

Chapter 1: Introduction and Executive Summary

1.1 Introduction

During the last half of 2002 and the first half of 2003, Tom Crikelair Associates carried out a Transit Route Redesign Study in the BACTS Area. This work was performed for the Bangor Area Comprehensive Transportation System (BACTS). An Advisory Committee made up of municipal officials, University of Maine representatives, and local citizens provided guidance and oversight for this planning effort.

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

Chapter 1 Introduction and Executive Summary

Chapter one presents a summary of the project report, including key findings and recommendations.

Chapter 2 Review of Previous Studies

Chapter two examines recent studies that provide background information for transit planning in the BACTS region. The discussion focuses on transit-related issues addressed in these earlier reports. It identifies goals, findings, and recommendations that may be relevant for the region's public transportation system.

Chapter 3 Service Area Characteristics

Chapter three describes relevant changes in the Bangor/Old Town service area that have occurred since the 1996 BACTS transit study. It examines 2000 U.S. Census figures for municipalities served by the BAT and for towns that border the current service area. It looks at changes in enrollment at the Orono campus of the University of Maine. And it identifies a number of new or planned developments that may have an impact on traffic patterns and future demand for bus service in the region.

Chapter 4 Analysis of Ridership and Transfer Activity

Chapter four analyzes ridership data and transfer activity for Bangor's regional public transit system. It includes ten-year ridership charts that show how usage of individual routes has changed over the course of the last decade. It also describes the results of a May 2002 survey of transfer activity at the downtown Bangor bus depot.

Chapter 5 Evaluation of Existing Services

Chapter 5 presents the results of a critical evaluation of the current Bangor-area bus routes. This review included three steps: (1) analysis of ridership records and driver survey sheets; (2) on-site inspections of Bangor-area bus routes; and (3) interviews with bus drivers and operating staff. The chapter describes how buses are currently used, and it identifies strengths and weaknesses of the existing service design.

Chapter 6: Public Participation

Chapter 6 describes efforts to obtain ideas and suggestions from area residents interested in the future of fixed-route bus service in the Bangor region. In addition to Advisory Committee meetings and public workshops, the consultant met with stakeholders at Eastern Maine Healthcare and the University of Maine. Bus drivers were also given an opportunity to meet with the consultant to present their suggestions and concerns.

Chapter 7: Service Improvement Strategies

Chapter 7 describes proposed service improvements for fixed-route bus service in the Bangor region. Improvement strategies are grouped under four subheadings: (1) adjustments to existing routes and services; (2) University of Maine transit services; (3) Eastern Maine Medical Center shuttles; (4) intermodal transportation links.

Chapter 8: Fare Policy Alternatives

Chapter 8 analyzes the likely impact of alternative fare policies on ridership and fare box revenues. A computer spreadsheet model was used to predict responses of different types of bus users to eighteen different fare combinations. The chapter discusses fare choices in terms of possible policy objectives for the region's public transit program.

Chapter 9: Transit Hub Alternatives

Chapter 9 evaluates Bangor's current transit hub at Pickering Square and examines whether other sites might be more suitable for Bangor's future. Seven locations were assessed, including the current Pickering Square transit facility. The consultants found that the current site is superior in most respects to the six alternate locations. Instead of moving the transit hub, they recommend that the city of Bangor take steps to enhance the Pickering Square facility.

Chapter 10: Employee Retention Strategies

Chapter 10 examines employee recruitment and retention issues for Bangor's regional transit system. It considers whether wages, benefits, work rules, and other labor conditions need to be changed to keep bus driver positions filled with experienced and well-qualified employees. The analysis suggests that while the transit program would benefit from an expanded recruitment effort, major changes in operator wages, hours, benefits, or working conditions do not appear to be essential at this time.

Chapter 11 ADA Paratransit Services

Chapter 11 examines the transit program's policies and procedures for serving disabled individuals who cannot board regular route buses. These services appear to be in full compliance with the requirements of the Americans with Disabilities Act. The chapter describes strategies for improving transportation options for disabled residents. It also identifies ADA-related issues that may affect transit operations and costs in the future.

Chapter 12: Marketing Efforts

Chapter 12 describes marketing strategies proposed by the consulting team to improve public awareness and understanding of available transit services. The consultants developed a new name, logo, and vehicle paint scheme, and designed hats, T-shirts, and bus stop signs that incorporate the new logo and colors. Other recommended marketing strategies include a new format for printed bus schedules and "designated stop zones" in downtown Bangor and other areas where buses cannot stop on demand.

Chapter 13: Capital and Financial Plan

Chapter 13 presents a five-year financial and capital plan for fixed-route bus service in the Bangor area. It includes capital and operating cost projections for the five-year period FY 2004 through FY 2008, along with estimates of revenues required to pay for the service.

1.2 Summary of Key Findings

Review of Previous Studies

1. A number of service deficiencies identified in a 1996 Transit Study still need to be addressed. These include slow and circuitous routing of Mount Hope buses to the Bangor Mall, and infrequent hourly headways on the Old Town route.
2. A recent analysis of peer transit systems found that Bangor's regional transit program had the lowest per-mile cost of twelve comparable systems. Bangor area buses carried an average of 14 riders per hour, somewhat below the peer average of 18 riders per hour.

Local subsidies in the Bangor area equaled \$3.55 per capita, significantly lower than the peer average of \$8.55. Bangor had the third highest fare box recover ratio, with fares covering 33% of total operating costs. The average for twelve peers was 26%.

3. Bangor's Comprehensive Plan notes that local income trends present a "widely divergent picture," with increases in both median family income and the number of families below the poverty level.

4. Bangor's Airport Master Plan cites a need for future transportation links from the airport to area hotels, the downtown waterfront, and a proposed downtown conference center.

5. Development plans for downtown Bangor suggest a possible role for a frequent shuttle linking Pickering Square with the riverfront and other downtown destinations.

Service Area Characteristics

6. According to the 2000 census, approximately 25% of area households have incomes below \$15,000 per year, suggesting a significant transit dependent population and a continued need for automobile alternatives in the region.

7. Substantial student populations in Bangor and Old Town suggest continued need for transit links to Orono and the University of Maine.

8. Recent developments that may be relevant for Bangor's transit program include a new supermarket in Hampden, a Super Wal-Mart under construction in Brewer, an expanded Maine Technology Park in Orono, and new healthcare facilities on Union Street, Broadway, and elsewhere in the region.

9. Most area hotels have no transit links to transportation terminals or to downtown centers.

Ridership and Transfer Activity

10. Ridership on most routes has increased steadily since introduction of a new monthly pass and new maps and timetables in 1996, reversing an earlier downward trend. The Mount Hope, Capehart, and Center Street routes have experienced strong five-year gains. Brewer ridership has increased steadily for nearly a decade.

11. Performance measures reflect meaningful improvements during the past five years on all routes except Old Town. The average number of riders per hour has increased system-wide from 12.8 in FY 1995 to 15.0 in FY 2001. Mount Hope hourly averages increased 39%, while Center Street increased 32%.

12. Introduction of the Maine Card program has resulted in recent ridership growth on the Old Town route. The Maine Card program allows University of Maine students and staff to ride free on the Old Town route.

13. Analysis of transfer activity suggests that more than 70% of local bus trips involve a change of buses at Pickering Square. This underscores the significance and importance of the region's "hub and spoke" service design. It also suggests that there may be a role for a route that joins key outlying destinations without traveling via downtown. The routes with the highest number of transfers are Capehart, Hammond Street, Center Street, and Mount Hope.

Evaluation of Existing Services

14. Because of increasing traffic-related delays, it is no longer possible to use one bus to provide reliable 30-minute service on the Center Street route. Center Street buses that are running late can significantly disrupt other routes in the system, because other buses frequently must wait at Pickering Square for transferring Center Street passengers.

15. Schedule times on the Capehart route are tight, with limited time available to accommodate wheelchair passengers or traffic delays. Because of time constraints, Capehart buses currently serve the airport inbound only.

16. The one-way design of the Mount Hope route results in bus rides that are unnecessarily long for most origin-destination pairs. This situation was not improved by adding a second bus to the route. The current design results in long layovers for passengers who transfer to other routes in downtown Bangor.

17. The lack of midday service on the Hampden route limits the usefulness of the service for Hampden residents who are not commuters. The one-way loop at the south end of the route means that Hampden residents do not have two-way access to the new Graves Shop 'n Save.

18. The current 60-minute service on the Old Town routes is too infrequent for the markets served. This is especially true for commuters traveling to the Eastern Maine Medical Center and the University of Maine.

19. Bangor residents must pay an extra \$.50 transfer fee to reach EMMC and other Bangor destinations on State Street. Separate tickets are required for this route, which can cause unnecessary confusion.

Public Participation

20. A public workshop was held in the Pickering Square bus waiting area on the afternoon of August 6, 2002. Nearly all of the participants in the standing-room-only meeting were bus riders who offered suggestions about ways to improve the service.

21. The concern cited most frequently at the workshop was a need for evening service. Passengers also asked for early-morning stops at Wal-Mart on the Mount Hope route. In addition, several participants asked for all-day service on the Hampden route.

22. Passengers cited a need for more frequent and evening Old Town route service to the University of Maine.

23. Passengers asked for more direct service to the airport, as well as bus service to the Odlin Road and outer Hammond Street.

24. A number of participants said that people are often unsure where buses will stop, and that bus stop signs are needed to eliminate this confusion.

25. A public workshop was held on the campus of the University of Maine on April 29, 2002. Participating students suggested that automobile usage on campus needs to be managed, and that money is needed for improved pedestrian lighting and expanded transit services.

26. Bus drivers offered a range of observations and suggestions. In particular, drivers agree that schedule times on some routes are too tight. They cited Center Street and morning Mount Hope service as the most serious problem areas.

Service Improvement Strategies

27. Service improvement strategies were developed under four headings: (1) adjustments to existing routes and services; (2) University of Maine transit services; (3) Eastern Maine Healthcare shuttles; and (4) intermodal transportation links.

28. A key strategy calls for shortening the Center Street route so that it ends at the Broadway Shopping Center, while introducing a new Mall Connector route to link the Airport Mall, Husson Avenue, the Broadway Shopping Center, and the Bangor Mall.

29. Another important service improvement involves adding a second Mount Hope bus in the morning, while splitting the Mount Hope service into two routes. One route would offer two-way service via Mount Hope Avenue, while the other would provide two-way service via Stillwater Avenue.

30. Other possible service improvement strategies are summarized in Figure 1.1. The financial plan developed for this study recommends that only some of the proposed service ideas be implemented during the five-year planning period.

Figure 1.1 Summary of Projected Service Improvement Costs

<i>Service Improvement</i>	<i>One-year cost (FY 2004)</i>	<i>Riders per hour/ fare box</i>	<i>Net cost</i>	<i>Funding sources</i>
7.1 Second Center Street bus	Marginal cost: 84,635	5.0 13,082	71,553	FTA 35,777 Bangor 35,777
7.2 Mount Hope/Stillwater	Marginal cost: 22,272	10.0 6,885	15,387	FTA 7,694 Bangor 7,694
7.3.1 Extra evening trips	Marginal cost: 39,425	6.0 7,313	32,113	FTA 16,056 Bangor 16,056
7.3.2 Evening service - Old Town route only	Fully allocated cost 33,026	8.0 6,750	26,276	FTA 13,138 Veazie 1,971 Orono 3,941 Old Town 3,941 Univ. of Maine 3,284
7.3.3 Evening service - system-wide	Fully allocated cost 143,111	6.0 21,938	121,173	FTA 60,587 Bangor 31,070 Brewer 9,321 Hampden 6,214 Veazie 2,097 Orono 4,194 Old Town 4,194 Univ. of Maine 3,495
7.4 Second Brewer bus	Marginal cost 85,377	6.5 17,155	68,222	FTA 20,861 JARC 13,250 Brewer 34,111
7.5 Third Old Town bus	Marginal cost 66,720	5.0 10,313	56,407	FTA 28,204 UM Maine Card 5,000 Veazie 3,481 Orono 6,961 Old Town 6,961 Univ. of Maine 5,313
7.6 Hampden all day	Marginal cost 30,327	4.0 3,750	26,577	FTA 13,289 Hampden 13,289
7.7 Univ. of Maine shuttle	Fully allocated cost 168,415	12 0	168,415	Univ. of Maine 168,415
7.8 Bangor-Orono via I-95	Fully allocated cost 88,802	8.0 18,150	70,652	FTA 35,326 Univ. of Maine 8,831 Research Park 8,831 Bangor 8,831 Orono 8,831
7.9 Orono Research Park shuttle	Fully allocated cost 79,995	10.0 0	79,995	FTA 39,998 Univ. of Maine 9,999 Developer 9,999 Research Park 9,999 Orono 9,999
7.13.1 Downtown Bangor shuttle – 1 bus – short route - weekdays only	Marginal cost 66,720	12.0 0	66,720	FTA 33,360 Bangor 33,360
7.13.2 Downtown Bangor shuttle – 1 bus – short route - weekdays with evenings	Marginal cost 92,801	12.0 0	92,801	FTA 46,401 Bangor 46,401

7.13.3 Downtown Bangor shuttle – 2 buses – riverfront service – year-round 7 days a week including evenings	Fully allocated cost 282,099	12.0 0	282,099	Bangor 282,099
7.14.1 Airport-hotels 7 days a week with evenings	Fully allocated cost 203,566	5.0 26,004	177,562	FTA 88,781 Bangor 88,781
7.14.2 Airport-hotels 6 days a week, daytime only	Marginal cost 92,801	8.0 22,950	69,851	FTA 34,925 Bangor 34,926

Fare Policy Alternatives

31. A computer fare model was developed to predict responses of different types of bus users to a range of possible fare combinations. The model was used to test 18 different scenarios consisting of different combinations of cash, ticket, and monthly pass fares. Fare choices are discussed in terms of possible policy objectives for the transit program.

32. Based on their analysis, the consultants recommend a combination of fare changes:

- Increase the cash fare from \$.75 to \$.85
- Leave the five-ride ticket price unchanged at \$3.00
- Offer only one type of five-ride ticket good anywhere in the transit system
- Increase the monthly pass fare from \$30 to \$34
- Eliminate transfer fees for the Old Town route
- Eliminate zone fares on the Old Town route
- Expand the scope of the University’s Maine Card program to include all transit routes, increasing the University’s student activity fee contribution from \$10,000 to \$16,000 per year
- Offer a half-price monthly pass for high school children

33. The model suggests that these changes will result in a combined revenue gain of approximately \$14,000 per year and a ridership increase of roughly 8,500 linked trips per year.

Downtown Transit Hub Alternatives

34. The consultants evaluated seven potential downtown transit hub locations, including the current Pickering Square facility. They found that the current site is superior in most respects to the six alternate locations.

35. Instead of moving the transit hub, they recommend that Bangor take steps to enhance the Pickering Square facility by developing the unfinished space underneath the adjacent parking garage. As part of such a development project, federal transportation funds may be available to construct a larger and more comfortable public area for use by bus riders, shoppers, and other pedestrians.

36. The city should develop a plan to improve the landscaping around the bus loading area with more attractive walkways, benches, lighting, and related amenities. This should include an outdoor clock, as suggested by a bus rider at one of the public workshops.

Employee Retention and Recruitment Strategies

37. The consultants' analysis suggests that major changes in bus driver wages, work hours, benefits, or working conditions do not appear to be essential at this time.

38. The bus program should focus its attention on expanding its recruitment efforts, making better use of resources available through the Maine Department of Labor.

39. The consultants suggest that as many as 12 full-time driver positions could be created. This would likely result in new benefit costs of \$128,605 per year to pay for health insurance, retirement, vacations, and sick days.

ADA Paratransit Services

40. The BAT contracts with Penquis CAP to provide transportation for disabled people who cannot board regular buses. Existing policies and procedures appear to meet the requirements of the Americans with Disabilities Act.

41. A key to minimizing the cost of paratransit service is to ensure full accessibility for regular-route buses and bus stops. A related strategy is to look for ways to adjust fixed bus routes to serve new destinations to accommodate disabled residents.

42. The cost of ADA services in the Bangor region is lower because of Medicaid services provided by Penquis CAP and on-campus van services provided by the University of Maine's Maine Bus program. If funding for either of these programs is reduced or eliminated, demand for mandated ADA paratransit rides is likely to increase, with a resulting rise in the cost of the municipally funded transit program.

43. If fixed-route service is extended to include evening hours, Bangor's ADA program will likewise need to be expanded. The transit program should look for opportunities to contract with a private taxi companies for evening service, either directly or through Penquis CAP. This would avoid the need to pay overtime wages for on-call Penquis CAP drivers.

44. It may be possible to use FTA funding to obtain a lift-equipped taxi for evening ADA service. This vehicle could be leased by the city of Bangor to a local taxi provider for contract evening ADA service through a competitive bid process.

Marketing Efforts

45. The consultants worked with the Advisory Committee to develop a new name, logo, and vehicle paint scheme for Bangor's regional transit system. The new BAT logo and paint scheme was introduced on new buses in late August of 2002. Older vehicles were repainted with the new colors during the fall and winter of 2002.

46. The consulting team designed BAT hats and T-shirts utilizing the new logo and color scheme. The bus program purchased a supply of each for distribution at special events. The consulting team also designed a new bus stop sign utilizing the new BAT logo and color scheme.

47. The consulting team assisted with the development of revised artwork for printed bus schedules and web-based presentations.

48. The BAT should consider switching to a newspaper-press tabloid format for future bus schedules. The low cost of newspaper-style printing will allow much wider distribution of printed schedules throughout the service area.

49. The bus program should install bus stop signs to help people understand the proper locations to wait for approaching buses. This is particularly important in downtown Bangor, where the number of locations where buses will stop is limited. As an alternative to installing bus stop signs throughout the service area, "designated stop zones" could be established for areas where drivers are unable to offer stops on demand.

Capital and Financial Plan

50. The consultants developed projections of capital requirements, operating costs, ridership, and fare box receipts for each service improvement strategy discussed in Chapter 7. They also proposed possible funding strategies for each new service. The results are summarized in Figure 1.1.

51. The five-year capital and financial plan developed for this study includes only some of the proposed service strategies. Choices need to be made, because there is unlikely to be enough money available to implement all of the service ideas. Service improvement choices are shown in Figure 1.2 as they appear in the spreadsheet cost model used to generate financial plan projections.

Figure 1.2 Service Choices in the Spreadsheet Cost Model

	<i>FY 04</i>	<i>FY 05</i>	<i>FY 06</i>	<i>FY 07</i>	<i>FY 08</i>	<i>FY 09</i>
7.1 Second Center Street bus	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
7.2 Mount Hope/Stillwater	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
7.3.1 Extra evening trips	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.3.2 Old Town evenings	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.3.3 Evening service all routes	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE
7.4 Second Brewer bus	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
7.5 Old Town 30-minute	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE
7.6 Hampden all day	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
7.7 UM shuttle 10 minute	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.7.2 UM shuttle 10/20	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE
7.8 I-95 bus link	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.9 Research Park shuttle	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE
7.10 EMMC downtown shuttle	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.11 EMMC Sylvan Road	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.12 EMMC Wing Lot shuttle	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.13.1 Downtown shuttle 1	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE
7.13.2 Downtown shuttle 2	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.13.3 Downtown shuttle 3	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.14.1 Bangor airport/hotel 7 days	FALSE	FALSE	FALSE	FALSE	FALSE	FALSE
7.14.2 Bangor airport/hotel 5 days	FALSE	TRUE	TRUE	TRUE	TRUE	TRUE

53. The consulting team recommends that four service improvements be implemented during FY 2004, which begins July 1, 2003.

- Shorten the Center Street route and add a new Mall Connector route.
- Split Mount Hope service into separate Mount Hope and Stillwater Avenue routes and operate both services all day.
- Add a second Brewer bus and reconfigure the route to eliminate one-way loops.
- Operate Hampden service all day, while restructuring the south end of the route to add two-way service to the new supermarket.

54. The consultants recommend three service changes for FY 2005.

- Introduce evening service on all routes except Hampden.
- Add a new route linking the Airport Mall with Bangor International Airport, Bangor Community College, Odlin Road hotels, and outer Hammond Street.

Figure 1.3 Five-year Budget and Projected Fund Balances

COMBINED REVENUES

Including local capital fund contributions, but excluding federal and state capital grants

	<i>FY 04</i>	<i>FY 05</i>	<i>FY 06</i>	<i>FY 07</i>	<i>FY 08</i>
FTA	407,733	524,040	645,801	663,423	675,197
JARC	13,250	0	0	0	0
RTAP	2,000	2,000	2,000	2,000	2,000
MDOT	43,930	43,930	43,930	43,930	43,930
Bangor	213,662	279,396	320,749	328,108	331,899
Brewer	160,636	77,678	78,611	80,190	80,940
Hampden	40,145	47,530	48,496	49,727	50,292
Veazie	8,231	10,583	19,336	14,977	15,233
Orono	16,461	21,165	57,255	40,723	41,503
Old Town	16,461	21,165	38,673	29,954	30,465
Univ of Maine	13,718	17,638	219,675	217,095	222,324
Other local	0	0	21,011	21,536	22,075
Farebox	352,722	401,059	418,240	426,032	446,652
UM Maine Card	16,000	16,000	21,000	21,000	21,000
Advertising	27,660	28,351	29,060	29,786	30,531
Total Revenues	1,332,607	1,490,536	1,963,838	1,968,482	2,014,040

COMBINED EXPENSES

Including transfers to capital reserve

Existing Services	953,067	976,893	1,001,316	1,026,349	1,052,007
New Services	222,611	452,578	865,074	886,701	908,868
Regular Capital Reserve	25,900	25,900	25,900	25,900	25,900
Capital Additions	95,000	1,250	39,800	0	0
Total Expenses	1,296,578	1,456,622	1,932,090	1,938,949	1,986,776
 Surplus/(deficit)	 26,414	 24,011	 21,548	 19,026	 16,443

CAPITAL RESERVE FUND

	<i>FY 04</i>	<i>FY 05</i>	<i>FY 06</i>	<i>FY 07</i>	<i>FY 08</i>
Opening Balance	39,838	64,488	90,388	34,442	59,092
Additions	120,900	27,150	65,700	25,900	25,900
Withdrawals	96,250	1,250	121,646	1,250	1,250
Ending Balance	64,488	90,388	34,442	59,092	83,742

OPERATING FUND

	<i>FY 04</i>	<i>FY 05</i>	<i>FY 06</i>	<i>FY 07</i>	<i>FY 08</i>
Opening Balance	0	36,029	69,943	101,692	131,224
Operating Revenues	1,211,707	1,463,386	1,898,138	1,942,582	1,988,140
Operating Expenses	1,175,678	1,429,472	1,866,390	1,913,049	1,960,876
Ending Balance	36,029	69,943	101,692	131,224	158,489

55. Proposed service additions for FY 2006 include:

- Add a third bus to the Old Town route to allow 30-minute headways on this route.
- Introduce a free campus shuttle linking the University of Maine campus with new peripheral parking lots.
- Add a shuttle linking the Orono Research park with a new transit hub on the University of Maine campus.
- Add a free and frequent weekday shuttle in downtown Bangor.

56. The capital and financial plan assumes that the Bangor region will rely on Congressional earmarks for future vehicle acquisitions, and that available FTA formula funds will be used for expanded operations. In the past, a portion of the available formula funding has been reserved for bus purchases.

57. The capital plan assumes that Maine transportation bonds would be used to pay 10% of the cost of most new buses. The plan relies on state bonds for the full 20% local capital match for two new buses for a proposed University of Maine campus shuttle.

58. Five-year revenue and expense projections are summarized in Figure 1.3. Municipal contributions include operating subsidies for existing and proposed new services, regular capital reserve contributions, plus additional capital contributions for some new services.

59. Municipalities may be eligible to receive full reimbursement of increased transit expenditures through MDOT's new transit-related local roads assistance program. These possible highway reimbursement dollars are not included in financial plan projections developed for this study.