

# Sullivan County Coordinated Transportation Services Plan



Prepared for



# Sullivan County Coordinated Transportation Services Plan

## Final Report

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# Executive Summary

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# Executive Summary

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## BACKGROUND AND PURPOSE

This project grew out of discussions by the Sullivan County's Long Term Care Council Transportation Subcommittee on the multiplicity of social service agencies in the county that provide transportation to their clients and the potential to gain efficiency, lower costs, and expand service through coordination and cost sharing. The New York State Department of Transportation promoted a cost-sharing methodology for mobility programs and encouraged Sullivan County to plan for increased coordination of transportation services. In response, the Sullivan County Division of Planning and Environmental Management secured funding for this Sullivan County Coordinated Transportation Services Plan from the U.S. Department of Agriculture's Rural Business Opportunity Grant (RBOG) program. The County interviewed five consultant teams who responded to a Request for Proposals to prepare the plan, and selected LSC Transportation Consultants, Inc. of Colorado Springs, CO, with AECOM of New York City.

- The primary focus of the plan is to identify opportunities for increasing efficiency and reducing waste in the existing system.
- The plan also quantifies and addresses unmet transportation needs in the County.

## OVERSIGHT AND METHODOLOGY

This Plan was prepared under the direction of a committee comprised of the department of division heads of Public Works, Family Services, Office of the Aging, the Center for Workforce Development, and Planning & Environmental Management. Regular progress reports were presented to the County's Long Term Care Council's Transportation Subcommittee and a Community Steering Committee specifically assembled for this project with representation from human service agencies, community groups, transportation providers, and local municipalities. The Draft Plan was presented to the County Legislature for review prior to preparing the Final Plan.

In addition to input from the various oversight committees, the Plan was also shaped by information from:

- a transportation provider survey of the 35 entities in the County that provide some kind of transportation service;
- a transportation user survey, distributed in English and Spanish, which received 1,423 usable responses;
- four focus groups: major employers, tourism, seniors and the disabled;
- stakeholder interviews;
- census data on demographic and journey-to-work characteristics;
- a review of public transit in “peer” communities.

The tasks leading up to the Plan can be grouped into three main areas of activity:

1. Existing Conditions Inventory
2. Needs Analysis
3. Coordination Strategies and Service Recommendations

## EXISTING CONDITIONS

### Demographics and Geography

- People who depend on transit include those with low incomes and physical limitations:
  - Approximately 9.6% of Sullivan County households are zero-vehicle households;
  - Approximately 9.1% percent of the Sullivan County population has some type of ambulatory disability.
- Transit is generally more successful in areas with greater concentrations of population. Sullivan County's population is centered in Monticello and Liberty as shown in Figure ES-1, making those areas the primary target for service.
- Major potential transit destinations in Sullivan County are shown in Figure ES-2.



Figure ES-1  
Population Density

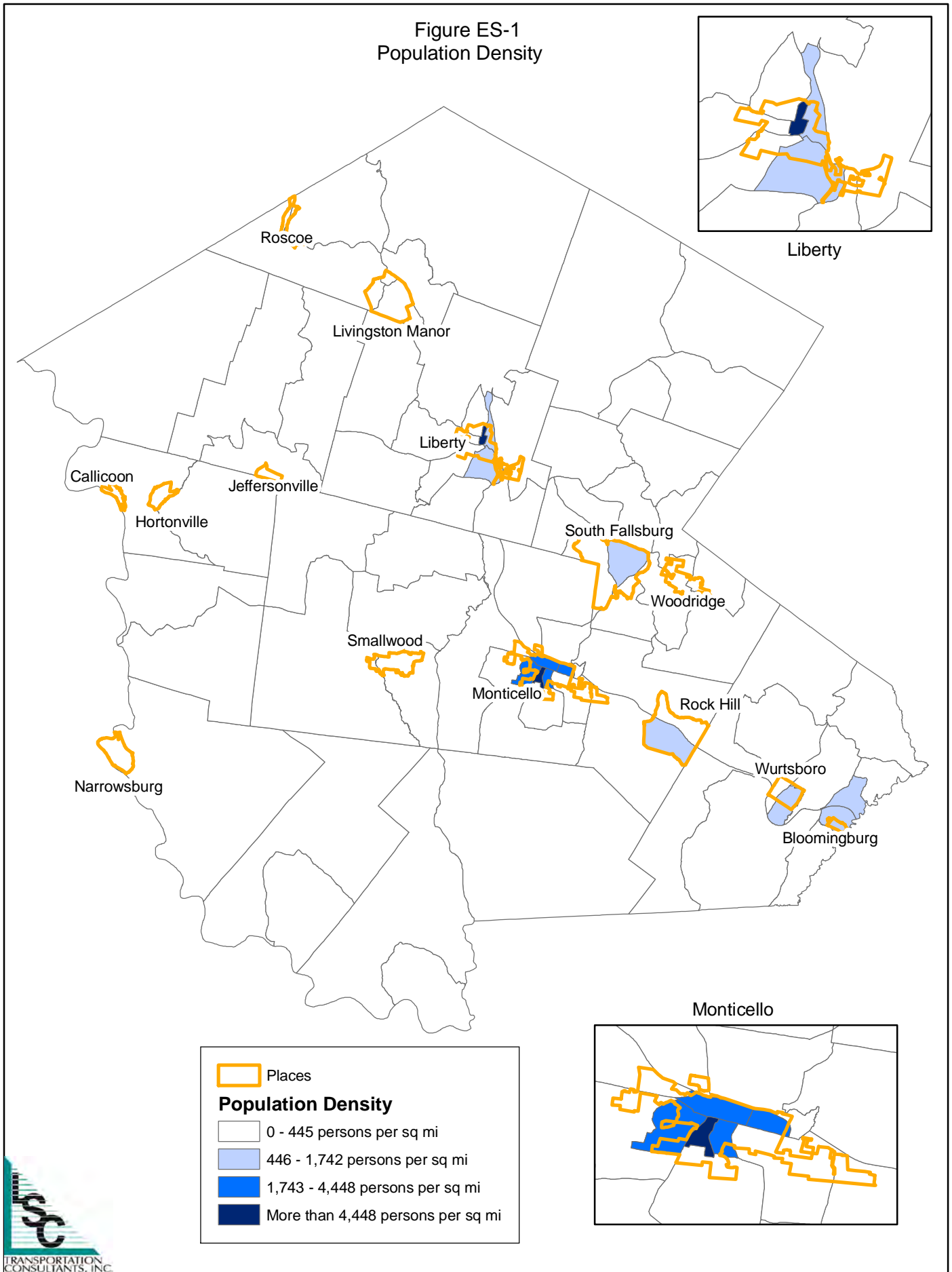
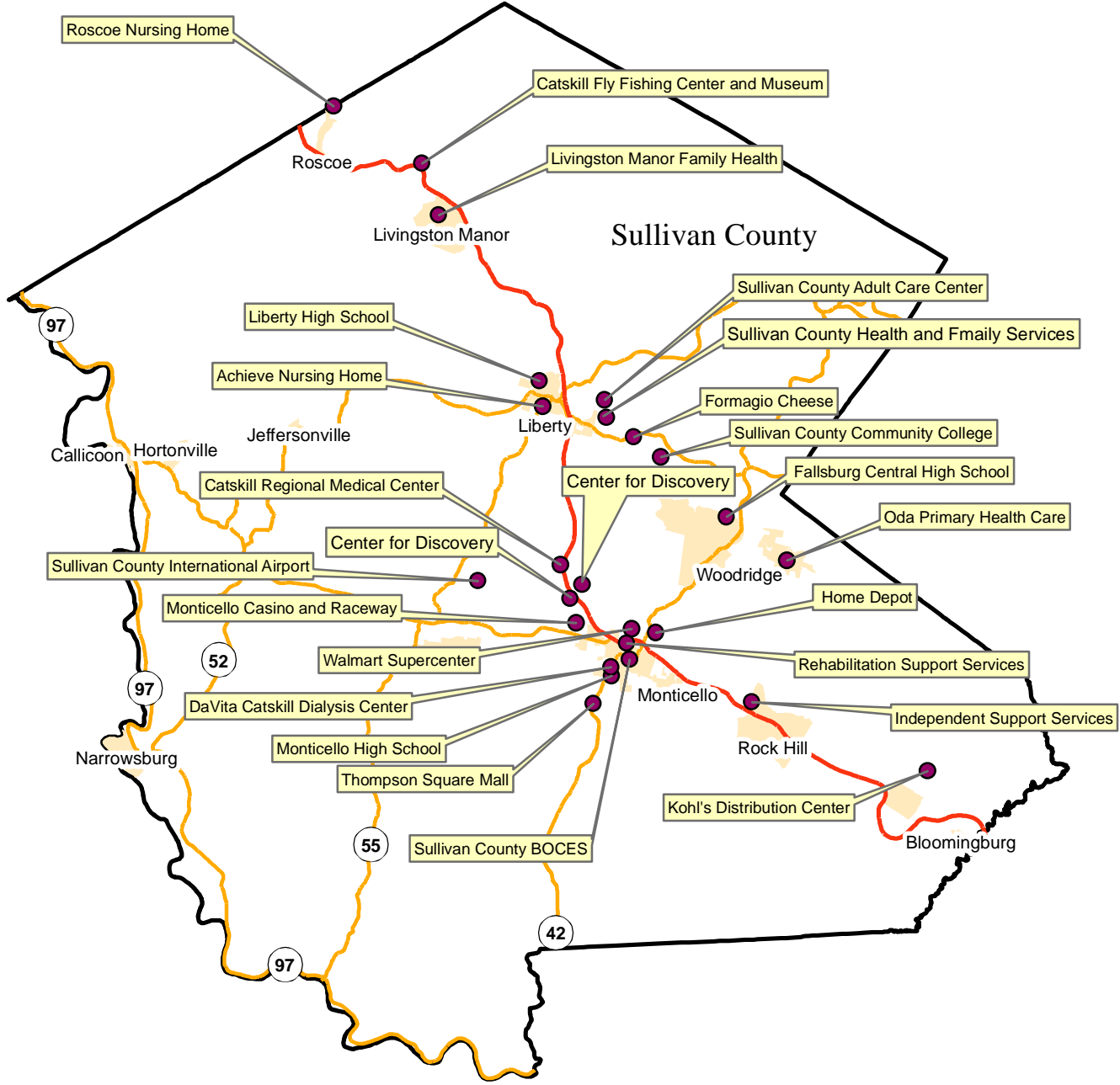


Figure ES-2  
Major Employers/Possible Transit Generators



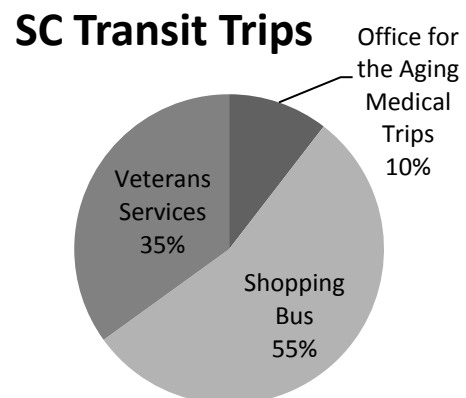
## Overview of Transportation Services

- There are 35 entities providing transportation in Sullivan County either directly, by contract, through funding, or by referrals. These include:
  - County government
  - Non-profit human services agencies
  - Private bus companies
  - Taxis
  - Medicaid transportation
- More than \$6 million is spent annually on transportation services in the County. Of this, more than 80 percent is spent by two entities: County Government and Sullivan ARC.
- All agencies combined provide an estimated minimum of 64,200 trips annually.
- Transportation spending is funded by 16 different programs.
- Data for transportation services are incomplete; information on ridership and transportation costs was unavailable from several agencies and organizations.

### County Government Transportation Programs

Multiple County entities are engaged in providing transportation:

- The Transportation Department within the County's Division of Public Works (DPW) employs 3 full-time and 9 part-time drivers, operating between 9 and 10 vehicles each week day, providing in excess of 11,000 passenger trips/year. The Department's budget is \$720,000, half of which comes from outside funding. In addition to two public routes, each operating one day per week, SC Transit provides contractual services to the Office of the Aging and Department of Veterans Services.



- The Division of Family Services (DFS) provides client transportation to job training and employment activities, healthcare, housing placement, and summer camp. Approximately 2,500 rides annually are provided by case workers using a fleet of 20 County-owned vehicles; another 150-250 rides are provided via purchased services from Rolling V, ShortLine, and taxi companies.
- The Department of Community Services also provides client transportation to support healthcare, shopping and other basic needs, using a fleet of 10 County-owned vehicles. The Department also coordinates transportation with outside providers including Medicaid Answering Services (MAS), Occupational First Aid, ShortLine, and taxi companies.
- The SC Department of Public Health operates 12 County-owned vehicles and contracts with Rolling V and First Student school bus companies to provide transportation for young children to health care and preschool.
- The Center for Workforce Development contracts with Rolling V to provide door-to-door transportation for job training and employment related activities. It also purchases bus tickets and taxi rides for clients.

### Publicly Accessible Transportation Options

- Sullivan County Transit operates two public transportation routes, each running one round trip, one day a week. The shopping oriented trips run between the Lumberland/Bethel area, and the Delaware/Callicoon area, and Shoprite and Walmart in Monticello. A complete round trip, which includes two hours for shopping, takes 5-6 hours.
- In addition to connecting Sullivan County with New York City and other parts of New York State, the ShortLine bus provides regularly scheduled service between Monticello and Liberty, via Fallsburg and Loch Sheldrake, and Monticello and Wurtsboro. The County provides funding to ShortLine to subsidize these services.

## **TRANSPORTATION NEEDS**

Transportation needs were identified through several approaches. The first effort to identify transportation needs was at the kick-off meetings with the Long Term Care Council Transportation Subcommittee and the study advisory committee in April 2014. The following transportation needs and issues were cited by participants in these meetings:

- Need for regional trips to Pennsylvania and New Jersey.
- Need for an entity which is responsible for coordinated service.

- Need to get stakeholders and the public onboard regarding transportation issues in the county.
- Medicaid transportation service has many complexities with the transition to regional Medicaid brokerages operated by MAS.
- Need to have sustainable transportation service. There is a need to coordinate with environmental planning.
- Need to provide service for people on Medicare as well as Medicaid.
- Need to coordinate both general public and Medicaid trips.
- Need for transportation for employees to/from work.
- Ulster County Area Transit (UCAT) may be a model for service provided in the region.
- Need for connections between Sullivan County and Ulster Transportation in Ellenville or other locations.
- There are land use challenges making it difficult to operate a transit service. Many users require door-to-door transportation.
- Need to serve seniors (especially for medical appointments).
- Need to serve people with disabilities.
- Need for healthcare employee transportation during shift changes at facilities which provide 24/7 service.
- Need to understand what employers are willing to contribute.
- Need to include the new casinos in the process.
- Need to meet shift times for employees who need transportation.
- Metropool is a good example of employee commuter transportation and may be a resource.
- Transportation for students to/from employment opportunities.
- Emergency transportation services are used instead of lower-cost transportation to get to appropriate appointments because of lack of transportation.
- Need to access pharmacies as well as medical appointments.
- Silos exist in the various agencies and the governance creating barriers to coordinated transportation services.
- Liability with informal transportation provision is a concern.

- Cost/benefit analysis of plan. Make available to legislature to show needs and benefits of supporting public transportation service.
- Need to fund transportation through taxes.
- Transportation between home and school for students.
- Need to think about all types of trips such as trips for work, shopping, etc.
- Need to provide service to low-income and minority communities.
- Need to collaborate and use existing services and vehicles better to save costs.
- Transportation needs for persons transitioning to independent living from programs.
- People are using Medicaid transportation to get to other appointments or for other needs.

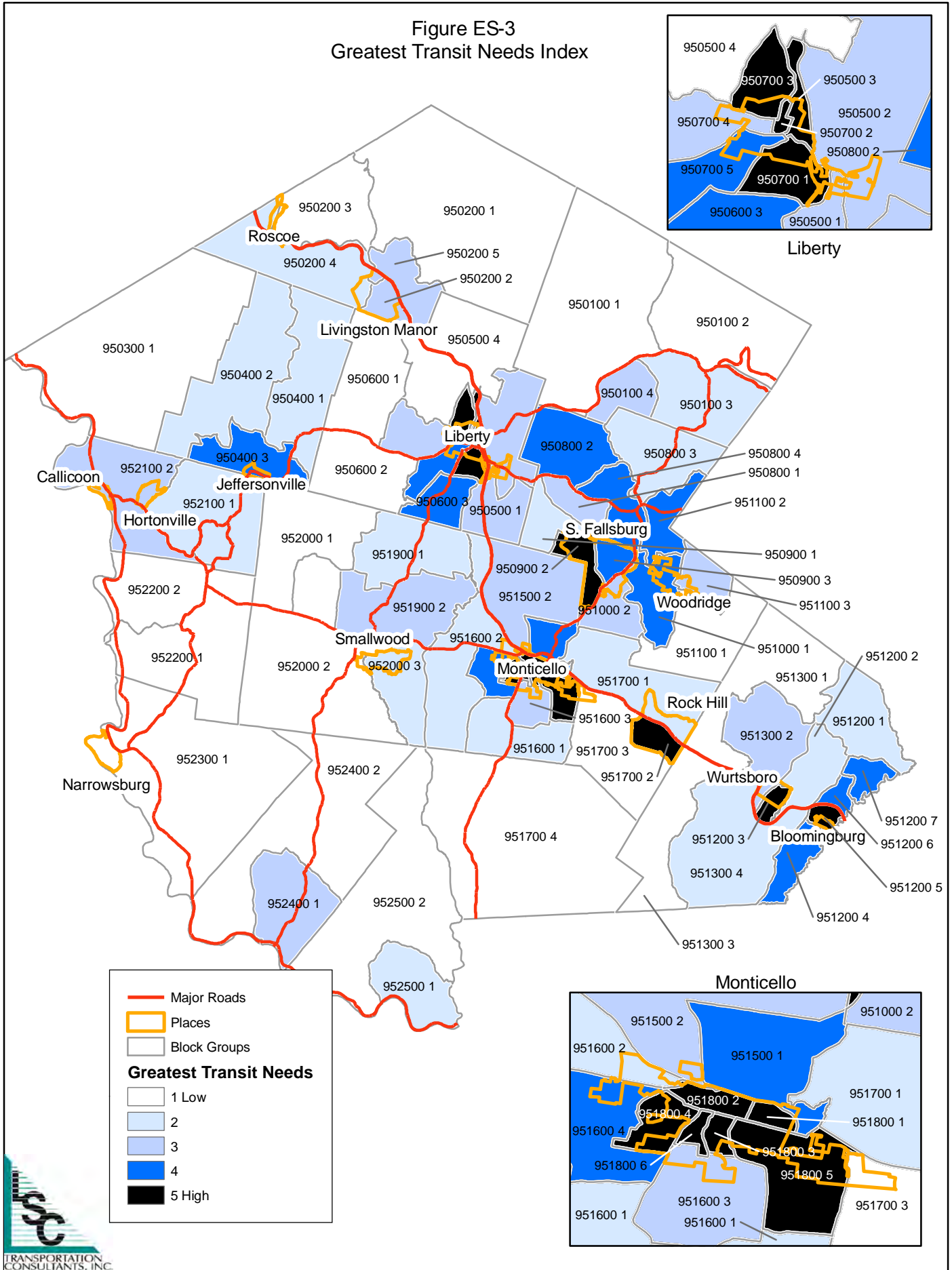
The second approach was a community-wide survey questionnaire that was distributed by human service agencies, local governments, and key stakeholders. The questionnaire was made available in Spanish and English. Options were provided to complete the questionnaire either electronically or on a paper copy. A total of 1,423 responses were received. The responses provided information about the demographics of those responding, transportation patterns, and transportation needs.

The third approach was to hold targeted focus group meetings. These were held with the elderly, people with disabilities, and tourism. A public open house was held to provide an opportunity for others to participate.

Finally, demographic data were used to quantify the transportation needs of the county. Several techniques were used to determine the transportation needs of the different population segments. Figure ES-3 depicts the level of transit needs throughout the county. This represents the needs of the elderly, individuals with disabilities, low-income households, and zero-vehicle households. Commute patterns were also analyzed to determine the transportation patterns and needs of the workforce in the county to support workforce development goals.

The analysis of transportation needs indicated the level of unmet transit demand in Sullivan County is as high as 1,000,000 annual passenger trips.

Figure ES-3  
Greatest Transit Needs Index



— Major Roads  
 Places  
 Block Groups  
**Greatest Transit Needs**  
 1 Low  
 2  
 3  
 4  
 5 High



## VISION FOR TRANSPORTATION SERVICES

The local community groups had identified several broad goals for transportation services in Sullivan County to be developed in this plan. Specific outcomes for the plan include:

- Cost savings and improved service delivery.
- More efficient use of existing resources.
- Leverage current and future funding.
- Improved mobility for workers and consumers.
- Access to a larger and more reliable labor pool.

These initial study goals and community input were used to establish a community vision for transportation services in Sullivan County. This vision and the supporting goals and objectives were used to develop the plan recommendations.

### **Vision for Transportation**

Develop a coordinated transportation system that meets transportation needs of residents and visitors to Sullivan County and provides access to employment, medical facilities, education, shopping, and recreation.

The following goals were established to support the vision for transportation services in Sullivan County.

**Goal 1: Implement public transportation service to improve access to transportation and enhance the quality of life for local residents.**

**Goal 2: Coordinate transportation services to improve the quality of service and operational efficiency.**

**Goal 3: Leverage Available Funding.**



## RECOMMENDED TRANSIT SERVICE PLAN

There are three phases under the recommended transit service plan.

### Phase 1

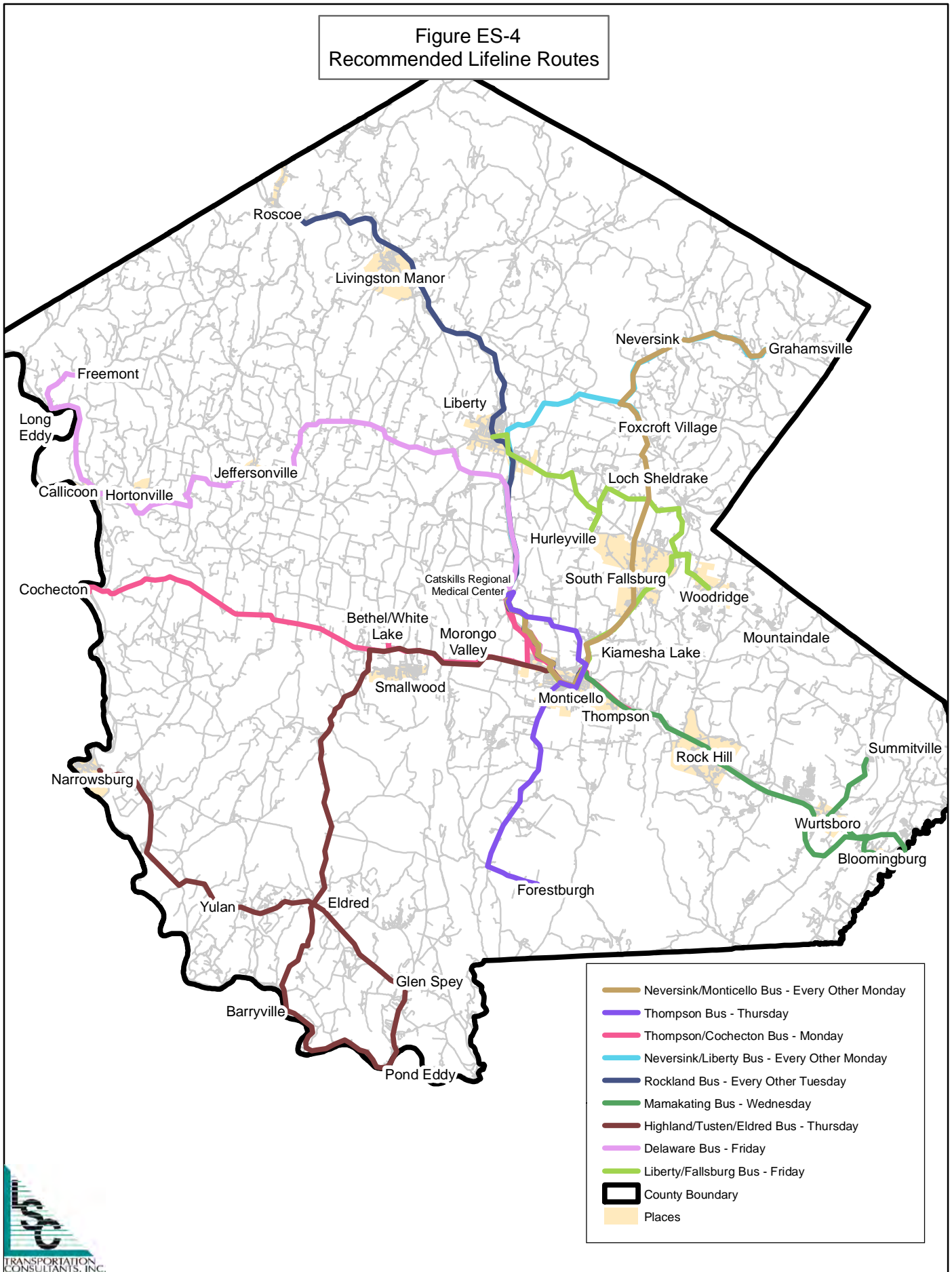
Phase 1 includes consolidating the various County transportation programs into a single program. Merging the programs and using a single scheduling/dispatch center offers the opportunity to increase efficiency and productivity. A Transportation Manager/Coordinator is a crucial part of this phase with an individual needed to oversee the merging of multiple programs and then to manage the operations and contracts on a day-to-day basis. Without this leadership and oversight, consolidation of the programs is unlikely to happen. A second part of Phase 1 is for existing human services transportation programs to develop coordinated programs and pursue consolidation of service through use of a common contractor to provide the services. Currently, multiple agencies contract with the same operator, but not in a coordinated approach. Demand-response transportation will be required to support clients of the Division of Health and Family Services. This could be continued under the contract with Rolling V or operated using County vehicles, but should be administered as part of Sullivan County Transit. Other human services transportation programs should be incorporated beginning in the second year of the plan and continue as other agencies express an interest and see the benefit of coordinated transportation. Another step in Phase 1 is creating a Transportation Coordinating Council. In Sullivan County, the Steering Committee for this Coordinated Transportation Plan has formed a structure similar to a coordinating council and could transition to the role of a Transportation Coordinating Council. The services in Phase 1 include the following:

#### Lifeline Services

The Shopper Bus services provided by the Sullivan County Office of Aging should be opened to the public and advertised as public transportation. This would require a policy change by the County to open the service to the general public and allow the general public to schedule a ride on the service. Although the routes operate only one day per week, this will provide access to essential services for additional members of the community beyond those who are

elderly. Another advantage to opening these routes to the public is that all funding from the Office of Aging and the County could be treated as local match for operating funds from the NYSDOT, thereby increasing the total funds available for transportation in Sullivan County. The suggested lifeline service routes are shown in Figure ES-4 which incorporates the existing shopper routes with service to the Catskill Regional Medical Center. The estimated annual operating cost for lifeline services is \$206,800.

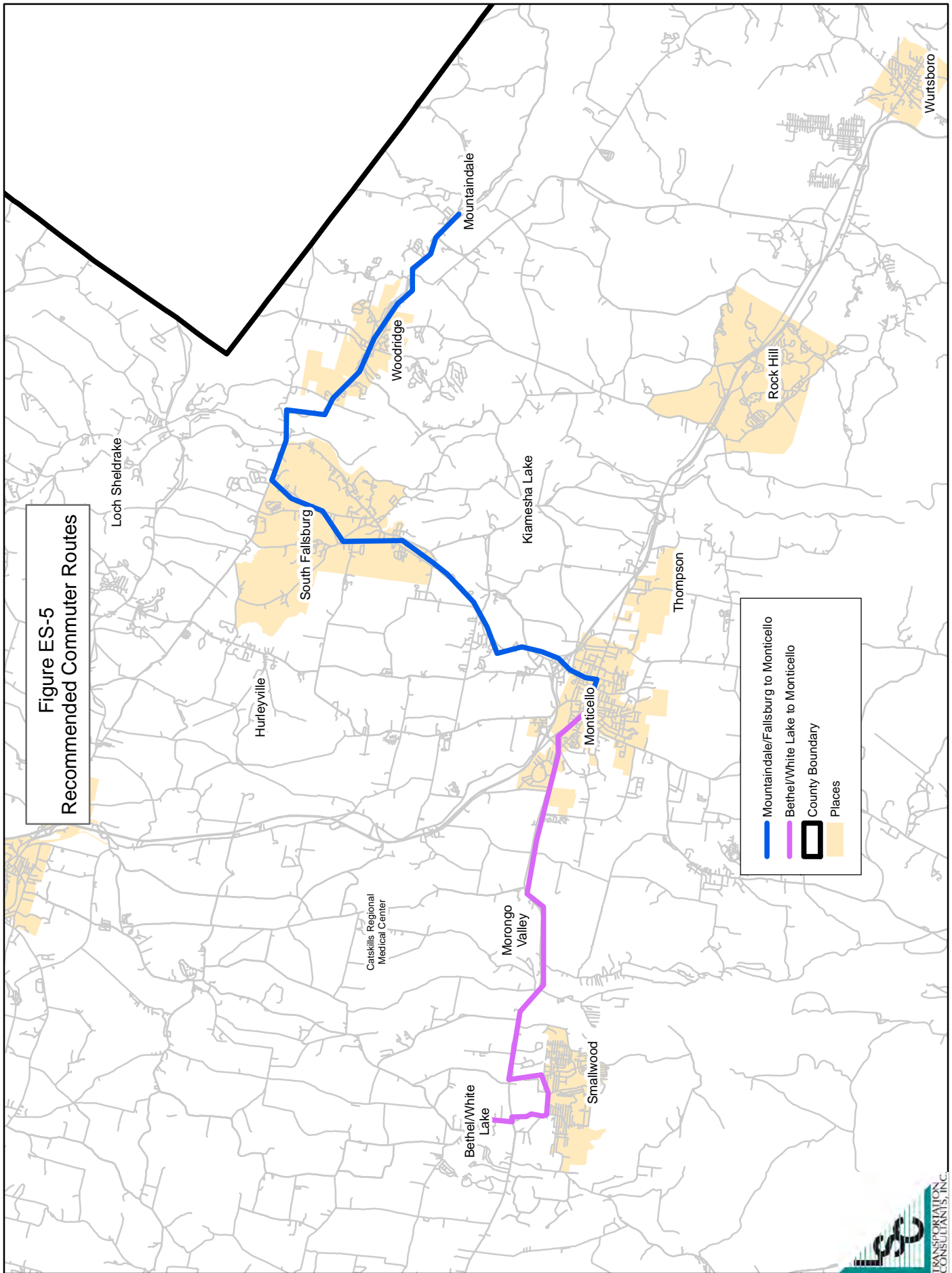
Figure ES-4  
Recommended Lifeline Routes



## Commuter Routes

Commuter routes are primarily designed to link residential areas to employment centers. Two commuter routes that are suggested for Phase 1 are presented in Figure ES-5 and include service from Bethel/White Lake and Mountaindale to Monticello. These routes were existing shopping services modified to better serve commuters and were based on the origin/destination data from the Division of Health and Family Services.

These two routes will provide weekday connections between these communities at an annual cost of \$226,800. These routes will also serve some clients of the Division of Health and Family Services along these corridors who are currently served by shopper service and by access to job programs.



## Vanpool Program

A vanpool program is recommended as part of Phase 1 in the Recommended Service Plan. The program should be established to help participants organize a vanpool, and would include employer and/or local municipality participation. A vanpool vendor would lease the vehicle to the participants on a monthly basis. Promotion of the program by Sullivan County Transit or a Mobility Manager would still be required. The suggested approach is to provide funding through a combination of user fares, employer contributions, and local municipalities that would like to participate.

## **Phase 2**

Phase 2 focuses on expansion of the services established in Phase 1. Key components are replacing the ShortLine Blue Route with a Sullivan County Transit fixed route to enhance the service and establishing a Mobility Manager position.

The Mobility Manager could be a County employee or could be employed by another agency that supports coordinated transportation services. The Mobility Manager would serve as staff for the Local Coordinating Council and could facilitate meetings and provide support for the Transit Coalition. The Mobility Manager should be responsible for the vanpool program in the county. While the vanpool program may be administered by a contract vendor, promotion of the program is needed by someone within the county as well as coordination with the vendor.

Phase 2 also includes creating a transportation coalition. The coalition should include local stakeholders, decision-makers, business leaders, users, and others as appropriate.

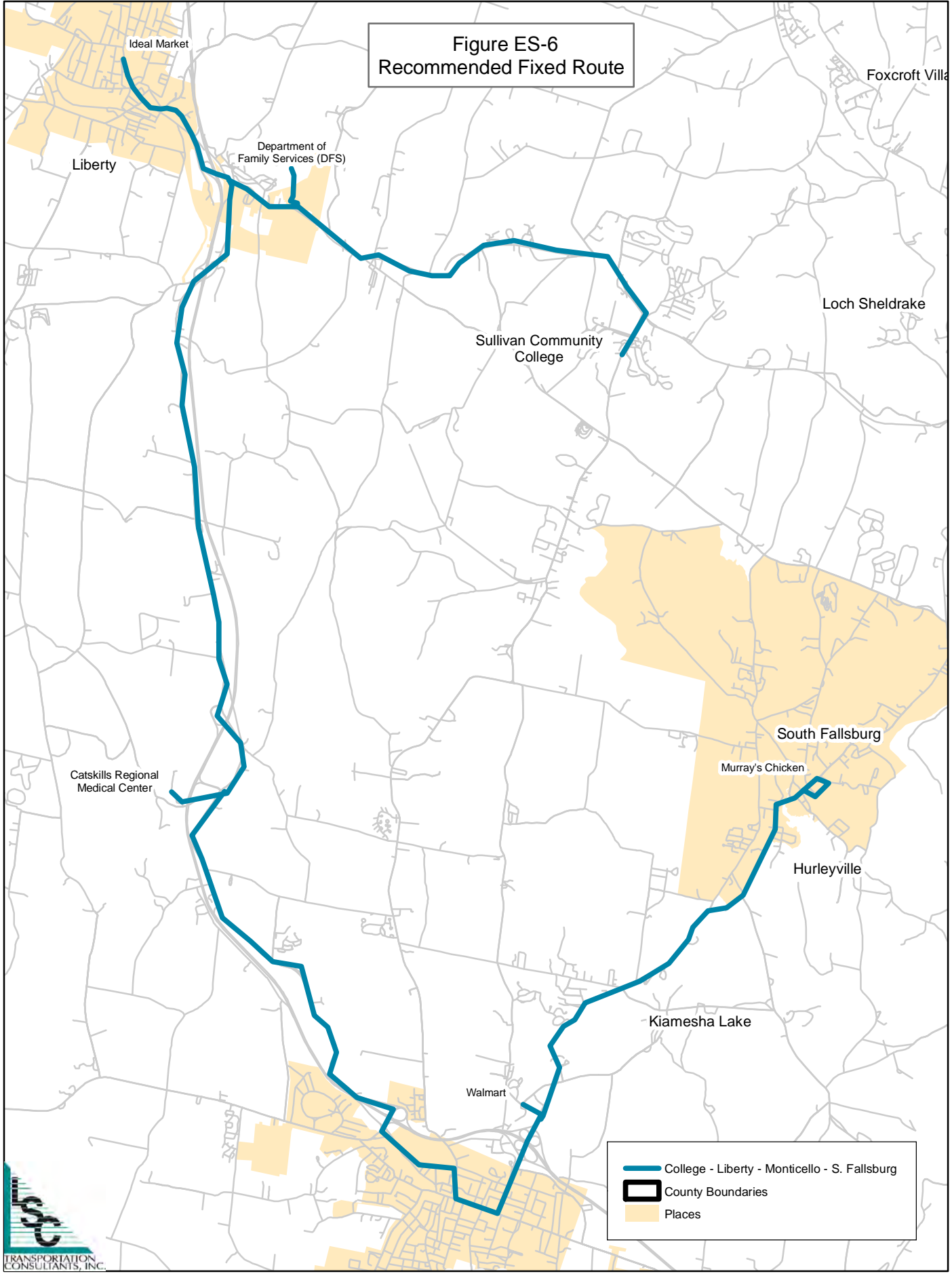
## Vanpool Program

Once a Mobility Manager is hired and is available to oversee the vanpool program, the vanpool program should be expanded. This expansion effort should include outreach to additional employers and municipalities to identify institutional sponsors and outreach to potential users to develop interest in use of the vanpools for transportation to employment.

## Fixed-Route Service

The recommended fixed-route service is presented in Figure ES-6. This route would cover about one-third of the county population and many of the employment, service, and shopping destinations such as Sullivan Community College in Loch Sheldrake, Department of Family Services and Ideal Market in Liberty, Catskills Regional Medical Center, Walmart Super Center in Monticello, the new casino, and Murray's Chicken in South Fallsburg. This route will provide most of the service currently provided through the Division of Health and Family Services for employment training and assistance. This option will increase the opportunities for community residents to access employment and other needed services. The estimated annual operating cost for this fixed-route service is \$693,000. This proposed fixed-route service is designed to replace the ShortLine Bus Blue Route service and provides a more frequent and consistent service with times to serve both residents and commuters, compared to the existing ShortLine that provides service frequency of 120 to 150 minutes and is designed to serve tourists and commuters to New York City.

Figure ES-6  
Recommended Fixed Route





### **Phase 3**

Phase 3 is projected to occur in years six through ten of the implementation plan to improve service. The additional services in Phase 3 will focus on enhancement and expansion of the services implemented in the first two phases. After the County Transit service has been established, efforts should continue to consolidate human services transportation within the County Transit system.

#### **Commuter Routes**

The lifeline routes should be expanded to serve as commuter routes. This will increase the number of commuter routes operating on weekdays from the initial two routes to a total of 11 routes for commuters.

#### **Fixed Route**

The fixed route implemented in Phase 2 to replace the ShortLine Blue Route should be expanded to operate seven days a week. Frequency should be increased by using additional buses to service this route so that service operates every 30 to 45 minutes throughout the day.

#### **Regional Service**

The final component of service to be implemented in Phase 3 is to develop regional connections to the transit systems in Ulster and Orange Counties. These routes would connect to the transit systems in the adjacent counties at a convenient transfer point or intermodal hub. Initially the service should be provided on weekdays with future expansion to weekends when justified by the level of demand.



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## Introduction

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Sullivan County contracted with LSC Transportation Consultants, Inc. (LSC) and AECOM to develop a Comprehensive Coordinated Transportation Service Plan to better meet the transportation needs of the county.



This planning effort was initiated by the Long Term Care Council Transportation Subcommittee with the Sullivan County Division of Planning and Environmental Management taking responsibility of development of the plan. The Division oversaw selection of the consultant and was responsible for identifying and convening the various stakeholder groups. The Division will be responsible for future updates to the Coordinated Transportation Service Plan. The County Office for Aging was responsible for coordinating meetings of the Long Term Care Council Transportation Subcommittee.

Sullivan County, New York is a rural county and faces many challenges. Typically, the community has a small number of permanent residents compared to the total population in the community during the peak summer season. Sullivan County is economically distressed and the median income is relatively low and stagnant compared to regional and state figures. Low-density settlement patterns, geographic isolation, and disconnection from markets and centers of finance pose a challenge to the residents. On one hand, the community lacks frequent and affordable public transportation and on the other, many residents cannot afford to maintain private vehicles.

The relationship among transportation providers, local agencies, and human service agencies needs to be encouraged to support a seamless transportation system that provides access to jobs, medical services, and other services that benefit the transportation disadvantaged and the community as a whole. A coordinated transportation system would help Sullivan County residents take full advantage of a streamlined transportation system which is both cost-effective and efficient. Many times this involves forming a coalition of providers and stake-

holders, and providing communication among local providers and human service agencies. The focus of this project includes an inventory of existing transportation resources, stakeholder meetings, public participation, needs assessment, prioritization of alternatives, and preparation of a coordination plan for the provision of transit services in the region based on opportunities available.

The first portion of this project was to understand the existing demographics, conditions, and economics, and assess the existing transportation resources available to Sullivan County residents. These are described in Chapters II and III of this Report.

The second portion of this project described the community input, analyzed transit needs and demand, presented the gaps and duplications of the transportation services provided in Sullivan County, and introduced the coordination strategies that might be possible in the Sullivan County area. These are described in Chapters IV through VII of this Report.

The third portion of this project described the peer community analysis, service options, and coordination strategies that would work in Sullivan County. These are described in Chapters VIII through X of this report.

The final portion of this project presents recommendations, the preferred service plan, and the optional service plan for implementing coordinated transportation services in the Sullivan County area.

## **REPORT CONTENTS**

Chapter II presents the demographic characteristics and economics for Sullivan County.

Chapter III presents an overview of existing transportation services that operate in Sullivan County.

Chapter IV presents a summary of community input, which includes input obtained through transportation surveys distributed online and in paper format, and key stakeholder interviews. The key stakeholder interviews were conducted by the planning team. Each person interviewed was asked identical questions. Answers to these questions are summarized in this chapter and

served as public input into this coordinated transportation plan. Other community input included the Employer Focus Group, Disability Focus Group, Senior Focus Group, and a series of public meetings. Details about each of the methods and information gathered at these meetings are presented in this chapter.

Chapter V presents a review of transit demand for the Sullivan County area that was used to evaluate service options. The greatest transit need model helps identify the areas with the greatest mobility needs and whether those areas are served by the existing transit services.

Chapter VI presents the service gaps and duplications of the transportation services provided in Sullivan County.

Chapter VII introduces coordination strategies that *might* be possible for the Sullivan County area. These opportunities are listed and described as possible strategies for purposes of discussion *and are not to be taken as recommendations*. This chapter introduces possible communication/public relations/marketing strategies, possible technical assistance/training/planning ideas, vehicle coordination ideas, and service coordination concepts.

Comparison of transit service in Sullivan County with several other coordinated rural transit programs is described in Chapter VIII to give an indication of the possible performance that could be expected as services are coordinated and consolidated.

Chapter IX presents service options that make the most sense in the Sullivan County area to reduce overlaps and improve efficiencies in Sullivan County.

Chapter X presents appropriate coordination alternatives that would work in the Sullivan County area, expanding on the coordination strategies discussed in Chapter VII.

Chapter XI presents both the preferred service plan and an optional service plan for implementing coordinated transportation services in the Sullivan County area.

## COMMUNITY PARTICIPATION

Three local community groups were involved throughout the study. The first group is the Long Term Care Council Transportation Subcommittee which is a broad organization and focuses on improving transportation options for Sullivan County residents. The Policy Committee is made up of key department and agency directors to oversee the study and the Project Steering Committee has representation from human service agencies, community groups, and transportation providers to provide input and feedback in the development of the plan. The membership of these three groups is listed in Appendix A. Meetings were held with each of these groups in April 2014 to begin the planning process. During these meetings an overview of the study process was presented and a brief presentation was made to introduce various coordination strategies. Much of the meeting time focused on identification of issues to be considered in the study process. Meetings with these groups were held at key stages of the plan development to present the interim reports and receive feedback and input from the community representatives. The three committees played an important role in developing the final recommendations. In June 2014 the groups received an update on the study which included the existing community conditions and the inventory of transportation providers. The Framework for Action was used at this meeting to start setting priorities for strategies to be included in the plan. The analysis of transportation needs and identification of gaps and duplication of service were documented in Technical Memorandum #2 and presented to the groups in August 2014. This meeting included a discussion of coordination strategies related to the identified gaps in service. Coordination and service options were presented in Technical Memorandum #3 and the preliminary recommendations were reviewed with these groups at the October 2014 meetings. The three groups provided direction for priorities to be included in the implementation plan. The draft plan was presented to the groups in May 2015 for final review and approval of the implementation plan priorities.

Two presentations were given to the County Legislature as part of the plan development. The first presentation was made in October 2014 to present key findings of the study and the coordination opportunities with preliminary recommendations. In May 2015, the draft plan was presented to the County

Legislature to provide the opportunity for input before the final plan was completed.

In addition to these groups representing community stakeholders, opportunities for broader community participation were provided. These included a community survey questionnaire which was distributed widely throughout the county. Focus groups were held with key stakeholders including seniors, individuals with disabilities, and representatives of the tourism industry. A public meeting was also held.

All interim project documents were posted on a project website for easy access by members of the community. These included the three Technical Memoranda, the Draft Final Plan, the community questionnaire, and meeting announcements. The website included information for the public to contact LSC staff and to provide input.

## **SUMMARY OF THE ISSUES**

During the April kick-off meeting, opportunity was given for participants to identify key transportation issues and needs. Additional issues were identified during the community outreach meetings and through the community survey. These issues were used to begin identifying gaps and transportation needs and then to develop approaches to meet the needs. The key issues and needs include:

- Need for regional trips to Pennsylvania and New Jersey.
- Need for an entity which is responsible for coordinated service.
- Need to get stakeholders and the public onboard regarding transportation issues in the county.
- Medicaid transportation service has many complexities with the transition to regional Medicaid brokerages operated by MAS.
- Need to have sustainable transportation service. There is a need to coordinate with environmental planning.
- Need to provide service for people on Medicare as well as Medicaid.
- Need to coordinate both general public and Medicaid trips.
- Need for transportation for employees to/from work.
- Ulster County Area Transit (UCAT) may be a model for service provided in the region.



- Need for connections between Sullivan County and Ulster Transportation in Ellenville or other locations.
- There are land use challenges making it difficult to operate a transit service. Many users require door-to-door transportation.
- Need to serve seniors (especially for medical appointments).
- Need to serve people with disabilities.
- Need for healthcare employee transportation during shift changes at facilities which provide 24/7 service.
- Need to understand what employers are willing to contribute.
- Need to include the new casinos in the process.
- Need to meet shift times for employees who need transportation.
- Metropool is a good example of employee commute transportation and may be a resource.
- Transportation for students to/from employment opportunities.
- Emergency transportation services are used instead of lower-cost transportation to get to appropriate appointments because of lack of transportation.
- Need to access pharmacies as well as medical appointments.
- Silos exist in the various agencies and the governance creating barriers to coordinated transportation services.
- Liability with informal transportation provision is a concern.
- Cost/benefit analysis of plan. Make available to legislature to show needs and benefits of supporting public transportation service.
- Need to fund transportation through taxes.
- Transportation between home and school for students.
- Need to think about all types of trips such as trips for work, shopping, etc.
- Need to provide service to low-income and minority communities.
- Need to collaborate and use existing services and vehicles better to save costs.
- Include federation for the homeless in the study.
- Transportation needs for persons transitioning to independent living from programs.
- People are using Medicaid transportation to get to other appointments or for other needs.

## VISION FOR TRANSPORTATION SERVICES

The local community groups had identified several broad goals for transportation services in Sullivan County to be developed in this plan. These include coordination of transportation services, cost sharing among transportation providers, and expansion of the public transportation network. Specific outcomes for the plan included:

- Cost savings and improved service delivery.
- More efficient use of existing resources.
- Leverage current and future funding.
- Improved mobility for workers and consumers.
- Access to a larger and more reliable labor pool.

These initial study goals and community input were used to establish a community vision for transportation services in Sullivan County. This vision and the supporting goals and objectives were used to develop the recommendations in this plan.

### **Vision for Transportation**

Develop a coordinated transportation system that meets transportation needs of residents and visitors to Sullivan County and provides access to employment, medical facilities, education, shopping, and recreation.

This vision and the supporting goals support Strategy 3.23 of the Sullivan County 2020 Comprehensive Plan: “Provide affordable and accessible public transportation to important destinations, hamlets, villages and points outside the county.” The vision also supports economic development goals to develop a diversified economic base and workforce development.

The following goals have been set to support this vision for transportation services.

Goal 1: Implement public transportation service to improve access to transportation and enhance the quality of life for local residents.

Objective 1.a: Open the existing County services to the general public.

Objective 1.b: Add service earlier and later in the day to support employee work hours.

Objective 1.c: Increase the level of service to the Catskill Regional Medical Center.

Objective 1.d: Provide connections to Ulster and Orange Counties and intermodal facilities.

Goal 2: Coordinate transportation services to improve the quality of service and operational efficiency.

Objective 2.a: Consolidate services operated by County government.

Objective 2.b: Establish a County Transit Manager.

Objective 2.c: Establish a Mobility Manager for Sullivan County.

Objective 2.d: Consolidate human services transportation with a single operator.

Goal 3: Leverage available funding.

Objective 3.a: Increase efficiency of transit services.

Objective 3.b: Use available funds as local match for Federal Transit Administration funding.

## **IMPLEMENTATION PLAN**

A preferred service plan was developed to be phased in over 10 years. A more detailed service and implementation plan was developed for the first five years to begin accomplishing the identified objectives. The proposed service builds on the services already operated within the county by the nonprofit agencies, for profit businesses, and the County. The Implementation Plan is described in Chapter XI with three phases to be accomplished over the next 10 years.



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## Community Conditions

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Chapter II consists of two elements. The first element presents the community conditions and demographics for Sullivan County. The second element is a description of the economy of Sullivan County and local travel patterns. Where appropriate, maps and tables are used to demonstrate pertinent information regarding the characteristics being discussed.

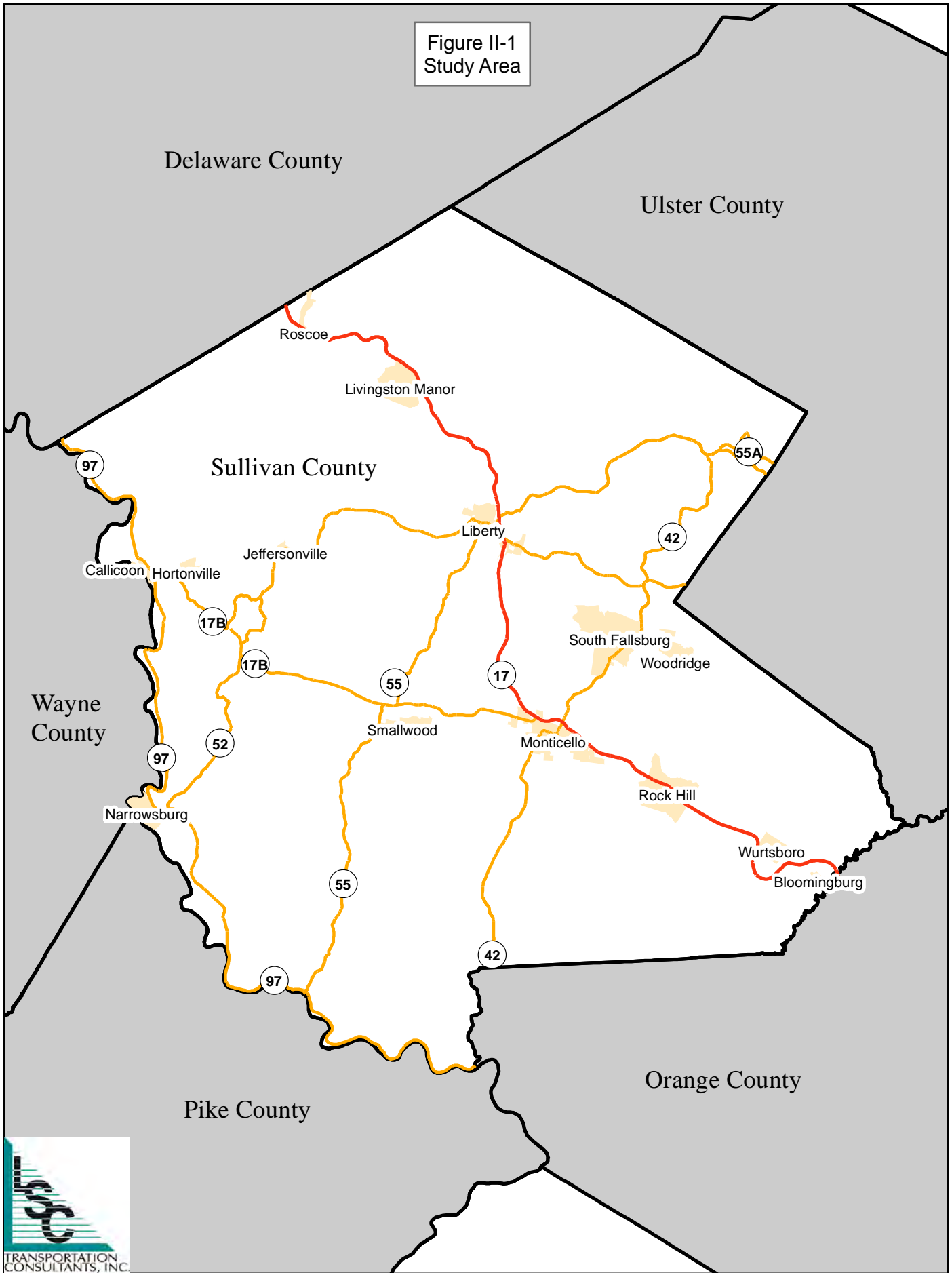
### DEMOGRAPHIC CHARACTERISTICS

#### Study Area Location

Sullivan County, shown in Figure II-1, is located in southeastern New York. It is southeast of Binghamton and southwest of Albany and is separated from Pennsylvania to the southwest by the Delaware River. Sullivan County is located in the Catskill Mountains; its northeastern corner is within the Catskill Park.

The demographic analysis was done by block group, which is a census-defined boundary. These boundaries do not necessarily denote neighborhoods or communities, but rather act as a standardized means for analysis.

Figure II-1  
Study Area



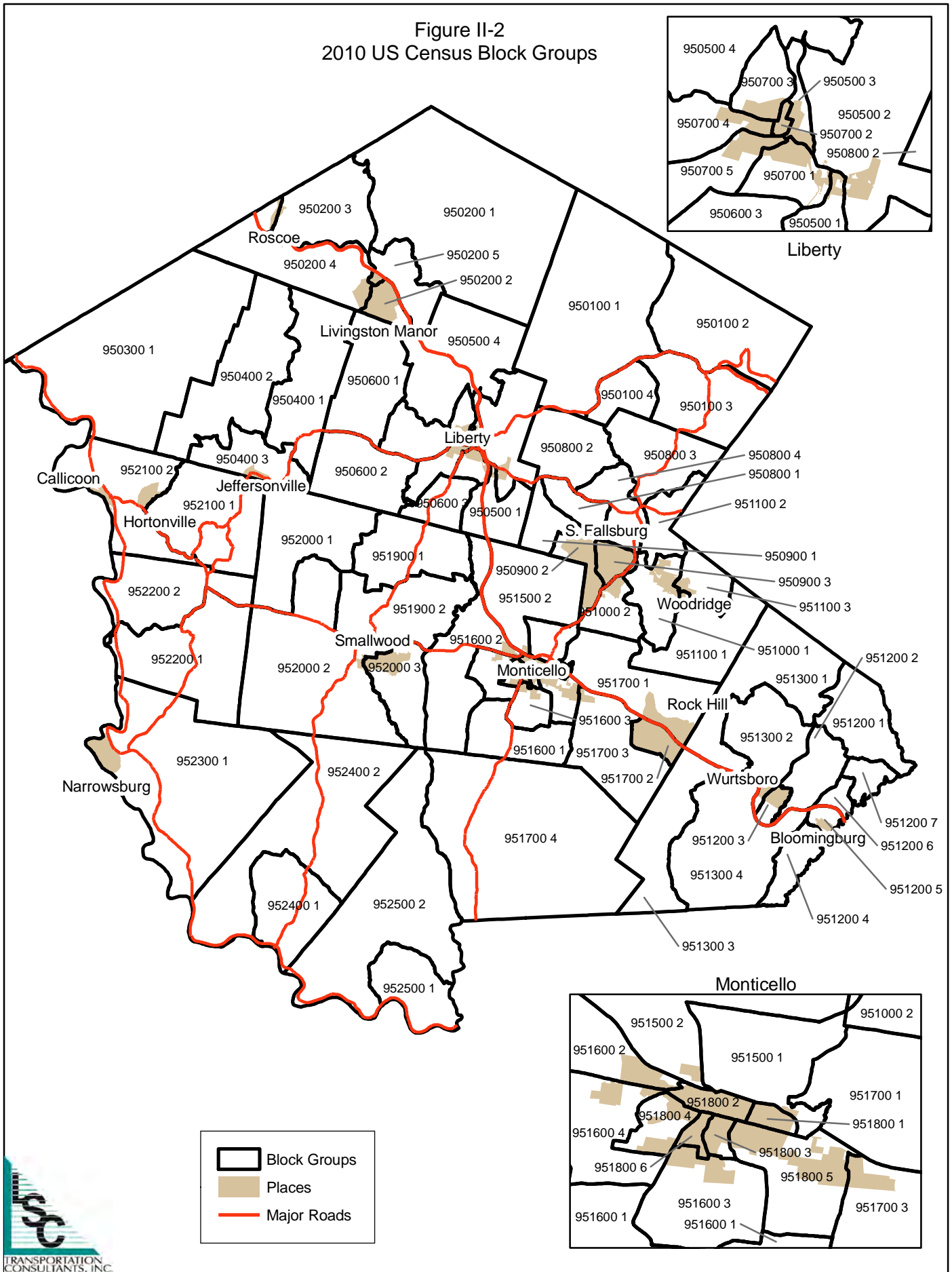
## Population Density

Data were taken from the 2008-2012 American Community Survey (2012 ACS) five-year estimates for most of this demographic analysis. While the low-income and ambulatory disability population data were available in the 2008-2012 ACS data, the smallest geographical unit for which information was available was at the tract level. The information from the tract level was then apportioned to the block group level based on the population of the block group compared to the total population in the tract. Figure II-2 shows the locations of the block groups in Sullivan County.

Figure II-3 shows the population density for Sullivan County by census block groups using the 2012 ACS data. The size of the census blocks skews the location of population concentrations. Population density is used to determine where population is concentrated. Transit is generally more successful in areas with greater concentrations of population. As shown in Figure II-3, the population is centered in Liberty and Monticello. The highest population densities are in the Village of Liberty and the Village of Monticello. Most of the county is rural with very low population densities.



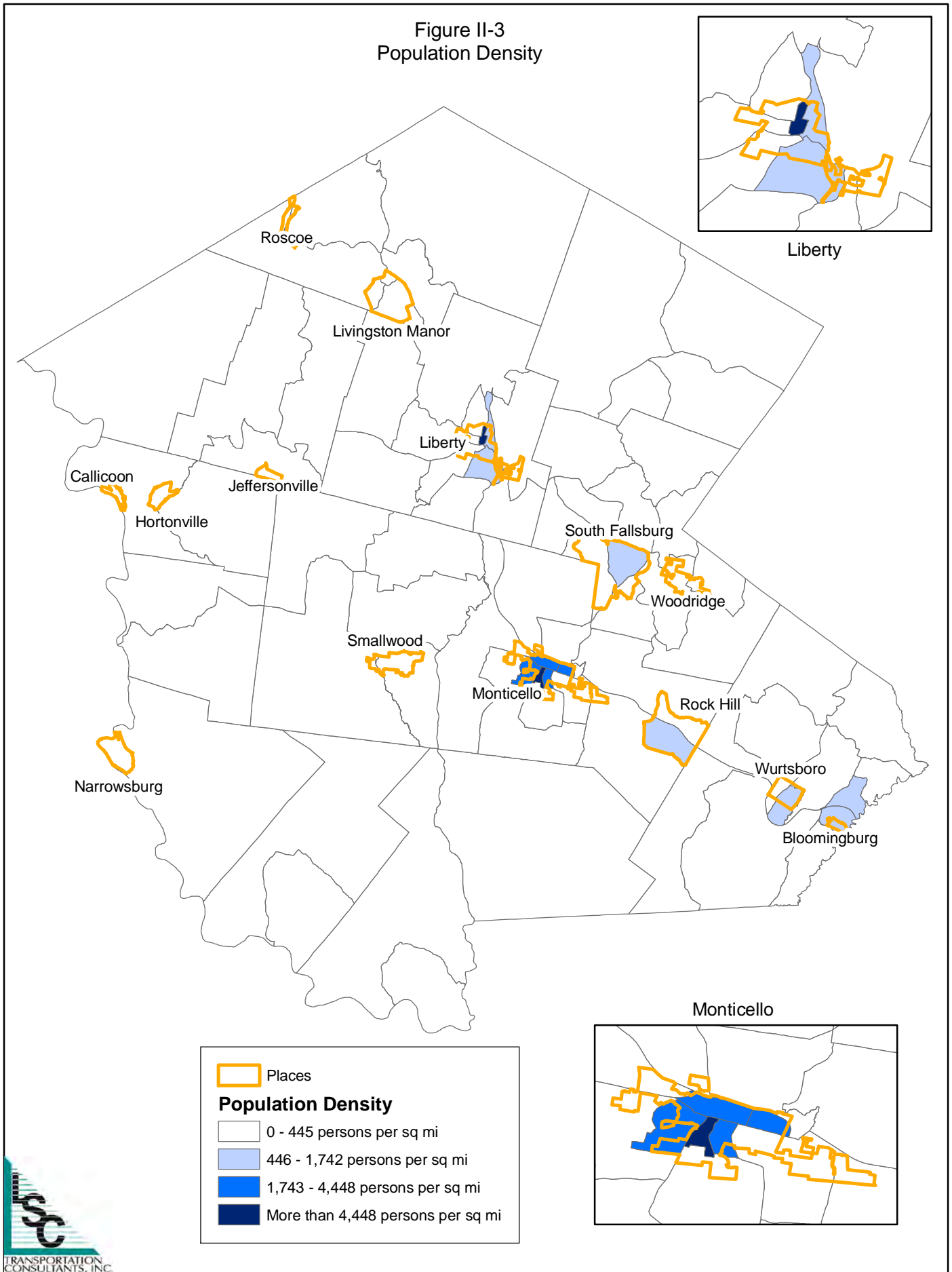
Figure II-2  
2010 US Census Block Groups



- Block Groups
- Places
- Major Roads



Figure II-3  
Population Density



## **Transit-Dependent Population Characteristics**

This section provides information on the individuals considered by the transportation profession to be dependent upon public transit. In general, these population characteristics preclude most such individuals from driving, leaving carpooling and public transit as the only motorized forms of available transportation.

The four types of limitations that preclude people from driving are physical limitations, financial limitations, legal limitations, and self-imposed limitations. Physical limitations may include everything from permanent disabilities such as frailty due to age, blindness, paralysis, or developmental disabilities to temporary disabilities such as acute illnesses and head injuries. Financial limitations essentially include those persons unable to purchase or rent their own vehicle. Legal limitations refer to such limitations as persons who are too young to drive (generally under age 16). Self-imposed limitations refer to those people who choose not to own or drive a vehicle (some or all of the time) for reasons other than those listed in the first three categories.

The US Census is generally capable of providing information about the first three categories of limitation. The fourth category of limitation is typically a relatively small portion of transit ridership, particularly in smaller communities such as Sullivan County. Table II-1 presents the study area's US Census statistics regarding the older adult population, ambulatory disability population, low-income population, and zero-vehicle households. These data are important to various methods of transit demand estimation.

**Table II-1  
Estimated Population Characteristics using American Community Survey 2012  
Sullivan County**

Town	Census Tract	Census Block Group	Total Population 2012 ACS	Land Area (sq. miles)	Total Number of Households 2012 ACS		Zero-Vehicle Households 2012 ACS		Youth Population 10-19 years 2012 ACS		Total Number of Older Adults 65 and Over 2012 ACS		Ambulatory Disability Population 2012 ACS		Low-Income Population 2012 ACS	
					#	%	#	%	#	%	#	%	#	%	#	%
Neversink	950100	1	1,157	39.1	411	0	0.0%	254	22.0%	80	6.9%	107	9.2%	112	9.6%	
Neversink	950100	2	660	23.8	352	11	3.1%	71	10.8%	173	26.2%	61	9.2%	64	9.6%	
Neversink	950100	3	864	14.3	415	16	3.9%	64	7.4%	219	25.3%	80	9.2%	83	9.6%	
Neversink	950100	4	876	5.5	314	13	4.1%	198	22.6%	105	12.0%	81	9.2%	84	9.6%	
Rockland	950200	1	919	55.5	374	13	3.5%	77	8.4%	187	20.3%	60	6.6%	158	17.1%	
Rockland	950200	2	494	2.7	235	0	0.0%	33	6.7%	127	25.7%	32	6.6%	85	17.1%	
Rockland	950200	3	668	13.0	288	25	8.7%	18	2.7%	90	13.5%	44	6.6%	115	17.1%	
Rockland	950200	4	950	16.5	376	10	2.7%	40	4.2%	247	26.0%	62	6.6%	163	17.1%	
Rockland	950200	5	742	6.5	326	63	19.3%	107	14.4%	100	13.5%	49	6.6%	127	17.1%	
Fremont	950300	1	1,422	50.2	625	39	6.2%	117	8.2%	366	25.7%	112	7.9%	100	7.0%	
Callicoon	950400	1	1,138	17.6	569	94	16.5%	85	7.5%	150	13.2%	107	9.4%	143	12.6%	
Callicoon	950400	2	882	23.0	421	40	9.5%	38	4.3%	341	38.7%	83	9.4%	111	12.6%	
Callicoon	950400	3	1,038	8.0	441	60	13.6%	137	13.2%	195	18.8%	98	9.4%	131	12.6%	
Liberty	950500	1	680	6.6	336	52	15.5%	84	12.4%	138	20.3%	66	9.7%	114	16.7%	
Liberty	950500	2	976	10.2	362	68	18.8%	109	11.2%	320	32.8%	94	9.7%	163	16.7%	
Liberty	950500	3	857	0.8	270	55	20.4%	119	13.9%	125	14.6%	83	9.7%	143	16.7%	
Liberty	950500	4	789	19.5	214	0	0.0%	179	22.7%	63	8.0%	76	9.7%	132	16.7%	
Liberty	950600	1	736	14.1	248	3	1.2%	125	17.0%	23	3.1%	91	12.3%	162	22.0%	
Liberty	950600	2	286	11.6	159	30	18.9%	18	6.3%	110	38.5%	35	12.3%	63	22.0%	
Liberty	950600	3	707	4.7	244	23	9.4%	104	14.7%	89	12.6%	87	12.3%	156	22.0%	
Liberty	950700	1	915	1.8	269	52	19.3%	23	2.5%	251	27.4%	75	8.2%	172	18.8%	
Liberty	950700	2	1,300	0.2	591	171	28.9%	133	10.2%	145	11.2%	107	8.2%	244	18.8%	
Liberty	950700	3	575	1.6	268	21	7.8%	62	10.8%	203	35.3%	47	8.2%	108	18.8%	
Liberty	950700	4	1,439	5.5	569	15	2.6%	276	19.2%	71	4.9%	119	8.2%	270	18.8%	
Liberty	950700	5	574	3.1	207	24	11.6%	82	14.3%	68	11.8%	47	8.2%	108	18.8%	
Fallsburg	950800	1	286	3.4	50	34	68.0%	169	59.1%	40	14.0%	36	12.7%	72	25.2%	
Fallsburg	950800	2	2,052	10.3	664	95	14.3%	493	24.0%	273	13.3%	261	12.7%	516	25.2%	
Fallsburg	950800	3	1,022	11.9	371	13	3.5%	279	27.3%	74	7.2%	130	12.7%	257	25.2%	
Fallsburg	950800	4	1,039	6.5	296	75	25.3%	193	18.6%	105	10.1%	132	12.7%	261	25.2%	
Fallsburg	950900	1	281	4.4	100	13	13.0%	55	19.6%	14	5.0%	16	5.6%	82	29.0%	
Fallsburg	950900	2	1,149	3.5	417	77	18.5%	255	22.2%	92	8.0%	65	5.6%	334	29.0%	
Fallsburg	950900	3	1,810	2.4	428	120	29.0%	320	17.7%	27	1.5%	102	5.6%	526	29.0%	
Fallsburg	951000	1	1,250	7.2	558	89	15.9%	139	11.1%	108	8.6%	102	8.2%	219	17.5%	
Fallsburg	951000	2	534	4.6	271	101	37.3%	76	14.2%	73	13.7%	44	8.2%	93	17.5%	
Fallsburg	951100	1	738	13.7	272	10	3.7%	115	15.6%	161	21.8%	51	7.0%	44	6.0%	
Fallsburg	951100	2	2,024	5.2	178	24	13.5%	137	6.8%	143	7.1%	141	7.0%	121	6.0%	
Fallsburg	951100	3	725	4.4	260	3	1.2%	151	20.8%	117	16.1%	51	7.0%	43	6.0%	
Mamakating	951200	1	1,288	10.5	425	6	1.4%	177	13.7%	159	12.3%	106	8.2%	95	7.4%	
Mamakating	951200	2	892	6.5	372	13	3.5%	70	7.8%	68	7.6%	74	8.2%	66	7.4%	
Mamakating	951200	3	911	1.6	345	24	7.0%	82	9.0%	171	18.8%	75	8.2%	67	7.4%	
Mamakating	951200	4	1,633	4.9	569	7	1.2%	232	14.2%	81	5.0%	135	8.2%	121	7.4%	
Mamakating	951200	5	732	1.6	365	19	5.2%	172	23.5%	104	14.2%	60	8.2%	54	7.4%	
Mamakating	951200	6	1,364	1.7	621	0	0.0%	268	19.6%	181	13.3%	112	8.2%	101	7.4%	
Mamakating	951200	7	836	2.9	267	19	7.1%	115	13.8%	74	8.9%	69	8.2%	62	7.4%	
Mamakating	951300	1	985	19.1	441	5	1.1%	45	4.6%	113	11.5%	80	8.1%	106	10.8%	
Mamakating	951300	2	1,361	12.0	500	59	11.8%	212	15.6%	153	11.2%	110	8.1%	147	10.8%	
Mamakating	951300	3	727	13.4	301	0	0.0%	67	9.2%	120	16.5%	59	8.1%	79	10.8%	
Mamakating	951300	4	1,260	21.8	484	7	1.4%	263	20.9%	189	15.0%	102	8.1%	136	10.8%	
Thompson	951500	1	581	3.2	268	18	6.7%	87	15.0%	79	13.6%	39	6.8%	156	26.9%	
Thompson	951500	2	1,773	14.1	565	93	16.5%	244	13.8%	216	12.2%	121	6.8%	478	26.9%	
Thompson	951600	1	442	8.3	201	0	0.0%	73	16.5%	80	18.1%	33	7.4%	120	27.0%	
Thompson	951600	2	1,070	15.9	390	0	0.0%	132	12.3%	169	15.8%	79	7.4%	289	27.0%	
Thompson	951600	3	530	3.2	224	104	46.4%	28	5.3%	18	3.4%	39	7.4%	143	27.0%	
Thompson	951600	4	632	3.3	265	19	7.2%	69	10.9%	107	16.9%	47	7.4%	171	27.0%	
Thompson	951700	1	1,130	14.9	464	41	8.8%	167	14.8%	214	18.9%	73	6.5%	62	5.5%	
Thompson	951700	2	1,607	2.2	533	22	4.1%	348	21.7%	204	12.7%	104	6.5%	88	5.5%	
Thompson	951700	3	805	14.0	315	7	2.2%	117	14.5%	171	21.2%	52	6.5%	44	5.5%	
Forestburgh	951700	4	860	54.8	398	7	1.8%	64	7.4%	144	16.7%	56	6.5%	47	5.5%	
Thompson	951800	1	953	0.3	369	90	24.4%	238	25.0%	88	9.2%	114	11.9%	293	30.7%	
Thompson	951800	2	1,344	0.5	513	281	54.8%	112	8.3%	278	20.7%	160	11.9%	413	30.7%	
Thompson	951800	3	976	0.3	345	36	10.4%	66	6.8%	72	7.4%	116	11.9%	300	30.7%	
Thompson	951800	4	1,494	0.9	596	38	6.4%	312	20.9%	182	12.2%	178	11.9%	459	30.7%	
Thompson	951800	5	831	2.8	348	86	24.7%	73	8.8%	166	20.0%	99	11.9%	255	30.7%	
Thompson	951800	6	1,095	0.2	487	111	22.8%	20	1.8%	134	12.2%	131	11.9%	336	30.7%	
Bethel	951900	1	942	12.4	263	0	0.0%	61	6.5%	108	11.5%	144	15.2%	232	24.7%	
Bethel	951900	2	915	14.5	462	43	9.3%	96	10.5%	283	30.9%	139	15.2%	226	24.7%	
Bethel	952000	1	830	17.3	378	10	2.6%	3	0.4%	191	23.0%	83	10.0%	73	8.8%	
Bethel	952000	2	752	33.0	333	8	2.4%	79	10.5%	78	10.4%	75	10.0%	67	8.8%	
Bethel	952000	3	815	8.0	321	0	0.0%	70	8.6%	117	14.4%	81	10.0%	72	8.8%	
Delaware	952100	1	1,157	18.4	516	31	6.0%	150	13.0%	256	22.1%	109	9.4%	174	15.1%	
Delaware	952100	2	1,516	16.5	554	17	3.1%	207	13.7%	216	14.2%	143	9.4%	229	15.1%	
Cochecton	952200	1	734	21.5	289	0	0.0%	60	8.2%	150	20.4%	69	9.4%	114	15.6%	
Cochecton	952200	2	530	14.7	239	15	6.3%	75	14.2%	79	14.9%	50	9.4%	83	15.6%	
Tusten	952300	1	1,460	47.2	639	9	1.4%	192	13.2%	322	22.1%	119	8.2%	166	11.4%	
Highland	952400	1	1,224	12.8	489	18	3.7%	167	13.6%	182	14.9%	185	15.1%	211	17.2%	
Highland	952400	2	1,160	37.3	465	5	1.1%	114	9.8%	176	15.2%	175	15.1%	200	17.2%	
Lumberland	952500	1	852	9.5	335	10	3.0%	160	18.8%	79	9.3%	66	7.7%	144	16.9%	
Lumberland	952500	2	1,787	37.1	661	18	2.7%	276	15.4%	361	20.2%	137	7.7%	303	16.9%	
<b>Study Area Totals</b>			<b>77,340</b>	<b>968.13</b>	<b>29,664</b>	<b>2,852</b>	<b>9.6%</b>	<b>10,498</b>	<b>13.6%</b>	<b>11,546</b>	<b>14.9%</b>	<b>7,032</b>	<b>9.1%</b>	<b>12,857</b>	<b>16.6%</b>	

Source: US Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, LSC 2014.

## Older Adult Population

The older adult population represents a significant number of the national transit-dependent population and represents 14.9 percent (11,546 individuals) of the total population in Sullivan County. The older adult population includes individuals over the age of 65 years. Figure II-4 illustrates the density of older adults in Sullivan County using the 2012 ACS data. The highest density of older adults is in the northern and central areas of Monticello, as well as in the north-central area of Liberty. The areas with the next highest density of older adults are the areas to the east and west of central Monticello.

## Population of Persons with Ambulatory Disability

Figure II-5 presents the 2012 ACS population of persons with an ambulatory disability in terms of people-per-square-mile density. An individual is classified as having an “ambulatory disability” if they have serious difficulty walking or climbing stairs. Approximately 9.1 percent of the population in Sullivan County has some type of ambulatory disability. The areas with the greatest concentration of individuals with ambulatory disability are north-central Liberty and south-central Monticello. The areas with the next highest density of individuals with ambulatory disability are northeast Liberty and the north and northwest portions of Monticello.

## Low-Income Population

The low-income population tends to depend upon transit to a greater extent than the wealthy population or those with a high level of disposable income. Figure II-6 illustrates the density of the low-income population in Sullivan County using the 2012 ACS data. Low-income population, as defined by the FTA, includes persons whose household income is at or below the Department of Health and Human Services’ poverty guidelines. The low-income population used in the tables and GIS maps includes those individuals who are living below the poverty line using the Census Bureau’s poverty threshold. The areas with the highest density of low-income persons are south-central and northeast Monticello as well as central Liberty. The areas with the next highest density are the northwest area of Monticello and the eastern half of South Fallsburg. Approximately 16.6 percent of the population of the study area is considered low income.

Figure II-4  
Density of Older Adults

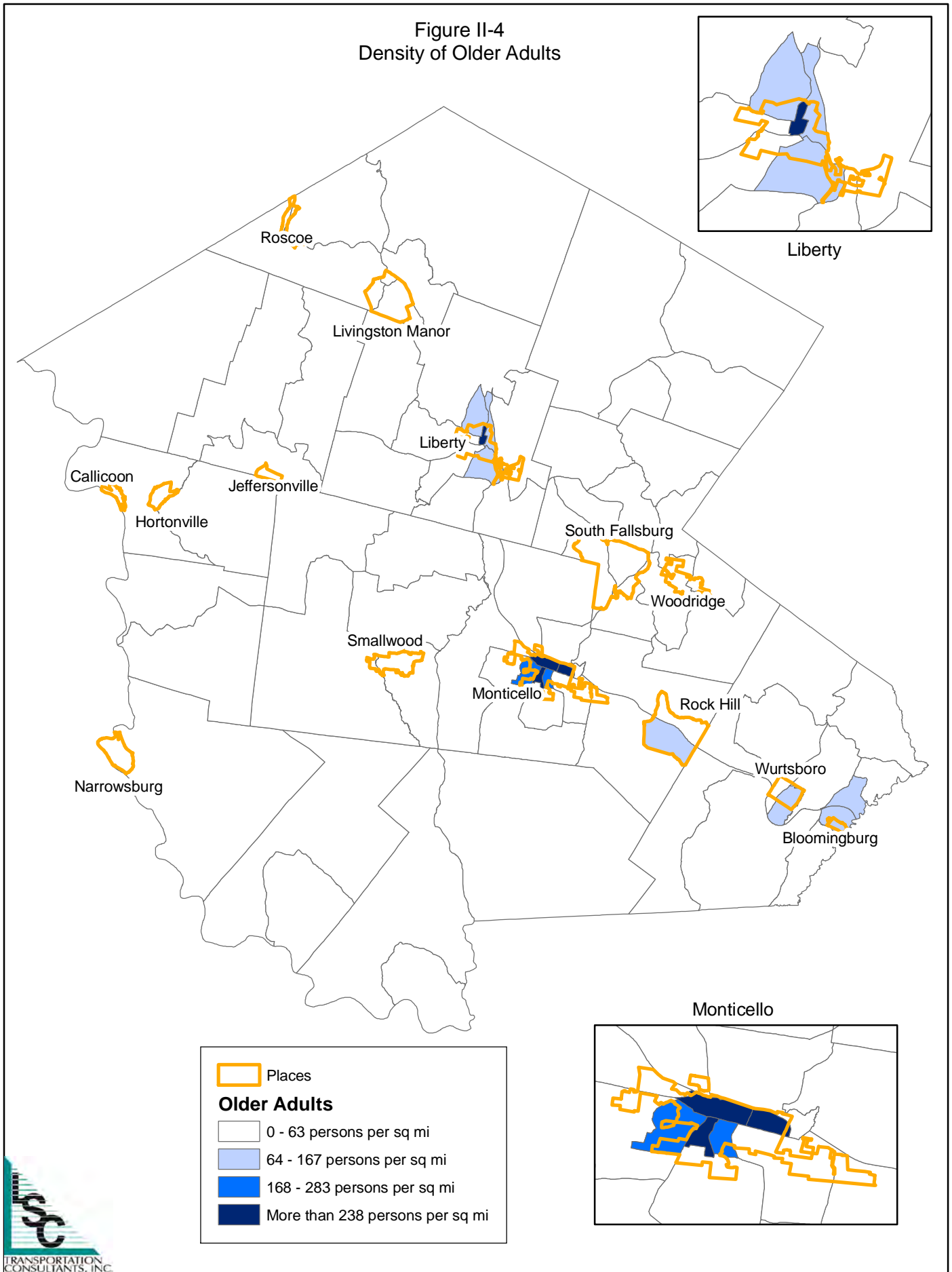


Figure II-5  
Density of Persons with Ambulatory Disability

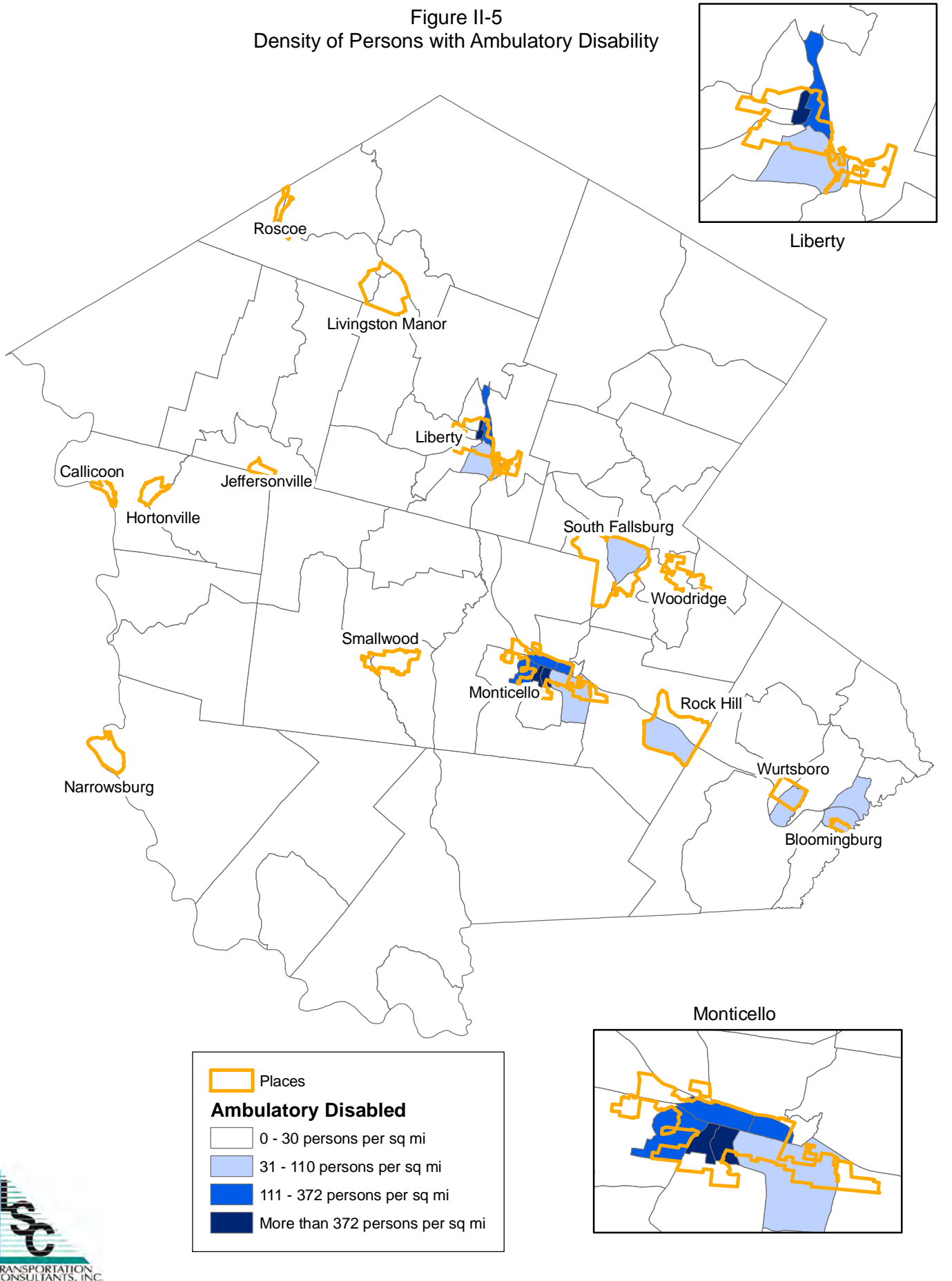
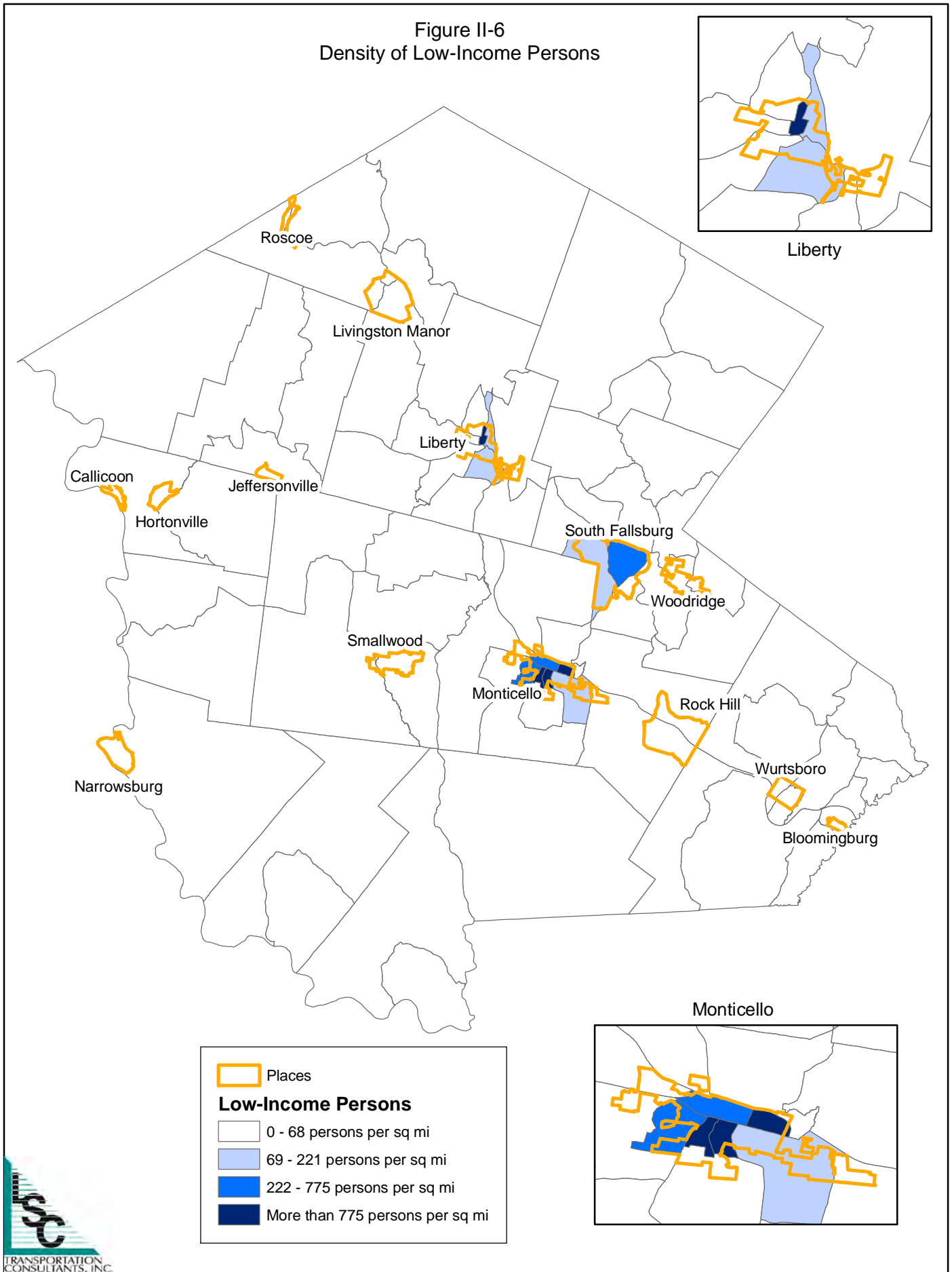


Figure II-6  
Density of Low-Income Persons





## Zero-Vehicle Households

People who do not own or have access to a private vehicle are also considered transit-dependent. A zero-vehicle household is defined as a household in which an individual does not have access to a vehicle. These individuals are generally transit-dependent as their access to private automobiles is limited. Approximately 9.6 percent (2,852 households) of the study area's households reported no vehicle available for use. The density of zero-vehicle households for the study area using the 2012 ACS data is shown in Figure II-7. The ranges for the density of zero-vehicle households are quite low due to the size of the block groups, combined with the small number of zero-vehicle households in the study area. The area with the highest density of zero-vehicle households is central Liberty followed by central Monticello.

## Youth Population

The population density of youth (10-19 years of age) for Sullivan County using the 2012 ACS data is shown in Figure II-8. While the other market segments were mainly concentrated in Liberty and Monticello, the areas with higher densities of youth are spread out over the east-central area of the county. The areas with the largest youth population in the study area are central Liberty as well as northeastern Monticello. These are followed by northeastern Liberty, central Monticello, eastern South Fallsburg, southern Rock Hill, and the area just north of Bloomingburg. Approximately 13.6 percent (10,498 individuals) of the population of the study area are youth.

Figure II-7  
Density of Zero-Vehicle Households

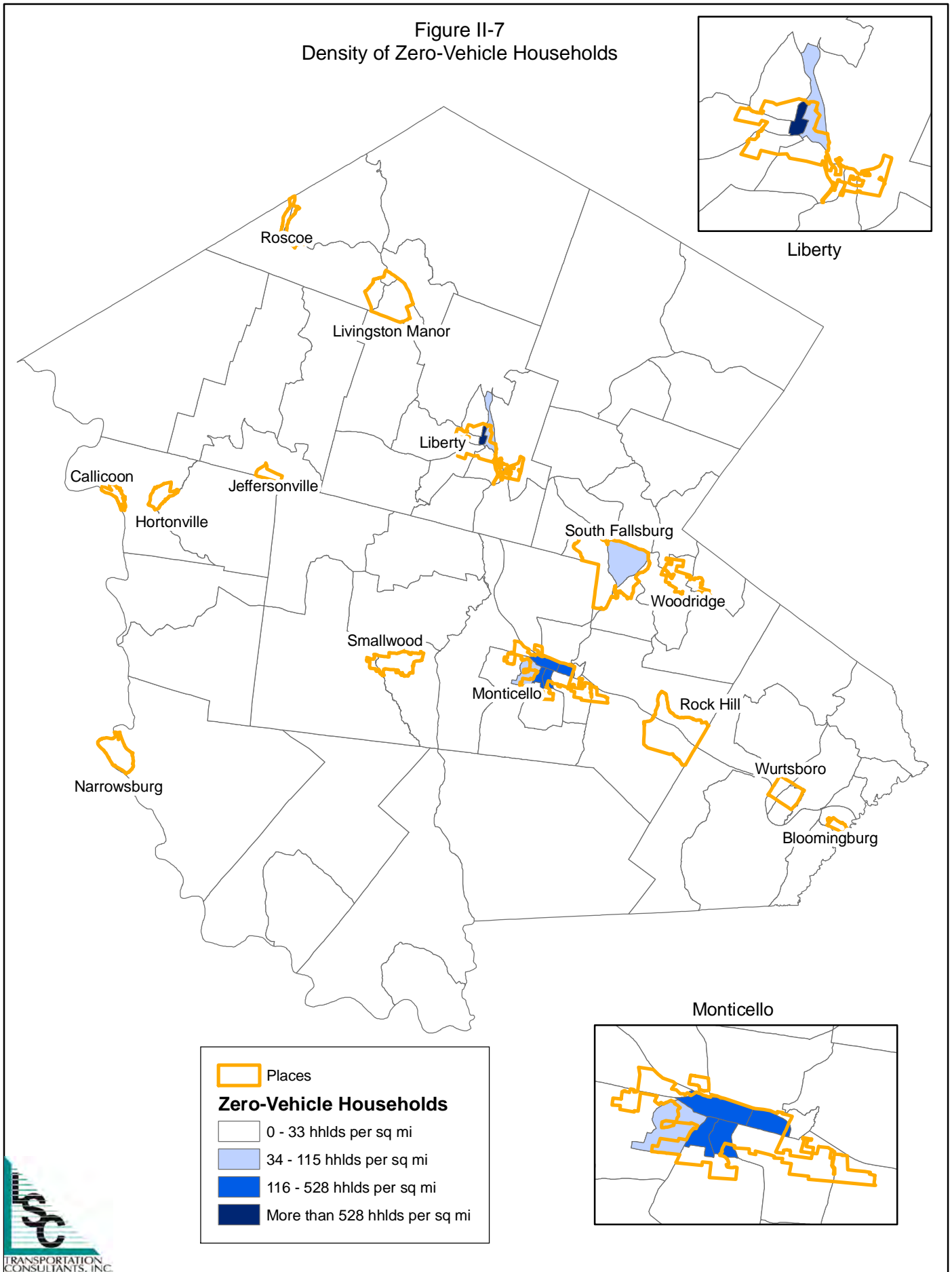
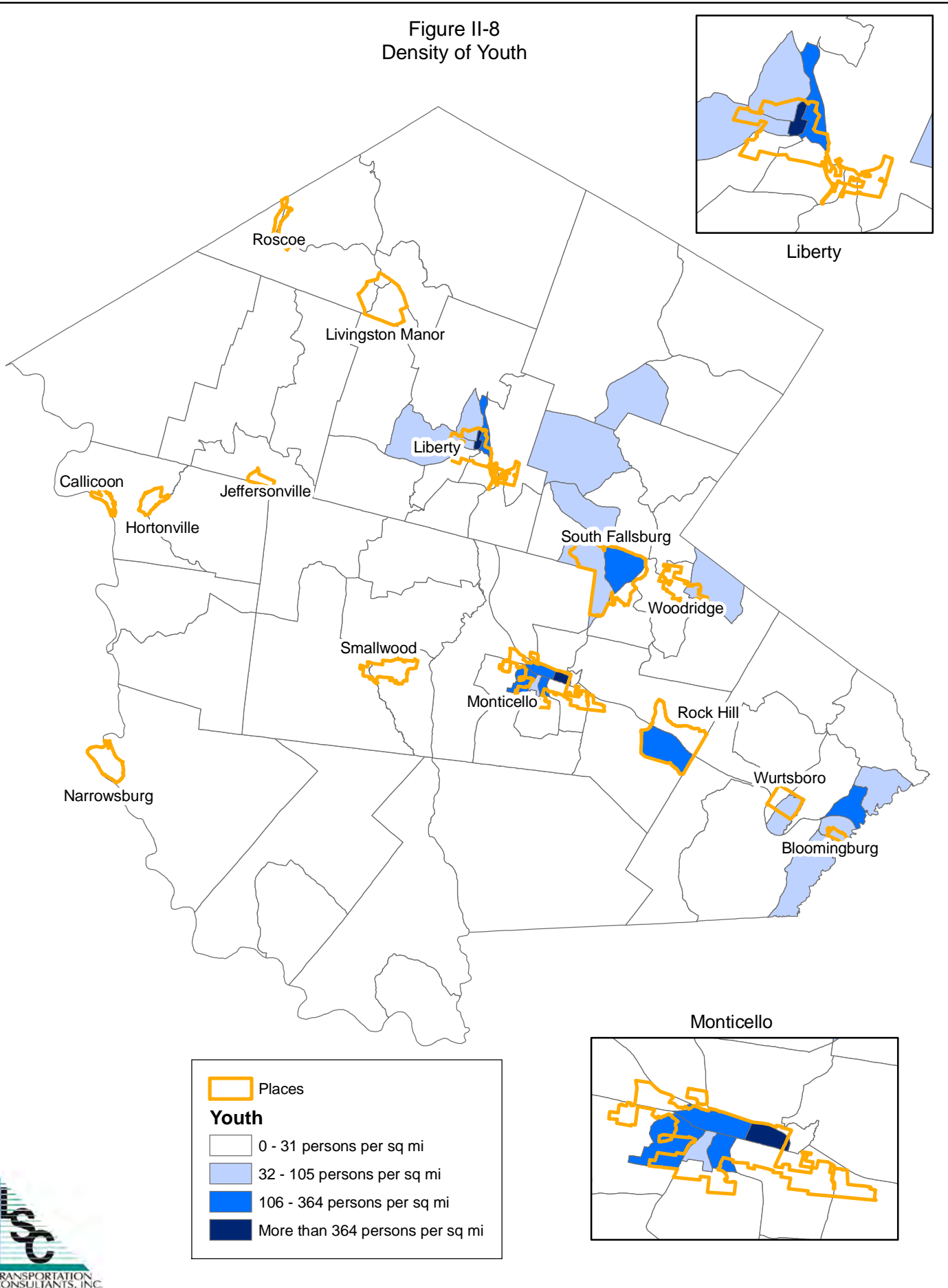


Figure II-8  
Density of Youth



## COMMUNITY ECONOMIC CHARACTERISTICS

According to the Department of Labor, the annual average unemployment rate for Sullivan County in 2013 was 8.7 percent. This is slightly higher than the unemployment rate for the State of New York during the same time period (7.7 percent).

### Employment Sectors

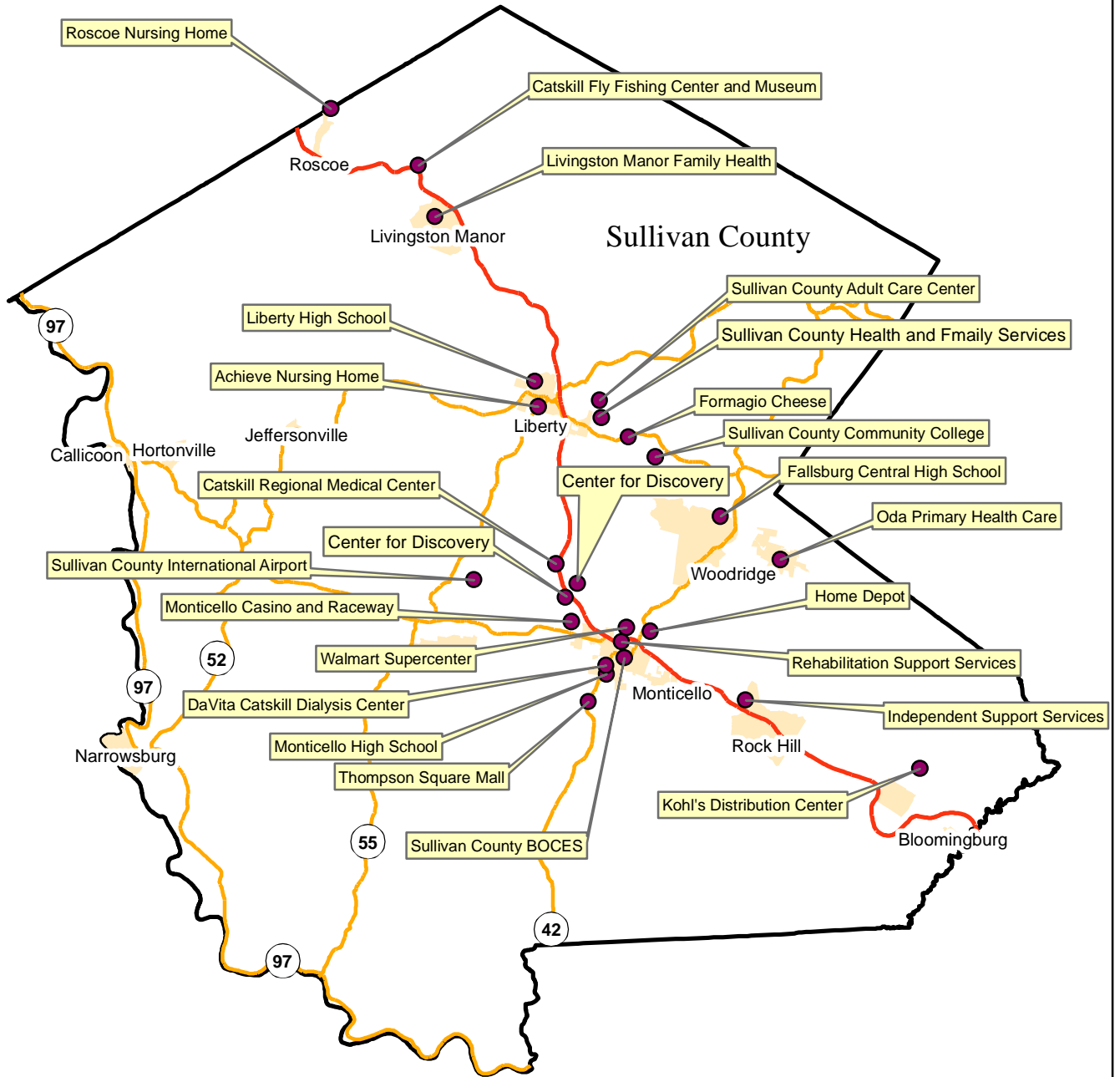
Table II-2 shows the available 2008-2012 American Community Survey five-year estimates of employment by sector for Sullivan County. The Educational/Health/Social Services sector is the largest sector, accounting for approximately 26.1 percent of employment. The next highest industry sector is Retail Trade (11.2 percent) followed by Construction (9.4 percent) and Arts/Entertainment/and Recreation/and Accommodation and Food Services (9.1 percent). The employment numbers reflect a five-year average and do not necessarily reflect current conditions.

Industry	Employees	Percent
Educational services, and health care and social assistance	9,534	28.8%
Retail trade	3,701	11.2%
Construction	3,101	9.4%
Arts, entertainment, and recreation, and accommodation and food services	3,007	9.1%
Public administration	2,383	7.2%
Professional, scientific, and management, and administrative and waste management services	2,325	7.0%
Manufacturing	1,957	5.9%
Finance and insurance, and real estate and rental and leasing	1,851	5.6%
Transportation and warehousing, and utilities	1,668	5.0%
Other services, except public administration	1,554	4.7%
Wholesale trade	730	2.2%
Information	649	2.0%
Agriculture, forestry, fishing and hunting, and mining	593	1.8%
<b>TOTAL</b>	<b>33,053</b>	<b>100%</b>
<i>Source: US Census Bureau, American Community Survey - 2012, LSC 2013.</i>		

## Major Employers and Activity Centers

Major transit activity centers are important in terms of land use, trip generation, and the ability to be served by public transit. Many of these points of interest are clustered together into what can be referred to as “activity centers.” Activity centers are locations that are typically shown to generate transit trips because they are prime origins or prime destinations. There is no set formula that is used to derive a list of activity centers as the process is subjective. Activity centers generally include a wide variety of land uses including shopping/retail areas, as well as commercial, hospital, and education centers. These are the most critical land uses for individuals who use transit. Figure II-9 shows the locations of possible transit generators within Sullivan County. Places that have been identified as major transit trip generators within the study area include: the Catskill Regional Medical Center, Walmart Supercenter, Monticello Casino and Raceway, Center for Discovery, Sullivan County Community College, Sullivan County Adult Care Center, the Kohl’s Distribution Center, various high schools and shopping centers, Sullivan County BOCES, and various nursing homes and rehabilitation centers.

Figure II-9  
Major Employers/Possible Transit Generators



# TRAVEL PATTERNS

## Work Transportation Mode

The 2012 American Community Survey from the US Census Bureau yields information useful to the study area regarding the means of transportation to and from work for the study area’s residents. Table II-3 shows the number of people in Sullivan County’s workforce and their modes of travel. These data were tabulated for employees 16 years of age and older who were at work when the American Community Survey questionnaire was completed.

<b>Table II-3</b> <b>Means of Transportation to Work</b> <b>Sullivan County, NY</b>		
<b>Means of Transportation</b>	<b>Workers</b>	<b>Percent</b>
Drove alone	24,584	77.1%
Carpooled	3,219	10.1%
Worked at home	1,787	5.6%
Walked	1,298	4.1%
Taxicab, motorcycle, bicycle or other means	334	1.0%
Public transportation (excluding taxicab)	652	2.0%
Note*: Workers 16 years and over Source: US Census Bureau, 2008-2012 American Community Survey 5-Year Estimates		

The majority of the workforce drives alone to work (24,584 people or 77.1 percent). Carpooling (3,219 people or 10.1 percent) is the next highest mode of transportation to work, followed by people working from home (1,787 persons or 5.6 percent). Only two percent of employees (652 people) reported using public transportation.

Table II-4 shows that the mean commute time for Sullivan County residents was 28.4 minutes. The most frequent responses for residents’ travel time to work were 10-14 minutes (15 percent of respondents) followed by 15-19 minutes and 30-34 minutes with 14 percent of the respondents each. This is followed by workers commuting between 20 and 24 minutes (13 percent of residents).

<b>Table II-4 Travel Time to Work Sullivan County, NY</b>		
<b>Travel Time</b>	<b>Workers</b>	<b>Percent</b>
Less than 5 minutes	1,470	5%
5 to 9 minutes	3,502	12%
10 to 14 minutes	4,429	15%
15 to 19 minutes	4,277	14%
20 to 24 minutes	3,817	13%
25 to 29 minutes	1,575	5%
30 to 34 minutes	4,066	14%
35 to 39 minutes	624	2%
40 to 44 minutes	881	3%
45 to 59 minutes	1,723	6%
60 or more minutes	3,723	12%
Mean travel time to work	28.4	minutes
<i>Source: 2008-2012 American Community Survey Five-Year Estimates.</i>		

Table II-5 shows the time ranges for Sullivan County residents leaving home to go to work. The most frequent response was between 7:30 and 7:59 a.m., with 15 percent of the residents leaving home during that time. The next most frequent response was between 7:00 and 7:29 a.m. (13 percent). This was followed by residents leaving between 6:30 and 6:59 a.m. (11 percent), and 8:00 and 8:29 a.m. (10 percent).



<b>Table II-5</b> <b>Time Leaving Home to Go to Work</b> <b>Sullivan County, NY</b>		
<b>Time Ranges</b>	<b>Workers</b>	<b>Percent</b>
12:00 midnight to 4:59 a.m.	1,458	5%
5:00 a.m. to 5:29 a.m.	1,006	3%
5:30 a.m. to 5:59 a.m.	1,295	4%
6:00 a.m. to 6:29 a.m.	2,340	8%
6:30 a.m. to 6:59 a.m.	3,182	11%
7:00 a.m. to 7:29 a.m.	4,048	13%
7:30 a.m. to 7:59 a.m.	4,594	15%
8:00 a.m. to 8:29 a.m.	3,034	10%
8:30 a.m. to 8:59 a.m.	2,482	8%
9:00 a.m. to 9:59 a.m.	1,676	6%
10:00 a.m. to 10:59 a.m.	646	2%
11:00 a.m. to 11:59 a.m.	428	1%
12:00 noon to 3:59 p.m.	2,187	7%
4:00 p.m. to 11:59 p.m.	1,711	6%
<b>Total</b>	<b>30,087</b>	<b>100%</b>
<i>Source: US Census Bureau, 2008-2012 American Community Survey 5-Year Estimates</i>		

## Commute Patterns

Commuter patterns were analyzed to and from Monticello and Liberty in Sullivan County using Longitudinal Employer-Household Dynamics (LEHD) data. In the absence of a better source of commuter pattern data, it is worthwhile to include these data as a general indicator of commute patterns to and from the study area. However, it should be noted that LEHD data represent estimates of commute patterns, synthesized from several sources of US Census residential locations, business locations, and commute data. These figures exclude federal, railroad, and self-employed employees, and include trips that are not made each workday. As such, these data should be used to provide only a general commuting pattern.

Table II-6 shows where Monticello residents are employed. The table shows a variety of places within New York that Monticello residents are traveling to for work. The table shows that approximately 23 percent of Monticello residents are employed within Monticello itself, followed by approximately 14 percent being

employed in New York City and approximately three percent being employed in Liberty.

<b>Table II-6 Residents in Monticello are Employed</b>		
<b>Area of Work</b>	<b>Monticello Residents</b>	
	<b>#</b>	<b>%</b>
Monticello, NY	499	23%
New York, NY	302	14%
Liberty, NY	63	3%
South Fallsburg, NY	42	2%
Middletown, NY	40	2%
All Other Locations	1,250	57%
<i>Source: LEHD; LSC, 2014.</i>		

Table II-7 shows where Monticello workers live. The table shows 11 percent of Monticello workers are from Monticello itself. Approximately four percent are from New York City and Liberty.

<b>Table II-7 Workers in Monticello Live</b>		
<b>Area of Residence</b>	<b>Monticello Workers</b>	
	<b>#</b>	<b>%</b>
Monticello, NY	499	11%
New York, NY	184	4%
Liberty, NY	161	4%
Rock Hill, NY	106	2%
South Fallsburg, NY	76	2%
All Other Locations	3,427	77%
<i>Source: LEHD; LSC, 2014.</i>		

Table II-8 shows where Liberty residents are employed. The table shows a variety of places within New York that Liberty residents are traveling to for work. The table shows that approximately 18 percent of Liberty residents are employed within Liberty itself, followed by approximately 12 percent being employed in Monticello, and approximately five percent being employed in New York City.

<b>Table II-8 Residents in Liberty are Employed</b>		
<b>Area of Work</b>	<b>Liberty Residents</b>	
	<b>#</b>	<b>%</b>
Liberty, NY	238	17%
Monticello, NY	161	12%
New York, NY	68	5%
Loch Sheldrake, NY	59	4%
Middletown, NY	23	2%
All Other Locations	814	60%
<i>Source: LEHD; LSC, 2014.</i>		

Table II-9 shows where Liberty workers live. The table shows eight percent of Liberty workers are from Liberty itself. Approximately three percent are from New York City and two are from Monticello.

<b>Table II-9 Workers in Liberty Live</b>		
<b>Area of Residence</b>	<b>Liberty Workers</b>	
	<b>#</b>	<b>%</b>
Liberty, NY	238	8%
New York, NY	78	3%
Monticello, NY	63	2%
Livingston Manor, NY	50	2%
Waterloo, NY	47	2%
All Other Locations	2,462	84%
<i>Source: LEHD; LSC, 2014.</i>		

Table II-10 shows where Sullivan County residents are employed. The table shows a variety of counties within New York that Sullivan County residents are traveling to for work. The table shows that approximately 45 percent of Sullivan County residents are employed within the county itself, followed by approximately 18 percent being employed in Orange County and approximately five percent being employed in New York County.

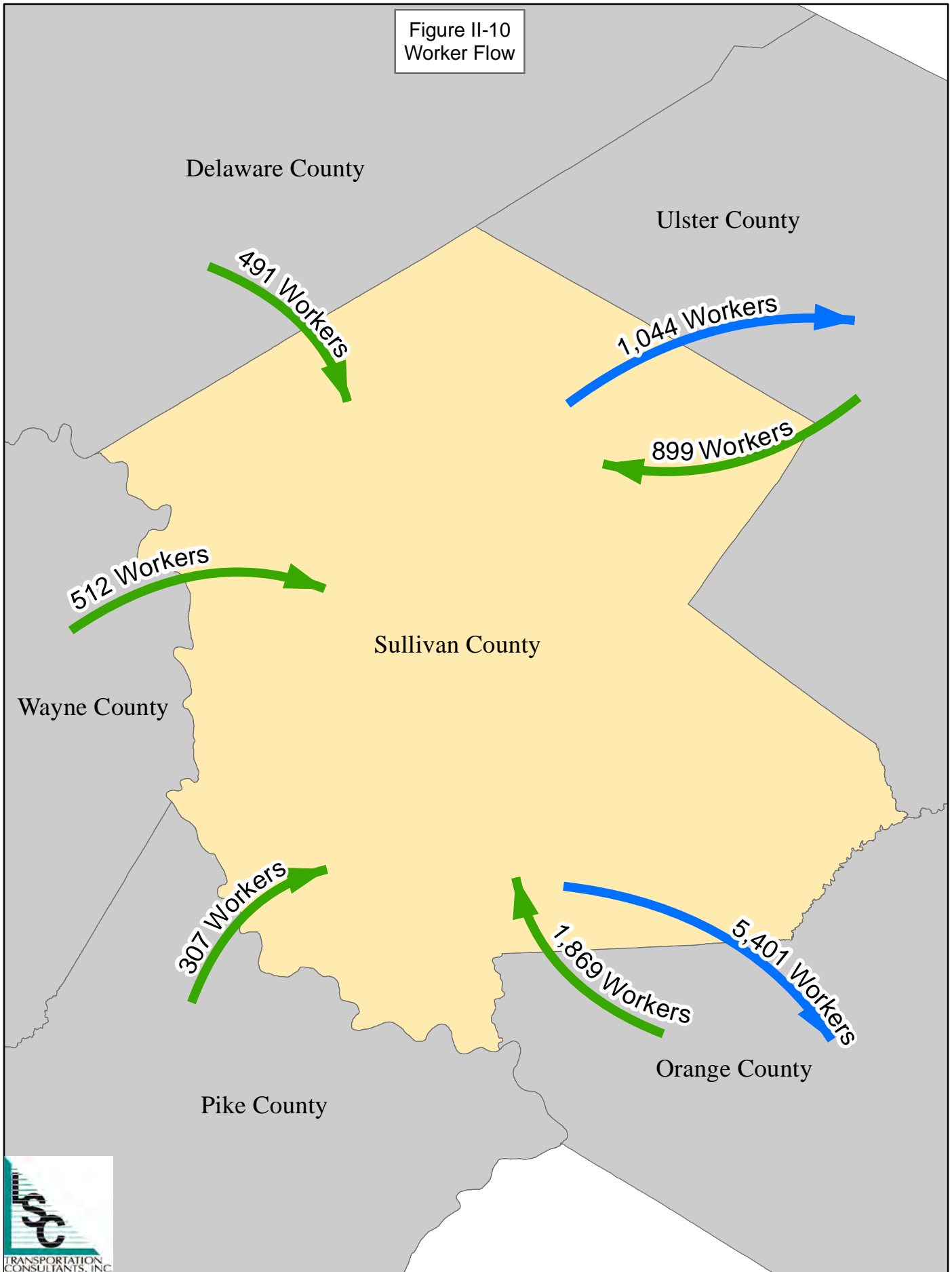
<b>Table II-10 Residents in Sullivan County are Employed</b>		
<b>Area of Work</b>	<b>Sullivan County Residents</b>	
	<b>#</b>	<b>%</b>
Sullivan County, NY	13,490	45%
Orange County, NY	5,401	18%
New York County, NY	1,461	5%
Ulster County, NY	1,044	4%
Dutchess County, NY	840	3%
All Other Locations	7,545	25%
<i>Source: LEHD; LSC, 2014.</i>		

Table II-11 shows where Sullivan County workers live. The table shows 60 percent of Sullivan County workers are from the county itself. Approximately eight percent are from Orange County and four are from New York County.

<b>Table II-11 Workers in Sullivan County Live</b>		
<b>Area of Residence</b>	<b>Sullivan County Workers</b>	
	<b>#</b>	<b>%</b>
Sullivan County, NY	13,490	60%
Orange County, NY	1,869	8%
Ulster County, NY	899	4%
Wayne County, PA	512	2%
Delaware County, NY	491	2%
All Other Locations	5,197	23%
<i>Source: LEHD; LSC, 2014.</i>		

Figure II-10 visually shows where Sullivan County workers live as well as where Sullivan County residents are working. Only information on adjacent counties is displayed.

Figure II-10  
Worker Flow





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## Existing Transportation Resources

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### INTRODUCTION

Transportation services in Sullivan County are offered by a variety of public, private, and nonprofit agencies and organizations. While some agencies provide transportation services directly, many do not operate vehicles and contract services or make arrangements with other transportation providers. LSC worked closely with the members of the Steering Committee, County staff, and the Long Term Care Council Transportation Subcommittee to identify, contact, and collect information from the numerous agencies involved with transportation services in Sullivan County.

There are few transportation services that are available to the general public. Most services are subject to eligibility requirements or geared toward agency or program clients that are limited to select populations such as the elderly, veterans, or the disabled. General public transportation services are provided by ShortLine Bus, a private bus operator that is a subsidiary of Coach USA, and Sullivan County Transportation.

Private contract service providers play a key role in transportation in Sullivan County. Rolling V is the contract operator for several Sullivan County government agencies, nonprofit organizations, and Medicaid transportation. County agencies and nonprofit organizations also purchase transportation for clients from ShortLine.

### EXISTING SERVICES

#### General Public Transit Services

##### Sullivan County Transportation

Sullivan County Transportation is a service of Sullivan County and is operated by the Sullivan County Division of Public Works. Sullivan County Transportation provides route-deviation bus service, open to the general public, and contracted demand-response service for the Sullivan County Office for the Aging, and the



Sullivan County Veterans Service Agency. The agency also provides a subsidy of about \$64,000 per year to ShortLine operated by Coach USA, a private bus company, to provide service in Sullivan County. Total cost of the services provided by the Department of Public Works was about \$720,000 in FY 2013. The figure includes employee salaries and benefits, vehicle maintenance, and administrative expenses and insurance. See Table III-1 for a breakout of expenses for Sullivan County Transportation.

<b>Table III-1 Sullivan County Transportation Operating Expenses, FY 2013</b>	
<b>Expenditure</b>	<b>Cost</b>
Employee Salaries	\$302,488
Employee Benefits	\$115,745
Travel (Gas, tolls, maintenance, etc.)	\$129,198
Departmental Expenses	\$96,475
Contract Services (ShortLine)	\$61,495
Utilities (Communications)	\$5,963
Administrative (Office supplies, advertising, printing, publications, etc)	\$2,168
Misc. (Uniforms, training, physical exams)	\$6,234
<b>Total</b>	<b>\$719,766</b>
<i>Source: Sullivan County Department of Public Works</i>	

Transportation services provided by Sullivan County Transportation are funded using county funds and federal Section 5311 (rural) funding. See Table III-2 for Sullivan County Transportation revenue sources. The difference is funded by the County.

<b>Table III-2 Sullivan County Transportation Revenue Sources, FY 2013</b>	
<b>Source</b>	<b>Amount</b>
Sullivan County Office for the Aging	\$159,146
Sullivan County Veterans Service Agency	\$135,575
State Aid – Mass Transportation Operating Assistance	\$56,543
<b>Total</b>	<b>\$351,264</b>
<i>Source: Sullivan County Department of Public Works</i>	

Sullivan County Transportation operates two general public routes. The routes provide a limited amount of service, with one operating a single round-trip run on Thursday and the other operating a single round-trip run on Friday. Riders must call at least 24 hours in advance to schedule a pick-up at a bus stop

along the route. The fare is \$1.50 and children five years old or younger ride free. Senior rides are also provided fare free.

The County Office for the Aging contracts with Public Works to operate the Shopping Bus, which provides access to shopping centers for the elderly living in more rural areas of the county. Each Shopping Bus route operates once a week.

#### Thursday Route (Lumberland/Bethel Area)

The public bus route operating on Thursdays runs between Town Hall in Lumberland and Walmart in Monticello. The route operates between 8:30 a.m. and 2:30 p.m., with the trip departing Lumberland at 8:35 a.m. and arriving at Walmart at 10:00 a.m., and the return trip departing Walmart at 12:00 noon and arriving in Lumberland at 2:30 p.m.

The route serves the following destinations:

- Town Hall, Lumberland
- Town Hall, Eldred
- Yulan
- Citgo Gas Station - Route 17B, Smallwood
- Sullivan County Airport
- Sullivan County Government Center
- Shop Rite – Route 42, Monticello
- Walmart

#### Friday Route (Delaware/Callicoon Area)

The public bus operating on Fridays runs between Dorrer Drive in Callicoon and Walmart in Monticello. The route operates between 8:45 a.m. and 2:15 p.m., with the trip departing Callicoon at 8:48 a.m. and arriving at Walmart at 10:45 a.m., and the return trip departing Walmart at 12:30 p.m. and arriving in Callicoon at 2:15 p.m.

The route serves the following destinations:

- Dorrer Drive, Callicoon
- Firehouse, North Branch
- Callicoon Center
- Sullivan County Airport
- Sullivan County Government Center
- Shop Rite – Route 42, Monticello
- Walmart

In addition to the two fixed-route services, Sullivan County Transportation is the contract operator for other county agencies including the Sullivan County Veterans Service Agency and for medical services contracted by the Sullivan County Office for the Aging.

Transportation services are provided Monday through Friday between the hours of 6:00 a.m. and 5:00 p.m. Sullivan County Transportation has between nine and ten vehicles in service on an average day. They employ three full-time drivers and nine part-time drivers. Out of the 11,208 trips, 1,172 were medical trips contracted by the Sullivan County Office for the Aging, 6,118 were trips on the Shopping Bus contracted by the Sullivan County Office for the Aging, and 3,918 were trips contracted by the Sullivan County Veterans Service Agency.

## **Human Services Transportation**

### **Achieve Rehab and Nursing Facility**

Achieve Rehab and Nursing Facility is a 140-bed short- and long-term care facility located in Liberty. The facility offers residents management of medical needs and treatment including occupational and physical therapy, speech therapy, respiratory therapy, and stroke recovery assistance. The facility arranges transportation services for residents and sometimes for volunteer employees for travel to and from the facility. Medical transportation is the most common trip purpose and there are about 30 weekly trips devoted to serving that need (about 1,560 annual trips). Many residents are wheelchair-bound and require wheelchair-accessible transportation.

Resident transportation is contracted out and provided by Medicaid transportation service providers, including Medicar and Unity Ambulette, and taxicabs. Transportation is provided free of charge for residents on Medicaid. Other residents must pay for their own transportation costs. If a resident is considered low income and unable to cover transportation costs, the resident's transportation costs will be paid for by Achieve. Transportation services for residents are available 24 hours a day, seven days a week as needed. Transportation needs are greatest for the facility on weekdays during business hours for trips to doctor appointments.

Transportation for volunteer employees is coordinated with other local organizations providing the volunteers such as Rehabilitation Support Services, the Recovery Center, and New Hope Community. The majority of volunteers travel to the facility from the Monticello area. Volunteers who are part of the Retired Senior Volunteer Program are reimbursed for personal travel expenses.

Resident and volunteer transportation services operate locally and regionally between Achieve Rehab and Nursing Facility and Crystal Run Healthcare in Rock Hill, Catskill Regional Medical Center, Monticello, Goshen, Middletown, Westchester County Medical Center, Albany, and local doctors in Liberty.

### Boys and Girls Clubs

The Boys and Girls Clubs of America is a private nonprofit human services agency that provides youth development services. The Boys and Girls Clubs provides transportation services to low income youth who are registered in its programs.

The organization contracts transportation services from Rolling V, a private bus company in Sullivan County, and Mid-City Transport, a private school bus company located in Orange County. When needed, the organization also purchases transportation in the form of rental cars and vans from Enterprise Rent-a-Car. No drivers are employed within the organization and staff members operate rental vehicles. Transportation is typically used about four weekdays per month between the hours of 8:00 a.m. and 4:00 p.m. for field trips and other on-demand trips.

The annual cost of transportation services provided by the Boys and Girls Clubs is between \$20,000 and \$30,000 annually. The funds are garnered from 21<sup>st</sup> Century Learning Center grants and Title IX grants awarded by New York State.

### CACHE, Inc.

Sullivan County CACHE, Inc. is a private community action group that works to meet emergency needs of households and individuals in Sullivan County with the goal of empowering people to become self-sufficient over the long term. The organization provides a number of services including emergency shelter, nutri-

tion assistance, energy efficiency, domestic violence outreach, and independent living support.

The organization operates a six-seat van to transport clients. CACHE provides limited transportation services for program clients based on the availability of staff and vehicle. The organization does coordinate transportation for clients with local Medicaid transportation providers and purchases transportation for clients on ShortLine bus.

### Catholic Charities Community Services

The Catholic Charities Community Services is a private, nonprofit organization located in Monticello that provides social services to the general public in Sullivan County. The organization provides vouchers for clients to use ShortLine buses for travel within Sullivan County or other parts of New York State. Vouchers are provided on a case-by-case basis as needed or requested by clients. Funding for travel comes from donations and other fundraising or volunteer activities. The organization spends approximately \$300 per year on transportation costs. Transportation assistance is not provided on national holidays and Catholic religious holidays.

### Center for Discovery

No information was provided by this agency. Center for Discovery indicated they are not a transportation provider.

### Center for Workforce Development

The Center for Workforce Development is a government workforce agency and part of the Sullivan County Workforce Development System. The agency provides employment, education, and training services to job seekers and recruitment and human resource services to businesses in Sullivan County. The Center for Workforce Development purchases bus tickets and pays for taxi rides for customers. The agency covers only customer trips for the purpose of job training and for a limited time of employment. The annual contract the agency has with Rolling V to provide door-to-door transportation is \$300,000.

### Crystal Run Village, Inc.

Crystal Run Village, Inc. (CRVI) is a private nonprofit human services agency that serves people living with disabilities, enabling them to live more independently. The organization operates group residential facilities, provides independent living opportunities and housing assistance, and organizes educational, recreational and work opportunities.

CRVI provides transportation for clients to and from the organization's day programs. Trips are limited to emergencies, medical visits, and job training for program clients only. Although there is no contract specific to transportation, transportation services are operated by Sullivan Arc included in the general Medicaid day program rate. Sullivan Arc is paid directly by the New York State Office for People with Developmental Disabilities.

### Delaware Valley Job Corps

The Delaware Valley Job Corps is a public human services agency administered by the US Department of Labor that provides alternative education, vocational training, and job placement assistance for young people between 16 and 24 years old. The Job Corps trains approximately 560 students per year. The Job Corps center is located in Callicoon.

The agency provides a mix of fixed-route (FR) and demand-response (DR) service. All trips must be program-related and include recreational, shopping, and medical trips, as well as trips to the Department of Motor Vehicle office and Social Security Office. Approximately 70 percent of all trips run between the center and Monticello, with the remaining 30 percent being trips between the center and local businesses and Honesdale, Pennsylvania. See Table III-3 for transportation service characteristics for Delaware Valley Job Corps.

<b>Table III-3 Delaware Valley Job Corps Service Characteristics</b>	
<b>Service Characteristic</b>	<b>Annual Estimate</b>
Passenger Trips	31,200 - 41,600
Vehicle Miles	FR: 80,000 - 100,000 DR: 10,000 - 20,000 Total: 90,000 - 120,000
Operating Costs	\$208,000
<i>Source: Delaware Valley Job Corps.</i>	

The agency owns at least 14 vehicles and between 12 and 14 vehicles are in service on an average day. There are four CDL-certified full-time drivers and between 10 and 12 part-time drivers who are not required to have CDL-certification. Transportation services are provided 24 hours a day, seven days a week. Most trips are taken between 7:30 a.m. and 9:00 p.m.

Delaware Valley Job Corps spends \$208,000 annually on transportation. Funding is provided by the US General Services Administration. There are limitations on the agency's ability to pool funds to provide transportation for non-Job Corps students or the general public.

### Hudson Valley Community Services

No information was provided by this agency.

### New Hope Community, Inc.

New Hope Community, Inc. was a private nonprofit human services agency that supports people with intellectual and other developmental disabilities. The agency provides demand-response transportation services for seniors and people with disabilities. Transportation services are provided to and from medical appointments, vacations, family visits, day programs, supported employment, and shopping. Transportation is provided within the tri-state area. The agency employs 60 full-time drivers and has an average of 50 vehicles on an average day. Liability concerns and unique client characteristics are some of the agencies barriers to collaborating with a pooled transportation services.

## Recovery Center

The Recovery Center, located in Monticello, is a private nonprofit human services agency that provides comprehensive alcohol and substance abuse services. The organization provides transportation services within Sullivan County for clients. See Table III-4 for transportation service characteristics for the Recovery Center.

Clients of the Recovery Center can request trips to various locations or utilize routine transportation services to regular locations. Trips are limited to program clients for emergency, medical, and job training purposes only. Transportation services are provided on weekdays between the hours of 6:00 a.m. and 9:00 p.m. Peak demand for transportation occurs between 6:00 a.m. and 6:00 p.m. There are 2 full-time drivers employed by the organization and 3 vehicles are put into service on an average day. There are approximately 50 one-way trips provided by the Recovery Center each week (2,600 annual trips). Agency vehicles operate between 7,000 and 10,000 miles and more than 2,500 hours per year.

The three vehicles owned by the Recovery Center are all vans, seating between five and nine passengers. The vans were acquired in 2011, 2010, and 2003 with two vehicles being purchased using private funding and one donated to the organization. Over the last 3 years, the average capital cost attributed to the vehicles was \$12,430 per year.

The organization's annual cost to provide transportation services was \$99,145, including \$76,745 for salaries and benefits, \$17,500 for fuel, and \$4,900 for vehicle maintenance. Funding for transportation services is provided by the New York State Offices of Alcoholism and Substance Abuse Services.

<b>Table III-4 The Recovery Center Service Characteristics</b>	
<b>Service Characteristic</b>	<b>Annual Estimate</b>
Passenger Trips	2,600
Vehicle Miles	7,000 - 10,000
Vehicle Hours	2,500
Operating Costs	\$99,145
<i>Source: The Recovery Center</i>	



## Rehabilitation Support Services

Rehabilitation Support Services is a private nonprofit human services organization that provides mental health and substance abuse support services in Sullivan County. They offer residential services in private homes or group homes, case management, employment programs, and youth recreational programs.

Only clients of Rehabilitation Support Services are eligible for transportation services provided by the organization. Transportation is provided 24 hours a day, seven days a week based on client needs. The organization has 25 vehicles that are used on an average day and all vehicles are typically in use between the hours of 8:00 a.m. and 6:00 p.m. Medicaid transportation is also used for client transportation. Costs of transportation services are covered by the general operation budget of the organization.

## Sullivan County Board of Cooperative Educational Services (BOCES)

No information was provided by this agency.

## Sullivan County Department of Community Services

The Sullivan County Department of Community Services is a county human services agency that provides mental health and substance abuse services. Services are available to people of all ages. Transportation provided by the department is paid from general funding for case management.

Transportation is provided informally for program clients who do not already have access to another transportation service, such as Medicaid or medical transportation. The department is not funded to provide transportation, but does so on occasion to work with clients' treatment plans. The majority of trips consist of medical appointment trips, shopping trips, or trips to other human service agencies as needed. Most of the trips are within Sullivan County and occasional trips are made to neighboring Orange and Ulster Counties. The department provides transportation Monday through Friday between the hours of 8:30 a.m. and 4:30 p.m. The department has ten vehicles available to provide transportation services for clients. These are vehicles provided by the county for county staff and cannot be used for general transportation services.

The department does not provide transportation services on a regular basis. Transportation services for clients are generally coordinated with other transportation providers such as Medicaid Answering Services (MAS), Occupational First Aid transportation providers, ShortLine bus, and taxi companies.

### Sullivan County Department of Family Services

The Sullivan County Department of Family Services is a human services agency that provides a menu of programs and services for families in Sullivan County that include public assistance, Supplemental Nutrition Assistance Program (SNAP), Home Energy Assistance Program (HEAP), medical assistance and preventive services, Child Protective Services (CPS), and foster care services. Transportation services provided by the department are limited to adults and children who are program clients. The purposes of client trips include job training, medical visits, employment activities, housing placement, and summer camp.

Agency vehicles are used to provide client transportation services within the county. The Department of Family Services has a fleet of 20 county vehicles. Four full-time Case-Aide workers operate the vehicles and provide transportation for client trips. In 2013, a total of 104,595 miles were devoted to client transportation. However, these vehicles are owned by the county and are delegated to county staff, and would not contribute to a coordinated transportation services plan.

The Department of Family Services also contracts transportation from Rolling V and MAS for Medicaid-related transportation, and purchases ShortLine bus tickets and pays for taxicab rides for clients. The maximum expense allowed for the Rolling V contract is \$300,000 annually.

Typically, there are 49 rides per week by agency vehicle and between three and five purchased transportation rides per week. (This equals about 2,548 annual rides by agency vehicle and about 156-260 annual rides by purchased services such as taxicabs and ShortLine bus.) The number of purchased rides does not include work activity trips.

Transportation services are provided Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m. and all day for emergencies. On major holidays and

other selected holidays, transportation services are only provided between 9:00 a.m. and 12:00 noon.

### Sullivan County Office for the Aging

Sullivan County Office for the Aging is a county government agency that advocates for senior citizens and provides services for county residents 60 years of age and older. The agency contracts out operation of medical and shopping services to Sullivan County Transportation for the elderly, age 60 and over. The service provides door-to-door transportation for seniors between their home and doctor appointments and fixed route service to shopping locations within the county. Medical services are provided Monday through Friday between the hours of 9:00 a.m. and 5:00 p.m. Shopping Bus services operate on Thursdays and Fridays. Rides are provided fare-free for the elderly and must be reserved in advance.

In FY 2013, the contracted cost of service totaled \$159,146, including \$80,000 for shopping services and \$79,146 for medical services. Federal Title IIIB funds are used to fund shopping services.

There were a total of 7,290 trips taken on services offered by the Office for the Aging in FY 2013, including 1,172 trips taken by medical transportation service and 6,118 trips taken by Shopping Bus.

The Office for the Aging also employs volunteers to transport seniors to medical appointments within Sullivan County and to doctor visits outside of the county in places such as Middletown, Goshen, Ellenville, Port Jervis and parts of Pennsylvania. Volunteers are not paid for their time, but are reimbursed for their travel expenses from small stipends from the New York State Retired and Senior Volunteer Program and Sullivan County.

### Sullivan County Public Health Services

Sullivan County Public Health Services provides therapeutic service to children age five and under who have a diagnosed disability or qualifying developmental delay through the Sullivan County Preschool Special Education Program/ Early Intervention Program. The program provides transportation for their clients, who are approximately between the ages of three and five years old, to

preschool programs. The department contracts with school bus companies Rolling V and First Student to operate the service. The Preschool Special Education Program will also reimburse transportation costs to parents who transport their own children to and from preschool programs.

Transportation is provided Monday through Friday to meet program hours. There are 12 vehicles used to provide service on an average day. The annual transportation cost of the program is about \$1.1 million per year. Funding comes from the New York State Education Department.

### Sullivan County Veterans Service Agency

The Sullivan County Veterans Service Agency provides advocacy and support for veterans and their dependents. The agency provides transportation for veterans and their dependents between their homes or a centralized location and the VA Medical Centers in Albany and Castle Point, New York. The agency contracts out the transportation service to Sullivan County Transportation. The agency spends about \$135,575 per year on the contract. Service is provided Monday through Friday between the hours of 7:30 a.m. and 4:00 p.m. Trips must be reserved in advance. In FY 2013, there were 3,918 trips taken on service contracted by the Sullivan County Veterans Service Agency.

### Sullivan Arc

Sullivan Arc is a private nonprofit human services organization that provides support and services for people with developmental disabilities and serious emotional disabilities. The agency is located in Monticello. Sullivan Arc provides transportation for clients. Transportation for clients is provided by Sullivan Arc's fleet and through a contract with Rolling V. Rolling V is the contract operator for some of Sullivan Arc's transportation services. Rolling V provides transportation for clients from other programs in the county to and from Sullivan Arc's day programs using their own buses. Rolling V is contracted to do trips in the morning to bring clients to the day program and then take them back in the evening to their residential program. As Sullivan Arc offers many different programs to clients, the available transportation services vary by program. Transportation for some program clients is provided 7 days a week while others may be 5 days a week or on an as needed basis. The hours of

operation also vary by program and can run as long as from 7:30 a.m. to after 8:00 p.m. Peak hours for transportation services are between 7:30 a.m. and 5:00 p.m. On an average day, 100 vehicles are employed to provide transportation services to clients. These vehicles are signed out by Sullivan Arc staff members or a Direct Support Professional (DSP) assigned to the houses or to the program. There are some vehicles assigned to each of the 21 houses and five day programs and some vehicles are used for maintenance. The agency itself employs 1 full-time driver and 1 part-time driver. These drivers are employed to take the products to and from Sullivan Industries or from the warehouse to the customer. Approximately 15-20 percent of the total trips are done by Rolling V and the remainder are done by Sullivan Arc themselves.

Sullivan Arc spends approximately \$3,250,933 per year on transportation provision. This figure includes \$2,138,936 for the contract with Rolling V, \$638,668 for fuel, \$258,046 for insurance and \$215,283 for vehicle maintenance. Approximately 1/3 of the cost (\$1,000,104) is covered by Medicaid funds. Some clients in supported employment pay fees for transportation based on their earnings. Funding for transportation is provided through Medicaid funding. The agencies transportation funding is limited to people with disabilities only.

### Sullivan County Mental Health Association, Inc. dba Friends and Advocates for Mental Health

The Friends and Advocates for Mental Health is a private, nonprofit human services agency located in Monticello that provides counseling and mental health services. The agency provides transportation services specifically for its clients to and from advocacy activities, and some social and recreational activities that are organized by the agency. Transportation is typically provided one or two days per week as needed. The agency owns one 14-person van and employs a part-time driver. Clients are not charged a fee for transportation services. Funding sources for transportation were not identified by the agency.

### Wellness Home Care

Wellness Home Care is a private, for-profit home care agency, employing aides and nurses to provide medical care and assistance in a client's home. Home

care aides use their own vehicles to transport clients to medical appointments or to run errands. Transportation services provided by the agency are restricted to private-pay clients. Medicaid clients are not eligible.

## **Private Transportation Services**

### **ShortLine Bus**

ShortLine, a subsidiary of Coach USA, provides fixed-route bus service for the general public within Sullivan County and between Sullivan County and other parts of New York State. The company provides service to major destinations and many towns within the county. Trips on ShortLine between northern and southern parts of the county generally require a transfer to complete the journey.

Several government and nonprofit agencies purchase ShortLine bus tickets for clients as needed including Sullivan County Department of Family Services, the Center for Workforce Development, a government workforce agency, and Catholic Charities Community Services, a nonprofit human services agency.

### **Monticello – Liberty Service**

Sullivan County/Catskill Service operates between the Monticello Bus Terminal and Liberty Village Bus Stop via Fallsburg and Loch Sheldrake. Some of the destinations served include:

- Monticello Bus Terminal
- Walmart, Monticello
- Shop-Rite, Monticello
- Kiamesha
- South Fallsburg/Fallsburg
- Mountandale
- Woodridge
- Woodbourne
- Woodbourne Correctional Facility
- Loch Sheldrake
- Sullivan County Community College
- Sullivan County Human Services Complex
- Shop-Rite, Liberty
- Liberty Village Bus Stop

There are seven daily trips from Monticello to Liberty and five daily trips from Liberty to Monticello along this route. Select trips do not make stops at

Mountindale, Woodridge, Woodbourne Correctional Facility, and the Sullivan County Human Services Complex. Service details for ShortLine Monticello – Liberty Service operating via Fallsburg and Loch Sheldrake can be found in Table III-5.

<b>Table III-5 ShortLine Service Details, Monticello – Liberty Service via Fallsburg</b>		
<b>ShortLine Bus Service</b>	<b>Monticello-Liberty via Fallsburg</b>	<b>Liberty-Monticello via Fallsburg</b>
Service Span	8:05 AM – 1:30 AM	6:27 AM – 5:45 PM
Service Frequency (Approximate in minutes)	120 (between 8:05 AM and 7:35 PM)/ 1 late night trip	150
Average Trip Time (in minutes)	62	75
<i>Source: ShortLine public schedules.</i>		

ShortLine also operates between Monticello and Liberty via Harris. Destinations along the route include:

- Monticello Bus Terminal
- Monticello Casino and Raceway
- Sullivan Diagnostic Treatment Center
- Catskill Regional Medical Center (CRMC)
- Harris
- Ferndale
- Liberty Village Bus Stop

Eight trips operate from Monticello to Liberty and ten trips operate from Liberty to Monticello. Select trips make local stops between Monticello, Liberty, and Binghamton, New York, providing service to Parksville, Livingston Manor, and Roscoe in northern Sullivan County. One trip in each direction operates between Monticello and CRMC only. Select trips operate express only between Liberty and Monticello. The last two daily trips between Monticello and Liberty/Roscoe originate from the Monticello Casino and Raceway and do not make a stop at the Monticello Bus Terminal. See Table III-6 for service details for ShortLine Monticello – Liberty Service operating via Harris.

<b>Table III-6 ShortLine Service Details, Monticello – Liberty Service via Harris</b>		
<b>ShortLine Bus Service</b>	<b>Monticello-Liberty via Harris</b>	<b>Liberty-Monticello via Harris</b>
Service Span	7:35 AM – 1:30 AM	7:20 AM – 9:55 PM
Service Frequency (Approximate in minutes)	150	105
Average Trip Time (in minutes)	26/52 Monticello to Roscoe	25/60 Roscoe to Monticello
<i>Source: ShortLine public schedules.</i>		

### Monticello – Wurtsboro Service

ShortLine provides service in southern Sullivan County, operating between Monticello and Wurtsboro/Bloomington. There are two daily trips that make local stops from Bloomington and Wurtsboro to Monticello. There are seven daily trips running from Monticello to Wurtsboro, with two trips making local stops, four trips operating express between Monticello and Wurtsboro Park & Ride and continuing to the PABT, and one trip operating express between Monticello and Wurtsboro Hills and then making local stops in Sullivan County. Local service makes stops at:

- Apollo Mall - East Broadway, Monticello
- Rock Hill
- Masten Lake
- Wurtsboro Hills
- Wurtsboro
- Highview
- Bloomington

See Table III-7 for service details for ShortLine service between Monticello and Wurtsboro/Bloomington.

<b>Table III-7 ShortLine Service Details, Monticello – Wurtsboro Service</b>		
<b>ShortLine Bus Service</b>	<b>Monticello – Wurtsboro</b>	<b>Wurtsboro – Monticello</b>
Service Span	5:00 AM – 6:22 PM	12:52 PM – 6:04 PM
Service Frequency (Approximate in minutes)	135	2 trips
Average Trip Time (in minutes)	16/25 Monticello to Bloomington	22/29 Bloomington to Monticello
<i>Source: ShortLine public schedules.</i>		



## Phillipsport – Wurtsboro

ShortLine operates service in other areas in southern Sullivan County. There are three daily trips between Kerhonkson, New York and the PABT in both directions of service which make stops in Phillipsport, Summitville, Wurtsboro, and Bloomingburg in Sullivan County.

## Seasonal Service

Seasonal summer service is also provided between New York City, Monticello, and Villa Roma. There are five daily trips between the Port Authority Bus Terminal (PABT) in New York City and Villa Roma which serve:

- Monticello Bus Terminal
- Monticello Casino and Raceway
- Mongaup Valley
- White Lake
- Bethel Woods
- Fosterdale
- Villa Roma

Service between the PABT and Villa Roma does not operate on Sunday and Monday.

## Other ShortLine Services

Besides New York City and Binghamton, ShortLine bus service also connects Sullivan County and Middletown, Albany, and Ithaca in New York with connections available to locations in neighboring Pennsylvania.

## School Bus Operators

### Rolling V

Rolling V is a major school bus operator in Sullivan County. The company provides school bus, motorcoach, and private car transportation. Rolling V also provides Medicaid trips for qualified individuals in Sullivan County. Rolling V is the contract operator of transportation services provided by county and nonprofit agencies including Sullivan County Wheels to Work, Sullivan County Public Health Services for their Early Intervention and Preschool Special Education Programs, Sullivan County Department of Family Services, and Sullivan Arc.

Rolling V offers transportation service 24 hours a day, seven days a week. There are 225 vehicles in the Rolling V fleet. Additionally, a van is provided by Sullivan County for Rolling V to operate. All vehicles are in use on an average day during peak periods, from 6:00 to 10:00 a.m. and from 1:00 to 5:00 p.m. Rolling V employs 225 full-time drivers and 150 part-time drivers. There are also an additional ten seasonal full-time drivers employed with the company.

### First Student

First Student is also a provider of school bus transportation in Sullivan County. The company has two locations in Sullivan County, one in Youngsville serving western portions of the county and the Sullivan West Central School District.

The Youngsville location of First Student provides school bus services Monday through Friday between the hours of 5:30 a.m. and 5:30 p.m. The location has 38 buses which are operated by 34 part-time drivers during the school year. Hours of service and operator numbers are reduced during the summer months. The Youngsville location of First Student does not provide Medicaid trips, however, if contracted, the company would provide the service.

In addition to school bus transportation, the company also charters buses for special events and provides contract services for Sullivan County government agencies including Sullivan County Public Health Services for their Preschool Special Education Program.

### **Taxicab Services in Sullivan County**

Taxi services are another transportation option for people living and working in Sullivan County. Many of the agencies and organizations previously described purchase transportation from taxi companies. The following taxi services are available.

### Sureway Taxi

Sureway Taxi is based in Monticello. They are open 24 hours a day, seven days a week. The company operates a fleet of 20 vehicles. In addition to providing rides to the general public, Sureway Taxi also is a Medicaid transportation service provider and provides about 15,600 Medicaid trips per year. Fares are based on mileage.

### Yellow Cab

Yellow Cab is based in Monticello and operates a fleet of six to eight vehicles. During the summer months, with the greater presence of tourists and seasonal residents, the company expands its fleet to 26 vehicles. Service is provided 24 hours a day, seven days a week. The company is also a Medicaid transportation provider. Fares are typically mileage based or customers may be charged a fixed rate by contract.

### Busy Bee Taxi

Busy Bee Taxi is a new company that began operation at the end of 2013 and is based out of Wurtsboro. The company commonly provides service within Sullivan County and to areas outside the county including Middletown in Orange County and Ellenville in Ulster County.

### Other Taxi Services

Callicoon Cab and Roscoe-Rockland Car Service, Inc. also provide taxicab services in Sullivan County.

### **Medicaid/Medical Transportation Service Providers**

Several companies provide transportation services exclusively for those on Medicaid or for those who require special medical transport. These companies are listed below. They include taxi companies and Rolling V, the school bus company previously described. More detailed information was requested regarding the number of Medicaid trips and the annual expenditure, but the Department of Health declined to provide this information.

### Americare Transportation

Americare Transportation only provides medical trips. The company has 12 vehicles that operate about 32,760 Medicaid trips per year.

### Unity Ambulette

Unity Ambulette provides only medical trips and has a fleet of 19 vehicles.

## Other Medicaid Providers

Other providers of medical and Medicaid transportation in Sullivan County include Medcar/Medicar/RX Transportation, A Reliable Transport, CabQuest, Mobile Life Support Services, Rolling V, Sullivan Para/Mobile Medic, Sureway Taxi, and Yellow Cab.

## **SUMMARY**

The inventory currently includes 37 identified transportation providers—22 general public transit and human service agencies, 15 private providers that include taxicab services, and medical/Medicaid contractors that provide transportation services. About \$6.3 million was reported being spent on transportation services in Sullivan County. Table III-8 provides a summary of eligibility for using the agency's transportation services, ridership, transportation expenditure, and the number of vehicles available by that agency. (Please note that ridership and transportation costs for the Sullivan County Office for the Aging and Sullivan County Veteran Services Agency are included in the totals for Sullivan County Transportation. The ridership and costs listed for each is not double counted in the totals.) The main goal of this chapter is to present the available resources in Sullivan County.

There were an estimated 64,200 trips reported using the transportation options provided by Sullivan County agencies and human service agencies. About \$6.3 million was reported being spent on transportation services in Sullivan County. These numbers do not represent a complete estimate of transportation utilization and expenditure since several agencies and organizations failed to provide information on ridership and transportation costs. Medicaid provides a significant amount of transportation in Sullivan County, but the Department of Health is unwilling to share the amount expended in Sullivan County. A total of 210 vehicles are available from county and human services agencies. That number increases to 435 if Rolling V is included. The number of vehicles does not include First Student School Bus Company, intercity services, and taxi services.

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**Table III-8  
Transportation Providers in Sullivan County**

Service Type	Transportation Provider	Contract, Provide Service or Supply Cash/Vouchers to Participants	Rider Eligibility	General Public	Older Adults	Persons with Disabilities	Low-Income Persons	Specialized/Human Service Clients	Annual Ridership	Spent on Transportation	Number of Vehicles	Funding Sources
General Public Transit Services, County Contract Operator	Sullivan County Transportation	Provide Service	General public, elderly, veterans	X	X	X	X	X	11,208	\$719,766	15	NY State and County
Human Services	Achieve Rehab and Nursing Facility	Contract Service/Shared Rides for Volunteers	Residents and volunteers					X	Not provided	Not provided	0	Clients/Agency
	Boys and Girls Club of Sullivan County	Contract and Purchase Service	Program clients				X	X	Not provided	\$25,000	1	NY State
	CACHE, Inc.	Purchase service	Program clients					X	N/A	N/A	1	Agency
	Catholic Charities Community Services	Purchase service	Program clients or general public	X	X	X	X		N/A	\$300	0	Fundraising/Donations
	Center for Discovery	Did not respond to survey										
	Center for Workforce Development	Purchase service	Agency clients					X	N/A	\$300,000	0	Agency
	Crystal Run Village, Inc. <sup>(1)</sup>	Transportation is provided by Sullivan Arc.	Program clients			X		X	Not provided	Not provided	0	Medicaid
	Delaware Valley Job Corps	Provide service	Program clients/students					X	36,400	\$208,000	14	Federal
	Hudson Valley Community Services (fmr. Sullivan ARCS)	Did not respond to survey										
	New Hope Community, Inc.	Provide service	Program clients			X		X	N/A	N/A	50	N/A
	Recovery Center	Provide service	Program clients					X	2,600	\$99,145	3	NY State
	Rehabilitation Support Services	Provide service	Program clients					X	Not provided	Not provided	25	Agency
	Sullivan County BOCES	Did not respond to survey										
	Sullivan County Department of Community Services	Provide and Purchase service	Agency clients					X	Not provided	-	0	Agency
	Sullivan County Department of Family Services <sup>(2)</sup>	Provide, Contract and Purchase service	Agency clients					X	2,756	\$300,000	0	Not provided
	Sullivan County Office for the Aging <sup>(4)</sup>	Contract service	Agency clients, elderly over 60 years of age		X	X			7,290	\$159,146	0	Federal
	Sullivan County Public Health Services - Preschool Special Education Program	Contract service	Developmentally disabled/ delayed children			X		X	Not provided	\$1,089,470	0	NY State
	Sullivan County Veteran Services Agency <sup>(4)</sup>	Contract service	Veterans and dependents					X	3,918	\$135,575	0	County
	Sullivan Arc	Contract and Provide service	Program clients			X		X	Not provided	\$3,250,933	100	Medicaid/Clients
	Sullivan County Mental Health Association dba. Friends and Advocates for Mental Health	Provide service	Program clients					X	Not provided	Not provided	1	Agency
Wellness Home Care	Provide service	Private pay clients only		X	X	X	X	N/A	N/A	Employees private vehicles only		Clients
Private Providers	Rolling V	Provide service	School children, Medicaid trips, private car/motorcoach operations					X	Not provided	Not provided		
	First Student	Provide service	School children					X	Not provided	Not provided		
Intercity Services	ShortLine Bus/Coach USA	Provide service	General public	X	X	X	X		Not provided	Not provided		
Taxicab Services	Busy Bee Taxi	Provide service	General public	X								
	Callicoon Cab	Provide service	General public	X								
	Sureway Taxi	Provide service	General public	X								
	Roscoe-Rockland Car Service, Inc.	Provide service	General public	X								
	Yellow Cab	Provide service	General public	X								
Medical/ Medicaid Services	Americare Transportation	Provide service	Medicaid									
	Unity Ambulette	Provide service	Medicaid									
	Med Car/Medicar/ RX Transportation	Provide service	Medicaid									
	A Reliable Transport	Provide service	Medicaid									
	CabQuest	Provide service	Medicaid									
	Mobile Life Support Services	Provide service	Medicaid									
	Sullivan Para/Mobile Medic	Provide service	Medicaid									
<b>TOTAL</b>								<b>64,172</b>	<b>\$6,287,335</b>	<b>210</b>		

Notes:

N/A responses for cost and ridership mean that the data were either not available for reporting or that the number was not provided but would be relatively minimal given statements by the organization or agency on survey forms.

1. Crystal Run Village, Inc. transportation service is provided by Sullivan Arc as part of their general rates. There is no formal contract for transportation service.

2. Data for Lander's River Trips is unknown. A survey was not provided to them but they were identified as a transportation survey provider.

3. The \$300,000 cost figure for the Department of Family Services represents the maximum contract cost to Rolling V for transportation services and not the total cost of transportation service provided by the agency. Complete cost information was not provided.

4. Ridership and cost figures for the Office for the Aging and Veteran Services Agency are included in the totals for Sullivan County Transit. The ridership and costs listed for each is not double-counted in the totals.

Source: LSC Transportation Provider Survey, 2014.

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## Community Input

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### INTRODUCTION

An integral part of any planning process is the public participation effort. During the course of this plan, several methods used for involving the community are being undertaken—Community Transportation Survey, Key Stakeholder Interviews, Employer Focus Group, Disability Focus Group, Senior Focus Group, and public meetings. Details about each of these methods used to gather community input are presented in this chapter.

### COMMUNITY TRANSPORTATION SURVEY

This section of the chapter presents the analysis of data collected through a survey of Sullivan County residents. This survey was distributed through large employers, government agencies and transportation service providers, and was distributed to their clients, staff, and contacts. The survey was available electronically online via a link from the County’s website at [www.co.sullivan.ny.us](http://www.co.sullivan.ny.us) and from LSC Transportation Consultants, Inc. website at [www.lsccts.com](http://www.lsccts.com). The questionnaire was provided in English and in Spanish and is included in Appendix B. A total of 1,423 usable responses were received in various formats, although not all questions have this number of responses as not everyone answered every question. Information is provided about demographics, travel characteristics and potential use, transportation needs, and services that people would like to see added in Sullivan County. Responses from the usable questionnaires were entered into a database and an analysis was performed in a spreadsheet program. The responses are summarized in the following sections.

This survey was not based on a representative sample of the area population. In general, the respondents are older and poorer than the population as a whole. This is likely a result of how the survey was distributed and promoted through human service organizations and large employers participating in the various

committees and outreach channels supporting this study. These groups were targeted based on a presumption that lower-income individuals, senior citizens, and people with disabilities are among the sectors of the population with the most challenges with regard to transportation, especially in a largely rural, low-density area like Sullivan County. The intent of the questionnaire was to obtain input from as many people as possible, especially those likely to have the greatest need for transportation. Many people will not participate in community meetings, but will provide information in response to a questionnaire. This is validated by comparing the number of responses with the very low participation that was experienced at the public meeting which was held. The results should be interpreted as information about those who completed the questionnaire and should not be considered as representative of all residents of the Sullivan County area.

The US Census Bureau's American Community Survey (ACS) provides demographic information about Sullivan County residents that can be used for comparison with this community transportation survey data to determine the differences between respondents and the total population.

## **Community Survey Findings**

### **Demographic Characteristics**

There were a number of questions asked to determine demographic characteristics of Sullivan County. This includes demographic characteristics such as age, number of people in a household, annual household income, driver's license availability, working vehicles, and how many of the vehicles in a household are insured.

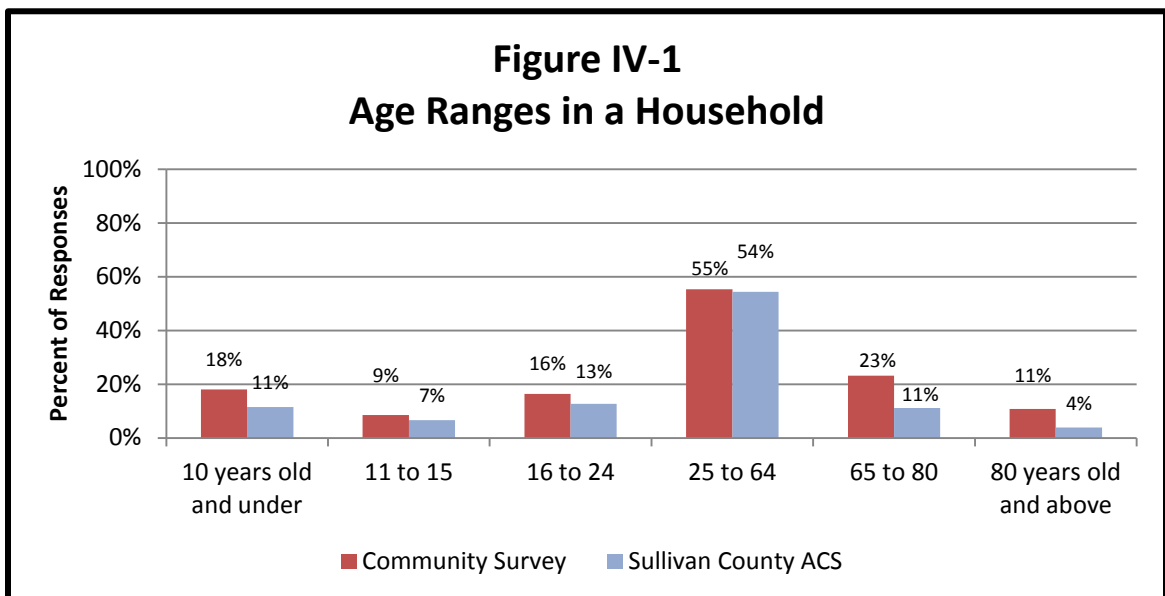
#### **Age**

Respondents were asked to report their age as part of the survey. The average age of survey respondents was 54. Survey respondents ranged in age from 13 years to 99 years. The most common age of the respondents was 65 years.

#### **Number of People in a Household**

Respondents were asked how many people including themselves are in their household and were asked their ages by selecting from various age ranges. On

average, there are three people per household. In total, there are 3,534 people in respondents' households. Figure IV-1 presents the age ranges in respondents' households in the form of bar charts. As presented in Figure IV-1, the largest percent of survey responses (55 percent) had household members that belonged to the 25-64 years age range, followed by 23 percent of survey responses that had household members that belonged to the 65-80 years age range. A comparison was made to the US Census Bureau's 2012 ACS data. Note that the age groups of the population in the 2012 ACS show slight variation with the community transportation survey data in the way they are grouped. The 2012 ACS had ages 10-14 years available which were compared to the ages 11-15 years in the community transportation survey. The 2012 ACS had ages 15-24 years available which were compared to ages 16-24 years in the community transportation survey. Figure IV-1 shows the age groups in respondents' households and how they compare to the actual population. Figure IV-1 indicates that most of the survey respondents belonged to the 25-64 years age group, similar to the Sullivan County's general population which also belongs to the 25-64 years age group. Figure IV-1 also shows that 34 percent of survey respondents were in the 65 years and older age group while only 15 percent of the total population is in that same age group. This indicates that seniors are over represented in the survey responses and may reflect a greater interest in transportation and greater needs from this population group.



## Annual Household Income

The annual household income of respondents is shown in Table IV-1. The largest proportion of respondents (21 percent) indicated an annual household income between \$15,000 and \$34,999. This is followed by respondents who indicated an annual household income between \$7,500 and \$14,999 (17 percent). Another 17 percent of respondents chose not to report their annual household income. Overall, the survey respondents make up a wide spectrum of earnings, ranging from less than \$7,500 annually to more than \$75,000 annually. A comparison was made to the US Census Bureau's 2012 ACS data. The annual household income grouping in the 2012 ACS shows slight variation with the community transportation survey data. The 2012 ACS used a household income group of less than \$10,000 per year which was compared to the household income group of less than \$7,500 per year in the community transportation survey. Table IV-1 shows the annual household income groups in respondents' households and how they compare to the actual population. Table IV-1 indicates that 32 percent of the survey respondents had an annual household income range between less than \$7,500 and \$14,999 compared to 14 percent of Sullivan County residents (ACS data). The data also shows that 11 percent of survey respondents had an annual household income of more than \$75,000 per year compared to 29 percent of Sullivan County residents for that same household income range. This indicates that the survey over represents the low income population and under represents the higher income population in Sullivan County.

Table IV-1 Annual Household Income				
Income Range	# of survey respondents	% of survey respondents	# of Sullivan County residents (ACS data)	% of residents
Less than \$7,500 per year	201	14%	2,259 *	8%
\$7,500-\$14,999 per year	249	17%	1,776 *	6%
\$15,000-\$34,999 per year	303	21%	6,976	24%
\$35,000-\$49,999 per year	142	10%	4,339	15%
\$50,000-\$74,999 per year	127	9%	5,646	19%
\$75,000 or more per year	160	11%	8,668	29%
No Response	241	17%		0%
	1,423		29,664	
<i>Note*= The income ranges available from the 2012 ACS data were different from the income ranges presented in the survey. For example: information available from the ACS data was less than \$10,000 per year compared to the survey which presented information of less than \$7,500 per year.</i>				
<i>Source: LSC Community Transportation Survey, 2014.</i>				

### Vehicle Availability and Licensed Drivers

Lack of a private vehicle influences people to use public transportation. This comparison provides an indication of the number of potential choice riders compared to those who are transit-dependent. Potential choice riders refer to those respondents that live in households with an operating vehicle and a driver's license, and who may choose to use transit.

Licensed drivers made up the majority of respondents, with 69 percent having a license to operate a car. Approximately 27 percent of respondents did not have a valid driver's license. Figure IV-2 shows the proportion of respondents who are licensed drivers.

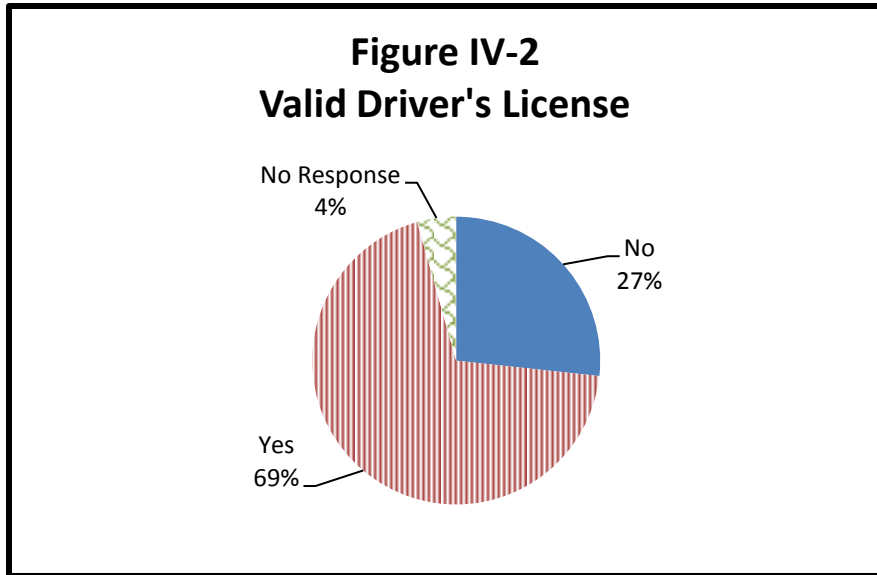


Figure IV-3 shows the proportion of people in a household that have a valid driver's license including the respondent. The largest proportion of respondents (38 percent) indicated that there was one person in their household with a valid driver's license. This was followed by 32 percent of respondents who indicated that they had two people in their household with a valid driver's license. One respondent had 25 people in their household probably indicating that they lived in a group facility. There are approximately 20 percent (255 people) that do not have a valid driver's license and may possibly use a public transportation service. On average, there is a total of one person per household that has a valid driver's license.

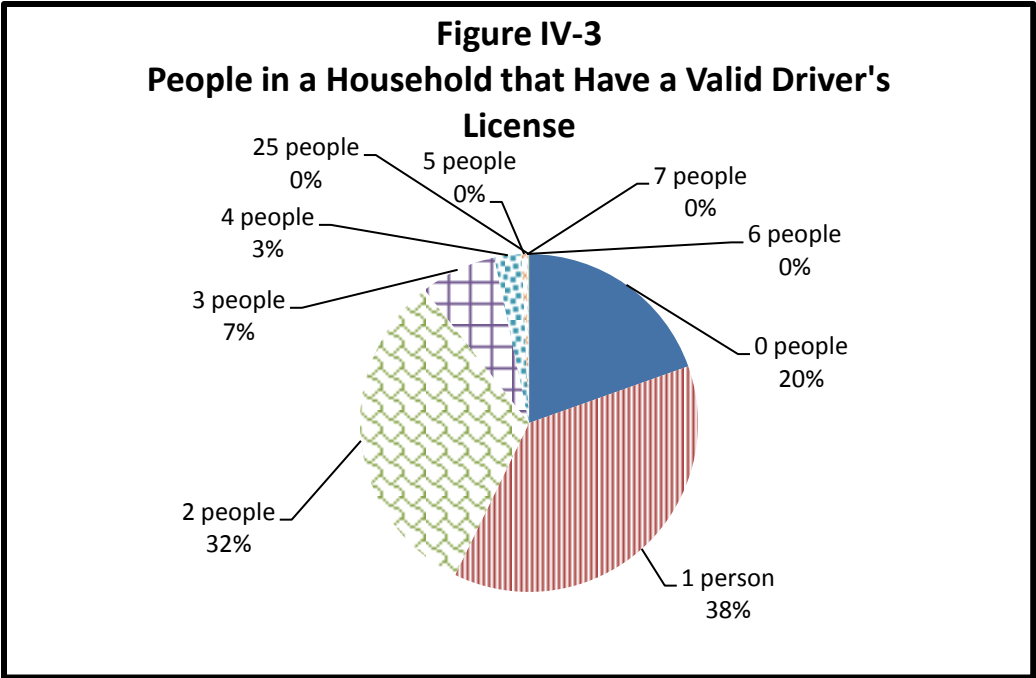
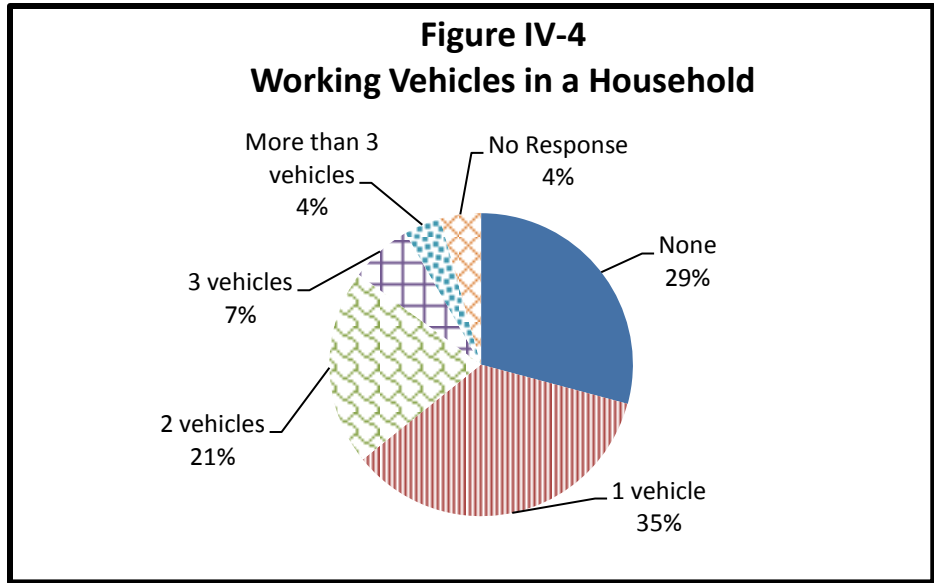


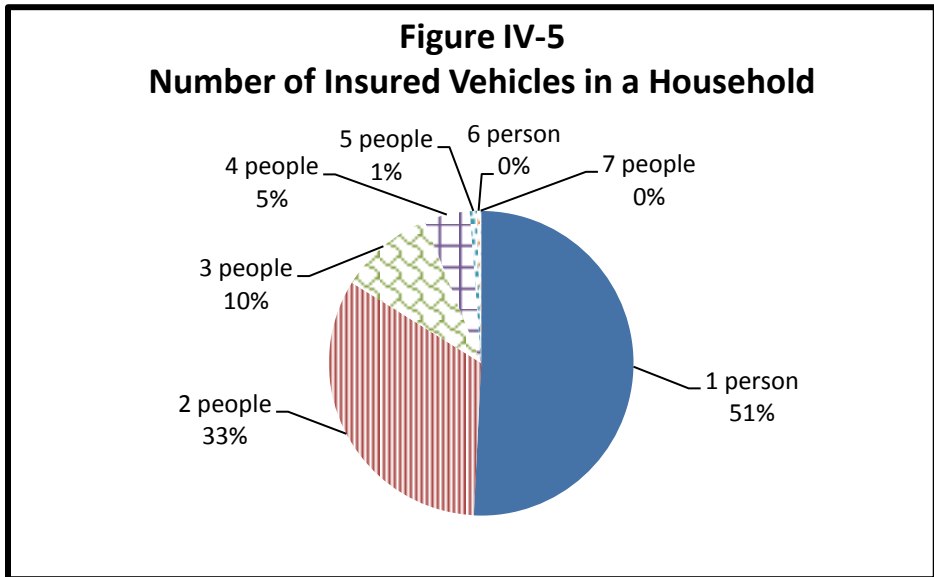
Figure IV-4 shows the proportion of working vehicles available to a household from this recent community survey. Approximately 35 percent of respondents live in single-vehicle households. Most important to note is that 29 percent of households (415 responses) have no working vehicles available and would potentially use public transportation for their transportation needs. Another 21 percent of respondents have two operating vehicles in a household. Comparison with the 2012 ACS data for Sullivan County shows that there were similarities between the percent of working vehicles in a household. The only differences observed were that there was a higher percentage of zero-vehicle households (19 percent higher) and there was a lower percentage of multiple-vehicle households (21 percent lower) observed in the survey reflecting the higher transportation needs of those responding to the survey questionnaire.





Insured

Respondents were asked how many vehicles in their household are insured. Figure IV-5 presents the number of insured vehicles in a household. On average there is one vehicle per household that is insured. The average is similar to the number of people in a household with a valid driver's license.



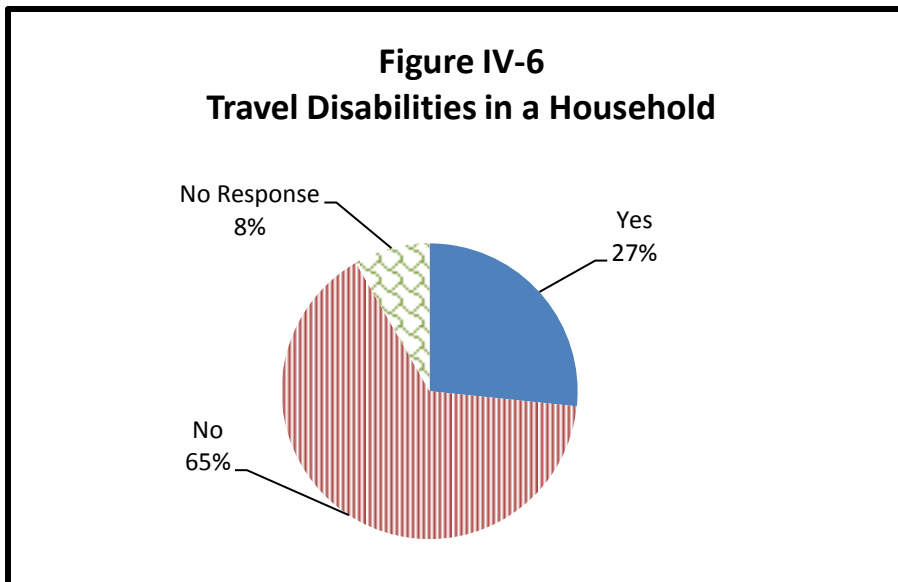
## Residence Location

Respondents were asked to indicate the Town, Village, or Hamlet that they live. There were 1,374 respondents who answered this question. The largest percent of respondents (18 percent) indicated that they live in the Monticello area. Another ten percent of respondents reside in the Liberty area. Approximately six percent of respondents indicated that they reside in Livingston Manor—a community located northwest of Monticello.

Respondents were also asked to indicate their zip code. There were 1,371 respondents who answered this question. The largest percent of respondents (26 percent) indicated that they live in 12701 which is in the Monticello area, followed by 12 percent of respondents that indicated that they live in 12754 which is in the Liberty area. This is probably because more respondents live in the "greater area" of Monticello or Liberty but may associate with other smaller communities.

## Travel Disabilities

Respondents were asked if they or a family member had a disability, health concern, or other issues that made transportation difficult. Figure IV-6 presents the results of that question. Approximately 27 percent of respondents reported that they or a family member has a disability or a health concern which limits their ability to travel. Use of wheelchairs, walker or canes was reported as their mobility aid. Respondents also reported health concerns such as muscular degeneration, arthritis, mental health, legally blind, and other health issues were reported by respondents to specify the types of issues that make transportation difficult.

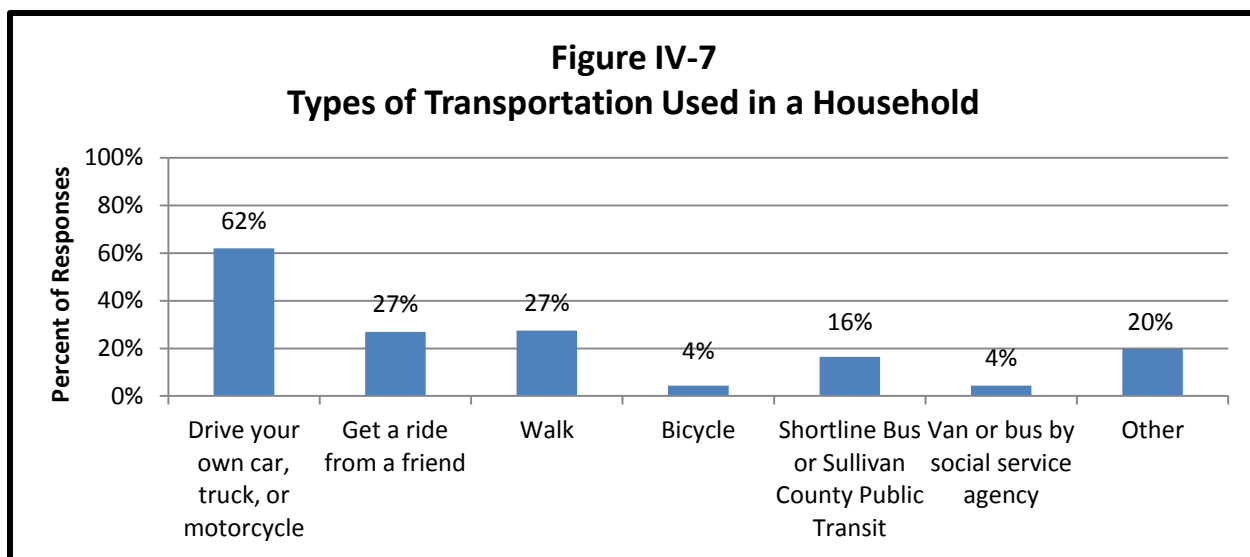


### **Travel Characteristics and Potential Use**

This section of the chapter examines respondents’ current travel characteristics and if they would use public transportation if it is available.

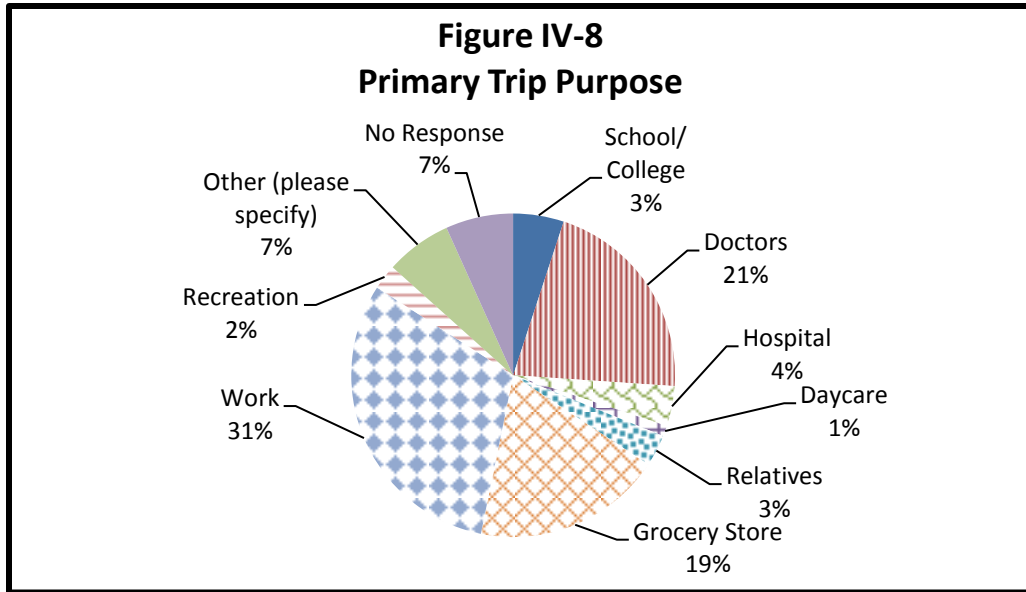
#### Types of Transportation Used

Respondents were asked how they and others in their household get around—drive their own car, truck, or motorcycle, get a ride from a friend, walking, using a bicycle, ShortLine Bus/Sullivan County Transit, van or a bus provided by a service agency, or other types of transportation. Respondents were allowed to select multiple responses to explain the types of transportation currently used by their household. The types of transportation used are shown in Figure IV-7. Approximately 62 percent of responses reported that they drive their own car, truck or motorcycle. Approximately 27 percent of respondents use walking as a means of transportation, and another 27 percent indicated they get a ride from a friend. Approximately 20 percent reported using other types of transportation. Looking at the comments on specific means of transportation used, the majority of the respondents who indicated other types of transportation used a taxi. Sixteen percent of respondents indicated using ShortLine Bus or Sullivan County Public Transit. Only four percent reported using a van or bus by social service agency and another four percent reported using a bicycle.



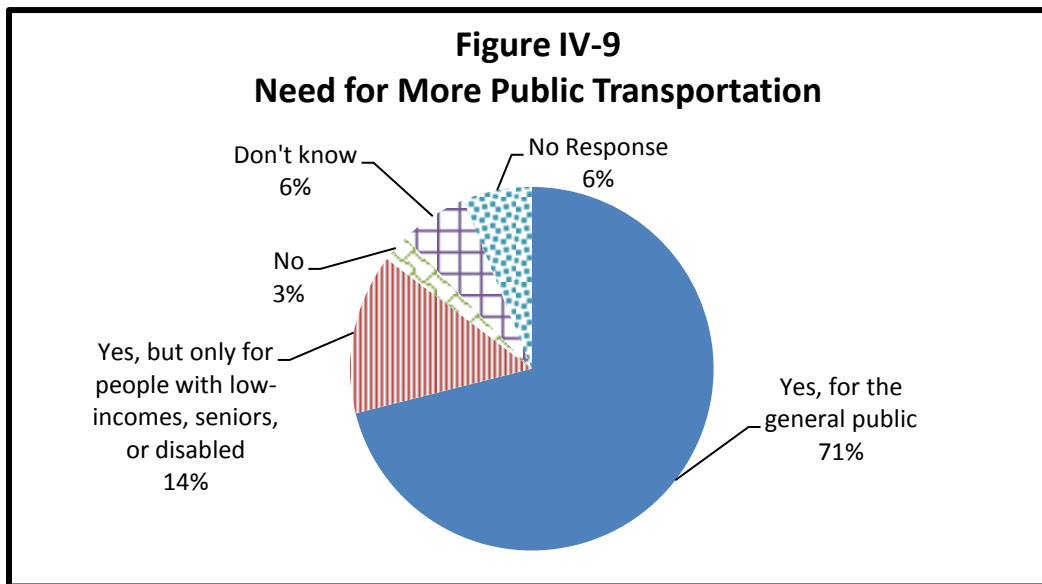
### Primary Trip Purpose

Respondents were asked to indicate where they needed to travel the most. Respondents were also given an opportunity to specify the location of the trip destination. Primary trip purposes are shown in Figure IV-8. The primary trip purpose (31 percent) was to and from work. The second most common purpose (21 percent) was for doctor appointments. This was followed by 19 percent of respondents who indicated that their primary trip purpose was to the grocery store. The largest number of responses that specified their location for work were located in Monticello, Liberty, Government Center, and various human service agencies such as Sullivan Arc, Achieve, Department of Family Services, and Center for Discovery. The largest number of responses that specified their location for hospitals was the Catskill Regional Medical Center followed by Crystal Run Healthcare. The largest number of responses that specified their location for doctor appointments were located in Monticello, Rock Hill, Crystal Run, Liberty, and Middletown. The largest number of responses that specified their location for grocery shopping were located in Monticello and Liberty, with ShopRite and Walmart as specified locations for grocery shopping.



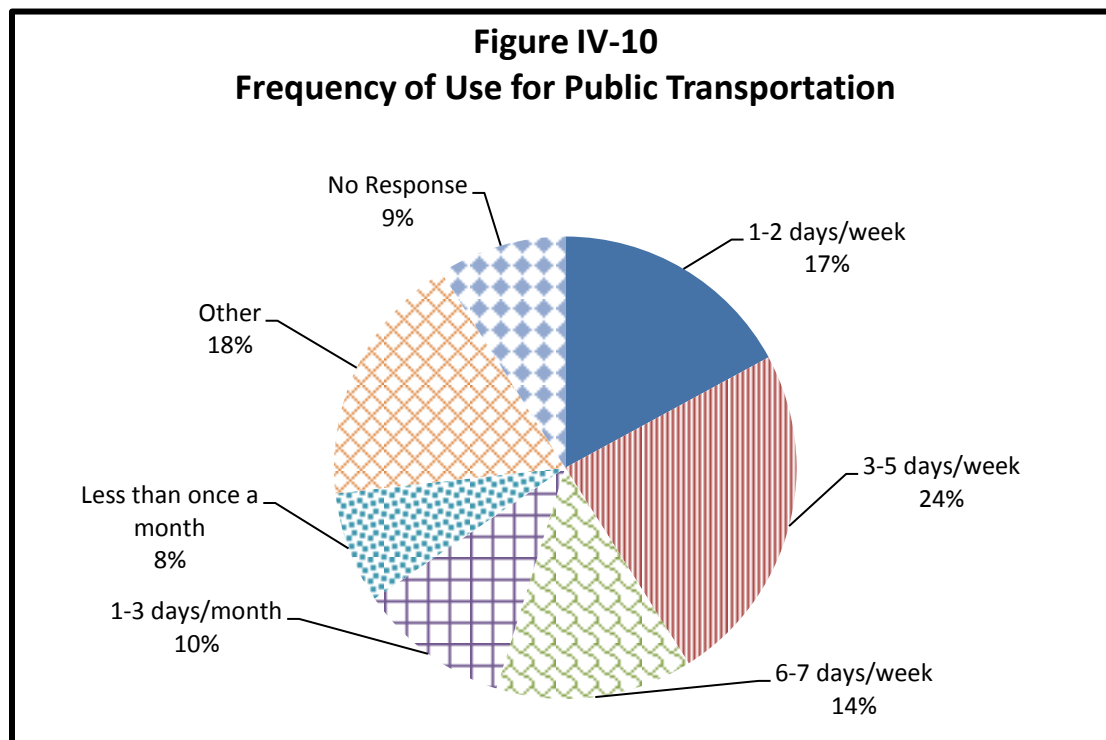
**Need for More Public Transportation**

Respondents were asked if they thought there is a need for more public transportation in Sullivan County. As shown in Figure IV-9, the majority of respondents (71 percent) reported that they thought there is a need for more general public transportation. Approximately 14 percent of the respondents think there is a need for more public transportation that serves only the poor, the elderly, and people with disabilities.



## Frequency of Use

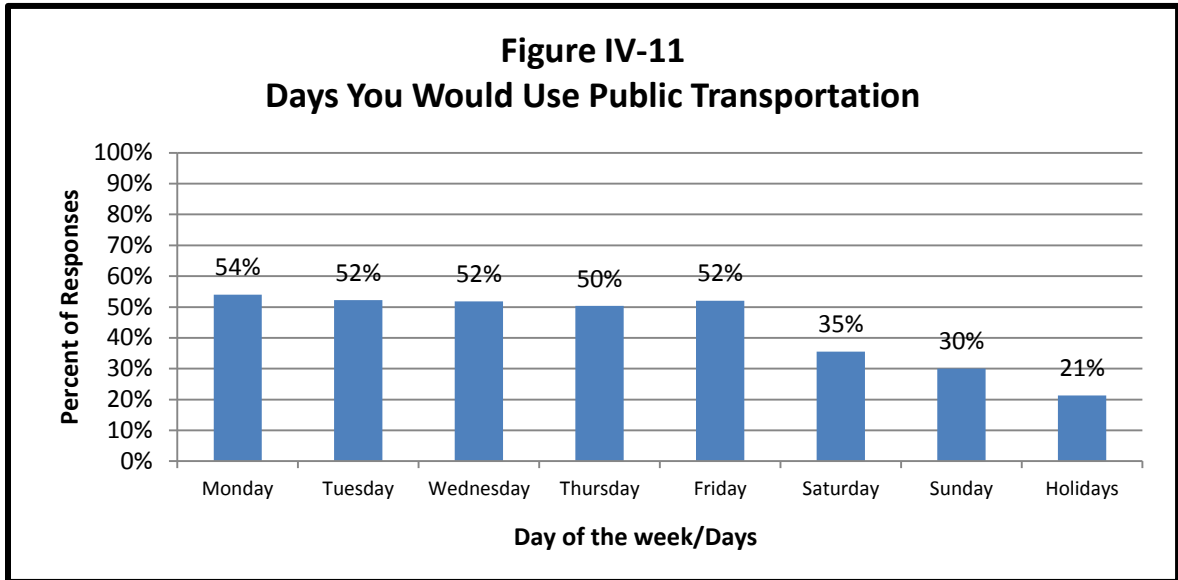
Respondents were asked to report how often they or a family member would use public transportation such as a bus or van. Figure IV-10 presents the information. Approximately 38 percent of respondents indicated that they would be a frequent rider using such a service more than three days a week. Approximately 17 percent of respondents indicated that they would use such a service one to two days a week. The average response for this question was that users would ride such a service two days per week.



## Days You Would Use Public Transportation

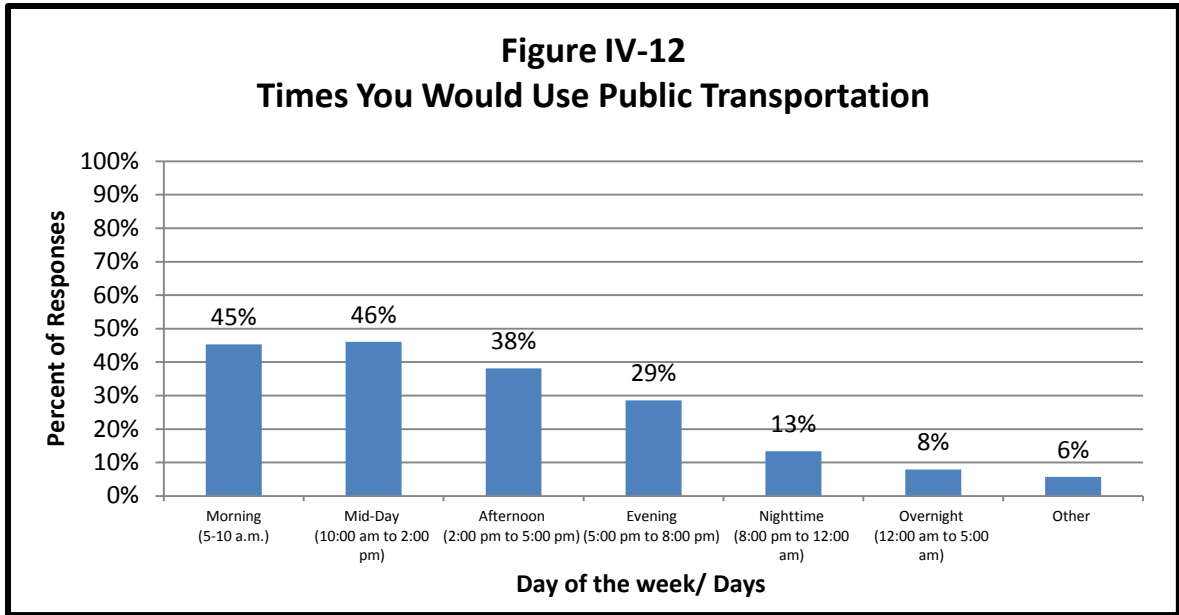
Respondents were asked to specify the days they would use public transportation. Respondents were given a chance to select multiple responses. Figure IV-11 presents the responses on the days that people would use such a service. As illustrated, the responses were fairly evenly split among the various days of the week listed, with approximately 52 to 54 percent of responses reporting that they would use a service Monday through Friday. The proportion of responses on Saturday was lower at 35 percent. The proportion of responses on Sunday was still lower at 30 percent and still lower on holidays at 21 percent. The

results thus indicate that the days of operation should be Monday through Friday, with the demand for such a service lower on Saturday and still lower on Sundays and holidays.



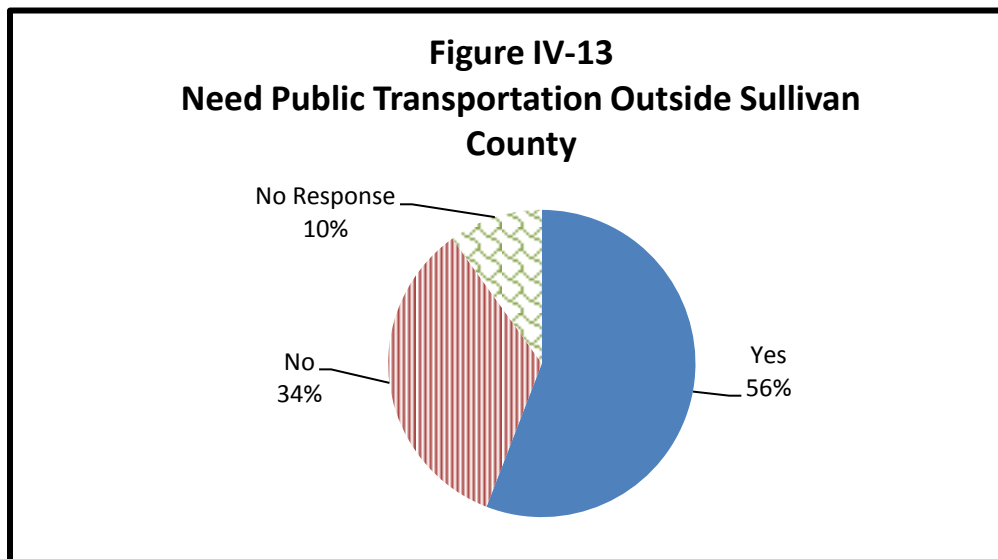
### Times You Would Use Public Transportation

Respondents were given the chance to report the times they would use public transportation. Respondents were allowed to select multiple responses. If the options given in the survey—which ranged from 5:00 a.m. to 5:00 p.m.—did not meet the hours of transportation that they preferred, they were also allowed to specify other hours of transportation. The results of this information are shown in Figure IV-12. As seen in the figure, the largest responses were seen during the midday hours from 10:00 a.m. to 2:00 p.m. (46 percent), closely followed by the morning hours from 5:00 a.m. to 10:00 a.m. (45 percent). As illustrated in Figure IV-12, the demand for transit drops as the day progresses. The level of demand tapers after 8:00 p.m. Approximately six percent of responses indicated “Other” hours of transportation. Most of these responses on the “other” responses were from those that indicated that they would need the service as needed depending on the emergency, doctor’s appointment, or the activity involved.



Need for Public Transportation Outside Sullivan County

Respondents were asked if they thought there is a need for a transit system outside Sullivan County. As shown in Figure IV-13, the majority of respondents (56 percent) reported that they needed or would use public transportation to go outside Sullivan County. If respondents thought there was a need to use public transportation outside Sullivan County, they were given a chance to list the destination. The highest number of responses who indicated a destination outside Sullivan County was Orange County, Middletown, and New York City.

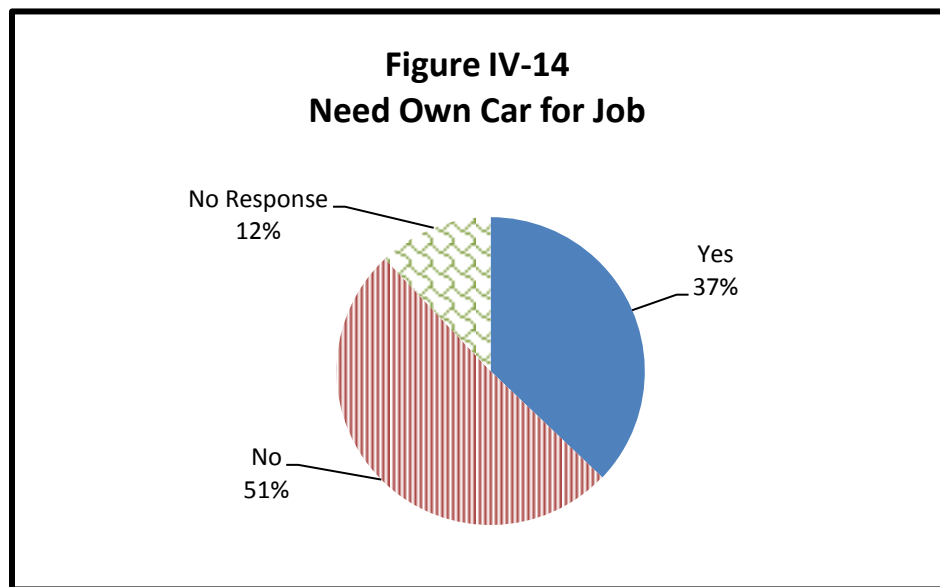




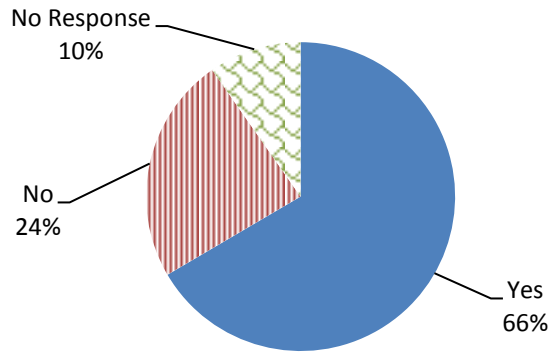
## Personal Vehicle Use

To determine potential riders who would use public transportation, the survey asked respondents to indicate whether they need to use their car during the day for various purposes including for work, personal errands, and to drop off/pick up children on the way to and from work.

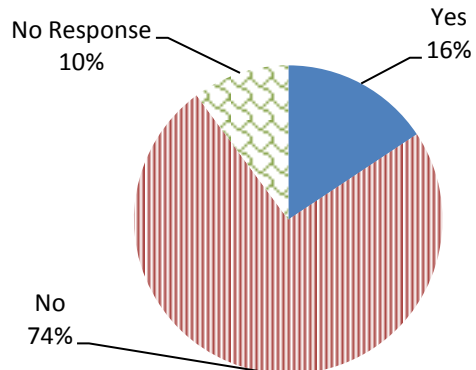
Figure IV-14 shows the responses received for those who need their car for their job (approximately 37 percent of respondents). Respondents were also asked if they need their own car for personal errands during the day. Figure IV-15 shows the responses. The majority of respondents (66 percent) indicated they would need their own car for personal errands during the day. Finally, approximately 16 percent indicated that they need their car to either pick up or drop off children on their way to or from work, as shown in Figure IV-16.



**Figure IV-15**  
**Need Own Car for Personal Errands**



**Figure IV-16**  
**Drop Off/Pick Up Children To/From Work**



## Potential Riders of a Transit System

To determine the community's potential riders who would use public transportation, a multi-step analysis was done. Respondents were first asked if they needed their own car for their job—725 out of the 1,423 respondents responded that they would not need a car for work during the day. The next question asked respondents whether they would need their car for personal errands during the day. Out of the 284 respondents who indicated they would not need a car for work during the day, 272 respondents indicated they would not need their own car for personal errands. Finally, respondents were asked if they needed their car to drop off or pick up children to and from work. Based on the responses, about 205 respondents out of the total 1,423 responses were then determined to be potential riders who could regularly use a transit system in Sullivan County. This indicates that 14 percent of the total number of respondents could do without their cars while at work, reflecting potential riders who might use a transit system in Sullivan County.

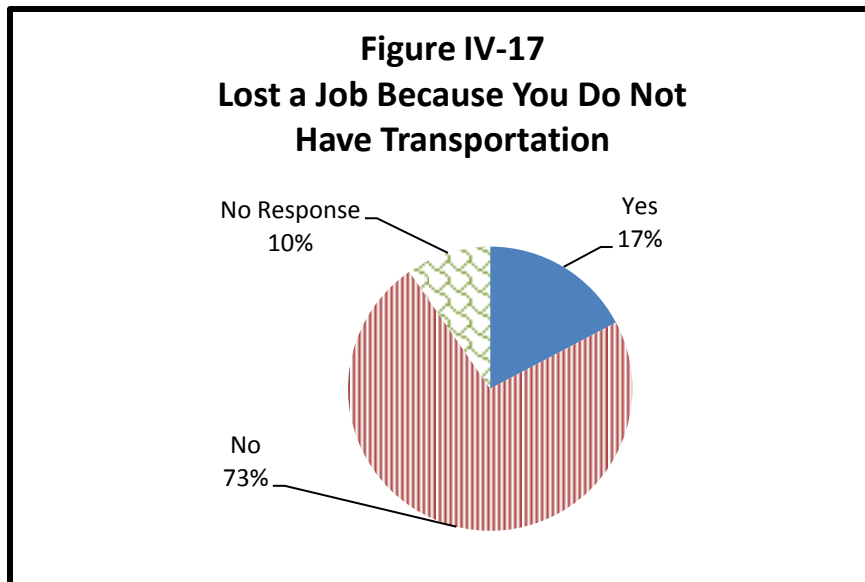
## Ranking the Service Characteristics in Choosing to Use Public Transportation

Respondents were asked to rank various service characteristics in choosing to use public transportation. Participants were asked to rank various service characteristics from one to four with one being not important, and four being very important. The average response was then calculated for each service characteristic. The middle point of responses would be 2.5, so an average score of 3.0 or higher would indicate positive perceptions for that particular service characteristic. The responses from the survey are shown in Table IV-2. The service characteristics having the highest scores were clean buses, other (service characteristics that gave respondents an opportunity to identify a characteristic that was not listed and that they felt was important), service close to home, and can schedule a ride when needed. Table IV-2 shows the rankings based on response averages. The attribute that received the lowest rating was service provided from a park-and-ride to work.

<b>Table IV-2 Service Characteristics</b>	
<b>Service Characteristics</b>	<b>Average Score</b>
Clean buses	3.5
Other	3.4
Service close to my home	3.2
Can schedule a ride when needed	3.1
Service from home to work	2.9
Service twice a day	2.9
Evening service	2.8
Attractive buses	2.8
Service every few hours	2.8
Service every hour	2.7
Service from a park-and-ride lot to work	2.3
<i>Source: LSC Community Transportation Survey, 2014</i>	

### Lost a Job or Had Problems Finding Work Because of Transportation

Respondents were asked if they had lost a job or had problems finding work because they did not have transportation. Figure IV-17 presents the results. As presented, 17 percent of respondents indicated that they lost a job or had problems finding work because they did not have transportation. Respondents were also given an opportunity to describe their situation. Many respondents described how lack of transportation prevented them from getting a job or reduced their opportunities to walking distance from where they live.



## Transportation Needs

Adding transportation services to Sullivan County would make residents of Sullivan County regular riders is an important factor for creating an efficient public transportation.

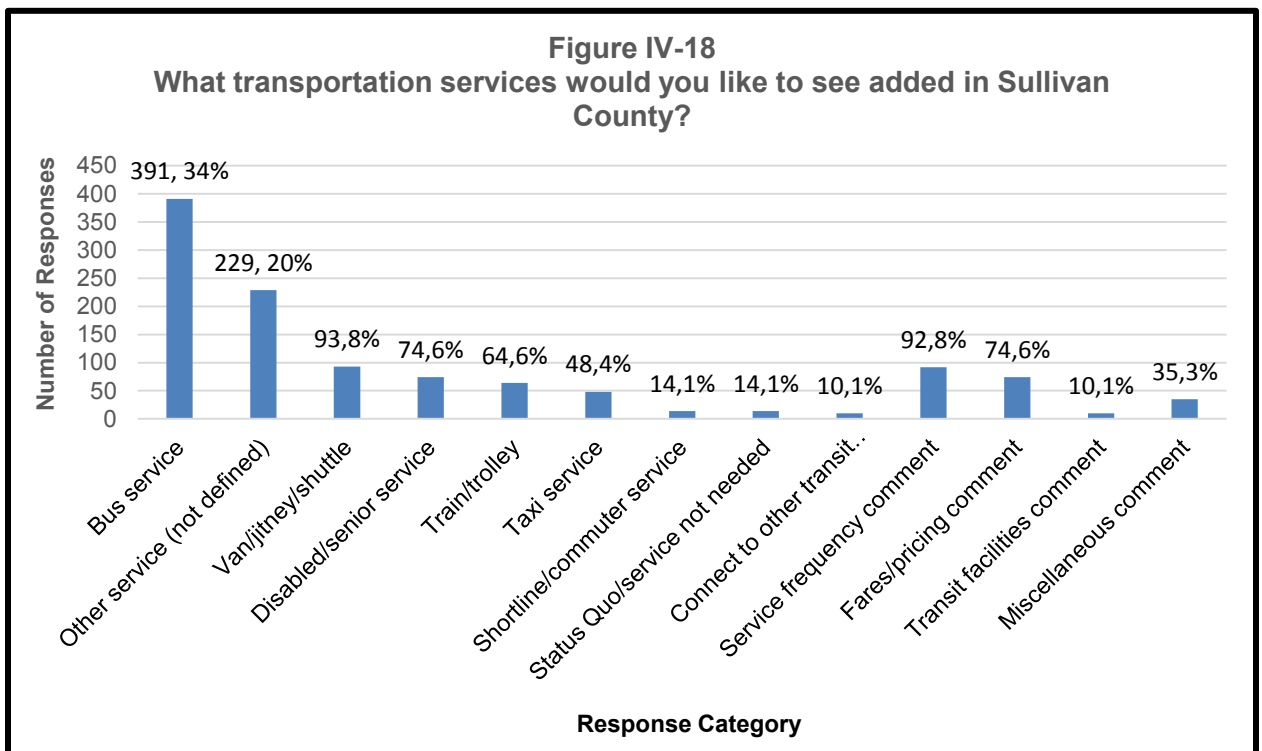
### Services to Be Added in Sullivan County

Respondents were asked to recommend transportation services that people would like to see added in Sullivan County. The actual comments on services to be added were categorized and included in Appendix C. General categories were used to group the comments as shown in Figure IV-18. If multiple subjects were addressed in one comment, the comment was counted in each of the relevant categories.

Nearly 60 percent (610 responses) of the comments received directly answered the question with the type of transportation services recommended: bus (34 percent, 391 responses), van/jitney/shuttle (eight percent, 93 responses), train/trolley (six percent, 64 responses), taxi (four percent, 48 responses), and Shortline/commuter service (one percent, 14 responses). Twenty percent of responses (229 responses) indicated the need for transportation, but did not specify the type of transportation service. Therefore, these were categorized as other service.

Over six percent of comments (74 responses) emphasized the importance of transportation service for the disabled and senior population. Another six percent of the comments (74 responses) addressed the need for affordable transportation options. Over eight percent of comments (92 responses) requested more frequent and regular transit service. Another one percent of comments (10 responses) requested more transportation connections and services between communities and other transportation services.

Another three percent of the comments (35 responses) were categorized under 'Miscellaneous' and included comments such as coordination between agencies, vehicle comfort, examples of other transit systems, and driver conduct.



## **KEY STAKEHOLDER INTERVIEWS**

This section of the chapter presents a summary of the stakeholder interviews conducted during June through August 2014. Stakeholder interviews were part of the community input used in this study. The LSC Planning Team—with input from the Sullivan County Division of Planning staff, Long Term Care Council Transportation Subcommittee, Transportation Policy Committee, and the Project Steering Committee—developed a list of individuals to be contacted about transit and the role that transit could play in the Sullivan County area. LSC staff interviewed 21 individuals. A list of agencies/businesses interviewed is presented in Appendix D. The focus of the interviews was to help in identifying important transit destinations, hours and days of operation, incentives to encourage ridership, and willingness to provide local matching dollars for expanded transit services.

The interviews were conducted by LSC in-person or over the telephone. The conversations were structured interviews, meaning the stakeholders were each asked the same questions, in the same order, using the same wording, and were given the opportunity to provide additional insight or information. A total of 11 questions were asked, with one question that had eight sub-questions specific to meeting the needs of that business/agency/communities in Sullivan County. During the interviews, the interviewer was able to ask follow-up questions which may have differed from person to person. The results of these questions are summarized below and were used in the overall assessment of the community's needs. The results were then used in the development and selection of a preferred transit service alternative. A copy of the structured interview question set is in Appendix E. The conversations were confidential individually, with the results being summarized below.

### **Key Issues in Sullivan County**

During the interview, several questions were asked about key issues in Sullivan County. One question asked stakeholders to list or name the issues that came to mind when looking at the next five to ten years. Another question asked stakeholders to provide some sense on how important public transportation was compared to other issues in the county.

The concerns expressed among stakeholders were the economy, poverty, lack of employment opportunities, need for transportation, lack of affordable housing, and aging population. Poverty and lack of job opportunities made people rely more on public assistance. Most stakeholders talked about the need for transportation. Transportation was an important issue that needed to be addressed as it would facilitate people to get to jobs, health care, and social activities. Transportation would promote greater economic activity and would also improve health and welfare in the county. Some stakeholders saw a lack of educated and skilled workforce and a lack of well paying jobs in the county. There is a need for training the workforce to get prepared for jobs. Many stakeholders talked about the high unemployment rates in the village of Monticello followed by Sullivan County. Some stakeholders also talked about the lack of affordable housing. The rents in Sullivan County were high because of seasonal demand. Some seniors had to be on a waiting list for senior housing. Sullivan County's population was aging and it was not attractive enough to bring young people into the county. Some stakeholders talked about the county's attempt to get an industry such as a casino into the county as a tool for economic growth. One stakeholder talked about the presence of crime and drugs in the area as a concern.

Overall, transportation was ranked near the top by most stakeholders as they saw transportation playing an important role integrating people with jobs and other services. A need for a good transportation was seen as a key in solving some of the issues. Some stakeholders believed that without transportation everything else would suffer, including health. Some believed that you cannot have economic development if you don't have economic stability. Most stakeholders believed that access to transportation was a quality of life issue and one stakeholder believed that public transportation was an integral part of reducing green house gases. On the other hand, there were some stakeholders that believed that while public transportation was important, it was not a key issue. Other issues such as jobs and investments in the county would help some of the transportation issues. Some believed that when the economy gets better, employers would then solve transportation issues like how employees



would get to work. Very few stakeholders believed that public transportation was low on the list.

## **Transportation and Transit in Sullivan County**

Stakeholders were asked their opinion about the major transportation issues facing the area and what role they think public transportation has in the county. Many stakeholders see the lack of public transportation as a major issue facing the area. Some stakeholders pointed out how people, students, and seniors had difficulty getting to school, healthcare, employment, and other services. The ShortLine schedule is not convenient to serve people's needs. The service runs through the main corridors of the county and it covers very few of the communities. Some stakeholders pointed out that there was little or no public transportation available at a reasonable cost and on a consistent schedule that would meet people's need. Public transportation was limited and not coordinated, and was difficult to serve the county. Individual programs and services spent large amounts on transportation. People that had fixed incomes could not take jobs because of a lack of transportation. Lack of transportation radiated into people's access to medical care, joining the workforce, and their ability to support local business. People also talked about the taxis being a default method of transportation for people who did not have their own means of transportation. Taxi cabs were prohibitively expensive for the average person and could not be afforded. The social service office located on a remote road in Liberty made it difficult for people to get there. Taxi cabs were the only means that people could reach there on their own and again, many people could not afford it. This was also seen by shift workers, particularly those that work in industries like food processing and manufacturing. Employees don't have reliable transportation and have to rely on taxi service that is very expensive. Some stakeholders highlighted the fact that Sullivan County was a rural county and the sparse population and low population density centers were spread out throughout the county making it difficult to have a cost effective transportation service. One stakeholder pointed to the condition of existing infrastructure and roadways that need to be repaired and upgraded. This was especially important when trying to bring new business to the area.

The opinion of stakeholders is that the role of transit in this rural area is to have a collaborative and comprehensive service that serves the public and individual agencies that all go to the same places. Such a transit service should be funded using current funding sources and pooling resources together. On the other hand, some stakeholders were not sure if the county could afford a public transportation with tax caps and mandates. Some suggested that a public-private partnership was needed with public having the leadership role of providing mobility to the people.

The role of transit is to provide an affordable, safe and environmentally safe public transportation to all whether they have the ability to have their own transportation or not, so that they are able to get to and from work, doctor's appointments, shopping, education, social activities, and other services in a cost effective manner. It is also important for seniors who want to continue staying in their homes. A lot of people in the county don't own cars, live in poverty and if it was available, people would use it. Public transportation would help people get off welfare and be able to get to work. Transportation was needed to provide better connectivity between townships. Few stakeholders see transit as a way to combat traffic and give people alternatives to get to work other than relying solely on private vehicles.

### **Need for Local and Regional Transit Services**

Stakeholders were asked to list the needs of the community for local and regional transit services. They were also asked if the current transit service met those needs and whether they recommended any changes or expansions to the existing transit services. Most of the stakeholders see the need for both local and regional services. Many stakeholders see Sullivan County as a rural community where people drive a lot to access goods and services. Most services like healthcare, jobs, shopping, and entertainment were located outside the county. Most stakeholders suggested the need for transit to Orange County followed by a few suggesting Ulster, Green, and Pike Counties which was largely dependent on where people lived in Sullivan County. A few stakeholders observed that there was a fair amount of people who live in Sullivan County and drive daily to Middletown or Port Jervis in New York to catch the train to the

city or an urban city for work. A lot of people from Sullivan County worked at the malls in Orange County. While there was not a lot of pay for these jobs; people had to pay a lot for transportation to get to and from work. One solution suggested by a stakeholder was to build park and ride lots so that people could travel a short distance from their home and then use a van or a larger bus to deliver them to a train station. Some stakeholders wanted people from Sullivan County to access regional destinations, but to also bring people from other counties into Sullivan County to access services. A few stakeholders suggested focusing on local transportation and then expanding to regional transportation services. Local service is especially important for people who do not have any means of transportation to get to work, grocery shopping, doctors' appointments, and the hospital. Some stakeholders did not know to what extent the public transportation served the community. They suggested an inventory of existing transportation services to better understand the gaps in transportation both locally and regionally.

Most stakeholders did not see the current transit service meeting the needs of the community. Some stakeholders see the existing transit services within the county as mainly clients of the various county agencies or independent non-profit agencies that provide transportation under specific funding and for specific purposes. These transportation services serve their client groups but they are not comprehensive and available to all. Most of them agreed that it needed to be expanded to outlying areas and the hours needed to be expanded to meet the needs for commuters and employees. Some of them talked about collaboration of services. Some of them talked about the ShortLine bus and how their service time does not meet the needs of the community very well and needed to be more frequent. Some stakeholders suggested that it should not be a large loop as it takes so long to ride the ShortLine. Even though ShortLine runs between Sullivan and Orange County it does not serve the needs for commuters very well. Some stakeholders suggested a countywide municipal, while others suggested having employers improve transportation. Some suggested a transit service that would serve the large population centers such as Liberty, Monticello, and South Fallsburg. The transit service would then serve north along Route 17 corridor the communities of Livingston Manor and Roscoe which were also population centers of the county.

## **Making Transit Successful in the Community**

Stakeholders had different recommendations for making transit successful in the community. Some stakeholders thought that setting up a separate transportation department and doing a comprehensive study to identify resources, look at possible options, coordinate resources and participate in a coordinated effort, would make transit successful. Some stakeholders suggested that a regular consistent schedule, a reliable service, affordable price and if a transit service was set up so that it would take people where they wanted to go, it would make transit successful in the community. Some suggested that a public-private partnership with a buy in from the large employers of the county along with the local municipality contributing would make transit service successful. Some stakeholders suggested how transit would be a return on investment, and marketing of existing services would help make transit successful. It would also require people to have a mindset change towards public transit. Some stakeholders thought that economic development with more jobs, commercial opportunities, and more industries in the county would help transit succeed in the community.

## **Level of Community Support**

A lot of stakeholders from the human service agencies and major employers think there is lot of support for public transportation and the level of community support is high. People see public transportation as a significant need and would support improved services. Many people would like to see improvements but don't know how a public transportation can be put together well. On the other hand, there were some stakeholders who represent businesses who thought the level of support was low since they did not hear about the need for transportation from their members. They said that while no one is against public transportation, everyone wants the service free. Most of the time public transportation cannot pay for itself unless the government is involved and there is a subsidy provided for the service to operate.

## **Means of Funding Public Transportation**

Stakeholders were asked if Sullivan County citizens would be supportive of other means of funding public transportation. Many stakeholders did not know how to fund public transportation. Many think that any sort of tax initiative would not work for the businesses and the citizens of Sullivan Counties. Many businesses were barely able to stay open and people were barely make a living, and would not be able to invest money towards transportation. The economic benefits of transportation would need to be the main selling point for people to fund public transportation. Some stakeholders chose federal, state, or local funding sources such as county funding. Some stakeholders suggested applying for grants, donate to a foundation, holding fund-raising events, or have employers step in. Few stakeholders suggested that casinos may agree to put some of the profits back into the community for transportation. Few stakeholders suggested user fees—a fee paid by people who would use the service. One stakeholder suggested a ballot measure for tax levy.

## **Incentives That Could Motivate Increased Transit Usage**

Stakeholders were asked to list some incentives that could motivate increased transit usage. Many stakeholders did not list any direct incentives to motivate increased usage. Overall, the most common response was a consistent schedule, an affordable price, and posted bus signs near businesses would motivate increased transit usage. A few stakeholders suggested some marketing of the services to get the word out to people. Some others suggested a tax incentive by the federal government, state or county, local employers/businesses to buy a pre-purchased book of tickets for their employees, discounted passes, or frequent user passes to motivate increased transit usage.

## **Factors Discouraging Transit Usage**

Stakeholders were asked to list any factors discouraging transit usage. Many stakeholders think that lack of knowledge/awareness of what exists and lack of information on where they can go with public transportation were factors discouraging transit usage. Stakeholders believed that if transportation was available people would use it. Few stakeholders suggested that there was a stigma associated with public transportation and required a mindset change,

the current transit services were not comprehensive enough, and the ShortLine needed to be frequent service. One stakeholder mentioned the lack of cleanliness on the ShortLine buses as a factor discouraging transit usage.

### **Agencies' Willingness to Provide Local Matching Dollars**

Stakeholders were asked about their willingness to provide local matching dollars for state and federal funding sources. Most of the stakeholders were not ready to provide local matching dollars. Few said that they do not have a budget for it and also applied for grants to get funds. Few offered help needed to apply for a grant. There was only one stakeholder that was willing to assist with any grant and was willing to provide money after looking at the numbers and costs associated with transportation.

### **Service Provided to Agencies/Businesses/Community**

#### Familiar with Transportation Services

Stakeholders were asked which transportation services they were familiar with within the Sullivan County area. Most stakeholders were familiar with Coach USA/ShortLine service, and taxi services that served the main population centers because they saw them driving around, although they were not familiar with their routes and schedules. Few stakeholders were familiar with transportation provided for veterans, medical services, private services, services provided through contract, school transportation, or employee transportation like those provided by Rolling V. Very few mentioned the county run routes and those provided by the Office of Aging to the seniors.

#### Shift Times or Specific Hours of Service

Stakeholders were asked for specific shift times or specific hours of service for different user groups within the agency or the community. While most did not know the demand for transportation during the day, a few suggested work hours from Monday through Friday that ranged from 7:00 a.m. to 6:00 p.m. to meet the need of their agency and the community. These hours of service would also cover part-time employment workforce that worked in businesses like Walmart, Home Depot, Staples, and ShopRite grocery stores. These hours of operation would also cover the people who are retired who want to go shopping

for essentials from 9:00 a.m. to 1:00 p.m. A few suggested that transportation be extended in the evening to 8:00 p.m. A few were aware of businesses that had workers that worked overnight or employers that had multiple shifts like the Center for Discovery, Sullivan County diagnostics, and Ideal snacks. Some stakeholders were aware that people who work shifts and have no transportation rely on the taxi cab. There were very few that were concerned for the need for transportation by shift workers and on weekends. A few would like the transportation to have connections outside the county and operate till 10:00 p.m. on weekdays.

### Origins and Destinations

Stakeholders were asked for specific origins and destinations that they would like the transit service to serve client groups and the Sullivan County community. While most did not mention specific origins and destinations that they would like the transit service to serve, most of them who did respond suggested that they serve the population centers like Monticello, Liberty (including the social service agency), Fallsburg, Wurtsboro, Jeffersonville, and Livingston Manor. Some suggested locations of major employers like the Center for Discovery, the hospital, college, larger private employers, supermarkets, physician offices, and social services. Few stakeholders talked about better connectivity between townships and providing transportation to the senior centers, especially those in Monticello and Wurtsboro. Some stakeholders suggested the towns of Middletown, Chester, Montgomery, and the large employers in Orange County as destinations outside the county. One stakeholder suggested inter-county transit service between Sullivan, Orange, and Ulster County. Another stakeholder suggested serving some of the farmers' markets that operate year-round. Still another stakeholder talked about serving the potential casino site in Monticello.

## **EMPLOYER FOCUS GROUP**

This section of the chapter presents a summary of the Employer Focus Group conducted on June 25, 2014. This employer focus group consisted of 11 employers that included Home Depot, Achieve Rehab, Murray's Chicken (MB Food Processing), Wellness Home Care, The Center for Discovery, Kohl's Distribution Center, ShopRite Supermarket, Delaware Valley Job Corps, Resnick Group, and Robert Green Auto and Truck Sales. The focus of the employer focus group was to understand the need for transportation from an employer standpoint.

The focus group was conducted by LSC and was attended by the Sullivan County planning staff, Long Term Care Council, Sullivan County Partnership, and the Center for Workforce Development. A copy of the questions asked at the employer focus group is included in Appendix F.

### **Important Issues Facing Sullivan County**

Employers were asked the most important issues facing Sullivan County in the next five to ten years. The overarching concern among most employers was the lack of public transportation and how taxi service is not an affordable option. Some of the issues discussed by various employers included the following:

- The need for a direction in building the economy and what should be the new jobs that are created in the county. Some of the things considered for building the economy included fracking, casino, organic farming, and environmental tourism. If there is a course set on what people want to see in the future, then jobs will follow.
- The aging population and how they would get around especially during the inclement weather.
- Weather can be a problem for workers to get to work. Many workers walk or take taxis on a regular basis and can't get to work in bad weather.
- The need for affordable bus service by ShortLine. The hours of transportation provided by ShortLine does not make commuting by bus viable. The lack of public transportation is generally a problem.
- Workers cannot afford to take taxis to and from work regularly when their jobs pay \$10 per hour. Taxis are not a viable means of commuting.
- Some businesses have helped workers that are in financial tight spots. The county's Department of Family Services has a program where they have helped workers who are homeless to get to work from Hillsdale, but cuts



them off after they find permanent housing. This makes it harder for those individuals to keep their jobs and are more likely to become homeless again.

- One employer reported that since the bus service is limited and the schedule did not meet their employee needs, they contracted with Rolling V to run a transit loop from Liberty, Monticello and Woodbourne, at their own expense, bringing workers to South Fallsburg.
- If there were bus service or shared rides, some employers were willing to contribute to the cost.
- Families that live further away (like in Orange County) will not send clients/family members to Sullivan County as they fear it's too far to visit and they may not be able to get rides to/from Sullivan County.

Employers were asked how important is public transportation compared to other issues. Overall, most employers agreed that transportation is interconnected with other critical issues going on in the county. Transportation is a major issue for employee reliability. Some suggested that workers had to wait around before and after their shifts for buses or rides, and that hurt their morale. Some suggested opportunities to pool resources for funding a bus and creating zones for employee pick up and drop-offs.

## **Transportation and Transit in Sullivan County**

Employers were asked their opinion about the major transportation issues facing the area and what role they think public transportation has in Sullivan County. Major transportation issues facing the area, as reported by the employers, are varied. Some employers focused on the services provided by taxi cabs. The high cost of taxis did not make it an affordable option and moreover, taxi cabs were not dependable. There was no inter-county transportation available. For hotels, transportation is not a large issue. Staff housing is provided for maintenance workers on site. The shifts are long and the location is served by ShortLine bus. Many of their workers carpool and figure a way to get to work. However, the hotel does find it tough to find good workers and in general, there is a high turnover. Some employers discussed whether transportation is the responsibility of a government, employer, or an individual to make sure that people get to work. Some agree that just like hotels, employers need to ensure that their workers can get to and from work. On the other hand, there were some employers that thought transportation should be the goal of the community to coordinate and provide services as a whole, and

not for the individual business. Concord, Grossingers, and other hotels that ran their own bus service for employees were some of the examples mentioned by this group. It was easier for hotels, big businesses and residential facilities to take care of transportation and other needs, but for others it involves a lot of cost to get workers to and from work. In fact, some employers have already contracted services or have contributed money to provide employees with transportation.

The opinion of employers is that since Sullivan County is so rural, it seems impossible to meet the needs through a public transportation system. Some employers gave examples of transit systems that have worked well such as New York City's Access-a-ride/dial-a-ride program that works well to get everywhere. Another example was Ulster County which has much better service in some rural areas. Some employers suggested that whether it be a bus system or a park and ride service, anything that can help people to get to work when their cars don't run will be the role of public transportation. Some employers talked about the County wheels to work program. While this was a successful program, funding was limited and it could help only people on public assistance for three months out. It provided low-interest small loans for car repairs or purchase of vehicles. Some of the employers suggested a central registry for rideshare programs as possible solutions to get people to/from work. The role of transit is to include wheelchair accessible vehicles to serve people with disabilities.

### **Need for Local and Regional Transit Services**

Employers were asked to list the needs of the community for local and regional transit services. They were also asked if the current Transit services meet those needs and whether they recommend any changes or expansions to the existing transit services. Most of the employers saw a greater need for services within Sullivan County. There is need for earlier service and more frequent service. They saw the need for creating hubs to connect with other counties/transit systems as needed. One employer reported that the bulk of their workforce was from central and eastern portions of the county, including the western portion of the county to Honesdale, Pennsylvania. Employers agreed that a regional

transit service could open more opportunities, but it could also pose as a risk for workers to commute outside the county.

### **Solutions to Solve Transportation Issues**

Employers were also asked if they saw solutions to solve transportation issues. Some of the employers suggested businesses pooling funding and contracting with cab companies. They also talked about a possible business opportunity for cab companies to provide regular van service for workers. Setting up ridesharing programs was also talked about. One of the employers, set up a taxi/vanpool program through the Center for Workforce Development for shift workers during peak holiday staffing periods. This was provided for a limited time and services were paid out of employee's payroll pre-tax deductions. Another possibility was dialogue with ShortLine about their bus schedule. One employer suggested financing a company such as the Sullivan County Partnership for Economic Development and the Sullivan County Industrial Development Agency to provide transportation services along with encouraging development of new business opportunities.

### **Making Transit Successful in the Community**

Employers suggested a survey of all businesses along with marketing was needed to make transit successful in the community.

## **DISABILITY FOCUS GROUP**

The disability focus group was conducted on July 24, 2014 at 2:00 p.m. It was attended by 21 participants that included Action Towards Independence (ATI), Stepping Stones, Independent Living, Sullivan Counties Transition Council, Recovery Center, Sullivan County Office for the Aging, Rehabilitation Support Services (RSS), Educational Services for Students (ESS), and Sullivan County Department of Community Services.

Within the disabled community, the larger issues in Sullivan County are affordable housing, jobs, and affordable transportation to jobs, education, shopping, and for socialization. Many issues that affect the disabled community are generally also applicable to seniors and veterans. Transportation to medical appointments is generally covered, though it usually involves long waits. There is limited to no transportation available for other trip purposes. There are needs to get around within Sullivan County, with most services being concentrated in Monticello and Liberty, and many residences being scattered and remote, as well as needs to get to other services, healthcare providers, and jobs in Orange County and beyond. Many community members noted that accessible school buses are appropriate vehicles for use in the community because they are already circulating the county, they have child seats available and are able to transport children, and are wheelchair accessible for people with disabilities. People suggested using school buses during the off-hours when the children are not being transported. This is especially true when the school districts are located in remote areas. A lot of people noted that the ShortLine Bus within the county takes all day to make a round trip because the service is so infrequent. ShortLine bus times need to be more consistent and routes more direct. Currently the schedule for ShortLine is not good for jobs or medical appointments. People have to wait for hours which are especially difficult for people with disabilities and those that have behavioral issues. People talked about a stigma that was associated with riding the bus. There needs to be a change in perception that public transportation is not for certain market segments but for everyone. The middle class needs to be looked at for ways that choice riders can be attracted. Some employers like Murray's Chicken and Kohl's distribution center have taken the task of providing transportation to

their employees by providing employee shuttles. Some employers contract taxis to get employees to/from work. People talked about employment vans being shared between a few employers. A common routing between employees could become a public transit route which is then open to the general public to fill up the vehicles. This would fill the gap for reliable employees; use guaranteed funding for transportation and the public fares would be an added bonus to the transportation system. Ridesharing and vouchers that would help with insurance costs or gas cost could be used as incentives to share rides. Some of the discussions at the disability focus group are listed below:

- The big picture issue is the need for affordable housing. There is not much available, other than in Monticello and Liberty.
- The only trip purpose for which transportation is provided is for medical trips, but even medical transportation requires 2-3 advance days' notice. No transportation is available for any other trip purposes.
- Need to get transportation to Orange County.
- Need demand responsive service.
- There are young people that would like to work, but cannot because they don't have transportation.
- The only non-personal vehicle transportation option is a taxi, and entry level wages can't support taxi fares on a daily basis.
- A one-way fare from Monticello to Liberty by taxi is \$27, just to get to Sullivan County family services.
- Some housing is less than five miles from the bus stop, but people find it difficult to get there.
- Need transportation to the Liberty campus to access family services and for getting re-certified so that people can get behavioral health appointments.
- Medicaid transportation is only for medical appointments. Trips are also needed for behavioral issues, group rides, and there is a need for child seats.
- Parent to Parent transition utilizes school buses to transport parents and children. There are gaps in the trip times that are provided and drivers have to sit idle waiting for their next trip pick up/drop-off.
- Travel training is needed for young people with disabilities to help them be independent. Schools and Sullivan County Board of Cooperative Educational Services (BOCES) take care of people with disabilities within school, but there is a need for other trips outside school.
- At Access Vocational Rehabilitation, young people are graduating with opportunities to work, but no transportation makes it difficult for them to get to work, especially in places such as Livingston Manor, Eldred, and Roscoe.

- Sullivan County is large and rural and agencies spend days driving around delivering food.
- Housing, jobs, and transportation are all interdependent.
- Need affordable transportation because shopping areas are not located near residences.
- In general public health, Sullivan County is the second worst in the state because access to healthcare in Sullivan County is limited.
- Poverty in Sullivan County is amongst the highest in the state.
- People need access to good jobs. If they cannot get to the job, they have to apply for public assistance.
- Need for affordable, frequent transportation for social services. Presently, a roundtrip for adults costs \$8; a roundtrip for seniors costs \$4.
- Some people have found a way to use medical transportation when they are actually going for social services.
- Vehicle cost and insurance cost is involved for volunteer programs.
- Action Toward Independence (ATI) cannot transport clients.
- The Senior shopping bus is open to the general public.
- Need transportation to go grocery shopping and need room to store bags and purchases made.
- Veterans are in need of transportation. They cannot get to ATI. Transportation is limited to medical trips. They cannot get to social activities and it makes it harder to adjust to life as they are isolated from the community.
- Need major routes with some flexible timing. Need to add connections to existing services so that people can get to outlying areas.
- Need affordable reliable transportation to be able to live independently and boost self confidence.
- ShortLine used to run until 10:30 p.m., but now it stops at 6:30 p.m. so there is no way to use it in the evening for employment trips back home or for meetings.
- Many people can get from Manor to Adult Education classes at BOCES, but cannot get back because ShortLine doesn't operate evening service.
- Connections needed from Monticello to the Liberty government campus for services and to the SUNY community college.
- There is a bus from Monticello to Walmart, but people cannot bring shopping bags on the bus. So many people buy groceries at convenience stores, which is both bad for their budget and bad for their health.
- Sullivan County is the same size as Rhode Island and has a great diversity of people within the same county. Sullivan County's population is very spread out.

- Orthodox communities exist in Sullivan County. People have their own vans, deliver food to take care of their people, back and forth to the camp.
- The community will respond and embrace public transportation if it is affordable.
- ShortLine should operate one hour late and operate every hour.
- Flexibility is important.
- SUNY closes at 9:00 p.m. There is a need for a bus that leaves right after 9:00 p.m.
- Students who come to SUNY from the city have transportation, but the people who live in the County cannot get an education because they don't have transportation to get there.
- Many members of the community would have liked to have been at the focus group meeting, but couldn't due to finances, disability, and lack of transportation.
- Need a transportation connection between Roscoe and Monticello. This would be an attractive service as many government workers live in Roscoe.
- Need door to door service for some people with disabilities as they cannot get to the curb or to the bus stop.
- Shopping route for seniors is also open to the general public, but people need to call ahead, and can only get service if they can make it to a designated stop. The bus will deviate only if there is time in the schedule.
- Aging population usually includes people ages 60 and over, but those that are 60 years don't have too many troubles, but it is people in their 70s, 80s, and 90s that have issues with mobility. If these elderly people have a fall or break something, then getting around is impossible. Many elderly people want to move into a place that is closer to services, but there is no housing available. Some elderly people live in very remote locations.
- A lot of people live in remote locations and have unrealistic expectations. They live outside the community and cannot sell their homes when they get older and relocate. The goal is to help people to be independent and age in a place as long as possible.
- There is a waiting list for senior housing (Bethel Woods however, has openings).
- Sullivan County Veterans Coalition had a van donated to them. It brings veterans to the hospital, mental health appointments, and shopping.
- ShortLine has a new headquarters in Chester, First Student has two branches located in Pine Bush and Youngsville. Maybe First Student could provide connections to ShortLine from western Sullivan County.
- Some school districts have own busing, but most use Rolling V or First Student.
- Metropolitan Transportation Authority (MTA) tax comes out of payroll in the region.

- There is a national movement and pressure coming from the state to reduce the cost of Medicare/Medicaid transportation.
- There is a movement away from segregation of people with disabilities. Large group homes/day centers are being discouraged. The pressure is to downsize into smaller homes. We need to think about transportation, housing, jobs, and access to services for the people being relocated from these facilities.
- There needs to be outreach to collect data information about church transportation providers.
- Catskill Shopper helps to get word out about meetings and transportation services as it gets delivered to every mailbox.



## SENIOR FOCUS GROUP

This section of the chapter presents a summary of the Senior Focus Group conducted at the Senior Action Council on July 25, 2014 at 10:00 a.m. This focus group was attended by Senior Legislative Action Committee (SLAC) and a legislator.

The senior focus group took place as a portion of the monthly SLAC meeting. It took the form more of a question and answer session than a discussion as the room setup required the use of microphones. Concerns of the senior population included aging in place and access to services (home support services and external services), transportation to shopping and for socialization, connections to adult education and neighboring counties, transportation for veterans and others living in nursing homes, and improving upon and expanding existing services to be more efficient, frequent, affordable and serve more people. Some of the discussions at the senior focus group are listed below:

- The senior shopping bus costs \$3 and seniors only get about an hour to shop. They would like to see a daily shopping bus.
- There was a discussion on whether transportation services could circulate through nursing homes to get veterans and seniors to appointments and socialization. There is a perception that current transportation services will not be able to provide service to nursing homes.
- ShortLine is planning a service 2-3 times per week to Narrowsburg for tourist and business people.
- For seniors, commuting is a bit different. Many seniors who perform volunteer work serve on committees all over Sullivan County and in Orange and Ulster Counties.
- The biggest issue is the public health budget which transports one person in a large bus for the early intervention program.
- People with disabilities sometimes need a two-week advance reservation to schedule transportation.
- People were concerned about those living in an isolated and rural area. If those people lose transportation, they cannot get food, get to the post office, or access other services. People need access to affordable transportation.
- There is no transportation service in Forestburg. Transportation is needed to Orange County for seniors and working people.
- People in Sullivan County use Orange County as a good example of public transportation.

- Center for Workforce Development should share stories and techniques used on the employer vans like ShopRite and Home Depot.
- One participant helped put together a clearinghouse of youth resources and thought that it should be expanded for all types of resources available, including transportation.
- Need access to Sullivan County Board of Cooperative Educational Services' (BOCES) classes and North Branch to Monticello for adult education. Sullivan County Community College, Ulster, Orange Counties, Middletown, Ellenville, and Kingston are other destinations needed for transit.
- Home health aides get paid only \$7-10 per hour. They cannot get to remote homes without personal vehicles as it is not affordable.
- It is hard to get to appointments at the Department of Family Services in Liberty.
- If a person does not have medical transportation, they cannot get to Crystal Run or Rock Hill.
- Catholic Charities providers gives transportation vouchers, but the existing service isn't frequent enough, so there is still a need that is not being met.
- We need to reach out to churches and faith-based organizations that provide transportation.
- There is need for a bus service to Crystal Run in Middletown.
- We need to work with doctor's offices to schedule appointments for people using transit.
- Similar to the Department of Motor Vehicles (DMV) mobile van, Retired and Senior Volunteer Program (RSVP) volunteers go around Sullivan County providing transportation.
- A shuttle from Monticello – Liberty discontinued 3-4 years ago. In the last couple of years, there was a search for a transportation coordinator job that paid \$50,000, but it was taken off and given to another department.

## TOURISM FOCUS GROUP

A scheduled meeting was held at the Sullivan County Visitors Association (SCVA) on July 24, 2014 at 9:00 a.m. This meeting was attended by six people, not including the consultant and county planning staff. There were several themes that emerged from the meeting—the need to get visitors to the area, to get them there quickly and conveniently, and to have a way for them to get around the region once they arrive; the need to get qualified and reliable employees to tourism jobs in the region and to provide affordable transportation options for employees; the fact that several communities are already working independently with ShortLine to have stops in the smaller tourist communities in a centralized location for walking; the lack of existing transportation services in the western portion of the county along the Delaware River; and the cross-state movement of employees and visitors. Major impediments for transit are cost and flexibility of scheduling so that it is convenient for both employment and visitors. Taxi costs are approximately \$40 for round-trips which is an entire day's wage. There was a discussion of the stigma that is associated with public bus transportation but not with trains. There was talk about re-branding, upgrading existing vehicles, and purchasing new, clean, and comfortable minibuses with amenities that promote the transit service.

Possible solutions to the issues raised by the tourism and small business focus group included:

- More convenient/frequent scheduling of ShortLine service in and out of New York City, especially to accommodate commuters and visitors to the region.
- Park and ride locations in communities not served with potential carpool/vanpool/bus service to connect to ShortLine.
- ShortLine stops in western Sullivan County.
- Employment shuttles/vanpools, including connections in Pennsylvania.
- Shuttles between Port Jervis (Metro North) and Sullivan County.
- Green/zip car charging stations in Sullivan County with hubs in Port Jervis/Middletown, with other connections to ShortLine.
- Coordinated request for park transportation to connect with communities in western Sullivan County.
- Marketing and promoting existing transportation services as well as any coordinated services in the future.

Some of the actual comments from the first public meeting are listed as follows:

- Lander's River Trips needs to be added as a transportation provider that runs vans back and forth along the river. Their website is <http://www.landersonrivertrips.com>.
- Need to include other taxi cab companies like Callicoon Cab and Roscoe cab. Callicoon Cab company has a van with some sponsors.
- There are not enough seats in the New Hope vans for employment trips.
- Narrowsburg working with ShortLine to get a Narrowsburg stop on one of the regional routes. They used to run service there several years back but it was stopped due to lack of use. The community has changed a lot since then.
- ShortLine doesn't go into Callicoon downtown center, only to Villa.
- ShortLine added a Jeffersonville stop recently. Jeffersonville started a campaign to get service and got 200 signatures on a petition. It took about a year to get the service started. The service stops in town 3 times a day.
- Jeffersonville is having a meeting next Wednesday on 'connecting the dots.' They are meeting with Rolling V and others to discuss connecting services to Route 17.
- Western Sullivan County has no regional transportation options. People have to drive into Monticello to get the ShortLine Bus (or Villa which does not have a good schedule).
- Western Sullivan County would be interested in a centralized park and ride lot to go into Monticello to meet ShortLine or have direct ShortLine service into Manhattan from there.
- Possible funding and stakeholders include Green Initiative, seniors and/or disabled community, and the tourism community.
- Closest passenger service to trains is MTA's service to Port Jervis. Local business owner has historic trains and he would like to use it for excursion service up the valley.
- Sullivan County Visitors Association (SCVA) is working with ShortLine to get service up the Delaware River Valley.
- Need to use transportation to entice visitors. One person at the meeting estimated missing out on 1-2 million annual visitors to the region because of lack of transportation to the region from New York City.
- MTA and Enterprise is working on getting 'green cars' – electric cars (like zip-cars) into train stations and hubs in Port Jervis and Middletown with charging stations in major destinations (possibly in Callicoon, Liberty, and Monticello). There is an Enterprise location within walking distance of the ShortLine stop in Monticello.
- Narrowsburg Chamber – looking at 'no drive weekends' for festivals, concerts, etc.

- Park, Dine and Ride to Bethel Woods Concerts – CD Trips contracts with Rolling V to park at Liberty or Rock Hill, then dine at the local Sullivan County restaurants, then board the bus to go to the Bethel Woods concert, and then the bus drops you off back at the parking lot. It costs \$35-\$40 including dinner and the return trip takes less than an hour. This helps to keep cars off Route 17B. ShortLine would be willing to operate service, if it can receive subsidy and support at the farebox.
- The town can ask the National Park Service (NPS) for transportation. Single towns have not had much luck, but if several towns get together in the region and go to the NPS, they could possibly get transportation in the parks funding.
- Inter-county coordination is important for state funds and federal funds.
- Many Pennsylvania residents work in Sullivan County, particularly just over the river.
- The big issue is that second home owners are turning into first home owners and want to live in Sullivan County permanently, but need easy access to the city.
- ShortLine has an 8-trip card that works out to \$27 roundtrip instead of \$60 roundtrip, but it has to be used within 30 days and ShortLine does not promote its existence.
- It is important to get locals as well as visitors into the town centers. You want people in the streets year round.
- There used to be issues between Veterans and the Area for Aging not wanting their riders to be on the same buses, but that doesn't seem to be the case anymore.
- ShortLine lost Orthodox business because of unwillingness to accommodate requirements. For example curtains down the middle of the aisle to separate men and women.
- Young adults cannot afford their own cars for jobs, or going to the community college, university, and other places.
- SUNY Sullivan used to have a ShortLine pass for students to get to local places like Walmart, but people at the meeting didn't know if they still did it.
- Job Corps uses old school buses. One person thought that it looked like prison buses. They drive a full size bus to get one person to work.
- Small business owners cannot hire people with kids. Daycare is too expensive for entry level workers.

## **PUBLIC MEETING**

The Focus Groups were held at times and locations which could be accessed by participants using the limited transportation services available in Sullivan County. A public meeting was held on July 24, 2014 for 7:00 p.m. in the legislative hearing room in the government building in Monticello to provide an additional opportunity, although transportation services are not available in the evening. Because transportation services are so limited in Sullivan County, other efforts were used to reach out to the community. No members of the general public attended. Some advisory committee members attended and a small group discussion took place on how best to reach out to the community at large. Alternative methods to reach out to the public to inform them of meetings and to request survey response included public notice spots on local radio stations, blurbs on community websites, and radio interviews on public radio or other local radio station talk shows. Advertisements in the Catskill Shopper were also recommended as that publication is delivered to every mailbox weekly. The County departments are not allowed to have Facebook pages or Twitter feeds, so social media announcements directly from the County are not possible.

## FRAMEWORK FOR ACTION

LSC worked with two groups—the Community Steering Committee and the Long-Term Care Council Transportation Sub-Committee—meeting to understand ways to build a coordinated transportation system in Sullivan County. Participants from these two committees were asked to complete the Framework for Action Self Assessment Tool. The Self Assessment questionnaire is provided in Appendix G. This is a community self-assessment tool consisting of 26 questions, developed as part of the United We Ride initiative by the Federal Transit Administration. The questions are used to provide a starting point for discussions and to help identify potential areas where a community may begin to improve the quality of transportation services through coordination efforts.

The results of the self-assessment are shown in Table IV-3. For most questions the responses were primarily “needs to begin,” “needs significant action,” or “needs action.” The following questions had a much higher number of “needs to begin” responses than the others:

- Have facilities been located to promote safe, seamless, and cost-effective transportation services?
- Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?
- Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?
- Are support services coordinated to lower costs and ease management burdens?

The following questions had a much higher number of “needs significant action” responses than the others:

- Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?
- Are transportation line items included in the annual budgets for all human service programs that provide transportation services?

A number of participants did not respond to various questions, so the total responses for many questions are less than the number of participants. Several participants indicated they did not know how to respond to specific questions.

There appears to be consensus among these key stakeholders that while some action has started, there are many areas where significant action is needed or needs to be started. At this point it is not appropriate to draw a conclusion that there is strong support from all stakeholders or transportation providers for greater coordination, there is recognition of the need for change and consideration of at least some coordination strategies.



**Table IV-3  
Stakeholders Self-Assessment Results**

	Needs to Begin	Needs Significant Action	Needs Action	Done Well	Total Votes
Score	1	2	3	4	
<b>SECTION 1. MAKING THINGS HAPPEN BY WORKING TOGETHER</b>					
1. Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?	5	10	8	1	24
2. Is a governing framework in place that brings together providers, agencies, and consumers? Are there clear guidelines that all embrace?	5	8	10	2	25
3. Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?	7	11	8	0	26
4. Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?	5	12	7	1	25
5. Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?	5	11	9	1	26
<b>SECTION 1. OVERALL ASSESSMENT</b>	<b>2</b>	<b>11</b>	<b>12</b>	<b>0</b>	<b>25</b>
<b>SECTION 2. TAKING STOCK OF COMMUNITY NEEDS AND MOVING FORWARD</b>					
6. Is there an inventory of community transportation resources and programs that fund transportation services?	5	10	8	2	25
7. Is there a process for identifying duplication of services, underused assets, and service gaps?	5	11	8	0	24
8. Are the specific transportation needs of various target populations well documented?	8	11	5	1	25
9. Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?	9	8	6	0	23
10. Are transportation line items included in the annual budgets for all human service programs that provide transportation services?	5	12	7	0	24
11. Have transportation users and other stakeholders participated in the community transportation assessment process?	5	10	6	2	23
12. Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?	10	6	8	0	24
13. Is clear data systematically gathered on core performance issues such as cost per delivered trip, ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?	10	11	1	1	23
14. Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?	8	11	3	0	22
15. Are data being collected on the benefits of coordination? Are the results communicated strategically?	8	10	5	0	23
<b>SECTION 2. OVERALL ASSESSMENT</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>0</b>	<b>22</b>
<b>SECTION 3. PUTTING CUSTOMERS FIRST</b>					
16. Does the transportation system have an array of user-friendly and accessible information sources?	14	10	0	0	24
17. Are travel training and consumer education programs available on an ongoing basis?	13	6	5	0	24
18. Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?	16	7	0	1	24
19. Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?	13	5	6	0	24
20. Are marketing and communications programs used to build awareness and encourage greater use of the services?	14	7	2	0	23
<b>SECTION 3. OVERALL ASSESSMENT</b>	<b>9</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>23</b>
<b>SECTION 4. ADAPTING FUNDING FOR GREATER MOBILITY</b>					
21. Is there a strategy for systematic tracking of financial data across programs?	13	7	3	0	23
22. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?	13	6	3	0	22
<b>SECTION 4. OVERALL ASSESSMENT</b>	<b>10</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>22</b>
<b>SECTION 5. MOVING PEOPLE EFFICIENTLY</b>					
23. Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?	14	7	1	0	22
24. Are support services coordinated to lower costs and ease management burdens?	15	4	3	0	22
25. Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?	16	5	1	1	23
26. Have facilities been located to promote safe, seamless, and cost-effective transportation services?	17	5	1	0	23
<b>SECTION 5. OVERALL ASSESSMENT</b>	<b>11</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>21</b>

## **SUMMARY**

A variety of approaches were used to obtain input from members of the community. These included the survey questionnaire, several focus groups, and a community meeting. Interim reports were posted on the project website in electronic format to provide easy access to study materials and provide the greatest opportunities for input. No interpretation or assistance services were requested for any of the community meetings. The community survey was made available in Spanish and English, but interpretation was not requested for any of the meetings.

A general need for improved transportation services was identified through all of the outreach efforts. Each group of participants tended to have a different focus, as would be expected, and a variety of needs were identified. There is also broad recognition of the challenges facing a rural area like Sullivan County to provide transportation services because of the low density, topography, and road network. There is also recognition that improved cooperation and coordination among transportation providers could help improve the services that are offered. Apparent duplication of services was mentioned on multiple occasions as people observe vehicles from different agencies traveling between similar origins and destinations with empty seats on the vehicles.

Less obvious is the support for increased local funding of transportation services. There is a desire to achieve greater efficiency in operations and enhance services, but at this point there is not obvious support to increase local funding.



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# Transit Needs and Demand

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## INTRODUCTION

A key step in developing and evaluating transit plans is a careful analysis of the mobility needs of various segments of the population and the potential ridership of transit services. Transit demand analysis is the basic determination of demand for public and specialized transportation services in a given area. There are several factors that affect demand, not all of which can be forecasted. However, as demand estimation is an important task in developing any transportation plan, several methods of estimation have been developed in the transit field. A quantitative assessment of needs and demand is an important element to evaluate the qualitative needs identified through the community participation process. The analysis makes intensive use of the demographic data presented in Chapter 2.

This chapter presents an analysis of the demand for transit services in Sullivan County based upon standard estimation techniques. The transit demand identified in this section will be used in the identification of transit service alternatives and the evaluation of the various alternatives. This chapter uses numerous models and formulas to help quantify different segments of transit need and demand in the Sullivan County study area, such as:

- Greatest Transit Needs Index
- Mobility Gap Analysis
- Rural Transit Demand Methodology
- Fixed-Route Demand Model
- ADA Paratransit Demand Model
- Commuter Transit Demand

Data were taken from the 2008-2012 American Community Survey (ACS) five-year estimates for all of the population groups. Each of these approaches helps to show the patterns that are likely to arise regarding transit needs within the area. Estimating demand for services is not an exact science and therefore must be carefully judged for reasonableness. Across the country, transit use remains a

relatively low proportion of overall passenger travel compared to the use of the personal automobile. Average use for transit, where it exists, represents approximately one percent of the total travel mode split. Transit shows up as negligible percentage in the census data for Sullivan County in the total travel mode split. Travel demand for transit in the Sullivan County study area continues to remain a very small portion of the total regional travel.

## **ESTIMATION OF TRANSIT NEEDS**

### **Transit Need**

Need is defined in two ways—as the number of people in a given geographic area likely to require a passenger transportation service, and as the number of trips that would be made by those persons if they had minimal limitations on their personal mobility. Because the incremental cost of a trip using a car is low for those who have ready access to and ability to use a car, the difference between the number of daily trips made by persons with ready availability of a personal vehicle, and by those lacking such access, is used as the indicator of unmet need for additional person-trips. Not all of this unmet need will be provided by public transit services.

Using the methodology described in Transit Cooperative Research Program (TCRP) Report 161, the initial input for estimating transit need includes the number of persons residing in households with income below the poverty level, plus the number of persons residing in households owning no vehicle. According to the census data, there are 12,857 persons residing in households with incomes below poverty in the Sullivan County study area. Additionally, the number of zero-vehicle households was multiplied by the occupancy of zero-vehicle households to estimate the total number of individuals who need transportation. There are 4,955 persons residing in households owning no automobile. These data were derived from the ACS. The calculated result, or output, is shown in Table V-1. The total need for passenger service is approximately 17,800 persons.

<b>Table V-1 Estimation of Transit Need</b>		
Persons residing in households with income below the poverty level	12,857	Persons
	+	
Persons residing in households owning no automobile	4,955	Persons
<b>Total need for passenger transportation service:</b>	<b>17,800</b>	<b>Persons</b>
<i>Source: TCRP Project B-36 Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation, LSC 2014.</i>		

### **Greatest Transit Needs**

The “greatest transit need” is defined as those areas in the Sullivan County area with the highest density of zero-vehicle households, older adults, people with ambulatory disabilities, and low-income populations. This information will be used in the development of service alternatives and the identification of appropriate service constraints.

### Methodology

The ACS and US Census data were used to calculate the greatest transit need. The categories used for calculation were zero-vehicle households, older adult population, ambulatory disability population, and low-income population. Using these categories, LSC developed a “transit need index” to determine the greatest transit need. The density of the population for each US Census block group within each category was calculated, placed in numerical order, and divided into five segments. Five segments were chosen to reflect a reasonable range. Each segment contained an approximately equal number of US Census block groups to provide equal representation.

Census block groups in the segment with the lowest densities were given a score of 1. The block groups in the segment with the next lowest densities were given a score of 2. This process continued for the remainder of the block groups. The census block groups in the segment with the highest densities were given a score of 5. This scoring was completed for each of the categories (zero-vehicle households, older adult population, ambulatory disability population,

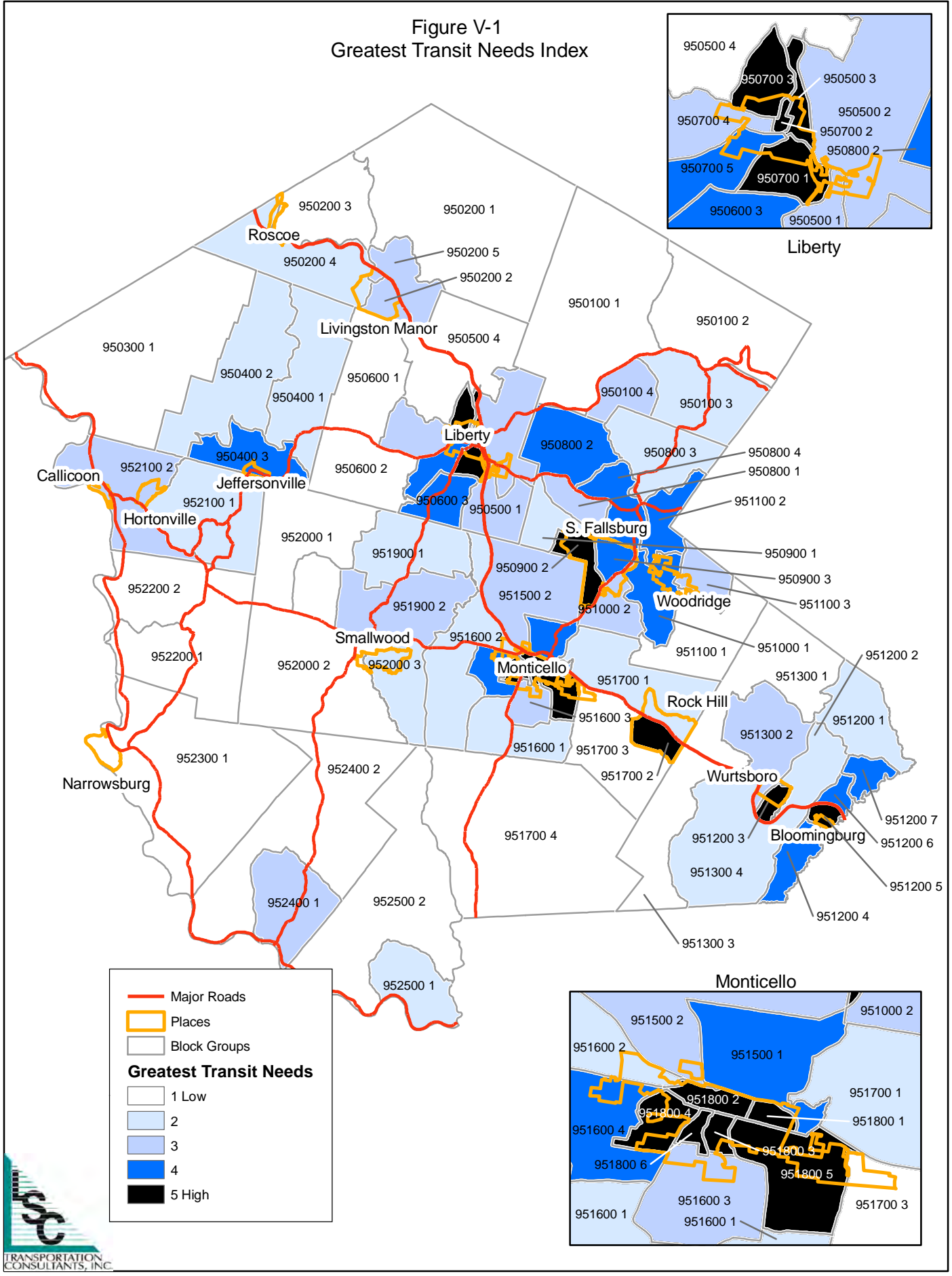
and low-income population). After each of the census block groups was scored for the five categories, the five scores were added to achieve an overall score.

## **Results**

Figure V-1 presents the Sullivan County study area's US Census block groups with the greatest transit need, along with the transit need index. Fourteen block groups were determined to have the greatest transit needs based on zero-vehicle households, older adult population, ambulatory disability population, and low-income population. Table V-2 presents information on these fourteen block groups. As shown in Figure V-1, the greatest transit need is in Liberty, Monticello, Wurtsboro, South Fallsburg, Bloomingburg, and Rock Hill followed by Jeffersonville, Woodbridge, the area to the southwest of Liberty, west of Monticello, north of South Fallsburg, and north and south of Bloomingburg along the county line.



Figure V-1  
Greatest Transit Needs Index



<b>Table V-2</b>				
<b>Census Block Groups with Greatest Transit Need</b>				
<b>Census Tracts</b>	<b>Census Block Groups</b>	<b>Overall Score</b>	<b>Community</b>	<b>Description</b>
950500	3	20	Liberty	North of S. Main; East of Grant, Youngs Hill Rd, and Wawanda Ave; South of Weiss Rd; West of Highway 17.
950700	1	20	Liberty	North of Ferndale Loomis Rd.; South of S. Main; West of Highway 17; East of Highway 15.
950700	2	20	Liberty	Bordered by N. Main, Lincoln Pl, Chestnut, Grant, Liberty St, and Wawanda Ave.
950700	3	20	Liberty	Bordered by Revonah Hill Rd, Buckley, N. Main, and Parksville Rd.
951800	1	20	Monticello	Bordered by Pleasant, Rock Ridge Ave, and E. Broadway.
951800	2	20	Monticello	Bordered by Broadway, Pleasant, Raceway, and Highway 17.
951800	3	20	Monticello	Bordered by Park Ave, Richmond Ave, Fairground Rd, St John, and Broadway.
951800	4	20	Monticello	Bordered by Hamilton Rd, Forestburgh Rd, W. Broadway, Varnell Rd, Dillon Farm Rd, and Lisa Lane.
951800	5	20	Monticello	Bordered by Cold Spring Rd, St John, E. Broadway, Highway 17, Rose Valley Rd, and South Woods Dr.
951800	6	20	Monticello	Bordered by Atwell Lane, Forestburgh Rd, Broadway, and Park Ave.
951200	3	19	Wurtsboro	Bordered by Ferguson Lane, State Route 209 and 17, and is west of the Basha Kill.
950900	2	18	South Fallsburg	Western portion of S. Fallsburg - west of Pleasant Valley Rd.
951200	5	18	Bloomington	South of State Route 17, West of the county line, North of Winter Lane.
951700	2	18	Rock Hill	Southern portion of Rock Hill - south of State Route 17.

Source: LSC, 2014.

By identifying those areas with a high need for public transportation, LSC was able to uncover a pattern for the areas with the highest propensity to use transit service. As LSC examines service alternatives, Figure V-1 can be used in the analysis to ensure that areas with a high transit need would be adequately served. Those US Census block groups not scoring in the highest category, but still having a high score, could still be considered a high priority for transit service.

## **Mobility Gap Analysis**

The mobility gap methodology is used to identify the amount of service required to provide an equal level of mobility to households that have no access to vehicles with those that do. The National Household Travel Survey (NHTS) provides data that allow for calculations to be made relating to trip rates. Separate trip rates are generated for various regions throughout the United States to help account for any locational inequities. Trip rates are also separated by general density and other factors such as age. This methodology was updated using the 2009 NHTS data available.

New York is part of Division Two, the Middle Atlantic Region. The trip rate for zero-vehicle households in rural areas of the Middle Atlantic Region was determined to be 3.5 daily trips. For rural households with at least one vehicle, the trip rate was 4.8 daily trips. The mobility gap is calculated by subtracting the daily trip rate of zero-vehicle households from the daily trip rate of households with at least one vehicle. Thus, the mobility gap is represented as 1.3 household trips per day. This mobility gap is lower than the national average of 1.5 for rural households.

To calculate the transit need for each census block group in the study area, the number of zero-vehicle households is multiplied by the mobility gap number. Based on this methodology, 3,708 daily trips need to be provided by transit to make up for the gap in mobility. This calculates to an annual transit need of 1,112,280 trips. While it is not reasonable to meet all of these needs with public transit, the mobility gap is a good indicator of the level of need in the county.

## **GENERAL PUBLIC RURAL TRANSIT DEMAND (NON-PROGRAM TRIPS)**

The TCRP Worksheet provides a method of estimating General Public Rural Transit Demand for rural areas which is applied to the Sullivan County study area. This methodology applies transit-dependent population statistics and a mobility gap to estimate the annual trips in demand for non-program and overall general public rural ridership. The general public rural non-program demand estimation technique described in TCRP Report 161 to estimate general public rural transit demand is presented by the following formula:

$$\text{Annual Demand} = (2.20 \times \text{Population age 60+}) + (5.21 \times \text{Ambulatory Disability Population}) + (1.52 \times \text{Residents of Households having No Vehicle})$$

$$\text{Annual Demand} = (2.20 \times 14,750) + (5.21 \times 7,032) + (1.52 \times 4,955)$$

$$\text{Annual Demand} = 32,450 + 36,637 + 7,532$$

$$\text{Annual Demand} = 76,619 \text{ passenger-trips}$$

As calculated above, transit demand is estimated at approximately 76,600 passenger-trips annually.

## **RURAL PUBLIC TRANSIT DEMAND (NOT MARKET-SPECIFIC)**

Another methodology developed by TCRP to calculate rural public transit demand that is not market-specific is by using the formula presented below. Need is computed using the Mobility Gap method described above. Annual vehicle-miles of service may be either the miles currently being operated or the number planned to be operated. This method can be used to estimate how demand (ridership) is likely to change as service is expanded or reduced. This formula will be used on the various service alternatives explored to estimate the annual demand. In the formula below, we assumed the annual vehicle-miles of the planned services as 700,000. The annual demand was then calculated accordingly.

$$\text{Annual Demand on Rural Public Services} = 2.44 * (\text{Need}^{0.028}) * (\text{Annual Vehicle-Miles}^{0.749})$$

$$\text{Annual Demand on Rural Public Services} = 86,000 \text{ passenger-trips}$$

## **FIXED-ROUTE DEMAND MODEL**

In order to evaluate potential changes to the fixed-route service, LSC created a fixed-route demand model. The model format is based on household vehicle ownership, average walking distance to bus stops, and frequency of operation. The basic approach is described in the paper, *Demand Estimating Model for Transit Route and System Planning in Small Urban Areas*, Transportation Research Board, 730, 1979. This model incorporates factors for walking distance, the distance traveled on the bus, and the frequency of service or headway.

The fixed route demand model is based on an assumed service to be provided between the Monticello and Liberty area, is assumed to operate on a 30-minute

headway throughout the day, and would have 100 percent transit access which would generate 484 daily trips and approximately 120,414 annual trips. This model does not include those trips where people would still need a ride on the paratransit service due to the FTA's ADA requirements.

The percentage of households with transit access was determined by the number of households within a quarter-mile of the transit service. Census block groups located entirely within a quarter-mile show 100 percent transit access.

This fixed-route model will then be used to estimate ridership for the alternate service concepts. The alternate concepts may be incorporated into the model by changing the percentage of households served by transit, the walking distance, and frequency of service. This model will be applied to each of the service alternatives presented in Chapter 9.

## **ADA PARATRANSIT DEMAND MODEL**

Estimating the demand for ADA complementary paratransit service is an important part of the transit demand process. We estimated the demand for ADA complementary paratransit using a TCRP model. The *TCRP Report 119: Improving ADA Complementary Paratransit Demand Estimation* established a demand estimation tool developed from statistical analysis of transit systems across the country. The model uses the peer comparison data from the medium size and bigger urban area transit agencies along with multiple factors to help predict paratransit ridership. The input variables include population, percentage of households below the poverty line, and fare. The model predicts that 3,625 annual trips will need to be provided between Monticello and Liberty to meet the demand. This breaks down to roughly 15 daily trips. As this model takes into consideration the medium and larger transit agencies in urban areas, the predicted annual trips for Sullivan County may not be an accurate estimate.

The *ADA Paratransit Handbook* published by the Urban Mass Transportation Administration (now the Federal Transit Administration) in 1991 describes an approach to estimate demand based on the population with disabilities, eligibility rates, certification rates, and trip rates. The parameters of this model were adjusted for the Monticello and Liberty service area population to reflect 529 ADA

individuals taking the trips. The model predicts that 12,690 annual trips will need to be provided within the Monticello and Liberty service area to meet the demand.

## **PROGRAM TRIP DEMAND**

Program trips are those trips that would not be made but for the existence of a specific social service program or activity. In rural areas such as Sullivan County, the transit trips made by residents to and from specific social programs may comprise a large part of the total transit demand. This demand differs from other types of demand in that clients in each program specifically generate this need for service. To develop an estimate of the demand for program trips, the types of programs, the actual number of participants, and related information would be needed to calculate the program trip demand using the formula below:

$$\begin{aligned}
 & \textit{Program Trip Demand} = \\
 & \textit{Number of program participants} \\
 & \quad \times \\
 & \textit{Program events per week} \\
 & \quad \times \\
 & \textit{The proportion of program participants who attend the program on an average} \\
 & \quad \textit{day} \\
 & \quad \times \\
 & \textit{The proportion of program participants that use program transportation} \\
 & \quad \times \\
 & \textit{The number of weeks per year the program is offered} \\
 & \quad \times \\
 & \textit{2 (trips per participant per event)}
 \end{aligned}$$

## **COMMUTER DEMAND ESTIMATION**

The LSC team developed a mode split analysis to estimate commuter demand between Sullivan County and the surrounding counties. Since there is no regional transit service, LSC used the Census Longitudinal Employer-Household Dynamics (LEHD) data for the county-to-county commuter patterns for the mode split analysis. The LEHD data were used to determine how many Sullivan County residents commute to surrounding counties for employment as well as where the workers in Sullivan County live. The LSC team then used the 2.0 percent mode split from the US Census Bureau and 2008-2012 American Community Survey five-year estimates to determine the number of transit trips

based on the number of residents and workers in Sullivan County estimated from the LEHD data.

The LEHD data do not capture the total commuter demand of Sullivan County, but indicate the general commute patterns. Therefore, a mode split analysis methodology was carried out to get a better estimate.

The estimate from the mode split analysis showed that there is a demand for commuter service between Sullivan County and the counties of Orange, Ulster, New York, and Dutchess. The mode split analysis estimates commuter demand for residents of Sullivan County within the county to be 270 daily transit trips, 108 daily transit trips to Orange County, 29 daily transit trips to New York County, 21 daily transit trips to Ulster County, and 17 daily transit trips to Dutchess County. The mode split analysis for residents of other adjoining counties commuting to Sullivan County estimates 37 daily transit trips for Orange County and 18 daily transit trips for Ulster County.

## **SUMMARY**

The preceding demand methodologies have presented a wide range of demand estimates. These estimates include the needs of the elderly, individuals with disabilities, and households without vehicles. Demand estimates are based upon quantitative estimates of the number of person-trips made in a given time. However, estimates are based upon services that can reasonably meet the needs of the population served. Estimates for service must be carefully weighed in order to determine the feasibility of providing services. The demand estimates that were outlined previously can be broken into four categories—transit needs estimates, rural demand estimates, fixed route demand estimates, and commuter demand estimates between counties. The full transit need estimate based on the entire population, is somewhere around 1 million annual one-way trips. Serving 100 percent of the unmet needs is unrealistic and will not all be met by public transit. Presently, approximately 100,000 annual non-program trips are provided by the existing transportation providers. This means that less than 10 percent of the need is being met by public transit and human service agencies. There is a gap of 90 percent of need that is not being met. A reasonable goal of meeting at least 50 percent of the need should be set.

Demand is the number of trips that are likely to be made within a given geographic area when the level of service is specified. A better estimate of potential demand is to average the general public transit demand methodologies outlined above. This average is 81,300 annual one-way riders. The fixed route demand along with the ADA paratransit demand specifically looks at service that connects the villages of Liberty and Monticello, and assumes a reasonable frequency of 30 minutes with 100 percent of transit access indicating a demand of 124,000 annual one-way riders. The commuter demand estimates place commuter demand at around 108 daily transit trips to Orange County which works out to 27,000 annual one-way trips.





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## Service Gaps and Duplications

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This chapter presents a brief analysis of the service gaps and service duplications within Sullivan County. Chapter III details the various agencies that provide transportation services in Sullivan County. They include fixed routes, demand-response services, and scheduled service routes which are provided by the various transportation providers. The only transportation services available to the general public are Sullivan County Transportation, ShortLine Bus, and Catholic Charities Community Services. There are several transportation services in Sullivan County that primarily serve their program clients or a particular market segment. The identified gaps and duplication of services was used in identifying service improvements for the area.

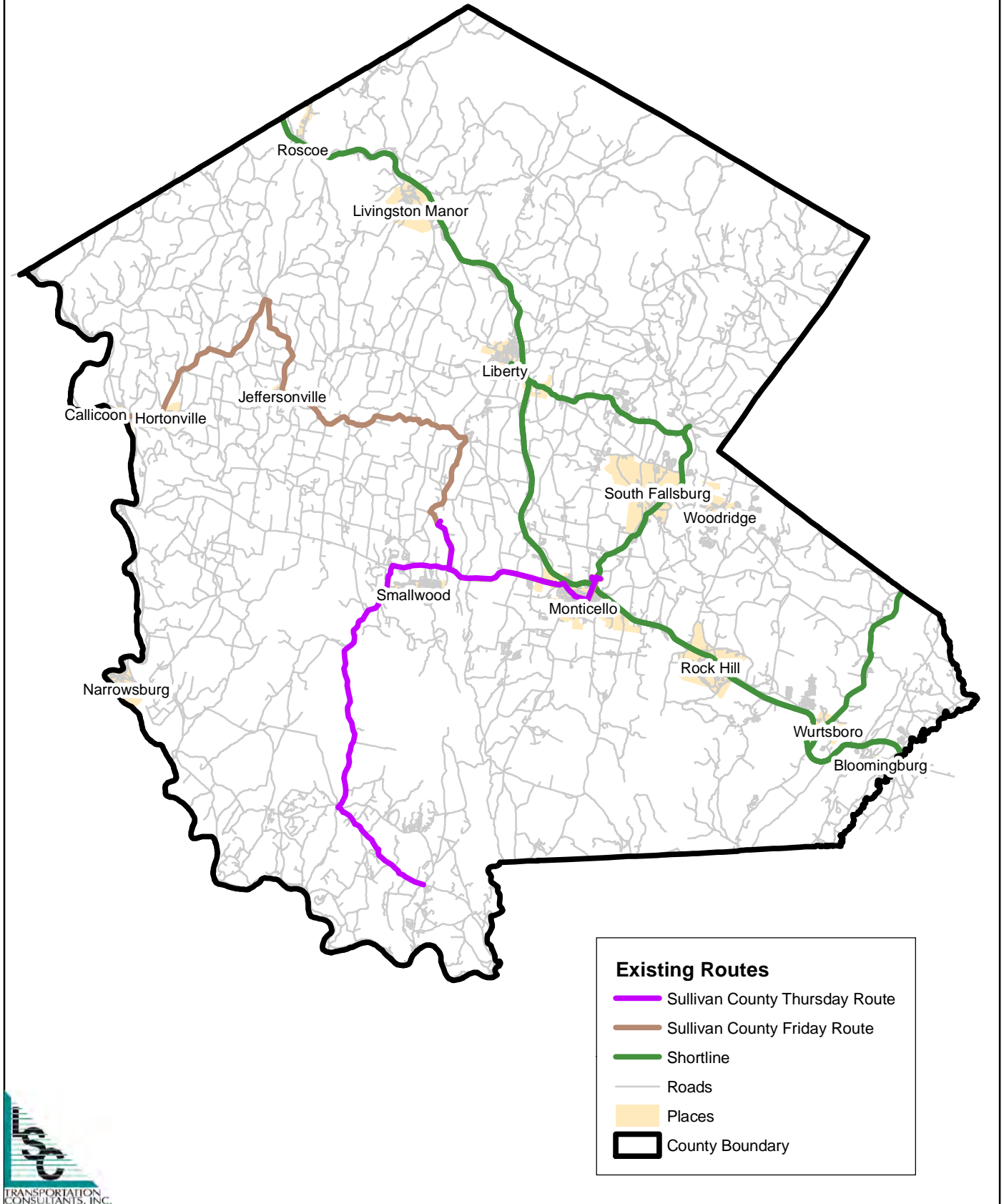
### SERVICE GAPS

Service gaps include spatial gaps where service is not provided or transportation service is limited to a particular geographical area, service type gaps where service is provided for a specific market segment, and temporal gaps where service is limited during certain times of the day or during certain days of the week. There are various providers in the county, each one primarily serving its market segment or its program clients only. Gaps in service are geographic in nature as well as related to various market segments and service hours of operation. Identified service gaps include the following.

#### Geographic Service Gaps

Geographical gaps in Sullivan County are primarily related to general public transit services, especially in the remote areas of the county outside the towns/villages of Monticello, Liberty, and Fallsburg. As shown in Figure VI-1, there are two routes that are open to the general public which cover corridors in the western and southern portions of the county. However, these two routes operate only one day a week on each route with limited hours as discussed in the section on temporal gaps.

Figure VI-1  
 General Public Transit Services in Sullivan County



## **Service Type Gaps**

Figure VI-1 presents the general public fixed-route transit services in Sullivan County provided by Sullivan County Transportation and the ShortLine Bus. The only general public provider in the county that has a schedule that provides service on all weekdays is the ShortLine Bus. As illustrated, there are significant gaps in transportation services for the general public services.

Seniors and individuals with disabilities who are not participants in a human service program lack transportation throughout the county. Seniors who are not low income lack transportation for medical services and those who live outside the corridors served by the weekly shopping trips lack access to other basic service including grocery stores.

Fares that are not affordable, even though not a gap in service, are a barrier for people to use public transportation services. A one-way fare on the ShortLine Bus from Monticello to Liberty costs \$4.00. This can be expensive for low-income families. This amount adds up for a family of four needing transportation for work, child care, and other activities.

## **Temporal Gaps**

Sullivan County Transportation has two fixed routes with very limited amounts of service. One route operates a round-trip run on Thursday and the other route operates a round-trip run on Friday. Riders must call at least 24 hours in advance to schedule a pick up at a bus stop along these two routes. Sullivan County Transportation cannot be used for employment purposes because of the limited trips provided during its service hours of operation. The ShortLine Bus provides service in Monticello and Liberty from approximately 7:30 a.m. to 1:30 a.m. However, the service frequency between trips is more than two hours and does not support employment trips well. For example, a person commuting from Liberty to Walmart in Monticello could reach the Walmart at 7:26 a.m. or 9:50 a.m. for work in the morning. Trips from Walmart back to Liberty would allow a person to leave work from Monticello back to Liberty at 4:39 p.m. and 6:39 p.m. The large gaps between trip times restrict commuters to/from work between Liberty and Monticello. Also, trips to Roscoe and Livingston Manor along the New York State Route 17 corridor are limited to two trips a day.

Temporal gaps may be summarized as:

- Lack of public transportation service twenty-four hours a day, seven days a week throughout the county with the exception of the two corridors served by one trip one day a week.
- Lack of transportation to provide access to employment for low income individuals during typical commute hours throughout the county seven days a week.
- Lack of transportation for seniors and individuals with disabilities to participate in any activity other than shopping one day a week, medical appointments, and specific human service program activities.

## **SUMMARY OF UNMET NEEDS**

There are significant unmet transportation needs in Sullivan County. These have been identified through previous efforts of the Long Term Care Council, the community survey, community meetings, stakeholder interviews, and the quantitative analysis of transportation needs described in Chapter V. The unmet transportation needs include:

- There is no transportation for individuals who lack personal transportation to access employment opportunities.
- There is no transportation to access job training except for individuals participating in one of the human service transportation programs.
- There is a lack of transportation to medical facilities for anyone other than those who are clients of a specific program.
- There is a lack of transportation for anyone other than seniors who are served in specific corridors one day a week.
- There is a lack of transportation for recreational and social activities throughout the county.
- There is a lack of transportation to access educational opportunities.
- There is a lack of transportation to access employment in adjacent Orange County or Ulster County.

Overall, there is a lack of transportation for any trip purpose other than for those individuals who are clients of human services programs and are provided transportation for the purposes of the specific program.

## IDENTIFIED SERVICE DUPLICATION

There are many service duplications due to the geographical areas served. Chapter III lists 21 human service agencies that are identified to contract services, purchase services, or provide transportation services to their program clients, most of which are concentrated in Monticello and Liberty. All of these human services except for Catholic Charities Community Services are not open to the general public.

Sullivan County Transit through the Division of Public Works provides scheduled weekly route-deviation shopping trips as well as demand response medical trips for seniors. Separate transportation is provided for veterans by Sullivan County Transit. The Division of Health and Family Services contracts for demand-response service to be provided for individuals enrolled in job training and employment programs. These services overlap in both times of service and service areas.

Transportation for medical appointments for agency clients and participants is provided by Sullivan County, Achieve, Crystal Run Village, New Hope Community, Recovery Center, Sullivan Arc, and Wellness Home Care.

Transportation for employment and job training is provided by Sullivan County, Delaware Valley Job Corps, New Hope Community, Recovery Center, and private employers.

There are many human service agencies that provide transportation to a specific segment of the population. There are potential coordination efforts that exist where the human service agency that needs transportation on an as-needed basis or as part of scheduled service could contract their transportation services to a human service agency/transit provider that already provides service in that area. This could allow for more efficient use of vehicles and drivers and could increase the amount of local match that can be used to leverage additional state and federal funding for transit services. Moreover, it would reduce duplication of services in the Sullivan County area, thereby creating an economy of scale and improving the overall transit performance level.



## SUMMARY

Chapter V calculates there is a 90 percent gap in service to meet unmet transit needs in Sullivan County. Approximately 100,000 annual trips are provided by the existing transportation providers. This means that only 10 percent of the identified need is currently being met by public transit and human service agencies. The greatest gap in service is for those who are not participants in some program. Access to jobs, education, and services is limited for those who do not qualify for the various programs which provide transportation but have transportation needs.

While this chapter highlights the various types of gaps in services, it also highlights the various duplications in services. These public transit and various human service agencies are duplicating reservations, scheduling and dispatching of trips, vehicle maintenance and replacement of aging fleet, support services including driver recruitment and driver training, vehicle insurance, contracting for services, and reporting and billing processes for various transportation activities. In many cases, agencies are duplicating services by serving the same areas and destinations. In addition to these identified duplications in service, there may be some underutilized services which present opportunities for coordinating transportation services. These various agencies in Sullivan County should look at ways they can coordinate services, reduce duplications, create economies of scale by sharing transportation resources, increase productivity, and gain efficiencies and effectiveness in providing service to people who need transportation. This chapter highlights the need for dialogue between public transit and human service agencies to better integrate resources to provide better service for more people with transportation needs.



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## Coordination Overview and Strategies

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Coordination is a technique for better resource management in which improved organization strategies are applied to achieve greater cost-effectiveness in service delivery. Coordination is about shared power, which means shared responsibility, shared management, and shared funding.

Coordination of transportation services is best seen as a process in which two or more organizations interact to jointly accomplish their transportation objectives. Coordination is like many other political processes in that it involves power and control over resources, and coordination can be subject to the usual kinds of political problems and pressures such as competing personalities and changing environments.

Coordination can be used to improve transportation system performance by eliminating duplicate efforts and improving the efficiency of transportation operations. Coordinating transportation means doing better with existing resources. It requires working together with people from different agencies and backgrounds. Coordination has been said to be the best way to stretch scarce resources and improve mobility for everyone.

The fundamental goals of coordinated transportation systems are to increase the number of people served and the number of rides provided with existing resources. Coordination achieves these goals through better resource management.

### HISTORY OF COORDINATION

The concept of coordination has been promoted since the late 1960s; however, it was not until recently that a real push for coordination, emphasized at the federal level, has been observed. More and more communities are realizing the scarcity of resources (fuel, vehicles, drivers, and funding) and that cost-effective and efficient delivery of services is vital if local communities are to continue to ensure access to vital human services, employment, recreation, and other

opportunities and needs. Coordination takes a firm understanding of local needs and resources to develop a plan that, in the end, increases the mobility of residents.

## Levels of Coordination

There are varying levels of coordination across a broad spectrum of operating scenarios. Levels can range from very low levels of coordination, such as sharing rides on several different vehicles, to extreme levels such as shared vehicles, shared maintenance, a brokerage established for all agencies, and others. It is important that the Steering Committee and stakeholders understand that coordination of services generally may take some time and effort on the part of the transportation providers, colleges/universities, and local human service agencies, especially given that several different government and college/university affiliations are involved.

Coordination has been interpreted as everything from telephone conversations to transfer of vehicle ownership. There are four different phases or levels of coordination with regard to the shared use and efficient operation of equipment and facilities. These levels are defined below:

- a. Communication** involves recognition and understanding of a problem and discussion of possible solutions. This improves the working relationships among various organizations that are in a position to influence transportation developments within their particular jurisdiction.
- b. Cooperation** involves the active working together of individuals in some loose association in a cooperative way. The individuals or individual agencies retain their separate identities.
- c. Coordination** involves bringing together independent agencies to act together in a concerted way to provide for a smooth interaction of separate units of a transportation system. In coordination, the primary concern is in regard to common funds, equipment, facilities, or operations. Members or agencies preserve their separate identities.
- d. Consolidation** involves joining together or merging agencies for mutual advantage. In the case of transportation services, consolidation is used in reference to a fully integrated transportation system in which the individual entities have been combined or consolidated into one integrated public transportation system. Individual agency identity for the purpose of transportation is no longer maintained.

Consolidation of resources is one which is not likely to be done in most communities. It requires all agencies and providers to fall under one authority, and it is difficult to obtain complete consensus for operations. However, the first three elements represent plausible ways to integrate services in a given area. Locally, there is already coordination among providers occurring, representing the beginnings of a coordinated effort. The goal is to build on existing communication and coordination efforts among providers.

## Resource Management

The first set of resource management objectives, targeted on greater efficiencies, focuses on reducing duplication and fragmentation in operating, administering, and funding transportation services. Specific strategies for achieving these objectives include **reducing** the following:

- Operating and administrative salaries
- Capital costs on vehicles and other equipment
- Other operating costs such as maintenance, fuel, and insurance

The second set of resource management objectives—targeted on more productive or effective services—focuses on improving acceptability, accessibility, adaptability, affordability, and availability of transportation services within the area. Specific strategies for achieving these objectives include **increasing** the following:

- Days and hours of service
- Service area
- The different kinds of persons and trip purposes served
- The accessibility of vehicles and facilities for people with special needs
- Public information concerning services
- Funding available to help pay the cost of the service

## **COMMON COORDINATION STRATEGIES**

The following section details the different types of strategies that could be considered for Sullivan County and reviews the benefits and implementation steps for each strategy.

## **Joint Procurement**

Joint procurement (or bulk purchase) is a cost-effective approach to increasing purchasing power. Joint maintenance and fuel purchase is being more widely used across the country, especially given the rising costs of parts and fuel. Shared maintenance can be done quite easily between agencies in a given locale. Insurance pooling is likely the most difficult joint procurement possibility.

### **Benefits**

- Individual agency capital outlay will be reduced.
- An economy of scale in purchases will be created, thereby reducing the overall operational cost per agency.
- With a decrease in capital and maintenance costs, an agency may be able to shift funding from maintenance and capital to service hours, thereby increasing the level of service or operations of the transit system within the region.

### **Implementation Steps**

- The agencies need to meet to develop a basic understanding of how the procurement process will work.
- Memoranda of Understanding (MOUs) should be developed and agreed upon.

## **Shared Vehicle Storage and Maintenance Facilities**

There appears to be a high level of plausibility for the coordination of storage space and maintenance facilities in several of the areas. Shared storage, especially if and when vehicles are stored outside, can aid in reducing engine wear during cold weather startup. Obviously, if a provider is conducting its own maintenance on vehicles, it can likely share maintenance costs with another local provider. Sullivan County has a transit facility which is underutilized and could be a resource for a coordinated transportation system.

### **Benefits**

- Maintenance costs will be reduced, resulting in additional funds available for operations.
- Lost time due to vehicles not starting in cold weather will be reduced, thereby improving the overall performance of the transit service.

- Sharing a facility or building a facility together increases the amount of local match, thereby increasing the level of FTA funding to the region.

### Implementation Steps

- The agencies need to meet to identify the best existing facility among the coordinated agencies or the best location for a shared facility.
- The facility should be centrally located to reduce the possible deadhead time.
- The amount of space that each agency will get in the facility should be designated based on each agency's funding participation for the facility.
- A grant will need to be developed to purchase or upgrade the facility.

### **Joint Grant Applications**

The transit and human service providers in the region should work together to coordinate grant submissions. Grants should be coordinated so that duplication of requests is minimized. This will look more favorable to FTA and grant reviewers.

### Benefits

- The amount of time that each agency needs to spend in developing a grant on its own will be reduced.
- The agencies are able to use each other's knowledge in developing a grant.
- There is a greater likelihood of funding being received if the applications show coordination among providers.

### Implementation Steps

- The agencies should review their needs and create a list of capital and operational requirements.
- The agencies should itemize their lists and determine a priority of needs.
- The grant should be developed based on the priority lists.
- The grant should be approved by each of the agencies' boards/councils, along with approval of any local match funding.
- The agencies should ensure each grant references the additional agencies/providers grants for the corridor.



## **Joint Training Programs**

Joint training programs between agencies, in everything from preventative maintenance to safe wheelchair tie-down procedures, can lead to more highly skilled employees. Joint training can also lead to reduced training costs with agencies that each possess a specialized trainer who can be responsible for one or more disciplines. For example, one agency could provide Passenger Service and Safety (PASS), one agency could specialize in preventative maintenance training, etc. The agencies could also purchase special training from reputable organizations/companies and allow other agencies' employees to attend. Training costs should be shared among the agencies.

### **Benefits**

- Each agency's training budget will be reduced.
- The drivers and staff have more opportunities to learn from each other.

### **Implementation Steps**

- The training needs of each agency's staff should be identified.
- The training courses that meet the greatest needs should be determined.
- The agency or organization/company that could provide the needed training should be identified.
- State and federal grants that could assist in paying for the training should be determined.

## **Sharing Expertise**

Similar to sharing training resources, agencies could share their expertise in such areas as grant writing, computer technology, and general assistance in operation of transportation services (such as tips for dispatching or accounting procedures). Sharing expertise may be as general as a list of personnel across the region who have some expertise in a particular field that may benefit another agency. A "yellow pages" of subject matter experts made available to each agency may be helpful in operating transportation service.

### **Benefits**

- The need for costly training sessions for drivers and staff will be reduced, thereby decreasing lost production time.

- Knowledge is passed on to other staff members and agencies, thereby increasing the efficiency of the region’s transit providers.

### Implementation Steps

- The information, field of work, and expertise needed to operate an effective transit service should be identified.
- The individual in each agency that has expertise in each field of work should be determined.
- A “yellow pages” or contact list of the individuals in each agency that have expertise in certain fields of knowledge should be created.

### **Coalitions**

A coalition is a group of agencies and organizations that are committed to coordinating transportation and have access to funding. The coalition should include local stakeholders, providers, decision makers, business leaders, councils of government, users, and others as appropriate. The coalition could be either an informal or formal group that is recognized by the decision makers and that has some standing within the community. Coalitions can be established for a specific purpose (such as to obtain specific funding) or for broad-based purposes (such as to educate local communities about transportation needs). The Transportation Subcommittee of the Long Term Care Council may be the basis for forming a Transit Coalition in Sullivan County.

### Benefits

- Development of a broad base of support for the improvement of transit services in the region.
- The coalition is able to speak with community and regional decision makers, thereby increasing local support for local funding.

### Implementation Steps

- Identify individuals in the region who are interested in improving transit’s level of service and have the time and skills to develop a true grassroots coalition.
- Set up a meeting of these individuals to present the needs and issues that face the agencies.
- Agencies need to work with the coalition to provide base information and data on the existing and future needs of transit across the region.

## **Coordinating Council**

Similar to a coalition, a coordinating council is made up of various agencies and partners with a common goal of coordinating transportation resources. This group differs from a coalition in that it is primarily made up of agencies that have a need for service and other groups (such as local municipalities) specifically formed to accomplish a strategic goal (such as to implement a new service). The Policy Committee and Steering Committee are currently performing some functions of a Coordinating Council.

### **Benefits**

- Allows for greater input from the key transportation agencies in the region.
- Allows members to share information and knowledge on a one-on-one basis.
- Provides greater opportunity to identify possible coordination actions.
- Increases the integration of transit planning within the region.

### **Implementation Steps**

- Agencies interested in being members of the council need to meet and develop by-laws for the council.
- Council members need to elect a Chair and Vice-Chair.
- Council members need to develop a mission statement, vision, goals, and objectives.
- Council members need to set a date for the monthly or quarterly meeting.

## **Joint Planning and Decision Making**

Joint planning and decision making involves agencies working cooperatively with either other similar agencies or a local provider to make known the needs of their clients and become involved in the local planning of services. Other transportation providers could work with each other in joint planning to meet the needs of their communities and the market segments they serve.

### **Benefits**

- The need for expensive planning documents for each transit agency will be reduced.
- More complex coordination in capital development and operational functions will be allowed.
- The duplication of services among the coordinating agencies will be reduced.

## Implementation Steps

- The agencies should meet with regional transit and transportation planners to develop a scope of work for the planning process.
- The scope of work should identify the goals and objectives.
- A time line should be developed for the completion of the planning document.
- The planning document should develop recommendations for making decisions about the operation of services, capital, funding, coordination process, and administration functions.

## **Vehicle Sharing**

Vehicle sharing requires that agencies own and operate vehicles. Memoranda of Understanding or Joint Agreements are needed for this strategy to work properly. The agencies that operate vehicles are able to share those vehicles with other agencies in a variety of circumstances, such as when an agency vehicle has a mechanical breakdown or when capacity for a specific trip is at its maximum.

## Benefits

- The overall local capital outlay will be reduced.
- These funds could be shifted to cover operational costs or increase the level of service.
- These funds could also be used for capital funding for facilities, equipment, and other capital assets.

## Implementation Steps

- Agencies need to work closely together to develop MOUs and agreements on vehicle usage.

## **Contracts for Service**

An agency/entity could contract with another agency/entity or another human service agency to provide needed trips. This could be done occasionally on an as-needed basis or as part of scheduled service. Many of the services in Sullivan County are provided through contract arrangements with either private or public operators.

## Benefits

- The amount of local match that can be used to pull additional state and federal funding for transit services into the region will be increased.
- The duplication of services in the region will be reduced, thereby creating an economy of scale and improving the overall transit performance level.

## Implementation Steps

- The agencies should meet to identify the needs and capacities of the contract parties.
- A contract should be developed detailing the responsibility of each party.

## **Provide Vehicles**

An agency could provide a used vehicle—one that is either being replaced or retired—to another agency. This could be done either through a transfer of title, donation for a small price (in the case of a retired vehicle), or sale to a local agency in desperate need of a replacement vehicle.

## Benefits

- The capital outlay for the agency that obtains the used vehicle will be reduced.
- The need to retire older vehicles in the fleet will be reduced.
- Human service transportation providers will be allowed to obtain vehicles that they would otherwise not be able to purchase due to the cost of a new vehicle and the level of federal capital funding they are able to receive.

## Implementation Steps

- The agencies should meet to determine the procedures for transferring a vehicle from one agency to another, as well as the level of overall need for vehicles.
- The agencies that receive federally funded vehicles should review their fleet and determine which vehicles can be transferred to other agencies.
- The agencies that wish to receive vehicles should review their fleet needs.

## **One-Call Center**

A shared informational telephone line provides potential users with the most convenient access to information on all transportation services in the region.

## Benefits

- The administrative costs for the participating agencies will be reduced.
- A one-call center is the first step to centralized dispatching.
- Users will only need to call one telephone number to obtain all the transit information they need, thereby improving customer service.

## Implementation Steps

- The agencies should meet to determine which agency will house the call center, how the call center will be funded, and what information will be provided to customers.
- The telephone line should be set up and the needed communication equipment should be purchased.
- A marketing brochure should be developed detailing the purpose of the call center, hours of service, and telephone number.

## **Centralized Functions (Reservations, Scheduling, Dispatching)**

A single office could oversee the dispatching of vehicles and the scheduling of reservations for all of the participating transportation agencies to provide transportation service within a geographic area.

## Benefits

- The duplication of administrative costs will be reduced, based on an economy of scale.
- The marketability of the region's transit service will be increased.
- Fleet coordination will be improved.

## Implementation Steps

- The agencies should meet to determine which agency will house the centralized reservations, scheduling, and dispatching.
- Each agency's level of funding for the dispatching service cost should be identified.
- Intergovernmental agreements should be created detailing the responsibility of each agency.

## **Brokerage**

The creation of a brokerage would enable all of the transportation providers to closely coordinate their services while retaining their own services and identities. A

brokerage agency could be developed separately or as part of an existing agency. The central function of the brokerage would be to operate the central reservation and dispatch center for all of the services. Potential riders could call one phone number and have the ability to make a reservation or receive information on any transit or dial-a-ride service in the area. Software for reservations and scheduling would be required that could direct individuals in need of rides to the most appropriate service and provide agencies with the most efficient routes of travel. This scenario could develop out of the shared informational phone line described above. The difference is that, with the brokerage, the broker would schedule the trip on the most efficient vehicle regardless of provider. The broker would have service contracts with each of the providers and would pay the transportation provider for the trip and bill the sponsoring agency for the service.

The ability of a brokerage to effectively manage reservations and dispatch vehicles for multiple services requires that agencies provide the broker with up-to-date service information. The software will be necessary for the brokerage agency to administer trips for multiple agencies with minimal staff. The performance of the reservation software will be further enhanced by the installation of mobile data terminals (MDT) and automatic vehicle location systems (AVL). These pieces of hardware would enable drivers and dispatchers to easily communicate essential information.

The ability of a group of transportation providers to create a brokerage or to coordinate under a lead agency is improved if an agency with the necessary experience and existing infrastructure is able to assume the role of lead agency or broker.

The lead agency not only gains the responsibility of managing reservations and dispatching, it is also responsible for reporting the activities of the brokerage service to member agencies as well as to various federal, state, and local agencies. The creation of a brokerage agency would also require the lead agency to contract with all member agencies to explicitly state what services will be provided at what cost.

The primary costs associated with creating a coordinated public transportation system under a lead agency or brokerage system are related to the software, hardware, and staff requirements of implementing the reservation and dispatch center. A geographic information system (GIS)-based reservation and dispatch software system can be a considerable investment.

Although there are significant costs associated with initiating coordination under a brokerage agency, there are numerous benefits to such a technologically advanced coordination effort. A central reservation system relying on reservation and dispatch software would increase the efficiency of the total system by spreading trips throughout the system and helping each agency to optimize their routes. Additionally, it would make the system easier for riders to use and more responsive to their needs. Since demand for transportation services exceeds the capacity of current services, these gains in efficiency will enable the system to meet more of the demand. Although this may limit the ability of efficiency gains to reduce the number of vehicles operating in the region, increasing ridership may result in a lower cost per trip and a reduction in the distance traveled per trip. Sharing reservation and dispatch services also has the potential to reduce the per-agency cost of managing their service by eliminating duplication of administrative services. However, this type of organization will require extensive time to implement and considerable local resources from the participating agencies. Agreements would need careful consideration so that participating agencies are assured that their clients and township or municipal residents are assured equal and fair treatment for scheduling of trips. Many of the providers have specific client transportation needs, while some current services are only provided to eligible patrons. The largest barrier to overcome under this model of coordination is local boundaries. Many times throughout the course of discussing coordination of trips, the term “turf wars” emerges. This is common among many areas across the United States and until these turf and boundary issues are resolved, this model of service is likely to fail. For example, if community “X” only provides service within that community for whatever reason, although likely constrained to funding, then under the brokerage model this community must be willing to pool their funds for a larger “system” and provide trips to other agencies or areas.



A third approach would be for the lead agency to establish a contract with the brokerage and for the brokerage to then establish all of the contracts with the operators. In this approach, the lead agency has only a single contract with the brokerage plus funding agreements with the sponsoring agencies.

### Benefits

- Reduction in the duplication of administrative costs based on an economy of scale.
- Provides a single point of contact for users.
- Increase in the marketability of the region's transit service.
- Allows for improved fleet coordination.
- Greater efficiencies in service delivery.

### Implementation Steps

- Agencies need to meet to determine if the brokerage service will be set up as a new agency or under an existing agency.
- Identify each agency's level of funding to cover the cost of the dispatching service.
- Intergovernmental agreement needs to be created detailing the responsibilities of each agency.

## **SUMMARY**

Coordination is a management strategy for improving the performance of various individual transportation services. It wrings inefficiencies out of the disparate operations and service patterns that often result from a multiplicity of providers. Overlapping, duplicate, and inefficient services can be combined for more efficient service delivery. As a result, coordinated services may achieve economies of scale not available to smaller providers. Coordinated services often provide a higher quality of service with greater efficiency that helps to stretch the limited (and often insufficient) funding and personnel resources of coordinating agencies. Not all strategies are appropriate for every community. The community must establish goals for transportation services and then determine the appropriate strategies to implement.



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## Peer Community Analysis

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### INTRODUCTION

An important step in the evaluation of Sullivan County's transportation services is a comparison against peer communities in other areas. Data for the comparisons were taken from the National Transit Database summaries and from recent LSC-completed projects. The peer communities selected for comparison are as follows:

- Cherokee Transit, North Carolina
- Eagle Transit - Flathead County, Montana
- Prairie Hills Transit - Spearfish, South Dakota
- Sheridan Mini-Bus - Sheridan County, Wyoming
- Oswego County Public Transit (OPT), New York
- Community Alliance Transportation Services (CATS) - Sullivan County, New Hampshire
- Connecticut River Transit, Inc. - Vermont

The communities selected for comparison were chosen using criteria related to the type of community and the transit service. The characteristics that were considered in this selection were existing transit/transportation services with some efforts of coordinating transit services, rural characteristics of the area, total population, and communities without large colleges or universities.

Even though care was taken to find the closest matching peer communities, no two areas are exactly alike. Factors such as the type of service (modified fixed-route, demand-response, etc.), local fare policies, and quality of capital equipment can substantially impact the performance of the individual systems. This peer analysis, therefore, should be viewed as a rough gauge of a sample of similar communities and not as an indicator of what should be achieved by Sullivan County.

## Peer Statistics

Table VIII-1 shows the compilation of data from the peer communities. Sullivan County's transportation service is shown at the bottom of the table, and averages for each of the categories are listed at the end of the peer communities. The peer comparison helps come up with a realistic target productivity level that Sullivan County's transportation service can use to see how other peer communities are performing in coordinated public transit services.

Sullivan County's transportation service area has a much higher population (77,547 people) than the overall average of 58,000 persons. Cherokee Transit is the only transportation program in the peer communities that has a large visitor population in addition to the permanent population of the area. The populations of the peers range from the Sheridan County Service area in Wyoming with the lowest population of 29,100 people to the Oswego County Public Transit service area which has the highest population with approximately 122,100 people.

**Table VIII-1  
Peer Community Analysis  
Performance Measures**

Transit System - Location	Type of Service	Duration of Service	Area Population	Geographic Size (sq. mi)	Population Density (persons per sq. mi)	Unemployment Rate*	No. of Vehicles	Annual Miles	Annual Hours	Annual Ridership	Operating Budget	Pass per Hour	Pass per Mile	Cost per Pass	Cost per Hour	Cost per Mile	Trips per Capita
Cherokee Transit, NC	Fixed-Route, Deviated Fixed-Route, and Demand-Response	7 Days a Week, 5:30 am - 12:30 am	13,000	201	65	9.6	24	620,377	38,100	73,208	\$ 1,758,703	1.92	0.12	\$24.02	\$46.16	\$2.83	5.63
Flathead County - Eagle Transit, MT	Fixed-Route, Checkpoint, and Demand-Response	Varies	90,317	5,088	18	6.3	13	266,409	19,739	91,788	\$ 874,112	4.65	0.34	\$9.52	\$44.28	\$3.28	1.02
Prairie Hills Transit, SD	Demand-Response; Scheduled Service	Regular Service; Limited Service; Varies	74,951	9,818	8	4.3	39	489,944	34,802	106,759	\$ 1,586,955	3.07	0.22	\$14.86	\$45.60	\$3.24	1.42
Sheridan Mini-Bus, WY	Demand-Response	M - F, 7:30 am - 5:00 pm;	29,116	2,524	12	4.1	11	183,978	16,513	37,104	\$ 565,140	2.25	0.20	\$15.23	\$34.22	\$3.07	1.27
Oswego County Public Transit (OPT), NY	Deviated Fixed-Route	Sat and Sun, 8:00 am - 1:00 pm	122,109	952	128	7.9	5	1,272,707	68,635	193,288	\$ 5,341,230	2.82	0.15	\$27.63	\$77.82	\$4.20	1.58
Community Alliance Transportation Services (Sullivan County), NH	Deviated Fixed-Route, and Demand-Response	M - F, 6:00 am - 5:00 pm	43,742	537	81	4.3	8	215,391	14,417	38,404	\$ 566,173	2.66	0.18	\$14.74	\$39.27	\$2.63	0.88
Connecticut River Transit, Inc., VT	Fixed Route, Deviated Fixed-Route, and Demand-Response	Varies	33,355	1,466	23	4.0	34	2,285,429	66,103	279,393	\$ 3,554,442	4.23	0.12	\$12.72	\$53.77	\$1.56	8.38
<b>AVERAGE</b>			<b>58,084</b>	<b>2,941</b>	<b>48</b>	<b>5.8</b>	<b>19</b>	<b>762,034</b>	<b>36,901</b>	<b>117,135</b>	<b>\$ 2,035,251</b>	<b>3.08</b>	<b>0.19</b>	<b>\$16.96</b>	<b>\$48.73</b>	<b>\$2.97</b>	<b>2.88</b>
Sullivan County Transportation, NY	Demand-Response; Scheduled Service	Varies	77,547	968	80	7.6	n/a	n/a	n/a	11,208	\$654,766	1.84	0.15	\$58.42	\$78.36	\$6.23	0.14

Source: Bureau of Labor Statistics  
 Note: Unemployment rate presented is the  
 Sources: NTD Data, LSC, 2014.

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Figure VIII-1 presents the comparison of the annual ridership for the peer communities. The average of the seven agencies was 117,135 annual trips. Sullivan County’s transportation service was lower than all of the seven peer communities with 11,208 annual passengers. The highest ridership was from Connecticut River Transit with 279,400 annual passengers.

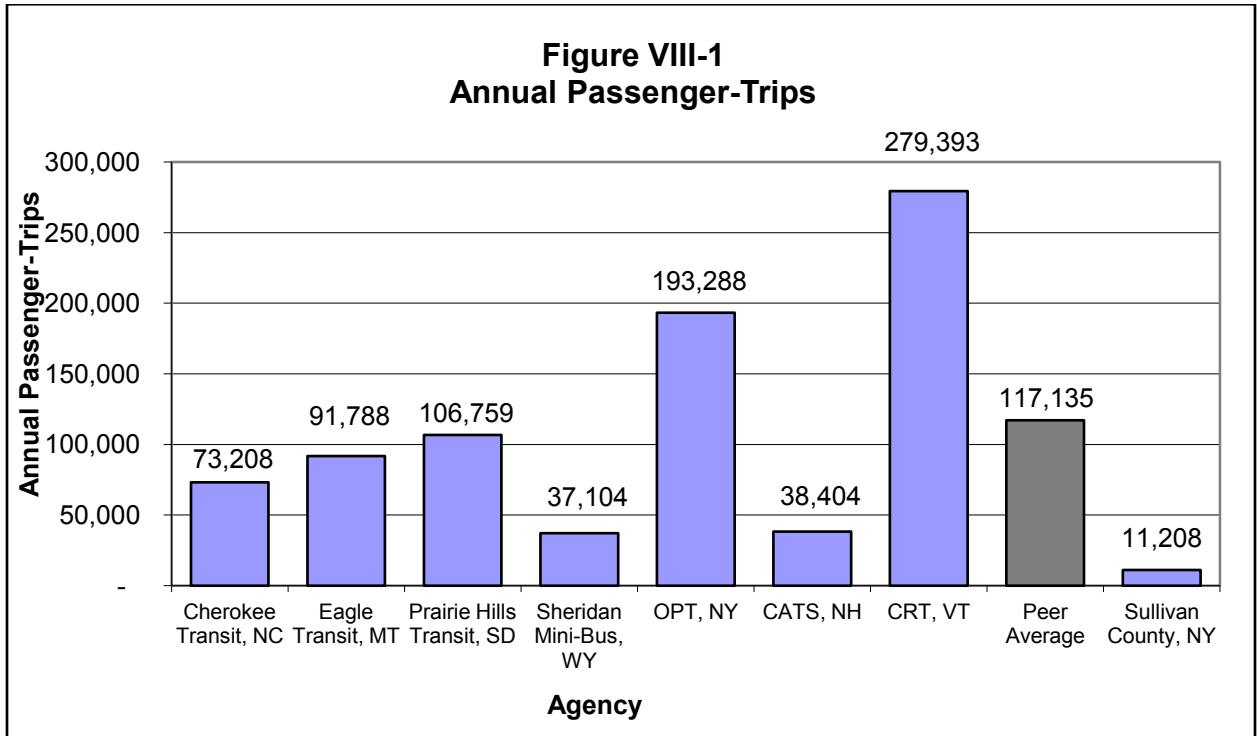
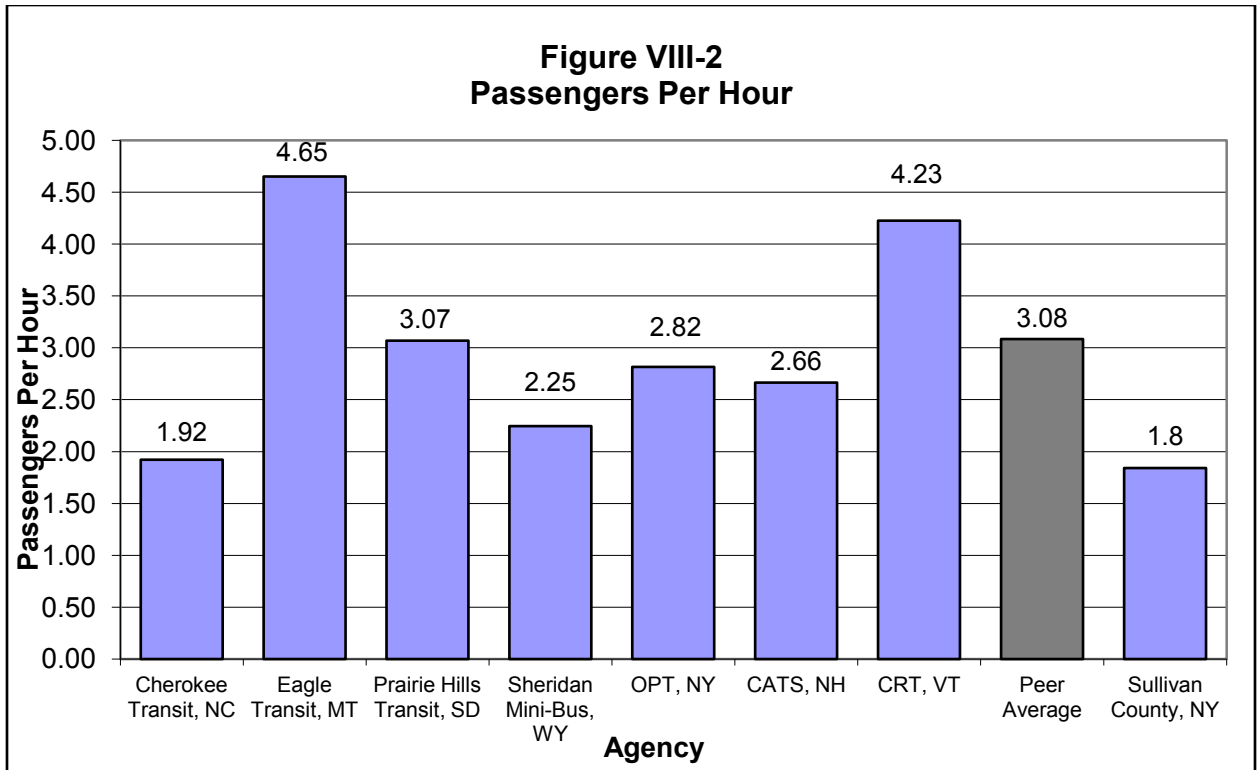


Figure VIII-2 shows the comparison of passenger-trips per hour by agency. Passenger-trips per hour were calculated for each of the seven agencies, with an average of 3.1 passengers per hour. It is generally held that a productivity measure of two to four passengers per hour or fewer is the threshold for conducting demand-response operations. If a transit service exceeds the two to four passengers per hour threshold, the service should be considered for a switch to flex-route or deviated-route service to be able to meet those needs. Eagle Transit and Connecticut River Transit fall within this range of providing a deviated-route service, serving 4.6 and 4.23 passengers per hour, respectively. Sullivan County’s transportation service has the lowest passengers per hour with an estimated 1.8 passengers per hour.

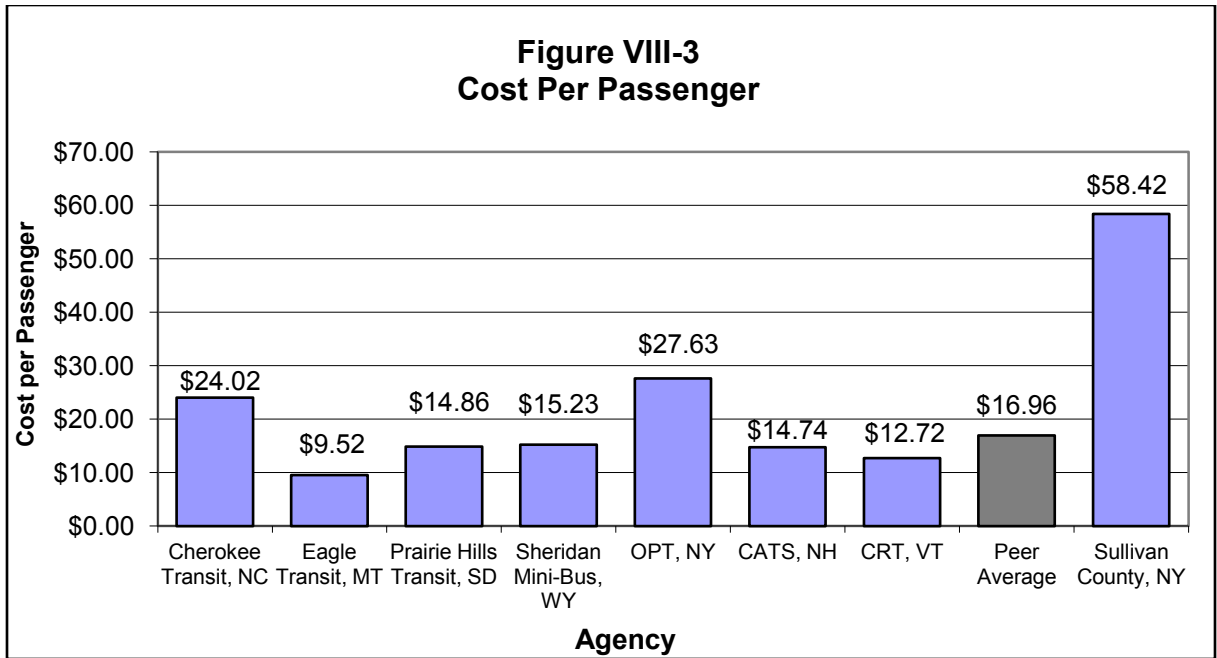




The average cost per passenger of \$16.96 was calculated for the seven agencies. Figure VIII-3 shows the comparison of the cost per passenger. The most cost-effective transit service of the peer communities were Eagle Transit and Connecticut River Transit with a \$9.52 and \$12.72 cost per passenger, respectively. Sullivan County's transportation service is more costly than any of the peer communities with a cost of \$58.42 per passenger.

Other averages calculated were the passengers per mile (at 0.19 passengers), the trips per capita (at 2.88 trips), the average cost per vehicle-hour (\$48.73), and the average cost per vehicle-mile at \$2.97. Sullivan County's transportation service has a lower passengers per mile (at 0.15 passengers), the lowest trips per capita (at 0.14 trips), the highest cost per hour (\$78.36), and the highest cost per mile at \$6.23.

The operating budget was also reported by each agency with an average of \$2 million. The highest operating budget of the peer communities was Oswego County Public Transit at \$5.3 million. Sullivan County's transportation service had the lowest budget of \$ 654,800.



### Peer Community Transit Services

In order to get a better sense of the approximate cost of providing transit in Sullivan County, it is important to examine the types of services that peer communities provided. Sheridan Mini-Bus was the only peer that exclusively uses demand-response service. All the other peer communities operate a combination of fixed-route, deviated fixed-route, and demand-response service. The type of transit system used by each peer community is shown in Table VIII-1.

### SUMMARY

The comparison with transit systems in other rural areas indicates that the cost-effectiveness of Sullivan County Transit is lower than the coordinated transportation services in these other communities. Increasing use of the existing service and enhancing service through coordination strategies should be expected to improve productivity and cost-effectiveness. Looking at the peer communities, the biggest reason why peer communities can provide service with lower cost is coordinating transit services provided by different agencies and departments within the county, and providing a more regular consistent service that improves efficiency.

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## Service Options

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### INTRODUCTION

The basis for any coordinated transit plan is the careful consideration of realistic service options. A service plan can then be developed which would refine the transit service options into a preferred service plan. An implementation plan can then be developed which would detail a financial plan and a management plan to support the planned services.

Various types of transit services used by transit providers are presented initially to provide an understanding of how different transit services function. This information was used in developing the transit service options.

The second portion of this chapter presents the service options that LSC has developed based on the community input, assessment of existing transportation resources available to Sullivan County residents, and input from three local community groups that are involved in the study—the Long Term Care Council Transportation Subcommittee, the Policy Committee, and the Project Steering Committee. The service concepts developed in this chapter were designed to address the needs of the service area, level of service, and type of service.

### TYPES OF TRANSIT SERVICE

The term “transit service” encompasses a wide range of service options. Traditionally, people think of transit service as buses operating on a strict schedule. A number of other transit service options exist such as demand-response, fixed-route, flex-route, and commuter transportation.

#### Fixed-Route Service

Fixed-route service fits the popular description of a transit system with transit vehicles operating on specified routes and following set schedules. Specific bus stops are typically identified for the locations where passengers will be picked

up and dropped off. Routes are usually laid out in either a radial or grid pattern.

Fixed-route service is particularly convenient for passengers without disabilities. Research has shown that fixed-route passengers are willing to walk up to one-quarter-mile to reach the bus stop. Therefore, a fixed-route service pattern may be efficiently laid out with routes having one-half-mile spacing. However, individuals with mobility impairments may have difficulty accessing a fixed-route system.



The advantages of fixed-route service are that it can be provided at a relatively low cost on a per-passenger-trip basis, schedule reliability is high since buses do not deviate from their routes, service does not require advance reservations, and service is easy to understand.

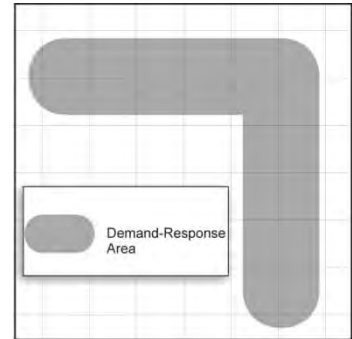
Fixed-route transit service is seldom attractive for people with automobiles in smaller communities and rural areas. A private automobile offers flexibility compared to the rigid schedule of a fixed-route system. The need to walk even a few hundred feet to a bus stop, wait for the vehicle, and the comparatively slow travel time make the option of a private automobile an easy choice. Where there are significant congestion issues or limited parking availability, fixed-route transit service becomes a more attractive alternative. The low cost of transit as compared to owning and operating a private automobile can also be attractive, especially to young working couples who may be able to use the bus rather than own two vehicles.

The Americans With Disabilities Act (ADA) requires that communities with fixed-route transit service also provide complementary paratransit service that operates, at a minimum, in a three-quarter-mile radius of each fixed route. Paratransit service is typically much more costly to operate than fixed-route service because of the service's characteristics. Fixed routes are established to meet the highest demand travel patterns, while paratransit service must serve many origins and destinations in a dispersed pattern. Therefore, fixed-route

operations lack the flexibility to meet the needs of passengers with any special requirements in low-density areas.

## Demand-Response Service

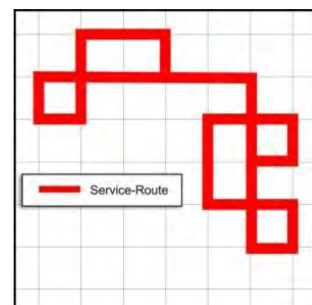
Demand-response transit service, frequently termed dial-a-ride, is characterized as door-to-door transit service scheduled by a dispatcher. With demand-response service, advance reservations are typically required, although some immediate requests may be filled if time permits and if the service is particularly needed. The general public transit service operated by the Dawson County Urban Transportation District in Glendive, Montana and STAR in Rock Springs/Green River, Wyoming are examples of successful demand-response services.



The concept of demand-response was originally developed in the early 1970s as an alternate form of public transportation for the general public. The original efforts proved to be more expensive than envisioned and did not attract the ridership that was forecast. As a result, demand-response transit has been used almost exclusively in this country for elderly and disabled passengers. However, many communities are beginning to recognize the advantages of demand-response service for low-density areas with low levels of transit demand. Improved technology has led to improvements in dispatching and scheduling which has increased the efficiency of demand-response service and allows for real-time dispatching.

## Service Routes

One concept that is being implemented in some communities as an alternative to fixed-route or demand-response service is the service route. A service route is essentially a fixed route specifically designed to serve the elderly and disabled. Typically, a service route winds through residential neighborhoods with high concentrations of elderly and disabled persons, in a pattern that passes within one or two blocks of all houses. The service route also directly serves major destinations such as senior centers, commercial areas, and medical centers. However, the service route





provides a higher in-vehicle travel time and a longer wait for the bus than normally acceptable to the general public. The Bus in Butte, Montana and MET in Billings, Montana are examples of systems with successful service routes.

## **Flexible Routes**

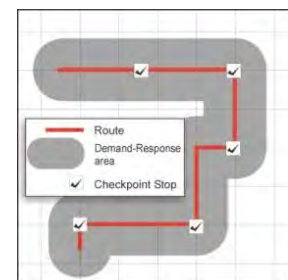
Another alternative is flexible routes such as route-deviation or checkpoint service. With flexible routes, transit vehicle dispatching and scheduling must be done carefully to ensure that vehicles are available to serve the designated stops at the scheduled times. To provide a reasonable amount of flexibility, a lenient definition of on-time performance is typically used with a 10- to 15-minute window at each designated stop.

### Route Deviation

With route deviation, transit vehicles follow a specific route, but can leave the route to serve demand-response origins and destinations. The vehicles are required to return to the designated route within one block of the point of deviation to ensure that all intersections along the route are served. The passengers on the bus may have a longer travel time than for fixed-route service and the service reliability is lower. However, ADA-mandated complementary paratransit service is not necessary since the bus can deviate from the route to pick up disabled passengers.

### Checkpoint Service

Under checkpoint service, the transit vehicles make periodic scheduled stops at major activity centers. The specific routes are not established between checkpoints, which allow the vehicles to provide demand-response service and alleviates the need for ADA-mandated complementary paratransit service. Riders are picked up, typically at a reduced fare, at the checkpoints and are taken either to another checkpoint or to a demand-response specific destination. Service between the checkpoints does not require advance reservations. However, service from any other location on a demand-response basis requires an advance reservation so that the vehicles can be scheduled for pick-up and drop-off. Checkpoint service offers an advantage over route deviation because there is



no specified route for the vehicles to use. Checkpoint service requires only that the vehicle arrive at the next checkpoint within the designated time window.

## **Regional and Commuter Service**

With regional and commuter service, the route is primarily designed to link different communities for employment purposes. These communities may be within the same geographic area. In urban areas, this type of service is commonly known as express or limited express service. In rural areas, the regional and commuter service links communities across the study area with each other and with communities outside the study area.

## **Ridesharing**

Sharing rides is a no-cost option for the County that allows cost savings and mobility options for community members. Ridesharing can take the form of carpooling, whereby two or more people take turns driving their personal vehicles from a common meeting point to a common destination. Vanpools are also a form of ridesharing. Vanpools can be operated by a paid driver or can be driven by vanpool participants. Vanpools are for larger groups of people going to a common destination or a small number of somewhat adjacent destinations. The pick-up location also needs to be convenient to vanpool participants and convenient to the highway. A park-and-ride lot is a common starting point for vanpools. The cost of the vanpool is shared between riders and may be subsidized as part of transit program.

## **TRANSIT SERVICE OPTIONS**

Several service concepts have been developed to aid in the development of the Sullivan County Coordinated Transportation Plan. The main purpose of this service option analysis is to determine the type and level of service that the County could implement to meet the needs of the community.

The following discussion evaluates the various transit service options. Operating costs estimates for the service options are based on the current operating cost of Sullivan County Transit of \$6.23 per mile. For options where improvements in efficiency are anticipated, a lower cost was used reflecting the anticipated improvements. Actual costs of any service which is implemented

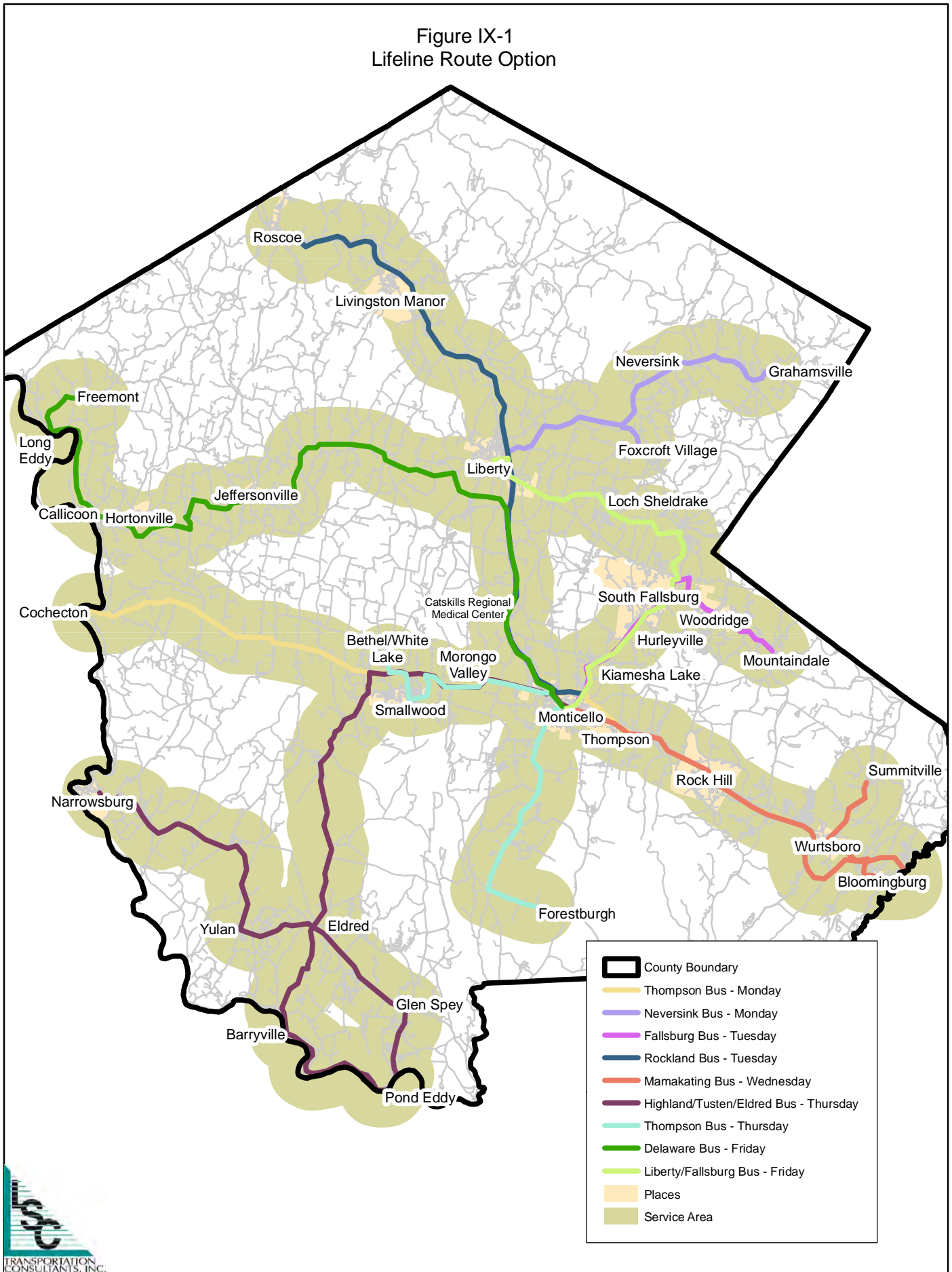
may be different depending on the selected organizational structure and selected operator.

## **Lifeline Routes**

The Sullivan County Office for Aging contracts out transportation to Sullivan County Transportation for shopping trips for elderly persons, age 60 and over. The existing Shopping Routes could continue to be provided by Sullivan County Transportation but be opened for the general public. These have been designated as Lifeline routes because they provide minimal, once-a-week access to essential services of shopping and the medical center. The current shopping service is a route-deviation service that allows a maximum route deviation of 1.5 miles from the designated route. Each of these routes provides service one day a week. The routes would be slightly modified to continue serving shopping trips but would also serve other Lifeline services like medical trips to the Catskill Regional Medical Center and other essential services. Figure IX-1 presents the Lifeline routes. Table IX-1 presents the annual operating cost for each of these routes. The routes which would now serve the Catskill Regional Medical Center would have an increased annual operating cost of \$227,311 (a \$25,000 increase approximately from the existing annual operating cost) and increase their annual ridership to 8,700 passengers (a 1,410 passenger increase from their existing annual ridership). These Lifeline routes have the following projected annual operational cost, riders, and vehicles:

- Annual Operating Cost: \$227,311
- Estimated Annual Ridership: 8,700 passengers
- Average cost per passenger: \$26.13

Figure IX-1  
Lifeline Route Option



**Table IX-1  
Lifeline Route Options**

Routes - Day of the Week	Operating Days	Existing Service (Shopping Only)				Proposed Service (Lifeline Services)			
		Total Daily		Annual Operating Cost	Total Daily		Annual Operating Cost		
		Vehicle - Miles	Total Annual Vehicle - Miles		Vehicle - Miles	Total Annual Vehicle - Miles			
Thompson Bus (to Cochecton) - Monday	52	66.60	3,463	\$21,575	74.60	3,879	\$24,166		
Neversink Bus - Monday	52	57.80	2,340	\$14,577	57.80	2,777	\$17,299		
Fallsburg Bus - Tuesday	52	33.00	1,716	\$10,690	45.00	2,340	\$14,577		
Rockland Bus - Tuesday	52	69.60	2,980	\$18,562	69.60	3,416	\$21,283		
Liberty Bus - Wednesday	52	65.00	3,380	\$21,056	65.00	3,380	\$21,056		
Mamakating Bus - Wednesday	52	68.60	3,567	\$22,222	80.60	4,191	\$26,110		
Highland/Tusten/Eldred Bus - Thursday	52	110.80	5,762	\$35,893	118.80	6,178	\$38,484		
Thompson Bus (to Forestburgh) - Thursday	52	43.40	2,257	\$14,059	51.40	2,673	\$16,651		
Delaware Bus - Friday	52	95.40	4,961	\$30,904	95.40	4,961	\$30,904		
Liberty/Fallsburg Bus - Friday	52	39.80	2,070	\$12,893	51.80	2,694	\$16,780		
			<b>32,495</b>	<b>\$202,432</b>		<b>36,488</b>	<b>\$227,311</b>		

Note: Operating Cost was calculated using a cost per mile of \$6.23.

Source: LSC, 2014.

## Fixed Routes

A variety of fixed route service options were explored to serve the communities of Monticello, South Fallsburg, Liberty, Livingston Manor, Roscoe, Rock Hill, and Wurtsboro. Figure IX-2 presents the fixed routes. This would be provided through Sullivan County Transportation but could be contracted out to a private operator. These fixed-route services could replace the Shortline Bus service on the Monticello, Fallsburg, Liberty route. The fixed route times will be designed to better serve Sullivan County residents/commuters within the communities of Monticello, Fallsburg, Liberty, Livingston Manor, Roscoe, Rock Hill, and Wurtsboro. Estimated transportation costs are based upon an approximate cost per mile of \$5.60. This is slightly lower than the existing Sullivan County Transportation Service's cost per mile of \$6.23 as there would be cost efficiencies in providing this service on a regular basis. The actual cost could be even lower with greater efficiency.

Table IX-2 presents the operational cost, riders, and vehicles for the various fixed-route service options:

Figure IX-2  
Fixed-Route Option

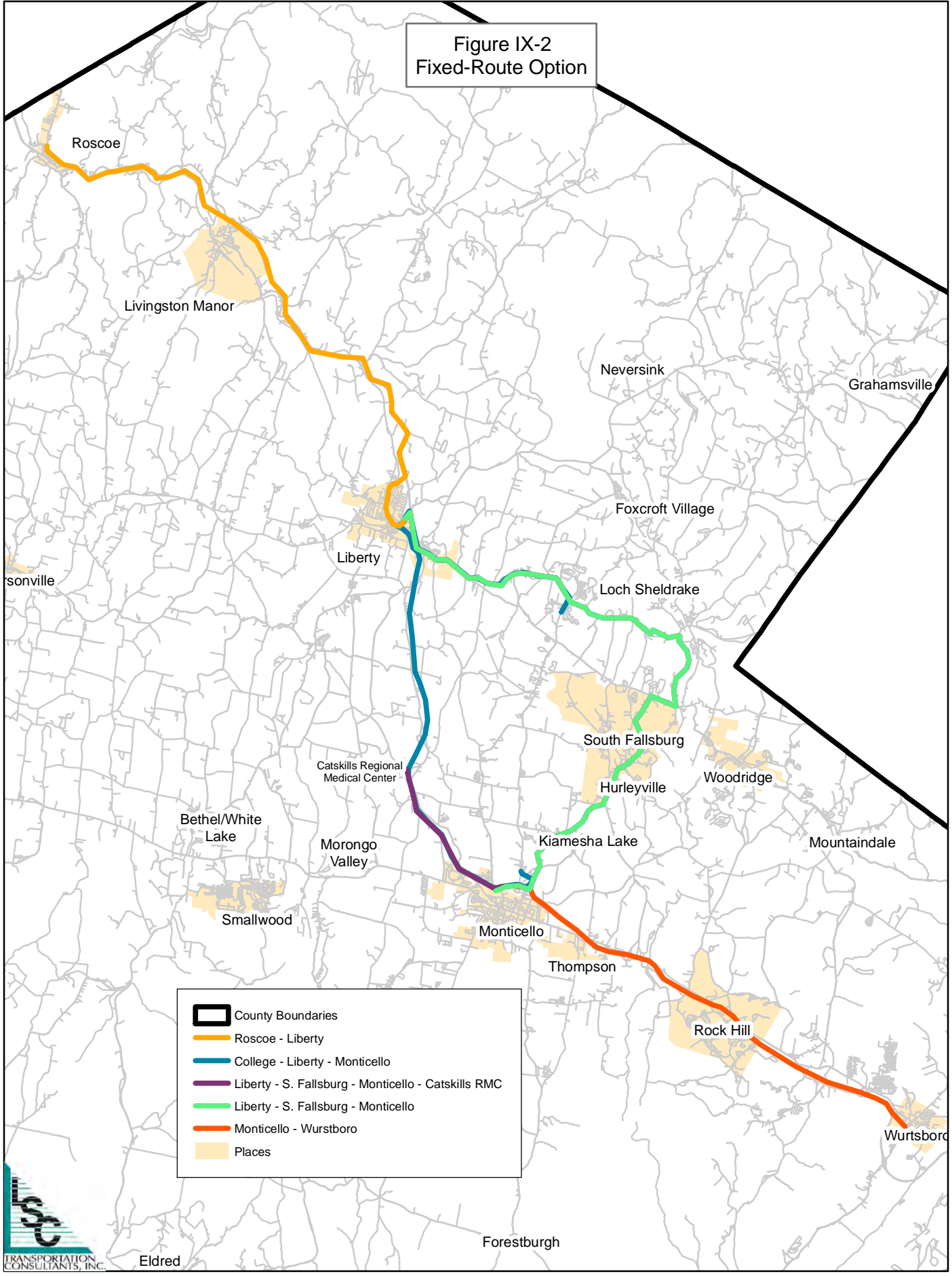


Table IX-2 Fixed Route Options									
Fixed Routes/Areas Served	Operating Days	No. of Vehicles	Frequency (minutes)	Daily Round Trips	Proposed Fixed-Route Service		Annual Operating	Annual Ridership	Cost per Passenger
					Total Daily Vehicle - Miles	Total Annual Vehicle - Miles			
<b>Serving Roscoe-Livingston Manor-Liberty, NY</b>	250	1	70	11	360.80	90,200	\$505,120	17,296	\$ 29.20
<b>Serving the Communities of Liberty and Monticello</b>									
Community College-Liberty-Monticello, NY	250	2	75	10	360.00	90,000	\$504,000	11,722	\$ 42.99
Liberty-South Fallsburg-Monticello-Hospital, NY	250	2	90	8	352.00	88,000	\$492,800	20,504	\$ 24.03
Liberty-South Fallsburg-Monticello, NY	250	2	75	10	360.00	90,000	\$504,000	20,823	\$ 24.20
<b>Serving Monticello-Rock Hill-Wurtsboro, NY</b>	250	1	40	19	516.80	129,200	\$723,520	14,807	\$ 48.86
						<b>487,400</b>	<b>\$2,729,440</b>	<b>85,152</b>	<b>\$ 32.05</b>

Note: Operating cost was calculated using a cost per mile of \$5.60  
Source: LSC, 2014.



### Fixed Route Between Roscoe, Livingston Manor, and Liberty

This fixed route would serve the communities of Roscoe, Livingston Manor, and Liberty. This fixed route would be provided with 11 round-trips a day, Monday through Friday. One vehicle would be used to provide this fixed-route service. The fixed route is a round-trip of 32.8 miles that takes about 70 minutes. With 11 round-trips per day, this fixed-route service is estimated to cost \$505,120 per year. As presented in Table IX-2, this service option would result in the following operational cost, riders, and vehicles:

- Number of vehicles: 1
- Annual operating cost: \$505,120
- Annual ridership: 17,296 passengers
- Average cost per passenger: \$29.20

### Fixed Route Between Liberty and Monticello and Surrounding Areas

Three different fixed-route options were explored that serve the communities of Liberty and Monticello and surrounding areas.

The first fixed route would serve the Sullivan County Community College, Liberty, and Monticello. This fixed route would be provided with ten round-trips a day, Monday through Friday. The fixed route is a round-trip of approximately 36 miles that takes about 150 minutes. Two vehicles would be used to provide this fixed-route service. With ten round-trips per day, this fixed-route service is estimated to cost \$504,000 per year. As presented in Table IX-2, this service option would result in the following operational cost, riders, and vehicles:

- Number of vehicles: 2
- Annual operating cost: \$504,000
- Annual ridership: 11,722 passengers
- Average cost per passenger: \$43

The second fixed route would serve Liberty, South Fallsburg, Monticello, and the Catskills Regional Medical Center. This fixed route would be provided with eight round-trips a day, Monday through Friday. The fixed route is a round-trip of approximately 44 miles that takes about 180 minutes. Two vehicles would be used to provide this fixed-route service. With eight round-trips per day, this

fixed-route service is estimated to cost \$492,800 per year. As presented in Table IX-2, this service option would result in the following operational cost, riders, and vehicles:

- Number of vehicles: 2
- Annual operating cost: \$492,800
- Annual ridership: 20,504 passengers
- Average cost per passenger: \$24.03

The third fixed route would serve Liberty, South Fallsburg, and Monticello. This fixed route would be provided with ten round-trips a day, Monday through Friday. The fixed route is a round-trip of approximately 36 miles that takes about 150 minutes. Two vehicles would be used to provide this fixed-route service. With ten round-trips per day, this fixed-route service is estimated to cost \$504,000 per year. As presented in Table IX-2, this service option would result in the following operational cost, riders, and vehicles:

- Number of vehicles: 2
- Annual operating cost: \$504,000
- Annual ridership: 20,823 passengers
- Average cost per passenger: \$24.20

#### Fixed Route Between Monticello, Rock Hill, and Wurtsboro

This fixed route would serve the communities of Monticello, Rock Hill, and Wurtsboro. This fixed route would be provided with 19 round-trips a day, Monday through Friday. One vehicle would be used to provide this fixed-route service. The fixed route is a round-trip of 27.2 miles that takes about 40 minutes. With 19 round-trips per day, this fixed-route service is estimated to cost \$723,520 per year. As presented in Table IX-2, this service option would result in the following operational cost, riders, and vehicles:

- Number of vehicles: 1
- Annual operating cost: \$723,520
- Annual ridership: 14,807 passengers
- Average cost per passenger: \$48.86

## **Commuter Routes (within Sullivan County)**

The weekday commuter routes are presented in Figure IX-3. The routes are similar to the Lifeline services, but would be used for providing people access to jobs in addition to shopping and medical services. The routes would operate five days a week with three round-trips each day to provide access to employment opportunities, shopping, and the medical center. These commuter routes would also deviate to a maximum of 1.5 miles from the designated route for passengers who call 24 hours in advance to schedule a pick-up/drop-off along the route. Table IX-3 presents the annual operating cost for each of these commuter routes. These commuter routes would be provided Monday through Friday, three times a day- in the morning, mid-day, and in the evening hours. Estimated transportation costs are based upon an approximate cost per mile of \$5.60.

These weekday commuter routes have the following projected annual operational cost, riders, and vehicles:

- Annual Operating Cost: \$1,806,000
- Estimated Annual Ridership: 77,300 passengers
- Average cost per passenger: \$12.70

Figure IX-3  
Weekday Commuter Route Option

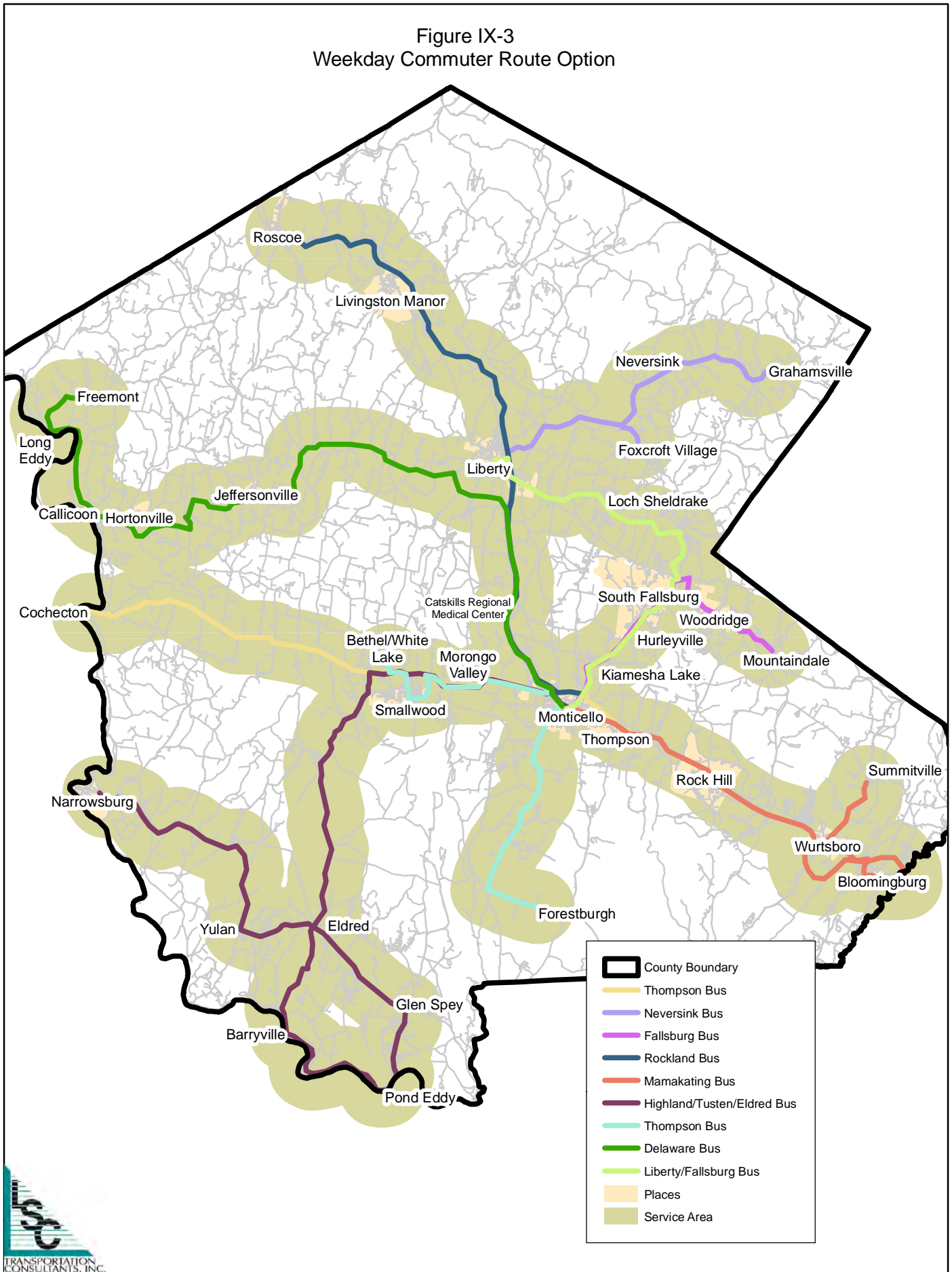


Table IX-3 Commuter Route Options (Within Sullivan County)							
Routes	Operating Days	Proposed Commuter Service			Annual Operating Cost	Annual Ridership	Cost per Passenger
		Total Daily	Total Annual	Vehicle - Miles			
		Vehicle - Miles	Vehicle - Miles				
Thompson Bus to Cochection	250	149.20	37,300		\$208,880	9,000	\$ 23.21
Neversink Bus to Monticello	250	115.60	28,900		\$161,840	7,300	\$ 9.73
Fallsburg Bus	250	90.00	22,500		\$126,000	6,300	\$ 8.40
Rockland Bus to Monticello	250	139.20	34,800		\$194,880	8,300	\$ 11.07
Mamakating Bus	250	161.20	40,300		\$225,680	9,400	\$ 12.53
Highland/Tusten/Eldred Bus	250	237.60	59,400		\$332,640	12,400	\$ 16.53
Thompson Bus to Forestburgh	250	102.80	25,700		\$143,920	6,700	\$ 8.93
Delaware Bus	250	190.80	47,700		\$267,120	10,800	\$ 14.40
Liberty/Fallsburg Bus	250	103.60	25,900		\$145,040	7,100	\$ 9.47
			<b>322,500</b>		<b>\$1,806,000</b>	<b>77,300</b>	<b>\$ 12.70</b>
							<b>Average</b>

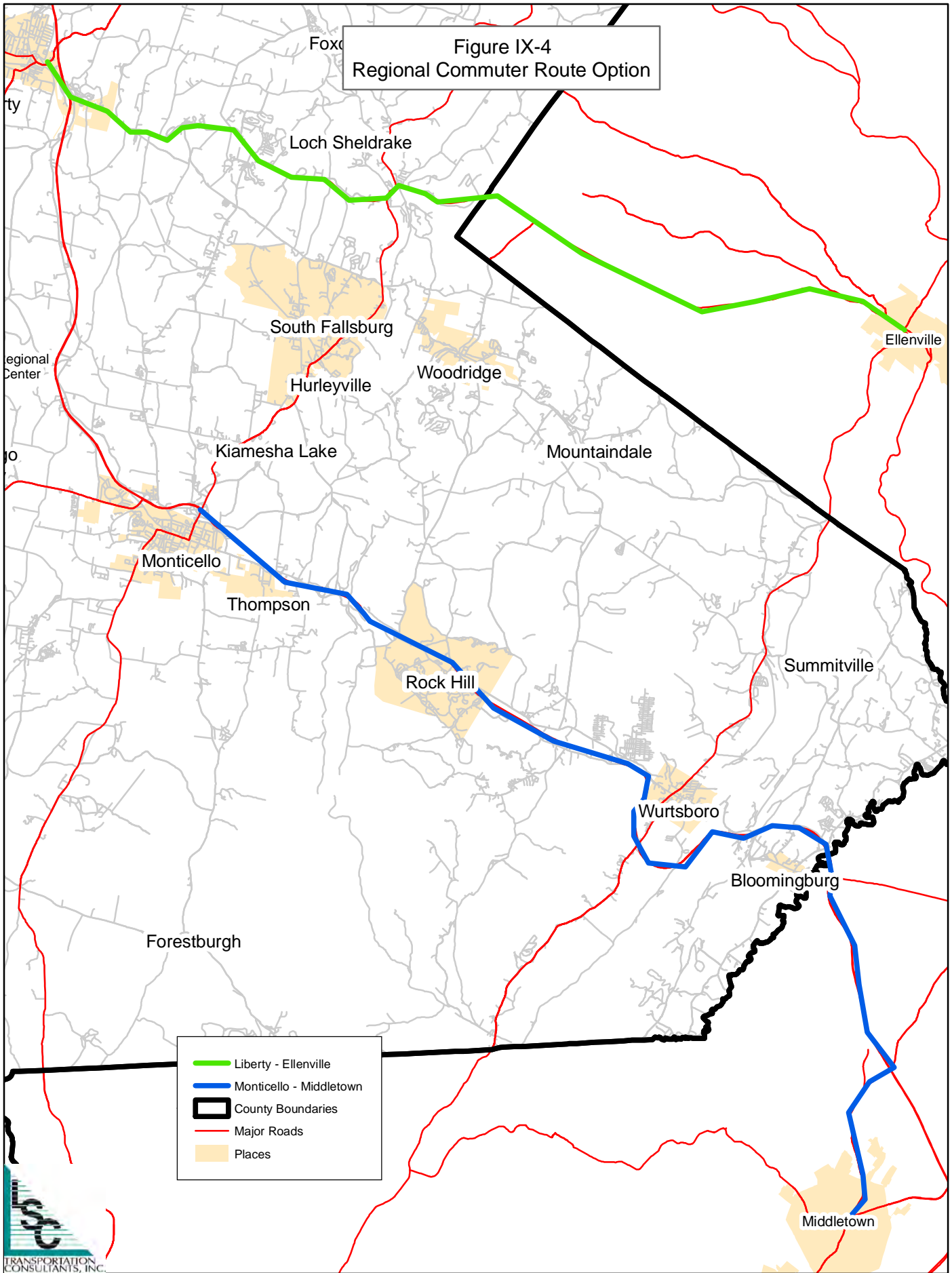
Note: Operating cost was calculated using a cost per mile of \$5.60.

Source: LSC, 2014.

## **Regional Commuter Routes (Regional Connections Outside Sullivan County)**

The weekday commuter routes would serve Sullivan County residents to get to destinations in Ulster and Orange counties for jobs. The regional commuter routes are presented in Figure IX-4. These weekday commuter routes would be provided Monday through Friday, three times a day- in the morning, mid-day, and in the evening hours. Estimated transportation costs are based upon an approximate cost per mile of \$5.60, slightly lower than the existing Sullivan County Transportation Service's cost per mile. These commuter routes would also deviate to a maximum of 1.5 miles from the designated route for passengers who call 24 hours in advance to schedule a pick-up/drop-off along the route.

Figure IX-4  
Regional Commuter Route Option



- Liberty - Ellenville
- Monticello - Middletown
- County Boundaries
- Major Roads
- Places



### Regional Commuter Route to Middletown (in Orange County)

This weekday commute route would be provided from Monticello to Middletown in Orange County along New York State Route 17 West (NY 17 W) and New York State Route 17M (NY 17M), with stops along Rock Hill and Wurtsboro. This commuter route would connect with the local fixed-route bus service in Middletown (Middletown Transit Corporation) so that commuters can make connections to the four fixed routes which connect at the central hub in downtown Middletown off Railroad Avenue. The Monticello to Middletown weekday commuter route would be provided Monday through Friday, three times a day- in the morning, mid-day, and in the evening hours.

This Monticello-Middletown weekday commuter route would have the following projected annual operational cost, riders, and vehicles:

- Annual Operating Cost: \$225,960
- Estimated Annual Ridership: 9,250 passengers
- Average cost per passenger: \$24.43

### Regional Commuter Route to Ellenville (in Ulster County)

This weekday commute route would be provided from Liberty to Ellenville in Ulster County along New York State Route 52 West (NY 52W). This commuter route would connect with the local fixed route in Ellenville provided by Ulster County Area Transit (UCAT). Commuters can make connections to the UE Route that connects to SUNY Ulster Campus and Kingston. The Liberty to Ellenville weekday commuter route would be provided Monday through Friday, three times a day- in the morning, mid-day, and in the evening hours.

This Liberty- Ellenville weekday commuter route would have the following projected annual operational cost, riders, and vehicles:

- Annual Operating Cost: \$242,960
- Estimated Annual Ridership: 4,500 passengers
- Average cost per passenger: \$53.95



## Countywide Demand Response

A countywide demand response service to be provided will help fill the gaps in service for people who need transportation within Sullivan County. The county will be divided into approximately nine demand-response zones and will be served by ten vehicles. Passengers would have to call in advance to schedule a ride on the service (whenever possible, passengers would be requested to schedule 24 hours before they need a trip). The county demand-response service would operate Monday through Friday from 6:30 a.m. to 7:00 p.m. with 10 wheelchair accessible vehicles. Estimated transportation costs are based upon an approximate cost per mile of \$5.60.

This demand-response service has the following projected annual operational cost, riders, and vehicles:

- Number of vehicles: 10
- Annual operating cost: \$4,375,000
- Annual estimated ridership: 78,125 passengers
- Average cost per passenger: \$56.00
- Passengers per hour: 2.5

## Vanpool Program

This option specifically targets commuters within the area. Vanpools are a low cost option to serve commuters. In this option, the County Transit Program would organize a vanpool program which would be partially subsidized using public transit funds. Costs could also be shared by employers and employees through the employee benefit program which allows the cost of transit to be a pre-tax benefit. The typical cost to operate one van in a vanpool program is about \$1,500 to \$2,000 per year. This will vary depending on the number of miles driven and the size of the van. Assuming that a vanpool would have 9 participants, the cost per passenger-trip would be about \$5.00.

Input from local employers indicated a significant need for employee transportation to job locations. This is evidenced by Murray Chicken contracting for an employee transportation service and Kohl's working with local taxi companies to facilitate employee transportation to the Kohl's facility.

## **Subsidized Taxi**

A number of smaller rural communities use contracts with local taxi companies to provide public transportation service by subsidizing the cost of the fare for users. This can be a cost-effective approach in rural areas and for areas with low demand where bus service is not cost-effective. Contracts are established with the local taxi operators and the taxi companies are reimbursed for a portion of each passenger who uses the subsidized taxi service. This could be set up to provide transportation for people in areas not served by other routes or services, or for times when bus service is not operating. One example would be to provide transportation from work to home for service employees who are working an evening shift if the bus service is not operating at that later time. The cost of a subsidized taxi program will depend on negotiated rates, the level of service to be provided, and the amount of each trip to be subsidized.

## **SUMMARY**

This chapter has provided information on various feasible transit service alternatives for Sullivan County. The alternatives include examining Lifeline routes, fixed-route services, weekday commuter within Sullivan County and to regional connections outside Sullivan County, and countywide demand-response service.

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## Coordination Strategies

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### INTRODUCTION

This chapter provides potential coordination strategies for improving coordinated transportation services in Sullivan County. A broad range of strategies are available, but not all are appropriate for Sullivan County. This chapter describes those strategies which may be appropriate and have the greatest potential benefits for Sullivan County residents.

### CURRENT COORDINATION ACTIVITIES

Coordination of transportation services has been elevated as a priority within the county through efforts of the Long Term Care Council and widespread recognition that Sullivan County lacks essential transportation services and there is duplication of services among the various human service agency programs. The Long Term Care Council conducted a Gap Analysis in 2009 which determined that transportation is a major need in Sullivan County for people who are over the age of sixty and people with disabilities. The Transportation Subcommittee of the Long Term Care Council was formed in the summer of 2012 to address that need. The subcommittee includes heads of County departments, private citizens, Town Supervisors, Legislators, CEOs of agencies that provide transportation or use transportation services for their staff and consumers, as well as other transportation initiatives, notably Orange & Sullivan Counties Employment Alliance Network (OSCEAN) and the Transportation Committee of the BOCES Transition Council.

The County applied for a Rural Business Opportunity Grant and received funding to develop this Coordinated Transportation Services Plan as the first step to improve transportation services in Sullivan County and to seek funding from additional sources.

As part of the inventory of existing transportation program, transportation providers and funding agencies were asked to indicate their level of interest in

various coordination strategies. The results are shown in Table X-1 indicating a relatively high level of interest and support for coordination activities.

Crystal Run Village coordinates service through Sullivan Arc which contracts with Rolling V to operate the service. Trips for the two agencies may be grouped for greater efficiency. The County Office for the Aging and Veteran's Services fund transportation provided by Sullivan County Transit in the Division of Public Works.

Although not a coordination activity, there is an opportunity because several of the human service agency transportation programs contract with Rolling V to provide the service. The single operator provides an opportunity to begin grouping rides among the programs, reduce duplication of service, and improve operational efficiency which has the potential to reduce operating costs.

## **CONSOLIDATE COUNTY TRANSPORTATION SERVICE**

Sullivan County provides transportation services through the Division of Public Works and contract operators for a variety of programs. Sullivan County Transit is operated by the Division of Public Works. Service is offered to the public on one route Thursday and one route Friday. Shopping routes are operated Monday through Friday for the Office for Aging within the Division of Health and Family Services. Trips for medical appointments are provided for seniors through the Office for Aging and transportation is provided for veterans to the VA clinics. The Division of Health and Family Services also provides transportation for clients of various programs using Division vehicles and service provided by Rolling V, a private contractor. Overall, Sullivan County operates or administers about \$2.1 million in transportation services.

The Division of Public Works requests and receives operating assistance from the State Department of Transportation. This request is based on the operation of the two routes on Thursday and Friday. For 2013 and 2014, the annual operating cost for these two routes used for the grant request is \$34,556. The total operating expenses for Public Works in 2013 was \$719,766 which included a payment of \$61,495 to ShortLine for the Liberty-Monticello-Fallsburg route.

Human services transportation provided under contract through the Division of Health and Family Services, is eligible to be used as local match for Federal Transit Administration funding for rural public transportation through the Section 5311 program used by Sullivan County Transit. It would also be important for Sullivan County to expand the level of service provided to the public and operated as public transportation. Not all services provided by a consolidated transportation program must be open to the public. It is possible to provide specialized transportation for a human service program that is not open to the public, but operated as part of a coordinated, consolidated transportation program. Service options evaluated in Chapter IX present approaches to expand current services as public transportation. As part of a consolidated program, existing funds of up to \$2 million could be used as a local match for FTA grants through the NYSDOT. While it is very unlikely that Sullivan County could receive that level of funding from NYSDOT, it is possible that the level of funding could be increased significantly above the current level.

Operation of consolidated services may be by county employees or by a contract operator. It is possible to provide service through a combination of county employees and contract operations. The current combination of services could be restructured to be administered within a single department.

A consolidated transportation program as a County department or within an existing department, would facilitate several of the service options described in Chapter IX and support enhancement of services available to the public. There is also the potential to increase efficiency as the operations are consolidated within a single department.

## **COUNTY TRANSPORTATION MANAGER/COORDINATOR**

Sullivan County has identified a need for a Transportation Coordinator in the past, but there is no current position filled for this role. This position should be established as the manager of county transportation services. A Transportation Manager/Coordinator would be very important to set up and oversee a consolidated transportation program within the County. There are currently no staff within the Division of Public Works to take on this full-time responsibility which would oversee a program budget in excess of \$2 million including



operating contracts with private transportation providers. Responsibilities would include administration and management of the Sullivan County transit program. This would include supervision of schedulers and vehicle operators, reporting to funding agencies, obtaining grants, monitoring vehicle maintenance, and ensuring compliance with requirements of funding agencies. Requests for data and information about the existing transportation services were filled by only limited data that were available. Performance measures are not monitored on a regular basis and the review of the current services indicates an inefficient operation. Much of this may be attributed to the lack of a manager to oversee the transportation services on a day-to-day basis.

A Transportation Manager/Coordinator position could cost \$50,000 to \$100,000 annually, but would be eligible for partial funding through the grant programs administered by NYSDOT. There is also the potential that improvements in efficiency within the current transportation programs could offset some of the cost for this position.

## **LOCAL COORDINATING COUNCIL**

A local coordinating council is made up of multiple agencies and partners with a common goal of coordinating transportation resources. This group is primarily made up of agencies which have a need for service and other groups (such as local municipalities) specifically included to accomplish a strategic goal (such as to implement a new service). In Sullivan County, the Steering Committee for this Coordinated Transportation Plan has formed a structure similar to a coordinating council and could transition to this role. The primary role of the coordinating council would be to expand the number of participants in a coordinated or consolidated transportation program. A coordinating council offers the following benefits:

- Allows for greater input from the key transportation agencies in the region.
- Allows the members to share information and knowledge on a one-on-one basis.
- Provides greater opportunity to identify possible coordination actions.
- Increase in the integration of transit planning within the region.

## **TRANSIT COALITION**

A coalition is a group of individuals, agencies, and organizations that are committed to coordinate transportation and improve the services available in the community. The coalition should include local stakeholders, decision-makers, business leaders, users, and others as appropriate. The coalition could be either an informal or formal group which is recognized by the decision-makers, and which has some standing within the community. Coalitions can be established for a specific purpose (such as to obtain specific funding) or for broad-based purposes (such as to educate local communities about transportation needs). An example of a role that might be fulfilled by a coalition would be to improve coordination between Medicaid transportation services and local coordinated public transportation systems. This is an issue that must be addressed at the state level, but will require political pressure from rural counties throughout the state. Another role may be to encourage additional local human services agencies to participate in a coordinated transportation program and to participate in the Local Coordinating Council.

## **MOBILITY MANAGER**

A Mobility Manager could be hired to promote and facilitate coordination of the various transportation services in Sullivan County and improve the service delivery provided to customers. A Mobility Manager identifies transportation options and methods for coordination. This would include the use of existing community transportation services and use of information technology for travel information, trip planning, and service coordination. Coordination by a mobility manager helps agencies fill more vehicles to improve efficiency and reduce the overall cost per passenger for transportation. A mobility manager makes public presentations on the benefits of mobility management for the community and directs and develops marketing activities to increase transit ridership.

The Mobility Manager could be a County employee or could be employed by another agency which supports coordinated transportation services. In Cortland County, the Mobility Manager is part of the Seven Valleys Health Coalition which is not a provider of transportation services, but works to enhance transportation services within the community.

The Mobility Manager would serve as staff for the Local Coordinating Council and could facilitate meetings and provide support for the Transit Coalition. The success of these two strategies often depends on having a good Mobility Manager to maintain momentum and provide support for these volunteer organizations.

The Mobility Manager will monitor all the available transportation services in Sullivan County to provide assistance to individuals in planning and coordinating their transit trips. In addition to trip planning, this position could provide community outreach to increase public awareness of available services. The Mobility Manager could make presentations to various groups. Where appropriate, when presenting to potential users, they should include an actual ride on the transit service. This can effectively reduce residents' uncertainties regarding the use of public transit (especially any fears by elderly or disabled passengers concerning the use of wheelchair lifts and tie-downs, and the uncertainty of reaching their destination safely). The Mobility Manager may provide travel training which is very effective in encouraging use of public transportation services by the elderly and people with disabilities. The Mobility Manager may also serve as a consumer advocate for transit users, so it is better if the position is not filled by a contract service operator.

A Mobility Manager position may cost \$50,000 to \$100,000 depending on the level of experience, the hiring agency, and the level of benefits provided. A Mobility Manager is eligible for funding up to 80 percent through Federal Transit Administration programs administered by NYSDOT.

## **COOPERATIVE INFORMATION PROGRAM**

As services are enhanced, the community must be made aware of the services which are available. Community input indicated a lack of information about the existing transportation services in Sullivan County. It will become even more important to make this information available as additional services are implemented.

This should be an activity of the Local Coordinating Committee. Possible approaches could include development of a comprehensive information brochure about transportation services, a Rider's Guide, and periodic media

stories about the services which are provided and the benefits to community members. Funding for informational activities should be included in the operating budget of the County transportation service.

## **ONE-CALL CENTER**

A significant improvement in providing services to residents in Sullivan County would be to create a one-call center that could provide detailed information about all transportation services and assist in obtaining transportation from the appropriate agency. Ideally this function could be performed by the Sullivan County Transit Program using the scheduling/dispatch staff and the capabilities of the RouteMatch software. Requests for transportation could be sent to the appropriate funding agency or transportation provider electronically using the software capabilities and the user would need to make only one phone call. Technology could also be used to support transportation request through the internet.

A one-call center would require additional funding for staff to receive calls and make reservations, but most or all of this could be offset by reductions in staff at participating agencies who would no longer be needed to answer calls and provide information. This strategy would require agreements between the participating agencies to provide funding and coordinate the transportation reservations process.

## **COORDINATED HUMAN SERVICES TRANSPORTATION**

The first strategy discussed in this chapter is to consolidate transportation services provided by County departments. There are numerous other transportation programs which should be considered as part of a larger coordinated transportation system. The inventory of transportation providers which included agencies operating service, funding service, or referring clients to transportation service was documented in Technical Memorandum #1 and has been updated as additional information became available. Agencies were asked to indicate their interest in various coordination strategies. Many of the agencies which responded have indicated some interest in participating in a coordinated transportation service including purchase of transportation from another agency or a consolidated transportation program.

If Sullivan County chooses to develop a consolidated County Transit Program, a next step would be to integrate other programs outside of county government. If Sullivan County decides not to develop a consolidated transit program, another agency could take the lead role and begin to establish a consolidated human services transportation program. While Sullivan County is one of the larger transportation programs and is the grantee for public transit funding, it is not essential that the County take the lead role in consolidating human services transportation. However, to gain the greatest efficiency and leverage funds to provide public transportation, the County must be a major participant.

Agencies which have indicated an interest in participating in a consolidated transportation program include Achieve Rehab and Nursing Facility, Boys and Girls Clubs, Catholic Charities, and Sullivan ARC. Other agencies which have indicated possible interest include Cache, Center for Workforce Development, Council on Alcoholism and Drug Abuse, Delaware Valley Job Corps, Sullivan County Community College, and Wellness Home Care.

To incorporate these agencies into a consolidated transportation program may require significant staff time and coordination among the agencies. An established Local Coordinating Council will be important to facilitate this process. A Mobility Manager will be an important part of the process to help develop funding agreements and contracts for service. The role of the Transportation Coordinator within the County would be to determine operational details to provide service for all of the participating programs. If the County does not take the role of the lead agency for consolidating services, a similar position will be needed within the lead human services agency.

Coordination and consolidation of human services transportation outside the county government should be considered for implementation after the County transportation programs are consolidated and public transportation is established. A phased approach will be easier to implement and to manage. Integration of various human services transportation program should also be phased to allow for smooth transitions.

## **BARRIERS TO COORDINATION**

Several barriers to coordination have been identified. The first is the lack of good financial information for several of the human service agency programs. Costs and sources of funding were not provided by several of these programs as presented in Chapter III. Without good financial information, cost sharing agreements cannot be established.

Another identified barrier is reluctance to participate in a coordinated transportation system. This a minor barrier in Sullivan County as evidenced by the interest in coordination of services presented in Chapter X. However, there were agencies that declined to provide any information and indicated little or no interest in participating in a coordinated transportation system.



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# Recommended Service and Implementation Plan

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## INTRODUCTION

This chapter provides a description of the recommended services and an implementation plan for Sullivan County. There are two service plans presented in this chapter. A long-range vision for service is provided with a short-range, five-year service plan. A recommended implementation schedule is provided with an accelerated schedule illustrated to take advantage of the funding cycle of the New York State DOT (NYSDOT). The service plan is based on the options analyzed in Chapter IX and the goals for transportation service. The following factors were used to select the appropriate service options:

- Does the option increase the amount of service to the general public, particularly low-income individuals who need transportation for access to jobs, shopping, and basic services?
- Does the option support county goals for workforce development and employment?
- Does the option support community goals for economic development and tourism?
- Does the option maintain service for those participating in existing transportation programs?
- Does the option offer the potential for implementation without significant increases in local County funding?
- Does the option provide opportunities to improve operational efficiency?
- Does the option support opportunities to match Federal Transit Administration funding?

## TRANSPORTATION NEEDS

There are significant needs for transportation service in Sullivan County. These include access to basic services, access to shopping, and access to employment opportunities. The analysis of needs is described in Chapter V. There are as

many as 1 million annual passenger-trips that are not being met within the county. This does not include trips related to visitors and tourism or trips outside the county.

A major need identified during the development of this plan as well as part of the impetus to prepare the plan is the need for access to employment. Many Sullivan County residents are not able to find or maintain employment because of a lack of transportation. The County Department of Health and Family Services provides transportation for participants in their employment programs. Some employers have made efforts to support transportation for employees, but overall the lack of public transportation services is a significant issue and hindrance to finding employment for many residents.

The reliability of the workforce has been an issue in attracting new employers. Murray Chicken has provided transportation for employees to improve reliability of their workforce. Kohl's met with taxi companies to find ways to improve transportation options for employees. Transportation has contributed to issues of workforce reliability for many potential employers.

Sullivan County has been successful in attracting some employers and the new proposed casino has the potential to create jobs for local residents. Reliability of the workforce to support the casino operations may depend on availability of transportation services open to the public. The services described in this plan place a high priority on developing transit service that will provide access to employment while also improve access to other services such as medical facilities and retail. The proposals build on existing service with increased options for those individuals who do not qualify for any of the various human services programs, but still need transportation to access employment.

## **VISION FOR TRANSPORTATION SERVICES**

These initial study goals and community input were used to establish a community vision for transportation services in Sullivan County. This vision and the supporting goals and objectives were used to develop the recommendations in this plan.

## **Vision for Transportation**

Develop a coordinated transportation system that meets transportation needs of residents and visitors to Sullivan County and provides access to employment, medical facilities, education, shopping, and recreation.

This vision and the supporting goals support Strategy 3.23 of the Sullivan County 2020 Comprehensive Plan: “Provide affordable and accessible public transportation to important destinations, hamlets, villages and points outside the county.” The vision also supports economic development goals to develop a diversified economic base and workforce development.

The following goals have been set to support this vision for transportation services.

**Goal 1:** Implement public transportation service to improve access to transportation and enhance the quality of life for local residents.

Objective 1.a: Open the existing County services to the general public.

Objective 1.b: Add service earlier and later in the day to support employee work hours.

Objective 1.c: Increase the level of service to the Catskill Regional Medical Center.

Objective 1.d: Provide connections to Ulster and Orange Counties and intermodal facilities.

**Goal 2:** Coordinate transportation services to improve the quality of service and operational efficiency.

Objective 2.a: Consolidate services operated by County government.

Objective 2.b: Establish a County Transit Manager.

Objective 2.c: Establish a Mobility Manager for Sullivan County.

Objective 2.d: Consolidate human services transportation with a single operator.

Goal 3: Leverage available funding.

Objective 3.a: Increase efficiency of transit services.

Objective 3.b: Use available funds as local match for Federal Transit Administration funding.

## **BUDGET ASSUMPTIONS**

Several assumptions have been used to develop the planning budgets in this Chapter. Detailed data for County transit operations were not available. Data such as driver work hours, detailed schedules, and the number of passengers by route were not available. Therefore the cost analysis had to be based on aggregate data including the total budget and total vehicle-miles for transportation operated by Public Works and the contracts for transportation services in other departments.

A current cost of \$6.23 per vehicle-mile of service was calculated for Sullivan County Transit based on 2013 data. This cost represents all operating costs for Sullivan County Transit including drivers, dispatch, fuel, and maintenance. As discussed in Chapter VIII, the operations of Sullivan County are not as efficient as other comparable systems. For example, the current shopper trips have an inbound trip in the morning and an outbound trip in the afternoon. There is a deadhead run out in the morning and a return in the evening. The result is that about half of the time and mileage are not service, but contribute to the cost of the service. By increasing the amount of service without a corresponding increase in deadhead time and miles, the cost per mile of service will be reduced. The cost per mile for the proposed service has been estimated to be \$5.60 per mile based on improved efficiency of operations. This cost includes all staff, fuel, and maintenance expenses. Capital costs for any new vehicles or equipment are not included in this cost per mile and are identified separately in the financial plan.

Local funds and non-US DOT federal funds already used by many human service agencies such as the Division of Health and Family Services and the

Division of Public Works to provide transportation may be used as local match for FTA operating funds from the NYSDOT to enhance Sullivan County's public transit program.

## **RECOMMENDED TRANSIT SERVICE PLAN**

The preferred transit service plan is based upon the greatest needs for services, the services currently provided by the various transportation providers and human service agencies in the Sullivan County area, and input from the community through the survey, community meetings, and the three committees. The preferred transit plan encourages coordination of transportation services in Sullivan County which allows for services to be expanded to the general public to provide greater access to employment opportunities, medical services, education, and shopping. Priorities were set based on available resources and feasibility of implementation. Recommendations are provided for phased implementation with feasible steps to be implemented in each phase.

### **Phase 1**

#### **Consolidate County Transportation Programs**

The initial phase of the plan to develop a coordinated public transportation system in Sullivan County is to consolidate the various County transportation programs into a single program. Currently the Division of Public Works operates service which is partially funded by other divisions within the County. The Department of Health and Family Services contracts for service to be provided to patients. Their various programs should be managed through a single program. Operations may be by a combination of County employees and contractors. Merging the programs and using a single scheduling/dispatch center offers the opportunity to increase efficiency and productivity. Consolidation will allow the resources of the different County divisions to be shared. Passengers may be scheduled on the most cost-effective service.

Sullivan County has the scheduling and dispatch software capabilities to schedule all trips for the various County programs. Health and Family services will need access to the scheduling software to schedule trips for clients and the

contract operator will need access for trips scheduled on the contractor operated services.

This activity supports sharing of resources, coordination of services to improve efficiency and reduce operating costs, and the potential to leverage existing funding.

### Transportation Manager/Coordinator

A Transportation Manager/Coordinator is a crucial part of Phase 1. An individual is needed to oversee the merging of multiple programs and then to manage the operations and contracts on a day-to-day basis. Without this leadership and oversight, consolidation of the programs is unlikely to happen.

One of the first actions needed is to establish and fill a Transportation Manager/Coordinator position within the Sullivan County Division of Public Works. The Transportation Manager/Coordinator would be responsible for all administration and supervision of the County Transit Program. This would include supervision of dispatchers and drivers, financial management, and reporting. The current program is sufficiently large enough that a person dedicated to managing the program is important. Research by LSC regarding the success of transit systems showed the high importance of having a dedicated manager for the transit program for the long-term success of that program. Management of the transit program as one of many job duties is unlikely to develop a strong, sustainable, and successful public transportation service. The Transportation Manager/Coordinator should be tasked with a thorough review of the operating costs for County Transit and to determine additional cost savings through operational changes. The review of peer systems in Chapter VIII indicated that the costs for Sullivan County Transit are significantly higher than other rural transit systems and imply that cost savings or increased efficiencies are feasible.

Job Description for a Transportation Manager/Coordinator: A transportation manager would manage and administer the daily operation of the Sullivan County Transit Program. These responsibilities would include dispatching, Department of Transportation (DOT) and Federal Transit Administration

compliance, preventive maintenance, and new vehicle/equipment acquisition. Other essential job duties include:

- Develop policies and procedures as needed
- Supervise the performance of contracts for service
- Ensure drivers are performing all necessary tasks and responsibilities.
- Maintain frequent contact with management staff and employees
- Supervise drivers and dispatchers.
- Ensure compliance with DOT rules and regulations
- Complete required financial reports and grant compliance reports in a timely manner.
- Provide public relations to community.
- Provide system wide marketing.

Establishing the Manager/Coordinator position will improve sharing resources among County transportation programs to improve efficiency and reduce operating costs. Marketing and promotion will increase awareness of the available services, particularly to underserved or unserved population segments.

### Coordinated Human Services Transportation

A second part of Phase 1 is for existing human services transportation programs to develop coordinated programs and pursue consolidation of service through use of a common contractor to provide the services. Currently, multiple agencies contract with the same operator, but not in a coordinated approach.

Demand-response transportation will be required to support clients of the Division of Health and Family Services. This could be continued under the contract with Rolling V or operated using County vehicles, but should be administered as part of Sullivan County Transit. Other human services transportation programs should be incorporated beginning in the second year of the plan and continue as other agencies express an interest and see the benefit of coordinated transportation.

This action will support sharing of resources among human services transportation programs which are not operated by the County, and provides the opportunity for sharing of vehicles among the various programs.

### Transportation Coordinating Council

A local coordinating council is made up of multiple agencies and partners with a common goal of coordinating transportation resources. This group is primarily made up of agencies that have a need for service and other groups (such as local municipalities) specifically included to accomplish a strategic goal (such as to implement a new service). In Sullivan County, the Steering Committee for this Coordinated Transportation Plan has formed a structure similar to a coordinating council and could transition to this role. The primary role of the coordinating council would be to expand the number of participants in a coordinated or consolidated transportation program. A coordinating council offers the following benefits:

- Allows for greater input from the key transportation agencies in the region.
- Allows the members to share information and knowledge on a one-on-one basis.
- Provides greater opportunity to identify possible coordination actions.
- Increase in the integration of transit planning within the region.

### Services

The services below are described by their operational characteristics. Lifeline services are essential services to provide non-emergency medical transportation for shopping, errands, and other services, that operate less than a weekday service and in this case are provided once a week. Fixed-route service is a service that is provided five to seven days a week, and a commuter service is a limited version of a fixed-route service that is provided with trips in the morning and in the evening to serve commuters to and from work.

#### Lifeline Service

The Shopper Bus services provided by the Office of Aging are different round-trip routes that serve seniors in different parts of the county with service provided one day a week. These routes operate as route deviation (explained in



Chapter IX). Two of these routes are already open to the general public. The Shopper Bus currently serves 6,118 trips and 1,172 medical trips on demand-response service which are contracted by the Sullivan County Office for the Aging. The Shopper Bus service should be opened to the public and advertised as public transportation. This would require a policy change by the County to open the service to the general public and allow the general public to schedule a ride on the service. Although the routes operate only one day per week, this will provide access to essential services for additional members of the community beyond those who are elderly. Another advantage to opening these routes to the public is that all funding from the Office for Aging and the County could be treated as local match for operating funds from the NYSDOT thereby increasing the total funds available for transportation in Sullivan County. The suggested lifeline service routes are shown in Figure XI-1 which incorporates the existing shopper routes with service to the Catskill Regional Medical Center. The lifeline services could also add a stop to the Monticello Farmers Market on Monday. It was identified that thousands of dollars in WIC farmers market coupons go unused and limited transportation to the market may be a contributing factor and may be an unmet need. The lifeline services will also provide service for members of the community who would like to access medical services at Catskill Regional Medical Center and it would decrease a small portion of the medical trips provided through the Sullivan County Office of Aging. It is estimated that this would increase annual projected ridership of the suggested lifeline services to approximately 7,900 one-way passenger trips. This would increase the existing senior shopping buses from 15-/20-passenger vehicles to 25-passenger vehicles. Future vehicle purchases should be the large size vehicles to accommodate additional passengers.

Figure XI-1  
Recommended Lifeline Routes

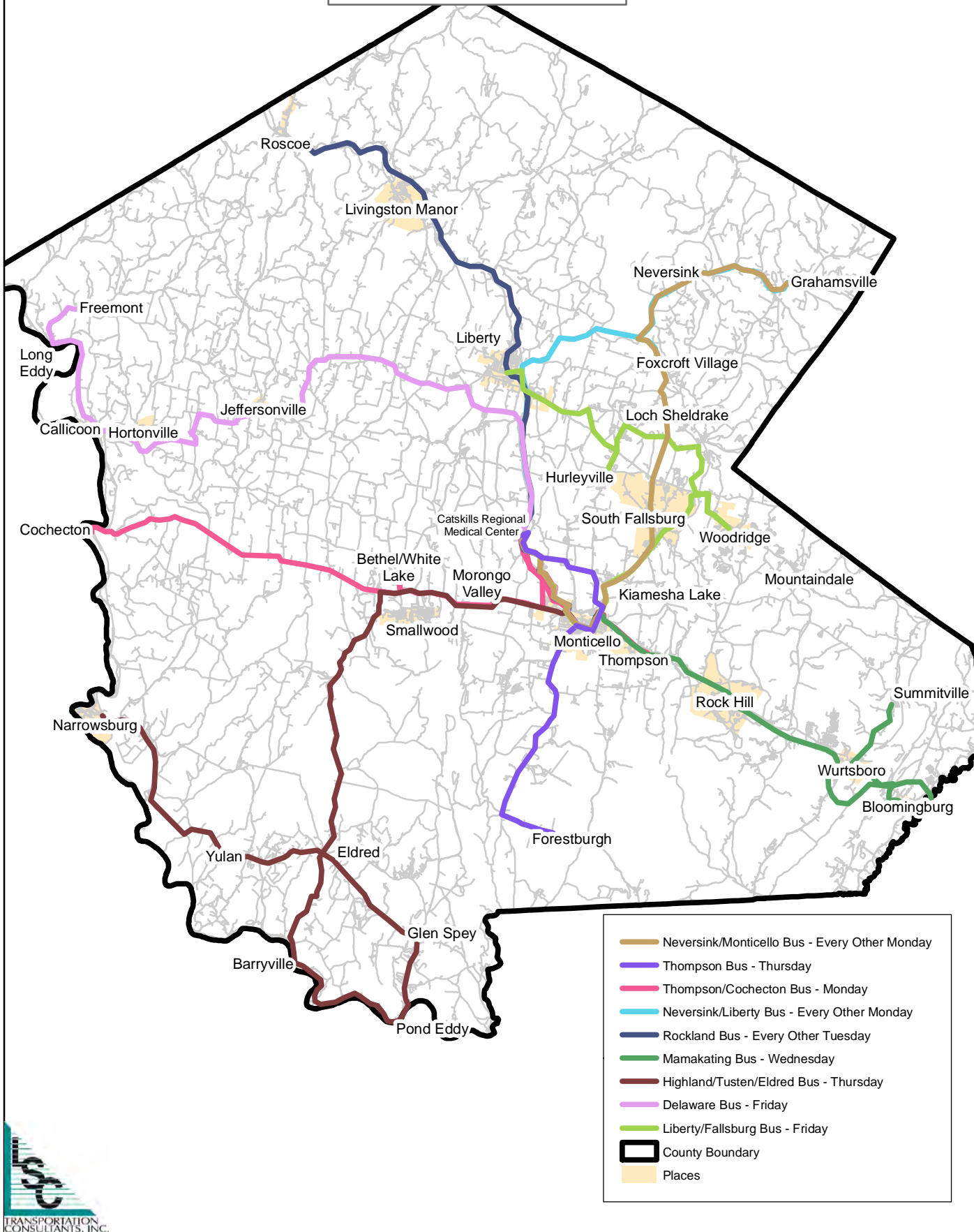


Table XI-1 shows the estimated annual operating cost for lifeline services is \$206,800. Since the lifeline services would now serve the Catskill Regional Medical Center, it would reduce some portion of the cost spent on medical trips (as mentioned above). In comparison, the existing annual operating cost by the Sullivan County Office for the Aging is \$202,450.

Tables XI-2 through XI-11 present preliminary schedules for the various lifeline routes. The schedules have been modified from the current service to provide service to the medical center and allow time for medical appointments.

The proposed Lifeline Services will increase opportunities for the elderly, individuals with disabilities, and low income households to access shopping and medical care.

Routes - Day of the Week	Operating Days	Proposed Commuter/Lifeline Services		
		Total Daily	Total Annual	Annual Operating Cost
		Vehicle - Miles	Vehicle - Miles	Cost
Thompson Bus (to/from Cochection) - Monday only	52	124.40	6,469	\$36,225
Neversink Liberty Bus - Every other Monday	26	51.00	2,340	\$13,104
Neversink Monticello Bus - Every other Monday	26	55.40	2,340	\$13,104
Rockland Liberty Bus - Every other Tuesday	26	52.80	2,980	\$16,686
Rockland Monticello Bus - Every other Tuesday	26	63.00	2,980	\$16,686
Mamakating Bus - Wednesday Only	52	57.00	2,964	\$16,598
Highland/Tusten/Eldred Bus - Thursday Only	52	114.40	5,949	\$33,313
Thompson Bus (to Forestburgh) - Thursday	52	67.20	3,494	\$19,569
Liberty/Fallsburg Bus - Friday Only	52	62.20	3,234	\$18,113
Delaware Bus - Friday Only	52	99.00	5,148	\$28,829
<b>TOTAL: Lifeline Routes</b>			<b>37,898</b>	<b>212,227</b>

*Note: Operating Cost was calculated using a cost per mile of \$6.23.*  
Source: LSC, 2014.

**Table XI-2**

**Thompson Route Schedule**

Thompson Route: Cochection, Bethel, White Lake, Harris, Monticello (Monday Only)

**Morning (AM) Service**

Cochection		Bethel		White Lake		Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	6:30 AM	6:50 AM	6:55 AM	7:05 AM	7:08 AM	7:18 AM	7:23 AM	7:28 AM	7:29 AM	7:39 AM	7:40 AM	7:50 AM	--

**Mid-Day Service**

Walmart <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>		White Lake		Bethel		Cochection	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	11:00 AM	11:10 AM	11:11 AM	11:21 AM	11:22 AM	11:27 AM	11:32 AM	11:42 AM	11:45 AM	12:00 PM	12:03 PM	12:23 PM	12:43 PM

Cochection		Bethel		White Lake		Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	12:43 PM	1:03 PM	1:08 PM	1:18 PM	1:21 PM	1:31 PM	1:36 PM	1:41 PM	1:46 PM	1:56 PM	1:57 PM	2:07 PM	--

**Evening (PM) Service**

Walmart <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>		White Lake		Bethel		Cochection	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	5:15 PM	5:25 PM	5:26 PM	5:36 PM	5:37 PM	5:42 PM	5:47 PM	5:57 PM	6:00 PM	6:15 PM	6:18 PM	6:38 PM	--

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

<b>Table XI-3</b>											
<b>Neversink Liberty Route Schedule</b>											
<b>Neversink Route: Grahamsville, Neversink, Foxcraft Village, Liberty, Harris (Alternative Monday Only)</b>											
<b>Morning (AM) Service</b>											
Grahamsville		Neversink		Foxcraft Village		Liberty		Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	9:15 AM	9:25 AM	9:30 AM	9:40 AM	9:45 AM	10:00 AM	10:05 AM	10:20 AM	10:25 AM	10:30 AM	--
<b>Evening (PM) Service</b>											
Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>		Liberty		Foxcraft Village		Neversink		Grahamsville	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:35 PM	2:40 PM	2:55 PM	3:00 PM	3:15 PM	3:20 PM	3:30 PM	3:35 PM	3:45 PM	--
<sup>a</sup> Catskill Regional Medical Center (Harris) <sup>b</sup> Center for Discovery <sup>c</sup> Catskill Regional Medical Center (Monticello) <sup>d</sup> Walmart (Monticello)											
Source: LSC, 2015											

**Table XI-4**

**Neversink Monticello Route Schedule**

Neversink Route: Grahamsville, Neversink, Foxcraft Village, Monticello, Harris (Alternative Monday Only)

**Morning (AM) Service**

Grahamsville		Neversink		Foxcraft Village		Walmart <sup>d</sup>		Med Ctr (Mont.) <sup>c</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	9:00 AM	9:10 AM	9:15 AM	9:25 AM	9:30 AM	9:55 AM	10:00 AM	10:10 AM	10:15 AM	10:25 AM	10:30 AM	10:35 AM	--

**Evening (PM) Service**

Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>		Foxcraft Village		Neversink		Grahamsville	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:35 PM	2:40 PM	2:50 PM	2:55 PM	3:05 PM	3:10 PM	3:35 PM	3:40 PM	3:50 PM	3:55 PM	4:05 PM	--

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

<b>Table XI-5</b>											
<b>Rockland Liberty Route Schedule</b>											
<b>Rockland Route: Roscoe, Livingston Manor, Liberty, Harris (Alternative Tuesday Only)</b>											
<b>Morning (AM) Service</b>											
Roscoe		Livingston Manor			Liberty			Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	9:45 AM	9:55 AM	10:00 AM	10:15 AM	10:20 AM	10:35 AM	10:40 AM	10:45 AM	--	--	--
<b>Evening (PM) Service</b>											
Ctr for Discov <sup>c</sup>		Harris/Medical Ctr <sup>d</sup>			Liberty			Livingston Manor		Roscoe	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:35 PM	2:40 PM	2:55 PM	3:00 PM	3:15 PM	3:20 PM	3:30 PM	--	--	--
<sup>a</sup> Catskill Regional Medical Center (Harris) <sup>b</sup> Center for Discovery <sup>c</sup> Catskill Regional Medical Center (Monticello) <sup>d</sup> Walmart (Monticello)											
Source: LSC, 2015											



<p style="text-align: center;"><b>Table XI-6</b></p> <p style="text-align: center;"><b>Rockland Monticello Route Schedule</b></p> <p style="text-align: center;">Rockland Route: Roscoe, Livingston Manor, Harris, Monticello (Alternative Tuesday Only)</p>											
<b>Morning (AM) Service</b>											
Roscoe		Livingston Manor		Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	9:15 AM	9:25 AM	9:30 AM	9:50 AM	9:55 AM	10:00 AM	10:05 AM	10:15 AM	10:20 AM	10:30 AM	--
<b>Evening (PM) Service</b>											
Walmart <sup>d</sup>		Med Ctr (Mont.) <sup>c</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>		Livingston Manor		Roscoe	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:40 PM	2:45 PM	2:55 PM	3:00 PM	3:05 PM	3:10 PM	3:30 PM	3:35 PM	3:45 PM	--
<p><sup>a</sup> Catskill Regional Medical Center (Harris)</p> <p><sup>b</sup> Center for Discovery</p> <p><sup>c</sup> Catskill Regional Medical Center (Monticello)</p> <p><sup>d</sup> Walmart (Monticello)</p> <p>Source: LSC, 2015</p>											

<b>Table XI-7</b>															
<b>Mamakating Route Schedule</b>															
<b>Mamakating Route: Summitville, Wurtsboro, Bloomingburg, Rock Hill, Monticello (Wednesday Only)</b>															
<b>Morning (AM) Service</b>															
Bloomingburg		Wurtsboro			Summitville			Rock Hill			Walmart <sup>d</sup>			Monticello/Med Ctr <sup>c</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	9:15 AM	9:25 AM	9:30 AM	9:40 AM	9:45 AM	10:00 AM	10:05 AM	10:15 AM	10:20 AM	10:30 AM	--	--	--	--	--
<b>Evening (PM) Service</b>															
Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>			Rock Hill			Summitville			Wurtsboro			Bloomingburg	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:40 PM	2:45 PM	2:55 PM	3:00 PM	3:15 PM	3:20 PM	3:30 PM	3:35 PM	3:45 PM	--	--	--	--	--
<sup>a</sup> Catskill Regional Medical Center (Harris) <sup>b</sup> Center for Discovery <sup>c</sup> Catskill Regional Medical Center (Monticello) <sup>d</sup> Walmart (Monticello)															
Source: LSC, 2015															

**Table XI-8**

**Highland/Tusten/Eldred Route Schedule**

Highland/Tusten/Eldred Route: Narrowsburg, Eldred, Barryville, Yulan, Pond Eddy, Glen Spey, Monticello (Thursday Only)

**Morning (AM) Service**

Narrowsburg		Yulan		Barryville		Pond Eddy		Glen Spey		Eldred		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	8:15 AM	8:40 AM	8:45 AM	8:55 AM	9:00 AM	9:15 AM	9:20 AM	9:30 AM	9:35 AM	9:45 AM	9:50 AM	10:15 AM	10:20 AM	10:30 AM	--

**Evening (PM) Service**

Walmart <sup>d</sup>		Monticello/Med Ctr <sup>c</sup>		Eldred		Glen Spey		Pond Eddy		Barryville		Yulan		Narrowsburg	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:40 PM	2:45 PM	3:10 PM	3:15 PM	3:25 PM	3:30 PM	3:40 PM	3:45 PM	4:00 PM	4:05 PM	4:15 PM	4:20 PM	4:45 PM	--

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

**Table XI-9**

**Thompson Route Schedule**

Thompson Route: Smallwood, Mongaup Valley, White Lake, Forestburgh, Monticello, Harris (Thursday Only)

**Morning (AM) Service**

White Lake		Smallwood		Mongaup Valley		Forestburgh		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	8:40 AM	8:50 AM	8:55 AM	9:05 AM	9:10 AM	9:30 AM	9:35 AM	9:50 AM	9:55 AM	10:05 AM	10:10 AM	10:20 AM	10:25 AM	10:30 AM	--

**Evening (PM) Service**

Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Walmart <sup>d</sup>		Monticello/Med Ctr <sup>c</sup>		Forestburgh		Mongaup Valley		Smallwood		White Lake	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:30 PM	2:35 PM	2:40 PM	2:50 PM	2:55 PM	3:05 PM	3:10 PM	3:25 PM	3:30 PM	3:50 PM	3:55 PM	4:05 PM	4:10 PM	4:20 PM	--

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

**Table XI-10**

**Liberty/Fallsburg Route Schedule**

Liberty/Fallsburg Route: Liberty Village Apts, Hurleyville, Loch Sheldrake, Woodbourne, Kiamasha Lake, Harris, Monticello (Friday Only)

<b>Morning (AM) Service</b>																	
Liberty Village Apts		Hurleyville		Loch Sheldrake		Woodbourne		Kiamasha Lake		Walmart <sup>c</sup>		Monticello/Med Ctr <sup>b</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
---	8:30 AM	8:45 AM	8:50 AM	8:55 AM	9:00 AM	9:10 AM	9:15 AM	9:30 AM	9:35 AM	9:40 AM	9:45 AM	9:55 AM	10:00 AM	10:10 AM	10:20 AM	10:25 AM	---
<b>Evening (PM) Service</b>																	
Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>b</sup>		Walmart <sup>c</sup>		Kiamasha Lake		Woodbourne		Loch Sheldrake		Hurleyville		Liberty Village Apts	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
---	2:30 PM	2:35 PM	2:40 PM	2:50 PM	2:55 PM	3:05 PM	3:10 PM	3:20 PM	3:25 PM	3:30 PM	3:35 PM	3:50 PM	3:55 PM	4:00 PM	4:05 PM	4:20 PM	---

<sup>a</sup> Catskill Regional Medical Center (Harris)  
<sup>b</sup> Center for Discovery  
<sup>c</sup> Catskill Regional Medical Center (Monticello)  
<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

**Table XI-11**

**Delaware Route Schedule**

Delaware Route: Fremont, Long Eddy, Hankins, Calicoon, Jeffersonville, Harris, Monticello (Friday Only)

<b>Morning (AM) Service</b>																	
Fremont		Long Eddy		Hankins		Calicoon		Jeffersonville		Harris/Medical Ctr <sup>a</sup>		Discov Health Ctr		Monticello/Med Ctr <sup>b</sup>		Walmart <sup>c</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	8:00 AM	8:20 AM	8:25 AM	8:35 AM	8:40 AM	8:45 AM	8:50 AM	9:10 AM	9:15 AM	9:45 AM	9:50 AM	9:55 AM	10:00 AM	10:10 AM	10:15 AM	10:25 AM	--
<b>Evening (PM) Service</b>																	
Walmart <sup>c</sup>		Monticello/Med Ctr <sup>b</sup>		Discov Health Ctr		Harris/Medical Ctr <sup>a</sup>		Jeffersonville		Calicoon		Hankins		Long Eddy		Fremont	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	2:00 PM	2:10 PM	2:15 PM	2:25 PM	2:30 PM	2:35 PM	2:40 PM	3:10 PM	3:15 PM	3:35 PM	3:40 PM	3:45 PM	3:50 PM	4:00 PM	4:05 PM	4:25 PM	--

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

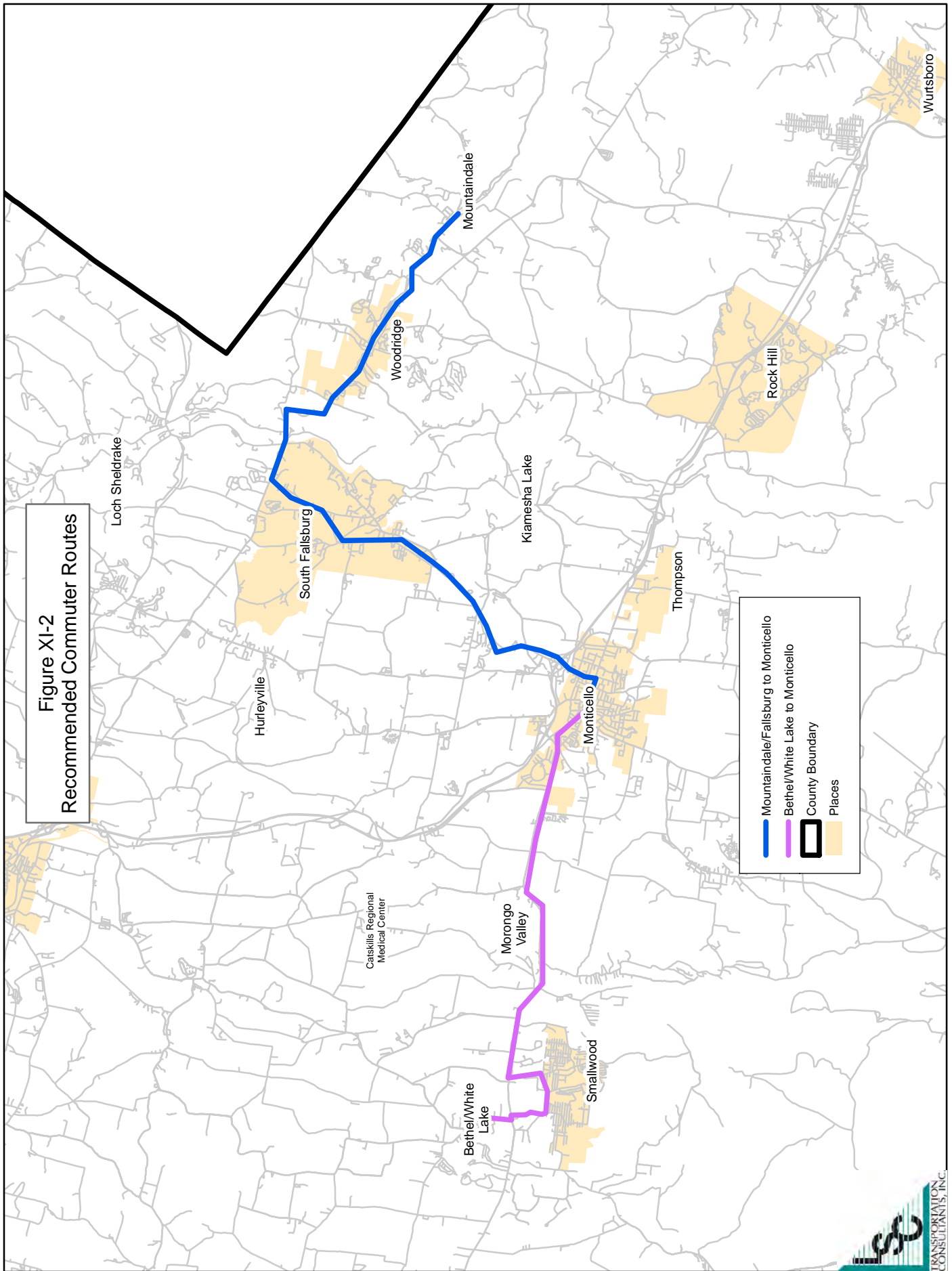
## Commuter Routes

Commuter routes are primarily designed to link residential areas to employment centers. Two commuter routes are suggested for Phase 1. These routes are shown in Figure XI-2 and include service from Bethel/White Lake and Mountaindale to Monticello. These routes were existing shopping service modified to better serve commuters and were based on the origin/destination data from the Division of Health and Family Services.

These two routes will provide weekday connections between these communities at an annual cost of \$226,800. These routes will also serve some clients of the Division of Health and Family Services along these corridors who are currently served by shopper service and by access to jobs programs. These two commuter routes are estimated to serve approximately 14,300 annual passenger trips.

Tables XI-12 and XI-13 present preliminary schedules for the two commuter routes—Bethel/White Lake to Monticello Commuter Route and the Mountaindale/|| Fallsburg to Monticello Commuter Route.

The two routes which have been proposed for the initial commuter routes will support goals for workforce development, access to employment, and economic development. These daily routes will increase access to shopping, employment, and health care for the elderly, individuals with disabilities, and low income households.





**Table XI-12**

**Bethel/White Lake to Monticello Commuter Route Schedule**

Bethel/ White Lake to Monticello Commuter Route: Bethel, White Lake, Harris, Monticello (Monday through Friday)

**Morning (AM) Service**

Bethel		White Lake		Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
6:50 AM	7:05 AM	7:08 AM	7:18 AM	7:23 AM	7:28 AM	7:29 AM	7:39 AM	7:40 AM	7:50 AM	--	--

**Mid-Day Service**

Walmart <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>		White Lake		Bethel	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	11:00 AM	11:10 AM	11:11 AM	11:21 AM	11:22 AM	11:27 AM	11:32 AM	11:42 AM	11:45 AM	12:00 PM	12:03 PM

Bethel		White Lake		Harris/Medical Ctr <sup>a</sup>		Ctr for Discov <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Walmart <sup>d</sup>	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
12:00 PM	12:03 PM	12:13 PM	12:16 PM	12:26 PM	12:31 PM	12:36 PM	12:41 PM	12:51 PM	12:52 PM	1:02 PM	--

**Evening (PM) Service**

Walmart <sup>b</sup>		Monticello/Med Ctr <sup>c</sup>		Ctr for Discov <sup>b</sup>		Harris/Medical Ctr <sup>a</sup>		White Lake		Bethel	
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs
--	5:15 PM	5:25 PM	5:26 PM	5:36 PM	5:37 PM	5:42 PM	5:47 PM	5:57 PM	6:00 PM	6:15 PM	6:18 PM

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

**Table XI-13**

**Mountaintdale/Fallsburg to Monticello Commuter Route Schedule**

Mountaintdale/ Fallsburg Route: Mountaintdale, S. Fallsburg, Monticello, Harris (Monday through Friday)

**Morning (AM) Service**

Mountaintdale	Woodridge	South Fallsburg	Walmart <sup>d</sup>	Monticello/Med Ctr <sup>c</sup>	Ctr for Discov <sup>b</sup>	Harris/Medical Ctr <sup>a</sup>
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives
7:15 AM	7:28 AM	7:38 AM	7:56 AM	8:09 AM	8:20 AM	8:26 AM
--	--	--	--	--	--	--

**Mid-Day Service**

Harris/Medical Ctr <sup>a</sup>	Ctr for Discov <sup>b</sup>	Monticello/Med Ctr <sup>c</sup>	Walmart <sup>d</sup>	South Fallsburg	Woodridge	Mountaintdale
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives
10:45 AM	10:51 AM	11:01 AM	11:12 AM	11:32 AM	11:45 AM	11:58 AM
--	--	--	--	--	--	12:08 PM

Mountaintdale	Woodridge	South Fallsburg	Walmart <sup>d</sup>	Med Ctr (Mont.) <sup>c</sup>	Ctr for Discov <sup>b</sup>	Harris/Medical Ctr <sup>a</sup>
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives
12:08 PM	12:18 PM	12:31 PM	12:49 PM	1:02 PM	1:13 PM	1:19 PM
--	--	--	--	--	--	--

**Evening (PM) Service**

Harris/Medical Ctr <sup>a</sup>	Ctr for Discov <sup>b</sup>	Monticello/Med Ctr <sup>c</sup>	Walmart <sup>d</sup>	South Fallsburg	Woodridge	Mountaintdale
Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives
4:45 PM	4:50 PM	5:01 PM	5:12 PM	5:32 PM	5:45 PM	5:58 PM
--	--	--	--	--	--	--

<sup>a</sup> Catskill Regional Medical Center (Harris)

<sup>b</sup> Center for Discovery

<sup>c</sup> Catskill Regional Medical Center (Monticello)

<sup>d</sup> Walmart (Monticello)

Source: LSC, 2015

## Vanpool Program

Vanpools offer a low cost option to provide service for commuters and increase the opportunities for employment, particularly among low-income households. A vanpool is an arrangement where groups of five or more people travel together on a regular basis in a van going to a common destination or a small number of adjacent destinations. Vanpools generally work well for students and the workforce population. The size of the van could range from a seven-passenger vehicle, to a 15-passenger van depending on the number of participants in each vanpool. Each vanpool has a primary driver and one alternate driver. The primary driver's fare is usually free in exchange for operating the van. The pick-up location also needs to be convenient to vanpool participants and convenient to the primary road. Common pick-up locations include a shopping center parking lot or a park-and-ride location. The vanpool participants share the cost of the van and all other operating expenses such as fuel, maintenance and insurance. The vanpool capital and operating costs could be partially funded through employer support, local municipalities, or Federal Transit Administration programs. These funding programs would help reduce the cost for the user.

A vanpool program is recommended as part of Phase 1 in the Recommended Service Plan as part of Sullivan County Transit. The program should be established to help participants organize a vanpool, and would include employer and/or local municipality participation. VPSI, Inc. and Enterprise Rideshare are examples of private vanpool vendors that could operate the vanpool program. In the case of VPSI, Inc., this would not require the purchase of any vans and would leave all administration of the vanpools to the contractor. The vanpool vendor would then lease the vehicle to the participants on a monthly basis. Promotion of the program by Sullivan County Transit or a Mobility Manager would still be required. The suggested approach is to provide funding through a combination of user fares, employer contributions, and local municipalities that would like to participate. In the future, vanpools could be part of the coordinated county transportation program and eligible for funding through the FTA grant program. Vanpools should be established only as sufficient interest occurs. A waiting list for participants should be created and vanpools formed when there are a sufficient number of participants for an

individual van. Upon hiring a Mobility Manger, this vanpool program can be expanded to include more vanpools.

The vanpool program is included specifically to support workforce development goals and access to employment opportunities.

## **Phase 2**

Phase 2 focuses on expansion of the services established in Phase 1. Key components are replacing the ShortLine Blue Route with a Sullivan County Transit fixed route to enhance the service and establishing a Mobility Manager position.

### **Mobility Manager**

A Mobility Manager position should be created and a person hired to promote and facilitate coordination of the various transportation services in Sullivan County and improve the service delivery provided to customers. A Mobility Manager identifies transportation options and methods for coordination. This would include the use of existing community transportation services and use of information technology for travel information, trip planning, and service coordination. Coordination by a Mobility Manger helps agencies fill more vehicles to improve efficiency and reduce the overall cost per passenger for transportation. A Mobility Manager makes public presentations on the benefits of mobility management for the community and directs and develops marketing activities to increase transit ridership.

The Mobility Manager could be a County employee or could be employed by another agency that supports coordinated transportation services. In Cortland County, the mobility manager is part of the Seven Valleys Health Coalition which is not a provider of transportation services, but works to enhance transportation services within the community.

The Mobility Manager would serve as staff for the Local Coordinating Council and could facilitate meetings and provide support for the Transit Coalition. The success of these two strategies often depends on having a good Mobility Manager to maintain momentum and provide support for these volunteer organizations.

The Mobility Manager will monitor all the available transportation services in Sullivan County to provide assistance to individuals in planning and coordinating their transit trips. In addition to trip planning, this position should provide community outreach to increase public awareness of available services. The Mobility Manager should provide travel training which is very effective in encouraging use of public transportation services by the elderly and people with disabilities. The Mobility Manager may also serve as a consumer advocate for transit users, so it is better if the position is not filled by a contract service operator.

The Mobility Manager should be responsible for the vanpool program in the county. While the vanpool program may be administered by a contract vendor, promotion of the program is needed by someone within the county as well as coordination with the vendor.

### Transportation Coalition

A coalition is a group of individuals, agencies, and organizations that are committed to coordinating transportation and improving the services available in the community. The coalition should include local stakeholders, decision-makers, business leaders, users, and others as appropriate. The coalition could be either an informal or formal group which is recognized by the decision-makers and which has some standing within the community. Coalitions can be established for a specific purpose (such as to obtain specific funding) or for broad-based purposes (such as to educate local communities about transportation needs). An example of a role that might be fulfilled by a coalition would be to improve coordination between Medicaid transportation services and local coordinated public transportation systems. This is an issue that must be addressed at the state level, but will require political pressure from rural counties throughout the state. Another role may be to encourage additional local human services agencies to participate in a coordinated transportation program and to participate in the Local Coordinating Council.

## Services

### Lifeline Services

No changes to the lifeline service routes are anticipated in Phase 2. These routes would continue to operate with possible minor changes to the routes and schedules based on observed demand.

### Commuter Routes

The two commuter routes implemented in Phase 1 would continue to operate in Phase 2.

### Vanpool Program

Once a Mobility Manager is hired and is available to oversee the vanpool program, the vanpool program should be expanded. This expansion effort should include outreach to additional employers and municipalities to identify institutional sponsors and outreach to potential users to develop interest in use of the vanpools for transportation to employment.

### Fixed-Route Service

Fixed-route services operate on specified routes following set schedules and have designated bus stops where passengers will be picked up and dropped off. More information on how fixed routes operate is detailed in Chapter IX. The recommended fixed-route service is presented in Figure XI-3. This route would cover about one-third of the county population and many of the employment, service, and shopping destinations such as Sullivan Community College in Loch Sheldrake, Department of Family Services and Ideal Market in Liberty, Catskills Regional Medical Center, Walmart Super Center in Monticello, the new casino, and Murray's Chicken in South Fallsburg. This route will provide most of the service currently provided through the Division of Health and Family Services for employment training and assistance. This option will increase the opportunities for community residents to access employment and other needed services. By contracting to provide this service through Sullivan County Transit, the funds used to provide this service from the Division of Health and Family Services

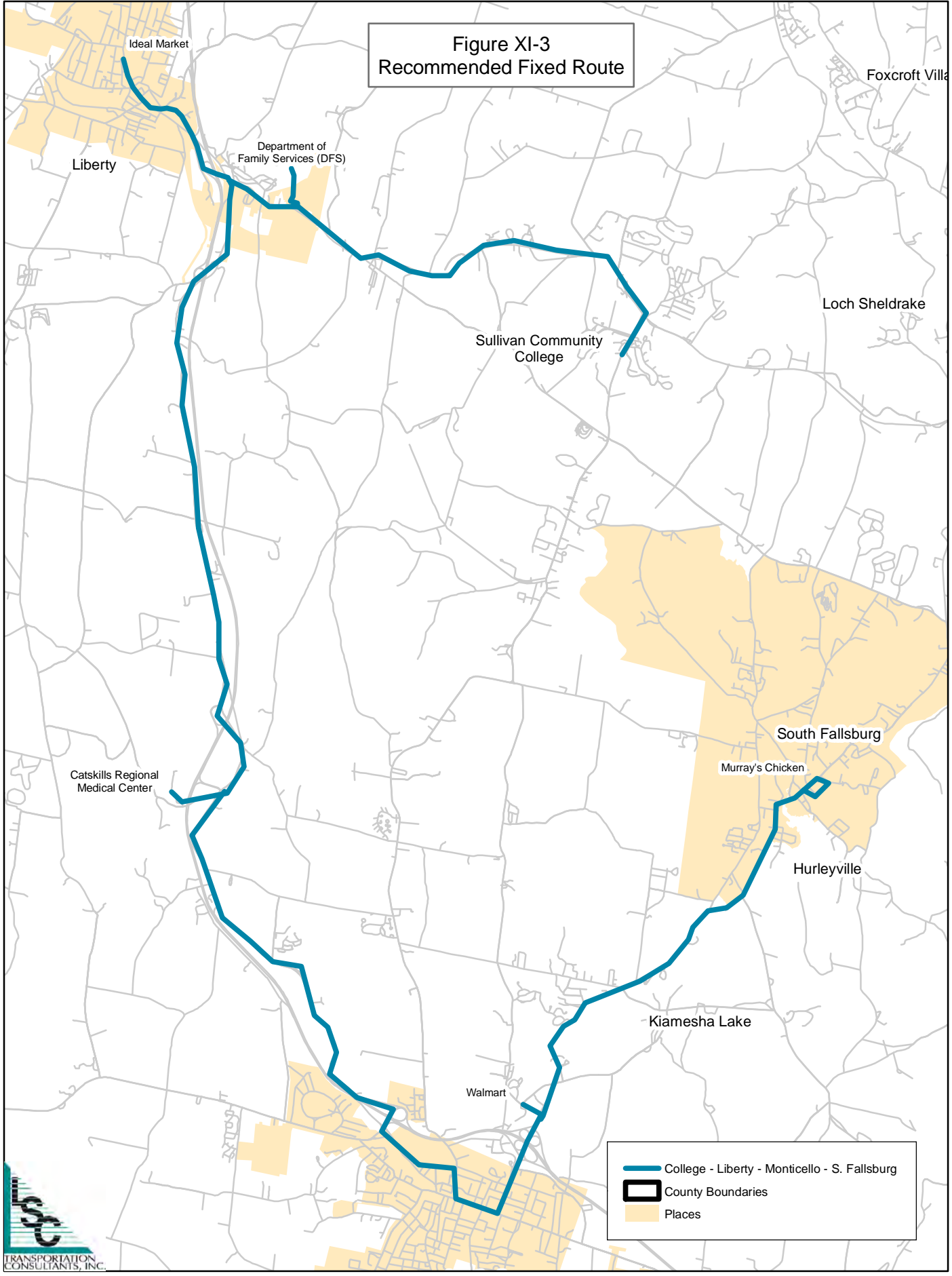


would be eligible to be used as local match for public transit service, potentially increasing the total funds available for transportation in Sullivan County.

The estimated annual operating cost for this fixed-route service is \$693,000. The estimated annual ridership on this fixed route is 26,000 one-way passenger-trips. This fixed-route service would operate with two vehicles operating from 6:45 a.m. to 8:00 p.m. These hours of operation can easily be adjusted to meet the needs of the community residents. This fixed-route service would have a frequency of a bus every 90 minutes. This proposed fixed-route service is designed to replace the ShortLine Bus Blue Route service and provides a more frequent and consistent service with times to serve both residents and commuters compared to the existing ShortLine that provides service frequency of 120 to 150 minutes and is designed to serve tourists and commuters to New York City.

The route could be operated by the Division of Public Works or by a contractor. The suggested approach is to continue the operating contract with Rolling V, but administer the contract through the Division of Public Works as part of Sullivan County Transit. Table XI-14 presents a preliminary schedule for the Liberty-Monticello-South Fallsburg fixed-route service.

Figure XI-3  
Recommended Fixed Route





**Table XI-14  
Liberty-Monticello-South Fallsburg Daily Service  
Fixed-Route Service Schedule**

College	DHFS		Downtown Liberty		Harris/Medical Ctr		Discovery Health		ShortLine Terminal		Walmart		ShopRite		South Fallsburg		ShopRite		Walmart		ShortLine Terminal		Discovery Health		Harris/Medical Ctr		Downtown Liberty		DHFS		College
Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives	Departs	Arrives
			6:45 AM	6:46 AM	7:03 AM	7:06 AM	7:09 AM	7:09 AM	7:15 AM	7:16 AM	7:26 AM	7:28 AM	7:31 AM	7:32 AM	7:47 AM	7:52 AM	8:07 AM	8:08 AM	8:11 AM	8:13 AM	8:23 AM	8:24 AM	8:30 AM	8:30 AM	8:33 AM	8:33 AM	8:52 AM	8:53 AM	9:03 AM	9:05 AM	9:15 AM
7:51 AM	8:01 AM	8:03 AM	8:15 AM	8:16 AM	8:33 AM	8:36 AM	8:39 AM	8:39 AM	8:45 AM	8:46 AM	8:56 AM	8:58 AM	9:01 AM	9:02 AM	9:17 AM	9:22 AM	9:37 AM	9:38 AM	9:41 AM	9:43 AM	9:53 AM	9:54 AM	10:00 AM	10:00 AM	10:03 AM	10:03 AM	10:22 AM	10:23 AM	10:33 AM	10:35 AM	10:45 AM
9:21 AM	9:31 AM	9:33 AM	9:45 AM	9:46 AM	10:03 AM	10:06 AM	10:09 AM	10:09 AM	10:15 AM	10:16 AM	10:26 AM	10:28 AM	10:31 AM	10:32 AM	10:47 AM	10:52 AM	11:07 AM	11:08 AM	11:11 AM	11:13 AM	11:23 AM	11:24 AM	11:30 AM	11:30 AM	11:33 AM	11:33 AM	11:52 AM	11:53 AM	12:03 PM	12:05 PM	12:15 PM
10:51 AM	11:01 AM	11:03 AM	11:15 AM	11:16 AM	11:33 AM	11:36 AM	11:39 AM	11:39 AM	11:45 AM	11:46 AM	11:56 AM	11:58 AM	12:01 PM	12:02 PM	12:17 PM	12:22 PM	12:37 PM	12:38 PM	12:41 PM	12:43 PM	12:53 PM	12:54 PM	1:00 PM	1:00 PM	1:03 PM	1:03 PM	1:22 PM	1:23 PM	1:33 PM	1:35 PM	1:45 PM
12:21 PM	12:31 PM	12:33 PM	12:45 PM	12:46 PM	1:03 PM	1:06 PM	1:09 PM	1:09 PM	1:15 PM	1:16 PM	1:26 PM	1:28 PM	1:31 PM	1:32 PM	1:47 PM	1:52 PM	2:07 PM	2:08 PM	2:11 PM	2:13 PM	2:23 PM	2:24 PM	2:30 PM	2:30 PM	2:33 PM	2:33 PM	2:52 PM	2:53 PM	3:03 PM	3:05 PM	3:15 PM
1:51 PM	2:01 PM	2:03 PM	2:15 PM	2:16 PM	2:33 PM	2:36 PM	2:39 PM	2:39 PM	2:45 PM	2:46 PM	2:56 PM	2:58 PM	3:01 PM	3:02 PM	3:17 PM	3:22 PM	3:37 PM	3:38 PM	3:41 PM	3:43 PM	3:53 PM	3:54 PM	4:00 PM	4:00 PM	4:03 PM	4:03 PM	4:22 PM	4:23 PM	4:33 PM	4:35 PM	4:45 PM
3:21 PM	3:31 PM	3:33 PM	3:45 PM	3:46 PM	4:03 PM	4:06 PM	4:09 PM	4:09 PM	4:15 PM	4:16 PM	4:26 PM	4:28 PM	4:31 PM	4:32 PM	4:47 PM	4:52 PM	5:07 PM	5:08 PM	5:11 PM	5:13 PM	5:23 PM	5:24 PM	5:30 PM	5:30 PM	5:33 PM	5:33 PM	5:52 PM	5:53 PM	6:03 PM	6:05 PM	6:15 PM
4:51 PM	5:01 PM	5:03 PM	5:15 PM	5:16 PM	5:33 PM	5:36 PM	5:39 PM	5:39 PM	5:45 PM	5:46 PM	5:56 PM	5:58 PM	6:01 PM	6:02 PM	6:17 PM	6:22 PM	6:37 PM	6:38 PM	6:41 PM	6:43 PM	6:53 PM	6:54 PM	7:00 PM	7:00 PM	7:03 PM	7:03 PM	7:22 PM	7:23 PM	7:33 PM	7:35 PM	7:45 PM
6:21 PM	6:31 PM	6:33 PM	6:45 PM	6:46 PM	7:03 PM	7:06 PM	7:09 PM	7:09 PM	7:15 PM	7:16 PM	7:26 PM	7:28 PM	7:31 PM	7:32 PM	7:47 PM	7:52 PM															

Source: LSC, 2015

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### **Phase 3**

Phase 3 is projected to occur in years six through ten of the implementation plan to improve service. The additional services in Phase 3 will focus on enhancement and expansion of the services implemented in the first two phases. Phase 3 is not included in the Financial Plan because the cost structure will change over the next six years and projecting costs beyond the first six years is not realistic, particularly with anticipated improvements in productivity and efficiency.

#### **Consolidate Human Services Transportation**

After the County Transit service has been established, efforts should continue to consolidate human services transportation within the County Transit system. This will support increased efficiency and potential lower cost, particularly for the smaller programs operating within the county. The Mobility Manager will be responsible for reaching out to the various human services transportation program and working to integrate them into a consolidated transportation program.

The Mobility Manager will work with the County, contract operators, and the human services agencies to create funding partnership agreements and operating contracts for the consolidated transportation program.

#### **Services**

##### **Commuter Routes**

The lifeline routes should be expanded to serve as commuter routes. This will increase the number of commuter routes operating on weekdays from the initial two routes to a total of 11 routes for commuters.

##### **Fixed Route**

The fixed route implemented in Phase 2 to replace the ShortLine Blue Route should be expanded to operate seven days a week. Frequency should be increased by using additional buses to service this route so that service operates every 30 to 45 minutes throughout the day.

## Regional Service

The final component of service to be implemented in Phase 3 is to develop regional connections to the transit systems in Ulster and Orange Counties. These routes would connect to the transit systems in the adjacent counties at a convenient transfer point or intermodal hub. Initially the service should be provided on weekdays with future expansion to weekends when justified by the level of demand.

## Plan Updates

The Coordinated Transportation Services Plan should be updated at least every five years. The Mobility Manager and the County will be responsible for plan updates. The updates should document any changes which have been implemented, the related performance measures, an updated needs assessment, and strategies to be implemented in the following five years.

## **FINANCIAL PLAN**

Table XI-15 presents the financial plan for the region for 2015 through 2019, with the assumption of an annual five percent inflation rate for operating and capital costs.

**Table XI-15  
Financial Plan**

	2015	2016	2017	2018	2019
<b>EXPENSES</b>					
<b>OPERATING</b>					
Lifeline Service	\$233,458	\$217,090	\$227,944	\$239,341	\$251,308
Fixed-Route Service			\$764,033	\$802,234	\$842,346
Commuter Routes		\$238,140	\$250,047	\$262,549	\$275,677
Vanpools		\$18,000	\$36,000	\$72,000	\$180,000
Manager/Coordinator	\$42,500	\$89,250	\$93,713	\$98,398	\$103,318
Mobility Manager			\$75,000	\$75,000	\$75,000
Demand-Response Service	\$200,000	\$150,000	\$125,000	\$131,250	\$137,813
Veteran's Transportation	\$200,000	\$210,000	\$220,500	\$231,525	\$243,101
ShortLine Bus Route	\$63,000	\$63,000	\$0	\$0	\$0
Marketing Program			\$5,000	\$5,000	\$5,000
<b>CAPITAL</b>					
Bus	\$150,000	\$75,000		\$75,000	
<b>TOTAL EXPENSES</b>	<b>\$888,958</b>	<b>\$1,060,480</b>	<b>\$1,797,236</b>	<b>\$1,992,298</b>	<b>\$2,113,563</b>
<b>REVENUES</b>					
<b>EXISTING EXPENDITURES</b>					
Division of Health and Family Services		\$104,624	\$402,413	\$422,534	\$443,660
Division of Public Works					
Office of Aging	\$165,900	\$174,195	\$182,905	\$192,050	\$201,652
Veterans Services	\$142,354	\$149,472	\$156,945	\$164,793	\$173,032
County	\$579,704	\$608,689	\$639,124	\$671,080	\$704,634
<b>EXISTING/ NEW REVENUES</b>					
FTA 5311 Capital & Operational/NYS DOT STOA	\$0	\$0	\$362,849	\$465,842	\$455,584
<b>NEW LOCAL REVENUES</b>					
Employers/ Local municipalities	\$0	\$9,000	\$18,000	\$36,000	\$90,000
Non-Profit/ Human Service Organizations	\$0	\$0	\$15,000	\$15,000	\$15,000
Advertising		\$5,000	\$10,000	\$10,000	\$10,000
Fares	\$1,000	\$2,000	\$10,000	\$15,000	\$20,000
<b>TOTAL REVENUES</b>	<b>\$888,958</b>	<b>\$1,052,980</b>	<b>\$1,797,236</b>	<b>\$1,992,298</b>	<b>\$2,113,563</b>

Source: LSC, 2015.

Most of the current funding for existing services is eligible for use as local match for FTA funds administered by NYSDOT. Use of these funds as local match will be feasible when transit services are opened to the public and operated as part of a coordinated or consolidated community transportation system. Table XI-15 illustrates the potential approach for funding the options which have been included in the recommended transit service plan. The financial plan includes a significant increase in funding from NYSDOT, but the level is well below the amount Sullivan County could be eligible for based on existing sources of funds. Additional local funding to operate these services could include fares for general public service, advertising revenue, employer contributions for implementing a vanpool program, and non-profit/human service organization support for hiring a mobility manager.

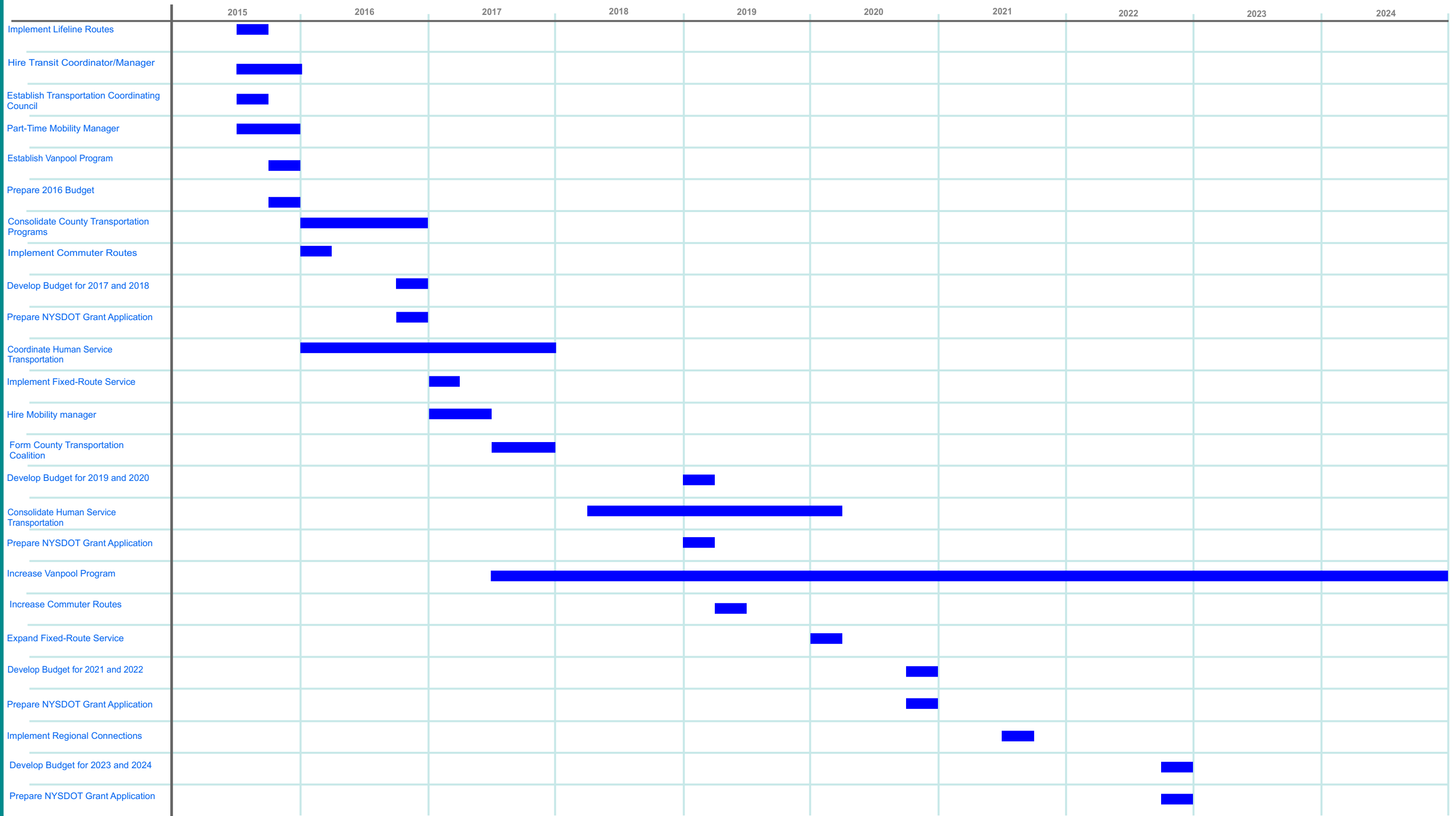
More efficient operations are anticipated as more service is added. Currently, the service operated by Sullivan County Transit is very limited and involves a significant portion of “deadhead” or time and mileage when service is not being provided. As the level of service is increased, the proportion of non-productive time and mileage should be reduced to increase efficiency of operations. This should be a priority for the Transportation Manager/Coordinator when that person is hired.

## **IMPLEMENTATION PLAN**

Figure XI-4 presents a time line for implementation steps to be taken for Sullivan County Transit. The LSC team has recommended that the first step in the implementation of the Transit Service Plan is to open the Senior Shopper Routes to the public and modify the routes and schedules to serve the Catskill Regional Medical Center. At the same time, the County should take steps to hire a Transit Manager for Sullivan County Transit. The Steering Committee should form the Transportation Coordinating Council to begin implementing other actions as part of the plan. Each action item is identified with the appropriate responsible entity.

Figure XI-4

Implementation Schedule - Recommended Transit Service Plan



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## Implementation Steps

### 2015

**Lifeline Service:** Revise the schedules for the Senior Shopper Routes and open the service to the general public.

- Revise schedules: Public Works
- Print revised schedules and publicize service: Public Works
- Operate new schedules with general public service July 1: Public Works

**Transportation Manager:** Hire a Transportation Manager within the Division of Public Works to oversee and manage Sullivan County Transit.

- Finalize job description: Public Works
- Advertise and hire Transportation Manager: Human Resources and Public Works
- Assume responsibility for Sullivan County Transit: Transportation Manager

**Transportation Coordinating Council:** Establish Transportation Coordinating Council.

- Create Transportation Coordinating Council: Division of Planning and Environmental Management responsible to facilitate creation of Council
- Develop Bylaws: Coordinating Council
- Develop Work Plan: Coordinating Council

**Establish Part-time Mobility Manager:** Designate an individual to function as a Mobility Manager for Sullivan County on a part-time basis.

- Designate Mobility Manager: Transportation Coordinating Council

**Establish Vanpool Program:** Create a vanpool program within the County.

- Identify vanpool service company: Mobility Manager and Coordinating Council
- Identify employers and municipalities interested in participation in vanpool program: Mobility Manager

- Create vanpools: Vanpool service company

**Prepare 2016 Budget:** Prepare the budget for implementing service in 2016.

- Budget input for operating and capital: Transit Manager and Public Works

## 2016

**Consolidate County Transportation Programs:** Consolidate all County transportation programs under Sullivan County Transit and the Division of Public Works.

- Develop intergovernmental funding agreements: County Transportation Programs and Sullivan County Transit
- Develop reimbursement procedures: County Transportation Programs and Sullivan County Transit

**Implement Commuter Routes:** Implement the recommended two commuter routes.

- Finalize routes and schedules for commuter routes: Sullivan County Transit
- Create and print schedule brochures: Sullivan County Transit
- Post route and schedule information on website: Sullivan County Transit
- Hire drivers as needed: Public Works and Human Resources
- Operate new routes: Sullivan County Transit

**Develop budget for 2017 and 2018:** Prepare a preliminary budget for services to be implemented in 2017 and 2018 to use for preparing the grant application.

- Preliminary budget: Transportation Manager and Public Works

**NYSDOT Grant Application:** Apply for funding from State Transit Operating Assistance (STOA) and FTA 5311 programs.

- Prepare and submit grant application for 2017 and 2018: Public Works and Grants Administration

**Human Service Transportation Coordination:** Identify opportunities to coordinate services among human services transportation programs and begin to coordinate or consolidate services.

- Identify opportunities for coordination: Transportation Coordinating Council
- Develop agreements or memorandum of understanding: Human services agencies facilitated by Mobility Manager and Transportation Coordinating Council

## 2017

**Implement Fixed-Route Service:** Implement the recommended fixed-route service to replace the ShortLine Blue Route.

- Finalize schedule and route: Sullivan County Transit with input from Division of Health and Family Services
- Develop Request for Proposals to operate service: Public Works, Purchasing, and Health and Family Services
- Advertise and select contractor: Purchasing
- Implement service: Transportation Manager and Contract Operator

**Mobility Manager:** Create a full-time Mobility Manager position.

- Designate agency responsible for Mobility Manager office: Transportation Coordinating Council
- Apply for funding for Mobility Manager position: Public Works, Planning, and Grants Administration
- Develop job description for Mobility Manager: Transportation Coordinating Council
- Hire Mobility Manger: Responsible agency

**Human Service Transportation Coordination:** Continue to identify opportunities for coordination and consolidation of services and implement coordination strategies.

- Identify opportunities for coordination and consolidation of services: Transportation Coordinating Council
- Implement coordination strategies: Human service agencies

**Transportation Coalition:** Form a county Transportation Coalition.

- Identify individuals to be part of the Transportation Coalition: Transportation Coordinating Council
- Facilitate formation of Transportation Coalition: Mobility Manager
- Develop work plan: Transportation Coalition with staffing from the Mobility Manager

## 2018

**Human Service Transportation Consolidation:** Continue to consolidate human service transportation programs under the Sullivan County Transit program.

- Identify opportunities for consolidation of services: Transportation Coordinating Council and Mobility Manager
- Develop funding and operating agreements: Human service agencies, Mobility Manager, and Transportation Manager
- Operate new routes: Sullivan County Transit

**Develop budget for 2019 and 2020:** Prepare a preliminary budget for services to be implemented in 2019 and 2020 to use for preparing the grant application.

- Preliminary budget: Transportation Manager and Public Works

**NYSDOT Grant Application:** Apply for funding from State Transit Operating Assistance (STOA) and FTA 5311 programs.

- Prepare and submit grant application for 2019 and 2020: Public Works and Grants Administration

## 2019

**Human Service Transportation Consolidation:** Continue to consolidate human service transportation programs under the Sullivan County Transit program.

- Identify opportunities for consolidation of services: Transportation Coordinating Council and Mobility Manager
- Develop funding and operating agreements: Human service agencies, Mobility Manager, and Transportation Manager

## **ACCELERATED IMPLEMENTATION PLAN**

An accelerated implementation plan has been developed based on the opportunity to apply for funding through the NYSDOT programs for 2015 and 2016. This accelerated program would implement the recommended services earlier than shown in the proposed implementation plan. New services would be implemented in July 2015 rather than in incremental steps over four years. The accelerated plan is dependent on receiving funding from the NYSDOT at the higher level shown in the financial plan

Table XI-16 presents the expenditures and revenues for the region for 2015 through 2019 based on the accelerated implementation and receiving funds at a higher rate beginning in 2015.

**Table XI-16  
Financial Plan-Accelerated Implementation**

	2015	2016	2017	2018	2019
<b>EXPENSES</b>					
<b>OPERATING</b>					
Lifeline Service	\$103,376	\$217,090	\$227,944	\$239,341	\$251,308
Fixed-Route Service	\$346,500	\$727,650	\$764,033	\$802,234	\$842,346
Commuter Routes	\$113,400	\$238,140	\$250,047	\$262,549	\$275,677
Vanpools	\$9,000	\$18,000	\$54,000	\$54,000	\$54,000
Manager/Coordinator	\$42,500	\$89,250	\$93,713	\$98,398	\$103,318
Mobility Manager			\$75,000	\$75,000	\$75,000
Demand-Response Service	\$50,000	\$105,000	\$110,250	\$115,763	\$121,551
Veteran's Transportation	\$100,000	\$210,000	\$220,500	\$231,525	\$243,101
ShortLine Bus Route	\$31,500	\$0	\$0	\$0	\$0
Marketing Program	\$10,000	\$8,000	\$5,000	\$5,000	\$5,000
<b>CAPITAL</b>					
Bus	\$75,000	\$75,000		\$75,000	
<b>TOTAL EXPENSES</b>	<b>\$881,276</b>	<b>\$1,688,130</b>	<b>\$1,800,486</b>	<b>\$1,958,810</b>	<b>\$1,971,301</b>
<b>REVENUES</b>					
<b>EXISTING EXPENDITURES</b>					
Division of Health and Family Services	\$182,500	\$383,250	\$402,413	\$422,533	\$443,660
Division of Public Works					
Office of Aging	\$165,900	\$174,195	\$182,905	\$192,050	\$201,652
Veterans Services	\$142,354	\$149,472	\$156,945	\$164,793	\$173,032
County	\$579,704	\$608,689	\$639,124	\$671,080	\$704,634
<b>EXISTING/ NEW REVENUES</b>					
FTA 5311 Capital & Operational/NYS DOT STOA	\$354,542	\$504,644	\$357,100	\$446,355	\$386,323
<b>NEW LOCAL REVENUES</b>					
Employers/ Local municipalities	\$4,500	\$9,000	\$27,000	\$27,000	\$27,000
Non-Profit/ Human Service Organizations	\$0	\$0	\$15,000	\$15,000	\$15,000
Advertising	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000
Fares	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>TOTAL REVENUES</b>	<b>\$1,439,500</b>	<b>\$1,849,250</b>	<b>\$1,800,486</b>	<b>\$1,958,810</b>	<b>\$1,971,301</b>

Source: LSC, 2015.

## **MARKETING PROGRAM**

The Transportation Manger should take a lead role in developing a marketing program for transportation services in Sullivan County. This would include design of bus stop signs for Sullivan Transit, design and printing of new brochures with schedules and maps for Sullivan Transit and setting up appropriate links from the Sullivan County website.

Other marketing activities that should be implemented include an outreach program to Sullivan County Community College, development of business partnerships, and promotion of the new service changes. When the Mobility Manger position is established, the Mobility Manger should be responsible for many of these outreach activities.

A new identity for Sullivan County's public transit agency is very important. One of the elements of the preferred and optional service plans is opening the Office of Aging's Shopping Route to the general public. A lot of people would associate the new general public lifeline routes with seniors only. A new image and promotional program will be required to overcome community perceptions and develop support for a public transportation system. Announcements should be made through local media such as newspapers and radio. Articles should be written and submitted to the local news media describing the new service with information about when the service will start, why it is being provided, what people must do to use the service, and any other information of general interest.

### **Marketing/Promotional Materials**

#### **Promote Service to Users**

Promotion for services should be tailored to the following:

- Establish an educational program that includes a simple one-page information sheet. Information should highlight the benefits of using public transportation and the destinations served by transit.
- Establish relationships with local businesses to educate employers and employees on the use and benefits of transit.



- Hold a training workshop for local social service agencies/businesses to acquaint them with the service and to receive input on how best to meet the transit needs of their clients.
- Advertise in the local paper, highlighting employees' or patrons' stories.
- Provide local businesses along the route with informational brochures they can post at their place of business, including local restaurants.
- Work with local businesses/agencies to allow them to advertise on the buses, thereby generating revenue and creating business partnerships.
- Further explore the use of the Internet for advertising and information dissemination through partnerships.
- Create an outreach program to visit groups, agencies, and businesses regularly to keep them abreast of the transit system and/or changes.

## **Business Outreach**

A business outreach program represents an effective advertising tool as well as potential financial backing through local businesses and employers. An outreach program should be planned, implemented, and responsive to employer/employee/business/user feedback. This program can entail activities such as the following:

- Meeting with employers/employees regarding their service needs.
- Making businesses aware they can establish a company vanpool program, through leasing or purchasing vans that may benefit them by having lower corporate income and payroll taxes, since the employer may deduct the cost of providing the benefit and the amount reserved by an employee on a pre-tax basis from income. Reducing the number of employees driving to work can reduce the demand for employee parking. Offering vanpool benefits can be a low cost way for employers to provide employees with an additional benefit. Employees also benefit by using vanpools and paying less in income taxes and social security taxes.
- Partnerships with local business/employees to help meet employment transit demand.
- Outreach to local radio and/or newspapers for discounted advertisements.

These are just a few outreach ideas that the service could choose to implement. An outreach program need only be a list of ideas that could potentially be implemented to form future partnerships within the communities.

## **Website**

Much of the information in this section is taken from *Transit Cooperative Research Program, Synthesis 43, Effective Use of Transit Websites*. In general, this report finds that transit patrons are primarily interested in basic customer service information such as maps, schedules, fares, and general service information. Based on LSC's past experience with website development, it was found that complicated pages, which take an overwhelming amount of time to load and refresh, drive customers away. Internet connection speeds vary and therefore it is recommended that the future site be simple in design with only essential information provided. The more complicated a website is to navigate, the more difficult it is for a user to obtain information. One recommendation is having the main web page set up with the various types of available transit services in the area. From there, passengers should be able to link to each of the specific service pages by clicking on navigation buttons or locations on the map to access schedules, fares, and hours of operation for each of these services.

There are some essential design elements that should be incorporated to make this site effective:

- Fares
- Schedules
- Maps
- Accessibility information
- Paratransit information
- Purchasing of passes
- Public involvement information
- Contact information

The main benefits of a website are making the schedule, maps, and passenger information readily available. Other benefits include attracting new customers, improving the agency's image in the community, increasing ridership among existing patrons, and providing information for public involvement.

Key to site navigability are:

- Put important information at the top of a page.
- Group related information.
- Give greatest visibility to the information most often requested, such as schedule, fare information, service area, and contact information.
- Don't make visitors search or dig for important information.
- Place navigation elements on the left side of the screen, which could be repeated on every page to keep track of where they are on the site.
- Keep pages consistent in design, such as logo placement and contact information.
- Have the website reviewed by outside sources for ease of use. This could be in the form of a brief users' workshop at a local civic group meeting or seniors' luncheon.

### PDF Files

While PDF files are great for some, others despise waiting for them to load or don't even have a PDF viewer. Care should be taken when considering the use of PDF documents on the website. That is not to say they should not be used for specific items such as printable route maps or system information. However, alternate forms of the files should be done in something like HTML (text) format. That is to say, if a PDF file is to be used, there should be an alternate file format for those who are unable or unwilling to use the PDF formats.

### **Travel Training**

Travel training is to educate and train individuals to use public transportation, particularly fixed routes and deviated fixed routes independently. Travel training makes individuals more aware of public transit travel options/resources available in their community, but it is also intended to teach each

individual how to use the services—read bus schedules, find bus stops, make transfers, and get back home.

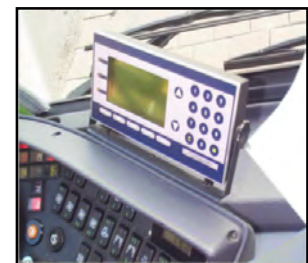
## MONITORING PROGRAM

Monitoring of service should continue on a daily basis with some recommendations for how to change specific data collection procedures. Data collection is essential to evaluate the service performance and to determine if changes should be made in the service delivery. This section provides information on data collection, databases, and standard reports that should be prepared. Data to be collected fall into three basic categories—ridership data, on-time performance, and financial.

### Ridership

Passenger boarding data should be collected continually on a time-specific basis. There is a trade-off between data collection efforts and the value of information. It is just as easy to collect too much data as it is to collect insufficient data.

Passenger boardings should be recorded daily by route, fare category, and by trip. One goal all transit agencies should strive for is the implementation of Intelligent Transportation Systems, such as Mobile Data Terminals (MDT). Mobile Data Terminals include features such as recording each passenger by fare category as they board.



***MDTs in use***

This capability should be programmed into the capability of the software as it is implemented. Mobile Data Terminals also allow both data and voice communication between operator and dispatcher. It is similar to having an alphanumeric pager on the dashboard.

Passenger boarding data can also be collected using tally boards on the buses. Sufficient buttons are required to record passengers in each fare category. A driver's log sheet should then be used to record the passenger counts at the end of each trip. The drivers do not need to calculate the number of passengers for that trip, but record the running total by fare category. As data are entered, the calculation of passengers on each trip can be made. An effective approach is to

prepare the driver's log sheet for each of the drivers' runs. This will provide pre-printed route and trip information, and the driver will need only to record the date and the passenger count data.

Twice each year, a full boarding and alighting count should be completed. If passenger boardings are counted using the MDTs and integrated with Automatic Vehicle Location (AVL), the data can be recorded automatically. If it must be done manually, this is a more intense effort and will require the use of additional personnel. Passenger counts are recorded for passengers boarding and alighting by stop for a full day. This information records the passenger activity at individual stops and is useful to determine if stops are appropriately placed and what amenities should be provided. If a stop has little or no activity, it would not warrant a bench or shelter and may not even be appropriate as a designated stop. Data collection forms should be prepared for each route showing the stops and providing space to record the passenger counts.

An onboard passenger survey should be conducted periodically. We recommend that a survey be conducted six months after service changes have been implemented. Following that, passenger surveys should be conducted at least every two years to measure customer satisfaction including service availability, accessibility, and quality.

## **On-Time Performance**

With any transit system, it is important to monitor on-time performance as a measure of the quality of service. An on-time performance goal should be established. For instance, an attainable on-time goal of 95 percent for the service may be considered for system changes. Minor adjustments to routes may be needed to ensure that schedules and headway adherence can be maintained.

To record on-time performance, drivers should report actual arrival and departure times at designated bus stops along the routes and at major stops. It should be emphasized that drivers should not leave prior to a scheduled stop time to make up time along a route. Leaving early could cause riders to miss a bus.

The dispatcher should then record this information so that the number of trips running late can be determined. Again, this capability could be integrated with the MDT and database system so that the data are entered directly by the driver. This effort should continue for the first three months of service. After that, on-time data should be checked randomly to ensure that performance remains acceptable.

## **Financial Data**

Sullivan County Transit should carefully track financial data. Accounts should be kept so that separate costs can be tracked for each route. Financial data are required to evaluate performance measures such as the operating cost per hour of service and the cost per passenger-trip. Under a contract agreement with a provider, the provider should prepare monthly budget sheets for the City and update them on any changes likely to occur throughout the year.

## **Database Formats**

Several options are available for storing the data. The recommended approach is to set up databases in Microsoft Access to record passenger data. Example databases and assistance can be provided. A separate database should be set up for routine passenger data and a second for the boarding and alighting counts.

If the buses are equipped with MDTs, passenger count data can be entered directly into the database by the driver. The touch screen capability will allow the driver to record passenger boardings at each stop. This, combined with Automatic Vehicle Location systems, can record the data automatically by stop, eliminating the need for separate boarding and alighting counts. Similarly, drivers could report their arrival at the downtown transfer center via the MDT, and the time could be recorded automatically into a database for on-time performance. These capabilities should be programmed into the new software capabilities as they are implemented.

Onboard survey data can be entered into a database such as Access or a spreadsheet program such as Excel.

The transit manager should provide monthly performance reports to the legislature. The report should include performance data for the current month, the same month in the previous year, year-to-date performance, and the prior year-to-date performance. Information that should be reported includes passenger boardings by route, passengers per revenue-hour by route, total passengers by fare category, total passengers, and system passengers per revenue-hour. Financial information should be reported including the operating cost and the cost per passenger. The average fare should be calculated and reported based on operating costs and passenger counts.

Quarterly reports should be considered for providing recent trend and interim performance data to elected officials, the public, and other stakeholders. Additionally, an annual report should be compiled and presented. The information for these reports can be easily generated from the databases and the accounting system.

## **Performance Monitoring**

Transit performance measures serve as a guide to find out how a transit system performs. Performance measures define the types of data to be collected and give the tools necessary to identify transit system deficiencies and opportunities.

It is worth noting that criteria used for the selection of performance measures include the following:

- Be measurable.
- Have a clear and intuitive meaning so that it is understandable to those who will use it and to non-transportation professionals.
- Be acceptable and useful to transportation professionals.
- Be comparable across time and between geographical areas.
- Have a strong functional relationship to actual system operations so that once changes occur in system operations, changes to the system can readily be determined.
- Provide the most cost-effective means of data collection.
- Where appropriate, be based on statistically sound measurement techniques.

- Be consistent with measures identified for other systems.

Performance measure categories that should be used include:

- On-time Performance
- Missed/Late Trips
- Passenger No-Shows
- Service Denials
- Fleet Maintenance

Specific performance measures that should be used are:

**Total Passenger Trips:** The number of passenger boardings tracked by type of passenger including general public trips, senior trips, trips by individuals with a disability, and trips sponsored by human service agencies.

**Passengers/Hour:** Number of total monthly and annual passengers divided by the corresponding revenue-hours to indicate service efficiency.

**Cost/Trip:** Total expenses divided by total annual one-way trips to monitor service efficiency and improvement related to resource sharing and cost sharing.

**Vehicle-Miles/Service Area:** A good measure of the level of service being provided and service effectiveness. The service area must be realistically identified. As an example, a county system may say they serve the entire county, but in fact much of the county is very rural and service is never provided.

**Service/Road Calls:** Vehicle breakdowns are inevitable. This measures the distance traveled between mechanical breakdowns as an indicator of quality of service. Although frequent occurrences can create disruptions in a transit system, it is important to track the frequency and type of mechanical failures of each vehicle in addition to monitoring a fleet's age. Monitoring of vehicle breakdowns is one method of reducing system disruptions and may allow an agency to improve monitoring of vehicle replacement schedules and preventative maintenance practices. Data collection efforts should include date, time of day, type of failure, age of vehicle, vehicle number, vehicle mileage, and how the situation was rectified. Monitoring of these items will allow an agency



to recognize repeated types of mechanical breakdowns, breakdowns related to vehicle type, age or mileage, and assist with preventative maintenance programs. Wheelchair lift failures should also be monitored. Data should be included in the monthly report.

**Accidents/1,000 miles:** Measure of driver safety. Accidents must be defined as a standard.

**Cost/Revenue-Hour:** An excellent indicator of efficiency is cost per revenue-hour of service. Costs per hour should be analyzed by route and compared to overall system averages.

# Appendix A: Community Group Membership

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# Community Group Membership

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## Long Term Care Council Transportation Subcommittee

Deborah Allen	Sullivan County Office for the Aging
Marc Baez	Partnership for Economic Development
Judy Balaban	Wellness Home Care
Dominic Bartolomeo	Rehabilitation Support Services
Patricia Bennett	Healthy Families of Sullivan
Linda Blanton	St. John Street Education Center, Sullivan County BOCES
Jane Bozan	Sullivan County Office for the Aging
Regina Brookins	The Center for Discovery
Denise Burgio	Sullivan ARC
Roberta Byron-Lockwood	Sullivan County Visitors Association
Linda Cellini	Representative for State Senator John J. Bonacic
Christine Cimmino	St. John Street Education Center, Sullivan County BOCES
Jonathan Cmaylo	New York State Department of Transportation
John Crotty	Sullivan County Veterans Service Agency
Donna Davies	Alzheimer's Association
Julie Diescher	New Hope Community
JoLynn Dunn	Dispute Resolution Center
Cora Edwards	Sullivan County Legislature, District 6
Scott Edwards	The Center for Discovery
Alexis Eggleton	Boys and Girls Club of Orange and Sullivan
Sherry Eidel	New Hope Community
Freda Eisenberg	Sullivan County Division of Planning and Environmental Management
John English	Delaware Valley Job Corps Center
Maryallison Farley	Sullivan County Department of Grants Administration
Harriet Fein	Pathstone SCSEP
Cindy Gieger	Sullivan County Legislature, District 5
Keith Gilmore	The Recovery Center
Debra Gluck	The Center for Discovery
Aileen Gunther	New York State Legislature, 100 <sup>th</sup> Assembly District
Vanecia Hill	Monticello Staffing
Arthur Hussey	Sullivan County Department of Grants Administration
Heather Jacksy	Sullivan County Division of Planning and Environmental Management
Robert Jones	Pathstone
Joycalyn Jordan	Sullivan County Department of Family Services
Fritz Kayser, Jr.	Resident, Highland
Lise Kennedy	Sullivan County Public Health Services
Lindsay Kleingardner	Rolling V Bus Corporation
Christine Knickerbocker	Rolling V Bus Corporation
Michael Kochler	Independent Living
Cheryl Kolvenbach	Rehabilitation Support Services
Tricia Kortright	Murray Chicken
Kathy Kreiter	SC Federation for the Homeless

Kathleen LaBuda	Sullivan County Legislature, District 2
Angel Lamboy	Sullivan County Community College
Scott Lederman	Sullivan County BOCES
Jacquie Leventoff	Kohl's Distribution Center
Caryn Mathews	Sullivan County Office for the Aging
Adrianna Mayson-Greco	SUNY Sullivan
Edward McAndrew	Sullivan County Division of Public Works
Nancy McGraw	Sullivan County Public Health Services
Steve McLaughlin	Action Toward Independence
Kelly Mead	
Leslie Morace	Achieve Rehab and Nursing
Barbi Neumann-Marty	Boys and Girls Club of Orange and Sullivan
Travis North	Sullivan County Planning and Environmental Management
Jennifer Pantel	Comprehensive Adolescent Pregnancy Prevention (CAPP)
Anita Parkhurst	Catskill Regional Medical Center
Sandra Patton-Martin	Rehabilitation Support Services
Cathy Paty	Sullivan County Chamber of Commerce
Kathleen Poitras	Sullivan County BOCES
Joshua Potosek	County of Sullivan
Linda Powell	Rehabilitation Support Services
Angela Preston	
Laura Quigley	Sullivan County Center for Workforce Development and Workforce Development Board of Sullivan
Malek Rabadi	
Nadia Rajs	Town of Lumberland
John Reel	New York State Department of Transportation
April Resnick	Monticello Central School District
Ana Rodriguez	Sullivan County Public Health Services
Carol Roig	Sullivan County Office of Sustainable Energy and Alliance for Sustainable Development
Michael Rojas	Delaware Valley Job Corps
Mandell Safer	Community Driver Safety Programs
William Sammis	Crystal Run Village
Scott Samuelson	Sullivan County Legislature
Lori Schneider-Wendt	Friends and Advocates for Mental Health
Martha Scoppa	Sullivan County Office for the Aging
Lynn Selkirk	Monticello Central School District
Nora Shepard	Independent Living
Jeff Skaar	The Recovery Center
Lesia Snihura	Sullivan County Youth Bureau
Walter Stein	Community Action Commission to Help the Economy (CACHE)
Ira Steingart	Sullivan County Legislature, District 8
Maureen Stewart	Sullivan ARC
Melissa Stickle	Sullivan County Department of Community Services
A.T. Stoddard	LSC Transportation Consultants
Stephen Stuart	Sullivan County Office of Sustainable Energy and Alliance for Sustainable Development
Daniel Sturm	Town of Bethel

William Telovsky	New York State Department of Transportation
Sara Thompson Tweedy	Sullivan County Community College
Joseph Todora	Sullivan County Division of Health and Family Services
Shari Trust	Rural Sullivan Housing Corporation
Rismii Tubo-King	Pathstone SCSEP
Phil Vallone	Rolling V Bus Corporation
John van Etten	The Recovery Center
Sean Wall-Carty	The Center for Discovery
Amanda Ward	The Center for Discovery
Elizabeth Wayman	Eldred Central School District
Jill Weyer	Sullivan County Division of Planning and Environmental Management
Donna Willi	Sullivan County Child Care Council
Lisa Wissman	Sullivan County Children with Special Needs Program
Eileen Wohltjen	The Center for Discovery
Deborah Worden	Action Toward Independence
Doris Young	The Recovery Center
Matthew Youngfrau	Resident, Fallsburg

**Community Steering Committee**

Deborah Allen	Sullivan County Office for the Aging
Marc Baez	Partnership for Economic Development
Judy Balaban	Wellness Home Care
Linda Blanton	Sullivan County BOCES
Denise Burgio	Sullivan ARC
Robert Byron-Lockwood	Sullivan County Visitors Association
Christine Cimmino	Sullivan County BOCES
John Crotty	Sullivan County Veterans Service Agency
Kathy Paty	Sullivan County Chamber of Commerce
Fritz Kayser, Jr.	Resident, Highland
Scott Lederman	Sullivan County BOCES
Jaquie Leventoff	Kohl's Distribution Center
Anita Parkhurst	Catskill Regional Medical Center
Sandra Patton-Martin	Rehabilitation Support Services
Linda Powell	Rehabilitation Support Services
Ana Rodriguez	Sullivan County Public Health Services
Carol Roig	Sullivan Alliance for Sustainable Energy
Nora Shepard	Independent Living
Melissa Stickle	Sullivan County Department of Community Services
Daniel Sturm	Association of Town Supervisors
Sarah Thompson Tweedy	Sullivan County Community College
Joseph Todora	Sullivan County Department of Community Services
Sean Wall-Carty	The Center for Discovery
Amanda Ward	The Center for Discovery
Donna Willi	Sullivan County Childcare Council
Deborah Worden	Achieve Rehab and Nursing Facility
Matthew Youngfrau	Resident, Fallsburg

## **Transportation Policy Committee**

Freda Eisenberg	Division of Planning and Environmental Management
Edward McAndrew	Division of Public Works
Joe Todora	Division of Health and Family Services
Laura Quigley	Center for Workforce Development
Steve McLaughlin	Action Toward Independence
Martha Scoppa	Office for the Aging

# Appendix B: Sullivan County Transportation Survey

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# SULLIVAN COUNTY TRANSPORTATION SURVEY

Sullivan County Government is working with LSC Transportation Consultants to study the community's transportation needs. Completing this survey will help us learn how people get around the county, understand the challenges and plan for transportation services.

To return the survey, you may mail it or drop off to:  
Sullivan County Planning Department, 100 North Street, Monticello, NY 12701  
Or fax it to 845-807-0546. Or scan and Email it to [Planning@co.sullivan.ny.us](mailto:Planning@co.sullivan.ny.us)

You can also complete the survey online at: [www.lscs.com/surveys/sullivan\\_ny/trans\\_survey.php](http://www.lscs.com/surveys/sullivan_ny/trans_survey.php)

If you have questions, please call Ethan Cohen at 845-807-0527

1. **Where do you live?** (Town, Village, Hamlet) \_\_\_\_\_
2. **What is your Zip Code?** \_\_\_\_\_
3. **Where do you need to travel to most?** (Check ONLY ONE and give location) **Example:**  
✓ Work: *Ideal Snacks, Liberty*  
 School/College: \_\_\_\_\_  Doctors: \_\_\_\_\_  
 Hospital: \_\_\_\_\_  Daycare: \_\_\_\_\_  
 Relatives: \_\_\_\_\_  Grocery Store: \_\_\_\_\_  
 Work: \_\_\_\_\_  Recreation: \_\_\_\_\_  
 Other (Please specify): \_\_\_\_\_
4. **How do you and others in your house get around?** (Check all that apply)  
 Drive your own car, truck, or motorcycle  Get a ride from a friend  Borrow a car  
 Walk  Bicycle  Taxi  Shortline Bus  Sullivan County Transit  
 Van or bus for people with disabilities  Van or bus provided by work  
 Other (Please specify): \_\_\_\_\_
5. **How old are you?** \_\_\_\_\_
6. **How many people live in your home including you?** \_\_\_\_\_ **What are their ages?**  
 10 years old and under  11 to 15  16 to 24  25 to 64  65 to 80  
 80 years old and above
7. **What is the total annual income in your HOUSEHOLD? (Include income for all people who live with you, including yourself)**  
 Less than \$7,500 per year  \$7,500 - \$14,999 per year  \$15,000 - \$34,999 per year  
 \$35,000 - \$49,999 per year  \$50,000 - \$74,999 per year  \$75,000 or more per year
8. **Do you have a valid driver's license?** Yes \_\_\_\_\_ No \_\_\_\_\_
9. **How many people in your home have a valid driver's license including yourself?** \_\_\_\_\_
10. **How many working cars, truck, vans, or motorcycles are at your home?**  
 None  1 vehicle  2 vehicles  3 vehicles  More than 3 vehicles
11. **How many are insured?** \_\_\_\_\_
12. **Do you need to use your own car for your job?** Yes \_\_\_\_\_ No \_\_\_\_\_

Please continue on the back

- 13. Do you need your own car to run personal errands during the day?** Yes \_\_\_\_\_ No \_\_\_\_\_
- 14. Do you pick up or drop off children on your way to or from work?** Yes \_\_\_\_\_ No \_\_\_\_\_
- 15. Have you lost a job or had problems finding work because you do not have transportation?**  
 Yes \_\_\_\_ No \_\_\_\_ If yes, please describe \_\_\_\_\_
- 16. Do you or a family member have a disability, health concern, or other issues that make transportation difficult?**  
 Yes \_\_\_\_\_ No \_\_\_\_\_ Please specify (*I use a wheelchair*): \_\_\_\_\_
- 17. Do you think there is need for more public transportation in Sullivan County?** (Check only one)  
 Yes, for the general public     Yes, only for people with low-incomes, seniors or disabled  
 No     Don't know
- 18. If available, how often would you or your family use public transportation (bus or van)?**  
 1-2 days per week     3-5 days per week     6-7 days per week  
 1-3 days per month     Less than once a month     Never  
 Other (Please specify): \_\_\_\_\_
- 19. What days would you use public transportation (bus or van)?** (Check all that apply)  
 Monday     Tuesday     Wednesday     Thursday     Friday  
 Saturday     Sunday     Holidays
- 20. What times would you use public transportation (bus or van)?** (Check all that apply)  
 Morning (5-10 a.m.)     Mid-Day (10 a.m.-2 p.m.)     Afternoon (2-5 p.m.)  
 Evening (5-8 p.m.)     Nighttime (8 p.m.-12 a.m.)     Overnight (12-5 a.m.)  
 Other (Please specify): \_\_\_\_\_
- 21. Do you need or would you use public transportation to go outside Sullivan County?**  
 Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, where do you need to go? \_\_\_\_\_
- 22. How would you rank the following in choosing to use public transportation?**  
**1 = Not important; 2 = Somewhat important; 3 = Important; 4 = Very important**

	Not important	Somewhat Important	Important	Very important
Service from home to work	1	2	3	4
Service from a park-and-ride lot to work	1	2	3	4
Service close to my home	1	2	3	4
Evening service	1	2	3	4
Service twice a day	1	2	3	4
Service every few hours	1	2	3	4
Service every hour	1	2	3	4
Can schedule a ride when needed	1	2	3	4
Clean buses	1	2	3	4
Attractive buses	1	2	3	4
Other (Please specify) _____	1	2	3	4

**23. What transportation services would you like to see added in Sullivan County?** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

# ENCUESTA DE TRANSPORTE DEL CONDADO DE SULLIVAN

Gobierno del Condado de Sullivan está trabajando con LSC Transporte consultores para el estudio de necesidades de transporte de la comunidad. Completando esta encuesta nos ayudará a aprender cómo la gente alrededor del condado, comprender los desafíos y plan de servicios de transporte.

Para devolver la encuesta, puede por correo o entregar a:

Condado de Sullivan Planning Department, 100 North Street, Monticello, NY 12701

O por fax al 845-807-0546. O análisis y por correo electrónico a [Planning@co.sullivan.ny.us](mailto:Planning@co.sullivan.ny.us)

También puede completar la encuesta en línea en: [www.lscs.com/surveys/sullivan\\_ny/trans\\_survey.php](http://www.lscs.com/surveys/sullivan_ny/trans_survey.php)

Si usted tiene preguntas, por favor llame a Ethan Cohen en 845-807-0527

1. ¿Dónde vives? (Ciudad, pueblo, aldea) \_\_\_\_\_
2. ¿Cuál es su código postal? \_\_\_\_\_
3. ¿Donde necesitas viajar a la mayoría de tiempo? (Compruebe único y localización) **Ejemplo:**  
✓ Trabajo: *Bocadillos Ideal, Liberty*  
 Escuela/Universidad: \_\_\_\_\_  Doctor: \_\_\_\_\_  
 Hospital: \_\_\_\_\_  Guardería: \_\_\_\_\_  
 Familiares: \_\_\_\_\_  Tienda: \_\_\_\_\_  
 Trabajo: \_\_\_\_\_  Recreación: \_\_\_\_\_  
 Otros (especifique): \_\_\_\_\_
4. ¿Cuáles son los siguientes tipo de transporte que usted o su familiares usan? (Compruebe todo lo que aplique)  Conducir su propio coche, camión o motocicleta  conseguir un paseo de un amigo  
 pida prestado un coche  Paseo  Bicicleta  Taxi  Shortline Bus  
 de tránsito del Condado de Sullivan  Van o autobús para personas con discapacidades  
 Van o autobús suministrado por trabajo  Otros (especifique): \_\_\_\_\_
5. ¿Cuántos años tiene? \_\_\_\_\_
7. ¿Cuántas personas viven en su hogar incluyéndote a ti? \_\_\_\_\_ ¿Cuáles son sus edades?  
 10 años de edad y menores  11 a 15  16 a 24  25 a 64  65 a 80  
 80 años de edad y arriba
6. ¿Cuál es el ingreso anual total en su hogar? (Incluya el ingreso para todas las personas que viven con usted, incluyéndote a ti)  
 Menos de \$7.500 por año  \$7.500-\$14.999 anuales  \$15.000-\$34.999 por año  
 \$35.000-\$49.999 anuales  \$50.000-\$74.999 por año  \$75.000 o más por año
8. Tiene una licencia válida de? Sí \_\_\_\_\_ No \_\_\_\_\_
9. ¿Cuántas personas en su hogar tienen licencia de conducir válida incluyéndote a ti mismo?  
\_\_\_\_\_
10. Cuántos coches trabajan, camiones, camionetas o motocicletas están en tu casa?  
 Ninguno  1 vehículo  2 vehículos  3 vehículos  Más de 3 vehículos
11. ¿Cuántos están asegurados? \_\_\_\_\_
12. ¿Necesita usar su auto para su trabajo? Sí \_\_\_\_\_ No \_\_\_\_\_

Por favor continúe en la parte posterior

## ENCUESTA DE TRANSPORTE DEL CONDADO DE SULLIVAN

13. ¿Necesitas tu propio coche para hacer recados personales durante el día? Sí \_\_\_\_ No \_\_\_\_

14. ¿Recoger o dejar a los niños en su camino hacia o desde el trabajo? Sí \_\_\_\_ No \_\_\_\_

15-16. ¿Has perdido un trabajo o tenías problemas para encontrar trabajo porque no tienes transporte? Sí \_\_\_\_ No \_\_\_\_ En caso afirmativo, por favor describa \_\_\_\_\_

17. ¿Usted o un miembro de la familia tiene una discapacidad, problema de salud u otras cuestiones que dificultan el transporte?

Sí \_\_\_\_ No \_\_\_\_ Por favor especifique (*usar una silla de ruedas*): \_\_\_\_\_

18. ¿Crees que hay necesidad de transporte público en el Condado de Sullivan? (Marque sólo una)

- Sí, para el público en general       Sí, sólo para las personas con bajos ingresos, ancianos o discapacitados  
 No       No sé

19. ¿Si está disponible, con qué frecuencia usted o su familia usaría transporte público (autobús o camioneta)?

- 1-2 días por semana       3-5 días por semana       6-7 días por semana  
 1-3 días por mes       Menos de una vez por mes       Nunca  
 Otros (especifique): \_\_\_\_\_

20. ¿Qué días usaría transporte público (autobús o camioneta)? (Compruebe todo lo que aplique)

- Lunes       Martes       Miércoles       Jueves       Viernes  
 Sábado       Domingo       Vacaciones

21. ¿Qué tiempos utilizaría transporte público (autobús o camioneta)? (Compruebe todo lo que aplique)

- Mañana (5-10)       Medio día (10-14)       Por la tarde (2-17)  
 Noche (5-20)       Noche (20-12 a.m.)       Durante la noche (12-5)  
 Otros (especifique): \_\_\_\_\_

22. ¿Necesita o utilizaría transporte público para ir fuera del Condado de Sullivan.

Si \_\_\_\_ No \_\_\_\_ Si es así, ¿dónde necesitas ir? \_\_\_\_\_

23. ¿Cómo lo fila lo siguiente en la elección de usar el transporte público? 1 = no importante; 2 = algo importante ; 3 = importante; 4 = muy importante

	No es importante	Algo importante	Importante	Muy importante
Servicio de casa al trabajo	1	2	3	4
Servicio de estacione y monte mucho para trabajar	1	2	3	4
Servicio cerca de mi casa	1	2	3	4
Servicio nocturno	1	2	3	4
Servicio dos veces al día	1	2	3	4
Servicio cada pocas horas	1	2	3	4
Servicio cada hora	1	2	3	4
Puede programar un viaje cuando sea necesario	1	2	3	4
Autobuses limpios	1	2	3	4
Autobuses atractivos	1	2	3	4
Otros (especificar) _____	1	2	3	4

24. ¿Qué servicios de transporte gustaría ver añadido en el Condado de Sullivan? \_\_\_\_\_

# Appendix C: Community Transportation Survey Comments

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## What transportation services would you like to see added in Sullivan County?

### Bus Service

- A bus service.
- A bus that goes to the stores and most areas in Sullivan and Middletown.
- A bus that serves the entire Sullivan County and surrounding communities such as Smallwood, Bethel, Liberty, all the schools, etc.
- A bus to shop in Liberty Shoptside, Monticello Walmart, and to see doctors at Crystal Run and Rock Hill.
- A busing schedule that would stop at each hamlets of Sullivan County and return to starting place. (Alternate days would be great.)
- A county bus from Swan Lake to Liberty.
- A few buses from Cuddebackville.
- A local bus.
- A local bus.
- A local bus.
- A loop that follows Rt. 17 to Liberty, down 52 through Jeff and into Callicoon on 17b, down 97 to Barryville, up 55 to White Lake and over to Monticello on a 3 hour loop, perhaps with two busses going opposite directions to allow for choice (i.e. not have to go all the way around the loop from Monticello if going to White Lake).
- A public bus to Monticello or Shop Rite.
- A public transit bus.
- A public transportation system needed to provide access to services throughout county/out of county especially for medical reasons.
- A South Fallsburg express bus to and from NYC.
- Additional bus services at a reasonable price and the bus arrives on time. Personable drivers.
- Additionally, I know many people who can't get to work from their homes. Workforce should provide such to get people on their feet at least for several months. Also, Sullivan should provide shopping buses for seniors to Shop Rite plaza and Orange, or free delivery service.
- Any bus line.
- Any kind of bus service would help me, especially a bus stop where I live as I don't walk very good.
- Any public transportation - vans, buses, etc. - to western Sullivan, especially. We are very isolated here!
- As I previously stated, Monticello High School to Walmart or Shop Rite. In Monticello everybody is 2-3 blocks away from bus stop even in the winter. Woodbourne to S. Fallsburg onward to Monticello, once again passengers are at the bus stop, bus depot, Lanahan Rd. vacant property, perfect for turnaround to Monticello or Woodbourne with minutes to spare north to south how about this idea?



- At minimum, one that stops at each intersection of State Route 17B and travels through Main Street Monticello making stops at Smiths/UPS, St Peters Church/Post Office, the Library/Village/Police, Sandow Vision, Farmers Market, Medical Facilities on CR 173, and the Last Stop at Robert Green Chevrolet before turning around.
- Better bus service. I just got a job at Achieve and I have a problem getting there.
- Bring back the train! Better bus service - more areas, more times.
- Bus.
- Bus.
- Bus.
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- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus and train.
- Bus between towns.
- Bus in front of door, taxi, or Shortline bus.
- Bus lines.
- Bus lines.
- Bus or cab.
- Bus or Jitney.
- Bus or minibus.
- Bus or van.
- Bus or van.
- Bus or van.
- Bus route from Callicoon Town to Monticello Bus station on weekends, F to S.
- Bus routes.
- Bus routes connecting county.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.

- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus service - include rural and outlying areas of county.
- Bus service 24/7 for the main county roads.
- Bus service as seen in the city.
- Bus service connecting the various hamlets and towns or affordable car service.
- Bus service every day.
- Bus service expansion.
- Bus service for doctor appointments and shopping.
- Bus service for everyone.
- Bus service for shopping and doctor visits.
- Bus service for shopping.
- Bus service for shopping.
- Bus service from select locations to shopping centers, professional offices, doctor, hospital, etc.
- Bus service from selected locations to shopping centers, professional offices, doctor and hospital, etc.
- Bus service needed.
- Bus service needed for more shopping.
- Bus service on all town and county roads.
- Bus Service on Old Liberty Rd, from Monticello to Lock Sheldrake.
- Bus service on regular schedule.
- Bus service or mini vans.
- Bus service other than Shortline and a train in Sullivan County.
- Bus service that is convenient, sometimes I had to take the short line which was at the other end of town, pick up and get off at the bus depot, and beg borrow or steal a ride to my job.
- Bus service to and from Port Jervis - Middletown for doctors, pharmacy, and groceries.
- Bus service to and from work.
- Bus service to each hamlet.
- Bus service to get to doctors and groceries. I drive, but there would be times I would use public service (bad weather, etc.).
- Bus service to more towns, if not all.
- Bus service to neighboring small towns without going to bus terminal.
- Bus service to Orange County; Newbury, Rock Hill, Kingston.

- Bus service to pick up seniors and take to Monticello Library, shop for groceries, doctors, etc.
- Bus service to town from Kiamesha.
- Bus service to Walmart, Shop Rite, Catskill Regional Hospital, etc. and B-way in Monticello.
- Bus service to western towns, train or bus to NYC from outlying areas.
- Bus service with stops within different towns, and to and from towns.
- Bus service without asking for it 2 weeks in advance.
- Bus service, cab (less expensive), or Jitney.
- Bus service.
- Bus service.
- Bus service.
- Bus service.
- Bus services for the general public.
- Bus services.
- Bus system, Trolley system.
- Bus that travels anywhere, even to go shopping.
- Bus that travels to different locations.
- Bus to and from NYC.
- Bus to Bethel Woods; Forestburg.
- Bus to Monticello and other neighboring towns.
- Bus to Stewart Airport and Middletown train station.
- Bus transportation.
- Bus Transportation Services - public stops, etc.
- Bus, cabs, or anything else that could get you and your family where they need to go, emergencies or not.
- Bus, shuttle bus - transportation of some sort.
- Bus, taxi, and disabled and veteran's service.
- Bus, van, car service.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus.
- Bus/train.
- Bus/Trolley.
- Bus/van to and from towns, i.e...Jeffersonville to Youngsville.
- Bus/vans transport.
- Buses.
- Buses.

- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses and van.
- Buses and clean taxi cabs.
- Buses and more cabs.
- Buses and taxis.
- Buses and train services!!!! More taxi's or hired cars.
- Buses and trains.
- Buses and vans.
- Buses for local travel.
- Buses for shopping and medical visits.
- Buses for transporting to local stores and malls.
- Buses from Barryville, Eldred, Glen Spey, Yulan - to go from there to Port Jervis, Montaque, and Matamuras.
- Buses from exits on Rt. 17 to everywhere. More buses! You have to drive everywhere - it is awful.
- Buses from Liberty to Monticello or from town to town.
- Buses going between towns.
- Buses like they have in the city, running every few hours at least, to transport people to and from work or Dr. appointments, stores, etc., if they do not have a working vehicle of their own. It would also help in the winter months, when it can be dangerous to drive our own cars in the icy weather.
- Buses or cars.
- Buses or cheaper taxis.
- Buses or more taxi services.
- Buses or near trains to take to places they need to go like super markets, Walmart, Home Depot, parks, to the doctor's or hospital.
- Buses or trains would be really nice but if it can't then buses taxi services would also be nice but buses would be better because it wouldn't cost as much.
- Buses or vans for those in need.

- Buses running throughout county and beyond.
- Buses should run 8-10 a.m. & 4-6 p.m. so people can get to work and back. Local buses around Monticello, buses from Woodridge, Glen Wild, and Rock Hill to Monticello on a much more regular basis.
- Buses should run at least every hour.
- Buses that go off the main routes 52, 42, 17.
- Buses that run on a daily schedule that are accessible to all townships in Sullivan County, reasonable priced and affordable vans for medical services, reasonably priced and affordable transportation for people with handicapping conditions.
- Buses throughout the county available at every town. To provide transportation to main attractions...doctors, grocery stores, the mall.
- Buses to all areas in Sullivan County and even a train to commute to the city (NYC), Manhattan.
- Buses to and from towns in Sullivan County so we can go to events in all the towns or to medical appointments, etc.
- Buses to get people around for maybe a dollar or less a ticket.
- Buses to go from rural to areas like Liberty, Monticello for those without personally owned vehicles.
- Buses to go to different counties and to New Jersey, Middletown and other places.
- Buses work in cities because enough people use them so that they can run frequently and to all areas. For rural areas, something more like a taxi service might work better. Because of my walking problems, I'd need door-to-door service.
- Buses would be a huge asset to Sullivan County, please.
- Buses you can take to appointments and stores.
- Buses, train.
- Buses, vans.
- Buses, vans.
- Buses, vans.
- Buses, vans, bike lanes, and bike stands.
- Buses, vans, more routes, and services more often.
- Buses, vans, taxis to take you to places you need to go.
- Buses.
- Buses.
- Buses.
- Buses.
- Buses/vans to more areas (all areas) of county. Park-and-ride multiple areas to all areas of county. Availability of these services to everyone - not just low income.
- Busing near home's location to businesses. Busing from Sullivan County locations to Middletown and back throughout day, for teens to youth programs

and library, low cost busing, low cost taxis, and public transportation to festivals, Grahamsville Fair, Bethel Fall Festivals, etc.

- Busing on the main roads.
- Buses that run local on the hour.
- Buses throughout the county and also to Orange County, other than Shortline.
- City, bus, or train services.
- City bus.
- City bus.
- City buses.
- City buses that run 24/7.
- City buses.
- Comprehensive all-county bus service.
- Consistent and expanded bussing.
- Consistent, hourly service.
- County-wide bus service with electric or hybrid buses.
- Cross County and Inter-County.
- Crystal Run bus.
- Daily bus routes running on the 1/2 hour with buses more often to Manhattan and Brooklyn.
- Daily bus service, Mon-Fri, at least 2 times per day or "Dial-a-bus" - even from a central pick up point - 1 stop Barryville, Eldred, White Lake, Race Track, B'way Monticello, and Monticello Walmart.
- Early buses around 5 a.m. and late bus around 11 p.m., 12 a.m. to all towns in the county. Service at least every 2-3 hours.
- Express bus to NYC and Middletown.
- Free bus and cabs.
- Free buses.
- I think they should get metro buses for in town or from town to town.
- I would like to see more public transportation available.
- I would like to see public busing.
- I'm not sure. Maybe more bus pick-up at door to and from stores.
- Increased bus service in general, more shopping buses for area sr. citizens who have worked hard to pay taxes in this County, and restoration of rail service into NYC (long range goal).
- It does not matter what kind of buses as long as they are clean to take the people where they need to go, because we only have one bus that comes into Livingston Manor, which is Hemlock Ridge Apts. I got stuck in Monticello bus station. That bus leaves at 5:30, if you don't take the 5:30 bus, then you have to pay \$54.00 for a cab to Livingston Manor. I hope we win as we really need the bus service for people who do not have cars and cannot get around.
- It would be nice to see public buses doing their rounds throughout the day. Affordable, clean transportation is needed to go to neighboring towns/villages as well as neighboring counties.
- Local bus.

- Local bus for people to do shopping instead of paying high cab prices.
- Local bus service.
- Local bus service.
- Local bus service from rt. 42, Monticello from the High School to Walmart. Monticello and Woodbourne to Walmart daily.
- Local bus service to Aldi, Shop Rite, and Walmart.
- Local bus service with reasonable fare (i.e.: \$1.00 to destination, includes transfers), discount for seniors, short transit times (30 mins. max), transfer routes (for those that may take longer than 30 mins.).
- Local bus services, east to west, north to south on Broadway.
- Local bus to Liberty - Monticello.
- Local bus to take senior and others shopping, doctor appointments, etc. Taxis cost too much for seniors on fixed incomes. Transportation to get to the Department of Family Services in Liberty. A regular shuttle like they had many years ago.
- Local bus with service along Route 97 - Narrowsburg to Hancock, a weekly bus to Middletown, and a weekly bus to Honesdale or Scranton area.
- Local buses.
- Local buses.
- Local buses & special buses for Bethel Woods concerts, more bus service in the summertime to cut down on some of the traffic. I would feel safer in a bus on 17B than my own car in the summertime.
- Local buses and cheaper cab services.
- Local busing, not commercial.
- Local pick up - buses that lower to ground level for handicapped.
- Local town village buses.
- Local transportation would be a blessing for many people. It's a long walk to the bus depot and taxis are expensive for people on low income/fixed incomes. A lot of people in Sullivan Co. don't own a car and would benefit from local transportation seeking employment. Shortline buses don't go everywhere and their schedules are not dependable.
- Local, timely buses.
- Mas autobuses sircolando para no esperor tanto tiempo.
- Mass transit bus and/or rail service.
- Metro North from across river in Shohola, PA to Port Jervis and NYC (with bus to train).
- Mid-day bus to/from Mountindale (where there are zero places to shop for basic essentials or anything else). With the preset bus schedule, one must set aside 7 hours to shop or 30 minutes before return trip in evening, or run through store to catch next bus in approx 30-40 minutes to avoid hours waiting for evening buses. Buses may not stop in Woodridge for return shopping in p.m.
- More availability for public transportation. Buses being on time and they only run every 2 hours. Should be 1/2 hour and earlier and later.
- More buses.

- More bus availability, ASAP.
- More bus routes.
- More bus routes in county.
- More bus routes, cabs are expensive for people who can get to and from work and are not eligible for stamps or med. Create more jobs, too!!!
- More bus routes.
- More bus runs for local people.
- More bus runs to and from larger employers. More cost effective taxis.
- More bus service.
- More bus service.
- More bus service in my end of the county.
- More bus service to more towns.
- More bus service to outer areas then once a day.
- More bus service.
- More bus services.
- More bus stops and more buses.
- More bus transportation.
- More buses.
- More buses.
- More buses and less than 4 (?) to get transportation.
- More buses and taxi cabs.
- More buses and vans on the hour and every other hour services.
- More buses every hour.
- More buses for public transportation.
- More buses in rural towns, train, and cabs that don't cost \$50 one way.
- More buses in to Monticello.
- More buses like a local bus service and not coach USA.
- More buses on an hourly run going to every town.
- More buses or vans for those in need.
- More buses or vans.
- More buses to more locations and shops with more times like every 30 minutes.
- More buses to Orange County.
- More buses to shopping area.
- More buses to travel places.
- More buses with better times or longer services at twice per hour.
- More buses, taxi, and train transportation.
- More buses, trains, and cabs.
- More buses, vans, and cars.
- More buses.
- More buses.
- More buses.
- More buses.
- More buses.



- More buses.
- More buses.
- More busing for the general public to help people get around easier.
- More coach buses to Manhattan.
- More local bus routes.
- More local bus service at a reasonable cost to people that cannot afford the taxi fare.
- More local bus systems. Commuter train to local towns like the O&W in the early 20th century.
- More local buses.
- More local buses with express service to key towns (Livingston Manor, Jeffersonville, Narrowsville) and inter-county buses -- Sullivan to Delaware, Sullivan to Ulster, and direct buses from major Sullivan towns to Monticello for bus station to NYC.
- More local buses!!!
- More local buses.
- More local buses.
- More public buses with more frequent schedules.
- More public transportation such as buses - inexpensive, affordable services.
- More regularly scheduled routes in Monticello, Liberty, and Fallsburg. More dial-a-ride for outlying areas and those with mobility limitations.
- More routes.
- Need bus service.
- Need buses.
- Need buses and trains all day, and vans at a reasonable price.
- Need buses.
- Need excellent bus service all year round! A bus service better than Shortline with bus drivers who take their job seriously.
- Need more buses.
- Need more taxis and buses.
- Night buses.
- Not enough space to write all the answers in the questions above. I would like to see bus service in Neversink/Grahamsville area, as there are no other modes of transportation.
- Public.
- Public bus.
- Public bus between towns to supermarkets and mall. This would boost sales and allow seniors and those without cars to avail themselves of the areas shopping and cultural events.
- Public bus service.
- Public bus service in outer areas like Grahamsville, Jeff Youngs area, etc.
- Public bus service.
- Public bus.

- Public buses.
- Public buses and lower taxi rates.
- Public buses to and from smaller towns to larger ones so people can get to work. Buses that run on an hourly schedule.
- Public buses would probably be a good idea for the general public - especially most important when the people need to go to their doctor visits.
- Public local bus route for students, low income, and non-drivers.
- Public local to Sullivan County.
- Public rides.
- Regular bus route to medical, shopping, and large employers.
- Regular bus routes and not the large white buses used a few years ago, which was a waste of money and gas.
- Regular bus service from all areas - not just on main roads. Transportation to medical services within the county and to outside the county for people that need to be referred to larger care centers for treatment.
- Regular bus service from Livingston Manor to Liberty and Monticello.
- Regular bus service from town to town.
- Regular bus service routes to get to doctor appointments.
- Regular bus service that can be accessed on most or different streets that can be made available for stops near ones home.
- Regular bus service to get to doctor and shopping.
- Regular bus service.
- Regular bus service.
- Regular bus service; by appointment van/car for special needs.
- Regular buses.
- Regular transportation - such as buses throughout Sullivan County.
- Ride along buses, store to store buses, and business to business buses.
- Rolling V Bus transportation.
- Route 97 - Barryville to Monticello, Barryville to Milford, PA.
- Route busing throughout the week to make living and working in Sullivan County manageable.
- Route on Hasbrouck A Road Loch Sheldrake to Monticello.
- Rural route for seniors/handicapped from their homes to include nursing home residents as well.
- Rural routes to help people get to work, social services, and trainings.
- Same as Warwick, NY transportation--Can use any time and provides a lot more pick up points and has own vehicles besides taxis and buses to get around.
- Service (bus or rail) to NYC and ?
- Shopping bus in the afternoons, not just mornings.
- Shuttle buses to larger hubs, i.e. shuttle buses from Cohecton to Monticello to catch a bus to Goshen. Or shuttle bus from Cohecton to Narrowsburg to catch a bus to Port Jervis.
- Shuttles, bus service.

- Some sort of reliable bus service that runs locally.
- Sullivan County Food Bus.
- Summertime busses to Monticello, stops at Aldi and Fresh Fruits/Vegetables Market in Monticello and have busses back from Walmart not in 6-7 hours, but at least 3 hours for shopping and return back to Woodridge.
- To get people from Point A to Point B, and please bring in a new bus service with a new name.
- Total bus service!
- We need a more reliable bus transportation, at less expensive costs, that occurs more often than it normally does. Mass transit is necessary. I believe that would be helpful, especially for those who don't have a car, can't afford one, or simply would rather use transportation.
- Cabs, buses, cars, etc.
- Cabs/buses.
- Cabs/buses.
- Elevated rail, bus routes, van service.
- More cabs, buses, and more medicars.
- More Sullivan County Transportation vans and shopping buses.
- Rail, bus service, or commuter. Bicycle or contiguous lanes/rail trail.
- Taxi rides and buses going to more parts of the county.
- Taxi, bus, vans.
- Train and bus.
- Train and bus service as other states.
- Train and bus service to NYC/PA.
- Train service, more bus service.
- Train to Manhattan or timely bus to train.
- Train would have been nice. Bus service that is a reasonable price!
- Train, bus, van.
- Train/bus.
- Trains and buses.
- Trains and more frequent bus runs.
- Trains and/or buses.
- Trains between towns. Buses throughout county.
- Trains to NYC and more local bus routes.
- Trains/buses.
- Buses running every hour with more stops.
- Just need cheaper fare, taxis, or more buses daily.

### **Shortline/Commuter Service**

- A bus line directly to the city for commuters (so leaving around 5 or 6 a.m. and arriving around 9 p.m.) would be ideal for us. Even transport to Harriman train station would help.
- Coachline/Shortline.

- Commuter service from western county (maybe Fosterdale?) to Monticello.
- More Shortline buses.
- More Shortline buses.
- More Shortline buses coming in and out of town more times per day and car service for long travel to doctor appointments.
- More Shortline service in more small towns and villages.
- Short Line or Sullivan County Medical Transportation or any company that would take a nominal fare.
- Shortline.
- Sullivan County HAS to build in smart public transportation options between key locations and transportation hubs. The Shortline bus between Monticello and Port Authority is A CRITICAL infrastructure option for anyone living in the Catskills and working often in the city. This linkage between the city and Catskills is a CRITICAL component to maintaining the accessibility and livelihood of the Catskills. Can't stress this connector enough. Anything to build more accessibility and create linkages to this (privately owned) transportation option is vital.
- Sullivan County is spread out. There needs to be service to and from areas that Shortline does not provide service such as Callicoon, Jeffersonville, White Sulphur, Bethel, Mountaindale, etc. This will help the economy grow if the residents could rely on transportation to and from the area they live to the area that they can gain employment.
- The biggest mistake the county made was discontinuing the Short Line bus from Port Authority to Eldred and Yulan. With all the hotels and motels, it was a great way to attract people to the area. That is how I first came up here. I used to commute by bus before they stopped and I had to have a car.
- We use the Shortline bus to the city for work. It is unfortunate that now there is only one or two pick-up times from Livingston Manor to Monticello. There used to be more options and that was convenient. Now we have to drive to Monticello, and there is a parking shortage at the bus station there and it means that we need two cars so the person who is left at home has no car or has to drive back and forth to Monticello twice. So, more transportation from Livingston manor to the Shortline terminal would be very helpful to us.
- Bus in front of door, taxi, or Shortline bus.

### **Connection to other transit systems**

- A bus route to Port Jervis train station and a circle route to supermarket and library and back.
- A coordinated transportation system, not cabs transporting only 1 person at a time.
- Access to Amtrak and commuter trains, airports and other public transport hubs.
- Transit to R.R. in Port Jervis. Transportation to shopping, doctor, and hospital.
- Would love to see the MTA come up here from Middletown.

- A bus line directly to the city for commuters (so leaving around 5 or 6 a.m. and arriving around 9 p.m.) would be ideal for us. Even transport to Harriman train station would help.
- A van back and forth to the bus station in Monticello or better yet, to the train station in Port Jervis would be great. Time to meet a morning train or bus in the AM and in the PM.
- Bus to Stewart Airport and Middletown train station.
- Rail connection metro New York.
- Transportation from Callicoon or Long Eddy to Monticello bus station.

### **Service Frequency**

- 24 hour bus service.
- 24 hour service.
- A bus on a regular schedule 17B Callicoon to 17 to Crystal Run in Rock Hill and in Middletown.
- A bus route from Glen wild or Rockhill area that is available more than 2 times a day.
- A bus stop at Cornell Cooperative Extension to Sullivan County several times a day/night for programs.
- A public bus every hour.
- Availability! Nothing worse than calling a taxi and having to wait often up to an hour to be picked up, especially in the summer!
- Buses running all the time.
- Buses running every hour with more stops.
- Buses that run hourly to other towns.
- Daily bus service every 2-3 hours.
- Different hours for people who need a ride early or later.
- Every few hours service, Jeffersonville/Villa Roma to Middletown/Manhattan.
- Every hour or on call.
- Local from town to town every half hour or so.
- More adequate service hours to and from facilities to make employees on time for jobs.
- More buses for working people every 15 minutes.
- More buses on schedule for low income families for work purposes.
- More frequent scheduling.
- More frequent service for hospital and nursing home employees evening and night hours and holidays.
- Need convenient bus scheduling for most people.
- Public hourly transportation like they have in other areas.
- Regular schedule between towns.
- Regular schedule everyday.
- Regular service between the western villages (along Rt 97 towns) and Monticello and Harris.

- Regular service to Monticello and back.
- Service every few hours - easy to ride to the desired location.
- Service every few hours.
- Transportation every hour.
- Transportation for people who have to wait hours for a bus.
- Would like to see transportation for weekly day trips.
- Any beside Coach. Coach doesn't run often enough or make local stop in villages to make it a convenience for most people.
- Bring back the train! Better bus service - more areas, more times.
- Bus service 24/7 for the main county roads.
- Bus service every day.
- Bus service on regular schedule.
- Buses like they have in the city, running every few hours at least, to transport people to and from work or doctor appointments, stores, etc., if they do not have a working vehicle of their own. It would also help in the winter months, when it can be dangerous to drive our own cars in the icy weather.
- Buses should run 8-10 a.m. & 4-6 p.m. so people can get to work and back. Local buses around Monticello, buses from Woodridge, Glen Wild, and Rock Hill to Monticello on a much more regular basis.
- Buses should run at least every hour.
- Busses that run local on the hour.
- City buses that run 24/7.
- Consistent, hourly service.
- Daily bus routes running on the 1/2 hour with buses more often to Manhattan and Brooklyn.
- Daily bus service, Mon-Fri, at least 2 times per day or "Dial-a-bus" - even from a central pick up point - 1 stop Barryville, Eldred, White Lake, Race Track, B'way Monticello, and Monticello Walmart.
- Drivers who know their route. I stopped using Shortline well over a year ago when one of their drivers blew by me at Walmar in Monticello. The next available bus was 1/2 hr. late and had been due at 6:30 p.m. This was in January! When I told the tardy bus driver, all he said was, "That happens."
- Early buses around 5 a.m. and late bus around 11 p.m., 12 a.m. to all towns in the county. Service at least every 2-3 hours.
- Everyday transportation.
- Family bus passes to local and state run parks/recs. Special times available during the summer months. Park and ride spots and bus transportation into Monticello and Liberty.
- Frequent and wide ranging according to the perceived need.
- Frequent trips to all areas of county. Cheaper trips to NYC area. Electric/"green" buses.
- Frequent, affordable transportation to medical facilities. Every transportation ... our appointments are not between a.m.-4 p.m.

- From all over the county regularly transportation from the closest town to my house is at 10 going and 2 coming home so when my car is in the shop, I have to rent a car to get to work. I would love to see work schedule times all over the county Do you know it is easier for people in Wurtsboro to go to Middletown than to Monticello or Liberty? You can get from Liberty or Monticello to Middletown anywhere but try the other way to Roscoe or Livingston Manor and see all the problems. This county's transportation system is designed for going south - Middletown or Rockland or NYC, not internally within the county so for shopping or services within the county there are problems with accessibility.
- Local transportation would be a blessing for many people. It's a long walk to the bus depot and taxis are expensive for people on low income/fixed incomes. A lot of people in Sullivan Co. don't own a car and would benefit from local transportation seeking employment. Shortline buses don't go everywhere and their schedules are not dependable.
- Midday bus to/from Mountandale (where there are zero places to shop for basic essentials or anything else). With the preset bus schedule, one must set aside 7 hours to shop or 30 minutes before return trip in evening, or run through store to catch next bus in approx 30-40 minutes to avoid hours waiting for evening buses. Buses may not stop in Woodridge for return shopping in p.m.
- More availability for public transportation. Buses being on time and they only run every 2 hours. Should be 1/2 hour and earlier and later.
- More buses every hour.
- More buses on an hourly run going to every town.
- More buses to more locations and shops with more times like every 30 minutes.
- More buses with better times or longer services at twice per hour.
- More public buses with more frequent schedules.
- More transportation available at better times and days.
- Public buses to and from smaller towns to larger ones so people can get to work. Buses that run on an hourly schedule.
- Public transportation every hour.
- Public transportation on main streets, on a regularly scheduled basis, with a simple system of fare acceptance and custom service line - online and on streets.
- Public transportation on main thoroughfares (main streets) on a regular schedule with a simple system of fare acceptance and cost service line (online or land line).
- Public transportation, buses running on a constant schedule like Liberty Lines in Yonkers/Westchester County.
- Regular bus route to medical, shopping, and large employers.
- Regular bus routes and not the large white buses used a few years ago, which was a waste of money and gas.
- Regular service between the western villages (along Rt 97 towns) and Monticello and Harris.
- Regular service to Monticello and back.

- Regular transportation - such as buses throughout Sullivan County.
- Regular, available transit.
- Route busing throughout the week to make living and working in Sullivan County manageable.
- Same as Warwick, NY transportation--Can use any time and provides a lot more pick up points and has own vehicles besides taxi's and buses to get around.
- Shuttle service - hourly to stores.
- Summertime busses to Monticello, stops at Aldi and Fresh Fruits/Vegetables Market in Monticello and have busses back from Walmart not in 6-7 hours, but, at least 3 hours for shopping and return back to Woodridge.
- Taxis take too long. When you need the service from 25-45 minutes, they tell you that you have to wait.
- Transportation on the western end of county 3-4 times daily to shopping towns Monticello, Liberty, and Middletown. More access to public transportation countywide and more runs per day.
- Transportation that could be used every hour on the hour.
- Transportation to allow people to more easily access places of employment. Would also like to see buses run later hours in the locations of local restaurants/bars to allow for a way to arrive safely home after having a couple of drinks.
- Transportation to large employers in the County several times in 24 hours including at change of shifts. More regular routes within and around the larger hamlets such as Monticello, Liberty, Wurtsboro and Callicoon.
- Buses, vans, more routes, and services more often.
- Local bus service with reasonable fare (i.e.: \$1.00 to destination, includes transfers), discount for seniors, short transit times (30 mins max), transfer routes (for those that may take longer than 30 mins).
- More buses and vans on the hour and every other hour services.
- Reliable, affordable transportation that will get me to and from work in the least amount of time. Currently if I left on a Shortline bus at 4:30 p.m. I would get to my stop in Liberty at 5:50 p.m. and still need to drive home. In my car I will be home before 5:00. I can't justify an extra hour every day.
- Reliable, affordable, short notice transportation as needed for medical, government services access, Social Security, grocery and other shopping, transportation between various Sullivan towns and Monticello for Shortline buses and attending intra-county events like Bethel Woods, farmers' markets, SCCC arts programs and other teaching workshops/seminars there and elsewhere, Narrowsburg River Fest, Eagle Fest, Big Eddy film festival and Delaware Valley Arts Alliance presentations.
- Shuttle service from county park-and-rides to Metro-North stations in Poughkeepsie (for Amtrak service), Beacon and Middletown, in addition to bus service to and from Stewart Airport in Newburgh. Any time I do not need to drive is wonderful. Also, I would like to see more park-and-rides in general, along with increased transit service during the summer.



- Trains and more frequent bus runs.
- We need a more reliable bus transportation, at less expensive costs, that occurs more often than it normally does. Mass Transit is necessary. I believe that would be helpful, especially for those who don't have a car, can't afford one, or simply would rather use transportation.
- Buses that run on a daily schedule that are accessible to all townships in Sullivan County, reasonable priced and affordable vans for medical services, reasonably priced and affordable transportation for people with handicapping conditions
- Busing near home's location to businesses. Busing from Sullivan County locations to Middletown and back throughout day, for teens to youth programs and library, low cost busing, low cost taxi's, and public transportation to festivals, Grahamsville Fair, Bethel Fall Festivals, etc.
- Just need cheaper fare, taxis or more buses daily.

### **Disabled/senior service**

- Aid for seniors in need of transportation services.
- Anything that would aid the disabled or elderly or if someone's car broke down.
- As an employment developer working with individuals with disabilities, it has hindered the needs of the individuals in finding employment in the county. A lot of the individuals that I work with rely on their family who work 1 or 2 jobs and make it impossible for them to become employed and have their needs met.
- Better availability and more coordination between agencies offering transportation; i.e., senior citizens, vets, disabled.
- Bus transport to shopping and doctors. I live at the Regency Manor. A lot of people/seniors take taxi.
- Buses for seniors.
- Call in services - transportation for disabled people by call.
- Convenient stops for seniors.
- Dial a bus.
- Dial-a-bus.
- Disability van.
- Expansion on volunteer transportation services for the elderly, low income, WIC/Food stamps/Medicaid recipients, cancer patients. A coordinated volunteer system along with buses/vans for income eligible.
- For elderly or people who can't afford vehicles to get to/from work, doctors, school, college.
- Free bus rides for seniors.
- Handicapped transport to doctors - Crystal Run, ORMC Transport to work during bad weather.
- Handicapped transportation.
- Help with low income/disabled going to and from serious appointments.

- I have a car and live closer to Orange County however I feel that public transportation for the elderly and poor in our rural community is very important. It breaks my heart that DFS and PHS are so very far from any town. It's hard to see elderly people and people pushing babies in the heat and cold to get to these facilities. I do not feel that we should become a free taxi service at taxpayers' expense but affordable transportation should be made available. This may also help increase employment if people can get to work. People may also be able to rely on themselves and not have to rely on Medicaid Transportation to get to and from MD appointments.
- I have mild Cerebral Palsy and bad peripheral vision so I cannot legally drive. I'm very independent otherwise. Transportation services would make life so much easier for me. I'd be able to get around without having to depend on family/friends. 24-7-365 transportation service please.
- I think that low income, seniors, and disabled need more options in general for transportation in Sullivan County.
- I would like to see more people able to get to more places for work, healthcare, educational, recreational opportunities, especially if it could give more independence to youth, seniors, lower-income population and disabled. This would foster more social/civic interaction and leverage consumer buying power within the community. Also, it would benefit the community and economy overall if households didn't need a car for every driver/adult to get anywhere. Again, good for youth/adult children or seniors living in inter-generational households. This would also help second-home owners or part-time resident households spend more time here without owning more than one car. Personal/net incomes could be higher if so much of earnings were not spent on automobile-related costs.
- Public transportation for people other than Medicaid recipients and elderly. Also transportation that reaches outlying areas of the county (Eldred, Narrowsburg, etc.).
- Senior and disabled.
- Senior bus.
- Senior Bus, reduced rates.
- Senior citizen services.
- Senior Shuttle to Monticello, Harris, and Crystal Run rides to doctor, dentist, and veterinarian.
- Senior transportation.
- Senior transportation needed.
- Senior transportation to and from doctors and grocery store.
- Service for disabled seniors and vets.
- Services all hours and not just for people with Medicaid.
- Services for shopping, recreation (parks, bars, etc) with safe driver and wheelchair accessible.
- Sign on bus telling what service does so to accept and not be told you are not a senior. People with disability should be accepted.

- Small 15-passenger dial-a-ride service affordable charge for all. Loop running from lib Woodbourne - Monticello at 9, 10 & 11. More runs into town from roscoe, manor Anything - 97 corridor into Port Jervis.
- There is a desperate need for people with disabilities to be able to get to work and back on a daily basis so they can earn a living and become productive members of society. Also there is a need for transportation for the elderly so they can more easily and safely access the things they need.
- Transportation for disabled and seniors.
- Transportation for doctor appointments, groceries, church - for senior citizens/ elderly.
- Transportation for senior citizens.
- Transportation for the elderly is a big need in this county. This population, which often has greater health needs is often underserved and would really benefit from free or low cost transportation to medical appointments & shopping.
- Transportation not just for seniors but for mentally ill people, too.
- Transportation that is handicap accessible with assistance to get in and out of vehicle.
- Van for handicapped.
- Vans for the disabled and public.
- We need some kind of transportation for everyone who has a handicap and those who do not own cars or drive, some way to get around, door-to-door service, without paying an arm/leg.
- Wheelchair accessible services for those needing transportation.
- Bus service to pick up seniors and take to Monticello Library, shop for groceries, doctors, etc.
- Buses that run on a daily schedule that are accessible to all townships in Sullivan County, reasonable priced and affordable vans for medical services, reasonably priced and affordable transportation for people with handicapping conditions.
- I think transportation for seniors and people with limited income who want to work is life changing. My grandkids can't get jobs because they have no way to get there and back. It could attract economic gains in many ways.
- Increased bus service in general, more shopping buses for area sr. citizens who have worked hard to pay taxes in this County, and restoration of rail service into NYC (long range goal).
- It does not matter what kind of buses as long as they are clean to take the people where they need to go, because we only have one bus that comes into Livingston Manor, which is Hemlock Ridge Apts. I got stuck in Monticello bus station. That bus leaves at 5:30, if you don't take the 5:30 bus, then you have to pay \$54.00 for a cab to Livingston Manor. I hope we win as we really need the bus service for people who do not have cars and cannot get around.
- It would be good to have a medical transport vehicle for someone that is unable to drive due to a disability to go to the doctors.

- Just need transportation to get to and from medical appointments to Crystal Run Healthcare in Rock Hill and Middletown as needed for my husband who has epilepsy.
- Local bus to take seniors and others shopping, doctor appointments, etc. Taxis cost too much for seniors on fixed incomes. Transportation to get to the Department of Family Services building in Liberty. A regular shuttle, like they had many years ago..
- Local pick up - buses that lower to ground level for handicapped.
- Medical and senior transport to shopping and stores.
- Medical for Medicare and long distance.
- Medical transportation for senior citizens who qualify but who are not on Medicaid!
- More regularly scheduled routes in Monticello, Liberty, and Fallsburg. More dial-a-ride for outlying areas and those with mobility limitations.
- More transportation for seniors and the disabled.
- More vans similar to ones used for seniors and veterans, but which could be used by anyone, which would take them to shopping and doctors or a central location to be dropped off for work.
- Need transportation for the elderly and disabled the most.
- Public transportation for seniors/low income/disabled & general public transportation.
- Public transportation to our town, to other towns, to airport. A bus stop on each street from where you live. I am disabled and need help getting mother to places.
- Regular bus service; by appointment van/car for special needs.
- Rural route for seniors/handicapped from their homes to include nursing home residents as well.
- Services that won't cost the county more money and affordable to every senior or disabled person.
- Shuttles that can pick people up in central places of towns and hamlets that drop off at the Monticello Coach USA bus terminal, or can bring people to super markets, pharmacies, hospital/medical offices, banks, and other places of NEED. Necessity matters most, not wants. People NEED to get food, health care, money, prescriptions, etc. Perhaps a system where a shuttle goes to Shop Rite plaza in Liberty and gives people an hour or two to get food, prescriptions across the street in RiteAid, hardware in the Trading Post, etc. Then they can just hop back on the shuttle and be brought back to the central drop off/pick up location in the town or hamlet, e.g., a Livingston Manor to Liberty shuttle, or White Sulphur to Liberty shuttle. Just dreaming but the county could partner with the landfills and get waste vegetable oil, biodiesel could be made to power the fleet of shuttle buses! Ingenuity can make it all work together.
- Transportation needed for the general public and seniors.

- Transportation Services in Sullivan County are virtually non-existent. Low-income families and the disabled populations are suffering and not getting the care they need.
- Transportation to and from workforce development, to and from DFS, mental health.
- Transportation to Medicaid.
- Bus, taxi, and disabled and veteran's service.
- Transportation for low-income, seniors/disabled for shopping and doctor appointments.

### **Fares/Pricing**

- Affordable local transportation.
- Affordable transportation would be nice.
- Affordable, neat, clean, and easily accessible service.
- An inexpensive bus or van that takes people where they need to go every day.
- Family bus passes to local and state run parks/recs. Special times available during the summer months. Park and ride spots and bus transportation into Monticello and Liberty.
- Free rides.
- Just need cheaper fare, taxis or more buses daily.
- More accessible transportation/low cost.
- More free transportation.
- Public transportation for people with low incomes.
- Public transportation for seniors/low income/disabled & general public transportation.
- Reasonable cost for buses or taxis.
- Reasonable rate car service like Access-a-Ride.
- Reasonable taxi rates if and when needed. Since my car is in the mechanics shop often, I would have to take taxi service or ask someone to take me to town.
- Reasonably priced public transportation.
- Services for everyone not low income families. Low income families tend to have out of control young children and I can't stand the drama. Cleanliness is an important factor. I can't stand the dirty disgusting smells from some people. No smoking and loud noise needs to be enforced. Thank you for listening.
- Services for low-income families to get around.
- Services that won't cost the county more money and affordable to every senior or disabled person.
- Very low cost, especially to low income families, trying to obtain services for sustaining their families.
- A train and cheaper cab prices.
- Additional bus services at a reasonable price and the bus arrives on time. Personable drivers.

- Affordable cab service. Only going 1-2 miles down the road and having to pay \$15.00 is crazy.
- Buses to get people around for maybe a dollar or less a ticket.
- Busing near home's location to businesses. Busing from Sullivan County locations to Middletown and back throughout day, for teens to youth programs and library, low cost busing, low cost taxi's, and public transportation to festivals, Grahamsville Fair, Bethel Fall Festivals, etc.
- Cabs that don't cost \$25 one way.
- For low income families to and from work and childcare.
- For people who can't afford to own/insure/maintain a vehicle - affordable public transportation.
- For people with low income.
- Free bus rides for seniors.
- Free buses.
- Help with low income/disabled going to and from serious appointments.
- I have a car and live closer to Orange County however I feel that public transportation for the elderly and poor in our rural community is very important. It breaks my heart that DFS and PHS are so very far from any town. It's hard to see elderly people and people pushing babies in the heat and cold to get to these facilities. I do not feel that we should become a free taxi service at tax payers expense but affordable transportation should be made available. This may also help increase employment if people can get to work. People may also be able to rely on themselves and not have to rely on Medicaid Transportation to get to and from doctor appointments.
- I live 5 miles from Jeff. Prices are higher means going 15/20 radius in car to shop. I used a taxi last spring - \$29 for 9 miles. Have you checked SUNY Oswego transportation system for campus and into town? Or dial-a-ride system as in Orange County? Use a mixed size fleet with space so seating or getting up is easy.
- I think transportation for seniors and people with limited income who want to work is life changing. My grandkids can't get jobs because they have no way to get there and back
- It would be great to have an alternative to driving to work every day. Also to have service for the general public to use for getting to the stores, medical appointments, etc. Taxis are not affordable and too many are using medical transport when buses would actually be more affordable for all in the long run. I used mass transit for getting everywhere when I lived in CA. The cost of the bus ticket for a month was so much cheaper than tolls, gas, parking, etc.
- It would be nice to see public buses doing their rounds throughout the day. Affordable, clean transportation is needed to go to neighboring towns/villages as well as neighboring counties.
- Local bus service with reasonable fare (i.e.: \$1.00 to destination, includes transfers), discount for seniors, short transit times (30 mins. max), transfer routes (for those that may take longer than 30 mins.).

- Lower cost but efficient/reliable alternatives to current taxi services.
- Lower priced cabs.
- More bus routes, cabs are expensive for people who can get to and from work and are not eligible for stamps or med. Create more jobs, too!!!
- More buses on schedule for low income families for work purposes.
- More local bus service at a reasonable cost to people that cannot afford the taxi fare.
- More public transportation such as buses - inexpensive, affordable services.
- Regular, affordable, and reliable transportation.
- Reliable, affordable transportation that will get me to and from work in the least amount of time. Currently if I left on a Shortline bus at 4:30 p.m. I would get to my stop in Liberty at 5:50 p.m. and still need to drive home. In my car I will be home before 5:00. I can't justify an extra hour every day.
- Reliable, affordable, short notice transportation as needed for medical, government services access, Social Security, grocery and other shopping, transportation between various Sullivan towns and Monticello for Shortline buses and attending intra-county events like Bethel Woods, farmers' markets, SCCC arts programs and other teaching workshops/seminars there and elsewhere, Narrowsburg River Fest, Eagle Fest, Big Eddy film festival and Delaware Valley Arts Alliance presentations.
- Safe transportation/bus with security cameras, free or cheap times of travel, or for specific residents (i.e. seniors ride free one day/week).
- Senior bus, reduced rates.
- Small 15-passenger dial a ride service affordable charge for all. Loop running from lib Woodbourne - Monticello at 9, 10 & 11. More runs into town from roscoe, manor Anything - 97 corridor into Port Jervis.
- Standard routes between the various towns and within the villages so 1] working people without vehicles can accept jobs and 2] so people without vehicles don't pay an inordinate amount of money to go shopping.
- The same they had a year ago, van from Monticello to social services. (\*Cab fare from social service to Liberty is \$8.50 each way.)
- Transportation for low income households without drivers licenses and vehicles that would enable them to be employed.
- Transportation for low-income, seniors/disabled for shopping and doctor appointments.
- Transportation for the elderly is a big need in this county. This population, which often has greater health needs is often underserved and would really benefit from free or low cost transportation to medical appointments & shopping.
- Transportation that low income families don't need to pay for.
- Unsure, depends on what's needed. Most people need transportation back and forth to work school and to stores and doctors and pharmacy. The number one problem is people in this county don't have money.

- We need a more reliable bus transportation, at less expensive costs, that occurs more often than it normally does. Mass transit is necessary. I believe that would be helpful, especially for those who don't have a car, can't afford one, or simply would rather use transportation.
- We need some kind of transportation for everyone who has a handicap and those who do not own cars or drive, some way to get around, door-to-door service, without paying an arm/leg.
- A taxi or small van that goes to a grocery store like Shop Rite or Walmart and brings you home with your groceries for a good price. Right now, the cab is \$30 to Monticello and home. We've used the bus, but we need to bring home more groceries. Our van driver will not be here for long, so how will we bring home enough groceries in our town if it is an outrageous price?
- Buses that run on a daily schedule that are accessible to all townships in Sullivan County, reasonable priced and affordable vans for medical services, reasonably priced and affordable transportation for people with handicapping conditions.
- Buses work in cities because enough people use them so that they can run frequently and to all areas. For rural areas, something more like a taxi service might work better. Because of my walking problems, I'd need door-to-door service.
- Free bus and cabs.
- Frequent, affordable transportation to medical facilities. Every transportation. Our appointments are not between a.m.-4 p.m.
- I think transportation for seniors and people with limited income who want to work is life changing. My grandkids can't get jobs because they have no way to get there and back. It could attract economic gains in many ways.
- It does not matter what kind of buses as long as they are clean to take the people where they need to go, because we only have one bus that comes into Livingston Manor, which is Hemlock Ridge Apts. I got stuck in Monticello bus station. That bus leaves at 5:30, if you don't take the 5:30 bus, then you have to pay \$54.00 for a cab to Livingston Manor. I hope we win as we really need the bus service for people who do not have cars and cannot get around.
- Local bus to take seniors and other shopping, doctor appoints, etc. Taxis cost too much for seniors on fixed incomes. Transportation to get to the Department of Family Services building in Liberty. A regular shuttle, like they had many years ago.
- Local buses and cheaper cab services.
- More bus runs to and from larger employers. More cost effective taxis.
- Public buses and lower taxi rates.
- Public transportation on main thoroughfares (main streets) on a regular schedule with a simple system of fare acceptance and cost service line (online or land line).
- Train would have been nice. Bus service that is a reasonable price!



- Transportation Services in Sullivan County are virtually non-existent. Low-income families and the disabled population are suffering and not getting the care they need.
- More buses in rural towns, train, and cabs that don't cost \$50 one way.
- Need buses and trains all day, and vans at a reasonable price.

### **Taxi Service**

- A2B Taxi.
- Affordable cab service. Only going 1-2 miles down the road and having to pay \$15.00 is crazy.
- Cabs that don't cost \$25 one way.
- Cabs, buses, cars, etc.
- Cabs/buses.
- Cabs/buses.
- Immediate response time with a cab.
- Lower priced cabs.
- More cabs in Jeffersonville.
- More cabs!
- More cabs, buses, and more medicars.
- More cabs.
- More Taxis.
- Need more taxis.
- Sureway Taxi.
- Taxi.
- Taxi and small van transit. If casinos became a reality, I would be in favor.
- Taxi rides and buses going to more parts of the county.
- Taxi, bus, vans.
- The cabs need to show up on time. Sureway is constantly late and I have appointments. More buses available in the evening!
- A taxi or small van that goes to a grocery store like Shop Rite or Walmart and brings you home with your groceries for a good price. Right now, the cab is \$30 to Monticello and home. We've used the bus, but we need to bring home more groceries. Our van driver will not be here for long, so how will we bring home enough groceries in our town if it is an outrageous price?
- Bus in front of door, taxi, or Shortline bus.
- Bus or cab.
- Bus service, cab (less expensive), or Jitney.
- Bus, cabs, or anything else that could get you and your family where they need to go, emergencies or not.
- Bus, taxi, and disabled and veteran's service.
- Buses and clean taxi cabs.
- Buses and more cabs.

- Buses and taxis.
- Buses or cheaper taxis.
- Buses or more taxi services.
- Buses work in cities because enough people use them so that they can run frequently and to all areas. For rural areas, something more like a taxi service might work better. Because of my walking problems, I'd need door-to-door service.
- Free bus and cabs.
- Just need cheaper fare, taxis or more buses daily.
- Local buses and cheaper cab services.
- More bus runs to and from larger employers. More cost effective taxis.
- More buses and taxi cabs.
- More buses, taxi, and train transportation.
- Need more taxis and buses.
- Public buses and lower taxi rates.
- Public transportation and taxis for work, to Social Services, and shopping for food.
- Reasonable taxi rates if and when needed. Since my car is in the mechanics shop often, I would have to take taxi service or ask someone to take me to town.
- Buses and train services!!!! More taxis or hired cars.
- Buses or trains would be really nice but if it can't then buses taxi services would also be nice but buses would be better because of it wouldn't cost as much.
- Buses, vans, taxi's to take you to places you need to go.
- Busing near home's location to businesses. Busing from Sullivan County locations to Middletown and back throughout day, for teens to youth programs and library, low cost busing, low cost taxis, and public transportation to festivals, Gramsville Fair, Bethel Fall Festivals, etc.
- More buses in rural towns, train, and cabs that don't cost \$50 one way.
- More buses, trains, and cabs.

### **Train/Trolley**

- A train and cheaper cab prices.
- A train is my dream.
- Advertised better bus service. Train service!
- Elevated rail, bus routes, van service.
- I would like to see the return of trains, and high-speed trains at that so I could look for a job in Orange County, Ulster County, Dutchess County, Westchester County or NYC.
- Mag Lev Rail.
- Monorail/Trolley.

- Park and Ride to train service in Manhattan. Transportation to Orange County areas so that we can AT LEAST become a "bedroom" community for Orange/Rockland. Affordable!
- Rail connection metro New York.
- Rail, bus service, or commuter. Bicycle or contiguous lanes/rail trail.
- Railroad.
- Railroad to down state.
- The most important way to improve transportation in Sullivan County and throughout the region would to develop the existing railroad along the Delaware River into a passenger line that stops at each major hamlet, i.e., Callicoon, Narrowsburg, etc. This would connect and open job opportunities from the North and South of Sullivan County.
- This is a dream (highly unlikely): Re-establish train of yesteryear. Binghamton - NYC for passenger service.
- Train.
- Train.
- Train.
- Train.
- Train and bus.
- Train and bus service as other states.
- Train and bus service to NYC/PA.
- Train line to Middletown.
- Train service.
- Train service northwest of Middleton to NYC.
- Train service to and from Manhattan!!!
- Train service to NYC.
- Train service, more bus service.
- Train to Manhattan or timely bus to train.
- Train to NYC.
- Train would have been nice. Bus service that is a reasonable price!
- Train, bus, van...
- Train.
- Train/bus.
- Trains and buses.
- Trains and more frequent bus runs.
- Trains and/or buses.
- Trains between towns. Buses throughout county.
- Trains to NYC and more local bus routes.
- Trains to the city.
- Trains/buses.
- Trolley.
- Bus and train.
- Bus service other than Shortline and a train in Sullivan County.

- Bus service to western towns, train or bus to NYC from outlying areas.
- Bus system, Trolley system.
- Bus/train.
- Bus/Trolley.
- Buses and train services!!!! More taxi's or hired cars.
- Buses and trains.
- Buses or trains would be really nice but if it can't then buses taxi services would also be nice but buses would be better because of it wouldn't cost as much.
- Buses, train.
- City bus or train services.
- I see every day people going to work in NYC or NJ. Service to NYC and NJ would be nice but at least Middletown train station.
- Mass transit.
- Mass transit bus and/or rail service.
- Metro North from across river in Shohola, PA to Port Jervis and NYC (with bus to train).
- More buses in rural towns, train, and cabs that don't cost \$50 one way.
- More buses, trains, and cabs.
- More local bus systems. Commuter train to local towns like the O&W in the early 20th century.
- Need buses and trains all day, and vans at a reasonable price.
- Service (bus or rail) to NYC and ?
- Service to NYC that is cheaper or a train station to get to NYC.
- Transportation for out of county for doctor appointments, soup kitchen, and local bus such as a trolley in Middletown.
- More buses, taxi, and train transportation.

### **Van/Jitney/Shuttle**

- A local jitney bus service.
- A taxi or small van that goes to a grocery store like Shop Rite or Walmart and brings you home with your groceries for a good price. Right now, the cab is \$30 to Monticello and home. We've used the bus, but we need to bring home more groceries. Our van driver will not be here for long, so how will we bring home enough groceries in our town if it is an outrageous price?
- A van (staffed by volunteers) who take people to doctor appointments, shopping. When I lived in Orange County, they had the Handivan for which I volunteered. We need one here!
- A van back and forth to the bus station in Monticello or better yet, to the train station in Port Jervis would be great. Time to meet a morning train or bus in the AM and in the PM.
- A van to and from social services.
- Affordable small buses.

- Auto buses.
- Cross county service west to east. Service on 17B, like a shuttle bus from one end of 17B to the other.
- Discreet vans help to go to work in Orange County since most jobs/schools are there.
- Dollar vans.
- Independent shuttles to smaller areas - Livingston Manor, Roscoe, Eldred, Callicoon, Narrowsburg, etc.
- It would be good to have a medical transport vehicle for someone that is unable to drive due to a disability to go to the doctors.
- Local shuttle bus.
- Mini-bus service between towns.
- More medical transportation vans available during summer months so we can be on time for appointments.
- More Sullivan County Transportation vans and shopping buses.
- More vans similar to ones used for seniors and veterans, but which could be used by anyone, which would take them to shopping and doctors or a central location to be dropped off for work.
- Not really sure - just a car or van to get people where they have to go.
- Park and Ride Shuttle and transportation to Catskill Regional Hospital.
- Public Shuttle bus for medical/work.
- Public vans to and from Social Service complex in Liberty - round trip cabs are costly, \$100 minimum per person. A van would create jobs and help us tax payers.
- Service similar to the van service in Middletown.
- Shopping van twice a week.
- Short service - Ulster service.
- Shuttle.
- Shuttle bus.
- Shuttle buses for the elderly, more frequent and more flexible.
- Shuttle buses in village and outside village.
- Shuttle buses, vans, etc.
- Shuttle from Monticello to Liberty.
- Shuttle service.
- Shuttle service - hourly to stores.
- Shuttle service from county park-and-rides to Metro-North stations in Poughkeepsie (for Amtrak service), Beacon and Middletown, in addition to bus service to and from Stewart Airport in Newburgh. Any time I do not need to drive is wonderful. Also, I would like to see more park-and-rides in general, along with increased transit service during the summer.
- Shuttle Van between Monticello and Liberty.
- Shuttle van between Monticello and Liberty.
- Shuttle vans between Monticello and Community Services/DFS in Liberty.

- Shuttles between Monticello and Liberty.
- Shuttles between shopping areas.
- Shuttles that can pick people up in central places of towns and hamlets that drop off at the Monticello Coach USA bus terminal, or can bring people to super markets, pharmacies, hospital/medical offices, banks, and other places of NEED. Necessity matters most, not wants. People NEED to get food, health care, money, prescriptions, etc. Perhaps a system where a shuttle goes to Shop Rite plaza in Liberty and gives people an hour or two to get food, prescriptions across the street in RiteAid, hardware in the Trading Post, etc. Then they can just hop back on the shuttle and be brought back to the central drop off/pick up location in the town or hamlet, e.g., a Livingston Manor to Liberty shuttle, or White Sulphur to Liberty shuttle. Just dreaming but, if the county could partner with the landfills and get waste vegetable oil, biodiesel could be made to power the fleet of shuttle buses! Ingenuity can make it all work together.
- Small bus to take you shopping to Shop Rite and Walmart.
- Small buses from each community to CRMC, Monticello, and Liberty.
- Small buses.
- Small vans.
- Sullivan County Transportation Shuttle.
- The old mini buses.
- The same they had a year ago, van from Monticello to social services. (\*Cab fare from social service to Liberty is \$8.50 each way.)
- Van.
- Van.
- Van.
- Van to take me to doctors, grocery store, and family.
- Vans.
- Vans.
- Vans to Roscoe Day Care in Delaware County are very important.
- We need shuttle, Ellenville to Monticello.
- An inexpensive bus or van that takes people where they need to go every day.
- Any public transportation - vans, buses, etc. - to western Sullivan, especially. We are very isolated here!
- Bus or Jitney.
- Bus or minibus.
- Bus or van.
- Bus or van.
- Bus or van.
- Bus service or mini vans.
- Bus, shuttle bus - transportation of some sort.
- Bus, van, car service.
- Bus/van to and from towns, i.e., Jeffersonville to Youngsville.
- Bus/vans transport.

- Buses and vans.
- Buses and vans.
- Buses or vans for those in need.
- Buses, vans.
- Buses, vans.
- Buses, vans.
- Buses, vans, bike lanes, and bike stands.
- Buses, vans, more routes, and services more often.
- Buses, vans, taxi's to take you to places you need to go.
- Buses/vans to more areas (all areas) of county. Park-and-ride multiple areas to all areas of county. Availability of these services to everyone - not just low income.
- More buses and vans on the hour and every other hour services.
- More buses or vans for those in need.
- More buses or vans.
- More buses, vans, and cars.
- More Shortline buses coming in and out of town more times per day and car service for long travel to doctor's appointments.
- Reasonable rate car service like Access-a-Ride.
- Shuttle buses to larger hubs, i.e. shuttle buses from Cocheton to Monticello to catch a bus to Goshen. Or shuttle bus from Cocheton to Narrowsburg to catch a bus to Port Jervis.
- Shuttles, bus service.
- Taxi and small van transit. If casinos became a reality, I would be in favor.
- Van for handicapped.
- Vans for the disabled and public.
- Bus service, cab (less expensive), or Jitney.
- Elevated rail, bus routes, van service.
- More cabs, buses, and more medicars.
- Need buses and trains all day, and vans at a reasonable price.
- Taxi, bus, vans.
- Train, bus, van.

**Other Service (not defined)**

- A personalized way to call for service.
- Add all of them.
- Any.
- Any.
- Any.
- Any.
- Any.
- Any.

- Any and all transportation needed.
- Any beside Coach. Coach doesn't run often enough or make local stop in villages to make it a convenience for most people.
- Any I can use.
- Any possible transportation.
- Any public transportation would be a help.
- Any that are available to help single parents get to school or if they have to go food shopping. DSS provides food, so why not provide a way for people to get their food.
- Any that are available to residents who do not live right in the high population areas. NEED transportation for people who live in more rural areas.
- Any to help!
- Any transportation.
- Any transportation service that's reliable to get people to their destination.
- Any transportation service would be helpful.
- Any transportation services would be a help if a person don't have a car or drive.
- Any type that would help the residents get around better.
- Any!
- Anything substantial.
- Being able to get to doctors and stores in Orange county and Pike county.
- Better and reliable transportation for local job sites (Walmart, Shop Rite, etc.). Reliable, inexpensive transportation to Hospital, DSS, and Mental Health.
- Better public transportation.
- Can schedule a ride when needed.
- Cannot answer - will take anything now.
- Car for food shopping, Walmart (when friend can't).
- Car service.
- Car service.
- Daily transport to and from supermarkets and restaurants.
- Desperately need a wider range of transportation to drug stores and to jobs in Orange County, NY.
- Door to door.
- Door to door services.
- Door-to-door bus service.
- Easy access to transportation when needed, in the winter, and for social events.
- Everyday transportation.
- For emergencies.
- For low income families to and from work and childcare.
- For people who can't afford to own/insure/maintain a vehicle - affordable public transportation.
- For people with low income.



- For staff I think just having better times than what there is would be great to assist them in getting to work.
- Frequent and wide ranging according to the perceived need.
- Frequent bus service to allow travel to towns from rural areas.
- Frequent trips to all areas of county Cheaper trips to NYC area electric/"green" buses.
- Frequent, affordable transportation to medical facilities. Every transportation. Our appointments are not between am-4 p.m.
- From all over the county regularly transportation from the closest town to my house is at 10 going and 2 coming home so when my car is in the shop, I have to rent a car to get to work. I would love to see work schedule times all over the county Do you know it is easier for people in Wurtsboro to go to Middletown than to Monticello or Liberty? You can get from Liberty or Monticello to Middletown anywhere but try the other way to Roscoe or Livingston Manor and see all the problems. This county's transportation system is designed for going south - Middletown or Rockland or NYC, not internally within the county so for shopping or services within the county there are problems with accessibility.
- From home to doctors in Crystal Run, to shopping (large stores, drug stores, Home Depot, Shop Rite, Walmart), and for dining out, etc.
- From home to important appointments and back home.
- From Smallwood to Monticello.
- From Smallwood to Monticello.
- General transportation.
- General transportation to stores and government offices as well as doctor's office to Crystal Run.
- General transportation within county and surrounding counties would make for more convenient opportunity for employment, education, and business.
- Going to hiking trails to promote outdoor wellness and ongoing health, and bring more attention to the beauty of the outdoors and appreciation of nature.
- I need to be able to call for a ride to doctors, grocery, drug store, etc.
- I see every day people going to work in NYC or NJ. Service to NYC and NJ would be nice but at least Middletown train station.
- I think there are people in western Sullivan County who need transportation to doctor appointments in Harris/Monticello or Crystal Run; perhaps to the grocery store; a twice a day pick-up/delivery would probably work for things like that. Coach USA runs from the Villa Roma to Bethel Woods and the Racino; perhaps that route could be expanded to Harris and/or Crystal Run - I'm not exactly sure where the need is. It was hard to figure out where to put the surveys so people would complete them; not sure what kind of response you'll get from western Sullivan.
- I think transportation for seniors and people with limited income who want to work is life changing. My grandkids can't get jobs because they have no way to get there and back.

- I think transportation for seniors and people with limited income who want to work is life changing. My grandkids can't get jobs because they have no way to get there and back. It could attract economic gains in many ways.
- I use Americare Transportation for doctor appointments and for myself and daughter.
- I would like to be able to take public transportation from other transportation systems to/from Claryville (wishful thinking...), and I would like to be able to spend time here when I cannot drive.
- I would like to have a bus from Cuddebackville to Monticello and back to Cuddebackville.
- I would like to see a transportation service in Sullivan County that will give you a ride to work when you don't have a ride.
- Improved shopping services.
- In working with clients that utilize transportation, the only vendor that we have received complaints about is Surway with the group rides. Clients are very unhappy with the treatment received from them and we have also spoken with MAS regarding their complaints which, so far, are very valid. All other vendors are spoken very highly of.
- It would be great if there were buses that could transport children to summer activities like Vacation Bible School.
- It would be great to have an alternative to driving to work every day. Also to have service for the general public to use for getting to the stores, medical appointments, etc. Taxis are not affordable and too many are using medical transport when buses would actually be more affordable for all in the long run. I used mass transit for getting everywhere when I lived in CA. The cost of the bus ticket for a month was so much cheaper than tolls, gas, parking, etc.
- Just a consistent service that is accessible to everyone.
- Just ask for transportation for my child to get to school.
- Just need transportation to get to and from medical appointments to Crystal Run Healthcare in Rock Hill and Middletown as needed for my husband who has epilepsy.
- Local door-to-door pick up.
- Local pick up.
- Local service to Monticello.
- Local service within the town and to main parts, such as Mart, government center, etc.
- Local transportation; work transportation.
- Locals that can take folks to parks, lake, beaches, shows, county fairs, and festivities in the communities.
- Low carbon emission vehicles that connect us to larger forms of transportation i.e. to airport, or train station, a quick train that connects each town with adequate bike rentals once in towns or moped for tourist trade with trails.
- Lower cost but efficient/reliable alternatives to current taxi services.
- M.T.A. - ?

- Mass transit.
- Maybe areas like Port Jervis and Middletown for shopping and train to NYC.
- Maybe to go to a mall.
- Medical and senior transport to shopping and stores.
- Medical for Medicare and long distance.
- Medical transportation for senior citizens who qualify but who are not on Medicaid!
- Metro-North LOL
- More access to NYC.
- More around town like to Shop Rite and Walmart shopping.
- More for people who don't drive or don't have a vehicle.
- More public transportation.
- More rides to stores and parks.
- More RSVP service from the city.
- More services for people who can't drive anymore or have no other transportation.
- More than there is now!
- More transportation available at better times and days.
- More transportation for seniors and the disabled.
- More transportation in all areas of the county. More affordable public transportation. Increased awareness of the services available.
- More transportation!
- Narrowsburg and White Lake area as well as down to Cold Spring Road.
- Need a route on Hasbrouck A Road - cannot get to main road.
- Need for any transportation available.
- Need from Point A to Point B.
- Need more transportation.
- Need transportation for the elderly and disabled the most.
- Not sure what is currently offered, but service to doctors and to buy food, etc. Business district would be a good starting point.
- Outside of Sullivan County.
- Perhaps apartment complexes like senior living to Shop Rite, Rite Aid, WalMart, and Farmer's Market.
- Pick up.
- Pick up/drop off on paycheck advance. To start a job, you need a ride. You need a job to get your own car.
- Pick up and drop off at colleges, local shopping areas and designated areas in the area (e.g. hospital, post office, employers, etc).
- Private services NOT funded by taxes. SC is broke, SC residents are broke. When a G job is your best employment option that says it all. SC needs to cut costs and taxes not increase them. Takers are coming and Makers are leaving. Soon we can have only Takers and county and towns can just go under. Is that the final solution G employees really want?

- Public transportation.
- Public transport from the Western end of this county, i.e. Delaware River towns etc
- Public Transportation.
- Public transportation.
- Public transportation.
- Public transportation.
- Public transportation and taxis for work, to Social Services, and shopping for food.
- Public Transportation around county.
- Public transportation as needed.
- Public transportation every hour.
- Public transportation for all, equal to or superior to other counties.
- Public transportation for general community in rural area linking them to shopping and dining.
- Public transportation for the general public.
- Public transportation is very important for all areas of Sullivan County.
- Public transportation on main streets, on a regularly scheduled basis, with a simple system of fare acceptance and custom service line - online and on streets.
- Public transportation on main thoroughfares (main streets) on a regular schedule with a simple system of fare acceptance and cost service line (online or land line).
- Public transportation to our town, to other towns, to airport. A bus stop on each street from where you live. I am disabled and need help getting mother to places.
- Public transportation would be a huge help to everyone.
- Public transportation, buses running on a constant schedule like Liberty Lines in Yonkers/Westchester County.
- Public transportation.
- Public transportation.
- Regular, affordable, and reliable transportation
- Regular, available transit.
- Reliable transportation for all who need transportation.
- Reliable, affordable transportation that will get me to and from work in the least amount of time. Currently if I left on a Shortline bus at 4:30 p.m. I would get to my stop in Liberty at 5:50 p.m. and still need to drive home. In my car I will be home before 5:00. I can't justify an extra hour every day.
- Reliable, affordable, short notice transportation as needed for medical, government services access, Social Security, grocery and other shopping, transportation between various Sullivan towns and Monticello for Shortline buses and attending intra-county events like Bethel Woods, farmers' markets, SCCC arts programs and other teaching workshops/seminars there and

elsewhere, Narrowsburg River Fest, Eagle Fest, Big Eddy film festival and Delaware Valley Arts Alliance presentations.

- Rides to and from work and the grocery store.
- Rides to shopping stores and more.
- Road side pick up to and from all major shopping centers.
- Rural service to all the towns.
- Safe transportation/bus with security cameras, free or cheap times of travel, or for specific residents (i.e. seniors ride free one day/week).
- Saturday - Sunday bus service.
- Service for the western part of the county.
- Service for those with alcohol/drug issues and are not on Medicaid need transportation to recovery/mental health centers, and probation offices.
- Service from Broadway in Monticello or Shop Rite, past the housing developments, towards the racetrack, up steep hill, and along 176 to Callicoon.
- Service from Western Sullivan (Callicoon, Jeffersonville, Narrowsburg) to other parts of the county so people can shop more and run errands from these towns more frequently and be able to connect with the county.
- Service that could take younger teens or teens without licenses and vehicles to the mall or to bowling alleys and skating rinks around the county so that they have something to do. To keep them out of trouble and give them a sense of independence.
- Service to NYC that is cheaper or a train station to get to NYC.
- Service to outlying towns year-round and not just for summer. More people may be able to work if they could get there.
- Services to Walmart, Shop Rite, drop offs near major shopping areas (Pizza places, or Chinese Restaurants, Farmers Market, Post Office, Banking locations, etc.)
- Shop Rite, Crystal Run, Walmart.
- Shopping - from government center to Walmart/Shop Rite at lunchtime or right after work.
- Shopping trips to retail centers within the county. Availability of public transportation network when car is being repaired. Round-trips to New York City.
- Shopping/doctors.
- Shopping/doctors.
- Some kind of public service.
- Something more accessible to people who do not live in populated areas. Something affordable and easy to use. Something reliable with clear and consistent pick ups and drop offs.
- Something working and running well with no problems transporting.
- Sometimes doctors recommend special doctor in other counties. I have no way of getting there. Example: Middletown, NY.

- Standard routes between the various towns and within the villages so 1] working people without vehicles can accept jobs and 2] so people without vehicles don't pay an inordinate amount of money to go shopping.
- Swan Lake to Middletown, Liberty Mall, Walmart, Monticello, Woodridge, South Fallsburg, Monsey & Monroe (Rockland County).
- Taxis take too long. When you need the service from 25-45 minutes, they tell you that you have to wait.
- The kind that is useful to the public.
- There should be a public transportation system available for the public. Let us get this county up and running like other counties that have had updates through the years. We're in the dark ages with everything.
- This is a very difficult place to live without your own transportation, even with bus service people end up having to walk several miles on back roads to get to their home and the weather is not always friendly, so I know mass transportation is a huge challenge, especially with rising gas prices but a system needs to be in place for those who live far from the main roads.
- To assist the no-car visitors/tourist from NYC area.
- To be taken to Middletown for shopping; there are no stores in Monticello.
- To general stop every mile.
- To go to and from house to Shop Rite and to Walmart, also to Rock Hill (Crystal Run) to the house for appointments.
- To NY City.
- To stores, physician office, veterans, physical therapy, hospital.
- Transportation for client to get around town.
- Transport to parks, lakes, beaches, theater, festivals, musical events, and county fairs.
- Transportation anytime for shopping, post office, and doctors.
- Transportation at any time, as needed - for all.
- Transportation everyone could use.
- Transportation for anyone who needs it.
- Transportation for emergencies.
- Transportation for emergency needs.
- Transportation for low income households without drivers licenses and vehicles that would enable them to be employed.
- Transportation for low-income, seniors/disabled for shopping and doctor appointments.
- Transportation for medical/shopping.
- Transportation for out of county for doctor appointments, soup kitchen, and local bus such as a trolley in Middletown.
- Transportation for those without their own ride from areas like Grahamsville, Younsville, White Sulphur Springs, Jeffersonville, Neversink, Bradley.
- Transportation from Callicoon or Long Eddy to Monticello bus station.
- Transportation from Jeffersonville and Callicoon, Hamlets to Shortline!
- Transportation from town to town.

- Transportation in the western part of the county.
- Transportation into town from outskirts.
- Transportation like the City - where people can use transportation to work, shopping.
- Transportation needed for people who need help getting back and forth in the winter time and summer.
- Transportation needed for the general public and seniors.
- Transportation on the western end of county 3-4 times daily to shopping towns Monticello, Liberty, and Middletown. More access to public transportation countywide and more runs per day.
- Transportation service.
- Transportation service to Monticello and Liberty from Western end of county.
- Transportation services for WIC and doctor appointments.
- Transportation services going to work, school, and grocery or outside Sullivan County.
- Transportation Services in Sullivan County are virtually non-existent. Low-Income Families and the Disabled Population are suffering and not getting the care they need.
- Transportation services that would help people get to work or school who do not have a car.
- Transportation that could be used every hour on the hour.
- Transportation that is useful.
- Transportation that low income families don't need to pay for.
- Transportation that will transport people to medical appointments and WIC.
- Transportation that would be available to the public.
- Transportation to allow people to more easily access places of employment. Would also like to see buses run later hours in the locations of local restaurants/bars to allow for a way to arrive safely home after having a couple of drinks.
- Transportation to and from work anywhere in Sullivan County.
- Transportation to and from work.
- Transportation to and from workforce development, to and from DFS, mental health.
- Transportation to Dollar General, Dollar Tree, plus Shop Rite.
- Transportation to go to hospital for emergencies.
- Transportation to grocery stores, medical offices, and general shopping.
- Transportation to large employers in the County several times in 24 hours including at change of shifts. More regular routes within and around the larger hamlets such as Monticello, Liberty, Wurtsboro and Callicoon.
- Transportation to major locations for shipping and work.
- Transportation to Medicaid.
- Transportation to NYC from my home or closer than Monticello.
- Transportation to NYC.

- Transportation to Pocono Downs, PA.
- Transportation when needed to doctor's appointments, childcare, and employment.
- Transportation so that anyone who does not drive or would rather not would be able to get to the stores, eating places, doctors without having to start at dawn and get home at dusk just to get to an appointment.
- Transportation to work and shopping would be wonderful.
- Unsure, depends on what's needed. Most people need transportation back and forth to work school and to stores and doctors and pharmacy. The number one problem is people in this county don't have money.
- We need an improved transportation system to get to hospitals, clinics, etc.
- We need public transportation to go anywhere in Sullivan County because a lot of things are not in walking distance.
- Services for everyone not low income families. Low income families tend to have out of control young children and I can't stand the drama. Cleanliness is an important factor. I can't stand the dirty disgusting smells from some people. No smoking and loud noise needs to be enforced. Thank you for listening.
- Services for low-income families to get around.
- Services for shopping, recreation (parks, bars, etc) with safe driver and wheelchair accessible.

### **Transit Facilities**

- A Metro North stop would be convenient.
- Busses to and from areas of the county that are more rural AVAILABLE TO EVERYONE. Park & Ride areas located throughout the county for people who live or work in the smaller towns.
- I am in a carpool a couple of days a week for work. It would save my car and gas if a bus/ fan was available to get to and from work. Either from a park and ride or from my town.
- Park-and-ride areas such as Grahamsville, Callicoon, Liberty, Parksville, Jeffersonville, Woodbourne, Rock Hill, Monticello to ALL of these areas.
- Sheltered stops. Live on a stop and would walk to a stop if it was enclosed.
- As I previously stated, Monticello High School to Walmart or Shop Rite Monticello. Everybody is 2-3 blocks away from bus stop even in the winter. Woodbourne to S. Fallsburg onward to Monticello, once again passengers are at the bus stop, bus depot, Lanahan Rd. vacant property, perfect for turnaround to Monticello or Woodbourne with minutes to spare north to south how about this idea?
- Buses running every hour with more stops.
- Shuttle service from county park-and-rides to Metro-North stations in Poughkeepsie (for Amtrak service), Beacon and Middletown, in addition to bus service to and from Stewart Airport in Newburgh. Any time I do not need to



drive is wonderful. Also, I would like to see more park-and-rides in general, along with increased transit service during the summer.

- Buses, vans, bike lanes, and bike stands.
- Family bus passes to local and state run parks/recs. Special times available during the summer months. Park and ride spots and bus transportation into Monticello and Liberty.

### **Status Quo/Service Not Needed**

- I don't know what is available because we currently don't need it.
- I don't really feel there is a need for public transportation in Sullivan County, it is too large of an area and much too rural of an area in my opinion to try to get public transportation, it would be much too costly for taxpayers.
- Just what they have now.
- No not now.
- None.
- None.
- None.
- None.
- None.
- None because I don't use transportation services at all.
- NONE! This County cannot afford this or any other idea along these lines.
- None. Enough of my money goes to people who don't deserve it. We live in rural areas, everyone has a vehicle. The only people who need public transportation are the ones not going to work anyway. Exception, being the elderly or disabled.
- Rides are to our liking.
- Rides to our liking.

### **Miscellaneous Comment**

- Atlantic City trip.
- Cool buses in the summer, very warm buses in the winter.
- Don't use unless an "emergency."
- Drivers who know their route. I stopped using Shortline well over a year ago when one of their drivers blew by me at Walmart in Monticello. The next available bus was 1/2 hr. late and had been due at 6:30 p.m. This was in January! When I told the tardy bus driver, all he said was, "That happens."
- Environmentally friendly bus.
- Every small town included in schedule.
- I like the UCAT in Ulster county.
- I live 5 miles from Jeff. Prices are higher means going 15/20 radius in car to shop. I used a taxi last spring - \$29 for 9 miles. Have you checked SUNY Oswego transportation system for campus and into town? Or dial-a-ride system

as in Orange County? Use a mixed size fleet with space so seating or getting up is easy.

- I live in Kauneonga Lake - there's no service at all.
- I lived in Orange & Dutchess counties and was use to good bus service there. Depends about passenger trains and/or airport (White Lake). Buses even through to 1. Scranton, PA, 2. Narrowsburg, Liberty, Ellenville and 3. Narrowsburg-Port Jervis. My list is longer, but these are at the top.
- I see people struggle with shift work and bad weather.
- I think is time to use transportation which is pleasant to ride no more yellow buses. Quality!! ???
- I would like WESTERN Sullivan Co. to stop being ignored when transportation needs are being planned. There are PLENTY of options in Eastern S.C. NONE in Western S.C. except private vehicles.
- More drivers (RSVP).
- Please look at other areas in the Hudson Valley.
- Rentals.
- Services for people without a car.
- Truck.
- Whatever makes it work.
- Would not be able to get to a bus stop from home (about 1 mile off of 17B).
- Advertised better bus service. Train service!
- Better availability and more coordination between agencies offering transportation; i.e., senior citizens, vets, disabled.
- Bus service connecting the various hamlets and towns or affordable car service.
- Buses or cars.
- Expansion on volunteer transportation services for the elderly, low income, WIC/Food stamps/Medicaid recipients, cancer patients. A coordinated volunteer system along with buses/vans for income eligible.
- I have mild Cerebral Palsy and bad peripheral vision so I cannot legally drive. I've very independent otherwise. Transportation Services would make life so much easier for me. I'd be able to get around without having to depend on family/friends. 24-7-365 transportation service please.
- I would like to see more people able to get to more places for work, healthcare, educational, recreational opportunities, especially if it could give more independence to youth, seniors, lower-income population and disabled. This would foster more social/civic interaction and leverage consumer buying power within the community. Also, it would benefit the community and economy overall if households didn't need a car for every driver/adult to get anywhere. Again, good for youth/adult children or seniors living in inter-generational households. This would also help second-home owners or part-time resident households spend more time here without owning more than one car. Personal/net incomes could be higher if so much of earnings were not spent on automobile-related costs.

- Sullivan County HAS to build in smart public transportation options between key locations and transportation hubs. The Shortline bus between Monticello and Port Authority is A CRITICAL infrastructure option for anyone living in the Catskills and working often in the city. This linkage between the city and Catskills is a CRITICAL component to maintaining the accessibility and livelihood of the Catskills. Can't stress this connector enough. Anything to build more accessibility and create linkages to this (privately owned) transportation option is vital.
- Sullivan County is spread out. There needs to be service to and from areas that Shortline does not provide service such as Callicoon, Jeffersonville, White Sulphur, Bethel, Mountaindale, etc. This will help the economy grow if the residents could rely on transportation to and from the area they live to the area that they can gain employment.
- Transit to R.R. in Port Jervis. Transportation to shopping, doctor, and hospital.
- Additional bus services at a reasonable price and the bus arrives on time. Personable drivers.
- Public transportation for seniors/low income/disabled & general public transportation.
- Shuttles that can pick people up in central places of towns and hamlets that drop off at the Monticello Coach USA bus terminal, or can bring people to super markets, pharmacies, hospital/medical offices, banks, and other places of NEED. Necessity matters most, not wants. People NEED to get food, health care, money, prescriptions, etc. Perhaps a system where a shuttle goes to Shop Rite plaza in Liberty and gives people an hour or two to get food, prescriptions across the street in Rite Aid, hardware in the Trading Post, etc. Then they can just hop back on the shuttle and be brought back to the central drop off/pick up location in the town or hamlet, e.g., a Livingston Manor to Liberty shuttle, or White Sulphur to Liberty shuttle. Just dreaming but, if the county could partner with the landfills and get waste vegetable oil, biodiesel could be made to power the fleet of shuttle buses! Ingenuity can make it all work together.
- Buses, vans, bike lanes, and bike stands.

### **No Category Assigned**

- Do not reside in Sullivan County.
- Don't know.
- Don't know.
- Don't know.
- Have no idea.
- Having baby - no resources.
- I don't know.
- I have no need.
- I'm not sure.

- I'm not sure. It does seem as though it could be useful for the environment to have more people taking public transportation - thank you.
- Not sure.
- Not sure.
- Not sure. I've been driving since 16 and I'm new to Sullivan County.
- Nothing that I can think of at this current time.
- Yes.

# Appendix D: Agencies/Businesses Interviewed

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## Agencies/Businesses Interviewed

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- Sullivan County Office for Aging
- Partnership for Economic Development
- IDA
- Sullivan ARC
- Sullivan County Visitors Association
- Sullivan County Veterans Services
- Catskill Regional Medical Center
- Shortline
- Sullivan County Public Health Services
- Sullivan County Department of Public Works
- Action Towards Independence
- Sullivan County Dept. of Health & Family Services
- Sullivan County Chamber of Commerce
- Sullivan County Manager's Office
- Center for Workforce Development
- Sullivan Alliance for Sustainable Development
- SUNY Sullivan
- Sullivan County Department of Community Services
- Rolling V Transportation Services
- Center for Discovery
- New Hope Community
- United Way of Sullivan County, Inc.

# Appendix E: Key Person Interview Questionnaire

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# Sullivan County Comprehensive Coordinated Transportation Services Plan

## Key Person Interviews

Name of Person Interviewed: \_\_\_\_\_

Contact information (organization, phone, email): \_\_\_\_\_

Date/Time of Interview: \_\_\_\_\_

Introduction: Hi, my name is \_\_\_\_\_ with LSC Transportation Consultants. We've been hired by Sullivan County to develop a Comprehensive Coordinated Transportation Service Plan. As part of the study, we are conducting key person interviews. I'm calling you because you've been identified by the Community Steering Committee as one of the key persons we should talk to. I'd like to get about 15 - 30 minutes of your time, all at once or over several conversations. Is this a convenient time or can we schedule a time as soon as possible?

All conversations we have will be confidential. The paraphrased and summarized collection of opinions from the interviews will be shared in a public report. The different worker shift times and locations will not be confidential, but will be used to improve transit services in the Sullivan County to better meet the needs of your agency/business/employees.

Do you have any questions for me before we get started?

- 1. What are the most important issues facing Sullivan County in the next 5-10 years?**
- 2. In your opinion, what are the major transportation issues facing the area?**
- 3. In your opinion what is the role of public transportation in Sullivan County?**
- 4. How important is public transportation compared to other issues?**
- 5. What are the needs of the community for local and regional transit service?**
- 6. Does the current transit service meet those needs? Do you recommend any changes or expansions to the existing transit services?**

- 7. What do you think is the general level of community support in Sullivan County for public transportation?**
- 8. What do you think would make transit service succeed in your community?**
- 9. In your opinion, would Sullivan County citizens be supportive of any other means of funding public transportation in the region? If so, what?**
- 10. Do you have any other comments or questions?**
- 11. Now let's turn to your agency/department/business/the communities in Sullivan County .**
  - a. Which transportation services are you familiar with within the Sullivan County area?**
  - b. How well do these transportation services serve your agency/department/business/ the community?**
  - c. How would you see your current services in relation to the enhancement/expansion of these transportation services?**
  - d. Would your agency/department/business be willing to provide local matching dollars for state and federal funding?**
  - e. What are specific shift times or specific hours of service for different user groups within your agency/the community?**
  - f. Are there specific origins and destinations that you would like the transit service to serve for your client groups/ the community?**
  - g. What are some of the incentives that could be used to motivate increased transit usage?**
  - h. Are there any factors currently discouraging transit usage?**

# Appendix F: Employer Focus Group Questionnaire

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# **Sullivan County Comprehensive Coordinated Transportation Services Plan**

## **Employer Focus Group**

1. What are the most important issues facing Sullivan County in the next 5-10 years?
2. In your opinion, what are the major transportation issues facing the area?
3. In your opinion, what is the role of public transportation in Sullivan County?
4. How important is public transportation compared to other issues?
5. What are the needs of the community for local and regional transit service?
6. Does the current transit service meet those needs? Do you recommend any changes or expansions to the existing transit services?
7. What do you think is the general level of community support in Sullivan County for public transportation?
8. What do you think would make transit service succeed in your Sullivan County?
9. In your opinion, would Sullivan County citizens be supportive of any other means of funding public transportation in the region? If so, what?
10. Would private business employers be willing to contribute financially for employee transportation? If so, in what ways and how much would be reasonable?

11. What factors discourage transit use for commuting? How might these be overcome?

12. What transportation solutions would you like to have considered?

13. Do you have any other comments or questions?

# Appendix G: Framework for Action

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A FRAMEWORK FOR ACTION  
BUILDING THE FULLY COORDINATED  
TRANSPORTATION SYSTEM

A Self Assessment Tool for Communities

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 1: Making Things Happen by Working Together

**Driving Factor** Individuals and organizations are catalysts for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all.

**1** Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?

### Decision Helpers

- Leaders in human services agencies and public transportation have acknowledged that the existing network of transportation services is not yet sufficiently efficient, cost effective, or flexible enough to meet the mobility needs of people in the community or region.
- A clear and inspiring vision statement for improved service and resource management through coordination is supported by all partners and is regularly revisited to ensure its vitality.
- The vision drives planning and action.

### Using Decision Helpers

Circle statements that apply to your situation to help determine your progress. The more positive statements that you can identify describing your system will indicate that a higher rating is appropriate.

### Progress Rating

Circle one rating that best describes your program



**2** Is a governing framework in place that brings together providers, agencies, and consumers?  
Are there clear guidelines that all embrace?

### Decision Helpers

- A shared decision-making body such as a coalition, lead agency, advisory board, and/or working group is taking a leadership role.
- The shared decision-making body includes public and private transportation providers, non-profit human services agencies, health providers, employment providers, and consumers.
- Those at the table are clear about and comfortable with the decision-making process, whether it is based on consensus or majority rule.
- Roles and responsibilities are outlined in a formal, written agreement.
- The shared decision-making group communicates effectively with those not at the table.
- The group meets regularly, establishes strategic and measurable goals and objectives, follows a work plan, and regularly evaluates its progress and performance.

## Progress Rating

Circle one rating that best describes your program



### 3 Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?

#### Decision Helpers

- The shared decision-making body covers an appropriate area, such as a region, and maintains collaborative working relationships with neighboring areas and with human service and state transportation agencies.
- The relationships are used to address service issues such as ensuring transportation services can cross jurisdictional boundaries, customers have access to easy transfer points, and that service is provided to individuals where transportation gaps exist or when people are too frail to use public transportation.
- The relationships are also used to work on policy and financial issues to create a framework that enhances coordination.

## Progress Rating

Circle one rating that best describes your program



### 4 Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?

#### Decision Helpers

- The shared decision-making body has sustained support for coordination by calculating and communicating the specific benefits to community stakeholders.
- Elected officials, agency administrators, and community leaders have been active in coordinated transportation services planning.
- It is widely recognized and accepted that transportation must be integrated into community initiatives related to aging, disability, job training, health care, and services to low-income persons.
- Community leaders provide sufficient staff and budget and provide leadership on policy initiatives to support coordination efforts.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



## 5 Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?

### Decision Helpers

- Participation in and budget support for coordination initiatives are regularly increasing.
- Agencies are actively working together to ensure that service information, routes, and vehicles are coordinated; funding deployment is coordinated; and policies allow for better resource management and increased ridership.
- Momentum has been maintained even through difficult events such as budget crises and changes in leadership.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



# EVALUATION

## Section 1

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Making Things Happen by Working Together* is:

Needs to Begin



Needs Significant Action



Needs Action



Done Well



Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 2: Taking Stock of Community Needs and Moving Forward

**Driving Factor** A completed and regularly updated community transportation assessment process identifies assets, expenditures, services provided, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It assesses the capacity of human service agencies to coordinate transportation services. The assessment process is used for planning and action.

**6** Is there an inventory of community transportation resources and programs that fund transportation services?

### Decision Helpers

- All entities in the region that buy, sell, or use transportation services have been identified.
- The inventory encompasses public transit systems, community non-profits, churches, schools, and private providers such as taxis.
- Transportation services provided by different federally funded programs such as Meals on Wheels, Medicaid, Head Start, Vocational Rehab Services, Independent Living Programs, employment services, and other programs have been identified and their scope of services catalogued.

### Progress Rating

Circle one rating that best describes your program



**7** Is there a process for identifying duplication of services, underused assets, and service gaps?

### Decision Helpers

- All entities providing transportation service in the region have been surveyed and information has been collected on geographic areas serviced, spending for transportation, types and number of trips provided, hours of operation, cost per trip, sources of funds, number and types of vehicles, number of trips per day/hour, and type of maintenance.
- Agencies providing travel training and eligibility assessments have been identified.
- The data has been analyzed to assess service duplication, underutilized assets, and inefficient service delivery.
- The data and the analysis have been shared with the decision-making body, community leaders, and others to drive and enhance coordination efforts.
- The data is regularly updated to ensure its ongoing value.

## Progress Rating

Circle one rating that best describes your program



## 8 Are the specific transportation needs of various target populations well documented?

### Decision Helpers

- Information and data that outlines the needs and expectations of individuals with disabilities, older adults, youth, job seekers and persons with low-incomes has been collected.
- Non-users of transit have been asked through surveys, focus groups, or similar means to identify what characteristics would make transit an attractive choice.
- Major health and human service agencies have been asked through surveys, focus groups, or similar means to articulate what would motivate their clients to ride public transit.
- The data has been analyzed and used by the shared decision-making body to drive the coordination planning process.

## Progress Rating

Circle one rating that best describes your program



## 9 Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?

### Decision Helpers

- The current use of transportation technology by transportation providers, service agencies, and advocacy groups for scheduling, dispatching, reservations, billing, and reporting has been assessed.
- Research has been conducted on ways in which investments in transportation technology can improve services and/or reduce costs.
- The survey and research data has guided decision making about adopting new technologies.
- The local provider is investigating ways, such as pooled acquisition, to help transportation providers, service agencies, and advocacy groups acquire transportation services technology.
- Ongoing discussions about using technology for coordinated transportation are conducted among providers and client agencies through list serves, face-to-face forums, and other means.

## Progress Rating

Circle one rating that best describes your program



**10** Are transportation line items included in the annual budgets for all human service programs that provide transportation services?

### Decision Helpers

- Each human services agency participating in transportation coordination has listed transportation costs as a separate item in its budget to facilitate a strategic planning process for transportation services.
- These agencies have completed an analysis of how improved coordination can extend their current transportation resources and/or reduce the amount of funds spent on transportation.

## Progress Rating

Circle one rating that best describes your program



**11** Have transportation users and other stakeholders participated in the community transportation assessment process?

### Decision Helpers

- Stakeholder groups throughout the community have been systematically included in the assessment process through meetings, surveys, focus groups, and other means.
- Customers representing people with disabilities, older adults, and low-income populations serve on work groups and are actively engaged in the assessment and planning process.

## Progress Rating

Circle one rating that best describes your program





## 12 Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?

### Decision Helpers

- A regularly updated strategic plan or similar document has tangible goals and objectives, timelines, and methods for measuring performance and evaluating benefits.
- The mission and program goals are sufficiently long-range, comprehensive, and compelling to transcend changes in leadership or circumstances, conflicts over power and control of resources, and competing goals or personalities.
- Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among all stakeholders.

### Progress Rating

Circle one rating that best describes your program



## 13 Is clear data systematically gathered on core performance issues such as cost per delivered trip, rider ship, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?

### Decision Helpers

- Operations planning and service planning are priorities in our system.
- Data in core performance areas is collected, disseminated, and analyzed.
- In addition to typical reviews, there are efforts to lower costs and improve performance through exploring new and creative means to provide services.

### Progress Rating

Circle one rating that best describes your program



## 14 Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?

### Decision Helpers

- Human service agency representatives participate in transportation planning together with metropolitan or rural planning organizations, taking full advantage of their resources and coordination expertise.
- The cross-participation has created a set of mutually supportive and linked plans that actively strengthen coordination efforts.

## Progress Rating

Circle one rating that best describes your program



# 15

## Is data being collected on the benefits of coordination? Are the results communicated strategically?

### Decision Helpers

- To maintain support for transportation coordination, the benefits of coordination are routinely documented and communicated to community leaders and the public.
- The number of individuals that receive transportation services, the types of services they receive, and the costs associated with those services are all tracked.
- There is also a focus on collecting information on the economic and quality of life benefits of connecting people to jobs, health care, education, training, and social support networks.
- The results are regularly published and disseminated for community members, elected officials, and agency leadership.
- Presentations are made throughout the year at local committee meetings to help agencies and organizations recognize the needs and the opportunities for coordinated transportation services.

## Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 2

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Taking Stock of Community Needs and Moving Forward* is:



Notes: \_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 3: Putting Customers First

**Driving Factor** Customers, including people with disabilities, older adults, and low-income riders, have a convenient and accessible means of accessing information about transportation services. They are regularly engaged in the evaluation of services and identification of needs.

### 16 Does the transportation system have an array of user-friendly and accessible information sources?

#### Decision Helpers

- Information about transportation services and options is easy to obtain in the community.
- There is a “one-stop” resource such as a toll-free number or a Web site where consumers can obtain information about service and schedules and make reservations regardless of provider.
- There are “mobility managers” within human service agencies who advise their clients about transportation options.
- Information is accessible and can be obtained in electronic, Braille, or large-print formats.
- Customer representatives are available to assist first time users or people needing extra help.
- The system is designed for the general public as well as for people with special needs and clients of human service agencies.
- Technology is used effectively to enable and support information systems.

#### Progress Rating

Circle one rating that best describes your program



### 17 Are travel training and consumer education programs available on an ongoing basis?

#### Decision Helpers

- Persons with disabilities and others can avail themselves of travel training programs to learn how to safely ride public transportation.
- There are transitional programs for older adults and others that help individuals recognize and feel comfortable with alternative transportation options if and when they are not able to drive a car.
- Consumer education programs are available to help new or potential riders learn how to use the system, including learning how to read a schedule, how to identify the bus number, how to pay the fare, where to wait for the bus, and other key skills.

## Progress Rating

Circle one rating that best describes your program



# 18

Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?

### Decision Helpers

- Regardless of the funding source for each particular trip, the customer or client uses the same payment mechanism each time.
- If there is a fixed route system, a transit pass has been implemented to encourage riders to choose lower-cost fixed route services. The billing process is transparent to the consumer.
- The seamless payment system enables customers to choose appropriate cost-effective transportation services.
- These payment systems may include universal payment cards, fare cards, and similar mechanisms.
- Up-to-date technology is being used to support and manage this system.

## Progress Rating

Circle one rating that best describes your program



# 19

Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?

### Decision Helpers

- Customer input was gathered during the planning and needs assessment process through town meetings, surveys, focus groups, or similar means.
- Consumer representatives are active members of advisory and other work groups. In addition, a customer service-monitoring program provides information for a yearly “report card” or similar status report.
- Customers are encouraged to submit suggestions, complaints, and compliments. Actions are taken on complaints within 24 hours of receiving them.

## Progress Rating

Circle one rating that best describes your program



# 20 Are marketing and communications programs used to build awareness and encourage greater use of the services?

## Decision Helpers

- There are active marketing and communications programs that promote the ease and accessibility of coordinated transportation services.
- The programs use an array of media such as direct marketing, public service announcements, advertisements in local newspapers, and articles and notices in newsletters of various community organizations.
- Information is also disseminated through human service agencies, employment specialists, health care providers, and civic organizations and churches.

## Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 3

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Putting Customers First* is:



Notes: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 4: Adapting Funding for Greater Mobility

**Driving Factor** Innovative accounting procedures are often employed to support transportation services by combining various state, federal, and local funds. This strategy creates customer friendly payment systems while maintaining consistent reporting and accounting procedures across programs.

### 21 Is there a strategy for systematic tracking of financial data across programs?

#### Decision Helpers

- Systems have been created to enable the tracking and sharing of financial data across programs.
- Participating agencies have agreed on common measurements and definitions to support the tracking system.
- Up-to-date technology is being used to support and manage this system.

#### Progress Rating

Circle one rating that best describes your program



### 22 Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

#### Decision Helpers

- A technology interface has been implemented that allows transportation providers to track clients from multiple agencies and funding sources and submit both the report and the bill electronically to the appropriate agency.
- The system effectively supports grant monitoring and reporting requirements.

#### Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section

## 4

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Adapting Funding for Greater Mobility* is:



Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 5: Moving People Efficiently

**Driving Factor** Multimodal and multi-provider transportation networks are being created that are seamless for the customer but operationally and organizationally sound for the providers.

**23** Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?

### Decision Helpers

- A system to coordinate numerous transportation providers, such as a brokerage, has been established.
- Providers, such as public transit agencies, taxi and other private paratransit operators, school transportation operators, nonprofit faith and community based organizations, and human service non-profit agencies, are systematically engaged and blended with informal transportation providers (recognizing that the most cost effective travel for some may be paying a neighbor for mileage) to create an array of flexible services for the customer.
- The “broker” identifies the most cost effective transportation provider appropriate to the client’s needs, schedules the trip, dispatches the services, bills the appropriate funding source, and tracks the utilization and data associated with the trips.

### Progress Rating

Circle one rating that best describes your program



**24** Are support services coordinated to lower costs and ease management burdens?

### Decision Helpers

- Systematic studies have been completed in our communities which have led to the coordination of essential support services for transportation providers.
- These may include joint purchasing and/or leasing of equipment and facilities; shared maintenance facilities; maintaining a single phone number for customers; maintaining a shared internet information system; using a single or coordinated fare mechanism; sustaining coordinated reservation, dispatching, scheduling, and payment systems; or establishing a single entity to provide human service transportation to all participating human service agencies.

### Progress Rating

Circle one rating that best describes your program





## 25 Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?

### Decision Helpers

- Agency case managers and mobility managers find it easy to schedule regular and one-time trips for their clients through a centralized dispatch system or a similar mechanism appropriate to your locale.
- Agency clients and the general public can easily schedule trips using the dispatch system.
- The dispatchers can help agencies and individuals wisely choose from available transportation alternatives.
- There are also mechanisms, such as transit passes, to reduce dependency on individualized services.
- Technology is used to enhance overall dispatch services, including communication with drivers and passengers, scheduling and mapping routes, locating vehicles, and other critical aspects.

### Progress Rating

Circle one rating that best describes your program



## 26 Have facilities been located to promote safe, seamless, and cost-effective transportation services?

### Decision Helpers

- Location decisions for common destinations such as the offices where clients are served have taken transportation issues into account.
- Services are co-located or near to each other to reduce transportation needs.
- Pickup locations, which can be used by any transportation provider, are safe and accessible.

### Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section

5

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Moving People Efficiently* is:



Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# FRAMEWORK FOR ACTION:

## OVERALL COMMUNITY SELF-ASSESSMENT

You have completed Step 1 of the Community Self-Assessment. The five sections highlighted in the questionnaire represent the core elements of building a fully coordinated transportation system.

This questionnaire was designed to help you see the big picture of your community's overall progress. Take a moment to review the evaluations you made at the end of each section and make a note of them on this page. By doing so, you will create an at-a-glance summary of your individual assessment that identifies areas where your system is working well and areas that can be improved.

Section 1	<b>Making Things Happen by Working Together</b> Needs to Begin  Needs Significant Action  Needs Action  Done Well 
Section 2	<b>Taking Stock of Community Needs and Moving Forward</b> Needs to Begin  Needs Significant Action  Needs Action  Done Well 
Section 3	<b>Putting Customers First</b> Needs to Begin  Needs Significant Action  Needs Action  Done Well 
Section 4	<b>Adapting Funding for Greater Mobility</b> Needs to Begin  Needs Significant Action  Needs Action  Done Well 
Section 5	<b>Moving People Efficiently</b> Needs to Begin  Needs Significant Action  Needs Action  Done Well 

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Next Steps

The next step of the assessment process is to share and discuss your evaluations with your partners. A group leader who can guide the next steps of the assessment and action planning process will facilitate the meeting. The goal of the meeting will be to clarify the results of the assessments as a group, establish priorities, and develop an action plan. The next steps will involve implementing the actions and moving you further down the road to a fully coordinated transportation system.