



CTN SERVICE AREA
Chatham County



August 2011

Prepared for the Chatham Transit Network and North Carolina Department of Transportation, Public Transportation Division



Prepared by
ATKINS

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CHATHAM TRANSIT NETWORK
COMMUNITY TRANSPORTATION SERVICE PLAN

Prepared for:

CHATHAM TRANSIT NETWORK

and

**NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
PUBLIC TRANSPORTATION DIVISION**

Prepared by:

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August 2011



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EXECUTIVE SUMMARY

ES.1 INTRODUCTION

Chatham Transit Network (CTN) is a non-profit agency funded by federal, state, and local dollars. Local funding accounts for less than ten percent of CTN's total funding and comes from contract revenue, the Chatham County charitable fund, and the United Way of Chatham County. CTN is



headquartered in Pittsboro, NC and provides countywide demand responsive service, deviated fixed route service, fixed route service, and subscription transportation services to participating agencies. CTN's fleet consists of 18 vehicles and in 2009 the system averaged 166 riders per service day.

The purpose of the Community Transportation Service Plan is to present a five-year plan for CTN to aid in improving their service and efficiency, identifying where transit resources should be devoted during the plan period, and qualifying for state and federal funding/grants. The CTSP does the following:

- Evaluates current performance and organization direction of the transit system
- Documents public, agency, and Steering Committee input to the plan
- Recommends improvement strategies for service, operation, and management that increase mobility options for passengers and improve efficiency and effectiveness
- Develops a financial plan for implementation of the recommendations over the 5-year planning period

This Five-Year Plan aims to support NCDOT's objectives for the CTSP, including:

- Timely development and availability of transportation services
- Improving the efficiency and effectiveness of federal/state-funded programs
- Supporting and promoting regional coordination
- Providing dependable transportation
- Enhancing the coordination of existing services
- Building upon the coordination efforts that exist
- Serving as a basis for funding requests



ES.2 ALTERNATIVE DEVELOPMENT AND RECOMMENDATION PROCESS

The process conducted to identify the recommendations and alternatives to be evaluated in more detail continuously built upon the findings and recommendations of previous steps. The initial set of potential capital and service alternatives and coordination opportunities was developed based on an evaluation of the current performance of the transportation system, recommendations from the *Locally Coordinated Plan* and *ITRE Performance Plan and Analysis*, surveys of riders, agencies, and the general public, and input from the study's Steering Committee and CTN Transportation Advisory Board. Capital needs, potential expansion/improvement of existing services, potential new services, improved performance measures and efficiency of existing services, and coordination opportunities with neighboring service providers were most frequently cited.

The Steering Committee met at Meeting #2 to review the potential recommendations, prioritize them, and provide details on how the prioritized recommendations might be implemented. A list of the highest-ranked recommendations includes: weekend service expansion and extended evening service hours; on-time performance; set days for out-of-county trips; new service to rural areas of southwest Chatham County, increase service to the elderly; increase rural general public ridership; and increase visibility and recognition of CTN through marketing efforts.

The potential service enhancements that could be realistically implemented within the five-year planning horizon were refined and grouped into three categories: Operating & Service; Capital; and Institutional & Administrative recommendations. The evaluated enhancements reflect ranked and prioritized potential service alternatives as identified and confirmed by the Five-Year Plan's Steering Committee, surveyed CTN riders and Chatham County community members, and in analyzed background documents and plans. They are intended to provide new service offerings, improve existing offerings, and strengthen CTN's financial position by improving operating efficiency.

The ranked priorities for the CTN Five-Year Plan included potential service expansion (particularly to rural population and senior citizens) and service improvement enhancements (including on-time performance, fare policy); capital needs (bus stop amenities and CTN facilities); and institutional and administrative needs (particularly more coordination with Chapel Hill Transit and increased marketing efforts).

ES.3 FIVE-YEAR SERVICE AND IMPLEMENTATION PLAN

The resulting proposed enhancement recommendations support CTN's Mission:

The mission of Chatham Transit Network shall be to initiate, provide, evaluate, and promote a safe, adequate, and convenient transit network for the citizens of Chatham County.

The enhancements also support CTN's Vision:



All residents of Chatham County can access safe, comprehensive, user-friendly and efficient transportation that meets the needs of the public while preserving and sustaining human, natural and economic resources.

The recommendations for operating and service enhancements, capital enhancements, and institutional and administration enhancements are discussed in detail in **Section 4** and are listed below and shown in **Table ES-1**.

Operating and Service Enhancements

- Demand-Responsive Service
 - Enhanced Effectiveness and Cost-Efficiency
 - Improve Performance Measures
 - Improve Scheduling and Information Management
 - Improve Billing and Costs
 - Improve Efficiency of Project Health Rides
 - Enhanced Assistance to Riders
 - Door-to-Door Service
 - Rider Training Program
- Deviated and Fixed-Route Services
 - Service Expansion Enhancement Recommendations
 - Enhanced Coordination with Chapel Hill Transit
 - Begin Operating rural General Public Service in Southwest Chatham County
 - Quality of Service Enhancement Recommendations
 - Offer Timed Transfers Opportunities
 - Modify Existing Schedules
 - Enhance Cross County Route Service

Capital Enhancements

- Bus Stop Amenities Evaluation
- CTN Operating Centers Feasibility Study
- Monitor Use of Automated Scheduling and Mapping Tools

Institutional and Administration Enhancements

- New Reciprocal Transfer Agreements
- Enhanced Mobility Management
- Marketing Enhancements

Table ES-1. CTN Five-Year Plan: Summary of Enhancement Recommendations

Recommendation	Enhancement Type	Initial FY	Milestones/Action Items	Funding Source	Estimated Local Match
1. Improve Efficiency of Project Health Rides	Operating & Service	2012-13	<ul style="list-style-type: none"> • Review eligibility criteria • Consolidate trips • Expand RGP service • Submit S.5317 grant application (Spring 2012) 	S.5310 or S.5317	Funded until FY 2012; \$60,000 annually beyond FY 2012
2. Enhance effectiveness and cost-efficiency	Operating & Service, Administrative	2012-13	<ul style="list-style-type: none"> • Reduce trip cancellations: <ul style="list-style-type: none"> ○ Identify cancellations by reservation type and funding source ○ Implement strict cancellation policy ○ Implement stricter advanced reservation policy • Reduce no-shows <ul style="list-style-type: none"> ○ Improve tracking of no-shows by requiring drivers to call them in immediately • Reduce number of routes <ul style="list-style-type: none"> ○ Reduce routes by 25% • Establish set days for out-of-county trips • Consider flat rate as form of billing <ul style="list-style-type: none"> ○ Conduct detailed fare policy review (see #3) 	S.5311	N/A
3. Fare Policy and Billing Method Review	Operating & Service	2012-13	<ul style="list-style-type: none"> • Set farebox recovery goals <ul style="list-style-type: none"> ○ Goal: above peer group average • Issue RFP for Billing Method Evaluation study • Establish formal procedures for selling and recording transit passes 	S.5311, Rural Planning Program	\$3,000 – one-time expense
4. Mobility Management Evaluation	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> • Review and revise Mobility Manager’s responsibilities <ul style="list-style-type: none"> ○ Factor in #8 as Mobility Manager’s responsibility • Resubmit grant application for funding (Spring 2012) 	S.5310 or S.5317 or local funding	\$9,400 annually beyond FY 2012



Table ES-1. CTN Five-Year Plan: Summary of Enhancement Recommendations

Recommendation	Enhancement Type	Initial FY	Milestones/Action Items	Funding Source	Estimated Local Match
5. Quality of Service Enhancements	Operating & Service	2012-13 through 2013-14	<ul style="list-style-type: none"> • FY 2012-13: <ul style="list-style-type: none"> ○ Modify existing schedules • FY 2013-14: <ul style="list-style-type: none"> ○ Establish timed transfer points ○ Add new service stops and modify existing schedules: <ul style="list-style-type: none"> ▪ Cross County route: establish 5 new stops, reroute through Pittsboro 	S.5311 or S.5316 or S.5317 or CMAQ	\$2,000 (one-time expense)
6. New Reciprocal Transfer Agreements	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> • Monitor inbound/outbound out-of-county ridership • Reach out to surrounding agencies for reciprocal transfer agreements 	N/A	N/A
7. Marketing Program Evaluation	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> • Increased marketing budget 	Local funding	All local funding - \$19,000 in FY 2012-13, \$9,000 annually FY 2014-17
8. Rider Training Program Evaluation	Operating & Service	2013-14	<ul style="list-style-type: none"> • Implementation of Enhancement #5 • Resubmit grant application (Spring 2012) 	S.5310 or S.5317	\$4,000 -- included in Mobility Manager's responsibilities
9. Enhance Coordination with Chapel Hill Transit, including new CTN Feeder Service to PX route	Operating & Service	2013-14	<ul style="list-style-type: none"> • Coordination meetings with CHT <ul style="list-style-type: none"> ○ Agenda items: coordinated marketing; guaranteed ride home for PX riders; cross use of transit passes • Coordinate grant application efforts with CHT • Train/Hire drivers for feeder service • Begin morning/afternoon feeder service to CHT' PX route 	CMAQ	\$5,500 annually in operating matching funds. \$17,000 in matching capital cost funding.

Table ES-1. CTN Five-Year Plan: Summary of Enhancement Recommendations

Recommendation	Enhancement Type	Initial FY	Milestones/Action Items	Funding Source	Estimated Local Match
10. Enhanced Service in Southwest Chatham County	Operating & Service	2013-14 and 2015-16	<ul style="list-style-type: none"> • FY 2013-14: <ul style="list-style-type: none"> ○ Hire/Train additional drivers ○ Begin operating Siler City to Sanford deviated fixed route employment route ○ Begin operating Pittsboro to Sanford deviated fixed route employment route • FY 2015-16: <ul style="list-style-type: none"> ○ Expand Siler City to Sanford deviated fixed route employment route service 	S.5316	\$75,000 annually in operating matching funds for both routes (and additional \$21,500 annually when Siler City-Sanford service is extended). \$12,000 in matching capital cost funding.
11. Door to Door Service Evaluation	Operating & Service	2014-15 and 2015-16	<ul style="list-style-type: none"> • FY 2014-15: <ul style="list-style-type: none"> ○ Feasibility study ○ Determine if drivers or attendees will be used ○ Submit S.5317 grant application (Spring 2014) • FY 2015-16: <ul style="list-style-type: none"> ○ Begin Door to Door Service 	S.5317	\$12,000 annually if attendees are used; N/A if drivers are used
12. Improve Operating Centers	Capital	2015-16	<ul style="list-style-type: none"> • Issue RFP for Feasibility study • CTN Operating Centers Feasibility Study 	S.5311	\$4,500 (one-time expense)
13. Bus Stop Amenities Evaluation	Capital	2015-16	<ul style="list-style-type: none"> • Issue RFP for bus stop amenities planning study • Secure funding for implementation 	S.5310 or S.5311 or S.5317	\$3,000 (one-time expense)
14. Monitor use of Automated Scheduling and Mapping Tools	Capital	2016-17	<ul style="list-style-type: none"> • Continue using trial version of CTS • Consider obtaining neighboring network's license • Begin the 3-year qualifying waiting period (FY 2016-17 or FY 2017-18 – beyond the horizon of the Five-Year Plan) 	S.5311	\$4,000 annually if network license is shared before 2017

ES.4 FIVE-YEAR FINANCIAL PLAN

Operating and Administrative Financial Plan

The base case scenario operating costs for the entire duration of the Five-Year Plan are estimated at \$3.8 million. The operating subsidy is estimated at \$1.4 million, calculated by averaging historical assistance data adjusted for inflation minus forecasted revenues (including contract revenues). Overall, in the next five fiscal years, CTN is expected to receive approximately 48 percent of overall funding from federal sources, 43 percent from state sources, and 9 percent from local sources.

The Five-Year Plan recommendations are projected to add an additional \$878,000 in operating costs for the entire duration of the Five-Year Plan, and will require an operating subsidy of \$865,000. CTN is projected to use a variety of funding sources to subsidize the proposed recommendations, with 51 percent originating from federal sources and 49 percent from local sources.

In terms of funding by specific program, CTN is expected to largely rely on FTA Section 5316 (JARC) to implement the service improvements proposed in the Five-Year Plan, with JARC accounting for 23 percent, or \$196,000 of the total funding by program. JARC is projected to be augmented with FTA Section 5317 New Freedom, providing \$153,000 or 18 percent of total funding, and CMAQ providing \$90,000 or 10 percent of total funding. The remaining operating subsidy will come from local programs.

The required local match necessary to implement the proposed operating service improvements will range from an estimated \$19,000 in FY 2013 to \$114,000 in FY 2016 and FY 2017. The majority of the local match would be dedicated to establish and expand the two proposed JARC-funded employment shuttles from Siler City to Sanford and from Pittsboro to Sanford (requiring a 50 percent local match on the operating side).

Capital Financial Plan

The identified capital needs would cost an estimated \$992,000 for the entire duration of the Five-Year Plan, with the majority of the funding, \$602,000 (61 percent of the total) coming from the federal program funding sources, augmented with state funding at \$272,000 (or 27 percent) and local match of \$117,000 (or 12 percent).

FTA Section 5311 – Rural Formula Funding will fund 36 percent of the capital costs, followed by targeted competitive programs, including FTA Section 5310 Elderly and Persons with Disabilities (‘ADA’) at 26 percent and FTA Section 5316 Job Access and Reverse Commute (JARC) at 6 percent. Congestion Mitigation and Air Quality (CMAQ) will fund 8 percent of the total capital costs. State funded Community Transportation Program will fund 24 percent of the identified capital needs.

The required local match needed to implement the Capital Plan would range from an estimated low of around \$15,000 in the first year of the CTSP, to an estimated high of \$37,000 in the third year of the Plan.

Financial Plan Summary

Table ES-2 summarizes combined Financial Plan elements. The capital element does include the vehicle replacement schedule, while the operating element excludes potential new contract revenue. As shown, operating and capital financial plans combined are estimated at \$1.9 million, with an almost even split between operating and capital cost estimates. **Table ES-3** summarizes the local match requirement for both the operating and capital components of the Five-Year Plan. The required match will range from a low of nearly \$34,000 in the first year of the CTSP, to a high of \$134,000 in the final year of the Plan, with the total additional required local match of \$544,000 for the entire duration of the Five-Year CTSP, an annual average of \$109,000.

Table ES-2: CTN Five-Year Plan: Financial Plans Cost Summary (FY 2013-17)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total FY 2013-17
Operating Plan Total	\$18,649	\$186,805	\$195,380	\$238,713	\$238,713	\$878,261
Capital Plan Total	\$140,556	\$229,148	\$250,282	\$164,218	\$207,864	\$992,068
Total CTN CTSP Financial Plan	\$159,205	\$415,953	\$445,662	\$402,931	\$446,578	\$1,870,328

Table ES-3: CTN Five-Year Plan: Total Local Match Requirement (FY 2013-17)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total FY 2013-17
Operating Plan Total	\$18,649	\$88,697	\$92,444	\$113,709	\$113,582	\$427,081
Capital Plan Total	\$15,056	\$37,315	\$25,028	\$18,922	\$20,786	\$117,107
Total CTN CTSP Financial Plan Local Match	\$33,705	\$126,012	\$117,472	\$132,631	\$134,369	\$544,188

Benefit-Cost Analysis Summary

While the increase in required local funds is substantial, the benefits of improved and increased service are significant enough to warrant the full implementation of service improvements proposed as part of the Five-Year Plan, provided funding can be secured.

If the Five-Year Plan is successfully implemented, CTN will realize the following additional estimated benefits during the duration of this Five-Year Plan:

- More than 41,000 additional one-way transit trips – 14.2 percent increase above the estimated Base Case scenario ridership.
- Nearly \$13,000 in additional farebox revenue.
- Access to and use of diverse funding programs, including FTA Section 5310, 5316, 5317, and CMAQ.
- Enhanced Cross County service made possible by the proposed feeder service, resulting in increased customer base and ridership, farebox revenue, and overall customer satisfaction.
- Two new deviated fixed routes matching residents with available jobs in the CTN service area and estimated to provide 35,000 one-way transit trips.
- Improvements in efficiency and productivity of provided services as a result of the improved performance measures and improved billing and costs.
- Better coordination of offered services, increased visibility, and public outreach thanks to the mobility management efforts, enhanced marketing, and new reciprocal transfer agreements.



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1. INTRODUCTION

1.1 CHATHAM TRANSIT NETWORK

Chatham Transit Network (CTN) is a non-profit agency funded by federal, state, and local dollars. Local funding accounts for less than ten percent of CTN's total funding and comes from contract revenue, the Chatham County charitable fund, and the United Way of Chatham County. CTN is headquartered in Pittsboro, NC and provides countywide demand responsive service, deviated fixed route service, fixed route service, and subscription transportation services to participating agencies. CTN's fleet consists of 18 vehicles and in 2009 the system averaged 166 riders per service day.



1.2 PURPOSE OF THIS CTSP

The purpose of the Community Transportation Service Plan is to present a five-year plan for CTN to aid in improving their service and efficiency, identifying where transit resources should be devoted during the plan period, and qualifying for state and federal funding/grants. The CTSP does the following:

- Evaluates current performance and organization direction of the transit system
- Documents public, agency, and Steering Committee input to the plan
- Recommends improvement strategies for service, operation, and management that increase mobility options for passengers and improve efficiency and effectiveness
- Develops a financial plan for implementation of the recommendations over the 5-year planning period

This CTSP incorporates previous documents prepared through the course of the study: Technical Memorandum #1 (September 2010) and Technical Memorandum #2 (April 2011).

1.3 RELATED PLANNING EFFORTS

1.3.1 TARPO Human Service Transportation Coordination Plan



In January 2009, a *Human Service Transportation Coordination Plan* was prepared for the Triangle Area Rural Planning Organization (TARPO) region. The TARPO region encompasses geographical areas in the following four counties: Chatham County (most), Orange County (partial), Lee County (total), and Moore County (total).

The purpose of the TARPO *Human Service Transportation Coordination Plan* is to provide a viable and effective public transportation service network that complies with the current federal regulatory requirements pertaining to human service public transportation coordination. In compliance with federal transit laws and the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users

(SAFETEA-LU) the plan sets forth the primary objectives to afford elderly citizens, persons with disabilities, and low income populations greater access to transportation services, to reduce duplication of services, and to gain greater efficiencies in the distribution of human transportation services.

The planning process for the TARPO Coordination Plan included: an inventory of public transportation services in the service area; a needs survey distributed to local government staff, human service agency personnel and other transportation stakeholders; a workshop held among the stakeholders to identify needs and gaps in transportation service; and the development strategies to meet unmet needs.

The TARPO Plan was developed in partnership with the NCDOT Public Transportation Division for a three-year time horizon. In addition to planning staff from TARPO and planning mobility development staff from the NCDOT, the following groups were represented at the Chatham County Workshop for the TARPO Coordination Plan:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Council on Aging • Local planning departments • County Dept of Social Services • Chatham Trades • Triangle J Council of Governments | <ul style="list-style-type: none"> • Chatham County Health Dept • Chatham Transit Network • Hispanic Liaison Services • Child Care Networks • Chatham Kids |
|---|---|

A pre-meeting with the Hispanic Task Force in Siler City was attended by twenty people.

Workshop participants were invited to rank strategies they found most appropriate for their clients or the interest they represented. Each participant was given an imaginary \$100 to “spend” on the various strategies identified during the workshop. The top strategies as ranked by the workshop participants are listed in **Table 1**.

Rank	Strategy	Total Dollars Applied
1	Fixed Routes	\$511
2	Door-to-Door Service	\$281
3	Evening Service	\$226
4	Clearinghouse – Broker Trips to Others	\$212
5	Increased Visibility of Existing Program	\$172
6	Weekend Service	\$171
7	Park and Ride Program	\$154
8	Vouchers Program	\$109
9	Vanpool Program	\$ 90
10	Circulators	\$ 79
11	Transit Pass Program	\$ 78
12	Agency Operates Own Vans	\$ 65

Source: *TARPO Human Service Transportation Coordination Plan*, January 2009.

The following strategies were identified for Chatham County’s immediate coordination of needs:

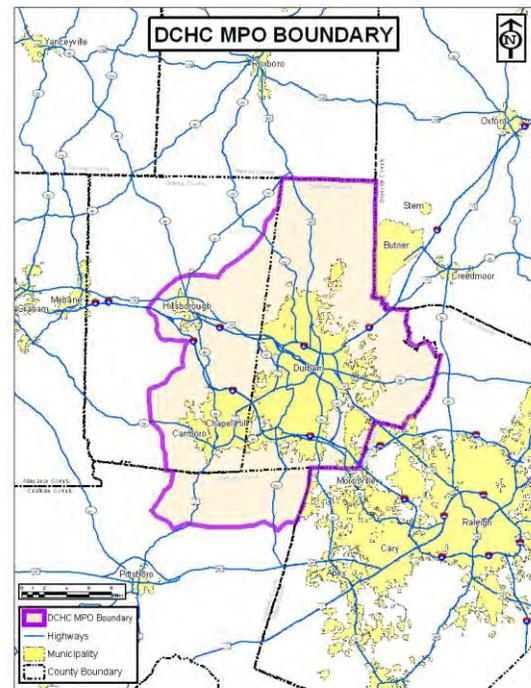
- Fixed route service between Siler City and Pittsboro is a priority, as well as a connection between Pittsboro and Sanford. Very careful marketing would be necessary for fixed route service to determine what hour to start, whether a noon trip is warranted, and when the night trips should end. Otherwise, the cost of providing frequent fixed route service may be prohibitive.
 - *CTN established the Cross County Route in August 2009 with 11 fixed stops between Siler City, Pittsboro, and Chapel Hill that operates on a published schedule (see **Section 6.2.1** for more details). CTN is also planning to establish new deviated fixed route service between Pittsboro and Sanford and between Siler City and Sanford as the result of a recently awarded JARC grant.*
- The Pittsboro destination should serve as a major hub to all connections to the rest of the County or to other counties. A transfer facility that synchronizes trips between CTN and other providers willing to run service along US 15-501 would be vital. The transfer facility should be able to accommodate staging for several large buses and be designed with consideration to the ease of off-loading handicap scooters and wheelchairs.
 - *The CTN Cross County route works in conjunction with the Chapel Hill Transit (CHT) PX route. CHT operates a weekday bus route (the Pittsboro Express or PX route) from Pittsboro to UNC-Chapel Hill. A free park and*

*ride for this route is available at the Lowe's Home Improvement in Pittsboro on US 15-501 at US 64 (see **Section 6.2.1** for more details). The Lowe's park-and-ride will also serve as a hub for the planned route between Pittsboro and Sanford.*

- Chatham County is a prime location to benefit from county-to-county transfer agreements since it is bordered by Durham and Wake Counties, both of which have active community transit systems. Chatham County could reduce its out-of-county travel costs and bring service hours back into the County with the creation of equitable county-to-county transfer agreements.

1.3.2 Durham-Chapel Hill-Carrboro MPO Coordinated Public Transportation – Human Services Transportation Plan

The parts of Chatham County and Orange County not covered by TARPO are covered by the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-MPO). The DCHC-MPO finalized its *Coordinated Public Transportation – Human Services Transportation Plan* in March of 2007. This plan covers all of Durham County; a portion of Orange County, including the Towns of Chapel Hill, Carrboro, and Hillsborough; and northeast Chatham County. The purpose of the plan is to improve transportation services for persons with disabilities, older adults, and individuals with lower incomes in the DCHC-MPO area through a better coordinated transportation system.



As part of the plan development, 31 participants representing urban public transportation providers, community transportation systems, social service agencies, transportation advisory boards, advocates for persons with disabilities, advocates for Latino residents, and others met to assess the current transportation system in the Durham, Orange, and Chatham County area. The participants worked in small groups to discuss what they felt was being done well and what needed improvement. Needs were prioritized at a second workshop attended by 35 participants. The needs receiving the highest numbers of votes from participants were as follows:

- Evening service (6:00 pm until 10:00 pm) and late night service (10:00 pm until 2:00 am)
- Intra-county and cross-county services connecting rural areas to urban areas
- Mobility manager helping customers identify transportation options to meet their needs

- Travel training
- All regional partners should work together to change the negative perception of the transit/bus dependent population, making transit a choice of preference for more residents
- Universal fare card that works on all services
- Unified regional paratransit application; eligibility and certification process needs to be streamlined, clarified, and consistent across agencies
- Better on-time performance for fixed route and paratransit

1.3.3 Durham-Chapel Hill-Carrboro MPO Long Range Transportation Plan

The DCHC-MPO *2035 Long Range Transportation Plan* (May 2009) includes a map of bus transit routes and improvements planned through 2035. The map shows local bus service planned along the US 15-501 corridor in Chatham County from the Orange County line to Pittsboro (express bus by 2015 and regular bus by 2035) and along Mt. Carmel Road and Lystra Road (regular bus by 2025).

1.3.4 CTN Performance Plan and Analysis

A *Performance Plan and Analysis* was prepared in February 2009 by the Institute for Transportation Research and Education (ITRE) in coordination with CTN and NCDOT. A status update was added in December 2009.



ITRE

Institute for Transportation Research and Education
at North Carolina State University

Exploring and advancing transportation systems
through research, education and technical assistance.

The purpose of the *Performance Plan* is to provide CTN with a guide to achieve higher performance measures and improve business practices. The *Performance Plan* provides CTN with the opportunity to independently update the plan, track performance, and create a basis for future improvements. As part of the analysis, CTN completed a Business Practices Questionnaire and an Employee Information Worksheet that cover topics including human resources, operational policies, organizational culture, and planning processes. Vehicle Utilization Data was also used to analyze performance. The final report includes recommendations and specific steps for achieving objectives within defined timeframes.

The following four target areas and corresponding objectives are identified in the Recommendations section of the *Performance Plan*. In addition, outstanding steps to improvement are listed under each objective.

1. Target Area: Improved performance measures

Objective: Every Community transportation system should aspire to grow their business and increase effectiveness in providing service.

Steps to Improvement: In early 2009, CTN's passenger counts were below the

peer group average and it was recommended they find ways to attract new riders. As of December 2009, CTN had a plan to increase ridership by implementing Project Health Rides, converting the Siler City demand-response service to a fixed route (beginning August 2010), and increasing funding sources to provide Council on Aging (COA) nutrition routes and job-related transportation under Section 5310 (Elderly and Disabled Transportation Assistance) and 5316 (Job Access/Reverse Commute) grants. Average ridership continued to decline between Spring 2009 (average daily ridership of 179) and Spring 2010 (average daily ridership of 150), and more time is needed to determine if these measures will increase ridership.

It was also recommended that CTN should reduce cancellations to 75 percent of the early 2009 level by changing internal policies, working with funding agencies, and working with customers. As of December 2009, weekly average cancellations had been reduced from 110 to 63. CTN will continue to focus on reducing cancellation rates.

2. Target Area: Information management

Objective: Increase information control and accuracy.

Steps to Improvement: Drivers must accurately record all information. Specifically, drivers must not record time not spent in the vehicle as service or revenue time. CTN is addressing this issue by auditing trip sheets.

3. Target Area: Scheduling

Objective: Improve scheduling efficiency.

Steps to Improvement: Several steps were recommended:

- Continue to rework the route structure to reduce the total number of routes. This will decrease the deadhead, increase revenue, and create a more efficient transportation system.
- Establish set days to serve out-of-county destinations to increase ridership and improve efficiency.
- Analyze driver productivity reports on a regular basis to manage and compare driver performance and ensure data accuracy.
- Analyze route analysis reports on a regular basis to track efficiency. Continually assess whether inefficient and difficult to serve trips can be brokered to outside providers.

CTN has increased route efficiency through the use of various online mapping tools and the built-in tool within CTS. Routes have become more efficient as shown by the increase in passengers per revenue hour (4.59 in Spring 2010 vs 4.12 in Spring 2009), with other measures varying by 10 percent or less).



4. Target Area: Billing and Costs

Objective: Recover all costs through accurate billing rates and methods

Steps to Improvement: Several steps were recommended:

- Change the fuel surcharge cut off so that the base charge is in line with the price of fuel assumed in the budgeting process. When the price goes higher than what was assumed, the fuel surcharge is enacted.
- Review contract rates to make certain that changed and scheduling are not having adverse impacts on agency bills and cost recovery.
- Explore using flat rate as a billing method because it encourages increases in efficiency.
- Assess billing rates by funding source to determine if all costs are being recovered. Move toward trip cost (flat rate) billing methods to encourage efficiency.

1.3.5 Chatham County Land Conservation and Development Plan

The purpose of the *Chatham County Land Conservation and Development Plan* is to provide guidance for public and private decisions that affect Chatham County’s physical development and the stewardship of the County’s natural, economic, and cultural resources. One of the major recommendations listed in the Plan is to plan for transit service, especially along the US 15-501 corridor. The Plan places particular emphasis on the development of compact communities and working with developers to ensure that compact communities meet standards for transit-friendly development.

Residential densities of seven units per acre in the vicinity of transit stops would likely be the minimum needed to support bus transit service. Development of this density already exists in and near the US 15-501 corridor in the Camden Park section of Fearrington Village and part of Governor’s Village, indicating a market for transit supportive development exists in the county. In the short-term, the Plan states that the US 15-501 corridor between Pittsboro and the Orange County line could be a candidate for transit service, especially since transit service already exists along the US 15-501 corridor in Orange County. In the long-term, the Plan states that the US 64 corridor to Research Triangle Park and Raleigh is a consideration for transit service.



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2. PUBLIC INVOLVEMENT

A wide range of stakeholders was contacted throughout the planning process to provide input, including current CTN riders, the general public, clients of human service organizations, and representatives from various human service agencies and advocacy groups. The following sections describe specific public involvement activities conducted, including Steering Committee meetings, agency interviews, and public surveys.

2.1 CTSP STEERING COMMITTEE

A Steering Committee, representing a wide range of organizations with an interest in public transportation, was formed to guide the preparation of the CTSP. Steering Committee members, along with the organizations they represent, are listed in **Table 2**.

Member	Organization
Paul Black	Triangle Area RPO
Angel Dennison	Council on Aging
Melissa Guilbeau	Chatham County Transportation
Theresa Isley	Coalition for Family Peace
Charles Johnson	Siler City Mayor
Claire Kane	Moncure resident/UNC TDM Coordinator
Dale Olbrich	Former CTN Director
Marcia Perritt	NC Rural Communities Assistance Project
Dianne Reid	Chatham County Economic Development Commission
Dan Stroupe	Chatham Trades
Rosa Sutton	Sister 2 Sister
Tom Vanderbeck	Chatham County Commissioner
Randy Voller	Pittsboro Mayor

The Steering Committee met four times:

- Steering Committee Meeting #1 – Review CTN services, present information on demographic trends, discuss the results of the rider and agency surveys, and solicit input on the public outreach surveys and the study direction.
- Steering Committee Meeting #2 – Review Tech Memo #1. Discuss potential needs and service gaps.
- Steering Committee Meeting #3 – Review Tech Memo #2. Review and provide comments on improvement alternatives to develop the set of recommendations to include in the CTSP.
- Steering Committee Meeting #4 – Review the CTSP, final set of recommendations, and the financial plan.

2.2 SURVEYS AND OUTREACH

Existing riders and contracting agencies can provide a good indication of current system performance through their views on the services they receive and their transportation needs. In addition, input from potential riders and potential contracting agencies can provide valuable information about unmet transportation needs, potential service opportunities, and ways to attract new customers. Input from contracting agencies and current and potential CTN riders was solicited through surveys and interviews at two times during the CTSP planning process: the first time prior to development of recommendations and the second time to present the recommendations. Survey forms and results are included in **Appendix A** and summarized in the following sections.

For the first survey series, three groups were surveyed: riders, agencies, and the general public. For the second survey series, riders and the general public were surveyed.

2.2.1 First Outreach Series

Agency Interviews

Interviews were conducted with three agencies on June 10, 2010. Two of the agencies interviewed, the Department of Social Services and Chatham Trades, currently contract with CTN, while the third agency, the Council on Aging, previously contracted with CTN but currently does not. During the interviews, ten surveys were completed by various representatives of the agencies.

Council on Aging. The Chatham County Council on Aging (COA) promotes and encourages independent living and physical and mental wellness for the population over age 60. COA owns and operates two senior centers, operates a nutrition program, and provides transportation, in-home aide service, support groups, and numerous social and recreational opportunities. As of May 2010, COA was serving 736 total clients. The demographics of their clients are 77 percent female, 56 percent white, 42 percent black or African American, and less than one percent Hispanic. Forty-four percent of COA's clients live alone, and 37 percent live at or below poverty level.

The service characteristics of highest importance to the Council on Aging are service to medical appointments, Veterans Administration (VA) facilities, human/social services agencies, and shopping. The primary reason cited for not using CTN services was the pricing. Specific recommendations for what CTN could do to improve their service included providing door-to-door service including providing assistance to riders with physical needs, extending service hours into the early evening, and better education of services available.

Chatham Trades. Chatham Trades is a non-profit agency that trains adults with disabilities for appropriate employment. The trip types of highest importance to Chatham Trades are trips to employment and human/social service agencies. They would like to see increased service in the rural areas of western Chatham County and

better coordination between transportation providers. Areas where Chatham Trades would like to see improvement include communication, billing, and on-time performance.

Department of Social Services. The Department of Social Services uses CTN services to transport clients to work, school, job interviews, and medical appointments. It is important that their clients be picked up on time for appointments and job interviews. Their recommendations for better service include better billing practices, fixed costs for services, more dependable service, better communication with staff, extended service hours (evenings and weekends), and more service to rural areas of southwestern Chatham County. Service to this area is considered an existing need as summarized in **Section 6**.

Public Outreach

The following sections summarize the public outreach efforts associated with surveying existing and potential CTN riders. Results from these surveys are also included.

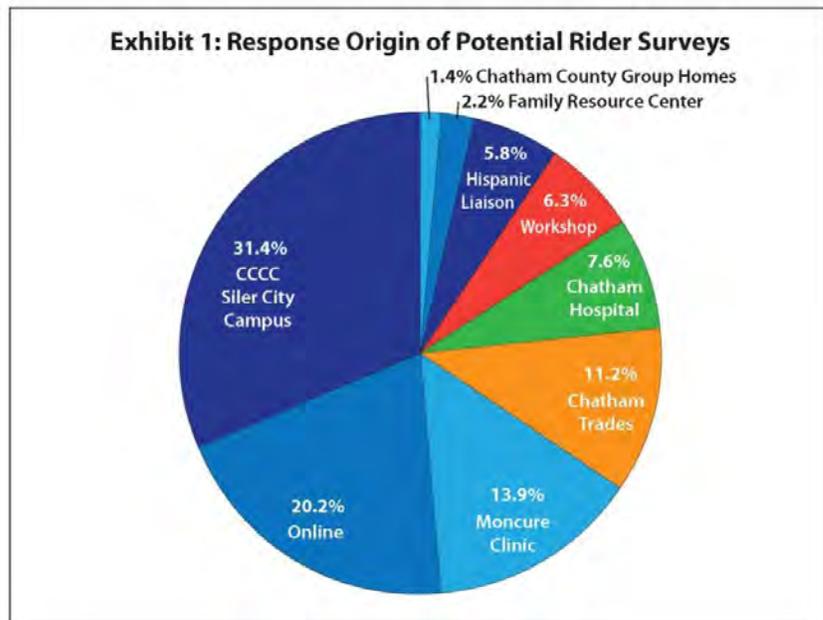
Rider Surveys

To capture the opinions of current CTN riders, surveys were distributed to riders on an existing Cross County deviated fixed route and to on-demand riders in June, 2010. Seven surveys were returned from on-demand riders and ten surveys were completed by riders on the existing Cross County Route. Results are shown in **Exhibit 1**.

Most on-demand riders surveyed were using CTN’s services because they do not have access to a car and most trips were for work. From the on-demand rider surveys, the only area to receive poor ratings was on-time performance. Less advance time to schedule trips, better route information, and late evening service were rated as important ways to improve service over the next five years.

Surveys completed by riders on the Cross County Route generally rated all service areas as good or very good. As with the on-demand surveys, most fixed route riders surveyed were

using CTN’s services because they do not have access to a car. Most respondents were traveling to work. More frequent service, more direct routing, and late evening service



were rated as important ways to improve service by six out of the ten surveyed fixed route riders.

Potential Rider Surveys

A draft of the potential rider survey was distributed at Steering Committee Meeting #1 for review and comment. Several comments on the survey were received at the meeting and via email following the meeting. The survey was revised based on the comments and emailed to the Steering Committee members for them to distribute to various human service agencies, senior centers, hospitals, non-profits, and anywhere else they felt there may be a need for CTN's services. The survey was provided in both English and Spanish. A cover letter for the agencies was included with the surveys explaining CTN's services, the purpose of the CTSP, and instructions for returning the surveys. The cover letter and surveys are included in **Appendix A**.

An online version of the survey also was created, and a link to the survey was posted on the Chatham County website. The Herald Sun published an article on July 18, 2010, explaining the CTSP and that CTN was seeking public input. Links to the online surveys in both English and Spanish were included in the article, along with a list of locations where print copies of the surveys were available. The article is included in **Appendix A**.

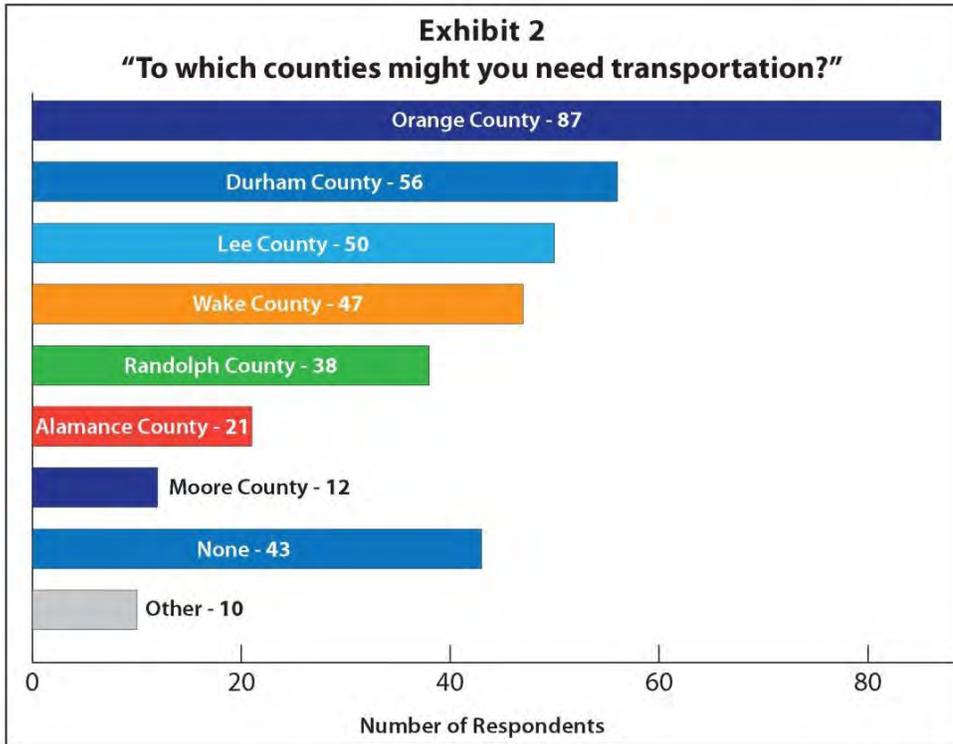
A total of 223 survey responses were received, including 178 paper surveys and 45 online surveys. Printed surveys were collected from various agencies throughout Chatham County, including Chatham County Group Homes, Chatham Hospital, Chatham Trades, CCCC Siler City Campus, the Hispanic Liaison, and the Moncure Clinic. The Spanish version of the survey was completed by 70 of the 223 respondents.

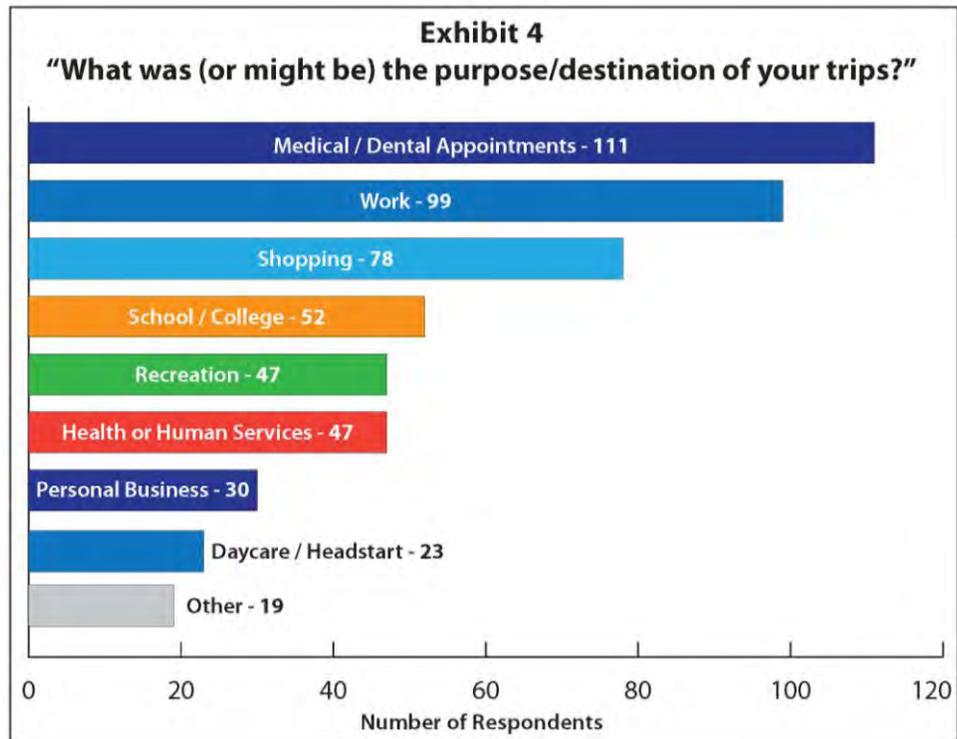
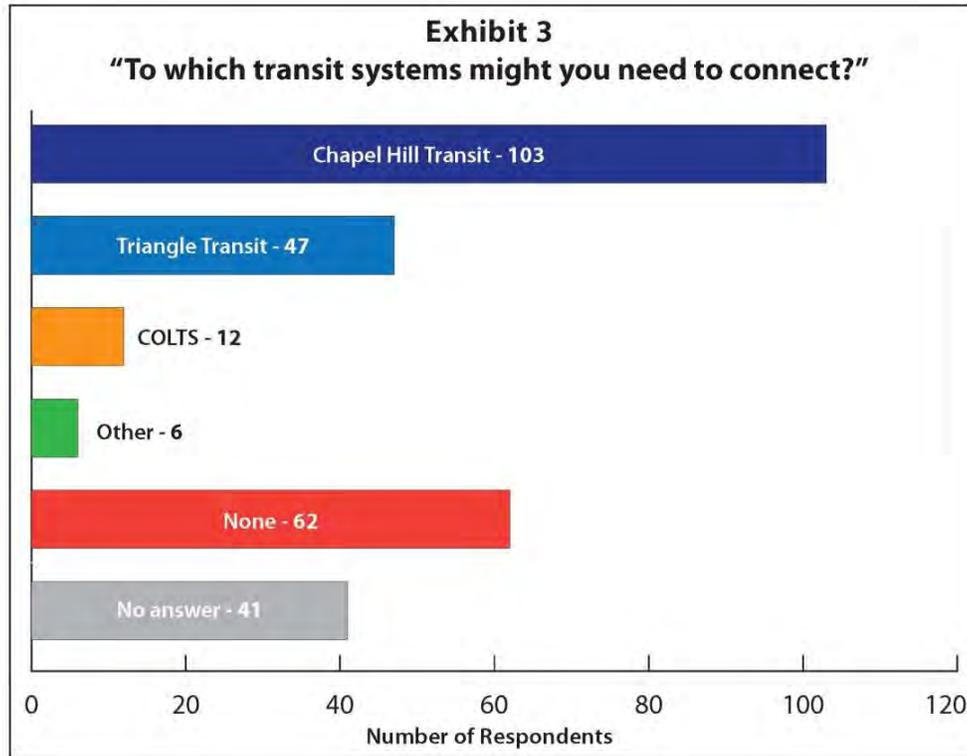
About the Survey Respondents. Most (82 percent) of the survey respondents were between the ages of 20 and 59, but approximately 13 percent were age 60 or older. More females than males completed the surveys, with females completing just over 60 percent of the surveys. Nearly 33 percent of the survey respondents were of Hispanic origin, 45 percent were white, and 18 percent were African American.

Most survey respondents live in Chatham County (78 percent), but responses were also received from people living in Lee County (7 percent), Orange County (4 percent), Wake County (4 percent), Randolph County (2 percent), and others. Of the respondents living in Chatham County, 56 percent live in Siler City, 22 percent live in Pittsboro, five percent live in Bear Creek, three percent each live in Goldston and Moncure, and the remaining 11 percent live in other areas of the county.

About three-quarters of the respondents have access to a car for regular trip-making and nearly 60 percent have a valid driver's license. Less than five percent of the respondents require special assistance when they travel. Nearly 63 percent of respondents were aware that CTN provides general public transportation in Chatham County, but only about 15 percent reported having used CTN's services. Most respondents (80 percent) had never visited the CTN website.

About the Survey Respondents' Potential Trips. The surveys asked respondents about other counties to which they might need transportation (**Exhibit 2**), other transit systems to which they might need to connect (**Exhibit 3**), and the likely purpose/destination of their trips (**Exhibit 4**). Most respondents said they might need transportation to Orange County, but Durham County, Lee County, and Wake County were also popular responses.





Chapel Hill Transit (46 percent) was most frequently selected as a transit system to which respondents might need to connect, followed by Triangle Transit (21 percent), and COLTS (five percent). Nearly 28 percent of respondents said they would not need to connect to any other systems and 18 percent did not answer this question.

Most respondent would use CTN to travel to medical/dental appointments (50 percent), work (44 percent), and shopping (35 percent).

Recommended Improvements. Most respondents (57 percent) felt it would be easier if they had a book of tickets rather than paying as they go. Only 30 percent of respondents provided ways that CTN could improve their service. Of those that did respond, more advertising/publicity was the most frequently stated improvement, followed by extended hours of service, and increased frequency of service. Five people recommended improvements to the reservation system, four people recommended Spanish-speaking dispatchers and drivers, four people recommended more advertising in Spanish, and four people recommended bus stops with shelters. Additional recommendations are listed in the survey results in **Appendix A**.

2.2.2 Second Outreach Series

The second outreach series included staffing a booth at the Siler City Alive street festival, mailing surveys as an insert in Chatham County Council on Aging Easter newsletter, distributing hard copies of the surveys onboard CTN vehicles, and soliciting responses to surveys via the website Survey Monkey (with link to the electronic survey posted on Chatham County's Planning Department webpage).

Survey #2 aimed at gathering feedback on the proposed Five-Year Plan service recommendations. A draft of the potential rider survey was presented for review and comments at the CTN Board of Transportation briefing in April 2011. Several comments on the survey were received at the meeting and via email following the meeting. The survey was revised based on the comments and emailed to CTN's Executive Director and NCDOT PTD for final review. The Chatham County COA survey newsletter insert potentially reached 1,000 Chatham County residents, although the actual response rate was low. A copy of the survey soliciting public comment and a summary of results are included in **Appendix A**.

On Saturday, May 14, 2011, Siler City hosted a street fair, and Chatham Transit Network and Atkins staffed a booth to solicit public input on the proposed CTSP recommendations. A banner invited people to learn more about CTN and to take a survey. A large map of the existing and proposed CTN routes was displayed on a table. Four handouts were available for distribution: one was a timeline showing when the proposed improvements would take place over the next five years, one was a small version of the displayed map, one highlighted pick up times and fees, and a fourth highlighted Pittsboro and Siler City Demand/Response Service stop times and fares. Several clipboards and chairs were placed to encourage people to sit and take the surveys.

The weather was rainy and fewer people attended the fair than expected. However, 23 surveys were filled out. An additional 11 surveys were received through the newsletter, on-line Survey Monkey, and from CTN riders aboard agency vehicles.

Survey Respondents Use of CTN. When asked how often they currently use CTN services, most respondents (approximately 62 percent replied ‘Never’). Approximately 32 percent occasionally use CTN services, and 6 percent frequently (5+ times per week) use CTN services. Approximately 56 percent of respondents indicated they would likely use CTN more often if the proposed improvements were implemented. Approximately 12 percent said the improvements would not affect their use of CTN services and approximately 32 percent did not know.

Outreach Results. As indicated in the survey results in **Appendix A**, the majority of respondents supported the proposed improvements. Improvements with the lowest level of support (65-68 percent) included “Save time and money by changing rules for making trip reservations and not showing up for reserved trips” and “Consider installing computers inside public transportation vehicles to improve on-time service.”

The improvements with the highest levels of support (over 94 percent) included “Ensure medical transportation continues to be offered”, “Provide transportation service county wide”, “Offer door-to-door service: provide assistance to riders”, and “Review fares to make sure they are reasonable.”

3. DEMOGRAPHIC TRENDS AND ANALYSIS

This section describes demographic trends in Chatham County as a whole and also analyzes the geographic distribution of transportation disadvantaged groups within the county. The results of the analysis provide a general assessment of community transportation needs within the service area.

3.1 GENERAL POPULATION PROFILE

The CTN service area includes all of Chatham County, which is located in the Piedmont region of North Carolina between the major cities of Greensboro to the northwest and Raleigh to the east. Chatham County has a total land area of approximately 683 square miles and includes the incorporated towns of Pittsboro, Siler City, and Goldston. Historically a rural county, Chatham County has experienced rapid growth over the past decade. This growth is largely due to several large-scale residential developments in the eastern and northern parts of the county where development has been expanding from the urban areas of adjacent Orange, Durham, and Wake Counties. According to the 2000 Census, approximately 80 percent of Chatham County’s population lived in rural areas. In 2000, the population density of Chatham County was 72 persons per square mile, compared to the state average of 153 persons per square mile.

Table 3 shows population changes between the 1990 and 2000 Census for Chatham County and its incorporated municipalities in comparison to the state. The population of Chatham County as a whole increased by 27 percent between 1990 and 2000, while the state’s population increased by only 21 percent. Within Chatham County, the towns of Pittsboro and Siler City experienced large population increases of 55 percent and 45 percent between 1990 and 2000, respectively. The 2009 population estimate for Chatham County from the 2010 Census is 63,505, an increase of 29 percent from 2000, which indicates that the rate of population growth is increasing.

Geography	1990 Population	2000 Population	% Change 1990-2000
Goldston	299	319	+6.7
Pittsboro	1,436	2,226	+55.0
Siler City	4,808	6,966	+44.9
Chatham County	38,759	49,329	+27.3
North Carolina	6,628,637	8,049,313	+21.4

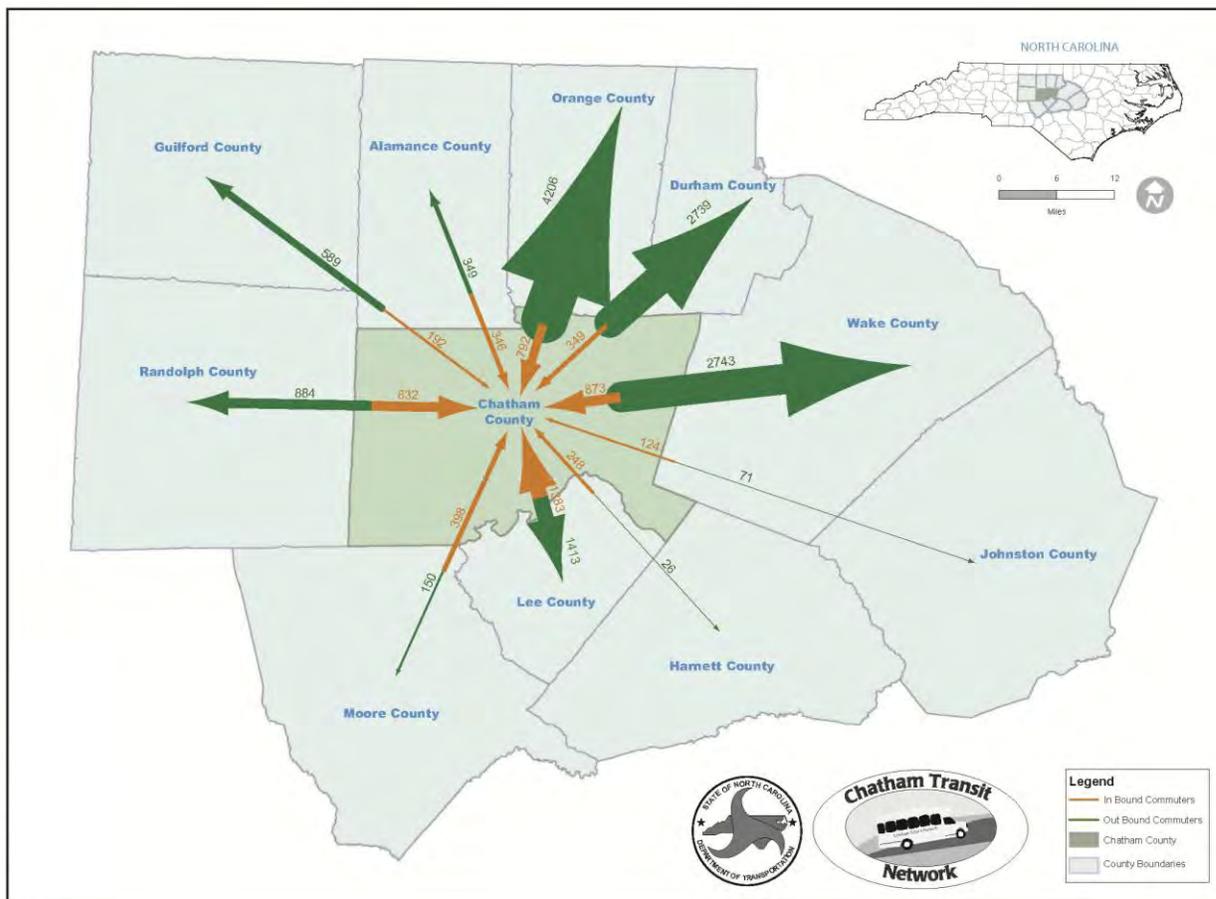
Source: 1990 and 2000 Census, Table P001.

As of the fourth quarter of 2009, according to the North Carolina Employment Security Commission, major employers in Chatham County with more than 250 employees include:

- Chatham County Schools
- Townsend’s, Inc.
- Chatham County
- Carolina Meadows, Inc.
- Performance Fibers, Inc
- Wal-Mart Associates, Inc.
- Mountaire Farms of NC, Inc.
- Chatham Hospital, Inc.

According to commuting data from the 2000 Census, there were 24,657 workers residing in Chatham County. Of those workers, over 55 percent of them commute out of Chatham County to work. As shown in the commuter flows on **Exhibit 5**, about 30 percent of the workers commuting out of Chatham County are going to Orange County, 20 percent to Durham County, 20 percent to Wake County, and 10 percent to Lee County.

Exhibit 5: Journey to Work Flows



Based on the US Census Bureau 2006-2008 American Community Survey, the racial composition of Chatham County was approximately 76 percent white, 14 percent black or African American, 2 percent Asian, and less than one percent American Indian or Alaska native. Approximately seven percent of the population was reported as some other race. Over 12 percent of the county’s population was of Hispanic origin, up from 9.6 percent reported in the 2000 Census and 1.5 percent reported in the 1990 Census.

The Hispanic population of Chatham County has been growing in recent years, mainly due to employment opportunities in the county’s large poultry plants. Siler City is home to the majority of Chatham County’s Hispanic population; the 2000 Census reported over 39 percent of Siler City’s population as Hispanic or Latino, up from only 3.8 percent at the 1990 Census. Based on discussions with the Steering Committee, this number is expected to increase when the 2010 Census data is released.

3.2 TRANSPORTATION DISADVANTAGED POPULATION PROFILE

Transportation disadvantaged individuals are defined as those who are unable to provide their own transportation as a result of a disability, an age-related condition, or an income constraint. Several federal programs provide assistance to help these populations connect with health and medical care services, employment and training activities, and education programs. The federal government identifies three subsets of the population as transportation disadvantaged groups – the elderly, persons with disabilities, and low income individuals. Households without access to a personal vehicle are also considered transportation disadvantaged for the purposes of this report, although they are not identified as such by the federal government.

Each of these transportation disadvantaged groups is discussed in greater detail in the following sections. **Table 4** compares transportation disadvantaged populations in Chatham County and the state from 1990 to 2010. **Exhibits 6** through **9** show where these groups are concentrated within the county by Census tract. Data by Census tract for disabled and low-income populations are not available to date from the 2010 Census, so for consistency, 2000 Census data was used for all demographic characteristics discussed in this section.

Table 4: Transportation Disadvantaged Populations

Disadvantaged Group	Chatham County (%)			North Carolina (%)		
	1990	2000	%Change	1990	2000	%Change
Elderly ¹	14.4	15.3	+6.3	12.1	12.0	-0.8
Disabled ²	**	18.4	**	**	21.0	**
Low-Income ³	9.7	9.7	0	13.0	12.3	-5.4
Minority						
<i>Non-white</i>	24.1	25.1	+4.1	24.4	29.8	+22.1
<i>Hispanic or Latino</i>	1.5	9.6	+540.0	1.2	4.6	+283.3
No Vehicle Available ⁴	7.4	5.9	-20.3	9.6	7.5	-21.9

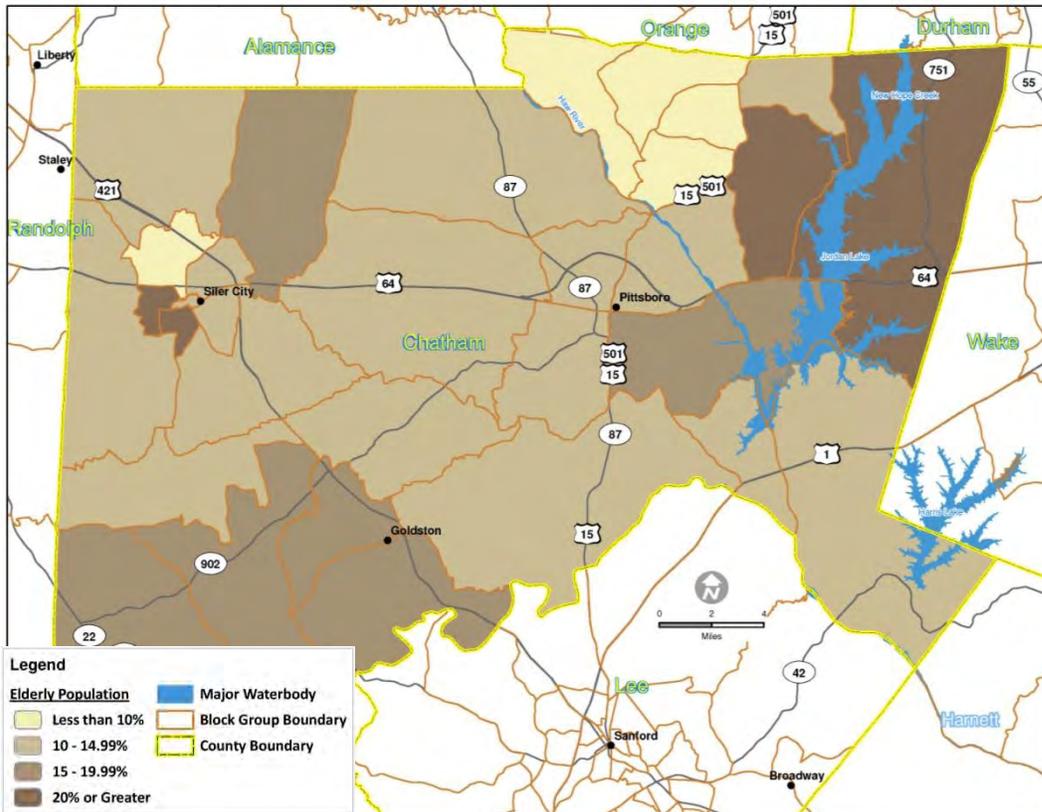
Source: 1990 Census, Summary File 1 Tables P006, P008, P011; Summary File 3 Tables P117, H041. 2000 Census, Summary File 1 Tables P7, P8, P12; Summary File 3 Tables H45, P42, P87. Notes: ¹ Population ≥ 65 years of age. ² Non-institutionalized population ≥ 5 years of age. ³ Population below poverty level. ⁴ Occupied housing units. **Disabled population was calculated differently in 1990 than 2000, values cannot be compared.

3.2.1 Elderly

Rural communities such as Chatham County generally have older populations than urban communities. Based on data from the NC Division on Aging and Adult Services, over 80 percent of the Chatham County population aged 60 and over live in rural areas. Elderly persons typically have more medical appointments and require more medical services than younger persons. As their need for medical services increases, their ability to drive tends to decrease, leaving them to rely on others to provide transportation. Serving the elderly is an important component of the services provided by CTN.

For the purposes of this report, the elderly population includes individuals over age 65. In the 2000 Census, Chatham County had a higher percentage of elderly persons (15.3 percent) in comparison to the state (12 percent). Within Chatham County, there were four Census Block Groups with the elderly population comprising more than 20 percent of the total population. Two of these Block Groups are located in the northeastern portion of the county around Jordan Lake. The other two Block Groups are located on the southern and western sides of Siler City (**Exhibit 6**).

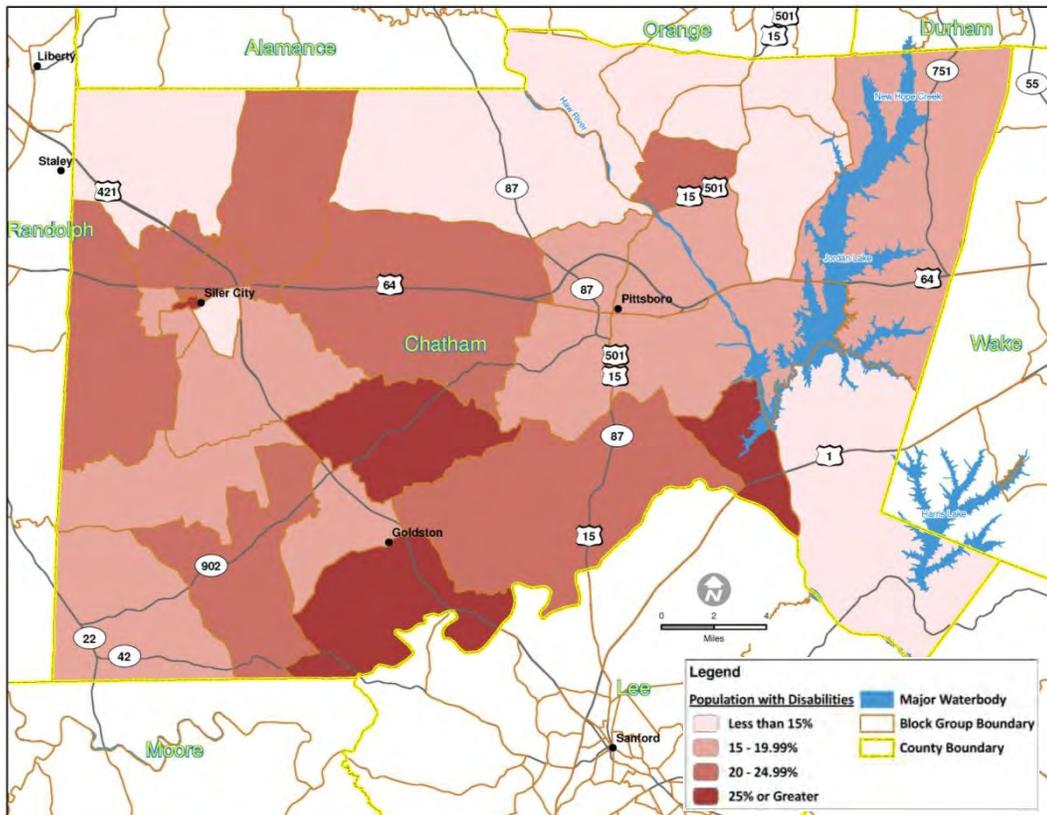
Exhibit 6: Population Age 65+ (2000 Census)



3.2.2 Persons with Disabilities

The US Census Bureau defines “disability” as a long-lasting physical, mental, or emotional condition that can make it difficult for a person to do activities such as walking, climbing stairs, dressing, bathing, learning, or remembering. This condition can also impede a person from being able to go outside the home alone or to work at a job or business. Based on the 2000 Census, approximately 18 percent of Chatham County’s population aged five and over reported a disability. This is lower than the 21 percent of the state’s population that reported a disability. Within Chatham County, there were several Block Groups in which over 25 percent of the population over age 5 reported a disability. These Block Groups are located north and south of Goldston in southern Chatham County, and around Moncure in southeastern Chatham County (**Exhibit 7**).

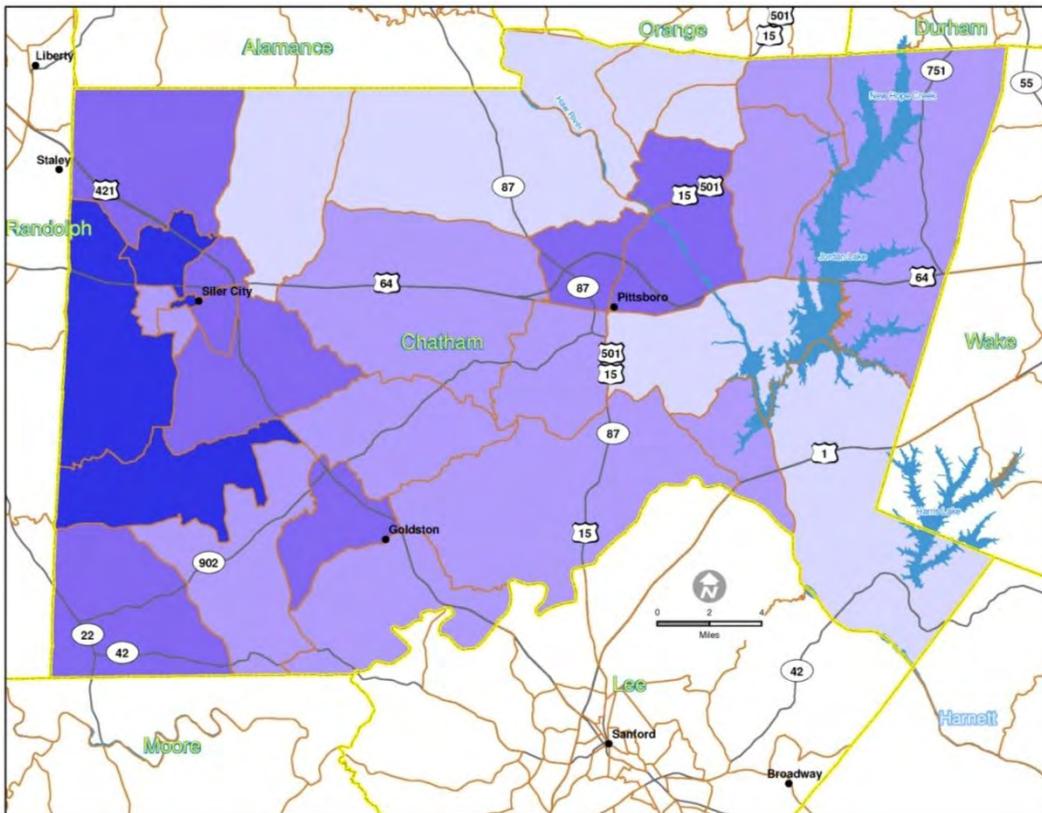
Exhibit 7: Population with Disability (2000 Census)



3.2.3 Low-Income Persons

Based on the 2000 Census, 9.7 percent of Chatham County’s population was living below the poverty level, which was less the state average of 12.3 percent. There were several Block Groups in Chatham County where greater than 15 percent of the population was below poverty level; all of these block groups are located west of Siler City along the Randolph County line (**Exhibit 8**). The 2006-2008 American Community Survey from the US Census reported the percentage of individuals in Chatham County living below the poverty level had risen to 13.3 percent.

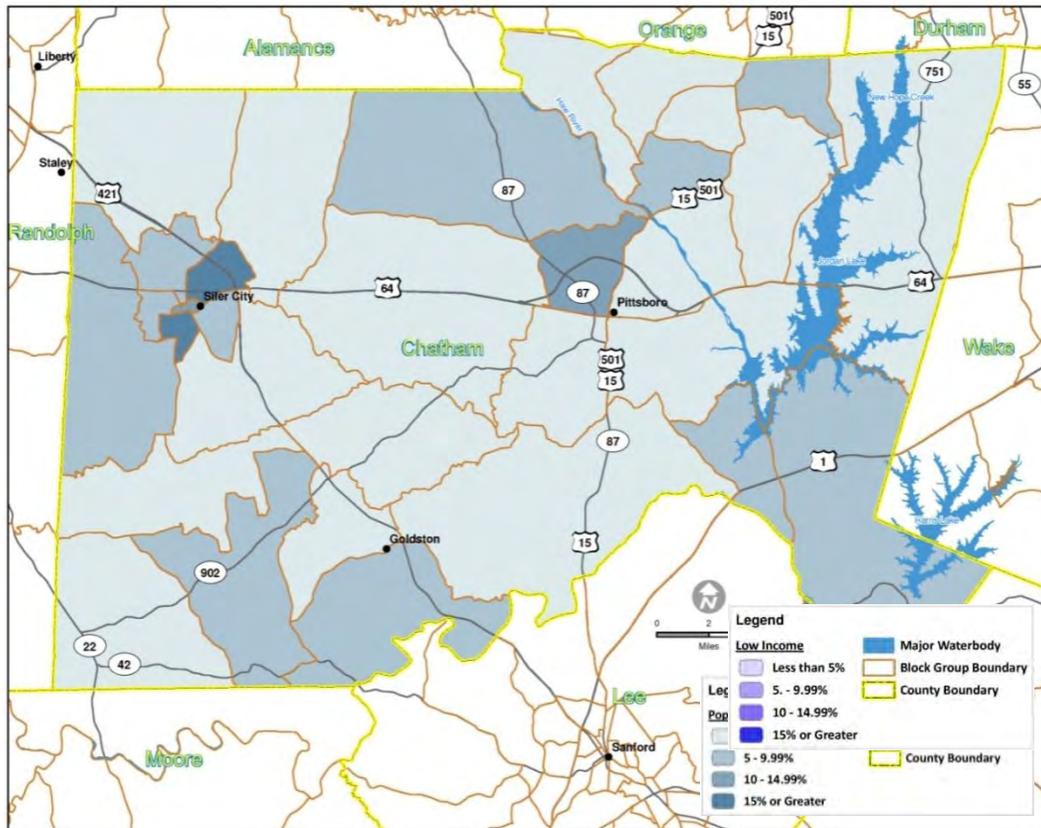
Exhibit 8: Population Below Poverty (2000 Census)



3.2.4 Vehicle Availability

The US Census Bureau reports information about the number of vehicles available to householders of occupied housing units. In 2000, nearly six percent of the occupied housing units in Chatham County had no vehicle available, which was less than the state average of 7.5 percent. The percentages of occupied housing units with no vehicle available in Siler City, Goldston, and Pittsboro were higher than the county and state at 13 percent, 11.6 percent, and 10 percent, respectively. There are two Block Groups in Siler City where greater than 15 percent of the occupied housing units do not have a vehicle available (**Exhibit 9**).

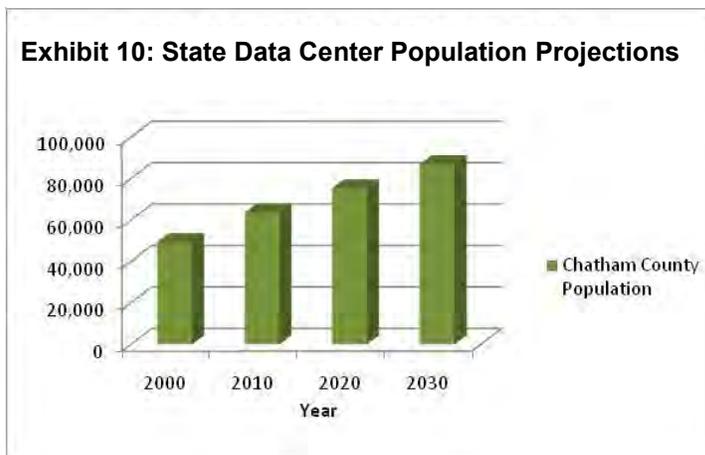
Exhibit 9: Population with No Vehicle Available (2000 Census)



As shown in the Exhibits 8 through 11, many of the transportation disadvantaged groups are located in outlying areas of the county where it is generally cost-prohibitive for CTN to provide service.

3.3 POPULATION PROJECTIONS

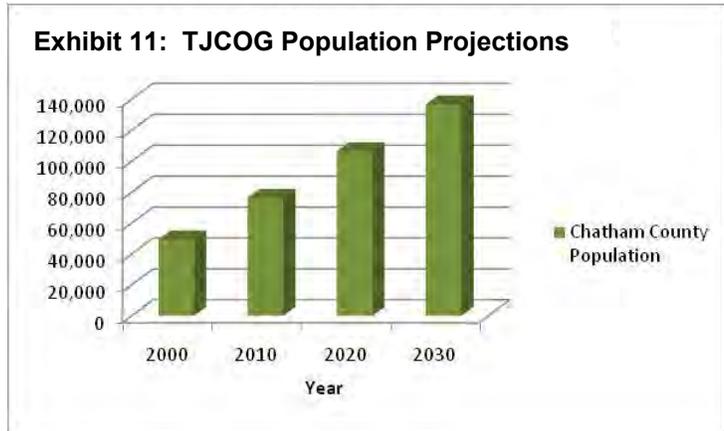
Population projections for North Carolina counties through the year 2030 are available from the NC Office of State Budget and Management (www.osbm.state.nc.us), also



known as the State Data Center. Based on the state's projections, shown in Exhibit 10, the population of Chatham County is expected to increase by 76 percent between 2000 and 2030. The Triangle J Council of Governments (TJCOG) has also prepared independent population projections for Chatham County based on projected numbers of dwelling units.

The TJCOG population projections are much higher than those from the State Data Center, as shown in **Exhibit 11**. They project the population of Chatham County will increase by 177 percent between 2000 and 2030 to over 136,000 people. Even though there is great variation between the two projections, they are consistent in projecting that the population of Chatham County will continue to increase over the next 20 years.

The State Data Center also provides population projections by age groups for each county. In Chatham County, persons over age 65 comprised 15.3 percent of the population in 2000; this percentage is expected to increase to 21.7 percent in 2030, or 18,820 people. Portions of the population over age 65 are expected to also be part of other transit-dependent groups, such as people without access to a vehicle, people in poverty, and people with disabilities. Based on this information, it is expected that the number of people who could benefit from CTN's services will also increase.



4. INVENTORY AND ASSESSMENT OF EXISTING SERVICES

4.1 CTN GOVERNANCE AND ORGANIZATIONAL STRUCTURE

4.1.1 Mission Statement

The mission statement of CTN is to initiate, provide, evaluate, and promote a safe, adequate, and convenient transit network for the citizens of Chatham County. It is envisioned that all residents of Chatham County have access to safe, comprehensive, user-friendly and efficient transportation that meets the needs of the public while preserving and sustaining human, natural, and economic resources.

4.1.2 Organizational Structure

Governing and Advisory Boards

CTN is currently governed by a Board of Directors that also serves as the Transportation Advisory Board (TAB). However, CTN is in the process of establishing a Board of Directors to act strictly as a governing board with a separate TAB to act as a technical advisory committee. This split will allow for TAB meetings to serve as a forum to discuss unmet transportation needs, service design, and customer service, while governing activities will be the focus of the Board of Directors. All members of CTN's Board of Directors will also serve as TAB members, but forming a separate TAB should allow for more public involvement and oversight of CTN while bringing in new partners and identifying opportunities for collaboration. A planning meeting to discuss formation of the TAB was held on October 1, 2010. Going forward, the TAB will meet four times per year.

The Board of Directors has no fewer than nine members and no more than 11 members and each member must be a resident of North Carolina and work or reside in Chatham County. Three members of the Board of Directors are appointed by the Chatham County Board of Commissioners and the remaining members are elected by a majority of the Board of Directors. All Board members serve three year terms and are eligible for re-election for up to two consecutive terms. Terms are staggered to introduce new ideas yet maintain continuity of purpose. Community stakeholders, including citizens, employers, human service agencies, and non-profit organizations, are represented on the TAB.

The current TAB is 13 percent African-American, 67 percent female, and seven percent Hispanic, which is generally representative of the demographic characteristics of the service area, which is 14 percent African-American, 51 percent female, and 12 percent Hispanic. Increased representation by the Hispanic community on the TAB is recommended as the Hispanic community in Chatham County continues to grow.

CTN Staff

The CTN team is made up of 25 employees, led by an Executive Director. The organization is divided into an Administration Division and an Operations Division. The Administration Division is staffed by a Finance Manager and an Administrator. The Operations Division includes an Operations Manager, Full-Time Dispatcher, Part-Time Dispatcher, and 19 Drivers.

The Executive Director is hired by the Board of Directors and is responsible for the development, funding and operation of CTN. Specific responsibilities include budget and grant application development, short and long term strategic and financial planning, contract development, operational and safety analysis, project implementation, communication with external funding sources, and community engagement. Ms. Amber Wagner became CTN Executive Director in August, 2010.

The Operations Manager manages safety and training programs, supervises the dispatchers and drivers, and manages vehicle maintenance schedules. The two yard managers, one in Pittsboro and one in Siler City, are responsible for fueling the vans, performing daily pre-trip inspections, and delivering vans for service and maintenance. All drivers are part-time employees and work an average of 30 hours per week.

A Mobility Manager was hired by Chatham County in October 2009 with American Recovery and Reinvestment Act (ARRA) funds to provide transportation planning and mobility management for the County. This position is housed in the County's Sustainable Communities Development Department and works closely with CTN, TARPO, DCHC-MPO, and NCDOT. The Mobility Manager also provides support for the County's TAB.

Staff turnover has made it difficult for CTN to focus on improving and expanding services and client relationships, especially when combined with the financial performance issues. However, the recent hiring of a new CTN Executive Director and a new Operations Manager, along with improved financial performance, ought to stabilize organizational issues within the agency.

4.2 CTN SERVICE CHARACTERISTICS

4.2.1 Services Provided

CTN offers subscription services, demand-response service, and fixed route service, as described below. CTN operates Monday through Friday, except on the following holidays: Independence Day, Labor Day, Thanksgiving and the day after, Christmas Eve, Christmas Day, New Year's Day, Martin Luther King Day, Good Friday, and Memorial Day. Under certain circumstances, transportation services can be provided on holidays. Special provisions must be made in advance, and service is contingent upon the availability of staff. CTN is also available for hire for private events and outings on a contractual basis to agencies that meet the requirements for service.

Subscription Service

Subscription service is provided to human services agencies, including but not limited to the following:

- Central Carolina Community College
- Chatham County Council on Aging
- Chatham County Department of Social Services
- Chatham County Health Department
- Chatham County Partnership for Children
- Chatham County Together
- Chatham Trades Inc.
- Family Resource Center
- Laurels of Chatham
- Lee County Industries
- Siler City Care and Rehabilitation

The general rate for subscription services is \$1.35 per mile. Medical trips have fixed rates that vary based on the type of medical service. It was recommended in the ITRE *Performance Plan* that CTN move toward flat-rate billing methods to encourage efficiency. In the agency interviews, the Department of Social Services (DSS) expressed a desire for fixed rate billing so they would know what to expect on each invoice; however, this is a challenge for CTN since trips for DSS clients are very individualized and the destinations vary widely.

CTN runs three set subscription routes for Chatham Trades: the Siler City route, the Goldston route, and the Pittsboro route. They also run one set route for an evening class at Central Carolina Community College (CCCC) and would like to build more routes with the college. CTN was recently awarded a JARC grant to provide a transportation voucher program for CCCC as part of their work readiness program. According to CTN, many subscription routes are becoming short-term in nature. For example, Sanford Industries for the Blind will advertise for a 12-week service contract. CTN has also provided short-term service for the local Montessori school and various summer camps.

Out-of-county trips (e.g., to Greensboro or Raleigh for medical appointments) are also available. It was recommended in the ITRE *Performance Plan* that set days be established for out-of-county destinations.

Project Health Rides

In November 2009, CTN began offering a non-emergency medical transportation program called Project Health Rides for Chatham County residents age 60 and older and adults with a disability or health condition that prevents them from driving. The

program, funded through a grant from NCDOT (using mostly federal dollars), helps these residents get to medical appointments and pharmacies. Project Health Rides is a voucher program, which means that an agency must provide a voucher on behalf of the resident needing transportation.

On-Demand Service

Demand-response curb-to-curb service is available within Pittsboro and Siler City and up to 2.5 miles outside the town limits from 8:00 am to 4:30 pm each weekday, and the fare is \$1.00 each way. Requests for rides must be made over the phone or using the online request form. At the present time, CTN is unable to offer general public service outside of Pittsboro and Siler City because it is cost prohibitive.

Deviated Fixed Route Service – Cross County Route

CTN established the Cross County Route in August 2009 with 11 fixed stops between Siler City, Pittsboro, and Chapel Hill that operates on a published schedule. The Cross County Route deviates up to three-quarters of a mile from the fixed route for ADA-qualified passengers. Since service began in August 2009, the Cross County Route has provided approximately 18,400 trips, which averages to over 1,500 trips per month.

Table 5 presents the Cross County Route schedule. A route map is shown in **Figure 1**. One-way fares for the Cross County Route are \$3.00 to Chapel Hill, \$2.00 for trips within Chatham County, and \$1.00 for trips within Siler City or Pittsboro. Tickets can be purchased at the CTN office in Pittsboro or from the driver. The drivers can also accept cash, but they do not make change.

CTN has not received any funding to place benches, shelters, or other amenities at bus stops. Small signs are posted at the Wal-Mart stop in Siler City and the Lowe's Park and Ride in Pittsboro.

Figure1: CTN Cross County Route/CHT Pittsboro Express Route

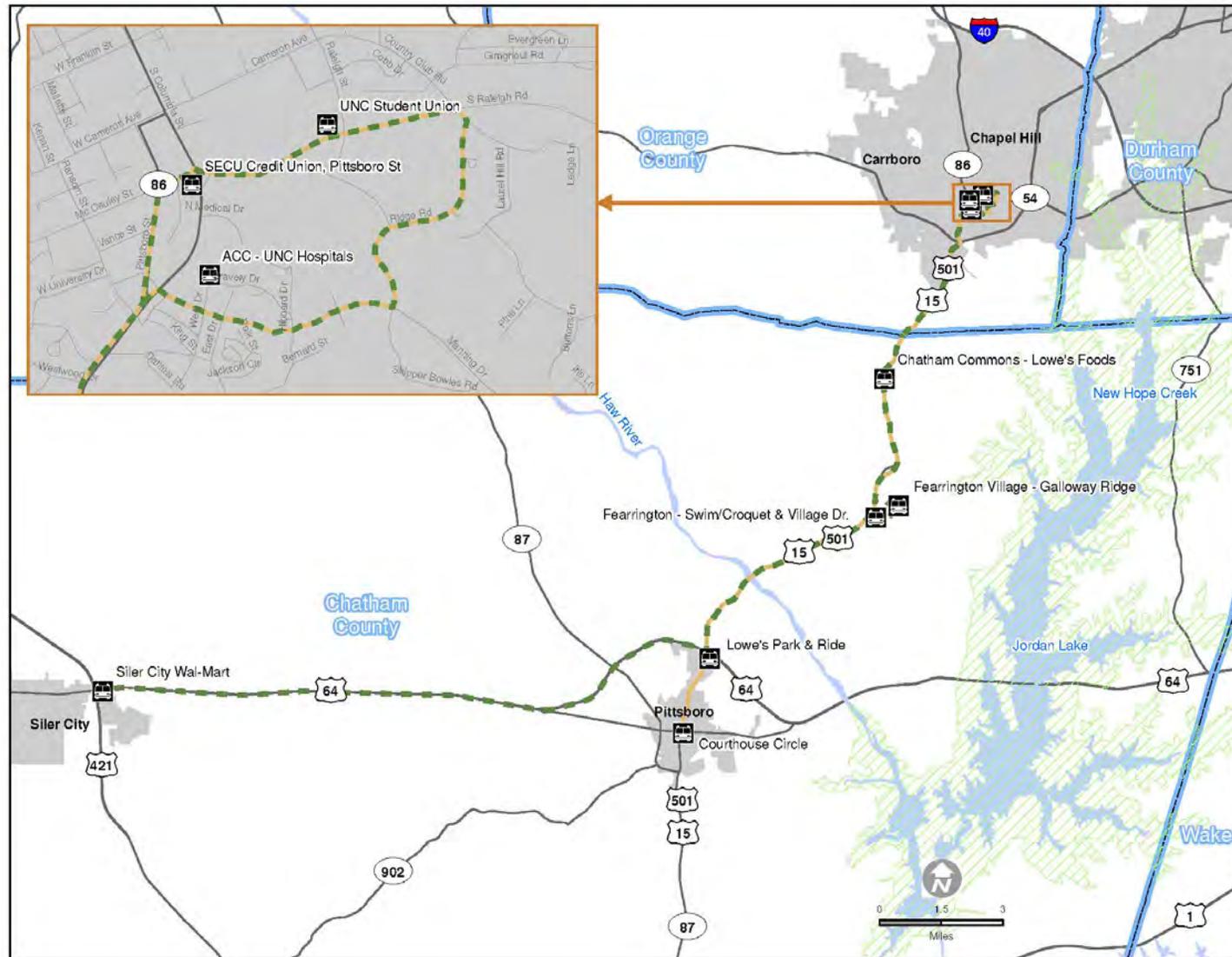


Table 5: Cross County Route Schedule			
Northbound	Time		
Siler City Wal-Mart	7:00 AM	11:00 AM	3:00 PM
Pittsboro – Lowe’s Park & Ride	7:30 AM	11:30 AM	3:30 PM
Ferrington Village – Galloway Ridge*	7:45 AM	11:45 AM	3:45 PM
Ferrington – Swim/Croquet & Village Dr.*	7:50 AM	11:50 AM	3:50 PM
Chatham Commons – Lowe’s Foods	8:00 AM	Noon	4:00 PM
ACC – UNC Hospitals	8:15 AM	12:15 PM	4:15 PM
UNC Student Union	8:25 AM	12:25 PM	4:25 PM
SECU Credit Union, Pittsboro St.	8:28 AM	12:28 PM	4:28 PM
Southbound	Time		
Chatham Commons – Lowe’s Foods	8:40 AM	12:40 PM	4:40 PM
Ferrington – Swim/Croquet & Village Dr.	8:50 AM	12:50 PM	4:50 PM
Ferrington Village – Galloway Ridge	8:55 AM	12:55 PM	4:55 PM
Pittsboro – Lowe’s Park & Ride	9:10 AM	1:10 PM	5:10 PM
Siler City Wal-Mart	9:35 AM	1:35 PM	5:35 PM

Source: www.chathamtransit.org/crosscounty.html,

*Serviced by reservation only

Fixed Route Service – Siler City Shuttle (Discontinued)

CTN recently operated fixed route pilot project service in Siler City. This service operated from 8:00 am to 6:00 pm, Monday through Friday, from November 2010 to April 2011. The one-way fare was \$1.00, with children under six years of age riding free with an adult. Disabled passengers requiring an attendant paid one fare. Tickets were available for purchase from the CTN office or from the drivers. CTN placed 25 signs at stops along the Siler City route. While there were no amenities at the bus stops, CTN located stops near existing benches or covered areas. This service proved to be challenging in terms of attracting ridership and was discontinued.

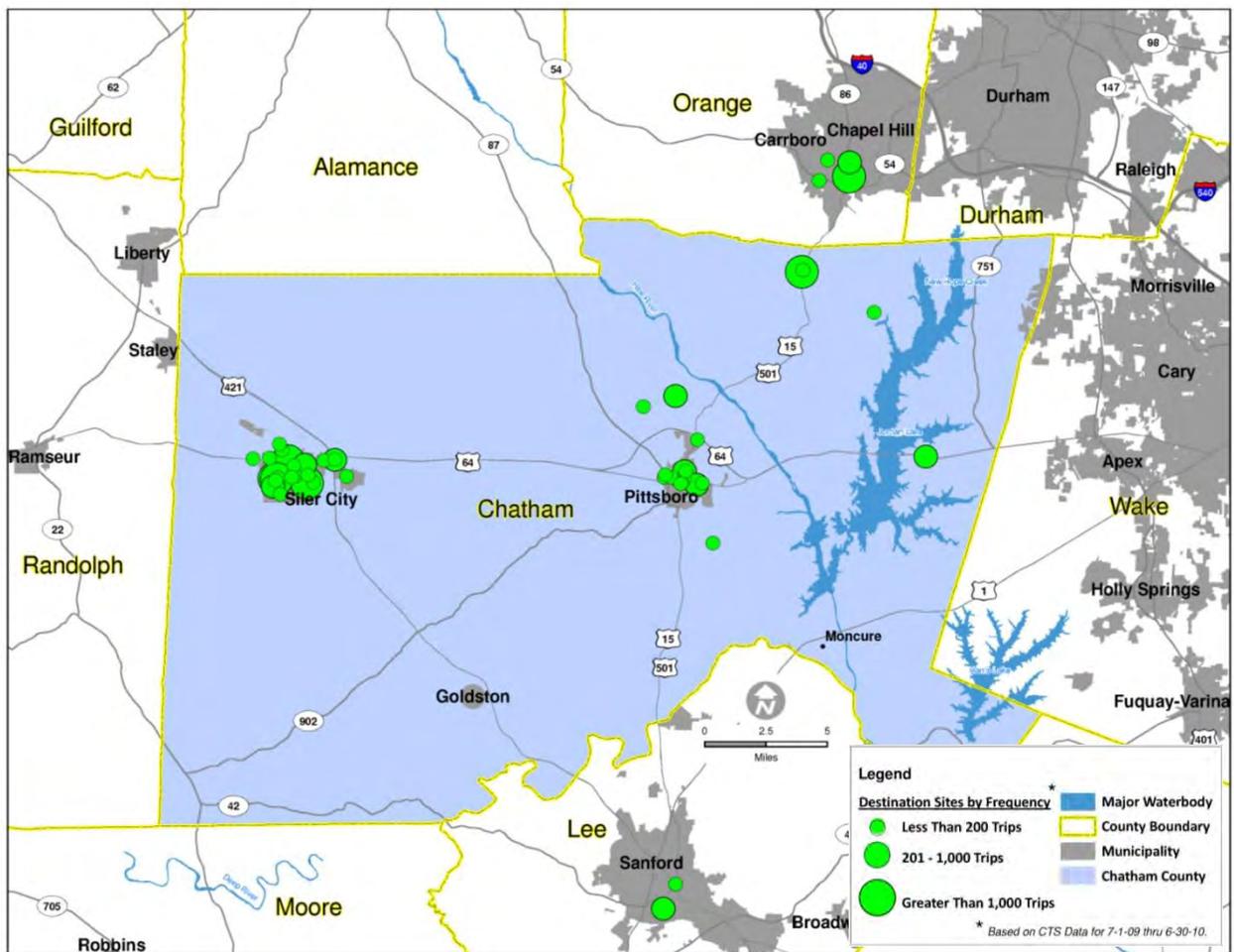
Frequent Origins/Destinations

Trip data for all CTN services combined was provided by CTN for the period between July 1, 2009 and June 30, 2010. This data was analyzed to determine the most frequent destinations for CTN trips during this time period, as presented in **Table 6** and **Exhibit 12**.

Table 6: CTN Top Destinations (July 2009-June 2010)		
Name	Address	Number of Trips
Home	various	19,484
Chatham Trades	919 Alston Bridge Toad, Siler City	3,616
Carolina Dialysis Center – Siler City	806 W. 4 th Street, Siler City	1,695
UNC - ACC	Mason Farm Road, Chapel Hill	1,582
Best Food Cafeteria	220 E. 11 th Street, Siler City	1,510
CCCC Siler City Campus	502 W. 3 rd Street, Siler City	1,427
Lowe’s Foods – Cole Park Plaza	11312 US 15-501N, Chapel Hill	1,364
Wal*Mart	14215 Hwy 64, Siler City	780
Carolina Dialysis Center - Pittsboro	US 15-501N, Pittsboro	748
Work	various	709
Sanford Dialysis Clinic	1900 KM Wicker Drive, Sanford	434
Jordan Lake	US 64	390
Sunbridge Care Home	900 W. Dolphin Street, Siler City	261
UNC Main	Manning Drive, Chapel Hill	235
Home Town Cleaners	3 rd Street, Siler City	231

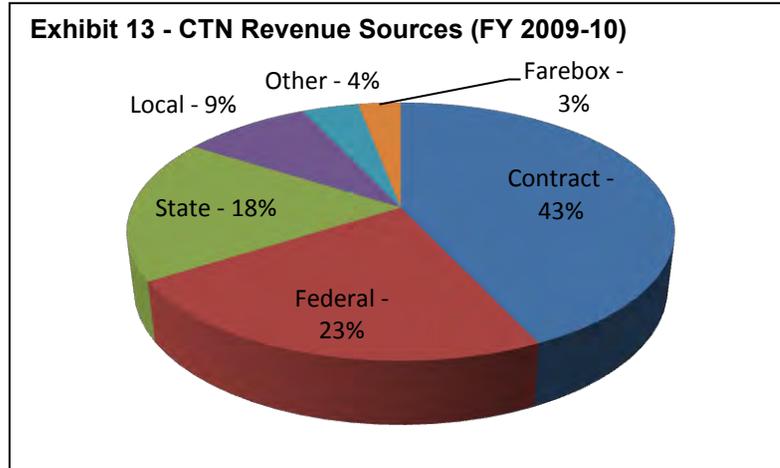
Source: CTS data for 7/1/09 through 6/30/10.

Exhibit 12: CTN Frequent Destinations



4.2.2 Existing Funding and Finances

As with most transit agencies, the fares paid by riders cover only a small portion of CTN’s costs. All available funding sources CTN could tap into are described in detail in **Appendix A**. This section summarizes CTN’s sources of revenue in FY 2009-10. Although the actual percentages vary year-by-year, in FY 2009-2010, as shown in **Exhibit 13**, CTN received



around half of its funding from federal (Federal Transit Administration [FTA]), state (NCDOT), and local government sources, with the other half provided by contracts, farebox revenue, and other sources (such as advertising, sale of assets, interest income, tax refunds, etc.).

Contract revenue has been a major source of CTN’s revenue. It is received from the subscription services provided by CTN to mostly human service agencies such as the Chatham County Department of Social Services. The Department of Social Services is by far the largest source of contract revenue for CTN (\$147,000 in contract revenue in FY 2009-10), followed by Chatham Trades (\$59,000), and Laurels of Chatham (\$44,000). In FY 2009-2010, CTN used all available formula and supplemental allocations in all three ROAP programs totaling around \$194,000:

- Elderly and Disabled Transportation Assistance Program (EDTAP): \$81,000
- Employment Transportation Assistance Program (ETAP): \$17,000
- Rural General Public Program (RGP): \$96,000

Direct local assistance to CTN totaled \$69,500 in FY 2009-10. These local funds were provided for both administrative and operating purposes. In FY 2010, Chatham County contributed \$32,500 in matching funds for administration and \$10,000 for RGP operating expenses. The United Way of Chatham County contributed \$27,000 to CTN for its operating expenses.

CTN is one of 17 non-profit agencies designated to receive Section 5311 (Community Transportation Program) funds from the Federal Transit Administration (FTA) via a NCDOT administrative contract. NCDOT has supported CTN for the last 15 years. Recently, CTN applied for and was awarded ARRA funding for replacement vehicles, preventative maintenance, and mobility management, which was received in FY2010.

The OPSTATS report provides a detailed synopsis of the administrative, operating and capital revenues and expenditures for the CTN program. This information serves as a

baseline for existing funding and expenditures. **Table 7** presents the administrative and operating revenue and expenses for FY2008, FY09, and FY2010. In FY 2010, approximately 22 percent of CTN’s administrative and operating revenue was from federal assistance, 20 percent state assistance, 9 percent local assistance, 45 percent from contract revenue, 2 percent from passenger fares, and 2 percent from other revenue. Fare revenue decreased by just over 24 percent between FY 2009 and FY 2010, while contract revenue increased by 14 percent, primarily due to Project Health Rides.

Based on the information in **Table 7**, CTN experienced an overall increase in administrative and operating revenue of 8.8 percent between FY 2009 and FY 2010, and a corresponding increase in total administrative and operating expenses of 8.1 percent. In summary, revenues exceeded expenses by over \$30,000 in FY 2009 and \$37,000 in FY 2010, where there had been a nearly equal deficit of revenues compared to expenses in FY 2008. This illustrates a positive financial turn for CTN over the last two years.

Advertising revenue of \$5,130 was reported for FY 2010. CTN sells advertising on its vehicles to recoup the ten percent local match required to purchase transit vehicles. The State funds 90 percent of the purchase price of the vehicles. The agency wishing to purchase the ad will design it, CTN will pay for the layout and application to the vehicle, and the ad remains on the vehicle for three years. When CTN purchases a vehicle, they send letters to organizations that may be interested in advertising on the vehicle. To date, Chatham Hospital and United Way have bought ads on CTN vehicles and CTN is considering hiring a company to help them sell ads.

Table 7: CTN Administrative and Operating Revenue and Expenses

Revenue and Expense	FY 2008	FY 2009	FY 2010	Change
Federal Assistance - Section 5311 - CTP Funds - Administrative	\$170,747	\$166,776	\$172,170	\$5,394
Federal Assistance - Section 5311 - CTP Funds - Operating	\$0	\$0	\$0	--
Federal Assistance - Section 5316 - JARC Funds	\$37,517	\$0	\$0	--
Federal Assistance - Section 5317 - New Freedom Funds	\$0	\$0	\$0	--
Federal Assistance - Other	\$0	\$0	\$0	--
State Assistance - CTP Funds - Administrative	\$10,672	\$10,421	\$10,760	\$339
State Assistance - ROAP Funds - Suballocated to the Transit System	\$104,442	\$122,604	\$144,507	\$21,903
State Assistance - Other	\$9,071	\$0	\$0	--
Local Assistance - Administrative Funds	\$26,185	\$30,000	\$32,500	\$2,500
Local Assistance - Operating Funds	\$0	\$35,574	\$37,000	\$1,426
Contract Revenue	\$331,032	\$309,085	\$353,726	\$44,641
Fares/Donations from passengers	\$16,286	\$18,433	\$13,915	-\$4,518
Proceeds from Sale of Vehicle(s) - (used for Admin or Operating only)	\$2,625	\$900	\$6,188	\$5,288
Interest Income	\$6	\$1	\$906	\$905
Advertising Revenue	\$0	\$5,400	\$5,130	-\$270
Other Revenue (provide description on Line 138)	\$37,019	\$21,580	\$7,206	-\$14,374
Subtotal Revenue	\$745,602	\$720,774	\$784,008	\$63,234
Debit to Revenue - Unspent ROAP Funds (suballocated to Transit System)	\$0	\$0	\$0	--
TOTAL REVENUE	\$745,602	\$720,774	\$784,008	8.8%



Table 7: CTN Administrative and Operating Revenue and Expenses

Revenue and Expense	FY 2008	FY 2009	FY 2010	Change
Expenses - Administrative - Personnel Salaries & Fringes	\$111,187	\$112,740	\$114,248	\$1,508
Expenses - Administrative - Advertising and Promotion	\$5,967	\$3,101	\$2,767	-\$3,334
Expenses - Administrative - Employee Development	\$2,050	\$2,090	\$1,942	-\$148
Expenses - Administrative - Vehicle Insurance Premiums	\$30,267	\$35,950	\$36,159	\$209
Expenses - Administrative - Indirect Services	\$0	\$0	\$0	--
Expenses - Admin	\$69,035	\$66,530	\$62,008	-\$4,522
Expenses - Administrative - Other Admin Expense	\$0	\$0	\$0	--
Subtotal Administrative Expenses	\$218,506	\$220,411	\$217,124	-\$3,287
Expenses - Operating - Driver Salaries & Fringes	\$331,594	\$274,030	\$301,812	\$27,782
Expenses - Operating - Other Operating Staff Salaries & Fringes	\$23,914	\$32,695	\$0	-\$32,695
Expenses - Operating - Mechanics Salaries & Fringes	\$0	\$0	\$0	--
Expenses - Operating - Indirect Services	\$0	\$0	\$0	--
Expenses - Operating - Fuel	\$111,227	\$94,682	\$97,140	\$2,458
Expenses - Operating - Vehicle Maintenance	\$56,027	\$34,574	\$33,352	-\$1,222
Expenses - Operating - Payment of Insurance Deductible(s)	\$0	\$0	\$0	--
Expenses - Operating - Disposal of Vehicle(s)	\$0	\$0	\$0	--
Expenses - Operating - Management/Operation Services	\$0	\$0	\$0	--
Expenses - Operating - Volunteer Reimbursement	\$0	\$0	\$0	--
Expenses - Operating - Other Transit Provider Services	\$32,087	\$22,801	\$0	-\$22,801
Expenses - Operating - Other	\$801	\$12,814	\$100,000 ¹	\$87,186
Subtotal Operating Expenses	\$555,650	\$471,596	\$532,304	\$60,708
Credits to Expense - i.e. gas tax refunds, sales tax refunds	\$0	\$1,802	\$0	-\$1,802
TOTAL EXPENSES	\$774,156	\$690,205	\$746,784	-8.2%
REVENUE MINUS EXPENSES	-\$28,554	\$30,569	\$37,224	\$6,655

Source: FY2009 OPSTATS.

1. Past fuel bill to County

Table 8 presents capital revenue and expenses. As shown in **Table 8**, capital expenses matched capital revenue in FY 2010 due to the ARRA grant.

Table 8: CTN Capital Revenue and Expenses				
CAPITAL STATEMENT	FY2008	FY2009	FY2010	Change
Revenue – Capital – ARRA Grant (Federal)	--	--	\$118,648	\$118,648
Revenue - Capital - Vehicles & Others (Federal/State)	\$52,250	\$80,507	\$61,359	-\$19,148
Revenue - Capital - Facility (Federal/State)	\$0	\$0	\$0	--
Revenue - Capital - Advanced Technology (Federal/State)	\$621	\$8,225	\$0	-\$8,225
Revenue - Capital - Capital Funding (Local)	\$5,225	\$0	6,818	\$6,818
Revenue - Capital - Insurance Proceeds from Accident	\$0	\$0	\$0	--
Revenue - Capital - Proceeds from Sale of Vehicle (used for capital only)	\$0	\$0	\$0	--
Revenue - Capital - Other	\$0	\$0	\$0	--
CAPITAL REVENUE	\$58,096	\$88,732	\$186,825	110%
Expense - Capital - Capital Purchases	\$57,475	\$88,952	\$186,825	
Expense - Capital - Body Work on Wrecked Vehicle	\$0	\$0	\$0	
Expense - Capital - Facility Renovation or Construction	\$0	\$0	\$0	
Expense - Capital - Advanced Technology Purchases	\$621	\$8,425	\$0	
Expense - Capital - Other	\$0	\$0	\$0	
CAPITAL EXPENSE	\$58,096	\$97,377	\$186,825	92%

Source: FY2009, FY 2010 OPSTATS

4.2.3 Operating Statistics and Performance Measures

Historical Operating Statistics and Overall Trends

As part of their grant funding requirements, CTN prepares annual operating statistics reports (OPSTATS). **Table 9** and **Table 10** highlight CTN’s historical and statistical trends in the FY 2006-2010 time period.

In the FY 2006-2010 period, the number of reported annual system-wide passenger trips decreased from nearly 75,000 to 44,000 – a nearly 40 percent decrease in five years. This trend can hopefully be reversed (and a variety of ways aimed at increasing CTN ridership are proposed in sections below), but it needs not only to be reversed but also sustained if CTN is to become eligible for an Advanced Scheduling Software technology grant, the threshold for which is 300 average weekday passenger trips. In FY 2010, CTN reported 43,604 annual weekday passenger trips, translating to around 171 weekday daily riders.

However, with new recommended deviated fixed route services from Sanford to Pittsboro and Siler City, along with expansion of service hours and a dedicated push towards an increase in Rural General Public ridership, CTN can anticipate crossing the required average daily passenger trip threshold to qualify for technology in the final year of this Five-Year CTSP. The service improvement recommendations aimed at securing that goal are explored in **Section 6**.

**Table 9. Historical Operating Statistics, Annual (FY 2007-10)**

Operating Statistics	2007	2008	2009	2010	% Change 2007-2008	% Change 2008-2009	% Change 2009-2010
Ridership							
Total Passenger Trips	69,721	58,396	52,177	44,397	-16.2	-10.7	-14.9%
Non-Contract Trips	13,473	0	0	16,110	-100	N/A	N/A
Medicaid (Contract)	4,987	4,590	5,760	5,432	-8	25.5	-5.7%
Other Contract Agency	51,261	53,806	46,417	22,855	5	-13.7	-50.8%
Mobility Impaired Passenger Trips	5,762	6,599	5,939	4,391	14.5	-10	-26.1%
Service							
Total Service Miles	402,645	508,013	426,241	478,130	26.2	-16.1	12.2%
Total Service Hours	22,282	21,458	19,320	18,452	-3.7	-10	-4.5%
Total Passenger Trips per Service Hour	3.13	2.72	2.7	2.41	-13.1	-0.7	-10.7%
Total Passenger Trips per Service Mile	0.17	0.11	0.12	0.09	-35.3	9.1	-25.0%
Budget							
Total Expenses	\$703,238	\$774,156	\$690,205	\$746,784	10.1	-10.8	8.2%
Total Contract Revenue	\$403,974	\$331,032	\$309,085	\$353,726	-18.1	-6.6	14.4%
Fare Revenue	\$13,293	\$16,286	\$18,433	\$13,915	22.5	13.2	-24.5%
Cost per Passenger Trip	\$10.14	\$13.26	\$13.23	\$16.82	30.8	-0.2	27.1%

Source: OPSTATS Reports for 2007, 2008, 2009, and 2010

Table 10. CTN Trends (FY 2006-10)

FY Year	Revenues	Expenses	Surplus (Deficit)	Passenger Trips	Farebox Revenue	Contract Revenue	Major internal/external events
2006	\$678,232	\$677,856	\$376	74,693	\$16,595	\$402,743	Rising fuel cost.
2007	\$770,439	\$703,238	\$67,201	69,721	\$13,293	\$403,974	General public fare increase from \$1 to \$3.
2008	\$770,582	\$845,773	(\$75,191)	58,396	\$16,286	\$331,032	Economic downturn. Escalated fuel cost.
2009	\$720,774	\$690,205	\$62,886	52,177	\$18,433	\$309,085	Loss of COA Nutrition contract.
2010	\$784,008	\$746,784	\$37,224	44,397	\$13,915	\$353,726	Increase in expensive, service miles extensive out-of-county medical trips. \$100,000 past fuel bill paid to Chatham County.

Source: OPSTATS Reports for 2006, 2007, 2008, 2009, and 2010

The recent financial results are impressive considering that the agency has had to deal with rising fuel costs, especially in 2006 (when gas prices skyrocketed nationwide) and again in 2008. Interestingly, the number of passengers increased dramatically in 2006 when the population of Chatham County, faced with high gas prices, might have

considered transit as an alternative to driving. CTN has done exceptionally well in terms of managing its finances and available resources during the recent economic downturn. The average net operating surplus in the FY 2006-2010 period was \$18,500.

In 2007, the general public's CTN fare increased from \$1 to \$3 per ride. Although it did not have much effect on farebox revenues, it caused a dip in ridership numbers in 2007 and 2008. In 2008, the effects of the nationwide recession hit Chatham County: local residents traveled less in general (since unemployment increased), there was a decrease in transit demand, and fuel cost remained at elevated levels throughout the year. The resulting operating deficit in FY 2008 was over \$75,000.

In 2009, CTN lost one of its major clients – Council on Aging Nutrition. As a result, reported contract revenue decreased dramatically. System-wide ridership plummeted, although the perhaps unintended positive effect of the plunge was a decrease in operating expenses that allowed CTN to post a surplus in FY 2009.

In 2010, CTN began offering Project Health Rides (PHR), a curb-to-curb subscription service intended mostly for out-of-county medical trips. While PHR has proven to be very successful and has experienced a sharp increase in ridership since its inception, it has also been very expensive to provide. In 2010, CTN was faced with increased operating expenses (although revenues had kept on par), declining farebox revenues, and declining overall ridership (except for PHR).

Peer Review Analysis

Vehicle Utilization Data (VUD) from Fall 2008 and Fall 2009 was used in the ITRE *Performance Plan* to evaluate CTN's performance in comparison to peer systems in the state. The notable conclusions from the VUD comparison were as follows:

- CTN's passenger counts were below the peer group average and the Performance Plan recommended that CTN explore ways to attract more riders.
- CTN carried more wheelchair passengers than their peers. This can create difficult scheduling scenarios and it was suggested that CTN schedule wheelchair trips first.
- CTN had significantly more deadhead miles and hours than the peer group. Consolidation of routes was recommended to reduce deadhead.

Based on updated VUD for Spring 2010 provided by ITRE, presented in **Table 11**, CTN's passenger counts were still 47 percent below the peer group average and CTN's average daily passenger counts have been declining since 2008. On the positive side, CTN's average daily no-shows were well below the peer group average and their passengers per service hour and passengers per revenue hour were above the peer group average. CTN's deadhead miles and hours were generally consistent with the peer group average. CTN has been working for the past few years to make their service more efficient and that is reflected in their VUD. Moving forward, CTN would like to shift their focus to attracting new riders.

Table 11: Peer Group Analysis for Spring 2010

Average Weekday Statistic	Peer Group Average		CTN		Percent Difference
	Number	Percent of Total	Number	Percent of Total	
PASSENGERS					
Average Daily Passengers	221	--	150	--	-47
Average Daily No-Shows	5.4	2	0.6	<1	-803
Average Daily Wheelchair Passengers	19.4	9	12.6	8	-54
VEHICLES					
Total Vehicles	21	--	20	--	-6
Vehicles with Lifts	11	52	11	55	0
HOURS					
Service Hours	95	--	55	--	-72
Revenue Hours	75	79	33	59	-129
Deadhead Hours	20	21	23	41	10
MILES					
Service Miles	1,894	--	1,375	--	-38
Revenue Miles	1,466	77	952	69	-54
Deadhead Miles	428	23	423	31	-1
PASSENGER RATIOS					
Passengers per Service Hour	2.53	--	2.71	--	7
Passengers per Revenue Hour	3.51	--	4.59	--	23
Passengers per Service Mile	0.122	--	0.109	--	-12
Passengers per Revenue Mile	0.164	--	0.158	--	-4

Source: ITRE, May 2010.

Performance Measures

In order to gain further insight into the efficiency and effectiveness of existing CTN services, an analysis of ridership and operating data was conducted. The most recent available Operating Statistics (OPSTATS) FY 2009-10 data was reviewed to identify passenger activity levels, marginal costs, fully allocated costs, allocated subsidy, farebox recovery ratio, and average fares. The results of this performance review are:

- Fully allocated cost per hour of service measuring the overall cost of providing CTN services
- Annual performance analysis review measuring CTN's productivity, efficiency, and financial strength.

The results are described in detail below.

Fully Allocated Cost per Service Hour. One of the most useful indicators of the overall transit system's performance is the fully allocated cost per hour of service. The inputs needed to calculate that performance measure for CTN's FY 2009-10 are shown in **Table 12**. The specific operating cost line items, derived from OPSTATS FY 2010 submitted to NCDOT were allocated to a quantity of service (vehicle service hours, vehicle service miles, vehicle, or fixed cost) for the purposes of constructing a cost allocation model. Employee services, for example, were allocated to fixed costs, while vehicle fuel costs were allocated to vehicle service miles.

The particular forecasting model used to derive the fully allocated cost of per service hour is based on the Federal Transit Administration's *Procedures and Technical Method for Transit Project Planning* and NCDOT, Public Transportation Division / ITRE's guidelines. When the input expenses are combined with unit quantities of service, the following cost allocation model is developed for CTN:

$$\begin{aligned} \text{Operating Cost} = & \\ & \$3.36 \times \text{Annual Vehicle Service Hours} \\ & + \$0.90 \times \text{Annual Vehicle Service Miles} \\ & + \$2,009 \times \text{Number of Revenue Vehicles} \\ & + \$116,313 \text{ in Annual Fixed Costs} \end{aligned}$$

The fully-allocated hourly cost is calculated by dividing the total operating cost, excluding any one-time charges but including recurring deductions, by the annual vehicle service hours operated, yielding an hourly cost of **\$35.05**.

The cost equation and fully-allocated hourly cost can be used to estimate costs associated with service changes, such as the addition of a new route or changes in the hours of service. As such, \$35.05 per service hour is used for estimating the actual projected cost of expanding or providing new CTN services in the future years, since it most closely represents the hourly cost of implementing service enhancements in this Five-Year CTSP.

It should be noted that while \$35.05 represents the fully allocated cost of providing CTN service per hour in 2010 dollars, if all variables are held constant in the future, the figure would still need to be adjusted by future inflation factors. Although initial estimated cost of the proposed recommendations might be cited utilizing the \$35.05 FY 2010 cost, the actual implementation cost will vary based on inflation factors and other dependencies (such as ridership projections that, in turn, affect farebox revenue estimates). The inflation factors used in this CTSP are provided by the NCDOT, Public Transportation Division and are shown in **Table 13**.



Table 12. Fully Allocated Cost Per Hour of Service (FY 2009-10)

Line Item	Expenses	Fixed Costs	Cost Assigned To...		
			Service Vehicle		Revenue Vehicle
			Hours	Miles	
Employee Services	\$114,248	\$114,248			
Advertising	\$2,767	\$2,767			
Insurance	\$36,159				\$36,159
Vehicle and Equipment Operating	\$432,304			\$432,304	
Contract Services	\$62,008		\$62,008		
Professional Development	\$1,942	\$1,942			
Subtotal Charges	\$649,428	\$118,957	\$62,008	\$432,304	\$36,159
Line Item	Deductibles				
Past due fuel bill to Chatham County (one-time expense) – not included	\$ (100,000)			\$ (100,000)	
Credits (tax refunds)	\$ (2,644)	\$(2,644)			
Total	\$646,784	\$116,313	\$62,008	\$432,304	\$36,159
	<i>Unit Quantities</i>	<i>N/A</i>	<i>18,452</i>	<i>478,130</i>	<i>18</i>
	<i>Cost Per Unit</i>	<i>\$116,313</i>	<i>\$3.36</i>	<i>\$0.90</i>	<i>\$2,009</i>
Fully Allocated Cost per Hour of Service			\$ 35.05		

Source: 2010 OPSTATS

Table 13. NCDOT, PTD Inflation Factors (FY 2010-16)

Year	Inflation factor	Actual year-to-year inflation
2010	1.0000	1.0000
2011	1.0200	1.0200
2012	1.0608	1.0408
2013	1.1032	1.0424
2014	1.1474	1.0442
2015	1.1933	1.0459
2016	1.1933	1.0000

Annual Performance Analysis. Annual performance analysis is another measure used for measuring the ‘health’ of CTN. The analysis is based on available CTN FY 2010 OPSTATS data and assumes no change in the level of service. This data will be used to estimate Base Case scenario estimates for the future years of the Five-Year Plan. The variables included in the analysis measure CTN’s productivity, effectiveness, and financial efficiency. CTN annual performance analysis is shown in **Table 14**.

Productivity. Service effectiveness is perhaps best measured by “productivity,” defined as the number of one-way passenger trips provided per each service hour. As shown in **Table 14**, CTN’s productivity was at 2.4 one-way passenger trips per vehicle service hour in Fiscal Year 2009-10.

Table 14. CTN Annual Performance Analysis (FY 2009-10)	
Line Item	Systemwide
One-way Passenger Trips	44,397
Operating Expenses	\$646,784
Passenger Fares (Contract Revenue)	\$353,726
Passenger Fares (excluding Contract Revenue)	\$13,915
Vehicle Service Hours	18,452
Vehicle Service Miles	478,130
Passenger Trips / Vehicle Service Hours	2.4
Passenger Trips / Vehicle Service Miles	0.09
Operating Cost per Passenger - Trip	\$14.57
Operating Subsidy per Passenger - Trip	\$6.60
Farebox Recovery Ratio	54.69%
Fare per passenger trip (Contract revenue)	\$7.97
Fare per passenger trip (excluding contracts)	\$0.31

Source: OPSTATS Reports FY 2009-2010

Effectiveness. Another performance measure of transit’s effectiveness calculates the number of provided passenger trips per vehicle service mile. As shown in **Table 14**, CTN provided 0.09 one-way passenger trips per vehicle service mile in Fiscal Year 2009-10.

Financial Efficiency. The financial efficiency of a given transit system can be measured by the operating cost per one-way passenger trip. CTN’s operating cost per one-way passenger trip in Fiscal Year 2009-10 was \$14.57. As expected, CTN has subsidized each passenger trip – subtracting farebox revenue from the total cost and dividing it by the number of passenger trips yields the subsidy required per one-way passenger trip.

The operating subsidy per passenger is an important measure of a transit system’s performance, particularly because it directly compares the most significant public input (public subsidy funding) with the most significant output (one-way passenger trips). CTN required a subsidy of \$6.60 per one-way passenger trip in Fiscal Year 2009-10.

Lastly, one known measure of a transit system's cost-effectiveness is the farebox recovery ratio. The measure is particularly useful in finding out whether the mandated minimums required for obtaining state funding are being met. The system-wide farebox recovery ratio was at 54.7 percent, largely thanks to CTN's healthy contract revenue stream.

Overall, CTN ended up with 31 cents net in fares per each passenger trip when contract revenues are excluded (and only passenger fares are included), and nearly \$8 in fare per passenger trip for contract revenue based trips.

4.2.4 Support Systems

This section discusses scheduling software, scheduling/reservation policies, dispatching, and marketing/advertising efforts.

Scheduling Software

CTN has been using CTS scheduling software since 2006. Prior to 2006, all trip data was kept in spreadsheets. Ridership appeared to decline after CTN began using the CTS software, but this is attributed to bookkeeping issues rather than a notable decline in ridership. In 2009, CTN became a pilot system for an online version of the CTS system. With the online version, the dispatchers are able to access the system from outside the office (e.g., from home) if necessary. The only issue CTN has had with the online system is reporting, since the trip data is stored on the CTS server.

In July 2010, CTN dispatchers were given a tutorial on automated scheduling, but they have not yet implemented it. They would like to use the automated scheduling feature in the near future, and will likely use it in conjunction with manual scheduling. A mapping feature is also available with the online version of CTS, but the dispatchers generally prefer to use Google Maps. CTN would ultimately like to have mobile data terminals, but may not meet the current state requirement of a minimum of 300 riders per day to qualify for funding.

Scheduling/Reservation Policies

For on-demand service in Siler City and Pittsboro, same day service is available between 8:00 am and 4:30 pm each weekday. The average pickup time for same day service is fifteen minutes, but exact times for pick-up and drop-off cannot be guaranteed. If a passenger has an appointment at a specific time, they must reserve their ride by noon the day before the appointment to ensure they make it on time.

For a guaranteed seat on the Cross County Route, passengers must call by noon the day before they wish to ride to make a reservation. The remaining seats are available on a first-come first-served basis. According to CTN policies, all communications for pick-up and drop-off must be made through a CTN dispatcher, not through the drivers. Reservations can be made via telephone or through the CTN website. Seats on the Siler

City Shuttle (discontinued) were first-come, first-served. Passengers were picked up at the designated stops and no reservations were needed.

The cancellation policy in CTN’s contracts states that reservations must be cancelled at least four hours before the scheduled departure time or before 7:00 am the day of the scheduled trip. The cancellation policy is not strictly enforced and is not stated on the CTN website or in the CTN handbook. If a passenger calls for a ride and is not available when the driver arrives, it is recorded as a no-show. Riders are allowed two no-shows in six months. CTN will send a warning letter after the first no-show. After the second no-show, the passenger will not be allowed to use CTN services for 90 days. If a passenger does not show up for a scheduled pick-up two additional times in the next six months following a 90-day suspension, their ridership privileges will be permanently revoked. This policy is described in the CTN Handbook and on under “Rules of the Road” on the CTN website.

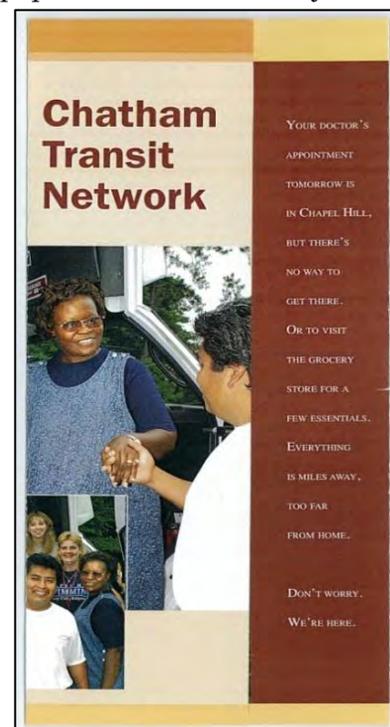
Dispatching

CTN uses real time dispatching. Dispatching is handled by two dispatchers based in the CTN office in Pittsboro and supervised by the Operations Manager. The full-time dispatcher comes in at 7:00 am and checks messages regarding cancellations or trip requests before the phone lines open at 8:00 am. She dispatches from 8:00 am to 12:00 pm, and then the part-time dispatcher takes over from 12:00 pm to 5:00 pm. This allows the full-time dispatcher to focus on scheduling between 12:00 pm and 3:00 pm when her shift ends. The full-time dispatcher is also on call in the evenings to handle any issues that arise while the office is closed. The dispatchers do not currently speak Spanish, which is an issue that should be addressed as the Hispanic population of the county is rapidly growing.

Manifests are printed by 3:00 pm each day, envelopes are delivered to the vans, and the drivers are notified. Generally the yard managers deliver the manifests to the vehicles. CTN outstations 11 of their 18 vehicles at a parking lot behind the old Chatham Hospital in Siler City, but the property has been sold and CTN must find a new low-cost, secure location to store their out-stationed vehicles.

Marketing/Advertising Efforts

CTN does not have a formal marketing plan, but they advertise their services in a variety of ways. The CTN website (www.chathamtransit.org) provides updated information on services and routes. They distribute brochures in both English and Spanish at various community events, including the DSS non-profit fair and the festival at Shakori Hills, located near Silk Hope in



Chatham County. For the spring 2010 festival at Shakori Hills, CTN ran a free biodiesel shuttle between the festival and Chatham Mills in Pittsboro (adjacent to the CTN office). This was great exposure for CTN.

CTN also uses a local newspaper, the Herald Sun, to inform the community about CTN and its services through press releases and letter to the editor. For FY2010, the CTN budget included \$3,962 for paid advertisements and \$991 for promotional items. Moving forward, CTN would like to work on branding and focusing their marketing efforts on targeted areas where the need for their services and chance for increased ridership is greatest.

4.2.5 Vehicle Fleet and Capital Facilities

Vehicle Fleet

CTN owns its vehicles and typically uses federal and state grant funding to purchase replacement vehicles. Currently, CTN maintains 18 vehicles, 12 of which are ADA accessible. The average age of the fleet is 4.8 years. Details of the vehicle fleet are provided in **Table 15**.



CTN has adopted Preventative Maintenance Policies (last revised February 25, 2009) to ensure the continued safe operation of its vehicles.

Fleet maintenance follows the manufacturer’s minimum standards for preventative maintenance. The NCDOT Compliance, Capacity, and Proficiency Review for CTN in April 2010 indicated that preventative maintenance (PM) did not appear to coincide with the targeted maintenance intervals and less than 20 percent of PMs were performed on time.

Table 15: CTN Service Fleet for FY 2010

VIN Number	Vehicle ID	Vehicle Type	Condition	Seats	Wheelchair Capacity	Mileage (as of 5/10)	Anticipated Replacement
2B6LB31Z0YK159637	C5	Center Aisle Van	Good	14	0	251,005	2009
2B7LB31Z32K129258	C8	Center Aisle Van	Good	14	0	188,172	2010
2B7LB31Z82K129921	C9	Center Aisle Van	Good	14	0	120,311	2010
2D7LB31Z93K526948	RC1	Conversion Van	Good	14	0	114,354	2015
2D7LB31Z33K526847	L5	Lift Equipped Van	Good	8	2	211,180	2013
1FTSS34L06DA71936	L6	Lift Equipped Van	Good	9	2	116,182	2013
1FTSS34L06DA71935	L7	Lift Equipped Van	Good	9	2	113,017	2015
1FTSS34L67DA63907	L8	Lift Equipped Van	Good	9	2	93,554	2015
1FTSS34L87DA63908	L9	Lift Equipped Van	Good	9	2	97,363	2015
1FTDS34L89DA46022	L10	Lift Equipped Van	Excellent	8	2	27,985	2017
	L11	Lift Equipped Van	Excellent	6	2	**	2014
	L12	Lift Equipped Van	Excellent	6	2	**	2014

VIN Number	Vehicle ID	Vehicle Type	Condition	Seats	Wheelchair Capacity	Mileage (as of 5/10)	Anticipated Replacement
1FTSS34LX6HA65327	SL2	Lift Equipped Van	Good	7	4	92,556	2014
1FDXE45S84HA08156	B4	25 ft. LTV*	Good	24	0	39,196	2017
1FDXE45S76DA20616	B5	25 ft. LTV*	Good	16	4	72,347	2012
1FD4E45P28DA92051	B6	25 ft. LTV*	Excellent	18	2	63,432	2017
1FD4E45P28DA92051	B7	22 ft. LTV*	Excellent	12	2	18,449	2014
1FMCA11U4TZB35236	MV2	Minivan	Poor	6	0	161,078	2015

Source: CTN. Notes: *Light Transit Vehicle. **These vehicles were acquired in June, 2010.

Each driver (or the yard supervisor) inspects his or her vehicle before departure by completing a Pre-Trip Inspection Form and immediately reports any problems so that necessary maintenance can be scheduled accordingly. The completed inspection forms are submitted to the operations manager at the end of each month. If a problem develops during a trip, a Post-Trip Defect Report is completed and immediately submitted to the operations manager. A washing service washes the CTN vehicles on Saturdays.

Capital Facilities

CTN leases their office space at 480 Hillsborough Street, Building F, Suite 110 in Pittsboro, NC. This facility is not large enough to accommodate existing operations. In addition, it is on the ground floor of the building and not visible from the street. Vehicles are parked in the facility's parking lot, which is not secure. CTN is in the fourth year of a five-year lease for this facility in Pittsboro. When the lease is up, they would like to consider moving their offices to Siler City or somewhere else in Pittsboro. In the meantime, CTN might consider opening a satellite facility in Siler City. Siler City offered to let the CTN drivers use the break room in the new town hall and the schedule has been designed to provide the drivers a break at this stop. However, in the long term, it is preferred that the drivers have a facility where the vehicles are stationed.

CTN recently applied for a Section 5309 Bus and Bus Facilities Livability Initiative Program grant for a facility in Siler City, but they were deemed an ineligible applicant. The parking lot where vehicles are stationed in Siler City is leased from Chatham Hospital, but as stated above, the property has been sold and CTN needs to find a secure location for their vehicles.

4.3 OTHER TRANSPORTATION SERVICE PROVIDERS

There are several organizations in addition to CTN that provide transportation services in Chatham County. These organizations and their services are described in the following sections. They include Chapel Hill Transit, Triangle Transit Authority, County of Lee Transit System, Regional Coordinated Area Transportation System (RCATS [Randolph County]), Sister 2 Sister, and private transportation services.

4.3.1 Chapel Hill Transit

The primary mission of Chapel Hill Transit (CHT) is to provide safe, convenient, affordable, reliable, and responsive public transportation services to residents and visitors of the Chapel Hill, Carrboro, and University of North Carolina communities. CHT offers fixed-route bus service, EZ Rider service for the mobility challenged, and shared-ride service.

In August 2009, CHT began operating the Pittsboro Express (PX) route from Pittsboro to UNC-Chapel Hill during peak hours on weekdays. The service was designed to meet the transportation needs of a significant number of Chatham County residents that are employed by the Town of Chapel Hill, UNC, and UNC Hospitals. The fare for the fixed route is \$3 each way, or \$65 for a 30-day pass. A free park and ride for this route is available at the Lowe’s Home Improvement in Pittsboro on US 15-501 at US 64. The PX route stops at the Chatham County Courthouse, Lowe’s Park and Ride, UNC Hospital parking deck, UNC Student Union, and State Employees’ Credit Union (Pittsboro St. in Chapel Hill). The CTN Cross County route works in conjunction with the CHT PX route, as shown in **Figure 1**.

The PX route is a NCDOT/FTA-funded demonstration route using Job Access and Reverse Commute (JARC) funds. Ridership will determine if the route is maintained. Ridership has steadily increased since the route began, as shown in **Table 16**. Ridership dipped in May, which is typical due to school being out, but ridership is expected to increase as fall approaches. It should be noted that Chatham County commissioners voted on January 4, 2011, to not renew the existing contract and effectively placed the continuance of the CC route under a question mark. This CTSP assumes that the CC route will remain in operation.

Month, Year	Total Rides	Average Daily Rides
September 2009	861	39
October 2009	1,914	87
November 2009	1,940	102
December 2009	1,120	56
January 2010	1,830	92
February 2010	1,840	92
March 2010	3,381	147
April 2010	2,520	115
May 2010	1,968	94
June 2010	2,068	94

Source: Chapel Hill Transit.

Through the UNC Commuter Alternatives Program, Chatham County residents who work or attend school at UNC-Chapel Hill can park their cars at a Town of Chapel Hill and UNC sponsored park and ride lot on US 15-501, just north of Old Lystran Road, and ride the Chatham County Express (CCX) route bus to campus. The CCX route runs from

5:20 am to 9:20 pm between the park and ride lot, the UNC Student Union (South Road), and UNC Hospital (Mary Ellen Jones Building) (Town of Chapel Hill Web site: www.townofchapelhill.org/index.aspx?page=708). The parking and shuttle are free, but a permit is required from UNC-Chapel Hill for the Commuter Alternatives Program. The UNC Transportation Demand Manager is a member of the Chatham County TAB and CTN's Board of Directors as well as the Steering Committee for this CTSP.

4.3.2 Triangle Transit Authority

Triangle Transit operates regional bus and shuttle service, paratransit services, ridematching, vanpools, and provides commuter services for the Raleigh-Durham-Chapel Hill area including Apex, Cary, Chapel Hill, Durham, Garner, Hillsborough, Knightdale, RDU International Airport, Raleigh, Research Triangle Park, Wendell, Wake Forest, and Zebulon (Triangle Transit Web site: www.triangletransit.org).

Vanpools provide an attractive transportation alternative to groups of commuters who live and work near each other, and share approximately the same work hours. Monthly passenger fares are generally based on the distance the vanpool travels and cover vehicle costs, maintenance, fuel, and insurance expenses.

Triangle Transit currently operates two vanpools that originate in Chatham. The first travels from a park and ride at Siler Crossing (near US 64 and US 421) in Siler City to UNC-Chapel Hill. The vanpool can carry 11 passengers and is currently full. The cost of the vanpool is \$87 per month. The second vanpool travels from Pittsboro (317 East Street) to RTI International in RTP. This vanpool can also carry 11 passengers and is currently full. The cost of the vanpool is \$85 per month.

4.3.3 County of Lee Transit System

The County of Lee Transit System (COLTS) is a coordinated transit system that provides transportation services for the general public and human service agencies in Lee County. COLTS vehicles operate 6:00 am to 6:00 pm Monday through Friday throughout the Sanford city limits and Lee County. COLTS also provides transportation for DSS clients to out-of-county medical facilities, including facilities in Chapel Hill that require travel through Chatham County.

Lee County Industries and Sanford Dialysis Clinic are two destinations in Lee County that are currently served by CTN (**Exhibit 7**). There may be opportunities for coordination between CTN and COLTS to meet the needs of their clients while maintaining efficiency of service. For example, there could be a transfer point in Moncure or Pittsboro where COLTS passengers could transfer to CTN vehicles for transportation to Chapel Hill and CTN passengers could transfer to COLTS vehicles for transportation to Sanford.

4.3.4 Regional Coordinated Area Transportation System

The Regional Coordinated Area Transportation System (RCATS) provides rural public transportation services to residents to Randolph and Montgomery Counties on an advanced reservation basis. Curb-to-curb transportation service is provided for older adults, persons with disabilities, human service agencies, and the general public. Trips to Chapel Hill for Asheboro and Randolph County residents are coordinated through CTN. RCATS customers must be dropped off in Siler City by 7:00am to meet the CTN bus to Chapel Hill. CTN coordinates with RCATS to arrange for the return pick-up in Siler City.

4.3.5 Sister 2 Sister

Sister 2 Sister Solutions, Inc. is located in Siler City and provides in-home personal care and transportation services. The Council on Aging currently uses Sister 2 Sister to provide transportation for their Medicaid clients. Sister 2 Sister does not provide general public transportation. CTN sometimes refers people to Sister 2 Sister if they are unable to provide the requested transportation.

4.3.6 Private Transportation Providers

CTN maintains a list of other transportation providers in their service area, including taxi services and non-profit organizations. CTN will refer trips to these other providers if they are unable to provide the requested service. The following providers are included on the list:

- Sister 2 Sister
- H2Go
- Crystal
- Chapel Hill Transit
- Middleton's Transportation
- Lambert's Transportation
- P&T Transportation
- T&L Transportation
- Ferrington Cares
- B&A Transportation
- Lucas Transportation

5. DEVELOPMENT OF POTENTIAL FIVE-YEAR PLAN SERVICE ENHANCEMENTS

5.1 PRIORITIZATION OF IDENTIFIED NEEDS

Potential operating and capital needs and coordination opportunities were identified through review of a number of sources, including input from stakeholders, general public, and reviewed relevant data, plans, and policies. The following is a summary of the most frequently cited recommendations. These identified needs and opportunities were used as a starting point for discussions during Steering Committee Meeting #2 and as a starting point for the analysis of alternatives.

The Steering Committee assisted in prioritizing potential service alternatives at Steering Committee Meeting #2. **Table 17** provides tallies of the Steering Committee’s individual rankings of alternatives. Higher tally scores indicate higher priority in the ranking.

Table 17. Ranking of Alternatives at Steering Committee Meeting #2	
Potential Service Improvement	Tally of Each Steering Committee Member’s Ranking of Alternatives
Service Recommendations	
Weekend service	52
Establish set days for out-of-county trips	45
Hire Spanish speaking dispatchers	44
Evening service	42
Increase service to rural population in southwest Chatham County	40
Increase service to the elderly	39
Increase visibility and recognition of CTN	38
Develop formal procedures for selling and recording passes	37
Improve on-time performance	13
Capital Needs	
Relocate/expand CTN offices	26
Shelters and benches for fixed route stops	15
Satellite facility in Siler City	13
Coordination Opportunities	
Coordination with COLTS	21
Coordinate with other service providers	14
Improve coordination with Chapel Hill Transit	11

As shown in **Table 17**, the Steering Committee believed that expansion of service on the weekends and longer evening operating hours are some of the most important potential service improvement priorities. Although on-time performance was rated a low priority by the Steering Committee, agency surveys and public surveys indicated that on-time performance is in fact an area that needs improvement. One service improvement

ranked high by the Steering Committee that could improve on-time performance and efficiency of CTN is establishing set days for out-of-county trips (consolidating/grouping of trips).

Increasing RGP service countywide and service to the elderly were identified as high priorities as well. The Steering Committee acknowledged that none of these service improvements would be successful without a proper marketing plan in place that would increase visibility and recognition of CTN. The group was keen on expanding regional cooperation with surrounding transit agencies and believed that CTN could probe the possibility of expanding or moving its offices in the future.

5.2 EVALUATION OF POTENTIAL ENHANCEMENTS

The potential service enhancements that could realistically be implemented within the five-year planning horizon were further refined by the consultant after the second Steering Committee meeting. **Table 18** shows the evaluated potential enhancements and identifies the objective(s) each potential enhancement addresses. Potential enhancements are grouped into three categories:

- Operating and Service enhancements
- Capital enhancements
- Institutional and Administrative enhancements

The evaluated potential enhancements are intended to provide new service offerings, improve existing offerings, or strengthen CTN’s financial position by improving operating efficiency. These evaluated potential service enhancements have then matured to a set of Five-Year Plan recommendations, and are described in detail in **Section 6**.

Table 18. Evaluated Enhancements Checklist								
Potential Enhancements	Improve/Expand Service Objectives			Operational/Efficiency Objectives				
	Improve/Increase Service to Elderly	Increase RGP	Extend Reach of CTN	Increase Visibility	Improve On-Time Performance	Improve Scheduling Efficiency	Improve Operating Efficiency	Revenue Enhancement
OPERATING AND SERVICE ENHANCEMENTS								
Demand-Responsive Service								
Enhance Effectiveness and Cost-Efficiency								
• Reduce trip cancellations					X	X	X	
• Reduce trip no-shows					X	X	X	
• Reduce number of routes					X	X	X	
• Establish set days for out-of-county trips	X					X	X	



Table 18. Evaluated Enhancements Checklist

Potential Enhancements	Improve/Expand Service Objectives			Operational/Efficiency Objectives				
	Improve/Increase Service to Elderly	Increase RGP	Extend Reach of CTN	Increase Visibility	Improve On-Time Performance	Improve Scheduling Efficiency	Improve Operating Efficiency	Revenue Enhancement
<ul style="list-style-type: none"> Consider flat rate as form of billing 								X
<ul style="list-style-type: none"> Improve efficiency of Project Health Rides 	X				X	X	X	X
Enhance Assistance to Riders								
<ul style="list-style-type: none"> Door-to-door service 	X							
<ul style="list-style-type: none"> Rider training program 	X	X		X				
Deviated and Fixed-Route Services								
<ul style="list-style-type: none"> Begin commuter service in southwest Chatham County 		X	X					X
<ul style="list-style-type: none"> Enhance coordination with Chapel Hill Transit, including feeder service 			X	X			X	X
System Wide								
<ul style="list-style-type: none"> Service performance enhancements 	X	X	X	X	X	X	X	X
CAPITAL ENHANCEMENTS								
<ul style="list-style-type: none"> Bus stop amenities 				X				X
<ul style="list-style-type: none"> Improved operations center 				X			X	
<ul style="list-style-type: none"> Use of automated scheduling and mapping tools 					X	X	X	
INSTITUTIONAL AND ADMINISTRATIVE ENHANCEMENTS								
Administrative Enhancements								
<ul style="list-style-type: none"> New reciprocal transfer agreements 			X	X		X	X	X
Marketing Enhancements								
<ul style="list-style-type: none"> Mobility management 	X	X	X				X	X
<ul style="list-style-type: none"> Branding 				X				
<ul style="list-style-type: none"> Printed materials 				X				



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6. PROPOSED FIVE-YEAR PLAN ENHANCEMENT RECOMMENDATIONS

The proposed Five-Year Plan enhancement recommendations are focused mainly on improving the efficiency and quality of existing CTN services, as well as expanding its services by taking advantage of potential funding for services targeted at certain markets. It is acknowledged that priorities will need to be set by the transit agency when it comes to actual implementation of these enhancement recommendations, as funding is unlikely to be available for all options. However, it is also important to retain unfunded options in the Five-Year Plan, in case windfalls become available at short notice. The enhancement recommendations described below are organized by: operating and service, capital, and institutional and administrative enhancements.

6.1 OPERATING AND SERVICE ENHANCEMENTS

Operating and service enhancements discussed in **Sections 6.1.1 and 6.1.2** include:

- Demand-Responsive Service
 - Enhanced Effectiveness and Cost-Efficiency
 - Improve Performance Measures
 - Improve Scheduling and Information Management
 - Improve Billing and Costs
 - Improve Efficiency of Project Health Rides
 - Enhanced Assistance to Riders
 - Door-to-Door Service
 - Rider Training Program
- Deviated and Fixed-Route Services
 - Service Expansion Enhancement Recommendations
 - Enhanced Coordination with Chapel Hill Transit
 - Begin Operating Rural General Public Service in southwest Chatham County
 - Quality of Service Enhancement Recommendations
 - Offer Timed Transfers Opportunities
 - Modify Existing Schedules
 - Enhance Cross County Route Service

Section 6.1.3 includes a summary of the operating and service enhancements.

6.1.1 Demand Responsive Service

The enhancements described below aim at improving on-time performance, increasing ridership, and service effectiveness. They could be perceived as transit service 'building blocks' that would eventually allow CTN to reach the 300 average daily riders threshold required to qualify for advanced technology grants. It should be noted that many viable

service enhancements were recommended by ITRE in their February 2009 *Chatham Transit Network Performance Planning Analysis*. Many enhancements described in this section expand on ITRE's recommendations.

Enhance Effectiveness and Cost Efficiency

There are multiple opportunities to enhance effectiveness and cost-efficiency of CTN's paratransit services particularly through improved performance measures, scheduling, billing, and information management. The enhancement recommendations aimed at improving efficiency of CTN's Project Health Rides service are described in this section as well.

Improve Performance Measures. The recommended enhancements include:

- **Reducing trip cancellations:** CTN should strive to reduce cancellations by 75 percent within one year. ITRE noted that the average weekly number of trip cancellations is 110. The target would reduce this number to 28 weekly cancellations. Notably, some of CTN's major clients have cancelled more than 50 percent of their scheduled trips. The in-town trip RGP cancellation rate in and around Pittsboro has also been reported to be very high – during ITRE's review in August 2008, 45 percent of all RGP trips were cancelled (that is a staggering 842 out of 1,851 scheduled trips). The high cancellation rate is an issue since each cancelled trip requires staff to cancel and reschedule the trip. Cancellations late in the day might also reduce efficiency since late runs might not have enough scheduled trips to fill in the resulting gaps.
 - Recommended strategies: ITRE recommended that “more research is needed to determine the best method to reduce cancellations may be” (page 10 of ITRE's report). In this view, CTN could take specific steps aimed at reducing cancellations:
 - Identify all cancellations by both reservation type (subscription vs. demand-responsive) and funding source (i.e. specific client or contracting agency).
 - Implement a strict cancellation policy aimed at meeting the target rate of no more than 25 percent cancellation rate for scheduled trips, particularly demand-responsive trips.
 - Lastly, implement a stricter policy of how far in advance reservations can be made (after consulting with clients and subscribers).

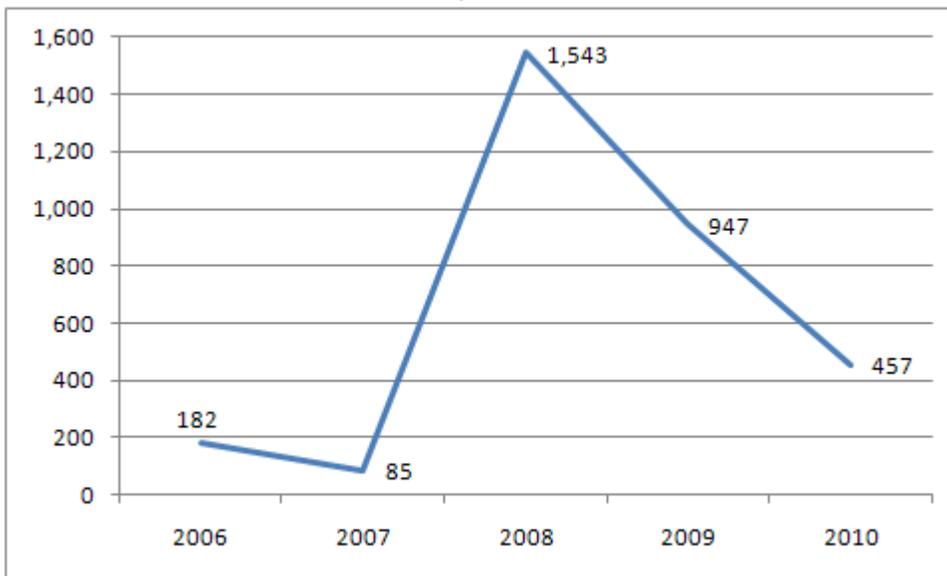
Improve Scheduling and Information Management. The recommended enhancements in this category include:

- **Tracking and reducing no-shows:** ITRE also reported that CTN is not accurately tracking no-shows. Obviously less no-shows translates to more efficient use of available resources and better on-time performance due to more direct routing. As

Exhibit 14 illustrates, the annual number of no-shows has fluctuated wildly in the last five years, indicating there might be inconsistencies with reporting the no-shows. On the positive side, the reported no-shows have dropped significantly since they peaked in 2008, but at present, they are still above the reported numbers in 2006 and 2007.

- Recommended strategies: require CTN drivers to call in all no-shows immediately in order for the dispatcher to flag the trip as such (and to immediately cancel the return trip).

Exhibit 14. CTN Annual Number of Reported No-Shows (FY 2006-10)



Source: OPSTATS Reports for 2006, 2007, 2008, 2009, and 2010

- Reducing the number of routes: ITRE also recommended that CTN reduce the number of its existing demand-responsive routes. ITRE noted that CTN has many routes consisting of one passenger, which effectively translates to taxi transportation. During the time of IRTE's report, CTN had 60 routes per day to carry 200 riders with 15 drivers.
 - Recommended strategies: reduce the number of routes by 25 percent in order to increase efficiency. While a definition of a 'route' is very flexible when it comes to demand-responsive transit services (ITRE suggests: "service to an area during a time period"), it is crucial that a concrete target goal is set to meet the objective. Route analysis and driver performance analysis will need to be performed before reducing the routes.
- Establishing set days for out-of-county trips: ITRE also recommended that CTN set specific days for out-of-county trips. ITRE's data analysis shows that CTN's busiest weekdays are usually Tuesdays and Thursdays. Frequent destinations such as Raleigh or Chapel Hill could have more than one scheduled weekday per

week for out-of-county trips, including Tuesdays and Thursdays. Other less frequented destinations could be served once per month or based on actual demand. There are also opportunities for coordination of out-of-county trips with the surrounding transit service providers.

- Recommended strategies: immediately begin the process of grouping out-of-county trips on specific set days.

Improve Billing and Costs. The recommended enhancements in this category include:

- Considering a switch to flat rate billing method: rather than billing by revenue miles and hours, CTN should consider a more efficient flat rate billing.
 - ITRE has recommended that all community transportation systems strive to bill using a flat-rate method. By setting a flat rate trip cost, CTN would have a set fee charged per passenger boarding regardless of the miles or hours the passenger travels. This method would potentially decrease the reported Vehicle Utilization Data (VUD) and encourage more efficient use of routes by more efficient scheduling of trips. Flat rate billing would encourage CTN schedulers to be more efficient.
- Fare Policy Review: evaluate CTN's fare structure to ensure reasonable revenues are being collected for services, especially fixed-route RGP services.
 - In FY 2010, CTN's operating cost per passenger trip was \$14.57 and required a subsidy of \$6.60 per one-way passenger trip. The overall ridership fell 15 percent from FY 2009 to FY 2010 (from 52,177 to 44,397). CTN's farebox revenue decreased by over 26 percent in the FY 2009-2010 period, mostly due to a decrease in ridership. During that same period, contract revenue increased by six percent.

There is a possibility that CTN has underpriced its services. CTN's current one-way fare structure for the Cross County route is \$3.00 to Chapel Hill, \$2.00 within Chatham County, and \$1.00 within Siler City or Pittsboro. One-way fares on the Siler City Shuttle are \$1.00. The majority of survey respondents felt that \$1-\$2 is a reasonable fare for in-county service and \$2-\$4 for out-of-county service. Other rural transit systems in North Carolina charge one-way fares ranging from \$3.00 to \$4.00 one-way. In addition, fare collection policies should be reviewed to ensure that fares are being captured for each trip. Based on CTN's number of RGP trips (1,300 average monthly trips from July 2009 through October 2010) – greater fare revenues would be expected than are reported, which indicates there may be some 'leakage' in the fare collection process.

Table 19 shows CTN's cost per trip and farebox/contract recovery ratio in comparison to counties in CTN's peer group. CTN's cost per trip is slightly higher than the peer group average and CTN's farebox/contract recovery

ratio is five percent lower than the peer group average. A goal for farebox recovery should be set by CTN, with the bar set above the peer group average, which at present could translate to farebox recovery above 50 percent based on FY 2009-2010 statistics. Fare revenues should be closely compared to the number of non-contract trips to assess whether fares are being accurately and consistently charged.

Table 19. Peer Group Comparison (FY 2009)

System Name	Annual Passengers	Total Vehicles	Cost per Trip	Farebox/ Contract Recovery Ratio
CTN	52,177	19	\$13.81	45%
Harnett County	86,925	23	\$10.44	42%
Lee County	62,454	20	\$10.27	46%
Moore County	51,948	24	\$19.00	54%
Person County	53,999	15	\$12.50	63%
RCATS	76,358	17	\$15.09	44%
Rockingham County	66,987	19	\$15.98	64%
Stanly County	67,014	21	\$12.38	43%
Peer Group Average	64,733	20	\$13.68	50%

Source: NCDOT Public Transportation Division, Community Transportation System Operating and Financial Statistics Report for FY2009

The initial fare policy review evaluation has been conducted internally by CTN using existing staff resources – in result, in June 2011 CTN has made a proposal for public fare increases across all its services based on distance travelled and zone crossed while aboard CTN vehicles (zone-based billing). If approved, the fares, and likewise the farebox revenue, would increase substantially – trips would be billed per mile and zones crossed per riders while aboard CTN.

- Establishing Formal Procedures for Selling and Recording Bus Passes.
 - It was stated during the last compliance review that formal procedures had been developed by CTN for selling and recording passes, but it is not clear that drivers have been trained in these procedures or that they are enforced. It is also important that passes indicate the type of service for which they are to be used since there are different rates for different services. For example, passes sold for RGP services must be differentiated from passes sold to agencies for subscription services. All passes should be sequentially numbered and tracked. Bus passes should be actively marketed as a tool to streamline day-to-day use of CTN’s fixed route services.

Table 20 highlights the enhancement opportunities associated with the recommended course of action aimed at improving effectiveness and cost-efficiency of CTN’s services. CTN should plan on implementing these service enhancements within the first year of the CTSP. These recommendations bear minimal operating and capital costs and although would require some additional training and administrative time, the perceived gains in overall system efficiency make them very appealing.

Table 20. Improved Effectiveness and Cost-Efficiency Analysis	
Which existing service(s) will this enhance?	<input type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input type="checkbox"/> Employment <input type="checkbox"/> Education
What market(s) will be served?	Countywide demand-responsive and subscription-based trips
Estimated Capital Cost	None
Estimated Operating Cost	Consulting firm: estimated \$20,000 (planning study)
Potential Funding Source(s)	FTA Section 5311 – Non-urbanized Area Formula Program
Local Match Requirement	15% Admin. one-time expense – estimated \$3,000
Timeframe for Implementation	<input checked="" type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 

Efficiency of Project Health Rides. Project Health Rides (PHR) provides non-emergency medical transportation for Chatham County residents age 60 and over and adults with a disability or health condition that prevents them from driving. It has proven to be a successful program, with ridership continually increasing since the program began in September 2009, as shown in **Exhibit 15**.

Chatham County Council on Aging (COA) is the referral agency in charge of the PHR voucher program. COA, rather than CTN, schedules PHR trips for clients and verifies their eligibility for service. PHR is classified as a capital expenditure by CTN.

Project Health Rides was initially funded by S.5310 federal grant (two-year funded project). With the majority of PHR trips being out-of-county and averaging between 30 to 50 miles one way, this individually-tailored service has proven to be very popular, but also very expensive with only 16 to 20 trips per day (350-400 monthly). While PHR ridership has increased steadily since its inception, the available vehicle fleet dedicated to this program has struggled to meet service demand (currently 18 CTN transit vehicles are available, and 16 of them are in working order).

PHR exhausted its two-year S.5310 funding within the first year. Fortunately, the NCDOT was able to commit an additional \$200,000 in funding until July 2011. CTN has recently applied for additional S.5310 funding that would partially cover the program’s operating costs. CTN needs to work with COA to increase the efficiency of this new service in order to make it viable, with the understanding that this type of service will never be the best performing service type from efficiency standpoint. The following is a description of the types of enhancements CTN should consider in order to improve the

efficiency of the PHR:

- Establishing stricter PHR eligibility requirements:
 - One of the potential enhancements to improve the efficiency of PHR service (and reduce its cost) would be to work with COA to establish stricter eligibility requirements. At present, residents age 60 and over and adults with a disability or health condition that prevents them from driving are able to qualify for PHR.

Stricter eligibility requirements, particularly in regards to a given applicant's ability to drive and health condition could result in decrease in demand for PHR services. The existing PHR application needs to be submitted to COA at least 24 hours in advance of a medical appointment by either a patient (prospective rider/trip origin) or medical facility (trip destination) and be signed by a licensed doctor/clinician to certify that this particular client is 'a disabled adult in need of transportation.' CTN should work with COA to redefine eligibility for PHR services. PHR vouchers should be offered as a last resort, and patients with less serious medical conditions should be directed to use the Cross County route if possible.

- Establishing set days for out-of-county trips:
 - This option would involve using set days for the most popular out-of-county PHR trips to consolidate long distance trips. It could be augmented with trip chaining, utilizing existing CTN services, and out-of-county transit service providers, especially in Lee and Randolph counties. While the cost of dedicating resources to a network of semi-fixed/ voucher-dependent routes will be high, there will be a partial offset in cost savings associated with increased capacity (freed up by trip consolidation and trip chaining).

A careful analysis of the Project Health Rides loadings and travel patterns would be necessary to develop the best redesign, for both routes and times, of a scheduled Project Health Rides network. For instance, if there is an opportunity to combine even two dialysis trips into one, the cost savings on the operating side will be significant. Other options that could be explored would include utilizing volunteers who would take the riders to their medical appointments or establishing relationships with secondary partners in the area who might be able to provide similar services at a lower cost (i.e. local taxi companies or Sister-to-Sister). At present, COA schedules all PHR trips, but the use of several providers and/or more frequent bid opportunities would promote more competition locally. More competition would also enable CTN to better control prices for its transit services. In the end, using more providers might result in controlling costs and providing more operational capacity and flexibility.



- Expanding Rural General Public service:
 - This option would potentially offer more mobility options to the existing PHR riders. While the RGP service, if expanded, would not offer the same type of service PHR provides (for one, it would not serve out-of-county locations) the existing PHR passengers could at least consider using other CTN services that are not as costly to provide. At present, it is only available to riders in Pittsboro and Siler City and within 2.5 miles of those towns' limits.

While the recently implemented Cross County route (along with the proposed and already funded Siler City-Sanford and Pittsboro-Sanford routes) already captures some of the countywide general public demand, expansion of RGP countywide, while expensive, could result in reducing demand for PHR services and increase the number of CTN riders overall, resulting in possibly being able to reach the required number of riders in order for CTN to be able to apply for advanced scheduling technology grants. Overall, if the expanded RGP service would not induce much ridership, at least it would increase the visibility of CTN. Overall, this recommendation could be considered by CTN, funding permitted, but is perceived to be lower on the priority list than the other two recommendations described above. **Table 21** highlights the enhancement opportunities associated with the Project Health Rides evaluation.



Exhibit 15. Project Health Rides Ridership (Sep 2009-Oct 2010)

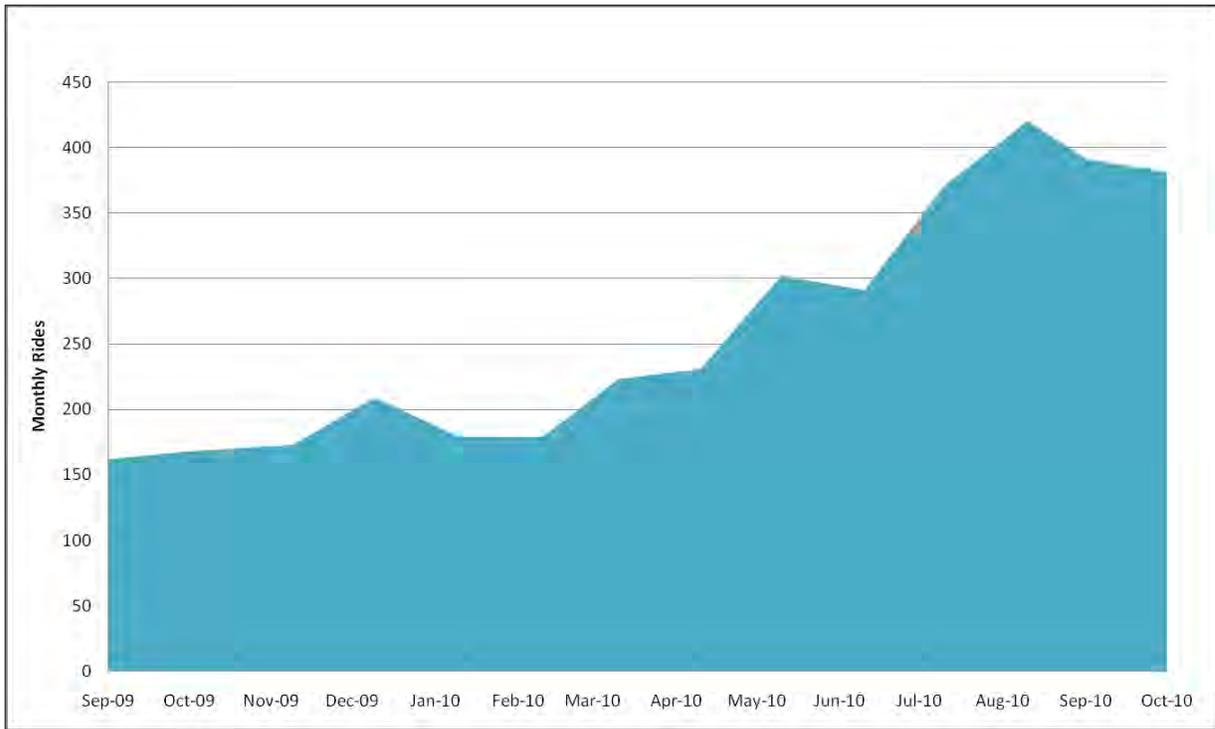


Table 21. Improved Efficiency of Project Health Rides

Which existing service(s) will this enhance?	<input type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input type="checkbox"/> Employment <input type="checkbox"/> Education
What market(s) will be served?	Project Health Rides riders countywide
Estimated Capital Cost	N/A
Estimated Operating Cost	Negligible; operating costs could decrease if specific days are set for out-of-county trips
Potential Funding Source(s)	Existing FTA Section 5310 until FY 2011-12 (improving efficiency) FTA Section 5317 beyond FY 2012-13 (to continue PHR service)
Local Match Requirement	FTA Section 5317: if CTN is a grantee, 50% of the operating costs
Timeframe for Implementation	<input checked="" type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5

Enhanced Assistance to Riders

There are multiple opportunities to enhance assistance provided by CTN to its riders. CTN currently offers curb-to-curb service and allows personal aides to ride free. The enhancement options for providing assistance to passengers described below include Door-to-Door service and Rider Training Program. These enhancement recommendations are responsive to comments made during agency interviews, specifically by the Council on Aging, that their clients need a higher level of service.

Door-to-Door Service. Prior to implementation of this service, a feasibility study would be needed to analyze the need and type of offered service and potential ridership levels. Two options for door-to-door service would be evaluated: 1) assistance provided by CTN driver, and 2) assistance provided by aide. These options are summarized in **Table 22.**

Neither of these options would be offered on deviated fixed routes due to time constraints. The service would only be offered on certain demand-responsive subscription and Project Health Rides routes. Assistance provided by the CTN driver would require the driver to exit the vehicle, assist the passenger from the door into the CTN vehicle, and likewise help them from the vehicle to the door of their destination. This service may not cause delays when passengers are picked up as it is assumed the process may be sped up by the assistance provided by the driver. However, this service could cause significant delays when riders are dropped off. The increase in time it would take for a driver to assist riders from the vehicle and to the door of their destinations compared to the shorter length of time it would take for the driver to simply wait for passengers to exit the vehicle before moving on to their next stop could result in an additional five to ten minutes per drop-off, depending upon the level of need of the passenger and the distance to their destination doors.

The second option of providing aides where such service is needed (e.g., Project Health Rides and certain subscription routes) would require CTN to hire one to two qualified part-time aides. In order to maintain service efficiency, CTN would have to schedule passengers requiring aides on the same trip, when possible. Grouping passengers with these additional needs would require changes in route scheduling. Furthermore, the same delays noted above for driver-provided assistance would occur with aides as well.

Table 22. Door to Door Service Evaluation and Implementation	
Which existing service(s) will this enhance?	<input type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input type="checkbox"/> Employment <input type="checkbox"/> Education
What market(s) will be served?	Countywide (Project Health Rides and some subscription trips)
Estimated Capital Cost	None; it is not anticipated that this service would lead to need for additional rolling stock.
Estimated Operating Cost	<p><u>Feasibility Study:</u> minimal if done internally; \$10,000 outside consulting</p> <p><u>Begin Service:</u></p> <p><u>Option 1</u> (recommended): Driver assistance would not result in any additional operating costs, with the possible exception of slight increases in pay time while assisting passengers to and from their doors.</p> <p><u>Option 2:</u> For purposes of estimating the operating cost for aide assistance, it is assumed two part-time (24 hours/week) aides would be hired at a rate of \$8.00 per hour. The estimated annual payroll burden is \$20,000. Additional costs associated with workers compensation and social security would also increase.</p>
Potential Funding Source(s)	New Freedom (FTA Section 5317)
Local Match Requirement	50 % of operating costs – around \$12,000 annually, assuming 20 percent add-on for drivers and/or attendees’ benefits. However, Option 1 – using existing driver to assist the riders would not result in any substantial need for additional funding and local match requirements.
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 Feasibility Study Begin service 

Rider Training Program. One of the biggest challenges facing new riders is the uncertainty involved with the transit experience. Some potential transit riders are afraid they will end up on the wrong bus, some are unsure about getting on and off the bus, and others find reading maps and materials difficult. Therefore, another means for CTN to provide assistance to passengers is to implement a rider training program, as summarized in **Table 23.**

Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Countywide (all CTN services, but particularly the deviated fixed routes)
Estimated Capital Cost	None; it is not anticipated that this service would lead to need for additional rolling stock.
Estimated Operating Cost	It is assumed that this service enhancement would be the responsibility of Operations Manager or Mobility Manager. Estimated \$20,000 payroll burden annually.
Potential Funding Source(s)	Elderly and Disabled Individuals Transportation Program (FTA Section 5310) New Freedom (FTA Section 5317)
Local Match Requirement	50% of the operating and administrative costs; estimated at \$10,000 annually and included in responsibilities of Operations Manager or Mobility Manager.
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 

The program could be held in both English and Spanish and would be designed to help the public learn how to use CTN services. The program could offer quarterly training sessions. These sessions may involve classroom time covering the basics of reading CTN’s maps and materials with information on CTN’s services and how to use them. For fixed route users, the program may entail actually going out and riding the bus so participants get a firsthand experience. For demand/response users, the program may include a listing of agencies and proper procedures for booking a trip, including CTN’s cancellation and no-show policies.

The program could also include optional one-on-one training designed to assist potential riders who may need a little more personalized help with learning how to use CTN’s services. One-on-one training may involve a referral by a sponsoring agency or a general request by the public. For one-on-one training, an initial meeting would be scheduled to assess whether or not the interested rider is able to understand the maps and routes. If the rider isn’t able to understand the maps, CTN could work with the rider directly or in conjunction with the sponsoring agency to define the starting and ending locations for the most frequently traveled routes. After the initial client meeting, or after the routes have been mapped out by the travel trainer, a ride-along could be scheduled with the interested rider. If the rider has not fully understood the bus system after the first ride-along, up to two other ride-alongs could be scheduled.

The most successful rider training programs take training further, showing the trainees that public transportation can be a gateway to independence. The following is a list of techniques that CTN should consider for the Rider Training Program:

- **Travel Buddies.** Some travel training programs, such as the one operated by the North County Transit District (NCTD) in San Diego or Aging and Disability Resource Center (ADRC) in Stevens Point, Wisconsin, encourage the participating seniors to find “travel buddies.” Travel Buddies are volunteers from



the community who enjoy and want to help others. They are matched with new riders who might benefit from a companion to accompany them while using public transit services. In reality, the buddy system increases the comfort as well as safety level for both participants. The two buddies are involved in the process of learning how to use transit services: trip planning, boarding and deboarding transit vehicles, personal assistance along the way and planning the next steps aimed at teaching the new rider how to ride transit independently in the future.

- **Riders Choose the Destination.** The Great Falls Transit District (GFTD) in Montana and NCTD allow travel training participants to choose the destination for an initial “training trip.” For one, the potential new riders can find out and be – oftentimes – pleasantly surprised that a transit vehicle can actually get to desired destinations. Secondly, being able to choose one’s own destination makes the training experience less tiresome.
- **Group Leaders / Peer Training.** GFTD also has a volunteer designated as a group leader – a senior citizen familiar with the transit system who travels with a group of seniors when they take their first trip in the travel training process and is there to answer their questions and concerns. The Austin Resource Center for Independent Living (ARCIL) and the City of Napa, California, employ senior volunteers as “travel ambassadors” to assist with travel training programs. In exchange for a year of free transportation service, volunteer travel ambassadors work one-on-one with other seniors as peer trainers who then perform similar duties as group leaders.
- **Follow-up.** Peer systems and non-profit organizations such as NCTD or ADRC have stressed the importance of following up after the initial rider training program takes place. After riders who participate in training have been using CTN’s services for two weeks, a staff member from CTN perform a check to ensure everything is going smoothly and answer any questions the rider or guardian may have. A two-month follow up and subsequent follow ups as needed could also be conducted.

6.1.2 Deviated and Fixed Route Services

There are multiple opportunities for improving CTN’s deviated and fixed route services, particularly in terms of improving the quality of existing services (including directness, frequency, and timed transfers) and providing a basic level of fixed-route services to locations that currently do not have it. The enhancement recommendations described in this section aim at improving existing deviated and fixed-route CTN offerings and expanding service in areas that need and would support those offerings. They are grouped in two main categories: service expansion (new or expanded CTN service offerings), and improved service quality (better quality of existing services).

Service Expansion Enhancement Recommendations

Enhanced Coordination with Chapel Hill Transit. This includes new feeder run service to the PX Route and coordinated marketing, as described below.

New Feeder Run Service to PX Route. Chapel Hill Transit (CHT) operates the Pittsboro Express (PX) route from Pittsboro to UNC-Chapel Hill during peak hours on weekdays. The service was designed to meet the needs of a significant number of Chatham County residents employed by the Town of Chapel Hill, UNC, and UNC Hospitals. The service is funded through a JARC grant and has operated on a pilot basis. CHT submitted another JARC application in 2010 requesting funding to purchase two low-floor vehicles to continuously operate this express route, essentially giving this service a sense of permanency. The PX route shares some stops with CTN's Cross County (CC) route that connects Siler City with Pittsboro and Chapel Hill. Although there is an opportunity to increase the efficiency of the CC route through enhanced coordination with Chapel Hill Transit's PX route, it should be noted that Chatham County commissioners voted on January 4, 2011, to not renew the existing contract and effectively placed the continuance of the CC route under a question mark. The enhancements described in this section assume that the CC route will remain in operation. **Table 24** provides a comparison of the CHT PX route and the CTN Cross County route, assuming both routes remain as they are.

Based on commuting information from the 2000 US Census, 4,026 people (30% of Chatham County's workforce) travel from Chatham County to work in Orange County.

In order to provide commuters from Siler City an opportunity to use the PX route to travel to work or school in Chapel Hill, CTN could offer a morning feeder run from Siler City that would meet one of the first two PX runs at the Chatham County Courthouse. CTN riders could then continue on the CHT PX route northbound to Chapel Hill. Currently, the earliest run of the Cross County Route does not reach Chapel Hill until after 8:00 AM. The morning feeder route could leave the Siler City Walmart at 5:35 AM and arrive at the Chatham County Courthouse at 6:08 AM to meet the first northbound PX route. Notably, this would be a timed transfer requiring a level of cooperation with CHT – since the PX route transit vehicle would wait for the CC feeder service vehicle before departing from the Chatham County Courthouse.

The benefit of this early morning CTN feeder service would extend to CTN riders as well, since the feeder service would allow them to travel to Siler City early in the morning. From the Chatham County Courthouse transfer point, the recommended CTN feeder service would head back to the Siler City Walmart stop location, where another timed transfer point to the JARC-funded but not yet operating Siler City-Sanford deviated fixed route would be made available at 6:35 AM.

Table 24. Chapel Hill Transit PX / CTN Cross County Route Comparison

Route	NORTHBOUND				CHAPEL HILL LOOP				SOUTHBOUND			
	Siler City Walmart	Chatham Courthouse	Pittsboro Lowes	Chatham Commons	UNC-CH Deck	ACC	UNC Student Union	Pittsboro St. at Credit Union	Chatham Commons	Pittsboro Lowes	Chatham Courthouse	Siler City Walmart
PX run 1								5:39 AM		6:10 AM	6:08 AM	
PX run 2								6:39 AM			6:57 AM	
PX run 1/3		6:08 AM	6:17 AM		6:45 AM		6:51 AM	6:53 AM		7:34 AM	7:39 AM	
PX run 2 cont'd		6:57 AM	7:08 AM		7:38 AM		7:44 AM	7:46 AM				
CC run 1	7:00 AM		7:30 AM	8:00 AM		8:15 AM	8:25 AM	8:28 AM	8:40 AM	9:10 AM		9:35 AM
PX run 3 cont'd		7:39 AM	7:48 AM		8:16 AM		8:22 AM	8:24 AM				
CC run 2	11:00 AM		11:30 AM	12:00 PM		12:15 PM	12:25 PM	12:28 PM	12:40 PM	1:10 PM		1:35 PM
PX run 4					3:45 PM		3:53 PM	3:56 PM		4:23 PM	4:30 PM	
CC run 3	3:00 PM		3:30 PM	4:00 PM		4:15 PM	4:25 PM	4:28 PM	4:40 PM	5:10 PM		5:35 PM
PX run 5					4:40 PM		4:48 PM	4:51 PM		5:18 PM	5:25 PM	
PX run 4 cont'd		4:30 PM	4:48 PM		5:18 PM		5:26 PM	5:29 PM		5:56 PM	6:03 PM	
PX run 5 cont'd		5:25 PM	5:43 PM		6:13 PM		6:21 PM	6:24 PM				

Note: Fearington Village was not included as a stop in the table, but the Cross County (CC) Route stops at Fearington Village by reservation only.
 PX – Chapel Hill Transit Pittsboro Express route
 CC – Chatham Transit Network Cross County route

Similarly, in the afternoon CTN could offer a similar feeder run to meet commuters from the last southbound PX run (6:03 PM at the Chatham County Courthouse) and bring them back to Siler City. The afternoon feeder could be a continuation of the last Cross County route run, leaving the Siler City Walmart at 5:45 PM (rather than the existing 5:35 PM departure time) and arriving at the Chatham County Courthouse around 6:08 PM to meet passengers from the last southbound PX run at 6:03 PM. These additional feeder runs would offer one additional Chapel Hill trip in the morning and one in the afternoon for Siler City commuters, and one additional Siler City trip in the morning and one in the afternoon for Orange County commuters. If coordinated with the expanded timed transfer opportunities, the option would provide service expansion and increase regional efficiencies.

It is estimated these additional feeder runs would require an additional 1.5 hours of operating time in the morning and 1.25 hours of operating time in the evening. The costs for these additional 2.75 hours of operating time are estimated in **Table 25**. These operating cost estimates are based on CTN's fully allocated cost operating costs for FY 2010 (\$35.05 per operating service hour).

Table 25. Coordination with Chapel Hill Transit PX Route Evaluation	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Cross County riders; Park-n-Riders
Estimated Capital Cost	One additional hybrid or CNG 25' LTV – bought with CMAQ funding to replace existing vehicle
Estimated Operating Cost	Additional operating costs of \$96.39 per weekday; \$30,000 annually [Operating cost for 1.5 hrs in AM and 1.25 hours in PM (2.75 hours total)]
Potential Funding Source(s)	Congestion Mitigation and Air Quality (CMAQ)
Local Match Requirement	20% (approx. \$6,000 annually)
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 

Coordinated Marketing. In addition to coordinating schedules with CHT, there is also a need for coordinated marketing. CHT's marketing efforts for the PX route have centered on Pittsboro and have not been coordinated with CTN. Currently, most of CTN's trips from Siler City to Chapel Hill are medical trips rather than employment trips, so a concentrated marketing effort would be needed to advertise CTN's feeder routes and the PX route to commuters in the Siler City area. It was also mentioned during the Steering Committee meetings and subsequent conversations with CTN that CTN and CHT could coordinate to offer a guaranteed ride home for commuters using the PX route. Chapel Hill Transit currently offers a guaranteed ride home for monthly pass holders. This would be an added incentive to attract commuters worried about being stranded at work if they have an emergency at home.



Chapel Hill Transit offers unlimited ride monthly passes for the PX route for sale at Pittsboro Town Hall. The cost of the pass is \$65. CTN should consider offering a similar unlimited monthly pass sold at the Chapel Hill Town Hall. An agreement could be reached between CTN and Chapel Hill Transit to allow for cross usage of the passes. While the arrangement would require more administrative and logistical investment, it would increase the riders' convenience and increase operating efficiency (due to decreased boarding times). Those variables could result in induced transit ridership.

Begin Operating Rural General Public Service in Southwest Chatham County

Several surveyed agencies placed high importance on increased Rural General Public service in southwest Chatham County. Based on further discussions with the Steering Committee, employment transportation is needed in this area more than medical transportation (as evidenced by the limited number of Project Health Rides calls from this area).

As an illustration of the perceived transit demand associated with Chatham County's residents and places of employment, **Figure 2** shows concentrations of households without vehicles and the locations of major employers (more than 50 employees) in Chatham County. **Figure 3** shows the existing CTN fixed and deviated fixed routes – the existing CTN deviated and fixed routes do not cover the southern and southwestern portion of the county, even though, as **Table 26** shows, some major employers in Chatham County are located in the southern portion of the county. The City of Sanford in Lee County constitutes a major employment “pull” center for many residents of Chatham County.

A JARC grant was recently approved for CTN to provide express deviated fixed route services between Siler City and Sanford and between Pittsboro and Sanford. This section describes service options for both so those routes. It is recommended that these fully funded projects are implemented as soon as possible – preferably in FY 2013-14 (second year of the CTSP). In general, those kinds of services are geared towards residents traveling to and from work, although anyone in the CTN service area will be able to use them.

Table 26. Major Employers in Chatham County

Number of Employees	Company Name	Local Address
1000+	Chatham County Schools	127 Martin Luther King, Jr. Drive, Pittsboro
1000+	Townsend, Inc.	1100 East Third Street, Siler City
250-499	County of Chatham	12 East Street, Pittsboro
250-499	Mountaire Farms of NC, Inc.	4555 US Highway 421 South, Siler City
250-499	Performance Fibers, Inc.	338 Pea Ridge Road, New Hill
250-499	Wal-Mart Associates, Inc.	14215 US Highway 64 West, Siler City
250-499	Chatham Hospital, Inc.	475 Progress Blvd., Siler City
100-249	Uniboard USA LLC	985 Corinth Road, Moncure
100-249	Galloway Ridge, Inc.	3000 Galloway Ridge Road, Pittsboro
100-249	Townsend Farms, Inc.	270 Moncure Pittsboro Road, Moncure
100-249	Pallet One of North Carolina, Inc.	2340 Ike Brooks Road, Siler City
100-249	Fitch Creations, Inc.	2000 Fearington Village Center, Pittsboro
100-249	The Laurels of Chatham	72 Chatham Business Drive, Pittsboro
100-249	Central Carolina Community College	764 West Street, Pittsboro
100-249	Moncure Plywood LLC	306 Corinth Road, Moncure
100-249	Lowes Home Centers, Inc.	121 Lowe's Drive, Pittsboro
50-99	Tinsley Group – PS & W Inc.	3301 Hamp Stone Road, Siler City

Source: North Carolina Department of Commerce, First Quarter, 2010.

Figure 2. Chatham Major Employers

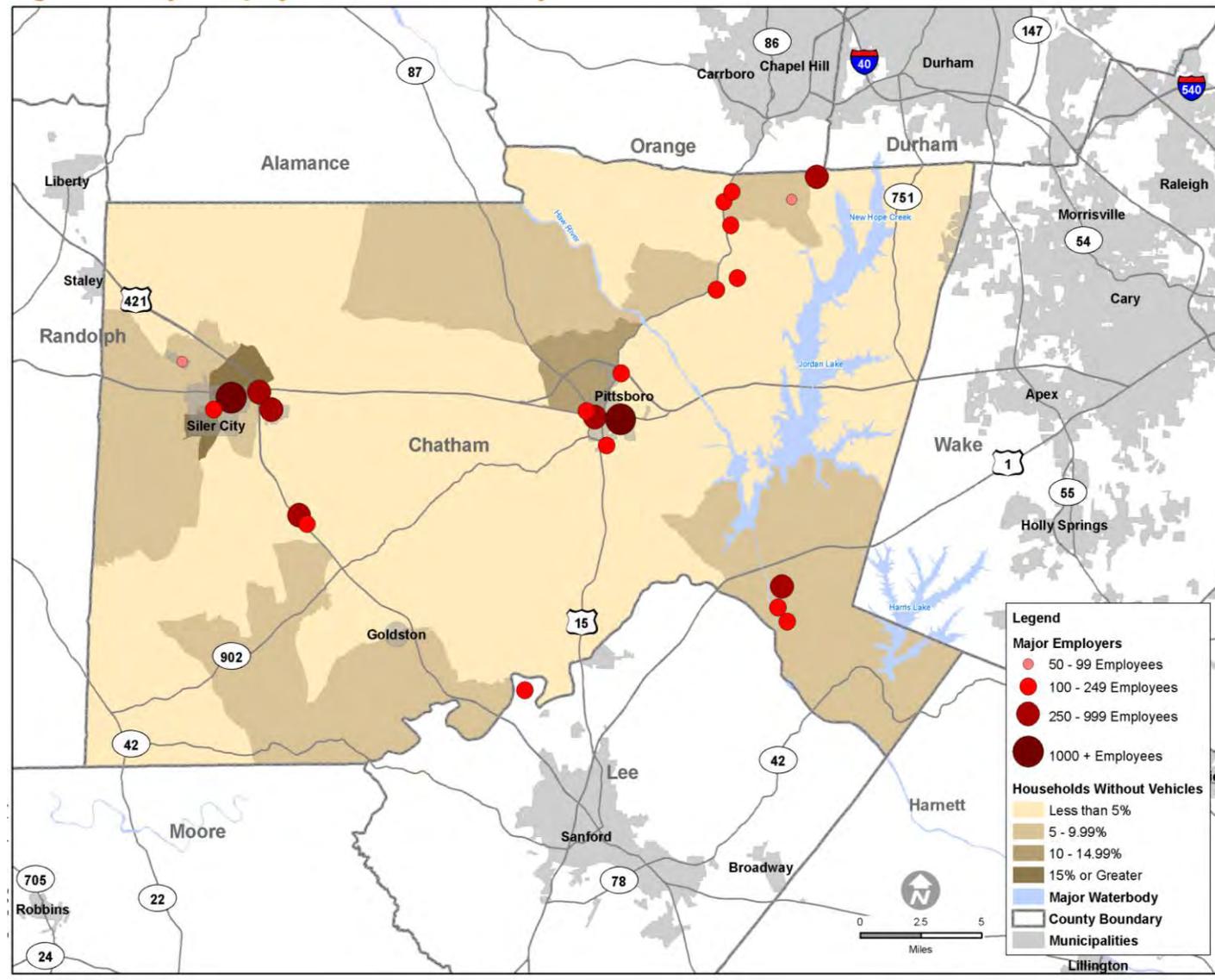
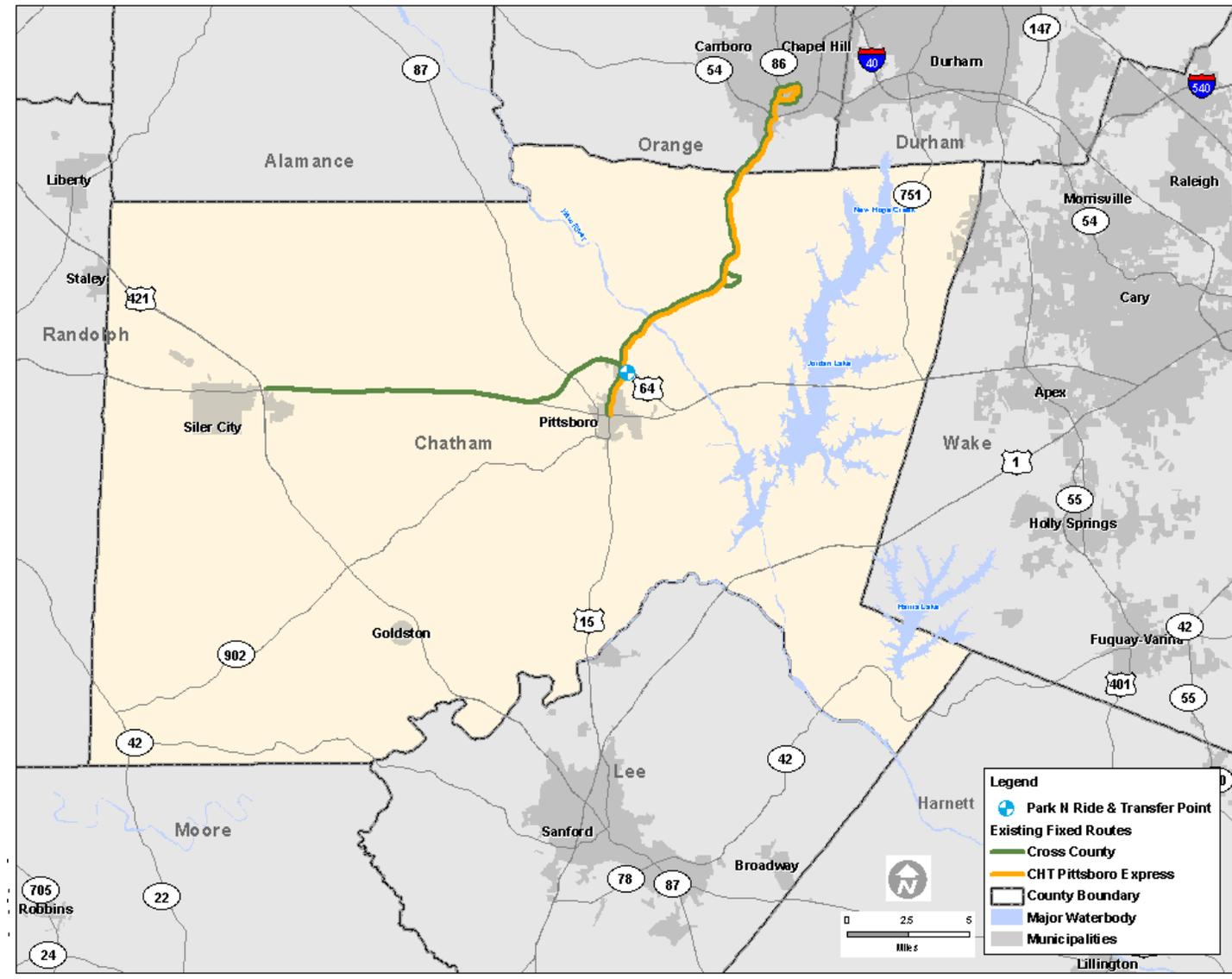


Figure 3. Existing Service Area Routes



Siler City-Sanford Deviated Fixed Route Service. The Siler City-Sanford route, to begin operating in FY 2013-14, includes a proposed route along US 421 that traverses southwest Chatham County. As shown on **Figure 2**, two major employers are located along this route, Mountaire Farms and Pallet One, in addition to the employers in Siler City. This route would provide the requested enhanced service to areas of southwest Chatham County, specifically around Goldston. The new deviated fixed route connecting Siler City to/from Sanford would be a modified version of the proposal submitted by CTN in its 2010 JARC application. **Table 27** shows the summary of the proposed Pittsboro-Sanford deviated fixed route service. The recommended routing is shown in **Figure 4**.

This service would initially begin in FY 2013-14 and in the first two years of service offer southbound trips from Siler City to Sanford at 6:35 AM and 8:20 AM on weekday mornings, and 3:25 PM and 5:35 PM, as shown in **Table 28**. This option differs from the version submitted by CTN in their 2010 JARC application in that there would be one additional evening run to accommodate evening commuters. CTN's proposed schedule for the route includes one morning run leaving the Siler City's Walmart at 6:35 AM and arriving at the Central Carolina Community College in Sanford at 7:30 AM before returning to Siler City. The one afternoon run will leave the Siler City's Walmart at 3:35 PM, arrive at the Employment Security Commission in Sanford at 4:30 PM, and return to Siler City. If one of the purposes of the Siler City-Sanford route is to provide employment transportation, the afternoon run should operate later in the day, or an additional evening run should be added for people working until 5:00 PM.

Once the Siler City-Sanford shuttle service has matured, in fourth and fifth years of the CTSP, this new service could be expanded to include additional mid-day runs, as shown in **Table 28**. This option could include adding a few major fixed stops in Siler City along the discontinued Siler City Shuttle loop service – such as the Town Hall and Chatham County DSS. Beginning in FY 2016, the proposed Siler City-Sanford service would operate from 6:10 AM to 7:30 PM, with a mid-day break from 12:10 PM to 2:30 PM. It is not expected that this new service recommendation would require purchasing any additional LTVs, since the existing CTN vehicles would be used, notably the two vans that were used to operate the discontinued Siler City shuttle service.



Table 27 Evaluated CTN Service from Siler City to Sanford

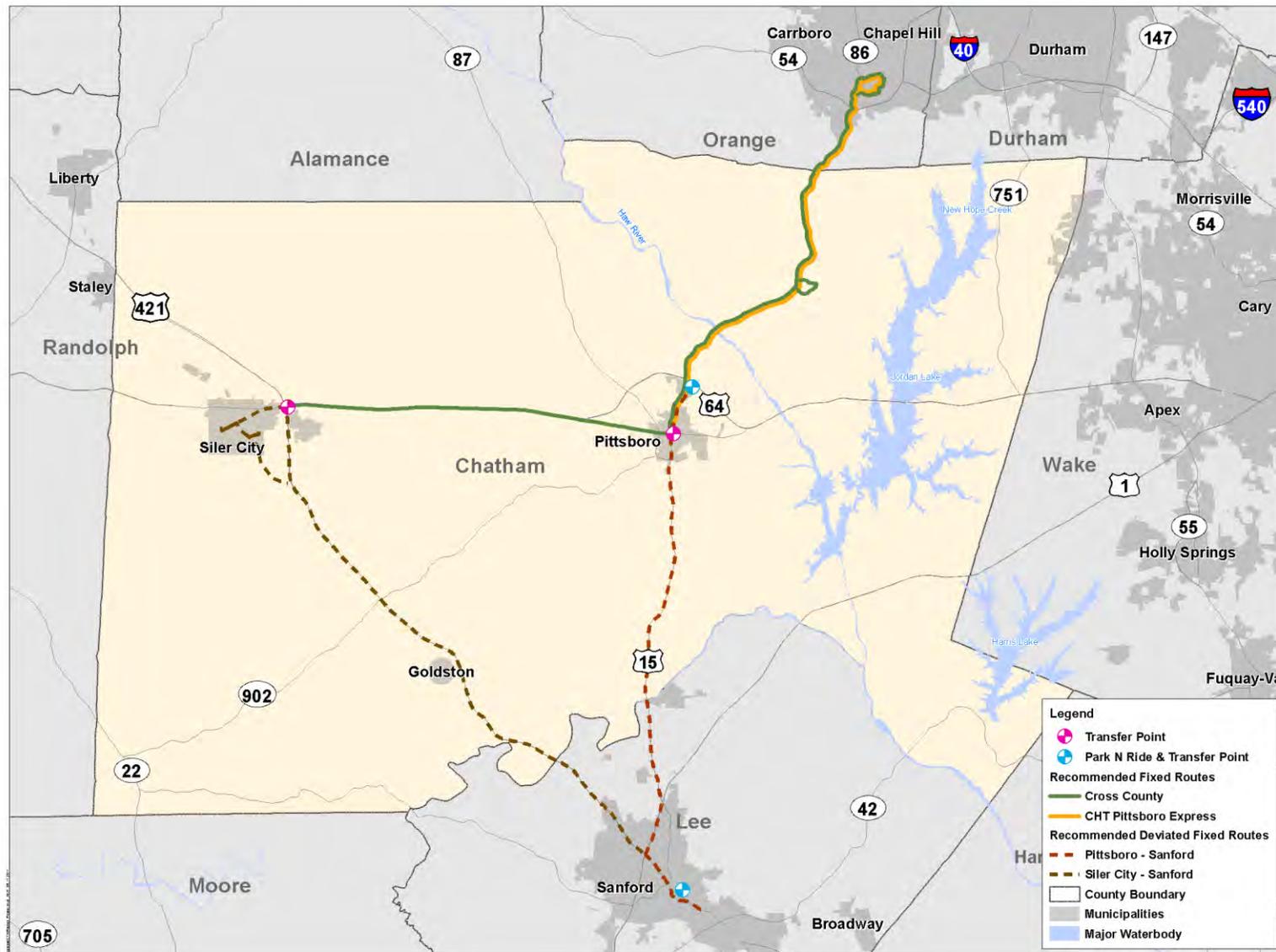
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Siler City and Pittsboro to/from Sanford
Estimated Capital Cost	Negligible – use existing fleet vehicles
Estimated Operating Cost	\$75,000 annually (assuming 7.5 operating hours per day) FY 2014-15; \$118,000 annually (assuming 11.5 operating hours per day) FY 2016-17
Potential Funding Source(s)	JARC (FTA 5316)
Local Match Requirement	50% operating (up to \$59,000 annually)
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 Begin service Service expansion

Table 28. Proposed CTN Service from Siler City to Sanford

<i>Southbound</i>	<i>AM</i>	<i>AM</i>	<i>AM</i>	<i>PM</i>	<i>PM</i>	<i>PM</i>	<i>PM</i>
Siler City - Walmart	6:35	8:20	10:15	12:10	3:25	5:35	7:30
CCCC-Sanford	7:25	9:20	11:15		4:30	6:33	
<i>Northbound</i>	<i>AM</i>	<i>AM</i>	<i>AM</i>	<i>PM</i>	<i>PM</i>	<i>PM</i>	<i>PM</i>
CCCC-Sanford	7:25	9:20	11:15	2:30	4:30	6:33	
Siler City - Walmart	8:20	10:15	12:10	3:25	5:35	7:30	

Schedule times in bold indicate initial FY 2014-2015 service, expanded in FY 2016.

Figure 4. Recommended Service Area Routes



Pittsboro-Sanford Deviated Fixed Route Service. As part of its 2010 JARC application, CTN has also proposed to start offering a deviated fixed route service from Pittsboro to Sanford. This service would be similar to the Siler City-Sanford service described above in its purpose of serving the area’s commuters. In general, this service is a worthwhile expansion of the existing CTN services and is included in this CTSP as a valid recommendation, to be implemented alongside the recommended deviated fixed route service from Siler City to Sanford.

The Pittsboro-Sanford route would originate and terminate at the Lowe’s Home Improvement in Pittsboro, where transfers would be available to CC and PX routes. Like the Siler City-Sanford route, this route would make one fixed stop in Sanford at the Central Carolina Community College campus, deviating up to 2.5 miles from its route along US 15-501/NC 87 to pick up or drop off passengers.

The proposed route will include four round trip runs: leaving Pittsboro at 5:35 AM, 7:15 AM, 4:03 PM and 5:43 PM and departing the CCCC in Sanford at 6:25 AM, 8:05 AM, 4:35 PM and 6:33 PM for its return trips to the Pittsboro Lowe’s by 7:15 AM, 8:55 AM, 5:43 PM and 7:23 PM. At the Pittsboro Lowe’s, passengers will be able to connect with Chapel Hill Transit’s PX at 7:15 AM and 5:43 PM. At the Sanford CCCC stop, riders will be able to transfer to the Siler City-Sanford shuttle at 4:30 PM and 6:33 PM. The Sanford CCCC stop will likely include a park-and-ride facility; CTN has initiated very positive discussions with CCCC for this facility. This option would require purchasing one expansion 25 foot LTV by CTN, funding for which was approved in the 2010 JARC application. It should be noted that it is a one-time capital expense only. Overall, this service should be perceived as a lower priority when compared to the Siler City-Pittsboro route described above and could be implemented in the third rather than second year of the CTSP if CTN runs into unforeseen issues in its initiation.

Table 29 shows the summary of the proposed Pittsboro-Sanford deviated fixed route service. The recommended routing is shown in **Figure 4**.

Table 29. Proposed Deviated Fixed Route from Pittsboro to Sanford	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Pittsboro and Pittsboro to/from Sanford
Estimated Capital Cost	\$60,000 - one expansion 25’ LTV - as approved in the JARC grant
Estimated Operating Cost	\$75,000 annually (assuming 7.5 operating hours and 7 revenue hours per day).
Potential Funding Source(s)	JARC (FTA 5316) / New Freedom (FTA 5317)
Local Match Requirement	50% operating (approximately \$41,009 annually), 20% capital (approximately \$14,700)
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5

Quality of Service Enhancement Recommendations

Offer Timed Transfer Opportunities. The existing CTN schedule with fixed route stop locations, as shown in **Table 30**, does not offer any opportunities for timed transfers that, if available, tend to greatly improve user convenience and can retain and induce ridership, along with improving on-time performance, timekeeping and overall service efficiency. In the future, CTN should consider establishing formal timed transfer points at the following locations:

- Pittsboro: Lowe’s Park and Ride
- Pittsboro: Chatham County Courthouse
- Siler City: at the existing Walmart stop
- Sanford: at the Central Carolina Community College. This transfer point should also include a Park and Ride facility in the future. CTN has already initiated discussions with the college to establish this facility.

The four proposed transfer points could eventually mature enough to become mini-facilities known as “superstops.” These transfer centers are unstaffed but high-quality stops, where riders can transfer in safety and buses can wait for riders and other routes’ vehicles at dedicated bus bays if required. They would include shelters, lighting and posted information. They can be directly on-street (with buses using a turnout) or alongside the street (with buses using a dedicated bus-only aisle). While it is not expected that CTN’s fixed-route component is mature enough to warrant construction of the superstops before FY 2017, it is recommended that the Walmart stop in Siler City be given the highest priority as a potential superstop location since it will be served by most CTN’s routes.

Modify Existing Schedules. **Table 30** shows CTN’s fixed-route / deviated fixed-route schedule with fixed route stop locations (the matrix includes CHT’s PX route). **Table 31** shows the recommended CTN fixed-route / deviated fixed-route schedule with fixed route stop locations (the matrix includes CHT’s PX route) and recommended timed transfer points. Certain timing and routing modifications to the existing schedules are proposed in order to facilitate the future ease of transfers at the following timed transfer point locations:

- 6:08 AM: Chatham County Courthouse: to/from CC and PX routes
- 6:35 AM: Siler City Walmart: to/from Siler City-Sanford and CC routes
- 7:08 AM: Lowe’s Park and Ride in Pittsboro: to/from Pittsboro-Sanford and PX routes
- 2:05 PM: Siler City Walmart: to/from CC route and Siler City Red Shuttle
- 4:30 PM: Central Carolina Community College – Sanford: to/from Siler City-Sanford and Pittsboro-Sanford routes



- 5:43 PM: Lowe's Park and Ride in Pittsboro: to/from Pittsboro-Sanford and PX routes
- 6:33 PM: Central Carolina Community College – Sanford: to/from Siler City-Sanford and Pittsboro-Sanford routes

Figure 4 shows the recommended CTN routes, including the Cross County fixed route, and the deviated fixed route service to/from Sanford. The CHT's PX route is shown as well.

Table 30. Existing Transit Routes in Chatham County (Schedule and Stops)

Northbound - from Siler City/Sanford to UNC through Pittsboro												
Siler City Walmart						7:00 AM	11:00 AM		3:00 PM			
Chatham County Courthouse			6:08 AM	6:57 AM	7:39 AM						4:30 PM	5:25 PM
Pittsboro–Lowe’s Park & Ride			6:17 AM	7:08AM	7:48 AM	7:30 AM	11:30 AM		3:30 PM		4:48 PM	5:43 PM
Ferrington Village–Galloway Ridge*			*	*	*	7:45 AM	11:45 AM		3:45 PM		*	*
Ferrington –Swim/Croquet & Village Dr.*			*	*	*	7:50 AM	11:50 AM		3:50 PM		*	*
Chatham Commons—Lowe’s Foods						8:00 AM	12:00 PM		4:00 PM			
ACC –UNC Hospitals			6:45 AM	7:38 AM	8:16 AM	8:15 AM	12:15 PM	3:45 PM	4:15 PM	4:40 PM	5:18 PM	6:13 PM
UNC Student Union			6:51 AM	7:44 AM	8:22 AM	8:25 AM	12:25 PM	3:53 PM	4:25 PM	4:48 PM	5:26 PM	6:21 PM
SECU Credit Union, Pittsboro St.	5:39 AM	6:39 AM	6:53 AM	7:46 AM	8:24 AM	8:28 AM	12:28 PM	3:58 PM	4:28 PM	4:51 PM	5:29 PM	6:24 PM
Southbound - from UNC to Siler City/Sanford through Pittsboro												
Chatham Commons—Lowe’s Foods						8:40 AM	12:40 PM		4:40 PM			
Ferrington–Swim/Croquet & Village Dr.*	*	*	*			8:50 AM	12:50 PM	*	4:50 PM	*	*	
Ferrington Village – Galloway Ridge*	*	*	*			8:55 AM	12:55 PM	*	4:55 PM	*	*	
Pittsboro – Lowe’s Park & Ride	6:01 AM		7:34 AM			9:10 AM	1:10 PM	4:23 PM	5:10 PM	5:18 PM	5:56 PM	
Chatham County Courthouse	6:08 AM	6:57 AM	7:39 AM					4:30 PM		5:25 PM	6:03 PM	
Siler City Walmart						9:35 AM	1:35 PM		5:35 PM			
Legend:		CTN Cross County Route										
		CHT PX Route										

* = Stops requiring advance reservation Schedule and routing subject to change, valid as of February 2011
 Sources: CTN database, 2010. CTN JARC *Application Supplement*, March 2010. CHT website, accessed in February 2011



Table 31. Recommended Transit Routes in Chatham County (Schedule and Stops)

Northbound - from Siler City/Sanford to UNC through Pittsboro																			
Siler City			5:35 AM							6:55 AM	10:45 AM				2:30 PM				5:45 PM
Walmart																			
Central Carolina Community College-Pittsboro										7:20 AM	11:10 AM				2:55 PM				6:00 PM
Chatham County School District										7:24 AM	11:14 AM				2:59 PM				6:04 PM
Chatham County Memorial Library										7:26 AM	11:16 AM				3:01 PM				6:06 PM
Chatham County Courthouse			6:08 AM		6:08 AM	6:57 AM		7:39 AM		7:28 AM	11:18 AM				3:03 PM		4:30 PM	6:08 PM	5:25 PM
Carolina Dialysis / Chatham Marketplace										7:33 AM	11:23 AM				3:08 PM				
Pittsboro – Lowe’s Park & Ride					6:17 AM	7:08 AM	7:08 AM	7:48 AM		7:40 AM	11:30 AM				3:15 PM		4:48 PM	5:43 PM	5:43 PM
Ferrington Village – Galloway Ridge*										7:55 AM	11:45 AM				3:30 PM				
Ferrington – Swim/Croquet & Village Dr.*										8:00 AM	11:50 AM				3:35 PM				
Chatham Commons – Lowe’s Foods										8:10 AM	12:00 PM				3:45 PM				
ACC – UNC Hospitals					6:45 AM	7:38 AM		8:16 AM		8:25 AM	12:15 PM			3:45 PM	4:00 PM	4:40 PM		5:18 PM	6:13 PM
UNC Student Union					6:51 AM	7:44 AM		8:22 AM		8:35 AM	12:25 PM			3:53 PM	4:10 PM	4:48 PM		5:26 PM	6:21 PM
SECU Credit Union, Pittsboro St.		5:39 AM		6:39 AM	6:53 AM	7:46 AM		8:24 AM		8:38 AM	12:28 PM			3:58 PM	4:13 PM	4:51 PM		5:29 PM	6:24 PM
Southbound - from UNC to Siler City/Sanford through Pittsboro																			
Chatham Commons –										8:50 AM	12:40 PM				4:25 PM				



Table 31. Recommended Transit Routes in Chatham County (Schedule and Stops)

Lowe's Foods																					
Ferrington – Swim/Croquet & Village Dr.*									9:00 AM	12:50 PM				4:35 PM							
Ferrington Village – Galloway Ridge*									9:05 AM	12:55 PM				4:40 PM							
Pittsboro – Lowe's Park & Ride	5:35 AM	6:01 AM			7:34 AM			7:15 AM	8:55 AM		9:20 AM	1:10 PM		3:58 PM	4:23 PM	4:55 PM	5:18 PM	5:43 PM	5:56 PM	7:23 PM	
<i>Carolina Dialysis / Chatham Marketplace</i>											9:28 AM	1:18 PM				5:03 PM					
<i>Chatham County Courthouse</i>			6:08 AM	6:08 AM	6:57 AM	7:39 AM					9:35 AM	1:23 PM			4:30 PM	5:08 PM	5:25 PM		6:03 PM	6:08 PM	
<i>Chatham County Memorial Library</i>											9:32 AM	1:25 PM				5:10 PM				6:13 PM	
<i>Chatham County School District</i>											9:36 AM	1:29 PM				5:13 PM				6:16 PM	
<i>Central Carolina Community College-Pittsboro</i>											9:42 AM	1:35 PM				5:17 PM				6:20 PM	
Siler City Walmart			6:35 AM	6:35 AM		7:25 AM			9:20 AM	11:15 AM	10:15 AM	2:05 PM			3:25 PM	5:45 PM	5:35 PM			6:50 PM	7:30 PM
Central Carolina Community College-Sanford	6:25 AM		7:25 AM		8:20 AM			8:05 AM	10:15 AM		12:10 PM	2:30 PM		4:30 PM	4:30 PM		6:33 PM	6:33 PM			
Legend:																					
	CTN Cross County Route																				
	CTN Siler City-Sanford Route																				
	CTN Pittsboro-Sanford Route																				
	CHT PX Route																				
	Timed Transfer Point/Checkpoint																				
	* Stops requiring advance reservation																				

Schedule and routing subject to change. **Bold** indicates proposed new stops and departure times.

Enhance Cross County Route Service

Modify Routing and Add New Service Stops. The Cross County route is an excellent new service in Chatham County, but it could become more popular if more destinations were served by the route. It is recommended that CTN consider rerouting the Cross County route via Pittsboro instead of the US 64 Bypass. The Cross County route should be routed along US-64 Business / West Street to/from downtown Pittsboro and along US 15-501/Hillsboro Street to/from the existing Lowe’s Park and Ride. This modification would be implemented in FY 2013-14 and would allow the Cross County route to serve these new fixed route stop locations in Pittsboro:

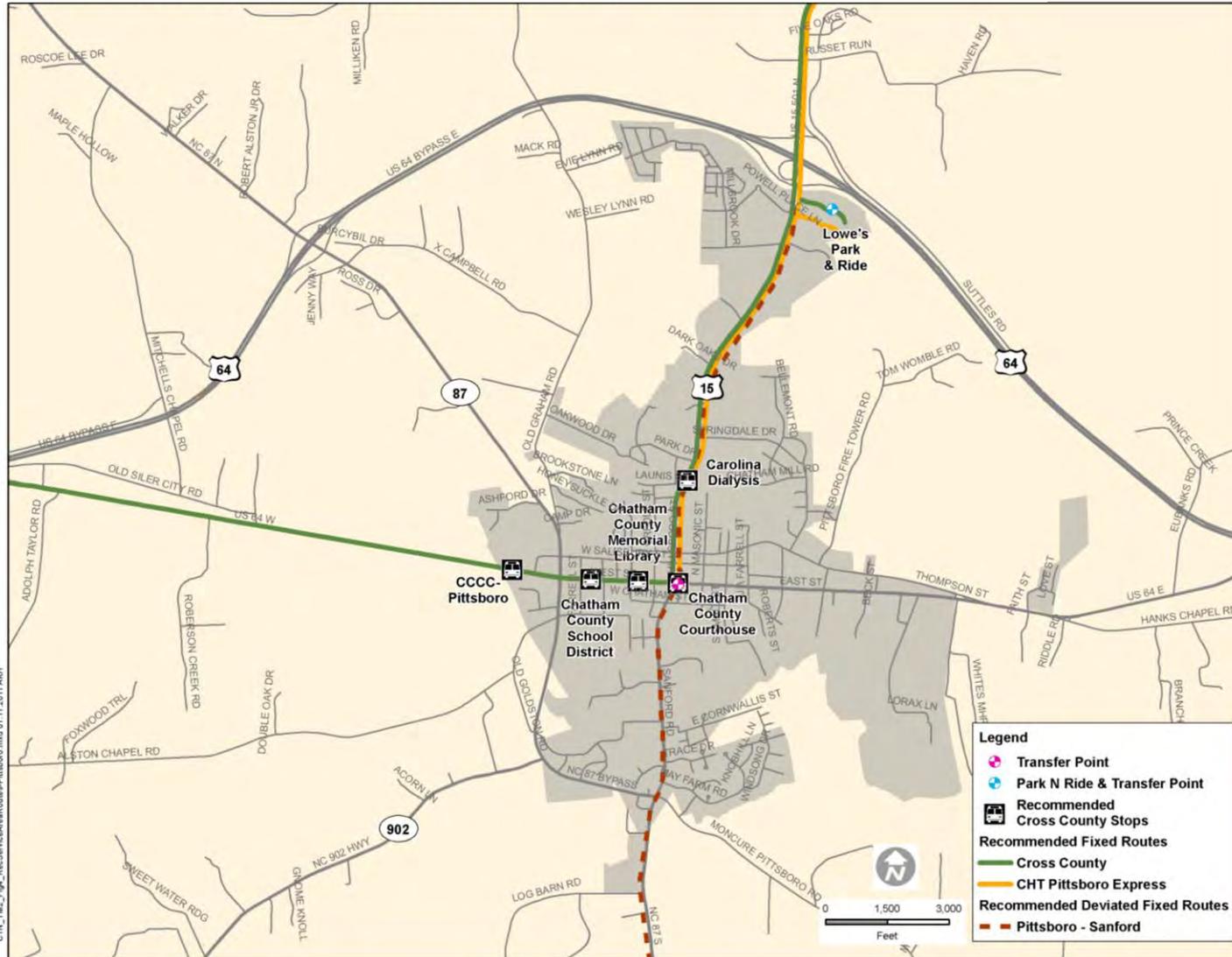
- Chatham County Courthouse (timed transfer point)
- Carolina Dialysis (Chatham Marketplace)
- Chatham County Memorial Library
- Chatham County School District
- Central Carolina Community College – Pittsboro

The matrix showing the CC route recommendations’ details is shown in **Table 32**. The recommended routing of the CC route in Pittsboro is shown in **Figure 5**. The implementation cost of this service enhancement would be minimal, with only administrative cost of printing new schedules and marketing new service.

In the future, capital costs for construction of five or more bus shelters, bus shelter pads, bus passenger loading pads and bus stop signs might have to be considered, based on the outcomes of the system-wide bus amenities study, as discussed in **Section 6.2.1** below. The recommended CC route schedule that includes the new proposed stops is shown in **Table 31**. This table is a system-wide matrix of all CTN fixed and deviated fixed routes’ schedules and transit stop locations in the future.

Table 32. Proposed Modified Cross County Route	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Cross County riders; Park-n-Riders
Estimated Capital Cost	N/A at first. In the future, it may include costs for construction of five or more bus shelters, bus shelter pads, bus passenger loading pads and bus stop signs
Estimated Operating Cost	Print new brochures, scheduled, informational marketing: estimated \$2,000
Potential Funding Source(s)	S/5311/ADA (FTA Section 5310)/JARC (FTA Section 5316)/New Freedom (FTA Section 5317)
Local Match Requirement	50% (approx. \$15,000 annually)
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 

Figure 5. Recommended Service Area Routes - Pittsboro





6.1.3 Summary of Operating and Service Enhancements

Table 33 summarizes the main opportunities for expanding CTN services, along with an order-of-magnitude cost estimate and potential funding sources. Any chosen options would need more detailed cost estimates to be prepared as part of the budgeting and/or grant application processes. Each of these options would be expected to produce increased ridership, either by allowing trips that cannot be made today, or by making the service more attractive and convenient. However, ridership rates will likely increase at a lesser rate than the service increase. The projected ridership estimates are calculated in **Section 8.3**.

Table 33. Summary of Operating and Service Enhancements (FY 2013-17)

CTN CTSP Service Recommendations	Operating	Capital	Vehicles	Operating Hours	Revenue Hours	Days per year	Operating Hours per year	Revenue Hours per year	Rate	Annual Operating	% Increase in Cost	Capital	Operating	Capital
Existing Service	FY 2009-2010		18		59	314	18,452		\$35.05	\$646,784				
Service Expansion														
Cross County feeder service Implementation: FY 2013-14	Deviated fixed-route service (2.75 revenue hours, 2.75 operating hours)	Existing vehicles, negligible capital costs	1	2.75	2.75	259	712	712	\$38.67	\$27,542	4.1%	\$84,055	CMAQ - Congestion Mitigation and Air Quality: 80% CMAQ, 20% local	CMAQ - Congestion Mitigation and Air Quality: 80% CMAQ, 20% local
Employment Shuttle Routes														
Shuttle #1: Siler City-Sanford route Implementation: FY 2013-14	Deviated fixed-route service (7 revenue hours, 7.5 operating hours)	Existing vehicles, negligible capital costs	1	7.5	7	259	1,943	1,813	\$38.67	\$75,116	10.5%	Negligible	S.5316 - Job Access and Reverse Commute (JARC): up to 50% JARC, 50% local	S.5316 - up to 80% JARC, 20% local
Shuttle #2: Pittsboro-Sanford route Implementation: FY 2013-15	Deviated fixed-route service (7 revenue hours, 7.5 operating hours)	One expansion vehicle - van or cutaway, 25 ft LTV	1	7.5	7	259	1,943	1,813	\$38.67	\$75,116	11.1%	\$59,952	S.5317 - New Freedom: up to 50% JARC, 50% local	S.5316 - up to 80% JARC, 20% local
Shuttle #1, Extension: Siler City loop -Sanford Implementation: FY 2015-16	Deviated fixed-route service (4 revenue hours, 4 operating hours)	Existing vehicles, negligible capital costs	1	4	4	259	1,036	1,036	\$41.83	\$43,334	0.2%	Negligible	S.5316 - Job Access and Reverse Commute (JARC): up to 50% JARC, 50% local	S.5316 - up to 80% JARC, 20% local

Assumptions: \$35.05 fully allocated cost per hours of service in FY 2010, adjusted for inflation in respective future years by utilizing the NCDOT, PTD inflation factors shown in Table 4.

6.2 CAPITAL ENHANCEMENTS

This section describes the planned and proposed infrastructure projects to support CTN services and its riders. It includes CTN projects related to bus stop amenities and accessibility, CTN operating facilities / headquarters, and automated scheduling and mapping software.

6.2.1 Bus Stop Amenities Evaluation

Passenger amenities, such as benches and shelters, enhance the physical environment of a bus stop by offering a comfortable location for waiting passengers. A bus shelter also offers the added comfort of protecting passengers from the weather. Transit systems with such amenities make their services more attractive to existing riders and potential riders. As such, there is growing interest in enhancing all stages of the transit experience by providing amenities. While every passenger prefers these types of amenities, it is impractical to install a shelter or bench at every bus stop location. The cost of this action would be prohibitive. Therefore, there is a need to maximize the effect of investments by focusing resources on those amenities that will have the greatest possible effect on the most riders.

CTN's bus stops generally lack proper amenities and accessibility. Almost all have a posted sign, but none have a shelter or a bench. The Steering Committee agreed that some sort of shelter is desirable for waiting riders and also provides an opportunity to advertise the service as well as sell advertising space for additional revenue. CTN needs to develop minimum standards for when amenities should be provided. Based on ridership, surveying or other methods, the standards should be developed to establish thresholds for when riders at major bus stops should have a place to sit and/or be sheltered. For example, a passenger threshold of 25 boardings per day may warrant having a bench installed, and 50 boardings may warrant a shelter. The Cross County route has 11 fixed stops – using those standards, CTN could determine which of these stops warrant passenger amenities, and to which degree (i.e., bench only, or shelter with a bench).

Ways to offset the capital costs should also be evaluated. Potential means to offset capital costs may include: adopt a bench or shelter programs, advertising, business improvement districts/business partnerships, bulk purchases/quantity orders. **Table 34** summarizes the recommended bus stop amenities evaluation. Once the bus stop amenities evaluation is completed (FY 2015-16), the implementation of the bus stop amenities evaluation study could take place (beyond Year 5 of the CTSP). While it is not easy to estimate the costs associated with implementing the evaluation's recommendations without knowing the outcomes of that study, CTN could target \$30,000 as their capital spending limit and address the need for amenities at those bus stop locations the proposed study would identify.

Table 34. Bus Stop Amenities Evaluation	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Cross County route and SW Chatham County employment shuttles
Estimated Capital Cost	Cost estimates to consider: Benches: Approximately \$300-\$800 each Shelters: Approximately \$2,000-\$5,000 each Solar Power Lighted Shelter/Bench Combination: approximately \$8,000-\$10,000 each Bike racks: Approximately \$400-\$700 each Total estimated in FY 2015 = \$30,000 for benches, shelters and bike racks
Estimated Operating Cost	Evaluation planning study cost – estimated \$20,000
Potential Funding Source(s)	FTA Section 5311 – Non-urbanized Area Formula Program Rural Planning Program
Local Match Requirement	\$3,000 for evaluation study
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 (evaluation) <input type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5

6.2.2 CTN Operating Centers Evaluation

CTN’s leased administrative and operating headquarters are currently located in the historic Chatham Mills building just north of downtown Pittsboro, with some of its fleet parked in Siler City. The Pittsboro facility provides limited space for administrative and operations functions and the Pittsboro-based fleet parking. The front office of the current facility is utilized for dispatching, reception, and administrative purposes. Each of these functions requires its own space, particularly a dedicated dispatching area that is free of noise and distractions. Currently, CTN parks all its vehicles at the Pittsboro facility. The Pittsboro facility does not include adequate storage space for CTN’s fleet. Because of the inadequacies of both sites, in addition to the lease issues associated with the Siler City lot, CTN must find a long-term solution for storage of its entire fleet.

In addition to deficient fleet storage, CTN’s facilities currently lack opportunities to conduct any vehicle maintenance. Currently, CTN must remove vehicles from service for extended periods of time for routine maintenance, further constraining its limited fleet capacity. CTN had previously investigated the possibility of purchasing and renovating a facility in Siler City for use as their main headquarters. CTN applied for a Section 5309 Bus and Bus Facilities Livability Initiative Program grant for the Siler City facility but was deemed an ineligible grant recipient. CTN remains in need of an upgraded headquarters, and at a minimum a fleet storage space in a centralized location.

This enhancement includes preparation of a Feasibility Study to review options for improved facilities for CTN’s operations, as shown in **Table 35**. The Feasibility Study would further assess the deficiencies of CTN’s current facilities and identify a range of options that will adequately address those deficiencies. Options presented should

include both interim (short-term) and long-term remedies for improved facilities. Short-term remedies may involve leasing a satellite facility with adequate fleet storage in Pittsboro or Siler City. Long-term remedies may involve the purchase of a satellite facility and new headquarters for CTN’s operations.

Table 35. Improved Operating Centers Evaluation	
Which existing service(s) will this enhance?	<input type="checkbox"/> RGP <input type="checkbox"/> Elderly <input type="checkbox"/> Disabled <input type="checkbox"/> Employment <input type="checkbox"/> Education
What market(s) will be served?	N/A
Estimated Capital Cost	New Headquarters: \$265,000 (based on S.5309 Grant application) – beyond Yr 5
Estimated Operating Cost	Feasibility Study: \$30,000
Potential Funding Source(s)	FTA Section 5311
Local Match Requirement	10% of the total - \$3,000 for Feasibility Study; \$34,500 for Implementation (beyond Yr 5)
Timeframe for Implementation	Feasibility Study: <input type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5  Implementation: <input type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input checked="" type="checkbox"/> Beyond Yr 5

6.2.3 The Road to Automated Scheduling and Mapping Tools

On-time performance and operating efficiency are areas where improvements are needed for CTN, based on surveys, peer review, and performance analysis. The use of available automated tools for scheduling and mapping (ATS) could help improve these areas. Mobile Data Computers (MDCs), also referred to as Mobile Data Terminals (MDTs), would be installed in transit vehicles and the central office. They would allow the drivers of transit vehicles to communicate directly with the central office in real time regarding scheduling and routes.

With approximately 160-180 average daily weekday riders in recent years, CTN does not currently meet the 300 passenger trips per weekday requirement to obtain state subsidized scheduling and mapping software (RouteMatch, Trapeze, HBSS). The purpose of this section is to anticipate if and when CTN will cross the required 300 average daily passenger trip threshold to become eligible for the scheduling software.

Eligibility Requirements: Average Daily Passenger Projections

There are two requirements CTN must satisfy in order to qualify for state subsidized MDCs:

- CTN must successfully utilize automated scheduling and mapping software for three years
- At the end of the three year time period, CTN must also have an average of 300 passenger trips per weekday

The North Carolina Community Transportation System Technology Implementation Plan (dated February 16, 2010) uses the current year and previous year average daily passenger totals from the Vehicle Utilization Data and compares them to achieve an Actual Growth rate (AG). The resulting AG rate, based on only the last two reported ridership data years is adjusted to allow for multi-year ridership fluctuations and classifies each transit system as:

- High growth systems (>10% growth) with an estimated growth of 7 percent over time
- Moderate growth systems (1-10% growth) that may realize a 4 percent estimated growth
- Low growth systems (negative or less than 1% growth) that may realize a 1 percent estimated growth.

Average daily passenger totals are highlighted in red when they reach 290 trips per day because it is anticipated that the system may potentially cross the threshold in the next fiscal year. NCDOT has classified CTN as a low growth system based on the ridership data from FY 2008-2009 (shown in **Table 36**). NCDOT estimates that CTN’s ridership will grow at a 1 percent rate in the next five years, and reach 191 daily riders in FY 2014. These projections were made before the Cross County route was operating, and excludes new contracts signed by CTN (including Boys and Girls Club and COA contracts), but before a significant decrease in ridership in FY 2009-10 was reported.

Avg. Daily Passengers		Growth Rate		Estimated Avg. Daily Passengers				
FY08	FY09	Actual	Estimated	FY10	FY11	FY12	FY13	FY14
226	182	-20%	1%	184	185	187	189	191

Source: *The North Carolina Community Transportation System Technology Implementation Plan*. NCDOT

As shown in **Table 37**, when the variables discussed above are incorporated in the model, the average Base Case weekday ridership in the first year of the CTSP is estimated at 226 and reaches 246 riders in FY 2016-17. CTN is also reclassified as a moderate growth system that may realize a 4 percent estimated growth (with an annual growth range from 1 to 4 percent), but the actual percentage increase chosen is limited by the projected population growth in the service area: roughly 2 percent in Chatham County.

The updated Base Case scenario projects a 24.8 percent increase in the average number of daily riders in the final year of the Plan when compared to NCDOT’s estimates. The overall ridership estimates that include ridership impacts of the proposed service improvements yield an estimated 295 weekday riders by FY 2017, approaching the desired 300 daily riders that would enable CTN to qualify for automated scheduling technology. It can be expected that service enhancements proposed in this Plan, including Siler City-Sanford extension, Pittsboro-Sanford deviated fixed route and Cross County route enhancements would enable CTN to reach the initial year of the three-year



qualifying waiting shortly after the final year of the CTSP. There is also a high probability that the waiting period can begin in the final year of the CTSP (FY 2017) if actual reported ridership numbers are just a bit higher than the cited estimates. CTN will need to monitor its ridership levels vigorously in the upcoming years to ensure its readiness for automated scheduling technology application once the threshold requirements are satisfied.

Recommended Course of Action

Until CTN reaches the 300 trips per day requirement, it is recommended that CTN continues to utilize the low cost trial version of the CTS software. Although CTN already has this software loaded, they have indicated there are several operational issues associated with the software and are hesitant to implement it on a regular basis.

Since CTN does not currently qualify, and is not expected to qualify, for state subsidized software within the Five-Year Plan horizon, another option could involve obtaining a user license on a neighboring network's license – through an interlocal or interregional agreement with an interested and willing agency or entity. In Hickory, North Carolina, the City had entered an interlocal agreement with Iredell County for the Western Piedmont Regional Transit Authority (WPRTA) in order to share the burden of the costs associated with implementing the RouteMatch Software, Inc. Local funds are split by the seven cities and counties contributing to the WPRTA, with the City of Hickory's share being approximately \$1,600. **Table 38** highlights the advanced scheduling technology options for CTN.

Table 37. CTN Average Weekday Riders Projections (FY 2010-17)

	Actual	Projected	Five-Year Plan				
Projected Ridership Estimates - One-way Transit Trips	FY 2010	FY 2011	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Base Case Ridership							
Weekday Ridership	168	172	180	183	187	191	195
Saturday Ridership	14	15	15	16	16	16	17
Ridership Impacts of new CTN contracts signed in FY 2010-11		30	31	32	33	33	34
Total	183	217	226	231	236	241	246
CTN Service Recommendations:							
Cross County feeder service				4	6	7	7
Employment Shuttle Routes (Begin Service):							
Shuttle #1: Siler City-Sanford route				11	15	17	17
Shuttle #2: Pittsboro-Sanford route				11	15	17	17
Employment Shuttle Routes (Expand Service):							
Shuttle #1, Extension: Siler City loop -Sanford						6	9
Total Service Plan Elements Incremental Impacts			0	26	36	47	50
Total Transit Program Ridership	183	217	226	257	272	287	295
<i>% Ridership Increase of Service Plan Impacts/Base Case Ridership</i>	<i>N/A</i>	<i>N/A</i>	<i>0.0%</i>	<i>11.3%</i>	<i>15.4%</i>	<i>19.3%</i>	<i>20.3%</i>
<i>% Ridership of Service Plan Impacts/Total Transit Ridership</i>	<i>N/A</i>	<i>N/A</i>	<i>0.0%</i>	<i>10.2%</i>	<i>13.3%</i>	<i>16.2%</i>	<i>16.9%</i>

Assumptions:

Additional 30 daily riders estimated as ridership impact of new CTN contracts, beginning in FY 2011, not reflected in FY 2010 OPSTATS

Table 38. Automated Scheduling Software Evaluation	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Countywide
Estimated Capital Cost	CTS Trial Software: None; computers loaded with software are currently available. RouteMatch or HBSS: \$70,000 plus 10-15% annually (~\$9,000). Trapeze: \$96,500 plus 10-15% annually (~\$12,500). Obtaining a user license on another network would greatly reduce costs – to as low as \$4,000 annually
Estimated Operating Cost	No additional operating costs are anticipated, as this tool enables current dispatchers to operate more efficiently.
Potential Funding Source(s)	FTA Section 5311 Rural Formula Funding Rural Capital Program
Local Match Requirement	10% capital, 50% operating costs. Min. ~\$2,000 annually if license is shared; max. \$9,650 one-time capital expense (Yr 5+) and \$6,250 in annual operating costs (Year 5+).
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input checked="" type="checkbox"/> Beyond Yr 5

6.3 INSTITUTIONAL AND ADMINISTRATIVE ENHANCEMENTS

This section describes the proposed institutional and administrative enhancements, including new reciprocal transfer agreement, mobility management, and marketing.

6.3.1 New Reciprocal Transfer Agreements

Based on survey results, 39 percent of respondents may need transportation to Orange County, 25 percent to Durham County, 22 percent to Lee County, 21 percent to Wake County, and 17 percent to Randolph County. CTN currently has a coordination agreement with RCATS in Randolph and Montgomery Counties where RCATS customers are dropped off in Siler City by 7:00 AM to meet the Cross County Route to Chapel Hill. By expanding transfer agreements with other agencies, Chatham County riders will have improved access to services in other communities such as Chapel Hill, Durham, and Sanford. This would not require modification of current CTN routes, but would require coordination with other agencies and marketing of the services to increase rider awareness. A transfer agreement should be initiated with Lee County (COLTS), especially with the recommended deviated fixed route CTN service between Siler City and Sanford and Pittsboro and Sanford.

The transfer agreements should be contingent upon commencement of negotiations to develop the means to provide an equitable distribution of passenger fares, operating subsidies and capital expenses as may be required to offset the cost of passenger travel between or among the participating transit systems. Future transfer agreements should include provisions for the collection of fares (cross-acceptance of passes, universal fare card, billing for medical trips, etc) and procedures for reserving and scheduling trips. While the reciprocal free transfer agreement would result in CTN’s inability to realize a full farebox

return on trips with transfers between CTN and other parties, other tangible benefits outweighing this potential revenue loss would be realized. These potential benefits could include:

- **Financial benefit to CTN.** CTN would be the recipient of a one-way fare from each passenger for the inbound segment of each round trip. The total annual income produced due to reciprocal free transfer agreements is dependent upon ridership estimation and requires further study.
- **Expanded mobility and employment opportunities** for the residents of Chatham County. A reciprocal transfer agreement would increase mobility and transit options for Chatham County residents, particularly access to employment, education, and recreational and social opportunities. While the lack of a reciprocal free transfer agreement does not preclude a prospective rider from using COLTS, it might be cost-prohibitive and less efficient if timed transfers are not offered.
- **Opportunities offered to businesses in Chatham County.** Reciprocal transfer arrangements between CTN and Lee County or Chapel Hill Transit would expand the labor market for businesses in Chatham County by providing affordable transportation options for riders originating in Lee County. It would increase the riders' convenience in all involved counties. The agreement would also result in increased labor market base for Lee County businesses. Overall, both the businesses and residents of Chatham, Lee and Orange Counties could benefit from the reciprocal agreements.
- **Greater visibility of CTN in and outside of its service area.** Reciprocal agreements discussed here are a great marketing tool for CTN. Although CTN would not expand its service area in geographic terms, its area of influence would increase due to the fact that more transfer riders and community members at large would be aware of the existing services offered by CTN.

Table 39 highlights the new transfer agreements evaluation.

Table 39. New Transfer Agreements Evaluation	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Out of county trips to/from Chatham County
Estimated Capital and Operating Cost	Nominal administrative costs
Potential Funding Source(s)	N/A
Local Match Requirement	N/A
Timeframe for Implementation	<input checked="" type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input type="checkbox"/> Yr 3 <input type="checkbox"/> Yr 4 <input type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 



6.3.2 Enhanced Mobility Management

Mobility management is an approach for coordinating transportation services for a variety of customers, including the elderly, persons with disabilities, and individuals with low incomes in a way that achieves connectivity and effectiveness for customers and efficiency for taxpayers. NCDOT's job description for a mobility manager is "someone to work with the transit staff as well as leaders developing and identifying needs for transportation... This position is to work to effectively build services not currently available to the county as well as in educating others to take advantage of the existing services."

Based on review of Mobility Manager job descriptions, potential responsibilities of a mobility manager for the CTN service area are to:

- Work directly with the Transit Director and other staff members to ensure coordination is maximized and available services are utilized before seeking outside resources.
- Provide strategies for meeting local needs of individuals with disabilities, older adults, low-income individuals and others and prioritize transportation services for funding and implementation.
- Promote enhancement and facilitation of access to transportation services, including the integration and coordination of services.
- Promote activities related to federal programs such as the Job Access Reverse Commute (JARC) Program, New Freedom Program, and Elderly Individuals and Individuals with Disabilities programs.
- Improve business and community support for transit organizations.
- Direct outreach to employers, agencies, community centers, faith-based organizations, and the general public,
- Develop marketing materials.
- Serve as a liaison between the transit agency and others.

Chatham County is one of the few transit systems in North Carolina that has a Mobility Manager. This position is funded 100 percent by ARRA funds and is currently housed in the County's Sustainable Communities Department. Funding for this position comes from a two-year grant that is awarded competitively. The current grant ends June 30, 2011. Under this enhancement, Chatham County would continue to staff a Mobility Manager. The Manager would be the point of contact for coordinating the transit needs for Chatham County. This would also include marketing CTN's services and developing methods for increasing ridership. The Mobility Manager could also be responsible for writing and tracking grant applications for CTN and other agencies within the County who provide transit service (such as Council on Aging). **Table 40** highlights the enhancements opportunities associated with the Mobility Management evaluation.

Table 40. Mobility Management Evaluation	
Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Countywide
Estimated Capital and Operating Cost	\$47,000/year (\$35,000 salary + \$12,000 benefits and expenses). \$12,000 includes computer, travel expenses, conferences, telephone, supplies, etc.)
Potential Funding Source(s)	Elderly and Disabled Individuals Transportation Program (FTA Section 5310) New Freedom Program (FTA Section 5317)
Local Match Requirement	20% - estimated \$9,400 annually Yr 1 and Yr 2. Funding will need to be secured beyond Yr 2.
Timeframe for Implementation	<input checked="" type="checkbox"/> Yr 1 <input checked="" type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input checked="" type="checkbox"/> Beyond Yr 5 

6.3.3 Marketing Enhancements

CTN does not have a formal marketing plan, but they advertise their services in a variety of ways. The CTN website (www.chathamtransit.org) provides information on services and routes. CTN distributes brochures, in both English and Spanish, at various community events, including the DSS non-profit fair and the festival at Shakori Hills, located near Silk Hope in Chatham County. For the spring 2010 festival at Shakori Hills, CTN ran a free biodiesel shuttle between the festival and Chatham Mills in Pittsboro (adjacent to the CTN office), providing great exposure for CTN.

CTN also uses a local newspaper, the Herald Sun, to inform the community about CTN and its services through press releases and letters to the editor. For FY 2010, the CTN budget included \$3,962 for paid advertisements and \$991 for promotional items. The FY 2011 budget includes \$4,875 for marketing and promotional items, which equates to 0.5 percent of total budgeted revenue. CTN's peers generally spend approximately one percent of their total budgeted revenue on marketing. Moving forward, CTN could increase their marketing budget to one percent to develop a brand and focus their marketing efforts, as summarized in **Table 41**. Marketing efforts could be targeted in areas with the greatest potential to increase ridership, such as community colleges, human service agencies, nursing homes and dialysis centers. The enhanced mobility manager position could assist with implementation of the marketing program. This enhancement could include several activities described below.

Advertising

CTN sells advertising on its vehicles to recoup the ten percent local match required to purchase transit vehicles. The agency wishing to purchase the ad will design it, CTN will pay for the layout and application to the vehicle and the ad remains on the vehicle for three years. CTN markets the ads as one of the least expensive ways for organizations to spread their message across Chatham County since CTN vehicles travel the entire County and not just a fixed route. When CTN purchases a vehicle, they send letters to organizations that

may be interested in advertising on the vehicle. To date, Chatham Hospital and United Way have bought ads on CTN vehicles and CTN is considering hiring a company to help it sell ads.

CTN could explore additional ways of utilizing its assets for advertising purposes, including whole transit vehicle ads, rolling billboards, headlight and taillight posters, fullbacks, interior posters, as well as advertising at bus shelters and on printed information. While the costs may vary based on the means used (i.e. a full bus wrap would be much more costly than just a fullback), other variables have to be considered, for instance the availability of storage space for advertising posters if the advertising contract calls for CTN to store and maintain the materials in-house, or the fact that CTN would need a set of advertising program guidelines dealing with subject matter. Overall, CTN cannot lose sight of the fact that transportation facilities are perceived as ideal locations for messages to be seen by captive viewers.

Which existing service(s) will this enhance?	<input checked="" type="checkbox"/> RGP <input checked="" type="checkbox"/> Elderly <input checked="" type="checkbox"/> Disabled <input checked="" type="checkbox"/> Employment <input checked="" type="checkbox"/> Education
What market(s) will be served?	Countywide
Estimated Capital Cost	None
Estimated Administrative Cost	Branding: \$10,000 total Printed Materials: \$2,000 annually
Potential Funding Source(s)	Locally generated revenue (approximately 1% to 3% of revenue)
Local Match Requirement	Funding is all local, approximately \$11,000 annually
Timeframe for Implementation	<input type="checkbox"/> Yr 1 <input type="checkbox"/> Yr 2 <input checked="" type="checkbox"/> Yr 3 <input checked="" type="checkbox"/> Yr 4 <input checked="" type="checkbox"/> Yr 5 <input type="checkbox"/> Beyond Yr 5 

Branding

CTN could utilize the services of design students enrolled at Central Carolina Community College or CTN could contract with a marketing specialist to develop a brand, including a theme and logo for CTN. CTN’s branding should be included on all vehicles, signage, website, and letterhead. Distinct branding for the Siler City shuttle could be implemented. This could include van wrapping that distinguishes the Siler City vans from other CTN transit vehicles.

Printed Materials

Once CTN has developed a brand, they could enhance their printed materials to include better information about CTN services in a more attractive format. The updated materials could be more widely distributed. One method to widely distribute printed materials would be for CTN to include a message in the Chatham County water bills. Up to 71 characters can be printed on the every water bill distributed within the County, free of charge.



7. FIVE-YEAR PLAN ENHANCEMENT RECOMMENDATIONS - SUMMARY

The Operating & Service, Capital, and Institutional & Administrative enhancement recommendations aim to reflect ranked and prioritized potential service alternatives as identified and confirmed by the Five-Year Plan’s Steering Committee, surveyed CTN riders and Chatham County community members, and in analyzed background documents and plans.

The ranked priorities for the CTN Five-Year Plan included potential service expansion (particularly to rural population and senior citizens) and service improvement enhancements (including on-time performance, fare policy); capital needs (bus stop amenities and CTN facilities); and institutional and administrative needs (particularly more coordination with Chapel Hill Transit and increased marketing efforts).

Together, the enhancement recommendations support CTN’s Mission:

The mission of Chatham Transit Network shall be to initiate, provide, evaluate, and promote a safe, adequate, and convenient transit network for the citizens of Chatham County.

The enhancements also support CTN’s Vision:

All residents of Chatham County can access safe, comprehensive, user-friendly and efficient transportation that meets the needs of the public while preserving and sustaining human, natural and economic resources.

The Operating & Service, Capital, and Institutional & Administrative elements of the Five-Year Plan aim to support NCDOT’s objectives for the Community Transportation Service Plan, including:

- Timely development and availability of transportation services
- Improving the efficiency and effectiveness of federal/state-funded programs
- Supporting and promoting regional coordination
- Providing dependable transportation
- Enhancing the coordination of existing services
- Building upon the coordination efforts that exist
- Serving as a basis for funding requests

The recommendations for operating and service enhancements, capital enhancements, and institutional and administration enhancements are discussed in detail in **Section 4** and are listed below.

Operating and Service Enhancements

- Demand-Responsive Service
 - Enhanced Effectiveness and Cost-Efficiency



- Improve Performance Measures
- Improve Scheduling and Information Management
- Improve Billing and Costs
- Improve Efficiency of Project Health Rides
- Enhanced Assistance to Riders
 - Door-to-Door Service
 - Rider Training Program
- Deviated and Fixed-Route Services
 - Service Expansion Enhancement Recommendations
 - Enhanced Coordination with Chapel Hill Transit
 - Begin Operating rural General Public Service in Southwest Chatham County
 - Quality of Service Enhancement Recommendations
 - Offer Timed Transfers Opportunities
 - Modify Existing Schedules
 - Enhance Cross County Route Service

Capital Enhancements

- Bus Stop Amenities Evaluation
- CTN Operating Centers Feasibility Study
- Monitor Use of Automated Scheduling and Mapping Tools

Institutional and Administration Enhancements

- New Reciprocal Transfer Agreements
- Enhanced Mobility Management
- Marketing Enhancements

Table 42 shows the summary of the Five-Year Plan enhancement recommendations, separated by type of recommended enhancement, implementation year(s) and funding source(s). Major milestones associated with implementation efforts of each enhancement are also identified. The preliminary estimated cost of the proposed recommendations, including the estimated local match, is shown as well. Additional sources of local funding will need to be secured in order to implement the enhancement recommendations since the expenses associated with enhancements' implementation will be in addition to the CTN's base year budget (FY 2010) and future year Base Case scenario budgets (FY 2013-17). **Table 43** presents the Service and Implementation Plan summary, including all major recommendations included from **Table 42**. **Chapter 8** provides the detailed financial analysis and Financial Plan.

Table 42. CTN Five-Year Plan: Enhancement Recommendations - Summary

Recommendation	Enhancement Type	Initial Fiscal Year	Milestones/Action Items	Potential Funding Source	Estimated Cost			Estimated Local Match
					Operating	Administrative	Capital	
1. Improve Efficiency of Project Health Rides	Operating & Service	2012-13	<ul style="list-style-type: none"> • Review eligibility criteria • Consolidate trips • Expand RGP service • Submit S.5317 grant application (Spring 2012) 	S.5310 or S.5317	Minor, might decrease if efficiency increases Future of PHR dependent on S.5317 funding beyond FY 2012: approx. \$120,000 annually	Negligible	N/A	Funded until FY 2012; \$60,000 annually beyond FY 2012
2. Enhance effectiveness and cost-efficiency	Operating & Service, Administrative	2012-13	<ul style="list-style-type: none"> • Reduce trip cancellations: <ul style="list-style-type: none"> ○ Identify cancellations by reservation type and funding source ○ Implement strict cancellation policy ○ Implement stricter advanced reservation policy • Reduce no-shows <ul style="list-style-type: none"> ○ Improve tracking of no-shows by requiring drivers to call them in immediately • Reduce number of routes <ul style="list-style-type: none"> ○ Reduce routes by 25% • Establish set days for out-of-county trips • Consider flat rate as form of billing <ul style="list-style-type: none"> ○ Conduct detailed fare policy review (see #3) 	S.5311	Negligible	Negligible	N/A	N/A

Table 42. CTN Five-Year Plan: Enhancement Recommendations - Summary

Recommendation	Enhancement Type	Initial Fiscal Year	Milestones/Action Items	Potential Funding Source	Estimated Cost			Estimated Local Match
					Operating	Administrative	Capital	
3. Fare Policy and Billing Method Review	Operating & Service	2012-13	<ul style="list-style-type: none"> • Set farebox recovery goals <ul style="list-style-type: none"> ◦ Goal: above peer group average • Issue RFP for Billing Method Evaluation study • Establish formal procedures for selling and recording transit passes 	S.5311, Rural Planning Program	Estimated \$20,000 – one-time planning study expense		N/A	\$3,000 – one-time expense
4. Mobility Management Evaluation	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> • Review and revise Mobility Manager’s responsibilities <ul style="list-style-type: none"> ◦ Factor in #8 as Mobility Manager’s responsibility • Resubmit grant application for funding (Spring 2012) 	S.5310 or S.5317 or local funding		\$47,000 payroll burden beyond FY 2012		\$9,400 annually beyond FY 2012
5. Quality of Service Enhancements	Operating & Service	2012-13 through 2013-14	<ul style="list-style-type: none"> • FY 2012-13: <ul style="list-style-type: none"> ◦ Modify existing schedules • FY 2013-14: <ul style="list-style-type: none"> ◦ Establish timed transfer points ◦ Add new service stops and modify existing schedules: <ul style="list-style-type: none"> ▪ Cross County route: establish 5 new stops, reroute through Pittsboro 	S.5311 or S.5316 or S.5317 or CMAQ	Negligible	\$2,000 CC route marketing	Negligible – though bus stop amenities should be considered	\$2,000 (one-time expense)
6. New Reciprocal Transfer Agreements	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> • Monitor inbound/outbound out-of-county ridership • Reach out to surrounding agencies for reciprocal transfer agreements 	N/A	Negligible	Negligible	N/A	N/A

Table 42. CTN Five-Year Plan: Enhancement Recommendations - Summary

Recommendation	Enhancement Type	Initial Fiscal Year	Milestones/Action Items	Potential Funding Source	Estimated Cost			Estimated Local Match
					Operating	Administrative	Capital	
7. Marketing Program Evaluation	Institutional and Administrative	2012-13	<ul style="list-style-type: none"> Increased marketing budget 	Local funding	N/A	\$2,000 annually - printed marketing materials	\$10,000 branding (one-time expense)	All local funding - \$19,000 in FY 2012-13, \$9,000 annually FY 2014-17
8. Rider Training Program Evaluation	Operating & Service	2013-14	<ul style="list-style-type: none"> Implementation of Enhancement #5 Resubmit grant application (Spring 2012) 	S.5310 or S.5317	\$20,000 annual payroll burden – included in Mobility Manager’s responsibilities	N/A	N/A	\$4,000 – included in Mobility Manager’s responsibilities
9. Enhance Coordination with Chapel Hill Transit, including new CTN Feeder Service to PX route	Operating & Service	2013-14	<ul style="list-style-type: none"> Coordination meetings with CHT <ul style="list-style-type: none"> Agenda items: coordinated marketing; guaranteed ride home for PX riders; cross use of transit passes Coordinate grant application efforts with CHT Train/Hire drivers for feeder service Begin CTN morning/afternoon feeder service to CHT’s PX route 	CMAQ	\$27,500 annually (CC feeder service)	N/A – use existing vehicles	\$84,000 – hybrid/CNG LTV – one-time expense	\$5,500 annually in operating matching funds. \$17,000 in matching capital cost funding.
10. Enhanced Service in Southwest Chatham County	Operating & Service	2013-14 and 2015-16	<ul style="list-style-type: none"> FY 2013-14: <ul style="list-style-type: none"> Hire/Train additional drivers Begin operating Siler City to Sanford deviated fixed route employment route Begin operating Pittsboro to Sanford deviated fixed route employment route 	S.5316/S.5317	\$75,000 annually per route initially; Additional \$43,000 in annual operating costs for expansion	Negligible	\$60,000 – expansion LTV for Pittsboro-Sanford route – one-time expense	\$75,000 annually in operating matching funds for both routes (and additional \$21,500 annually when

Table 42. CTN Five-Year Plan: Enhancement Recommendations - Summary

Recommendation	Enhancement Type	Initial Fiscal Year	Milestones/Action Items	Potential Funding Source	Estimated Cost			Estimated Local Match
					Operating	Administrative	Capital	
			<ul style="list-style-type: none"> • FY 2015-16: <ul style="list-style-type: none"> ○ Expand Siler City to Sanford deviated fixed route employment route service 		of the Siler City-Sanford route beginning in FY 2015-16			Siler City-Sanford service is extended). \$12,000 in matching capital cost funding.
11. Door to Door Service Evaluation	Operating & Service	2014-15 and 2015-16	<ul style="list-style-type: none"> • FY 2014-15: <ul style="list-style-type: none"> ○ Feasibility study ○ Determine if drivers or attendees will be used ○ Submit S.5317 grant application (Spring 2014) • FY 2015-16: <ul style="list-style-type: none"> ○ Begin Door to Door Service 	S.5317	\$24,000 annually if attendees are used; none if existing drivers are used (recommended)	Negligible		\$12,000 annually if attendees are used; N/A if drivers are used
12. Improve Operating Centers	Capital	2015-16	<ul style="list-style-type: none"> • Issue RFP for Feasibility study • CTN Operating Centers Feasibility Study 	S.5311		\$30,000 feasibility study (one-time expense)		\$4,500 (one-time expense)
13. Bus Stop Amenities Evaluation	Capital	2015-16	<ul style="list-style-type: none"> • Issue RFP for bus stop amenities planning study • Secure funding for implementation 	S.5310 or S.5311 or S.5317		\$20,000 – planning study (one-time expense)	N/A	\$3,000 (one-time expense)

Table 42. CTN Five-Year Plan: Enhancement Recommendations - Summary

Recommendation	Enhancement Type	Initial Fiscal Year	Milestones/Action Items	Potential Funding Source	Estimated Cost			Estimated Local Match
					Operating	Administrative	Capital	
14. Monitor use of Automated Scheduling and Mapping Tools	Capital	2016-17	<ul style="list-style-type: none"> Continue using trial version of CTS Consider obtaining neighboring network's license Begin the 3-year qualifying waiting period (FY 2016-17 or FY 2017-18 – beyond the horizon of the Five-Year Plan) 	S.5311	N/A – operating and administrative costs might decrease due to increased efficiency (estimated 5% annually)		Substantial investment if network license is shared to equip existing vehicles, estimated at \$4-5,000 per LTV	\$4,000 annually if network license is shared before 2017

Table 43: CTN Five-Year Plan: Service and Implementation Plan

Year 1: 2012-13	Year 2: 2013-14	Year 3: 2014-15	Year 4: 2015-16	Year 5: 2016-17
Improve efficiency of PHR				
Improve performance measures (annual)				
Improve scheduling and information mgmt (annual)				
Improve billing and costs (annual)				
Enhanced Mobility Mgmt				
New reciprocal transfer agreements				
Marketing enhancements				
Modify existing schedules	Offer timed transfers			
	Enhanced CC route service			
	Rider training program	Rider training program	Rider training program	Rider training program
	Enhanced coordination with CHT	Enhanced coordination with CHT		
	Begin RGP service in SW Chatham Co.		Expand RGP service in SW Chatham Co.	
		Door to door feasibility study	Begin Door to Door service	
			CTN operating centers feasibility study	
			Bus stop amenities study	
				Monitor use of AVL tools

8. FINANCIAL PLAN

8.1 METHODOLOGY

The Financial Plan component of this CTSP serves as a financing guideline to implement the proposed administrative, operating, and capital recommendations. The methodology used to develop the Financial Plan consisted of the following steps:

- Developing forecasts of the annual operating and administrative costs (Section 8.1.1)
- Estimating ridership for each of the recommended CTN service improvements (Section 8.1.2)
- Estimating passenger fare revenues based on the ridership forecasts (Section 8.1.3).
- Estimating capital needs and associated costs of the capital plan elements (Section 8.1.4)
- Estimating total operating and administrative financial plan elements (Section 8.1.5)

Section 8.2 provides a summary of the operating, administrative, and capital financial plans, focusing on the total required local match throughout the duration of the Five-Year Plan.

8.1.1 Developing Forecasts of the Annual Operating and Administrative Costs

The existing service operating and administrative costs were estimated based on the available CTN FY 2010 operating statistics (OPSTATS) and assuming no change in the level of services. The Performance Analysis, shown in **Table 44**, and the fully allocated cost per hour of service shown in **Table 45**, were estimated based on the most recent available OPSTATS from FY 2009-10 and were used to estimate future year scenario estimates for the existing services. The fully allocated cost per service hour was calculated to be \$35.05 in the 2009-10 Fiscal Year (actual figure) and is projected to increase to a high of \$41.83 in the final year of the CTSP, based on the estimated inflation factors provided by NCDOT PTD. The inflation factors used for estimating future year operating costs scenario costs were provided by the NCDOT Public Transportation Division in the *Community Transportation Service Plan – General Scope of Work*, released in October, 2010.

Using these estimates, the future Five-Year Plan operating and administrative costs were estimated for the CTN service improvement recommendations, as presented in **Table 46**. As shown in **Table 46**, the estimated operating costs (including the operating costs of all proposed service enhancements) in the final year of the Five-Year Plan (FY 2016-17) are \$1.02 million - a 30.6 percent increase from the estimated existing base case service figure of \$780,000. Overall, in the five year span of the CTSP, the estimated



operating and administrative for the proposed recommendations total \$878,000 – a 23.1 percent increase from the base case scenario estimates of \$3.8 million.

Table 44. CTN Five-Year Plan: Annual Performance Analysis (FY 2009-10)

Line Item	System-wide
One-way Passenger Trips	44,397
Operating Expenses	\$646,784
Passenger Fares (Contract Revenue)	\$353,726
Passenger Fares (excluding Contract Revenue)	\$13,915
Vehicle Service Hours	18,452
Vehicle Service Miles	478,130
Passenger Trips / Vehicle Service Hours	2.4
Passenger Trips / Vehicle Service Miles	0.09
Operating Cost per Passenger - Trip	\$14.57
Operating Subsidy per Passenger - Trip	\$6.60
Farebox Recovery Ratio	54.69%
Fare per passenger trip (Contract revenue)	\$7.97
Fare per passenger trip (excluding contracts)	\$0.31

Source: FY 2010 CTN OPSTATS

Table 45: CTN Five-Year Plan: Fully Allocated Cost per Service Hour Estimates (FY 2013-17)

Item	Base Year	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5
	Actual 2010	Projected 2011	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Cost Per Service Hour	\$35.05	\$35.75	\$37.18	\$38.67	\$40.22	\$41.83	\$41.83
NCDOT PTD Inflation Factors	1.0000	1.0200	1.0608	1.1032	1.1474	1.1933	1.1933

Table 46: CTN Five-Year Plan: Annual Operating and Administrative Costs (FY 2013-17)

Projected Operating Costs Estimates	Actual	Projected	Year 1	Year 2	Year 3	Year 4	Year5	Total
RECOMMENDED SERVICE PACKAGE	FY 2010	FY 2011	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2013-17
Base Case Operating Costs	\$646,784	\$659,720	\$714,608	\$746,194	\$780,444	\$780,444	\$780,444	\$3,802,135
CTSP Service Expansion								
Cross County feeder service				\$27,542	\$28,807	\$28,807	\$28,807	\$113,962
Employment Shuttle Routes (Begin Service)								
Shuttle #1: Siler City-Sanford route				\$75,116	\$78,564	\$78,564	\$78,564	\$310,807
Shuttle #2: Pittsboro-Sanford route				\$75,116	\$78,564	\$78,564	\$78,564	\$310,807
Employment Shuttle Routes (Expand Service)								
Shuttle #1 Extension: Siler City loop -Sanford						\$43,334	\$43,334	\$86,667
Total Employment Shuttle Routes				\$177,774	\$185,934	\$229,267	\$229,267	\$822,243
Enhanced Marketing Costs	\$2,767	\$2,822	\$18,649	\$9,031	\$9,446	\$9,446	\$9,446	\$56,018
Total Service Plan Elements Incremental Impacts			\$18,649	\$186,805	\$195,380	\$238,713	\$238,713	\$878,261
Total CTN Operating Costs	\$646,784	\$659,720	\$733,258	\$932,999	\$975,824	\$1,019,158	\$1,019,158	\$4,680,396
% Increase Service Plan Cost Impacts/Base Case			2.6%	25.0%	25.0%	30.6%	30.6%	23.1%

Assumptions:

NCDOT Inflation Factors 1.0000 1.0200 1.1032 1.1474 1.1933 1.1933 1.1933

8.1.2 Estimating Ridership for Recommended Service Improvements

The next step in the Financial Plan analysis involves estimating ridership for both existing and proposed CTN services. The “Base Case” ridership scenario represents existing ridership factored by projected population growth in the area, ranging from a high of 2.25 percent annually from FY 2010 to 2011, and decreasing to 1.98 percent in the FY 2016-17. These population projections are based on the countywide population projections supplied by the North Carolina Office of State Budget and Management, as shown in **Table 47**.

However, the Base Case scenario is also bound to be impacted by new service options offered by CTN such as the Cross County route, and contracts the agency signed in FY 2010-11, including Boys and Girls Club and COA. Although not reflected in the 2010 OPSTATS, these contracts have resulted in a significant ridership increase. Based on the ridership data provided by CTN, 30 additional daily riders were added to the Base Case scenario beginning in FY 2011-12, resulting in 7,800 additional riders annually.

After calculating Base Case ridership based on projected population growth in Chatham County and incorporating the overall historical CTN ridership trends and recent service changes, the ridership impacts of the recommended improvements/service enhancements are identified. It typically takes two full years for new transit services to reach full ridership potential and one year for a service revision to reach full ridership potential. As such, it is assumed that ridership for major service changes to CTN’s transit network will reach 65 percent of full ridership potential in the first year of service and 90 percent in the second year.

Overall, implementing the recommended service improvements as outlined in the Five-Year Plan is likely to increase system-wide ridership by 21.4 percent (or nearly 13,000 annual one-way transit trips) over the Base Case scenario in the final Fiscal Year of the Five-Year Plan. The total projected ridership in FY 2016-17, if all major proposed CTN service recommendations are implemented, is 73,100 (compared to 60,200 projected for the Base Case scenario). Between 2013 and 2017, the proposed service improvements are estimated to result in more than 41,100 additional one-way transit trips aboard CTN transit vehicles. By FY 2016-17, the riders using the proposed services are projected to account for 17.6 percent of all CTN riders, although this number is bound to be higher if repeat and cross-services riders are accounted for in the calculations. The estimated ridership projections are shown in **Table 48**.

Table 47: Projected Population Growth in Chatham County (FY 2010-17)

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Average Pop. Growth FY 2010-17
Projected Population	63,870	65,304	66,742	68,177	69,615	71,053	72,489	73,927	10,057
Projected Annual % Population Growth	N/A	2.25	2.20	2.15	2.11	2.07	2.02	1.98	2.11

Source: North Carolina Office of State Budget and Management: Annual County Population Totals. Accessed in July, 2011: www.osbm.state.nc.us/ncosbm/facts_and_figures/socioeconomic_data/population_estimates/demog/countytotals_2010_2019.html

Table 48. Projected CTN Ridership Estimates: Annual One-Way Transit Trips (FY 2013-17)

	Actual	Projected	Five-Year Plan				
Projected Ridership Estimates - One-way Transit Trips	FY 2010	FY 2011	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Base Case Ridership							
Weekday Ridership	43,604	44,583	46,544	47,526	48,508	49,488	50,470
Saturday Ridership	793	811	846	864	882	900	918
Ridership Impacts of new CTN contracts signed in FY 2010-11		7,770	8,112	8,283	8,454	8,625	8,796
Total	44,397	53,164	55,503	56,673	57,844	59,013	60,184
CTN Service Recommendations:							
Cross County feeder service				1,114	1,542	1,714	1,748
Employment Shuttle Routes (Begin Service):							
Shuttle #1: Siler City-Sanford route				2,835	3,926	4,362	4,449
Shuttle #2: Pittsboro-Sanford route				2,835	3,926	4,362	4,449
Employment Shuttle Routes (Expand Service):							
Shuttle #1, Extension: Siler City loop -Sanford						1,620	2,243
Total Service Plan Elements Incremental Impacts			0	6,785	9,394	12,058	12,889
Total Transit Program Ridership	44,397	53,164	55,503	63,458	67,238	71,072	73,072
<i>% Ridership Increase of Service Plan Impacts/Base Case Ridership</i>	<i>N/A</i>	<i>N/A</i>	<i>0.0%</i>	<i>12.0%</i>	<i>16.2%</i>	<i>20.4%</i>	<i>21.4%</i>
<i>% Ridership of Service Plan Impacts/Total Transit Ridership</i>	<i>N/A</i>	<i>N/A</i>	<i>0.0%</i>	<i>10.7%</i>	<i>14.0%</i>	<i>17.0%</i>	<i>17.6%</i>

Assumptions:

Additional 30 daily riders estimated as ridership impact of new CTN contracts, beginning in FY 2011, not reflected in FY 2010 OPSTATS



8.1.3 Estimating Passenger Fare Revenues Based on Ridership Forecasts

In order to estimate farebox revenues, the most recent performance analysis of CTN was conducted, as shown in **Table 44**. The existing operating data from FY 2010 was used to calculate CTN's fare per passenger trip (the amount CTN receives from each passenger for each trip). The fare per passenger trip is estimated to be \$0.31 per each one-way trip (the estimate excludes contract revenue not paid directly by individual transit riders).

The fare per passenger trip was then used to calculate both the existing service farebox revenues, as well as the Five-Year Plan's projected farebox revenue. As shown in **Table 49**, the implementation of the various Five-Year Plan service enhancements is expected to add an additional \$4,000 in farebox revenues in the final year of the CTSP (FY 2016-17).

Implementation will effectively increase system-wide farebox revenue from approximately \$16,100 (existing service Base Case scenario) to \$20,100 (with implemented Five-Year Plan improvements). This represents a 25.1 percent increase in farebox revenue over the existing service scenario. In the final year of the CTSP, the recommended service enhancements are estimated to account for 20.1 percent of all revenues associated with direct passenger fares.

Table 49: CTN Five-Year Plan: Annual Farebox Revenue Projections (FY 2013-17)

	Actual	Projected	Five-Year Plan				
Projected Farebox Revenues Estimates	FY 2010	FY 2011	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Base Case Fare Revenue							
Contract Revenue	\$ 353,726	\$ 415,918	\$ 434,019	\$ 443,173	\$ 452,328	\$ 461,470	\$ 470,624
Passenger Fares (not Contract Revenue)	\$ 13,915	\$ 14,227	\$ 14,847	\$ 15,160	\$ 15,473	\$ 15,786	\$ 16,099
Total	\$ 367,641	\$ 430,145	\$ 448,866	\$ 458,333	\$ 467,801	\$ 477,255	\$ 486,723
CTSP Service Recommendations:							
Cross County feeder service				\$ 349	\$ 483	\$ 537	\$ 548
Employment Shuttle Routes (Begin Service):							
Shuttle #1: Siler City-Sanford route				\$ 889	\$ 1,230	\$ 1,367	\$ 1,394
Shuttle #2: Pittsboro-Sanford route				\$ 889	\$ 1,230	\$ 1,367	\$ 1,394
Employment Shuttle Routes (Expand Service):							
Shuttle #1, Extension: Siler City loop-Sanford						\$ 508	\$ 703
Total Service Plan Elements Incremental Impacts Revenue			\$0	\$2,127	\$2,944	\$3,779	\$4,040
Total Transit Program Passenger Fares Revenue	\$13,915	\$14,227	\$14,847	\$17,286	\$18,417	\$19,565	\$20,138
% Revenue Increase of Service Plan Impacts/Base Case Revenue	N/A	N/A	0.0%	14.0%	19.0%	23.9%	25.1%
% Revenue of Service Plan Impacts/Total Transit Revenue	N/A	N/A	0.0%	12.3%	16.0%	19.3%	20.1%

Assumptions:

1.8% ridership growth FY 2010-2014, 1.7% FY 2014-17

2.25%

4.35%

2.11%

2.07%

2.02%

1.98%

*FY2011 through FY 2013

*



8.1.4 Estimating Capital Needs and Associated Costs of the Capital Plan Elements

The capital needs identified to support the recommended enhancements in the Five-Year Plan include vehicle fleet expansion purchases, vehicle replacement schedule purchases, rural scheduling software purchase, and mobility management. These needs are shown in **Table 50**. Notably, the vehicle fleet replacement schedule purchases would be required even without the proposed CTSP's recommendations. For the purpose of this analysis, the vehicle replacement schedule cost is rolled into the capital plan's costs – however, the estimated capital needs are shown using both approaches for comparison purposes – with and without vehicle replacement schedule (and subsequent used vehicle fleet sales).

Overall, as shown in **Table 51**, the identified capital needs would cost an estimated \$992,000 for the entire duration of the Five-Year Plan, with the majority of the funding, \$602,000 (61 percent of the total) coming from the federal program funding sources, augmented with state funding at \$272,000 (or 27 percent) and local match of \$117,000 (or 12 percent). The capital plan funding by funding source is shown in **Table 51** and **Exhibit 16**. If the vehicle fleet replacement schedule is excluded from the estimates, the identified capital needs associated with the recommendations proposed by this CTSP decrease to \$469,000, with 80 percent originating from the federal sources, 6 percent from state sources, and matched by 14 percent locally.

The estimated Five-Year Plan capital funding separated by source and projected expenditure year is shown in **Exhibit 17**. The estimated breakdown of the capital costs funding by each specific program is shown in **Exhibit 18**. FTA Section 5311 – Rural Formula Funding will fund 36 percent of the capital costs, followed by targeted competitive programs, including FTA Section 5310 Elderly and Persons with Disabilities ('ADA') at 26 percent and FTA Section 5316 Job Access and Reverse Commute (JARC) at 6 percent. Congestion Mitigation and Air Quality (CMAQ) will fund 8 percent of the total capital costs. State funded Community Transportation Program will fund 24 percent of the identified capital needs.

It should be noted that FTA Section 5310 and 5316 grants and CMAQ funding are competitive in nature and it is not guaranteed that CTN would be awarded those funds. If funding from those sources is not secured, alternative sources of funding would need to be sought by CTN. They could potentially include FTA Section 5311, ROAP, local funding sources, or joint partnerships with local businesses, organizations, and colleges.

If all funding is secured, the required local match needed to implement the Capital Plan would range from an estimated low of \$15,000 in the first year of the CTSP, to an estimated high of \$37,000 in the third year of the Plan, with a total local match of \$117,000 as shown in **Table 51** and **Exhibit 17**. If the vehicle replacement schedule purchases and subsequent used vehicle sales are excluded from the



estimates, total local match drops to \$65,000 for the entire duration of the Five-Year Plan.

The vehicle fleet replacement and expansion schedule and cost is shown in **Table 52**. The overall vehicle fleet replacement and expansion cost for the entire duration of the Five-Year Plan is estimated at \$632,000, with the bulk of it reserved for vehicle fleet replacement at \$488,000, or 77 percent of the total, and the remaining \$144,000 or 23 percent allocated to vehicle expansion needs.

Overall, this Capital Plan represents a very moderate approach in terms of increased spending, yet would greatly enhance and expand CTN services. The local match needed to implement the capital plan is estimated to be a relatively modest \$23,000 per year on average. If the vehicle replacement schedule is excluded from the estimates, the required local match annual average drops to \$13,000.

Table 50: CTN Five-Year Plan: Capital Plan Needs Identification (FY 2013-17)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2013-17	Funding Source
CTSP Service Recommendations:							
Cross County feeder service		Purchase one hybrid/CNG expansion vehicle - 25 LTV					CMAQ
Employment Shuttle Routes (Begin Service):							
Shuttle #1: Siler City-Sanford route		Negligible - marketing, brochures					No additional capital costs - use existing vehicles
Shuttle #2: Pittsboro-Sanford route		Purchase one expansion vehicle - van or cutaway, 25 LTV					FTA Section 5311 or FTA Section 5316
Employment Shuttle Routes (Expand Service):							
Shuttle #1 Extension: Siler City loop-Sanford				Negligible - marketing, brochures			No additional capital costs - use existing vehicles
Other Capital Needs:							
Mobility Management	Resubmit application for funding (Spring 2012)	Rider Training Program coordination, branding / re-branding, interactive multi-agency web design, public relations: selling the benefits, education and events, news and PRs; coordination with other providers					FTA Section 5310
<i>(responsible for Enhanced Marketing Efforts):</i>	<i>Branding (one-time expense). Enhanced website, brochure, maps</i>	<i>Enhanced website, direct marketing</i>	<i>Direct marketing, education program for agencies and public</i>	<i>Direct marketing, education program for agencies and public</i>	<i>Direct marketing, education program for agencies and public</i>		<i>Included in operating/admin costs</i>

Table 50: CTN Five-Year Plan: Capital Plan Needs Identification (FY 2013-17)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2013-17	Funding Source
Fare Policy and Billing Method Study	Planning study						FTA Section 5311 or Rural Planning Program
Operating Centers Feasibility Study				Feasibility Study			FTA Section 5311
Bus Stop Amenities Evaluation				Planning study			FTA Section 5311 or Rural Planning Program
Vehicle Fleet Replacement Schedule	2 lift-equipped vans	1 lift-equipped van	3* lift-equipped vans, 1 center aisle van, 1 conversion van, 1 minivan	2 * center aisle vans	2 * 25 ft LTVs, 1* lift-equipped van		FTA Section 5311 and Community Transportation State Program
Vehicle Fleet Expansion Schedule		2 * 25 ft LTV					FTA Section 5316 and CMAQ

Table 51: CTN Five-Year Plan: Estimated Capital Plan Costs and Funding (FY 2013-17)

CTSP Service Recommendations	Projected						Funding by Source and Program						
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2013-17	Federal	State	Local	Program			
CTSP Service Recommendations:													
Cross County feeder service		\$84,055				\$84,055	80%	\$67,244	0%	\$0	20%	\$16,811	CMAQ
Employment Shuttle Routes (Begin Service):													
Shuttle #1: Siler City-Sanford route		N/A					80%	\$0	0%	\$0	20%	\$0	FTA Section 5316
Shuttle #2: Pittsboro-Sanford route		\$59,952				\$59,952	80%	\$47,961	0%	\$0	20%	\$11,990	FTA Section 5316
Employment Shuttle Routes (Expand Service)													
Shuttle #1 Extension: Siler City loop-Sanford													FTA Section 5310
Other Capital Needs:													
Mobility Management	\$47,000	\$49,077	\$51,330	\$52,870	\$54,456	\$254,733	80%	\$203,787	10%	\$25,473	10%	\$25,473	FTA Section 5310 or 5316
Fare Policy and Billing Method Study	\$20,000					\$20,000	80%	\$16,000	5%	\$1,000	15%	\$3,000	FTA Section 5311 or Rural Planning Program
Operating Centers Feasibility Study				\$30,000		\$30,000	80%	\$24,000	5%	\$1,500	15%	\$4,500	FTA Section 5311
Bus Stop Amenities Evaluation				\$20,000		\$20,000	80%	\$16,000	5%	\$1,000	15%	\$3,000	FTA Section 5311 or Rural Planning Program
Total Five-Year Plan Capital Plan Costs	\$67,000	\$193,084	\$51,330	\$102,870	\$54,456	\$468,740	Total Capital Plan Funding Sources	\$374,992		\$28,973		\$64,775	

Table 51: CTN Five-Year Plan: Estimated Capital Plan Costs and Funding (FY 2013-17)

CTSP Service Recommendations	Projected						Funding by Source and Program						
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2013-17	Federal	State	Local	Program			
Vehicle Fleet Replacement Schedule cost	\$73,556	\$36,064	\$198,952	\$61,348	\$153,408	\$523,328							
Capital Revenue - Vehicle Fleet Sales (Suballocated to Base Case Oper/Admin)	\$4,413	\$4,590	\$14,320	\$4,773	\$7,160	\$35,255							
Vehicle Fleet Replacement Schedule cost - Vehicle Fleet Sales	\$69,143	\$31,474	\$184,632	\$56,574	\$146,248	\$488,073	80%	\$227,498	10%	\$28,437	10%	\$28,437	FTA Section 5311
							0%	\$0	90%	\$215,060	10%	\$23,896	Community Transportation State Program
Total Capital Plan Cost including Vehicle Fleet Replacement	\$140,556	\$229,148	\$250,282	\$164,218	\$207,864	\$992,068	Total incl. Veh Repl.	\$602,490		\$272,470		\$117,107	
Funding by Source and Fiscal Year, Vehicle Fleet Replacement Fleet exclusive							Total	% of Total					
Federal	\$53,600	\$154,467	\$41,064	\$82,296	\$43,565	\$374,992	80.0%						
State - NCDOT	\$5,700	\$4,908	\$5,133	\$7,787	\$5,446	\$28,973	6.2%						
Local Match	\$7,700	\$33,709	\$5,133	\$12,787	\$5,446	\$64,775	13.8%						



Table 51: CTN Five-Year Plan: Estimated Capital Plan Costs and Funding (FY 2013-17)

	Projected						Funding by Source and Program				
CTSP Service Recommendations	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2013-17	Federal	State	Local	Program	
Funding by Source and Fiscal Year, Vehicle Fleet Replacement Fleet inclusive							Total	% of Total			
Federal	\$81,529	\$183,318	\$131,693	\$82,296	\$123,654	\$602,490	60.7%				
State - NCDOT	\$43,972	\$8,514	\$93,561	\$63,000	\$63,424	\$272,470	27.5%				
Local Match	\$15,056	\$37,315	\$25,028	\$18,922	\$20,786	\$117,107	11.8%				

NCDOT Inflation Factors 1.1032 1.1474 1.1933 1.1933 1.1933

Average \$2,000 sale price per used vehicle, adjusted for annual inflation

Exhibit 16. CTN Five-Year Plan: Estimated Capital Plan Funding by Source (FY 2013-17)

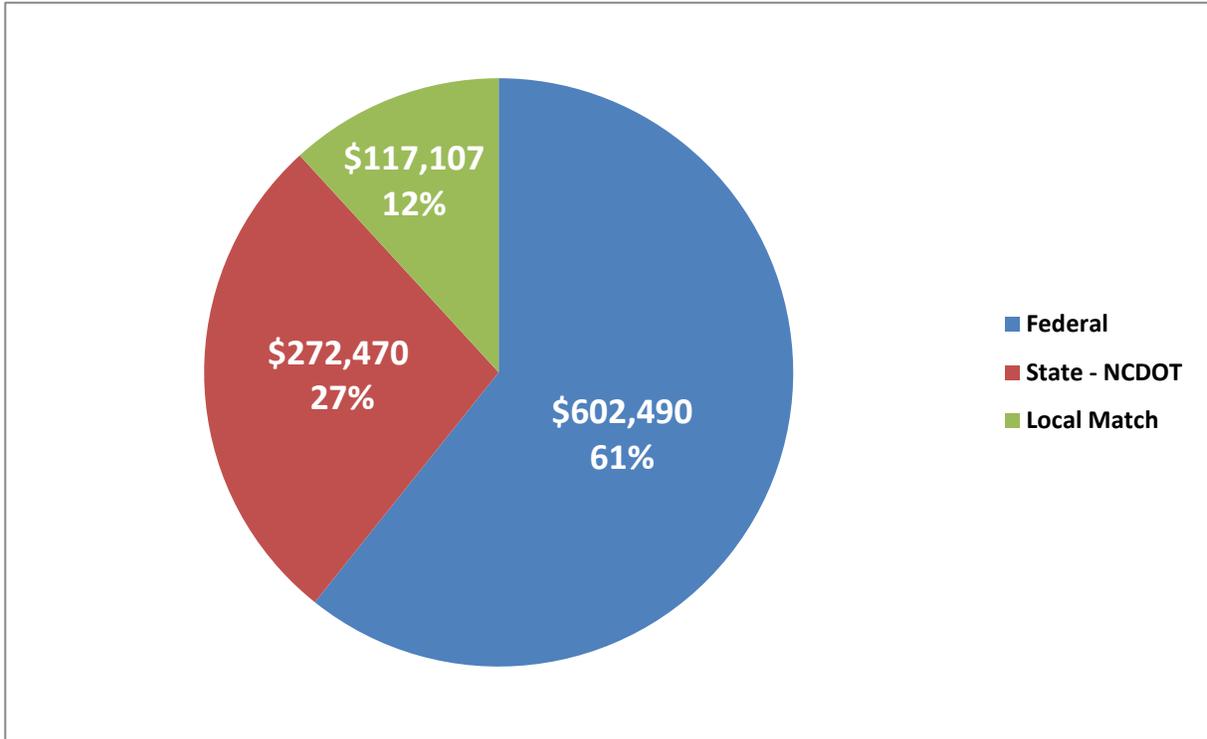


Exhibit 17– CTN Five-Year Plan: Estimated Capital Plan Funding by Source and Expenditure Year (FY 2013-17)

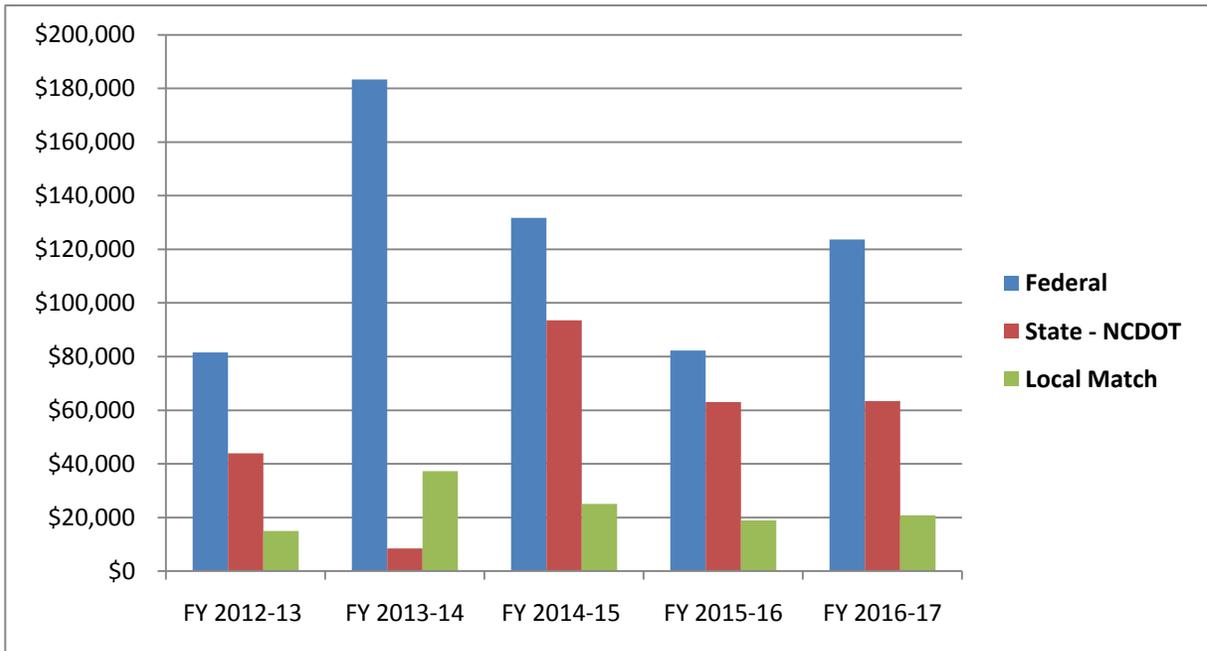




Exhibit 18 – CTN Five-Year Plan: Estimated Capital Plan Funding by Program (FY 2013-17)

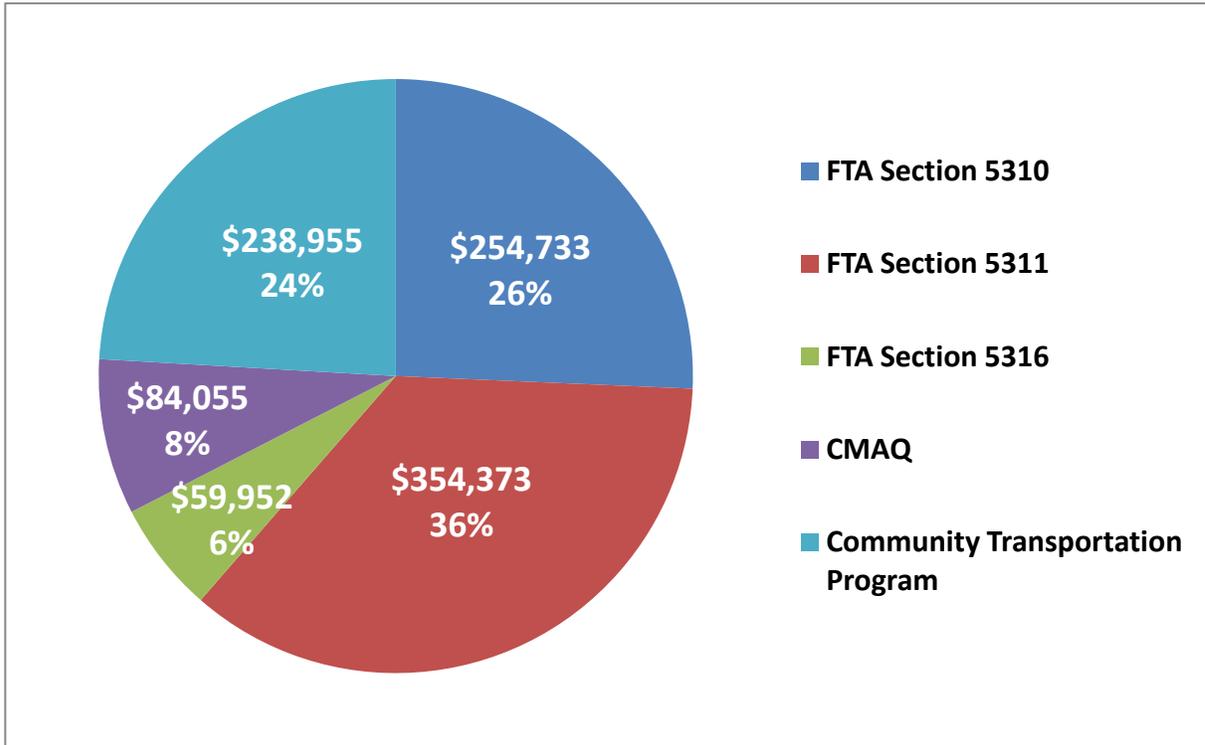




Table 52: CTN Five-Year Plan: Vehicle Replacement and Expansion Schedule (FY 2013-17)

Model Year / VIN Number	Model	Vehicle Type	Seating Capacity	Wheelchair Stations	Acquisition Date	Original Cost	Projected Replacement Cost
FY 2012-13							
2003 / 2D7LB31Z33K526847	Dodge	Lift Equipped Van	8	2	Feb-04	\$29,337	\$38,645
2006 / 1FTSS34LO6DA71936	Ford	Lift Equipped Van	9	2	Aug-06	\$31,645	\$34,911
Projected Vehicle Replacement Cost: FY 2012-13							\$73,556
Projected Capital Revenue - Vehicle Fleet Sales: FY 2012-13							\$4,413
Total Capital Vehicle Plan: FY 2012-13							\$64,730
FY 2013-14							
2006 / 1FTSS34LX6HA65327	Ford	Lift Equipped Van	7	4	Jan-06	\$31,431	\$36,064
Projected Vehicle Replacement Cost: FY 2013-14							\$36,064
Projected Capital Revenue - Vehicle Fleet Sales: FY 2013-14							\$4,590
Total Capital Vehicle Plan: FY 2013-14							\$31,474
FY 2014-15							
2003 / 2D7LB31Z93K526948	Dodge	Conversion Van	14	0	Feb-04	\$26,810	\$31,992
2007 / 1FTSS34L87DA63908	Ford	Lift Equipped Van	9	2	May-07	\$31,645	\$37,762
2006 / 1FTSS34LO6DA71935	Ford	Lift Equipped Van	9	2	Aug-06	\$31,645	\$37,762
1996 / 1FMCA11U4TZB35236	Ford	Minivan	6	0	Apr-02	\$1,000	\$23,000
2007 / 1FTSS34L67DA63907	Ford	Lift Equipped Van	9	2	May-07	\$31,645	\$37,762
2002 / 2B7LB31Z32K129258	Dodge	Center Aisle Van	14	0	Oct-02	\$25,705	\$30,674
Projected Vehicle Replacement Cost: FY 2014-15							\$198,952
Projected Capital Revenue - Vehicle Fleet Sales: FY 2014-15							\$14,320
Total Capital Vehicle Plan: FY 2014-15							\$184,632
FY 2015-16							
2000 / 2B6LB31Z2YK181168	Dodge	Center Aisle Van	14	0	Dec-00	\$25,158	\$30,674



Table 52: CTN Five-Year Plan: Vehicle Replacement and Expansion Schedule (FY 2013-17)

Model Year / VIN Number	Model	Vehicle Type	Seating Capacity	Wheelchair Stations	Acquisition Date	Original Cost	Projected Replacement Cost
2000 / 2B6LB31ZOYK159637	Dodge	Center Aisle Van	14	0	Sep-00	\$25,158	\$30,674
Projected Vehicle Replacement Cost: FY 2015-16							\$61,348
Projected Capital Revenue - Vehicle Fleet Sales: FY 2015-16							\$4,773
Total Capital Vehicle Plan: FY 2015-16							\$56,574
FY 2016-17							
2008 / 1FD4E45P28DA92051	Ford	25 ft. LTV	16	2	6/30/2008	\$52,250	\$62,350
2009 / 1FTDS34L89DA46022	Ford	Lift Equipped Van	9	2	1/1/2009	\$31,645	\$37,762
2004 / 1FDXE45S84HA08156	Ford	25 ft. LTV	24	0	3/31/2004	\$44,663	\$53,296
Projected Vehicle Replacement Cost: FY 2016-17							\$153,408
Projected Capital Revenue - Vehicle Fleet Sales: FY 2016-17							\$7,160
Total Capital Vehicle Plan: FY 2016-17							\$146,248
Projected Vehicle Replacement Cost: FY 2013-17							\$523,328
Projected Capital Revenue - Vehicle Fleet Sales: FY 2013-17							\$35,255
Total Capital Vehicle Plan FY 2013-17							\$488,073
Identified Vehicle Fleet Expansion Need	Model	Vehicle Type	Seating Capacity	Wheel-chair Stations	Projected Acquisition Date	Projected Expansion Cost	
Cross County Feeder Service/ 1FDXE45S76DA20616	Ford	25 ft. LTV	16	4	FY 2013-14	\$54,572	\$84,055
Shuttle #2: Pittsboro-Sanford route	Ford	25 ft. LTV	16	2	FY 2013-14	N/A	\$59,952
Total Projected Capital Vehicle Expansion Cost FY 2013-17							\$144,007
Total Vehicle Fleet Replacement and Expansion Plan FY 2013-17							\$632,079

8.2 FINANCIAL PLAN

8.2.1 Financial Plan Summary

The compounded results of the above estimates were used to develop the CTN Five-Year Plan Financial Plan, as shown in **Table 53**. In order to estimate the required operating subsidy for CTN, the agency's projected operating revenue forecasts were subtracted from its projected operating cost forecasts.

Existing Service Base Case Scenario: The overall base case scenario operating costs for the entire duration of the Five-Year Plan are estimated at \$3.8 million. The operating subsidy is estimated at \$1.4 million, calculated by averaging historical assistance data adjusted for inflation minus forecasted revenues (including contract revenues). Overall, in the next five fiscal years, CTN is expected to receive approximately 48 percent of overall funding from federal sources, 43 percent from state sources, and 9 percent from local sources.

CTN Five-Year Plan Recommendations: The overall Five-Year Plan recommendations are projected to add an additional \$878,000 in operating costs for the entire duration of the Five-Year Plan, and will require an operating subsidy of \$865,000. CTN is projected to use a variety of funding sources to subsidize the proposed recommendations, with 51 percent originating from federal sources and 49 percent from local sources, as shown in **Exhibit 19**. **Appendix B** provides an overview of potential funding programs.

In terms of funding by specific program, as shown in **Exhibit 20**, CTN is expected to largely rely on FTA Section 5316 (JARC) to implement the service improvements proposed in the Five-Year Plan, with JARC accounting for 23 percent, or \$196,000 of the total funding by program. JARC is projected to be augmented with FTA Section 5317 providing \$153,000 or 18 percent of total funding, and CMAQ providing \$90,000 or 10 percent of total funding. The remaining operating subsidy will come from local programs. **Exhibit 21** shows the overall trends in annual revenues from federal, state, and local sources needed to implement the service enhancements during the Five-Year Plan. Both the federal and local match are projected to increase noticeably in Year 2 and Year 3 of the Plan, and even more so in the last two years of the CTSP. **Exhibit 22** shows trends in revenue per specific funding program and expenditure years; notably, FTA Section 5316 grant funding is projected to increase substantially in the two final years of the CTSP.

Local Match. In light of the additional funding needed to implement the recommendations of the Five-Year Plan, it is important to estimate the additional increase in local funding that would be used to satisfy the local match requirement. The required local match necessary to implement the proposed operating service improvements will range from an estimated \$19,000 in FY 2013 to \$114,000 in FY 2016 and FY 2017. The majority of the local match would be dedicated to establish and

expand the two proposed JARC-funded employment shuttles from Siler City to Sanford and from Pittsboro to Sanford (requiring a 50 percent local match on the operating side). As shown in **Exhibit 23**, the local match is projected to remain fairly constant at about 48 percent of the total required funding by source in throughout the entire duration of the CTSP, with the exception of the first year of the Plan, when it accounts for 100 percent of the total (although the actual amount required is not substantial).

This Five-Year Plan projects a substantial increase in the local match from the projected Base Case scenario – CTSP recommendations add an additional \$427,000 in required local funding between FY 2013 and 2017 on top of the projected Base Case scenario local match of \$123,000. This substantial increase will need to be planned for accordingly and well in advance. The CTSP takes this into account and proposes a gradual implementation of the service enhancements. Since service improvements requiring the most amount of local funding are scheduled to be implemented in the last two years of the Plan, it will allow CTN to prepare for them in advance by securing financial revenues and obtaining additional local funding if necessary. A potential increase in ROAP funds or access to newly emerged federal sources could potentially decrease the required local match as well.

Lastly, it should be noted that the Financial Plan excludes potential contract revenue as a form of decreasing future subsidy requirements associated with implementing the Five-Year Plan recommendations. Contract revenue would potentially affect two major service enhancements: Cross County feeder service and employment shuttles. If the Base Case scenario is a good potential indicator of the role of contract revenue in financing CTN's operations, it can be expected that the operating subsidy, and the required local match needed to implement the proposed recommendations, would decrease significantly.

Table 53: CTN Five-Year Plan Financial Plan (FY 2013-17)

	Funding Program	Actual	Projected					Total FY 2013-17
		FY 2010	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
Base Case Scenario								
Operating Costs		\$ 746,784	\$ 714,608	\$ 746,194	\$ 780,444	\$ 780,444	\$ 780,444	\$ 3,802,135
Farebox Revenues		\$ 13,915	\$ 14,847	\$ 15,160	\$ 15,473	\$ 15,786	\$ 16,099	\$ 77,364
Contract Revenue		\$ 353,726	\$ 434,019	\$ 443,173	\$ 452,328	\$ 461,470	\$ 470,624	\$ 2,261,614
Other revenue (vehicle sales, interest, advertising, vending sales)		\$ 19,430	\$ 23,434	\$ 18,417	\$42,489	\$22,788	\$ 27,562	\$134,690
Base Case Operating Subsidy Requirements / Surplus		\$ (359,713)	\$(246,721)	\$(269,444)	\$(284,474)	\$(285,174)	\$(273,320)	\$(1,359,133)
Base Case Operating Assistance:								
Federal assistance		\$172,170	\$118,015	\$128,884	\$136,074	\$136,408	\$130,738	\$650,119
State assistance		\$155,267	\$106,429	\$116,231	\$122,714	\$123,016	\$117,903	\$586,293
Local government assistance		\$32,500	\$22,277	\$24,329	\$25,686	\$25,749	\$ 24,679	\$ 122,721
Base Case Operating Assistance		\$359,937	\$ 246,721	\$ 269,444	\$284,474	\$285,174	\$273,320	\$ 1,359,133
CTN Five-Year Plan Recommendations								
Operating Costs: Proposed Improvements		n/a	\$ 18,649	\$ 186,805	\$ 195,380	\$ 238,713	\$ 238,713	\$ 878,261
Farebox Revenues		n/a	\$ --	\$ 2,127	\$ 2,944	\$ 3,779	\$ 4,040	\$ 12,890
CPTA Recommendations: Operating Subsidy Requirements			\$ (18,649)	\$(184,679)	\$(192,435)	\$(234,934)	\$(234,674)	\$(865,371)
CTN Proposed Operating Assistance:								
Cross County feeder service: Estimated Operating Cost - Farebox Revenue	CMAQ		\$ --	\$ 27,193	\$ 28,323	\$ 28,270	\$ 28,259	\$ 112,045
Federal assistance	80.0%		\$ --	\$21,755	\$22,659	\$22,616	\$22,607	\$89,636
Local share	20.0%		\$ --	\$5,439	\$5,665	\$5,654	\$5,652	\$22,409

Table 53: CTN Five-Year Plan Financial Plan (FY 2013-17)

	Funding Program	Actual	Projected					Total FY 2013-17
		FY 2010	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
Employment Shuttle Routes (Begin Service):								
Shuttle #1: Siler City-Sanford route: Estimated Operating Cost - Farebox Revenue	S.5316		\$ --	\$ 74,227	\$ 77,333	\$ 77,196	\$ 77,169	\$ 305,926
Federal assistance	50.0%			\$ 37,114	\$ 38,667	\$ 38,598	\$ 38,585	\$ 152,963
State assistance	N/A			\$ --	\$ --	\$ --	\$ --	\$ --
<i>Local share</i>	<i>50.0%</i>			\$ 37,114	\$ 38,667	\$ 38,598	\$ 38,585	\$ 152,963
Shuttle #2: Pittsboro-Sanford route: Estimated Operating Cost - Farebox Revenue	S.5317		\$ --	\$ 74,227	\$ 77,333	\$ 77,196	\$ 77,169	\$ 305,926
Federal assistance	50.0%			\$ 37,114	\$ 38,667	\$ 38,598	\$ 38,585	\$ 152,963
State assistance	N/A			\$ --	\$ --	\$ --	\$ --	\$ --
<i>Local share</i>	<i>50.0%</i>			\$ 37,114	\$ 38,667	\$ 38,598	\$ 38,585	\$ 152,963
Employment Shuttle Routes (Expand Service):								
Shuttle #1 Extension: Siler City loop -Sanford: Estimated Operating Cost - Farebox Revenue	S.5316		\$ --	\$ --	\$ --	\$ 42,826	\$ 42,631	\$ 85,456
Federal assistance	50.0%					\$ 21,413	\$ 21,315	\$ 42,728
State assistance	N/A					\$ --	\$ --	\$ --
<i>Local share</i>	<i>50.0%</i>					\$ 21,413	\$ 21,315	\$ 42,728
Enhanced Marketing Costs:	All Local		\$ 18,649	\$ 9,031	\$ 9,446	\$ 9,446	\$ 9,446	\$ 56,018

Table 53: CTN Five-Year Plan Financial Plan (FY 2013-17)

	Funding Program	Actual	Projected					Total FY 2013-17
		FY 2010	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
CTN Proposed Operating Assistance: By Funding Source								
Federal assistance		Federal	\$ --	\$95,982	\$99,992	\$121,225	\$121,092	\$438,290
Local share		Local	\$ 18,649	\$88,697	\$92,444	\$113,709	\$113,582	\$427,081
CTN Proposed Operating Assistance: By Percentage								
Federal assistance		Federal	0.0%	40.2%	40.2%	42.0%	42.0%	40.3%
Local share		Local	100.0%	52.4%	52.5%	52.0%	52.0%	53.2%
CTN Proposed Operating Assistance by Program								
<i>Total FTA Section 5316 (Federal share)</i>			\$ --	\$ 37,114	\$38,667	\$ 60,011	\$59,900	\$ 195,691
<i>FTA Section 5317 (Federal share)</i>			\$ --	\$ 37,114	\$38,667	\$38,598	\$38,585	\$152,963
<i>CMAQ (Federal share)</i>			\$ --	\$21,755	\$22,659	\$22,616	\$22,607	\$ 89,636
<i>Local funding:</i>			\$ 18,649	\$ 88,697	\$92,444	\$ 113,709	\$113,582	\$427,081
Total CTN Recommendations Operating Costs			\$ (18,649)	\$ (184,679)	\$ (192,435)	\$ (234,934)	\$ (234,674)	\$ (865,371)
Total CTN Recommendations Operating Assistance			\$ 18,649	\$ 184,679	\$ 192,435	\$ 234,934	\$ 234,674	\$ 865,371
NCDOT Inflation Factors			1.0000	1.1032	1.1474	1.1933	1.1933	1.1933



Exhibit 19: CTN Five-Year Financial Plan: Estimated Operating Cost Funding by Source (FY 2013-17)

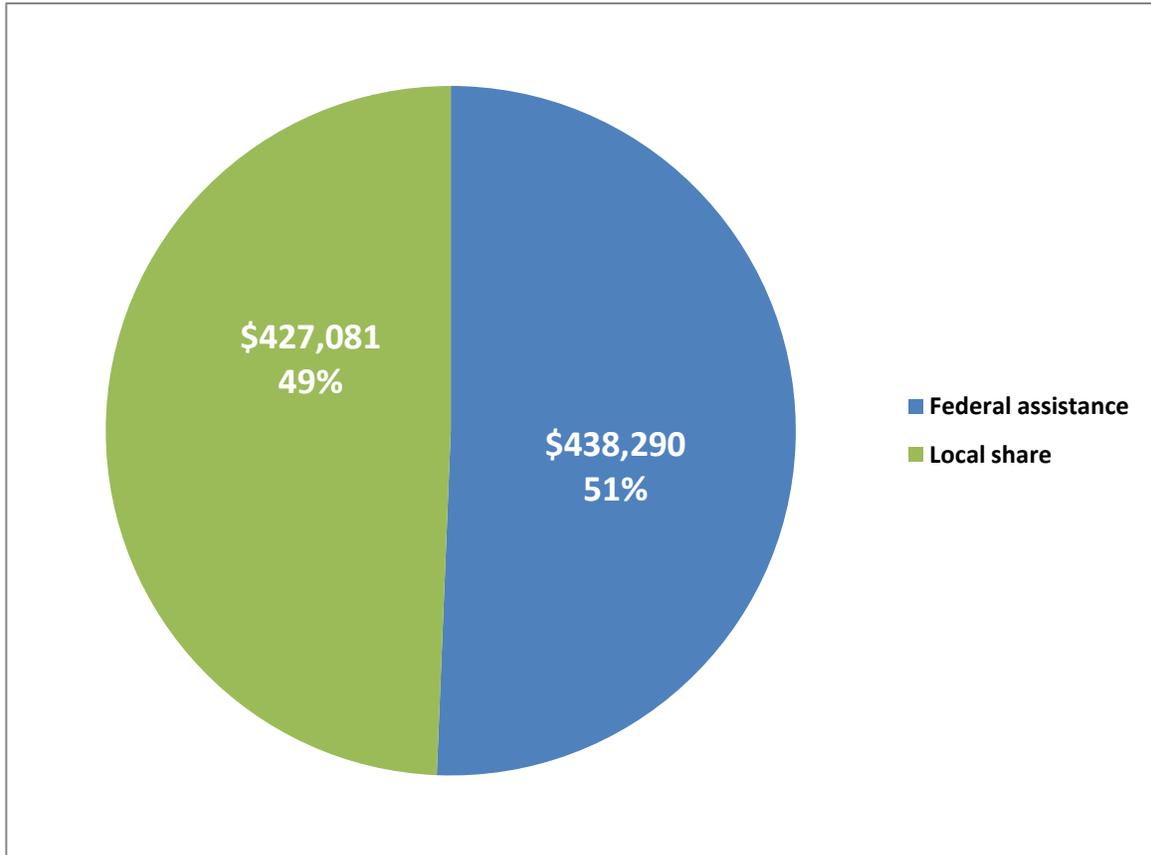




Exhibit 20: CTN Five-Year Financial Plan: Estimated Operating Cost Funding by Program (FY 2013-17)

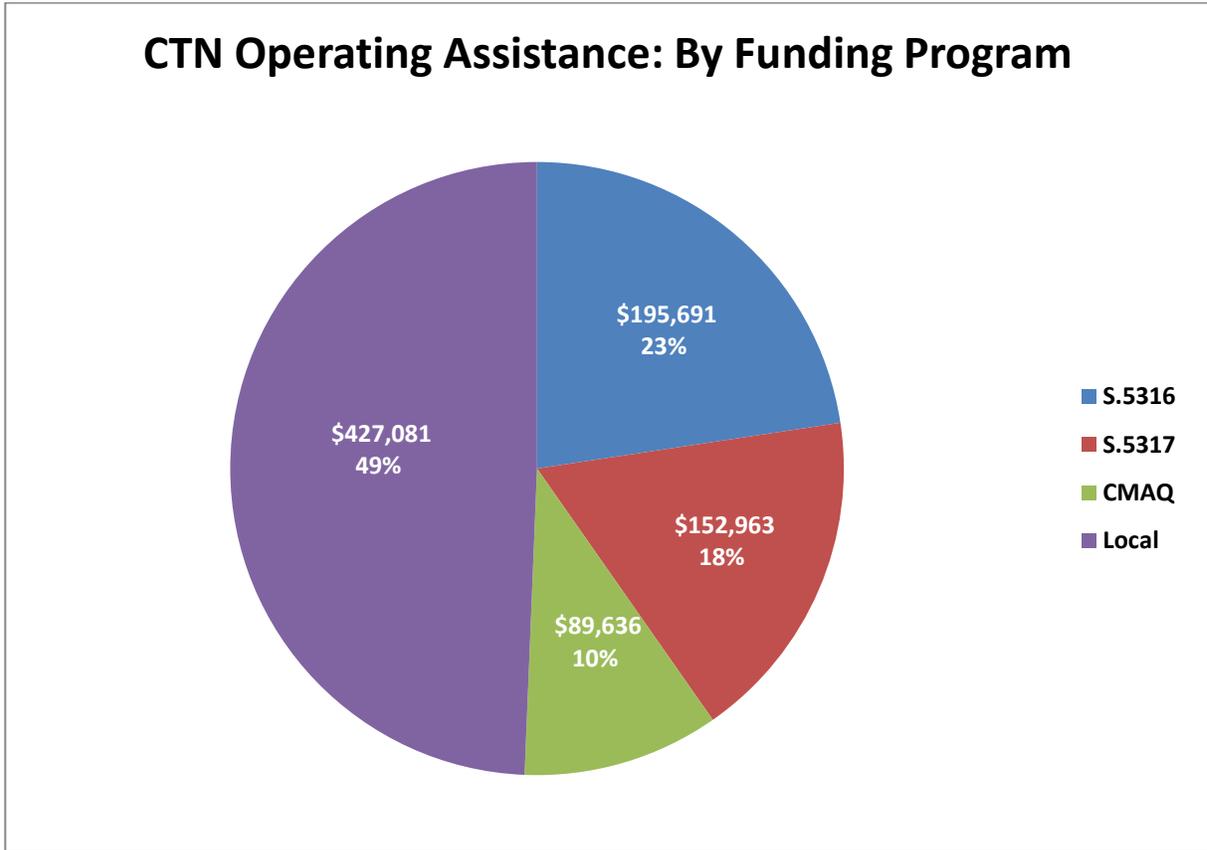




Exhibit 21: CTN Five-Year Financial Plan: Estimated Operating Cost Funding Trend by Source and Expenditure Year (FY 2013-17)

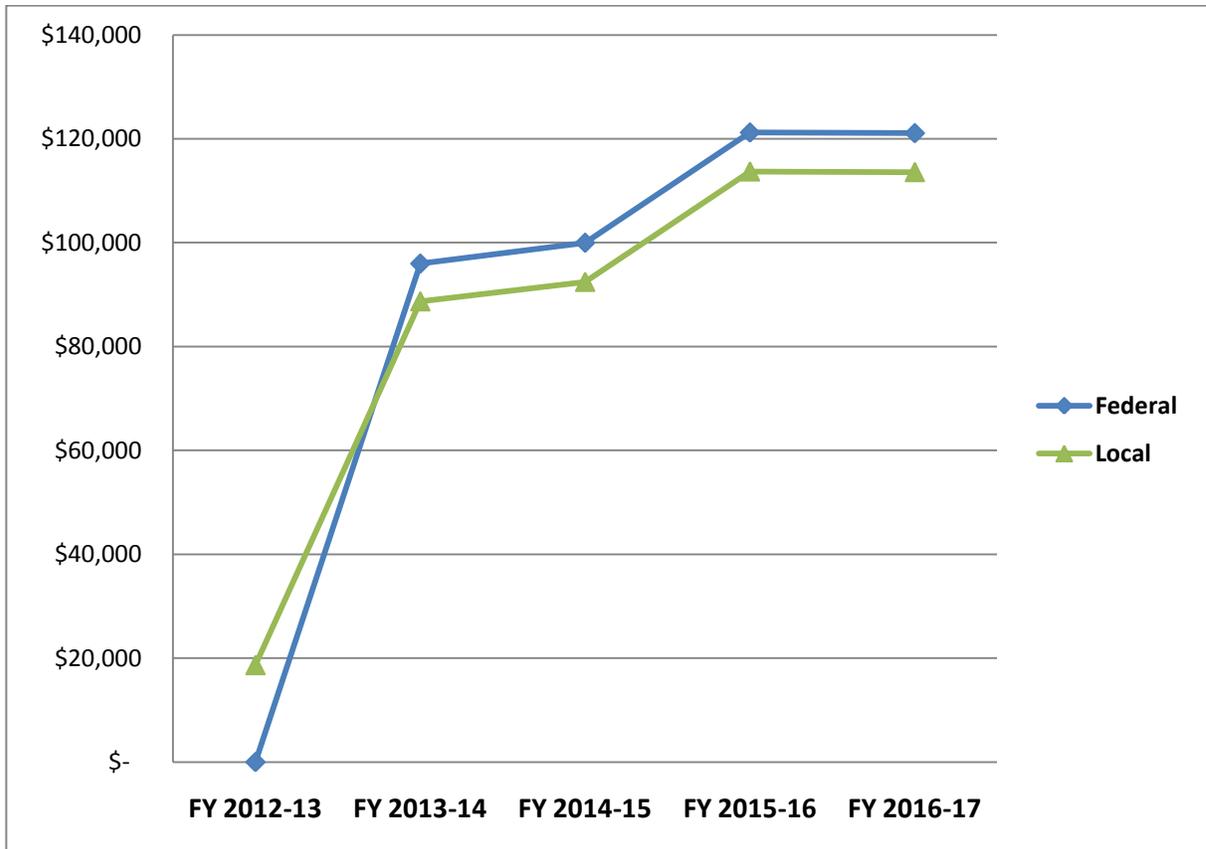




Exhibit 22: CTN Five-Year Financial Plan: Estimated Operating Cost Funding by Program and Expenditure Year (FY 2013-17)

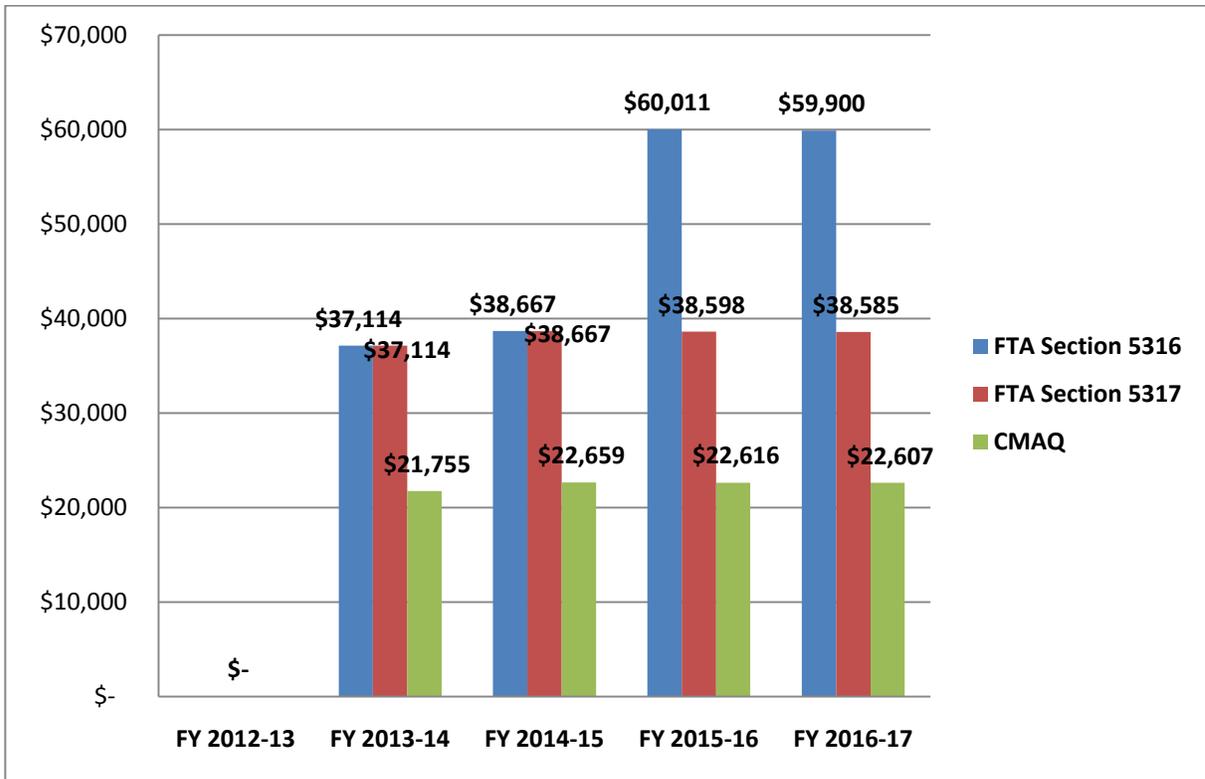
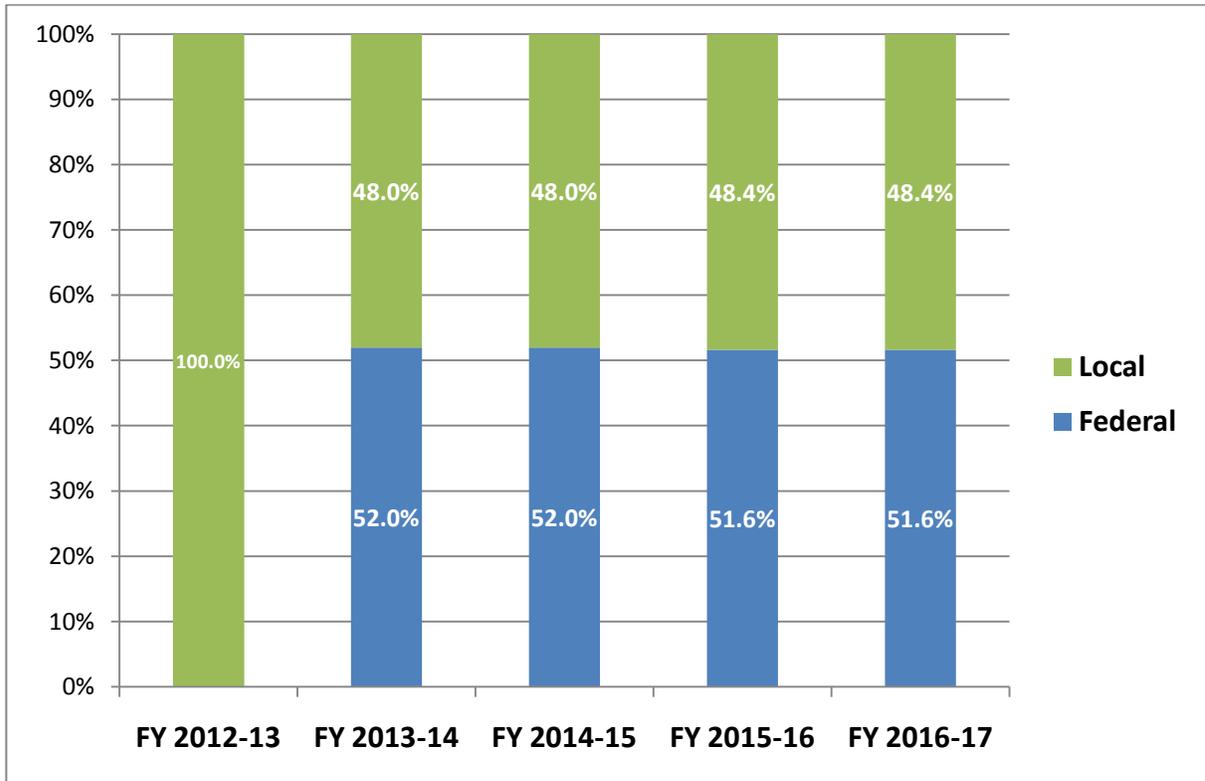




Exhibit 23: CTN Five-Year Financial Plan: Estimated Operating Cost Funding by Source and Expenditure Year by Percentage (FY 2013-17)



Operating and Capital Costs. Table 54 summarizes combined Five-Year Plan operating and capital costs. The capital element does include the vehicle replacement schedule, while the operating element excludes potential new contract revenue. As shown, operating and capital financial plans combined are estimated at \$1.9 million, with an almost even split between operating and capital cost estimates. Table 55 summarizes the local match requirement for both the operating and capital components of the Five-Year Plan. The required match will range from a low of \$34,000 in the first year of the CTSP, to a high of \$134,000 in the final year of the Plan, with the total additional required local match of \$544,000 for the entire duration of the Five-Year CTSP, an annual average of \$109,000.

Table 54: CTN Five-Year Plan: Financial Plans Cost Summary (FY 2013-17)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total FY 2013-17
Operating Plan Total	\$18,649	\$186,805	\$195,380	\$238,713	\$238,713	\$878,261
Capital Plan Total	\$140,556	\$229,148	\$250,282	\$164,218	\$207,864	\$992,068
Total CTN CTSP Financial Plan	\$159,205	\$415,953	\$445,662	\$402,931	\$446,578	\$1,870,328

Table 55: CTN Five-Year Plan: Total Local Match Requirement (FY 2013-17)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total FY 2013-17
Operating Plan Total	\$18,649	\$88,697	\$92,444	\$113,709	\$113,582	\$427,081
Capital Plan Total	\$15,056	\$37,315	\$25,028	\$18,922	\$20,786	\$117,107
Total CTN CTSP Financial Plan Local Match	\$33,705	\$126,012	\$117,472	\$132,631	\$134,369	\$544,188

8.2.2 Benefit-Cost Analysis Summary

The Financial Plan’s role is to guide the transit agency towards the successful implementation of the proposed recommendations.

While the increase in required local funds is substantial, the benefits of improved and increased service are significant enough to warrant the full implementation of service improvements proposed as part of the Five-Year Plan, provided funding can be secured.

If the Five-Year Plan is successfully implemented, CTN will realize the following additional estimated benefits during the duration of this Five-Year Plan:

- More than 41,000 additional one-way transit trips – 14.2 percent increase above the estimated Base Case scenario ridership.
- Nearly \$13,000 in additional farebox revenue.
-



- Access to and use of diverse funding programs, including FTA Section 5310, 5316, 5317, and CMAQ.
- Enhanced Cross County service made possible by the proposed feeder service, resulting in increased customer base and ridership, farebox revenue, and overall customer satisfaction.
- Two new deviated fixed routes matching residents with available jobs in the CTN service area and estimated to provide 35,000 one-way transit trips.
- Improvements in efficiency and productivity of provided services as a result of the improved performance measures and improved billing and costs.
- Better coordination of offered services, increased visibility, and public outreach thanks to the mobility management efforts, enhanced marketing, and new reciprocal transfer agreements.



APPENDIX A

Surveys and Survey Data

- A-1. Agency Survey and Survey Responses
- A-2. Rider Surveys and Survey Responses – Outreach Series #1
- A-3. Potential Rider Survey and Summary of Responses – Outreach Series #1
- A-4. Herald Sun Article
- A-5. Surveys for Input on Recommendations – Outreach Series #2



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APPENDIX A-1

Agency Survey and Survey Responses

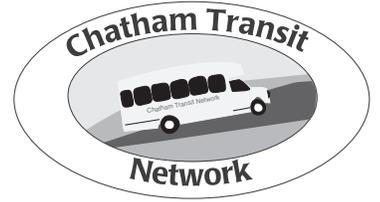


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Chatham Transit Network *Agency Survey*



**Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.**

Thank you!

Agency Name _____

Your Name _____

Your Title _____

1. Do you currently use CTN's services?

Yes - Please go to Question 2

No - Please go to Question 6

For Agencies currently contracting with CTN

2. How long have you been contracting with CTN? _____

3. What services does CTN provide for you? _____

4. Are you happy with CTN's service? _____

5. What do you think needs to be done to serve your agency better? _____

For Agencies NOT currently contracting with CTN

6. Have you considered using CTN in the past? _____

7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

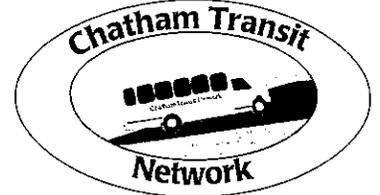
Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Education / Marketing	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham County Council on Aging
Your Name Jessie Ellinger
Your Title Manager of Program Operations

- 1. Do you currently use CTN's services?
 Yes - Please go to Question 2
 No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? 1996
- 3. What services does CTN provide for you? medical transportation
- 4. Are you happy with CTN's service? some what

in addition to congested routes

5. What do you think needs to be done to serve your agency better? To assist ~~for~~ clients if they have disabilities or uses assisted devices - example door to door, carrying groceries in, if it's raining - provide an umbrella - door to door or on door - basically I would like a higher quality of service.

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? yes
- 7. Why did you decide not to use CTN? Cost, quality of service



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How? <u>Doorings</u>				
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

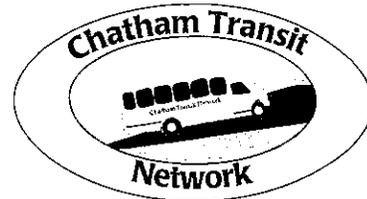
Education / Marketing

	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Council on Aging
Your Name Angel Teruison
Your Title Exec. Dir

1. Do you currently use CTN's services?

- Yes - Please go to Question 2
- No - Please go to Question 6

For Agencies currently contracting with CTN

2. How long have you been contracting with CTN? 1996

3. What services does CTN provide for you? Medical transportation

4. Are you happy with CTN's service? sort of

5. What do you think needs to be done to serve your agency better? Higher level of service for people with disabilities

For Agencies NOT currently contracting with CTN

6. Have you considered using CTN in the past? yes

7. Why did you decide not to use CTN? pricing



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

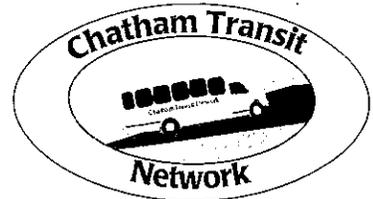
Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours <i>into early evening</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly _____	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled _____	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? <i>training & service</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures <i>issue more expensive</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Education / Marketing	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? _____ ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name CHATHAM TRADES, INC
Your Name DAN STRUPE
Your Title EXECUTIVE DIRECTOR

- 1. Do you currently use CTN's services?
 Yes - Please go to Question 2
 No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? ~ 15 YEARS
- 3. What services does CTN provide for you? FIXED ROUTE SERVICES + SPECIAL TRIPS
- 4. Are you happy with CTN's service? MOSTLY
- 5. What do you think needs to be done to serve your agency better? ON TIME IN AFTERNOON, COMMUNICATION, BILLING ISSUES, LET OFF TOO EARLY IN MORNING

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? _____
- 7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours <i>FIXED ROUTE ONLY</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours <i>2</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Medical	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human / Social Service Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as <i>RURAL WEST CHATHAM</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Improve reservation and scheduling procedures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

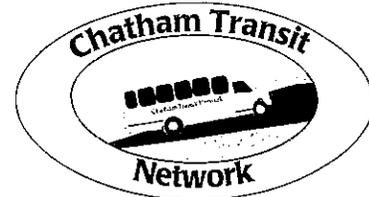
Education / Marketing

	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chat Co DSS
Your Name Miranda Moore
Your Title IMC Supervisor II

1. Do you currently use CTN's services?

- Yes - Please go to Question 2
- No - Please go to Question 6

For Agencies currently contracting with CTN

2. How long have you been contracting with CTN? Since beginning of Chatham Transit Transportation of WorkFirst clients to work, school, job search etc.

3. What services does CTN provide for you? Since beginning of Chatham Transit Transportation of WorkFirst clients to work, school, job search etc.

4. Are you happy with CTN's service? With Workfirst program we need clients picked up at a specific time so that they can make appts. It is very hard w/ Chat. Trans to make sure that clients are arriving at a job interview on time or at work on time. We have actually had clients lose jobs due to being picked up late or not at all.

5. What do you think needs to be done to serve your agency better? We need better communication from transit staff when we schedule trips. We often never hear anything back. From a budgeting prospective it is very difficult because we never know until we get the bill how much a trip is going to cost. It has recently been very undependable and we really can't trust that the client is going to be picked up. Trips just aren't getting put on their log. Most jobs that are clients get are not 9-5, M-F and transit just doesn't offer reliable after hours or weekend trips.

For Agencies NOT currently contracting with CTN

6. Have you considered using CTN in the past? _____

7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <u>job search</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers / migrant workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as <u>rural areas of county</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

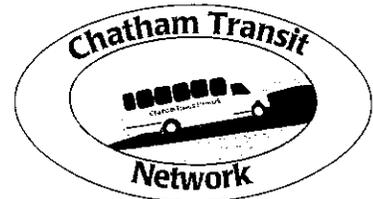
Education / Marketing

	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? <u>Spanish</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham DSS
Your Name Sandy Coletta
Your Title Director

- 1. Do you currently use CTN's services?
 - Yes - Please go to Question 2
 - No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? since the beginning of CTN
- 3. What services does CTN provide for you? Medicaid Transportation, transportation for Work First clients,
- 4. Are you happy with CTN's service? Yes overall, but there are currently no good alternatives
- 5. What do you think needs to be done to serve your agency better? Coverage as routes for more outlying areas of the county

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? _____
- 7. Why did you decide not to use CTN? _____



20021

For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

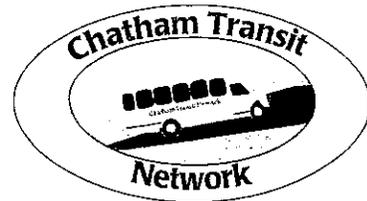
Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as <u>Goldston, Bennett - SW Chatham</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Education / Marketing	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? <u>Spanish</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham Co. DSS
Your Name Alex Beta
Your Title Transportation Coord.

1. Do you currently use CTN's services?

- Yes - Please go to Question 2
- No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? Start of CTN
- 3. What services does CTN provide for you? Medical appt. transportation for Medicaid clients.
- 4. Are you happy with CTN's service? Yes
- 5. What do you think needs to be done to serve your agency better?

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? N/A
- 7. Why did you decide not to use CTN? N/A



011-24

For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
School	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Medical	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human / Social Service Agencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Education / Marketing

	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham County DSS
Your Name Cindy Snipes
Your Title Program Mgr.

- 1. Do you currently use CTN's services?
 Yes - Please go to Question 2
 No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? beginning of CTN
- 3. What services does CTN provide for you? transportation for medicaid clients, work first clients
- 4. Are you happy with CTN's service? yes
- 5. What do you think needs to be done to serve your agency better? better understanding of process - better routes for working clients - better communication to staff @ both agencies

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? _____
- 7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as <u>rural area</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? <u>better communication</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

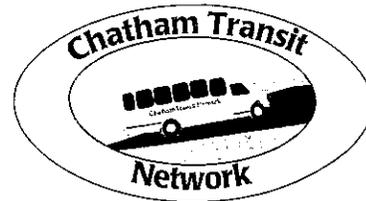
Education / Marketing

	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? <u>spanish</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham Co DSS
Your Name Rhonda Phillips
Your Title Adult Medicaid Supervisor

1. Do you currently use CTN's services?

- Yes - Please go to Question 2
- No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? Since the beginning of CTN
- 3. What services does CTN provide for you? Medical transportation for clients
- 4. Are you happy with CTN's service? yes
- 5. What do you think needs to be done to serve your agency better? More access to clients located in rural areas for general public transportation needs

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? _____
- 7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

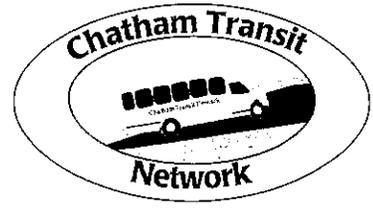
Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as <u>rural Chatham County</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Education / Marketing	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? <u>Spanish</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham Co. Social Services
Your Name Christie Cayden
Your Title Intake Social Worker

- 1. Do you currently use CTN's services?
 Yes - Please go to Question 2
 No - Please go to Question 6

For Agencies currently contracting with CTN

- 2. How long have you been contracting with CTN? Since CTN inception
- 3. What services does CTN provide for you? N/A
- 4. Are you happy with CTN's service? N/A
- 5. What do you think needs to be done to serve your agency better? More scheduled stops
And more pick up points along routes, extended hours
pick up point between Silsbee City + Pittsboro

For Agencies NOT currently contracting with CTN

- 6. Have you considered using CTN in the past? _____
- 7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping - <u>groceries</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers / migrant workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as <u>Goldston, Bear Creek, Bennett</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? <u>More Buses</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Education / Marketing	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? <u>Spanish</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!



Chatham Transit Network Agency Survey



Chatham Transit Network (CTN) wants to serve you better.
Please take a minute to fill out this survey.

Thank you!

Agency Name Chatham County Dept. of Social Services
 Your Name Liz Anderson
 Your Title Family Services Intake Social Worker

1. Do you currently use CTN's services?

- Yes - Please go to Question 2
 No - Please go to Question 6

For Agencies currently contracting with CTN

2. How long have you been contracting with CTN? NOT SURE

3. What services does CTN provide for you? TRANSPORTATION FOR CLIENTS

4. Are you happy with CTN's service? Neutral

5. What do you think needs to be done to serve your agency better? MORE SCHEDULED STOPS & DISTANCE.

For Agencies NOT currently contracting with CTN

6. Have you considered using CTN in the past? _____

7. Why did you decide not to use CTN? _____



For ALL Agencies: Please rate the following characteristics of CTN's service based on importance to your agency:

Service	High Importance	Medium Importance	Low Importance	No Importance
Extension of service hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More daytime hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekend service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Night service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serve the following trip types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VA facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human / Social Service Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service to underserved clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers /migrant workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase service in underserved locations such as _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for cross-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better coordination between transportation providers for inter-county trips	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve door to door service How? _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve reservation and scheduling procedures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Education / Marketing	High Importance	Medium Importance	Low Importance	No Importance
Better education / advertisement of services available	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better education needed on eligibility requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Better communication with non-English speaking agencies If so, what languages? _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better advertising to elderly, low-income, or general public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for increased participation on Transportation Advisory Board by my agency	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Thank you!



APPENDIX A-2

Rider Surveys and Survey Responses – Outreach Series #1



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Chatham Transit Network Rider Survey



Dear Rider,

Chatham Transit Network (CTN) wants to serve you better. Please take a minute to fill out this survey.

Thank you!

Please rate CTN.

Rate the following characteristics of CTN's service:	Very Good	Good	Okay	Poor	Very Poor
Frequency of service	<input type="checkbox"/>				
On-time performance	<input type="checkbox"/>				
Hours of service	<input type="checkbox"/>				
Reservation procedures	<input type="checkbox"/>				
Availability of schedules and route information	<input type="checkbox"/>				
Cost of the fare	<input type="checkbox"/>				
Sense of security on the vehicle and at stops	<input type="checkbox"/>				
Cleanliness / comfort of vehicles	<input type="checkbox"/>				
Courtesy / friendliness of drivers	<input type="checkbox"/>				
Convenience of the service	<input type="checkbox"/>				
Overall service	<input type="checkbox"/>				

What can we do better?

What service improvements would you like to see in the next five years?	Very Important	Somewhat Important	Not Important
More frequent service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More direct routing to destinations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Less advance time required to schedule a trip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Late evening service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better identification of bus stop locations and route information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expand hours / days of service If so, when _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expand service area If so, where _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve security on vehicles and at stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



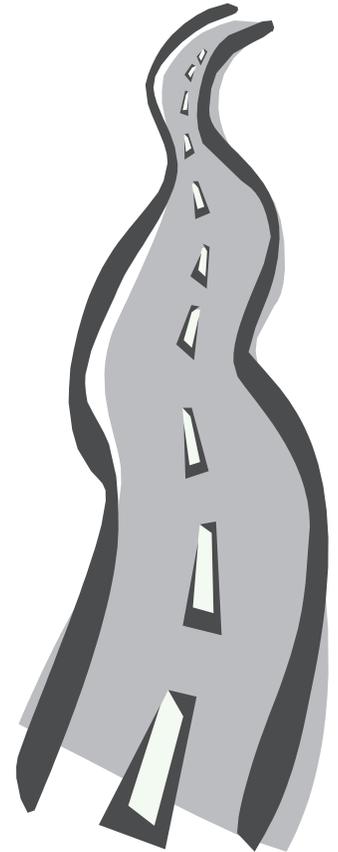
About your trip today.

Why did you ride with CTN today?

- I don't have a car
- I prefer CTN service
- To save money
- Car needs repairs
- To save time
- Disability/unable to drive

What is the purpose of this trip?

- Work
- School / College
- Shopping
- Personal business
- Medical / Dental
- Social / Recreational
- Human / Social Services
- Other _____



About you.

How did you find out about CTN's service?

- Web site
- Brochure
- From an agency
- Asked someone who uses the bus
- Other _____

CTN will not discriminate based on your race, color, or national origin.

How often do you use CTN's services?

- Less than once a month
- Once or twice a month
- 1 day a week
- 2 to 3 days a week
- 4 or more days a week

How long is your typical trip?

- 15 minutes or less
- Between 15 and 30 minutes
- Between 30 minutes and 1 hour
- Between 1 and 2 hours
- More than 2 hours

What is your age?

- 19 or under
- 20 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 60 or older
- Prefer not to say

What is your gender?

- Male
- Female

What is your primary ethnic background?

- White / Caucasian
- Hispanic
- African-American
- Other
- Prefer not to say

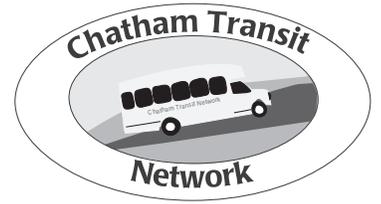
Would you recommend CTN to family and friends?

- Yes
- No

Thank you!



Chatham Transit Network Rider Survey



Dear Rider,

Chatham Transit Network (CTN) wants to serve you better. Please take a minute to fill out this survey.

Thank you!

Please rate CTN.

Rate the following characteristics of CTN's service:	Very Good	Good	Okay	Poor	Very Poor
Reservation procedures	<input type="checkbox"/>				
Vehicle on-time performance	<input type="checkbox"/>				
Hours of service	<input type="checkbox"/>				
Duration of the ride	<input type="checkbox"/>				
Cost of the service	<input type="checkbox"/>				
Sense of security and safety	<input type="checkbox"/>				
Cleanliness / comfort of vehicles	<input type="checkbox"/>				
Courtesy / friendliness of drivers	<input type="checkbox"/>				
Convenience of the service	<input type="checkbox"/>				
Overall service	<input type="checkbox"/>				

What can we do better?

What service improvements would you like to see in the next five years?	Very Important	Somewhat Important	Not Important
Less advance time required to schedule a trip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Late evening service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better identification of bus stop locations and route information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expand hours / days of service If so, when _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expand service area If so, where _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



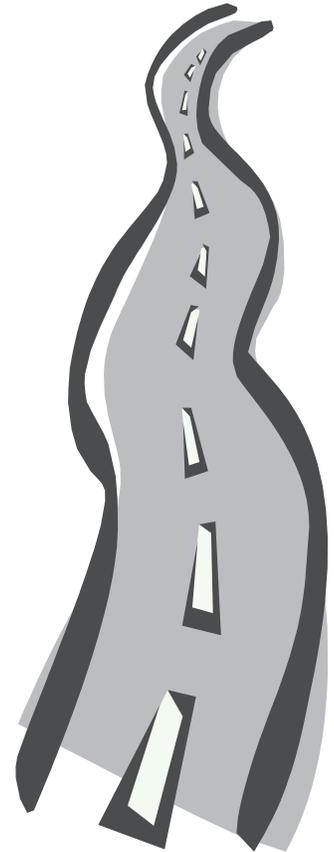
About your trip today.

Why did you ride with CTN today?

- I don't have a car
- I prefer CTN service
- To save money
- Car needs repairs
- To save time
- Disability/unable to drive

What is the purpose of this trip?

- Work
- School / College
- Shopping
- Personal business
- Medical / Dental
- Social / Recreational
- Human / Social Services
- Other _____



About you.

How did you find out about CTN's service?

- Web site
- Brochure
- From an agency
- Asked someone who uses the bus
- Other _____

CTN will not discriminate based on your race, color, or national origin.

How often do you use CTN's services?

- Less than once a month
- Once or twice a month
- 1 day a week
- 2 to 3 days a week
- 4 or more days a week

How long is your typical trip?

- 15 minutes or less
- Between 15 and 30 minutes
- Between 30 minutes and 1 hour
- Between 1 and 2 hours
- More than 2 hours

What is your age?

- 19 or under
- 20 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 60 or older

What is your gender?

- Male
- Female

What is your primary ethnic background?

- White / Caucasian
- Hispanic
- African-American
- Other

Would you recommend CTN to family and friends?

- Yes
- No

Thank you!

Chatham Transit Network

Rider Survey - Fixed Route & On-Demand Service Talled Together Survey Given in May 2010 - 17 surveys completed

Please rate CTN	very good	good	okay	poor	very poor	no answer	TOTAL	percent very good/good	percent poor/very poor
on-time performance	7	4	3	3			17	64.7%	17.6%
hours of service	3	9	4	1			17	70.6%	5.9%
reservation procedures	6	7	4				17	76.5%	0.0%
cost of the fare	9	1	6			1	17	58.8%	0.0%
sense of security on vehicle & at stops	11	4	2				17	88.2%	0.0%
cleanliness/comfort of vehicles	13		4				17	76.5%	0.0%
courtesy/friendliness of drivers	14	2	1				17	94.1%	0.0%
convenience of service	8	6	3				17	82.4%	0.0%
availability of schedules & route info	4	4	1	1			10	80.0%	10.0%
frequency of service	3	5	1	1			10	80.0%	10.0%
duration of the ride	1	3	1			2	7	57.1%	0.0%
overall service	6	7	3			1	17	76.5%	0.0%

What can we do better in next 5 years?	very important	somewhat important	not important	no answer	TOTAL	percent very important	percent somewhat important
more frequent service	3	4	1	2	10	30.0%	40.0%
more direct routing to destinations	4	3	2	1	10	40.0%	30.0%
less advance time to schedule trip	9	3	3	2	17	52.9%	17.6%
late evening service	8	4	2	3	17	47.1%	23.5%
better identification of route information	7	3	4	3	17	41.2%	17.6%
*1 expand hours/days of service	6	2	6	3	17	35.3%	11.8%
*2 expand service area	6	4	4	3	17	35.3%	23.5%
improve security on vehicles & at stops	5	4	5	3	17	29.4%	23.5%
*3 other					0		

*1 writeins	*2 writeins
1 earlier in morning to Chapel Hill & back later than 4:28	1 feeder routes expanded 5 miles outside city limits
1 Saturdays	2 Pittsboro
1 until 7pm	1 downtown
1 Monday, Tuesday, Thursday	1 Chapel Hill
1 late evenings	1 CCCC Siler City, NC Monday, Tuesday, Thursday
*3 writeins	1 Sanford, NC
1 route scheduling & organization	

Why did you ride with CTN today?	note: more than one answer checked in some cases	percent of all surveys
I don't have a car	11	64.7%
I prefer CTN service	3	17.6%
To save money	1	5.9%
Car needs repairs	2	11.8%
To save time	1	5.9%
Disability/unable to drive	3	17.6%
no answer	2	11.8%
		23

What is the purpose of this trip?	note: more than one answer checked in some cases	percent of all surveys
-----------------------------------	--	------------------------

	work	9	52.9%
	school/college	1	5.9%
	shopping		0.0%
	personal business	1	5.9%
	medical/dental	2	11.8%
	social/recreational		0.0%
	human/social services	2	11.8%
*4	other	1	5.9%
	no answer	3	17.6%
*4 writeins			
		1 to get to work and back home	

How did you find out about CTN's service?			percent of all surveys
	website	2	11.8%
	brochure	1	5.9%
	from an agency	5	29.4%
	asked someone who uses the bus	5	29.4%
*5	other	5	29.4%
	no answer	1	5.9%
*5 writeins			
	1 UNC	1 DSS	
	1 UNC-CH email	1 I already knew about it	
	1 my mom	1 V.R.	

How often do you use CTN's services?			percent of all surveys
	less than once a month		0.0%
	once or twice a month	1	5.9%
	1 day a week		0.0%
	2-3 days a week	5	29.4%
	4 or more days a week	9	52.9%
	no answer	2	11.8%

How long is your typical trip?			percent of all surveys
	15 minutes or less	5	29.4%
	between 15 and 30 minutes	6	35.3%
	between 30 minutes and 1 hour	1	5.9%
	between 1 and 2 hours	2	11.8%
	more than 2 hours		0.0%
	no answer	3	17.6%

What is your age?			percent of all surveys
	19 or under	3	17.6%
	20-29	1	5.9%
	30-39	1	5.9%
	40-49	5	29.4%
	50-59	4	23.5%
	60 or older	1	5.9%
	no answer	2	11.8%

What is your gender?		percent of all surveys
male	7	41.2%
female	6	35.3%
no answer	4	23.5%

What is your primary ethnic background?		percent of all surveys
white/caucasian	5	29.4%
Hispanic		0.0%
African American	8	47.1%
other	1	5.9%
no answer	3	17.6%

Would you recommend CTN to family and friends?		percent of all surveys
yes	14	82.4%
no		0.0%
no answer	3	17.6%

Other Comments:

Comment by Recommendation question: If improves on routes, more hours, to and from Chapel Hill for employees of the hospital

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APPENDIX A-3

Potential Rider Surveys and Summary of Responses – Outreach Series #1

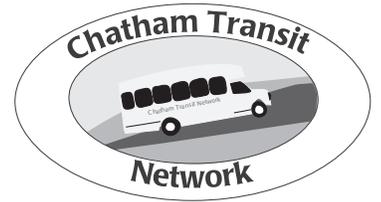


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Chatham Transit Network *Potential Rider Survey*



Please help us serve you better by filling out this survey. Thank you!

1. What is your age?

- 19 or under
- 20 to 39
- 40 to 59
- 60 to 69
- 70 to 79
- 80 or older

2. What is your gender?

- Male
- Female

3. What is your primary ethnicity?

- White / Caucasian
- African-American
- Hispanic or Latino
- Asian
- Native American
- Other
- Prefer not to say

CTN will not discriminate based on your race, color, or national origin.

4. What town or community do you live in?

5. Do you have access to a car for regular trip making?

- Yes
- No

6. Do you have a valid driver's license?

- Yes
- No

7. Do you need special assistance when you travel?

- Yes
- No

If yes, what kind of assistance?

- Wheelchair lift
- Other _____

8. Did you know that Chatham Transit Network (CTN) provides general public transportation in Chatham County?

- Yes
- No

If yes, have you used it?

- Yes
- No

If yes, would you use CTN service again?

- Yes
- No

If no, why? _____

9. Have you ever visited the CTN website?

- Yes
- No

10. To which counties other than Chatham might you need transportation?

- Alamance
- Durham
- Lee
- Moore
- Orange
- Randolph
- Wake
- None
- Other _____



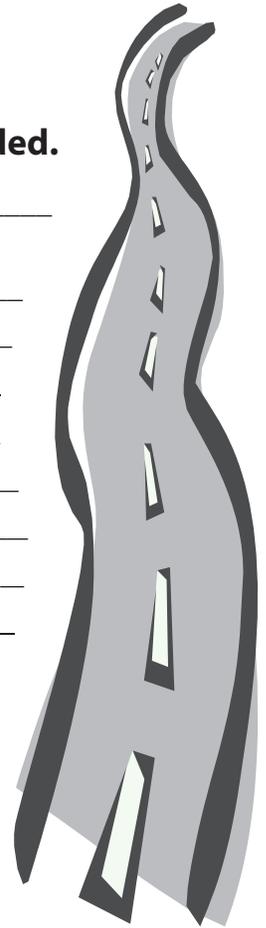
11. To which other transit systems might you need to connect?

- Chapel Hill Transit Triangle Transit COLTS
 None Other _____

12. What was (or might be) the purpose/destination of your trips?

Use blanks to fill in specific destination(s). Mark as many as needed.

- Medical / Dental Appointments _____
 Health or Human Service Agencies
(social security, social services, etc.) _____
 School / College _____
 Work _____
 Daycare / Head Start _____
 Shopping _____
 Personal Business _____
 Recreation _____
 Other _____



13. How often did you (would you) use this service?

- Daily Once a month
 1 day a week No set schedule
 2 to 3 days a week

14. What is a reasonable one-way fare to charge for:

In county service? \$1 \$2 \$3 \$4 Other _____

Out of county service? \$1 \$2 \$3 \$4 Other _____

15. Would it be easier if you had a book of tickets rather than pay as you go?

- Yes No

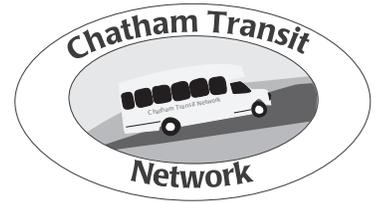
16. Is there anything CTN could improve on (advertising, reservations, hours of service, frequency of service, etc.)?

Please include your address if you would like more information.



Chatham Transit Network

Cuestionario para pasajeros potenciales



Ayúdenos atenderle mejor completando éste cuestionario. Gracias.

1. ¿Cuántos años tiene?

- 19 o menos
- 20 - 39
- 40 - 59
- 60 - 69
- 70 - 79
- 80 or más

2. ¿Sexo?

- Hombre
- Mujer

3. ¿Cuál es su origen étnico?

- Caucásico
- Afroamericano
- Hispano o Latina
- Asiático
- Indio americano
- Otro
- Prefiere no decir

CTN no discrimina basado en su étnico, en el color, ni en origen nacional.

4. ¿En cuál ciudad o comunidad vive usted?

5. ¿Tiene acceso a un coche para viajes regulares?

- Sí
- No

6. ¿Tiene una licencia de manejar?

- Sí
- No

7. ¿Se necesita ayuda especial cuando viaja?

- Sí
- No

¿Si sí, qué clase de ayuda?

- Acensor para silla de ruedas
- Otra _____

8. ¿Sabía que Chatham Transit Network (CTN) provea transporte al público en el Condado de Chatham?

- Sí
- No

¿Si sí, lo ha utilizado?

- Sí
- No

¿Si sí, utilizaría el servicio de CTN otra vez?

- Sí
- No

¿Si no, por qué? _____

9. ¿Ha visitado el sitio de internet de CTN?

- Sí
- No

10. ¿Se necesita transporte a cuáles condados fuera de Chatham?

- Alamance
- Durham
- Lee
- Moore
- Orange
- Randolph
- Wake
- Ninguno
- Otro _____

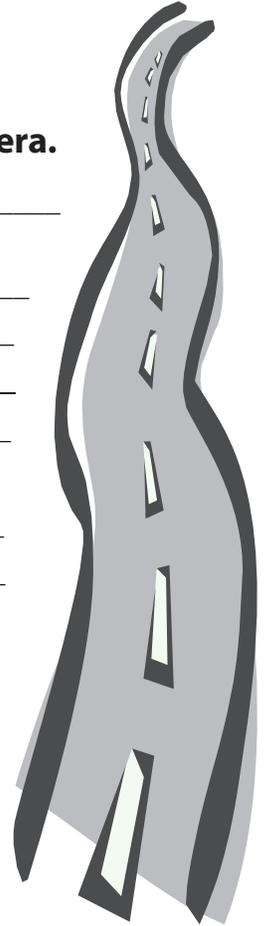
SIGUE →

11. ¿Se necesita una conexión a los sistemas de transporte público en otros condados?

- Chapel Hill Transit Triangle Transit COLTS
 Ninguno Otro _____

12. ¿Que fué (o sería) el propósito/destino de sus viajes? Utilice los blancos para indicar destinos específicos. Marque tantos como quiera.

- Citas médicas o dentistas _____
 Agencias de salud o servicios humanos
(seguridad social, servicios sociales, etc.) _____
 Escuela o colegio _____
 Trabajo _____
 Cuidado de niños / Head Start _____
 Compras _____
 Negocio personal _____
 Recreación / Diversión _____
 Otro _____



13. ¿Con qué frecuencia utilizó (o utilizaría) este servicio?

- Diariamente Una vez al mes
 Un día por semana Ningún horario fijo
 Dos a tres días por semana

14. ¿Qué sería un precio justo para un pasaje de una vía para transporte público...

dentro del condado? \$1 \$2 \$3 \$4 Otro _____

fuera del condado? \$1 \$2 \$3 \$4 Otro _____

15. ¿Sería más fácil si tuviera un libro de boletos prepagados en lugar de pagar según el uso?

- Sí No

16. ¿Hay algo que CTN podría mejorar (publicidad, el sistema de reservaciones, las horas de servicio, la frecuencia del servicio, etc.)?

Si quiere más información, por favor escribe su dirección.

Chatham Transit Network – Potential Rider Survey Results
July-August 2010

Origin of Surveys

Location	Surveys Collected	Percent of Total Surveys
Chatham Hospital	17	7.6
Workshop	14	6.3
Chatham Trades	25	11.2
Chatham County Group Homes	3	1.3
Online surveys taken	45	20.2
Moncure Clinic	31	13.9
CCCC Siler City Campus	70	31.4
Hispanic Liaison	13	5.8
Family Resource Center	5	2.2
TOTAL SURVEYS TAKEN	223	

1. What is your age?	Number of Responses	Percent of Responses
19 or under	10	4.5%
20-39	100	44.8%
40-59	82	36.8%
60-69	20	9.0%
70-79	7	3.1%
80 or older	2	0.9%
No Answer	2	0.9%

2. What is your gender?	Number of Responses	Percent of Responses
Male	87	39.0%
Female	134	60.1%
No Answer	2	0.9%

3. What is your primary ethnicity?	Number of Responses	Percent of Responses
white/Caucasian	100	44.8%
African American	41	18.4%
Hispanic or Latino	73	32.7%
Asian	1	0.4%
Native American	2	0.9%
Other	1	0.4%
Prefer not to say	4	1.8%
No Answer	1	0.4%

4. What town or community do you live in?	Number of Responses	Percent of Responses
Randolph County	1	0.4%
Siler City, Chatham County	97	43.5%
Liberty, Randolph County	2	0.9%
Franklinville, Randolph County	1	0.4%
Cumnock, Lee County	1	0.4%
Bear Creek, Chatham County	9	4.0%
Pittsboro, Chatham County	38	17.0%
Chatham County	14	6.3%
Goldston, Chatham County	5	2.2%
Snow Camp, Alamance County	2	0.9%
Albright, Chatham County	3	1.3%
Silk Hope, Chatham County	1	0.4%
Staley, Randolph County	1	0.4%
Moncure, Chatham County	5	2.2%
Durham, Durham County	2	0.9%
Bynum, Chatham County	1	0.4%
Chapel Hill, Orange County	7	3.1%
Apex, Wake County	2	0.9%
Carrboro, Orange County	2	0.9%
Sanford, Lee County	10	4.5%
Lemon Springs, Lee County	1	0.4%
Lee County	3	1.3%
Wake County	1	0.4%
Holly Springs, Wake County	2	0.9%
Cary, Wake County	1	0.4%
Harnett County	1	0.4%
New Hill, Wake County	1	0.4%
Raleigh, Wake County	2	0.9%
Lillington, Harnett County	1	0.4%
Hickory Mountain, Chatham County	1	0.4%
No Answer	5	2.2%

5. Do you have access to a car for regular trip making?	Number of Responses	Percent of Responses
Yes	166	74.4%
No	55	24.7%
No Answer	2	0.9%

6. Do you have a valid driver's license?	Number of Responses	Percent of Responses
Yes	133	59.6%
No	90	40.4%
No Answer	0	0.0%

7. Do you need special assistance when you travel?	Number of Responses	Percent of Responses
Yes	11	4.9%
No	207	92.8%
No Answer	5	2.2%

8. Did you know that CTN provides general public transportation in Chatham County?	Number of Responses	Percent of Responses
Yes	140	62.8%
No	83	37.2%
No Answer		0.0%

If yes, have you used it?	Number of Responses	Percent of Responses
Yes	35	15.7%
No	105	47.1%
No Answer	83	37.2%

If yes, would you use CTN service again?	Number of Responses	Percent of Responses
Yes	33	14.8%
No	2	0.9%
No Answer	188	84.3%

If no, why not?	Number of Responses	Percent of Responses
No need	9	4.0%
rest/group home (provides transportation)	3	1.3%
Have access to or have a car	4	1.8%
Out of town	1	0.4%
I don't have a phone	1	0.4%
I didn't know about it	13	5.8%
I don't speak English	2	0.9%
I almost never go out	1	0.4%
My friend drives me to work	1	0.4%
doesn't come close to my area	1	0.4%
Pickup times aren't conducive to work schedule (noon to five pm)	1	0.4%
Traveling is work related & carry truckload of tools.	1	0.4%
Need express shuttle to Raleigh for work	1	0.4%
No answer	184	82.5%

NOTE: Many people thought this question was asking why they wouldn't use CTN at all, instead of why they wouldn't use it again.

9. Have you ever visited the CTN website?	Number of Responses	Percent of Responses
Yes	36	16.1%
No	178	79.8%
No Answer	9	4.0%

10. To which counties other than Chatham might you need transportation?	Number of Responses	Percent of Responses
Alamance	21	9.4%
Durham	56	25.1%
Lee	50	22.4%
Moore	12	5.4%
Orange	87	39.0%
Randolph	38	17.0%
Wake	47	21.1%
None	43	19.3%
Other*	10	4.5%
No answer / NA	33	14.8%

Note: Multiple answers could be provided

* write-ins

Guilford County

Will know when employed

Greensboro

Lillington

RTP

Raleigh

11. To which other transit systems might you need to connect?	Number of Responses	Percent of Responses
Chapel Hill Transit	103	46.2%
Triangle Transit	47	21.1%
COLTS	12	5.4%
None	62	27.8%
Other	6	2.7%
No Answer / NA	41	18.4%

Note: Multiple answers could be provided

12. What was (or might be) the purpose/destination of your trips?	Number of Responses	Percent of Responses
*4 Medical / Dental appointments	111	49.8%
*5 Health or Human Service Agencies	47	21.1%
*6 School / college	52	23.3%
*7 Work	99	44.4%
Daycare / Headstart	23	10.3%
*9 Shopping	78	35.0%
*10 Personal business	30	13.5%
*11 Recreation	47	21.1%
*12 Other	19	8.5%
No Answer / None / NA	55	24.7%

Note: Multiple answers could be provided

*4 Chapel Hill (3), Sanford (2), UNC (7), Siler City DDS, Moncure Community Health, off of Fordham near Franklin

*5 Pittsboro (2), Vocational Rehab

*6 CCCC Siler City, Pittsboro, Siler City Elementary, Chapel Hill, CCCC in Lee, UNC (3), Durham Tech in Orange County, NC State

*7 Randolph, Randleman, Chatham Trades in Siler City (2), CVS (2), UNC (3), Durham (3), north Raleigh to Apex, 15-501 at I-40, Cary, Raleigh, from Carrboro to Pittsboro, RTP, Franklin St in Chapel Hill, IBM, NC State, Chapel Hill

- *9 Walmart (3), Piggly Wiggly, Food Lion (2), Asheboro, Durham, University Mall area (3), Weaver St. (2), Chapel Hill (3), Carrboro (3), Farmer's Market, Siler City, Sanford, Apex, Streets at Southpoint (6), Franklin Street, Chatham downtown, Pittsboro downtown, Eastgate Shopping Center (2), Saxapahaw Farmers Market, Carr Mill Mall, Beaver Creek, Durham
- *10 hair appointment Franklin St, UNC, Southpoint Mall, post office
Jordan Lake (2), parks, Raleigh, Durham, Wake, Southern Village, Beaver Crossing in Apex, Seymour Center in Chapel Hill, downtown Carrboro (2), movies, Chapel Hill parks (2), Carrboro parks
- *11 Church (3), visit family, in case of emergency (2), laundromat, yoga class in Carrboro, airport (2), library

13. How often did you/would you use this service?		Number of Responses	Percent of Responses
	Daily	51	22.9%
	1 day a week	15	6.7%
	2 to 3 days a week	38	17.0%
	Once a month	21	9.4%
	No set schedule	51	22.9%
	No answer / None / NA	47	21.1%

14a. What is a reasonable one-way fare to charge for In county service?		Number of Responses	Percent of Responses
	1 dollar	82	36.8%
	2 dollars	68	30.5%
	3 dollars	13	5.8%
	4 dollars	17	7.6%
	Other*	3	1.3%
	No answer	40	17.9%

* \$5 (2), \$1.50 (1)

14b. What is a reasonable one-way fare to charge for Out of county service?		Number of Responses	Percent of Responses
	1 dollar	8	3.6%
	2 dollars	41	18.4%
	3 dollars	42	18.8%
	4 dollars	52	23.3%
	Other*	11	4.9%
	No answer	69	30.9%

* \$1.50 (1), \$5 (5), \$7 (1), \$10 (1), \$15 (1)

15. Would it be easier if you had a book of tickets rather than pay as you go?		Number of Responses	Percent of Responses
	Yes	127	57.0%
	No	56	25.1%
	No Answer	40	17.9%

16. Is there anything CTN could improve on?		Number of Responses	Percent of Responses
	No, everything is fine.	6	2.7%
	Run to Randolph, from Asheboro to Chapel Hill	1	0.4%
	More Advertising/publicity	27	12.1%
	Frequency of service	19	8.5%
	Extend Hours of service	24	10.8%

Later nights	3	1.3%
Weekends	2	0.9%
Could advertise in churches	1	0.4%
Earlier mornings	1	0.4%
Clear/more advertising in Spanish	4	1.8%
Reservation system improvements	5	2.2%
Be on time when call	1	0.4%
Be more precise on pickup time	2	0.9%
Obey speed limits	1	0.4%
Spanish speaking dispatch & drivers	4	1.8%
schedule of rotation in each place to be ready	1	0.4%
Coordinate with other counties for real transportation system	1	0.4%
Open more bases of transport	1	0.4%
Post hours of service online, and how things operate so clear to general public	1	0.4%
get biodiesel vehicles	2	0.9%
bus stops with shade structures (could advertise there)	4	1.8%
vanpool services	1	0.4%
Regularly scheduled service	1	0.4%
Public support campaign	1	0.4%
benches (could advertise here)	1	0.4%
availability of Park and Ride locales in N. Chatham such as Manns Chapel/Cole Park area	1	0.4%
Frequency to Apex and Durham shopping areas	1	0.4%
Express shuttle to downtown Raleigh, RTP	1	0.4%
No answer / No	156	70.0%

Other Comments

- 1 I don't know much about it but will check out the website.
- 1 Very excited as I have no transportation.
- 1 It would be nice if more people were aware of this great service.
- 1 I will check the website.
- 1 In Moore County the transit does not pick people up at their residences in Carolina Lakes
- 1 Time aren't conducive as I come into work in Pittsboro at noon and leave to return to Chapel Hill after 5pm.
- 1 Buses are more interested in taking folks to Chapel Hill than in bringing them to Pittsboro during the day.
- 1 Service can be established/expanded to major hubs from which other local service branches out, much like what Triangle Transit does with considerable success. Hours of service should coincide with general commuting patterns, frequency can be once per hour, and advertising should be done with prominent posters and informative literature at all pick up points and public gathering places like the county office building, town halls, libraries, university facilities, and shopping clusters. I hate paying for and finding a place to park in downtown Chapel Hill-- park and rides needed.



APPENDIX A-4

Herald Sun Article



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[print](#)

Chatham Transit seeks public input

07.18.10 - 06:23 pm

From staff reports

PITTSBORO -- Chatham Transit Network is seeking public input on local transportation needs through a survey that will help shape its five-year plan. The survey will be available through Aug. 13.

The resulting five-year Community Transportation Service Plan will review the current performance and organization direction of the transit network and will recommend strategies to increase transportation options for passengers and improve effectiveness of services.

The transit network also will hold community meetings on the plan this fall.

The transportation plan is managed by the Public Transportation Division of the N.C. Department of Transportation and is being completed by a consultant. The plan should be completed in January 2011.

The survey is available online in both English and Spanish:

- English: www.surveymonkey.com/s/ctn_potentialrider

- Spanish: www.surveymonkey.com/CTN_spanishsurvey

Print copies of the survey are available by calling 542-5136 or by visiting:

- Chatham Transit Network office, Pittsboro.
- Western Senior Center, Siler City.
- Eastern Senior Center, Pittsboro.
- Moncure Community Health Center.
- Family Resource Center, Siler City.
- Siler City Campus of CCCC.
- The Hispanic Liaison, Siler City.
- Chatham Department of Department of Social Services, Pittsboro.
- Public Health Clinics in Siler City and Pittsboro.
- Chatham Marketplace in Pittsboro.

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APPENDIX A-5

Surveys for Input on Recommendations – Outreach Series #2

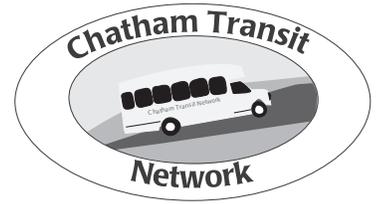


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Chatham Transit Network Public Questionnaire



Chatham Transit Network (CTN) is a public transportation system in Chatham County. CTN is preparing a 5-year plan to improve and increase transit options for the area's residents. Recommendations to be included in the 5-year plan were developed through input from riders, the public, and agencies in Chatham County.

Please let us know if you agree with the following recommendations.

Proposed Demand-Responsive Service Improvements

(Routes that require advance reservation and do not have specific stop locations)

Good idea?

Yes No Don't Know

Ensure medical transportation continues to be offered

Provide transportation service countywide

Offer Door-to-Door service: provide assistance to riders

Help the public understand how to use public transportation services

Work with surrounding counties to improve regional transportation options and connections

Save time and money by changing the rules for making trip reservations and not showing up for reserved trips

Review fares to make sure they are reasonable

Make discount public transportation passes more readily available

Consider installing computers inside public transportation vehicles to improve on-time service

Just a few more questions on back →

Proposed Deviated and Fixed-Route Service Improvements

(Routes with set schedules and stop locations)

Good idea?

Yes No Don't Know

Begin new service with established schedule and stops between Pittsboro and Sanford

Begin new service with established schedule and stops between Siler City and Sanford

Add more Cross County route stops in Pittsboro

Establish locations in Chatham County where riders can switch between public transportation vehicles without waiting

Work with Chapel Hill Transit to improve connections between Chatham and Orange counties

Proposed Marketing Improvements

Good idea?

Yes No Don't Know

Provide better information about available CTN services via:

Website

Phone

Printed (brochures, maps)

Public Media (radio, TV, newspaper)

Social Media (Facebook, Twitter, YouTube)

How often do you use CTN services?

5+ times per week

2-4 times per week

1-4 times per month

Occasionally

Never

Would the proposed improvements result in you using CTN services more often?

Yes No Don't Know If 'No', why not? _____

Are there other improvements you would like CTN to consider in the next 5 years?

Please return this survey to where you picked it up from, or to your CTN driver, or mail to:

CTN CTSP c/o Adam Wroblewski, 1616 E. Millbrook Rd, Suite 310, Raleigh, NC 27609

If you have any questions, comments, or suggestions,

please call (919) 431-5315 or email adam.wroblewski@atkinglobal.com

Thank you for your time and feedback!

Chatham Transit Network

Public Outreach Series #2

Surveys completed by June 2011

Siler City Alive Festival, COA newsletter, Survey Monkey

34 TOTAL SURVEYS TAKEN

Proposed Demand-Responsive Service Improvements		YES	NO	Don't Know	Percent Yes	Percent No	Percent Don't Know
Ensure medical transportation continues to be offered		33		1	97.06%	0.00%	2.94%
Provide transportation service countywide		32	1	1	94.12%	2.94%	2.94%
Offer Door-to-Door service: provide assistance to riders		32		2	94.12%	0.00%	5.88%
Help the public understand how to use public transportation services		30	2	2	88.24%	5.88%	5.88%
Work with surrounding counties to improve regional transportation options and connections		30		4	88.24%	0.00%	11.76%
Save time and money by changing rules for making trip reservations and not showing up for reserved trips		22		12	64.71%	0.00%	35.29%
Review fares to make sure they are reasonable		32	1	1	94.12%	2.94%	2.94%
Make discount public transportation passes more readily available		30	1	3	88.24%	2.94%	8.82%
Consider installing computers inside public transportation vehicles to improve on-time service		23	2	9	67.65%	5.88%	26.47%

Proposed Deviated and Fixed-Route Service Improvements		YES	NO	Don't Know	Percent Yes	Percent No	Percent Don't Know
Begin new service with established schedule and stops between Pittsboro and Sanford		26	2	6	76.47%	5.88%	17.65%
Begin new service with established schedule and stops between Siler City and Sanford		28	3	3	82.35%	8.82%	8.82%
Add more Cross County route stops in Pittsboro		27	1	6	79.41%	2.94%	17.65%
Establish locations in Chatham County where riders can switch between public transportation vehicles without waiting		29	1	4	85.29%	2.94%	11.76%
Work with Chapel Hill Transit to improve connections between Chatham and Orange Counties		30	1	3	88.24%	2.94%	8.82%

Proposed Marketing Improvements		YES	NO	Don't Know	Percent Yes	Percent No	Percent Don't Know
Provide better information about available CTN services via Website		29	1	4	85.29%	2.94%	11.76%
Provide better information about available CTN services via Phone		25	3	6	73.53%	8.82%	17.65%
Provide better information about available CTN services via Printed (brochures, maps)		28		6	82.35%	0.00%	17.65%
Provide better information about available CTN services via Public Media (radio, TV, newspaper)		26	2	6	76.47%	5.88%	17.65%
Provide better information about available CTN services via Social Media (Facebook, Twitter, YouTube)		24	2	8	70.59%	5.88%	23.53%

How often do you use CTN services?		Percent	
5+ times per week	2		5.88%
2-4 times per week	0		0.00%
1-4 times per month	1		2.94%
Occasionally	10		29.41%
Never	21		61.76%

Would the proposed improvements result in you using CTN services more often?		Percent	
Yes	19		55.88%
No	4		11.76%
Don't Know	11		32.35%

Write-ins for If No, why not?

If they offered services to Raleigh
Still able to drive at my age

Chatham Transit Network

Public Outreach Series #2

Surveys completed by June 2011

Siler City Alive Festival, COA newsletter, Survey Monkey

34 TOTAL SURVEYS TAKEN

Are there other improvements you would like CTN to consider in the next 5 years?

I hope so it will be better improve in town at Siler City, NC Future???

I don't use CTN, but I know people who do. These are great ideas.

I know the service is good. Thanks.

Services to Raleigh

Trips to RDU Airport

Try putting a 3rd time slot from Chapel Hill to Siler City

Grant from NC STEP program for the bus shelter. Know certain place and time. Call Travis 919-699-1017 for more information.

Spanish speaking employees/drivers; Wi-Fi buses to major business centers such as Chapel Hill; eco-friendly buses.

Establish a reliable coordinated system for surveying potential riders to take the guesswork out of transportation planning.

I'd love to see appropriate mass transit for the County, with a focus on connecting Pittsboro with Chapel Hill or RTP.

Not going to a bus stop home service look to the way the bus service was

I have not had to use CTN recently. From 2001 to 2005 used to take relative from nursing home (Laurels) to UNC appointments.



APPENDIX B

Funding Sources Overview



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1. FUNDING SOURCES OVERVIEW

1.1 INTRODUCTION

Rural transit agencies provide a critically important service to their communities, but they are not self-supporting. Like all rural transit agencies in North Carolina, CPTA receives the majority of their direct funding from federal (FTA) and state (NCDOT) sources, with a smaller portion provided by local government, farebox revenue, and other operating revenue.

Federal transit-related grants primarily are administered through the Federal Transit Administration (FTA), as authorized by the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) (Pub. Law 109-59). Each year, Congress provides an annual appropriation which funds the programs specified in SAFETEA-LU. Upon receiving this appropriation, FTA apportions and allocates these funds. FTA programs are typically identified by a name and/or a section number (of Title 49 of the United States Code) – for example, the "Elderly Persons and Persons with Disabilities" or "Section 5310" grant program (FTA Web site: www.fta.dot.gov/grants_financing.html).

Some federal and state revenue is received indirectly through subscription services contracts with other agencies. For example, under the State's Rural Operating Assistance Program (ROAP), Work First funds are distributed to social service departments. Also under ROAP, funds from the Elderly and Disabled Transportation Assistance Program (EDTAP) are distributed to a variety of agencies. These agencies then contract with CPTA to provide related transportation services, drawing on these programs to pay CPTA.

Other sources of revenue for CPTA include the farebox, advertising, interest income, and other sources. In some communities, such as Charlotte, local option sales taxes or vehicle registration fees provide a portion of transit funding.

Most of the state and federal funding programs have restrictions on what the funds from the programs can be used for. Some programs may fund capital improvements, others may fund operating expenses or specific types of services. Many of the funding programs require a local match of some percentage of the grant.

1.2 FEDERAL AND STATE FUNDING PROGRAMS

The NCDOT Public Transportation Division has a guide to programs and funding available on their website, titled "Programs and Funding" (www.ncdot.org/nctransit/download/programs_funding.pdf). The following information about federal and state funding programs CPTA is eligible for is from this guide and from the FTA Web site: www.fta.dot.gov/funding/grants.



Major federal and state funding programs available to rural transit agencies such as CPTA are listed in **Table 1**. Brief descriptions of the major federal and state funding programs are provided below.

Table 1. Federal and State Funding Programs					
Program		State or Federal	Summary	Operating (Op), Capital (Cap), Administrative (Admin) Funds	Local Match Requirements
Formula Programs					
Community Transportation Program (CTP)	Nonurbanized Area Formula Program	Federal – FTA Section 5311	General program that funds capital, operating, and administrative expenses	Op, Cap, Admin	50% Op 10% Cap 15% Admin
	Rural Capital Program	State and Federal -3 consolidated programs	Funds capital costs for vehicles, equipment, and technology	Cap	10%
	Human Service Transportation Management	State	Funds administrative expenses associated with consolidated human service transportation systems and systems in urbanized areas where a consolidated county system does not exist.	Admin	Does not apply to CPTA
Rural Operating Assistance Program (ROAP)	Elderly and Disabled Transportation Assistance Program (EDTAP)	State	Funds operating costs for transportation needs of the elderly and disabled.	Op	None
	Rural General Public (RGP) Program	State	Funds operating costs for transportation needs of the rural general public	Op	10%
	Employment Transportation Assistance Program (ETAP)	State	Funds operating costs for employment-related transportation need for low-income individuals.	Op	None
Competitive Grant Programs					
Elderly and Disabled Individuals Transportation Program		Federal - FTA Section 5310	Funds capital costs for meeting mobility needs of elderly and persons with disabilities. Funds use primarily for vehicle purchases, but also acquisition of transportation service under contract, lease or other arrangement. State program administration expenses also eligible.	Cap	20% Cap
Jobs Access Reverse Commute (JARC) Program		Federal – FTA Section 5316	Funds employment-related transportation needs for welfare recipients and low-income persons	Op, Cap	50% Op 20% Cap



Table 1. Federal and State Funding Programs

Program	State or Federal	Summary	Operating (Op), Capital (Cap), Administrative (Admin) Funds	Local Match Requirements
New Freedom Program	Federal – FTA Section 5317	Funds transportation services for disabled persons beyond what is required by the Americans with Disabilities Act (ADA)	Op, Cap, Admin	50% Op 20% Cap 20% Admin
Rural Transit Assistance Program (RTAP)	Federal – FTA Section 5311(b)(3)	Funds training, technical assistance, research, and related activities.	Admin	None
Intercity Bus Program	Federal – FTA Section 5311(f)	Funds intercity bus service in underserved areas of North Carolina that connect two or more urban areas not in proximity.	Op, Cap, Admin	50% Op 20% Cap 20% Admin
Public Transportation Grant Program – Apprentice and Intern Programs	State	Funds work position for recent graduates and graduate students.	Admin	10%

1.2.1 Community Transportation Program (CTP)

The CTP is a combination of federal and state funds administered by NCDOT that provide the majority of funding for North Carolina’s rural transportation systems. There are three programs comprising the CTP: Nonurbanized Area Formula Program, Rural Capital Program, and Human Service Transportation Management Program. The Human Service Transportation Management Program applies only to urbanized area counties where a consolidated countywide transit system does not exist. This program does not apply to CPTA and is not described below.

Nonurbanized Area Formula Program (FTA Section 5311)

Funding Source: Federal

Eligible Recipients: State and local governments, non-profits, and public transit operators in non urbanized areas.

What Does This Fund? The program funds capital, operating, and administrative expenditures.

What are the Match Requirements? The maximum federal participation is 80 percent for administrative and capital costs. NCDOT matches 5 percent for administrative costs and 10 percent for capital costs. Local match would be 15 percent for administrative costs and 10 percent for capital costs. Regional community transportation systems (e.g., CPTA) and small urban fixed route systems



are eligible for up to 50 percent of net operating costs associated with general public routes. Local match would be 50 percent for these operating costs.

Rural Capital Program

Funding Source: Federal and State – combination of three consolidated programs

Eligible Recipients: Community transportation system grantees, including local governments and non-profits in nonurbanized areas and in urbanized area counties where there is not a consolidated urban/rural transportation system.

What Does This Fund? The program funds:

- Purchase of vehicles
- Purchase of communications equipment and related capital equipment
- Purchase or upgrade of computers and related equipment
- Purchase of telephone systems
- Purchase of mobile data terminals
- Purchase of automatic vehicle locators and other technologies
- Purchase or renovation of facilities for administrative and/or operating use

What are the Match Requirements? Federal and state funds cover 90 percent of purchases, and 90 percent of feasibility plan preparation, land acquisition, design, and construction costs.

1.2.2 Rural Operating Assistance Program (ROAP)

ROAP is comprised of three separate State programs: Elderly and Disabled Transportation Assistance Program (EDTAP), Rural General Public (RGP) Program, and Employment Transportation Assistance Program (ETAP).

County governments are the only eligible recipients. However, many counties pass most of their ROAP funds to their regional transit system, including the counties in the CPTA service area. ROAP funds are distributed by the State to each county based on a formula. Counties can also apply for supplemental ROAP funds, also up to a formula-based amount.

In FY 2010, there was \$12,439,869 disbursed to counties and tribes across the state through the regular ROAP program. In addition, \$9,500,000 was available through the supplemental ROAP program, with \$8,725,181 (91.8 percent) disbursed. Eight counties, including Bertie County, did not receive any supplement funds.

Elderly and Disabled Transportation Assistance Program (EDTAP)

Funding Source: State

Eligible Recipients: County governments



What Does This Fund? The program funds operating assistance for the transportation of elderly and disabled citizens.

What are the Match Requirements? The State provides up to 100 percent of the cost of service.

Rural General Public (RGP) Program

Funding Source: State

Eligible Recipients: County governments

What Does This Fund? The program funds community transportation systems that serve the general public in rural areas.

What are the Match Requirements? The State provides 90 percent of the funds. Ten percent is local match.

Employment Transportation Assistance Program (ETAP)

Funding Source: State

Eligible Recipients: County governments

What Does This Fund? The program funds community transportation service to employment for low-income individuals. This program also supports the NC Rural Vanpool Program.

What are the Match Requirements? The State provides up to 100 percent of the cost of the service.

1.2.3 Elderly and Disabled Individuals Transportation Program (FTA Section 5310)

This program provides formula funding to States for the purpose of meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. Funds are apportioned based on each state's share of population for these groups of people.

Funds are obligated based on the annual program of projects included in a statewide grant application. Once FTA approves the application, funds are available for state administration and allocation to subrecipients through competitive grants (FTA Website: www.fta.dot.gov/funding/grants/grants_financing_3556.html). Funded projects must be included in a Locally Coordinated Plan.



Funding Source: Federal, administered through the State

Eligible Recipients: State government. Eligible subrecipients include local governments, non-profits, and public transit operators in nonurbanized areas.

What Does This Fund? The program funds capital projects such as vehicle purchase, radio and communications equipment, wheelchair lifts, and also mobility managers. Acquisition of transportation service under contract, lease or other arrangements and state program administration also are eligible.

What are the Match Requirements? The local match is 20 percent for capital costs.

1.2.4 Job Access and Reverse Commute (JARC) Program (FTA Section 5316)

The JARC program was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. Funded projects must be included in a Locally Coordinated Plan.

Funding Source: Federal

Eligible Recipients: Local governments and non-profits.

What Does This Fund? This program funds capital, planning, and operating expenses to provide services to assist welfare recipients and low-income individuals with transportation to jobs, training, and child care.

What are the Match Requirements? The local share of eligible capital and planning costs shall be no less than 20 percent of the net cost of the activity, and the local share for eligible operating costs shall be no less than 50 percent of the net operating costs (FTA Web site: www.fta.dot.gov/funding/grants/grants_financing_3550.html).

1.2.5 New Freedom Program (FTA Section 5317)

The New Freedom formula grant program seeks to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the Americans with Disabilities Act (ADA) of 1990. Funded projects must be included in a Locally Coordinated Plan.

Funding Source: Federal

Eligible Recipients: Local governments and non-profits.

What Does This Fund? This program funds capital and operating expenses for new public transportation services and new public transportation alternatives beyond those required by the American with Disabilities Act of 1990 (ADA), that are designed to assist individuals with disabilities.



What are the Match Requirements? The local share of eligible capital and planning costs shall be no less than 20 percent of the net cost of the activity, and the local share for eligible operating costs shall be no less than 50 percent of the net operating costs FTA Web site: www.fta.dot.gov/funding/grants/grants_financing_3549.html).

1.2.6 Rural Transit Assistance Program (RTAP) (FTA Section 5311(b)(3))

The RTAP provides a source of funding to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the needs of transit operators in non-urbanized areas (FTA Web site: www.fta.dot.gov/funding/grants/grants_financing_3554.html).

Funding Source: Federal

Eligible Recipients: NCDOT. However, funds can be passed to other entities.

What Does This Fund? RTAP funds training, technical assistance, research, and related support activities.

What are the Match Requirements? FTA funds up to 100 percent of the cost of service.

1.2.7 Intercity Bus Program (FTA Section 5311(f))

Intercity bus service means regularly scheduled bus service for the general public that operates with limited stops over fixed routes connecting two or more urban areas not in close proximity, that has the capacity for transporting baggage carried by passengers, and that makes meaningful connections with scheduled intercity bus service to more distant points, if such service is available. Feeder service that provides connections to an intercity service also is eligible. In the CPTA service area, this program could fund service to cities outside the CPTA service area such as Rocky Mount, Greenville, or cities in Virginia.

Funding Source: Federal

Eligible Recipients: NCDOT. However, funds can be passed to other entities.

What Does This Fund? Intercity bus service and related feeder services.

What are the Match Requirements? FTA funds up to 50 percent of the cost of operations and 80 percent of capital and administrative costs.



1.2.8 Public Transportation Grant Program – Apprentices and Intern Programs

This program funds the work experience for selected recent graduates and graduate students in public transportation. Apprentices, who are recent graduates, work full time for a 12-month period. Interns, who are graduate students, work approximately 12 weeks full time during the summer between their two years of graduate school and approximately 10 hours per week during the fall and spring semesters of their second year.

Funding Source: State

Eligible Recipients: State transit systems.

What Does This Fund? Work experience for recent graduates and graduate students in public transportation.

What are the Match Requirements? The State funds up to 90 percent of eligible costs.

