



## **Section 6 – Implementation and Financial Plan**

If the City of Easley should decide to put the proposed transit service in operation, the following implementation plan serves as a guide to the City officials. In addition to the specific steps that should be followed, timing and persons responsible have been identified in the proposed implementation plan.

### **Advisory Task Force**

- An Advisory Task Force should be established to implement the recommendations of this plan. This task force should include several of the members of the Transportation Committee that was used to oversee the feasibility study. However, additional membership on this task force should include special interest advocates for seniors, disabled and other citizens groups that would benefit from the transit service.
- Timing – The task force should be formed immediately after the City Council approves the implementation of this plan.
- Responsibility – Once the plan is approved for implementation, the City Council should identify the department head/administrator responsible for the transit service. This department head/administrator should take the lead in forming the task force and recruiting members. Once the task force is assembled, the chairman of the committee should work with the City to set meetings and agendas.

### **Contract with an Implementation Manager**

- Assuming that an existing department head or administrator will be responsible for the day-to-day operations of the transit service, the City of Easley should contract an implementation manager to handle the details of implementing this plan. This person/firm will be responsible for making sure the State and Federal requirements are adhered to in order to initiate the proposed transit service. This manager would set meetings with local, State and Federal offices as necessary to implement the plan.
- Timing – This manager should be hired immediately to begin working with the task force and other local, State and Federal agencies.
- Responsibility – The department head/administrator identified by the City to oversee the transit function will be responsible for working with the implementation manager.

### **Obtain Funding**

- This is the primary task of the implementation plan. Without the necessary funding, any transit system struggles to stay in existence. First, the City Council needs to commit to providing the local funding for the transit service, regardless



of other identified sources. Once the City Council has committed to funding the transit service, other local, State and Federal sources of funding can be sought.

- Timing – The task force should seek to get approval from the City Council for transit funding immediately. All other tasks in the implementation plan are delayed until the City Council commits to the funding.
- Responsibility – The task force should work directly with the implementation manager to seek funding for the transit service. The task force and implementation manager should provide any information needed by the City Council to make this decision. Following City Council approval, the implementation manager will work with local, State and Federal agencies to finalize available funding.

### **Finalize Service Plan**

- The operating plan for the service must be finalized prior to implementation. This will include service policies, identification of specific stops and any agreements for use of sites identified for stops. The service schedule will be finalized indicating the specific stops and scheduled time for the service. The URS team recommends the implementation of Routes 1 and 2 in the first year of transit service. The addition of Routes 3 and 4 to the operating plan should occur within 2 to 3 years following the initial phase of service. The financial plan at the end of this section illustrates the financial impacts of the additional service in year 3.
- Timing – The service plan should be finalized at least 3 months prior to the date established to begin service. This schedule provides time to market and advertise the new service.
- Responsibility – The implementation manager will be responsible for developing the final service plan and schedules with input from the task force.

### **Develop Marketing/Promotional Materials**

- Marketing and promotional materials will be needed to publicize the new transit service. A key step in the marketing program will be to name the new Easley transit service. One common approach to selecting a name is to have a contest where residents may submit ideas for a name. A selection committee, most likely the task force, then chooses the best name from among those submitted. The person submitting the winning name receives a prize and the transit system then develops a marketing theme around the new transit system name. The development of a logo may be required, which should be used on all marketing materials, brochures, web sites, vehicles and bus stop signs. Unless the City possesses these functions in-house, the hiring of a marketing specialist should be considered for this task.
- Timing – Brochures, signs, posters and web sites should be prepared for distribution at least 1 month prior to the date established to begin service. Prior to the implementation of service, task members should also be active in speaking engagements announcing the new service. Web site maintenance and advertising for the service should be on-going activities.



- Responsibility – The implementation manager will have primary responsibility for the preparation of the marketing materials, with assistance from the City and task force members. The implementation manager would be responsible for working with any marketing specialists hired by the City for this task. Task force members should be responsible for scheduling and attending speaking engagements throughout the community.

### **Acquire Vehicles**

- The initial phase of transit service (Routes 1 and 2) will require the purchase of 3 vehicles, including 1 spare vehicle. A spare vehicle will be needed when one of the primary vehicles is being maintained or in the event that one of the primary vehicles experiences any type of problem or accident. The vehicles should be equipped with wheelchair lifts, bicycle racks, radios and fare collection equipment. The vehicles should accommodate 12 to 15 passengers with space for 2 wheelchairs. Other recommendations for equipment to be included on each vehicle are passenger comment boxes, route and system information displays and advertising space. Advertising space, both interior and exterior, should be available to obtain some additional revenue.
- Timing – Discussions with the SCDOT Mass Transit office about purchasing vehicles should begin immediately after City Council's approval to implement this plan. Specifications will need to be developed for the purchase of the vehicles and funding requests must be submitted to obtain capital grants to purchase the vehicles.
- Responsibility – Development of vehicle specifications and submission of the grant applications will be the responsibility of the implementation manager, with oversight from the task force and City of Easley.

### **Bus Stops and Shelters**

- Benches and shelters should be provided at major bus stops and the proposed "transfer point" in downtown Easley. The shelters will provide an area for passengers to wait with some shade and shelter from the wind. An "Adopt-a-Shelter" program should be developed to aid in the cost of erecting shelters. Bus stop amenities are eligible for Federal capital funding at 80% reimbursement.
- Timing – Shelters should be in place at the "transfer point" prior to initiation of service. Additional shelters and benches may be added in the future based on need, identification of major bus stops and success of the "Adopt-a-Shelter" program.
- Responsibility – The implementation manager will be responsible for submitting the grant applications for this capital purchase. The City of Easley will be responsible for acquiring and installing the bus stop benches and shelters.

### **Hire and Train Drivers**

- Drivers must be hired and trained in advance of the service initiation. Training will include vehicle operations and passenger assistance. All training



requirements of SCDOT and FTA should be met. A schedule for drivers' hours will be prepared to determine the number of full-time and part-time drivers required to operate the service. The initial introduction of service, routes 1 and 2 only, should require 2 full-time drivers and 3 part-time drivers.

- Timing – Recruiting of drivers for the service should begin well in advance to allow time for hiring and training prior to starting the service. Training should begin a couple of weeks prior to the service start, so that the drivers are all fully trained.
- Responsibility – The City of Easley will be responsible for the hiring and training of the transit system drivers. The implementation manager will provide assistance in the identification of State and Federal training requirements and licensing requirements.

### **Monitor Service**

- Once the service is implemented, the City of Easley and the task force should monitor the performance of the system and the individual routes. These performance measures will track service quality and performance. A monitoring program is essential to determine the efficiency and effectiveness of the service being provided. Monthly reports should be provided to the task force and the City of Easley outlining the system statistics. In addition to the internal monitoring of the system and routes, annual statistics will be required for State and Federal grants.
- Timing – Performance monitoring should begin immediately after the service is initiated.
- Responsibility – The department head/administrator responsible for the transit service should be responsible for the collection of this transit data. The implementation manager can provide standard forms for the data collection process and standard analysis tools.

### **Provide Comment Cards and Boxes**

- The City of Easley should provide comment cards and comment boxes to all transit passengers. Each vehicle and the “transfer point” should be equipped with this to collect passenger input. Comments should be routinely reported to the task force.
- Timing – The comment cards should be prepared before service is initiated and each vehicle should have a comment card box installed prior to service start-up.
- Responsibility – The City of Easley will be responsible for preparing comment cards and installing comment boxes on each vehicle.



## Financial Plan

The financial plan developed for the Easley transit system is based on the following assumptions:

- Routes 1 and 2 would start at the beginning of the service (Year 1);
- Routes 3 and 4 would start at the beginning of Year 3 of service;
- Drivers salaries are based on \$10/hour, with benefits at 30% of salaries;
- 1 additional administration position, 1 additional maintenance position and 1 weekend operations supervisor are needed for the new service;
- Annual salary increase of 3% for all drivers and employees;
- Fuel prices are set at \$2.50/gallon of diesel fuel;
- Vehicle expected life is 7 years from date of purchase;
- State Mass Transit Funds (SMTF) will be provided by SCDOT;
- Section 5307 and 5309 funding will be available for capital purchases and preventive maintenance; and
- Fares would be charged for the service, based on the fare chart shown in **Table 6.1**.

**Table 6.1 Proposed Fare Structure**

Fare Category	Cost
Full Fare	\$1.00
Senior/Disabled Fare	\$0.50
Student Age 6 to 17	\$0.50
Transfers	\$0.25
Children Age 5 and Under, Accompanied by Adult	Free
Route Deviation for ADA Eligible Rider	\$2.00

The proposed financial plan for the Easley transit system is shown in **Tables 6.2 and 6.3**.



**Table 6.2 Projected Expenses**

Operating Expenses	Year of Service						
	1	2	3*	4	5	6	7
Vehicle Operations	\$178,697	\$181,598	\$338,484	\$346,219	\$354,196	\$362,174	\$370,634
Maintenance	\$77,500	\$78,475	\$79,479	\$80,514	\$81,579	\$82,676	\$83,807
Administration	\$57,500	\$58,475	\$59,479	\$60,514	\$61,579	\$62,676	\$63,807
<i>Operating Totals</i>	<i>\$313,697</i>	<i>\$318,548</i>	<i>\$477,442</i>	<i>\$487,247</i>	<i>\$497,354</i>	<i>\$507,526</i>	<i>\$518,248</i>
Capital Expenses	Year of Service						
	1	2	3*	4	5	6	7**
Vehicle Purchases	\$180,000	--	\$180,000	--	--	--	\$180,000
Maintenance Tools	\$30,000	--	--	--	--	--	--
Miscellaneous Capital***	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
<i>Capital Totals</i>	<i>\$220,000</i>	<i>\$10,000</i>	<i>\$190,000</i>	<i>\$10,000</i>	<i>\$10,000</i>	<i>\$10,000</i>	<i>\$190,000</i>
<b>EXPENSE TOTALS</b>	<b>\$533,697</b>	<b>\$328,548</b>	<b>\$667,442</b>	<b>\$497,247</b>	<b>\$507,354</b>	<b>\$517,526</b>	<b>\$708,248</b>

\*Routes 3 and 4 added in the beginning of Year 3

\*\*Purchase replacement vehicles for Routes 1 and 2 at the end of Year 7

\*\*\*Miscellaneous capital costs may include office furniture, computers, bus shelters or any other non-recurring capital cost

**Table 6.3 Projected Revenues**

Revenue Source	Year of Service						
	1	2	3	4	5	6	7
Federal*	\$246,625	\$79,551	\$224,505	\$81,488	\$82,500	\$83,542	\$228,617
State**	\$72,424	\$52,247	\$109,569	\$93,606	\$95,707	\$97,811	\$118,039
Transit Fares***	\$26,805	\$27,240	\$50,773	\$51,933	\$53,129	\$54,326	\$55,595
<b>REVENUE TOTALS</b>	<b>\$345,854</b>	<b>\$159,038</b>	<b>\$384,847</b>	<b>\$227,027</b>	<b>\$231,336</b>	<b>\$235,679</b>	<b>\$402,251</b>
<b>LOCAL FUNDING</b>	<b>\$187,843</b>	<b>\$169,510</b>	<b>\$282,595</b>	<b>\$270,220</b>	<b>\$276,018</b>	<b>\$281,847</b>	<b>\$305,997</b>

\*Federal funding based on 80% reimbursement on all capital and preventive maintenance costs and 15% reimbursement of administration overhead

\*\*State funding based on 25% reimbursement for operating expenses and 10% reimbursement for administration and capital expenses

\*\*\*Transit fares based on a 15% fare-box recovery.

Detailed tables showing the estimated expenses for the Easley transit service can be seen in **Appendix D**. Due to several factors beyond the City’s control, such as fuel and maintenance costs, the outlying years in the tables may vary somewhat from the actual costs. However, based on current data, these estimates provide the City with a reasonable expectation for the first 7 years of service.