

FINAL REPORT

Casper Area Metropolitan Planning Organization

Transit Development and Coordination Plan Update



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Table of Contents

	Page
Chapter 1. Introduction/Background	1-1
Background/Purpose of the Project	1-1
Organization of the Report	1-1
SAFETEA-LU Planning Requirements and Available Funding	1-4
Chapter 2. Literature Review	2-1
Long Range Transportation Plan	2-1
Transit Service Plan	2-3
Baby Boomer Study	2-4
Walkability Study	2-5
Chapter 3. Community Profile and Demographic Overview	3-1
Demographic Profile	3-2
Chapter 4. Overview of Existing Transportation Services	4-1
The Bus	4-2
CATC Overview	4-13
Operating Revenue Sources	4-20
Chapter 5. Passenger Survey	5-1
Key Findings (The Bus)	5-1
Key Findings (CATC)	5-1
On-Board Passenger Survey: The Bus	5-2
On-Board Passenger Survey – CATC	5-12
Chapter 6. Peer Review	6-1
Methodology	6-1
Peer Overview	6-1
Key Findings: Funding and Revenues	6-5
Key Findings: Performance Data and Indicators	6-5
Key Findings: Fixed Route Performance	6-6
Key Findings: Demand-Response Performance	6-6
Chapter 7. Other Transportation Providers	7-1
Transportation Inventory	7-1
Chapter 8. Unmet Transportation Needs	8-1
Transportation Steering Committee (TSC)	8-1
Summary of Unmet Transportation Needs	8-5
Chapter 9. Transit and Coordination Strategies	9-1
Transit Strategies	9-2
Coordination Strategies	9-9

Table of Contents

	Page
Chapter 10. Transit Service Alternatives	10-1
Assumptions About the Existing Service	10-2
Reduced Funding Alternative	10-2
Status Quo Alternatives	10-4
Increased Funding Alternatives	10-13
Capital Improvements and/or Other One-Time Costs.....	10-20
Chapter 11. Preferred Service and Financial Plan	11-1
Transit Elements.....	11-1
Coordination Elements	11-8
Service Plan Phasing	11-9
Financial Plan	11-10
Capital Requirements	11-10
Operating Cost Projections.....	11-12
Existing and Future Revenue Sources	11-15
Summary of the Funding Plan	11-15
Chapter 12. Coordination Implementation Plan	12-1
What is "Coordination" and Why Is It Important?	12-1
Federal Coordination Efforts.....	12-2
Barriers to Coordination.....	12-3
Coordination in Casper	12-5
Potential New Coordination Strategies	12-5
Prioritization of Coordination Strategies	12-6
Implementing Coordination Strategies.....	12-9
Chapter 13. Conclusion.....	13-1
Appendix A - Passenger Surveys (CATC, The Bus)	
Appendix B - Casper Area Transportation Inventory	
Appendix C - Driver Survey and Results	
Appendix D - Coordination Workshop Materials	

Table of Figures

	Page
Figure 1-1	Transportation Steering Committee Members 1-2
Figure 1-2	Stakeholders Interviewed..... 1-3
Figure 1-3	Funding Available for Wyoming Non-urbanized Areas..... 1-5
Figure 2-1	L RTP Planned Transit Improvements..... 2-2
Figure 2-2	Casper MPA 2030 Conceptual Transit Improvement Plan..... 2-2
Figure 2-3	Pedestrian Activity Areas 2-7
Figure 2-4	Priority Pedestrian Improvement Areas 2-8
Figure 3-1	Casper and Surrounding Communities 3-2
Figure 3-2	Casper Area Population Trends (2000 – 2020)..... 3-3
Figure 3-3	Employment by Sector, 2007 3-4
Figure 3-4	Unemployment Rates (January 2008 – April 2009) 3-5
Figure 3-5	Major Employers 3-6
Figure 3-6	Population and Employment Density, 2010 3-8
Figure 3-7	Population and Employment Density, 2020 3-9
Figure 3-8	Age Distribution..... 3-10
Figure 3-9	Population Density, 2000 3-11
Figure 3-10	Older Adult (65+) Population Density, 2000..... 3-12
Figure 3-11	Youth (17 and under) Population Density, 2000 3-13
Figure 3-12	Disability Status, 2000..... 3-14
Figure 3-13	2000 Household Income 3-15
Figure 4-1	The Bus System Overview..... 4-2
Figure 4-2	The Bus System Overview (Map) 4-3
Figure 4-3	The Bus Service Hours and Frequencies 4-4
Figure 4-4	The Bus Fare Structure..... 4-4
Figure 4-5	The Bus Fleet..... 4-5
Figure 4-6	The Bus Performance Data and Indicators (FY 2004/05 – FY 2007/08)..... 4-6
Figure 4-7	The Bus Performance Indicator Trends (FY 2004/05 – FY 2007/08) 4-9
Figure 4-8	Ridership by Month, Casper Routes, July 2007 - May 2009 4-10
Figure 4-9	Ridership by Month, Casper Routes, July 2007 - May 2009 4-11
Figure 4-10	Ridership by Fare Type, December 2008 - May 2009 4-12
Figure 4-11	Average Monthly Boardings, FY 2008/09 4-12
Figure 4-12	CATC Performance Data and Indicators (FY 2003/04 – FY 2007/08) 4-15
Figure 4-13	CATC Performance Indicator Trends (FY 2003/04 – FY 2007/08) 4-16
Figure 4-14	Ridership by Type, May 2009 4-17
Figure 4-15	CATC Origin-Destination Matrix, May 2009 4-18
Figure 4-16	CATC Fleet 4-19
Figure 4-17	Operating Revenues, FY 2008..... 4-20
Figure 4-18	CATC / The Bus Operating Revenue Sources..... 4-21
Figure 5-1	Number of Passenger Surveys Collected by Route 5-2
Figure 5-2	Where are you coming from and where are you going? 5-3
Figure 5-3	How did you get to the bus stop to board this bus? 5-4
Figure 5-4	How will you get from the bus stop to your destination? 5-4
Figure 5-5	How often do you ride this bus service? 5-5
Figure 5-6	How long have you been riding this bus? 5-5

Table of Figures

	Page
Figure 5-7	If this service were not available, how would you make this trip?..... 5-6
Figure 5-8	Was a car available to you for this particular trip? 5-6
Figure 5-9	Overall, how would you rate this bus service?..... 5-7
Figure 5-10	How would you rate the following items? (Graph) 5-8
Figure 5-11	How would you rate the following items? (Table) 5-8
Figure 5-12	Where would you like to see The Bus go that it doesn't go? 5-9
Figure 5-13	What improvements would help you choose to ride The Bus more often? 5-9
Figure 5-14	How late should The Bus operate?..... 5-10
Figure 5-15	Other Suggestions / Comments..... 5-10
Figure 5-16	How often do you ride CATC? 5-12
Figure 5-17	How long have you been riding CATC?..... 5-12
Figure 5-18	If CATC were not available, how would you have made this trip? 5-13
Figure 5-19	Was a car available to you for this particular trip? 5-13
Figure 5-20	Do you have a disability that prevents you from using the fixed route service (The Bus)? 5-13
Figure 5-21	Overall, how would you rate CATC service? 5-14
Figure 5-22	How would you rate the following items about CATC? (Graph)..... 5-15
Figure 5-23	How would you rate the following items about CATC? (Table)..... 5-15
Figure 5-24	Other Suggestions / Comments about CATC 5-16
Figure 6-1	Basic Peer Characteristics and Service Types..... 6-3
Figure 6-2	Peer Revenue Sources, FY 2006/07 6-7
Figure 6-3	Performance Data and Indicators (Fixed Route and Demand-Response), FY 2006/07 6-8
Figure 6-4	Performance Data and Indicators (Fixed Route), FY 2006/07 6-9
Figure 6-5	Performance Data and Indicators (Demand Response), FY 2006/07 6-10
Figure 7-1	Type of Transportation Providers in Casper 7-2
Figure 7-2	Direct vs. Indirect Transportation Providers..... 7-2
Figure 7-3	Populations Served 7-3
Figure 8-1	Prioritized Needs Identified by the TSC..... 8-1
Figure 9-1	Sample Mobility Management Responsibilities..... 9-9
Figure 9-2	Summary of Transit and Coordination Strategies..... 9-14
Figure 10-1	Estimated Operating Revenues..... 10-1
Figure 10-2	Reduced Alternative Operating Cost Estimate 10-4
Figure 10-3	Sample Interlined Bus Schedule..... 10-5
Figure 10-4	Combined Red and Blue Routes 10-6
Figure 10-5	Modified Green and Yellow Routes 10-8
Figure 10-6	New Flex-Route Service on E. 2 nd Street (Conceptual Design) 10-10
Figure 10-7	Status Quo Option 2 Operating Cost Estimate 10-11
Figure 10-8	Increased Funding Option 1 Operating Cost Estimate 10-14
Figure 10-9	Possible Yellow and Green Route Changes (to Extend Service to west of Robertson Road)..... 10-17
Figure 10-10	Increased Funding Option 1 Operating Cost Estimate 10-18
Figure 10-11	CATC Fleet..... 10-20
Figure 10-12	The Bus Fleet 10-21

Table of Figures

	Page
Figure 11-1 Summary of CATC Operating Cost Impacts	11-3
Figure 11-2 Summary of The Bus Operating and Capital Cost Impacts.....	11-6
Figure 11-3 Preferred Service Plan – The Bus Modifications.....	11-7
Figure 11-4 Service Plan Phasing (FY 2009/10 – FY 2013/14).....	11-9
Figure 11-5 Five Year Capital Plan	11-11
Figure 11-6 Five Year Operating Cost Projections and Performance Indicators.....	11-13
Figure 11-7 Five Year Financial Plan	11-16
Figure 12-1 Prioritization of Coordination Strategies.....	12-8

Chapter 1. Introduction/Background

Background/Purpose of the Project

This Transit Development and Coordination Plan (TDCP) Update has been developed for the Casper Area Metropolitan Planning Organization on behalf of the City of Casper. The plan fulfills two important objectives:

- **Update the Transit System Plan completed in 2005.** This component evaluates the existing fixed route and paratransit services operating in the Casper area and develops recommendations to improve the system.
- **Complete a Coordinated Public Transit Human Services Transportation Plan.** The development of a coordinated plan is required by federal legislation (Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users, more commonly referred to as “SAFETEA-LU”) in order to access three sources of federal funds for transportation purposes. The coordinated plan focuses on the transportation needs of older adults, persons with disabilities, and those of low-income status.

Organization of the Report

This report is comprised of the following chapters:

Chapter 1 discusses the purpose of the project, and introduces the project sponsor and key project stakeholders. It also describes the steps taken and the methodology used throughout the study.

Chapter 2 presents a literature review that identifies and discusses other planning efforts or studies of relevance to this one.

Chapter 3 presents a community profile for the Casper area. This profile is based, to a large extent, on applicable U.S. Census data that was used to create maps to illustrate key demographic characteristics of interest to this study. This chapter also examines future economic and population projections.

Chapter 4 provides an overview of existing public transportation services available in the Casper area. These services include CATC (demand response service) and The Bus (fixed route service).

Chapter 5 reports on the findings from an on-board survey conducted during 2009. The survey was intended to provide current information about system users’ preferences, travel patterns, and perceived unmet needs.

Chapter 6 compares certain key transit performance indicators with some of The Bus’ peers.

Chapter 7 presents information on other, human service transportation providers in the Casper area. This information establishes a baseline for ensuing discussions on how best to coordinate transportation services in the Casper area.

Chapter 8 summarizes unmet transportation needs in the Casper area. The needs were identified by contacting key stakeholders, consultation with the Transportation Steering Committee (TSC), findings from the on-board survey, and on results from the coordination workshop convened in Casper as part of this project.

Chapter 9 presents transit and coordination strategies intended to address the needs identified in Chapter 8.

Chapter 10 focuses on a range of alternatives that incorporate the strategies included in Chapter 9. These alternatives are based on funding assumptions that (1) may require decreasing service, (2) are maintained at the status quo and (3) would result in additional funding.

Chapter 11 suggests a combination or package of preferred strategies, discusses them further and provides an implementation and financial plan.

Chapter 12 provides a coordination implementation plan to assist local stakeholders advance coordination objectives discussed in Chapter 9.

Chapter 13 concludes the study and suggests next steps for local stakeholders to pursue.

Study Methodology

The methodology used to support key findings generated and discussed in this report is described below:

Consultation with Transportation Steering Committee: The Transportation Steering Committee’s role was designated as that of providing input and guidance throughout this planning project. The TSC met regularly throughout the project to review key project milestones. Figure 1-1 illustrates membership of the TSC.

Figure 1–1 Transportation Steering Committee Members

Member	Affiliation	Member	Affiliation
Marge Cole	CATC/The Bus	Joe Dill	Town of Mills
Liz Hepp	City of Casper	Steve Kurtz	CATC Board
Leah Reeb	City of Casper/MPO	Jack Stone	WYDOT
Kathy Hill	CATC	Gary Clough	City of Casper
Carol Crump	CATC Board	Philip Hinds	Town of Evansville
Kevin McCoy	WYDOT	Michael Haigler	Natrona County
April Getchius	City of Casper	Bill Johnston	Town of Bar Nunn
Tom Bonds	FHWA	Mac McPherson	Town of Mills
Ed Opella	Natrona County	Steve Loftin	Citizens Committee
Stefanie Boster	City of Casper	Chuck Huber	Natrona County
Pepper McClenahan	Town of Mills	Wayne Clements	Central Wyoming Senior Center
Mayana Anderson	Town of Mills		
Ken Butler	Town of Bar Nunn	Patti Burget	Wyoming Independent Living Rehabilitation

Stakeholder Interviews: A total of 15 stakeholder interviews were conducted either in-person or by telephone, and included social service agency representatives and staff from the local transit program, as indicated in Figure 1-2 below. Those interviewed were asked to elaborate on the role their organization plays in providing or arranging for transportation, the budget and level of service provided, if available, and any perception or experiences with unmet transportation needs or gaps in service specific to their clientele. It is important to note that their feedback reflects the

views, opinions, and perceptions of those interviewed and that the resulting information was not verified or validated for accuracy of content.

Figure 1–2 Stakeholders Interviewed

Position	Agency/Organization
Staff	Central Wyoming Senior Services
Staff	Community Action Agency Partnership of Natrona County
Benefits Specialist Supervisor	Wyoming Department of Family Services
Staff	Casper Workforce Center
Staff	Independent Opportunities
Executive Director	Platte River Parkway Trust
Executive Director	Casper Area Chamber of Commerce
Executive Director	Downtown Development Authority
Natrona County Commissioners (2)	Natrona County Commission
Staff	Wyoming Independent Living Rehabilitation, Inc. (WILR)
General Manager	CATC/The Bus
Staff	Mother Seton House, Inc.
Staff	Natrona County School District

Data Collection and On-Board Survey: Various documents, reports, and data sources were collected and analyzed to prepare findings reported in this study. These are described in more detail in the report to explain references used; for example, to develop the inventory or to present findings related to the community profile.

Peer Review: As part of this project, the consultant team compared key performance characteristics with six peers of The Bus. These peers were chosen because they compared favorably to the Casper area in terms of the metro area population, general land use in the community, the availability of state funding for transit and the presence of higher education. The purpose of the comparison is to:

- Provide context for current and potential future operations, keeping in mind that The Bus is relatively new and there is limited performance data available.
- Provide a baseline to assist in estimating costs and vehicle requirements for future ADA paratransit and fixed route service expansion provided in the Casper area.

Data collected on the peer systems are based on service costs and operating characteristics for fiscal year 2007 (July 1, 2006-June 30, 2007) with the exception of 2006 fiscal year data for Helena Area Transit Agency. Data for the peer review analysis was obtained from the National Transit Database (NTD) summaries, state Department of Transportation agencies, 2000 US Census and personal interviews with each transit provider.

Coordination Workshop and Public Open House: In addition to the TSC meetings, project stakeholders were invited to participate in a Coordination Workshop, convened in Casper on

September 2, and in an Open House held at the Casper Senior Center on November 9. Materials for these events are included in Appendix D. The goals of these events were to:

- Learn more about social service transportation delivery at local level: who are providers and funders? How well do they coordinate?
- Learn, from the customer and service providers points of view, about major barriers to coordination, and potential strategies to address the barriers.
- Provide an opportunity for stakeholders to share observations and offer suggestions.

Participants included users of transit services, providers of local transportation services, human service agency staff, and other sponsors of client transportation

SAFETEA-LU Planning Requirements and Available Funding

On August 10, 2005, President Bush signed SAFETEA-LU into law, which authorized the provision of \$286.4 billion in guaranteed funding for federal surface transportation programs over six years through Fiscal Year 2009, including \$52.6 billion for federal transit programs.

Starting in Fiscal Year 2007, projects funded through three programs in SAFETEA-LU, including the Job Access and Reverse Commute Program (JARC, Section 5316), New Freedom (Section 5317) and the Formula Program for Elderly Individuals and Individuals with Disabilities (Section 5310) are required to be derived from a locally developed, coordinated public transit-human services transportation plan. SAFETEA-LU guidance issued by the FTA indicates that the plan should be a “unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited income, laying out strategies for meeting these needs, and prioritizing services.”¹

The FTA issued three program circulars, effective May 1, 2007, to provide guidance on the administration of the three programs subject to this planning requirement.

These circulars can be accessed through the following websites:

http://www.fta.dot.gov/laws/circulars/leg_reg_6622.html Elderly Individuals and Individuals with Disabilities

http://www.fta.dot.gov/laws/circulars/leg_reg_6623.html Job Access and Reverse Commute

http://www.fta.dot.gov/laws/circulars/leg_reg_6624.html New Freedom Program

This federal guidance specifies four required elements of the plan, as follows:

1. An assessment of available services that identifies current transportation providers (public, private, and nonprofit);
2. An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service;
3. Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery; and

¹ Federal Register: March 15, 2006 (Volume 71, Number 50, page 13458)

4. Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities.

Figure 1-3, below, illustrates JARC and New Freedom funding available for non-urbanized areas of Wyoming, which include Casper and Cheyenne. Section 5310 Program funds shown are available for the entire state of Wyoming.

Figure 1–3 Funding Available for Wyoming Non-urbanized Areas

Funding Source	FY 08-09	FY 07-08	FY 06-07	FY 05-06
JARC	130,696	111,348	Funds expired	Funds expired
New Freedom	80,509	69,845	64,656	55,540
Section 5310	326,695	312,464	296,725	286,820

As stated previously, projects funded with Sections 5310, 5316 or 5317 are required to be derived from a coordinated plan. As the designated recipient of these funds, the Wyoming Department of Transportation (WYDOT) is responsible to allocate these funds on a competitive basis, and to ensure projects are derived from and consistent with the Coordinated Plan. WYDOT has obligated the state's New Freedom funds to support a transportation voucher administered by Wyoming Independent Living Resource described in more detail in Chapter 12. To date, the non-urbanized JARC funds have not been tapped for use; as a result two years worth of funding has expired; however a total of about \$242,000 is currently available and WYDOT indicates it expects to solicit new projects for use of these funds in early 2010.

These funding sources are described further below.

FTA Section 5316 Job Access and Reverse Commute (JARC) Program

The purpose of the JARC program is to fund local programs that offer job access services for low-income individuals. JARC funds are distributed to states on a formula basis, depending on that state's rate of low-income population. This approach differs from previous funding cycles, when grants were awarded purely on an "earmark" basis. JARC funds will pay for up to 50% of operating costs and 80% for capital costs. The remaining funds are required to be provided through local match sources.

Examples of eligible JARC projects include:

- Late-night and weekend service
- Guaranteed ride home programs
- Vanpools or shuttle services to improve access to employment or training sites
- Car-share or other projects to improve access to autos
- Access to child care and training

Eligible applicants for JARC funds may include state or local governmental bodies, Metropolitan Planning Organizations (MPOs), RTPAs, Local Transportation Commissions (LTCs), social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations.

FTA Section 5317 New Freedom Program

The New Freedom formula grant program aims to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the workforce and full participation in society. The New Freedom 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).

New Freedom funds are available for capital and operating expenses that support new public transportation services and alternatives, beyond those required by the ADA, that are designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. The same match requirements for JARC apply for the New Freedom Program.

Examples of eligible New Freedom Program projects include:

- Expansion of paratransit service hours or service area beyond minimal requirements
- Purchase of accessible taxi or other vehicles
- Promotion of accessible ride sharing or vanpool programs
- Administration of volunteer programs
- Building curb-cuts, providing accessible bus stops

Travel training programs

Eligible applicants may include state or local governmental bodies, MPOs, RTPAs, LTCs, social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations.

FTA Section 5310 Elderly and Disabled Specialized Transportation Program

Funds for this program are allocated by a population-based formula to each state for the capital costs of providing services to elderly persons and persons with disabilities. Typically, vans or small buses are available to support nonprofit transportation providers; however, Section 5310 funding can also be used for operations if the service is contracted out. In Wyoming, a local match of 20% is required. This program is administered by the Wyoming Department of Transportation, which distributes funding on a competitive selection process.

Chapter 2. Literature Review

This chapter provides an overview of several important planning documents that have been completed in the past few years that have direct relevance to the update of this plan. While the focus of this literature review is on transit and transportation services, other elements that could have an impact on the development of this plan are also noted. Several key elements of this literature review include:

- **Strong support for transit.** The Long Range Transportation Plan, as well as the Transit Service Plan, Baby Boomer Study and Walkability Study all discuss transit service as an important component of the transportation system. In particular, the LRTP includes an impressive section focusing on transit needs over the short- and long-term.
- **Emphasis on multi-modal transportation.** All studies emphasize the importance of a multi-modal transportation system. The TSC specifically sets policies that recommend bike racks on all public transit buses and sidewalks where public transit is provided. Bike racks are currently installed on all fixed route buses in Casper and the Walkability Study focused more on pedestrian connections to transit.
- **Recognition of access to transit for all users.** Several of the studies discuss the specific transportation needs of people in the Casper area who cannot or choose not to use automobiles. It was specifically discussed in the Baby Boomer study that seniors will be more likely to use transit service if the transportation infrastructure is designed to better accommodate them and that service hours on the transit system be expanded.

Long Range Transportation Plan

The Casper Area Metropolitan Planning Organization completed the “*Connecting Casper; 2030 Long Range Transportation Plan*” in June 2007. This document contains five goals in Table 1.1 that will shape the future of transportation in Casper for years to come. The goals that pertain to transit and other transportation services include:

- Coordinate long range planning recommendations with efforts to promote alternative travel modes (ride-sharing, walking, public transit, rail, bicycles, air, etc.).
- Provide incentives for and encourage use of alternative modes and management techniques for travel.
- Support the on-going planning and development of the Casper Area Transportation Coalition (CATC) to address the travel needs of area residents and to expand services throughout the Metropolitan Planning Area.
- Provide transportation alternatives in the form of transit, bicycle and pedestrian facilities and services for persons who cannot or choose not to use automobiles.

Proposed Expansion of the Transit System

The LRTP included a number of proposed improvements that would expand service coverage and improve transit amenities. These improvements included expanding/extending transit routes to better serve Casper residents as well as implementing new service to the Town of Mills and Evansville. Since the development of the LRTP, new service has been implemented in these communities.

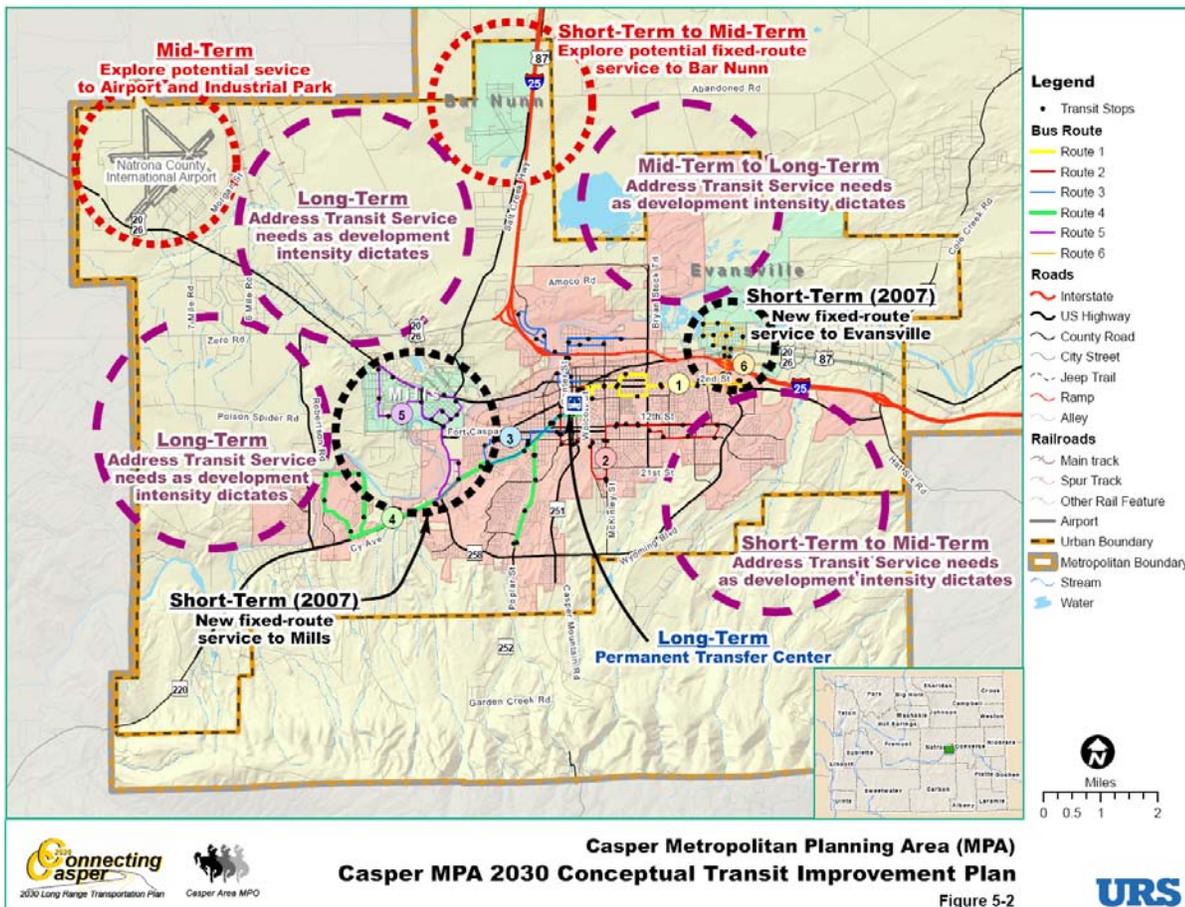
The LRTP divided the proposed improvements into Short-Term (2007 to 2010), Mid-Term (2010 to 2020), and Long-Term (2020 to 2030). These improvements are summarized in Figure 2-1 and graphically shown in Figure 2-2. Each of the proposed improvements is described in more detail in Table 5-4 and Figure 5-2 in the LRTP.

Figure 2-1 LRTP Planned Transit Improvements

Planned Improvements			
On-Going	Short Term 2007 to 2010	Mid-Term 2010 to 2020	Long-Term 2020 to 2030
System Modifications	New service area –Mills and Evansville	New Service Area – Northwest / Bar Nunn area	New Service Area – Western portion of MPA
Improved Amenities	Weekend service	New service area – Airport and Business Park	Transfer facility
Service enhancement	College Transit Pass		
Funding	Continue use of 1-cent and seek other grant funds		
Equipment Replacement	CATC to replace equipment as needed		

Source: Long Range Transportation Plan, Figure 5-1

Figure 2-2 Casper MPA 2030 Conceptual Transit Improvement Plan



Source: Long Range Transportation Plan, June 2007

Transit Service Plan

The Casper Transit Service Plan, completed in 2003, was prepared in response to increasing ridership on the general public demand response service that was being provided in the Casper area. The study conducted numerous stakeholder interviews and public forums to solicit input on transportation needs. The study was guided by a project study team that consisted of representatives from CATC, the Casper City Council and other organizations interested in transportation issues in the Casper area.

The study began with a community profile that included a review of the geographic dispersion of key demographic groups with a propensity to utilize transit services (seniors, people with disabilities, households without a vehicle, etc.). Next, a comprehensive review of existing transportation services was conducted, including a detailed review of all public, non-profit and social service transportation services available in the Casper area. This section also included a review of transportation services available in other communities across the west.

The next step was to prepare an assessment of transit needs in the community along with an overall vision for how transit service should be provided. Along with this, six goals and specific objectives/actions were developed. These are presented below and will need to be reviewed and updated as part of this plan:

1. Public transportation service will be provided within the Casper urban area.
 - a. Priority will be given for transit service in those areas of Casper exhibiting the greatest transit needs.
2. Transit service will be provided for the elderly and disabled, low-income, students before and after school, and the general public.
 - a. Passenger counts will be used to demonstrate whether transit is serving the target markets.
3. Frequent and dependable service should be provided to key destinations
 - a. Key destinations to be served include local government offices, downtown, grocery stores, the hospital, the Senior Center, social service agencies, commercial areas, select schools, daycare centers, and Casper College.
 - b. Service will be provided every 30 minutes in the highest priority areas, every 60 minutes in secondary areas, and less often in outlying areas.
 - c. Service will be operated to provide same-day, scheduled service in the highest priority service area.
 - d. Public transit will be customer-oriented and friendly as measured by annual passenger satisfaction surveys.
4. Service should be cost-effective, financially constrained, efficient, and secure
 - a. Service will achieve a target productivity level measured in passengers per hour within the first year of operation.
 - b. Fares in the service area should be \$1.50 or less.
 - c. Adequate funding will be obtained from multiple sources.
 - d. Public transit service in Casper will implement aspects of Intelligent Transportation Systems such as Automated Vehicle Location, Advanced Passenger Information Systems, Automated Scheduling and Dispatch, and Mobile Data Terminals.

5. Public transportation service should be multimodal
 - a. All buses will have bike racks.
 - b. Sidewalks will be provided in areas served by public transit.
6. Promote transit-friendly land use and design
 - a. Primary transit service corridors will be identified in which higher density land uses will be encouraged.
 - b. Facilities which serve transit-dependent population groups will be encouraged to develop within the primary transit service areas.
 - c. Transit and pedestrian-oriented design standards will be developed for the community.
 - d. New development will be reviewed for transit supportive design and special population needs.

Following a review of potential service modes, four service alternatives were developed: status quo, fixed route, demand response (without requiring an advanced reservation), and route deviation service. Each of the service alternatives were then evaluated against several of the specific objectives listed above.

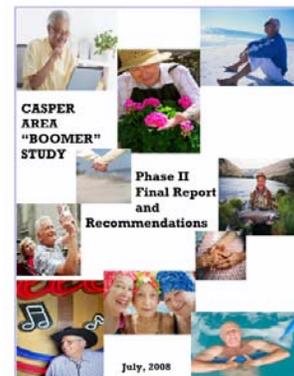
The final sections of the plan provided an overview of funding options for transit service, as well as land use considerations that can help better land use and transportation investments in the community. A preferred service alternative was selected – a deviated fixed route service – and an implementation plan was prepared.

This plan serves as a valuable resource for this study, as well as a starting point for the update of the transit element of the plan. While the study was completed in 2003, and many of data need to be updated, the recommendation and eventual implementation of the preferred alternative are important to keep in mind through the development of this plan.

Baby Boomer Study

Sponsored by the City of Casper and the Central Wyoming Senior Services, Inc., the Casper Area “Boomer” Study explores the needs associated with the growing number of seniors – both in the Casper area and nationally – that are expected in coming years. Many members of the “baby boom” generation, those born between 1946 and 1964, will soon be putting a greater stress on local services and senior programs. This proactive study attempted to identify some of the needs associated with the “boomer” generation in central Wyoming and developed six broad strategies:

- To provide a health care system with the capacity to serve the long term needs of seniors and their families
- To utilize retirees who want or need to re-enter the workforce, in order to provide meaningful and gainful employment opportunities, and to help employers fill important vacancies in potentially non-traditional ways
- To provide and promote a variety of leisure activities that develop and enhance social networking opportunities for seniors



- To expand information and services available through the social service network to meet the needs of the growing population of senior citizens
- To provide additional financial planning services for “boomers” who are looking toward retirement
- To provide a direction for the long-term housing needs to support a growing population of seniors who wish to stay in Casper.

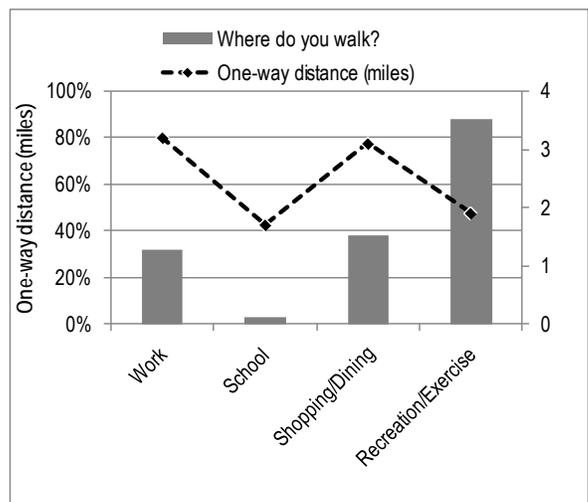
Within each of these strategies, a number of specific actions were identified. While improvements to transportation were not the primary focus of these strategies, and many action statements are relatively broad in nature, several of them are worth noting for this plan:

- The City of Casper will continue to evaluate the usage and demand for “The Bus” as a public transportation system to help people who want to work and can no longer drive.
- Identify four areas for improvement to address needs of mature adults, such as trails and pathways with benches and other amenities, parks and interpretive areas, community centers, libraries, museums, **bus shelters** [emphasis is ours], etc.
- The City of Casper, in conjunction with the Metropolitan Planning Organization, will continue to make improvements to local transportation systems directed at making them to more senior friendly, **such as the addition of shelters to bus stops, expanding the hours of the bus system operation** [emphasis is ours], and implementation of the recommendations in the Walkability Study to install sidewalks and better traffic control for pedestrians.

Walkability Study

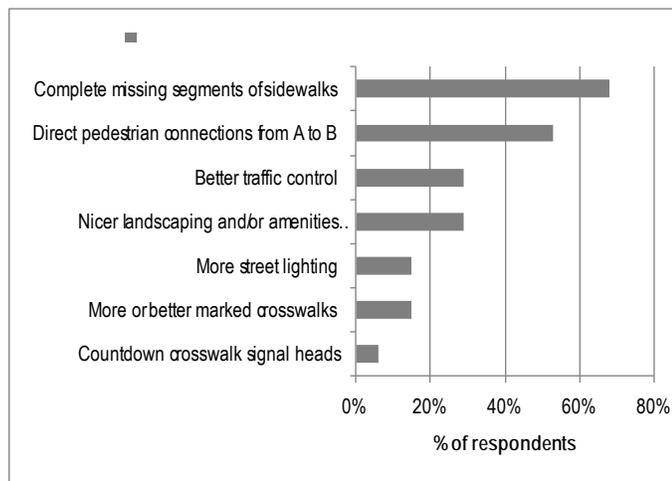
In 2008, the Casper Area Metropolitan Planning Organization completed the Casper Walkability Study to improve conditions for walking – for transportation, health/fitness, and recreation. The study recognized that walking is an essential part of daily activities, used for shorter trips, on both ends of a transit trip and to access one’s final destination when driving, but that it is often overlooked in planning and development. Travelers’ decisions not to walk to local destinations may be based on physical barriers or perceptions, such as safety of walking at night.

In a survey of Casper residents conducted as part of the study’s public outreach, most respondents walked for recreation and exercise (88%) but a significant number also walked for transportation to work (32%) or shopping, entertainment or dining (38%), shown in the vertical bars in the figure above. Shown with a dashed line in the figure, residents walked relatively long distances, over 3 miles to work or shopping/dining and nearly two miles to school or for recreation/exercise purposes. Residents were asked to identify the top three amenities that would improve walking conditions (shown in the figure on the next page). The top two items identified, completing missing sidewalk segments (68%) and providing direct pedestrian connections (53%), are also important for facilitating convenient access to transit. At least one respondent stated that north-south pedestrian paths are needed to connect with existing east-west paths.



The study identified areas of high potential pedestrian demand in Casper: parks, transit routes, schools, shopping areas and hotel clusters, and employment areas. It then combined them into an index of high potential pedestrian activity, reproduced in Figure 2-3 below, where a high-quality pedestrian network would provide the most benefit.

The Walkability Study created a “report card” for existing pedestrian conditions in areas of high demand or concern. Each area was assigned a score based on directness and continuity of routes, street crossings, visual interest and amenities, safety, presence of sidewalks and ramps, and general condition. Three particular areas were identified as a high priority for improvements: Events Center South, CY Avenue / Wyoming Boulevard, and Mills. A map of all priority areas is shown in Figure 2-3 below.



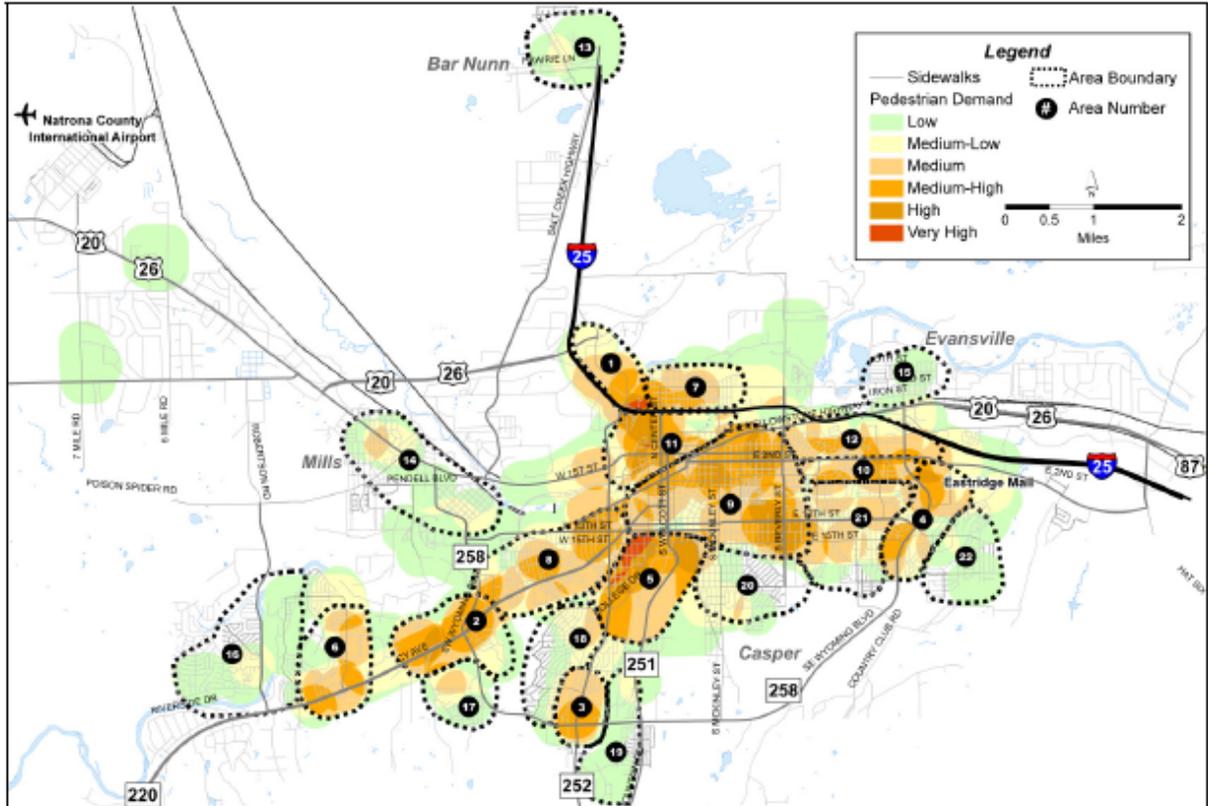
To achieve its overall vision of establishing “pedestrian travel as a viable, convenient, and safe transportation choice throughout the Casper Urban Area,” the study outlined high-level goals in six areas along with measurable objectives and implementation strategies:

1. **Land use and development standards** that (are) conducive to pedestrians and result in a mode shift away from automobiles and towards pedestrians.
2. **Development of pedestrian facilities** that recognize the region’s character, variety and intensity of land use patterns, and (are) responsive to the region’s diverse population. Provide a regional pedestrian network.
3. **Educate** citizens, community groups, business associations, and developers on the safety, health, and civic benefits of walkable communities. Develop educational programs (and) initiate demonstration projects.
4. **Safety:** Create a street environment that strives to ensure pedestrian safety.
5. **Funding** for pedestrian facility development that results in walking as a viable transportation choice of transportation in the region.
6. **Maintenance:** Preserve, protect, and maintain the existing bicycle and pedestrian facilities and rights-of-way including bike lanes, roadway shoulders, sidewalks, crosswalks, trails, and side paths.

The study also documented best practices in the following areas:

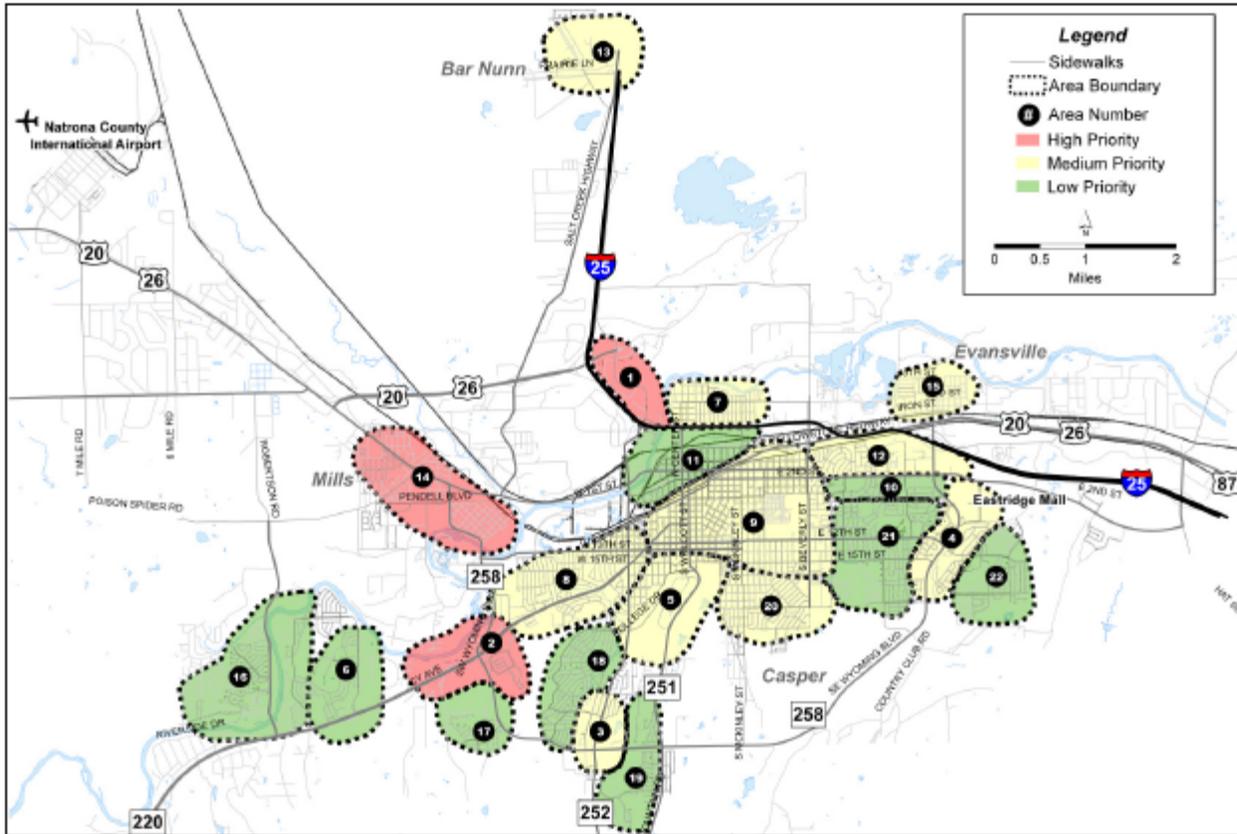
- “Complete Streets” that work for all travel modes: cars, transit, bicycles, and pedestrians, including people with disabilities
- Standards and design guidelines for facilitating pedestrian access and safety
- Safe routes to school, speed limits, and signing
- Sidewalk maintenance and snow removal

Figure 2-3 Pedestrian Activity Areas



Source: Casper Walkability Study, March 2008, Figure 6.

Figure 2-4 Priority Pedestrian Improvement Areas



Source: Casper Walkability Study, March 2008, Figure 8.

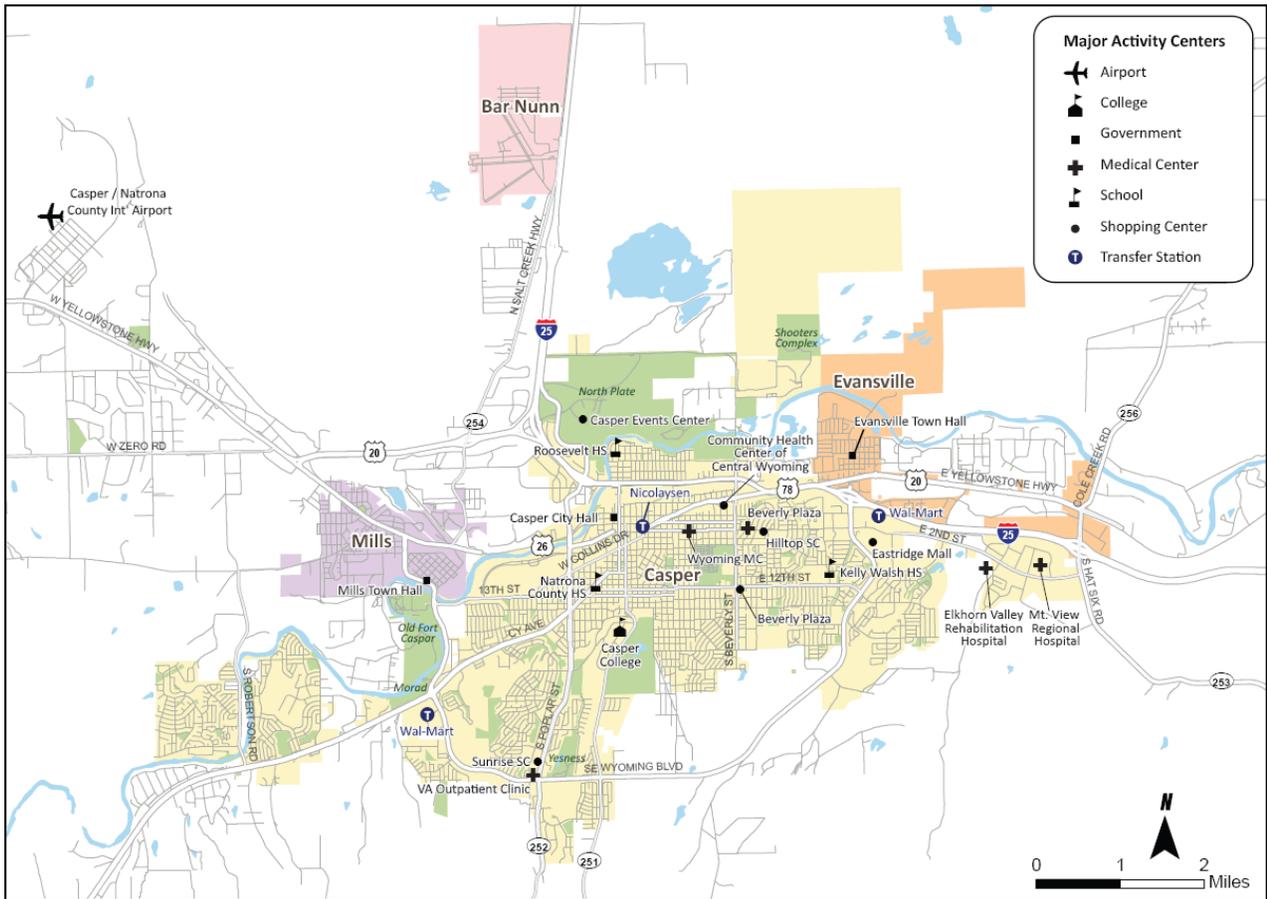
Chapter 3. Community Profile and Demographic Overview

Casper and the neighboring towns of Mills, Evansville and Bar Nunn are situated along the North Platte River in central Wyoming. The four communities combined make up an urbanized area population of approximately 70,000 residents as of 2007. The area is currently served by two public transportation services, both of which are funded through the City of Casper, Towns of Mills, Evansville and Bar Nunn, Natrona County, WYDOT, One Cent funds and Community Development Block Grant (CDBG) funds. The following two services are operated by the Casper Area Transportation Coalition (CATC):

- The Bus, fixed route and deviated fixed route transit service; and
- CATC, demand response service for seniors, people with disabilities and the general public.

The Casper area is also bisected by Interstate 25 that is the primary access corridor for the Casper area. U.S. Highways 20 and 26 provide east-west access to the area, and State Highway 220 provides access south to Rawlins and Interstate 80. State Highway 258 (Wyoming Boulevard) is a loop road that offers access on the south part of the area connecting Evansville to Mills. The Casper area is also served by the Natrona County International Airport, which provides commercial air service to Denver, Salt Lake City, and Las Vegas as well as general aviation services. Figure 3-1 provides an overview of the Casper area.

Figure 3–1 Casper and Surrounding Communities



Nelson Nygaard
consulting associates

GIS Data Source: City of Casper

Demographic Profile

This section provides a review of current demographic information and future trends in context of public transportation needs in the Casper area. A particular focus of this plan is on key population segments that typically have the greatest propensity to need and use transit services. Likewise, population and employment density also tend to offer strong indication as to where transit demand likely will be greatest. Therefore, transit “markets” in a community tend to be associated with the following demographic characteristics:

- Densely populated neighborhoods
- Concentrated employment centers
- Older adults
- Youth
- Low income persons
- Households with zero vehicle ownership
- Persons with disabilities

The presentation of relevant data in this section is based largely on a series of density maps that show the distribution of each market with a relatively high propensity to use public transit. Experience shows conclusively that the density of people, jobs and services will drive transit demand more than any other factors. It should be noted that our analysis defines transit markets based on a single characteristic, thus some individuals will be included in one or more demographic group. For example, an older adult who is also disabled and is classified as low income will be included in three separate demographic groups.

Population Trends

Figure 3-2 provides an overview of how population in the Casper area has changed from 1990 to 2000 and forecasts for growth through 2020. The Casper area grew by about 13% from 2000 to 2010. From 2000 to 2020, the area is expected to grow by 28%. The Casper area is growing slightly faster than the state of Wyoming as a whole.

Figure 3–2 Casper Area Population Trends (2000 – 2020)

Area	1990 (3)	2000	2005	2010	2015	2020	Growth	
							2000 - 2010	2000 - 2020
Casper Urbanized Area (1)	61,226	64,076	68,182	72,551	77,201	82,148	13.2%	28.2%
Wyoming (2)	453,588	493,782	506,541	539,740	560,000	578,730	9.3%	17.2%

Sources:

(1) Casper Area 2030 Long Range Transportation Plan, Medium (1.25%) Growth Scenario, July 2006

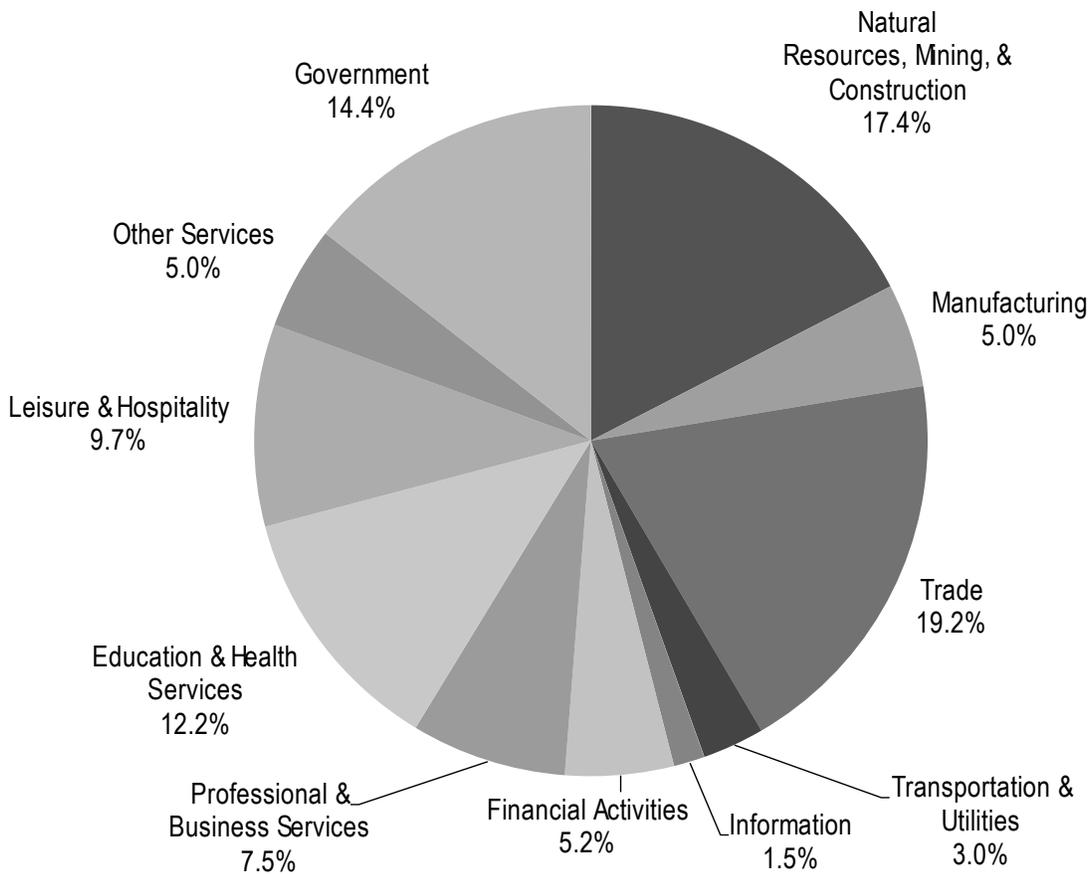
(2) Wyoming Department of Administration and Information, Economic Analysis Division (<http://eadiv.state.wy.us>), July 2008

(3) 1990 U.S. Census Bureau

Economic and Employment Trends

Until recently, the Casper experienced stronger economic growth than the rest of the country, largely as a result of the increasing demand for natural resources. While energy-related business plays a major role in the local economy, the area has diversified in recent decades and now has strong trade, education and health services sectors. Figure 3-3 below provides a breakdown of employment in the Casper area by sector as of November 2007.

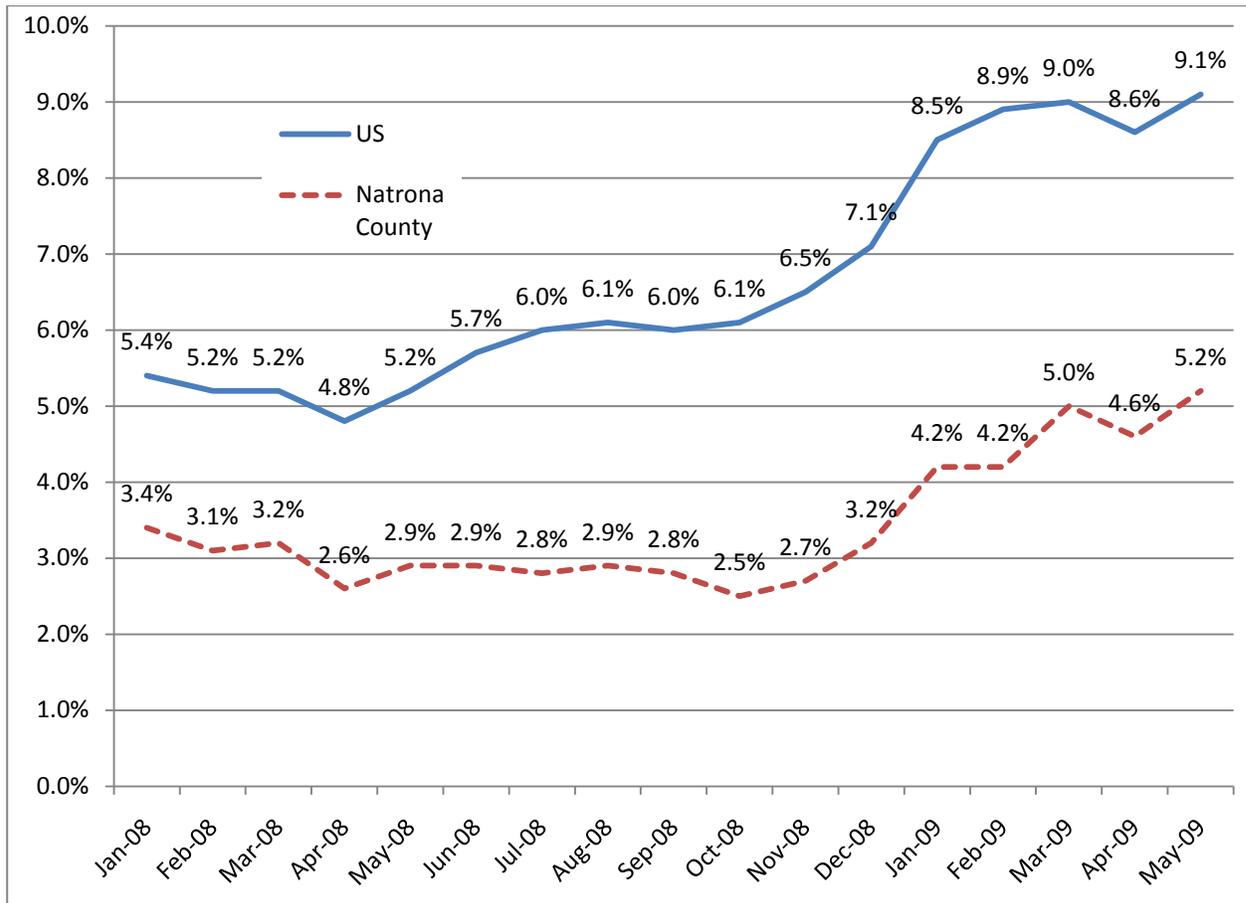
Figure 3–3 Employment by Sector, 2007



Source: US Bureau of Labor Statistics

Unemployment rates in Natrona County have consistently been well below the U.S. average, indicating that the local economy remains stable. In May 2009, the unemployment rate in Natrona County, which tracks very closely to Wyoming as a whole, was 5.2%. This unemployment rate is about half of the U.S. average for the same month (9.1%). Figure 3-4 below provides a summary of unemployment rates in Natrona County compared to the U.S. as a whole from January 2008 through April 2009. It should be noted, however, that Wyoming often experiences employment trends that are opposite of what the rest of the country may experience.

Figure 3–4 Unemployment Rates (January 2008 – April 2009)



Major Employers

Some of the major employment sectors in Casper, as noted above, include natural resources and mining, retail and non-retail trade, and education and health care. Figure 3-5 below provides a list of the top ten employers in the Casper area according to the Casper Area Economic Development Alliance. Several of these major employers, especially the school district and those associated with local government, have multiple locations throughout the area. In addition, while some major employers are based in Natrona County, total employment is not concentrated at these specific locations but throughout the state.

Figure 3–5 Major Employers

Name of Employer	Employment Sector	Number of Employees
Natrona County School District	Education	2,500
Wyoming Medical Center	Education & Health Services	1,293
City of Casper	Local Government	1,049
Walmart Stores, Inc.	Retail Trade	715
Key Energy Services	Mining	620
TIC – The Industrial Company, Wyoming, Inc.	Manufacturing	600
Casper College	Education & Health Services	500
OfficeMax, Inc.	Retail Trade	445
Wyoming Machinery Company	Wholesale & Retail Trade	408
J.W. Williams, Inc.	Professional & Business Services	400

Source: Casper Area Economic Development Alliance, Inc.

Population and Employment Density

Population and employment density are two of the most important factors that influence transit demand. Generally speaking, in areas where both population and employment density are high, so too is the demand for transit service. Figure 3-6 and Figure 3-7 present combined population and employment density for the Casper area for the years 2010 and 2020.

Using data from the Long Range Transportation Plan, population and employment data were first summarized by transportation analysis zones (TAZs) throughout the Casper area. These two figures were then combined into a single value based on the density of population and employment in each TAZ. The population and employment density values were then categorized into three classes each - both using the quantile method which places an equal number of values into each class. This identified a 1, 2 or 3 value (lowest, middle, and highest) for each. Once combined, the Population/Employment Matrix contains nine values, from a low population - low employment density (1,1 = 1) to a high population - high employment density (3,3 = 9).

Resultant Matrix Values

Population, values 1-3	7	8	9
	4	5	6
	1	2	3
	Employment, values 1-3		

Population density in 2010 is more concentrated in the older neighborhoods of Casper, Evansville and Mills (near Town Hall) along with a few pockets of population density in the newer developments, including the neighborhoods surrounding the Paradise Valley Golf Club, the neighborhoods just west of S. Coffman Street and the neighborhood north of I-25 between N. Center Street and N. McKinley Street. By 2020, population density is expected to be similar to 2010 with the exception of some slight density changes near S. Poplar Street and Wyoming Boulevard, near E. 12th Street and Beverly Street, just north of the Walmart (north of the Eastridge Mall).

Employment in the Casper area in 2010 is largely concentrated in downtown Casper, the Eastridge Mall area, the area around the Wyoming Medical Center (which also has high population density), and along I-25 west of Poplar Street (including Warner Court). By 2020, employment density in the area is expected to remain mostly the same with the exception of E. 2nd Street between Wyoming Boulevard and Hat Six Road.

Figure 3-6 Population and Employment Density, 2010

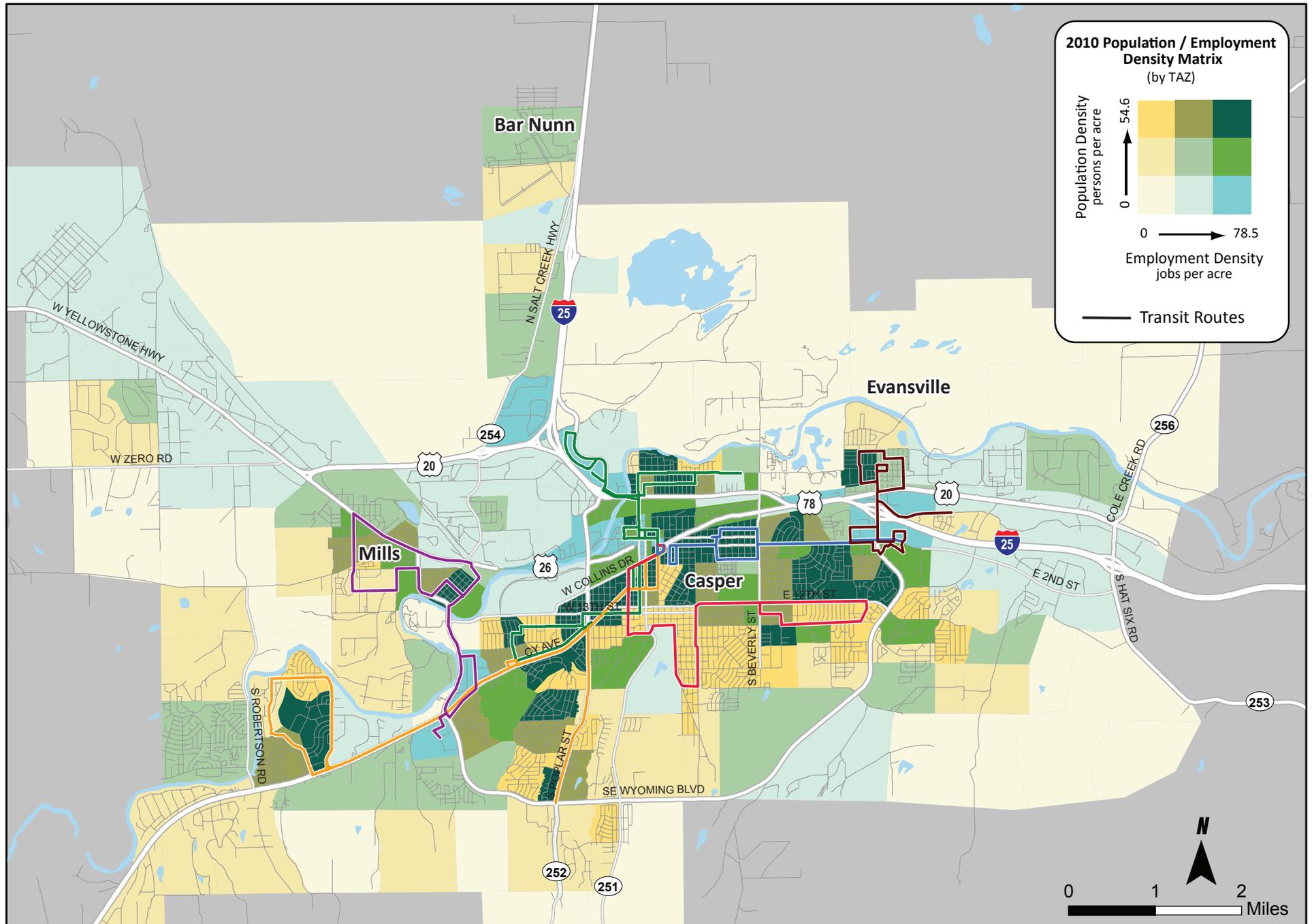
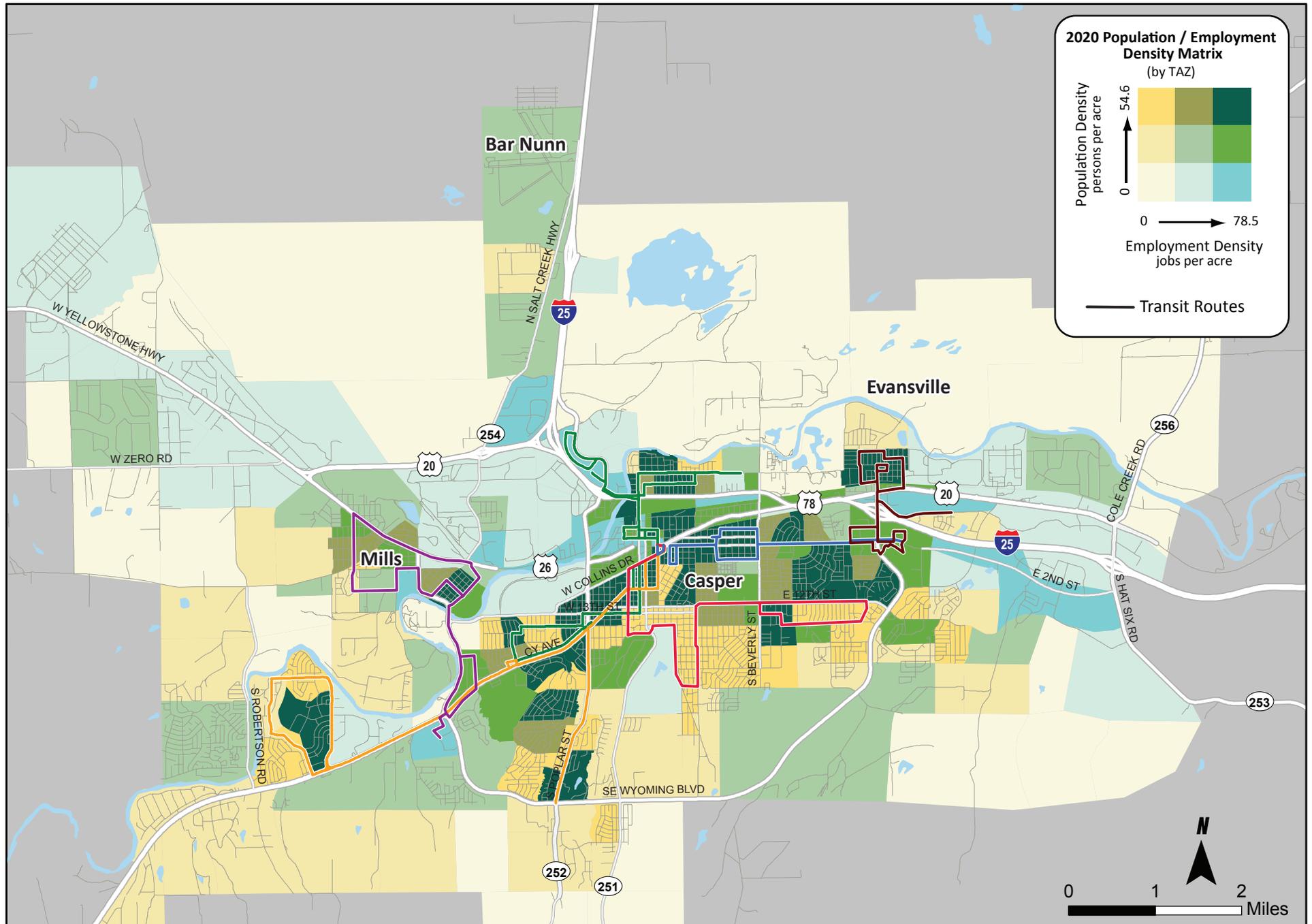


Figure 3-7 Population and Employment Density, 2020



Seniors and Youth

Older Adults (65 years and above) and young people (five to 17 years old) typically utilize public transportation more frequently than the general population. Older adults often exhibit higher demand for transit as they become less capable or willing to drive themselves, or can no longer afford to own a car. Young people without driver licenses or regular access to a personal automobile need transit service for school and after school activities, part-time jobs and general mobility particularly during the summer months. It should be noted that older adults and youth do not always utilize public transportation in the same ways. For example, older adults tend to use public transportation during the middle of the day for shopping and medical appointments, while youth tend to use public transportation to get to and from school, for after school activities and on weekends.

Figure 3-8 below shows the age distribution of people in the Casper Metropolitan Statistical Area (MSA) compared to Wyoming as a whole and the United States based on the 2005-2007 American Community Survey. There is no distinguishable difference between the age distribution in the Casper area compared to Wyoming or the US – an indication that the community has a good mix of age groups (as opposed to a high concentration of seniors or youth).

Figure 3–8 Age Distribution

Age Group	Casper MSA	%	Wyoming	%	US	%
17 and under	17,352	24.6%	123,453	24.0%	73,675,595	24.7%
18-24	7,155	10.1%	53,992	10.5%	29,435,332	9.9%
25-34	9,421	13.4%	65,140	12.7%	39,964,900	13.4%
35-44	8,884	12.6%	66,044	12.8%	43,622,334	14.6%
45-59	15,940	22.6%	116,245	22.6%	61,042,280	20.4%
60-64	2,942	4.2%	26,689	5.2%	13,751,759	4.6%
65-74	4,328	6.1%	33,384	6.5%	18,989,010	6.4%
75 and over	4,471	6.3%	29,097	5.7%	18,276,100	6.1%
Total	70,493	100%	514,044	100%	298,757,310	100%

Source: U.S. Census Bureau, 2005-2007 American Community Survey

Figures 3-9, 3-10 and 3-11 show the overall population density, population density of older adults (over 65) and population density of youth (17 and under) in 2000. While youth and seniors tend to be distributed around the region in similar proportions to the general population, there are subtle differences to be observed in the study area. The density of older adults, for example, tend to be slightly more concentrated along E. 12th Street in southeast Casper, south of E. 2nd Street between downtown and the Eastridge Mall, as well as east of S. Poplar Street just north of Wyoming Boulevard. Youth population tends to more closely mirror the general population but is slightly more concentrated in central Mills as well as south of Wyoming Boulevard along Casper Mountain Road.

Figure 3-10 Older Adult (65+) Population Density, 2000

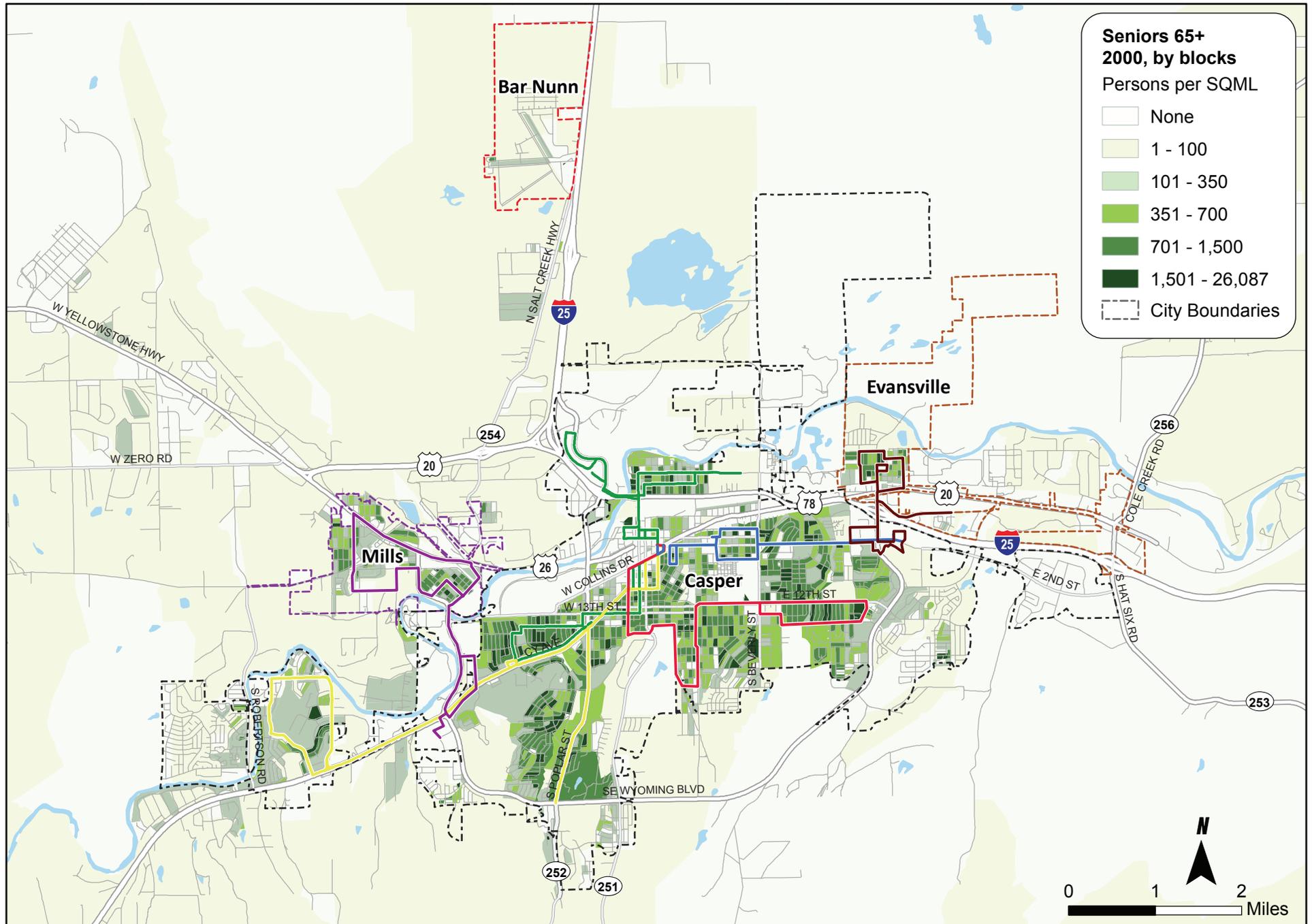
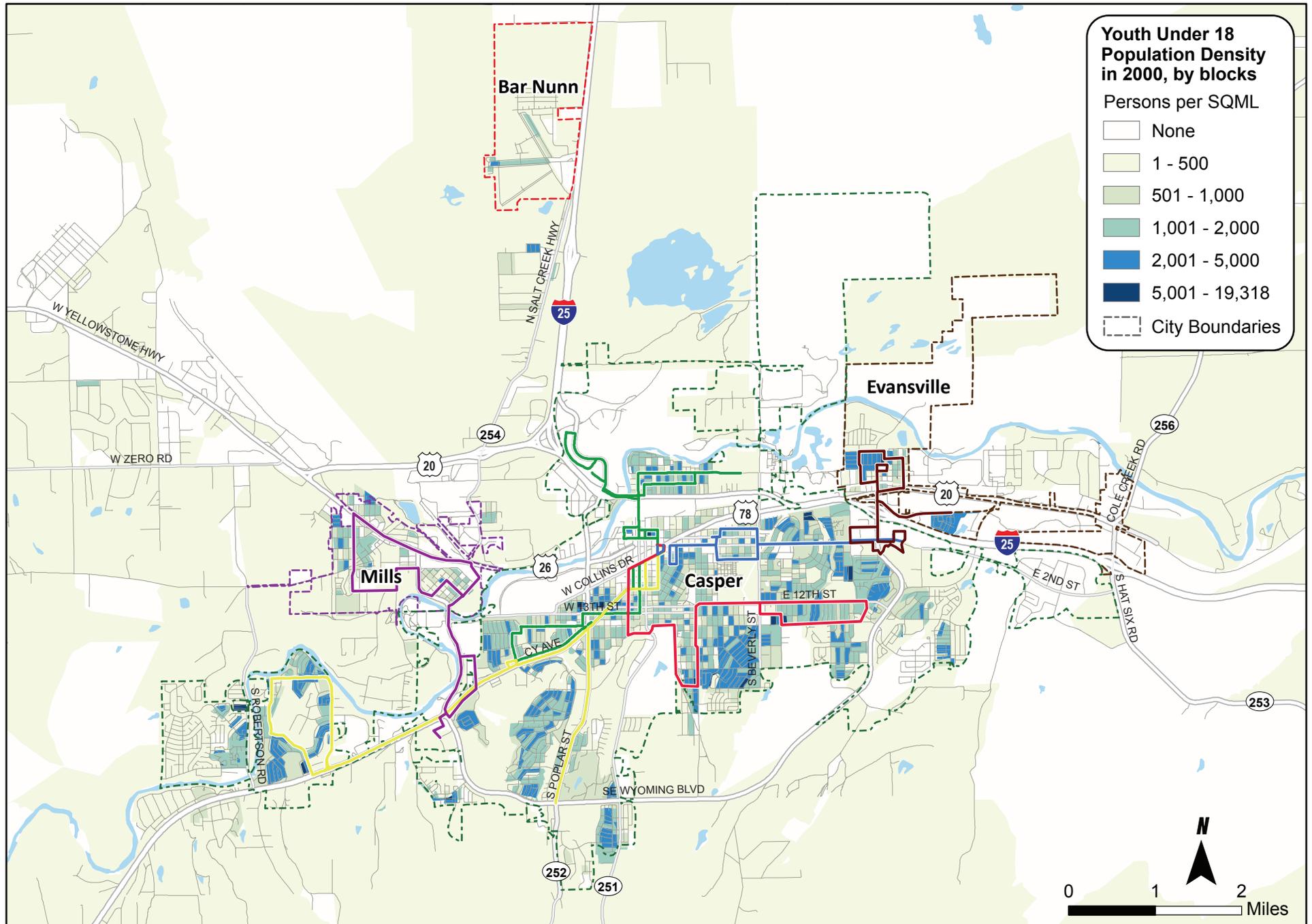


Figure 3-11 Youth (17 and under) Population Density, 2000



Persons with Disabilities

Persons with disabilities often are frequent consumers of transit services, as well as vocal proponents of public transportation. While many disabled individuals are full-functioning members of society and do not require special transportation, a certain percentage of the disabled population has what is defined by the Census as a “Go-outside-home” disability. This definition includes only those who indicated that they travel outside the home and that it was difficult for them to shop or visit a doctor’s office. People who identified themselves as “disabled” under this category typically require transportation assistance to meet their basic travel needs.

Figure 3-12 below shows that about 5% of the general population in the Casper area has a “go-outside-home” disability, which is slightly higher when compared to the entire state of Wyoming (4.0%) but lower than the United States as a whole (6.5%). In terms of total individuals, about 3,200 people in the Casper area have a go-outside home disability. People with the go-outside-home disability are more concentrated in north Casper, in central Casper (around the Wyoming Medical Center) and in Mills.

Figure 3–12 Disability Status, 2000

	Casper MSA	Wyoming	United States
Total disabilities	20,407	132,167	89,142,962
Go-outside-home disability	3,208	19,532	18,210,025
Total population	66,533	493,782	281,421,906
% Disability	30.7%	26.8%	31.7%
% Go-outside-home disability	4.8%	4.0%	6.5%

Low Income

Households with low incomes also tend to be higher consumers of public transportation, largely because the cost of owning a private vehicle and all other associated costs (fuel, insurance, maintenance, etc.) are difficult for some people to afford. National statistics now show that around 20% of total household expenditures are spent on transportation, and most of those costs are for private vehicles¹. Figure 3-13 shows that incomes in the Casper area are comparable to the state of Wyoming, but lower than the United States as a whole.

Based on historic data available from the US Census, the median cost of housing in the Casper area in 2000 was around \$100,000, while the median cost of housing in the US as a whole was around \$170,000. While the 2000 median household income in the US as a whole is about 14% higher than in the Casper area, the median cost of housing in the US was 70% higher than in the Casper area. Therefore, individuals who are classified as “low income” in the Casper area may be more able to afford goods and services compared to other areas of the country that have higher housing costs.

¹ Bureau of Labor Statistics, Consumer Expenditure Survey, 2007

Figure 3–13 2000 Household Income

Income	Casper MSA		Wyoming		United States	
	Number	%	Number	%	Number	%
Less than \$10,000	2,329	8.7%	17,766	9.2%	10,067,027	9.5%
\$10,000 to \$14,999	2,155	8.0%	14,586	7.5%	6,657,228	6.3%
\$15,000 to \$19,999	2,073	7.7%	14,942	7.7%	6,601,020	6.3%
\$20,000 to \$24,999	2,023	7.5%	14,042	7.2%	6,935,945	6.6%
\$25,000 to \$29,999	2,006	7.5%	13,928	7.2%	6,801,010	6.4%
\$30,000 to \$34,999	2,168	8.1%	13,799	7.1%	6,718,232	6.4%
\$35,000 to \$39,999	1,755	6.5%	12,341	6.4%	6,236,192	5.9%
\$40,000 to \$44,999	1,637	6.1%	12,394	6.4%	5,965,869	5.7%
\$45,000 to \$49,999	1,454	5.4%	10,682	5.5%	5,244,211	5.0%
\$50,000 to \$59,999	2,423	9.0%	18,407	9.5%	9,537,175	9.0%
\$60,000 to \$74,999	2,795	10.4%	20,719	10.7%	11,003,429	10.4%
\$75,000 to \$99,999	2,285	8.5%	17,392	9.0%	10,799,245	10.2%
\$100,000 to \$124,999	847	3.2%	6,250	3.2%	5,491,526	5.2%
\$125,000 to \$149,999	301	1.1%	2,386	1.2%	2,656,300	2.5%
\$150,000 to \$199,999	247	0.9%	1,880	1.0%	2,322,038	2.2%
\$200,000 or more	303	1.1%	2,445	1.3%	2,502,675	2.4%
Total Households	26,801	100%	193,959	100%	105,539,122	100%
Median HH Income	\$36,619		\$37,892		\$41,994	

Source: 2000 US Census Bureau

The neighborhoods north of Interstate 25 (including the town of Evansville) as well as the downtown Casper area and portions of Mills, have the lowest average household incomes in the area. The neighborhoods on the south part of Casper, especially south of Wyoming Boulevard, have the highest average household incomes in the area. It should be noted that these newer parts of the community also have lower population densities, which makes it even more difficult to serve with public transportation.

Households Without Access to a Vehicle

Households that do not have regular access to a personal vehicle generally have a higher dependence on public transportation. This indicator may represent households without the economic means of owning a vehicle, as well as households that are unable to drive, such as senior citizens and persons with disabilities.

In general, there are higher concentrations of households without a vehicle available to them in central Casper, especially north of I-25 between Center Street and McKinley Street. The southeast area of Casper (east of McKinley Street and south of East 12th Street), also has a

higher percentage of households without access to a vehicle. The neighborhoods on the outskirts of town, especially outside of Wyoming Boulevard, have the lowest incidence of households without a vehicle available to them. The exception is that portions of Mills and Evansville have a slightly higher percentage of households without a vehicle.

Chapter 4. Overview of Existing Transportation Services

This chapter presents a comprehensive review of public transportation services and operations in the Casper area. There are two primary public transportation services: the fixed route service, known as “The Bus,” and the demand response service, CATC, that is primarily designed for seniors, people with disabilities or other transportation challenged individuals. Both services are owned by the City of Casper and operated by the Casper Area Transportation Coalition (CATC). CATC is a private, non-profit organization that was formed on March 1, 1979 after three agencies--Project Mobility, Natrona County Senior Citizens, and Community Recreation – merged to form CATC. CATC’s mission is to: “provide safe, low cost transportation service to members of the general public including the elderly, disabled and transportation disadvantaged.” CATC is overseen by a Board of Directors that reports to the City of Casper.

Prior to 2005, CATC provided exclusively demand response service throughout the Casper area, including Casper, Mills, Evansville and Bar Nunn. Based on a comprehensive service evaluation of CATC and transit needs in the Casper area, it was recommended in 2003 that a fixed/flexible route service be implemented. In April 2005, The Bus began operation with four routes serving the City of Casper. In July 2007, two more fixed routes were added – one to Mills and the other to Evansville. All fixed routes also provide deviated fixed route on demand, meaning that they will deviate from the established route to pick up or drop someone off.

There are also a number of other specialized and private transportation services in the Casper area, including social service transportation providers as well as private for-profit providers. These services are described in more detail in Chapter 7.

Based on this review of transportation services, key findings include:

- **Farebox Recovery.** While this measure of cost effectiveness is just one indicator of how a system is performing, farebox recovery on both The Bus and CATC in FY 2007/08 is just slightly lower than would be expected (8.7% and 9.1%, respectively) for a small city transit operation, which is typically above 10%. Because the new services to Mills and Evansville started during this year, and new routes typically take 12-18 months to mature, this trend is to be expected.
- **Continued ridership on The Bus.** Based on data from the past two years, ridership on all The Bus routes continues to grow – despite minimal changes in service frequency or service area. The Blue route is the busiest route, with about 1/3 of all boardings, while the Mills and Evansville routes carry about 10% of total system ridership.
- **Most riders on CATC are disabled.** While CATC is open to everyone, a review of an entire week’s worth of ridership data reveals that less than 2% of users represent the general public, while about 11% of users are seniors (and not disabled).
- **CATC service is concentrated in Casper.** As expected, the majority of trips provided on CATC originates or terminates in central Casper. Other areas that have a concentration of trips include the Garden area, Eastridge Mall area and north Casper.
- **Good coordination of transportation services.** CATC and The Bus are by far the largest transportation providers in the Casper area, and many social service agencies rely on them for client needs. Still, several social service agencies provide specialized transportation services just for their clients.

The Bus

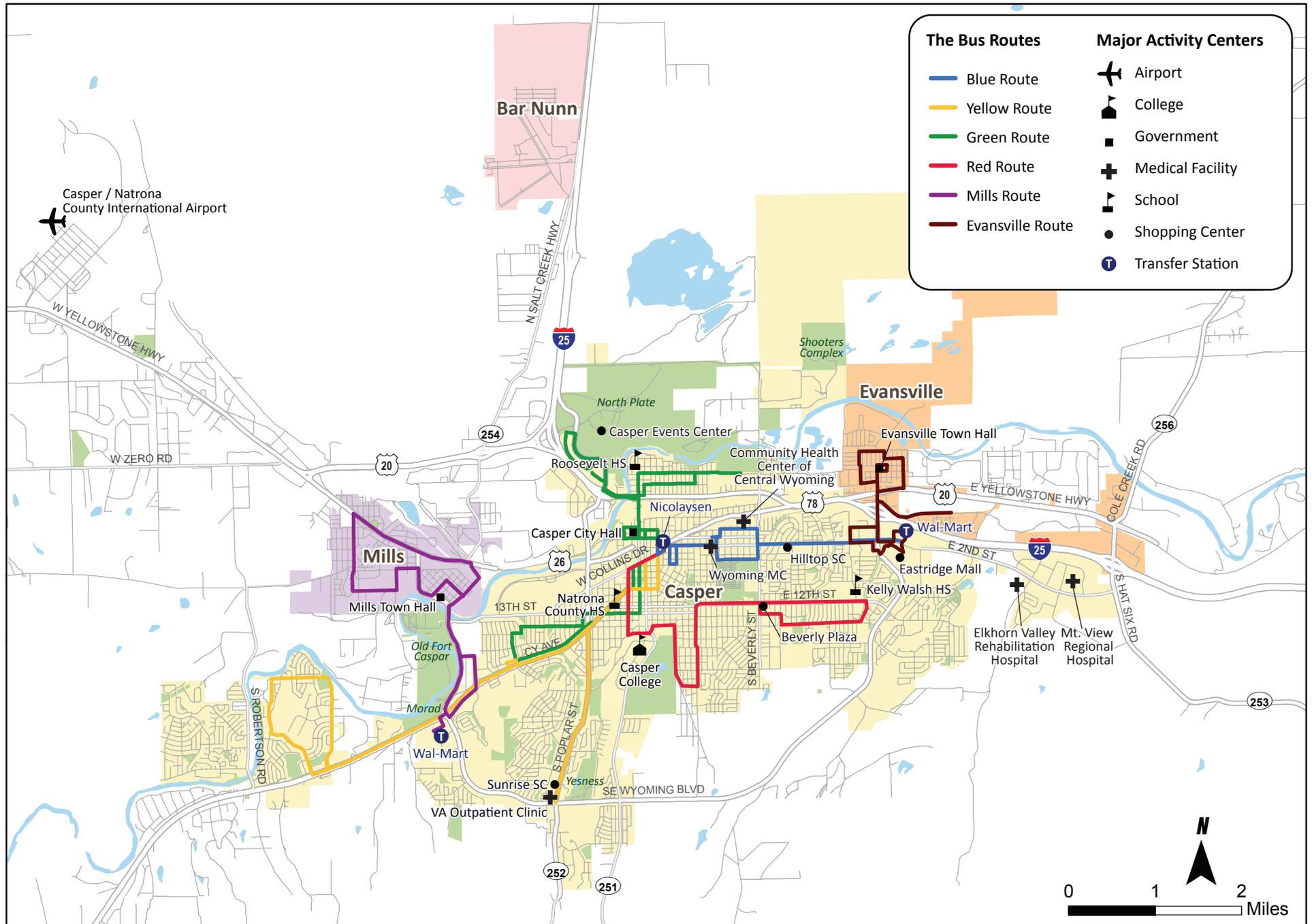
The Bus has six fixed routes identified by color, as summarized in Figure 4-1 by their starting and ending destinations. The routes are shown graphically in Figure 4-2. The Blue, Red, Green, and Yellow routes originate from the transfer station at 250 S. Beech Street in downtown Casper (next to the Nicolaysen Art Museum) and serve destinations throughout Casper. The Purple route serves destinations in the Town of Mills and originates at the Walmart along CY Avenue, where timed connections to the Yellow route can be made. The Orange route begins at the Walmart near to the Eastridge Mall and serves destinations in Evansville. Riders can make timed connections between the Orange and Blue routes at the Walmart. Deviated service is also available on all routes and must be scheduled at least one hour in advance. All fixed route vehicles are equipped with lifts and bike racks.

Figure 4–1 The Bus System Overview

Route	Origin	Destination(s)	Major Corridors Served
Blue (Casper)	Downtown Casper (250 S. Beech)	Wyoming Medical Center, Eastridge Mall, Walmart (east)	East 2 nd Street
Red (Casper)		Southeastern neighborhoods	East 12 th Street, South McKinley Street, East 15 ^h Street
Green (Casper)		North Casper and Fort Casper neighborhoods	North Poplar Street, East K Street
Yellow (Casper)		CY/Walmart (west), Paradise Valley, Sunrise Center	CY Avenue, South Poplar Street
Purple (Mills)	CY/Walmart	Walmart (west), Mills	Wyoming Boulevard, Highways 20/26
Orange (Evansville)	Eastridge Mall / Walmart	Walmart (east), Evansville	Curtis Street

Source: CATC/The Bus

Figure 4-2 The Bus System Overview



Service Hours and Frequency

Figure 4-3 below describes service hours and frequency for all routes on The Bus. Service is provided hourly on weekdays only between approximately 6:30 AM and 6:30 PM. The Blue, Red, Green, and Yellow routes depart from downtown Casper at 0:30 minutes after the hour, while the Purple route to Mills departs from CY Avenue and Walmart at 0:58 minutes after the hour and the Orange route to Evansville departs from Eastridge Walmart at 0:50 minutes after the hour. The Bus does not operate on the following holidays: Memorial Day, July 4th, Labor Day, Thanksgiving Day, Christmas Day, and New Years Day.

Figure 4–3 The Bus Service Hours and Frequencies

Route	Service Days / Hours	Service Frequency
Blue	Weekdays, 6:30 am – 6:30 pm	Hourly (30 minutes after the hour)
Red		
Green		
Yellow		
Purple (Mills)	Weekdays, 7:00 am – 6:30 pm	Hourly (58 minutes after the hour)
Orange (Evansville)	Weekdays, 6:45 am – 6:45 pm	Hourly (50 minutes after the hour)

Sources: CATC/The Bus

Fare Structure

Figure 4-4 below shows the fare structure for The Bus. A one-way fare is \$1.00 for adults and youth, with a free transfer between routes. Discounted one-way fares of \$0.50 are available for students, seniors, persons with disabilities, and Medicare recipients. Children under the age of five ride for free. The general public fare for a route deviation is \$2.00, discounted to \$1.00 for seniors, persons with disabilities, and Medicare recipients. Subsidized tokens are also available for low to moderate income riders who live within Casper city limits, made possible by a Community Development Block Grant. Monthly passes cost \$30.00, discounted to \$25.00 for students and \$15.00 for seniors (60+), persons with disabilities, and Medicare recipients.

Figure 4–4 The Bus Fare Structure

	One-Way Fare	Route Deviation (Each Way)	Monthly Pass
Adults/Youth	\$1.00	\$2.00	\$30.00
Students	\$0.75	\$2.00	\$25.00
Seniors (age 60+) Persons with disabilities Medicare recipients	\$0.50	\$1.00	\$15.00
Children 5 and under	Free	Free	N/A

Source: CATC/The Bus

Fleet

As of May 2009, The Bus had a fleet of six lift-equipped vehicles plus one spare vehicle. All fixed route vehicles are lift equipped and are stored at the CATC/The Bus facility at 1715 East 4th Street in Casper. Vehicles are washed at this facility and drivers conduct a basic safety inspection daily. Major repairs are completed at the City of Casper garage. Figure 4-5 presents a list of vehicles used for The Bus, the year, make/model, mileage and general condition as of May 2009.

Figure 4–5 The Bus Fleet

Bus #	Year	Make / Model	Capacity	Condition	Odometer	Disposition Date
52	2005	International 320 Areolite	26 seated, 2 w/c	Good	104,431	2011
53	2005	International 320 Areolite	26 seated, 2 w/c	Good	123,279	2011
54	2005	International 320 Areolite	26 seated, 2 w/c	Fair	131,463	2011
59	2006	Ford Aero Tech	18 seated, 2 w/c	Excellent	104,541	2011
60 (Mills)	2007	Ford Champion	16 seated, 2 w/c	Excellent	56,455	2011
61 (Evansville)	2007	Ford Champion	16 seated, 2 w/c	Excellent	44,990	2011
62	2007	Ford Aero Tech	18 seated, 2 w/c	Excellent	34,420	2012

Source: CATC/The Bus, May 2009

Performance Summary

Figure 4-6 provides a summary of how The Bus performed over the past four fiscal years (FY 2004/05 through FY 2007/08) with regard to performance trends. It should be noted that The Bus began operation in FY 2004/05 and thus performance data is only available for a part of that year.

The performance data collected includes service inputs, service outputs and service consumption. *Service inputs* is summarized as total annual operating costs, while *service outputs* include revenue service hours and revenue service miles. *Service consumption* includes ridership and farebox revenues. The performance data is then expressed in terms of three common performance indicators, which can be categorized as follows:

- **Cost efficiency.** These indicators are the ratios of *service inputs* to *service outputs*, and measure the efficiency of resource allocation within the agency.
- **Cost effectiveness.** These indicators are the ratio of *service inputs* to *service consumption* and measure how well the service is utilized by the community.
- **Service effectiveness.** These indicators are the ratio of *service consumption* to *service outputs* and measure how well the capacity of service is being utilized by the consumer.

Figure 4-7 presents five performance indicator trends in graphical form for The Bus over the past four fiscal years.

Figure 4–6 The Bus Performance Data and Indicators (FY 2004/05 – FY 2007/08)

	FY 04/05	FY 05/06	FY 06/07	FY 07/08	Change			
					FY 04/05 – 05/06	FY 05/06 – 06/07	FY 06/07 – 07/08	FY 04/05 – 07/08
Operating Data								
Ridership	10,859	69,271	74,311	103,608	537.9%	7.3%	39.4%	854.1%
Revenue Hours	2,716	12,403	12,496	18,532	356.7%	0.7%	48.3%	582.3%
Revenue Miles	32,589	155,267	152,818	209,197	376.4%	-1.6%	36.9%	541.9%
Operating Costs	\$93,238	\$349,724	\$376,023	\$759,586	275.1%	7.5%	102.0%	714.7%
Farebox Revenue	\$9,267	\$48,742	\$66,064	\$65,875	426.0%	35.5%	-0.3%	610.9%
Performance Indicators								
Cost Efficiency								
Operating Cost per Revenue Hour	\$34.33	\$28.20	\$30.09	\$40.99	-17.9%	6.7%	36.2%	19.4%
Cost Effectiveness								
Operating Cost per Passenger	\$8.59	\$5.05	\$5.06	\$7.33	-41.2%	0.2%	44.9%	-14.6%
Farebox Recovery Ratio	9.9%	13.9%	17.6%	8.7%	40.2%	26.1%	-50.6%	-12.7%
Average Fare per Passenger	\$0.85	\$0.70	\$0.89	\$0.64	-17.5%	26.3%	-28.5%	-25.5%
Average Subsidy per Passenger	\$7.73	\$4.34	\$4.17	\$6.70	-43.8%	-4.0%	60.5%	-13.4%
Service Efficiency								
Passenger per Revenue Hour	4.00	5.59	5.95	5.59	39.7%	6.5%	-6.0%	39.8%
Passenger per Revenue Mile	0.33	0.45	0.49	0.50	33.9%	9.0%	1.8%	48.6%

Source: CATC/The Bus

An assessment of how well The Bus has performed with regard to the three categories of performance indicators (cost efficiency, cost effectiveness, and service efficiency), as well as several other performance indicators (average fare per passenger and average subsidy per passenger) is provided below. It should be noted that it generally takes 12-18 months for

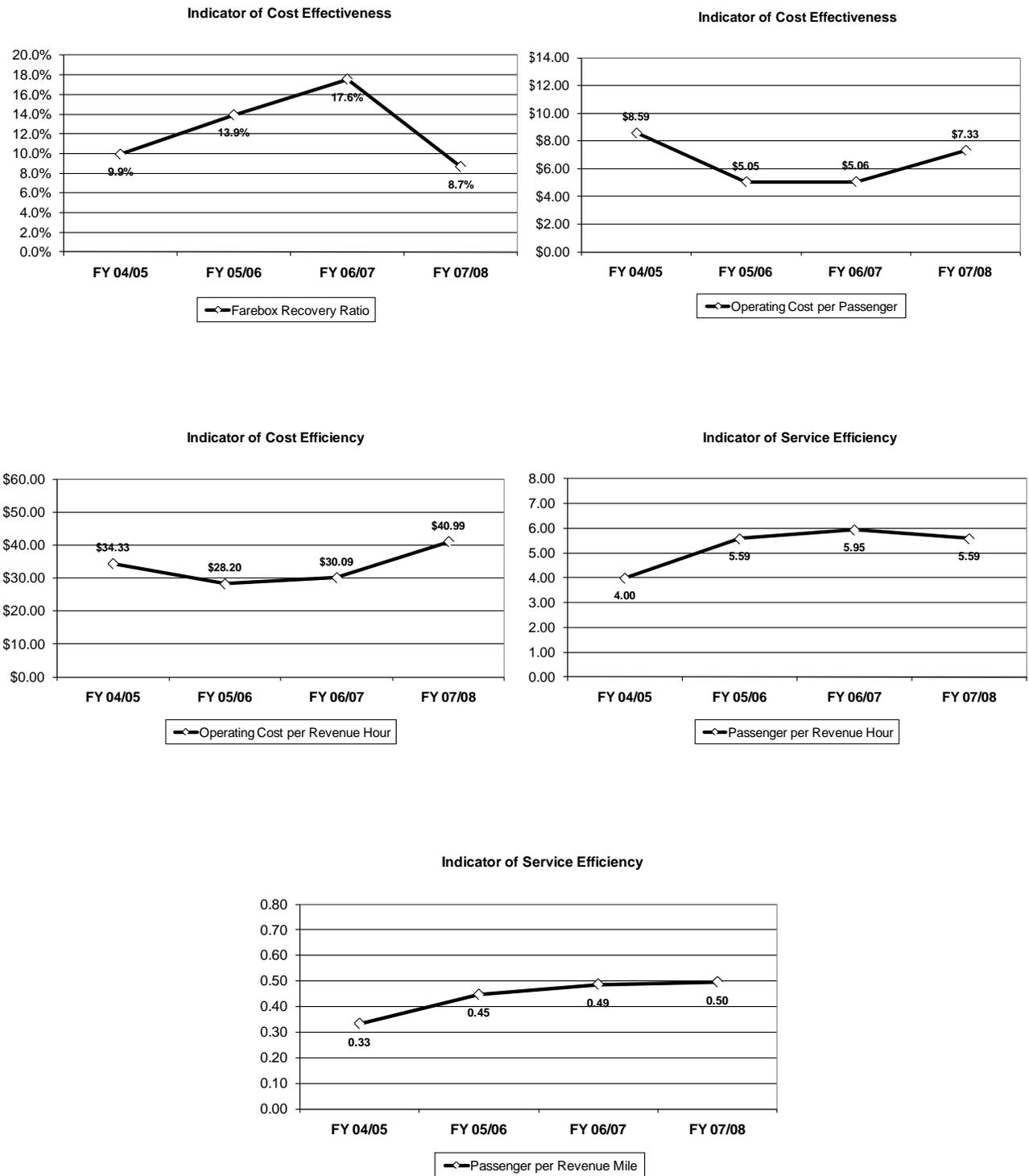
ridership on a new transit system to mature. Thus, the performance trends between the first few fiscal years reflect a new fixed route operation rather than a mature system that has been operating for many years.

It should also be noted that the City of Casper developed the “Guidelines for the Evaluation of the Operations of the Casper Area Transportation Cooperative,” which includes guidelines for measuring the efficiency and effectiveness of transit operations in the Casper area. This document was developed to ensure that the fixed route and demand response operations are meeting the City’s expected standards, but also gives the City the right to formally evaluate the transit system annually and to make a determination based on this evaluation to continue or terminate one or both of the transit programs.

- **Farebox Recovery Ratio.** This indicator measures cost effectiveness and is the ratio of fare revenue to total operating costs. A general rule of thumb for a small city transit operation is to maintain a 10-15%, and the City of Casper has set a standard of greater than a 12.7% farebox recovery ratio after 3 years of operation and 15% after 5 years of operation. While the farebox recovery ratio was 9.9% in FY 2004/05, this indicator increased in FY 2005/06 and FY 2006/07 to 13.9% and 17.6%, respectively. The farebox recovery ratio dropped again in FY 2007/08 to just under 9%, which is likely due to the new Mills and Evansville services.
- **Operating Cost per Passenger.** This standard also measures cost effectiveness by assessing total operating costs over consumption of service (total ridership). As would be expected with a new service, this indicator started out higher in FY 2004/05 (\$8.59), but decreased and stabilized in FY 2005/06 and FY 2006/07 at around \$5.00 per passenger. In 2007/08, this indicator increased again to around \$7.33, which is likely a result of the new Mills and Evansville routes that were implemented that year. As with the farebox recovery ratio, unaudited figures from FY 2008/09 show that this indicator has decreased again to approximately \$5.40 per passenger.
- **Operating Cost per Revenue Hour.** This indicator is a good measure of cost efficiency by dividing total operating costs by the number or annual service hours. This indicator remained relatively stable since the beginning of operation in FY 2004/05, ranging from \$28-\$34 per service hour. In FY 2007/08, this indicator increased by about 36%, which again, is likely due to the introduction of the Mills and Evansville routes. Based on unaudited FY 2008/09 figures, the operating cost per revenue hour indicator has returned to FY 2005/06 and FY 2006/07 levels at approximately \$32 per revenue hour.
- **Passengers per Revenue Hour and Passengers per Revenue Mile.** These indicators provide a good measure of service effectiveness – that is, how well is the service being consumed in relation to the amount of service available. Both of these indicators track closely to each other, and both remained relatively stable between FY 2005/06 and FY 2006/07 with a slight dip in FY 2007/08 when Evansville and Mills began fixed route service. Similar to other indicators, passengers per hour and passengers per mile have increased slightly in FY 2008/09 based on unaudited figures.
- **Average Fare per Passenger.** This measure indicates the average fare compared to the established fare. Beginning in FY 2004/05, this indicator has remained relatively stable, ranging between \$0.64 and \$0.89 per passenger. Because adult one-way fares on The Bus are \$1.00, this indicates that a significant number of people are utilizing the senior/disabled fare category and/or the monthly pass. This assumption is supported by ridership by fare type data, as presented in Figure 4-11.

- **Average Subsidy per Passenger.** This indicator is closely related to operating cost per passenger, but also factors in fare revenues. This indicator is often better understood by policy makers who want to know how much each passenger is being subsidized. In this case, the average subsidy per passenger tracks very closely to operating cost per passenger and has fluctuated over the four year period but declined since inception of the service in FY 2004/05.

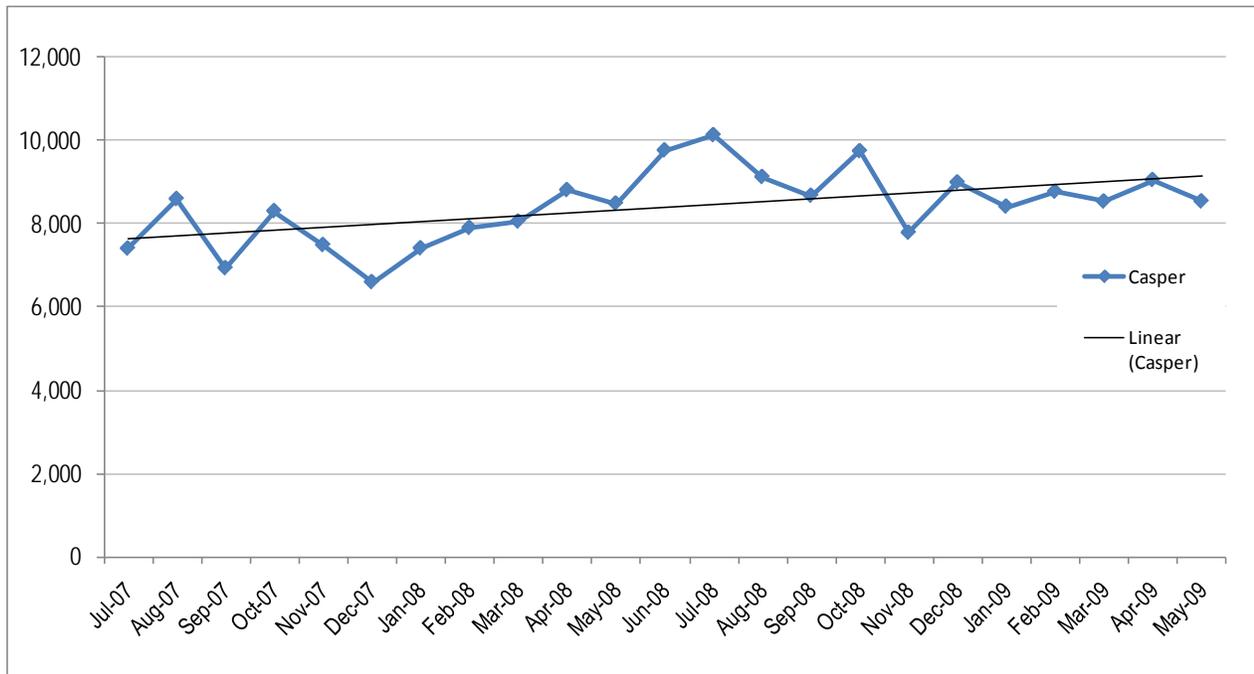
Figure 4-7 The Bus Performance Indicator Trends (FY 2004/05 – FY 2007/08)



Ridership Summary

Figure 4-8 below shows ridership by month for the four Casper routes (Blue, Red, Green, and Yellow) between July 2007 and May 2009. Overall, ridership on the four The Bus routes that serve Casper has been steadily increasing, with some seasonal variation. As noted earlier, service on these routes began in 2005, so the increase in ridership between July 2007 and May 2009 is not due to any significant change in route design or service characteristics.

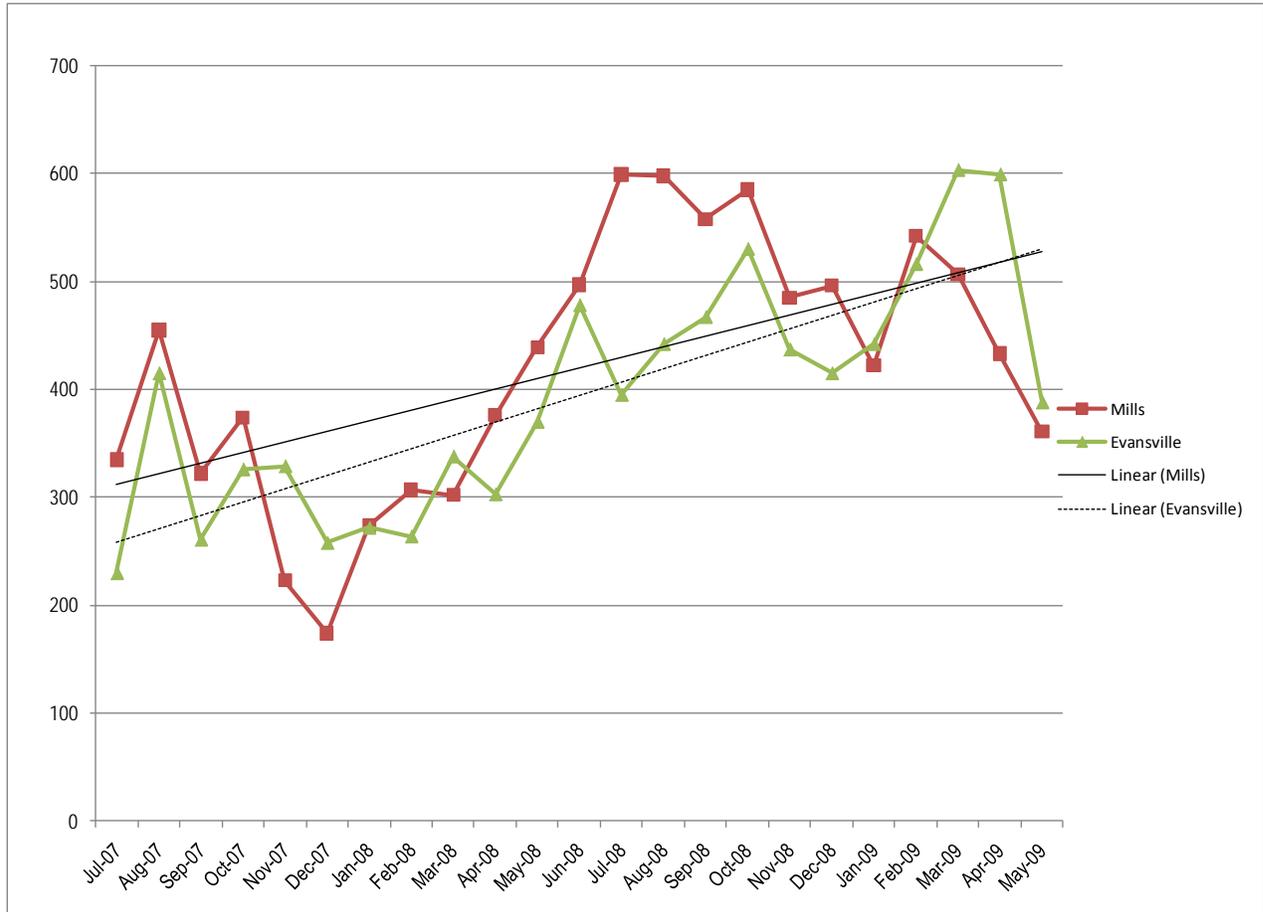
Figure 4–8 Ridership by Month, Casper Routes, July 2007 - May 2009



Source: CATC/The Bus

Figure 4-9 below shows ridership by month for the Purple (Mills) and Orange (Evansville) routes for the same time period. Because these are new services, ridership has been steadily increasing on both routes, from 300 monthly passengers on each route to over 500 monthly passengers. As with the routes that serve Casper, some seasonal variation occurs throughout the year, but overall ridership has improved by about 66% over this period.

Figure 4–9 Ridership by Month, Casper Routes, July 2007 - May 2009



Source: CATC/The Bus

Figure 4-10 below shows ridership for all six fixed routes between December 2008 and May 2009, categorized by how passengers paid their fare. Passes comprised 30% of rides while one-way general public and youth fares accounted for 28% of rides. Elderly and disabled riders were the next largest share of riders (19%) followed by transfers (17%). Children age five and under made up 3% of riders and students comprised 2% of riders. Less than 1% of rides involved route deviations.

Figure 4–10 Ridership by Fare Type, December 2008 - May 2009

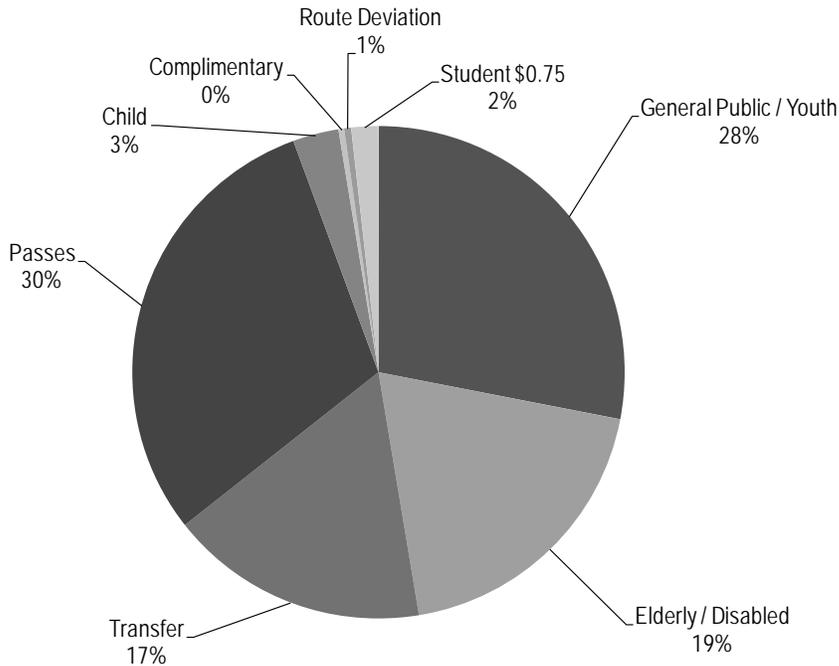


Figure 4-11 below presents average monthly boardings on all six The Bus routes between July 2008 and June 2009. The Blue route is the busiest route in the system with 35% of all trips and an average productivity of 13.6 passengers per hour. The Green, Yellow and Red routes are all similar, each carrying 1,600 and 2,000 passengers per month and an average productivity between 6 and 7 passengers per hour. The Purple and Orange routes (serving Mills and Evansville respectively), carry about the same number of passengers per month and combined make up about 10% of total system ridership. They have the lowest average productivities in the system with around 2 passengers per hour.

Figure 4–11 Average Monthly Boardings, FY 2008/09

Route	Average Monthly Boardings (July 2008 – June 2009)	Percent of Total Monthly Boardings (July 2008 – June 2009)	Average Monthly Productivity ¹ (Passenger / Rev. Hour)
Blue	3,538	35%	13.6
Red	1,580	16%	6.1
Green	2,055	21%	7.9
Yellow	1,767	18%	6.8
Purple	497	5%	1.9
Orange	475	5%	1.8
Total	9,911	100%	6.4

Source: CATC/The Bus

¹ Assumes an average of 13 revenue hours per day, multiplied by 20 days, to arrive at an estimated 260 revenue hours per month.

CATC Overview

CATC is the demand response service provider for the Casper area. CATC provides service in Casper, Evansville, Mills, Bar Nunn and portions of Natrona County. While this service is primarily intended for the elderly and people with disabilities, it is also available to the general public for a higher fare and on a space available basis only. Service on CATC is door-to-door, which means passengers must be available for pick-up and be able to go beyond the door of their destination without the assistance of the driver. Drivers will only provide assistance to passengers from the passenger's door to the door of their destination unless prior approval has been granted by the Transportation Director or Driver Supervisor.

Service Hours and Reservations

Service hours on CATC are Monday through Friday from 7:00 AM – 5:15 PM, and on weekends from 8:00 AM – 5:15 PM. Reservations are required and must be made at least by 3:00 PM the day prior to the trip being made. Passengers are required to be ready 15 minutes before or after their scheduled trip, and may arrive 15 minutes before or after their scheduled drop-off time. CATC does not operate on the following holidays: Memorial Day, July 4th, Labor Day, Thanksgiving Day, Christmas Day, and New Years Day.

Eligibility

All passengers using CATC must be registered, and passengers requiring an attendant must notify CATC at the time of registration. Registration is conducted at the CATC/The Bus offices and require a completed client application and proof of one of the following: proof of 60 years of age or older, currently eligible for Social Security benefits or receive Supplemental Security benefits, certification from the VA at 40% or greater disability, written certification by a physician of a physical or mental disability or valid Medicare card issued by the Social Security Administration.

Fares

One way trips on CATC are \$2.00 for elderly, disabled or Medicare card holders. Members of the general public may also use CATC on a space available basis for a \$5.00 one-way fare. Children 12 and under may also use CATC when accompanied by an adult and traveling to the same destination and pick-up. Attendants traveling with a paying passenger do not pay a fare on CATC as long as they are traveling to the same locations as the paying passenger.

Performance Summary

Figure 4-12 below provides a summary of performance data and indicators on CATC for FY 2003/04 through FY 2007/08. The performance indicator trends are shown graphically in Figure 4-13. A summary of how CATC is performing over this five year period is provided below. It should be noted that The Bus began operating in March 2005 (FY 2004/05) and new routes were added to Mills and Evansville in July 2007 (FY 2007/08). As such, performance during this period fluctuated as some passengers who had been using CATC were now able to use the fixed route service.

- **Farebox Recovery Ratio.** This indicator measures cost effectiveness and is the ratio of fare revenue to total operating costs. A general rule of thumb for a demand response service is to maintain a 10% farebox recovery ratio. While the farebox recovery ratio was

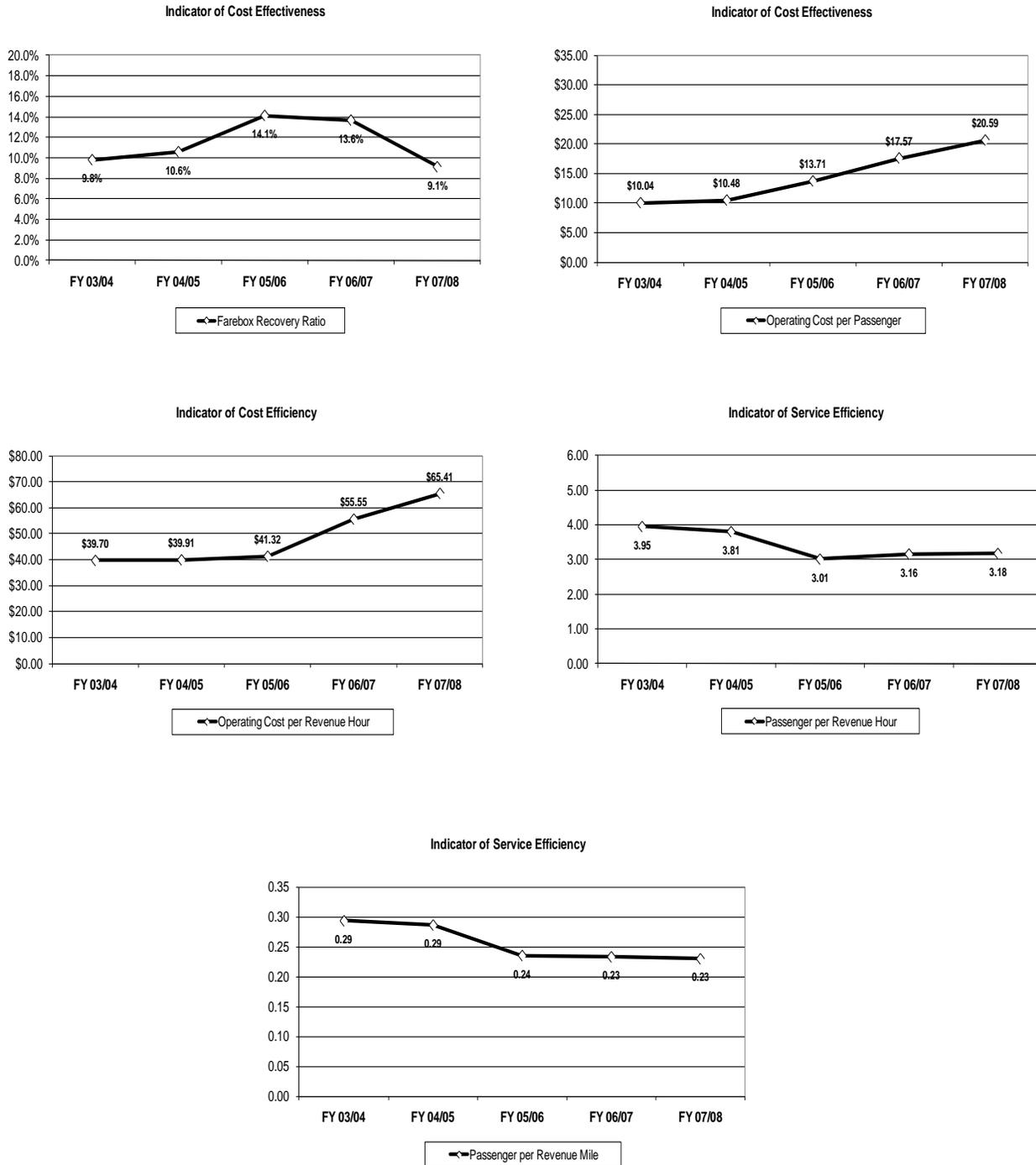
just under 10% in FY 2003/04, it increased above the 10% mark in FYs 2004/05, 2005/06 and 2006/07 and declined just slightly in FY 2007/08 to 9.1%,

- **Operating Cost per Passenger.** This standard also measures cost effectiveness by assessing total operating costs over consumption of service (total ridership). This indicator has doubled over the five year period from \$10.04 in FY 2003/04 to \$20.59 in FY 2007/08. This is likely a result of the implementation of fixed route services, which caused a decrease in ridership, and rising operating costs.
- **Operating Cost per Revenue Hour.** This indicator is a good measure of cost efficiency by dividing total operating costs by the number of annual service hours. This indicator remained relatively stable between FY 2003/04 and FY 2005/06 at around \$40.00 per hour. In FY 2006/07, this indicator began to increase due to rising operating costs and a slight reduction in total revenue hours. The operating cost per revenue hour in FY 2007/08 was \$65.41, a 65% increase over the five year period.
- **Passengers per Revenue Hour and Passengers per Revenue Mile.** These indicators provide a good measure of service effectiveness – that is, how well is the service being consumed in relation to the amount of service available. Both of these indicators track closely to each other, and both remained stable during the first two years (FY 2003/04 and FY 2004/05) but began to decline in FY 2005/06 once the fixed route service was implemented and ridership on CATC declined.
- **Average Fare per Passenger.** This measure indicates the average fare compared to the established fare. This indicator has steadily increased over the four year period, from a low of \$0.99 in FY 2003/04 to a high of \$2.40 in FY 2006/07. In FY 2007/08, this indicator dropped again to \$1.88. Because adult one-way fares on CATC are \$2.00, most passengers are paying the full \$2.00 fare. The average fare per passenger in FY 2006/07 of \$2.40 could be related to the Community Development Block Grant funds that are used to subsidize fares for low income people who live in the City of Casper.
- **Average Subsidy per Passenger.** This indicator is closely related to operating cost per passenger, but also factors in fare revenues. As with operating cost per passenger, this indicator doubled over the five year period due to rising operating costs, declining fare revenues and declining ridership.

Figure 4–12 CATC Performance Data and Indicators (FY 2003/04 – FY 2007/08)

	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08	Change				
						FY 03/04- 04/05	FY 04/05- 05/06	FY 05/06- 06/07	FY 06/07- 07/08	FY 03/04- 07/08
Operating Data										
Ridership	87,565	84,423	65,660	58,261	57,910	-3.6%	-22.2%	-11.3%	-0.6%	-33.9%
Revenue Hours	22,151	22,176	21,787	18,431	18,231	0.1%	-1.8%	-15.4%	-1.1%	-17.7%
Revenue Miles	298,615	294,991	278,796	249,584	251,668	-1.2%	-5.5%	-10.5%	0.8%	-15.7%
Operating Costs	\$879,362	\$885,150	\$900,158	\$1,023,756	\$1,192,500	0.7%	1.7%	13.7%	16.5%	35.6%
Farebox Revenue	\$86,286	\$93,767	\$127,026	\$139,734	\$108,785	8.7%	35.5%	10.0%	-22.1%	26.1%
Performance Indicators										
Cost Efficiency										
Operating Cost per Revenue Hour	\$39.70	\$39.91	\$41.32	\$55.55	\$65.41	0.5%	3.5%	34.4%	17.8%	64.8%
Cost Effectiveness										
Operating Cost per Passenger	\$10.04	\$10.48	\$13.71	\$17.57	\$20.59	4.4%	30.8%	28.2%	17.2%	105.1%
Farebox Recovery Ratio	9.8%	10.6%	14.1%	13.6%	9.1%	8.0%	33.2%	-3.3%	-33.2%	-7.0%
Average Fare per Passenger	\$0.99	\$1.11	\$1.93	\$2.40	\$1.88	12.7%	74.2%	24.0%	-21.7%	90.6%
Average Subsidy per Passenger	\$9.06	\$9.37	\$11.77	\$15.17	\$18.71	3.5%	25.6%	28.9%	23.3%	106.6%
Service Efficiency										
Passenger per Revenue Hour	3.95	3.81	3.01	3.16	3.18	-3.7%	-20.8%	4.9%	0.5%	-19.6%
Passenger per Revenue Mile	0.29	0.29	0.24	0.23	0.23	-2.4%	-17.7%	-0.9%	-1.4%	-21.5%

Figure 4-13 CATC Performance Indicator Trends (FY 2003/04 – FY 2007/08)



Origin-Destination Evaluation

All trips on CATC were evaluated for an entire week (May 4-10, 2009) to determine the major origin-destination (O-D) pairs throughout the Casper area. Origins and destinations were grouped into 30 separate zones throughout Casper and surrounding communities as developed by CATC staff to help organize and group trips.

As shown in Figure 4-15, about 50% of trips either originate or terminate in the Central Casper zone. Of these, the OD pairs with the greatest number of trips are to and from Central Casper (about 4% of all trips). Other important O-D pairs include Central Casper-Garden Creek, Central Casper-Sunrise SW, Casper Central-Eastridge, Casper Central-Kelly Walsh and Garden Creek-Casper North. About 17% of all trips either begin or end their trip in the Garden zone, and about 10% of trips either begin or end their trip in the Hilltop zone as well as in the Eastridge zone.

Ridership by Type

Figure 4-14 below, is based on trips carried on CATC between May 4-10, 2009, and it shows that about two thirds of all trips are classified as trips for people with disabilities. Another 13% of trips for people in a wheelchair, 11% are for people who are elderly, 8% are for trips billed to an agency and about 1.5% are members of the general public or children that do not fall into one of the other categories.

Figure 4–14 Ridership by Type, May 2009

Status	#	% of Total
Disabled	654	66.5%
Wheelchair	126	12.8%
Elderly	106	10.8%
Billed to agency	83	8.4%
General Public	11	1.1%
Child	4	0.4%
Total	984	100%

Figure 4–15 CATC Origin-Destination Matrix, May 2009

Destination →	2nd St Medical	Casper Central	Casper NE	Casper North	Casper NW	CATC	Centennial	College SE	Cottonwood	County SW	Crowns	Eastridge	Evansville	Ft Casper	Garden Creek	Greiner	Hilltop	Kelly Walsh	Manor Heights	Mills East	Mills West	MinView North	Nancy English	P. Valley East	P. Valley West	Post Office	Sunrise SW	Total
Starting at ↓	2nd St Medical	Casper Central	Casper NE	Casper North	Casper NW	CATC	Centennial	College SE	Cottonwood	County SW	Crowns	Eastridge	Evansville	Ft Casper	Garden Creek	Greiner	Hilltop	Kelly Walsh	Manor Heights	Mills East	Mills West	MinView North	Nancy English	P. Valley East	P. Valley West	Post Office	Sunrise SW	Total
2nd St Medical		3		2		3																						8
Bar Nunn							2																					2
Casper Central	12	39	20	1	18	20	9	10	10	5	4	21	16	2	27	2	14	21	1	1			1	10		1	23	288
Casper NE		12	1		3	1			1			1	3			3		1										26
Casper North		2	1			2	1								13		7		2								11	50
Casper NW		9	1									2					2	2										16
Casper South										3																		3
CATC	3	7	2						5			2			6		1		1									27
Centennial	3	5				1	11						6		3		3		1									33
College SE		5				2	2	6							1		1	5	2				4					28
Cottonwood	2	7	3			6						1	1								1		1			4		26
County SE					1							3																4
County SW		4																										4
County West								1																				1
Crowns		1															4						1					6
Eastridge		17		9		1	3		1								3		5					3			1	43
Evansville		8	6		1		4								5		1						1					26
Ft Casper		3	3		3	1									4	1					2						6	23
Garden Creek	1	34	6	20		3	3					1	5				2	6		4			1	4			5	95
Greiner		7	3																					4	2		1	20
Hilltop	3	18	1	2	4	2	1					3					2	2	8					3		6		55
Kelly Walsh		18	1		5										1		2	1	3		2						6	39
Manor Heights	2	5	3		3	1	1	2					3				3	3										34
Mills East																3												3
Mills West			1			2			1									2										6
Nancy English		2													1												1	4
P. Valley East		11	1	1					5			3		1	5	2	3						1			3		36
P. Valley West					3											4							3					10
Post Office		1						5							5	4	5						1	3				24
Sunrise SW		27		5								2		2	3	2			2				1		1		1	46
Total	26	245	53	40	41	45	37	24	23	8	4	58	34	8	74	21	53	43	25	7	3	1	14	27	3	14	55	986

Fleet

As of May 2009, CATC currently has a fleet of 10 lift-equipped vehicles plus two lift-equipped support vehicles. At any one time, there are approximately seven vehicles in service. All vehicles are stored at the CATC/The Bus facility at 1715 East 4th Street in Casper. Vehicles are washed at this facility and drivers conduct a daily safety inspection. Major repairs are completed at the City of Casper garage. Figure 4-16 presents a list of vehicles used for CATC.

Figure 4–16 CATC Fleet

Bus #	Year	Make / Model	Capacity	Condition	Disposition Date	Odometer
<i>Vehicles in service</i>						
230058	2006	Ford Aero Tech	18 passengers + 2 w/c	Good	2011	81,080
230063	2008	Ford Aero Tech	18 passengers + 2 w/c	Excellent	2013	40,293
230064	2008	Ford Aero Tech	18passengers + 2 w/c	Excellent	2013	40,951
230065	2009	Ford Aero Tech	12 passengers + 2 w/c	Excellent	2014	1,116
230066	2009	Ford Aero Tech	12 passengers + 2 w/c	Excellent	2014	2,828
230067	2009	Ford Aero Tech	12 passengers + 2 w/c	Excellent	2014	1,496
230069	2010	Ford Turtletop	12 passengers + 2 w/c	Excellent	2016	1,500
<i>Support vehicles</i>						
230055	2005	Ford Aero Tech	16 passengers + 2 w/c	Good	2010	128,118
230056	2005	Ford Aero Tech	16 passengers + 2 w/c	Good	2010	124,583
230057	2006	Ford Aero Tech	18 passengers + 2 w/c	Good	2011	84,598

Source: CATC/The Bus, January 2010

Operating Revenue Sources

Figure 4-17 below lists operating revenue by funding source for both The Bus and CATC, while Figure 4-18 shows the share of total revenue derived from each funding source in two pie charts. Fares comprise about 9% of revenues for each system. For The Bus, funding from local jurisdictions is the largest revenue source, with Casper providing slightly more funds (30%) than Mills and Evansville combined (32%). Federal funds comprise 30% of operating revenues for The Bus. Casper and Federal funds provide equal shares of CATC operating revenues (38% each), with 16% coming from the state. The remaining CATC revenues are from other revenues (such as contracts), other local jurisdictions, and Natrona County.

Figure 4–17 Operating Revenues, FY 2008

Funding Source	The Bus	CATC	Total
Fares*	\$65,875	\$108,785	\$174,660
Local			
Casper**	\$224,883	\$433,669	\$658,552
Mills and Evansville	\$243,082	\$16,000	\$259,082
Bar Nunn	-	\$1,000	\$1,000
Other Revenues	\$226	\$18,819	\$19,045
County	-	\$10,000	\$10,000
State	-	\$196,023	\$196,023
Federal FTA Section 5307*	\$223,765	\$476,959	\$700,724
TOTAL	\$757,831	\$1,261,255	\$2,019,086

Source: CATC FY 2008 Consolidated Financial Report, Combining Schedule of Activities

* Includes Community Development Block Grant funds that are directly used to subsidize fares for low income riders in the City of Casper.

** A small share of operating revenue for both FTA 5307 and Casper include capital funds listed as operating revenues in the annual report.

American Recovery and Reinvestment Act of 2009

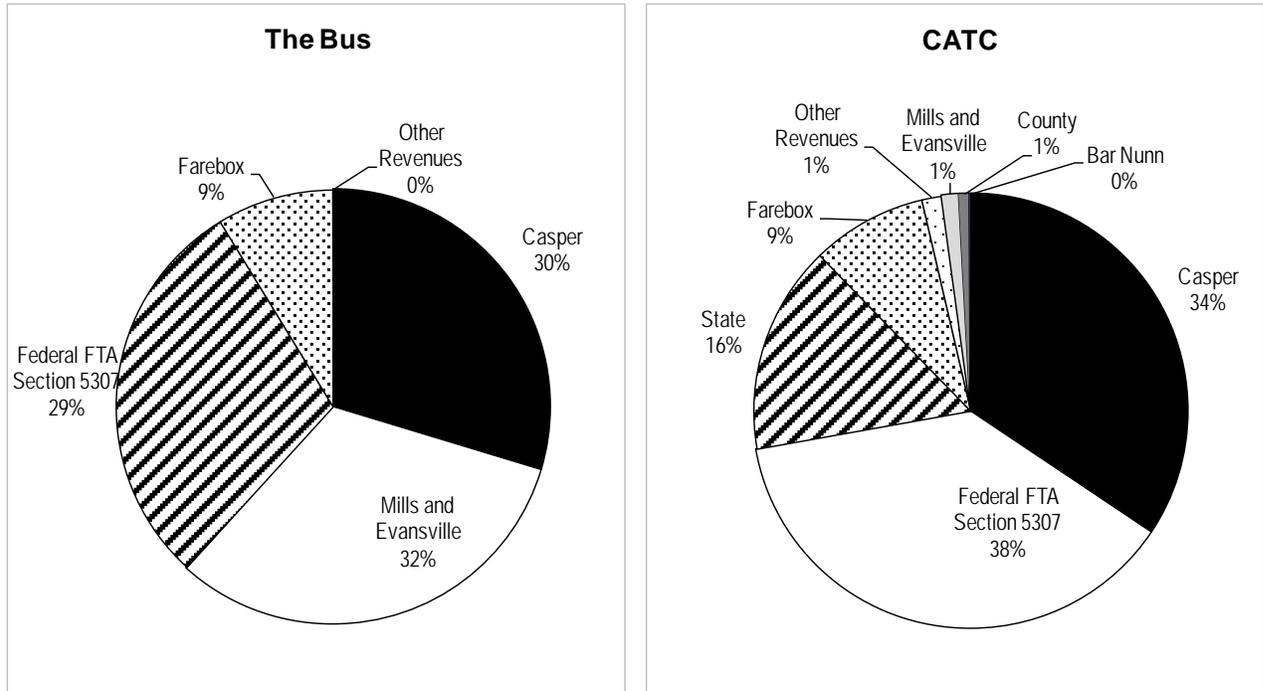
On February 17, 2009, President Obama signed into law the American Recovery and Reinvestment Act of 2009 (Recovery Act). According to the Federal Transit Administration, the Act includes:

“...appropriations and tax law changes totaling approximately \$787 billion to support government wide efforts to stimulate the economy. Goals of the statute include the preservation or creation of jobs and the promotion of an economic recovery, as well as the investment in transportation, environmental protection and other infrastructure providing long-term economic benefits.”

As such, CATC and The Bus will receive nearly \$1.1 million in ARRA funds for capital improvements in FY 2009/10. These improvements include two CATC replacement vehicles (including the first hybrid vehicle in the fleet), a new support vehicle for CATC, three replacement 26-passenger vehicles for The Bus, six bus stop shelters, 15 bus stop benches, 200 bus stop

signs, Beach Street Transit Plaza improvements, and on-board security cameras for seven vehicles.

Figure 4–18 CATC / The Bus Operating Revenue Sources



Chapter 5. Passenger Survey

This chapter presents the results of the on-board passenger survey that was conducted on The Bus and CATC. A summary of key findings is presented first and then a review of survey results separately for The Bus and CATC. A copy of both surveys is found in Appendix A.

Key Findings (The Bus)

- **Access to the bus is important.** Overall, walking played a very important role in all trips made on The Bus. While every trip begins and ends by walking, the average time people spent walking to and from the bus stop averaged just over 10 minutes. This is just one indicator that pedestrian access to and from the bus is an important component of most trips made on The Bus.
- **Transfers are also important.** Between 10 and 30% of all trips begin or end with a transfer to/from another route.
- **High proportion of regular users.** About 84% of all passengers use The Bus two or more days per week, and 43% use The Bus five days per week. Likewise, over 2/3 of existing passengers (69%) have ridden The Bus for more than one year.
- **Relatively low level of transit dependence.** While 76% of existing passengers do not have a vehicle available to them, only 10% of passengers said that they would not have made this trip if The Bus were not available. About 45% of passengers said they would just walk if The Bus were not available, while 27% said that they would have someone drive them.
- **High customer satisfaction.** Existing passengers on The Bus are highly satisfied with the service overall – about 90% said the overall service quality was either “good” or “very good.”
- **Expansion of service east of the Eastridge Mall.** When existing passengers were asked where they would like to see The Bus go that it doesn’t currently go, well over 1/3 (37%) said that expansion of service along East 2nd Street between the Eastridge Mall and Hat Six Road was important.
- **Weekend service.** When asked to provide specific and general comments, well over half of respondents said that weekend service would encourage them to ride The Bus more often.
- **Later service is a need.** Likewise, about 25% of existing passengers said that later service – even as late as 9:30 PM – would encourage them to ride The Bus more often.

Key Findings (CATC)

- High proportion of regular riders. Over 80% of existing passengers use CATC two or more times per week, and just under two thirds (64%) of riders have ridden CATC for two years or more.
- Highly transit dependent. About one in four (23%) of passengers who use CATC would not have been able to travel if CATC were not available. This compares to just 10% of passengers who use The Bus.
- Difficulty using The Bus. About 60% of existing passengers on CATC have a disability that prevents them from using the fixed route service.

- High customer satisfaction. Similar to passengers who use The Bus, the large majority of CATC passengers (86%) rate the services provided by CATC as “good” or “very good.”
- Earlier and later service. Existing passengers on CATC said that earlier and later service hours were important to them and extended hours would encourage them to ride CATC more often.
- Arrival times. Existing passengers also expressed some concern with the arrival and wait times associated with using CATC.

On-Board Passenger Survey: The Bus

Methodology

Onboard passenger surveys were conducted on The Bus over a five day period on all routes beginning June 22, 2009. Nelson\Nygaard developed a one-page, double-sided questionnaire with 19 questions.

Bus drivers were responsible for administering and collecting the survey. Drivers asked passengers to take the survey forms from a box placed near the front door and asked them to complete the survey form while on the bus and return it in a folder at the front of the bus. If passengers were unable or unwilling to complete the survey on the bus, they were allowed to take the survey with them and return it at another time during the week. A total of 134 completed surveys were received.

Based on May 2009 ridership figures, a total of 9,284 trips were taken on The Bus. The Bus operated for 20 days during the month of May, so on average 464 trips were made each day. Assuming that 80% of passengers make a round trip daily, it is estimated that there are approximately 277 daily riders using The Bus. Based on this estimate, 134 completed surveys represent a response rate of approximately 48%. Figure 5-1 below lists the number of surveys collected on each route.

Figure 5–1 Number of Passenger Surveys Collected by Route

Route	Number of surveys collected
Red	35
Green	26
Blue	46
Yellow	15
Mills	3
Evansville	9
TOTAL	134

Summary of Survey Results – The Bus

Trip Purpose

To determine trip purpose, riders were asked to identify their starting point and destination. The primary destinations for survey respondents were work, home, and shopping, followed by medical and recreation. Figure 5-2 below shows the starting point (listed vertically) and destination (listed horizontally) for each respondent’s trip. The largest combinations were home to work and home to shopping.

Figure 5–2 Where are you coming from and where are you going?

Going to →	Home	Work	Recreation / Social	School	Shopping	Medical / Dental	Total
Coming from ↓							
Home	2	29	8	2	20	10	71
Work	11				2		13
Recreation / Social	2				1		3
School	1						1
Shopping	5		1		2	1	9
Medical / Dental	3						3
Total	24	29	9	2	25	11	100

Mode of Access to Transit Services

Figure 5-3 shows the modes passengers used to access transit. Over 80% of riders walked to the bus stop, while 11% transferred from another bus route. Only 2% drove themselves or were dropped off and only 1% used their bike to access transit. Likewise, when getting from the bus to their destination, shown in Figure 5-4, a significant majority (65%) walked, while 31% transferred to another route. Only 1% was picked up at the stop. It is assumed that the same people who biked to the bus stop also biked to their destination (1%).

Figure 5-3 How did you get to the bus stop to board this bus?

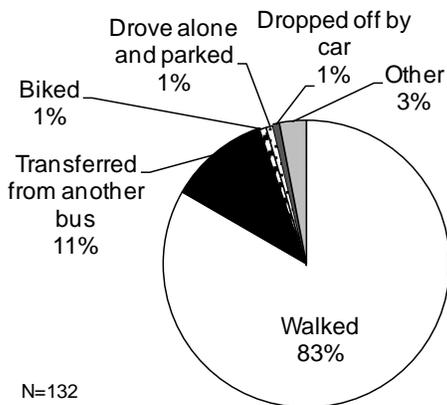
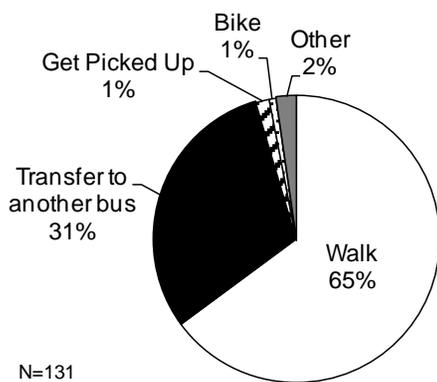


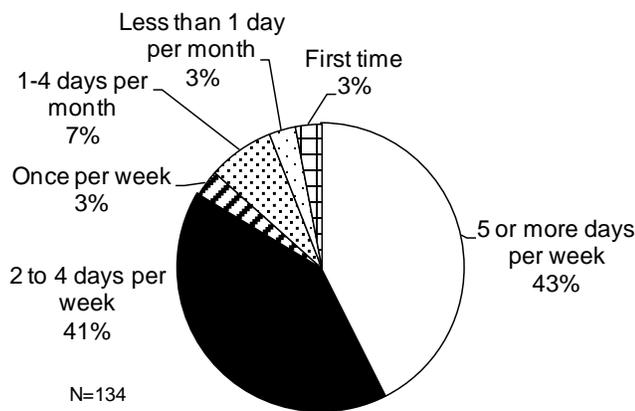
Figure 5-4 How will you get from the bus stop to your destination?



Frequency of Use

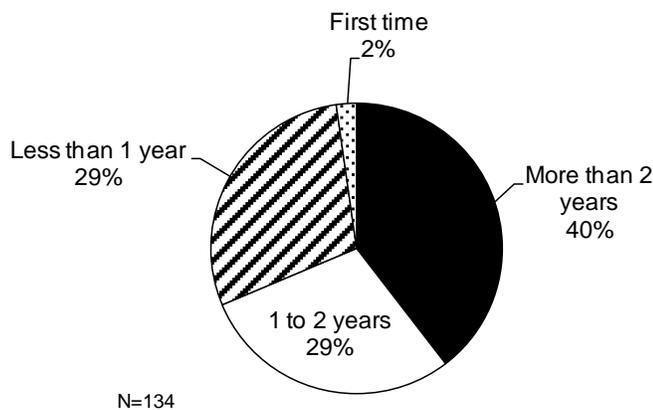
The survey results show a significant number of regular transit users (Figure 5-5). About 43% of respondents indicated they use transit five or more days per week, while about 41% use the service 2 to 4 times a week and 3% ride once per week. About 10% were more infrequent users, either 1 to 4 days per month (7%) or less than one day per month (3%). First time riders comprised just 3% of respondents. These trends indicate that while there are some new riders attracted to the service, ridership on The Bus has likely reached a peak without new service levels or expansion of service to attract new riders.

Figure 5-5 How often do you ride this bus service?



In terms of longevity, shown in Figure 5-6 below, nearly 70% of respondents have ridden The Bus for over a year, with 40% using the service for over 2 years and 29% for 1 to 2 years. About 29% have been riding for less than 1 year and 4% are first time riders.

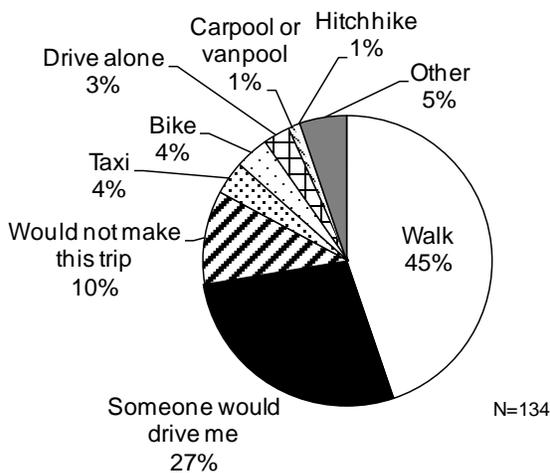
Figure 5-6 How long have you been riding this bus?



Transit Dependence

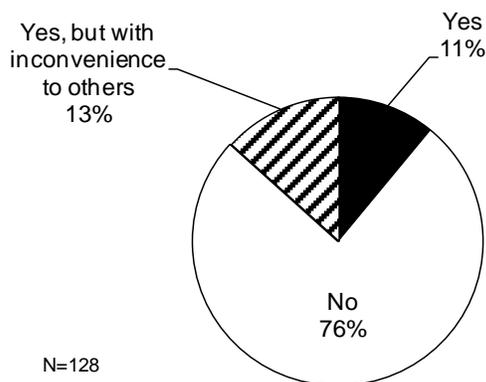
About one in ten current passengers can be considered “highly transit-dependent.” When asked how they would have traveled if transit service had not been available (see Figure 5-7), this 10% of respondents said they would not have been able to make the trip. The largest share of passengers (45%) would have walked while 27% said that someone would have driven them. Smaller shares of passengers would have taken a taxi (4%), biked (4%), driven alone (3%), or carpooled/vanpooled (1%). Only 1% of passengers said they would hitchhike if the bus were not available, which is also an indicator of transit dependence.

Figure 5–7 If this service were not available, how would you make this trip?



When asked if a car was available to them for this trip (see Figure 5-8), over three-quarters of respondents (76%) said that a car was not available, while another 13% indicated that a car was available but with some inconvenience to others. These responses make it clear that the majority of riders depend on The Bus for transportation but that the size of the community doesn't necessarily preclude them from walking or getting a ride with others.

Figure 5–8 Was a car available to you for this particular trip?



Riders' Attitudes and Opinions

Overall, riders have a very positive opinion of The Bus with 117 of 131 respondents (nearly 90%) rating it good or very good.

Figure 5-9 Overall, how would you rate this bus service?

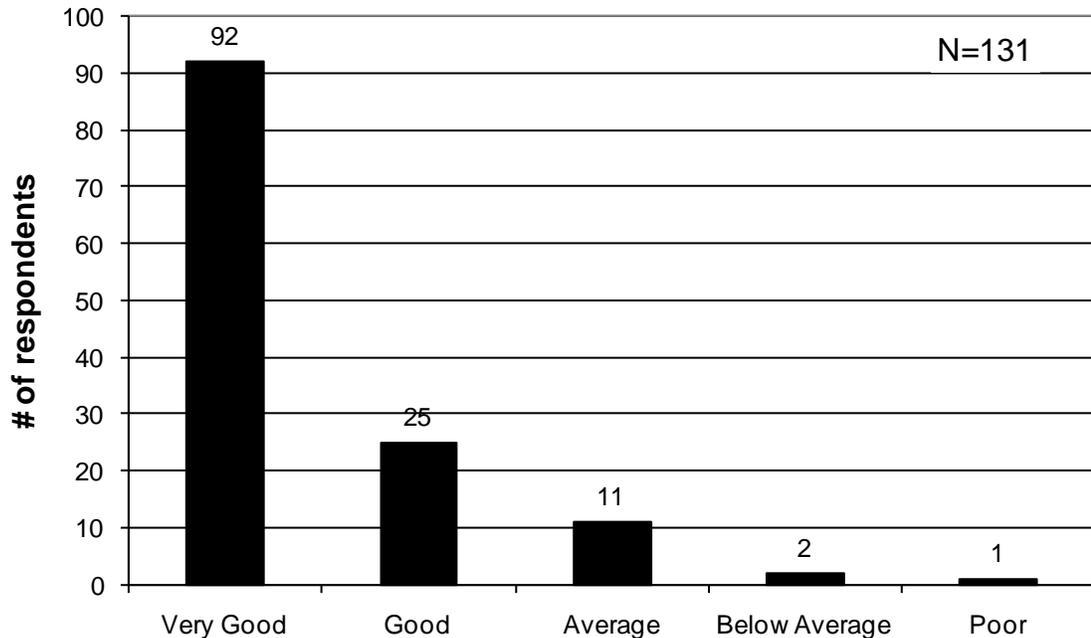


Figure 5-10 and Figure 5-11 show respondents' ratings for individual aspects of The Bus on a chart and in a table. Several aspects received a higher rating than the overall service. Driver courtesy and skill/safety received the highest ratings. Cleanliness, rider information, timeliness, and seating all received high ratings (over 90% good or very good). Nearly 90% felt that fares were good or very good.

However, many respondents felt that service is not available early or late enough; over 25% rated it below average or poor in this respect. The responses also indicate that information at stops could be improved. Nearly 25% rated information at stops average or lower, compared to 93% that felt rider information *overall* is good or very good.

While still rated good or very good by over 75% of respondents, other areas for improvement relative to the system as a whole include convenience of routes, frequency of service, condition of stops, easiness of understanding the system, and safety at stops.

Figure 5–10 How would you rate the following items? (Graph)

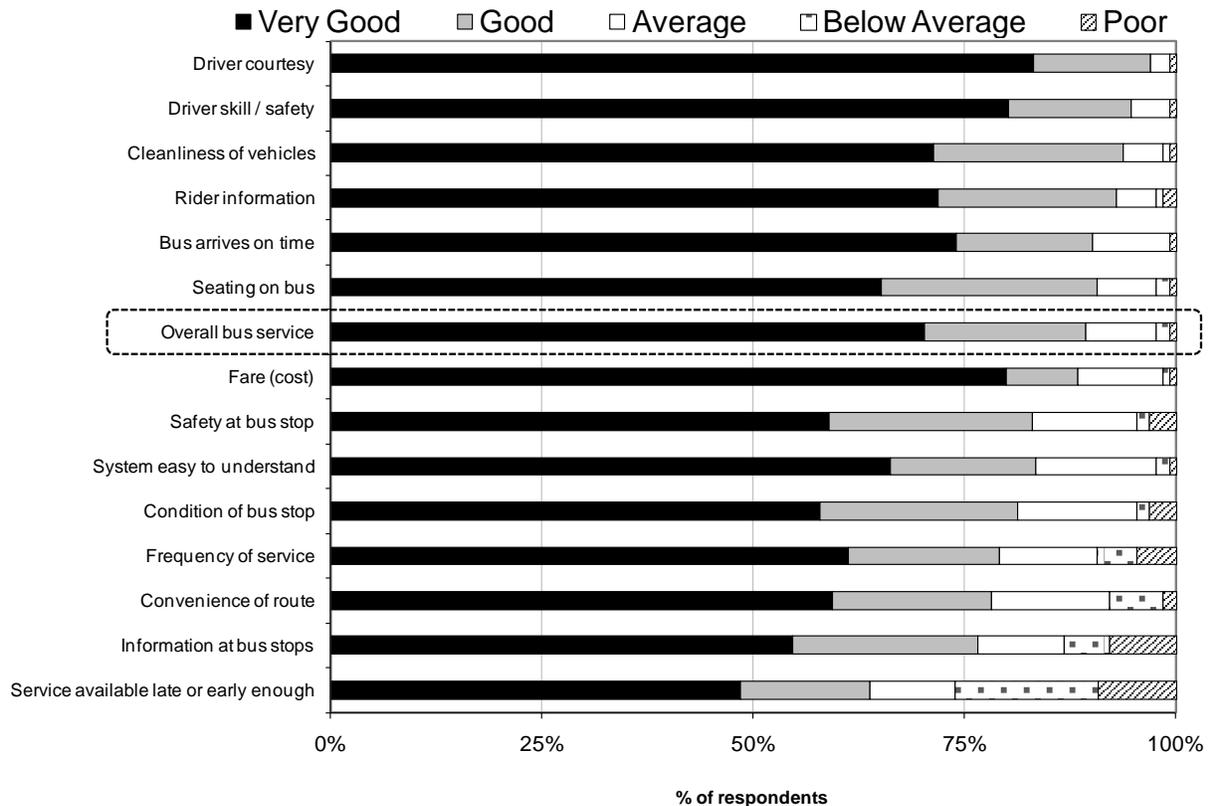


Figure 5–11 How would you rate the following items? (Table)

Item	Very Good	Good	Average	Below Average	Poor	N
Driver courtesy	83%	14%	2%	0%	1%	130
Driver skill / safety	80%	15%	5%	0%	1%	131
Cleanliness of vehicles	71%	22%	5%	1%	1%	129
Rider information	72%	21%	5%	1%	2%	128
Bus arrives on time	74%	16%	9%	0%	1%	131
Seating on bus	65%	26%	7%	2%	1%	129
Overall bus service	70%	19%	8%	2%	1%	131
Fare (cost)	80%	9%	10%	1%	1%	129
Safety at bus stop	59%	24%	12%	2%	3%	129
System easy to understand	66%	17%	14%	2%	1%	127
Condition of bus stop	58%	23%	14%	2%	3%	128
Frequency of service	61%	18%	12%	5%	5%	129
Convenience of route	59%	19%	14%	6%	2%	128
Information at bus stops	55%	22%	10%	5%	8%	128
Service available late or early enough	48%	15%	10%	17%	9%	130

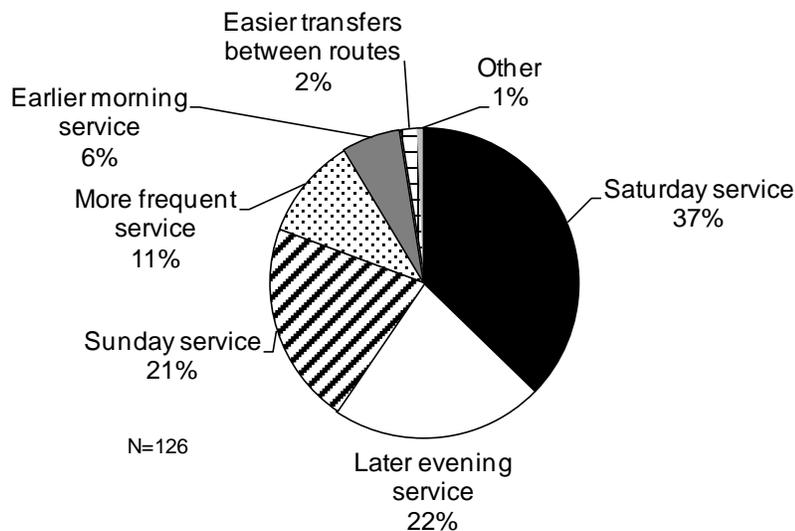
When asked where existing passengers would like to see new transit service, the majority of respondents said expansion of service to the east side of town past the Eastridge Mall. The majority of respondents just said this area needed service in general, while some people mentioned specific destinations such as Menards or the new theaters. Seven of the respondents also said that service along Yellowstone Highway is needed. Figure 5-12 summarizes other general comments or suggestions received from on-board survey respondents regarding expansion of service.

Figure 5–12 Where would you like to see The Bus go that it doesn't go?

Community / Location	Count	Percent of Responses
East of the Mall (along E. 2 nd)	31	37%
Yellowstone Highway	7	8%
Southeast Casper	4	5%
Southwest Casper	4	5%
Airport	2	2%
Bar Nunn	2	2%
North Casper	2	2%
Miscellaneous	31	37%
Total	83	

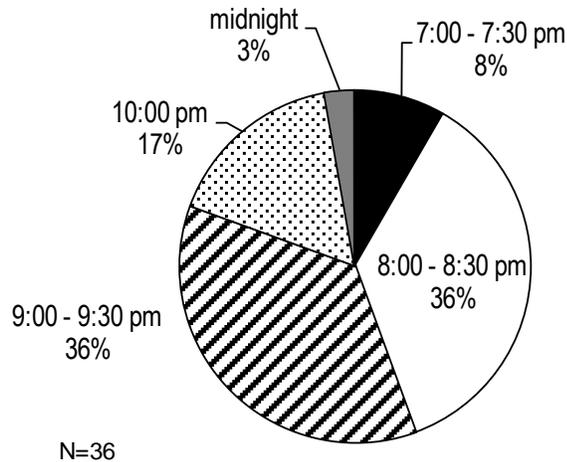
When asked to identify three ways that The Bus could be improved to increase their use of the system, the largest number of respondents identified Saturday service (37%), followed by later evening service (22%), and Sunday service (21%). A smaller number selected more frequent service (11%) and early morning service (6%). Only 2% chose easier transfers and no respondents identified service to additional destinations (although a separate question allowed riders to identify additional destinations).

Figure 5–13 What improvements would help you choose to ride The Bus more often?



Riders who felt that service should start earlier or end later were asked to specify when service should start or end. While the number of responses is too small to draw conclusions, the responses indicate that a small number of riders (6%) would like service to start 30 minutes to 1½ hours earlier. A larger number of riders (22%) would like service to end 3 to 4 hours later than it currently does. As shown in Figure 5–14, of the riders who felt service should end later, 36% each said it should run until 8:00 to 8:30 or 9:00 to 9:30. An additional 17% said it should continue until 10:00 pm.

Figure 5–14 How late should The Bus operate?



The survey asked respondents to provide suggestions for improving service or general comments, which are categorized in Figure 5-15. More detailed comments can be found in the Appendix.

Some respondents wanted shorter distances between stops and/or the addition of specific stops. They also suggested improved amenities at stops, including shelters and benches. Common suggestions were to add weekend service, increase frequency, and have service run later (and to a lesser extent, earlier). They provided suggestions for extending routes or adding coverage, but also wanted routes to be more direct, i.e. faster. Several comments related to passes, suggesting partial month and day passes and that passes be sold in more locations.

Figure 5–15 Other Suggestions / Comments

Suggestion / Comment Category	Count
Add Weekend Service	16
General praise for service or drivers/staff	15
Additional stops (specific locations or in general)	13
Provide additional shelters at bus stops (general or specific)	12
More frequent (particular route or in general)	12
Later service	12
Provide benches/seating at stops	8
Additional or extended routes/greater coverage in surrounding areas	7
Easier/more convenient transfers	6

Suggestion / Comment Category	Count
Earlier service	4
General or specific criticism	3
Convenience/essential service for low-income, disabled, or those who can't/don't drive	3
More direct routes (faster travel times)	2
Lower fares or discounts for low-income	2
Play radio/music on the bus	2
Inadequate cleanliness or excessive fumes on buses	2
Occasional service to recreational/tourism/special event trips (e.g. mountains)	2
Improve schedule ease-of-use and signage	2
Allow stops by request between regular stops	1
Partial month passes	1
Day pass	1
Other passengers should be more courteous (avoid loud conversations)	1
Smoother ride	1
Sell passes in additional locations	1
Separate medical trips from other riders	1
Provide seat belts	1

On-Board Passenger Survey – CATC

Methodology

Onboard passenger surveys were conducted on CATC over a five day period beginning June 22, 2009. Nelson\Nygaard developed a one-page, double-sided questionnaire with 9 questions. Bus drivers were responsible for administering and collecting the survey. Drivers handed the survey forms to passengers when they boarded the bus. Passengers were asked to complete the survey form while on the bus if they could, but were also allowed to take the survey home with them and return it at a later time.

A total of 62 completed surveys were received. Based on an estimate of approximately 3,700 registered CATC users, 62 completed surveys only represent a 1-2% response rate. However, based on the origin-destination analysis conducted for one week in May 2009 (discussed in Chapter 4), about 176 trips were provided on CATC on an average day, which represents a 35% response rate.

Key Findings and Issues

Frequency of Use

The survey results show a significant number of passengers ride CATC regularly (Figure 5-16). About 47% of respondents indicated they use CATC five or more days per week, while 33% use the service 2 to 4 times a week. Equal shares (7%) ride once per week and 1 to 4 days per month. Only 3% use the CATC less than one day per month. First time riders comprised 3% of respondents.

In terms of longevity, shown in Figure 5-17 below, 64% of respondents have used CATC for over 2 years and 18% for 1 to 2 years. Only 26% have been riding for less than 1 year. First time riders comprised 2% of respondents.

Figure 5–16 How often do you ride CATC?

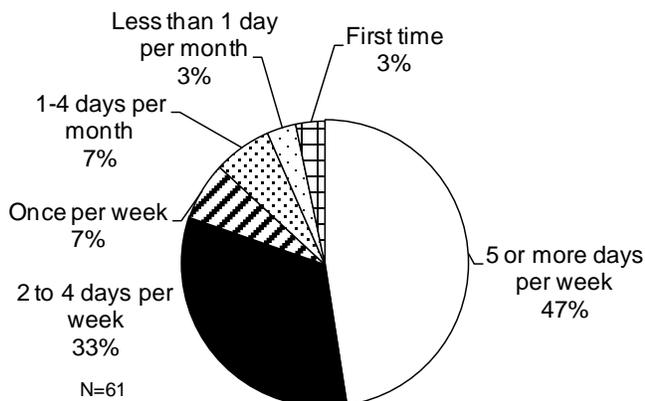
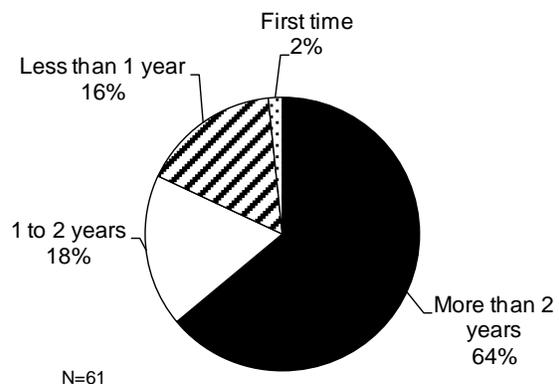


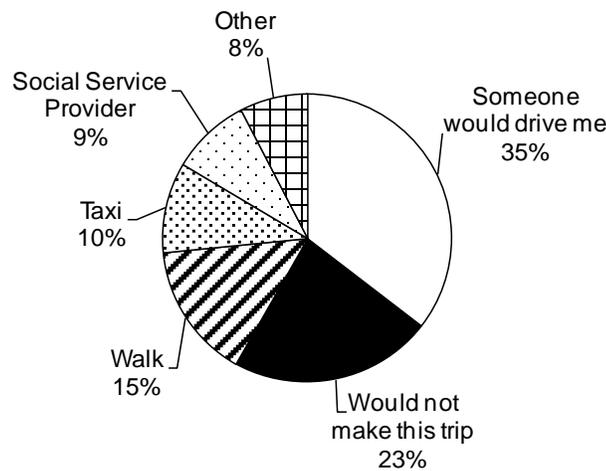
Figure 5–17 How long have you been riding CATC?



Transit Dependence

Nearly one out of four current passengers can be considered “highly transit-dependent.” When asked how they would have traveled if CATC service had not been available (see Figure 5-18), 23% of respondents said they would not have been able to make the trip. The largest share of passengers (35%) would have had someone drive them while 15% would have walked. About 10% of passengers would have taken a taxi and 9% would have used a social service provider. These providers included Nowcap Services and Wyoming Independent Living Rehabilitation. About 8% used other means of travel, including The Bus, bicycle, and their personal vehicle. One respondent indicated that there was “no other way” of making the trip and another said they would have to move if CATC were not available.

Figure 5–18 If CATC were not available, how would you have made this trip?



When asked if a car was available to them for this trip (see Figure 5-19), a large majority (61%) indicated that a car was not available, while only 20% of respondents said that a car was available. An additional about 19% said that a car was only available with inconvenience to others. The results show that the vast majority of CATC riders depend on the service.

Six out of ten riders (60%) stated that they have a disability that prevents them from using The Bus (Figure 5-20).

Figure 5–19 Was a car available to you for this particular trip?

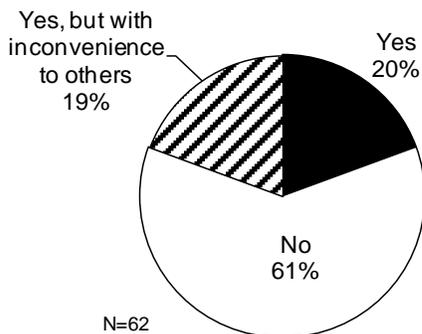
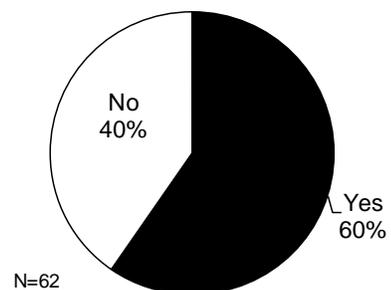


Figure 5–20 Do you have a disability that prevents you from using the fixed route service (The Bus)?



Riders' Attitudes and Opinions

Overall, riders have a very positive opinion of CATC with all but eight of 59 respondents to this question (86%) rating CATC service as good or very good, with 38 respondents (64%) saying that it was very good. Only eight respondents rated CATC as average, which constituted 14% of total respondents, and no one rated the service as below average or poor.

Figure 5–21 Overall, how would you rate CATC service?

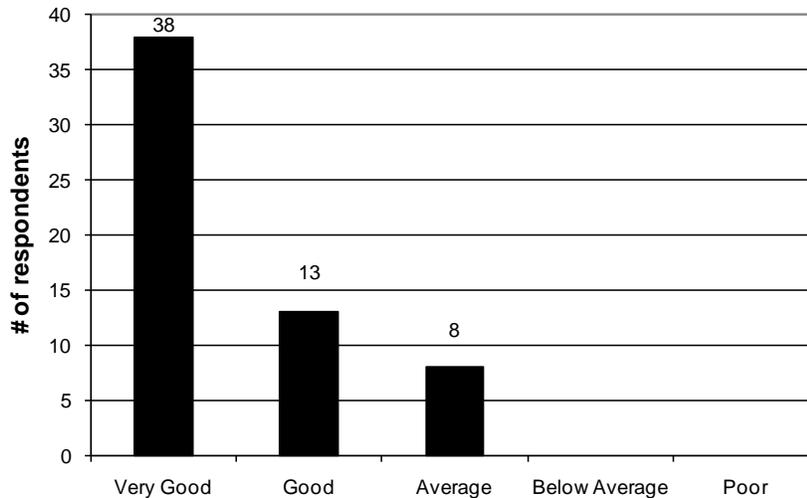


Figure 5-22 and Figure 5-23 show respondents' ratings for individual aspects of CATC service on a chart and in a table. Several aspects received a higher rating than the overall service. Driver skill/safety, driver courtesy, and safety at bus stops received the highest ratings. Seating on buses also received high ratings, although with fewer "very good" responses.

Service hours of operation and timeliness were the two aspects of the service rated as good or very good by fewer than 75% of respondents. At least one out of four respondents rated CATC service hours and timeliness as average and 7% rated service hours as below average or poor.

While still rated good or very good by over 86% of respondents, several other areas scored slightly lower than the system as a whole, including cleanliness of vehicles, bus arrival times, dispatch courtesy/skill, and availability of service (either early or late).

Figure 5–22 How would you rate the following items about CATC? (Graph)

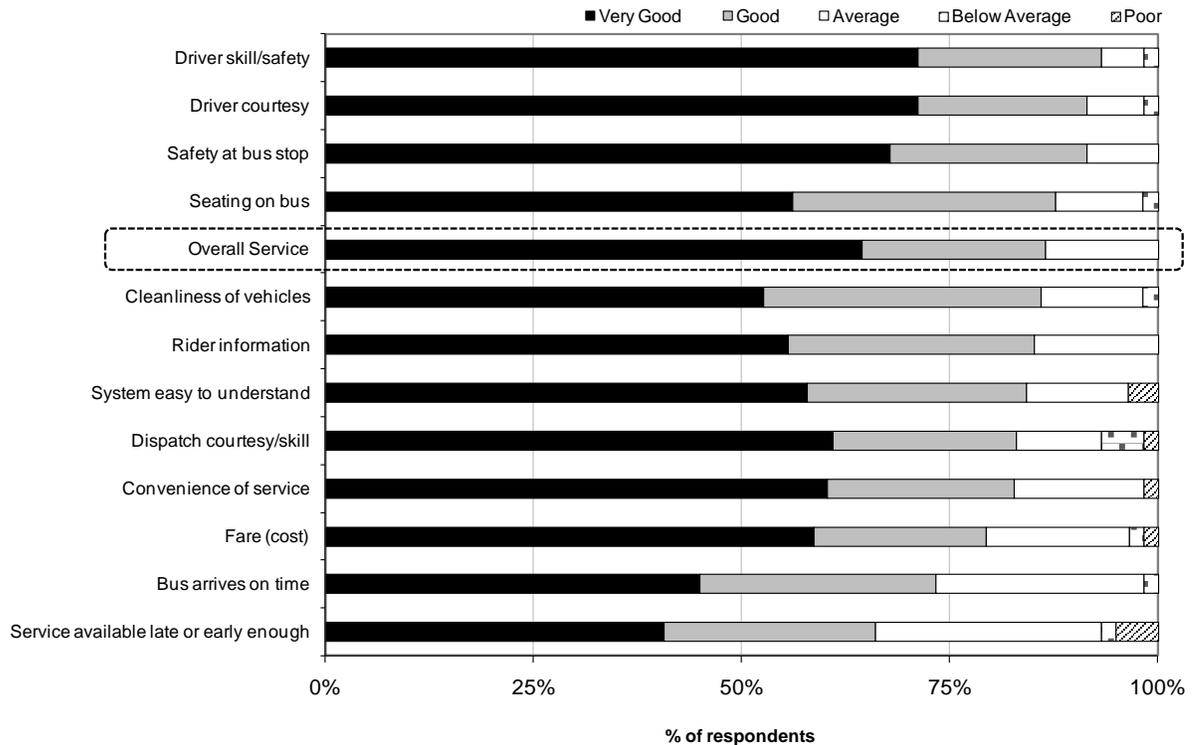


Figure 5–23 How would you rate the following items about CATC? (Table)

Item	Very Good	Good	Average	Below Average	Poor	N
Service available late or early enough	41%	25%	27%	2%	5%	59
Bus arrives on time	45%	28%	25%	2%	0%	60
Fare (cost)	59%	21%	17%	2%	2%	58
Rider information	56%	30%	15%	0%	0%	54
Convenience of service	60%	22%	16%	0%	2%	58
System easy to understand	58%	26%	12%	0%	4%	57
Dispatch courtesy/skill	61%	22%	10%	5%	2%	59
Cleanliness of vehicles	53%	33%	12%	2%	0%	57
Seating on bus	56%	32%	11%	2%	0%	57
Overall Service	64%	22%	14%	0%	0%	59
Safety at bus stop	68%	24%	8%	0%	0%	59
Driver courtesy	71%	20%	7%	2%	0%	59
Driver skill/safety	71%	22%	5%	2%	0%	59

The survey asked respondents to provide suggestions for improving service or general comments, summarized in the table below.

Many of the respondents who provided comments praised the service in general and some respondents praised drivers for their courtesy/assistance and touted the benefits of CATC, such as allowing them to remain independent, fostering social interaction, and enabling them to get to appointments. Some respondents suggested a longer service window and/or additional buses/drivers. In particular, one respondent noted that sometimes a ride was not available in late afternoons, even when attempting to make a reservation one week in advance.

Figure 5–24 Other Suggestions / Comments about CATC

Suggestion / Comment Category	Count
General praise for service	14
Longer service window earlier, later, at night, and/or during summer months	4
Provide additional service (buses) - weekends, weekdays, and/or at busiest times	3
Drivers courteous and/or helpful	3
Benefits of CATC: enables social interaction and/or provides independence	3
Specific suggestions related to drivers (slower over bumps, provide additional help for passengers with bags, name tags)	3
Provides ability to get to appointments	2
CATC sometimes full or not available, e.g. in late afternoons	2
Some drivers/dispatchers need additional training	2
Provide fixed route service on weekends	1
Lower fares or discounts for disabled	1
Wait is too long	1
Praise for dispatchers	1
CATC fulfills a unique role that bus cannot	1
Would like more consistency in drivers	1

Chapter 6. Peer Review

This chapter compares transit operations in the Casper area to the following six transit systems:

- Cheyenne Transit Program (CTP), Cheyenne, WY
- Butte-Silver Bow Transit System (The Bus) – Butte, MT
- Rapid Transit System - Rapid City, SD
- Helena Area Transportation Service (HATS) – Helena, MT
- HandiBus – Grand Island, NE
- SunTran Transit System – St. George, UT

These peers were chosen because they compared favorably to the Casper area in terms of the metro area population, general land use in the community, the availability of state funding for transit and the presence of a major university. The purpose of the comparison is to:

- Provide context for current and potential future operations, keeping in mind that The Bus is relatively new and there is limited performance data available.
- Provide a baseline to assist in estimating costs and vehicle requirements for future ADA paratransit and fixed route service expansion provided in the Casper area.

A summary of each of the peers is provided below.

Methodology

Data collected on the peer systems are based on service costs and operating characteristics for fiscal year 2007 (July 1, 2006-June 30, 2007) with the exception of 2006 fiscal year data for Helena Area Transit Agency. Data for the peer review analysis was obtained from the National Transit Database (NTD) summaries, state Department of Transportation agencies, 2000 US Census and personal interviews with each transit provider.

Peer Overview

Five transportation regions were chosen for the peer analysis. Highlights from the population and service characteristics review is provided below.

- **Agency History.** Most of the peer agencies, as in the Casper area, began providing demand response service before implementing fixed or flex route service. All but one of the peer agencies began providing transit service in the 1970s or 1980s and began implementing fixed route services in the nineties (as the regions grew large enough to be designated an MPO). Butte-Silver Bow Transit began providing fixed route service in the late seventies.
- **Service Population.** Casper's service population is very comparable to Cheyenne Transit Program and HandiBus located in Nebraska. SunTran in St. George, Utah serves a higher population than CATC/The Bus, while Butte-Silver Bow Transit System and Helena Area Transit in Montana serves smaller populations.
- **Service Days and Hours.** Many of the demand response services offer similar service hours Monday through Friday compared to CATC, while CATC is the only transit operator

that offers any Sunday service. The most comparable fixed route services in Rapid City, St. George and Cheyenne all offer Saturday service.

- **Mixture of Service Types.** All of the agencies, with the exception of HandiBus provide both fixed route and demand response service. In addition, most of the agencies also provide demand-response service to the general public, with preference given to persons with disabilities and seniors. In addition, Rapid Transit System in South Dakota and Helena Area Transportation Service offers trolley services that cater to tourist destinations throughout their communities (i.e. hotels, museums and parks). Helena Area Transportation Service also includes an express commuter bus that serves the city and offers free rides to state employees.
- **Number of Vehicles.** The number of in-service vehicles operated by an agency depends on the level of demand (as driven by service population) and the current operating budget. The average number of vehicles amongst all peer review agencies was 7.5 for fixed route, and 7 vehicles for demand response vehicles. The Cheyenne Transit Program had the highest number of fixed route and demand response vehicles available for maximum service.

Figure 6-1 on the following page provides a summary of general operating characteristics for the six peer transit providers compared to transit provided in the Casper area.

Figure 6-1 Basic Peer Characteristics and Service Types

Service Area Characteristics and Service Overview	Cheyenne Transit Program (WY)	Butte-Silver Bow Transit System (MT)	Rapid Transit System (SD)	Helena Area Transit (MT)	HandiBus (NE)	SunTran Transit System (UT)	Casper (WY)
Year Fixed Route service began	1999	1977	1992	1995	-	2003	2005
Year Commuter Route service began	-	-	-	2006	-	-	-
Year Demand Response (ADA/GP) service began	1993	1994	1984	1979	1973	2003	1982
Year Trolley Service began		-	2007	1997	-	-	-
Service Area Description	Cheyenne city limits	Butte-Silver Bow County	Rapid city limits	Lewis-Clark County	Hall County	St. George city limits	Natrona County
Fixed Route service hours and days	M-F: 6:00 am-7:00 pm Sat: 10:00 am – 5:00 pm	M-F: 6:45 am – 6:45 pm Sat: 9:15 am – 4:15 pm	M-F: 6:30 am – 6:30 pm Sat: 9:00 am – 4:30 pm	M-F: 6:30 am – 6:00 pm	n/a	M-Sat: 6:00 am – 8:00 pm	M-F: 6:30 am – 6:30 pm
Demand response service hours and days	M-Sat: 6:30 am – 7:00 pm	M-F: 6:45 am – 6:45 pm Sat: 9:15 am – 4:15 pm	M-F: 6:30 am – 6:00 pm Sat: 8:00 am – 7:00 pm	M-F: 6:30 am – 5:30 pm	M-F: 8:00 am – 5:00 pm	M-Sat: 6:00 am – 8:00 pm	M-F: 7:00 am – 6:30 pm Sat/Sun: 6:45 am – 6:45 pm
Service Area Population ¹	53,000	32,803	66,000	28,726	44,802	79,611	57,561
Service Area (Sq Miles)	18	718.31	55	14	20	37	93
Population Density (Persons / Sq Mile)	2,944.4	45.7	1,200.0	2,051.9	2,240.1	2,151.6	618.9
Service Types							
Fixed or Deviated Fixed Route	√	√	√	√		√	√
Fixed or Deviated Fixed Route Commuter Service				√			
ADA Demand Response		√	√			√	
Demand Response (General Public)	√			√	√		√
Trolley Service (General Public)			√	√			
Number of operated Fixed Route vehicles	11	4	6	3	-	4	6

¹ When noted, due to data availability the general population was used for service area population and/or area of city/county/urban area was used for service area size.

Service Area Characteristics and Service Overview	Cheyenne Transit Program (WY)	Butte-Silver Bow Transit System (MT)	Rapid Transit System (SD)	Helena Area Transit (MT)	HandiBus (NE)	SunTran Transit System (UT)	Casper (WY)
Number of operated Demand Response (ADA/GP) vehicles	6	3	12	4	7	2	7
Number of operated Trolley Service vehicles	-	-	2	1	-	-	-
Number of available Fixed Route vehicles	16	8	9	3	-	9	7
Number of available Demand Response (ADA/GP) vehicles	9	4	13	6	8	5	13
Number of available Trolley Service vehicles	-	-	2	1	-	-	-
Spare fixed vehicle ratio	45%	50%	50%	0%	-	125%	16%
Spare demand vehicle ratio	50%	33%	8%	50%	14%	150%	85%
Fare Fixed Route (General Public)	\$1.00 ²	\$0.60	\$1.50	\$1.50	-	\$1.00	\$1.00
Fare 4 PM-6PM Fixed Route (General Public)	\$0.50	-	-	-	-	-	-
Fare Fixed Route (Senior/Disabled)	\$1.00	\$0.30	\$0.75	\$0.85	-	\$0.50	\$0.50
Fare Fixed Route Students < 19)	\$0.75	\$0.35	-	-	-	-	\$0.75
Fare Fixed Route (Children < 5)	\$0.00	\$0.00	-	-	-	-	\$0.00
Fare Demand Response (General Public)	\$3.00	\$0.00	\$2.50	\$0.85	\$1.00	\$2.00	\$5.00
Fare Demand Response (Senior/Disabled)	\$2.00	\$0.00	\$2.50	\$1.50	\$1.00	\$2.00	\$2.00
Fare Demand Response (Children)	\$1.00	-	\$2.50	\$0.00	\$1.00	-	\$1.00
Employees (FTE)	17	8	27	5	5	14	27

² Wyoming Division on Aging IIIB Grant has a voluntary \$ 1 fare contribution for seniors.

Key Findings: Funding and Revenues

All of the peer agencies receive dedicated revenue from federal or state sources, and several have revenues from a dedicated sales or property tax. As a result of dedicated revenues, most peer agencies are able to maintain a relatively low one way fare fixed route and demand response, ranging from \$0.60-\$1.50 for fixed-route service and \$0.85-\$3.00 for demand response service. Fares on The Bus are comparable with the other peer agencies, while fares on CATC are slightly higher in comparison to other demand response services. The 8.8% farebox recovery rate for CATC and The Bus is comparable to the other peer agencies, which range from 6.1% to 20.9%.

Many of the demand response agencies allowed attendants to ride free with a paying passenger, which provides a higher level of convenience and comfort for disabled passengers. Student fares and variable pricing (available only in Cheyenne) was available in Cheyenne, Butte-Silver Bow and in Casper – all of which makes transit easier to use.

Fares for each peer agency is provided in Figure 6-1, while Figure 6-2 shows operating expenses and the share of revenues from fares and dedicated sources.

Key Findings: Performance Data and Indicators

The operational data and indicators of transit performance listed in Figure 6-3 below were obtained and/or calculated to compare CATC/The Bus with the selected peer agencies. Figure 6-3 includes operating data for the entire agency, including ADA paratransit if applicable. Highlights from agency performance review are provided below.

- **Passengers per capita:** This figure represents the level of transit use relative to the population served. It is calculated as the number of boardings (unlinked trips) divided by the service area population. CATC/The Bus is in between Helena and HandiBus in Grand Island, which had the lowest riders/capita, while Cheyenne, Butte-Silver Bow, Rapid City and St. George all carry slightly more riders per capita.
- **Passengers per vehicle revenue hour:** This is a measure of service efficiency and represents transit use per hour of service provided. It is calculated as the number of boardings (unlinked trips) divided by the number of hours that vehicles are in revenue service (including layover / recovery time). While CATC/The Bus lies toward the lower end of the spectrum, HandiBus in Grand Island had the lowest productivity of any peer agency (2.9), while Butte-Silver Bow had the highest productivity (14.0).
- **Cost per vehicle revenue hour:** This is a measure of cost efficiency and represents average operating costs per hour of transit service. It is calculated as operating cost divided by the total number of revenue hours of service provided. CATC/The Bus is very comparable with other peers on this indicator, at \$45.26 per revenue hour. Butte-Silver Bow has the highest cost/revenue hour at \$78.21, while HandiBus had the lowest at \$16.42.
- **Cost per passenger:** This is a measure of cost effectiveness and represents the average cost of providing a transit trip. It is calculated as the total operating cost divided by the number of boardings (unlinked trips). Overall, CATC has the highest operating cost per passenger of any peer (\$10.56), largely because about 74% of operating costs are spent on the demand response service which only carried 43% of total passenger trips. Other agencies ranged from \$2.76 (SunTran) to \$8.62 (Helena).

Key Findings: Fixed Route Performance

Figure 6-4 summarizes operating data and performance indicators for just the fixed route systems. As the primary indicator of service productivity (passengers per revenue hour), The Bus is the lowest of any of the peers that operate fixed route (5.9 passengers per hour). While this is likely due to the fact that The Bus is a relatively new service, it may also be due to higher service investment in fixed route among peer agencies compared to Casper. In terms of cost efficiency on the fixed route system, however, The Bus is one of the most efficient at \$30.09 per service hour. Finally, the operating cost per passenger, another indicator of cost effectiveness, is around \$5.00 per passenger, which is somewhat higher than Cheyenne, Rapid City and St. George, but lower than Helena (data was not available for Butte-Silver Bow and Grand Island).

Key Findings: Demand-Response Performance

All transit agencies accommodate the elderly and senior populations with “curb side” service within $\frac{3}{4}$ of a mile from a fixed route stop. Butte-Silver Bow Transit, SunTran Transit and Rapid Transit systems solely operate their demand response service for seniors and disabled patrons. Helena Area Transportation has a demand response dynamic scheduling process. Drivers are given manifests on a half hour basis and radioed in when time permits. Therefore, dispatchers and drivers attention to detail and knowledge of the area is crucial.

Figure 6-5 shows performance data and indicators just for the ADA demand-response services. At the low end of both cost and ridership, HandiBus operates seven vehicles providing 1.0 trips per capita and 2.9 trips per hour of revenue service. Its operating cost is nearly \$16.42 per revenue hour and about \$5.61 per trip. At the high end, SunTran operates two vehicles providing 0.1 trips per capita and 0.8 trips per hour of revenue service. Its operating cost is nearly \$127.61 per revenue hour and about \$151.37 per trip. SunTran operates along $\frac{3}{4}$ of a mile from its fixed route service and has the third highest demand response fare amongst the three intercity transit agencies. Overall, CATC is very comparable with the other peer groups that operate demand response service, as indicated by having the second highest indicator of productivity (3.2 passengers per hour). Likewise, the two measures of cost efficiency (cost per revenue hour and cost per passenger trip) are inline or lower than the peer agencies.

Figure 6-2 Peer Revenue Sources, FY 2006/07

Funding Characteristics	Cheyenne Transit Program (WY)	Butte-Silver Bow Transit System (MT)	Rapid Transit System (SD)	Helena Area Transit (MT)	HandiBus (NE)	SunTran Transit System (UT)	Casper (WY)
Operating Expenses	\$1,350,640	\$786,000	\$1,556,824	\$971,913	\$239,082	\$856,768	\$1,399,779
Farebox Revenues	\$135,217	\$48,000	\$325,191	\$61,300	\$18,859	\$106,134	\$123,224
Farebox Recovery (Fares / Operating Cost)	10.0%	6.1%	20.9%	6.3%	7.9%	12.4%	8.8%
Dedicated Revenues	\$415,080	n/a	\$529,320 ³	\$604,668	\$26,302	\$337,834	\$649,881
Dedicated Revenue % of Operating Expenses	31%	n/a	34%	62%	11%	39%	46%
Dedicated Revenue Source	Local, State Fed, Other	Local Tax Revenue	General Fund Property Tax Dollars: Farebox, Advertising	FTA 5311, MT Partnership Grant, County	County, State, Federal	5307,5309 TIF Tax	Local, Federal, State, Advertising

³ In addition to government revenue Rapid Transit offers advertising space; \$60.00 per month for rear advertising panel, \$35.00 per month for side advertising panel.

Figure 6-3 Performance Data and Indicators (Fixed Route and Demand-Response), FY 2006/07

Agency	Cheyenne Transit Program (WY)	Butte-Silver Bow Transit System (MT)	Rapid Transit System (SD)	Helena Area Transit (MT)	HandiBus (NE)	SunTran Transit System (UT)	Casper (WY)
Service Area Description	Cheyenne city limits	Butte-Silver Bow County	Rapid city limits	Helena city limits	Hall County	St. George city limits	Natrona County
Passenger Trips	237,754	141,052	306,620	113,999	42,655	310,851	132,572
Revenue Hours	34,335	10,050	36,915	14,300	14,560	24,462	30,927
Operating Expenses	\$1,350,640	\$786,000	\$1,556,824	\$971,913	\$239,082	\$856,768	\$1,399,779
Ridership (Trips/Capita)	4.5	4.3	4.6	4.0	1.0	3.9	2.3
Productivity (Trips / Revenue Hour)	6.9	14.0	8.3	8.0	2.9	12.7	4.3
Cost Efficiency (Operating Cost / Revenue Hour)	\$39.34	\$78.21	\$42.17	\$67.97	\$16.42	\$35.02	\$45.26
Cost Effectiveness (Operating Cost / Trip)	\$5.68	\$5.57	\$5.08	\$8.53	\$5.61	\$2.76	\$10.56
Operating Cost / Service Area Population	\$25.48	\$23.96	\$23.59	\$33.83	\$5.34	\$10.76	\$24.32

Figure 6-4 Performance Data and Indicators (Fixed Route), FY 2006/07

Agency	Cheyenne Transit Program, (WY)	Butte-Silver Bow Transit System (MT)	Rapid Transit System (SD)	Helena Area Transit (MT)	Handi Bus (NE)	SunTran Transit System (UT)	Casper (WY)
Population	53,000	66,000	34,000	28,726	44,802	79,611	57,561
# Vehicles	11	4	6	3	n/a	4	6
Passenger Trips	214,032	131,032	217,617	94,799	n/a	305,191	74,311
Revenue Hours	24,649	n/a	15,562	n/a	n/a	17,748	12,496
Operating Expenses	\$722,341	n/a	\$587,616	\$982,567	n/a	\$621,614	\$376,023
Ridership (Trips/Capita)	4.0	2.0	6.4	3.3	n/a	3.8	1.3
Productivity (Trips / Revenue Hour)	8.7	n/a	14.0	n/a	n/a	17.2	5.9
Cost Efficiency (Operating Cost / Revenue Hour)	\$29.31	n/a	\$37.76	n/a	n/a	\$35.02	\$30.09
Cost Effectiveness (Operating Cost / Trip)	\$3.37	n/a	\$2.70	\$10.36	n/a	\$2.04	\$5.06

Figure 6-5 Performance Data and Indicators (Demand Response), FY 2006/07

Agency	Cheyenne Transit Program (WY)	Butte-Silver Bow Transit System (MT)	Rapid Transit System (SD)	Helena Area Transit (MT)	Handi Bus (NE)	SunTran Transit System (UT)	Casper (WY)
Population Served	Demand Response (GP/ADA)	Demand Response (ADA)	Demand Response (ADA)	Demand Response (GP/ADA)	Demand Response (GP/ADA)	Demand Response (ADA)	Demand Response (GP/ADA)
Population	53,000	66,000	34,000	28,726	44,802	79,611	57,561
# Vehicles	6	3	12	4	7	2	7
Passenger Trips	23,722	10,020	89,003	19,200	42,655	5,660	58,261
Revenue Hours	9,686	n/a	21,353	n/a	14,560	6,714	18,431
Operating Expenses	\$628,299	n/a	\$969,208	n/a	\$239,082	\$235,154	\$1,023,756
Ridership (Trips/Capita)	0.4	0.2	2.6	0.7	1.0	0.1	1.0
Productivity (Trips / Revenue Hour)	2.4	n/a	4.2	n/a	2.9	0.8	3.2
Cost Efficiency (Operating Cost / Revenue Hour)	\$64.87	n/a	\$45.39	n/a	\$16.42	\$35.02	\$55.55
Cost Effectiveness (Operating Cost / Trip)	\$26.49	n/a	\$10.89	\$0.00	\$5.61	\$41.55	\$17.57

Chapter 7. Other Transportation Providers

Transportation Inventory

Through this planning effort, an updated inventory was prepared of public and human service transportation services in the Casper area. This inventory is based on the previous Transit Service Plan developed in 2003. In addition to the services provided by CATC and The Bus, which are summarized in Chapter 4, the following agencies provide human service transportation services.

- ARC of Natrona County
- Casper College
- Central Wyoming Rescue Mission
- Child Development Center of Natrona County
- Circle C Resources
- Community Alternatives of Casper (C.A.C.)
- Community Action Partnership
- Early Head Start
- I Reach
- Independent Opportunities
- Life Care Center of Casper
- Natrona County School District #1
- NowCAP
- Nutrition and Child Development, Inc.
- Shepherd of the Valley
- Wyoming Behavioral Institute
- Wyoming Nephrology

These agencies were contacted during the course of this project in order to learn more about the services they provide; namely, their annual transportation budget, how many trips are provided, the number of vehicles in operation, and who is served. A summary of information collected is included as Appendix B. The purpose in conducting the inventory was to identify those programs that provide “specialized” transportation services that are designed to serve specific populations and that may or may not be available to general public. The inventory was prepared by updating the transportation inventory from the previous Transit Service Plan; although efforts were made to contact each of the agency listed on the inventory, information was not always available or complete. Therefore, this inventory and subsequent findings represent a snapshot of existing services, and is intended to serve as a starting point for understanding coordination opportunities.

Key findings emerging from the inventory are as follows:

- Forty-seven (47) agencies were identified as providing or sponsoring specialized transportation in Casper area.
- Collectively, it is estimated that the annual cost to provide all these services is \$3 million.
- However, this amount is most likely under-estimated because nearly a third of agencies contacted don’t know how much they spend on transportation.
- The largest social service transportation program in the Casper Area is CATC, which has an annual operating budget of \$810,000 and operates 8 vehicles.
- The agencies included in the inventory are a mix of public, non-profit, for profit entities.
- The majority (55%) are private non-profit agencies.

- 30 agencies (64%) provide services directly.
- 17 agencies (36%) sponsor or pay for services but do not provide them directly.
- 16 of the 30 providing services directly (53%) own and operate one vehicle only—these are mostly residential care centers.
- 7 agencies subsidize clients' trips on CATC.
- 3 agencies have transportation budgets of \$100,000 per year.

Some of these key findings are illustrated in the charts below:

Figure 7-1 illustrates that 55% of transportation providers are private non-profit, and the remainder are either public or private for-profit entities.

Figure 7-2 illustrates that most agencies provide services directly.

Figure 7–1 Type of Transportation Providers in Casper

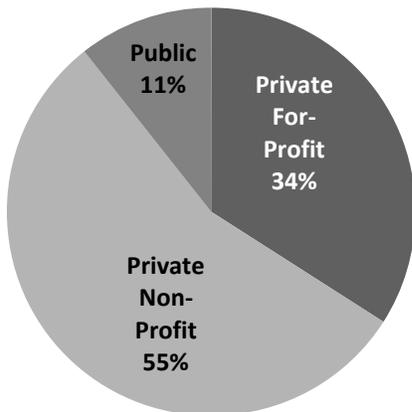


Figure 7–2 Direct vs. Indirect Transportation Providers

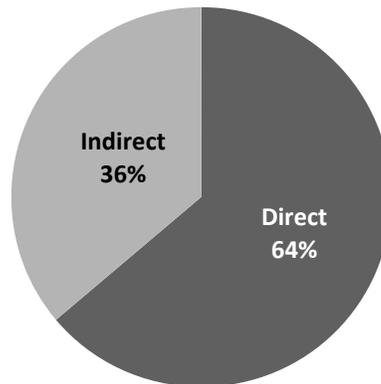
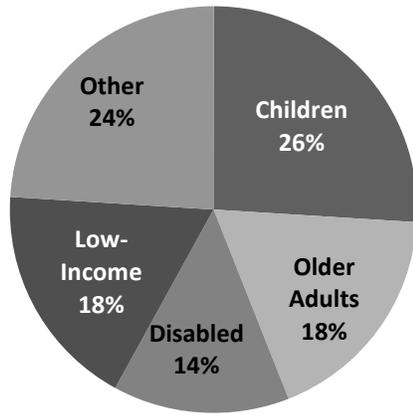


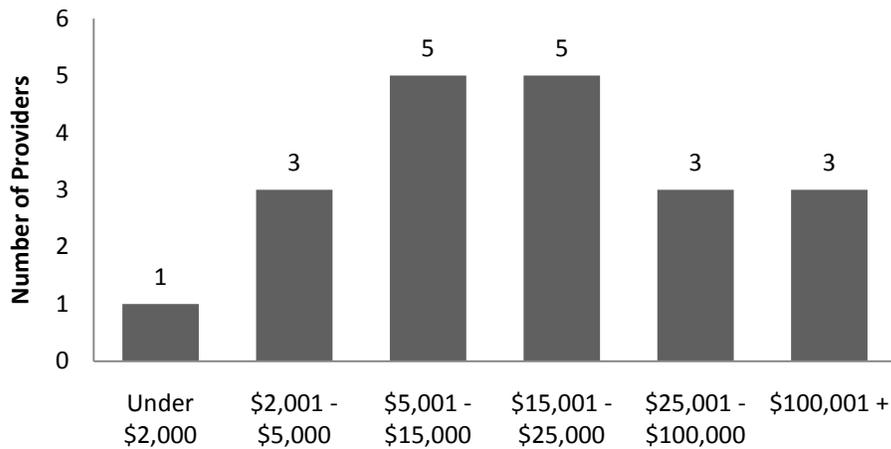
Figure 7-3, below, shows that a variety of client groups are served by these providers.

Figure 7-3 Populations Served



While it is estimated that over \$3 million is spent per year on providing special transportation services, Figure 7-4 shows that only 3 entities have budgets of \$100,000 or more per year.

Figure 7-4 Annual Transportation Expenses



Chapter 8. Unmet Transportation Needs

The assessment of unmet transportation needs was developed through consultation with a broad group of individuals and organizations that have a stake in how transportation services are delivered in the Casper area. Five primary venues were utilized to assess unmet transportation needs, each of which is discussed below.

Transportation Steering Committee (TSC)

The Transportation Steering Committee is comprised of staff members from various governmental organizations (City of Casper, Towns of Mills and Evansville, WYDOT, etc.), as well as representatives from CATC and the CATC Board. Several elected officials also sit on the TSC from Natrona County and the Towns of Mills and Evansville. Chapter 1 provides a listing of all TSC members and their affiliation.

The Transportation Steering Committee's role was to provide input and guidance throughout this planning project. As such, the TSC met regularly throughout the project to review key project milestones. At its first meeting held in Casper on June 16, 2009, members were polled as to their perceptions of key unmet transportation needs. The findings are indicated below in Figure 8-1. While this assessment is not intended to reflect a statistically valid representation of community members' perceptions, it does provide a "snapshot" of community needs as obtained through this initial discussion and helps planners identify and prioritize unmet transportation needs.

Figure 8–1 Prioritized Needs Identified by the TSC

Ranking	Issue
1	Weekend service for CATC and The Bus
2	Expansion of service beyond existing area
3	Employment related transportation
4	More frequent service/more direct service
5	Marketing and public awareness
6 (tie)	Service earlier in morning
6 (tie)	Service later in evening
6 (tie)	Better coordination among social service providers
7	Development of transportation alternatives

Stakeholder Interviews

Early in the planning process, a series of stakeholder interviews were conducted either in-person or by telephone. Interviews were included with social service agency representatives and staff from the local transit program, as indicated in Figure 1-2 in Chapter 1. Those interviewed were asked to elaborate on the role their organization plays in providing or arranging for transportation, the budget and level of service provided, if available, and any perception or experiences with unmet transportation needs or gaps in service specific to their clientele.

Key themes emerging from the stakeholder interviews included:

- There is a need for persons to learn more about how to access and use existing public transit services; for example, not everyone is aware of how the deviation works
- There is a need to expand existing services to areas not currently served, especially east of Casper

- More direct, frequent bus service is needed within the Casper area
- More bus shelters and other passenger amenities are needed
- There is a lack of capacity and other limitations to CATC service
- Additional bus service is needed in the evenings, and on Saturdays

On-Board Passenger Survey

Onboard passenger surveys were conducted on CATC and The Bus over a five day period beginning June 22, 2009. The purpose of conducting the survey was to learn more about who uses CATC and The Bus, how they use it, where they need to go, and their perceptions of the quality of service. Nelson\Nygaard developed separate questionnaires for each service and CATC/The Bus drivers handed out and collected surveys. A total of 134 completed surveys were received on The Bus and 62 surveys were completed on CATC. It was estimated that these responses represent approximately 48% of regular riders on The Bus, and 35% of regular riders on CATC.

The results of the survey were summarized in the Existing Conditions report and key findings were identified. The results of the survey are a major contributor to the overall assessment of unmet transportation needs, especially those related to transit.

- **Expansion of service east of the Eastridge Mall.** When existing passengers were asked where they would like to see The Bus go that it doesn't currently go, well over 1/3 (37%) said that expansion of service along East 2nd Street between the Eastridge Mall and Hat Six Road was important.
- **Weekend service.** When asked to provide specific and general comments, well over half of respondents said that weekend service would encourage them to ride The Bus more often.
- **Later service is a need.** Likewise, about 25% of existing passengers said that later service – even as late as 9:30 PM – would encourage them to ride The Bus more often.
- **Earlier and later service.** Existing passengers on CATC said that earlier and later service hours were important to them and extended hours would encourage them to ride CATC more often.
- **Arrival times.** Existing passengers also expressed some concern with the arrival and wait times associated with using CATC.

Feedback from CATC/The Bus Drivers

In addition to the on-board passenger surveys, a survey was administered to drivers to allow them to provide specific feedback about CATC and The Bus. Because drivers are the most familiar with daily operations, they are an excellent resource for identifying where transportation needs are not being met. These comments were reviewed and are included in Appendix C. Key findings from this review include:

- The Blue route is the only route that occasionally experiences overloading. This indicates that demand between downtown and the Eastridge Mall is strong. Because of the high demand, schedule adherence can be an issue and it is sometimes difficult to make deviations.

- There is not enough time for layover on the Yellow and Green routes. As a result, route deviations on these routes are also difficult to do. There may be too many stops on the Yellow route.
- There is too much layover time on the Purple (Mills) and Orange (Evansville) routes. There may be the need for additional stops on these routes. The Purple route was modified in August 2009 and additional stops were added.
- Drivers have been hearing from passengers that there is a strong need for service on the weekends as well as service later in the evening.
- Most deviations (on all routes) are relatively close to the route. The recent changes to the Purple route address where most deviations are occurring.
- Some deviations on the Red route are located between East 2nd and East 12th Street – a relatively significant distance from the route.

Coordination Workshop

On September 2, 2009, the consultant team facilitated a workshop on human service transportation coordination. The workshop was intended to satisfy the planning requirements associated with the federal SAFETEA-LU requirements. The workshop was also designed to explore opportunities to promote more coordination in Casper and begin development of a coordination action plan. An overview of the workshop and its key findings is included in the following section. Workshop materials are provided in Appendix D.

The workshop was divided into three sections not including an introduction and wrap up:

- **Coordination 101** - a brief primer on coordination theory and best practices.
- **Coordination in Casper** - a discussion of coordination efforts in the Casper area, including a review of existing services, transportation needs and a prioritization exercise designed to confirm preferences and priorities.
- **Implementation Planning** - a hands-on exercise where participants worked together to develop implementation plans for key coordination strategies.

Those invited included members of the Transportation Steering Committee (TSC), individuals contacted as part of the stakeholder interviews, as well as representatives from agencies identified in transportation service inventory. Other invitees included the CATC Board of Directors, local elected officials, and staff from the City of Casper, the towns of Mills, Evansville, Bar Nunn and Natrona County. The workshop was also advertised on the project website (www.casper-area-tdcp.com), at various public venues and was open to members of the general public.

In total, 20 individuals attended the workshop, not including workshop organizers and members of the consulting team. Attendance primarily consisted of staff from Casper and area communities as well as representatives from several of the transportation provider agencies. Some members of the public also attended.

Workshop Proceedings

After the workshop objectives were explained and the participants introduced themselves, Nelson\Nygaard led a “Coordination 101” presentation. The objective of this exercise was to ensure all participants had a common understanding of human service transportation coordination. As part of this presentation, Nelson\Nygaard discussed the theory and principles

behind coordination and provided several examples of successful coordination projects from around the country.

A key workshop objective was fulfilling the planning requirements set out in SAFETEA-LU, which include developing a service inventory, assessing needs, identifying strategies to address the needs and prioritizing strategies. After the coordination overview, Nelson\Nygaard presented draft results of the inventory of human service transportation providers in the Casper area. The inventory provided statistics and summary findings from the existing network of providers, which spans some 47 agencies that have a combined budget of nearly \$3 million and a fleet of nearly 100 vehicles. A copy of the inventory was distributed to workshop attendees along with a request for their review and comment.

Nelson\Nygaard staff also presented their work on the transportation needs assessment and discussed findings with the workshop participants. The needs assessment is based on a variety of sources which are documented in this report. Workshop participants confirmed that the transportation needs presented at the workshop were accurate. Building on the initial needs assessment, Nelson\Nygaard led participants through an exercise, which required that participants state preferences about the expansion of public transportation services through a series of trade-off questions.

The results of these exercise resulted in a prioritized list of unmet transportation needs that were subsequently grouped into higher and lower needs. Higher needs were identified (in no particular order) as:

- Expand geographic coverage
- Provide weekend and evening service
- Develop more and better information about services, and
- Increase capacity on CATC (i.e. by providing trips more hours, experiencing fewer turndowns, providing higher level of service, etc.)

Lower needs were determined (in no particular order) as

- Make service faster and more direct,
- Improve CATC service quality and reliability,
- Offer more training, resources and education about specific services.

The last segment of the workshop involved discussing and prioritizing coordination strategies and determining how the strategies could best be implemented in Casper. Consensus was reached that developing and staffing a coordination council would be an important first step. Other priority strategies were identified as:

- Developing a directory of available transportation services and programs
- Expanding transit service coverage to the east, especially to the hospital and medical providers near the hospital
- Improving awareness about existing resources through a variety of programs that help consumers (travel training) and service providers (statewide driver training programs)
- Encouraging collaboration and cooperation where possible

Summary of Unmet Transportation Needs

Based on the findings generated through the processes described above, unmet transportation needs have been summarized into four categories:

Need for Service Expansion

- **Expansion of service to the east and southwest.** When existing passengers were asked where they would like to see The Bus go that it doesn't currently go, well over 1/3 (37%) said that expansion of service along East 2nd Street between the Eastridge Mall and Hat Six Road was important while some also said service to Yellowstone Highway and further southeast along CY Avenue. Likewise, many of the stakeholders and TSC members specifically mentioned that the east side of town that is growing and will likely need transit service in the future. This is also a key priority identified in the Coordination Workshop. Many of the individuals attending the workshop, including members of the public and social service providers, strongly expressed a need for service to the Mountain View Regional Hospital, area medical providers and shopping. Currently people traveling to the East Side must use higher cost Dial-A-Ride services to reach East Side destinations.
- **Expand existing service area.** Some stakeholders also mentioned providing additional fixed route service to Bar Nunn and the airport, but others felt that these areas did not justify fixed route service in the short-term.
- **Weekend service.** When asked to provide specific and general comments, well over half of survey respondents said that weekend service would encourage them to ride The Bus more often. Also, the TSC ranked weekend service as the top transportation need in the community. It should be noted that this need has been identified in the past and that funding has already been identified for this additional service. It was not implemented due to the inability to hire drivers. This was also a priority among participants in the Coordination Workshop. It is also important to note that CATC is the only transit operator of any of the peer agencies that operates demand response service on Sunday. Finally, many of the peers reviewed for this plan operate fixed route services during approximately the same time as The Bus, though the most comparable systems in Cheyenne, Rapid City and St. George operate Monday through Saturday.
- **Earlier and later service hours.** Based on the survey, about 25% of existing passengers said that later service – even as late as 9:30 PM – would encourage them to ride The Bus more often. Many stakeholders also said that later service on The Bus and CATC were important, especially for attracting workers to public transit. While the TSC did not rank this as high as some other transportation needs, earlier and later service was still identified as an important need.
- **Service beyond Casper.** Some stakeholders expressed a need for more inter-city and regional service to communities outside Casper and service for people to come into Casper from adjoining or nearby communities, particularly for medical services and shopping.¹

¹ Some long-distance travel to and from Casper is available through Arrow/Black Hills Stage Lines.
<http://www.blackhillstgelines.com/>

Need to Improving Existing Services

- **More direct service.** Several stakeholders who are familiar with The Bus said that the directness and frequency of existing services made it more difficult to travel across town. One stakeholder mentioned that it can take two or three times as long to travel via public transit compared to driving or getting a ride with someone. Between 10 and 30 percent of all trips begin or end with a transfer, indicating that maintaining timed connections between routes is crucial for making the total system work.
- **Update CATC policies to better support existing riders.** Some stakeholders suggested that CATC does not always meet the needs of elderly and disabled persons (i.e. limitation to number of bags), though most stakeholders expressed strong support for CATC.
- **Arrival times.** Existing passengers on CATC expressed some concern with the arrival and wait times associated with using this service.
- **Coordinate human service transportation and public transit services.** The inventory of human services transportation conservatively estimates that the Casper region spends \$3 million on human service transportation with a fleet of nearly 100 vehicles. Even with this allocation of resources, many commented that existing human service transportation is not adequate to meet local needs. By improving the coordination among services, through increased collaboration among administrative functions, operational resources and service delivery, there is potential to create a more efficient and more effective transportation system.

Need to Promote and Implement Multimodal Transportation

- **Access to the bus is important.** Overall, walking plays a very important role in all trips made on The Bus. While every trip begins and ends by walking, the average time people spent walking to and from the bus stop averaged just over 10 minutes. This is just one indicator that pedestrian access to and from the bus is an important component of most trips made on The Bus.
- **Recognition of access to transit for all users.** Several of the studies reviewed for this plan discuss the specific transportation needs of people in the Casper area who cannot or choose not to use automobiles. It was specifically discussed in the Baby Boomer study that seniors will be more likely to use transit service if the transportation infrastructure is designed to better accommodate them and that service hours on the transit system be expanded.

Need to Expand Awareness and Comfort of Existing Services

- **Marketing information.** While most stakeholders felt that marketing information was readily available on The Bus and CATC, some TSC members felt that improving marketing was a need in the community. Similarly, about one in four passengers (23%) on The Bus said that information at bus stops was average, below average or poor.
- **Availability of service.** Members of the public (especially older adults) need to better understand and be aware of service that are available to them, and learn how to use the service. In particular, some stakeholders mentioned that they are not aware how the route deviation service feature on The Bus works or if it is available to them.

Chapter 9. Transit and Coordination Strategies

This chapter presents a range of potential transit and coordination strategies that have been developed to address the unmet transportation needs identified in Chapter 8. Conceptual strategies for improving transit service are presented separately from those relating to coordination of transportation services. As such, each potential strategy is given a unique identification number corresponding to either a transit strategy (e.g., T1, T2, etc.) or a coordination strategy (e.g., C1, C2, etc.). Some strategies have variations and are denoted by sub-strategies (C1.1, C1.2, etc.).

It is important to note that the strategies presented in this chapter have not yet been fully developed, nor has funding been identified to implement them. Implementation of some strategies, for example those that would require additional service hours, will require funding above and beyond what is now available. Other strategies could be considered “cost neutral” in that they would require little or no additional funding; rather, existing resources would be redirected. Implementation of some strategies (for example, eliminating Sunday CATC service) will actually result in cost savings that could be redirected to implement other high priority improvements.

The transit *strategies* should be considered the starting point for assessment of transit *alternatives*, which are further defined in Chapter 10. The alternatives outline potential service changes assuming: (1) the current level of funding, (2) a reduction in funding, or (3) increased funding. These assumptions are conceptual and presented for planning purposes only; they are not based on actual budget projections.

Coordination strategies have been prioritized based on feedback received from the stakeholder interviews, the TSC and the Coordination Workshop, and will serve as the framework for the Coordinated Public Transit Human Services Transportation Plan required by federal legislation in order to access funding for the JARC, New Freedom and Transportation for Elderly Persons and Persons with Disabilities (Section 5310) programs. Although limited, some new funding from these programs is available for the Casper Urbanized Area and can potentially be used, in part, to fund some coordination strategies.

Transit Strategies

T1. Expand Geographic Coverage for The Bus

Expanding fixed route service beyond the existing coverage area was a primary need identified through stakeholder consultations and the on-board passenger survey. The Long Range Transportation Plan also mentioned expansion of service as either a short-, mid- or long-term need. Several potential areas of expansion were suggested, as discussed below.

T1.1 Expand Along East 2nd Street

The need for expansion of fixed route service east of the Eastridge Mall along East 2nd Street was a common theme among stakeholders. This area was also highlighted as a short- to mid-term need as identified in the Long Range Transportation Plan. While it may be possible to only serve a portion of this corridor, at minimum the new Mountain View Regional Hospital should be served both for persons needing to access medical care, and for employees.

T1.2 Expand West of Robertson Road

Fixed route service to the neighborhoods southwest of Paradise Valley (west of Robertson Road), was another suggested area of service expansion on The Bus. It is likely that service would need to penetrate the older neighborhoods along Robertson Road, as well as the newer neighborhoods, especially along Trappers Trail Drive and Whiskey Gap Road.

T1.3 Expand to the Airport

The Natrona County International Airport was mentioned by some stakeholders as a possible area of expansion on The Bus, especially for persons who work at or near the airport. This need was also discussed in the Long Range Transportation Plan. Because demand to and from the airport is largely related to employee shift times and flight schedules, it would probably not be necessary to provide service here on a regular basis throughout the day.

T1.4 Expand to Bar Nunn

Some stakeholders suggested transit service should be expanded to Bar Nunn, but this was more of a mid- to long-term need as the area develops. The Long Range Transportation Plan also identifies this area as a short- to mid-term need. Because of the nature of the street network in Bar Nunn, it may be necessary to provide service on each of the main radial streets. This strategy is considered a lower priority, in part because CATC does provide some limited service already to Bar Nunn.

T2. Weekend Service on The Bus

The lack of weekend service on The Bus was another major unmet transportation need that was identified by stakeholders and existing transit users. Saturday service would be the logical first step in implementing service beyond weekdays, and could be implemented independent of Sunday service. It should be noted that funding has been identified for Saturday service on The Bus and is already a stated priority.

T2.1 Saturday Service

Among existing passengers, 37% said that Saturday service was important for improving the system. Because transit is much more heavily used for shopping and recreation trips on the weekends, it is not necessary to begin service as early as during the weekday. The peer transit agencies reviewed for this plan that operate on Saturdays begin later and end earlier than weekday service. Based on these peer agencies, a good “rule of thumb” for Saturday service in the Casper area would be from 9:00 AM to 5:00 PM.

T2.2 Sunday Service

While the need to provide Sunday service was not mentioned to be as critical as that of providing Saturday service, about 21% of existing passengers felt that offering service seven days a week is important. It should be noted that none of the peer agencies reviewed for this plan operate on Sunday, so this may be more of a long-term rather than short-term need. Typically, transit agencies that operate service on Sundays scale back service somewhat compared to Saturday. Therefore, service from approximately 10:00 AM – 4:00 PM would likely be a sufficient starting point in order to assess demand.

T3. Extend Service Hours on The Bus

Many stakeholders and existing passengers also mentioned the need to extend service hours on The Bus. This is a particular need for some existing passengers to allow more flexibility in their schedule. It was also suggested that more people would use The Bus for work related trips if they could rely on service later in the evening. Implementation of this strategy will require additional funding because of providing more service hours.

T3.1 Later Service Hours

A significant number of existing passengers (22%) said that providing service later in the evening would be their top improvement on The Bus. It is assumed that as a starting point, service would be extended from the current ending time of approximately 6:30 PM to 8:30 PM. To ensure maximum connectivity throughout the system, the service span on all six routes would be extended to this time.

T3.2 Earlier Service Hours

Because The Bus begins service at approximately 6:30 AM, the need to begin service earlier in the morning was not as great of a need as other service expansion options (only 6% said that this was one of their top suggestions for improving The Bus). As such, this strategy only assumes starting service at 5:30 AM on all routes.

T4. Streamline Service on The Bus

While transfers are common in most transit systems, they also add time and complexity to a trip. While some passengers are less sensitive to the time it takes to transfer, or the need to consult two route schedules, a single transfer can deter people from using the bus.

Based on the passenger survey, approximately 30% of existing passengers on The Bus must transfer to reach their final destination. Most of the transfer activity is on the Red, Blue and Green routes at the downtown transfer center, with less transfer activity on the Yellow route. The Orange and Purple routes are the only two routes that do not connect to all routes in downtown, and are thus more likely to require a transfer. There are several possible strategies for reducing the number of transfers, as described below.

T4.1 *Interline Routes*

Routes could be interlined by having a driver alternate between routes during his or her shift. The bus would have to change the overhead sign to indicate a different route, but this strategy connects routes in a way that allows passengers to use more than one route but not have to transfer to another bus. Interlining routes would also allow some routes that have difficulty staying on schedule (such as the Blue route, as indicated by the driver survey) to share the layover of another route that has more flexibility in its schedule. There are several likely combinations of how routes could be interlined:

- Blue and Green
- Red and Green
- Yellow and Blue

T4.2 *Combine Red and Blue routes into a two-way loop*

Another possible strategy would be to combine routes into two-way loops. The most promising set of routes is the Red and Blue routes where the Red route could be extended to connect to the Eastridge Mall via Walsh Drive and Gannett Street. This would allow someone traveling on the Red or Blue route to reach any of the destinations along this entire loop and eliminate the need to transfer between routes. Currently, a passenger boarding at the Eastridge Mall that wanted to travel to Casper College would need to take the Blue route and transfer to the Red route at the transfer center. This trip would be much easier to complete (without a transfer) if the two routes were connected. This strategy has the added benefit of serving Walsh Drive and Gannett Street, both of which have concentrations of multi-family housing.

T4.3 *Combine Green and Yellow routes*

This strategy would combine portions of the Green and Yellow routes to improve north-south connectivity. The northern piece of the Green route would be connected to the Poplar portion of the Yellow route to create a single route.

T5. Reduce or Eliminate Sunday Service on CATC

Given limited demand and actual usage, one strategy to consider is that of reducing or eliminating Sunday service on CATC. Ridership data shows that Sunday ridership on CATC is 33% lower as compared with weekday service, and that there are a lot of cancellations. Several strategies could be employed to reduced Sunday service on CATC:

T5.1 Reduce Sunday Service Hours on CATC

Because most medical and social service offices are closed on Sunday, trips provided by CATC on Sunday appear to for social or shopping purposes. Employing this strategy would reduce the number of hours to early morning to allow people to use this service to attend faith based activities. Instead of operating from 8:00 am – 5:00 pm, service would only operate from 8:00 am – 1:00 pm; a 50% reduction in service hours.

T5.2 Eliminate Sunday Service on CATC

Another strategy would be to eliminate Sunday service all together and reallocate those service hours to other types of service such as additional evening service on The Bus or additional Saturday service, which has emerged as a higher priority than providing service on Sunday.

T6. Assess Options for Meeting ADA Compliance

The Americans with Disabilities Act (ADA) requires transit operators who provide fixed route services, such as those provided by The Bus, to make services available for persons with disabilities. This service can be provided in one of two ways:

Complementary Paratransit

One option is to provide complementary paratransit services for persons with disabilities who are unable, due to their disability, to use regular transit services. This service is typically provided by vans or small buses in response to trip requests made one or two days in advance of the service. An operator may choose to make its paratransit service available to persons other than those with disabilities, such as CATC currently does. However, persons who are determined eligible according to standards set by the ADA, are entitled to receive paratransit during the same hours and within the same service area as fixed route transit operates. It is not permitted for a transit agency to deny trip requests, limit the number of trips a person may receive, or prioritize trip requests for persons who are ADA eligible. Restrictions may be placed upon those who are not ADA eligible, however.

Currently, CATC service hours during the weekday do not mirror those of The Bus; in order to reach compliance, service hours would need to be extended by ½ hour in the morning, and 45 minutes in the afternoon. CATC currently exceeds minimal ADA requirements by offering service on Saturday and Sunday service when The Bus does not operate at all.

Establishing a complementary paratransit program will also entail developing a certification process to determine who is eligible to use it. This would most likely require additional staffing resources.

Furthermore, should CATC decide to limit its paratransit program to those who are ADA eligible (defined as those whose disability prevents use of fixed route transit), some current CATC riders may not qualify, or will need to make alternate arrangements such as using The Bus for their trips if they are able to use it. This change may be difficult for some people, and will require education, training and public outreach to effectively manage the transition.

Deviated Fixed Route

A second method of complying with the ADA is to offer deviations off the fixed route, such as CATC does now. The ADA requires that the operator deviate, or go off route, within $\frac{3}{4}$ mile of the fixed route service in order to drop off or pick up a person who may not be able to get to the bus stop. At present, CATC does not consistently offer deviations within $\frac{3}{4}$ mile of all of its fixed routes, because of the difficulty in adhering to established schedules when doing so. Furthermore, route deviations are difficult for passengers to understand, and in most cases are not widely used.

CATC may be better served by expanding Dial-A-Ride's span of service to match the fixed-route schedule and eliminating the route deviations. The resources required to extend Dial-A-Ride service into the evening may be harvested by limiting Dial-A-Ride to the days and times when fixed-route services operate, namely by limiting or eliminating Sunday service.

According to the passenger survey completed for this project, 40% of CATC riders indicated that they do not have a disability that prevents their use of The Bus. Instead, these riders are using CATC because no other transportation alternative is available to them. A long-term goal should be to encourage those persons who can use The Bus to do so and to limit CATC use to those persons with more limited mobility. Making service improvements and/or expanding services on The Bus will make the service more attractive to those who may not use it now. Other steps can be taken, such as providing travel training or conducting public outreach, to encourage and teach persons to use the regular bus service instead of relying on paratransit.

T7. Provide Low Floor Buses on The Bus

One of the stated needs emerging from this project is that of ensuring that transit is accessible for all users. One step that can be taken to appeal to seniors and people with disabilities is to make it easier to board and alight the bus by providing low-floor buses. The first step of modern low-floor buses are approximately 15 inches high, which is only slightly higher than most curb heights. Low floor buses that may be appropriate in Casper come in sizes ranging from 29-40 feet, accommodating between 28-40 passengers.

T8. Improved Marketing for Route Deviation Services on The Bus

The route deviation service offered on The Bus routes is not heavily utilized, in part because existing riders may be unaware of this service. Should the decision be made to continue deviated services, this strategy would make the route deviation service on The Bus more clear by updating existing brochures, schedules and the website. It would also be helpful to include information about this service on the buses themselves, as well as through a quarterly newsletter or other special announcement.

T9. Transit Signage on The Bus

This strategy relates to how passengers and the public perceive and understand the services offered by The Bus. While only a small percentage of residents in the Casper area use The Bus on a daily basis, many more people see the bus operating on the streets. Good signage can help transit users and non-users better understand the system.

Effective signage and marketing strategies are descriptive of the services that are operated. On The Bus, it is very important that the public understands that a fixed route service is offered on a set schedule. It is also important for people to understand where that service is operating and that they might be able to use it.

One strategy to this end is to create more descriptive signage and naming convention on all routes. While the current color-coded routes make the distinction between routes, the name itself does not describe where the route operates or along what streets. The fixed route system could better be understood by passengers and the general public if it were more descriptive, such as “BLUE – 2nd Street / to Eastridge Mall.” Because overhead signage on The Bus is not electronic, these signs may need to be modified. A sample of how this could be done is shown below:



← Existing overhead signage



← More descriptive overhead signage

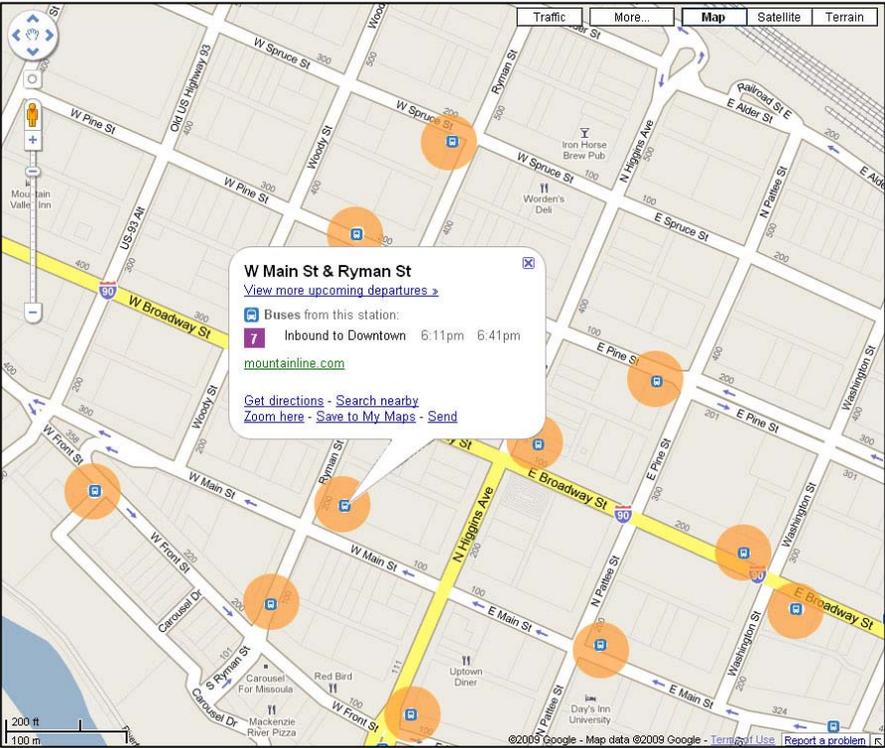
The bus stops signs could also be more descriptive and include more information about the route and/or the service in general. A sample bus stop sign with improved route information is shown at right.



T10. Web-based Transit Information on The Bus

Transit users are increasingly becoming more reliant on web-based transit information to assist them with their travel plans. Likewise, non-transit users are increasingly using web-based mapping for all of their travel needs. As mobile devices become more developed, most people will have the ability to access information about using transit at their fingertips.

One potential strategy to reach people who rely on web-based information is to use Google Transit to post all stops and schedules on The Bus. Users would be able to zoom into a map of the Casper area and see where stops are located and which routes serve that stop. Schedules can also be associated all stops in the system and users can see upcoming trips in both directions. Finally, a link to the CATC/The Bus website can be included in the pop-up box when users click on a stop. A sample of Google map is shown below in Missoula, Montana with the bus stops highlighted in orange.



Coordination Strategies

C1. Institute a Mobility Management Program

During stakeholder interviews and the coordination workshop, project participants reiterated a need for a centralized clearinghouse that would promote local coordination activities. Currently, no such mechanism exists. A centralized clearinghouse could, for example, serve to distribute information about available transportation services, conduct outreach and marketing activities to improve understanding and awareness of available transportation services, such as developing and updating a transportation inventory and resource guide; providing travel training; staffing a regional coordination council; and otherwise taking actions to advance coordination activities on behalf of the Casper Area public transit and human service programs. These activities can be considered “mobility management.”

The purpose of developing mobility management capacity is to ensure that the organizational structure and staffing is in place to advance coordination activities and improve mobility throughout the Casper area. In addition to serving as a clearinghouse, a mobility management program could address a wide range of transportation issues. Examples of mobility management tactics are provided in Figure 9-1.

Figure 9–1 Sample Mobility Management Responsibilities

Operational	Technological	Informational
Ridesharing, vanpools, carpooling, biking Subscription buses Shuttles funded by private sector Dial-a-ride (night and low density) and demand-response feeders Guaranteed Ride Home Volunteer and community-based transportation services	Real-time rideshare matching Multi-provider trip reservation Integrated fare media	Travel training program Trip planning tools and kiosks Telephone center / website with information on all modes Joint programs w/ private sector

The FTA supports mobility management projects through three programs: Section 5310 Transportation for Elderly Persons and Persons with Disabilities; Section 5316 Job Access and Reverse Commute; and Section 5317 (New Freedom). In addition, the FTA defines mobility management activities as “capital” projects, which means they have a lower threshold for local match requirements.¹ This provides an excellent incentive to develop and implement mobility management projects intended to promote coordination. Potential candidates to assume a mobility management role in the Casper Area include CATC/The Bus, as the primary service provider in the region, or the Wyoming Independent Living Rehabilitation (WILR). This agency is already providing mobility management activities on behalf of disabled persons throughout Wyoming and with additional resources could potentially expand its role to provide a broader coordination function.

¹ A 20% local match is required for capital projects compared to 50% for operating projects.

C2. Create a Coordination Council

Another need identified in the Coordination Workshop was to develop a Coordination Council, which would provide an opportunity for local program staff invested in human service transportation to meet on a regular basis to network, share information, and mutually agree upon future coordination goals and activities. It is suggested that the Coordination Council consist of representatives from the following agencies: CATC/The Bus, the City of Casper, the MPO, Wyoming Independent Living Rehabilitation, Workforce Development, NOWCAP, and Senior Services. Other social service agencies that provide transportation, or have a stake in the transportation services, should also have representation on the Council. While there are challenges with organizing such a group, and meeting on a regular basis, the benefits with regard to coordination of transportation services in the Casper area could be great. The formation of this group would also garner more visibility to the issue of transportation coordination and help build support for these initiatives at the local and state level.

C3. Create a Central Information Resource

Creating a central information source of available transportation resources in the Casper area is an idea that was voiced by a variety of sources. The central resource could be a combination of a one-stop telephone and internet based information center and/or a hard copy transportation directory. This strategy offers several benefits. Consumers benefit from having a single resource to learn about available transportation services. Furthermore, human service agencies and transportation service providers benefit from understanding the types and availability of other transportation resources.

This strategy may be implemented by the mobility manager with guidance from the Coordination Council. Guidance and participation from Coordination Council members will ensure the resource is relevant and regional.

C4. Create Travel Training Program

Travel training is a program that helps individuals make use of public or community transportation services. The goal is to assist persons who may now be using CATC when they could use The Bus, or to help first-time riders navigate the system. Customers benefit by expanding their mobility options, and the local transit agency benefits by ensuring the paratransit service is available for those who truly need it.

There are a variety of ways to implement travel training programs; some agencies provide a “bus buddy” to escort a first-time user on his/her bus trip, while other programs bring a bus to a community event or large employer to talk about bus service. In both cases, the purpose is to remove any fears or concerns associated with boarding the vehicle, paying the fare and navigating the system. Travel training programs may focus on individuals with special mobility needs or may work with members of the general public who have little or no experience with riding the bus.

A travel training program may be developed and staffed by the mobility manager. Ideally, travel training will be developed with input from Coordination Council members as their participation will help ensure the travel training program meets the needs of variety of potential users. A good starting place for the Casper area would be to coordinate efforts with WILR, since that agency has experience in providing travel training and it may be willing to expand its role should additional resources be available.

C5. Information Sharing

Innovative transportation coordination strategies are already active in the Casper region and the State of Wyoming. Examples include the Wyoming Independent Living Rehabilitation's (WILR) efforts to create individualized transportation plans and the Wyoming DOT's driving training program. Awareness of these strategies and applicability to local service providers, however, is not always well understood. A potential coordination activity, therefore, is to use the Coordination Council as a forum to share best practices and ongoing programs so that other agencies may learn from or participate in these ideas.

Similar with the centralized resource direction and travel training program, sharing information is a fairly low cost strategy that can be implemented quickly. Sharing best practices and new program ideas may be used as an initial step to help bring the Coordination Council together. This may also be used periodically so that Coordination Council members can reflect on their projects, programs and experience.

C6. Joint Insurance Purchase

One of the largest costs associated with operating transportation services is insurance. The inventory of human services transportation providers in the Casper area shows that there are some 15 agencies that operate one vehicle. Very small providers, such as these single vehicle operators, often have a difficult time finding and securing affordable insurance for their transportation agencies. In addition, rates can vary dramatically from year to year, making it difficult for agencies to accurately estimate future costs. These challenges are often also true for agencies with larger fleets. Reducing overhead costs, such as insurance, helps free up resources to provide more trips. There are opportunities, therefore, to arrange for a joint insurance program that reduces costs and administrative challenges facing human service transportation providers.

Background work on needs and requirements of the insurance program may be best identified by the Coordination Council and researched by the mobility manager. Given the different insurance requirements associated with individual agencies, this strategy may not meet the needs of all Coordination Council participants. Administrative complexity also means this may take several months to achieve.

C7. Shared Vehicle Maintenance

Another large cost associated with operating transportation services is vehicle maintenance. Many of the smaller operators do not likely have maintenance staff on hand and thus purchase such services on the general market. As a result, there is potential for some transportation providers to work together to contract for maintenance as a larger group. Increased purchasing power may help reduce costs and increase service quality. Another potential strategy is to purchase maintenance services from one of the larger transportation providers that has capacity and is equipped to sell maintenance services. Purchasing maintenance services from another provider helps the selling agency earn revenue and helps the purchasing agency with lower costs and/or higher service quality.

The Coordination Council may take a lead role in this strategy by helping to matching purchasers with sellers. The Coordinating Council may also help develop any technical or administrative resources needed to support this arrangement.

C8. Shared Scheduling Software

CATC's scheduling software helps the agency manage and organize trip requests so that drivers and vehicles are dispatched as efficiently as possible. Other providers with multiple vehicles may or may not have similar capabilities. A potential strategy to improve coordination among operators would be for providers to share scheduling software capabilities. Initially, this may mean that providers in Casper may be able to purchase a second license to CATC's system, lowering costs. In addition, having multiple users of the same operators also benefits the region because people using the software can share training, discuss implementation experiences and discuss new ideas.

Sharing scheduling software is relatively straight-forward. The mobility manager may research opportunities, constraints and costs associated with CATC's current license and bring the information to the Coordination Council for discussion and consideration.

C9. Bulk Fuel Purchase

Similar with insurance and vehicle maintenance, fuel represents a significant transportation operating cost. Fuel costs also vary from year to year and challenge agencies as they try to estimate future service costs. As a result, there is incentive for transportation providers to work together to purchase fuel in bulk from a seller or as part of another agency contract.

The Coordination Council, with the support of the mobility manager, may work together to inventory how much fuel members purchase, where/how they purchase the fuel and the price they pay. This process will help agencies identify where there are opportunities to save costs, reduce administrative oversight and work together. The mobility manager will be a key resource in this process, coordinating research and looking at other successful examples so that strategy may work in Casper.

C10. Shared Back-Up Vehicles or Drivers

Given the composition of transportation providers in the Casper area (53% have one vehicle), another potentially relevant coordination strategy to help operators work together is sharing back-up vehicles and drivers. Oftentimes, small transportation operators have to suspend service if their vehicle breaks-down or driver gets sick, which may subsequently impact agency programming. Developing an agreement whereby several agencies have access to a back-up driver or vehicle will help small operators maintain service levels at a reasonable cost. Often larger agencies are able to offer back-up services and by selling their available resources, may earn revenue for the agency.

The Coordination Council may take a lead role in this strategy by identifying which agencies are interested in setting up an agreement for backup vehicles and/or drivers and developing the agreements and contracts necessary to support such an arrangement. The mobility manager may support the Coordinating Council as it understands the technical and administrative requirements as well as research how other agencies or regions have implemented similar programs.

C11. Consolidate Functions

As the Casper area works towards an increasingly coordinated transportation system, it may consider consolidating or merging various operating functions under a single operating entity. The two most common approaches are (1) to consolidate call center functions (reservations,

scheduling, and even dispatching) under a call center manager or broker; and (2) to consolidate call center functions plus some or all of the service delivery functions.

Consolidating call center functions is somewhat easier to implement because it creates a one-stop call-in number and a single dispatcher (or dispatching center) to schedule requested ride among the available providers, vehicles or services. Trips, however, are scheduled on any number of providers. Providing consumers with one call-in number greatly increases customer convenience. Jointly scheduling trips also helps to organize trips efficiently and maximizes ride-sharing and thus has potential to increase trips. Consolidating service delivery functions takes this one step further by also consolidating transportation services so they are provided by a handful of providers. For many operators, purchasing rather than providing transportation services saves money and reduces agency administration.

Consolidating functions, however, takes time and considerable cooperation to implement. It is administratively complex because agencies have requirements imposed by funders or state and federal regulations that may or may not match with other providers. Developing a system where agencies successfully share costs is also a significant challenge, especially if existing transportation providers do not currently know how much they spend on transportation. Despite these challenges, other areas and regions have successfully coordinated call-in and brokerage agreements among several agencies.

This strategy is a longer term opportunity for the Casper region. However, any potential for this type of consolidated and coordinated service delivery system can only be achieved as the Coordination Council works together, builds trust and successfully implements smaller, less risky strategies.

C.12 Develop Capital Improvement Program

Projects funded with FTA grant funds (Section 5310) are required to be “derived from” a coordinated plan. Therefore, it is important that this plan also acknowledge the need for capital improvements that can benefit travel for older adults, persons with disabilities, and those who have low-incomes. The needs assessment revealed the need to replace vehicles that are used to support mobility for elderly and disabled persons on a regular basis as well as the need to expand or provide new vehicles. In addition, other capital improvements are needed, such as enhancing pedestrian access, providing shelters, benches and other transit amenities, improving signage, improving facilities, and encouraging use of more advanced technology.

A capital improvement program could lay out a schedule for replacing vehicles and determine priorities for accessing other capital improvements over time. Figure 9-2 provides a summary of the Transit and Coordination strategies.

Figure 9–2 Summary of Transit and Coordination Strategies

Strategy	Description	Need Addressed
T1.1	Expand The Bus along East 2nd Street	Serve key destinations currently not served by public transit
T1.2	Expand The Bus west of Robertson Road	Serve key destinations currently not served by public transit
T1.3	Expand The Bus to the Airport	Serve key employment sites
T1.4	Expand The Bus to Bar Nunn	Provide service to outlying communities
T2.1	Saturday Service on The Bus	Expand service hours beyond what is now available
T2.2	Sunday Service on The Bus	Expand service hours beyond what is now available
T3.1	Later service hours on The Bus	Expand service hours beyond what is now available
T3.2	Earlier service hours on The Bus	Expand service hours beyond what is now available
T4.1	Interline routes on The Bus	Streamline and provide more direct service
T4.2	Combine Red and Blue routes into a two-way loop	Streamline and provide more direct service
T4.3	Combine Green and Yellow routes	Streamline and provide more direct service
T5.1	Reduce Sunday service hours on CATC	Improve cost effectiveness; redirect resources for critical needs
T5.2	Eliminate Sunday service on CATC	Improve cost effectiveness; redirect resources for critical needs
T6	Re-Assess ADA Compliance for The Bus	Streamline services (make them more simple and easier to understand)
T7	Low-floor buses on The Bus	Increase accessibility of existing fleet
T8	Improve marketing for flex route services	Reduce reliance on higher cost demand response service
T9	Transit signage on The Bus	Make service more simple and easier to understand
T10	Web-based Transit Information	Increases information for riders; Expands awareness of services
C1	Institute a Mobility Management Program	Creates resources to support coordination activities; Activities will increase service awareness, improve customer relations and reduce agency costs in order to free resources for services
C2	Create a Coordination Council	Supports coordination; Coordination activities will increase awareness, improve customer relations and reduce agency costs
C3	Create a Central Information Resource	Increases information for riders and expands awareness of services; Increases community accessibility and mobility
C4	Create Travel Training Program	Encourages riders to use low cost modes; Reduces reliance on higher cost demand response service
C5	Information sharing	Reduces agency administrative costs and frees resources
C6	Joint Insurance Program	Reduces agency administrative costs and frees resources
C7	Shared Vehicle Maintenance	Reduces agency administrative costs and frees resources
C8	Shared Scheduling Software	Reduces agency administrative costs and frees resources for services; May increase service productivity and increase service capacity
C9	Bulk Fuel Purchase	Reduces agency administrative costs and frees resources
C10	Shared Back-Up Vehicles or Drivers	Reduces agency administrative costs and frees resources for services; Reduces service disruptions
C11	Consolidate Functions	Eliminates duplication; more direct access for customers
C12	Capital Improvement Program	Establishes a plan for vehicle replacement and other capital improvements

Chapter 10. Transit Service Alternatives

This chapter suggests transit alternatives related to the services offered on The Bus and CATC. The service alternatives have been developed based on three *possible* funding scenarios which assume:

- Reduced funding (assumed to be a 10% decrease)
- Status quo funding (the same as is currently available)
- Increased funding (assumed to be a 20% increase)

All three of the alternatives are presented **only for planning purposes** and are intended to help CATC/The Bus make service decisions in the case that total operating revenues are reduced, stay about the same, or are increased. The reduction and increase in funding were arbitrarily chosen in order to develop service scenarios that could respond to a possible change in financial conditions for CATC/The Bus.

It is important to note this discussion is **not intended to serve as a financial plan** for CATC or The Bus. It is also important to note that the funding alternatives specify operating costs and not capital costs. Capital costs are covered by various federal, state or local fund sources and tend to be one-time expenses rather than on-going expenses. The Final Report will present a more comprehensive financial plan for a single recommended alternative.

The status quo and increased funding alternatives are further differentiated by how funds are split between demand response service (CATC) and fixed route service (The Bus). For both the status quo and increased funding alternatives, one option assumes the same funding split between CATC and The Bus, while another option reflects a higher proportion of funding dedicated to The Bus than what now exists.

Existing funding available for CATC/The Bus is approximately \$1,735,000. This amount is based on the current year budget for CATC/The Bus. Operating funding sources for CATC/The Bus include fares, local contributions, state contributions, and Federal funding. Of the current operating costs, approximately \$736,000 is dedicated for fixed route The Bus services (42%), while \$999,000 is dedicated for Dial-A-Ride CATC services (58%). Based on these existing figures, estimated funding levels for the Reduced, Status Quo and Increased funding alternatives are shown in Figure 10-1 below.

Figure 10–1 Estimated Operating Revenues

Alternative	Reduced Funding (-10%)	Status Quo Funding		Increased Funding (+20%)	
		Option 1: Existing Funding Split	Option 2: More Resources for The Bus	Option 1: Existing Funding Split	Option 2: More Resources for The Bus
CATC	\$909,000	\$999,000	\$739,000	\$1,200,000	\$887,000
The Bus	\$669,000	\$736,000	\$996,000	\$882,000	\$1,195,000
Total	\$1,578,000	\$1,735,000	\$1,735,000	\$2,082,000	\$2,082,000

Assumptions About the Existing Service

Prior to discussing the service strategies suggested for each alternative, it is important to highlight assumptions for the existing service. As noted above, total operating costs for the current year are \$1,735,200, and about \$999,600 (58%) of that is spent on CATC while the remaining \$735,600 (42%) is spent on The Bus. To be able to estimate costs for additional or reduced services, the following assumptions are made about each service:

- **CATC.** During the weekday, seven buses operate from 7:00 AM – 5:15 PM, or 10.25 hours daily. This equates to 71.25 service hours per weekday, or approximately 18,300 annual service hours. Weekend service operates from 8:00 AM – 5:00 PM, or 9 hours per day. Based on existing service, three buses are in operation on Saturday, which equates to 27 hours per day or 1,400 service hours on an annual basis. Three buses also operate on Sundays. Assuming 52 Sundays per year, this equates to another 1,400 annual service hours. In total, CATC is estimated to operate about 21,000 service hours annually. At an annual operating cost of \$999,000, the cost per service hour is about \$48.00.
- **The Bus.** All six routes on The Bus operate on hourly headways from approximately 6:30 AM – 6:30 PM, or 12 hours a day per route. Each route requires a single bus to operate, so on an average weekday, this equals an estimated 72 service hours per day. Since no service is operated on weekends, it is assumed that The Bus operates about 255 days per year¹. Assuming 255 weekdays and 72 hours per day is approximately 18,360 annual service hours. Based on the total operating cost for The Bus of \$736,000, it is estimated that it costs about \$40.00 per service hour to operate The Bus.

Reduced Funding Alternative

Because funding for public transit in Casper is already limited, an alternative that assumes a reduction in funding for transit may not seem desirable. However, given the current economic climate, it is prudent to consider options for reducing transit services should funding decline. This alternative assumes a modest 10% decrease in funding, and it assumes the allocation of funding between The Bus (42%) and CATC (58%) is unchanged.

Four service changes are identified below should transit funding be reduced by approximately 10%. It should be noted that in the case that operating costs are reduced, the primary goal would be to preserve as much existing service as possible before adding new service. Thus, addressing the unmet transportation needs that were discussed in Chapter 8 would be deferred until funding is stabilized and/or growing.

Eliminate Sunday Service on CATC

As stated in the needs assessment (Chapter 8), Sunday service is not among the most productive service and thus may not be a cost-effective use of limited transit resources. While the elimination of any service is not desirable, this alternative may make most sense to implement for two reasons: First, provision of Sunday service on CATC actually exceeds requirements of the ADA because it offers service above and beyond what is available on The Bus; and secondly, Sunday ridership on CATC is much lower than on weekdays. On average, 50 trips are provided on Sunday, compared to 160 average trips provided weekdays. Eliminating Sunday service on CATC would save approximately \$45,000 in operating costs annually.

¹ CATC and The Bus do not operate during six holidays per year, and 255 weekdays a year assumes that these holidays are excluded.

Sunday Taxi Voucher Program

If Sunday service on CATC is eliminated, a limited taxi voucher program could be implemented to accommodate those people who require some service on the weekend. It should be noted that the details of implementing a taxi voucher program would have to be discussed in much more detail. One potential issue with this program is that taxis may not be able to provide the same level of service as passengers are used to receiving on CATC. Another issue is determining who receives taxi vouchers and when they can be used.

Assuming a single round trip taxi ride to cost on average \$25, with a co-pay/fare of \$5 per trip, and an estimated 25% of the existing Sunday CATC trips (13) would use the taxi service, this program would cost an estimated \$19,000 annually, including administrative fees. The net savings, then, would total approximately \$26,000 to replace CATC Sunday service with a subsidized taxi program.

Reduce Weekday Service Span on CATC

Another cost savings measure would be to begin operating CATC one hour later in the morning so that it would operate 8:00 AM – 5:15 PM Monday through Friday. While this change will prove inconvenient for some people, only about 5% of trips are taken between 7:00 and 8:00 AM. These trips, however, account for about 10% of total costs on CATC. Assuming seven buses operating for one hour and 255 days per year, this is equal to 1,785 service hours. At \$48.00 per service hour, this is estimated to save about \$86,000 annually. It is assumed that the flex route operation on The Bus is still available to meet ADA requirements when CATC is not operating.

Reduce Service Span on The Bus

No reduction in service hours on The Bus is desirable, especially since one of the primary unmet transportation needs in Casper is to increase service hours. If reductions in service are required, however, it is usually more acceptable to reduce service hours on all routes than to eliminate service on just one route. This scenario assumes that The Bus starts service one hour later (around 7:30 AM), which is in line with the reduction in weekday service span on CATC. This change would save about 1,500 annual service hours. At an estimated \$40.00 per revenue hour (based on existing operating cost per revenue hour), this would save approximately \$60,000 annually.

Operating Cost Impact

Figure 10-2 summarizes the financial impact of each service change discussed above. The funding split between resources on CATC and The Bus are about the same as existing (58% for CATC and 42% for The Bus).

Figure 10–2 Reduced Alternative Operating Cost Estimate

Service Change	Estimated Cost/Savings
Eliminate Sunday service on CATC	-\$45,000
Sunday Taxi Voucher Program	+\$19,000
Reduce weekday service span on CATC	-\$86,000
Reduce service span on The Bus	-\$60,000
Total	-\$172,000
Estimated Reduced Alternative Operating Cost	\$1,563,000
<i>Existing Funding</i>	<i>\$1,735,000</i>
<i>Target Reduced Alternative Operating Cost (from Figure 4-1)</i>	<i>\$1,578,000</i>

Capital Cost Impact

Because no additional vehicles or other infrastructure needs are required, there are no capital cost savings or additional costs for this alternative.

Benefit/Need Met

This alternative creates a plan to equitably and cost-effectively reduce service costs in case of a funding reduction.

Status Quo Alternatives

It is likely that funding for CATC and The Bus will remain relatively constant over the next five years, and thus it is important to identify service strategies assuming status quo funding. The two options presented below offer slightly different ways to maintain and/or grow the two services. Option 1 assumes that the funding split currently in place between CATC and The Bus remains about the same, while Option 2 shifts resources more toward The Bus.

Status Quo Option 1: Existing Funding Split Between CATC and The Bus

This is the most straight-forward option presented because it does not assume a significant change in funding or how the current funding is split between the two services. However, several strategies presented in Chapter 9 are included in these options that are expected to have little or no impact on operating costs.

Interline Routes on The Bus

This alternative (See T-4, Chapter 9) relates to the need to provide more direct service on The Bus. Interlining routes essentially means that a bus will complete a cycle on one route and then switch to another route. Routes that are interlined essentially offers passengers a single-seat ride because passengers can stay on the same bus to get to their final destination. Interlining service also assures passengers they will not miss their connection, thus offering some passengers more convenient and direct service.

Interlined routes must connect at some point, so it would not be practical, for example, to interline the Blue and Purple routes or the Orange and Yellow routes. There are four routes that could be considered for interlining:

- **Red and Blue Routes.** The Blue route has the highest ridership in the system, and occasionally experiences overloading and schedule adherence issues. The Red route, on the other hand, has adequate time built into the schedule and does not experience the same level of ridership demand. If these two routes were interlined, the driver would have less time for recovery on the Blue route, but more time for recovery on the Red route.
- **Green and Red Routes.** The Green route also has trouble staying on schedule, largely because of the length of the route. The Red and Green routes could be interlined at the transfer center.

Figure 10-3 is a sample schedule for a single driver (using the Red and Blue routes as an example):

Figure 10–3 Sample Interlined Bus Schedule

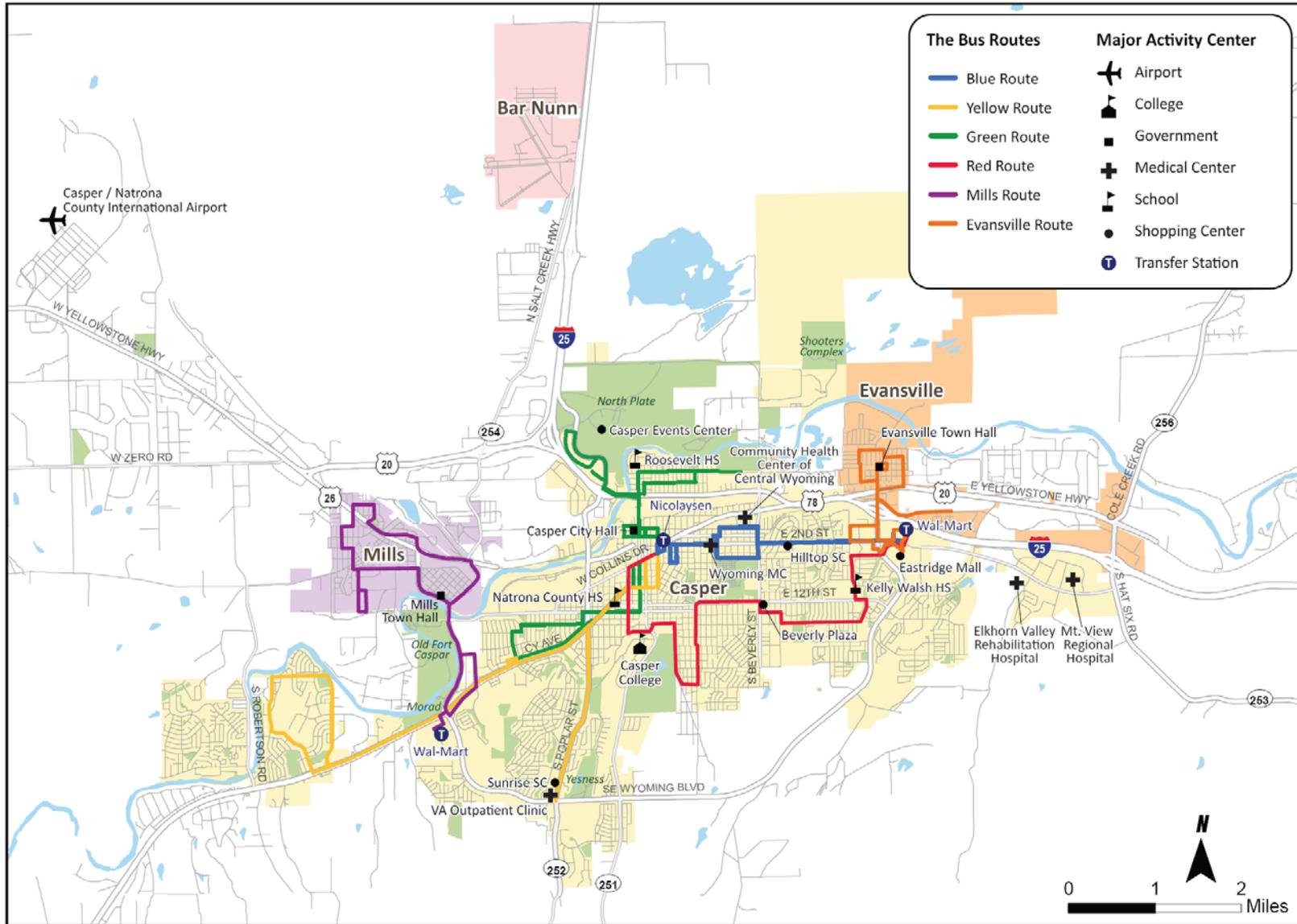
Route	Depart Transfer Center	Arrive Eastridge Mall	Arrive Transfer Center	Depart Transfer Center	Arrive 12 th / Walsh	Arrive Transfer Center
Blue	6:30 AM	6:50 AM	7:20 AM			
Red				7:30 AM	7:50 AM	8:15 AM
Blue	8:30 AM	8:50 AM	9:20 AM			
Red				9:30 AM	9:50 AM	10:15 AM

Although there would be some initial expenses to advertise a change in how routes operate, this strategy would have no significant impact on operating costs, and in fact could save some money and result in improved service performance for routes that are chronically running behind schedule.

Combine Red and Blue Routes into a Two-way Loop

Another strategy that would not have an impact on operating cost would be to combine the Red and Blue routes into a two-way loop. The routes would operate essentially as they are with the exception that the Red route would not make the one-way loop at the east end of the route. Rather, the Red route would travel outbound as it currently does until E. 12th and Walsh Drive, where it would turn north on Walsh Drive to Gannett Street where the route would cross Wyoming Boulevard and continue to the Eastridge Mall and on to the Walmart parking lot where a connection to the Orange route can be made. At this point, the route would change to the Blue route and continue inbound as the Blue route as it currently does to the downtown transfer center. In the reverse direction, the Blue route would continue along its current alignment to Walmart where it would turn into the Red route and continue to the Eastridge Mall, cross Wyoming Boulevard at Gannett Street and turn south onto Walsh Drive. If there is adequate time in the schedule, the Red route would then turn east on E. 12th Street, south on Bretton Drive, West on E. 15th Street and then continue inbound along the inbound alignment. If there is not sufficient time in the schedule, from Walsh Drive the Red route could turn west on E. 12th Street and continue on the existing inbound alignment – but this is not the preferred situation. Figure 4-4 shows this possible alignment of the Blue and Red routes.

Figure 10-4 Combined Red and Blue Routes



Combine Green and Yellow Routes

Another strategy that would not have an impact on operating costs is to combine the Yellow and Green routes. Based on feedback from the drivers, both of these routes have difficulty staying on schedule, and both routes have branches that do not necessarily need to be attached to that route and offer indirect service for passengers. For example, a passenger who boards a bus in north Casper and wants to get to downtown must stay on the bus as it travels on North Poplar, Wilkins Drive and Werner Court before arriving downtown. Likewise, a passenger who boards the Yellow route downtown and is destined for VA Clinic on South Poplar must travel the entire extent of CY Avenue and loop through Paradise Valley before continuing onto South Poplar. Similarly, a passenger who boards the bus in Mills and is destined for the Eastridge Mall must continue riding on the Yellow route through Paradise Valley and South Poplar before arriving downtown where they would transfer to the Blue route. One way to make all legs of these two routes more direct is to connect them in different ways. This could be done by doing the following:

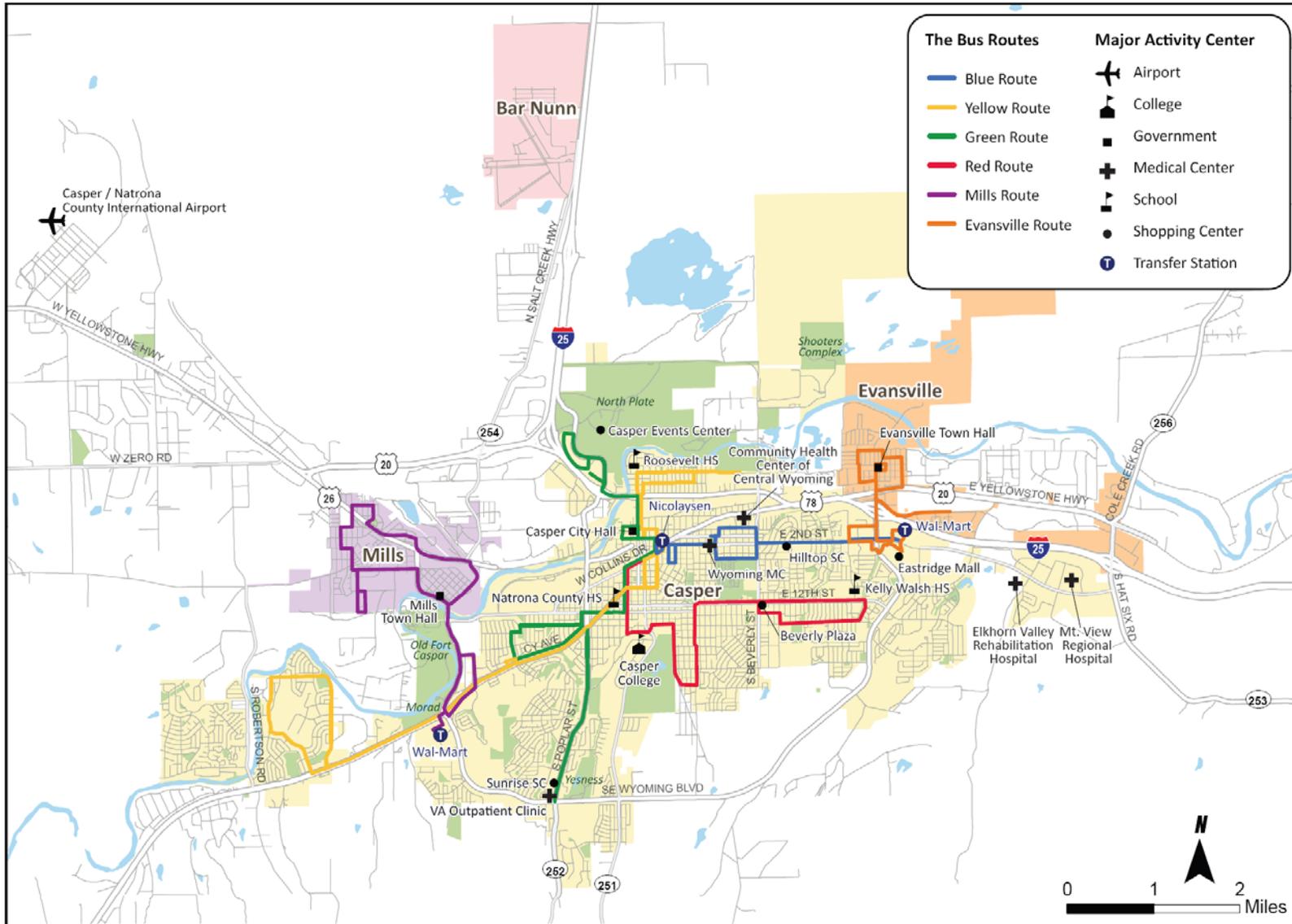
- **Green route.** This route would start at the downtown Transfer Center at the same time as the other four routes (0:30 past the hour) and begin traveling north as it currently does via E. 1st, north on Ash to B Street, north on Center to F Street. Rather than continue north and serve north Casper, this route would then continue west on F Street and serve North Poplar, Wilkins Drive and Werner Court before returning downtown via its current alignment. This portion of the trip is expected to take about 24 minutes. From the downtown transfer center, the route would then travel south on Poplar to the Sunrise Center, where it would turn around and head north again. At CY Avenue, the route would turn left and continue to Kit Carson where it would turn north. It would then continue north along its existing alignment to the transfer center. The total round trip would take an estimated 52 minutes.
- **Yellow route.** This route would start at the downtown Transfer Center at the same time as the other four routes. It would then travel north via Beech, turn west on 1st, and north on Center. From here, it would follow the existing Green route alignment through north Casper. Once the route hits Center and H Street, it would continue south on Center, east on 1st and south on Beech. From here, it would follow the exact same alignment as the existing Yellow route with the exception of the deviation via South Poplar. It should be noted that the Purple (Mills) route schedule would need to be adjusted to connect with the Yellow route at Walmart. The round trip on the Yellow route is expected to take about 53 minutes.

As noted above, this strategy would not require an increase in operating costs, but some one-time costs would be required to modify schedules, train drivers and notify passengers. Figure 10-5 illustrates the two modified routes.

Benefits/Needs Met

With no increase in funding, the Status Quo alternatives make service faster and more direct while also making service easier to understand and use.

Figure 10-5 Modified Green and Yellow Routes



Status Quo Option 2: Shift Resources Between CATC/The Bus

This option assumes that, within the existing overall transit budget, more resources would be dedicated to The Bus and fewer resources would be expended on CATC. Status Quo Option 2 also assumes that the strategies presented in Status Quo Option 1 would still apply, but Option 2 could be implemented independent of the strategies presented in Option 1.

New Flex-route Service on The Bus on E. 2nd Street

Perhaps the most compelling unmet transit need expressed by project stakeholders is that of expanding fixed route service to serve the growing east side of Casper. The new Mountain View Regional Hospital recently opened along this corridor, along with Elkhorn Valley Rehabilitation Hospital. Other developments are planned for this section of E. 2nd Street, including a new theater complex and other retail and office uses.

Development in this corridor, and on the east side of Casper, will continue to evolve over time, and so any new transit service in this area should be flexible in its design. Also, this area is too far away from the downtown transfer center to reliably complete a round trip within one hour, so a transfer to other routes is necessary without major route modifications. For these reasons, this strategy is based on providing a fixed route that covers a large area southeast of the Eastridge Mall to be designated as a flexible zone. Since The Bus already offers deviated fixed route service, this is not a new concept. The following describes the general design of the route:

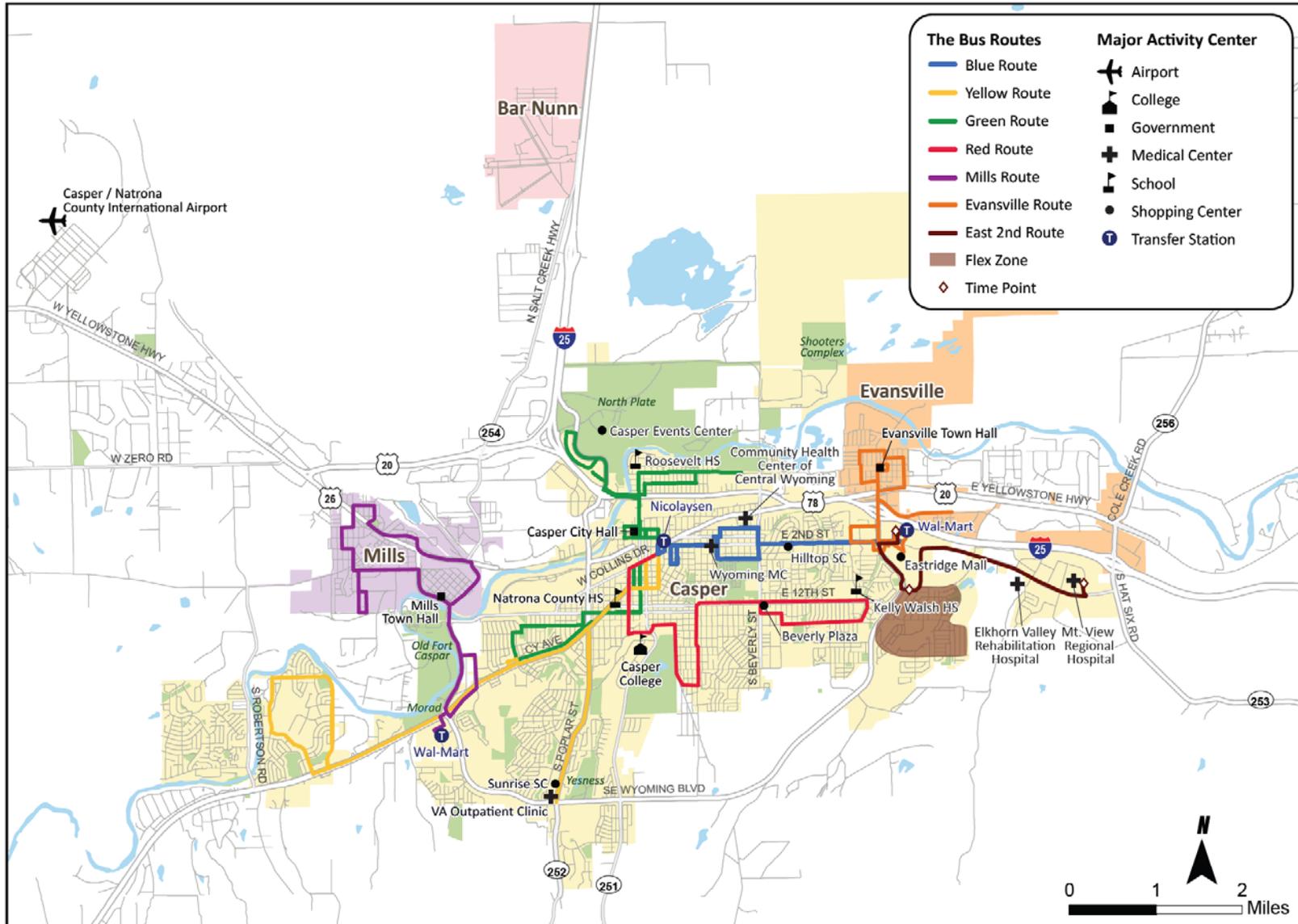
- Depart Walmart, west on E. 2nd Street, south on Wyoming Boulevard, east on Donegal Street, north on Landmark Drive, east on E. 2nd Street to the Mountain View Regional Hospital. A large flexible zone would exist south of Donegal Street and east of Wyoming Boulevard. Passengers wanting to be picked up in this area would need to call at least one hour prior to the bus departing the beginning or ending of the route (Walmart or the Mountain View Regional Hospital). Returning passengers would simply need to notify the driver of the deviation.

If there are requests in the areas south of Donegal Street to deviate, the schedule would be written to allow enough time to deviate and return to the designated timepoint. If there are no deviation requests, the route would continue to the Mountain View Regional Hospital where the bus would lay over until its scheduled departure time.

Assuming this route operates from 6:30 AM – 6:30 PM, five days a week, this alternative results in an estimated additional 3,100 annual revenue hours. At an operating cost per revenue hour of \$40.00, this new route would cost \$124,000.

Figure 10-6 shows the conceptual design of this route.

Figure 10–6 New Flex-Route Service on E. 2nd Street (Conceptual Design)



Eliminate Sunday Service on CATC

As noted in the Reduced Funding alternative, Sunday service on CATC is not the most cost-effective use of transit resources. For the same reasons stated in the Reduced Funding alternative, and because it frees up funding that could be directed to improve The Bus, this strategy would eliminate Sunday service on CATC. This change is estimated to save approximately \$45,000 in operating costs annually.

Sunday Taxi Voucher Program

Assuming CATC Sunday service is eliminated, a limited taxi voucher program could be implemented to accommodate those people who require service on the weekend. The concept of this program was described in the Reduced Funding scenario. It is estimated the program would cost \$19,000 annually.

Reduce Weekday Service Span on CATC

Another way to shift funding from CATC to The Bus would be to begin operating CATC one hour later in the morning, operating 8:00 AM – 5:15 PM Monday through Friday. This strategy was described in the Reduced Funding alternative and it is estimated that it would allow about \$86,000 to be shifted to The Bus. It is assumed that the flex route operation on The Bus is still available to meet ADA requirements when CATC is not operating.

Operating Impacts

Figure 10-7 summarizes the financial impact of each service change discussed above for the Status Quo alternative, Option 2. The funding split between resources on CATC and The Bus are shifted more toward the bus (47% for CATC and 53% for The Bus).

Figure 10–7 Status Quo Option 2 Operating Cost Estimate

Service Change	Estimated Cost/Savings
Eliminate Sunday service on CATC	-\$45,000
Sunday Taxi Voucher Program	+\$19,000
Reduce weekday service span on CATC	-\$86,000
New flex-route service on The Bus on E. 2 nd Street	+124,000
Total	+\$12,000
Estimated Operating Cost	\$1,747,000
<i>Existing Funding</i>	<i>\$1,735,000</i>

Other Possible Strategies

- **Saturday Service on The Bus.** Another strategy that could be considered under Status Quo Option 2 is to implement Saturday service on all The Bus routes instead of adding the new route on E. 2nd Street. This strategy is discussed below under Increased Funding Option 2.

Status Quo Capital Costs

Several capital costs are associated with Status Quo Option 2:

- New vehicle for The Bus. One additional vehicle would be required to operate the new route on E. 2nd Street. Alternatively, an existing CATC vehicle (similar to the vehicles used on the Evansville or Mills routes) could be used to test the market in this area and until the area is fully developed.
- Bus stops and signage. Because of the new bus route on E. 2nd Street, several new bus stops would need to be located and signage would need to be installed.
- Updated schedules. All schedules would need to be updated to reflect the new service on E. 2nd Street.

Benefits/Needs Met

With no increase in funding, but a shift in how those resources are used, this scenario improves connectivity throughout the Casper area and makes service faster and more direct. This scenario also makes service easier to understand and use.

Increased Funding Alternatives

The final alternative includes two options that offer potential service strategies in the case that additional funding sources are identified. As with the Status Quo alternatives, two options are presented – Option 1 that assumes the existing funding split between CATC and The Bus and Option 2 that assumes a greater funding split on The Bus. The options presented as part of this alternative assumes an estimated 20% increase in total funding, recognizing that additional funding has not yet been identified. As noted earlier, these options are only being provided to offer potential service strategies that could be considered if additional funding were available and are intended for planning purposes only.

It is important to note that any of the low or no-cost strategies discussed in Status Quo Option 1 could also be implemented in an increased funding environment.

Increased Funding Option 1: Existing Funding Split Between CATC and The Bus

Assuming a 20% total increase in funding, and the same funding split between CATC and The Bus, approximately \$200,000 of additional funding would be available for CATC and \$147,000 would be available for The Bus.

This option assumes that the strategies presented in Status Quo Option 1 would still apply. They include: Interlining routes on The Bus, combining the Red and Blue routes into a two-way loop, and combining the Yellow and Green routes. However, this option could be implemented independent of these strategies.

THE BUS STRATEGIES

New Flex-route Service on The Bus Along E. 2nd Street

As noted above, the highest priority transit strategy discovered as part of this plan is to expand fixed route service to the growing east side of Casper. This strategy would establish a new flex-route service, which is discussed in detail above under Status Quo Option 2.

Assuming this route operates from 6:30 AM – 6:30 PM, five days a week, this results in an estimated 3,100 annual revenue hours. At an operating cost per revenue hour of \$40.00, this new route would cost \$124,000 annually.

Extend Service Hours on The Bus

Another important need identified by stakeholders and existing passengers was that service on The Bus should be extended to better accommodate worker schedules and allow greater travel flexibility. Fewer people said that service hours in the morning needed to be extended, but many people wanted longer service hours in the evening. This strategy then extends all The Bus routes by one hour in the evenings – operating from 6:30 AM until 7:30 PM. Providing this extra hour of service per day results in an estimated 1,800 additional annual revenue hours. At \$40.00 per revenue hour, the cost of this strategy is approximately \$72,000 annually.

CATC STRATEGIES

Assuming an additional \$200,000 is available, one strategy is offered to improve service on CATC. While service on Sunday was eliminated in the Reduced and Status Quo alternatives, sufficient funding is available under this option to maintain Sunday service on CATC.

Extend Service Hours on CATC

This strategy extends service hours to match service on The Bus – until 7:30 PM Monday through Friday. Assuming only six of the seven buses that operate Monday through Friday are required to handle demand from 5:15 PM – 7:30 PM, this strategy would result in an additional 2.25 hours per day per bus, or 13.5 additional service hours per day. This figure multiplied by 255 weekdays results in an additional 3,400 annual service hours. Based on the assumption presented earlier that CATC's existing cost per service hour is approximately \$48.00, this strategy would cost approximately \$163,000 annually.

Operating Impacts

Figure 10-8 summarizes the financial impact of each service change discussed above for Increased Funding Option 1. The funding split between resources on CATC and The Bus are shifted more toward the bus (47% for CATC and 53% for The Bus).

Figure 10–8 Increased Funding Option 1 Operating Cost Estimate

Service Change	Estimated Cost/Savings
New flex-route service on The Bus on E. 2 nd Street	+\$124,000
Extend service hours on The Bus	+\$72,000
Extend Service Hours on CATC	+\$163,000
Total	+\$359,000
Estimated Increased Funding Option 1 Operating Cost	\$2,094,000
<i>Existing Funding</i>	<i>\$1,735,000</i>
<i>Target Increased Alternative Operating Cost (from Figure 4-1)</i>	<i>\$2,082,000</i>

Other Possible Strategies

- **Saturday Service on The Bus.** Another strategy that could be considered under this option is to implement Saturday service on all The Bus routes instead of adding the new route on E. 2nd Street. This strategy is discussed below under Increased Funding Option 2 and is estimated to cost \$124,000 annually.

Benefits/Needs Met

This scenario improves connectivity throughout the Casper area and adds additional service in the evenings on both CATC and The Bus.

Increased Funding Option 2: Shift Resources between CATC/The Bus

This option assumes a shift in the funding split between CATC and The Bus, as well as a 20% increase in transit funding. While total funding is increased, the shift of funding from CATC to The Bus means that there are slightly fewer operating funds for CATC and more operating funds for The Bus. Under this scenario (20% increase in total funding and a reallocation of resources between CATC and The Bus), CATC operating funds are estimated at \$887,200 and operating funds for The Bus are estimated at \$1,195,000.

THE BUS STRATEGIES

New flex-route service on The Bus along E. 2nd Street

This new route is discussed in detail under Status Quo Option 2. Assuming no significant changes to this proposed route structure and schedule, total annual operating costs are approximately \$124,000 annually.

Saturday Service on The Bus

Saturday service on The Bus was another important unmet transportation need identified through stakeholders and existing passengers. Assuming all existing routes and the new route operating on E. 2nd were to operate on Saturday from 8:00 AM – 5:00 PM (9 hours), this would result in an additional 3,300 annual service hours. At \$40.00 per service hour, operating costs would be an estimated \$131,000 annually.

Extend Weekday Service Hours on The Bus

As noted in the Status Quo scenario, one of the most important unmet transportation needs was the need for extended service hours on The Bus. This strategy adds an additional two hours of service to all existing routes as well as the new route along E. 2nd Street. Two additional hours multiplied by seven routes is 14 additional service hours daily. Assuming 255 annual weekdays, this is an estimated 3,570 service hours annually. At \$40.00 per service hour, this strategy would cost approximately \$142,800.

Extend The Bus west of Robertson Road

In order to extend service west to Robertson Road, it is necessary to redesign the Yellow route so that there is additional running time to serve this area. Ideally, the Yellow route would start at the transfer center and only serve the CY Avenue corridor, including the loop through Paradise Valley as well as service to the neighborhoods north and west of Robertson Road and CY Avenue. This requires some redesign of other routes as well since the leg of the Yellow route on South Poplar Street would take too long for the route to cycle in an hour.

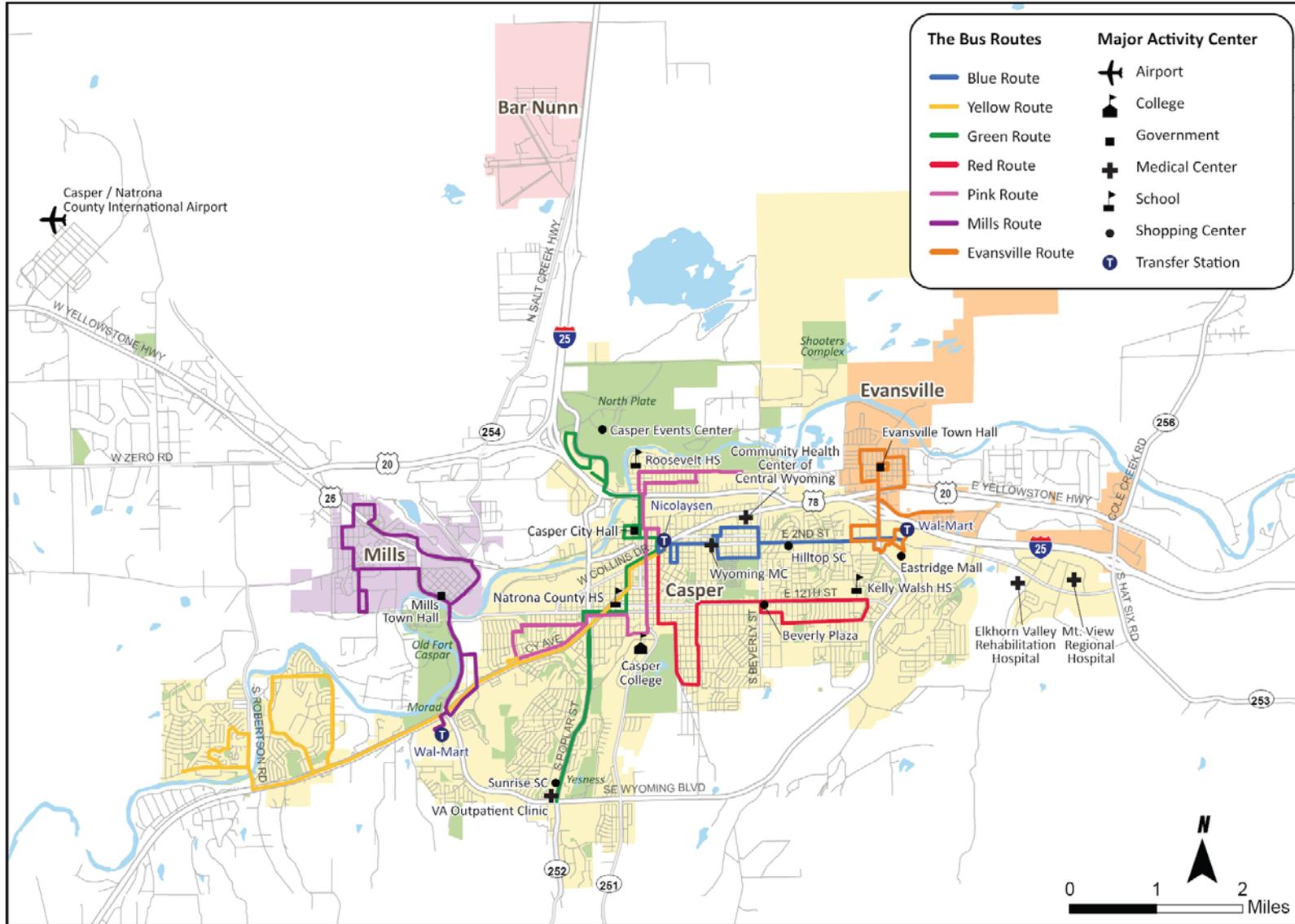
Perhaps the best way to address this issue is to first separate the Yellow and Green routes, as discussed under Status Quo Option 1. In this case, the Yellow route would include portion of the existing Green route that serves north Casper. If this piece is detached, the Yellow route would then have enough time in its schedule to serve the area west of Robertson Road. But the question remains how to serve north Casper. There are several options:

- Modify the Green route so that it provides the same service as existing with the exception of the loop southwest to Kit Carson Avenue and Fleetwood Place. Rather than provide service along this section of the route, it would travel south from the Transfer Center along the most direct route possible to the Sunrise Center on S. Poplar. This option would not

have an impact on operating costs but would abandon the southwest loop on the Green route.

- Another option would be to create an entirely new route that serves north Casper and a portion of south Casper. A possible route design might be something like this:
 - Depart the transfer center, travel north via Beech to 1st Street, continue west on 1st Street and then north on Center Street. The route would complete the loop through north Casper and return to the transfer center via Center, 1st Street, Beech, 2nd and Collins Drive. From here, the route would continue north on Beech, west on 2nd Street, south on Wolcott to College Drive and serve Casper College. The route would then travel north on Ash Street, west on 12th, southwest on CY Avenue and west on 13th. The route would then complete the southwest loop of the existing Green route before returning to the transfer center. Assuming the same operating hours (6:30 AM – 6:30 PM) as other routes, this route would require approximately 3,100 annual service hours and cost an estimated \$124,000 annually. If Saturday service were added on this route, an additional 468 annual service hours would be required, costing an additional \$18,700. If service hours on this new route were extended to 8:30 PM (as with other routes in this alternative), an additional 510 annual service hours would be added, resulting in an additional annual operating cost of \$20,500. Total operating costs for this additional route would be \$163,200 annually.
 - In this case, the Red route could be re-routed in order to allow additional flexibility in its schedule. From the transfer center, the Red route would continue north on Beech to 2nd Street, south on Collins Drive, south on Beech, east on E. 15th Street and continue on its existing alignment.
 - These proposed changes are illustrated in Figure 10-9.

Figure 10–9 Possible Yellow and Green Route Changes (to Extend Service to west of Robertson Road)



CATC Strategies

Eliminate Sunday Service on CATC

As noted in the Reduced Funding alternative, Sunday service on CATC is not the most cost-effective use of transit resources. For the same reasons stated in the Reduced Funding alternative, and because it frees up funding to be spent on The Bus, this strategy would eliminate Sunday service on CATC. This change is estimated to save approximately \$45,100 in operating costs annually.

Sunday Taxi Voucher Program

Because service hours on Sundays have been eliminated, a limited taxi voucher program could be implemented to accommodate those people who require service on the weekend. The concept of this program was described in the Reduced Funding scenario. It is estimated the program would cost \$18,500 annually.

Reduce Saturday Service on CATC

Assuming service is now operating on The Bus, this strategy reduces CATC operations on Saturday. Currently, CATC operates from 8:00 AM – 5:00 PM with approximately three buses. Assuming only one bus is required, and that bus operates only from 8:00 AM – 12:00 PM,

Operating Impacts

Figure 10-10 summarizes the financial impact of each service change discussed above for Increased Funding Option 2. The funding split between resources on CATC and The Bus are shifted more toward the bus (47% for CATC and 53% for The Bus). It should be noted that the costs shown below include a range from 18-27% increase in existing operating costs.

Figure 10–10 Increased Funding Option 1 Operating Cost Estimate

Service Change	Estimated Cost/Savings
New flex-route service on The Bus on E. 2 nd Street	+\$124,000
Saturday service on The Bus	+\$131,000
Extend weekday service hours on The Bus	+\$143,000
Extend The Bus west of Robertson Road (1)	\$0 - +\$163,000
Eliminate Sunday service on CATC	-\$45,000
Sunday Taxi Voucher Program	+\$19,000
Reduce Saturday service on CATC	-\$58,000
Total	+\$314,000 - \$477,000
Estimated Increased Funding Option 1 Operating Cost	\$2,049,000 - \$2,212,000
Existing Funding	\$1,735,000
Target Increased Alternative Operating Cost (from Figure 4-1)	\$2,082,000

(1) Two possible options are provided for extending service to west of Robertson road. The first option does not add additional operating costs but does abandon the southwest loop of the Green route. The second option assumes a new route that serves north Casper, which would cost more than the target assumed for this alternative.

Increased Funding: Capital Costs

Some additional capital costs would be incurred with the Increased Funding Alternative. For Option 1, these include:

- **New vehicle for The Bus.** One additional vehicle would be required to operate the new route on E. 2nd Street. Alternatively, an existing CATC vehicle (similar to the vehicles used on the Evansville or Mills routes) could be used to test the market in this area and until the area is fully developed.
- **Bus stops and signage.** Because of the new bus route on E. 2nd Street, several new bus stops would need to be located and signage would need to be installed.
- **Updated schedules.** All schedules would need to be updated to reflect the new service on E. 2nd Street, as well as to announce the extension of hours on The Bus and CATC.
- **Public announcement of service changes.** Because this option includes a significant amount of service changes, it would be important to widely publicize and promote these improvements. Some one-time costs would be necessary to plan for special events and/or advertise throughout the community.

Increased Funding Option 2 would have several capital cost requirements:

- **Additional vehicle on The Bus.** If a new route is added in central Casper to replace the north Casper segment of the Green route and the Poplar segment of the Yellow route, an additional vehicle would be required.
- **Bus stop signage.** The extension of service on the Yellow route would require some signage in the area west of Robertson road.
- **Updated schedules.** Schedules and brochures would also need to be updated to reflect the extension of the Yellow route.

Benefits/Needs Met

This scenario significantly improves connectivity throughout the Casper area and adds additional service in the evenings and on the weekends on The Bus.

Capital Improvements and/or Other One-Time Costs

Vehicle Replacement and Maintenance

CATC / The Bus actively tracks performance on their existing fleet to determine future fleet needs and to ensure that all vehicles are maintained on a regular basis. It is assumed that this practice will continue over the life of this five year plan as all vehicles in the fleet are scheduled to be replaced. Figure 10-11 below provides an inventory of all CATC vehicles and Figure 10-12 provides an inventory of all The Bus vehicles. The disposition data is provided for all vehicles. Toward the end of the life of this plan (2014), only the newest vehicles in the fleet will likely be used as back-up vehicles. It is estimated that new CATC vehicles will cost in the range of \$75,000 - \$120,000, depending on the size and type of vehicle. The larger, 26-passenger vehicles used on The Bus are estimated to cost approximately \$120,000 each.

Figure 10–11 CATC Fleet

Bus #	Year	Make / Model	Capacity	Condition	Disposition Date	Odometer
<i>Vehicles in service</i>						
47	2003	Ford Aero Tech	16 passengers + 2 w/c	Good	2007	147,543
49	2004	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2009	151,998
50	2004	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2009	156,675
51	2004	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2009	162,600
55	2005	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2010	123,253
56	2005	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2010	122,358
57	2006	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2011	79,769
58	2006	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2011	75,522
63	2008	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2013	34,671
64	2008	Ford Aero Tech	16 passengers + 2 w/c	Excellent	2013	34,960
<i>Support vehicles</i>						
41	2001	Ford Aerolite	6 passenger / lift equipped	Excellent	2008	35,511
42	2001	Ford Van	8 passenger / lift equipped	Excellent	2008	120,945

Figure 10–12 The Bus Fleet

Bus #	Year	Make / Model	Capacity	Condition	Odometer	Disposition Date
52	2005	International 320 Areolite	26 seated, 2 w/c	Good	104,431	2011
53	2005	International 320 Areolite	26 seated, 2 w/c	Good	123,279	2011
54	2005	International 320 Areolite	26 seated, 2 w/c	Fair	131,463	2011
59	2006	Ford Aero Tech	18 seated, 2 w/c	Excellent	104,541	2011
60 (Mills)	2007	Ford Champion	16 seated, 2 w/c	Excellent	56,455	2011
61 (Evansville)	2007	Ford Champion	16 seated, 2 w/c	Excellent	44,990	2011
62	2007	Ford Aero Tech	18 seated, 2 w/c	Excellent	34,420	2012

As noted in the Existing Conditions report, CATC and The Bus will receive nearly \$1.1 million in American Recovery and Reinvestment Act (ARRA) funds for capital improvements in FY 2009/10. These improvements include two CATC replacement vehicles (including the first hybrid vehicle in the fleet), a new support vehicle for CATC, three replacement 26-passenger vehicles for The Bus, six bus stop shelters, 15 bus stop benches, 200 bus stop signs, Transfer Station, and on-board security cameras for seven vehicles.

Low-floor Buses on The Bus

As vehicles are replaced on The Bus, and only if additional funding for vehicle purchases becomes available, the existing buses could be replaced with low-floor buses. National surveys suggest that the large majority of transit users show a preference for low-floor buses over standard buses, but seniors and people with a disability have an especially high preference for these vehicles.

It is difficult to estimate exactly how much a low-floor bus would cost since there are many manufacturers and varieties, but a 30-foot bus would likely be in the range of \$300,000 - \$400,000 each.

Signage on The Bus

There would also be an additional one-time cost to modify the signage on The Bus as suggested in strategy T9 in Chapter 9. Since the overhead signage on all vehicles is not electronic, it would be necessary to print new graphics for the displays. It is estimated that this would cost approximately \$500 per bus, or about \$4,500 for the entire fleet. Bus stop signage is estimated to cost about \$100 each. It is estimated that there are approximately 200 bus stop signs in the system, which would cost approximately \$20,000.

Web-based Transit Information

As described in Chapter 9, web-based transit information such as Google Transit is a good way to disseminate fixed route schedules, bus routes, stops and fares to existing and potential passengers. While Google Transit is free for participating agencies, it is necessary to first

compile all information about the system into the Google Transit Feed Specifications (GTFS). This process requires manipulating existing information into GTFS. It is also necessary to maintain this information as route alignments and schedules change. Assuming an outside contractor assists with this service, a cost to get The Bus onto Google Transit would be in the range of \$6,000 to \$7,000. Some on-going costs would also be incurred to maintain this information. This is estimated at approximately \$1,000 per year.

Chapter 11. Preferred Service and Financial Plan

Based on feedback received from the TSC on the Transit Service Alternatives presented in Chapter 10, this chapter presents a preferred transit and coordination service plan. The preferred transit and coordination strategies are designed to be implemented over the next five year period (FY 2009/10 through FY 2013/2014) and are meant to complement each other to enhance mobility throughout the Casper area.

Whereas the transit service alternatives were developed based on *conceptual* funding levels, the elements of the preferred service plan are developed to be implemented within the constraints of existing and projected revenues. A financial plan is presented at the end of this chapter that describes the revenue sources and expense and discusses any assumptions that are made.

The elements of the preferred service plan are presented first for the transit elements and second for the coordination elements. Chapter 12 further discusses issues related to coordination.

Transit Elements

While CATC and The Bus work together to provide transit service throughout the Casper area, the preferred strategies for CATC are presented separately for each service.

CATC Modifications

Complementary Paratransit

According to the passenger survey completed for this project, 40% of CATC riders indicated that they do not have a disability that prevents their use of The Bus. Instead, these riders are using CATC because no other transportation alternative is available to them and/or they prefer the convenience of a demand response service.

This element would modify CATC from being a general public service to a complementary paratransit service that is only available to passengers that have been pre-certified. As determined by the standards set by the American's with Disabilities Act (ADA), paratransit service only needs to be available to passengers that, due to their disability, are unable to use the fixed route system (The Bus). Persons who are determined eligible are entitled to receive paratransit during the same hours and within the same service area as fixed route transit operates, and it is not permitted for a transit agency to:

- Deny trip requests,
- Limit the number of trips a person may receive, or
- Prioritize trip requests for persons who are ADA eligible.

The ADA also requires that service only be available within $\frac{3}{4}$ of a mile of a fixed route. The City of Casper may choose to allow other users to ride CATC, such as seniors over 65, or to provide service beyond the $\frac{3}{4}$ mile minimum requirement, but this is not required by the ADA.

There are two primary advantages to an ADA certification on CATC:

- Ensures access for those who need paratransit the most. By creating a certification process, it is easier to manage trips and know who needs to go where and when. This also ensures that mobility for those who need it most is available.

- Makes the best use of limited transit resources. While paratransit services provide the level of service required for those who cannot access the fixed route system, it is not the most cost-effective to provide trips to the general public. As shown in Chapter 4, The Bus moves nearly twice as many people per revenue hour of service as CATC. This does not mean that The Bus is better than CATC, it simply means that it moves people more efficiently.

This change in how CATC is provided is meant to be implemented at the same time as the service changes on The Bus (discussed below) so that those individuals who are able to use fixed route service have a greater opportunity to do so.

It is assumed that a half-time staff person would be required to fulfill the duties associated with certifying passengers and providing other assistance on CATC as needed. At an estimated \$60,000 annual salary, this would cost \$30,000 annually.

Align Service Hours with The Bus

Another important requirement of the ADA is that the complementary paratransit and fixed route services be available during the exact same hours. Therefore, it is assumed that CATC would be available from approximately 6:30 AM – 6:30 PM, Monday through Friday. In addition, Saturday service is proposed on The Bus from 8:00 AM – 5:00 PM, and therefore service on CATC would need to be provided during the same hours.

Reduced Sunday Service

As noted in Chapter 10, Sunday service on CATC is less productive than any other day and therefore does not justify the level of service it is currently allocated. This service, however, is important for some people and is not recommended to be eliminated all together. Therefore, a minimal level of service would be maintained on Sunday. The service would require advanced reservations at least two days in advance and only be available as space allows. Rather than have two vehicles operating, only one vehicle would be available from approximately 8:00 AM – 1:00 PM. It should be noted that since fixed route service does not operate on Sunday, any paratransit provided on Sunday is going above and beyond that required by the ADA.

Route Deviation

It is assumed that by expanding Dial-A-Ride's span of service to match the fixed-route schedule would allow The Bus to eliminate route deviations. This element is discussed under The Bus Modifications below.

Summary of CATC Operating Cost Impacts

Although survey results indicate that about 40% of existing CATC riders can use The Bus, for the purposes of this plan it is conservatively estimated that only 30% of existing riders would be able to utilize The Bus (or would not qualify for complementary paratransit). Currently, seven buses operate on CATC during weekdays, three buses operate on Saturday and two buses operate on Sunday. By reducing annual ridership by about 30%, it is estimated that five buses would be adequate for service on weekdays¹ and two buses would be adequate for service on Saturdays.

To align CATC hours with those on The Bus, the five buses would operate from 6:30 AM until 6:30 PM on weekends and from 8:00 AM – 5:00 PM on Saturday. Sunday service would be reduced to a single bus that offers pre-booked trips only from 8:00 AM – 4:00 PM.

¹ On occasion, an additional supplemental bus may be required to meet demand during the weekday.

The estimated change in operating cost to modify CATC to a complementary paratransit service, assume half-time staff responsibilities for the eligibility process, align service hours with The Bus and reduce Sunday service is a savings of approximately \$307,200 annually. This is a reduction of approximately 28% over existing funding levels. These costs are summarized in Figure 11-1 below.

Figure 11–1 Summary of CATC Operating Cost Impacts

Service Change	Estimated Change in Annual Service Hours	Operating Cost / Hour	Estimated Annual Operating Costs	Capital or One-time Costs
Complementary Paratransit Service	-4,700	\$48.00	-\$225,600	\$0
Align Service Hours with The Bus	2,100	\$48.00	\$100,800	\$0
Eliminate Sunday Service	-800	\$48.00	-\$38,400	\$0
Half-time staff person for eligibility process	n/a	n/a	\$30,000	\$5,000
Total	-3,400		-\$133,200	\$5,000

Note: Estimated change in annual service hours are sequential starting with complementary paratransit and ending with reduced Sunday service.

The Bus Modifications

New Route on E. 2nd Street

As noted earlier in this report, service to the east side of Casper is one of the most compelling unmet transportation needs. For the reasons discussed in earlier chapters, a new fixed route serving the area east and southeast of the Eastridge Mall is proposed. The following describes the general design of the route:

- Depart Walmart, west on E. 2nd Street, south on Wyoming Boulevard, east on Donegal Street, north on Landmark Drive, east on E. 2nd Street to the Mountain View Regional Hospital. A large flexible zone would exist south of Donegal Street and east of Wyoming Boulevard. Passengers wanting to be picked up in this area would need to call at least one hour prior to the bus departing the beginning or ending of the route (Walmart or the Mountain View Regional Hospital). Returning passengers would simply need to notify the driver of the deviation.

If there are requests in the areas south of Donegal Street to deviate, the schedule would be written to allow enough time to deviate and return to the designated timepoint. If there are no deviation requests, the route would continue to the Mountain View Regional Hospital where the bus would lay over until its scheduled departure time.

Assuming this route operates from 6:30 AM – 6:30 PM, five days a week, this alternative results in an estimated additional 3,100 annual revenue hours. At an operating cost per revenue hour of \$40.00, this new route would cost \$124,000 annually. In addition, some one-time costs would be required to modify schedules, train drivers and notify passengers. This is estimated at an additional \$10,000.

One vehicle would also be required to operate this route. Assuming that a new vehicle is required (i.e., a spare vehicle is not used), it would be sufficient to purchase a bus similar to the new 16-passenger hybrid vehicle purchased in FY2009/10. For the purposes of this plan, it is assumed that a new hybrid vehicle is \$150,000.

Saturday Service on The Bus

As noted earlier in this report, Saturday service on The Bus was one of the important unmet transportation needs in the Casper area. Assuming all existing routes and the new route on E. 2nd Street operate from 8:00 AM – 5:00 PM on Saturday, this would result in an estimated 3,300 annual service hours (470 annual service hours per route). At an operating cost per revenue hour of \$40.00, this new route would cost \$132,000 annually. In addition, some one-time costs would be required to modify schedules, train drivers and notify passengers. This is estimated at an additional \$10,000.

Discontinue Route Deviation

Assuming that CATC is operated as a complementary paratransit service, it is recommended to discontinue the route deviation service on The Bus. While some passengers utilize this service, as the system has grown, several routes are now having difficulty staying on schedule and route deviations are difficult to complete. In addition, route deviations only account for 0.5% of total annual ridership². There could be exceptions, however, such as portions of the Yellow route which has the highest number of total deviations – 1.5% of total ridership for that route and 60% of deviations system-wide – and the new route operating east and southeast of the Eastridge Mall. CATC/The Bus staff could determine exactly where high numbers of deviations are occurring throughout the system and then set up “flexible zones” to serve these areas.

There would be no measurable impact on operating or capital costs as a result of these changes.

Combine Several Routes

Red and Blue Routes

As discussed in Chapter 10, it is recommended that these two routes operate essentially as they are with the exception that the Red and Blue routes be connected. The Red route would travel outbound as it currently does until E. 12th and Walsh Drive, where it would turn north on Walsh Drive to Gannett Street where the route would cross Wyoming Boulevard and continue to the Eastridge Mall and on to the Walmart parking lot where it would connect with the Blue and Orange routes. At this point, the route would change to the Blue route and continue inbound as the Blue route as it currently does to the downtown transfer center. In the reverse direction, the Blue route would continue along its current alignment to Walmart where it would turn into the Red route and continue to the Eastridge Mall, cross Wyoming Boulevard at Gannett Street and turn south onto Walsh Drive. If there is adequate time in the schedule, the Red route would then turn east on E. 12th Street, south on Bretton Drive, West on E. 15th Street and then continue inbound along the inbound alignment. If there is not sufficient time in the schedule, from Walsh Drive the Red route could turn west on E. 12th Street and continue on the existing inbound alignment – but this is not the preferred situation.

There would be no measurable impact on operating or capital costs as a result of these changes. However, some one-time costs would be required to modify schedules, train drivers and notify passengers. This is estimated at \$10,000.

Green and Yellow Routes

Also discussed in Chapter 10 was the possibility of combining the Yellow and Green routes. Both of these routes have difficulty staying on schedule, and both routes have branches that do not necessarily need to be attached to that route and offer indirect service for some passengers. For

² Source: CATC/The Bus, FY 2008/09

example, a passenger who boards a bus in north Casper and wants to get to downtown must stay on the bus as it travels on North Poplar, Wilkins Drive and Werner Court before arriving downtown. Likewise, a passenger who boards the Yellow route downtown and is destined for the VA Clinic on South Poplar must travel the entire extent of CY Avenue and loop through Paradise Valley before continuing onto South Poplar. Similarly, a passenger who boards the bus in Mills and is destined for the Eastridge Mall must continue riding on the Yellow route through Paradise Valley and South Poplar before arriving downtown where they would transfer to the Blue route.

In order to make service more direct, it is recommended to configure these routes in different ways as described below:

- **Green route.** This route would start at the downtown Transfer Center at the same time as the other four routes (0:30 past the hour) and begin traveling north as it currently does via E. 1st, north on Ash to B Street, north on Center to F Street. Rather than continue north and serve north Casper, this route would then continue west on F Street and serve North Poplar, Wilkins Drive and Werner Court before returning downtown via its current alignment. This portion of the trip is expected to take about 24 minutes. From the downtown transfer center, the route would then travel south on Poplar to the Sunrise Center, where it would turn around and head north again. At CY Avenue, the route would turn left and continue to Kit Carson where it would turn north. It would then continue north along its existing alignment to the Transfer Station. The total round trip would take an estimated 52 minutes.
- **Yellow route.** This route would start at the downtown Transfer Center at the same time as the other four routes. It would then travel north via Beech, turn west on 1st, and north on Center. From here, it would follow the existing Green route alignment through north Casper. Once the route hits Center and H Street, it would continue south on Center, east on 1st and south on Beech. From here, it would follow the exact same alignment as the existing Yellow route with the exception of the deviation via South Poplar. It should be noted that the Purple (Mills) route schedule would need to be adjusted to connect with the Yellow route at Walmart. The round trip on the Yellow route is expected to take about 53 minutes.

This recommendation does not require an increase in operating costs, but some one-time costs would be required to modify schedules, train drivers and notify passengers. This is estimated at \$10,000.

Other Recommendations

Web-Based Transit Information

As discussed above, many transit agencies in the country are providing web-based transit information for existing and potential passengers. Assuming an outside contractor assists with this service, a cost to get The Bus onto Google Transit would be in the range of \$7,000. Some on-going costs would also be incurred to maintain this information. This is estimated at approximately \$1,000 per year.

Transit Signage on The Bus

This improvement would make transit bus stops and overhead signs on The Bus more informational. During the process of developing this plan, CATC/The Bus staff have already begun this improvement. These costs are funded in FY 2009/10.

Summary of CATC Operating Cost Impacts

Figure 11-2 presents a summary of changes recommended on The Bus and operating cost impacts of these changes.

Figure 11–2 Summary of The Bus Operating and Capital Cost Impacts

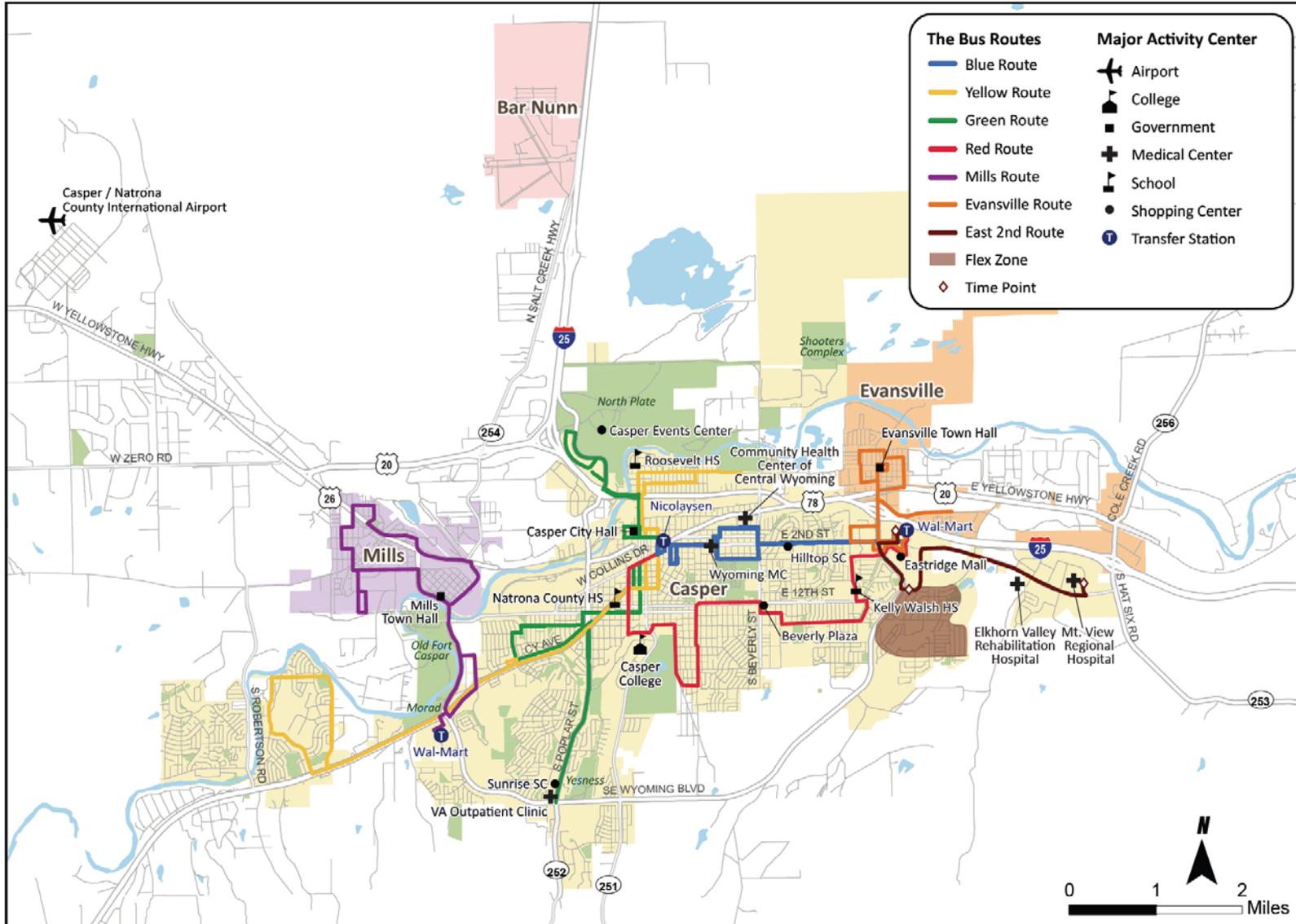
Service Change	Estimated Change in Annual Service Hours	Operating Cost / Hour	Estimated Change in Annual Operating Costs	Capital or One-time Costs
New Route on E. 2 nd Street	3,100	\$40.00	\$124,000	\$85,000
Saturday Service	3,300	\$40.00	\$132,000	\$10,000
Discontinue Route Deviation	0			\$0
Combine Red and Blue Routes	0			\$10,000
Combine Green and Yellow Routes				\$10,000
Web-based transit information				\$8,000
Transit signage on the bus				\$19,425
Total	6,400	-	\$256,000	\$142,425

Note: Estimated change in annual service hours are sequential starting with the new route on E. 2nd Street.

Figure 11-3 shows the three primary service changes included in the preferred service plan:

- New route on E. 2nd Street
- Combined Red and Blue routes
- Reconfigured Yellow and Green routes

Figure 11-3 Preferred Service Plan – The Bus Modifications



Coordination Elements

Chapter 9 presented both of these recommended elements in general and Chapter 12 will discuss these two elements in more detail. This chapter provides a brief overview of each coordination element and estimates a cost to maintain each on an annual basis.

Initiate a Mobility Management Program

This recommendation is to develop a mobility management program that serves as a centralized clearinghouse for local coordination activities. The purpose of developing mobility management program is to ensure that the organizational structure and staffing is in place to advance coordination activities and improve mobility throughout the Casper area. In addition to serving as a clearinghouse, a mobility management program could address a wide range of transportation issues, as presented in Chapter 9.

The FTA supports mobility management projects through three programs: Section 5310 Transportation for Elderly Persons and Persons with Disabilities; Section 5316 Job Access and Reverse Commute; and Section 5317 New Freedom. In addition, the FTA defines mobility management activities as “capital” projects, which means they have a lower threshold for local match requirements. This provides an excellent incentive to develop and implement mobility management projects intended to promote coordination.

It is assumed that the mobility management program would require a half-time staff position. With an estimated annual salary of \$60,000, this position would cost \$30,000 annually. It is possible that this position could be combined with the half-time position required for the ADA certification process on CATC.

Potential candidates to assume a mobility management role in the Casper Area include CATC/The Bus, as the primary service provider in the region, or the Wyoming Independent Living Rehabilitation (WILR). This agency is already providing mobility management activities on behalf of disabled persons throughout Wyoming and with additional resources could potentially expand its role to provide a broader coordination function.

Establish a Local Coordination Council

Another need identified as part of this plan is the development of a Coordination Council. This council would provide an opportunity for local program staff invested in human service transportation to meet on a regular basis to network, share information, and mutually agree upon future coordination goals and activities.

Because the Coordination Council would be one of the mobility managers main responsibilities, all costs associated with the Council are assumed to be absorbed by this position.

Travel Training

Travel training, which is discussed in more detail in Chapter 12, offers individualized training on how to use various public transportation services (CATC and The Bus).

While this program would be one of the responsibilities of the mobility manager, approximately \$5,000 is estimated for startup costs related to a travel training manual and other materials. After the first year, an estimated \$1,000 is included for ongoing costs related to travel training.

Service Plan Phasing

Not all of the elements of the preferred service and coordination plan would need to occur at the same time. However, the conversion of CATC to a complementary paratransit service would need to correspond to the new route on E. 2nd Street and discontinuation of route deviations. Figure 11-4 presents a recommended phasing plan for the various elements of the preferred service and coordination plan. This recommended phasing is reflected in the Financial Plan presented below.

Figure 11-4 Service Plan Phasing (FY 2009/10 – FY 2013/14)

Service Plan Element	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14
CATC					
Complementary Paratransit		X			
Align Service Hours with The Bus		X			
Reduced Sunday Service		X			
The Bus					
New Route on E. 2 nd Street			X		
Saturday Service		X			
Discontinue Route Deviation		X			
Combine Red and Blue Routes			X		
Combine Green and Yellow Routes				X	
Web-Based Information				X	
Transit Signage on The Bus	X				
Coordination					
Initiate a Mobility Management Program		X			
Establish a Local Coordination Council		X			
Travel Training Program		X			

Financial Plan

This section describes capital improvements and operating cost projections for CATC and The Bus for FY 2009/10 through FY 2013/14. Operating costs and performance indicators are based on the last full fiscal year (July – June 2009) and the costs provided in the Service Plan presented above. This financial plan assumes that revenues sources will remain stable through FY 2009/10 but grow at a modest 1.5% rate in later years.

Capital Requirements

Seven vehicles used on CATC will reach their useful life over the life of the plan and are scheduled for replacement. Three 26-passenger buses used on The Bus are scheduled for replacement in FY 2009/10 and one new vehicle is scheduled to be purchased for the new route on E. 2nd Street (in FY 2011/12). Two additional 12-passenger vehicles are scheduled for replacement on The Bus in FY 2012/13). Other capital improvements, such as new bus shelters, bus stop signs and on-board security cameras, are including in FY 2009/10. Most of the capital expenses during the five year period occur in FY 2009/10 as a result of the American Recovery and Reinvestment Act of 2009. Expenses for a half-time person to provide ADA eligibility on CATC is also included as a capital expense starting in FY 2010/2011.

Several other one-time expenses are included in this five year capital plan, including \$7,000 to develop web-based transit information (in FY 2012/13) and expenses related to service changes in FY 2010/11 and FY 2011/12. Other expenses, such as a new copier and office computer equipment, are included in FY 2009/10.

The five-year capital plan for CATC and The Bus is shown below in Figure 11-5.

Figure 11–5 Five Year Capital Plan

Description	CATC					CATC	The Bus					The Bus	Five Year
	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	Total	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	Total	Total
2 - 16 Passenger Replacement Bus - HYBRID	\$150,000					\$150,000	\$0		\$150,000			\$150,000	\$300,000
Sidewalk improve and bus pullouts at various loc.						\$0	\$252,011					\$252,011	\$252,011
3 - 26 Passenger Replacement Bus						\$0	\$450,000					\$450,000	\$450,000
7 - 12 Passenger Replacement Bus	\$75,000		\$140,000		\$160,000	\$375,000	\$0			\$150,000		\$150,000	\$525,000
1 - 6 Passenger Replacement Support Vehicle	\$50,000					\$50,000	\$0					\$0	\$50,000
1 - Large ADA Accessible Bus Stop Shelter						\$0	\$12,750					\$12,750	\$12,750
5 - Small ADA Accessible Bus Stop Shelter						\$0	\$20,000					\$20,000	\$20,000
15 - Bus Stop Benches						\$0	\$21,000					\$21,000	\$21,000
200 - Bus Stop Signs						\$0	\$19,425					\$19,425	\$19,425
7 - On Board Security Cameras				\$38,500		\$38,500	\$22,400					\$22,400	\$60,900
Replacement Computer Hardware	\$5,000					\$5,000	\$0					\$0	\$5,000
Replacement Copier	\$12,000					\$12,000	\$0					\$0	\$12,000
Web-Based Transit Information						\$0				\$7,000	\$1,000	\$8,000	\$8,000
Staff time for eligibility process on CATC		\$30,000	\$30,900	\$31,827	\$32,782	\$125,509						\$0	\$125,509
One-time start-up expenses			\$4,000			\$4,000		\$10,000	\$10,000			\$20,000	\$24,000
Total	\$292,000	\$30,000	\$174,900	\$70,327	\$192,782	\$760,009	\$797,586	\$10,000	\$160,000	\$157,000	\$1,000	\$1,125,586	\$1,885,595

Operating Cost Projections

The operating cost projections and performance indicators over the five year period are presented in Figure 11-6. Major assumptions in the development of these costs are as follows:

- Annual service hours on the Red, Blue, Green, Yellow, Orange and Purple routes remain stable over the five year period.
- Operating costs are based on actual FY 2009/10 and FY 2010/11 budgets. Costs are then inflated by 1.5% between FY 2011/12 and FY 2013/14.
- Systemwide ridership is estimated to increase by about 44% between FY 2009/10 and FY 2010/11. This is a significant increase and is largely related to the introduction of Saturday service on The Bus and the transition of CATC to a complementary paratransit service only. Systemwide ridership is expected to increase again in FY 2011/12 when the new route on E. 2nd Street is implemented.

Fare revenues are estimated based on the following assumptions:

- FY 2009/10 fares are based on July 2008 - June 2009 data.
 - FY 2010/11 fares assume a 37% increase in ridership as a result of Saturday service on The Bus and CATC becoming a complementary paratransit service. The average fare per passenger from FY 2009/10 is assumed.
 - Fare revenues increase in FY 2011/12 as a result of the new route on E. 2nd Street. The average fare per passenger from FY 2009/10 is assumed.
 - Fare revenues increase by 1.5% between FY 2010/11 and FY 2013/14.
- The systemwide farebox recovery ratio on The Bus is expected to improve from approximately 10.8% in FY 2009/10 to 12.4% in FY 2010/11 (largely a result of CATC becoming a complementary paratransit service). The farebox recovery ratio is expected to drop somewhat when the new route on E. 2nd Street is implemented in FY 2011/12.
- The number of passengers per hour on The Bus, an indicator of service productivity, is expected to increase from 6.1 in FY 2009/10 to 7.3-7.6 from FY 2010/11 to FY 2013/14.

Figure 11–6 Five Year Operating Cost Projections and Performance Indicators

	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14
	Estimated	Projected	Projected	Projected	Projected
OPERATING DATA (The Bus only)					
SERVICE HOURS (1)					
Blue Route	3,100	3,500	3,500	3,500	3,500
Red Route	3,100	3,500	3,500	3,500	3,500
Green Route	3,100	3,500	3,500	3,500	3,500
Yellow Route	3,100	3,500	3,500	3,500	3,500
Orange Route	3,100	3,500	3,500	3,500	3,500
Purple Route	3,100	3,500	3,500	3,500	3,500
E. 2nd Route			3,500	3,500	3,500
TOTAL SERVICE HOURS	18,600	21,000	24,500	24,500	24,500
SERVICE MILES (1)					
Blue Route	24,800	29,800	29,800	29,800	29,800
Red Route	39,800	47,900	47,900	47,900	47,900
Green Route	39,500	47,500	47,500	47,500	47,500
Yellow Route	54,800	65,900	65,900	65,900	65,900
Orange Route	22,000	26,500	26,500	26,500	26,500
Purple Route	30,600	36,800	36,800	36,800	36,800
E. 2nd Route			29,500	29,500	29,500
TOTAL SERVICE MILES	211,500	254,400	283,900	283,900	283,900
RIDERSHIP (1)					
Blue Route	42,500	58,280	59,154	60,042	60,942
Red Route	19,000	26,055	26,445	26,842	27,245
Green Route	24,700	33,871	34,379	34,895	35,418
Yellow Route	21,200	29,071	29,508	29,950	30,399
Orange Route	5,700	7,816	7,934	8,053	8,173
Purple Route	6,000	8,228	8,351	8,476	8,604
E. 2nd Route			14,000	14,210	14,423
TOTAL RIDERSHIP	113,100	163,321	179,771	182,468	185,205
OPERATING COSTS (2)					
The Bus					
Blue Route	\$122,594	\$141,314	\$143,433	\$145,585	\$147,769
Red Route	\$122,594	\$141,314	\$143,433	\$145,585	\$147,769
Green Route	\$122,594	\$141,314	\$143,433	\$145,585	\$147,769
Yellow Route	\$122,594	\$141,314	\$143,433	\$145,585	\$147,769
Orange Route	\$122,594	\$141,314	\$143,433	\$145,585	\$147,769
Purple Route	\$122,594	\$141,314	\$143,433	\$145,585	\$147,769
E. 2nd Route	\$0	\$0	\$143,433	\$145,585	\$147,769
SUBTOTAL The Bus	\$735,562	\$847,882	\$1,004,034	\$1,019,094	\$1,034,381
Other Transportation Services					
CATC	\$999,635	\$839,238	\$851,826	\$864,603	\$877,573
Mobility Management		\$30,000	\$30,450	\$30,907	\$31,370
Travel Training Program		\$5,000	\$1,000	\$1,000	\$1,000
SUBTOTAL OTHER TRANSPORTATION SERVICES	\$999,635	\$874,238	\$883,276	\$896,510	\$909,943
TOTAL OPERATING COSTS	\$1,735,197	\$1,722,120	\$1,887,310	\$1,915,604	\$1,944,323

	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14
	Estimated	Projected	Projected	Projected	Projected
FARE REVENUES (3)					
<i>Passenger Fares</i>	\$79,717	\$105,150	\$114,288	\$116,002	\$117,742
<i>Blue Route</i>	\$28,990	\$38,073	\$38,645	\$39,224	\$39,813
<i>Red Route</i>	\$13,079	\$17,142	\$17,399	\$17,660	\$17,925
<i>Green Route</i>	\$16,392	\$21,664	\$21,989	\$22,319	\$22,654
<i>Yellow Route</i>	\$13,635	\$18,154	\$18,426	\$18,703	\$18,983
<i>Orange Route</i>	\$3,758	\$4,974	\$5,048	\$5,124	\$5,201
<i>Purple Route</i>	\$3,864	\$5,143	\$5,220	\$5,299	\$5,378
<i>E. 2nd Route</i>			\$7,560	\$7,673	\$7,789
<i>CATC</i>	\$120,327	\$85,492	\$86,775	\$88,076	\$89,397
PERFORMANCE INDICATORS					
<i>Cost Per Rev Hrs</i>	\$39.55	\$40.38	\$40.98	\$41.60	\$42.22
<i>Cost Per Passenger</i>	\$6.50	\$5.19	\$5.59	\$5.59	\$5.59
<i>Fare Box/Recovery</i>	10.8%	12.4%	11.4%	11.4%	11.4%
<i>Average Fare Per Passenger</i>	\$0.70	\$0.64	\$0.64	\$0.64	\$0.64
<i>Average Subsidy Per Passenger</i>	\$5.80	\$4.55	\$4.95	\$4.95	\$4.95
<i>Passenger Per Rev Hrs</i>	6.1	7.8	7.3	7.4	7.6
<i>Passenger Per Rev Miles</i>	1.9	1.6	1.6	1.6	1.5

NOTES:

- (1) Based on actual ridership data from July 2008 - June 2009. Inflated by 1.5% annually unless service modified.
- (2) Operating costs based on existing services (FY 2008/09) and estimates from the Five Year Service Plan (FY 2009/10). Costs are inflated by 3% from FY 2010/11 through FY 2012/13.
- (3) Based on estimate of annual service hours and miles per route for the existing system. Ridership is inflated by 1.5% annually.

Existing and Future Revenue Sources

Currently, there are several primary operating and capital revenue sources that support public transportation services for CATC and The Bus, as summarized below.

- City of Casper contribution (includes 1-cent funds)
- Mills and Evansville contribution
- Bar Nunn contribution
- Other revenues (e.g., advertising, interest, etc.)
- Natrona County contribution
- State of Wyoming contribution
- Federal Section 5307 operating and capital revenues

Potential Loss of 1% Funds

The 1-cent sales tax has funded CATC weekend service since 1999. In 2007 the 1-cent sales tax was approved to begin Saturday service on The Bus and continue Saturday and Sunday service on CATC. Due to the robust economy in 2007, 2008 and early 2009 CATC was unable to hire additional drivers to implement Saturday service on The Bus. Since the decline in the economy applicants have been plentiful. CATC's Board of Directors has approved beginning Saturday service on The Bus using 1-cent sales tax funds. If approved by City Council, Saturday service on The Bus would be implemented July 1, 2010.

However, the voters will decide in November 2010 if the 1-cent sales tax will continue. And with the redesign of the One Cent process the voters will decide which individual projects will be supported. Therefore if the tax does pass but a majority of the voters don't support using it for public transit Saturday service on The Bus will be discontinued and CATC's Saturday and Sunday service will end as well.

In addition, one additional funding source is assumed as part of this financial plan:

- Job Access and Reverse Commute (JARC) - Section 5316. These funds are assumed to fund a portion of the cost of a new staff position to do mobility management activities, and they can also be used for operating new services if they improve access to employment. It is assumed these funds would be available beginning in FY 2010/11. It should be noted that JARC funds can be used to fund up to 80% of eligible capital expenses, of which the cost to fund a mobility management position is considered an eligible capital expense. A higher local match (50%) is required for operating purposes. However, given that expanded services will meet employment-related transportation needs, there is an opportunity for collaboration with private developers and/or employers to provide some local match support for the federal funds.

Summary of the Funding Plan

Figure 11-7 presents the combined operating and capital costs between FY 2009/10 and FY 2013/14. It should be noted that there is a small annual deficit shown starting in FY 2011/12. This deficit is approximately 1% of total annual revenues and assumed to be acceptable and sustainable for this level of planning.

Figure 11–7 Five Year Financial Plan

	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14
	Estimated	Projected	Projected	Projected	Projected
Expenses					
The Bus Operating Expenses	\$735,562	\$847,882	\$1,004,034	\$1,019,094	\$1,034,381
<i>Program</i>	\$735,562	\$847,882	\$1,004,034	\$1,019,094	\$1,034,381
<i>Administration</i>	\$0	\$0	\$0	\$0	\$0
CATC Operating Expenses	\$999,635	\$839,238	\$851,826	\$864,603	\$877,573
<i>Program</i>	\$999,635	\$839,238	\$851,826	\$864,603	\$877,573
<i>Administration</i>	\$0	\$0	\$0	\$0	\$0
Capital Expenses (CATC and The Bus) (1)	\$1,089,586	\$40,000	\$334,900	\$227,327	\$193,782
Other Capital Expenses (2)		\$35,000	\$31,450	\$31,907	\$32,370
TOTAL	\$2,824,783	\$1,727,120	\$2,190,760	\$2,111,025	\$2,105,735
Transit Revenues					
Farebox (3)	\$200,044	\$190,643	\$201,062	\$204,078	\$207,139
<i>The Bus Fares</i>	\$79,717	\$105,150	\$114,288	\$116,002	\$117,742
<i>CATC Fares</i>	\$120,327	\$85,492	\$86,775	\$88,076	\$89,397
Operating Revenues	\$1,535,153	\$1,558,180	\$1,581,553	\$1,605,276	\$1,629,355
<i>City of Casper</i>	\$412,029	\$418,209	\$424,483	\$430,850	\$437,313
<i>Mills and Evansville</i>	\$252,085	\$255,866	\$259,704	\$263,600	\$267,554
<i>Bar Nunn</i>	\$1,000	\$1,015	\$1,030	\$1,046	\$1,061
<i>Other revenues</i>	\$24,600	\$24,969	\$25,344	\$25,724	\$26,110
<i>Natrona County</i>	\$10,000	\$10,150	\$10,302	\$10,457	\$10,614
<i>State of Wyoming</i>	\$104,340	\$105,905	\$107,494	\$109,106	\$110,743
<i>Federal Sec. 5307</i>	\$731,099	\$742,065	\$753,196	\$764,494	\$775,962
Capital Revenues	\$1,089,586	\$34,000	\$386,000	\$281,000	\$247,000
<i>ARRA funding (FTA Stimulus)</i>	\$1,089,586				
<i>Federal Sec. 5307 or 5310</i>		\$10,000	\$300,000	\$195,000	\$161,000
<i>Federal Sec. 5316 (JARC)</i>		\$24,000	\$86,000	\$86,000	\$86,000
TOTAL	\$2,824,783	\$1,782,823	\$2,168,615	\$2,090,355	\$2,083,495
Annual Surplus / Deficit	\$0	\$55,703	(\$22,144)	(\$20,670)	(\$22,240)
Cumulative Surplus / Deficit		\$55,703	\$33,559	\$12,889	(\$9,351)

NOTES:

(1) See Five Year Capital Plan table for detail

(2) Estimated cost for half-time staff person and other capital expenditures for Mobility Management Program

(3) See Five Year Operating Cost Projections and Performance Indicators table for detail.

Chapter 12. Coordination Implementation Plan

What is “Coordination” and Why Is It Important?

Coordination is important and of interest to many communities that provide and fund human service transportation programs because:

- Coordination of special needs transportation can enable communities to **stretch limited funding** used to support transportation by increasing the efficiency of programs through economies of scale, and by reducing redundant administration, service delivery, and/or capital expenditures.
- Coordination can also help **leverage new funding dollars**. By improving cost efficiency and bringing in new funding to the mix, organizations responsible for providing community transportation can help expand to keep up with a growing demand and/or to provide services to new areas, or during times when there is no service.
- In Wyoming, as in other states, there is significant investment of public dollars to fund transportation programs. It is in the public’s best interest to ensure that these **dollars are wisely and efficiently used**.

This chapter focuses on the coordination strategies emerging from Chapter 9, and also prioritizes them based on suggested evaluation criteria. Some strategies are considered of high priority to implement, while others are more long-range in nature and will most likely evolve over time. It is important to note that coordination is not a single strategy, but rather a series of options that can range from relatively simplistic actions to complex implementation strategies. This “coordination continuum” often begins with simple networking among stakeholders, and progresses to consolidation, as described below.

- **Networking:** This includes the simplest form of partnerships where participants share a common interest but with no significant action other than information exchange. This might include, for example, the sharing of service policies, a driver training curriculum, a drug and alcohol policy, vehicle specifications, and/or a vehicle maintenance program.
- **Cooperation:** This involves low-level linkages, informal agreements, and some possible resource sharing. This might include, for example, occasional trip exchanges among service providers, or the mutual signing of a memorandum of understanding pledging to adopt comparable service policies.
- **Resource Sharing:** This includes more formal linkages with shared resources to pursue common goals. This might include, for example, joint purchasing of vehicles, maintenance, fuel, insurance, or training, as well as vehicle sharing. It could also include “allowing” contractors to schedule passengers whose trips are funded with multiple fund sources on a single vehicle at the same time.
- **Collaboration:** This typically entails a sophisticated partnership with strong, formal linkages among partners and complex goals implemented over longer periods of time. For example, organizations may agree to deliver each other’s customers where it is more efficient to do so, or one organization could actually purchase service from another. One organization could also purchase maintenance service or training from another.

- **Consolidation:** This is where one organization assumes responsibility for service delivery of other participant organizations. For example, participating organizations that are responsible for and fund the transportation of their clients or constituents would purchase transportation through a lead agency that directly arranges for and/or operates services for the participating sponsors. Hence, there is a single source to purchase transportation, and a single source through which customers can access transportation. One consolidation alternatives would include transferring the transportation element (including vehicles) from each program to a new (typically non-profit) organization established by the participating organizations for this purpose. Another alternative would be to establish a partial brokerage, managed by a one of the organizations or a private management firm, retained by a lead agency but through which other organizational sponsors purchase service.

Lessons learned from previous studies and similar planning efforts reveal that no one “best” coordination strategy exists. Just as each community is unique, the coordination strategy that will be most effective in one community will be the one that best fits the profile of that area. This takes into account the scope and nature of existing transportation services, the needs of the community, the availability of vehicles and funding resources, and the goals and objectives established by local elected officials and/or the governing boards of local transit and human-service agency programs.

Federal Coordination Efforts

Coordination can enhance transportation access, minimize duplication of services, and facilitate cost-effective solutions with available resources. Enhanced coordination also results in joint ownership and oversight of service delivery by both human service and transportation service agencies. The requirements of SAFETEA-LU build upon previous federal initiatives intended to enhance social service transportation coordination. Among these are:

- **Presidential Executive Order:** In February 2004, President Bush signed an Executive Order establishing an Interagency Transportation Coordinating Council on Access and Mobility to focus 10 federal agencies on the coordination agenda. It may be found at www.whitehouse.gov/news/releases/2004/02/20040224-9.html.
- **A Framework for Action:** The Framework for Action is a self-assessment tool that states and communities can use to identify areas of success and highlight the actions still needed to improve the coordination of human service transportation. This tool has been developed through the United We Ride initiative sponsored by FTA, and can be found on FTA’s website: http://www.unitedweride.gov/1_81_ENG_HTML.htm.
- **Previous research:** Numerous studies and reports have documented the benefits of enhanced coordination efforts among federal programs that fund or sponsor transportation for their clients.¹

¹ Examples include United States General Accounting Office (GAO) reports to Congress entitled *Transportation Disadvantaged Populations, Some Coordination Efforts Among Programs Providing Transportation, but Obstacles Persist*, (June 2003) and *Transportation Disadvantaged Seniors—Efforts to Enhance Senior Mobility Could Benefit From Additional Guidance and Information*, (August 2004).

Barriers to Coordination

Despite examples of local coordination efforts, untapped opportunities could result in even more meaningful coordination within the Casper Area. The following observations are offered to frame this discussion, and to better understand common barriers that prevent providers from operating their services in the most flexible manner, or from mixing and matching a variety of funding sources to deliver the most cost-effective services.

Funding and Program Eligibility Restrictions

Many programs sponsoring special needs transportation programs are required to restrict use of grant funds for a designated population; this, in turn, causes confusion for members of the public needing transportation and prevents program sponsors from sharing costs. Some programs, for example, may sponsor transportation that is limited to veterans, or seniors, or homeless youth, or low-income farmworkers, because the use of funds is dedicated and therefore tied to those groups. Because funding is tied to providing transportation for a specific client group, jointly funding a coordinated system is made more difficult.

Cumbersome Cost Sharing Methods

Social service agencies tend to fund or support transportation for their clients as an auxiliary service—as a means to support the end goal of providing a primary service such as training, medical assistance, etc. These agencies must ensure, often through cumbersome audit processes, that agency funds are being spent in support of eligible clients. While in theory some agencies have indicated support for mingling dollars and passengers through a single service delivery system, there is not a consistent methodology that is universally recognized and accepted by all agencies.

Vehicle Specifications or Other Vehicle Restrictions

Some programs, by law, must adhere to specific vehicle design guidelines; school buses, for example, must meet certain specifications which are not necessarily practical for other customers. Likewise, public transit vehicles are required to be accessible for persons with disabilities, which is not the case with school buses.

Some funding sources limit or restrict the use of vehicles purchased with their funds to the clientele they serve. For example, FTA Section 5310 vehicles must be used primarily to deliver services for elderly and disabled, and are not intended for general public use. This makes it difficult, or impossible, for agencies to accept different client groups on their vehicles.

Insurance

Insurance issues can have a significant impact on coordination efforts. For example, transporting non-agency clients and combining pupils and general public passengers is viewed as a greater insurance risk. Some agencies may be willing to share their vehicles when they are not being used, but are prevented from doing so due to liability concerns. Volunteer driver programs can be a very cost-effective way to provide services and often can provide a very personalized type of service to feel a specific need, but obtaining insurance for volunteer drivers using their own vehicles can be difficult and discouraging to potential volunteers.

Inconsistent Planning Requirements

While coordination of special needs transportation is encouraged from the highest federal levels,² the Departments of Transportation, Health and Human Services, and the Department of Education are not subject to the same planning requirements although, arguably, the greatest opportunity for coordination is between among these agencies.

As indicated, three programs administered by the FTA, including the Job Access and Reverse Commute Program, New Freedom and the Formula Program for Elderly Individuals and Individuals with Disabilities are required to be derived from a locally developed, coordinated public transit-human services transportation plan. No comparable planning requirement exists for human service agencies—while they are encouraged to coordinate transportation program planning and funding, they are not required to do so, and, the provision of their funds is not tied to the demonstration of coordinated planning.

Inconsistent Reporting

Client eligibility, recipient guidelines, accounting and reporting requirements and billing rates vary among state agencies and programs. This environment has led to barriers in designing unified transportation delivery systems, fully integrating transportation resources, achieving service continuity from county to county, gaining consistency in reimbursement rates, and eliminating service gaps. Because it is not always considered a primary service, some agencies do not track the cost of providing transportation for their clients.

Likewise, agencies do not consistently track or even define service characteristics such as trips provided, hours of service, miles traveled, etc.

Lack of Shared Customer Information

Coupled with the fact that agencies do not consistently report on transportation expenses or other service characteristics, is the problem that agencies maintain separate client databases. Because of confidentiality requirements, or the perception of such requirements, it is difficult for agencies to share client eligibility information in order to ascertain the extent to which there is overlap.

Unique Customer Needs

By definition, customers of special needs transportation programs have difficulty making use--or cannot independently make use of--programs established for the general public. In many cases, these customers need a level of care that may not prove conducive to integration with other passengers. Some agencies have established service standards or guidelines for consideration in transporting their clients, such as maximum time on a vehicle, the need for a higher level of driver assistance, required use of seat belts, etc. that may preclude transporting them with other client groups.

Furthermore, there is often an inherent conflict between the philosophy guiding many human service agency programs that focus on developing a plan focused on meeting the individual's needs and, on the other hand, the need for transportation programs to focus on efficiency. Some agencies serving persons with developmental disabilities, or school districts required to transport homeless students, for example, develop service plans that is in the best interest of the client,

² In February 2004, President Bush signed an Executive Order establishing an Interagency Transportation Coordinating Council on Access and Mobility to focus 10 federal agencies on the coordination agenda. It may be found at www.whitehouse.gov/news/releases/2004/02/20040224-9.html.

which may not be conducive to goals established by transit agencies seeking to “group” trips in order to provide trips in a cost effective manner.

Resistance to Change

Resistance to change is difficult to quantify and, in part, based on perception and anecdotal evidence; however, arguably it is the most significant impediment preventing system changes from occurring. In part, reluctance to change is based on fear that any shift in the status quo may actually result in increased costs to one participating entity or in loss of control and program oversight.

Coordination in Casper

A number of coordination efforts are currently underway in Casper, and should serve as a starting point for advancing new local coordination objectives. These include:

- The Wyoming Independent Living & Rehabilitation is one of two agencies in Wyoming that have been awarded New Freedoms funds and other public transit monies to administer a voucher program covering the entire state. The organizations reach out to the people who live outside regular service areas of public transportation programs. Checks or vouchers are issued to disabled and low-income ride-needy individuals to use to contract for rides. When available, public transit providers are often used in the voucher program, generally within municipalities.
- The Transportation Steering Committee (TSC), which provided guidance for this study and which meets on a regular basis to stay abreast of local transportation issues, has the potential to serve in a larger coordination capacity.
- A number of social service agencies purchase bus passes or tickets for their clients through CATC or The Bus, rather than providing services directly.
- CATC serves as an informal clearing house for human service transportation issues in the Casper area by providing information and referral services, outreach to the public, serving as a liaison with other community agencies, etc.

Potential New Coordination Strategies

The following potential coordination strategies were identified at the coordination workshop, through stakeholder interviews, or are based on best practices from other relevant studies. These were described in more detail in Chapter 9, along with the rationale and potential benefit to the Casper Area.

Institute a Mobility Management Program: Implementing this strategy will provide local transportation providers and other stakeholders with a structure to meet on a regular basis, develop a work plan in order to reach consensus on the most important coordination activities to pursue, and to work together to implement these strategies. Most importantly, it will allow for staffing resources to be dedicated to make sure that a local champion can assume a leadership role in making sure the momentum developed during the planning phase is carried forward.

Create a Coordination Council: It is suggested that the TSC could be expanded to serve as a Coordination Council. Many members of the TSC, such as the Senior Center, CATC and local jurisdictions, have a vested interest in human service transportation provision and are familiar with existing transportation conditions.

Create a Central Information Resource: From a customer's point of view, it is very helpful to have a central place to contact in order to find out about local transportation resources. This strategy would implement such a one-stop center.

Create Travel Training Program: This strategy can fulfill an important coordination objective by increasing mobility options for people who could use fixed route transit if they were trained. This strategy is also important because, as indicated in Chapter 10, it is recommended that demand response services be limited to those whose disability prevents use of the fixed route. Currently, some 40% of CATC riders are not precluded by a disabling condition from taking The Bus; however, some initial training, education and outreach will greatly help those transition from using CATC to using The Bus.

Information Sharing: This strategy would most likely be accomplished by creating a Coordination Council; other steps could also be taken to advance information sharing, such as establishing a listserv, or establishing web site links among agencies.

Joint Insurance Purchase: While a joint insurance purchase could result in cost savings, this strategy is more complex and is most likely a longer term strategy that will entail investigation and research.

Shared Vehicle Maintenance: Likewise, this strategy is more complex and unlikely to be implemented in the short-term.

Shared Scheduling Software: This strategy is more complex in nature and will involve further investigation and research.

Bulk Fuel Purchase: This strategy is more complex and will require further investigation and research.

Shared Back-Up Vehicles or Drivers: While this strategy can directly benefit agencies and customers alike, it is more complex and would most likely evolve over time.

Consolidate Functions: Again, this strategy assumes that certain functions or program activities currently undertaken by two or more agencies would be consolidated under the auspices of one program. This approach is more likely to evolve over time.

Develop Capital Improvement Program: This strategy is of high priority, because it will document the region's capital priorities and rank them. This will allow for future distribution of federal capital funds available through the Section 5310 program, and can also serve to document unmet needs to advocate for additional funding.

Prioritization of Coordination Strategies

Figure 12-2 on the following page provides a summary of the Transit and Coordination strategies, and assigns a prioritization of high, medium or low ranking. Three criteria were applied to the strategies as follows:

The following criteria are suggested to assess the feasibility of implementing the coordination strategies in the greater Casper area:

- **To what extent does the strategy address a stated transportation need?** The strategy was given a "high" ranking if implementation would significantly address a stated unmet need, a "medium" ranking if implementation of the strategy is less direct, and a "low" ranking if there is no perceived immediate benefit.

- **Is there a potential project lead?** A high ranking was given if a potential sponsor or administrator could be identified and this program is considered consistent with existing tasks. A Medium ranking was given for those models with the potential of locating a sponsor. A low ranking was given for those models where finding a program administrator would be considered a potential barrier.
- **How feasible is this model to implement?** A high ranking was given if the strategy could be implemented in the short-term. A medium ranking indicates the model is feasible but may take more effort to implement, and a low ranking was given if feasibility is less likely.

Figure 12–1 Prioritization of Coordination Strategies

Coordination Strategy	Need Addressed	Meets Need	Potential Lead	Feasibility of Implementation	Overall Ranking
Initiate Mobility Management Program	Creates resources to support coordination activities; Activities will increase service awareness, improve customer relations and reduce agency costs in order to free resources for services	H	H	H	H
Establish Coordination Council	Supports coordination; Coordination activities will increase awareness, improve customer relations and reduce agency costs	H	H	H	H
Information Sharing	Reduces agency administrative costs and frees resources	H	H	H	H
Create Travel Training Program	Encourages riders to use low cost modes; Reduces reliance on higher cost demand response service	H	H	M	H
Develop Capital Improvement Program	Establishes a plan for vehicle replacement and other capital improvements	H	H	H	H
Create Central Information Resource	Increases information for riders and expands awareness of services; Increases community accessibility and mobility	H	M	M	M
Shared Back-Up Drivers and Vehicles	Reduces agency administrative costs and frees resources for services; Reduces service disruptions	M	H	M	M
Joint Insurance Program	Reduces agency administrative costs and frees resources	H	L	L	L
Shared Vehicle Maintenance	Reduces agency administrative costs and frees resources	M	L	L	L
Shared Scheduling Software	Reduces agency administrative costs and frees resources for services; May increase service productivity and increase service capacity	L	L	L	L
Bulk Fuel Purchase	Reduces agency administrative costs and frees resources	L	L	L	L
Consolidate Functions	Eliminates duplication; more direct access for customers	M	L	L	L

Implementing Coordination Strategies

The key steps and estimated resources to implement the highly ranked coordination strategies are described below.

Initiate a Mobility Management Program

This strategy would result in development of a mobility management program to serve as a centralized clearinghouse for local coordination activities. The purpose of developing mobility management program is to ensure that the organizational structure and staffing is in place to advance coordination activities and improve mobility throughout the Casper area. In addition to serving as a clearinghouse, a mobility management program could address a wide range of transportation issues, as presented in Chapter 9.

The FTA supports mobility management projects through three programs: Section 5310 Transportation for Elderly Persons and Persons with Disabilities; Section 5316 Job Access and Reverse Commute; and Section 5317 New Freedom. In addition, the FTA defines mobility management activities as “capital” projects, which means they have a lower threshold for local match requirements. This provides an excellent incentive to develop and implement mobility management projects intended to promote coordination.

It is assumed that the mobility management program would require a half-time staff position. With an estimated annual salary of \$60,000, this position would cost \$30,000 annually. It is possible that this position could be combined with the half-time position required for the ADA certification process on CATC.

Potential candidates to assume a mobility management role in the Casper Area include CATC/The Bus, as the primary service provider in the region, or the Wyoming Independent Living Rehabilitation (WILR). This agency is already providing mobility management activities on behalf of disabled persons throughout Wyoming and with additional resources could potentially expand its role to provide a broader coordination function.

By definition, activities considered “mobility management” are diverse and flexible. Likewise, the tasks and responsibilities assigned to a mobility manager can be crafted and developed according to local program needs. Example mobility management job descriptions can be found on the Community Transportation Association of America’s web site:

<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=372>

Establish a Local Coordination Council

Another need identified as part of this plan is to develop a Coordination Council. This council would provide an opportunity for local program staff invested in human service transportation to meet on a regular basis to network, share information, and mutually agree upon future coordination goals and activities. The membership of the coordination council should be broad enough to reflect a variety of human service transportation interests, including representatives of the local senior center, low-income advocacy programs, the local work force program, agencies serving persons with disabilities, local jurisdictions such as cities and Natrona County, agencies providing transportation services, and others. The purpose of the Coordination Council is primarily to serve as a conduit to promote coordination and information-sharing among local transportation stakeholders, but can also serve in an advisory capacity to local policy boards that oversee local transportation funding and policies.

Additional resources are available to assist local programs establish such a coordination group. For example, the Colorado Interagency Coordinating Council for Transportation Access and Mobility's Handbook for Creating Local Transportation Coordinating Councils in Colorado is a very useful document now being used by other states. It can be accessed on line at:

<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=1701&z=74>

Because the Coordination Council would be one of the mobility managers main responsibilities, all costs associated with the Council are assumed to be absorbed by this position.

Key implementation steps for these two strategies are described below:

- Designate lead agency and develop preliminary work plan and job description
- Apply for mobility management funds
- Establish membership for coordination council, extend invitations
- Develop guiding principles and operating procedures (i.e. meeting schedule) for Council
- Convene meetings, develop coordination work plan
- Implement projects consistent with work plan

Initiate Travel Training Program

As discussed previously, there are many benefits in establishing a travel training program which, if successful, will result in some people who currently use CATC to transition to The Bus. The average cost per trip provided on CATC totals \$20.59, compared to \$7.33 on average for a trip provided on The Bus. Therefore, \$13.26 is saved for every trip diverted from CATC to The Bus, and resources invested in developing and implementing a travel training program can expect to be recovered over time.

Furthermore, learning to use The Bus will provide customers with increased independence and more flexible travel arrangements that do not require calling in advance. Many people with disabilities, including wheelchair users, blind or visually impaired persons, or some with developmental disabilities, can use fixed route transit services for some or all of their trips if provided training and encouragement, and if efforts are made to ensure that the system and access to it can be navigated.

Travel training should be viewed as a resource and part of a menu of travel options available to existing or potential new customers. It can be offered as part of the ADA paratransit certification process, or conducted as a broader community outreach effort; i.e. training groups of seniors, disabled children, etc.

Useful resources are available to assist local programs initiate a travel training program. In particular, Project ACTION sponsors training classes and has developed training modules to assist local communities implement travel training programs. More information can be obtained through Project ACTION's web site, located at:

http://projectaction.easterseals.com/site/PageServer?pagename=ESPA_travel_training

Key implementation steps include:

- Incorporate implementation of travel training as an activity in the local mobility management program

- Select an entity to serve as local travel trainer. This could be the same entity serving as mobility manager, or the training could be conducted in-house at CATC if it is not otherwise serving as mobility manager.
- Train the trainers, conduct research and review available training materials
- Identify location for travel training activities
- Establish performance objectives and monitor program outcomes (i.e. number of persons trained, number of trips diverted, etc.)

Develop Capital Improvement Plan

This task is important because it will lay out both short and long range goals for addressing the region's capital needs and requirements. Chapter 10 discusses capital needs for CATC and The Bus; it would also behoove local transportation stakeholders to develop a regional plan to identify the capital needs of all providers in order to maximize and strategically plan for the use of Section 5310 or other funding sources. This could be an annual task assumed by the Mobility Manager.

Chapter 13. Conclusion

This planning effort has resulted in the development of a Transit Development and Coordination Plan Update for the Casper, Wyoming area. This project, which took place between April 2009 and January 2010, is unique in that it combines an update of the transit development plan with the development of a Coordinated Public Transit Human Services Transportation Plan. Completion of the Coordinated Plan will enable local project sponsors to access federal sources of funds available to enhance transportation services for older adults, persons with disabilities, and those with low-incomes. Furthermore, this planning project successfully integrates the development and implementation of coordination and service strategies.

In addition to accessing funds, the purpose of developing a Coordinated Plan is to recognize the “big picture” and to identify and pursue future opportunities for project partners to work together in order to improve and expand upon transportation options for residents of Casper area. The Transit Development and Coordination Plan Update was prepared with the consultation and involvement of local stakeholders with an interest in improving transportation services and programs. Staff assistance and project oversight was provided by the Casper Metropolitan Planning Organization; in addition, input was provided on a regular basis by members of the Transportation Steering Committee. Comments were solicited from other social service transportation providers and from members of the public through two workshops/open houses that were convened during the project.

This planning project has resulted in a document which includes:

- Updated assessment of unmet transportation needs for the Casper area
- Assessment of current service—strengths and weaknesses as perceived by the public, trend analysis to illustrate how performance has changed over time, and comparison of key performance indicators with Casper’s peers
- Inventory of social service transportation providers in Casper area
- Identification of key strategies to improve transit and enhance coordination intended to address unmet needs
- Development of a range of service alternatives based on potential funding scenarios
- Identification of a preferred service scenario (Chapter 11), comprised of a “package” of improvements that, in combination, will enhance services within a fiscally constrained budget
- Development of a coordination implementation plan and tools to assist with implementation

As a next step, the MPO will be asked to adopt the plan, and local stakeholders, under the auspices of the TSC or a newly formed Coordination Council, can consider how best to proceed with implementation efforts. Unfortunately, significant budgetary uncertainties may delay these efforts. For example, federal transportation legislation authorizing the availability of funds subject to this plan (SAFETEA-LU) has expired and it is not certain when it will be reauthorized or whether significant policy or funding revisions will accompany its passage.

In addition, a local sales tax measure (One-Cent Funds) which supports CATC and The Bus operations is due for reconsideration by local voters; those funds currently support, in part, the public transit operating budget. Should it not be reapproved by the voters, the operating budget will need to be reduced accordingly.

For the immediate future, and until these outcomes are known, the MPO and CATC staff are encouraged to submit application to WYDOT to access JARC funding, anticipated in early 2010. Those funds can help support mobility management activities and the extension of fixed route services to key employment sites.

APPENDIX A

PASSENGER SURVEYS (CATC, THE BUS)

Appendix A. Passenger Surveys (CATC, The Bus)

CATC Passenger Survey

IMPORTANT: Please tell us about the trip you are making now. The answers are completely confidential. If you have already filled out a survey, please DO NOT fill out another one. Thank you!

1. How often do you ride CATC? check one √

1 5 or more days per week 4 Less than 1 day / month
 2 2 to 4 days per week 3 First time
 3 1-4 days per month 5 Once per week

2. How long have you been riding CATC? check one √

1 Less than 1 year 3 More than 2 years
 2 1 to 2 years 4 First time

3. If CATC were not available, how would you have made this trip? check one or more √

1 Someone would drive me 5 Taxi
 2 Would not have made this trip 6 Walk
 3 Social Service provider (specify: _____)
 4 Other (_____)

4. Was a car available to you for this particular trip?

1 Yes 2 No 3 Yes, but with inconvenience to others

5. Do you have a disability that prevents you from using the fixed route service (The Bus)?

1 Yes 2 No

6. Please rate the following items about CATC:

	Poor	Average	Very Good		
1. Bus arrives on time	1	2	3	4	5
2. Service available late or early enough	1	2	3	4	5
3. Convenience of service	1	2	3	4	5
5. Rider information	1	2	3	4	5
7. System easy to understand	1	2	3	4	5
8. Fare (cost)	1	2	3	4	5
9. Cleanliness of vehicles	1	2	3	4	5
10. Seating on bus	1	2	3	4	5
12. Safety on the bus	1	2	3	4	5
13. Driver courtesy	1	2	3	4	5
14. Driver skill/safety	1	2	3	4	5
15. Dispatch courtesy/skill	1	2	3	4	5
16. Overall service	1	2	3	4	5

Please complete other side

7. Do you have suggestions for improving service on CATC?

8. What is your age?

9. What is your total household income (everyone in your household)? check one √

1 Under \$10,000 5 \$40,000 – \$49,999
 2 \$10,000-\$19,999 6 \$50,000 – \$59,999
 3 \$20,000-\$29,999 7 Over \$60,000
 4 \$30,000-\$39,999

10. Are you? check one or more √

1 Employed full-time
 2 Employed part-time
 3 Not currently employed
 4 Student
 5 Retired
 6 Other (specify: _____)

Do you have any other comments? Please write them here:

We appreciate your comments! Please return this survey to us by dropping it in the collection envelope at the front of the bus. Thank you very much!



Passenger Survey



IMPORTANT: Please tell us about the one-way trip you are making now. The answers are completely confidential. If you have already filled out a survey, please DO NOT fill out another one.

1. Where are you coming FROM? check one ✓

- ₁ Home
 ₂ Work
 ₃ Recreation or social
 ₄ School (Name of School: _____)
 ₅ Other (_____)
- ₆ Shopping
 ₇ Medical/Dental

2. Where are you starting this trip?

Please list nearest intersection (for example: 2nd & Country Club)
 - OR -

Name the location or landmark (for example: Eastridge Mall, Wal-Mart, Town Hall, etc.)

(STREET & CROSS STREET or LANDMARK) CITY / TOWN

3. How did you GET TO the bus stop to board this bus? check one ✓

- ₁ Transferred from another bus - (Route _____)
 ₂ Walked (How many minutes? _____)
 ₃ Biked
 ₄ Drove alone then parked
 ₅ Dropped off by car
 ₆ Used wheelchair or scooter (How many minutes? _____)
 ₇ Other (_____)

4. Where are you going TO? check one ✓

- ₁ Home
 ₂ Work
 ₃ Recreation or social
 ₄ School/College (Name of School: _____)
 ₅ Other (_____)
- ₆ Shopping
 ₇ Medical/Dental

5. Where are you ending this trip?

Please list nearest intersection (for example: CY Ave & Poplar)
 - OR -

Name the location or landmark (for example: Eastridge Mall, Wal-Mart, Town Hall, etc.)

(STREET & CROSS STREET or LANDMARK) CITY / TOWN

6. How will you GO FROM this bus to the end of your trip? check one ✓

- ₁ Transfer to another bus - (Route _____)
 ₂ Walk (How many minutes? _____)
 ₃ Bike
 ₄ Drive alone
 ₅ Get picked up
 ₆ Use wheelchair or scooter (How many minutes? _____)
 ₇ Other (_____)

7. What route are you CURRENTLY ON? check only one ✓

- ₁ Red
 ₂ Green
 ₃ Blue
 ₄ Yellow
 ₅ Mills route
 ₆ Evansville route

8. Are you making a ROUND TRIP on the bus today?

- ₁ Yes
 ₂ No

9. How often do you ride The Bus? check one ✓

- ₁ 5 or more days per week
 ₂ 2 to 4 days per week
 ₃ 1-4 days per month
 ₄ Less than 1 day per month
 ₅ First time
 ₆ Once per week

10. How long have you been riding The Bus? check one ✓

- ₁ Less than 1 year
 ₂ 1 to 2 years
 ₃ More than 2 years
 ₄ First time

11. If there was no bus service available, how would you have made this trip? check one or more ✓

- ₁ Drive alone
 ₂ Someone would drive me
 ₃ Carpool or vanpool
 ₄ Taxi
 ₅ Other (_____)
- ₆ Hitchhike
 ₇ Walk
 ₈ Bike
 ₉ Would not make this trip

12. Was a car available to you for this particular trip?

- ₁ Yes
 ₂ No
 ₃ Yes, but with inconvenience to others

13. Please rate the following items about The Bus:

	Poor	Average	Very Good
1. Bus arrives on time	1	2	3 4 5
2. Frequency of service	1	2	3 4 5
3. Service available late or early enough	1	2	3 4 5
4. Convenience of route	1	2	3 4 5
5. Rider information	1	2	3 4 5
6. Information at bus stops	1	2	3 4 5
7. System easy to understand	1	2	3 4 5
8. Fare (cost)	1	2	3 4 5
9. Cleanliness of vehicles	1	2	3 4 5
10. Seating on bus	1	2	3 4 5
11. Condition of bus stop	1	2	3 4 5
12. Safety at bus stop	1	2	3 4 5
13. Driver courtesy	1	2	3 4 5
14. Driver skill/safety	1	2	3 4 5
15. Overall bus service	1	2	3 4 5

Please complete other side ➤

14. Where would you like The Bus to go that it doesn't go? (in order of priority)

Write in up to three specific locations

- a. _____
- b. _____
- c. _____

15. What improvements would help you choose to ride

The Bus more often? *check no more than three* ✓

- 1 More frequent bus service
- 2 Earlier morning service (begin when? _____)
- 3 Later evening service (until when? _____)
- 4 Saturday service
- 5 Sunday service
- 6 Easier transfers between bus routes
- 7 Service to _____
- 8 Other _____

16. Do you have suggestions for improving service on The Bus?

Please tell us about yourself!

17. What is your age? _____

18. TOTAL HOUSEHOLD INCOME (for everyone in household)

- | | |
|--|--|
| <input type="checkbox"/> 1 Under \$10,000 | <input type="checkbox"/> 5 \$40,000 – \$49,999 |
| <input type="checkbox"/> 2 \$10,000-\$19,999 | <input type="checkbox"/> 6 \$50,000 – \$59,999 |
| <input type="checkbox"/> 3 \$20,000-\$29,999 | <input type="checkbox"/> 7 Over \$60,000 |
| <input type="checkbox"/> 4 \$30,000-\$39,999 | |

19. Are you? *check one or more* ✓

- 1 Employed full-time
- 2 Employed part-time
- 3 Not currently employed
- 4 Student
- 5 Retired
- 6 Visitor to the area

Do you have any other comments? Please write them here:

We appreciate your comments!

Please return this survey to us by dropping it in the collection envelope at the front of the bus.

Thank you very much!



APPENDIX B

CASPER AREA TRANSPORTATION INVENTORY

Appendix B. Casper Area Transportation Inventory (Updated August 2009)

	Provider	Type of Service	Annual Transportation Expenses	Annual Passenger Trips	Hours of Operation	# of Vehicles	Annual Service Hours	Annual Service Miles	Vehicle Operators	Updated 2009 (Y / N)
1	ARC of Natrona County	Provides respite services for those caring for disabled as well as services for disabled. Provides transportation for clients using staff's personal vehicles.	\$1,500-\$2,000	n/a	anytime (weekends)	Staff vehicles	n/a	5,000 - 6,000	Staff	Y
2	Boys and Girls Club	Provides after school programs for children and the transportation for children to get to and from school and program locations.	n/a	n/a	2:45pm-4:45pm, M-F	(2) 16-Pass. Vans (1) 66-Pass. Bus (1) 32-Pass. Bus	500-600	60,000	Part-Time Drivers and Staff	Y
3	Casper Cabs	Provides local and county-wide taxi service.			24/7					
4	Casper College	Provides a free shuttle for students and staff members on-campus.	\$36,000	500	7:30am-2:30pm, M-F	(1) 12-Pass. Bus	1,440	15,000	Full-Time Driver	
5	Casper YMCA	Transports children and teens in Before-and-After School Programs to main facilities.	7,000	250	7am-5pm, M-F	Bus 3 Vans	900	20,000	Staff	Y
6	CATC/The Bus	Provides dial-a-ride and fixed route service in Casper Urbanized Area	CATC: \$1,192,500 (FY 07/08)	59,910	7am-5:15pm, M-F 8am-5:15pm, Sat/Sun	12	18,231	251,668	24 full time, 6 part-time	Y
			The Bus: \$759,586 (FY07/08)	103,608	6:30 am – 6:30 pm, M-F	7	18,532	209,197		
7	Central Wyoming Rescue Mission	Transports clients to training sessions, medical appointments, and jobs using CATC and agency vehicles.	Transportation Budget 2008: \$21,000	3,000	Usually follows CATC bus hours	8 vehicles	not sure	not sure	Staff	Y
8	Central Wyoming Senior Services	Transportation for special events, functions related to seniors	n/a	~200 annual (estimated)	As needed	1 (12 passenger bus) - donated from the City of Casper	24	n/a	Staff	Y
9	Child Development Center of Natrona County	Transports children using CATC and own vehicle between kindergarten and childcare.	\$24,000	12,600	8am-3:30pm, M-F	1999, 13-passenger Van	2,000	5,800	Full-Time Driver	
10	Circle C Resources	Transports clients using both an agency vehicle and the staff's personal vehicles.	80,000	n/a	24/7	1 8 passenger van 2 7 passenger vans 1 pick up truck staff vehicles	7,000	50,000	Staff	Y
11	Community Alternatives of Casper (C.A.C.)	Transports inmates using agency vehicle between work, employment, and home.	n/a	25,000	24/7	1 15 passenger 4 12 pass vans	10,000	170,000	Staff	Y
12	Department of Family Services	Provides temporary assistance and/treatment to clients. Does not provide any transportation directly.	n/a	n/a	n/a	n/a	n/a	n/a	Staff	Y
13	Early Head Start	Provides Head Start services to families w/birth-3 yrs old children and pregnant women, and transports the parents, children, and pregnant women to and from program locations.	\$10,033	9,253	Tues & Thurs 9am-12pm Wed 10am-1:30pm (4 Wed a month) Fri 10am-1:30pm (only 2 Fri a month)	1 school bus	3,106	11,838	Staff	Y

	Provider	Type of Service	Annual Transportation Expenses	Annual Passenger Trips	Hours of Operation	# of Vehicles	Annual Service Hours	Annual Service Miles	Vehicle Operators	Updated 2009 (Y / N)
14	Garden Square of Casper	Assisted Living Center that provides transportation to clients.	\$1,800	n/a	8am-3:30pm, M-F	1 Van	n/a	2,500	Staff	Y
15	Holy Cross Center, Inc.	Due to staff shortage, the agency does not provide transportation services. CATC provides transportation to access the site, and there is a bus stop very close to the center.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Y
16	Human Services Commission - is now - Community Action Partnership of Natrona County (changed in 2003)	Provides funding and programs for local human services agencies as well as providing CATC bus tokens/taxi vouchers and using an agency vehicle.	\$17,857 (about \$10,000 of this is CATC tokens)	1,250	Main Office: 8am-5pm, M-F A few evening clinics	2001, 12-passenger Van	300	1,000	Staff	Y
17	I Reach	Provides services for the disabled. They provide transportation services for day residents and clients that stay overnight.	\$13,000 - \$15,000	6,500	7:30am-4:30pm for day program, M-F 24/7 for residents	1 mini-van (6 passengers) 1 mid-size van (16 passengers) 1 CATC bus (10 passengers) 1 CATC accessible bus (2 wheelchairs + 12 passengers)	3,500	40,000 - 50,000	Full-time driver	Y
18	Independent Opportunities	Need information.								
19	Life Care Center of Casper	Skilled nursing facility that provides transportation to clients using an agency bus.	\$100,000	1,750	M-F, 8am - 5pm weekends - emergency only	6 passenger van	2,000	12,000	2 Full-Time Driver	Y
20	Masterson Place	Masterson Place provides living arrangements for persons who have relatives in the hospital. They provide transportation using a minivan.	n/a	500	M-Th, 7am - 5pm F 8am-3pm	Minivan	125-150	10 miles	Staff	Y
21	Maurice Griffith Manor	Board and Care facility for 26 clients and 5 apartments. Provides occasional transportation for clients to doctors and contracts for transportation for special activities.	n/a	50-70	7am - 5pm, M-F	12-passenger van staff vehicles if small group	250	300-500	Director	Y
22	Meadow Wind Assisted Living	Meadow Wind Assisted Living offers upscale assisted living including meals, laundry, medication monitoring, and transportation using a passenger van.	\$5,000	1,000	Various, M-F	10 passenger van	800	7,500	2 Part-Time Drivers	Y
23	Natrona County Head Start	Provides education programs and medical care for disadvantaged families. Provides transportation using agency vehicle.	see Early Head Start	see Early Head Start	7am-8am, 11:30pm-12:45pm, 4pm-5pm, 7pm - 8pm, M-F 11:30am - 12:30pm summer only	2 mid-buses (13-15 passenger)	see Early Head Start	see Early Head Start	2 Full-Time (9 months) and 1 Part-Time (12 months)	Y
24	Natrona County School District	Provides transportation for students between schools and home, as well trips for field trips and organized activities.	n/a	6,700 (daily average)	Various	109 buses (7 with lifts)	n/a	7,263 (daily) 1,521,979 (annual 2007)	67 Daily Drivers	Y

Provider	Type of Service	Annual Transportation Expenses	Annual Passenger Trips	Hours of Operation	# of Vehicles	Annual Service Hours	Annual Service Miles	Vehicle Operators	Updated 2009 (Y / N)	
25	New Horizons	Transitional house (a half-way house) for male clients. Expects that transportation will be provided for medical appointments, but transitional house only opened a month ago, so no transportation yet.	n/a	n/a	n/a	n/a	n/a	n/a	Y	
26	NOWCAP	Offers many programs such as vocational, living, and workshops. They also provide transportation	n/a	n/a	7am-10pm, M-F 11am-10pm, Sat-Sun	22 vehicles	3,100	n/a	Staff	
27	Nutrition and Child Development, Inc.	A nonprofit child care agency who provides care and transportation to 35 children daily. They provide transportation using four vans.	\$44,800	1,250	7:45am-9am, 11:15am-12pm, 2:45pm-4:15pm, M-F	2000, 15-Pass. Van, 20,000 miles 1998, 15-Pass. Van, 30,000 miles 1990, 15 Pass. Van, 85,000 miles 1990, 15 Pass. Van, 95,000 miles	4,400	24,000	Staff	
28	Park Place Assisted Living	Assisted living center that provides transportation to clients.	18,000	n/a	8am - 5pm M-F	17 passenger bus	1,100	8,560	Part-Time Driver	Y
29	Poplar Living Center	Senior Center that provides transportation to clients using an agency bus.	n/a	n/a	7am-5pm, M-F	5-Pass. Van 15-Pass. Van	n/a	n/a	Full-Time Driver w/staff filling in as needed	
30	RC Cab	Local taxi service, operates in Casper area.	n/a	36,000	24/7	6 vehicles	n/a	340,000	Drivers rent vehicles	Y
31	Self Help Center	Provides services and treatment for those dealing with domestic violence; also provides transportation to meetings, programs, shopping, and medical appointments.	\$20,000	n/a	n/a	14-passenger Van	n/a	n/a	Hired Driver	
32	Seton House	Provides transitional housing for homeless, low-income, single parent families. Provide transportation using their own van	\$2,000 Donated CATC tokens	1,173	n/a	1 donated 10-passenger van	n/a	n/a	Staff	Y
33	Shepherd of The Valley	Senior Center that provides transportation to clients.	n/a	2,500	6am-6pm, 7 days	2 vans (2 wheelchairs and 4-5 passengers) 1 van (3 wheelchairs and 6 passengers)	9,000	n/a	3 Full-time Drivers	Y
34	St. Anthony Manor	No longer provides transportation services	n/a	n/a	n/a	0	n/a	n/a	n/a	Y
35	Wyoming Behavioral Institute	Provides psychiatric/chemical dependency assistance. Also provides transportation using two vans.	\$10,000	450	24/7	7 passenger van 10 passenger van	1,300 - 1,500	52,000 - 55,000	Staff	Y
36	Wyoming Medical Center - Cancer Treatment Center is now Rocky Mountain Oncology (2005)	Provides cancer treatment services as well as transportation using own vehicles.	n/a	1,200	9am - 4pm, M-F	1 Ford Edge	n/a	7,500	4 part-time volunteers	Y
37	Wyoming Nephrology	Need information.								
38	Wyoming Recovery Program	Provides substance abuse counseling and treatment as well as providing transportation for meals using an agency vehicle.	n/a	500-600	24/7 as needed	15-Pass. Van	180	n/a	Staff	Y

Provider	Type of Service	Annual Transportation Expenses	Annual Passenger Trips	Hours of Operation	# of Vehicles	Annual Service Hours	Annual Service Miles	Vehicle Operators	Updated 2009 (Y / N)	
39	Youth Crisis Center	Provides temporary residence for children and transportation using agency van and staff's personal vehicles.	\$8,000 reimbursement to staff	3,500	7am - 7pm, M-F	9-Pass. Van staff vehicles	1,800	25,000	Staff	Y
Indirect Transportation Resource Providers										
40	Best Beginnings	Provides prenatal education and health assistance to mothers. Does not provide CATC tokens or tickets. Best Beginnings is only a clearinghouse.	n/a	n/a						Y
41	Brain Injury Association of Wyoming	Provides brain injury assistance and treatment to clients. Has recently started to supply CATC tickets and taxi vouchers for clients in need of transportation.	n/a	5						Y
42	Casper Recreation	The Rec transports children for 10-week summer camp using a rented bus.	\$800	25-30						Y
43	Casper VA Outpatient Clinic	Transports patients on a limited basis using both taxi vouchers or ambulance as needed in an emergency only.	\$240 - \$360	12-24						Y
44	Central Wyoming Counseling Center	Provides psychological help to persons with persistent psychological. problems. Most clients dependent on CATC. Sometimes purchase CATC tokens. Provide transportation to clients for medical appointments, etc.	\$300-\$400 for CATC tokens n/a for own trans	7,000	24/7	3 vehicles (sedans, SUVs) 10 passenger van	n/a	n/a	Staff	Y
45	Community Health Center	Provides CATC tokens & taxi vouchers to clients as requested and in-advance for trips from home to medical appointments.	Pay for taxi vouchers - not sure how much. CATC tokens often donated.	300						Y
46	Department of Public Health	Administers health programs and provides CATC tokens for home health clients to get to the health clinic.	\$300	100						Y
47	Department of Vocational Rehabilitation (Casper)	Helps prepare persons w/disabilities prepare to return to work and provides CATC tokens as part of employment plan. (\$15 monthly unlimited pass) In FY 2008, served 26 clients with 43 purchases (some clients had one, some up to three.)	\$2,149	n/a						Y
48	Employment Resource Center	Assists clients with meeting employment and other needs. Also provides taxi vouchers and transports clients using the staff's personal vehicles.	n/a	n/a						
49	Five Trails Adult Day Center (host org is Central WY Senior Services)	Provides supervision and care for disabled adults as well as providing transportation through a CATC contract.	\$2,500	200						Y
50	Interfaith	Assists clients with rent, food, clothing, medical and provides transportation assistance by purchasing CATC tokens, bus tickets, taxi vouchers, and purchasing gas.	Donated CATC tokens Taxi vouchers limited to \$10	1,200 tokens already given in 2009 (as of July 2009) Taxi vouchers: Give out about 20/year						Y
51	Life Steps Campus Transitional Housing Facility	CATC gives out tokens directly to Life Steps clients	n/a	n/a						Y

Provider		Type of Service	Annual Transportation Expenses	Annual Passenger Trips	Hours of Operation	# of Vehicles	Annual Service Hours	Annual Service Miles	Vehicle Operators	Updated 2009 (Y / N)
52	Wyoming Special Olympics	Only provide transportation a few times per year to athletes when they travel to events.	n/a	2						Y
53	Wyoming AIDS Project	Provides prevention and supportive services. Once and a while, Debbie transports a client, but only emergency basis. Had some CATC bus tokens, but program doesn't exist.	\$0	3						Y

APPENDIX C

DRIVER SURVEY AND RESULTS

Appendix C. Driver Survey and Results

The Bus Driver's Survey

1) Indicate which route(s) you **most** familiar with? (example: Red, Blue, Mills, etc.)

2) List the **top five boarding locations** on each route (example: 2nd and Conwell or Wal-Mart) and **average daily passenger boardings** at that stop. Estimates are fine, but please complete only on routes you are most familiar with.

	Blue	Red	Yellow	Green	Mills	Evansville
example	2 nd and Conwell (15)	15 th and Oakcrest (20)				Wal-Mart (40)
1						
2						
3						
4						
5						

3) Where do route deviations occur on this route?

	Blue	Red	Yellow	Green	Mills	Evansville
Specific location						

What operational issues, if any, are you experiencing on each route? (check all that apply ✓)

	Blue	Red	Yellow	Green	Mills	Evansville
Difficulty staying on schedule						
Too much layover time						
Not enough layover time						
Passenger overloading						
Route deviations difficult to do						
Too many stops along route						
Not enough stops along route						
Transfers are difficult to make						
Other:						

4) Please give us specific feedback on ways to improve the routes (or what you hear from passengers that would make using The Bus a better experience):

Route	Feedback on improving route
Blue	
Red	
Yellow	
Green	
Mills	
Evansville	

5) Please provide us with any other feedback you have about The Bus?

CATC Driver's/Dispatcher' Survey

1) Please tell us what operational issues you are experiencing on CATC and what you think can be done to improve the service:

	What suggestions if any will help to make it work better:
Meeting passengers requests for service drivers/dispatchers	
Passengers Special Needs using wheelchairs, walkers, etc.	
Scheduling for dispatch/drivers	
Pick-up/drop-off locations difficult to access	
Other:	

2) Please provide us with any other feedback you have about CATC:

Summary of Feedback

	Blue	Red	Yellow	Green	Purple (Mills)	Orange (Evansville)
Top Stops	2nd / McKinley Walmart A / Fenway 2nd / Penn (Albertsons) 2nd / Thelma (Safeway) 2nd / Beech	Life Steps 23rd / McKinley 12th / Lowell 12th / Walsh College / Wolcott	Valley / Ins Indian Paintbrush / Riverbend Walmart Safeway (CY) Sunrise VA clinic Fleetwood / Kit Carson	H / McKinley Boys & Girls Club Werner Court Ash / B A / Grant Fleetwood / Kit Carson	Walmart Mt. View Shopping Center Mt. View School Poison Spider Fulton	Walmart 5th / Missouri Lathrop Post Office
Deviations	A / Lennox	12th / Walsh 13th / McKinley 22nd / McKinley 12th / Fenway 12th / Minnesota 8th / Walsh	River Bend CY (Alisco)	H / McKinley	Pontiac / Fulton Poison Spider	231 Missoun 431 4th Street
Operational Issues						
Difficulty staying on schedule					Yes - Walmart	Yes
Too much layover time			Yes	Yes		
Not enough layover time						
Passenger overloading	Yes					
Route deviations difficult to do	Yes			Yes		
Too many stops along route			Yes			
Not enough stops along route	Yes		Yes		Yes	Yes
Transfers are difficult to make						
Other:		Wheelchair accessibility at some stops		Traffic on CY (3:00 - 5:00 pm)		
Other Feedback						
	Add stop at 3rd / Grant Farside 2nd / Walsh Add stop at 2nd / Beverly Longer hours and weekend service	Go to Centennial Orthopaedics Service later in the evening	Too much time on Poplar - cut 2 minutes Change route in PV - add stops on Aster closer to the river. One or two stops between Fleetwood and Iris in PV Sultherlands area (?)	Serve Event's Center Longer Yellow Zones for bus parking (need room to pull into and out of stops)	Allow flag stops Weekend service Service further out on Yellowstone	People want service further on East 2nd

APPENDIX D

COORDINATION WORKSHOP MATERIALS

Appendix D. Coordination Workshop Materials

**Transit Development and
Coordination Plan Update**
For CATC and The Bus Riders, Human Service
Agency Staff, Transportation Providers, and
Citizens Interested in Improving Public Transit
in the Casper, WY Urbanized Area

COMMUNITY WORKSHOP

YOU ARE INVITED TO ATTEND A WORKSHOP:

Wednesday, September 2, 2009
1:00 -5:00 PM
Multi-purpose Room
Fort Caspar Museum
4001 Fort Caspar Rd Casper, WY



Help to shape the future of transportation for residents of Casper, including seniors, people with disabilities and persons with limited incomes

- Learn about the Coordinated Public Transit-Human Services Transportation Plan
- Share your views about community transportation needs and priorities
- Recommend strategies to improve local and regional mobility
- Help identify opportunities to better coordinate limited transportation resources
- Find out about federal transportation funds that may be available to agencies in the Casper urbanized area

PLEASE RSVP by contacting:

Sally Kerpchar
Casper Area Metropolitan Planning Organization
307-235-8255
Skerpchar@cityofcasperwy.com

Contact the Casper Area Metropolitan Planning Organization at least three business days prior to workshop to request language interpretation assistance or alternative information formats at the workshop.



Workshop Agenda

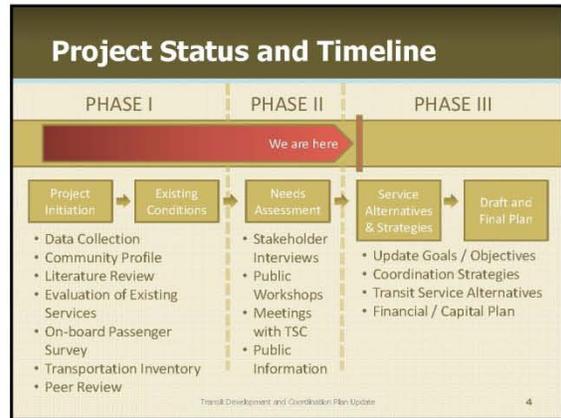
- I. Introduction/Workshop Goals/Status of TDCP
- II. Coordination 101
- III. Local Coordination Efforts
- IV. Unmet Transportation Needs: Confirmation of Initial Findings
- V. Local Community Values
- VI. Identification and Prioritization of Strategies
- VII. Coordination Implementation Plans

Transit Development and Coordination Plan Update 2

I. Workshop Goals

- Satisfy SAFETEA-LU Planning Requirements
 - Review Provider Inventory
 - Confirm Unmet Transportation Needs
 - Assess Local Community Values
 - Identify and Prioritize Service Strategies
- Explore Opportunities for Coordination of Human Service Transportation Programs in Casper
 - Discuss Current coordination efforts
 - Review Best Practices
 - Develop Coordination Action Plan

Transit Development and Coordination Plan Update 3



II. Coordination 101

Transit Development and Coordination Plan Update 5

III. Local Coordination Efforts

- Key Findings: Provider Inventory
- How well are services and programs coordinated in the Casper area?

Transit Development and Coordination Plan Update 6

Transportation Inventory

- Focus is on "specialized" transportation services
 - Designed to serve specific populations
 - Clients and agency programming
 - May or may not be available to general public
- Initial update of transportation inventory from previous Transit Service Plan
 - Information still needed for several providers
 - Represents a snapshot of existing services
 - Starting point for understanding coordination opportunities

Transit Development and Coordination Plan Update 7

Inventory Key Findings

- 47 agencies provide or sponsor specialized transportation in Casper area
- Estimated annual cost for all services - \$3 million
 - Significantly under-estimates total cost: 31% of agencies don't know how much they spend
 - Based on 56% of agencies reporting
 - Exclusive of school district
- Includes at least 96 vehicles
- By comparison
 - CATC annual budget of \$810,000 operating 8 vehicles

Transit Development and Coordination Plan Update 8

Inventory Key Findings

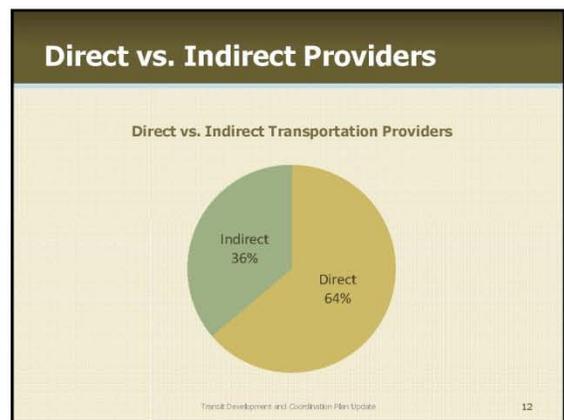
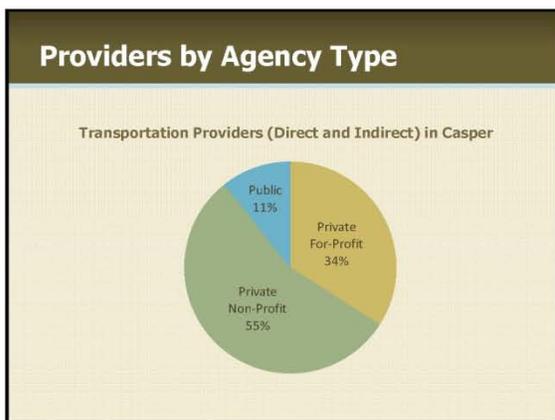
- 47 agencies provide or sponsor transportation in Casper area
- Mix of public, non-profit, for profit entities: most (55%) are private non-profit
- 30 agencies (64%) provide services directly
- 17 agencies (36%) sponsor or pay for services but do not provide them directly

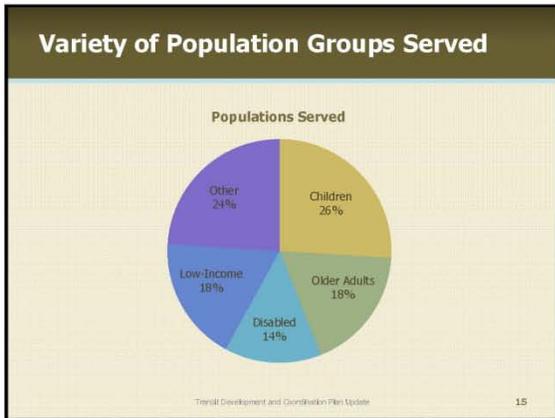
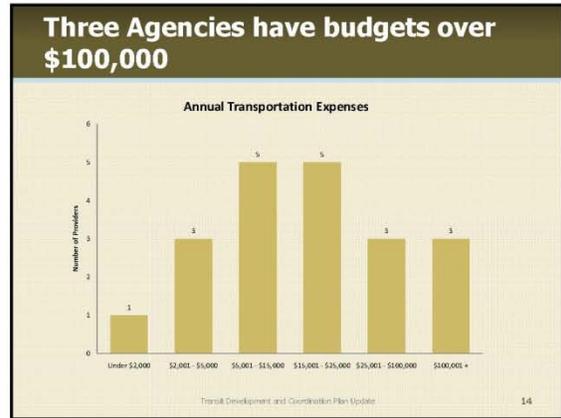
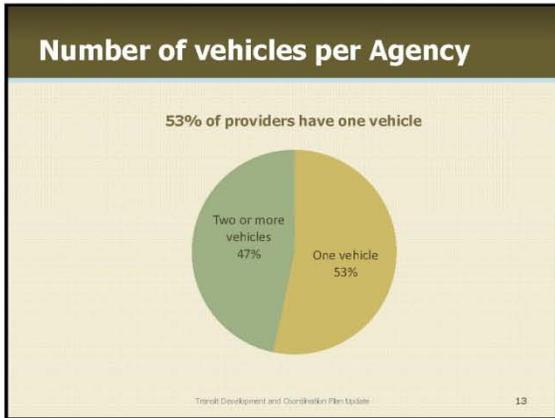
Transit Development and Coordination Plan Update 9

Inventory Key Findings

- 16 of the 30 providing services directly (53%) own and operate one vehicle only
- These are mostly residential care centers
- 7 agencies subsidize clients' trips on CATC
- 3 agencies have transportation budgets of \$100,000 per year
- Not all agencies track transportation expenditures: actual investment is not known

Transit Development and Coordination Plan Update 10





- ### Coordination in Casper
- Wyoming Independent Living Rehabilitation, Inc. (WILR)
 - Develop individualize transportation plan
 - Combine resources available by public transit, volunteer drivers and private taxis
 - Free tokens and bus ticket program
 - Funded by Community Block Grant
 - Distributed by the Community Action Program
- Transit Development and Coordination Plan Update 16

- ### Coordination in Casper
- Other examples?
- Transit Development and Coordination Plan Update 17

- ### Opportunities for Coordination
- 17 agencies provide indirect transportation
 - Distribute free bus tokens
 - Buy and distribute bus passes
 - Provide funding to other agencies
 - Contract for special events
 - Hire taxis to provide occasional transportation
- Transit Development and Coordination Plan Update 18

Opportunities for Coordination

17 agencies provide indirect transportation

- How might they use coordination strategies?

Transit Development and Coordination Plan Update 19

Opportunities for Coordination

Strategies for providers of indirect service

- Improve access to available services
 - Develop transportation services directory
 - Offer travel training/bus buddy program
 - For clients and staff
- Improve quantity of available service
 - Purchase service from other non-profit agencies
- Improve quality of available services
 - Driver training/awareness
 - Participate in CATC and The Bus planning

Transit Development and Coordination Plan Update 20

Opportunities for Coordination

30 agencies provide transportation directly

- Operate vans and buses
 - Most operate during weekdays only
 - Several do not offer scheduled services
 - Some provide transportation 24/7
- Hire, train and retain drivers
- Clean, maintain and store vehicles
- Schedule vehicle use and deployment

Transit Development and Coordination Plan Update 21

Opportunities for Coordination

30 agencies provide transportation directly

- How might they use coordination strategies?

Transit Development and Coordination Plan Update 22

Opportunities for Coordination

Strategies for providers of direct service

- Share costs to operate service
 - Centralized driver training, insurance, fuel purchase
 - Share vehicle maintenance
 - Share scheduling software
 - Create pool of back-up drivers and vehicles
- Sell spare capacity to other agencies
 - "Rent" vehicles when not in use
 - Sell empty seats to other agencies/organizations

Transit Development and Coordination Plan Update 23

Opportunities for Coordination

What makes sense in Casper?

Transit Development and Coordination Plan Update 24

IV. Unmet Needs

- Focus is on service needs of target populations
 - Older adults
 - Persons with disabilities
 - Persons with low incomes
- Preliminary findings generated through:
 - CATC and The Bus Passenger Surveys
 - Stakeholder Interviews
 - Consultation with TSC

Transit Development and Coordination Plan Update 25

Public Transportation Services

- Research also considered The Bus and CATC
 - Conducted surveys with passengers
 - Examined agency operations
- Implications and considerations for human service transportation
 - Look to transit to meet unmet needs
 - Improve coordination between services

Transit Development and Coordination Plan Update 26

Existing Transportation Services

27

The Bus: Key Findings

- High customer satisfaction – 89% good or very good

Service Aspect	Very Good	Good	Average	Below Average	Poor
Driver courtesy	95%	5%	0%	0%	0%
Driver skill / safety	95%	5%	0%	0%	0%
Cleanliness of vehicles	95%	5%	0%	0%	0%
Rider Information	95%	5%	0%	0%	0%
Bus arrives on time	95%	5%	0%	0%	0%
Seating on bus	85%	15%	0%	0%	0%
Overall bus service	85%	15%	0%	0%	0%
Fare (cost)	85%	15%	0%	0%	0%
Safety at bus stop	95%	5%	0%	0%	0%
System easy to understand	95%	5%	0%	0%	0%
Condition of bus stop	95%	5%	0%	0%	0%
Frequency of service	95%	5%	0%	0%	0%
Convenience of route	95%	5%	0%	0%	0%
Information at bus stops	95%	5%	0%	0%	0%
Service available late or early enough	95%	5%	0%	0%	0%

Transit Development and Coordination Plan Update 28

The Bus: Key Findings

- Improvements to The Bus...

Community / Location	Count	Percent of Responses
East of the Mall (along E. 2 nd)	31	37%
Yellowstone	7	8%
Highway	4	5%
Southeast Casper	4	5%
Southwest Casper	4	5%
Airport	2	2%
Bar Nunn	2	2%
North Casper	2	2%
Miscellaneous	31	37%
Total	83	

N=126
Transit Development and Coordination Plan Update 29

CATC: Key Findings

- High customer satisfaction – 86% good or very good

Service Aspect	Very Good	Good	Average	Below Average	Poor
Driver skill/safety	95%	5%	0%	0%	0%
Driver courtesy	95%	5%	0%	0%	0%
Safety at bus stop	95%	5%	0%	0%	0%
Seating on bus	85%	15%	0%	0%	0%
Overall Service	85%	15%	0%	0%	0%
Cleanliness of vehicles	95%	5%	0%	0%	0%
Rider Information	95%	5%	0%	0%	0%
System easy to understand	95%	5%	0%	0%	0%
Dispatch courtesy/skill	95%	5%	0%	0%	0%
Convenience of service	95%	5%	0%	0%	0%
Fare (cost)	95%	5%	0%	0%	0%
Bus arrives on time	95%	5%	0%	0%	0%
Service available late or early...	95%	5%	0%	0%	0%

Transit Development and Coordination Plan Update 30

Stakeholder and TSC feedback

- 15 stakeholders interviewed
 - Elected officials
 - Social service providers
 - Business / economic development
- Initial TSC feedback:

Ranking	Issue
1	Weekend service for CATC and The Bus
2	Expansion of service beyond existing area
3	Employment related transportation
4	More frequent service/more direct service
5	Marketing and public awareness
6 (tie)	Service earlier in morning
6 (tie)	Service later in evening
6 (tie)	Better coordination among social service providers
7	Development of transportation alternatives

31

Summary of unmet needs

- More fixed-route services:
 - Geographic expansion of service
 - Weekend service
 - Earlier and later service hours
 - Service beyond Casper area (i.e., regional service)
 - Faster, more direct service
 - Service to employment and employment services
 - Lack of awareness of deviated service

32

Summary of unmet needs

- More and improved dial-a-ride service:
 - Not enough capacity on CATC
 - Service quality and reliability
 - Late pick-up times
 - More driver training/awareness
 - Escorts for special need riders
 - Fares are high for some riders
 - Longer hours and service on weekends
 - More geographic coverage

33

Summary of unmet needs

- Infrastructure Needs:
 - Safe pedestrian access to/from stops
 - High proportion of existing The Bus users walk to and from bus stop
 - More comfortable waiting areas
 - Shelters and benches

34

Summary of unmet needs

- Awareness and marketing
 - More and better information about services
 - Cell phone updates on bus locations
 - Teach seniors and persons with disabilities how to use fixed-route services
 - More training and education about deviation service

35

V. Local Community Values

- Trade-offs are necessary
- Productivity vs. Coverage
- Trips for Transit Dependent vs. Commuters
- Prioritizing Service Enhancements

36

Public Transportation Services should ...

1. Support specialized transportation services
2. ...
3. ...
4. ...
5. ...
6. ...Encourage everyone to use the fixed-route services

Transit Development and Coordination Plan Update 37

Public transportation services should be...

1. Convenient for riders
2. ...
3. ...
4. ...
5. ...
6. Cost effective for taxpayers

Transit Development and Coordination Plan Update 38

Public transportation services should...

1. Go more places, even if it's slower
2. ...
3. ...
4. ...
5. ...
6. Go fewer places more quickly

Transit Development and Coordination Plan Update 39

Public Transportation Services should be...

1. Individualized to meet agency needs
2. ...
3. ...
4. ...
5. ...
6. Grouped trips with as many people as possible

Transit Development and Coordination Plan Update 40

Public transportation services should ...

1. Support mid-day travel
2. ...
3. ...
4. ...
5. ...
6. Focus on peak period commuter travel

Transit Development and Coordination Plan Update 41

If I had to choose...

1. Build more shelters, install benches, improve information systems
2. Improve and expand services

Transit Development and Coordination Plan Update 42

If I had to choose...

1. Service within Casper
2. Service between Casper and connecting communities

Transit Development and Coordination Plan Update 43

If I had to choose...

1. Expand fixed-route services
2. Expand dial-a-ride service

Transit Development and Coordination Plan Update 44

If I had to choose...

1. Evening Service
2. Weekend Service

Transit Development and Coordination Plan Update 45

If I had to choose...

1. More frequent daily service
2. Weekend and evening service

Transit Development and Coordination Plan Update 46

Results of Community Value Exercise

Identified Community Goals

- Support for:
 - Specialized vs. shared service
 - Convenience vs. cost effectiveness
 - Coverage vs. speed
 - Mid-day travel vs. commute
 - Individualized vs. grouped trips

Transit Development and Coordination Plan Update 47

Results of Community Value Exercise

- Service schedule expansion:
 - Evening
 - Saturday
- Frequency and expanded hours:
 - More frequent service
 - Weekend and evening service
- Geographic expansion:
 - Regional service
 - Local service

Transit Development and Coordination Plan Update 48

Results of Community Value Exercise

- Spending:
 - Infrastructure and information
 - Services
- Investment in service type
 - Fixed-route services
 - Dial-a-Ride services

Transit Development and Coordination Plan Update 49

Prioritized Unmet Needs

- Expand service geographic coverage
- Provide weekend service
- Expand service hours (evening service)
- More frequent services
- Offer regional transportation services
- Make service faster and more direct
- Increase capacity on CATC
- Improve CATC service quality and reliability
- Develop more and better information about services
- Offer more training, resources and education about specific services

Transit Development and Coordination Plan Update 50

VI. Strategies to Address Needs

What strategies will help?

Transit Development and Coordination Plan Update 51

Strategies to Address Needs

Strategy	Need Met
Transportation services directory	Improve awareness Make existing services more accessible
Travel training/bus buddy program	Encourage use of fixed-route services Reduce reliance on agency transportation
Shared vehicle maintenance program	Reduce agency transportation costs Use saved resources to expand service
Shared back-up driver & vehicle program	Reduce agency transportation costs Use saved resources to expand service
Bulk fuel purchase program	Reduce agency transportation costs Use saved resources to expand service

Transit Development and Coordination Plan Update 52

Strategies to Address Needs

Strategy	Need Met
Increase agency participation in CATC/The Bus service design and development	Help services meet local needs
Networking/participation/coordination forum	On-going work to improve service efficiency
Infrastructure improvements	Improve accessibility of existing services Encourage use of fixed-route services Reduce reliance on agency transportation
Purchase service from another agency	Reduce agency costs Improve efficiency of existing system
Sell service to another agency	Increase agency revenues Increase amount of available services

Transit Development and Coordination Plan Update 53

Strategies to Address Needs

Prioritization of Strategies

Transit Development and Coordination Plan Update 54

VII. Develop Implementation Plans

Transit Development and Coordination Plan Update 55

Next Steps

Meeting or Deliverable	Date
Comments on Existing Conditions report	End of August
Public workshop	September 2
Needs assessment report	Late September
Service alternatives / coordination strategies report	Mid October
Draft and Final TDCP	December

Transit Development and Coordination Plan Update 56

