

# Fraser Valley Public Transit System Analysis



Prepared for:

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## Final Report

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# CHAPTER I

## Introduction

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The Town of Winter Park has retained the services of LSC Transportation Consultants, Inc. of Colorado Springs to develop an implementation plan for public transportation service to serve the Fraser Valley area. There are two main elements to this project—1) developing consensus among the local stakeholders on appropriate institutional and financial alternatives and 2) developing a specific implementation plan based upon the consensus of the Technical Advisory Committee (TAC) and local decision-makers. This Final Report is a compilation of the steps taken to reach these two major elements.

### **HISTORY OF TRANSIT SERVICE IN THE FRASER VALLEY**

Currently, there is limited publicly-financed transit service in the Fraser Valley. Privately-owned transit operates predominantly during the ski season and provides some service in the summer and fall months. This service is operated by Intrawest, which owns and manages the Winter Park and Mary Jane ski resorts. Intrawest employs First Transit (a private transit management company) to operate the service. First Transit provides the drivers, supervisors, administrative support, equipment, and mechanics to operate the service. Intrawest provides the facilities for the transit service. Intrawest pays for the daytime service, and the towns of Winter Park and Fraser provide funding for First Transit to operate evening service. The Town of Winter Park also pays for a day shuttle from the resorts to the town. Although developed specifically for the ski resort, the transit service known as “The Lift” is a general public service that is used by local residents. The service is provided free of charge.

### **STUDY APPROACH**

As in many areas across the United States, communities are taking a closer look at transportation services and are seeking to find the most effective means of providing those services. The Fraser Valley is a relatively large area with pockets of

population scattered throughout the area. The communities of Winter Park and Fraser represent regional transit destinations for residents.

The current effort focuses on the feasibility of providing a more coordinated general public transportation system to meet the needs of the Fraser Valley. One important step toward providing an integrated community-wide transportation system is involving key players such as the local decision-makers and leaders, as well as agencies which have a need for increased transportation services. Individuals from each key stakeholder department or agency serve as members of the local Technical Advisory Committee for this planning process.

LSC prepared the following specific elements which required approval from the Technical Advisory Committee before moving ahead:

- Project Goals and Objectives.
- Assessment of existing transit services.
- Presentation of transit institutional structures for a potential public agency.
- Formal adoption of the Final Report as the blueprint for implementing public transit for the region.

### **Project Team and Technical Advisory Committee Meetings**

An initial “kick-off meeting” was held via teleconference because weather and road conditions prevented LSC staff from travel on the scheduled meeting date (January 29, 2008). The meeting was attended by key stakeholders in the area—representatives of the Town of Winter Park, the Town of Fraser, Grand County, Intra-west, and First Transit. The group met to discuss the project goals, priorities, and a time line for completion of the final study. The local Technical Advisory Committee (TAC) was formed from the group attending the kick-off meeting and attempts were made to include a representative from the Town of Granby. Four TAC meetings have been held to date. Appendix A provides the agendas and meeting minutes.

## **SUMMARY OF ISSUES**

During the January “kick-off meeting,” the LSC team briefed the stakeholders on the study process to be undertaken over the seven-month period. The key stake-

holders involved with transportation services were identified. Major issues and concerns regarding public transportation were discussed. Following is a summary of the major issues:

- The service needs to be able to obtain federal and state funding in order to operate due to limited local funding.
- A major focus needs to be on coordinating with other local public transportation services in the area.
- The new public service needs to maintain the level of service currently being performed by The Lift.

## **ORGANIZATION OF THIS REPORT**

Chapter II presents the Goals and Objectives for the public transportation system along with a discussion on how the goals and objectives were developed. These goals and objectives guided the LSC team in preparing the report and the implementation plan.

Chapter III presents the institutional structures available to Fraser Valley. Each structure is discussed in detail and the advantages and challenges of each are shown. This chapter also provides the recommended institutional structure selected by the TAC.

Chapter IV develops a detailed financial structure based on the chosen institutional structure. This chapter provides the Town of Winter Park with a financial structure that will support the current service and allow for future growth. Chapter IV also presents potential funding sources from which the Town of Winter Park may be able to draw capital and operating revenue. Successful transit systems are strategic about funding and attempt to develop funding bases that enable them to operate reliably and efficiently within a set of clear goals and objectives according to both long-range and short-range plans. Potential strategies for funding the transit services in the Fraser Valley area are described in this chapter.

Chapter V presents the results of a community telephone survey. The chapter discusses the methodology used for the survey and the major findings of the survey. The results represent the attitude of local residents on the type of transit

## *Introduction*

service they prefer. Residents from the communities of Fraser, Granby, Tabernash, and Winter Park were surveyed.

Chapter VI presents the Capital Plan necessary for the development of public transportation in the Fraser Valley. This chapter identifies all capital requirements to transition from a private to public transit system. In Chapter III, it is recommended that the Town of Winter Park develop a Transit Division and negotiate a contract with a private transit management firm to operate the service. This capital plan is based on LSC's analysis of the fiduciary responsibilities of the Town of Winter Park.

Chapter VII discusses operating requirements needed for a Winter Park transit agency to meet federal and state regulations concerning operating a public transit system. Operational, maintenance, and administrative oversight responsibilities are presented in this chapter. Chapter VIII presents marketing and monitoring plans.

Chapter IX presents the recommended alternative. Although an institutional structure recommendation was presented in Chapter III, this chapter refines the recommended alternative to provide local representatives and decision-makers with a blueprint for operating, funding, and managing a public transit system.

## **VISION FOR PLAN**

In developing a transportation system, it is necessary to recognize the goals and objectives for transportation in the community as this determines the direction to be taken in the study. The goals provide the specific direction for the development of appropriate strategies and implementation. Using the Goals and Objectives for the Fraser Valley transit service which are presented in Chapter II and the guidance obtained from the TAC and the Community Survey, this Final Report provides the necessary vision along with the necessary implementation steps for the development of an efficient and effective public transportation system in the Fraser Valley.



## CHAPTER II

# Goals and Objectives

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### INTRODUCTION

In developing a transportation system, it is necessary to recognize the goals and objectives of transportation in the community as this determines the direction to be taken in the study. The goals provide the specific direction for the development of appropriate strategies and implementation.

Tentative goals and objectives were first discussed at the January 2008 kick-off meeting with the Fraser Valley Technical Advisory Committee (TAC). They were also discussed and refined at the April TAC meeting in Winter Park. Listed below are the Goals and Objectives for the Implementation of a Public Transportation System in the Fraser Valley.

#### MISSION STATEMENT

To provide year-round public transit service for residents and visitors in the Fraser Valley.

### GOALS AND OBJECTIVES

#### **Goal #1: Establish a Public Service Agency for the Fraser Valley.**

**Objective 1.a:** Establish the new transit agency by January 2010.

**Objective 1.b:** Develop plan for year-round transit service by January 2010.

#### **Goal #2: Obtain federal funding for the Winter Park transit program.**

**Objective 2.a:** Identify local administrative assets available that can assist in procuring grant funding.

**Objective 2.b:** Develop sources of private funding from private entities which will benefit from the new service and provide matching funds for federal grants.

## *Goals and Objectives*

**Objective 2.c:** Develop applications and be designated as a recipient of federal transit funds to obtain federal Section 5311 funding and state funding such as capital funds from Senate Bill #1 by April 2010.

### **Goal #3: Maintain level of service currently provided in the Fraser Valley and look for expansion opportunities.**

**Objective 3.a:** Negotiate with Intrawest to maintain their current level of ski season service.

**Objective 3.b:** Develop intergovernmental agreements between Winter Park, Tabernash (through Grand County), and Fraser to provide funding, through federal grants, for summer and evening service.

**Objective 3.c:** Negotiate with the Town of Granby to partner with the Winter Park transit program.

### **Goal #4: Coordinate Winter Park transit program with other transit services in Grand County.**

**Objective 4.a:** Coordinate services with the Grand County Council on Aging. Look for ways to use their equipment and dispatching capabilities to assist both agencies.



# Preferred Institutional Structure

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## INTRODUCTION

In April, the Fraser Valley Technical Assistance Committee (TAC) met with the LSC Project Manager and Project Advisor to discuss what type of institutional structure would be best for the development of a public transit service in the Fraser Valley. LSC developed five possible scenarios and led the TAC through a workshop to evaluate and select a preferred institutional structure for the provision of future service. Each scenario discussed an operating concept for the institutional structure, potential service boundaries which could be developed, advantages, disadvantages, legal authority, and financial opportunities provided by each scenario. This chapter presents the five scenarios discussed during the meeting and discusses the recommended institutional structure for the new public service.

## INSTITUTIONAL STRUCTURES

### Municipal Transit Service

A municipal transit institutional structure is a structure where the transit service is operated by a town or city. Normally the transit service is set up as a department of the municipality or is a division within a department. In smaller municipalities, the transit service may be part of the Public Works Department. Listed below are some advantages to the new Fraser Valley transit service being within a municipal institutional structure.

- **Existing Governing Body:** As with other municipal departments, the transit service will be governed by the Town Council which alleviates the need for the transit service to develop a Board of Directors. The Town Council will make decisions on how the transit service is to be funded, it will approve the annual budget for the transit service, and it will approve performance factors for the service. Day-to-day oversight and decision making can come from an appropriate department head available within the municipal organization.
- **Existing Departmental Agencies:** Placing the new transit service in an existing municipal department alleviates the need to hire senior management

personnel and will also provide clerical and administrative assistance. It may also alleviate the need to develop new facilities for the transit service since administrative space may be available within the department's facilities.

- **Possibility of General Fund Revenue:** Taxes that the municipality collects can be used to help fund the new public transit service. This is an important source of operational funding and also allows for local revenue to match any funding received from federal or state grants. It is important to note that the majority of funding needed to operate the service and to pay the labor and non-capital costs will be from local sources of revenue.
- **Existing Facilities:** Transit needs relatively large facilities to maintain the bus fleet. Generally a municipality has a maintenance facility to take care of police vehicles, fire trucks, and large public works vehicles. This facility can be used to maintain the transit buses as well, thus alleviating the need to construct a new facility.
- **Shared Resources:** Having the new transit service within the municipal government structure will allow for accounting, payroll, grant application development, and legal services that the municipal government generally has within its institutional structure to be shared by the new transit service. Again, this will save the transit service considerable administrative costs.
- **Possibility of Generating Revenue from a Town Sales Tax:** Winter Park has the legal right to increase existing sales tax through the ballot process and approval of the citizens of the town. Article XII, Section 12.1 of the Winter Park Home Rule Charter States:

***The Council may, by ordinance, levy and collect taxes for municipal purposes which may include but shall not be limited to: ad valorem property taxes and excise taxes (such as sales taxes, use taxes, bed taxes, occupation taxes, and real estate transfer taxes).***

***No sales tax, use tax, bed tax, or income tax shall be levied after the adoption of this Charter until such tax shall have been approved by a majority of the qualified electors voting at a regular or special election.***

***For purposes of this Charter, the term "sales tax" shall mean a tax on the sales of tangible personal property at retail or the furnishing of services.***

The municipal government institutional structure has many advantages for implementing a public transit service and is used extensively in resort communities within Colorado with municipal transit services in Glenwood Springs, Durango, Vail, Telluride, Breckenridge, and Crested Butte. However, there are some disadvantages to this structure as well which are listed below.

- **Possibly Higher Labor and Benefit Costs:** Municipal governments generally provide a higher wage for drivers and mechanics and almost always provide better and more costly benefit packages than the private sector. This may call for a greater demand on the general fund.
- **Transit may not be a High Priority with Municipal Decision Makers:** The new transit service will be vying for scarce public funds and will compete with existing municipal departments for these limited funds. The Town Council may not see transit as an essential service when it is competing with traditional governmental services such as the police and fire departments.

Recently, the Winter Park Town Council informed the Town's Project Manager for this study that year-round transit will be a top priority of the Council, thereby rendering this potential disadvantage a moot point.

- **Possible Jurisdictional Issues:** Municipal transit departments generally serve the municipality and generally do not travel past municipal boundaries. This could severely limit the ability of a regional transit service to serve the Fraser Valley.

## **County Transit Service**

A county transit institutional structure is a structure where the transit service is operated by the county. This structure is very much like a municipal transit service, but with some very important differences which are discussed in this section. Normally the transit service is set up as a department of the county or is a division within a department. In many counties across the country, the transit service is part of the Public Works Department. Listed below are some advantages to the new Fraser Valley transit service being within a county institutional structure.

- **Expanded Service Area:** As a countywide transit system, not only could Fraser Valley be served, the entire county could be served by transit. This eliminates narrow municipal boundaries and enhances the transit service boundary.
- **Existing Governing Body:** As with other county departments, the transit service will be governed by the County Board of Commissioners which alleviates the need for the transit service to develop a Board of Directors or other form of governing body. The County Commissioners will make decisions on how the transit service is to be funded, approve the annual budget for the transit service, and approve performance factors for the service. Day-to-day oversight and decision making can come from the Director of Public Works if the service is placed as a division of that department.
- **Existing Departmental Agencies:** Placing the new transit service in an existing county department alleviates the need to hire senior management

personnel and will also provide clerical and administrative assistance. It may also alleviate the need to develop new facilities for the transit service since administrative space may be available within the department's facilities.

- **Possibility of General Fund Revenue:** Taxes that the County collects can be used to help fund the new public transit service. This is an important source of operational funding and also allows for local revenue to match any funding received from federal or state grants. It is important to note that the majority of funding needed to operate the service and to pay the labor and non-capital costs will be from local sources of revenue.
- **Possibility of Generating Revenue from a County Sales Tax:** In Colorado, counties have the legal right to increase existing sales tax through the ballot process and approval of the citizens of the county. A petition could be made to have this increased sales tax revenue be used to operate a countywide transit service.
- **Existing Facilities:** Transit needs relatively large facilities to maintain the bus fleet. Generally a county has a maintenance facility to take care of sheriff vehicles, fire trucks, and large public works vehicles. This facility can be used to maintain the transit buses as well, thus alleviating the need to construct a new facility.
- **Shared Resources:** Having the new transit service within the county government structure will allow for accounting, payroll, grant application development, and legal services that the county government generally has within its institutional structure to be shared by the new transit service. Again, this will save the transit service considerable administrative costs.

The county government institutional structure has many advantages for implementing a public transit service and is used in resort communities within Colorado. Summit Stage in Summit County and ECO Transit in Eagle County are two examples. As with a transit system operated by a municipality, there are some disadvantages to the county institutional structure as well which are listed below.

- **Possible Higher Labor and Benefit Costs:** County governments generally provide a higher wage for drivers and mechanics and almost always provide better and more costly benefit packages than the private sector. This may call for a greater demand on the general fund.
- **Transit may not be a High Priority with County Decision Makers:** The new transit service will be vying for scarce public funds and will compete with existing county departments for these limited funds. The County Commissioners may not see transit as an essential service when it is competing with traditional governmental services such as highway maintenance and construction.

- **Potentially Larger Service Area than Anticipated:** The intent of this study is to develop public transit for the Fraser Valley. Having the service area expand to all of Grand County may be more ambitious than the TAC and Winter Park expected.

## **Independent Transit Agency**

It is possible to create an independent transit agency through Intergovernmental Agreements. Intergovernmental Agreements (IGA) are contractual agreements among local governments where they agree to establish the transit agency and provide support (both financial and non-financial) for a public transit service. This type of institutional structure is relatively quick and easy to organize as compared to the other structures that are discussed in this chapter. Listed below are the advantages of this institutional structure.

- **Can Provide Revenue and Assets from Local Governments:** Local governments that agree to enter into an IGA can bring to the table financial, administrative, and capital that can be of great benefit to the new public transit service. Assets such as maintenance equipment and expertise, administrative services, personnel expertise, legal services, and funding.
- **Clearly Defines the Transit Service Area:** The transit service will be defined by the municipalities that join the transit service via an IGA. The current service area basically includes the towns of Winter Park, Fraser, and Granby with only Granby not contributing to the current service.
- **Allows for Regional Growth:** It is relatively easy to increase the service area by obtaining additional intergovernmental agreements. This will allow for additional growth, and the service could eventually evolve into a regional service with local governments outside of Grand County entering into an IGA.
- **Enhances the Ability to Obtain Federal and State Funding:** Having a relatively stable source of local funding provided by the IGAs, the new transit service will be in a favorable position to have local matching funds. The FTA is favorable to applicants who have a stable source of funding since this generally leads to completed projects which is very important to FTA. Sometimes a transit service can gain an advantage in receiving federal funds by being able to “over match.” Instead of providing a 20 percent match for FTA transit funds, the transit service can improve its chances of receiving these federal funds by stating, for example, a 40 percent match.

The intergovernmental agreement institutional structure has many advantages for implementing a public transit service and was the institutional structure first used by the Roaring Fork Transportation Authority (RFTA, then the Roaring Fork Transit

## Preferred Institutional Structure

Agency) to begin transit service in the Roaring Fork Valley. The Northeast Colorado Association of Local Governments (NECALG) also uses intergovernmental agreements to operate its transit service known as County Express. As with a transit system operated by a municipality or a county, there are some disadvantages to the IGA institutional structure as well which are listed below.

- **Need to Develop an Operating Agency with a Governing Body:** Unlike a municipal or county transit service, there is no ready-made operating agency such as a Public Works Department. Neither is there a City Council or County Commission. Therefore, a governing body needs to be developed as well as an operating entity. Generally the governing body is made up of representatives of the local governments which have signed IGAs to establish the public transit agency. An agency also needs to be developed which will oversee the transit service operation, develop and administer the grant applications, develop reports for regularly held Board of Directors meetings, and promote the transit service.
- **No Regulatory or Legal Authority to Develop a Dedicated Tax for Public Transit:** Unlike a county-operated transit service and a Regional Transportation Authority (discussed later in this chapter), an IGA cannot petition for a dedicated tax to operate and administer the transit service. The only source of revenue available to this institutional structure is revenue agreed upon by the local governments which establish the agency, federal and state funding grants, advertising revenue, and fare revenue.

## Regional Transportation Authority

Colorado House Bill 97-1273 created the “Rural Transportation Authority Law” in 1997. This law enables any combination of local governments to *create, by contract, an Authority that is authorized to exercise the functions conferred by the provisions* of the law. In essence, a Rural Transportation Authority (RTA) can develop and operate a transit system, construct and maintain roadways within its service area, and petition the citizens within the RTA boundary to tax themselves for the purpose of funding the RTA and the services the RTA provides. Listed below are some advantages of creating an RTA.

- **Removes Jurisdictional Boundary Restrictions:** An RTA can be made up of several counties with many municipalities and can even cross state boundaries. The Pikes Peak Rural Transportation Authority (PPRTA) includes El Paso County, the City of Colorado Springs, the City of Manitou Springs, and the Town of Green Mountain Falls.

- **Allows for the Establishment of a Dedicated Sales Tax for Transit:** An RTA can petition the citizens of the RTA to agree, by popular vote, to establish a sales tax which will provide revenue to operate the RTA and its programs and services.
- **Funds from the RTA can be Used for Other Transportation Modes:** An RTA can be established to fund transportation modes other than just transit. RTA-dedicated tax revenue can be used to fund highway construction and maintenance projects, bicycle and pedestrian projects such as trails, air transportation, and rail projects.
- **Enhances Federal and State Funding Possibilities:** Having a relatively stable source of local funding provided by the dedicated tax, an RTA will be in a favorable position to have local matching funds. The FTA is favorable to applicants who have a stable source of funding since this generally leads to completed projects, which is very important to FTA. Sometimes an RTA can gain an advantage in receiving federal funds by being able to “over match.” Instead of providing a 20 percent match for FTA transit funds, the transit service can improve its chances of receiving these federal funds by stating, for example, a 40 percent match.

The rural transportation authority institutional structure has many advantages for implementing a public transit service and is now the institutional structure being used by the Roaring Fork Transportation Authority (RFTA) to operate transit service only in the Roaring Fork Valley. The Gunnison Valley RTA originally was developed to support commercial aviation. The PPRTA mandated to allocate 90 percent of the revenue generated by its dedicated tax to roadway, bicycle, and pedestrian projects. The remaining 10 percent is used to help operate Mountain Metropolitan Transit (METRO). As with a transit system operated by a municipality, an intergovernmental agreement, or a county, there is a disadvantage to the RTA institutional structure as well. This disadvantage is listed below.

- **Development of an RTA:** The development of a Rural Transportation Authority is time-consuming and labor-intensive. Intergovernmental Agreements must be made between the governmental agencies that wish to be a part of the RTA, research needs to be done to confirm the need for the RTA, public hearings need to be conducted, the RTA must be approved by voters, and the State of Colorado needs to certify the new RTA. Voters must separately approve any tax or fee revenue to provide the funding needed to operate the RTA and its programs and services. The development of the PPRTA took over two years and enlisted the help of a large number of people to create the institution. The Fort Collins area has made several attempts to establish an RTA which have failed.

## **Contractual Services**

In and of itself, contractual service is not an institutional structure; however, contractual services can be used by all the institutional structures discussed in this chapter. There are private businesses that specialize in operating transit systems under contract with a governmental agency such as a municipality or an RTA. These businesses can provide experienced transit personnel, bring in the necessary vehicles, and even construct transit facilities for the transit service. The public transit institution develops a proposal for private transit operating, administrative, and maintenance services; lists this proposal in transit-related periodicals; and then reviews the cost and service proposal submitted by a private transit agency. Generally there are several companies that compete for the contract, and the competition created assures a reasonable price for operating the transit service. Currently the ski resort transit service in the Fraser Valley is operated under contract between Intrawest and First Transit. Big Sky, Montana is a resort area with a transit system operated by a private contractor. Private transit firms also operate the Mountain Metropolitan Transit service in Colorado Springs and Grand Valley Transit in Grand Junction.

The major disadvantage of using private transit firms is that they generally pay lower labor rates and offer fewer benefits than a transit service operated by a public entity. This can lead to greater employee turnover as transit employees use the skills learned while being employed by the transit agency and then take these skills to a higher paying business. For example, public transit drivers that operate vehicles with more than 15 passenger seats must have a Certified Drivers License (CDL). Drivers will receive training from the transit service to obtain this license, then leave to work at a business that needs drivers with CDLs, pays a higher wage, and provides better benefits.

## **Organizational Structure Summary**

Table III-1 ranks each institutional option according to six factors: legal capability, revenue generation capacity, existing governing body, political acceptability, existing operational capacity, and lack of jurisdictional restrictions. Legal capability refers to the existence of statutory authority. Revenue generation capacity refers

to the institution’s capability to generate enough revenue to adequately fund the transit service relative to the projected subsidy requirements. Existing governing body shows which institution can use an existing local governing body (county and municipal) and which must establish a governing body. Political acceptability refers to the likelihood of the institutional structure being accepted by the public and elected officials. Existing operational capacity refers to what equipment, staffing, and facilities exist to operate public transit. Lack of jurisdictional restrictions depicts which institution will be less restricted by jurisdictional boundaries.

Table III-1 Institutional Options Comparison Matrix						
Institutional Option	Legal Capability	Existing Governing Body	Revenue Generation Capacity	Political Acceptability	Existing Operational Capacity	Lack of Jurisdictional Restrictions
Municipal Department	■	■	◐	◐	◐	□
County Department	■	■	■	◐	◐	◐
Intergovernmental Agreement (IGA)	■	□	◐	■	■	■
Rural Transportation Authority (RTA)	■	□	■	□	□	■
Legend:      ■ = Strong/acceptable ◐ = Moderate/satisfactory □ = Weak						

## PREFERRED INSTITUTIONAL TRANSIT STRUCTURE

After careful review of each structure, the Technical Advisory Committee decided to approve the Municipal Transit Service institutional structure to be administered by the Town of Winter Park. The TAC believes this structure to be best suited for the administration of transit service in the Fraser Valley. They believe that with the commitment shown by the Town of Winter Park to maintain the current level of transit service in the Valley, developing an agency within the Town government to oversee the transit operation is the quickest and most cost-effective way of starting up the new public transit service. This structure is also well-suited to handle expansion of the transit service if and when that may occur. LSC staff concurs

*Preferred Institutional Structure*

with the TAC's selection and has developed a financial plan that is presented in Chapter IV of this report.



## CHAPTER IV

# Financial Plan

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### INTRODUCTION

The purpose of this chapter is to develop a financial plan which will assist the TAC in what costs are associated with developing and maintaining a municipal transit agency. This chapter discusses:

- Staffing needs for the administration of the new municipal transit service.
- Office equipment and overhead.
- Marketing.
- Monitoring of the system.
- Software and hardware needs.
- Vehicle needs.
- Facility needs.
- Additional needs as identified.

Since Intrawest has committed to continue to provide operating costs and the operational structure has been established with First Transit under contract to operate the service, additional costs for grants administration, marketing, and contract oversight are the essential needs for the service.

### ADMINISTRATIVE AND ADDITIONAL STAFFING COSTS

LSC recommends that three additional people be hired to administer the new agency. A conceptual description of the titles, salaries, and duties of each staff member is described below.

**Title:** Transit Manager

**Salary and Benefits Range:** \$45,000 to \$60,000 annually

**Duties:** The Transit Manager will be responsible for the overall management of the transit agency. Specific duties are:

- Develop the annual budget.
- Develop intergovernmental agreements between local government agencies for the purpose of funding transit service within the Fraser Valley.
- Hire, train, supervise, and discipline (if necessary) employees of the new agency.
- Promote public transportation in the Fraser Valley.
- Assist in the development of grant applications for federal and state funding.
- Organization of a Transit Advisory Committee made up of a citizen of each town to be served, local government staff, and resort and business representatives.
- Development of presentations to be given to the Town Council and Transit Advisory Committee.
- Contract oversight of the transit operations.
- Other duties as required by the Winter Park Town Council.

**Title:** Grants Supervisor

**Salary and Benefits Range:** \$35,000 to \$50,000

**Duties:** This position will be responsible for the development and administration of federal and state grants. Specific duties will be:

- Research of federal and state programs to find possible sources of revenue for the transit service.
- Prepare applications for transit grants.
- Administration of each successful grant.
- Assist the Transit Manager in the development of the annual transit budget.
- Develop presentations for the Board of Directors concerning received grants and/or potential sources of state and federal funding.
- Perform transit contract oversight duties such as route time checks, vehicle inspections, passenger surveys, and rider counts.
- Other duties as assigned by the Transit Manager.

**Title:** Administrative Assistant

**Salary and Benefits Range:** \$25,000 to \$35,000

**Duties:** Provide the clerical and administrative duties for the agency. Specific duties will be:

- Maintain an accurate filing system for the agency.

- Provide receptionist duties as needed.
- Record the minutes of the Transit Advisory Committee meetings.
- Provide clerical duties as needed.
- Other duties as assigned by the Transit Manager.

## **OFFICE EQUIPMENT AND SPACE**

This is an area in which costs can be greatly reduced if spare office furniture and office space is available at the Winter Park Town Hall. Winter Park officials believe that office space and equipment are available for the new division.

## **SOFTWARE AND HARDWARE NEEDS**

At the start of service, basic software such as Microsoft Office and three computers should be all that is needed. This will enable the new agency to write reports and develop Excel charts and graphs. Since the new agency is basically an administrative agency, this should do for quite some time.

## **VEHICLE NEEDS**

Since the goal of the new service is to maintain current levels of service, there is no immediate need for vehicles since they are supplied by First Transit. However, once the Winter Park Transit Division is staffed, the first priority should be to obtain transit-style buses for the local service.

## **FACILITY NEEDS**

At this time there are no facility needs since Intrawest has a maintenance facility available for the transit service. However, this facility will need to be replaced in the near future. The Winter Park Transit Division should place a high priority on finding state or federal funding to build a new maintenance facility. Table IV-1 is an estimated budget for the Winter Park Transit Division.

<b>Table IV-1 Fraser Valley Financial Plan (assumed 5% annual inflation)</b>								
<b>EXPENSES</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>OPERATING</b>								
Contracted Services	\$ 1,312,500	\$ 1,378,125	\$ 1,447,031	\$ 1,519,383	\$ 1,595,352	\$ 1,675,120	\$ 1,758,876	\$ 10,686,386
Transit Coordinator (Salary and Benefits)	\$ 65,000	\$ 68,250	\$ 71,663	\$ 75,246	\$ 79,008	\$ 82,958	\$ 87,106	\$ 529,231
Marketing Program	\$ 10,000	\$ 10,500	\$ 11,025	\$ 11,576	\$ 12,155	\$ 12,763	\$ 13,401	\$ 81,420
<b>Subtotal</b>	<b>\$ 1,387,500</b>	<b>\$ 1,456,875</b>	<b>\$ 1,529,719</b>	<b>\$ 1,606,205</b>	<b>\$ 1,686,515</b>	<b>\$ 1,770,841</b>	<b>\$ 1,859,383</b>	<b>\$ 11,297,037</b>
<b>CAPITAL</b>								
Replacement Transit Buses	\$ -	\$ -	\$ 868,219	\$ 911,630	\$ 957,211	\$ 1,005,072	\$ 703,550	\$ 4,445,682
New Transit Buses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182,923	\$ 182,923
Bus Bike Racks (6)	\$ 6,000	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 10,000
Office / Administration / Maintenance Equipment	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
<b>Subtotal</b>	<b>\$ 8,000</b>	<b>\$ -</b>	<b>\$ 868,219</b>	<b>\$ 915,630</b>	<b>\$ 957,211</b>	<b>\$ 1,005,072</b>	<b>\$ 886,473</b>	<b>\$ 4,640,605</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,395,500</b>	<b>\$ 1,456,875</b>	<b>\$ 2,397,938</b>	<b>\$ 2,521,834</b>	<b>\$ 2,643,726</b>	<b>\$ 2,775,912</b>	<b>\$ 2,745,856</b>	<b>\$ 15,937,641</b>
<b>REVENUES</b>								
FTA 5311 Program (operating)	\$ 154,000	\$ 161,750	\$ 169,888	\$ 178,432	\$ 187,403	\$ 196,824	\$ 206,715	\$ 1,255,012
<b>Subtotal</b>	<b>\$ 154,000</b>	<b>\$ 161,750</b>	<b>\$ 169,888</b>	<b>\$ 178,432</b>	<b>\$ 187,403</b>	<b>\$ 196,824</b>	<b>\$ 206,715</b>	<b>\$ 1,255,012</b>
FTA 5310 Program (capital)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA 5311 Program (capital)	\$ 6,400	\$ -	\$ 694,575	\$ 732,504	\$ 765,769	\$ 804,057	\$ 709,179	\$ 3,712,484
<b>Subtotal</b>	<b>\$ 6,400</b>	<b>\$ -</b>	<b>\$ 694,575</b>	<b>\$ 732,504</b>	<b>\$ 765,769</b>	<b>\$ 804,057</b>	<b>\$ 709,179</b>	<b>\$ 3,712,484</b>
<b>Local Revenues</b>								
Local Match (capital)	\$ 1,600	\$ -	\$ 173,644	\$ 183,126	\$ 191,442	\$ 201,014	\$ 177,295	\$ 928,121
Local Match (operating (Intrawest/IGA))	\$ 1,312,500	\$ 1,378,125	\$ 1,447,031	\$ 1,519,383	\$ 1,595,352	\$ 1,675,120	\$ 1,758,876	\$ 10,686,386
Advertising	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 7,000
<b>Subtotal</b>	<b>\$ 1,315,100</b>	<b>\$ 1,379,125</b>	<b>\$ 1,621,675</b>	<b>\$ 1,703,509</b>	<b>\$ 1,787,794</b>	<b>\$ 1,877,134</b>	<b>\$ 1,937,170</b>	<b>\$ 11,621,507</b>
<b>TOTAL REVENUES</b>	<b>\$ 1,475,500</b>	<b>\$ 1,540,875</b>	<b>\$ 2,486,138</b>	<b>\$ 2,614,445</b>	<b>\$ 2,740,966</b>	<b>\$ 2,878,015</b>	<b>\$ 2,853,064</b>	<b>\$ 16,589,003</b>

Source: LSC, 2007.

## FUNDING SOURCES

Successful transit systems are strategic about funding and attempt to develop funding bases that enable them to operate reliably and efficiently within a set of clear goals and objectives according to both long-range and short-range plans. Potential strategies for funding the transit services in the Fraser Valley area are described below.

### Capital Funding

The transit system for this region will require capital funding for bus fleet procurement and for bus stops and shelters. The following strategies for funding capital development should be considered.

- Federal funding (along with any state matching funds) should be maximized, both within the existing Federal Transit Administration (FTA) Sections 5310 and 5311 programs and through pursuit of discretionary grants from the FTA channels and direct Congressional earmarked funding. Small transit systems often underachieve their potential for federal grant assistance because they assume they cannot compete in that arena. Close coordination with the Colorado Department of Transportation and the Colorado Transit Coalition will help the transit systems be aware of funding opportunities and compete for funding.
- In general, the best use of federal discretionary grant funding is for capital needs since this is a highly speculative source of money that requires extensive political effort at a level that is feasible only as a one-time or occasional undertaking.
- Planning for capital facilities, should take into account long-range system development needs. Many transit systems outgrow their facilities quickly and face costly relocation and expansion needs because of inadequate space or other constraints.
- The transit financial management system should include specific provisions for fleet replacement and other capital investments. A sinking fund for capital replacement should be established, and some amount of money from local funding sources should be set aside annually based upon a recapitalization plan. Note that buses and certain other capital facilities purchased with federal participation (80 percent under SAFETEA-LU) are also eligible for federal participation for replacement costs once the buses and facilities reach maturity (as defined in the FTA rules).

## Operations and Maintenance Funding



Over time, the primary financial requirement of a local or regional transit system will be funding the routine operations and maintenance—including daily transit service, vehicle maintenance, and system administration. Labor normally represents about 75 percent of the costs for running a transit system, with the majority of that amount going to drivers' salaries. The following strategies for funding operations and maintenance should be considered.

- Reliance on general fund appropriations from local governments should be avoided, if possible. It is common for local and regional transit agencies in many states, including Colorado, to be dependent upon the annual appropriations from their constituent towns, cities, and counties. As a practical matter, such appropriations mean that it will not be possible to forecast future funding levels given the exigencies of local government funding. A transit agency that relies upon such appropriations will be unable to undertake capital planning and will continually face potential service cutbacks. This, in turn, makes it difficult or impossible for the transit agency to enter into partnership arrangements with other agencies or private entities. Transit agencies, like highway agencies, require that most or all of their operations and maintenance funding come from dedicated sources so that they can undertake responsible planning and offer reliable, consistent service.
- It may be necessary to collect fares as part of the transit system funding, but this is not an ideal source of revenue. Due to the realities of a transportation system's cost and financing structure, it is generally not possible to recoup more than 10 to 20 percent of operations and maintenance costs from the farebox revenues within rural areas. Fare collection itself incurs costs for farebox maintenance, cash management, and auditing. Fare collection slows down vehicle boarding and increases the operating costs by increasing the time required to run each route. Finally, fare collection deters ridership.
- Operations and maintenance funding mechanisms should be designed to anticipate transit system growth. Successful rural and small urban transit systems around the United States are experiencing annual growth in ridership. It is important to be able to respond to such growth by increasing the service levels to meet the demand. This means that the ideal funding sources for operations and maintenance are those that have the flexibility to be increased or expanded as demand grows. Such flexibility will, in most cases, require voter approval. The important consideration is that the need for growth has been anticipated, and the potential for larger budgets is not precluded by the choice of a source of funding.

## Overall Service Considerations

There are also a few overarching considerations in developing a coherent transit system funding strategy including:

- Issues of funding and service equity are of paramount importance in designing a strategy for future funding. Informal systems based upon annual appropriations, as well as systems without specific accounting for the distribution of costs and benefits, struggle with the local elected bodies to find acceptable allocations of cost responsibility. This can become a significant barrier to transit system establishment and, later, to system growth.
- The strongest regional transit systems are those that make extensive use of partnerships. Examples include partnerships with private companies, national parks, other major public facilities, and adjacent jurisdictions. Partnership arrangements enable a transit system to broaden its base of beneficiaries, expand its funding source alternatives, achieve better governance, and improve public support.

## Potential Local and Regional Funding Sources

In Colorado, home rule cities and towns have the power to fund transit according to a state statute. The principal funding sources for local and regional transit systems in Colorado are described below.

### General Fund Appropriations

Counties and municipalities may appropriate funds for transit operations, maintenance, and capital needs. Money to be appropriated generally comes from local property taxes and sales taxes. Competition for such funding is high and local governments generally do not have the capacity to undertake major new annual funding responsibilities for transit.

### SB 1 Strategic Transit Program

SB1 funding is administered by the Colorado Department of Transportation. The State's Senate Bill 1 program provides funding for strategic transportation projects. There is a legislative requirement that "at least 10 percent of such strategic transportation project revenues shall be expended for transit purposes or for transit-related capital improvements." The Senate Bill 1 program is projected to have \$71,000,000 available for strategic transit projects for the years 2009-2012. Since ski resorts play such an important role in the economic health of Colorado, developing facilities and purchasing transit equipment to enhance the ski resort

industry should hold strategic value and enhance Winter Park's chances of receiving these funds.

### Advertising

One modest but important source of funding for many transit agencies is on-vehicle advertising. The largest portion of this potential is for exterior advertising, rather than interior "bus card" advertising. The potential funds generated by advertising placed within the vehicles are comparatively low. Advertising on bus shelters has also been used to pay for the cost of providing the shelter. Some systems have used full bus "wraps" as a means of generating significant revenue.

### Voluntary Assessments

The voluntary assessments alternative requires each participating governmental entity and private business to contribute to the funding of the transit system on a year-to-year basis. This alternative is common with transit agencies that provide regional service rather than service limited to a single jurisdiction. The main advantage of voluntary assessment funding is that it does not require voter approval. However, the funding is not steady and may be discontinued at any time.

### Private Support

Financial support from private industries could assist in providing adequate transportation services in the Fraser Valley area. Fraser Valley is fortunate to have the Winter Park Ski Resort as a major contributor to public transportation. Transit Division staff should make a priority of finding private firms who may be willing to help support the cost of alternative fuel vehicles or the operating costs for employee transportation.

### Transportation Impact Fees

Traditional methods of funding the transportation improvements required by new development raises questions of equity. Sales taxes and property taxes are applied to both existing residents and new residents attracted by the development. However, existing residents then inadvertently pay for the public services required by the new residents. As a means of correcting this inequity, many communities

nationwide (faced with strong growth pressures) have implemented development impact fee programs that place a fee upon new developments equal to the costs imposed on the community.

Previous work by LSC indicates that the levy of impact fees on real estate development has become a commonplace tool in many regions, to ensure that the costs associated with a development do not fall entirely upon the existing residents. Impact fees have been used primarily for highways and roadways, followed by water and sewer projects. A program specifically for mass transit has been established in San Francisco. However, this is not a likely source for transit funding in rural Colorado.

A number of administrative and long-term considerations must be addressed:

- It is necessary to legally ensure that the use on which the fees are computed would not change in the future to a new use with a high impact by placing a note restricting the use on the face of the plat recorded in public records.
- The fee program should be reviewed annually.
- The validity of the program and its acceptability to the community are increased if a time limit is placed on the spending of collected funds.
- TIF funds need to be strictly segregated from other funds.
- The imposition of a TIF program could constrain capital funding sources developed in the future, as a new source may result in a double payment.
- TIF fees should be collected at the time that a building permit is issued.

### Hotel Bed Tax

The appropriate use of lodging taxes (occupancy taxes) has long been the subject of debate. Historically, the bulk of lodging taxes are used for marketing and promotion efforts for conferences and general tourism. In other areas, such as resorts, the lodging tax is an important element of the local transit funding formula. A lodging tax can be considered a specialized sales tax placed only upon lodging bills. As such, it shares many of the advantages and disadvantages of a sales tax. Taxation of this type has been used successfully in Park City, Utah; Sun Valley, Idaho; Telluride, Colorado; and Durango, Colorado. A lodging tax creates inequities between different classes of visitors as it is only paid by overnight visitors. The day

visitors (particularly prevalent in the summer) and condominium/second home owners, who may use the transit system as much as the lodging guests, do not contribute to this transit funding source.

### Dedicated Sales Tax

This funding comes from a general vote which allows the local government to increase either real estate or sales taxes and the revenue collected from this tax increase is dedicated solely to public transportation. In Chapter V of this report, the community survey conducted by ETC showed that approximately 60 percent of those surveyed favored increasing the local sales tax and dedicating the proceeds of this increase to developing a public transportation system in the Fraser Valley. If the towns of Winter Park, Fraser, and Granby imposed a dedicated tax for public transportation, it could possibly provide enough revenue to operate the transit system without the need for federal funding.



Sales tax is the financial base for many transit services in the western United States. The required level of sales tax would depend upon the service alternatives chosen. One advantage is that sales tax revenues are relatively stable and can be forecast with a high degree of confidence. In addition, sales tax can be collected efficiently, and it allows the community to generate revenues from visitors in the area.

### **Regional Transportation Authority**

Colorado House Bill 97-1273 created the “Rural Transportation Authority Law” in 1997. This law enables any combination of local governments to create, by contract, an Authority that is authorized to exercise the functions conferred by the provisions of the law. In essence, a Rural Transportation Authority (RTA) can develop and operate a transit system, construct and maintain roadways within its service area, and petition the citizens within the RTA boundary to tax themselves for the purpose of funding the RTA and the services the RTA provides.

An RTA is an excellent institutional and funding mechanism for developing a regional transit system. However, it takes time to organize and must have support from all the towns and cities that are within the RTA's service area.

### **Federal Transit Funding Sources**

Through the SAFETEA-LU, the federal government has substantially increased the transit funding levels for small urban and rural areas. In addition, changes in program requirements have provided increased flexibility regarding the use of federal funds. Following are discussions of the federal transit funding programs available for which Winter Park is eligible.



In addition, there are two newer funding categories—New Freedom funding and the FTA Section 5340 program. The New Freedom program is designed to provide public transportation services to disabled individuals beyond what is required by the Americans with Disabilities Act of 1990. FTA Section 5340 is designed to accommodate the growth and high-density factors and consists of two components. The first component (50 percent ) of the funds are apportioned based on the state population forecast of 15 years from the most recent census. That amount is then distributed to rural and urban populations within those states. The second component (50 percent) of the funds are apportioned to states with population densities above 370 persons per square mile. That amount is then distributed only to urbanized populations within those states.

### **FTA Section 5309 - Capital Improvement Grants**

The FTA Section 5309 program (capital improvement grants) is split into three categories—new starts, fixed guideway modernization, and transit vehicles and facilities. These funds were formerly apportioned directly by the FTA. For several years, however, Congress has earmarked these funds directly. There is no indication that this trend toward earmarking the funds will change. Realizing that most systems in Colorado are small systems that do not have the political clout to obtain these revenues, a coalition of Colorado transit systems was organized that prepares the 5309 grant, then solicits the support for this grant from the Colorado legislators in the US Senate and House of Representatives.

The Colorado Transit Coalition consists of over 25 organizations that seek an earmark of Section 5309 funds. To become a part of this coalition, a transit system must pay annual dues and is not eligible for 5309 funds until it has been a member of the coalition for one year.

#### FTA Section 5310 - Capital for Elderly and Disabled Transportation

FTA funds are also potentially available through the Section 5310 program, which provides capital for elderly and disabled transportation. These funds are primarily for vehicles and may be used to replace Grand County Senior Services transit vehicles.

#### FTA Section 5311 - Public Transportation for Rural Areas

FTA funding for rural areas is currently provided through the Section 5311 program. A 20 percent local match is required for capital expenditures, and a 50 percent local match is required for operating expenditures. These funds are segmented into “apportioned” and “discretionary” programs. Most of the funds are apportioned directly to rural counties based upon population levels. This program has historically been the source of FTA funds for many rural areas within Colorado. This program is administered by the Colorado Department of Transportation which receives grant requests from the rural transit systems in the state.

#### FTA Section 5312 - Research, Development, Demonstration, and Training Projects

The FTA Section 5312 program provides funding for research, development, demonstration, and training projects. The Secretary of Transportation may provide grants or contracts that will help reduce urban transportation needs, improve mass transportation service, or help mass transportation service meet the total urban transportation needs at a minimum cost. The Secretary of Transportation may also provide grants to nonprofit institutions of higher learning to conduct research and investigation into the theoretical or practical problems of urban transportation and to train individuals to conduct further research or obtain employment in an organization that plans, builds, operates, or manages an urban transportation system. The grants may be provided to state and local governmental authorities for projects that will use innovative techniques and methods in managing and providing mass transportation.

### FTA Section 5319 - Bicycle Facilities

The FTA Section 5319 program provides funds for improved bicycle access to mass transportation facilities or for bicycle shelters and parking facilities in or around mass transportation facilities. The FTA Section 5319 program provides funding for 90 percent of the project cost, with some exceptions. The installation of equipment for transporting bicycles on mass transportation vehicles is a capital project that is eligible for assistance under the FTA Section 5309 and 5311 programs.

### Transit Benefit Program

The transit benefit program is a provision within the Internal Revenue Code (IRC) that permits an employer to pay for an employee's cost to travel to work in other than a single-occupancy vehicle. The program is designed to improve air quality, reduce traffic congestion, and conserve energy by encouraging employees to commute by means other than single-occupancy motor vehicles. Under Section 132 of the Internal Revenue Code, employers can provide up to \$105 per month to those employees who commute to work by transit or vanpool. A vanpool vehicle must have a seating capacity of at least six adults, not including the driver, to qualify under this rule. The employer can deduct these costs as business expenses. Employees do not report the subsidy as income for tax purposes since the subsidy is considered a qualified transportation fringe benefit.

Under TEA-21 and SAFETEA-LU, the transit benefit program has become more flexible. Prior to TEA-21, the transit benefit program could only be provided in addition to the employee's base salary. With TEA-21 and SAFETEA-LU, the transit benefit program may be provided as before or can be provided in lieu of salary. In addition, the program may be provided as a cash-out option for employer-paid parking for employees. To summarize, the transit benefit program may not necessarily reduce an employer's payroll costs. Rather, it enables employers to provide additional benefits for employees without increasing the total payroll expenses.

### Job Access and Reverse Commute Program

The job access and reverse commute (JARC) program, funded through SAFETEA-LU, has an emphasis on using funds to provide transportation within rural areas that currently have little or no transit service. The list of eligible applicants in-

cludes states, metropolitan planning organizations, counties, and public transit agencies, among others. A 50 percent non-Department of Transportation match is required, but other federal funds may be used as part of the match. FTA gives a high priority to applications that address the transportation needs of areas that are unserved or underserved by public transportation.

### Transportation and Community System Preservation Program

The transportation and community system preservation program is funded by the Federal Highway Administration to provide discretionary grants for developing strategic transportation plans for local governments and communities. The goal of the program is to promote livable neighborhoods. Grant funds may be used to improve the safety and efficiency of the transportation system; reduce adverse environmental impacts caused by transportation; and encourage economic development through access to jobs, services, and centers of trade.

### **Other Federal Funds**

A wide variety of other federal funding programs provide support for transportation programs.

### Surface Transportation Program (STP)

The funds from this program may be spent on any road that is functionally classified as a Collector or Arterial for urban streets or as a Major Collector or Arterial for rural areas. The type of projects may range from rehabilitation to new construction. These funds may also be used for transit capital projects, vehicles, and bus terminal facilities. Winter Park could be eligible for this source of funding.

### Older Americans Act

Through the Administration on Aging's Title III-B program, funds are awarded on a formula basis to state and area agencies on aging for the purpose of providing supportive services for older persons, including the operation of multipurpose senior centers. Many area agencies on aging use these funds to help meet the transportation needs of older persons.

### Department of Commerce, Economic Development Administration

Grants support capital facilities in economically-distressed areas, including transportation facilities and infrastructure improvements. Funds also are available for planning and adjustment assistance in communities experiencing severe economic deterioration. Public agencies and private nonprofit organizations are eligible applicants.

### Supportive Housing for Persons with Disabilities

This Department of Housing and Urban Development, Office of Housing program helps private nonprofit entities provide housing and necessary supportive services for low-income persons with disabilities. Transportation is among the supportive services that may be funded through this program.

### Supportive Housing Program

The Supportive Housing Program provides a broad range of assistance for housing and related services for homeless persons. Transportation to link Supportive Housing residents with other necessary services may be funded. State and local governments, private nonprofit agencies, and community mental health associations are eligible to apply.

### Office of Public Housing, Public Housing Drug Elimination Program

The Public Housing Drug Elimination Program (DEP) provides grants to reduce drug-related crime and criminal activities in and around public housing developments. Funds may be used to support transportation activities or services to reduce the incidence of drug-related crime and other criminal activities. Public and Native American housing authorities are eligible applicants.

### Resident Opportunities and Self-Sufficiency Program

Known as ROSS, this program links public housing residents to needed services by providing grants for supportive services, resident empowerment activities, and activities that assist residents in becoming economically self-sufficient. Transportation-related activities and services are allowable uses of this program's funds.

### Department of Justice Weed and Seed Program

This program seeks to combat violent crime through a multifaceted approach of crime prevention and community improvement strategies, including the improvement of facilities and services (such as those related to transportation) in high-crime areas. Much of Weed and Seed's activity is the provision of training and technical assistance to areas seeking to implement these strategies. In addition, the program funds local efforts being carried out by coalitions of community groups, local governments, and US Attorneys' offices.

### Senior Community Service Employment Program

This program, authorized by Title V of the Older Americans Act, provides formula grants to states and grants to national nonprofit organizations for subsidized employment and related services for low-income elders. Transportation is among the services provided through this program.

### Workforce Investment Pilot and Demonstration Programs

This is a program of demonstrations and innovations in providing job training services. Particular emphases are to initiate pilot projects operating in more than one state and to serve groups with particular labor market disadvantages. Transportation services that are part of these projects can be supported.

### Workforce Investment Act Programs

The Workforce Investment Act (WIA) provides funding to state and local workforce development agencies for a variety of youth, adult, and dislocated worker employment and training services. States may use these funds to help provide transportation to training programs for program participants. State employment and training agencies receive these funds, which then are passed on to area workforce development boards, which allocate program resources according to local workforce development plans.

### Veterans' Employment and Training Service, Homeless Veterans' Reintegration Project

This is a program of discretionary grants to local public and private nonprofit organizations to provide employment and training services that help urban and rural homeless veterans re-enter the workforce. Funds may be used to provide transportation, outreach, and other support services.

### Department of Education, Federal TRIO Programs

TRIO is a program of outreach and support targeted to help disadvantaged students progress from middle school to college. TRIO's Student Support Services program provides supportive services to disadvantaged college students with the goal of helping these students successfully complete their studies. Grants are awarded to institutions of higher education, which then may provide a broad range of supportive services (including services to help students with disabilities overcome transportation or other access barriers) to eligible students.

### Vocational Rehabilitation Grants

Vocational rehabilitation funds are distributed to state rehabilitation agencies on a formula basis to provide a full range of rehabilitation services. Funds may be used for transportation to these services.

### Centers for Independent Living

This program provides support to local nonprofit centers for independent living, enabling them to provide training, counseling, advocacy, and supportive services to individuals with significant disabilities. Transportation services are provided through this program. These funds are only awarded to local nonprofit centers.

### Temporary Assistance for Needy Families

States receive these formula grants, known as TANF, to provide cash assistance, work opportunities, and necessary support services for needy families with children. States may choose to spend some of their TANF funds on transportation and related services needed by program beneficiaries.

### Head Start

Head Start is a program of comprehensive services for economically-disadvantaged preschool children. Funds are distributed to local public and nonprofit agencies to provide child development and education services, as well as supportive services such as transportation. Head Start funds are used to provide transportation services, acquire vehicles, and provide technical assistance to local Head Start centers.

### Developmental Disabilities Basic Support and Advocacy Grants

This program provides formula grants to state agencies serving the developmentally-disabled for the purpose of enabling persons with developmental disabilities to become fully integrated into their communities. Funds are used to support the activities of state developmental disabilities planning councils, and to provide a variety of support services, including transportation.

### Social Services Block Grants

Also known as Title XX, this program provides formula funds to state welfare agencies to provide social services, including transportation services, that help individuals reduce welfare dependency, achieve self-sufficiency, or forestall unnecessary use of institutional care. Since the advent of welfare reform in 1996, there has been a decline in federal support for this program.

### Community Health Centers

This program supports primary health care centers in medically-underserved areas, migrant communities, public housing sites, and organizations providing medical care to homeless persons. Funds may be used to provide transportation services as necessary to provide health care services. Private nonprofit and public health agencies are eligible applicants.

### Rural Health Outreach and Research

Funds are provided for demonstration grants to expand or enhance the availability of health services in rural areas, and for applied research in the field of rural health services. Transportation services that improve the availability of rural health

care can be funded through this program. Public agencies and private nonprofit's are eligible applicants.

### Medicaid

Medicaid is a program of medical assistance for qualified low-income persons and persons with disabilities. Under this program, states are required to arrange for transportation of beneficiaries to and from medical care. Individual states determine how transportation costs are to be paid and which transportation providers are eligible program participants.

### Corporation For National Service, National Senior Service Corps

The National Senior Service Corps provides volunteer and community service opportunities for older persons through three programs—the Foster Grandparent Program, the Retired Senior Volunteer Program, and the Senior Companion Program. In each of these, program funds may be used to support the transportation needs of program participants.

## **Funding Summary**

Experience with transit systems across the nation underscores the critical importance of dependable (preferably dedicated) sources of funding if the long-term viability of transit service is to be assured. Transit agencies that are dependent upon annual appropriations and informal agreements have suffered from reduced ridership (because passengers are not sure if service will be provided from one year to the next), high driver turnover (contributing to low morale and a resulting high accident rate), and inhibited investment in both vehicles and facilities. Such transit agencies include those in Teton County, Wyoming and Prowers County (SEATS), Colorado.

The advantages of financial stability indicate that a mix of revenue sources is prudent. The availability of multiple revenue sources helps to avoid large swings in available funds which can lead to detrimental reductions in service. As the benefits of transit service extend over more than one segment of the community, dependence upon more than one revenue source helps to ensure that costs and benefits are equitably allocated.

## *Financial Plan*

Federal funds are limited, although the current trend is a small annual increase. A strong local transit funding source is needed to allow the many plans and proposals for transportation improvements to reach implementation with an assurance of ongoing operating funding. Though all of the options regarding local funding have drawbacks and restrictions, it is clear that a hybrid of these alternatives will be necessary if the short-term and long-range goals of the transit system and the community are to be met.



# Community Survey Results

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## OVERVIEW AND METHODOLOGY

During the summer of 2008, ETC Institute, in association with LSC Transportation Consultants, Inc., administered a community telephone transportation survey for the Fraser Valley. As instructed by the Stakeholder's Committee, the communities of Winter Park, Fraser, Tabernash, and Granby were selected for the survey geographical area. The purpose of the survey was to gather input from residents about public transportation issues in the Fraser Valley.



The survey was administered by phone during the month of July. The survey was five pages long and took the average person approximately 15 minutes to complete. The survey was administered to a random sample of 308 residents who lived inside the town limits of Winter Park, Fraser, Granby, and the unincorporated community of Tabernash. All residents were at least 18 years old. The overall results of the survey have a precision of at least +/-4.9 percent at the 95 percent level of confidence.

This chapter contains:

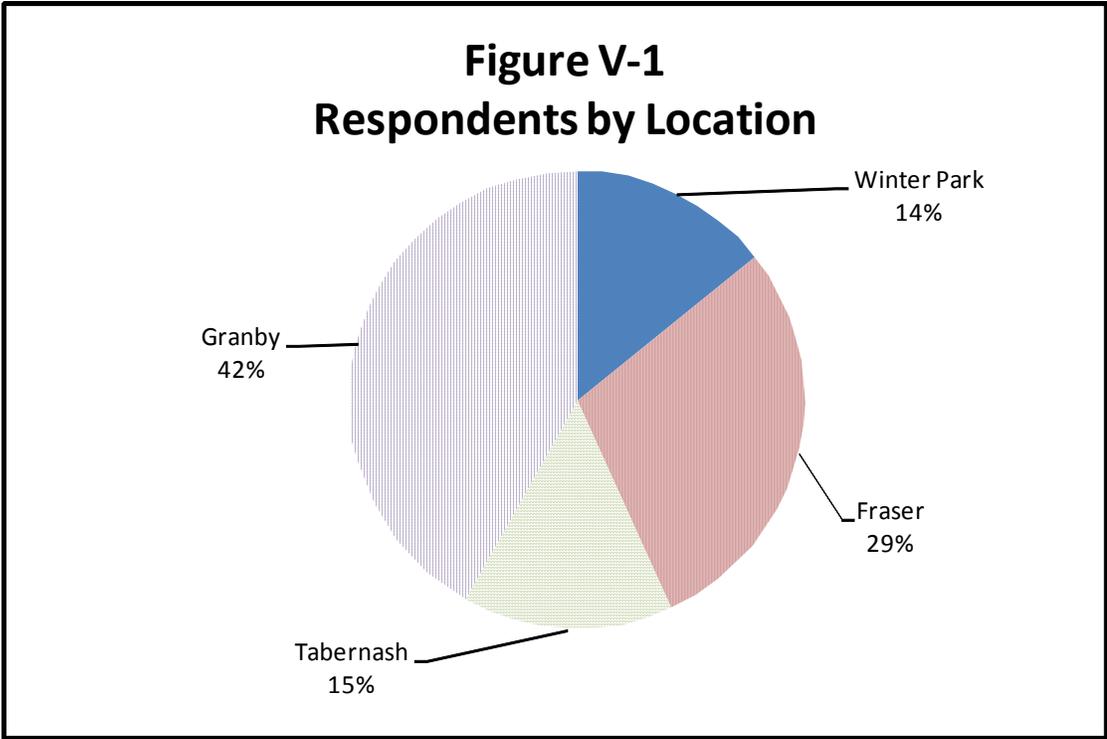
- A summary of the methodology and major findings.
- Charts depicting the overall results of the survey.

A copy of the telephone survey instrument is presented in Appendix B. Tabular data for the overall results to each question are presented in Appendix B.

## MAJOR FINDINGS

### Distribution of Respondents by Location

As mentioned, four communities in Grand County were surveyed. Figure V-1 lists the communities and shows the percentage of responses from each community.



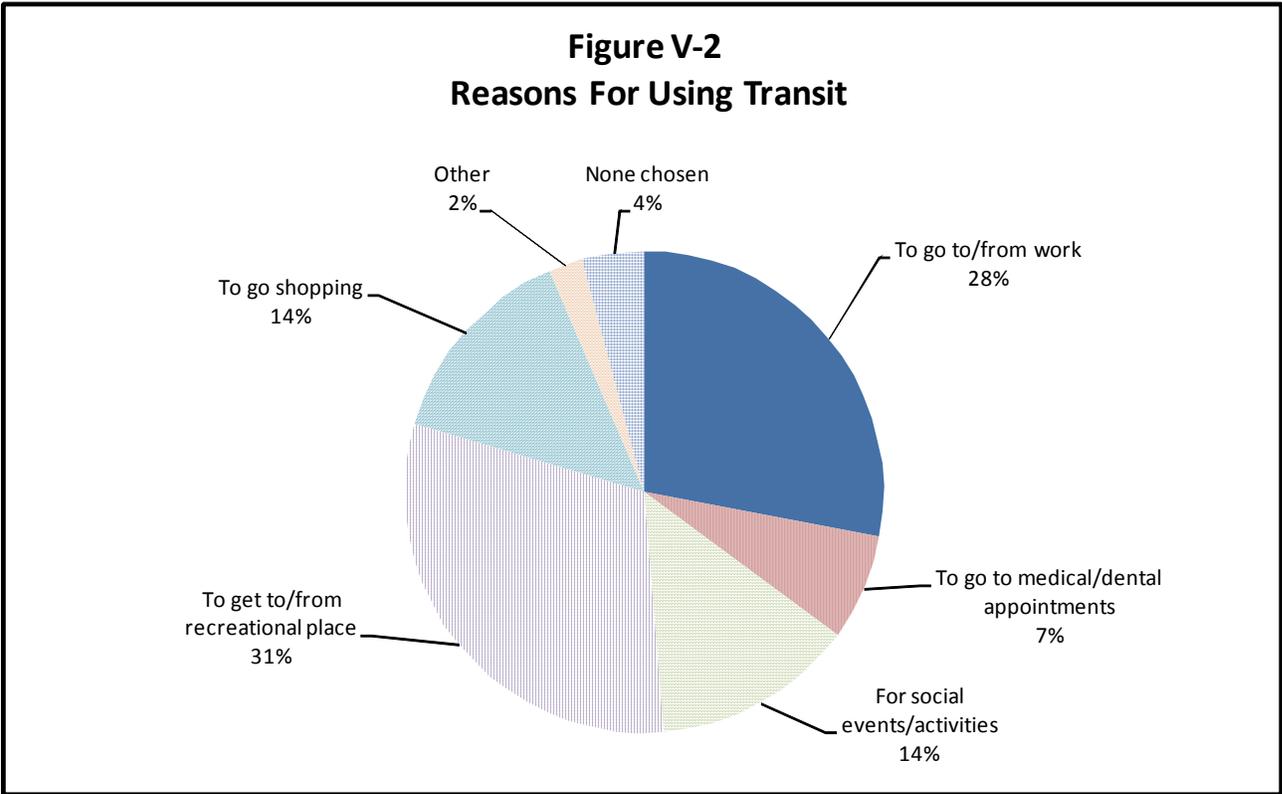
**Use of Public Transportation**

Of those surveyed, 0.3 percent indicated that they occasionally use The Lift. Table V-1 shows the types of transportation used by survey respondents.

<b>Table V-1 Types of Transportation</b>		
<b>Type of Transportation</b>	<b>Number of Responses</b>	<b>Percent</b>
Vehicle Owned or Leased	299	97.1%
Vehicle Owned/Leased by Another Person	11	3.6%
The Lift	1	0.3%
Taxi	2	0.7%
Walk	35	11.4%
Bicycle	55	17.9%
Service Agency Van or Bus	3	1.0%
Other (ATV, Friend, Horse, Motorcycle)	4	1.3%
Don't Know	1	0.3%
<b>TOTAL</b>	<b>411</b>	<b>133.4%*</b>
*Note: Respondents selected multiple responses for this question, hence the percentage does not sum to 100.		

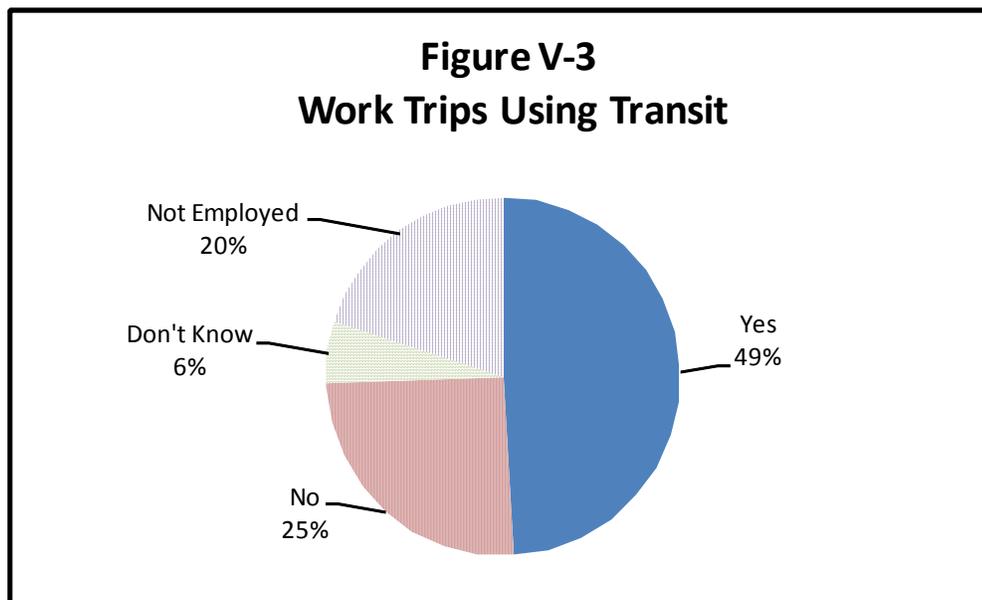
**Reasons Residents Would Use Public Transportation**

Respondents were asked for what purpose they would use public transportation if it were available in the Fraser Valley. The top reason would be to travel to and from a recreational area (30.8 percent), followed closely by travel to and from work (28 percent). Figure V-2 shows all the purposes for which people would be likely to use public transportation. Only 15 respondents stated that they would not use transit for any reason (two in “Other” category and 13 in “None Chosen” category).



### Respondents Working in Fraser Valley Would Use Public Transportation

This question focused on respondents that work in Fraser Valley to see if they would be willing to use public transportation if it were available. Of the 308 respondents, 151 (49 percent) said that they would use transit to get to their jobs in the Fraser Valley. Only 78 (25.3 percent) said they would not use transit, 17 (5.5 percent) were not sure, and 62 (20.1 percent) stated that they were not employed. Figure V-3 graphically depicts the results of this question.



### **Most Important Characteristics of Public Transportation**

Respondents were asked to rank 15 transit service characteristics. The ranking consisted of whether the characteristic was Not Important, Somewhat Important, Important, Very Important, and Don't Know. Combining the Very Important and Important categories, the five most important service characteristics were: Saturday service is available (81 percent), the cleanliness of buses (80 percent), how close service is located to their home (77 percent), Sunday service is available (71 percent), and the flexibility of scheduling rides (70 percent). Table V-2 shows the complete ranking of the service characteristics.

**Table V-2  
Important Transit Service Characteristics**

<b>Service Characteristic</b>	<b>Not Important</b>	<b>Somewhat Important</b>	<b>Important</b>	<b>Very Important</b>	<b>Don't Know</b>	<b>Overall Importance</b>	<b>Rank</b>
Saturday Service is Available	11%	8%	27%	54%	0%	81%	1
Buses are Clean	9%	11%	32%	48%	1%	80%	2
Service is Close to Your Home	11%	11%	36%	41%	1%	77%	3
Sunday Service is Available	16%	12%	28%	43%	1%	71%	4
Service is Flexible in Scheduling	14%	15%	19%	33%	1%	70%	5
Buses come by Stops Every Hour	18%	14%	30%	39%	0%	69%	6
Buses come by Stops Every 30 Minutes	17%	20%	28%	35%	0%	63%	7
Buses are Attractive	17%	23%	29%	30%	1%	59%	8
Express Service is Available	21%	23%	26%	30%	0%	56%	9
Service is Available from Home	30%	11%	19%	36%	4%	55%	10
Evening Service is Available until 9PM	27%	19%	29%	26%	0%	54%	11
Service is Available from a Park-and-Ride Lot	32%	14%	24%	26%	4%	50%	12
Evening Service is Available until 11 PM	31%	21%	19%	29%	0%	47%	13
Buses come by Stops Every 15 Minutes	35%	22%	18%	24%	1%	42%	14
Door-to-Door Service is Available	40%	22%	20%	18%	0%	38%	15

**How Much Residents Would Pay to Use Public Transportation Services**

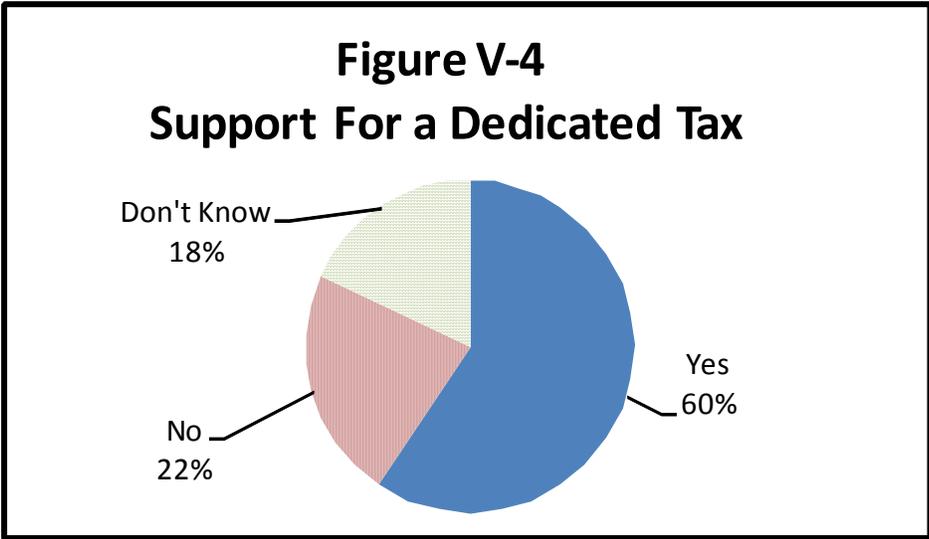
The respondents surveyed overwhelmingly (84 percent) stated that they would be willing to pay a fare if the new transit service met their needs. Of those who would be willing to pay for local transit service, 85 percent were willing to pay at least \$1.00 for a one-way trip; 78 percent were willing to pay \$1.50 or more; and 68 percent were willing to pay \$2.00 or more.

**Support for Having Public Transportation Services in Fraser Valley**

A majority (68 percent) of those surveyed indicated that they supported having public transportation in the Fraser Valley. Twenty-eight percent did not support public transit in the Fraser Valley, and five percent were not sure.

**Support for Having a Dedicated Tax to Fund Public Transportation**

Fifty-nine percent of those surveyed indicated that they would support a dedicated tax for public transportation in the Fraser Valley. Twenty-two percent indicated they would not support a dedicated tax for public transportation, and 18 percent were not sure. Figure V-4 presents a graphic view of this important question.



### Preferred Source of Dedicated Funding for Public Transportation

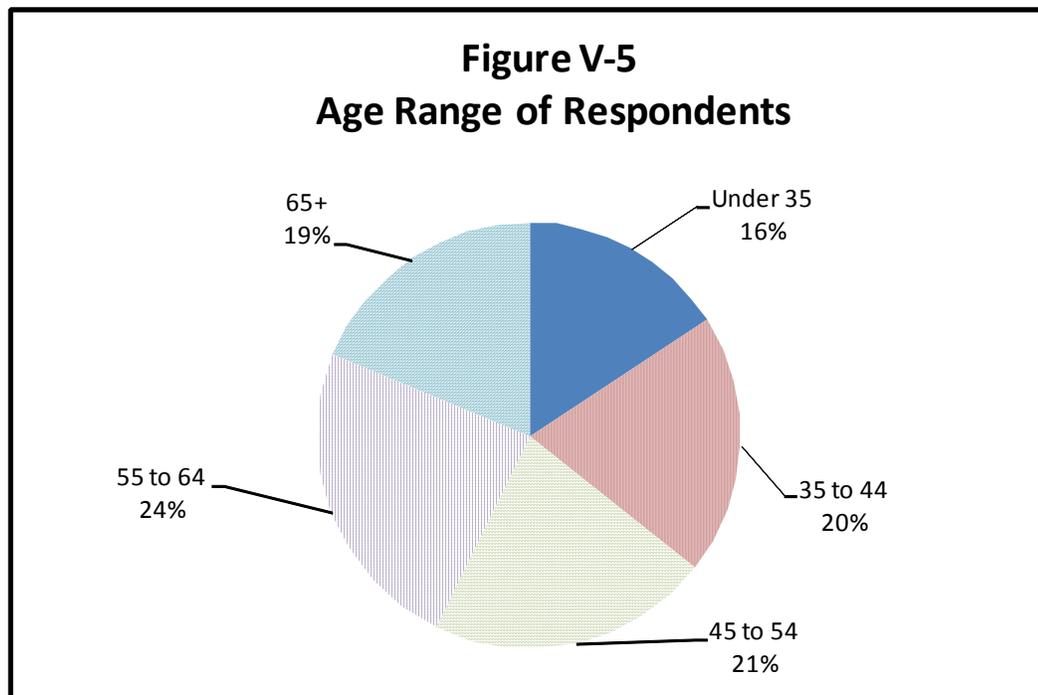
Among residents who indicated that they would support a dedicated tax for public transportation, 84 percent preferred sales taxes, 10 percent preferred property taxes, and six percent were not sure.

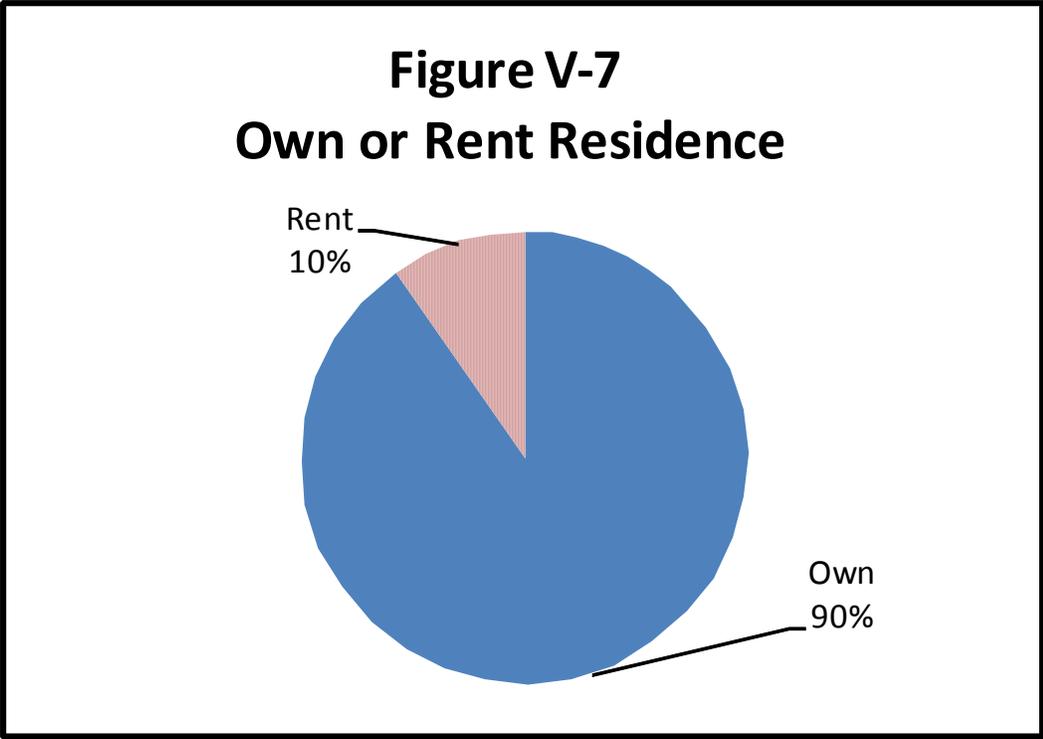
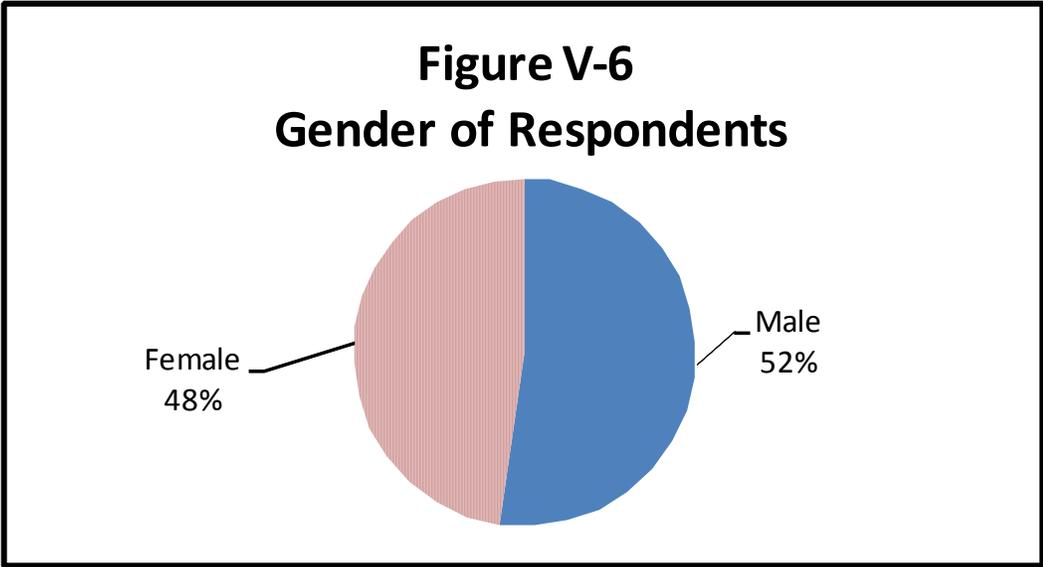
### Percentage of Residents Who Would Consider Using Public Transportation to Get to Various Destinations

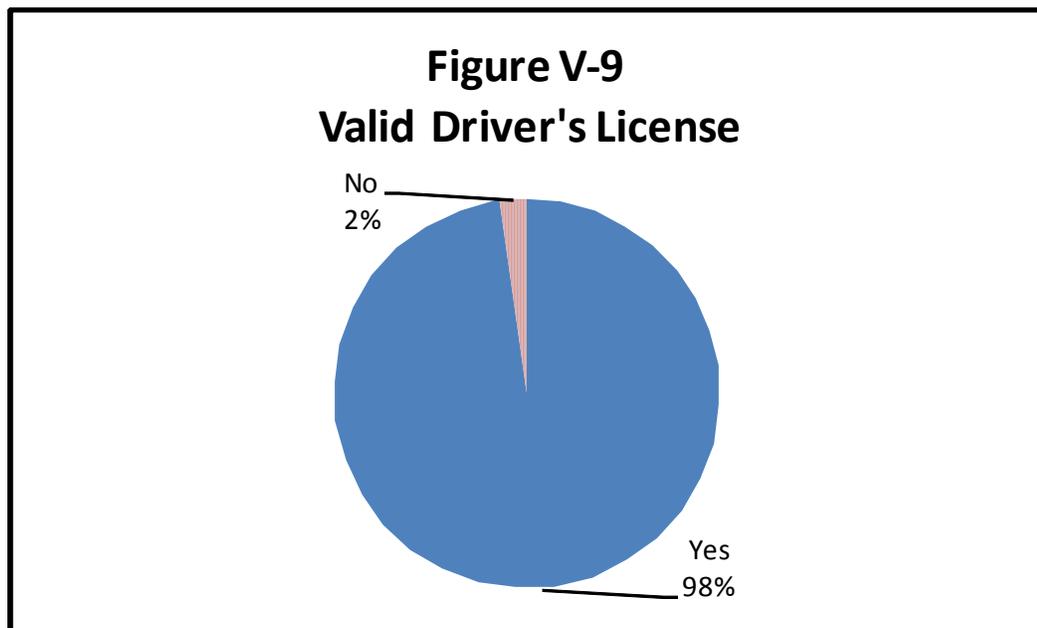
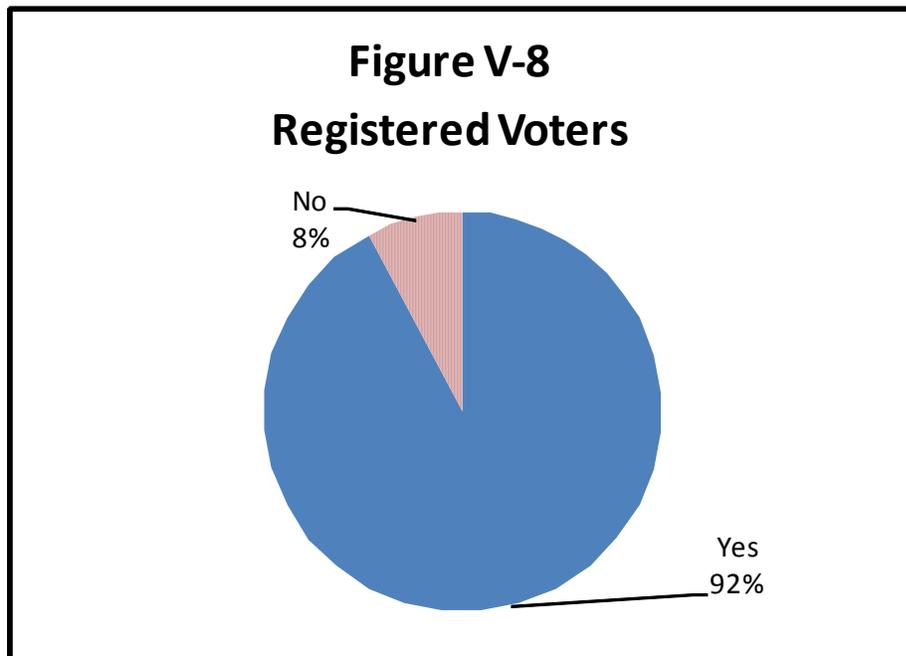
Eighty percent of those surveyed indicated that they would consider using public transportation to travel between destinations in Fraser Valley; 73 percent indicated that they would consider using public transportation to travel to destinations within Grand County; and 40 percent indicated that they would consider using public transportation to travel to destinations outside Grand County.

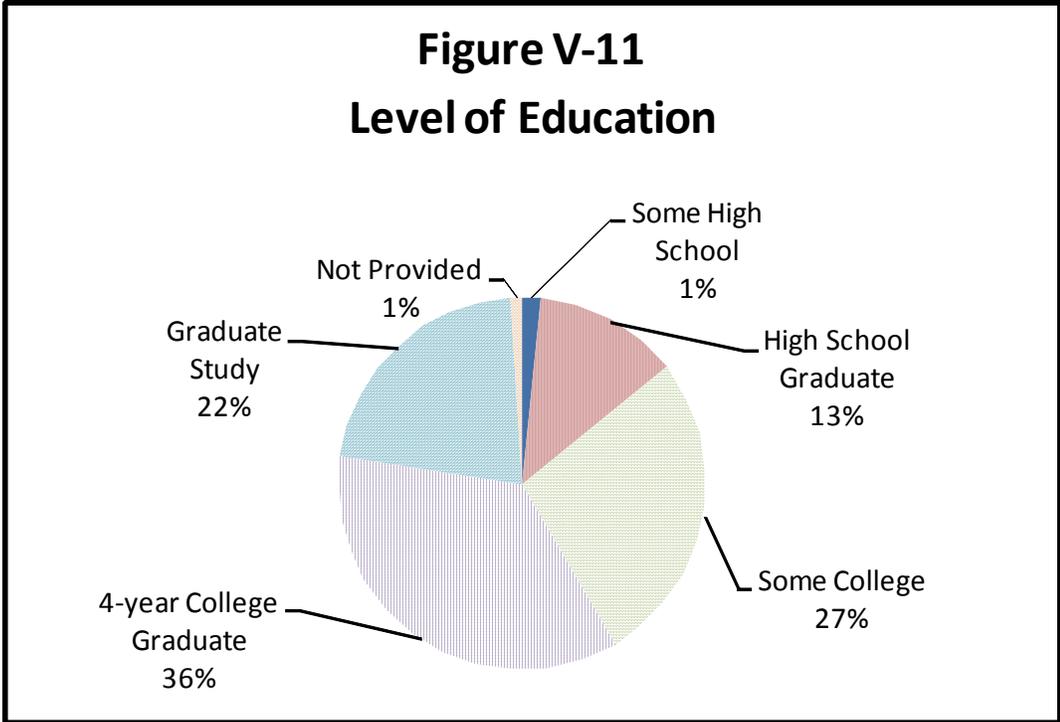
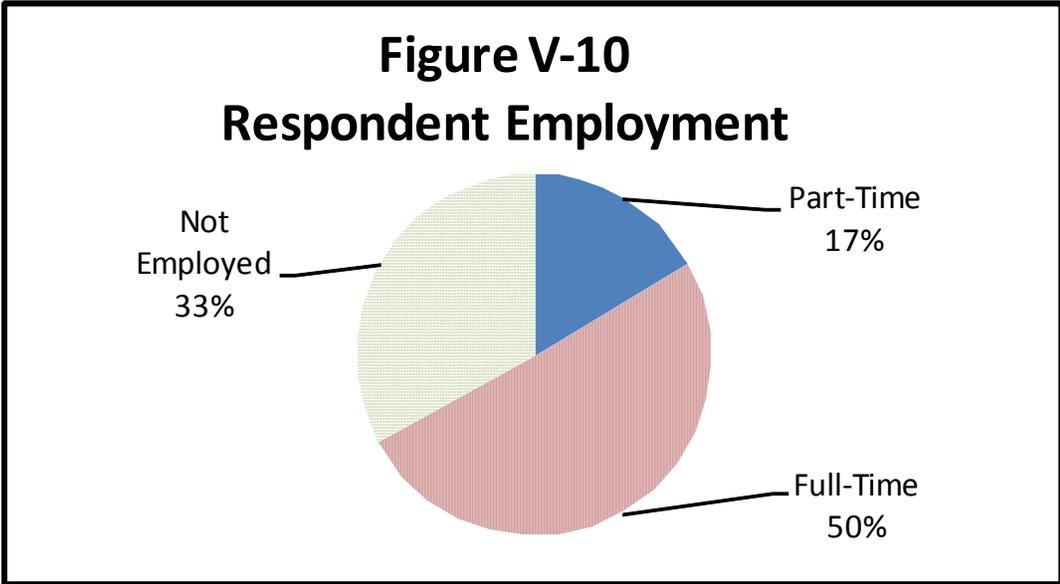
### Demographics

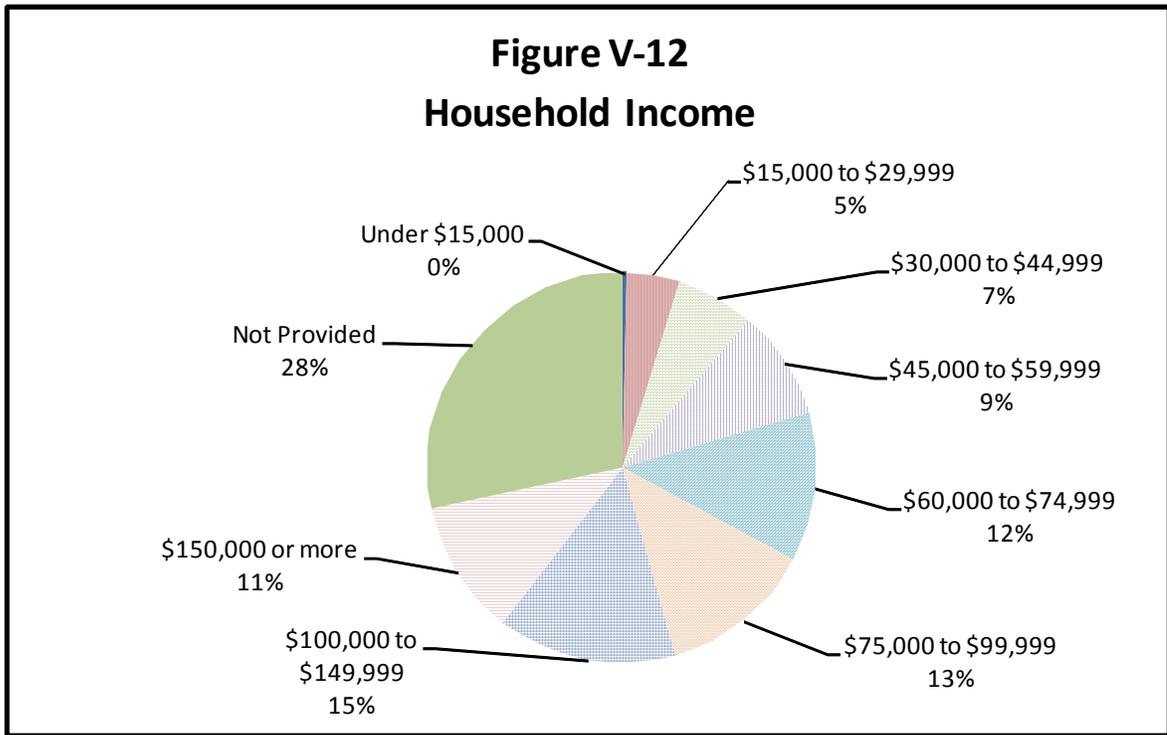
The typical person surveyed was a male over the age of 35 who owns a residence in the Fraser Valley. He is registered to vote, has a driver's license, and owns two cars. The demographic makeup of the respondents are presented in Figures V-5 through V-12.











## CONCLUSION

The results of this survey provide conclusive statistical evidence that there is substantial support for public transit in the Fraser Valley. The majority of the respondents are licensed drivers that make a good income and own their home. Generally this economic profile represents what is known in the transit industry as choice riders, people who are able—physically, mentally, and economically—to own and operate a private automobile and not be dependent on public transportation. They are also registered voters who have said they are willing to vote in favor of a tax dedicated to developing public transportation in the Fraser Valley.



## CHAPTER VI

# Capital Plan

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### INTRODUCTION

The purpose of this chapter is identify all capital requirements to transition from a private to public transit system. In Chapter III, it was recommended that the Town of Winter Park develop a Transit Division and negotiate a contract with a private transit management firm to operate the service. Currently, First Transit has the contract to operate transit service for the Winter Park Ski Resort which provides service to the towns of Winter Park and Fraser. This same arrangement is expected to last for the near future with the Town of Winter Park assuming the role now being performed by the Winter Park Ski Resort. As such, the Town of Winter Park will play a primarily fiduciary role while First Transit operates the service. Therefore, this is a preliminary capital plan based on LSC's analysis to date and focuses on the fiduciary responsibilities of the Town of Winter Park.

### EQUIPMENT NEEDS

#### Transit Vehicles

The Town of Winter Park has applied for \$1,000,000 in SB1 funding from the State of Colorado to purchase heavy-duty transit buses. The Town of Winter Park has agreed to provide the necessary \$200,000 match. Unfortunately, there may not be enough SB1 funding available for this application. First Transit currently provides 38 buses to operate the ski resort and local transit service. The majority of these buses are older school buses that have been completely depreciated and are in need of replacement. Until recently, the service was operated by First Student which predominantly provides school district transportation using school buses and supplied used buses for the service. With heavy-duty transit buses costing in the range of \$300,000 to \$350,000, it is impossible for the Town of Winter Park and their funding partners (Winter Park Ski Resort, the Town of Fraser, and several private entities) to replace these older vehicles in the immediate future.

## *Capital Plan*

Replacement of all 38 buses would cost approximately \$11,000,000 to \$13,000,000. Therefore, the following is recommended:

1. Negotiate with First Transit to have the company replace the antiquated school buses with late model transit-style buses that First Transit may have in its fleet inventory. If First Transit has the inventory, this could be accomplished in a relatively quick manner.
2. Negotiate with the Winter Park Ski Resort to provide additional revenue for vehicle leasing of the newer transit style buses.
3. Investigate the possibility of leasing new vehicles instead of purchasing new vehicles with the SB1 funds if funding becomes available. This would allow the Town of Winter Park to obtain more than the three or four buses that they can purchase outright with the SB1 funding. Vehicle leasing is allowable under federal Section 5309 and 5311 funding programs.
4. Meet with First Transit officials to ascertain what it would cost for First Transit to provide new heavy-duty transit vehicles to operate the service. Look at possibly negotiating a long-term contract so that First Transit can recoup their cost of purchasing this equipment.
5. As the Town of Winter Park and their funding partners continue to purchase or lease new vehicles, these new vehicles will replace the vehicles provided by First Transit.
6. The towns of Winter Park and Fraser may consider selling municipal bonds to provide for a large purchase of new heavy-duty transit vehicles.
7. Investigate the possibility of purchasing reconditioned buses. Older heavy-duty transit buses that have been totally reconditioned have a life span of 10 years and cost less than half the cost of a new transit vehicle that has a 12-year life.

### **Capital Purchase and Replacement Plan**

Table VI-1 depicts a plan for the purchase and replacement of transit vehicles to operate the Winter Park transit program. This purchase and replacement plan has been developed under the assumption that the Town of Winter Park wishes to own the vehicles needed to operate the current local service and the additional service needed to operate a local transit system year-round. This plan does not include the purchase of new vehicles for the ski resort service. Table VI-2 provides vehicle specifications, and Table VI-3 provides information on companies that manufacture transit buses.

Table VI-1 Winter Park Transit Vehicle Purchase and Replacement Plan (3% Inflation)												
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL
Replacement Vehicles	4	1	1	1	1	1	1	0	0	0	0	10
Vehicle Costs	\$300,000	\$309,000	\$318,270	\$327,818	\$337,653	\$347,782	\$358,216	\$368,962	\$380,031	\$391,432	\$403,175	
Total Annual Costs	\$1,200,000	\$309,000	\$318,270	\$327,818	\$337,653	\$347,782	\$358,216	\$0	\$0	\$0	\$0	\$3,198,739
State and Federal Funding	\$960,000	\$247,200	\$254,616	\$262,254	\$270,122	\$278,226	\$286,573	\$0	\$0	\$0	\$0	\$2,558,991
Local Funding	\$240,000	\$61,800	\$63,654	\$65,564	\$67,531	\$69,556	\$71,643	\$0	\$0	\$0	\$0	\$639,748

**Table VI-2  
Vehicle Information**

Factors	VEHICLE TYPE					
	El Dorado National E-Z Rider II 30' Alternative Fuel Bus	Gillig 30' Low Floor	Optima Double Door	Blue Bird Ultra-LMB	Blue Bird Ultra - LF	Millennium Transit Services RTS-Legend
	<i>Medium-Size Bus</i>	<i>Heavy-Duty Bus</i>	<i>Medium-Size Bus</i>	<i>Medium-Size Bus</i>	<i>Medium-Size Bus</i>	<i>Large Bus</i>
1 Air Conditioning	Thermo King or Carrier	Thermo King or Carrier	Roof R134A 105,000 BTU	Carrier Roof Mount	Carrier A/C 313	Thermo King or Carrier
2 Altoona Tested	Yes	Yes	Yes	Yes	Yes	Yes
3 Cost	\$200,000	\$300,000 to \$350,000	\$200,000	\$250,000 to \$300,000	\$300,000 to \$350,000	\$300,000
4 Length	30' or 35'	30'	30'5"	Under 28'	Under 35'	40', 35', or 30'
5 Seating Capacity	21 to 33 with 2WC, 31 Standees	28	19 seated 2WC, 31 Standees	19 to 28 with 2 WC	varies - approx. 20 + w/c	30,35, or 46
6 Step Height	13.88"	15"	10.5" with Kneeling device	9"	10" in kneeled position	N/A
7 Engine Type	Cummins diesel, CNG, LNG, LPG	Cummins or Catepillar	Cummins ISB02-200 hp	Cummins ISB-4 Diesel	Cummins ISB-02	Caterpillar/Cummins/Detroit Diesel
8 Expected Vehicle Life	10 yrs	12yrs	10 years	10 Years	10 years	12 years
9 Fuel Types	Diesel, CNG, LNG, LPG	CNG, Diesel, or Bio-Fuel	Diesel, Bio-Diesel, CNG	Diesel, Bio-Diesel, CNG	Diesel, Bio-Diesel, CNG	Diesel and Bio-Diesel
10 Fuel Tank Capacity	80 gallons	100 gallons	75 gallons	50 gallons	60 gallons	150 gallons
11 GVWR	31,280	N/A	30,000	20,000	28,660	N/A
12 Number of Doors	2	2	2	1	2	2
13 Exterior Height	116"	132"	116"	120"	122" (132" CNG)	119"
14 Transmission	Allison B300, B300R, B400, B400R	Allison, Voith, ZF	Allison B210 Series with Retarder	Allison LCT 2000	Allison LCT 2000	ZF HP 590/Allison B400, B500
15 Wheelbase	160"	N/A	163.5"	156"	222"	148"/208"/268"
16 Exterior Width	102"	102"	99.2"	96"	102"	102"

#3 - Estimates from vendors subject to change.

#5 - Maintenance estimates from vendors.



**Table VI-2 (continued)**  
**Vehicle Information**

Factors	VEHICLE TYPE					
	Gillig 35' Hybrid Bus	Gillig 35' Phantom Bus	Blue Bird CS Series	Champion CTS Rear Engine	New Flyer D30LF 30' Diesel Bus	New Flyer DE35LF Diesel-Electric
<b>1</b> Air Conditioning	<i>Heavy Duty Bus</i> Thermo King or Carrier	<i>Heavy Duty Bus</i> Thermo King or Carrier	<i>Medium Duty Bus</i> Available	<i>Medium Duty Bus</i> Available	<i>Heavy Duty Bus</i> Thermo King Roof Mounted	<i>Heavy Duty Bus</i> Thermo King 311 rear mounted
<b>2</b> Altoona Tested	Yes	Yes	Yes	Yes	Yes	Yes
<b>3</b> Cost	\$350,000 to \$400,000	\$300,000 to \$350,000	\$116,000	\$165,000	\$250,000	\$350,000 to \$400,000
<b>4</b> Length	35'	36'	25'	35"	30.5'	35.4'
<b>5</b> Seating Capacity	35 with 2 WC	35 with 2 WC	21 - 26 + w/c	28 + 2 w/c	25 seated/30 standees/2 WC	65 total/29 seated/36 standees
<b>6</b> Step Height	15"	15"	14"	9"	14.5"	10.5" kneeled
<b>7</b> EngineType	Allison Hybrid Drive	Cummins or Catepillar	Diesel	Freightliner 5.9L	Cummins ISL 250/280 hp	Cummins ISL 280 hp
<b>8</b> Expected Vehicle Life	12 years	12yrs	10-12 yrs	10	12 yrs	12 yrs
<b>9</b> Fuel Types	Clean Diesel Hybrid Electric	Clean Diesel	N/A	Diesel/Bio-Diesel/CNG	Ultra Low Sulfur Diesel	Diesel-Electric
<b>10</b> Fuel Tank Capacity	100 gallons	100	45 gal	60 gal	105 gallons	112 gallons
<b>11</b> GVWR	N/A	N/A	25,000	31,000	37,920	39,630
<b>12</b> Number of Doors	2	2	1 + 1 wc	2	2	2
<b>13</b> Exterior Height	132"	136"	120"	116"	121"	132"
<b>14</b> Transmission	N/A	Allison,Voith, or ZF	Automatic	Allison B300	Allison or Voith	Allison EV40 Drive
<b>15</b> Wheelbase	N/A	N/A	132"	236"	169"	228.25"
<b>16</b> Exterior Width	102"	102"	96"	96"/102"	102"	102"

#3 - Estimates from vendors subject to change.

#5 - Maintenance estimates from vendors.



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**Table VI-3  
Bus Manufacturers and Retrofitters**

NAME	ADDRESS	CITY	STATE	ZIP CODE	BUSINESS PHONE	FAX NUMBER	WEBSITE	NOTES
ABC Companies	1506 30th St. NW	Fairbault	Minnesota	55021	800-222-2875	507-334-0246	<a href="http://www.abc-companies.com">www.abc-companies.com</a>	Bus sales
Alexander Dennis Inc.	31566 Railroad Canyon Road	Canyon Lake	California	92587	951-244-9429	951-755-0318	<a href="http://www.alexander-dennis.com">www.alexander-dennis.com</a>	Builds low-floor double-decker buses
Ameritrans	53387 Ada Drive	Elkhart	Indiana	46514	574-262-8935	574-266-0642	<a href="http://www.ameritransbus.com">www.ameritransbus.com</a>	Builds Retro style buses
Azure Dynamics Corp	9 Forbes Road	Woburn	Massachusetts	1801	877-932-9009	781-932-9219	<a href="http://www.azuredynamics.com">www.azuredynamics.com</a>	Specializes in hybrid-electric shuttle buses
Blue Bird Transit	106 National Drive	Anniston	Alabama	36207	888-391-1777	316-779-7727	<a href="http://www.blue-bird.com">www.blue-bird.com</a>	School Bus Only, NABI owns transit division
Cable Car Classics	3239 Rio Lindo Avenue	Healdsburg	California	95448	800-348-1873	707-433-5828	<a href="http://www.cablecarclassics.com">www.cablecarclassics.com</a>	Trolley bus manufacturer
Cable Car Concepts	821 Shunpike Road	Cape May	New Jersey	8204	800-422-83 66	609-884-5908	<a href="http://www.trolley.com">www.trolley.com</a>	Manufactures trolley buses
Champion Bus Inc.	331 Gram Road, P.O. Box 158	Imlay City	Michigan	48444	800-331-5761	810-724-1844	<a href="http://www.championbus.com">www.championbus.com</a>	Makes small and mid-size buses
Coach & Equipment Mfg	130 Horizon Park Dr PO 36	Penn Yan	New York	14527	315-536-2321	315-5360460	<a href="http://www.coachandequipment.com">www.coachandequipment.com</a>	Makes small and mid-size buses
COBUS Industries LP	40 Robinwood Road	Trumbull	Connecticut	6611	203-380-9575	203-375-0168	<a href="http://www.cobus.us">www.cobus.us</a>	BRT bus manufacturer
Complete Coach Works	1863 Service Court	Riverside	California	92507	951-684-9585	951-684-2088	<a href="http://www.completcoach.com">www.completcoach.com</a>	Transit bus retrofitter
Daimler North America	6012-B High Point Road	Greensboro	North Carolina	27407	800-882-8054	336-878-5403	<a href="http://www.dcbusna.com">www.dcbusna.com</a>	Makes Orion, Setra, and Sprinter vehicles
Diamond Coach Corp.	2300 W. 4th St.P.O. Box 489	Oswego	Kansas	67356	800-442-4645	6207954816	<a href="http://www.diamondcoach.com">www.diamondcoach.com</a>	BOC bus manufacturer
EIDorado National	1655 Wall Street	Salina	Kansas	67401	800-850-1287	786-823-9471	<a href="http://www.econoline.com">www.econoline.com</a>	Makes small and mid-size buses
Federal Coach	7400 South 28th Street	Fort Smith	Arkansas	72908	800-292-6210	479-646-1217	<a href="http://www.federalcoach.com">www.federalcoach.com</a>	Makes small and mid-size buses
General Coach America	275 Gram Road P.O. Box 397	Imlay City	Michigan	48444	800-331-5761	810-724-1844	<a href="http://www.championbus.com">www.championbus.com</a>	Part of Champion Coach
Gilig Corporation	25800 Clawiter Road	Hayward	California	94545	510-785-1500	510-785-6819	<a href="http://www.gillig.com">www.gillig.com</a>	Heavy-duty bus manufacturer
Glaval Bus	914 C.R.#1 N.	Elkhart	Indiana	46514	800-445-2825	574-264-4259	<a href="http://www.glavalbus.com">www.glavalbus.com</a>	Manufactures low-floor small buses
Goshen Coach	25161 Leer Drive	Elkhart	Indiana	46514	866-522-5424	574-266-5866	<a href="http://www.goshencoach.com">www.goshencoach.com</a>	Manufactures small to medium-size buses
Home Town Trolley	701 North Railroad Avenue	Crandon	Wisconsin	54520	715-478-5090	715-478-5095	<a href="http://www.hometowntrolley.com">www.hometowntrolley.com</a>	Trolley bus manufacturer
IC Corporation	4201 Winfield Road	Warrenville	Illinois	60555	630-753-3229	630-753-3049	<a href="http://www.ic-corp.com">www.ic-corp.com</a>	Manufactures small to medium-size buses
Midway Specialty Vehicles	2940 Dexter Dr. P.O. 1931	Elkhart	Indiana	46515	800-505-2530	574-264-5630	<a href="http://www.mymidway.com">www.mymidway.com</a>	Sprinter van converter
Millennium Transit Services	42 East Cummings Loop West	Roswell	New Mexico	88203	505-347-7515	505-347-7504	<a href="http://www.millenniumtransit.com">www.millenniumtransit.com</a>	Manufactures the classic RTS transit bus
Motor Coach Industries	1700 East Gulf Road Suite 300	Schaumburg	Illinois	60173	866-624-2622	847-285-2013	<a href="http://www.mcicoach.com">www.mcicoach.com</a>	Manufactures charter and commuter buses
N. American Bus Industries	106 National Drive	Anniston	Alabama	36207	888-391-1777	316-779-7727	<a href="http://www.nabiusa.com">www.nabiusa.com</a>	Heavy-duty/Opus/Trolley/BRT manufacturer
New Flyer	711 Kernaghan Ave.	Winnepeg	MB	R2C 3T4	204-225-1251	204-224-4214	<a href="http://www.newflyer.com">www.newflyer.com</a>	Heavy-duty bus manufacturer
Nova Bus	1000 Industriel Boulevard	St-Eustache	Quebec	J7R 5A5	800-350-6682	450-974-3001	<a href="http://www.novabus.com">www.novabus.com</a>	Heavy-duty bus and BRT manufacturer
Specialty Vehicles	440 Mark Leany Drive	Henderson	Nevada	89011	800-784-8726	702-567-3020	<a href="http://www.specialtyvehicles.com">www.specialtyvehicles.com</a>	Trolley bus manufacturer
Stallion Bus Industries LLC	223 Wall Street Suite 290	New York	New York	11743	888-949-4673	860-350-4846	<a href="http://www.stallionbus.com">www.stallionbus.com</a>	Produces the Sunliner medium-size bus
Starcraft Bus	2367 Century Drive	Elkhart	Indiana	46258	800-348-7440	574-642-3301	<a href="http://www.starcraftbus.com">www.starcraftbus.com</a>	BOC bus manufacturer
Startrans	2592 East Kercher Road	Goshen	Indiana	46528	877-258-1391	574-642-4108	<a href="http://www.startransbus.com">www.startransbus.com</a>	BOC bus manufacturer
Trident Buses	1530 Industrial Drive	Griffen	Georgia	30224	770-229-9990		<a href="http://www.tridentbuses.com">www.tridentbuses.com</a>	Manufactures small, medium, and large buses
Trolley Enterprises	998 South Military Trail	Deerfield Beach	Florida	33442	800-303-1493	954-429-3307	<a href="http://www.trolleyenterprises.com">www.trolleyenterprises.com</a>	Manufactures low-floor trolley buses
Turtle Top	67819 State Road 15	New Paris	Indiana	46553	547-831-4340	574-831-4349	<a href="http://www.turtletop.com">www.turtletop.com</a>	Manufactures the Odyssey BOC bus

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## Alternative Fuels

To reduce pollution from mobile sources, the national Clean Air Act Amendments of 1990 encouraged the use of clean fuels such as methanol, ethanol, and natural gas derivatives including compressed natural gas, liquefied natural gas, and liquefied petroleum gas. In order to develop a working concept of the different alternative fuels, their advantages and disadvantages, and their potential application for Winter Park transit service and the Fraser Valley area, the following review of the relatively common alternative fuels has been prepared.

### Methanol

Most of the methanol used commercially within the United States is manufactured from natural gas, making it economical to use. The tailpipe emissions of methanol are generally considered to be about half as reactive as an equal mass of emissions from gasoline or diesel fuel, promoting its use to reduce urban ozone in urban areas (such as Los Angeles). By volume, methanol has slightly more than half the energy content of diesel fuel and slightly more than half the energy content of gasoline. Due to the above characteristics, a methanol engine will consume slightly more than twice the volume of fuel per mile of service as compared to a diesel engine.

In the past few years, the transit authorities in Los Angeles and Seattle have retired their methanol programs due to the fuel's highly corrosive properties. After spending \$102 million on methanol buses since 1989, Los Angeles County transit officials declared their methanol anti-pollution program a failure because the buses are prone to costly mechanical repairs. Officials of the Seattle metro transit agency eliminated their methanol demonstration program after a trial period of five years. The program's test results indicated that severe engine malfunctions were experienced on the buses at 60,000 and 70,000 miles, largely attributed to the corrosive nature of the fuel.



### Ethanol

While not as corrosive as methanol, the major use of ethanol is currently limited as an octane additive and oxygenate for gasoline. According to the *Information*

*Update* (Detroit Diesel Corporation, February 1992), the cost of ethanol is almost twice as much as that of methanol, making its use limited as a motor vehicle fuel. However, the federal government now provides a significant subsidy to the producers of ethanol which has lowered the price of ethanol fuel to be competitive to regular gasoline or diesel fuel. Aside from the fuel's economic drawbacks and the uncertainty of how long ethanol fuel will be subsidized, ethanol has many benefits. Ethanol produces lower carbon monoxide emission rates than gasoline, has a higher energy density than methanol, and has a lower toxicity than either methanol or gasoline.

### Compressed Natural Gas

The strength of compressed natural gas (CNG) as an alternative fuel for transit buses is that it is generally less expensive per unit of energy than gasoline or diesel fuels. CNG fuel also has the potential to reduce the oxides of nitrogen (Nox) emissions, reactive organic hydrocarbons, particulate matter concentrations, and carbon monoxide concentrations by as much as 90 percent (according to the Transportation Research Board, Transit Cooperative Research Program, 1993). The advantages of a CNG bus include no visible pollution and quieter operation. Over the last several years, CNG has become the alternative fuel of choice in the country's transit systems.

Historically, the weakness of CNG fuel is its difficult storage requirements. CNG is typically stored in high pressure cylinders under maximum pressures. The high weight, volume, and cost of the storage tanks have been a barrier to its commercialization as an alternative fuel. The recent development of lighter aluminum tanks, however, has reduced this disadvantage to some degree.

The main problem with CNG is primarily associated with the moisture in the compressed fuel freezing during the fueling process, since the approximate time to fill a bus may be three hours. Other problems that have been encountered nationally include the quality of local CNG supplies, limited testing of altitude effects on CNG (which is a major factor for the Fraser Valley area), and limited CNG testing in extreme temperatures (again a major issue in the Valley).

The transit agency would face additional costs for vehicles and facilities in order to convert to an entire CNG fleet. CNG vehicles typically cost \$30,000 to \$35,000 more than diesel-powered equivalent buses. In addition, a CNG refueling facility with an adequate capacity to fuel a substantial portion of the current fleet would cost between \$750,000 and \$1,250,000. Additional costs would be incurred to upgrade the maintenance facilities with the required safety features and to provide emergency response equipment and training.

### Liquefied Natural Gas

Liquefied natural gas (LNG) has only recently received attention as an alternative fuel. The potential advantages of the fuel lie in its economic considerations, since the fuel processing costs are much less than that of the other gaseous fuels. LNG also has a greater potential to reduce the Nox emissions and the hydrocarbon emissions when compared to diesel and gasoline fuels. Currently, the biggest obstacles facing LNG are the lack of availability and its storage and handling facility requirements.



LNG Storage Tank

### Liquefied Petroleum Gas

The advantages and disadvantages of liquefied petroleum gas (LPG) are similar to those of natural gas. The advantage of LPG is that gasoline engines can be easily converted due to its high heating and high octane characteristics. LPG is also well established in its transit fleet applications. According to the *Alternative Transportation Fuel in the United States* (R.F. Webb Corporation, June 1989), approximately 350,000 LPG transit vehicles were in operation in the United States. In 1995, the Department of Transportation estimated over 750,000 LPG transit vehicles would be in operation by the year 2000. The main disadvantage of LPG is the lower engine performance of transit vehicles using the fuel. According to the above citation, the conversion of an engine from gasoline to LPG will usually cause a 10 to 15 percent power loss.

## Diesel Fuel

Diesel-fueled engines have traditionally dominated the transit vehicle marketplace due to diesel fuel's efficiency and durability. From an air quality perspective, diesel engines have very low tailpipe emissions of carbon monoxide and other organic gases. The concern from an air quality perspective, however, has been the diesel emission rates of the oxides of nitrogen emissions (Nox) emissions and particulate matter. Due to increasing environmental pressure to reduce the above emissions, the Environmental Protection Agency and American Public Transit Association have developed stringent regulations. The Clean Air Act Amendments (CAAA) permit the use of clean diesel in urban buses provided that the clean diesel engines meet the particulate matter standards imposed by the CAAA.

In partial response to the 1990 CAAA recommendations for cleaner burning fuels and the continued development of the previously-mentioned alternative fuels, the traditional diesel fuel engine has made great strides toward developing cleaner burning particulate traps and improved catalytic converter technology. Diesel engine manufacturers have been successful in lowering the Nox and particulate tailpipe emissions by employing the above-mentioned techniques, while still maintaining diesel fuel's economy.

Barring conversion to alternative fuels, a number of steps can be taken to substantially reduce the air quality impacts of diesel-fueled transit buses. Various transit systems have been successful in reducing the particulate emissions through the application of "clean diesel" technology. The utilization of a low-sulphur fuel has proven to reduce the average annual particulate emissions of a transit coach from 935 pounds to 260-300 pounds, which is roughly a 70 percent reduction. In addition, installation of an electronically-controlled fuel injection system and specially-designed transmission has dropped emission levels by 120 pounds of particulate matter annually, for a total emissions reduction of 87 percent.

This technology should be appropriate for continuation of services. Clean diesel is far less expensive than any other alternative fuel and has a long track record of successful use in high altitude, cold weather areas.

### Bio-Diesel

Bio-diesel is a clean-burning alternative fuel made from the domestic renewable resources of vegetable oil and animal fat. Bio-fuel consists of the mono-alkyl esters that are derived from vegetable oils or animal fats which conform to the ASTM-D-6751 specifications for use in diesel engines. This fuel is then mixed with diesel to reduce the amount of pollution that the vehicle normally produces.

The pollution reduction depends on the amount of bio-fuel that is mixed in with the diesel. The amount of carbon monoxide (CO) is reduced by 12 percent when the mixture is 20 percent bio-fuel and 80 percent diesel. The maximum amount of CO reduction is 48 percent with 100 percent bio-fuel. The disadvantage of bio-diesel is that it increases the production of Nox by two to ten percent, depending on the mix of bio-fuel to diesel.

One advantage of bio-diesel is that the fuel can be used in the existing bus fleet with a small amount of engine adjustment at a low cost. There are several grant sources through the FTA and Department of Agriculture to aid in funding bio-diesel conversions, such as the Clean Fuel Program and Congestion Mitigation Air Quality Program.

### Tax Credits

On July 29, 2005, Congress passed the first comprehensive energy legislation HR 6 (P.L. 109-58) which includes a number of provisions for alternative fuel vehicles. The credit for purchasing a fuel cell vehicle is determined by a base credit amount that depends on the vehicle's weight. For fuel-cell powered vehicles weighing less than 8,500 pounds, the base credit will be \$8,000 while heavier vehicles will get bigger credits.

## **ADVANCED PUBLIC TRANSPORTATION SYSTEM TECHNOLOGIES**

A key consideration in long-term planning is the impact of technological improvements that could benefit transit services. In recent years, technological research and development programs have been incorporated into the Intelligent Transpor-

tation System (ITS) concept. The application element of ITS for public transportation is known as Advanced Public Transportation Systems (APTS). Winter Park should look for future technologies beyond the time frame of this study. Thorough review of these technologies should be undertaken before Winter Park considers any form of ITS technology.

Most of the APTS developments have come from the military and financial arenas. One such military development is the use of Global Positioning Satellites (GPS) to determine the exact location of an object through triangulation, radio frequencies, and computers. The same concepts used to track infantry movements and submarines can be employed for other purposes, notably to improve our transportation systems. Likewise, from the financial arena, the same principles used in credit/debit cards and building security systems can be applied to the transportation field. These technologies can be used to monitor people using the transit service by noting where they board and alight, debiting their fares from bank accounts, or charging their fares to the appropriate human service agency.

Several key conditions have evolved to make APTS applications more attractive. Technology has progressed to the point that applications are finding their way into the general market. The cutting edge applications of yesterday are now relatively commonplace. Currently, APTS applications are being used in many western states and are realistic options for Winter Park.

Automated vehicle location (AVL) systems employ one of several means of determining the location of a vehicle. By monitoring the historical locations and demands of the vehicles, transit planners can better refine schedules and networks to optimize the workload of vehicles. Logical links to the AVL systems are real-time ride-matching and on-demand dispatching through sophisticated matching and scheduling programs. These systems function by examining where vehicles are, where the vehicles are heading, and how full the vehicles are at the time a ride request call is received. Through a series of decision trees, the computer matches the ride request to a vehicle and dispatches the ride order to the driver or, if no capacity exists on the vehicle, schedules the ride request to be filled by the first

available vehicle. Providing transportation services in this flexible format may have significant and fundamental impacts on how demand-response and fixed-route services are provided.

The Regional Transportation District in Denver, Colorado has implemented an AVL system for 833 fixed-route buses and 66 supervisor vehicles at an estimated cost of \$10,400,000. The Dallas, Texas rapid transit system is installing an AVL system for a total of 844 buses, 216 commuter coaches, 245 demand-response vans, and 300 supervisor vehicles. Similar systems are being developed in Milwaukee, Wisconsin and Baltimore, Maryland. The Baltimore system will include signal preference for buses running behind schedule.

The existence of real-time dispatching and ride-matching systems creates the need for linking the public to the service. The smart traveler system concept provides a quick link by phone, kiosk, or computer to the service dispatching system. A caller would request a ride. The system would examine vehicle availability in response to the ride request, and inform the caller where and when the rider would be met. The system may also suggest other mode choices available to the caller. The entire transaction need take only a few minutes. If an acceptable match cannot be made, the system may offer to fill the request with a taxi ride.

As an element of AVL technology, ridership data and monitoring can also be included in the database. This allows for improved tracking of ridership information such as trip purpose, origin, and destination. The information could then be used to analyze the effectiveness and efficiency of transit services over time.

These new technologies may seem quite advanced for the Fraser Valley. However, these developments are realistically the wave of the future for transportation systems and are very appealing to high-tech savvy transit customers. Such technological advancements improve transit efficiency, quality of service, and service for all types of public transportation in urban and rural areas.

## FACILITY NEEDS

The *Winter Park Multi-Modal Transportation and Mobility Plan* states that the current facility is inadequate and that plans are in existence to redevelop the site where the facility now stands. The Plan recommends that a new site be acquired and a new transit maintenance and operations facility be developed. The Plan also indicates that the expected cost of the new facility will be around \$3,000,000 to \$4,000,000.

Maintenance and storage facilities need to accommodate adequate parts storage; meet safety requirements; and provide the necessary equipment, facilities, and room for maintenance activities. A fully functional transit facility should provide the following amenities:

- Administrative employee office space.
- 3 to 4 fully equipped vehicle service bays.
- Drivers and mechanics room, which would serve as both a locker area and lunchroom.
- Radio/dispatching area, with space for the AVL/real-time dispatching equipment and personnel.
- Multipurpose room, which would be used as a training and meeting room.
- Bulk storage space.
- Parts storage space (including tires).
- Indoor transit vehicle parking.
- Employee and visitor vehicle parking.
- Bus service island, with a service lane including a bus washing facility.

A transit and administration facility is one of the most costly capital assets that any small transit agency would develop. The cost of the facility ranges from several hundred thousand to millions of dollars depending on the size, function, and amenities of the building. Storing the buses inside—which in cold weather locations like the Fraser Valley is very beneficial to long-term maintenance—increases the cost of the facility. LSC would recommend that the Town of Winter Park budget a minimum of \$4,500,000 for this project and increase this amount at least by four percent for every year past the year 2007 to allow for inflation.

## ADMINISTRATIVE CAPITAL NEEDS

The new facility plans mentioned above should include sufficient space for administration and scheduling/dispatch duties. Other administrative capital needs include updating computer hardware and software as needed.

Scheduling and dispatching software for transit services is recommended as a future technological move for Winter Park services. Currently, no software is in place to enhance the service. The software has a price range from \$2,000 to over \$50,000 depending on the type of system. Each company prices the software differently—by trips per day, number of workstations, or number of vehicles. An adequate cost for the proposed Winter Park services would be approximately \$15,000 to \$20,000 for the software.

## AMERICANS WITH DISABILITIES ACT

In all capital vehicle procurement and facility development, the Winter Park transit program must be aware and take the proper steps to assure that each transit vehicle, bus stop, bus shelter, and the new transit facility meet the regulations set forth by the ADA act itself as well as the *ADA Accessibility Guidelines for Buildings and Facilities (ADAAG)*. Issues such as complementary paratransit, reasonable accommodation, specific construction techniques, and instructions for making facilities and vehicles must be followed to assure federal approval of funding. The ADA is a civil right and not just a regulation. Penalties can be severe if a person's ADA rights are violated.

## SUMMARY OF CAPITAL NEEDS

This chapter has identified various capital needs that should be taken into consideration when providing public transit services. The capital items required for public transit services include vehicles, transit office and vehicle facilities, and advanced public transportation system technologies. The capital needs identified above should be considered when developing a more coordinated and efficient public transit system within the Fraser Valley.





## CHAPTER VII

# Operating Requirements

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### INTRODUCTION

The purpose of this chapter is to provide the Town of Winter Park the available operating requirements to meet state and federal regulations and laws for the receipt of federal and state funding. Many of the requirements may be familiar to the planning and grants staff of the Town which makes it beneficial to the new transit system that it will be operated by a municipal agency.

### MANAGEMENT AND OVERSIGHT

The municipal transit agency to be created by the Town of Winter Park will assume the responsibility of developing and administering state and federal transit grants. The agency will also be responsible for overseeing First Transit's administrative, maintenance, and operations activities to assure that they meet the requirements set forth by contract, CDOT, and the FTA. To do this it will be necessary for the Town of Winter Park to hire an experienced transit manager who is knowledgeable of transit operations, maintenance procedures, and funding. This individual should also possess excellent writing and public speaking skills. The transit manager duties and responsibilities are described in Chapter IV. An important function of this position is to maintain important statistical information, respond to customer complaints, and promote the new bus service. The following section describes the oversight responsibilities of the agency.

#### Operational Oversight Responsibilities

The future transit agency would not have to oversee all operational duties since it will be contracting with a private transit management firm to operate the system. However, the agency will need to assure that the management firm is operating the transit system in the manner described by the contractual agreement. It must assure that the vehicles are clean and well-maintained, that the service is

operating on schedule, and that passengers are being treated in a courteous manner. The following oversight procedures should be used to assure these issues:

- **Bus Route Time Point Checks:** From the schedules developed for each bus route, a transit agency employee should choose a location along each route that is marked as a time point on the schedule and record the times a bus arrives at the time point. The transit industry standard for whether a bus is on time is if the bus reaches the time point as scheduled or is no more than five minutes late to the stop. No bus should arrive before the scheduled time (this is known in the industry as “running hot”). Buses are late if they arrive later than five minutes past the scheduled time. Time point checks need to be performed on every route at least biweekly. A monthly report of these time point checks should be sent to the operator so that if buses are continually running hot, disciplinary action can be taken with the offending driver, and if a route is consistently running late, time changes may need to be made to the route. Drivers should never be disciplined for arriving late to a stop unless it can be proven by management that the driver is deliberately running late.
- **Vehicle Inspections:** Transit agency staff should periodically inspect each bus on route to assure that the bus is clean and in good operation. Staff should check the bus heater in the winter and the air-conditioning in the summer. A visual inspection should be performed to see if the bus lights and turn signals are operating properly, if there is any significant body damage, and if there are any cracks in the windows.
- **Bench, Shelter, and Bus Stop Sign Inspections:** Monthly inspections should be performed to assure that benches, shelters, and bus stop signs are in good condition. These should be repaired or replaced as needed.
- **Ridership Counts:** Rider counts should be taken by the drivers each day for their route. The transit agency should periodically take counts to assure driver accuracy.

### **Maintenance Oversight Responsibilities**

The major responsibility of a transit agency in this matter is to assure, by physical inspection and document review, that the management company is performing preventative maintenance activities as promised in the contract. During the physical inspection, agency staff should also check to see if the maintenance facility is clean and that no grease or other fluids and lubricants are on the shop floor where they could cause an accidental fall.

## Administrative Oversight Responsibilities

The primary responsibilities concerning administrative oversight are the development of funding grants, information gathering, contract negotiations, budget development, and the oversight of Title VI of the 1964 Civil Rights Act (Title VI); the Rehabilitation Act of 1973, sec. 504; the Age Discrimination Act of 1975; Title II of the Americans with Disabilities Act; and Executive Order 12898 which all deal with non-discrimination requirements. Listed below are the necessary administrative procedures needed to properly administer a transit program:

- **CDOT Reporting Requirements:** CDOT administers the FTA Section 5311, 5304, and 5310 programs that are the principal federal transit funding sources for small transit systems such as the system that will be administered by Winter Park. They also prepare and distribute the application for SB 1 capital funding. The CDOT Transit Unit is very helpful in assisting small transit systems with preparing grant applications and understanding the requirements and data that the transit agency must adhere to and provide. It is also recommended that Winter Park transit staff meet with the CDOT Transit Unit on a regular basis to keep up-to-date on any changes to grant preparation procedures.
- **National Transit Database (NTD) Requirements:** NTD is a department of the United States Department of Transportation (USDOT) and is entrusted with the task of gathering statistical information concerning all the departments within the USDOT. With increased Section 5311 funding under the Safe, Accountable, Flexible, and Efficient Transportation Act - A Legacy for Users (SAFETEA-LU), USDOT has required more accountability from the recipients of Section 5311 funding. Therefore, small transit agencies are required to submit some specific items to NTD. These items are: Total Annual Revenue, Sources of Revenue, Total Annual Operating Costs, Total Annual Capital Costs, Fleet Size, Type, and Facilities, Revenue Vehicle Miles, and Ridership. LSC also recommends collecting Annual Revenue Hours which is important information used in budget development. Revenue miles and hours must be provided by the private management firm contracted to operate the service. This information should be provided by route on a monthly basis since budgets tend to be developed for fiscal years. Total annual operating costs are generally the costs that have been contracted and can be sent to NTD as such. The rest of the information to be collected is self-explanatory.
- **Contract Development and Negotiations:** It will be the responsibility of Winter Park to develop a contract for the provision of transit service since the Agency has been structured as a fiduciary and not set up to handle day-to-day transit operations. Since the Agency will probably be receiving federal transit revenue, several requirements are necessary in developing, distributing, negotiating, and awarding the operations contract. Federal

requirements state that the contract must be awarded as a result of a competitive bid process. Normally local governments accomplish this requirement by developing a Request for Proposals (RFP). Winter Park is familiar with this process. The federal requirements the Town followed in developing the RFP for this planning project are similar, if not identical, to developing an RFP for transit operational services.

- **Budget Development and Financial Management:** It is assumed that the Agency will be responsible for developing and managing the Agency's annual budget. The requirements imposed by the Town of Winter Park should be adhered to in developing and managing the transit budget.
- **ADA, Title VI, and Section 504 Requirements:** The Americans with Disabilities Act (ADA); Title VI of the 1964 Civil Rights Act (Title VI); the Rehabilitation Act of 1973, section 504; and the Age Discrimination Act of 1975 are all designed to assure that an individual will not be discriminated against by virtue of their race, ethnicity, national origin, sex, religion, age, or disability. The agency needs to obtain copies of all these legislating documents (which can be downloaded from the Internet) and be sure that a member of the staff is familiar with the parts that affect transit operations. Key responsibilities include: assuring that schedules, job applications, and any other public documents state that the Agency does not discriminate; posting all federal and state labor laws (these posters can be obtained from the US Department of Labor and the Colorado Department of Labor); and assuring that all passenger vehicles are accessible. Another issue that is sometimes overlooked is reasonable accommodation for disabled employees which is a section within the ADA legislation.
- **Operational Data Collection and Presentation:** Along with collecting and presenting the data mentioned in National Transit Database section of this report, the Agency should create data charts and graphs to be part of a monthly presentation to the Winter Park Town Council and for use in CDOT grant applications. Charts depicting passengers per month, route, and hour are important in showing the effectiveness of the transit service. Charts showing operating cost per hour and passenger cost per hour are helpful in showing the efficiency of the system. Finally, peer group comparisons help to show how Winter Park compares to transit systems similar in size and function.
- **Year-Round Service Requirements:** In order to receive FTA Section 5311 funding which is administered by CDOT, Winter Park must maintain year-round transit service. Transit service in resort communities is generally seasonal. During the time of the resort's main activity attraction, a high level of transit service is required. After that time, the level of transit service will be cut as much as three-quarters of the service level maintained during the peak resort time. As long as a reasonable level of service is maintained year-round—as judged by periodic ridership surveys and regular passenger counts—it will be eligible for federal funding.



## Marketing Recommendations

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Marketing programs can be one of the most overlooked components of providing transit services. The marketing of any service is dependent upon providing a quality product or service. This chapter details developing a sound system identity as well as recommends a marketing and promotion program for the Town of Winter Park.

A strategic marketing plan can be a very effective tool in making transit service successful. Many factors can affect the success of marketing efforts, primarily the resources available to accomplish the objectives and strategies appropriate for a system of this size. The strongest marketing which can be done is to offer **efficient and convenient** transit service. The next logical step is to develop strategies which can realistically be accomplished with limited staff and financial resources. One such strategy is the design of new brochures to be distributed to patrons and placed at key locations within the communities of Winter Park and Fraser to attract new ridership. A brochure must convey the message that the public transit service provided by the transit agency is a **reliable transportation alternative** and can be used by anyone in the area. This brochure should be designed around the concept of attracting new ridership who may not know the benefits of transit.

### WINTER PARK TRANSIT MARKETING PLAN

The following section describes recommendations for increasing public awareness, attracting new ridership, creating a new image of transit in the area, and increasing the visibility and use of the transit service provided by Winter Park.

#### Increase Public Awareness and Visibility

The system should increase public awareness and visibility by creating an attractive image of transit. This **branding** may be accomplished by the following:

- Design of a transit logo tailored to the city services.

## *Marketing Recommendations*

- Paint buses with an attractive paint scheme or, alternatively, wrap the buses with a simple bus wrap.
- Create simple bus stop signs that are attractive and easy to see.
- Design an attractive rider brochure with key elements of service characteristics provided in an easy-to-read document.
- Design attractive bus passes if it is decided to charge a fare.
- Attend local events such as festivals or fairs with an informational booth set up to provide service information or showcase the buses.
- Educate local agencies to refer clients to the service for their transportation needs.

### **Promote Service to Users**

Promotion for services should be tailored to the following:

- Establish an educational program that includes a simple one-page information sheet. Information should highlight the benefits of using public transportation in the Fraser Valley.
- Establish relationships with local business to educate employers and employees on the use and benefits of the local transit system.
- Hold a training workshop for local social service agencies to acquaint them with the service and to receive input on how best to meet the transit needs of their clients.
- Advertise in the local paper, highlighting employees' or patrons' stories.
- Allow local retailers/businesses to sell transit passes if a fare is to be charged.
- Promote a special shopping tour for seniors/elderly/disabled which includes numerous businesses and retailers.
- Provide local businesses with information brochures they can post at their place of business, including local restaurants.
- Work with local businesses to allow them to advertise on the buses, thereby generating revenue and creating business partnerships.
- Explore the use of the Internet for advertising and information dissemination.
- Create an outreach program to visit groups and agencies regularly to keep them abreast of the transit system and/or changes.

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

A one-year marketing plan is a list of projects that should be completed throughout the following fiscal year. Table VIII-1 presents the One-Year Marketing Plan for

Winter Park local transit services. This plan gives monthly steps for completion by the marketing team for an entire year. This should be used as a guide for future planning. While it may not be possible or feasible to complete all the activities listed, this should be a framework for programmed initiatives and be followed as closely as possible.

### Business Outreach

A Business Outreach program is included in the Marketing Vision as it represents an effective advertising tool as well as potential financial backing through local businesses and employers. An outreach program should be planned, implemented, and responsive to employer/employee feedback. This program can entail activities such as the following:

- Employer/employee and student surveys on service needs.
- Partnerships with local business/employees to help meet employment transit demand through various transportation alternatives (i.e., helping to arrange rideshare requests, additional employee-tailored transportation with financial backing from employers/business and/or employer/employee education efforts on the service).
- Outreach to local radio and/or newspapers for discounted advertisements.

These are just a few outreach ideas that the transit program could choose to implement. An outreach program need only be a list of ideas that could potentially be implemented to form future partnerships within the communities. This should be incorporated into the one-year marketing plan, with activities such as meeting with a local business for advertising on the buses.

### Review Passenger Information

Reviewing passenger information regularly to make sure that brochures, flyers, and other passenger information are kept up-to-date and current is a vital part of a short-term marketing vision. Incorrect or outdated information which is provided to customers is a sure way to decrease ridership. Information should be concise, clear, and available if it is to be effective. Regular review of these promotional or informational materials will promote service as a reliable transit opportunity.

Customer Surveys

Customer surveys should be done at least every three years. Customer surveys require that a survey be designed that asks the important questions which help to improve transit service. Questions should inquire into service delivery, destinations, income, reason for riding, and perceptions of areas such as driver friendliness, cleanliness of the buses, fare information, timeliness, etc. Surveys are an important measure of service performance. If you don't know the perceptions of the clientele you are serving, how can you effectively serve them? The way to measure these perceptions is to survey them.

**Table VIII-1  
One-Year Marketing Plan**

<b>Month One</b>		<b>Activities</b>
<b>S T E P S</b>	1	Establish a Marketing Team comprised of local staff.
	2	Develop new brochure on services.
	3	Visit local businesses to promote the service.
	4	Identify possible outreach events.
	5	Establish marketing goals for the Town of Winter Park.
<b>Month Two</b>		<b>Activities</b>
<b>S T E P S</b>	1	Identify and begin planning for an upcoming community event.
	2	Investigate advertising costs on local radio stations.
	3	Identify those businesses and agencies that are interested in advertising.
	4	Develop a promotional kit for transportation programs available in the Fraser Valley.
<b>Month Three</b>		<b>Activities</b>
<b>S T E P S</b>	1	Attend a local community event with handouts, free daily passes, etc.
	2	Advertise on a local radio station.
	3	Hold a "Shopping Day" offering a communitywide shopping trip for senior citizens free of charge.
<b>Month Four</b>		<b>Activities</b>
<b>S T E P S</b>	1	Publish article in local news about community benefits of transit.
	2	Contact two employers or agencies regarding the local transit service.
	3	Visit with local business/retailer to educate employees/employers on the transit system.
<b>Month Five</b>		<b>Activities</b>
<b>S T E P S</b>	1	Visit local agencies and senior centers to discuss joint ventures to include promotional days and possible joint sponsorship of area trips.
	2	Prepare human interest stories about benefits to individuals using services.
	3	Hold a "Bus Riding Training Day" following a Seniors' Luncheon.
<b>Month Six</b>		<b>Activities</b>
<b>S T E P S</b>	1	Hold Marketing Team six-month meeting.
	2	Evaluate current marketing strategies to be sure the Town is "on-target" and accomplishing marketing goals.
	3	Contact two employers or agencies regarding the local transit service.
	4	Establish the following year's marketing budget.
<b>Month Seven</b>		<b>Activities</b>
<b>S T E P S</b>	1	Advertise on a local radio station.
	2	Visit with local schools to plan additional events.
<b>Month Eight</b>		<b>Activities</b>
<b>S T E P S</b>	1	Update the website with transit information.
	2	Contact two employers or agencies regarding a bus pass program.
<b>Month Nine</b>		<b>Activities</b>
<b>S T E P S</b>	1	Start "Thrifty Thursday" with general public fares lowered to 25 cents for that month's Thursdays.
	2	Contact two employers or agencies regarding the local transit service.
	3	Quarterly Marketing Team meeting.
<b>Month Ten</b>		<b>Activities</b>
<b>S T E P S</b>	1	Distribute "Transit Rider Guide."
	2	Contact two employers or agencies regarding the local transit service.
	3	Evaluate the success of the marketing program efforts in the form of surveys and boarding counts to determine if these market segments have increased over past years' ridership levels.
<b>Month Eleven</b>		<b>Activities</b>
<b>S T E P S</b>	1	Hold a children's art contest where children can compete for small prizes for designing a transit-related picture or painting. Coordinate with schools to promote the program.
	2	Hang children's art in buses behind plexiglass for public viewing.
<b>Month Twelve</b>		<b>Activities</b>
<b>S T E P S</b>	1	Hold Marketing Team year-end meeting.
	2	Evaluate overall marketing successes and failures for future marketing plans.

*Marketing Recommendations*

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## Website

Much of the information in this section is taken from *Transit Cooperative Research Program, Synthesis 43, Effective Use of Transit Websites*. In general this report finds that transit patrons are primarily interested in basic customer service information such as maps, schedules, fares, and general service information. The transit program should take this into consideration when designing the future transit webpage. Based on LSC's past experience with website development, it was found that complicated pages, which take an overwhelming amount of time to load and refresh, drive customers away. Internet connection speeds vary and therefore it is recommended that the future site be simple in design with only essential information provided. The more complicated a website is to navigate, the more difficult it is for a user to obtain information.

However, there are some essential design elements which should be incorporated to make this site effective:

- Fares
- Schedules
- Maps
- Accessibility information
- Paratransit information
- Purchasing passes
- Public involvement information
- Contact information

The main benefits of a website are making the schedule, maps, and passenger information readily available. Other benefits include attracting new customers, improving the agency's image in the community, increasing ridership among existing patrons, and providing information for public involvement.

Key to site navigability are:

- Put important information at the top of a page.
- Group related information.
- Give greatest visibility to the information most often requested, such as schedule, fare information, service area, and contact information.
- Don't make visitors search or dig for important information.
- Place navigation elements on the left side of the screen, which could be repeated on every page to keep track of where they are on the site.

## Marketing Recommendations

- Keep pages consistent in design, such as logo placement and contact information.
- Have the website reviewed by outside sources for ease of use. This could be in the form of a brief users' workshop at a local civic group meeting or seniors' luncheon.

## PDF Files

While PDF files are great for some, others despise waiting for them to load or don't even have a PDF viewer. Care should be taken when considering the use of PDF documents on the website. That is not to say they should not be used for specific items such as printable route maps or system information. However, alternate forms of the files should be done in something like HTML (text) format. That is to say, if a PDF file is to be used, there should be an alternate file format for those who are unable or unwilling to use the PDF formats.

## Schedules and Maps

Many times transit agencies try to "squeeze" large schedules onto their web page. This method does not make reading schedules online easy or pleasant. Schedules should be made accessible in PDF and HTML formats. In either case, a printable format should be designed so people can print schedules at their leisure. It is imperative that if schedules change, they be updated immediately on the website.

Maps on an agency's website are an excellent idea if done properly. Maps should be clearly labeled and easy to read. Maps should have the major streets labeled as well as stop locations. Many agencies use smart tags associated with stop locations. A customer can click on a stop and this is linked to information about that stop, including the schedule for that particular stop.

## Accessibility for Persons with Disabilities

A final note on website design is taking into consideration persons with visual disabilities. A number of simple steps can make a website accessible to persons with disabilities. These include the following:

- Providing a text equivalent of all graphical elements. For example, use of "ALT" (alternate) tags for graphical elements. Text alternatives make web pages accessible to screen readers, which are software programs that

convert text into synthesized speech for blind or visually-impaired persons.

- Designing web pages so that information conveyed with color is available without color.
- Not causing the screen to flicker with a frequency greater than 2 Hz and lower than 5 Hz, which can induce seizures.

Following the above guidelines for website design should make for an effective site to provide useful transit information to transit customers.

## **MARKETING BUDGET**

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

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

## Marketing Recommendations

Marketing budget per peak vehicle	=	\$800 to \$1,200
Amount of line revenue generated for each marketing dollar spent	=	\$13 to \$16
Marketing budget per rider (excluding transfers)	=	\$0.015 to \$0.02
Amount per person in the service area	=	\$0.22 to \$0.25

3-5% of operating costs expended as follows:

Salaries and/or Consultant Services	66%
Printing Materials	19%
Advertising	7%
Merchandising	4%
Other Direct Expenses	4%
<hr/>	
TOTAL	100%

## Marketing Budget

A first-year annual budget of approximately \$20,000 is anticipated for marketing efforts to inform the community of the new local transit service. This would include the cost of designing and printing brochures and website development. The subsequent years may anticipate a marketing cost of approximately \$11,000 annually. The short-term budget should act as a guide for prioritizing marketing projects for the Winter Park service. There is a total marketing budget of approximately \$42,000 for Fiscal Years 2010-13. Table VIII-2 provides the three-year budget at an annual increase of five percent.

<b>Table VIII-2 Winter Park Marketing Budget</b>			
<b>Marketing Projects</b>	<b>3-Year Plan</b>		
	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Brochure Production/Printing	\$3,500	\$3,675	\$3,859
Flyer Production/Printing	\$1,000	\$750	\$788
Radio Advertising	\$1,500	\$750	\$788
Print Advertising	\$2,500	\$500	\$525
Merchandising	\$750	\$788	\$827
Website Design/Production	\$2,500	\$200	\$210
Special Promotions	\$1,000	\$1,050	\$1,103
Orientation Materials	\$1,000	\$500	\$525
Incentives	\$500	\$525	\$551
Direct Mailing	\$1,000	\$500	\$525
Pass Printing/Administration	\$1,500	\$1,575	\$1,654
Survey/Feedback	\$1,000	\$ -	\$ -
Direct Sales/Contact with Businesses	\$1,200	\$500	\$525
<b>TOTAL EXPENSES</b>	<b>\$18,950</b>	<b>\$11,313</b>	<b>\$11,878</b>
<i>Based upon 5% Annual Inflation Rate</i>			
<i>Source: LSC, 2008.</i>			



## Recommended Alternative

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### INTRODUCTION

The purpose of this chapter is to refine the alternative selected by the Technical Advisory Committee (TAC) to provide local representatives and decision-makers with a blueprint for operation, funding, and management of a public transit system in the Fraser Valley. The TAC has recommended that the new public transit service be in the institutional form of a municipal transit organization. LSC concurs with this recommendation.



This chapter is made up of three sections:

- ***Development of an Organizational Structure*** - This section of the report discusses the necessary steps needed to develop the Winter Park Transit Division.
- ***Development of a Monitoring Program*** - This section discusses how to set up a monitoring program to track the progress of the public transit service and to “flag” potential problems as they occur. It identifies the data collection and analysis that should be undertaken to ensure that the transit service meet the needs of the community.
- ***Implementation Schedule*** - LSC developed a detailed schedule to ensure that the recommended organizational structure can be implemented in a workable manner. This schedule identifies the entities responsible for implementation of each plan element.

### INSTITUTIONAL STRUCTURE

As discussed in the introduction, LSC recommends that a municipal style institutional structure be used for public transit in the Fraser Valley. The Town of Winter Park is committed to the task of developing this institutional structure which bodes well for the start-up of this new agency. A municipal transit institutional structure is a structure where the transit service is operated by a town or city. Normally the transit service is set up as a department of the municipality or is a

## *Recommended Alternative*

division within a department. In smaller municipalities, the transit service may be part of the Public Works Department. A more detailed description of the municipal transit institutional structure can be found in Chapter III.

The municipal government institutional structure has many advantages for implementing a public transit service and is used extensively in resort communities within Colorado with municipal transit services in Glenwood Springs, Durango, Vail, Telluride, Breckenridge, and Crested Butte.

### **Operational Plan**

Since the Winter Park Transit Division will be contracting for public transit service, the operation of the service is the responsibility of the contractor. At this time, First Transit is the contractor. The transit division will be primarily concerned with oversight duties (discussed in Chapter VI) as far as operational responsibilities are concerned. Recommended performance goals for each operational oversight duty are discussed in the monitoring program section of this chapter.

### **Financial Plan**

Possibly the most important responsibility of the Winter Park Transit Division is obtaining the necessary funding to operate, maintain, and administer the public transit service in the Fraser Valley. Chapter IV presents the financial plan and possible funding sources for the Fraser Valley transit service. The Town of Winter Park may have a grants specialist in-house who can procure transit grants for the transit division. If this is true, a considerable cost savings can be incurred by not having to hire a grants administrator.

Of particular importance to the financial near future of the new transit service is obtaining a contract with Intrawest to continue the funding it now provides for transit. It is recommended that a five-year contract be negotiated with Intrawest with a clause in the contract for annual review of transit costs, specific to the ski resort, as related to the funding being provided by Intrawest.

## MONITORING PROGRAM

A monitoring program is important in terms of gauging whether the transit service is operating as expected. The specific performance measures relate to the objectives which support the goals of service. Without specific measures, success is difficult to measure from year to year. There are a few basic performance measures which help to address efficiency and effectiveness of any transit agency.

Monitoring of service should continue on a daily basis with some recommendations for how to change specific data collection procedures. Data collection is essential to evaluate the service performance and to determine if changes should be made in the service delivery. This section provides information on data collection, databases, and standard reports which should be prepared. Data to be collected fall into three basic categories—ridership data, on-time performance, and financial.

### Ridership

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

Passenger boardings should be recorded daily by route, fare category, and by trip. One goal all transit agencies should strive for is the implementation of Intelligent Transportation Systems, such as Mobile Data Terminals (MDT). Mobile Data Terminals include features such as recording each passenger by fare category as they board. This capability should be programmed into the capability of the software as it is implemented. Mobile Data Terminals also allow both data and voice communication between operator and dispatcher. It is similar to having an alphanumeric pager on the dashboard.



**MDTs in use**

Passenger boarding data can also be collected using tally boards on the buses. Sufficient buttons are required to record passengers in each fare category. A driver's log sheet should then be used to record the passenger counts at the end

## *Recommended Alternative*

of each trip. The drivers do not need to calculate the number of passengers for that trip, but record the running total by fare category. As data are entered, the calculation of passengers on each trip can be made. An effective approach is to prepare the driver's log sheet for each of the drivers' runs. This will provide pre-printed route and trip information, and the driver will need only to record the date and the passenger count data.

- Twice each year, a full boarding and alighting count should be completed. If passenger boardings are counted using the MDTs and integrated with Automatic Vehicle Location (AVL), the data can be recorded automatically. If it must be done manually, this is a more intense effort and will require the use of additional personnel. Passenger counts are recorded for passengers boarding and alighting by stop for a full day. This information records the passenger activity at individual stops and is useful to determine if stops are appropriately placed and what amenities should be provided. If a stop has little or no activity, it would not warrant a bench or shelter, and may not even be appropriate as a designated stop. Data collection forms should be prepared for each route showing the stops and providing space to record the passenger counts.
- An onboard passenger survey should be conducted periodically. We recommend that a survey be conducted six months after service changes have been implemented. Following that, passenger surveys should be conducted at least every two years.

## **On-Time Performance**

With any transit system, it is important to monitor on-time performance. An on-time performance goal should be established. For instance, an attainable on-time goal of 95 percent for the service may be considered for system changes. Minor adjustments to routes may be needed to ensure that schedules and headway adherence can be maintained.

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

The dispatcher should then record this information so that the number of trips running late can be determined. Again, this capability could be integrated with the MDT and database system so that the data are entered directly by the driver. This

effort should continue for the first three months of service. After that, on-time data should be checked randomly to ensure that performance remains acceptable.

### **Financial Data**

The Town of Winter Park should carefully track financial data. Accounts should be kept so that separate costs can be tracked for each route. Financial data are required to evaluate performance measures such as the operating cost per hour of service and the cost per passenger-trip. Under the current contract agreement with First Transit, monthly budget sheets should be prepared for the Transit Division and updates given on any changes likely to occur throughout the year.

### **Database Formats**

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

If the buses are equipped with MDTs, passenger count data can be entered directly into the database by the driver. The touch screen capability will allow the driver to record passenger boardings at each stop. This, combined with Automatic Vehicle Location systems, can record the data automatically by stop, eliminating the need for separate boarding and alighting counts. Similarly, drivers could report their arrival at the downtown transfer center via the MDT, and the time could be recorded automatically into a database for on-time performance. These capabilities should be programmed into the new software capabilities as they are implemented.

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

The Transit Division should provide monthly performance reports to City Council. The report should include performance data for the current month, the same month in the previous year, year-to-date performance, and the prior year-to-date performance. Information which should be reported includes passenger boardings

## *Recommended Alternative*

by route, passengers per revenue-hour by route, total passengers by fare category, total passengers, and system passengers per revenue-hour. Financial information should be reported including the operating cost and the cost per passenger. The average fare should be calculated and reported based on operating costs and passenger counts.

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

Listed below are definitions and a recommended performance goal for the Winter Park Transit Division. The performance goals may need adjustment once the monitoring program has been conducted for at least 12 months.

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

***Passengers/Hour Performance Goal:*** A goal of eight passengers per hour is recommended.

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

***Passengers/Mile Performance Goal:*** A goal of 0.7 passengers per mile is recommended.

***Cost/Trip:*** Total expenses divided by total annual one-way trips.

***Cost/Trip Performance Goal:*** A goal of \$5.00 per trip is recommended.

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

**Service/Road Call Performance Goal:** A goal of one road call every 15,000 miles is recommended.

**Accidents/100,000miles:** Measure of driver safety. Accidents must be defined as a standard.

**Accidents/100,000 miles Performance Goal:** A goal of 2.5 per 100,000 miles of revenue service is recommended.

**Cost/Revenue-Hour:** An excellent indicator of efficiency is cost per revenue-hour of service. Costs per hour should be analyzed by route and compared to overall system averages.

**Cost/Revenue Hour Performance Goal:** A goal of \$75.00 per hour is recommended.

## IMPLEMENTATION SCHEDULE

The purpose of this section is to provide the Winter Park Transit Division with a step-by-step implementation schedule for the start-up of the new agency and to begin the year-round public transit service as stated in the *Winter Park Multimodal Transportation and Mobility Plan* developed in 2007. The goal of this schedule is to have the agency set up in six months. The key element in this schedule is the hiring of a Transit Manager. Once this hiring has taken place, the Transit Manager can work to implement the new service. Listed below are the steps needed to implement the new transit agency and transit service. Figure IX-1 gives a visual representation of this implementation plan.

**Step 1 - Secure Funding:** The Town of Winter Park needs to take the appropriate steps to secure local funding, a contractual agreement with Intrawest for at least a five-year funding commitment, apply for federal funding, and initiate Intergovernmental Agreements with communities that wish to be provided transit service operated by the Town of Winter Park.

**Step 2 - Hire Transit Manager:** Once this plan has been approved by the Winter Park Town Council, steps should be taken as soon as possible to hire the Transit Manager. A for-hire advertisement should be developed using the job description discussed earlier in this chapter and sent to newspapers in the area. Another good source to place the employment announcement is in the *Passenger Transport* weekly magazine published by the American Public Transportation Association (APTA).

**Step 3 - Arrange for Office Space and Equipment:** Requirements for office space and equipment are described in Chapter IV of this report.

**Step 4 - Hire Transit Staff:** This step should be assigned to the Transit Manager who can work with the Town's Human Services Department to obtain his/her staff.

**Step 5 - Arrange Meeting Between the Transit Manager and the Transit Unit of the Colorado Department of Transportation (CDOT):** Having a good working relationship with the CDOT Transit Unit will be important to the success of the new transit service. Much of the federal transit funding available for rural transit systems is administered by the Transit Unit. CDOT can also provide valuable assistance in providing information on rural transit system operations, grant preparation, and administration. While in Denver, the Transit Manager should also arrange a meeting with the Colorado Association of Transit Agencies (CASTA). Arranging these meetings is very important if a transit manager is hired from out-of-state.

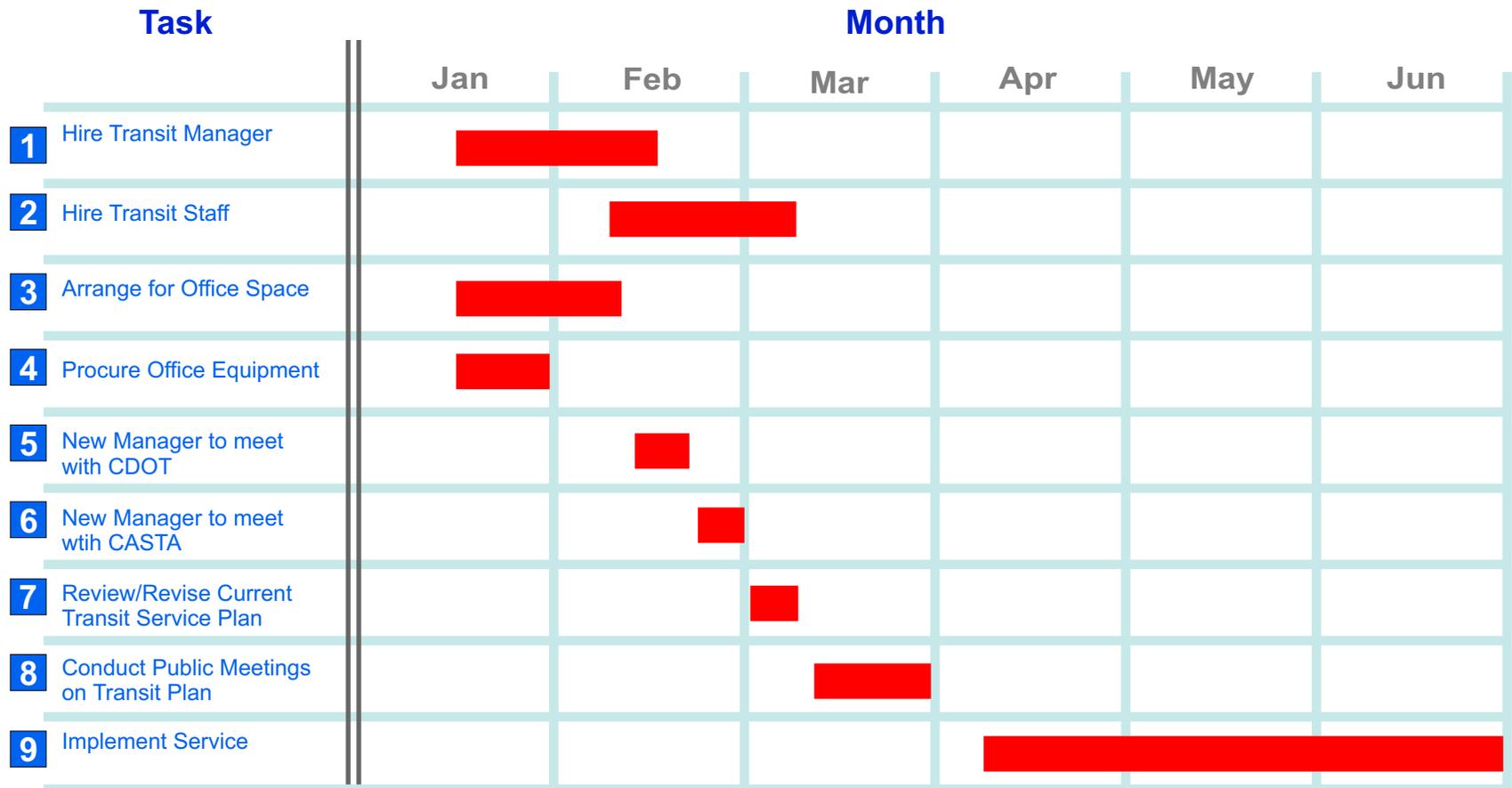
**Step 6 - Review/Revise Transit Plan from the *Winter Park Multimodal Transportation and Mobility Plan*:** This service implementation plan should be reviewed by the Winter Park Transit Division to see if any changes or improvements to the area infrastructure have been made (such as new housing developments or roadway improvements) that may impact the plan.

**Step 7 - Secure Equipment for Local Transit Service:** Although not absolutely needed for the start-up of the new service since The Lift has equipment available, it still should be a high priority. Having buses that are unique from the ski resort buses will be a valuable marketing tool for the new public transit service.

**Step 8 - Conduct Public Meetings to Present the New Service Changes:** Having these public meetings has a two-fold effect—the meetings will meet the public information requirements set forth by FTA and they will give the community the opportunity to meet the new Winter Park Transit Division staff.

**Step 9 - Implement Service:** Once the new service has been presented to the public, the new service should begin as soon as possible. The one-year marketing of the new service—as explained in Chapter VIII—should be implemented as well.

# Figure IX-1 Implementation Schedule



# Appendix A: Meeting Agendas and Minutes

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## LSC TRANSPORTATION CONSULTANTS, INC.

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### Meeting Minutes

**Project:** Fraser Valley Public Transportation Study      **Date:** Feb. 4, 2008

**Purpose:** Steering Committee Kick-Off Meeting

**Date Held:** January 29, 2008

**Location:** Teleconference

**Attendees:** Kristen Manguso, Grand County  
Catherine Trotter, Planner, Town of Fraser  
Drew Nelson, Planner, Town of Winter Park  
Mike Fudge, Transit Manager, First Student Transportation  
Doug Laraby, InterWest  
Stephen Rowland, LSC Transportation Consultants

**Copies:** All Attendees

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#### Action Items:

- Develop Technical Memorandum #1
  - Develop Goals and Objectives
  - Develop Institutional Structure Work Shop
- 

#### Discussion:

- Mr. Rowland began the meeting by asking the members of the Steering Committee to introduce themselves.
- Mr. Rowland discussed the LSC proposal which describes how the study will be conducted.
- Mr. Rowland discussed the development of Goals and Objectives for the study and asked the Committee for any suggestions on what the goals should be developed for the study.

- There was discussion on possible goals for the study and several goals were suggested. The goals include;
  1. *Transition the existing private service to a public transit service.*
  2. *Access public funding for the new service.*
  3. *Coordinate with other transit providers in Grand County.*
  4. *Change the existing service from seasonal to year-round.*
  5. *Explore and suggest the appropriate public entity or structure to operate the new public service.*
- There was discussion on the telephone survey that will be conducted. Grand County can provide a data base of registered voters for the survey.
- Mr. Rowland presented the revised schedule for the project which was approved by the Committee.
- The next meeting of the Steering Committee will be Monday, April 7, 2008 at the Winter Park Town Park.

**Submitted by:**

**Stephen D. Rowland**



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Implementation of a Public Transit System in the Fraser Valley  
**Steering Committee Workshop**  
**April 7, 2008**

- I. **Introductions**
- II. **Project Overview and Schedule**
- III. **Institutional Structures**
- IV. **Goals and Objectives**
- V. **Next Steps**
  - A. **Community Telephone Survey**
  - B. **Technical Memorandum #1**
  - C. **Schedule Next Meeting**

**How to reach us:**

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Implementation of a Public Transit System in the Fraser Valley  
**Steering Committee Workshop**  
**June 11, 2008**

- I. **Introductions**
- II. **Review of Technical Memorandum #1**
- III. **Discussion of Public Input Process**
- IV. **Next Steps**
  - A. **Community Telephone Survey**
  - B. **Technical Memorandum #2**
  - C. **Schedule Next Meeting**

**How to reach us:**

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## LSC TRANSPORTATION CONSULTANTS, INC.

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### Meeting Minutes

**Project:** Fraser Valley Public Transportation Study      **Date:** June 12, 2008

**Purpose:** Steering Committee Meeting

**Date Held:** June 11, 2008

**Location:** Winter Park Town Hall

**Attendees:** Kristen Manguso, Grand County  
Catherine Trotter, Planner, Town of Fraser  
Drew Nelson, Planner, Town of Winter Park  
Mike Fudge, Transit Manager, First Student Transportation  
Darcy MacGregor, Citizen of the Town of Fraser  
Stephen Rowland, LSC Transportation Consultants

**Copies:** All Attendees

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#### Action Items:

- Develop Technical Memorandum #2
  - Develop Goals and Objectives
  - Conduct Community Survey
  - Discuss Town of Winter Park's recommendation to develop a Municipal Transit Agency
- 

#### Discussion:

- **Mr. Rowland began the meeting by asking the members of the Steering Committee to introduce themselves.**
  
- Mr Nelson informed the Committee of the Town of Winter Park intention of administering the "Lets Ride" Transit service with municipal employees. Originally, the Committee recommended that the institutional structure needed to

transform Lets Ride from a private transit service to a public service should be a transit agency separate from any local government structure. Mr. Nelson stated that at a recent Town Council Retreat, the Council created two major goals for accomplishment this fiscal year. One of those goals being the development of year-round transit service. One of the objectives stated for this goal was for the Town to take control of the existing transit service funded by the Winter Park Ski Resort and operated by First Transit.

- Mr. Nelson also informed the Committee that the Town of Winter Park has recently entered into an agreement with Intrawest to operate the service with a continued fiduciary commitment from Intrawest.
- Mr. Nelson then asked how this would effect the plan and how did the Town of Fraser representative (Catherine Trotter) and the Grand County representative (Kristen Manguso) believe the Town of Fraser and Grand County would react to the Town of Winter Park's intention of overseeing the bus service.
- Mr. Rowland stated that from a planning standpoint, simple changes could be made to the plan to make the change from a Transit agency to a municipal transit agency. The budget and staffing would also have to be adjusted to a municipal transit agency.
- Ms Manguso stated that she saw no reason for the Town of Winter Park to not administer the transit service and felt that the County Commissioners would support the this idea.
- Ms. Trotter stated that the Town of Fraser City Council was having its' retreat in a few days and she would discuss this ides with them.
- The Committee will meet again on Thursday, June 26 to discuss this matter in further detail.

**Submitted by:**

**Stephen D. Rowland**



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Implementation of a Public Transit System in the Fraser Valley  
**Steering Committee Workshop**  
**June 26, 2008**

- I. **Introductions**
- II. **Review of Revisions to Technical Memorandum #1**
- III. **Discussion of Municipal Transit Institutional Structure**
- IV. **Next Steps**
  - A. **Community Telephone Survey**
  - B. **Technical Memorandum #2**
  - C. **Schedule Next Meeting**

**How to reach us:**

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**Implementation of a Public Transit System in the Fraser Valley  
Steering Committee Meeting Thursday June 26, 2008**

<b>Name</b>	<b>Representing</b>	<b>Address</b>	<b>Phone Fax</b>	<b>E-mail Address</b>
Stephen D. Rowland	LSC Transportation Consultants, Inc	516 North Tejon Street Colorado Springs, CO 80903	(719) 633-2868 (719) 633-5430	<a href="mailto:SDRowland@LSCCS.com">SDRowland@LSCCS.com</a>
Doug Laraby	Winter Park Resort	P.O. Box 36 Winter Park, Colorado 80482	(970) 726-1509	<a href="mailto:dlaraby@skiwinterpark.com">dlaraby@skiwinterpark.com</a>
Kristen Manguso	Grand County	P.O. Box 239 Hot Sulphur Springs, CO 80451	(970) 887-7328 (970) 725-3303	<a href="mailto:Kmanguso@co.grand.co.us">Kmanguso@co.grand.co.us</a>
Catherine Trotter	Town of Fraser	P.O. Box 370 Fraser, Colorado 80442	(970) 726-5491 Ext. 209	<a href="mailto:ctrotter@town.fraser.co.us">ctrotter@town.fraser.co.us</a>
Drew Nelson	Town of Winter Park	P.O. Box 3327 Winter Park, Colorado 80482	(970) 726-8081 (970) 726-8084	<a href="mailto:Dnelson@wpgov.com">Dnelson@wpgov.com</a>
Mike Fudge	First Student Transportation	P.O. Box 166 Winter Park, Colorado 80482	(970) 726-4163 (970) 726-9765	<a href="mailto:mike.fudge@firstgroup.com">mike.fudge@firstgroup.com</a>

**Implementation of a Public Transit System in the Fraser Valley  
Steering Committee Workshop                      Thursday June 26, 2008**

<b>Name</b>	<b>Representing</b>	<b>Address</b>	<b>Phone Fax</b>	<b>E-mail Address</b>
Jack Van Horn	Home James Transportation	P.O. Box 279 Winter Park, Colorado 80482	(970) 726-5060 (303) 921-8003	<a href="mailto:Jack@ridehj.com">Jack@ridehj.com</a>
Catherine Ross	Winter Park/Fraser Valley Chamber of Commerce	P.O. Box 3236 Winter Park, Colorado 80482	(970) 726-4221 (970) 726-9449	<a href="mailto:cross@playwinterpark.com">cross@playwinterpark.com</a>



## LSC TRANSPORTATION CONSULTANTS, INC.

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### Meeting Minutes

**Project:** Fraser Valley Public Transportation Study      **Date:** June 26, 2008

**Purpose:** Steering Committee Meeting

**Date Held:** June 26, 2008

**Location:** Winter Park Town Hall

**Attendees:** Kristen Manguso, Grand County  
Catherine Trotter, Planner, Town of Fraser  
Drew Nelson, Planner, Town of Winter Park  
Mike Fudge, Transit Manager, First Student Transportation  
Doug Laraby, Winter Park Ski Resort  
Jack Van Horn, Home James Transportation  
Catherine Ross, Winter Park/Fraser Valley Chamber of Commerce  
Stephen Rowland, LSC Transportation Consultants

**Copies:** All Attendees

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#### Action Items:

- Develop Technical Memorandum #2
  - Develop Capital Plan
  - Conduct Community Survey
- 

#### Discussion:

- **Mr. Rowland began the meeting by asking the members of the Steering Committee to introduce themselves.**
  
- Mr Nelson gave a brief update on the progress of the transportation plan to date to new members Catherine Ros and Jack Van Horn.

- Ms. Ross asked if federal transit funds are available to a municipal transit agency. Mr. Rowland answered that a municipal transit agency, such as the one Winter Park is willing to create, is eligible for federal funding. Ms Ross also commented that she is very much in favor of the Town of Winter Park creating a new transit agency.
- Mr. Van Horn asked if to operating agencies could operate service in the area. Mr. Rowland said that two agencies could operate in the area but only the municipal agency would be eligible for federal funding. Mr. Rowland also explained that a private transit agency could negotiate with the municipal agency to receive federal funding to operate service deemed necessary by the municipal agency.
- Mr. Van Horn informed the committee that 82% of his transportation business happens during the winter season, 10% in the summer season, and 8% during the shoulder seasons. Mr. Van Horn stated that his company would be interested in providing public transit service during the summer season.
- Ms. Trotter stated that the Town of Fraser has no issues with the Town of Winter Park creating a municipal transit system. She stated that the Town of Fraser will continue to provide the same funding amount as it has in the past and hopes that Grand County will help the new transit agency.
- Mr. Nelson told the Committee that he had received a grant application to request SB #1 capital funding. He asked the Committee if they had any issue with the Town of Winter Park applying for these state funds. The Committee approved Mr. Nelson's request.
- The Committee will meet again on Thursday, August 21 to discuss Technical Memorandum #2 being developed by Mr. Rowland.

**Submitted by:**

**Stephen D. Rowland**



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Implementation of a Public Transit System in the Fraser Valley  
**Steering Committee Workshop**  
**August 21, 2008**

- I. **Introductions**
- II. **Technical Memorandum #2**
  - A. **Community Telephone Survey**
  - B. **Capital Plan**
  - C. **Operational Requirements**
- III. **Next Steps**
  - A. **Draft Report**
  - B. **Schedule Next Meeting**

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# Appendix B: Telephone Survey Questions

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# Fraser Valley Telephone Interview

Hello, my name is \_\_\_\_\_. I'm calling on behalf of the Town of Winter Park. The Town of Winter Park and other communities in the Fraser Valley would like to get your input on the possibility of new public transit service in Fraser Valley.

You have been randomly selected to take part in this telephone interview. It should take only 5-10 minutes of your time. Would you be willing to answer a few questions?

Your responses must include information for each of your household members. Your individual responses will be confidential and reported as a group.

Are you over 18 years of age or older? *If no, ask to speak to someone who is.*

---

**In which area of Fraser Valley do you live?**

- \_\_\_(1) Winter Park
- \_\_\_(2) Fraser
- \_\_\_(3) Tabernash
- \_\_\_(4) Granby

## **CURRENT TRANSPORTATION SYSTEM**

1. **What of the following types of transportation have you used during the past week?**

(Read the List and Check off all that apply)

- \_\_\_(1) A vehicle that you own or lease (car/truck/SUV)
- \_\_\_(2) A vehicle owned or leased by another member of your family or a friend
- \_\_\_(3) The Lift
- \_\_\_(4) Taxi
- \_\_\_(5) Walk
- \_\_\_(6) Bicycle
- \_\_\_(7) Van or bus provided by a service agency: which one? \_\_\_\_\_
- \_\_\_(8) Other (Please Specify) \_\_\_\_\_

2. **For which THREE of the following reasons would you be most likely to use public transportation if it were available in the Fraser Valley.** (Read list; Check up to 3 choices)

- \_\_\_(1) If you did not have a car to use
- \_\_\_(2) To avoid traffic congestion
- \_\_\_(3) To avoid parking problems
- \_\_\_(4) If you were no longer able to drive
- \_\_\_(5) To conserve fuel
- \_\_\_(6) If weather conditions are bad
- \_\_\_(7) To help improve air quality
- \_\_\_(8) Other (please specify) \_\_\_\_\_

**3. For which of the following purposes would you be most likely to use public transportation if it were available in the Fraser Valley? (Check Only One)**

- (1) To go to/from work
- (2) To go to medical/dental appointments
- (3) For social events/activities
- (4) To get to/from recreation places
- (5) To go shopping
- (6) Other \_\_\_\_\_

**4. If you currently work or have the opportunity to work in the Fraser Valley would you use transit to get to your job?**

- (1) Yes
- (2) No
- (3) Don't Know
- (4) NOT EMPLOYED

**SERVICE CHARACTERISTICS**

**5. In this next section, I am going to ask you about service characteristics that may or may not influence your decision to use public transportation? I am going to ask you to rate each of the characteristics on a scale of 1 to 4 where 1 means Not important; 2 means Somewhat Important; 3 means Important; and 4 means Very Important.**

<u>Service Characteristic</u>	<u>Very Important</u>	<u>Important</u>	<u>Somewhat Important</u>	<u>Not Important</u>
(A) Service is available from home to the place you work.....	4.....	3.....	2.....	1.....
(B) Service is flexible in scheduling rides .4.....	4.....	3.....	2.....	1.....
(C) Service from a park-and-ride lot is available to the place you work .....	4.....	3.....	2.....	1.....
(D) Evening service is available until 9 p.m. ....	4.....	3.....	2.....	1.....
(E) Evening service is available until 11 p.m. ....	4.....	3.....	2.....	1.....
(H) Buses come by stops at least once an hour. ....	4.....	3.....	2.....	1.....
(H) Buses come by stops at least once every 30 minutes. ....	4.....	3.....	2.....	1.....
(H) Buses come by stops at least once every 15 minutes. ....	4.....	3.....	2.....	1.....
(K) Saturday service is available .....	4.....	3.....	2.....	1.....
(L) Sunday service is available .....	4.....	3.....	2.....	1.....
(M) Express service is available to minimize the number of stops to your destination.....	4.....	3.....	2.....	1.....
(N) Door-to-door service is available.....	4.....	3.....	2.....	1.....
(O) Service is close to your home .....	4.....	3.....	2.....	1.....
(P) Buses are clean.....	4.....	3.....	2.....	1.....
(Q) Buses are attractive .....	4.....	3.....	2.....	1.....
(R) Other. Please specify: _____				

6. **Would you pay for one-way public transportation services, if the service met your transportation needs.**  
 \_\_\_(1) Yes  
 \_\_\_(2) No
- 6a. **If yes, what is the maximum amount you would pay for a one-way trip on public transit from your home to work or another frequent destination.?**  
 \_\_\_(1) Up to \$1.00  
 \_\_\_(2) \$1.00-\$1.99  
 \_\_\_(3) \$2.00 or more  
 \_\_\_(9) Don't know

**FINANCIAL SUPPORT FOR PUBLIC TRANSIT**

I am now going to ask you some questions about financial support for public transit.

7. **I am going to read you a list of projects that could be funded for the Fraser Valley area. After I read the least, please tell me which TWO you think are most important?** [Read List – Enter Letter for Top Two Choices Below]
- (A) Improving public transportation (for example, buses and park-and-rides)  
 (B) Increasing open space and trails  
 (C) Maintaining current level of fire protection and emergency medical services  
 (D) Increasing recreational opportunities  
 (E) Improving roads
- 1<sup>st</sup> Choice: \_\_\_\_\_ 2<sup>nd</sup> Choice: \_\_\_\_\_
8. **Do you believe there is community support for public transportation?**  
 \_\_\_(1) Yes \_\_\_(2) No
9. **Would you support a dedicated tax to fund public transportation in the Fraser Valley?**  
 \_\_\_(1) Yes – ask 9a  
 \_\_\_(2) No  
 \_\_\_(9) Don't know
- 9a. **IF YES: Would you rather pay a sales tax or property tax to fund public transportation in the Fraser Valley?**  
 \_\_\_(1) Sales tax  
 \_\_\_(2) Property tax  
 \_\_\_(9) Don't know

**TRANSPORTATION NEEDS**

**10. Do you have any unmet transportation needs?**

\_\_\_(1) Yes

\_\_\_(2) No

**10a. If YES – what transportation needs do you have that are not being met?**

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**11. Do you have a disability or health concern that limits your mobility?**

\_\_\_(1) Yes

\_\_\_(2) No

**11. Please indicate if you would use public transportation if it were available in the following areas:**

(A) Within Fraser Valley ..... YES .....NO

(B) Within Grand County ..... YES .....NO

(C) In Areas Outside Grand County ..... YES .....NO

**DEMOGRAPHICS**

**12. What is your age? \_\_\_\_\_years**

**13. Gender (Do not ask)**

\_\_\_(1) Male

\_\_\_(2) Female

**14. Do you own or rent your present residence?**

\_\_\_(1) Own

\_\_\_(2) Rent

**15. Are you registered to vote?**

\_\_\_(1) Yes

\_\_\_(2) No

**16. Do you have a current, valid driver’s license?**

\_\_\_(1) Yes

\_\_\_(2) No

**17. Counting yourself, how many people with a valid driver’s license live in your household?**

\_\_\_\_\_ people (must be at least 1)

**18. How many vehicles in working condition are available to your household?**

\_\_\_\_\_ vehicles

**19. Are you currently employed:**

- \_\_\_(1) Part-time – ask 19a
- \_\_\_(2) Full-time – ask 19a
- \_\_\_(3) Not employed – skip to #20

19a. [If employed] **Where do you work?**

- \_\_\_(1) Winter Park
- \_\_\_(2) Fraser
- \_\_\_(3) Grand County
- \_\_\_(4) Denver
- \_\_\_(5) Other \_\_\_\_\_

**20. What is the highest level of education that you have achieved?**

- \_\_\_(1) Some high school
- \_\_\_(2) High school graduate
- \_\_\_(3) Some college
- \_\_\_(4) 4-Year College graduate
- \_\_\_(5) Graduate study

**22. Considering the total annual income of all members of your household, which of the following categories best represents your household?**

- \_\_\_(1) Under \$15,000
- \_\_\_(2) \$15,000 to \$29,999
- \_\_\_(3) \$30,000 to \$44,999
- \_\_\_(4) \$45,000 to \$59,999
- \_\_\_(5) \$60,000 to \$74,999
- \_\_\_(6) \$75,000 to \$99,999
- \_\_\_(7) \$100,000 to \$149,999
- \_\_\_(8) \$150,000 or more
- \_\_\_(9) DO NOT READ – would not provide

**Thank you for taking the time to answer these questions and providing your input. This Concludes the Survey.**

**RECORD ADDRESS FROM CALL SHEET:**

**ADDRESS:** \_\_\_\_\_

**CITY:** \_\_\_\_\_

**ZIP:** \_\_\_\_\_

# Appendix C: Survey Results

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**Distribution of Respondents by Location**

In which area do you live	Number	Percent
Winter Park	44	14.3 %
Fraser	89	28.9 %
Tabernash	46	14.9 %
Granby	129	41.9 %
Total	308	100.0 %

**Q1. What of the following types of transportation have you used during the past week?**

(multiple responses allowed)

Q1 Types of transportation used	Number	Percent
1 = Vehicle that you own or lease	299	97.1 %
2 = Vehicle owned or leased by another person	11	3.6 %
3 = The Lift	1	0.3 %
4 = Taxi	2	0.6 %
5 = Walk	35	11.4 %
6 = Bicycle	55	17.9 %
7 = Van or bus provided by a service agency	3	1.0 %
8 = Other	4	1.3 %
9 = Don't know	1	0.3 %
Total	411	

IF 7 to Q#1

**Q1. Which agency?**

Q1 Which agency provided van or bus	Number	Percent
GCIA=	1	33.3 %
SENIOR=	1	33.3 %
VAN – DON'T REMEMBER NAME=	1	33.3 %
Total	3	100.0 %

IF 8 to Q#1

**Q1. Other:**

Q1 Other	Number	Percent
ATV=	1	25.0 %
DISABLED WAR VET FRIEND=	1	25.0 %
HORSEBACK=	1	25.0 %
MOTORCYCLE=	1	25.0 %
Total	4	100.0 %

**Q2. For which THREE of the following reasons would you be most likely to use public transportation if it were available in the Fraser Valley. (up to 3 choices allowed)**

<u>Q2 Reasons most likely to use transit</u>	<u>Number</u>	<u>Percent</u>
1 = If you did not have a car to use	125	40.6 %
2 = To avoid traffic congestion	90	29.2 %
3 = To avoid parking problems	89	28.9 %
4 = If you were no longer able to drive	80	26.0 %
5 = To conserve fuel	213	69.2 %
6 = If weather conditions are bad	95	30.8 %
7 = To help improve air quality	97	31.5 %
8 = Other	12	3.9 %
9 = Don't know	10	3.2 %
Total	811	

**Q3. For which of the following purposes would you be most likely to use public transportation if it were available in the Fraser Valley?**

<u>Q3 Purposes likely to use transit</u>	<u>Number</u>	<u>Percent</u>
1=To go to/from work	86	27.9 %
2=To go to medical/dental appointments	22	7.1 %
3=For social events/activities	42	13.6 %
4=To get to/from recreation place	95	30.8 %
5=To go shopping	43	14.0 %
6=Other	7	2.3 %
9=None chosen	13	4.2 %
Total	308	100.0 %

**Q3. Other:**

<u>Q3 Other</u>	<u>Number</u>	<u>Percent</u>
I WOULD NOT USE IT=	1	14.3 %
TO GET DOWNTOWN=	1	14.3 %
TO SAVE GAS=	1	14.3 %
TO LUNCH=	1	14.3 %
WOULD NOT USE=	2	28.6 %
WOULDN'T TRAVEL MY WAY=	1	14.3 %
Total	7	100.0 %

**Q4. If you currently work or have the opportunity to work in the Fraser Valley, would you use transit to get to your job?**

<u>Q4 Would you use transit to get to job</u>	<u>Number</u>	<u>Percent</u>
1=Yes	151	49.0 %
2=No	78	25.3 %
3=Don't know	17	5.5 %
4=Not employed	62	20.1 %
Total	308	100.0 %

**Q5. In this next section, I am going to ask you about service characteristics that may or may not influence your decision to use public transportation? I am going to ask you to rate each of the characteristics on a scale of 1 to 4 where 1 means Not important; 2 means Somewhat Important; 3 means Important; and 4 means Very Important.**

(N=308)

	Not Important 1	Somewhat Important 2	Important 3	Very Important 4	Don't Know 9
Q5a Service is available from home	29.9%	11.4%	19.2%	36.0%	3.6%
Q5b Service is flexible in scheduling	14.0%	15.3%	36.4%	33.4%	1.0%
Q5c Service is available from a park & ride lot	31.8%	14.3%	23.7%	26.3%	3.9%
Q5d Evening service is available until 9pm	26.6%	18.8%	28.6%	25.6%	0.3%
Q5e Evening service available until 11pm	30.8%	21.4%	18.5%	28.9%	0.3%
Q5g Buses come by stops at least once an hour	17.5%	13.6%	29.9%	38.6%	0.3%
Q5h Buses come by stops at least once every 30 minutes	16.9%	20.1%	27.9%	34.7%	0.3%
Q5i Buses come by stops at least once every 15 minutes	35.1%	22.4%	17.5%	24.4%	0.6%
Q5k Saturday service is available	11.4%	7.8%	26.9%	53.6%	0.3%
Q5l Sunday service is available	15.6%	12.0%	28.2%	43.2%	1.0%
Q5m Express service is available	20.8%	23.1%	25.6%	30.2%	0.3%
Q5n Door-to-door service is available	39.9%	21.8%	20.1%	17.9%	0.3%
Q5o Service is close to your home	11.4%	10.7%	35.7%	41.2%	1.0%
Q5p Buses are clean	8.8%	10.7%	32.1%	47.7%	0.6%
Q5q Buses are attractive	17.2%	22.7%	28.9%	29.9%	1.3%

**Q6. Would you pay for one-way public transportation services, if the service met your transportation needs.**

<u>Q6 Would use-one way transit services</u>	<u>Number</u>	<u>Percent</u>
1=Yes	260	84.4 %
2=No	46	14.9 %
9=Don't know	2	0.6 %
Total	308	100.0 %

**Q6a. If yes, what is the maximum amount you would pay for a one-way trip on public transit from your home to work or another frequent destination?**

<u>Q6a Maximum amount would pay</u>	<u>Number</u>	<u>Percent</u>
1=Up to \$1.00	85	32.7 %
2=\$1.00-\$1.99	78	30.0 %
3=\$2.00 or more	68	26.2 %
9=Don't know	29	11.2 %
Total	260	100.0 %

**Q7. I am going to read you a list of projects that could be funded for the Fraser Valley area. After I read the least, please tell me which TWO you think are most important?**

<u>Q7 1<sup>st</sup> choice</u>	<u>Number</u>	<u>Percent</u>
A=Improving public transportation	112	36.4 %
B=Increasing open space & trails	26	8.4 %
C=Maintaining current level of fire protection	107	34.7 %
D=Increasing recreational opportunities	16	5.2 %
E=Improving roads	40	13.0 %
Z=None chosen	7	2.3 %
Total	308	100.0 %

<u>Q7 2<sup>nd</sup> choice</u>	<u>Number</u>	<u>Percent</u>
A=Improving public transportation	54	17.5 %
B=Increasing open space & trails	46	14.9 %
C=Maintaining current level of fire protection	92	29.9 %
D=Increasing recreational opportunities	30	9.7 %
E=Improving roads	71	23.1 %
Z=None chosen	15	4.9 %
Total	308	100.0 %

<u>Q7 SUM OF TOP 2 CHOICES</u>	<u>Number</u>	<u>Percent</u>
A = Improving public transportation	166	53.9 %
B = Increasing open space & trails	72	23.4 %
C = Maintaining current level of fire protection	199	64.6 %
D = Increasing recreational opportunities	46	14.9 %
E = Improving roads	111	36.0 %
Z = None chosen	7	2.3 %
Total	601	

**Q8. Do you believe there is community support for public transportation?**

<u>Q8 Community support for transportation</u>	<u>Number</u>	<u>Percent</u>
1=Yes	208	67.5 %
2=No	85	27.6 %
9=Don't know	15	4.9 %
Total	308	100.0 %

**Q9. Would you support a dedicated tax to fund public transportation in the Fraser Valley?**

<u>Q9 Support dedicated tax to fund</u>	<u>Number</u>	<u>Percent</u>
1=Yes	183	59.4 %
2=No	69	22.4 %
9=Don't know	56	18.2 %
Total	308	100.0 %

IF YES to #9

**Q9a. Would you rather pay a sales tax or property tax to fund public transportation in the Fraser Valley?**

<u>Q9a Rather pay sales tax or property tax</u>	<u>Number</u>	<u>Percent</u>
1=Sales tax	154	84.2 %
2=Property tax	19	10.4 %
9=Don't know	10	5.5 %
Total	183	100.0 %

**Q10. Do you have any unmet transportation needs?**

<u>Q10 Have any unmet transportation needs</u>	<u>Number</u>	<u>Percent</u>
1=Yes	38	12.3 %
2=No	270	87.7 %
Total	308	100.0 %

**Q10a. If YES - what transportation needs do you have that are not being met?**

- AFTER SCHOOL ACTIVITIES
- AVAILABLE UNTIL BARS CLOSE
- BROKEN LEG
- CAN'T DRIVE DUE TO DISABILITY
- DAILY COMMUTER TRAIN DOWN TO DENVER
- DOCTORS APPOINTMENTS
- FOR GUESTS THAT VISIT ALL YEAR ROUND
- FOR PEOPLE WITH DISABILITIES
- FROM TABERNASH TO THE RESORT
- GAS IS SO HIGH
- GAS PRICES KEEP GOING UP
- GRANBY TO THE AIRPORT
- HAVE TROUBLE WHEN DON'T HAVE A CAR
- I CANNOT GET TO DENVER
- IF VEHICLE WAS IN SHOP
- KIDS OLD ENOUGH TO GO PLACES
- LATE NIGHT RIDES HOME
- MEDICAL VISITS
- MORE OPTIONS FOR TRANSPORTATION
- MORE THAN ONE VEHICLE
- NEED MORE PUBLIC TRANSIT
- NEED TO BE CLOSER TO HOME
- NEED TO HAVE MORE CONVENIENT TIMES
- NO BUS IN THE SUMMER
- NO BUS SERVICE IN TABERNASH
- NO PUBLIC TRANSIT
- NO PUBLIC TRANSIT CLOSE TO RESIDENCE
- NO TAXI SERVICE AT DARK HOURS
- OUTSIDE GRANBY NONE AVAILABLE
- PUBLIC TRANSPORTATION
- SCHEDULING
- SERVICE UP UNTIL 1:30 AM
- SHUTTLE RUNNING THROUGH THE SUMMER
- SOCIAL-FOR DINING INCLUDE GRAND LAKE
- WINTER TRANSPORTATION & BETTER SCHEDULE

**Q11. Do you have a disability or health concern that limits your mobility?**

<u>Q11 Have disability or health concern</u>	<u>Number</u>	<u>Percent</u>
1=Yes	19	6.2 %
2=No	289	93.8 %
Total	308	100.0 %

**Q12. Please indicate if you would use public transportation if it were available in the following areas:**

(N=308)

	<u>Yes 1</u>	<u>No 2</u>	<u>Don't know 9</u>
Q12a Within Fraser Valley	78.9%	20.5%	0.6%
Q12b Within Grand County	73.1%	26.3%	0.6%
Q12c Areas Outside Grand County	39.6%	59.4%	1.0%

**Q13. What is your age?**

<u>Q13 Age</u>	<u>Number</u>	<u>Percent</u>
Under 35	49	15.9 %
35 to 44	61	19.8 %
45 to 54	66	21.4 %
55 to 64	74	24.0 %
65+	58	18.8 %
Total	308	100.0 %

**Q14. Gender:**

<u>Q14 Gender</u>	<u>Number</u>	<u>Percent</u>
1=Male	161	52.3 %
2=Female	147	47.7 %
Total	308	100.0 %

**Q15. Do you own or rent your present residence?**

<u>Q15 Own or rent present residence</u>	<u>Number</u>	<u>Percent</u>
1=Own	278	90.3 %
2=Rent	30	9.7 %
Total	308	100.0 %

**Q16. Are you registered to vote?**

<u>Q16 Registered to vote</u>	<u>Number</u>	<u>Percent</u>
1=Yes	284	92.2 %
2=No	24	7.8 %
Total	308	100.0 %

**Q17. Do you have a current, valid driver's license?**

<u>Q17 Have current valid drivers license</u>	<u>Number</u>	<u>Percent</u>
1=Yes	301	97.7 %
2=No	7	2.3 %
Total	308	100.0 %

**Q18. Counting yourself, how many people with a valid driver's license live in your household?**

<u>Q18 How many with valid drivers license</u>	<u>Number</u>	<u>Percent</u>
0	3	1.0 %
1	56	18.2 %
2	205	66.6 %
3	26	8.4 %
4	13	4.2 %
5 or more	5	1.6 %
Total	308	100.0 %

**Q19. How many vehicles in working condition are available to your household?**

<u>Q19 How many vehicles in your household</u>	<u>Number</u>	<u>Percent</u>
0	3	1.0 %
1	50	16.2 %
2	127	41.2 %
3	68	22.1 %
4	35	11.4 %
5 or more	25	8.1 %
Total	308	100.0 %

**Q20. Are you currently employed:**

<u>Q20 Currently employed</u>	<u>Number</u>	<u>Percent</u>
1=Part time	51	16.6 %
2=Full time	155	50.3 %
3=Not employed	102	33.1 %
Total	308	100.0 %

## IF EMPLOYED

**Q20a. Where do you work?**

<u>Q20a Where do you work</u>	<u>Number</u>	<u>Percent</u>
1=Winter Park	45	21.8 %
2=Fraser	39	18.9 %
3=Grand County	55	26.7 %
4=Denver	26	12.6 %
5=Other	40	19.4 %
9=Not provided	1	0.5 %
Total	206	100.0 %

**Q21. What is the highest level of education that you have achieved?**

<u>Q21 Highest level of education</u>	<u>Number</u>	<u>Percent</u>
1=Some high school	5	1.6 %
2=High school graduate	39	12.7 %
3=Some college	84	27.3 %
4=4-Year College graduate	110	35.7 %
5=Graduate study	67	21.8 %
9=Not provided	3	1.0 %
Total	308	100.0 %

**Q22. Considering the total annual income of all members of your household, which of the following categories best represents your household?**

<u>Q22 Annual income</u>	<u>Number</u>	<u>Percent</u>
1=Under \$15,000	1	0.3 %
2=\$15,000 to \$29,999	14	4.5 %
3=\$30,000 to \$44,999	20	6.5 %
4=\$45,000 to \$59,999	28	9.1 %
5=\$60,000 to \$74,999	38	12.3 %
6=\$75,000 to \$99,999	39	12.7 %
7=\$100,000 to \$149,999	46	14.9 %
8=\$150,000 or more	35	11.4 %
9=Not provided	87	28.2 %
Total	308	100.0 %