then board SP Rt 1 buses at Monument Square. Available connections include 7:45//8:10 am, 9:20/10:10 am, 11:35/12:10, 2:00/2:15 pm, 4:55/5:15 pm, and 6:40/7:10 pm.	Souhbound connections include 7:40/7:55 am, 9:10/9:25 am, 11:10/11:40 am, 2:15/2:20 pm, 4:45/5:15 pm, and 6:20/6:45 pm. Since SP Rt1 times are for Forest & Congress, just before Monument Square, a 5:15/5:15 pm connection might work. Radio communication between drivers would probably be needed for this.
Anthem/ BCBS	BSSOB Intercity SP Rt 4	Maine Mall	Biddeford and Saco riders can request northbound stops at the Maine Mall. But connections to reach BCBS do not work, because SP Rt 4 buses stop at BCBS before they reach the Mall. There is no direct link between the Mall and BCBS.	A long and time-consuming alternative is to ride the BSOOB Intercity bus to downtown Portland and then transfer to SP Rt 4.
Old Orchard Amusements	BSOOB 3-Town	No transfer		
Downtown Saco / Biddeford	BSOOB 3-Town	No transfer		
Southern Maine Medical Center	BSOOB 3-Town	No transfer		

**Figure 8 Trips Originating at the Biddeford Turnpike Park and Ride Lot**

	<i>Biddeford Exit 4</i>	<i>Transfer locations</i>	<i>Transfer timing</i>	<i>Comments</i>
Old Port	ZOOM METRO Rt 8	Monument Square	Connections times (ZOOM/METRO Rt 8) include 7:04/7:31 am, 7:41/8:01 am, 8:17/8:31 a.m., and 8:52/9:01 am.	For those who are able, the best strategy is probably to walk from Monument Square.
Monument Square	ZOOM	No transfer		
Maine Medical Center	ZOOM METRO Rt 8	Short uphill walk from Congress Street	People who cannot walk from Congress Street can transfer to METRO Rt 8 at Forest & Congress. Available connections include 7:01/7:12, 7:39/7:42, and 8:49/9:12 am.	For afternoon return trips, people who cannot walk to Congress Street can ride METRO Rt 8 to Monument Square. Available connections include 3:10/3:26, 3:45/4:02, and 6:00/6:06 pm. There are some missed afternoon connections (4:50/4:47 and 5:20/5:15 pm).
Amtrak / Concord Trailways	ZOOM METRO Rt 5	Monument Square / Pulse	It is possible to transfer from a ZOOM bus to a METRO Rt 5 bus to reach the Portland Jetport and the Portland Transportation Center. Morning connections (ZOOM/METRO Rt 5) include 6:31/6:50, 7:04/7:15, 7:41/8:00, 8:17/8:35, and 8:52/9:10.	Biddeford and Saco residents can board the Amtrak train in Saco. See below for afternoon METRO Rt 5/ZOOM connections.
Portland Jetport	ZOOM METRO Rt 5	Monument Square / Pulse	See above	Afternoon connections (METRO Rt 5/ZOOM) include 3:05/3:26, 3:55/4:02, 4:45/4:47, 5:10/5:15, 5:55/6:06, and 6:15/6:30 pm.
Maine Mall	ZOOM METRO Rt 5	Monument Square / Pulse	See above	See above
USM	ZOOM	No transfer	ZOOM buses offer a stop near USM after departing downtown Portland.	
Southern Maine Community College	ZOOM SP Rt 1	Monument Square	Morning connection times (ZOOM/SP Rt 1) include 6:31/6:40, 7:04/7:10, 7:41/8:10, and 8:52/9:10 am.	Afternoon southbound connections (SP Rt 1/ZOOM) include 3:15/3:26, 3:45/4:02, 4:45/4:47, 5:15/5:15, 5:45/6:06, and 6:20/6:31 pm.
Anthem/ BCBS	ZOOM SP Rt 4	Monument Square	Morning connection times (ZOOM/SP Rt 4) include 5:55/6:00, 6:31/6:50, 7:10/7:35, and 8:17/8:20.	Afternoon southbound connections (SP Rt 4/ZOOM) include 3:20/3:26, 4:10/4:47, 5:05/5:15, 5:50/6:06 pm.
Old Orchard Amusements	no service			
Downtown Saco / Biddeford	no service			
Southern Maine Medical Center	no service			

## Summary of Findings and Recommendations

The transit program in the Greater Portland area has two significant regional strengths. First, there is a large quantity of available service, with substantial route coverage in the communities that are served. Second, the region's three principal fixed-route bus programs accept transfers from connecting transit agencies.

However, despite free transfers, travelers often face significant scheduling barriers when they try to plan trips that involve more than one transit program. This evaluation has identified three issues that reveal weaknesses in existing service coordination.

1. Bus stop locations – Many transfers require passengers to walk between bus stops. Bus stop locations are sometimes not obvious to inexperienced bus riders. The problem stems in part from the large number of bus routes that converge on Monument Square in downtown Portland. METRO has developed a transit hub at the Elm Street Pulse, but this location is not large enough to accommodate all METRO routes, let alone buses operated by South Portland and the BSOOB ShuttleBus.

The solution to this problem will likely require a comprehensive redesign of local transit routes in the region. This includes buses operated by South Portland and by METRO. There may be opportunities to reduce the number of overlapping and duplicative routes that serve Monument Square. Community leaders will need to recognize that downtown Portland is no longer the only important destination in the region. Additional transit hubs will probably be needed in South Portland and in Portland. This would allow services to be redesigned so that fewer routes can offer more efficient, more frequent, and more consistent service to the downtown center.

2. Connecting schedule times – Connection times throughout the region are complex and confusing. This is true for connections internal to the METRO and South Portland systems, as well as for transfers between transit agencies. This situation appears to have resulted from routes and schedules that have evolved over many years with marginal adjustments, resulting in complicated routes with awkward and inconsistent headways.

As with the first item, the solution will likely require a comprehensive redesign of existing routes and schedules. Routes need to be designed to allow service to fit within regular schedule windows of 15, 30, and 60 minutes. They need to be coordinated so that transfers at hubs are timed, consistent, easy to understand, and reliable.

3. Limited traveler information – Maps and timetables published by individual transit systems include telephone numbers for other transit programs, but they offer no information about destinations served by these other providers. Regional transit information available on the Internet includes multiple agencies, but information is presented separately for individual programs, with no explanation of how to plan trips that involve more than one transit agency.

There are three possible solutions to this problem. To be effective, all three require that the available underlying connection times be simplified and improved.

- Add route maps and at least some schedule information about neighboring systems to individual agency publications.
- Prepare a joint publication that presents a regional map and timetables for multi-agency travel.
- Redesign the regional Internet travel guide to include multi-agency travel opportunities, instead of just presenting separate web pages for individual agencies.

There are a number of related service design issues that could be addressed in future planning efforts. There are reasons for and against each of these ideas. They are offered here not as recommended changes, but simply as subjects for future consideration.

4. Improved transit service for the Casco Bay Ferry Terminal – Despite a conveniently located ferry terminal bus stop, island residents who wish to transfer to local buses are served only by the circuitous METRO Route 8 bus. The Route 8 bus provides local service for multiple peninsula neighborhoods, and provides no direct link to the Elm Street Pulse.

One solution would be to redesign METRO’s peninsula service, adding a direct two-way bus link between the ferry terminal and the downtown Portland transit hub. An alternative would be to add a bus stop at or near the Casco Bay Ferry Terminal to a redesigned South Portland route linking Portland and South Portland. This could be added as part of a one-way loop (South Portland / Congress Street / CBFT / South Portland) or as the terminus of a two-way route (South Portland / Congress Street / CBFT / Congress Street / South Portland). The latter approach might allow METRO to streamline its peninsula service so the Route 8 bus no longer deviates to the waterfront.

5. Consolidated service between the Maine Mall and downtown Portland – The region’s three fixed-route bus systems operate three separate routes linking downtown Portland and the Maine Mall. It is worth at least considering whether the METRO and BSOOB routes might be candidates for consolidation. If METRO can provide express service between the Mall and downtown (without deviations to the airport and the train station), the ShuttleBus might be able to terminate its intercity route at the Maine Mall. This would require reliable timed connections and fast service to Portland, to avoid confronting ShuttleBus passengers with time-consuming delays.

6. Possible new route between Wal-Mart and the Maine Mall – South Portland should consider the possibility of a separate route linking the Maine Mall transit hub with Wal-Mart and Anthem/BCBS. This would allow METRO and BSSOB riders to transfer at the Mall to reach these locations. The route could perhaps be extended to serve the neighboring town of Scarborough.

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Appendix G  
Public Meetings

**Regional Transit Coordination Study  
Public Meeting, Portland High School  
April 24, 2007**

Public Attendance

Collette Bouchard, Bayside Neighborhood Association; Kevin Donoghue, Portland City Council; Steve Hirshon, Bayside Neighborhood Association; Alex Landry, Portland Bike/Ped Committee & Bayside Neighborhood Association; Anne Pringle, Friends of Deering Oaks.

Committee Members

Linda Boudreau, South Portland City Council; Jon McNulty, Regional Transportation Program; Tom Meyers, South Portland Bus Service & Committee Chair; Ray Penfold, VIP Charter Bus Co; David Redlefsen, METRO; Robert Wagner, Portland Citizen.

Staff

Steven Linnell, GPCOG, David Willauer, GPCOG.

Introduction

Committee Chair Tom Meyers opened the meeting with introductions and welcomed members of the public. He presented the preliminary findings of the *PACTS Regional Transit Coordination Study* to be completed in May 2007.

Presentation

- Committee Structure, staff team
- Study purpose
- Study Outline
- Common Themes
- Lessons Learned, Coordination vs. Consolidation
- Implementation Continuum
- Recommendations and Priorities
- Marketing Example – Regional Map & Timetable
- Next Steps

Discussion

What is the next priority? *Regional Route Studies*. What are some other priorities, including new transit hubs? *We are looking at three different route study efforts:*

1. *South Portland/ShuttleBus Route Study (starting May 2007)*
2. *Portland Peninsula Transit Study (likely starting summer, 2007)*
3. *Regional Transit Route Study (TBD)*

We need help with our [Portland] Comprehensive Plan and this study is helpful.

The primary goal should be to improve ridership and what should be done to do so. There should be a strong statement up front. *The committee has looked at customer*

*service throughout the process, including the need for a regional timetable. Future steps include closing gaps and improving transit connections. I see the reference to quality, but I do not see the goal of increasing ridership. Will this be adopted by councils and boards? Yes, the committee is working on local approval from all boards. First the PACTS Policy Committee needs to incorporate the plan into Destination Tomorrow (the Long Range Plan). Second, a resolution will be developed between all transit agencies and municipalities with the goal of working together to further these recommendations. This will be constructive since the PACTS process currently does not specify how studies are endorsed by the Policy Committee. Studies are simply completed to be eligible for future federal funds.*

*The committee recognized that all parties can participate at some level. It's up to each entity to agree. From the perspective of the private sector, it's a different system. You need to include the private sector more. The private sector can be more flexible and has to get its own funds. This is shocking given the content of the recent meetings. Examples include the Portland Explorer and USM Bus Study, and Concord Trailways at the PTC. It's been difficult anyway.*

*Is there a timeline? The recommendations include a season and year when such action would begin.*

*Paratransit services need to accompany fixed route services. RTP is working with GPCOG on ways to transport more persons with disabilities on the fixed route systems. One of the ways RTP is doing this is by training dispatchers in GIS so they can see all the fixed route bus stops. There is more room for creative solutions. RTP is also working with METRO and SPBS on the Maine Care Bus Pass program. Clients can get a monthly bus pass paid by Maine Care if they have more than three monthly Medicaid appointments. RTP also transports persons with disabilities who are not able to get to fixed route bus stops.*

*Can RTP access transit hubs? Yes, but there are ADA issues. Does GPCOG have categories about accessibility at these stops? No this needs improvement.*

*How much has been done regarding traveler information? There is the Portland Transportation Web Page, but no regional dispatch system in place. There is little web-based integration between providers. However, providers do forward calls to the appropriate agency often. METRO is researching phone calls they receive from customers regarding traveler service. From a regional perspective, more customer service is needed. METRO is surveying incoming cell phone and land line calls. We can do more to integrate traveler information and customer service.*

*Was transporting school children part of this study? No, but METRO does student pass promotions. However, recent student ridership has declined. METRO is working more closely with the schools. One student who was suspended caused some problems.*

*We have a good handle on our customer needs. We need more information from people who are not yet transit riders.*

*Have there been random surveys in the community? South Portland has done a super coupon survey and learned from it. A total of 65 people responded. METRO contracted with GPCOG to conduct a mail out household survey to half of Falmouth households to determine interest in future bus service in Falmouth. A total of 60% of respondents favored such a service. No, there have been no other general public surveys conducted.*

The METRO buses could use some spiffing up. More of the routes can be better coordinated. The cycling community would be a good survey target audience. Munjoy Hill service is good going out, poor on the return.

The meeting adjourned at 7:00 p.m.

**Regional Transit Coordination Study  
Public Meeting, Saco City Hall  
April 26, 2007**

Public Attendance

Kate Collins, Sun Chronicle; Brooks Payette, Saco Courier; Rene Ittenbach, Biddeford-Saco-Old Orchard Beach Transit Committee

Committee Members

Tom Meyers, South Portland Bus Service & Committee Chair; Connie Garber, York County Community Action; Ed Clifford, ShuttleBus.

Staff

Tom Reinauer, SMRPC.

Introduction

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## **Discussion**

- The concept of having one map and schedule is long overdue, and will be a welcome addition to the region. Tom Meyers mentioned that the second meeting of the group working on this took place earlier in the day – things are already in motion on many of the recommendations.
- There is a need to combine and advertise common transfer sites between services. Tom Meyers referred to the study recommendations, and also the work completed by Tom Crikelair & Associates.
- Tom thanked everyone for attending, and gave contact info for any future questions on the Study.