Ulster County Transit Systems Integration Plan

Final Report

Prepared by TransPro Consulting
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Introduction

Ulster County and the City of Kingston both operate public transportation systems in Ulster County. The County operates Ulster County Area Transit (UCAT), while the City operates CitiBus. As part of a broad approach to intergovernmental cooperation, the County and the City called for an investigation of the feasibility of combining UCAT and CitiBus in an effort to create a more efficient and responsive transit system. The Ulster County Transportation Council (UCTC) subsequently commissioned such an investigation. This report provides the results of that investigation.

The investigation was broken down into 4 main tasks:

- An update of two prior planning studies - the 2006 Public Transit Integration Analysis and the 2012 Transit System Coordination and Development Plan
- A route optimization analysis
- An analysis of the applicable state and federal rules impacting system integration
- A survey of CitiBus customers

Update of Two Prior Planning Studies

UCTC has previously conducted two (2) separate planning studies that focus on these public transit operators. The 2006 Public Transit Integration Analysis examined the alternative sharing arrangements, including full integration, that could exist between the two systems to provide a more seamless experience for system users and produce economies of scale for the operators. The 2012 Transit System Coordination and Development Plan examined the routing alternatives for each of the systems that best meet user needs and avoided duplication of services while building on the synergies of the overlapping service territories.

The update of these two studies consisted of an analysis of current physical assets of CitiBus and UCAT; an analysis of current route structures, proposed route changes, and evaluation of route change recommendations in the 2012 study; a cost of service model to compare current cost of service with the cost of the proposed integrated system; an analysis of funding sources available to support an integrated transit system; and an update of the operational structure alternatives considered in the 2006 Plan.

Route Optimization Analysis

The focus of the route optimization analysis was to develop a service model that improves travel options and increases service frequency to important community destinations in Kingston while taking advantage of existing UCAT service connections to areas outside of the City. The guiding principle of this analysis was to balance customer demand with community value. The analysis identified new route profiles within the City of Kingston, created service schedules for those new routes so as to provide connections to existing UCAT routes, and assessed the financial impact of the new service structure. This task also provided a detailed outreach and survey

component in an effort to gain greater insight from riders and the public regarding their opinions of the service.

Analysis of The Applicable State And Federal Rules Impacting System Integration

This task identified State and Federal statutes and regulations that would govern the integration of UCAT and CitiBus if they were to be merged into a single transit system. The goal of this analysis was to provide decision-makers with a clear understanding of the impacts State and Federal statutes will have on the ability to integrate the two bus systems. This task consisted of an analysis of rules governing system integration, an assessment of labor policy relevant to system integration, and development of a system integration policy guide.

CitiBus Customer Survey

An on-board survey of CitiBus customers was conducted. The survey provided insight into customers' wishes and needs for transit service, which served as a valuable input to designing an integrated transit network. The survey also identified a baseline measure of customer satisfaction with City service. This baseline provides an index with which to measure the impact of service changes on overall customer satisfaction.

Additional Opportunities for Public Participation

In addition to the on-board CitiBus Customer Survey that was executed during the last week of July 2017, the Ulster County Transit Systems Integration Plan included a number of opportunities for transit system employees and the public to interact with project staff and review and comment on CitiBus operations, draft project findings and related materials.

Project Technical Advisory Committee members and Kingston officials met with Kingston CitiBus employees and their representatives in a face to face meeting on July 26th. The purpose of this meeting was to provide an overview of project goals and objectives, an update on project progress, and address any underlying concerns that CitiBus employees might have regarding the project process and likely results. Project staff similarly met with the caucus of the Kingston Common Council on July 31st to address any questions that elected officials had regarding the project.

An online survey was developed and activated from late July through early September 2017 to allow both riders and non-riders to provide their opinions regarding their use and perception of the existing transit system. This survey was based largely on the 2012 Transit Development Plan survey that was conducted in 2012 and utilized a number of similar questions, which allowed staff to track any changes in opinion. Further, it allowed non-transit riders to provide their input as to why they don't ride transit, providing project staff with insight as to how the system might be adjusted to capture new riders. A summary of these survey results is provided on page 60 of this report and full survey results are available in Appendix B.

A final public meeting was held on November 13th, 2017 at Kingston City Hall to present draft findings. The meeting began with a 2 hour open house to allow the

public to come and go, interact with project staff, earn about draft recommendations and provide their input. The meeting was well-attended with over 50 participants visiting throughout the evening; local and regional print and television media were also present. The meeting concluded with TransPro and UCTC staff providing a detailed 30 minute presentation to attendees followed by a 40 minute open-format question and answer period. Attendees were encouraged to submit comments in written format during a two-week comment period that followed. A summary of those comments can be found in Appendix E of this report. Comments were largely in support of a potential integration of the two systems as long as the integration resulted in improved service and increased ridership. Many comments were general in nature, identifying basic attributes and conditions that would be favorable to any successful transit operation, such ADA accessibility, WiFi, discounted fares for specific populations, accommodations for bicycles, seamlessness with ridesharing services, and other similar comments.

It should be noted that UCAT has been actively pursuing many of these options for system-wide integration on an ongoing basis and most of these provisions are already active on UCAT routes, including ADA accessibility, bicycle access, Automatic Vehicle Location (AVL) and smartphone integration, while federal funding is programmed to continue enacting other key improvements in an effort to further improve service and increase ridership.

A number of commenters were cautious about making drastic changes to a system that they depend on for crucial, day to day functions, such as employment, shopping, medical appointments, and visiting of friends and family. The importance of these comments in particular – while fewer in number – cannot be understated, as they are representative of a distinct segment of the riding public that depends on a quality transit service to meet day to day needs.

Project Conclusion

The project effectively concluded in December 2017 with the publishing of this Final Report. It is understood that the City of Kingston and Ulster County will continue to discuss potential ramifications of a combined service into 2018 and, if deemed appropriate, will negotiate a way forward that is in line with the Sales Tax Agreement and mutually beneficial to Ulster County transit riders and taxpayers alike. Interested citizens should contact their locally-elected officials – City Alderman and County Legislators – to receive the latest updates and information on potential transit system integration. Additionally, transit riders may contact UCAT and Kingston Citibus directly to learn about existing and proposed routes, schedules and any changes therein that may be planned or anticipated. It is important to note that **any future effort to integrate Kingston Citibus and Ulster County Area Transit and to consequently adjust existing services will receive significant additional public notification as well as opportunity for public input.**

The following sections of this report provide methodologies, analyses, and results for each of the above tasks.

Section 1: Update of the 2006 Public Transit Integration Analysis and 2012 Transit System Coordination and Development Plan

1.0 Introduction

Task 1:	Update the 2006 Public Transit Integration Analysis and 2012 N\N Transit System Coordination and Development Plan

The goal of this task is to assess the recommendations of prior integration assessments in the context of current transit conditions and to explore scenarios for system integration.

In exploring the integration of CitiBus and UCAT service, the focus was on the intersection of City service and County service. UCAT has a comprehensive fixed route network that serves the key destinations in the County. CitiBus provides transit access throughout the City with limited service outside the City proper. The City of Kingston also has a small geographic footprint relative to Ulster County, but a higher population density. The goal of the integration scenarios was to provide frequent service in the density of the City while connecting the City to the entire County.

To achieve this goal, we originally explored three integration scenarios: preserving the current routes, preserving the current UCAT routes and adopting the CitiBus route changes from the 2012 N\N report, and a third scenario that incorporates the best of both worlds. A fourth scenario – that of Citibus Route Optimization – was also added for detailed study. This scenario examined wholesale restructuring of transit service in the City of Kingston in an effort to achieve more frequent service and better synchronization with existing UCAT routes.

The first three scenarios presented in this report each generate approximately $250,000 in annual operational savings. Combining two agencies into one yields some administrative savings, but the largest cost associated with running a transit system is found in *operational service* (i.e., number of routes, buses, and drivers, etc). If one of the goals of integration is to preserve or expand existing levels of service, then operational costs will be difficult to reduce. Thus, the savings generated by the system integration scenario will be relatively modest by comparison, with savings found in slight reductions in administrative and infrastructure costs due to the elimination of redundancies.

1.1: Analysis of Current Physical Assets of CitiBus and UCAT

Key Questions to Be Answered

1. What are the current physical assets of CitiBus and UCAT?
2. What assets are available to support an integrated transit system?
3. What redundancies or gaps exist in the combined physical assets?

Key Question 1:
What are the current physical assets of CitiBus and UCAT?

Fleet

UCAT

UCAT maintains a fleet of 31 vehicles. The vehicles range in age from 1 to 13 years and range in size from 26-foot cutaway vans to 35-foot transit coaches. The fleet includes gas, diesel, and hybrid-powered vehicles.

CitiBus

Citibus maintains a fleet of 11 vehicles. The vehicles range in age from 1 to 15 years and range in size from vans to 35-foot transit coaches. The fleet consists entirely of diesel-powered vehicles.

Fleet summaries for both agencies are provided in the two tables below.

UCAT Vehicle Fleet				
Model Year	Vehicle	Description	Useful Life[1] (Years/Miles)	Quantity
2004	Orion	30' Transit Diesel	10/350,000	2
2005	Orion	40' Transit Diesel	12/500,000	1
2005	Orion	40' Transit Hybrid	12/500,000	1
2008	Ford	26' Cutaway Diesel	7/200,000	1
2009	Ford	26' Cutaway Diesel	7/200,000	6
2010	Orion	35' Transit Hybrid	12/500,000	5
2012	Gillig	30' Transit Diesel	10/350,000	2
2013	Arcola	26' Cutaway Gas	7/200,000	2
2013	Chrysler	Paratransit Van	4/100,000	1
2014	El Dorado	30' Cutaway Diesel	10/350,000	3
2014	Arcola	26' Cutaway Gas	7/200,000	1
2015	Arcola	26' Cutaway Gas	7/200,000	1
2015	El Dorado	30' Cutaway Diesel	10/350,000	3
2015	Arcola	30' Cutaway Gas	10/350,000	1
2016	Dodge	Paratransit Van	4/100,000	1
		Total Vehicles		31

CitiBus Vehicle Fleet			
Model Year	Description	Useful Life[2] (Years/Miles)	Quantity
2002	Coach and Equipment	5/150,000	1
2005	DuPont Trolley	7/200,000	2
2006	Ford Phoenix	5/150,000	1
2007	Gillig 35 Ft. Low Floor	12/500,000	2
2010	Ford Phoenix	5/150,000	1
2011	Gillig 35 Ft. Low Floor	12/500,000	2
2016	Ford Phoenix	5/150,000	2
	Total Vehicles		11

Note: Useful life refers to the expected amount of use of a federally funded transit vehicle. Agencies that dispose of a vehicle that has not met its useful life requirement must account for the non-depreciated value of the FTA's investment in the vehicle.

Facilities

UCAT

UCAT's administration, operations, and maintenance functions are all housed in a single facility. The maintenance shop contains three bus repair bays. One repair bay has an in-ground bus lift, one has a pit, and one has a flat floor. There is also a bus wash bay in the maintenance shop, which is separated by a wall from the three repair bays. The shop also contains a parts storage area and a

[1] *FTA Circular 5010.1D, Revision 1* (August 2012), https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/C_5010_1D_Grant_Management_Requirements_2012_Page_Changes_8-27-2012.pdf, IV-17

[2] Ibid

fluid storage room. The UCAT facility also includes a fuel island and a tire storage building.

CitiBus
CitiBus's administrative offices and maintenance facilities are housed in separate facilities located approximately a quarter mile away from each other. The maintenance facility, which is operated by the Kingston Department of Public Works, contains five bus bays. The Department of Public Works facility provides maintenance to other City vehicles in addition to CitiBus vehicles. The Department of Public Works facility also includes a fuel island and a bus wash.

Vehicle Storage

UCAT
UCAT vehicles are stored at the UCAT facility. Most, but not all, of UCAT's vehicles are able to be stored indoors when no service is operating. UCAT indicates that they routinely store 4-5 vehicles outdoors. There are nine engine block heaters that can be plugged into diesel vehicles that are stored outdoors in cold weather.

CitiBus
CitiBus vehicles are stored indoors at the Kingston Department of Public Works facility.

Equipment

UCAT
The UCAT maintenance facility contains the necessary equipment to maintain and operate transit vehicles, including a bus lift and bus wash. UCAT owns all of the equipment in its bus facility, which means that equipment would be available to support an integrated transit system.

CitiBus
Much of the equipment used to maintain CitiBus vehicles belongs to the City Department of Public Works and is used for other City purposes. City-owned equipment would remain with the City and would thus not be available for transfer to the UCAT facility if an integrated system were instituted. CitiBus owns several pieces of federally funded equipment. Since this equipment is federally funded, it would need to be used for transit purposes should CitiBus cease operations (unless other arrangements were made with the FTA). The federally funded CitiBus equipment is listed in the table below.

Federally Funded CitiBus Non-Vehicle Assets			
ACQUISITION DATE	DESCRIPTION	USEFUL LIFE	USEFUL LIFE ATTAINED (As of December 2016)
11/27/2009	Electronic Security Gate	Unknown	Unknown
7/8/2010	Video Surveillance Equipment	Unknown	Unknown
10/5/2010	Heavy Duty Mobile Lift	15 Years	No
6/21/2010	Vehicle Wash Equipment	20 Years	No

Key Question 2:
What assets are available to support an integrated transit system?

Fleet

The full UCAT and CitiBus fleets are available to support an integrated transit system. UCAT could acquire CitiBus vehicles under the FTA guidelines described in the Policy Guide submitted in Task 2 of this project.

Facilities

The existing UCAT facility would be available to operate an expanded UCAT operation.

Availability of the City of Kington's Department of Public Works vehicle maintenance and storage facility for use in an integrated transit system, if needed, would be contingent upon approval by the City of Kingston.

Equipment

All UCAT equipment would be available for use in operating an integrated transit system.

Equipment owned by the City of Kingston used to maintain CitiBus vehicles would likely not be available for use in an integrated transit system, as such equipment is used by the City Department of Public Works to maintain other City vehicles.

Federally funded CitiBus equipment (listed in the table above) would be available for use in an integrated transit system. The portability of the equipment needs to be considered, however. It may not be feasible to transfer the bus wash from the City facility to the UCAT facility, for example.

Key Question 3:
What redundancies or gaps exist in the combined physical assets?

Vehicles

The combined fleets of UCAT and CitiBus would be sufficient to operate an integrated transit system with service equivalent to current service levels. Since there are currently enough vehicles to operate the two separate systems, there would be enough to provide the same service operating under a single agency umbrella. If UCAT chooses to expand service beyond current levels then additional vehicles may be required.

Facilities and Equipment

Administration

The UCAT facility is sufficient to absorb any current CitiBus administrative staff that becomes part of an integrated system.

Vehicle Maintenance

The current UCAT maintenance facility contains three repair bays, one of which has a lift, one of which has a pit, and one of which has a flat floor. While three bus bays are sufficient to maintain a 30-vehicle fleet, adding vehicles to the fleet could strain the capacity of the facility, depending on how many were added. This could in turn affect the timeliness of bus repairs.

To help increase the UCAT facility's maintenance capacity, UCAT can acquire the federally funded mobile bus lift owned by CitiBus and install it in UCAT's flat floor bus repair bay so that all three bays provide mechanics with access to the undersides of buses. This would increase UCAT's ability to conduct maintenance activities that require access to the undersides of buses.

Another option for increasing maintenance capacity within the existing UCAT facility is to reconfigure the layout and create an additional repair bay, if possible.

Vehicle Storage

Acquisition of additional vehicles by UCAT to operate an integrated transit system may cause storage space strain at the UCAT facility. As indicated by UCAT, approximately 5 UCAT vehicles are currently stored outdoors each night. Adding additional vehicles would result in more buses being stored outdoors.

While it may be possible to physically position additional vehicles on the UCAT property, doing so could create logistical challenges, depending on how many vehicles were acquired. Such challenges include:

- Buses may need to be positioned tightly end-to-end and side-by-side.
- Buses may need to be parked in columns and rows in the order in which they are scheduled to pull out in the morning. Such a parking process would require nightly management to ensure timely bus pullouts each morning, which would require staff resources.
- Employee and visitor parking space may be impacted.
- Traffic flow on the property could be impeded, which could result in safety issues.
- Diesel buses may not be able to be positioned conveniently for access to engine block heaters in cold weather.

1.2: Analysis of current route structures and proposed route changes and evaluation of 2012 N\N report route change recommendations

Key Questions to be answered

1. What is the profile and performance of the current UCAT and CitiBus service structure?
2. How appropriate are the 2012 N\N report route change recommendations?
3. What route scenarios can be considered for an integrated transit system?

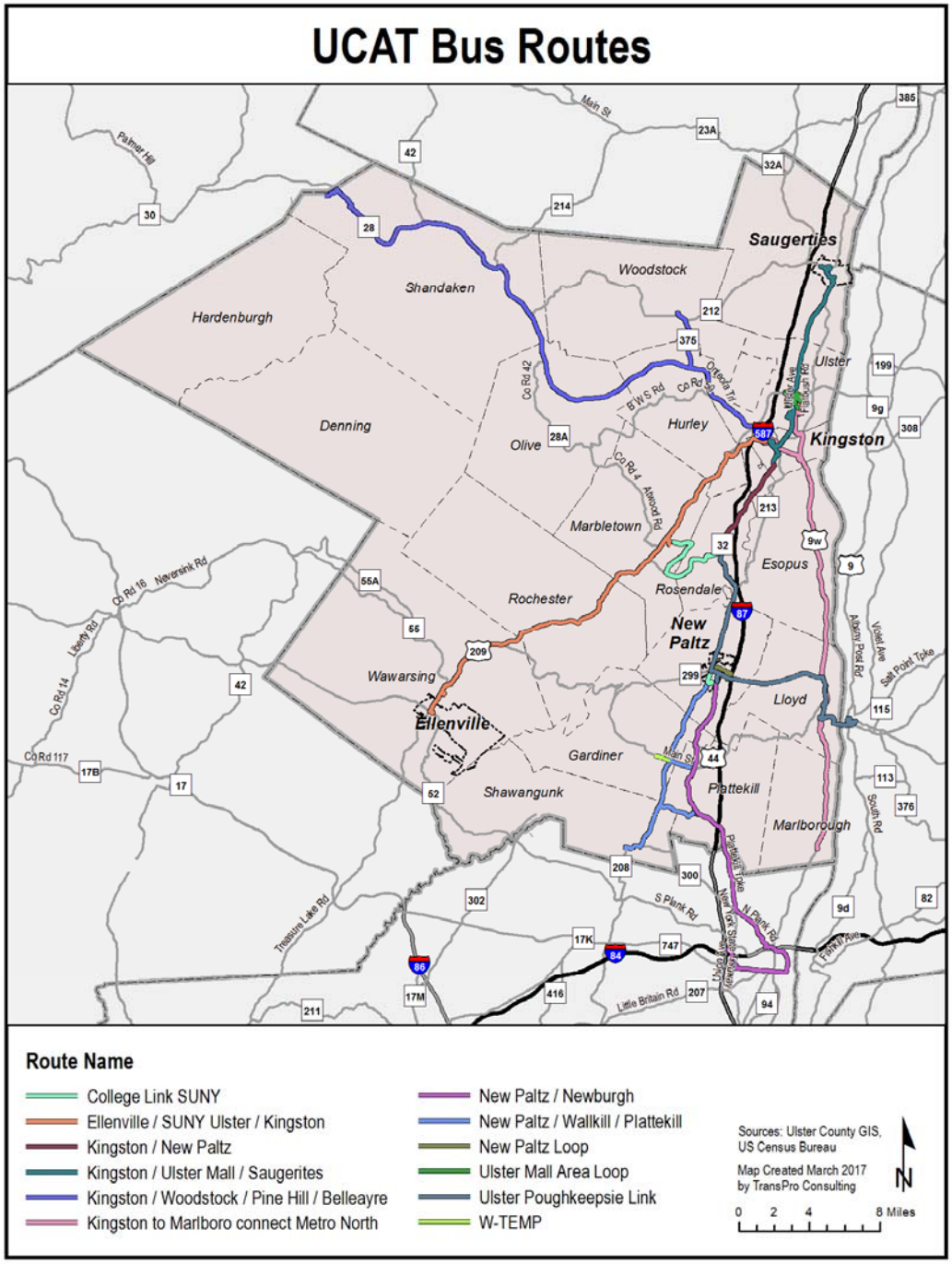
Key Question 1:
What is the profile and performance of the current UCAT and CitiBus service structure?

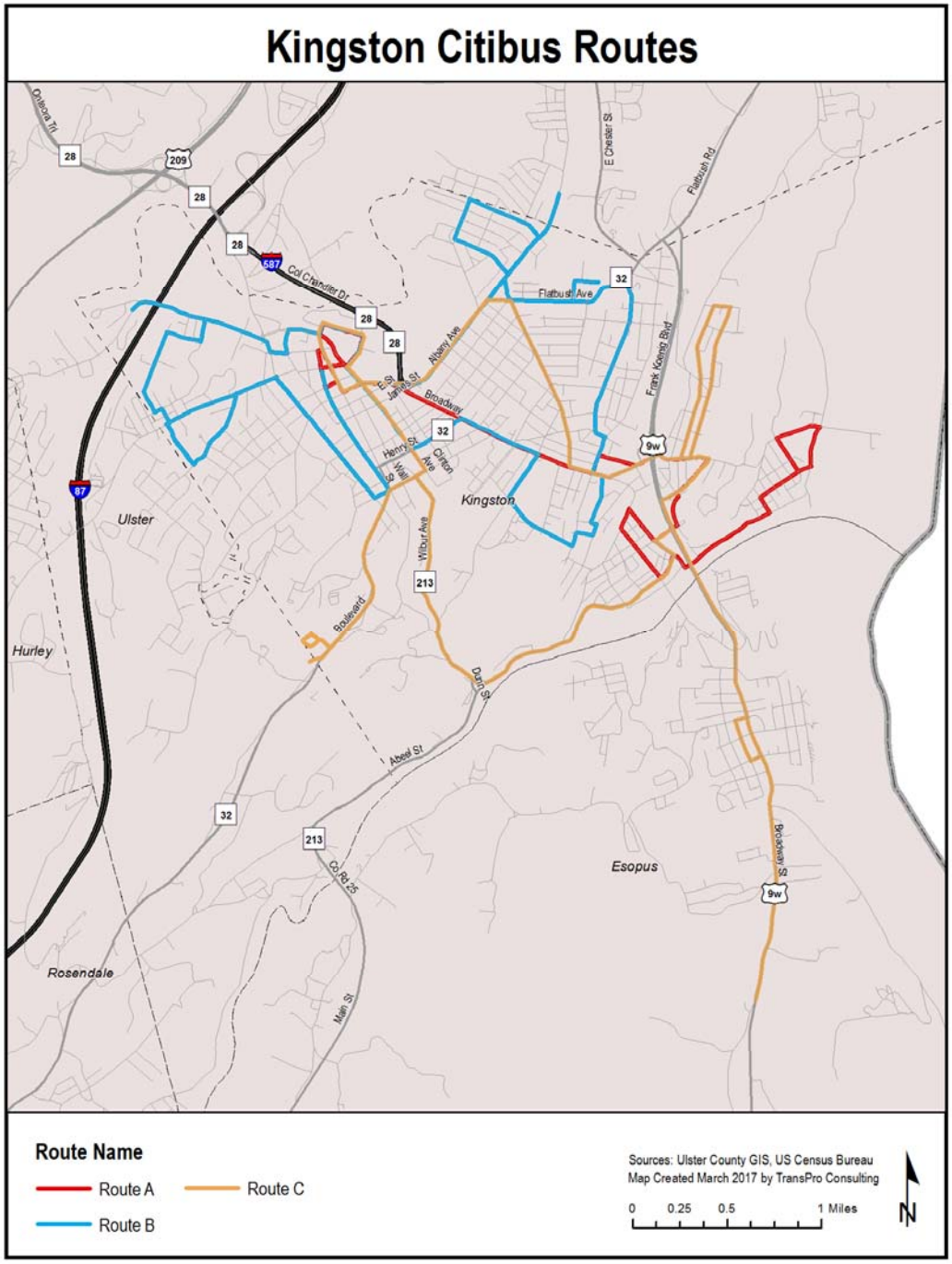
Route Structure

UCAT operates fixed route service on 11 routes throughout Ulster County. UCAT operates service outside of Ulster County to Newburgh and Poughkeepsie.

CitiBus operates fixed route service on 3 routes within the City of Kingston. CitiBus operates service outside of Kingston to Port Ewen via Route C.

The current UCAT and CitiBus route networks are displayed in the following two maps.


UCAT Bus Routes
Saugerties
Woodstock
Shandaken
Hardenburgh
Denning
Olive
Hurley
Ulster
Kingston
Marbletown
Rochester
Rosendale
Esopus
New Paltz
Wawarsing
Ellenville
Gardiner
Shawangunk
Plattekill
Marlborough
Lloyd
Route Name
College Link SUNY
Ellenville / SUNY Ulster / Kingston
Kingston / New Paltz
Kingston / Ulster Mall / Saugerites
Kingston / Woodstock / Pine Hill / Belleayre
Kingston to Marlboro connect Metro North
New Paltz / Newburgh
New Paltz / Wallkill / Plattekill
New Paltz Loop
Ulster Mall Area Loop
Ulster Poughkeepsie Link
W-TEMP
Sources: Ulster County GIS, US Census Bureau
Map Created March 2017 by TransPro Consulting
0 2 4 8 Miles
N


Kingston Citibus Routes
Ulster
Kingston
Hurley
Esopus
Rosendale
Broadway
Albany Ave
Flatbush Ave
Frank Koenig Blvd
E Chester St
Flatbush Rd
Col Chandler Dr
Henry St
Clinton Ave
Wall St
Wilbur Ave
Boulevard
Darm St
Abeel St
Co Rd 25
Main St
Broadway St
Route Name
Route A
Route B
Route C
Sources: Ulster County GIS, US Census Bureau
Map Created March 2017 by TransPro Consulting
0 0.25 0.5 1 Miles
N

Service Profile

UCAT operates eleven fixed routes on weekdays, five routes on Saturdays, and two routes on Sundays. CitiBus operates three fixed routes on Weekdays and three routes on Saturdays. CitiBus does not operate on Sundays.

The following tables provide an overview of service levels and times throughout the week for UCAT and CitiBus.

Fixed Route Service Summary			
Service Day	**Service Element**	**UCAT**	**CitiBus**
Weekday	**# of Fixed Routes**	11	3
	Fixed Route Service Hours	5:10 AM-10:30 PM	6:25 AM-7:15 PM
Saturday	**# of Fixed Routes**	5	3
	Fixed Route Service Hours	7:50 AM-6:40 PM	8:45 AM-5:20 PM
Sunday	**# of Fixed Routes**	2	
	Fixed Route Service Hours	8:30 AM-6:30 PM	

Weekday Trips and Service Span by Route					
Agency	**Route ID**	**Route Name**	**Total Trips**	**1st Time Point**	**Last Time Point**
UCAT	**CL**	**College Link**	11	7:45 AM	5:10 PM
	EU	**Kingston-Ellenville**	18	6:15 AM	10:30 PM
	KPL	**Kingston-Marlboro**	14	5:10 AM	10:15 PM
	KS	**Kingston-Saugerties**	28	5:20 AM	10:45 PM
	M	**Mall Loop**	14	7:00 AM	10:17 PM
	NPL	**New Paltz Loop**	22	8:00 AM	10:00 PM
	R	**Kingston-New Paltz**	36	5:20 AM	10:16 PM
	UPL	**Rosendale-Poughkeepsie**	36	5:20 AM	10:15 PM
	W	**Wallkill**	4	6:00 AM	6:50 PM
	X	**New Paltz-Newburgh**	8	6:30 AM	8:30 PM
	Z	**Kingston-Woodstock-Pine Hill**	14	5:10 AM	8:10 PM
CitiBus	**A**	**A**	11	6:30 AM	7:10 PM
	B	**B**	11	6:30 AM	7:10 PM
	C	**C**	11	6:25 AM	7:15 PM

Saturday Trips and Service Span by Route					
Agency	Route ID	Route Name	Total Trips	1st Time Point	Last Time Point
UCAT	EU	Kingston-Ellenville	4	10:30 AM	6:40 PM
	KS	Kingston-Saugerties	10	7:50 AM	6:10 PM
	NPL	New Paltz Loop	15	10:00 AM	6:25 PM
	UPL	Rosendale-Poughkeepsie	10	8:30 AM	6:30 PM
	Z	Kingston-Woodstock-Pine Hill	4	7:50 AM	4:15 PM
CitiBus	A	A	7	9:30 AM	5:00 PM
	B	B	6	9:30 AM	4:30 PM
	C	C	8	8:45 AM	5:20 PM

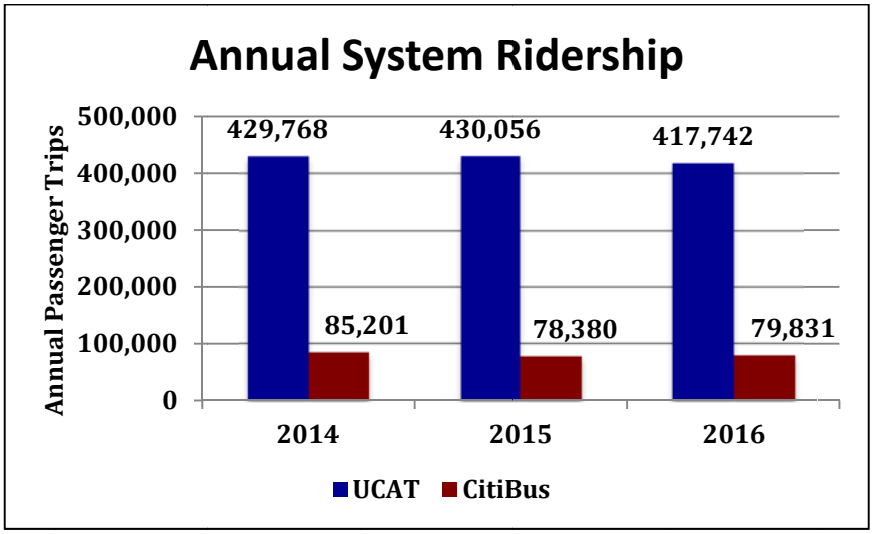
Sunday Trips and Service Span by Route					
Agency	Route ID	Route Name	Total Trips	1st Time Point	Last Time Point
UCAT	NPL	New Paltz Loop	15	10:00 AM	6:25 PM
	UPL	Rosendale-Poughkeepsie	6	8:30 AM	6:30 PM

In addition to fixed route service, UCAT provides rural demand-response service throughout the County. UCAT's rural service locations vary throughout the week, serving different parts of the County on different days of the week.

Both UCAT and CitiBus provide ADA complementary paratransit service.

Annual System Performance

UCAT provides approximately 400,000 annual rides. CitiBus provides approximately 80,000 annual rides (however, special service rides such as the KCSD 'sports bus' and special event charter service accounts for over 40% of these rides). Annual ridership totals for both agencies are indicated in the following graph.



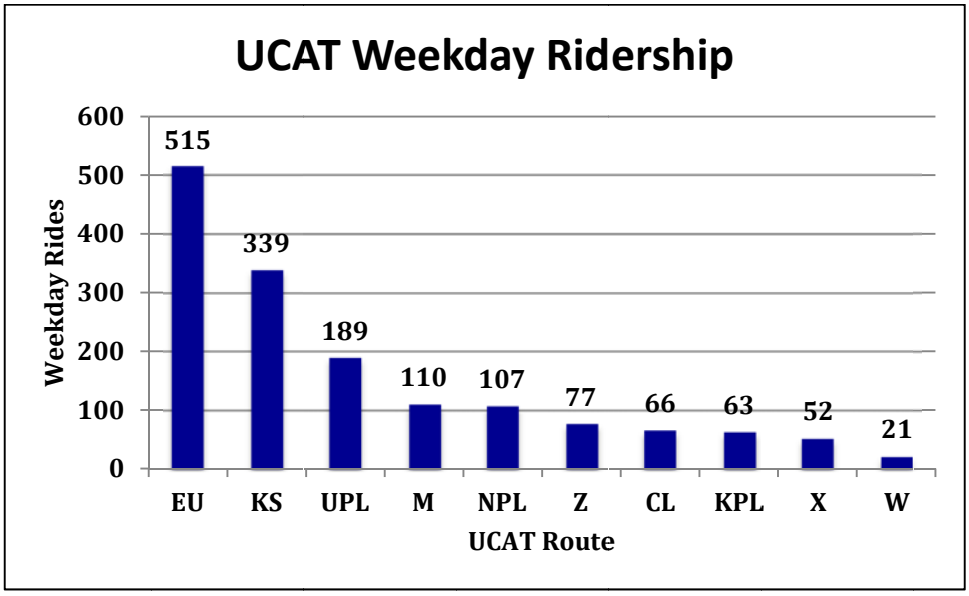
Weekday Route Performance

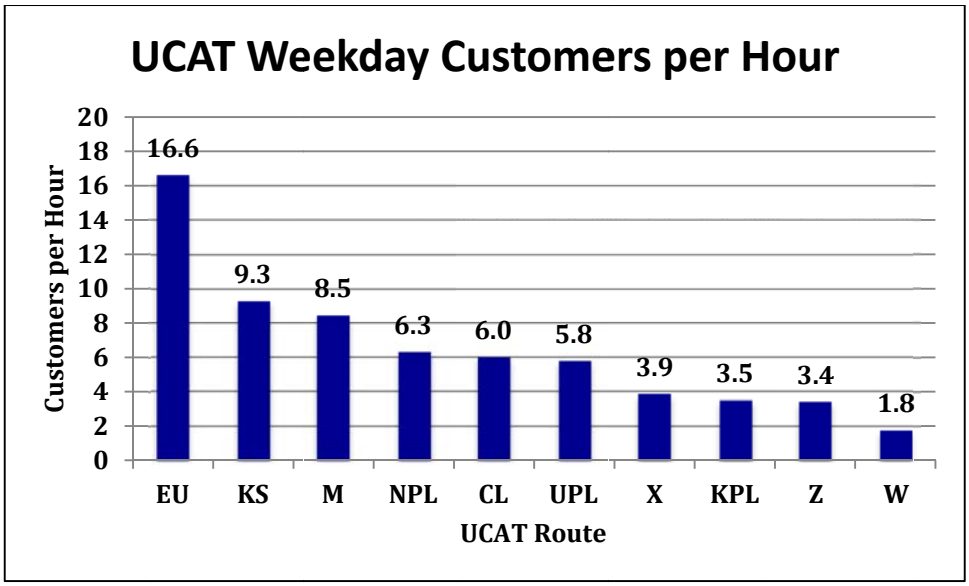
UCAT fixed route service provides approximately 1,500 rides per weekday. Daily route ridership ranges from 21 on W Route to 515 on EU Route.

The statistic Customers per Revenue Hour provides a reference for normalized productivity comparisons between routes. The most productive UCAT route is EU route, which carries 16.6 Customers per Revenue Hour. The least productive UCAT route is W route, which carries an average of 1.8 Customers per Revenue Hour.

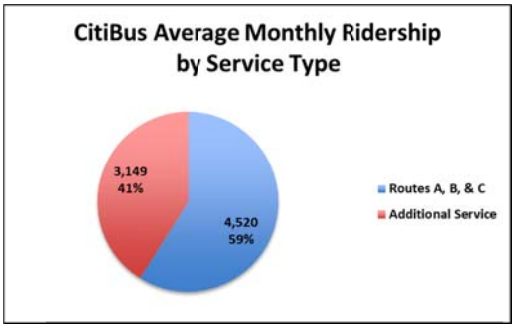
UCAT weekday route performance is illustrated in the table and graphs below.

Weekday UCAT Performance by Route			
Route	Customers	Revenue Hours	Customers per Hour
CL	66	11.00	6.0
EU	515	31.00	16.6
KPL	63	18.00	3.5
KS	339	36.50	9.3
M	110	13.00	8.5
NPL	107	17.00	6.3
UPL	189	32.75	5.8
W	21	12.00	1.8
X	52	13.50	3.9
Z	77	22.50	3.4
Overall	1,539	207.25	7.4





Similar data is more difficult to obtain for CitiBus. A broad comparison can be made by looking at total ridership of 79,831 with the estimated number of operating hours of 11,310 yielding 7.05 customers per hour over the entire system. It should be noted that 41% of that ridership total is generated from special services (i.e. charter service or similar) and not directly related to its routes. Single day ridership figures suggest that ridership as a whole is low with no outstanding route(s) (see page 48 for more detail).

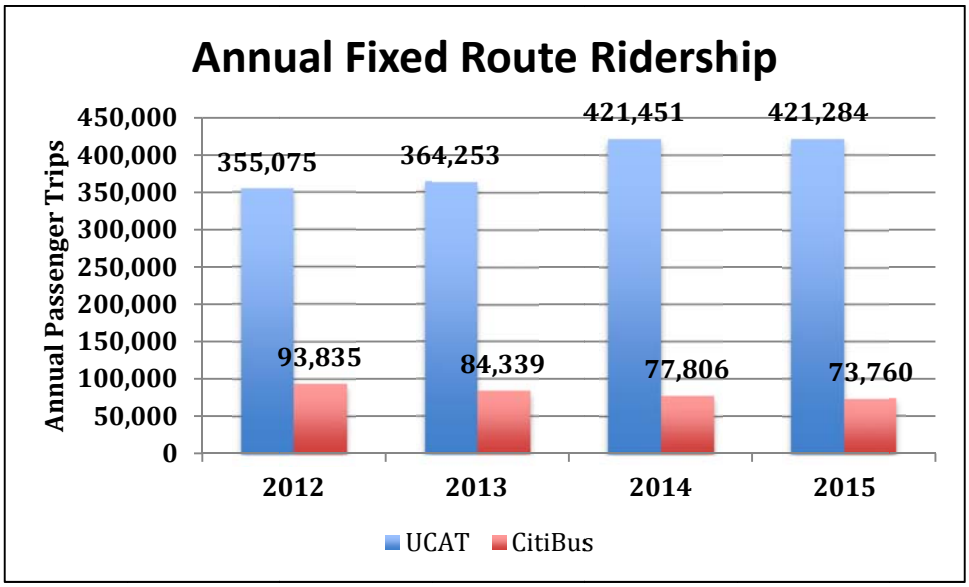


Key Question 2:
How appropriate are the 2012 N\N report route change recommendations?

The 2012 Nelson\Nygaard Ulster County Transit Development Plan ('N\N report') identified route change recommendations for both UCAT and CitiBus fixed route services. While the N\N report discussed the concept of system integration, no specific recommendations were made for an integrated route configuration. The recommendations made were specific to each system.

Impact of Route Recommendations

UCAT implemented multiple route change recommendations from the N\N report. One criterion for determining if the route recommendations were appropriate is whether or not ridership increased as a result of the implemented recommendations. As illustrated in the graph below, UCAT fixed route ridership increased after the route changes were implemented. While it cannot be stated with full certainty that the ridership increase was a direct result of the route changes, it can be seen that the ridership increase coincided with the timing of the route changes.



In addition to a ridership increase, UCAT experienced a productivity increase after N\N recommended route changes were implemented. UCAT's weekday fixed route Customers per Revenue Hour increased from 6.9 in 2012 to 7.4 in 2016, which represents a 7% increase.

CitiBus did not implement the route recommendations outlined in the 2012 N\N report. As evidenced by the ridership decrease illustrated in the above graph, CitiBus did not enjoy the benefit of a ridership increase that the route changes may have generated.

Since the N\N report CitiBus route recommendations were not implemented, they cannot be evaluated in terms of their effect on ridership. They can, however, be evaluated based on whether or not the recommendations as written achieved their stated design goals.

The CitiBus route change recommendations in the N\N report were designed to preserve key origins and destinations, eliminate little-used route segments, reduce travel time by converting the routes

from one-way loop routes to two-way point-to-point routes, and increase service frequency[3].

Evaluation of 2012 N\N Report CitiBus Route Recommendations Compared to Service Goals of Recommendations	
Service Goal	**Result of Recommendations**
Preserve key destinations	Goal partially achieved (Most destinations preserved. Key destinations not preserved include Golden Hill, Stony Run Apartments, Colonial Gardens Apartments
Eliminate little-used segments	Goal achieved
Reduce travel time	Goal achieved
Increase service frequency	Goal achieved

As illustrated in the above table, were CitiBus to implement the N\N report route recommendations customers would experience the benefits of increased service frequency and reduced travel time. These benefits would be accompanied by the loss of several key CitiBus destinations. Some of these destinations could be served by existing CitiBus routes in an integrated system.

Service to Traditional Demand Generators

In evaluating current service and contemplating service changes, it is important to determine if the transit network serves key community locations. For example, concentrations of retail are known generators of transit demand. It is important to assess whether or not the transit network is serving these demand generators. This assessment is accomplished with a geographic analysis.

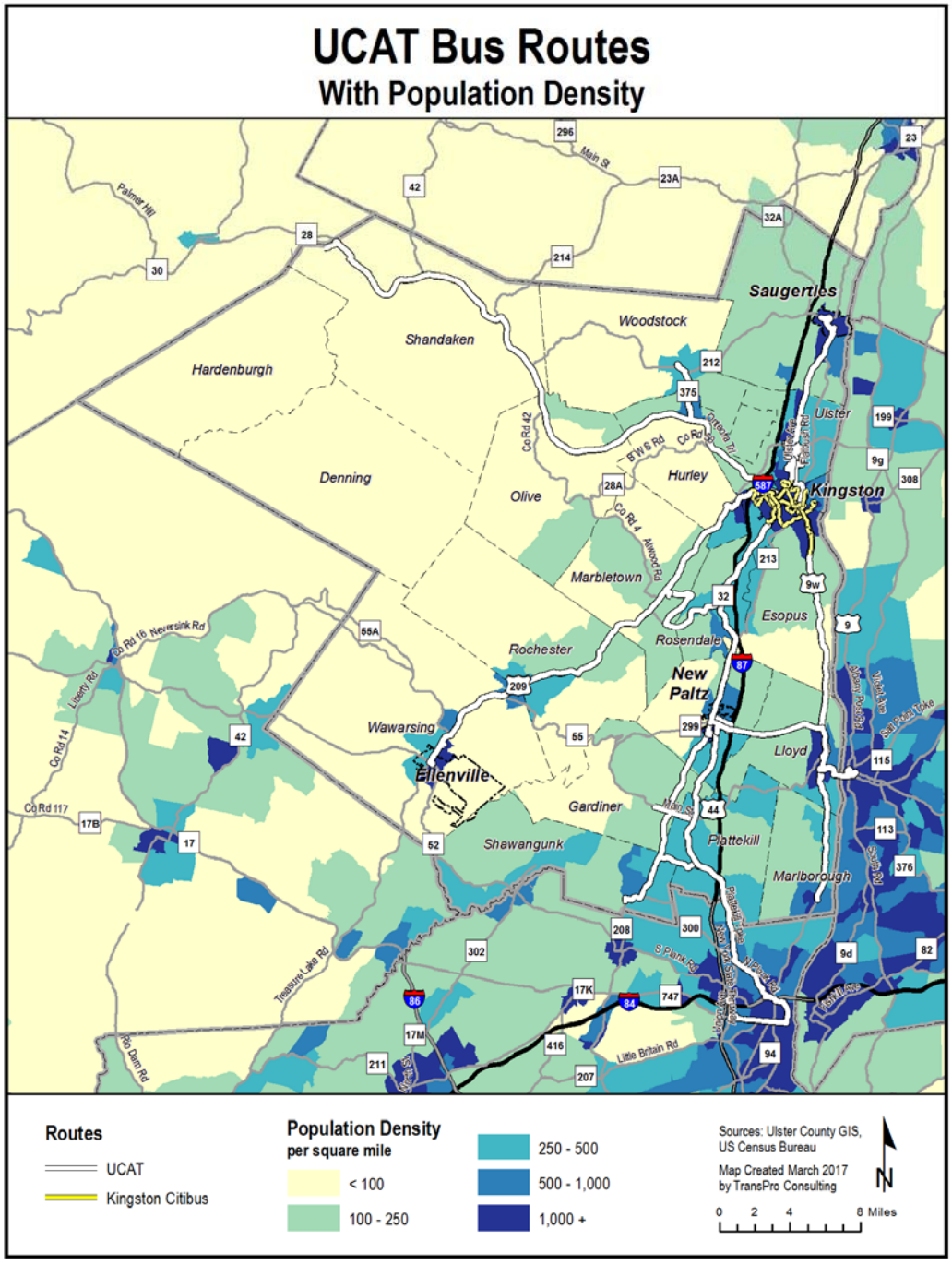
There are a number of demographic characteristics and key locations that traditionally generate transit demand. These include:

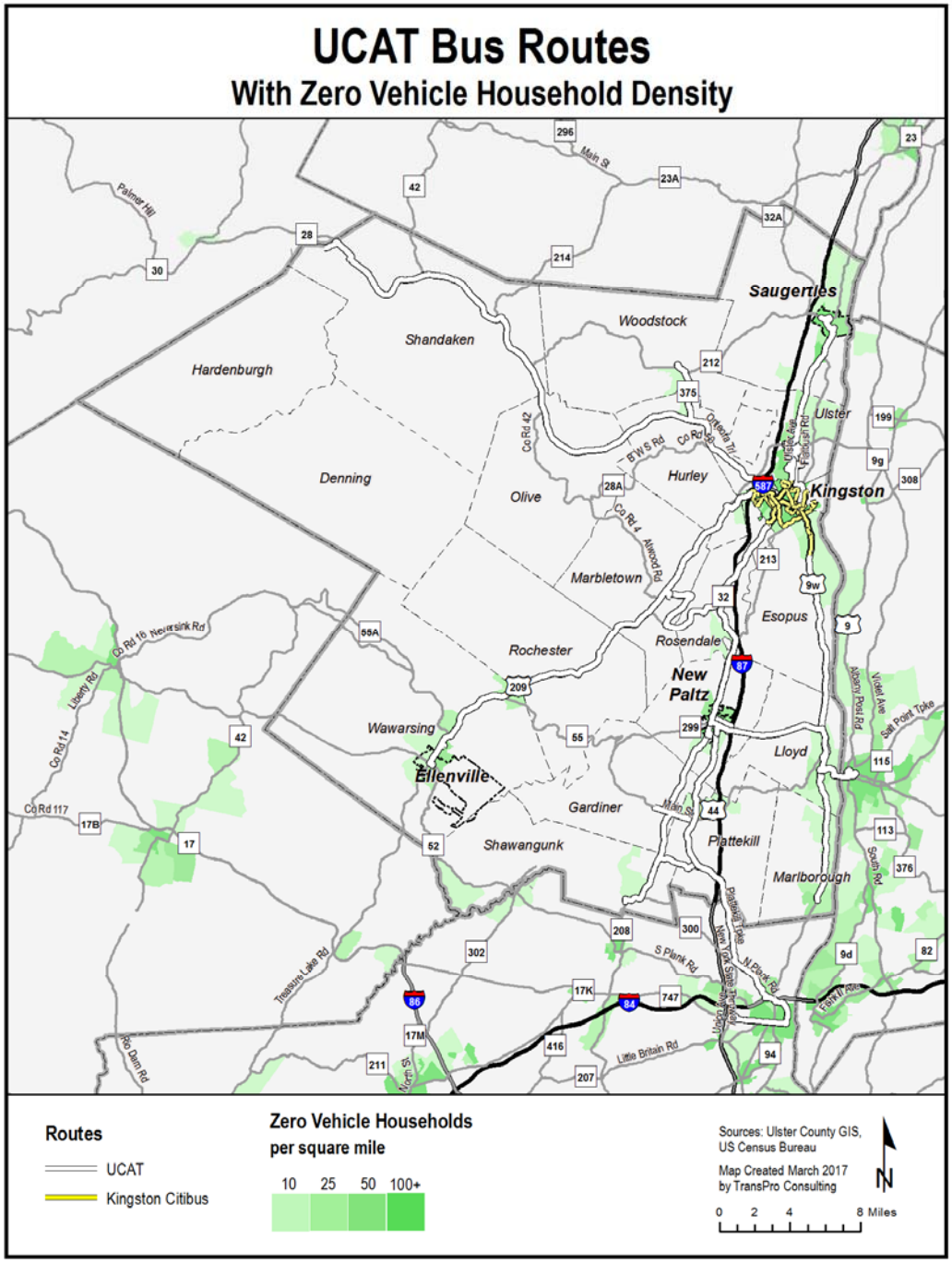
- Population density
- Zero vehicle households
- Concentrations of low-income households
- Employment areas
- Retail locations
- Medical facilities
- Post-secondary educational institutions

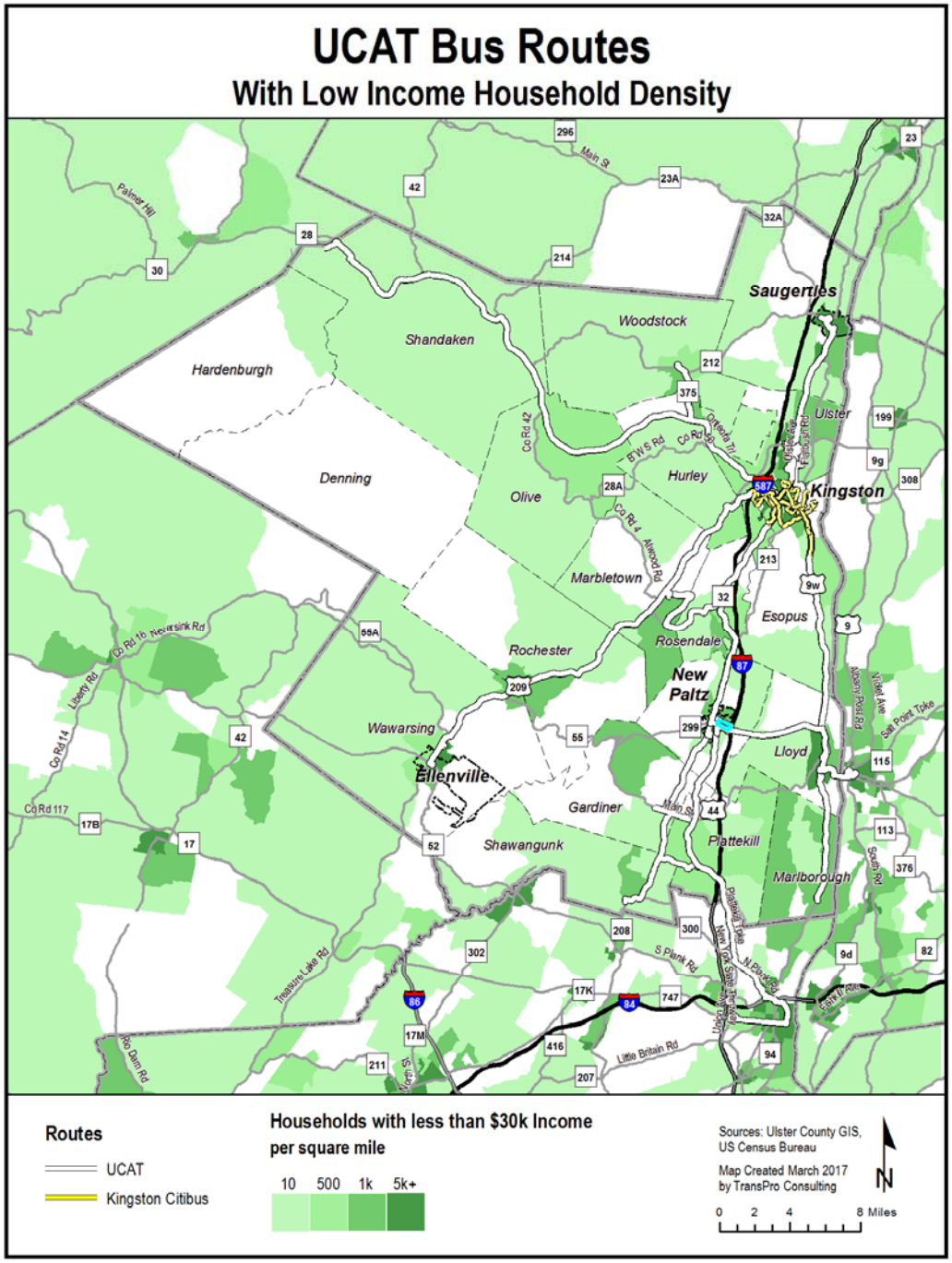
The current UCAT and CitiBus route networks were imposed on maps displaying the geographic distribution of the above elements, thus indicating if these demand generators are currently being served. The following maps illustrate how effectively the current transit networks are serving these traditional generators of transit demand. In the case of UCAT, the maps reflect N\N report route recommendations that have been implemented. In the case of CitiBus, the maps do not reflect N\N report route recommendations, as the recommendations were not implemented by CitiBus.

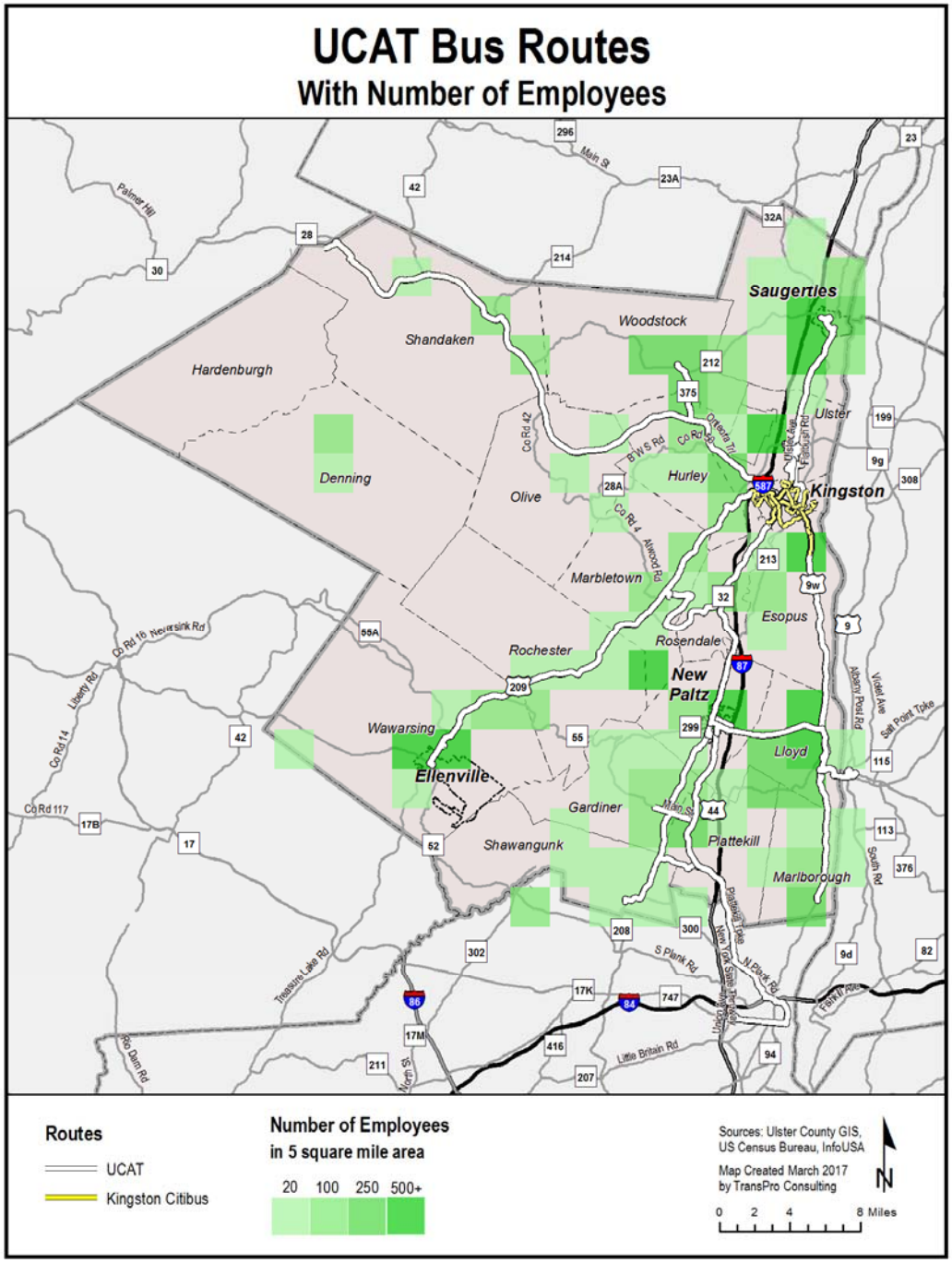
[3] *Ulster County Transit Development Plan Final Report* (December 2012), http://ulstercountyny.gov/sites/default/files/documents/planning/UC_Transit_Development_Plan.pdf, 5-32 – 5-40

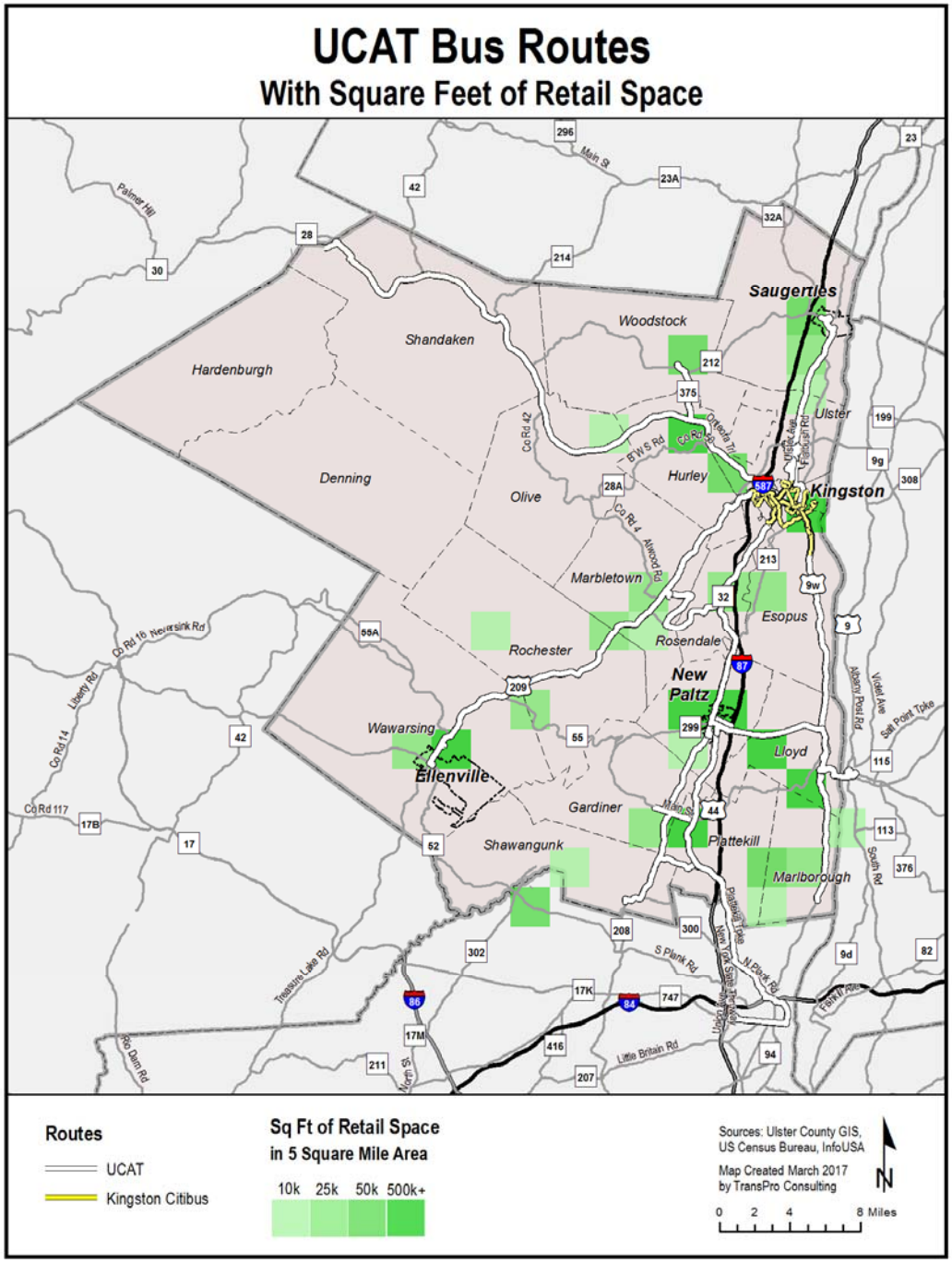
UCAT Geographic Coverage

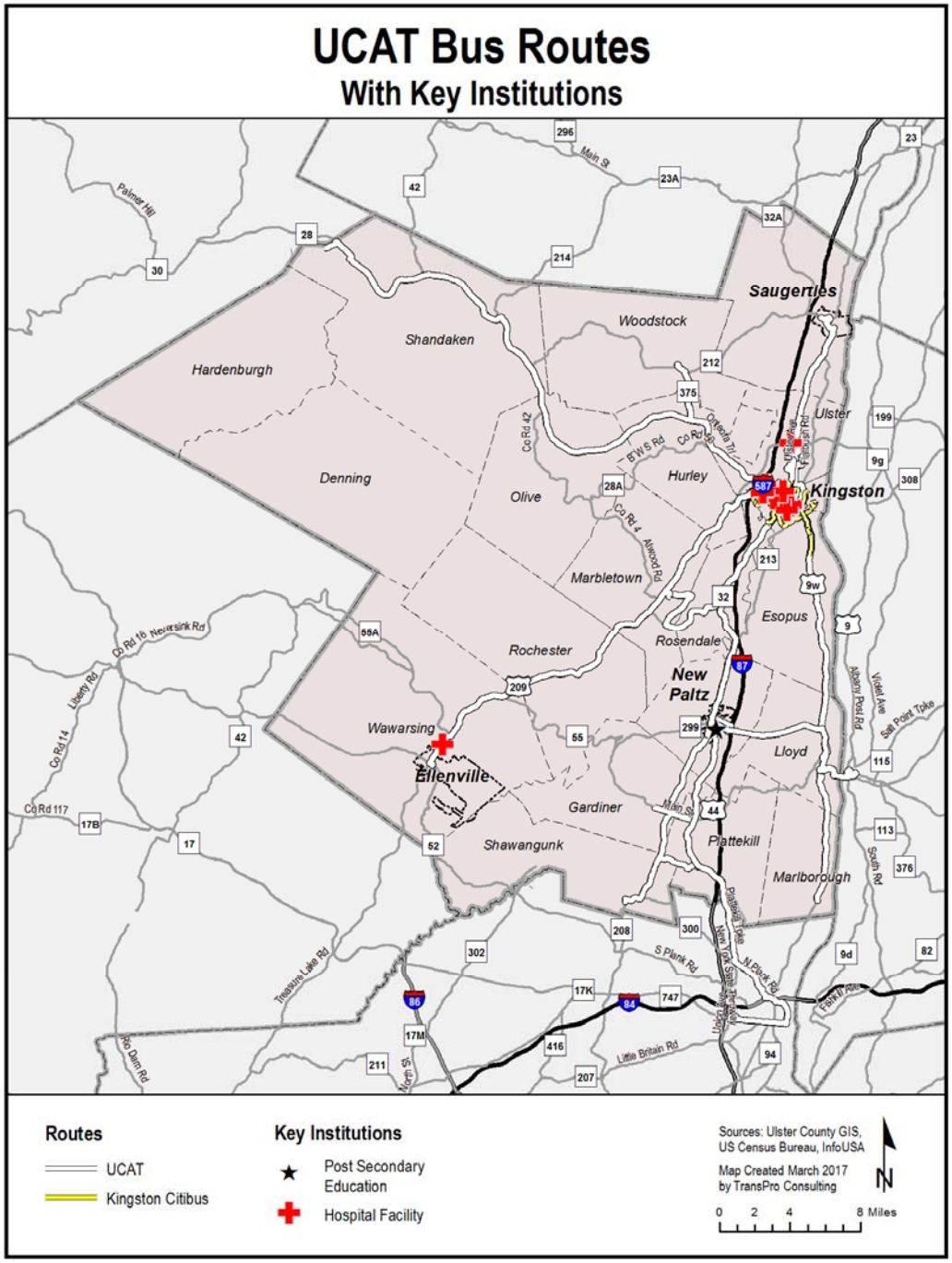



UCAT Bus Routes
With Zero Vehicle Household Density
Saugerties
Woodstock
Shandaken
Hardenburgh
Denning
Olive
Hurley
Kingston
Ulster
Marbletown
Rochester
Rosendale
New Paltz
Esopus
Wawarsing
Ellenville
Gardiner
Shawangunk
Plattekill
Marlborough
Lloyd
Routes
UCAT
Kingston Citibus
Zero Vehicle Households
per square mile
10 25 50 100+
Sources: Ulster County GIS, US Census Bureau
Map Created March 2017
by TransPro Consulting
0 2 4 8 Miles
N

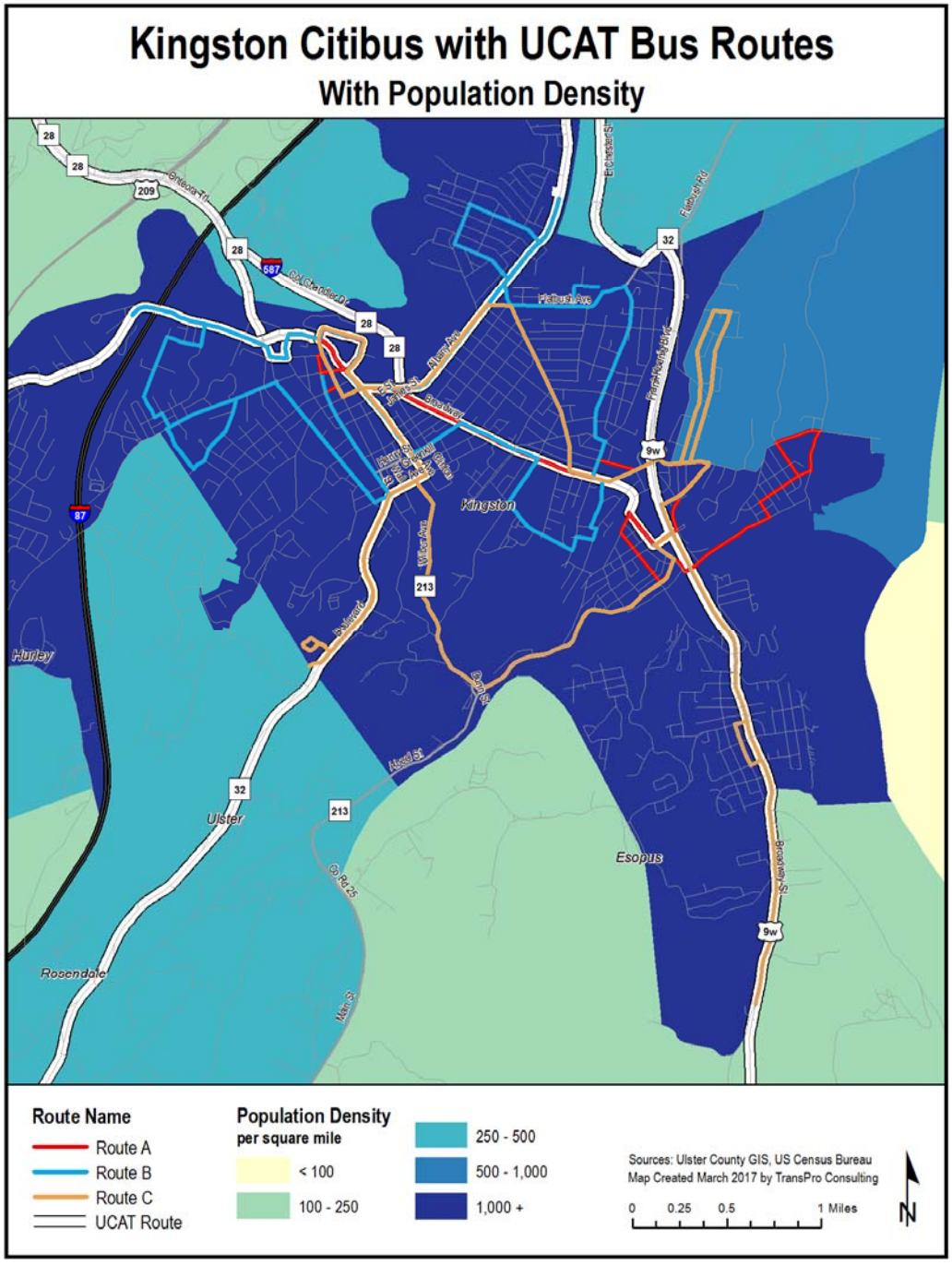

UCAT Bus Routes
With Low Income Household Density
Saugerties
Woodstock
Shandaken
Hardenburgh
Denning
Olive
Hurley
Kingston
Ulster
Marbletown
Esopus
Rochester
Rosendale
New Paltz
Wawarsing
Ellenville
Gardiner
Shawangunk
Lloyd
Plattekill
Marlborough
Routes
UCAT
Kingston Citibus
Households with less than $30k Income per square mile
10
500
1k
5k+
Sources: Ulster County GIS, US Census Bureau
Map Created March 2017 by TransPro Consulting
0 2 4 8 Miles
N

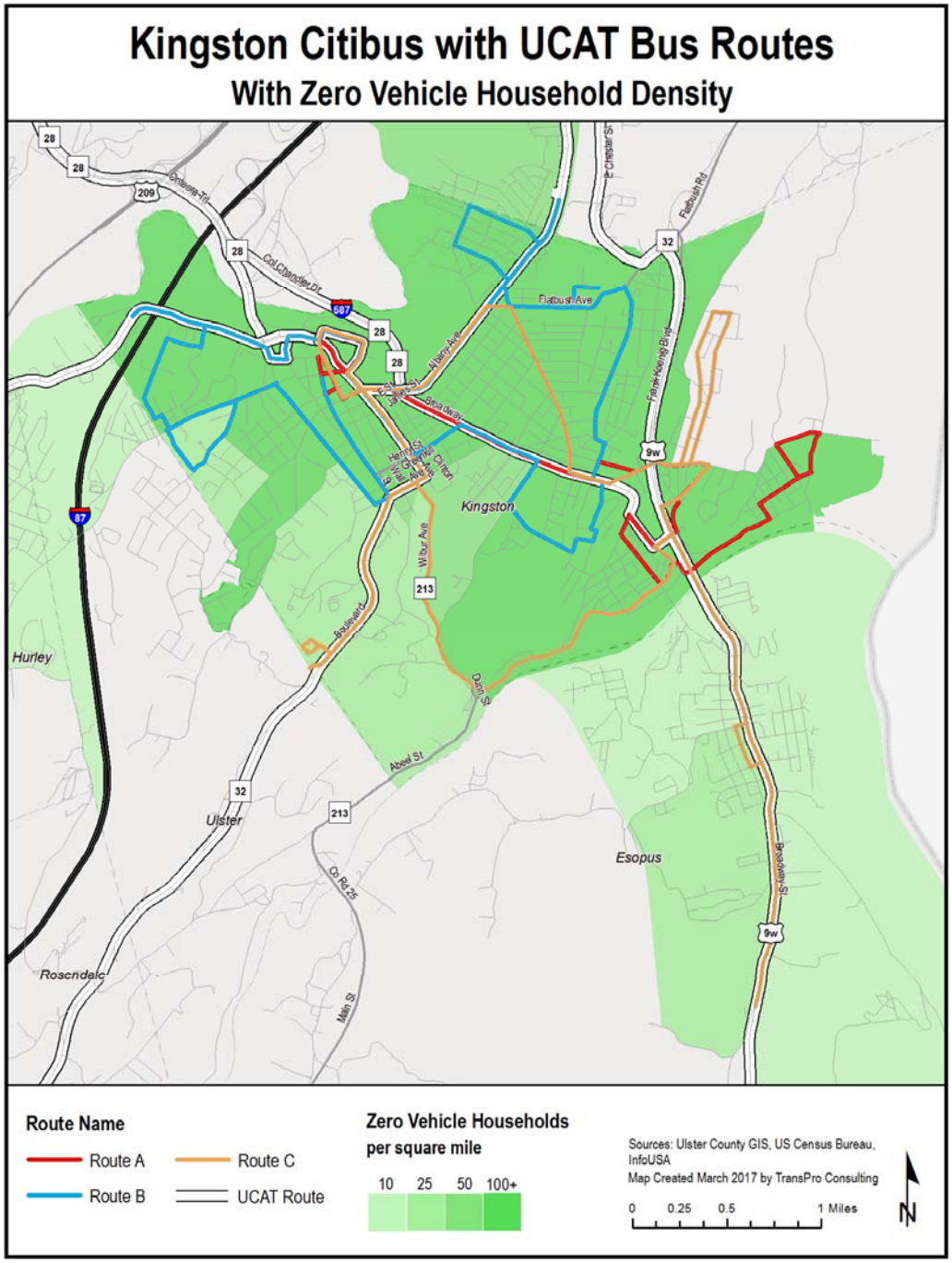

UCAT Bus Routes
With Number of Employees
Saugerties
Woodstock
Shandaken
Hardenburgh
Denning
Olive
Hurley
Kingston
Ulster
Marbletown
Rochester
Rosendale
Esopus
New Paltz
Wawarsing
Ellenville
Gardiner
Shawangunk
Plattekill
Lloyd
Marlborough
Routes
UCAT
Kingston Citibus
Number of Employees
in 5 square mile area
20 100 250 500+
Sources: Ulster County GIS, US Census Bureau, InfoUSA
Map Created March 2017
by TransPro Consulting
0 2 4 8 Miles
N

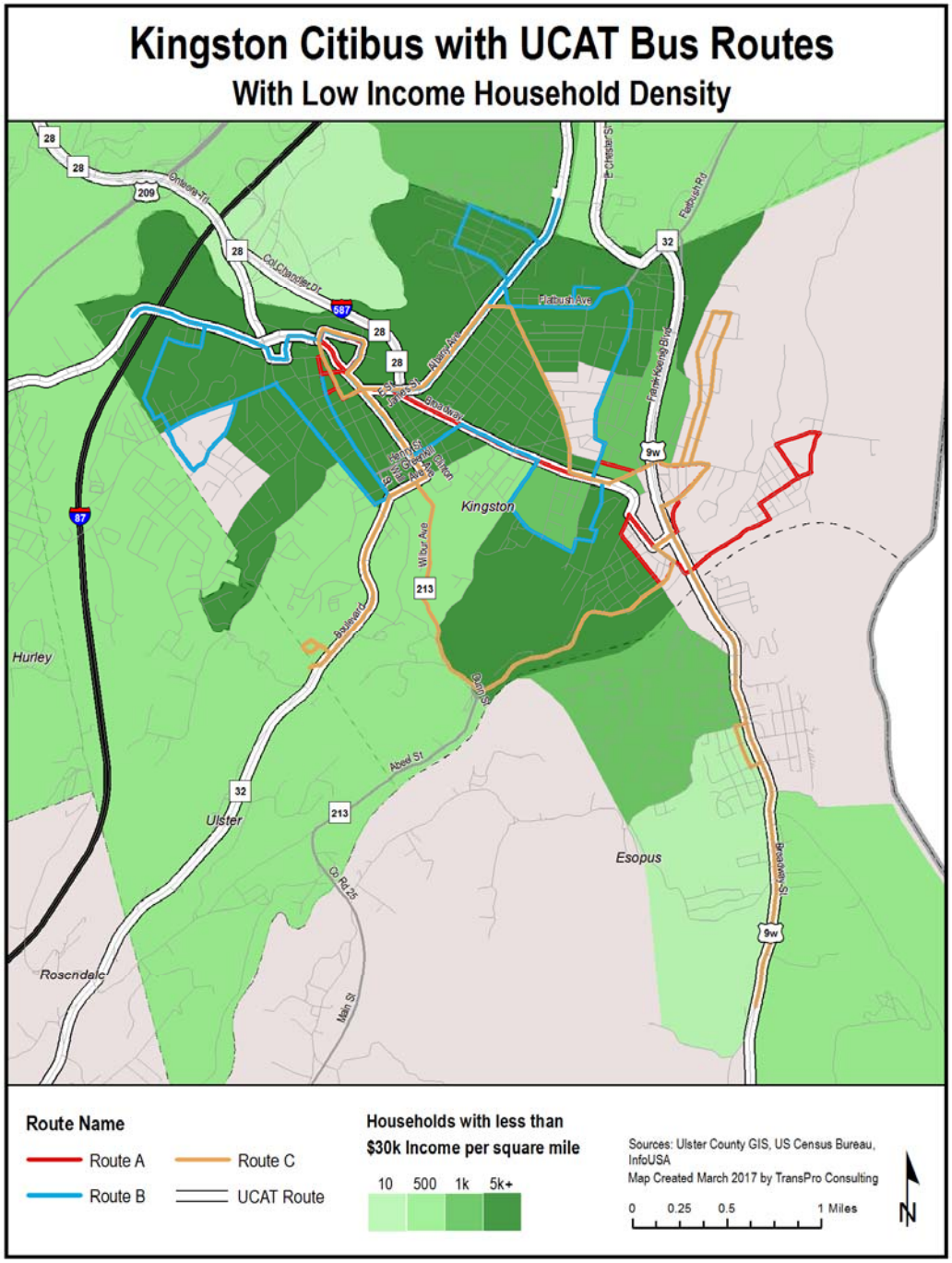

UCAT Bus Routes
With Square Feet of Retail Space
Saugerties
Woodstock
Shandaken
Hardenburgh
Denning
Olive
Hurley
Kingston
Ulster
Marbletown
Rochester
Rosendale
Esopus
New Paltz
Wawarsing
Ellenville
Gardiner
Shawangunk
Plattekill
Marlborough
Lloyd
Routes
UCAT
Kingston Citibus
Sq Ft of Retail Space
in 5 Square Mile Area
10k 25k 50k 500k+
Sources: Ulster County GIS,
US Census Bureau, InfoUSA
Map Created March 2017
by TransPro Consulting
0 2 4 8 Miles

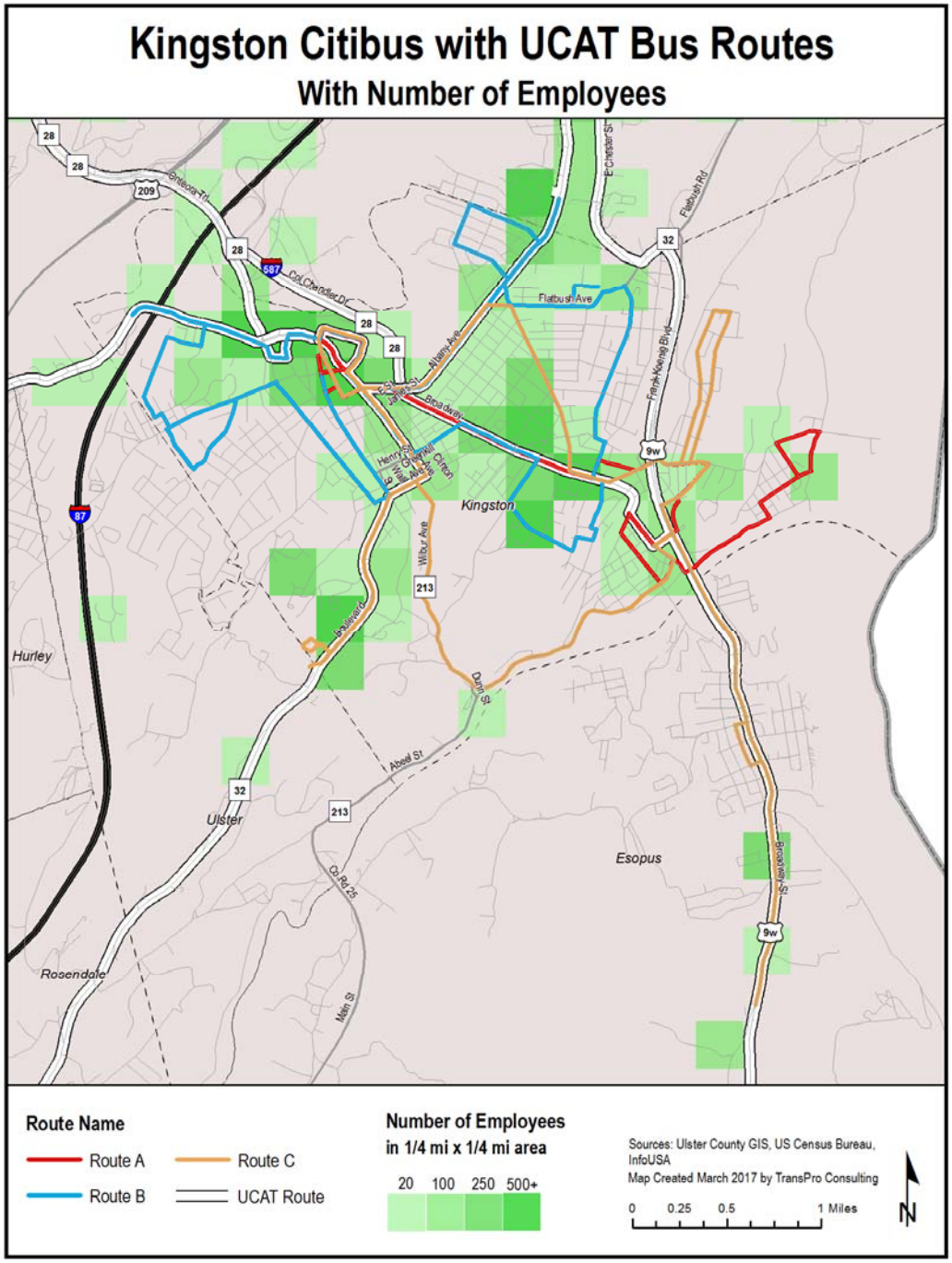

UCAT Bus Routes
With Key Institutions
Saugerties
Woodstock
Shandaken
Hardenburgh
Denning
Olive
Hurley
Kingston
Ulster
Marbletown
Rochester
Rosendale
New Paltz
Esopus
Wawarsing
Ellenville
Gardiner
Shawangunk
Lloyd
Plattekill
Marlborough
Routes
UCAT
Kingston Citibus
Key Institutions
Post Secondary Education
Hospital Facility
Sources: Ulster County GIS, US Census Bureau, InfoUSA
Map Created March 2017 by TransPro Consulting
0 2 4 8 Miles

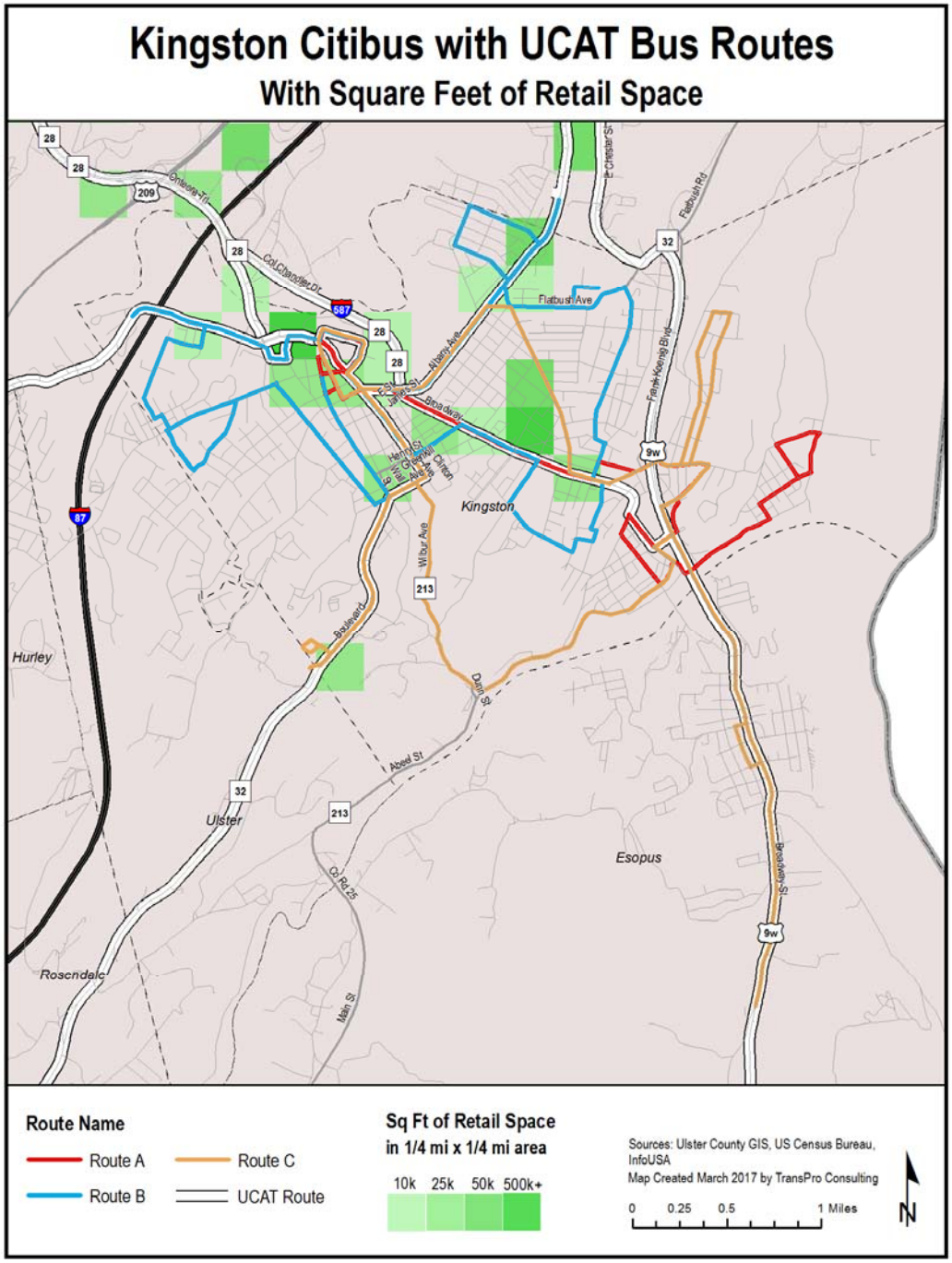
CitiBus Geographic Coverage

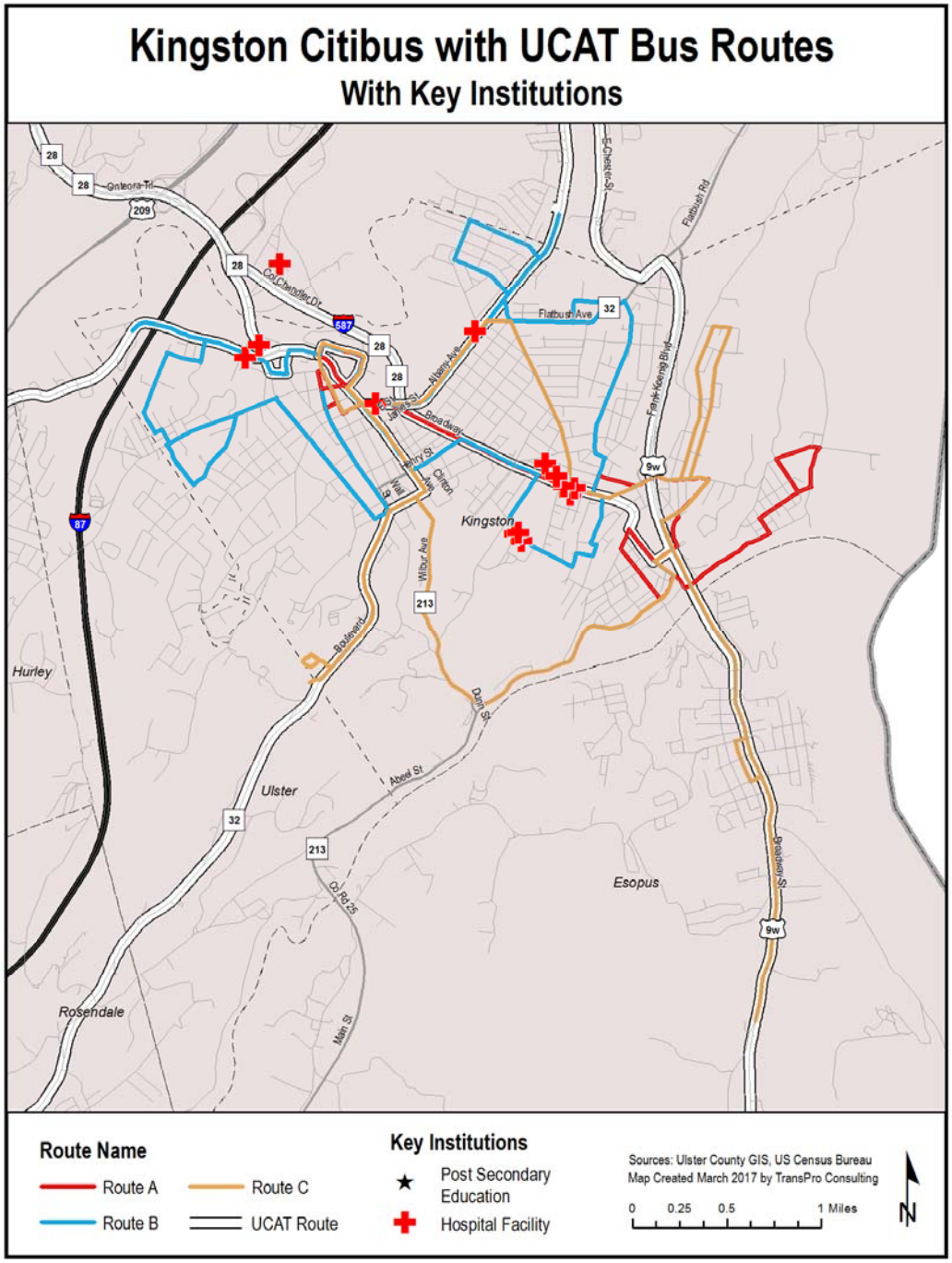



Kingston Citibus with UCAT Bus Routes
With Zero Vehicle Household Density
Kingston
Hurley
Ulster
Esopus
Rosendale
Route Name
Route A
Route B
Route C
UCAT Route
Zero Vehicle Households per square mile
10
25
50
100+
Sources: Ulster County GIS, US Census Bureau, InfoUSA
Map Created March 2017 by TransPro Consulting
0
0.25
0.5
1 Miles
N


Kingston Citibus with UCAT Bus Routes
With Low Income Household Density
Kingston
Hurley
Ulster
Esopus
Rosendale
Route Name
Route A
Route B
Route C
UCAT Route
Households with less than
$30k Income per square mile
10
500
1k
5k+
Sources: Ulster County GIS, US Census Bureau, InfoUSA
Map Created March 2017 by TransPro Consulting
0
0.25
0.5
1 Miles
N


Kingston Citibus with UCAT Bus Routes
With Number of Employees
Kingston
Hurley
Ulster
Esopus
Rosendale
Route Name
Route A
Route B
Route C
UCAT Route
Number of Employees
in 1/4 mi x 1/4 mi area
20
100
250
500+
Sources: Ulster County GIS, US Census Bureau, InfoUSA
Map Created March 2017 by TransPro Consulting
0
0.25
0.5
1 Miles
N


Kingston Citibus with UCAT Bus Routes
With Square Feet of Retail Space
Kingston
Hurley
Ulster
Esopus
Rosendale
Route Name
Route A
Route B
Route C
UCAT Route
Sq Ft of Retail Space
in 1/4 mi x 1/4 mi area
10k 25k 50k 500k+
Sources: Ulster County GIS, US Census Bureau, InfoUSA
Map Created March 2017 by TransPro Consulting
0 0.25 0.5 1 Miles
N



As illustrated in the preceding maps, UCAT and CitiBus generally serve community locations that traditionally drive transit demand.

Key Question 3:
What route scenarios can be considered for an integrated transit system?

The City of Kingston has a small geographic footprint relative to Ulster County. Because of this, and because of the comprehensiveness of the existing UCAT route network, the focus of service integration is on the integration of City service with existing County service. The three scenarios explored in this analysis are designed to preserve service options within the City of Kingston while providing effective links between the City and the County.

Integrated Transit System Service Scenarios	
Scenario	**Description**
Scenario 1	Continue to operate UCAT and CitiBus routes in their current form
Scenario 2	Continue to operate UCAT routes in their current form and operate CitiBus routes as per the recommendations of the 2012 Nelson\Nygaard report
Scenario 3	Absorb 2012 Nelson\Nygaard report CitiBus recommendations into UCAT routes and enhance City coverage
Scenario 4 Route Optimization	Develop a single transit system and optimize routes within the City of Kingston and connections to the whole county (detailed under **Section 2 Route Optimization**)

Scenario 1: Continue to operate existing fixed routes in their current form

Description

Under Scenario 1 all UCAT and CitiBus routes would continue to operate in their current form. This scenario presents a simple option for integrating existing service under the umbrella of a single agency with no disruption to the current customer experience.

Connectivity

Both UCAT and CitiBus currently use Kingston Plaza as a transfer point between routes. This would be preserved under Scenario 1, with Kingston Plaza continuing to provide a connection point between city-based and countywide routes.

Service Impact

Since all fixed routes would continue to operate in their current form, there would be no impact to City or County fixed route service.

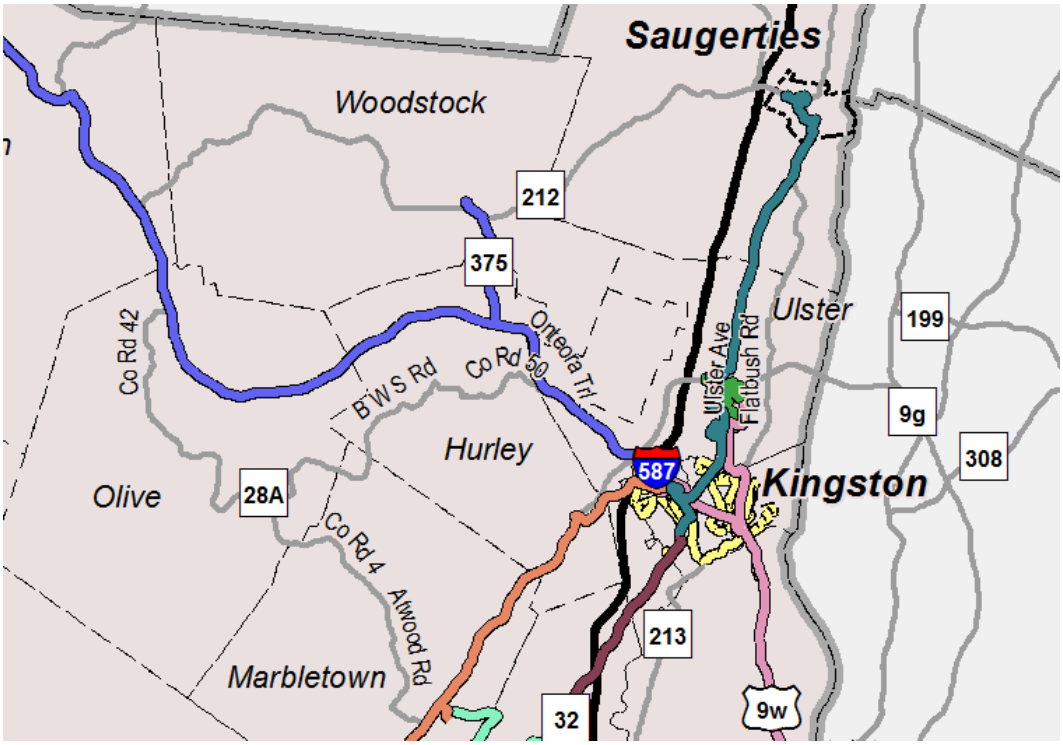
Customer Impact

Since all fixed routes would continue to operate in their current form, there would be no impact to current CitiBus or UCAT fixed route customers.

Paratransit Impact

Since all fixed routes would continue to operate in their current form, the ADA-required paratransit service area would not change.

Geographic Layout
The geographic layout of Scenario 1 routes is illustrated in the following map.



Scenario 2: Continue to operate existing UCAT routes in their current form and adopt the 2012 Nelson\Nygaard CitiBus route change recommendations

Description
Under Scenario 2 all UCAT routes would continue to operate in their current form. Current CitiBus routes would be changed to reflect the recommendations of the 2012 N\N report.

UCAT adopted route change recommendations outlined in the 2012 N\N report and has since seen an increase in route productivity. By continuing to operate UCAT routes in their current form, Scenario 2 preserves the benefits to County service generated by adopting the N\N report recommendations.

CitiBus did not adopt the recommendations of the N\N report. By changing current City routes to reflect those recommendations, Scenario 2 would allow the integrated transit system to realize the benefits the N\N report recommendations were designed to achieve.

Connectivity
Both UCAT and CitiBus currently use Kingston Plaza as a transfer point between routes. This would be preserved under Scenario 2, with Kingston Plaza continuing to provide a connection point between city-based and countywide routes.

Service Impact
Since existing UCAT fixed routes would continue to operate in their current form, there would be no impact to countywide fixed route service.

The impact of altering the structure of existing CitiBus routes are described as follows on Page 5-36

of the N\N report:

"Under Citibus' current service structure, three vehicles are each assigned to one route, resulting in hourly service on each route. Under the proposed service design, three vehicles would be assigned to two routes to maximize service frequency. The two routes would be interlined at Kingston Plaza, and each of the three vehicles would alternately serve the A Route corridor and the B Route corridor.

By assigning three vehicles to this two-route circuit, service frequencies could be improved to 40 minutes for most of the service day. 18 trips per day in each direction could be provided on each of the two routes, compared to the 11 mostly one-way trips that are currently provided on each Citibus route."

"Service between Kingston and the Ulster mall area would be even more frequent than every 40 minutes, as the Ulster/Albany corridor would be served by UCAT's S/K Route as well. The UCAT service could function more as an express service in the corridor, with stops placed at greater intervals, while the Citibus A Route would provide more frequent local stops along the corridor and also serve the Chambers Senior Housing complex west of Ulster Avenue."

While increasing the frequency of service along the more heavily used transit corridors, the N\N recommendations reduce the footprint of the city-based routes. Areas that generate little ridership are eliminated. This includes Wilbur Avenue, Abeel Street, 2nd Avenue, and 3rd Avenue on the Current C route.

Several areas that generate ridership would be eliminated from city-based routes under this scenario but would be served by existing UCAT routes or simple deviations of existing UCAT routes. These areas include Golden Hill, Stony Run Apartments, Route 32, and Clinton Avenue.

Several areas that generate ridership are eliminated from city-based routes with no corresponding access by existing CitiBus routes under this scenario. Affected areas include Wall Street, Washington Avenue, Lucas Avenue Extension, Millers Lane, and Colonial Gardens Apartments. Service to these areas could be maintained if desired by making alterations to existing UCAT routes.

Customer Impact

Since existing UCAT fixed routes would continue to operate in their current form, there would be no impact to countywide fixed route customers.

Existing CitiBus customers with origins and destinations in the more heavily utilized areas would enjoy greater service frequency and reduced travel time as a result of the streamlined bidirectional routes recommended in the N\N report. Increased service frequency and reduced travel time traditionally result in increased ridership. Thus, these redesigned routes may generate an increase in city-based ridership.

Some current CitiBus customers would access their destinations via current UCAT routes instead of city-based routes as a result of the CitiBus route reconfiguration. Some City locations would no longer have direct bus access under this route reconfiguration unless alterations were made, which would impact customers who currently travel to those locations. The locations affected are listed in the "Service Impact" section above.

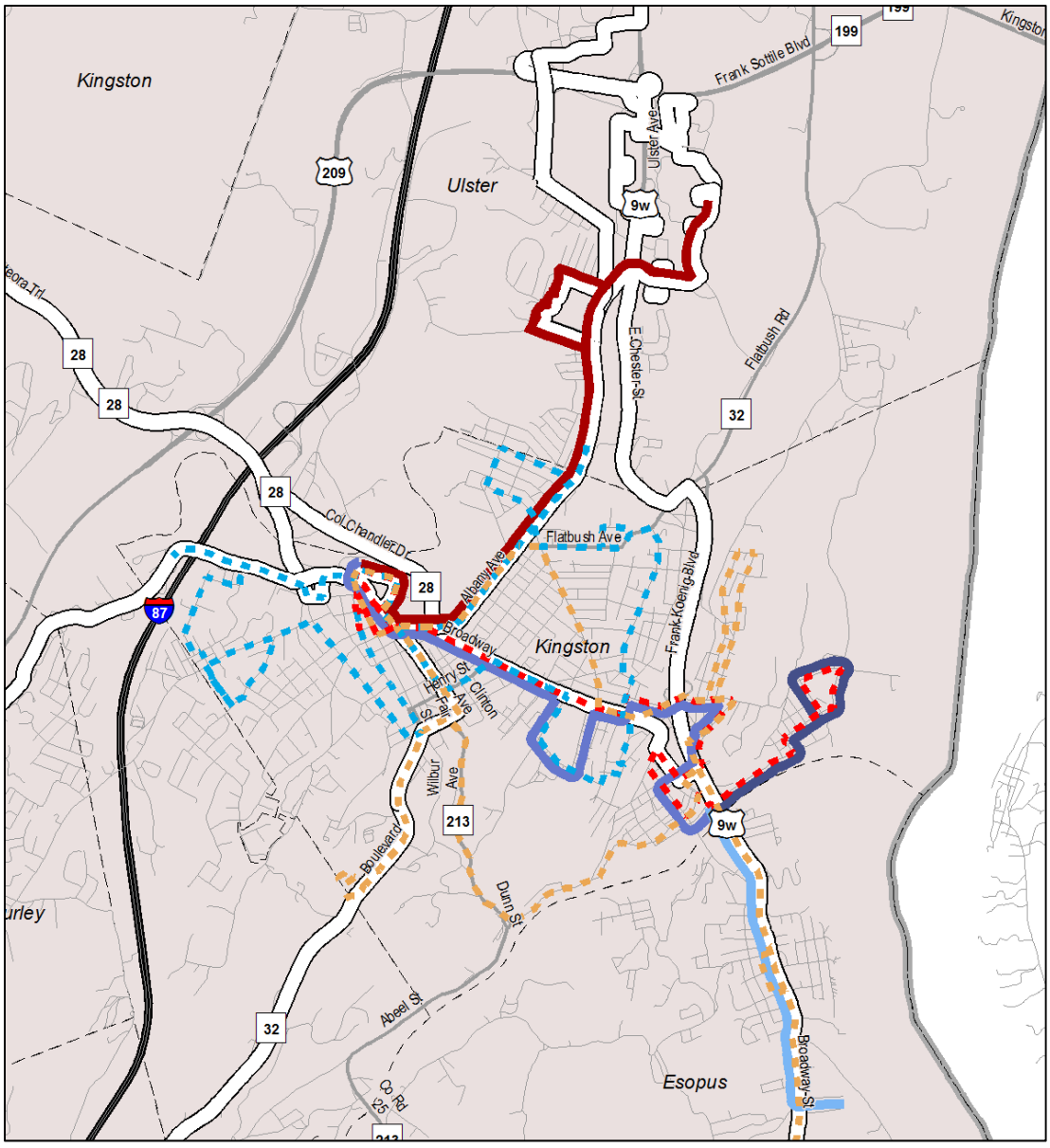
Paratransit Impact

The ADA-required paratransit service area would be slightly reduced within the City of Kingston. Since this reduction would be marginal, there would likely be little financial gain in reducing the

current Kingston paratransit service area to match the new ADA-required service area that would exist under Scenario 2.

Geographic Layout

The geographic layout of Scenario 2 routes is illustrated in the following map. The dotted lines indicate current CitiBus routes.



Scenario 3: Absorb Citibus recommendations from the 2012 Ulster County Transit Development Plan (Nelson\Nygaard report) into UCAT routes and enhance City coverage

Description

Under Scenario 3, UCAT routes would continue to operate as currently scheduled. The CitiBus structural route recommendations from the 2012 Ulster County Transit Development Plan ('N\N report') would be adopted. Instead of operating as distinct routes, however, the updated CitiBus routes would operate as part of existing UCAT routes with shared geographies.

For example, the N\N report proposed CitiBus Route A operates along a portion of the corridor of UCAT's KS Route (Kingston-Saugerties), providing extra frequency along that corridor. Instead of operating separately as Route A and Route KS, the buses would operate jointly as Route KS. The vehicle dedicated to the former Route A would operate between Kingston Plaza and the Ulster mall area only, providing extra frequency along the busiest part of that corridor.

A similar absorption into existing UCAT routes would occur for the CitiBus Route B routes proposed in the N\N report, with the bus providing extra frequency to high demand areas in the City.

A key change from the N\N report recommendation would be to only use two buses for the N\N-recommended City service instead of three. The third bus would be used to provide service to areas of demand that were eliminated under the N\N City service recommendation, such as Wall Street, Washington Avenue, Lucas Avenue Extension, Millers Lane, and Colonial Gardens Apartments.

This scenario would maintain the increased productivity attained from implementing the N\N UCAT recommendations, generate the increased frequency and reduced travel time envisioned by the N\N CitiBus recommendations, and close the gaps of the N\N CitiBus recommendation.

Connectivity

Both UCAT and CitiBus currently use Kingston Plaza as a transfer point between routes. This would be preserved under Scenario 3, with Kingston Plaza continuing to provide a connection point between city-based and countywide routes.

Service Impact

Since existing UCAT fixed routes would continue to operate in their current form, there would be no impact to countywide fixed route service.

Service within the City of Kingston would have increased frequency and reduced travel time in key corridors, and coverage to key destinations would be maintained.

Customer Impact

Since existing UCAT fixed routes would continue to operate in their current form, there would be no impact to countywide fixed route customers.

Existing CitiBus customers with origins and destinations in the more heavily utilized areas would enjoy greater service frequency and reduced travel time as a result of the streamlined bidirectional routes recommended in the N\N report. Increased service frequency and reduced travel time traditionally result in increased ridership. Thus, these redesigned routes may generate an increase in city-based ridership.

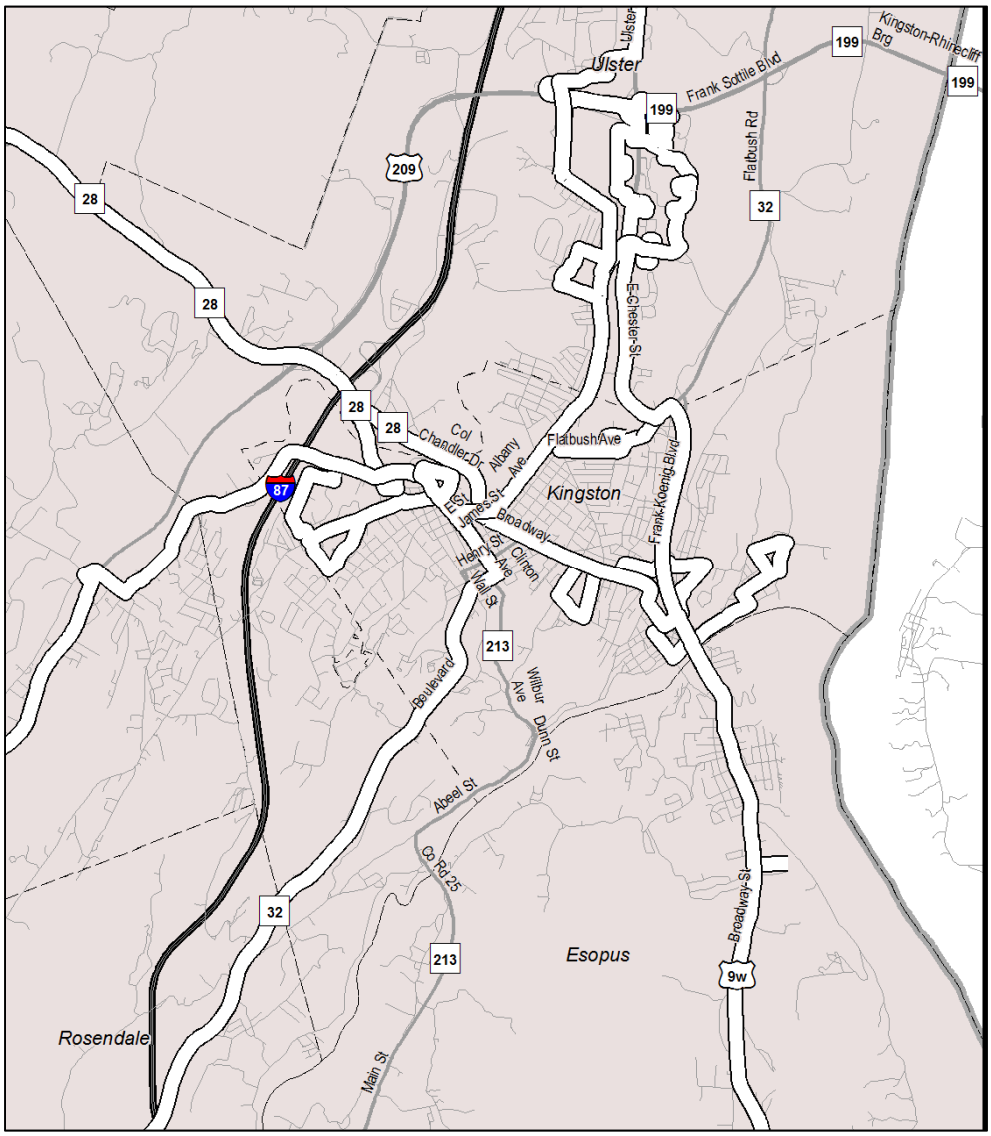
Some current CitiBus customers would access their destinations via current UCAT routes instead of city-based routes as a result of the CitiBus route reconfiguration.

Paratransit Impact

The ADA-required paratransit service area would not change under Scenario 3.

Geographic Layout

The geographic layout of Scenario 3 routes is illustrated in the following map.



The fourth scenario – "Route Optimization" – was identified by the Technical Advisory Committee as the preferred alternative. Route Optimization is detailed in Section 2 on page 47 of this report.

1.3: Cost of service model to compare current cost of service with the cost of the proposed integrated system

Key Questions to be answered

1. How can the financial impact of service integration be evaluated?
2. What is the financial impact of service integration on various integration scenarios?

Key Question 1:
How can the financial impact of service integration be evaluated?

A cost change model was developed to assess the financial impact of the various service integration scenarios. The model assumes that the integrated service would be operated by UCAT and the model reflects operating costs only.

The model utilizes a before and after comparison approach. This allows for direct calculation of cost changes, which is what we are trying to learn in this costing exercise. This approach also allows the model to better reflect specific UCAT and CitiBus cost element changes rather than depending completely upon cost center averages.

The cost change model divides UCAT and CitiBus cost elements into three categories:

- Fixed Costs
  - Fixed costs reflect overhead and administrative costs
- Hourly Costs
  - Hourly costs reflect costs that vary based on the number of service hours deployed. Hourly costs consist mainly of bus driver pay and benefits.
- Per Mile Costs
  - Per mile costs reflect costs that vary based on the number of service miles deployed. Per mile costs consist of elements such as fuel, tires, and vehicle maintenance, including mechanic salaries.

The following table indicates the cost elements from the UCAT and CitiBus operating budgets that were included in each cost category.

Cost Element Categories		
Fixed Costs	**Hourly Costs**	**Per Mile Costs**
Administration Pay & Benefits	Driver Pay & Benefits	Mechanic Pay & Benefits
Operations Staff Pay & Benefits	Driver Exams & Drug Testing	Fuel
Office Equipment		Parts
Materials & Supplies		Tools
Building Maintenance & Repair		Tires & Batteries
Professional Services		Auto Repair
Insurance		Maintenance Supplies
Leases/Rentals		Maintenance Equipment
Conference & Travel		Vehicle Maintenance
Licenses/Memberships/Subscriptions		
Equipment Rental		
Contracted Services		
Uniform Allowance		
Utilities		

The cost change model calculates the change associated with service integration via the following logic:

Cost Change = (Original Fixed Costs+Original Hourly Costs+Original Per Mile Costs)
+ (Fixed Cost Change+ Hourly Cost Change+ Per Mile Cost Change)

The model uses three tables to calculate cost changes based on the above formula

Annual Structural Costs				
Cost Centers	**Original Annual Structural Costs**	**Annual Structural Decrease**	**Annual Structural Increase**	**New Annual Structural Costs**
Total Fixed Costs				$0
Total Variable Hour Costs				$0
Total Variable Mile Costs				$0
Annual Totals	$0	$0	$0	$0

Annual Change in Cost of Service Hours and Service Miles						
Service Factors	**Original Annual Totals**	**Annual Decrease**	**Annual Increase**	**Annual Change**	**Variable Rate**	**Annual Cost Change**
Total Hours				0		$0.00
Total Miles				0		$0.00
					Total Variable Cost Change	$0.00

New Service Annual Cost Change	
Structural Cost Change	$0
Variable Cost Change	$0
Annual Operating Cost Change	$0

Applying the cost change model to Scenario 1 yields the following result:

Annual Structural Costs				
Cost Centers	**Original Annual Structural Costs**	**Annual Structural Decrease**	**Annual Structural Increase**	**New Annual Structural Costs**
Total Fixed Costs	$1,161,668	$168,947	$0	$992,721
Total Variable Hour Costs	$3,420,369	$0	$0	$3,420,369
Total Variable Mile Costs	$855,999	$91,695	$0	$764,304
Annual Totals	$5,438,036	$260,642	$0	$5,177,394

Annual Change in Cost of Service Hours and Service Miles						
Service Factors	**Original Annual Totals**	**Annual Decrease**	**Annual Increase**	**Annual Change**	**Variable Rate**	**Annual Cost Change**
Total Hours	70,484	0	0	0	$48.53	$0.00
Total Miles	1,072,150	0	0	0	$0.84	$0.00
				Total Variable Cost Change		$0.00

New Service Annual Cost Change	
Structural Cost Change	$260,642
Variable Cost Change	$0.00
New Annual Operating Cost	$260,642

Scenario 1 cost change model notes:

- *The decrease in Total Fixed Costs reflects reduced Administration/Operations staff compared to the current combined UCAT/CitiBus Administration/Operations staff total.*
- *The decrease in Total Variable Mile Costs reflects the fact that two Kingston Department of Public Works mechanics will no longer be dedicated to bus maintenance.*

Key Question 2:
What is the financial impact of service integration on various integration scenarios?

The following table indicates the operating parameters of integration Scenarios 1, 2, and 3 along with the results of the cost change model for each scenario.

Cost Center	Current Combined	Scenario 1	Scenario 2	Scenario 3
Vehicles (Based on 20% spare factor)	42	34	34	34
Admin/Ops Staff	19.6 FTE	17 FTE	17 FTE	17 FTE
Drivers	45 FTE	45 FTE	45 FTE	45 FTE
Mechanics	10 (8 UCAT, 2 DPW)	8	8	8
Operating Budget	$5.44 Million	$5.18 Million	$5.18 Million	$5.18 Million

Operating parameter notes:

- Vehicle needs are based on the number of vehicles operating during peak service, which is based on the number of driver runs during each hour of the day, plus a 20% vehicle spare factor.
- The Administration/Operations Staff figures are based on the projected needs for staffing the integrated service.
- The Driver totals are based on the number of runs and a 20% driver absentee rate.
- The Mechanic totals reflect that the two Kingston Department of Public Works mechanics will no longer be needed to maintain buses.

A note on the costing of Scenario 3: Scenario 3 was designed to enhance service coverage in the City and reduce coverage gaps using the currently available vehicle resources. If less frequency were acceptable, savings opportunities exist under this scenario.

1.4: Develop Funding Sources

Key Questions to be answered

1. What funding sources are available to support the operation of the integrated transit system?
2. What is the impact of service integration on existing funding streams?

Key Question 1:
What funding sources are available to support the operation of the integrated transit system?

The following lists outline a variety of federal and state funding streams available to public transportation agencies.

Federal Funding Sources

A description of federal funding programs from the FTA website is provided below. Information about each of these programs can be found on the FTA website at https://www.transit.dot.gov/grants.

Buses and Bus Facilities Grants Program - 5339 (Competitive)

Provides funding through a competitive allocation process to states and transit agencies to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. The competitive allocation provides funding for major improvements to bus transit systems that would not be achievable through formula allocations.

Capital Investment Grants - 5309 (Competitive)

FTA's primary grant program for funding major transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit, this discretionary grant program is unlike most others in government. Instead of an annual call for applications and selection of awardees, the law requires that projects seeking CIG funding complete a series of steps over several years to be eligible for funding.

Enhanced Mobility of Seniors & Individuals with Disabilities - Section 5310

Formula funding to states for the purpose of assisting private nonprofit groups in meeting transportation needs of the elderly and persons with disabilities.

Expedited Project Delivery for Capital Investment Grants Pilot - 5309(**) (Competitive)

Allows up to eight projects over the life of the pilot program to be selected for expedited grant awards. Projects must be supported through a public-private partnership and demonstrate local financial commitment, technical capacity, and a certification that the existing transit system is in a state of good repair.

Flexible Funding Programs - Congestion Mitigation and Air Quality Program - 23 USC 149 (Formula)

CMAQ provides funding to areas in nonattainment or maintenance for ozone, carbon monoxide, and/or particulate matter. States that have no nonattainment or maintenance areas still receive a minimum apportionment of CMAQ funding for either air quality projects or other elements of flexible spending. Funds may be used for any transit capital expenditures otherwise eligible for FTA funding as long as they have an air quality benefit.

Flexible Funding Programs - Surface Transportation Block Grant Program - 23 USC 133 (Formula)

Provides funding that may be used by states and localities for a wide range of projects to preserve and improve the conditions and performance of surface transportation, including highway, transit, intercity bus, bicycle and pedestrian projects.

Formula Grants for Rural Areas - 5311 (Formula)
Provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations less than 50,000, where many residents often rely on public transit to reach their destinations.

Grants for Buses and Bus Facilities Formula Program - 5339(a) (Formula)
Provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. In addition to the formula allocation, this program includes two discretionary components: The Bus and Bus Facilities Discretionary Program and the Low or No Emissions Bus Discretionary Program.

Human Resources & Training - 5314 (b) (Formula)
Provides for grants or contracts for human resource and workforce development programs as they apply to public transportation activities.

Low or No Emission Vehicle Program - 5339(c) (Competitive)
Provides funding through a competitive process to states and transit agencies to purchase or lease low or no emission transit buses and related equipment, or to lease, construct, or rehabilitate facilities to support low or no emission transit buses. The program provides funding to support the wider deployment of advanced propulsion technologies within the nation's transit fleet.

Mobility on Demand (MOD) Sandbox Demonstration Program - 5312 (Competitive)
Funds projects that promote innovative business models to deliver high quality, seamless and equitable mobility options for all travelers.

Pilot Program for Transit-Oriented Development Planning - 5309 (Competitive)
Provides funding to local communities to integrate land use and transportation planning with a transit capital investment that will seek funding through the Capital Investment Grant (CIG) Program.

Public Transportation Emergency Relief Program - 5324 (Formula)
Helps states and public transportation systems pay for protecting, repairing, and/or replacing equipment and facilities that may suffer or have suffered serious damage as a result of an emergency, including natural disasters such as floods, hurricanes, and tornadoes. It provides authorization for Section 5307 and 5311 funds to be used for disaster relief in response to a declared disaster.

Public Transportation Innovation - 5312 (Competitive)
Provides funding to develop innovative products and services assisting transit agencies in better meeting the needs of their customers.

Rural Transportation Assistance Program - 5311(b)(3) (Formula)
Provides funding to states for developing training, technical assistance, research, and related support services in rural areas. The program also includes a national program that provides information and materials for use by local operators and state administering agencies and supports research and technical assistance projects of national interest.

State of Good Repair Grants - 5337 (Formula)

Provides capital assistance for maintenance, replacement, and rehabilitation projects of existing high-intensity fixed guideway and high-intensity motorbus systems to maintain a state of good repair. Additionally, SGR grants are eligible for developing and implementing Transit Asset Management plans.
Technical Assistance & Standards Development - 5314(a) (Formula)
Provides funding for technical assistance programs and activities that improve the management and delivery of public transportation and development of the transit industry workforce.

TIGER (USDOT) (Competitive)
The Transportation Investment Generating Economic Recovery Program (TIGER) provides funding for innovative, multi-modal and multi-jurisdictional transportation projects that promise significant economic and environmental benefits to an entire metropolitan area, a region, or the nation.

Transit Cooperative Research Program - 5312(i) (Competitive)
Research program that develops near-term, practical solutions such as best practices, transit security guidelines, testing prototypes, and new planning and management tools.

Urbanized Area Formula Grants - 5307 (Formula)
Provides funding to public transit systems in Urbanized Areas (UZA) for public transportation capital, planning, job access and reverse commute projects, as well as operating expenses in certain circumstances.

State Funding Sources
A description of New York State transit funding programs from the NYSDOT website is provided below. Information about each of these programs can be found on the NYSDOT website at https://www.dot.ny.gov/divisions/policy-and-strategy/public-transportation/funding-sources/state-funding.

In addition to the federal programs that NYSDOT provides matching funding for, there are also NYSDOT-funded programs for Capital Projects and Operating Assistance.

- *The State Dedicated Fund (SDF) provides funds for capital projects. These are dedicated to improvements of the systems and providing funds for innovative capital projects.*
- *The State Operating Assistance (STOA) funding provides operating monies to transit agencies and authorities based on vehicle miles and passenger revenue service.*

For more information on state funding, contact Tom Vaughan at (518) 457-7248 or tvaughan@dot.ny.gov

Key Question 2:
What is the impact of service integration on existing funding streams?

New York State Operating Assistance (STOA) funding is distributed to transit agencies via a formula that is based on ridership and vehicle miles. STOA is currently distributed to both CitiBus and UCAT based on the funding formula. In operating an integrated transit system, UCAT would be the sole recipient of STOA funding in Ulster County. UCAT's STOA funding would be based on the total passengers and vehicle miles of the integrated system. Whether or not this is equivalent to the current aggregate CitiBus and UCAT STOA total will depend upon the passengers and vehicle miles of the new system relative to the total of the two current systems.

1.5: Update operational structure alternatives considered in the 2006 Plan

Key Questions to be answered

1. What are the pros and cons of the operational structure alternatives identified in the 2006 plan (short of full consolidation)?

Key Question 1:
What are the pros and cons of the operational structure alternatives identified in the 2006 plan (short of full consolidation)?

The 2006 Public Transportation Integration Analysis (PTIA) identified five operational structure alternatives for CitiBus and UCAT:

1. Do Nothing
   - Under this scenario, CitiBus and UCAT would continue to operate as separate entities.[4]
2. Coordination Council
   - "With this scheme, the transit agencies would continue as separate organizations responsible for public transportation in their jurisdictions. A formal structure would be established to discuss and take action on issues of common interest."[5]
3. Reassign Functions
   - "This scheme would be similar to the existing situation in that each agency would continue separate operations. Only some of the current activities or functional areas would be operated by one agency."[6]
4. Consolidation
   - "This alternative would have public transportation provided by a single agency. All functions necessary to operate a transit system would be provided by a single entity."[7]
5. Transit Broker
   - This scenario "would create an administrative organization which would have overall responsibility for public transportation while the actual day-to-day operations continue to be provided by Kingston CitiBus and UCAT."[8]

A pro-con assessment of the four non-consolidation options follows.

Do Nothing

Pros	Cons
No structural changes required	Foregoing of savings opportunities
No investment required	Foregoing of route optimization opportunities in the greater Kingston area
	Redundant overhead expenditures
	Redundant infrastructure

[4] *Public Transportation Integration Analysis Final Report* (March 2006), https://ulstercountyny.gov/sites/default/files/documents/ptia.pdf, 18
[5] Ibid
[6] Ibid, 19
[7] Ibid, 19
[8] Ibid, 20

Coordination Council

Pros	Cons
No structural changes required	Foregoing of additional savings opportunities
Some savings opportunities	Foregoing of route optimization opportunities in the greater Kingston area
Elimination of some administrative redundancy	Redundant overhead expenditures

Reassign Functions

Pros	Cons
Some savings opportunities	Foregoing of full savings opportunities
Elimination of some administrative redundancy	Foregoing of route optimization opportunities in the greater Kingston area
Allows each agency's strengths to benefit both agencies by taking sole ownership of certain functions for both agencies	Some overhead expenditures

Transit Broker

Pros	Cons
Potential for outsourcing, which could generate savings to the municipalities	Redundancies of two agencies remain
Coordination of multiple transportation options provides one stop shopping for citizens needing transportation information and services	Foregoing of route optimization opportunities in the greater Kingston area

Section 2: Route Optimization

2.0 Introduction

The Ulster County Transit Systems Integration Plan was initiated based on the premise that route recommendations provided under the 2012 Nelson\Nygaard Transit Development Plan would provide an appropriate starting point for re-envisioning a uniform transit system in the Kingston area. A more detailed analysis of those routes indicated that City residents would not be served in the most efficient and effective manner if those recommendations were implemented. A re-evaluation of the existing route structure and options for improvement was therefore initiated under the Route Optimization task.

The goals of this section are to:

1. Provide recommended baseline improvements to the existing transit system supported by quantitative and qualitative data
2. Outline resource savings as a result of route restructuring
3. Summarize opportunities to reallocate resources as a result of route optimization.

This report begins with a detailed summary of recommended improvements, followed by an overview of supporting data, and an outline of cost/asset savings as a result of route optimization.

2.1 CitiBus Ridership Profile

CitiBus ridership is low volume, with very few major geographical trip drivers. A three-month comparison of CitiBus ridership reveals the lowest consistent ridership on the C route. Demand is not geographically driven; Aside from Kingston Plaza, the central bus transfer point, no destinations within the city limits present notably high demand as indicated by boarding and alighting data.

Route	Weekday Ridership	Weekend Ridership
A	77	60
B	93	51
C	64	29

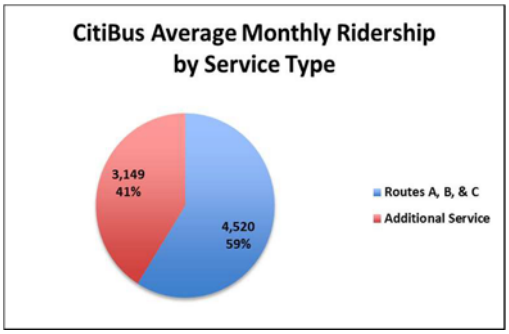
Numbers generated from TransPro's ride checks.

- Kingston Plaza has the highest boarding and alighting numbers
- Colonial Gardens Apartments is one of the highest boarding locations in the CitiBus system (with the exception of Kingston Plaza).

Peak weekday ridership on all CitiBus Lines occurs between the Hours of 11AM and 2PM suggesting that ridership is not driven by commuting activity..

Routes A, B, and C account for approximately 60% of CitiBus ridership, while additional services account for approximately 40% of CitiBus ridership

- CitiBus provides additional forms of service beyond fixed routes A, B, and C. This additional service includes trolley service, special events, recreational runs, and school sports run.



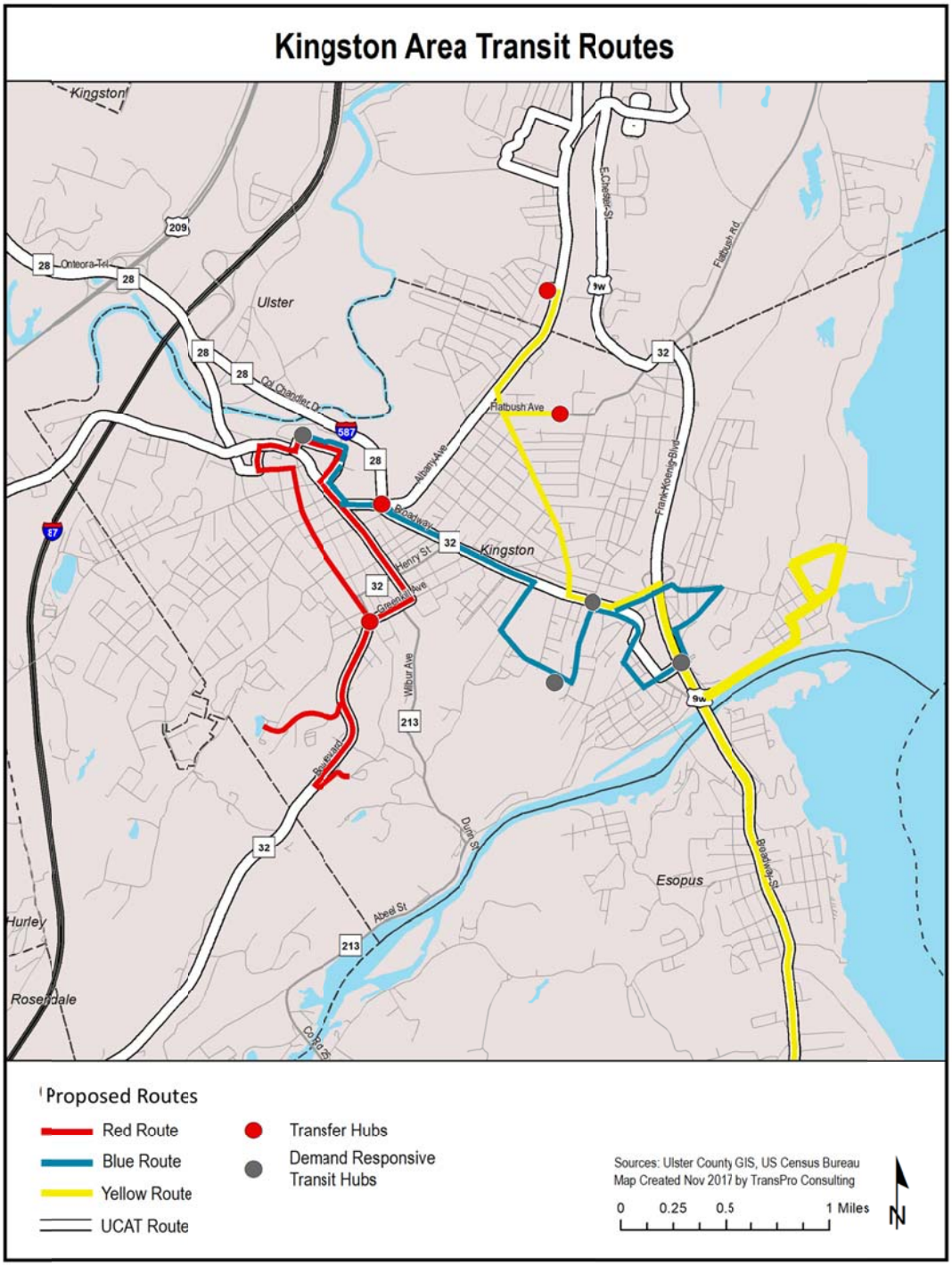
2.2: Proposed Citibus Route Restructuring

The proposed new transit routes were developed using ridership data from the City and on-bus ridership counts collected by the consultant, as well as paper and online surveys widely distributed throughout the CitiBus service area. In addition, all major destinations were mapped along with current routes, including those of UCAT. The review team started with four major goals:

1. Provide service to all major destinations in the City and critical points beyond;
2. Reduce time it takes to travel along major corridors within the City ("headway");
3. Consider new hubs to connect beyond the City using existing or slightly modified UCAT service; and
4. Provide a way to reach low ridership or remote areas of the City not covered by fixed route service.

The proposed transit routes address each of these goals, providing connectivity to key residential locations, commercial corridors and public services within the City while reducing major redundancies between existing CitiBus and UCAT routes. The proposed transit service will reconfigure all of the existing CitiBus A, B and C routes, as well as

provide a new integrated Saturday route. In addition, the proposal establishes Demand Responsive Transit zones ("DRT") to supplement the newly proposed transit service in low ridership areas. The new weekday routes will be rebranded to eliminate confusion for users between new routes and current service, and take advantage of highlighting the single transit provider.

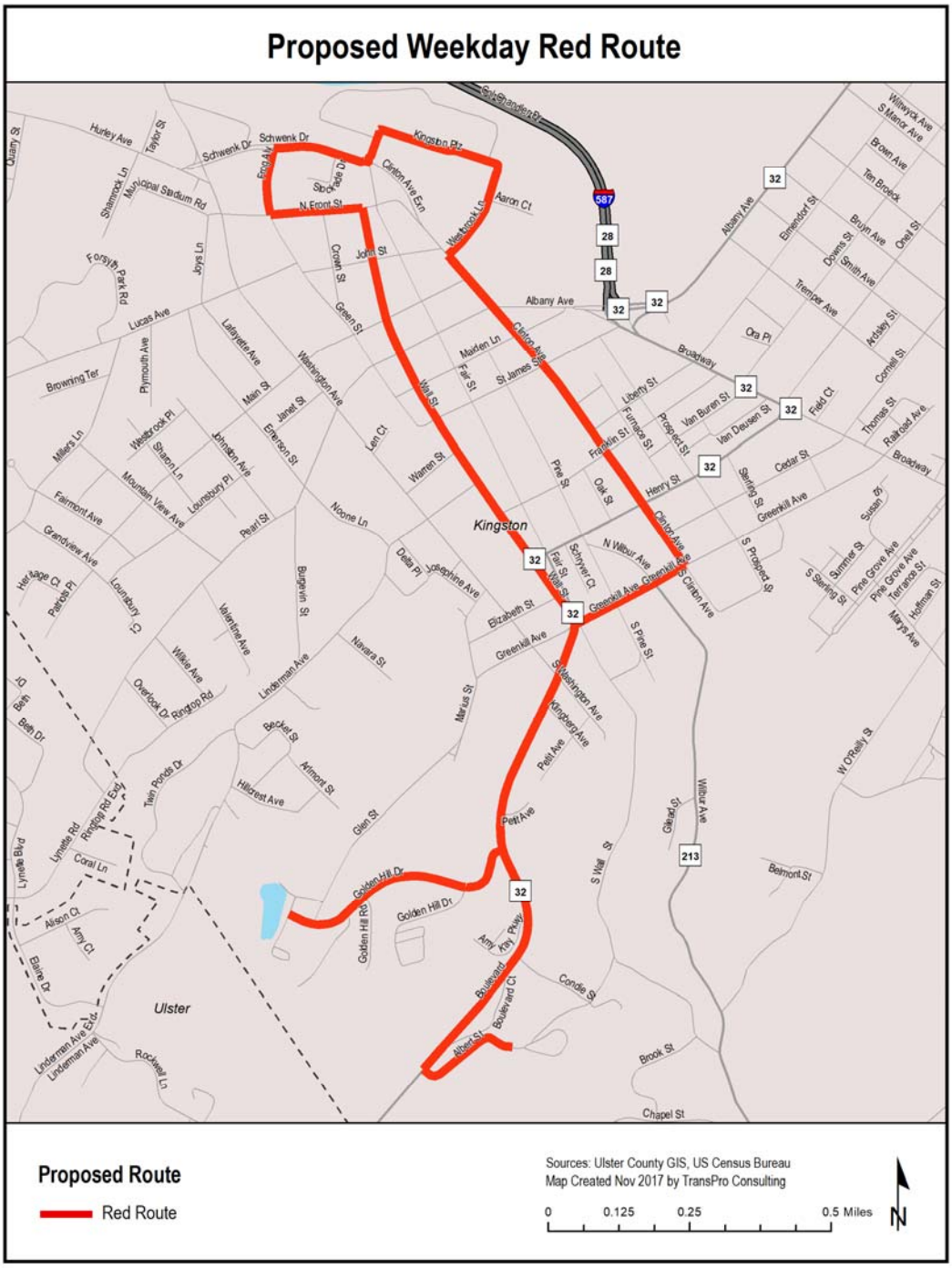


Description:

This proposed restructuring is composed of five primary features:

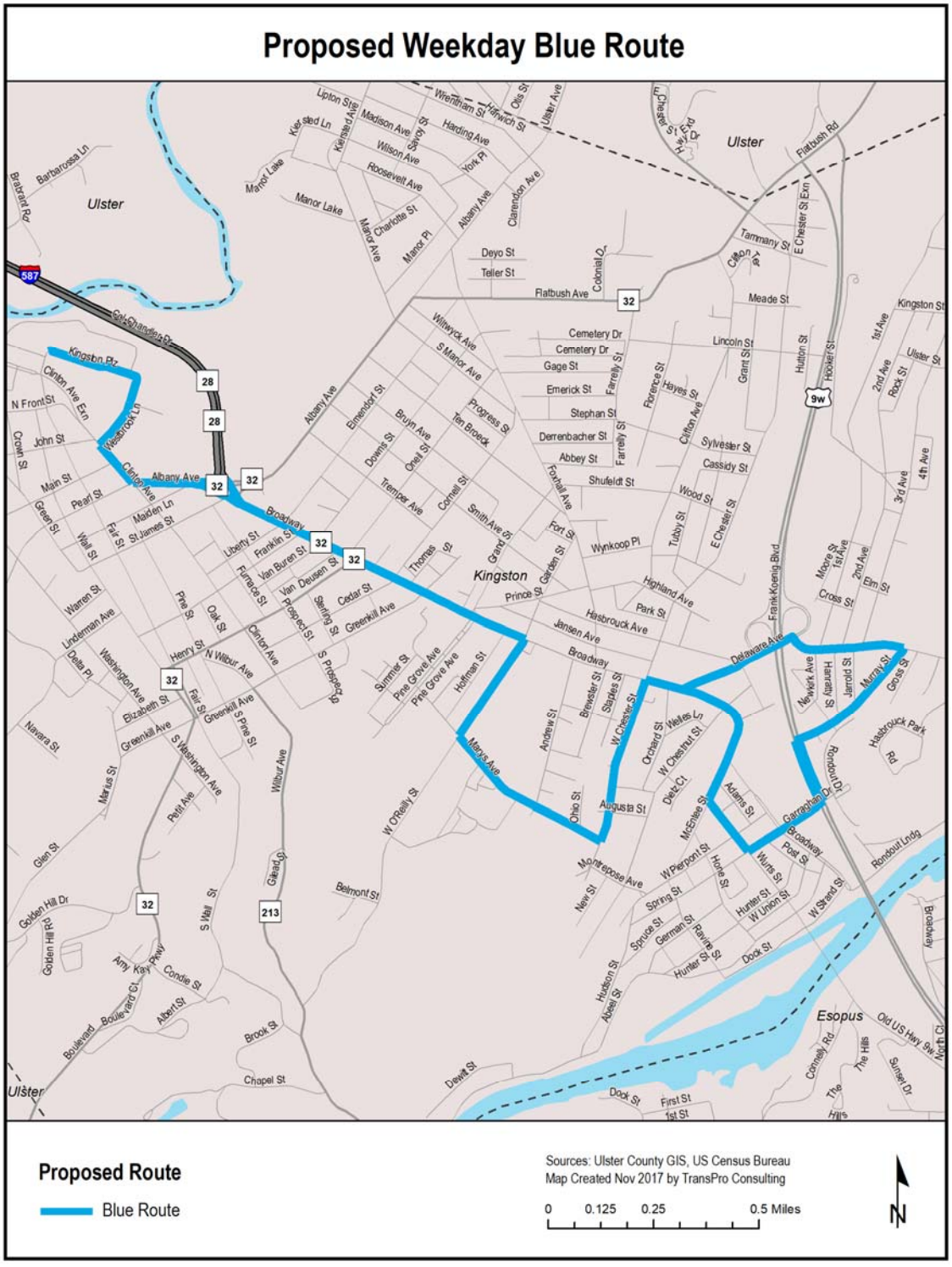
1. ***Proposed Weekday "Red Route"***

The proposed red route runs from Kingston Plaza to the Golden Hill Health Center and Sheriff's Department via Clinton Avenue, the Golden Hill Complex and NY State Route 32. The route also makes connections with the Trailways bus station, and is estimated to have a 30-minute headway.



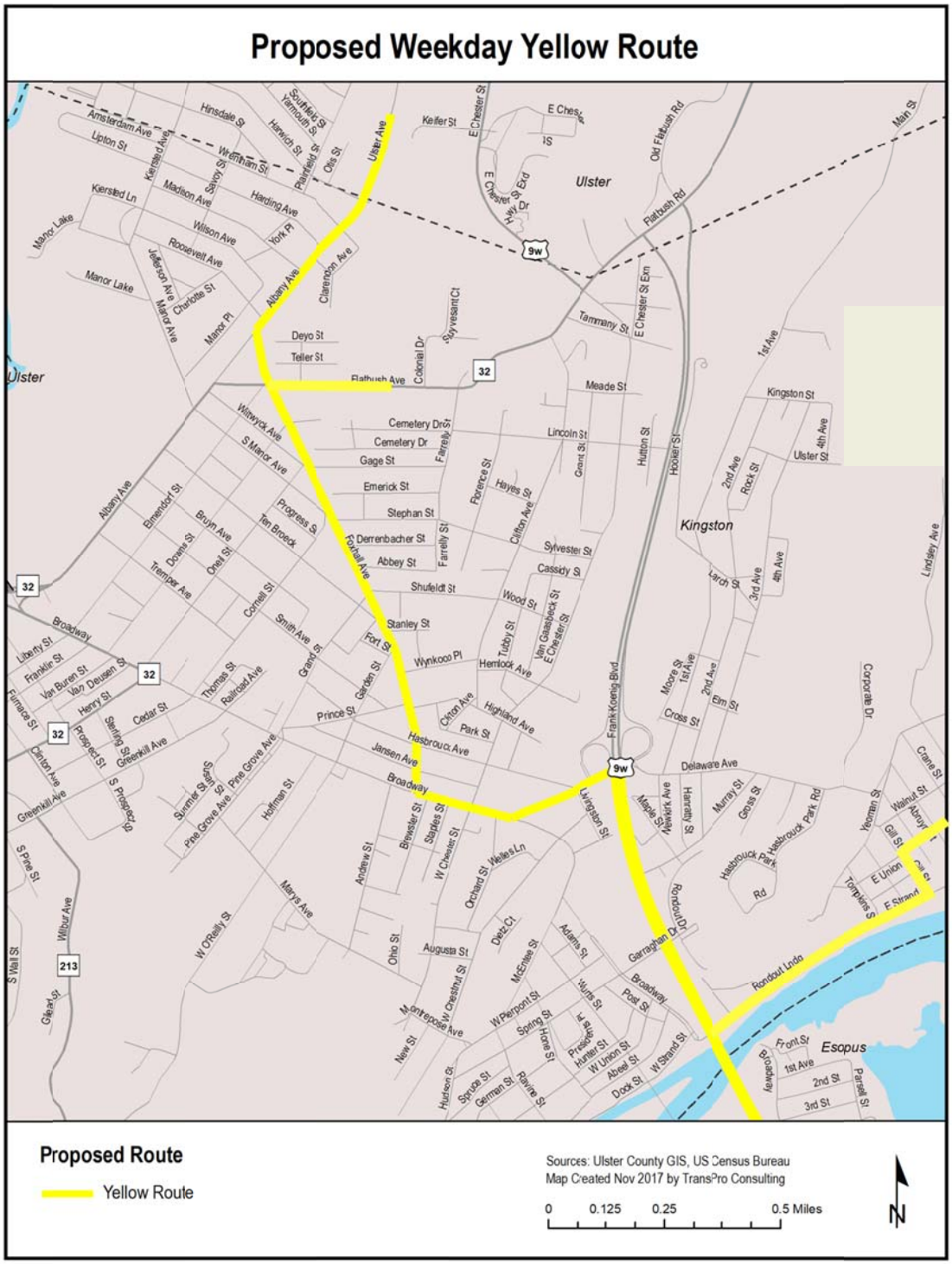
2. *Proposed Weekday "Blue Route"*

The proposed Blue route connects Kingston Plaza with portions of Western Kingston providing service along Broadway. This route makes stops at three key transfer hubs outside of Kingston Plaza, including Benedictine Hospital, E. Chester Street/Broadway and Wurts/Spring Streets. This route is estimated to have a 30-minute headway.



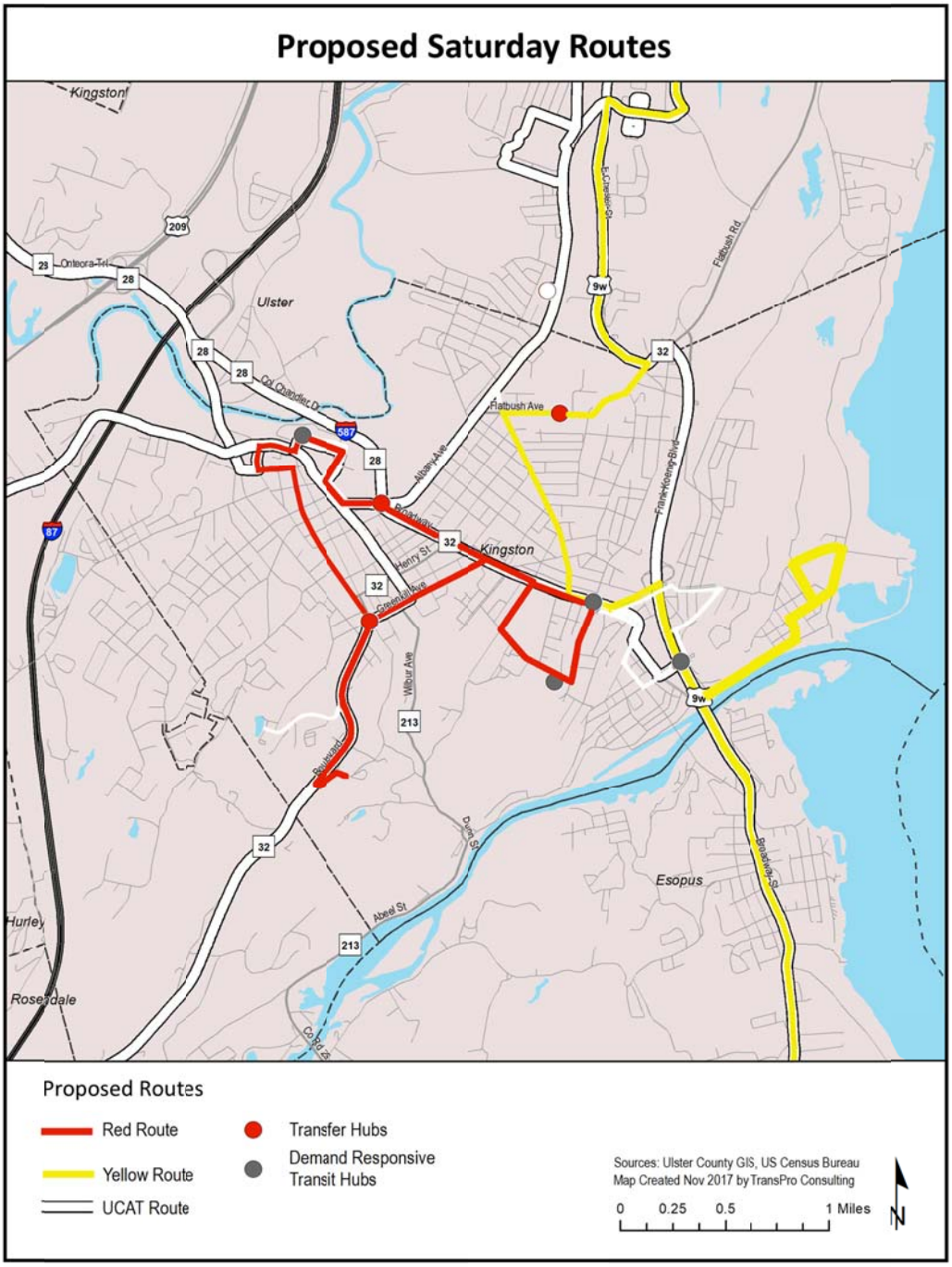
3. *Proposed Weekday "Yellow Route"*

The "yellow" route will run southeast from the Department of Social Services, down Foxhall Ave, connecting with Broadway and Route 9W, with an alternating terminus between Port Ewen and Kingston Point Park via Strand Street. This route will also stop at Colonial Gardens on Flatbush Ave. This route is estimated to have a 45-minute headway.



4. *Proposed Saturday Service*

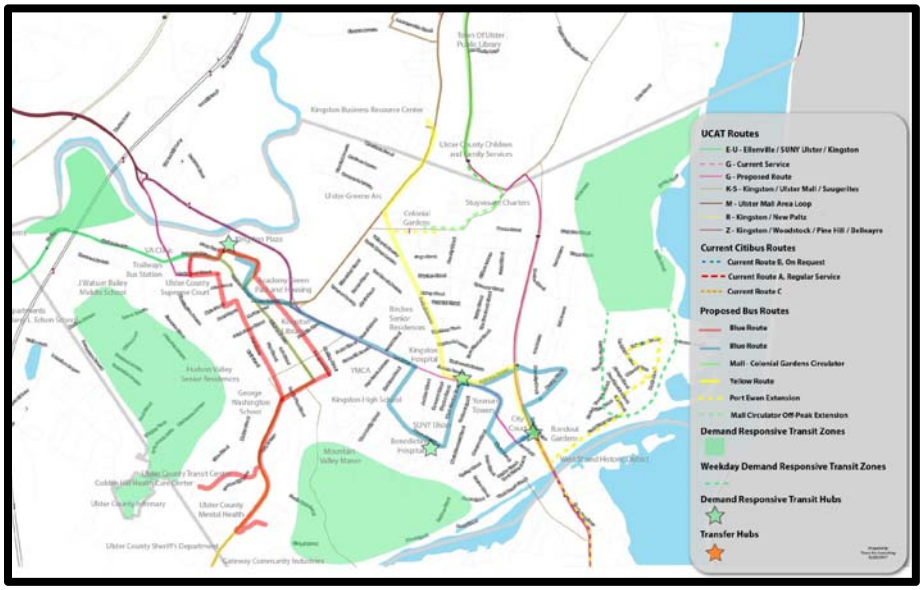
Saturday service will cover the majority of the area of the weekday service routes and will utilize two buses instead of three. The proposed yellow route will begin at the mall and utilize East Chester Avenue via Flatbush Ave. Similar to weekday service, the route will alternate between Kingston Point Park service via Strand Street and Port Ewen. The red route will incorporate portions of the weekday blue route running along Broadway.



5. *Demand-Responsive Transit (DRT) Zones*

Demand responsive transit zones are designated areas within the city limits that are outside of the immediate transit coverage area under this proposed route optimization, but currently do not produce high enough ridership to warrant a dedicated fixed route. In combination with the Red, Blue and Yellow routes, demand responsive transit zones will leverage existing CitiBus and UCAT paratransit and demand-response resources to provide on-demand service from zones outside the fixed route buffer zone within the city's boundaries (this encompasses the entire City of Kingston). After a pre-approval process, residents within this zone can request transit service from their homes to a designated transfer hub (seen below in green). These hubs include destinations such as Kingston Plaza and DSS. The customers will follow a similar process as paratransit users:

1. Simple preapproval process based on address (users inside the DRT zone qualify, those outside do not).
2. Once approved, users will request service 24 hours or more in advance of their trip.
   a. Users will have fixed destination options to choose from, which will either connect with other transit routes or a destination-based transfer hub (such as Kingston Plaza).
   b. Users will also provide a pickup location and time.
   c. Each DRT zone will provide service to 2-3 designated points within the city of Kingston. This will remain true for inbound and outbound trips.
3. Customers will be given a pickup window based on DRT route scheduling.



Weekday DRT Zones in relation to other weekday routes shown in green

6. *Transit Hubs*

The proposed route network preserves the transit hub at Kingston Plaza. As the transit hub, Kingston Plaza is the focal point of the system. It is also the busiest bus stop in the system, as many customers transfer buses at the hub. Because it is the centerpiece of the system, it is important for the transit hub to be as safe, informative, and attractive as possible to make it easy and comfortable for people to use the system. Consideration should be given to investing in

improvements to the physical infrastructure of the transit hub. Such improvements may include:

- Shelters and/or canopies to protect customers from the elements
- Benches
- Clear signage
- Availability of bus schedules and other information
- Real-time bus information
- Attractive aesthetics
- Regular cleaning and maintenance of hub infrastructure

Investment in a quality transit hub will can improve the customer experience, attract more riders to the system, and improve the aesthetics of the surrounding area. As stated by the National Center for Transit Research (NCTR), transit agencies have "used their bus transfer centers to improve their images and community relations, and to serve as catalysts for positive development in the surrounding areas." [See NCTR Report "Developing Bus Transfer Facilities for Maximum Transit Agency and Community Benefit", http://www.nctr.usf.edu/pdf/527-13.pdf]

2.3 Additional Resources and Savings

The proposed service model described above maintains a three-route system in the City of Kingston on weekdays, and introduces a two-route system on Saturdays, with demand-responsive transit zones supplementing fixed routes 6 days per week.

A comparison of the current service model with the new integrated service model is provided below. Route frequency on two of the redesigned routes is improved 1 hour loops to to 30 minute service frequency, with the third reduced by a range of 15 – 30 minutes depending on the service area. Demand response zones represent a new service. Saturday service will shift to two integrated routes covering the combined area of weekday routes with 45-minute frequency.

	Current Service Structure	Integrated Service Structure
Service Overview	City served by 3 Citibus routes, with supplemental service from UCAT; Hub at Kingston Plaza; Fixed route service only	City served by integrated City/County routes; Hub at Kingston Plaza; Fixed route and demand-response service
Weekday Fixed Route Service	3 City fixed routes: A, B, and C	3 reconfigured City fixed routes; Multiple County routes providing City service
Weekday Fixed Route Service Frequency	60 minutes on all 3 City routes	30 minutes on 2 City routes; 45 minutes on 1 City route
Weekday Demand Response Service	None	Demand response service for City areas outside the fixed route buffer zone
Saturday Fixed Route Service	3 City fixed routes: A, B, and C	2 consolidated City fixed routes serving combined areas of the Weekday fixed routes
Saturday Fixed Route Service Frequency	60 minutes on all 3 City routes	45 minutes on both City routes

Current & Proposed Revenue Hour Comparison

The current CitiBus service model utilizes 39 revenue hours on weekdays and 22.5 revenue hours on Saturdays. The proposed service model requires the same number of revenue hours on weekdays and 7.5 fewer revenue hours on Saturdays than the current service model. Revenue hours by day for the current and proposed service models are indicated in the tables below.

CitiBus Revenue Hour Summary Current Service Model		
Route	Weekday	Saturday
A	13	7.5
B	13	7.5
C	13	7.5
Total	39	22.5

**Varies based on holiday schedules, and includes driver breaks in revenue hours*

CitiBus Revenue Hour Summary Integrated Service Model		
Route	Weekday	Saturday
Red	13	7.5
Blue	13	0.0
Yellow	13	7.5
Total	39	15.0

***Assumes routes have the same service span*

Revenue Hours Comparison

The proposed service model requires 7.5 fewer revenue hours per week and 390 fewer revenue hours per year than the current service model. This reduction is the result of more efficient Saturday fixed-route service through the use of two buses (instead of three in the current model).

Revenue Hour Comparison				
	Weekly		Annual	
Service Model	Total Hours	Reduced Hours	Total Hours	Reduced Hours
Current	217.5		11,310.0	
Integrated	210.0	7.5	10,920.0	390.0

Annual Savings Generated by Proposed Routes

The reduced revenue hours of the integrated service model presents the opportunity for cost savings. As indicated in the table below, the proposed model would cost $23,400 less to operate per year than the current service model. This is due to more efficient service through the use of two buses on Saturday, instead of three under the current model. These figures are based on a sample CitiBus operating cost of $60 per revenue hour. Savings figures will vary based on CitiBus's incremental hourly operating cost.

Annual Savings Generated by Integration		
Service Model	Annual Revenue Hour Reduction	Annual Operating Cost Savings*
Integrated	390	$23,400
*Based on a sample operating cost of $60 per hour		

Demand Response Service Hours

Portions of current CitiBus Routes B and C travel through the proposed demand response zones. Based on ride checks conducted by TransPro, three bus stops on the current Route B showed ridership activity in the proposed demand-response zones. These three stops experienced a combined total of 8 boardings and 13 alightings throughout the day. There was no ridership activity among the portions of Route C that travel through the proposed demand response zone. Based on this low ridership activity, it is anticipated that existing demand response service can serve the demand in the proposed demand response zones. As a result, additional service hours are not expected to be generated by the proposed demand response zones.

2.4 Data Summary &Analysis

Data Sources & Methodology

The data informing this report was developed from three primary sources:

- Monthly Ridership Data provided by CitiBus for June, July and August 2017

- TransPro performed independent customer satisfaction surveys and ride checks. The ride checks included boarding and alighting tallies for each stop on all CitiBus routes. TransPro developed a survey instrument to gauge customer perceptions and satisfaction. Surveyors received training from the TransPro staff and performed their investigations onboard each route. These ride checks and surveys were performed Thursday, July 27, through Monday, July 31.

- UCTC developed a public survey based off of the 2012 survey conducted by Nelson\Nygaard for the Ulster County Transit Development Plan. This included minor updates and additions to provide context relative to the Integration study effort. The survey opened at the end of July 2017 and remained open through September 11 to allow for late submissions.
    - Paper copies were developed for individuals who did not have immediate access to a computer;
    - Bulk copies were distributed throughout public institutions and human service resource centers throughout Kingston and individual surveys were mailed directly to interested individuals upon request.
    - Digital copies were also made available for download on the UCTC project website. A Spanish version was also made available to the public.
    - The survey was advertised and distributed with a combination of print publications and social media. UCTC also leveraged nonprofits and other human service organizations to disseminate information to specific constituencies via their distribution networks.
    - There were a total of 350 respondents; 71 were submitted by paper and entered manually into the online interface; the remainder were entered by respondents using Survey Monkey directly. Given the unknown gross distribution of the survey, a response rate cannot be calculated, although it should be noted that 365 respondents is one of the largest participation rates for recent UCTC surveys. The original 2012 survey had a total of 111 respondents.

Data Overview & Highlights:

The following represents an overview of major findings (not including the CitiBus ridership profile) from the data sources described above:

- Most people who do not utilize CitiBus and/or UCAT indicate it is because the service is not frequent enough, or the buses do not provide service to areas where customers want to go. There is a strong desire for more frequent service.
- Shopping is the most frequent usage for UCAT and CitiBus service followed by other undisclosed uses, work and medical-related issues.
- Most people who have used CitiBus would like to ride CitiBus more.
- Most survey respondents live within a 5-minute walking distance of a bus route.
- Customers are interested in electronic methods for receiving information about CitiBus and UCAT. Specifically: smartphone applications with real- time bus arrival information, e-mails/text message alerts, and integration with Google transit
- The age of CitiBus riders spans a wide range.
- 60% of riders are female
- 62% of customers are white
- 58% of customers report an annual income below $25,000
- 70% of customers are dependent on CitiBus for transportation, and 87% do not have access to personal automobiles.
- Less than 50% of customers feel that hours of operation are satisfactory on weekends.
- 23% of customers contacted CitiBus customer service in the past 30 days. 75% of customers who contacted CitiBus felt their issues were resolved.

Net Promoter Score:

The net promoter score (NPS) is a metric for gauging customer loyalty and word-of-mouth favorability. This method was developed by the Harvard business school, and enables performance comparisons between organizations across business sectors. The NPS is calculated by subtracting the percentage of customers who are detractors from the percentage of customers who are promoters of the service. Across industries, internet service providers have a low average NPS of 5%, airlines have an average NPS of 23% and popular brands such as Apple have an NPS of 70%.

CitiBus has an NPS of 43%, indicating above average word of mouth favorability amongst customers.

2.5 Proposed Service Schedules

Sample service timetables are provided for each route below:

Weekday Red Route Schedule

Outbound			Inbound		
Kingston Plaza	Wall & Greenkill	Golden Hill	Golden Hill	Wall & Greenkill	Kingston Plaza
6:30 AM	6:40 AM	6:45 AM	6:45 AM	6:50 AM	7:00 AM
7:00 AM	7:10 AM	7:15 AM	7:15 AM	7:20 AM	7:30 AM
7:30 AM	7:40 AM	7:45 AM	7:45 AM	7:50 AM	8:00 AM
8:00 AM	8:10 AM	8:15 AM	8:15 AM	8:20 AM	8:30 AM
8:30 AM	8:40 AM	8:45 AM	8:45 AM	8:50 AM	9:00 AM
9:00 AM	9:10 AM	9:15 AM	9:15 AM	9:20 AM	9:30 AM
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11:00 AM	11:10 AM	11:15 AM	11:15 AM	11:20 AM	11:30 AM
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12:00 PM	12:10 PM	12:15 PM	12:15 PM	12:20 PM	12:30 PM
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5:30 PM	5:40 PM	5:45 PM	5:45 PM	5:50 PM	6:00 PM
6:00 PM	6:10 PM	6:15 PM	6:15 PM	6:20 PM	6:30 PM
6:30 PM	6:40 PM	6:45 PM	6:45 PM	6:50 PM	7:00 PM
7:00 PM	7:10 PM	7:15 PM	7:15 PM	7:20 PM	7:30 PM

Weekday Blue Route Schedule

Outbound					Inbound				
Kingston Plaza	Albany & Broadway	Health Alliance Hospital	West Chester & Broadway	Spring & Broadway	Spring & Broadway	West Chester & Broadway	Health Alliance Hospital	Albany & Broadway	Kingston Plaza
6:30 AM	6:33 AM	6:40 AM	6:43 AM	6:45 AM	6:45 AM	6:47 AM	6:50 AM	6:57 AM	7:00 AM
7:00 AM	7:03 AM	7:10 AM	7:13 AM	7:15 AM	7:15 AM	7:17 AM	7:20 AM	7:27 AM	7:30 AM
7:30 AM	7:33 AM	7:40 AM	7:43 AM	7:45 AM	7:45 AM	7:47 AM	7:50 AM	7:57 AM	8:00 AM
8:00 AM	8:03 AM	8:10 AM	8:13 AM	8:15 AM	8:15 AM	8:17 AM	8:20 AM	8:27 AM	8:30 AM
8:30 AM	8:33 AM	8:40 AM	8:43 AM	8:45 AM	8:45 AM	8:47 AM	8:50 AM	8:57 AM	9:00 AM
9:00 AM	9:03 AM	9:10 AM	9:13 AM	9:15 AM	9:15 AM	9:17 AM	9:20 AM	9:27 AM	9:30 AM
9:30 AM	9:33 AM	9:40 AM	9:43 AM	9:45 AM	9:45 AM	9:47 AM	9:50 AM	9:57 AM	10:00 AM
10:00 AM	10:03 AM	10:10 AM	10:13 AM	10:15 AM	10:15 AM	10:17 AM	10:20 AM	10:27 AM	10:30 AM
10:30 AM	10:33 AM	10:40 AM	10:43 AM	10:45 AM	10:45 AM	10:47 AM	10:50 AM	10:57 AM	11:00 AM
11:00 AM	11:03 AM	11:10 AM	11:13 AM	11:15 AM	11:15 AM	11:17 AM	11:20 AM	11:27 AM	11:30 AM
11:30 AM	11:33 AM	11:40 AM	11:43 AM	11:45 AM	11:45 AM	11:47 AM	11:50 AM	11:57 AM	12:00 PM
12:00 PM	12:03 PM	12:10 PM	12:13 PM	12:15 PM	12:15 PM	12:17 PM	12:20 PM	12:27 PM	12:30 PM
12:30 PM	12:33 PM	12:40 PM	12:43 PM	12:45 PM	12:45 PM	12:47 PM	12:50 PM	12:57 PM	1:00 PM
1:00 PM	1:03 PM	1:10 PM	1:13 PM	1:15 PM	1:15 PM	1:17 PM	1:20 PM	1:27 PM	1:30 PM
1:30 PM	1:33 PM	1:40 PM	1:43 PM	1:45 PM	1:45 PM	1:47 PM	1:50 PM	1:57 PM	2:00 PM
2:00 PM	2:03 PM	2:10 PM	2:13 PM	2:15 PM	2:15 PM	2:17 PM	2:20 PM	2:27 PM	2:30 PM
2:30 PM	2:33 PM	2:40 PM	2:43 PM	2:45 PM	2:45 PM	2:47 PM	2:50 PM	2:57 PM	3:00 PM
3:00 PM	3:03 PM	3:10 PM	3:13 PM	3:15 PM	3:15 PM	3:17 PM	3:20 PM	3:27 PM	3:30 PM
3:30 PM	3:33 PM	3:40 PM	3:43 PM	3:45 PM	3:45 PM	3:47 PM	3:50 PM	3:57 PM	4:00 PM
4:00 PM	4:03 PM	4:10 PM	4:13 PM	4:15 PM	4:15 PM	4:17 PM	4:20 PM	4:27 PM	4:30 PM
4:30 PM	4:33 PM	4:40 PM	4:43 PM	4:45 PM	4:45 PM	4:47 PM	4:50 PM	4:57 PM	5:00 PM
5:00 PM	5:03 PM	5:10 PM	5:13 PM	5:15 PM	5:15 PM	5:17 PM	5:20 PM	5:27 PM	5:30 PM
5:30 PM	5:33 PM	5:40 PM	5:43 PM	5:45 PM	5:45 PM	5:47 PM	5:50 PM	5:57 PM	6:00 PM
6:00 PM	6:03 PM	6:10 PM	6:13 PM	6:15 PM	6:15 PM	6:17 PM	6:20 PM	6:27 PM	6:30 PM
6:30 PM	6:33 PM	6:40 PM	6:43 PM	6:45 PM	6:45 PM	6:47 PM	6:50 PM	6:57 PM	7:00 PM
7:00 PM	7:03 PM	7:10 PM	7:13 PM	7:15 PM	7:15 PM	7:17 PM	7:20 PM	7:27 PM	7:30 PM

Weekday Yellow Route Schedule

Outbound					Inbound				
Ulster County DSS	Colonial Gardens	Broadway & W. Chester	Kingston Point Park	Port Ewen	Port Ewen	Kingston Point Park	Broadway & W. Chester	Colonial Gardens	Ulster County DSS
6:30 AM	6:36 AM	6:43 AM		6:50 AM	6:50 AM		6:57 AM	7:04 AM	7:10 AM
7:15 AM	7:21 AM	7:28 AM		7:35 AM	7:35 AM		7:42 AM	7:49 AM	7:55 AM
8:00 AM	8:06 AM	8:13 AM	8:22 AM			8:22 AM	8:31 AM	8:38 AM	8:44 AM
8:45 AM	8:51 AM	8:58 AM		9:05 AM	9:05 AM		9:12 AM	9:19 AM	9:25 AM
9:30 AM	9:36 AM	9:43 AM	9:52 AM			9:52 AM	10:01 AM	10:08 AM	10:14 AM
10:15 AM	10:21 AM	10:28 AM		10:35 AM	10:35 AM		10:42 AM	10:49 AM	10:55 AM
11:00 AM	11:06 AM	11:13 AM	11:22 AM			11:22 AM	11:31 AM	11:38 AM	11:44 AM
11:45 AM	11:51 AM	11:58 AM		12:05 PM	12:05 PM		12:12 PM	12:19 PM	12:25 PM
12:30 PM	12:36 PM	12:43 PM	12:52 PM			12:52 PM	1:01 PM	1:08 PM	1:14 PM
1:15 PM	1:21 PM	1:28 PM		1:35 PM	1:35 PM		1:42 PM	1:49 PM	1:55 PM
2:00 PM	2:06 PM	2:13 PM	2:22 PM			2:22 PM	2:31 PM	2:38 PM	2:44 PM
2:45 PM	2:51 PM	2:58 PM		3:05 PM	3:05 PM		3:12 PM	3:19 PM	3:25 PM
3:30 PM	3:36 PM	3:43 PM	3:52 PM			3:52 PM	4:01 PM	4:08 PM	4:14 PM

Saturday Red Route Schedule

Inbound					Outbound		
Kingston Plaza	Health Alliance Hospital	Broadway & W. Chester	Golden Hill		Golden Hill	Wall & Greenkill	Kingston Plaza
9:30 AM	9:40 AM	9:43 AM	9:53 AM		9:55 AM	10:00 AM	10:10 AM
10:15 AM	10:25 AM	10:28 AM	10:38 AM		10:40 AM	10:45 AM	10:55 AM
11:00 AM	11:10 AM	11:13 AM	11:23 AM		11:25 AM	11:30 AM	11:40 AM
11:45 AM	11:55 AM	11:58 AM	12:08 PM		12:10 PM	12:15 PM	12:25 PM
12:30 PM	12:40 PM	12:43 PM	12:53 PM		12:55 PM	1:00 PM	1:10 PM
1:15 PM	1:25 PM	1:28 PM	1:38 PM		1:40 PM	1:45 PM	1:55 PM
2:00 PM	2:10 PM	2:13 PM	2:23 PM		2:25 PM	2:30 PM	2:40 PM
2:45 PM	2:55 PM	2:58 PM	3:08 PM		3:10 PM	3:15 PM	3:25 PM
3:30 PM	3:40 PM	3:43 PM	3:53 PM		3:55 PM	4:00 PM	4:10 PM
4:15 PM	4:25 PM	4:28 PM	4:38 PM		4:40 PM	4:45 PM	4:55 PM

Saturday Yellow Route Schedule

Outbound					Inbound				
Hudson Valley Mall	Colonial Gardens	Broadway & W. Chester	Kingston Point Park	Port Ewen	Port Ewen	Kingston Point Park	Broadway & W. Chester	Colonial Gardens	Ulster County DSS
9:30 AM	9:36 AM	9:43 AM		9:50 AM	9:50 AM		9:57 AM	10:04 AM	10:10 AM
10:15 AM	10:21 AM	10:28 AM	10:37 AM			10:37 AM	10:46 AM	10:53 AM	10:59 AM
11:00 AM	11:06 AM	11:13 AM		11:20 AM	11:20 AM		11:27 AM	11:34 AM	11:40 AM
11:45 AM	11:51 AM	11:58 AM	12:07 PM			12:07 PM	12:16 PM	12:23 PM	12:29 PM
12:30 PM	12:36 PM	12:43 PM		12:50 PM	12:50 PM		12:57 PM	1:04 PM	1:10 PM
1:15 PM	1:21 PM	1:28 PM	1:37 PM			1:37 PM	1:46 PM	1:53 PM	1:59 PM
2:00 PM	2:06 PM	2:13 PM		2:20 PM	2:20 PM		2:27 PM	2:34 PM	2:40 PM
2:45 PM	2:51 PM	2:58 PM	3:07 PM			3:07 PM	3:16 PM	3:23 PM	3:29 PM
3:30 PM	3:36 PM	3:43 PM		3:50 PM	3:50 PM		3:57 PM	4:04 PM	4:10 PM
4:15 PM	4:21 PM	4:28 PM	4:37 PM			4:37 PM	4:46 PM	4:53 PM	4:59 PM

Section 3: Analysis of Applicable State and Federal Rules Impacting System Integration

3.0 Introduction

The purpose of Task 2 of the Ulster County Transit Systems Integration Plan project is to "conduct an analysis of the State and Federal statutes and regulations that govern the integration of multiple transit systems."

The primary takeaway of the Task 2 analysis is that there is not a standard, pre-established checklist of activities that need to be executed from the perspective of the Federal Transit Administration (FTA) or the New York State Department of Transportation (NYSDOT) when a community changes its public transportation structure. The FTA and NYSDOT view such structural changes on a case-by-case basis. Rather than providing a set list of required actions, the key message from both agencies is that Ulster should contact them, inform them of their intentions, and follow the guidance they give regarding any changes in their public transportation structure.

While there is no standard set of FTA or NYSDOT guidelines, existing policies do provide a map for CitiBus, UCAT, and UCTC to follow. All federal and state policies that currently govern public transportation in Ulster County will continue to do so should the transit delivery structure change. The key issue then becomes whether or not structural changes in CitiBus and/or UCAT will cause these policies to impact Ulster County transit systems differently than they do today. This report addresses that issue.

Federal and State Policy and Program Areas to Consider

Key federal and state policy and program areas that govern public transportation are listed below.

Federal Policy and Program Areas

- Disposition of Vehicle Assets
- Disposition of Non-Vehicle Assets
- Americans with Disabilities Act
- Title VI of the Civil Rights Act of 1964
- Fare Structure
- Service Deployment
- FTA Triennial Review
- National Transit Database (NTD) Reporting
- Labor Policy

State Policy and Program Areas

- Disposition of Vehicle Assets
- Disposition of Non-Vehicle Assets
- State Operating Assistance (STOA)
- Section 18-b Local Match Payments
- Accelerated Transit Capital (ATC)
- Vehicle Inspections
- System Safety Program Plan
- Bus Stop Signs and Shelters

A description of each of the above policy and program areas, along with their potential implications for CitiBus and/or UCAT, is provided in the following sections.

3.1 Description of Federal Policy and Program Areas

This section summarizes key federal policy and program areas that govern CitiBus and UCAT and outlines their implications for CitiBus and/or UCAT.

Disposition of Vehicle Assets

Description

The FTA contributes 80% of the cost when a transit agency purchases vehicles for revenue service. In return for this investment, the FTA expects the transit agency to keep and use the vehicles for a predetermined duration. This predetermined duration is called the useful life and it is defined by miles driven and years owned and varies by vehicle type. The FTA's financial interest in a vehicle is depreciated over the useful life of each vehicle via an amortization schedule. The vehicle becomes fully depreciated at the point it reaches its useful life.

This amortization becomes important when a transit agency disposes of a vehicle. If a vehicle has exceeded its useful life the FTA no longer has a financial interest in the vehicle. This allows the transit agency to dispose of the vehicle with no financial obligation to the FTA. If a vehicle has not attained its useful life, the FTA has a financial interest in the vehicle. A transit agency disposing of a vehicle that has not attained its useful life it must reimburse the non-depreciated value of the vehicle to the FTA.

It is possible for an agency to dispose of a vehicle that has not attained its useful life without having to reimburse the FTA for the non-depreciated value of the vehicle. This can be accomplished by transferring the vehicle to another federally funded transit agency. In such a vehicle transfer, the transit agency to which the vehicle is transferred assumes responsibility for the depreciation of the asset (contingent upon approval by the FTA).

Considerations for Ulster County

If CitiBus ceases operations, it will no longer need its buses for the purpose of public transportation. When disposing of the buses, CitiBus will need to determine whether or not each bus is fully depreciated. If a bus is fully depreciated, the FTA has no financial interest in it. If a bus is not fully depreciated, the FTA has an interest in it, and CitiBus will be held responsible for the FTA's financial interest.

For buses that have attained their useful life, CitiBus can either dispose of them or transfer ownership to UCAT with no financial responsibility to the FTA.

For buses that have not attained their useful life, CitiBus will be responsible for the FTA's financial interest in the buses. If CitiBus disposes of the buses directly, it will need to reimburse the FTA for the non-depreciated value of each bus. If CitiBus transfers ownership of the buses to another federally funded transit agency, such as UCAT, then that agency would assume responsibility for the non-depreciated value of the buses (contingent upon FTA approval of such a transfer).

As of December 2016, CitiBus has a fleet of eleven revenue vehicles. As indicated in the table below, five of these vehicles have attained their useful life and six have not attained their useful life (as of December 2016). Upon disposing of the six vehicles that have not attained their useful

life, CitiBus will need to protect their non-depreciated value. This can be accomplished either by reimbursing that value to the FTA or by transferring ownership of them to another federally funded transit agency, such as UCAT.

USEFUL LIFE STATUS OF CITIBUS VEHICLES			
YEAR	DESCRIPTION	USEFUL LIFE	USEFUL LIFE ATTAINED (As of December 2016)
2002	COACH AND EQUIPMENT	5 Years	Yes
2005	DUPONT TROLLEY	7 Years	Yes
2005	DUPONT TROLLEY	7 Years	Yes
2006	FORD PHOENIX	5 Years	Yes
2010	FORD PHOENIX	5 Years	Yes
2007	GILLIG 35 FT. LOW FLOOR	12 Years	No
2007	GILLIG 35 FT. LOW FLOOR	12 Years	No
2011	GILLIG 35 FT LOW FLOOR	12 Years	No
2011	GILLIG 35 FT LOW FLOOR	12 Years	No
2016	FORD PHOENIX	5 Years	No
2016	FORD PHOENIX	5 Years	No

Disposition of Non-Vehicle Assets

Description

As with buses, the FTA contributes 80% of the cost when a transit agency acquires non-vehicle capital assets, such as facilities and equipment. Disposition of federally funded non-vehicle assets follows the same guidelines and procedures as for federally funded buses, as described in the "Disposition of Vehicle Assets" section above. A useful life for the asset is predetermined. The FTA's investment is amortized over the life of the asset. If a transit agency either disposes of the non-vehicle asset or ceases to use that asset for transit related purposes before it has attained its useful life, then the agency must reimburse the non-depreciated value of the asset to the FTA.

Considerations for Ulster County

The considerations for CitiBus's federally funded non-vehicle assets are similar to those of its federally funded vehicle assets. If CitiBus ceases operations, the City of Kingston will no longer be using its federally funded non-vehicle assets for transit related purposes. When this occurs, the City will need to reimburse the FTA for the non-depreciated value of any assets that have not attained their useful life.

As with federally funded buses, the City can avoid having to reimburse the FTA for non-depreciated assets if it transfers ownership or use of the assets to another federally funded transit system, such as UCAT (contingent upon FTA approval of such a transfer).

As of December 2016, CitiBus has indicated ownership of four federally funded non-vehicle assets. As indicated in the table below, two of these assets have not attained their useful life (as of December 2016). Upon disposing of, or ceasing to use for transit purposes, the two assets that have not attained their useful life, CitiBus will need to protect their non-depreciated value. This

can be accomplished either by reimbursing that value to the FTA or by transferring use or ownership of them to another federally funded transit agency, such as UCAT.

USEFUL LIFE STATUS OF CITIBUS NON-VEHICLE ASSETS			
ACQUISITION DATE	**DESCRIPTION**	**USEFUL LIFE**	**USEFUL LIFE ATTAINED (As of December 2016)**
11/27/2009	Electronic Security Gate	Unknown	Unknown
7/8/2010	Video Surveillance Equipment	Unknown	Unknown
10/5/2010	Heavy Duty Mobile Lift	15 Years	No
6/21/2010	Vehicle Wash Equipment	20 Years	No

Americans with Disabilities Act

Description

The Americans with Disabilities Act (ADA) requires that a transit agency receiving federal funding must provide complementary paratransit service within a ¾ mile corridor of the agency's fixed routes.

Considerations for Ulster County

If UCAT expands its geographic route footprint in the City of Kingston in response to CitiBus ceasing operations, then UCAT will be required to provide complementary paratransit service within a ¾ mile corridor any new or expanded fixed route location.

CitiBus currently provides paratransit service throughout the entire City, regardless of whether or not the requested trip origins and destinations are within ¾ mile of a CitiBus fixed route. This represents a level of service exceeding the requirements of the ADA. UCAT would not be required to mirror the CitiBus paratransit service area by providing paratransit service throughout the entire City. UCAT's legal obligation under the ADA is to provide paratransit service within the federally mandated ¾ mile corridor surrounding its fixed routes. Though not required, UCAT could operate paratransit service beyond the ADA mandated ¾ mile corridor to maintain continuity if it so chooses.

Title VI of the Civil Rights Act of 1964

Description

Title VI of the Civil Rights Act of 1964 is part of a federal program that seeks to ensure that transit agencies receiving federal funding provide services in a nondiscriminatory manner. As detailed in FTA Circular 4702.1B, transit agencies are required to develop a Title VI program consisting of a variety of standards, policies, and reporting requirements.

Under Title VI, there are different requirements for transit systems based on the size of the agency and its service area. Transit agencies that operate 50 or more fixed route vehicles in peak service and are located in a UZA of 200,000 or more in population have a higher level of accountability under Title VI than those below that threshold. Agencies below the 50 vehicle/200,000 UZA population threshold are required to set system-wide service standards and

policies. Agencies above the 50 vehicle/200,000 UZA population threshold have data collection and evaluation requirements in addition to the standards and policies requirements of smaller agencies.

Service standards and policies may include performance

Considerations for Ulster County

UCAT is currently below the 50 vehicle/200,000 UZA population threshold for Title VI requirements. Acquisition of CitiBus's vehicles and/or expansion of service in the City of Kingston will not cause UCAT to grow beyond that threshold. Thus, UCAT's Title VI requirements and responsibilities will not change as a result of CitiBus ceasing operations. UCAT's Title VI requirement will continue to be the establishment of set system-wide service standards and policies.

While the requirement to establish service standards and policies will remain the same under Title VI, it is possible that the content of those standards and policies may change. It is possible that UCAT may have different performance expectations if it increases its service profile in response to CitiBus ceasing operations. For example, an expanded UCAT may have different expectations in the areas of vehicle load, vehicle headway, service availability, or on-time performance. If UCAT's performance standards change as a result of a service expansion, then UCAT will need to update its Title VI plan to reflect these new standards.

Fare Structure

Description

Title VI of the Civil Rights Act of 1964 requires that transit agencies comply with public participation requirements under Section 5307(d) of U.S.C 49. These regulations require that transit agencies create and follow a "locally developed process to solicit and consider public comment before raising a fare or carrying out a major reduction of transportation." In the area of fare policy, this means that a federally funded transit system must notify and solicit feedback from the public before instituting a fare increase.

Considerations for Ulster County

If UCAT raises its fares as part of the CitiBus transition, then it would be required to notify and solicit feedback from the public in accordance with the agency's public participation policy before enacting the fare increase.

Service Deployment

Description

Title VI of the Civil Rights Act of 1964 requires that transit agencies comply with public participation requirements under Section 5307(d) of U.S.C 49. These regulations require that transit agencies create and follow a "locally developed process to solicit and consider public comment before raising a fare or carrying out a major reduction of transportation." In the area of service profile, this means that a federally funded transit system must notify and solicit feedback from the public before implementing a significant service reduction.

Considerations for Ulster County

If UCAT enacts a major reduction in service during the integration process, then it would be required to notify and solicit feedback from the public in accordance with the agency's public participation policy before implementing the service reduction.

This public participation requirement only applies to a service reduction. It would not apply if UCAT either maintains existing service levels or expands service levels in the City of Kingston.

FTA Triennial Review

Description

The FTA conducts administrative and operational reviews every three years of transit agencies that receive federal funding. A main purpose of these reviews is to ensure that transit agencies are responsible stewards of FTA financial investments in assets and services. As such, a portion of the review process focuses on the agency's care and maintenance of federally funded assets.

Considerations for Ulster County

The FTA triennial review process will not change for UCAT as a result of CitiBus ceasing operations. Should UCAT take ownership of any federally funded CitiBus assets, those assets will be included in UCAT's subsequent FTA triennial review. This will not, however, result in any change in UCAT's triennial review process.

National Transit Database (NTD) Reporting

Description

The FTA requires transit agencies receiving federal funding from the Urbanized Area Formula Program (5307) or Rural Formula Program (5311) to report a variety of operational data on a regular basis.

Considerations for Ulster County

UCATS's NTD reporting requirements and processes will not change as a result of CitiBus ceasing operations. Should UCAT expand service in response to CitiBus ceasing operations, the values of the statistics reported, such as ridership or revenue hours, may change. This will not, however, result in any changes in UCAT's NTD reporting requirements or procedures.

Labor Policy

Description

Section 13(c) Overview
The relevant federal labor policy for transit agencies changing their organizational structure is Section 5333(b) of U.S. Code 49, which is commonly referred to by its former designation of Section 13(c) of the Urban Mass Transportation Act. For purposes of this discussion we will refer to it by the commonly used name of Section 13(c).

Section 13c is intended to protect mass transit employees from a worsening of their position as a result of a federally funded project. The Office of Labor-Management Standards section of the United States Department of Labor website provides a succinct description of Section 13(c):

When federal funds are used to acquire, improve, or operate a mass transit system (public transportation), federal law requires arrangements to protect the interests of mass transit employees. 49 U.S.C. § 5333(b) (formerly Section 13(c) of the Urban Mass Transportation Act). Section 5333(b) specifies that these protective arrangements must provide for the preservation of rights and benefits of employees under existing collective bargaining agreements, the continuation of collective bargaining rights, the protection of individual employees against a worsening of their positions in relation to their employment, assurances of employment to employees of acquired transit systems, priority of reemployment, and paid training or retraining programs. 49 U.S.C. § 5333(b)(2).
-(See https://www.dol.gov/olms/regs/compliance/compltransit.htm for reference.)

A key concept in above description is that Section 13(c) protections are directly tied to specific federal funding streams. This means that any worsening of employment conditions claimed by an employee must be a direct result of the application of a specific piece of federal funding in order for it to be considered a violation under Section 13(c).

The full language of Section 5333(b) of U.S. Code 49 (also known as Section 13(c)) governing the provisions discussed in this section can be found at the following link: https://www.dol.gov/olms/regs/compliance/statute-sect5333b.htm.

Section 13(c) Claims Procedure
Any source of federal funding has a Section 13(c) protective arrangement associated with it; as such agreements are a pre-condition of FTA funds being released to a transit agency. These protective arrangements are documents that define the protections afforded to employees under Section 13(c) and the recompense to which employees are entitled should a Section 13(c) violation be confirmed. A sample protective arrangement can be found at the following link: https://www.dol.gov/olms/regs/compliance/transit/6_UPA-01-03-11.htm.

If an employee believes they have been harmed as a result of the application of federal funds, the employee may file a claim with the United States Department of Labor. If the claim cannot be resolved through informal means, the employee has the right to pursue binding arbitration. In submitting a claim to the Department of Labor, the employee must indicate the following:

1. The federally funded project that has affected their employment conditions
2. When and how the violation occurred
3. How their employment conditions were harmed or worsened
4. The employer or entity responsible for providing protections under 13(c)
5. The remedy they seek

Note that Item 1 above underscores the concept that Section 13(c) protections are directly tied to specific federal funding sources.

Should a 13(c) claim go to arbitration, the arbitrators will use the protective arrangement associated with the specific funding stream in question as a reference for adjudicating the matter. As with any arbitration, the legal documentation governing the matter and the parameters of the claim being adjudicated are open to interpretation.

While an arbitration panel's interpretation of a specific case can never be fully predicted, there is some guidance regarding burden of proof. The Transit Cooperative Research Program issued a Legal Research Digest entitled "Transit Labor Protection – A Guide to Section 13(c) Federal Transit Act". (Note: This document dates to 1995.) The last paragraph of Section II(C)(2) on Page 14 of this document states:

Under standard Section 13(c) protective language, the burden of proof in a claims proceeding is favorable to the employee-claimant. The burden of proof language normally provides that the initial obligation is on the claimant to identify the project and "specify the pertinent facts of the project relied upon." The burden then shifts to the grantee to prove that factors other than the project affected the employee. The claiming employee will prevail if it is established the project had "an effect" upon that employee, even if other factors may also have affected the employee. Technically, this language suggests that in a case involving multiple causes of harm to an employee, the employee may prevail and be entitled to full Section 13(c) relief if the federal project were a single element of that cause. However, while this burden of proof clearly appears to give a significant advantage to the employee-claimant, many actual decisions in Section 13(c) cases require the employee to establish affirmatively a causal connection, or nexus, between the harm alleged and a federal project.

The full text of this document can be found at the following link: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_lrd_04.pdf. The claims and arbitration process is fully described in Section C on Pages 14-15 of this same document.

The claims and arbitration process is also described on the Office of Labor-Management Standards section of the United States Department of Labor website, which can be found at the following link: https://www.dol.gov/olms/regs/compliance/compltransit.htm.

Considerations for Ulster County

The Department of Labor becomes involved in any potential Section 13(c) disputes only if a formal complaint is filed. If the ceasing of CitiBus operations does not result in an appreciable worsening of employment conditions then there would, in theory, not be grounds for a formal Section 13(c) complaint. Still, an employee has a right to file a complaint regardless of the perceived merits of their case.

If an employee does file a formal Section 13(c) complaint with the Department of Labor then they would be required to indicate the specific source of federal funding, and the specific application of that funding, that has affected their employment conditions along with the specific harm they have suffered as a result. This suggests that Ulster's risk in the area of Section 13(c) is related to whether or not it can be sufficiently demonstrated that the ceasing of CitiBus operations is a direct result of the application of federal funding.

The criteria language in Section 13(c) guidance documentation is subjective. Whether or not an employee suffers a "worsening of their position" is open to interpretation. Because of this ambiguity it is not possible to be fully certain of whether or not a Section 13(c) complaint will be filed or how an arbitration panel might rule. In the absence of certainty, a path forward for Ulster is to assess the risk of a Section 13(c) complaint as a result of the ceasing of CitiBus operations and to develop strategies for mitigating any significant risk that may exist.

3.2 Description of State Policy and Program Areas

This section summarizes key state policy and program areas that govern CitiBus and UCAT and outlines their implications for CitiBus and/or UCAT.

Disposition of Vehicle Assets

Description

NYSDOT contributes 10% of the cost when a transit agency purchases vehicles for revenue service. Unlike the FTA, NYSDOT does not amortize the value of their investment over the useful life of the vehicles. As NYSDOT does not amortize their investment, they do not typically seek reimbursement from transit agencies that dispose of buses that have not attained their useful life.

When an agency does dispose of buses that have not attained their useful life, they expect the agency to seek and follow counsel from the FTA regarding handling of the non-depreciated FTA investment. If the agency follows FTA requirements and obtains FTA approval for the bus disposal, then NYSDOT typically does not impose any additional requirements upon the agency.

Considerations for Ulster County

NYSDOT has indicated that their expectation is that CitiBus would work with the FTA regarding proper disposal or transfer of assets. NYSDOT also indicated that as long as CitiBus is compliant with FTA requirements regarding asset disposal, they would likely not seek reimbursement for the non-depreciated portion of their 10% investment.

Based on the NYSDOT feedback described above, CitiBus's responsibility to the State when disposing of assets upon ceasing operations will be to communicate their intentions to NYSDOT and follow the requirements and guidance of the FTA.

Disposition of Non-Vehicle Assets

Description

As with buses, NYSDOT contributes 10% of the cost when a transit agency obtains non-vehicle capital assets. Disposition of state supported non-vehicle assets follows the same guidelines and procedures as for state supported buses, as described in the "Disposition of Vehicle Assets" section above. NYSDOT does not amortize the value of their investment based on a predetermined useful life. As NYSDOT does not amortize their investment, they do not typically seek reimbursement from transit agencies that dispose of assets that have not attained their useful life.

When an agency does dispose of non-vehicle assets that have not attained their useful life, they expect the agency to seek and follow counsel from the FTA regarding handling of the non-depreciated FTA investment. If the agency follows FTA requirements and obtains FTA approval for the asset disposal, then NYSDOT typically does not impose any additional requirements upon the agency.

Considerations for Ulster County

The considerations for CitiBus's state supported non-vehicle assets are similar to those of its state supported vehicle assets. CitiBus's responsibility to the State when disposing of assets upon ceasing operations will be to communicate their intentions to NYSDOT and follow the requirements and guidance of the FTA.

State Operating Assistance (STOA)

Description

The State of New York provides financial operating assistance to public transportation agencies throughout the state via its Statewide Mass Transportation Operating Assistance (STOA) funding program. STOA is distributed via a formula based on a transit agency's ridership and mileage. The current formula provides an agency with $0.405 for every passenger boarding and $0.69 for every vehicle mile. CitiBus and UCAT both receive STOA funding based on this formula.

Considerations for Ulster County

Since STOA funding is based on a formula, the method of STOA allocation to UCAT would not change were CitiBus to cease operations. UCAT would continue to receive STOA based on the state-determined formula.

While the funding formula for UCAT will not change upon cessation of CitiBus service, the amount of funding received could change. If UCAT experiences increased ridership and/or increases service miles as a result of CitiBus discontinuing service, then the amount UCAT receives would change accordingly.

UCAT will not need to enact any change in procedure with regards to STOA. It will continue to report data to NYSDOT via the current procedure. While no changes will need to be enacted, it will be critical for UCAT to ensure accuracy in data reporting so that the State is aware of any ridership and/or mileage increases. This will in turn ensure that UCAT receives a STOA increase commensurate with their increased activity.

Section 18-b Local Match Payments

Description

Section 18-b of the New York State Transportation Law requires each county or municipality that is served by a public transportation system to provide local matching funds to that public transportation system equal to or greater than the amount of Section 18-b STOA funds the agency receives. These matching payments must be funded with local dollars.

Considerations for Ulster County

Since the City and the County both operate transit agencies, both entities receive STOA, which means both entities are currently responsible for providing local matching funds under Section 18-b. Discontinuing CitiBus service would have different impacts on the matching payment requirements of the City and the County. The City's local match would be eliminated, while the County's local match would likely increase.

If CitiBus ceases operations, they would no longer receive STOA funding. Thus the City would

no longer be required to provide local matching payments under Section 18-b.

If CitiBus ceases operations and UCAT experiences increased ridership and/or increases service miles as a result, then the amount of STOA UCAT receives would increase accordingly. This increase in STOA would cause an equivalent increase in the local matching payments Ulster County would be required to provide under Section 18-b. The County will need to determine how to generate the funds necessary to provide the increase in the required local matching payment.

Accelerated Transit Capital (ATC)

Description

Accelerated Transit Capital (ACT) is a form of capital assistance provided by NYSDOT that is distributed along with STOA.

Considerations for Ulster County

CitiBus received ATC funding several years ago in the range of $30,000 - $40,000. CitiBus indicates that they have not yet fully utilized their ATC funds.

If CitiBus were to fully utilize those funds prior to cessation of service, no action would need to be taken.

If CitiBus has not fully utilized their remaining ATC funds prior to cessation of service, then NYSDOT indicates they would need to consult with NYSDOT on how to manage those remaining funds.

Vehicle Inspections

Description

NYSDOT requires that transit vehicles be inspected twice per year. As CitiBus and UCAT are both municipal transit systems, NYSDOT does not conduct the inspections. Though NYSDOT does not conduct inspections for municipal transit systems, vehicle inspections for municipal systems need to conform to NYSDOT standards.

Considerations for Ulster County

CitiBus and UCAT both currently perform vehicle inspections as required. Inspection requirements and procedures will not change for UCAT should CitiBus cease operations.

If UCAT assumes ownership of vehicles currently owned and operated by CitiBus, then UCAT will need to ensure that these vehicles continue to be inspected as per NYSDOT requirements.

System Safety Program Plan

Description

NYSDOT requires public transportation systems to develop and maintain a System Safety

Program Plan (SSPP) that outlines the system's approach to operational safety. One element of the SSPP is a safety plan for equipment and facilities.

Considerations for Ulster

If UCAT acquires or utilizes any facilities or equipment currently owned by CitiBus, then UCAT will need to expand their current SSPP to encompass the new facilities and/or equipment and will need to operate and maintain such facilities and/or equipment in accordance with their updated SSPP.

SSPP guidelines also indicate that the SSPP should discuss relevant features of bus stops. If UCAT takes over existing CitiBus bus stops or adds additional bus stops, then UCAT will need to expand their current SSPP to encompass the these new bus stops and will need to ensure the new bus stops conform to the standards contained in their updated SSPP.

Bus Stop Signs and Shelters

Description

Bus stop signs and shelters are sometimes installed on private property, such as shopping centers and medical facilities. In such cases there is often a written agreement between the transit operator and the property owner governing a transit system's use of the property.

Considerations for Ulster County

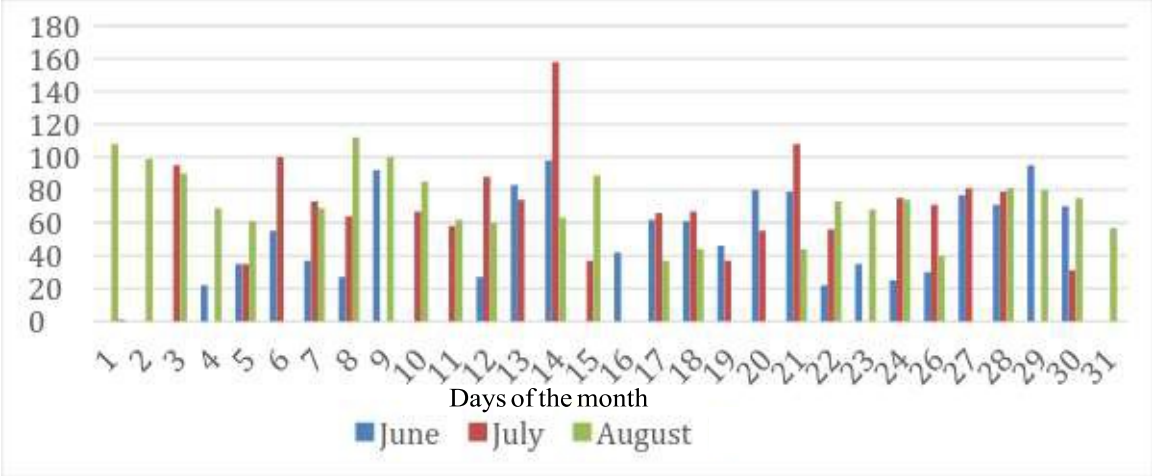
CitiBus may currently have bus stop signs and/or shelters located on private property. In those cases, CitiBus or the City of Kingston may have written agreements with the property owners governing their use of that property. These agreements will not necessarily extend to UCAT if UCAT or the County are not already parties to the agreements. If UCAT intends to utilize CitiBus bus stops that are located on private property then UCAT, or the County, may need to obtain written agreements with the property owners.

APPENDICES

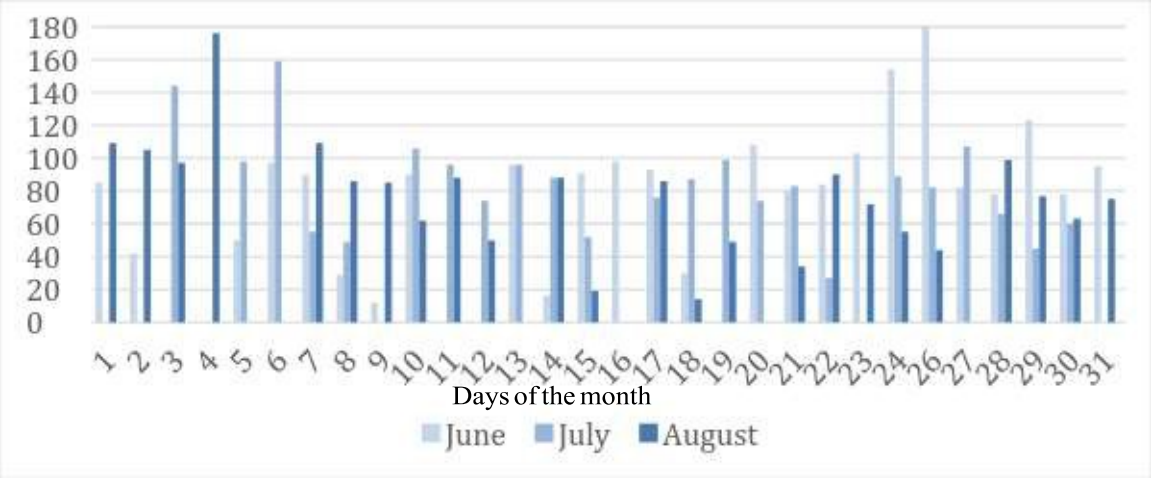
Appendix A: CitiBus Ridership Profile

Total Monthly Ridership by Line (June-July)

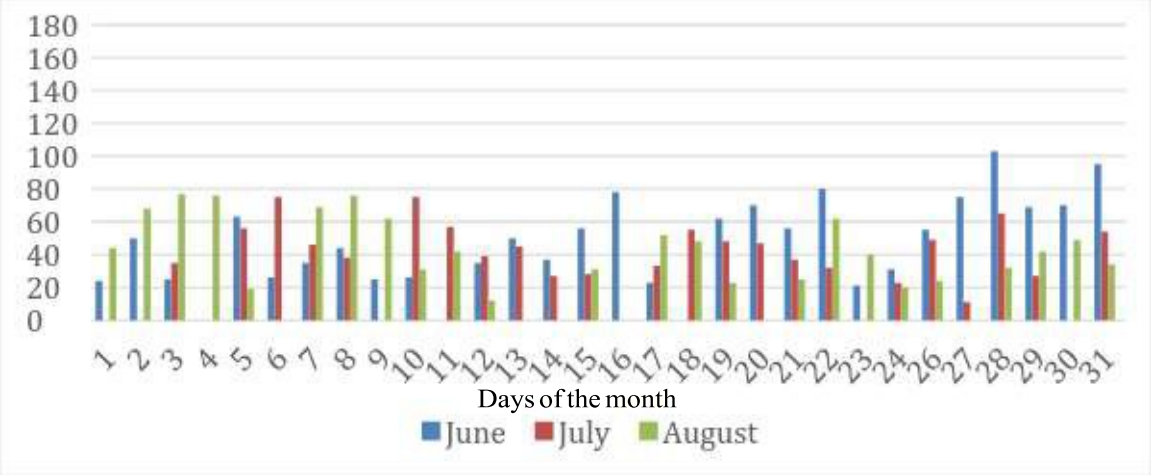
Day-by-Day CitiBus Ridership Totals Over Three Months - Route A



Day-by-Day CitiBus Ridership Totals Over Three Months - Route B



Day-by-Day CitiBus Ridership Totals Over Three Months - Route C



CitiBus Ridership by Service Type

Service Type	June 2017	July 2017	August 2017	Monthly Average
Routes A, B, & C	4,883	4,081	4,596	4,520
Additional Service	4,386	3,787	1,273	3,149
Total	9,269	7,868	5,869	7,669

CitiBus Boardings & Mileage by Service Type

	June 2017		July 2017		August 2017	
Service	Boardings	Miles	Boardings	Miles	Boardings	Miles
Route A	1,271	2,931	1,450	2,500	1,722	3,024
Route B	2,323	2,635	1,700	3,248	1,843	3,547
Route C	1,289	2,668	931	2,626	1,031	3,691
Trolley	0	0	0	0	216	127
Special Events	3,976	625	1,622	498	2	69
Rec Run	405	60	2,165	700	1,055	231
Sports	5	12			0	0
Total	9,269	8,931	7,868	9,572	5,869	10,689

CitiBus Route Profile by Trip
(Based on single-day ride check in July)

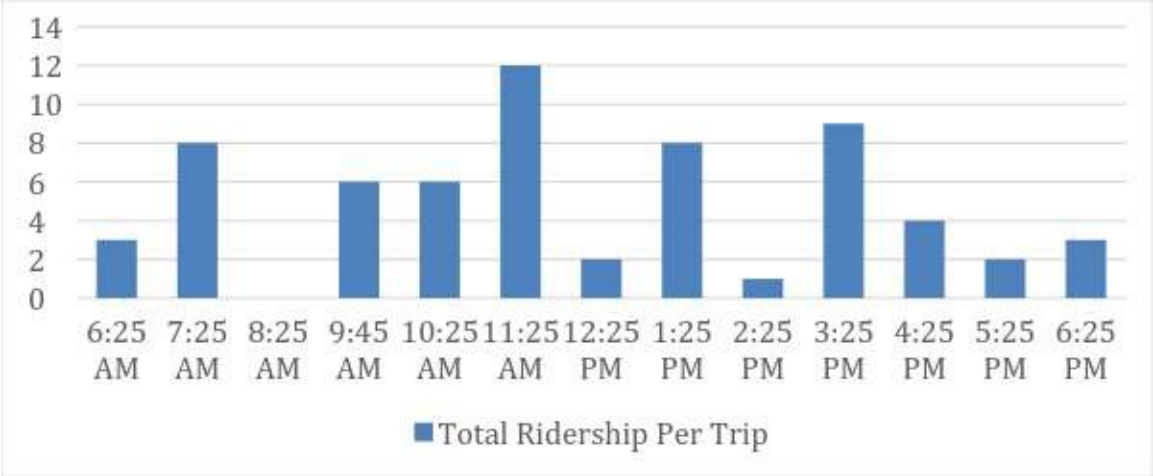
CitiBus Route A - Weekday Ridership by Trip

CitiBus Route A - Saturday Ridership by Trip

CitiBus Route B - Weekday Ridership by Trip

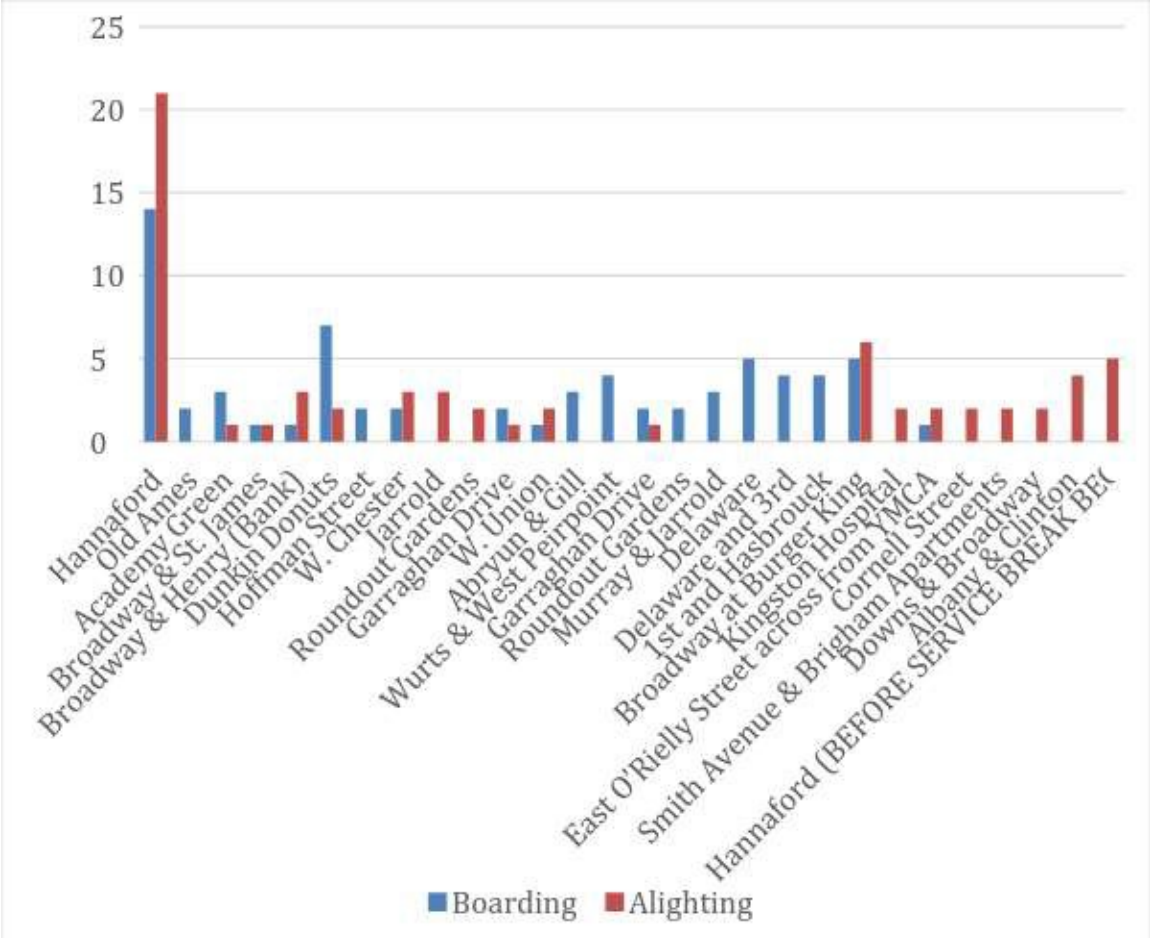
CitiBus Route B - Saturday Ridership by Trip

CitiBus Route C - Weekday Ridership by Trip



CitiBus Route C – Saturday Ridership by Trip

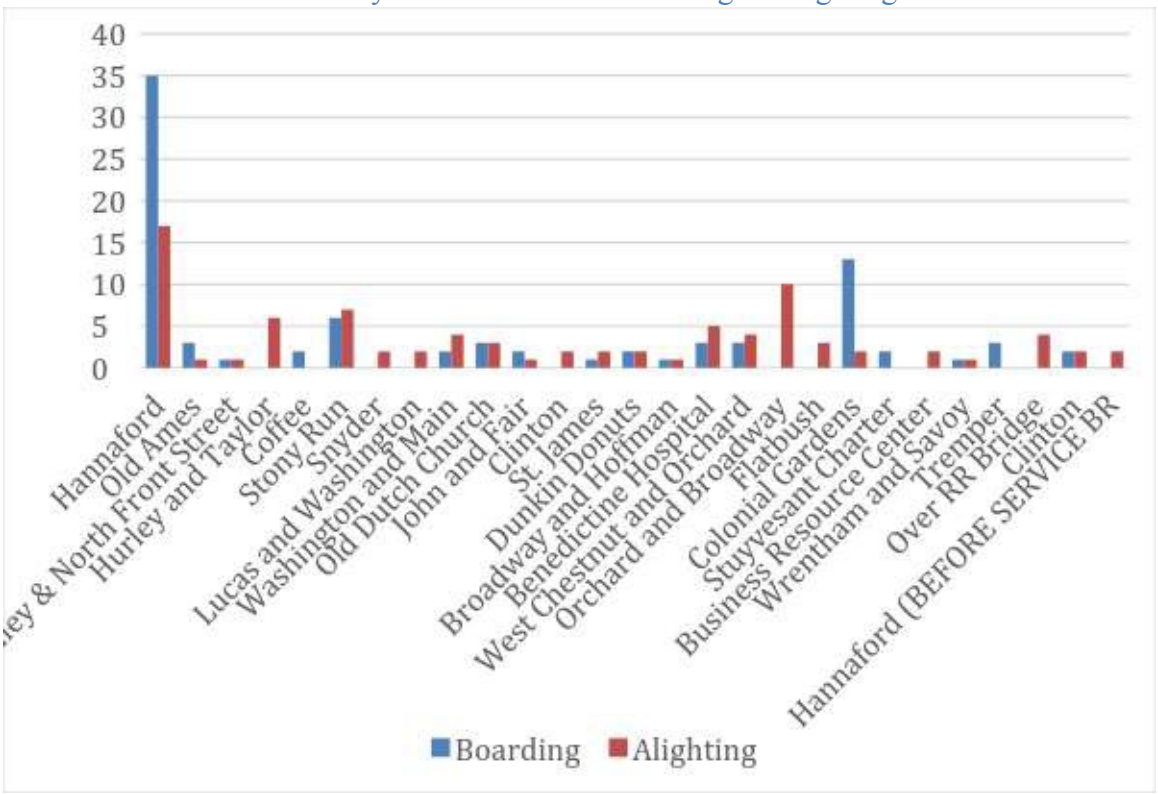
Weekday CitiBus Route A Boarding & Alighting



*All stops with less than 2 combined boardings and/or alightings were eliminated from this chart.

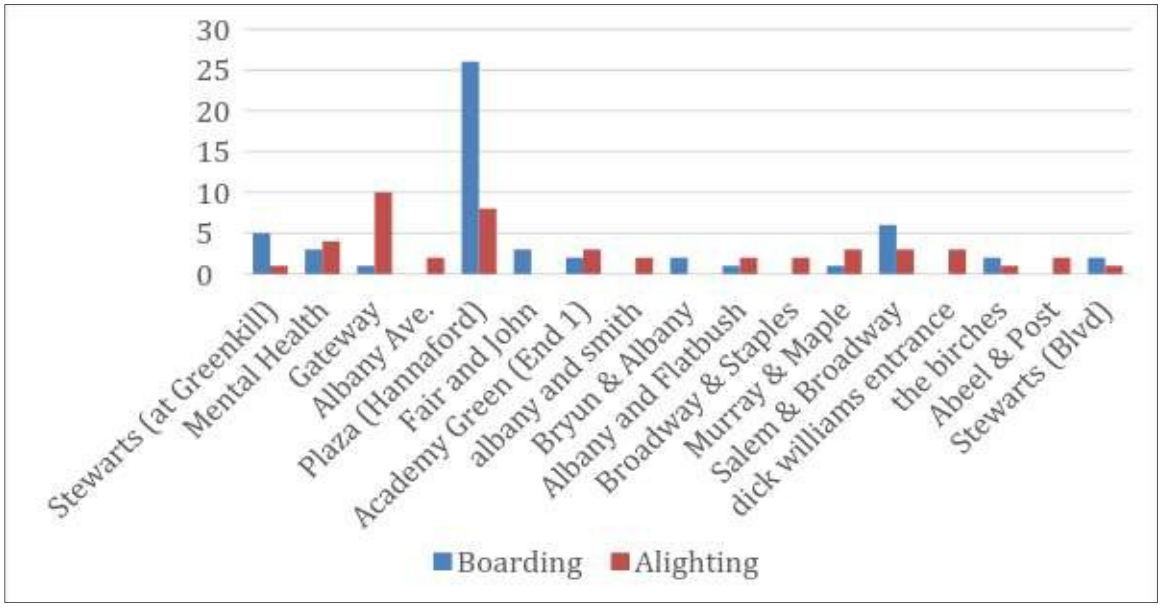
CitiBus Boarding & Alighting Tables
(Based on single-day ride check in July)

Weekday CitiBus Route B Boarding & Alighting



*All stops with less than 2 combined boardings and/or alightings were eliminated from this chart.

Weekday CitiBus Route C Boarding & Alighting

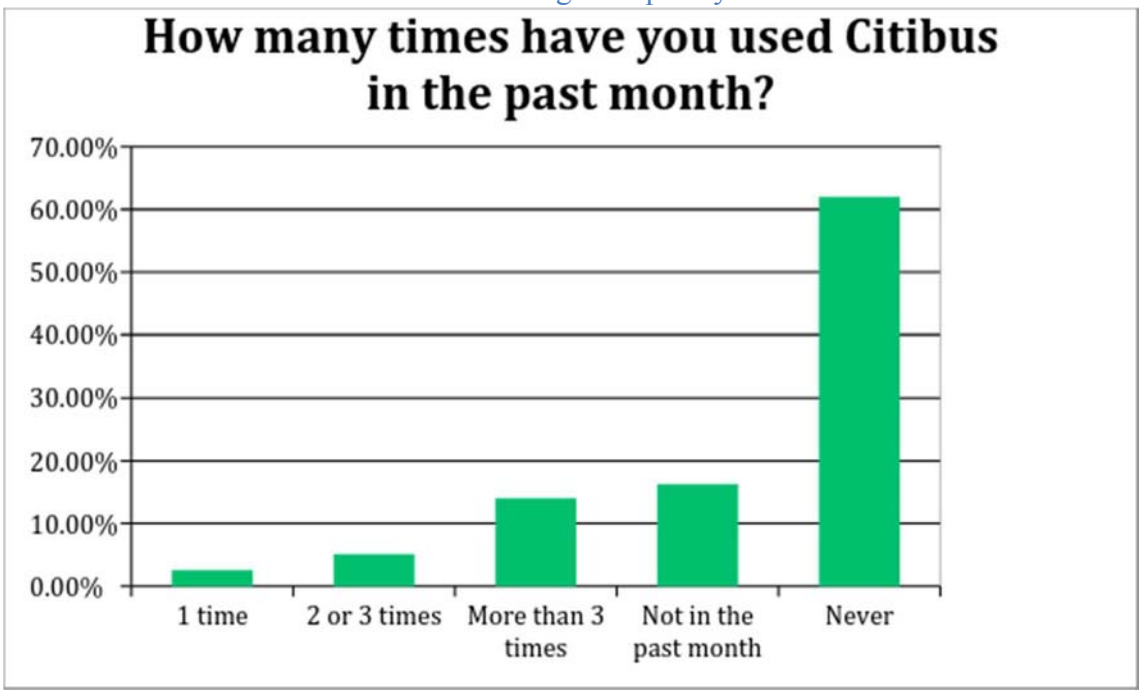


*All stops with less than 2 combined boardings and/or alightings were eliminated from this chart.

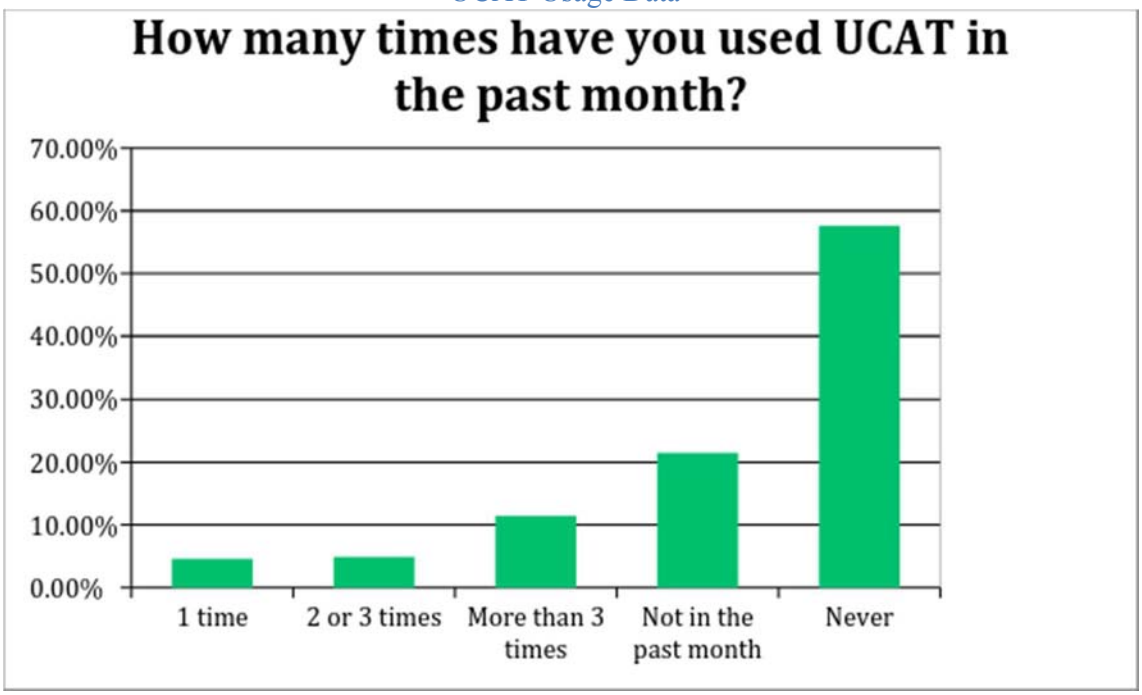
Appendix B: Online Survey DataResults

Results from an online survey distributed to Kingston residents during August and September of 2017. A total of 375 responses were received. Full analysis is included on page 60.

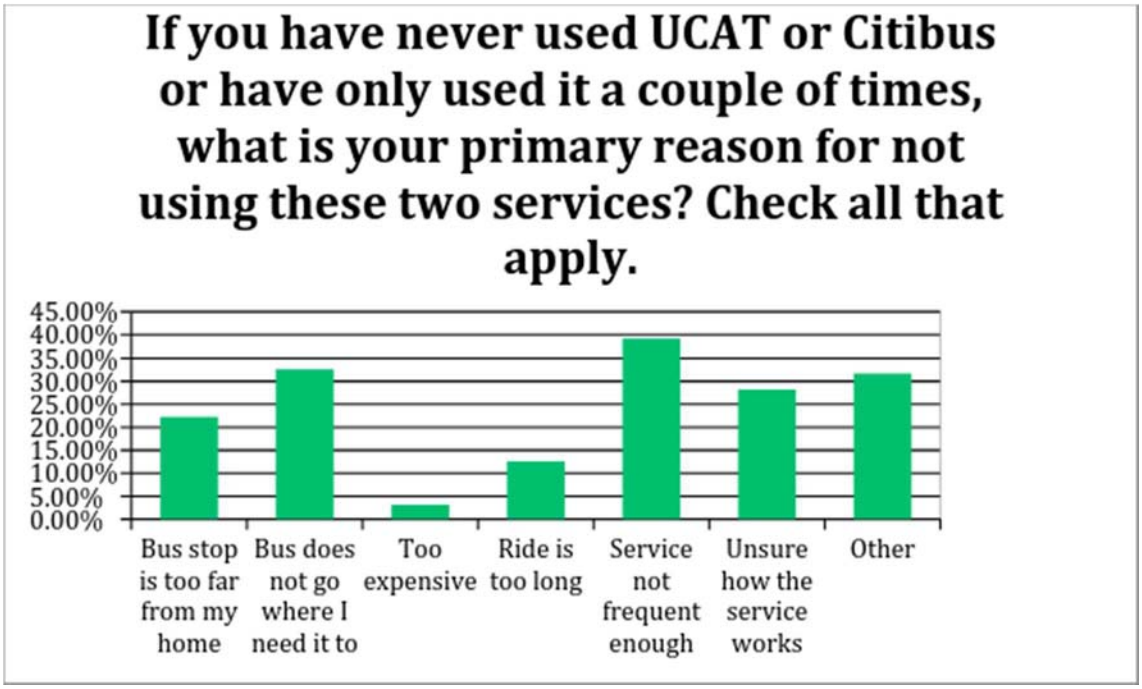
CitiBus Usage Frequency



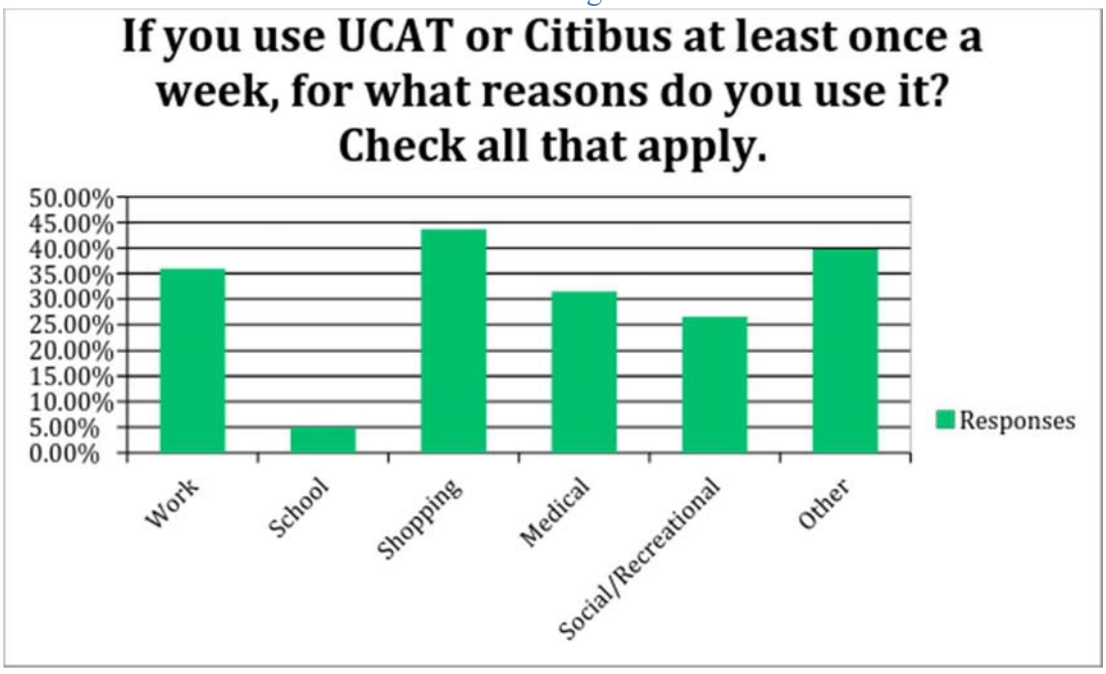
UCAT Usage Data



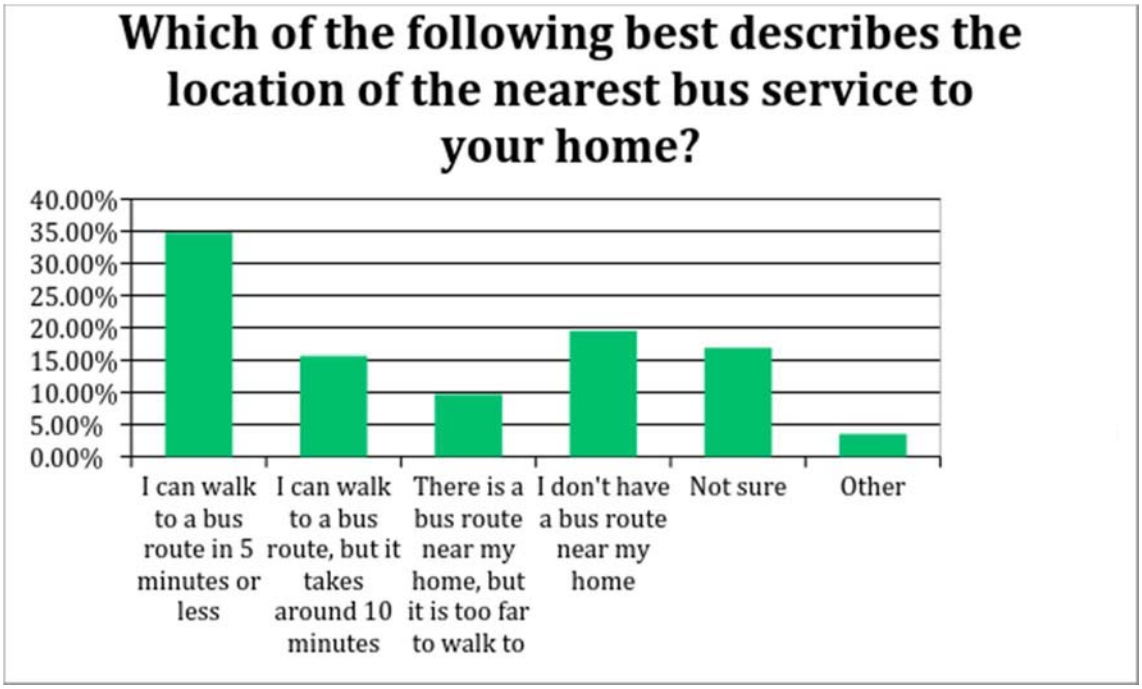
Reasons for Not Using Bus Service



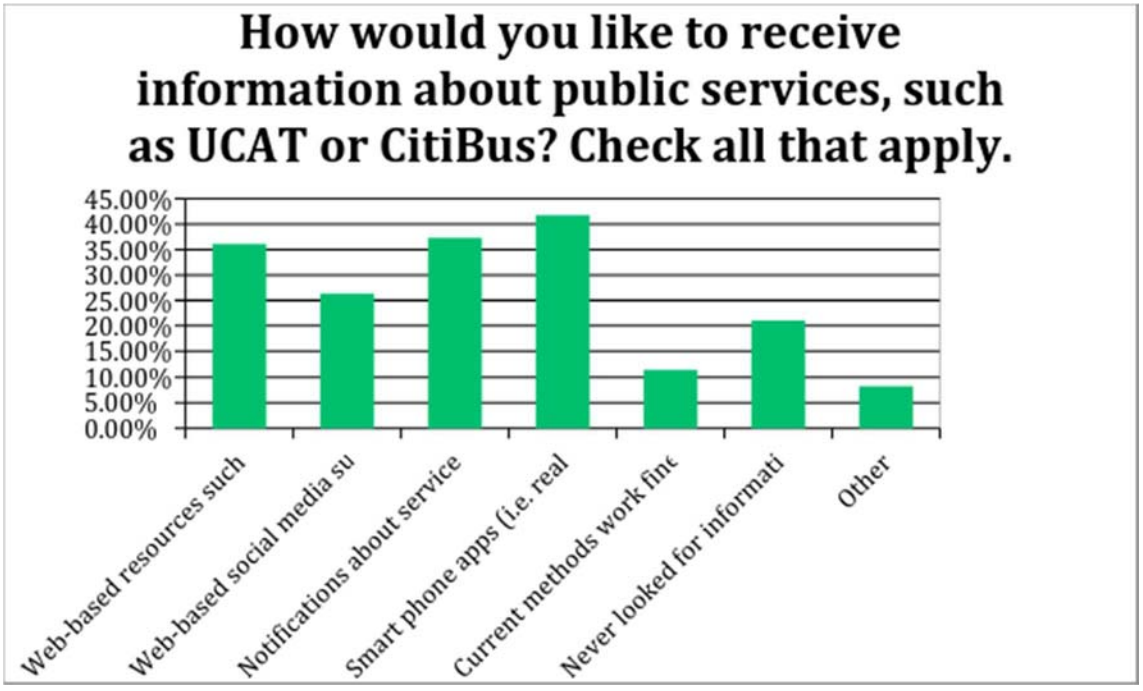
Reasons for Using Bus Service



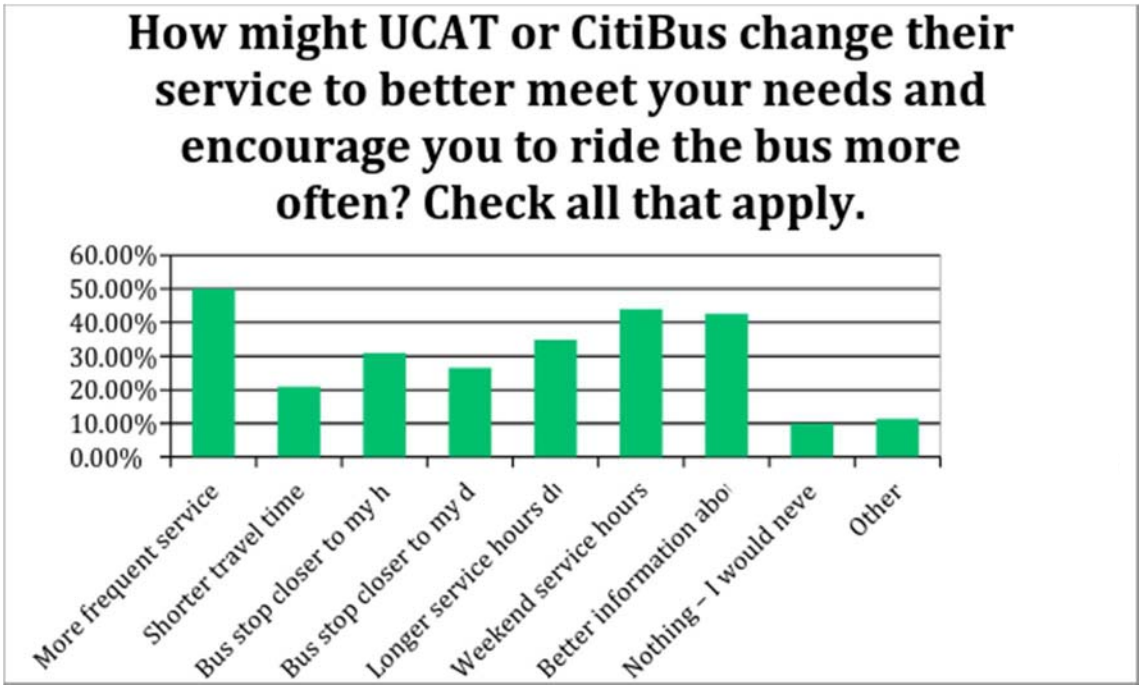
Proximity to Bus Service From Home



How Customers Receive Information About CitiBus

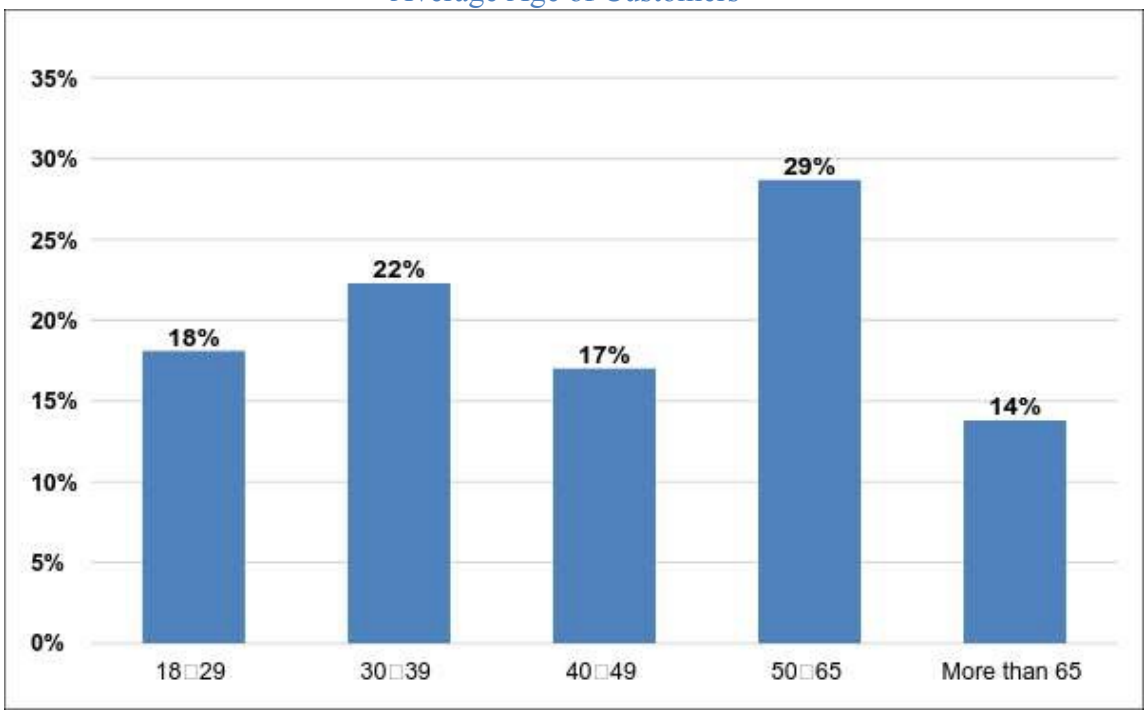


Desired Improvements to UCAT and/or CitiBus

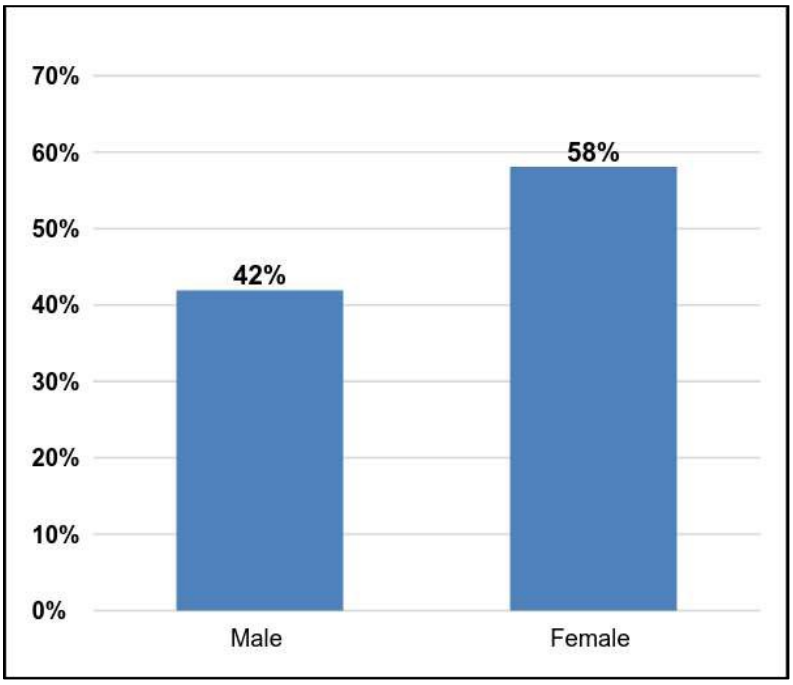


Appendix C: Customer Survey Highlights

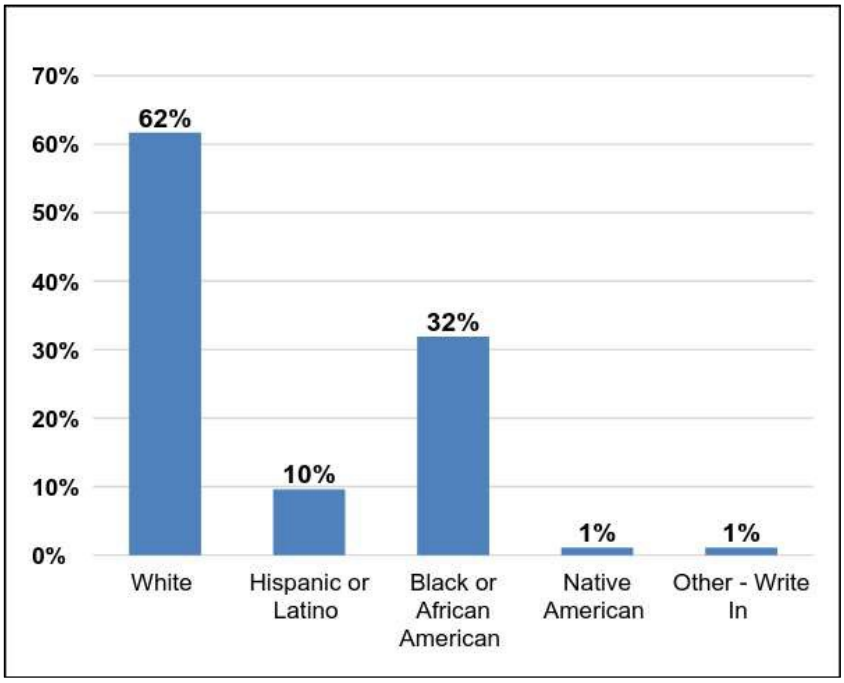
Average Age of Customers



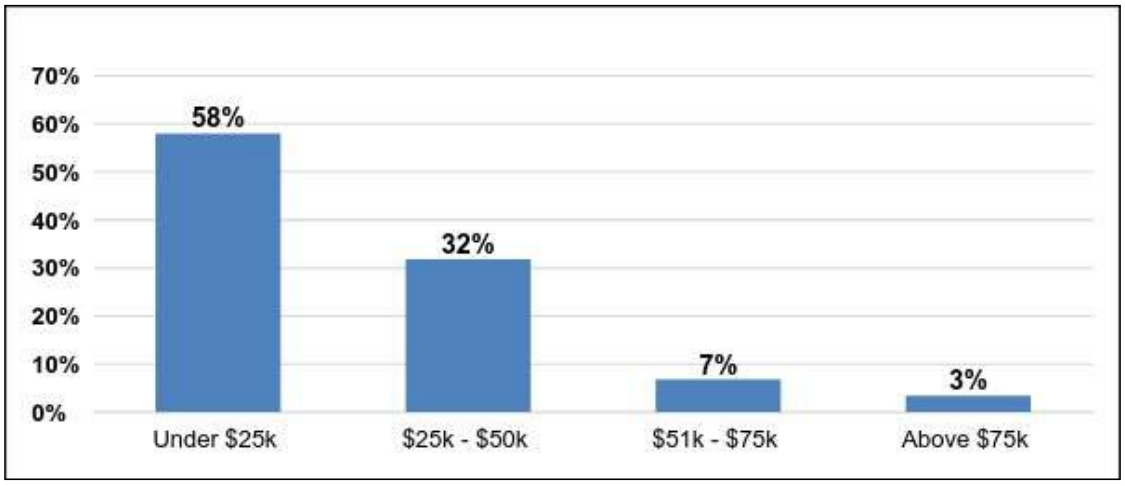
Customers by Gender



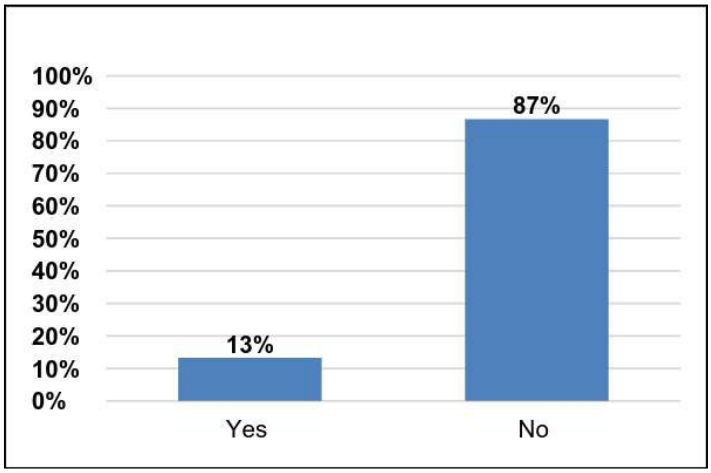
Customers by Ethnicity



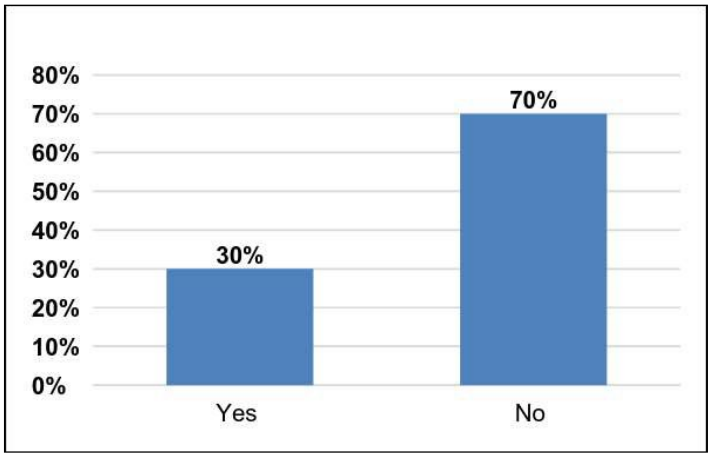
Customer Income Distribution



Customer Automobile Ownership



Customer Transit Dependency



Appendix D: System Integration Policy Guide

Overview

This guidebook provides Ulster County with a step-by-step program to ensure compliance with state and federal policies and program areas during the transit system integration process. The guidebook is divided into two main sections: one section for federal policies and program areas and one section for state policies and program areas.

The following elements are provided for each federal and state policy listed in this document: the name of the source document that details the relevant policy, a link to the source document, and a listing of steps to follow to ensure compliance with the policy.

This document is a companion piece to the Ulster County Transit Systems Integration Plan Task 2 Report. This guidebook focuses on the procedural elements of each federal and state policy. Narrative descriptions of these policies can be found in the Task 2 Report.

Federal Policy and Program Areas

This section provides information and procedures for the following federal policy and program areas:

- Disposition of Vehicle Assets
- Disposition of Non-Vehicle Assets
- Americans with Disabilities Act
- Title VI
- Fare Structure
- Service Deployment
- FTA Triennial Review
- National Transit Database (NTD) Reporting

Disposition of Vehicle Assets

Information Source

- Policy Document: FTA Circular 5010.1D
- Link to Policy Document
  - https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/grant-management-requirements
- Key section: Chapter IV, Section 3, Subsection l, Pages IV 24-IV 29
- Key paragraphs:
  - Paragraph (2): Disposition Before End of Useful Life
  - Paragraph (4): Fair Market Value Over $5,000
  - Paragraph (5): Fair Market Value of Less than $5,000 Value
  - Paragraph (7): Transfer of Rolling Stock – Grantee-to-Grantee
  - Appendix E: Rolling Stock Status Report

Key Procedural Steps

There are four scenarios to consider for disposing of CitiBus vehicles:

- Disposing of vehicles before the end of their useful life
- Disposing of vehicles after the end of the vehicle's useful life when the vehicles have a fair market value of over $5,000
- Disposing of vehicles after the end of the vehicle's useful life when the vehicles have a fair market value of less than $5,000
- Transferring ownership of CitiBus vehicles to UCAT

The key steps to follow for each scenario are outlined below.

Disposition Before the End of Useful Life

- See Paragraph (2) on Page IV-25 of FTA Circular 5010.1D for detailed explanation
- Prior FTA approval required
- Reimbursement of Federal share is required, unless otherwise directed by the FTA
- Notify FTA of intent to dispose of vehicles and request approval for doing so
- Provide FTA with details regarding vehicles of which CitiBus intends to dispose (See Appendix E of FTA Circular 5010.1D)
- Follow guidance of FTA regarding reimbursement of Federal share to the FTA
- Determination of the remaining Federal share is based on a straight line depreciation of the asset, as described in Paragraph (2) on Page IV-25 of FTA Circular 5010.1D

Disposition After End of Useful Life, Fair Market Value of Over $5,000

- See Paragraph (4) on Page IV-25 of FTA Circular 5010.1D for detailed explanation
- Vehicle may retained or sold as desired by the agency
- Reimbursement of Federal share is required, unless otherwise directed by the FTA
- Notify FTA of intent to dispose of vehicles

- Follow guidance of FTA regarding reimbursement of Federal share to the FTA
- Unless the FTA indicates otherwise, the remaining Federal share will be calculated via the methodology described in Paragraph (4) on Page IV-25 of FTA Circular 5010.1D

Disposition After End of Useful Life, Fair Market Value of Less Than $5,000

- See Paragraph (5) on Page IV-25 of FTA Circular 5010.1D for detailed explanation
- Retain, sell, or otherwise dispose of vehicle as appropriate
- Reimbursement to the FTA is not required
- Retain records of vehicle disposal

Transferring Ownership of CitiBus Vehicles to UCAT

- See Paragraph (7) on Page IV-27 of FTA Circular 5010.1D for detailed explanation
- Both CitiBus and UCAT should notify the FTA Region 2 Office of their intent to transfer vehicles between the two agencies
- Both CitiBus and UCAT should submit the following information to the FTA Region 2 Office
    - A written request for approval to transfer or receive vehicles
        - See Paragraph (7)(a) on Page IV-27 of FTA Circular 5010.1D for required request content
    - A Board resolution for transfer or receipt of vehicles
        - See Paragraph (7)(b) on Page IV-27 of FTA Circular 5010.1D for required Board resolution content
    - A Rolling Stock Status Report
        - See Paragraph (7)(c) on Page IV-27 of FTA Circular 5010.1D for required Rolling Stock Status Report content
        - See Appendix E of FTA Circular 5010.1D for a Rolling Stock Status Report description and Sample report

Disposition of Non-Vehicle Assets

Information Source

- Policy Document: FTA Circular 5010.1D
- Link to Policy Document
  - https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/grant-management-requirements
- Key section: Chapter IV, Section 3, Subsection l, Pages IV 24-IV 29
- Key paragraphs:
  - Paragraph (2): Disposition Before End of Useful Life
  - Paragraph (4): Fair Market Value Over $5,000
  - Paragraph (5): Fair Market Value of Less than $5,000 Value
  - Paragraph (8): Transfer of Assets No Longer Needed

Key Procedural Steps

There are four scenarios to consider for disposing of federally funded CitiBus equipment:

- Disposing of equipment before the end of its useful life
- Disposing of equipment after the end of its useful life when the equipment has a fair market value of over $5,000
- Disposing of equipment after the end of its useful life when the equipment has a fair market value of less than $5,000
- Transferring ownership of CitiBus equipment to a public agency

The key steps to follow for each scenario are outlined below.

Disposition Before the End of Useful Life

- See Paragraph (2) on Page IV-25 of FTA Circular 5010.1D for detailed explanation
- Prior FTA approval required
- Reimbursement of Federal share is required, unless otherwise directed by the FTA
- Notify FTA of intent to dispose of equipment and request approval for doing so
- Provide details regarding equipment of which CitiBus intends to dispose
- Follow guidance of FTA regarding reimbursement of Federal share to the FTA
- Determination of the remaining Federal share is based on a straight line depreciation of the asset, as described in Paragraph (2) on Page IV-25 of FTA Circular 5010.1D

Disposition After End of Useful Life, Fair Market Value of Over $5,000

- See Paragraph (4) on Page IV-25 of FTA Circular 5010.1D for detailed explanation
- Equipment may be retained or sold as desired by the agency
- Reimbursement of Federal share is required, unless otherwise directed by the FTA
- Notify FTA of intent to dispose of equipment
- Follow guidance of FTA regarding reimbursement of Federal share to the FTA
- Unless the FTA indicates otherwise, the remaining Federal share will be calculated via the methodology described in Paragraph (4) on Page IV-25 of FTA Circular 5010.1D

Disposition After End of Useful Life, Fair Market Value of Less Than $5,000

- See Paragraph (5) on Page IV-25 of FTA Circular 5010.1D for detailed explanation
- Retain, sell, or otherwise dispose of equipment as appropriate
- Reimbursement to the FTA is not required
- Retain records of equipment disposal

Transferring Ownership of CitiBus Equipment to a Public Agency

- FTA approval is required
- See Paragraph (8) on Page IV-28 of FTA Circular 5010.1D for criteria FTA will use in considering approval of transfer of ownership
- Notify FTA of desire to transfer ownership of equipment and request approval of such transfer
- Provide FTA with information as requested during the transfer review process. Information requested by the FTA will likely pertain to the criteria indicated in subparagraphs (a)-(d) of Paragraph (8) on Page IV-28 of FTA Circular 5010.1D.

Americans with Disabilities Act

Information Source

- Policy Document: FTA Circular 4710.1
- Link to Policy Document
  - https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/americans-disabilities-act-guidance-pdf
- Key Section: Chapter 8 – Complementary Paratransit Service
- Key Subsections:
  - Subsection 8.2 – Requirement for Complementary Paratransit Service
  - Subsection 8.4.2 – Service Area – Fixed Route Bus

Key Procedural Steps

- Determine if UCAT's route layout will change in response to CitiBus ceasing operations
- If UCAT's route layout does not change, then no additional action is required to remain compliant with ADA service area requirements
- If UCAT's route layout does change, then UCAT should do the following:
  - Identify the ¾ mile corridor surrounding every new or changed UCAT fixed route
  - Adjust the UCAT paratransit service area as necessary to ensure that UCAT provides paratransit service throughout the entire ¾ mile service corridor identified in the step above

Title VI

Information Source

- Policy Document: FTA Circular 4702.1B
- Link to Policy Document
  - https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/title-vi-requirements-and-guidelines-federal-transit
- Key Section: Chapter IV – Requirements and Guidelines for Fixed Route Transit Providers

Key Procedural Steps

- Determine if UCAT's service standards and policies will change in response to CitiBus ceasing operations
- If UCAT's service standards and policies do not change, then no additional action is required to remain compliant with Title VI requirements
- If UCAT's service standards do change, then UCAT should update its Title VI program to reflect the new service standards

Fare Structure

Information Source

- Policy Document: Title 49 of United States Code
- Link to Policy Document
  - https://www.gpo.gov/fdsys/pkg/USCODE-2010-title49/pdf/USCODE-2010-title49-subtitleIII-chap53-sec5307.pdf
- Key Section: Section 5307, Subsection (d) – Grant Recipient Requirements
- Key Subsection: Paragraph (d)(1)(I) on Page 187

Key Procedural Steps

- Determine if UCAT's fares will increase in response to CitiBus ceasing operations
- If UCAT's fares do not increase, then no action is required
- If UCAT's fares do increase, then UCAT should notify and solicit feedback from the public in accordance with the agency's public participation policy before enacting the fare increase

Service Deployment

Information Source

- Policy Document: Title 49 of United States Code
- Link to Policy Document
  - https://www.gpo.gov/fdsys/pkg/USCODE-2010-title49/pdf/USCODE-2010-title49-subtitleIII-chap53-sec5307.pdf
- Key Section: Section 5307, Subsection (d) – Grant Recipient Requirements
- Key Subsection: Paragraph (d)(1)(I) on Page 187

Key Procedural Steps

- Determine if UCAT will undergo a major reduction in service in response to CitiBus ceasing operations
- If UCAT does not undergo a major service reduction, then no action is required
- If UCAT does undergo a major service reduction, then UCAT should notify and solicit feedback from the public in accordance with the agency's public participation policy before enacting the fare increase

FTA Triennial Review

Information Source

- Policy Document: Triennial Reviews section of the FTA website
- Link to Policy Document
  - https://www.transit.dot.gov/funding/grantee-resources/triennial-reviews/triennial-reviews

Key Procedural Steps

- No action is required in direct response to CitiBus ceasing operations with regards to the FTA Triennial Review process

National Transit Database Reporting

Information Source

- Policy Document: National Transit Database section of the FTA website
- Link to Policy Document
  - https://www.transit.dot.gov/ntd

Key Procedural Steps

- No action is required in direct response to CitiBus ceasing operations with regards to NTD reporting

Labor Policy

Information Source

- Policy Document: Office of Labor-Management Standards section of the United States Department of Labor website
  - Link to Policy Document
    - *https://www.dol.gov/olms/regs/compliance/compltransit.htm*
- Policy Document: Section 5333(b) of U.S. Code 49 (also known as Section 13(c) of the Federal Transit Act)
  - Link to Policy Document
    - https://www.dol.gov/olms/regs/compliance/statute-sect5333b.htm
- Policy Document: Sample 13(c) Protective Arrangement
  - Link to Policy Document
    - https://www.dol.gov/olms/regs/compliance/transit/6_UPA-01-03-11.htm
- Policy Document: Transit Cooperative Research Program Legal Research Digest: "Transit Labor Protection – A Guide to Section 13(c) Federal Transit Act"
  - Link to Policy Document
    - http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_lrd_04.pdf

Key Procedural Steps

- Determine the risk of a Section 13(c) violation and complaint under the expected course of action
  - Identify CitiBus and UCAT federal funding sources/grants
  - Obtain and read the protective arrangement documents associated with each federal funding source/grant to understand the Section 13(c) parameters specific to each federal funding source/grant
  - Identify specific projects and/or operations funded by sources identified in the above steps
  - Determine the degree to which the federally funded projects and/or operations identified in the steps above might impact the workforce in context of the ceasing of CitiBus operations
- Develop strategies to mitigate any significant Section 13(c) risk identified in the steps above
  - Strategies may include prevention of any significant risk in advance of ceasing of CitiBus operations and/or management of any consequences that may materialize after ceasing of operations should the risk come to fruition

State Policy and Program Areas

This section provides information and procedures for the following federal policy and program areas:

- Disposition of Vehicle Assets
- Disposition of Non-Vehicle Assets
- State Operating Assistance (STOA)
- Section 18-b Local Match Payments
- Accelerated Transit Capital (ATC)
- Vehicle Inspections
- System Safety Program Plan
- Bus Stop Signs and Shelters

Disposition of Vehicle Assets

Information Source

- Policy Document: NYSDOT Transportation Asset Management Guide
- Link to Policy Document
  - https://www.dot.ny.gov/divisions/policy-and-strategy/public-trans-respository/TransportationAssetMgmtGuide_5-9-16.pdf
- Key Section: Appendix B - NYS Vehicle/Equipment Disposition Policy
- Key Subsections
  - IV – Disposition of Vehicles or Equipment That Have Met the Useful Life Standards (Pages 18-19)
  - V - Disposition of Vehicles and other Equipment Not Meeting the Useful Life Standards (Pages 19-20)
  - VII – Notification Process for Disposition of Vehicle or Capital Equipment (Pages 20-22)

Overview

NYSDOT requirements for disposition of vehicle assets conform to FTA requirements for disposition of vehicle assets. Because NYSDOT administers the Federal 5310 and 5311 funding programs, NYSDOT has created a policy for disposing of vehicles purchased with 5310 and 5311 funds. The NYSDOT policy contains the same elements and criteria as the FTA policy, with several additional procedural steps specific to NYSDOT.

Key Procedural Steps

Disposition of Vehicles Purchased with Federal Funds Other Than 5310 or 5311 Funds

- Follow the procedures outlined under Disposition of Vehicle Assets in the Federal Policy and Program Areas section of this document.

Disposition of Vehicles Purchased with 5310 or 5311 Funds

- Follow the procedures detailed in Appendix B (NYS Vehicle/Equipment Disposition Policy) of the NYSDOT Transportation Asset Management Guide.
- Notes
  - The steps outlined in Appendix B mirror the steps required by the FTA. The difference is that the point of contact and administration for asset disposal is NYSDOT as opposed to the FTA.
  - The NYSDOT policy for disposing of equipment purchased with 5310 or 5311 contains a specific notification process that differs from that defined by the FTA. The NYSDOT notification process is described in Subsection VII of Appendix B of the NYSDOT Transportation Asset Management Guide (Pages 20-22)

Disposition of Non-Vehicle Assets

Information Source

- Policy Document: NYSDOT Transportation Asset Management Guide
- Link to Policy Document
  - https://www.dot.ny.gov/divisions/policy-and-strategy/public-trans-respository/TransportationAssetMgmtGuide_5-9-16.pdf
- Key Section: Appendix B - NYS Vehicle/Equipment Disposition Policy
- Key Subsections
  - IV – Disposition of Vehicles or Equipment That Have Met the Useful Life Standards (Pages 18-19)
  - V - Disposition of Vehicles and other Equipment Not Meeting the Useful Life Standards (Pages 19-20)
  - VII – Notification Process for Disposition of Vehicle or Capital Equipment (Pages 20-22)

Overview

NYSDOT requirements for disposition of non-vehicle assets conform to FTA requirements for disposition of non-vehicle assets. Because NYSDOT administers the Federal 5310 and 5311 funding programs, NYSDOT has created a policy for disposing of equipment purchased with 5310 and 5311 funds. The NYSDOT policy contains the same elements and criteria as the FTA policy, with several additional procedural steps specific to NYSDOT.

Key Procedural Steps

Disposition of Non-Vehicle Equipment Purchased with Federal Funds Other Than 5310 or 5311 Funds

- Follow the procedures outlined under Disposition of Non-Vehicle Assets in the Federal Policy and Program Areas section of this document.

Disposition of Non-Vehicle Equipment Purchased with 5310 or 5311 Funds

- Follow the procedures detailed in Appendix B (NYS Vehicle/Equipment Disposition Policy) of the NYSDOT Transportation Asset Management Guide.
- Notes
  - The steps outlined in Appendix B mirror the steps required by the FTA. The difference is that the point of contact and administration for asset disposal is NYSDOT as opposed to the FTA.
  - The NYSDOT policy for disposing of equipment purchased with 5310 or 5311 contains a specific notification process that differs from that defined by the FTA. The NYSDOT notification process is described in Subsection VII of Appendix B of the NYSDOT Transportation Asset Management Guide (Pages 20-22)

State Operating Assistance (STOA)

Information Source

- Policy Document: State Operating Assistance section of the NYSDOT website
- Link to Policy Document
  - https://www.dot.ny.gov/divisions/policy-and-strategy/public-transportation/funding-sources/STOA

Key Procedural Steps

No action is required in direct response to CitiBus ceasing operations with regards to STOA. UCAT will continue to report data to NYSDOT via the current procedure. NYSDOT will continue to use the pre-established formula for allocating STOA UCAT.

Section 18-b Local Match Payments

Information Source

- Policy Document: New York State Transportation Law Section 18-b, Part 975
- Link to Policy Document
  - https://www.dot.ny.gov/divisions/policy-and-strategy/public-trans-respository/stoarr.pdf
- Key Section: 975.13 – Matching Payments (Page 19)

Key Procedural Steps

- From the perspective of New York State, no action is required on the part of UCAT in direct response to CitiBus ceasing operations with regards to how UCAT provides 18-b local match payments to the State. UCAT will continue to follow current policies and procedures for providing 18-b matching payments to the New York State.
- While the procedure for providing 18-b matching payments to New York State will not change, the amount of those payments will increase if UCAT increases service in response to CitiBus ceasing operations. Ulster County will need to determine how to generate the funds necessary to provide this increase in the required local matching payment.

Accelerated Transit Capital

Information Source

- Information regarding Accelerated Transit Capital (ATC) was obtained via a conversation with NYSDOT personnel.

Key Procedural Steps

CitiBus's responsibilities regarding ATC funds depend on whether or not CitiBus has any remaining ATC funds at the time it ceases operations.

If CitiBus does not have any ATC funds remaining at the time it ceases operations then no action will be required.

If CitiBus does have ATC funds remaining at the time it ceases operations, then NYSDOT indicates that CitiBus should consult with NYSDOT on how to manage those remaining funds.

With NYSDOT approval, CitiBus may use any remaining ATC funds for eligible purposes between now and the time it ceases operations.

Vehicle Inspections

Information Source

- Policy Document: Bus Inspection Program section of the NYSDOT website
- Link to Policy Document
  - https://www.dot.ny.gov/divisions/operating/osss/bus/inspection

Key Procedural Steps

- CitiBus will no longer be responsible for vehicle inspections upon ceasing operations and disposing of its vehicles.
- No change in vehicle inspection procedures will be required by UCAT in direct response to CitiBus ceasing operations. UCAT will continue to execute its vehicle inspection program via the current procedure. If UCAT assumes ownership of any CitiBus vehicles, then those vehicles will be subject to the same inspection procedures as current UCAT vehicles.

System Safety Program Plan (SSPP)

Information Source

- Policy Document: New York State Public Transportation Safety Board System Safety Program Plan Guidelines for Small to Medium Size Bus Systems
- Link to Policy Document
  - https://www.dot.ny.gov/divisions/operating/osss/ptsb/bus/program-guidelines
  - https://www.dot.ny.gov/divisions/operating/osss/ptsb-repository/2010%20SSPP%20Small-Meduim%20Guide.pdf
- Key Sections:
  - Section 6 – Plant Equipment and Facilities (Pages 7-8)
  - Section 17 – Safety Tests and Inspections (Pages 22-25)

Key Procedural Steps

- If UCAT does not acquire or assume use of any CitiBus facilities or equipment then no action is required.
- If UCAT acquires or assumes use of any CitiBus facilities or equipment then UCAT will need to update its SSPP to include the new facilities and/or equipment.
  - The information UCAT will need to provide and the activities in which UCAT will need to engage to update the SSPP to reflect the new facilities and/or equipment are detailed in Sections 6 and 17 of the New York State Public Transportation Safety Board System Safety Program Plan Guidelines for Small to Medium Size Bus Systems.
- If UCAT takes over existing CitiBus bus stops or adds additional bus stops then UCAT will need to update its SSPP to encompass these new bus stops and will need to ensure the new bus stops conform to the standards contained in their updated SSPP.
  - The information UCAT will need to provide and the activities in which UCAT will need to engage to update the SSPP to reflect the new bus stops are detailed in Sections 6 and 17 of the New York State Public Transportation Safety Board System Safety Program Plan Guidelines for Small to Medium Size Bus Systems.

Bus Stop Signs and Shelters on Private Property

Information Source

- Information regarding bus stop signs and shelters was obtained via a conversation with NYSDOT personnel.

Key Procedural Steps

- If UCAT does not assume use of any existing CitiBus bus stops that are located on private property as a result of CitiBus ceasing operations then no action is required.
- If UCAT wishes to use CitiBus bus stops that are located on private property then it should do the following:
    - Identify CitiBus bus stops to be used by UCAT that are on private property.
    - Determine if there are written agreements between CitiBus (or the City of Kingston) and the owners of the property where those bus stops are located governing CitiBus's use of that property.
    - If there are written agreements for CitiBus bus stops located on private property that UCAT wishes to use, then UCAT (or Ulster County) should obtain written permission from the property owners to allow UCAT to use those bus stops.

Appendix E: Public Feedback

UCTC solicited public feedback regarding the proposed Transit Systems Integration Plan. Members of the public provided feedback via public meeting comment cards, e-mail, letter, and phone.

UCTC received a total of 18 feedback submissions from 16 people. A number of the submissions contained multiple comments. The 18 submissions contained a combined total of 65 comments.

The 65 comments are listed below in verbatim form. The comments are grouped into 11 categories of 2 or more comments, along with 12 miscellaneous comments.

Routing

- There should be a Citibus or UCAT line/route/hub in midtown area that connects the three lines (red, yellow, blue)
- Add a route on Henry Street and O'Neil that runs north-south and provides access to east and west wings of the city
- Uses service for shopping and to Kingston
- Loss of service on "B" at various apartments (Stony Run, Dutch Valley, Fairview, Fairmount Estates, Camelot Manor, Parkview Terrace)
- Bus routes have to connect with apartment complexes and on Lucas Avenue (parks, playground, fields, Dietz Stadium, pool) - Lucas Ave not in plan
- Washington Avenue is not fully addressed
- Look at main spine routes with connecting smaller buses
- We have three main areas (Uptown, Midtown, Rondout) and cannot isolate people
- Areas outside of Yellow, Blue, Red Routes require calling 24 hours in advance
- Need an express route from Uptown - Hannafords down to the Strand via Broadway - every 15 to 20 minutes - as major spine
- Mall route on weekdays takes too long - need more direct route (Saturday schedule is better)
- No service anywhere near Aldis
- Sees six bus lines, as follows:
    - Broadway bus would connect Hannafords, Clinton Ave to Albany Ave to Broadway, Gov. Clinton Apts, Yosman Towers, UPAC, Kingston HS, etc
    - Albany Ave bus would connect Hannafords, Clinton, Albany and Ulster Ave to Dollar Tree and come back some way
    - Mall bus would follow Albany Ave route but would swing up to 7 Greens, Sunset Gardens, welfare motels and loop around all the malls, to Adams
    - Lucas Ave/Hurley Ave bus to UCCC, stopping at apartment complexes along the way
    - Wilbur Avenue bus Hannafords, Washington Ave, jail, Family Practice, Golden Hill, the dump, Wilbur to the Strand, and in season to Kingston Point
    - Line for service to subsidized housing- Stuyvesant, Gov Clinton, Wynkoop

Apts, 7 Greens and connecting to other lines with cheap transfers, low fares

- Provide bus service around the areas with restaurants and bars to allow people to go out without having to drive home
- Concern about busses not driving into housing authority complexes to pick up passengers (note: busses will continue to go into complex to pick up passengers as they currently do).
- Friend at Golden Hill who uses paratransit; drivers are wonderful, easy to schedule door-to-door service. Don't change this.
- I have tried to use County transport to go outside the City of Kingston but did not get messages returned - transport only for medical

Service Frequency

- SUNY student -UCAT/Citibus schedules result in long commute times to and from campus
- Need more frequent service, discounted fares for college students, and better schedule coordination
- Long afternoon break is a problem for users of system; with new service, eliminate break
- Wait times are too long during lunch and afternoon breaks
- Prior to being registered in the system for medical and shopping trips, schedules were unreliable with long delays and long walks home
- Need continuous service without interruption
- Likes the proposal for 30 minute headways
- Need more, smaller busses with more frequency on greater number of routes with possibility of not needing CDAC drivers and filling lunch service gap
- Service frequency/schedules to UCCC are problematic

UCAT

- UCAT user who appreciates drivers helping with bags, lowering ramp, etc.
- Concerned about UCAT service in Ellenville
- Concern about the service in Ellenville -- don't want Ellenville service to change
- Woodstock resident rides UCAT regularly and Citibus on occasion - comments relate primarily to UCAT service in Woodstock.
- UCAT service between Woodstock and Saugerties is problematic and should be more frequent; service is indirect and requires transfers

Weekend Service

- Want expanded weekend schedules/service
- Sunday service needed for church services
- Would like to see service running later on Saturdays
- Need Sunday service to Church
- More frequent UCAT service is needed on Saturdays and lack of Sunday service is problematic

Information

- Can't get in touch with Citibus to figure out when bus comes (lack of schedules and not timely service)
- Need better placement, visibility of public schedules
- Post notices when all busses are not running
- People need help getting information and should be able to call the office after 3pm (all days)

Outreach
- City Council need to meet with constituents and it needs to be easier to get to meeting places via bus
- Future meetings need to be at times and places that are more convenient for those who ride the bus
- People will buy into the system if they see that it is working and is professional. Market system and provide incentives for local employees.
- You need more outreach at different locations like: Public Library, Dutch Reformed Church for examples but other areas of the city that can reach out.

Bus Stops
- Physical improvements are needed at the Plaza - it's a deplorable situation and should be addressed
- Fix shelter at Kingston Plaza and add shelters at strategic locations
- Bus stops need better lighting and shelter

Bicycles
- More bike racks on buses
- More places for bikes are needed - covered, secure bike parking is needed in the Strand, off Delaware, Broadway, Hannafords

Demand Response
- On the demand response route, you need a more direct explanation of what will get one closest to one's home or major corridor
- Would like to see demand response service available to the public in absence of any direct, regular service

Supplemental Service
- Uber or lyft without public transit is disconcerting
- The call in situation can't be like Uber or Lyft but more transparent and fluid in your planning

Miscellaneous
- Citibus does not offer half off fares for college students (only seniors and high school students)
- Have waited more than hour for the bus; safety is a concern when you have to wait that long
- Need to improve communication between UCAT and Citibus drivers

- Does not want service to change - it's excellent
- Looking forward to positive changes!
- Partner with Ulster County Aging and Kingston Parks to pair seniors up to make riding the bus easier and more doable
- Labor agreements between the two locals; although I want to see that the city bus drivers do not lose their jobs, other issues of negotiations should be left between the mayor, Ulster County (County executive's office) and union
- If you want tourism than you need a full-functioning transportation system. It is not just for "poor people" but also for all in the community.
- Need child safety seats on buses
- Advertise local businesses to support bus system
- More accommodations for strollers on buses and more luggage space overall
- All buses handicapped accessible

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