04TP020

CITY OF RAPID CITY

RAPID CITY, SOUTH DAKOTA 57701-2724

Growth Management Department

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MEMORANDUM

TO: Public Works Committee Members

FROM: Pat Beaudette, Transportation Planning Coordinator

DATE: October 20, 2004

RE: Final Draft of the 2004-2008 Rapid City Transit Development Plan

Attached for your review and approval is the final draft of the 2004-2008 Rapid City Transit Development Plan. This Plan establishes the community's existing conditions in terms of demographic trends, growth trends, current transit services and performance. It also presents a comprehensive route-by-route summary of Rapid Ride's current fixed-route system and compares Rapid Transit System's performance to a select group of peer city transit systems. This Plan also includes recommended goals and performance standards for the Rapid Transit System, including financial implications for both capital and operational changes.

Several public meetings were held during the development of this Plan to receive public input. The Metropolitan Planning Organization Committees reviewed and approved the working paper relating to this study in April, 2004. After the City's review and acceptance of the final report, the Report will be submitted to the South Dakota Department of Transportation and the Federal Highway Administration.

RECOMMENDATION: The Rapid City Planning Commission approved the final draft of the 2004-2008 Rapid City Transit Development Plan on October 21, 2004 and recommends the Plan be approved with the condition that before the City of Rapid City would implement changes to any of the routes, that the City hold public meetings to obtain additional input prior to the City Council authorizing any changes to the routes.

04TP020

Rapid City 2004-2008 TRANSIT DEVELOPMENT PLAN

Prepared by:

SRF Consulting Group, Inc.

Prepared for:

Transportation Planning Division
Rapid City Planning Department

June 2004

04TP020

Rapid City Transit Development Plan
2004 – 2008

JUNE 2004

Prepared For:
City of Rapid City

Prepared by:
SRF Consulting Group, Inc.

TABLE OF CONTENTS

Chapter		Page No.
1	Introduction	1
2	Community & Transit Characteristics	2
3	Existing Transit Service & Facilities	12
4	Relevant Policies, Programs, Regulations, Practices And Ridership Trends	26
5	Transit System Needs Assessment	41
6	TDP Goals, Performance Standard, Evaluation And Recommendations	50
7	Service Plan	70
8	Implementation Plan	82

LIST OF TABLES

2-1	Rapid City Growth (1950-2010)	7
2-2	Major Employers in Rapid City	9
3-1	Rapid Ride Route Length & Running Times	13
3-2	Rapid Ride Route Length & Running Times	13
3-3	Average Transfers per Day	15
3-4	Top 10 Most Active Bus Stops	18
3-5	RTS Transit Operating Expense & Revenue Trends, 1999 – 2003	22
3-6	RTS Operating Statistics Trends, 1998 – 2002	23
3-7	RTS Operating Expenses, 2003	23
3-8	RTS Dial-a-Ride Fare Revenue Trends, 1999 – 2003	24
3-9	RTS Current Active Fleet	24
3-10	RTS Benches & Shelters by Route	25
7-1	Change in RTS Annual System Miles	81
7-2	Change in RTS Annual Operating Costs (Rapid Ride and Dial-a-Ride)	81
8-1	RTS Five-Year Capital Plan	88
8-2	RTS Financial Plan	90
8-3	Total Local Assistance	91

LIST OF FIGURES

2-1	Rapid City Metropolitan Area	3
2-2	Population Density	5
2-3	Median Household Income Distribution	6
2-4	Urban Growth Areas	8
2-5	Location of Major Employers & Attractions	10
3-1	Rapid Transit System	14
3-2	System Expenses	16
3-3	System Revenue (Total Dollars)	17
3-4	System Revenue (Percentage of Total Dollars)	17
3-5	Route 1A	18
3-6	Route 1B	19
3-7	Route 2A	19
3-8	Route 2B	20
3-9	Route 3A	20
3-10	Route 3B	21
3-11	Route 4A	21
3-12	Route 4B	22
7-1	Proposed RTS System Map	71
7-2	Proposed RTS Route 1	74
7-3	Proposed RTS Route 2	75
7-4	Proposed RTS Route 3	76
7-5	Proposed RTS Route 4	77
7-6	Proposed RTS Route 5	80

APPENDIX

Public Comments Received 92

1 – INTRODUCTION

The purpose of this report is to present the results of tasks completed as part of the 2004 - 2008 Rapid City Transit Development Plan. This document establishes the community's existing conditions in terms of demographic trends, growth trends, and current transit services and performance. It also presents a comprehensive route-by-route summary of Rapid Ride's current fixed-route system, and compares Rapid Transit System performance to a select group of peer city transit systems. The characteristics of the community and analysis of transit system performance is compared against a backdrop of needs identified by Rapid City transit stakeholders at a series of preliminary listening sessions held in November 2003. This report concludes with a series of recommended goals and performance standards for the Rapid Transit System, which were developed from the community input sessions as well as technical analysis of system performance. The cornerstone of the plan is a service plan containing recommendations for re-structuring RTS's fixed-route and Dial-a-Ride services. The financial implications, for both capital and operational changes to RTS, are also presented in the final chapter of this report.

2 – COMMUNITY & TRANSIT CHARACTERISTICS

Before analyzing a transit system, it is vital to gain a thorough understanding of the study area. Therefore, this chapter presents an evaluation of the region's geographic, economic and residential characteristics.

STUDY AREA DESCRIPTION

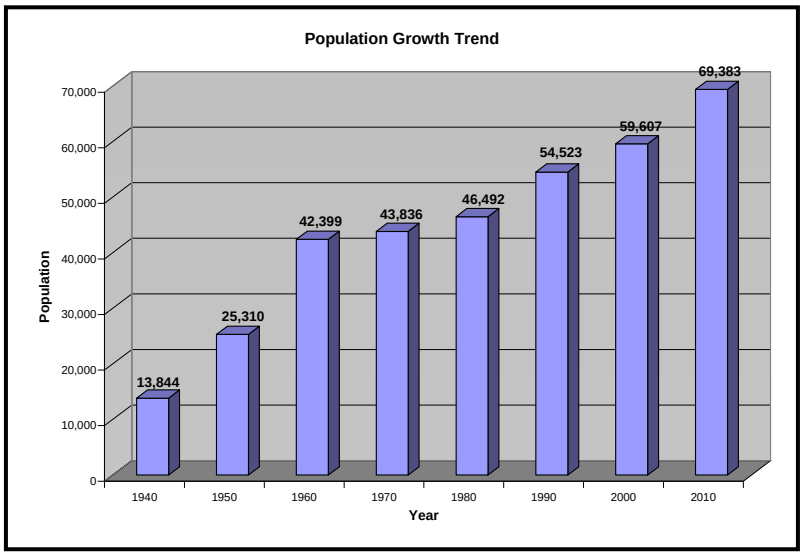
Nestled in the foothills of the Black Hills in South Dakota, Rapid City is the county seat of Pennington County, and serves as a regional center for a large geographic area, including portions of Wyoming, Nebraska, North Dakota, Montana and South Dakota (see Figure 2-1). It is the second largest city in the state and has a steadily growing population.

In Rapid City, the Rapid Transit System (RTS) serves the metropolitan area carrying over 240,000 passenger trips annually on a total of four fixed routes, with route deviation service available upon request. In addition, dial-a-ride service is provided for those who need curb-to-curb or door-to-door transit service.

DEMOGRAPHIC CHARACTERISTICS

This section profiles the demographic and socioeconomic characteristics of the City of Rapid City. Several variables were examined, including population density, employment density, income, and senior and youth populations. All of these variables have been shown to influence transit ridership. All data used in the creation of the following were derived from U.S. Census, or information provided by the City of Rapid City.

Population Trends

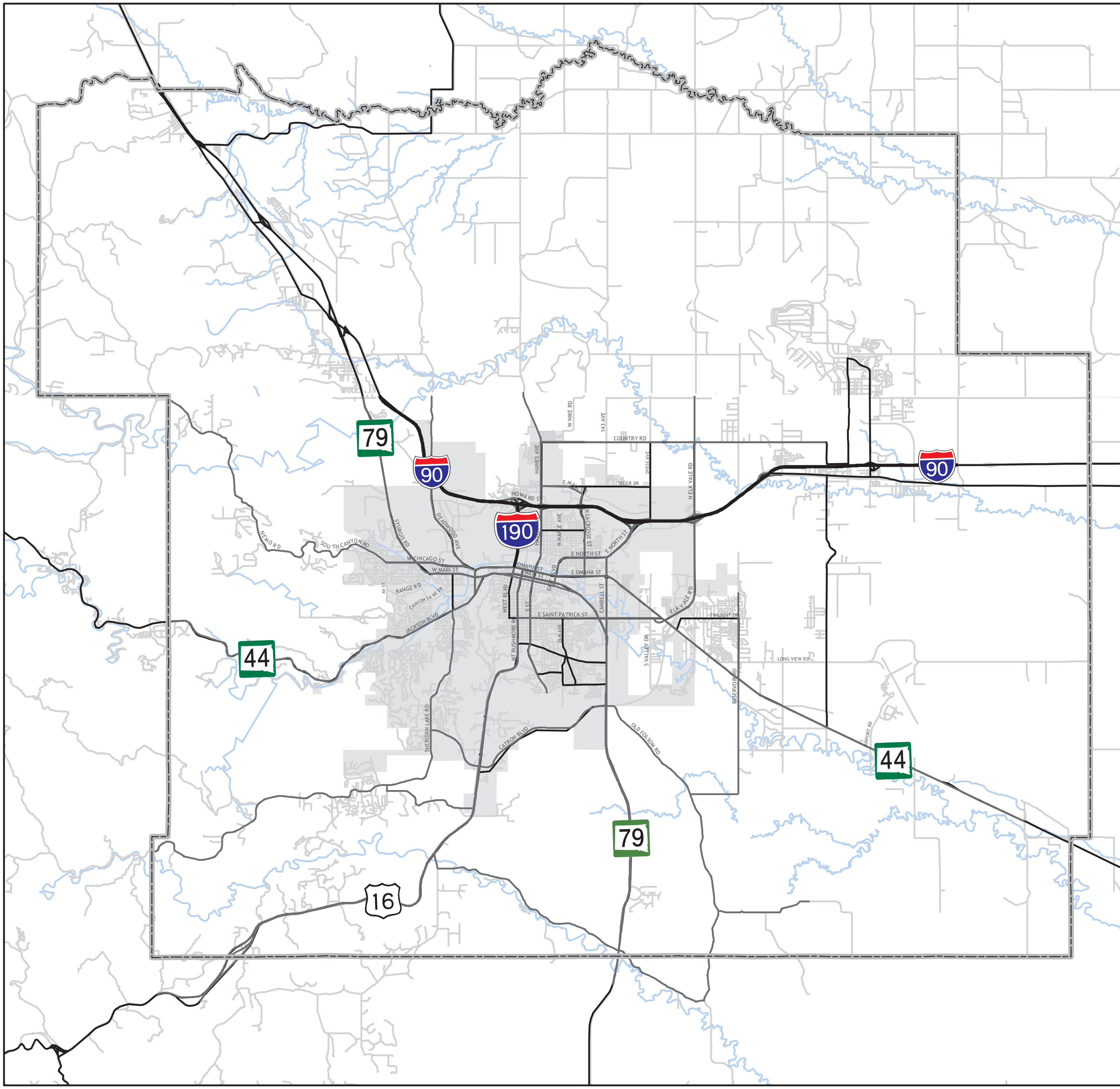


As of 2000, the population of Rapid City had grown to 59,607, up 28 percent from 1980's population of 46,492. The City of Rapid City experienced its fastest rate of growth between 1940 and 1960. In large part, this growth can be attributed to the opening of Ellsworth Air Force Base and the military personnel and family members who were subsequently stationed in Rapid City. From 1960 to 1980, population growth was relatively flat.

FIGURE 2-1

RAPID CITY METROPOLITAN AREA

Rapid City Transit Development Plan



MPO Boundary

Rapid City Limits

N
W
E
S

0 2 4 6

Miles

In the decade between 1980 and 1990, the City of Rapid City experienced a significant population growth spurt, with a percentage increase in population of 18.6 percent. This growth tapered off between 1990 and 2000, with a growth rate of 9.3 percent. Current (2002) population estimates for Rapid City are 61,401. Between 2000 and 2010, Rapid City is expected to grow by 9,776 people to a total population of 69,383.

The population density of Rapid City was plotted using commonly used thresholds for determining transit service provision (Less than 5.0 persons per acre, 5.0-8.9 persons per acre, 9.0-14.9 persons per acre, greater than 15.0 persons per acre). There are no block groups within Rapid City with a population density exceeding 15.0 persons per acre (see Figure 2-2). There are three general areas of Rapid City with relatively high population density (9.0-14.9 persons per acre). The first area is located south of Interstate 90, east of Interstate 190, and north of Rapid Creek. The second area, downtown Rapid City, is located south of Rapid Creek and north of Fairmont Boulevard. The third area is the least contiguous and is located along Jackson Boulevard and West Main Street in the western portion of the City.

Current Employment

According to the South Dakota Department of Labor, Labor Market Information Center, current (2002) employment in Rapid City was 48,760. The service sector represents the largest share of total non-farm employment in Rapid City, followed closely by the retail trade sector. Governmental services are the next largest employment sector, accounting for approximately 14 percent of all employment.

Income

Income levels serve as a useful indicator of potential transit use. Households with lower incomes tend to have less ability to provide reliable transportation for all members of the household using the private automobile. The median household income of Rapid City ($35,978) is lower than the median household income of Pennington County ($37,485) but slightly higher than the median household income for the State of South Dakota ($35,282). There are distinct concentrations of lower income and higher income households in Rapid City (see Figure 2-3). The two highest income areas are located on the western edge of Rapid City, while the lowest income areas are primarily located in the central and northeast portions of the City. There are also corridors of lower-income households to the west of downtown along Jackson Boulevard and West Main Street.

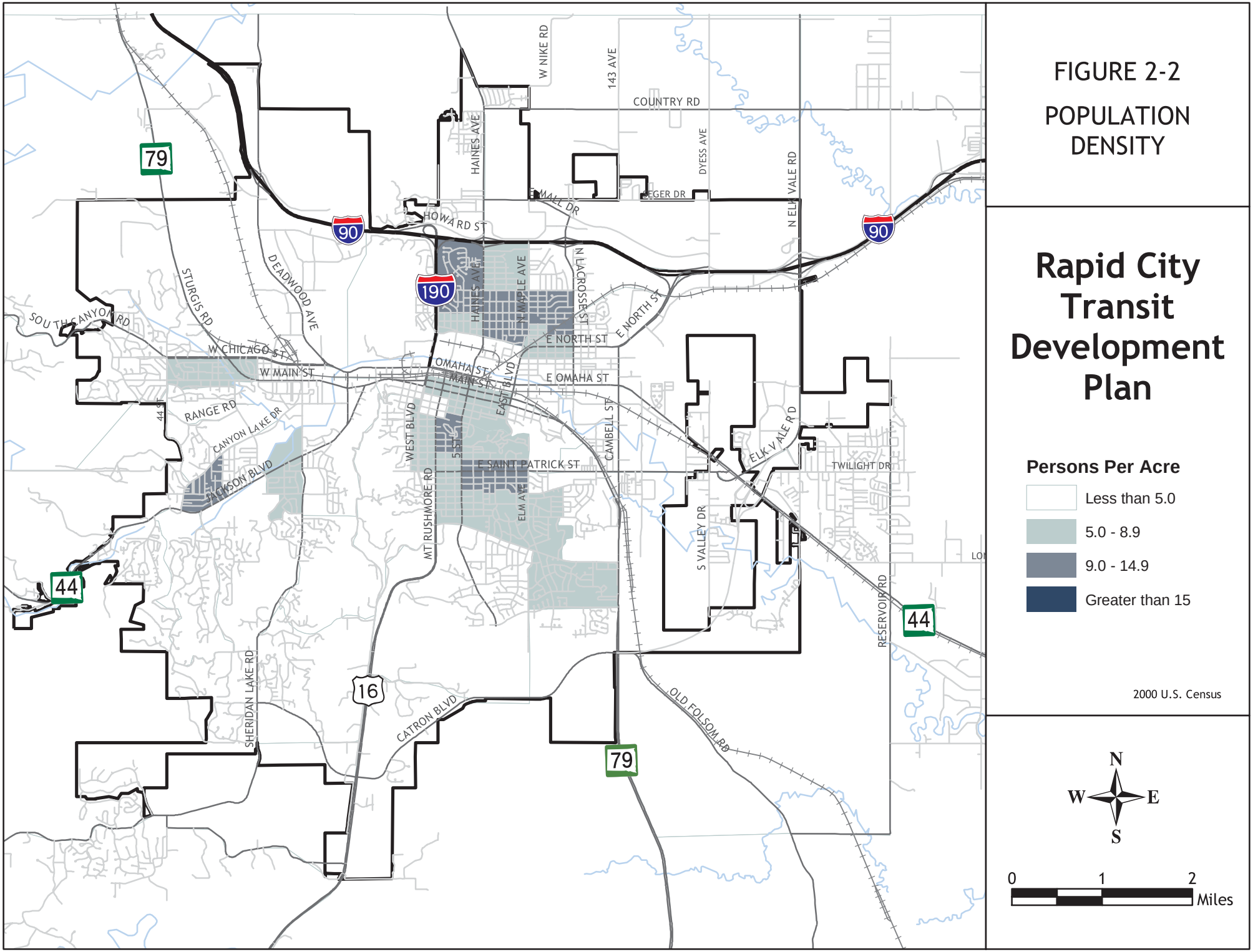


FIGURE 2-2
POPULATION DENSITY
Rapid City Transit Development Plan
Persons Per Acre
Less than 5.0
5.0 - 8.9
9.0 - 14.9
Greater than 15
2000 U.S. Census
N
W
E
S
0
1
2
Miles
79
90
190
44
16
W NIKE RD
143 AVE
COUNTRY RD
HAINES AVE
DYESS AVE
N ELK VALE RD
MALL DR
JEGER DR
HOWARD ST
N LACROSSE ST
N MAPLE AVE
E NORTH ST
STURGIS RD
DEADWOOD AVE
SOUTH CANYON RD
W CHICAGO ST
W MAIN ST
OMAHA ST
MAIN ST
EAST BLVD
E OMAHA ST
RANGE RD
CANYON LAKE DR
CANYON LAKE BLVD
WEST BLVD
5TH ST
E SAINT PATRICK ST
CAMBELL ST
ELK VALE RD
TWILIGHT DR
MT RUSHMORE RD
ELM AVE
S VALLEY DR
RESERVOIR RD
SHERIDAN LAKE RD
CATRON BLVD
OLD FOLSOM RD

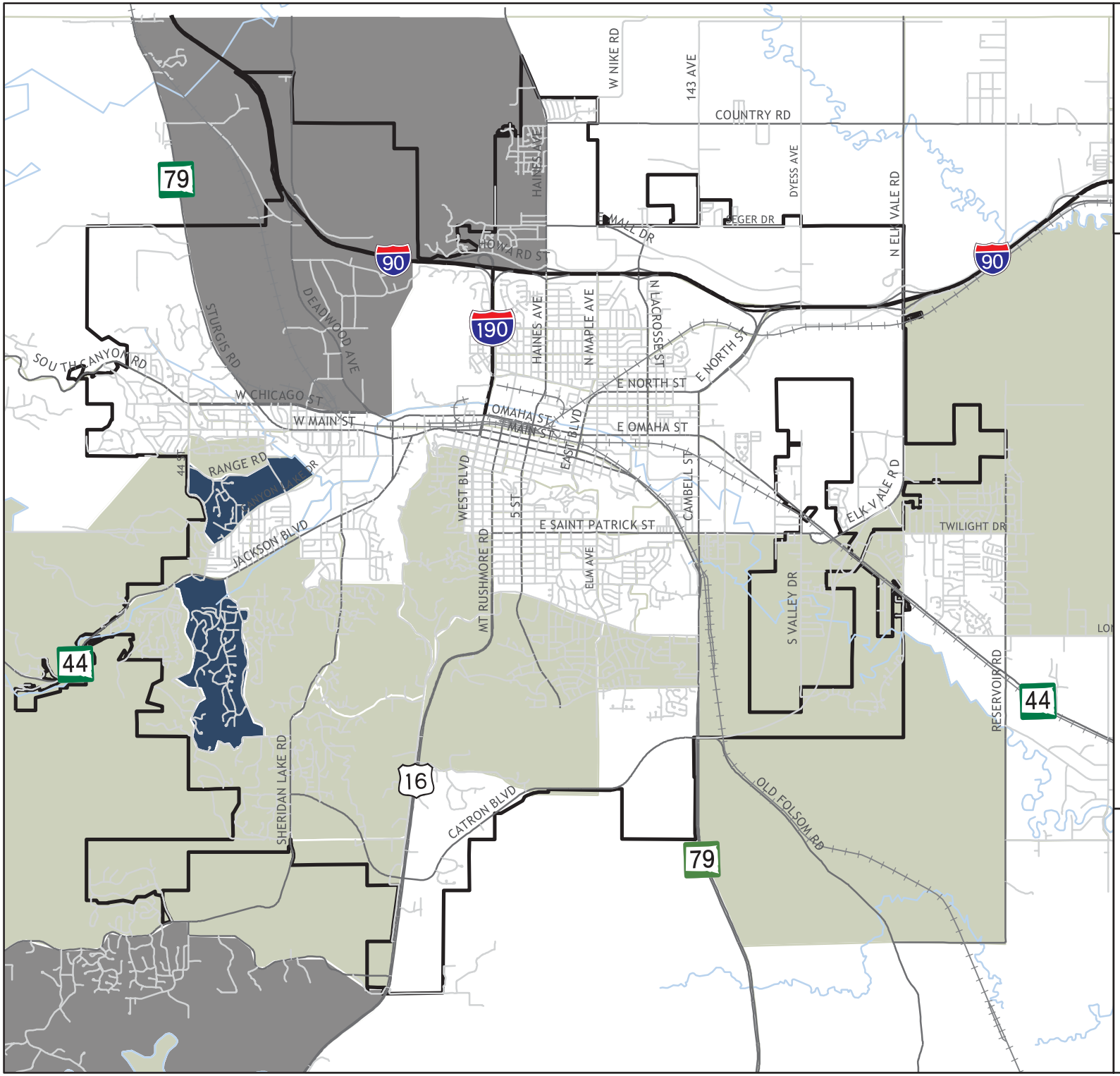


FIGURE 2-3

INCOME DISTRIBUTION

Rapid City Transit Development Plan

Median Household Income*

- Less than $45,000
- $45,000 - $60,000
- $60,001 - $75,000
- Greater than $75,000

* Median Household Income refers to the reported 1999 values from the 2000 U.S. Census

N
W E
S

0 1 2 Miles

Rapid City Growth

Information on city area growth over time is presented in Table 2-1 based on information provided by the Rapid City Planning Department. What can be clearly seen is that, since 1970, Rapid City is becoming a less densely populated city. This is in line with the experiences of many urbanized areas in the country. There are inherent challenges for a transit system in serving a population that is spreading over a greater and greater land area.

Table 2-1
Rapid City Growth (1950-2010)

	City Land Area (square miles)	Population	Population Density (per square mile)
1950	11.70	25,310	1,180
1960	14.59	42,399	1,735
1970	16.75	43,836	2,530
1980	22.08	46,492	1,985
1990	34.32	54,523	1,590
2000	41.55	59,607	1,435
2010	52.37	69,383	1,325

SOURCE: Rapid City Planning Department

Future Growth Areas

RTS's current service area is defined by the Rapid City limits. As with most communities around the United States, growth continues to occur in the fringe areas surrounding the city limits. A particularly high-growth area has been identified in Rapid Valley, just beyond the eastern edge of Rapid City. A Long-Term Annexation Plan has been prepared by the city describing the process by which developing areas will be annexed. As annexation occurs, transit service extension, along with other urban services, will become available to urban growth areas. (See Figure 2-4 for a depiction of urban growth areas.)

Senior & Youth Populations

Age can directly impact mobility, and thus positively influence transit usage. Senior citizens may not be able to afford an automobile, may be physically unable to drive, or may prefer not to drive. The youth population can also contribute to transit ridership. Along with their limited incomes, a majority of the youth age bracket have to cope with age restrictions and competency testing before they may obtain a driver's license. This results in a significant percentage of youths who are mobility-limited and who can consider transit as a valid transportation option.

Of the 59,607 residents in Rapid City, there are approximately 7,888 seniors (persons age 65 years and older). Approximately 17,105 youth (persons age 19 and younger) live in the city.

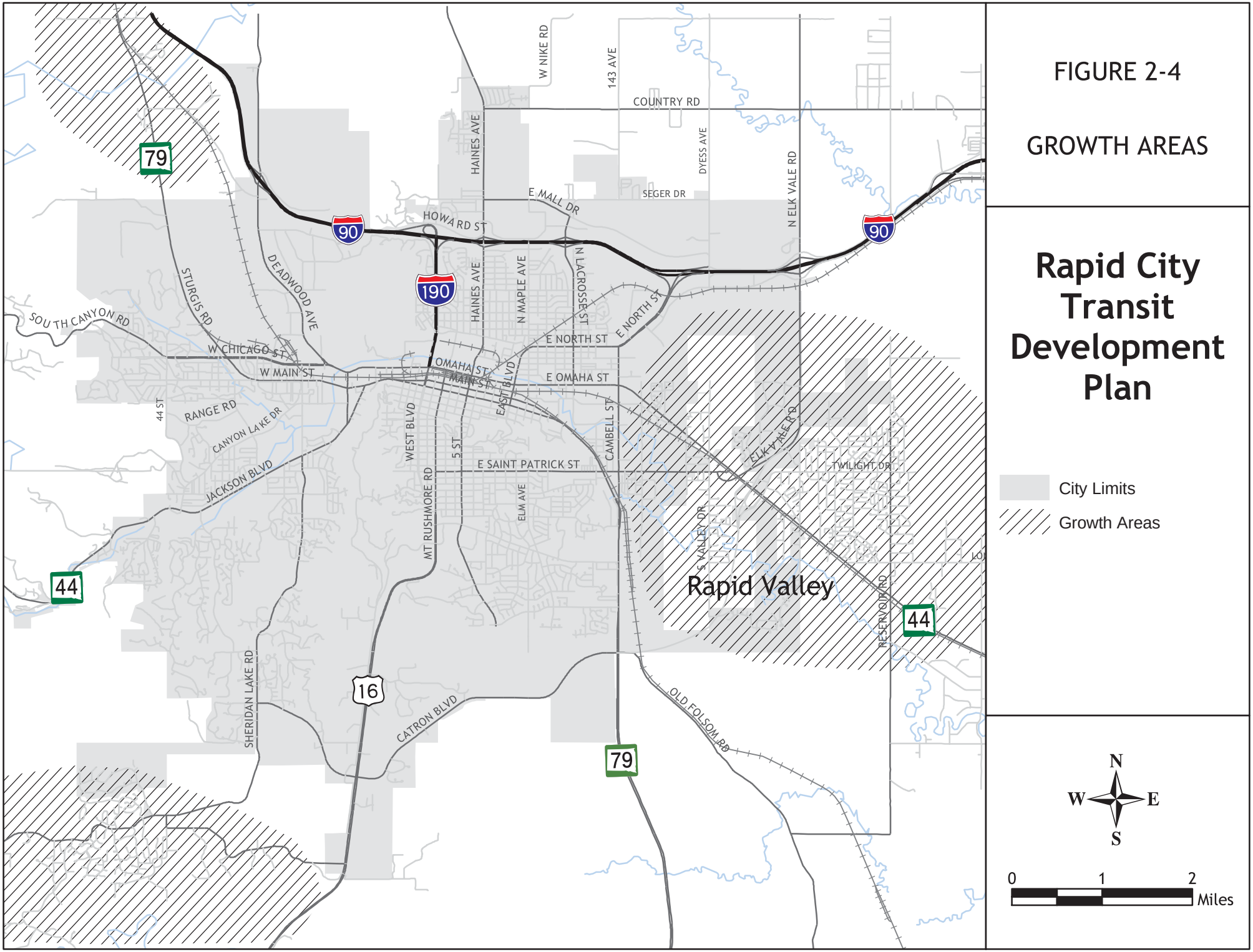


FIGURE 2-4
GROWTH AREAS
Rapid City Transit Development Plan
City Limits
Growth Areas
Rapid Valley
W NIKE RD
143 AVE
COUNTRY RD
HAINES AVE
DYESS AVE
N ELK VALE RD
SEGER DR
E MALL DR
HOWARD ST
90
79
190
44
16
STURGIS RD
DEADWOOD AVE
SOUTH CANYON RD
W CHICAGO ST
W MAIN ST
OMAHA ST
MAIN ST
E OMAHA ST
N MAPLE AVE
N LACROSSE ST
E NORTH ST
EAST BLVD
CAMBELL ST
ELK VALE RD
TWILIGHT DR
44 ST
RANGE RD
CANYON LAKE DR
WEST BLVD
5 ST
E SAINT PATRICK ST
JACKSON BLVD
MT RUSHMORE RD
ELM AVE
S VALLEY DR
RESERVOIR RD
SHERIDAN LAKE RD
CATRON BLVD
OLD FOLSOM RD
N
W
E
S
0
1
2
Miles

MAJOR TRIP GENERATORS

In serving transit markets, important geographic points of interest typically include shopping centers, office and commerce concentrations, schools and learning institutions, health care facilities, and major employment centers. All of these generators should be considered when evaluating the adequacy of a region's transit service.

Major trip generators in Rapid City are summarized below, and depicted, along with current fixed-route transit routes, in Figure 2-5.

Major Employers

Many people rely on public transportation to commute to and from work on a daily basis. Major employers in Rapid City are summarized below in Table 2-2. Some of these employers have multiple worksites, such as the Rapid City School District, Rapid City Regional Hospital, and various government entities. Most major employers have single locations, however. The locations of these and other major regional employers are depicted in Figure 2-5.

Table 2-2
Major Employers in Rapid City

Business Name	Employment Range
Rapid City Regional Hospital	1,000+
Rapid City School District	1,000+
Federal Government	1,000+
State of South Dakota	500-999
Conseco	500-999
Walmart/Sam's Club	500-999
Black Hills Corporation	500-999
South Dakota Army National Guard[(1)]	500-999
SCI	500-999
City of Rapid City	500-999
Spiegel	500-999
Pennington County	500-999
Douglas School System	250-499
Ellsworth Air Force Base[(2)]	250-499
Black Hills Workshop	250-499
ASI, Inc.	250-499
Beverly Healthcare	250-499
Merillat Industries	250-499
South Dakota School of Mines and Technology	250-499

(1) Approximately of 290 non-civilians are employed
(2) Approximately 3,250 non-civilians are employed

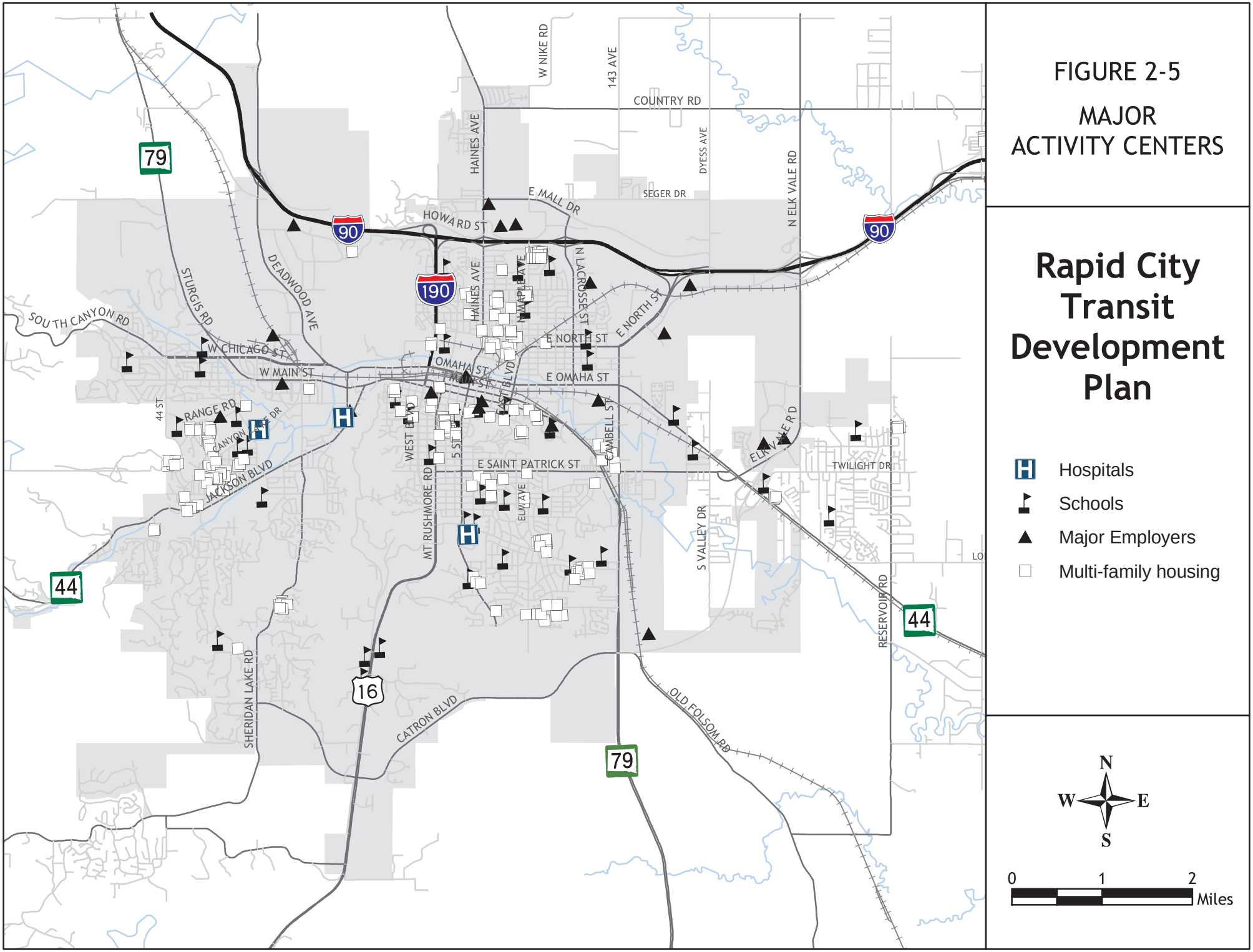


FIGURE 2-5
MAJOR
ACTIVITY CENTERS
Rapid City
Transit
Development
Plan
Hospitals
Schools
Major Employers
Multi-family housing
N
W
E
S
0
1
2
Miles
79
90
190
44
16
W NIKE RD
143 AVE
COUNTRY RD
HAINES AVE
DYESS AVE
SEGER DR
N ELK VALE RD
E MALL DR
HOWARD ST
DEADWOOD AVE
STURGIS RD
SOUTH CANYON RD
W CHICAGO ST
W MAIN ST
OMAHA ST
E OMAHA ST
E NORTH ST
N LACROSSE ST
MAPLE AVE
44 ST
RANGE RD
CANYON LAKE DR
JACKSON BLVD
WEST BLVD
5 ST
EAST BLVD
CAMPBELL ST
E SAINT PATRICK ST
ELM AVE
MT RUSHMORE RD
ELK VALE RD
TWILIGHT DR
S VALLEY DR
RESERVOIR RD
SHERIDAN LAKE RD
CATRON BLVD
OLD FOLSOM RD

Major Commuter Routes

A major a.m. peak commuter route is from growth areas south of the city, on Sheridan Lake Road to Jackson Boulevard and then east to downtown and other central employment locations. While congestion exists along this route, it may not be of a sufficient scale to encourage drivers to switch to transit. However, this commuter route merits monitoring to see if transit service may be warranted in the future, should the demand arise.

Shopping and Retail Centers

Major shopping and retail areas in Rapid City tend to be located along major transportation corridors and include the Rushmore Mall, the East Family Thrift Center, the Midland Shopping Center, Baken Park, and the city's central business district.

Hospitals and Health Centers

Hospitals and health centers represent important destinations for the community. For this reason, it is of critical importance that these facilities are well served by the transit network. Major health care facilities in Rapid City are:

- Rapid City Regional Hospital
- Rapid City Regional West – Center for Behavioral Health
- Rapid City Indian Hospital (Sioux San)
- Rapid City Community Health Center
- Black Hills Rehabilitation Hospital

Schools and Training Centers

Schools and training centers are also important destinations often with large transit-dependent clientele. In addition to the elementary and high schools, Rapid City is the home of the South Dakota School of Mines and Technology, a 4-year-degree college specializing in engineering and related fields. National American University provides 2- and 4-year degrees in business. Western Dakota Technical Institute provides vocational training in areas such as drafting and computers, and the University of South Dakota's School of Nursing offers a training program for nursing students. Black Hills State University offers a variety of courses offered at four locations around Rapid City: Ellsworth Air Force Base, Western Dakota Technical Institute, Rapid City Regional Hospital Health Sciences Building, and the South Dakota School of Mines and Technology.

3 – EXISTING TRANSIT SERVICE & FACILITIES

This chapter presents an overview of the fixed route transit service and demand response service operated by Rapid Transit System (RTS). It presents data on the current fixed route system in terms of service levels, fare structure and ridership, as well as operating statistics and regional service coverage. The chapter also analyzes trends in the operating and financial data for all RTS services. These descriptions provide a baseline for understanding the current RTS from which further evaluations and recommendations can be made.

RAPID CITY TRANSIT SERVICES

RTS is responsible for providing safe, convenient and affordable local bus service within the city limits of Rapid City. In Rapid City, RTS serves the metropolitan area carrying over 240,000 passenger trips annually on a total of four fixed routes, with route deviation service available on request on Routes 3A, 3B, and 4B. In addition, dial-a-ride service, providing over 71,000 passenger trips annually, is provided for those whose needs are not met by fixed route services.

FIXED ROUTE SERVICE DESCRIPTION

The City of Rapid City, through RTS, operates a fixed-route system, known as RapidRide, which consists of four routes that serve the north, south, and west parts of the community (see Figure 3-1). This service was initiated in 1992, well after the city's Dial-a-Ride service began (1982).

Days & Hours of Operation

RTS operates Rapid Ride Monday-Friday 6:25 a.m. through 5:55 p.m.. Rapid Ride does not operate on weekends or holidays.

Service Frequency

Each of the four Rapid Ride routes operates on a 35-minute headway during regular weekday service. Each of the four Rapid Ride routes has an "A" and a "B" loop (see Figure 3-1). The two loops for each route differ by direction (clockwise or counter-clockwise). On three of the four routes (Routes 1-3) slight modifications are made between the A and B routing. For each route, buses depart from the Milo Barber Transportation Center (MBTC), travel the loop route in one direction and arrive back at the MBTC 25 minutes later. Then the buses have a 10-minute layover before they depart from the MBTC on the same route but in the opposite direction. The buses arrive back at the MBTC 25 minutes later, completing the trip. Thus, a full round trip, including both "A" and "B" loops takes 70 minutes. There are 10 round trips (A and B loops completed) daily on each route. Table 3-1 summarizes currently scheduled service.

Table 3-1
Rapid Ride Route Length & Running Times

A Route		MBTC Layover	B Route		MBTC Layover
Begin	**End**		**Begin**	**End**	
6:25 a.m.	6:50 a.m.	10 minutes	7:00 a.m.	7:25 a.m.	10 minutes
7:35 a.m.	8:00 a.m.	10 minutes	8:10 a.m.	8:35 a.m.	10 minutes
8:45 a.m.	9:10 a.m.	10 minutes	9:20 a.m.	9:45 a.m.	10 minutes
9:55 a.m.	10:20 a.m.	10 minutes	10:30 a.m.	10:55 a.m.	10 minutes
11:05 a.m.	11:30 a.m.	10 minutes	11:40 a.m.	12:05 p.m.	10 minutes
12:15 p.m.	12:40 p.m.	10 minutes	12:50 p.m.	1:15 p.m.	10 minutes
1:25 p.m.	1:50 p.m.	10 minutes	2:00 p.m.	2:25 p.m.	10 minutes
2:35 p.m.	3:00 p.m.	10 minutes	3:10 p.m.	3:35 p.m.	10 minutes
3:45 p.m.	4:10 p.m.	10 minutes	4:20 p.m.	4:45 p.m.	10 minutes
4:55 p.m.	5:20 p.m.	10 minutes	5:30 p.m.	5:55 p.m.	NA

Route Length/Running Times

For ease of transfer at the Milo Barber Transportation Center, all routes have 25-minute one-way running times (see Table 3-2). However, each of the four routes has a slightly different route length (see Table 3-2).

Table 3-2
Rapid Ride Route Length & Running Times

Route	Route Length	Running Time	Average Speed
1	6.9 miles	25 minutes	16.6 mph
2	7.7 miles	25 minutes	18.5 mph
3	8.5 miles	25 minutes	20.4 mph
4	8.9 miles	25 minutes	21.4 mph

Source: City of Rapid City.

Transfer Policies

Rapid Ride allows transfers to another bus, but does not allow transfers for stopovers or return trips. All transfers must be made at the Milo Barber Transportation Center. Based on a two-week sample, approximately 28 percent of average daily ridership is generated by transfers. The number of transfers between routes varies (see Table 3-3 below). The highest amount of transferring involves Routes 1 and 2 passengers transferring to Route 3 to complete their journey.

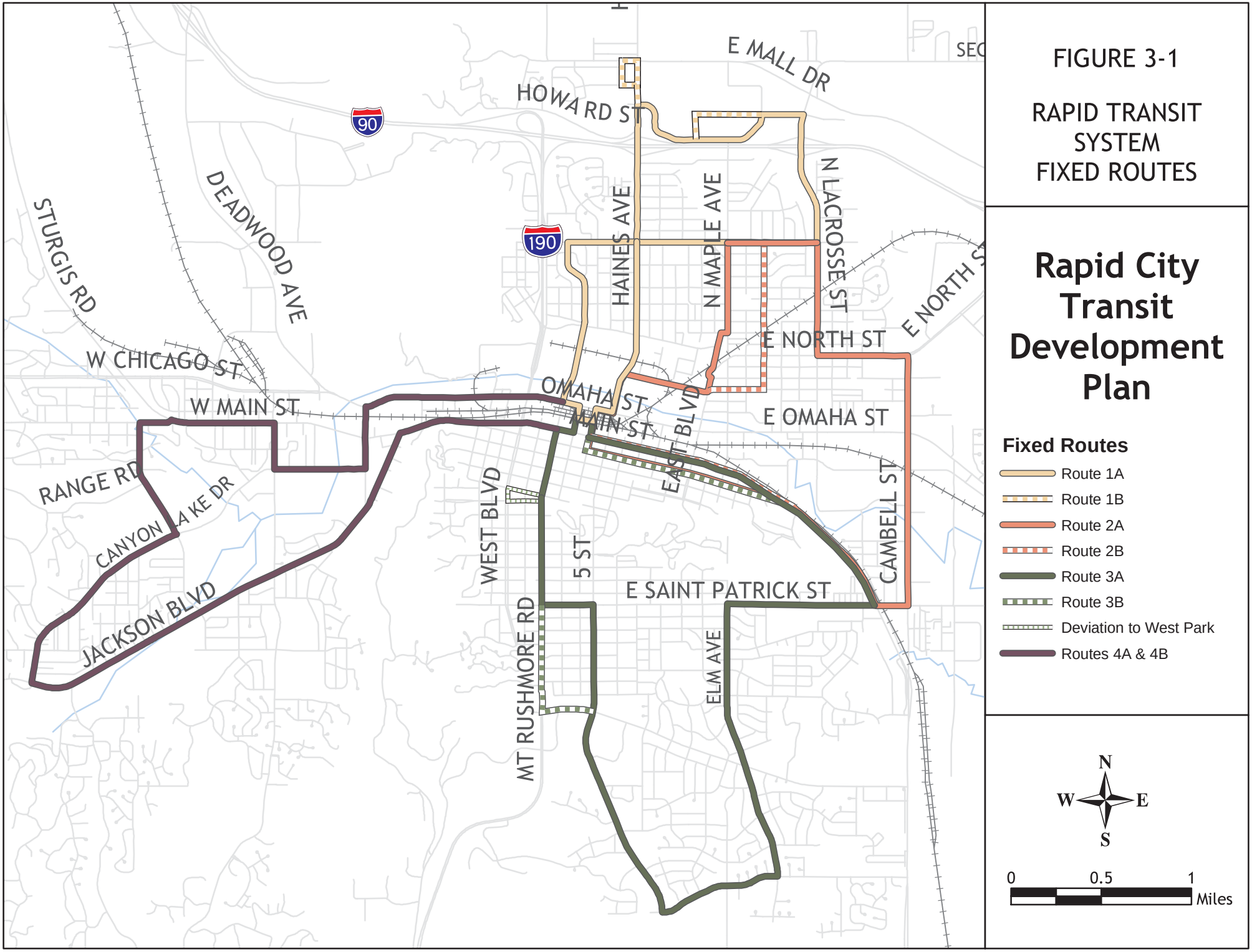


FIGURE 3-1
RAPID TRANSIT SYSTEM FIXED ROUTES
Rapid City Transit Development Plan
Fixed Routes
Route 1A
Route 1B
Route 2A
Route 2B
Route 3A
Route 3B
Deviation to West Park
Routes 4A & 4B
N
W
E
S
0
0.5
1
Miles
E MALL DR
HOWA RD ST
90
190
HAINES AVE
N MAPLE AVE
N LACROSSE ST
E NORTH ST
STURGIS RD
DEADWOOD AVE
W CHICAGO ST
W MAIN ST
OMAHA ST
MAIN ST
EAST BLVD
E OMAHA ST
RANGE RD
CANYON LAKE DR
JACKSON BLVD
WEST BLVD
5 ST
CAMBELL ST
E SAINT PATRICK ST
MT RUSHMORE RD
ELM AVE

Table 3-3
Average Transfers per Day

From Route:	To Route: 1	2	3	4
1		9.3	17.5	6.3
2	10.0		17.8	7.8
3	17.5	14.5		7.5
4	11.3	10.5	9.3	

Fare Structure

Rapid Ride accepts cash fares and coupons for individual trips and also sells unlimited ride monthly passes. The standard adult/student (5-59 yrs) fare is $1 per ride. The elderly, disabled and Medicare passengers ride for $0.50 per trip. Children (4 years and under) ride for free. Books of coupon (10 coupons) can be purchased, for convenience purposes, at rates of $10 for adult/student passengers and $5 for elderly, disabled and Medicare passengers. Monthly passes can be purchased, for potential savings depending upon use, at rates of $25 for adults and $15 for students (K-12).

DIAL-A-RIDE SERVICE DESCRIPTION

This service is a curb-to-curb or door-to-door service for Americans with Disabilities (ADA) certified passengers. An individual with a disability must complete an application form and be approved prior to using this service. Upon determination and approval, riders receive a laminated card to document their eligibility. (No similar card system is currently in use for elderly and handicapped discount riders on Rapid Ride.) Individuals whose disabilities are so significant that they are unable to use regular, lift-equipped, fixed-route, bus service are approved for use of this service regardless. In addition, members of the general public are eligible to use this service, provided they live more than 3/4-mile from regularly-scheduled, fixed-route transit. Riders must schedule rides up to 14 days in advance of their trip, and a significant subscription service exists for Dial-a-Ride. A qualified rider must contact the dispatcher in order to schedule service. This is a shared ride service, and as such the length of a trip depends on the number of stops the bus will make for other passengers. However, every effort is made to ensure the shortest trip possible for the passenger. The City has a no-show policy that is in effect if a rider is more than three minutes late from the scheduled pick-up time. Dial-a-Ride on-time performance is judged by the vehicle arriving within 15 minutes of the scheduled pick-up time.

This service is available Monday through Friday, 6:30 a.m. to 6:00 p.m., and Saturdays 9:00 a.m. to 4:00 p.m. Paratransit service is not available on holidays. Currently all passenger scheduling and vehicle dispatching is done manually, using trip sheets and passenger manifests. Software solutions exist that would accomplish all passenger scheduling and vehicle dispatching automatically. These solutions may improve productivity and operations of RTS's Dial-a-Ride operations.

ORGANIZATIONAL STRUCTURE

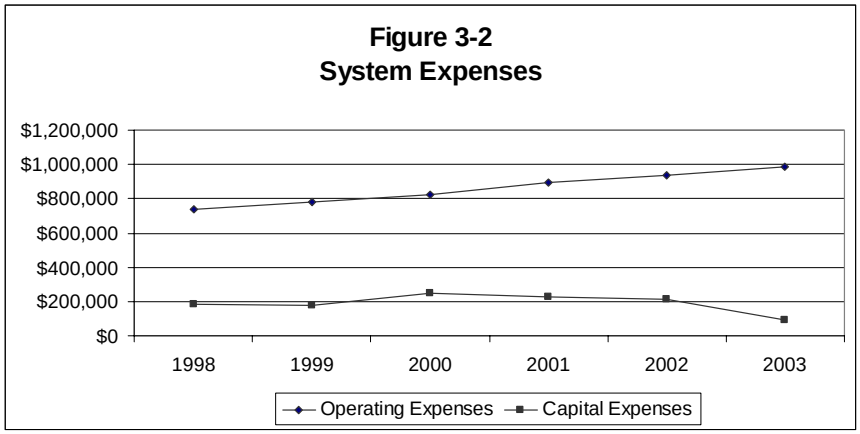
Currently, the Transit Director is an employee of the Black Hills Council of Governments (BHCOG) and serves under an annual contract between the BHCOG and the City; however, this may change based on re-organization plans by Rapid City. Dispatchers, supervisors, and drivers are unionized municipal employees. All vehicle maintenance is sub-contracted out.

FINANCIAL & OPERATING DATA

System Expenses

RTS annual operating expenses have been increasing since 1998, climbing from $741,499 in 1998 to $990,160 in 2003 (see Figure 3-2). This is an average annual increase of approximately 5.6 percent. Annual capital costs have been holding relatively steady since 1998 at around $200,000 per year, with the exception of 2003 when annual capital costs were below $100,000.

Figure 3-2
System Expenses

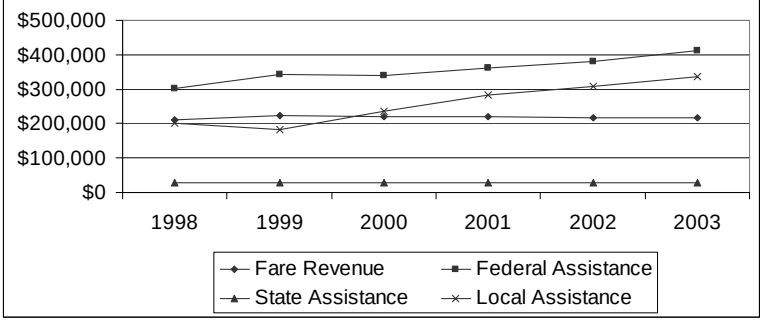


System Revenues (By Source)

Like most transit systems, the services operated by RTS are far from being self-sufficient and rely heavily on a variety of funding sources to cover annual operating expenses. In addition to farebox revenue, RTS receives local, state, and federal assistance. Advertising is also a revenue source for RTS, albeit a small one.

Farebox revenue, in terms of total dollars, experienced a slight overall increase between 1998 and 2003, climbing from $209,450 in 1998 to $215,469 in 2003 (see Figure 3-3). Passenger funds as a percentage of total revenues exhibited a noticeable decrease between 1998 and 2003, falling from 28 percent in 1998 to 22 percent in 2003 (see Figure 3-4).

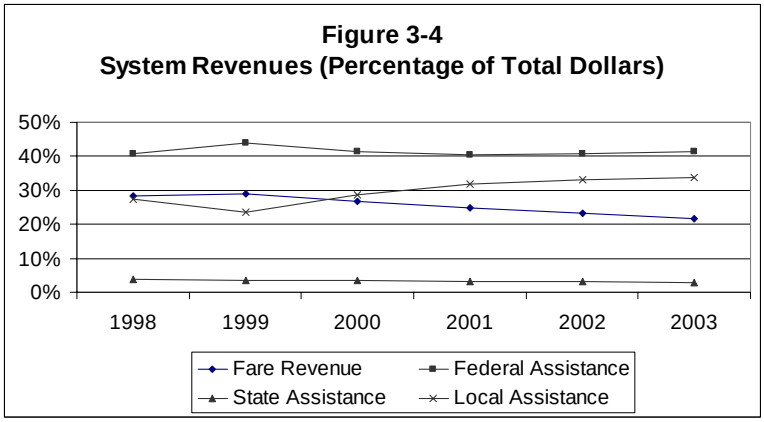
Figure 3-3
System Revenues (Total Dollars)



Local assistance, in terms of total dollars, experienced a substantial increase between 1998 and 2003, climbing from $202,484 in 1998 to $334,921 in 2003. Similarly, as a percentage of total revenues, local funds exhibited an increase between 1998 and 2003, climbing from 27 percent in 1992 to 34 percent in 2003.

State assistance, in terms of total dollars, remained constant at $28,425 between 1998 and 2003. State assistance, as a percentage of total revenues, exhibited a slight decrease between 1998 and 2003, falling from 4 percent in 1998 to 3 percent in 2003.

Figure 3-4
System Revenues (Percentage of Total Dollars)



Federal assistance experienced an overall increase between 1998 and 2003, climbing from $301,140 in 1998 to $411,345 in 2003 (see Figure 3-2). As a percentage of total revenues, federal assistance remained nearly constant at around 41 percent between 1998 and 2003.

In 2002, RTS generated approximately $12,400 from advertising, representing 1.2 percent of the system's total revenues.

System Performance (Fixed-Route Only)

The ridership of RapidRide, the fixed routes of the RTS system, has been in a decline since at least 1998, falling from 181,676 in 1998 to 145,915 in 2003. The discontinuation of school tripper service in 2000 accounts for approximately 23,000 fewer rides a year, according to the Transit Manager.

The revenue miles of RapidRide has been in a decline since at least 1998, falling from 184,674 in 1998 to 161,532 in 2003.

The revenue hours of RapidRide have been in a decline since at least 1998, falling from 13,303 in 1998 to 11,844 in 2003.

Based on a sample of daily boardings and alightings from December 2003, the top 10 Rider Destinations can be identified (see Table 3-4).

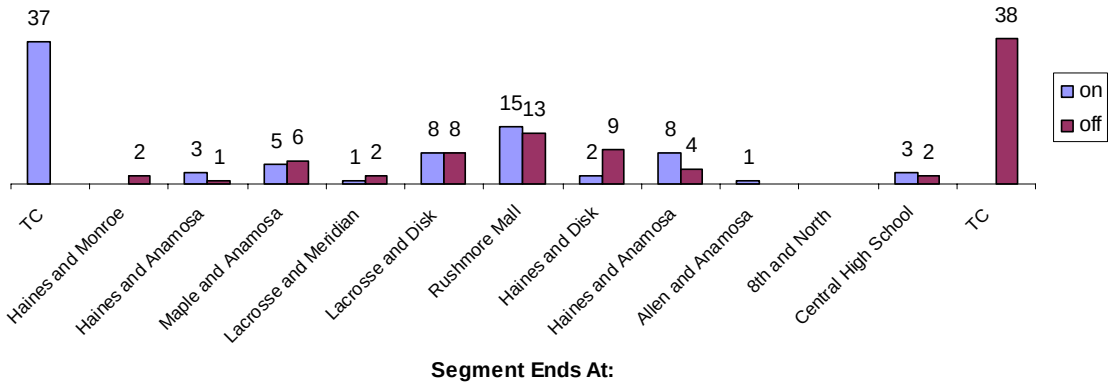
Table 3-4
Top 10 Most Active Bus Stops

Rank	Route	Segment From:	Segment To:	On	Off	Total
1	1A	Rushmore Mall		15	13	28
2	2A	Wal Mart		13	13	26
3	2B	Wal Mart		6	20	26
4	1B	Rushmore Mall	Haines and Mall	11	11	22
5	2A	East and New York	End	9	11	20
6	3B	Mt. Rushmore and St. Patrick	Mt. Rushmore and Fairmont	6	12	18
7	4A	Soo San and Canyon Lake	Soo San and Range	6	11	17
8	4B	Soo San and Canyon Lake	Soo San and Range	10	6	16
9	1A	Lacrosse and Meridian	Lacrosse and Disk	8	8	16
10	3B	Elm and Minnesota	Elm and Fairmont	13	3	16

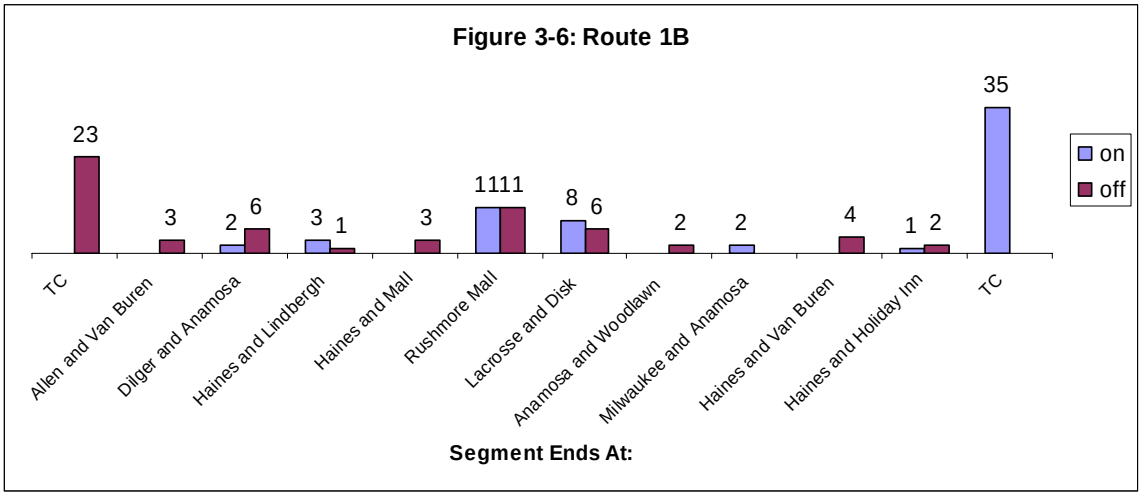
Passenger boarding and alighting data is portrayed in the following charts from a sample conducted in December 2003. The on and off activity for a full day's schedule is shown by route segments, with each segment about one-half mile in length. With transit routes beginning and ending at the Milo Barber Transportation Center, this stop (shown as end points in the graphs that follow) are the transit stops with the highest passenger boarding and alighting activity. Other noteworthy origins and destinations are discussed, by route, as follows.

Besides the Transportation Center, the main origin and destination for riders on Rapid Ride Route 1A is the Rushmore Mall and nearby stops. This route shows good ridership along most of its way.

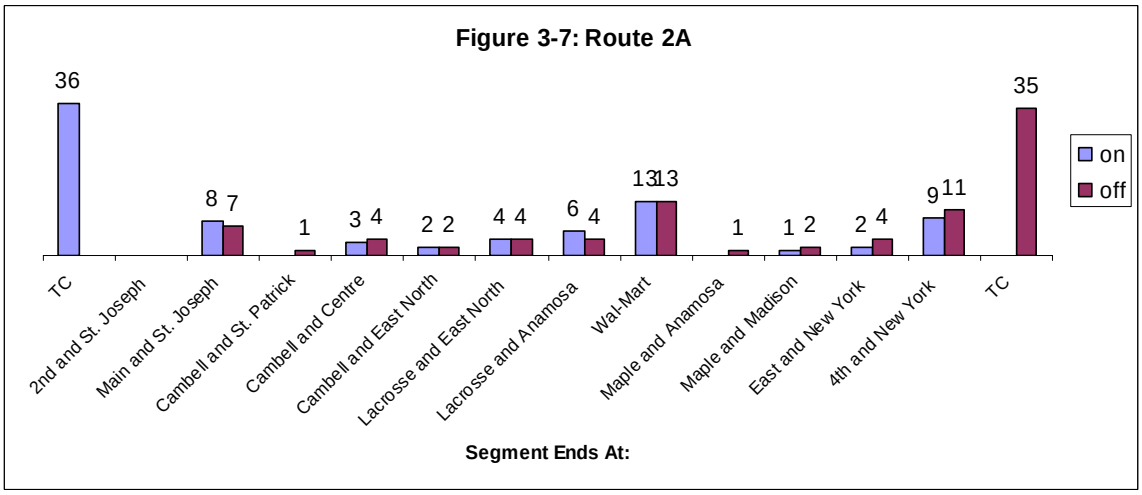
Figure 3-5: Route 1A



The main origin and destination for riders on Rapid Ride Route 1B is also the Rushmore Mall area.

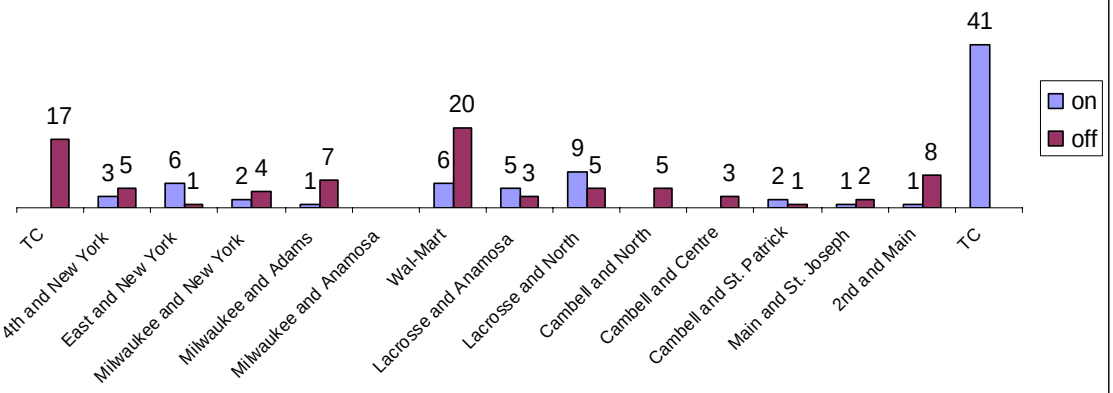


On Rapid Ride Route 2A, the main origin and destination for riders is the Walmart and the River Ridge High Rise/Boys Club near 4th and York.



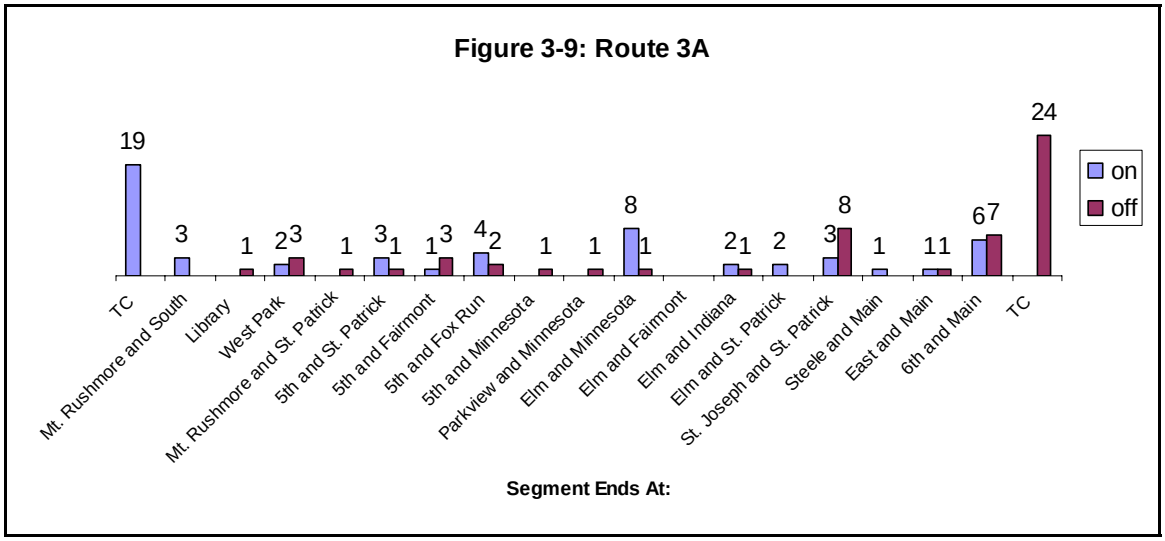
The main origin and destination for riders on Rapid Ride Route 2B is the Walmart. Another peak boarding and alighting location for this route occurs at an area of housing for temporary workers and primarily represents students riding to school. This route has reasonable ridership along most of its length.

Figure 3-8: Route 2B

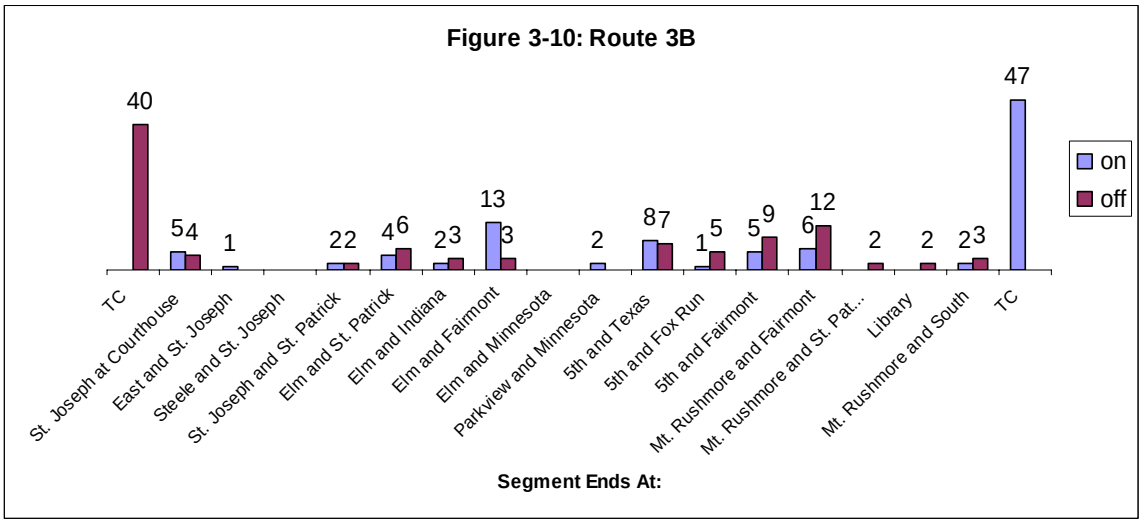


Two main places of passenger boarding and alighting on Route 3A occur at a senior housing facility and adult training center, with another high point occurring near downtown, representing use by shoppers and service workers.

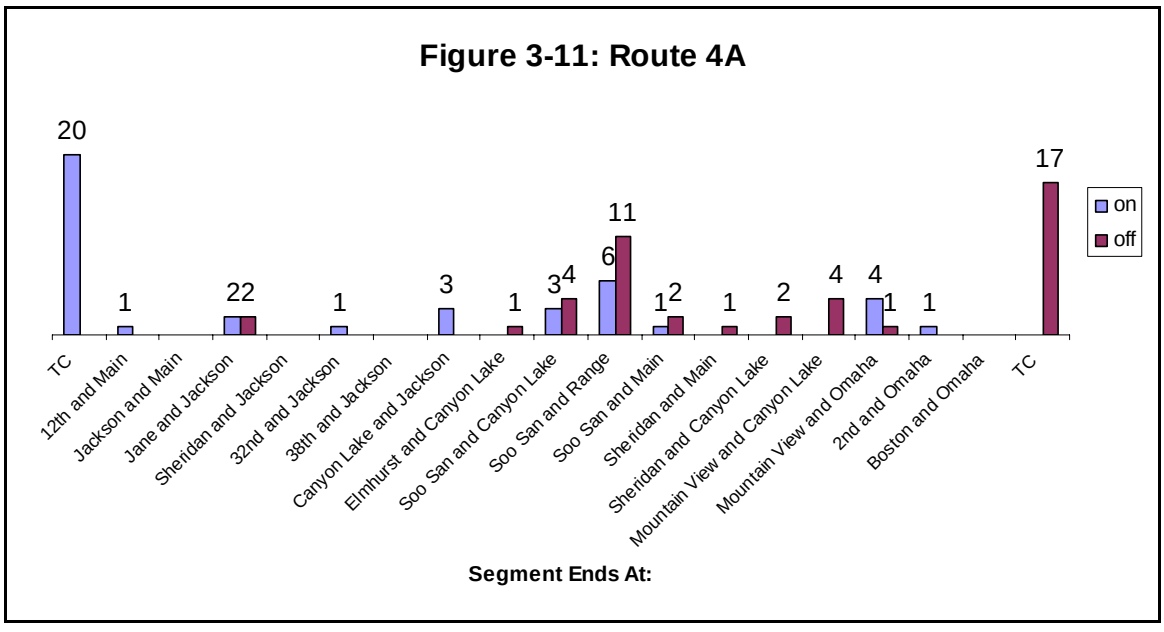
Figure 3-9: Route 3A



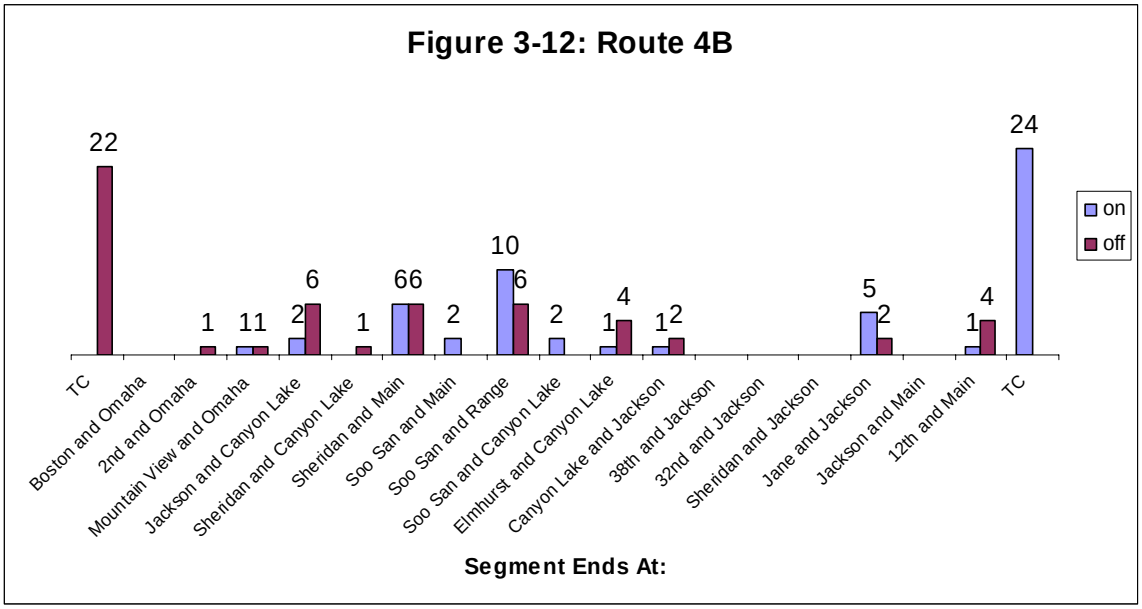
Besides the Transportation Center, the main origin and destination for riders on Rapid Ride Route 3B is the Valleyview High Rise and medical facilities, the Black Hills Workshop, and a multi-family housing complex at Elm and Fairmont.



High points of passenger boarding and alighting activity on Rapid Ride Route 4A occur at transit stops located near schools along the route. The ridership pattern for both Routes 4A and 4B indicate limited use along most of this route.



The main origin and destination for riders on Rapid Ride Route 4B is elderly housing located at the Jackson Boulevard and West Fulton and the Baken Park Shopping Center.



System Trends

This section examines the operating and financial indicators of efficiency over a five-year time period, from FY 1999 to FY 2003. This historical evaluation is useful to identify trends in system performance, as well as determining the causes of performance fluctuations.

Table 3-5 displays the total expenses and revenue for RTS for the years 1999 through 2003. Local assistance increased by 52.6 percent during this five year period, while state assistance remained constant and federal assistance increased by only 26.2 percent.

Table 3-5
RTS Transit Operating Expense & Revenue Trends, 1999 – 2003

	1999	2000	2001	2002	2003	Percent Change
Fare Revenue	$209,450	$224,699	$219,771	$221,481	$217,858	4.0%
Total Expenses	$741,499	$777,680	$826,267	$896,229	$935,380	26.1%
Federal Assistance	$301,140	$342,054	$339,823	$361,755	$380,061	26.2%
State Assistance	$28,425	$28,425	$28,425	$28,425	$28,425	0.0%
Local Assistance	$202,484	$182,499	$235,127	$284,568	$309,036	52.6%

Source: City of Rapid City.

Table 3-6 presents a summary of the core operating data for RTS transit services between 1998 and 2002. RTS provided one percent (1%) fewer revenue miles in 2002 than in 1998, indicating little increase in service during these five years. Correspondingly, unlinked passenger trips decreased by seven percent (7%) during the same period, having peaked at 250,808 in 1999.

Table 3-6
RTS Operating Statistics Trends, 1998 – 2002

Annual Operating Statistics	1998	1999	2000	2001	2002	Percent Change
Unlinked Passenger Trips	245,248	250,808	241,471	234,720	227,122	-7%
Vehicle Revenue Miles	338,362	349,375	347,066	335,250	334,891	-1%
Passenger Trips/Revenue Mile	0.72	0.72	0.70	0.70	0.68	-6%

Source: City of Rapid City

Note: Includes RapidRide & Dial-a-Ride

Over 70 percent of RTS's operating expenses are associated with labor costs. The maintenance and operation (fuel and supplies) of the fleet represent approximately 15 percent of the annual operating costs.

Table 3-7
RTS Operating Expenses, 2003

Operating Expense Item	Total Expense	% of Total
Salaries & Wages & Fringe Benefits	$701,712	70.9%
Professional Services	$65,005	6.6%
Insurance	$39,448	4.0%
Maintenance	$82,304	8.3%
Fuel & Supplies	$64,176	6.5%
Rentals	$33,206	3.4%
Other[1]	$4,309	0.3%
Total Expenses	**$990,160**	**100.0%**

Source : City of Rapid City, 2003 Operation Statistics.

[1] Includes advertising, travel, utilities, interdepartment charges and miscellaneous items.

Table 3-8 displays the core operating and revenue data for RTS Dial-a-Ride transit service between 1999 and 2003. Both ridership and farebox revenue have increased by approximately 11 percent over this period.

Table 3-8
RTS Dial-a-Ride Fare Revenue Trends, 1999 – 2003

	1999	2000	2001	2002	2003	Percent Change
Unlinked Passenger Trips	63,572	70,234	69,607	67,931	71,166	11.9%
Fare Revenue	$103,113	$124,685	$120,132	$113,843	$114,805	11.3%

Source: City of Rapid City.

Facility Inventory

This section describes the capital program for RTS's transit services. It presents an inventory of the current RTS vehicle fleet, primary operating facilities, bus shelters and benches.

Fleet Inventory

The current RTS vehicle fleet consists of 17 vehicles (see Table 3-9 below).

Table 3-9
RTS Current Active Fleet

Make & Model	Year	Number	Seating Capacity	ADA	Propulsion
RapidRide					
Blue Bird	1997	1	24 + 2 WC	Y	Diesel
Blue Bird	1998	1	24 + 2 WC	Y	Diesel
Blue Bird	1999	2	24 + 2 WC	Y	Diesel
Blue Bird	2000	1	24 + 2 WC	Y	Diesel
Blue Bird	2002	1	24 + 2 WC	Y	Diesel
Dial-a-Ride					
Ford E-350	1996	2	8-10 + 0-2 WC	Y	Diesel
Ford E-450	1999	2	8-16 + 1-4 WC	Y	Diesel
Ford E-450	2000	1	8-20 + 1-4 WC	Y	Diesel
Ford E-450	2001	1	8-20 + 1-4 WC	Y	Diesel
Ford E-450	2002	2	8-20 + 1-4 WC	Y	Diesel
Ford E-450	2003	2	10-20 + 0-4 WC	Y	Diesel
Other					
Dodge Caravan	1995	1	Paratransit Use	Y	Regular Gas
Dodge Durango	2001	1	Supervisor Vehicle	N	Regular Gas

Source: City of Rapid City.

RTS experienced a total of 19 revenue service interruptions, or mechanical failures (9 for Rapid Ride and 10 for Dial-a-Ride) in 2002 (2002 NTD). During 2002, a service interruption occurs on average every 17,626 revenue miles.

Bus Shelters/Signs/Benches

Within the RTS System, there are a total of 94 transit benches and 33 transit shelters (see Table 3-10 below). Standard shelter designs used by RTS call for shelter dimensions of approximately 50 square feet in area.

Table 3-10
RTS Benches & Shelters by Route

Route	Benches	Shelters
1A	10	4
1B	8	1
2A	9	8
2B	8	4
3A	13	6
3B	14	4
4A	17	5
4B	15	1

Source: City of Rapid City.

Other Facilities

RTS currently does not have a maintenance facility. Because of this, many maintenance functions must be completed outdoors, unprotected from the elements. This adds a level of difficulty to even the most routine maintenance activities, with drivers washing buses in the street. RTS does, however, have an approximately 9,100 square-foot cold storage facility, known as the 3rd Street Alley Garage, located in the alley between 3rd Street and 4th Street. RTS can store all six Blue Bird buses and up to seven Ford buses in the facility as well as their supervisor vehicle. The remaining buses are stored in a surface lot adjacent to the Milo Barber Transportation Center.

The crown jewel of the RTS System is the Milo Barber Transportation Center, which was built in 1982. The facility is the primary transfer point and hub for transit service in the City of Rapid City. The facility contains offices for the RTS Management, Supervisors, Dispatching and Ticketing as well as other office space, a barbershop, and common area for passengers. In addition to RTS, Bus System's Inc. operates nationwide intercity bus service out of the facility.

4 – RELEVANT POLICIES, PROGRAMS, REGULATIONS, PRACTICES AND RIDERSHIP TRENDS

Federal and State Policies

The City's transit system is affected by various federal and state policies. These policies include regulatory measures, new program initiatives and funding-level impacts. City compliance with these wide-ranging policies is necessary if RTS is to maintain its federal and state funding eligibility.

Regulatory Measures

Every three years, the FTA completes a triennial review of the RTS. The last review was prepared in summer 2001. Although less exacting than a performance audit, the triennial review is the FTA's assessment of grantee compliance with numerous federal requirements. The review examines the grantees' management practices and program implementation activities.

The 2001 triennial review analyzed RTS's compliance with 22 different federal rules/programs. These 22 compliance areas included the following:

1. Legal
2. Financial
3. Technical
4. Satisfactory Continuing Control
5. Maintenance
6. Procurements
7. Disadvantaged Business Enterprise
8. Buy America
9. Suspension/Debarment
10. Lobbying
11. Planning/Programming of Projects
12. Title VI
13. Public Comment Process for Fare and Service Changes
14. Half Fare
15. ADA
16. Charter Bus
17. School Bus
18. National Transit Database
19. Safety and Security
20. Drug-Free Workplace
21. Drug and Alcohol Program
22. Equal Employment Opportunity (EEO)

The review found that RTS was in compliance with 19 of the 22 review areas. The three areas of minor deficiencies (Maintenance, Procurement, and Drug and Alcohol Programs) were remedied shortly after the customary exit conference held with the Transit Manager in July 2001, according to FTA Region 8 Officials (December 2003).

Based on FTA's three-year review cycle, RTS will again be evaluated during summer 2004. The City's Transit Manager has already been forwarded the desk audit material for this review. The only significant change since 2001 in the triennial requirements has been the addition of a new review factor, ITS implementation activities. In 2003, Rapid City completed a metropolitan ITS plan, which provided special deployment strategies to maximize transit system operational efficiencies. Therefore, RTS is well positioned during the upcoming triennial review to address this factor. Also, although it is not a new compliance factor, FTA will be giving more emphasis to evaluating RTS's security and safety provisions, in light of the new national priority for such

issues. FTA will review RTS's compliance with current federal requirements that state at least one percent of the system's federal allocation must be dedicated specifically toward enhanced transit security and safety. Further, while compliance findings are not anticipated to be made, FTA will be urging all public transit systems to implement various measures listed on FTA's Top 20 Security Action Items Self Assessment Checklist. It is possible that in future triennial reviews, a public transit system's progress on the checklist items will become a part of the formal review process, according to Region 8 FTA Officials.

Regarding state activities, the SDDOT has no formal transit system evaluation process and does not participate in the FTA triennial process. Further, after consultation with the State Transit Program Manager, it appears that the state will not be issuing any rules or regulations during the planning horizon of this TDP.

Emerging and New Programs and Initiatives

The first long-term commitment of federal support for public transit came with the passage of the Urban Mass Transit Act of 1970 by Congress. Since then, numerous congressional transit reauthorizations have occurred in 1974, 1982, 1991 and 1998. Each reauthorization, in addition to providing federal funding assistance to public transit systems, has promoted new programs or initiatives, such as: services for elderly and disabled persons, congestion and public transportation management system plans, and flexible capital funding transfers between highway and transit grant programs. Further ancillary federal legislation, such as the American Disabilities Act (ADA) or Drug-free Work Place laws have affected public transit operations, services and budgets.

It is anticipated that the next six year national transportation law reauthorization legislation which was carried over to 2004 by Congress will also generate new programs of opportunity. Specific programs of interest to RTS expected to be debated by Congress and possibly incorporated into the final reauthorization law include the following:

- New Freedom Initiative: An $820 million formula program that reaches beyond existing transit programs to provide public transportation for people with disabilities, especially to get to work.
- Transit Intensive Program: A $255 million formula program that recognizes public transit systems in small cities that are exceeding industry averages in providing transit service to their communities.
- Intermodal Passenger Facilities Program: An $85 million discretionary grant program to accelerate intermodal integration among passenger modes, assuring inter-city public transportation access to intermodal passenger facilities.
- Job Access and Reverse Commute Program: A $50 million increase in the current program, with a switch in management from the federal level to direct state allocations so that local projects, which assist low-income individuals resolve access problems to employment, can be competitively awarded at the local level and non-DOT federal funds can be used as the local match.

Apart from new reauthorization programs, another important initiative being launched by the US DOT, US HHS, US DOL, US DOE, is the "United We Ride" program. The goal of this new five-part initiative is to break down the barriers among the 62 existing federal programs meant to fund transportation services, and set the stage for local partnerships that generate common sense solutions for those needing public transportation assistance.

Another FTA initiative which is gaining great significance and will in the future undoubtedly have a greater impact on grantees, is FTA's Security and Safety Emergency Preparedness program (as cited earlier). FTA is urging its grantees to evaluate and enhance their level of readiness. The goal of the program is to ensure that public transportation systems:

- Are prepared for and well-protected against attacks;
- Respond rapidly and effectively to natural and human-caused threats and disasters;
- Appropriately support the needs of emergency management and public safety agencies; and
- Can be quickly and efficiently restored to full capacity

To foster this increased readiness, FTA is encouraging transit agencies to incorporate certain practices into their ongoing operations and planned infrastructure improvements. Twenty specific actions are recommended covering such divergent transit activities as management/accountability, security problem identification, employee selection, training, audits and drills, document control and facility access. While many of the items on FTA's Self Assessment Checklist may not be pertinent to RTS, it is expected that over time FTA field reviews will evaluate public systems performance on these measures.

A final focus of new FTA and FHWA initiatives pertains to Planning Emphasis Areas (PEA), which are annually identified to promote priority themes for consideration, as appropriate in planning efforts funded by these agencies. Both the Rapid City MPO and the RTS receive such federal transportation funds. For FY 2004, five key planning themes have been identified. These include:

a. Safety and Security

b. Planning and Environmental Processes

c. Management and Operations

d. State DOT Consultation

e. Enhancing Technical Capacity

Regarding activities at the state level, the SDDOT Transit Office indicates they anticipate no new state programs or initiatives in the foreseeable future, other than state administration of any new federal transit programs.

Funding Levels

Historically, federal funds have constituted the largest share of RTS's capital and operational funding stream. State assistance, while at significantly lower levels of participation, are also important to RTS, especially since these funds can be used to supplement local matching funds. RTS's federal funding levels have fluctuated over the past two decades based on federal budget priorities. Prior to 2003, RTS received approximately $500,000 in federal assistance. Currently (2004), RTS receives approximately $745,800 in FTA Section 5309 Transit Assistance. Future federal transit funding trends appear bright based on an analysis of the three six-year reauthorization bills under consideration by Congress. For example, the House reauthorization (TEA-LU) would increase 2009 transit funding to South Dakota to $11.7 million, or $7.2 million more than the FY 2003 levels of $4.5 million. This authorization represents a 260 percent increase over present funding levels. If this same rate held for the RTS, by FY 2009 the City's federal transit funding could increase to $1.96 million. However, it should be cautioned that actual Congressional appropriations seldom are as high as future year authorizations. Nonetheless, there is strong evidence to support the premise that over the life of this TDP (2004 – 2009), RTS can expect to see increasing federal assistance. Such a situation will require a sufficient increase in local match sources, if all federal resources are to be maximized.

As noted above, the SDDOT does provide RTS with a small amount of state funding. In 2004, this equated to $28,425. No increases in State funding over the next few years are now anticipated, unless the State Legislature determines that expanded transit funding is necessary.

Factors Affecting Ridership

Transit provision in a small urbanized area like Rapid City is often characterized as a "safety-net" service, one whose primary focus is on providing mobility to those who cannot or choose not to drive an automobile. There are several factors that encourage this focus, many of which are beyond the scope of a transit development plan. These factors range from personal decisions based on consumer preferences to policy decisions made by many different levels of government. In Rapid City, the abundance of free parking, an absence of traffic congestion, and development characterized as relatively low density encourage automobile use. Other factors affecting transit ridership are more directly connected to transit service provision. These factors include a relatively limited source of local funding to cover both capital and operating costs, a route structure (with A and B loops) that may be confusing to riders, and other customer service and facility issues.

Comparison of RTS System Performance to Other Similar Systems

This portion of the Transit Development Plan is intended to compare the services currently offered by RTS to services offered by its peers around the nation, and to national trends representing an aggregation of all small urbanized areas. In doing so, a baseline can be provided for comparison to evaluate the current range of transportation services offered in Rapid City. This baseline, in combination with transit service needs identified through the public outreach process (documented in the following section of the Transit Development Plan), will provide the framework for developing system goals and objectives, and future service alternatives meeting the transit travel needs of Rapid City.

Peer Review

The performance of the RTS system was compared and contrasted with the performance of a group of selected transit systems from around the region. The intent of the analysis was to see how RTS performs relative to some comparable cities and transit systems operating in similar environments with similar characteristics. As part of this study, RTS is compared with peers from around the region. Each peer comparison employs a variety of performance indicators, including cost efficiency, productivity and measures of cost effectiveness. The peer group for this review consists of six systems that were selected based on a variety of factors, including population, system size, service area, and climate. Operating and financial data for this comparison are taken from the most recent National Transit Database (NTD), 2002.

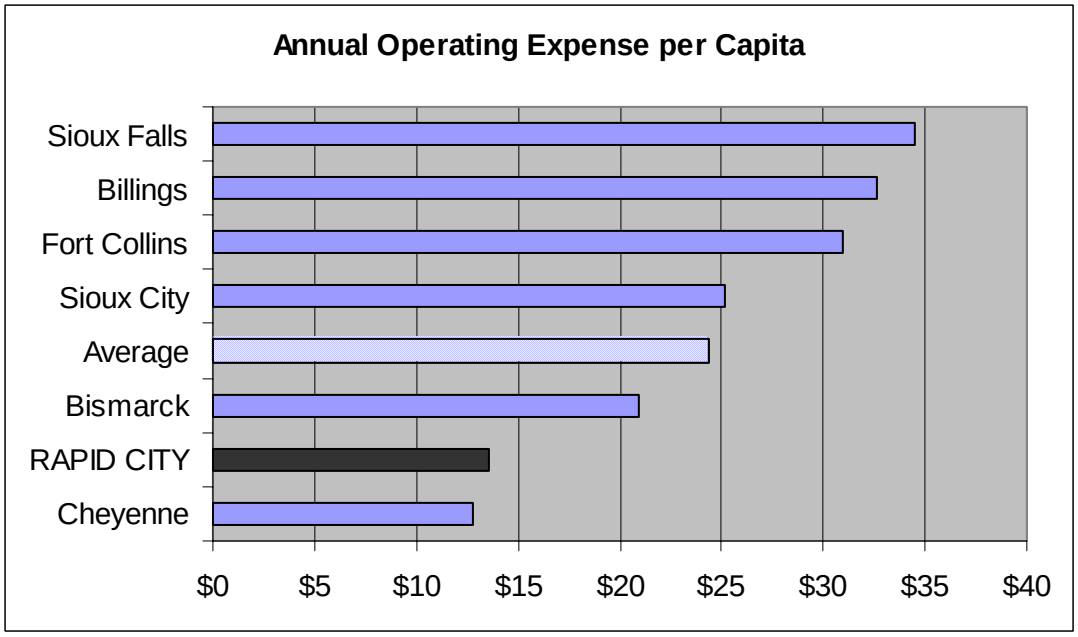
The peer review cities chosen were comprised of the following:

- Cheyenne, Wyoming
- Sioux Falls, South Dakota
- Fort Collins, Colorado
- Bismarck, North Dakota
- Sioux City, Iowa
- Billings, Montana

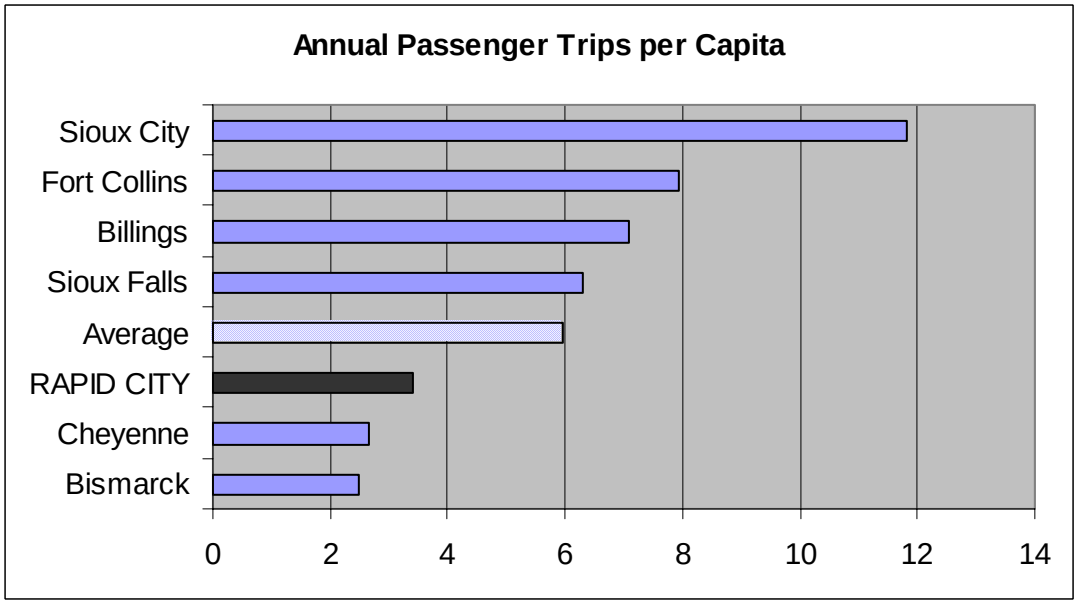
For each performance measure, with exception of operating expense per capita and passenger trips per capita, RTS's Rapid Ride and Dial-a-Ride services were compared to their respective peer system counterparts rather than as a system total.

System Characteristics Peer Review & Trend Analysis

RTS has a low system-wide operating cost per capita compared to its peers (see below) and is providing service at a relatively low cost for the population size that it is serving.

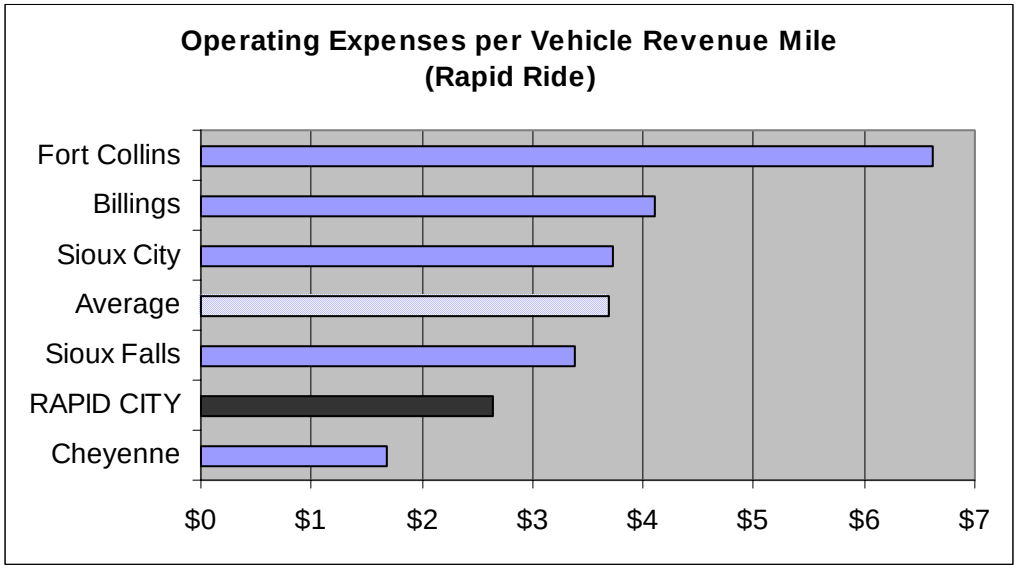


Conversely, RTS is serving a low number of passengers per capita in comparison to its peers. Although RTS is doing a good job at keeping operating costs per capita low, the net result is that service use is also low as measured by annual passenger trips per capita.

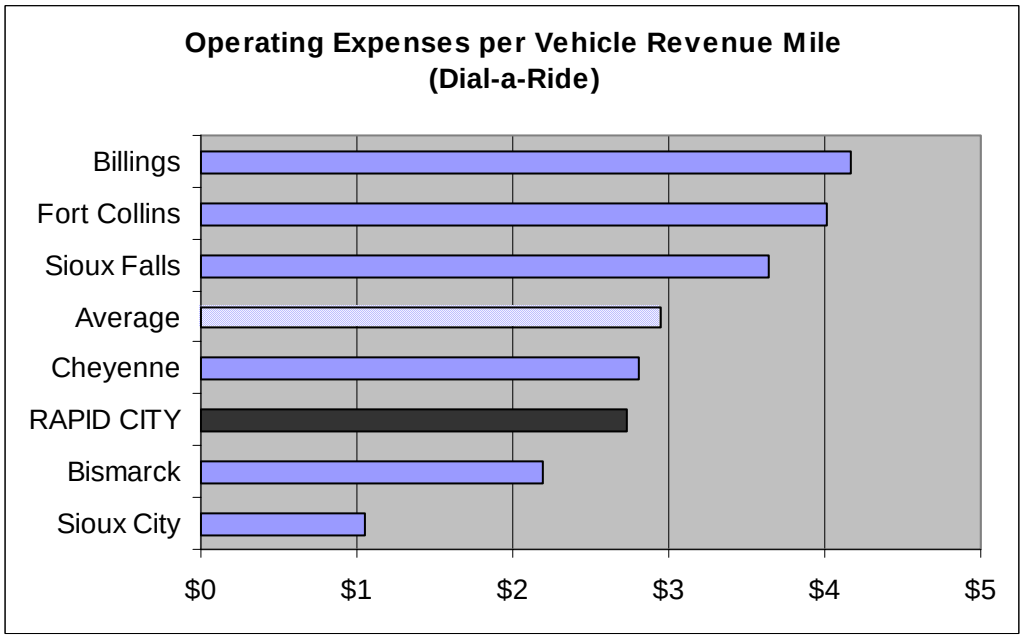


Financial Efficiency

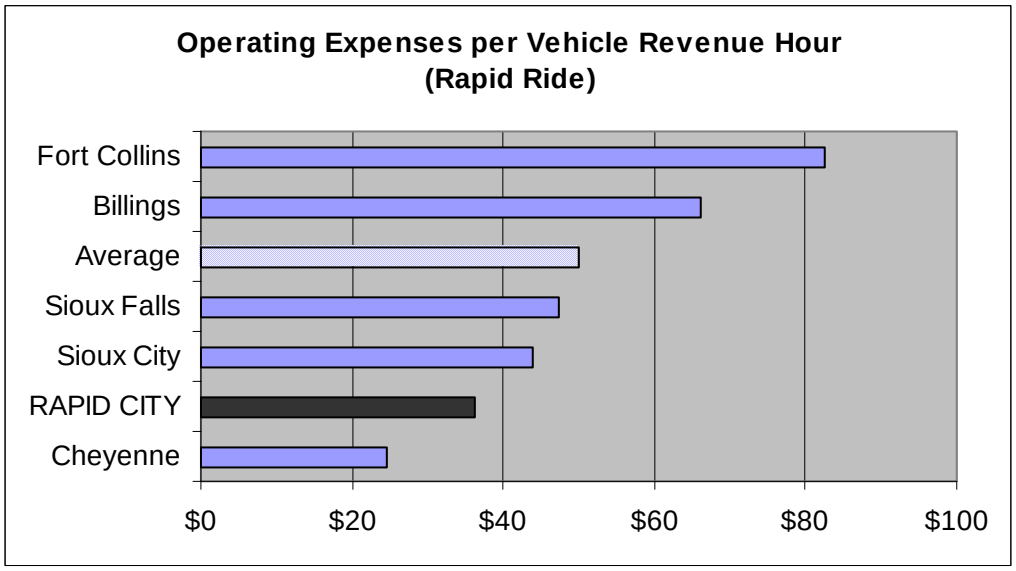
RTS's Rapid Ride cost per mile is relatively low and better than the peer average (see below).



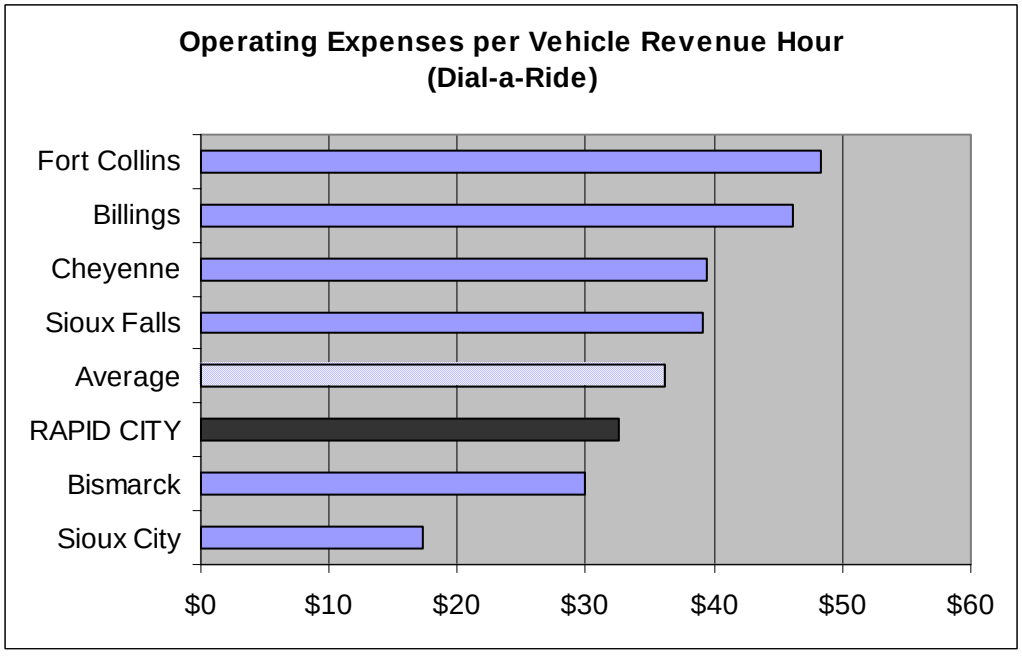
Dial-a-Ride cost per mile is also relatively low, and better than average when compared to RTS's peer group (see below).



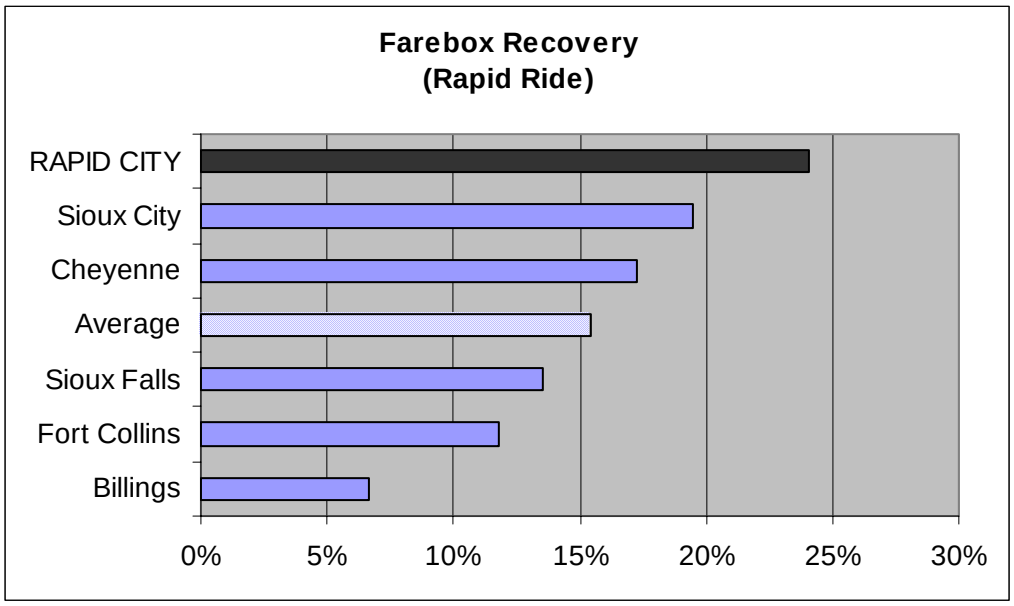
RTS's Rapid Ride cost per hour is relatively low and better than the peer average (see below).



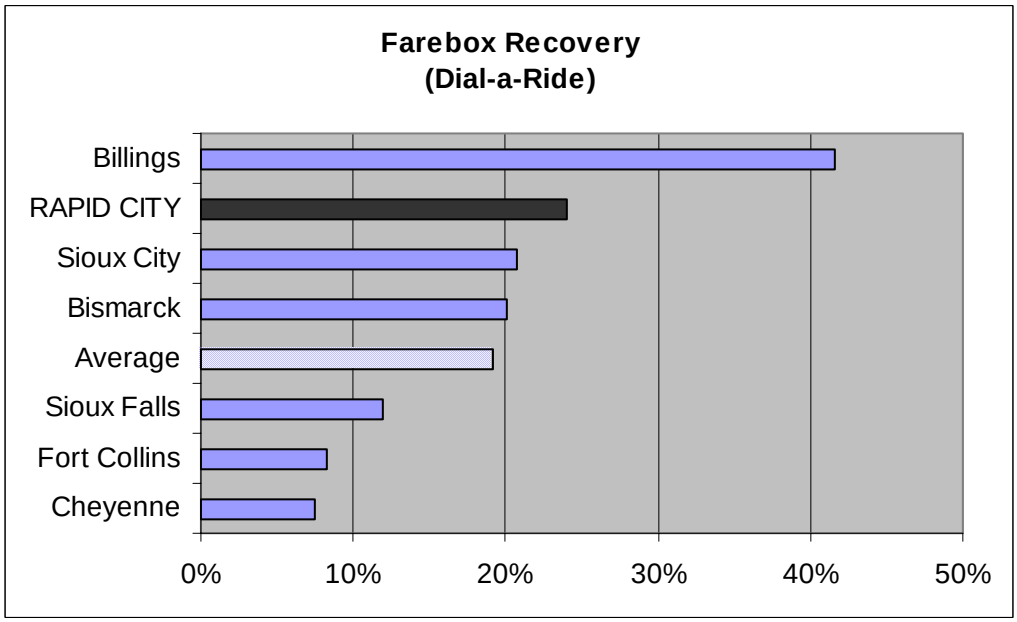
RTS's Dial-a-Ride cost per hour is better than the peer average but not substantially better as compared to some of the other peer systems (see below).



Rapid City has the highest farebox recovery rate of any of its peer fixed-route systems (see below).

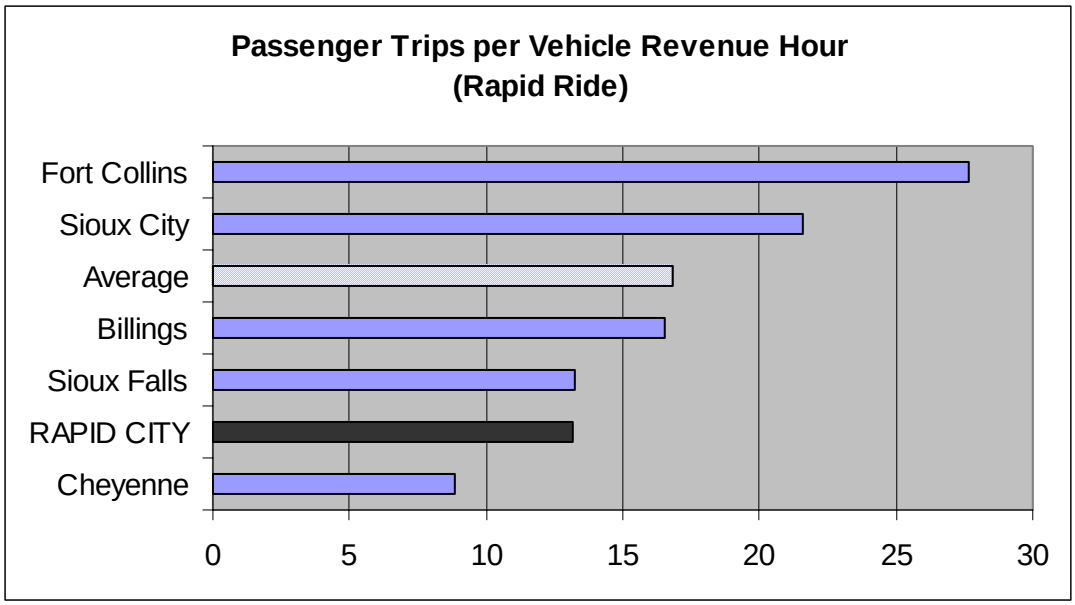


RTS's Dial-a-Ride farebox recovery rate is relatively high and is above the peer average (see below).

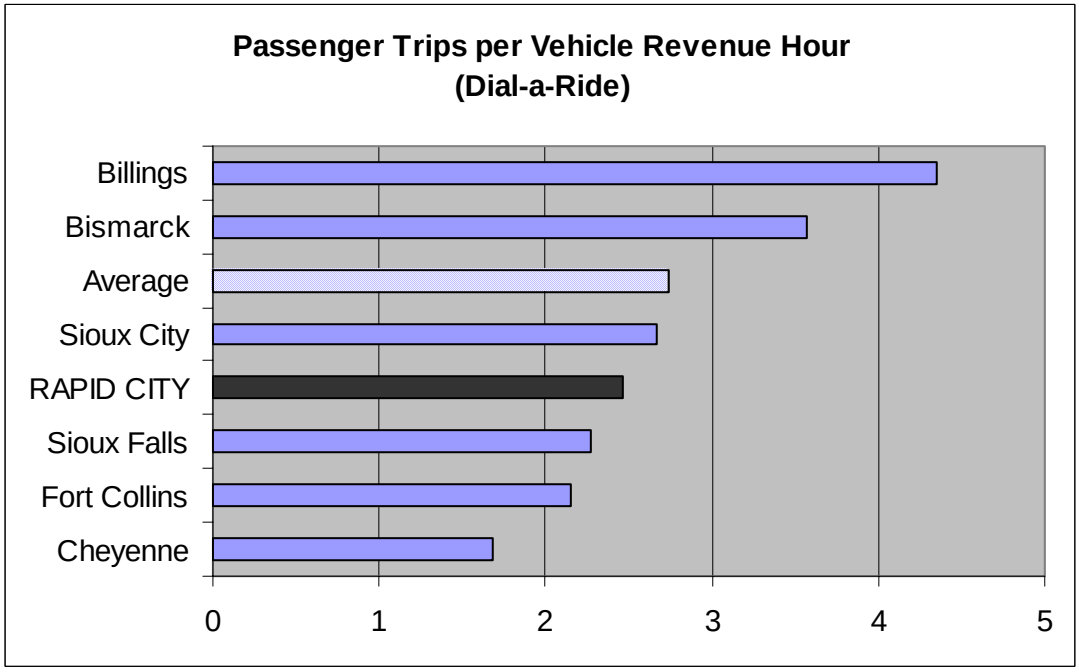


Service Effectiveness

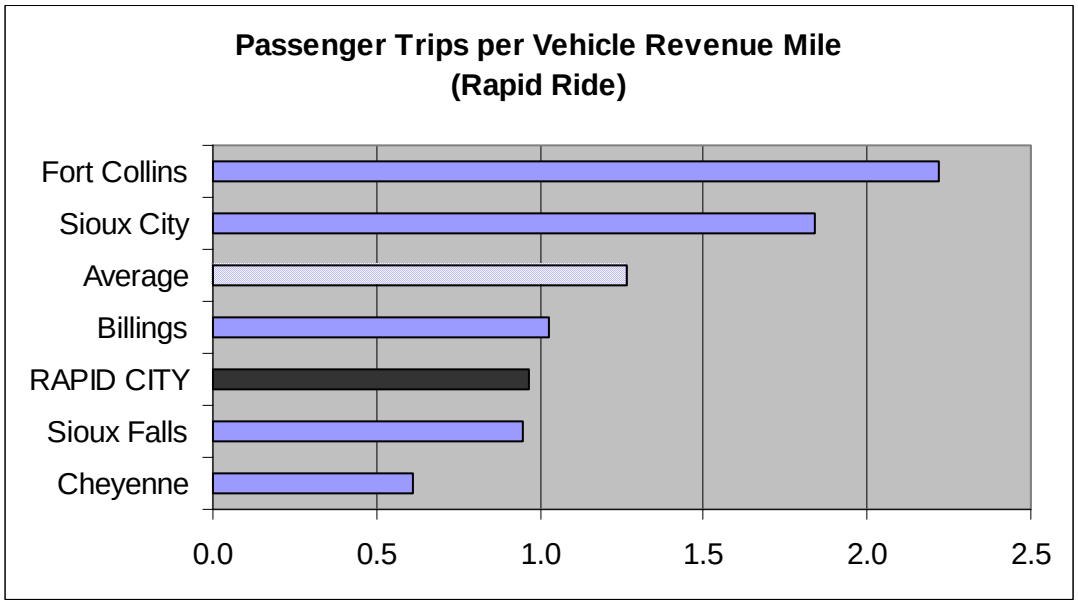
The total number of Rapid Ride trips per hour is relatively low and below the peer average (see below).



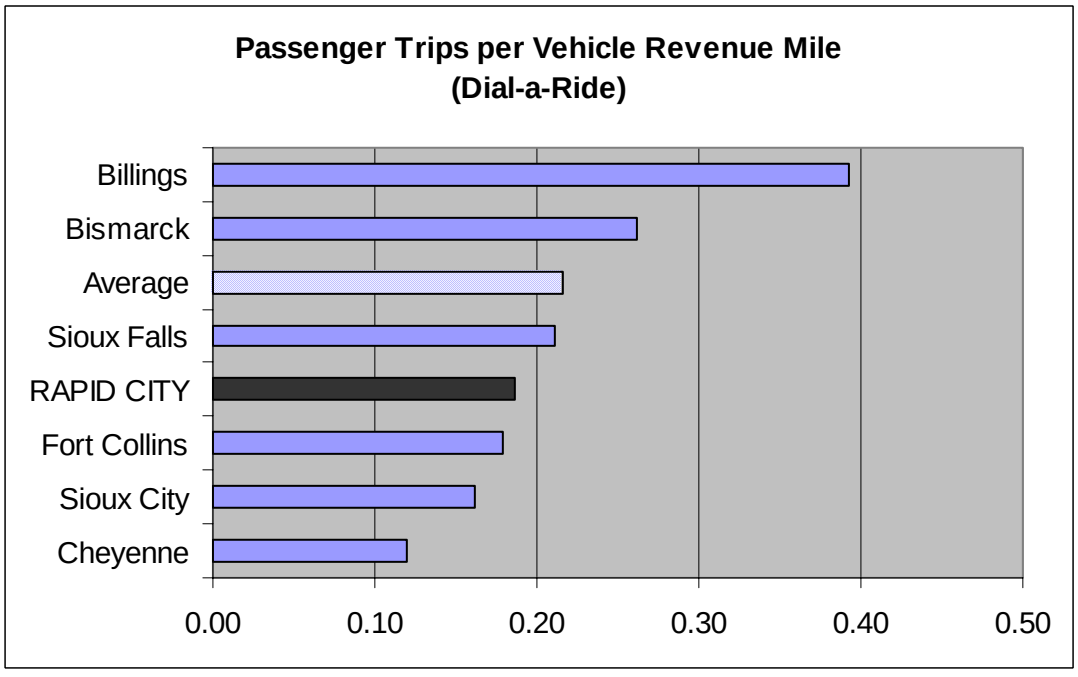
The number of Dial-a-Ride trips per hour is also relatively low and below the peer average (see below).



The number of trips per mile made by Rapid Ride is below the peer average (see below).

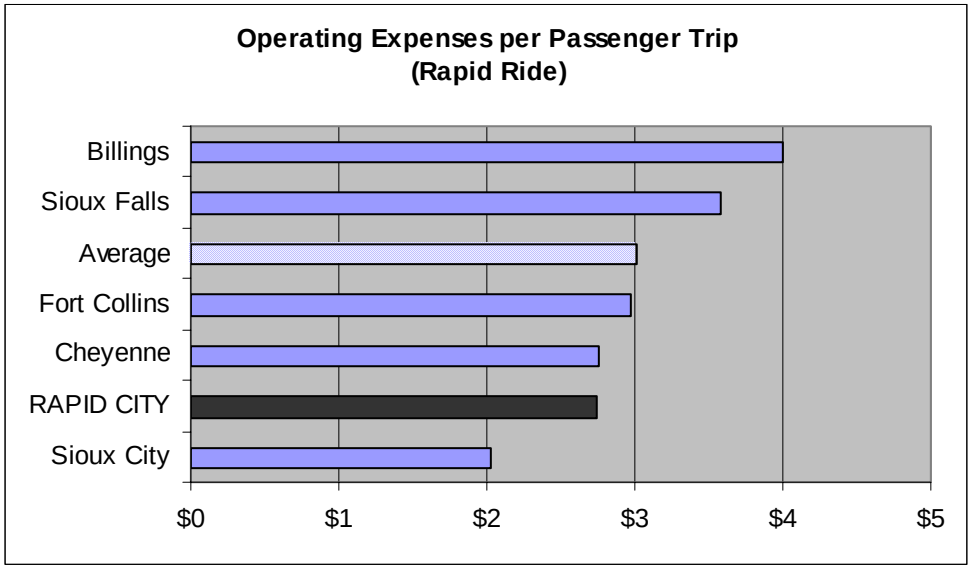


Dial-a-Ride trips per mile is also below the peer average (see below).

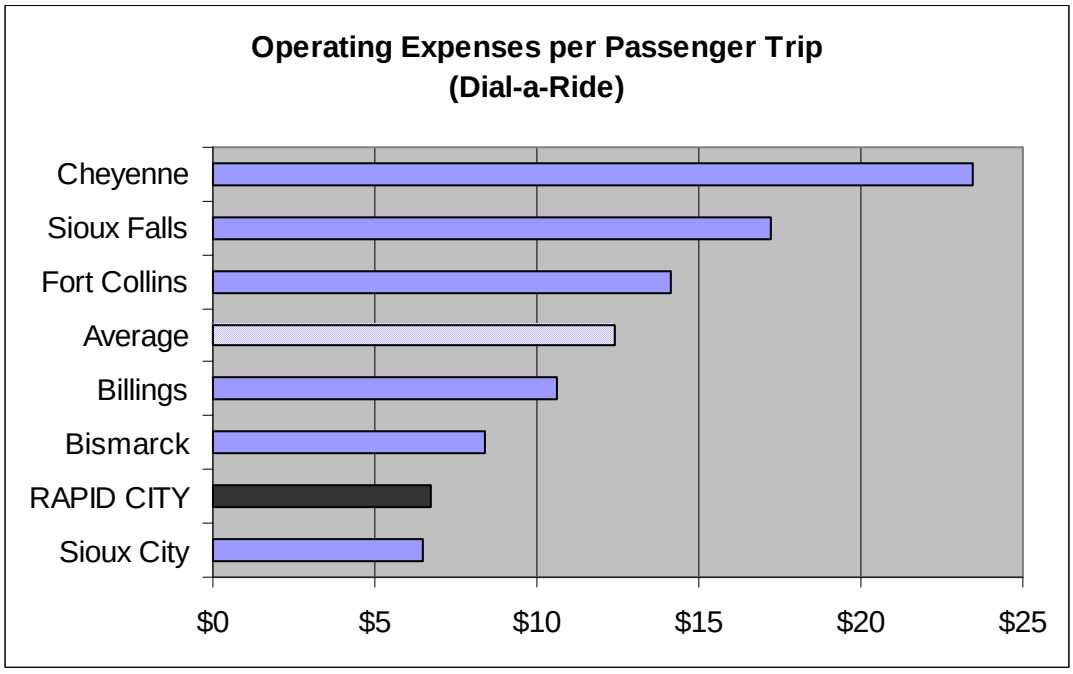


Cost Effectiveness

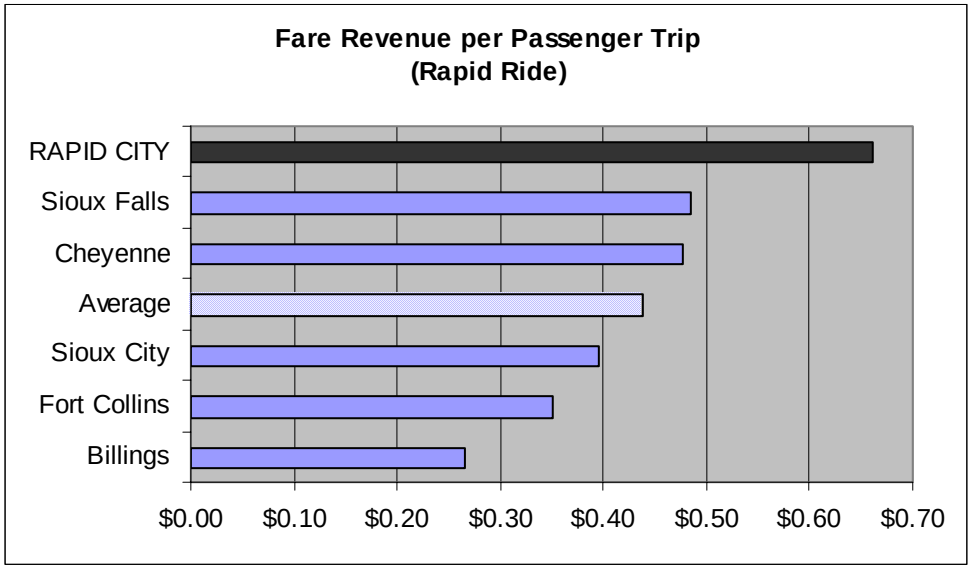
RTS's Rapid Ride cost per trip is relatively low and better than the peer average (see below).



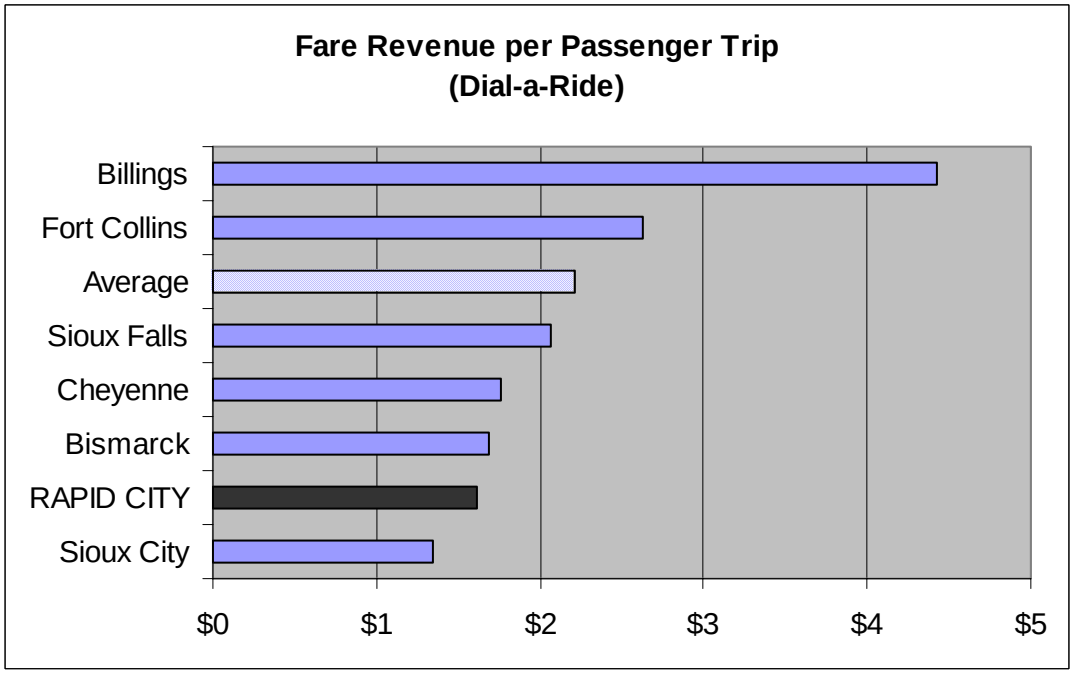
RTS's Dial-a-Ride cost per trip is better than the peer average and is substantially lower than most of its peers (see below).



RTS's Rapid Ride revenue per trip is far better than the peer average and the highest among its peer group (see below).



RTS's Dial-a-Ride revenue per trip is relatively low and below the peer average (see below).



Peer Review Summary

- RTS (Rapid Ride and Dial-a-Ride services) operates at a low per capita cost; however, it also generates a low number of per capita trips in comparison to its peers. The conclusion to be drawn is that RTS is a financially efficient system, but that the amount of service provided may not be high enough to generate the expected level of ridership.

- Both RTS's Rapid Ride and Dial-a-Ride services score high for financial efficiency when compared to other peer systems. For cost per mile, cost per hour and farebox recovery, both RTS's Rapid Ride and Dial-a-Ride services are above the peer average, and in some instances are either the best performing or second best performing system.

- RTS's Rapid Ride and Dial-a-Ride services score low on service effectiveness as compared to the other peer systems. For trips per hour and trips per mile, both Rapid Ride and Dial-a-Ride services are below the peer average.

- Rapid Ride fixed-route service scores high for cost effectiveness when compared to other peer systems. For cost per trip and revenue per trip, RTS's Rapid Ride service is above the peer average.

- RTS's Dial-a-Ride service scores high for cost effectiveness on one performance measure (cost per trip) but scores low on the other performance measure (revenue per trip).

- Overall, RTS's Rapid Ride service is above the peer average, and is the best performing system for one performance measure (revenue per trip) and second best performing system for the other performance measure (cost per trip). Comparatively, RTS's Dial-a-Ride service is below the peer average.

National Ridership Trends

In addition to the Peer Group analysis, a review of national transit ridership trends was conducted, using information from the 2000 National Transit Database (NTD). These findings are presented here.

- Small urbanized transit systems (between 50,000 and 200,000 population)., make up 43.3 percent of all agencies reporting to the NTD.

- Over the last 10 years, small decreases in the farebox recovery ratio have occurred in small urbanized areas. This is consistent with Rapid City's experience.

- Small urbanized areas had a rate of increase for subsidy per passenger greater than for large urbanized areas. This was due in part to the expansion of fixed-route service in low-density areas combined with the expansion of demand-response services. Demand response accounts for a substantial portion of the service provided in small urbanized areas.

- From 1991 to 2000, there was no substantial change in fare revenues in small urbanized areas. Small urbanized areas are more dependent on operating subsides than large urbanized areas. Nationwide, fare revenues account for less than 21 percent of operating funds for small urbanized areas.

- In general, there was a sharp increase in Federal capital assistance per passenger from 1995 - 2000.

- In small urbanized areas, fare revenues typically comprise 21 percent of funding sources, with local assistance accounting for 24 percent, state assistance for 23 percent, Federal assistance for 17 percent, and other assistance of 15 percent. The most startling difference between national trends and Rapid City is in state support, with Rapid City state assistance at only 3 percent of total revenues in 2002. Fare revenues account for approximately 23 percent of RTS funding (consistent with national trends), with local assistance at 33 percent, and Federal assistance at 41 percent (both greater than national trends).

- Federal fund account for more than 50 percent of all capital invested in small urbanized areas.

5 – TRANSIT SYSTEM NEEDS ASSESSMENT

Believing that transit system needs are identified not only by analyzing system performance data, but, just as importantly, from understanding the customer perspective, RTS held a series of listening sessions early in the study process to receive stakeholder input. A variety of outreach techniques were used, including an evening drop-in session held at the Rushmore Mall and focus group sessions held with bus drivers, policymakers, and riders. The general format for the sessions was to begin with an overview of the purpose and objectives for the Transit Development Plan, and then to discuss any concerns regarding current service coverage, time of service, type of service available, facilities and other needs. Approximately 40 persons attended these sessions over the course of two days.

After compiling a comprehensive list of identified issues resulting from the listening sessions, the input was organized into nine general "needs categories" in order to better track and address them. The needs categories that resulted are as follows:

1. Equipment and Facilities
2. Elderly and Persons with Disabilities
3. Operational and Maintenance
4. Routes and Service
5. State and Federal Mandates
6. Marketing
7. Funding
8. Fares
9. Other Needs

The following represents the list of identified RTS transit system needs.

1. Equipment and Facilities

- Terminal (Milo Barber Center):
  - ADA improvements are needed;
  - Doors locked at 5:00 pm, but someone should man the phone until the last bus makes its full tour; and,
  - Maintenance Needs (exterior, roof).
- Pedestrian Issues:
  - Pedestrian signal timing at cross walks must be adequate to cross wider streets, e.g., North Street; NY; 5th & Omaha; 6th & Omaha; and,
  - Curb ramps at are critical at key intersections.
- Shelters:
  - Clocks at shelters are not maintained.
- Benches:
  - There is a general need to install and maintain bus benches.

- Vehicles:
  - Consider low floor, medium-size buses during replacement process over next few years;
  - Lifts are OK (but rear-end lifts may be better);
  - Amenities on buses are important from the customer perspective, e.g., ensuring that air conditioning is functioning, placing bike racks on buses, Air conditioning does not work well;
  - Drivers were interested in having input in the decision to make capital purchases; and,
  - Radio system should be improved and upgraded.
- Traffic Signals:
  - Traffic signals needed at the intersection of Range Road and Soo San Drive (particularly during school hours on mornings and afternoons) and Columbus and Mount Rushmore Road; and,
  - Left turn phases are short, citywide.
- Need Park and Ride lots.
- Maintenance of streets is critical to transit operations.
- Proper identification of vehicles and the routes they are running is very important for riders.
- Seek more involvement in State and City roadway/pedestrian design to assure transit friendly design.
- A maintenance facility adequate to serve the whole RTS fleet is critical.

2. Elderly and Persons with Disabilities

- Ensuring adequate levels of mobility for persons in Rapid City with disabilities is a mission critical part of RTS's services.
- People with disabilities need service later at night to be able to get to work and back home.
- Communication of Dial-A-Ride eligibility criteria and services is very important. Currently there appears to be a disconnect between the services, products, and other components of RTS's paratransit service and the understanding of these services by paratransit customers:
  - It is important that drivers are sensitive to the special needs of paratransit customers.

3. Operations and Maintenance

- Dispatch Center:
  - A staff person should be present to answer phones whenever buses are running;
  - Call center is not TTY set up; anyone with a rotary phone is left out; and,
  - ITS transit applications should be implemented (as described in the recently-completed Rapid City ITS Master Plan for Integration Strategies) including dispatch software automating the scheduling process. This would make operations more efficient and service more customer-friendly. Currently 275-300 trips per day need to be schedules and over 200 calls are received. Managing this workload manually can be difficult and has led to some errors in scheduling, with drivers noting instances of double-booking on dial-a-ride services (drivers are supposed to be in two places at the same time) and passengers noting instances where they were given wrong information regarding service.
- Transit Administration:
  - Distrusted by some users;
  - Attitude is considered unprofessional by some; and,
  - Transit manager is not a City employee.
- Overall system is considered safe and reliable by riders.
- Bus schedules could be better designed and include information for new users to help understand how to use the system.
- Drivers:
  - Need more Dial-A-Ride drivers; volunteer drivers could be used to serve the increased number of retired people moving to Rapid City; and,
  - Could do a better job announcing stops;
- Sioux Falls does training on how to use bus.
- Buses are timely, even with road construction.
- During summer, extra traffic in town slows routes.

4. Routes and Service

- A and B routes are confusing to passengers.
- In general, expand Rapid Ride and paratransit services to better meet customer needs.

- Road construction has affected routes, ridership, and access to the Milo Barber terminal; construction will continue in 2004 and 2005.
- There are not a lot of service options to areas outside Rapid City.
- Paratransit is more expensive to operate; so expansion of fixed-route service to meet needs would be cost-effective.
- A Rushmore Civic Center Circulator would be used during major events.
- Service Hours:
  - Need extra early morning or later evening service; evening service is preferred;
  - Service should be 5 a.m. to 10:00 p.m. – 7 days a week;
  - No time for errands after work (M-F), so Saturday Dial-A-Ride is needed;
  - Service industry, food service workers require off-hours service; and,
  - M-F, Rapid Ride service to 8 pm would be a good idea.
- Route Frequency
  - 35 minutes is acceptable, but 30 minutes is preferred;
  - 20 minute recovery time (out of 70-minute round trip) may be excessive.
- Potential Expansion of Service (RapidRide)
  - Rapid Valley
  - Hill City
  - Somerset City and Piedmont
  - Box Elder
  - Dakota Ridge – Kids to Grantview Elementary School
  - Hermosa
  - Grocery Stores
  - Mall (service to front door)
  - Airport
  - Doctors and medical places south on 5th Street and 8th Street
  - Assisted living places along Sheridan Lake Road
  - Hospital (drop at front door)
  - Deadwood Avenue

- Sturgis Road Development
- Community center
- Piedmont area (expand to serve fringe development)
- Blackhawk – Fire hall
- Surfwood Apartment Complex
- West Hills Village
- Hockey Rinks
- Western Dakota Technical Institute – used to be a bus there; appears to be renewed interest in getting there.
- Social Services
- Job Services
- Hotels (service for workers)
- Sheridan Lake Road (housing area)
- Civic Center (nights and weekends)
- route service to Library (or ability to easily get deviation service
- Pull out on Omaha for new pool
- Wesley Health Care Center; Nursery; Apartments; (some high income though); assisted living (elderly)

- Routes to Drop:
  - Lakota Homes
- Routes Dropped from service over the years:
  - South Canyon
  - Hospital
  - Jackson high-rise
- Route Deviation
  - willing to pay a little extra for it;
  - Deviation to West Park (Rt. 3)– this is a special need that cannot be cut; and,
  - Used to have route deviation serving elderly housing on Jackson Boulevard;
- Use smaller buses on fixed routes; more like the DIAL-A-RIDE buses
- Should allow Dial-a-ride buses to travel on the Interstate

- Uncertainty of taxi service as a legitimate provider (insurance and billing concerns)
- Coordinate City Service with rural providers (ex. buy one ticket in outlying area and be able to use in town for free)
- Four (4) buses serve workshop clients – dispatcher has to deny trips (on Range Road portion) for Dial-a-Ride
- City growth in all directions requires transit expansion, but no funding for transit to serve all areas
- Review site development plans when they come up to look for opportunities to make them more transit friendly
- Routes are well planned to access maximum number of potential ridership sites, but they may be too large

5. Fares

- Friday – free rides for seniors
- Some organizations buy blocks of passes
- Limited capacity to increase fares, may be acceptable for special services
- Student passes $15
- Monthly passes $25
- Summer Pool –Free (reimbursed by Parks District)
- Not much elasticity in increasing fares for Dial-A-Ride

6. State and Federal Mandates and Rules

- Ever-expanding federal requirements can be difficult to meet and requires a substantial effort that burdens RTS's small administrative staff
- RTS has historically had very good triennial reviews by the FTA.
- RTS has had a prompt response to changes in FTA rules.
- There is little State financial support for transit; however, there area also few State rules.

7. Marketing

- Marketing budget is very low.
- Need to identify list of agencies that can be contacted to help with transit marketing
    - Agencies should identify what marketing ideas and goals that might work to help promote the system (such as phone number, pamphlets, etc.)

- Media outlets
  - Try to have a new media event once a quarter or so (story on the users or drivers, etc)
- No employers provide transit incentives to employees
- Marketing options:
  - Free ride days (like in Boulder)
  - Use transit service for special community evens such as Holiday light tours
  - Promote accessibility of fixed routes
  - Food stamp people, department on aging, etc., are good candidates to help market
  - Disability awareness day at Mall
  - Use "sales" people to promote transit
  - Provide a bus usage guide
  - Transit awareness day at the Mall
  - Transit awareness day at schools
  - Transit awareness day at City Hall, major employers, downtown street
  - Use current riders to promote usage within their local neighborhood.
  - Transit staff can "train the trainer" to help agencies spread the word
- Promoting the image of Rapid Ride service:
  - Image is currently poor for disabled
  - Share positive driver stories
- In future – notices should list city e-mail and encourage e-mail comments

8. Funding

- New sources of funding
  - Bill State Medicaid for difference between full cost and user fee (like in Sioux Falls)
    - Medicare waiver revenue enhancement
  - Another potential funder is the Veterans Administration
  - 50 cent add-on to Driver license tab fee (like North Dakota)
  - JARC – federal $$ for employment issues

- STP Flex Funds
- CMAQ Funds
- New federal funding programs resulting from reauthorization
- Mall helps fund Saturday Dial-a-Ride service
- Use welfare transportation money to fund transit (e.g., Moorhead)
- Outlying businesses (medical clinics, etc) help pay for transit to their facilities
- Use money saved by not having to provide service to the YMCA/nursing homes (they provide their own service) to fund other service.
- Seek new local funding sources for use as federal match (explore social service agency purchase of passes, non-profit agency contributions for special transit needs, etc.)

- Ways to decrease current spending
  - Use volunteer drivers
  - Bid out driver/specialized services
  - Competition with privates on charter service
- New Spending needed
  - Subsidize taxis to make them accessible
  - Pay a little more to keep Saturday Service
- Seek alternative sources to replace loss of federal match
- Increase in federal funds has occurred but local match is the issue
- Once efficiency is proved, there is a chance to get new public investment
- Partner with different agencies/state
- Agency funding, Health and Human Services Revenue:
  - Department of Labor;
  - Health and Human Services;
  - Voc - Rehab Council;
  - Black Hills Workshop and Training Center – purchase passes; tickets
  - County could supplement City funding
- Transit susceptible to local budget cutting pressures, (ex., loss of Saturday Dial-a-ride service- later restored through grassroots rider input)

9. Other Needs

- Need transit alternative
- Dial-A-Ride users should be on the Advisory Board
- Quantify public benefits of public transit
  - Employment
  - Reduced accidents
  - Reduced congestion
  - List of agencies – FMCOG booklet Spec. Service
  - Build coalition of user groups and public transit
  - Food stamp people – pamphlet on how to ride bus
  - Department of Social Services
  - Temporary Assistance for Needy Families
  - Black Hills Regional Hospital
  - Black Hill Rehab

Next Steps

After organizing the identified needs into nine needs categories, the next step was to develop need statements, goals, and performance measures that would help RTS address the identified issues over the next five years. These goals and performance standards are described in the following section of the Rapid City Transit Development Plan.

6 – TDP GOALS, PERFORMANCE STANDARD, EVALUATION AND RECOMMENDATIONS

The purpose of this chapter of the Transit Development Plan is to address the identified study needs through development of local goals and performance standards. The goals provide a focus for RTS's mission over the next five years, and the performance standards can be used to gauge RTS's commitment and progress in achieving their mission. Further, an evaluation of the Rapid Transit System current performance relative to stated standards, and specific recommendations to be carried forward into the Implementation Plan (the final chapter of this TDP), are also presented.

Each of the nine needs categories identified during the public input and listening sessions is addressed here, and these proposed system goals and performance are intended to be inclusive of all the reasonably identified needs and issues that were heard during this process.

1. OPERATIONS AND MAINTENANCE

Goal: Provide Reliable, Safe and Cost-Effective Services to the Public

Performance Standards:

A. Operating efficiency, as measured by operating expenses per vehicle revenue hour, shall be less than the average of RTS's peer group.

B. Operating speed (i.e. total miles driven divided by total hours) should be between 10-14 miles per hour.

C. Schedule adherence, based on on-time, fixed-route performance (i.e. between 0-5 minutes after the schedule time) should be 90 percent for all trips during peak hour and 95 percent for off-peak hours.

D. Service disruptions, defined as a mechanical breakdowns delaying passengers by five minutes or more, is measured as a system-wide average, with vehicles averaging at least 6,000 miles between road calls. Additionally, the vehicle maintenance schedule should be adhered to.

Evaluation:

Currently, RTS is meeting all performance standards as described above. Operating efficiency, as measured by operating expenses per vehicle revenue hour is well below the average for its peer group ($36.12 per hour, with a peer average of $50.09 per hour), and average vehicle speeds on fixed-route service range from 16 to 21 mph. Schedule adherence is also good; however, some late afternoon routes sometimes come close to exceeding time and pulse objectives. Service interruptions due to vehicle breakdowns occur with relative infrequency, averaging one interruption for every 17,600 revenue miles; however both transit staff and riders feel the Bluebird fixed route vehicles have reliability problems.

As discussed earlier, based on citizen input, over 275 trips per day need to be scheduled and as many as 200 calls for paratransit reservations must be responded to daily. The heavy workload and pressures on dispatchers, combined with processing this data manually, can lead to errors, provision of inaccurate information, double bookings, and lost trips. The amount of radio chatter required to inquire about missing passengers or directions to drop-offs or switching trips between drivers is significant. The stress can generate customer service problems. A possible solution to this need, which has been used by many small transit properties, is the purchase and deployment of ITS computer-aided scheduling and dispatching (CAD) software. Five primary components of such a system were identified in the *Rapid City ITS Master Plan.*

A. A customer and reservation database system that confirms eligibility for special services.

B. A scheduling system that generates driver manifests from the reservations for a given day.

C. Communications to send and receive data between the dispatch facility and the individual transit vehicles.

D. Automatic Vehicle Location (AVL) systems to allow dispatchers to efficiently update trip manifests based on a vehicle's current location, allowing real-time scheduling capability.

E. Reporting and planning modules to permit service analysis and financial reporting with a minimum of data re-entry.

Benefits anticipated to accrue with instituting a CAD and AVL components include improved on-time performance, improved level of service, improved schedule adherence and increases in shared paratransit rides.

An important element of any transit operations and maintenance evaluation is driver practices, workloads, staffing levels, and retention. Overall RTS has 20 drivers and two "floaters" employed on a full-time, part-time, or temporary basis who can operate either fixed-route or paratransit vehicles. Salaries, wages, and fringe benefits constitute 71 percent of the RTS annual budget. Overall, riders consistently agree that RTS offers safe and reliable transportation, and past rider surveys document high satisfaction levels. A great share of the credit for the positive transit service feelings is due to the primary rider/RTS interface – the drivers. Areas for improvement mentioned by customers include: consistency in announcing stops, having the right kind of tickets to sell and sensitivity training. Drivers, based on their comments during the public process, believe there is a need for more Dial-a-Ride drivers, and they feel that they are booked solid with no slack time for catch-up on the paratransit system. Recently, a number of drivers with substantial longevity retired, creating some turnover. Statistics on driver retention are not reported by the FTA, nor is there any known source for national reporting of this information. This is likely due to the fact that employee retention hinges on many

diverse factors, such as wages, working conditions, personal development goals, and health issues. Complicating the ability to make national or even regional generalizations is the fact that wages and working conditions vary system by system, with no national or state standards for wages or working conditions. In discussions with two peer transit systems, average driver tenure ranged from seven to nine years.

Recommendations:

A. RTS should maintain its excellent position relative to operations and maintenance standards; currently they are within all stated performance standards.

B. ITS transit applications should be implemented (as described in the recently-completed *Rapid City ITS Master Plan for Integration Strategies*) including dispatch software automating the scheduling process. This would make operations more efficient and service more customer-friendly.

C. Based on final decisions regarding fixed-route restructuring and paratransit service, it is necessary to add one driver to enhance the Dial-a-Ride service and, if system enhancements are approved, one driver to operate the new Rapid City Connector bus service. Also, periodically based on the rider comments, supervisors should convene driver meetings for input and feedback. At such meetings, driver perceptions on route performance, ridership, vehicle needs could be discussed.

D. During snow events, Rapid City needs to treat streets that have bus routes as snow emergency routes in order to clear them as quickly as possible.

E. Drivers should not be allowed to have personal radios on the bus.

F. If a Dial-a-Ride bus is needed for "fill-in" service on a fixed-route, signage on the vehicle should indicate clearly to riders this fact, and which route it is serving in order to minimize customer confusion.

2. EQUIPMENT AND FACILITIES

Goal: Upgrade Vehicle, Terminal and Ancillary Transit Infrastructure

Performance Standards:

A. Vehicles should be replaced in accordance with FTA schedule.

B. Vehicle loading should not exceed 125 percent of capacity during peak periods.

C. Shelters should be located at stops with daily boardings of at least 15 passengers or major activity centers and should include a minimum of a 50-square foot area. They should be sited to ADA standards with benches provided and should be maintained on a regular basis.

D. A terminal maintenance schedule should be developed in order to extend the useful life of the facility.

E. A bus staging/storage facility should be provided so that the following minimum vehicle conditions can be ensured: route designation signage is correct and visible, body damage is scheduled for immediate repair, vehicle interiors are cleaned daily, and bus washing can be completed indoors.

F. The Milo Barber Transportation Center should be open during all hours of regularly-scheduled transit service.

G. The Milo Barber Transportation Center should be a fully-accessible facility.

Evaluation:

Currently there is no vehicle in regular service in the RTS fleet that is over seven (1996) years old. The Rapid City Transportation Improvement Program (TIP) has programmed vehicle replacement purchases over each of the five funding years. By the end of 2008, the entire RTS fleet currently in regular service will have been replaced. This replacement schedule complies with FTA guidelines. RTS has no issues with passenger loading exceeding vehicle capacity.

It was noted several times during the initial listening sessions held early in the TDP process that the Milo Barber Transportation Center was not open during the entire time the Rapid Ride service was operating, and that this was detrimental to both smooth operations and customer service objectives. Further regarding the terminal's maintenance, it is noted during winter 2004 that roof repairs were required and exterior painting of the facility is necessary. Usually, FTA-funded facilities have a long-term maintenance schedule prepared to maximize the life of the structure. RTS does not have such a plan, although the Transit Manager monitors building needs well. A written maintenance schedule should be established and utilized. This will provide the Transit Manager a budget forecasting tool, as well as help justify future improvements or repairs.

Shelters: Based on the performance standard established (shelters located at all stops with over 15 daily boardings/alightings), RTS should have shelters located at the following stops. It is interesting to note that eight of the nine stops currently have some type of passenger shelter in place. Further all RTS bus shelters meet the minimum size standard.

Location	Daily Boardings/Alightings	Currently has shelter?
Wal-Mart	51	Yes
Rushmore Mall	50	Yes *(note: Entry way for Mall serves as a shelter for passengers – bench desirable)*
Soo San and Range	33	Yes
LaCrosse and Disk	30	Yes (*note: shelter is located on LaCrosse Street at the Quality Inn)*
4th and New York	28	Yes
Main and St. Joseph	18	Yes
Mt. Rushmore Road and Cathedral Drive	18 *(note: served on 3B loop only)*	Yes
5th and Texas	16	No
Elm and Fairmont	16	Yes

Climate-Controlled Storage and Servicing Facility: RTS currently leases a cold-storage facility to house their vehicles. This facility has no accommodations for routine vehicle upkeep, including vehicle washing, which is currently done in the street. With new water-quality standards soon to be enforced, this activity will no longer be allowed. There is a need for a climate-controlled vehicle storage facility, including a bus washing bay, a secure spare parts and tire storage area, in addition to a small office space. Based on decisions regarding the future disposition of the Milo Barber Transportation Center, future office space for dispatchers and administrative staff may also be needed at this facility.

Two options for a facility are presented below, with one calculation presuming that RTS administrative options continue to be housed at the Milo Barber Transportation Center, and one option presuming that these functions are relocated to the new facility. In both instances, space needs were calculated based on current fleet type (6 full-size buses, and 12 paratransit buses and vans), assuming 25 percent extra capacity, or an overall future fleet size of 23 vehicles. In addition, space was planned for the storage of tires and vehicle parts, as well as a bus-washing bay. Construction costs were assumed to average $80 per square foot for vehicle storage space and

$120 per square foot for office and vehicle servicing space (consistent with calculations from a February 2004 study for a *Joint Transit Maintenance and Storage Facility Project* for the Fargo-Moorhead Council of Governments). (NOTE: cost calculations do not include site development or acquisition costs.)

Maintenance Facility with Limited Administrative Space: Under this option, it was presumed that a small office and restroom would be provided (320 square feet) with no additional administrative space. Based on very preliminary analysis of space needs and costs, it is suggested that RTS would need a storage facility of approximately 15,000 square feet for this option. Such a facility would cost approximately $1.3 million.

Maintenance Facility with Full Administrative Space: For this option, sufficient space for administrative space was assumed to house all of RTS's administrative and dispatching staff, in addition to drivers. It is suggested that a facility totaling 18,000 square feet would suffice, and would cost approximately $2 million.

Recommendations:

A. RTS should continue their planned program of vehicle replacement, consistent with FTA guidelines. As the Bluebird buses cycle out of the fleet, they should be replaced with some other vehicle, as these have not performed to customer or staff expectations. Future vehicle procurements should consider low-floor, medium-sized buses (up to 30 feet).

B. RTS should construct shelters at stops with daily boardings of at least 15 passengers or major activity centers and design these according to industry-accepted and ADA standards. Consideration should be given to siting these shelters at locations with long-term service viability and not in areas subject to service change.

C. A facility maintenance plan should be completed and adhered to. This plan should identify routine maintenance needs and costs, and a schedule for accomplishing identified activities, all aimed at extending the useful life of the facility.

D. A construction feasibility study should be conducted to determine more exactly the space needs, costs and other considerations for a RTS climate-controlled storage facility. If the project is found feasible, then it is recommended that land be secured, a design prepared, a financial plan arranged and the storage facility be constructed in 2006.

E. The Milo Barber Transportation Center should be open during all hours of regularly-scheduled transit service; therefore, it should be open by 6:30 am and remain open until 6:00 pm. If it is not feasible to open the entire terminal during these hours, perhaps the vestibule at the front door could be opened to provide customers some waiting space out of the elements. The Center should also be made fully accessible to accommodate special needs users.

3. ROUTES AND SERVICE

Goal: Restore Ridership Levels and Identify Opportunities to Effectively Expand the Ridership Base and Service

Performance Standards:

A. No fixed route should have a directness ratio of more than 1.70 (i.e. no route should be 70 percent longer than the direct path between its termini and its most distant outlying scheduled time point). Further, concerning a single-seat ride standard, no more than 25 percent of all passengers should have to make a transfer to complete their trip.

B. Service effectiveness should be monitored by measuring passenger trips per vehicle revenue hour, and Rapid Ride should out-perform its peer-group transit properties.

C. Passenger productivity is measured by examining the number of passenger trips by vehicle revenue miles of service, and Rapid Ride should outperform its peer group on this measure.

D. Service coverage area should include all major employers of 100 employees or more, and at least 80 percent of all known target areas (i.e. high-density housing, medical and training facilities, shopping centers, low-moderate income areas, etc.) should fall within one-quarter mile of the fixed-route network.

E. Ancillary private and non-profit urban and rural transit services should be coordinated with major Rapid Ride bus stops and passenger shelters or at the Milo Barber Terminal.

F. Routes will generally operate only upon public streets, with "front-door" service to potential trip generators only provided on an exception basis.

G. Routes will operate primarily on arterial and collector streets.

H. Able-bodied persons within the city limits will be eligible for Dial-a-Ride service if space permits, and if their pick-up location is more than ¾ mile or more from a transit route.

Evaluation:

Discussion of routes and recommendations for route changes are described in detail in the following chapter of the TDP. A brief discussion of policy issues and performance standards regarding routes and services is provided here.

Currently, neither Rapid Ride nor RTS's Dial-a-Ride meets performance standards for service effectiveness or passenger productivity; both are below the average of their peer systems in these categories. Also, Routes 2 and 4 do not meet the directness ratio criterion of 1.7, which means they tend toward a circuitious travel pattern. Further, approximately 28 percent of all Rapid Ride riders currently make transfers to complete

their journey, which slightly exceeds the standard. Fixed-route service does operate on arterial and collectors streets, and it currently does deviate for special needs on some routes. "Front door" service to potential trip generators is provided on a special exception basis, but all routes normally operate only on public streets. RTS service policies allow for able-bodied persons to use RTS's Dial-a-Ride service provided their pick-up location is more than 3/4 mile from fixed-route service. Finally, no formal provisions have been made with rural transit services to pulse at the terminal or Rapid Ride bus stops.

A major objective for RTS is to reverse the recent decline in fixed route ridership. Some of this decline can be attributed to the substantial road construction underway in the City over the last few years and some can be tied to the discontinuation of school tripper service. However, a significant amount of public and rider input indicated that the current A & B lap system and the 35-minute headway were confusing and adversely affected ridership. The A & B flow innovation was added in 2001 in an effort to better serve riders. The primary objectives of the lap concept were to: 1) increase ridership; 2) reduce rider times; and, 3) improve safety (by serving both sides of the street so riders could avoid crossing busy arterial roadways. However, the restructured route system discussed in the next chapter has abandoned this configuration to return to a simpler, four-route system, with a circulator route serving to expand area coverage, as well as instituting 30-minute headways, which will make schedules simpler and easier to understand for riders. Citizen input also requested longer hours of service, more days of service, evening service, expanded geographical coverage and greater route frequency for Rapid Ride. The proposed 30-minute headways also will provide more service (viz., 23 runs per day vs. the current 20).

The major paratransit service issue that arose early in the planning process was the loss of Saturday Dial-a-Ride service due to municipal financial constraints. However, during the planning process, the City Council and RTS have reinstated Saturday service. Other paratransit service enhancements were requested (many similar to those noted for Rapid Ride). The ability of RTS to make any of these service improvements is dependent upon the financial situation of the City over the next few years.

Recommendations:

A. RTS should continue to monitor progress toward meeting service effectiveness and passenger productivity, in addition to route-based measures described above. A proposed new route structure is described and depicted in the following chapter of this TDP. It is anticipated that implementation of these new route configurations will positively influence the outcome for these performance standards.

B. RTS's potential service area should continue to be defined as that area within the city limits. As developing areas of the city are annexed, service expansion to these areas should be considered insofar as such service would continue to allow RTS to meet specified performance standards for operating efficiency and route productivity.

C. The Transit Manager should receive a copy of major site development concepts proposed in Rapid City so he can review them for potential transit service implications and considerations and report this information back to the City Planning Commission prior to subdivision and platting approvals.

4. ELDERLY AND PERSONS WITH DISABILITIES

Goal: Provide User-friendly, Cost Effective Dial-A-Ride Service

Performance Standards:

A. Dial-a-Ride operating methods should, at a minimum, encompass the following:

- Annual sensitivity training for drivers and dispatchers;
- An understandable eligibility process and rules that define mental and physical (including vision) impairments, certified by a doctor or other professional, an appeals process, and an explanation of alternative options; and,
- Issuance of ADA paratransit eligibility cards.

B. ADA compliance must be maintained (i.e. paratransit fares no more than twice fixed-route fares, complimentary service area – within three-quarter mile of all fixed routes, same hours of service, etc.)

C. Dial-a-Ride scheduling procedures should include:

- Prior-day advance reservations, but no earlier than seven days ahead of the planned trip.
- An on-time arrival defined as 15-minutes plus or minus the scheduled pick-up.
- Registering a no-show if the rider is not present within five minutes of the on-time arrival.
- Suspending service for a week to an individual who has more than four unexcused or cancelled no–shows within one month.
- Reservation of trips should be accommodated from 7:00 a.m. to 6:00 p.m., the times of bus service, with the ability to access a TTY phone system via a relay with State communications systems. The current system, using a telephone rollover during times when dispatchers are not on duty or when they are busy on another call should be re-evaluated in light of customer feedback.
- Counting Dial-a-Ride ridership based on passengers transported, not cancellations.

D. Fleet levels should be maintained such that ridership averages at least 2.5 riders per revenue hour and trip demands/refusals are less than one percent.

E. Dial-a-Ride cost per vehicle mile and cost per revenue hour should not exceed the average of Rapid City's peer transit group as assessed annually.

Evaluation:

Perceptions of insensitivity can create powerful feelings of unease. Of course, perceptions vary widely based on individual circumstances, and what may be viewed as respectful behavior by one person could easily be interpreted as insensitive behavior by another. Sensitivity training may be a means of ensuring that, to the extent possible, RTS drivers and administrators can avoid perceptions of insensitivity as voiced by some customers during listening sessions. RTS does currently comply with ADA standards for accessibility and fares and there is a process in place, using a standardized form, for determining eligibility for RTS's Dial-a-Ride service. Once notified of eligibility, cards documenting this status are issued to riders. According to transit staff, if a citizen is denied eligibility, information is available on how they may appeal this decision. Citizen input indicated that it would be a more positive situation if transit staff had a list of alternative public or private services that could be suggested to persons who did not meet eligibility criteria. Compilation of such a list is recommended. Detailed information on using Dial-a-Ride service is available on the city's Web site and in other printed media describing reservations procedures, policies, and information useful to riders. However, while RTS has made these affirmative efforts, some of the customer's have expressed a lack of knowledge regarding their availability. Greater staff outreach to promote rider's understanding of these special services (i.e. large print route maps, Braille, etc.) will improve customer needs.

Many of RTS's current procedures are in conformance with performance standards described above, however, there are some shortfalls to be addressed dealing with reservations policies, subscription service, and staff availability. Since 1990, RTS has had a "no-show" policy describing penalties for riders who schedule rides and then fail to show up. This may be slightly amended, based on the performance standard, to make the rider penalty cover a reduced period of time (one week versus 30 days). RTS currently counts cancellations as a ride. This is an uncommon practice and it affects the validity of ridership counts. Another procedure that drew comments from riders was the RTS reservation phone system dispatch process. Customers desired expanded hours for the dispatchers to take reservations, as many indicated frustration with the answering service system, which begins after 4:00 pm. Additionally, dispatchers noted extremely heavy workloads and the need for more staff as it is not uncommon for over 200 calls to come in in a day. Dispatch software is available which could streamline service, reduce workloads, and increase efficiency. The Transit Manager is very interested in this improvement and it is strongly supported by the City's recently approved ITS Deployment Plan; however, recent City financial cuts required this time to be deferred in the Transit Capital Budget. This issue is discussed further under Operations and Maintenance.

RTS's Dial-a-Ride system is currently meeting the performance standards described above based on operational characteristics (passengers per revenue hour, and costs). Regarding elderly and handicapped fixed-route issues, transit staff desire better methods to ascertain the eligibility of youth, elderly and handicapped persons for the FTA mandated half-price fares. Research indicates that similar transit systems use a special user card system, which is periodically renewed. The cards are issued from the Transit Administration office and document qualified riders.

Recommendations:

A. Institute sensitivity training for all RTS drivers and dispatchers, with a goal of having all staff attend such training by the end of 2005. Determine an appropriate timeline for follow-up training.

B. Modify existing Dial-a-Ride scheduling procedures to include the following criteria:

- Prior-day advance reservations, but no earlier than seven days ahead of the planned trip.
- An on-time arrival defined as 15-minutes plus or minus the scheduled pick-up.
- A no-show is registered if the rider is not present within five minutes of the on-time arrival.
- If the individual has more than four unexcused or cancelled no–shows within one month, they can be suspended from using the service for a week.
- Reservation of trips should be accommodated from 7:00 a.m. to 6:00 p.m., the times of bus service, with the ability to access a TTY phone system via a relay with State communications systems. The current system, using a telephone rollover during times when dispatchers are not on duty or when they are busy on another call should be re-evaluated in light of customer feedback.
- Ridership counts for Dial-a-Ride service should include only those passengers transported, not to include cancellations.

5. FARES

Goal: Maintain a Fare Structure that is Equitable, per Federal Requirements, and Generates Sufficient Revenue for the System without Significant Effects on Ridership

Performance Standards:

A. Farebox recovery, the percentage of operating costs that is received through passenger fares, should be at least 20 percent of operating expenses, and all fixed routes should have a farebox recovery ratio that is equal to at least 75 percent of the system average.

B. The fare structure should be reviewed no less than every five years to assess the need for changes in policy, fares, discounts, etc.

C. Special fares should be considered for target market groups, such as youth, downtown-bound travelers, and tourists.

Evaluation:

RTS is currently meeting the performance standards described above for farebox recovery on both their Dial-a-Ride and fixed-route services. They are outperforming their peer systems, with a 24 percent recovery rate on Rapid Ride, and a 22 percent recovery rate on their Dial-a-Ride service. There is no discount fare coupon book program in place, nor are there special fares aimed at enticing targeted market segments like youth, tourist, rural transit users, or downtown shoppers. RTS does provide a monthly pass discount ($25 for adults and $15 for students). Since the inception of fixed-route service in Rapid City (1992), fares have remained stable at $1.00 per one-way trip. Paratransit fare increases have been phased in during mid-to-late 1990s (from $1.00 to $1.25 in June 1995 to $1.50 in June 1996 to the present $2.00 in January 1997).

Recommendations:

A. RTS, in partnership with stakeholder, should examine alternative pricing strategies to reach target market groups, such as youth, downtown-bound travelers, and tourists.

B. Given the current system focus on increasing ridership, no increases in current fixed route or paratransit fares are recommended. It is a well-accepted fact in the transit industry that raising fares translates into decreased ridership. This is not to say that fare increases are never warranted; when increasing services they may even be necessary. RTS's fare structure should continue be reviewed no less than every five years to assess the need for change. A good rule of thumb for future consideration in weighing benefits of fare increases against the costs of the potential for lost ridership is that for every one percent increase in fare there is a corresponding 0.33 percent decrease in ridership, or a one-third elasticity standard.

C. Continue to issue route transfers at no additional cost to users, allowing only one transfer per trip.

6. CUSTOMER SERVICE

Goal: Foster Greater Understanding, Cooperation and Partnerships among Transit Staff and User Groups and Others to Attain Mutual Objectives

Performance Standards:

A. A brief, "quick-read"-type, annual transit report should be prepared, put on the system's web site and presented to the Transit Advisory Board with public and user groups invited, to discuss past performance, emerging issues and system objectives for the upcoming year.

B. Staff outreach efforts, meant to promote transit objectives should be completed quarterly among diverse interests (i.e. transit-dependent groups, City Public Works/SDDOT, social service agencies, policy leaders, and the business community), and more opportunities for direct user participation in policy development should be encouraged.

C. Any route and/or service restructuring shall be presented to the community in general, and to current users in particular, prior to implementation.

D. Annual customer satisfaction surveys should be conducted.

E. A suggestion box should be located at the Milo Barber Center for users to provide input on an ongoing basis.

Evaluation:

Ensuring good customer service is critical to the mission of every transit agency. Customer service can mean many different things to many different people, making it a difficult standard to measure. Currently, RTS has several products aimed at communicating their services to a variety of different customers. These include schedules and route maps printed in Braille and large-print formats, written Dial-a-Ride eligibility criteria available for the general public, and a link on the city website providing information on Dial-a-Ride and fixed-routes services, including route maps and schedules. However, perceptions exist in the community, and were expressed during the listening sessions held early in the public process indicating there is room for improvement by RTS in the realm of customer service. Customer satisfaction surveys have been conducted with some regularity in the past by RTS, and these, in addition to feedback received during future TDP planning processes should serve as a bellwether for measuring how RTS is meeting performance standards proposed for this service goal. A link to RTS system information is currently provided on the "front page" of the city's Website and provides a great communications tool. More use could be made of it by RTS, with a broader range of information available online.

Overall, while drivers, supervisors and administrative staff are regularly making efforts to promote customer service, these efforts should be made more visible in terms of responding to rider's needs, building relationships and new opportunities for enhanced communication and cooperation, and offering interactive customer participation in matters of system development.

Recommendations:

A. In order to keep customers and other stakeholders informed of RTS's operations and service, an easy-to-read, annual transit report should be prepared. This document can be loaded onto the city's Website and presented to the Transit Advisory Board with public and user groups invited, to discuss past performance, emerging issues and system objectives for the upcoming year.

B. RTS should post ADA eligibility criteria online complementing information they currently have available on Dial-a-Ride service. Depending on resources, RTS should investigate the feasibility of allowing people to register for Dial-a-Ride eligibility online. There may also be opportunity to provide customers with opportunities to submit service inquiries and other comments by e-mail via a link on the city Website.

C. Route and/or service restructuring concepts should be presented to the community in general, and to current users in particular, prior to implementation.

D. Annual customer satisfaction surveys should be conducted and the results presented to the Transit Advisory Board, with an annual Action Plan approved, implemented, and monitored to measure RTS's success in responding to rider and citizen input.

E. As part of the annual action plan to promote customer service, transit staff should commit to quarterly outreach meetings with diverse groups to obtain feedback and solicit concepts on system opportunities.

F. Additional special needs representatives should be added to the Transit Advisory Board to make direct user participation in RTS's policy and program development.

G. A suggestion box should be located in a highly visible place in the Milo Barber Transportation Center for customer comments, and a process for documenting input (a bulletin board in the Terminal, the transit Web site, etc.) should be established to demonstrate RTS's commitment to customer satisfaction.

7. MARKETING

Goal: Promote Rapid Ride's Positive Image and Expand Marketing and Education Programs

Performance Standards:

A. A marketing campaign program should be prepared annually with monthly events identified and evaluated (successful programs retained/expanded and ineffective ones replaced with new ideas).

B. Any route restructuring should be preceded by a coordinated set of marketing activities (new bus stop signs, relocated shelters, educational information on changes, temporary fare incentives, local media coverage, new route maps and timetables, etc.).

C. RTS, consistent with peer city systems, should dedicate three to five percent (3 - 5%) of their total annual operating budget to marketing activities (time and materials).

Evaluation:

As noted during the listening sessions, RTS's marketing budget is currently very low, approximately $12,000 annually. Adequate marketing of services to potential customers is critical to build ridership base. Marketing efforts should be directed to potential new riders in an effort to develop new customers, but materials should also be developed for RTS's existing customer base making them aware of any potential changes to service or fares in advance. Promotional materials should also be developed for new markets, such as commuters, students, tourists, and others.

In view of the anticipated route restructuring for Rapid Ride, RTS should initiate a marketing campaign to inform the public of these changes. In preparation for the changes, the following minimum activities should be undertaken:

- Relocate or install bus stop signs, shelters, benches, etc. to reflect the new routes.
- Hand out notices to all residents, schools, and businesses along the revised routes explaining the new scheduling and bus service.
- Prepare notices and display them in all buses as well as the Milo Barber Transportation Center explaining the new fixed-route service.
- Implement a fare promotion program to offer reduced or even free fares for the first several days of the inaugural week of the revised service.
- Work with local media (i.e. newspaper, TV, radio bulletins) to communicate the pending service changes; issue press releases for news stories.
- Update the RTS system maps and timetables to reflect the revised services.

Another promotional aspect that could be enhanced is general transit marketing. RTS should develop a strategy to promote ridership on the system. The strategy should first include a program for insuring the successful implementation of the new route and schedule recommendations. Once the new service is implemented, the next marketing phase should be directed at enhancing the basic communications methods of the RTS by more dynamic and innovative approaches. Some approaches successfully utilized elsewhere in the industry include:

- Direct mail program targeted at groups with the greatest potential for increased transit use. These groups would be offered an incentive to utilize public transit.
- Fare incentive programs to attract residents to either utilize service or to increase their currently use. (i.e. Ride the Bus For Free Days.).
- Rider contests and other promotional programs in order to maintain a high awareness of transit.
- A directed "outreach program" where senior citizen groups, students, mall shoppers and employees at major employment centers are visited by a "RTS Fair" in order to promote transit.

In terms of general marketing needs, the RTS staff could also explore marketing incentives which could be implemented over the next few years. These marketing incentives are geared toward improving the quality of the bus riders' experience and toward increasing overall system ridership. These marketing initiatives are as follows:

- Every quarter conduct some form of active marketing effort, theme or project.
- Try to get a news media story every quarter, such as human interest stories about customers, drivers, safety records, new vehicles, etc.
- Provide an information display case and a bench in every bus shelter.

- Be certain all bus shelters have the system schedule posted and ride information with a RTS telephone number and Web site address.
- Prepare stickers (which can be updated, as warranted) with the route number and times a bus serves a particular stop to be placed on the back of every bus stop sign.
- Promote the accessibility features of Rapid Ride.
- List construction detours or marketing promotions on the RTS Web site.
- Prepare an outdoor display schedule for important target areas (i.e. Baken Park Shopping Center, Rushmore Mall, schools, City Hall and major employment centers).
- Develop a Rider's Guide.
- Provide exterior schedule displays at the terminal.
- Update the "How to Ride" presentation as a training tool to be used for on-site workshops (especially geared towards senior citizens).
- Transit staff can "Train the Trainer" to draw upon associated human service or job service personnel to expand the 'marketeers'.
- Look for opportunities to provide service to community events.
- Work with rural and special service providers to educate potential users when they come to Rapid City and devise a special fare program for these user groups.
- Look for opportunities to provide services to visitors by marketing to hotels and other tourist attractions.

A key component of a successful marketing program is the development of a written action plan with a follow-up review to identify succesful programs that should be pursued again. Also to assure sufficient staff time is available to implement the action plan and to supplement transit employees efforts, college students, possibly with business or advertising majors, could be periodically hired. If coordinated with college professors, these services may be secured at low or not cost, as part of an internship.

Recommendations:

1. Marketing should be a key component of TDP implementation, with a three-fold objective: 1) to build and maintain awareness in the community of transit services, 2) to expand RTS's customer base, and 3) to communicate service changes and other key information to RTS's existing customers.
2. RTS should prepare annually a marketing campaign plan identifying key messages to communicate to customers, appropriate media for communicating these messages, and potential resources to use to implement their campaign. Part of this effort should involve identifying resources available from other sources to assist RTS in this effort.

3. All marketing materials and other informational materials, including a riders' guide, information on fares, discounts, and ADA eligibility and other information related to system use, should be posted online. Other innovative means of using Web site technology can include a link allowing riders and members of the community to submit comments on service or questions regarding service to RTS staff. These comments and questions can be used in future service planning and marketing activities.

4. RTS should develop a Riders Guide as other similarly-sized systems, including Sioux Falls Transit, have done. This can be in the format of a tri-fold brochure available on-board buses, at the Milo Barber Transportation Center, local area libraries and other venues with likely transit riders. This Riders Guide would be a practical tool for persons who have never ridden transit before, and would also serve as a marketing tool enhancing awareness of RTS' services.

8. FUNDING

Goal: Maintain a Stable Base of Funding and Expand Local Match Resources

Performance Standards:

A. Sufficient local revenue should be committed to fulfill base operations and capital costs over the five year, TDP planning horizon.

B. New sources of local and state assistance should be identified and secured to accomplish recommended transit service expansion and capital facility needs, as well as capture anticipated increases in federal assistance.

Evaluation:

Rapid City's 2004-2008 Transportation Improvement Program (TIP) identifies approximately $6.8 million in total transit expenditures over the 5-year planning horizon, averaging approximately $1.36M a year. Of this, approximately, $2.4 M will be local funds with fares covering about 41 percent of these costs. This funding is sufficient to cover forecasted needs based on current levels of transit service provision; however, if service expansions are considered, then additional funds will have to be identified.

Regarding new and future forms of revenue, RTS has benefited from recent increases in federal funding. The new federal transportation reauthorization is expected to be approved by Congress in 2004 and every indication is that transit funding will continue to increase in the next five years. However, to fully utilize these funds, the City will have to provide matching local funds or securing other public/private revenue. A major task for RTS staff over the TDP's five-year planning horizon will be to seek and secure new forms of revenue that are suitable as local match. If sufficient new funding can be realized, a number of the desired transit service enhancements identified during this study can be implemented.

The following opportunities represent a few suggestions for new local funding that could be explored:

- State assistance to RTS has remained stable at approximately $28,500 per year. In North Dakota, all transit properties, urban and rural, organized and successfully mounted an effort to increase the vehicle license fee by $0.50. The revenue was dedicated and annually allocated, by an agreed upon formula, to transit systems in the state. This may be a method to increase state assistance, which is important, since state funds are eligible as federal match.

- There may be opportunities for RTS to expand their service base and revenues by seeking full reimbursement from state/federal agencies for transportation Medicaid clients. Sioux Falls Transit provides Medicaid patients rides to clinics, pharmacies, therapists, or other medical-trip destinations. (VA patients may also qualify.) Billing is submitted to the state for reimbursement, which is currently set at $14.50 per one-way trip and $11.40 for a shared-ride per one-way trip. In discussions with staff at Sioux Falls Transit, the system of billing was integrated into their regular financial system. Information is entered into an Excel spreadsheet, which is then merged into the claim form submitted to the state. It should be noted that, although staff indicated great ease in using this billing process, it is abetted by their automated dispatching software system. Although recommended as part of the Rapid City ITS Master Planning process, such an automated system is not currently in place at RTS, but is recommended as part of this Plan.

- A somewhat similar approach would be to initiate discussions with various human service agencies that currently provide some form of transit service in-house. RTS could offer public transit service for a set amount, thereby relieving the agencies of their current transit responsibilities and costs. While some of these agencies may use volunteer drivers, they still would achieve savings from eliminating insurance, fuel, capital costs, etc. A share of these savings could then be used to pay for RTS's service contract. The YMCA and Boys and Girls Clubs of America are possible candidates for such a proposal. As an additional benefit, such measures tend to gradually and willingly end service fragmentation, which evolves when too many non-profit agencies and the public transit system all are involved in transit.

- RTS could also seek a small annual allocation of the City's CDBG federal funds, which are uniquely eligible to be used as local match against other forms of federal assistance. CDBG funds are meant to assist low and moderate-income persons and a significant portion of RTS's ridership meets this criteria. Since RTS serves this target population's mobility and travel-to-work needs, it would be reasonable to seek such funding for the services RTS already provides.

- Of course, increased ridership will also increase farebox revenue, which can provide a substantial amount of local matching funds over time. The new route system recommended by this TDP may help generate new fare revenue.

- While Pennington County's budget is no doubt as tight as the City's, it may be possible to obtain a small annual County contribution to the RTS, since City residents also pay County taxes.
- Donations from service clubs, fraternal groups, charitable organizations or family trusts, or opportunities for business tax deductions are also possible, especially for specific transit uses (i.e. vehicles, land, buildings, and equipment). The Milo Barber Transportation Center is, in fact, just such an example.
- Corporate advertising can also generate revenue. For example, in Fargo, the regional creamery advertises its milk products by paying the City to paint some of its transit coaches to resemble milk cartons traveling on wheels.

With the leveraging power of local funds, it does not take great amounts to have an impact. For example, transit capital costs are typically split 80 percent federal and 20 percent local. So that $15,000 of new local revenue leverages $60,000 of federal funds, for a total amount of $75,000. The actions of RTS staff to find new and innovative local and state funding sources will be very important to the future growth of the system.

Recommendations:

A. The City Council should, at the least, continue its current level of local funding to maintain and operate the RTS at present levels.

B. New local funding opportunities should be explored by RTS. With the potential for a significant increase in federal resources through TEA-LU (the six-year federal transportation funding package), new state and local opportunities to leverage these federal funds should be identified.

C. Opportunities to partner with stakeholders and receive funding for service offered should be explored. Potential partners include technical and professional colleges, major employers, and service organizations such as the YMCA and Boys and Girls Clubs of America.

9. State and Federal Mandates

Need: Complex and Changing Grantor Requirements

Goal: Compliance with all Applicable Rules and Policies

Performance Standards:

A. FTA triennial reviews should be satisfactory and any deficiencies should be resolved within six months.

B. All federal and state reporting requirements should be submitted in a timely fashion.

Evaluation:

RTS's last FTA triennial review was completed in 2001, and a new review process has begun. In the past, RTS's reviews have been satisfactory and all minor deficiencies have been quickly resolved. As noted in Chapter 4, anticipated new federal requirements that will affect RTS pertain to added security and safety provisions, and encouragement of ITS deployment by transit systems. Further, all federal and state reporting requirements required by RTS are being submitted in a timely fashion.

Recommendations:

A. RTS should continue to strive for satisfactory triennial reviews and, concluding the next review process, resolve any identified deficiencies within six months of the report publication.

B. RTS should continue their history of timely and accurate federal and state reporting.

7 – SERVICE PLAN

This section describes changes to RTS services, including fixed-route (Rapid Ride) and Dial-a-Ride. Changes to the existing route structure are summarized, in addition to opportunities for service expansion.

RECOMMENDED RAPID RIDE SERVICES

Recommendations for changes in RTS routes and services resulted from input gathered at public listening sessions, as well as analysis of current system performance. A number of alternative route options were evaluated for potential implementation. Fixed-route recommendations are discussed separately from Dial-a-Ride recommendations.

1. Revise Route Structure to Eliminate the A/B Configuration

The four-route configuration currently in place is a pulse-based system incorporating alternating loops in an attempt to provide broad access to Rapid Ride's fixed-route services. As a result, each route is given an "A" and a "B" designation which relates to clockwise or counterclockwise travel; service along the route alternates between the "A" and "B" loops throughout the day.

The A and B routes were designed to provide access to as much of the community as possible, while maintaining a 35-minute scheduling frequency. As a result, they incorporate broad loops that are more area-based as opposed to corridor-based. This type of route configuration works well if a rider is being dropped off along the early stages of the route after leaving the pulse point (the Milo Barber Transportation Center), but for riders that will be dropped off beyond the halfway mark, additional time will be incurred as the route proceeds along the loop. In theory, such users would be better served by waiting for the next loop bus traveling in the opposite direction; however, the additional wait time (at least another 35-minutes until the next bus) most likely exceeds the added ride time. As a result, route directness suffered under the "A/B" configuration, with riders essentially being asked to incur either extra ride time to get to their destination or accept extra wait time for a bus going more directly to their destination. In either case, this configuration has presented challenges for potential users.

Recommendation: The recommendation is to continue to provide four fixed routes within the community, but to reconfigure them to be somewhat more corridor-based. This will improve the directness of the routes, providing faster travel times to the most popular destinations. All four routes should continue to be pulsed (arrive and depart at the same time) at the Milo Barber Transportation Center. Figure 7-1 shows the recommended configuration of these four routes.

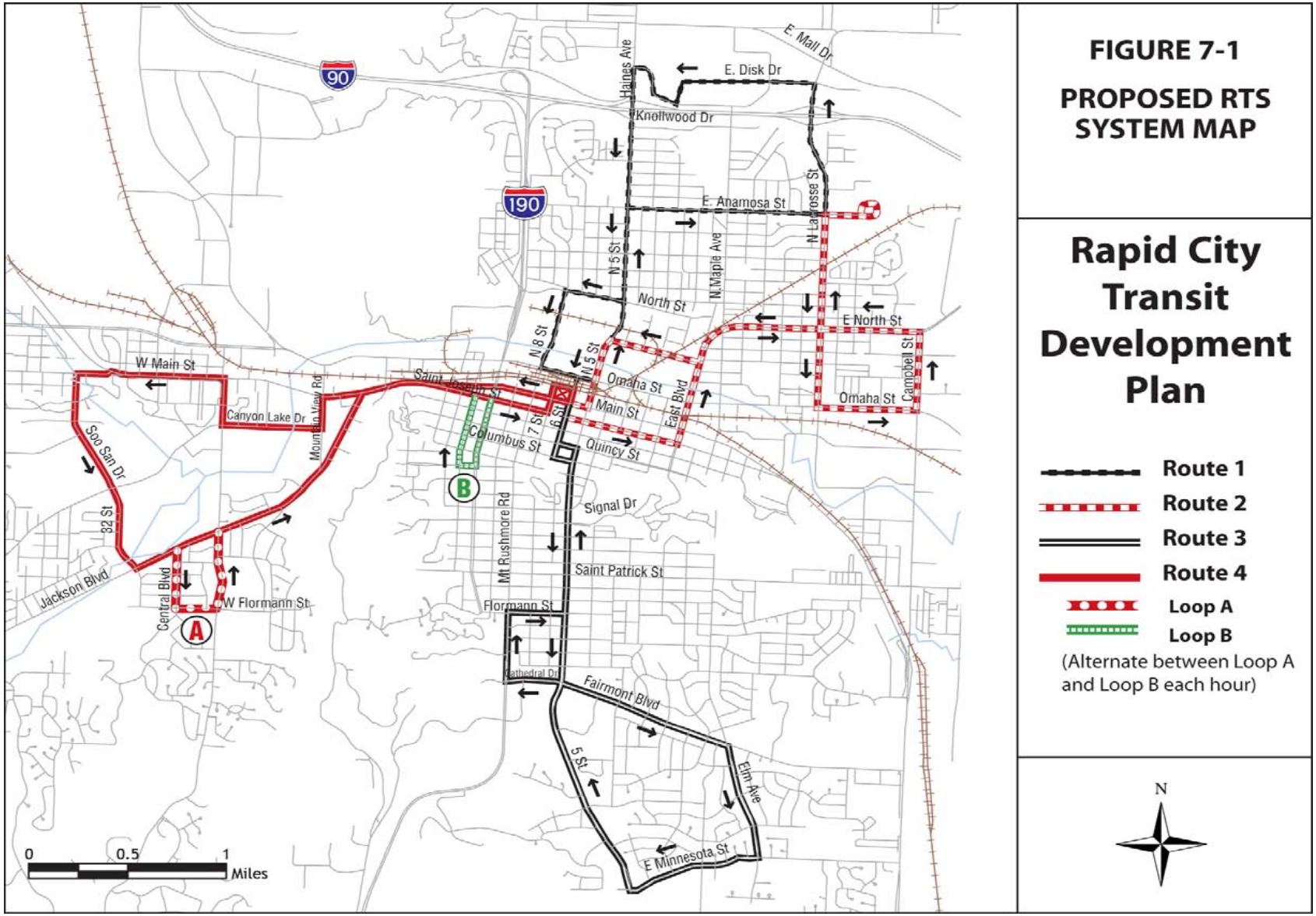


FIGURE 7-1
PROPOSED RTS SYSTEM MAP
Rapid City Transit Development Plan
Route 1
Route 2
Route 3
Route 4
Loop A
Loop B
(Alternate between Loop A and Loop B each hour)
N
90
190
E. Mall Dr
E. Disk Dr
Haines Ave
Knollwood Dr
E. Anamosa St
N Lacrosse St
N 5 St
N.Maple Ave
North St
E North St
N 8 St
W Main St
Saint Joseph St
Omaha St
Main St
East Blvd
Campbell St
Canyon Lake Dr
Mountain View Rd
Soo San Dr
Columbus St
7 St
6 St
Quincy St
Signal Dr
Mt Rushmore Rd
Saint Patrick St
Jackson Blvd
Central Blvd
W Flormann St
Flormann St
Cathedral Dr
Fairmont Blvd
5 St
Elm Ave
E Minnesota St
0
0.5
1
Miles

2. Revise the Service Frequency to 30 minutes

The current route configuration uses a 35-minute peak frequency so that an A or B loop leaves the Milo Barber Transportation Center every 35 minutes. This frequency was established in order to extend the routes as far as possible to serve the greatest geographic area within a reasonable operating speed. Although this did meet the objective of expanding service area, an unintended result was a schedule that is difficult for riders to recall (viz., at 35-minute frequencies, there is no even timepoint, such as every half hour, for riders to recall). When coupled with the A and B loop configuration, which results in buses stopping on alternating sides of the street as they complete their loops, remembering which side of the street to be on to catch the bus and when the bus will arrive can be quite challenging.

Recommendation: The recommendation is to reconfigure the four routes so that the system can operate with 30-minute service frequencies. In so doing, several benefits will result. Assuming the service day remains as it is presently, 6:30 a.m. to 6:00 p.m., a total of 23 round trips will be provided for each bus route compared to the current system which produces 20 total round trips per route per day. In order to provide 30-minute service frequencies, RTS will have to decrease route lengths slightly, resulting in a slightly reduced geographic area served; however, the resulting benefits of increased service and a more customer-friendly system schedule far outweigh any associated drawbacks.

3. Maintain the Time Period of Fixed-Route Service Operation

RTS fixed-route service currently operates between 6:30 a.m. and 6:00 p.m., Monday through Friday. There was some input received during the evaluation process suggesting an extension of service hours later into the evening and even on weekends was warranted. However, given the current pattern of system use, it is likely that any extension of service hours would be very lightly used. As such, it is uncertain that this service could meet suggested performance standards.

Recommendation: RTS should maintain their current hours of service between 6:30 a.m. and 6:00 p.m., Monday through Friday. If the community continues to hear that later evening or weekend general public transportation is needed, it is recommended that an evaluation of other service options be explored. Such options might include expansion of the Dial-a-Ride system service hours for the general Rapid City population or a user-side subsidy using alternative providers such as taxis with reimbursement set on a per trip basis by the City. These techniques allow for providing service commensurate with actual demand while more directly controlling costs.

4. Operate Fixed-Route Services in the Most Trip-Productive Portions of the Community

Fixed-route service tends to perform better in areas of high population density or in areas where transit dependent populations are located. The current fixed-route system covers a significant portion of the community in an effort to provide travel opportunities to all. However, the need to extend service to more and more travel generators has led to a circuitous route design and undesirable service frequencies.

Recommendation: It is recommended that RTS fixed-route services be concentrated in those portions of the community with the highest population density and the greatest concentrations of transit dependents. As opportunities arise, expansion of the fixed-route system should be considered, but any new routes initiated should reach the performance levels of the core routes within a year of implementation.

If general public transit services are desired in growth areas, or where new travel generators are developed, the community should evaluate options to best serve these areas. In order to expedite consideration of expanding services to growth areas, the transit manager should receive copies of major site development concepts proposed in Rapid City so he/she can review them for potential transit service implications and considerations and report this information back to the City Planning Commission prior to subdivision and platting approvals. Fixed-route services should be considered only if desired population density or target markets are identified, and established route/operational performance standards are met. If these conditions are not met, other service options, such as Dial-a-Ride or a user-side subsidy, should be considered.

5. Operate Fixed Routes in a Direct Manner

The current route design results from a desire to serve as much of the community as possible while conserving as many resources as possible, in this instance vehicles. As a result, long loops evolved covering lots of territory with one vehicle but leading to very indirect travel for most riders. Transit service that is highly regarded in other communities tends to be much more direct in its design – using corridor-based routes as opposed to broad loops. Loops are often inevitable in service design in order to ensure good community coverage, but the goal should be to use them sparingly to provide high levels of directness for riders.

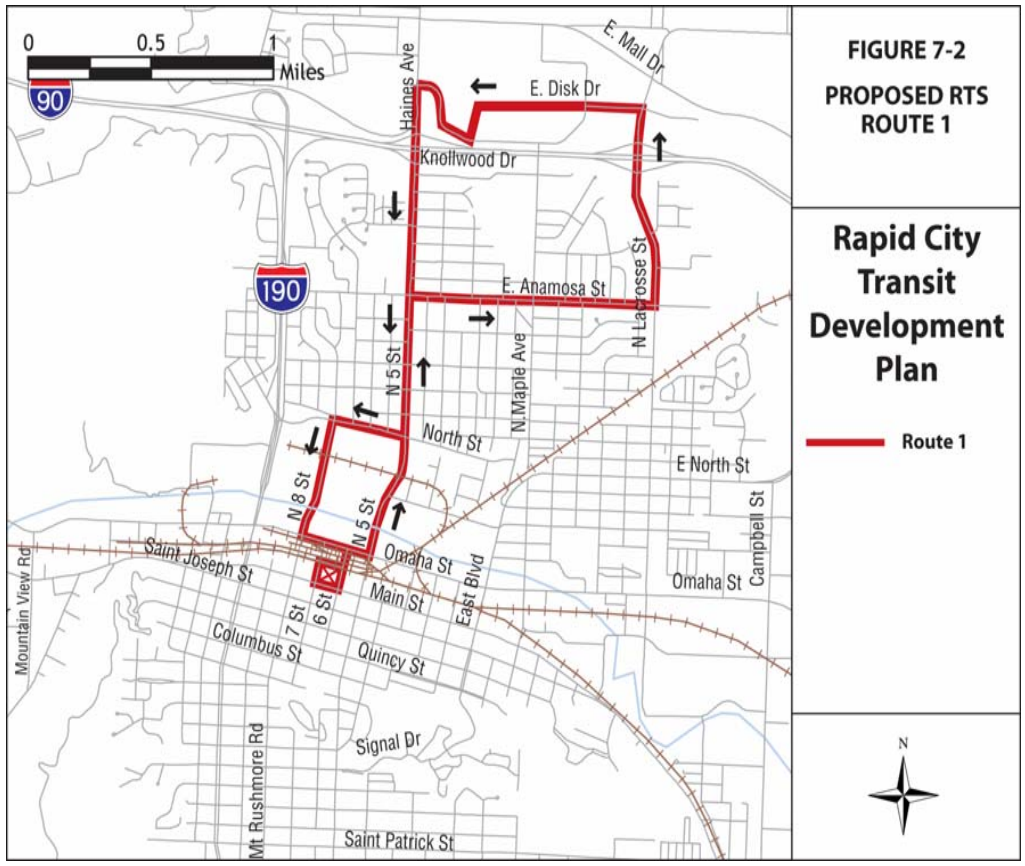
Recommendation: It is recommended that future route design strongly consider the principles of directness. As a result, the fixed-route system can not be expected to provide "front door" service to all travel generators in the community. Deviations off the main route, although often viewed as desirable by some target markets, usually end up causing more delay for other riders than the time savings they generate for the special market group.

6. Route Revisions

Recommended RTS fixed-route revisions are summarized, by route, as follows. Routes are depicted in Figures 7-2 through 7-5.

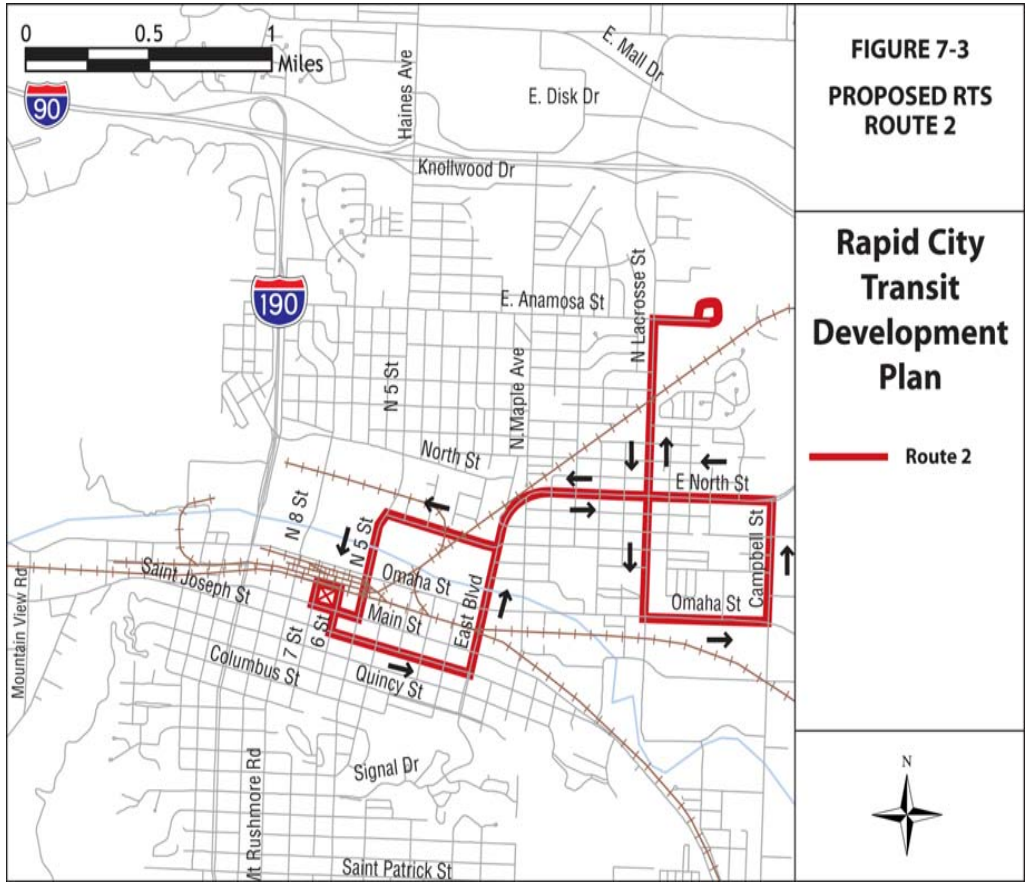
Route #1

- **Service Area:** Northern Rapid City
- **Anchors:** The Milo Barber Transportation Center and the Rushmore Shopping Mall
- **Primary Corridor:** 5th Street and Haines Avenue
- **Route Length:** 6.4 miles
- **Estimated Running Time:** 22 minutes
- **Service Frequency:** 30-minutes beginning and ending at the Milo Barber Transportation Center
- **Number of Vehicles Required:** 1
- **Hours of Operation:** 6:30 a.m. to 6:00 p.m. Monday through Friday
- **Route Timepoints:**
  - 5 minutes: Anamosa Street and Maple Avenue
  - 10 minutes: Rushmore Shopping Mall
  - 15 minutes: Anamosa Street and Haines Avenue
  - 20 minutes: Rushmore Road and Omaha Street
- **Route-Accessible Points of Interest:**
  - Minneuzahan Senior Center
  - North Middle School
  - Knollwood Elementary
  - Wal-Mart
  - Rushmore Shopping Mall
  - Central High School
  - Rushmore Plaza Civic Center



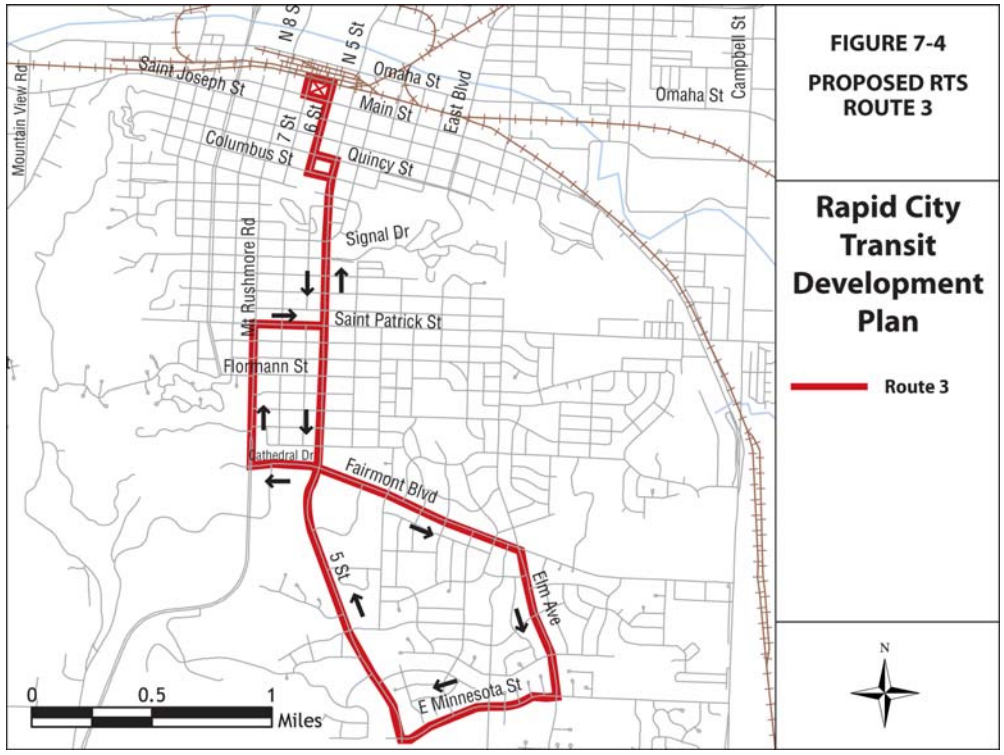
Route #2

- **Service Area:** Eastern Rapid City
- **Anchors:** Milo Barber Center and Wal-Mart
- **Primary Corridors:** East North Street and LaCrosse Street
- **Route Length:** 7.3 miles
- **Estimated Running Time:** 22 minutes
- **Service Frequency:** 30-minutes beginning and ending at the Milo Barber Transportation Center
- **Number of Vehicles Required:** 1
- **Hours of Operation:** 6:30 a.m. to 6:00 p.m. Monday through Friday
- **Route Timepoints:**
  - 5 minutes: East Boulevard and Omaha Street
  - 10 minutes: Wal-Mart
  - 15 minutes: Omaha Street and Campbell Street
  - 20 minutes: East Boulevard and New York Street
- **Route-Accessible Points of Interest:**
  - Pennington County Courthouse
  - U.S. Post Office
  - Department of Social Services
  - K-Mart
  - Wal-Mart
  - Community Health Center
  - Roosevelt Park
  - SD Job Service
  - Journey Museum / Boys Club / River Ridge High Rise
  - *NOTE:* The new swimming pool will be served by this route through route deviation (call in advance or inform the driver upon boarding.



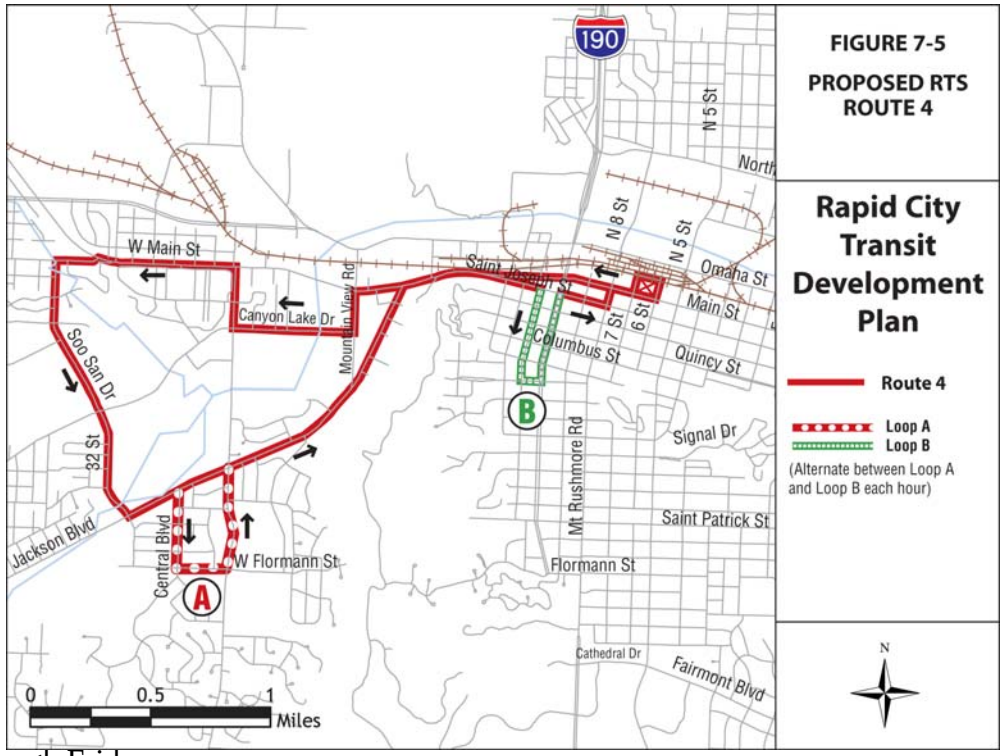
Route #3

- **Service Area:** Southern Rapid City
- **Anchors:** Milo Barber Transportation Center and Rapid City Regional Hospital
- **Primary Corridor:** 5th Street
- **Route Length:** 7.4 miles
- **Estimated Running Time:** 23 minutes
- **Service Frequency:** 30-minutes beginning and ending at the Milo Barber Transportation Center
- **Number of Vehicles Required:** 1
- **Hours of Operation:** 6:30 a.m. to 6:00 p.m. Monday through Friday
- **Route Timepoints:**
  - 5 minutes: 5th Street and Fairmont Drive (Regional Hospital)
  - 10 minutes: Minnesota Street and Parkview Drive
  - 15 minutes: Safeway
  - 20 minutes: 6th Street and St. Joseph Street
- **Route-Accessible Points of Interest:**
  - South Park Elementary
  - Valley View High Rise
  - Rapid City Regional Hospital
  - West Hills Village
  - Parkview Swimming Pool
  - Safeway
  - Rapid City Public Library



Route #4

- **Service Area:** Western Rapid City
- **Anchors:** Milo Barber Transportation Center and Soo San Hospital
- **Primary Corridor:** Main Street
- **Route Length:** 7.1 miles (Loop A), 7.6 miles (Loop B)
- **Estimated Running Time:** 23 minutes (Loop A), 24 minutes (Loop B)
- **Loop Configuration:** This route will have two alternate loops that will be served by alternating trips throughout the day. Loop A will provide service to the residential area between Jackson Boulevard and Sheridan Lake Road. Loop B will provide service to the West Park Apartments.
- **Service Frequency:** 30-minutes beginning and ending at the Milo Barber Transportation Center
- **Number of Vehicles Required:** 1
- **Hours of Operation:** 6:30 a.m. to 6:00 p.m. Monday through Friday
- **Route Timepoints:**
  - 5 minutes: Canyon Lake Drive and Mountain View Road
  - 10 minutes: Soo San Hospital
  - 15 minutes: Jackson Boulevard and Mountain View Road
  - 20 minutes: St. Joseph Street and West Boulevard
- **Route-Accessible Points of Interest:**
  - West Safeway
  - Pennington County Housing / Jackson Heights High Rise
  - Regional Hospital West
  - Canyon Lake Elementary
  - Soo San Hospital
  - West Middle School
  - Black Hills Workshop
  - West Family Thrift Center
  - Camp Rapid
  - Baken Park
  - West Park Apartments (alternating trips)



RECOMMENDATIONS FOR DIAL-A-RIDE SERVICE

The Rapid City Dial-a-Ride provides very economical service to the community. If anything, the service is too successful as user demand on weekdays readily fills available service hours. Demand levels on Saturday are quite a bit lower, but this may be related to the more limited amount of Saturday service currently available. However, drivers do report very little slack time within daily schedules and that trip reservations are arranged very tightly. As a result, Dial-a-Ride service is probably operating at its maximum level, given the fleet resources currently committed and the limits of the manual (one-person) trip reservation, scheduling, and dispatching system.

Recommendation: In order to provide opportunities to expand Dial-a-Ride service, it is recommended that one additional vehicle be added to the fleet and made available during peak times, Monday through Friday. Also, to accommodate the expected increase in trip reservations, and to better handle existing reservations and dispatching needs, it is recommended that RTS procure a computerized scheduling and dispatching system.

ROUTE DIRECTNESS

Transit route directness is one of the recommended performance standards prescribed for the RTS transit route system (see Chapter 6, Section 3). The recommended standard is that no fixed route should have a directness ratio of more than 1.70 (i.e. no route should be 70 percent longer than the direct path between its termini and its most distant outlying scheduled time point). It should be noted that the restructured Route #2 and the south loop of Route #5 (the Rapid City Connector) exceed this standard at 2.0 and 1.8 respectively. However, these routes, especially Route #2, were especially configured to reach identified major activity generators and community facilities and their configuration, although circuitous, was deemed necessary for this reason.

ENHANCING AREA COVERAGE AND SERVICE TO SPECIAL AREAS

The revision of RTS's Rapid Ride fixed-route system is intended to provide a solid base of corridor-oriented operations from which to grow as opportunities permit. However, by repositioning the routes, some destinations within the community are not easily served. As a result, two different options for enhancing geographic coverage and increasing service to high-density population areas are presented below:

Option 1: Enhanced Dial-a-Ride Service

An option for expanding the area served by public transit is to allow the general public to ride RTS's Dial-a-Ride service. Currently, there is a policy limitation constraining the ability for the general public to use this service, namely that their pick-up location must be at least ¾ mile distant from a Rapid Ride fixed-route in order for them to ride a Dial-a-Ride bus. Eliminating this requirement could be a means to meet demand for service by the general public that may go unmet with the proposed four Rapid Ride routes. General public rides would only be scheduled, assuming all registered Dial-a-Ride service customer needs were met. Expanding service to the general public is viable only if excess capacity exists after meeting all ADA trip requests; in the absence of this excess capacity, general public service trips requests will not be met.

In order to provide opportunities to enhance Dial-a-Ride service by providing rides to the general public, it is recommended that one additional vehicle be added to the fleet and made available during times of regular Dial-a-Ride service (Monday through Friday, 6:30 a.m. to 6:00 p.m., and Saturdays 9:00 a.m. to 4:00 p.m.). It will be necessary for RTS to have a computerized scheduling and dispatching system in order to facilitate the process of managing the increased calls and trip reservation requests that instituting this service would entail.

Option 2: Rapid City Connector (Route #5)

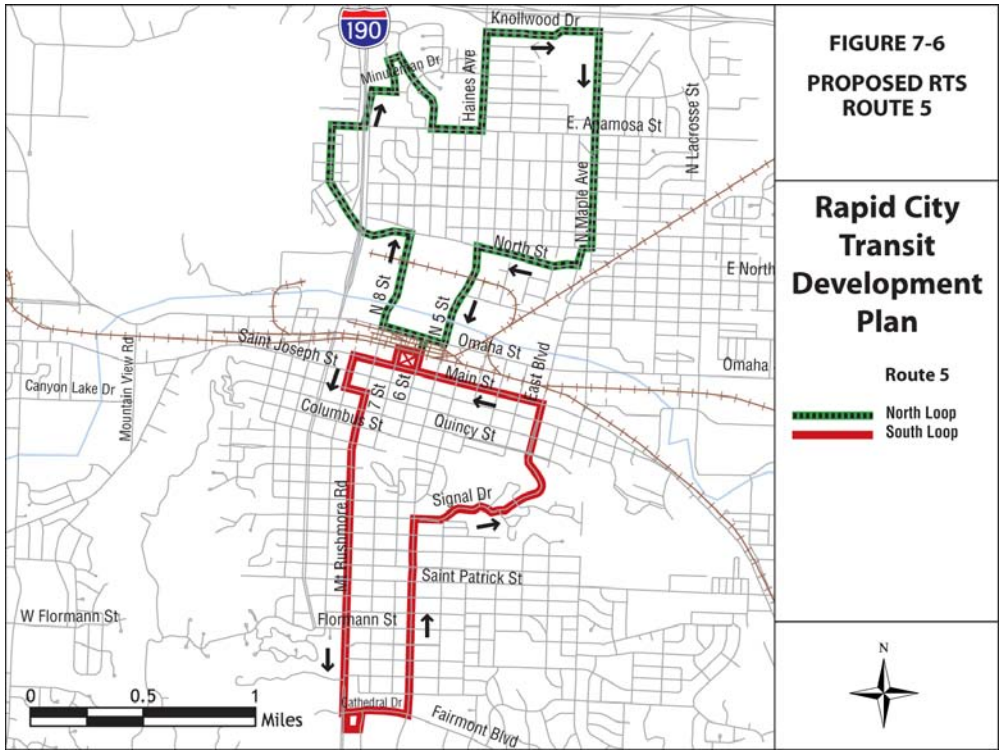
Another option for service expansion to better meet needs is to implement an additional route, called the Rapid City Connector or Route #5, to provide enhanced service to areas north and south of the downtown in the highest density portions of the community (see Figure 7-6). This route would have distinct north and south loops connected at the Milo Barber Transportation Center. One bus would operate to provide service at 60-minute service frequencies, with service alternating between the north and south loops throughout the day. (The North Loop is 5.6 miles long and the South Loop is 5.7 miles long.) The intent of this route would be to serve more community destinations. It is recommended that this service be provided for a time period somewhat abbreviated than that now provided by Rapid Ride service. Rapid City Connector service would operate from 8:00 a.m. to 4:00 p.m. Monday through Friday. Since service frequency and hours would differ from core Rapid Ride service, it is recommended that a unique vehicle be used to distinguish this service from other Rapid Ride services. One option to consider is using a smaller capacity, trolley replica vehicle. This type of vehicle is used extensively in other communities to signify a type of special service and could be available to provide service for other community events as opportunities arise.

Key points of interest accessible from Route 5, South Loop, include:

- Cornerstone Rescue Mission
- Federal Building
- Salvation Army Store
- Safeway
- Rapid City Medical Center
- St. Elizabeth Seton School
- Star Village
- U.S. Post Office
- Pennington County Courthouse

Key points of interest accessible from Route 5, North Loop, include:

- Space and Explorer Street Apartments
- Girl's Club
- Horace Mann Elementary
- Lakota College
- North Middle School
- General Beadle Elementary
- Hainesway Apartments
- Food Bank
- Behavior Management Services
- Central High School
- Rushmore Plaza Civic Center



SYSTEM IMPACTS OF ROUTE RECOMMENDATIONS

System Miles

Annual service miles will increase slightly with implementation of the four, core-system Rapid Ride routes. With implementation of the Rapid City Connector, annual service miles will increase by approximately 19 percent, to 186,875.

Table 7-1
Change in RTS Annual System Miles

	Existing	Future
Route 1	34,500	36,800
Route 2	38,500	41,975
Route 3	42,500	42,550
Route 4	44,500	40,825
Sub-Total	**160,000**	**162,150**
Rapid City Connector (Route #5)	0	28,250
Total	**160,000**	**190,400**

Operating Costs

Annual system operating costs would rise slightly with implementation of route restructuring on the four, core-system routes in addition to adding one vehicle to enhance ADA-oriented Dial-a-Ride service. Existing system costs will increase approximately 20 percent with initiation of the Rapid City Connector (Route #5) service, to an annual system total of $1,187,171.

Table 7-2
Change in RTS Annual Operating Costs (Rapid Ride and Dial-a-Ride)

	Existing (2003)	Future (2005)
Rapid Ride	$475,277	$499,325
Dial-a-Ride	$514,883	$613,439
Sub-Total	**$990,160**	**$1,112,764**
Rapid City Connector (Route #5)	$0	$74,407
Total	**$990,160**	**$1,187,171**

8 – IMPLEMENTATION PLAN

This chapter translates the recommendations resulting from analysis of transit needs in Rapid City, as well as analysis of RTS's current operating characteristics, into an implementation plan, including costs by funding year. The goal is to provide a working document laying out all policy and financial implications resulting from this TDP's recommendations. Included here are capital projects, such as replacing outmoded vehicles and upgrading facilities, and funding strategies to implement them. Finally, this implementation plan describes the time period in which implementation of recommendations is anticipated to occur, whether in the short- or mid-term, as described in the context of the five-year planning cycle of this TDP.

VEHICLE NEEDS

During the course of Rapid City's current (2004-2008) transportation improvement program, the entire fleet of RTS vehicles (six fixed-route and 10 paratransit vehicles) will be replaced. One additional vehicle will need to be purchased in order to implement recommendations in this TDP, namely an expansion of Dial-a-Ride service to meet growing ADA, paratransit needs.

BUS STOP AND PASSENGER SHELTER IMPROVEMENTS

Of the high-use transit stops currently noted in the RTS system, only one (5th and Texas) is not already provided with a passenger shelter meeting ADA criteria. It is estimated that a total of 14 passenger shelters will need to be relocated due to the recommended changes to Rapid Ride route structure. One of these relocated structures can be installed at 5th and Texas. When relocating the remainder of the passenger shelters, it is recommended that RTS do a boarding and alighting count; at least six months after route changes have taken place, to determine high-use transit stops and install the relocated passenger shelters at these locations.

SYSTEM AND FACILITY ENHANCEMENTS

Construction of a storage facility to shelter RTS vehicles from the often harsh South Dakota weather has been a need noted since the 1991 Rapid City TDP. It is recommended that such a facility be constructed over the course of the five-year planning period, and that it include room for RTS's administrative and dispatching staff, in addition to a driver locker room and other administrative space. Enough indoor storage space should be provided to house a fleet including 23 vehicles (8 fixed-route buses and 15 paratransit vehicles). The preliminary cost estimate for such a facility is $2 million, although it should be noted that this does not account for any site acquisition or development work. This project is listed as a mid-term (2006-2007) TDP recommendation. A short-term (2004-2005) recommendation is for RTS to engage a consultant to complete a feasibility study analyzing cost, site, and other issues related to this project in greater detail.

Another major recommended capital investment is the purchase of computer-aided scheduling and dispatching system. The current, 2004-2008 Rapid City Transportation Improvement Plan (TIP) includes $50,000 in funding year 2004 to purchase dispatching software. It must be noted that this initial purchase of software is not sufficient to make a CAD system operational. In addition to this purchase, RTS will need to obtain hardware, including servers and in-vehicle hardware.

There are two options for RTS to explore in purchasing a CAD system, as described below.

- Straight procurement, in which RTS purchases a system, installed and hosted on-site, would cost $80,000 in year one for system design, procurement and installation. Ongoing annual maintenance costs would total approximately $15,000.

- A hosted application for a CAD system may be possible for RTS. In this instance, server hardware and software would be located off-site and RTS would pay a monthly fee to the host client for access. Under this scenario, RTS would pay $34,000 for system design, installation and purchase of workstations, and approximately $1,200 for server access. Ongoing annual maintenance, including a fee for server access, would total approximately $15,600.

It is recommended that a full CAD system be implemented in the short term (2004-2005). At this time, not enough is known about the two system options (straight procurement vs. a hosted application), to recommend one option or another. According to preliminary information received from vendors and summarized above, it would appear that there are some cost-savings associated with the hosted application option. However, more information needs to be gathered concerning the vendor responsiveness of this option, specifically in turnaround times, or mapping to understand whether there are any dis-benefits associated with the cost savings. It is recommended that sufficient additional analysis be undertaken to determine which approach is the best for RTS and Rapid City.

SHORT-TERM (2004-2005) POLICY RECOMMENDATIONS

Policy recommendations, recommended for implementation in the short-term, but for which no fiscal impacts are anticipated, are summarized below.

1. RTS should maintain its excellent position relative to operations and maintenance standards; currently they are within all stated performance standards.

2. Based on final decisions regarding fixed-route restructuring and paratransit service, it is necessary to add one driver to the current Dial-a-Ride service and, if system enhancements are approved, one driver to operate the new Rapid City Connector bus service. Also, periodically based on the rider comments, supervisors should convene driver meetings for input and feedback. At such meetings, driver perceptions on route performance, ridership, vehicle needs could be discussed.

3. During snow events, Rapid City needs to treat streets that have bus rouges as snow emergency routes in order to clear them as quickly as possible.

4. Drivers should not be allowed to have personal radios on the bus.

5. If a Dial-a-Ride bus is needed for "fill-in" service on a fixed-route, signage on the vehicle should indicate clearly to riders this fact, and which route it is serving in order to minimize customer confusion.

6. A construction feasibility study should be conducted to determine more exactly the space needs, costs, and other considerations for an RTS climate-controlled storage facility.

7. RTS should construct shelters at stops with daily boardings of at least 15 passengers or major activity centers and design these according to industry-accepted and ADA standards. Consideration should be given to siting these shelters at locations with long-term service viability and not in areas subject to service change.

8. A facility maintenance plan should be completed and adhered to for the Milo Barber Transportation Center. This plan should identify routine maintenance needs and costs, and a schedule for accomplishing identified activities, all aimed at extending the useful life of the facility.

9. The Milo Barber Transportation Center should be open during all hours of regularly-scheduled transit service; therefore, it should be open by 6:30 am and remain open until 6:00 pm. If it is not feasible to open the entire terminal during these hours, perhaps the vestibule area at the front door could be opened to provide customers some waiting space that is out of the elements. The Center should also be made fully accessible to accommodate special needs users.

10. RTS should continue to monitor progress toward meeting service effectiveness and passenger productivity.

11. RTS's potential service area should continue to be defined as that area within the city limits. As developing areas of the city are annexed, service expansion to these areas should be considered insofar as such service would continue to allow RTS to meet specified performance standards for operating efficiency and route productivity.

12. The Transit Manager should receive a copy of major site development concepts proposed in Rapid City so he can review them for potential transit service implications and considerations and report this information back to the City Planning Commission prior to subdivision and platting approvals.

13. Sensitivity training for all RTS drivers and dispatchers should be instituted, with a goal of having all staff attend such training by the end of 2005. Determine an appropriate timeline for follow-up training.

14. Dial-a-Ride scheduling procedures should be modified to include the following criteria:

    - Prior-day advance reservations, but no earlier than seven days ahead of the planned trip.
    - An "on-time" arrival defined as 15-minutes plus or minus the scheduled pick-up.
    - A "no-show" is registered if the rider is not present within five minutes of the on-time arrival.
    - If the individual has more than four unexcused or cancelled "no–shows" within one month, they can be suspended from using the service for a week.
    - Reservation of trips should be accommodated during times of bus service, with the ability to access a TTY phone system via a relay with State communications systems. The current system, using a telephone rollover during times when dispatchers are not on duty or when they are busy on another call should be re-evaluated in light of customer feedback.
    - Ridership counts for Dial-a-Ride service should include only those passengers transported, not cancellations.

15. RTS, in partnership with stakeholder, should examine alternative pricing strategies to reach target market groups, such as youth, downtown-bound travelers, and tourists.

16. Given the current system focus on increasing ridership, no increases in current fixed route or paratransit fares are recommended.

17. Route transfers should continue to be issued at no additional cost to users, allowing only one transfer per trip.

18. In order to keep customers and other stakeholders informed of RTS's operations and service, an easy-to-read, annual transit report should be prepared. This document can be loaded onto the city's Website and presented to the Transit Advisory Board with public and user groups invited, to discuss past performance, emerging issues and system objectives for the upcoming year.

19. Route and/or service restructuring concepts should be presented to the community in general, and to current users in particular, prior to implementation.

20. Annual customer satisfaction surveys should be conducted and the results presented to the Transit Advisory Board, with an annual Action Plan approved, implemented, and monitored to measure RTS's success in responding to rider and citizen input.

21. As part of the annual action plan to promote customer service, transit staff should commit to quarterly outreach meetings with diverse groups to obtain feedback and solicit concepts on system opportunities.

22. Additional special needs representatives should be added to the Transit Advisory Board to make direct user participation in RTS's policy and program development.

23. A suggestion box should be located in a highly visible place in the Milo Barber Transportation Center for customer comments, and a process for documenting input (a bulletin board in the Terminal, the transit Web site, etc.) should be established to demonstrate RTS's commitment to customer satisfaction.

24. Marketing should be a key component of TDP implementation, with a three-fold objective: 1) to build and maintain awareness in the community of transit services, 2) to expand RTS's customer base, and 3) to communicate service changes and other key information to RTS's existing customers.

25. RTS should prepare annually a marketing campaign plan identifying key messages to communicate to customers, appropriate media for communicating these messages, and potential resources to use to implement their campaign. Part of this effort should involve identifying resources available from other sources to assist RTS in this effort.

26. RTS should develop a Rider's Guide as other similarly sized systems, such as Sioux Falls Transit, have done. This can be in the format of tri-fold brochure available onboard buses, at the Milo Barber Transportation Center, local area libraries, and other venues with likely transit riders. This Rider's Guide would be a practical tool for persons who have never ridden transit buses before, and would also serve as a marketing tool enhancing awareness of RTS's services.

27. The City Council should, at the least, continue its current level of local funding to maintain and operate the RTS at present levels.

28. New local funding opportunities should be explored by RTS. With the potential for a significant increase in federal resources through TEA-LU (the six-year federal transportation funding package), new state and local opportunities to leverage these federal funds should be identified.

29. Opportunities to partner with stakeholders and receive funding for service offered should be explored. Potential partners include technical and professional colleges, major employers, and service organizations such as the YMCA and Boys and Girls Clubs of America.

30. RTS should continue to strive for satisfactory triennial reviews and, concluding the next review process, resolve any identified deficiencies within six months of the report publication.

31. RTS should continue their history of timely and accurate federal and state reporting.

MID-TERM (2006-2007) POLICY RECOMMENDATIONS

1. RTS should continue their planned program of vehicle replacement, consistent with FTA guidelines. As the Bluebird buses cycle out of the fleet, they should be replaced, as these have not performed to customer or staff expectations. Future vehicle procurements should consider low-floor, medium-sized buses (up to 30 feet).

2. RTS should post ADA eligibility criteria online complementing information they currently have available on Dial-a-Ride service. Depending on resources, RTS should investigate the feasibility of allowing people to register for Dial-a-Ride eligibility online. There may also be opportunity to provide customers with opportunities to submit service inquiries and other comments by e-mail via a link on the city Website.

3. All marketing materials and other informational materials, including a riders' guide, information on fares, discounts, and ADA eligibility and other information related to system use, should be posted online. Other innovative means of using Web site technology can include a link allowing riders and members of the community to submit comments on service or questions regarding service to RTS staff. These comments and questions can be used in future service planning and marketing activities.

CAPITAL PLAN SUMMARY

The plan outlined below in Table 8-1 summarizes anticipated capital expenses and forecast revenues for RTS over the five-year planning period. The majority of these expenses will be paid for by Federal funding sources; however, finding matching funds is critical in order to fully leverage Federal dollars.

Table 8-1
RTS Five-Year Capital Plan

Capital Costs	2004	2005	2006	2007	2008	Total
Fixed-Route Vehicles[1]	$-----	$-----	$1,560,000[4]	$-----	$-----	$1,560,000
Rapid City Connector Vehicle[1]	$-----	$200,000	$-----	$-----	$-----	$200,000
Dial-a-Ride Vehicles[1]	$105,000	$180,000[3]	$125,000	$130,000	$135,000	$675,000
New Facility Construction[2]	$-----	$-----	$2,000,000	$-----	$-----	$2,000,000
Purchase CAD Software[2]	$80,000	$-----	$-----	$-----	$------	$80,000
Total Capital Costs	**$185,000**	**$380,000**	**$3,685,000**	**$130,000**	**$135,000**	**$4,515,000**
Capital Revenues						
Local Funds	$33,850	$64,600	$684,450	$22,100	$22,950	$829,950
FTA Capital Assistance Grant	$151,150	$315,400	$2,998,500	$107,900	$112,050	$3,685,050
Total Capital Revenues	**$185,000**	**$380,000**	**$3,685,000**	**$130,000**	**$135,000**	**$4,515,000**

1. Federal / Local cost share for vehicles assumed at 83/17.
2. Federal / Local cost share for other capital improvements assumed at 80/20.
3. NOTE: Purchase of two Dial-a-Ride vehicles is assumed for every funding year, with the exception of 2005, when one additional vehicle will be purchased to implement enhanced Dial-a-Ride service.
4. Six Gillig buses will be purchased in year 2006.

FINANCIAL PLAN

This section of the TDP presents a comprehensive picture of anticipated costs and revenues associated with all of RTS's operations over the five-year planning horizon. Current budget figures are the basis for future projections, with assumptions used in developing cost and revenue projections outlined below. Future operating cost projections are based on the number of service miles anticipated to result from proposed Rapid Ride route changes. The most significant service modification is the proposed Rapid City Connector (Route #5), which will provide enhanced service to areas north and south of the downtown in the highest density portions of the community. The cost of this service in 2005, when it is recommended for implementation, will be approximately $75,000.

Assumptions used in developing the financial plan (presented in Table 8-2) are discussed below:

- An inflationary factor of three percent per year, consistent with recent trends.

- Marketing costs are anticipated to increase to $30,000 in 2004-2005 to cover the expanded marketing activities recommended in the TDP.

- RTS ridership is anticipated to increase by two percent per year, consistent with forecast rates of Rapid City population growth.

- Fare prices will remain unchanged for Rapid Ride services; Dial-a-Ride fares will remain unchanged for ADA eligible riders, but will increase to $2.50 for general public riders.

- Advertising revenues will increase by approximately two percent per year.

The anticipated local share of costs by year is presented in Table 8-3 as a summary of local fiscal impacts resulting from TDP implementation.

Table 8-2
RTS Financial Plan

Cost	2004	2005	2006	2007	2008
Fixed Route Operating Cost[1]	$475,902	$525,645[2]	$543,865	$562,876	$582,642
Fixed Route Capital Maintenance	$38,880	$43,680	$44,990	$46,340	$47,730
Rapid City Connector	$0	$74,407	$76,639	$78,938	$81,307
Paratransit Operating Cost	$488,209	$566,119[3]	$583,102	$600,596	$618,613
Paratransit Capital Maintenance	$42,120	$47,320	$48,740	$50,202	$51,708
Total Operating Cost	$1,045,111	$1,257,171	$1,297,336	$1,338,952	$1,382,000
Capital Projects	$185,000	$380,000	$3,685,000	$130,000	$135,000
Total System Costs	**$1,230,111**	**$1,637,171**	**$4,982,336**	**1,468,952**	**1,517,000**
Revenue					
Federal Assistance					
- FTA Capital Assistance Grant (5307 and 5309)	$151,150	$315,400	$2,998,550	$107,900	$112,050
- FTA Capital Maintenance	$64,800	$72,800	$74,984	$77,234	$79,551
- FTA Operating Assistance	$364,498	$463,176	$479,497	$496,451	$514,034
Local Funds					
- Capital Assistance	$33,850	$64,600	$686,450	$22,100	$22,950
- Capital Maintenance	$16,200	$18,200	$18,746	$19,308	$19,888
- Operating Assistance	$336,073	$434,751	$451,072	$468,026	$485,609
SD State Assistance	$28,425	$28,425	$28,425	$28,425	$28,425
Advertising	$12,900	$13,160	$13,420	$13,690	$13,960
Passenger Fares	$222,215	$226,659	$231,193	$235,817	$240,533
Total System Revenues	**$1,230,111**	**$1,637,171**	**$4,982,336**	**1,468,952**	**1,517,000**

(1) Includes marketing costs of $30,000 in 2004, $35,000 in 2005, $38,500 in 2006, $42,350, and $46,500.
(2) Includes $35,000 to relocate passenger shelters.
(3) Assumes operation of one additional paratransit vehicle at $67,200 annually.

TABLE 8-3
Total Local Assistance

Local Costs	2004	2005	2006	2007	2008
Capital Assistance	$33,850	$64,600	$686,450	$22,100	$22,950
Capital Maintenance	$16,200	$18,200	$18,746	$19,308	$19,888
Operating Assistance	$336,073	$434,751	$451,072	$468,026	$485,609
Total Local Assistance	**$386,123**	**$517,551**(1)	**$1,156,268**(2)	**$509,435**	**$528,447**

1. Includes purchase and operation of one additional Dial-a-Ride vehicle and one Rapid City Connector vehicle.
2. Includes construction of a Transit Storage Facility, $400,000 of which is likely funded via an in-kind match using the value of the property on which the facility will be constructed.

PUBLIC

COMMENTS

INPUT RECEIVED AT "LISTENING SESSIONS": Nov. 17-18, 2004

STEERING COMMITTEE

- Statement of needs by a system user of (works in employment placement)
  - Hours of service can be problematic for people who are trying to be placed for employment
  - 800 – 1,200 people on caseload each year
  - Should be expanding services
  - 5 am to 10 pm; 7 days a week would be ideal for transit service
  - Employment places are hotels, grocery stores
  - Should be able to get to the airport on public transit
- Wheelchair Express
  - Private for Profit service, provides service to airport
  - Cost is $40 per one way trip
  - Operates 8 – 5, M-F only
- Taxi Service
  - Expensive
  - Not accessible
- Comment that we should have advertised this meeting a lot more
- Should be a representative of the disabled community on the Advisory Board
- Could Paratransit system operate later at night
- Very disappointed in the City decision to drop Saturday Paratransit service
- Could loops be made larger and put two buses on route
- OK to consider moving frequency to 45 minutes and expand routes
- Better to have buses operate one direction instead of A & B
- Rapid Valley – potential
- Hill City
- Box Elder
- Hermosa
- Medical
- Grocery
- AAA – only service from cities like Hot Springs
- Taxi – unaffordable, not accessible
- Not enough notice – some don't get newspapers
- Tuesday night at Mall – No bus service limited participation
- Fare should be same
- Representation that rides on Dial-A-Ride should be added to the Advisory Board
- CHOICE?: Extra early AM or Later Evening service; evening service preferred
- Saturday Service – Paratransit service ending
- 35 minutes OK prefer vs. 30 minutes
- Make loops large and have two buses on each loop
- Make loops 45 minutes versus 35 minutes
- A – B routes very confusing
- Make same direction every time
- Pedestrian lights not long enough (i.e North Street; NY; 5th & Omaha; 6th & Omaha)
- Dial-A-Ride – eligibility – denial (2 examples); no reasons provided
- Vision impairment not a criteria; it should be
- Eligibility – consider reasons

- Better written standards – better process – better notification
- Doors at terminal not ADA accessible
- No Braille schedule
- No large print schedule
- No audio route announcements
- Make fixed-route more accessible and it would help ease paratransit
- Get fixed-route back to what it was
- Paratransit is more expensive; so expand fixed-route service
- South Canyon Route was a lost cause
- Make schedule longer
- Routes do not drop off at Hospital
- 10 people on Sat. that use Paratransit for dialysis and will lose service by $5,800 cut in Sat. paratransit
- Taxi too expensive
- Look for medical reimbursement
- 50 cent VA add-on to state license registration license fee; new source of income, like North Dakota
- Answering system – is not voice activated; not TTY
- Sat. service Dial-A-Ride's busiest day?
- Saturday service to be eliminated as of Dec. 27, 2003
- Nov. 24 – Legal & Finance Committee Agenda – 268 signatures supporting Saturday service
- Committee on Western Resources for dis-Abled Independence – Sensitivity training annually for drivers for Dial-A-Ride and Rapid Ride
- How to announce stops – should announce all stops regularly
- Cue cards for drivers and use them
- Saturday service needs to be expanded and reactivated
- Taxi – subsidy; taxi's need to be made accessible
- Saturday Service; pay a little more to keep
- Volunteer drivers
- Loss of federal funds cause no match –Advisory Board to seek alternative sources of match.
- Park and ride lots, circulator at Rushmore Civic Center during events

- JARC possible sources of new federal $ for employment issues
- Like Route deviation
- Drivers input – need a non-retaliatory situation
- 5th & NY Street – broken bench
- No bus benches at Mall; need them
- Haines bench not on sidewalk, it is on the hill slope
- Curb ramps at key intersections needed to get across the street
- Omaha – no curb ramps
- Privacy at home pick up
- With lots of new people, need regular sensitivity training program
- Phone system improvements
- Buses – no air conditioning sometimes during summer
- Low floor fleet option

Grade A – F (meeting their needs)

Rapid Ride System	Dial-A-Ride
B	C
C	D
	B
C	C

- JARC $$ to enhance revenue
- STP Flex Funds
- CMAQ Funds
- Walk lights are not timed for easy pedestrian crossing
  - 5th & Omaha
  - 6th & Omaha
- Facility Improvements
  - Doors at the hub are not accessible
- Bus schedules could be better designed to help understand how to use the system
- Rules for getting eligibility are not clear for potential users
  -- Doctors should make the call
- Better information could be available through the dispatcher
- By trimming back routes, Rapid City has forced people to use the Paratransit system
- South Canyon route was dropped a few years ago
- Used to drop off at the Hospital, Jackson high-rise
- Some people are saying that Saturday is the busiest day of the week.
- City could start billing the State for Medicaid for difference between full cost and user fee (do this in Sioux Falls)
  - Another potential funder is the Veterans Administration
- 7am – 4pm: Hours that the office is open for taking calls
  - Call center is not TTY set up; anyone with a rotary phone is left out
- Saturday Paratransit service limits user to one round trip per day (to control the number of riders, supposedly) but service only operates one bus on Saturday.
  - Saturday budget for Paratransit $5,280
- Users advocates group (Western Resources for Disabled Independence) wrote a letter to the Mayor complaining about the cuts in Saturday service
- Drivers should undergo some sensitivity training
  - Drivers do not do a good job announcing stops (supposedly drivers have cue cards already printed up but do not use them)
- Bring back route deviation – willing to pay a little extra for it
- Quite a few ADA improvements are needed at the transit center (Public Works has the list)
- Transit center locks doors at 5 pm, can't buy tickets
- Someone should be available to answer phones during hours the buses run
- Drivers do not always have the right kind of tickets to sell
- Cheyenne, WY has a good Paratransit service
- Could use some local folks to help with sensitivity training
- Vehicles
  - Lifts are OK
  - Air conditioning does not work so good

DRIVERS

- Cutting service doesn't improve service
- Saturday service is important
- Used to have 2 Dial-A-Ride Saturday buses; then 1; now 0
- Bluebirds
  - Maintenance problem
  - Brakes
  - Unsafe in snow
  - 500s Fords are good
- Drivers need to have input on capital purchases
- Need to set up feedback mechanism on capital purchases
- A-B reversal is to difficult to understand
- Dial-A-Ride schedules are nightmares
- Hospital: need to drop at front door
- PM-afternoon: no time on Rapid Ride routes
- Need software dispatch or extra help from 10 am – 2 pm
- Telephone system – clients should be able to talk to dispatcher, not recorder
- Strong support for going back to old route instead of A-B
- Lakota Homes – Complete waste of time, no riders
- More drivers needed for Dial-A-Ride (currently have 8 riders):
  - 7-9 am 2-4 pm
  - BHWS has high volume BHWS has High volume to Range Road

- Some denials to BHWS offer them earlier times
- No slack time – booked solid; can't catch up
- Drop Bluebirds; with savings from maintenance – could hire another driver and dispatcher to help
- Radios don't work; bring back old radios
- Software and training for dispatch
- Software would save the need for extra labor
- 400 buses are good but would be too small when ridership picks up again; Bluebirds have great visibility
- Rt 2: The A & B works OK; 2B works in AM
- Many people want bus service to Rapid Valley
- Sheridan Lake Road – add service
- Soo San and Range Road – need a signal
- Elm Avenue – Rough
- Saturday Dial-a-Ride service idea, one bus an east, one on west side of Gap and pulse in between to reduce deadtime
- Friday – free rides for seniors
- Student passes $15
- Monthly passes $25
- Summer Pool –Free (reimbursed by Parks District)
- YMCA added a bus – this took riders away
- Pull out on Omaha for new pool

- 20 Drivers; 2 floaters on staff
- Lots of complaints about cutting Saturday Dial-a-Ride
- Bluebird vehicles are terrible (the 400 buses are great)
  - Brakes
  - Air conditioners
  - Transmissions
  - Heaters
- Drivers should have some input into vehicle procurement
- Would be nice to have regular driver input sessions with admin
- Pretty unanimous opinion against A-B routes
- Should extend route to Sheridan Lake Road
- Used to have route deviation serving elderly housing on Jackson Boulevard; you now have to provide Dial-a-Ride service to (how come the bad LT for regular route is now OK for dial-a-ride)
- Could use another driver on Dial-a-Ride
- Workshop clients used to be able to use Rapid Ride better
- Should make route go to West Park
- 8 Dial-a-Ride vehicles out in the morning
- 4 buses serve workshop clients – dispatcher has to deny trips (on Range Road portion) for Dial-a-Ride
- Double booking on Dial-a-Ride is common (drivers are supposed to be in two places at the same time)
- Dispatcher/counter person/phone answerer: says that she would be freed up tremendously if they went back to single routes (no A – B): customers are very confused about the schedules and routes
- Need more training for new drivers
- Short left turn phases pretty much citywide
- Dispatcher should ride for a whole day to see "How the Scheduled Dial-A-Ride Trips Work"
- M-F, Rapid Ride service to 8 pm would be a good idea
- Sat. Rapid Ride service (Perhaps loop routes together) would be a good idea
- Rapid Ride should serve the hospital
- How well is service doing? Meeting mobility needs?
- Saturday service is needed (Dial-A-Ride)
- Now its OK; Saturday service loss would be bad
- No time for errands after work (M-F), so Sat. Dial-A-Ride is needed
- Sat. service be extended; Dial-A-Ride for entertainment, etc.
- If Sat. Dial-A-Ride is cut; then need to extend fixed route to 10 pm; work, entertainment, etc.

STAKEHOLDERS

- Bus system is:
  - Safe
  - Affordable
  - Accessible
  - Reliable (time)
- Look at alternative ways (visionary)

  - Medicare waiver revenue enhancement
  - Driver license tab fee increase dedicated to transit
  - Revenue enhancements
- Many do not work 8-5
  - Employment very early, very late
  - Service industry, food service require off-hours service
- Transportation issue limits employment opportunities
- Desire is for expansion of service; not cutbacks
- Get people off entitlement programs by working but need transportation to facilitate
- Purpose of Transit
  - Safety net
  - Safety net Plus
  - Other reasons
- Revenue: Mall participation
- Make transit time shorter but expand coverage
- Advertise more
- Short term certification of eligibility for disability
- Use smaller buses or fixed routes; more like the DIAL-A-RIDE buses
- Increase in federal funds has occurred but local match is the issue
- Need more routes – lots of City not receiving bus service
- Buses with low floors would save time, no ramp driver labor time
- City growth – all directions but no $$ for transit to serve all areas
- Use Medicare as a reimbursement method; administrative cost – Sioux Falls doing it
- Pharmacies, Dr office: North Rapid residents cannot get to
- Locations:
  - West Hills village
  - Associated Living Centers
  - Hospital – Medical
  - Hockey Rink
- More and more retired people moving to Rapid City; use volunteer drivers
- Bidding out driver services; private labor cost versus public
- Rear end lifts, now front end lift by driver; maybe better
- Bike rack on buses – compatibility with current bus routes
- Sturgis Road Development: Summerset development; Community center; 4 – 700 homes; Piedmont area expand to serve fringe development; Blackhawk – firehall
- Rural Service
  - Wall – Quinn stop at medical facilities, does not pulse with fixed route
  - Free Transfer – all day ride within the City
- Sioux Falls does training on how to use bus “travel training”
- Boulder one free day on bus to promote
- Rapid Ride Image: Poor for disabled; change image – fixed routes are safe
- Bus: 5 am – 10 pm; 7 days per week. Is it realistic?
- Competition with privates on charter service
- Agency funding? HHS Revenue:
  - DOL;
  - HHS;
  - Voc - Rehab Council;
  - BHWS – purchase passes; tickets
  - Co Supplement

- Rethink how agency transportation can be reworked to utilize Dial-A-Ride or fixed route; HHS $$ agency buy passes, tokens; helps public transit and most efficient use of public $$
- Once efficiency is proved, chance to get new public investment
- Coordination of agency services
- Nursing homes/YMCA etc. save and use these saved $$ to invest in public service
- Fares – not much elasticity in increasing fares for Dial-A-Ride
- Agencies make commitment to Dial-A-Ride or fixed route, and if public transit knows and can depend on this, they can make adjustments in routes because they know revenue will come in to afford revised service
- Agency transit rethink: always consider public transit option before starting new agency service
- Clay Co example – Welfare Department already paying for client transportation; but instead use these $$ for transit.
- Partnership – what can agencies/State Dept. do the help public transit?
- Quantify public benefits of public transit – but not just on ridership
  - Employment
  - Reduced accidents
  - Reduced v/c
- Marketing – new ideas should be considered; promote fact that the City fixed routes are accessible
- News coverage – outreach
- Innovation – positive drivers stories
- Disability awareness day at Mall: Need to get Social Services; Wal-Mart; ShopKo, Job Service
- Vocational Rehabilitation
  - Growing mental illness population; evening service to get to work
  - 1,000 - 2,000 per year – Clients (blind, visually impaired; voc rehab)
- Dial-A-Ride turn downs – Clients do not always answer the questions correctly on w hy turned down
- Dial-A-Ride needs to be more consumer friendly – to reach visually impaired
- Public Transit Staff – in service but multiply by training the trainer; presentation on transit use
- Marketing – bus usage guide

PARTNERSHIP OPPORTUNITIES

- List of agencies – FMCOG booklet Spec. Service
- Build coalition of user groups and public transit
- Maybe produce a pamphlet on how to ride bus
- Department of Social Services
- TANF
- Black Hills Regional Hospital
- Black Hill Rehab
- Advocacy: riders at senior center promote bus among their friends, tour guide;
- Broader base of “sales” people for transit.
- Public should be notified sooner of future meetings
- Generally the service is ok but loss of Saturday service will be problematic for dial-a-ride
- No time after work to run errands because system shuts down too early
- Would be nice to have service until 8 or 10 pm

- Service works pretty well but the service should be more visionary to explore ideas for the community
- Service industry folks start early and go late – do not match well with current transit times
- Western Dakota Vocational Institute is off the route
- Perhaps the mall could participate in funding Saturday DAR service
- May need to expand regular route service geographically in the future
- Should be able to have short-term eligibility for dial-a-ride users
- North Rapid is a place where service needs are emerging:
  - West Hills Village
  - Assisted living
  - Mall
  - Hospital
  - Hockey Rinks
- Could we put bike racks on buses?
- Should be ready to expand service out to Somerset City and Piedmont
- Coordination of rural providers with City Service would be a great opportunity (buy one ticket in outlying area and be able to use in town for free)
- Should try different marketing options, such as free ride days
- Look for opportunities to use transit service for special community evens such as Holiday light tours
- Can we find ways to use agency funds more creatively to help fund some of the transit activities; in some cases this might need to involve the State
- Might be able to approach some nursing homes and assisted living places to serve some of those travel needs
- Other communities (like Sioux Falls) have training available on "How to use the Bus"
- Perhaps the transit system can try some new ideas once in a while such as try expanding Saturday dial-a-ride service
- Try to quantify the benefits of transit to the community
- Try to get a new media event once a quarter or so (story on the users or drivers, etc)
- People need to go to:
  - Social Services
  - Job Services
  - Wal-Mart
  - Mall
  - Shop Ko
  - Civic Center (nights and weekends)
- People with disabilities need service later at night to be able to go to/from work
- There are probably 1,000 – 2,000 plus people in Rapid City that have disabilities that should be candidates to use the bus
- Quite a few seniors do not know how to use the bus
  - Might be able to use the outreach activities to help potential users understand how to use the system
  - Transit staff can "train the trainer" to help agencies spread the word
  - Agencies should identify what marketing ideas and goals that might work to help promote the system (such as phone no., pamphlets, etc.)
  - Need to identify list of agencies that we can contract to help with the marketing of transit
- Western Dakota Technical Institute – used to be a bus there; appears to be renewed interest in getting there.

PUBLIC DROP-IN SESSION – RUSHMORE MALL – NOVEMBER 18, 2003

- Buses timely even with road construction
- Buses noisy
- Saturday service needed; Paratransit evening hours
- Rte 3 – Valleyview High Rise walk from stop; want service to door
- Saturday – fixed service needed for shopping
- ESL Travel Needs
- In future – notices list city email and encourage email comments
- Dakota Ridge – Kids to Grantview Elementary School
- Buses are timely
- "Buses are a wreck"
- Indicated that he had made reservations before for a medical clinic area and he never got service
- A&B route is maddening
- People use benches to put packages on and do not leave space for people to wait
- Clocks at shelters are not maintained
- Add benches to the following areas:
  - Wal-Mart
  - Kmart
  - Hospital
- Wants route service to Library (or ability to easily get deviation service)
- Drivers should not make fun of customers or call them names (those with disabilities)
- Need to have a person to talk to at Customer Service during late afternoons
- Telephone directory system is not very good.
- Attitude in transit administration could be improved
- When using a dial-a-ride bus as a regular route fill-in; they need to better identify the bus so people are not confused
- There is no individual medical or disability card issued by Rapid Transit; users have to show private medical record information that contains SSN
- Can some outlying business be approached to contribute some funding to help support transit service out to those businesses (like outlying medical clinics)?

COMMENT CARDS (NOVEMBER 2003)

#1 – Rapid Valley starting to be a big issue; Children in 9th grade who are too young to drive have to rely on parents or older children to get to and from school; There is no school bus system going in the "valley" for high school children; Rapid Valley is on of the highest and fastest growing areas in our community.
#2 – Cut Lakota Homes Service
#3 – Intersection of Range Road and Soo San Drive needs traffic light during school hours, in particular mornings and afternoons.
#4 – Cover Deadwood Avenue
#5 – Travel Interstate with Dial-A-Ride
#6 – St. Joe/St. Patrick railroad crossing; 3:15 DME puts trains together and they block traffic for 10 – 12 minutes at a time
#7 – Campbell & Omaha intersection congestion
#8 – I hope you keep the routes going – Rapid Ride; Rapid Ride – Sat. service good

#9 – Dispatcher should ride 6 hours with Dial-A-Ride to get understanding of City and driver issues

COMMENT CARDS (FEBRUARY 2004)
#1– Put on Sheridan Lake Road
#2 – Need longer Dial-A-Ride hours at least until 8 pm
#3 – Light a Columbus and Mount Rushmore Road
#4 – Parking lot at 15th and Quincy
#5 – Fulton and Mount Rushmore Road, after deviating to West Park; traffic delay to continue route

COMMENT CARDS (MARCH 2004)
#1 – Jackson/W. Fulton: Route 4B bus, bad intersection by the senior high rise.
#2 – Deadwood Avenue up to the Interstate is not covered.
#3 – Assisted living places along Sheridan Lake road could use fixed route service.
#4 – Doctors and medical places south on 5th Street and 8th Street.
#5 – Service to Rapid Valley and Airport.
#6 – Elm Avenue between St. Patrick and Fairmont
#7 – Route 4 go to 44 and E Chicago

CITY OF RAPID CITY

RAPID CITY, SOUTH DAKOTA 57701-2724

PLANNING DEPARTMENT

300 Sixth Street

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MEMORANDUM

TO: Rapid City Area MPO Committees

FROM: Patsy Horton, Community Planning Coordinator

DATE: September 27, 2004

RE: Rapid City 2004-2008 Transit Development Plan

As requested, the attached map identifies Rapid Ride's fixed route bus system with boarding and alighting data along the current and proposed bus routes. I have also attached copies of Pages 18 through 22 of the 2004-2008 Transit Development Plan with the boarding and alighting data samples taken in December 2003.

The following table summarizes the number of users affected by the proposed changes based on the sample data.

	On	***Off***	***Total***	***Location***
Route 1A	1	0	1	Anamosa / Allen
Route 1B	0	3	3	Allen / Van Buren
	2	6	8	Anamosa / Dilger
	0	3	3	Mall / Haines
	3	**12**	**15**	**Totals**
Route 2A	1	2	3	Maple / Madison
	1	**2**	**3**	**Totals**

Route 3A	3	0	3	Mt. Rushmore / Columbus
	2	1	3	Elm / Indiana
	2	0	2	Elm / St. Patrick
Route 3B	2	3	5	Mt. Rushmore / Columbus
	2	3	5	Elm / Indiana
	4	6	10	Elm / St. Patrick
	16	**13**	**28**	**Totals**
Route 4A	0	0	0	Jackson Blvd / 38th
	3	0	3	Jackson Blvd / Canyon Lake Dr
	0	1	1	Canyon Lake Dr / Elmhurst
	4	1	5	Omaha / Mt. View
	1	0	1	Omaha / Canal
	0	0	0	Omaha / 12th
Route 4B	0	0	0	Jackson Blvd / 38th
	1	2	3	Jackson Blvd / Canyon Lake Dr
	1	4	5	Canyon Lake Dr / Elmhurst
	1	1	2	Omaha / Mt. View
	0	1	1	Omaha / Canal
	0	0	0	Omaha / 12th
	10	**10**	**20**	**Totals**
Totals	**30**	**37**	**67**	

Public comments received to date regarding potential route changes are also attached. If you have any questions, please do not hesitate to contact me.

RapidRide
Proposed Route Changes

Legend

On/Off Boardings

- Route 1A
- Route 1B
- Route 2A
- Route 2B
- Route 3A
- Route 3B
- Route 4A
- Route 4B

Existing Routes

- Route 1
- Route 2
- Route 3
- Route 3 Deviation
- Route 4

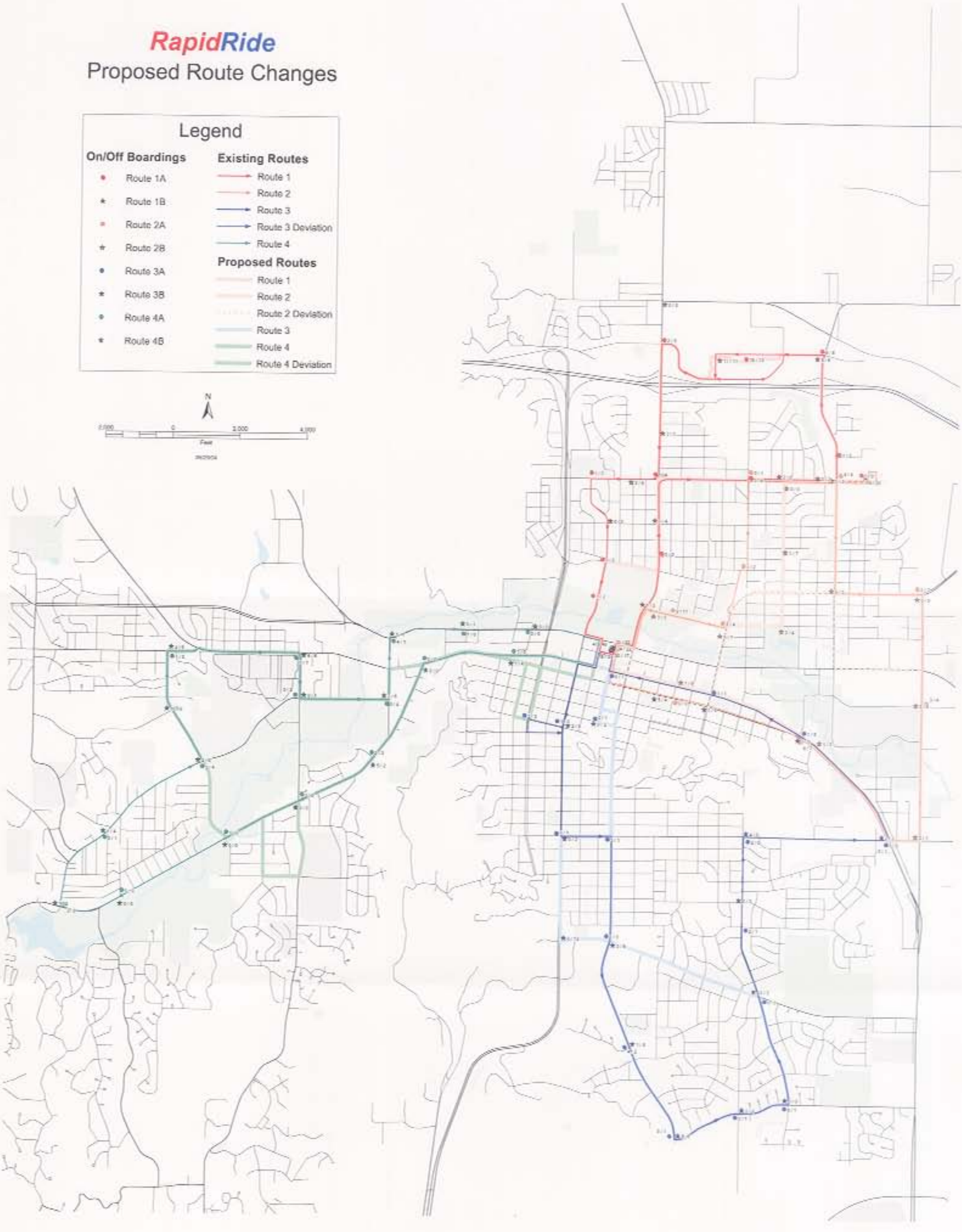
Proposed Routes

- Route 1
- Route 2
- Route 2 Deviation
- Route 3
- Route 4
- Route 4 Deviation

N

2,000 0 2,000 4,000

Feet



The revenue miles of RapidRide has been in a decline since at least 1998, falling from 184,674 in 1998 to 161,532 in 2003.

The revenue hours of RapidRide have been in a decline since at least 1998, falling from 13,303 in 1998 to 11,844 in 2003.

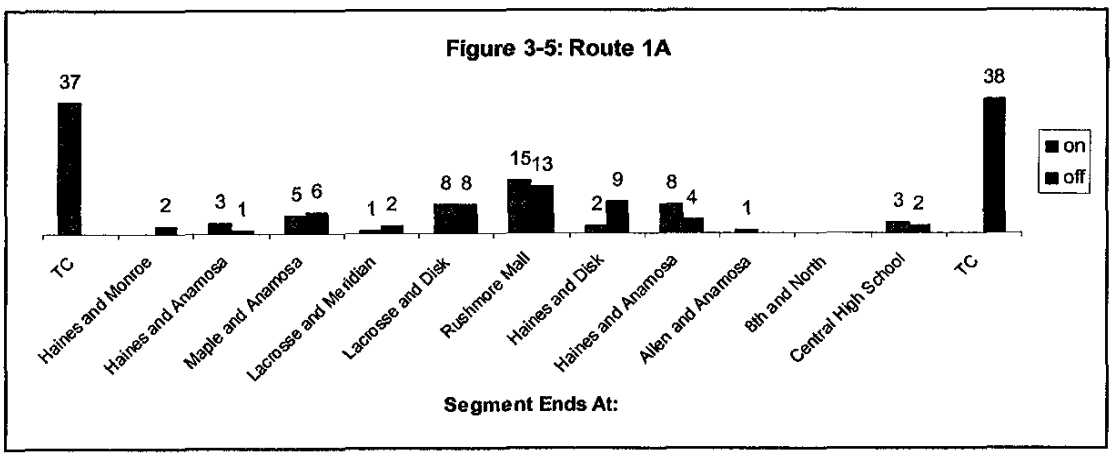
Based on a sample of daily boardings and alightings from December 2003, the top 10 Rider Destinations can be identified (see Table 3-4).

Table 3-4
Top 10 Most Active Bus Stops

Rank	Route	Segment From:	Segment To:	On	Off	Total
1	1A	Rushmore Mall		15	13	28
2	2A	Wal Mart		13	13	26
3	2B	Wal Mart		6	20	26
4	1B	Rushmore Mall	Haines and Mall	11	11	22
5	2A	East and New York	End	9	11	20
6	3B	Mt. Rushmore and St. Patrick	Mt. Rushmore and Fairmont	6	12	18
7	4A	Soo San and Canyon Lake	Soo San and Range	6	11	17
8	4B	Soo San and Canyon Lake	Soo San and Range	10	6	16
9	1A	Lacrosse and Meridian	Lacrosse and Disk	8	8	16
10	3B	Elm and Minnesota	Elm and Fairmont	13	3	16

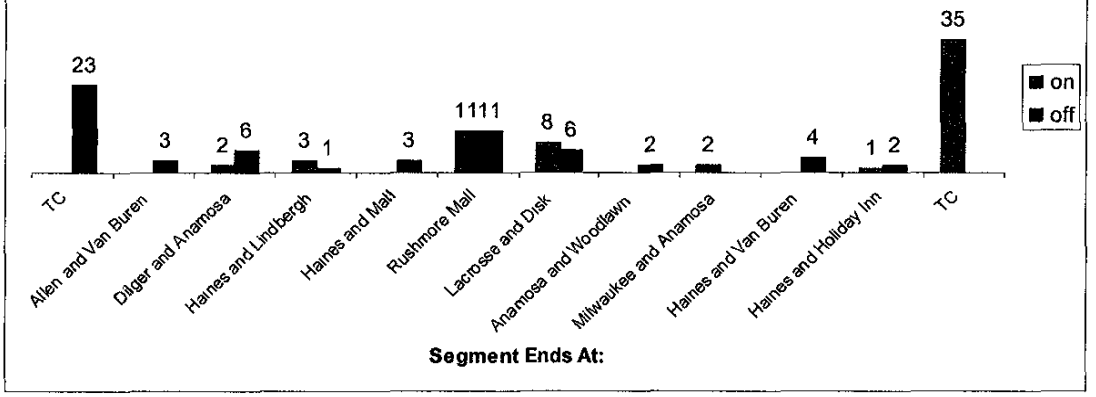
Passenger boarding and alighting data is portrayed in the following charts from a sample conducted in December 2003. The on and off activity for a full day's schedule is shown by route segments, with each segment about one-half mile in length. With transit routes beginning and ending at the Milo Barber Transportation Center, this stop (shown as end points in the graphs that follow) are the transit stops with the highest passenger boarding and alighting activity. Other noteworthy origins and destinations are discussed, by route, as follows.

Besides the Transportation Center, the main origin and destination for riders on Rapid Ride Route 1A is the Rushmore Mall and nearby stops. This route shows good ridership along most of its way.



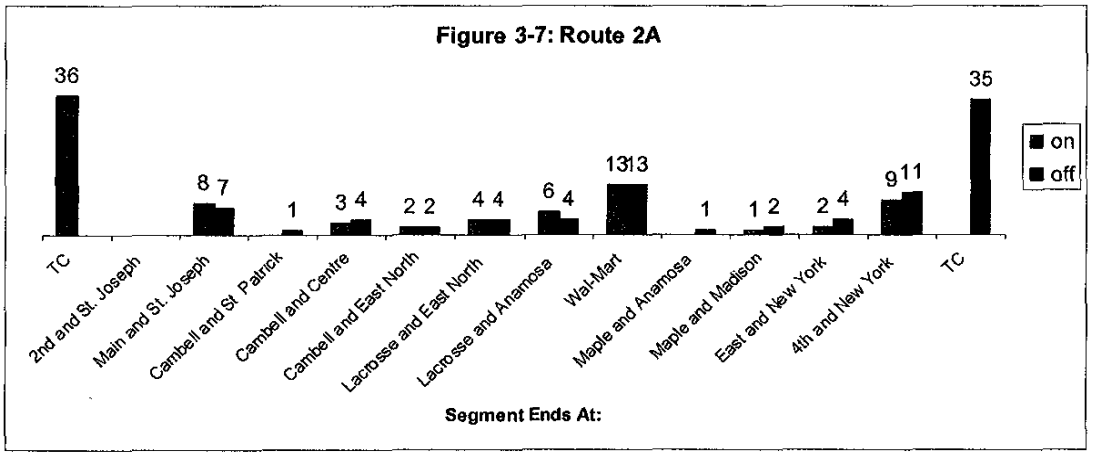
The main origin and destination for riders on Rapid Ride Route 1B is also the Rushmore Mall area.

Figure 3-6: Route 1B

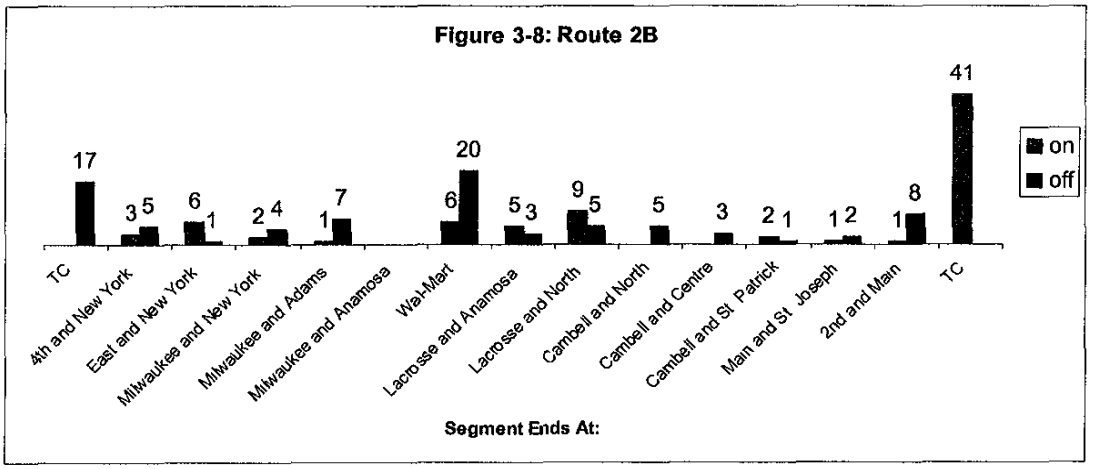


On Rapid Ride Route 2A, the main origin and destination for riders is the Walmart and the River Ridge High Rise/Boys Club near 4th and York.

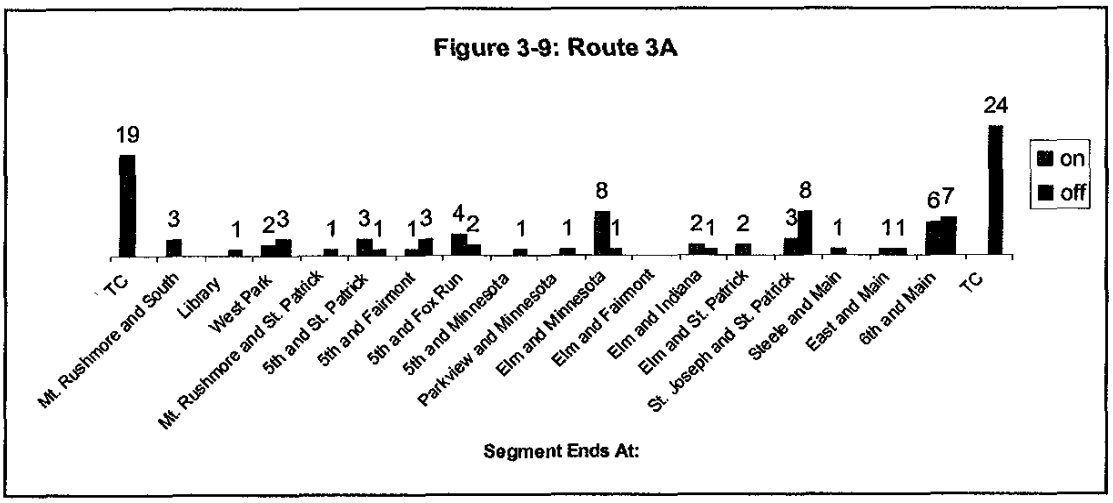
Figure 3-7: Route 2A



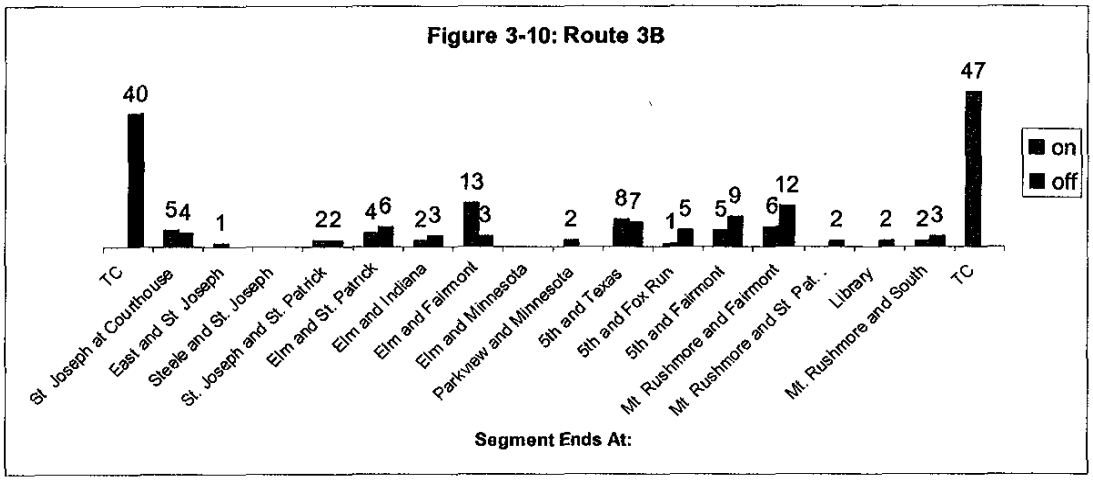
The main origin and destination for riders on Rapid Ride Route 2B is the Walmart. Another peak boarding and alighting location for this route occurs at an area of housing for temporary workers and primarily represents students riding to school. This route has reasonable ridership along most of its length.



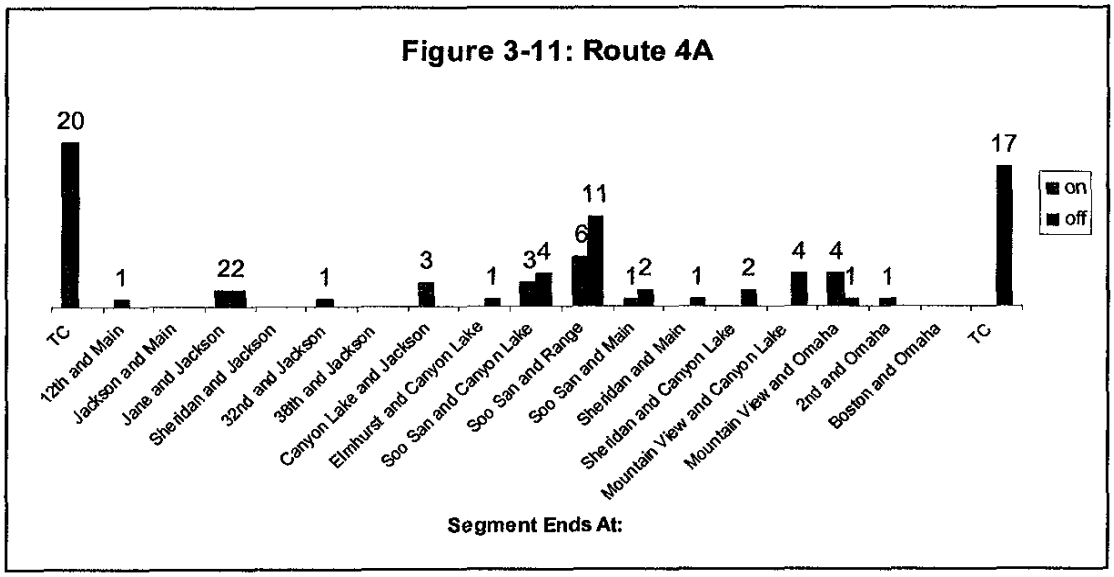
Two main places of passenger boarding and alighting on Route 3A occur at a senior housing facility and adult training center, with another high point occurring near downtown, representing use by shoppers and service workers.



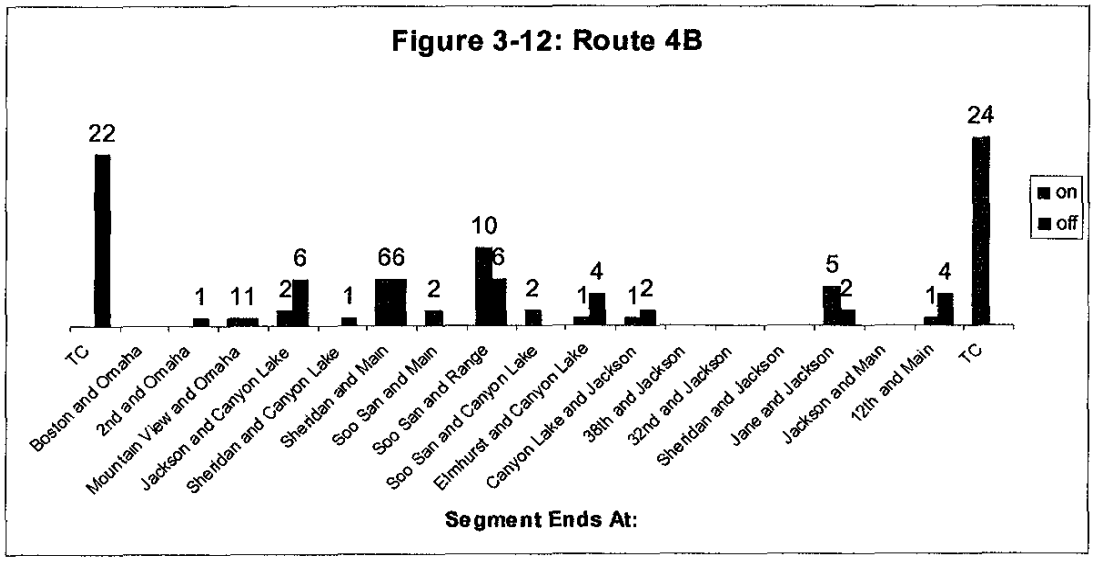
Besides the Transportation Center, the main origin and destination for riders on Rapid Ride Route 3B is the Valleyview High Rise and medical facilities, the Black Hills Workshop, and a multi-family housing complex at Elm and Fairmont.



High points of passenger boarding and alighting activity on Rapid Ride Route 4A occur at transit stops located near schools along the route. The ridership pattern for both Routes 4A and 4B indicate limited use along most of this route.



The main origin and destination for riders on Rapid Ride Route 4B is elderly housing located at the Jackson Boulevard and West Fulton and the Baken Park Shopping Center.



System Trends

This section examines the operating and financial indicators of efficiency over a five-year time period, from FY 1999 to FY 2003. This historical evaluation is useful to identify trends in system performance, as well as determining the causes of performance fluctuations.

Table 3-5 displays the total expenses and revenue for RTS for the years 1999 through 2003. Local assistance increased by 52.6 percent during this five year period, while state assistance remained constant and federal assistance increased by only 26.2 percent.

Table 3-5
RTS Transit Operating Expense & Revenue Trends, 1999 – 2003

	1999	2000	2001	2002	2003	Percent Change
Fare Revenue	$209,450	$224,699	$219,771	$221,481	$217,858	4.0%
Total Expenses	$741,499	$777,680	$826,267	$896,229	$935,380	26.1%
Federal Assistance	$301,140	$342,054	$339,823	$361,755	$380,061	26.2%
State Assistance	$28,425	$28,425	$28,425	$28,425	$28,425	0.0%
Local Assistance	$202,484	$182,499	$235,127	$284,568	$309,036	52.6%

Source: City of Rapid City.

SRF CONSULTING GROUP, INC.
Transportation + Civil + Structural + Environmental + Planning + Traffic + Landscape Architecture + Parking

SRF No. 014022

MEMORANDUM

TO: Patsy Horton, Transportation Planning Coordinator
Rich Sagen, Transit Manager

FROM: Kathryn O'Brien, Associate

DATE: July 22, 2004

SUBJECT: POLICIES FOR RAPIDRIDE CUSTOMERS AFFECTED BY ROUTE CHANGES

Please review the following as a proposed policy response from RapidRide to customers who may be affected by changes to fixed-route service. These policies relate to new service implementation proposed for RapidRide and can be adopted along with the service plan to provide clear direction for the future service and to provide an on-going commitment to current customers.

- RapidRide values all its customers whom it has served in the past, and looks forward to more efficiently serving the Rapid City community. In order to increase efficency and provide greater service frequency to our customers, changes to existing fixed routes are being made. However, RapidRide understands that a few current riders may lose fixed-route service due to these changes. During this transitional period, the following policy is proposed to assist these persons.

- Any current RapidRide customers who find they are not adequately served by the proposed new route structure are eligible to register for route deviation services.

- The period for registering as a route deviation customer will be six months from the date that service changes are made effective.

- Due to scheduling considerations, route deviation customers will be required to give advance notice (currently 24 hours) of their request for service to RapidRide staff. This time period will be significantly shortened after the planned purchase and installation of transit scheduling and dispatching software.

- Route deviation services are guaranteed for 12 months following the date that service changes are made effective, and may be renewed annually thereafter, based on customer need.

- Route deviation trips will only be made to locations formerly served by RapidRide, (i.e., to stops made along the fixed routes as structured before the new routes were instituted).

- Route deviation will be provided at no additional cost to persons who have registered during this transition period.

Rapid Transit Proposed Route Change

We, the citizens and businesses of Rapid City, South Dakota desire Rapid Transit's Route 4 to remain unchanged. A new Route 4 has been proposed. The current route continues along Jackson Blvd from 32nd St turning right onto Canyon Lake Rd, following Canyon Lake Rd to Soo San, then turning left onto Soo San, continuing along Soo San up to Main St.

The Proposed Route would turn right at 32nd St and go straight to Main St, which would eliminate the rest of Jackson Blvd, and much of Canyon Lake Rd.

The Proposed Route would eliminate several passengers from its route who depend solely on the transit system for transportation . It would also be cutting off the many businesses along Canyon Lake Rd and Jackson Blvd that are used by passengers on routes other than Route 4.

The Dial-a-ride option suggested is not feasible because it costs $2 .00 to ride each way and the bus is only $.50 for ADA consumers, or $1.00 for those who are not. Dial-a-ride is time restricting to people, needing notification at least one day before the desired ride. One day's notice is often not enough when they are full. Dial-a-ride times are not dependable. Often when scheduled, passengers are given pick up or drop off times one or more hours different than the time asked for. Many times passengers have not been picked up at all.

We do not see any benefit in the streets added on to Route 4. They are small areas, easily walked to from drop-off points along current routes.

Name	Address/Business	Phone
1 Laurie Ann Johnson	3221 Meadowbrook Dr, Rapid City	605-355-6908
2. Brad Boe	3222 Meadowbrook Dr RC	721-0941
3 Kay M. Booth	3222 Meadowbrook Dr. RC	721-0941
4. Shirley Heald	2218 Lockwood RC	343-1820
5. Jim Heald	2218 Lockwood Rapid City	343-1820
6 Cindy Sievers	225 N. Berry RC	
7	" " " RC, SD	737-7757
8 Nancy Fields	5652 Doubletree Rd RC, SD	343-9209
9 Kim Hanson	216 48th St. RCSD	342-3986
10	7285 Wildflower Ln RCSD	381-0328

Rapid City Transit Petition

	Name	Address/Business	Phone
11	Teresa Wozney		343-3135
12	Mark A Schreiner		381-5188
13	Jack R Sutton	Rapid City	430-0205
14	Naomi Mygah	3614 Parkview Drive RC	343-8620
15	Pamela D Veazey	3405 Powderhorn Cir RCSD02	342-3167
16	Marcia Webb	3104 Wisconsin Ave, RCSD	716-9568
17	Sharon Lee	505 Berry Blvd RCSD	342-1930
18	Judith A Brothers	3320 Idlewild Ct RCSD	355-9571
19	Joan S. Kooly	3710 Parkridge Dr. RCSD	348-5420
20	[illegible]	4921 Carriage Hill Ct RCSD	341-3346
21	Pamela J Holben	311 Bayer Dr RCSD	716-6170
22	[illegible]	4922 Raven Cir RCSD	341-3293
23	Karl S. Feiler	5652 [illegible] Rd. Rapid City	343-9209
24	[illegible]	3601 Canyon Lake Dr RC/SD	341-8647
25	[illegible] Holcomb	3601 Canyon Lake Dr. RC/SD	341-8647
26	Dewey J Eitz	3601 Canyon Lake Dr RC/SD	341-8647
27	Becca A. Long	3601 Canyon Lake Dr. RC/SD	341-1873
28	Jean L Moore	3012 Tomahawk Dr	343-4028
29	Patrick Simmon	4025 Sunset Dr.	342-3221
30	Gina Tulli	3618 Canyon Lake Dr. Stell	348-4449

Rapid Transit Petition

3618 Canyon Lake

	Name	Address/Business	Phone
31	Paisano's Paccia C Edwards		341-6941
32	Paisano's Pacchia Susan Cavy		341-6941
33	Paisano's Pacchia Peggy & [illegible]		341-6941
34	Warden [illegible]	4110 Canyon Lake Dr	348-4481
35	Billie Jo Simmons	4110 Canyon Lake Dr	348-4481
36	Raelyn Herman	4110 Canyon Lake Dr.	348-4481
37	Kristi's Hair Studio	4242 Canyon Lake	341-5252
38	Acme Bicycles	4258 Canyon Lake Dr	343-9534
39	Darcy Hale	~~[illegible]~~ 4118 Jackson Blvd	342-1161
40	Shannon R. Johnson (use to go to work daily)	413 Columbus RC	341-1584
41	Beau [illegible]	4118 Jackson Blvd	342-1161
42	Julie A. Lymler	1644 Rushmore St.	721-9106
43	[illegible]	309 W Berry Pine	390 4220
44	Julie Beach Loftus Dental	4004 Jackson Blvd	341-4521
45	Patty Ericks	4004 Jackson Blvd	341-4521
46	Phyllis Van [illegible] Family Dental	3820 Jackson Blvd	343-3666
47	Bernadine J. Herring	3810 Jackson Blvd	343-4050
48	Karolyn Valandra	3810 Jackson Blvd	343-4050
49	Connie Claymore	4819 Windsor Dr	3721-9564
50	Doreena K. LaLachew	2301 Hope Lane	721-0998
51	Traci Carlson	5229 Pinedale Hts	394-9498

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	Name	Address/Business	Phone
1	Jammi VanBenkoff	540 Pinedale Ct. RC	394-8905
2.	Terry Wiley	4328 Circle Dr.	342-7312
3.	Jan Thalacker	2406 MINNESOTA	348-3461
4.	Don Ludens	85188 Ridgeview Rd	343-9751
5.	Joy Ludens	"	"
6	Kathy Estel	1905 W. Fulton St #205	388-9397
7	Jackie Killian	22989 Candlelight Dr	393-1559
8	Stephanie Sundby	4780 Easy St. #C-02	343-5646
9	Cindy Justice	Scranton Rental 200 Federal Ave RC	348-4657
10	Jeri Scranton	200 Federal Ave RC	348-4657

Rapid City Transit Petition

	Name	Address/Business	Phone
11	Mary I Kjerstad	2273 Minnesota Rd	348-6749
12	Judy Mosier	3304 Bowdoin Dr	3480330
13	Teresa McKee	1107 St. James, RC	718-1107
14			
15	Marie J Strohm	5261 Albert Lane	716-1082
16	Barbara Christopher	2420 MAPLE AV RC.	343-5183
17	Ethel Carstensen	81 1/2 16th St. RC	578.1921
18		5244 Mercy Dr RC	393 8349
19		1008 Howard #167 RC	381-2325
20	Tammie McCourt	4809 Windsor Dr.	721-8841
21	Sheryl Jackson	1030 Flormann St RC	343-0018
22	Huskman	3806 Hagen Court RC	343-7995
23	Rhonda Lewis	102 Racine St. RC, SD	343-2893
24	Robin Lacy Dr	918 St Cloud St RC SD	343-6448
25	Julie Halverson	138 Steams Court RC, SD	721-0911
26	Frank J. Matejek	4909 STONEY CREEK DR RC, SD	394-6066
27	Donna Johnson	4312 Circle Dr	343-5149
28	Mick Wyss	4312 Circle Dr.	343-5149
29	Jani L. Casey	1183 Woodridge	716-5282
30	LaRee Mayes	3203 Meadowbrook Dr	341-1568

Rapid Transit Petition

	Name	Address/Business	Phone
31	[illegible]	2711 Northbrook Dr RCSD	348-1480
32	[illegible]	2711 NORTHBROOK DR RCSD	348-1480
33			
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Name	Address/Business	Phone
1. Vanessa Mendelsohn	114 Texas #4	341-0948
2. Jennifer Heintz	1805 Harmony Hts Ln #206	718-2524
3. Lindsey Millard	4200 E Hwy 44 Lot 46	923-5435
4. [illegible]	1036 E St Patrick RC SD	394-8960
5. Dorothy Griffee	5 Greenway St. apt 57, RCSD	718-7841
6. Larry Palmer	30 Main St.	341-2844
7. Heidi Palmer	" "	" "
8. Linda Thayer	906 Explorer St.	348-6015
9. Errol Ridgeway	330 Philadelphia Apt. 104	
10. [illegible]	1007 Sparks #3	718-7899
Sandy [illegible]	3025 Jolly Lane	393-1486
[illegible]	[illegible] Robinns Dr	343-4135

5-8-04 Brian Sadowsky Adventure Sport 341-6707

Rapid City Transit Petition

	Name	Address/Business	Phone
11	Lorraine T Snyder	916 Mountain View Rd Rapid RC	343 8897
12	Dixie Berry	1397 Panorama Cr KC	348-5454
13	Yvonne Urban	1630 STAR, RC -	348 3569
14	Mariya Cherni	1234 Degeest Dr	343-3060
15	James Dell	3442 W Main RC	718-2310
16	MATT BATCHELDER	629 St Joseph St - RS	342-5000
17	David Schaefer	(BARKER & LITTLE - Maintenence) 3622 Dorothy Dr.	716-4112 / 342-1140
18	marie Alger	330 philaphina	348-2567
19	Cindy Rooney	524 EC	718-8624
20	[illegible]		716-[illegible]
21	DAVID BROOKS		718-[illegible]
22	Kandie Roberts	E minnesota	716-8308
23	Curtis Price Curtis V Price	108 E Centennial St 57701	341 1871
24	Harry D. Parkhurst	4031 MINNEKAHTA DR	
25	Amy Humphrey	3921 Yucca Dr	716-5048 -
26	Claude R Timmons Jr	3305 West Main St.	
27	Brian Pertsch	LA Crosse Faster	394-[illegible]
28	Derrick Jackson	721 Dilger Ave	393-3767
29	Catherine Young	10755 Quaal Rd Black Hawk SD	
30	Richard Kamp	4205 Mary Dr RC	342 7779
	Brian Cavanaugh	800 Jackson RC 57702	348-1793
	[illegible] Villa	744 Jackson Blvd RC 57702	342-4232

manager of Barker + Little 342-1140

Rapid Transit Petition

	Name	Address/Business	Phone
31	SHEILA J. BRADLEY	3737 STURGIS RD APT. #37	348-4538
32	Hester Prouty	810 Mt View Rd	342-0777
33	BECKY ERNST	810 " " "	"
34	Teresa Royalty	810 " " "	342-0777
35	Mary Schwengler	810 " " "	" "
36	[illegible]	810 mt View Rd 02	342-0777
37	Bill J. Hole	810 Mt. View Rd	342-0777
38	Dena Skillmystad	810 Mt. View Rd	342-0777
39	Deb Miller	810 Mt. View Rd	342-0797
40	Ava Henrich	810 Mt. View Rd	342-0797
41	Betty Galvan	1607 Space Ave. A-9	
42	Anne Young	1701 Space C-14	
43	Carmen Intoren	117 E Knollwood Dr #19	399289
44	Esther Button	507 1/2 4th St	341-2078
45	DUPE RT A3510		718-0465
46	Blondean Wood	220 E St Joe	
47	Mark A. Hudgins	502 Adams St. No	
48	DEBRA FREDERICKSON	716-9050	
49	CIRA A. CARLSON	341-0097	
50		Edward J Lynch, DDS 2200 Fifth St	343-5925
51	Lori Ann Zelk	47 Crestview Dr. RC, SD -01	718-4479

Rapid Transit Petition

	Name	Address/Business	Phone
53	Debra Myers	3828 Odde Dr RC, SD 57701	716-3423
54	Tarah Jennings	1325 ATLAS ST	—
55	Connie Kapferster	423 Robbins Dr.	719-9350
56	April Mehlberg	1714 5th St.	718-9264
57	[illegible]	634 St. Anne St.	718-5500
58	Lin Wattenhofer	3802 Red... st.	342-2305
59	[illegible]	PO Bx 7571 RCSD	343-2384
60	[illegible]	717 St Francis 01	342-2880
61	Janet Schuman	717 St Francis St	342-2880
62	[illegible]	2920 Morningview Ct	3905538
63	Vernon Merrell	A2 [illegible] RCSD.	—
64	Laura Carsten	2420 Alamo Dr.	
65	Stefani Kennell	807 Dakota Dr Ellsworth SD	923-4618
66	Luise E Haegele	3053 Lodgepole Pl	343-1857
67	Audrey Yankton	100 Surfwd. #16	341-8295
68	Mindy Black	Rapid City	
69	Melanie Weller	3700 CLD #3	
70	Eric Roam eagle		
71	Rose Dougherty	Rapid City	716-5993
72	Etta Marrowbone	Rapid City SD	
73	Warren Apple	1311 Atlas St	341-1336

Rapid Transit Petition

	Name	Address/Business	Phone
74	Lloyd W. Maxin	3014 Aurora St.	716-0952
75	Ginger Lindsey	3014 Aurora St.	716-0952
76	[illegible]	3016 Aurora St.	342-0917
77	[illegible]	3004 Oak Ave	
78	Deneen Swift Eagle	2114 6th Ave	209 7653
79	Jolene Takes War Bonett	826 Leblance Ave.	348-3041
80	Jarrow Swift Eagle		
81	Joni Swift Eagle	2114 6th Ave.	209-7653
82	Steph Lane	1721 N. Maple Ave	721-6419
83	Grace Phipps	30 Main St., R.C.	341-2844
84	[illegible]	2805 5th St #220 RC	348-1084
85	Kay Landberg	2805 5th St #220 RC	348-1084
86	Jay Winters	1103 Valley Ave RCSD	737-0298
87	Kaye Back	2805 Fifth St Suite 100	719-5600
88	Dianne Rolof	1105 Sycamore St. RC	342-6041
89	Bonny Petersen	4021 Penrose PL RC 57702	3426245
90	Chandra Kolo	4021 Elm Av #203 RC 57701	341 7973
91	Denise Stone	1120 West Blvd RCSD 57701	716-7200
92	Pamela Miller	17 Hall Street RCSD 57702	716 9581
93	[illegible]	12951 Lorene Dr Black Hawk SD	718-5631
94	Bill White	728 St. Charles RC 57701	209-8856
	Kori Thiede	808 Jackson RC 57702	343 8303

Rapid Transit Petition

Name	Address/Business Rapid City, SD	Phone
95 Ingrid Reinke	4024 Mtn. Shad. Place	343-7797
96 Robin Mutschelknaus	2805 5th St.	343-2267
97 Janet Amundson	2805 5th St.	343-2267
98 Mrs Wagner	4117 Woodbine	721 4340
99 Richard Moffitt	2523 Laurel RC.	721 0692
100 Will Hollanquest	4117 Woodbine	
101 Darcy Peterson	1320 Athens Street B5 Apt 106	721-9615
102 Marg Samegson	1320 Athens St 106	
103 Hank Switzer	710 Hawes Upp RC	343-3641
104 ~~Daniel J Brok~~	WFB	394-3958
105 Dona Mitchell	1702 E. Hwy 44, Lot 150	718-7408
106 Ann Hook	2965 S Valley	348-5424
107 Carol Boechler	3356 Pinewood Dr.	341-1944
108 James Alan Szymanski	628 Saint Joseph St, RCSD 57701	(605) 341-2661
109 Cheryl Sorlam	1028 Jackson Blvd RCSD 02	342-0530
110 May Bieber	1026 Jackson Blvd	343-3764
111 Bev Tuttle	626 Cathedral Dr #301	718-9795
112 Paula Couture	1413 Wood ave	no phone
113 [illegible]	3602 Westridge	341-4516
114 [illegible]	3312 Parkview Dr	721-3330
115 Richard [illegible]	1805 W Fulton	28 9812
Velma Barnes	1805 W. Fulton	341-6733
Glen Barnes	1805 W. Fulton	341-6733
Dennis Akins	1818 W Fulton	721-3151

Horton Patsy

From: Nicholson Jeanne
Sent: Tuesday, September 28, 2004 12:06 PM
To: Horton Patsy
Subject: FW: Dorothy Griffee -- 718-7841

-----Original Message-----
From: Rippentrop Kay
Sent: Tuesday, September 28, 2004 12:01 PM
To: Nicholson Jeanne
Subject: Dorothy Griffee -- 718-7841

Jeannie -- I think the issue of the transit study and the bus routes is coming up for discussion again on the 30th -- We have been corresponding back and forth via letter/e-mails with Laurie Johnson and Dorothy Griffee --- Mrs. Griffee wants me to pass on to the committee that she DOES NOT WANT THE ROUTES CHANGED!

Kay