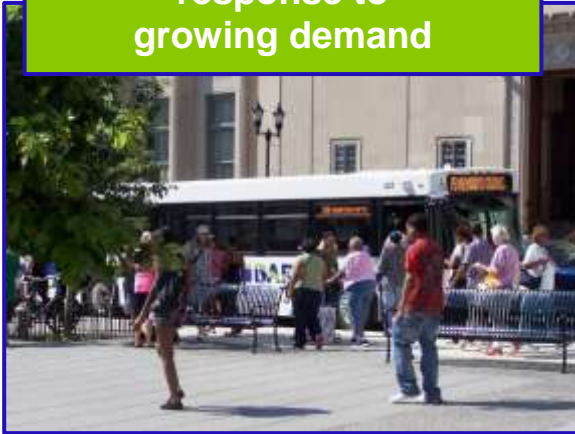


# Delaware Transit Corporation Transit Redesign Implementation Plan January 2015

Last Revised – June 4, 2015

DTC is working with our riders, advocates, agencies, and legislators to develop and implement a statewide, multi-modal transit system that:

can be expanded in response to growing demand



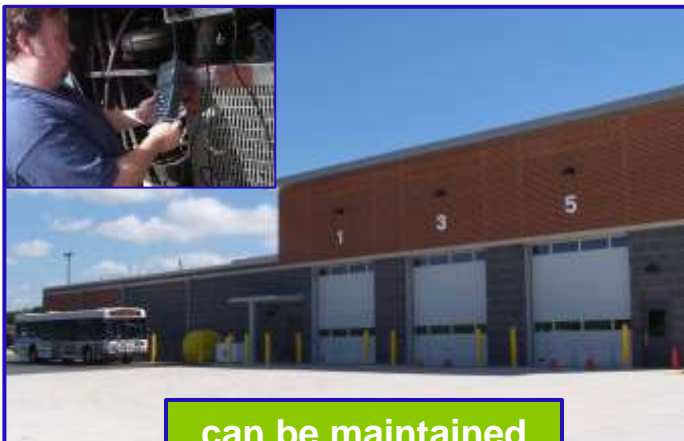
operates within a realistic framework



meets the needs of its customers



can be maintained over the long haul



**DART**  
Moving Forward

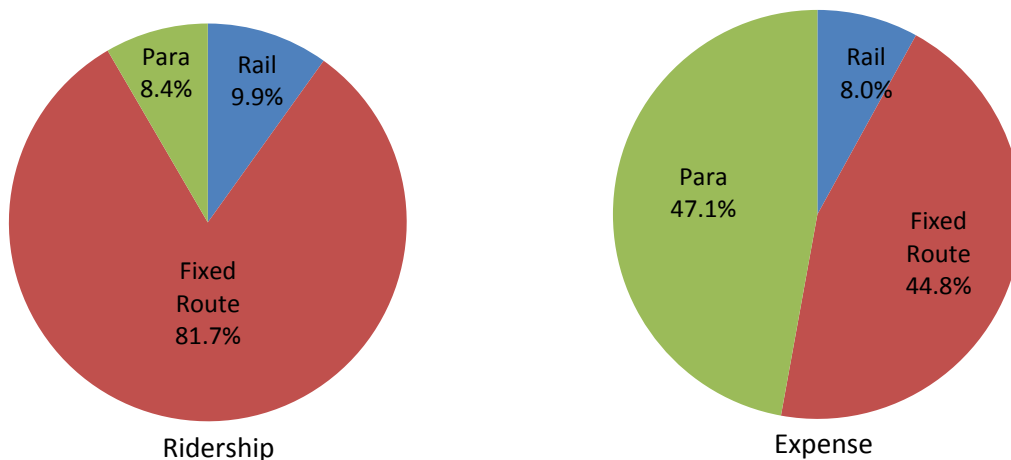
## TRANSIT REDESIGN IMPLEMENTATION PLAN

Today the Delaware Transit Corporation (DTC) provides transportation services statewide with over 500 buses and 70 bus routes plus its Resort Transit seasonal service, and paratransit service. DTC also provides New Castle County with regional rail service to and from Philadelphia. DTC administers a statewide Ride Share program, and manages two freight lines in Sussex County. The corporation's three major services are fixed route, paratransit/demand response and commuter rail. There are approximately 9.9 million fixed route trips, just over 1 million paratransit trips, and 1.2 million rail trips annually. Continued increases in demand, and insufficient resources, constrain the fixed route bus system. DTC's fixed route bus fleet is 100% accessible. However, funding is not readily available for new or expanded fixed route services that would provide people with disabilities greater independence rather than relying on paratransit to meet all of their transportation needs.

A key challenge for DTC is the cost of its statewide paratransit service. The current model of serving customers regardless of location is not sustainable. The service is not meeting the needs of the customers and the current model is jeopardizing DTC's ability to meet mandated legal requirements for ADA paratransit and could potentially impact future federal funding.

DTC currently spends almost fifty percent of its operating budget to provide statewide paratransit. In FY 2014, paratransit ridership accounted for 8.4% of total ridership, but consumed 47.1% of DTC's budget.

### DTC Ridership vs Expense FY 2014



In order to provide new or expanded bus services, DTC expenses need to better align with our ridership.

There are cost pressures for all transit modes, not just paratransit. Pressures on paratransit may be more severe given the substantially higher per-passenger trip costs for paratransit. Increasing numbers of passengers on fixed route service can fit onto a bus until there is no more room for standees, with a very low marginal cost for each additional passenger trip. But a paratransit service may need to add new resources to serve additional trips. Each new paratransit trip responds to a rider's individualized request for service, with a new origin and new destination. The marginal cost of an additional passenger on paratransit may be as high as the full cost for a trip.

The unrestricted use of specialized, door-to-door transportation under the current model will continue to shrink resources for fixed route and prevent the implementation of reliable and flexible transportation options required for Delaware communities.

This plan identifies changes that are essential for the short and long-term success of transit in Delaware. DTC proposes a transit redesign package that includes utilizing data driven information:

- to reallocate and increase fixed route bus service prioritized to support paratransit riders and improve connectivity, frequency and reliability for fixed route riders
- to restructure paratransit service to ensure reliability and sustainability
- to create alternative transportation options that provides people with disabilities affordable choices

As of the time this Plan was developed, DTC had not had a base fare increase in New Castle County since 1989. Implementing fare increases as part of the current plan was necessary. The first of three approved fare increases was effective February 9, 2014 for fixed route and July 1, 2014 for paratransit services. The second fixed route fare increase was effective January 18, 2015, and the Non-ADA fare increase delayed one year from July 2014, is effective July 1, 2015.

While increases are necessary, DTC is committed to looking at existing fare media:

- Moving from stored value cards to weekly/monthly passes
- Mobile Apps for payments
- Increasing ADA Paratransit and Demand Response electronic and pre-pay options
- Developing fare policies to allow cross honoring of fixed route and ADA Paratransit/Demand Response fares

DTC also receives revenues from parking and advertising. DTC manages five DelDOT-owned pay to park properties in the Wilmington Riverfront and Biden Train Station area. In FY 14, over \$2 million was collected by DTC from parking fees. The revenues from the fees cover all costs associated with operating the properties, with net proceeds supporting DART transit services and contributions to the State of Delaware Transportation Trust Fund. DTC's bus advertising contract with Gateway Outdoor Advertising includes exterior ads on both fixed route and paratransit buses; full wraps, headliners, and interior ads on fixed route buses; and shelter ads. In FY 14, the budgeted revenue from this contract was increased from \$450K to \$500K. Total actual revenue for FY 14 was just over \$592K.

DTC is always looking for creative ways to bring in revenue. Possible opportunities include:

- Facility Naming Rights
- Exterior Building Wraps (Wilmington City Ordinance currently prohibits)
- Ads inside parking garages
- Full wrap or backs of shelters
- Banners on light poles at Park & Rides
- Billboards on DTC property

While revenues are important, it is critical that DTC designs a system that is sustainable into the future, meets the needs of riders, and meets ADA requirements.

The following pages contain the “Transit Redesign Implementation Plan Matrix”. There are items that require policies to be developed. As noted, DTC wants to reach out to our stakeholders and EDTAC to help finalize those policies.

The Transit Redesign Implementation Plan contains items that are short-term and some that are longer term moving into FY 2017 and beyond. This Plan will become a ‘living’ document and will be updated on a regular basis. Moving forward, the Transit Redesign Plan will be coordinated with the Five Year Business Plan to ensure all elements are included.

DTC will continue to reach out to stakeholders throughout the state through Information Sessions, Mobile Town Halls on buses to meet the riders, and our website. We are open to suggestions for more effective communication methods.

This Plan is included on the website under Transit Redesign so that you can follow the progress of the various elements.

<http://www.dartfirststate.com/rightfit/index.shtml>

## TRANSIT REDESIGN IMPLEMENTATION PLAN MATRIX

	Implementation Date	Program
<p style="text-align: center;"><b>ADA BUS STOP IMPROVEMENTS</b></p> <p style="text-align: center;"><b>PEDESTRIAN ACCESS</b></p>	Ongoing	<ul style="list-style-type: none"> <li>• State of Good Repair Grant Program for Bus Stop ADA Accessibility involves the review, scoring and improvement of bus stops. Current program calls for 100 stops to be improved. Initial project will be completed in CY 2015 and DTC will continue these efforts through our capital budget for Bus Stop Improvements.</li> <li>• Annual Program for Bus Stop Improvements includes funding from Transit Enhancements and Bus Stop Improvement Programs. Transit Enhancement projects are limited to certain areas of the state. DTC has requested funding to continue making improvements into FY 2016 and beyond.</li> <li>• Continued coordination through DelDOT with roadway and sidewalk projects to make ADA bus stop improvements</li> </ul>
<p style="text-align: center;"><b>SERVICE QUALITY</b></p>	Ongoing	<p><b>ADA Paratransit / Demand Response Reservations</b></p> <ul style="list-style-type: none"> <li>• Abandoned Call Rate – 5% or less</li> <li>• Have maintained an abandoned call rate below 5% since November 2014</li> <li>• Average Speed to Answer – 2 minutes or less</li> </ul>
<p style="text-align: center;"><b>SERVICE QUALITY</b></p>	Ongoing	<p><b>Restructure Reservations</b> Tasks to Gain Efficiencies, Reduce Overtime, provide better service to callers</p> <ul style="list-style-type: none"> <li>• Dedicated line for ETA’s [Separating “<i>where’s my bus</i>” calls from “<i>trip booking</i>” calls] – allows for improved customer access</li> <li>• Streamline paperwork and establish standardized guidelines for paperwork from agencies and Logisticare</li> <li>• Promote usage of On-Line Reservations</li> <li>• Enhance features and promote usage of IVR [automated phone system]</li> </ul>
<p style="text-align: center;"><b>SERVICE QUALITY</b></p>	Ongoing	<p><b>On Time Performance</b></p> <ul style="list-style-type: none"> <li>• Transitioning to Transit Master to track on-time performance for Fixed Route, ADA Paratransit and Demand Response</li> <li>• Maximize Transit Master’s monitoring ability as it comes on board</li> <li>• Implementation of NEW Desktop Dashboard used to monitor on time performance in real time</li> <li>• Paratransit OTP has increased to 88% in April 2015</li> </ul>
<p style="text-align: center;"><b>SERVICE QUALITY</b></p>	Ongoing	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Increase operator improvement and safety training</li> <li>• Continuing education for all employees</li> <li>• Commitment to workforce development</li> <li>• Ongoing Wheelchair refresher training</li> <li>• Ongoing ADA Refresher training [general knowledge &amp; specific to job function] <ul style="list-style-type: none"> <li>✓ April 2014–Nov 2014: 170 Fixed Route Operators, 48 Administrative Staff, 17 Reservationists, 5 Eligibility Staff, Paratransit Operators during four Safety Meetings in June 2014, 11 Contract Service Providers staff (MV)</li> </ul> </li> <li>• Autism Awareness provided by Autism Delaware to Eligibility Staff May 2015</li> </ul>

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	Implementation Date	Program
<b>FARE INCREASES</b>	Ongoing	<p><b><u>Fixed Route Fares Increase</u></b></p> <ul style="list-style-type: none"> <li>• \$1.50 – February 2014 (Completed)</li> <li>• \$1.75 – January 2015 (Completed)</li> <li>• \$2.00 – January 2016</li> </ul> <p><b><u>ADA Paratransit Fares Increase</u></b></p> <ul style="list-style-type: none"> <li>• \$3.00 – July 2014 (Completed)</li> <li>• \$3.00 – July 2015</li> <li>• \$4.00 – July 2016</li> </ul> <p><b><u>Demand Response Fares Increase</u></b></p> <ul style="list-style-type: none"> <li>• \$4.00 – July 2014 (reduced to \$3.00) (Completed)</li> <li>• \$5.00 – July 2015 (reduced to \$4.00)</li> <li>• \$6.00 – July 2016 (reduced to \$5.00)</li> <li>• \$6.00 – July 2017</li> </ul>
<b>FARE MEDIA</b>	TBD	<ul style="list-style-type: none"> <li>• Change from store valued cards to weekly/monthly passes</li> <li>• Increase ADA Paratransit and Demand Response electronic and prepayment options</li> <li>• Develop fare policies to allow cross honoring of Fixed Route and ADA Paratransit/Demand Response fares</li> </ul>
<b>COORDINATED TRANSPORTATION</b>	August 2014 - Completed	<p>Easter Seals Pilot Program</p> <ul style="list-style-type: none"> <li>• Coordination of ES transporting 30 of their own clients in New Castle – equates to 60 trips per day during peak travel times in AM and PM</li> <li>• Looking to expand program</li> </ul>
<b>COORDINATED TRANSPORTATION</b>	TBD	<p>Cheer – Coordinate trips for enhanced/alternative services in Sussex</p> <ul style="list-style-type: none"> <li>• Initial discussions took place in August to have Cheer transport maximum of 20 clients/40 trips a day (finalizing agreement)</li> </ul>
<b>FLEX</b>	Successful Launch November 10, 2014	<p>Pilot Flex Program in Sussex (Point Deviation/'Off-Route') – Information Sessions were held in June 2014, followed by Public Hearings in August 2014. Ridership continues to improve. For Flex Service, click here  <a href="http://www.dartfirststate.com/information/routes/flexRoutes/index.shtml">http://www.dartfirststate.com/information/routes/flexRoutes/index.shtml</a></p>
<b>FLEX</b>	TBD	<p>Evaluate other potential areas to implement FLEX services</p> <ul style="list-style-type: none"> <li>• Origin/Destination Study scheduled for late summer in Kent and Sussex Counties will help identify next locations for Flex Services</li> </ul>
<b>PARATRANSIT</b>	July 2014 - Completed	<p>Trips identified as ADA or Demand Response in Trapeze</p> <ul style="list-style-type: none"> <li>✓ Defined ¾ mile radius of fixed route services statewide</li> </ul> <p>For ADA Service Area Maps, click here  <a href="http://www.dartfirststate.com/services/para_services.shtml">http://www.dartfirststate.com/services/para_services.shtml</a></p>

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<b>PARATRANSIT</b>	May 2015	<p>Recertification of all Existing Customers Using Consistent Criteria</p> <ul style="list-style-type: none"> <li>• Define criteria taking into account customers with situations that will not change – Simplified Recertification</li> <li>• Procedure finalized May 1, 2015</li> <li>• Reduce costs of in-person assessments by working with agencies for on-site assessments at agency facilities rather than bringing individuals to DTC facilities via paratransit [have worked with Governor Bacon Health Center, Salvation Army]</li> </ul>
<b>PARATRANSIT</b>	January 2016	<p>Dialysis Recertification – Only provide paratransit/dialysis services for individuals without a qualifying disability when capacity permits (Kent and Sussex Counties).</p> <ul style="list-style-type: none"> <li>• Revised procedure in Draft format</li> <li>• Begin courtesy calls for all Dialysis Only customers with current medical information in order to try and complete assessment before medical information expires</li> <li>• Once date is determined for implementation allow 3-months for certification</li> </ul>
<b>PARATRANSIT</b>	January 2016	<p>Elderly Recertification – Cease providing paratransit for individuals 65 and over without a qualifying disability.</p> <ul style="list-style-type: none"> <li>• Revised procedure in Draft format</li> <li>• Once date is determined for implementation allow 3-months for certification</li> </ul>
<b>PARATRANSIT</b>	August 2015	<p>No Show Passenger Procedure Revision / Monitoring Reports</p> <ul style="list-style-type: none"> <li>• Procedure ready for approval</li> <li>• Finalizing standard operating procedures for staff</li> <li>• No Shows in FY 2014 cost DTC approx. \$1.5M</li> </ul>
<b>PARATRANSIT</b>	On Hold	<p>Trip Negotiation</p> <ul style="list-style-type: none"> <li>• Develop policies and procedures for trip negotiation</li> <li>• Work with stakeholders and EDTAC to finalize</li> </ul>
<b>PARATRANSIT</b>	Implementation January 2016	<p>DELARIDE</p> <ul style="list-style-type: none"> <li>• RFP – May 2015</li> <li>• Pre-Proposal Meeting held May 27, 2015</li> <li>• Accessible Vehicles <ul style="list-style-type: none"> <li>✓ Demo of MV-1 (completed)</li> <li>✓ Funding (looking at grant opportunities)</li> </ul> </li> </ul> <p>Pilot Program Summary</p> <ul style="list-style-type: none"> <li>• Implement pilot program in Kent &amp; Sussex Counties to utilize private taxi and limo companies to provide trips for ADA eligible passengers</li> <li>• DTC will subsidize the trip and the customer will pay comparable paratransit fare</li> <li>• Service Parameters <ul style="list-style-type: none"> <li>✓ Limited Trip Distance – 10 miles each way – limited to 2 trips per day (1 round trip)</li> <li>✓ Will not travel outside of Delaware and will not cross into New Castle County</li> <li>✓ Same day reservations – Service Days/Hours comparable to paratransit</li> <li>✓ Customer may travel further than 10 miles but at their own expense. Fares for trips longer than 10 miles will be posted</li> </ul> </li> </ul>

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	Implementation Date	Program
<b>PARATRANSIT</b>	TBD	Implement different service parameters for Demand Response Trips <ul style="list-style-type: none"> <li>• Limiting subscription trips to work and dialysis</li> <li>• Decrease the window to book trips (currently 14 days)</li> <li>• Limiting distance of demand response trips               <ul style="list-style-type: none"> <li>○ Will require additional fixed routes and flex services to be in place</li> <li>○ Fare policy will need to be revised to address cross honoring between fixed route and paratransit/demand response services</li> </ul> </li> </ul>
<b>FIXED ROUTE</b>	On-Going	New Castle County Fixed Route – Proposed Realignments/Enhancements/Expansions to improve efficiencies and frequencies – Linked to Wilmington Transit Moving Forward <a href="http://www.wilmapco.org/wilmtransitmoveforward/">http://www.wilmapco.org/wilmtransitmoveforward/</a>
<b>FIXED ROUTE</b>	FY16-17	Kent County <ul style="list-style-type: none"> <li>• Complete Origin/Destination Study (FY16)</li> <li>• Revamp services based on findings</li> </ul>
<b>FIXED ROUTE</b>	FY 2016+	New Castle County Routes: <ul style="list-style-type: none"> <li>• Conversion of existing Route 64 US 40 Community Shuttle Feeder Bus to a flex route</li> <li>• Reallocation of Route 62 to flex or new fixed route Pike Creek to Churchmans</li> <li>• Looking at other service markets and patterns of existing route to improve efficiencies and frequencies</li> <li>• Regional service connection from Philadelphia Pike area to US 13 corridor in New Castle Airport area</li> </ul>
<b>FIXED ROUTE</b>	FY17+	Intercounty Expansions <ul style="list-style-type: none"> <li>• Lewes to Dover</li> <li>• Seaford to Dover</li> <li>• Dover to Newark</li> </ul>
<b>RAIL</b>	Dec 2014	<ul style="list-style-type: none"> <li>• Via SEPTA, expand weekday night schedule to Wilmington</li> <li>• Add frequencies to DART Route 59 which provides direct connections between Wilmington Train Station and Fairplay and Newark Stations</li> </ul>



## TRANSIT REDESIGN IMPLEMENTATION PLAN MATRIX

	Implementation Date	Program
<b>INFRASTRUCTURE</b>	Varying	<p>Needed transit infrastructure/supported elements to help connect the network making it easier for riders to move throughout the state</p> <ul style="list-style-type: none"> <li>• Bus Stop Accessibility</li> <li>• Lewes Transit Center</li> <li>• Christiana Mall</li> <li>• Wilmington</li> <li>• Newark Regional Transportation Center</li> <li>• Near Intersection of US 202 and SR 141</li> <li>• Millsboro</li> <li>• Improvement of existing Georgetown Hub</li> <li>• Seaford</li> <li>• North Dover/Cheswold Area</li> <li>• Expansion of Boyds Corner Park and Ride</li> <li>• Western Middletown</li> <li>• Delaware Third Track Project (in progress)</li> <li>• Claymont Train Station Relocation and Improvements</li> <li>• Dedicated Bus Lanes</li> <li>• Bicycle Lanes</li> </ul>