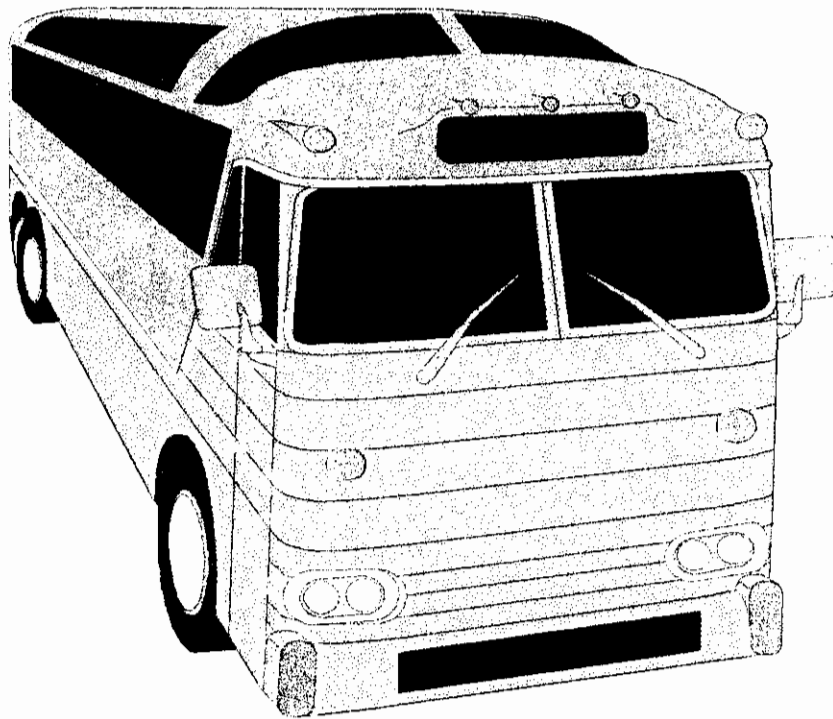


Bowling Green Public Transit Study Update



City of Bowling Green
Department of Public Works
Division of Engineering

January, 1997

Bowling Green Public Transit Study Update

January, 1997

City of Bowling Green, Ky.
Department of Public Works
Division of Engineering

William B. Hays, Jr., P.E.
Public Works Director/City Engineer

TABLE OF CONTENTS

Introduction.....1
 Federal Funding Category Changes.....3

Chapter 1 - Transit in Other Cities.....4

Chapter 2 - Public Transit in Bowling Green Since 1992.....7
 Analysis of Routes.....8
 Analysis of Riders.....9

 Other Public Transit Since 1992
 Community Action - Other Services.....11
 Taxi Services.....12
 Intoxicated Passenger Services.....12
 WKU Shuttle Service.....12

Chapter 3 - The Future of Public Transit in Bowling Green.....13
 Unmet Needs.....13
 Transfer Points.....14
 Route Realignments.....14
 Impact of Public Transit on Private Taxi Service.....14
 Services for the Physically Challenged.....15
 Rural Needs in Warren County.....15
 Regional and National Trends.....15
 Available Internet Information.....16

 Analysis of Options
 Option A: Enhance the existing CART Services.....16
 Option B: Subsidize the Existing Taxi System.....17
 Option C: Null Alternative (Do Nothing).....17

 Recommendations Regarding Local Funding
 Option 1: Technical Assistance.....17
 Option 2: Local Purchase of Fuel for Transit System.....17
 Option 3: Local Support of Capital Equipment Purchases...18
 Option 4: Local Support of Vehicle Maintenance.....18
 Option 5: Direct Subsidy of Operating Losses.....18

 Recommended Future System.....18
 System Capacity.....19
 The Future of Federal Funding.....19
 Public Information.....20
 System Operator.....20

RECOMMENDATIONS.....21

Introduction

In 1992 the City of Bowling Green Engineering Division prepared a Public Transit Study for the City of Bowling Green. This report is an update, concentrating on the public transit activities which have occurred since that study as well as updating trends in Federal funding, statistics from other cities, and profiles of actual transit ridership in the City.

The 1992 study reached the following conclusions:

1. Bowling Green in 1992 had existing public transportation services, but those services were either too expensive or too restrictive to meet needs of those without automobiles available. Especially lacking were options for low income persons. Parks and ride services for Western Kentucky University students, however, were very good.
2. Additional public transportation services would be used almost solely by persons without automobiles available to them. Virtually no riders would be diverted from private automobiles.
3. Local transit users were unlikely to pay more than \$1.00 per trip on a fixed route system. A fare structure of \$1.50 per trip would likely cut ridership by 40 percent or greater.
4. Three out of four transit-dependent persons live in a 7.5 square mile area in the central portion of Bowling Green. While just under 15 percent of the City population is without an auto, about 25 percent of persons in that central city area have no vehicle.
5. A public transit system in the central portion of Bowling Green would likely attract about 250-400 weekday riders per day, about 25 percent of the total potential ridership. A citywide subsidized taxi system would attract about 350 riders per day (for all days of the year).
6. The total cost of a trip by public transportation in Bowling Green would be between \$4.75 and \$5.25, depending on the type of system and length of trip. Transit farebox revenue would cover less than a fourth of that cost.
7. Cities with no prior history of public transit are more likely than other cities to adopt innovative forms of transit and charge more for them.
8. The presence of a regional state university in a city appears to have little impact on the type of system or the level of ridership.

9. Cities with lower population densities, such as Bowling Green, tend to favor lower-capacity, demand-responsive systems and charge more for them.
10. Any system chosen will require major levels of local subsidies, well over \$100,000 per year.

Recommendations made by the 1992 study were as follows:

1. *Public transportation should be recognized as an unmet need of the City of Bowling Green and included in future needs assessment and financial planning by the City.*
2. *When long-term financial conditions permit, an application to the Kentucky Cabinet for Transportation, Division of Mass Transit, on behalf of the City should be processed for a public transit demonstration grant for a user-end subsidy of the existing private taxi service.*
3. *Based on the results of the demonstration grant, a determination of the feasibility of a permanent service area and continuation of the service should be made.*
4. *The City should encourage and support application by the Southern Kentucky Community Action Agency for a regionwide public transportation system to meet needs beyond the city limits and stress cooperative, coordinated services among local social service agencies.*

As this update will describe, Community Action actually applied for a local demonstration grant. Rather than subsidizing taxi trips, an idea that had met considerable local opposition, the agency proposed a more traditional two route system using small capacity vehicles but with the flexibility to make reasonable adjustments along the route to meet demands for pickup and drop-off points, an approach known as point-deviation routing. The \$2.00 fare was higher than recommended, but conclusions 7 and 9 anticipated a trend toward higher fares. (Also, the fare level was consistent with the concept of a user paying half the cost of taxi fare, the approach recommended by the 1992 study). The role of Community Action as a transit agent was also anticipated by the study as part of an effort to consolidate social service transportation.

This update will address ten recommendations outlined in a May 1996 memorandum from City Engineer William Hays to the City Manager and City Commission.

- 1) Update portions of the 1992 Public Transportation relating to other cities and to operating costs of various systems.
- 2) Supplement the 1992 study update with additional cities in Indiana for which extensive data are available from the Indiana Department of Transportation.
- 3) Identify unmet service areas, route realignments, and potential new routes and transfer points within the city limits of Bowling Green.

- 4) Outline costs and impact of four possible types of financial participation by the City in the Community Action system: 1) paying cost of fuel, 2) repairing and servicing vehicles, 3) paying the 20 percent local match for new vehicles, and 4) providing discount coupons for transit riders to use the private taxi service after hours. (The last approach would give back a set amount, say 50 percent, of the fare in the form of a voucher for off-hours use of the taxi system, rewarding users of the transit system with increased flexibility in transit needs). Community Action Director Don Butler agrees that any support for fuel, repair, or capital costs would greatly increase the potential of his agency keeping a balanced budget for the service.
- 5) Review the operations of the present Community Action system once the two new vehicles are in service and make recommendations for changes as needed. Assess the impact on the private taxi service.
- 6) As part of the management study compare public transportation funding in Bowling Green with that of other cities, including the impact of being in a rural transit funding program due to the population size of the city. Include separately resources from the American Public Transit Association and identify data sources from government agencies and the Internet.
- 7) Identify the policy, fiscal, and operational impact of a designation by the 2000 Census of being an urbanized area.
- 8) Integrate public transit planning into the long range transportation plan update now being undertaken by the Kentucky Cabinet for Transportation.
- 9) Update the city's in-house computerized travel models with a public transit component, calibrating the model to reflect the performance of the existing system and testing the impact of alternative systems and levels of service.
- 10) Provide a full fiscal and service impact report of at least three distinct alternatives, including the null (do-nothing) alternative.

Federal Funding Category Changes

Since 1992 several changes in nomenclature have taken place at the federal level as a result of the Intermodal Surface Transportation Act of 1991 (ISTEA). The Urban Mass Transit Administration is now the Federal Transit Administration. The federal program for capital and operating expenses in small urbanized areas (over 50,000 and under 200,000) which was part of Section 9 under the old 1982 Surface Transportation Assistance Act is now known as Section 5307. The old Section 18 funding for cities under 50,000 and rural communities is now Section 5311. The elderly and special needs category once under Section 16 is now in Section 5311. Discretionary grants and loans, formally Section 3, is now Section 5309.

Chapter 1

Transit in Other Cities

The 1992 study looked at public transit in a number of comparable cities, including Paducah, Kentucky (population 27,000), Elkhart, Indiana (population 44,000), Cape Girardeau, Missouri (population of 34,360 and including Southeast Missouri State University), Owensboro, Kentucky (population 52,000), Clarksville, Tennessee (population 75,000 and home of Austin Peay State University), Richmond/Berea/Winchester, Kentucky (regional area in which Richmond with a population of 21,155 and home of Eastern Kentucky University is the largest urban center), Frankfort, Kentucky (state capitol and home of Kentucky State University), Murray-Calloway Co., (population 14,439 and home of Murray State University); Zanesville, Ohio (population 27,920), Hamilton, Ohio (population 65,000), and Lexington, Kentucky (population 212,900 with a land grant university but with a transit service area similar in geographic size to Bowling Green's). In addition, four Michigan cities under 50,000 population with demand-responsive systems were briefly noted.

Within Kentucky three transit systems fall in the metropolitan area category over 200,000 population and receive direct federal grants: LexTran (Lexington), TARC (Louisville), and TANK (Northern Kentucky urban area). Four more cities and systems are in urbanized areas over 50,000 which draw from Section 5307 discretionary funding passed through the state: Ashland (Huntington, WV urbanized area), Ft. Campbell (Clarksville, TN urbanized area), Henderson (Evansville, IN urbanized area), and Owensboro, itself an urbanized area. The remaining 22 transit systems in the state, including a number of rural transportation systems, are in areas below 50,000 and compete for Section 5311 funding. Section 5311 is the old Section 9 funding category, while 5311 is the former Section 18; the 1992 report will reflect the old categories.

Exhibit I gives a summary of FY95 data for the four Kentucky Section 5311 in actual urban environments compared to the first and second year of operation for the Bowling Green system currently operated by Community Action of Southern Kentucky (CASK). This listing excludes the systems in Kentucky areas over 50,000 population.

The Indiana Department of Transportation keeps detailed statistics on its bus systems that are available in the *Indiana Public Transit 1994 Annual Report*. Indiana has nine small fixed route systems in cities ranging from 10,838 to 38,705 population. Three other cities with populations around 60,000 (Terre Haute, Bloomington, and Anderson) and fixed route systems were also examined. Finally, two cities (Elkhart and Goshen) with demand responsive systems in the form of subsidized taxi services were examined. All this information is also in Exhibit I.

Indiana provides a state subsidy for mass transit through the Indiana Public Mass Transportation Fund, a state fund that receives 0.76 percent of the state general sales and use tax. As a rule of thumb, Indiana small urban area systems get roughly a 30 percent of their funding from this source. Local funds make up 22 percent. Federal dollars are closer to 37 percent, while fares contribute only 11 percent of revenue.

In Indiana small urban areas the typical fixed route system for a city of 25,000 has eight vehicles, averages 125,000 trips per year, has 23 seats per vehicle, and costs about \$4.58 to provide a trip for which the system charges 50 cents. The typical budget for such a system will exceed \$450,000, with a local match of \$100,000.

The demand responsive systems in Indiana tend to be in rural service areas or very small cities. Two taxi subsidy systems were examined, however. These showed very high revenue recovery percentages approaching 50 percent, as would be expected. Fares were much higher, \$2.60 on the average, although the cost of the taxi trip was almost identical to the cost of the bus trip in similar size cities. Operating expense was only two-thirds that of the fixed route systems.

In Kentucky, no state funding is available. Two systems use the 23 seat buses, two (including Bowling Green) use smaller vehicles. One subsidizes taxis. Because of the lack of state funding, transit systems in smaller Kentucky cities clearly lack the level of development found in Indiana. Paducah's system is the largest and most well developed of the cities under 50,000, with Frankfort a close second. The Richmond/Berea/Winchester area has subsidized taxis through the area development district. Murray has a successful and flexible three bus system which appears to address its needs well.

The cost per trip in Kentucky cities is very similar to that of Indiana. Bowling Green has a somewhat higher cost due to its being a startup system and having a low density of population. Bowling Green also is far behind in riders per population for the same reasons. Fares in Bowling Green are comparable to Murray and Richmond, but higher than the more traditional systems in Paducah and Frankfort. The *total* cost per trip in Bowling Green is expected to drop to about \$5.00 per trip as the system matures, a rate projected in the 1992 study.

EXHIBIT I

Transit Operation Statistics in Indiana and Kentucky

Indiana Fixed Route FY94													
City	Population	Vehicles	Ridership	Seats	R/Pop	Cost/Trip	Fare	Rev/Cost	Cost/Mile	Budget	Bud/Pop	VMT	R/VM
Bedford	13,817	3	35,683	26	2.99	\$7.74	\$0.75	5.00%	\$3.57	\$276,251	\$19.99	77,396	0.46
Columbus	31,802	8	162,271	27	4.83	\$3.52	\$0.25	7.00%	\$2.31	\$571,142	\$17.96	247,492	0.66
E. Chicago	33,892	6	134,426	30	5.49	\$4.79	\$0.00	0.00%	\$6.70	\$644,013	\$19.00	96,097	1.40
LaPorte	21,507	9	68,899	14	3.45	\$6.08	\$0.50	16.00%	\$2.11	\$419,105	\$19.49	198,244	0.35
Marion	17,753	8	153,044	30	4.58	\$3.53	\$0.50	6.00%	\$3.53	\$540,463	\$30.44	153,022	1.00
Michigan City	33,822	8	188,867	21	6.07	\$3.32	\$0.50	12.00%	\$2.93	\$626,876	\$18.53	213,625	0.88
New Castle	17,753	11	52,637	27	3.33	\$5.87	\$0.55	5.00%	\$3.67	\$308,752	\$17.39	84,152	0.63
Richmond	38,705	16	331,691	21	8.93	\$2.24	\$0.55	25.00%	\$2.01	\$743,009	\$19.20	370,226	0.90
Washington	10,838	4	14,323	11	1.35	\$4.13	\$0.75	13.00%	\$1.96	\$59,102	\$5.45	30,158	0.47
Group Average	24,432	8.11	126,871	23	5.24	\$4.58	\$0.48	11.00%	\$3.20	\$465,413	\$19.05	163,379	0.78

Selected Indiana Demand Response (Subsidized Taxi Only) FY94

Elkhart	48,627	29	142,735	4	3.43	\$4.52	\$2.60	45.00%	\$2.09	\$644,560	\$13.26	308,422	0.46
Goshen	28,797	29	19,438	4	0.72	\$4.62	\$2.60	43.00%	\$2.14	\$89,889	\$3.12	40,894	0.48

6

Selected Indiana Medium Fixed Route Systems

Anderson	59,549	16	280,684	51	4.82	\$5.12	\$0.50	7.00%	\$3.70	\$1,437,021	\$24.13	387,909	0.72
Bloomington	60,633	19	915,254	66	14.15	\$2.12	\$0.50	14.00%	\$2.74	\$1,942,019	\$32.03	707,479	1.29
Terre Haute	59,978	16	300,467	35	6.80	\$3.30	\$0.75	16.00%	\$2.59	\$992,142	\$16.54	382,970	0.78

Kentucky Fixed Route/demand responsive/point deviation (All FY95 except Bowling Green, FY 96)

City	Population	Vehicles	Ridership	Seats	R/Pop	Cost/Trip	Fare	Rev/Cost	Cost/VM	Budget	Bud/Pop	VMT	R/VM
Bowling Green	45,000	3	12,714	12	0.28	\$9.70	\$2.00	10.00%	\$1.66	\$123,373	\$2.74	74,489	0.17
Frankfort	35,000	6	68,939	23	1.97	\$5.45	\$0.50	8.00%	\$2.39	\$375,391	\$10.73	156,891	0.44
Richmond/Berea	46,150	20	130,391	4	2.83	\$4.03	over \$2.	80.00%	\$1.29	\$524,842	\$11.37	406,268	0.32
Murray	14,439	5	33,519	16	2.32	\$5.37	\$2.00	63.00%	\$1.50	\$180,001	\$12.47	120,141	0.28
Paducah	29,000	9	83,424	23	2.88	\$4.91	\$0.75	12.00%	\$2.70	\$409,531	\$14.12	151,851	0.55
Group Average	33,918	9	65,797	16	2.06	\$5.89	\$1.05	34.60%	\$1.91	\$322,628	\$10.29	181,928	0.36

Note: A maximum of \$2.00 subsidy is paid for the Richmond/Berea/Mfinchester taxi service.

Rev is Revenue. VMT is vehicle miles of travel. Pop is population. Bowling Green FY96 used since that was first full year of operation.

Bloomington's system is integrated with the Indiana University internal campus bus system

R/Pop is Ridership per population. Bud/Pop is Budget per population.

Chapter 2

Public Transit in Bowling Green Since 1992

In November of 1994 the first regular public transit service in Bowling Green in decades began through Community Action of Southern Kentucky, a non-profit regional social service agency located in Bowling Green. Community Action had already been providing regional transportation services in the area, including head Start child transportation , senior citizen services, and adult education/job development programming, as well as recreational transit services for agencies such as Bowling Green Parks and Recreation Department. The social service agency had already received in 1989 a non-profit bus operation permit from the Kentucky Transportation Cabinet to operate in the ten-county Barren River Area Development District, including within the City of Bowling Green. The name of the new system, Community Action Regional Transit (CART), reflected both the sponsorship and the potential scope of the service.

In 1994 Community Action sought and received a demonstration operating grant from the Kentucky Cabinet for Transportation under the old Section 18 (now Section 5311) of the urban Mass Transit Act (UMTA). That grant allowed the agency to begin a very limited service in the central portion of the city. Two routes were established, and a single van alternated between each hour-long route, running from 7 a.m. to 6 p.m. The type of service, point-deviation, is a variation on the traditional fixed-route system which allows some flexibility in pickup and drop-off points while still going to a series of fixed locations on an approximate schedule.

The Public Works Department provided desktop publishing services for the initial brochures and later produced and installed 28 bus stop signs. All decisions on route, fare, and schedules were made by Community Action. brochures were distributed in numerous public locations, such as the public library, as well as social services agencies.

For the first fiscal year 94/95 the system produced 4,646 trips from November of 1994 to June of 1995. The system used 2,593 gallons of gasoline, logged 21,726 miles during 163 ten-hour days, and incurred \$40,452 in expenses, sixty-five percent of which were operating expenses. For that startup period, the system ran 133 miles per day, carrying 29 one-way trip passengers per day. Total cost per trip was \$8.71.

In the second fiscal year the system produced 12,896 trips, used 8,400 gallons of gasoline, logged 64,810 miles in 258 days of operation (11 hours of operation per day), using an operating budget of \$123,373 and an administrative budget of only \$988, making a total budget of \$123,373.. Farebox revenue was \$12,334, while non-fare revenue (vouchers, etc.) was \$10,515, for a total revenue of \$22,849. During FY95/96, the system ran 251 miles per day, carrying 48 one-way trip passengers per day. The \$9.56 cost per trip included buying new buses.

In the summer of 1996 the agency acquired three new 12 seat buses with center aisles. These were placed into operation to replace the vans which had been used. The third bus was acquired as backup and to provide rotation. A handicapped accessible van already in used continued to be part of the fleet. One unit arrived in June and replaced the existing van; the other two did not get into the fleet until late September. In November of 1996 the agency hired additional staff and went to separate buses on each route, with each route having one hour headways. (Headway is the time between buses). At this time the agency stopped an unofficial program of trying to respond to numerous individual needs by what amounted to a demand-responsive service.

Analysis of Routes

A copy of the current brochure is included as Appendix A. The routes and designated stops are roughly the same as when the system began two years ago, although additional stops have been added. The first route originally started at the Medical Center, went to the Parker Bennett and Delafield areas, through the St. Joseph neighborhood to Fountain Square and then to the Medical Center for a total of 16 stops. The new Route 1 begins and ends at the Community Center at 3rd and Center, follows the old route except for extensions to Garden Apartments on Trent Way and the Angora Court area, a second extension to the Stubbins, Normalview, and Gayle area, and new service to Western Kentucky University and the new Kroger Riverside complex. The revised route has a total of 36 stops.

The original second route began at the Square, went to the Western Gateway Center and the Downing Center on campus, portions of the U.S. 31W Bypass, the Stubbins and Normalview/Gayle area, and the Sixth and College area. Soon after beginning the program the second route was extended out to the Greenwood Mall area based on user demand and now includes the Russellville Road and Campbell Lane areas, the Greenwood Mall area, Greenview Hospital, Fairview Plaza, and the Medical Center/Riverside area. Twenty five stops are included on this route, compared to 19 on the original route.

Analysis of Riders

A breakdown of ridership for the two months under the new system was provided by Community Action. These data are outlined in Exhibit II. Elderly persons (60 and over) comprised 54 percent of riders in November and 55 percent in December, compared to only 20 percent nationally for riders 65 years and older in similar sized cities. Just over two percent of November riders were 11 and under and less than four percent of December riders were in that age group. Again, national figures for cities under 50,000 are very different, having 20 percent of ridership under 18. In both cases the age ranges of the agency do not correspond with those of the American Public Transit Association's national figures, but the differences are not likely to explain the high deviations.

Within the ridership the Senior Center accounted for 211 riders in November and 181 in December. The Housing Authority's voucher program generated 26 riders in each month. Medicaid vouchers comprised 68 riders in November and 74 in December. The JOBS program vouchers were used by 13 riders in November and 32 in December. The Foster Grandparent program was a major component of ridership and a key reason for the high percentage of elderly riders; 335 rode in November and 234 in December. Finally, handicapped riders (include wheelchair-bound persons) comprised 314 in November and 321 in December. All told, these special riders made up 967 of the 1,365 riders in November (71 percent) and 705 of 1,247 riders in December (57 percent).

Transfers were a significant part of total ridership. In November 217 of the 1,365 trips were actually transfers, so only 1,148 were net one way trips. In December 282 out of 1,247 were transfers, yielding 965 net riders. The percent of transfers, 16 in November and 23 percent in December, is a positive sign that riders are utilizing the routes, even though a transfer implies an hour long one-way trip. Some seasonal impacts on these numbers are likely, including holiday shopping trips to the Greenwood Mall area.

The second route is the more popular. In November 408 trips were made on the first route, compared to 957 on the second route. The December figures were more balanced, with 549 on the first route and 698 on the second.

Fare revenue was limited, since the Senior Center and Foster Grandparent programs are subsidized by other funding and the Housing Authority, Medicaid and JOBS ridership are voucher-based. The Senior/Foster Grandparent programs together had 546 riders in November and 415 in December, for a percentage of 40 percent in November and 33 percent in December. Voucher-based programs had 107 riders (8 percent) in November and 132 (ten percent) in December. Taking out the subsidized trips and transfers leaves only an estimated 495 paying customers in November and 418 in December. These numbers compare very favorably with the farebox receipts of \$935 in November and \$727 in December. Fares for the year totaled \$7,321. Since the two months comprise 23 percent of total year fares and only 16 percent of the year, one may assume that the amount of revenue is going up as a result of the new hourly service.

In reality several months of service and publicity will be needed before the true impact of the new hourly service is realized. Presently, Community Action estimates that 325 individuals are regularly involved in the program, with 78 one way trips made each day. The improvement in frequency would be expected to add 25 to 30 percent ridership, at least.

OTHER PUBLIC TRANSIT SINCE 1992

The Community Action Regional Transit (CART) system was not the only area public transportation service with changes since 1992. Here are other changes in the community:

Community Action - Other Services

In addition to the public transit system Community Action has provided transportation services to public, non-profit groups since 1987. In 1996 the agency operated a summer transportation program for the City of Bowling Green Parks and Recreation department. At no cost to the City, Community Action transported 325 children using six vehicles to various summer activities at the Parker Bennett Community Center, the Bowling Green Community Center, and Camp Happy Days. A total of 4,200 passenger trips were provided. Special provisions were made for another 125 participants in the Special Population program for a total of another 3,000 trips.

Community Action also provided contractual services in 1996 to various non-profit social service agencies as follows:

LifeSkills (eight vehicles for its Summer Program and REACH program, serving 125 children with 8,000 trips)

Community Education (two vehicles for field trips involving 478 children and 1,012 trips)

Salvation Army (one vehicle to a single field trip for 32 children, 64 one way trips)

The Kentucky Department for the Blind uses a voucher system for its clients on the public transit system for school or work trips.

JOBS participants have the voucher system for public transit previously cited; an average of twelve persons per month are served in this program

The Kentucky Department for Social Insurance have a medical voucher system for their clients.

The Community Action FY 95/96 operating budget for the public transit system was \$115,745, while the budget for all its transportation programs was \$411,611. The City of

Bowling Green has applied for state and federal funding for bus and van transportation as part of a central administrative facility. This facility will serve all the transportation functions for the 10 county area as well as the local public transit vehicles. At the time of this study selection of an architectural firm was underway. The estimated cost of the 7,500 square foot building is \$400,000, plus an additional \$150,000 for professional services, equipment, and utility connections.

Taxi Services

Since the 1992 study Yellow Cab of Bowling Green has switched to a leased program for most of its units. Presently, 28 separate leased cabs operate in the service area in addition to six commissioned drivers still operating. Ridership has grown from 425 in 1992 to an estimated 550 per day. Fares have gone from \$1.60 for the first fifth of a mile to \$1.85, but additional miles are unchanged; thus, the cost of an average 2.4 mile trip is has risen from \$4.00 to \$4.25 in the five years since the initial study, a total increase of only 6.25 percent. Additionally, no time charge is imposed, a distinction from other cab services in the Commonwealth. Yellow Cab provides a ten percent discount for senior citizens.

Yellow Cab operates a direct shuttle service from the Bowling Green Towers (a Section 8 elderly housing facility at College and 12th) to the Greenwood Mall on Fridays at a cost of \$1.00 each way. Yellow Cab also provides an incentive for shared rides through its system.

Intoxicated Passenger Services

The local program for providing free taxi services for intoxicated services, mentioned in the 1992 study, has been expanded to address needs at Western Kentucky University. Beginning February 6, 1997 and continuing each Thursday during the semester, Yellow Cab and the University will provide free rides for intoxicated students between the hours of 11 p.m. and 2:30 a.m. back to their dormitories. (Thursday was identified as the optimal night for the service).

A separate service is available from Yellow Cab itself directed toward fraternities and sororities. Either type organization can charter a van for six or more persons at a cost of \$1.50 per person within the City. The intent is to provide the "designated driver" for these functions.

WKU Shuttle Service

Since 1992 Western Kentucky University has added a third 47 passenger bus, but ridership has dropped from 700 riders a day to 600. Headways have increased from 30 minutes to 15 minutes during the 7:30 a.m. to 3:00 p.m. period, dropping back to 30 minutes from 3 p.m. to 5:30 p.m. A separate shuttle for physically challenged persons provides six pickups per day on demand. Assuming both years of ridership figures are accurate, the increased frequency of service and continued parking problems around the campus have not increased ridership; it has actually decreased by 15 percent for a free and frequent service.

Chapter 3

The Future of Public Transit in Bowling Green

The viability of public transit services in Bowling Green remains a concern. Community Action Executive Director Don Butler advises that the agency cannot expand its services any further without participation by local government in meeting the local match for operating deficits. Yellow Cab as a private business is unlikely to expand its shuttle services based on the limited responses to date. WKU is not in a position legally or financially to serve the general public.

Unmet Needs

The basic needs identified in the 1992 study remain valid. While the CART system meets certain needs, other remain:

1) Transit service along the U.S. 31W Bypass is very limited. The expansion of the second route to the Greenwood Mall meant that a route along the Bypass no longer existed. Additionally, persons in the Morgantown Road area have a very long route through the Greenwood Mall to get to the central city area. A need exists for more flexibility and frequency of service for the three-quarters of all transit dependent persons residing in a two mile radius of downtown.

Community Action concurs on the need for a third route focusing on these areas. The T.C. Cherry Pool could be included in the summer. Exploration of services to the Convention Center, Greenview Hospital area, and the Downing Center at WKU could be included.

2) Although outside the city limits, the section of Louisville Road from Plum Springs to Bristow and the old Firestone building has a significant population which is transit dependent. Additionally, the north industrial area is unserved. This route could also be reviewed in conjunction with the Convention Center, Greenview Hospital, Western Kentucky University, and the Corvette Museum as a tourist route and revenue generator. (Other attractions could be

included on the route, and possible underwriting of the cost of this route from the Tourism Commission and private sources is a possibility). The parking limitations around WKU for visitors, as well as the convenience of visiting attractions without having to drive, would be an incentive to visiting persons who normally would drive. Such a route, if demand exists, could increase the visibility of CART and its position as a community resource.

3) The Three Springs Road area has a significant buildup of transit-dependent households. This area is comparably remote, and service will be difficult to justify. This is an example of the need to encourage transit-dependent persons to relocate near existing transit routes.

4) A frequent trolley shuttle from WKU to downtown, the Medical Center/Graves Gilbert area, Bowling Green Community Center, and the downtown area has been cited by a number of individuals as a need. Service every 20 minutes to half an hour would be desirable. This route would also address parking needs at WKU and the downtown area, particularly for persons not wishing to move their vehicles once parked. Hours would be more limited, such as 10 a.m. to 3 p.m. Operation by a part-time employee would be appropriate.

Transfer Points

Any new routes will require care planning of transfer routes and radio communications between bus drivers. Transfers are critical to a low-density area and must reduce travel time while being both convenient and dependable. Possible new transfer points would be Broadway and the Bypass, Downing Center, and City Hall or Justice Center area. A sheltered, accessible area is critical.

Route Realignment

The November 15, 1996 service changes incorporated all recommended realignments of existing routes.

Impact of Public Transit on Private Taxi Service

A concern expressed by Steve Miller of Yellow Cab during the initial demonstration program of CART was its impact on private taxi service. Especially at issue was the competition for federal and state voucher programs, since these are a significant revenue source.

Vouchers make up less than ten percent of ridership on the transit system. However, when paying customers alone are considered, vouchers make up a fourth of the ridership, a significant amount. Assuming all the vouchers would be used with the taxi service in the absence of the transit system, the impact would be about eight vouchers per day.

A separate issue is the use of the transit system for demand-responsive services. At the direction of Executive Director Butler, such services have ceased except for federally-mandated

services for the physically challenged. Demand-responsive services were viewed by the taxi service as a potential infringement into the area of the taxi business.

Services for the Physically Challenged

Presently, CART provides a separate van for physically challenged persons. Only about 15 trips per month are made with this vehicle. Twenty four hour notice is required for the service. Until demand increases no change is recommended for this phase. (The taxi service also has a handicapped accessible van). Visually challenged persons are accommodated by both services in existing vehicles. As noted, WKU now provides separate services for physically challenged persons within its system.

Rural Needs in Warren County

In a June 7, 1994 memorandum to the City Community Development Department, the Public Works Department outlined transit demand in Warren County. The analysis is given in Appendix B. That analysis showed that 86 percent of all transit demand is within the City of Bowling Green. The only other area with any significant demand was the Smiths Grove Census Division (including the cities of Smiths Grove and Oakland) with a total of five percent of demand. The level and distribution of demand appears to make fixed route service impractical. The analysis recommended user-end subsidy for the existing taxi service and relocation within existing public transit service areas as the most approximate ways to address rural transit demand in Warren County. Other regional needs exist but are not identified in this study.

Regional and National Trends

The Kentucky Cabinet for Transportation no longer provides statistics on individual bus systems. However, between fiscal years 95 and 96 statewide the number of Section 5311 buses increased by eight percent, ambulatory ridership declined by two percent, non-ambulatory ridership (physically challenged) was steady, mileage and gasoline increase three percent, administrative expenses climbed 21 percent while operating expenses went up five percent and total expenses seven percent, farebox revenue declined by ten percent, other revenue increased one percent, and total revenue was basically unchanged. Overall, the statewide picture for rural and small urban area transit is one of increasing expense, neutral revenue that is heavily dependent on vouchers, and a slightly declining ridership.

Statewide, less than 14 percent of rural and small urban system revenue is farebox-based, a reflection of the rural nature of the state. Farebox revenue meets seven percent of expenses statewide. In Kentucky rural and small urban area transit appears almost totally dependent on government subsidy for revenue and transit-dependent persons for ridership.

Indiana shows a somewhat different picture over the five years from 1990 to 1994 for its small fixed route systems (which omit most rural systems). Expenses per vehicle mile increased

slightly during the period, but farebox recovery slipped a bit in 1990 before remaining steady. Expenses per passenger trip increased steadily, and passenger boardings per total vehicle miles held constant. For the demand-responsive systems (usually rural), all figures were steady over the period.

Nationally, the funding for Section 5311 has reversed itself once again. Since 1989 funding trends have reversed course four times, leading to uncertainty for transit operators. In the ten years from 1984 to 1994 for all types of public transit, the trend has been away from federal assistance and toward state and other assistance. Local assistance and farebox revenue remained a constant portion of the revenue picture in that decade.

Looking to the future a report by the American Public Transit Association, *Transit Funding Needs, 1995-2004*, found that at a national level nearly \$30 billion a year in constant 1993 dollars was needed to maintain existing services, with another \$37 billion per year required to implement planned service expansion. Of the \$30 billion annually, \$23 billion is for existing operating expenses. Significant rehabilitation and facility improvements are needed as well as purchase of new equipment. Increases in the motor vehicle fuel tax, reduction of the tax exemption for employer-paid parking, and more sharing of federal transportation funding compared to highway transportation are among recommendations to meet funding needs.

Available Internet Information

The American Public Transit Association, a national professional organization, is an excellent source of information on transit. Its Internet site at <http://www.apta.com> is the best starting point for all Internet information for public transit. The Federal Transit Administration is located at <http://www.fta.dot.gov>.

ANALYSIS OF OPTIONS

Three clear options appear to exist for the City of Bowling Green regarding public transit: 1) encourage and support financially the CART system to the point it can become a viable public transit option for the community, 2) return to the original recommendation of the 1992 study for subsidy of the taxi system in lieu of a bus system, and 3) the null alternative of doing nothing and letting CART be a service of Community Action that may or may not continue to exist. These options are quantified as follows:

a) Enhance the existing CART service: The existing service needs to add a third route to be viable and attract paying customers. The number of voucher riders will likely not increase substantially, so increased visibility is necessary. A dependable local funding source no less than \$15,000 per year is critical, and upwards of \$50,000 (including in-kind services) the desirable goal. A budget of \$150,000 per year is the lowest realistic level for three routes. (The point-deviation system of the 1992 study had a cost of \$309,800 for six routes).

B) Subsidize taxi service: The numbers given in the 1992 study are basically unchanged, since no major increase in taxi fares has occurred. The \$178,500 budget of the original study could be increased to \$200,000.

C) Null Alternative (Do Nothing): Obviously, this alternative has no direct cost. It has the risk cost that the CART system will ultimately prove financially unrealistic for Community Action to fund within its own system. As the 1992 study showed, lack of public transit has a impact cost to the community due to lack of mobility for segments of the community. That cost is ultimately paid in terms of additional social service costs in other areas as the goals of community transportation are not met.

The first alternative can be met with a match of the federal share at about \$50,000 long term. The second alternative will cost closer to \$75,000, depending on voucher payments, since Community Action's internal support structure will not be available as it is in the first alternative. (The federal share may not increase, meaning the local share could increase to \$125,000 or higher.) The null alternative fails to meet any goals relating to public transportation in the community.

If no system existed, subsidizing the taxi system would be the most effective way to provide some type of service, and it would continue to be the study recommendation. The presence of CART, and its integration with existing social services, gives a unique opportunity to utilize those resources. Therefore, encouragement and tangible support is recommended.

RECOMMENDATIONS REGARDING LOCAL FUNDING

Several opportunities for local government support exist. Some have already begun; others are recommended as part of this update.

1) Technical assistance: The City of Bowling Green Public Works Department has provided desktop publishing assistance for brochures and made general suggestions on routes. The Street Maintenance Division has erected and continues to maintain all bus stop signs. The department holds membership in the American Public Transit Association and regularly forwards bus operator information to CART. As the Bowling Green Urban Area Transportation Plan Update (by the Kentucky Cabinet for Transportation) begins the Public Works Department will concurrently update its travel models to include a transit mode and calibrate the models to the point that they accurately reflect changes in the transportation system relating to transit.

2) Local Purchase of Fuel for Transit System:

CART can expect to use about 10,000 gallons of fuel per year for two routes, 15,000 gallons for three routes. With its tax exemption and competitive bidding in bulk quantities, the City pays about \$0.90 per gallon for gasoline. Thus, the cost for two routes would be \$9,000 per year, \$14,500 for three routes.

3) Local Support of Capital Equipment Purchases

Since Section 5311 funding provides an 80 percent federal match for equipment purchases, the cost of a \$35,000 bus which will last seven years is only 20 percent or \$7,000. The annual cost, not allowing for inflation, is \$1,000 per year per vehicle. Assuming one more route and one more bus, this would be an annual set-aside of \$4,000 per year.

4) Local Support for Vehicle Maintenance

The current CART budget for maintenance of vehicles is \$5,000, an amount that will increase as the fleet ages. Assuming the City could get necessary certification for maintenance on vehicles used in public transportation, the City Service Center could provide valuable in-kind services for vehicle maintenance as well as providing a proven preventive maintenance program. Direct costs would be for parts, estimated at \$1,000 per year per vehicle. Labor would be on an in-kind basis.

5) Direct Subsidy of Operating Losses

Ultimately, local government (either City or County) could provide full local 50 percent match with federal funds for operating losses. The federal match is expected to be about \$50,000 for the foreseeable future. Some of the \$50,000 match could be with in-kind services; however, about \$40,000 in direct expenditures will be necessary. (This would be in addition to the capital allocation already mentioned).

Ideally, full local match for the 50 percent federal operating subsidy and 20 percent for the capital costs would be provided. However, budget constraints may required a more limited role. *As a minimum, local funding for fuel and vehicular maintenance costs are recommended for the short term, using a Service Center lease, along with local matches for capital purchases.*

RECOMMENDED FUTURE SYSTEM

The two existing routes are recommended to be retained, with the addition of a third route serving a loop around the Bypass and the western portion of the City. In conjunction with the Tourism Commission and the Convention Center, exploration of a tourist route that would also serve the city north of the river and a downtown trolley line is recommended using local underwriting through advertising and sponsorship.

Community Action is presently seeking funds to construct a transportation/administration facility within the city limits. This report fully supports the separate facility as a more efficient way to manage the entire transportation fleet of the agency, including the portion committed to public transit. The facility has the potential for improving the efficiency of the public transportation service as well as the regional scope of Community Action's services.

The 1992 study originally recommended a user-end subsidy of the local taxi service as the best way to meet transportation needs. While the CART system is growing in ridership, the cost of a typical trip still quite high. Also, evening and weekend service is unlikely to be available in the foreseeable future. As a means to encourage ridership and address off-hours needs, a program of rewarding frequent riders with a taxi subsidy is a possibility. After purchasing ten \$2.00 tickets, a rider could receive a voucher for a \$5.00 fare (or similar amount) good during hours the system is not operating. This would reward regular passengers and provide them additional flexibility in their public transit needs. Costs for 1996 would have been a maximum of about \$3,000.

System Capacity

The capacity of the system is limited by the comparably small size of the vehicles. Presently, a maximum of 24 persons can be accommodated at any given point in time. The practical capacity, given distribution of trips over the day by hour and route, is probably around 175 per day or 3,800 per month. Thus, the two existing routes can double in ridership before capacity becomes a significant issue. Adding a third route would create perhaps a 20 percent increase in existing ridership, so any other growth would be by increased ridership on the routes.

An alternative to larger vehicles would be increased frequency of service. Obviously, that involves the cost of labor and fuel, an amount considerably higher than the differential cost of a larger vehicle. However, increased frequency clearly improves the level of service provided.

Presently, the 12 seat buses address the existing and short term needs. Given the low density of the city the need for larger vehicles will not necessarily develop in the near future. At the time the present vehicles are retired (about seven years from now) consideration can be given to 23 passenger units.

The Future of Federal Funding

As previously mentioned, four reversals of the direction of Section 5311 funding have occurred within the last several years. Given the budget issues at the federal level, such uncertainty can be expected to continue. The \$50,000 allocation from the state's Section 5311 can be expected to continue at about that level, but major increases are not likely. Complete elimination of federal funding is a remote possibility, but not a likely outcome.

More difficult to answer is the question of what funding Bowling Green would get should it reach 50,000 urbanized area population in 2000. The three Indiana cities with fixed route systems and populations near 60,000 reached an average of \$463,200 in federal Section 5307 operating funds in FY94 and another \$124,500 in capital funds from the same funding section. (Those same cities received an average of \$296,200 in state operating funding that year and provided an average of \$566,400 in local operating subsidy and \$31,100 in local capital funding during the same fiscal year). The group of small fixed route systems in Indiana in areas under

50,000 population received an average of \$175,800 in federal operating funding and \$7,800 in federal capital funding in FY94, \$153,700 in state operating funding, \$11,000 in state capital funding, \$125,000 in local operating subsidy, and \$11,000 in local capital funding.

Elkhart, Indiana's taxi subsidy system for a population very near Bowling Green's received \$263,063 in federal operating subsidy in FY94 while being in an urbanized area over 50,000. Elkhart received another \$140,480 in federal capital funding and \$67,472 in federal planning funds. Elkhart received \$225,047 in state operating funds and \$17,560 in state capital funds. Finally, Elkhart provided \$38,016 in local operating funds, \$15,560 in local capital funds, and \$16,868 in local planning funds.

Kentucky small area funding information is not available for any fiscal year. However, based on operating deficits, the following would be the amounts if 50 percent federal funding had been available in Kentucky during FY95: Paducah, \$180,000; Murray, \$20,000, Frankfort, \$171,900; Richmond/Berea/Winchester, \$53,200. In FY96 Kentucky Section 5311 systems operated at a total loss of \$4,692,741. Remember that local matches are necessary for any amount not covered by available federal funds.

Owensboro, in the Section 5307 funding category (over 50,000) received \$381,728 in federal grants in FY95, had anticipated \$377,400 in FY96, and budgeted \$385,400 in FY97. The City of Owensboro contributed \$399,100 in FY94, had anticipated \$359,600 in FY96, and budgeted \$384,308 in FY97. Total revenue was budgeted at \$112,000 for FY97.

Clearly, the best opportunity for Bowling Green's public transit development lies in reaching the 50,000 population level. Nonetheless, local matches of any federal funding is necessary. Future commitments from federal funding passed through the state would surely be predicated on past local matches. Thus, local matching of federal subsidy by the City would seem critical to any major increase in federal funding at any level.

Public Information

Community Action recognizes the need for increased public awareness of the new schedules and frequencies of service. The Division of Engineering is providing a display map for Community Action to exhibit at the Greenwood Mall and other public areas. Additionally, information on Cable Channel 3 and the *Spotlight on Bowling Green* program is recommended.

System Operator

Community Action by virtue of its knowledge and experience providing transportation and other services to transit-dependent persons is the logical operator of the system. Additionally, the Public Works Department Management Study recommends that department not operate a transit system.

RECOMMENDATIONS

The following actions are recommended:

- 1. The City should encourage and support the existing Community Action system to the extent financially feasible. Opportunities beyond the existing technical support include local capital funding matches, fuel purchase, vehicle maintenance, and direct financial support. Community Action should continue to serve as the system operator.*
- 2. Additional public information is needed to let citizens know about available services.*
- 3. A third route should be added to serve the central portion of the city and the Bypass area as soon as financially feasible. That route will require local government support. Exploration of tourism and trolley routes, with sponsorship, should continue.*
- 4. In anticipation of designation as an urbanized area by the 2000 Census, Bowling Green should make long term financial planning and public policy reviews to determine what level of public transportation to which it wishes to commit.*

APPENDICES

Appendix I

Current Brochure for CART (Community Action Regional Transit)

Effective November 4, 1996

How much does it cost?

Fares (All one way)

Regular: \$2.00

Children 7-11: \$1.00

Under 6: Free when accompanied
by parent or guardian

Transfers: Free

Persons with special needs please call 24 hours prior to your trip. Dial 782-3162 and ask for the Transportation Department.

Specialized services for work and other trips are provided from 7 a.m. to 6 p.m. Call the Transportation Department at 782-3162 to discuss your needs.

The Community Action Regional Transit System operates from 7 a.m. to 6 p.m. weekdays only on two routes. Transfers occur on the hour at Community Action Education and Human Services Building, 200 East Fourth Avenue. Plan your trip ahead and use CART!

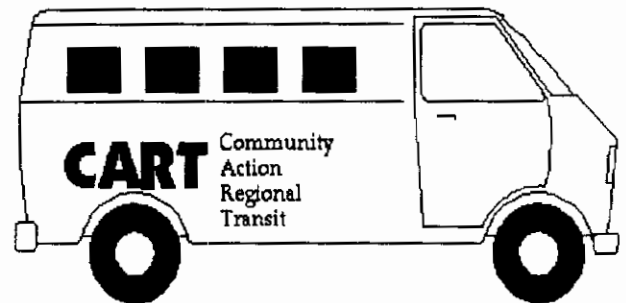
(A verbal presentation of this brochure is also available by calling 782-3162)

Note: Buses will not stop unless there are passengers boarding or exiting. Please be waiting by the CART bus stop sign. Arrival times may vary depending on rider-ship demand. All transfers are scheduled on the hour at Community Action Education and Human Services Building, 200 East Fourth Avenue.

Community
Action

Regional

Transit

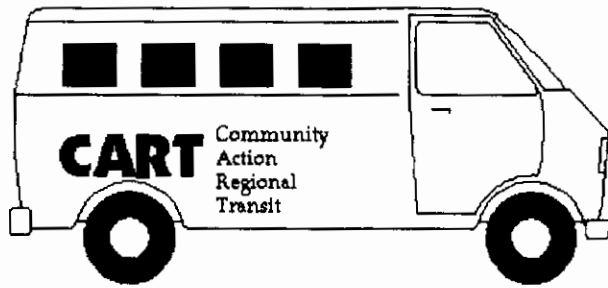


Bowling Green's New Public Transit System

Sponsored by Community Action of Southern Kentucky, Inc., and the Kentucky Cabinet for Transportation, Division of Mass Transportation

*Hourly Service Each Weekday
7 a.m. to 6 p.m. on two routes*

Effective November 4, 1996



Community Action of Southern Kentucky, Inc.

CART Bus Routes

Routes one & two run continuously from 7:00 a.m. to 6:00 p.m. Monday thru Friday. Each hour on the hour the bus route begins at the first destination stop.

Route One

Designated Stops for Route One:

1. Community Action & Parks and Rec
2. Webb and Ida
3. Webb and Ragland
4. Webb and Double Springs
5. Graham and Double Springs
6. Graham and Ragland
7. Scott and Gordon
8. Sugar Maple Square (Houchens)
9. Boatlanding & Pearl (HOTEL, INC)
10. Pearl and Lewis
11. Jackson and Main
12. Abel Ct @ Barren River Rd -
mailboxes
13. Angora Court - mailboxes
14. Garden Apts (Trent Way)-mailboxes
15. Church and Victoria
16. Church and Hobson Lane
17. Salvation Army - 401 Main Ave.
18. Church and Nugent
19. Justice Center
20. 11th and Kentucky
21. 11th and Stubbins
22. Stubbins and 12th
23. Clay and 14th
24. 15th and Stubbins
25. Normalview and Gayle
26. Old Morgantown and Normalview
27. Old Morgantown and University
Boulevard
28. Kentucky and 14th
29. Kentucky and 12th
30. B.G. Towers (Backdoor)
31. 12th and College

32. State and 11th
33. Fountain Square
34. Medical Center
35. Graves-Gilbert Clinic
36. Krogers -Riverside at U.S.31W
Bypass

Route Two

Designated Stops for Route Two:

1. Community Action & Parks and Rec
2. Fountain Square
3. City Hall/County Court House
4. D&F Market (Adams Street)
5. Adams and University Boulevard
6. Old Morgantown - Campus Manor
7. Old Morgantown and South Sunrise
8. South Sunrise and Morgantown Rd
9. Roses at Western Gateway
10. Houchens at Western Gateway
11. Russellville Rd at Eagle Estates
12. Russellville Rd at Springhill
13. Lost River Apartments - mailboxes
14. Krogers - Nashville Road
15. Regency Apartments - mailboxes
16. Walmart - main door
17. Mall (J.C. Penney backdoor)
18. Krogers - Scottsville Road
19. Bryant Way - Laundromat
20. Greenview Hospital
21. Broadway and U.S.31W Bypass
22. Houchens - Fairview Plaza
23. Krogers - Riverside @ 31W Bypass
24. Medical Center
25. Graves-Gilbert Clinic

Appendix II

Memorandum from City Engineer
on Geographic Distribution of Transit Trip Demand
in Warren County

June 7, 1994

City of Bowling Green

WILLIAM B. HAYS, JR., P.E.
PUBLIC WORKS DIRECTOR/CITY ENGINEER

JEFF T. LASHLEE, E. I. T.
CIVIL ENGINEER

PHONE: (502) 782-2489

PUBLIC WORKS DEPARTMENT

P. O. BOX 430
BOWLING GREEN, KENTUCKY 42102-0430



JACQUELINE F. EDWARDS, C.P.S.
ADMINISTRATIVE ASSISTANT

CITY HALL ANNEX
1017 COLLEGE STREET

FAX: (502) 843-5636

MEMORANDUM

TO: Sandy Hagans, Family Counselor, Department of
Community Development and Housing

FROM: Bill Hays, P.E., Public Works Director/City Engineer *WJH*

DATE: June 7, 1994

RE: Geographic Distribution of Transit Trip Demand
in Warren County

Based on our discussions with Don Butler of the Southern Kentucky Community Action Agency, members of the InterAgency group and County Judge Executive Mike Buchanon, I have reviewed 1990 Census data in terms of projecting likely transit trip demand by region. National rates show that auto availability by dwelling unit is the key variable in transit trip production, and such information is available by Census tract.

The national rates suggest that the maximum transit trip generation by geographic area is as follows:

<u>Area</u>	<u>Transit Trip Demand Per Day</u>
Bowling Green Div.	2890
Bowling Green City	2751
Plum Springs City	17
Gasper River Div.	64
Goshen Div.	65
Greencastle Div.	36
- Smiths Grove Div.	164
Oakland City	4
Smiths Grove City	46
Warren North Div.	74
Woodburn Div.	53
Woodburn City	19

Warren County Total 3343

These figures assume 2.6 non-institutional persons per household. Only households without auto availability were

Sandy Hagans
June 7, 1994
Page 2

considered, since ridership percentages drop dramatically once even a single auto is available.

These figures suggest that the overwhelming majority of transit-dependent persons, over 83 percent; are in urban areas, either Bowling Green or Smiths Grove, with access to basic services. If the county or the Southern Kentucky Community Action Agency wishes to serve the outlying areas I would suggest two vehicles on two routes, one running from Richardsville/Anna through Bowling Green to Alvaton/Plano, the other running from Smiths Grove/Oakland/Bristow to Richpond/Rockfield/ /Woodburn. Service would be every other hour, five days a week for eight hours a day.

Given the level of state subsidy, \$50,000, the maximum we could afford in any location on a 50/50 match basis would be a two-route system. Those same funds might better be applied to a user-end subsidy of the local taxi system.

The Census shows that half of Warren County households have relocated in the past five years. We need to consider seriously the idea of establishing a transit service area to which transit-dependent persons could relocate. The Enterprise Zone being established by grant application for Census tracts 101 through 103 might be an opportunity for a voucher system directed to specific participants for certain trips of trips.

WBH/wbh

pc: Mr. Charles Coates, City Manager
Mr. Richard Rector, Director of Community Development
and Housing