

# SOUTHWEST REGION RURAL TRANSIT PLANNING

## A SURVEY OF TRANSIT MANAGEMENT STRUCTURE AND PRACTICES



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# 1 - INTRODUCTION

Across the country, transit agencies come in all shapes and sizes. From their administration and supervision hierarchy to their jurisdictional boundaries and staff sizes, each transit agency carries with it its own unique characteristics. This report is intended to create some order out of these varying agency structures and provide an overview of the general types of transit management models. For the sake of brevity and clarity this report will group transit agencies into one of the following five models:

1. Private, Non-profit Human Service Agency Providing Public Transportation
2. Private, Non-profit Transit Agency
3. Municipal Transit Authority
4. Regional Transit District
5. Private, For-profit Transit Company

This report was developed to serve as background information for local stakeholders as they begin to discuss transit management options for the City of Keene. This report should not, however, be considered a complete resource for information on transit management models. This report is intended to provide an objective overview of transit agency structures and should not be viewed as recommending one management model over another.

This report is organized into the following sections:

- **National Survey of Rural Transit System Operations:** This section presents selected results from a national study of rural transit providers conducted by the Federal Transit Administration. The results profile the make-up and structure of rural transit providers in the northeast and across the country.
- **Overview of Transit Management Models:** This section provides profiles of the five identified transit management models. Each profile contains a model overview, State and Federal requirements, typical management structures, and a listing of the model's advantages and disadvantages.
- **Rural Transit Agency Funding Sources:** This section presents an overview of rural transit agency funding trends and provides detailed information on Federal, State, local and human service agency funding sources available to rural transit providers.
- **CityExpress Management Model:** This section provides an overview of the current CityExpress management structure in Keene under Home Healthcare, Hospice and Community Service (HCS).
- **Transit Provider Profiles:** This section profiles the management and operational characteristics of transit agencies in New Hampshire and around the country. An attempt has been made to select agencies that demonstrate unique organizational or management characteristics.

As part of the Planning Commission's ongoing rural transit planning initiative, this report follows the *CityExpress Service Expansion Study* which was completed in 1999, the *CityExpress Cost/Benefit Analysis* which was completed in 2001, and the *City of Keene Transportation Center Evaluation* report which was completed in 2002.

## 2 – SURVEY OF RURAL TRANSIT MANAGEMENT

To better understand the nature of rural public transit, the US Federal Transit Administration conducted a survey of rural transit providers and published their results in a report entitled, *Status Report on Rural Public Transit in America*.<sup>1</sup> For the purposes of their report, a rural area was defined as any place with less than 50,000 residents.

The five transit management models introduced in the previous section are characterized as three models in the FTA survey results as follows:

1. Nonprofit Agency = the private non-profit human service agency and private non-profit transit agency models
2. Public Body = the municipal transit authority and regional transit district models
3. Private Company = private company model.

A brief summary of the FTA report’s results is presented below to help establish a better understanding of rural transit agency make-up across the country.

### Transit Management Survey Results

Table 1 shows a breakdown of rural transit providers by agency type (public body, nonprofit agency, or private company) in the northeast and nationwide. The results show that in the northeast, and across the country to a somewhat lesser extent, a significant majority of transit agencies are organized as public bodies. The second most common provider type is the non-profit agency which accounts for over a third of all transit providers nationwide, but only a quarter of providers in the northeast.

**TABLE 1:  
Rural Transit Providers by Type**

<b>Type:</b>	<b><u>Northeast</u></b>		<b><u>Nationwide</u></b>	
	<b><u>Total</u></b>	<b><u>%</u></b>	<b><u>Total</u></b>	<b><u>%</u></b>
Public Bodies	81	68%	662	59%
Nonprofit Agencies	29	24%	428	38%
Private Companies	10	8%	39	3%

Source: Status Report on Rural Public Transit in America, FTA, 1994

Table 2 shows a breakdown of rural transit providers by service area (city or town, county, and multi-county/regional) for the northeast and nationwide. The results show that over half of all rural transit agencies provide service at the county level and just over a quarter provide service at the city or town level. The remaining one-fifth of the transit providers serve multi-county areas. Of those providers serving multiple counties, the average number of counties served is 3 in the northeast and 5 counties nationwide.

<sup>1</sup> Rucker, George, "Status Report on Rural Public Transit in America", Community Transportation Association of America, prepared for US Federal Transit Administration Rural Transit Assistance Program, December 1994, <http://www.fta.dot.gov/library/program/rurlstat/rurlstat.html>

**TABLE 2:  
Rural Transit Providers by Service Area**

<b>Type:</b>	<b><u>Northeast</u></b>		<b><u>Nationwide</u></b>	
	<b><u>Total</u></b>	<b><u>%</u></b>	<b><u>Total</u></b>	<b><u>%</u></b>
City/Town	34	28%	303	26%
County	62	54%	591	52%
Multi-County/Regional (Avg. # of Counties)	22 (3)	18%	244 (5)	21%

Source: Status Report on Rural Public Transit in America, FTA, 1994

Table 3 shows a breakdown of rural transit provider type by service area. Although the public entity is the predominant model for rural transit providers nationwide and at the municipal level, service providers are more evenly distributed between public and non-profits at the county and regional levels.

**TABLE 3:  
Type of Rural Transit Provider by Service Area - National**

	<b><u>City/Town</u></b>		<b><u>Countywide</u></b>		<b><u>Multi-County</u></b>		<b><u>U.S</u></b>	
	<b><u>Total</u></b>	<b><u>%</u></b>	<b><u>Total</u></b>	<b><u>%</u></b>	<b><u>Total</u></b>	<b><u>%</u></b>	<b><u>Total</u></b>	<b><u>%</u></b>
Public Body	240	80%	325	56%	96	41%	662	59%
Non-profit	44	15%	250	43%	134	57%	428	38%
For-profit	17	6%	8	1%	6	3%	39	3%

Source: Status Report on Rural Public Transit in America, FTA, 1994

Table 4 shows a breakdown of rural transit provider revenue sources by agency type. For public agencies, over half of their revenue comes from state and local funding sources. For non-profit agencies, the average state and local contribution is much lower, at 21%. While human service programs account for only 5% of public transit agencies' revenue, they account for nearly 30% of total revenue for non-profit transit agencies.

**TABLE 4:  
Revenue Sources of Rural Transit Provider by Agency Type - National**

<b>Source:</b>	<b><u>Public</u></b>	<b><u>Non-Profit</u></b>	<b><u>Total</u></b>
Federal	20%	30%	24%
State/Local	52%	21%	40%
Human Service Programs	5%	29%	14%
Fares/ Contributions	17%	11%	15%
In-Kind	1%	3%	2%
Other	5%	6%	5%
(Number of Providers)	(662)	(428)	(1,147)

Source: Status Report on Rural Public Transit in America, FTA, 1994

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Table 5 shows a breakdown of rural transit provider average staff size by agency type. The only significant difference of note between public and non-profit transit providers is the average number of volunteers each employs. While, on average, public transit agencies employ two volunteers, non-profit agencies employ an average volunteer staff of nine. On average, a rural transit agency has a full-time staff of seven, a part-time staff of seven and five volunteers.

**TABLE 5:**  
**Average Staff Size of Rural Transit Provider by Agency Type - National**

	<u>Public</u>	<u>Non-Profit</u>	<u>Total</u>
Full-time	7	8	7
Part-time	7	7	7
Volunteers	2	9	5

Source: Status Report on Rural Public Transit in America, FTA, 1994

The ability to purchase or rent administrative and maintenance facilities can prove to be a significant consideration for a transit agency. Table 6 shows the status of rural transit facilities by agency type. Just under half of all public agencies and nearly 80% of non-profit agencies do not own or rent a maintenance facility. In terms of operational facilities, public agencies are more likely to own their facilities while non-profit agencies are more likely to rent space.

**TABLE 6:**  
**Status of Rural Transit Facilities by Agency Type - National**

	<u>Public</u>	<u>Non-Profit</u>
<b>Maintenance Facilities</b>		
Owned	40%	13%
Rented	12%	9%
None	48%	78%
<b>Operational Facilities</b>		
Owned	66%	44%
Rented	34%	56%

Source: Status Report on Rural Public Transit in America, FTA, 1994

### **3 - TRANSIT MANAGEMENT MODEL OVERVIEW**

From the way that transit agencies are established and their decision-making structure, to their jurisdiction and funding sources, a wide range of variability exists in transit agencies nationwide. For comparison, evaluation, and discussion purposes, we have grouped transit agencies into the following five models:

- Private, Non-profit Human Service Agency Providing Public Transportation
- Private, Non-profit Transit Agency
- Municipal Transit Authority
- Regional Transit District
- Private, For-profit Transit Company

It should be noted that the profiles below are generalizations of certain transit management models and are not meant to characterize any particular transit agency or agencies.

The Americans with Disabilities Act of 1990 requires that all public transit agencies (such as municipal transit authorities and regional transit districts) offering fixed route bus service must also provide paratransit service (usually vans and small buses) for people with disabilities who cannot use the fixed route bus service. This paratransit service must be available in at least a one and a half mile buffer around each fixed transit route.

#### **1. Private, Non-profit Human Service Agency Providing Public Transportation**

The private, non-profit human service agency model generally provides service to both the general public and the special-needs community typically served by human service agencies. These non-profit organizations are usually governed by a board of directors. In many instances, the corporation or organization running the transportation system is a subsidiary of the larger human service agency. In these instances, the governing board of directors' interest and expertise tend to extend beyond the management and operation of a transit system, since their role is overseeing the operations of the entire human service agency. To improve their technical oversight, some human service agencies may make use of a transit advisory committee or citizen advisory committee. These advisory groups, made up of representatives from the business community, environmental interests, and local citizenry, can be used to help guide the board in transit system planning and management. The human service agency may choose to either operate and maintain the transit system themselves or contract out operation and maintenance of the system to a third party.

##### ADVANTAGES:

- Most knowledgeable about special needs community
- Broader human service agency can accommodate many of the human resources and accounting tasks necessary to operate a public transportation system

- Most closely tied to human service organizations for funding and contributions

### OTHER CONSIDERATIONS:

- Board of directors often made up of stakeholders outside the realm of public transportation
- Board of directors may want to focus service on special needs community
- FTA currently determining whether non-profit providers should be held to same Federal accessibility requirements as public transit agencies to provide equivalent paratransit service

## **2. Private, Non-profit Transit Agency:**

The private, non-profit transit agency model is similar to the human service agency model described above, except that this agency's sole purpose is to operate and manage a public transportation system. The governing board of directors, therefore, is typically comprised of members selected to oversee the operation of the transit system. The board of directors is generally made up of representatives from towns served by the transit service, major area employers, local colleges and universities, hospitals, and human service agencies. Depending on the make-up of the board of directors, the agency may also convene a transit advisory committee or citizen advisory committee. These advisory groups, made up of representatives from the business community, environmental interests, and local citizenry, can be used to help guide the board in transit system planning and management. The transit agency may choose to either operate and maintain the system themselves or contract out operation and maintenance of the system to a third party.

### ADVANTAGES:

- Sole focus is management and operation of public transportation system
- Board of directors can be made up entirely of public transportation stakeholders
- Flexibility in service/coverage area

### OTHER CONSIDERATIONS:

- Requires separate human resources, accounting, and fleet management staff and facilities
- May not be as well informed about the special needs community
- May not be as closely tied to human service providers for funding and contributions
- FTA currently determining whether non-profit providers should be held to same Federal accessibility requirements as public transit agencies to provide equivalent paratransit service

## **3. Municipal Transit Authority**

New Hampshire RSA 38-A, enacted in 1963, gives a town or city the power to incorporate a public authority for the purpose of owning and operating a public transportation system. A municipal transit authority provides service in only one town or city (or, in limited circumstances, service just outside the town or city limits).

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A municipal transit authority may choose to contact out operations of the system to a third party. RSA 38-A states the following terms and requirements for a municipal transit authority<sup>2</sup>:

- *Incorporation:* A municipal transit authority is created by adoption of articles of incorporation by the city council or selectmen, by the same procedure as the city or town enacts ordinances.
- *Governing and Administrative Body:* The authority shall be composed of 5 members who shall be appointed by the board of selectmen or city council. The authority may appoint a general manager to work under the authority's general control.
- *Powers and Duties of the Authority:* The authority may enter into contracts, apply for and accept loans and grants, make all rules and regulations governing the operation of the system, and issue bonds.

### ADVANTAGES:

- Can utilize existing municipal services such as human resources, accounting and fleet services
- Sole focus is managing and operating a public transportation system
- Can issue bonds to help fund system improvements
- Board and staff members are ultimately accountable to voting public

### OTHER CONSIDERATIONS:

- State legislative requirements for incorporation, management, and board make-up
- Federal requirements for public transit agency including the provision of equivalent paratransit service
- Service limited to city or town boundary
- May not be as closely tied to human service providers for funding and contributions

#### **4. Regional Transit District:**

New Hampshire RSA 38-B, enacted in 1996, enables cities and towns to join together to establish a regional transit district by vote of the local legislative body. A regional transit district is typically formed when a group of adjoining towns or cities wants to join together and create a regional transit system. RSA 38-B goes on to state the following terms and requirements for a regional transit district<sup>3</sup>:

- *Establishment of District:* The regional planning commission with jurisdiction over the proposed area must first make a recommendation to form the regional transit district. Following the planning commission's recommendation the selectmen or mayor of each municipality intending to join the district must receive approval at the next annual or special town meeting, or city council meeting.
- *Regional Transit District Board:* The selectmen or city council of each member city or town shall appoint members to the board based on the municipality's

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<sup>2</sup> Excerpts from New Hampshire Revised Statutes Annotated, Title III, Chapter 38-A

<sup>3</sup> Excerpts from New Hampshire Revised Statutes Annotated, Title III, Chapter 38-B



population – from five representatives for towns over 50,000 to two representatives for towns with a population under 10,000. The district board shall adopt bylaws governing board membership, terms of office, officers, and other issues of the structure and procedures of the board.

- *Powers and Duties of the District:* The authority may enter into contracts, adopt rules governing the operation and affairs of the district, and employ officers and staff as necessary.

### ADVANTAGES:

- Involves multiple municipalities and stakeholders in public transportation provision
- Ability to provide regional transit service
- Could utilize existing municipal services such as human resources, accounting and fleet services
- Sole focus is managing and operating a public transportation system
- Board and staff are ultimately accountable to voting public

### OTHER CONSIDERATIONS:

- State legislative requirements for incorporation, management, and board make-up
- Federal requirements for public transit agency including the provision of equivalent paratransit service
- May not be as closely tied to human service providers for funding and contributions

## **5. Private, For-profit Transit Company**

The private, *for-profit* transit company differs significantly from the management models listed above in that this transit agency operates as a for-profit company. As such, transit agencies of this type often have a governing board of directors elected by company shareholders. For-profit transit agencies such as Greyhound, Vermont Transit, and Concord Trailways typically serve large regions or, in the case of Greyhound, national coverage areas. For-profit transit agencies can utilize public funds for certain capital investments such as buses and other equipment, but rely primarily on their own revenue for operations and other capital investments.

### ADVANTAGES:

- Can involve multiple municipalities and stakeholders in public transportation provision
- Ability to provide regional transit service
- Sole focus is managing and operating a profitable public transportation system

### OTHER CONSIDERATIONS:

- Profit motive may make thorough coverage unfeasible
- May not be as closely tied to human service providers for funding and contributions
- Does not provide local transit service

## 4 – RURAL TRANSIT AGENCY FUNDING SOURCES

This section presents an overview of rural transit agency funding trends and detailed information on Federal, State, local and human service agency funding sources available to rural transit providers.

### Revenue Sources and Funding Patterns:

Based on a 2001 Federal Transit Administration report entitled *Status of Rural Public Transportation – 2000*<sup>4</sup>, the following revenue source and funding pattern trends were noted for 142 rural (i.e. areas under 50,000 population) public transportation systems in 2000:

- Average operating budget = \$822,966
- Average operating budget for public agencies = \$1,004,263
- Average operating budget for private non-profit agencies = \$450,358
- Fares account for 18% of total operating revenue
- Federal rural transit funds (Section 5311) account for 15% of operating revenue
- State funds account for 23% of total operating revenue
- Local funds account for 21% of total operating revenue

Table 6 below shows a breakdown of operating revenue sources for rural transit providers in 2000. While state and local transit funds accounted for 52% of public agency operating revenue, they account for only 7% of non-profit agency operating revenue. Conversely, non-profit agencies generally rely much more heavily on Federal transit funds and human service programs to fund their system than public agencies.

**TABLE 6**  
**Sources of 2000 Operating Revenue – Rural Transit Providers**  
*(Based on sample of 142 rural transit agencies)*

Funding Source	<u>Public Agencies</u>	<u>Non-profits</u>	<u>Total</u>
State Transit Funds	27%	5%	23%
Local Transit Funds	25%	2%	21%
Federal Transit Funds (Section 5311)	12%	29%	15%
Passenger Fares	20%	12%	18%
Human Services Programs <i>(see Table 7 for detail)</i>	13%	27%	15%
In-Kind Contributions	1%	1%	1%
Other Revenues	10%	22%	12%

Source: Status of Rural Public Transportation, FTA, 2000  
 Sample does not include private transit providers

### Overview of Rural Transit Funding Sources:

<sup>4</sup> *Status of Rural Public Transportation – 2000*, prepared for the Federal Transit Administration by the Community Transportation Association of America, April 2001, <http://www.ctaa.org/ntrc/rtap/pubs/status2000/>

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This section provides a brief overview of the more common sources for rural transit funding. The funding sources are sorted into the following categories: Federal, Human Services, State/Local, and Other. A more thorough resource for rural transit funding can be found online on the Community Transportation Association of America's Transit funding page at [www.ctaa.org/ntrc/is\\_funding.asp](http://www.ctaa.org/ntrc/is_funding.asp) or the U.S. Catalog of Federal Domestic Assistance found online at [www.cfda.gov](http://www.cfda.gov).

### Federal Transit Funding Sources<sup>5</sup>:

- Nonurbanized Area Formula Transit Grants (FY02 Investment - \$223.4 million): Commonly known by its authorizing legislation as Section 5311, this is a program of formula funding to states for the purpose of supporting public transportation in areas with populations of less than 50,000. Funds may be used to support administrative, capital or operating costs of local transportation providers. States may distribute funding to public, private non-profit or tribal organizations.
- Transit Capital Assistance Program for Elderly Persons and Persons with Disabilities (FY02 Investment - \$84.6 million): Known by its authorizing legislation as Section 5310, this program provides formula funding to states for the purpose of assisting private nonprofit groups and certain public bodies in meeting the transportation needs of elders and persons with disabilities. Funds may be used only for capital expenses or purchase-of-service agreements. States receive these funds on a formula basis.
- Transit Major Capital Grants Program: Commonly known by its authorizing legislation as Section 5309, this program provides capital assistance for new rail and other fixed guideway systems (\$1.1 billion in FY 2002), modernization of rail and other fixed guideway systems (also \$1.1 billion) and for new and replacement buses and facilities (\$619.0 million). Only public bodies are eligible applicants. Note that all funds under this program are allocated to projects specified by members of Congress.
- Congestion Mitigation and Air Quality Program (FY02 Investment - \$1.4 billion): The CMAQ program provides funds for projects that help "non-attainment" areas achieve air quality improvements. Historically, half of these CMAQ funds have been used for bus purchases and various other public transportation investments. Under limited circumstances, CMAQ funds may be used to support the operating costs of public transportation
- Job Access and Reverse Commute Grants (FY02 Investment - \$125 million): This grant program promotes transportation services in urban, suburban and rural areas that assist welfare recipients and low income individuals in accessing employment opportunities. Discretionary grants are awarded to state and local units of government and private nonprofit entities, and may be used for transit operating and capital assistance.

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<sup>5</sup> Excerpts from *Opportunities for Federal Investment*, Community Transportation Association of America, 2002, <http://www.ctaa.org/pdfs/informationstation.pdf>

### Human Services Programs<sup>6</sup>:

- Medicaid (Approximately \$53 million available for transportation): Medicaid is a state-federal partnership that ensures medical assistance to qualified low-income persons and persons with disabilities. States are mandated to provide certain categories of health care, and some chose to expand these benefits as appropriate for their beneficiary population. There is a federal mandate for states to arrange the provision of transportation when necessary for accessing health care, but each state may set their own guidelines, payment mechanisms, and participation guidelines for these transportation services.
- Temporary Assistance for Needy Families (Approximately \$12 million available for transportation): States receive these formula grants, known as TANF, to provide cash assistance, work opportunities, and necessary support services for needy families with children. States may choose to spend some of their TANF funds on transportation and related services needed by program beneficiaries.
- Head Start (Approximately \$5 million available for transportation): Head Start is a program of comprehensive services for economically disadvantaged preschool children. Funds are distributed to tribes and local public and nonprofit agencies to provide child development and education services, as well as supportive services such as transportation. Head Start funds are used to provide transportation services, acquire vehicles and provide technical assistance to local Head Start centers.
- Supportive Services and Senior Centers (Approximately \$41 million available for transportation): Through this program, authorized under Title III-B of the Older Americans Act, funds are awarded by formula to state units on aging for the purpose of providing supportive services to older persons, including the operation of multipurpose senior centers. In turn, state units award funds to area agencies on aging, most of whom use a portion of their funding allocations to help meet the transportation needs of older persons.
- Community Development Block Grants: The CDBG program supports a wide variety of community and economic development activities targeted towards low and moderate income residents, with priorities determined at the local level. Some communities have used CDBG funds to assist in the construction of transportation facilities or for operating expenses and vehicle acquisition for community transportation services.

### State/Local Sources:

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<sup>6</sup> Excerpts from *Opportunities for Federal Investment*, Community Transportation Association of America, 2002, <http://www.ctaa.org/pdfs/informationstation.pdf>

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- Municipal General Expenses: Funds allocated for transit operation in the municipal budget.
- Local Transit Dedicated Taxes/Fees: Can be levied as a percentage of parking revenue, a percentage of general municipal property taxes, or targeted to specific businesses and residences served by public transportation. Local taxation has the potential to provide a relatively steady funding stream. Only public transit authorities and districts have taxation authority.
- Local Businesses and Institutions: Local businesses, educational facilities, and public institutions served by transit may contribute to the operation of the system. Funding may be based on a flat rate, or on a per-stop or per-rider basis.
- Human Service Agency Contributions: Contributions from local human service agency for providing transportation services to their target community.
- State Funding: The State of New Hampshire provides very limited State funding for transit operations.

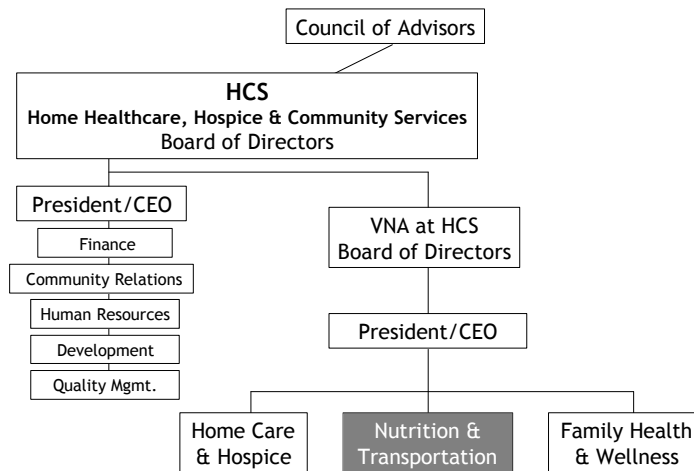
### **Other Sources:**

- Farebox: Revenue received from passenger fares.
- Advertising: Revenue received from local businesses and institutions in exchange for advertising on the inside or outside of the buses or on bus shelters.

## 5 – CITYEXPRESS MANAGEMENT MODEL

Home Healthcare, Hospice, and Community Service (HCS) is the parent corporation in charge of providing fixed route transit (CityExpress) and demand-response transit for elderly and disabled residents (Friendly Bus) in Keene. HCS is a 501(c)(3) non-profit corporation offering a variety of community services such as hospice, rehabilitation therapy, a visiting nurse program, home health aides, meals-on-wheels, adult day care, transportation, and wellness programs throughout southwestern New Hampshire.

Home Healthcare, Hospice, and Community Service Inc.  
(Partial Organizational Chart)



The governing Board of Directors is made up of eighteen representatives and is responsible for overseeing the operations of both HCS and the VNA (Visiting Nurses Association) at HCS. The Board of Directors comprises a wide range of interests and backgrounds. The current board includes attorneys, a CPA, a former state legislator, a nurse, a human resource manager, a community volunteer, homemakers, a physician, and a retired teacher. The Council of Advisors is comprised of approximately 200 elected representatives who volunteer to help HCS by serving on committees or assisting with agency activities such as fundraising efforts. All of the administrative responsibilities, including financial management, human resources, and community relations, take place within the HCS Corporation.

The HCS Board oversees the VNA at HCS, which is also a non-profit corporation. The VNA at HCS is responsible for the Home Care and Hospice program, the Nutrition and Transportation program, and the Family Health and Wellness program.

The public transportation operations occur within the Nutrition and Transportation program. The Nutrition and Transportation program, which is part of the VNA at HCS Corporation, is also responsible for the provision of congregate meals and meals-on-wheels.

The current annual operating budget for the transportation program at HCS totals \$595,000. Provision of the Friendly Bus demand-response service totals \$170,000 annually while the fixed-route CityExpress service totals \$425,000 to provide weekday service on three routes from 6:00 a.m. to 7:30 p.m. HCS currently employs two administrative staff to oversee transit operations. There are currently six full-time CityExpress drivers, two Friendly Bus drivers, one break driver, and one substitute driver. HCS also employs two dispatchers to span the full day of service.

## 6 - Transit Provider Profiles

This section provides a summary profile of the management and operational characteristics of the CityExpress and six other transit providers. The agencies profiled below are sorted by their particular management model and include the area served, number of routes, board make-up and funding information. An attempt was made to select agencies that demonstrate unique organizational or management characteristics.

### CityExpress

<b>Service Area:</b>	Keene, New Hampshire <i>(2000 Population: 22,563)</i>
<b>Number of Routes:</b>	3 (including 1 rubber tire trolley)
<b>Management Model:</b>	Private, Non-profit Human Service Agency Providing Public Transportation
<b>Board Make-up:</b>	The HCS Board is made up of 18 volunteer members.
<b>Funding:</b>	Federal: 23% Local: 30% Fares: 3% Other: 44% <i>(predominately HCS funding)</i>

### Greater Laconia Transit Agency

<b>Service Area:</b>	Lakes Region, New Hampshire <i>(2000 Population: 50,700)*</i>
<b>Number of Routes:</b>	5 (3 permanent, 2 summer trolley routes)
<b>Management Model:</b>	Private, Non-profit Human Service Agency Providing Public Transportation
<b>Board Make-up:</b>	The Board is made up of 6 volunteer members.
<b>Management Notes:</b>	Greater Laconia Transit Agency (GLTA) was incorporated in 1994 as a private, non-profit agency of Lakes Region Community Services Council (LRCSC). Full-time administrative staff of five: Executive Director, Operations Manager, Administrative Assistant, Dispatcher, and Mechanic.
<b>Funding:</b>	Federal: 10% Local: 66% Fares: 4% Other: 20%

### Town and Village Bus

**Service Area:** 8 Towns in Windham and Southern Windsor Counties, Vermont  
(2000 population: 39,500)\*

**Number of Routes:** 7 (Includes 3 shuttles)

**Management Model:** Private, Non-profit Transit Agency

**Board Make-up:** 6 Board members representing towns served

**Organizational Notes:** In July 2000 SEVCA Transportation became Town and Village Transportation Services, Inc., a separate agency no longer under the umbrella of the community action agency, SEVCA, Inc. This transition was necessary due to the growth of both companies.

**Funding:** Federal: 80%  
State: 10%  
Local & Farebox: 10%

### Advance Transit

**Service Area:** 5 Towns in the Upper Connecticut Valley, NH and VT  
(2000 population: 40,500)\*

**Number of Routes:** 9 (Includes 3 shuttles)

**Management Model:** Private, Non-profit Transit Agency

**Board Make-up:** 15 Board members. Each member town appoints representatives.

**Management Notes:** Current board includes representatives from Dartmouth College, Dartmouth-Hitchcock Medical Center and the Regional Planning Commission. In addition, there is an executive committee, a budget committee, a planning committee, and a marketing committee set-up to advise the board on specific issues.

Local donations from major area employers have helped Advance Transit to offer free fares to all of its passengers.

**Funding:** Federal: 48%  
State (VT): 10%  
Local: 41%  
Other: 1%



### Franklin Regional Transit Authority

<b>Service Area:</b>	39 Towns in North Central Massachusetts <i>(2000 Population: 71,500)*</i>
<b>Number of Routes:</b>	4
<b>Management Model:</b>	Public, Regional Transit District
<b>Board Make-up:</b>	Comprised of one member from each of the 39 towns served.  The FRTA operates under Massachusetts General Law Chapter 161B which outlines requirements for transit authorities and regional transit districts in the State of Massachusetts. The law requires all Massachusetts Regional Transit Districts to contact out their system operations to a third party.
<b>Organizational Notes:</b>	Although the FRTA service area is comprised of 39 towns, local revenue accounts for only 6% of total system revenue. A majority of the system funding comes through human service agencies funding routes that serve their target communities.  The FRTA employs an administrative staff of 4 full time and 3 part time positions.
<b>Funding:</b>	Federal: 23% State: 16% Local: 6% Other: 55% <i>(primarily from human services agencies)</i>

### Kingston Citibus

<b>Service Area:</b>	Kingston, New York <i>(2000 population: 23,500)*</i>
<b>Number of Routes:</b>	3
<b>Management Model:</b>	Public, Municipal Transit Authority
<b>Board Make-up:</b>	General manager reports directly to mayor for changes to schedule, routing, fares, etc.
<b>Operational Notes:</b>	The Kingston Citibus is operated within the City of Kingston's planning department. The planning department also oversees the City's paratransit service and the City's summer trolley tour bus.
<b>Funding:</b>	Federal/State: 90% Local: 10%

### **Bangor Bus**

<b>Service Area:</b>	Greater Bangor (ME) Urbanized Area <i>(2000 population: 65,800)*</i>
<b>Number of Routes:</b>	7
<b>Management Model:</b>	Public, Municipal Transit Authority
<b>Board Make-up:</b>	Ultimate budgetary, operational, and staffing decisions rest with the Bangor City Council. The City Council's Government Affairs Committee advises the Council on transit matters. The Bus is operated as a division under the City of Bangor's Executive Department. The Bus Supervisor reports directly to the City Manager.
<b>Managerial Notes:</b>	The Bus serves 5 other communities in addition to the City of Bangor. Each of these communities pays their share for routes that serve their community as well as a percentage of the total system overhead costs. Federal: 27% State: 5%
<b>Funding:</b>	Local: 32% Fares: 31% (Includes University of Maine contributions) Other: 5%

\* The service area population figures are based on US Census data for served towns/counties and may not represent the actual transit-served population.