

*CORE Connections-2035 LRTP  
Transit Mobility Vision Plan*



**Peer Analysis  
Technical Memorandum #3**



May 2010

# Peer Analysis Technical Memorandum #3



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## **Peer Analysis**

## Peer Analysis

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The peer analysis for the Savannah region includes both qualitative and quantitative information from a variety of cities around the country. The communities are not necessarily similarly-sized, but demonstrate attributes that are similar to the greater Savannah region. The goals of this analysis are to examine what types of services are offered in other areas, and the corresponding infrastructure components, such as governance, financing, and coordination. This information will assist in developing potential alternatives for the Transit Mobility Vision Plan (TMVP).

The Existing Conditions Technical Memorandum, submitted in March 2010, identified several issues and challenges that had been communicated at the initial Stakeholder Advisory Committee meeting, such as:

- Lack of communication among agencies regarding available services and potential coordination
- Potential use Intelligent Technologies in the region that could be compatible among agencies
- Feasibility of developing services for potential target markets, such as university students, commuters, seniors, etc.

Peer communities were asked about these and other issues to determine if similar challenges were faced. The communities were selected based upon other considerations, such as being in a multi jurisdictional environment, geographic considerations which impact development and transportation infrastructure such as the river, and recognition as an area of high tourism. Additionally, there was some consideration of locales which are considering or have invested in high capacity transit investments such as streetcars.

WSA, in coordination with staff, developed the list of peer communities:

- Charleston, SC
- Memphis, TN
- Monterey, CA
- New Orleans, LA
- Providence, RI
- San Antonio, TX

Figure 1-1, shown on the following pages, presents a summary table of community characteristics for each location.

Figure 1-1: Peer Review

	Community	Savannah	Charleston	Memphis	Monterey	New Orleans	Providence	San Antonio	Average of 6 Peers
1	Metropolitan Statistical Area Population - 2009 <sup>a</sup>	343,092	659,191	1,304,926	410,370	1,189,981	1,600,642	2,072,128	1,206,206
2	Transit Service Area Population <sup>b</sup>	232,048	496,107	888,627	352,000	195,000	1,048,319	1,528,466	751,420
3	Transit Mode	Bus, ferry, free Historic District Shuttle, River St. Streetcar	Bus, Trolley	Bus, Trolley	Bus, Free Trolley	Bus, Streetcar, ferry	Bus, Commuter Rail	bus, streetcar	
4	Annual Ridership	4,254,421	3,622,733	11,514,267	4,743,603	12,273,303	21,732,104	48,349,481	17,039,249
5	Operating Costs	\$ 14,852,950	\$ 16,512,108	\$ 49,305,604	\$ 24,405,154	\$ 82,828,828	\$ 96,415,913	\$ 149,022,202	\$ 69,748,302
6	Fare Revenue	\$ 3,425,839	\$ 2,773,031	\$ 9,599,517	\$ 6,744,919	\$ 10,529,956	\$ 24,118,694	\$ 22,071,107	\$ 12,639,537
7	Trips per Capita	18.3	7.3	13.0	13.5	62.9	20.7	31.6	24.8
8	Peak Vehicles	47	81	135	75	58	207	381	156
9	Revenue Hours	196,796	225,380	488,893	218,347	247,266	636,111	1,476,240	548,373
10	Revenue Miles	2,571,769	2,720,358	6,656,329	3,435,884	3,070,192	8,041,642	19,640,697	7,260,850
11	Pass/Rev Hour	21.6	16.1	23.6	21.7	49.6	34.2	32.8	29.7
12	Pass/Rev Mile	1.7	1.3	1.7	1.4	4.0	2.7	2.5	2.3
13	Operating Cost/Pass	\$ 3.49	\$ 4.56	\$ 4.28	\$ 5.14	\$ 6.75	\$ 4.44	\$ 3.08	\$ 4.71
14	Operating Cost/per Capita	\$ 64.01	\$ 33.28	\$ 55.49	\$ 69.33	\$ 424.76	\$ 91.97	\$ 97.50	\$ 128.72
15	Revenue Hrs/per Capita	0.8	0.5	0.5	0.6	1.3	0.6	1.0	0.7
16	Revenue Miles/per Capita	11.1	5.5	7.5	9.8	15.7	7.7	12.8	9.8
17	Visitors	6,850,000	4,300,000	4,200,000	4,000,000	7,100,000	2,300,000	20,000,000	6,983,333
18	Governance	Authority	Authority	Authority	Joint Powers Agencies; to Authority in July 2010.	Regional Transit Authority	State operated		
19	Funding	Property tax fund	Countywide sales tax - 17% to transit; \$8M operations; \$1M capital	majority city funding	40% state/local funding	1.0 sales tax	6.25 cents per gallon gas tax	0.5% Sales tax	
20	Tourism economic contribution	\$2B	\$3.1B	\$2.2B	\$2.0B	\$4.8B	\$474M	\$8.7B	
21	Rooms Available	10,000+	15,533	15,533	31,000	31,000	42,000	42,000	
22	Occupancy	61%	68%	54%	52%	58%			

Figure 1-1: Peer Review (cont.)

	Community	Savannah	Charleston	Memphis	Monterey	New Orleans	Providence	San Antonio	Average of 6 Peers
23	Tourist season	spring to fall	spring to fall	March-June; Sept - mid Nov	Apr - Thanksgiving		Summer - Sept	Spring/summer	
24	Coordination among agencies	Very little existing coordination	Yes; Reciprocal transfer bit urban & rural services	Yes; coordination with northern MS efforts	Yes; coordination among planning agencies & all regional providers	Yes; coordination among urban & rural providers - passes, connections	Some coordination at local level	yes; among MPO; COG; VIA; ART	
25	MPO functions for transit	Planning and pass through agency	Planning, GIS, designated recipient for 5303, 5316, 5317; Planning & payroll for rural transit services	close relationship w/ MATA - travel demand model	Pass-through agency for federal & state funds	Supervision of pass through funds; LRTP; support regional transit network	n/a	Committees & travel model - TRANSCAD	
26	MPO	Coastal Region Metropolitan Planning Organization	BCDCOG - Berkeley-Charleston Dorchester Council of Governments	Memphis Urban Area MPO	Association for Monterey Bay Area Governments (AMBAG)	Regional Planning Commission	Rhode Island State Planning Council	San Antonio-Bexar County MPO	
27	Mobility Manager	No	Yes - Focus Rideshare, TDM, Education, Coordination w/ Urban & Rural	No	Recommended in Coordination Plan. MST seeking Mobility Management Plan in 2010.	n/a	RIPTA staff provides mobility coordination services	Yes - position to start in May 2010; funded by state funds & 5311.	

NOTES:

- A) [http://en.wikipedia.org/wiki/Table\\_of\\_United\\_States\\_Metropolitan\\_Statistical\\_Areas](http://en.wikipedia.org/wiki/Table_of_United_States_Metropolitan_Statistical_Areas)
- B) National Transit Database 2008

## **Peer Assessment**

Based on the information received, the following points are most pertinent to Savannah and the TMVP:

- Peer agencies recognize the importance of a long-range vision for their communities. Some agencies, such as New Orleans have a transit vision in place, while others are in process of developing a vision to meet the needs of the community, such as Savannah.
- Coordination among local, regional, and state agencies is apparent in all peer agencies. The coordination efforts range from reciprocal transfers to membership on local advisory committees. Savannah currently has very little coordination among agencies. A recommendation and first step for the community of Monterey is to develop a Regional Connectivity Council.
- The majority of peer communities recognize the importance of a Mobility Manager or a Mobility Management Plan as a critical step to implement coordination activities. Several of the communities use the Federal Transit Administration 5316 funding to support the position.
- The peer agencies have a variety of revenue sources, with most having a sales, property or gas tax. The exception is in Memphis, TN with the City general fund as the primary source.
- Tourism was a major factor in all systems with approximately \$2B contributed to the local economy, and an average of 4.4 million visitors annually.
- Each peer community provides streetcar or trolley service of some type within their community. Some of the services have been in place for a long time, such as in New Orleans, others are newer, such as in Memphis.

The above assessment provides information that is in place for other communities around the country. As Savannah continues to plan the Vision, successes in other areas should be reviewed for applications in Savannah. The following section presents detailed information for each peer community.

### **Charleston, SC**

The city of Charleston is located just south of the mid-point of South Carolina's coastline, at the confluence of the Ashley and Cooper Rivers. Charleston is located in Charleston County, South Carolina and is the county seat. Charleston is known as The Holy City due to the prominence of churches on the low-rise cityscape, particularly the numerous steeples which dot the city's skyline. The Metropolitan Statistical Area 2009 population estimate was 659,191, making it the second most populous city in South Carolina, closely behind the state capital, Columbia.



Charleston is served by the Charleston International Airport, which is the busiest passenger airport in the state of South Carolina. The airport shares runways with the adjacent Charleston Air Force Base.

The Charleston Area Regional Transportation Authority (CARTA) provides transit service for the city. The majority of the urban area is served by regional fixed-route buses. CARTA offers connectivity to historic downtown attractions and accommodations with DASH (Downtown Area Shuttle) trolley buses, and it offers curbside pickup for disabled passengers with its Tel-A-Ride buses. Rural parts of the city and metropolitan area are served by a different bus system, operated by Berkeley-Charleston-Dorchester Rural Transportation Management Association (BCD-RTMA).

Coordination among the agencies includes:

- CARTA and the rural services have a reciprocal transfer agreement for passengers. For example, when traveling from rural area into Charleston, the rider is able to transfer to CARTA free, and vice versa.
- The region has FTA Section 5316 grant funded services that have rural transit service connecting to CARTA.

CARTA provides area residents and visitors public transportation throughout the Charleston area - including downtown, North Charleston, West Ashley, Mt. Pleasant, James Island and parts of Isle of Palms and Sullivan's Island. In 1997, the City of Charleston, City of North Charleston, Town of Mt. Pleasant and Charleston County joined together to create the Charleston Area Regional Transportation Authority. In early November 2004, a half-cent county-wide sales tax referendum was passed (following one instance where it failed and another overturned), providing CARTA with the revenue to relaunch many of the services that were eliminated or consolidated due to insufficient funding. The service area boundaries were not changed with the passage of the tax. The sales tax specifically states that 17 percent of the tax is for public transportation. It provides approximately \$8M to CARTA annually for operations match funding, and approximately \$1M for capital match. Veolia Transportation, a private transportation company, is the current contracted provider responsible for staffing and managing the bus drivers, and maintaining and scheduling the buses. The agency currently uses RouteMatch software, and the Berkeley-Charleston-Dorchester Council of Governments (BCDCOG) supports the agency with ArcView GIS functions.



CARTA has future plans for a North Charleston Intermodal Center, which will serve as a transportation hub for AMTRAK passenger trains, commuter rail, Greyhound buses, CARTA buses, area taxis and shuttles used by the Charleston International Airport. Building the intermodal center allows CARTA to move from

its current offices and also allow Amtrak to relocate from its facilities near the intersection of Rivers and Montague avenues. CARTA is hoping to build it through a partnership with a private developer. In exchange for building the center, the authority could give the developer rights to build on the surrounding land.

Today, the land is owned by CARTA and is ready for development of a facility; however the funding is not currently available. Several congressional earmarks have been obtained for the facility, but not for the full cost. In addition to the recent earmarks, in the 1990s, a private company began to implement rail service in the region. That company was successful in getting a small earmark, but in the past year, those monies have been returned to the Federal Transit Administration, and were deobligated. CARTA is working with the FTA to determine if those old funds could be returned to CARTA for development of the Intermodal Center. The building design and footprint are complete. The next phases are the NEPA processes.



BCDCOG, the regional metropolitan planning organization, completes numerous planning documents for the region. The agency coordinates with CARTA for mapping needs and with planning studies. BCDCOG assists local governments develop local and regional plans within the tri-county region, as well as providing local governments with planning and technical support to improve the quality of life in the region.

The BCDCOG's by-laws call for a governing board of 49 members, all of whom are appointed by local governments within the three-county region. This board, led by an Executive Committee, sets policy and provides direction to the programs of the Council of Governments.

Tourism contributes approximately \$3.1 billion to the local Charleston region, with approximately 4M visitors reported in 2007.<sup>1</sup> The Charleston area reports 15,533 rooms available to meet the tourism demand, with 68 percent occupancy for 2009, which is down 12 percent from 2008.<sup>2</sup> In Savannah, occupancy was down 6 percent in 2009. Tourist season is from spring to fall in Charleston.

## **Memphis, TN**

Memphis is home to the largest cargo airport (Memphis International Airport), and refers to itself as "North America's Distribution Center," In addition to the resources found in the Memphis metro, the former Eaker Air Force Base in

<sup>1</sup> [http://www.welcomecharlestonsc.com/economy\\_and\\_employment.html](http://www.welcomecharlestonsc.com/economy_and_employment.html)

<sup>2</sup> <http://www.charlestoncvb.com/pdf/industryimpact.pdf>

Blytheville has become a major economic development center in the northern part of the region. Memphis also has the second largest inland port in the country and a series of water ports found along the Mississippi River. The I-40 and I-55 interstates, extending east-west and north-south respectively, position the region at a key crossroads in the interstate highway system. As a result, the Memphis region is also an important trucking hub.

The Memphis region has two MPOs in the metro that create transportation plans (West Memphis MPO and Memphis Urban Area MPO). While extensive plans to develop individual road, rail, air, and water transportation modes are under way, there is no regionally integrated metropolitan transportation plan where the MPOs coordinate planning efforts and regularly work together.<sup>3</sup> The Memphis Urban Area MPO works closely with the Memphis Area Transit Authority (MATA), in particular through the regional travel model and planning studies. The MPO uses TRANSCAD software and does not currently have a mobility management structure in place.



Several types of transit services are available in the Memphis area, including fixed-route, semi-fixed services that travel on fixed route but with flexible schedules; and demand responsive services. Bus service, van service, trolley service cab/car service, and limo service are currently available to residents. Some non-profits and churches also provide transportation services to their members.

The MATA Trolley is a heritage streetcar system that began in 1993. The initial streetcars served the Downtown pedestrian shopping mall, on Main Street, but also ran beyond it on both ends to serve areas that needed economic development. Outside the mall, the streetcars ran on the street, sharing a lane with automobile traffic. In 1997, the initial line was converted into a loop by adding a parallel line two blocks west of Main Street; the extension runs along the river and uses the right-of-way of an old railroad track. The \$9.4M addition brought the total system up to a length of five miles.

In 2004, service was further extended with the opening of a line on Madison Street running from Main Street, east to the Medical District area. This extension added two miles, double-tracked, to the Memphis system at a cost of \$56M.<sup>4</sup> Service is provided seven days a week. Eleven trolleys are operated in peak travel hours with service every 10 minutes. The fare is \$1.00 (\$0.50 from 11:00

<sup>3</sup> <http://www.memphisregion.com/transportation.asp>

<sup>4</sup> <http://www.railwaypreservation.com/vintagetrolley/memphis.htm>

a.m. to 1:30 p.m. on weekdays). The MATA Trolley network consists of 24 stations along its three lines.<sup>5</sup>

The Main Street Trolley is owned and operated as part of the Memphis Area Transit Authority. The trolley is part of the Transit Authority operation, and its cost of operation is budgeted by that organization. The initial line cost \$34.9M and was funded by a Federal grant that came about when the Federal Highway Administration was prevented by environmental reasons from completing a planned freeway through historic Overton Park. The funds earmarked for the road were escrowed, and were available for the trolley when it was approved for construction. Subsequent funding has come from existing FTA resources.<sup>6</sup>



The trolley has become a key mobility means for downtown Memphis. It is heavily used by tourists and visitors, but has also become a means for making short downtown trips for employees and residents of the area. As more new construction and rehabilitation of downtown occurs, the trolley is becoming a key means of transportation. Approximately 2,500 daily trips are provided.

MATA provides the majority of public transportation services in the Memphis region. Services provided by MATA include fixed-route bus service, rail trolley, MATApplus paratransit, and event shuttles. These services are supplemented by several private initiatives including taxicab companies, Greyhound, Amtrak, a private circulator system near the downtown medical campuses, and human services transportation providers.

The Memphis Area Transit Authority provides service in four cities in Shelby County as well as West Memphis in Arkansas. In 2006, MATA provided service for more than 11 million person trips. Based on information from the 2000 U.S. Census, the Memphis Urbanized Area (UZA) covers 400 square miles, extending into Mississippi and Arkansas. The 2009 MSA population estimate was 1,304,926 persons for the Memphis area.

The vintage trolley provides a visible icon for visitors to Memphis' popular downtown and Beale Street districts. Despite a perception that the service caters to tourists, recent ridership surveys indicate the service is used by locals and tourists for a variety of trip purposes. Ridership numbers have been consistently around 1 million annually. Figure 1-2 shows the annual system ridership for bus and demand-responsive (paratransit) service since 2000.<sup>7</sup> Bus ridership

<sup>5</sup> [http://wapedia.mobi/en/MATA\\_Trolley](http://wapedia.mobi/en/MATA_Trolley)

<sup>6</sup> <http://www.heritagetrolley.org/existMemphisOverview.htm>

<sup>7</sup> [http://memphismpo.org/index.php?option=com\\_content&view=article&id=66&Itemid=53](http://memphismpo.org/index.php?option=com_content&view=article&id=66&Itemid=53)

fluctuated between 10 million passenger trips and 11.5 million passenger trips during this time period.

**Figure 1-2: MATA System Ridership**

Year	Bus	Annual Percent Change	Demand-Responsive	Annual Percent Change
2000	10,395,874		164,014	
2001	10,668,459	3%	211,081	29%
2002	10,675,294	0%	202,827	-4%
2003	10,692,573	0%	212,552	5%
2004	11,452,178	7%	244,666	15%
2005	10,882,883	-5%	246,883	1%
2006	10,519,005	-3%	245,712	0%
2007	10,452,497	-1%	257,740	5%

Source: National Transit Database and MATA

The primary source of local funding for transit operating costs is from the City of Memphis. MATA's budget is included in the City of Memphis' general operating budget. Any expansion of the budget must be approved by the MATA Board of Commissioners and the City Council. The fares received from riders pay for 20 percent of the system's operating costs. During FY 2005, bus service accounted for 81.9 percent of the operating costs, while paratransit service accounted for 9.5 percent, and trolley service accounted for 8.6 percent. Federal grant funding is primarily used for capital purchases, which include revenue vehicles and improvements to transit facilities, stations, and fixed-guideways.

The Medical Center Shuttle is a private hospital shuttle providing service between St. Jude Hospital, the Ronald McDonald House, Target House, and the Memphis Grizzlies House. This free shuttle runs on a continuous loop Sunday through Friday from 6:30 a.m. to 11:30 p.m. and on Saturday from 8:00 a.m. to 5:00 p.m. One of the shuttle buses makes periodic trips to the Kroger grocery store and Walgreen's drugstore closest to St. Jude. Interest in expanding this service to other locations, however, has been expressed.

Several taxicab companies operate within the Memphis area, including Premier Transportation Services (composed of two taxi cab companies, Yellow Cab and Checker Cab, which provide bus, limo shuttle, minivan and sedan services.) These companies provide service based on drop-off, per-mile, and waiting time rates. (A typical one-way fare from Memphis International Airport to downtown Memphis costs around \$20, plus tip.) The number of taxicabs in the Memphis MPO area has no direct correlation to the level of anticipated ridership for transit. However, the presence of the companies does indicate a need within the region's population for a means of travel other than privately owned automobiles. This is

true for both captive riders as well as potential choice riders traveling to and within Memphis.

Greyhound provides bus service from its terminal at 203 Union Avenue, to and from thousand of locations throughout North America, including other cities in Tennessee and Mississippi. Fares vary based on the trip's distance and departure date. Schedules for Greyhound service vary by day and time. The station is open 24 hours a day, seven days a week.

Amtrak, the national rail system, provides service to and from Memphis on the "City of New Orleans" line. The Amtrak station is located 545 S. Main St. in Memphis. The route starts in Chicago and ends in New Orleans.

Tourism contributes approximately \$2.2 billion to the local Memphis region, with approximately 4.2M visitors reported in 2007.<sup>8</sup> The Memphis Convention and Visitors Bureau reports a 54 percent occupancy for 2009, which is down from 2008.



## **Monterey, CA**

The City of Monterey in Monterey County is located on Monterey Bay along the Pacific coast in Central California. Monterey lies at an elevation of 26 feet above sea level with a city population of 30,641 in 2005. The city is noted for its rich history of resident artists beginning in the late 1800s, and its historically famed fishery. The 2009 MSA population estimate was 410,370 persons for the Monterey-Salinas region.

Numerous modes of transportation provide quick and convenient access to and from the Monterey Peninsula. Monterey Peninsula Airport provides passenger service from Monterey with daily direct flights to many locations. Airbus service to airports in San Francisco and San Jose is also available from downtown Monterey. Transportation throughout the region is available from the Simoneau Plaza in downtown Monterey. Monterey-Salinas Transit (MST) provides daily bus service throughout Monterey County. Seasonal summer service to Big Sur and Free MST Trolley service along Monterey's waterfront is also provided.



<sup>8</sup> <http://www.memphischamber.com/Economic-Development/Industry/Tourism.aspx>

Monterey-Salinas Transit was formed in 1981 when Monterey Peninsula Transit absorbed the Salinas Transit System. The City of Salinas became a member of the Monterey Peninsula Transit joint powers agency, and the Board of Directors renamed the system Monterey-Salinas Transit. Current members of the joint powers agency are the Cities of Carmel, Del Rey Oaks, Marina, Monterey, Pacific Grove, Salinas, Seaside, and the County of Monterey, and Gonzales (ex officio).

MST will change from a joint powers agency to a regional transit district on July 1, 2010, as a result of legislation signed in October 2009. Assembly Bill 644 expands MST board representation and opens new revenue sources for MST. MST currently provides service to southern Monterey County's rapidly expanding cities by separate contract and those cities do not have voting representation on the organization's board of directors. The transit district designation, however, gives all Monterey County communities a vote on major MST expenditures, service and fare changes, land-use decisions and policy issues.<sup>9</sup>

MST carries 4.4 million passengers a year in Monterey County, using 78 transit buses, 6 historically-themed trolley buses, 11 minibuses, 26 paratransit vans, 4 paratransit minivans and 2 paratransit sedans. MST serves 14 municipalities in 3 counties and nearly 10 additional communities in the unincorporated areas of Monterey County. The cities of Monterey and Salinas act as major transit hubs. A board of directors governs MST and is appointed by the eight members of the Joint Powers Agency.<sup>10</sup> MST prepares a business plan, which is incorporated biennially into the Metropolitan Transportation Improvement Program (MTIP), managed by the MPO, Association for Monterey Bay Area Governments (AMBAG). The MTIP covers three counties (Monterey, Santa Cruz, and San Benito), administered by AMBAG. AMBAG forwards the plan to the FTA via the California Department of Transportation (Caltrans).

The WAVE MST Trolleys provide free transportation between the Monterey Bay Aquarium, Cannery Row, the Custom House Garages, Fisherman's Wharf and other waterfront areas. Greyhound Bus service is not available in Monterey, but it is available in Salinas. AMTRAK Intercity Rail Passenger Services in Salinas are available via bus from the Monterey Transit Plaza in downtown.



The Transportation Agency for Monterey County (TAMC) is Monterey County's designated Regional Transportation Planning Agency (RTPA), Congestion Management Agency (CMA), Local Transportation Commission (LTC), and

<sup>9</sup> [http://www.mst.org/MST\\_Annual\\_09Report.pdf](http://www.mst.org/MST_Annual_09Report.pdf)

<sup>10</sup> <http://www.mst.org/news/items/SRTP2006/Introduction.pdf>

Service Authority for Freeways and Expressways (SAFE). TAMC is a 22-member agency which consists of local officials from each of its twelve incorporated cities and five county supervisorial districts, and ex-officio members from five public agencies. The non-voting ex-officio members include AMBAG, MST, the Monterey Bay Unified Air Pollution Control District (MBUAPCD), Caltrans, and the Monterey Peninsula Airport District (MPAD).<sup>11</sup>

The function of the agency is to allocate local transportation funds and state transit assistance funds to the cities, county and transit operators. As the RTPA, the agency will perform transportation planning activities for the County and Cities of Monterey County. TAMC provides pass-through funding, according to a population-based formula, for public transit services as provided by Monterey-Salinas Transit, in addition to city operated transit services in Gonzales, Greenfield, Soledad and King City. The Transportation Agency also conducts public hearings each year regarding Unmet Public Transit Needs in Monterey County, as required by the California Transportation Development Act.

The Monterey region is the only area of the state where the responsibility for transportation planning is shared by the following: AMBAG, the Council of Governments, Regional Transportation Planning agencies that operate at the County level, the local transit operators and the State Department of Transportation (Caltrans). AMBAG also works closely with the region's air quality planning and monitoring agency, the Monterey Bay Unified Air Pollution Control District (MBUAPCD) and the local jurisdictions in the area.

AMBAG prepares an annual Overall Work Program that incorporates all the activities for AMBAG, Santa Cruz County Regional Transportation Commission, TAMC, MST, and Santa Cruz Metropolitan Transit System. The work program is submitted to state and federal funding sources for their review and comment. The agency works cooperatively with Caltrans, TAMC member agencies, and other local, state, and federal agencies to insure that transportation planning and project implementation is carried out in a cooperative and coordinated manner.



The July 2009 Monterey Bay Rapid Transit Regional Transit Coordination Report indicates a Regional Connectivity Council should be created with inclusion from all partners. In addition, the report recommends a Mobility Manager to be hired who will provide support and guidance for creating a coordinated regional bus rapid transit network.

<sup>11</sup> [http://www.tamcmonterey.org/information/resource/guide\\_pdf/TAMCResourceGuide\\_All-in-one.pdf](http://www.tamcmonterey.org/information/resource/guide_pdf/TAMCResourceGuide_All-in-one.pdf)

In February 2010, MST hired a consultant firm to develop a Mobility Management Plan & Program Services. The Plan will provide a roadmap for establishing a coordinated transportation system that provides accessible and affordable transportation to persons with disabilities, seniors, and low-income students and workers, as well as integrating oversight of taxicab services throughout the County of Monterey. The Plan will also identify resources, break down anticipated costs, and present a timeline for implementation based upon current conditions.

Monterey has approximately 4M visitors annually, with a 52 percent average occupancy.<sup>12</sup> Tourism contributes approximately \$2.0B to the Monterey Region, which is similar to the Savannah area.<sup>13</sup> In Savannah, occupancy averaged 61 percent. Tourist season is from April to Thanksgiving in Monterey.

### **New Orleans, LA**

New Orleans is located in southeastern Louisiana, straddling the Mississippi River. The boundaries of the city and Orleans Parish are coterminous. The city and parish are bounded by the parishes of St. Tammany to the north, St. Bernard to the east, Plaquemines to the south and Jefferson to the south and west. Lake Pontchartrain, part of which is included in the city limits, lies to the north and Lake Borgne lies to the east.

New Orleans is a major United States port and the largest city and metropolitan area in Louisiana. New Orleans was catastrophically impacted by the failure of the levee system during Hurricane Katrina in 2005. Floodwalls and levees failed below design specifications and 80 percent of the city flooded. Tens of thousands of residents who had remained in the city were rescued or otherwise made their way to shelters of last resort. Hurricane Katrina called for the first mandatory evacuation in the city's history, the second of which came three years later with Hurricane Gustav.



The Census Bureau in March 2007 estimated the City of New Orleans population at 255,000, approximately 56 percent of the pre-Katrina population level. Another estimate, based on data on utility usage from July 2007, estimated the population to be approximately 274,000 or 60 percent of the pre-Katrina population. Most recently, the Census Bureau estimated a 2008 population for the city at 336,644

<sup>12</sup> <http://www.charlestoncvb.com/pdf/industryimpact.pdf>

<sup>13</sup> <http://www.visitcalifornia.com/media/uploads/files/editor/Research/CTTC%20Monterey%20Presentation-%20Website.pdf>

residents. The 2009 MSA population estimate for the New Orleans region is 1,189,981 persons.

According to the Convention and Visitors Bureau, New Orleans is one of the top 10 most visited cities in the United States – 7.1 million visitors came to New Orleans in 2007.<sup>14</sup> Prior to Katrina, there were 265 hotels with 38,338 rooms in the Greater New Orleans Area. In May 2007, there were over 140 hotels and motels in operation with over 31,000 rooms. Tourism contributes approximately \$4.8 billion to the regional economy.

There are six major providers of public transportation within the region, offering both fixed-route and demand response service, as well as two offering waterborne transit across the Mississippi River.

- Regional Transit Authority
- LaDOTD Crescent City Connection Ferries
- St. Bernard Urban Regional Transit
- Jefferson Transit Authority
- River Parish Transit Authority
- Plaquemines Parish Ferries



Public transportation in the city is operated by RTA. There are many bus routes connecting the city and suburban areas. The RTA lost 200+ buses due to Hurricane Katrina, and the streetcars took until 2008 to return. RTA placed an order for 38 clean-diesel buses, which arrived in July 2008. The Jefferson Parish Department of Transit administration operates Jefferson Transit, which provides service between the city and its suburbs.

The city is served by rail via Amtrak. The New Orleans Union Passenger Terminal is the central rail depot, and is served by three trains:

- Crescent, operating between New Orleans and New York City;
- City of New Orleans, operating between New Orleans and Chicago; and
- Sunset Limited, operating through New Orleans between Orlando and Los Angeles. From late August 2005 to the present, the Sunset Limited has remained officially an Orlando-to-Los Angeles train, being considered temporarily truncated due to the lingering effects of Hurricane Katrina.

The Regional Planning Commission (RPC) for Jefferson, Orleans, Plaquemines, St. Bernard and St. Tammany Parishes is a 26-member board of local elected officials and citizen members, appointed to represent citizens on regional issues.

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<http://www.neworleansonline.com/pr/releases/releases/CVB%20Report%20Second%20Quarter%202009.pdf>

The board is supported by a staff of 22 professionals with broad experience, in a variety of areas including urban and regional planning, community development, economics, government, law, landscape architecture, transportation, geography and other disciplines. As mandated by its enabling legislation, the RPC is the legal entity whose mission is to promote the general welfare and prosperity of the entire region by harmonizing the activities of federal, state, parish, municipal and other governmental agencies in the region.<sup>15</sup>

The RPC was created in 1962 by the Louisiana state legislature and local governing body authorization. The RPC is one of eight regional planning bodies in the state established to fulfill federal and state requirements for regional comprehensive and economic development planning. The RPC has the legal mandate and the regional representation to continue in its leadership role as it works with this culturally rich and diverse community to develop plans that will preserve, protect and develop the greater New Orleans region. The RPC is the legal entity mandated to promote the general welfare and prosperity of the entire region.

The Regional Planning Commission has direct programming supervision of an annual allocation of approximately \$12 million dollars in Federal Highway Administration (FHWA) funds, with similar amounts of \$14 to \$15 million dollars from the Federal Transit Administration (FTA) formula funds. In addition to these recurring funds, other discretionary or selective funds are also programmed when available. By law, the MPO must program all federal funds targeted for the Urbanized Area. They must also identify and analyze the impacts of all regionally significant projects funded through state and local sources such as the Louisiana Transportation Trust Fund, state and local general funds, and toll collections or local bond issues.

Transit connectivity within the New Orleans region is one of the highest priorities of the RPC over the life of the 2032 transportation plan, which is to promote improved transit connectivity across jurisdictional lines, and to make transfer activity as safe and efficient as possible.<sup>16</sup> The Metropolitan Transportation Plan promotes the development of a comprehensive transportation system. The long-range goal is to foster the development of a truly regional system that provides transit patrons a seamless ride whatever their destination.



Current activities to promote inter-parish transit coordination and connectivity include the one-day ride bus pass that has matured from a demonstration project to a permanent service, and reconfiguration of routes to facilitate transfers between systems, particularly on the West Bank

<sup>15</sup> <http://www.norpc.org/assets/pdfs/cpthstp-coord-plan2009.pdf>

<sup>16</sup> [http://www.norpc.org/projects\\_programs/transportation/transp\\_documents/mtp\\_no-2032.pdf](http://www.norpc.org/projects_programs/transportation/transp_documents/mtp_no-2032.pdf)

between Algiers and Jefferson and between Jefferson and Orleans. Future activities will focus on regional traveler information services, and improved coordination of system schedules, hours, and fare structures. The focus is not so much on a single regional operator as it is on institutional cooperation and consistency across operators. The goal is to provide a seamless regional system that has an overall identity regardless of ownership or operator. From a “bricks and mortar” perspective, transfer facilities are being planned for heavily utilized routes to make the process of transferring between buses safe and convenient for the user.

The RTA fixed-route service operates on the eastbank and westbank of Orleans Parish, as well as the city of Kenner in Jefferson Parish. It has transfer points to JeT and St. Bernard Parish. RTA’s fixed-route service had a total ridership of 10,148,615 in 2008. In that same year RTA’s paratransit curb-to-curb system carried 111,888 passengers.<sup>17</sup> RTA has also recently implemented a fixed-route demand response service, Lil’ Easy, to serve as a feeder system within lower density areas. The RTA also operates three historic streetcar lines.

In 2008, the RTA presented a multi-faceted new vision for mobility to the Mayor of the City of New Orleans. In the first phase of the vision, the RTA hired a private contracting transportation firm, Veolia Transportation, to make broad-based improvements in the city's transit system. The recent award of 2009 Transportation Investments Generating Economic Recovery (TIGER) grant funds is key to the second phase in the realization of the RTA's vision for mobility. The grant will enable the Loyola Avenue streetcar expansion, which is the first half of a comprehensive plan to expand the streetcar service and open by May 2012.<sup>18</sup> The RTA is looking for federal aid for its future \$115-million French Quarter extension – a four-mile North Rampart Street route, with a 1.2-mile Elysian Field Avenue spur that would link with the Riverfront line – and a \$51-million, 1.8-mile Convention Center Boulevard route.<sup>19</sup>

**Jefferson Transit (JeT)** fixed-route operation provided service to the urbanized portion of Jefferson Parish. Connecting service to RTA is provided in New Orleans, the city of Gretna, and the city of Kenner. In 2008, JeT’s fixed-route service had a total ridership of 2,045,281. MITS, which is JeT’s curb-to-curb paratransit service, had a total ridership of 59,445 in 2008.



<sup>17</sup> <http://www.norpc.org/assets/pdfs/cpthstp-coord-plan2009.pdf>

<sup>18</sup> <http://www.forbes.com/feeds/businesswire/2010/03/15/businesswire136743776.html>

<sup>19</sup> <http://smartgrowthonline.org/news/article.asp?art=7545&State=19&res=1680>

**St. Bernard Urban Rapid Transit (SBURT)** fixed-route service (with route deviation by request), serves St. Bernard Parish, with connecting service to RTA. In 2008, SBURT's service had a total ridership of 37,000.

**River Parish Transit Authority (RPTA)** demand response shuttle serves St. Charles and St. John the Baptist Parish, with connecting service to St. James Parish Transit as well as drop off service in Jefferson Parish. RPTA began regular service on February 2, 2009. In February and March of that year, RPTA carried over 1,500 riders.

**Crescent City Connection Division Ferries** in Orleans and St. Bernard Parish are operated by the Crescent City Connection, a division of the Louisiana Department of Transportation and Development. There are a total of three routes connecting six terminals in the CCCD system:

- The Gretna – Jackson Avenue crossing,
- The Canal Street – Algiers Point crossing, and
- The Algiers – Belle Chasse crossing.

All three terminals carry pedestrians, though traffic at the Algiers – Belle Chasse crossing is predominantly vehicular. The National Transit Database stated in 2007, 1,531,900 riders used the CCCD ferry service.

**Plaquemines Parish Ferries** are publically owned and operated by the Plaquemines Parish Government, and consists of two crossings:

- East Point a la Hache to West Pointe a la Hache and
- Scarsdale, LA to Belle Chase, LA.

These two ferry routes are the only means of traversing the Mississippi River in Plaquemines Parish. Though the ferries have the capacity to carry foot traffic, both routes are predominantly car carriers with only 0.1 percent pedestrian traffic.

## **Providence, RI**

Providence is the capital and the most populous city in Rhode Island. Located in Providence County, the city proper has an estimated population of 171,557 persons. The 2009 MSA population estimate was 1,600,642 for the Providence region. Providence has approximately 2.3 million visitors annually. Tourism contributes approximately \$474 million to the regional economy.

Situated at the mouth of the Providence River and at the head of Narragansett Bay, the city and surrounding communities are in the midst of a period of change: population growth and demographic shifts; development and redevelopment; and restructuring of the local economy away from manufacturing to other industry sectors. In 1980, the City of Providence registered its first population increase in four decades, after a period of continual decline from a peak population of

250,000 in 1940. Between 1980 and 1990 the city grew by 2.5 percent, and during the 1990's grew at more than three times that rate. However, since 2000, the population has declined slightly.<sup>20</sup>

Providence is served by air from the T. F. Green Airport in nearby Warwick and by Boston's Logan International Airport. Providence Station, located between the Rhode Island State House and the downtown district, is served by Amtrak and by the Massachusetts Bay Transportation Authority (MBTA) Commuter Rail services, with commuter rail running to Boston. Approximately 2,400 passengers daily pass through the station. I-95 runs from north to south through Providence while I-195 connects the city to eastern Rhode Island and southeastern Massachusetts, including New Bedford, Massachusetts, and Cape Cod.

Kennedy Plaza, in downtown Providence, serves as a transportation hub for local public transit as well as a departure point for Peter Pan and Greyhound bus lines. Public transit is managed by Rhode Island Public Transit Authority (RIPTA). Through RIPTA alone Kennedy Plaza serves over 71,000 people a day. The majority of the area covered by RIPTA is served by traditional buses. RIPTA also operates the Providence LINK, a system of tourist trolleys in downtown Providence, as well as a ferry to Newport between May and October.



In 2006, Mayor Cicilline of Providence convened a Transit 2020 Working Group to address the goal of building a more advanced public transit system for Providence and the surrounding region. The final report and recommendations were reflected in the *2007 Growing Smart with Transit*.

RIPTA manages and operates a statewide transit system, making it unique amongst transit agencies elsewhere in the country. Pursuing a vision for statewide transit requires a systematic approach to clearly define service needs and goals for each community. An overview of existing RIPTA partnerships and coordination is discussed below.<sup>21</sup>

## Federal Government

- RIPTA coordinates directly with these offices regarding funding needs and federal programs.

<sup>20</sup> [http://www.transit2020.com/study/report/RIPTA\\_Final\\_Report.pdf](http://www.transit2020.com/study/report/RIPTA_Final_Report.pdf)

<sup>21</sup> [http://www.ripta.com/stuff/contentmgr/files/0/37ced070447e3b45f0464ce16d9e278a/misc/ripta\\_partnershi ps\\_rev\\_7jan10.pdf](http://www.ripta.com/stuff/contentmgr/files/0/37ced070447e3b45f0464ce16d9e278a/misc/ripta_partnershi ps_rev_7jan10.pdf)

## State Government

- Governor's Office: Responsible for Board appointments, and forwarding RIPTA budget submission to General Assembly.
- State Budget Office: reviews and approves annual RIPTA budget prior to forwarding to General Assembly.
- RI General Assembly: defines RIPTA operating authority and provides consent on Board appointments; final approval of RIPTA budget. RIPTA presents regularly to House Finance Committee, House Committee on Separation of Powers and Oversight, and other committees as requested.
- RI Dept. of Transportation:
  - Responsible for transfer of flexible federal highway funds to RIPTA (e.g. CMAQ)
  - Coordinating partner on many RIPTA projects and programs
  - Developing and funding Rhode Island commuter rail projects
  - Owns and maintains most Park and Ride lots served by RIPTA
  - Co-sponsor of Commuter Resources RI
  - RIPTA maintains RIDOT vehicles
- RI Dept. of Administration / Division of Statewide Planning:
  - Coordinates with RIPTA on development of Long Range Transportation Plan the TIP and other transportation planning activities
  - Provides data and support (e.g. travel modal) to support RIPTA planning
  - RIPTA provides information about air quality impacts of proposed transportation projects
- RI Executive Office of Health and Human Services (EOHHS) partners with RIPTA on planning efforts around human service, non-emergency medical, and public transportation needs for their consumers; providing the local match for the human services transportation study now underway.
- RI Dept. of Human Services (DHS) – major funder of non-emergency medical and human service transportation programs, including the services provided by the Ride Program; receives and splits \$0.01 of the gas tax with RIPTA; provides local match for some federal transit grants. Some of their divisions provide travel training.
- Other state government departments for RIPTA coordination include Department of Elderly Affairs, Department of Mental Health, Retardation, and Hospitals, Department of Labor & Training, Office of Housing & Community Development, Department of Emergency Management Agency, and Department of Environmental Management.

RIPTA coordination with the City of Providence includes co-sponsors of the Metro Transit Study, school transportation operator for Providence students, participates in City led Greater Kennedy Plaza Working Group, and coordinates

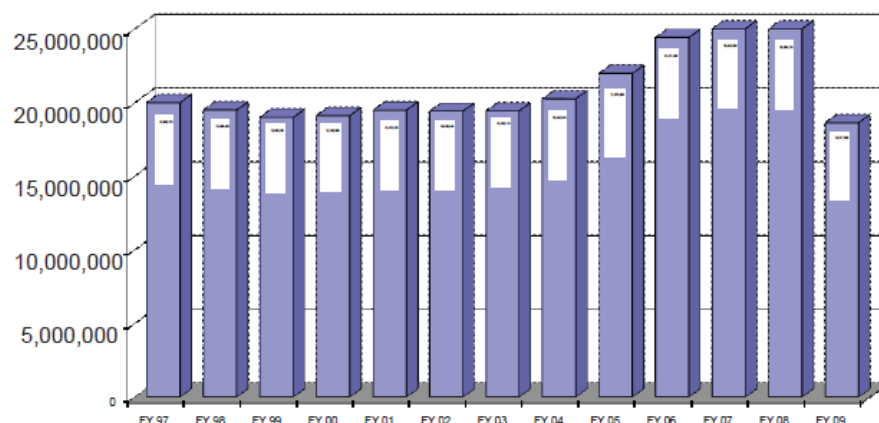
parking and transportation issues with City for the area surrounding Greater Kennedy Plaza.

RIPTA also advises the State Planning Council on transportation planning issues and provides input into the state's Long Range Transportation Plan and the Transportation Improvement Program (TIP).

Other transit providers in the Providence area include the Greater Attleboro-Taunton Regional Transit Authority (GATRA), who provides some service in RI (Pawtucket) and receives a share of Federal Transit Administration formula funds for metro Providence area. The Southeastern MA Regional Transit Authority (SRTA) provides service to New Bedford and Fall River, and receives a share of FTA formula funds for metro Providence area. The MBTA discussed earlier has minimal coordination with RIPTA at this time. The CT Transit / Shore Line East transit services do not have any existing coordination efforts with RIPTA at this time.

Over the last decade, RIPTA has seen significant ridership growth, as shown in Figure 1-3, with estimated annual ridership rising from 18.99 million passengers in FY1999 to 25.30 million riders in FY2008, representing an increase of 33 percent.<sup>22</sup> In 2008, automated fareboxes were introduced on RIPTA services which have changed the methodology for tracking ridership. In FY2009, ridership estimates drop for two reasons – the new farebox tracking methodology and also the changes in federal Medicare reimbursement which requirements have reduced the states ability to distribute transit passes to qualified recipients under the Ritecare program.

Figure 1-3: RIPTA Ridership Trends



<sup>22</sup> [http://www.transit2020.com/study/report/RIPTA\\_Final\\_Report.pdf](http://www.transit2020.com/study/report/RIPTA_Final_Report.pdf)

## **San Antonio, TX**

The 12-county Alamo Area is a geographically and culturally diverse portion of South/Central Texas. The region is comprised of rapidly suburbanizing areas surrounding San Antonio. The 2009 MSA population was 2,072,128 persons in the region. Approximately 20 million visitors travel to the San Antonio area each year, which contributes approximately \$8.7 billion to the regional economy.

Public transit in the 12-county service area is provided by VIA in the San Antonio metropolitan area and the Alamo Area Council of Governments (AACOG) also known as Alamo Regional Transit (ART) in the 11 other counties. The region also has the San Antonio-Bexar County Metropolitan Planning Organization.

San Antonio is a major center for cultural and recreational opportunities. As a result, there is significant need for improved and more regular service to this large metropolitan center. VIA Metropolitan Transit is San Antonio's public transportation agency offering service throughout the city including streetcar service within the downtown area.



The 2006 Alamo Area Regional Public Transportation Coordination Plan indicated that much of the current service is determined by the demands of the Medical Transportation Program. The report stated TxDOT-MTP does not coordinate trips, which then requires ART to provide a wide range of one-on-one MTP service, often taking vehicles out of county for extended periods for only one person.<sup>23</sup> There are little or no attempts by TxDOT-MTP or AMR to group trips. ART cannot arrange set schedules for service to allow others to ride because it does not know how many trips MTP will be required, where the trips are going, or the vehicle requirements until the evening before service.

In the rural areas, most services have historically been coordinated over the years. Current coordination occurs whenever it makes business sense, i.e. MTP, Area Agency on Aging (AAA), intercity carriers, student transportation, and Job Access. In the urban area of San Antonio, there are four providers of paratransit service each providing similar service to many of the same individuals. Compounding this, they use three different software products to help manage their operations. VIA has funded a senior transportation coordinator to assist in this effort.

ART provided 95,370 trips in 2009. ART began a daily flex route system for the residents of Pearsall, transporting children to and from school and residents to key locations all over town. The service was initially funded through a Texas Department of Transportation Job Access Reverse Commute (JARC) grant. After

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<sup>23</sup> [http://www.sametroplan.org/Studies/Alamo\\_Coord\\_Plan/Alamo%20Coord%20Plan-11-30-06.pdf](http://www.sametroplan.org/Studies/Alamo_Coord_Plan/Alamo%20Coord%20Plan-11-30-06.pdf)

the route was successfully implemented the city of Pearsall, Frio County and ART agreed to fund the bus route for 2010. Other JARC funded flex routes are planned for additional counties in the Alamo Area region in 2010.

The Alamo Area Council of Governments has a Mobility Manager position being implemented in May 2010. The staff person will focus on marketing, public outreach, and coordination efforts. The position will be funded through FTA 5311 funds and state funding. The COG is working with other local and regional agencies to for a Regional Coordination Steering Committee. The Committee will review current services and potential coordination opportunities.

Other services within San Antonio include University of Texas, San Antonio (UTSA), Transportation Division. UTSA Shuttle buses on and off campus. Service between campuses is provided by VIA Express routes 93 and 94 without charge with a valid UTSA card.

The City of San Antonio Department of Public Works, Rail and Public Transit Division is responsible for managing coordination of rail and public transit projects with other City departments and public or private agencies. The division manages railroad quiet zone projects, assists communication between Public Works and rail or transit entities, and helps public sector project managers City-wide to negotiate agreements and resolve issues involving Union Pacific Railroad and VIA Metropolitan Transit.

In July, 2008, San Antonio Mayor Phil Hardberger and Bexar County Judge Nelson Wolff appointed a 12-member task force to review the Bexar County and City's transportation challenges and opportunities, with the assumption that a more efficient, integrated transportation system will better support growth and economic development. Six recommendations of the City County Transportation Task Force included creating an integrated transportation system that supports growth and economic development by providing public transit options, improving air quality, and leveraging local resources and building the community's system to rival our peer regions in Texas and across the country.

VIA works closely with the San Antonio-Bexar County Metropolitan Planning Organization. The MPO provides modeling assistance in TRANSCAD to VIA. The agencies also coordinate through major advisory committees and citizen groups. The MPO reported that VIA is currently updated the long-range visioning process, which is dubbed as SmartWaySA. The website is [www.smartwaySA.com](http://www.smartwaySA.com), which provides the current efforts for coordinated and expanded transit in San Antonio.

In 2007, the VIA Metropolitan Transit Board and senior staff participated in a Visioning Workshop, held at the request of the Board, as an agency forum for input and direction on the Strategic Vision and Long Range System Plan. In

2008, the Board adopted a Vision and directed staff to push forward with initiating a long range system plan. The planning effort gained momentum as the Findings Report of the Joint City-County Transportation Taskforce was published in January 2009. The study began in May 2009 and will take approximately 12 months to complete. Once the plan is complete, VIA will seek an amendment to the San Antonio - Bexar County MPO 2035 Plan.

One key outcome of SmartWaySA will be a system plan, outlining a network of high-capacity corridors, each with a range of transportation alternatives. The alternatives for the selected corridors will include a no-build (or no-action) alternative, one or more fixed guideway options, such as light rail, bus rapid transit, or busway (which may include provisions for use by carpools), and at least one non-guideway option, e.g., Transportation System Management (TSM). The Plan will utilize the newly adopted San Antonio-Bexar County Metropolitan Planning Organization 'growth scenario' for 2035, which has been established by community consensus, as a combination of Infill Development and Transit Oriented Development.

### ***Peer Summary***

The information presented in this chapter will be shared with local staff and committees to review other community coordination components. The ideas will help shape the goals, objectives and overall vision.