COMMUNITY TRANSPORTATION SERVICE PLAN
(CTSP)

General Scope of Work

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION

Public Transportation Division

2009

Community Transportation Service Plan (CTSP)
Scope of Work

VISION STATEMENT

To ensure that the community transportation systems in North Carolina are making a strategically planned response to the projected mobility needs of the general public and targeted populations in their service area, and continuously improving and achieving excellence in all aspects of their service delivery and management.

PURPOSE

To describe the current performance and organizational direction of the transit system and to recommend strategies of operating or managing that increase mobility options for passengers and improve the efficiency and effectiveness of the organization and transportation services. This community transportation plan must be developed through a public education and involvement process that includes the general public, private and non-profit transportation providers, human service providers and targeted populations that include individuals with disabilities, low incomes and limited English proficiency (LEP). The result of this planning effort should produce overall goals that the community can support.

PRIMARY OBJECTIVES FOR COST PARTICIPATION BY NCDOT

This document will be used as the principle guide in the accomplishment of the following:

- Promotion of transit options that provide meaningful alternatives to citizens and connectivity of transportation services throughout the state;
- Promotion of the full integration of the community transportation system's programs with other federal and state programs supporting public and human service transportation.
- Improve the efficiency and effectiveness of federal/state funded transportation programs
- Support and promote the coordination of public transportation services across geographies, jurisdictions, and program areas for the development of a seamless transportation network
- Support the provision of dependable mobility transportation options to the general public, low income individuals, elderly persons, and/or persons with disabilities within the guidelines and funding levels provided by NCDOT and FTA
- Support and encourage defensible, results-based budget requests and submissions from systems to NCDOT for funding.

NCDOT PLANNING PARTICIPATION

- The Mobility Development Specialist assigned to the service area will serve on the Steering Committee and attend other meetings that include presentations of technical memorandums and the draft final reports.
- The Mobility Development Specialist, prior to the initiation of the study will coordinate the gathering of the following data and information:
    1. A copy of the last approved five-year plan, if available.
    2. A copy of current Performance Plan survey analysis conducted by ITRE.
    3. An inventory of available capital assets and vehicle utilization data – (PTMS)
    4. A summary of state and federal funding
    5. A summary of operating statistical data for trend analysis
    6. A basic service description and characteristics
    7. A list of TAB Board Membership

8. A copy of any Coordinated Public Transit-Human Services Transportation Plan that has been created in the service area.
9. Other documents may include system policies and procedures, mission and goals, job descriptions, customer survey results, and findings from any Safety and Security Describe, Drug and Alcohol Describe or onsite compliance Describes.

- The Mobility Development Specialist will be responsible for tracking the progress of the study and approving any changes in the schedule.
- The Mobility Development Specialist will facilitate a CTSP approval process.

REQUIRED CTSP ELEMENTS

The CTSP must minimally include the following elements at a level consistent with available resources and the complexity of the local environment:

☑ **ELEMENT 1- Assessment, documentation, recommendation and implementation guidance for FUTURE RESOURCES** for anticipated funding, capital, personnel, and training needs. New or underutilized federal and/or state transportation funding programs for targeted populations or services should be incorporated in the planning.

☑ **ELEMENT 2 - Assessment, documentation, recommendation and implementation guidance for EXPANDING PUBLIC TRANSPORTATION SERVICES AND MOBILITY OPTIONS** while continuing to coordinate the services of human service agencies to include but not limited to strategies, activities and/or projects to address any identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery.

☑ **ELEMENT 3 – A determination of SERVICE PRIORITIES for implementation** based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities identified

☑ **ELEMENT 4 – The development of a mission statement, objectives and metrics for MEASURING PERFORMANCE** that support result-based budgeting and utilizes state performance standards and benchmarking.

☑ **ELEMENT 5 – Includes IMPLEMENTABLE RECOMMENDATIONS by delineated plan elements listed above.** Should include an implementation schedule, milestones and timelines for recommendations.

☑ **ELEMENT 6 – A complete description of the specific activities and techniques used to get PUBLIC INVOLVEMENT in the planning process.** The planning process will include the use of a Steering Committee that meets not less than three times during the process to provide oversight and to monitor the progress on the work plan. Interviews with a sampling of public officials, TAB members, human service agencies, non-participating human service agencies, area employers, transit users, non-users from the targeted populations and private providers should be scheduled. Surveys, focus groups, public hearings and empirical data are other techniques that should be used for getting public input.

TASK 1 – Inventory the Transit System's current organizational direction and service delivery.

Content Area 1.1: **ADVISORY AND GOVERNANCE STRUCTURE**

A. Describe the type of system and oversight board (governing vs. advisory)
B. Describe the TAB composition provided in the system overview. Does it represent the demographic characteristics of the community? Are any groups under-represented?
C. Assess if the TAB clearly understands its role?
   - Advisory vs. Governance
   - Representative of a particular constituency vs. the needs of the entire community
   - Quality of training or orientation (if any) of board responsibilities
   - Describe of organizational by-laws
D. Assess if the TAB meets often enough to provide adequate and sufficient guidance?
E. Assess if the TAB terms are staggered to provide new ideas yet continuity of purpose?
F. Describe and evaluate the process of recruitment of TAB members.
G. Assess if the TAB structure is conducive to the accomplishment of goals and the transit needs of the entire community? Are all community stakeholders fairly represented on the board?
I. Conduct visioning, goal setting exercise with TAB, if needed and document results

Content Area 1.2: **ORGANIZATIONAL FOCUS**

Assumption: An over arching goal is for increased mobility, accessibility through coordination and integration of services.

A. Describe the system's current mission, goals, objectives, performance measures and outcomes and progress toward these
B. Identity the "benefits" the transit system is providing to the community
C. Evaluate if policies support or hinder coordination/regionalization of public transportation services, as applicable.

Content Area 1.3: **SERVICE CHARACTERISTICS**

A. Describe the last Community Transportation Improvement Plan. Determine the status of the recommendations and timelines in this plan. What have been the major accomplishments since this plan was completed?
B. Describe the service description and operating statistics provided in the system overview.
C. Using mapping software, plot the fixed routes, deviated fixed routes, subscription routes and routine origins and destinations of demand response trips.
D. Determine how public transportation services are incorporated into the coordinated system. As it applies, is there connectivity with the fixed-route system?
E. Describe the policies that are in place that support/guide service provision.

Content Area 1.4: **FUNDING AND FINANCIAL MANAGEMENT**

A. Determine key funding/revenue sources: agencies, general public, state/federal grants, foundations, local funds, and private donations
B. Describe system fare structure and billing rate for agency and general public transportation services
C. Describe local funding opportunities/availability
D. Describe Third Party Contracts with service providers.

Content Area 1.5: **CAPACITY ANALYSIS**

A. Describe the vehicle inventory and vehicle utilization records provided in the system overview.
B. Determine the usefulness, appropriateness, condition and ownership of any transit systems facilities.
C. Determine what current advanced technologies are in place and to what extent these are utilized in the operation.
D. Describe the organizational chart and staffing plan.
E. Describe the historical operating statistical reports and data provided in the system overview.
F. Assess through observation the performance of the scheduling and dispatching functions.

Content Area 1.6: **PUBLIC SATISFACTION AND COMMUNITY NEEDS**

A. Receive meaningful input (survey or interview) from at least twenty (20) human service agency passengers that represent at least *three* different agencies;
B. Receive meaningful input (survey or interview) from at least ten (10) general public riders;
C. Receive meaningful input (survey or interview) from a sample of human service agency directors or contacts that purchase transportation services;
D. Conduct a minimum of two community planning sessions with diverse groups of stakeholders in the community to solicit input about existing services and unmet needs.
E. Interview a sample of human service agencies that are not currently contracting with the transit system and document reasons they are not utilizing the coordinated transportation services.
F. Ensure that persons with limited English proficiency (LEP) have the means of sharing meaningful input.
G. Actively seek out and consider the viewpoints of minority, low-income, and LEP populations in the course of conducting public outreach and involvement activities
H. Describe any locally developed Coordinated Public Transit-Human Service Transportation Plan approved in the service area.

TASK 2 – Present Technical Memorandum #1 at the Initial Steering Committee Meeting.

Content Area 2.1: **PREPARATION OF TECHNICAL MEMORANDUM #1**

Summarize and analyze the information gathered to-date and prepare Technical Memorandum #1. This document will also include information about the previous CTIP and other strategic plans developed for the transportation services. Include any mapping of services, results of the surveys and interviews, and consultant's assessment of services provided by the transit system. The Technical Memorandum #1 must be submitted to NCDOT in a format described by NCDOT, at least ten working days prior to the initial steering committee. The consultant is responsible for the timely distribution of copies of the Technical Memorandum #1, by email or regular mail as necessary, to the members of the steering committee, the county manager and the authorized official before the committee meeting.

Content Area 2.2: **INITIAL STEERING COMMITTEE MEETING**

A. Describe and discuss the Community Transportation Service Planning process.
B. Summarize and present the findings from the system inventory and confirm the consultant's understanding of the current provision of transportation in the service area.

C. Allow the Steering Committee to share their knowledge or perception of unmet needs and the problems and/or concerns associated with the operation and/or management of the existing transportation system.
D. The consultant will include a summary of the meeting and a list of attendees in the Public Involvement Section of the Draft Plan.
E. The consultant will send out a summary of the meeting to the Steering Committee.

TASK 3 – Collect and analyze information about the service area and estimate transportation needs from empirical data.

Content Area 3.1: **COUNTY AND REGIONAL DEMOGRAPHICS AND GEOGRAPHY**

A. Identify the medical and employment travel patterns of the county/regional residents (as identified by the most recent data). Include specific information and locations of the major employment and industrial centers. Include dialysis centers and medical centers.
B. Determine areas currently not served or underserved by the transit system based on the service mapping of Task #1.
C. Map the location of households where the head of household is elderly, minority, low income and/or does not have a vehicle.
D. Determine the trends in aging and immigration in the service area that will affect transportation demand.
E. Analyze census data to determine the size of the disabled population in the service area.
F. Identify any seasonal (i.e. snow, hurricanes, floods) or infrastructure (i.e. roads, bridges) issues that affect transportation delivery.
G. Through empirical data, estimate the normative transportation needs of the service area.

Content Area 3.2: **COORDINATION OPPORTUNITIES**

A. Determine whether other transportation providers or volunteer groups are providing transportation services in the area.
B. Survey the bordering counties' transportation systems and determine if there is the ability to coordinate inter-county transportation services.
C. Determine whether there is a regional or intercity service that needs local connector services.
D. Determine whether any regional authority, urban fixed route system, or small urban system is operating in any part of the service area. What opportunities are there to coordinate services?
E. Determine the location of any regional medical centers and whether the transit system operating in medical center location could use sub-contracted services during wait times at medical center.
F. Identify locations that could be used for Park and Ride services.

TASK 4 – Analyze and Develop Management and Service Alternatives

Content Area 4.1: **ADMINISTRATION AND MANAGEMENT OF THE TRANSIT SYSTEM**

A. Assess the mission and goals of the organization. Based on these, what performance is being measured?
B. Determine if any existing policies are negatively affecting performance and customer service. Are additional policies needed? Analyze no-show, cancellation, denials, pick-up window, reservation and waiting list policies.

C. Analyze the transit system's annual budgeting and spending to determine the causes of repeated deficits or excessive surpluses.
D. Using the division's Fully Allocated Cost Model, assess whether the transit system is billing for trips at the appropriate rate. Assess the appropriateness of the fare(s) charged.
E. Determine what financial reserves are in place and how they are used.
F. Determine the local financial assistance provided. Assess how it is used and how much more is needed.
G. Identify any local constraints or barriers the transit system faces in implementing the recommendations of this plan. Evaluate the local commitment to improving or expanding public transportation in the service area.
H. Evaluate the marketing strategies used to promote transit services. Is there a marketing plan? Assess current webpage for accuracy and compliance.
I. Assess whether the public involvement strategies of the system are meeting the needs of persons with disabilities, low income individuals, minorities, elderly and the LEP population.
J. Has the transit system participated in the development of a locally developed Coordinated Public Transit -Human Service Transportation Plan in their service area? If yes, assess whether any of the service gaps prioritized in the document could be included in the five-year plan. If no, provide the development of a coordinated public transit-human service transportation plan in the service area in the five-year plan.

Content Area 4.2: **SERVICE ANALYSIS**

A. Identify opportunities for implementation of new Federal Programs (JARC, New Freedom, 5310 Elderly and Disabled) as applicable.
B. Assess whether alternative service delivery strategies such as volunteers, voucher systems, deviated fixed routes, intercity routes or brokerage activities are needed in the system's service design.
C. Assess the coordination of trips among other counties, small urban system and/or fixed route systems.
D. Determine how the transit system can provide transportation services to any un-served and underserved areas. Will this service require more vehicles or a new type vehicle?
E. Determine how services for the general public can be expanded to become a greater portion of the service provided, without negatively impacting the coordination of human service agency trips.
F. Assess how the availability or absence of any advanced technology (scheduling software, phone system, MDC, radios) is impacting the efficiency and effectiveness of services.
G. Cross-reference the reports and other documents provided in the system overview with your analysis.
H. Fixed Route Systems Only

Assessment of on-time performance

Assessment of bus shelters and bus stop locations to include the following:

Bus Shelters	Bus Stops
Location	Location
Pedestrian Access (sidewalks, near a ditch, etc.)	Pedestrian Access (sidewalks, near a ditch, etc.)
Lighting	Signage
Cleanliness	Posted Routes/ Schedules/ Times
	ADA accessibility

TASK 5 – Present Alternatives in Technical Memorandum #2 at the Second Steering Committee Meeting and solicit public comment.

Content Area 5.1: **PREPARATION OF TECHNICAL MEMORANDUM #2**

A. The Technical Memorandum #2 will summarize the findings of Task 3 and Task 4 and describe alternatives to the existing management and operation of the coordinated transit system.
B. The advantages and disadvantages of each alternative and the detailed costs associated with each alternative should be included. It is important for local officials to see all additional cost and revenues associated with each service design improvement and alternative. These alternatives are derived from all the data that has been described, collected and analyzed since the beginning of the study and on transit industry best practices.
C. The Technical Memorandum #2 must be submitted to NCDOT in a format described by NCDOT, at least ten working days prior to the initial steering committee.
D. The consultant is responsible for the timely distribution of copies of the Technical Memorandum #2, by email or regular mail as necessary, to the members of the steering committee, the county manager and the authorized official before the committee meeting.

Content Area 5.2: **SECOND STEERING COMMITTEE MEETING**

A. Summarize and present the alternatives recommended in the Technical Memorandum #2.
B. The Steering Committee will discuss the alternatives, recommend changes and/or select the alternatives they feel should be included in the final report.
C. The consultant will include a record of the meeting and a list of attendees in the Public Involvement Section of the Draft Plan.
D. The consultant will send out a summary of the meeting to the Steering Committee.

Content Area 5.3: **PUBLIC EDUCATION AND PUBLIC INVOLVEMENT**

A. The consultant will present Technical Memorandum #2 to the Transportation Advisory Board for comments.
B. The Steering Committee will plan and execute at least one public forum to present the alternatives and receive public comments. The consultant will attend the public forum to present the alternatives he/she is recommending. Other means of public education and public involvement may be planned in addition to the public forum(s) including website postings, focus groups, on-board copies, placement of copies at community centers, publication in local newspapers, email attachments and/or presentations at clubs and organizations in the service area. The consultant will include a record of any public involvement action or meeting that is taken in the Public Involvement Section of the Draft Plan.
C. Copies of Technical Memorandum #2 will be shared for comment with the county manager, county finance officer, the authorized official and other public officials as determined by the Steering Committee.

TASK 6 – Develop the Draft Plan

Content Area 6.1: **COMBINE TECHNICAL MEMORANDUMS AND COMMENTS INTO A DRAFT PLAN**

Combine all the technical memorandums into a single draft plan considering all the comments and recommended changes provided.

Content Area 6.2: **FIVE-YEAR DRAFT PLAN**

Based on the recommended service and/or management alternative(s), develop a detailed five-year Implementation and Financial Plan to include the following elements:

6.2.1 Executive Summary – provide a synopsis of the key elements contained in the plan.

6.2.2 Implementation Plan – discuss recommended alternatives and identify specific action steps to be addressed. The plan should be at a level consistent with available resources to address needs identified within the services area. Marketing recommendations should be included.

6.2.3 Implementation Schedule - develop a prioritized implementation schedule that includes tasks by month and state fiscal year and that is based on resources, time, and the feasibility of implementation. Marketing activities should be included.

6.2.4 Financial Plan - develop a five-year administrative, operations, and capital financial plan. Include projected federal, state and local assistance and incorporate a strategy to adjust fares or rates to ensure the system has at least a three-month operating reserve. Identify the fully allocated costs and address costs by service.

6.2.5 Performance Measurement Plan – include the mission statement, objectives and goals for measuring the performance of the transit system.

6.2.6 Public Involvement Description – include a record of all the interviews, surveys, focus groups, public forums and/or meetings used to collect input during the development of the plan. The record should include date, location, time and a list of attendees.

TASK 7 – Present the Draft Plan at the final meeting of the Steering Committee. Meeting.

Content Area 7.1: **FINAL MEETING OF THE STEERING COMMITTEE**

A presentation of the Draft Plan will be made to the Steering Committee, TAB members, authorized official, county manager, county finance manager, members of the public governing body, and/or other interested groups. Comments will be solicited and considered for incorporation for the Final Plan.

TASK 8 – Provide final project deliverables to NCDOT and the public governing body for adoption.

Content Area 8.1: **DRAFT PLAN TO FINAL PLAN STEPS**

A. Send Draft Plan to sponsoring organization, public governing body and NCDOT for final review and return all comments within ten working days. Submit all comments directly to assigned Mobility Development Specialist for coordination and distribution.

B. The consultant will revise the Draft Plan if necessary and return it for comment. This process will continue until there are no more comments and the plan becomes the Final Draft Plan.

C. The Final Draft Plan should be approved within 30 days of receipt. When approved, the sponsoring organization or public governing body will send a letter to the NCDOT stating acceptance of the plan.

D. NCDOT will notify the consultant when the plan is accepted.

Content Area 8.2: **FINAL PLAN APPROVAL MEETING WITH GOVERNING BODY**

A final meeting will be scheduled and held for elected officials, transportation system directors, commission and board members, and other stakeholders to discuss the findings of the study and address any questions on the report.

Content Area 8.3: **FINAL PROJECT DELIVERABLES**

A. The consultant will present one copy of all information contained in the Final Plan in electronic format. This information should be easily convertible to HTML or web-based format.

B. The consultant shall provide one (1) camera-ready original copy and 10 reproduced copies.
C. The consultant will complete the following Summary of Recommendations and send to NCDOT Public Transportation Division
D. The consultant will complete the following Summary of Recommendations and send to NCDOT/PTD.

SUMMARY OF RECOMMENDATIONS		
	Recom-mendation Number	Page Number
PLAN OBJECTIVE #1 - Promote the development and availability of transportation services throughout the state, in partnership with local officials, public and private non-profit agencies, and operators of transportation services, and members of the public *NCDOT Goal* *Efficiency* *Values* *Customer Service* *PTD/MDS Metric* *Coordination, Program Planning*		
PLAN OBJECTIVE # 2 - Improve the efficiency and effectiveness of federal/state funded transportation programs *NCDOT Goals* *Efficiency* *Values* *Customer Service* *PTD/MDS Metrics* *Coordination, Program Planning*		
PLAN OBJECTIVE # 3 - Support and promote the coordination of public transportation services across geographies, jurisdictions, and program areas. *NCDOT Goals* *Efficiency* *Values* *Customer Service* *PTD/MDS Metrics* *Coordination, Program Planning*		
PLAN OBJECTIVE # 4 - Provide dependable transportation to the general public, low income individuals, elderly persons, and/or persons with disabilities within the guidelines and funding levels provided by NCDOT and FTA *NCDOT Goals* *Efficiency* *Values* *Customer Service, Safety* *PTD/MDS Metrics* *Coordination, Program Planning*		
PLAN OBJECTIVE # 5 - Enhance the coordination of existing services for the development of a seamless transportation network *NCDOT Goals* *Efficiency, Safer, Last Longer* *Values* *Customer Service, Safety* *PTD/MDS Metrics* *Coordination, Program Planning*		
PLAN OBJECTIVE # 6 - Build upon the coordination efforts that exist within North Carolina's public transportation system *NCDOT Goals* *Efficiency, Safer, Last Longer* *Values* *Customer Service, Safety* *PTD/MDS Metrics* *Coordination, Program Planning*		
PLAN OBJECTIVE # 7 - Serve as a basis for funding requests from NCDOT *NCDOT Goals* *Efficiency* *Values* *Integrity, Customer Service* *PTD/MDS Metrics* *Coordination, Program Planning*		

- END SCOPE OF WORK -