Dutchess County Coordinated Transportation Services Study

Final Report

URBITRAN REPORT

Submitted to

Poughkeepsie-Dutchess County Transportation Council

Submitted by

Urbitran Associates, Inc.

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Chapter One INTRODUCTION AND BACKGROUND

The present study was initiated by the Poughkeepsie-Dutchess County Transportation Council (PDCTC) on behalf of several of the human service agencies in the County that provide transportation. PDCTC was contacted by one of these agencies for assistance in an effort to expand transportation services in the County. PDCTC convened a group to address issues of transportation coordination among different specialized providers. Subsequently, the decision was made to enlist Urbitran Associates to prepare a study.

1.1 Study Approach

The study has two phases, an exploratory phase and an implementation phase. The exploratory phase analyzes existing conditions and based upon this presents different alternatives aimed at improving transportation in the County. Components of this phase include the following:

- A County Profile, which looks at the socioeconomic characteristics of the County relevant to transit use and identifies key destinations within and outside of the County

- A Transportation Inventory, which involves a thorough description of the major agency-based transportation providers according to their operating and financial characteristics, and an analysis of the County transportation system based upon data collected

- An inventory of other community transportation resources, such as taxi companies and volunteer groups

- A presentation of a range of administrative and service options, taking into account both existing transportation resources as well as identified needs

Subsequent to the development of options, the program participants chose a locally preferred option. The implementation phase of this report takes this option and develops a plan that can be put into place. This includes a specific financial plan, a timeline of action items, and operating details on the selected service modifications and enhancements.

1.2 Goals and Objectives

In order to develop goals and objectives for this study, the consultant relied upon two chief sources: interviews conducted with agencies identified as the major human service transportation providers (as well as one that provides no transportation of its own but relies upon it), and a survey of 30 agencies conducted

in 1999. The following goals and objectives were developed:

Goal # 1 - Increase the availability of transportation service

1a. Ensure that service is available throughout the County and to key destinations outside the County, with an emphasis on non-urban areas where service is presently limited

1b. Increase the days and times during which service is available, including service on evenings and weekends, which is required for many entry level jobs

1c. Increase service that allows individuals to access opportunities outside organized programs and employment, such as recreational and shopping activities

Goal #2 - Improve the quality of transportation service

2a. Increase flexibility of service, allowing individuals to schedule trips with less advance notice and to make those trips when they want to make them

2b. Improve reliability of service

2c. Improve accessibility to vehicles, both for wheelchair-bound individuals and those that otherwise need assistance getting on and off

Objectives

- Fully exploit any opportunities for additional coordination among human service agencies.
- Improve coordination among general public transit providers and between those providers and human service agencies.
- Explore possibilities for coordination with other counties.
- Utilize other transportation resources to supplement core services, provided that they are affordable.
- Investigate opportunities for increasing the flexibility of existing services.
- Investigate opportunities for increasing the reliability of existing services.
- Evaluate wheelchair accessibility of current fleets and recommend strategies for increasing percentage of vehicles that are accessible

Chapter Two COUNTY PROFILE

Dutchess County is located in southeastern New York in the Hudson River Valley. Its county seat, Poughkeepsie, is roughly 65 miles north of New York City. The County, which covers roughly 800 square miles, is comprised of 2 cities, 20 towns and 8 villages. It is surrounded by Columbia County to the north, Ulster and Orange Counties to the west, Putnam County to the south, and Litchfield and Fairfield Counties in the state of Connecticut to the east. Figure 2-1 shows Dutchess County with its municipalities.

This chapter provides a socioeconomic overview of the County, with an emphasis on variables that are relevant to transit use. It also addresses travel patterns and key destinations for present and potential transit users, and finally describes existing transportation infrastructure within the County.

2.1 Socioeconomic Profile

The socioeconomic profile in this chapter provides an analysis of Dutchess County's population in terms of density, income, automobile availability, age, poverty status and mobility status. These variables are useful in determining areas of potential or unmet transit need in the County. Year 2000 census data was available for population at the municipal level and is used in tables where indicated. 2000 census data for other transit indicators profiled below were available at the census tract level and displayed in Figures 2-2 through 2-9.

Population

Population and population density are the most critical factors used to determine the level of transit need in a region. Municipal population and population growth are shown in Table 2-1. According to the U.S. Census Bureau, Dutchess County's population increased by approximately 8 percent during the period from 1990 to 2000, and totaled 280,150 in 2000. This growth rate outpaced the New York statewide growth rate of 5.5 percent. The municipalities with the highest growth rates during this period include the town of Pawling (+33.1 percent) and the town of Beekman (+30.7 percent). In contrast, the town of Amenia (-22.1 percent), the village of Fishkill (-11.3 percent) and the town of Rhinebeck (-3.1 percent) show the highest rates of population decline. The most highly populated municipalities in the County in 2000 include the town of Poughkeepsie (42,777), city of Poughkeepsie (29,871), town of East Fishkill (25,589) and town of Wappinger (22,322).

Table 2-1 lists all Dutchess County communities (including updated figures for Beacon, Beekman, Fishkill, and Milan), with their respective populations and rates of change from 1990.

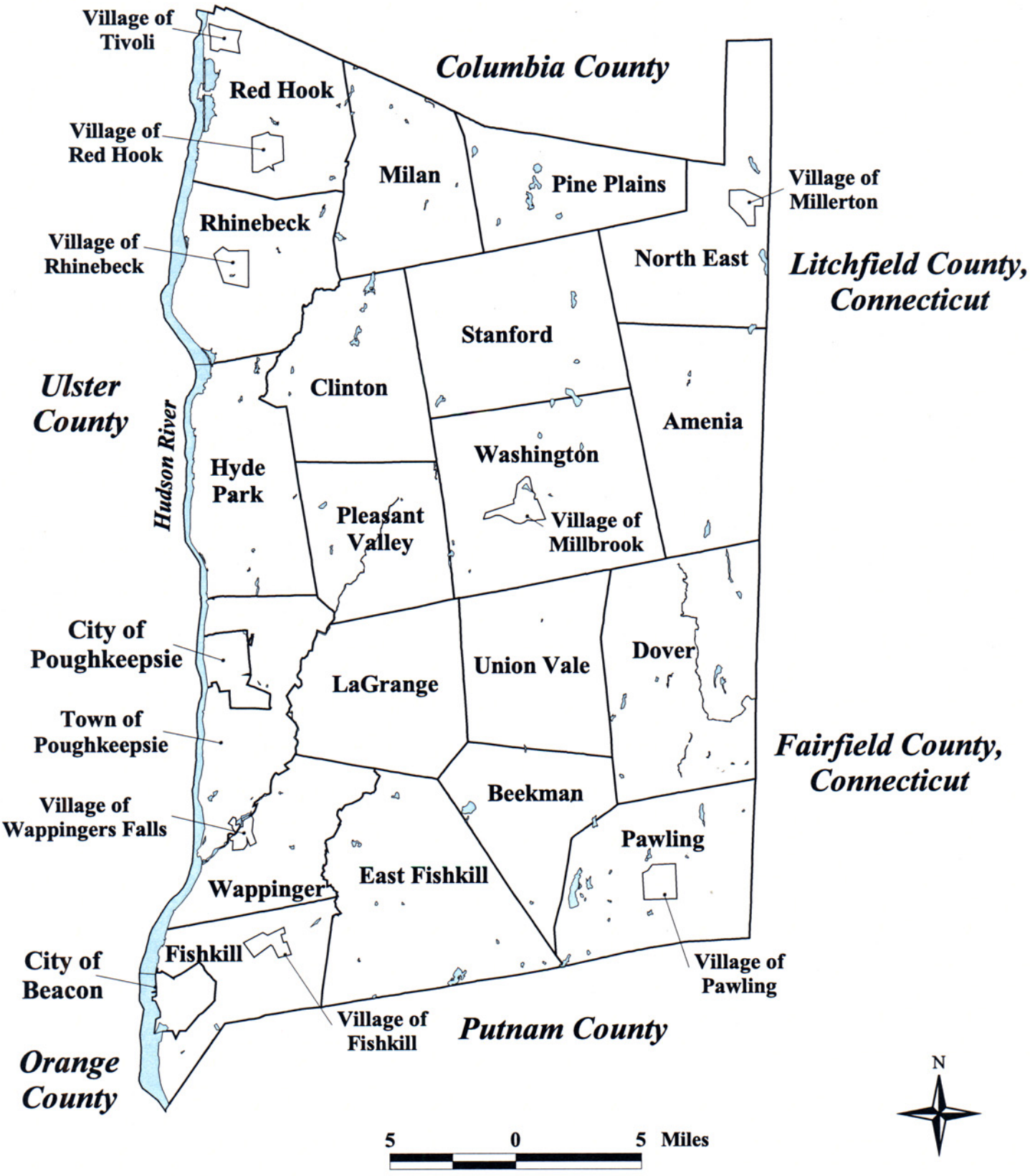

Figure 2-1:
Dutchess County Cities, Towns and Villages

Table 2-1
Municipal Population and Population Change

	Population		Population Change	
	1990	2000	Number	Percent
Dutchess County	*259,462*	*280,150*	*20,688*	*8.0%*
City of Beacon	13,243	16,073	565	4.3%
City of Poughkeepsie	28,844	29,871	1,027	3.6%
Town of Amenia	5,195	4,048	(1,147)	-22.1%
Town of Beekman	10,447	13,655	3,208	30.7%
Town of Clinton	3,760	4,010	250	6.6%
Town of Dover	7,778	8,565	787	10.1%
Town of East Fishkill	22,101	25,589	3,488	15.8%
Town of Fishkill	15,698	16,258	2,825	18.0%
Town of Hyde Park	21,230	20,851	(379)	-1.8%
Town of LaGrange	13,274	14,928	1,654	12.5%
Town of Milan	1,895	2,356	461	24.3%
Town of North East	2,034	2,077	43	2.1%
Town of Pawling	3,973	5,288	1,315	33.1%
Town of Pine Plains	2,287	2,569	282	12.3%
Town of Pleasant Valley	8,063	9,066	1,003	12.4%
Town of Poughkeepsie	40,143	42,777	2,634	6.6%
Town of Red Hook	6,736	7,440	704	10.4%
Town of Rhinebeck	4,833	4,685	(148)	-3.1%
Town of Stanford	3,495	3,544	49	1.4%
Town of Union Vale	3,577	4,546	969	27.09%
Town of Wappinger	22,292	22,322	30	0.13%
Town of Washington	3,140	3,313	173	5.51%
Village of Fishkill	1,957	1,735	(222)	-11.34%
Village of Millbrook	1,339	1,429	90	6.72%
Village of Millerton	884	925	41	4.64%
Village of Pawling	1,974	2,233	259	13.12%
Village of Red Hook	1,794	1,805	11	0.61%
Village of Rhinebeck	2,737	3,077	340	12.42%
Village of Tivoli	1,035	1,163	128	12.37%
Village of Wappingers Falls	4,605	4,929	324	7.04%

Sources: U.S. Bureau of the Census, Dutchess County Department of Planning & Development

Figure 2-2 geographically depicts absolute population by census tract. Because tracts are different sizes, this map does not reflect population density in the County. That characteristic can be seen in Figure 2-3. It reveals that the highest population densities are located in southwestern Dutchess County, specifically in the cities of Poughkeepsie and Beacon. Areas of medium density are present in communities bordering the Hudson River, such as Hyde Park, Wappinger, and Fishkill. In the northern and eastern sections of the County, areas of low density predominate, with some isolated block groups reflecting higher densities, such as the villages of Rhinebeck, Red Hook, Millerton, and Pawling.

Automobile Availability

Automobile availability represents a critical variable in a household's level of transit need. Figure 2-4 displays the distribution of zero car households throughout the County. The figure shows that the highest totals of zero car households by census tract (over 400) are located in the cities of Poughkeepsie and Beacon, and the towns of Fishkill, Poughkeepsie, and Wappinger. Tracts with significant numbers of zero car households are also present throughout the County, including northern and western parts with lower population densities.

Mobility Limitations

Individuals from mobility limited households are restricted in their choices of transportation modes. Mobility limited individuals are those for whom it is difficult or impossible to use traditional transportation facilities without assistance or without modification of those facilities. Figure 2-5 displays the distribution of mobility limited households throughout Dutchess County. The figure shows high numbers of mobility limited households in urbanized areas of Dutchess County, including the cities of Poughkeepsie and Beacon. Outside of these cities, areas with large mobility-limited household populations are distributed throughout the County and include the town of Wappinger and the village of Wappingers Falls, as well as the towns of Hyde Park, LaGrange, Stanford, Union Vale, North East and the village of Millerton.

Income

Income and poverty level significantly affect an individual's transit need. Data from the U.S. Bureau of Economic Analysis indicate that the median individual income in Dutchess County was $30,822 in 1999; this represents an increase of 36.9% over the 1990 median income level of $22,514. Figure 2-6 shows the distribution of median income levels throughout Dutchess County in 1990; the figure shows that areas with income levels between $0 to $25,000 are concentrated in downtown Poughkeepsie, specifically in the areas around Main Street and Parker Avenue. Lower average income levels are also evident in specific areas of Hyde Park, the town of Poughkeepsie, Beacon, Fishkill, Amenia and Dover. Areas of slightly higher income ($25,001-$45,000), are spread throughout Dutchess County, including the towns of Amenia and Dover in the east, the village of Millbrook and its surrounding area, and the western regions of Fishkill and

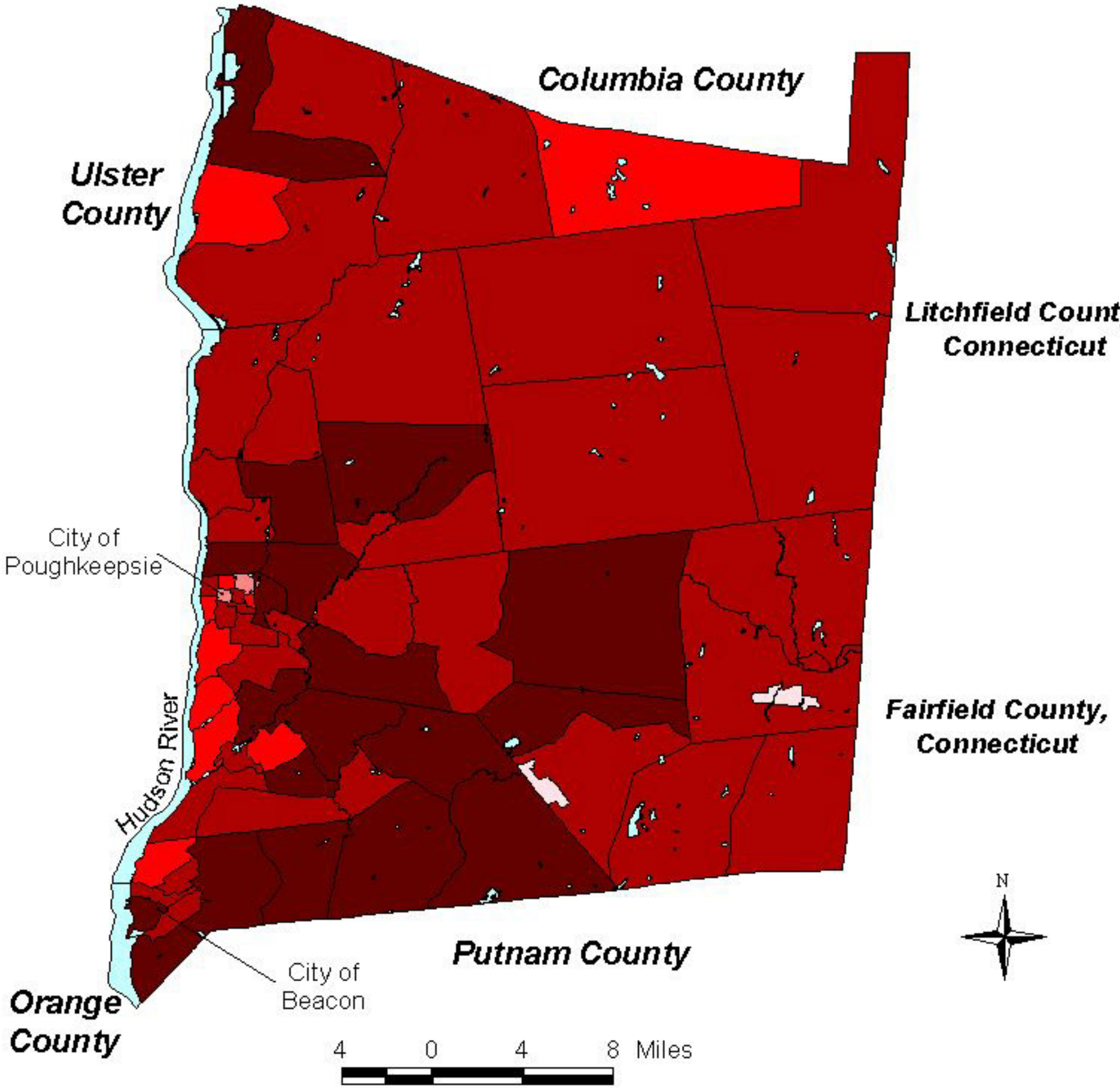

Figure 2-2: Demographic Indicators Population (Absolute)

LEGEND
Population

- 0 - 1000
- 1001 - 2000
- 2001 - 3000
- 3001 - 5000
- 5001 - 9000

Source: U.S. Census Bureau, 2000 Census of Population and Housing

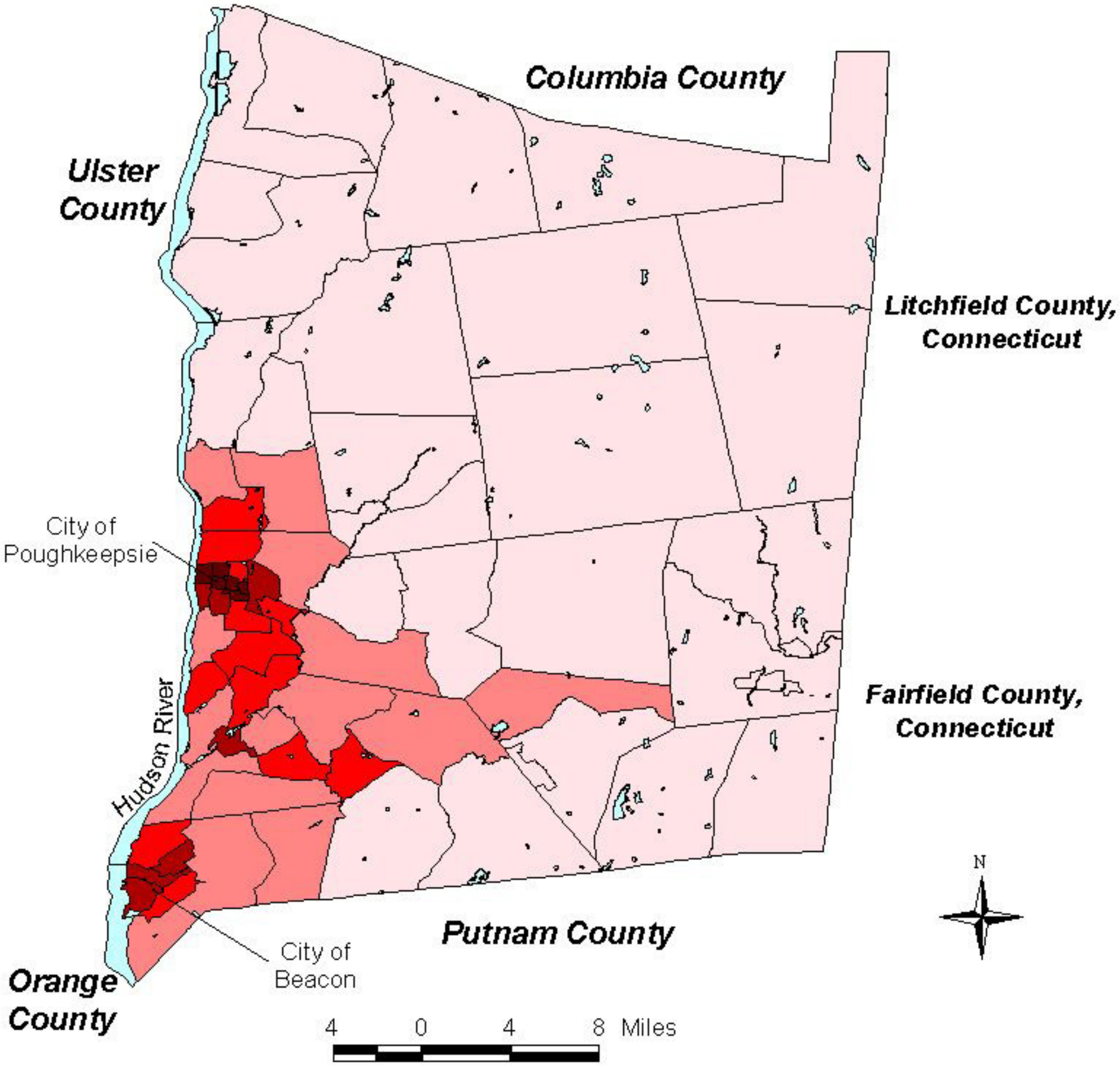

Figure 2-3: Demographic Indicators Population Density

Source: U.S. Census Bureau, 2000 Census of Population and Housing

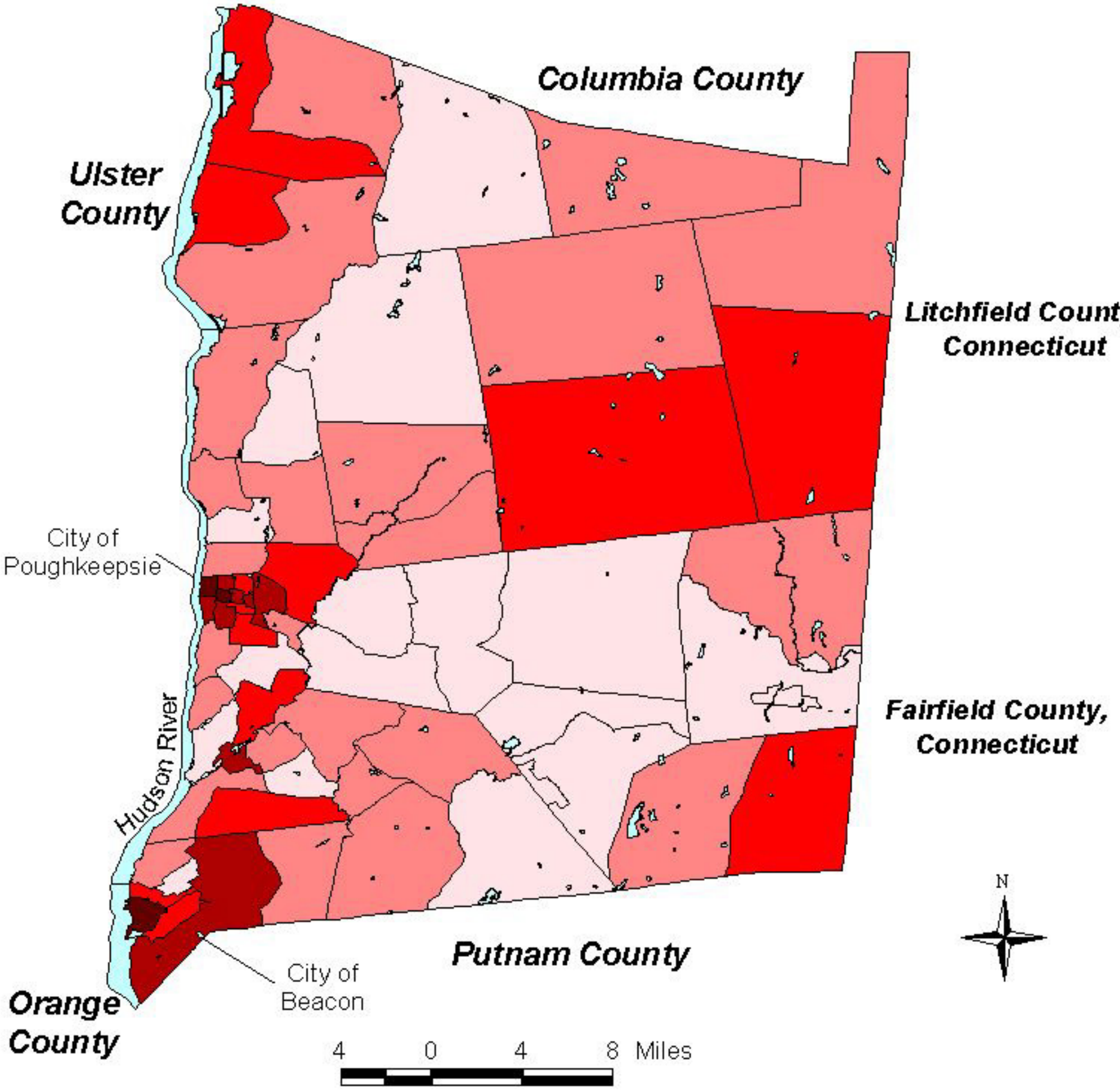

Figure 2-4: Demographic Indicators Zero Car Households

Source: U.S. Census Bureau, 2000 Census of Population and Housing

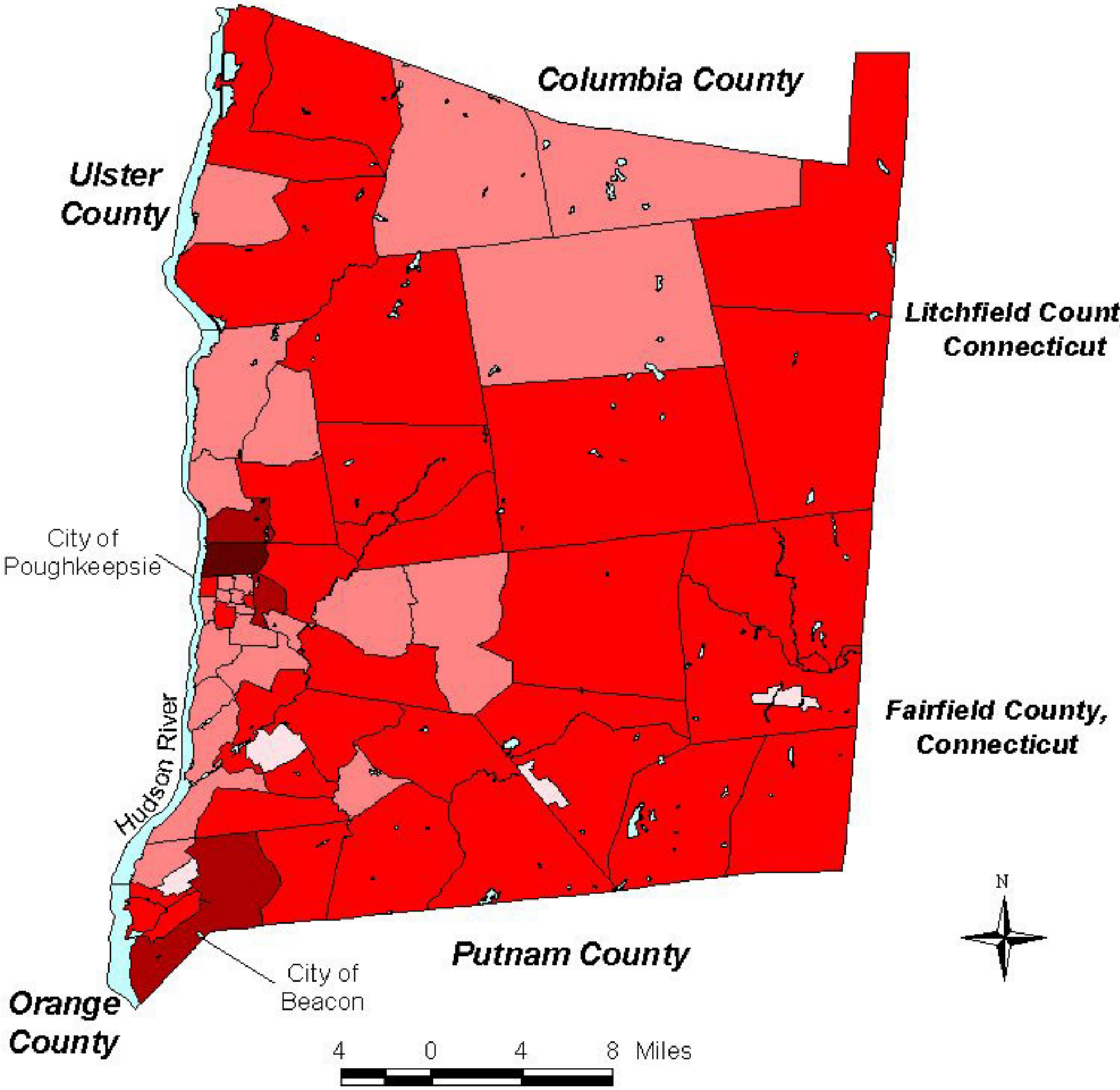

Figure 2-5:
Demographic Indicators
Mobility Limited Population

Source: U.S. Census Bureau, 2000 Census of Population and Housing

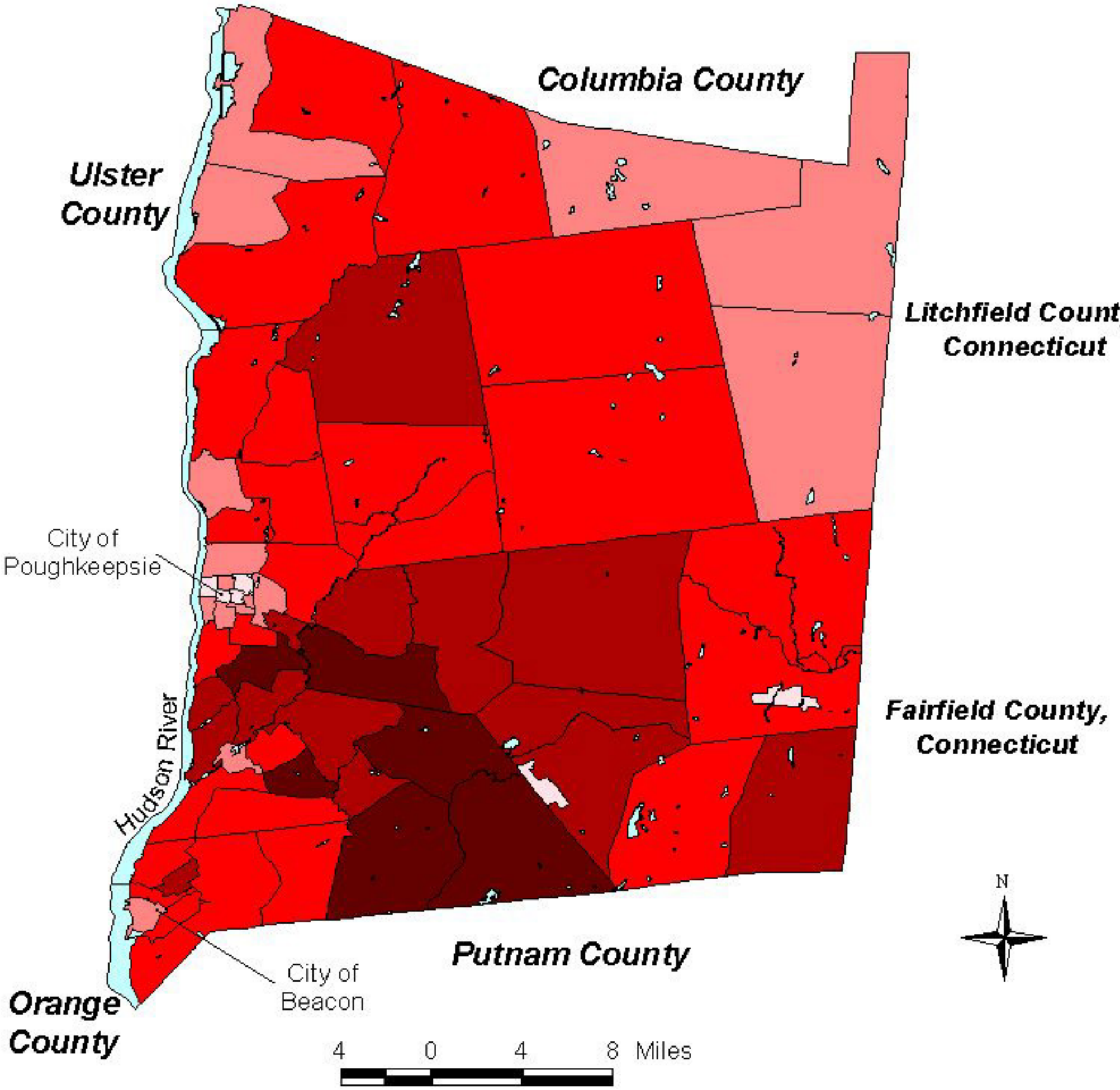

Figure 2-6: Demographic Indicators Median Income

LEGEND

Median Income

- $0 - $25,000
- $25,001 - $45,000
- $45,001 - $60,000
- $60,001 - $75,000
- $75,000 - $83,000

Source: U.S. Census Bureau, 2000 Census of Population and Housing

Wappinger.

Poverty

The U.S. Census Bureau uses a set of income thresholds that vary by family size and composition to determine which citizens are living in poverty. In 2000, the individual poverty threshold was $8,794, meaning that persons with an annual income below $8,794 were considered to be living in poverty. Figure 2-7 displays the 2000 distribution of individuals in poverty as a percentage of the total Dutchess County population, which shows poverty concentrations dispersed throughout the County. In the city of Poughkeepsie, the largest concentration is evident between Cannon Street and Montgomery Street. In the city of Beacon, the neighborhoods located just south of I-84 near North Avenue reflect a large population living in poverty. Elsewhere in Dutchess County, the towns of Amenia, Dover, Fishkill, East Fishkill, Hyde Park, Pleasant Valley, Beekman, Pine Plains, Washington, North East, and Red Hook all contain some tracts with poverty levels of up to 15%.

Age

The age of a region's population is a vital consideration to determining transit need. For example, seniors are often unable to drive automobiles due to physical impairments or a lack of desire to drive. Youth, on the other hand, encounter age restrictions to acquiring drivers licenses, and also typically have little or no personal income.

Census data from 1990 and 2000 indicate that Dutchess County is growing older. The median age of Dutchess County residents in 2000 was 36.7, an increase from the 1990 median age of 33.4 years. Furthermore, the population of seniors between the ages of 65 to 84 years old increased by 13.5 percent from 1990 to 2000, while the population of seniors over the age of 84 increased by 30 percent during this same period of time.

Figure 2-8 displays the distribution of the senior population in Dutchess County in 2000. As the figure shows, regions with high senior populations are scattered throughout the County. Tracts with a significant proportion of senior citizens could be found in Amenia, Clinton, the towns of Fishkill, Hyde Park, LaGrange, the city of Poughkeepsie, the towns of Poughkeepsie, Rhinebeck, Stanford, Wappinger, and Washington among others.

Figure 2-9 displays the distribution of the youth population in Dutchess County. The towns of Southern Dutchess County exhibit high youth populations of up to 55% of the census tract's total population. The city and town of Poughkeepsie, as well as the town of Beacon, also contain notable concentrations of persons under 18.

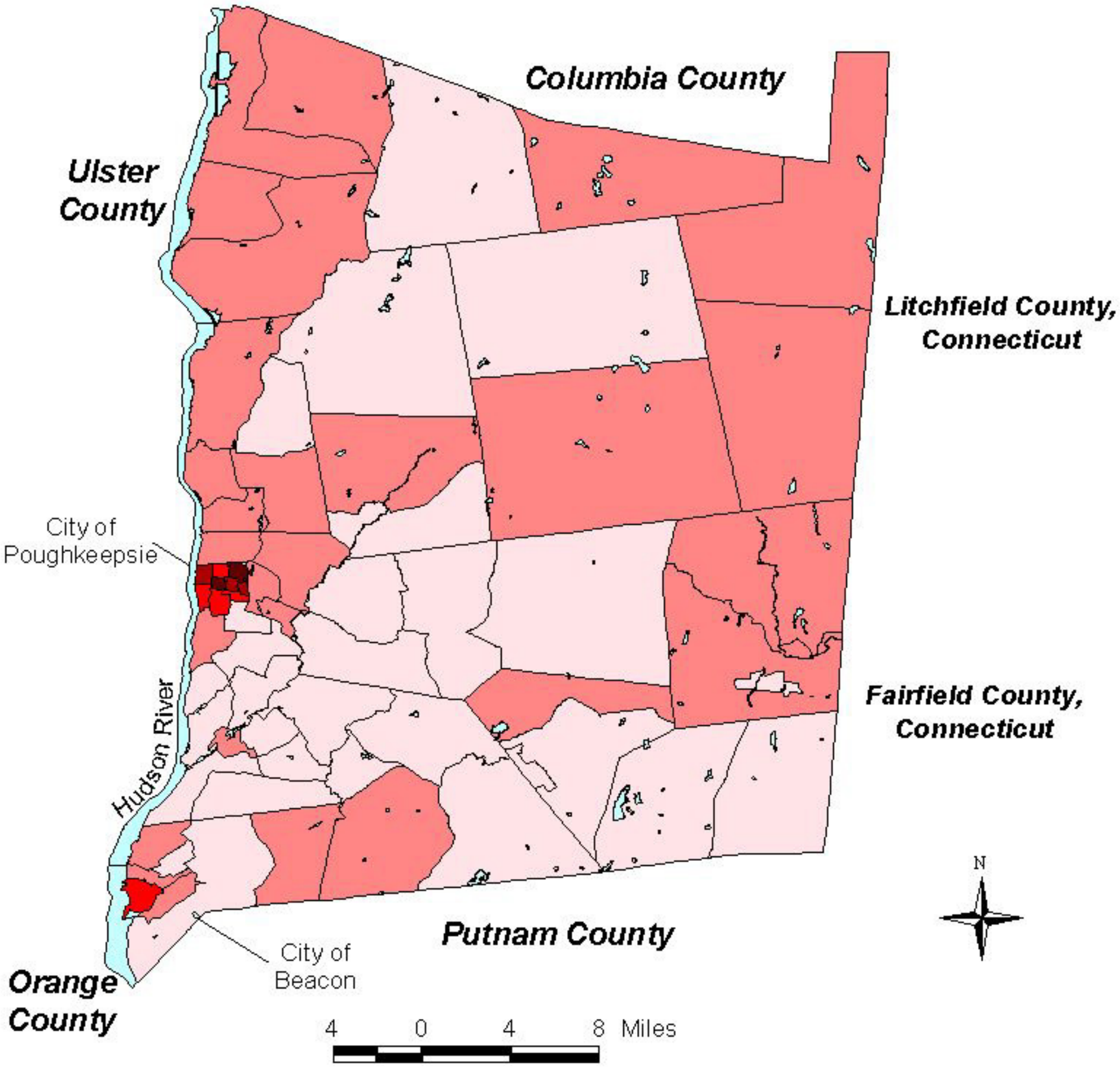

Figure 2-7:
Demographic Indicators
Percent of Population in Poverty

Source: U.S. Census Bureau, 2000 Census of Population and Housing

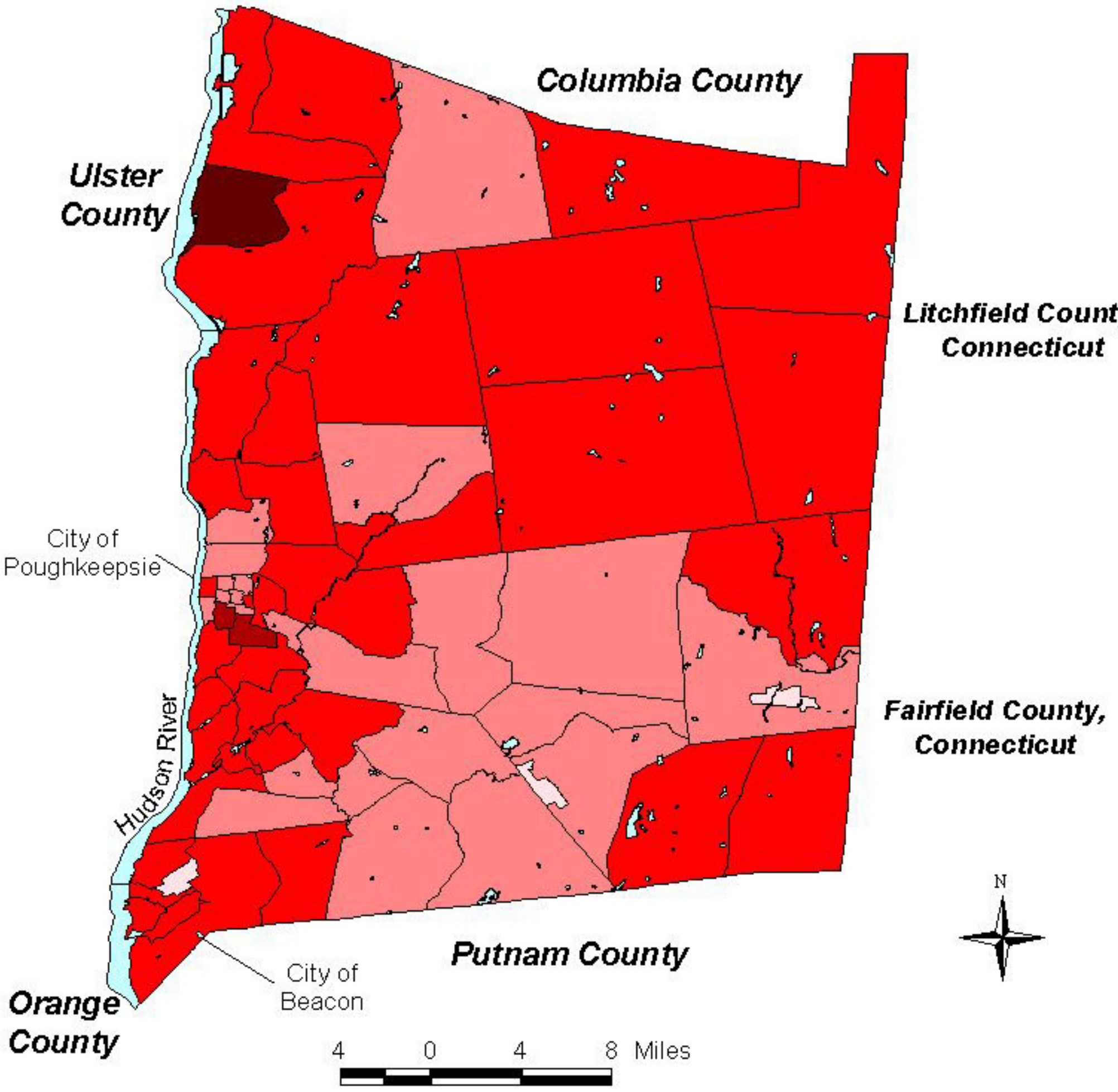

Figure 2-8:
Demographic Indicators
Senior Citizen Population

Source: U.S. Census Bureau, 2000 Census of Population and Housing

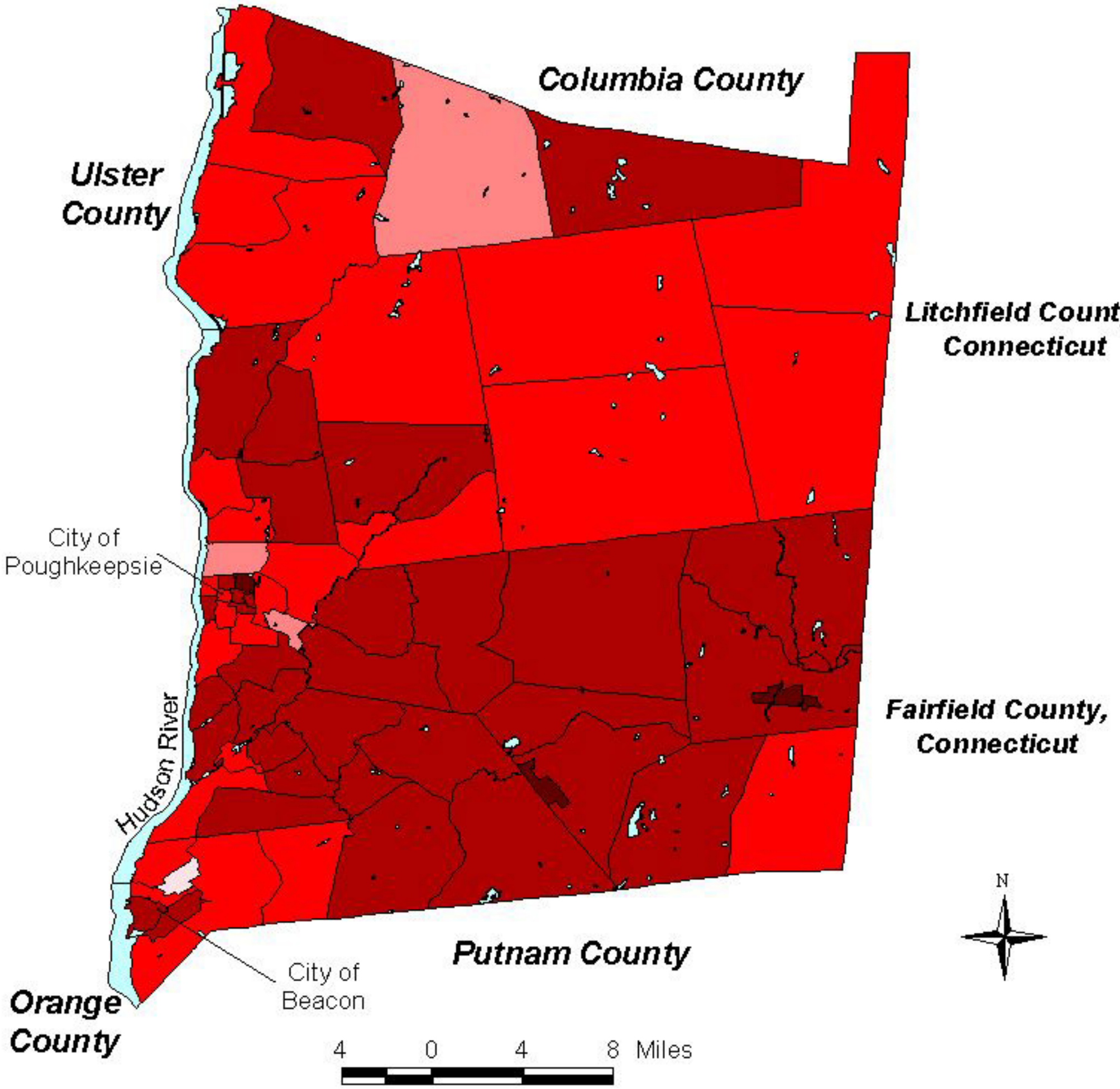

Figure 2-9:
Demographic Indicators
Youth Population

Source: U.S. Census Bureau, 2000 Census of Population and Housing

LEGEND
Population under 18 as Percentage of Total

- 0% - 5%
- 5.1% - 15%
- 15.1% - 25%
- 25.1% - 35%
- 35.1% - 55%

Summary

This targeted demographic analysis presents some clear patterns. Population density continues to be greatest in the urban area of the County to the southwest. However, changes from 1990 to 2000 indicate that, with a few exceptions, growth is occurring throughout the county, and at the fastest rate in communities outside the traditional urban core, such as East Fishkill and Union Vale. Indicators of transit demand tend to be prevalent in the cities of Poughkeepsie and Beacon, as well as surrounding areas. However, census block groups showing significant numbers of zero car households, individuals living in poverty, seniors, and youth are distributed throughout the County. It is not possible to identify any areas that lack residents that may have the need to make use of transit. The main distinction between the urbanized southwestern part of the County and the less populated north and east would appear to be the density of transit demand rather than the existence of that demand. This indicates that a major question in this study will not be whether to provide transit in a given area of the County, but rather what type of service is most appropriate for each area.

2.2 Travel Patterns and Key Destinations

Travel Patterns and Characteristics

The 2000 Census provides journey-to-work data describing the patterns and characteristics of commuters. It is important to note that this data does not deal with non-work trips, nor should any assumptions about non-work trips be made from this data.

Table 2-2 provides the most common commute destinations. The data indicates that 69% of Dutchess County residents travel to work within the County. After this, the most common commute destination is Westchester County, with 12% of the total. Other areas where Dutchess County residents commute in significant numbers include New York City (5%), Ulster (3%), Putnam (3%), and Orange (3%) Counties, and the state of Connecticut (3%).

Most residents in Dutchess County commuted to work by driving alone (78.5%), though a significant number of commuters did carpool (9.6%). Approximately 4.2% of residents used mass transit to commute to work, while 3.9% walked.

Another relevant category from the 2000 census was travel time to work. The median time spent commuting by Dutchess County residents was 29.8 minutes. This compares with a statewide average of 31.2 minutes.

Table 2-2
Commute Destinations of Dutchess County Residents

Place of Work	Number of Commuters	Percentage
Dutchess County	88,963	69%
Westchester County	14,903	12%
New York City	5,798	5%
Putnam County	4,494	3%
Connecticut	3,834	3%
Orange County	3,828	3%
Ulster County	3,430	3%

Source: U.S. Bureau of the Census, 2000

Key Destinations

Figures 2-10 through 2-12 represent the geographic locations of key destinations for transit riders. Figure 2-13 shows areas outside of the County.

Schools, hospitals, and daycare facilities are represented in Figure 2-10. Public and private schools (K-12) are present in most communities, with the exceptions of Milan, Clinton, and Union Vale. There is a concentration of schools in more densely populated areas of the County, such as the cities of Poughkeepsie and Beacon. There are several colleges and universities in Dutchess County, including four in and around Poughkeepsie. Two local hospital facilities are located in Poughkeepsie, while one in Rhinebeck serves that part of the County. Only the larger daycare operations in the County are shown in Figure 2-10; the figure indicates that these centers are predominantly located in the western communities of the County.

Major employers and shopping centers are depicted in Figure 2-11. A clear pattern emerges of major employers concentrated around the urban area encompassing Poughkeepsie, Beacon, Wappinger, Wappingers Falls, and Fishkill. Other communities with more than one major employer are Rhinebeck village, Pawling village, LaGrange, and East Fishkill. Table 2-3 ranks the top twenty-five employers in the County by number of employees. Shopping centers are more dispersed throughout the County, although not present in every community. There is only one shopping center in the city of Poughkeepsie and only one in Beacon. By contrast, the Route 9 corridor contains numerous shopping centers, particularly in Wappinger

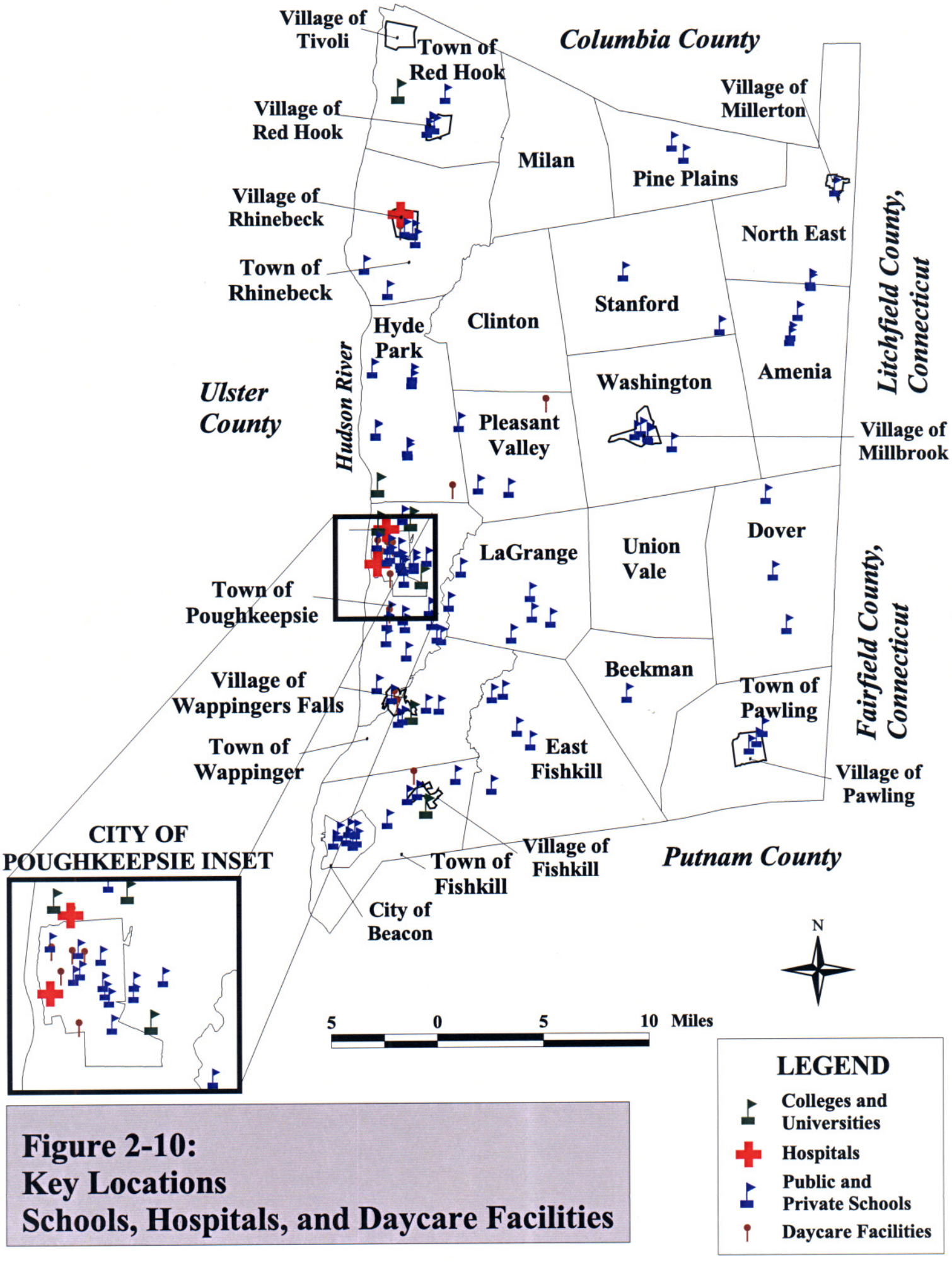

Figure 2-10:
Key Locations
Schools, Hospitals, and Daycare Facilities

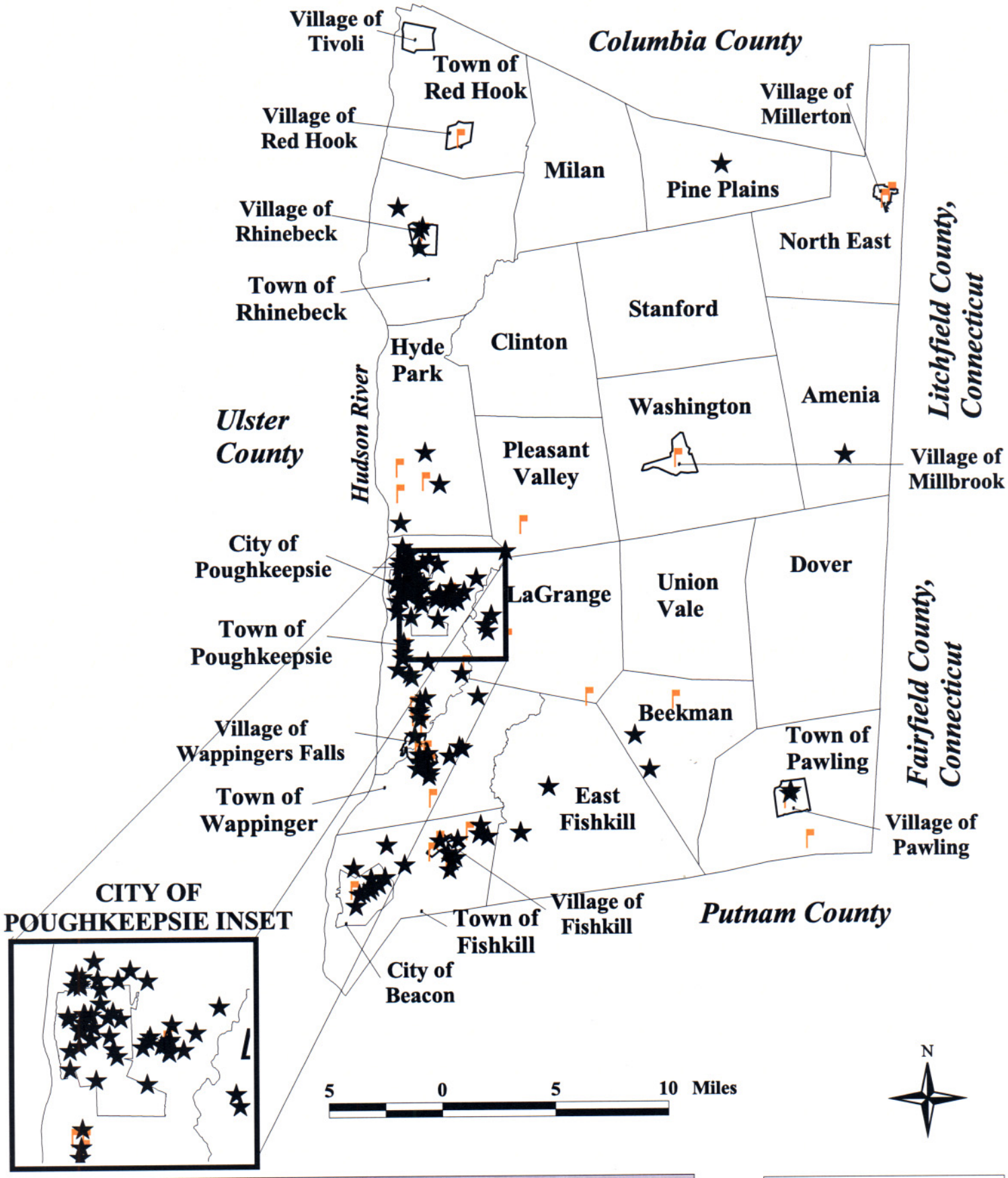

Figure 2-11:
Key Locations
Employers and Shopping Centers

and the town of Poughkeespie.

Table 2-3
Twenty-Five Largest Non-Retail Employers

Name of Business	Number of Employees	Product	Location
IBM Poughkeepsie	5,850	Computers/Computer Services	Poughkeepsie (town)
IBM East Fishkill	5,375	Semi-Conductors	East Fishkill
Vassar Brothers Hospital	2,400	Local Hospital	Poughkeepsie (city)
Dutchess County Government	2,044	General Government	Dutchess County
St. Francis Hospital	1,950	Local Hospital	Poughkeespie (city)
Vassar College	1,224	College	Poughkeepsie (town)
Taconic Developmental Disabilities Services Offices	1,800	NYS Dept.of Corrections	Amenia
Wappinger Central School District	1,700	Elementary and Secondary Schools	Wappinger
Arlington Central School District	1,250	Elementary and Secondary Schools	Poughkeepsie (town), Beekman, LaGrange
NYS Dept.of Transportation	1,150	State Government	Poughkeespie (town)
NYS Fishkill Correctional Institute	1,050	NYS Dept. of Corrections	Fishkill (town)/Beacon
Marist College	1,014	4-year College	Poughkeepsie (town)
GAP, Old Navy	950	Clothing Distribution	Fishkill (town/village)
Philips Semiconductor	950	Electronic Components	East Fishkill
Central Hudson Gas & Electric Corp.	950	Electric Services	Poughkeepsie (town)

Table 2-3 (cont.)
Twenty-Five Largest Employers

Name of Business	Number of Employees	Product	Location
NYS Green Haven Correctional Facility	850	Correctional Institution	Beekman
Hyde Park Central School	633	Elementary & Secondary Schools	Hyde Park
NYS Downstate Correctional Institute	750	Correctional Institution	Fishkill
Poughkeepsie City School District	675	Elementary & Secondary Schools	Poughkeepsie (city)
U.S. Postal Service	650	Federal Government	Dutchess County
Dutchess Community College	640	Community College	Poughkeepsie (town)
Beacon City School District	600	Elementary & Secondary Schools	Beacon
Culinary Institute of America	550	Vocational College	Hyde Park
NYS Hudson River Psychiatric Center	550	Offices and Clinics	Poughkeepsie (town)
Bard College	520	College	Tivoli

Source: Dutchess County Economic Development Corporation
*GAP/Old Navy planned to have 2,200 employees by 2002

Other generators and/or attractors are shown in Figure 2-12. They include municipal halls, section 8 housing, and human service agency facilities. Municipal halls are naturally located in each municipality. Section 8 housing is most prevalent in the cities of Poughkeepsie and Beacon, with some units in surrounding communities. There is a concentration of human service agency sites in Poughkeepsie. However, most agencies represented have several sites that are more accessible to individuals in other parts of the County as well.

Dutchess County directly borders six other counties: Columbia, Ulster, Orange, and Putnam Counties in New York, and Litchfield and Fairfield Counties in Connecticut. Figure 2-13 shows the location of these

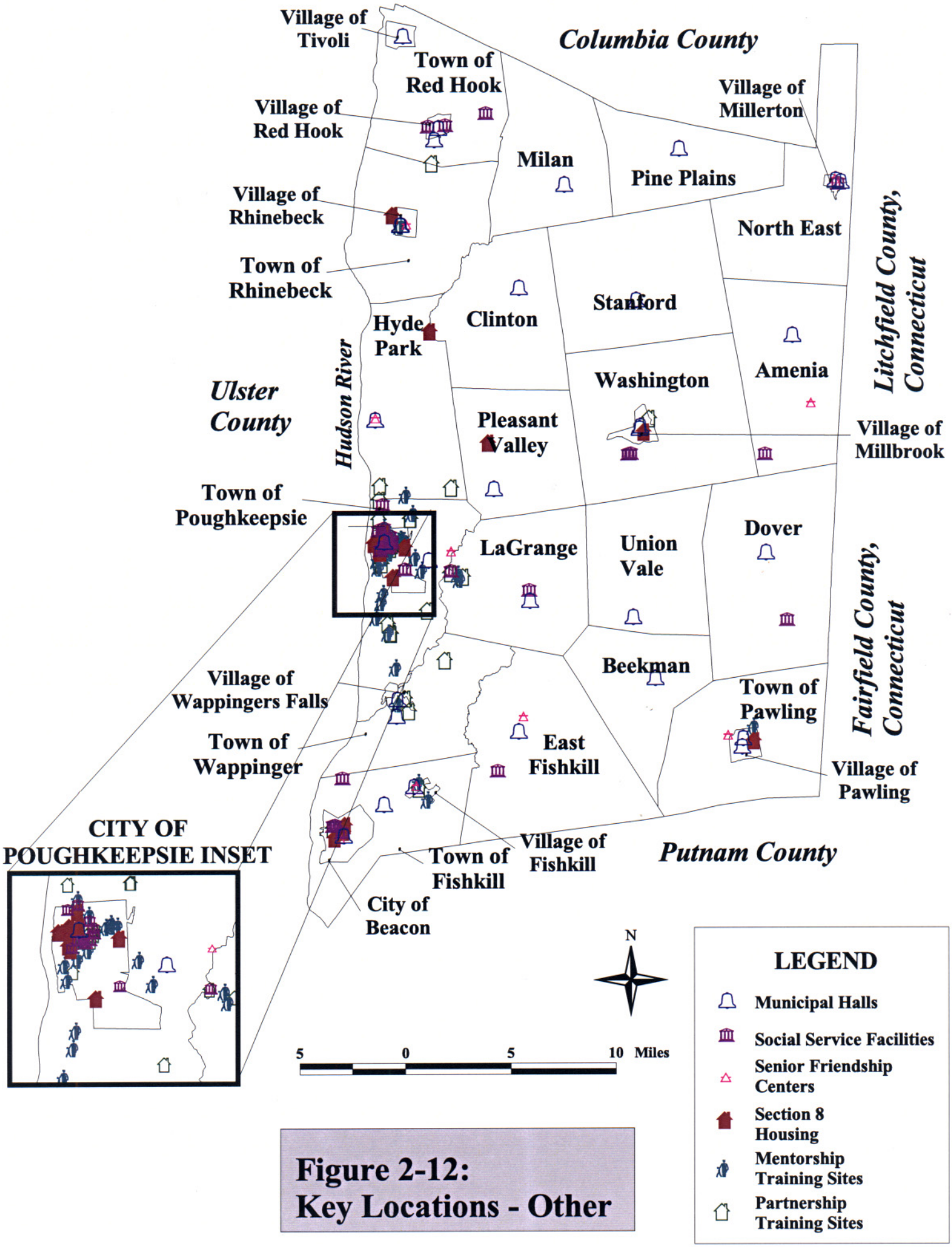

Figure 2-12:
Key Locations - Other

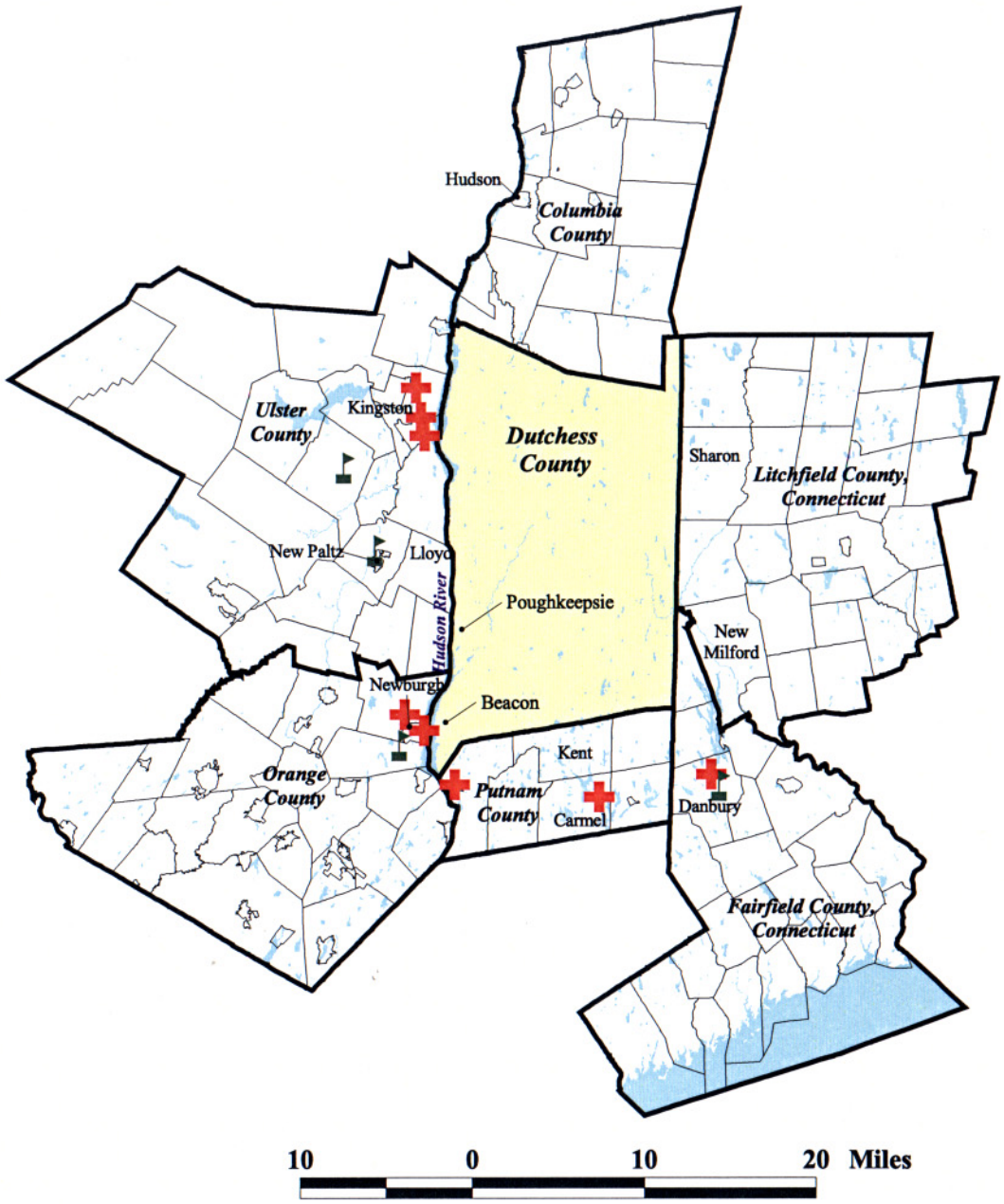

Figure 2-13:
Key Locations - Adjacent Counties

counties and locates some of the larger communities within them, as well as hospitals and institutes of higher education that might attract Dutchess County residents.

2.3 Existing Transportation Infrastructure

Before a detailed inventory and analysis of the human service transportation providers, a brief overview of existing highways, passenger rail, and general public transit agencies in Dutchess County is presented.

Dutchess County is served by over 2,300 miles of State, County and locally maintained roads[1]. Major limited access roads include Interstate 84, the Taconic State Parkway, and a section of Route 9 in Poughkeepsie. Other significant arterials include Route 9 from Fishkill to Red Hook, and Route 22, running north-south in the eastern side of the County.

Dutchess County is served by two commuter rail lines; the Hudson and Harlem branches of MTA Metro-North's commuter rail service. The Hudson Branch, on the west side of the County, makes stops at Beacon, New Hamburg, and Poughkeepsie, which is the present terminus. The Harlem Branch includes six stations in Dutchess County, which from south to north are Pawling, Appalachian Trail, Harlem Valley-Wingdale, Dover Plains, Ten Mile River, and Wassaic.

Dutchess County has two general public service providers, the City of Poughkeepsie Transit System and the Dutchess County LOOP Bus System (LOOP). Both systems provide fixed route service open to all. Poughkeepsie Transit is operated by the city and provides service in and around the city. LOOP is operated by Dutchess County's Division of Mass Transportation and provides fixed routes, a route deviation, express routes, and commuter train connections throughout the County. In addition, LOOP operates several other services, including complementary paratransit service for ADA-eligible individuals, Dial-A-Ride service for seniors and disabled available in many towns. Although there have been attempts at consolidation in the past, the systems are currently independent of one another, with minimal coordination.

LOOP is an integral part of the County human service transportation system, and therefore is discussed in greater depth in Chapter Three.

Figure 2-14 shows the major features of the County road, rail, and bus networks.

[1] PDCTC Transportation Plan Update, July 1998.

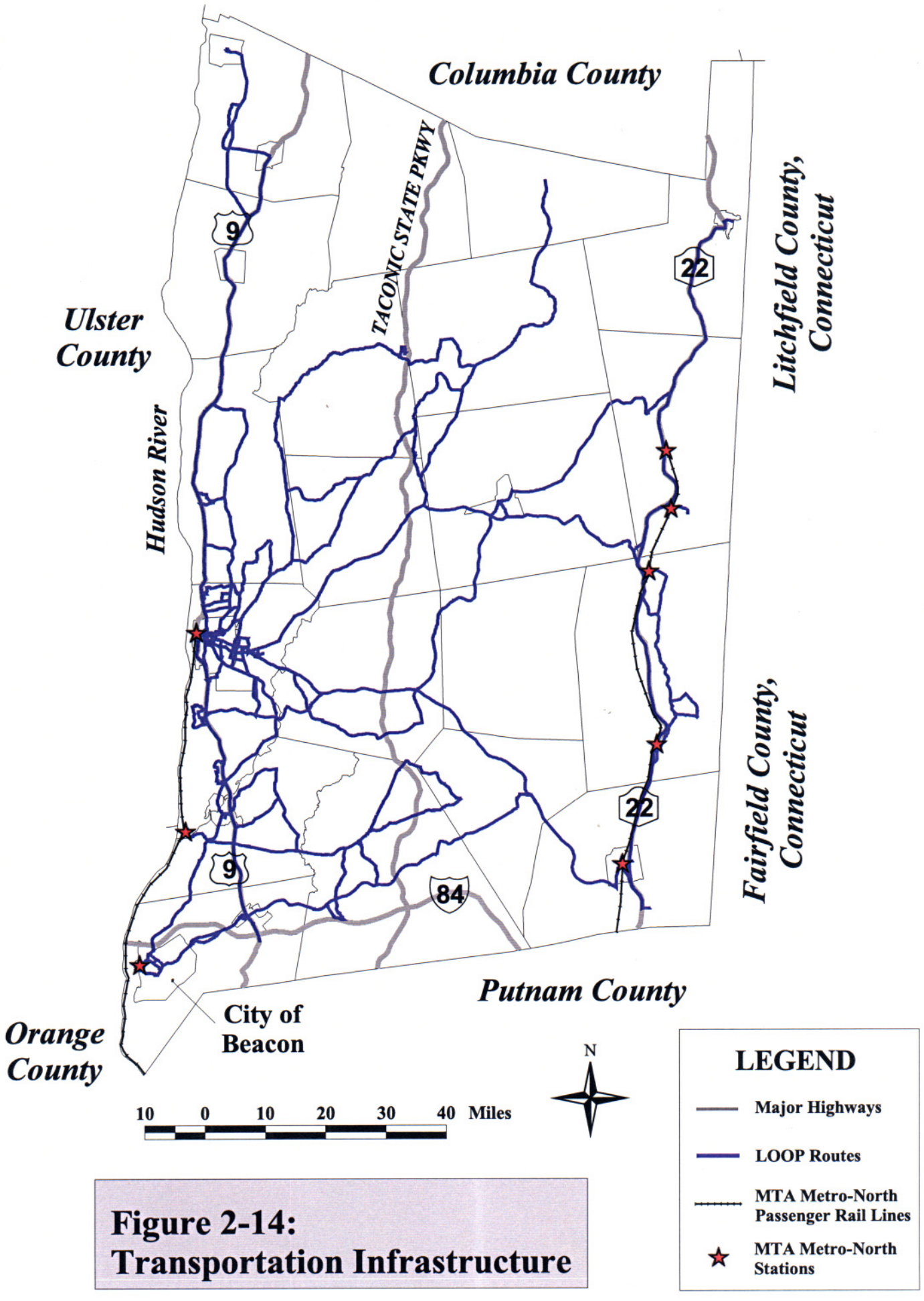

Figure 2-14:
Transportation Infrastructure

Chapter Three TRANSPORTATION INVENTORY

This chapter describes the current programs of human service transportation providers in Dutchess County, and includes a profile of their financial and operating performance. It also provides this information for LOOP, which serves the County with fixed route and demand responsive general public transportation.

3.1 Overview and Organization of Transportation Providers

There are a number of operators in Dutchess County that provide service specifically for human service programs. The majority of these programs rely on more than one type of transportation to meet their mobility needs. First Student, a private transportation company, has been hired on a contract basis to provide service for specific programs of three agencies: Rehab Programs, Inc. (Rehab Programs), the Association for Retarded Citizens (ARC, DC), and New York State Office of Mental Retardation and Developmental Disabilities (OMRDD). Rehab Programs is responsible for administering the contract. Both Rehab Programs and ARC, DC also have their own vehicles that they use for transportation associated with certain programs.

Another agency that has been identified as having a transportation program is the Dutchess County Office for the Aging (Office for the Aging). The Office for the Aging provides service using its own vehicles as well as contracting out service to the Martin Luther King Cultural Center. It also relies on and provides funding for two groups that use volunteer drivers, the American Red Cross and the Volunteer Caregivers Program.

One other agency, Gateway Industries, was interviewed. This agency does not provide its own transportation, but largely relies on public transportation providers and taxi companies to meet the needs of its clients.

There are many other agencies in Dutchess County that have transportation needs. Thirty agencies surveyed in 1999 reported using a variety of transportation services for their program needs. These transportation alternatives are listed in Table 3-1, with the number of agencies utilizing them.

Table 3-1
Agency Transportation Sources

Transportation Alternative	Number of Agencies Using Alternative
LOOP (fixed route)	21 agencies
City Bus (Poughkeepsie)	15 agencies
Taxi Cabs	16 agencies
Dial-A-Ride	8 agencies
Paratransit	5 agencies
Trains	2 agencies
Agency Vehicles	16 agencies
Contracted Service	4 agencies
***Other**	5 agencies

*Includes volunteer services, ambulances, ambulettes, school buses and parents/family assistance

3.2 Operating Characteristics

This section briefly describes the operating characteristics of major human service transportation providers.

The contracted service provided by First Student, with oversight by Rehab Programs, consists of subscription trips utilizing school bus-type vehicles from 6 a.m. to 5:30 p.m. on weekdays. The trips bring developmentally disabled individuals to sheltered workshop, day treatment, and day habilitation sites throughout the County operated by Rehab Programs, ARC, DC, and New York State (OMRDD). No demand responsive service is provided by First Student.

Rehab Programs additionally provides subscription and demand responsive service for many of its own various programs using its own transportation. Hours of operation for both types of service are approximately 7:30 a.m. to 10:00 p.m., seven days per week.

ARC, DC provides two services with its own vehicle fleet. It has vehicles available at its residential sites to provide demand responsive service, allowing residents to meet their trip needs whenever required during

weekdays or weekends. ARC, DC also runs a program called Integrated Employment Transportation (IET), which operates fixed routes bringing individuals to workplaces from Monday to Friday. The overall service span of this service is 7:30 a.m. to 6:00 p.m.

The Dutchess County Office for the Aging provides transportation to seniors over 60 to congregate meal sites throughout the County, as well as transportation to seniors for various other types of trips. It uses its own fleet exclusively for trips to congregate meal sites. The Martin Luther King Cultural Center provides transportation to the Beacon congregate meal site. The Martin Luther King Cultural Center is also under contract with the Office for the Aging to provide demand responsive service for seniors in the Beacon area during weekday business hours. Additional senior demand responsive service funded by the Office for the Aging is operated by American Red Cross during weekdays, and Volunteer Caregivers Program, with hours of operation determined by the volunteers. Demand responsive trips provided by American Red Cross and the Volunteer Caregivers Program are for non-emergency medical trips.

The Office for the Aging also contributes funds to the LOOP-operated Dutchess County Dial-A-Ride, which is geared towards senior and disabled riders. Eligible riders are either over 60 or have a disability which makes them unable to use fixed route bus service. Dial-A-Ride is available during different weekdays in ten Dutchess County towns and the City of Poughkeepsie. Communities must subscribe in order for residents to receive Dial-A-Ride service; some communities in Dutchess County choose not to receive the service, presumably due to either insufficient demand or because of difficulty with funding the service. The varying levels of Dial-A-Ride service among communities depends on how much service each community requests and how much funding each provides. A full schedule is attached as an appendix to this report. Hours of operation are 8:00 a.m. to 4:00 p.m.

LOOP operates up to 26 vehicles at a time in its fixed route service, which actually consists of 4 types of routes - traditional fixed routes, route deviations, express routes, and commuter train connections. LOOP express routes provide peak hour, fixed route service.

On weekdays, there are 12 traditional fixed routes, 1 route deviation, 12 express routes, and 5 commuter train connections. Weekday hours of operation are 4:40 a.m. to 12 midnight. Saturday service consists of 10 traditional fixed routes and one route deviation, with operating hours from 6:10 a.m. to 12 midnight. Service is reduced to 2 traditional fixed routes on Sundays, with the same span of service as Saturdays. Figure 2-13 shows the LOOP fixed route system.

LOOP also provides paratransit curb-to-curb service throughout the county for ADA-eligible individuals only. The service is demand responsive, but has evolved into 9 or 10 informal routes. This service is to be distinguished from the Dial-A-Ride service described above. Fixed routes will also deviate to pick up ADA eligible riders upon request in advance.

LOOP fares are related to the type of service provided. The base fare is $0.75 for fixed route service and $1.50 for ADA service. Dial-A-Ride costs $0.75 for trips within a municipality and $1.00 for trips between municipalities.

3.3 Staff and Organizational Structure

This section describes the staff and organizational structure insofar as it relates to transportation for the five providers.

Rehab Programs has two full time transportation department coordinators who are responsible for administering the contract with First Student. They work cooperatively with a transportation coordinator employed by First Student and other First Student employees. Rehab Programs also provides ten full time and ten part time bus monitors on the trips provided by First Student. In addition to a transportation coordinator, First Student has a two-person administrative staff for the Rehab Programs/ARC contract. It employees 25 part-time drivers and 2 full time drivers. Maintenance personnel at two First Student facilities provide services for this contract as well as three other unrelated contracts.

Rehab Programs in-house services are overseen by its Director of Employment Services. 24 job coaches are employed. They often provide transportation to their clients using either fleet vehicles or their own vehicles. In addition, Rehab Programs employs one part time driver and two drivers in the transportation department who perform various shuttle runs to complement the services provided under contract by First Student.

ARC, DC's transportation department also comes under their Director of Employment Services, who reports to the Associate Executive Director. Four part time drivers are employed. This includes job coaches and integrated transportation contract staff. The drivers work 55 hours per week between all of them.

The Office for the Aging's transportation program is overseen by the agency's Aging Services Coordinator. One other administrative staff member spends some time on transportation, resulting in ten hours of administrative staff time spent per week. Nine part time drivers work for the Office for the Aging for a total of 210 hours per week.

LOOP is staffed by a company called Progressive Transportation of Dutchess, Inc., which reports to the Dutchess County Department of Planning and Development. There is a general manager and three managers overseeing the administrative, operations, and maintenance areas of the agency. There are eighteen full time administrative employees and sixty-nine full time drivers and dispatchers, most of them working 40 hours per week.

3.4 Vehicle Maintenance and Fleet Conditions

First Student regularly operates 23 vehicles in its contracted service, with four additional backup buses. Vehicles used are school buses with special amenities such as air conditioning and tinted windows. The majority of the buses in use are parked at the main Rehab Programs facility on Overocker Road in Poughkeepsie. Two spare buses are located at the Creek Road facility in Poughkeepsie and two others are located in Dover. In addition, maintenance takes place at these two other facilities. Fifteen vehicles are serviced at the Creek Road facility and eight are serviced at the Dover facility. All buses are Blue Birds less than five years old and owned by First Student. Seven vehicles are 1999 models, seven vehicles are 2000 models, and nine vehicles are 2001 models. Thirteen of the vehicles are 44-passenger diesel buses, with no wheelchair capabilities. Eight of the vehicles are 32-passenger vehicles that can accommodate three wheelchairs, and two are 20 passenger vehicles with capacity for 4 wheelchairs. By contract, all vehicles are required to have white roofs, air conditioning, seatbelts, and two-way radios.

Rehab Programs has a fleet of 51 vehicles, including 47 vans with seating capacities of 8 to 15 passengers and several passenger cars and light trucks. Six of these vehicles can accommodate wheelchairs. The fleet is comprised of a range of vehicle makes, years, and conditions. Manufacture years range from 1991 to 2001. Mileage on the vehicles is generally low, with only 3 vehicles having more than 100,000 miles and no vehicles with more than 150,000 miles. Conditions of the vehicles were reported to be good or excellent, with the exception of four of the older vehicles in fair or poor condition. Rehab Programs owns all of its vehicles, and maintenance is performed at local garages.

ARC, DC has 40 active and 2 backup vehicles that are used for the purposes of transporting its program participants. One vehicle is used for its Integrated Employment Transportation program, while two others are used by job coaches. The remaining are used for a variety of other programs. The vehicles are passenger vans of various makes and models, with seating capacities of 5 to 15 passengers. Mileages taken from odometers in April of 2001 ranged from just under 200 miles for a new 2001 van to 164,759 miles for a 1992 Dodge van, used as a backup vehicle. Vehicle conditions range from poor to excellent. The oldest vehicle being used is from 1990, while eighteen recently purchased vehicles have manufacture years of 2000 or 2001. ARC owns all but one of its vehicles, a 2001 van which is leased. Maintenance is performed at local service stations.

The Office for the Aging has a fleet of seven vans and four buses, with capacities ranging from four to twenty passengers. All of these vehicles, used to transport seniors to congregate meal sites throughout the County, were reported as active. Vehicles are Ford or Dodge, with manufacture years of 1990 to 2000[2]. Odometer readings as of January 2001 ranged from 7,704 miles to 145,793 miles. Vehicle conditions were

[2]Information on year and make was not available for four of eleven vehicles.

characterized as fair to excellent. The Office for the Aging owns its buses and leases its vans from the County. Regular maintenance is performed on the fleet at the County Auto Center and the LOOP garage, and this arrangement is apparently satisfactory.

LOOP maintains 52 transit vehicles. Of these, 13 are large buses which run fixed route exclusively, including two 1983 42-passenger MCIs, six 1998 34-passenger Gilligs, and five 2000 42-passenger Orions. There are also 38 vans, with capacities of 22 to 24 passengers. These are either 2000 Blue Birds or Ford E-350s, which have manufacture years of 1993,1995,or 1996. Finally, LOOP has one Trolley Bus that is used for special events. Odometer readings in the LOOP fleet range widely. The Orion coaches are new and have very low mileage, while one of the MCIs from 1983 has more than 500,000 miles on it. Similarly, the 2000 Blue Bird vans have low mileage, while several of the Ford E-350s have more than 200,000 miles. The latter are due to be replaced next year. All vehicles that LOOP uses are owned by Dutchess County. LOOP vehicles that are used to provide demand responsive service are ADA-accessible, and 28 of 35 of the fixed route fleet are ADA-accessible. Table 3-2 summarizes the vehicle inventories of these agencies.

3.5 Scheduling

The various providers have differing scheduling and cancellation policies.

First Student Transportation's contracted services are focused on subscription trips. Schedules are created to pick up clients at their homes and bring them to their program sites. Cancellations are made by clients or their families, who are requested to call First Student or Rehab Programs, Inc's transportation department when they cannot make their program. First Student has a dispatcher to support its operations.

Rehab Program's in-house demand responsive transportation recommends but does not require that reservations are made two weeks in advance.

ARC, DC's IET program provides subscription trips insofar as routes remain the same from day to day as long as participants remain at the same jobs. Cancellations are made by riders, who are asked to leave a message with ARC, DC if they will not be using the service on a given day. Scheduling for the trips provided by job coaches is similar, with regular routes each day that are adjusted only insofar as individuals change job sites and enter or leave the program.

The Office for the Aging itself provides no demand responsive service. Therefore, trips to congregate meal sites are essentially fixed. Users of the service are expected to let the manager of their site know when they will be needing to use the service and also must contact that person when they cancel. Hours of service and trip reservation practices for demand responsive trips provided by Volunteer Caregivers Program are determined by individual arrangements between volunteer drivers and passengers. American Red Cross requires trip reservations to be made by 2 p.m. the day before the trip.

The jointly funded Dial-A-Ride program operated by LOOP accepts phone-in reservations from 8:00 a.m. to 2:00 p.m daily. Reservations must be made from seven to three days before the scheduled trip.

Table 3-2
Transportation Provider Fleet Inventories

Transportation Provider	Total Number of Vehicles	Number of Wheelchair-Accessible Vehicles	Types of Vehicles	Vehicle Make Years	Transportation Provider Owns or Leases Vehicles?
First Student	27	10	23 Buses / 4 Backup Buses	1999 - 2001	Owns
Rehab Programs	51	6	47 Vans / Several Cars and Light Trucks	1991 - 2001	Owns
ARC, DC	42	2	40 Passenger Vans / 2 Backup Vans	1990 - 2001	Owns and Leases
Office for the Aging	11	3	7 Vans / 4 Buses	1990 - 2000	Owns
LOOP	52	38	13 Buses / 38 Vans / 1 Trolley	1983 - 2000	*Owns

*All LOOP vehicles are owned by Dutchess County

3.6 Record Keeping

All programs keep track of their services at different levels of detail.

First Student maintains daily attendance sheets, which allows passenger trips to be recorded. First Student drivers complete weekly checks of their buses and report mileage twice per week. Based on this, maintenance staff in the garage will determine when preventative maintenance is warranted. Driver schedules also record the hours per day of service that each vehicle provides.

Rehab Programs performs monthly checks on agency-owned vehicles. Individual departments to which vehicles are assigned are responsible for tracking mileage and scheduling regular maintenance.

In ARC, DC's employment based program, drivers note each one-way or round trip provided to individuals on contract. This ridership data is kept on a daily basis and summarized quarterly.

The Office for the Aging collects and maintains data by providing each driver with a log to be filled out daily with trip and ridership information. The Aging Services Coordinator maintains a spreadsheet with information on the program.

For the American Red Cross transportation, the dispatcher collects data on mileage and passenger trips. The Volunteer Care Givers program asks drivers to call in every month and provide passenger trip information. The Office for the Aging is then provided with a report from the Red Cross based on this information. The Martin Luther King Cultural Center provides data on its trips to the Beacon meal site to the Office for the Aging, but not on its demand responsive service.

LOOP is required by the Federal Transit Administration to prepare an annual report for the National Transit Database, which consists of detailed operating and financial data. It therefore has in place the necessary data collection and data maintenance practices to accomplish this.

3.7 Operating and Financial Statistics

This section contains information concerning the operating and financial performance of four program-related transportation providers (ARC, DC, First Student, the Office for the Aging, and Rehab Programs) and one general public provider (LOOP). LOOP's evaluation includes fixed route, paratransit, and Dial-A-Ride service. It should be mentioned that First Student was unwilling to make its expenditures public. Lacking this information, First Student revenues received for the service were used as a basis for estimating expenses. It was assumed that expenses amounted to 90% of the revenue, taking into account a 10% profit for this private operator. With the exception of LOOP, all agencies provided fiscal year 2000 data, which was concurrent with the 2000 calendar year. LOOP's most recent data as reported to the Federal Transit

Administration's (FTA's) National Transit Database (NTD) was from fiscal and calendar year 1999. Because its operating and financial data will be presented separately from that of the program-based transit providers, this should not present a problem.

Table 3-3 shows a breakdown of operating and administrative expenses for each agency. Rehab Programs' expenses for all transportation services except those that are contracted out totaled $336,850. ARC, DC's non-contracted expenses were much less, at $51,376. The Dutchess County Office for the Aging had a total of $241,715 in expenses, which includes the services they pay the Martin Luther King Cultural Center to provide. The largest expenditure of funds on program transportation is on the First Student contracted service, which was estimated at $967,762. This all adds up to greater than $1.5 million expended on program transportation in Dutchess County.

In 1999, LOOP spent $3,633,381 on general public fixed route and Dial-A-Ride transportation.

Transportation revenues received by each agency were also documented. Table 3-4 presents revenues, broken down into federal, state and local sources, and compares this with expenditures reported. Rehab Programs reported revenues of $1,248,728 for its non-contracted service, coming from federal, state, and local sources. This is much greater than the expenses that were estimated, chiefly because the cost of bus aides on the contracted buses, which is provided by Rehab Programs rather than First Student, was not counted. ARC, DC received $50,724 from State and local sources for its transportation program. Based on its reported expenditures, it ran only a $652 deficit in 2000.
The Office for the Aging's revenues of $228,953 came from federal, state, and local sources. This covered most but not all of its expenses, leaving a deficit of $12,762. First Student received funds from Rehab Programs, ARC, DC, and New York State OMRDD totaling $1,075,291. First Student expenses were estimated. LOOP's revenues in 1999 amounted to $3,633,381, with significant amounts coming from Federal, State, and local sources, as well as farebox revenue. LOOP reported an equal amount of revenues and expenditures.

Table 3-3
Dutchess County Transportation Programs
Operating and Administrative Expenses

	Rehab Programs	ARC, DC	Office for the Aging	First Student Contract	LOOP
Fiscal Year	1/00-12/00	1/00-12/00	1/00-12/00	1/00-12/00	1/99-12/99
Administrative Expenses					
Personnel Salary & Fringe	$59,890	$1,585	$11,776	NA	$184,978
Other Budget Expenses	$20,877	$4,026	$13,748	NA	$22,411
Subtotal	$80,767	$5,611	$25,524	NA	$207,389
Operating Expenses					
Drivers' Salary & Fringe	$29,988	$36,368	$171,413	NA	$1,844,459
Other Salary & Fringe	$70,857	$0	$4,649	NA	$581,188
Fuel/Oil	$110,059	$3,790	$2,008	NA	$183,800
Vehicle Insurance	$7,521	$1,590	$657	NA	$38,939
Other Expenses	$37,658	$4,018	$37,464	NA	$777,606
Subtotal	$256,083	$45,765	$216,191	NA	$3,425,992
Total Expenses	**$336,850**	**$51,376**	**$241,715**	**$967,762***	**$3,633,381**

***Estimated**

Table 3-4
Dutchess County Transportation Programs
Revenues FY 2000

	Rehab Programs	ARC, DC	Office for the Aging	First Student Contract	LOOP (FY 1999)
Federal	$595,364	$0	$93,086	$0	$429,800
State	$617,364	$32,362	$33,952	$1,075,291	$1,625,372
Local-Fares	$36,000	$0	$0	$0	$771,081
Local-Other	$0	$18,362	$101,915	$0	$807,128
Total	$1,248,728	$50,724	$228,953	$1,075,291	$3,633,381
Expenditures	$336,850	$51,376	$241,715	$967,762*	$3,633,381
Net	$911,878	-$652	-$12,762	$107,529	$0

***Estimated**

Table 3-5 provides a detailed comparison of both annual operating statistics and unit performance measures for all transportation providers. Programs of differing scales and types of services naturally yielded different results in the areas of ridership and miles/hours of service, as well as overall cost. Indicators also varied among programs, reflecting different levels of performance but also different types of services. For instance, it was to be expected that the fixed routes and subscription type services provided by LOOP and First Student would have higher productivity than the demand responsive or smaller-scale subscription services of other providers.

Passenger Trips - The estimated 373,428 program-based trips that were provided under contract to First Student was much more than passenger trips provided by Rehab Services, ARC, DC and the Office for the Aging combined. LOOP provided 1,021,193 annual passenger trips to the general public. This was more than twice the trips provided by program-based systems.

Vehicle Miles - First Student also provided the highest number of miles among all the program-based systems, at 606,694. Other program-based systems had far fewer vehicle miles, with the exception of Rehab Programs, which reported 480,000 miles. LOOP provided 1,958,998 vehicle miles, which is more than all other programs combined.

Vehicle Hours - For obvious reasons, vehicle hours tend to be closely correlated with vehicle miles. First Student provided 46,552 of the 93,082 vehicle hours of program-based service. Among other providers, Rehab Programs was conspicuously high at 30,000 miles. LOOP provided 91,865 hours of service.

Operating and Administrative Costs - Costs varied among programs significantly. The cost estimate developed for First Student, $967,762, is more than the other three program-based systems combined. LOOP's cost of $3,633,381 for providing general public service, however, was by far the greatest.

Cost per Passenger Trip - Cost per passenger trip ranges from lows of $2.59 and $3.70 by First Student and LOOP, to a high of $19.81 by Rehab Programs. This differences can at least partly be explained by the types of services offered. First Student and LOOP provide subscription and fixed route services using larger vehicles, a relatively cost effective service option. By contrast, Rehab Programs provides a variety of small-scale demand responsive transportation services to individuals, using vehicles with low capacities.

Table 3-5
Dutchess County Transportation Programs
Operating and Financial Comparison FY 2000

	Rehab Programs	ARC, DC	Office for the Aging	First Student Contract	LOOP (FY 1999)
Operating and Financial Statistics					
Passenger Trips	17,000	10,018	31,525	373,428	1,021,193
Vehicle Miles	480,000	89,669	197,619	606,694	1,958,998
Vehicle Hours	30,000	1,950	14,580	46,552	91,865
Operating & Administrative Costs	$336,850	$51,376	$241,715	$967,762*	$3,633,381
Performance Measures					
Cost per Trip	$19.81	$5.13	$7.67	$2.59	$3.56
Cost per Mile	$0.70	$0.57	$1.22	$1.60	$1.85
Cost per Hour	$11.23	$26.35	$16.58	$20.79	$39.55
Passenger Trips per Mile	0.04	0.11	0.16	0.62	0.52
Passenger Trips per Hour	0.57	5.14	2.16	8.02	11.12

***Estimated**

Cost per Mile - Per mile costs were lower for the smaller scale programs associated with Rehab Programs, ARC, DC, and the Office for the Aging, than the larger scale programs operated by LOOP and First Student. The highest unit costs in this category can be attributed to LOOP, at $1.85 per mile, while ARC, DC has the lowest cost per mile, at $0.57. In this case, smaller scale programs with less costly labor expenses had lower unit costs.

Cost per Hour - Using this measure, LOOP again has the highest cost per unit of service provided, at $39.55 per hour. ARC, DC is second highest in this category, which is somewhat of an anomaly and may indicate an underestimate of hours traveled. All other programs fall between $11 and $21 per hour.

Passenger Trips per Mile - Average passenger trips per mile ranged from a low of .04 by Rehab Programs, to a high of 0.62 by the First Student contracted transportation.

Passenger Trips per Hour - Rehab Services was also the worst performer in this category, with well under one passenger transported for every hour of service provided. The best performer was LOOP, which averaged 11.12 passengers per hour. Again, these results are in part a reflection of the type of service that is provided. LOOP provides mostly fixed route service in large buses, while much of Rehab Services in-house transportation consists of shuttling individuals to specific destinations.

Chapter Four OTHER COMMUNITY RESOURCES

Along with the major transportation providers discussed in Chapter Three, a number of smaller companies, agencies, and volunteer organizations in and around Dutchess County provide services to supplement the existing mobility options of area residents. These organizations include taxi companies, volunteer transportation providers and ambulance operators. This chapter provides a profile of these additional transportation services.

4.1 Taxi Companies

The majority of taxi operators in Dutchess County provide standard local transportation services, are based in or near the City of Poughkeepsie and maintain five or less vehicles in service. The largest of these, AAA Transportation Service, is a dual provider of taxi and limousine services. The company primarily serves Dutchess County and its surrounding area, maintaining a total of 30 vehicles. Standard taxi fares include a base fee with additional mileage rates. Most taxis require minimal to no prior notification for service. Several of the smaller taxi operators in the County primarily provide service to regional airports, including those in Albany and New York City.

Specialized transportation services available in Dutchess County include ambulatory services, which utilize ambulances or medical-equipped vans called 'ambulettes' to provide transportation between hospitals, nursing homes and senior centers. These services typically charge fixed fees with additional charges based on mileage rates. The Dutchess County Association for Senior Citizens, for example, contracts with three nursing homes in the County to provide home residents with door-to-door service. Individuals pay five dollars per one-way trip and ten dollars per round trip. The Association maintains four large vans in its fleet, with capacities of between nine to fourteen passengers per vehicle; two of the four vans are wheelchair-equipped. The Association's service carries between 25-30 passengers per day.

4.2 Volunteer Transportation Providers

Many public and private agencies in Dutchess County offer transit passes and taxi vouchers to their members or recipients of agency services. Several religious organizations and cultural centers in Dutchess County offer voluntary transportation services through the use of agency vehicles or employee and volunteer privately-owned vehicles . One organization that uses this type of volunteer service is the Catholic Charities Ministry to Seniors. The Ministry utilizes a network of volunteers to provide free local transportation service throughout areas of the County where volunteers are available. Another organization is the Dutchess County Community Action Agency (DART), which does not maintain any vehicles but uses staff privately-owned vehicles to provide rides from DART's locations in Red Hook, Beacon and Dover, free of charge. These and additional organizations are listed in Table 4-1.

Table 4-1
Volunteer Transportation Providers

Organization	Service Type	Service Area
Catholic Charities Ministry to Seniors	Senior Medical and Shopping Need	Dutchess County
Community Resource and Service Center	Senior Medical Need	Town of Pawling
D.C. Community Action Agency (DART)	Family Development Need	Dutchess County
Martin Luther King Cultural Center	Senior & Handicapped Need	Dutchess County & Newburgh
Millerton Care Car	Medical Need	Town of North East
Northern Dutchess Caregivers Coalition	Medical and Shopping Need	Hyde Park, Rhinebeck, Red Hook & Tivoli

4.3 Other Transportation Resources

The Community Solutions for Transportation program, which is located in the Family Partnership Center and is operated by the Board of Cooperative Educational Services (BOCES), addresses the mobility needs of individuals who qualify at 200% of Temporary Assistance to Needy Families (TANF) eligibility through the Community Solutions for Transportation Program. This program assists program participants in obtaining transportation for the purpose of gaining or retaining employment. Specific types of assistance include temporary passes to use the Dutchess County LOOP Bus System, as well as automobile donations, automobile insurance and driver education.

Chapter Five SERVICE EVALUATION

This chapter provides a critical examination of the transportation services described in the Chapter Four, including an analysis of operational and financial performance, comments on service taken form interviews with agencies, and a congruence analysis which compares service coverage with transportation needs. It concludes by outlining issues and opportunities for improving Dutchess County transportation.

5.1 Operational and Financial Analysis of Dutchess County Transportation Providers

This section examines the overall efficiency of both the program-based transportation providers taken together and the general public LOOP system, with regard to ridership, costs, revenue, hours of service, and miles of service. It makes sense to tabulate and assess the program-based and general public services separately, as they represent very different types of transportation.

Table 5-1 provides consolidated operating and financial data, along with a variety of performance measures calculated from that data which indicate productivity, financial efficiency, and cost effectiveness. With these indicators, one can compare a system's averages to performances of similar systems throughout the country.

Cost per Passenger Trip - The $3.70 cost per trip calculated from the program-based providers is in the lower half of the range provided by a national sample of rural systems providing demand-responsive and other (not fixed-route) services.[3] That sample included systems that ranged from a typical low of $1.63 to a typical high of $9.68, with a mean of $5.65.

Similarly, LOOP service appears to be more cost effective than that of many of its national peers. LOOP's cost per passenger trip of $3.56 falls within a range of $1.23 to $9.08, and is well below the mean of $5.15.

Cost per Mile - The typical range of cost per mile for demand responsive/other services was from a low of $0.29 to a high of $3.74. Dutchess County's program-based services averaged $1.16 per mile, which is on the low end of that range and is very good when compared with other systems nationally.

LOOP's cost per mile was slightly higher, at $1.85. This, however, was within the range measured for fixed route/demand responsive systems of $0.61 to $4.86 and below the mean for the national sample

[3]Transit Cooperative Research Program - Report #6. Users' Manual for Assessing Service-Delivery Systems for Rural Passenger Transportation",Published by the Transportation Research Board, January 1995. (All standards used in this section are from this report).

of $2.72.

Cost per Hour- At $17.16 per hour, Dutchess County's program-based providers are below the cost per hour mean of $26.05 for demand responsive/other services and within a wide range of $5.29 to $46.80. LOOP, at $39.55 per hour, is higher than average for similar systems. The range for such systems is $9.08 to $50.04, with a mean of $29.35.

Passenger Trips per Mile and Passenger Trips per Vehicle - The range of passenger trips per mile is wide among a national sample of rural demand responsive/other systems, varying from a low of 0.05 to a high of 1.05, with an average of 0.47. The program-based providers in Dutchess County average 0.31 passengers per mile, falling below the average but within the range. Passenger trips per vehicle commonly range from 2,000 to 8,000 for transportation systems of this size and type. With 3,297 passenger trips per vehicle, the program-based services of Dutchess County fall within this range, albeit on the low end.

Passenger trips per mile for LOOP was measured at 0.52. This falls within a range of 0.06 to 1.58 for national fixed-route/demand responsive systems, and slightly below the mean of 0.77. LOOP averaged a much higher number of passengers per vehicle than the program-based providers, at 19,638.

Passenger Trips per Hour and Miles per Hour - Two other important measures are passenger trips per hour and miles per hour. Dutchess County program-based providers carried 4.64 passengers per hour at an average speed of 14.76 m.p.h. The typical range of passengers per hour for demand responsive/other services is between .60 and 13.59, with a mean of 6.29. This places Dutchess County providers below average but well within the typical range. The average vehicle speed for these programs is acceptable, as the typical range is between 10 and 20 miles per hour.

LOOP exhibits relatively high productivity for a rural system. It averages 11.12 passenger trips per hour, which is better than the mean of 7.79 passengers per hour for similar national systems. The typical range is 0.41 to 15.17.

Miles per Passenger Trip and Miles per Vehicle - Dutchess County's program-based providers averaged 3.18 miles per passenger trip, which is close to average when compared with other systems. The mean annual miles of demand responsive/other systems as 400,899, which yields a miles per trip average of 3.83 when divided by the mean number of trips provided. For demand responsive/other services, miles per vehicle range from 1,500 to 30,000. Dutchess County's program-based providers appear to have typical vehicle utilization, with an average of 10,488.

LOOP passenger trips cover a lower amount of distance on average, at 1.92 miles per passenger trip. This is also fairly consistent with the mean miles per passenger trip exhibited by other similar systems, which was

calculated to be 1.66 miles. LOOP appears to practice excellent vehicle utilization, with an average of 37,673 annual miles per vehicle.

Table 5-1
Dutchess County Transportation Programs
Combined Performance Profile

	Program-Based*	General Public**
Financial/Operating Data		
Passenger Trips	431,971	1,021,193
Vehicles	131	52
Vehicle Miles	1,373,982	1,958,998
Vehicle Hours	93,082	91,865
Total Costs	$1,597,703	$3,633,381
Total Local Revenue	$156,277	$1,578,209
Performance Measures		
Passenger Trips per Mile	0.31	0.52
Passenger Trips per Vehicle	3,297	19,638
Passenger Trips per Hour	4.64	11.12
Miles per Vehicle	10,488	37,673
Miles per Hour	14.76	21.32
Cost per Passenger Trip	$3.70	$3.56
Cost per Mile	$1.16	$1.85
Cost per Hour	$17.16	$39.55
Miles per Trip	3.18	1.92
Revenue/Trip	$0.36	$1.55
Revenue/Cost	10%	43%

*Includes ARC, DC, First Student, the Office for the Aging, and Rehab Programs
**Includes LOOP - all modes

Revenue per Trip and Revenue/Cost - With the exception of Rehab Services**,** Dutchess County's program-based providers do not collect revenue through the farebox. However, other local resources, including utilization of a county fund by the Office for the Aging, allows for a reasonable recovery rate of 10% and a $0.36 revenue/trip rate. LOOP, which does collect fares and gets other local funding, has an even better recovery rate of 43% and a revenue/trip rate of $1.55.

Summary - In order to better evaluate two different types of service, program-based transportation services and general public transit were both compared with national systems of a similar type on the basis of a number of transit indicators of financial efficiency, cost effectiveness, and productivity.
No major areas of concern were uncovered for program-based services in Dutchess County. The performance profile shows better than average financial efficiency and cost effectiveness. On the other hand, productivity is slightly below average as well.

LOOP, the County's general public provider, proved to be more expensive to operate than program-based systems, but slightly more cost effective. LOOP does appear to provide productive service in a rural environment. This performance profile did not indicate any major deficiencies with LOOP either.

5.2 Operations Analysis

This section consists of a description and evaluation of vehicle utilization among several of the major transportation providers, and also analyzes service coverage throughout the County by program-related and general public services.

Figure 5-1 is a vehicle utilization chart that shows the times during which agency vehicles are in service throughout the course of a typical day. Only Monday is shown because service patterns do not differ appreciably on other weekdays. Three agency transportation programs are represented: ARC, DC, the Office for the Aging, and the contracted service operated by First Student. Rehab Services' non-contracted transportation and much of ARC, DC's transportation is of a very flexible nature and does not follow a regular pattern that can be represented here.

A vehicle utilization chart is useful insofar as it provides a visual depiction of pattens of vehicle use, pointing to times of day when vehicles are not in use, and showing times of day when service among agencies coincides. One should be careful not to draw hasty conclusions. The fact that vehicles are not being used during a particular time does not necessarily mean that they could or should be used during that time - there may simply not be the demand for them. Similarly, the fact that several agencies have vehicles on the road during the same time of day does not always indicate that greater coordination between those agencies is possible.

Figure 5-1
Dutchess County
Vehicle Utilization Chart

Day of Week: Monday

Hours of Operation

Agency	Vehicle #	Destinations	5am	6	7	8	9	10	11	12pm	1	2	3	4	5	6	Hours
ARC	34	Dutchess Turnpike															2.50
ARC	32	Creek Road															9.25
Aging	2373	Millerton															1.25
Aging	2726	City of Poughkeepsie															2.25
Aging	3506	Hyde Park															5.00
Aging	3575	Rhinebeck															5.25
Aging	3933	Hopewell Junction															8.00
Aging	3931	Pawling															4.25
Aging	3932	So. Amenia															4.75
Aging	3576	City of Poughkeepsie															3.00
Aging	3966	Fishkill															8.00
Aging	3967	Town of Poughkeepsie															7.25
Aging	4510	City of Poughkeepsie															5.25
1st student	154	Amenia/Pine Plains															7.00
1st student	155	Tivoli															8.00
1st student	156	Amenia/Millerton															7.00
1st student	157	Pawling/Beekman															8.00
1st student	158	E.Fishkill															7.00
1st student	159	Poughkeepsie North															6.00
1st student	160	Poughkeepsie South															7.00
1st student	161	Wappingers															6.00
1st student	162	East Hyde Park															7.00
1st student	182	Millerton/Pleasant Valley															7.00
1st student	183	Northern Express															8.00
1st student	376	Wingdale/Vernbank															8.00
1st student	377	Clinton Corners															8.00
1st student	378	Amenia/Stormville															7.0
1st student	379	Millerton															8.00
1st student	380	Pine Plains															8.00
1st student	381	Hyde Park															7.00
1st student	382	Sothern Express															7.50
1st student	383	Southern															7.00
1st student	384	McGuire															7.00
1st student	385	Spackenkill															7.00
1st student	386	Amenia/Sycamore Sq.															8.00
1st student	387	Apple Valley															8.00
TOTAL																	**234.50**

Agency Key : ARC = ARC,DC

Aging = Office for the Aging

1st Student = contract service operated by First Student

Some of the trends that can be identified from Figure 5-1 are:

- ARC, DC and First Student vehicles tend to have two active service blocks of time during the day – early to mid morning and early to mid afternoon. With a few exceptions, vehicles from these agencies are not being utilized between 10 a.m. and 1 p.m.

- Office for the Aging vehicles are by contrast in use throughout much of the day, mainly from 8:30 a.m. to 3 p.m.

As Figure 5-1 shows temporal service coverage, Figures 5-2 and 5-3 show geographical coverage of program-based and general public transit service.

Figure 5-2 illustrates service coverage of three providers of program-based subscription trips (First Student, ARC, and Office for the Aging), by municipality. As can be seen, subscription routes serve communities throughout the County. The towns of Poughkeepsie, East Fishkill, and Amenia, as well as the city of Poughkeepsie receive the most service. The towns and villages that are represented as not receiving subscription service are Milan, Stanford, Washington, North East, and Millbrook.

Figure 5-3 shows LOOP service coverage for its fixed routes and Dial-A-Ride services. Fixed route coverage is represented with a buffer around each fixed route of 1/4 mile in each direction (the distance one could reasonably be expected to walk to a bus stop) and 3/4 mile for one route deviation. In addition, the City of Poughkeepsie fixed route system is shown in an inset. The figure illustrates that Dial-A-Ride service is provided in a defined and contiguous part of the County. All municipalities bordering the Hudson River receive it, as well as several others in the south central part of the County. This coverage mirrors the population density in the County, although it leaves out some areas of moderate density in the eastern part of the County such as the villages of Millbrook and Pawling. It should be noted that several municipalities receive Dial-A-Ride service less than five times per week.

Fixed route service provides greater coverage of the County. Milan is the only municipality that receives no service. Service is denser in the southwest part of the County, with a concentration of service in the city of Poughkeepsie. Despite fairly good geographical coverage, many of the routes, particularly those serving communities to the east, provide very infrequent service (1 to 3 round trips per day). It should also be kept in mind that, as Figure 5-3 illustrates, fixed routes provide service only to narrow corridors within most of the municipalities that it serves.

5.3 Agency Comments

This section documents comments made during the course of interviews with agency representatives regarding transportation in Dutchess County and unmet needs. In cases where very similar comments were

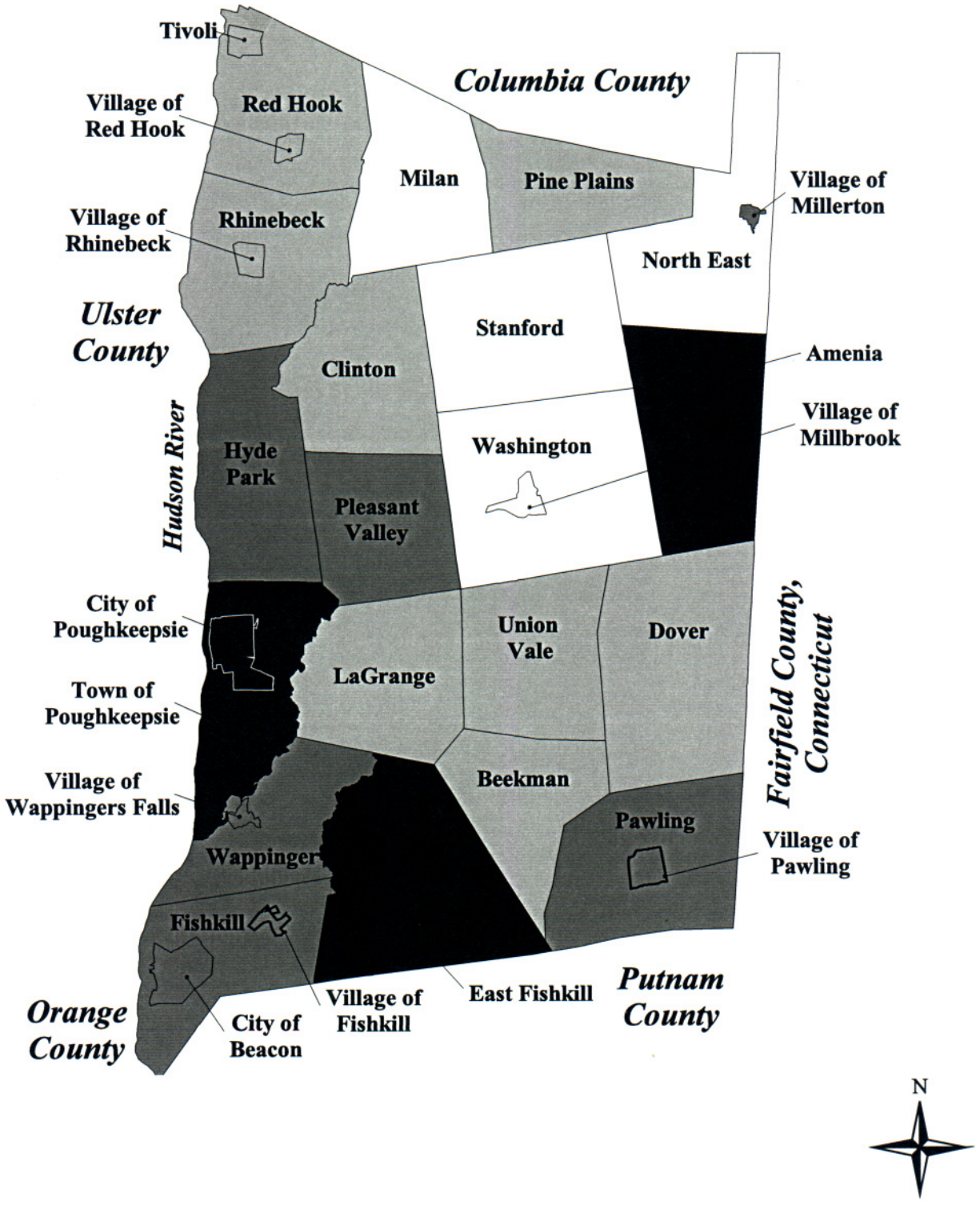

Figure 5-2:
Dutchess County Municipalities with Daily Subscription Trips

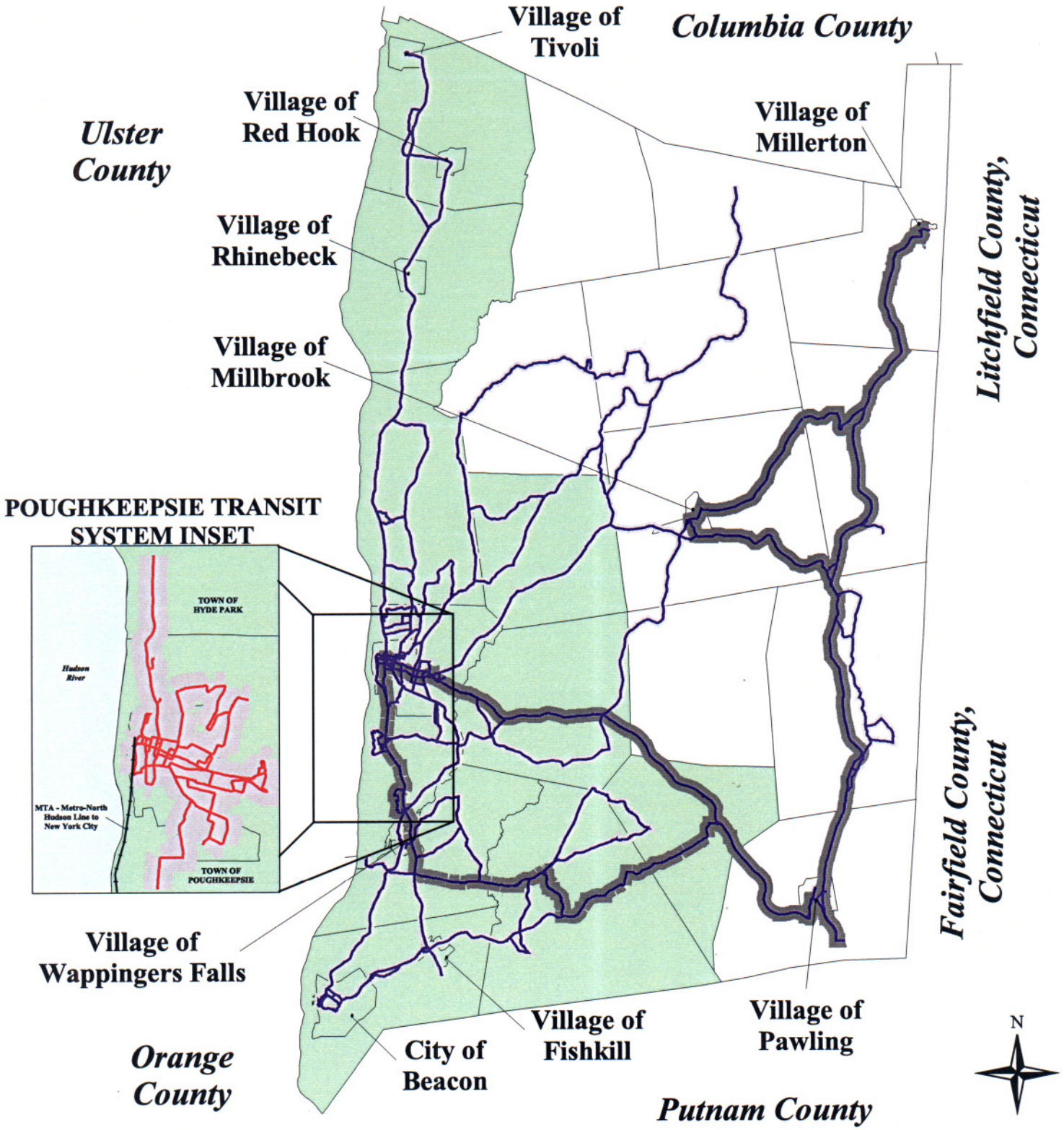

Figure 5-3:
Public Transit Service

made by multiple agencies, one generalized comment is presented.

- The type of service which the agencies provide could be done by LOOP
- A consolidated multi-county transit authority would serve the region better
- There is a need for service on nights and weekends, in particular to allow people to access entry-level jobs
- More flexible service that does not require advance call-in reservations would be beneficial
- Dial-A-Ride service is limited by the fact that it does not go everywhere in every community
- There is a need for transportation to serve shopping and recreational needs
- The northern and eastern part of the County receives very little service
- Transportation demands are greater than transportation that is available
- The zone fare system used by taxis makes for extremely high fares, and many areas have no taxi service
- Connections between LOOP and City bus can be problematic
- In some cases, buses are at capacity
- There is limited capacity for wheelchairs
- LOOP fixed routes are in many cases very lengthy

5.4 Congruence Analysis

This section brings together the County Profile and the Transportation Analysis and Service Analysis by comparing the service that is provided in the County with the needs identified through an examination of socioeconomic data and major generators and attractors, as well as the comments in the section above.

The pattern of agency subscription trips (Figure 5-2) can be compared to population density in the county (Figure 2-3). Trips are spread throughout the county, but a concentration in the south and west is evident. Those municipalities where no subscription trips begin or end, such as Stanford, Milan, and North East, are

ones with the lowest population density. An exception is the village of Millbrook, where no subscription routes were identified.

Comparisons between general public service coverage (Figure 5-3) and population density also indicate that service is more intense in areas of greater density. Municipalities with no or little service, such as Milan, Pine Plains, and Union Vale, also have lower density. Dial-A-Ride service is available in municipalities in the south and west with higher densities. The fact that less densely populated areas of the county receive fixed route service, but no general public demand responsive service, is somewhat unusual.

The analysis of demographic indicators (Figures 2-4 through 2-9) showed that all areas of the county contained potential transit riders. It makes sense that program-based subscription trips cover most of the county. Similarly, the fixed route system provided by LOOP does have some routes in all but one municipality, although such a service can only serve small sections of most municipalities. It is worth noting that Dial-A-Ride is currently limited to the western and southern portions of the county, simply because communities in the northern and eastern parts of the county have opted not to provide this service to their residents. Based on the demographic indicators, there may be a need for Dial-A-Ride or some other general public demand responsive service in these unserved communities. Comments received from agencies are consistent with this analysis, indicating a lack of transportation services in these areas.

Major generators and attractors are distributed throughout the county, but some general statements can be made about the congruence of transit service and these generators and attractors. There is concentration of key attractors in the southwestern corner of the county including Poughkeepsie, Wappinger, Fishkill, and Beacon. This includes most of the colleges and universities, two of the three hospitals, and most of the larger employers. Other generators, such as public and private schools, shopping centers, municipal halls, and some social service agency facilities, are more dispersed. This indicates a need for services that both make connections to the urban area (e.g., for employment trips), and ones that provide local connections within municipalities (e.g., for shopping trips). Program-based subscription trips are targeted to social service agency facilities, and therefore serve these attractors throughout the county. The general public fixed route converges on Poughkeepsie, but also makes some connections within municipalities, serving generators outside the urbanized area to some extent as well.

Temporal congruency between service provided and need can be analyzed by comparing the hours of operation for the services with what agencies relate about when clients need transportation. With the exception of the in-house programs of ARC, DC and Rehab Programs agency programs have limited service hours confined to weekdays. This may serve the needs of the programs, but their clients other needs - employment, shopping, recreation, etc., are generally not met. LOOP's fixed route services have long spans in some cases, and they do have routes that operate on Saturday and Sunday. However, the frequency of service is very low, especially to areas outside the southwestern corner. Only a few areas have Sunday service. Dial-A-Ride service, apart from being limited geographically, is limited by time of day as well, with no service available before 8 a.m. or after 4 p.m. and no weekend service. In addition, most

municipalities do not receive Dial-A-Ride service every day. Comments from agencies highlight the difficulty individuals have in meeting their transportation needs for employment, shopping and recreation.

It should be noted that LOOP does a good job of covering most of the county as well as 7 days a week with limited resources. However, limited resources do mean that not all trip needs can be met by LOOP. As opposed to attempting to cover all general public needs with fixed routes, which are already stretched thin, it may make more sense to look towards the enhancement and expansion of the Dial-A-Ride service.

5.5 Issues and Opportunities

Based on the County Profile, Transportation Analysis, and Congruence Analysis, some key issues can be identified. These are listed below and will be used to develop alternatives in the next report.

- There are three separate strategies for providing transportation – LOOP's general public service, First Student's contracted program transportation, and non-contracted agency transportation. It may be possible to combine some of these strategies.

- There is a lack of transportation options in the north and east, despite the presence of transportation needs there.

- Despite having fixed routes in most municipalities throughout the county, LOOP's service is spread thin, with only a few trips per day in many areas, covering only a small portion of each municipality.

- Despite contracting out much of their service, ARC, DC and Rehab Programs maintain their own transportation services with lower cost effectiveness and productivity than the contracted service.

- Dial-A-Ride service is currently limited to the senior and disabled population and serves only 17 of 30 municipalities in the County. In addition, many communities receive service less than five times per week and the service span is from 8:00 a.m. to 4:00 p.m. Opportunities for increasing the availability of service in the County are worth exploring.

- The Office for Aging is not involved in the contracted service provided by First Student. This may present an opportunity for increasing the cost effectiveness of senior transportation.

Chapter Six KEY ISSUES

Chapter Five posed several issues that had been identified by the consultant during the development of that document. This chapter picks up where it left off, by discussing those issues in greater depth. It also does the same for issues that were identified during or after a December 18th, 2002 meeting with the study advisory committee.

6.1 Administration

LOOP, First Transit, and the human service agency providers have discrete transportation programs, with limited coordination among them - Having multiple transportation programs requires that all of these agencies maintain administrative staff responsible for transportation. There is much to be said for employing different approaches for serving different transportation markets. However, having different strategies to serve these markets does not require having separate providers for each one. Although some administrative oversight would be necessary for agencies such as Rehab Programs, Inc. and the Association for Retarded Citizens (ARC, DC) even if they give up directly operating their own transportation, transportation-related work load would diminish, allowing staff to devote their time to other issues. Some level of consolidation of transportation services in the County should reduce the overall amount of administrative effort.

Despite contracting out much of their service, ARC, DC and Rehab Programs maintain their own transportation services with lower cost effectiveness and productivity than the contracted service - It has been acknowledged that the lower levels of cost effectiveness and productivity exhibited by these programs are in part due to the nature of the service that is being provided. Nevertheless, strategies for effecting improvements in these areas should be considered. One approach is to address operational issues with the services. The other is to look to new administrative models that involve coordination or consolidation.

ARC, DC and Rehab Programs have decentralized in-house transportation, which makes it difficult to ensure accurate data reporting and may contribute to the lower cost effectiveness and productivity – Within these agencies, there are separate programs (employment, residential, etc.) that essentially operate discrete transportation services, each utilizing a few vehicles under their control. The difficulty encountered in obtaining accurate data for transportation services as a whole from these agencies points to a lack of comprehensive oversight and understanding. Greater consolidation of transportation services within both agencies would likely yield more efficient transportation.

The Office for Aging is not involved in the contracted service provided by First Student - Alongside ARC, DC and Rehab Programs, the Dutchess County Office for the Aging (Office for the Aging)

is one of the agencies in Dutchess County with significant subscription trip requirements. Presently it contracts out only its Beacon-based trips to a local agency there, operating trips to the remaining senior centers in-house. This is an issue insofar as the service provided by First Student, the present contractor, proved to be more cost effective and productive than any of the agencies, including the Office for Aging. Even though the ARC/Rehab Programs contract is presently for transporting developmentally disabled individuals, there appears to be no reason why the next contract could not include subscription trips to senior centers as well.

6.2 Operations

Despite having fixed routes in most municipalities throughout the county, LOOP's service is spread thin - Many of LOOP's routes offer only a few trips per day in the areas they serve, and cover only a small portion of each municipality. It is to be expected that LOOP's fixed-route network is not as well developed in the less densely populated areas of the county. It is unlikely that expanding the network in these areas would be cost effective. However, other options for general public service, including expanded demand response and route deviation service, may be explored.

Dial-A-Ride service is currently limited - The Dial-A-Ride service operated by LOOP is now available to the senior and disabled population and serves only 17 of 30 municipalities in the County. In addition, many communities receive service less than five times per week and the service span is from 8:00 a.m. to 4:00 p.m. Opportunities for increasing eligibility and the availability of service in the County are worth exploring. However it should be kept in mind that the service is partially funded by the County Office for the Aging, and its primary focus has been transporting seniors.

Many agency vehicles are utilized primarily during the early morning and afternoon - Subscription trips, whether they be to work sites, senior centers, or elsewhere, tend to occur during the early morning and mid to late afternoon, leaving open a potential window of opportunity in the middle of the day. The utilization chart showed that some agencies do have vehicles not being used during the middle of the day. It may be possible to use such vehicles to provide demand responsive services at these times.

Agency vehicles currently access areas not served with general public transit - Agency vehicles provide trips all over the County, including those areas not well served by LOOP. Opportunities to accommodate general public demand on these services may exist. For example, a regular subscription trip that brought individuals from a rural community to a senior center or work site in Poughkeepsie or Beacon might also have the capacity to accommodate a non-program individual who wants a ride into either of those cities to go shopping, see the doctor, etc.

Coordination or consolidation among general public and agency-based routes may be possible - Although an earlier issue highlighted the fact that LOOP does not directly serve all areas of the county, it does operate several routes in rural areas where subscription trips also operate. The potential may therefore exist to coordinate or even combine some routes with similar origins and destinations. Such coordination may also be possible among different agency subscription routes. In either case this will be much more feasible if administrative changes are also made, such that one operator can combine or consolidate two routes both of which are under its aegis. For example, if senior center routes were included as part of the ARC/Rehab Programs contract, then there may be some opportunities to combine those routes.

There is little or no service in the evening and on Sundays - Evenings and Sundays have traditionally been time periods when there is the least demand for transit and therefore the least service provided. As society in general and the workplace have become more flexible, this demand has grown. Dutchess County agencies have expressed the desire to place clients in entry-level jobs that have non-traditional work hours, and the inability to do so because of a lack of transportation options. Because the County still exhibits low to medium density in many parts, providing such service may not always prove to be cost effective. However, working with agencies and employers may uncover specific opportunities for successful service implementation during non-traditional time periods.

6.3 Vehicle Maintenance and Fleet Conditions

A significant percentage of vehicles are not wheelchair accessible - The transportation inventory documented that only 59 of 182 vehicles (32.4%) operated by the major transportation providers were wheelchair accessible. These statistics are tempered by the fact that LOOP has plans to purchase replacement vehicles that are wheelchair accessible. LOOP projections indicate that a total of 16 replacement vehicles will be purchased between 2002 and 2007, all of which are required to be wheelchair accessible. First Student is required by contract to ensure that a designated portion of its fleet is comprised of wheelchair accessible vehicles; over the next five years, its existing fleet of 23 vehicles will be replaced by new vehicles, 14 of which will be wheelchair accessible. ARC DC and the Dutchess County Office for the Aging have combined estimates of 14 replacement vehicles over the next five years, 5 of which are expected to be wheelchair accessible. In total, 37 of the 53 vehicles (70%) to be purchased by the transportation providers during this period of time will be wheelchair accessible (vehicle replacement projections from Rehab Services were not available). Many agency vehicles may serve specific purposes that do not require wheelchair access. Nevertheless, an effort could be made for these agencies to raise the percentage of vehicles that are wheelchair accessible in their fleets.

There may be opportunities for more coordination in the area of maintenance - Rehab Programs and ARC, DC maintain their vehicles at local service stations, despite the existence of maintenance facilities operated by the County, First Transit, and LOOP. There may be possibilities for both of these agencies to

use these existing maintenance facilities for their own fleets, which would make sense if it can be done less expensively.

Rehab Programs and ARC, DC have little standardization in their vehicle fleets - Both agencies have a wide range of vehicle types and years, which may be a consequence of the having many different programs with slightly different needs. From another perspective, a fleet with so much variation in vehicle type may be more difficult and expensive to maintain than a standardized fleet.

6.4 Summary

As is the case almost everywhere, there are limited resources available for the provision of transit in Dutchess County, making increased efficiency and coordination of existing services the key issues. Dutchess County already has a successful example of coordination in the ARC/Rehab Programs contract. Many of the issues described above address opportunities to build upon that effort through increased coordination, as well as opportunities to address operational inefficiencies in other ways. The potential improvement options in Chapter 7 will propose a range of specific measures for increasing coordination and efficiencies where it is possible, as well as a few expanded or new services addressing currently unmet needs.

Chapter Seven POTENTIAL IMPROVEMENT OPTIONS

This chapter presents a multitude of options that have the potential for improving transit services through the areas of administration, operations, and maintenance. These options do not comprise recommendations, but will be incorporated into alternative packages in a subsequent chapter for consideration by the project advisory committee.

7.1 Administration

Include additional agency routes, including the Office for the Aging subscription routes, in the next request for proposals to provide contracted subscription services - Given the relatively successful experience that ARC, DC and Rehab Services have had in contracting for many of their subscription trip needs, and the participation of the Office for the Aging on the project advisory committee, this may be an opportune time to consider including the Office for the Aging subscription trips in 2003, when the contract is due to be renewed. Although the clients that the Office for Aging serves are very different than those currently transported by First Student, this should not present a problem. If necessary, service to senior centers could be tailored for that purpose within the contract, with specifications for different vehicles and separate trips for seniors. It would, however, be ideal if the contractor were given enough flexibility in the contract to achieve real efficiency gains, while maintaining sensitivity to the different needs of the two populations it is transporting. The Office for the Aging could retain one or two vehicles in order to provide the small amount of demand response trips that it currently provides. Other agencies not analyzed in depth as part of this study could also be considered for inclusion in future contracts.

Include additional subscription routes now operated in-house by ARC, DC, and Rehab Programs in the next request for proposals to provide contracted subscription services - Just as there is the potential for Office for the Aging subscription trips to become more cost effective through contracting alongside ARC and Rehab Programs, these two agencies could also add some of their services currently provided in-house to the contract. For some programs, where a high degree of flexibility is required, this may not be possible to do. However, it should be kept in mind that demand response services can be successfully contracted out as well as subscription trips, as long as the contracted agency can adequately perform both functions.

Make LOOP responsible for operating most agency-based transportation - This would be a major change in the transit landscape in Dutchess County, but one that may yield some economies of scale. LOOP currently already does more than provide purely general public transportation insofar as it operates the Dial-A-Ride service, which is targeted towards the elderly and disabled and partially funded by the Office for the Aging. An advantage of taking over agency-based transportation, including the contract currently operated by First Student, is that bringing all transportation service provision under a single administrative umbrella

would reduce the amount of transportation-related administrative costs in the County and would place all administration in the hands of transportation professionals. It is important that LOOP receive as a pass through the funds that the agencies currently use for transportation. LOOP, with the input of the agencies, could decide in the case of all of the services whether it is more cost effective to contract them out or operate them in-house. This would include the service currently contracted to First Student. It will probably be the case that agencies such as ARC and Rehab Services will wish to continue to operate a few of their own programs which require a lot of flexibility and maintain some vehicles for specific transportation functions (e.g., residence-based vehicles that need to be able to respond to trip requests at all times of day and night).

Centralize scheduling, dispatching, and data collection within ARC, DC and Rehab Programs to increase efficiency and oversight - Better coordination within these agencies is a more limited option that might be pursued. In the case of both agencies, there appears to be a lack of central oversight over the transportation components of the many programs that require it. Creating a distinct transportation department that provides services for all programs and employs a transportation coordinator who can effectively respond to needs and requests of all programs may require additional expenses in the short term, but in the long term should allow the agencies to better track their transportation expenses and keep them under control, while at the same time freeing up staff of different departments to use their work time for tasks more in keeping with their job descriptions than transportation.

Designate or create a transportation coordinator position at ARC, DC, Rehab Programs, and the Office for the Aging – This recommendation would place day-to-day responsibility for overseeing and operating the transportation programs of these human service agencies with one individual. The transportation programs are small enough to enable that individual to handle scheduling, dispatching and data collection. This recommendation should be paired with the one above, which centralizes the transportation programs of ARC, DC and Rehab Programs.

Create a county transit broker position - This individual would provide marketing and respond to general public trip requests by placing potential riders on the most appropriate service, which could include existing fixed route and Dial-A-Ride services offered by LOOP, as well as agency-based trips when they are available. The broker would coordinate with a designated transportation coordinator with each agency and the operations personnel of transportation contractors, and attempt to locate seats on existing subscription trips. This could include trips provided by agencies analyzed in this study, as well as any additional ones interested in participating. The transit broker position and the network that he or she would be responsible for coordinating would essentially serve to expand transportation opportunities to members of the general public, without necessarily expanding existing services. This recommendation would be most effective if paired with operational arrangements that allow agency subscription trips to be utilized by the general public according to certain guidelines and restrictions. It may be most appropriate for this individual

to work for LOOP, with his or her salary paid through a demonstration grant, to allow several years in order to determine whether the position provides a useful service.

7.2 Operations

Allow general public riders and riders from other agencies to utilize agency-based transportation programs only when it is possible to accommodate them on existing trips - Opening up agency subscription trips to a wider pool of riders is another means of potentially meeting additional need without requiring additional resources. This may prove to be particularly beneficial in areas of the County to the north and east where general public services are limited. The agencies could not be expected to divert significantly from their subscription trips, many of which are already long and circuitous. General public riders would not be eligible to receive dedicated trips with agency vehicles. However, if a general public rider or a rider from another local agency has a similar origin and destination as an existing agency trip, and there is seating capacity on that trip, then the agency should not be averse to providing that trip. Agencies may in fact, realize some benefit from this policy insofar as many of their consumers become general public riders during the times when they are not in agency programs. To allow for such an arrangement for subscription trips provided by a contracted operator, appropriate provisions would need to be written into the contract. This option will require a significant amount of coordination to match riders with available services, which is why it would most likely be paired with an option to provide a county transit broker.

Transform select LOOP routes that are currently fixed into route deviation to increase their coverage - Given the low density of many of the areas that LOOP serves with its fixed routes, route deviation should be considered. This increases the service area around the corridor served by picking up passengers within a defined distance from the corridor. Route deviation is already used on LOOP 8, which serves several communities on the eastern side of the County. According to LOOP management, this service has proven to be a success, effectively meeting the transportation needs of seniors by serving senior facilities and mobile home parks located along Route 22 between Pawling and Millerton Monday through Friday, and alternating the route to serve the Galleria Mall on Saturdays. Elsewhere in the County, LOOP is currently utilizing LOOP 3A to serve senior facilities in Hopewell Junction, LOOP 4 to serve the Gap/Old Navy Distribution Center, and LOOP 5 to serve the Lutheran Care Center located along Route 44. Each of these is a fixed route that serves significant transit generators on an as-needed basis. To increase system coverage and to enhance public awareness of these services, LOOP should consider classifying and promoting these routes as providing route deviation service. In addition, LOOP 7 and LOOP 10 could also be considered for route deviation service, thereby increasing the amount of individuals in the north and east of the County receiving direct transit service.

Actively attempt to expand Dial-A-Ride service to additional communities by gaining financial support of those communities - This demand response service, which currently serves communities in the

south and west of the County which have chosen to partially fund the service, could be expanded to towns and villages in the north and east if those communities choose to fund the service as well. From a financial standpoint, this can take place only if those communities are willing to help fund the service. According to LOOP, some agency money is currently available to match community contributions, and vehicle capacity may not be a major issue if one or two additional communities elect to receive service. In the longer term, additional funding and vehicle capacity may need to be identified if more communities opt in. An expanded outreach effort to communities without Dial-A-Ride service would be appropriate to familiarize them with the program and its benefits and gauge their interest in participating.

Work with existing Dial-A-Ride communities to increase days of services and hours of operation - Users in communities that currently have Dial-A-Ride service now may be constrained by the operating hours and the number of days per week during which service is available, which is only one or two days for some communities. This option is also dependent upon securing additional funding from these communities. A dialogue with existing Dial-A-Ride communities about their needs and available resources would therefore be the first step, followed by implementation of increased service if it proves feasible. As with the option to add Dial-A-Ride service in new communities, significant service increases to communities that now have the service may eventually require additional capital and operating funds.

Initiate a pilot program which provides subscription trips to a major employer or employment center - To address some of the concerns expressed by some agencies that they are unable to place clients in desirable jobs because non-traditional work hours make it impossible to use transit to access these jobs, non-peak service to a chosen worksite may be initiated on a trial basis. Social service agencies can help identify a worksite that offers entry-level positions during non-traditional work hours. Service is most likely to succeed if it consists of subscription trips scheduled according to shifts, departing from a more densely populated area with other transportation connections, such as downtown Poughkeepsie or Beacon. The viability of this pilot project would largely depend upon the ability of participating employer(s) to maintain a continuing and proactive role in this program. This would include communicating employee demand levels and scheduling changes to the service agencies with training/employment placement programs, and to the provider, which could be LOOP. It remains to be seen if an appropriate employer can be found to sponsor this type of service in Dutchess County. Identifying sources of funding for these services would also be critical to making this option realistic, and would have to be worked out between the participating parties as well; dividing the expenses between employers, employees, and transportation funds accessed by agencies may be the most equitable and successful approach.

7.3 Vehicle Maintenance and Fleet Conditions

Consolidate vehicle maintenance for all vehicles at LOOP garage or County facility - This option could involve coordination of maintenance by servicing vehicles used for program and non-program

transportation at the LOOP garage or, alternatively, the County facility. For both facilities, outside agencies would be expected to reimburse LOOP or the County for their services. However, it may be possible to negotiate better rates than what they are currently paying at service stations. This option may be paired with options to make administrative consolidations. For instance, if LOOP ultimately takes over program-based services, it would naturally perform maintenance on the vehicles used for this as well.

Coordinate vehicle purchases among agencies - A step towards a higher level of coordination among agencies would involve standardizing the vehicles that the agencies use, so that they are more or less interchangeable and easier for a central maintenance facility to service. In order to do this, agencies like ARC and Rehab Programs could make joint purchases of vehicles. This will help standardize the county fleet and may also provide benefits in terms of volume discounts that may apply.

Purchase only wheelchair accessible vehicles - All agencies could agree to purchase only wheelchair accessible vehicles, unless it can be demonstrated that the vehicle has a sole dedicated use that will not require wheelchair accessibility. Even in this case, the flexibility of having most or all of a coordinated county fleet comprised of wheelchair-accessible vehicles is important to have if vehicles are being considered for multiple uses, as is the case with several of the operations options.

Chapter Eight CONCEPTUAL ALTERNATIVE PACKAGES

This chapter incorporates the previously identified improvement opportunities in the areas of administration, operations, vehicle maintenance and fleet conditions into three alternatives that enhance service while streamlining organizational operations. It should be noted that the options in these three alternatives may be combined in different ways. Input from the Study Advisory Committee will determine the ultimate content of the preferred alternative. Each of these alternatives is discussed in greater detail below.

8.1 Alternative 1

The distinguishing factor of Alternative 1 is that control and operation of the agencies' respective transportation programs remains in its current structure. This alternative recommends many of the same efficiency and productivity enhancements as Alternative 2 and Alternative 3; however, those alternative packages include additional steps that are intended to centralize most of the County's agency transportation responsibilities under a single entity. Alternative 1 is designed to increase coordination among the agencies and transit operators. What will enable this is the centralization of transportation within each agency and the designation of a staff member responsible for his or her agency's transportation program. A complementary step will be introducing a county transit broker to work with these agency transportation programs and ensure utilization of them by those in need of transportation. The Alternative 1 package includes:

Administration

- Centralize scheduling, dispatching, and data collection within ARC, DC and Rehab Programs to increase efficiency and oversight.
- Designate or create a transportation coordinator position at ARC, DC, Rehab Programs, and the Office for the Aging.
- Create a county transit broker position.

Operations

- Initiate a pilot program which provides subscription trips to a major employer or employment center.
- Transform select LOOP routes that are currently fixed into route deviation to increase their coverage.
- Allow general public riders to utilize agency-based transportation programs only when it is possible to accommodate them on existing trips.

- Actively attempt to expand Dial-A-Ride service to additional communities by gaining financial support of those communities.

- Work with existing Dial-A-Ride communities to increase days of services and hours of operation.

Vehicle Maintenance and Fleet Conditions

- Consolidate vehicle maintenance for all vehicles at LOOP garage or County facility.

- Coordinate vehicle purchases among agencies.

- Purchase only wheelchair accessible vehicles.

8.2 Alternative 2

Alternative 2 focuses upon the same service enhancement measures that are covered in Alternative 1, but takes a different approach in the area of administration. Alternative 2 foregoes the creation of the new agency transportation coordinator and county transit broker positions, and instead introduces centralization measures such as including Office for the Aging routes under contracted service and expanding the number of routes contracted out by ARC, DC and Rehab Services. Agency coordination responsibilities would be incorporated into existing positions maintained by the contractor. Under this plan, efficiencies would be realized sooner than in Alternative 1, where additional staffing would increase expenses. Alternative 2 recommends the following steps:

Administration

- Include the Office for the Aging subscription routes in the next request for proposals to provide contracted subscription services.

- Include additional agency routes, including the Office for the Aging subscription routes, in the next request for proposals to provide contracted subscription services.

Operations

- Initiate a pilot program which provides subscription trips to a major employer or employment center.

- Transform select LOOP routes that are currently fixed into route deviation to increase their coverage.

- Allow general public riders to utilize agency-based transportation programs only when it is possible to accommodate them on existing trips.
- Actively attempt to expand Dial-A-Ride service to additional communities by gaining financial support of those communities.
- Work with existing Dial-A-Ride communities to increase days of services and hours of operation.

Vehicle Maintenance and Fleet Conditions

- Consolidate vehicle maintenance for all vehicles at LOOP garage or County facility.
- Coordinate vehicle purchases among agencies.
- Purchase only wheelchair accessible vehicles.

8.3 Alternative 3

Alternative 3 is identical to Alternative 2 in terms of operating enhancements, but differs significantly in how agency and general public transportation is administered. The consolidation of agency-based transportation under LOOP represents a significant departure in how transportation is currently provided in Dutchess County. Alternative 3 changes would include:

Administration

- Make LOOP responsible for operating most agency-based transportation.

Operations

- Initiate a pilot program which provides subscription trips to a major employer or employment center.
- Allow general public riders to utilize agency-based transportation programs only when it is possible to accommodate them on existing trips.
- Actively attempt to expand Dial-A-Ride service to additional communities by gaining financial support of those communities.

- Work with existing Dial-A-Ride communities to increase days of services and hours of operation.

Vehicle Maintenance and Fleet Conditions

- Purchase only wheelchair accessible vehicles.

Chapter Nine EVALUATION OF ALTERNATIVE PACKAGES

This chapter examines projected costs, along with the institutional and political issues that may present obstacles to implementation, as a means of evaluating the feasibility and desirability of the various components that comprise the three alternatives previously outlined in Chapter 7. The advantages and disadvantages associated with each alternative are then evaluated and weighed to form the basis for the consultant recommendation, which is discussed at the end of this chapter.

9.1 Alternative Projected Costs

This section provides an overview that considers the potential costs that would be incurred as a result of the implementation of each of the proposed service alternatives. Table 9-1 shows the assumptions used to estimate costs, and Table 9-2 includes the estimated costs.

Alternative 1

In general, the measures recommended for implementation as part of Alternative 1 would involve both short- and long-term efficiency improvements, but would maintain the present structure of administrative and operational responsibility in the hands of both agencies and contracted transit operators. Some short-term changes that are addressed in Alternative 1 represent opportunities for the enhanced coordination of administrative, operational and maintenance responsibilities, thus providing opportunities for reductions in expenses. However, service enhancements proposed under this alternative would increase costs. Creating new positions within the agencies to administer and coordinate transportation programs would also produce additional expenses. Other components of this alternative, such as converting some LOOP fixed routes into route deviation service, would incur little or no change in operating costs. Opportunities warranting financial consideration include:

- Enhanced scheduling, dispatching and data collection within ARC, DC and Rehab Programs would require the creation of a transportation coordinator position at each agency's transportation program, which would incur increased expenses in the short-term, but would translate to increased efficiency through enhanced communication, coordination and oversight in the years to come. Additional expenses produced from this new position would include an annual salary of approximately $30,000, with fringe estimated at 22% to incur a total annual expense of $36,600 for each agency. The benefits of the newly-created position are difficult to quantify, but efficiency improvements would continue to increase as the agency consolidation measures discussed within the long-term alternatives of this report are implemented.

- The creation and introduction of the full-time transit broker position represents an initial cost that could

be split amongst the agencies, but by working effectively with the agencies' transportation coordinators, would contribute to increased efficiency over the long-term. This additional expense is estimated at $36,600 per year, of which $30,000 represents the position's salary and the additional $6,600 represents 22% in estimated fringe.

- Introducing a pilot program to provide subscription trips to major employers and employment centers in the County would depend heavily upon the ability and willingness of those companies and organizations to provide appropriate funding for these services. Since this service would most likely operate during off-peak hours, LOOP could utilize vehicles from its existing fleet to provide this service, and thus no additional capital expense would be incurred. For the purposes of projecting operating expenses incurred from providing this service, it is assumed that one vehicle would operate for six hours, six days per week. With allowances made for six holidays per year in which this service would not run, LOOP's 2000 fixed route operating cost per hour of $33.00 is applied to the total number of required service hours (1,836) to produce an estimated annual expense of $60,588 to operate the employer shuttle.

- The recommendation to extend the Dial-A-Ride service span will have financial implications. To estimate the total additional expenses corresponding with increased Dial-A-Ride service, one additional day of service was added to each of the twelve municipalities in Dutchess County that currently subscribe to Dial-A-Ride service. LOOP's projected cost per hour for operating Dial-A-Ride service in 2003 ($55.00) was applied to this additional day, and annualized to forecast additional expenses of $274,560. In addition, the cost of Dial-A-Ride expansion into municipalities presently not served would require an approximate additional cost of $183,040. This estimate is based on the assumption of one day of Dial-A-Ride service in eight of the ten towns presently unserved by Dial-A-Ride. LOOP's projected 2003 operating cost per hour of $55.00 was then used to determine the total additional annual cost.

- Dutchess County agencies currently utilize local service stations to perform vehicle maintenance. The consolidation of these responsibilities through the utilization of LOOP facilities and maintenance personnel would translate to cost savings in the form of reduced labor and inventory expenses. The streamlined vehicle maintenance operations could also expedite maintenance turnaround and thus minimize vehicle downtime, further reducing potential expenses. Actual cost savings resulting from these efficiency improvements are difficult to quantify.

- Through agency coordination, vehicle standardization could provide leverage for the agencies to negotiate volume discounts when purchasing new vehicles, parts and service equipment. Furthermore, under the recommendation to consolidate vehicle maintenance operations at LOOP, standardizing vehicles would benefit maintenance practices and would minimize the knowledge base required of

maintenance personnel. Actual cost savings resulting from these efficiency improvements are difficult to quantify.

- Expanding upon the issue of vehicle standardization is the recommendation to purchase only wheelchair-accessible vehicles. Currently, only 31% of the total LOOP and agency fleets are wheelchair-accessible. New wheelchair-accessible vans cost approximately $10,000 more than vans without wheelchair accommodations, and require more maintenance. In Dutchess County, ARC, DC, expects to purchase ten new or replacement vehicles over the next five years. Of these, only one would be wheelchair-accessible. ARC, DC representatives have indicated their interest in continuing to purchase vehicles based on the needs of the participants of the program, and only purchase wheelchair-accessible vehicles on an as-needed basis. As a result, the agency does not anticipate bearing additional costs as a result of this option. Due to ADA funding stipulations, all vehicles purchased by LOOP are required to be wheelchair-accessible; therefore, this recommendation will not impact its future capital costs. Similarly, the Dutchess County Office for the Aging is scheduled to purchase four replacement vehicles over the next five years, all of which are to be wheelchair-accessible. Information regarding scheduled vehicle purchases was not available for Rehab Services.

- The expansion of subscription trip coverage by First Student or any other contracted transit operator, which would involve providing service for most Office for the Aging trips and an additional number of ARC, DC and Rehab Programs trips, could create efficiencies that reduce overall costs, despite the for-profit status of a contracted operator requiring a profit margin. Actual cost savings are difficult to quantify.

- The conversion of a few LOOP fixed routes to route deviation service would have little, if any, impact on either costs or revenues. The additional miles would be minimal, and the cost of serving these additional areas would be partially offset by the fares collected from those passengers who receive the route deviation service.

Alternative 1 is projected to add approximately $734,588 to the 2000 base expense total of $5,231,084. A breakdown of cost assumptions and projected expenses are listed in Table 9-1 and Table 9-2.

Table 9-1
Cost Assumptions

	Alternative 1	Alternative 2	Alternative 3
Capital	• Two Vans for Expanded Dial-A-Ride	• Two Vans for Expanded Dial-A-Ride	• Two Vans for Expanded Dial-A-Ride
Operating	• Employer Shuttle: Operation of One Additional Vehicle for Six Hours per Day, Six Days per Week • Expansion of Dial-A-Ride Service to Additional Communities • Increased Service in Existing Dial-A-Ride Communities	• Employer Shuttle: Operation of One Additional Vehicle for Six Hours per Day, Six Days per Week • Expansion of Dial-A-Ride Service to Additional Communities • Increased Service in Existing Dial-A-Ride Communities	• Employer Shuttle: Operation of One Additional Vehicle for Six Hours per Day, Six Days per Week • Expansion of Dial-A-Ride Service to Additional Communities • Increased Service in Existing Dial-A-Ride Communities
Administration	• New Transportation Coordinator Positions at Three Agencies • New County Transit Broker Position		

Table 9-2
Estimated Alternative Additional Costs

	Base (FY '00)	Alternative 1	Alternative 2	Alternative 3
Capital	$0	$70,000[4]	$70,000[5]	$70,000[6]
Operating	$3,944,031	$518,188[7]	$518,188[8]	$518,188[9]
Administration	$319,389	$146,400[10]	$0	$0
Total	**$5,231,084**[11]	**$ 734,588**	**$ 588,188**	**$ 588,188**

4 2 new vehicles at $35,000 each to support Dial-A-Ride expansion.
5 2 new vehicles at $35,000 each to support Dial-A-Ride expansion.
6 2 new vehicles at $35,000 each to support Dial-A-Ride expansion.
7 Cost of operating 1 Employer Shuttle for 6 hours per day, 6 days per week at LOOP operating cost per hour of $33.00 ($60,588). Cost of operating 1 additional day of Dial-A-Ride service within currently enrolled Dial-A-Ride municipalities ($274,560), utilizing LOOP 2003 projected operating cost per hour of $55.00. Cost of introducing Dial-A-Ride service in 8 of 10 presently unserved municipalities ($183,040), utilizing LOOP 2003 projected operating cost per hour of $55.00.
8 Cost of operating 1 Employer Shuttle for 6 hours per day, 6 days per week at LOOP operating cost per hour of $33.00 ($60,588). Cost of operating 1 additional day of Dial-A-Ride service within currently enrolled Dial-A-Ride municipalities ($274,560), utilizing LOOP 2003 projected operating cost per hour of $55.00. Cost of introducing Dial-A-Ride service in 8 of 10 presently unserved municipalities ($183,040), utilizing LOOP 2003 projected operating cost per hour of $55.00.
9 Cost of operating 1 Employer Shuttle for 6 hours per day, 6 days per week at LOOP operating cost per hour of $33.00 ($60,588). Cost of operating 1 additional day of Dial-A-Ride service within currently enrolled Dial-A-Ride municipalities ($274,560), utilizing LOOP 2003 projected operating cost per hour of $55.00. Cost of introducing Dial-A-Ride service in 8 of 10 presently unserved municipalities ($183,040), utilizing LOOP 2003 projected operating cost per hour of $55.00.
10 $30,000 salary and 22% fringe per transportation coordinator at each existing agency transportation program and contractor (total of three), plus one county transit broker with the same salary and fringe rates.
11 Includes First Student total annual costs; capital, operating and administrative cost breakdown for First Student was not available.

Alternative 2

The second alternative involves all of the capital and operations measures discussed in Alternative 1, but foregoes the substantial administrative expenses incurred by the additional staffing necessary under that alternative package. Alternative 2 capitalizes upon contract renewal opportunities in the upcoming years by expanding the number of contracted routes for agencies that presently use contracted service, and promoting contracted services to agencies that currently operate all of their own services. By consolidating most agency transportation services under a single, contracted transit operator, the agencies would maintain an equivalent service level as that under Alternative 1, but the need for additional staffing, costing approximately $146,400 in annual expenses, would be negated.

Alternative 2 is projected to add approximately $588,188 to the 2000 base expense total of $5,231,084. A breakdown of cost assumptions and projected expenses are listed in Table 9-1 and Table 9-2.

Alternative 3

Alternative 3 offers the potential to yield economies of scale, which could result from the designation of LOOP as the provider of most agency-based trips in Dutchess County. With the exception of a select number of trips requiring specialized transportation service, this transfer of responsibility would bring all of the human service transportation under the umbrella of LOOP administration, operations and maintenance. Actual cost savings resulting from these efficiency improvements are difficult to quantify.

Funding that human service agencies in Dutchess County use for the purpose of maintaining a transportation program to provide service to agency clients should be channeled to LOOP from the agencies to adequately cover the costs of the service transferred to LOOP responsibility.

From a financial standpoint, it was conservatively assumed that Alternative 3 will add approximately $588,188 to the 2000 base expense total of $5,231,084, which is the same amount as Alternative 2. A breakdown of cost assumptions and projected expenses are listed in Tables 9-1 and 9-2.

9.2 Institutional and Political Issues

A number of institutional and political constraints may influence the feasibility of implementing various options discussed above. The willingness of different entities to fund certain improvements will be significant, as will the level of cooperation of different agencies and municipalities with one another.

It should be noted that the Census Bureau, in its designation of 2000 Urbanized Area Boundaries, has combined Poughkeepsie and Newburgh into a single urbanized area with a population of 351,000. This

population makes the area a transportation management area (TMA) and no longer eligible for the Federal Transit Administration's Section 5307 operating funds. Obviously, the County must decide how to respond to this loss of funds, and this response may have implications on transit in general, and would also have an impact on the feasibility of all the alternatives below.

For each of the alternatives presented thus far, more specific issues are listed and discussed in greater detail below.

Alternative 1

The majority of recommendations within Alternative 1 will require some amount of organizational negotiating and maneuvering. For example, recommending that the agency vehicle maintenance responsibilities, which are currently performed on an as-needed basis by local service stations, be handled in the future by LOOP personnel at their existing maintenance facilities, is only feasible if LOOP has excess capacity at its facility. Unfortunately, it was learned through the course of this study that it does not have this capacity. Other Alternative 1 issues may include:

- The County and human service agencies would need to work together in setting up the transportation brokerage system. It would be up to the County, probably through LOOP, to locate funds for the county transit broker, and it would only likely be willing to do so if the agencies demonstrate a commitment to funding a dedicated transportation position that would allow the broker to work with each agency to locate available trips. Cooperation would also be necessary to develop the scope of responsibilities for these positions and the protocol that would be adopted to assign trips to the various agencies. The policy of allowing public riders to use the transportation services of Rehab Services, ARC, DC and the Office for the Aging when accommodations are available must include assurance to each agency that the needs of their members are a top priority and that service is provided accordingly. Accomplishing this will not be possible if either the county or the agencies are not fully interested in setting up such a system.

- The introduction of a pilot program that would provide subscription trips to major employers in the County would require solicitations to local employers as a means of identifying the level of interest and demand for this type of service. A typical approach would be to place the program's administrative responsibilities with LOOP, and divide the operating expenses between participating employers and employees. Although employers are likely to be in favor of such service, it is an open question whether they will be willing to pay for it. If not, then it will be difficult to implement the program.

- The expansion of Dial-A-Ride into additional communities, as well as the increase in service span and the days of service within those communities already receiving Dial-A-Ride service would require a

financial commitment on the part of those municipalities to match the funds that LOOP and the Office of the Aging has for the program. Dial-A-Ride has been available to communities that have not yet fully taken advantage of it, and presumably the costs were part of the reason why they have not. This option would involve LOOP taking a more proactive approach in communicating the benefits of Dial-A-Ride and convincing them to join, but it remains to be seen whether those communities will elect to fund new or increased service, especially in the current fiscal environment.

Alternative 2

In addition to most of the same issues that would be encountered under Alternative 1, the implementation of Alternative 2 recommendations would require each agency to transfer additional control of their transportation services and thus, in some cases, certain funding that they currently receive for providing these services. Although ARC, DC and Rehab Services both proved willing to do so in the case of their sheltered workshop programs, they may be reluctant to do so with other areas where it is felt that greater flexibility is required, such as residential programs. The Office for the Aging currently contracts out only a small amount of its senior transportation, and it remains to be seen if they would feel comfortable entering into a more comprehensive contract arrangement.

Alternative 3

Alternative 3 would represent the most far-reaching proposal in terms of organizational change. Accordingly, the political and institutional issues that accompany it may prove challenging. Potential issues may include:

- LOOP may be reluctant to inherit the program transportation responsibilities from the human service agencies. The consequences of LOOP assuming this role will include both increased revenues and increased service requirements. LOOP must be convinced that the revenues it receives from the agencies will be sufficient to cover the service provision requirements. If a contract model were used, then LOOP could simply bid on the service based on a price that would allow it to recover its costs. However, this option assumes that LOOP will not play the role of contracted provider but will rather take in all the funds and administer as well as operate (or choose to contract out) the program-based service. As such, the human service agencies must be prepared to clearly show the funding they receive for transportation that would be passed on to LOOP.

- The human service agencies may be unwilling to give up control of their transportation programs to LOOP, along with government funding allotted to them to operate these programs. The issue of ceding control that was mentioned under Alternative 2 is just as relevant here, and perhaps more so, as they would not only be giving up operations of their own various transportation programs, but they

would also be giving up administrative oversight to a large extent and passing through (and thus no longer accessing) revenue sources.

9.3 Summary of Alternative Advantages and Disadvantages

In this section, the three alternative packages are compared with one another. Overall cost implications and potential barriers to implementation are considered alongside the benefits that would result from each package.

Alternative 1

Individually, the components of this alternative offer service improvements that expand upon existing operations, as well as increased program oversight and organizational efficiency. The increased cooperation among the agencies achievable through this alternative would improve the efficiency of operations and provide better service to transit patrons. However, the benefits of this increased agency coordination would come at a price; creating improved transportation programs within the agencies requires additional administrative cost, which would not be needed under Alternative 2. Addressing each agency transportation program separately is also a less simple approach than consolidating the separate programs, as is proposed in Alternatives 2 and 3, and in this sense may be less effective and more difficult to accomplish. Although it will create increased travel opportunities, adding general public riders to agency trips may result in some level of inconvenience for the agencies providing the trips and the program-based riders on those trips.

Service enhancements, such as employer-based subscription service, more fixed route deviation routes, and increased Dial-A-Ride service, will provide benefits insofar as they target currently unmet needs. The main disadvantage associated with these increased services are the expenses inherent to them.

Alternative 2

Alternative 2 introduces greater consolidation of agency transportation under a contracted operator to produce more cost effective and productive service. Upon full implementation of Alternative 2, the transportation landscape in Dutchess County would feature a majority of the total number of agency trips for ARC, DC, Rehab Programs and the Office for the Aging being provided through contracted service, which has up to now exhibited greater productivity and cost effectiveness.

Alternative 2 includes a few potential obstacles that may impair the implementation of this service improvement package. This alternative includes the same service enhancements as Alternative 1 and similarly these enhancements meet needs but also involve additional costs; however, contracting out additional service should prevent administrative costs from increasing. This alternative does require agencies

to yield further direct control of their transportation services over to contracted service, which in some instances they may be reluctant to do. As in Alternative 1, adding general public riders to agency trips may result in some level of inconvenience for the agencies providing the trips and the program-based riders on those trips.

Overall, Alternative 2 offers the potential for improved transit efficiency in the County by retaining and expanding the agency-based service operated by contract.

Alternative 3

Alternative 3 differs from Alternative 2 in one major area, which involves the transfer of the vast majority of agency service to LOOP control. This maneuver has the potential to improve the efficiency of agency transportation by turning over service provision responsibility to LOOP, which would then choose the most efficient operational arrangement (in-house vs. contracted service). It would also place all transportation in the County under an experienced transportation agency, allowing it to utilize its expertise in transportation administrative and operations, and the human service agencies to focus on their core missions. One could, however, argue that expanding the current arrangement that two of the human service agencies have with a contracted operator, is a simpler arrangement that is working now, and that introducing LOOP to these services would complicate things, particularly in the area of funding.

9.4 Consultant Recommendation

On the basis of the previously examined cost projections, institutional and political issues, and the advantages and disadvantages associated with each of the alternatives, Alternative 2 is the consultant's preferred approach to delivering transportation service to the residents of Dutchess County, while empowering the agencies and transit providers tasked with providing this service the ability to do so efficiently and within realistic budget expectations, extracting the maximum utility from available resources. Agencies would be able to maintain close service accountability of a private contracted operator, and LOOP could dedicate its resources to its present family of services. The enhanced LOOP route deviation service recommended in Alternative 2, when combined with permitting general public riders to utilize agency transportation services on an as-available basis, would provide improved service coverage to the currently underserved rural areas of northern and western Dutchess County. In addition, elderly and disabled residents would receive improved coverage through Dial-A-Ride services.

Alternative 1 addresses unmet need to the same extent as Alternative 2, but involves a more complicated and less realistic arrangement of providing this service by bolstering existing agency transportation programs and attempting to provide coordination through a county transportation broker. Alternative 3 has the potential to increase efficiencies even further through a consolidation of administrative responsibility, but this

may prove difficult to achieve. Although bringing all agency transportation under the umbrella of LOOP is an admirable goal in theory, it may present more obstacles than simply increasing agency coordination in an effort to contract out additional services.

With this in mind, the consultant recommends that the advisory committee carefully consider all three alternative packages, while expressing a preference for Alternative 2.

Chapter Ten LOCALLY PREFERRED ALTERNATIVE

The consultant presented the three alternative packages to the study advisory committee at a meeting June 11th, 2002. After fully weighing the alternatives, the study advisory committee reconvened on December 18th, 2002 and decided on Alternative 2 as the locally preferred option. The committee also noted some changes for the consultant to take into account in the preparation of the Final Report. The revised improvement recommendations and cost projections for Alternative 2 are presented in detail in this chapter. A summary of the characteristics of the recommended options is found in Table 10-1.

10.1 Administrative Improvement Recommendations

Include agency subscription routes (e.g. ARC, DC, Rehab Programs) in the next request for proposals to provide contracted subscription services - Office for the Aging has determined that their services are too specialized to be included in a coordinated transportation program. However, given the relatively successful experience that ARC, DC and Rehab Services have had in contracting for many of their subscription trip needs, this would be an opportune time to add some of their subscription services currently provided in-house to the contract when it is due to be renewed, effective January 2004. The previous experience these agencies have had with contracted subscription service suggests that the needs of disabled passengers are met in a satisfactory manner. For some programs, where a high degree of flexibility is required, however, it may be more difficult to contract out all service. It should be kept in mind that demand response services can be successfully contracted out as well as subscription trips, as long as the contracted agency can adequately perform both functions. Other agencies not analyzed in depth as part of this study (e.g. Gateway Industries) would also be permitted to bid subscription trips as part of future contracts.

Upon review of this improvement recommendation, ARC, DC and Rehab Programs have decided against the inclusion of routes in their contract for subscription services. The agencies cited the difficulty of supporting additional runs with passengers from other day programs not currently served. They also noted that other agencies that could be included in a new contract would be unlikely to have ample ridership to support more subscription trips. However, ARC, DC and Rehab Programs have expressed interest in identifying any further efficiencies that might be derived from working together, beyond the existing contracted services.

Table 10-1
Options Summary

Improvement Recommendation	Proposed Implementation Year	Scheduling/ Dispatching Arrangements	Exceptions
Include additional agency routes in next subscription service contract	N/A	N/A	N/A
Initiate employer-based subscription service	FY 2004	Coordination b/w employer and LOOP is essential	Initially only one or two major employers
Transform some LOOP fixed routes into route deviation services and advertise current de facto route deviation services	FY 2003: Advertise current routes; FY 2004: Add new route deviation services	N/A	N/A
Allow general public riders to utilize agency transportation services	N/A	N/A	N/A
Attempt to expand Dial-A-Ride service in additional communities	Option currently available	N/A	N/A
Work with current Dial-A-Ride communities to increase service	TBD	N/A	Pending additional funding from subscriber communities
Consolidate agency vehicle maintenance at a single location	FY 2004	N/A	Office for the Aging is unable to participate
Coordinate agency vehicle purchases	FY 2004	N/A	Contingent on agency finances
Purchase only accessible vehicles	N/A	N/A	N/A

10.2 Operations Improvement Recommendations

Initiate a pilot program which provides subscription trips to a major employer or employment center - Off-peak subscription service to a chosen worksite would be implemented, in order to address difficulties social service agencies have had finding clients employment because of a lack of transportation access during non-traditional work hours. LOOP would be the most logical provider for this service, as LOOP would be able to utilize vehicles that otherwise sit idle during off-peak periods, when employer-based transportation is most needed. If demand grew to exceed available capacity on LOOP vehicles, employer subscription service could be contracted to another provider. Social service agencies would be able identify local worksites that offer entry-level positions during non-traditional work hours. Subscription trips would be scheduled according to shifts, departing from a more densely populated area with other transportation connections, such as downtown Poughkeepsie or Beacon.

The success of this initiative would require regular monitoring of performance indicators for any implemented subscription services. Fixed-route performance indicators function as a proper means of comparison for these services, since the operating characteristics of employment transportation are quite similar to those of a standard fixed route. To gauge the success of the routes, for example, employer-based subscription services should have a productivity level of at least 15 passengers per trip, which is roughly half the seating capacity of the vehicles LOOP would likely operate. Similarly, financial efficiency should be measured in relation to the cost of $42.51 per hour for the LOOP fixed routes in 2001. Any financial contribution by participating employer(s) toward the cost of the service would offset to some extent an inability to meet this financial efficiency standard. Additionally, significant variation from this figure would be justified in the event that the subscription service operated with fewer stops and higher speeds than LOOP fixed routes.

In addition to monitoring the performance of this pilot project, its would largely depend upon the ability of the employer(s) to maintain a continuing and proactive role in this program. This would include communicating employee demand levels and scheduling changes to the service agencies with training/employment placement programs, and to LOOP staff. Identifying sources of funding for these services would also be critical to making this option realistic, and would have to be worked out between the participating parties as well; dividing the expenses between employers, employees, and transportation funds accessed by agencies may be the most equitable and successful approach. A fare policy for employer-based subscription trips should be established by determining institutional funding available for the service, and making an effort to ensure a farebox recovery ratio of approximately 50%.

Transform select LOOP routes that are currently fixed into route deviation to increase their coverage - Route deviation increases the service area around the corridor served by picking up passengers within a defined distance from the corridor. LOOP already operates LOOP 8 on the eastern side of the County using route deviation, effectively meeting the transportation needs of seniors by serving senior

facilities and mobile home parks within a ¾ mile radius of LOOP 22 between Pawling and Millerton Monday through Friday, and alternating the route to serve the Galleria Mall on Saturdays. Given the success of this route, route deviation should be more aggressively marketed and implemented on other LOOP routes. Elsewhere in the County, LOOP is currently utilizing LOOP 3A to serve senior facilities in Hopewell Junction, LOOP 4 to serve the Gap/Old Navy Distribution Center, and LOOP 5 to serve the Lutheran Care Center located along LOOP 44. Each of these is a fixed route that serves significant transit generators on an as-needed basis. To increase system coverage and to enhance public awareness of these services, LOOP should consider promoting these routes as providing route deviation service to the major generators that they currently serve. In addition, LOOP 7 and LOOP 10 would benefit from conversion to route deviation service to increase the area in the north and east of the County receiving direct transit service. The above routes would serve all destinations within a ¾ mile radius along the length of the route. This initiative would provide route deviation service throughout the eastern portion of the county, where Dial-A-Ride service is largely unavailable. As a result, commercial destinations like Dutchess Center and eastern residential areas would benefit from improved transit access. These new route deviation services could be advertised at major trip generators along their routes and in LOOP informational materials. The route deviation scheme proposed here is illustrated in Figure 10-1.

Allow general public riders to utilize agency-based transportation programs only when it is possible to accommodate them on existing trips - ARC, DC and Rehab Programs have determined that this recommendation would adversely affect the provision of service to their clients and thus would not be possible to implement in the near future.

Maintain Dial-A-Ride service as an option for additional communities willing to support it - This demand response service, which currently serves communities in the south and west of the County which have chosen to partially fund the service, could be expanded to towns and villages in the north and east if those communities choose to fund the service as well. From a financial standpoint, this can take place only if those communities are willing to help fund the service. Towns and villages in other parts of the County have been given the option to receive Dial-A-Ride service as well, but have thus far not expressed interest in doing so. However, taking into account current fiscal realities, it is not anticipated that additional communities will opt for Dial-A-Ride service in the near future.

Work with existing Dial-A-Ride communities to maintain days of services and hours of operation - Users in communities that currently have Dial-A-Ride service now may be constrained by the operating hours and the number of days per week during which service is available, which is only one or two days for some communities. This option is also dependent upon securing additional funding from these communities, which may be a difficult task at the present time. A dialogue with existing Dial-A-Ride communities about their needs and available resources would therefore be the first step, followed by implementation of increased service if it proves feasible.

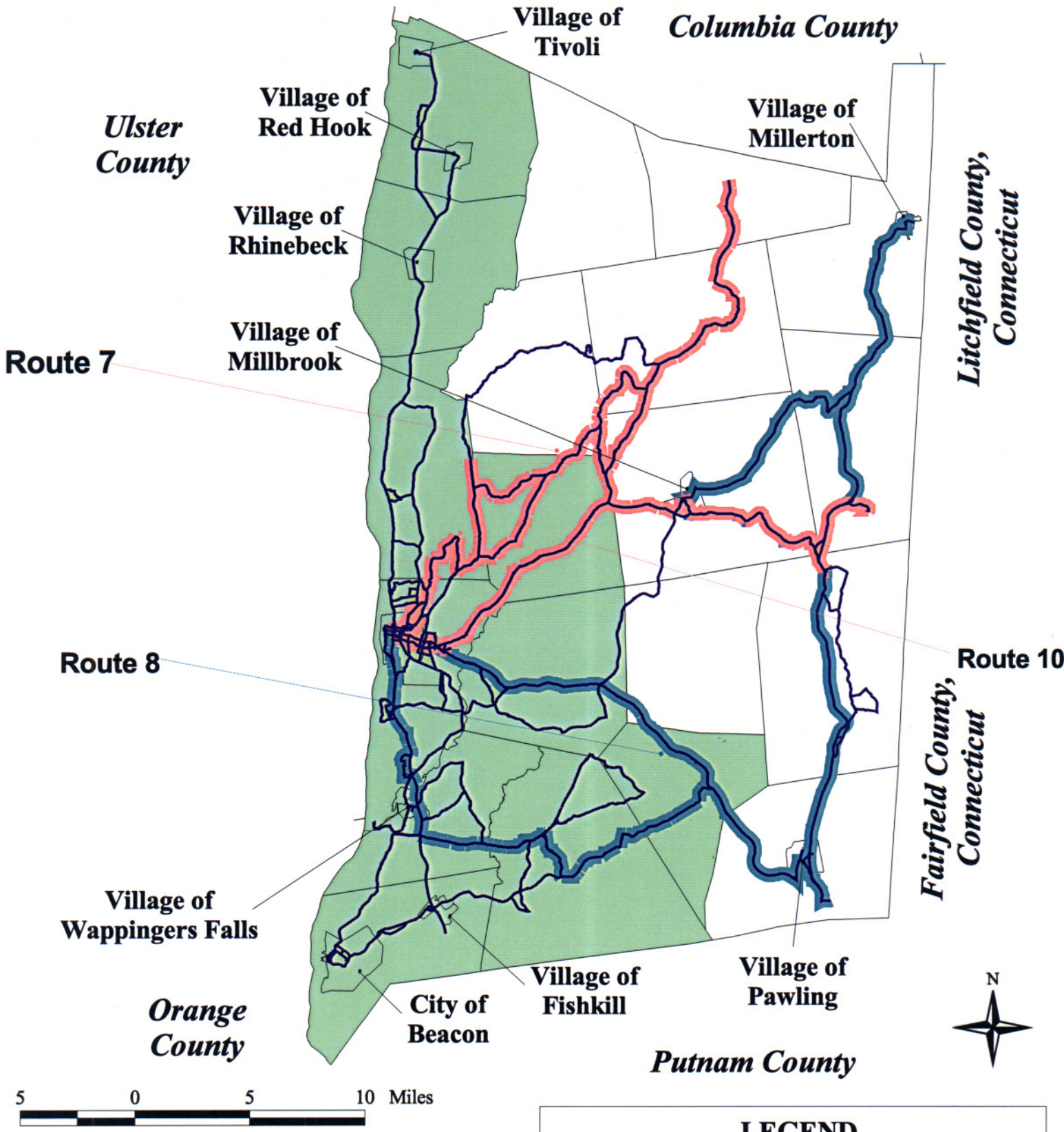

Figure 10-1:
New LOOP Route Deviation Services

10.3 Vehicle Maintenance and Fleet Conditions Improvement Recommendations

Consolidate vehicle maintenance for all agency vehicles at a single location - This option would involve coordinating vehicle maintenance duties for agency transportation at a single location, ultimately to reduce maintenance costs. The LOOP garage is not a feasible location for agency vehicle maintenance, because there is no excess capacity available at this garage. Nonetheless, agency representatives have expressed interest in developing a coordinated maintenance proposal in order to negotiate more favorable rates through local private mechanics. The fleet data compiled in this report would act as a helpful starting point from which agency representatives would determine the specifics of a collective maintenance contract.

Coordinate vehicle purchases among agencies - At present, agency vehicle acquisition takes place on a relatively ad hoc basis. Vehicles are acquired as the need for replacements arises and through the means which provide the best price, whether through local dealers or through traditional state contract methods. Given current fiscal realities, it is expected that efforts to purchase vehicles along these informal lines would continue. However, agencies would benefit from moving toward a policy of standardizing the vehicles that they utilize. Coordination of vehicle purchases among agencies would allow agency vehicle fleets to be more or less interchangeable and easier for a central maintenance facility to service. Increased coordination in this area would help standardize the agencies' fleets and may also provide benefits in the terms of volume discounts that may apply.

Purchase only wheelchair accessible vehicles - The LOOP fleet is already nearly 100% wheelchair accessible, and the social service agencies currently accommodate the needs of disabled passengers with the accessible vehicles in their current fleets. However, to ensure unfettered access to transportation for the disabled of the County, all agencies should make efforts to purchase only wheelchair accessible vehicles, unless it can be demonstrated that the vehicle has a sole dedicated use that will not require wheelchair accessibility.

10.4 Revised Projected Costs for Locally Preferred Alternative

This section compiles revisions to cost estimates presented in Section 9.1 for the locally preferred alternative. Table 10-2 displays the estimated costs.

Based on changes to Alternative 2 requested by agencies participating in the study, the only remaining recommendation that would result in costs incurred is the following:

- Introducing a pilot program to provide subscription trips to major employers and employment centers in the County would depend heavily upon the ability and willingness of those companies and

organizations to provide appropriate funding for these services. Since this service would most likely operate during off-peak hours, LOOP could utilize vehicles from its existing fleet to provide this service, and thus no additional capital expense would be incurred. For the purposes of projecting operating expenses incurred from providing this service, it is assumed that one vehicle would operate for six hours, six days per week. With allowances made for six holidays per year in which this service would not run, LOOP's 2001 fixed route operating cost per hour of $42.51 is applied to the total number of required service hours (1,836) to produce an estimated annual expense of $78,048 to operate the employer shuttle.

The following options would result in no incremental costs, either because agencies involved were not committed to them, they are cost-neutral, or cost cannot be easily quantified:

- The recommendation to maintain the option of Dial-A-Ride service in existing communities will probably not have immediate financial implications, since it is not expected that any communities will express interest in increasing their current service or initiating new service in the near future.

- Dutchess County agencies currently utilize local service stations to perform vehicle maintenance. The consolidation of these responsibilities in a collective maintenance contract with a local mechanic would translate to cost savings in the form of reduced labor and inventory expenses. The streamlined vehicle maintenance operations could also expedite maintenance turnaround and thus minimize vehicle downtime, further reducing potential expenses. Actual cost savings resulting from these efficiency improvements are difficult to quantify at this stage.

- Through agency coordination, vehicle standardization could provide leverage for the agencies to negotiate volume discounts when purchasing new vehicles, parts and service equipment. Furthermore, under the recommendation to consolidate vehicle maintenance operations, standardizing vehicles would benefit maintenance practices and would minimize the knowledge base required of maintenance personnel. Actual cost savings resulting from these efficiency improvements are difficult to quantify at this stage.

- Expanding upon the issue of vehicle standardization is the recommendation to purchase only wheelchair-accessible vehicles. Currently, only 31% of LOOP and agency fleets are wheelchair-accessible. New wheelchair-accessible vans cost approximately $10,000 more than vans without wheelchair accommodations, and require more maintenance. In Dutchess County, ARC, DC, expects to purchase ten new or replacement vehicles over the next five years. Of these, only one would be wheelchair-accessible. ARC, DC representatives have indicated their interest in continuing to purchase vehicles based on the needs of the participants of the program, and only purchase wheelchair-accessible vehicles on an as-needed basis. As a result, the agency does not anticipate

bearing additional costs as a result of this option. Due to ADA funding stipulations, all vehicles purchased by LOOP are required to be wheelchair-accessible; therefore, this recommendation will not impact its future capital costs. Similarly, the Dutchess County Office for the Aging is scheduled to purchase four replacement vehicles over the next five years, all of which are to be wheelchair-accessible. Information regarding scheduled vehicle purchases was not available for Rehab Services.

- The expansion of subscription trip coverage by First Student or any other contracted transit operator, which would involve providing service for an additional number of ARC, DC and Rehab Programs trips, could create efficiencies that reduce overall costs, despite the for-profit status of a contracted operator requiring a profit margin. However, this option is not supported by the agencies involved, and thus would incur no costs.

- The conversion of a few LOOP fixed routes to route deviation service would have little, if any, impact on either costs or revenues. The additional miles would be minimal, and the cost of serving these additional areas would be partially offset by the fares collected from those passengers who receive the route deviation service.

This alternative is projected to add approximately $78,048 over the full course of its implementation to the 2000 base expense total of $5,231,084.

Table 10-2
Estimated Costs of Recommended Alternative

	Base (FY '00)	**Recommended Alternative**
Capital	$0	$0
Operating	$3,944,031	$78,04812
Administration	$319,389	$0
Total	**$5,231,084**13	**$78,048**

12 Cost of operating 1 Employer Shuttle for 6 hours per day, 6 days per week at LOOP operating cost per hour of $42.51 ($78,048).

13 Includes First Student total annual costs. capital, operating and administrative cost breakdown for First Student was not available.

Chapter Eleven IMPLEMENTATION PLAN

This chapter includes a timeline for implementation of locally preferred improvement options, estimates of operating costs for all agencies involved in the study, as well as any additional capital costs anticipated as a result of the improvement options.

It is recommended that the following options be implemented immediately (i.e. during FY 2003). Some of these options would require more than a single year to completely execute.

- Advertise current de facto route deviation services
- Purchase only accessible vehicles
- Work with current Dial-A-Ride communities to maintain service at existing levels

The following options should be implemented subsequent to FY 2003.

- Initiate employer-based subscription service
- Transform some LOOP fixed routes into route deviation services
- Consolidate agency vehicle maintenance at a single location
- Coordinate agency vehicle purchases

11.1 Implementation Guidelines

This section is comprised of a discussion of the factors influencing the implementation of the improvement options is presented in the remainder of the chapter.

Administration

- **Include additional agency routes in the next request for proposals to provide contracted subscription services -** As detailed in Chapter 10, Rehab Programs and ARC, DC have decided not to pursue this option.

Operations

- **Initiate a pilot program which provides subscription trips to a major employer or employment center -** This option would likely require an outreach process on the part of LOOP staff to identify local employers or employment agencies who would be willing to participate in a subscription transportation program. After identifying suitable agencies or jobsites, the employers would likely require additional time to recruit current and new employees for the service. This would

be necessary to insure that these subscription trips operate at or near capacity on a regular basis. Given the arrangements that would need to be made before introducing this service, it is recommended that LOOP plan for the rollout of this service in the first quarter of 2004.

- **Transform select LOOP routes that are currently fixed into route deviation to increase their coverage** - At present, LOOP 8 operates as a route deviation service. The success of this route suggests that other routes would benefit from conversion to route deviation service. LOOP 3A, LOOP 4 and LOOP 5 deviate from their published routings to stop at selected major destinations upon request, but do not serve other areas in the surrounding corridors. The special stops these routes make should be publicized immediately at major destinations and in LOOP informational materials. Additionally, the conversion of LOOP 7 and LOOP 10 to route deviation service would extend the range of transit access throughout the eastern portion of the county. These routes should be added to route deviation service in the first quarter of 2004.

- **Allow general public riders to utilize agency-based transportation programs only when it is possible to accommodate them on existing trips** - ARC, DC and Rehab Programs have determined that this recommendation would adversely affect the provision of service to their clients and thus would not be possible to implement in the near future.

- **Work with existing Dial-A-Ride communities to maintain days of services and hours of operation** - This option is primarily dependent upon securing additional funding from communities to maintain Dial-A-Ride service. The Town of Rhinebeck recently eliminated Dial-A-Ride service. This development indicates that fiscal pressures will likely complicate communities' efforts to maintain Dial-A-Ride service. A dialogue with existing Dial-A-Ride communities about their needs and available resources would therefore be a crucial step in assuring that communities will be able to continue offering service.

Vehicle Maintenance and Fleet Conditions

- **Consolidate vehicle maintenance for major private agency vehicles in a collective maintenance contract with a private mechanic** - ARC, DC and Rehab Programs have expressed interest in a consolidated arrangement for maintenance with some local service station, as a means of cutting maintenance costs. This would require informal negotiations with area mechanics to determine a suitable contract. Such a contract could be scheduled for activation in the first quarter of 2004.

- **Purchase only wheelchair-accessible vehicles –** LOOP and Rehab Services already operate only accessible vehicles, and ARC, DC plans to continue to purchase accessible vehicles on an as-needed basis.

- **Coordinate vehicle purchases among agencies** - Given the financial burdens of the various agencies and the short-term cost savings in the current system of *ad hoc* vehicle purchasing, it is unlikely that a coordinated vehicle purchasing scheme would become a reality in the near future. However, the establishment of a successful collective maintenance contract may in the coming years stimulate more interest in a vehicle fleet made up of identical vehicles to reduce maintenance costs and allow for more seamless day-to-day vehicle allocation.

11.2 Implementation Timeline

The following is a suggested timeline for the preparations and implementation of the options in the recommended alternative.

Third Quarter 2003
- LOOP should begin outreach to area employers to gauge interest in an employer-based transportation service.
- LOOP should advertise existing route deviations on LOOP 3A, LOOP 4 and LOOP 5.
- Agencies should determine maintenance requirements and investigate potential arrangements with a local service station.

Fourth Quarter 2003
- LOOP should continue outreach efforts to area employers to establish employer-based transportation service.
- Agencies should begin negotiations for a collective maintenance contract with a local mechanic.

First Quarter 2004
- New private operator contract begins.
- Agency maintenance contract begins.
- LOOP should implement and advertise deviation service on LOOP 7 and LOOP 10.

Ongoing
- LOOP should sustain an ongoing dialogue with communities to monitor their needs with regard to Dial-A-Ride service provision.
- Agencies should look for opportunities to develop a coordinated vehicle purchasing plan.

11.3 Financial Plan

This section presents projections of future capital and operating costs for LOOP and the human service agencies discussed in this report, within the implementation timeframe of the locally preferred alternative. This financial plan considers the costs of the improvement options as additions to the expenditures of the various transportation providers in the years that they are implemented. The projections in the financial plan are based upon financial data for fiscal year 2000, the base year for the study. A yearly inflation rate of 3% has been applied to expenses over the time period of the projections.

Considering the relatively limited additional costs associated with the locally preferred alternative, it is anticipated that agencies should be able to rely on existing revenue sources to implement the recommended options. In instances where the cost of proposed service enhancements exceed the current operating budgets of area agencies, an increase in County or other contributions to operating expenses may be needed, or new funding sources may need to be investigated before some options are implemented.

The budgetary and funding source projections for the improvement recommendations are found in Table 11-1. The only entities bearing new costs as a result of the improvement recommendations are LOOP and ARC, DC. It is anticipated that ARC, DC would experience a capital cost increase of $50,000 per year through 2006 and $25,000 in 2007 to upgrade its vehicle fleet, under the assumption that the agency only purchases accessible vehicles on an as-needed basis. Operating costs for ARC, DC are projected to increase at an average rate of inflation through 2007. Capital costs for LOOP are not expected to increase over the five-year projection period. However, the cost of implementing an employer-based subscription service will lead to an operating cost increase of $78,048 in 2003, growing at an average rate of inflation in forthcoming years.

The expenses of the agencies contracting service to a private operator are likely to decrease as a result of cost savings from consolidated operations, but these cost savings cannot be adequately quantified here.

The combined expenses for all county transportation providers are projected to total $5,963,304, increasing due to the factors discussed above to $6,680,475 in 2007.

Table 11-1
Five-Year Capital and Operating Cost Projections

	2003	2004	2005	2006	2007
ARC, DC Base Expenses	$56,140	$57,824	$59,559	$61,346	$63,186
-Additional Capital Costs	$50,000	$50,000	$50,000	$50,000	$25,000
-Additional Operating Costs	$0	$0	$0	$0	$0
LOOP Base Expenses	$4,089,402	$4,212,084	$4,338,447	$4,468,600	$4,602,658
-Additional Capital Costs	$0	$0	$0	$0	$0
-Additional Operating Costs	$78,048	$80,389	$82,801	$85,285	$87,844
Rehab Programs Base Expenses	$368,085	$379,128	$390,501	$402,217	$414,283
Office for the Aging Base Expenses	$264,129	$272,052	$280,214	$288,620	$297,279
Contract Operator Base Expenses	$1,057,500	$1,089,225	$1,121,901	$1,155,558	$1,190,225
Total Expenses	**$5,963,304**	**$6,140,703**	**$6,323,424**	**$6,511,626**	**$6,680,475**

Projections include an average 3% annual inflation rate.

APPENDIX A
AGENCY QUESTIONNAIRE

DUTCHESS COUNTY COORDINATED TRANSPORTATION SERVICES STUDY
AGENCY QUESTIONNAIRE

Urbitran Associates, under contract to the Poughkeepsie-Dutchess County Transportation Council,is currently conducting a study to explore possibilities for greater coordination among transportation providers. Could you please help us with this project by describing your program to us?

PART I - GENERAL INFORMATION

1. Agency Name _____
   Address _____
   _____
   Telephone _____
   Contact _____
   (Name and Title)

2. Is your agency
   _____ A Private Non-Profit Agency
   _____ A Private for Profit Agency
   _____ A Government Agency or Department
   _____ Other (Please Specify) _____

3. What services does your agency provide?
   Please attach an agency brochure if one is available

_____	Child day care	_____	Recreation/Social programs
_____	Adult day care	_____	Nutrition/Meals
_____	Education/Training	_____	Rehabilitation
_____	Employment	_____	Counseling
_____	Medical/Dental	_____	Residential Care
_____	Welfare/Food stamps	_____	Other - Please Specify: _____

4. What are your rules for client eligibility?
   (Please check as many as apply)
   _____ Age (Specify range) _____
   _____ Income (Specify criteria) _____
   _____ Physical disability
   _____ Mental disability
   _____ Location (Specify) _____
   _____ Other (Specify) _____

5. How many individuals did your agency serve in the past year? _____

6. Where are your facilities/service centers located?
   Name _____ Location _____
   Name _____ Location _____
   Name _____ Location _____
   Name _____ Location _____

7. Which of the following types of transportation do you provide?
   (Please check all that apply)
   _____ Contract with another organization that provides transportation
   _____ Name of organization _____
   * Please answer question 7A
   _____ Service using your agency's vehicles
   _____ Service using volunteer drivers in private vehicles
   _____ Reimbursements to clients
   _____ No transportation service

* Please answer question 7a if you contract with another agency, otherwise, skip to question 8.

7a. If you contract for transportation with another agency, are you satisfied with its transportation service to your agency? yes _____ no _____
   Please explain: _____
   _____
   _____
   _____

8. Is there duplication of transportation service in your service area?
   yes _____ no _____ Please describe:
   _____
   _____
   _____
   _____

9. Please describe any additional unmet transportation need that your agency has:
   _____
   _____
   _____
   _____

10. Please feel free to provide us any additional comment regarding transportation:

PART II - GENERAL SERVICE OVERVIEW

1. What types of transportation do you provide?
   a. Fixed Routes and Schedules: Routes and schedules do not vary
      Yes _____ No _____
      Hours of operation: Weekdays _____, Saturday _____, Sunday _____
   b. Demand Responsive Transit: Origins, destinations, and schedule are variable according to the need of clients
      Yes _____ No _____
      Hours of operation: Weekdays _____, Saturday _____, Sunday _____
      Please describe reservation/cancellation policy/practice _____
      _____
   c. Subscription Service (Contracted Service): Clients make a single request for regularly scheduled service to a destination (e.g. Nutrition site or Workshop)
      Yes _____ No _____
      Please describe reservation/cancellation policy/practice _____
      _____
      Hours of operation: Weekdays _____, Saturday _____, Sunday _____
   d. Out of county trips
      Yes _____ No _____
      Hours of operation: Weekdays _____, Saturday _____, Sunday _____
      Please describe reservation/cancellation policy/practice _____
      _____
   e. Other types of service (e.g. Meals) Yes _____ No _____
      Please describe: _____
      _____
      _____
      _____
      Hours of operation: Weekdays _____, Saturday _____, Sunday _____

2. Does your agency charge fares or request contributions for transportation?
   Yes _____ No _____
   What is the fare? $_____ What is the suggested contribution? $_____

3. Do you currently transport clients of any other agencies or organizations?
   Yes _____ No_____
   If yes, which agencies and organizations?

Agency	Contact	# Trips in last fiscal year	Cost during last fiscal year

4. Are your transportation services coordinated in any way with the transportation service of any other agency? Yes _____ No _____
Please describe:

_____
_____
_____
_____
_____

5. Do you offer transportation services to members of the general public (i.e. not a client of your agency and not a contract service for clients of another agency or organization)?
Yes_____ No _____

Please describe:

_____
_____
_____
_____
_____

If you answered yes to question 5, please answer question # 6

6. What if any eligibility requirements apply to members of the general public using your transportation services?

_____
_____
_____
_____
_____

7. What if any marketing of your services do you engage in?

_____ Distribution of printed material
_____ Advertisements in newspaper, radio, television, etc.
_____ Outreach to other community and/or social service agencies
_____ Other (Please describe) _____

PART III - OPERATING CHARACTERISTICS

1. Please briefly describe your data collection process, including drivers' responsibilities for collecting data, and how data from drivers are processed and maintained.

_____

_____

_____

Please provide us with operating data from your last complete fiscal year.
Last fiscal year was from _____ to _____

2. How many **one way passenger trips** did your agency provide in total during the past fiscal year for all types of services?
_____ **one way passenger trips**
3. How many **vehicle miles** did your agency provide in total during the past fiscal year for all types of services?
_____ **vehicle miles**
4. How many **vehicle hours** did your agency provide in total during the past fiscal year for all types of services?
_____ **vehicle hours**
5. How many days, out of 365 days per year, did you provide some service? _____

Please fill in this chart for each type of service that your agency operates:

Type of Service	# of One Way Trips	# of Vehicle Miles	# of Vehicle Hours
Fixed Route			
Demand Response			
Subscription (Contracted)			
Out-of-County			
Other			

6. Please complete the vehicle utilization chart on the following page by filling in the 15 minute blocks of active time for each vehicle in your fleet during an actual or typical week.

Vehicle Utilization Chart

System Name:

Day of Week: Monday

Hours of Operation

Vehicle #	Destinations	5am	6	7	8	9	10	11	12pm	1	2	3	4	5	6	Hours	Passengers
Total																0.0	0

Day of Week: Tuesday,

Hours of Operation

Vehicle #	Destination	5am	6	7	8	9	10	11	12pm	1	2	3	4	5	6	Hours	Passengers
Total																0.0	0

Day of Week: Wednesday

Hours of Operation

Vehicle #	Destination	5am	6	7	8	9	10	11	12pm	1	2	3	4	5	6	Hours	Passengers
Total																	

Day of Week: Thursday

Hours of Operation

Vehicle #	Destination	5am	6	7	8	9	10	11	12pm	1	2	3	4	5	6	Hours	Passengers
Total																	

Day of Week: Friday

Hours of Operation

Vehicle #	Destination	5am	6	7	8	9	10	11	12pm	1	2	3	4	5	6	Hours	Passengers

PART IV - Capital Inventory

Vehicles - Please answer the first three questions and then fill in the chart for each vehicle that your agency operates.

1. Does your agency own or lease vehicles which are used for client transportation? _____ Own only _____ Lease only _____ Own and Lease
2. How many vehicles used to transport clients does your agency lease or own? _____ Automobiles _____ Vans _____ Buses
3. Where is maintenance performed? _____ By Government Agency _____ By Dealer or Garage _____ At Service Station _____ In House
   _____ Other (Specify) _____

#	System #	Vehicle Identification Number	Year	Make	Capacity/Type of Vehicle e.g. 14/center-aisle w/o	2-way radio Y/N	Odometer Reading as of ___-___-___	Mileage Accrued (Last 12 Months)	Active/Backup (A/B)	Condition of Vehicle*	Own or Lease	Funding Source for Vehicle Purchase
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												

* Excellent, Good, Fair, Poor

PART V - TRIP DATA

The following section requests information about the types of trips that your agency provides, purchases, or reimburses.

1. What are the limits of your service area? (Please specify city limits, county limits, or other applicable geographical limits):

   _____

   _____

   _____

2. Does your agency set priorities on the types of trips provided to clients? yes ____ no ___
If yes, rank the top priorities for providing trips: (1=Highest)

_____ Senior Centers/Nutrition	_____ Employment	_____ Social Service Facilities
_____ Organized Recreation	_____ Shopping	_____ Health Care Facilities
_____ Training/Education Facilities	_____ Religion	_____ Mental Health Sites
_____ Banking	_____ Other (Specify)	_____

3. Do you serve specific facilities that are regular travel destinations?
   yes _____ no _____

Full Facility Name	Location

Please fill out the table on the following page.

PART V - TRIP DATA - Please complete the following for each vehicle trip (including return trips) provided by your agency on a regular basis

* Please attach a map if you operate a fixed route system.

System Vehicle Number*	Type of Service or Route name	One Way Trip Length	Departure		Arrival		Days of Week	Number of Passengers	Trip Purpose
			Place	Time	Place	Time			

* Use System Vehicle Number from Part IV

PART VI - STAFFING AND EXPENSES
Please be sure that this financial data is for the same fiscal year as the operating data in Part III.

1. How many staff members are involved in providing or arranging transportation?
    a. Administrative staff
        _____ Full Time Employees (_____ hours per week)
        _____ Part Time Employees (_____ hours per week)
    b. Drivers/Dispatchers
        _____ Full Time Employees (_____ hours per week)
        _____ Part Time Employees (_____ hours per week)
    c. Volunteer Staff
        _____ Full Time Employees (_____ hours per week)
        _____ Part Time Employees (_____ hours per week)

Please describe staff organizational structure or, if available, provide an organizational chart:

_____
_____
_____
_____
_____
_____

2. What were your agency's operating expenses for transportation for clients in the last fiscal year?

OPERATING EXPENSES	**DOLLAR COST**
A. Driver's Salaries	$_____
B. Driver's Fringe Benefits	$_____
C. Dispatcher's Salary	$_____
D. Dispatcher's Fringe Benefits	$_____
E. Mechanic's Salary	$_____
F. Mechanic's Fringe Benefits	$_____
G. Fuel and Oil	$_____
H. Tires, Parts, Materials and Supplies	$_____
I. Services (Contractual)	$_____
J. Titles, Fees, and Licenses	$_____
K. Staff and Volunteer Mileage Reimbursements	$_____
L. Purchased Transportation	$_____
M. Taxes	$_____
N. Vehicle and Equipment Leases and Rentals	$_____
O. Vehicle Insurance	$_____
P. Other (Specify) _____	$_____
Total Operating Expenses	$_____

3. What were your agency's administrative outlays and expenditures during the last fiscal year? (Please apportion salaries and other expenditures used for transportation. For example, if your bookkeeper spends one day a week on transportation tasks, you would list 20% of his/her salary and fringe.)

ADMINISTRATIVE AND INDIRECT EXPENSES	**DOLLAR COST**
A. Director's Salaries	$_____
B. Director's Fringe Benefits	$_____
C. Secretarial's Salary	$_____
D. Secretarial's Fringe Benefits	$_____
E. Bookkeeper's Salary	$_____
F. Bookkeeper's Fringe Benefits	$_____
G. Office Supplies, Materials, Rent, Telephone, and Utilities	$_____
H. Administrative Travel	$_____
A. Non-Vehicle Casualty and Liability Costs	$_____
J. Other (Specify) _____	$_____
Total In-Agency Administrative Expenses	$_____

Were there any administrative services (e.g. accounting) related to the provision of your transportation services that were provided by a source outside of your staff?
Yes _____ No _____

If yes, please list these expenses:

_____	$_____
_____	$_____
_____	$_____
_____	$_____
_____	$_____
_____	$_____
Total Out-of-Agency Administrative Expenses	$_____
Total Administrative Expenses	$_____
Total Administrative plus Operating Expenses	$_____

4. What were your Capital Expenditures?

CAPITAL EXPENSES	**DOLLAR COST**
A. Vehicle Purchase	$_____
B. Radio/Cellular Phone Purchase	$_____
C. Computer Purchase	$_____
D. Other (Specify)	$_____
_____	
_____	
_____	
_____	
Total Capital Expenses	$_____

GRAND TOTAL EXPENSES $_____
(Administrative plus Operating plus Capital)

PART VII - REVENUES

1. ADMINISTRATIVE REVENUE	DOLLARS RECEIVED
Federal	$_____
State	$_____
Local	$_____
Total Administrative Revenue	$_____

2. OPERATING REVENUE	DOLLARS RECEIVED
Federal	$_____
State	$_____
Local	$_____
Fares	$_____
Charter	$_____
Contracts	$_____
County Fund	$_____
Other	$_____
Total Operating Revenue	$_____
Total Operating and Administrative Revenue	$_____

3. CAPITAL REVENUE	DOLLARS RECEIVED
Federal	$_____
State	$_____
Local	$_____
Other (Specify)	$_____
Total Capital Revenue	$_____

GRAND TOTAL REVENUE $_____
(Administrative plus Operating plus Capital)

THANK YOU FOR COMPLETING THIS SURVEY. PLEASE RETURN IT IN THE ADDRESSED RETURN ENVELOPE OR FAX TO:

URBITRAN ASSOCIATES
attn: Christopher Hrones
71 West 23rd St., 11th Floor
New York, NY 10010

TELEPHONE 212-763-4527
FACSIMILE 212-366-6214

APPENDIX B
DUTCHESS COUNTY JOURNEY TO WORK TABLES

Journey to Work, 1980-1990
Dutchess County, New York

	1980		1990	
	Number	Percent	Number	Percent
Drive Alone	69,318	67.9	97,935	77.9
Carpool	21,402	20.6	14,247	11.3
Transit	3,322	3.2	3,620	2.9
Walk	6,500	6.3	5,713	4.5
Other	1,124	1.1	1,220	1.0
Work At Home	1,939	1.9	2,991	2.4
Total Workers	**103,605**	**100.0**	**125,726**	**100.0**

Transportation

Journey To Work, 1990

	Number of Workers Reporting	Drive Alone		Carpool		Public Transit		Other Means		Work at Home	
		#	%	#	%	#	%	#	%	#	%
Cities											
Beacon	5,595	4,012	71.7%	966	17.3%	227	4.1%	333	6.0%	57	1.0%
Poughkeepsie	13,197	8,684	65.8	1,919	14.5	956	7.2	1,442	10.9	196	1.5
Towns (including villages)											
Amenia	1,944	1,388	71.4	365	18.8	38	2.0	120	6.2	33	1.7
Beekman	4,187	3,465	82.8	400	9.6	100	2.4	59	1.4	163	3.9
Clinton	2,126	1,666	78.4	241	11.3	42	2.0	64	3.0	113	5.3
Dover	3,305	2,589	78.3	473	14.3	41	1.2	137	4.1	65	2.0
East Fishkill	10,925	9,058	82.9	1,260	11.5	245	2.2	123	1.1	239	2.2
Fishkill	7,456	6,156	82.6	786	10.5	235	3.2	171	2.3	108	1.4
Hyde Park	10,155	8,400	82.7	981	9.7	231	2.3	324	3.2	219	2.2
LaGrange	6,796	5,867	86.3	602	8.9	60	0.9	116	1.7	151	2.2
Milan	968	728	75.2	116	12.0	25	2.6	37	3.8	62	6.4
North East	1,332	966	72.5	186	14.0	17	1.3	114	8.6	49	3.7
Pawling	2,874	2,136	74.3	330	11.5	109	3.8	225	7.8	74	2.6
Pine Plains	1,124	828	73.7	158	14.1	21	1.9	80	7.1	37	3.3
Pleasant Valley	4,310	3,478	80.7	593	13.8	51	1.2	76	1.8	112	2.6
Poughkeepsie	21,130	16,213	76.7	1,778	8.4	566	2.7	2,291	10.8	282	1.3
Red Hook	4,753	3,575	75.2	448	9.4	85	1.8	483	10.2	162	3.4
Rhinebeck	3,371	2,635	78.2	302	9.0	113	3.4	130	3.9	191	5.7
Stanford	1,881	1,435	76.3	176	9.4	74	3.9	115	6.1	81	4.3
Union Vale	1,675	1,400	83.6	166	9.9	21	1.3	14	0.8	74	4.4
Wappinger	14,215	11,596	81.6	1,733	12.2	263	1.9	291	2.0	332	2.3
Washington	2,407	1,660	69.0	268	11.1	100	4.2	188	7.8	191	7.9
Villages											
Fishkill	832	651	78.2	85	10.2	16	1.9	56	6.7	24	2.9
Millbrook	673	487	72.4	76	11.3	13	1.9	76	11.3	21	3.1
Millerton	394	292	74.1	68	17.3	4	1.0	22	5.6	8	2.0
Pawling	912	611	67.0	97	10.6	39	4.3	142	15.6	23	2.5
Red Hook	894	666	74.5	99	11.1	24	2.7	122	13.6	38	4.3
Rhinebeck	1,290	999	77.4	78	6.0	63	4.9	49	3.8	101	7.8
Tivoli	496	375	75.6	77	15.5	8	1.6	21	4.2	15	3.0
Wappingers Falls	2,456	1,953	79.5	296	12.1	16	0.7	160	6.5	31	1.3
Dutchess County	**125,726**	**97,935**	**77.9**	**14,247**	**11.3**	**3,620**	**2.9**	**6,933**	**5.5**	**2,991**	**2.4**

Journey to Work - Work Locations

Municipality	Total Workers	Inside County		Outside County	
		Number	Percent	Number	Percent
Cities					
Beacon	5595	3767	67.3%	1828	32.7%
Poughkeepsie	13197	11752	89.1%	1445	10.9%
Towns					
Amenia	1944	1584	81.5%	360	18.5%
Beekman	4187	2356	56.3%	1831	43.7%
Clinton	2126	1733	81.5%	393	18.5%
Dover	3305	2161	65.4%	1144	34.6%
East Fishkill	10925	6742	61.7%	4183	38.3%
Fishkill	7456	4536	60.8%	2920	39.2%
Hyde Park	10155	8828	86.9%	1327	13.1%
LaGrange	6796	5488	80.8%	1308	19.2%
Milan	968	717	74.1%	251	25.9%
Morth East	1332	875	65.7%	457	34.3%
Pawling	2874	1442	50.2%	1432	49.8%
Pine Plains	1124	935	83.2%	189	16.8%
Pleasant Valley	4310	3734	86.6%	576	13.4%
Poughkeepsie	21130	18402	87.1%	2728	12.9%
Red Hook	4753	3550	74.7%	1203	25.3%
Rhinebeck	3371	2539	75.3%	832	24.7%
Stanford	1881	1529	81.3%	352	18.7%
Union Vale	1675	1205	71.9%	470	28.1%
Wappinger	14215	10083	70.9%	4132	29.1%
Washington	2407	2112	87.7%	295	12.3%
Villages					
Fishkill	832	570	68.5%	262	31.5%
Millbrook	673	610	90.6%	63	9.4%
Millerton	394	254	64.5%	140	35.5%
Pawling	912	514	56.4%	398	43.6%
Red Hook	894	703	78.6%	191	21.4%
Rhinebeck	1290	953	73.9%	337	26.1%
Tivoli	496	339	68.3%	157	31.7%
Wappingers Falls	2456	2011	81.9%	445	18.1%
Dutchess County	**125726**	**96070**	**76.4%**	**29656**	**23.6%**

Journey to Work - Means of Travel

Municipality	Number of Workers Reporting	Drive Alone #	Drive Alone %	Car Pool #	Car Pool %	Public Transit #	Public Transit %	Other #	Other %	Work Means at Home #	Work Means at Home %
Cities											
Beacon	5595	4012	71.7%	966	17.3%	227	4.1%	333	6.0%	57	1.0%
Poughkeepsie	13197	8684	65.8%	1919	14.5%	956	7.2%	1442	10.9%	196	1.5%
Towns											
Amenia	1944	1388	71.4%	365	18.8%	38	2.0%	120	6.2%	33	1.7%
Beekman	4187	3465	82.8%	400	9.6%	100	2.4%	59	1.4%	163	3.9%
Clinton	2126	1666	78.4%	241	11.3%	42	2.0%	64	3.0%	113	5.3%
Dover	3305	2589	78.3%	473	14.3%	41	1.2%	137	4.1%	65	2.0%
East Fishkill	10925	9058	82.9%	1260	11.5%	245	2.2%	123	1.1%	239	2.2%
Fishkill	7456	6156	82.6%	786	10.5%	235	3.2%	171	2.3%	108	1.4%
Hyde Park	10155	8400	82.7%	981	9.7%	231	2.3%	324	3.2%	219	2.2%
LaGrange	6796	5867	86.3%	602	8.9%	60	0.9%	116	1.7%	151	2.2%
Milan	968	728	75.2%	116	12.0%	25	2.6%	37	3.8%	62	6.4%
North East	1332	966	72.5%	186	14.0%	17	1.3%	114	8.6%	49	3.7%
Pawling	2874	2136	74.3%	330	11.5%	109	3.8%	225	7.8%	74	2.6%
Pine Plains	1124	828	73.7%	158	14.1%	21	1.9%	80	7.1%	37	3.3%
Pleasant Valley	4310	3478	80.7%	593	13.8%	51	1.2%	76	1.8%	112	2.6%
Poughkeepsie	21130	16213	76.7%	1778	8.4%	566	2.7%	2291	10.8%	282	1.3%
Red Hook	4753	3575	75.2%	448	9.4%	85	1.8%	483	10.2%	162	3.4%
Rhinebeck	3371	2635	78.2%	302	9.0%	113	3.4%	130	3.9%	191	5.7%
Stanford	1881	1435	76.3%	176	9.4%	74	3.9%	115	6.1%	81	4.3%
Union Vale	1675	1400	83.6%	166	9.9%	21	1.3%	14	0.8%	74	4.4%
Wappinger	14215	11596	81.6%	1733	12.2%	263	1.9%	291	2.0%	332	2.3%
Washington	2407	1660	69.0%	268	11.1%	100	4.2%	188	7.8%	191	7.9%
Villages											
Fishkill	832	651	78.2%	85	10.2%	16	1.9%	56	6.7%	24	2.9%
Millbrook	673	487	72.4%	76	11.3%	13	1.9%	76	11.3%	21	3.1%
Millerton	394	292	74.1%	68	17.3%	4	1.0%	22	5.6%	8	2.0%
Pawling	912	611	67.0%	97	10.6%	39	4.3%	142	15.6%	23	2.5%
Red Hook	894	666	74.5%	99	11.1%	24	2.7%	122	13.6%	38	4.3%
Rhinebeck	1290	999	77.4%	78	6.0%	63	4.9%	49	3.8%	101	7.8%
Tivoli	496	375	75.6%	77	15.5%	8	1.6%	21	4.2%	15	3.0%
Wappingers Falls	2456	1953	79.5%	296	12.1%	16	0.7%	160	6.5%	31	1.3%
Dutchess County	**125726**	**97935**	**77.9%**	**14247**	**11.3%**	**3620**	**2.9%**	**6933**	**5.5%**	**2991**	**2.4%**

Transportation

Journey to Work - Travel Times, 1990

Municipality	Number of Workers Reporting	Under 30 Minutes		Over 30 Minutes		Mean Travel Time
Cities						
Beacon	5538	3441	62.1%	2097	37.9%	26
Poughkeepsie	13001	9747	75.0%	3254	25.0%	20
Towns						
Amenia	1911	1277	66.8%	634	33.2%	24
Beekman	4024	1744	43.3%	2280	56.7%	34
Clinton	2013	1050	52.2%	963	47.8%	29
Dover	3240	2005	61.9%	1235	38.1%	25
East Fishkill	10686	6030	56.4%	4656	43.6%	29
Fishkill	7348	4485	61.0%	2863	39.0%	27
Hyde Park	9936	6962	70.1%	2974	29.9%	23
LaGrange	6645	4504	67.8%	2141	32.2%	26
Milan	906	531	58.6%	375	41.4%	27
North East	1283	922	71.9%	361	28.1%	22
Pawling	2800	1576	56.3%	1224	43.7%	28
Pine Plains	1087	675	62.1%	412	37.9%	24
Pleasant Valley	4198	2686	64.0%	1512	36.0%	25
Poughkeepsie	20848	16374	78.5%	4474	21.5%	20
Red Hook	4591	3164	68.9%	1427	31.1%	23
Rhinebeck	3180	2217	69.7%	963	30.3%	21
Stanford	1800	914	50.8%	886	49.2%	28
Union Vale	1601	788	49.2%	813	50.8%	31
Wappinger	13883	9135	65.8%	4748	34.2%	27
Washington	2216	1454	65.6%	762	34.4%	22
Villages						
Fishkill	808	531	65.7%	277	34.3%	25
Millbrook	652	429	65.8%	223	34.2%	21
Millerton	386	291	75.4%	95	24.6%	19
Pawling	889	530	59.6%	359	40.4%	24
Red Hook	856	624	72.9%	232	27.1%	20
Rhinebeck	1189	786	66.1%	403	33.9%	21
Tivoli	481	294	61.1%	187	38.9%	28
Wappingers Falls	2425	1842	76.0%	583	24.0%	20
Dutchess County	**122735**	**81681**	**66.6%**	**41054**	**33.4%**	**25**

APPENDIX C
DUTCHESS COUNTY DIAL-A-RIDE SCHEDULE

Eligibility

To be eligible you must:

a) have a trip origin in the town of:

East Fishkill	Hyde Park
LaGrange	Poughkeepsie
Red Hook	Rhinebeck
Wappinger	Fishkill
Beekman	Pleasant Valley

or the City of Poughkeepsie

b) be 60 years of age or over; **OR**

be disabled and unable to use regular bus service.

c) complete an application.

Fares

One-way within a municipality	.75
Round trip within a municipality	$1.25
One-way between municipalities	$1.00
Round trip between municipalities	$1.75

(When schedules allow, drivers will allow up to three stops within a municipality per passenger with an additional charge of $.75 each additional stop.)

Dial-A-Ride is funded in part by the U.S. Older Americans Act, the Dutchess County Office for the Aging, the New York State Office for the Aging, participating municipalities and the Dutchess County Division of Mass Transit.

Reservations

Phone in your bus reservations between the hours of 8:00 a.m. - 2:00 p.m., Monday through Friday at 452-7433. If you require a bus with a wheelchair lift, please inform the dispatcher.

Passengers must call for reservations as early as possible when in need of medical transportation. Dispatchers will accept reservations up to 7 days in advance and no later than 3 days before the desired date of service. (You must have an approved application on file before making a reservation.)

Passengers should schedule appointments before 2:30 p.m., and earlier wherever possible due to the need for the bus to return to base by 4:00 p.m.

When a ride is scheduled, passengers must tell the dispatcher exactly where they are going, including additional stops. The driver has a schedule to follow which cannot be changed. Passengers are limited to a maximum four shopping bags or parcels.

Passengers are reminded that mall shopping is for **three hours.** Supermarket and other shopping is for **two hours.**

Cancellations will be broadcast on local radio stations.

Dial-A-Ride will provide transportation from your home to your destination. Your drivers will assist you on and off the bus and help you with your parcels, but drivers cannot act as escorts to and from a location.

Dutchess County

Dial-A-Ride

452-7433

Dial-A-Ride is a curb-to-cu transportation service, designed serve senior citizens and individu who have a physical or men disability which prevents them fr using the regular LOOP buses.

Dutchess County Dial-A-Ride Schedule

Destination	Monday	Tuesday	Wednesday	Thursday	Friday
Towns of Red Hook & Rhinebeck	✓ Local			✓ Local	
City of Poughkeepsie Local & South	✓	✓		✓	
Local & North*			✓		✓
Town of Hyde Park Local & Poughkeepsie					✓
Local & South Road Malls*			✓		
Town of Poughkeepsie - South Local & City of Poughkeepsie	✓	✓ North Only	✓	✓	✓
Town of Poughkeepsie - North Local	✓	✓		✓	✓
Local & South Road Malls*			✓		
Town of Wappinger Local & Beacon	✓				
Poughkeepsie & South Road Malls		✓	✓		
Local		✓	✓	✓	✓
Town of Fishkill Local & Beacon			✓ Local	✓	
Poughkeepsie & South Road Malls		✓			
Town of Pleasant Valley Local & South Road Malls*			✓		
Local & Poughkeepsie					✓
Town of East Fishkill Local & Beacon	✓				
Poughkeepsie & South Rd. Malls*		✓			
Local				✓	
Route 9 Fishkill to 9 Mall			✓		
Route 44/Adams					✓
Town of LaGrange Local, Poughkeepsie, Hopewell	✓				
Town of Beekman Fishkill (Walmart)		✓ 1st Tuesday			✓ 3rd Friday
Marshalls/44/Adams		✓ 3rd Tuesday			✓ 1st Fri. following 1st Tues.
South Road Malls		✓ 2nd Tuesday ✓ 4th Tuesday ✓ extra Tuesday			✓ 2nd Fri. following 2nd Tues ✓ 4th Fri. following 4th Tues. ✓ Extra Fri.
Castle Point		✓			✓

*South Road Malls on 2nd and 4th Wednesday only

Engineers

Architects

Planners

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