

**RESOLUTION**  
**R 79-09**

**A RESOLUTION SUPPORTING CONTINUED PARTICIPATION IN PHASE 3  
AND PHASE 4 OF THE DUPAGE MAYORS AND MANAGERS CONFERENCE  
CIRCULATOR STUDY**

WHEREAS, the Village of Lombard has been an active participant in Phase 1 and Phase 2 of the DuPage Mayors and Managers Conference Circulator Study; and

WHEREAS, the Village of Lombard has received a complete Market Analysis and Service Type Analysis, which includes service area boundaries, primary markets to be served, activity centers to be served, service type, general period of operation, and estimates for capital and operating costs; and

WHEREAS, the Village of Lombard has been selected by the DuPage Mayors and Managers Conference's Transit Plan Implementation Team as one of the service areas to receive a detailed service design, detailed specifications, and an implementation strategy; and

WHEREAS, the Village of Lombard was selected by the Transit Plan Implementation Team because of the high likelihood of success of a circulator, as determined by a ranking of transit supportive criteria; and

WHEREAS, the Village of Lombard is requested to show its continued willingness to implement a circulator service as designed in Phase 3 and Phase 4 of the Local Circulator Study – Service Design and Specifications and Implementation Strategy.

NOW, THEREFORE, BE IT RESOLVED BY THE PRESIDENT AND BOARD OF TRUSTEES OF THE VILLAGE OF LOMBARD, DUPAGE COUNTY, ILLINOIS, as follows:

**SECTION 1:** That the Village of Lombard agrees to participate in Phase 3 and Phase 4 of the Local Circulator Study – Service Design and Specifications and Implementation Strategy; and

**SECTION 2:** That the Village of Lombard agrees to diligently work towards implementing the service design, including pursuing potential funding resources and submitting applications to these sources.

Re: Resolution No. 79-09  
Re: Circulator Study  
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Adopted this 2<sup>nd</sup> day of April, 2009.

Ayes: Trustees Gron, Tross, O'Brien, Moreau, Fitzpatrick and Soderstrom

Nays: None

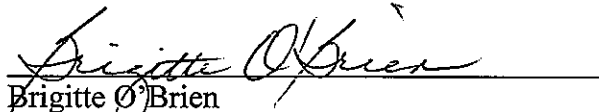
Absent: None

Approved this 2<sup>nd</sup> day of April, 2009.



William J. Mueller  
Village President

ATTEST:



Brigitte O'Brien  
Village Clerk

## CHAPTER II

# Village of Lombard, Illinois Circulator Service Implementation Plan

### EXISTING TRANSIT RESOURCES

Some transit service is available to residents and employees of Lombard, including Metra service at the Lombard station via the Union Pacific West line. Multiple bus routes are operated in Lombard by Pace Suburban Bus Company, including both peak and off-peak service. These routes serve as feeder routes for commuters using Metra service in addition to local service in DuPage County communities. Additionally, the proposed Addison and Downers Grove circulators would provide service to the Lombard Metra station and Yorktown Plaza respectively, and would offer the opportunity for connections between the three communities. A similar service under consideration in the Greater Oak Brook Area would provide access to employment destinations in those communities as well. A discounted taxi voucher program is also available to eligible residents.

### SELECTED ALTERNATIVE

The proposed circulator service is designed primarily to serve Lombard residents and to complement the existing Pace bus service provided in the Village. The local circulator should be fully integrated with the existing transit services and will increase mobility for residents of the Village throughout the day. Based on the demographic and economic characteristics and the existing transit network in the Lombard service area, **route-deviation** service was determined to be the best service-type option for the community. Route-deviation allows the vehicle to leave the route to serve specific origins and destinations, but still provides service on every block of the route. Because the vehicles are allowed to deviate from the routes, the service can be operated without the need for a complementary paratransit service. The recommended route-deviation service includes two routes that would help to provide local mobility throughout the day to the Metra station, local retail centers, and major employment centers. As ridership and customer support grow in the future, it may be desirable for the Village to consider transforming the recommended route-deviation service into fixed-route service.

Out of four potential fixed-route and route-deviation circulator schemes analyzed, Alternative 4 was selected to operate two routes seven days per week with weekday service between the hours of 6:00 a.m. and 10:30 p.m. and weekend service between 8:00 a.m. and 11:00 p.m. As proposed, Route 1 would operate on a 75 minute headway, and Route 2 would operate on a 90 minute headway. The selected routing would provide regular all-day service in addition to door-to-door deviations to major medical facilities, transportation centers, shopping centers, and employment centers within the Village primarily for the elderly, disabled, and low-income individuals. The circulator is projected to have 49,000 annual boardings and an annual operating cost of \$778,473.

## LOMBARD CIRCULATOR IMPLEMENTATION PLAN

Two of the other alternatives that were developed were based on the route structure recommended in Alternative 2. As the service develops and ridership increases on the circulator routes, some of these enhanced service options can be implemented. As a second phase to the Circulator service, service could be switched to a fixed-route system with the same headways. This service would cost an estimated \$1.1 million each year to operate, a 69 percent increase over the recommended alternative. A third phase would add additional service to the two routes by increasing the frequency of service at an estimated cost of \$1.6 million to operate each year, a 45 percent increase over the Phase 2 system.

Based on the selected route alternative and the operating options available, it is recommended that the new circulator service be operated through a contract with Pace Suburban Bus. Pace is already the major transit operator in DuPage County and can provide experienced operational, management, and maintenance staff at a relatively low cost. Through a contract with Pace, Lombard will be able to maintain control over the quality of the service without having to develop all of the necessary capabilities and facilities in house.

### Route Map

*Note: See Attachment.*

### Route Narrative

- **Route 1:** Route 1 begins at the Lombard Metra Station (connects here with the Addison Circulator), travels south on Main to Maple. Turns left on Maple, travels east to Westmore-Meyers, then south on Westmore-Meyers to Wilson. Travels west on Wilson to Finley, south on Finley to 22<sup>nd</sup>, east on 22<sup>nd</sup> to Highland, south on Highland to Yorktown Center (connects here with the Downers Grove Circulator), then reverses itself and returns to the Metra station.
- **Route 2:** Route 2 begins at the Lombard Industrial Park and travels through the park on DuPage and Cortland. Travels south on Main to the Lombard Metra station (connects here with the Addison Circulator), then proceeds south on Main Street to Roosevelt, then east to Highland. Travels south on Highland to Yorktown Center (connects here with the Downers Grove Circulator), loops through Fountain Square via Butterfield and Meyers, then reverses itself and returns to the Lombard Industrial Park.

*Note: It will be important for the Village to make some final route decisions, especially with regard to whether the circulator will serve Main Street or Westmore-Meyers Road and how it will serve Yorktown Center.*

<sup>1</sup> All operating costs have been adjusted from the original Service Specifications Report to reflect the service commencing in late 2009-early 2010.

### VEHICLES

Based on community input, projected ridership levels, and the characteristics of the roadways in the community, a body-on-chassis style vehicle is recommended for this service. No preferred vehicle model was selected by the public, so the Village of Lombard should work with Pace to determine the best vehicle model based on the existing fleet and maintenance capabilities.

The selected vehicle should include the following features:

- Low floor
- Wheelchair-accessible via a ramp
- Two wheelchair placement positions
- Large windows
- Modern look

The ideal seating capacity for the vehicles would be 25-30-passengers. However, in the interest of “growing” the service over time, the Village should consider starting small by initiating service with smaller vehicles (e.g. 10-12 passengers), monitoring ridership, and upgrading to larger vehicles as needed. One cautionary note is that, if the Village decides to begin with smaller vehicles, it should closely monitor demand from large employers, in order to avoid the service being overwhelmed during peak hours.

The Village should work with Pace to acquire the vehicles through the Pace Locally Based Service Program (LBS) and/or Municipal Vehicle Program (MVP). The programs require a security deposit and nominal monthly fee but otherwise permit the Village to avoid the capital expense of purchasing buses. Vehicles obtained through these two programs will be of the 10-12 passenger capacity. The Village should coordinate with Pace as the service grows to upgrade vehicles as needed, as noted above.

To operate the circulator at the desired service level, three of the selected vehicles will be required. The vehicles will all need to be purchased before service can commence, and should be scheduled for delivery in the fall of 2009 (assuming service starts in late 2009-early 2010.) In addition, a bicycle rack should be purchased at the same time for each new vehicle.

### STAFFING REQUIREMENTS

By contracting the Lombard Circulator with Pace, only minimal Village staff will be required for its operation. The drivers, mechanics, schedulers, dispatchers, and other operational staff will be provided and trained by Pace. A contract manager should be designated from among existing Village personnel, preferably someone with experience in transit, or a new position should be established.

A range of duties were enumerated in the Service Specifications Report that included negotiating contracts, contract oversight, and future planning activities. In addition, marketing the new transit service will fall under the purview of this position and will be of the utmost importance to the success of the route.

## LOMBARD CIRCULATOR IMPLEMENTATION PLAN

### Marketing

Marketing will be vital to the success of the Lombard Circulator because it is a new type of service in the Village. Good marketing will often increase ridership and possibly provide justification for additional federal, state, and local funding. A marketing campaign should begin well before the start of operations so that residents and employees of Lombard are aware of the service and its features, benefits, and operating characteristics. Continual marketing efforts to the general community will be necessary throughout the first year and beyond to promote public perception of the Circulator and attract new riders to the service.

The estimated annual budget for the marketing program for the Lombard Circulator is \$15,000. A few successful marketing techniques include:

- Distributing schedules and route maps at major employment centers, hotels and restaurants, libraries, hospitals, medical facilities, human service agencies, schools, shopping centers, senior and assisted living centers, transportation hubs, and other facilities served by the route.
- Advertising transit service on local radio (public service announcements provided at no cost by the radio station) and television stations with a contact number.
- Mailing or distributing by hand transit advertisements to households, homeowners associations, Chamber of Commerce, and Park District facilities (senior citizen centers, church groups, or volunteer organizations will often help with these types of projects).
- Website (Village website and the websites of local partners).
- Advertising the website in local newspapers and church/neighborhood/ other newsletters.
- Distributing transit materials at local fairs and festivals.

Marketing to existing transit customers is just as important as marketing to potential new riders. Passengers on the existing Pace routes in Lombard should be targeted by marketing efforts, in addition to commuters who currently use the Metra Station. In addition, it will be important to market the new service among existing users of the DuPage County paratransit service, especially within the senior citizen and disabled communities. Because of the lower cost per trip of the new circulator service, these riders should be encouraged to use the new service when possible.

It should be noted that the new service type may be confusing for potential riders who are used to traditional fixed route service and for some demand-response customers. Extensive marketing and education efforts will be helpful in teaching them about the new system, showing them how to use it, and ensuring an easy transition from the current system for those who choose to use it.

Determining *what* to market is just as important as determining *where* to market transit. A common problem is that residents will not understand the operations, routes, and schedules of the new service. It is often helpful to sit down with a focus group of residents and employees to receive feedback on draft versions of bus schedules and related materials. The Village may wish to target seniors and shift workers for this feedback.

Furthermore, it is highly recommended that one brief, user-friendly brochure be developed explaining all of the transportation services offered in the Village, including the Lombard

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Circulator routes, Ride DuPage, the taxi voucher program, Metra service, and the applicable Pace routes. This brochure would be distributed at facilities such as libraries, hospitals, medical facilities, human service agencies, schools, shopping centers, senior citizen centers, assisted living centers, Metra stations, and major employers. This brochure or a summarized version would also be used for mail-out or hand-delivered household flyers. The transportation brochure design should mirror the transit agency website design if possible.

Appendix A provides an excellent example of a brochure of transportation services offered in Willows, California. Glenn Ride's brochure provides brief overviews of available transportation services, as well as simple photographs of vehicles and transit facilities. The brochure briefly explains Glenn Ride, subsidized taxis, volunteer medical transport, and a Ride to Work program, including service spans and fares. Customers can then contact the transit agency (or the Village) if they need more information. Lombard's brochure should include a contact phone number, as well as all appropriate websites.

Another good example of consolidated transportation information is Portland, Maine's Regional Transportation Program (RTP) brochure. The newest brochure includes descriptions and user-friendly photographs of a countywide bus, Metro, South Portland bus service, paratransit, shopper's express, Casco-Bay ferry, rideshare, shuttle bus, commuter bus, zoom, and Medicaid services. The brochure also includes a wallet-size card with a central call center phone number.

Lombard could also include references to the appropriate websites on this card. The brochure briefly describes different services and the days of the week they are provided. For simplicity, it does not include fares, services hours, or additional details. Riders are encouraged to contact the call center for additional information.

It would also be an excellent marketing and education tool for Lombard to develop a rider's guide for the new circulator service. RTP's website (accessible at <http://www.rtprides.org/onecall.html>) contains a good example of a Rider's Guide, which can be viewed in Appendix B2. The vision for a Lombard Circulator Rider's Guide would be a pocket-sized guide that includes the route schedules, fare information, and route maps that highlight major stops and connections to other transit services including Metra, Pace, and other local circulator routes proposed for DuPage County.

As part of the service contract to be developed with Pace, the Lombard Circulator should be added to the standard Pace informational materials including the Pace/RTA website, rider brochures, and system map. Information about the service should be available on the Village of Lombard website, with links to the appropriate websites where this information can be found. Contact information for customer service should be available on this site, along with detailed instructions for passengers wishing to schedule a route-deviating trip. Full integration of the Lombard Circulator into the Pace bus system is desirable as an advertising tool for potential passengers who do not live in Lombard and are not reached by other marketing methods. Additionally, the Lombard Circulator would be added to the RTA trip planning tool which would allow residents throughout the Chicago region to learn about the DuPage Area service and would help residents make longer trips outside of the village that may require transfers to other service providers.

## FACILITIES

The major facilities that will be necessary to operate the Lombard Circulator routes are approximately 135 bus stops and their associated signs and amenities. All bus stops must be ADA-compliant and include a 5-foot by 8-foot passenger loading area.

Signage is of primary importance to help potential riders locate a stop and also serves as additional advertising. Standard signage at every stop should include:

- Identifying sign – should be easily visible from the roadway to passing vehicles, clearly identifiable with the Lombard Circulator service, and include the routes served at the stop.
- Schedules – full schedules at each stop allow passengers to know how long they have to wait and make new passengers more likely to use the service (draft schedules have already been developed).
- Route map – a full map of the route with major stops highlighted, including connections to Pace routes and the Metra stations.

Some stops will require additional amenities like trash cans, benches, and shelters. The criteria used to determine where these amenities are appropriate typically include:

- High levels of boardings
- Near medical facilities
- Near concentrations of senior citizens

Tables II-1 and II-2 indicate which stops should initially include shelters and which should include benches. *Note: These stops should be revisited based on final route decisions, especially with regard to whether the circulator will serve Main Street or Westmore-Meyers Road and how it will serve Yorktown Center.* As the service becomes more established in the community, the stops should also be re-examined on a periodic basis to determine if new benches or shelters are appropriate.

### Table II-1 – Recommended Destinations for Bus Shelters

- Lombard Metra Station
- Eastgate Shopping Center
- Meyers and Roosevelt (see italicized note above)
- Meyers and 22nd Street (see italicized note above)
- Yorktown Center (see italicized note above)

### Table II-2 – Recommended Destinations for Benches

- Main Street and Maple Street (see italicized note above)
- Maple Street and Westmore-Meyers (see italicized note above)
- Westmore-Meyers: Washington and Madison (see italicized note above)
- Meyers: 16th and 18th Street (see italicized note above)
- Lombard Industrial Park
- Main Street: Berkshire and Grove (see italicized note above)
- Finley: Maple Street, Hickory, Madison, and Roosevelt



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- Finley and 22nd Street
- 22nd Street: Main Street and Highland (see italicized note above)
- Highland and Majestic Drive

Several of the major stops are proposed for private locations including shopping centers, industrial complexes, and medical facilities. For each of these stops, the Village will need to negotiate with the landowners to determine the specific site for the stops, and possibly to allow for waiting passengers inside of the buildings during the winter months. Wherever possible, the Village should encourage landowners to pay for all or a portion of the cost of the bus stop, shelter, and other amenities as a beneficial service that can be offered to their customers and employees. This may be especially important at locations that are expected to have significant levels of ridership.

Construction and improvements to 135 bus stops along the two routes is estimated to cost \$391,500 in the first year. Bus stop identification signs must be installed for the start of service during the first year. Other improvements, including shelters and benches, should be prioritized by boarding activity (stops with higher boarding levels should be completed first) on a schedule that allows all of them to be completed by the end of the second year.

One innovative approach which has been used in several communities is to have a local advertising company install and maintain the bus stop improvements. Transit systems have been able to fund the improvements and obtain additional revenue in exchange for advertising space on the bus stops.

Access to bus stops is another important issue that must be addressed for all stops, no matter how many daily boardings occur. Passengers must be able to access the bus stop easily and safely or many potential riders will choose not to use the service. Sidewalks must connect from the local streets to every bus stop, and construction will be necessary wherever these connections are currently missing. A marked crosswalk should also be provided within 300 feet of every bus stop, as passengers will be required to cross the street at least once during a round-trip. These improvements to the pedestrian network will make accessing transit easier and safer, should help to improve ridership on the Lombard Circulator, and should be completed as soon as local funding allows. These improvements are also necessary to meet the requirements of the Americans with Disabilities Act (ADA).

## FUNDING SOURCES

Estimated capital and operating costs for Year One of the Lombard Circulator are as follows:

- Capital – \$745,200
  - Three buses (including one replacement bus) – \$558,700
  - Other capital investments (bike racks, bus stop amenities, pedestrian improvements, etc.) – \$186,500
- Operating – \$778,473

## LOMBARD CIRCULATOR IMPLEMENTATION PLAN

The introduction of the Lombard Circulator will cause transit operating expenses to increase significantly over the next six years. A wide range of sources are available at the federal, state, and local levels to fund various aspects of local transit services. In addition, the route will be able to generate revenues from advertising and fare collection. Operational funding includes the costs necessary for the daily operation of a transit system including staff, maintenance, and marketing. Capital costs are incurred in the purchase of equipment or construction of facilities necessary to operate transit including maintenance facilities, bus stops, passenger amenities, and vehicles. More financial assistance is available from federal sources for capital costs, while operating funds must typically be found at the local or state level.

### Transit Fares

Revenues collected from passengers in exchange for services help reduce reliance on external sources of funding for a transit system. No public transit system is able to generate enough revenue from passengers in exchange for its services to sustain operations independent of public investment. The Service Specifications Report and Task Force proceedings have recommended a fare of at least \$1.50, with a \$.50 transfer fee, and the opportunity to provide a discounted fare to riders based on criteria to be determined. It is assumed that fares will account for approximately 6.6 percent of the operating costs.

Pace charges a \$1.50 one-way fare for its regular routes with \$0.25 transfers to another Pace route or \$1.25 for local/feeder routes with free transfers to other local/feeder routes and \$0.50 transfers to other Pace routes. The Village will want to work with the other circulator communities and Pace in order to finalize the circulator fare.

The Illinois State legislature has recently passed a bill that will provide free rides to all senior citizens in the Chicago region. This decision could impact the amount of revenue received from the fareboxes of transit operators throughout the region. However, the new law only applies to fixed route service, so it is likely that the first phase of the Lombard Circulator as recommended in the Service Specifications Report will be exempt from this requirement because it operates as a route-deviation service. Phases 2 and 3 of the proposed circulator are designed to operate as fixed-route service as ridership increases in the area. Revenue streams for these future phases may be directly impacted by this new legislation.

### Congestion Mitigation and Air Quality Funding (CMAQ)

The CMAQ program was initiated under the Intermodal Surface Transportation Efficiency Act of 1991 for projects intended to reduce air pollution and help areas that exceed federal air quality standards to meet those requirements.

Transit is an important strategy for metropolitan areas in helping meet air quality requirements. Funds are apportioned according to a formula based on population and severity of pollution in ozone and carbon monoxide nonattainment areas. The CMAQ program provides over \$8.6 billion in funds to state Departments of Transportation, metropolitan planning organizations (MPOs), and transit agencies for projects that reduce air pollutants over a five-year period (through 2009).

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While CMAQ can be an important source of funding, the source is diminishing as the current transportation bill (called SAFETEA-LU) comes to the end of its appropriation. The current focus of CMAQ is to spend down the funds on current projects.

### **Regional Transportation Authority Planning, Operating, and Capital Funding Programs**

The RTA offers four specific planning, operating, and capital funding programs. The purpose of these programs is to fund projects that support the RTA's Strategic Plan. The two programs most relevant to circulators are:

**Innovation, Coordination and Enhancement:** The Innovation, Coordination, and Enhancement (ICE) program targets operating and capital projects that enhance coordination and integration of public transportation or that develop and implement innovations to improve the quality and delivery of public transportation. The program is available to units of local government, transportation agencies and the RTA Service Boards. There is a total of \$10 million in funding available through the ICE program. This funding source is ideally suited to the circulator service given its focus on serving the general population while targeting workforce commuters. In fact, the DuPage Area Local Circulator project has received \$2.3 million in operating and capital funds for the first year of operations of a system that would include Addison, Downer Grove, Lombard, and Wheaton.

**Job Access Reverse Commute / New Freedom:** JARC/NF targets operating and capital projects that enhance mobility for older adults, individuals with low incomes, persons with disabilities, and addresses reverse commute markets and access to jobs in the region. There is a total of \$6 million in funding available through the JARC/NF program.

### **State Funding Sources**

State funding for transit operations in the Chicago region is funded through two sources—a sales tax levied on a six-county region and the Public Transportation Fund (PTF). The transportation sales tax collects over \$700 million each year which is distributed by the RTA to the three operating agencies in the area—Pace, Metra, and CTA. Approximately 12 percent of this total is dedicated to Pace's operations in the suburban counties. The PTF provides a 25 percent match of the collected sales tax revenues, which is also shared between the three agencies at the discretion of the RTA. In January 2008, the amount of the sales tax was increased in each of the counties and the City of Chicago. This should result in an increase in operational funding for Pace in the future.

Pace's increase in funding should allow for improved bus service in the suburban counties. DuPage County residents currently pay a 0.25 percent sales tax to fund transit, and will soon be paying 0.75 percent as part of the new transit funding legislation. Thirty percent of these revenues are directed to Pace and should be used to provide transit service in the county. The funding options can be explored and then arrangements can be finalized as part of the contract with Pace.

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It is recommended that the Village work with Pace on the acquisition of buses, through the Municipal Vanpool Program and Locally-based Vehicle Program. It is also recommended that the Village consider approaching local legislators about additional funding opportunities that might become available.

### Local Contributions

Local contributions (including county and municipal) are needed to pay for the remaining costs not covered by federal and state funding sources. If other sources of funding do not adequately cover the cost of the new service, then local jurisdictions will have to decide to what degree they want to take on responsibility for filling in the gap. More than \$4.2 million in operating costs will not be covered by fare revenues over the first six years. Some of this may be covered by the federal and state programs and grants that have already been discussed; however, the remainder of both capital and operating costs will have to be covered primarily through local sources. Partnerships with local businesses and public agencies have the potential to provide additional revenues. Other innovative funding sources might also be possible.

3 FTA Authorization Fact Sheet available at [http://www.fta.dot.gov/documents/FTA\\_New\\_Freedom\\_Fact\\_Sheet\\_Sept05.pdf](http://www.fta.dot.gov/documents/FTA_New_Freedom_Fact_Sheet_Sept05.pdf).

### Public Partnerships

The Village of Lombard should investigate potential public partnerships with DuPage County as a potential source for financial support. In fact, the DuPage Area Local Circulator project has received \$1.6 million in operating funds from DuPage County for the first year of operations of a system that would include Addison, Downer Grove, Lombard, Oak Brook/Oakbrook Terrace, and Wheaton.

Additionally, a partnership with Pace should be carefully explored throughout the contract negotiation process. It is recommended that the Village work with Pace on the acquisition of buses, through the Municipal Vanpool Program and Locally-based Vehicle Program. It is also recommended that the Village consider approaching local legislators about additional funding opportunities that might become available..

### Private Partnerships

Private partnerships stand to provide additional revenue for the Lombard Circulator as well as increasing the community's investment in and shared responsibility for the bus system. Private contributions can range from only several hundred dollars to several thousand dollars. Potential partners range from large institutions and corporations to local residential developments.

Effective relationships with private companies and organizations can help serve both the needs of the service and its partners.

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These partnerships can go beyond an ongoing financial connection that funds bus operation. Partners can also provide the resources for facilities or services that will benefit them or their constituents, such as the financial resources to install a bench or shelter outside of the partner's building. This will benefit the employees, customers, and visitors traveling to the location, which will benefit the partner as well as encourage residents with connections to the partner to use bus service. Wal-Mart has a policy to build and maintain a bus shelter at their stores if bus service is available. Another potential partnership would be to establish commuter programs with major employers so that private companies would subsidize their employees' use of the service.

Another indirect method for partnering with private businesses is through advertising on bus shelters and bus vehicles. This is currently projected to only provide a minimal amount of revenue (\$1,000 per year), which is only \$250 per bus shelter per year. This amount could be increased somewhat through additional efforts to work with local and national businesses to place advertising in strategic locations and through a slight increase in the cost of placing such advertisements. Advertising on the bus vehicle itself is another potential source of revenues from private institutions and companies.

The National Council for Public-Private Partnerships identified five keys to successful public-private partnerships. It is important for the Village of Lombard to remember these elements of a partnership as it engages and forms relationships with the private sector. Although private sector funding would be difficult for a transit agency to turn down, it is important that each partnership is capable of benefiting all parties involved and meeting everyone's expectations.

Keeping these principles in mind will lead to successful partnerships, which will serve to encourage more entities to embark on partnerships with the Village of Lombard.

### **Keys to Successful Public-Private Partnerships<sup>4</sup>**

There are five relevant critical components of any successful Public-Private Partnership (PPP) that apply to a Lombard partnership. While there is not a set formula or an absolute foolproof technique in crafting a successful PPP, each of these keys is involved in varying degrees.

#### *Political Leadership*

A successful partnership can result only if there is commitment from "the top." The most senior public officials must be willing to be actively involved in supporting the concept of PPPs and taking a leadership role in the development of each given partnership. A well-informed political leader can play a critical role in minimizing misperceptions about the value to the public of an effectively developed partnership. Equally important, there should be a statutory foundation for the implementation of each partnership.

<sup>4</sup> The National Council for Public-Private Partnerships, "How Partnerships Work," available at <http://ncppp.org/howpart/index.html>.

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### *Public Sector Involvement*

Once a partnership has been established, the public sector must remain actively involved in the project or program. Ongoing monitoring of the performance of the partnership is important in assuring its success. This monitoring should be done on a daily, weekly, monthly, or quarterly basis for different aspects of each partnership (the frequency is often defined in the business plan and/or contract).

### *A Well-Thought-Out Plan*

You must know what you expect of the partnership beforehand. A carefully developed plan (often done with the assistance of an outside expert in this field) will substantially increase the probability of success of the partnership. This plan most often will take the form of an extensive, detailed contract, clearly describing the responsibilities of both the public and private partners. In addition to attempting to foresee areas of respective responsibilities, a good plan or contract will include a clearly defined method of dispute resolution (because not all contingencies can be foreseen).

### *Communications with Stakeholders*

More people will be affected by a partnership than just the public officials and the private-sector partner. Affected employees, the portions of the public receiving the service, the press, appropriate labor unions, and relevant interest groups will all have opinions, and frequently significant misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.

### *Selecting the Right Partner*

The “best value” in a partner is critical in a long-term relationship that is central to a successful partnership. A candidate’s experience in the specific area of partnerships being considered is an important factor in identifying the right partner. The listing of NCPPP members (provided under Council Members on this site) provides a logical starting point for the identification of potential partners or services that might be required in the development of a partnership. Furthermore, James Cuorato argued that for a partnership to succeed, it must have the following characteristics:

1. It must be a real partnership, with shared burdens and shared rewards for both the public and private participants.
2. There must be real incentives for the private sector or they will not participate.
3. The public-sector must use its resources effectively and judiciously, focusing on projects where there can be success.
4. Keep it simple for the private-sector by minimizing the bureaucratic procedures that can cripple a project.
5. Public-private partnerships are a necessary and important part of the process.

Keeping these key elements of effective public-private partnerships in mind will enable the Village of Lombard to establish long-term relationships with partners throughout the

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community. Not all of the partners will contribute huge sums of money or resources, but building those relationships will help create a shared commitment to success of the bus system within the Village.

### Gas Tax

Transit funding in the Chicago region is typically done through the use of dedicated sales tax funds which are administered through RTA. An additional gasoline tax in DuPage County could likewise be dedicated to public transportation and could be used to fund portions of the new Lombard Circulator and the other circulator routes developed through this process in other communities. Note: this source of funding was examined but not recommended by the Village, due to timing and lack of proportionality.

5 The National Council for Public-Private Partnerships, "How Partnerships Work," available at <http://ncppp.org/howpart/index.html>.

### Hotel/Motel Tax

This source of funding is recommended for the Village to explore. It could be particularly appropriate given the Village's strong history of collaboration with the business community. In addition, this source of funding seems fair and proportional, given the circulator's strong focus on serving workforce commuters and shift workers along the Butterfield Road corridor.

### Recommended Funding Scenario for Year One of the Lombard Circulator

It is recommended that the Village use the RTA ICE grant, along with DuPage County match dollars, in combination with a municipal match (as shown below) to fund Year One of the Lombard Circulator.

Operating/Local Municipal Match – \$112,251  
Capitol/Local Municipal Match – \$31,100  
**Total Capitol and Operating -- \$143,351**

Further, it is recommended that the Village work with DuPage Mayors and Managers Conference to secure additional funding from RTA and DuPage County to support operating costs for Year Two.

### IMPLEMENTATION STEP SUMMARY

A summary of the steps needed to implement the Lombard Circulator as described in the Service Specifications Report is shown in the table below. The completion dates for these activities are based on the assumed start of service in January 2010.

It should be noted that many of these steps must be taken immediately in order to facilitate an opening date of January 2010. Any delay in initiating these steps may necessitate a later opening date.

## LOMBARD CIRCULATOR IMPLEMENTATION PLAN

**Table II-3 - PROPOSED IMPLEMENTATION STEPS FOR THE LOMBARD CIRCULATOR**

Activity	Timeline
1 Recruit and initiate Local Circulator Task Force to finalize service plan	Spring 2008
2 Apply for ICE funding	Summer 2008
3 Finalize service plan with Local Circulator Task Force (including monitoring plan and long-term funding strategy)	Winter 2009
4 Adopt Local Match Resolutions	Winter 2009
5. Design bus stops and determine what amenities should be located at which stops	Winter 2009
6. Identify pedestrian access needs for each proposed stop	Winter 2009
7. Develop and negotiate contract for operation of service	Spring 2009
8. Order four buses and bus bike racks	Spring 2009
9. Negotiate with private landowners for specific bus stop locations	Spring 2009
10. Begin marketing efforts	Spring 2009
11. Sign contract for operation of service	Summer 2009
12. Hold public meeting to announce status of service	Summer 2009
13. Construct/install desired bus stop amenities including landing pads and signage	Summer 2009
14. Construct necessary pedestrian improvements at and around bus stops	Summer 2009
15. Design and produce bus stop signage	Summer 2009
16. Finalize Circulator schedule	Fall 2009
17. Receive four buses and bike racks	Fall 2009
18. Secure advertisers for shelters	Fall 2009
19. Begin Service	Fall/Winter 2009/2010
20. Begin Service Monitoring	Fall/Winter 2009/2010

*Note: This Circulator Service Implementation Plan has been developed with the assistance of LSC Transportation Consultants, Inc.*



# Lombard Circulator Route

- Route 1
- Route 2
- Route 1 3/4-mile buffer
- Route 2 3/4-mile buffer
- Village Limits

