Transit Evaluation and Plan for Waterville, Augusta, and Gardiner

Final Report
Prepared for
KVCAP and MDOT

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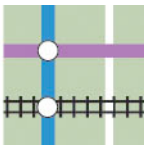

with Richard Tolmach

TRANSIT EVALUATION AND PLAN
FOR WATERVILLE, AUGUSTA, AND GARDINER

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Chapter 1: Introduction and Executive Summary

1.1 Introduction

During 2008 and 2009 Tom Crikelair Associates developed a *Transit Evaluation and Plan for Waterville, Augusta, and Gardiner*. The project addressed fixed-route transit services operated by KV Transit. This work was done for the Kennebec Valley Community Action Program, with funding from the Maine Department of Transportation. An Advisory Committee consisting of interested community members provided guidance and oversight for this planning effort.

This report presents the findings and recommendations of the study. It includes nine chapters:

Chapter 1 **Introduction and Executive Summary**
Chapter one presents a summary of the project report, including key recommendations and findings.

Chapter 2 **Review of Past Studies**
Chapter two examines recent studies that provide background information for transit planning in Augusta and Waterville. The discussion focuses on transit-related issues addressed in these earlier reports. It identifies goals, findings, and recommendations that may be relevant for KVCAP's fixed route transit program.

Chapter 3 **Evaluation of Existing Year-round Services**
Chapter three presents an evaluation of fixed-route transit services operated in Augusta and Waterville by KVCAP. The evaluation process included review of KV Transit ridership records, on-site inspections of KV Transit operations, and interviews with managers, bus drivers, and passengers. The chapter describes how KVT buses are currently being used, and it identifies strengths and weaknesses of the existing service design.

Chapter 4 Market Groups and Transportation Needs

Chapter four identifies market segments that might benefit from improved transportation services in Augusta, Waterville and neighboring communities. It examines travel patterns for senior citizens, people with disabilities, low-income residents, commuters, school children, college students, healthcare recipients, intercity travelers, and tourists. It identifies service features that would be required to successfully meet the transportation needs of identified user groups.

Chapter 5 Public Participation

Chapter five describes efforts to involve members of the public in the transportation study and to obtain ideas and suggestions for the future of the fixed-route transit program. The first section describes Advisory Committee meetings held throughout the course of the study project. The second section describes efforts to contact stakeholders in the region. The third presents findings from public workshops held in Waterville and Augusta to discuss the future of fixed-route transit in the region.

Chapter 6: Service Design Strategies

Chapter six discusses possible service design improvements for fixed-route transit services in Waterville and Augusta. It identifies possible adjustments to existing operations, and it discusses opportunities to add new routes and services to meet additional needs in the community.

Chapter 7: Four Service Design Scenarios

Chapter seven presents four alternate scenarios that include different combinations of the component transit services described in Chapter 6. It presents a four-bus scenario and a six-bus scenario for Augusta. And it describes a three-bus alternative and a four-bus alternative for Waterville.

Chapter 8: Marketing Strategies

Chapter eight describes marketing tools that can be used to educate the public about improved transit services in Augusta and Waterville. It begins with a brief discussion of possible goals for a marketing program. It discusses the project name, logo, and vehicle paint scheme. It then goes on to suggest six strategies – a tabloid "Riders Guide," newspaper inserts, downtown transit hub displays, bus stop signs, Internet information, and commuter flyers.

Chapter 9: Capital and Financial Plan

Chapter nine presents a five-year capital and financial plan for fixed-route transit services in Augusta and Waterville. It addresses vehicle requirements and other capital infrastructure needs. It provides capital and operating cost projections for the period FY 20011 through FY 2015, along with estimates of revenues required to pay for proposed services.

1.2 Planning Issues and Goals

The overriding goal of this planning effort is to increase the usefulness and effectiveness of transit alternatives in Augusta, Gardiner, and Waterville by improving the quality of existing services, and by adding features that will appeal to and benefit more local residents.

- The existing transit program is designed largely to benefit senior citizens by giving them midday transportation from apartment complexes to shopping centers and medical offices. The new plan seeks to maintain these features for seniors, while introducing new services and additional benefits for low-income residents and middle-class car owners.

- The existing service plan focuses on midday shopping and medical appointments. The new plan adds early morning and late afternoon commuter services to benefit low-income families with limited auto access, and middle class commuters paying higher prices for gasoline.

- The current program offers relatively infrequent service for both in-town and outlying locations, with most routes operating hourly or once every two hours. The new plan looks for ways to add more frequent service for busy in-town corridors, providing more travel times and increased convenience for area residents.

- There is currently no local bus service between Augusta and Waterville, and only limited transit access to neighboring towns. This study looks for opportunities to expand regional links between communities.

1.3 Service Design Scenarios

The plan presents a four-bus scenario for Augusta and Gardiner, and a six-bus alternative. The plan presents a three-bus scenario for Waterville and Fairfield, and a four-bus alternative. It describes possible subscription commuter service between Waterville and Augusta, and possible hourly midday service between these two cities. Hourly service to Waterville is included as part of the six-bus Augusta scenario.

Augusta / Gardiner alternatives are summarized in Figure 1.1. Waterville / Fairfield alternatives are summarized in Figure 1.2.

Figure 1.1 Augusta / Gardiner Scenarios

Route	Four-bus Scenario	Six-bus Scenario
Wal-Mart / UMA	30-minute headways	30-minute headways
Maine General / Hannaford	30-minute headways	30-minute headways
Western Avenue	60-minute headways	60-minute headways
Civic Center Drive	6 trips a day	Hourly service to Waterville
Augusta-Gardiner	A.M. and P.M. commute trips, plus 2 midday trips	8 round trips a day
Augusta-Togus	3 round trips a day	3 round trips a day

Figure 1.2 Waterville / Fairfield Scenarios

Route	Three-bus Scenario	Four-bus Scenario
Wal-Mart / Elm Plaza	40-minute headways	40-minute headways
Thayer and Colby College	80-minute headways	40-minute headways
JFK Mall and Durbin	80-minute headways	40-minute headways
Memorial Drive	80-minute headways	80-minute headways
Fairfield / KVCC	80-minute headways	80-minute headways
Winslow	Two commuter trips	Two commuter trips

1.4 Summary of Findings and Recommendations

Review of Previous Studies

Waterville's Comprehensive Plan cites possible reasons for reductions in KV Transit ridership since 1993. These include "too long a headway (i.e., one hour between buses)," "the availability of just one bus," and "poor amenities (e.g., signs, bus shelters)." The plan suggests that the city should encourage KVCAP to "offer a broader range of transportation services in Waterville."

The Capital Riverfront Improvement District Master Plan suggests that there is a need for a "coordinated shuttle system" for state employees and others who work in downtown Augusta "to minimize the transportation impacts on the community by employee commuting and inter-facility travel." The plan suggests that the existing KV Transit system "is not convenient for commuters and is not perceived to be a 'public' service." It says that KV Transit needs better funding, better routes and route maps, and a "commute timetable offering more frequent service." It suggests that KV Transit buses should continue to serve a hub in the downtown center.

Existing Services

KV Transit serves the entire city of Waterville with just one bus. This vehicle also provides three trips a day to the town of Fairfield. In past years, the service was provided with two buses, but operations were scaled back to one vehicle due to limited funding.

KVT provides regular route service in Waterville from 8:20 a.m. until 4:00 p.m. The fare is one dollar within one town, and $1.25 for rides between towns. KV Transit's Waterville bus currently carries about 800 regular route riders a month, for an average of about 40 riders per day.

Because the entire community is served with only one bus, service frequency is limited. This means that while people have direct access to shopping, they have limited choices for when and how long they shop.

KV Transit provides fixed-route transit service within the city of Augusta with two buses. One route operates between the downtown center and the western portion of the city. The other serves points east and north of the downtown center. KV Transit also provides a limited number of weekday trips between the downtown transit hub and Gardiner.

KV Transit transports about 2,000 riders a month in Augusta, Hallowell, and Gardiner. Average usage is about 100 riders per day. This includes about 20 boardings a day in Gardiner and Hallowell, and about 80 boardings a day in Augusta.

Schedules include include enough time to allow off-route stops as needed. This arrangement offers a high level of care for individual riders, while limiting unnecessary diversions and travel time for other passengers.

KV Transit serves few regular Augusta commuters, because there is only limited service early in the morning, and because in-town routes do not operate after 4:20 p.m. While the East Augusta / North Augusta bus provides car-free access to the campus of the University of Maine, there are three problems with this service.

- Travel from downtown to the University is circuitous and time-consuming. (It takes 40 minutes to go from downtown to the campus, versus only 11 minutes for a return ride.)
- The first morning drop off at 9:10 a.m. may be too late for some students.
- The last bus of the day departs the campus at 4:10 p.m., which may be too early for some students.

Go Maine commuter vans originate in Portland, Falmouth, Yarmouth, Topsham, and Lewiston. Most van routes are designed to serve only one or two of Augusta's clustered work destinations. Different vans serve:

- Downtown Augusta – Water Street
- State House region – Sewall Street, State Street, Capital Street, and Child Street
- Civic Center region – DHS / Commerce Drive / University Drive
- AMHI complex / Maine General
- Togus VA hospital
- Edison Drive / Western Avenue

Market Groups and Transportation Needs

KV Transit's fixed-route services are designed to meet the needs of senior citizens and others who do not drive. Service design strategies should preserve existing features that benefit senior citizens. These include front-door stops at senior apartment complexes and direct links to and from nearby supermarkets.

Many disabled people rely on KV Transit for midday access to shopping and medical appointments. The transit program would operate more smoothly if KV Transit utilized low floor buses that do not require wheelchair lifts. This is particularly true in Augusta, where the number of wheelchair users is relatively high.

The Augusta area has a higher percentage of people with mental illness than other Maine communities. Augusta was home to the former Augusta Mental Health Institute. When AMHI closed, many of its former residents moved to residences in the surrounding community. Many of these individuals use KV Transit for access to services provided by Kennebec Behavioral Health.

For the most part, lower-income residents have no public transportation access to employment. Residents of lower-income neighborhoods might have expanded job opportunities if KV Transit's service hours could be expanded to include morning and evening commute times.

The state of Maine is the region's largest employer, with over 6,200 employees. By far the largest source of commuters is Augusta itself, with over 1,300 state employees. Many state workers who travel longer distances take advantage of the GO MAINE vanpool program. For the most part, state workers who live in Augusta or in communities close to Augusta have no alternatives other than private automobiles.

MaineGeneral Health is the major healthcare provider in the Kennebec Valley. MaineGeneral has a total of 3,773 employees. This includes 2,651 people who work at the three MaineGeneral medical center campuses in Augusta and Waterville.

MaineGeneral employees sometimes need to travel between facilities for meetings during the workday. A midday shuttle could offer some benefits for these employees, provided schedules offer trips that are fast and direct.

Colby College is interested in maintaining ties with downtown Waterville. A regularly scheduled daytime shuttle service could strengthen the existing link, while benefiting some students. Regular shuttle service could be especially helpful for international students and others without automobiles.

Kennebec Valley Community College is located on Center Road west of downtown Fairfield. KVCC is a commuter facility, with no on-campus student housing. Transportation presents an obstacle for prospective students without personal automobiles.

The University of Maine at Augusta is a commuter institution with no on-campus housing. Some UMA students rely on KV Transit for transportation to and from the Augusta campus. Students have suggested that KV Transit does not offer enough trips to and from the UMA campus. They want bus service to start earlier in the day and to continue later in the afternoon or evening.

There have been some suggestions that student housing could be developed in downtown Augusta. The appeal of this housing would be greatly enhanced if a fast and frequent shuttle could be instituted between downtown and the University of Maine campus.

Area residents would benefit from a greater choice of travel times to and from medical facilities in both Augusta and Waterville. Cancer patients would also benefit from a shuttle that links Augusta neighborhoods with the Harold Alfond Center for Cancer Care.

Public Participation

KVCAP invited local residents and stakeholders to serve on an Advisory Committee to oversee work on this transportation study. The Advisory Committee met at various stages during the planning effort to discuss the goals of the project, to review draft materials, and to provide guidance to the consultant on future steps.

The consultant contacted a variety of individuals with a potential interest in the future of KVCAP's public transportation program. He discussed the project with representatives of the following organizations and groups:

- Colby College
- Kennebec Valley Community College
- University of Maine at Augusta
- L.L.Bean Waterville Call Center
- Huhtamaki Food Services
- MaineGeneral Healthcare
- Harold Alfond Center for Cancer Care

- Old Fort Western
- GO MAINE Commuter Rideshare Program

Public workshops to discuss the future of KVCAP's fixed-route transit program were held on July 10, 2008 at the KVCAP office in Waterville in the morning and at MDOT headquarters in Augusta in the afternoon.

A handful of people participated in the Waterville workshop. Twenty-seven people participated in the Augusta discussion. Several participants identified themselves as "KVCAP riders." Others indicated that they represented local organizations and agencies, including:

- Maine Department of Labor
- Augusta Career Center
- Bureau of Rehab Services
- Healthy Communities Augusta Area
- Augusta State Airport
- Kennebec Valley YMCA
- City of Augusta
- Old Fort Western
- University of Maine at Augusta
- Maine Disability Rights
- Capitol Clubhouse

Workshop participants shared a wide variety of concerns and suggestions. Points raised included the following:

- Buses need to have capacity for at least two wheelchairs.
- UMA students need bus service earlier in the morning.
- The Career Center needs commuter and midday bus service. A link from Togus would help veterans who participate in Career Center programs.
- Maine people with disabilities need access to jobs, education, medical services, and recreation. KV Transit provides some help, but more service is needed.
- Expanded public transportation is needed not only because of rising fuel costs, but for environmental reasons as well.
- New buses, along with a new name and corporate identity, will be needed before most Augusta residents will consider local transit as an option that is relevant for them.

Service Design Strategies

The current Augusta service uses one bus to provide hourly service on a combined North/East Augusta route. More effective service could be provided for the busiest traffic generators on the route by using two buses and offering 30-minute service on separate North and East routes.

Changes from the existing pattern are needed to allow enough time for both routes to serve downtown Augusta, while also providing the necessary time to accommodate wheelchairs. This can be accomplished by using a separate bus to serve locations on Civic Center Drive west of Interstate 95, and a separate bus to serve locations east of Hospital Street.

The North, East, and West routes would each require the operation of one bus. A fourth bus could be used to provide more limited service to outlying Augusta locations. This bus could offer:

- Six trips a day to the new Maine General Cancer Center, the Career Center near Commerce Drive, the new Concord Coach bus terminal, and the DHS office on Anthony Avenue

- Four round trips between Augusta and Gardiner

- Three daily round trips to the VA hospital at Togus

An alternative strategy involves using two buses to link the Career Center with Augusta and Waterville throughout the day, and one bus to serve Gardiner and Togus. This approach involves serving Augusta and Gardiner with six buses.

Commuter bus service could operate on three in-town Augusta routes. Before arriving in downtown, buses would pick up passengers in three areas:

- Sand Hill neighborhood
- East Augusta neighborhoods along Hospital Street and Pearl Street
- Gardiner, Hallowell, Sewall Street, and Winthrop Street

These buses would deliver workers to three sets of work sites, in addition to downtown Augusta:

- University of Maine, Anthony Avenue, Commerce Drive, Marketplace
- State House, Edison Drive, Augusta Crossing
- Maine General Hospital, AMHI, Togus VA hospital

Proposed changes to bus service in Waterville are designed to accomplish a number of objectives:

- Add service to Waterville's North End neighborhood
- Add a shuttle link between Colby College and downtown Waterville
- Offer scheduled service to Maine General's Thayer Unit
- Give people without cars access to Central Maine Community College
- Offer more choices for Fairfield residents who travel to Waterville
- Maintain shuttle access to shopping and medical destinations along Kennedy Memorial Drive

- Increase the service frequency on all routes
- Offer access to jobs for families with limited car ownership

KV Transit currently serves Waterville with just one bus that operates from 8:20 a.m. until 3:45 p.m. The new service plan calls for using three or four buses operating from 7:00 or 7:30 a.m. until 5:30 or 6:00 p.m.

The proposed service plan uses one bus to provide service every forty minutes on a route that links downtown Waterville and the North End with Wal-Mart and Elm Plaza. A separate route would link downtown Waterville and the South End with the JFK Mall and Seton Village. With a four-bus Waterville system, this route could be served every 40 minutes. A less expensive three-bus option would result in service on this route every 80 minutes.

One bus could operate from downtown Waterville to Maine General's Thayer Unit and Colby College every forty minutes. A three-bus service plan would result in service to Maine General and Colby College every 80 minutes.

A bus that serves Shaws and Mardens on Memorial Drive would alternate trips to Fairfield and KVCC. Headways between buses would be 80 minutes, instead of the current 120-150 minutes. The bus would serve Fairfield nine times a day, in place of the current three. Fairfield service is designed to provide car-free access throughout the day to the local community college. It also provides commuter transportation for Fairfield residents who work in Waterville.

Waterville is currently developing plans to redesign vehicle and pedestrian access in and around the downtown area, in part to improve pedestrian access to new development at the former Hathaway factory. Municipal officials and private developers should look for ways to provide a new downtown hub for local transit buses. Capital funding from the Federal Transit Administration may be available for this purpose.

There appear to be enough commuters from the Waterville area to justify using two buses to provide subscription commuter service to Augusta. One bus could serve job sites near Civic Center Drive, including the Cancer Center, Commerce Drive, Anthony Avenue, and the University of Maine. The other bus could transport workers to offices near the State House, to MDOT, and to downtown Augusta.

The two buses could begin at the Concourse in downtown Waterville. The bus heading to Civic Center Drive could operate via Kennedy Memorial Drive and Interstate 95. The bus heading to downtown Augusta and the State House could operate via Route 201. To keep the service affordable, efforts should be made to avoid paying for empty deadhead trips. This can be accomplished by hiring bus drivers who have other employment in Augusta during the day.

A more ambitious plan involves using two buses to provide hourly bus service between Augusta and Waterville. This level of service is likely to be needed if Maine General Health decides to replace hospitals in Waterville and Augusta with a new medical center near the Cancer Center site. It may be necessary in future years to supplement this two-bus service with additional commuter buses during peak employee travel times.

Marketing Strategies

The shuttle project is currently known as *KV Transit*. It shares a similar logotype and vehicle paint scheme with the door-to-door *KV Van* service. Both names are closely identified with KVCAP, an agency that focuses on providing assistance to low-income people. The current identity serves as an obstacle for many middle class residents, because they assume that *KV Transit* is a program designed for people who are poor.

KVCAP and its community partners should consider changing the name of the transit program to *Kennebec Explorer*. A new identity will underscore the fact that the service has been improved and that it is aimed at a broader market. It will also show that the shuttle project is part Maine's successful effort to promote car-free travel opportunities elsewhere in the state.

KVCAP should consider promoting the shuttle program by publishing a full-color tabloid *Riders Guide*. Two separate publications would be needed, one for Augusta / Gardiner, and one for Waterville.

The tabloid format allows maps and timetables to be presented in a centerfold spread. The front cover should present feature stories designed to define the transit program's market position and to highlight the benefits the service offers to the community. Additional information about the transit program and about related transportation services can be presented on the back page.

KVCAP should consider inserting *Riders Guides* in local papers at least two times a year. Distributing the tabloid *Riders Guide* as a newspaper insert will ensure that there is wide public awareness of the transit program and the benefits it provides for the community.

Other low-cost marketing strategies include:

- Downtown transit hub displays
- Bus stop signs
- Internet map and schedule information
- One-page flyers designed for commuters

Capital and Financial Plan

The capital plan calls for the acquisition of buses to operate transit services in Augusta and Waterville, the installation of bus stop signs and outdoor displays, and the development of a new transit hub in downtown Waterville.

The plan assumes that FTA capital funding will be available to cover 80% of all capital purchases. It assumes that MDOT will cover the 20% local share cost of vehicle purchases. The plan anticipates that municipalities will pay 20% of the cost of bus stop improvements.

The financial plan assumes that beginning in FY 2011, KVCAP will operate:

- A four-bus transit system in Augusta, with limited service to Gardiner, Civic Center Drive, and Togus
- A three-bus transit system in Waterville
- Two subscription commuter round trips between Waterville and Augusta

The financial plan anticipates that this service will be expanded in FY 2014 to include:

- All-day hourly intercity bus service between Augusta and Waterville
- More frequent midday service for Gardiner
- A four-bus transit system in Waterville, with more frequent service to Colby College, Maine General, and JFK Mall
- Continued subscription commuter service from Waterville to Augusta

The financial plan assumes that sufficient FTA Section 5311 funding will be available to cover 50% of net operating deficits for Augusta and Waterville transit services. This will require $364,141 in FY 2011. The cost model suggests that the federal share will increase to $558,520 by FY 2015.

The plan assumes that KVCAP will receive roughly the current level of subsidy support from MDOT for local transit operations. The financial plan adds an additional $50,000 of MDOT support for intercity bus service between Augusta and Waterville beginning in FY 2014.

The financial plan calls upon the state of Maine in its role as Augusta's largest employer to provide financial support for employee transportation. The Jackson Laboratory provides $50,000 per year for seven daily bus trips for its workforce, or roughly $7,000 per bus. The financial plan suggests that the state of Maine will provide $21,000 per year for three Augusta area commuter buses and $14,000 per year for two commuter buses transporting state workers from Waterville to Augusta.

The cost model calls upon Augusta, Gardiner, and Hallowell to contribute a combined total of $76,500 in FY 2011. It calls upon Waterville, Fairfield, and Winslow to contribute a combined total of $93,000 in FY 2011. The municipal share is higher in Waterville, because the plan relies on the state of Maine to provide financial support for commuter services in Augusta that are designed for state employees. The plan forecasts an increase in support from the city of Waterville, Maine General, and Colby College in FY 2014, due to the addition of a fourth bus.

The financial plan relies on the financial participation of local partners who will benefit directly from the new transit program. The list of proposed partners in Augusta includes Maine General Health Care, the University of Maine at Augusta, the Career Center, the Department of Human Services, the VA Hospital in Togus, and private retail businesses. The list of partners in Waterville includes Maine General Health Care, Colby College, Kennebec Valley Community College, and private retail businesses.

Figure 1.3 Anticipated Non-Municipal Local Support

AUGUSTA / GARDINER	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Maine General	25,000	25,750	26,523	27,318	28,138
University of Maine	7,500	7,725	7,957	8,195	8,441
Career Center	10,000	10,300	10,609	10,927	11,255
DHS: AMHI Support	35,000	36,050	37,132	38,245	39,393
Togus	3,000	3,090	3,183	3,278	3,377
Business Support	2,000	2,060	2,122	2,185	2,251
Other	0	0	0	0	0
Total local	82,500	84,975	87,524	90,150	92,854

AUGUSTA-WATERVILLE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Maine General	0	0	0	36,000	37,080
Other	0	0	0	0	0
Total local	0	0	0	36,000	37,080

WATERVILLE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Maine General	15,000	15,450	15,914	30,000	30,900
Colby College	15,000	15,450	15,914	30,000	30,900
KVCC	10,000	10,300	10,609	10,927	11,255
Business Support	5,000	5,150	5,305	5,464	5,628
Other	0	0	0	0	0
Total local	45,000	46,350	47,741	76,391	78,683

Anticipated non-municipal local contributions are summarized in Figure 1.3. Five-year revenue and expense projections are summarized in Figure 1.4.

Figure 1.4 Five-Year Revenue and Expense Projections

AUGUSTA / GARDINER

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost	458,114	471,858	486,013	506,156	521,341
Fare Box	57,375	60,244	62,539	67,410	69,216
FTA	200,370	205,807	211,737	219,373	226,062
MDOT	24,044	24,697	25,408	26,325	27,127
State of Maine	21,000	21,630	22,279	22,947	23,636
Municipal	76,500	78,795	81,159	83,594	86,101
Other Local	82,500	84,975	87,524	90,150	92,854
Other	0	0	0	0	0
Total Revenues	461,789	476,147	490,646	509,799	524,997
Net Revenues	3,675	4,290	4,633	3,643	3,657

AUGUSTA-WATERVILLE

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost	58,537	60,293	62,102	275,327	283,586
Fare Box	40,000	42,000	43,600	82,600	84,813
FTA	9,268	9,146	9,251	96,363	99,387
MDOT	0	0	0	50,000	51,500
State of Maine	14,000	14,420	14,853	15,298	15,757
Municipal	0	0	0	0	0
Other Local	0	0	0	36,000	37,080
Total Revenues	63,268	65,566	67,703	280,261	288,537
Net Revenues	4,732	5,274	5,602	4,935	4,950

WATERVILLE

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost	346,131	356,515	367,210	506,156	521,341
Fare Box	37,125	38,981	40,466	53,760	55,200
FTA	154,503	158,767	163,372	226,198	233,070
MDOT	18,540	19,052	19,605	27,144	27,958
State of Maine	0	0	0	0	0
Municipal	93,000	95,790	98,664	124,669	128,409
Other Local	45,000	46,350	47,741	76,391	78,683
Other	0	0	0	0	0
Total Revenues	348,168	358,940	369,847	508,162	523,320
Waterville: Net Revenues	2,038	2,425	2,637	2,006	1,980

Chapter 2: Review of Previous Studies

This chapter examines recent studies that provide background information for transit planning in Augusta and Waterville. The discussion focuses on transit-related issues addressed in these earlier reports. It identifies goals, findings, and recommendations that may be relevant for KVCAP's fixed route transit program.

The chapter addresses the following studies, documents, and reports:

Section 2.1 MDOT Region 4 Biennial Operations Plan
Section 2.2 KV Transit Rider Survey
Section 2.3 South End Neighborhood Strategic Plan
Section 2.4 Hathaway Creative Center Web Site
Section 2.5 Colby College Strategic Plan
Section 2.6 Waterville Comprehensive Plan
Section 2.7 Draft Update to the Augusta Comprehensive Plan
Section 2.8 Capital Riverfront Master Plan

2.1 MDOT Region 4 Biennial Operations Plan

The Biennial Operations Plan for Region 4 describes transportation services provided in Kennebec and Somerset Counties by KVCAP. The report provides background information necessary to support the allocation of Federal Transit Administration grant funding for fixed-route transit operations in Augusta and Waterville. Items addressed include service area, routes, fare structure, coordination efforts, and anticipated service changes. It provides projections of service miles, ridership, operating costs, and revenues for 2007 and 2008.

The plan notes that KVCAP is currently involved in a Community and Social Services Advisory Committee in the city of Augusta that is looking, among other things, at the need for enhanced public transit in the Augusta area. The BOP suggests that Augusta needs "a minimum of one additional public transit vehicle to accommodate the expanding service area within the city." It points out that ongoing commercial development in Augusta is changing travel patterns within the city.

The report suggests that there may be a need in the future for expanded commuter transportation as business parks are developed in Augusta and Waterville. It recognizes that the existing transit program is designed to benefit senior citizens and social service needs, with commuters constituting an "insignificant portion of the ridership." It notes increased use by wheelchair users, and continued ridership by former residents of the Augusta Mental Health Institute.

2.2 KV Transit Rider Survey

KVCAP carried out an onboard survey of fixed-route transit users in September of 2006. A total of 75 surveys were distributed, and 49 were returned, for a response rate of 65%. Residents of Augusta, Gardiner, and Farmingdale returned thirty surveys, while residents of Waterville and Fairfield accounted for 18 completed surveys.

One hundred percent of the survey participants said that they do not own their own car. Only 18% indicated that they have a valid driver's license. Eighty percent said they would be unable to reach their destination without KV Transit.

The most common trip purposes were shopping (54%) and medical (51%). Twenty percent said they used KV Transit to get to work, and 10% use the bus to get to school. Fifteen percent of survey participants said they require use of wheelchair lifts.

Passengers reported a high degree of satisfaction with the quality of KV Transit service. Nearly all survey participants said that drivers are always safe and courteous, and that dispatchers are courteous and provide adequate information. Survey results suggest that there may be some concern among some riders about on-time performance, vehicle comfort, and the clarity of schedule information.

2.3 South End Neighborhood Strategic Plan

The closure of Waterville's factories and mills led to a decline in Waterville's South End neighborhood, as families moved away and housing conditions deteriorated. To address ongoing problems, local residents created a South End Neighborhood Association. This has led to some neighborhood improvements. As residents focused on day-to-day problems, they recognized the need for a plan to address long-term issues.

The South End Neighborhood Strategic Plan was completed in 2007. It envisions a diverse neighborhood that provides a safe and pleasant environment for families, "especially children and the elderly." The plan's vision for the South End includes "connecting with Waterville's other neighborhoods and downtown." It calls for "well-designed and maintained pedestrian travel ways," and "continued support for KVCAP van and transit services." It identifies a need for improved "pedestrian access to the downtown from Water and Silver Streets, and between the Hathaway Mill redevelopment and the South End."

The plan says that the KV Transit fixed-route buses are "used heavily by South End residents." It reports that an additional 30 to 40 South End residents per day use door-to-door KV Van services. It recognizes that "these services are essential to seniors, disabled, and low-income residents."

2.4 Hathaway Creative Center Web Site

A developer is working to convert former mill buildings on the Kennebec River to a mix of residential, commercial, and office uses.

These buildings are adjacent to Waterville's downtown. The city hopes to reduce the barrier presented by a wide roadway and heavy vehicle traffic between the former mill buildings and the downtown center. The Hathaway Center web site reports that a new pedestrian walkway will connect the center to downtown shops and restaurants.

Phase one involves the former five-story headquarters of the Hathaway Shirt Company. Plans call for office, retail, restaurant, and museum space on the first level, office and meeting space on levels two and three, and residential units on levels four and five.

Future phases involving other buildings on the site are expected to include work and gallery spaces for artists, craftspeople, and musicians, and "student housing for older and married students." The developer also envisions a hotel, along with expanded retail and restaurant uses.

2.5 Colby College Strategic Plan

Colby College's Strategic Plan was developed to ensure that the college prospers and excels as it meets the challenges of the next ten years. Brief highlights from the plan are identified on the Colby College web site. The web site identifies initiatives in three areas: academics, facilities, and student life and community.

Under "student life and community," the plan includes a transportation initiative: "Better College-sponsored transport for social and recreational options." Internet access to the supporting discussion is restricted to Colby College community members and alumni.

2.6 Waterville Comprehensive Plan

The Transportation section of Waterville's Comprehensive Plan describes KV Transit routes and services as configured in 1996. The plan notes that KV Transit riders "are generally the elderly and some students; the schedule does not accommodate commuters wishing to ride the bus to and from work because the buses do not operate early or late enough."

The plan cites possible reasons for reductions in KV Transit ridership since 1993. These include "too long a headway (i.e., one hour between buses)," "the availability of just one bus," and "poor amenities (e.g., signs, bus shelters)."

The Waterville Comprehensive Plan includes the following goals and strategies:

- Take steps to improve the attractiveness of Waterville for the elderly population.
- Take steps to improve the viability of the Downtown.
- Continue current efforts to support KVCAP's public transportation system.
- Encourage KVCAP to offer a broader range of transportation services in Waterville.
- Include in the City's transportation planning efforts provisions for multi-modal facilities such as bike racks on buses, rail/bus and rail/truck connections.

2.7 Draft Update to the Augusta Comprehensive Plan

The Transportation section of Augusta's Draft Comprehensive Plan Update includes a description of pubic transit services provided by KV Transit.

The Health and Welfare section of the draft plan notes that the closure of the Augusta Mental Health Institute resulted in a dramatic decrease in the number of people living in institutional "group quarters." It points out that the city of Augusta has a somewhat higher percentage of individuals with mental and physical disabilities than the state over all.

Approximately 18% of Augusta's residents are over 64 years of age, compared with 14% for the state. The plan notes that Augusta's population is getting older, and that "this aging population will have an impact on the health and welfare services provided by the city." Statewide, 11% of the population is below the poverty level, compared with 15% for Augusta. The plan notes that the majority of residents living below the poverty level reside in and around the city core.

2.8 Capital Riverfront Master Plan (2000)

The Capital Riverfront Improvement District Master Plan presents a vision for the future of the portion of Augusta adjacent to the Kennebec River. This area includes Augusta's downtown center, nearby residential and commercial neighborhoods, capitol and riverfront parks, medical center facilities, state and municipal offices, historic properties, and a former mill site. The Master Plan establishes goals and objectives for the riverfront district, and discusses a variety of design concepts and development ideas.

The plan envisions a mix of commercial, residential, and recreational uses, along with expansion of medical center and state office facilities. It calls for improved access, including improved parking opportunities and an upgraded public transit system. It suggests that there is a need for a "coordinated shuttle system" for state employees and others who work in downtown Augusta "to minimize the transportation impacts on the community by employee commuting and inter-facility travel."

> At a minimum, employee shuttles should service the State house Complex, AMHI, and the downtown area on a frequent and convenient basis and travel to commuter lots located east, west, and south of the District.

The plan suggests that the existing KV Transit system "is not convenient for commuters and is not perceived to be a 'public' service." It says that KV Transit needs better funding, better routes and route maps, and a "commute timetable offering more frequent service." It suggests that KV Transit buses should continue to serve a hub in the downtown center.

The plan includes a number of "project ideas" that illustrate options for future consideration. Two of these concepts call for development of a "modest rail station" near Commercial Street, close to the existing downtown KV Transit hub.

KVT_Ch2_2.doc

Chapter 3: Existing Services

This chapter presents an evaluation of fixed-route transit services operated in Augusta and Waterville by KVCAP. The evaluation process included review of KV Transit ridership records, on-site inspections of KV Transit operations, and interviews with managers, bus drivers, and passengers. The chapter describes how KVT buses are currently being used, and it identifies strengths and weaknesses of the existing service design.

The chapter also includes brief descriptions of other transportation services available in Augusta and Waterville.

The chapter includes five sections:

Section 3.1 KV Transit in Waterville
Section 3.2 KV Transit in Augusta
Section 3.3 Colby College Jitney
Section 3.4 Go Maine Vanpool Program
Section 3.5 Intercity Bus Service

3.1 KV Transit in Waterville

Service Configuration

KV Transit serves the entire city of Waterville with just one bus. This vehicle also provides three trips a day to the town of Fairfield. In past years, the service was provided with two buses, but operations were scaled back to one vehicle due to limited funding.

KVT provides regular route service in Waterville from 8:20 a.m. until 4:00 p.m. The fare is one dollar within one town, and $1.25 for rides between towns. After 4:30 p.m., the Waterville bus is used to transport children from the local Boys and Girls Club to North End and South End residential neighborhoods.

KV Transit's Waterville service consists of two routes that meet at a shopping plaza adjacent to the downtown center. The service follows a basic route pattern and operates according to a published timetable. But it is designed as a "flex-route" service, with off-route drop-off's and pick-up's available on request.

KVCAP dispatchers forward pick-up requests to the bus driver. Schedules are designed to include enough extra time to allow drivers to accommodate off-route diversions. This

flexibility allows KV Transit to customize its service to meet the needs of individual passengers, while avoiding long, circuitous, and time-consuming fixed-route service patterns.

The South Waterville / Kennedy Memorial Drive route serves:

- Elm Towers, a senior citizen apartment building near the downtown center
- Low-income neighborhoods in the South End between downtown and the KVCAP office
- The KVCAP office, and a nearby senior citizen apartment building
- The Muskie Senior Citizen Center, and the adjacent Durbin Apartments
- The JFK Mall, which includes a Hannaford supermarket and an L.L.Bean call center
- Seton Village, an affordable housing subdivision for senior citizens

The route continues out Kennedy Memorial Drive, offering scheduled stops at Shaw's Plaza and Mardens, and on-request stops at a drug store and three different medical facilities. This bus also makes occasional on-request trips across the Kennebec River to a senior citizen residential community in Winslow.

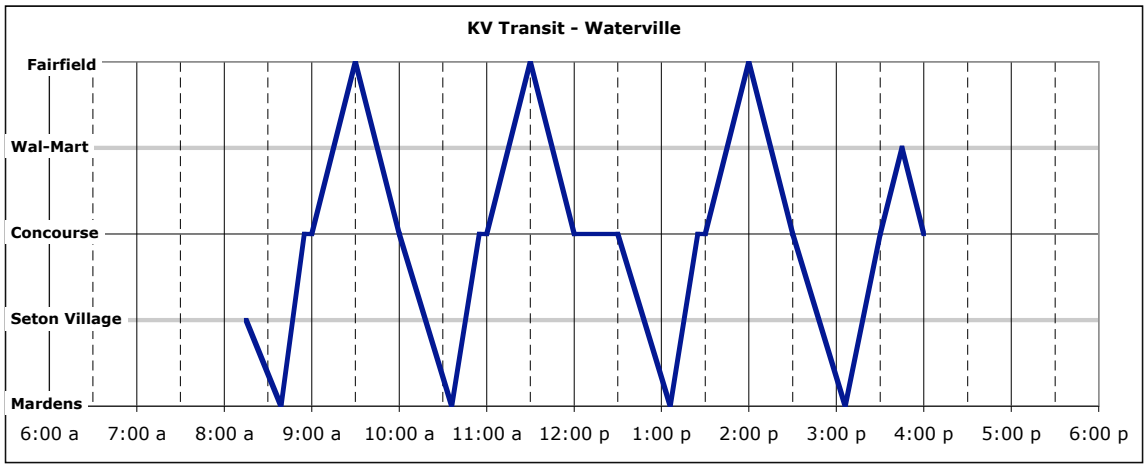
The North Waterville / Fairfield route connects downtown Waterville with the Wal-Mart and Elm Plaza shopping centers on outer Main Street. Although they are not on the regular Main Street route, the bus offers drop-off's and pick-up's on request at the Waterville Area Boys and Girls Club and at the Thayer Unit of Maine General Hospital.

The bus proceeds via Armory Road and Hazelwood Street to College Avenue, where it turns north toward Fairfield. It serves some lower-income neighborhoods, but bypasses a portion of the higher-density North End. It passes the Huhtamaki industrial facility and continues into the town of Fairfield, reversing direction at the Island Avenue senior citizen apartment complex.

The North Waterville /Fairfield route includes occasional on-request service to Kennebec Valley Community College and to the Maine Dartmouth Medical Center. Both are located several miles off the regular route, in the vicinity of the Center Road / I-95 interchange.

Utilization of the Waterville bus during the course of the day is shown in Figure 3.1.

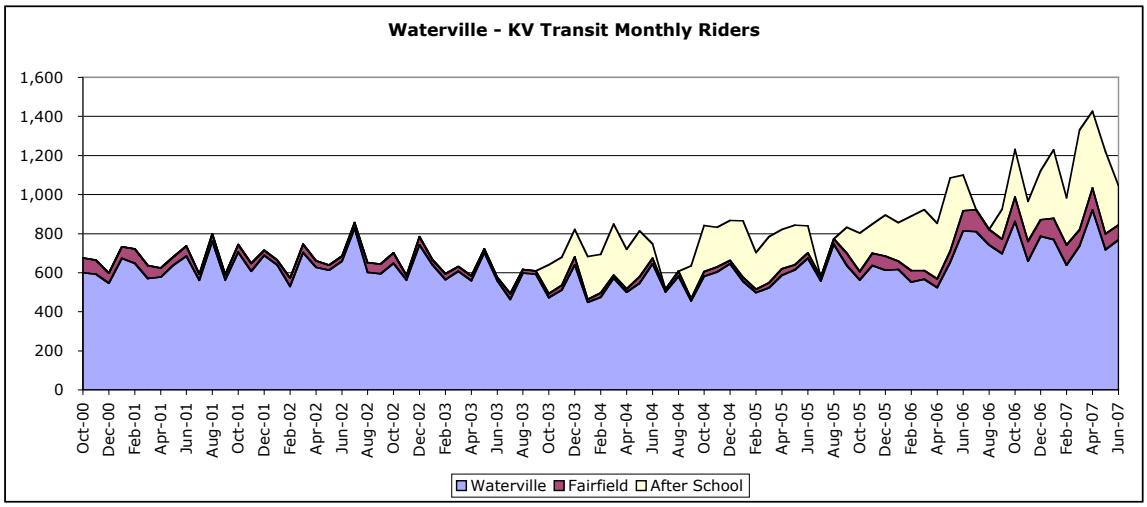
Figure 3.1 KV Transit Vehicle Utilization in Waterville



Ridership

KV Transit's Waterville bus currently carries about 800 regular route riders a month, for an average of about 40 riders per day. The same bus provides afternoon transportation from the Waterville Boys and Girls Club. During the school year, this adds another 20-25 riders per day. Figure 3.2 shows an increase that occurred in regular route riders in June of 2006 when the service increased to five days a week.

Figure 3.2 KV Transit Monthly Riders in Waterville



Figures 3.3 and 3.4 show daily riders by time of day for KV Transit's two Waterville routes during the week of May 7, 2007.

Figure 3.3 Waterville North/Fairfield Daily Riders - Week of May 7, 2007

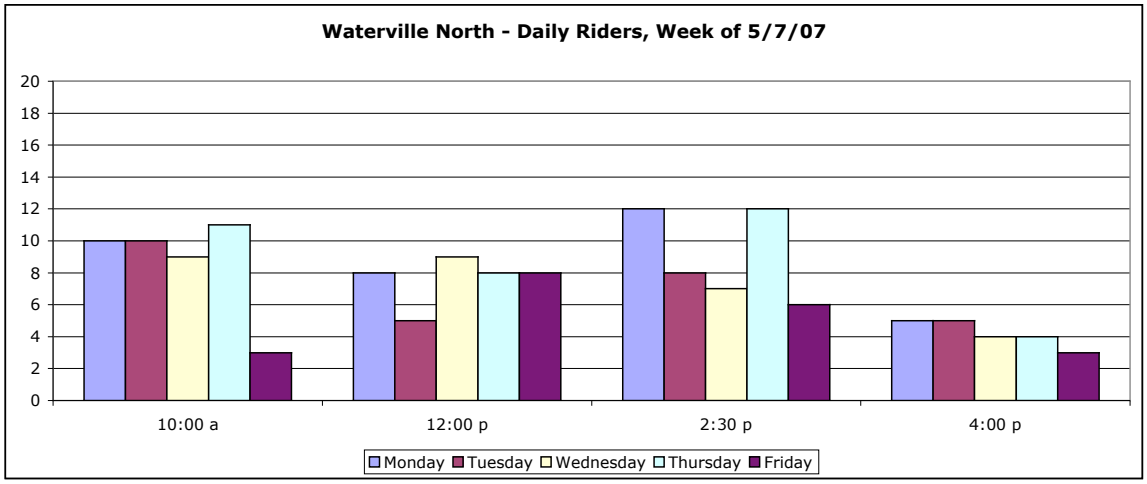
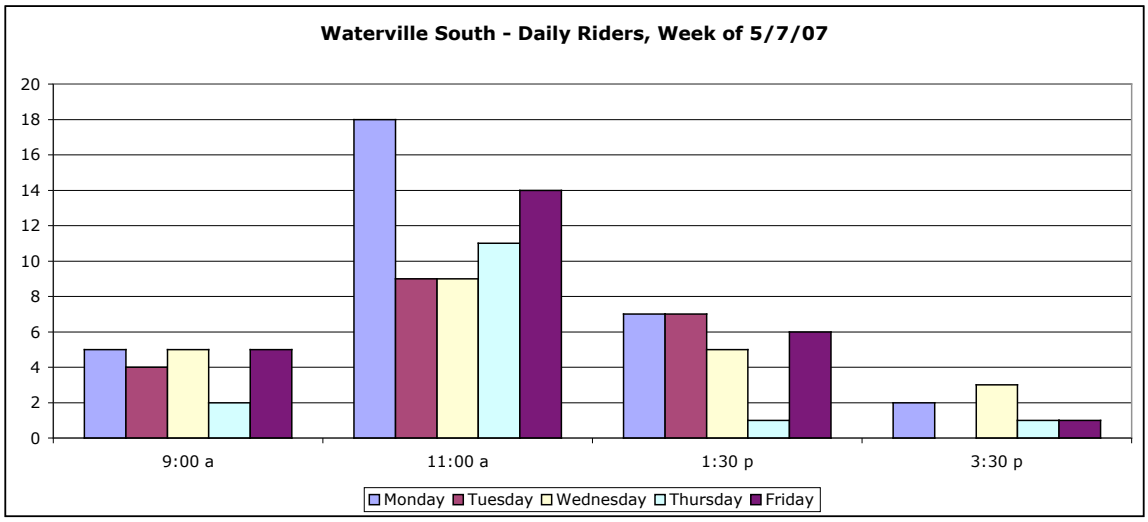


Figure 3.4 Waterville South Daily Riders - Week of May 7, 2007



Strengths and Weaknesses

The Waterville bus provides residents of senior citizen apartment complexes with reasonably direct rides to and from nearby supermarket shopping centers.

- Residents of Seton Village can shop at the JFK Hannaford or at Shaw's Plaza.
- Residents of Durbin Apartments have direct access to the JFK Hannaford
- Elm Towers residents can shop at JFK Hannaford, at Wal-Mart, or the Elm Plaza Hannaford.
- Residents of Island Avenue Apartments in Fairfield have direct access to Wal-Mart and the Elm Plaza Hannaford.

Because the entire community is served with only one bus, service frequency is limited. This means that while people have direct access to shopping, they have limited choices for when and how long they shop. Here are some examples:

- Residents of Durbin Park Apartments can shop at the JFK Hannaford for 28 minutes (10:14a to 10:42a), for three hours (10:14a to 1:12 p), or for two and a half hours (12:44p to 3:12 p).

- Residents of Elm Towers can shop at Wal-Mart for half an hour (9:13a to 9:42a), for two and a half hours (9:13a to 11:42a), or for three hours (11:13a to 2:12p).

- People who live at Island Avenue Apartments in Fairfield can shop at Wal-Mart for an hour and a half (9:42a to 11:13a), for two hours (11:42a to 1:43p), or for four hours (9:42a to 1:43p).

Times are similar for other shopping destinations and for medical facilities. People can shop at Mardens for two hours (8:39a to 10:36a or 1:06p to 3:06p), two and a half hours (10:36a to 1:06p), or four and a half hours (8:39a to 1:06p or 10:36a to 3:06p). The situation is somewhat better for downtown Waterville, where visits of one hour or one and a half hours are possible.

People who board at Seton Village or Durbin Apartments can travel to Wal-Mart in the morning, but if they shop for longer than 30 minutes, their return trip is likely to be interrupted by a 30-minute layover in downtown Waterville. The bus that picks up at Wal-Mart at 11:42a goes out of service at the Concourse from 12:00 noon until 12:30p.

The bus provides on-request service to Kennebec Valley Community College, but the earliest arrival time is roughly 9:25a and the latest departure time is about 1:55p. The bus offers stops on request at the Thayer Unit of Maine General Hospital, but this service works for only a limited set of possible appointment windows (9:30a to 11:30a, 11:30a to 2:00p, or 2:00 p to 3:30p).

3.2 KV Transit in Augusta

Service Configuration

KV Transit provides fixed-route transit service within the city of Augusta with two buses. One route operates between the downtown center and the western portion of the city. The other serves points east and north of the downtown center. The West Augusta route includes seven one-hour round trips between 7:30a and 4:30p. The North and East Augusta route offers seven one-hour round trips between 8:30a and 4:30p. The two routes meet at a downtown transit hub on Water Street.

KV Transit also provides a limited number of weekday trips between the downtown transit hub and Gardiner. This service includes stops in Hallowell, Farmingdale, and Randolph. It consists of an inbound commuter trip that arrives at 7:30a, two midday roundtrips, and an afternoon outbound commuter trip that departs downtown Augusta at 4:30p.

The single ride fare is $1.00. Rides between two or more towns cost $1.25. As in Waterville, there are a number of off-route locations that are served on an on-request basis. Passengers telephone the KVCAP dispatcher to request off-route pick-ups.

The West Augusta route serves:

- Residential neighborhoods located along Winthrop and Sewell Streets
- Augusta Plaza – K-Mart
- Capital Plaza – Shaws
- Senior citizen apartments located south of Western Avenue
- Turnpike Mall - Hannaford

This route provides people who live at Arch Beta and Gray Birch apartment complexes with direct rides to and from Hannaford, Shaws, and K-Mart. People who live just west of downtown have direct links to Shaws and K-Mart, and less direct access to Hannaford.

Augusta residents who live east or north of downtown can use the West Augusta bus to reach Western Avenue shopping centers, but they must travel most or all of the East and North Augusta loop to do so.

The schedule for the West Augusta route includes an 18-minute layover at the downtown transit hub. This extra time is often needed to provide off-route stops and wheelchair assists along the route.

The East Augusta / North Augusta route serves locations on the east side of the Kennebec River, including:

- Senior citizen apartments in the old City Hall
- Hannaford supermarket
- Maine General Hospital

It provides on-request service for residences and medical facilities located along Hospital Street and Eastern Avenue. This includes Greentree Apartments on Glenridge Drive, and the KVCAP office at the corner of Eastern Avenue and Cony Road. This bus also offers on-call diversions to the Rite Aid on Bangor Street. It crosses to the west side of the river, but does not return to the downtown depot before turning north.

After crossing the Father Curran Bridge, the bus serves:

- A lower-income neighborhood along Western Avenue
- Chateau Cushnoc senior citizen apartment complex
- Wal-Mart (plus neighboring retail stores on request)
- Career Center and DHHS offices located west of Interstate 95
- University of Maine at Augusta Student Center

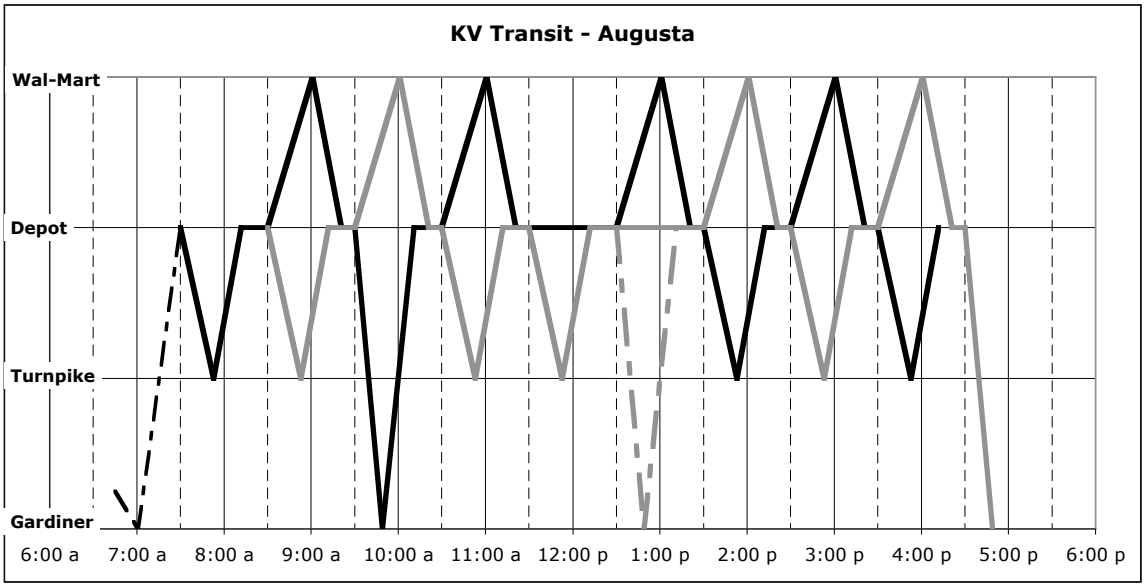
Locations at the northwest end of the route (Wal-Mart, Career Center, University of Maine) are served by a one-way loop. After completing this loop, the bus returns to downtown Augusta via Chateau Cushnoc and Western Avenue.

The Gardiner service consists of a morning inbound commuter trip, two midday round trips, and an afternoon outbound commuter trip. The commuter component includes a 7:30a arrival in downtown Augusta and a 4:30p departure. A mid-morning roundtrip is scheduled to arrive in Augusta at 10:11a. A return midday bus departs Augusta at 12:30p.

Scheduled stops along the route include Cotton Mill Apartments in Hallowell, and Gardiner Park, Water Street, and Hannaford in Gardiner. Stops at the IGA in Randolph are made on request. Scheduled stops in Randolph are expected to resume once repair work is completed on the Gardiner/Randolph bridge. Stops at other Randolph locations are available on request.

Vehicle utilization in the Augusta area is shown in Figure 3.5. The dotted line shows the use of a KVCAP van for two Gardiner trips each day.

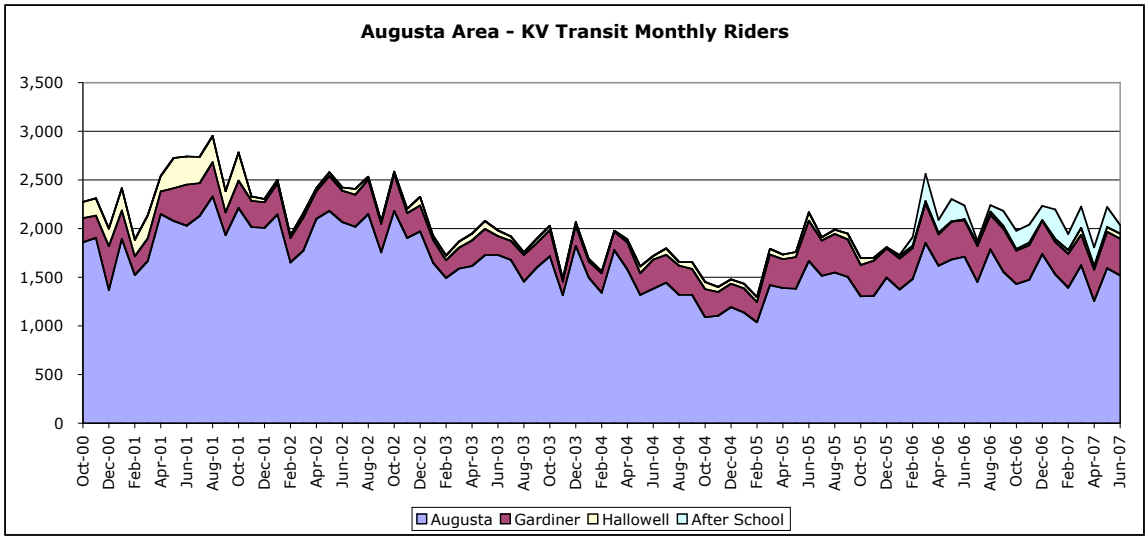
Figure 3.5 KV Transit Vehicle Utilization in Augusta



Ridership

KV Transit transports about 2,000 riders a month in Augusta, Hallowell, and Gardiner. Average usage is about 100 riders per day. This includes about 20 boardings a day in Gardiner and Hallowell, and about 80 boardings a day in Augusta. Monthly totals for the most recent seven years are presented in Figure 3.6.

Figure 3.6 KV Transit Monthly Ridership in the Augusta Area



Figures 3.7 and 3.8 show daily riders by time of day for KV Transit's two Augusta routes during the week of May 7, 2007.

Figure 3.7 Augusta West Daily Riders - Week of May 7, 2007

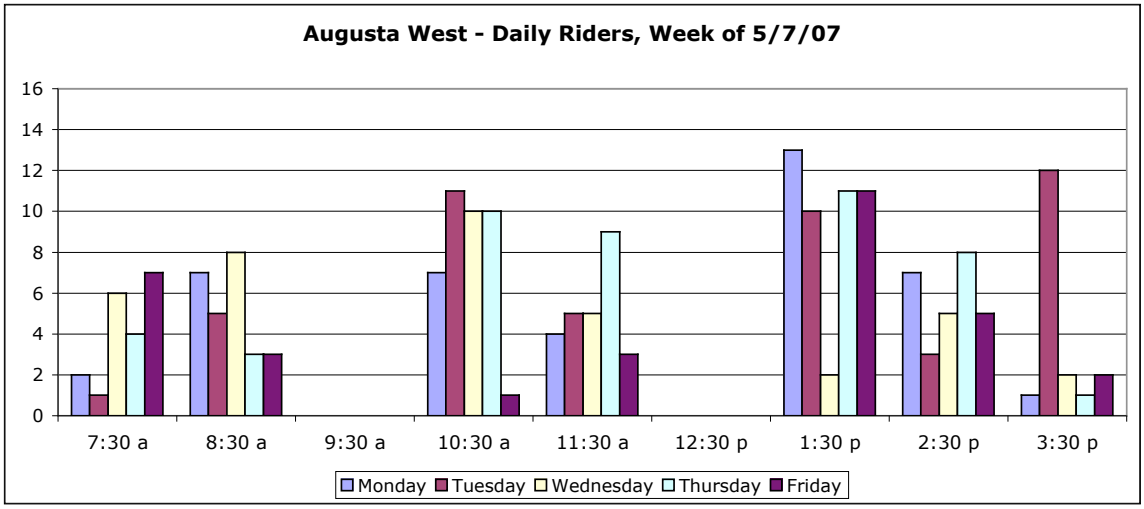
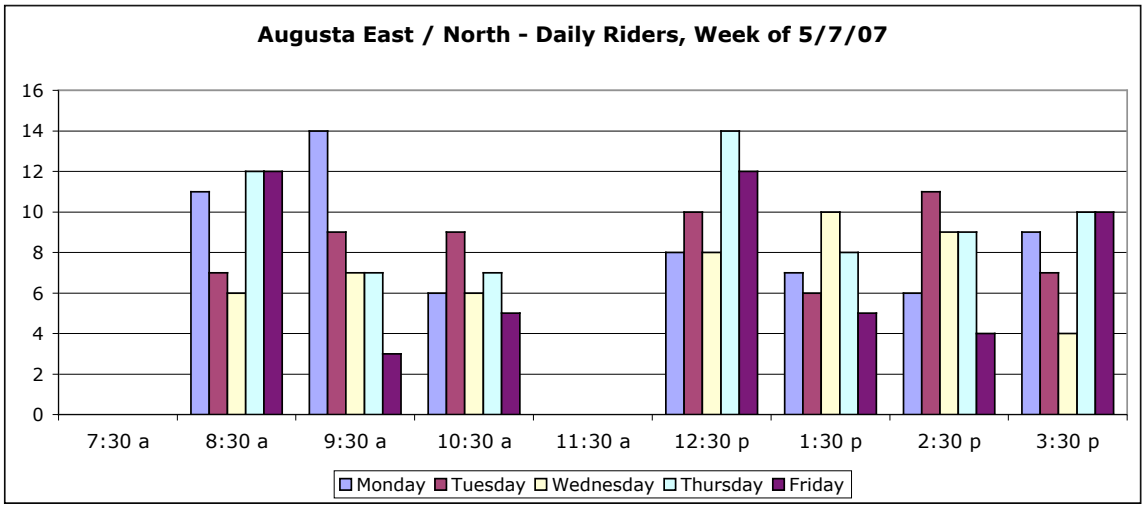


Figure 3.8 Augusta East / North Daily Riders - Week of May 7, 2007



Strengths and Weaknesses

KV Transit's Augusta and Gardiner bus drivers provide an important transportation service for area residents, most of whom have few, if any, alternatives. They serve a large area and a large population for the most part with only two buses. Drivers are often called upon to provide special assistance to individuals in wheelchairs.

Schedules include built-in flexibility, to allow off-route stops as needed. This arrangement offers a high level of care for individual riders, while limiting unnecessary diversions and travel time for other passengers.

Routes are designed to offer direct rides in both directions between senior citizen apartment complexes and supermarket shopping centers. For example, Arch-Beta and Gray Brook residents have direct access to and from Hannaford, Shaws, and K-Mart. Chateau Cushnoc residents have a direct ride to Wal-Mart, and a reasonably direct return. Chateau Cushnoc residents also have direct access to and from downtown.

Buses in Augusta and in Waterville are small, with room for only 12 passengers plus two wheelchairs. When there are no wheelchairs on board, there is a large empty space between the drivers and passengers that may contribute to the impression that the service is not designed for "regular" bus riders. Visibility through bus windows is limited because of the design of the buses. Wheelchair lifts are noisy, with loud bangs and rattles caused by bumpy roads. Note that the same issues apply for the Waterville bus.

Some Augusta trips are circuitous and unnecessarily time-consuming, because of a service design that serves Augusta east and Augusta north with a single route. As noted earlier, buses do not operate via the downtown transit hub when they head from the east side of the river toward Wal-Mart. A person who wishes to travel from downtown Augusta to Wal-Mart or the University of Maine must first travel across the river to Maine General Hospital and points east. A passenger returning from the hospital and making connections for Western Avenue must first travel north to Chateau Cushnoc, Wal-Mart, and the University of Maine.

KV Transit serves few regular commuters, because there is only limited service early in the morning, and because in-town routes do not operate after 4:20p. While the 7:30a Western Avenue trip could be used by people going to work, its usefulness is limited for the most part to people who live on the route west of downtown. While Gardiner passengers can connect with this bus, there is no connecting service from east and north Augusta at this hour of the morning. The East / North Augusta route does not begin until 8:30a.

People who travel to shopping destinations on the Western Avenue route between 8:30a and 9:00a cannot return until two hours later, because there is no Western Avenue service between 9:30a and 10:30a. (An in-town bus serves Gardiner during this time slot.)

People who travel to Western Avenue between 11:30a and 12:00p must wait two hours for a return bus, due to a driver's lunch break.

People who travel to the hospital or Wal-Mart between 10:30a and 11:00a cannot return until 12:30p - 1:00p, because a driver lunch break results in no service on the East / North route between 11:30a and 12:30p. This situation can be stated positively: Passengers who arrive at Wal-Mart at 9:00a can depart Wal-Mart for locations on both routes at 11:00a, 1:00p, 2:00p, and 3:00p.

Passengers who arrive in downtown Augusta from Gardiner at 10:11a can stay on the same bus and continue to Maine General Hospital or Wal-Mart, or they can transfer to a bus heading out Western Avenue. However, Gardiner route passengers who get off at the hospital at 10:35a or at Wal-Mart at 11:01a cannot return to the transit depot in time to catch the 12:30p bus back to Gardiner, because there is no bus on the East / North route between 11:30a and 12:30p. Their only option is to wait until the late afternoon and use the bus that departs downtown Augusta for Gardiner at 4:30p.

Buses departing the Turnpike Mall and Wal-Mart at around 4:00p are only useful for people traveling to locations between there and downtown or to Gardiner, because there are no other connecting buses after 4:30p.

While the East Augusta / North Augusta bus provides car-free access to the campus of the University of Maine, there are three problems with this service.

- First, travel from downtown to the University is circuitous and time-consuming. (It takes 40 minutes to go from downtown to the campus, versus only 11 minutes for a return ride.)
- Second, the first morning drop off at 9:10 may be too late for some students.
- Third, the last bus of the day departs the campus at 4:10p, which may be too early for some students.

By way of comparison, the *citylink* system in Lewiston-Auburn offers transit stops at Central Maine Community College at 7:26a, 8:26a, 10:41a, 12:41p, 4:11p, and 5:11p.

3.3 Colby College Jitney

The Colby College Jitney offers free rides for Colby community members between the college campus and downtown Waterville. It also provides transportation to Wal-Mart, Elm Plaza, and Shaw's Plaza. It operates according to an hourly schedule from 2:00p to 7:00p, and on an on-call basis between 7:00p and midnight. On Thursday, Friday, and Saturday nights, the on-call service is available until 2:00a.

Vehicles are driven by Colby students. Schedules are posted at Colby residence halls, and are also available at the Security Office.

The Jitney is limited to Colby students and staff. It offers no service beyond the Waterville city limits. Trips must start or end on the Colby campus. It will not take passengers from one downtown location to another.

According to the Colby Environmental Coalition: "This service is in need of improvement, but do not lose patience! It works best to call ahead of time and tell security when you need a ride."

There were a number of comments about the jitney service in the minutes from the "Presidents Council Meeting" on March 18, 2007. These minutes are available on the Colby College web site:

> The jitney is almost never working. My residents frequently try to use it and it's an issue for student without cars.
>
> As a jitney driver and a student who uses the jitney, I know what the issues are with it. People need to keep in mind that it is a student run service; it doesn't have a full-time staff like the CG study. Sometimes people don't come in for a shift and these are 4-5 hours long. Students are quite rude at times when the jitney has not come and the dispatcher has been called out at times. Another reminder is the running hours of the jitney. It only runs from 2 PM onwards, so no morning calls. The hours are S-Tues 2-12, Wed-Sat 2PM-2AM. It goes on rounds at the hour and on call.
>
> Sometimes people do get stranded without options.
>
> Student accountability with regard to jitney drivers and missing shifts. The jitney starts to give a time frame, like within 15-20 minutes for example. Accountability is key.

3.4 Go Maine Vanpool Program

Go Maine sponsors eleven vanpool routes that provide commuter service to Augusta. Five routes pick up riders in Portland. One of these Portland vans originates in Biddeford. One route starts in Falmouth, one starts in Yarmouth, and two begin in Topsham. Two routes begin in Lewiston.

These vanpools follow different routes within Augusta as they deliver their riders to the job sites. Individual vans do not attempt to serve all of the city's work destinations. There are several clusters of offices in different regions of the city. To maximize efficiency and to get people to and from work quickly, most van routes are designed to serve only one or two of these areas.

Go Maine serves six different work site clusters:

- Downtown Augusta – Water Street
- State House region – Sewall Street, State Street, Capital Street, and Child Street
- Civic Center region – DHS / Commerce Drive / University Drive
- AMHI complex / Maine General
- Togus VA hospital
- Edison Drive / Western Avenue

Figure 3.9 shows the destinations served by individual vanpools, along with the number of riders for each general area. The greatest number of vans (6) and riders (47) are heading to office located in the vicinity of the State House. Edison Drive, Civic Center Drive, and Togus are served by individual vans. Two vans routes serve Maine General Hospital and the AMHI complex.

Figure 3.9 Go Maine Vanpool Riders by Route and Destination

Van	*Origin*	*Edison Drive*	*State House*	*Water Street*	*Civic Center*	*AMHI ME Gen*	*Togus*	*Winthrop*
22	Lewiston	2	8	2				
23	Yarmouth		9	1				
24	Portland				11			
25	Falmouth						12	
26	Portland		8					2
27	Lewiston	1	8			1		
29	Portland					8		
30	Topsham		4	3	1			
31	Biddeford	9			3			
32	Portland		10					
33	Topsham					6		
Total Riders		12	47	6	15	15	12	2

3.5 Intercity Bus Service

Vermont Transit operates intercity bus service to Augusta and Waterville.

- Northbound buses heading from Boston and Portland to Bangor stop in Augusta at 9:45a, 3:55p, and 7:35p.

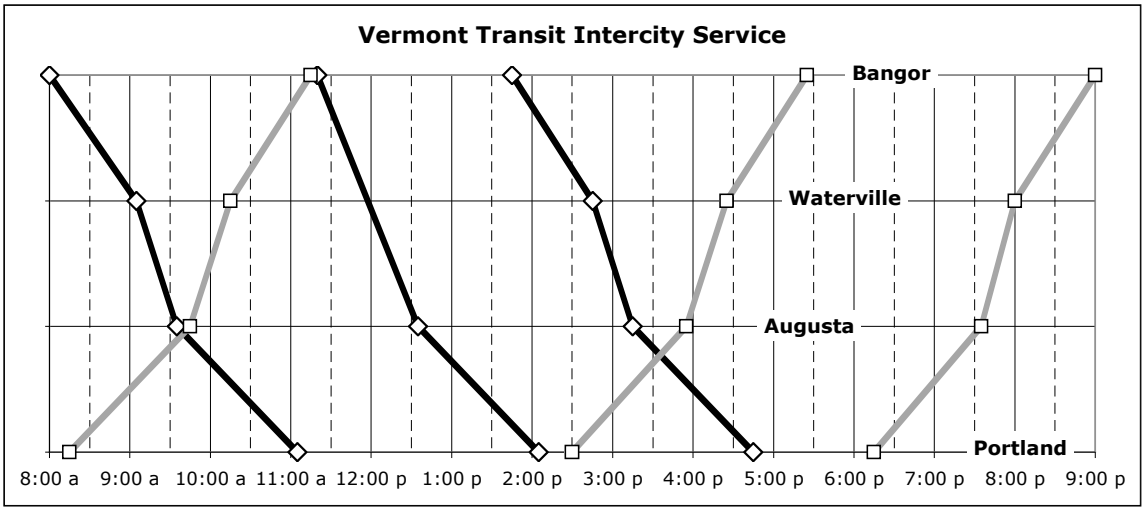
- Southbound buses heading from Bangor to Portland and Boston stop in Augusta at 9:35a, 12:35p, and 3:15p.

- Northbound buses stop in Waterville at 10:15a, 4:25p, and 8:00p/

- Southbound buses stop in Waterville at 9:05a and 2:45p.

The existing Vermont Transit bus service is illustrated graphically in Figure 3.9.

Figure 3.9 Vermont Transit Intercity Service



Concord Trailways plans to develop an intercity bus terminal on Route 27 just west of the Civic Center Drive interchange with I-95.

Concord Trailways' permit application for the new facility says that the company plans to extend the route six of its Portland to Boston buses so they start in Augusta. They also plan to extend six daily northbound trips from Boston and Portland to Augusta. The application says that "the final details of the schedule are still being formulated," but goes on to suggest that Augusta departures may include 5:00 a.m., 7:30 a.m., 9:30 a.m., 11:30 a.m., 1:30 p.m., and 3:30 p.m. It suggests that northbound buses will likely arrive Augusta at 12:15 p.m., 2:15 p.m., 4:15 p.m., 6:15 p.m., 8:15 p.m., and 10:15 p.m.

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Chapter 4: Market Groups and Transportation Needs

This chapter identifies market segments that might benefit from improved transportation services in Augusta, Waterville and neighboring communities. It examines travel patterns for senior citizens, people with disabilities, low-income residents, commuters, school children, college students, healthcare recipients, intercity travelers, and tourists. It identifies service features that would be required to successfully meet the transportation needs of identified user groups.

The chapter is structured as follows:

Section 4.1 Senior Citizens
Section 4.2 People with Disabilities
Section 4.3 Low-income Residents
Section 4.4 Other Shoppers
Section 4.5 Commuters
Section 4.6 Young People Traveling to Recreation Programs
Section 4.7 College Students
Section 4.8 People Receiving Medical Care
Section 4.9 Intercity Travelers
Section 4.10 Midday Diners
Section 4.11 Tourists

4.1 Senior Citizens

KV Transit's fixed-route services are designed to meet the needs of senior citizens and others who do not drive, or who prefer not to drive. Bus routes in Waterville and in Augusta link senior citizen apartment complexes with major shopping centers. People who live in these complexes have reasonably direct bus service to and from supermarkets, drug stores, and other shopping opportunities. KV Transit buses also provide seniors with front-door access to medical centers and to many doctor's offices.

In many Augusta and Waterville neighborhoods, bus drivers are able to deviate from their established routes to pick up and drop off senior citizens who live in single-family homes that are not located on a regular bus route.

Seniors could benefit from more frequent service. This is especially true in Waterville, where one bus is used to operate two routes, with service provided once every two hours.

Service design strategies should preserve existing features that benefit senior citizens. These include front-door stops at senior apartment complexes and direct links to and from nearby supermarkets. Possible improvements include

- More frequent service, especially in Waterville
- Less circuitous routes, especially the combined north / east route in Augusta
- Regularly scheduled stops at the Thayer Unit of the Maine General Medical Center in Waterville

4.2 People with Disabilities

Many people with disabilities rely on KV Transit's fixed-route bus service. This includes people in wheelchairs and people with mental illnesses.

Wheelchair users sometimes have limited transportation options. This is especially true for individuals who cannot drive, or who cannot afford to own a customized private vehicle. Many disabled people rely on KV Transit for midday access to shopping and medical appointments.

KV Transit operates cutaway buses with wheelchair lifts and four-point tie-downs. Drivers get out of their buses to operate wheelchair lifts and secure wheelchairs, a process that can take seven minutes or longer. The transit program would operate more smoothly if KV Transit utilized low floor buses that do not require wheelchair lifts. This is particularly true in Augusta, where the number of wheelchair users is relatively high.

The Augusta area has a higher percentage of people with mental illness than other Maine communities. Augusta was home to the former Augusta Mental Health Institute. When AMHI closed, many of its former residents moved to residences in the surrounding community. Many of these individuals use KV Transit for access to services provided by Kennebec Behavioral Health.

KBH operates outpatient and medication clinics at 67 Eustis Parkway in Waterville and at 66 Stone Street in Augusta. It also operates the Family Visitation Center at 37 Stone Street in Augusta as part of a community support program that helps people with severe and persistent mental problems to live successfully in the community.

KBH offers a range of community housing options for persons with mental illness. This includes agency-owned housing units, a rental subsidy program, and transitional housing. These programs are designed to help people with mental illness live as independently as possible in the community.

KBH also operates vocational clubhouses that help people with mental illness overcome barriers to employment by offering job development, placement, coaching, and support. The Capitol Clubhouse is located at 37 Stone Street in Augusta. The High Hopes Clubhouse is located at 26 College Avenue in Waterville.

With the exception of a single Gardiner-Augusta round trip, KV Transit does not provide shuttle service during regular commute times. This means that most wheelchair users have no public transportation access to employment sites in Augusta or in Waterville.

4.3 Low-income Residents

The needs of low-income residents are similar to those of senior citizens and people with disabilities. People who cannot afford to own and operate a private automobile need transportation for shopping, medical appointments, and employment, as well as for recreation and social visits.

In Augusta, KV Transit operates a route on Northern Avenue that serves the city's largest concentration of lower income housing. In Waterville, lower-income housing is located primarily in the South End and North End neighborhoods. The existing bus routes serve only a portion of the South End located between the KVCAP office and downtown Waterville, and only North End residences located near Hazelwood Street. It may be possible to adjust these routes to bring buses closer to more low-income residences.

For the most part, lower-income residents have no public transportation access to employment. People without cars who work at fast food restaurants, retail stores, or lodging establishments must either walk or obtain rides from friends or co-workers. Residents of lower-income neighborhoods might have expanded job opportunities, if KV Transit's service hours could be expanded to include morning and evening commute times.

4.4 Other Shoppers

Some individuals who are not elderly, disabled, or low-income may decide to utilize a local transit service for shopping and other errands. Their willingness to do so will depend on the quality of the service and the convenience of routes and schedules. There may be some potential for linking proposed downtown residential developments in Augusta and in Waterville with major retail centers located near Interstate 95.

4.5 Commuters

This section examines five commuter markets:

- State office workers
- MaineGeneral Medical Center employees
- L.L.Bean Call Center employees
- Retail, restaurant, and other service sector workers
- Huhtamaki Food Services employees

4.5.1 State office workers

The state of Maine is the region's largest employer, with over 6,200 employees. Workers commute to Augusta from throughout central and southern Maine. Zip code data from the Maine Bureau of Human Resources show fifteen towns with more than 100 Augusta-based state employees.

Augusta	1,331
Gardiner	440
Waterville	278
Winthrop	239
Hallowell	176
South China	175
Farmingdale	140
Lewiston-Auburn	136
Vassalboro	134
Windsor	132
Readfield	130
Manchester	116
Belgrade	103
Oakland	103
Portland	103

By far the largest source of commuters is Augusta itself, with over 1,300 state employees. With one exception, KV Transit routes and schedules are not designed to accommodate commuter trips for state employees who live in Augusta. The Augusta-Gardiner bus provides a potential commuter link for people who live along State Street and who work near the State house area or in downtown Augusta. The Gardiner bus passes the state capitol on its way to downtown Augusta at 7:25 a.m. An afternoon return trip departs downtown for Gardiner at 4:30 p.m.

The commuter corridor with the next highest number of state workers is Gardiner / Farmingdale / Hallowell, with a combined total of 756 state employees. Waterville and Vassalboro account for 410 state employees. Winchester and Manchester have 355.

State office buildings are located in various locations throughout the city of Augusta. There are five main clusters:

- State House region: Sewall, Capital, State, and Child Streets
- Civic Center Drive / Commerce Drive
- AMHI complex
- Downtown: Water Street
- Edison Drive

There appears to be an adequate supply of parking at most outlying state office locations. Parking is more constrained in the State House area. At the present time, the greatest incentive for people to seek alternative transportation is the cost of fuel. Longer-distance commuters are the ones most impacted by high gasoline prices.

Many state workers who travel longer distances take advantage of the GO MAINE commuter vanpool program. For the most part, state workers who live in communities closer to Augusta have no alternatives other than private automobiles.

Data obtained from GO MAINE suggest that the route with the greatest potential for new commuter bus service is Waterville to Augusta. A park and ride lot adjacent to I-95 could serve as a collector for commuters who live outside of Waterville, increasing the pool of potential riders.

In late 2006, GO MAINE received survey responses from 82 residents of Waterville and Winslow interested in vanpool service from Waterville to Augusta. The breakdown by work location was:

Commerce / Civic Center	23
State House / MDOT	19
AMHI complex	13
Water Street	9
Edison Drive	9
Western Avenue	4
Togus	1
University of Maine	1

These figures suggest there may be potential for two Waterville-Augusta commuter routes, one to serve Commerce Drive and other locations along Civic Center Drive, and another to serve Water Street, MDOT, and the State House. Survey respondents listed a range of desired arrival and departure times. The most promising arrival and departure pairs appear to be either 7:15 a.m. / 4:45 p.m. or 7:45 a.m. / 4:45 p.m.

There may be some potential for a commuter route from Winthrop. As indicated above, there are 355 state employees who live in Winthrop and Manchester. GO MAINE received survey responses from 15 Winthrop residents who work in Augusta. Two-thirds indicated that they work in the vicinity of the State House, MDOT, or downtown Augusta. It should be noted, however, that Gardiner and Hallowell are home to more state workers than Winthrop, and that KV Transit's Gardiner route carries only a small number of daily commuters. This is likely related to the fact that people who make shorter trips are less impacted by the cost of commuting by car.

4.5.2 Maine General Medical Center employees

MaineGeneral Health is the major healthcare provider in the Kennebec Valley. MaineGeneral has a total of 3,773 employees. This includes 2,651 people who work at the three MaineGeneral medical center campuses in Augusta and Waterville.

While parking for employees, patients, and visitors is an issue at all three main hospital facilities, the medical center on East Chestnut Street in Augusta faces the greatest constraints. MaineGeneral operates a continuous parking lot shuttle between the main hospital entrance and a nearby parking lot on Arsenal Street. MaineGeneral security personnel operate this parking lot shuttle throughout the day and evening. The route is short, which results in a high frequency of service. The medical center anticipates adding to the Arsenal Street parking lot in the future, and extending the shuttle route south on Arsenal Street to serve the expanded parking lot.

MaineGeneral employees who commute from Waterville to Augusta may be interested in a commuter link between these two cities. This includes nurses and other staff members who work at the Cancer Center.

MaineGeneral employees sometimes need to travel between facilities for meetings during the workday. For example, some Cancer Center staff members attend prescheduled meetings that alternate weekly between Augusta and Waterville. A midday shuttle could offer some benefits for these employees, provided schedules offer trips that are fast and direct.

4.5.3 Retail, restaurant, and other service sector workers

Lower-paid service sector workers are perhaps more likely than office workers to live in households with limited automobile ownership. KV Transit routes and timetables are not currently designed to provide access to service sector jobs.

The majority of Augusta's retail stores, restaurants, and motels are located outside of the downtown center, along Western Avenue or adjacent to the I-95 Civic Center exit. There is also a fast-food restaurant located on Bangor Street. Waterville has a greater concentration of downtown work sites, bus also has a significant number of restaurant and retail job sites in shopping centers adjacent to the city's two I-95 exits.

KV Transit operates a 7:30 a.m. bus from downtown Augusta to the Turnpike Mall, and an 8:30 a.m. bus from downtown Augusta to Wal-Mart and the Marketplace. The last afternoon departure from the Turnpike Mall is 3:53 p.m., and the last afternoon departure from Wal-Mart is 4:01 p.m.

In Waterville, the earliest bus to shopping centers on Kennedy Memorial Drive departs downtown at 10:00 a.m. The latest departure from Mardens is 3:06 p.m. The first bus from downtown to Wal-Mart departs at 9:00 a.m. The last afternoon departure from Wal-Mart is 3:40 p.m.

Both communities could benefit if service hours for the transit program were extended to provide car-free access to jobs at restaurants, motels, and shopping centers. To accomplish this, buses would need to operate an eleven or twelve-hour workday. For example, in Bangor most bus routes operate from 6:15 a.m. until 6:15 p.m. The Bangor transit system utilizes a pool of part-time drivers, most of whom work six-hour work shifts.

4.5.4 L.L.Bean Call Center

L.L.Bean operates at a call center at the JFK Plaza in Waterville. The size of the workforce varies seasonally. Year-round employment is about 300. During the pre-Christmas peak, this can grow to 850 workers.

The call center is staffed from 6:00 a.m. until midnight. Staffing levels and shift times vary during the course of the day and according to the season. Most people are employed part time and work six-hour shifts. Most people start their workday at 8:00 a.m. or later. Most people end their workday between 2:30 p.m. and 5:30 p.m.

Parking is sometimes a problem at the Waterville call center. Between Thanksgiving and Christmas, the company uses one of its Outdoor Discovery Center buses to operate an employee shuttle to a nearby leased parking lot. The amount of parking available for L.L.Bean employees may decrease as new retail tenants move into the shopping plaza.

There are at least three ways that L.L.Bean and its workforce might benefit from an enhanced commuter bus program:

(1) Longer distance commuter routes can help employees reduce the cost of driving. Long-distance commuters are the people most impacted by high fuel costs.
(2) A local shuttle can give more people access to employment, while increasing the supply of available workers. A shuttle allows family members to get to work without requiring a household to own multiple cars.
(3) If local commuters switch to transit, this can free up parking spaces for individuals who drive from outlying locations. This could help L.L.Bean reduce the need for additional on-site parking.

Local commuter service should provide reasonably direct bus service linking Fairfield and Waterville residential neighborhoods with the L.L.Bean job site. Ideally, this would include half-hour service arriving roughly between 7:30 a.m. and 10:00 a.m., and half-hour afternoon buses departing between 2:30 p.m. and 5:00 or 5:30 p.m.

4.5.5 Huhtamaki Food Services

KV Transit buses pass by a Huhtamaki Food Services plant located on College Avenue north of downtown Waterville. Employees at this large industrial facility work twelve-hour shifts that begin at 6:00 a.m. and 6:00 p.m. According to the company's Waterville human resources office, transportation and auto availability do not appear to be impacting worker recruitment. Some individuals might benefit from bus transportation to Huhtamaki, but to be useful, this service would need to start as early as 5:00 a.m. and continue until as late as 7:00 p.m.

4.6 Young People Traveling to Recreation Programs

KVCAP provides after school transportation for children who participate in Boys and Girls Club activities in Augusta and in Waterville. While the Waterville service is provided by the KV Transit bus driver, these after school trips are not really part of the regular transit program. The driver provides specialized care, both when he picks up his passengers at the youth program center, and when he drops them off at their homes.

There may be some potential for children to use regular midday buses for access to recreational activities during the summer months. In Augusta, young people might benefit from a summer season shuttle between the downtown transit hub and the YMCA located near Capitol Park. In Waterville, young people traveling to and from the YMCA on North Street might use a shuttle that connects downtown Waterville with the Thayer Unit of Maine General Medical Center and Colby College.

4.7 College Students

This section discusses shuttle bus issues for four college campuses:

- Colby College
- Kennebec Valley Community College
- Thomas College
- University of Maine at Augusta

4.7.1 Colby College

Colby College currently provides a transportation service for students known as the Jitney. This student-operated service uses college-owned vans to provide transportation between the college campus and Waterville's downtown, as well as to Waterville shopping centers. This service operates hourly and is available from 2:00 p.m. until 12:00 midnight, with service until 2:00 a.m. on Thursdays, Fridays, and Saturdays. Colby College provides no morning shuttle transportation.

While some students live in off-campus apartments, the college would like to encourage all students to live on-campus in student housing.

The college is interested in maintaining ties with downtown Waterville. A regularly scheduled daytime shuttle service could strengthen the existing link, while benefiting some students. Regular shuttle service could be especially helpful for international students and others without automobiles.

A daytime shuttle could result in reduced service hours and costs for the Colby College Jitney. But daytime bus service will not eliminate the need for nighttime operation of this college-owned service

The most promising corridor for a daytime Colby shuttle appears to be between the Colby campus and downtown Waterville. This route could be extended to include either (a) Wal-Mart and the Elm Plaza shopping center, or (b) the Shaws Plaza and Marden's.

4.7.2 Kennebec Valley Community College

Kennebec Valley Community College is located on Center Road west of downtown Fairfield. KVCC is a commuter facility, with no on-campus student housing. Because of its out-of-town location, nearly all students and staff rely on private automobiles for travel to and from the campus.

Transportation presents an obstacle for prospective students without personal automobiles. While KV Transit offers on-call stops at the Fairfield campus, the available service is limited to three campus stops a day, at 9:25 a.m., 11:25 a.m., and 1:55 p.m.

KVCC offers classes in five time slots Monday through Thursday:

- 8:00 a.m. to 9:20 a.m.
- 9:30 a.m. to 10:50 a.m.
- 11:00 a.m. to 12:20 p.m.
- 1:30 p.m. to 2:50 p.m.
- 3:00 p.m. to 4:20 p.m.

The college would benefit most from six trips a day between the Fairfield campus and Waterville, scheduled to match available class times. A less expensive and less ambitious service strategy might include arrivals at 7:45 a.m., 9:15 a.m. and 1:15 p.m., and departures at 1:15 p.m. and 4:45 p.m.

4.7.3 Thomas College

Thomas College has an enrollment of approximately one thousand undergraduate, graduate, and continuing education students. The campus is located about two miles south of Kennedy Memorial Drive. KV Transit's south Waterville route comes to within about a mile of the campus.

Thomas College provides no shuttle transportation for staff or students. Community members rely on private automobiles for travel within the region. While some individuals might benefit from car-free transportation, the college does not appear to be facing significant transportation-related problems at this time.

4.7.4 University of Maine at Augusta

The University of Maine at Augusta is a commuter institution with no on-campus housing. Students commute from home, or they rent apartments in the nearby community.

Some UMA students rely on KV Transit for transportation to and from the Augusta campus. The University's office of student services purchases KV Transit bus tickets for distribution to students at no charge. Student use of KV Transit includes some individuals in wheelchairs.

Students have suggested that KV Transit does not offer enough trips to and from the UMA campus. They want bus service to start earlier in the day and to continue later in the afternoon or evening. Students have also expressed some concerns about on-time performance.

Classes at UMA are scheduled in six different time slots:

- 7:00 a.m. to 9:45 a.m.
- 9:00 a.m. to 11:45 a.m.
- 10:00 a.m. to 12:45 p.m.
- 1:00 p.m. to 3:45 p.m.
- 4:00 p.m. to 6:45 p.m.
- 7:00 p.m. to 9:45 p.m.

KV Transit's North Augusta route offers stops at the UMA campus at 9:10 a.m., 10:10 a.m., 11:10 a.m., 1:10 p.m., 2:10 p.m., 3:10 p.m., and 4:10 p.m. Buses do not arrive early enough for classes that begin at 7:00 a.m. or 9:00 a.m. And there is no return trip for classes that end at 6:45 p.m. or 9:45 p.m. Students who get out of class at 3:45 p.m. can take the 4:10 p.m. bus to downtown Augusta, but this bus offers no connecting service to neighborhoods west or east of downtown.

Ideally, buses should arrive at the UMA campus at 8:30 a.m., 9:30 a.m., and 12:00 noon. They would offer pick-ups for departing students at 12:00 noon, 1:00 p.m., 4:00 p.m., and 7:00 p.m. It would be preferable if morning buses could operate directly between downtown and the campus, and if afternoon buses could operate directly from the campus to downtown.

Some students rent condominium apartments near Shaws on Western Avenue, while others live in apartments on Bangor Street. For this reason, it would be best if buses serving the campus connect with bus routes heading west and east.

There have been some suggestions that student housing could be developed in downtown Augusta. The appeal of this housing would be greatly enhanced if a fast and frequent shuttle could be instituted between downtown and the campus.

4.8 People Receiving Medical Care

Augusta and Waterville residents travel to a variety of locations in the two cities for medical appointments. MaineGeneral Health operates a 287-bed medical center, with one campus in Augusta and two locations in Waterville. MaineGeneral also operates the Harold Alfond Center for Cancer Care located northwest of the Augusta Civic Center.

Many Augusta doctor's offices are located on the east side of the Kennebec River in the general vicinity of the MaineGeneral Medical Center. Waterville healthcare destinations include Inland Hospital and various doctors' offices on Kennedy Memorial Drive.

KV Transit offers a regular-route stop at the entrance to the MaineGeneral Medical Center in Augusta, along with on-request diversions to other Augusta medical facilities. KV Transit does not offer regular-route service to the Cancer Center in Augusta.

In Waterville, the two MaineGeneral hospitals are not located on regular KV Transit routes, but the KV Transit bus driver will make off-route diversions to these locations on request. KV Transit also offers on-request stops at medical offices on Kennedy Memorial Drive.

For medical offices that are not served by regular transit routes, low-income MaineCare recipients can receive door-to-door transportation from KVCAP.

MaineGeneral operates a shuttle service for patients traveling from Waterville to the Cancer Center in Augusta. The service begins at the Thayer unit in Waterville and typically includes four roundtrips a day. Schedules are adjusted to meet patient needs. There is no regular shuttle service to downtown Augusta, although the Waterville bus is sometimes diverted into Augusta to accommodate special needs.

Area residents would benefit from a greater choice of travel times to and from medical facilities in both communities. Cancer patients would also benefit from a shuttle that links Augusta neighborhoods with the Harold Alfond Center for Cancer Care.

It might be possible to convert the Maine General Waterville-Cancer Center shuttle into a regularly scheduled public bus service. This would make the service eligible for Federal Transit Administration grants, including 80% funding for bus purchases and 50% funding to help cover operating deficits.

The Veterans Administration hospital at Togus is located about 15 minutes southeast of downtown Augusta. Some local veterans might benefit from a bus link to the VA facility. The route might serve more people if it provides connections with a Waterville-Augusta shuttle service, as well as connections with intercity buses from Portland and Bangor.

4.9 Intercity Travelers

Concord Coach recently opened a new intercity bus terminal in Augusta. This facility is located just west of Interstate 95 near the intersection of Civic Center Drive and Leighton Road.

Because of the distance between the new bus terminal and Augusta's residential neighborhoods, intercity travelers will need local transportation to reach the new bus terminal. Some people will drive themselves and utilize onsite parking, while others will rely on family members and friends. Others may need either a shuttle link or private taxis.

There may be some veterans using intercity buses to reach the Veterans Administration hospital at Togus. There may be some potential for a special shuttle link between a new intercity bus terminal and the VA hospital.

There are likely to be a limited number of shuttle trips a day between downtown Augusta and the new intercity bus terminal. Obviously, schedules will need to offer the best possible connections with northbound and southbound intercity buses.

4.10 Midday Diners

State office workers, members of the legislature, and others rely on their automobiles to travel to nearby restaurants for lunch. There may be some potential for midday shuttle service linking the state house and other office locations with restaurants in downtown Augusta and in Hallowell.

In some cases, office workers may be interested in combining a one-way walk with a shuttle ride. For example, MDOT employees sometimes walk to downtown Augusta. A

shuttle would allow them to ride to downtown and then walk back, or to walk downtown and return by bus.

A shuttle between the state house and downtown Augusta and between the state house and Hallowell would allow people to go out for lunch without walking to parking lots to get their cars and without searching for a parking space at their restaurant.

Ideally, a lunchtime shuttle would operate with headways of about 10 minutes. Intervals between buses should probably be no more than 15 minutes. This will allow people to use the service without planning their lunch around a limited timetable. The service would probably need to operate between the hours of 11:30a and 2:00p.

4.11 Tourists

The city of Augusta includes historic sites that are of considerable interest to some tourists. The two most popular destinations are Old Fort Western and the Maine State Museum. In addition, Old Fort Western and the city of Augusta are developing interpretive signs for other historic locations in Augusta under a program called "Museum in the Streets." Several of these historic sites are located in Augusta's downtown center.

In past years, KV Transit experimented with a downtown "trolley" bus that was used by some visitors. The two small "trolley" vehicles obtained for this service are now owned by the city of Augusta and used for special events.

It may be possible to operate a limited "trolley" shuttle during the summer months to link downtown Augusta, Old Fort Western, and the Maine State Museum. This service could help relive parking pressures at the Old Fort Western site and at the Maine State Museum when the Legislature is in session. This service could be designed and promoted to help call people's attention to Augusta's historic attractions. A downtown / Old Fort Western / Maine State Museum shuttle route could also serve the Augusta YMCA.

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Chapter 5: Public Participation

This chapter describes efforts to involve members of the public in the transportation study and to obtain ideas and suggestions for the future of the fixed-route transit program. The first section describes Advisory Committee meetings held throughout the course of the study project. The second section describes efforts to contact stakeholders in the region. The third presents findings from public workshops held in Waterville and Augusta on July 10, 2008 to discuss the future of fixed-route transit in the region.

5.1 Advisory Committee Meetings

KVCAP invited local residents and stakeholders to serve on an Advisory Committee to oversee work on this transportation study. The committee includes representatives from United Way of Kennebec County, the Mid Maine Chamber of Commerce, Maine General Medical Center, the University of Maine, Go Maine, Kennebec Behavioral Health, the city of Augusta, the city of Waterville, and the Maine Department of Transportation. KVCAP's transportation director served as the committee chair.

The Advisory Committee met at various stages during the planning effort to discuss the goals of the project, to review draft materials, and to provide guidance to the consultant on future steps.

October 5, 2007

At this introductory meeting, the consultant provided an overview of the scope of work for the transit study. He explained that he would provide draft chapters for each of the identified project tasks.

Advisory Committee members were asked to describe their goals and expectations for the transit study. The group discussed the need for improved transportation options for a wide variety of potential users within the local community. The need for expanded commuter alternatives for state workers and others was also discussed. A committee member cited the governor's executive order on state employee transportation. The group discussed peak-hour roadway congestion, the possible role of expanded park and ride lots in neighboring communities, and the importance of offering transit commuters a "guaranteed ride home."

The consultant provided a brief overview of existing KV Transit services. He told the group that KV Transit is providing an important service for members of the community who have few, if any, transportation options. He pointed out, however, that the amount of service provided is very limited, reflecting the limited amount of local funding

invested in the transit program. He suggested that a major challenge for the study will be to identify partners willing to provide increased local funding to match available Federal Transit Administration grants.

Committee members were asked to provide comments on two draft chapters, Chapter 2: Review of Past Studies and Chapter 3: Evaluation of Existing Services.

March 29, 2008

The Advisory Committee met in Waterville at the KVCAP office to review background chapters and to begin discussion of service design options. The consultant presented the group with a list of objectives that guided his planning efforts. This included increasing the convenience of the existing program by offering more direct and more frequent service, and expanding service hours and adjusting routes to serve local commuters.

The consultant explained that in Augusta he focused separately on in-town and outlying locations, offering more frequent service on shorter in-town routes, and less frequent service for locations farther from the city center. Advisory Committee members agreed with this approach for locations north and east of downtown Augusta. But they expressed agreement with KVCAP's suggestion that Augusta West buses needs to serve the Turnpike Mall and the nearby Hannaford supermarket.

A representative from the University of Maine agreed with the idea of providing more frequent trips to the Augusta campus, along with earlier and later travel choices.

The consultant described alternative route configurations for Waterville. One approach would require people heading to Wal-Mart to travel via Colby College. While this creates a direct shopping link for Colby College students, it results in indirect routing for everyone else. Committee members liked the idea of instead operating between downtown and Wal-Mart via the North End.

A related question is how best to link downtown Augusta and Fairfield. A route from Wal-Mart to Fairfield via Interstate 95 provides Fairfield residents with direct access to shopping, but this would eliminate service on most of College Avenue. It would also result in indirect service for Fairfield residents traveling to downtown Waterville or connecting with other routes.

A KVCAP representative pointed out that there are low-income homes located between College Avenue and the Kennebec River. The consultant indicated that he would look for ways to preserve transit access for these neighborhoods.

Committee members also discussed costs, local fund raising, and marketing. They agreed that a major challenge will be to raise sufficient local dollars to match available federal operating grants. They stressed the need for local partners to assist municipalities in paying for the service. Participants also agreed that a new name and corporate identify

would be needed for the transit program. One member suggested that the name could reflect an environmentally friendly "green" image.

September 30, 2008

The Advisory Committee met at MDOT headquarters in Augusta to review the transit service design for Augusta and Waterville. The group also discussed a preliminary proposal for sharing costs among project partners. Fourteen people participated in the meeting, including representatives of Maine General, the University of Maine at Augusta, the Mid-Maine Chamber of Commerce, and the cities of Augusta and Waterville. The meeting included four employees of KVCAP and four MDOT staff members.

The consultant presented draft timetables for individual transit routes. He explained the difference between 4-bus and 6-bus scenarios for Augusta, and between 3-bus and 4-bus scenarios in Waterville. The committee was in general agreement with the ideas and choices presented, although some concerns about details were expressed.

- A representative from the University of Maine at Augusta suggested that morning commuter access from Gardiner and Hallowell to the University campus was too indirect. The consultant said he would look for ways to serve the campus before outlying locations on Civic Center Drive.

- A MDOT staff member asked about local bus connections with Greyhound buses at the Augusta airport. She said that on-call service to this location should be mentioned in the published timetable. The consultant reported that a proposed redesign of the Augusta West route would have provided scheduled service to the airport, but that this idea was rejected because it would have eliminated bus service to shopping destinations located west of I-95.

- Waterville's town planner asked about bus stops for the Elm Tower senior apartments. She suggested that senior citizens should not be expected to walk to the Concourse to board local buses. The consultant explained that the service plan included inbound and outbound bus stops within one block of Elm Tower. He suggested that this was preferable to trying to turn transit buses in the Elm Tower parking lot, because this requires unsafe back-up maneuvers.

- A KVCAP staff member suggested that the timetable for a Kennedy Drive route in Waterville should show an on-call stop at Inland Hospital.

The group discussed Waterville's efforts to link downtown and the Hathaway development project. Waterville has hired a firm to help the city redesign traffic and pedestrian patterns in the downtown area. KVCAP's transit director suggested that this study should address the potential for an improved downtown transit hub location.

The consultant's preliminary cost model included the 4-bus scenario for Augusta for FY's 2010 through 2012, expanding to the 6-bus scenario for FY 2013 and FY 2014. Similarly, it used the 3-bus Waterville scenario for 2010 through 2012, and the 4-bus Waterville scenario for 2013 and 2014.

The consultant pointed out that the main difference between the Waterville scenarios is the frequency of service on the route serving Maine General and Colby College. The cost model assigns most of the incremental local-share cost for the 4-bus expansion to these institutions. The representative from Maine General suggested that it might be better to begin with the 4-bus approach in Waterville to ensure frequent, convenient access for the medical center and for Colby College.

The committee discussed the need to find additional partners to provide local financial support for the project. Participants suggested that Inland Hospital might participate. They also cited a need for expanded participation by local businesses, particularly in the Augusta region.

Augusta's representative observed that the plan calls for a significant increase in financial support from the city of Augusta. The consultant reminded the group that the plan introduces a new program for Augusta and Waterville, with more routes, more frequent service, and service hours extended to include transportation for commuters.

The group suggested that additional public workshops should be held to present the proposed transit system to people in the community. The MDOT project manager for the study suggested that this wait until the consultants develop marketing materials for the proposed service. Committee members once again stressed the need for a new identity for the bus service.

April 8, 2009

A morning workshop with Advisory Committee members was held in Waterville on April 8, 2009. Another workshop was held the same afternoon for Advisory Committee members who live and work in Augusta.

The consultant presented marketing materials developed for the project, including a proposed name, logotype, and vehicle paint scheme. He also presented map and timetable layouts for tabloid *Riders Guides* for Waterville and Augusta.

Committee members reviewed capital and financial plans, including the consultant's suggested strategy for funding proposed transit services. The consultant explained that his supporting cost model relies on contributions from various funding partners who have not been informed that they are included in the plan. Advisory Committee members agreed that an outreach and educational effort will be needed to encourage various groups and institutions to participate and to help pay for proposed services.

Participants in the Waterville workshop were particularly interested in the potential for a new transit hub in downtown Waterville. It was suggested that the city of Waterville, KVCAP, the Federal Transit Administration, and the local chamber of commerce could work together to develop a joint facility in the downtown center.

5.2 Outreach to Stakeholders

The consultant contacted a variety of individuals with a potential interest in the future of KVCAP's public transportation program. He discussed the project with representatives of the following organizations and groups:

Colby College
Kennebec Valley Community College
University of Maine at Augusta
L.L.Bean Waterville Call Center
Huhtamaki Food Services
MaineGeneral Healthcare
Harold Alfond Center for Cancer Care
Old Fort Western
GO MAINE Commuter Rideshare Program

The consultant explained to each stakeholder that KVCAP and MDOT are looking for ways to increase the effectiveness of the fixed-route transit program in Waterville and Augusta. The results of these discussions are reflected in Chapter 4: Market Groups and Transportation Needs.

5.3 Public Workshops – July 10, 2008

Public workshops to discuss the future of KVCAP's fixed-route transit program were held on July 10, 2008 at the KVCAP office in Waterville in the morning and at MDOT headquarters in Augusta in the afaternoon.

Two members of the public attended the Waterville session, along with the KVCAP director and a member of the KVCAP Board of Directors. One of the Waterville participants is a wheelchair user who lives on College Avenue just south off Hazelwood. The other individual lives in Seton Village. Both indicated that they are regular KV Transit bus riders, and said they came to the meeting primarily to express their appreciation for the service and their hopes that it would be preserved and expanded.

A number of issues were discussed:

- The existing buses have limited capacity for wheelchairs. The College Avenue resident said he has a friend in a wheelchair who has expressed an interest in traveling with him. This has not been possible, because the bus can carry only one wheelchair at a time.

- Several medical offices have moved to the First Park located off Kennedy Memorial Drive just west of Interstate 95. A new service plan should include on-request stops at First Park.

- Several passengers have expressed an interest in later afternoon service. They wonder if it might be possible for them to ride with children who are riding home from the YMCA in the afternoon. The consultant explained that the driver provides customized door-to-door service for these children, and that a separate late afternoon service would be more appropriate for regular transit riders.

- The College Avenue resident said he travels regularly between his residence and Wal-Mart. He makes less frequent trips to Maine General's Thayer Unit.

The consultant shared with the group his current ideas for Waterville and Fairfield. He explained that he was working one a four-bus strategy, along with a less expensive three-bus alternative.

Twenty-seven people participated in the Augusta discussion. Several participants identified themselves as "KVCAP riders." Others indicated that they represented local organizations and agencies, including:

- Maine Department of Labor
- Augusta Career Center
- Bureau of Rehab Services
- Healthy Communities Augusta Area
- Augusta State Airport
- Kennebec Valley YMCA
- City of Augusta
- Old Fort Western
- University of Maine at Augusta
- Maine Disability Rights
- Capitol Clubhouse
- MDOT
- KVCAP

Participants raised a number of issues and concerns:

1. A UMA student said she needs earlier transportation for morning classes.

2. Several participants said they needed service later in the day to enable them to use the bus for rides home from work. An individual employed at Wal-Mart said he needs a ride from Wal-Mart to downtown Augusta that departs the store after 5:30 p.m.

3. Several representatives of the Department of Labor and the Augusta Career Center participated in the workshop. They expressed an interest in commuter access for staff

members, and midday transportation for local residents participating in Career Center programs. Basic work hours are between 7:30 a.m. and 5:00 p.m. Core program hours are between 9:00 a.m. and 3:00 p.m. The new Career Center location near Commerce Drive has presented problems for many program participants, because KV Transit has been unable to include this location on its regular bus route. Some people try to walk. Others wait for hours for rides from Career Center staff members.

4. Inadequate transportation is one of the core issues confronted by Maine people with disabilities. They need access to jobs, education, medical services, and recreation. KV Transit provides some help, but more service is needed.

5. Some health care programs offer home visits. A more extensive transit program might give staff members an alternative to driving in their cars. Improved transit service between Gardiner and downtown Augusta might allow staff to use the bus to attend midday meetings. This could result in significant reductions in amounts currently spent on mileage reimbursement. Agencies might be able to contribute some of this savings to help underwrite an expanded transit operation.

6. The current vehicle fleet can accommodate only two wheelchairs at a time. Workshop participants reported instances when three wheelchair users were waiting for the same bus.

7. A blind person who lives only three miles from his job site in Augusta suggested it was ironic that he has no available commuter transportation, while a colleague who lives in Yarmouth can ride a GO MAINE van.

8. Several individuals suggested that expanded public transportation is needed not only because of rising fuel costs, but for environmental reasons as well.

9. Employees of Maine General might use buses for access to midday meetings.

10. A participant wondered if rising gasoline prices might make transit competitive enough to enable private bus operators to reenter the marketplace.

11. Someone suggested that KV Transit might provide visitors and residents access to Augusta's growing trails system.

12. Career Center staff members reported that veterans who live at the Togus VA facility sometimes need transportation to morning programs at the Career Center.

13. A KV Transit bus rider suggested that the Augusta West bus should offer regularly scheduled stops at Target in the Augusta Crossing. Target is currently served on request only.

14. Workshop participants agreed that new buses, along with a new name and corporate identity, will be needed before most Augusta residents will consider local transit as an option that is relevant for them.

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Chapter 6: Service Design Strategies

This chapter discusses possible service design improvements for fixed-route transit services in Augusta, Gardiner, and Waterville. It identifies possible adjustments to existing operations, and it discusses opportunities to add new routes and services to meet additional needs in the community.

The chapter begins with an overview of some of the overriding goals that have guided this service planning effort. Sections 6.2-6.4 present in-town transit options for Augusta, Gardiner, and Waterville. Sections 6.5 and 6.6 discuss regional links between towns. The final section describes a possible trolley bus route designed to serve Augusta tourists.

The chapter is structured as follows:

Section 6.1 Planning Issues and Goals
Section 6.2 Augusta and Gardiner Midday Service
Section 6.3 Augusta and Gardiner Commuter Routes
Section 6.4 In-town Waterville Service
Section 6.5 Bus Service between Augusta and Waterville
Section 6.6 Transit Links with Neighboring Communities
Section 6.7 Augusta Tourists

6.1 Planning Issues and Goals

This section summarizes some of the issues and goals that have guided this service planning effort. The overriding goal is to increase the usefulness and effectiveness of transit alternatives in Augusta, Gardiner, and Waterville by improving the quality of existing services, and by adding features that will appeal to and benefit more local residents.

- The existing transit program is designed largely to benefit senior citizens by giving them midday transportation from apartment complexes to shopping centers and medical offices. The new plan seeks to maintain these features for seniors, while introducing new services and additional benefits for low-income residents and middle-class car owners.

- The existing service plan focuses on midday shopping and medical appointments. The new plan adds early morning and late afternoon commuter services to benefit low-income families with limited auto access, and middle class commuters paying higher prices for gasoline.

- The current program offers relatively infrequent service for both in-town and outlying locations, with most routes operating hourly or once every two hours. The new plan looks for ways to add more frequent service for busy in-town corridors, providing more travel times and increased convenience for area residents.

- There is currently no local bus service between Augusta and Waterville, and only limited transit access to neighboring towns. This service design chapter looks for opportunities to expand regional links between communities.

- Existing transit services have little appeal for seasonal visitors. The new plan looks for an affordable way to enhance Augusta's tourism infrastructure.

6.2 Augusta and Gardiner Midday Service

Augusta North and Augusta East

The current service plan uses one bus to provide hourly service on a combined North/East Augusta route. More effective service could be provided for the busiest traffic generators on the route by using two buses and offering 30-minute service on separate North and East routes. Both routes would start and end in downtown Augusta. Vehicles would interline between the two routes, with each bus alternating between East and North.

Changes from the existing pattern are needed to allow enough time both for routes to serve downtown Augusta, while also providing the necessary time to accommodate wheelchairs. This can be accomplished by using a separate bus to serve locations on Civic Center Drive west of Interstate 95, and a separate bus to serve locations east of Hospital Street. For service to these outlying locations, see the discussion of *Outlying Locations* below.

To ensure reliable on-time performance, it will probably be best to configure the Augusta North route as a one-way loop. Buses would depart downtown Augusta and proceed up Sand Hill to Chateau Cushnoc. From there they would proceed to the Augusta Marketplace, with a scheduled stop at Wal-Mart and an on-demand stop at Kohl's. After continuing to the University of Maine at Augusta, the bus would return to downtown Augusta via Mt Vernon Avenue.

Passengers returning from Wal-Mart to Chateau Cushnoc would transfer in downtown Augusta to the next outbound North bus. It is important to note that this will only work if two buses are used for the North and East routes. With only one bus, Chateau Cushnoc residents would be required to travel the full East route in order to return home.

The Augusta East bus would begin in downtown Augusta and proceed across the river to Maine General Hospital. It would continue to Glenridge Drive, either via Hospital Street or via the former AMHI campus. Service through the AMHI site could be provided on

request. The bus would serve only the west end of Glenridge Drive, at the intersection with Hospital Street. It would then continue north on Hospital Street to the new Hannaford store planned for the former Cony High School property.

The bus would exit the Hannaford site onto Cony Street, and then turn left onto Pearl Street. It would turn left on Quimby Street, left on Bangor Street, and then right onto Willow Street. After stopping at the senior citizen apartments on Willow Street, the bus would return to downtown Augusta.

Timetables for the Augusta North and Augusta East routes are presented in Figures 6.1 and 6.2. In both cases, midday service would operate roughly between 8:30 a.m. and 4:00 p.m. The draft timetables include morning and afternoon commuter trips. Commuter service for neighborhoods on these routes is discussed below in Section 6.2.

Figure 6.1 Draft Timetable for Augusta North

Downtown Augusta to Wal-Mart and UMA

Downtown Augusta	Chateau Cushnoc	Wal-Mart	UMA	Downtown Augusta
8:30 a	8:37 a	8:42 a	8:45 a	8:52 a
9:00 a	9:07 a	9:12 a	9:15 a	9:22 a
9:30 a	9:37 a	9:42 a	9:45 a	9:52 a
10:00 a	10:07 a	10:12 a	10:15 a	10:22 a
10:30 a	10:37 a	10:42 a	10:45 a	10:52 a
11:00 a	11:07 a	11:12 a	11:15 a	11:22 a
11:30 a	11:37 a	11:42 a	11:45 a	11:52 a
12:00 p	12:07 p	12:12 p	12:15 p	12:22 p
12:30 p	12:37 p	12:42 p	12:45 p	12:52 p
1:00 p	1:07 p	1:12 p	1:15 p	1:22 p
1:30 p	1:37 p	1:42 p	1:45 p	1:52 p
2:00 p	2:07 p	2:12 p	2:15 p	2:22 p
2:30 p	2:37 p	2:42 p	2:45 p	2:52 p
3:00 p	3:07 p	3:12 p	3:15 p	3:22 p
3:30 p	3:37 p	3:42 p	3:45 p	3:52 p
3:52 p	3:59 p			
4:30 p	via Sand Hill	-	5:00 p	5:10 p
5:10 p	via Sand Hill	5:40 p	5:45 p	5:55 p

Figure 6.2 Draft Timetable for Augusta East

Downtown Augusta to Maine General and Hannaford

Downtown Augusta	Maine General	AMHI	Glenridge Drive	Hannaford	Willow Street	Downtown Augusta
			7:10 a	-	7:20 a	7:25 a
7:30 a	7:33 a	7:35 a	7:37 a		to Togus	
8:30 a	8:33 a	8:35 a	8:37 a	8:45 a	8:50 a	8:53 a
9:00 a	9:03 a	9:05 a	9:07 a	9:15 a	9:20 a	9:23 a
9:30 a	9:33 a	9:35 a	9:37 a	9:45 a	9:50 a	9:53 a
10:00 a	10:03 a	10:05 a	10:07 a	10:15 a	10:20 a	10:23 a
10:30 a	10:33 a	10:35 a	10:37 a	10:45 a	10:50 a	10:53 a
11:00 a	11:03 a	11:05 a	11:07 a	11:15 a	11:20 a	11:23 a
11:30 a	11:33 a	11:35 a	11:37 a	11:45 a	11:50 a	11:53 a
12:00 p	12:03 p	12:05 p	12:07 p	12:15 p	12:20 p	12:23 p
12:30 p	12:33 p	12:35 p	12:37 p	12:45 p	12:50 p	12:53 p
1:00 p	1:03 p	1:05 p	1:07 p	1:15 p	1:20 p	1:23 p
1:30 p	1:33 p	1:35 p	1:37 p	1:45 p	1:50 p	1:53 p
2:00 p	2:03 p	2:05 p	2:07 p	2:15 p	2:20 p	2:23 p
2:30 p	2:33 p	2:35 p	2:37 p	2:45 p	2:50 p	2:53 p
3:00 p	3:03 p	3:05 p	3:07 p	3:15 p	3:20 p	3:23 p
3:30 p	3:33 p	3:35 p	3:37 p	3:45 p	3:50 p	3:53 p
4:00 p	D	D	D	D	D	
from Togus	4:57 p	5:00 p	5:02 p	-	-	5:10 p
5:10 p	5:13 p	D	D	-	D	

D indicates drop-off on request.

Augusta West

The consultants looked for ways to streamline the Augusta West route, with a goal of offering 30-minute service with one bus. This could be accomplished by operating from downtown Augusta to the airport via Winthrop Street, and continuing to Augusta Crossing, Gray Birch, and Shaws, before returning to downtown via the airport and Winthrop Street. However, this would mean skipping the K-Mart shopping plaza, and it would offer no service to the Turnpike Mall and the nearby Hannaford.

Recognizing that there is local interest in continuing service to these locations, the consultants suggest only minor adjustments to the existing Augusta West route. The service would continue to operate hourly with one bus, with a stop at Target in the Augusta Crossing development offered on inbound trips.

A draft timetable for Augusta West is presented in Figure 6.3. The service would operate from 8:15 a.m. until 4:00 p.m. Commuter service for locations adjacent to the Augusta West route is discussed below.

Figure 6.3 Draft Timetable for Augusta West

Downtown Augusta to Shaws, Gray Birch, Target, and Turnpike Mall

Downtown Augusta	K-Mart	Shaws	Gray Birch	Turnpike Mall	Hannaford	Target	Gray Birch	Shaws	K-Mart	Downtown Augusta
						8:00 a	8:05 a	8:10 a	8:13 a	8:20 a
8:30 a	8:35 a	8:40 a	8:45 a	8:53 a	8:55 a	9:00 a	9:05 a	9:10 a	9:13 a	9:20 a
9:30 a	9:35 a	9:40 a	9:45 a	9:53 a	9:55 a	10:00 a	10:05 a	10:10 a	10:13 a	10:20 a
10:30 a	10:35 a	10:40 a	10:45 a	10:53 a	10:55 a	11:00 a	11:05 a	11:10 a	11:13 a	11:20 a
12:00 p	12:05 p	12:10 p	12:15 p	12:23 p	12:25 p	12:30 p	12:35 p	12:40 p	12:43 p	12:50 p
1:00 p	1:05 p	1:10 p	1:15 p	1:23 p	1:25 p	1:30 p	1:35 p	1:40 p	1:43 p	1:50 p
2:00 p	2:05 p	2:10 p	2:15 p	2:23 p	2:25 p	2:30 p	2:35 p	2:40 p	2:43 p	2:50 p
3:00 p	3:05 p	3:10 p	3:15 p	3:23 p	3:25 p	3:30 p	3:35 p	3:40 p	3:43 p	3:50 p
4:00 p	-	-	D							

Career Center, Gardiner, and Togus

The North, East, and West routes would each require the operation of one bus. A fourth bus could be used to provide more limited service to outlying Augusta locations. This bus could offer:

- Six trips a day to the new Maine General Cancer Center, the Career Center near Commerce Drive, the new Concord Coach bus terminal, and the DHS office on Anthony Avenue

- Four round trips between Augusta and Gardiner

- Three daily round trips to the VA hospital at Togus

Major employment sites on these routes would be served by proposed commuter trips at the start and end of each workday. Draft midday timetables for these outlying locations are presented in Figure 6.4.

Each of the timetables in Figure 6.4 includes timed 10-minute or 15-minute connections with other local bus routes in downtown Augusta. The Gardiner timetable calls for morning buses to offer stops along Highland Avenue, West Hill Road, and Central Street before picking up passengers at the Gardiner Hannaford. It shows afternoon buses making a stop at the Gardiner Hannaford and then operating clockwise via Central Street, West Hill Road, and Highland Avenue.

Figure 6.4 Limited Service for Outlying Augusta Locations

Midday Service to Cancer Center, Career Center, Concord Coach

Downtown Augusta	Chateau Cushnoc	Cancer Center	Career Center	Concord Coach	Anthony Ave	Wal-Mart	UMA	Downtown Augusta
8:30 a	R	8:45 a	8:50 a	9:00 a	R	-	D	9:20 a
10:30 a	R	10:45 a	10:50 a	10:55 a	R	-	D	11:15 a
1:00 p	R	8:45 a	8:50 a	9:00 a	R	-	D	9:20 a
3:00 p	R	3:15 p	3:20 p	3:30 p	R	-	D	3:50 p

R indicates stops on request. D indicates drop off's only on request.

Augusta / Hallowell / Gardiner

Downtown Augusta	Sewall & Winthrop	Hallowell	Pine Ridge	Gardiner Hannaford	Pine Ridge	Hallowell	Sewall & Winthrop	Downtown Augusta
			6:55 a	7:05 a	-	7:13 a	7:20 a	7:25 a
9:30 a	9:35 a	9:40 a	9:50 a	10:00 a	-	10:08 a	10:15 a	10:20 a
2:00 p	2:05 p	2:10 p	-	2:20 p	2:30 p	2:38 p	2:45 p	2:50 p
5:10 p	5:15 p	5:20 p	-	5:30 p	5:40 p			

Downtown Augusta to KVCAP and Togus

Downtown Augusta	AMHI	KVCAP	arrive Togus	depart Togus	KVCAP	AMHI	Downtown Augusta
7:30 a	7:35 a	7:40 a	7:50 a	8:00 a	8:05 a	8:10 a	8:20 a
11:30 a	11:35 a	11:40 a	11:50 a	12:00 p	12:05 p	-	12:15 p
4:15 p	-	4:25 p	4:35 p	4:45 p	4:55 p	5:00 p	5:10 p

An alternative strategy involves using two buses to link the Career Center with Augusta and Waterville throughout the day, and one bus to serve Gardiner and Togus. This approach involves serving Augusta and Gardiner with six buses.

As with the four-bus strategy, one bus each would operate on North, East, and West routes. Two buses would operate throughout the day between Augusta and Waterville, with intermediate stops at Concord Coach, the Career Center, and the Cancer Center. The sixth bus would provide eight trips a day to Gardiner. The VA hospital at Togus would continue to be served three times a day. Timetables for the resulting service are presented in Figure 6.5.

A map showing the midday Augusta routes discussed in this section is presented in Figure 6.6. A map showing proposed bus routing in Gardiner is presented in Figure 6.7.

Figure 6.5 Service for Outlying Augusta Locations with Six Buses

Augusta / Career Center / Cancer Center / Waterville

Downtown Augusta	Career Center	Cancer Center	Downtown Waterville	Cancer Center	Career Center	Downtown Augusta
			7:10 a	7:40 a	7:45 a	8:00 a
			8:30 a	9:00 a	9:05 a	9:20 a
8:30 a	8:45 a	8:50 a	9:30 a	10:00 a	10:05 a	10:20 a
9:30 a	9:45 a	9:50 a	10:30 a	11:00 a	11:05 a	11:20 a
10:30 a	10:45 a	10:50 a	11:30 a	12:00 p	12:05 p	12:20 p
11:30 a	11:45 a	11:50 a	12:30 p	1:00 p	1:05 p	1:20 p
12:30 p	12:45 p	12:50 p	1:30 p	2:00 p	2:05 p	2:20 p
1:30 p	1:45 p	1:50 p	2:30 p	3:00 p	3:05 p	3:20 p
2:30 p	2:45 p	2:50 p	3:30 p	4:00 p	4:05 p	4:20 p
3:30 p	3:45 p	3:50 p	4:30 p	5:00 p	5:05 p	5:20 p
4:30 p	4:45 p	4:50 p	5:20 p			
5:30 p	5:45 p	5:50 p	6:20 p			

This bus would include stops at Concord Coach northbound at 40 minutes past the hour and southbound at 10 minutes past the hour.

Augusta / Career Center Commuter Service

Downtown Augusta	UMA	Wal-Mart	Anthony Drive	Career Center	Cancer Center	Sand Hill	Downtown Augusta
6:45 a	6:55 a	7:00 a	7:05 a	7:10 a	7:15 a	7:20 a	7:25 a
7:30 a	7:40 a	-	7:45 a	7:50 a	7:55 a	8:00 a	8:05 a
Downtown Augusta	Sand Hill	Cancer Center	Career Center	Anthony Ave.	Wal-Mart	UMA	Downtown Augusta
4:30 p	4:35 p	4:40 p	4:45 p	4:50 p	-	4:55 0	5:05 p
5:10 p	5:15 p	5:25 p	5:30 p	5:35 p	5:40 p	5:45 p	5:55 p

Augusta / Gardiner

Downtown Augusta	Sewall & Winthrop	Hallowell	Pine Ridge	Gardiner Hannaford	Pine Ridge	Hallowell	Sewall & Winthrop	Downtown Augusta
			6:55 a	7:05 a	-	7:13 a	7:20 a	7:25 a
8:30 a	8:35 a	8:40 a	8:50 a	9:00 a	-	9:08 a	9:15 a	9:20 a
9:30 a	9:35 a	9:40 a	9:50 a	10:00 a	-	10:08 a	10:15 a	10:20 a
10:30 a	10:35 a	10:40 a	-	10:50 a	11:00 a	11:08 a	11:15 a	11:20 a
1:00 p	1:05 p	1:10 p	1:20 p	1:30 p	-	1:38 p	1:45 p	1:50 p
2:00 p	2:05 p	2:10 p	-	2:20 p	2:30 p	2:38 p	2:45 p	2:50 p
3:00 p	3:05 p	3:10 p	-	3:20 p	3:30 p	3:38 p	3:45 p	3:50 p
5:10 p	5:15 p	5:20 p	-	5:30 p	5:40 p			

Augusta / KVCAP / Togus

Downtown Augusta	AMHI	KVCAP	arrive Togus	depart Togus	KVCAP	AMHI	Downtown Augusta
7:30 a	7:35 a	7:40 a	7:50 a	8:00 a	8:05 a	8:10 a	8:20 a
11:30 a	11:35 a	11:40 a	11:50 a	12:00 p	12:05 p	-	12:15 p
4:15 p	-	4:25 p	4:35 p	4:45 p	4:55 p	5:00 p	5:10 p

Figure 6.6 Propsed Midday Augusta Transit Routes (4-Bus system)

PROPOSED MIDDAY AUGUSTA TRANSIT ROUTES (4-BUS SYSTEM)

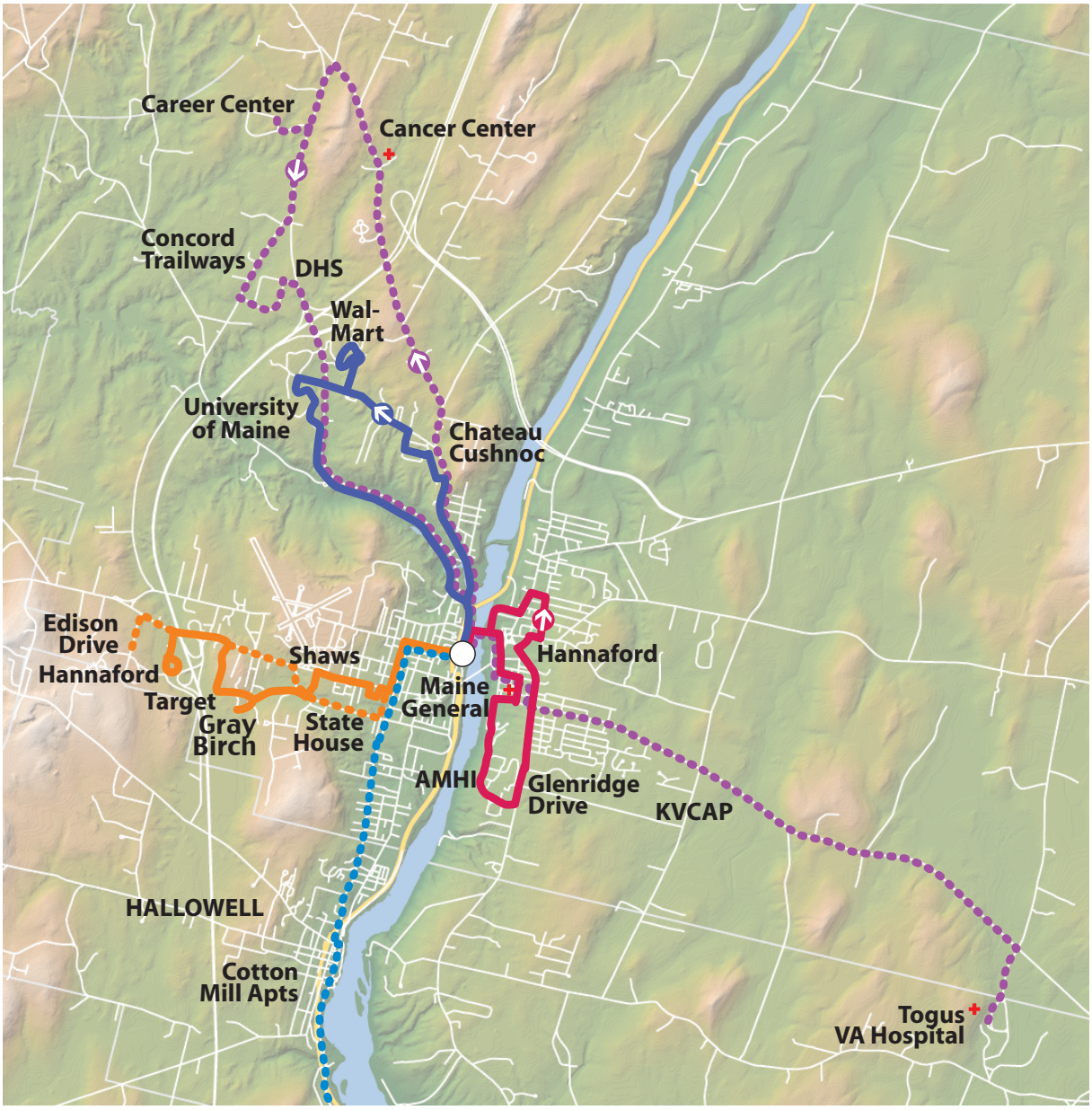


Figure 6.7 Propsed Bus Routing in Gardiner

PROPOSED BUS ROUTING IN GARDINER

6.3 Augusta and Gardiner Commuter Routes

Commuter bus service could operate on three in-town Augusta routes. While this service would be designed to accommodate state office workers, it could also benefit a variety of other retail, office, and service sector employees. All three buses would converge on downtown Augusta, allowing individuals to transfer between buses to reach different employment locations.

Before arriving in downtown, buses would pick up passengers in three areas:

- Sand Hill neighborhood
- East Augusta neighborhoods along Hospital Street and Pearl Street
- Gardiner, Hallowell, Sewall Street, and Winthrop Street

These buses would deliver workers to three sets of work sites, in addition to downtown Augusta:

- University of Maine, Anthony Avenue, Commerce Drive, Marketplace
- State House, Edison Drive, Augusta Crossing
- Maine General Hospital, AMHI, Togus VA hospital

Draft timetables presented in Figure 6.8 show buses meeting in downtown Augusta at 7:30 a.m. and at 5:10 p.m. In general, they are designed to reach most job sites at 7:45 a.m. and to depart at 4:45 p.m. Times vary somewhat for different locations. Earlier arrivals and later departures are included for Wal-Mart and the Augusta Marketplace.

Each bus would operate between three and four hours per day, or between 750 and 1,000 hours per year. At $40 per hour, the annual cost would be $30,000 and $40,000 per bus, The three commuter services in Figure 6.7 would have an estimated combined cost of $100,000 per year.

Figure 6.8 Proposed Augusta and Gardiner Commuter Timetables

Morning Augusta commuter service

Gardiner Hannaford	Hallowell	Sewall & Winthrop	Down-town	Down-town	UMA	Career Center	Cancer Center	Wal-Mart	Sand Hill	Down-town
				6:45 a	6:55 a	7:00 a	7:05 a	7:10 a	7:15 a	7:20 a
7:05 a	7:13 a	7:20 a	7:25 a	7:30 a	7:40 a	7:45 a	7:50 a	7:55 a	8:00 a	8:05 a

Glenridge Drive	Pearl Street	Down-town	Down-town	State House	Edison Drive	Augusta Crossing	Down-town
7:10 a	7:20 a	7:25 a	7:30 a	7:35 a	7:45 a	7:50 a	8:00 a

Sand Hill	Wal-Mart	UMA	Down-town	Down-town	Maine General	AMHI	arrive Togus	depart Togus	Down-town
6:40 a	7:05 a	7:10 a	7:20 a	7:30 a	7:33 a	7:35 a	7:50 a	8:00 a	8:20 a

Afternoon Augusta commuter service

Down-town	Cancer Center	Career Center	Anthony Ave	Wal-Mart	UMA	Down-town	Sewall & Winthrop	Hallowell	Gardiner
4:30 p	4:40 p	4:45 p	4:50 p		4:55 p	5:10 p	5:15 p	5:20 p	5:30 p
5:10 p	5:25 p	5:30 p	5:35 p	5:40 p	5:45 p	5:55 p			

Down-town	Edison Drive	Augusta Crossing	State House	Down-town	Maine General	AMHI	Glenridge Drive	Willow Street
4:30 p	4:50 p	4:55 p	5:00 p	5:10 p	5:13 p	5:15 p	5:17 p	5:25 p

Down-town	arrive Togus	depart Togus	KVCAP	Maine General	AMHI	Down-town	Sand Hill	Cancer Center	Career Center	Concord Coach
4:15 p	4:35 p	4:45 p	4:55 p	4:57 PM	5:00 p	5:10 p	5:15 p	5:25 p	5:30 p	5:35 p

6.4 In-town Waterville Midday Service

Proposed changes to bus service in Waterville are designed to accomplish a number of objectives:

- Add service to Waterville's North End neighborhood
- Add a shuttle link between Colby College and downtown Waterville
- Offer scheduled service to Maine General's Thayer Unit
- Give people without cars access to Central Maine Community College
- Offer more choices for Fairfield residents who travel to Waterville
- Maintain shuttle access to shopping and medical destinations along Kennedy Memorial Drive
- Increase the service frequency on all routes
- Offer access to jobs for families with limited car ownership

KV Transit currently serves Waterville with just one bus that operates from 8:20 a.m. until 3:45 p.m. The new service plan calls for using three or four buses operating from 7:00 or 7:30 a.m. until 5:30 or 6:00 p.m. A map showing proposed Waterville bus routes is presented in Figure 6.9.

Downtown Transit Hub

KV Transit's main downtown transit hub is located at the Concourse. While this was once a center of retail activity for Waterville, major businesses have abandoned the Concourse. Until redevelopment occurs, this site is not the best downtown destination for Waterville transit buses. It has the added drawback of complicated driveway access. Buses must thread their way through complex parking lot driveways to reach the main bus stop.

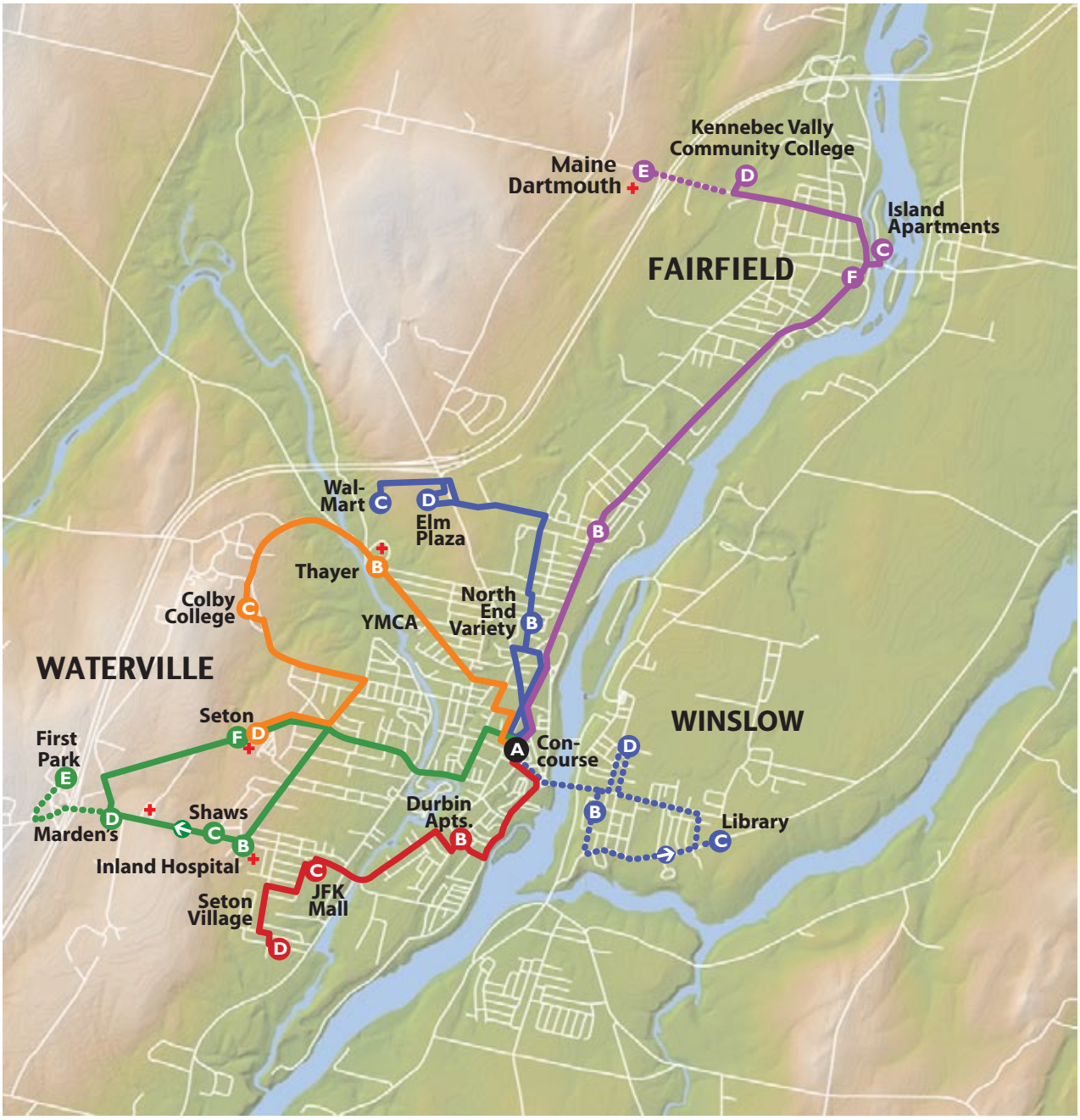
Waterville is currently developing plans to redesign vehicle and pedestrian access in and around the downtown area, in part to improve pedestrian access to new development at the former Hathaway factory. Municipal officials and private developers should look for ways to provide a new downtown hub for local transit buses. Capital funding from the Federal Transit Administration may be available for this purpose.

It may be possible to locate a new transit hub at the Hathaway site. This will depend on future vehicle access to and from this redeveloped facility. If routes begin at Hathaway, they will also need a designated bus stop in the downtown commercial center, perhaps on Main Street.

Timetables developed for Waterville assume continued utilization of the Concourse bus stop. Schedule adjustments may be needed if the transit hub is moved to a different location.

Figure 6.8 Propsed Waterville Transit Routes

PROPOSED WATERVILLE TRANSIT ROUTES



North End / Wal-Mart / Elm Plaza

The proposed service plan uses one bus to provide service every forty minutes on a route that links downtown Waterville and the North End with Wal-Mart and Elm Plaza.

Buses would travel north on Main Street and turn right on Chaplin Street. They would turn left on Ticonic Street and offer a timed stop at North End Variety. They would then continue north on Drummond Avenue to Hazelwood. The bus would proceed directly to Wal-Mart, offering a stop at Elm Plaza on its return trip to downtown. Southbound buses would follow the same route in the opposite direction, except they would turn left from Ticonic Street to Chaplin Street, and continue into downtown via College Avenue.

This route will give bus riders access to popular retail destinations at Wal-Mart and Elm Plaza. People who live in the North End will have direct service to Wal-Mart and Elm Plaza and to downtown Waterville. Other area residents will be able to transfer to the Wal-Mart route at a downtown hub that offers timed connections with all other routes.

A proposed timetable for a North End / Wal-Mart route is presented in Figure 6.10. Commuter trips are shaded. There may be some argument for delaying the last departure from Wal-Mart until after 5:30 p.m. to accommodate Wal-Mart employees. If this is done, adjustments will be needed in other routes to preserve downtown connections.

Figure 6.10 Draft Timetable for a North End / Wal-Mart Route

Con-course	North End Variety	arrive Wal-Mart	depart Wal-Mart	Elm Plaza	North End Variety	Con-course
7:00 a	7:05 a	7:10 a	7:10 a	7:15 a	7:20 a	7:25 a
7:30 a	7:35 a	7:40 a	7:40 a	7:45 a	7:50 a	7:55 a
8:00 a	8:05 a	8:10 a	8:15 a	8:20 a	8:25 a	8:30 a
8:40 a	8:45 a	8:50 a	8:55 a	9:00 a	9:05 a	9:10 a
9:20 a	9:25 a	9:30 a	9:35 a	9:40 a	9:45 a	9:50 a
10:00 a	10:05 a	10:10 a	10:15 a	10:20 a	10:25 a	10:30 a
10:40 a	10:45 a	10:50 a	10:55 a	11:00 a	11:05 a	11:10 a
11:20 a	11:25 a	11:30 a	11:35 a	11:40 a	11:45 a	11:50 a
12:00 p	12:05 p	12:10 p	12:15 p	12:20 p	12:25 p	12:30 p
12:40 p	12:45 p	12:50 p	12:55 p	1:00 p	1:05 p	1:10 p
1:20 p	1:25 p	1:30 p	1:35 p	1:40 p	1:45 p	1:50 p
2:00 p	2:05 p	2:10 p	2:15 p	2:20 p	2:25 p	2:30 p
2:40 p	2:45 p	2:50 p	2:55 p	3:00 p	3:05 p	3:10 p
3:20 p	3:25 p	3:30 p	3:35 p	3:40 p	3:45 p	3:50 p
4:00 p	4:05 p	4:10 p	4:10 p	4:15 p	4:20 p	4:25 p
4:35 p	4:40 p	4:45 p	4:45 p	4:50 p	4:55 p	5:00 p
5:10 p	5:15 p	5:20 p	5:20 p	5:25 p	5:30 p	5:35 p
5:45 p	5:50 p					

JFK Mall and Seton Village

A separate route would link downtown Waterville with the JFK Mall and Seton Village. The bus would follow the existing Waterville South route from downtown to the JFK Mall via the South End and Durbin Apartments. It would continue to Seton Village, reversing direction at Forsythe Terrace. The bus would then return to the JFK Mall, Durbin Park, the South End, and downtown.

Figure 6.11 Draft Timetable for a JFK Mall / Seton Village Route

Con-course	Durbin Apts	JFK Mall	Seton Village	JFK Mall	Durbin Apts	Con-course
7:00 a	7:05 a	7:10 a	-	7:10 a	7:15 a	7:20 a
7:30 a	7:35 a	7:40 a	-	7:40 a	7:45 a	7:50 a
8:00 a	8:05 a	8:10 a	8:15 a	8:20 a	8:25 a	8:30 a
8:40 a	8:45 a	8:50 a	8:55 a	9:00 a	9:05 a	9:10 a
9:20 a	9:25 a	9:30 a	9:35 a	9:40 a	9:45 a	9:50 a
10:00 a	10:05 a	10:10 a	10:15 a	10:20 a	10:25 a	10:30 a
10:40 a	10:45 a	10:50 a	10:55 a	11:00 a	11:05 a	11:10 a
11:20 a	11:25 a	11:30 a	11:35 a	11:40 a	11:45 a	11:50 a
12:00 p	12:05 p	12:10 p	12:15 p	12:20 p	12:25 p	12:30 p
12:40 p	12:45 p	12:50 p	12:55 p	1:00 p	1:05 p	1:10 p
1:20 p	1:25 p	1:30 p	1:35 p	1:40 p	1:45 p	1:50 p
2:00 p	2:05 p	2:10 p	2:15 p	2:20 p	2:25 p	2:30 p
2:40 p	2:45 p	2:50 p	2:55 p	3:00 p	3:05 p	3:10 p
3:20 p	3:25 p	3:30 p	3:35 p	3:40 p	3:45 p	3:50 p
4:00 p	4:05 p	4:10 p	R	4:20 p	4:25 p	4:30 p
4:35 p	4:40 p	4:45 p	R	4:55 p	5:00 p	5:05 p
5:10 p	5:15 p	5:20 p	R	5:30 p	5:35 p	5:40 p
5:45 p	5:50 p					

With a four-bus Waterville system, this route could be served every 40 minutes. A timetable showing forty-minute headways is presented in Figure 6.11. A less expensive three-bus option would result in service on this route every 80 minutes. JFK Mall buses could be interlined with the Wal-Mart route. With the four-bus system, two buses would alternate between these two routes. With the three-bus system, one Wal-Mart bus would interline with the JFK Mall route, and the other would interline with a route to Colby College.

The JFK Mall / Seton Village route will give South End residents direct access to and from downtown Waterville, and direct access to and from the JFK Mall. Seton Village residents will have direct trips to and from Hannaford at the JFK Mall, plus direct access to and from downtown. With four buses, both groups would have through service to Wal-Mart, plus timed connections for travel to Maine General Thayer, Colby College,

Mardens, Fairfield, and Kennebec Valley Community College. With three buses, they would have through service to Wal-Mart, plus direct connections to Maine General, Fairfield, and KVCC. With three buses, trips to Mardens would involve a 30-minute layover in downtown.

Maine General and Colby College

One bus could operate from downtown Waterville to Maine General's Thayer Unit and Colby College every forty minutes. With forty-minute headways, the route could include a link between Maine General's Thayer and Seton hospitals. (If Maine General Seton is not included on the route, Colby College and Thayer could be served every 30 minutes with one bus.) A three-bus service plan would result in service to Maine General and Colby College every 80 minutes.

This route would provide:

- A direct link between Colby College and downtown Waterville
- Access to Maine General's Thayer hospital for Waterville and Fairfield residents via timed connections at a downtown transit hub
- Transportation from Colby College to Wal-Mart and other retail destinations via a downtown transfer
- Access to the Waterville YMCA
- A possible direct link between Maine General's two major facilities in Waterville

A timetable showing forty-minute service to Thayer, Colby College, and Seton is presented in Figure 6.12. Depending on the future location of a downtown Waterville transit hub, it may be prudent to limit service on this route to Thayer and Colby, without continuing to Maine General's Seton facility.

Figure 6.12 Maine General and Colby College

Con-course	Maine General	Colby College	Seton	Colby College	Maine General	Con-course
6:55 a	7:02 a	7:05 a	7:10 a	7:15 a	7:18 a	7:25 a
7:30 a	7:37 a	7:40 a	-	7:45 a	7:48 a	7:55 a
8:00 a	8:07 a	8:10 a	8:15 a	8:20 a	8:23 a	8:30 a
8:40 a	8:47 a	8:50 a	8:55 a	9:00 a	9:03 a	9:10 a
9:20 a	9:27 a	9:30 a	9:35 a	9:40 a	9:43 a	9:50 a
10:00 a	10:07 a	10:10 a	10:15 a	10:20 a	10:23 a	10:30 a
10:40 a	10:47 a	10:50 a	10:55 a	11:00 a	11:03 a	11:10 a
11:20 a	11:27 a	11:30 a	11:35 a	11:40 a	11:43 a	11:50 a
12:00 p	12:07 p	12:10 p	12:15 p	12:20 p	12:23 p	12:30 p
12:40 p	12:47 p	12:50 p	12:55 p	1:00 p	1:03 p	1:10 p
1:20 p	1:27 p	1:30 p	1:35 p	1:40 p	1:43 p	1:50 p
2:00 p	2:07 p	2:10 p	2:15 p	2:20 p	2:23 p	2:30 p
2:40 p	2:47 p	2:50 p	2:55 p	3:00 p	3:03 p	3:10 p
3:20 p	3:27 p	3:30 p	3:35 p	3:40 p	3:43 p	3:50 p
4:00 p	4:07 p	4:10 p	4:15 p	4:20 p	4:23 p	4:30 p
4:35 p	4:42 p	4:45 p	4:50 p	4:55 p	4:58 p	5:05 p
5:10 p	5:17 p	5:20 p	5:25 p	5:30 p	5:33 p	5:40 p
5:45 p	5:52 p	5:55 p				

Shaws and Mardens

One bus could alternate between a Shaws / Mardens route and a Fairfield / KVCC route. Each route would be served every 80 minutes. This compares with current headways of 120-150 minutes. Shaws and Mardens would be served eight times a day, instead of four.

The bus could travel between downtown and Shaws via Park Street, Pleasant Street, Western Avenue, and First Rangeway. Along Kennedy Memorial Drive, the bus would offer stops at the Shaws Plaza, at a complex of doctors' offices, and at Mardens. The bus could include on-request diversions to medical offices in First Park. The bus would return to Western Avenue via Washington Street and Lincoln Street, offering a stop at Maine General's Seton Unit.

This route will provide continued transit service to retail and medical destinations on Kennedy Memorial Drive. It will add bus service to neighborhoods along Western Avenue and First Rangeway that have not been served by transit in the recent past. This route would provide continued transit access to Elm Tower senior apartments, via a stop at the corner of Park Street and Elm Street.

Figure 6.13 Draft Timetable for Shaws Plaza and Mardens

Con-course	Shaws	First Park	Marden's	Maine General Seton	Con-course
8:00 a	8:07 a	R	8:15 a	8:20 a	8:30 a
9:20 a	9:27 a	R	9:35 a	9:40 a	9:50 a
10:40 a	10:47 a	R	10:55 a	11:00 a	11:10 a
12:00 p	12:07 p	R	12:15 p	12:20 p	12:30 p
1:20 p	1:27 p	R	1:35 p	1:40 p	1:50 p
2:40 p	2:47 p	R	2:55 p	3:00 p	3:10 p
4:00 p	4:07 p	-	4:15 p	4:20 p	4:30 p

A draft timetable is presented in Figure 6.13. With a four-bus system, this schedule would offer timed connections with buses to and from Wal-Mart, JFK Mall, and Maine General/Colby College, plus through service to and from Fairfield. With a three-bus system, passengers would have to wait downtown 30 minutes for connections to and from JFK Mall / Seton Village.

Fairfield / Kennebec Valley Community College

The bus that serves Shaws and Mardens would alternate trips to Fairfield and KVCC. Headways between buses would be 80 minutes, instead of the current 120-150 minutes. The bus would serve Fairfield nine times a day, in place of the current three.

The bus would operate from downtown Waterville to Fairfield via College Avenue. It would include a front door stop at Island Apartments before continuing to Kennebec Valley Community College. It could offer on-request stops at Maine Dartmouth Medical and at other locations in Fairfield's care residential neighborhoods.

This route would offer through service to Shaws Plaza and Mardens and timed connections for trips to Wal-Mart and JFK Mall. A four-bus system would include timed connections to Maine General and Colby College. With only three buses, passengers traveling from Fairfield to Thayer or Colby would be required to wait 30 minutes at a downtown transfer hub.

Fairfield service is designed to provide car-free access throughout the day to the local community college. It provides commuter transportation for Fairfield residents who work in Waterville. It offers a direct link between the North End and downtown Waterville, while continuing to serve senior citizen apartments in Fairfield. A draft timetable is presented in Figure 6.14.

Figure 6.14 Draft Timetable for Fairfield and KVCC

Con-course	Hazel-wood	Island Apts	KVCC	Main Street	Hazel-wood	Con-course
7:30 a	7:35 a	7:40 a	7:45 a	7:50 a	7:55 a	8:00 a
8:40 a	8:45 a	8:50 a	8:55 a	9:00 a	9:05 a	9:10 a
10:00 a	10:05 a	10:10 a	10:15 a	10:20 a	10:25 a	10:30 a
11:20 a	11:25 a	11:30 a	11:35 a	11:40 a	11:45 a	11:50 a
12:40 p	12:45 p	12:50 p	12:55 p	1:00 p	1:05 p	1:10 p
2:00 p	2:05 p	2:10 p	2:15 p	2:20 p	2:25 p	2:30 p
3:20 p	3:25 p	3:30 p	3:35 p	3:40 p	3:45 p	3:50 p
4:35 p	4:40 p	4:45 p	4:50 p	4:55 p	5:00 p	5:05 p

With either the three-bus or the four-bus system, it would be possible to include a morning and evening commuter trip through residential neighborhoods in Winslow. Commuters from Winslow would be able to transfer to other routes to reach Wal-Mart, Thayer / Colby College, or Fairfield / KVCC. With four buses, they would also have direct connections to JFK Mall.

Proposed Winslow Commuter Trips

Con-course	Credit Union	Library	High School	Con-course
7:05 a	7:09 a	7:15 a	7:18 a	7:25 a
5:10 p	5:14 p	5:18 p	5:21 p	5:25 p

This plan calls for each Waterville bus to operate roughly eleven hours per day. If four buses operate 250 days per year, this results in a combined annual total of 10,800 hours. At $40 per hour, the total estimated cost for a four-bus system is $432,000.

Three buses operating 250 days per year would result in 8,100 revenue hours per year. At $40 per hour, the estimated cost for a three-bus system is $324,000.

6.5 Bus Service between Augusta and Waterville

This section describes three possible strategies for using local buses to link Augusta and Waterville. The first approach focuses on Waterville-area residents who commute to jobs in Augusta. The second offers limited public transit service to Maine General's Cancer Center, from Waterville and from Augusta. The third provides hourly bus service throughout the day between Augusta and Waterville, with intermediate stops at the Cancer Center, the Career Center, and the new Concord Coach terminal.

Waterville to Augusta Commuter Service

There appear to be enough commuters from the Waterville area to justify using two buses to provide subscription commuter service to Augusta. One bus could serve job sites near Civic Center Drive, including the Cancer Center, Commerce Drive, Anthony Avenue, and the University of Maine. The other bus could transport workers to offices near the State House, to MDOT, and to downtown Augusta.

The two buses could begin at the Concourse in downtown Waterville. The bus heading to Civic Center Drive could operate via Kennedy Memorial Drive and Interstate 95. The bus heading to downtown Augusta and the State House could operate via Route 201. The bus that operates on I-95 would benefit from a park and ride lot on Kennedy Memorial Drive near the I-95 interchange.

Draft timetables are presented in Figure 6.15. These schedules envision morning arrivals between 7:40 a.m. and 8:00 a.m., and afternoon departures between 4:30 p.m. and 4:45 p.m. The proposed service focuses primarily on Maine state employees. Additional commuter service will likely be needed in the future if Maine General constructs a new medical center in Augusta.

Figure 6.15 Possible Waterville-Augusta Commuter Timetables

Bus 1 via Interstate-95

MORNING

Waterville Concourse	Marden's	Cancer Center	Commerce Drive	Anthony Ave	University of Maine	Edison Drive
7:10 a	7:20 a	7:40 a	7:45 a	7:50 a	7:55 a	8:05 a

AFTERNOON

Edison Drive	University of Maine	Anthony Ave	Commerce Drive	Cancer Center	Marden's	Waterville Concourse
4:25 PM	4:35 p	4:40 p	4:45 p	4:55 p	5:15 p	5:25 p

Bus 2 via Route 201

MORNING

Waterville Concourse	Willow Street	Downtown Augusta	MDOT	State House
7:00 a	7:32 a	7:35 a	7:40 a	7:45 a

AFTERNOON

State House	MDOT	Downtown Augusta	City Hall	Waterville Concourse
4:45 PM	4:50 p	4:55 p	4:58 p	5:30 p

To keep the service affordable, efforts should be made to avoid paying for empty deadhead trips. This can be accomplished by hiring bus drivers who have other employment in Augusta during the day. This would result in about three hours of paid driver time per day, or roughly 750 driver hours per year for each bus. At $40 per hour, each bus would cost an estimated $30,000 per year, or $60,000 for two buses.

If 20 subscribers on each bus pay $15 per week, this will generate a combined total of $30,000, resulting in a combined deficit of $30,000. If FTA funds are available for 50% of the deficit, the local share requirement will total $15,000 for two commuter buses. If 20 riders on each bus pay $20 per week, the combined local share subsidy drops to $10,000. With a $20 per week subscription fare, it would take 30 paid subscribers on each bus for the service to break even.

Five Daily Waterville-Augusta Round Trips

Maine General operates a privately funded shuttle between the Waterville Thayer Unit and the Cancer Center in Augusta. A public transit route that links the Cancer Center with Waterville and Augusta could replace this service. One bus could be used to provide up to five midday round trips.

The first and last trips of the day could carry Cancer Center patients and workers. If demand from the Cancer Center is limited at this time of day, this bus could instead provide one of the subscription commuter routes described above. Alternatively, the bus could begin and end in Augusta at 8:30 a.m. and 4:20 p.m.

The route could continue to originate at Maine General's Thayer Unit, or it could start at a downtown Waterville transit hub. It could include a stop at a new Concord Coach bus terminal to be located northwest of downtown Augusta. A draft timetable is presented in Figure 6.16.

Figure 6.16 Five Weekday Round Trips between Waterville and Augusta

Downtown Augusta	Concord Coach	Cancer Center	arrive Waterville	depart Waterville	Cancer Center	Concord Coach	Downtown Augusta
				7:15 a	7:45 a	7:55 a	8:05 a
8:30 a	8:40 a	8:50 a	9:20 a	9:30 a	10:00 a	10:10 a	10:20 a
10:30 a	10:40 a	10:50 a	11:20 a	11:30 a	12:00 p	12:10 p	12:20 p
12:30 p	12:40 p	12:50 p	1:20 p	1:30 p	2:00 p	2:10 p	2:20 p
2:30 p	2:40 p	2:50 p	3:20 p	3:30 p	4:00 p	4:10 p	4:20 p
4:30 p	4:40 p	4:50 p	5:20 p				

The service could operate 10 hours per day, or 2,500 hours per year. At $40 an hour, the annual cost would come to roughly $100,000 per year.

Hourly Service between Augusta and Waterville

Two buses could be used to provide hourly bus service between Augusta and Waterville. This level of service is likely to be needed if Maine General Health decides to replace hospitals in Waterville and Augusta with a new medical center near the Cancer Center site. It may be necessary to supplement this two-bus service with additional commuter buses during peak employee travel times.

Hourly bus service between Augusta and Waterville is included in the draft 6-bus service plan for Augusta. This service is discussed above in Section 6.2. A draft timetable showing hourly service is presented in Figure 6.5.

6.6 Transit Links with Neighboring Communities

The consultants identified six transportation corridors in the Augusta region, and three adjacent communities Waterville. Augusta corridors include Waterville-Augusta, Gardiner-Augusta, Monmouth-Augusta, along with South China, Readfield, and Windsor. Neighboring communities in the Waterville area include Winslow, Fairfield, and Oakland.

Augusta Corridors

Corridor	*Towns*	*Population*	*State Workers*	*Round trip miles*	*Daily Passenger miles*
Waterville-Augusta	Fairfield, Oakland, Winslow, Waterville	36,575	443	42	18,606
Gardiner-Augusta	Randolph, Gardiner, Farmingdale, Hallowell	13,462	831	14	11,634
Monmouth-Augusta	Monmouth, Winthrop, Manchester	12,886	437	22	9,614
South China	South China	4,420	175	22	3,850
Readfield	Readfield	2,550	130	20	2,600
Windsor	Windsor	2,297	132	20	2,640

Two of the Augusta corridors (Gardiner and Waterville) and one of the Waterville corridors (Fairfield) are addressed elsewhere in this chapter. Service design concepts for these three corridors include peak hour commuter trips, plus varying levels of midday bus service.

The corridor linking Monmouth, Winthrop, and Manchester may be a candidate for future commuter bus service. Review of recent employment records show 437 State of Maine employees who commute from these towns to jobs in Augusta.

A bus could depart Monmouth at 7:05 a.m. and offer pick-ups in Winthrop at 7:15 a.m. and Manchester at 7:25 a.m. This bus would deliver workers to Edison Drive at 7:32 a.m., the State House at 7:37, and downtown Augusta at 7:45 a.m.

A return bus could depart downtown Augusta at 4:30 p.m., and pick up commuters at the State House at 4:35 p.m. and Edison Drive at 4:40 p.m. This bus would drop off riders in Manchester at 4:50 p.m., in Winthrop at 5:00 p.m., and in Monmouth at 5:10 p.m.

Operation of Monmouth commuter service would involve about three hours of paid driver time per weekday. It would also require a bus that is available between 6:30 a.m. and 8:00 a.m., and between 4:00 p.m. and 5:30 p.m. The service would cost roughly $30,000 per year to operate.

Demand for this service may be limited due to the relatively short travel distance. The cost of fuel may not be high enough to offset the inconvenience of a single morning and a single afternoon travel time. Moreover, the short distance will limit the fare that can be charged. A better initial strategy may be to institute a GO MAINE vanpool in this corridor. The vanpool route could be converted to a bus route if demand grows to exceed the supply of available seats.

South China, Readfield, and Windsor

GO MAINE vanpools appear to be the best way to test demand for commuter transportation from South China, Readfield, and Windsor. The GO MAINE program could advertise the availability of van service for these towns, assigning a vehicle to routes that generate sufficient interest from Augusta commuters. The prospects for new vanpools could be enhanced if community organizers are recruited in each community.

Winslow

Waterville transit strategies discussed above include a single morning trip through Winslow to pick up commuting workers, and a single afternoon return trip. People from residential neighborhoods would be able to ride the bus to the Waterville Concourse, where they could transfer to reach employment destinations in Waterville and in Fairfield.

KV Transit has plans to introduce midday bus service in Winslow on a limited two-day-a-week basis. A morning bus from Winslow will provide direct service to the Waterville Concourse and to Wal-Mart, with a downtown transfer to reach the JFK Mall.
A return afternoon bus will run from Wal-Mart to Winslow by way of the Concourse, with connections for Winslow residents returning from the JFK Mall.

Mornings: Winslow to Waterville

Con-course	Gou-dreaus	Library	Meadow-view	arrive Con-course	depart Con-course	Wal- Mart	Elm Plaza	JFK Mall
9:25 a	9:32 a	9:40 a	9:50 a	9:55 a	10:00 a	10:10 a	10:15 a	
					10:00 a	-	-	10:14 a

Afternoons: Waterville to Winslow

JFK Mall	Wal- Mart	Elm Plaza	arrive Con-course	depart Con-course	Meadow-view	Library	Gou-dreaus	Con-course
	1:10 p	1:15 p	1:25 p	1:30 p	1:38 p	1:46 p	1:55 p	2:00 p
1:12 p	-	-	1:25 p					

When Waterville transit operations are expanded, schedule times for Winslow midday service will need to be adjusted to match proposed connecting service at the Waterville Concourse. This can be accomplished by having the morning Winslow bus depart the Concourse for Winslow at 10:00 a.m. It would return to the Concourse at 10:30 and connect with regular route buses departing the Concourse for Wal-Mart and JFK Mall at 10:40 a.m. The afternoon bus to Winslow could wait for buses arriving downtown Waterville from the shopping malls at 1:50 p.m. This bus would depart the Concourse for Waterville at 2:00 p.m. A separate KVCAP bus or van will be needed for this midday Winslow service.

Oakland

Waterville bus service could be extended to the center of Oakland by adding approximately one half hour to a route that operates between the downtown Concourse and Mardens. To maintain reasonably convenient headways, this would likely require adding another bus to a Mardens route. There does not appear to be a sufficient concentration of demand in Oakland's central business district to justify an additional bus at this time. This situation may change as fuel prices increase in the future.

6.7 Augusta Tourists

A free tourist-oriented trolley bus could operate in Augusta during June, July, and August. The bus could begin at Fort Western and then proceed across the Kennebec River to downtown Augusta. The bus would then head to the Maine State Museum. It could stop at the Augusta YMCA, before continuing to downtown and returning to Fort Western.

This would allow visitors to park their cars in the downtown parking garage while visiting Fort Western and the Maine State Museum. This could prove particularly helpful for the Maine State Museum during weeks in June when the legislature is still in session. During the middle of the summer, it would give visitors who park near the State House easy access to downtown and Fort Western.

The stop at the YMCA will benefit area young people who will be able to transfer to the trolley shuttle from other Augusta transit routes.

Figure 6.17 Possible Tourist Shuttle

Fort Western	Downtown Augusta	Maine State Museum	YMCA	Downtown Augusta	Fort Western
10:30 a	10:33 a	10:40 a	10:43 a	10:48 a	10:50 a
11:00 a	11:03 a	11:10 a	11:13 a	11:18 a	11:20 a
11:30 a	11:33 a	11:40 a	11:43 a	11:48 a	11:50 a
12:00 p	12:03 p	12:10 p	12:13 p	12:18 p	12:20 p
12:30 p	12:33 p	12:40 p	12:43 p	12:48 p	12:50 p
1:00 p	1:03 p	1:10 p	1:13 p	1:18 p	1:20 p
1:30 p	1:33 p	1:40 p	1:43 p	1:48 p	1:50 p
2:00 p	2:03 p	2:10 p	2:13 p	2:18 p	2:20 p
2:30 p	2:33 p	2:40 p	2:43 p	2:48 p	2:50 p

Operates daily from June 1 through August 31

The draft timetable presented in Figure 6.17 suggests that this service could operate from 10:30 a.m. until 3:00 p.m., or 4.5 hours per day. If it operates daily from June 1 through August 31, it will involve a total of 414 service hours per season. At $40 an hour, the estimated cost comes to about $16,560. The service could be provided using trolley buses owned by the city of Augusta. Some FTA funding may be available to offset operating costs. The balance could perhaps be provided by the two museums.

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Chapter 7: Four Service Design Scenarios

This chapter presents four alternate scenarios that include different combinations of the component transit services described in Chapter 6. It presents a four-bus scenario and a six-bus scenario for Augusta. And it describes a three-bus alternative and a four-bus alternative for Waterville.

7.1 Augusta Four-Bus System

A four-bus transit system for Augusta and Gardiner could include:

- 30-minute headways on a North Route to Chateau Cushnoc, Wal-Mart and UMA
- 30-minute headways on an East Route to Maine General and Hannaford
- 60-minute headways on a West Route along Western Avenue
- Six trips a day to the Cancer Center, the Career Center, and Concord Coach
- Two commuter trips plus two midday trips between Augusta and Gardiner
- Three trips a day between Augusta and Togus

Three of these buses would offer early morning and late afternoon local commuter service for Augusta and Gardiner. The fourth bus could be used to provide morning and afternoon commuter service from Waterville. An additional vehicle will be needed if KV Transit wishes to offer two Waterville-Augusta commuter routes.

A four-bus system for Augusta and Gardiner would involve about 41 revenue service hours per day. This does not include subscription commuter service from Waterville. At $40 per hour, the estimated cost for 250 days of service is $410,000 per year. With a 17% fare box recovery and 50% FTA subsidy, the local share cost would equal roughly $175,000 per year. More detailed projections will be provided in a financial plan chapter.

Waterville-Augusta commuter service would cost an additional $60,000 for two routes. With a 67% fare box recovery and 50% FTA funding, the local subsidy requirement for two Waterville routes would be $10,000 per year.

7.2 Augusta Six-Bus System

A six-bus transit system for Augusta and Gardiner would offer more frequent bus service to Gardiner and hourly bus service throughout the day between Augusta and Waterville. Service components include:

- 30-minute headways on a North Route to Chateau Cushnoc, Wal-Mart and UMA
- 30-minute headways on an East Route to Maine General and Hannaford
- 60-minute headways on a West Route along Western Avenue
- Hourly service between Waterville and Augusta, with access to the Cancer Center, the Career Center, and Concord Coach, as well as downtown centers
- Eight round trips a day between Augusta and Gardiner
- Three trips a day between Augusta and Togus

Three of the six buses would offer early morning and late afternoon commuter service for Augusta and Gardiner. The other three buses would provide morning and afternoon commuter transportation between Waterville and Augusta.

A six-bus system for Augusta and Gardiner would involve about 64 revenue service hours per day. At $40 per hour, the estimated cost for 250 days of service is $640,000 per year. With a 27% fare box recovery and 50% FTA subsidy, the local share cost would equal roughly $232,000 per year. This is $57,000 more than the estimated local cost for a four-bus system. This estimate includes Waterville-Augusta commuter services, which accounts for the higher fare box recovery rate. More detailed projections will be included in a financial plan chapter.

7.3 Waterville Four-Bus System

A four-bus transit system for Waterville could include:

- 40-minute headways to the North End, Wal-Mart, and Elm Plaza
- 40-minute headways to Maine General Thayer and Colby College
- 40-minute headways to the South End, Durbin Apartments, and JFK Mall
- 80-minute headways (7 trips a day) to Shaws, Mardens, and Memorial Drive
- 80-minute headways (8 trips a day) to Fairfield and KVCC
- One morning and one afternoon trip for commuters who live in Winslow

Service would operate Monday through Friday. Timed connections would be available for all four Waterville bus routes at a downtown transit hub. Commuter transportation would be available to Wal-Mart, Thayer/Colby, JFK Mall, and Fairfield/KVCC.

A four-bus system for Waterville and Fairfield would involve about 43 revenue service hours per day. At $40 per hour, the estimated cost for 250 days of service is $430,000 per year. With an 18% fare box recovery and 50% FTA subsidy, the local share cost would equal roughly $176,500 per year. More detailed projections will be included in a financial plan chapter.

7.4 Waterville Three-Bus System

A three-bus transit system for Waterville would offer less frequent service to JFK Mall/Seton Village and Thayer/Colby. One bus would alternate between these routes, resulting in 80-minute headways. The system would include:

- 40-minute headways to the North End, Wal-Mart, and Elm Plaza
- 80-minute headways to Maine General Thayer and Colby College
- 80-minute headways to the South End, Durbin Apartments, and JFK Mall
- 80-minute headways (7 trips a day) to Shaws, Mardens, and Memorial Drive
- 80-minute headways (8 trips a day) to Fairfield and KVCC
- One morning and one afternoon trip for commuters who live in Winslow

Timed connections would be available for all bus riders traveling to and from Wal-Mart / Elm Plaza. Timed connections would be available for trips in both directions between JFK Mall and Thayer/Colby, and between Mardens and Thayer/Colby. Trips between JFK Mall and Mardens would involve a 40-minute layover downtown. Trips between Fairfield and Thayer/Colby would involve a 40-minute layover downtown.

Limited commuter transportation would be available to Wal-Mart/Elm Plaza, Thayer/ Colby, JFK Mall, and Fairfield/KVCC.

A three-bus system for Waterville and Fairfield would involve about 32 revenue service hours per day. At $40 per hour, the estimated cost for 250 days of service is $320,000 per year. With an 18% fare box recovery and 50% FTA subsidy, the local share cost would equal roughly $121,625 per year. More detailed projections will be included in a financial plan chapter.

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Chapter 8: Marketing Strategies

This chapter describes marketing tools that can be used to educate the public about improved transit services in Augusta and Waterville. It begins with a brief discussion of possible goals for a marketing program. It discusses the project name, logo, and vehicle paint scheme. It then goes on to suggest six strategies – a tabloid "Riders Guide," newspaper inserts, downtown transit hub displays, bus stop signs, Internet information, and commuter flyers.

The chapter includes eight sections:

Section 8.1 Marketing Goals
Section 8.2 Name, Logo, Vehicle Paint Scheme
Section 8.3 Riders Guide
Section 8.4 Newspaper Inserts
Section 8.5 Downtown Transit Hub Displays
Section 8.6 Bus Stop Signs
Section 8.7 Internet Map and Schedule Information
Section 8.8 Commuter Flyers

8.1 Marketing Goals

The overall purpose of a KV Transit marketing program should be to inform and educate area residents and regional commuters so they know what service is available, where and when it operates, how they can take advantage of the service, and how the program benefits the wider community.

Clear and appealing marketing materials can help the shuttle program accomplish many of its underlying goals. The shuttle program and its supporting marketing materials should be designed:

- To increase shuttle ridership
- To improve the quality of life for local residents and commuters
- To reduce people's vulnerability to changing gasoline prices
- To provide an alternative to cars as the sole means of travel for most residents
- To reduce traffic and parking congestion
- To provide continued access to shopping and essential services for senior citizens and people with disabilities
- To expand educational and employment opportunities for people with limited automobile access
- To inform state employees and other workers about new commuting options

- To strengthen the local economy by showing people that shuttles provide easy access to local businesses
- To ensure continued public support for the transit program from local taxpayers, municipal officials, and local businesses and institutions
- To assist MDOT and Federal Transit Administration in their efforts to promote transportation alternatives

8.2 Name, Logo, Vehicle Paint Scheme

Careful attention should be paid to the identity of the shuttle project and to its graphic presentation. The image that the shuttle system presents to the community will play an important role in determining the acceptance and success of the transit program.

The shuttle project is currently known as *KV Transit*. It shares a similar logotype and vehicle paint scheme with the door-to-door *KV Van* service. Both names are closely identified with KVCAP, an agency that focuses on providing assistance to low-income people. The current identity serves as an obstacle for many middle class residents, because they assume that *KV Transit* is a program designed for people who are poor.

While the system could continue to operate with the name *KV Transit*, KVCAP and its community partners should consider changing the name of the transit program to *Kennebec Explorer*. A new identity will underscore the fact that the service has been improved and that it is aimed at a broader market. It will also show that the shuttle project is part Maine's successful effort to promote car-free travel opportunities elsewhere in the state. Other projects in the state's "Explore Maine" program include:

- *Island Explorer* – Acadia region
- *Mountain Explorer* – Bethel / Sunday River
- *Shoreline Explorer* – York County beach communities
- *Sugarloaf Explorer* – Carrabassett Valley / Sugarloaf

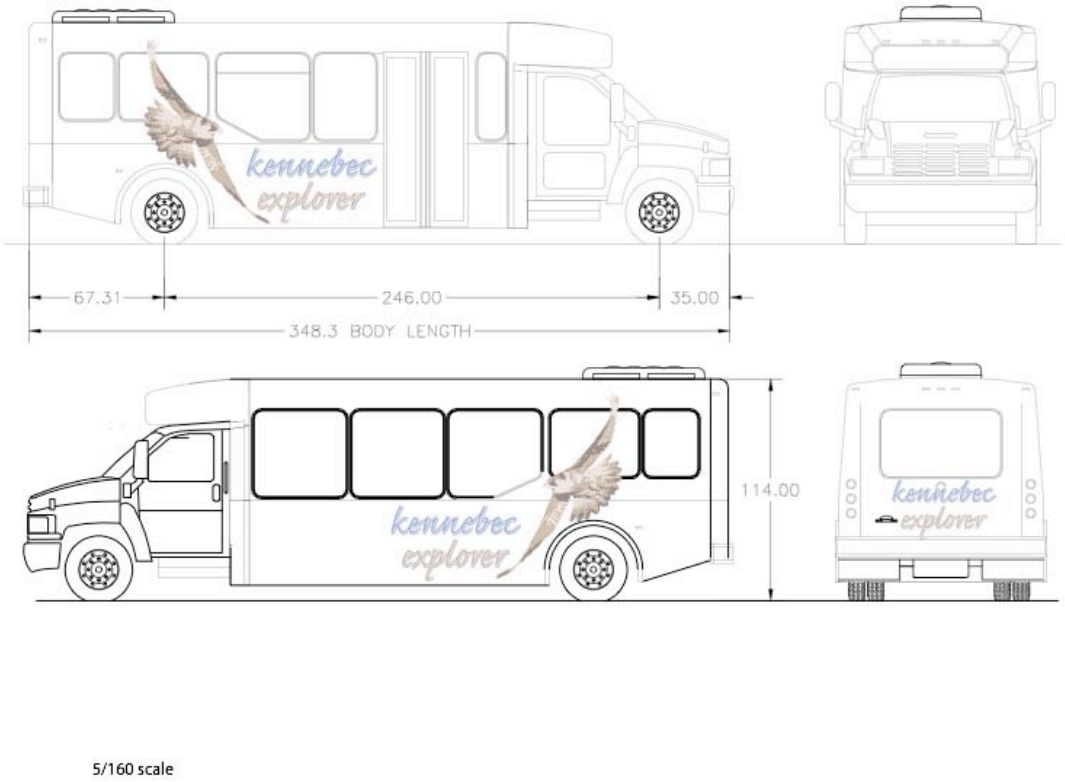
Kennebec Explorer provides a geographic focus that parallels the other Explorer identifies. It shares a reference to "Kennebec" with the existing transit program name (since *KV Transit* abbreviates Kennebec Valley Transit). But there is enough distance between the names to avoid confusing or collapsing the two. "Kennebec" has the advantage of being relevant for both Waterville and Augusta. The consultants considered *Capitol Explorer*, but rejected this because it would require a separate identify for Waterville.

A proposed logotype is presented in Figure 8.1. Ideas for a vehicle paint scheme are presented in Figure 8.2.

Figure 8.1 Kennebec Explorer Logotype

The logotype includes a graphic of a soaring peregrine falcon. This image suggests ease of travel, rising above obstacles, and overcoming restrictions. It also suggests a link to the natural beauty of the Kennebec River. The consultants considered using an American bald eagle, but did not pursue this idea because they felt that bald eagle images are too widely used by others. Most importantly, the bald eagle is a national symbol for the United States of America, and they felt that it was probably not a good idea to compete with these stronger and more traditional associations.

Figure 8.2 Kennebec Explorer Vehicle Paint Scheme



8.3 Riders Guide

KVCAP should consider promoting the shuttle program by publishing a full-color tabloid Riders Guide. Two separate publications would be needed, one for Augusta / Gardiner, and one for Waterville.

Riders Guides can be printed on a single sheet of newsprint measuring 22.5 wide by 16.5 inches tall. This results in a four-page tabloid document measuring 11.5 by 16.5 inches. The final document folds in half to 8.25 by 11.25 inches.

A full-color tabloid format is made possible by advances in newspaper-style Web press technology. One of the key advantages of the Web-press tabloid format is cost. Full-color transit booklets can cost as much as $.75 each to print. Tabloid bus guides can be printed for as low as $.05 each. This means that a transit system that used to pay $7,500 for 10,000 schedule booklets can use the same amount of money to print 150,000 tabloid guides.

The tabloid format allows maps and timetables to be presented in a centerfold spread. The centerfold should feature a full-color map of the basic shuttle system that provides a clear picture of locations served. The publication should include color-coded timetables for individual bus routes, with schedule time-points clearly identified on the accompanying map. Draft centerfold displays are presented in Figures 8.3 and 8.4.

The centerfold display can be enlarged for use in weatherproof outdoor displays as discussed below in Section 8.5.

The front cover should present feature stories designed to define the transit program's market position and to highlight the benefits the service offers to the community. Additional information about the transit program and about related transportation services can be presented on the back page.

Riders Guide Distribution

The Riders Guide should be available on all shuttle buses. It should be widely distributed throughout the service area. A key strategy is to insert tabloid Riders Guides in local newspapers at lest two times each year. This idea is discussed below in Section 8.4.

Schedules should also be available in area businesses, hospitals, apartment buildings, town offices, and elsewhere, The *Island Explorer* program uses clear acrylic easels with imprinted logos for interior countertop displays. Easels are given to businesses at key stops along routes. Downeast Transportation pays a professional brochure distribution firm to supply lodging establishments with *Island Explorer* guides. The distribution fee is approximately $1,500 per year.

"S Style" easels were obtained from Sutton Designs of Ithaca, NY. The easels measure 8.5 by 11 inches, with a two-inch deep pocket. Logos are imprinted on the front lip. KVCAP should probably anticipate spending between $1,500 and $2,000 for 100 imprinted easels.

Newspaper "Honor Rack" vending machines can be used for free outdoor distribution of tabloids at key bus stop locations. Newspaper vending machines for the *Island Explorer* were obtained from Sho-Rack of Shiner, Texas. These vending machines allow large quantities of tabloid schedules to be displayed neatly and securely outdoors. The cost for a Sho-Rack 33CT "Honor Rack" newspaper vending machine in 2000 was $169. KVCAP should probably anticipate spending as much as $250 or $300 per unit in 2004. Five "Honor Racks" would thus cost between $1,250 and $1,500.

kennebec explorer

Augusta North

Wal-Mart / University of Maine

A Down-town Augusta	B Chateau Cushnoc	C Wal-Mart	D Kohls	E UMA	A Down-town Augusta
8:30	8:37	8:42	R	8:45	8:52
9:00	9:07	9:12	R	9:15	9:22
9:30	9:37	9:42	R	9:45	9:52
10:00	10:07	10:12	R	10:15	10:22
10:30	10:37	10:42	R	10:45	10:52
11:00	11:07	11:12	R	11:15	11:22
11:30	11:37	11:42	R	11:45	11:52
12:00	**12:07**	**12:12**	**R**	**12:15**	**12:22**
12:30	**12:37**	**12:42**	**R**	**12:45**	**12:52**
1:00	**1:07**	**1:12**	**R**	**1:15**	**1:22**
1:30	**1:37**	**1:42**	**R**	**1:45**	**1:52**
2:00	**2:07**	**2:12**	**R**	**2:15**	**2:22**
2:30	**2:37**	**2:42**	**R**	**2:45**	**2:52**
3:00	**3:07**	**3:12**	**R**	**3:15**	**3:22**
3:30	**3:37**	**3:42**	**R**	**3:45**	**3:52**
4:00	**D**	**-**	**-**	**-**	**-**
4:30	**-**	**-**	**-**	**5:00**	**5:10**
5:10	**-**	**5:40**	**-**	**5:45**	**5:55**

R - Stops on request.
D - Stops on request to drop off passengers.

for more info, call 622-4761

Augusta West

Western Avenue / Gray Birch/Hannaford

A Down-town Augusta	B K-Mart	C Shaws	D Gray Birch	E Hanna-ford	F Target	D Gray Birch	C Shaws	B K-Mart	A Down-town Augusta
8:30	8:35	8:40	8:45	8:55	9:00	9:05	9:10	9:13	9:20
9:30	9:35	9:40	9:45	9:55	10:00	10:05	10:10	10:13	10:20
10:30	10:35	10:40	10:45	10:55	11:00	11:05	11:10	11:13	11:20
11:30	11:35	11:40	11:45	11:55	12:00	12:05	12:10	12:13	12:20
12:30	12:35	12:40	12:45	12:55	1:00	1:05	1:10	1:13	1:20
1:30	1:35	1:40	1:45	1:55	2:00	2:05	2:10	2:13	2:20
2:30	2:35	2:40	2:45	2:55	3:00	3:05	3:10	3:13	3:20
3:30	3:35	3:40	3:45	3:55	4:00	4:05	4:10	4:13	4:20
4:00	-	-	D						

Civic Center Drive

Midday Service

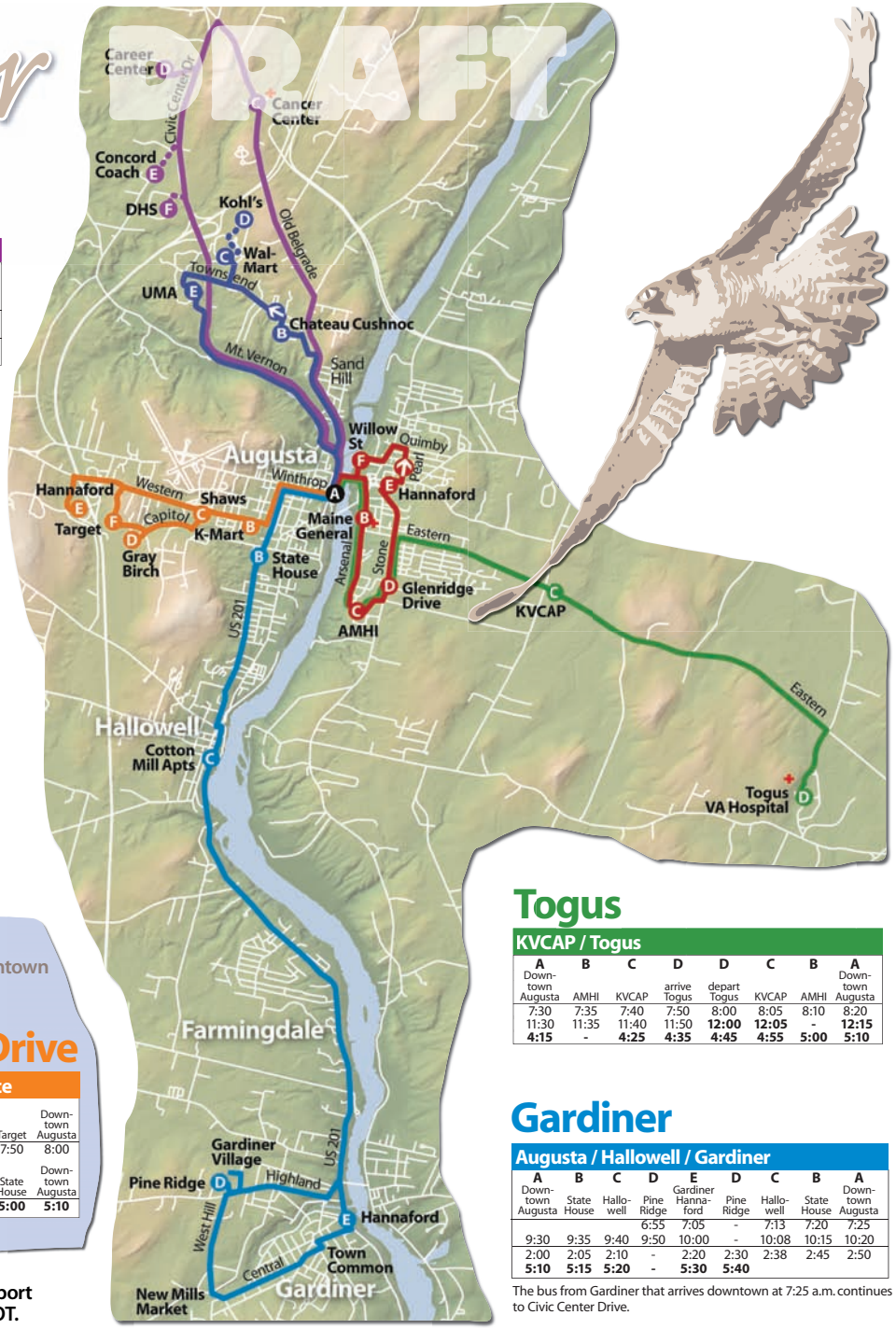
A Down-town Augusta	B Chateau Cushnoc	C Cancer Center	D Career Center	E Concord Coach	F DHS Anthony Drive	G UMA	A Down-town Augusta
8:30	R	8:45	8:50	9:00	R	D	9:20
10:30	R	10:45	10:50	11:00	R	D	11:20
1:00	R	1:15	1:20	1:30	R	D	1:50
3:00	R	3:15	3:20	3:30	R	D	3:50

Augusta East

Maine General / Hannaford

A Down-town Augusta	B Maine General	C AMHI	D Glen-ridge Drive	E Hanna-ford	D Willo Street	A Down-town Augusta
			7:10	-	7:20	7:25
7:30	7:33	7:35	7:37	-	to Togus	
8:30	8:33	8:35	8:37	8:45	8:50	8:53
9:00	9:03	9:05	9:07	9:15	9:20	9:23
9:30	9:33	9:35	9:37	9:45	9:50	9:53
10:00	10:03	10:05	10:07	10:15	10:20	10:23
10:30	10:33	10:35	10:37	10:45	10:50	10:53
11:00	11:03	11:05	11:07	11:15	11:20	11:23
11:30	11:33	11:35	11:37	11:45	11:50	11:53
12:00	**12:03**	**12:05**	**12:07**	**12:15**	**12:20**	**12:23**
12:30	**12:33**	**12:35**	**12:37**	**12:45**	**12:50**	**12:53**
1:00	**1:03**	**1:05**	**1:07**	**1:15**	**1:20**	**1:23**
1:30	**1:33**	**1:35**	**1:37**	**1:45**	**1:50**	**1:53**
2:00	**2:03**	**2:05**	**2:07**	**2:15**	**2:20**	**2:23**
2:30	**2:33**	**2:35**	**2:37**	**2:45**	**2:50**	**2:53**
3:00	**3:03**	**3:05**	**3:07**	**3:15**	**3:20**	**3:23**
3:30	**3:33**	**3:35**	**3:37**	**3:45**	**3:50**	**3:53**
4:00	**D**	**D**	**D**	**-**	**D**	**-**
-	**4:57**	**5:00**	**5:02**	**-**	**-**	**5:10**
5:10	**5:13**	**D**	**D**	**-**	**D**	

D - Stops on request to drop off passengers.



peak hour express

Commuter buses offer transfers in downtown Augusta at 7:30a.m. and 5:10p.m.

Civic Center Drive

Morning Commuter Trips

Down-town Augusta	UMA	Wal-Mart	Athony Drive	Career Center	Cancer Center	Sand Hill	Down-town Augusta
6:45	6:55	7:00	7:05	7:10	7:15	7:20	7:25
7:30	7:40	-	7:45	7:50	7:55	8:00	8:05

Afternoon Commuter Trips

Down-town Augusta	Sand Hill	Cancer Center	Career Center	Anthony Drive	Wal-Mart	UMA	Down-town Augusta
4:30	**4:35**	**4:40**	**4:45**	**4:50**	**-**	**4:55**	**5:05**
5:10	**5:15**	**5:25**	**5:30**	**5:35**	**5:40**	**5:45**	**5:55**

The bus that arrives downtown at 7:25 a.m. continues to Togus.
The bus that arrives downtown at 5:05 p.m. continues to Gardiner.

Augusta East

Maine General / Hannaford

A Down-town Augusta	B Maine General	C AMHI	D Glen-ridge Drive	E Hanna-ford	D Willo Street	A Down-town Augusta
7:30	7:33	7:35	7:10 7:37	- -	7:20 to Togus	7:25
-	**4:57**	**5:00**	**5:02**	**-**	**-**	**5:10**
5:10	**5:13**	**D**	**D**	**-**	**D**	

The 7:10 a.m. bus from Glenridge Drive continues to Edison Dr.

Edison Drive

Commuter Service

Down-town Augusta	State House	Edison Drive	Target	Down-town Augusta
7:30	7:35	7:45	7:50	8:00
Down-town Augusta	**Edison Drive**	**Target**	**State House**	**Down-town Augusta**
4:30	**4:50**	**4:55**	**5:00**	**5:10**

Kennebec Explorer buses are operated by KVCAP with support from municipalities, local businesses, USDOT and Maine DOT.

Togus

KVCAP / Togus

A Down-town Augusta	B AMHI	C KVCAP	D arrive Togus	D depart Togus	C KVCAP	B AMHI	A Down-town Augusta
7:30	7:35	7:40	7:50	8:00	8:05	8:10	8:20
11:30	11:35	11:40	11:50	**12:00**	**12:05**	**-**	**12:15**
4:15	**-**	**4:25**	**4:35**	**4:45**	**4:55**	**5:00**	**5:10**

Gardiner

Augusta / Hallowell / Gardiner

A Down-town Augusta	B State House	C Hallo-well	D Pine Ridge	E Gardiner Hanna-ford	D Pine Ridge	C Hallo-well	B State House	A Down-town Augusta
			6:55	7:05	-	7:13	7:20	7:25
9:30	9:35	9:40	9:50	10:00	-	10:08	10:15	10:20
2:00	2:05	2:10	-	2:20	2:30	2:38	2:45	2:50
5:10	**5:15**	**5:20**	**-**	**5:30**	**5:40**			

The bus from Gardiner that arrives downtown at 7:25 a.m. continues to Civic Center Drive.

kennebec explorer

Wal-Mart

North End / Wal-Mart

A Con-course	B North End Variety	C arrive Wal-Mart	C depart Wal-Mart	D Elm Plaza	B North End Variety	A Con-course
7:00	7:05	7:10	7:10	7:15	7:20	7:25
7:30	7:35	7:40	7:40	7:45	7:50	7:55
8:00	8:05	8:10	8:15	8:20	8:25	8:30
8:40	8:45	8:50	8:55	9:00	9:05	9:10
9:20	9:25	9:30	9:35	9:40	9:45	9:50
10:00	10:05	10:10	10:15	10:20	10:25	10:30
10:40	10:45	10:50	10:55	11:00	11:05	11:10
11:20	11:25	11:30	11:35	11:40	11:45	11:50
12:00	**12:05**	**12:10**	**12:15**	**12:20**	**12:25**	**12:30**
12:40	**12:45**	**12:50**	**12:55**	**1:00**	**1:05**	**1:10**
1:20	**1:25**	**1:30**	**1:35**	**1:40**	**1:45**	**1:50**
2:00	**2:05**	**2:10**	**2:15**	**2:20**	**2:25**	**2:30**
2:40	**2:45**	**2:50**	**2:55**	**3:00**	**3:05**	**3:10**
3:20	**3:25**	**3:30**	**3:35**	**3:40**	**3:45**	**3:50**
4:00	**4:05**	**4:10**	**4:10**	**4:15**	**4:20**	**4:25**
4:35	**4:40**	**4:45**	**4:45**	**4:50**	**4:55**	**5:00**
5:10	**5:15**	**5:20**	**5:20**	**5:25**	**5:30**	**5:35**
5:45	**5:50**	**5:55**				

Thayer / Colby

Maine General / Colby College

A Con-course	B Maine General Thayer	C Colby College	D Maine General Seton	C Colby College	B Maine General Thayer	A Con-course
7:30	7:37	7:40	-	7:45	7:48	7:55
8:40	8:47	8:50	8:55	9:00	9:03	9:10
10:00	10:07	10:10	10:15	10:20	10:23	10:30
11:20	11:27	11:30	11:35	11:40	11:43	11:50
12:40	**12:47**	**12:50**	**12:55**	**1:00**	**1:03**	**1:10**
2:00	**2:07**	**2:10**	**2:15**	**2:20**	**2:23**	**2:30**
3:20	**3:27**	**3:30**	**3:35**	**3:40**	**3:43**	**3:50**
4:35	**4:42**	**4:45**	**4:50**	**4:55**	**4:58**	**5:05**
5:10	**5:17**	**5:20**	**5:25**	**5:30**	**5:33**	**5:40**

Kennedy Drive

Shaws / Mardens

A Con-course	B Inland Hospital	C Shaws	D First Park	E Mardens	F Maine General Seton	A Con-course
8:00	R	8:07	R	8:15	8:20	8:30
9:20	R	9:27	R	9:35	9:40	9:50
10:40	R	10:47	R	10:55	11:00	11:10
12:00	**R**	**12:07**	**R**	**12:15**	**12:20**	**12:30**
1:20	**R**	**1:27**	**R**	**1:35**	**1:40**	**1:50**
2:40	**R**	**2:47**	**R**	**2:55**	**3:00**	**3:10**
4:00	**R**	**4:07**	**-**	**4:15**	**4:20**	**4:30**

Fairfield

Fairfield / KVCC

A Con-course	B Hazel-wood	C Island Apts	D KVCC	E ME Dart-mouth	F Fairfield Main Street	B Hazel-wood	A Con-course
7:30	7:35	7:40	7:45	R	7:50	7:55	8:00
8:40	8:45	8:50	8:55	R	9:00	9:05	9:10
10:00	10:05	10:10	10:15	R	10:20	10:25	10:30
11:20	11:25	11:30	11:35	R	11:40	11:45	11:50
12:40	**12:45**	**12:50**	**12:55**	**R**	**1:00**	**1:05**	**1:10**
2:00	**2:05**	**2:10**	**2:15**	**R**	**2:20**	**2:25**	**2:30**
3:20	**3:25**	**3:30**	**3:35**	**R**	**3:40**	**3:45**	**3:50**
4:35	**4:40**	**4:45**	**4:50**	**R**	**4:55**	**5:00**	**5:05**

for more info, call 877-5677

Winslow

Weekday Commute Trips

A Con-course	B Credit Union	C Library	D High School	A Con-course
7:05	7:09	7:15	7:18	7:25
5:10	**5:14**	**5:18**	**5:21**	**5:25**

JFK Mall

South End / JFK Mall / Seton Village

A Con-course	B Durbin Apts	C JFK Mall	D Seton Village	C JFK Mall	B Durbin Apts	A Con-course
7:00	7:05	7:10	-	7:10	7:15	7:20
8:00	8:05	8:10	8:15	8:20	8:25	8:30
9:20	9:25	9:30	9:35	9:40	9:45	9:50
10:40	10:45	10:50	10:55	11:00	11:05	11:10
12:00	**12:05**	**12:10**	**12:15**	**12:20**	**12:25**	**12:30**
1:20	**1:25**	**1:30**	**1:35**	**1:40**	**1:45**	**1:50**
2:40	**2:45**	**2:50**	**2:55**	**3:00**	**3:05**	**3:10**
4:00	**4:05**	**4:10**	**R**	**4:20**	**4:25**	**4:30**
5:45	**5:50**					

subscription commuter service to Augusta

I-95 to Civic Center Drive

Waterville Con-course	Cancer Center	Com-merce Drive	Anthony Ave	UMA
7:10	7:40	7:45	7:50	7:55
UMA	Anthony Ave	Com-merce Drive	Cancer Center	Water-ville Concourse
4:35	**4:40**	**4:45**	**4:55**	**5:25**

Route 201 to State House

Waterville Con-course	Willow Street	Down--town Augusta	MDOT	State House
7:00	7:32	7:35	7:40	7:45
State house	MDOT	Down-town Augusta	City Hall	Water-ville Concourse
4:45	**4:50**	**4:55**	**4:58**	**5:30**

Seats on subscription buses are available via advance reservation for commuters who sign up for a minimum of four weeks.

Kennebec Explorer buses are operated by KVCAP with support from municipalities, local businesses, USDOT and Maine DOT.

8.4 Newspaper Inserts

People who see transit buses in their communities often have little awareness or understanding of what the service does or who it serves. One way to educate a much wider audience is to insert Riders Guides in local newspapers.

KVCAP should consider inserting Riders Guides in local papers at least two times a year. The charge for inserts is usually quite reasonable. Printing costs are likely to be the larger expense. This type of extensive distribution is possible thanks to the low unit cost of Web press printing.

Distributing the tabloid Riders Guide as a newspaper insert will ensure that there is wide public awareness of the transit program and the benefits it provides for the community. This underscores the role played by a cover article in the tabloid publication that tells a defining story about the transportation program.

8.5 Downtown Transit Hub Displays

Permanent weatherproof map and schedule displays can be installed at transit hubs and other important locations. The Riders Guide centerfold can be enlarged and displayed using "low profile" metal frames and fiberglass embedded graphics. Low profile frames display a panel at a thirty-degree angle that is viewable by people in wheelchairs.

This approach is used by the *Island Explorer* to display a 27 by 37 inch enlargement of a tabloid centerfold in a metal frame at the Bar Harbor Village Green transit hub. A similar display is located at Acadia National Park's Hulls Cove Visitor Center. Fiberglass embedded graphics are produced for the *Island Explorer* by GS Images of Hagerstown, Maryland. Another Maryland firm, Hopewell Manufacturing, produced the "low profile" sign frames. A picture of the Bar Harbor display is presented in Figure 8.5.

Figure 8.5 Island Explorer Transit Hub Display

For new outdoor displays, a metal sign frame is estimated to cost $500, not including installation. Fiberglass imbedded graphic panels for a 37 by 27 inch display cost approximately $300 each. These panels typically need to be updated once a year to reflect changes in routes and schedules.

Candidate locations for outdoor transit displays include downtown transit hubs in Augusta and in Waterville.

8.6 Bus Stop Signs

KVCAP should install bus stop signs at selected locations throughout its service area. These signs will identify bus stop locations for current and future bus riders. They will also remind other community members about the bus service, and they will show them locations people can travel to without their cars. Draft artwork for a *Kennebec Explorer* bus stop sign is provided in Figure 8.6.

Figure 8.6 Kennebec Explorer Bus Stop Sign

8.7 Internet Map and Schedule Information

KVCAP should register a domain name and develop an Internet web site for the *Kennebec Explorer*. All promotional materials should direct potential riders to www.KennebecExplorer.com for additional information. The site should incorporate stories and graphics utilized in the tabloid Riders Guide publication.

The site should include a home page that offers an introduction to car-free travel in Augusta, Gardiner, and Waterville. The home page should include an obvious link to "Route and Schedule Information." This link should bring users to simplified route maps of the two service areas. Web site visitors could be instructed to click on individual routes or route names for additional information about individual services.

A Kennebec Explorer Internet site could follow the same format and structure used by the Island Explorer (www.exploreacadia.com), Downeast Transportation (www.DowneastTrans.org), and the Sugarloaf Explorer (www.sugarloafexplorer.com).

8.8 Commuter Flyers

KVCAP should consider utilizing a low-cost flyer to inform state employees and other workers about available in-town commuter services. This flyer could be printed on one side of an 8.5 by 11 inch sheet of paper. It could be distributed to current state employees by individual departments. It could be included in information provided to newly hired employees. It could be posted on bulletin boards in state office buildings along with other employee notices. And it could be handed out to people participating in Career Center programs offered by the Department of Labor.

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Chapter 9: Capital and Financial Plan

This chapter presents a five-year capital and financial plan for fixed-route transit services in Augusta and Waterville. It addresses vehicle requirements and other capital infrastructure needs. It provides capital and operating cost projections for the period FY 20011 through FY 2015, along with estimates of revenues required to pay for proposed services.

The five-year financial projections presented in this chapter are based on strategies and assumptions identified in the written discussion and in a supporting spreadsheet cost model. Different choices and assumptions could have been made. The cost model has been designed to allow KVCAP and MDOT to test the financial impact of alternative future scenarios.

The chapter includes six sections:

Section 9.1 Capital Plan
Section 9.2 Service Design Choices
Section 9.3 Operating Costs
Section 9.4 Ridership and Fare Box Projections
Section 9.5 Funding Strategies
Section 9.6 Five-Year Budget Projections

9.1 Capital Plan

Anticipated capital expenditures for KV Transit are presented in Figure 9.1. Figure 9.2 shows anticipated sources of capital funding. The capital plan calls for the acquisition of buses to operate transit services in Augusta and Waterville, the installation of bus stop signs and outdoor displays, and the development of a new transit hub in downtown Waterville.

The plan assumes that FTA capital funding will be available to cover 80% of all capital purchases. It assumes that MDOT will cover the 20% local share cost of vehicle purchases. The plan anticipates that municipalities will pay 20% of the cost of bus stop improvements.

Figure 9.1 Five-Year Capital Plan for KV Transit

Unit Purchases	*FY 2010*	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
1. 10-year low-floor Buses	4	1		1		3
2. 7-year 28-pax buses	2			2		
3. Cutaway buses	3	1				
4. ITS equipment						
5. Bus stop signs	30	20	20			
6. Outdoor displays	2					
7. Transit hubs			1			

Unit Costs	*FY 2010*	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
1. 10-year low-floor Buses	150,000	155,250	160,684	166,308	172,128	178,153
2. 7-year 28-pax buses	125,000	129,375	133,903	138,590	143,440	148,461
3. Cutaway buses	85,000	87,975	91,054	94,241	97,539	100,953
4. ITS equipment	10,000	10,350	10,712	11,087	11,475	11,877
5. Bus stop signs	350	362	375	388	402	416
6. Outdoor displays	1,000	1,035	1,071	1,109	1,148	1,188
7. Transit hubs			350,000			

Expenditures	*FY 2010*	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
1. 10-year low-floor Buses	600,000	155,250	0	166,308	0	534,459
2. 7-year 28-pax buses	250,000	0	0	277,179	0	0
3. Cutaway buses	255,000	87,975	0	0	0	0
4. ITS equipment	0	0	0	0	0	0
5. Bus stop signs	10,500	7,245	7,499	0	0	0
6. Outdoor displays	2,000	0	0	0	0	0
7. Transit hubs	0	0	350,000	0	0	0
Total Capital Costs	1,117,500	250,470	357,499	443,487	0	534,459

Figure 9.2 Anticipated Capital Funding Sources

	FY 2010	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Federal Transit Administration	894,000	200,376	354,790	354,790	0	427,567
State - MDOT	221,000	48,645	0	88,697	0	106,892
Municipalities	2,500	1,449	71,500	0	0	0
Other Local	0	0	0	0	0	0
Total Capital Funds	1,117,500	250,470	357,499	443,487	0	534,459

Buses

The plan assumes that a four-bus transit system will be introduced in Augusta and Gardiner in FY 2011. It calls for purchasing four medium-duty low-floor transit buses in 2010 for that purpose. It assumes that a three-bus system will be introduced in Waterville in FY 2011, and calls for purchasing three cutaway buses in 2010 for that purpose. It also anticipates the acquisition of two 28-passenger medium duty buses in 2010 for introduction of Waterville-Augusta commuter service in FY 2011.

The plan calls for acquiring an additional low-floor bus in FY 2011 for use as an Augusta spare, and a cutaway bus in FY 2011 for use as a Waterville spare.

It envisions adding an additional low-floor bus in FY 2013 for expanded Waterville service, and two 28-passenger medium-duty buses in FY 2013 for all-day bus service between Augusta and Waterville.

It includes three new low-floor buses in FY 2015 to replace the three cutaway buses purchased for Waterville service in FY 2010.

Bus Stops and Transit Hubs

The plan includes funding in FY 2010 for the installation of 30 bus stop signs. It calls for 20 more bus stop signs in FY 2011, and an additional 20 bus stop signs in FY 2012.

The plan includes funding in FY 2010 for two outdoor map and timetable displays. One sign frame would be installed at the downtown Augusta transit hub, and the other would be installed at the downtown Waterville transit hub.

The capital plan includes $350,000 for development of a new transit hub in downtown Waterville. It anticipates that transit-related improvements would be part of a broader municipal plan to improve pedestrian access in downtown Waterville.

Investments in ITS Technologies

The capital plan assumes that ITS investments will be limited to equipment installed on transit buses. This will include electronic destination signs, with the possible addition of electronic fare boxes. Costs for these items would be included in the purchase price of new buses. The plan does not include funding for automated passenger counters or for an automatic vehicle locations system.

9.2 Service Design Choices

The KV Transit financial plan is based on a computer spreadsheet cost model. The model includes a decision matrix that allows different service components to be implemented in different years. Figure 9.3 presents a catalogue of service design choices that is included in the cost model. Figure 9.4 shows the set of choices utilized by the model in calculating program hours and costs. The resulting service hour projections are presented in Figure 9.5.

The matrix assumes that beginning in FY 2011, KVCAP will operate:

- A four-bus transit system in Augusta, with limited service to Gardiner, Civic Center Drive, and Togus
- A three-bus transit system in Waterville
- Two subscription commuter round trips between Waterville and Augusta

The matrix anticipates that this service will be expanded in FY 2014 to include:

- All-day hourly intercity bus service between Augusta and Waterville
- More frequent midday service for Gardiner
- A four-bus transit system in Waterville, with more frequent service to Colby College, Maine General, and JFK Mall
- Continued subscription commuter service from Waterville to Augusta

The decision matrix presented in Figure 9.4 reflects the following changes beginning in FY 2014:

- GARDINER 2 replaces GARDINER/CC. All-day Augusta-Waterville buses will cover Civic Center Drive. This allows more midday trips to be offered for Gardiner.

- One of the all-day Augusta-Waterville buses can provide subscription commuter service via Interstate 95, eliminating AUG-WTRVL COM1 am and pm.

- Instead of sharing a vehicle (WTRVL SETON/COLBY), the Colby/ Maine General route and the JFK Mall / Seton Village route will each have their own bus (WTRVL SETON and WTRVL COLBY), resulting in more frequent service on both routes.

Figure 9.3 Catalogue of Service Design Choices

	Garage	*Start*	*End*	*Garage*	*Daily Hours*	*Service Days*	*Annual Hours*
AUG NORTH	6:00 a	6:30 a	6:00 p	6:15 p	12.3	250	3,063
AUG EAST	6:30 a	7:00 a	5:15 p	5:30 p	11.0	250	2,750
AUG WEST	7:00 a	7:30 a	5:00 p	5:15 p	10.3	250	2,563
GARDINER/CC	6:30 a	7:00 a	5:45 p	6:00 p	11.5	250	2,875
GARDINER 2	6:30 a	7:00 a	6:15 p	6:30 p	12.0	250	3,000
AUG-WTRVL 1	6:30 a	7:00 a	5:30 p	5:45 p	11.3	250	2,813
AUG-WTRVL 2	8:00 a	8:30 a	6:30 p	6:45 p	10.8	250	2,688
AUG-WTRVL COM1 am	6:30 a	7:00 a	8:00 a	8:15 a	1.8	250	438
AUG-WTRVL COM1 pm	4:30 p	4:45 p	5:30 p	5:45 p	1.3	250	313
AUG-WTRVL COM2 am	6:30 a	7:00 a	7:45 a	8:00 a	1.5	250	375
AUG-WTRVL COM2 pm	4:30 p	4:45 p	5:30 p	5:45 p	1.3	250	313
WTRVL WALMART	6:45 a	7:00 a	6:00 p	6:15 p	11.5	250	2,875
WTRVL SETON	6:45 a	7:00 a	6:00 p	6:15 p	11.5	250	2,875
WTRVL COLBY	6:45 a	7:00 a	6:00 p	6:15 p	11.5	250	2,875
WTRVL FAIRFLD/MARDNS	6:45 a	7:00 a	5:30 p	5:45 p	11.0	250	2,750
WTRVL SETON/COLBY	6:45 a	7:00 a	6:00 p	6:15 p	11.5	250	2,875

Figure 9.4 Cost Model Decision Matrix

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
AUG NORTH	TRUE	TRUE	TRUE	TRUE	TRUE
AUG EAST	TRUE	TRUE	TRUE	TRUE	TRUE
AUG WEST	TRUE	TRUE	TRUE	TRUE	TRUE
GARDINER/CC	TRUE	TRUE	TRUE	FALSE	FALSE
GARDINER 2	FALSE	FALSE	FALSE	TRUE	TRUE
AUG-WTRVL 1	FALSE	FALSE	FALSE	TRUE	TRUE
AUG-WTRVL 2	FALSE	FALSE	FALSE	TRUE	TRUE
AUG-WTRVL COM1 am	TRUE	TRUE	TRUE	FALSE	FALSE
AUG-WTRVL COM2 am	TRUE	TRUE	TRUE	TRUE	TRUE
AUG-WTRVL COM1 pm	TRUE	TRUE	TRUE	FALSE	FALSE
AUG-WTRVL COM2 pm	TRUE	TRUE	TRUE	TRUE	TRUE
WTRVL WALMART	TRUE	TRUE	TRUE	TRUE	TRUE
WTRVL SETON	FALSE	FALSE	FALSE	TRUE	TRUE
WTRVL COLBY	FALSE	FALSE	FALSE	TRUE	TRUE
WTRVL FAIRFLD/MARDNS	TRUE	TRUE	TRUE	TRUE	TRUE
WTRVL SETON/COLBY	TRUE	TRUE	TRUE	FALSE	FALSE

Figure 9.5 Service Hour Projections

	FY 2011	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*
AUG NORTH	3,063	3,063	3,063	3,063	3,063
AUG EAST	2,750	2,750	2,750	2,750	2,750
AUG WEST	2,563	2,563	2,563	2,563	2,563
GARDINER/CC	2,875	2,875	2,875	0	0
GARDINER 2	0	0	0	3,000	3,000
AUG-WTRVL 1	0	0	0	2,813	2,813
AUG-WTRVL 2	0	0	0	2,688	2,688
AUG-WTRVL COM1 am	438	438	438	0	0
AUG-WTRVL COM1 pm	313	313	313	0	0
AUG-WTRVL COM2 am	375	375	375	375	375
AUG-WTRVL COM2 pm	313	313	313	313	313
WTRVL WALMART	2,875	2,875	2,875	2,875	2,875
WTRVL SETON	0	0	0	2,875	2,875
WTRVL COLBY	0	0	0	2,875	2,875
WTRVL FAIRFLD/MARDNS	2,750	2,750	2,750	2,750	2,750
WTRVL SETON/COLBY	2,875	2,875	2,875	0	0
Augusta/Gardiner	11,250	11,250	11,250	11,375	11,375
Augusta-Waterville	1,438	1,438	1,438	6,188	6,188
Waterville	8,500	8,500	8,500	11,375	11,375
Total Hours	21,188	21,188	21,188	28,938	28,938

9.3 Operating Costs

KV Transit reported an estimated FY 2008 unit cost for fixed-route service of $38 per hour. The cost model adds 3% for inflation from 2008 to 2009, 2% from 2009 to 2010, and 2% from 2010 to 2011. This results in an anticipated FY 2011 operating cost of $40.72 per hour. The model then adds 3% for inflation each year through FY 2015. The resulting hourly cost rates are presented in Figure 9.6.

Figure 9.6 Projected Hourly Operating Cost for Fixed-Route Service

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost per hour	40.72	41.94	43.20	44.50	45.83

Projected operating costs for services included in the cost model's decision matrix are presented in Figure 9.7.

Figure 9.7 Projected Operating Costs

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
AUG NORTH	124,709	128,450	132,304	136,273	140,361
AUG EAST	111,983	115,343	118,803	122,367	126,038
AUG WEST	104,348	107,479	110,703	114,024	117,445
GARDINER/CC	117,074	120,586	124,203	0	0
GARDINER 2	0	0	0	133,492	137,496
AUG-WTRVL 1	0	0	0	125,148	128,903
AUG-WTRVL 2	0	0	0	119,586	123,174
AUG-WTRVL COM1 am	17,816	18,350	18,901	0	0
AUG-WTRVL COM1 pm	12,725	13,107	13,500	0	0
AUG-WTRVL COM2 am	15,270	15,729	16,200	16,686	17,187
WTRVL WALMART	117,074	120,586	124,203	127,929	131,767
AUG-WTRVL COM2 pm	12,725	13,107	13,500	13,905	14,323
WTRVL SETON	0	0	0	127,929	131,767
WTRVL COLBY	0	0	0	127,929	131,767
WTRVL FAIRFLD/MARDNS	111,983	115,343	118,803	122,367	126,038
WTRVL SETON/COLBY	117,074	120,586	124,203	0	0

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Augusta/Gardiner	458,114	471,858	486,013	506,156	521,341
Augusta-Waterville	58,537	60,293	62,102	275,327	283,586
Waterville	346,131	356,515	367,210	506,156	521,341
Total Cost	862,782	888,665	915,325	1,287,638	1,326,267

9.4 Ridership and Fare Box Projections

The cost model assumes modest success for redesigned transit services in Augusta, Gardiner, and Waterville. Ridership estimates are conservative in an effort to make sure that fare box projections are attainable. Actual ridership and fare box results should exceed levels anticipated in the cost model.

Separate sets of projections were developed for midday riders and for commuters. Initial ridership projections are based on the following assumptions:

- Augusta East and West routes will provide an average of 60 one-way rides midday, and 12 one-way commuter trips.
- Augusta North will average 80 one-way rides midday, and 12 one-way commuter trips
- Gardiner / Civic Center Drive / Togus bus will average 60 midday rides and 10 one-way commuter trips.
- Subscription commuter buses from Waterville to Augusta will serve an average 20 subscribers each.
- Waterville bus routes will provide an average of between 50 and 60 midday trips per day, and between 8 and 10 one-way commuter trips per day.
- Midday bus service between Augusta and Waterville will generate an average of 60 one-way rides per day, beginning in FY 2014.
- More frequent midday bus service between Augusta and Gardiner will generate an average of 75 one-way rides per day, beginning in FY 2014.

The plan assumes that midday and commuter ridership will grow by 5% the first year, by 4% in year two, by 3% in years three and four.

Ridership projections are summarized in Figure 9.8. Ridership for the combined transit is anticipated to be 146,000 in the first year of the project. This is projected to increase to 206,138 by FY 2015.

Figure 9.8 Projected Ridership

MIDDAY RIDES

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta/Gardiner	65,000	68,250	70,850	77,000	79,063
Augusta-Waterville	0	0	0	16,800	17,250
Waterville	42,500	44,625	46,325	61,600	63,250
Total Midday Riders	107,500	112,875	117,175	155,400	159,563

COMMUTER RIDES

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta/Gardiner	11,500	12,075	12,535	12,880	13,225
Augusta-Waterville	20,000	21,000	21,800	22,400	23,000
Waterville	7,000	7,350	7,630	10,080	10,350
Total Commuters	38,500	40,425	41,965	45,360	46,575

COMBINED ONE-WAY RIDES

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta/Gardiner	76,500	80,325	83,385	89,880	92,288
Augusta-Waterville	20,000	21,000	21,800	39,200	40,250
Waterville	49,500	51,975	53,955	71,680	73,600
Total Commuters	146,000	153,300	159,140	200,760	206,138

The cost model uses an average one-way fare of $.75 for midday service. A possible fare structure might include a one dollar single-ride cash fare, $7.50 for a 10-ride ticket, and $25 for a monthly pass.

For subscription commuter service between Waterville and Augusta, the cost model uses a fare of $20 per week. This translates into an average one-way fare of $2.00. The resulting fare box projections are presented in Figure 9.9.

Figure 9.9 Fare Box Projections

MIDDAY	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Augusta/Gardiner	48,750	51,188	53,138	57,750	59,297
Augusta-Waterville	0	0	0	37,800	38,813
Waterville	31,875	33,469	34,744	46,200	47,438
Total Midday Fares	80,625	84,656	87,881	141,750	145,547

COMMUTERS	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Augusta/Gardiner	8,625	9,056	9,401	9,660	9,919
Augusta-Waterville	40,000	42,000	43,600	44,800	46,000
Waterville	5,250	5,513	5,723	7,560	7,763
Total Commuter Fares	53,875	56,569	58,724	62,020	63,681

COMBINED	*FY 2011*	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Augusta/Gardiner	57,375	60,244	62,539	67,410	69,216
Augusta-Waterville	40,000	42,000	43,600	82,600	84,813
Waterville	37,125	38,981	40,466	53,760	55,200
Total Fares	134,500	141,225	146,605	203,770	209,228

9.5 Funding Strategies

Federal Transit Administration

The financial plan assumes that sufficient FTA Section 5311 funding will be available to cover 50% of net operating deficits for Augusta and Waterville transit services. This will require $364,141 in FY 2011. The cost model suggests that the federal share will increase to $558,520 by FY 2015. Approximately $100,000 of FTA funding beginning in FY 2014 could be drawn from dollars designated for intercity bus service. Anticipated federal funding is shown in Figure 9.10.

Figure 9.10 Anticipated Federal Funding

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta/Gardiner	200,370	205,807	211,737	219,373	226,062
Augusta-Waterville	9,268	9,146	9,251	96,363	99,387
Waterville	154,503	158,767	163,372	226,198	233,070
Total FTA 5311	364,141	373,720	384,360	541,934	558,520

State of Maine

The plan assumes that KVCAP will receive roughly the current level of subsidy support from MDOT for local transit operations. It includes $43,260 of MDOT funding in FY 2011, which is equal to 6% of anticipated operating deficits for Augusta and Waterville. The same 6% rate is applied to operating deficits for FY 2012 through FY 2015. This results in an increase of about $7,000 in FY 2014 when a fourth bus is added in Waterville.

The financial plan adds an additional $50,000 of MDOT support for intercity bus service between Augusta and Waterville beginning in FY 2014. There is no indication at the present time that the Legislature will make state funds available for this purpose. The plan calls upon the state to support this service, because it does not appear to be either appropriate or realistic to expect local property taxpayers to underwrite the operation of intercity service between cities.

Community transit leaders in Washington, D.C. have suggested that the local share for intercity bus service should be reduced to 20% in the next Congressional reauthorization. This would eliminate the need for the additional $50,000 in state support for the proposed Augusta-Waterville intercity service.

The financial plan calls upon the state of Maine in its role as Augusta's largest employer to provide financial support for employee transportation. The Jackson Laboratory provides $50,000 per year for seven daily bus trips for its workforce, or roughly $7,000 per bus. The financial plan suggests that the state of Maine will provide $21,000 per year for three Augusta area commuter buses and $14,000 per year for two commuter buses transporting state workers from Waterville to Augusta. These amounts are increased by an annual inflation rate of 3%.

Municipal Subsidies

The financial plan recognizes that cities in the Kennebec Valley are small, with limited population, and a limited ability to generate tax revenues. Efforts have been made to identify sources of local revenue other than local property taxes.

Federal subsidies for transit operations require a 50% local match. This translates into a projected FY 2011 local requirement of $206,000 for Augusta / Gardiner, and $155,000 for Waterville. The cost model calls upon Augusta, Gardiner, and Hallowell to contribute a combined total of $76,500 in FY 2011. This amounts to 37% of the total local match requirement, and 17% of the total operating cost of the proposed transit program.

The cost model calls upon Waterville, Fairfield, and Winslow to contribute a combined total of $93,000 in FY 2011. This amounts to 60% of the required local match, and 27% of the total operating cost. The municipal share is higher than for Augusta and Gardiner, because the plan relies on the state of Maine to provide additional support for commuter services in Augusta that are designed for state employees.

The plan assumes that municipal support will increase by 3% per year due to inflation. It forecasts an increase in municipal support from Waterville in FY 2014, due to the addition of a fourth bus. The plan assumes that the city of Waterville, Maine General, and Colby College will share the local cost of this extra bus.

Anticipated municipal contributions are summarized in Figure 9.11.

Figure 9.11 Anticipated Municipal Support

AUGUSTA / GARDINER	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta	70,000	72,100	74,263	76,491	78,786
Gardiner	5,000	5,150	5,305	5,464	5,628
Hallowell	1,500	1,545	1,591	1,639	1,688
Other	0	0	0	0	0
Total Municipal	76,500	78,795	81,159	83,594	86,101

AUGUSTA-WATERVILLE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta	0	0	0	0	0
Waterville	0	0	0	0	0
Other	0	0	0	0	0
Total Municipal	0	0	0	0	0

WATERVILLE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Fairfield	15,000	15,450	15,914	16,391	16,883
Waterville	75,000	77,250	79,568	105,000	108,150
Winslow	3,000	3,090	3,183	3,278	3,377
Other	0	0	0	0	0
Total Municipal	93,000	95,790	98,664	124,669	128,409

Other Local Support

The financial plan relies on the financial participation of local partners who will benefit directly from the new transit program. The list of proposed partners in Augusta includes Maine General Health Care, the University of Maine at Augusta, the Career Center, the Department of Human Services, the VA Hospital in Togus, and private retail businesses. The list of partners in Waterville includes Maine General Health Care, Colby College, Kennebec Valley Community College, and private retail businesses.

Maine General Health Care

In the first year of the project, the plan calls upon Maine General Health Care to contribute $25,000 for transit services in Augusta, and $15,000 for transit services in Waterville. The Augusta plan includes bus service every 30 minutes to Maine General's Augusta medical center, along with eight trips a day to the Alfond Cancer Center on Old Belgrade Road. The Waterville service plan includes nine trips a day between downtown Waterville and Maine General's Thayer Unit. The plan also proposes linking Maine General's two Waterville hospitals eight times a day.

The anticipated Waterville contribution from Maine General increases in FY 2014 by $15,000, when the addition of a fourth bus will double the frequency of service to the Waterville hospitals. The cost model includes an additional $36,000 from Maine General in FY 2014 to help pay for hourly bus service between Augusta and Waterville. This route will serve a new medical center proposed for the Old Belgrade Road. Anticipated Maine General support is summarized in Figure 9.12.

Figure 9.12 Anticipated Local Support from Maine General Health Care

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Augusta / Gardiner	25,000	25,750	26,523	27,318	28,138
Augusta - Waterville	0	0	0	36,000	37,080
Waterville	15,000	15,450	15,914	30,000	30,900
Total Maine General	40,000	41,200	42,436	93,318	96,118

University of Maine at Augusta

The Augusta plan includes 30-minute bus service Monday through Friday to the University of Maine at Augusta. It calls upon the university to provide $7,500 in FY 2011, and increases this amount by 3% in subsequent years. This amount could perhaps be drawn from student activity fees. In exchange, UMA students could be allowed to show their student ID cards for free rides anywhere on the local transit system. A similar arrangement exists between the University of Maine at Orono and Bangor's regional transit system

Colby College

The plan calls for Colby College to contribute $15,000 in FY 2011. Colby College will have the same level of service as Maine General, with nine trips a day to downtown Waterville. Colby's annual investment increases to $30,000 in FY 2014, when another bus is added and frequencies are doubled on the Colby College / Maine General route. As proposed for UMA, Colby College students could obtain free transit rides by showing the student ID cards.

Kennebec Valley Community College

A similar arrangement is proposed for Kennebec Valley Community College. The cost model assumes that KVCC will contribute $10,000 in FY 2011 for eight bus trips a day between the college campus and downtown Waterville. This amount is then increased 3% per year for inflation. As with the other schools, these dollars could be provided in exchange for allowing KVCC students to board by showing their student ID cards.

Career Center

The plan calls upon the Maine Department of Labor to contribute $10,000 in FY 2011 to help offset the local share cost of bus service to the Career Center on Commerce Drive. This amount is increased by 3% per year. The Augusta plan offers eight trips a day between the Career Center and downtown Augusta. The transit program should decrease the need to provide transportation stipends for people traveling to programs at the Career Center.

Department of Human Services: AMHI Support

KV Transit officials estimate that roughly 20-25% of the current system's fixed-route Augusta ridership involves former patients of the Augusta Mental Health Institute. The Maine Department of Human Services has assumed responsibility for meeting the needs of former AMHI residents. The financial plan suggests that DHS could contribute toward the local share cost of providing local transit services for the Augusta mental health community.

The plan includes a $35,000 contribution from DHS in FY 2011. This represents 19% of the local share cost of the proposed Augusta transit service. This amount is increased by 3% per year for inflation through FY 2015.

VA Hospital at Togus

The Augusta service plan includes three trips a day linking the VA Hospital at Togus with the rest of the Augusta area. This includes through service between Togus and the Career Center on Commerce Drive. Morning, midday, and late afternoon trips should facilitate access for veterans participating in programs at the Career Center. The financial plan includes a $3,000 contribution from the VA Hospital to the transit program in FY 2011. This amount increases by 3% a year through FY 2015.

Private Businesses

KV Transit currently receives approximately $5,000 per year in financial support from private businesses in the Waterville area. The financial plan assumes that this support will continue in future years. It also adds $2,000 per year in support from private businesses in the Augusta area.

Anticipated local contributions are summarized in Figure 9.13. Separate subtotals are provided for local transit services in Augusta and Waterville, and for intercity service connecting the two regions.

Figure 9.13 Other Anticipated Local Support

AUGUSTA / GARDINER	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Maine General	25,000	25,750	26,523	27,318	28,138
University of Maine	7,500	7,725	7,957	8,195	8,441
Career Center	10,000	10,300	10,609	10,927	11,255
DHS: AMHI Support	35,000	36,050	37,132	38,245	39,393
Togus	3,000	3,090	3,183	3,278	3,377
Business Support	2,000	2,060	2,122	2,185	2,251
Other	0	0	0	0	0
Total local	82,500	84,975	87,524	90,150	92,854

AUGUSTA-WATERVILLE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Maine General	0	0	0	36,000	37,080
Other	0	0	0	0	0
Total local	0	0	0	36,000	37,080

WATERVILLE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Maine General	15,000	15,450	15,914	30,000	30,900
Colby College	15,000	15,450	15,914	30,000	30,900
KVCC	10,000	10,300	10,609	10,927	11,255
Business Support	5,000	5,150	5,305	5,464	5,628
Other	0	0	0	0	0
Total local	45,000	46,350	47,741	76,391	78,683

9.6 Five-Year Budget Projections

Five-year revenue and expense projections are summarized in Figure 9.14. Dollar amounts presented in the five-year budget are supported by a spreadsheet cost model developed for KVCAP as part of this planning process. Year-end fund balances can be carried forward to future years, or contributed to a capital reserve fund.

Figure 9.14 Five-Year Revenue and Expense Projections

AUGUSTA / GARDINER

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost	458,114	471,858	486,013	506,156	521,341
Fare Box	57,375	60,244	62,539	67,410	69,216
FTA	200,370	205,807	211,737	219,373	226,062
MDOT	24,044	24,697	25,408	26,325	27,127
State of Maine	21,000	21,630	22,279	22,947	23,636
Municipal	76,500	78,795	81,159	83,594	86,101
Other Local	82,500	84,975	87,524	90,150	92,854
Other	0	0	0	0	0
Total Revenues	461,789	476,147	490,646	509,799	524,997
Net Revenues	3,675	4,290	4,633	3,643	3,657

AUGUSTA-WATERVILLE

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost	58,537	60,293	62,102	275,327	283,586
Fare Box	40,000	42,000	43,600	82,600	84,813
FTA	9,268	9,146	9,251	96,363	99,387
MDOT	0	0	0	50,000	51,500
State of Maine	14,000	14,420	14,853	15,298	15,757
Municipal	0	0	0	0	0
Other Local	0	0	0	36,000	37,080
Total Revenues	63,268	65,566	67,703	280,261	288,537
Net Revenues	4,732	5,274	5,602	4,935	4,950

WATERVILLE

	FY 2011	*FY 2012*	*FY 2013*	*FY 2014*	*FY 2015*
Cost	346,131	356,515	367,210	506,156	521,341
Fare Box	37,125	38,981	40,466	53,760	55,200
FTA	154,503	158,767	163,372	226,198	233,070
MDOT	18,540	19,052	19,605	27,144	27,958
State of Maine	0	0	0	0	0
Municipal	93,000	95,790	98,664	124,669	128,409
Other Local	45,000	46,350	47,741	76,391	78,683
Other	0	0	0	0	0
Total Revenues	348,168	358,940	369,847	508,162	523,320
Waterville: Net Revenues	2,038	2,425	2,637	2,006	1,980