

**SHORT-RANGE PUBLIC
TRANSPORTATION
PLAN FOR
*ADDISON COUNTY
TRANSIT RESOURCES***

KFH
◆ GROUP ◆

KFH GROUP, INC.

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TRANSPORTATION
PLAN FOR
ADDISON COUNTY
*TRANSIT RESOURCES***

Final Report

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Prepared for

**State of Vermont
Agency of Transportation**

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CHAPTER 1

INTRODUCTION

INTRODUCTION

This document presents the Short-Range Public Transportation Plan (SRPTP) prepared for the area of Vermont served by Addison County Transit Resources (ACTR). It was prepared by the KFH Group under contract to the Vermont Agency of Transportation (VTrans), with the assistance and cooperation of ACTR, the Addison County Regional Planning Commission (ACRPC), and the local transportation advisory committee (TAC), made up of local officials, ACTR Board members, town representatives, and human service agency personnel.

An SRPTP is a study process that includes: determining the transit needs of the community, analyzing current transportation services and their ability to meet those needs, and recommending both organizational and service initiatives aimed at improving service delivery and meeting identified unmet needs, over a five-year time frame.

The planning process was guided by the TAC, ACTR, and the Regional Planning Commission. During the course of the study, ACTR's director retired and a new director was hired. This change lengthened the planning process somewhat as adjustments were made. The consultant team met periodically with the TAC as it reviewed materials, provided input, and guided the direction of this study (a list of TAC members is included in Appendix A). In addition, the study team 1) met with the ACTR Board to obtain input, 2) conducted surveys of major employers in the region, and 3) conducted surveys of human services agencies that provide transportation to their clients. Finally, two public forums on public transit needs and

alternatives were held in Middlebury; one at the beginning of the project to determine transit needs and another to review alternatives with the public.

The remainder of Chapter 1 presents some background on why and how the plan was developed, including both local and state goals of the project and issues addressed during the planning process. Chapter 2 presents the land use and demographic characteristics for Addison County that affect public transit needs and services. Chapter 3 presents a review of the current transportation services in the area including the results of the employer survey. An overall assessment of the potential for transit services and coordination is included in Chapter 4 along with alternatives for improving public transit in the region. Chapter 5 presents the plan for improving public transit services in the area, including a projected budget and funding plan.

PURPOSE OF PLANS AND LEGISLATIVE REQUIREMENT

VTrans provides a significant portion of the funding for the capital and operating expenses of Vermont's transit systems as the recipient of a variety of funding through the Federal Transit Administration, for Job Access, for Congestion Mitigation and Air Quality (CMAQ) funding. In addition, VTrans is the provider of state operating funds. Consequently, it has an interest in ensuring that the funds provide the transit services needed by the residents of the state, and are used in an efficient and effective manner as part of a statewide public transportation program. This is reflected in state statutes, which require these plans.

SRPTPs for Vermont's transit providers are required under Section 19, 24 V.S.A. (f) which states that after January 31, 1996, grantees shall only be eligible for funding if a short-range transit plan has been completed. A short-range transit plan is defined as "...a one- to five-year operating and capital plan for a public transit system which examines service and performance characteristics of the public transit system's service area and vicinity and methods of operation, " in 24 V.S.A. S. 5088 (7). S. 5089 further states in subparagraph (b) that the short-range public transit plans must be coordinated with the efforts of the regional planning commission under the transportation plan.

BACKGROUND

In Section 13 of H760/Act 144, the Vermont legislature required that the VTrans produce a Public Transportation Policy Plan (PTPP) including legislative recommendations. VTrans produced a final report to the legislature on January 15, 2000. This report included a description of the proposed planning policy for public transit in Vermont. It identified roles for the transit operator, for regional planners, and for the State. The primary transit planning tool was identified as the SRPTP, prepared under the direction of the local system provider, with input from the Regional Planning Commission Transportation Planning Committees, the Board of each system, the VTrans public transit program, agency contract customers, and the public. A recommended scope of work for use in each SRPTP was also provided in the report. It corresponds to the scope of work called for in this plan, with the possibility of additional local issues or needs as required.

VTrans has determined that some of the issues about the SRPTP process revealed in the PTPP process can best be addressed by 1) applying this scope to each SRPTP (to provide for some uniformity in findings and recommendations), by 2) conducting these studies within a limited time frame, and by 3) providing for the Public Transit Advisory Council (PTAC) to act as a statewide steering committee (to receive intermediate products and provide input).

SERVICE AREA

ACTR currently provides general public and client transportation services across a region that encompasses 21 towns and covers all of Addison County for in-county service. A map of ACTR's current service area is presented in Figure 1-1. The total land square miles for the ACTR service area is 717 miles. However, like many parts of the state, ACTR's service area is very rural, making the delivery of transportation services challenging.

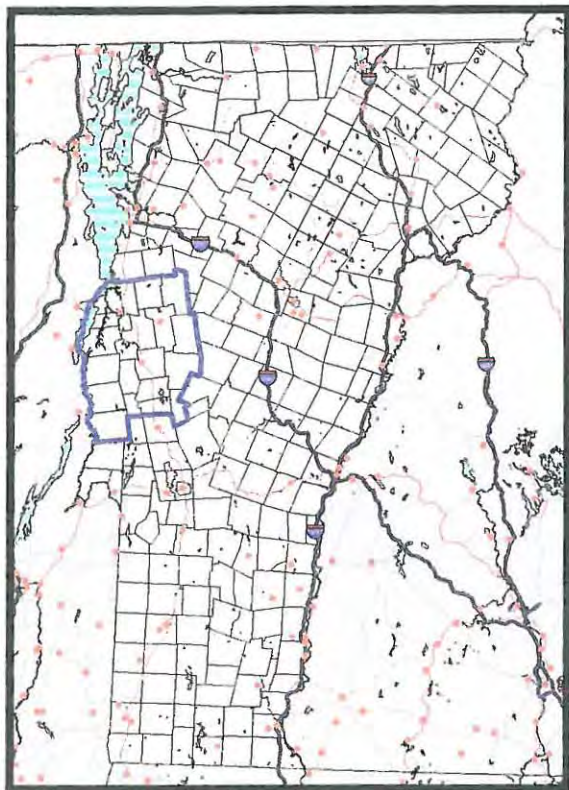
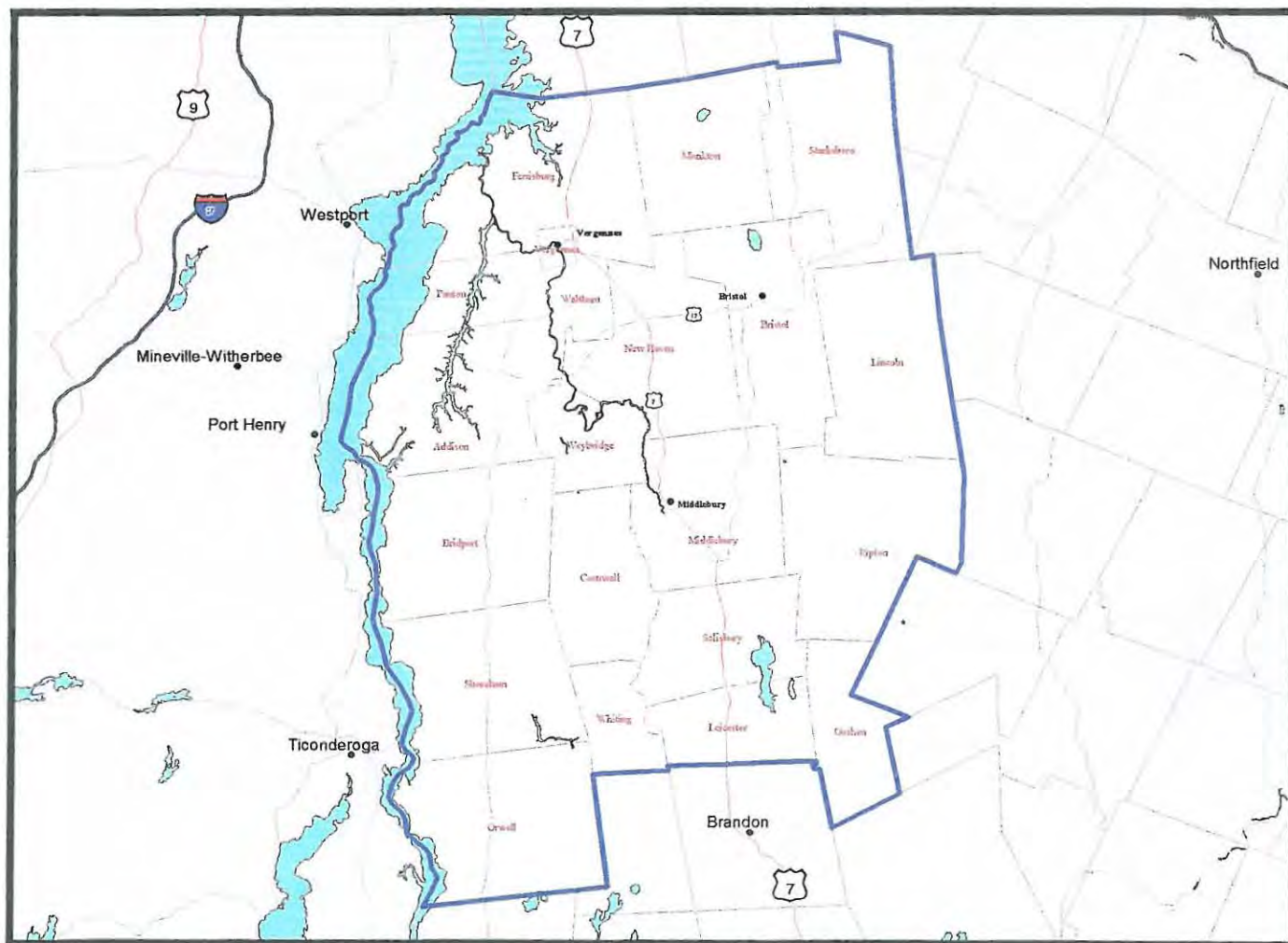


Figure 1-1: ACTR SERVICE AREA



GOALS FOR THE SRPTP

VTrans and the local community established goals for this study upon its initiation. There are two sets of goals for this SRPTP – one set from the perspective of the state and another from the local community perspective. Both are reviewed below.

State Goals for Public Transit

The state of Vermont has established statewide goals for public transportation. Following the completion of the PTPP, the 2000 session of the Vermont legislature adopted a declaration of policy for public transportation. The state policy goals for the maintenance of existing public transit services and creation of new services include, in order of precedence, the following:

- (1) Provision for basic mobility for transit-dependent persons, as defined in the public transit policy plan of January 15, 2000, including meeting the performance standards for urban, suburban, and rural areas. The density of a service area's population is an important factor in determining whether the service offered is fixed-route, demand-response, or volunteer drivers.
- (2) Access to employment, including creation of demand-response service.
- (3) Congestion mitigation to preserve air quality and the sustainability of the highway network.
- (4) Advancement of economic development with emphasis directed toward tourist areas. Applicants for "new starts" in this service sector shall demonstrate a high level of locally derived income for operating costs from fare-box recovery, contract income, or other income.

As can be seen, this statement sets forth goals for public transportation in Vermont that need to be addressed in each SRPTP, both in terms of the analysis and the proposals for service and organizational changes. The SRPTP addresses the question of the needs for basic mobility in each transit service area in terms of the population characteristics, the density of the population as it will affect the possible service alternatives, the need for employment

transportation, travel patterns, or potential markets that could support transit service levels attractive to auto users (which addresses congestion mitigation), and transportation needs for economic development (in terms of the likely destinations or trip-generators).

Increased equity is another statewide goal being addressed in the allocation of state transit resources, and increased equity will result in a higher level of funding for some areas. This funding should be provided only in response to identified and adopted local plans that will address identified needs in an efficient and effective manner. New services proposed in the SRPTPs will need to address the multiple goals for transit in the state, and hold the prospect of meeting usage and cost targets that are appropriate to the service area and type of service. Thus the SRPTP process is critical to the growth and improvement of transit statewide.

Because of these policies and the state funding formula, it is important for the SRPTPs to examine the relative needs in each service area in terms of the state policy priorities and the statewide level of need using these measures.

State Goals for the Plan

The overriding state purpose in requiring that local areas develop SRPTP is to improve public transit services throughout the state. As indicated above, the role of the SRPTP in the planning process is critical as it forms the principle tool for assessing existing services, for identifying local needs, and for developing alternatives to better meet these needs. It is mandated if grantees are to receive state and federal funds through the agency. The 2000 session of the Vermont legislature created PTAC, as recommended in the PTPP. This advisory body has acted as a state-level Advisory Committee for the preparation of the SRPTPs. In addition, it is tasked with developing standards for evaluating the efficiency and effectiveness of existing services in terms of meeting identified priority goals for public transit in Vermont. Such standards were developed, but the PTAC first needed to know the range of current performance on basic standards in order to help define the appropriate standards and the desired levels for each. The SRPTP process was also a statewide data collection process that brought this information together and provided it to the PTAC for the purpose of setting a standard. Thus, a goal of the SRPTPs was to collect standardized, detailed operating data by service type from all of Vermont's transit operators.

Another state goal for the SRPTPs is to produce consistent, comparable data and plans for all the public transportation providers in the state. A plan for every system in the state is being developed simultaneously, to the same scope, and as part of a statewide process to ensure consistency in the plans, and to develop comparable performance assessments. The scope is designed to provide information needed for VTrans, the PTAC, and the legislature to be able to project capital and operating needs for public transit in Vermont, based on sound replacement plans for existing vehicles, and fleet and facility needs to provide service in areas that are currently unserved or underserved.

Another goal for the SRPTPs was development of plans that will address transit service coverage of the entire state. The plans consider both regional and intermodal service connections to create seamless transportation services across the state. Vermont desires a truly multimodal transit system that offers not only local mobility, but also access to other regions in the state, and to and from destinations outside the state.

A final goal from the state's perspective is that the SRPTP be a useful management tool for the local operators, who need to know how they are doing and if there are better ways to meet local needs by shifting resources from one service type or area to another, as well as through expansion. An outside look can aid an operator by providing external confirmation that some services need to be changed or reduced, and by helping to identify new ways to address needs. The plans can also support capital requests, and requests for demonstration (new service) funding.

Local Goals for the Plan

Draft project goals were developed based on a series of meetings and field observation in ACTR's service area. On June 27, 2001, two meetings were held. The first meeting was held to discuss goals and objectives for the study, and the overall process of the SRPTP. In attendance were the former ACTR Director and a representative from VTrans. A number of issues/concerns were discussed that need to be addressed in the study.

The second meeting was a public meeting held on June 27th at 7:00 p.m. In total, there were ten participants at the public meeting, not including the consultants. There were representatives from the towns of Middlebury and Vergennes, the Regional Planning

Commission, ACTR (a board member, driver, two riders, and the director), the Boys and Girls Club of Vergennes, and the Vermont Department of Prevention, Assistance, Transition, and Health Access (PATH).

These meetings and field observations helped the consultants formulate goals for the project. These goals are described as follows:

Service Needs

- Additional Service in Rural Areas - Low service levels in outlying communities such as Lincoln, Starksboro, and Whiting. There has been much attention brought to reduce the number of persons on assistance with proper training and job placement. A key component to that is having reliable transportation to and from work. In addition, children with after school activities (such as the Boys and Girls Club) are unable to participate on a regular basis without transportation home in the evenings. It was suggested that designated “drop points” be established in the smaller communities at central locations, so that parents wouldn’t have to drive so far after work to pick up their children. This low service level in outlying communities also affects seniors.
- Service Needs in Town of Middlebury/Middlebury College - Historically, there has been little cooperation and communication between ACTR and the Town of Middlebury and Middlebury College. Efforts should be made to better coordinate service and to get the town and college involved in ACTR’s planning activities.
- A Need for Public Transportation in Vergennes and Bristol – Needs are acute during the summer weekends. Many tourists and employees come to Vergennes and Bristol, and parking in the downtown area is scarce, making transportation difficult for tourists in private automobiles. Additionally, seniors without private automobiles and youth need transportation in these areas.
- Extended Service Hours - Residents of Middlebury have expressed an interest in having transportation available until 10:30 p.m. or 11:00 p.m. The main purpose would be for employment and evening activities sponsored by Middlebury College.
- Ridesharing/Vanpools - Both ACTR and VTrans have expressed an interest in getting ACTR more heavily involved in the ridesharing/vanpool program sponsored by the State of Vermont. The ridesharing program would be used mostly by work commuters and could provide service to outlying areas without dedicating an ACTR vehicle to the service, potentially freeing up the ACTR van for additional services.
- Regional Service/Coordination - ACTR is very interested in starting a Park-and-Ride lot on the east side of the Chimney Point Bridge for commuters coming in from New

York. A major employer based in Vergennes is running two full vans in from New York on weekdays, expressing an unmet need for transportation from New York into Vermont.

Organizational Needs

- Organization – ACTR is a very small organization that has a large task of meeting public transportation needs within the county. This study should look at a number of organizational approaches to improve the effectiveness of ACTR.
- Intermodal Coordination – ACTR is part of a service corridor along Rt. 7 in the western part of the state that includes public transit systems, urban and rural, intercity buses, and rail service. It is important that ACTR and these other services conduct regular planning activities to improve connectivity throughout this important corridor.

Marketing

- Marketing was identified as a major need for ACTR, as many people in the community are unaware of ACTR's services. Although ACTR's transportation services are available to the general public, it seems that many may still view ACTR as a provider of human service transportation.

New Facility

- Additional Space - ACTR is housed in the second floor of an office building with limited space for vehicles. Some of the vehicles are parked at drivers homes, while others are left in an unprotected lot, subjecting them to vandalism and theft. Spare parts are stored in a retired van.
- Intermodal Facility – There is currently a study underway to develop an intermodal facility in Middlebury. As the local transit provider, ACTR should be directly involved in all intermodal efforts.

Funding

- Funding – Funding needs are a major issue in Addison County. Efforts will be made to seek funding from traditional as well as non-traditional sources in Vermont.

PREVIOUS STUDIES

In 1995, an SRTP for Addison County was developed, focusing on ACTR services and Addison County community support of public transportation. At that time, ACTR was the local coordinator for the Vermont Rideshare State Program, operating no fixed-route service in Addison County. ACTR operated no vehicles of its own; instead, volunteer drivers in private automobiles provided all transportation services. ACTR then reimbursed the drivers at \$0.25 per mile. Medicaid service and the meal delivery program were operated through Champlain Valley Agency of Aging.

The plan found unmet transit needs for: human agency service and general public services, including needs for additional local demand-responsive services, commuter services, and linkages to other areas.

Recommendations made by the 1995 SRTP included:

- Implementation of county-wide advanced reservation demand-response service, after a year of limited service in Bristol and Ferrisburgh,
- Fixed-route service between Bristol, Vergennes, and Middlebury. Also, a fixed-route bus service in the Town of Middlebury,
- The creation of a fleet of five vehicles; three used primarily for demand-response service, and two for Middlebury fixed-route service,
- Strengthen existing Ridematch/Rideshare program through recruitment of additional volunteers, and
- Serve as a conduit for coordination discussions with human service agencies. The result of this would hopefully be a brokerage arrangement, with ACTR purchasing seats on agency vehicles and vice versa to minimize service duplication.

As a result of the 1995 SRPTP, ACTR began operating fixed-route service within the Town of Middlebury and between Vergennes, Bristol, and Middlebury. They also provide services under contract to the Champlain Valley Agency on Aging and Middlebury College.

CHAPTER 2

POPULATION PROFILE AND NEEDS ANALYSIS

POPULATION PROFILE

The following analysis provides a review of relative transit needs in the ACTR service area in terms of those population segments that are potentially transit dependent as well as the overall population distribution. Potentially transit dependent population segments are those segments of the population that, because of demographic characteristics such as age, disability, income, or automobile availability, may potentially require transit service to meet mobility needs (as an alternative to the private automobile). These segments of the population are defined using Census Bureau as youth (persons age 12 to 17), elderly (persons age 60 and above), persons with a “go outside of home” disability, persons living below the poverty level, and autoless households. “Go outside of home” disability is defined as persons above the age of 16 who have a disability lasting six months or more that makes leaving the home alone for simple trips such as shopping and medical visits difficult for them.

In order to conduct an analysis of transit needs, it was first necessary to extract the data for each of these five variables from the 2000 Census STF3 files. According to the 2000 Census, the ACTR service area population has increased 11 percent since the 1990 Census, from 32,274 to 35,974 persons.

Using total population data from the 2000 Census for each variable and data on land area, the density (persons per square mile) and percentage of the population were calculated for each of the five variables within each block group. Each block group was then ranked relative to the other block groups based on the density and percentage of each of the five variables. The density

and percentage rankings were first conducted for each variable individually. These individual variable rankings were then summed, resulting in two combined rankings that represent relative need based on 1) the density of potentially transit dependent persons and 2) the percentage of potentially transit dependent persons. In addition to examining transit dependent populations in terms of the combined rankings for all five variables, we examined the density of autoless households in the region, as this variable is of particular importance in determining transit need. Finally, the population density, or persons per square mile, for each block group was determined and mapped.

The rankings were performed on a statewide basis to provide a comparable basis for evaluating needs, and to reflect the fact that the new state funding formula is based on statewide needs. Tables providing the detailed data analyses are included at the end of the report as Appendix B.

Transit Dependent Summary Rankings

As indicated, two representations of relative need were identified based on the density and percentage of transit dependent populations. These representations were identified by first ranking each of the five variables individually and then summing the individual rankings. The results of these two combined rankings are presented below.

Density Ranking of Transit Dependent Populations

The first of the summary rankings involved examining the population density of each of the five variables. Figure 2-1 presents the graphic representation of that ranking. Areas of high relative need based on the density of transit dependent populations are expected in the more populated cities and towns and this was the case. These areas of high need include Middlebury, Vergennes, and Bristol. Moderate need areas can be found northwest of Vergennes in Ferrisburgh, east of Bristol, and in the southern and western parts of the town of Middlebury.

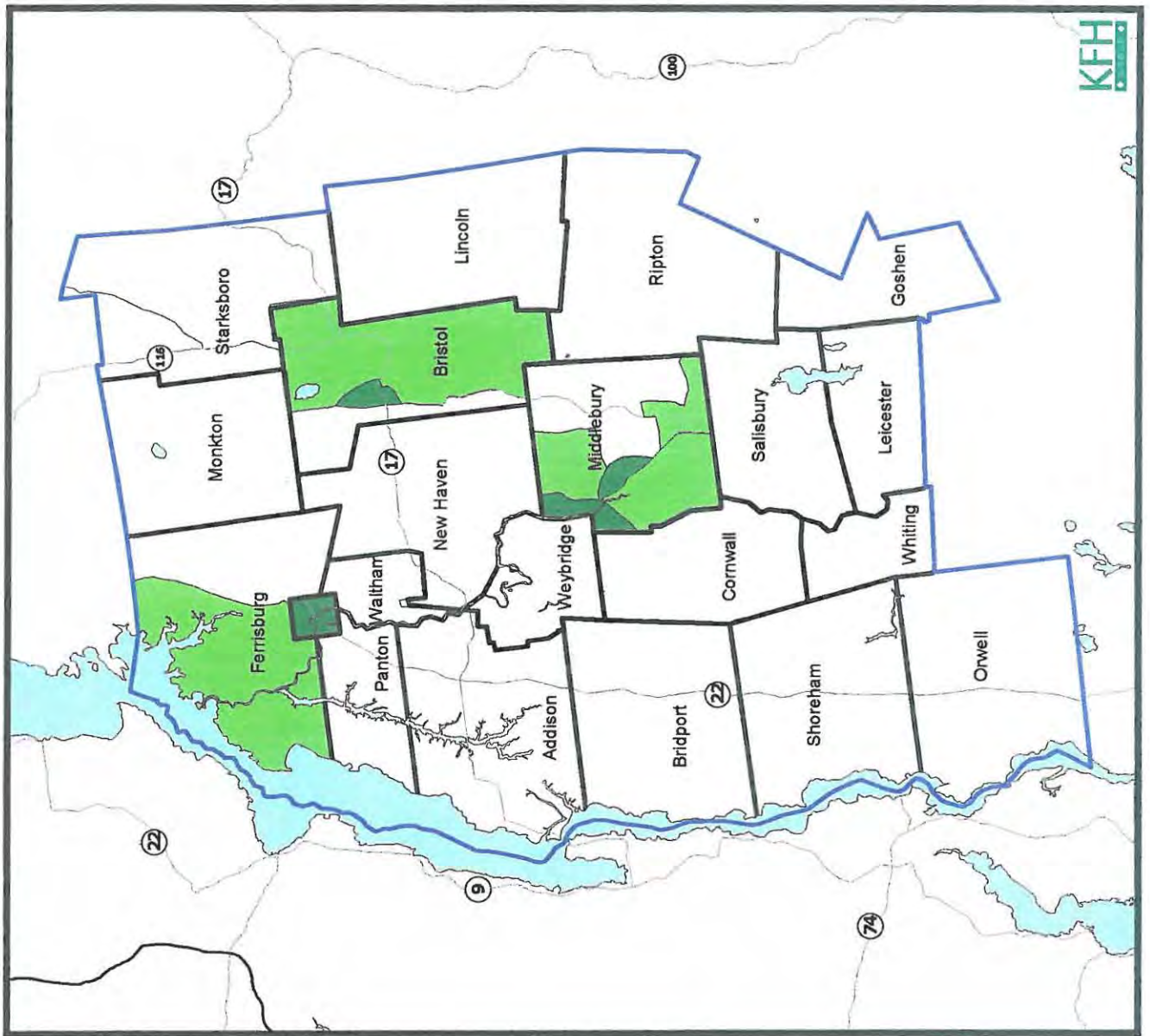
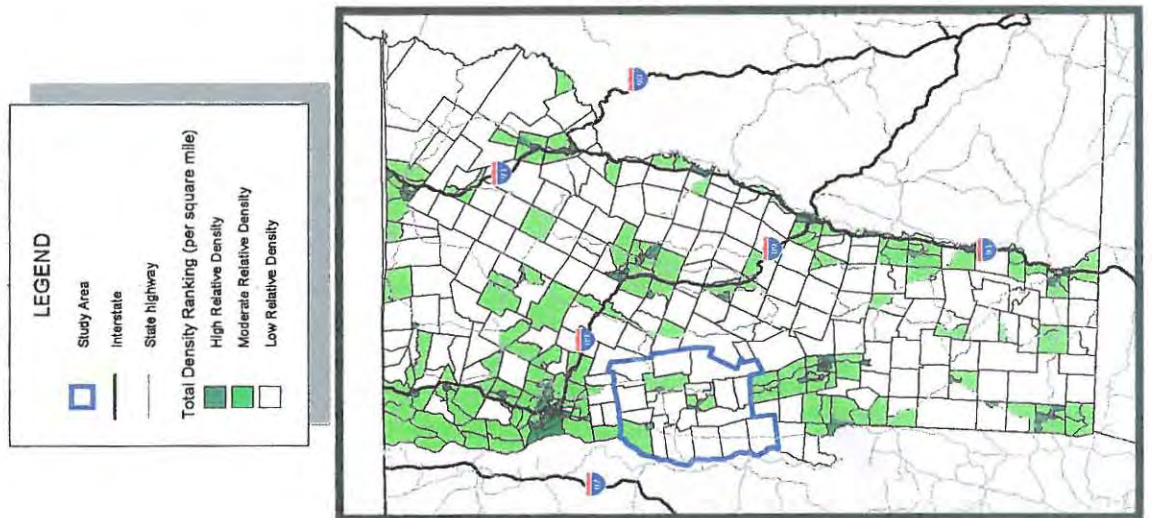


Figure 2-1: BLOCK GROUPS RANKED BY THE DENSITY OF POTENTIALLY TRANSIT DEPENDENT PERSONS (2000 Census)



Percentage Ranking of Transit Dependent Populations

The second summary ranking was based on the percentage of potentially transit dependent persons for each of the five variables in the year 2000. The five variables were ranked separately -- as with the density ranking -- and the five individual rankings summed. This sum was used to provide an overall ranking of block groups, and the areas with the highest relative need based on percentage were found to cover only a small portion of the region, covering only the northwestern portion of Vergennes, and the eastern and western parts of Middlebury. A large part of Addison County is considered moderate relative need, with only Monkton, Starksboro, Lincoln, New Haven, Weybridge, and parts of Ferrisburgh, Bristol, Middlebury considered low need. The moderate need areas cover the entire western and southern parts of the county. Figure 2-2 provides a graphic representation.

While this ranking does help identify areas of high and moderate relative need, it should be noted that a block group may have a relatively small population with just a few transit dependent persons and appear as high need given the small overall population. Thus it is necessary to use this in conjunction with the density summary rankings to determine areas of highest relative need.

Autoless Households

Concentrations of autoless households are particularly important in identifying transit needs given that without an available automobile, persons in these households must rely on alternative modes of transportation such as public transportation. For this reason, we have broken out our analysis of the density of autoless households from the aggregate rankings of the five variables. Not surprisingly, the block groups with the highest numbers of autoless households per square mile are found in the areas having a relatively higher density overall, including Bristol, west Middlebury, and Vergennes. Moderate need areas include parts of Ferrisburgh, East Bristol, Cornwall, Whiting, and Leicester. A graphic representation of the ranking of statewide and ACTR area block groups based on the number of autoless households is provided in Figure 2-3.

Figure 2-2: BLOCK GROUPS RANKED BY THE PERCENTAGE OF POTENTIALLY TRANSITYDEPENDENT PERSONS (2000 Census)

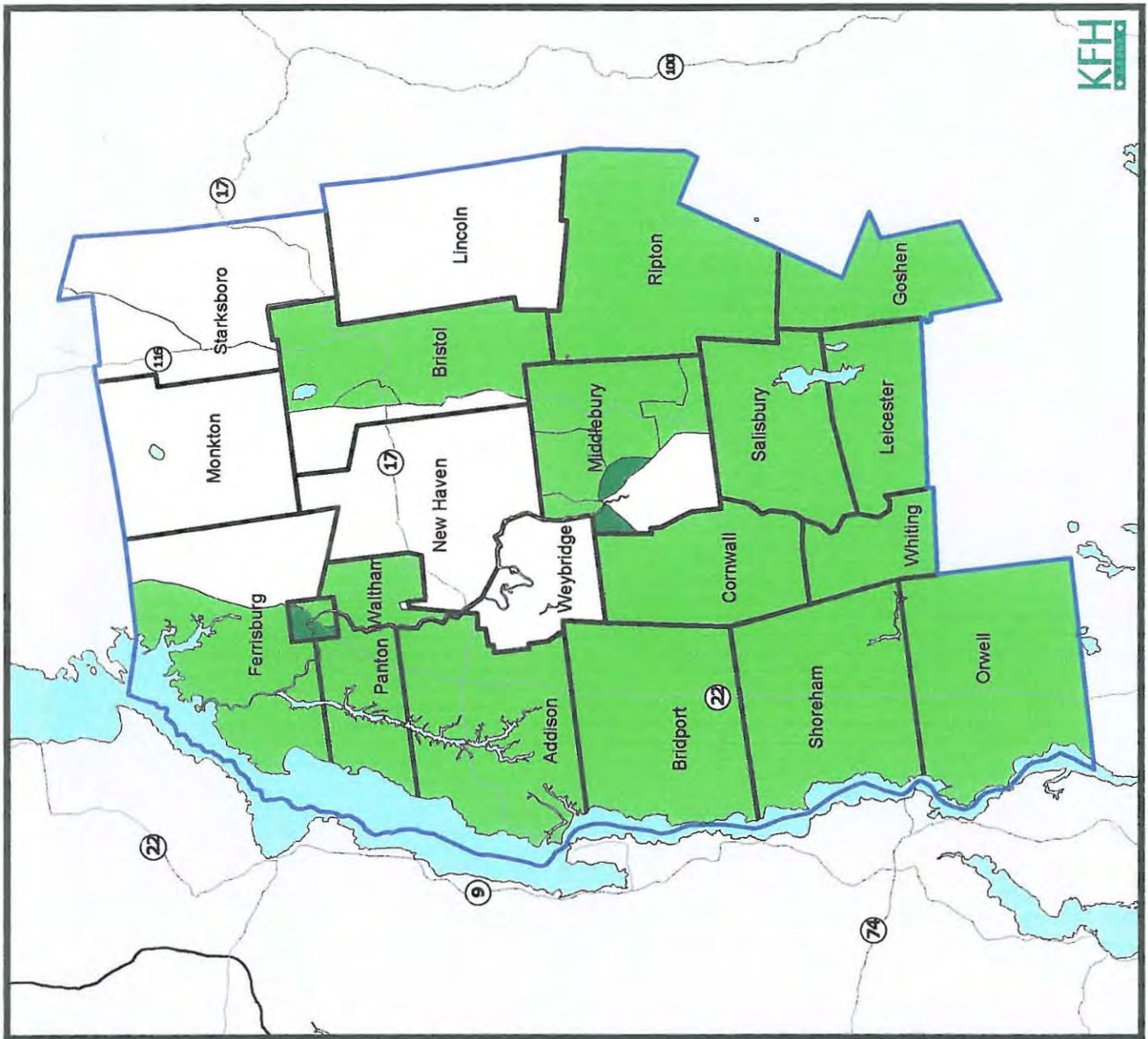
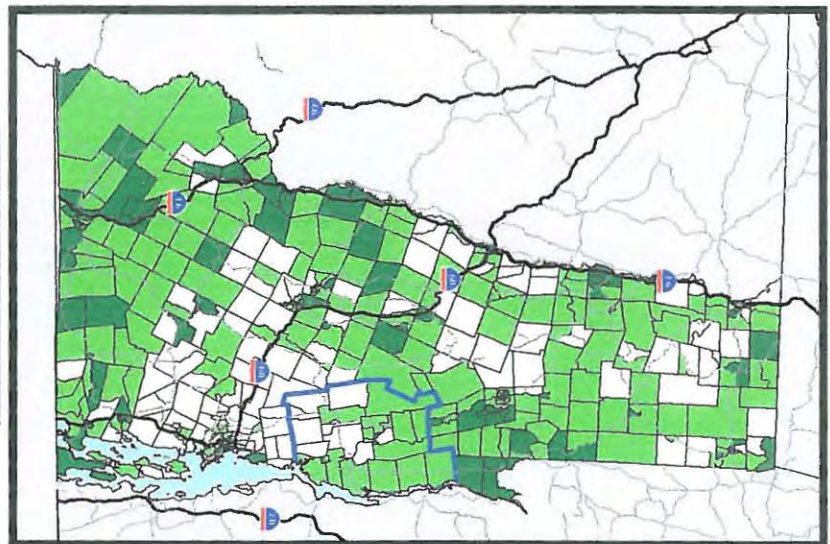
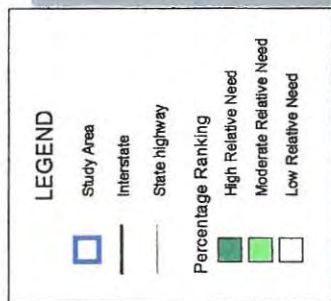
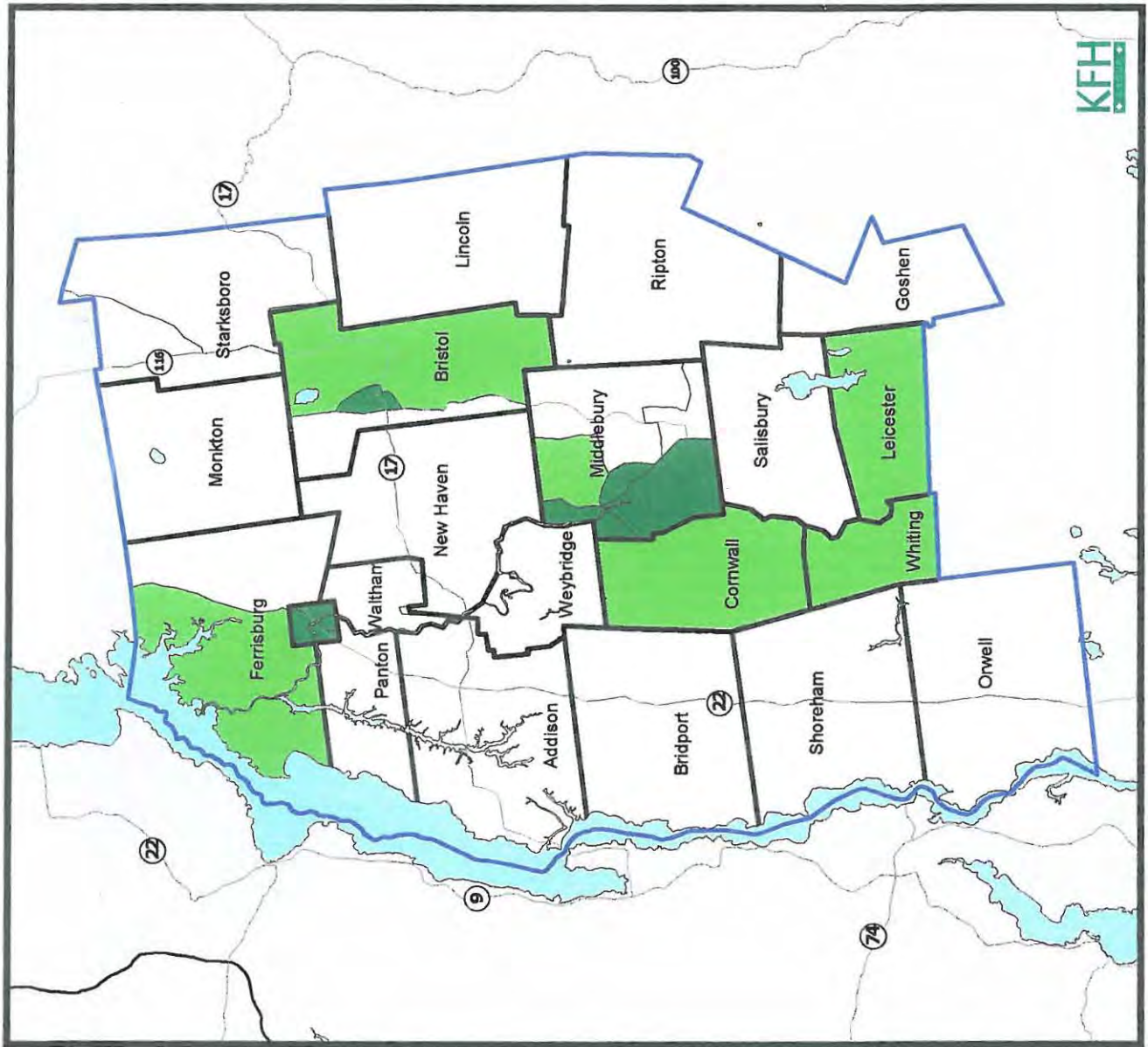
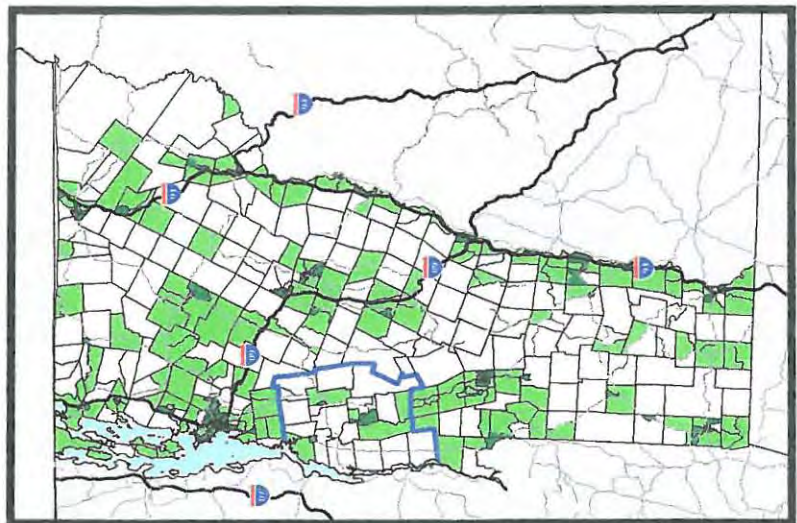


Figure 2-3: BLOCK GROUPS RANKED
BY THE DENSITY OF AUTOLESS
HOUSEHOLDS (2000 Census)



Overall Population Distribution

The final component of the population profile analysis is the distribution of population in the region, particularly in terms of population density. Figure 2-4 illustrates the 2000 population densities of the block groups in the region and state. A general rule of thumb is that a population density of at least 1,000 persons per square mile is needed to make fixed-route transit on multiple frequencies viable. As can be seen in Figure 2-4, the population density of most of the towns in the ACTR service area, as well as most of the state, falls short of this minimum, with most areas having a population density between 0 and 500 persons per square mile. Only Middlebury, Vergennes, and Bristol have a density high enough to consider this type of fixed-route service. Areas with lower densities can support fixed-route transit under special circumstances, such as locations that attract large numbers of tourists, towns with major trip generators, such as colleges or major employers, as well as in outlying communities where large numbers of persons commute to jobs in high-density areas.

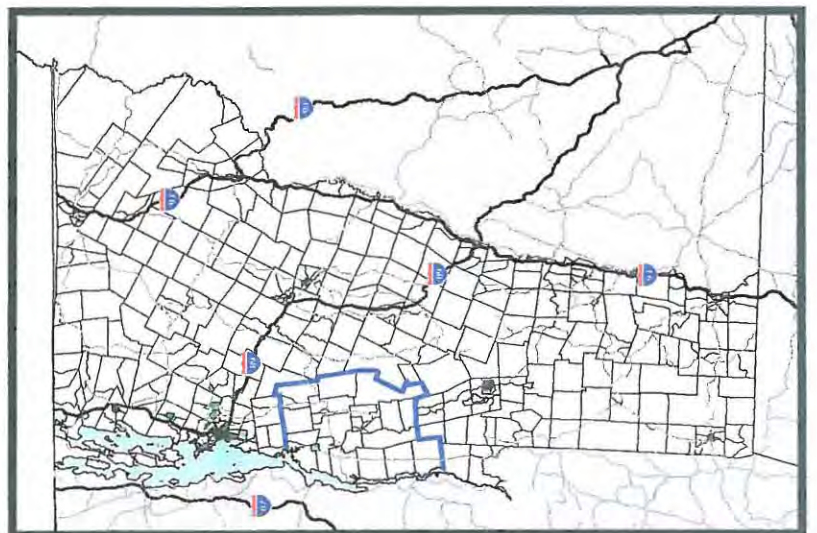
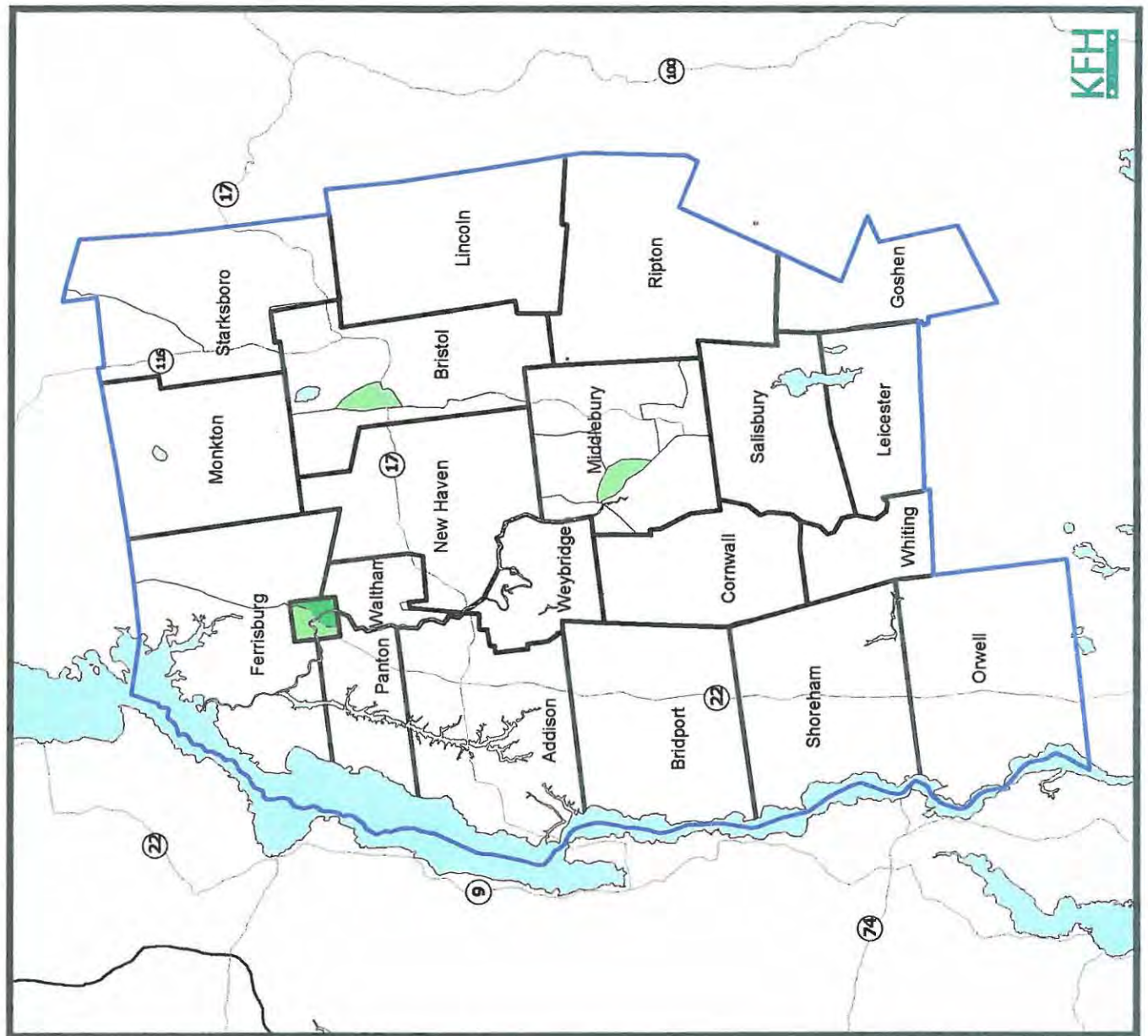
Finally, Figure 2-5 displays the distribution of the total number of persons living in each town in 2000. The towns with the highest numbers of persons include Middlebury, with over 4,000 residents, followed by Vergennes, Ferrisburgh, and Bristol with between 2,000 and 4,000 people. The rest of the service area has a population of 2,000 or below.

Summary of Population Profile Findings

The following towns in the ACTR service area are found to be high in relative need for transit services based on the density summary ranking, the density of autoless households, and the total population density:

- Middlebury,
- Vergennes, and
- Bristol.

Figure 2-4
BLOCK GROUPS RANKED BY
POPULATION DENSITY
(2000 Census)



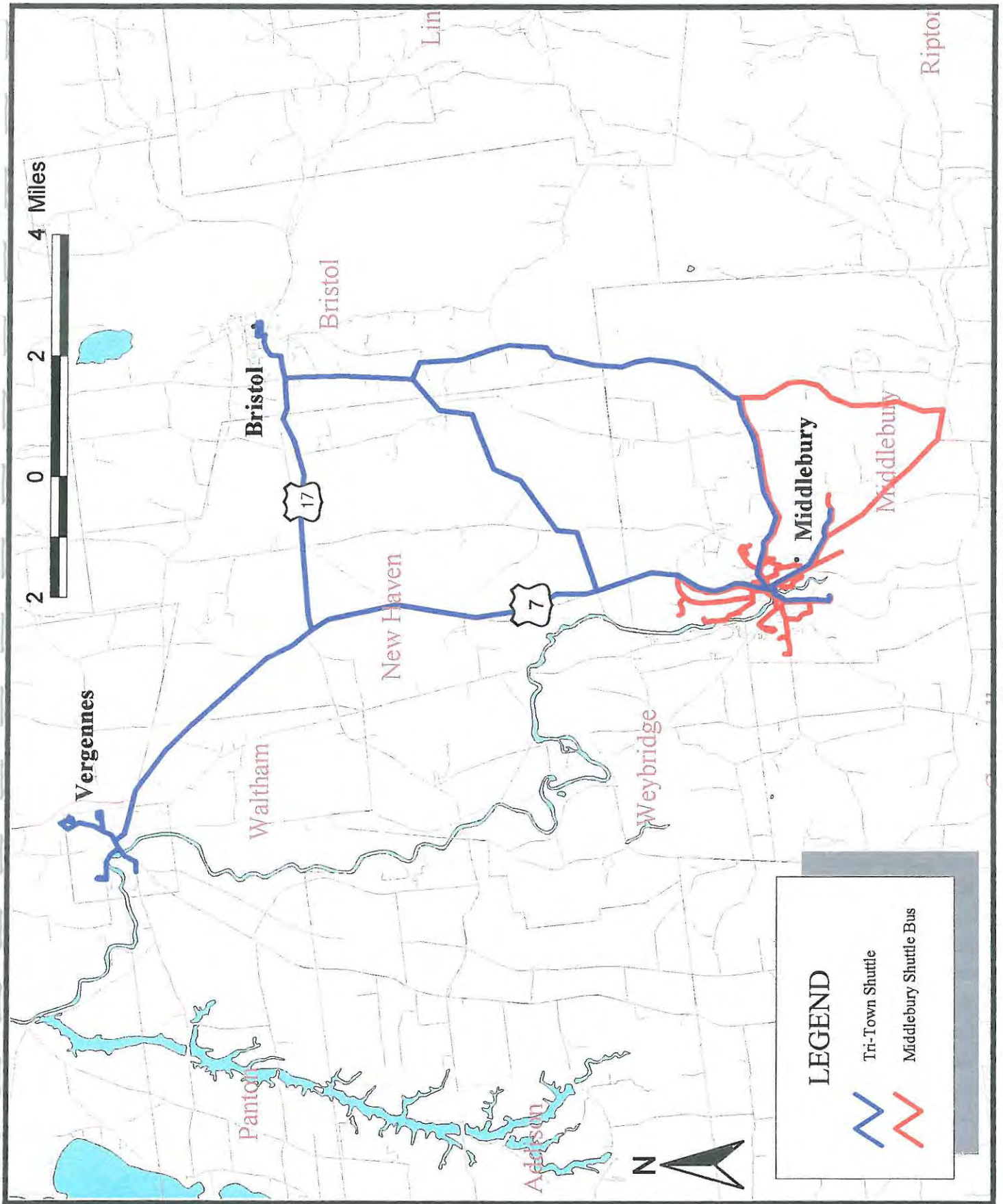


Figure 3-1: ACTR ROUTES

Table 3-1 - SERVICE CHARACTERISTICS FOR ACTR - FY 2001

Service Name	Service Type	Service Descriptor	Rural or Small Town	Span of Service	No. Hours of Service	Days of Service	Season	Frequency of Service		Funding Source	Public Fare
								Peak	Off-Peak		
Tri-Town Shuttle	FR	Town-to-Town	Small Town	5:15 am-6:30 pm	10.5	Mon-Fri	All	2 Hours	2 Hours	JARC	\$0
Middlebury Shuttle (S.5311)	FR	In-Town	Small Town	8:00 am-5:30 pm	9.5	Mon-Fri	All	Variable	Variable	5311	\$0
Middlebury Shuttle (JARC)	FR	In-Town	Small Town	6-8:00 am 5:30-10:00 p.m.	6.5	Mon-Fri	All	Variable	Variable	JARC	\$0
Middlebury Shuttle (JARC)	FR	In-Town	Small Town	9:00 am-5:30 pm	8.5	Sat-Sun	All	Variable	Variable	JARC	\$0
Safe-Rides	DR	In-Town	Small Town	10:00 pm-2:00 am	4	Fri-Sat	College	Variable	Variable	Local	
Demand-Response	DR	Varies	Rural	8:00 am-5:00 pm	9	Mon-Fri	All	N/A	N/A	Variety	
Nutrition/Aging	RD	Varies	Rural	8:00 am - 4:00 pm	8	Mon-Fri	All	N/A	N/A	Title III	
Medicaid	DR	Varies	Rural	As needed		As needed	All	N/A	N/A	Medicaid	

ACTR covers the maintenance on their vehicles, and they are expected to keep their own vehicles in good working condition.

There are three full-time “pure” administrative staff (i.e., they are not directly involved in the “day-to-day” operation of the system) including the Director, the Fiscal Manager, a half full-time position for Project Management/Marketing, and another half position for the Office Manager. The Office Manager also oversees volunteer and Section 5310 programs, including billing, recruiting drivers, and making reimbursement payments. Another half position is filled with managing the rideshare/ridematch portion of ACTR’s services. There are 2.5 office staff that dispatch volunteer drivers and arrange demand-response trips. This means 5.5 driver staff are devoted to operating 11,000 hours of service annually. This breaks down into three purely administrative staff, and 8.5 staff people dedicated to operating the system on a “day-to-day” basis.

Fleet and Facility

The system is operated out of the Addison County Community Action Group (ACCAG) building, which only houses non-profit agencies that serve Addison County. Vehicles are owned by the system and were subsidized by both the Federal Transit Administration (FTA) and VTrans. Three of the vans were donated to ACTR by the CVAA. The agency has also ordered another vehicle that will be put into service in the summer of 2002. This vehicle is a new Ford Minibus, seating 12 mobile passengers, and two wheelchair passengers. The new bus will replace one of the high mileage vehicles and will be used for Section 5310/nutrition/Medicaid service. The agency is also looking into transferring ownership of a high mileage van (100,000 miles) from Special Services Transportation Agency (SSTA) (serving Chittenden County) to temporarily replace one of ACTR’s vehicles with higher mileage (120,000 miles).

The facility does not have a separate facility to house the vehicles, and they are parked in the general parking in front of the building. There is no shelter or security for the vehicles and there have been instance of theft and vandalism.

The system requires seven vehicles to operate, including one vehicle for the Middlebury Shuttle Bus, one for the Tri-Town Shuttle, four for demand-response, nutrition, and senior subscription routes, and one used primarily for demand-response and back-up service.

ACTR has a total of nine operating vehicles (see Table 3-2), up from seven in 2001. The fleet consists primarily of small buses and vans. ACTR operates three vehicles that were donated from the CVAA, one of which has relatively high mileage (exceeding 100,000), and is used primarily for back up, Medicaid, and demand-response. It is important to note that most of the system's demand-response service is carried out by volunteer drivers using their own personal vehicles, so while these vehicles are not included in the fleet list for ACTR, they are integral to the operation of the system.

ACTR Service Statistics and Performance (FY 2001)

The review of service statistics and performance is reflective of services prior to the management changes in September 2002. Ridership and performance has improved dramatically since the implementation of the recommended changes regarding the Middlebury and Tri-Town Shuttles.

Ridership, Hours, and Miles

The estimated FY 2001 ridership, vehicle miles and service hours for each of the ACTR routes are presented in Table 3-3. As shown, the system operated 7,894 revenue hours and 127,605 revenue miles in FY 2001 on its deviated fixed-route services. The estimated boardings on these services were approximately 23,728. Each route is described in detail in Appendix D.

Costs and Revenue

In FY 2001, the operating cost for ACTR services was \$699,490. Farebox recovery revenue for ACTR is zero. Data on demand-response, rideshare/ridematch, and Medicaid services is not available in its entirety, but are broken out where possible. The performance measures were separated from fixed route/deviation.

Table 3-2 - ACTR VEHICLE INVENTORY (January 2003)

Agency Fleet No.	Year	Make	Type	Seating	Lift or Ramp	Wheel Chair Spaces	Funding Source	Odometer Reading*	Primary Use
3	1998	Ford	Bus	20	Lift	2	FTA/VTrans	111,345	Middlebury Shuttle
4	1994	Dodge	Van	10	Lift	1	CVAA	128,416	Backup/Demand-Response
5	2000	Dodge	Van	10	Lift	1	CVAA	43,371	Backup/Demand-Response
6	2000	Dodge	Van	10	Lift	1	FTA/VTrans	83,394	Backup/Demand-Response
7	2000	Dodge	Van	10	Lift	1	FTA/VTrans	131,050	Backup/Demand-Response
8	2000	Ford	Bus	20	Lift	2	FTA/VTrans	62,941	Middlebury Shuttle
9	2002	Ford	Minibus	12	Lift	2	FTA/VTrans	15,062	Nutrition/Meals on Wheels
10	2002	Ford	Minibus	12	Lift	4	FTA/VTrans	6,519	Nutrition/Meals on Wheels
11	1994	Dodge	Van	10	Lift	1	ACTR	51,597	Tri-Town Shuttle

Table 3-3 - OPERATING STATISTICS FOR ACTR SERVICES - FY 2001

Service Name	Service Type	Service Descriptor	Annual Hours	Annual Miles	Annual Operating Cost	Annual Revenue	Net Operating Deficit	Annual Boardings (Total)*
Tri-Town Shuttle	FR	Town-to-Town	2,950	73,896	\$73,599	\$0	\$73,599	3,455
Middlebury Shuttle (S. 5311)	FR	In-Town	2,350	25,461	\$46,597	\$1,500	\$45,097	15,541
Middlebury Shuttle (JARC)	FR	In-Town	2,594	28,248	\$51,489	\$0	\$51,489	4,732
Middlebury Shuttle Total			4,944	53,709	\$98,086	\$1,500	\$96,586	20,273
Subtotal Fixed-Route			7,894	127,605	\$171,685.02	\$1,500	\$170,185.02	23,728
Safe-Rides	DR	In-Town						
Demand-Response	DR	Varies						
Nutrition/Aging	RD	Varies			\$100,126.00			
Medicaid	DR	Varies		646,706	\$302,353.00			26,474
Rideshare/Ridematch				255,027	\$119,489.00			16,901
Contracted Services					\$6,012.00			
Total			7,894	127,605	\$699,665			

*=Tri-Town Service operated only nine months of FY01.

In the absence of farebox revenue, the services are funded wholly through federal funds (S.5311 and Job Access) that are received from VTrans, State of Vermont transit funds, various municipalities and contributions from private sources (CVAA, Vermont Association for the Blind, and Middlebury College).

The most recent FY 2001 budget was supplied by ACTR and is presented in Table 3-4. Based on ACTR's data, the system generated \$859,904 in revenue, yet spent only \$699,490. In addition a full 50 percent of the system expenditures are for volunteer reimbursement (\$350,372). \$119,489 is for rideshare/ridematch and \$100,126 is for nutrition transportation. \$171,000 was spent for fixed-route services.

Coverage

The total population that is within a quarter mile of an ACTR route is 5,730 persons (2000 Census data). This means that almost 16 percent of the residents in the ACTR service area towns could walk a quarter mile to either one of ACTR's routes. Widening the transit shed to a half mile on either side of the routes increases the coverage in Addison County to 8,793 persons or almost 25 percent of the service area population. As a general rule, ACTR serves the places in its service area that have the highest concentrations of population or potential destinations.

Performance

While ACTR provides transit service in Addison County, volunteer drivers provide approximately 60 percent of their service. Only about 40 percent of the transit services are operated directly with ACTR drivers on ACTR vehicles. The two routes that are directly operated were reviewed to determine their overall performance. The performance measures are illustrated in Table 3-5. Understanding that the service area densities are very low, ridership on the two fixed routes is also low. The Middlebury Shuttle, a route that serves the Town of Middlebury, generates about 4.1 one-way trips per hour, and about .4 trips per mile. By small town Vermont standards, this route performs fairly to reasonably well. The Tri-Town Shuttle that operates between the towns of Vergennes, Middlebury, and Bristol provides about 1.2 one-way trips per hour, and .05 trips per mile.

Table 3-4 - FY01 BUDGET FOR ADDISON COUNTY TRANSIT RESOURCES

Revenues	Fixed-Route Paratransit	New Service Starts	User Side Subsidy	5310	Rideshare/ Ridematch	Medicaid Reach Up	Contracted Services	Job Access	Other	Total
Farebox										\$0
Interest									\$43	\$43
Contract Service						\$452,961	\$11,814			\$464,775
Advertising										\$0
Donation (not in-kind)	\$1,500				\$774					\$2,274
Value of in-kind salaries										\$0
Local Town Contract										\$0
Federal Grants (not S. 5311)				\$108,184				50891		\$159,075
Section 5311 funds	\$11,256		\$4,000							\$15,256
State operating Subsidies	\$52,744									\$52,744
Other State Grants					\$30,428			\$50,891		\$81,319
Incidental Charter									\$1,720	\$1,720
RTAP										
Other 3rd Party Reimburs.					\$82,698					\$82,698
Total Revenue	\$65,500	\$0	\$4,000	\$108,184	\$113,900	\$452,961	\$11,814	\$101,782	\$1,763	\$859,904
Expenditures										
Administrative										
Salaries	\$14,417			\$10,967	\$9,588	\$23,446		\$28,905		\$87,323
In-Kind Salaries										\$0
Benefits	\$1,944			\$1,535	\$1,292	\$3,471		\$4,059		\$12,301
Legal	\$75							\$75		\$150
Labor/Arbitration										\$0
Office Supplies	\$190			\$221	\$452	\$1,300		\$473		\$2,636
Office Equipment Rent/Lease										\$0
Office Equipment Maint	\$3			\$5	\$21	\$64		\$8		\$101
Telephone	\$2,409			\$941	\$668	\$2,784		\$1,466		\$8,268
Postage	\$46			\$47	\$132	\$337		\$89		\$651
Travel	\$146			\$137	\$79	\$240		\$576		\$1,178
Taxes										\$0

Table 3-4 - FY01 BUDGET FOR ADDISON COUNTY TRANSIT RESOURCES

Revenues	Fixed-Route Paratransit	New Service Starts	User Side Subsidy	5310	Rideshare/ Ridematch	Medicaid Reach Up	Contracted Services	Job Access	Other	Total
Office Rent	\$1,173			\$1,178	\$3,009	\$8,333		\$2,244		\$15,937
Insurance	\$1,225			\$2,646	\$446	\$682		\$3,080		\$8,079
Audit	\$518			\$337	\$316	\$1,393		\$936		\$3,500
Accounting Services										\$0
Personnel Training				\$50		\$250				\$300
Advertising	\$104			\$12	\$40	\$90		\$24		\$270
Interest (Capital)										\$0
Interest (Operating)	\$527			\$298	\$310	\$1,218		\$743		\$3,096
Misc copy & fees	\$310			\$342	\$794	\$2,085		\$571		\$4,102
Marketing										
Salaries	\$3,798			\$2,889	\$2,526	\$6,177		\$7,615		\$23,005
In-kind Salaries										\$0
Benefits	\$548			\$431	\$364	\$979		\$1,148		\$3,470
Labor/Arbitration										
Printing	\$435			\$5	\$185	\$968		\$5		\$1,598
Distribution										\$0
Advertising	\$1,612			\$446	\$1,015	\$13		\$2,184		\$5,270
Marketing Consultant Serv										\$0
Miscellaneous										\$0
<i>Sub-Total Administration</i>	<i>\$20,480</i>	<i>\$0</i>	<i>\$0</i>	<i>\$22,487</i>	<i>\$21,237</i>	<i>\$53,830</i>	<i>\$0</i>	<i>\$54,201</i>	<i>\$0</i>	<i>\$181,235</i>
Operations										
Salaries	\$18,698			\$14,224	\$12,437	\$30,410		\$37,487		\$113,256
In-Kind Salaries										\$0
Benefits	\$2,492			\$1,968	\$1,656	\$4,450		\$5,204		\$15,770
Labor/Arbitration										\$0
Personnel Training	\$25			\$25		\$250		\$75		\$375
Fuel/Oil	\$9,078			\$5,294				\$11,148		\$25,520
Subcontracted Operations							\$6,012			\$6,012
Vehicle Lease										\$0

Table 3-4 - FY01 BUDGET FOR ADDISON COUNTY TRANSIT RESOURCES

Revenues	Fixed-Route Paratransit	New Service Starts	User Side Subsidy	5310	Rideshare/ Ridematch	Medicaid Reach Up	Contracted Services	Job Access	Other	Total
Vehicle Registration	\$43			\$96						\$139
Vehicle Repairs	\$721			\$2,614				\$890		\$4,225
Volunteer Driver Reimburs.				\$52,800	\$84,159	\$213,413				\$350,372
Interest (Operating)										\$0
Interest (Capital)										\$0
Misc										\$0
<i>Sub-Total Operations</i>	<i>\$31,057</i>	<i>\$0</i>	<i>\$0</i>	<i>\$77,021</i>	<i>\$98,252</i>	<i>\$248,523</i>	<i>\$6,012</i>	<i>\$54,804</i>	<i>\$0</i>	<i>\$515,669</i>
Maintenance										
Salaries										\$0
In-Kind Salaries										\$0
Benefits										\$0
Preventive Maint Vehicle										\$0
Preventive Maint Facility										\$0
Preventive Maint Other										\$0
Tires	\$597			\$618				\$1,137		\$2,352
Parts (Under \$300)								\$234		\$234
Maint Facility Rent										\$0
Maint Facility Utilities										\$0
Snow Plowing										\$0
Misc										\$0
<i>Sub-Total Maintenance</i>	<i>\$597</i>	<i>\$0</i>	<i>\$0</i>	<i>\$618</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$1,371</i>	<i>\$0</i>	<i>\$2,586</i>
<i>Total Expenditures</i>	<i>\$61,134</i>	<i>\$0</i>	<i>\$0</i>	<i>\$100,126</i>	<i>\$119,489</i>	<i>\$302,353</i>	<i>\$6,012</i>	<i>\$110,376</i>	<i>\$0</i>	<i>\$699,490</i>

Table 3-5 - PERFORMANCE MEASURES - FY 2001

Service Name	Boardings Per Hour	Boardings Per Mile	Total Operating Cost/Hour	Total Operating Cost/Mile	Total Operating Cost/Boarding	Revenue Per Boarding	Net Revenue Per Boarding	Farebox Recovery*
Tri-Town Shuttle	1.17	0.05	\$24.95	\$1.00	\$21.30	\$0.00	\$0.00	0%
Middlebury Shuttle (S.5311)	6.61	0.61	\$19.83	\$1.83	\$3.00	\$0.10	\$0.00	3%
Middlebury Shuttle (JARC)	1.82	0.17	\$19.85	\$1.82	\$10.88	\$0.00	\$0.00	0%
Midd Shuttle (Total)	4.10	0.38	\$19.84	\$1.83	\$4.84	\$0.07	\$0.00	
Subtotal - Fixed-Route	3.01	0.19	\$21.75	\$1.35	\$7.24	\$0.06	\$0.00	
Subtotal- Medicaid				\$0.47	\$11.42			

* Farebox revenue shown for Middlebury Shuttle is a reflection of private donations.

The average operating cost per hour for ACTR's fixed-route service is \$21.75, and the cost per mile is \$1.35. When compared to other systems of similar size, these are very low costs.

Transit Performance

The individual routes and the system as a whole were evaluated based upon performance assessment guidelines (Table 3-6) developed for Vermont systems based on public transit data provided by the systems broken into two dimensions of categories:

- 1) Services were classified as either
 - Demand-responsive,
 - Route deviation, or
 - Fixed-route, and
- 2) Operating environments were classified as either
 - Rural,
 - Small town,
 - Urban, or
 - Ski area.

For each type of service, ranges of the following five operating measures were identified as being successful, acceptable, or in need of review:

- Boardings per hour,
- Boardings per mile,
- Cost per mile,
- Cost per hour, and
- Cost per passenger.

Within this structure, all of ACTR's public transit services were classified as fixed-route, small town.

Relative to other small-town fixed-route public transit services in Vermont in FY 2001, the Middlebury Shuttle Bus was rated as successful, with only the boardings per mile and boardings per hour falling into the acceptable range. This is a likely result of the low average operating speeds, which result in fewer miles per hour. The Tri-Town Shuttle service rates as

Table 3-6 - ACTR PEER PERFORMANCE ASSESSMENT RATING (FY 2001)

Route Name	Boardings per Hour	Boardings per Mile	Cost per Mile	Cost per Hour	Cost per Passenger
Needs Review	<3	<.2	>\$3.30	>\$45.00	>\$12.00
Acceptable	3-7.5	.2-.6	\$2.25-3.30	\$35.00-\$45.00	\$5.00-\$12.00
Successful	7.5<	.6<	<\$2.25	<\$35.00	<\$5.00
Middlebury Shuttle	4.10 Acceptable	0.38 Acceptable	\$1.83 Successful	\$19.84 Successful	\$4.84 Successful
Tri Town Shuttle	1.17 Needs Review	0.05 Needs Review	\$1.00 Successful	\$24.95 Successful	\$21.30 Needs Review
Total Small Town	2.64 Needs Review	0.21 Acceptable	1.41 Successful	22.39 Successful	13.07 Needs Review

successful except in terms of cost per mile and cost per hour (likely related to high average speeds), but this service “needs review” with regard to boardings per mile, boardings per hour, and cost per boarding. This is likely because of the low ridership combined with the high mileage. This service is vulnerable to discontinuance if state and federal JARC funding for them is not continued. The development of service alternatives will include a review of these services to see if there may be ways to increase ridership or lower costs. Both of the routes serve several important destinations, but the low ridership may be a function of being in the right place at the wrong time, and long headways. Possible alternatives may be to adjust the current schedule to be more convenient for commuters, increase route frequency in Middlebury, and increase marketing efforts.

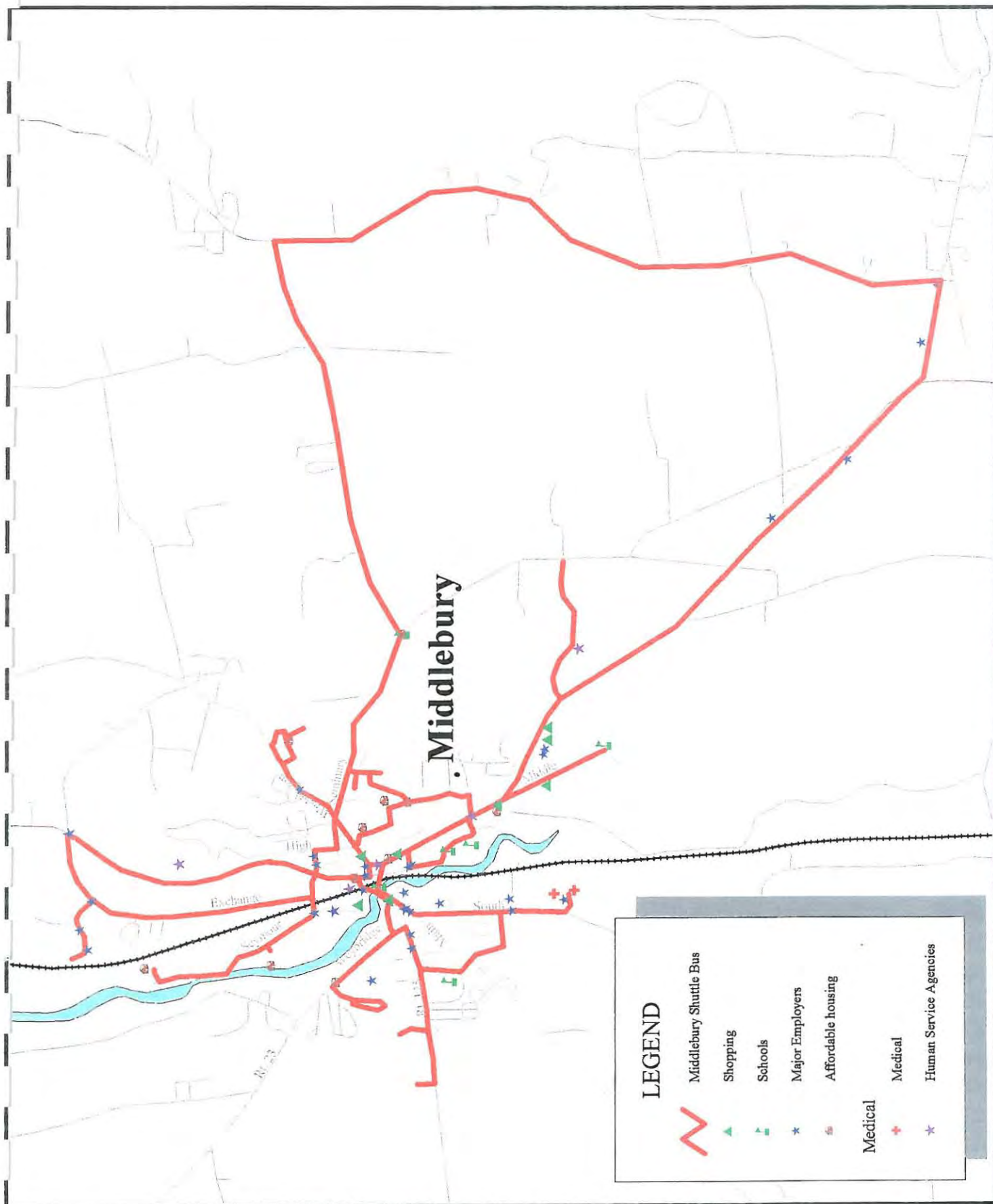
Fixed-Route Profiles

The route profiles are based on FY 2001-2002 performance and are intended to serve as a benchmark. In September 2002, ACTR revised the Middlebury and Tri-Town Shuttles based on the recommendations of the plan. The new service is depicted in Chapter 5.

Middlebury Shuttle Bus (FY 2001)

This was ACTR’s primary route operating in the town of Middlebury and East Middlebury from 6:00 a.m. until 9:55 p.m. (since adjusted as described in Chapter 5) The route was funded by the Job Access Reverse Commute (JARC) program from 6:00 a.m. until 8:00 a.m., and from 5:30 p.m. until 9:55 p.m. See Figure 3-2 for a map of the route up until September 2002 when it was revised. The remaining hours during the day are funded through S.5311 funds (general public transportation). These extended hours are operated Monday through Friday. The Middlebury Shuttle Bus also operated on weekends from 9:00 a.m. until 5:30 p.m. under the JARC funding program.

When this report was first produced, the Middlebury Shuttle Bus served Middlebury on a very complicated path. Because of its circuitous routing, it was often quicker to walk across town than to take the bus. Since the new director has been in place, however, the Middlebury Shuttle Bus has been rerouted in a much more efficient manner as described in Chapter 5.



Educational Facilities

Educational facilities that offer opportunities for transit service usage include colleges and secondary educational institutions. While transportation to high schools is provided by the different school districts, other opportunities exist to provide transportation to recreational and after school programs and so they are identified and documented in this discussion of major trip-generators. Colleges, centers of post-secondary instruction and training, also provide opportunities for transit connections, especially in areas with large working-poor populations. The largest educational facility in ACTR's service area is Middlebury College, a small liberal-arts college with a student population of approximately 2,200 students. The Community College of Vermont is also located in downtown Middlebury. About 70 students attend the Community College each semester. A map of all educational facilities is presented in Figure 2-8.

Shopping

Most of the major shopping destinations in the ACTR service area are located in Middlebury, which contains several large grocery stores and specialty shops. The downtown area of Vergennes also has several department-type stores and specialty shops. Although Bristol appears to have several shopping destinations, they are mostly small, community-oriented general stores. Outside of these three towns, there are several community general stores scattered throughout the ACTR service area. Although they are included on the map, these are not destinations that will most likely attract large numbers of bus riders. Figure 2-9 presents these locations.

Medical Facilities

Another one of the key potential transit destination types is medical facilities, both within and outside the ACTR service area, including hospitals, doctor's offices, and dialysis centers. For the purpose of this study, major medical facilities include hospitals and dialysis centers. The one primary medical destination in the service area is Porter Hospital in Middlebury. Major

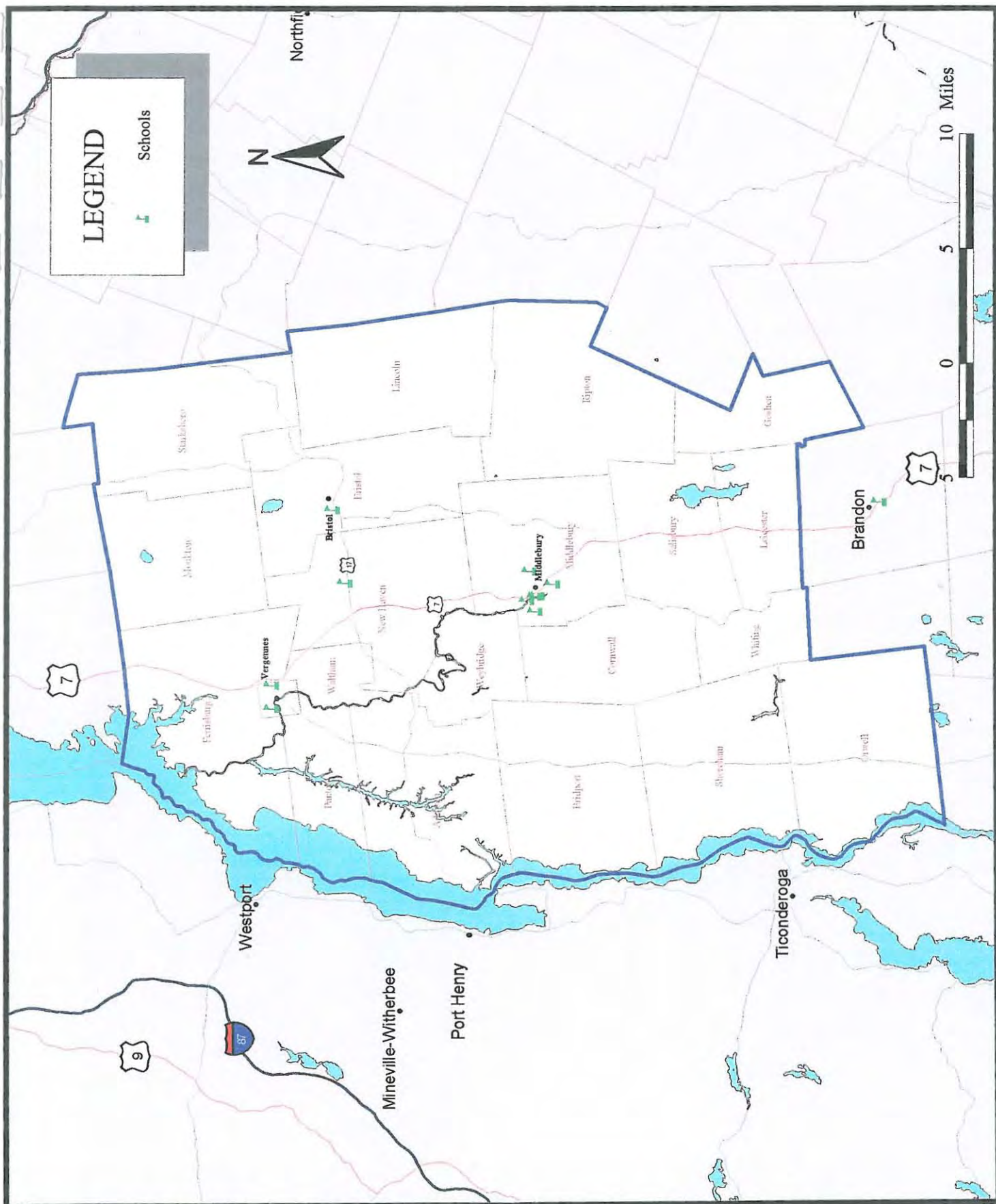
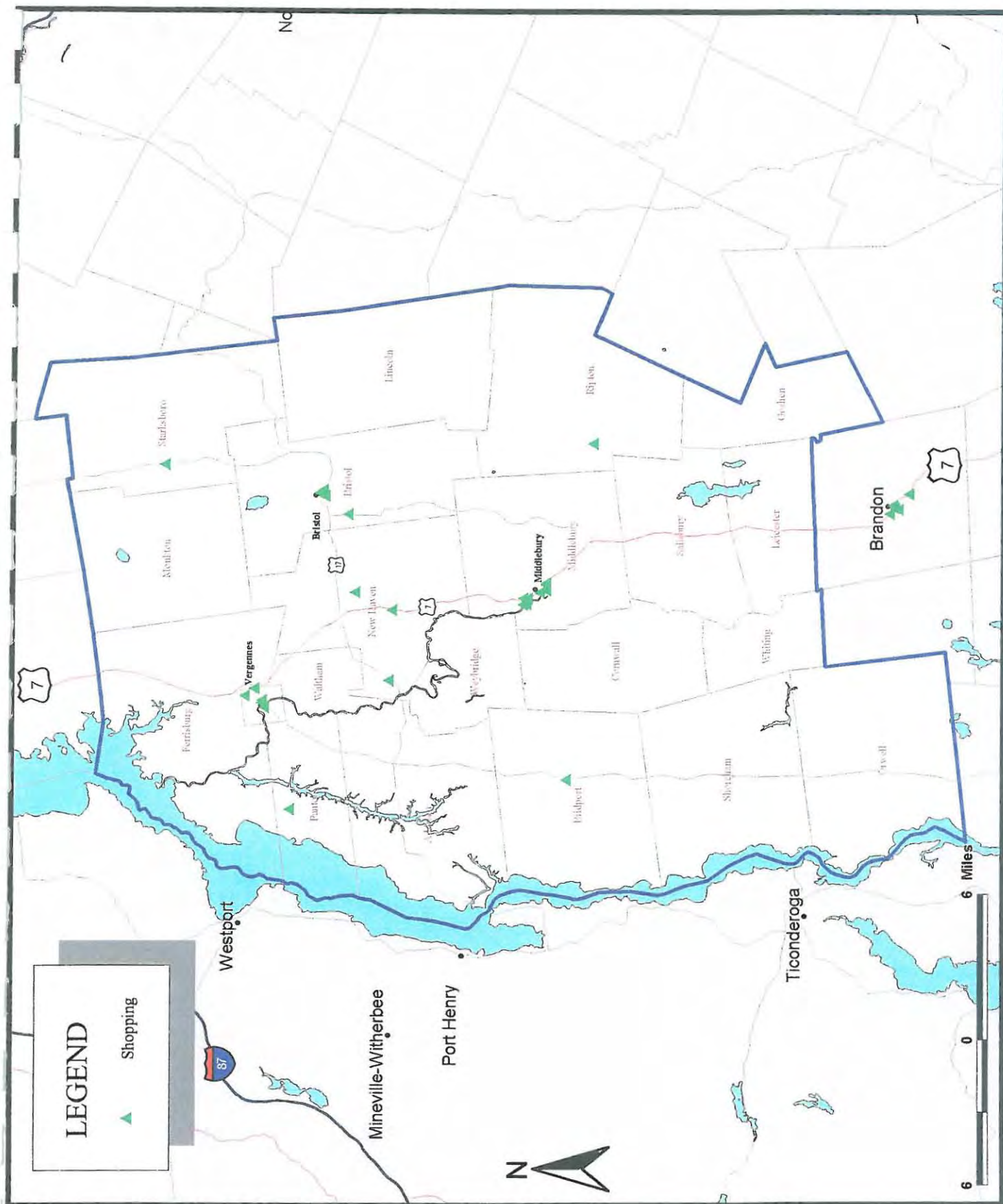


Figure 2-8: ADDISON COUNTY EDUCATIONAL FACILITIES



medical facilities can also be found in Burlington, Rutland, and White River Junction. Figure 2-10 presents the locations of these major medical facilities.

Major Employers

For this task, the consultants used a statewide list of employers developed as part of the VTrans Job Access planning process. It was compiled from several sources. The study team purchased a list of Vermont employers with 25 employees or more from Dun and Bradstreet. This data source included employers in New Hampshire within 25 miles of the Vermont border. From this list, the study team selected those with 25 employees or more for inclusion in the employer list. Another list of employers was gathered from the “Vermont at a Glance” directory published by Vermont Business Magazine, which lists major employers for each county. The team combined these two lists and checked the data thoroughly to identify and eliminate duplicates, a process that was sometimes complicated by the use of primary and secondary names for the same business.

One major goal of the research on employers was to produce a map of major employers in each transit service area to better understand local transit needs. In many areas of Vermont, however, businesses do not have formal street addresses, and many locations were either unlisted or too vague to map, such as “Route 125, Middlebury”. The study team performed extensive research, using printed and online listings; other maps, and phone calls to individual businesses to find the most specific locations possible. Businesses whose locations could be identified were mapped in ArcView using address matching functions and manual digitizing. A map of the locations is displayed in Figure 2-11.

EMPLOYER SURVEY

In order to collect data regarding the need for employment transportation, the SRPTP included a mail survey of employers of Vermont citizens. The survey asked for information on the number of employees by shift, the numbers of entry-level employees (potentially more likely to need public transportation), and if the employers provided any transportation assistance, or

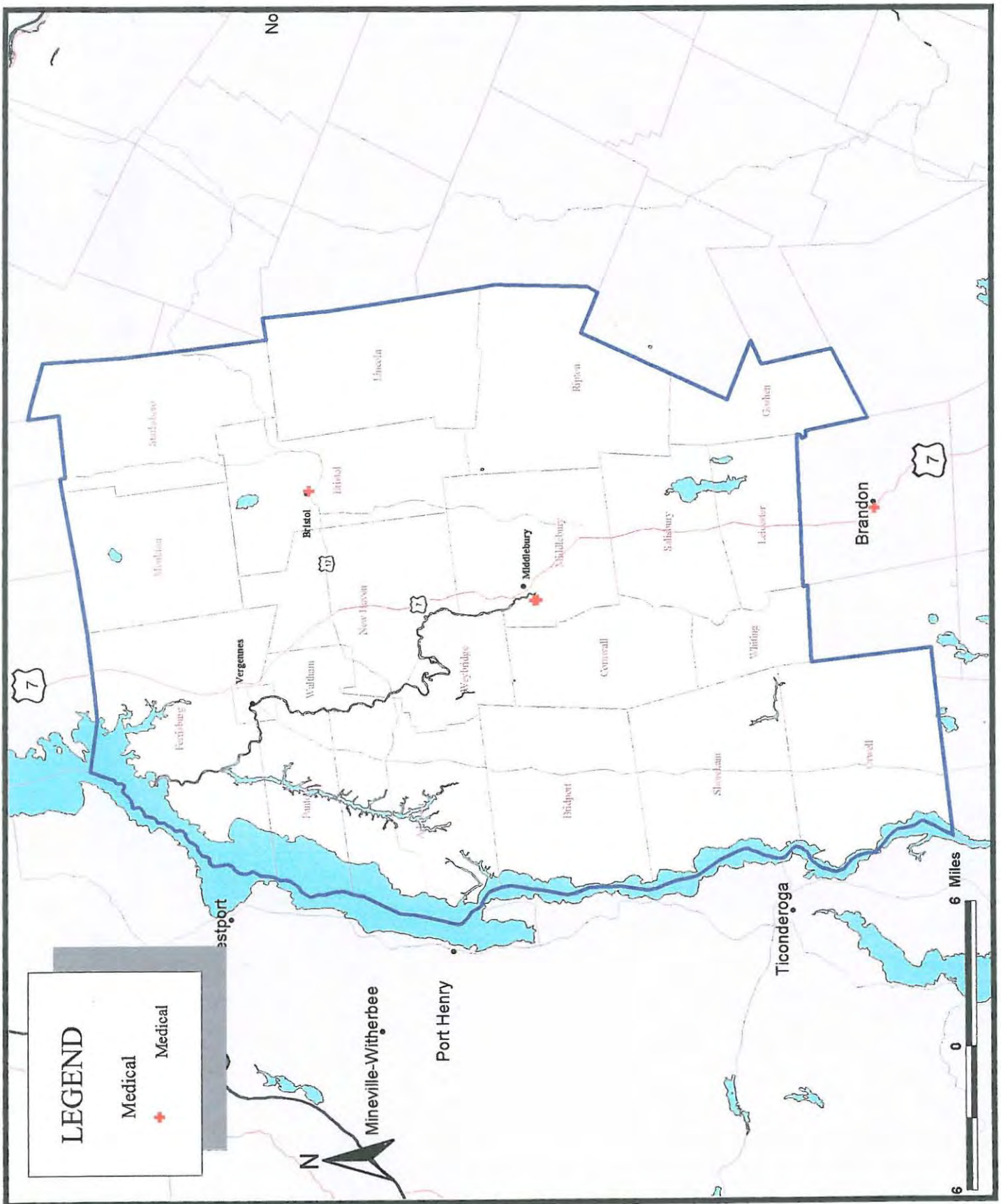


Figure 2-10: MAJOR MEDICAL DESTINATIONS

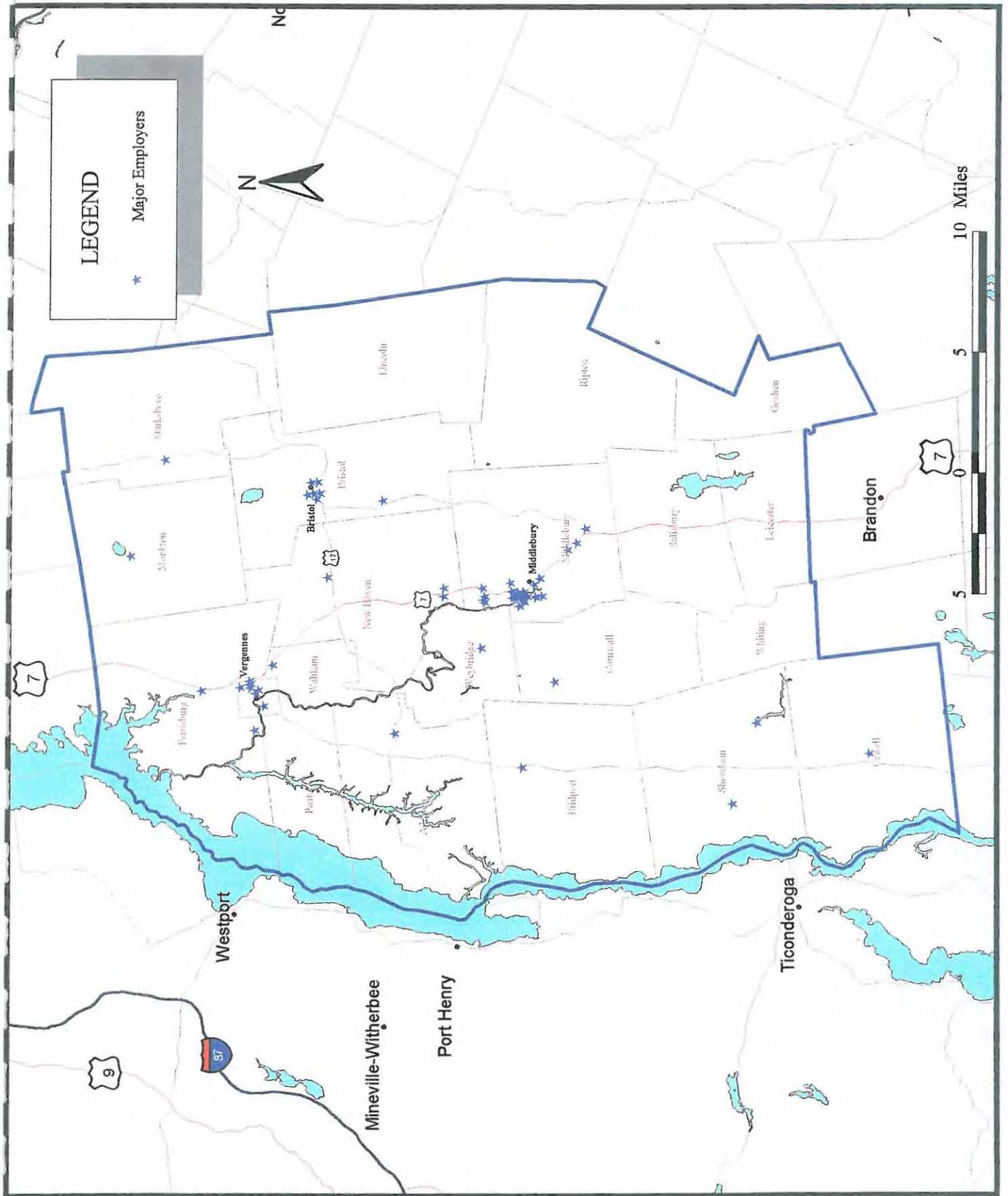


Figure 2-11: ADDISON COUNTY MAJOR EMPLOYERS

had any interest in transportation assistance. The survey process included the development of a questionnaire, preparation of a mailing list, follow-up with non-respondents, and the analysis of returns.

A survey form was drafted and reviewed by VTrans. Suggested changes were made and the survey mailed along with a cover letter statewide. In cases of businesses with two different addresses, the team made certain to use mailing addresses (for example, post office boxes) as opposed to street addresses. Surveys were sent to 86 businesses in the ACTR service area. A total of 14 employers responded to the survey. They include the following:

- Addison Country Home Health and Hospice, Middlebury
- Bet-Cha Transit, Inc.
- Bread Loaf Corporation, Middlebury
- Co-Operative Insurance Companies, Middlebury
- Counseling Service of Addison County, Middlebury
- Maple Landmark, Middlebury
- The Middlebury Inn, Middlebury
- Nathaniel Electronics, Vergennes
- National Bank of Middlebury, Middlebury
- Porter Medical Center, Middlebury
- Questech Corporation, Middlebury
- Specialty Filaments, Inc, Middlebury
- Standard Register Company, Middlebury
- Town of Middlebury

Results

Appendix C presents the data collected from the responding employers in the ACTR service area. According to the responses, approximately 92 percent of employees drive alone to work, three percent carpool, two percent bike, and less than one percent use public transit. Of the four employers in ACTR's service area that responded to the survey, seven had various shift times for employees. The first shift times typically started between 7:00 a.m. and 9:00 a.m. and ended between 3:00 p.m. and 5:00 p.m. However, second shift times seem to vary greatly between companies, with start times ranging from 8:00 a.m. to 5:00 p.m. and end times between 3:00 p.m. and midnight. Four companies had third shifts, falling between 10:00 p.m. and 7:00

a.m. Not surprisingly, many were employed in the first shift, followed by the second and then the third shift.

Commuting Patterns. Communities/towns from which employees commute are different for each company. Middlebury is the most common origin with 191 employees residing, followed by various points in New York state with 78 employees commuting from there. Bristol, New Haven, Brandon, and Salisbury were also frequently cited origins. It should be noted, however, that only four companies responded to the survey, and all four are located in Middlebury.

Transportation as a Problem. Employers were asked on the survey if their employees have indicated to them that transportation is a problem. Of the four responses, two companies responded with “yes”. The two companies are Porter Medical Center and Specialty Filaments, Inc, employing approximately 765 persons in Middlebury.

Employee Transportation Programs. Currently, none of the companies that returned surveys have an employee transportation assistance program. Four (Bread Loaf Corp, Counseling Service of Addison County, National Bank of Middlebury, and the Town of Middlebury) of the employers that responded indicated they would possibly be interested in some sort of transportation program.

CONCLUSION

Transit needs in Addison County are, for the most part, focused around mobility in Middlebury, Vergennes, and Bristol. Additionally, there is a need for increased mobility for residents of the more rural parts of the county. Southern and Western portions of the county, while having a small population, often have an older or poorer population than is found in the towns. The next chapter in the plan identifies current transportation resources in Addison County.

CHAPTER 3

CURRENT TRANSIT SERVICES

INTRODUCTION

This chapter includes a description and assessment transit services in the area in 2001 - 2002, with the focus on ACTR and the services that it provides. This review is important because it will provide the basis for designing new or revising existing public transit service improvements; in a manner that leaves effective current services intact, while adjusting services that could be improved. The description of ACTR's services has been reviewed by ACTR staff to ensure that an accurate and complete picture of the system is provided. It is important to note that in January 2002, ACTR welcomed a new Executive Director to the system -- Jim Moulton. Previous to his arrival, the consultants were working with Vi Brace, who retired over the winter.

The study team also has developed an inventory of other publicly funded, private non-profit agency transportation services, as well as services provided by private for-profit companies (intercity bus, taxi, etc.). A description of these services is presented in the second part of this chapter.

REVIEW OF PREVIOUS 2001-02 ACTR SERVICES

ACTR, headquartered in Middlebury, VT, provides fixed-route, subscription, demand-response, Medicaid, and other human service transportation and rideshare/ridematch/ride referral services for all of Addison County. ACTR also contracted with a private provider for the "Safe

Rides” program at Middlebury College. As of September 2002, the college elected to provide this service internally. ACTR is no longer involved in this program that shuttles college students around campus between 10:00 p.m. and 2:00 a.m., Friday and Saturday nights during the academic year. ACTR’s goals are defined as the following:

“To provide for improved transportation services available to the general public, including all Addison County residents and Human Service Agencies, as well as tourists entering or leaving the area.

To provide necessary mobility to the ‘transportation disadvantaged’- particularly low income, disabled, youth, and elderly individuals, who cannot access jobs, medical and social services, education, child care, stores, or participation in their respective communities.

To contribute to the economic vitality of the region by improving access to employers, commercial establishments, and recreational facilities.”

ACTR Governance

ACTR is a not-for-profit public transit organization, operating under 501c(3) status. Policy at ACTR is made by a six member Board of Directors composed of a Chairperson, Vice-Chair, Treasurer, and Secretary, and two additional members representing human service agencies, and local non-profit organizations. The majority of members are town representatives from the county, as required in ACTR’s by-laws. The additional members are nominated and voted on by the executive members of the existing board. ACTR is in the process of expanding the board of directors, and hopes to have more members and subsequently more subcommittees in the future. ACTR’s board meets monthly to discuss issues surrounding the transportation provider.

Service Summary

This review of services includes activities in FY 2001 and 2002. Since that time, new management has enacted many of the recommendations discussed in Chapter 5 of this plan. The system in FY 2001 and 2002 operated two regular fixed routes as well as subscription, demand-

response, and ridematch/rideshare services for Addison County. Both fixed routes operate on weekdays, and the Middlebury Shuttle Bus also operates on weekends from 9:00 a.m. to 5:30 p.m. Figure 3-1 presents a system map of service in FY 2001-2002. Table 3-1 presents basic service characteristics for ACTR services in 2001. These characteristics changed as of September 2002.

The system previously contracted with a private, for-profit company for a shuttle service serving Middlebury College students on the weekends. Finally, ACTR operates the ridesharing program for the region.

Major sites served by ACTR include Middlebury College, the State Office Buildings (including VT Department of Prevention, Assistance, Transition, and Health Access (PATH)), several affordable apartments, Goodrich Corporation, the Marble Works in Middlebury, Porter Medical Center, Northland Job Corps in Vergennes, Middlebury Union Middle and High School, and several shopping destinations.

The system is funded by a combination of Federal grants, Vermont state funding grants, local funding/contracts, and human service agencies, most notably the Champlain Valley Agency on Aging (CVAA). All rides on ACTR's buses are free - there is no fare charged on any of ACTR's services.

ACTR Administration and Staff

ACTR maintains a staff of 20 persons, not including the large pool of volunteer drivers. There are six administrative/operations positions including the Executive Director who reports to the Board of Directors. Other administrative staff includes a Fiscal Manager, an Office Manager, two dispatchers, and a project development/rideshare/marketing manager. ACTR employs 14 drivers, some of whom work as few as four hours per week and some as many as 35 hours per week. These employees operate the equivalent of six full-time vehicles. In addition to paid drivers, ACTR also relies heavily on a pool of approximately 35 volunteer drivers.

Maintenance on the ACTR fleet is coordinated and scheduled by the lead bus driver/driver supervisor. Volunteer drivers operate most of ACTR's demand-response and ride share services, and make use of their own personal vehicles. The reimbursement rate paid to them by

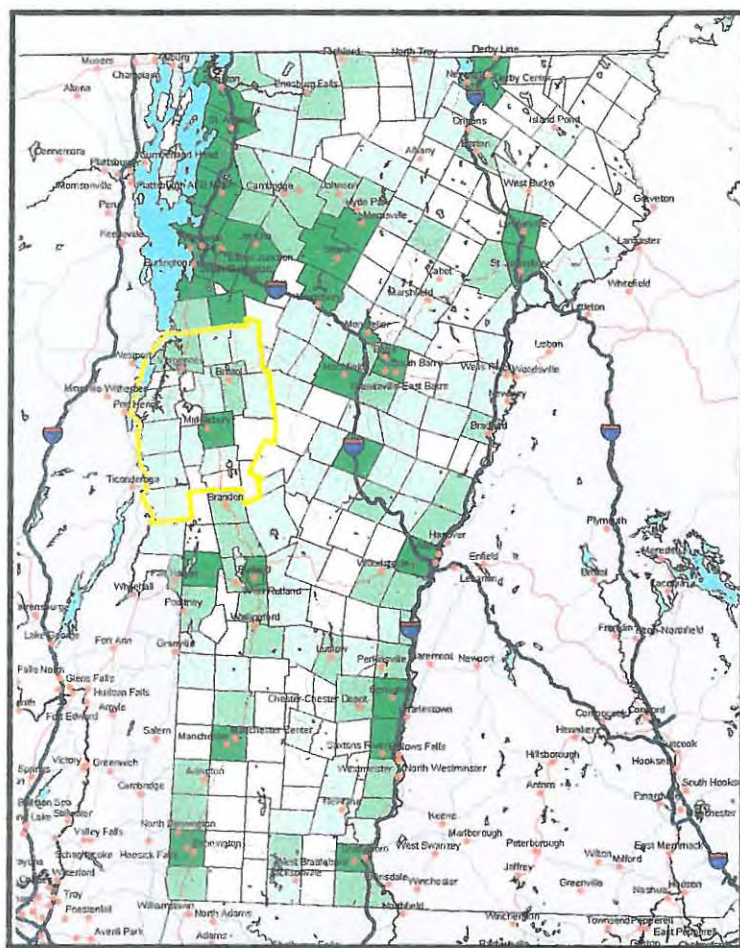
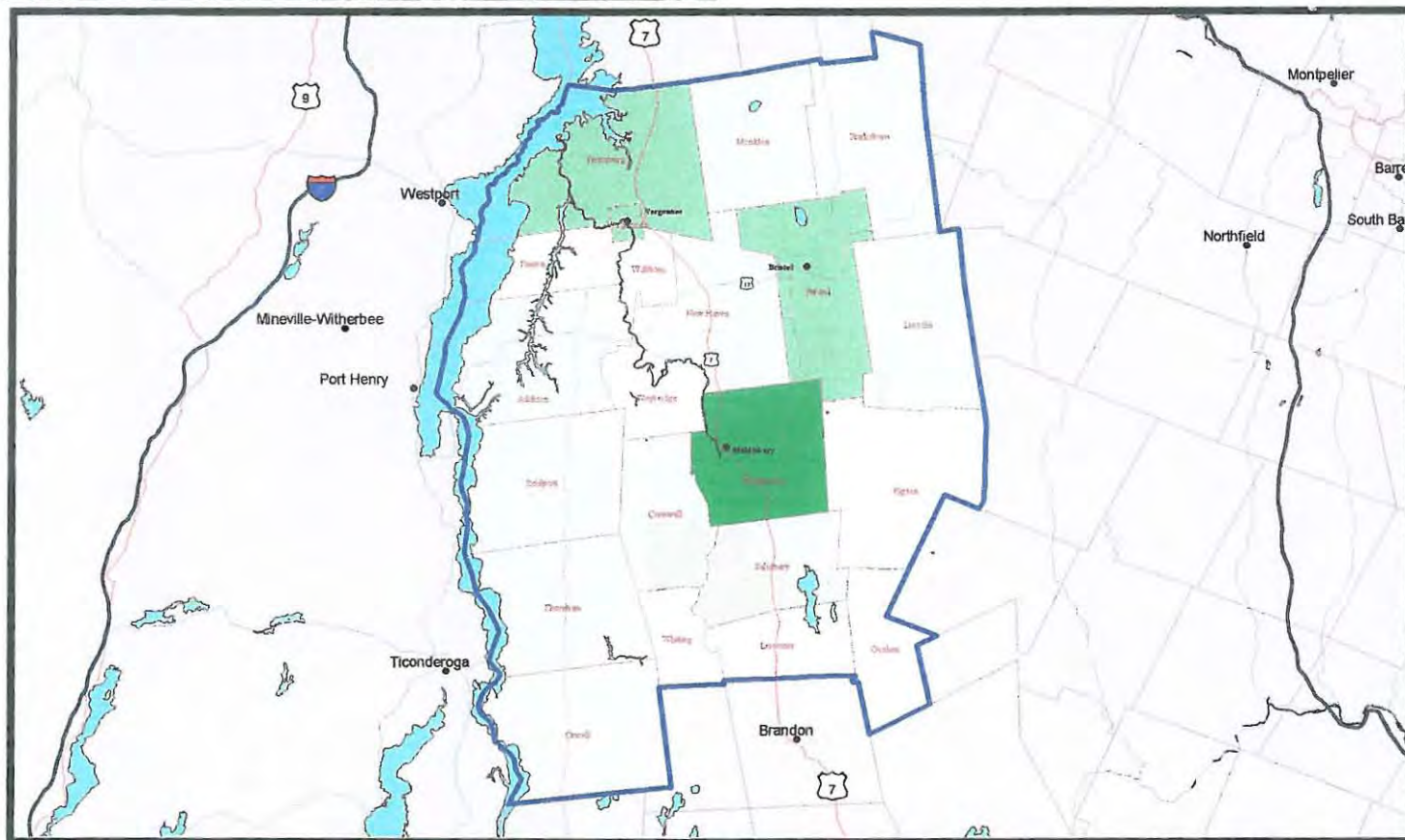
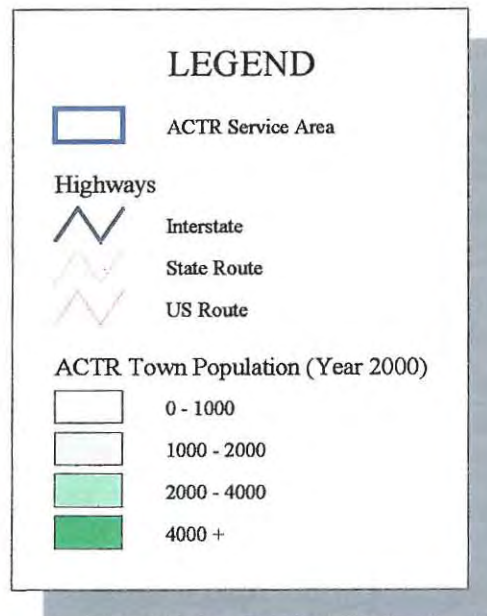


Figure 2-5:
OVERALL YEAR 2000
TOWN POPULATION



In addition, the western and southern parts of the county were identified as moderate need in the percentage ranking. These lower-density areas that have relatively higher percentages of the population with transit needs characteristics may be good candidates for demand-responsive service, while the higher-density areas may be good candidates for fixed-route or route deviation services.

MAJOR TRIP GENERATORS (ORIGINS/DESTINATIONS/OTHER ISSUES)

Part of the process of conducting a needs assessment is to analyze those origins and destinations to which transit users would be likely to need access. They include major medical facilities, shopping, housing, schools and technical centers, employment locations, and human service agencies. A list containing the identified major trip generators is presented in Table 2-1.

Human Service Agencies

Human service agencies are one of the primary destinations for many systems such as ACTR and its passengers. With the exception of a few agencies, the majority of agencies are based in the town of Middlebury. Figure 2-6 presents the location of these agencies graphically.

High Density Housing

High-density housing locations, such as apartments and mobile home parks, are complexes or subdivisions that offer opportunities for serving large numbers of persons within a confined geographic area. While population density provides a means of identifying geographic areas of high density, apartments and other high-density housing locations provide more specific data on these areas. Figure 2-7 provides a map of their locations. The majority of the locations are in Middlebury, Vergennes, and Bristol, but others can be found in Starksboro and Shoreham.

Table 2-1: ACTR SERVICE AREA MAJOR TRIP GENERATORS

Name	Address	Town	Zip Code
<i>Human Service Agencies</i>			
Addison County Community Action	200 Boardman St	Middlebury	05753
Addison County Community Trust	282 Broadman St.	Middlebury	05753
Addison County Court Diversion	282 Boardman Street	Middlebury	05753
Addison County Home Health & Hospice	Route 7	New Haven	05472
Addison County Parent Child Center	126 Monroe St	Middlebury	05753
Boys & Girls Club of Vergennes	37 Monkton Rd	Vergennes	05491
Bristol Family Center	16 Orchard Terrace	Bristol	05443
Champlain Valley Agency on Aging	programs in	Bridport	05734
Champlain Valley Head Start	63 Maple St	Middlebury	05753
Counseling Service of Addison County	89 Main St	Middlebury	05753
Department of Employment & Training	700 Exchange Street	Middlebury	05753
Elderly Service, Inc	27 N Pleasant St	Middlebury	05753
Elderly Services	Route 7	Middlebury	05753
Health Department/ WIC	700 Exchange St	Middlebury	05753
Mary Johnson Children's Center	81 Water St.	Middlebury	05753
Otter Creek Child Center	15 Weybridge St.	Middlebury	05753
PATH	700 Exchange St	Middlebury	05753
Social & Rehabilitation Services	700 Exchange Street	Middlebury	05753
United Way	2 Court St	Middlebury	05753
VABIR	282 Broadman St.	Middlebury	05753
Vocational Rehabilitation	282 Broadman St.	Middlebury	05753
WomenSafe	12 Seymour St	Middlebury	05753
		Bristol	05443
		Middlebury	05753
		Vergennes	05491
<i>High- Density Housing</i>			
Briarwood Apartments	Valley View Dr	Middlebury	05753
Eaglewood Apartments	Hillside Dr	Vergennes	05491
Hillside Manor	Big Hollow Rd	Starksboro	05487
Lauritsen	31 Pine St	Bristol	05443
Lazy Brook	Huntington Hollow Rd	Starksboro	05487
Maple Ridge	Route 116	Bristol	05443
Middlebury Commons	50 Buttolph Dr	Middlebury	05753
Monte Verde Apartments	192 Route 74	Shoreham	05770
Moutain View Apartments	Main St Route 125	Hancock	05748
Otter Creek	Panton Rd	Vergennes	05491
Otterside Apartments	51 Seymour St	Middlebury	05753
Pine Meadow Family Housing	Jackson Ln	Middlebury	05753
Valley View Apartments II	Walker Ave	Vergennes	05491
Weybridge Street Apartments	55 Weybridge St	Middlebury	05753
<i>Educational Facilities</i>			
Bristol Elementary School	57 Mountain St.	Bristol	05443
Community College	223 Battell Block	Middlebury	05753
Community College of Vermont	10 Merchants Row	Middlebury	05753
Mary Hogan Elementary School	Mary Hogan Drive	Middlebury	05753
Middlebury College	College St	Middlebury	05753
Middlebury Union High School	73 Charles Ave	Middlebury	05753

Table 2-1: ACTR SERVICE AREA MAJOR TRIP GENERATORS

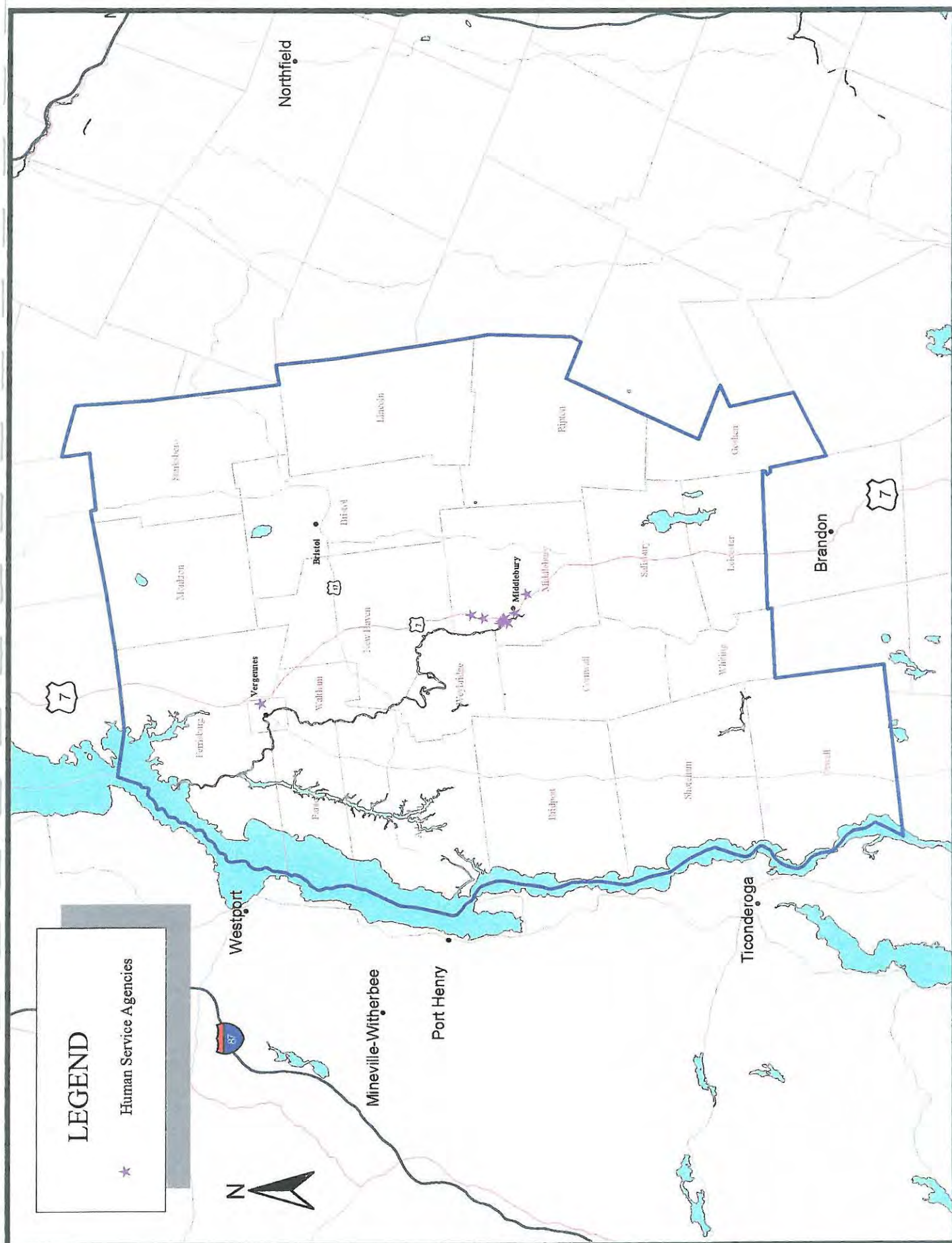
Name	Address	Town	Zip Code
Middlebury Union Middle School	Middle Road	Middlebury	05753
Mt. Abraham Union High School	7 Airport Dr	Bristol	05443
New Haven Special Education	73 North St	New Haven	05472
Northlands Job Corps Center	100 MacDonough Dr	Vergennes	05491
Patricia A. Hannaford Career Center	Charles Avenue	Middlebury	05753
The Bridge School	2 Exchange Street	Middlebury	05753
Vergennes High School	50 Monkton Rd	Vergennes	05491
Vermont Adult Learning	282 Boardman St	Middlebury	05753
<i>Shopping Destinations</i>			
7 and 17 Market	Rt 7 & Rt 17	New Haven	05472
Addison 4 Corners Store	4934 Vermont Route 22A	Vergennes	05491
Ben Franklin	63 Main St	Middlebury	05753
Bristol Market	28 North St	Bristol	05443
Burnett's Country Store	3074 Jersey St	Vergennes	05491
Champlain Discount Foods	2 Old Main St	Vergennes	05491
Champlain Farms	25 Court St	Middlebury	05753
Gators	3191 S 116 Rd	Bristol	05443
JC Penny Company	2877 Ethan Allen Highway	New Haven	05472
Lincoln General Store	17 E River Rd	Bristol	05443
Marble Works	Maple Street	Middlebury	05753
Middlebury Discount Foods	55 Middle Rd N	Middlebury	05753
Middlebury Natural Food Coop	1 Washington St.	Middlebury	05753
Otter Creek Food Co-Op	235 Main St	Vergennes	05491
Pratts Store Inc	Route 22 A and 125	Bridport	05734
Ripton Country Store	Route 125	Ripton	05766
Shaw's	8 Washington St	Middlebury	05753
Shaw's	4 Main St	Bristol	05443
Starksboro Country Store	RR 116	Starksboro	05487
Super Foodmart	Route 7 S	Middlebury	05753
Super Value Foods	115 C Monkton Rd	Vergennes	05491
Vergennes Foods Incorporated	50 Green St	Vergennes	05491
Village Corner Store	26 Main St	Bristol	05443
Village Green Market	Townhill Rd	New Haven	05472
West Addison General Store	3449 Route 17 W	Vergennes	05491
<i>Medical Destinations</i>			
Darmouth-Hitchcock Medical Center		Lebanon/Hanover, NH	
Doctors Offices around Hospital	101 Collins Dr	Middlebury	05753
Fletcher Allen Hospital	111 Colchester Avenue	Burlington	05401
Helen Porter Nursing Home	South St.	Middlebury	05753
Open Door Clinic		Bristol	05443
Porter Hospital	115 Porter Dr	Middlebury	05753
Rutland Medical Center	160 Allen St.	Rutland	05701
<i>Major Employers (25+ employees)</i>			
A Johnson Co	995 S Rt 116	Bristol	05443
Addison Central Elementary School	121 VT Rt 17 W	Vergennes	05491
Addison Central Supervisory Union	1 Charles Ave	Middlebury	05753
Addison County Home Health & Hospice	Route 7	New Haven	05472
Addison Family Court	7 Mahady Ct	Middlebury	05753

Table 2-1: ACTR SERVICE AREA MAJOR TRIP GENERATORS

Name	Address	Town	Zip Code
Agri-Mark Cabot, Inc	95 Exchange St	Middlebury	05753
Agway, Inc	46 Exchange St	Middlebury	05753
American Hard Cider Company	P O Box 757	Middlebury	05753
Ames Department Stores	Rt 7	Middlebury	05753
Autumn-Harp Inc	61 Pine St	Bristol	05443
B F Goodrich Aerospace	100 Pantan Rd	Vergennes	05491
Basin Harbor Club	Basin Harbor Rd	Vergennes	05491
Beeman Elementary School	50 North St	New Haven	05472
Bread Loaf Corporation	1293 Route 7 S	Middlebury	05753
Bridge School	2 Exchange St.	Middlebury	05753
Bridport Central School	Rt 22A	Bridport	05734
Bristol Elementary School	9 Airport Dr	Bristol	05443
Bristol Elementary School	57 Mountain St	Bristol	05443
C P C Of Vermont, Inc	227 Pond Rd	Middlebury	05753
Co-Operative Insurance Companies	292 Colonial Dr	Middlebury	05753
Counseling Service of Addison County	89 Main St	Middlebury	05753
Country Home Products, Inc	Meigs Road	Vergennes	05491
Country Peddler	P O Box 798	Middlebury	05753
Dock Doctors	19 Little Otter Ln	Ferrisburg	05456
Dog Team Tavern	Dog Team Rd	New Haven	05472
DTC	88 Mainelli Rd	Middlebury	05753
Elderly Services, Inc	27 N Pleasant St	Middlebury	05753
Feed Commodities International, LLC	Main St	Vergennes	05491
Fire & Ice Restaurant	26 Seymour St	Middlebury	05753
G Stone Motors	P O Box 527	Middlebury	05753
Geiger of Austria, Inc	38 Pond Ln	Middlebury	05753
H J Heinz Company	River Road	New Haven	05472
John D Bell	116 Porter Dr	Middlebury	05753
Joseph P Carrara and Sons, Inc	Route 116	Middlebury	05753
Kinney Drug	Monkton Rd	Vergennes	05491
Langrock Sperry & Wool LLC	111 S Pleasant St	Middlebury	05753
Lathroe Claire Band Mill Inc	River St	Bristol	05443
Macintyre Fuels Inc	103 Exchange St	Middlebury	05753
Maple Landmark, Inc	1297 Exchange St	Middlebury	05753
Mary Hogan Elementary School	Mary Hogan Drive	Middlebury	05753
Middlebury College	College St	Middlebury	05753
Middlebury District Office	700 Exchange St	Middlebury	05753
Middlebury Family Health	44 Collins Dr	Middlebury	05753
Middlebury Fence Division	152 Merino St	Bridport	05734
Middlebury Union High School	Charles Avenue	Middlebury	05753
Middlebury Union Middle School	Middle Road	Middlebury	05753
Mister Ups Restaurant, Inc	25 Bakery Ln	Middlebury	05753
Monkton Central School	P O Box 40	Monkton	05469
Monument Farms	2722 Weybridge Rd	Middlebury	05753
Monument Farms Dairy	2107 James Rd	Middlebury	05753
Nathaniel Electronics	101 Pantan Rd	Vergennes	05491
National Bank	32 Main St	Middlebury	05753
Omni Group	28 Munsill Avenue	Bristol	05443
Orwell Village School	Main St	Orwell	05760
Otter Creek Brewing, Inc	85 Exchange St	Middlebury	05753
Patricia A. Hannaford Career Center	Charles Avenue	Middlebury	05753
Porter Hospital Inc	20 Armory Lane	Vergennes	05491

Table 2-1: ACTR SERVICE AREA MAJOR TRIP GENERATORS

Name	Address	Town	Zip Code
Porter Medical Center, Inc	75 South Street	Middlebury	05753
Questech Metals	111 Exchange St	Middlebury	05753
Retail Vision Inc	23 Pond Ln	Middlebury	05753
Robinson Elementary School	43 Parsonage Rd	Starksboro	05487
Saint Mary's Church	19 College St	Middlebury	05753
Salzburg Seminar in American Studies	152 Maple St	Middlebury	05753
Sentinal Pines Orchard	Witherell Rd	Shoreham	05770
Shaw's	4 Main Street	Bristol	05443
Shoreham School, Inc	130 School Rd	Shoreham	05770
Silver Creek Restaurant Corp	RR 7 Box S	Middlebury	05753
Social Rehabilitation Services	100 Exchange St	Middlebury	05753
Specialty Filaments, Inc	RR 116	Middlebury	05753
Swift House Inn	25 Stewart Ln	Middlebury	05753
The Omni Group	28 Munsill Avenue	Bristol	05443
The Standard Register Company, Inc	1741 Route 7 South	Middlebury	05753
Togos Pizza	197 Main St	Vergennes	05491
Town of Middlebury	94 Main St	Middlebury	05753
Tully & Marie's Restaurant	5 Bakery Lane	Middlebury	05753
Tutorial Assistance Program	185 Main St	Vergennes	05491
United States Postal Service	10 Main St	Middlebury	05753
Vemas Corporation	1197 Exchange St	Middlebury	05753
Vergennes Area Rescue Squad	P O Box 11	Vergennes	05491
Vergennes School District	43 East St	Vergennes	05491
Vergennes Super Value Foods	115 Monkton Rd	Vergennes	05491
Vergennes Union High School	50 Monkton Rd	Vergennes	05491
Vermont Department of Corrections	700 Exchange St	Middlebury	05753
Vermont Elks Association	P O Box 166	Ripton	05766
Waybury Inn	Rt 125	East Middlebury	05740
William Holdman, Inc	202 Mainelli Rd	Middlebury	05753
Your Turn Consignment Shop	151 Main St	Vergennes	05491



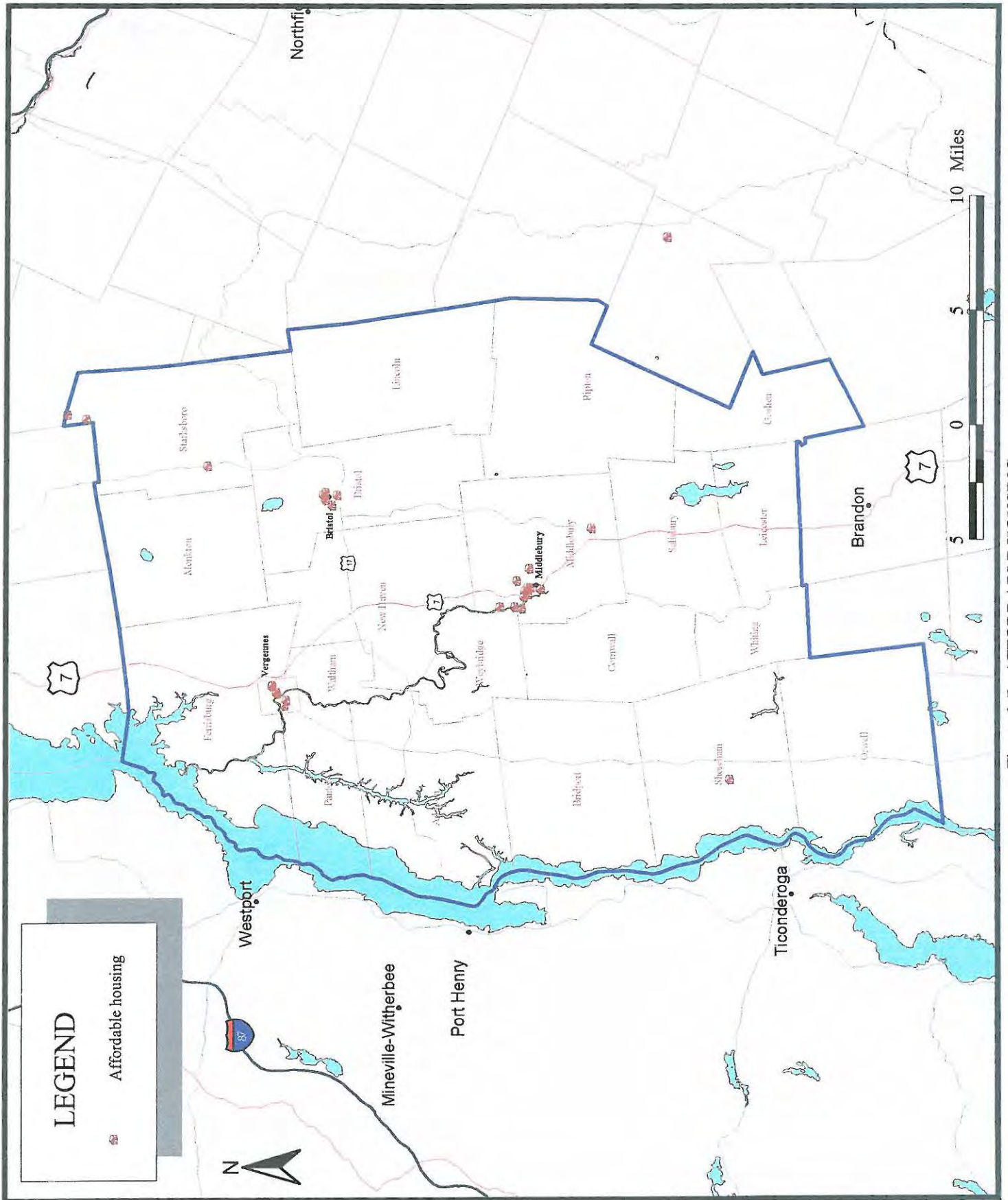


Figure 2-7: AFFORDABLE HOUSING

The Shuttle serves several important destinations within Middlebury, including Middlebury College, Porter Hospital, Middlebury Union High School and Middle school, Marble Works, PATH, and several major employers, affordable housing locations, and shopping destinations.

This route required one vehicle, operating a total of 16 hours each weekday, and 7.5 hours each Saturday and Sunday. The Middlebury Shuttle Bus required 53,709 revenue miles and 4,944 revenue hours to serve 20,273 passengers in FY 2001 at a total operating cost of \$98,086. Productivity on the route was 4.1 passengers per hour and .38 passengers per mile. Operating cost per passenger was estimated at \$4.84.

Tri-Town Shuttle – Middlebury-Bristol-Vergennes

The Tri-Town shuttle operated between Middlebury, Bristol, and Vergennes, making six round trips daily (in FY 2001-2002). It continues to operate at this time, but the route has changed as described in Chapter 5. This bus served several major destinations in all three towns, including Porter Hospital, PATH, Northland Job Corps in Vergennes, Goodrich Corporation, and Bristol Green. See Figure 3-3 for a map of the route up until September 2002. The service ran Monday through Friday from 5:15 a.m. to 6:30 p.m., with a lunch break between 11:30 a.m. and 1:00 p.m. Headways varied with each run, but are approximately every two hours. The Tri-Town continued to be operated with JARC funds and there is no fare for passengers.

It should be noted that the Tri-Town Shuttle began running service in September 2000, so data for this route is not complete for an entire fiscal year. Unfortunately, the ridership numbers were very low, at 1.2 one-way trips per hour. Since the new route was implemented, ridership has steadily increased.

This route required one vehicle, operating a total of 10.5 hours each weekday. The Tri-Town Shuttle route required 73,896 revenue miles and 2,950 revenue hours to serve 3,455 passengers in FY 2001 at a total operating cost of \$73,599. Productivity on the route was 1.17 passengers per hour and .05 passengers per mile. Operating cost per passenger was \$21.30.

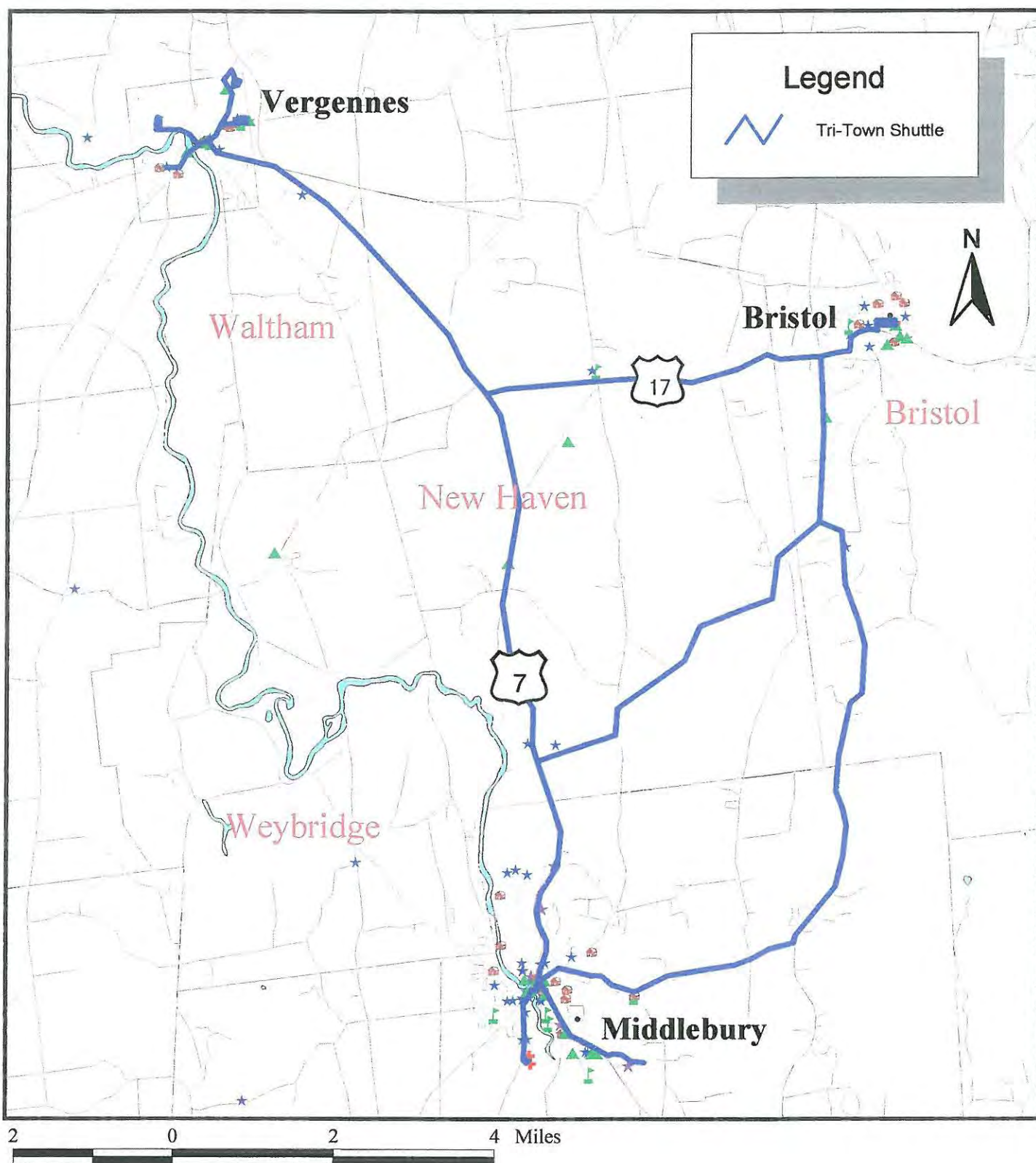


Figure 3-3: PREVIOUS TRI-TOWN SHUTTLE ROUTE (FY2001-2002)

OTHER PROGRAMS OPERATED BY ACTR

Medicaid/Reach-Up

ACTR's Medicaid service is operated almost entirely through volunteer drivers, who are reimbursed at a rate of \$.33/mile. Mileage reimbursement forms are used to ensure accurate mileage reporting, and ACTR only reimburses for authorized trips through the agency. ACTR requests that passengers make reservations at least 24 hours in advance for service.

This service provided 26,474 one-way trips in FY00, at an annual cost of \$302,353. This averages out to approximately \$11.42 per passenger trip, which is not extraordinarily high considering the high mileage and administrative time required to provide this type of service.

Ridematch/Rideshare Program

ACTR operates the ridematch/rideshare program to provide carpool and vanpool matching in the area. ACTR receives ridesharing funds from VTrans to fund this program. ACTR began offering this service in November 1992. ACTR matches people who need a ride to volunteer drivers who use their own vehicles to transport passengers. Ridematch services continue to increase each year. ACTR is also the area broker for Vermont Rideshare, the statewide program that promotes carpooling. According to a 2001 report compiled by VTrans, ACTR provided 10,571 one-way trips using their Rideshare program in FY01, and 6,330 one-way trips using Ridematch. The annual cost of providing these two services was \$119,489, most of which (\$84,000) is spent on volunteer driver reimbursement.

Champlain Valley Agency of Aging Nutrition Site/Meal Delivery Program/Medical

ACTR operates several services under a Section 5310 grant contract with the CVAA. Section 5310 grants are federal funds designated for use in transporting senior or disabled passengers. There are two major nutrition sites that ACTR provides transportation to and from. These are the Russ Scholes Center in Middlebury and the Eagles Club in Vergennes. Two vans

in the ACTR fleet are dedicated to providing nutrition services (see Table 3-2) through the CVAA. One of these vans is stationed in Vergennes, and provides subscription services to the nutrition site in Vergennes for seniors in Vergennes, Bristol, Ferrisburg, Starksboro, and Monkton. This vehicle also delivers meals on Tuesdays and Thursdays in the northern part of the county. The van is used Monday through Thursday from 9:00 a.m. until 3:00 p.m. The second vehicle is stationed in Middlebury, and provides the same nutrition and meal delivery services for residents in the town of Middlebury and southern parts of the county. On Mondays and Wednesdays, this van is in service from 9:00 a.m. until 2:00 p.m., and delivers meals in Bridport, Shorham, and Whiting. On Tuesdays and Thursdays, the van is in service from 9:00 a.m. until 4:00 p.m., and delivers meals to Middlebury and Cornwall.

ACTR provides up to eight medical trips per month for senior citizens of Addison County through a grant provided by the CVAA. Two of these trips may be used for shopping if the client doesn't own a vehicle or is unable to drive themselves. This service is also provided through volunteer drivers, who are reimbursed \$.33/mile.

Contracted Service

ACTR contracts with a public, for-profit organization for late night service to Middlebury College. The "Safe Rides" van operates on Friday and Saturday nights from 10:00 p.m. until 2:00am around the campus and town during the school year. The van provided a safe ride home for 9,975 students in the last school year, as reported by ACTR.

OTHER PUBLICLY FUNDED TRANSPORTATION

Human Service Agencies

There are several human service agencies in the ACTR service area. For those agencies that were known to have vehicles, the study team contacted each one by telephone to ask what services they provided and to solicit some details concerning their transportation programs. Agencies that do not own or operate vehicles were mailed surveys that asked a variety of

questions about their programs and how their clients accessed their program sites. The survey also asked about unmet client transportation needs in the area. The information gathered through this effort is presented below.

Providers

The following agencies were identified as transportation providers:

- Addison County Parent Child Center
- Community Associates (a program operated under Counseling Service of Addison County)
- Elderly Services, Inc

We were able to gather information from all of these providers. The information gathered is presented below.

Addison County Parent Child Center

The Addison County Parent Child Center is a private, non-profit agency located in downtown Middlebury. The Parent Child Center offers programs to Addison County residents, especially teens who are pregnant, at risk, or mothering small children. Currently the Center operates two vans (a minivan sold to ACTR in 2002), the oldest of which is a 1994 lift-equipped raised roof van that was purchased with Section 5310 funds (90%) and local match (10%). The other two vans are 1997 and 2000 and are not lift equipped. Both have 15 seats and were purchased through local funds.

During the last fiscal year, the Parent Child Center operated a total of approximately 40,000 miles and 1,000 vehicle hours to provide service to 1,500 clients, 450 of who are transit dependent. The cost of this service to the agency was \$48,916. The major source of funding for the Parent Child Center in FY01 was the Vermont Department of Social and Rehabilitation Services, who provided \$36,000 to the Parent Child Center for operation of transportation services. ACTR also supported the center's transportation with \$4,156.

The Parent Child Center identified transit capacity and budget as the primary barriers to transportation to their program. They sometimes have to put clients on a wait-list for program services due to lack of space on agency vehicles. Safety is a major concern for the Parent Child Center, since they are transporting very young children who require child seats in the van. The director also cited flexibility in current transportation service to be a problem, as many mothers do not work traditional hours. Another interesting transportation challenge was mentioned: "Due to the lack of affordable housing in the three main population centers, people are increasingly living in very rural settings." This creates a major problem for effective transportation.

Community Associates

Community Associates is a program operated under The Counseling Service of Addison County. It is a private, non-profit organization that provides various programs including employment, family services, community integration, transportation, and residential services to residents of Addison County that have been diagnosed with developmental disabilities. Community Associates serves 175 clients in the county, 170 of which are unable to drive or are dependent on some sort of transportation assistance. The program operates eight vehicles, all of which were purchased between 1996 and 1999. Seven of these vehicles are vans, and one is a station wagon. With the exception of one van listed in "fair" condition, all the vehicles are reported to be in either good or excellent condition. Four of the vans are lift equipped. The primary funding source for capital procurement is Medicaid funding associated with this program which was used to purchase six of the eight vehicles. The other two vans were purchased using FTA Section 5310 funds. In FY01, Community Associates operated a total of 100,675 miles in approximately 3,450 hours, at a total cost of \$55,679.

Community Associates also purchases transportation service from Addison County Project Independence (Elderly Services, Inc.) for adult day care. The Project Independence van provided approximately 1,680 one-way trips for the Community Associates at a cost of \$7.50/trip. The total cost of the service in FY01 was \$12,600.

Elderly Services, Inc

Elderly Services, Inc. is located in downtown Middlebury, and has operated Project Independence in Middlebury since 1981. Project Independence is an adult day center providing transportation, social activities, meals, and specialized care for elderly residents of Addison County. The center is open Monday through Friday from 7:30 a.m. until 7:00 p.m., and Saturdays from 7:30 a.m. until 2:30 p.m. In 1999 and 2000, the center provided services to 182 elderly citizens of Addison County, representing nearly every town in Addison County. Elderly Services operates two shifts for clients to participate in. The first shift is from 7:30 a.m. until 12 noon; the second shift runs from 2:30 p.m. until 7:00 p.m. Each shift has approximately 40 clients participating.

Elderly Services operates seven lift-equipped vans for service to the center in Middlebury. The routes change daily based on who is coming into the center, but there are always four vans that operate daily subscription routes. These routes go in the general direction of Vergennes/Ferris, Bristol/Starksboro, Wellshore/Bridport, and Ripton/Leister/Goshen. In FY01, Elderly Services provided 31,452 one-way trips for its clients at an annual cost of between \$170,000 and \$180,000. Although each vehicle logs between 25,000 and 30,000 miles per year, they are all kept in excellent condition. Approximately 5-8 percent of Elderly Services clients ride with ACTR. These are mainly the clients who don't require driver assistance, who are on Medicare, or who live off the "beaten path". Elderly Services reimburses staff or volunteers for use of their personal vehicle for client transportation, but this is only the case on very rare occasions, and does not contribute significantly to transportation costs.

Summary

Eighteen vehicles are operated by human service agencies in Addison County, more than twice the number of vehicles operated by ACTR. In FY2001, \$300,000 was spent by these four human service agencies. Including Medicaid, over \$600,000 was spent on human service transportation. These providers coordinate informally; however, the bulk of their transportation services are operated separately. The agencies indicated that there are no problems with this arrangement.

Non-Providers

The following agencies, that do not own or operate vehicles, were surveyed by mail for this study effort:

- United Way
- Addison County Health Department/WIC
- Champlain Valley Head Start
- Boys and Girls Club of Vergennes
- PATH
- Addison County Community Action Group
- Bristol Family Center
- Mary Johnson Children's Center
- Otter Creek Child Center
- Epilepsy Foundation of Vermont
- Champlain Valley Agency of Aging
- Specialized Community Care, Inc.

Five of these agencies responded to the survey. Those agencies include the United Way, the Boys and Girls Club of Vergennes, PATH, the Bristol Family Center, and CVAA. The information provided is presented below.

The United Way of Addison County

The United Way is a private non-profit organization located on Court St in downtown Middlebury. They provide information and referral services to residents of Addison County who are looking for human service agencies to meet specific needs. They also participate in community building and fund distribution activities. No direct transportation services are provided by the United Way.

Boys and Girls Club of Vergennes

The Boys and Girls Club of Vergennes is a private non-profit agency located on Third St in Vergennes. They provide youth development and recreation services to youth aged 6 to 18 residing in the towns of Addison, Ferrisburgh, Panton, Vergennes, and Waltham. The Boys and Girls Club serves approximately 400 clients per year, 300 of which are unable to drive or are dependent on some kind of transportation assistance. The Boys and Girls Club does not provide or purchase any kind of transportation for its clients, but sites that transportation is an issue for potential and current clients. The biggest problems are in the afternoon getting students from school to the Boys and Girls facility, and then home again. Many students lack the resources to get to the after school activities, and end up taking the school bus home and not participating until after 5:00 p.m. or 6:00 p.m. when the parents come home from work. Public transit in the afternoon was suggested for solving the problem and increasing participation in the program.

Vermont Department of Prevention, Assistance, Transition, and Health Access

PATH is located on Exchange Street in Middlebury, and is the district office for the State PATH agency. PATH provides financial and medical assistance programs, food stamps, fuel subsidies, and helping clients transition from unemployment to employment (Reach Up Case Management program). Although the agency serves all of Addison County, the eligibility for clients varies with the program for which they are applying. PATH receives approximately 257 applications for service per month. One office visit per month is required of most of those clients. In addition, there are about 100 Reach Up Case Management clients at any given time, and these clients require several office visits and other work activities requiring transportation. In all other programs, PATH serves about 1,489 clients. While 178 of these total clients do not have cars, many more own undependable transportation.

PATH purchases transportation services from Beaver's Cab either directly from their accounts, or by reimbursing their clients the fare. PATH also occasionally (3-4 times/year) reimburses staff .34 ½ cents per mile for providing trips in their personal vehicles. This is not a very common practice, as most clients either come to the office, or the staff goes to them.

PATH sites transportation as a major problem for its clients. Additional service to rural areas, evening hours for non-traditional work schedules, added assistance boarding and leaving the vehicle, child safety seats, and added route frequency on the Tri-Town Shuttle were all suggested as possible solutions to transportation problem. The biggest obstacle to transportation in Addison County was sited as available funding.

Bristol Family Center

The Bristol Family Center is a private non-profit agency located on Orchard Terrace in Bristol. The Family Center provides day care services to children aged zero to six years. Annually, the Bristol Family Center serves 58 children. Of these families, five do not have a car and are dependent on some kind of transportation assistance. The Bristol Family Center has an agreement with the Addison County Parent/Child Center to use their vehicles to transport Bristol Family Center clients. If the van is full of Parent/Child Center clients, however, no clients for the Family Center are picked up. Some of the Parent/Child Center clients use the ACTR Tri-Town Shuttle, but when coming from Vergennes, one-way trips can average over an hour and this becomes a very difficult option for families with small children. Lincoln and Vergennes were identified as the areas with the highest transportation needs. The Center commented that the most important thing that could be done to improve transit services is to have vehicles equipped for small children, and increase route frequencies on ACTR's Tri-Town Shuttle Route.

Champlain Valley Agency on Aging

CVAA is located in Winooski Vermont (just outside of Burlington) and provides many services to citizens aged 60 and above in Grand Isle, Franklin, Chittenden, and Addison Counties. The CVAA offers case management, meals on wheels, community meal sites, restaurant programs, information and referral, and health insurance counseling to the area's aging population. Annually, the CVAA serves approximately 10,000 clients, and many of these are transportation dependent.

CVAA purchases transportation services from ACTR for meals on wheels, medical transportation, nutrition, and Medicaid services. For nutrition and medical services provided on ACTR's van, the CVAA pays ACTR \$30/hour for service. In the last fiscal year, the cost of this service was \$43,288. For Medicaid and other volunteer provided services, the rate is .345 cents per mile. In the last fiscal year, CVAA paid \$35,960 for the provision of 1,231 one-way trips. The agency also purchases transportation service from local cab companies for essential services when ACTR is unable to provide a trip. In the last fiscal year, about 397 trips were purchased from cab companies at a cost of \$3,634.75. The State 5310 program and Area Agency pay for CVAA's transportation costs on aging funds. In FY01, CVAA received \$104,436 for transportation.

PRIVATE OPERATORS IN ADDISON COUNTY

Intercity Bus - Vermont Transit

There are six buses, three northbound and three southbound, that stop daily in Middlebury. The Middlebury bus stop is located on Route 7 on the east side of town at a small gas station. The bus route terminates in Burlington to the north and Albany to the south. In addition, one daily southbound bus and two daily northbound buses stop to discharge passengers only at Middlebury College. New Haven Junction (junction of Routes 7 and 17) is served by flag stops three times a day in the northbound direction and twice on the southbound. Vergennes is served by regular stops twice a day in each direction and a third time only in the northbound direction for discharge only.

Connection to Montreal is possible from Burlington, while service to Syracuse, Buffalo, and New York City is available from Albany.

Taxis and Private Bus Operators

Joe's Taxi Service

The person with whom the KFH Group spoke at Joe's Taxi Service, in Leicester, was a repairman unsure of many details of the company's operation. He estimated that there are two vehicles, and said that he thinks that they are cell phone equipped.

Beaver's Cab, Jessica's Vital Transit, and Middlebury Transit

Information was unavailable from Beaver's Cab, Jessica's Vital Transit, and Middlebury Transit.

Amtrak

Currently, there is no passenger train service in Addison County. There is, however, the possibility of extending the Champlain Flyer to include service to Vergennes and Middlebury in the future. This train currently serves Charlotte, Shelburne, and Burlington in Chittenden County to the North, but plans are being reviewed to extend the line north to Essex and possibly south at a later date.

CONCLUSIONS

This assessment of services suggested several directions to follow in the development of service and organizational alternatives. These included:

1. Review of Tri-Town Shuttle regarding potential for reducing costs and/or increasing ridership. Please note that based on the plan recommendations, this has been accomplished with a resultant increase in ridership.
2. Review of the Middlebury Shuttle Bus route to increase ridership by decreasing travel times on the bus, and to decrease costs. This could include reducing the hours of service to focus on the most productive times, increasing service

frequency by adding vehicles, or adjusting the schedule and stops to better serve commuters. Please note that based on the plan recommendations, this has been accomplished with a resultant increase in ridership.

3. Other issues:

- Long-term operations/administration facility needs
- Appropriate role in intermodal projects, with either Vermont Transit, or new train service
- Regional coordination needs/opportunities (connections with other regional providers in Burlington and Rutland and also with Vermont Transit)
- Organizational alternatives; forming a transit district with either Marble Valley Regional Transit District to the south, or Chittenden County Transit Authority to the north
- Marketing needs
- Increased efforts to obtain local support from the town and college and other entities.

Generally, the existing services of ACTR were performing fairly well when compared to similar services elsewhere in Vermont. Since September 2002, service changes recommended in the plan and implemented by ACTR have shown significant improvements. The key issues are developing a system with adequate financial and local support to continue (and expand) this level of service. The recent state policy changes regarding VTrans support for the JARC services poses a major challenge for ACTR that may require addressing issues other than service design refinements as a priority — it is likely that any new service starts will be recommended in the later years of the five year plan.

CHAPTER 4

SERVICE AND ORGANIZATIONAL ALTERNATIVES

The purpose of this chapter is to present a range of options for improving public transit services in Addison County. Needs are compared with the existing services in order to develop meaningful alternatives. Various scenarios are formulated, discussed, and evaluated for potential inclusion in the recommended plan.

The chapter begins with a summary of transit needs and an assessment of the potential for transit services in the area. The summary of transit needs presented below concludes that public transit services are needed throughout the area, but that the type of transit services should vary in different areas depending on local area needs and population densities.

These options were first presented to the Addison County Regional Planning Commission's (ACRPC) Transportation Advisory Committee (TAC) and the ACTR management and Board who selected the options to be presented to the public and included in the plan. Written comments were also solicited and collected. Based on local input, options were rejected, modified, or included in ACTR's plan.

The implementation of service improvements in future years will be dependent on the availability of increased funds. The options identified for immediate implementation are constrained by known funding levels for FY 2003. Future years take the availability of funds into account, but are not fiscally constrained.

Service Options are based on our analysis of the data in Chapters 2 and 3. Basic options for the next five years have been developed that address the goals and concerns for public transit in the area. Alternatives address:

1. Improving the ridership and effectiveness of the Tri-Town Shuttle through different route designs,
2. Improving the ridership and effectiveness of the Middlebury Shuttle Bus,
3. Provision of service needs in Vergennes,
4. Provision of service needs in rural areas, and
5. Commuter needs along US Rt. 7.

Options have been examined in terms of how well they serve the identified markets, the degree to which they address adopted local and Vermont state goals for transit, the service type, likely impacts on operating costs and ridership, capital requirements, and any other particular needs or requirements.

Organizational Options are also presented that address administrative and organizational issues. As with the service options, organizational alternatives presented are discussed in terms of their advantages and disadvantages, cost implications, and other details that are important to the decisions at hand.

SUMMARY OF TRANSIT POTENTIAL

The results of the needs assessment, including the needs analysis, the identification of major trips generators, and data on human service agencies, were used as the foundation for the development of service options. The options were built on existing ACTR transportation arrangements and services. Several of the key findings of the needs assessment, which affected the development of alternatives, are summarized below.

Where People Live Who Need Transit

Areas of relatively high need are scattered throughout the County based on both the *number and percentage* of transit dependent persons. According to the 2000 Census, areas of relatively high need based on the *density* of these same populations are found in:

High Density	-	Middlebury, Vergennes, and Bristol
Medium Density	-	Areas surrounding three high-density areas
Low Density	-	Rest of Addison County

In addition, Middlebury has a college that has the potential for additional ridership for both employees and students. Middlebury, Vergennes, and Bristol also have some higher density and low income housing.

The location of persons who are transit dependent parallels the general public population to a large extent. For example, high concentrations or clusters of autoless households and other transit dependent persons are found in Middlebury, Vergennes and Bristol. The triangle formed by Vergennes, Bristol and Middlebury contains half of the county's population. Areas with higher percentages of their population that are transit dependent are also found in Middlebury and Vergennes, but also include the entire southern and western areas of the County. It should be noted that even though these areas represent higher clusters of transit dependent populations, there are pockets of captive riders scattered throughout the County.

Where People Need to Go on Transit

Most major trip generators in Addison County are found in Middlebury and Vergennes. Input from committee members as well as travel data indicate that many commuters in the northern part of the county commute towards Burlington, while residents in the southern part of the County commute to the Rutland area.

Appropriate Types of Transit Services

As indicated above, the concentration of potential origins and destinations will determine the types of transit service that are appropriate and the frequency of those services. The design of transit services matches potential demand with the type and frequency of service, looking for the most efficient and effective service design. Service options considered include:

- Fixed-route – small town
- Fixed route - commuter
- Rural fixed schedule
- Volunteer transportation

The potential for applying fixed-route services is assessed using overall population density as the primary indicator of the potential success. A general rule of thumb is that in order to support these more traditional fixed-route services, the overall population densities must be at least 2,000 persons per square mile, although areas with 1,000 - 2,000 may be considered for some non-traditional fixed-route services.

Based on this rule of thumb, there are few areas in the County with population concentrations (origins) that could be considered for some type of fixed-route services. Block groups capable of supporting more traditional fixed routes can be seen in Middlebury. Vergennes could support limited fixed-route. These areas have enough density that transit services could achieve productivity greater than demand-responsive services (3-4 one-way trips per vehicle hour). The remaining areas do have residents with travel needs, but are so low density that they are more likely to be candidates for fixed schedule service with service for shopping, medical, and personal needs. Those with more regular needs will continue to use the large volunteer network managed by ACTR.

OPTIONS TO BE CONSIDERED

There are a number of components to be considered in planning and improving public transit in Addison County, including:

- Institutional Change Options
- Service Options
 - Local town
 - Rural service
 - Regional commuter service
- Marketing and Promotions

The following sections present a number of options that ACTR might consider in each area along with preliminary costs, vehicle needs, and the advantages and disadvantages of each.

INSTITUTIONAL OPTIONS

Institutional arrangements for how public transit is administered in the region have been evolving over the past ten years. ACTR is a private non-profit corporation with 501©(3) status in the State of Vermont and subject to the limitations contained in the Vermont Statutes Annotated. Policy at ACTR is made by a six member Board of Directors, including a Chairman, Vice Chair, Treasurer, and Secretary.

There are a number of options that ACTR can select from to manage and operate public transit in Addison County. These include maintaining the status quo – ACTR as an independent agency, a merger with either Marble Valley Regional Transit District (MVRTD) to the south, or Chittenden County Transit Authority (CCTA), to the north.

A third change that was considered involved the creation of a Regional Transit Authority for all of Northwest Vermont, including Addison, Franklin, Grand Isle, and Chittenden. It was concluded that the creation of a new entity solely for these counties is not warranted at this time. Following is a discussion of these options. Appendix E includes the Vermont Statutes that addresses the creation of transit authorities and districts (24VSA127).

Institutional Option No. 1 – Merger with Authority or District

This option reviews the possibility of merging with one of the larger systems to the north or south.

Merger with CCTA

The creation of a Transit Authority is authorized by Vermont statute (24VSAChapter 127, S. 5101-5110). Two or more municipalities may form a Transit Authority by the majority of voters in their municipality, present and voting at an annual or special meeting called for that purpose. A Transit Authority is controlled by a Board consisting of two commissioners from

each member municipality. The Board prepares a budget and, after providing public notice to members of the legislative bodies of the member municipalities, holds a public meeting on the budget. The Board adopts the budget and apportions the net deficit among its member municipalities (the apportionment is termed an assessment) and member municipalities are compelled to pay their apportionment.

Unlike a Transit District, there is no statutory role for the state's transportation board. The powers of a Regional Transit Authority are identical to a Transit District with the exceptions that a Transit Authority does not expressly have the power to provide service in a municipality that is not a member (although CCTA is an authority and provides service by contract outside the areas of its member municipalities) and that they have the power of bonding and eminent domain.

Merger with MVRTD

A Transit District is also authorized by state statute in Vermont (24VSA Chapter 127, S.5121-5129). A Transit District generally has all the powers needed to operate a public transit service (with the exception that they do not have the power to issue bonds or the power of eminent domain). A Transit District has the traditional corporate powers, such as to buy, sell, and/or lease property, and to make contracts.

A merged Transit District would be created by the approval of voters in each of the two counties. Formation could also require the written approval of the state Transit Board. The state approval is statutorily required to be based on studies that demonstrate that the municipality involved constitutes a reasonable transit district and that funding is adequate to provide a continuing transit program.

A Transit District is controlled by a Board. The initial membership on the Board includes at least one representative appointed from each member municipality. A Transit District is funded by the Board adopting a budget that is sent to member municipalities. The Board then determines "contributions to be requested from member municipalities", although the statute provides no method for the district to compel a member municipality to make the requested contribution. The Board appoints the officers that control day-to-day operations of the Transit

District. The creation of a Transit District would not result in any appreciably different policy making or organizational structure then now exists for ACTR.

Advantages (Authority and District)

- Many of the travel needs in the region are inter-county. Planning and implementation of transit services to meet those needs would be facilitated if a Transit Authority covered multiple counties.
- Creation of a merged Regional Transit Authority/District could provide ACTR with a more stable funding program for its local share; authorities apportion local share to member municipalities and have the means to compel member municipalities to pay their apportioned amount. With a merger, it may be possible to create a new alternative and sustainable regional revenue source to replace the local property tax as the source of local funding.
- Authorities have the ability to issue bonds and the power of eminent domain.
- An authority could have lower insurance costs; because an authority is an independent governmental entity, there is a \$75,000 limit on the tort liability of a transit authority (however, this does not apply to the extent that the entity carries insurance).
- Creation of one Regional Transit Authority/District for multiple counties may result in some economies of scale for other functions – there may be administrative cost savings on functions such as training, grant management, and drug and alcohol testing (although there would probably have to be multiple operating facilities).
- A Regional Transit Authority/District is exempt from motor registration fees.

Disadvantages (Authority and District)

- It is probable that a new Regional Transit Authority/District could increase labor costs for ACTR, since CCTA's and MVRTD's pay rates are higher than ACTR's.
- ACTR would probably lose some of its local identity and maybe some local support.
- All towns in the counties may not elect to become members of the Regional Transit Authority/District and may not expressly have the power to provide service in a municipality that is not a member.

- A Regional Transit Authority/District invokes the Americans with Disabilities Act (ADA) complementary paratransit requirement.
- Merger requires considerable time and cost to create, particularly if there is a need to secure voter approval (again, it is important to keep in mind that the member municipalities could be relying on property taxes to pay their share of the costs).
- Because it is a governmental entity, a new authority would have to receive an exception from the VTrans to continue to receive Section 5310 funding (generally restricted to private non-profit corporations).
- Merging CCTA services that are funded through Section 5307 with ACTR services funded through Section 5311 creates a complication (albeit one that could be accommodated).

Conclusions – It does not appear that the merger into a Regional Transit Authority/District for Addison County is feasible in the short-term (next year or two), but may be something to consider in future years. The principal advantages for the region are the ability to provide inter-county trips, some potential cost savings due to economies of scale. For ACTR, advantages include the increased stability in terms of local funding, the limitation on tort liability, and the exemption from some taxes. The most significant disadvantages include the time and cost to create such an authority (including possible voter approval), a potential increase in labor rates, loss of control, the possibility that not all towns would elect to participate, and the increased ADA complementary paratransit requirements.

Institutional Option No. 2 - Creation of a Regional Transit Authority for all of Northwest Vermont

A second option that might be considered is for ACTR to become part of a Regional Transit Authority that covers Addison, Franklin, Grand Isle, and Chittenden County. This could involve ACTR and Network (based in St. Albans) becoming part of CCTA or possibly the creation of a new Regional Transit Authority.

Based on land use and regional trip patterns, there is a need to develop transit services to connect residents of Addison County with employment, medical services, and shopping in the greater Burlington area. A new Regional Transit Authority would make regional services easier to implement and fund.

The advantages and disadvantages of this option are similar to Option No. 1, except that it would be more difficult to implement due to the additional counties and transit systems.

Summary of Institutional Options

Both options have some advantages and disadvantages. Each has the capability to expand service in the county. However, these options do not make a convincing argument to change the status quo. The only change that helps in meeting many of the local or state goals is the creation of a new four county transit authority. **Since this change is not likely in the short-term, due to political considerations, no institutional changes are recommended at this time.**

SERVICE OPTIONS

There are two basic considerations in designing an effective and efficient transit system in the area. The system is *effective* if it meets the travel needs of the residents. This means identifying the markets for transit and determining if those markets are served. A system is *efficient* if it meets those needs in a manner that maximizes travel, while minimizing resources expended. Effectiveness is doing the right things, while efficiency is doing things right. This means providing a mix of services that is appropriate to the situation. The most challenging aspect of being efficient is to use less expensive fixed-route services in areas which can sustain those services, and then fill in with more expensive demand-responsive services in areas without sufficient densities or for persons unable to use fixed-route services -- to provide a mix of services that do not compete.

Service improvements are summarized below:

1. Middlebury Service
2. Tri-Town Service
3. Commuter/Regional Service
4. Rural Service
5. Expanded Volunteer Network

6. Coordination Activities

To the extent possible, services would be scheduled in such a way as to maximize the convenience of transfers between ACTR and neighboring systems MVRTD and CCTA. Links with potential commuter rail services are also desirable.

The service options presented below are conceptual. The actual routes selected for implementation were variations of these original options. Not all of the options are appropriate for implementation in FY 2003; some will be phased in over the five year period. Following the selection and prioritization of alternatives by the Steering Committee and ACTR, the selected options will be fully developed to include such details as costs and operating parameters. At that point, the full plan will be developed.

In-Town Shuttle

It should be noted that these recommendations with some modifications were implemented by management prior to completion of the plan. The services selected are detailed in Chapter 5.

Service Option No. 1 - Middlebury Shuttle

The Middlebury Shuttle operated a meandering, complex route through Middlebury up until September 2002. It was difficult to understand and use, requiring long ride times in a small town. The route served all major trip generators, but was ineffective. This option considered making changes to the route to make it user friendly. Direct routing will be used – that is; the route will typically operate in two-way fashion (not a one-way loop), so that passengers do not have to ride all around town. The cost of this service will be similar to FY 2002. Job Access funding for FY 2003 is \$57,723. This money is available for early morning, late evening, and weekend service.

Figure 4-1 depicts this approach, using direct routing. Under this approach, the route does not try to go past every possible origin and destination, rather it makes sure to go close to most origins and destinations.

A second part of this option to consider is service hours. Late evening and weekend service has seen light ridership. Consideration should be given to reducing service during these hours and placing the funding in a route that is more productive.

Service Option No. 2 - Tri-Town Shuttle

The Tri-Town Shuttle operated in a similar meandering fashion as the Middlebury Shuttle. The route was confusing and difficult to use. It was recommended that this route also operate in a direct manner. This change was implemented in September 2002.

It is recommended that to improve on the ridership the route should focus on the Rt. 7 corridor, with an east/west leg to Bristol, every other circuit. This route is depicted in Figure 4-2. In addition to the connections between the three largest towns in the County, this route can also serve as an internal fixed-route each time it comes through Vergennes. While going through Vergennes, it will make multiple stops, where in Middlebury it will focus on connections with the fixed-route system. It is anticipated that the Tri-Town shuttle will have a timed meet with the Middlebury Shuttle.

As with the Middlebury Shuttle, there are no additional costs associated with this change. FY 2003 Job Access funding for this route is \$62,576.

Options for Commuter/Regional Service

Service Option No. 3 - Feeder Bus to Commuter Rail

Under this option, ACTR would begin providing feeder bus services to the rail station in Vergennes to support a new commuter rail line. The State is currently exploring the possibility of implementing a commuter rail service from Vergennes and perhaps Middlebury to Union Station in Downtown Burlington with stops at Charlotte and Shelburne.

If the new commuter rail service is implemented, ACTR should make sure its current routes (Tri-Town Shuttle and a possible Rt. 7 commuter bus) service the rail stations so commuters can make connections. This service operated four hours daily would cost about \$31,000 annually.

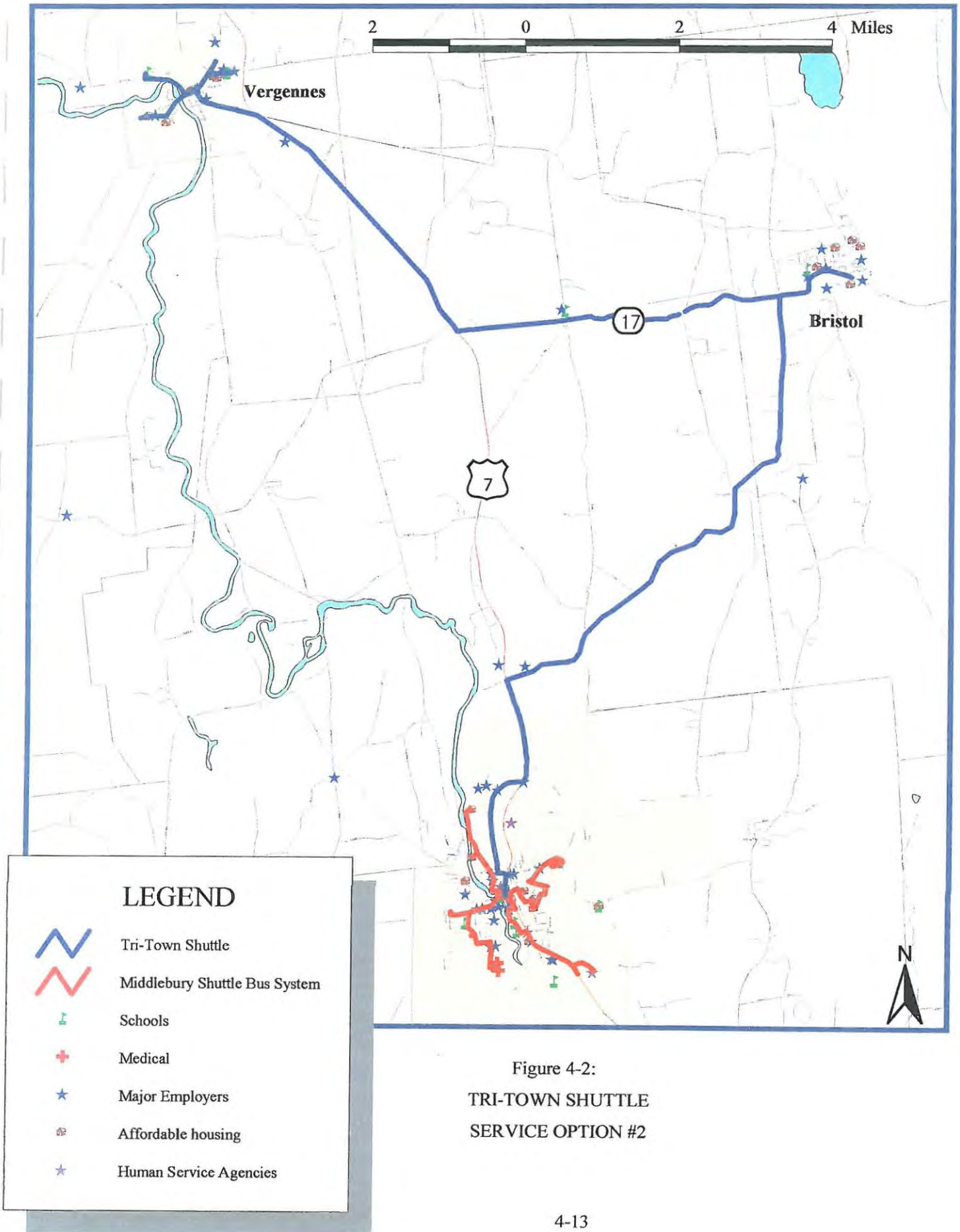


Figure 4-2:
TRI-TOWN SHUTTLE
SERVICE OPTION #2

Service Option No. 4 – Route 7 Commuter Route

In the event that the commuter rail service is not implemented, ACTR could create a commuter bus service along the same corridor. This would be an express bus route with limited stops in Middlebury, New Haven Junction, Vergennes, Ferrisburgh, and either ending at the commuter rail station in Charlotte, or going directly into Burlington. In addition, the route can be stretched south on Rt. 7 to link up with MVRTD in Brandon. This service could be peak hours only or can also include limited mid-day service. The service will be timed to meet connecting services.

The route is about 25 miles one-way and, depending on the number and location of stops, could take about 45 minutes. Assuming one AM and one PM trip, it would require about 1,000 vehicle hours annually and cost about \$31,000. This route would be an excellent candidate for Congestion Mitigation and Air Quality Improvement, or job access funding. It also may be possible to solicit contributions from employers along the routes to sponsor the service and assist ACTR in meeting the local match on this service. This service is likely to generate 6 – 8 one-way trips per hour.

These changes would improve mobility of Addison County residents, increase ridership overall, and improve access to employment. Additional employers would be served and the route could be used as both an economic development and a congestion mitigation tool.

Rural Service

Service Option No. 5 - Region-Wide Subscription Work Trips

Under this option, ACTR would offer subscription service for work trips (and other predictable trips) anywhere within the County. Groups of riders from the same or similar origins and destinations would have preference in order to maximize usage. Service would be provided on weekdays initially from about 6:00 a.m. – 9:00 a.m. and 3:00 p.m. – 6:00 p.m. These times would work well if combined with the fixed schedule service discussed below.

This concept provides an opportunity to identify employment transportation needs prior to implementing any fixed-route service in the future. It could also serve to generate interest

among employers in sponsoring this type of service. Middlebury College would be an excellent partner in this effort as college employees live throughout the county. This service would operate 1,500 hours annually at a cost of \$47,000.

Subscription services operate over a regular route with a pre-determined schedule that is based on the individual needs of users or subscribers of the services. Riders would request the trip in advance or could have “standing orders” or subscriptions. ACTR could mix these “public transit” trips in with agency, Section 5310, or Medicaid trips to make them as efficient as possible. This service could serve all areas of the County.

The countywide subscription work trips would take people to day care and then work. Depending on the response to the service, hours could be extended later in the day to provide return trips or to accommodate second shifts. However, if potential passengers are scattered throughout the County or shift times do not coincide, productivity will be low. The concept has the potential for funding support from employers.

Initially, the subscription work trips would involve two vehicles (although one vehicle could be used the first year and then expanded based on demand). Based on similar services in other states, the service could achieve a productivity of 4-6 trips per hour. The service would improve the mobility of residents throughout the county. It should also improve access to employment for residents since it would be possible to use the service to drop children at day care on the way to work.

Service Option No. 6 – Fixed Schedule Service in Areas/Times Not Served by Routes

This alternative would involve providing a fixed schedule service to particular areas of the County on particular days and times of the week, between the hours of 9:00 a.m. and 3:00 p.m. The service can have one or two designated pick-up points in each area and for persons that cannot get to a bus stop, door-to-door service would be available. This service would be available where other transit was not and would serve to group trips and improve productivity. Service would be available for medical, shopping, or other personal business.

Under this alternative, the County would be divided into four zones with service provided within each of the zones at least one day per week. Boardings and destinations are generally limited to a particular zone. Destinations will include Middlebury and Vergennes as appropriate.

Creating such a fixed schedule service operated on different days of the week would require only one additional vehicle and driver. Figure 4-3 presents four zones that could be used for this service.

This concept would increase the mobility of residents by providing general public transportation in areas of the county that are not currently receiving such a service. While the service would not be suitable for work trips, it would improve mobility to medical, shopping, and other essential life activities, particularly for medical trips for persons not eligible for Medicaid trips. The service provides additional service on a limited scale and at a relatively limited cost and provides an opportunity to eventually develop general public subscription routes or possibly deviated fixed-route service if demand warrants.

The service hours and days should be coordinated with the local medical community and be based to an extent on existing travel patterns.

This service works well with subscription work trips described above, since work trips could be provided from 6:00 a.m.-8:30 a.m. and 3:30 p.m.-6:00 p.m. and the demand-responsive trips for medical and shopping could be from 9:00 a.m.-3:30 p.m. Initially, the service would be operated with one vehicle, seven hours a day. This would involve 1,820 hours annually for a cost of \$54,600.

General Service Options

Service Option No. 7 - Expand Volunteer Effort

ACTR currently has a large volunteer program that in FY 2001 provided 43,375 one-way trips, at a cost of \$421,842, based on numbers reported by ACTR in Chapter 3. This breaks down to a cost of \$9.73 per one-way trip. This service, which is not inexpensive, has as its major advantage flexibility. It has an ability to be all over the county at one time, something ACTR's vehicles cannot do. This program should be continued.

There are some inherent weaknesses of a volunteer program that manifest themselves when the program gets too large. Volunteers require significant management. In addition there are a number of other issues related to:

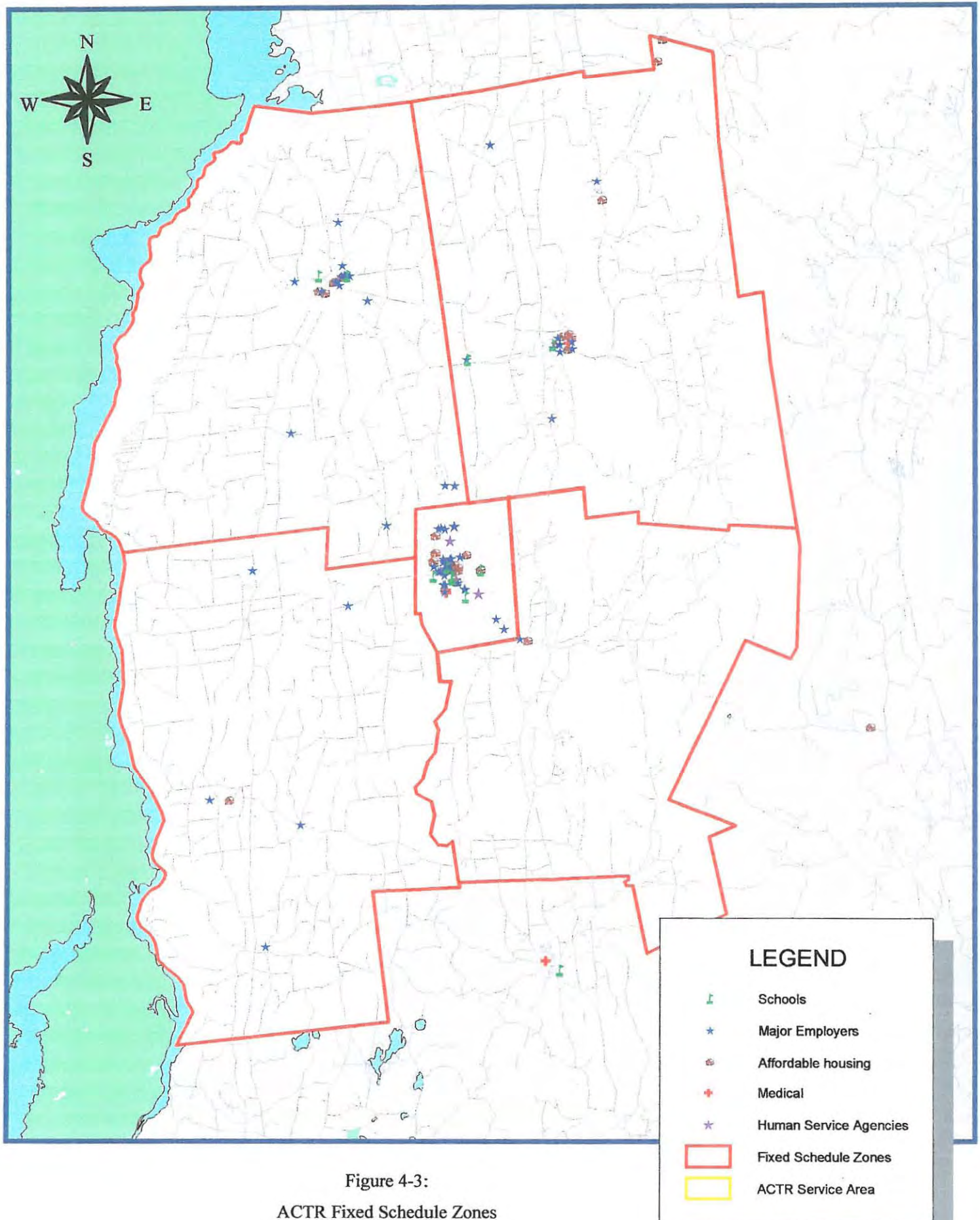


Figure 4-3:
ACTR Fixed Schedule Zones

- Dependability,
- Training,
- Safety,
- Liability, and
- Control.

As the service continues to grow, these issues will become a problem. It is our recommendation that ACTR maintain its volunteer program at the existing high level, while expanding its public transit service.

Service Option No. 8 - Coordination Activities

There are a number of human service agencies operating and paying for transportation in the county. Three agencies were identified that provide transportation for their clients. These three agencies operate 18 vehicles. In addition, ACTR coordinates some services with Medicaid and the Area Agency on Aging. There is considerable opportunity for ACTR and these agencies to coordinate activities.

A good starting point for coordination is driver training and vehicle maintenance. This is an area where all agencies can use assistance and gain economies of scale. Driver training is an excellent way to start. There is little additional cost associated with this activity and it is not threatening to any of the agencies. It is an excellent way to develop a working relationship with these other operators.

Summary

The service points above each meet one or more of ACTR's and state goals. Needs such as basic rural mobility, commuter service, and economic development are met as shown:

- A number of options that serve the general public can be used as economic development and congestion mitigation tools.
- Rural service can meet the basic mobility goals.

- Commuter service will enhance access as well as advance economic development.

ACTR's Steering Committee will be selecting which options to carry forward into the draft plan and prioritizing when each should be implemented.

MARKETING INITIATIVES AND IMAGE BUILDING

Marketing and image building is presented here, in the options phase, because of its importance to the success of existing and new services. Marketing efforts can take many paths and ACTR has done an excellent job of community outreach. However, the system recognizes the need to move from the image of a "welfare" or social service agency bus to more of a public transit image. If the alternatives described in the Plan are to be successful, a marketing effort will have to be initiated.

Professional Appearance

ACTR is in need of a new logo and vibrant paint scheme for its vehicles. The objective is to produce a professional and respected appearance. Drivers should also be in uniform (or at least a professional dress code) and vehicles should be clean. This should be one of the first actions taken in the implementation of this plan.

Community Involvement

As part of its image building, ACTR should be involved in the community, not only on the human service level, but on the business level as well. ACTR should participate in community activities, boards, commissions, and advisory committees. It should be noted that ACTR has initiated these activities.

Consumer Information

This alternative proposes that ACTR develop and publish comprehensive route and schedule information for riders. Please note that ACTR has initiated these activities. This information could include several pieces. An overall brochure might describe the range of transit services available from ACTR. Detailed information about the various services—various shuttle services, new subscription services, demand-responsive services—could be provided through targeted inserts designed in conjunction with the overall brochure. Such detailed information could provide route maps, timetables, and fare information. In this way, service changes and updates can be made to each individual service without rendering all the information outdated.

The brochure could be easily designed and printed in-house with the aid of off-the-shelf graphics and word processing software and a low end color printer (if color is desired). Costs for material production will depend on the type and design of materials desired, number of colors that are used, and quantities ordered.

Other consumer information techniques include the use of local cable access stations or radio stations to distribute information on existing services as well as community outreach activities including the distribution of schedules to community centers, churches, and retail centers or public meetings with question and answer periods on existing or proposed transit service. These types of techniques will be useful in marketing new services.

Advertising and Promotion

Like most marketing efforts, the goal of advertising and promotion is ultimately to increase ridership. Advertising and promotion efforts could include free ride days during Try Transit Week or could involve the inclusion of a brochure or flyer in the local newspaper. Other efforts could include the distribution of magnets with the new system logo and phone number or pencils/pens with the ACTR transit office phone number, using local funding.

Sponsorships and Partnerships – Generating Revenue

The KFH Group has developed a sponsorship program that can help generate local revenue for the system. In return, the sponsor gets valuable advertising, excellent service, and a tax deduction for its contribution, in addition to helping to support the local community. Appendix F discusses the partnership program in detail. A similar program can be tailored for ACTR. ACTR has also begun this process.

CHAPTER 5

SHORT-RANGE PUBLIC TRANSPORTATION PLAN

The purpose of this chapter is to present a plan for transit service improvements in Addison County for the future. It is presented as a five-year plan, but the pace and order of implementation will depend on the availability of both state and local funding. It follows the goal setting (Chapter 1), analysis of the transportation needs of the region (presented in Chapter 2 of this report), and an analysis of the current transit services (Chapter 3). Organizational and service alternatives were developed to address the identified needs and service issues, and these are presented in Chapter 4. These were reviewed by the project steering committee, and based on their input, the alternatives have been modified as needed and included here as the Short-Range Public Transportation Plan (SRPTP) (Chapter 5). The service alternatives are presented in this chapter according to the priority ranking provided by the steering committee and through public feedback, with the least cost options taking precedence. Financing and capital plans are included for each year. All of the options are presented independently, so that ACTR is able to implement them or rearrange them as opportunities arise, needs change, and funding permits.

SUMMARY OF RECOMMENDATIONS

The recommendations look at organizational, management, and operational issues. The recommendations are modest in scope, reflecting a slow, but steady increase of service for ACTR. The recommendations include service changes and organizational/management changes.

Discussions with the project steering committee resulted in some modifications to the original alternatives that had been presented. Additionally, the committee ranked the alternatives in order of importance, so that they could be programmed into the SRPTP. Each alternative is presented independently, in order that ACTR can implement them as they fit based on funding constraints. They can be reordered as necessary as new demands and needs are identified in the upcoming years. To the greatest extent possible, those improvements that require no additional funds are included in the first years of the plan.

ACTR felt that there were three needs that required immediate attention. These included:

Proposed First Year Service Changes

- The revision of existing Job Access Reverse Commute (JARC) funded route in Middlebury – no additional funding necessary. Implemented September 2002.
- The revision of the existing Bristol, Vergennes, and Middlebury shuttle route – no additional funding necessary. Implemented September 2002.

Proposed First Year Organizational/Management Changes

- The development of a marketing and image building program. This is in progress.
- Review of staff compensation package. This is in progress.

Please note that due to the diligence of the ACTR management, the first two recommendations have already been implemented, and the third is in progress.

Other Proposed Service Changes

Following the implementation of these route revisions and marketing, ACTR will work toward the following additional changes over the next four years:

Proposed Service Changes (Years 2-5)

- Feeder service to commuter rail (if rail is implemented).

- Commuter service to Burlington and then Rutland on U.S. Rt.7 and commuter service to New York State at Chimney Point.
- Expansion of volunteer efforts.
- Implement additional market development/subscription and fixed schedule rural service.

Proposed Organizational/Management Changes (Years 2-5)

- Coordination of activities with human service agencies (e.g. training and maintenance).
- Review need for expansion of Middlebury College service on a regular basis.

SERVICE PLAN

This section of the plan details the changes, both operationally, and administratively that are incorporated in the plan. These changes will occur over the five year term of the plan. First, service assumptions are reviewed, followed by the route changes. The second part of the service changes are future year changes that maybe implemented if funding becomes available.

Service Assumptions

The following assumptions were used in the development of the operational aspects of the plan:

- Fixed routes should operate on a direct routing, avoiding loop routes in most situations. Ride time must be reduced.
- This plan is based on the funding realities; therefore most new services are to be implemented gradually, as funding becomes available.
- JARC program funding will be maintained at current levels.
- All vehicles will be lift-equipped cutaway vehicles that can be used for either fixed-route or paratransit.

- Estimated costs are based on the current ACTR hourly service cost of \$25, per service hour, which is a fully-allocated operating cost per revenue service hour. The same cost was applied to both fixed-route and demand-responsive services. As a fully-allocated cost the cost estimates contained in the plan are inherently conservative—incremental costs of limited service expansions may be less costly to implement.

YEAR 1

1. Middlebury Shuttle

This recommendation was implemented in September 2002. This route has been revised and now operates under a different configuration. This new service is depicted in Figure 5-1.

Previous Situation

- The review of existing services in Chapter 3 indicated that the Middlebury Shuttle was under performing due to the lack of a direct route and schedule.

Recommended Changes

- Simplify service and divide into five routes. Four will use the Middlebury bus and the fifth will use the Tri-Town bus.
- No longer serves East Middlebury – East Middlebury averages only 15 rides/month (less than one per day).
- Start Middlebury service at 7:00 a.m. rather than 6:00 a.m. – the 6:00 a.m. to 7:00 a.m. block averages just 15 rides per month (less than 1 per day); by comparison, the 7:00 a.m. to 8:00 a.m. block averages 216 rides per month (over ten per day).
- Implement peak hour additional service using a second vehicle for four hours per weekday.
- End Middlebury service at 8:30 p.m. rather than 10:00 p.m. – the 8:30 p.m. to 10:00 p.m. block averages just 30 rides per month (less than 1.5 per day); by comparison, the 7:00 p.m. to 8:30 p.m. block averages almost 40 rides per month (almost two per day).
- Discontinue Sunday service in Middlebury – the Sunday route averages only 9.5 riders per day or barely one per hour; by comparison, an average weekday averages almost 5.5 riders per hour between 7:00 a.m. and 7:00 p.m.

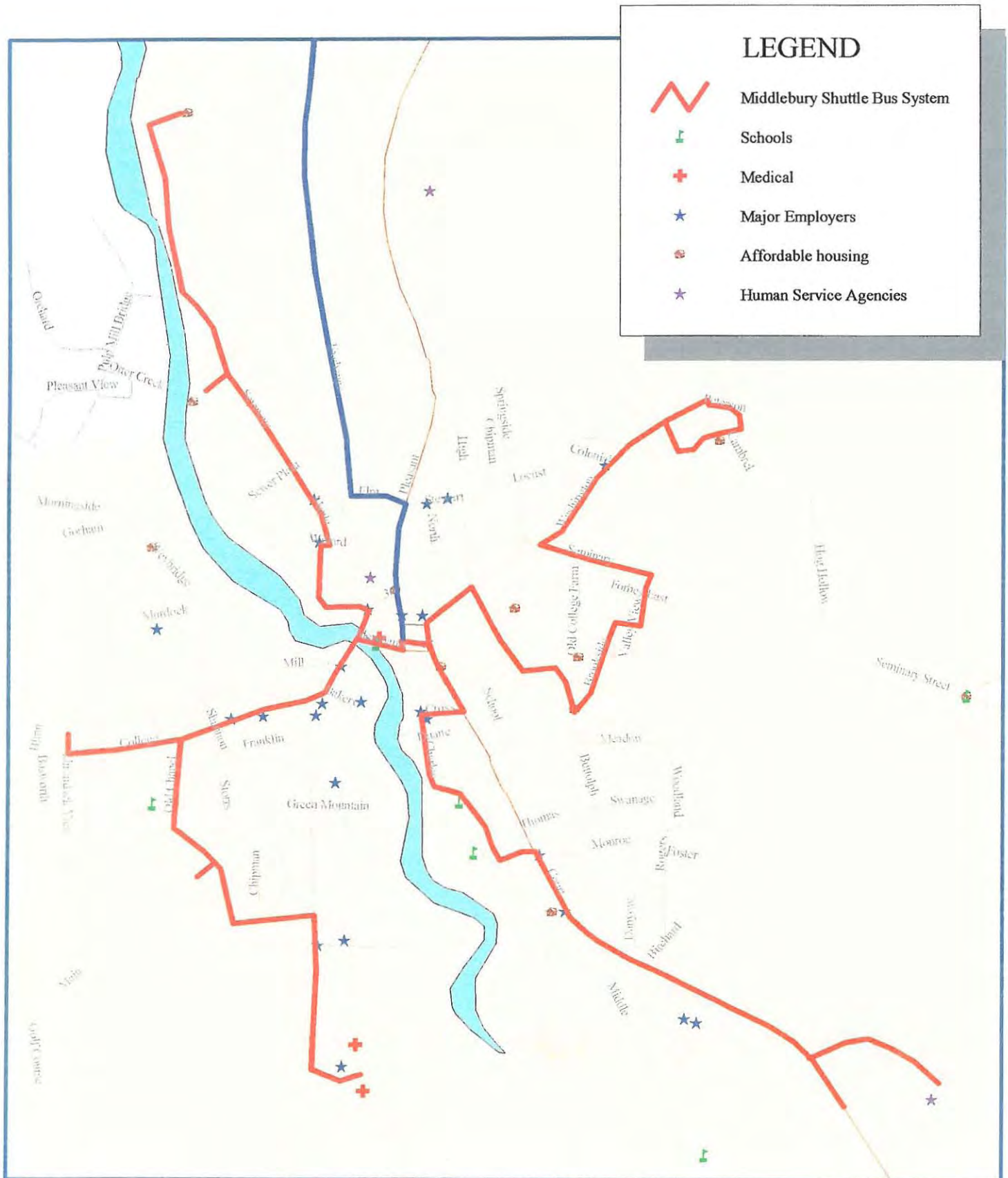


Figure 5-1:
MIDDLEBURY SHUTTLE BUS

Service Hours and Days

Monday – Friday: 7:00 a.m. to 8:30 p.m.

Saturday: 9:00 a.m. to 5:00 p.m.

Benefits

- Use a downtown transfer point so that passengers do not have to ride all over town to get to where they want to go.
- Easier to use service, very convenient for students and employees of the college.
- Reduces average travel time by 50 percent.
- By adjusting hours, service can be significantly improved at no additional cost, including reduced headways during peak hours.
- Service was started prior to completion of the final report – ridership has shown a significant increase.

Vehicle Needs

Previously this route needed one vehicle. With the expansion of service, an additional vehicle will be needed between the hours of 7:00 a.m.-8:30 a.m. and 2:30 p.m.-5:30 p.m.

Performance and Cost

- Miles, hours, and cost of Middlebury Shuttle will remain unchanged. Assumes 260 weekdays and 52 Saturdays – 4,966 hours.
- Ridership is anticipated to increase by 50 percent in the first year, with increases as depicted below.

Productivity Expectations

	Base FY02	6 Months into New Service	12 Months	2 Years	3 Years	5 Years
Boardings Per Hour	3.7	5.1*	6.2	8	8	8
Avg. Monthly Boardings	1,533	1,606	1,953	2,520	2,520	2,520

*Productivity exceeded this estimate for first four months of service – 5.9 boardings per hour and 1,740 average boardings per month.

2. Tri-Town Shuttle

This recommendation was implemented in September 2002. This route has been revised and now operates under a different configuration. This new service is depicted in Figure 5-2.

Previous Situation

- The review of existing services in Chapter 3 indicated that the Tri-Town Shuttle was under performing due to the lack of a direct route and schedule.

Recommended Changes

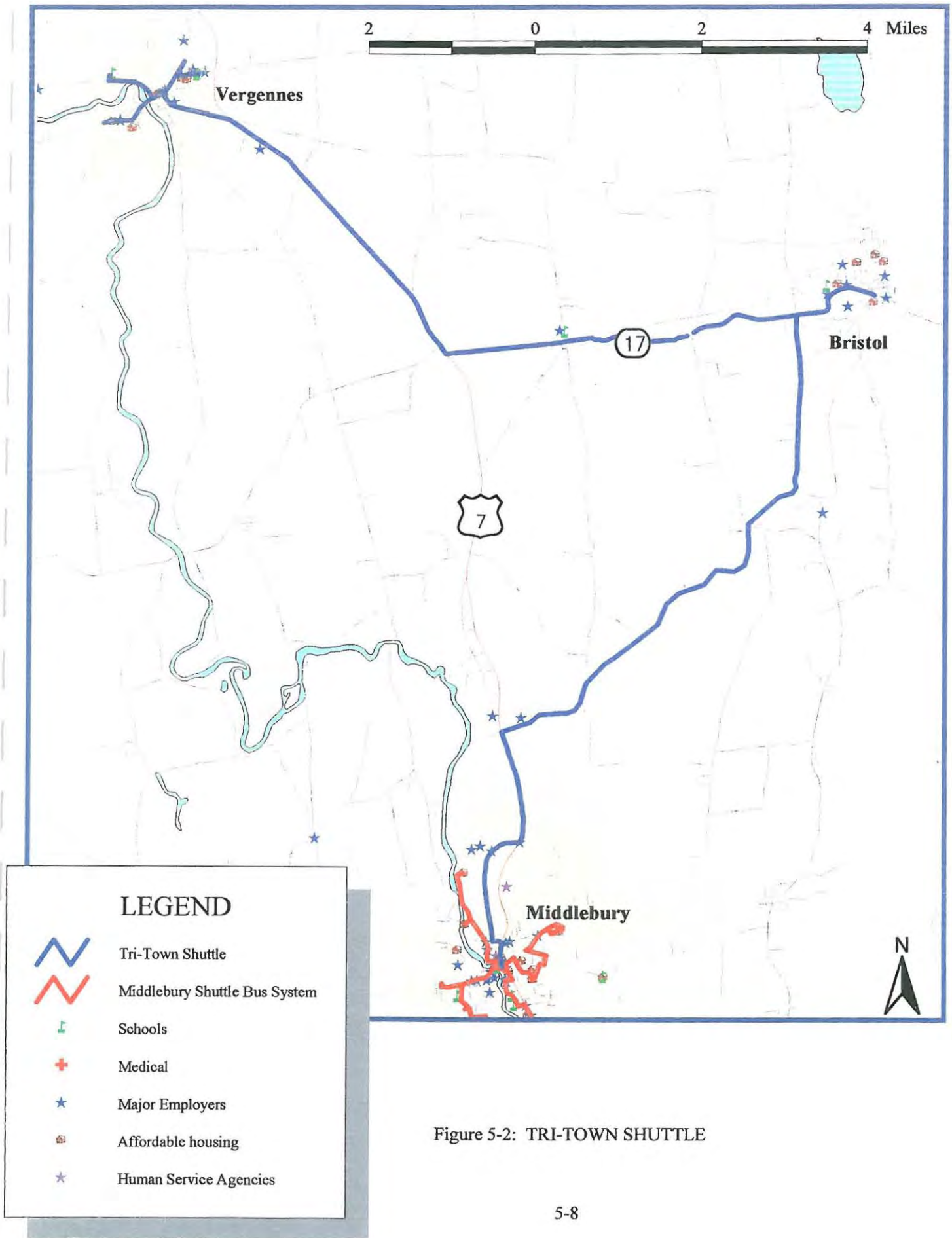
- Simplify service into a direct route between the three towns.
- Tri-Town Shuttle provides local service in Vergennes, Bristol, and becomes the fifth route of the Middlebury Shuttle while in that town.

Service Hours and Days

Monday – Friday: 6:00 a.m. to 7:00 p.m.

Benefits

- New streamlined direct service between the three towns reduces travel time and provides more convenient service.



- While in each town it provides local service (30 minute circulator in Vergennes, 10 minute circulator in Bristol, and a fifth route in Middlebury). This places more of an emphasis on serving the higher density areas.
- Service was started prior to completion of final report – ridership has shown a significant increase.
- No additional costs over the previous JARC route.

Performance and Cost

- Miles, hours, and cost of Tri-Town Shuttle will remain unchanged. Assumes 260 weekdays – 3,380 hours.
- Ridership is anticipated to increase by 50 percent in the first year, with increases as depicted below.

Productivity Expectations

	Base FY02	6 Months into New Service	12 Months	2 Years	3 Years	5 Years
Boardings Per Hour	1.9	2.1*	6.2	8	8	8
Avg. Monthly Boardings per Month	509	573	655	1,092	1,092	1,092

*Note that ridership has exceeded this estimate – after four months average monthly ridership is 620 with average boardings per hour at 2.3.

FUTURE SERVICE (Years 2-5)

The services proposed in this section are to be considered in future years as funding becomes available. These services include commuter oriented service as well as rural service.

3. Commuter Service

There are a variety of commuter services that ACTR can implement when funding and vehicles become available. These routes include:

U.S. Route 7 Service

The planning process indicated some needs for commuter service north and south on Rt. 7. Initial service will be focused on Middlebury to Burlington. If commuter rail service is operated from Vergennes, this route would terminate at the Vergennes station. Future service should connect to Marble Valley Regional Transit District (MVRTD) service in Rutland County (Year 4). In Year Five of the plan, all day service should be initiated.

Current Situation - There is no service toward Burlington or Rutland that meets commuter needs. This is an untapped market.

Recommended Changes – As funding becomes available, this service would be a priority. Service would first be implemented north, followed by service toward Rutland in the fifth year of the plan. These routes will connect to the adjacent system in a timed meet.

Service Hours and Days

Monday – Friday: 6:00 a.m. to 8:00 a.m. and 4:00 p.m. to 6:00 p.m.

Benefits

- Can provide commuter and reverse commuter service into the largest and second largest cities in the state.
- Can connect to MVRTD to the south and Chittenden County Transit Authority to the north, to provide more options to residents.

Performance and Cost

- Either a feeder to Vergennes or Charlotte would operate between four and five hours, (respectively) per day. 1,040 – 1,300 hours annually.
- Costs will be approximately \$26,000 to \$32,500 based on a per hour cost of \$25.
- Ridership is anticipated to be approximately four one-way trips per hour initially, with a slow increase over the first two years.

Commuter Service to New York – Chimney Point

Twelve percent of Addison commuters come from New York State. This service would be implemented when a park and ride lot is available on the Vermont side, or when New York State pays ACTR to serve their park and ride lot on the other side of the bridge. This service could also be implemented as a subscription route if enough businesses and commuters pay 100 percent of the costs. It is anticipated that this service will not be made available during the five year planning horizon of this study.

4. Rural Service

For the first four years of the plan, ACTR will continue to rely on its volunteer program. During the fifth year it is recommended that ACTR initiate (in addition) a modest rural service using a fixed schedule approach for non-work trips, and a subscription service for commuters, as described in Chapter 4.

Americans with Disabilities Act (ADA) Complementary Public Transit

Currently federal policy does not require that private non-profit organizations (such as ACTR) providing fixed-route general public transit service provide complementary paratransit (pre-scheduled curb-to-curb service to eligible persons with trips beginning within $\frac{3}{4}$ of a mile of the fixed-route). In addition, all public entities providing fixed-route service are required to provide this service. Currently, although ACTR provides a great deal of service to persons with

disabilities under various programs, it does not provide ADA paratransit service in its fixed-route service areas, as this is not required. The Federal Transit Administration (FTA) is currently reconsidering policy in this area, and it may conclude that private non-profits providing fixed-route service should offer ADA paratransit. In that case, ACTR would need to set up a program to certify individuals regarding their eligibility for ADA service, and would need to provide this demand-responsive service in areas where the fixed-route service is offered. It is likely that the actual usage of these services would be low; however, if ADA service is required, its implementation would take precedence over the implementation of other service expansions.

ADMINISTRATIVE/ORGANIZATIONAL CHANGES

Chapter 4 addressed a number of organizational and administrative issues with alternatives. Organizationally, ACTR will remain a separate entity; however the Board will revisit the issue of consolidation every two years. Other recommendations include marketing and coordination.

Marketing Initiatives and Image Building

ACTR has embarked on a plan to promote the service and improve its image. A detailed campaign is described in Chapter 4 that highlights the activities outlined below. It should be pointed out that ACTR has initiated some of these activities prior to the delivery of the final plan.

- **Community Involvement:** participate in community activities, boards, commissions, and advisory committees.
- **Consumer Information:** develop and publish comprehensive route and schedule information for riders, use local cable access stations, radio stations, newspapers, and the internet/website to distribute information on existing services; community outreach activities including the distribution of schedules to community centers, churches, and retail centers or public meetings.
- **Sponsorships and Partnerships:** The KFH Group sponsorship program can help generate local revenue for the system. ACTR has already generated revenue from advertisements in its schedule guide. This plan is detailed in Appendix F.

- **Professional Appearance:** new logo, vibrant paint scheme for vehicles; drivers should also be in uniform or professional dress code; vehicles should be clean.
- **Advertising and Promotion:** brochure or flyer in the local newspaper; distribution of magnets with the new system logo and phone number or pencils/pens with the ACTR transit office phone number.

Coordination of Services/Activities

Eighteen vehicles are operated by four different human service agencies in the county, in addition to ACTR. This step calls for greater coordination between agencies, with ACTR taking the lead (as the local transit system). Chapter 4 details a number of approaches to coordination that will be non-threatening to other agencies. The first steps are to coordinate training activities to ensure that all drivers regardless of agency receive uniform training. The second step will be to coordinate maintenance activities. During this time it is recommended that these five transportation providers meet quarterly to discuss coordination and even consolidation of functions, in order to gain economies of scale.

Review of Compensation Package

ACTR believes its compensation package is too low to be able to attract and retain appropriate personnel. The board and management will be reviewing and assessing appropriate compensation packages to help reduce turnover and attract new personnel.

EQUIPMENT AND STAFF REQUIREMENTS

Vehicles

The quality of the vehicles operated by ACTR is a direct reflection on the system. Older vehicles that have a worn out or improperly maintained appearance will reflect poorly on the system, and reduce the effectiveness of the image building campaign. Table 5-1 depicts the current vehicles and the replacement plan.

Table 5-1 - ACTR VEHICLE FLEET AND REPLACEMENT PLAN (January 2003)

Agency Fleet No.	Year	Make	Type	Seating	Lift or Ramp	Wheel Chair Spaces	Funding Source	Odometer Reading*	Primary Use
3	1998	Ford	Bus	20	Lift	2	FTA/VTrans	111,345	Middlebury Shuttle
4	1994	Dodge	Van	10	Lift	1	CVAA	128,416	Backup/Demand-Response
5	2000	Dodge	Van	10	Lift	1	CVAA	43,371	Backup/Demand-Response
6	2000	Dodge	Van	10	Lift	1	FTA/VTrans	83,394	Backup/Demand-Response
7	2000	Dodge	Van	10	Lift	1	FTA/VTrans	131,050	Backup/Demand-Response
8	2000	Ford	Bus	20	Lift	2	FTA/VTrans	62,941	Middlebury Shuttle
9	2002	Ford	Minibus	12	Lift	2	FTA/VTrans	15,062	Nutrition/Meals on Wheels
10	2002	Ford	Minibus	12	Lift	4	FTA/VTrans	6,519	Nutrition/Meals on Wheels
11	1994	Dodge	Van	10	Lift	1	ACTR	51,597	Tri-Town Shuttle

REPLACEMENT SCHEDULE

Year	Vehicle	Service	Comments
2003	Liquidate 2		Use as partial match for replacing #11, ALREADY SOLD
2003	Liquidate 4		Use as partial match for replacing 11
2004	Liquidate 7		Use as partial match for replacing 11
2004	Replace 11	Tri-Town Shuttle	Anticipate at 100,000 miles by Sept. 2003; move #11 to backup
2004	Replace 6	Demand-Response	Anticipate at 100,000 miles by March 2004
2004	Replace 3	Middlebury Shuttle	Anticipate at 150,000 miles by September 2004
2005	New Service	Commuter	
2006	New Service	Commuter	
2006	Replace 5	Demand-Response	Anticipate at 100,000 miles by September 2006
2007	New Service	Rural	

ACTR should seek to have a uniform fleet of accessible cutaway (body-on-chassis) vehicles with walk in doors. A uniform fleet of cutaway vehicles will give ACTR flexibility in vehicle deployment. ACTR should eliminate its dependence on vans. Vans have poor accessibility for ambulatory passengers, and limit the number of riders and the types of service. Vans gain little in operating savings and maneuverability – not enough to offset the problem of accessibility and lack of uniformity. The spare vehicle ratio should be 20 percent of the peak vehicle needs. Two of the vehicles being replaced can be used as spare vehicles, provided their appearance and operability are adequate.

Currently ACTR has seven vehicles in peak service, requiring two vehicles as spares. Over the five years of the plan, ACTR will need two additional vehicles for Rt. 7 commuter service (Years 3 and 4), and one additional vehicle for rural service. Replacements will be needed for three vehicles (Nos. 2, 4, 7). This is depicted in Table 5-1.

Computer Hardware and Software

ACTR should periodically upgrade its computer hardware and software. At this time there is no need for paratransit software due to the small number of vehicles in paratransit service. It is estimated that ACTR should purchase three replacement computers over the five years of the plan (\$4,500). In addition, funds should be available for software (\$500 every two years - \$1,500).

Staffing Levels

Staffing levels will remain stable throughout the term of the plan, with a need for additional drivers for the commuter routes (Years 3 and 4) and the rural service. There is a need for periodic review of the compensation package for management, office staff, and drivers in order to be able to attract, retain, and professionalize staff. In the long-term, experienced professional staff will enhance the service.

Facility Needs

As discussed in the Review of Existing Services (Chapter 3), ACTR is in need of a new facility that allows for protected/secure parking, and allows for modest expansion over the next five years. The current facility is inadequate for a transit system due to: inadequate amount of parking in the day, unsecured parking at night, and offices on the second floor which can waste driver time and does not give dispatch visual contact with the vehicle. ACTR is working closely with the Addison County Regional Planning Council to identify a suitable location for its future needs. An intermodal facility with the intercity bus service may benefit both carriers.

FINANCIAL PLAN

Table 5-2 presents the proposed system budget for FY 2003-2007. As shown, the total budget for FY 2003 is \$693,567, including the costs of providing the Medicaid brokerage and the costs of operating contracted human service transportation under the S. 5310 and other programs. With the recent announcement that S. 5310 funding will be administered by the Vermont Agency of Human Services, it appears that the mechanism by which this funding is provided to sub-grantees will change, and it is possible that the agency sub-grantees will contract for service through competitive procurements. It is not possible to forecast how much of this service will be performed by ACTR. Developing a forecast of a line item budget would be highly speculative, given this uncertainty and the impact of funding restrictions on the proposed expansions.

However, in order to provide some guidance about the financial impact of the proposed changes, and the anticipated funding sources, the existing level of S. 5310, Ridesharing and Ridematch has been assumed, along with the current public transit. This baseline budget was inflated at three percent per year, with the projected incremental costs of new services added in the proposed year.

In terms of funding sources, it is clear that the expanded services for the general public will require substantial additional funding. It is assumed that there will be fare revenues from the new services which will offset 10-15 percent of the overall operating cost, leaving 85-90 percent of the cost of each service to be funded with a combination of federal, state and local funding. Under the Vermont *Public Transportation Policy Plan*, it was assumed that new starts or

Table 5-2: FIVE YEAR OPERATING BUDGET

Service	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Middlebury Shuttle	\$ 141,154	\$ 145,389	\$ 149,750	\$ 154,243	\$ 158,870
Tri-Town Shuttle	\$ 65,055	\$ 67,007	\$ 69,017	\$ 71,087	\$ 73,220
Nutrition/Aging	\$ 137,895	\$ 142,032	\$ 146,293	\$ 150,682	\$ 155,202
Medicaid	\$ 315,948	\$ 325,426	\$ 335,189	\$ 345,245	\$ 355,602
Rideshare/Ridematch	\$ 118,499	\$ 122,054	\$ 125,716	\$ 129,487	\$ 133,372
Rt. 7 North			\$ 32,500	\$ 33,475	\$ 34,479
Rt.7 South			\$ 32,500	\$ 33,475	\$ 34,479
Rural Service					\$ 101,000
Total Annual Cost	\$ 778,551	\$ 801,908	\$ 890,965	\$ 917,694	\$ 1,046,225

substantial expansions would be funded through the state using Congestion Mitigation and Air Quality Improvements (CMAQ) funding for the first three years of operation, and if the services met state service objectives and performance goals, would be included in the overall S. 5311 program. The new or expanded public transit services in this plan would be considered as new starts, competing for the available funding, and transitioning to S. 5311 under the legislatively-adopted funding formula.

In this plan, full implementation of the proposed service expansion would likely require a significant amount of local operating match, even if the state fully implements the new funding formula. It is recognized that obtaining local match is a major problem for transit systems in Vermont, as there is no source of local match except local property taxes collected by town governments, donations, “profits” earned on contract services, and sponsorships/advertising.

The use of JARC funding for general transportation has been problematic in Vermont. The service funded by JARC in Addison County is included as an ongoing public transit service, though it is not clear whether the state will be applying for future funding to maintain the existing services as JARC service, or whether it will need to be treated as a new start or transitioned to the S. 5311 base service level for the region.

Currently Vermont is facing some of the most severe budget problems in the nation, and it is unlikely that there will be significant funding increases for transit in the near future. However, there are still needs for expanded transit, particularly in this area of Vermont, and so this plan was developed to address the needs and policy direction set down in previous state policy plans and legislation, and it is hoped that over time, funding will become available to expand basic mobility throughout this region.

CAPITAL PLAN

The capital portion of this plan is broken into two primary categories: replacement vehicles and expansion vehicles. Replacement of ACTR’s current fleet is based on the anticipated mileage generated over the course of the five-year plan, and considers the current condition of the fleet. The expansion fleet is required as a result of the new services provided, and they are included in the purchase years, in anticipation of the service starting in the following year. The estimated cost of the capital program, divided into local, state, and federal

portions, can be found in Table 5-3. Table 5-3 details additional capital purchases, including computers and software. The number of signs and shelters varies by route, and considers the size of the town, the street routing, and destinations served. Actual placement of signs and shelters will require local approval.

The Capital budget reflects the vehicle replacement and new service needs. As depicted on Table 5-1 – vehicle replacement needs will require that five of the existing seven vehicles be replaced as well as the need for three additional vehicles for new service. These eight vehicles will all be cutaway style vehicles that cost approximately \$75,000. Additional funds are budgeted for computer hardware and software.

IMPLEMENTATION ACTIVITIES

Year 1 (FY03)

- Implement revised Tri-Town and Middlebury Shuttle – This has been accomplished.
- Develop marketing materials to promote the service and build ACTR's image – This is currently in progress and is detailed in Chapter 4.
- Develop training program for all transportation providers as part of the coordination effort – With the large number of human service agencies and their vehicles in the county, this is an excellent opportunity to reduce costs and foster a cooperative spirit among the agencies.
- Develop Sponsorship materials and program as described in Appendix F – ACTR has begun this effort.
- Identify potential sites for a facility.

Year 2 (FY04)

- Review organizational arrangements to determine if public transit should be consolidated with a neighboring system – This activity should be conducted by management and the Board every two years.
- Conduct internal planning to determine the need for:
 - Commuter service on Rt. 7

Figure 5-3: CAPITAL COSTS FOR ACTR

Vehicles

Year	Number of Vehicles	Cost
2003	-	\$0
2004	3	\$225,000
2005	1	\$75,000
2006	2	\$150,000
2007	1	\$75,000
Vehicle Costs		\$525,000

Assumes Medium Duty Cutaway with two-way radio.

Computers

Year 2, 3 and 5	3 computers	\$ 4,500
Software		\$ 1,500
		\$ 6,000

- Commuter service from New York
- Rural subscription commuter service
- Rural fixed schedule service
- Additional service in Middlebury College
- Review Tri-Town and Middlebury Shuttles and modify as necessary.
- Meet with human service agencies that provide transportation and initiate planning activities to explore further coordination and/or consolidation of activities.

Year 3 (FY05)

- Implement Rt. 7 commuter service - North – This will be the first significant expansion of public transit. It will require an additional cutaway vehicle.
- Expand volunteer efforts – In year three, ACTR should attempt to recruit additional volunteers. If this does not work, ACTR should begin looking at a rural fixed schedule service.
- Move into new facility.
- Develop and implement a coordinated maintenance program for ACTR and other human service agency transportation programs.

Year 4 (FY06)

- Implement Rt. 7 commuter service – South. This will require an additional vehicle.
- Review organizational arrangements to determine if public transit should be consolidated with a neighboring system (every two years).
- Review Tri-Town and Middlebury Shuttles and modify as necessary.

Year 5 (FY07)

- Implement rural subscription service – requires additional vehicle.
- Implement rural fixed schedule service – can use the same vehicle as the subscription service.
- Implement all day service on Rt. 7.
- Seek additional coordination activities.
- Initiate planning activities for the next SRPTP.

SUMMARY

ACTR has made significant progress in the past year. Marketing and revised services have generated modest success which can be built on over the next five years. The objective of this plan is to identify needs and develop solutions that can be implemented. The plan calls for incremental change and a succession of simple solutions to address the needs, while continuing to generate successes.

This five-year plan provides a road map for ACTR to follow in continuing to provide these valuable services in a manner that best suits the geographic and demographic profiles of the area, and attempts to meet the needs of the communities through efficient service delivery. It represents a significant expansion of general public transit to meet basic mobility needs throughout this large region. It is an ambitious plan, one which will require a strong partnership between the transit operator, local communities, human service agencies, and the state. Marketing, public outreach, providing quality services, and being a positive influence in the community will be the keys to the success of the region in accomplishing the goals of this plan.

APPENDIX A

TRANSPORTATION ADVISORY COMMITTEE

APPENDIX A

TRANSPORTATION ADVISORY COMMITTEE

Jim Moulton
ACTR Director

Garrett Dague
Addison County RPC

Sam Allo
Boys & Girls Club

Cecil Gebo
ACTR Board of Directors

Sandra Ruvera
PATH

Bob Bernstein
ACTR Board of Directors

Krista Chadwick
Vermont Agency of Transportation

Greg Riley
Vermont Agency of Transportation

Connie Bisson
Middlebury College

Fred Dunnington
Town of Middlebury

Bob Hall
Town of Bristol

Al Cremer

Jamie Stewart
Addison County Economic Development
Corporation

APPENDIX B

DETAILED CENSUS DATA

Table B1: NUMBER AND RANK OF TRANSIT DEPENDENT BLOCKGROUPS FOR
ADDISON COUNTY RELATIVE TO THE STATE - 2000 CENSUS

Census Blockgroups	Town	Elderly (60+)		Youth (12 - 17)		Disability		Below Poverty		Autoless Households	
		Number	Rank	Number	Rank	Number	Rank	Number	Rank	Number	Rank
500019601001	Starksboro	76	507	84	318	43	264	149	104	6	449
500019601002	Starksboro	75	508	80	340	35	327	37	448	5	458
500019601003	Starksboro	146	345	168	46	63	136	64	343	9	396
500019602001	Ferrisburg	213	158	110	191	33	344	48	407	7	431
500019602002	Ferrisburg	218	152	94	263	69	114	96	226	30	161
500019603001	Vergennes	125	404	174	41	47	225	340	11	22	210
500019603002	Vergennes	276	76	188	32	70	110	116	164	46	110
500019604001	New Haven	211	166	165	54	61	146	85	264	14	325
500019604002	Panton	187	231	120	156	41	280	74	303	7	425
500019604003	Addison	209	174	141	91	58	164	67	332	18	257
500019604004	Weybridge	170	282	65	407	27	398	30	472	4	474
500019605001	Bristol	255	97	193	28	80	82	205	50	32	151
500019605002	Bristol	209	173	88	292	62	138	141	115	19	252
500019605003	Bristol	67	517	90	284	15	493	42	429	0	498
500019606001	Lincoln	177	251	111	188	34	336	72	310	14	328
500019606002	Ripton	101	464	87	304	9	517	110	183	2	488
500019606003	Granville	116	427	57	436	19	463	67	330	14	329
500019607001	Middlebury	171	278	95	255	15	491	112	178	0	507
500019607002	Middlebury	172	270	87	297	18	475	47	411	20	235
500019607003	Middlebury	399	16	126	133	132	11	163	89	103	30
500019607004	Middlebury	134	388	87	300	29	372	84	271	0	501
500019608001	Middlebury	83	500	57	440	21	449	53	389	21	227
500019608002	Middlebury	135	384	31	517	44	252	62	351	18	267
500019608003	Middlebury	252	104	71	389	32	352	48	406	70	59
500019609001	Cornwall	258	91	158	61	49	219	82	276	21	223
500019609002	Bridport	192	216	114	177	50	214	85	265	14	327
500019609003	Shoreham	201	194	142	89	68	118	91	243	9	386
500019609004	Orwell	195	211	117	164	60	149	122	153	12	356
500019610001	Salisbury	189	226	109	196	35	322	82	282	10	376
500019610002	Salisbury	157	312	78	350	26	401	117	162	16	300

Table B2: DENSITY RANKING OF TRANSIT DEPENDENT BLOCKGROUPS FOR
ADDISON COUNTY RELATIVE TO STATE RANKINGS - 2000 CENSUS

Census Blockgroup	Town	Youth (12 - 17)		Elderly (60+)		Disability		Below Poverty		Autoless Households	
		Density	Rank	Density	Rank	Density	Rank	Density	Rank	Density	Rank
500019601001	Starksboro	2.56	454	2.31	516	1.31	398	4.54	320	0.18	453
500019601002	Starksboro	6.33	314	5.94	400	2.77	296	2.93	380	0.40	376
500019601003	Starksboro	4.66	363	4.05	460	1.75	355	1.78	456	0.25	433
500019602001	Ferrisburg	5.63	334	10.91	302	1.69	363	2.46	414	0.36	387
500019602002	Ferrisburg	3.32	420	7.70	367	2.44	319	3.39	348	1.06	282
500019603001	Vergennes	130.02	95	93.40	147	35.12	130	254.06	67	16.44	145
500019603002	Vergennes	176.72	70	259.45	100	65.80	96	109.04	98	43.24	103
500019604001	New Haven	3.96	386	5.07	426	1.46	382	2.04	439	0.34	396
500019604002	Panton	4.96	355	7.73	364	1.69	362	3.06	370	0.29	413
500019604003	Addison	3.38	416	5.01	429	1.39	387	1.61	471	0.43	366
500019604004	Weybridge	3.82	395	10.00	327	1.59	367	1.76	459	0.24	437
500019605001	Bristol	6.11	319	8.07	360	2.53	309	6.49	272	1.01	292
500019605002	Bristol	53.46	141	126.97	129	37.67	127	85.66	113	11.54	156
500019605003	Bristol	10.57	254	7.87	363	1.76	353	4.93	303	0.00	513
500019606001	Lincoln	2.52	455	4.02	463	0.77	480	1.64	470	0.32	403
500019606002	Ripton	1.23	515	1.43	524	0.13	527	1.55	476	0.03	493
500019606003	Granville	0.63	526	1.28	526	0.21	524	0.74	516	0.15	463
500019607001	Middlebury	5.93	324	10.68	311	0.94	449	7.00	264	0.00	520
500019607002	Middlebury	14.98	225	29.62	216	3.10	284	8.09	249	3.44	207
500019607003	Middlebury	85.09	117	269.44	98	89.14	83	110.07	97	69.55	79
500019607004	Middlebury	22.13	198	34.09	210	7.38	212	21.37	179	0.00	506
500019608001	Middlebury	37.80	159	55.04	181	13.93	179	35.15	152	13.93	148
500019608002	Middlebury	31.56	171	137.45	126	44.80	116	63.12	122	18.33	139
500019608003	Middlebury	7.62	292	27.06	224	3.44	274	5.15	297	7.52	171
500019609001	Cornwall	3.73	400	6.10	395	1.16	423	1.94	444	0.50	351
500019609002	Bridport	2.59	452	4.37	449	1.14	426	1.93	446	0.32	402
500019609003	Shoreham	3.26	423	4.62	443	1.56	372	2.09	437	0.21	446
500019609004	Orwell	2.47	460	4.12	459	1.27	404	2.57	405	0.25	432
500019610001	Salisbury	3.74	398	6.48	389	1.20	417	2.81	386	0.34	395
500019610002	Salisbury	3.67	402	7.38	374	1.22	413	5.50	289	0.75	312

Table B3: PERCENTAGE RANKING OF TRANSIT DEPENDENT BLOCKGROUPS FOR
ADDISON COUNTY RELATIVE TO STATE RANKINGS - 2000 CENSUS

Census Blockgroups	Town	Elderly (60+)		Youth (12 - 17)		Disability		Below Poverty		Autoless Households	
		Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank
500019601001	Starksboro	7	520	8	396	4	266	14	83	1	434
500019601002	Starksboro	9	500	10	201	4	247	4	432	2	414
500019601003	Starksboro	8	510	10	207	4	317	4	460	1	437
500019602001	Ferrisburg	16	320	8	376	2	434	4	462	1	432
500019602002	Ferrisburg	17	270	7	439	5	160	7	299	3	265
500019603001	Vergennes	12	436	17	1	5	210	33	8	7	133
500019603002	Vergennes	16	309	11	83	4	263	7	319	6	158
500019604001	New Haven	13	421	10	171	4	308	5	400	2	359
500019604002	Panton	16	306	10	125	4	320	6	329	1	423
500019604003	Addison	15	341	10	148	4	248	5	416	3	315
500019604004	Weybridge	21	123	8	398	3	343	4	459	1	444
500019605001	Bristol	14	387	10	123	4	238	11	166	4	230
500019605002	Bristol	18	221	7	424	5	162	12	134	4	239
500019605003	Bristol	9	501	12	24	2	465	6	372	0	519
500019606001	Lincoln	15	356	9	266	3	391	6	355	2	344
500019606002	Ripton	13	414	11	62	1	511	14	82	1	484
500019606003	Granville	17	265	8	353	3	399	10	210	3	276
500019607001	Middlebury	17	242	10	188	2	494	11	151	0	505
500019607002	Middlebury	19	167	10	185	2	464	5	395	5	185
500019607003	Middlebury	28	21	9	287	9	26	12	147	14	60
500019607004	Middlebury	17	251	11	58	4	298	11	174	0	516
500019608001	Middlebury	13	412	9	293	3	344	8	265	7	145
500019608002	Middlebury	30	14	7	462	10	22	14	87	8	129
500019608003	Middlebury	8	509	2	526	1	514	2	508	17	37
500019609001	Cornwall	17	257	10	118	3	348	5	382	3	266
500019609002	Bridport	16	330	9	253	4	265	7	314	3	340
500019609003	Shoreham	16	293	12	36	6	146	7	295	2	407
500019609004	Orwell	16	292	10	173	5	178	10	195	2	367
500019610001	Salisbury	17	249	10	161	3	352	8	290	2	410
500019610002	Salisbury	16	305	8	384	3	413	12	133	3	330

APPENDIX C

DETAILED EMPLOYER RESPONSES TO SURVEY

ACTR

Addison County Home Health & Hospice

PO Box 754

Middlebury

VT 05753

Contact Person Larry

fax 802-388-6126

phone 802-388-7259

e-mail lgoetsch@sover.

Employees 150

Mode of Transportation

Drive Alone	100	Transit	0	Bike	0
Carpool	0	Taxi	0	Motorcycle	0
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	8:00:00 AM	to	4:00:00 PM	Employees:	130	Entry Level:	32
	Shift 2:	3:00:00 PM	to	11:00:00 PM	Employees::	10	Entry	0
	Shift 3:		to		Employees:	0	Entry Level	0
Weekend	Shift 1:	8:00:00 AM	to	4:00:00 PM	Employees:	10	Entry Level	0
	Shift 2:		to		Employees:	0	Entry Level	0
	Shift 3:		to		Employees:	0	Entry Level	0

Entry Level Employees 32

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	Town	Middlebury	Employees	73
	Shoreham			5
	Vergennes			7
	New Haven			17
	Salisbury			7
				0
				0

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET Yes

Describe transportation problems Unplowed roads make it difficult to see patients in their homes.

Interested in participating in employee transportation program No

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating No

Additional Comments:

Thursday, September 13, 2001

ACTR

Bet-Cha Transit, Inc

2308 East Street

New Haven

VT 05472

Contact Person Charles Smith
phone 802-453-3144

fax 802-453-3144
e-mail

Employees 107

Mode of Transportation

Drive Alone	65	Transit	0	Bike	0
Carpool	2	Taxi	0	Motorcycle	0
Vanpool	0	Walk	0	Other	40

Work Shifts

Weekday	Shift 1:	to	Employees:	0	Entry Level:	0
	Shift 2:	to	Employees::	0	Entry	0
	Shift 3:	to	Employees:	0	Entry Level	0
Weekend	Shift 1:	to	Employees:	0	Entry Level	0
	Shift 2:	to	Employees:	0	Entry Level	0
	Shift 3:	to	Employees:	0	Entry Level	0

Entry Level Employees 0

Seasonal Employment Yes

Peak Months: September - June
Nonpeak Months: July - August

Employees: 107
Employees:

Where employees commute from Town
Employees 0
0
0
0
0
0
0

Offer employee transportation program? No **Describe:** Except, some drivers take their bus home.

Employees indicate transportation is a problem No
Transportation is an issue in hiring and retaining employees No
Transportation to child care a problem No
Company has worked with PATH or DET No
Describe transportation problems

Interested in participating in employee transportation program No
Describe:

Familiar with federal tax-free transit pass benefit program No
Interested in participating No

Additional Comments: This company transports school children. Some employees have buses at home.

Thursday, September 13, 2001

ACTR

Bread Loaf Corporation

1293 Route 7 South

Middlebury

VT 05753

Contact Person Mary Mitiguy

fax 802-388-3815

phone 802-388-9871

e-mail mmitiguy@breadl

Employees 100

Mode of Transportation

<i>Drive Alone</i>	98	<i>Transit</i>	0	<i>Bike</i>	1
<i>Carpool</i>	1	<i>Taxi</i>	0	<i>Motorcycle</i>	0
<i>Vanpool</i>	0	<i>Walk</i>	0	<i>Other</i>	0

Work Shifts

<i>Weekday</i>	<i>Shift 1:</i>	8:00:00 AM	<i>to</i>	5:00:00 PM	<i>Employees:</i>	50	<i>Entry Level:</i>	5
	<i>Shift 2:</i>	7:00:00 AM	<i>to</i>	3:30:00 PM	<i>Employees::</i>	50	<i>Entry</i>	5
	<i>Shift 3:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0
<i>Weekend</i>	<i>Shift 1:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0
	<i>Shift 2:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0
	<i>Shift 3:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0

Entry Level Employees 10

Seasonal Employment

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	<i>Town</i>	Bristol	<i>Employees</i>	12
		Middlebury		11
		Burlington		5
		Lincoln		4
		Waybridge		4
		Other		62

Offer employee transportation program? No *Describe:*

Employees indicate transportation is a problem

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET Yes

Describe transportation problems

Interested in participating in employee transportation program Maybe

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating Maybe

Additional Comments:

Thursday, September 13, 2001

ACTR

Co-Operative Insurance Companies

292 Colonial Drive Middlebury VT 05753
Contact Person Dave Tatlock fax 802-388-0063
phone 802-388-7919 e-mail dave@cici.net

Employees 95

Mode of Transportation

Drive Alone	80	Transit	0	Bike	20
Carpool	0	Taxi	0	Motorcycle	0
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	8:00:00 AM to 4:00:00 PM	Employees:	68	Entry Level:	0
	Shift 2:	to	Employees::	0	Entry	0
	Shift 3:	to	Employees:	0	Entry Level	0
Weekend	Shift 1:	to	Employees:	0	Entry Level	0
	Shift 2:	to	Employees:	0	Entry Level	0
	Shift 3:	to	Employees:	0	Entry Level	0

Entry Level Employees 0

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	Town	Middlebury	Employees	18
	Bristol			8
	New Haven			5
	Salisbury			3
	Brandon			3
	Other			19
				0

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET No

Describe transportation problems

Interested in participating in employee transportation program No

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating No

Additional Comments:

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ACTR

**Counseling Service of Addison
County, Inc.**

89 Main Street

Middlebury

VT 05753

Contact Person Holly Clook

fax 802-388-8183

phone 802-388-6751

e-mail hclook@csas-vt.

Employees 240

Mode of Transportation

Drive Alone	95	Transit	0	Bike	1
Carpool	2	Taxi	0	Motorcycle	1
Vanpool	0	Walk	1	Other	0

Work Shifts

Weekday	Shift 1:	8:00:00 AM	to	5:00:00 PM	Employees:	240	Entry Level:	0
	Shift 2:		to		Employees::	0	Entry	0
	Shift 3:		to		Employees:	0	Entry Level	0
Weekend	Shift 1:		to		Employees:	0	Entry Level	0
	Shift 2:		to		Employees:	0	Entry Level	0
	Shift 3:		to		Employees:	0	Entry Level	0

Entry Level Employees 0

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from

Town Addison County	Employees	0
Rutland County		0
Chittenden County		0
New York State		0
		0
		0
		0

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET Yes

Describe transportation problems

Interested in participating in employee transportation program Maybe

Describe: Would participate if a need were identified.

Familiar with federal tax-free transit pass benefit program No

Interested in participating No

Additional Comments:

Many of our employees provide transportation for the people they serve, so they need their cars for work.

Thursday, September 13, 2001

ACTR

Maple Landmark

1297 Exchange St

Middlebury

VT 05753

Contact Person Mike Rainville
phone 802-388-0527

fax 802-388-0761
e-mail mike@mapleland

Employees 36

Mode of Transportation

Drive Alone	85	Transit	0	Bike	0
Carpool	15	Taxi	0	Motorcycle	0
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	6:00:00 AM to	2:00:00 PM	Employees:	15	Entry Level:	10
	Shift 2:	7:00:00 AM to	3:00:00 PM	Employees::	15	Entry	10
	Shift 3:	8:00:00 AM to	4:00:00 PM	Employees:	3	Entry Level	0
Weekend	Shift 1:	to		Employees:	0	Entry Level	0
	Shift 2:	to		Employees:	0	Entry Level	0
	Shift 3:	to		Employees:	0	Entry Level	0

Entry Level Employees 20

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from Town every town in the Employees
0
0
0
0
0
0

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No
Transportation is an issue in hiring and retaining employees No
Transportation to child care a problem No
Company has worked with PATH or DET Yes
Describe transportation problems bad roads

Interested in participating in employee transportation program No
Describe:

Familiar with federal tax-free transit pass benefit program No
Interested in participating No

Additional Comments:

As long as planning and zoning rules discourage mixed use of development(including light industrial) people will have to drive to work. Flexible scheduling which is beneficial to companies and

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ACTR

Nathaniel Electronics

101 Pantton Rd.

Vergennes

VT

05491

Contact Person Barbi McDonald
phone 8028772182

fax 8028773817
e-mail

Employees 27

Mode of Transportation

<i>Drive Alone</i>	96	<i>Transit</i>	0	<i>Bike</i>	1
<i>Carpool</i>	0	<i>Taxi</i>	0	<i>Motorcycle</i>	1
<i>Vanpool</i>	0	<i>Walk</i>	2	<i>Other</i>	0

Work Shifts

<i>Weekday</i>	<i>Shift 1:</i>	6:00:00 AM	<i>to</i>	6:00:00 PM	<i>Employees:</i>	27	<i>Entry Level:</i>	0
	<i>Shift 2:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry</i>	0
	<i>Shift 3:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0
<i>Weekend</i>	<i>Shift 1:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0
	<i>Shift 2:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0
	<i>Shift 3:</i>		<i>to</i>		<i>Employees:</i>	0	<i>Entry Level</i>	0

Entry Level Employees 0

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from *Town* Vergennes, *Employees* 15
Middlebury, 6
Starksboro 2
Brandon 2
Colchester 1
Crown Pt. NY 1
0

Offer employee transportation program? No *Describe:*

Employees indicate transportation is a problem No
Transportation is an issue in hiring and retaining employees No
Transportation to child care a problem No
Company has worked with PATH or DET Yes
Describe transportation problems

Interested in participating in employee transportation program Yes
Describe:

Familiar with federal tax-free transit pass benefit program No
Interested in participating Yes

Additional Comments:

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ACTR

National Bank of Middlebury

30 Main ST

Middlebury

VT 05753

Contact Person G. Kenneth
phone 802-388-4982

fax 802-388-6077
e-mail kperine@national

Employees 60

Mode of Transportation

Drive Alone	98	Transit	0	Bike	0
Carpool	0	Taxi	0	Motorcycle	0
Vanpool	0	Walk	2	Other	0

Work Shifts

Weekday	Shift 1:	8:00:00 AM to 5:00:00 PM	Employees:	65	Entry Level:	15
	Shift 2:	to	Employees::	0	Entry	0
	Shift 3:	to	Employees:	0	Entry Level	0
Weekend	Shift 1:	to	Employees:	0	Entry Level	0
	Shift 2:	to	Employees:	0	Entry Level	0
	Shift 3:	to	Employees:	0	Entry Level	0

Entry Level Employees 15

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from

Town Middlebury	Employees	16
Bristol		11
Bridport		4
Salisbury		6
Vergonnies		6
Whiting		4
New Haven		3

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET No

Describe transportation problems

Interested in participating in employee transportation program Yes

Describe: not willing

Familiar with federal tax-free transit pass benefit program No

Interested in participating No

Additional Comments:

Thursday, September 13, 2001

ACTR

Porter Medical Center

115 Porter Drive

Middlebury

VT 05753

Contact Person Jade Ernhard

fax 802-388-8899

phone 802-388-5671

e-mail jerhard@porterm

Employees 650

Mode of Transportation

Drive Alone	96	Transit	1	Bike	1
Carpool	1	Taxi	0	Motorcycle	0
Vanpool	0	Walk	1	Other	0

Work Shifts

Weekday	Shift 1:	7:00:00 AM to 3:00:00 PM	Employees:	455	Entry Level:	10
	Shift 2:	3:00:00 PM to 11:00:00 PM	Employees::	65	Entry	5
	Shift 3:	11:00:00 to 7:00:00 AM	Employees:	65	Entry Level	5
Weekend	Shift 1:	7:00:00 AM to 3:00:00 PM	Employees:	30	Entry Level	3
	Shift 2:	3:00:00 PM to 11:00:00 PM	Employees:	30	Entry Level	3
	Shift 3:	11:00:00 to 7:00:00 AM	Employees:	30	Entry Level	3

Entry Level Employees 40

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from Town Most withing 30 Employees

0
0
0
0
0
0

Offer employee transportation program?

No

Describe:

Employees indicate transportation is a problem

Yes

Transportation is an issue in hiring and retaining employees

not usually

Transportation to child care a problem

No

Company has worked with PATH or DET

Yes

Describe transportation problems

Interested in participating in employee transportation program No

Describe:

Familiar with federal tax-free transit pass benefit program

No

Interested in participating No

Additional Comments:

Thursday, September 13, 2001

ACTR

Questech Corp

1197-01 Exchange St.

Middlebury

VT

05753

Contact Person Kate Cooke

fax 802-388-8453

phone 802-388-4567

e-mail kcooke@questec

Employees 68

Mode of Transportation

Drive Alone	93	Transit	0	Bike	0
Carpool	6	Taxi	0	Motorcycle	1
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	6:00:00 AM to 6:30:00 PM	Employees:	18	Entry Level:	16
	Shift 2:	7:00:00 AM to 3:30:00 PM	Employees::	19	Entry	12
	Shift 3:	8:00:00 AM to 4:30:00 PM	Employees:	31	Entry Level	0
Weekend	Shift 1:	to	Employees:	0	Entry Level	0
	Shift 2:	to	Employees:	0	Entry Level	0
	Shift 3:	to	Employees:	0	Entry Level	0

Entry Level Employees 0

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	Town	Brandon	Employees	4
		Bridport		4
		Bristol		10
		East Middlebury		2
		Fair Haven		2
		Middlebury		16
		Rutland Area		7

Offer employee transportation program? No **Describe:**

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET Yes

Describe transportation problems New York State Employees take full day off for doctor appointments or car troubles.

Interested in participating in employee transportation program No

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating No

Additional Comments:

Thursday, September 13, 2001

ACTR

Specialty Filaments, Inc.

3046 Case Street, Route 116 Middlebury

VT 05753

Contact Person John Earhart

fax 802-388-3522

phone 802-388-4956

e-mail jearhart@specialt

Employees 115

Mode of Transportation

Drive Alone	85	Transit	0	Bike	0
Carpool	10	Taxi	0	Motorcycle	5
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	7:00:00 AM to 3:00:00 PM	Employees:	55	Entry Level:	16
	Shift 2:	3:00:00 PM to 11:00:00 PM	Employees::	30	Entry	11
	Shift 3:	11:00:00 to 7:00:00 AM	Employees:	30	Entry Level	11
Weekend	Shift 1:	to	Employees:	0	Entry Level	0
	Shift 2:	to	Employees:	0	Entry Level	0
	Shift 3:	to	Employees:	0	Entry Level	0

Entry Level Employees 38

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	Town	Crown Point, NY	Employees	18
		Ticonderoga, NY		15
		Mineville, NY		7
		Port Henry, NY		4
		Middlebury		27
		Brandon		19
		Bristol		18

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem Yes

Transportation is an issue in hiring and retaining employees

Transportation to child care a problem

Company has worked with PATH or DET No

Describe transportation problems

Interested in participating in employee transportation program

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating

Additional Comments:

Thursday, September 13, 2001

ACTR

Standard Register Company

1741 Soute 7 South

Middlebury

VT 05723

Contact Person Pauline Singley
phone 802-388-7911

fax 802-388-3654
e-mail pauline.siglet@st

Employees 196

Mode of Transportation

Drive Alone	90	Transit	0	Bike	0
Carpool	9	Taxi	0	Motorcycle	1
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	7:00:00 AM to	3:00:00 PM	Employees:	100	Entry Level:	25
	Shift 2:	3:00:00 PM to	11:00:00 PM	Employees::	50	Entry	15
	Shift 3:	11:00:00 to	7:00:00 AM	Employees:	50	Entry Level	15
Weekend	Shift 1:	7:00:00 AM to	3:00:00 PM	Employees:		Entry Level	
	Shift 2:	3:00:00 PM to	11:00:00 PM	Employees:		Entry Level	
	Shift 3:	11:00:00 to	7:00:00 AM	Employees:		Entry Level	

Entry Level Employees 50

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	Town	Moriah	Employees	12
		Port Henry		11
		Wetherbee		3
		Mineville		3
		Westport		2
		Crown Point, NY		1
				0

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem No

Company has worked with PATH or DET No

Describe transportation problems

Interested in participating in employee transportation program No

Describe: Maybe

Familiar with federal tax-free transit pass benefit program No

Interested in participating Yes

Additional Comments:

Thursday, September 13, 2001

ACTR

The Middlebury Inn

14 Court Square

Middlebury

VT 05753

Contact Person Ty
phone 8023884961

fax 8023884563
e-mail

Employees 70

Mode of Transportation

Drive Alone	0	Transit	0	Bike	0
Carpool	0	Taxi	0	Motorcycle	0
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	7:00:00 AM	to	3:00:00 PM	Employees:	50	Entry Level:	25
	Shift 2:		to		Employees::	0	Entry	0
	Shift 3:		to		Employees:	0	Entry Level	0
Weekend	Shift 1:	3:00:00 PM	to	11:00:00 PM	Employees:	20	Entry Level	15
	Shift 2:		to		Employees:	0	Entry Level	0
	Shift 3:		to		Employees:	0	Entry Level	0

Entry Level Employees 40

Seasonal Employment Yes

Peak Months: July-Oct

Employees: 70

Nonpeak Months: Oct-June

Employees: 55

Where employees commute from Town Middlebury Employees 28

Brandon	9
Weybridge	8
New Haven	3
Salisbury	3
East Middlebury	2
Pittsford	2

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees Yes

Transportation to child care a problem No

Company has worked with PATH or DET Yes

Describe transportation problems Some employees' transportation is not especially reliable.

Interested in participating in employee transportation program No

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating No

Additional Comments:

Extend commuter train to Middlebury so I don't have to drive to Burlington.

Thursday, September 13, 2001

ACTR

Town of Middlebury

94 Main Street

Middlebury

VT 05753

Contact Person Bill Finger
phone 802-388-6761

fax 802-308-4361
e-mail bfinger@town.mi

Employees 52

Mode of Transportation

Drive Alone	100	Transit	0	Bike	0
Carpool	0	Taxi	0	Motorcycle	0
Vanpool	0	Walk	0	Other	0

Work Shifts

Weekday	Shift 1:	8:30:00 AM to 4:30:00 PM	Employees:	35	Entry Level:	3
	Shift 2:	to	Employees::	0	Entry	0
	Shift 3:	to	Employees:	0	Entry Level	0
Weekend	Shift 1:	to	Employees:	0	Entry Level	0
	Shift 2:	to	Employees:	0	Entry Level	0
	Shift 3:	to	Employees:	0	Entry Level	0

Entry Level Employees 5

Seasonal Employment No

Peak Months:

Employees: 0

Nonpeak Months:

Employees: 0

Where employees commute from	Town Middlebury	Employees	46
	Winooski		2
	Lincoln		1
	Ferrisburg		1
	Orwell		1
	Lerchester		1
			0

Offer employee transportation program? No Describe:

Employees indicate transportation is a problem No

Transportation is an issue in hiring and retaining employees No

Transportation to child care a problem Yes

Company has worked with PATH or DET No

Describe transportation problems Snow days called at the last minute by the school district.

Interested in participating in employee transportation program Maybe

Describe:

Familiar with federal tax-free transit pass benefit program No

Interested in participating Maybe

Additional Comments:

Require state employees to pay for parking to reduce need for lots in Montpelier and Waterbury.

Thursday, September 13, 2001

APPENDIX D

TRANSIT ROUTE PROFILES

Middlebury Shuttle Bus - Middlebury, VT

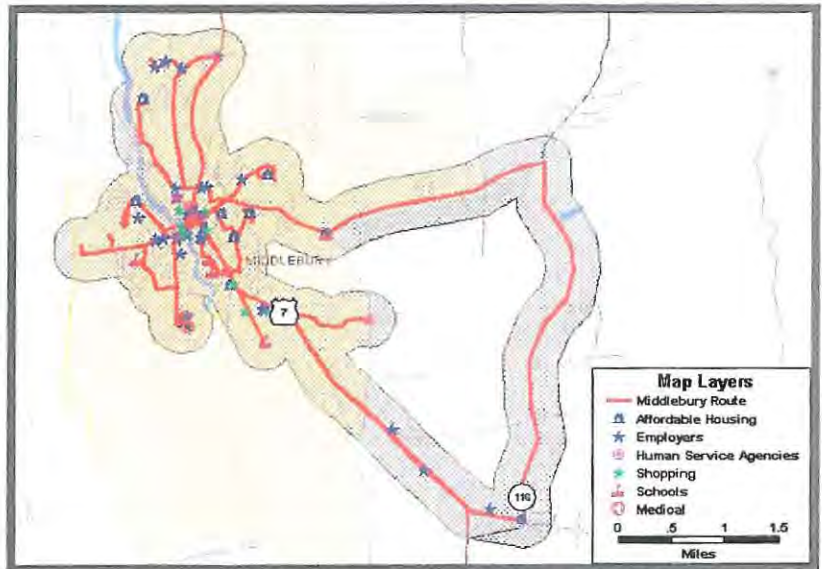
SERVICE DESCRIPTION

Service Type	Fixed-Route
Service Description	In Town
Area Description	Small Town
Hours of Service	6:00 am – 10:15 pm
Days of Service	Monday - Sunday
Headways	Varies
Fares – Peak and Off-Peak	Free
Roundtrip Miles	Varies
Roundtrip Hours	Varies

PRODUCTIVITY DATA

Annual Boarding (est)	20,273
Annual Rev. Hours	4,944
Annual Rev. Miles	53,709
Annual Operating Costs	\$98,086
Boardings/Rev. Hour	4.10
Boardings/Rev. Mile	.38
Operating Cost/Rev. Hr.	\$19.84
Operating Cost/Rev. Mi.	\$1.83
Operating Cost/Boarding	\$4.84

Affordable/High Density Housing - Pine Meadow Family Housing, Weybridge St Apartments, 2 properties owned by Addison CAC, The Meadows, Briarwood Apartments, Middlebury Commons, Transitional Housing, Seminary St. Group Home, and Maple Ridge.



Employment- CPC of Vermont, Addison County Home Health, Retail Vision, Inc, Questech Metals, Fire & Ice Restaurant, Swift House Inn, William Holdman Inc, Cooperative Insurance Companies, Salzburg Seminar at Middlebury College, Monument Farms, US Postal Service, Elderly Services Inc, Addison County Family Court, Mister Ups Restaurant, St. Mary's Church, Middlebury College, Counseling Service of Addison County, Woody's Restaurant, Langrock Sperry & Wool LLC, DTC, Town Offices of Middlebury, Addison Central Supervisory Union, Porter Medical Center, A&P Supermarket, Middlebury Family Health, John D. Bell, Ames, Standard Register Co, Bread Loaf Corporation, and Waybury Inn.

Medical Facilities- Porter Medical Center, the Open Door Clinic, and the medical offices around the hospital and town

Educational Facilities- Middlebury College, Middlebury Union High School, Middlebury Union Middle School, College of Vermont, Mary Hogan Elementary School, Beeman Academy, and Bridge School.

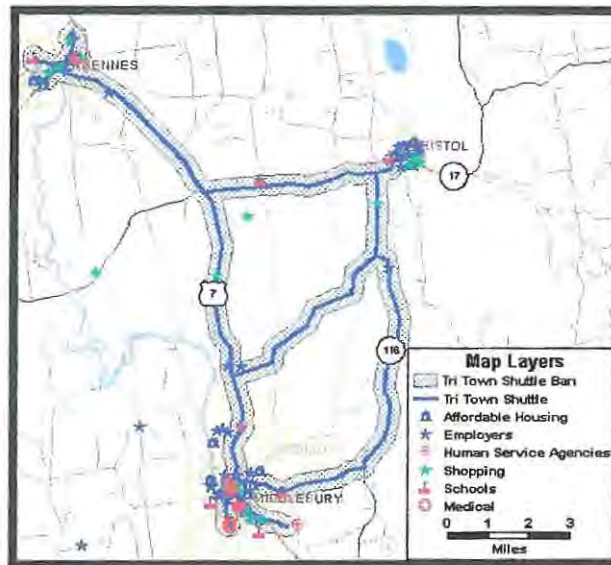
Social Service Agencies- PATH, Champlain Valley Head Start, Elderly Services Inc, United Way, Counseling Service, the Parent Child Center, Addison County Women in Crisis, and Addison County Community Action.

Major Shopping- The Marble Works, Grand Union, the Downtown Middlebury District, Ames, Ben Franklin, Champlain Farms, A&P, Middlebury Discount Foods, and the Super Foodmart.

Tri-Town Shuttle – Middlebury-Bristol-Vergennes, VT

SERVICE DESCRIPTION

Service Type	Fixed-Route
Service Description	Town to Town
Area Description	Small Town
Hours of Service	5:15am-6:30pm
Days of Service	Monday - Friday
Headways	2 Hours 6 Daily round trips
Fare	Free
Roundtrip Miles	50 Miles
Roundtrip Hours	1 Hour and 50 min
(+/- 10 minutes, depending on trip)	



PRODUCTIVITY DATA

Annual Boarding (est)	3,455
Annual Rev. Hours	2,950
Annual Rev. Miles	73,896
Annual Operating Costs	\$73,599
Boardings/Rev. Hour	1.17
Boardings/Rev. Mile	.05
Operating Cost/Rev. Hr.	\$24.95
Operating Cost/Rev. Mi.	\$1.00
Operating Cost/Boarding	\$21.30

Affordable Housing – Otter Creek, Eaglewood Apts, Valley View I & II, Pleasant Hills, South Street, The Meadows, Seminary Street Home, Middlebury Commons, and several properties managed by Addison County Community Action Group.

Employment- BF Goodrich, Nathaniel Electronics, Your Turn Consignment shop, Togos Pizza, Vergennes School District, Vergennes Union High School, Kinney Drug, Super Value Foods, Porter Hospital (Vergennes unit), Feed Commodities, Country Home Products, Beeman Elementary School, Autumn Harp, Bristol Elementary School, Shaw's, Omni Group, Lathrope Claire Band Mill Corp, A. Johnson Company, Dog Team Tavern, H J Heinz Company, Questech Metals, Retail Vision Inc, Cooperative Insurance Companies, Swift House Inn, Fire and Ice Restaurant, William Holdman Inc, Salzburg Seminar at Middlebury College, US Postal Service, Elderly Services Inc, Mister Ups Restaurant, Addison Family Court, Langrock Sperry and Wool LLC, Addison Central Supervisory Union, Counseling Service of Addison County, Woody's Restaurant, Town of Middlebury Offices, Middlebury College, St. Mary's Church, DTC, Middlebury Family Health, Porter Medial Center, John D Bell, A&P Supermarket, and Ames.

Medical Facilities- Porter Hospital, the Open Door Clinic, and various medical offices around hospital and in towns.

Education Facilities- Middlebury College, Middlebury Union High School, College of Vermont, Middlebury Union Middle School, Mary Hogan Elementary, Bridge School, Beeman Academy, Mt. Abraham Union High School, Vergennes High School, and Northland Job Corps.

Social Service Agencies- Boys & Girls Club of Vergennes, PATH, Champlain Valley Head Start, Addison County Women in Crisis, Counseling Service of Addison County, Elderly Services Inc, United Way, and Middlebury Parent/Child Center.

Major Shopping- Marble Works, Shaw's, Downtown Middlebury District, Middlebury Co-op, Champlain Farms, A&P, Middlebury Discount Foods, Super Foodmart, JC Penney, Champlain Discount Foods, Otter Creek Food Co-Op, Vergennes Foods Inc, Super Value Foods, Addison 4 Corners Foods, Bristol Market, Village Corner Store, and Gators.

APPENDIX E

VERMONT STATUTES FOR THE CREATION OF TRANSIT AUTHORITIES AND DISTRICTS (24VSA127)

The Vermont Statutes Online

Title 24: Municipal and County Government

Chapter 127: Mass Transit Authorities

§ 5101. Definitions

As used in this chapter:

- (1) "Municipalities" means a town, a city, or an incorporated village;
- (2) "Legislative body" means the selectmen in the case of a town, the council or mayor and board of aldermen in the case of a city, and the trustees in the case of an incorporated village. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5102. Area of operation

The area of operation for an authority created under the provisions of this chapter shall be the area of the member municipalities. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5103. Membership in the authority

Two or more municipalities may form a mass transportation authority. Membership in the authority shall consist of those municipalities which elect to join the authority by majority vote of its voters present and voting on the question at an annual or special meeting duly warned for that purpose. The initial meeting of a municipality called to determine whether or not to join the authority shall be warned in the manner provided by law, except that for such meeting only, any warning need not be posted for a period in excess of 30 days, any other provision of law or municipal charter to the contrary notwithstanding. Membership may be terminated only in the manner provided in section 5109 of this title. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5104. Purposes and powers

- (a) The authority may purchase, own, operate or provide for the operation of land transportation facilities, and may contract for transit services, conduct studies and contract with other governmental agencies, private companies and individuals.
- (b) The authority shall be a body politic and corporate with the powers incident to a municipal corporation under the laws of the state of Vermont consistent with the purposes of the authority, and may exercise all powers necessary, appurtenant, convenient or incidental to the carrying out of its functions, including, but not limited to, the following:
 - (1) to sue and be sued;
 - (2) to adopt, use and alter at will a corporate seal;

- (3) to acquire, purchase, hold, lease as a lessee and use any franchise, property, real, personal or mixed, tangible or intangible, or any interest therein, necessary or desirable for carrying out the purposes of the authority, and to sell, lease as lessor, transfer or dispose of any property or interest acquired by it;
- (4) to fix, alter, charge and establish rates, fares and other charges for the services and facilities within its area of operation, which rates, fees and charges shall be equitable and just;
- (5) to acquire and operate, or provide for the operation of local transportation systems, public or private, within its area of operation;
- (6) to make contracts of every name and nature and to execute all instruments necessary or convenient for the carrying on of its business;
- (7) To enter into management contracts with any person or persons for the management of a public transportation system or controlled by the authority for such period or periods of time, and under such compensation and other terms and conditions as shall be deemed advisable by the authority;
- (8) to accept gifts or grants or loans of money or other property, and to enter into contracts, leases or other transactions with any federal agency, the state, any agency of the state, or with any other public body of the state, including municipalities, school districts and other authorities;
- (9) to borrow money and issue evidence of indebtedness as provided by chapter 53 of this title;
- (10) to develop transportation plans, and to coordinate its planning and programs with those of appropriate municipal, county, and state agencies and other political subdivisions of the state;
- (11) within its area of operation, to acquire by the exercise of the power of eminent domain any real property which it may have found necessary for its purposes, in the manner provided for the condemnation of land or rights therein as set forth in sections 221-233 of Title 19;
- (12) to prescribe and promulgate necessary rules and regulations;
- (13) to do all things necessary or convenient for the conduct of its business and the general welfare of the authority in order to carry out the powers granted to it by this chapter or any other law.
- (14) to enter into joint compacts with transportation authorities of other states provided that the compact has been approved by the general assembly of that state and the congress of the United States. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5105. Grand list; debt limit

The grand list of the authority shall be deemed to be the total of the grand lists of member municipalities, and the debt limit of the authority shall not be diminished by any obligation incurred by a member municipality alone. Obligations incurred under chapter 53 of this title shall be the joint and several obligations of the authority and of each member municipality but shall not affect any limitation on indebtedness of a member municipality. The cost of debt service shall be included in the annual budget of the authority as provided in section 4108 of this title, and shall be allocated among the member municipalities as provided in that section. Where voter approval is required pursuant to chapter 53 of this title, the board of commissioners shall determine the number and

location of polling places, and when a majority of all the voters present and voting on the question from all of the member municipalities at the meeting vote to authorize the issuance of bonds, the board of commissioners shall be authorized to issue the bonds as provided in chapter 53 of this title. The counting of ballots shall be conducted by the board of commissioners together with the town or city clerk from each member municipality or his designee. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5106. Exemption from regulation

The public transportation systems and facilities operating under this authority are exempt from any of the regulatory provisions of Title 30, except that the public service board may impose any regulatory provisions of Title 30 that it may determine from time to time to be necessary. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5107. Government and organization

(a) The powers, duties and responsibilities of the authority shall be exercised by a board of commissioners, consisting of two commissioners from each member municipality. The commissioners shall be appointed by and serve at the pleasure of the legislative body of the member municipality for terms of three years. Any vacancies on the board of commissioners shall be filled by the legislative body of the respective member municipality, but in the event that the legislative body fails to appoint a commissioner within two months from the date of the occurrence of the vacancy, the vacancy shall be filled by the board of commissioners. Commissioners shall serve without pay.

(b) Annually, the board of commissioners shall elect from among its members a chairman, vice-chairman, treasurer and secretary, and such other officers that are necessary for the conduct of its business.

(c) 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. The board of commissioners shall have the power to prescribe their duties, fix their compensation, and delegate to them such responsibilities for the management and control of the operation of the authority, as its interest may require. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5108. Annual budget and assessments

(a) On or before February 15 in each year the board of commissioners shall prepare a budget for the authority for the next fiscal year, which shall include an estimate of the revenue of the authority from fares and other sources, except membership assessments, and the expenses for the next fiscal year, including debt service. The board of commissioners shall call a meeting of the residents of its member municipalities for the purpose of presenting the proposed budget. The meeting shall be held at a place within the area of operation and shall be warned by a notice published in a newspaper of general circulation in the area of operation at least 15 days prior to the meeting, which notice shall contain a copy of the proposed budget. Members of the legislative body of each member municipality shall be notified of the meeting by certified mail.

(b) Annually, following the meeting provided in subsection (a) of this section, the board of commissioners shall review the proposed budget of the authority in light of any discussion, and shall then adopt the budget with or without changes.

(c) The treasurer of the authority, following adoption of the budget, shall apportion the sums required to be contributed by each member municipality according to the average number of weekly miles of service for the 12 month period preceding the adoption of the budget, for each member community, as compared to the average number of weekly miles of service for all member communities for the same period. The formula for apportionment may be changed by the board of commissioners with the concurrence of each of the legislative bodies of the member municipalities. The treasurer of the authority shall immediately notify the treasurer of each member municipality and the chairman of the legislative body in each member municipality, of the amount of such assessment, and the member municipality shall add such assessment to its own budget and shall assess such tax as is necessary to raise the amount of the assessment. The amount of the assessment in each member municipality shall be paid to the treasurer of the authority on or before July 15 in each year.

(d) In the event that the budget of the authority in any year becomes insufficient to support the operations of the authority, the board of commissioners may assess the member municipalities for additional sums, apportioned in the manner provided in this section. The additional assessment shall require the approval of each of the legislative bodies of the member municipalities. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5109. Termination of membership

(a) 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. The withdrawal shall take effect at the end of the first full fiscal year following a notification of withdrawal. The notification shall be in the form of a resolution duly adopted by the legislative body of the withdrawing member and delivered to the board of commissioners at a regular meeting.

(b) Notwithstanding subsection (a) of this section, upon giving notice as required by subsection (a), a member municipality may withdraw from the authority after the authority has voted to bond itself in accordance with the provisions of chapter 53 of this title, but shall continue to be liable for its share of all existing indebtedness incurred under chapter 53 of this title at the time notice of its withdrawal is given. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5110. Miscellaneous provisions

(a) The authority shall prepare an annual report of its activities, including a financial statement, and submit the report to the legislative bodies of the member municipalities.

(b) The fiscal year of the authority shall commence July 1 in each year. (Added 1975, No. 153 (Adj. Sess.), § 1, eff. March 10, 1976.)

§ 5121. Definitions

As used in this subchapter:

(1) "Municipality" means a town, city or incorporated village.

(2) "Legislative body" means the selectmen in the case of a town, the council or mayor and board of aldermen in the case of a city, and the trustees in the case of an incorporated village. (Added 1981, No. 195 (Adj. Sess.), § 1.)

§ 5122. Creation of regional transit districts

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. 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. (Added 1981, No. 195 (Adj. Sess.), § 1; amended 1995, No. 60, § 27, eff. April 25, 1995.)

§ 5123. Regional transit district membership

A regional transit district shall contain at least one representative appointed from each member municipality. All representatives may be compensated and reimbursed by their respective municipalities for necessary and reasonable expenses. (Added 1981, No. 195 (Adj. Sess.), § 1.)

§ 5124. Appointment; term and vacancy; rules

(a) Representatives to a regional transit district representing each participating municipality shall be appointed and any vacancy filled by the legislative body of such municipality.

(b) A regional transit district shall elect a chairman and a secretary, and, at its organization meeting, shall by a two-thirds vote of those representatives present and voting at the meeting, adopt such rules and create and fill such offices as it deems necessary or appropriate for the performance of its functions, including, without limitation, the number and qualification of members, terms of office, provisions for municipal representation and voting and provisions for termination of membership.

(c) 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. (Added 1981, No. 195 (Adj. Sess.), § 1.)

§ 5125. Purposes and powers

(a) The district may purchase, own, operate or provide for the operation of land transportation facilities, and may contract for transit services, conduct studies and contract with other governmental agencies, private companies and individuals.

(b) The district may exercise all powers necessary, appurtenant, convenient or incidental to the carrying out of its functions, including, but not limited to, the following:

(1) to sue and be sued;

(2) to acquire, purchase, hold, lease as a lessee and use any franchise, property, real, personal or mixed, tangible or intangible, or any interest therein, necessary or desirable for carrying out the purposes of the district, and to sell, lease as lessor, transfer or dispose of any property or interest acquired by it;

(3) to fix, alter, charge and establish rates, fares and other charges for the services and facilities within its area of operation, which rates, fees and charges shall be equitable and just;

(4) to acquire and operate, or provide for the operation of local transportation systems, public or private, within its area of operation or in a municipality not already a member of a district, with

which it contracts to furnish transit service;

(5) to make contracts of every name and nature and to execute all instruments necessary or convenient for the carrying on of its business;

(6) to accept gifts or grants or loans of money or other property, and to enter into contracts, leases or other transactions with any federal agency, the state, any agency of the state, or with any other public body of the state, including municipalities and school districts;

(7) to prescribe and promulgate necessary rules and regulations;

(8) to do all things necessary or convenient for the conduct of its business and the general welfare of the district in order to carry out the powers granted to it by this subchapter or any other law. (Added 1981, No. 195 (Adj. Sess.), § 1.)

§ 5126. [Reserved for future use].

§ 5127. Exemption; regulation; taxes

(a) The public transportation systems and facilities operated by a regional transit district are exempt from any of the regulatory provisions of title 30 except that the transportation board may impose any regulatory provisions of title 30 that it may determine from time to time to be necessary.

(b) A regional transit district and its systems and facilities shall be exempt from the sales, purchase and use taxes and from motor vehicle registration fees except those registration fees applicable to municipalities. (Added 1981, No. 195 (Adj. Sess.), § 1.)

§ 5128. Annual budget and assessments

(a) Each year the board of commissioners shall prepare a proposed budget for the district for the next fiscal year, which shall include an estimate of the revenue of the district from fares and other sources, except municipal contributions, and the expenses for the next fiscal year, including debt service. The proposed budget shall be sent to the legislative branch of any member municipality by certified mail. The board of commissioners may call a meeting or meetings of the residents of its member municipalities for the purpose of presenting the proposed budget. Any meeting called shall be warned by a notice published in a newspaper of general circulation in the area of operation at least seven days prior to the meeting containing the date, time and place at which the meeting is to be held and a statement of the purpose of the meeting.

(b) Annually, following the distribution provided in subsection (a), the board of commissioners shall review the proposed budget of the district in light of any discussion, and shall then adopt the budget with or without changes and determine the contributions to be requested from member municipalities. (Added 1981, No. 195 (Adj. Sess.), § 1; amended 1983, No. 120 (Adj. Sess.).)

§ 5129. Liability of district

(a) Members of the regional transit district board shall not be held personally liable for any actions taken in their capacity as members of the board.

(b) No tort liability shall attach to individual municipal members of regional transit districts.

(c) Tort liability of the regional transit district shall be limited to \$1,000,000.00 for each accident.
(Added 1981, No. 195 (Adj. Sess.), § 1.)

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H.764

AN ACT RELATING TO THE STATE'S TRANSPORTATION CAPITAL PROGRAM AND PROJECT DEVELOPMENT PLAN

It is hereby enacted by the General Assembly of the State of Vermont:

* * * Adoption of Capital Program and Project Development Plan * * *

Sec. 1. TRANSPORTATION CAPITAL PROGRAM FOR 2003; PROJECT DEVELOPMENT PLAN FOR 2004-2007; APPROVAL OF PROJECT CANCELLATIONS

The transportation capital program for fiscal year 2003 and project development plan for fiscal years 2004-2007, appended to the agency of transportation's proposed fiscal year 2003 budget, as amended by this act, are adopted to the extent federal, state and local funds are available. The transportation capital program and project development plan hereby adopted supersede all previous transportation capital programs and project development plans.

* * * Town Highway Bridge Program * * *

Sec. 2. TOWN HIGHWAY BRIDGE PROGRAM; MODIFICATIONS

The following modifications are made to the town highway bridge program:

(1) The schedule for the town highway bridge project Brookline-Newfane BHO 1442(25), page 11, is amended as follows: by adding construction funds of \$300,000, by deleting total funds of \$8,925 and inserting \$308,925, by deleting state funds of \$892 and inserting \$30,892, by deleting federal funds of \$7,140 and inserting \$247,140, and by deleting local funds of \$893 and by inserting \$30,893.

(2) The schedule for town highway bridge project Chester BRF 025-1(35), page 19, is amended as follows: by adding construction funds of \$454,781, by deleting total funds of \$1,050 and inserting \$455,831, by deleting state funds of \$105 and inserting \$45,583, by deleting federal funds of \$840 and inserting \$364,665, and by deleting local funds of \$105 and inserting \$45,583.

(3) The schedule for town highway bridge project Stamford TH3 9411, page 79, is amended as follows: by deleting construction funds of \$168,000, by deleting total funds of \$186,900 and inserting \$18,900, by deleting state funds of \$168,210 and inserting \$17,010, and by deleting local funds of \$18,690 and inserting

\$1,890.

* * * Aviation * * *

Sec. 3. AVIATION

The following modifications are made to the aviation program:

- (1) The schedule for the aviation statewide development project, page 14, is amended as follows: by deleting other, total and state funds of \$500,000 and inserting in all instances \$350,000.
- (2) The schedule for the aviation statewide facility improvement project, page 16, is amended as follows: by deleting other, total and state funds of \$700,000 and inserting in all instances \$480,000. Additional state funds of \$220,000 are authorized for projects subject to the availability of funds under Sec. 308 of H.766 (2002) of the fiscal year 2003 appropriations bill.

* * * Rail * * *

Sec. 4. RAIL

The following modifications are made to the rail program:

- (1) The schedule for the rail project Bellows Falls-Rutland, page 3, is amended as follows: by deleting other, total and state funds of \$300,000 and inserting in all instances \$208,440.
- (2) The schedule for rail project Hartford-Newbury, page 10, is amended as follows: by deleting construction, total and state funding of \$810,000 and inserting in all instances \$562,788.
- (3) The statewide project for the purchase of Amtrak service, page 12, is amended as follows: by changing the route name to read "interstate rail passenger service" and by changing the description to read "project is for the purchase of interstate rail passenger service." The changes are to reflect the possibility that Amtrak may be succeeded by other service providers.
- (4) The schedule for the rail statewide development and evaluation project, page 13, is amended as follows: by deleting other and total funds of \$1,975,000 and inserting in both instances \$2,230,030, and by deleting state funds of \$475,000 and inserting \$730,030. The changes are to increase state funding for the Rutland Rail Yard project by \$400,000 for the purpose of completing the Act 250 process, and to decrease \$144,970 in state funds for other projects.
- (5) The schedule for the rail statewide property management project, page 16, is amended as follows: by deleting other, total and state funds of \$450,000 and inserting in all instances \$312,660.

(6) The schedule for the rail statewide bridge repair and upgrade project, page 19, is amended as follows: by deleting construction funds of \$1,275,000 and inserting \$3,560, and by deleting total and state funds of \$2,200,000 and inserting in both instances \$928,560.

(7) The schedule for rail statewide three-way partnerships, page 20, is amended as follows: by deleting all other, state and local funding.

(8) The schedule for the rail project Essex-St. Albans, page 8, is amended as follows: by deleting other, total and state funds of \$350,000 and inserting in all instances \$0.

* * * Roadway Program * * *

Sec. 5. PROJECT DEVELOPMENT; ROADWAY PROGRAM

The following modifications are made to the project development roadway program:

(1) A new project is added as follows: Springfield, project # STP 016-2(10)S, for construction of a retaining wall on VT 11, and for construction of a retaining wall on North Main Street. The total project costs are: construction and total funds of \$590,000, state funds of \$54,000, federal funds of \$432,000, and local funds of \$104,000. In fiscal year 2003, by inserting, in both instances, construction and total funds of \$295,000, by inserting state funds of \$27,000, federal funds of \$216,000, and local funds of \$52,000.

(2) The schedule for roadway statewide development, page 23, is amended as follows: by deleting other and total funding of \$2,900,000 and inserting \$1,320,000, by deleting state funds of \$638,066 and inserting \$373,066, by deleting federal funds of \$2,231,705 and inserting \$922,705, and by deleting local funds of \$30,229 and inserting \$39,229. These changes are to reserve funding in the total amount of \$150,000 for the Manchester project #STP 0137(), to reserve funding in the total amount of \$750,000 for the Pittsford-Brandon project #NH 019-3(49)SC, and to provide \$2,000,000 in funding for all other projects.

(3) The schedule for Williston STP M 5500(7)S, page 26, is amended as follows: by deleting construction funds of \$732,058, by deleting total funds of \$847,558 and inserting \$115,500, by deleting state funds of \$211,889 and inserting \$28,874, and by deleting federal funds of \$635,669 and inserting \$86,626.

(4) A new project, Springfield STP 0136(), is added to the roadway development and evaluation list. The new project is for the rehabilitation of TH #3 (VT 143) in the town of Springfield, from the intersection with VT 11 to the junction with US 5.

(5) A new project, Winooski (Downtown Development), is added to the roadway program. The new project is to reconstruct the intersection of East Allen Street and Main Street, construct East Canal Street, Barlow Street, New Street and East Street, and to modify other associated streets with curbs, roundabouts and pedestrian facilities. A new page is added, as follows: under total cost, by adding other and total costs of \$9,000,000, by adding state funds of \$900,000, by adding federal funds of \$7,200,000, and by adding local funds of \$900,000; under fiscal year 2003, by adding other and total funds of \$1,250,000, by adding state funds of \$125,000, by adding federal funds of \$1,000,000, and by adding local funds of \$125,000; under fiscal year 2004, by adding other and total funds of \$1,875,000, by adding state funds of \$187,500, by adding federal funds of \$1,500,000, and by adding local funds of \$187,500; and, under fiscal year 2005, by adding other and total funds of \$5,875,000, by adding state funds of \$587,500, by adding federal funds of \$4,700,000, and by adding local funds of \$587,500.

(6) The schedule for Burlington STP TCSE(001), page 4, is amended as follows: by deleting construction funds of \$3,448,400 and inserting \$1,698,400, by deleting total funds of \$3,478,000 and inserting \$1,728,000, by deleting state and local funds of \$347,840 and inserting, in both instances, \$172,840, and by deleting federal funds of \$2,782,720 and inserting \$1,382,720.

(7) A new project is added as follows: Rutland City-Rutland Town, project #STO19-3(), for use by Rutland City and Rutland Town to complete improvements #1, 3, 6, and 8A in Table 11 on pages 42 and 43, referred to in the report to the agency of transportation by McFarland-Johnson, Inc., entitled "Upgrades to US Route 4 and 7 in Rutland City and Rutland Town (2001)". Fiscal year 2003 funding in the amount of \$350,000 is added to other, total and state funds contingent upon the availability of funds under Sec. 308 of H.766 (2002) of the fiscal year 2003 appropriations bill.

(8) The following projects on the candidate list shall be advanced: North Bennington STP 1200 (S) and Old Bennington STP 1400 (S).

* * * Project Development – Administrative Program * * *

Sec. 6. PROJECT DEVELOPMENT; ADMINIS

APPENDIX F

SOURCES OF LOCAL REVENUE DEVELOPING A SPONSORSHIP PROGRAM FOR TRANSIT

APPENDIX F

NEW SOURCES OF LOCAL REVENUE DEVELOPING A SPONSORSHIP PROGRAM FOR TRANSIT

Transit has a long history of providing advertising on and in buses for additional revenue for the system. Some rural systems have engaged in advertising over the years, but a sponsorship program is more than simply advertising. Instead of the usual selling of just one form of advertising, the system should sell sponsorship packages. Since sponsorship and advertising funds are an important source of local funding, this program should be implemented first, in order to determine the level of funding that can be attained.

IDENTIFYING THE SERVICE

As discussed above, the program is designed to sell a service to both public and private sponsors. Possible services for sale can include (but should not be limited to):

Sponsorship Services at Any Level

- Recognized as a sponsor on the system *how to ride guide* (system map and schedule)
- Sponsored by... on all system literature and advertising
- Decal on side or back of the bus
- Advertising on transit benches
- Advertising on shelters
- Adopt a shelter or route

- Internal bus advertising
- Dedicated shuttle
- Special promotions sponsorship

Higher Level Sponsorship Services

- Company logo on the system map
- Placing of a shelter for customers and/or employees
- Placing of a stop conducive to customers and/or employees - this could include going into a parking lot and stopping next to the facility
- Route named for sponsor
- Bus Wrap

If properly packaged, these services have considerable value to businesses such as:

- *Large Retailers* – Wal-Mart and Kmart are excellent examples, the mall and grocery stores are others.
- *Hospitals* - There are a number of examples of wrapped buses for hospitals, medical groups, and pharmacies.
- *Large Local Based Corporations* - Are there any large corporations based in the area?
- *Small Local Based Companies* - Any local company can participate at a number of levels.
- *Fast Food Restaurants* - Wrapped buses are popular with some of the largest chains.
- *Television, Radio Stations, and Local Newspapers* - There are also opportunities with these organizations. They can give the system valuable advertising.

Develop Sponsorship Levels and Packages

After determining what will be for sale, the following activities should be accomplished:

- **Price the Items** - Attach value to each item for sale. Check with firms that wrap buses to determine the cost of a wrap. Items should be priced competitively with similar types of advertisements, such as billboards, and television and radio advertising. Think big! Both large and small firms should have opportunities. Set up multi year packages for semi-permanent advertising such as bus wraps, shelters, and bench signs.
- **Develop Sponsorship Packages** - After pricing the various services to be provided, the system should put them in sponsorship packages to maximize revenue. Each level of sponsorship should have a name to it. For example; gold, silver, bronze, etc, or a name to connote transit.

Examples can include:

- **High End Sponsor** (Five Star, Platinum, etc.) - the value of these services is significant. High end services should only go to those sponsors willing to pay over \$10,000 per year (with 3 year contracts). Various packages can be combined based on a customer/sponsors need. These high end services include, but are not limited to; bus wraps, a shelter in front of the facility with advertising, route named after sponsor (e.g. mall route, hospital route, or college route), routing conducive to the sponsors business, and logo on the system map. Each of these services should be worth up to \$10,000 per year and more if they re combined.
- **Mid Level Sponsors** - These sponsors should have access to a variety of packages that include; advertising on a shelter(s), bench(s), and internal advertising. Decal on back of the bus, and name in the riders guide are also available. Other opportunities can include sponsoring special promotions.
- **Entry Level Sponsor** - Small local sponsors have a place in sponsorship as well. Packages can include; advertising on benches and internal advertising. Certain special promotions should be priced for the entry level sponsor, and recognition as a sponsor should be on promotional material
- **Create Promotional Material** - Develop materials to sell the sponsorships. The materials should be of high quality.
- **Recruit Supporters** - Community and political leaders as well can be recruited to help sell the packages. Attempt to get local media outlets to assist.
- **Sell Sponsorships** - After all of the preparation has been completed, the sales can be initiated. Both large and small sponsors should be sought. For larger firms, first attempts should be with local contacts. If attempts with large firms fail at the local level, contact regional or corporate offices.

Limits on Advertising

The system should set up standards for advertising on the system. Advertising should be tasteful, within the normal bounds of advertising accepted in the community. It is recommended that the system refuse any advertising of a political, religious, or adult oriented content or intent. This will only cause controversy where none is wanted. For example, an urban transit system recently had a large advertisement on buses with the picture of a young man in his underwear (an underwear advertisement). While that might be acceptable in this city (although controversial), it definitely would not be acceptable in most rural areas (and most other places in the United States).

Advertising should be of a quality design and application. All advertising should meet quality standards developed through the system. It should be professionally designed and installed -- it must look good.

Development and Implementation of the Program

The system will need to determine if it wants to develop and implement this program in house or work through an advertising/marketing firm to sell the sponsorships on a percentage agreement. Developing and implementing the program is a considerable effort, and therein lies the trade-offs of the two approaches. While the work is harder and time consuming, the potential revenues are greater (if properly implemented).

If the system chooses to seek outside assistance, they should first meet with a number of firms to determine their interest, and then seek quotes through a competitive procurement.