



# RED ROSE TRANSIT AUTHORITY Transit Development Plan Update



## Executive Summary

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**CDM  
Smith**



## Executive Summary

### Introduction

The Red Rose Transit Authority (RRTA) Transit Development Plan provides an evaluation of existing RRTA fixed route services, with the outcome being practical recommendations for maximizing route efficiencies and service in Lancaster County. This Plan provides a thorough analysis of the fixed route service, the strengths and weaknesses of the operations, including those services that are the best performing and those that need attention, and recommendations designed to improve productivity and service efficiency.

This document is an executive summary of the Transit Development Plan Update. The full report is available on the RRTA website:  
[www.redrosetransit.com](http://www.redrosetransit.com) or by emailing  
[info@redrosetransit.com](mailto:info@redrosetransit.com).



### Community Assessment

Demographic factors play an important role in understanding the context of a community and inherent or arising needs. Population characteristics, including demographics indicative of potential transit dependence and seasonal population trends, help identify priority areas for improvements. Employment also plays a crucial role in understanding the needs of a public transportation system. Taken together with ridership statistics, survey data, and other system performance characteristics, these factors serve to further inform and prioritize potential service improvements over the 10-year planning horizon.

Lancaster County is the sixth most populous county in Pennsylvania, with a 2012 population of 526,823. According to the 2010 Decennial U.S. Census, between 2000 and 2010



Lancaster County grew by over 10.4 percent from 470,658 to 519,445, ranking it 14th in growth rate among Pennsylvania counties. The 2030 projected population for Lancaster County is 613,200. A review of the demographic data for Lancaster County identified that the highest density of persons who traditionally rely on public transportation (youth, minorities, the elderly and low-income and persons without vehicles) are in the City of Lancaster and several outlying boroughs. Similarly, the areas with the highest population and housing densities are the City of Lancaster and the surrounding suburban townships and several outlying boroughs.

The largest single category of employment in the county is manufacturing at 18 percent of total employment. Following closely is health care and social assistance (16 percent), and retail trade (13 percent). Retail trade combined with accommodations and food services, makes up 20 percent of the employment in the County.

## Guiding Principles/Goals/Objectives

The transit vision for RRTA begins with a mission statement, followed by goals and objectives. The mission statement is at the top of the hierarchical structure with the goals and objectives supporting the achievement of the mission.

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***RRTA Mission Statement:** The Red Rose Transit Authority exists to provide effective public transportation services to the citizens of Lancaster County and to perform these services at the highest standards of safety, courtesy, reliability, and efficiency.*

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The Mission Statement and the principles of mobility, fiscal responsibility, land use and economic development and the planning process guided the development of the goals and objectives for the plan. The goals and objectives for the plan include:

- Increase bus ridership and improve service in core bus corridors
- Financially provide a system that is efficient, cost effective and affordable
- Integrate safety and security elements
- Promote outreach to the public by developing community partnerships
- Enhance system accessibility
- Use intelligent transportation systems
- Accommodate bicycle and pedestrian needs

## Public Outreach

During the course of this plan, several methods for involving the local community were completed. The study process included an onboard survey and a boarding and alighting survey. In addition, two public meetings were held where citizens were encouraged to comment on transit services in Lancaster County. Driver meetings were also conducted at two different times to receive input from RRTA operators, dispatch, and supervisors. The RRTA project team also identified a group of local

stakeholders which included various types of leaders, citizens, and organizations within the Lancaster area; 13 stakeholders were interviewed during the study. Finally, an online community survey was also administered as part of the TDP

Update planning process. Primary feedback from the public outreach process included:

- More frequent service
- Need to have reliable schedules
- Service to jobs
- Service outside the City
- Public supports RRTA
- Existing service is efficient
- Need direct service
- Implement ITS technologies



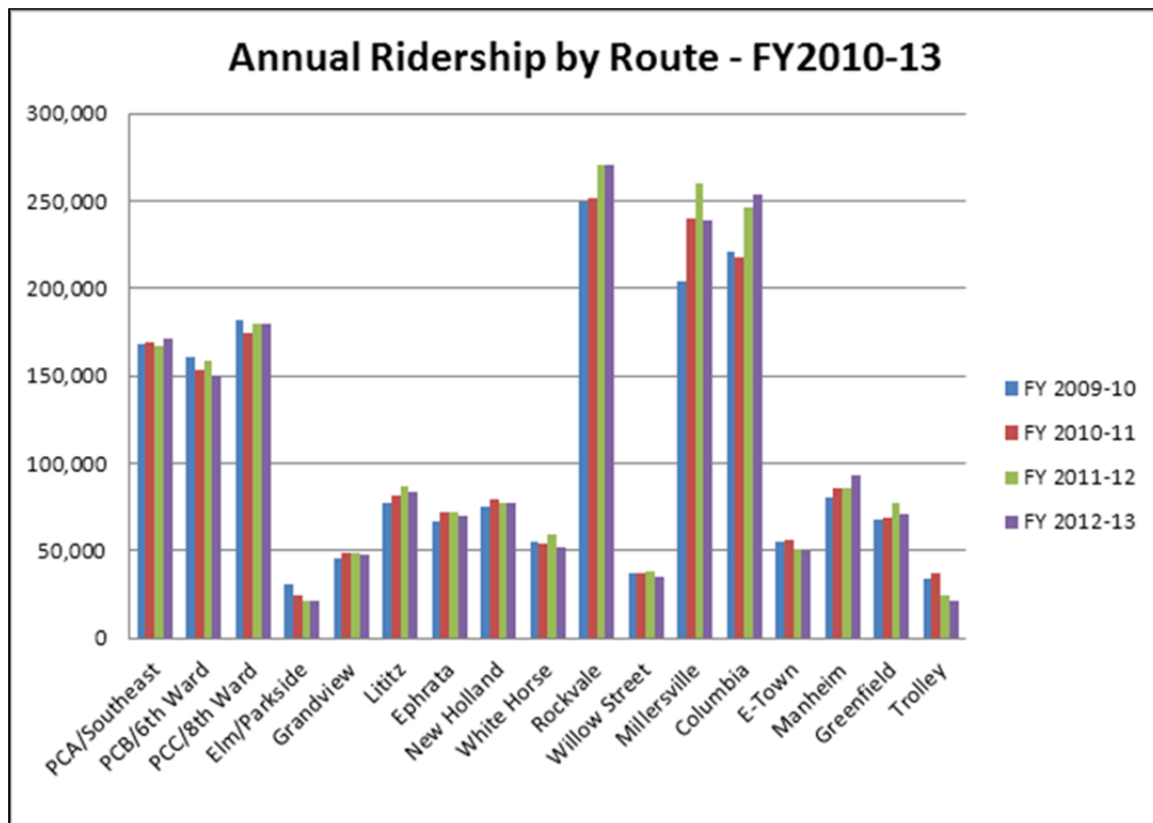
## RRTA Existing Transit Services

RRTA operates a hub and spoke service from the downtown transit center, Queen Street Station, located at 225 N Queen Street. Nineteen fixed routes operate from approximately 5:00 a.m. to 11:00 p.m., five days a week, with limited Saturday and Sunday service on selected routes. RRTA operates 30-60 minute headways throughout the day, depending upon which route traveled. All RRTA routes operate at least eight round trips per day on weekdays. Certain routes provide evening service during the week and some level of weekend service. RRTA's current policy is for passengers to board the bus at designated bus stop locations in Lancaster City and the boroughs of Columbia and Mountville. There are designated bus stop locations in the other communities, but flag stops are also allowed in safe locations in these other communities.

The City Routes (Routes 1 through 5 plus the Historic Downtown Trolley) provide basic circulation within the city. Three routes also serve the Park City Mall retail center in the northwest corner of the city. In addition, City Routes 1 through 4 are designed with a two leg route structure, purposely routed through downtown Lancaster. This route structure was developed to connect neighborhoods on one side of downtown Lancaster with retail centers and other destinations on the opposite side of the city.

The County Routes (Routes 10 through 19) operate a hub-and-spoke system between downtown Lancaster and various suburban/rural destinations. The metro region route (Route 20) serves the Greenfield Industrial Park. RRTA operates two shuttle routes under contract with Millersville University. The shuttle routes provide public transit service throughout the University, as well as providing service to the Park City Mall.

Ridership for the transit service has remained fairly stable for the past decade with approximately 2.2 million annual trips for all transit services. RRTA fixed routes provided 1.9 million trips in FY2013. The highest ridership routes were 14 Rockvale, 16 Millersville, and 17 Columbia; the lowest ridership routes were 4 Elm/Parkside, 15 Willow St., and the Trolley, as shown on **Figure ES-1**.

**Figure 1: RRTA Annual Ridership by Route - FY2010-13**

The revenue required to operate and support RRTA comes from a mix of funding sources. The 2013 expenditures for RRTA fixed route and shared ride services was \$15,874,800. Operating expenses for the fixed route services is approximately \$8.6M. The shared ride service budget is approximately \$7.4M annually. The farebox return is approximately 28 percent for the fixed route service, which is approximately \$2.4M annually.

### Onboard Survey Results

The onboard survey conducted includes data to determine origins and destinations, trip purpose, and demographics of RRTA's rider base. The Onboard Surveys were distributed in English and Spanish to RRTA bus riders on Friday, November 8, 2013. A total of 2,141 completed surveys were analyzed, which equaled a response rate of 28 percent. Key survey findings include:

- Roughly 61 percent of riders began their trip at home with 39 percent indicating that they were travelling to work
- The vast majority of riders, 86 percent, walked from their trip origin to where they boarded a bus, and walked from where they deboarded the bus to their final destination.
- Approximately 57 percent of passengers ride the bus five or more days each week, and another 25 percent ride three or four days a week.

- The White population made up 49 percent of the passengers, followed by Black/African American at 21 percent and Hispanic/Latino making up 19 percent of the population.
- Nearly 78 percent of all riders responded living in households earning less than \$30,000 annually.
- Almost 88 percent of riders did not have a vehicle available for their trip. Approximately 60 percent of riders reported not have a valid driver license.



Passengers were asked to rate the quality of service provided by RRTA on the 2013 onboard survey, as shown in **Table 1**. The response options were poor (1), fair (2), good (3), very good (4), excellent (5). Each category was given a numerical value from one to five, and the average response was then calculated for each attribute. An average score of 3.0 or higher indicates meeting or exceeding service quality perceptions for that particular attribute. Customers ranked all of these attributes as meeting or exceeding service quality perceptions, ranking driver courteousness, safety, and overall service quality as highest measures of service satisfaction. The lowest performing attribute was on-time performance.

**Table 1: Quality of Service**

Customer Satisfaction - Onboard Survey Questions		2013 Average Score
1	On-time Performance	3.35
2	Driver Courtesy	3.91
3	Cleanliness	3.74
4	Safety	3.98
5	Condition of Buses	3.79
6	Value Received for Fare	3.76
7	Ride Guide/Website	3.84
8	Overall Service Quality	3.87
<b>Overall System Average</b>		<b>3.78</b>

## Boarding/Alighting Survey

A boarding and alighting survey, also known as on/off counts, was conducted on November 8, 2013, during the same survey time period as the Onboard Survey effort. The boarding and alighting survey effort involved counting all passengers who boarded RRTA transit services on that Friday. The survey data were collected on all trips, all routes for one typical day in Lancaster County; thus a 100 percent count of RRTA routes. Key survey findings include:

- A total of 7,454 passenger boardings were collected by stop throughout the RRTA service area.

- Route 14 had the highest daily passenger boardings of all routes with 1,071 boardings or 14 percent.
- The route with the next highest passenger boardings was Route 17 - Columbia with 943 daily boardings or approximately 13 percent.
- Route 3 - Park City C/8th Ward has third highest boardings with 747 or approximately 10 percent of the total daily boardings.
- Combined, the top three routes accounted for almost 40 percent of total daily boardings.

## Service Guidelines and Performance

Service guidelines provide a framework for evaluating both existing and proposed route modifications and additions. Any RRTA network changes must provide a customer-focused, easy to understand, sustainable transit system. Furthermore, the establishment of a service hierarchy, such as differentiating between city and county services, allows RRTA to provide appropriate service levels that maximize the benefits compared to the investment.

RRTA administration began route monitoring over a decade ago which allows management to review route productivity and patterns over a period of time. Low performing RRTA services are considered to be the least productive routes either by passengers per hour, revenues to expense, subsidy per passenger, and subsidy per passenger mile. The lowest performing RRTA routes include both city and county routes, as shown in **Table 2** and as summarized below:

- Route 4: Elm St/Parkside (City)
- Route 18: Elizabethtown (County)
- Route 15: Willow Street (County)
- Route 6: Trolley (City)
- Route 13: White Horse (County)
- Route 5: Grandview (City)

**Table 2: Route Performance Ranking by Performance Criteria**

FY 2013 Rank	Route	FY 2013 Rank	Route
1	14-Rockvale	10	12-New Holland
2	17-Columbia	11	11-Ephrata
3	20-Greenfield	12	5-Grandview
4	16-Millersville	13	13-White Horse
5	3-PCC/8th	14	6-Trolley
6	1-SE/PCA	15	15-Willow Street
7	19-Manheim	16	18-E-town
8 tie	2-PCB/6th Ward	17	4-Elm/Parkside
8 tie	10-Lititz		

## Service Alternatives

The service alternatives aim to improve the efficiency, effectiveness, and performance of the current RRTA transit system. This is to be achieved over a 10-year time frame. The concepts are based on lessons learned from a thorough review of existing Lancaster County market and socio-economic conditions, the performance of RRTA fixed route transit services, together with a stakeholder and community outreach process, which will shape the overall vision for public transit in Lancaster County.

Across the 10-year period, improvements are shown in two phases, short-term and long-term.

Short-term (1-5 years):

- The plan examines options to enhance the ridership levels achieved from existing resources. The short-term plan is consistent with the existing Transportation Improvement Program (TIP).
- The plan provides for upgrading of the existing RRTA network, with more frequent service on key corridors, commuter express services, and some route modifications.
- Increased services are possible during this phase due to elimination of services in two areas due to low ridership.

Long-term (6-10 years):

- This phase of the plan includes many transit service enhancement alternatives. These alternatives were developed from public input, stakeholders, and feedback from RRTA local project staff. The alternatives presented in this long-term phase will require additional funding sources to implement.

The Short-term Phase makes the best use of the existing system resources (service hours, peak fleet, and operating funding) to generate increased ridership through enhanced service levels on key corridors. The core recommendations, shown in **Table 3**, are based on providing the most efficient and productive service with available resources and include:

- **Increase Base Revenue Hours by Five Percent:** In Year 1, RRTA will have a five percent increase in revenue hours, which equates to approximately 5,000 annual revenue hours.
- **Eliminate Route 4 – Elm Avenue/Parkside:** By discontinuing Route 4, RRTA will have approximately 2,230 annual revenue hours available for allocation to existing high priority service corridors.
- **Eliminate Downtown Trolley:** The Downtown Trolley has had declining ridership over the past several years. The Trolley is proposed for elimination because it is not meeting the goals of providing a productive and efficient service.

Table 3: Short-term Service Alternatives

	Service Options	Hours/ Day	Days Week	Headway	Trip Time - 1-way	Vehicles	Ridership	Annual Hrs	Annual Cost	Notes
1	Add 5% revenue hours over base years	vary	vary	n/a	n/a	vary	no change	5,000	\$432,800	Service will be added to existing routes, as needed to meet existing time schedules and improve ontime performance.
2	Eliminate Route 4 Elm Avenue/Parkside Route	n/a	n/a	n/a	n/a	n/a	(21,350)	-2,230	-\$179,980	
3	Eliminate Downtown Trolley	n/a	n/a	n/a	n/a	n/a	(21,200)	-2,565	-\$186,000	
4	Modify Route 15 Willow Street	n/a	n/a	45 min	n/a	n/a	Loss of approx. 5K annually from route change; however, estimated increase to approx. 13 pass/hr, which is 4K increase annually.	no change	no change	Ridership estimates based on 2013 surveys & historic ridership trends. Assumes aggressive marketing plan for new service.
5	Implement Elizabethtown Express Route	16	5	30 min	n/a	3 vehicles	range of 41,600 - 124,800	3,120	\$270,067	Peak service only - 3 am and pm trips; ridership based upon range of minimum 10 pass/hr to 30 pass/hr. after full implementation.
6	Implement Gap Express Route	16	5	30 min	n/a	3 vehicles	range of 41,600 - 124,800	3,120	\$270,067	Peak service only - 3 am and pm trips; ridership based upon range of minimum 10 pass/hr to 30 pass/hr. after full implementation.
7	Add bus to Rt. 14 Rockvale all day.	12	5	25-35 min	n/a	1	slight increase	3,120	\$270,067	Ridership may have a slight increase of 1%; however the additional bus is primarily for schedule adherence.
8	Add bus to Rt. 17 Columbia all day.	12	5	25-35 min	n/a	1	slight increase	3,120	\$270,067	Ridership may have a slight increase of 1%; however the additional bus is primarily for schedule adherence.

Note: Red print indicates revenues available for other service improvements.

- **Modify Route 15 – Willow Street:** Route 15 – Willow Street productivity is also scoring below RRTA systemwide averages; a route modification which focuses on high activity commercial areas and employment opportunities along Route 15 is proposed.
- **Implement Elizabethtown Express Route:** RRTA proposes an Elizabethtown Express Route that would serve the anticipated employment center west of Elizabethtown.
- **Implement Gap Express Route:** RRTA proposes an express route to the Gap to serve the new employment centers located east on Route 30, past Kinzers.
- **Add Bus to Route 14 Rockvale Square/Paradise:** With the elimination of non-productive services, RRTA proposes operating an additional bus on Route 14. In addition, RRTA will review schedule adjustments in the afternoon/evening to ensure additional coverage to/from Wal-Mart and Rockvale stops between 4:30pm and 6:45pm.
- **Add Bus to Route 17 Columbia:** With the elimination of non-productive services, RRTA proposes adding a bus to Route 17 Columbia all day. An additional bus will assist schedule adherence and also potentially decrease headways.

The Long-term Phase assumes new opportunities for investment in transit, shown in **Table 4**, should new funding sources become available. Additional funding is critically needed to allow for the most optimal service levels on key corridors and other supporting transit services in the county and urban areas. Funding availability will make it possible for the implementation of more frequent service.

- **Increased Frequency of Service:** Some RRTA routes operate approximately 30-45 minute service during peak hours, while other routes are 60 minutes or more. The increased frequency will decrease the times between trips.
- **North Lancaster Regional Route:** The North Lancaster Regional Route proposes service connecting the northern communities in the County without traveling into the City of Lancaster.
- **Downtown Shuttle Service:** The downtown shuttle or trolley service will be re-introduced to the heart of the City with funding partnerships between downtown businesses and RRTA.
- **Begin Rapid Transit Planning Implementation:** Begin service and capital planning for Rapid Transit Routes targeting the Route 17 Columbia and Route 14 Rockvale.
- **Implement Regional Harrisburg/Lancaster Service:** This option adds a regional route from Lancaster to/from Harrisburg. The route would serve the downtown in both cities.
- **Implement Columbia Local Service:** This service alternative provides Call-A-Ride demand response curb to curb service within Columbia and the immediate surrounding area.

Table 4: Long-term Alternatives

	Service Options	Hours/ Day	Days/ Week	Headway	Trip Time - 1-way	Vehicles	Ridership	Project Farebox Revenue	Annual Hrs	Annual Cost	Notes
1	Rt 1 PCA - PM 30 Min Peak Hour Service	2	5	30 min	n/a	1 additional for peak hr	9,483	\$11,664	520	\$45,011	pm - need to adjust peak hour times to 30 minutes; add vehicle 430-630p
2	Rt2 PCB - change to 30 min service.	13	5	30 min	n/a	1 additional 6a-7p	52,002	\$63,963	3,380	\$292,573	add 1 veh to 6a-7p
3	Rt 3 PCC - 30 min service all day	13	5	30 min	n/a	1 additional 6a-7p	63,044	\$77,544	3,380	\$292,573	add 1 veh to 6a-7p
4	Rt 5/Grandview - 30 min service peak hours	6	5	30 min peak	n/a	1 additional for peak hr	24,712	\$30,395	1,560	\$135,034	add 1 veh peak hrs; 6a-9a, 3-6p
5	Rt 10/Littiz - 30 min peak hr service; 60 min midday	13.5	5	30 min peak/60 min nonpeak	n/a	1 additional all day for 60 min non-peak/30 min peak	46,493	\$57,186	3,510	\$303,826	add 1 veh for all day to make 30 min/60 min service; 530a-7p
6	Rt 11/Ephrata - 30 min peak hr service; 60 min midday	13.5	5	30 min peak/60 min nonpeak	n/a	1 additional all day for 60 min non-peak/30 min peak	48,294	\$59,402	3,510	\$303,826	add 1 veh for all day to make 30 min/60 min service; 530a-7p
7	Rt 12/New Holland - 30 min peak hr service; 60 min midday	12	5	30 min peak/60 min nonpeak	n/a	1 additional all day for 60 min non-peak/30 min peak	42,723	\$52,549	3,120	\$270,067	add 1 veh for all day to make 30 min/60 min service; 6a-6p
8	Rt 13/White Horse - 60 min service	13	5	60 min	n/a	1 additional 6a-7p	40,137	\$49,368	3,380	\$292,573	add 1 veh to 6a-7p
9	Rt 14/Rockvale - 15 min daytime	13	5	15 min peak	n/a	1 additional 6a-7p	79,806	\$98,161	3,380	\$292,573	add 1 veh to 6a-7p
10	Rt 16/Millersville - 15 min peak/30 min offpeak	13	5	15 min peak/30 min offpeak	n/a	1 additional 6a-7p	70,828	\$87,118	3,380	\$292,573	add 1 veh to 6a-7p
11	Rt 17/Columbia - 15 min daytime	13	5	15 min peak	n/a	1 additional 6a-7p	70,590	\$86,826	3,380	\$292,573	add 1 veh to 6a-7p
12	Rt 18/Elizabethtown - 60 min service	13	5	60 min	n/a	1 additional 6a-7p	38,774	\$47,692	3,380	\$292,573	add 1 veh to 6a-7p
13	Rt 19/Mannheim - 30 min service	13	5	30 min	n/a	1 additional 6a-7p	52,943	\$65,120	3,380	\$292,573	add 1 veh to 6a-7p
14	Rt 20/Greenfield - 30 min service	13	5	30 min	n/a	1 additional 6a-7p	85,283	\$104,898	3,380	\$141,960	add 1 veh to 6a-7p
15	N Lancaster Regional Route	27	6	60 min	75	3 peak/1 midday	56,160	\$69,077	8,424	\$729,181	4 am trips, 2 midday trips, 5 pm trips; Ridership based upon 8 pass/hr
16	Downtown Shuttle Service	30	5	15 minute	n/a	2 vehicles	93,600	\$115,128	7,800	\$675,168	15 min headways/2 vehicles; Ridership based upon 12 pass/hr.
17	Rapid Transit Feasibility Study for Columbia and Rockvale routes.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$200,000	Total study \$600K. \$200K would be local share.
18	Lancaster/Harrisburg Regional Service	12	5	60 min	60 min	2 peak	37,440	\$46,051	3,120	\$270,067	2 am trips/2 pm trips; Ridership based upon 12 pass/hr.
19	Columbia Local Service	12	5	Call-A-Ride	n/a	1	15,600	\$19,188	3,120	\$270,067	Monday - Friday; Ridership based upon 5 passengers per hour.
20	Increase Saturday Service	168	1	various	n/a	14 existing weekday vehicles; no additional vehicles needed	104,832	\$128,943	8,736	\$756,188	Ridership assumption of 12 passengers per hour.
21	Lancaster/Denver Borough Regional Service	12	5	60 min	60 min	2 peak	37,440	\$46,051	3,120	\$270,067	2 am trips/2 pm trips; Ridership based upon 12 pass/hr.
<b>Long-term Summary</b>		<b>425</b>				<b>24 additional vehicles</b>		<b>\$1,316,326</b>	<b>76,960</b>	<b>\$6,711,045</b>	

Note: Existing RRTA routes have ridership estimates based upon FY2013-14 average passenger per hour by route.

Note: Farebox Revenue based upon FY2012 average fare per passenger.

- **Increase Saturday Service:** Recommendations presented in the Short-term Phase focus on RRTA weekday service. This alternative includes an overall increase in revenue service hours for Saturdays.
- **Implement Regional Service to Denver Borough:** This option adds a regional route from Lancaster to/from the Denver area, which will also provide connections to BARTA services.

## Financial Review

RRTA's operating costs increased an average of 4.7 percent per year from FY 2008 to FY 2013 (\$8.6M). Key indicators of the operating cost increases included rising costs of labor benefits and the price of fuel. The RRTA operating cost forecasts from FY 2014 to FY 2023 assume there are no service changes from the levels budgeted in 2013. Operating cost estimates for FY 2023 range from \$21.3M to \$25M.

RRTA's capital spending is highly dependent on capital grants awarded each year and the availability of required local matching funds. It also reflects varying annual needs such as fleet replacement, technology, and facility upgrades. RRTA's capital costs from FY 2008 to FY 2009 were approximately half as much as capital costs from FY 2010 to FY 2012, \$6.1M and \$12.6M, respectively.

RRTA's total revenues increased an average of 4.6 percent per year from FY 2008 to FY 2013, closely matching the operating cost increases. Most of the revenue sources increased over the time period; however, some sources fluctuated, as a result of changing economic conditions.

RRTA cannot maintain current service levels without a sustained balanced budget. Unless both operating costs and revenues increase by 3 percent per year, operating costs will increase faster than revenues. In order to maintain a balanced budget, RRTA will have to identify new revenue sources or decrease current service levels.

## Coordination

RRTA plays an essential role in providing mobility in Lancaster County. Its services help sustain and expand the economy in its service areas, allowing for continued economic growth in a way that is consistent with reduced energy use, environmental protection, and sustainable land use. In order to achieve this, RRTA continues to build relationships with local municipalities, the County, and also works with the non-profit and private sectors to determine transit needs and leverage potential funding. The following steps promote increased coordination with the Lancaster area.

- 1) Initiate and establish, with the County and the local municipalities, a more formalized working relationship and on-going approach to coordinating with RRTA on planning and implementation processes in order to most effectively and efficiently implement transit planning in the county.
- 2) Conduct a Park and Ride Study to begin the process for future express routes, keeping in mind the goal of coordinating transit stops/hubs/park & rides with local municipalities.

- 3) Coordinate with the Chamber, Convention & Visitors Bureau, and Economic Development staff to develop a tourism-based pamphlet, in addition to developing on-line materials that focusing on visitor destinations.
- 4) RRTA completes an annual marketing plan. One alternative to include in future plans is to increase coordination with RRTA passengers and include a 'Rider Spotlight' in the RRTA Express newsletter, website, Board updates, etc.
- 5) Consider adding a Mobility Specialist to RRTA staff, with a primary responsibility of assisting RRTA in building local and regional partnerships, continuing educational efforts to all county stakeholders, to residents, and to assist in the marketing of RRTA.

## Fare Structure Analysis

The existing base cash fare is \$1.70 for adult full fare passengers. Half fares are also available for residents meeting pre-established criteria with Medicaid and for passengers with disabilities. Children five or under ride free with a paying adult. There are additional zone charges for travel outside the City of Lancaster. Discount multi-ride and monthly tickets offer regular, adult riders discounts of approximately 20 percent on RRTA fixed route services. Seniors, riders with a disability, and youth qualify for the reduced fare rate with proper identification. Transfers are paper slips costing \$0.05 and are available to customers upon request when boarding the bus and are only valid for one-way trips in same direction of travel made within two hours.



The recommended fare structure was developed to simplify RRTA's fare structure, maintain similar levels of farebox revenue, and account for increases in future operating costs. The following changes are recommended:

- The current zone system will be eliminated and two base fares will be available for riders: city and county
- Transfers will be free, while still requiring a transfer ticket that is valid for two hours;
- Discounted passes will remain available for purchase
- Within the City of Lancaster and for the RRTA City Routes, the base fare per one-way trip is \$1.70 for years 1-3, \$1.75 in years 4-10
- For all County routes and outside the City limits of Lancaster, one base fare will be used - \$2.50 per one-way trip in years 1-3, \$2.75 in years 4-10
- Discounted All Day – All Routes, and 31-Day passes will be available for purchase

## Cost and Implementation Plan

Operating costs for the short-term and long-term service recommendations were based on the number of revenue hours that the route would operate on an annual basis. The cost per hour, \$86.56, was based on the January 2014 RRTA Operating Statement. A conservative approach has been followed throughout the short-range planning analysis. The RRTA projections are consistent with the financial guidance provided for the development of the Transportation Improvement Program in 2014.

The estimated annual operating cost for the short-term service plan for fixed route service is \$9.8M; this includes the short-term service alternatives listed on Table 3. The projected operating budgets for FY 2015-2019 were calculated using a FY 2014 constant dollar.

No additional new vehicles are needed to operate the recommended short-term plan. The long-term alternatives increase service hours by approximately 77,000 annual revenue hours. The estimated annual operating cost for the long-term service plan for fixed route service ranges from \$12.2M in 2020 to \$16.3M in 2024. In order to implement the long-term plan, additional local revenues must be secured and 24 additional new vehicles are needed. In addition to vehicle procurement for expanded services, RRTA will also need to expand bus storage and maintenance facilities at a cost of approximately \$10M-\$15M, depending upon the size and location of the building.

The short-range financial plan represents RRTA's projections with revenues and expenses remaining stable. For the long-range recommendations to become reality, RRTA must not be restricted by the lack of local funding. RRTA documented within this plan the ongoing efficiencies occurring at the agency. However, to meet the needs identified by the citizens of the County and to boost RRTA to become a viable transportation mode for all residents in Lancaster County, the agency must have additional funding. Responsibility of securing local funds is a partnership ranging from local residents to elected officials.



High quality public transit can provide many benefits to the community. RRTA is a perfect example of an efficient service in the County providing approximately 2M trips each year. For RRTA to move to a higher level of transit efficiency and to implement the transit needs expressed by the citizens in the region, more local funding must become available. Communities with high quality transit tend to have citizens who own fewer vehicles, drive less, and spend less on transportation than they would in more automobile-oriented locations.





**CDM  
Smith**  
cdmsmith.com