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16. Abstract After the Greater Bridgeport Transit District (GBTD) purchased 4 private bus companies in 1979-1980, it set out to provide high quality service by upgrading and expanding the bus fleet, improving coverage and headways, and unifying services and maintenance (Phases 1 and 2 Service Improvements). Then GBTD focused on developing low-cost techniques for increasing ridership. The objective of this study is to develop low-cost strategies that would divert auto trips to mass transit. Two major areas are addressed: 1) marketing and public relations, and 2) service monitoring. A literature search for low-cost techniques already in use by other transit operators identified 13 marketing and public relations techniques and 1 service monitoring technique. Criteria for evaluating resources necessary to implement the proposed techniques and the implementation of them are also discussed. The final chapter of this report discusses the service monitoring set of techniques under the heading of The Operations / Planning Interface Program. This program discusses the means by which the Planning Staff receives qualitative data about GBTD services, namely: the Operators Committee, the Operator Suggestion Program, the Operator "Ride-Along" Program, and the Customer Communications Procedure. In addition, two other public information techniques are discussed--Operator Information Cards, and Operator Information Booklets. Both the Marketing and Public Relations techniques and the Service Monitoring techniques met various levels of success. The most successful, according to the authors, was the Operator Suggestion Program.					
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LOW-COST TRANSIT IMPROVEMENT FEASIBILITY STUDY

Project No. CT-09-0026 (H-491)
ConnDOT 7.25-02(80)

Sponsored by: Greater Bridgeport Transit District

FINAL REPORT

June, 1984

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EXECUTIVE SUMMARY

Background (Chapter I)

The Low Cost Transit Improvement Feasibility Study was undertaken in conjunction with service improvements accompanying the takeover and operation of four existing private bus companies by the Greater Bridgeport Transit District. Efforts under the project focused on readily implemented means of increasing ridership.

Low-Cost Techniques (Chapter II)

The project began with a survey of transit-related literature to identify techniques with the potential of meeting GBTD's goal of increasing ridership. Fourteen techniques were identified or developed by GBTD staff:

Marketing and Public Relations

1. Sales Promotion for Transit Fare Prepayment;
2. The Big Buck and a Half;
3. Operator of the Quarter;
4. Establish Uniform Policy and Practices for Handling Complaints;
5. Answering Service Providing Bus Information During Slack Hours;
6. Drivers Design and Develop Training Program;
7. Hire Senior Citizens to Keep Bus Shelters Clean;
8. Express Bus Pooling;
9. Increased Intermodal Coordination;
10. Employer-Based Flex Time;
11. Youth Educational Program;
12. Newsletter for Operators;
13. Development of System Map.

Service Monitoring

14. Planning - Operations Interface
 - a. Operators Committee;
 - b. Operators Suggestion Program;
 - c. Operator Information Cards;
 - d. Operator Information Booklets;
 - e. Operator "Ride-Along" Program.

Evaluation (Chapter III)

The techniques identified were evaluated in terms of their likely effect on ridership and the level of effort necessary to implement them. Final selection was based on the assessment by effort and effect criteria, tempered by perceived needs of GBTD and the availability of additional resources to implement other desirable techniques. Only one of the fourteen techniques, # 10, was rejected as a result of the evaluation.

Implementation (Chapters IV and V)

The Marketing and Public Relations techniques (reviewed in Chapter IV) selected for implementation either under this project, with other resources, or held for future use can be grouped under three general purposes:

- expand the market for public services;
- improve the public perception of transit
- increase the quality of information flow to and from the bus-riding public.

Other than the Youth Educational Program (Young People on the Move) in the first group, only the techniques included in the last group have had marked success. Some techniques are still in process of implementation; others have met stumbling blocks in terms of available staff time or other resources for successful implementation.

As with the Marketing and Public Relations techniques, the Service Monitoring Techniques (reviewed in Chapter V) met varying levels of success. The most successful has been the Operator Suggestion Program, in terms of useful input to the service planning process. Techniques that require a significant commitment of staff time on a continuing basis, or that seem to contradict the established parameters of labor-management relations, have not proved to be productive.

To some extent, the Operations - Planning Interface program was intended to overcome a perceived lack of communication between the two departments. As a result of efforts including these programs, communication between the Planning and Operations staffs is now on a solid basis.

Conclusion

Of the techniques that have been implemented, the most successful have been those that adapted existing procedures to new purposes. A significant factor in the lack of success of several techniques is the need for continued commitment of staff time to programs whose payoff in terms of increased ridership and operating revenue is indirect. This project did, however, identify and develop several techniques that have been successfully implemented using funds other than farebox revenues and operating assistance.

CHAPTER I

Introduction and Project Approach

A. Project Objective

The main objective of this project was to develop low cost strategies by which auto trips could be diverted to mass transit. The techniques which were considered were techniques which could be implemented within short lead times using existing financial resources. These resources would include funds collected from the fare box and existing operating assistance monies.

B. Project Background

In 1979-1980, the Greater Bridgeport Transit District purchased four private bus companies. Before the buyout, the four companies provided local bus service in the Bridgeport region. The Transit District was formed to provide high quality multi-modal service by upgrading and expanding the bus fleet, improving coverage and headways, and providing unification of services and maintenance. In keeping with these objectives, Phase 1 and Phase 2 service improvements were undertaken, guided by an explicit set of goals and objectives (see Exhibits I-1 and I-2).

Phase 1 and 2 service improvements included the following activities: the purchase of 39 new lift-equipped buses and 8 lift-equipped minibuses, increased frequency of service, extended service coverage, provision of more employer-based bus service and extended hours of service (more evening and weekend service).

Service extensions implemented under the service improvement programs were accomplished in a number of ways; minibus service was implemented in Fairfield, existing fixed-routes in the four Transit District towns were modified, and existing elderly and handicapped service was revamped and distributed between regular GBTD services and a newly formed "Human Service Transportation Consortium." (See Exhibit I-3 for a map of the GBTD fixed route system.)

While the aforementioned service improvements provided residents of the Greater Bridgeport Region with higher quality mass transit services and ridership increased, further improvements were needed to accomplish the GBTD objectives.

The Transit District has limited financial resources for further

improvements. For that reason, this project was conceived as a mechanism by which low-cost techniques could be identified and implemented with a minimal amount of effort and a maximum level of cost-effectiveness.

C. Project Scope

After careful consideration of the objectives that were addressed by the Phase 1 and Phase 2 service improvements, the Transit District decided that there were two major areas to which the resources of this project could best be devoted: marketing and public relations, and service monitoring. Once the decision was made to focus on marketing and public relations and service monitoring, the Transit District scrutinized every aspect of existing programs within these two areas. The following information was unearthed:

Marketing and Public Relations

Although the quality of bus service provided by GBTD has been improved, the Transit District has not always been able to disseminate information to the public as effectively as we would like to.

The public has not always understood what GBTD's role as a transit provider is, what services actually exist, and where to obtain information pertaining to transit services. It was evident that before the service improvements could provide the full intended impact, our marketing capabilities had to be expanded and improved.

Service Monitoring

Because the Transit District is a relatively new transit provider, our monitoring processes were almost non-existent. During the summer of 1980, a large amount of data was collected from on-board surveys and on-off counts. However, in order to complete the analysis and update the information, it was necessary to develop a monitoring program.

D. Work Tasks

The tasks completed under this project were:

- * Task 1 - Inventory Systems Using Innovative Approaches to Transit Operations

- * Task 2 - Develop Evaluation Criteria
- * Task 3 - Evaluate Innovative Approaches
- * Task 4 - Site Visits and Detailed Assessment
- * Task 5 - Develop Operational Plan and Implementation Schedule
- * Task 6 - Interface with Data Collection for Bus Performance Monitoring Study

EXHIBIT I-1

GREATER BRIDGEPORT TRANSIT DISTRICT

System Development Goals

* Provide convenient, safe, attractive public transportation for everyone--especially for those people without other means of travel--and reduce the dependence on the private auto.

* Support regional economic development goals by improving transportation access to employment and business centers, particularly for the economically disadvantaged groups.

* Support regional land-use and growth patterns by discouraging urban sprawl, and improving access to regional centers and subcenters.

* Support efforts to contain the costs of public services by promoting public transit efficiency and by reducing demand for large investment in public infrastructure (highways).

* Support regional environmental goals and objectives of:

- . reducing traffic congestion generally
- . reducing pollution caused by private auto useage.
- . reducing existing and future demand for auto traffic to areas such as downtown Bridgeport and other major centers

* Support overall regional social goals of reducing discrimination against people based on age, sex, race, or ethnic origin.

EXHIBIT I-2

GREATER BRIDGEPORT TRANSIT DISTRICT

Fixed Route Objectives

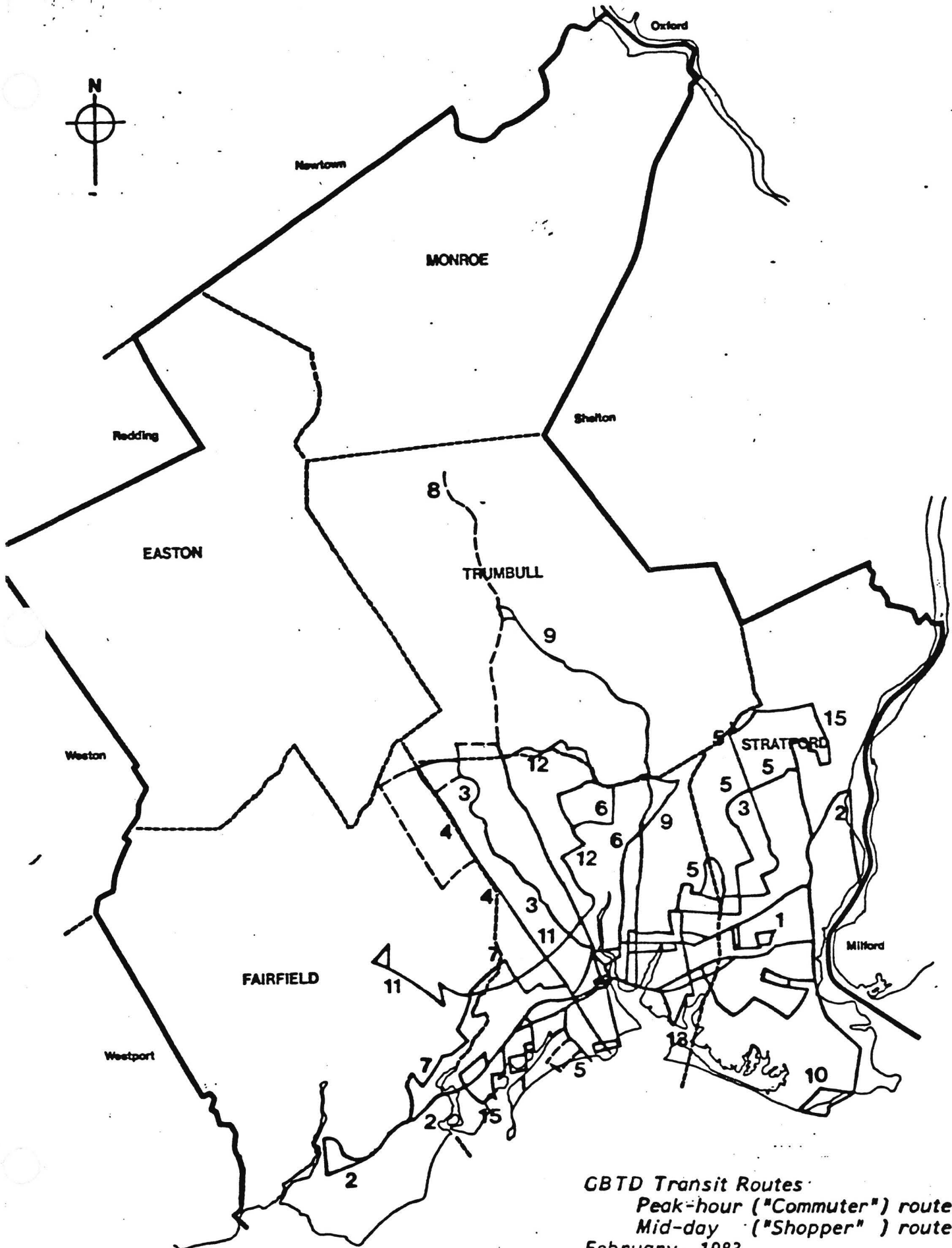
* To provide convenient, safe bus transit services throughout the region focusing both on improvement of services to those people without other means of travel and making the system a viable alternative to the private automobile.

* To increase average daily ridership by 2% annually over the next 5 years;

* To maintain and increase farebox revenues as a percentage of overall operational costs, thus decreasing the potential need for increased subsidies per passenger.

* To promote economic growth by improving the accessibility to fixed-route services. Design services to provide convenient access to regional and neighborhood centers and aggressively seek out State and Federal funding which stimulate improvement in these areas while also improving the quality of public Transit services.

* To provide a high level or frequency of handicapped equipped vehicles so that the handicapped population of the region can use the bus services conveniently.



GBTD Transit Routes
 Peak-hour ("Commuter") routes
 Mid-day ("Shopper") routes
 February, 1983

CHAPTER II

Inventory of Techniques (Task 1)

The inventory phase of the project encompassed several steps. A search of transit literature was followed by a survey of transit operators to identify details of potential techniques.

The literature search included such publications and periodicals as "Service and Methods Demonstration (SMD) Briefs," "Section 8 Project Proposals," "Bus Ride," "Passenger Transport," and "Transit Action Techniques for Improving Productivity and Performance." These sources were used not only to identify specific low-cost techniques already in use by other transit operators, but also to suggest ideas for programs that could be developed by GBTD.

When the work program for the project was originally developed, a mail survey of transit operators currently using low-cost transit improvement techniques was included. A survey instrument was developed for this purpose (see Exhibit II-1). However, at this stage of the inventory phase, the project staff concluded that the time and expense associated with a mail survey was unduly burdensome in light of the limited resources available for the project. A telephone survey of transit operators identified during the literature search was substituted.

The telephone survey was undertaken to obtain more detailed and precise information pertaining to particular techniques. Subsequently, project staff discussed the potential techniques and decided that the best use of Low-Cost project resources was to develop a more suitable Marketing and Public Information Program, relative to the Phase 1 and 2 service improvements referred to in Chapter I.

At that point, the Marketing staff collaborated with the Low-Cost project staff to develop a skeletal marketing program. The program was examined in terms of what was currently being done and what should be done. The proposed marketing program worksheet is shown in Exhibit II-2.

The low-cost techniques that were identified as a result of the literature search or developed by GBTD staff are listed below. Along with each technique is a brief description of the program and a summary of what might be achieved by the technique in the GBTD system. These techniques were then evaluated using the procedure to be described in the next chapter.

A. Marketing and Public Relations Techniques

The following Marketing and Public Information techniques were selected as those which best served Transit District needs:

1. Technique: Sales Promotions for Transit Fare Prepayment
Description: Selling a monthly passes and tickets at staged reductions to induce increased use.
Goal: To determine how prepaid discounts for bus passes and tickets affect ridership.

2. Technique: The Big Buck and a Half (weekend pass)
Description: A "flash" pass sold by operators which is valid for four people (maximum of two adults) to ride anywhere on the system from 10:00 am Saturday until 4:00 am Monday.
Goal: To increase weekend ridership.

3. Technique: Operator of the Quarter Program
Description: Four times a year, drivers and their performances are evaluated to determine which driver deserves to be selected. Selection criteria includes attitude, courtesy, safety, appearance, tardiness, absenteeism etc. "Operator of the Quarter" is rewarded in a number of ways.
Goal: To improve the morale and performance of operators thereby improving GBTD services.

4. Technique: Establish Uniform Policy and Practices for Handling Complaints
Description: Three part NCR pre-numbered forms are given to the information clerks to fill out. At the end of each day the Director of Marketing and Public Relations collects the forms, reviews them and gives them to the proper persons for resolution. All complaints must be followed up and returned in writing to the Director within five working days.

- Goal: To monitor what is happening in the system from the public's point of view.
5. Technique: Answering Service Providing Bus Information During Slack Hours
- Description: An answering service performing information services during evenings week-ends and holidays on a per-hour contract basis. Work hours of the operators would be staggered.
- Goal: To increase information availability.
6. Technique: Drivers Design and Conduct Training Programs
- Description: The operators would play major roles in two special training programs:
- (a) Defensive Driving - The operators who request this program design it and conduct it on their own time.
- (b) Coronary Pulmonary Resucitation (CPR) Training - Two drivers would be selected to take Instructors course on their own time; they would conduct classes twice a month, (2 1/2 hrs class each) for other drivers.
- Drivers completing the course would wear a special patch; a reassurance to passengers.
- Goal:
- (1) Improve working relationship between labor and management;
 - (2) Establish needed driver improvement programs with minimal expense;
 - (3) Make program results visible to transit patrons.
7. Technique: Hire Senior Citizens to Keep Bus Shelters Clean
- Description: Senior citizens are contracted at the rate of \$50 a month per shelter to keep it clean. They receive cleaning materials and supplies and a wagon to carry them in.

- Goal: To provide riders with clean shelters in a cost-effective manner.
8. Technique: Express Bus Pooling
- Description: Provision of Employer-based bus service by organizing groups of employees who live near each other. Employees could be grouped in many ways (i.e. traffic zones).
- Goal: To provide employees with high quality cost-efficient service.
9. Technique: Increased Intermodal Coordination
- Description: Undertake a complete evaluation of existing and possible modes for the GBTD service area and plan service coordination to allow maximization of coverage and eliminate duplication of service.
- Goal: Provision of high quality service at the lowest possible cost.
10. Technique: Employer-Based Flex Time
- Description: Working with local employers to encourage flex time to facilitate carpooling and similar activities.
- Goal: To encourage energy conservation and induce single car occupants to carpool or divert them to mass transit.
11. Technique: Development of Youth Education Program
- Description: Development of a self-sustaining educational program to promote courtesy and safety and to teach youth how to use mass transit services.
- Goal: To build up ridership among the youth of the GBTD service area and to increase public awareness of available transit services.
12. Technique: Development of Employee Newsletter

Description: A newsletter would be put together and distributed every 6 weeks. The newsletter would give information about significant improvements or service changes.

Goal: To increase awareness among operators thereby enabling them to better assist the public.

13. Technique: Development of System Map

Description: Development of a system map with overlays outlining major activity centers, major transfer points, etc.

Goal: To increase and improve the level of information available to the public; this would facilitate trip planning.

B. Service Monitoring Techniques

14. Technique: Planning - Operations Interface

Description: The Interface Program has several components:

Operators Committee - Three members of the GBTD planning staff, four operators (selected by the union), and the Director of Operations meet once a month or once every two months, depending on the need. The four operators were originally part of the "Run Board Committee" as delineated in the Union contract. The Run Board Committee was to be comprised of operators designated by the union, and "appropriate" representatives of the Transit District. The Committee was set up to develop and maintain a better understanding of what is pertinent in the scheduling and bidding processes.

Operator Suggestion Program - In the past, operators have had many suggestions about specific routes which have proved quite valuable in planning for future route and schedule changes. It was felt that since the drivers are the primary communication

link between the Transit District and the public that the operators' input into the planning process would be an invaluable asset. Suggestion forms were designed by the planning staff in conjunction with the Operators Committee and distributed to all drivers. Suggestion boxes were placed in the Operators' Lounges of each of GBTD's two garages; completed forms were to be collected every two weeks and reviewed by the planning staff. Once the suggestions had been reviewed, follow-up work would be undertaken and results discussed with the Operators Committee as well as with the operator who submitted the suggestion.

Operator Information Cards - Each operator was given business cards with the GBTD information number and hours. These cards were to be given to passengers needing more assistance than the operator was able to give.

Operator Information Booklets - Each operator was given a booklet containing route maps and start and end point timetables for each of GBTD's fixed routes. The purpose of the booklets was to enable the operators to assist transferring passengers.

Operator "Ride Along" Program - Members of the planning staff were assigned to sample two runs per month to talk to operators and collect data pertaining to: schedule adherence, route alignment concerns, ridership profiles, and stop information.

Goal:

To improve communication between operators and management, eliminate duplication, and improve services provided and increase dependability.

EXHIBIT II-1

TRANSIT OPERATOR SURVEY

Name of operator
Address
City, State, Zip

Transit Property Characteristics

- 1) What is your fleet size? _____
Active fleet _____ ? Inactive fleet _____ ?
- 2) What is the average age of the vehicles in your active fleet _____ ?
- 3) Type of vehicles used for fixed route service ?
Number of new vehicles _____ ? Type (ie: Flexible, RTSII) _____ ?
Number of Lift-equipped vehicles _____ ? Number of old-look
buses _____ ? Number of new-look buses _____ ?

Service Characteristics and Ridership Profile

- 4) Service Requirements
Number of pk. vehicles _____ ? Number of opk. vehicles _____ ?
Number of lift-equipped buses in service during pk. _____ ? Number of
lift-equipped buses in service during opk. _____ ?
- 5) Frequency of service
Average pk. headway _____ ? Average opk. headway _____ ?
- 6) Ridership Characteristics
Annual ridership _____ ?
Daily passengers _____ ?
Daily pk. passengers _____ ?
- 7) Number of routes _____ ?
Daily vehicle miles _____ ?
Daily vehicle hours _____ ?
- 8) Your ridership is composed of %elderly _____ ? %handicapped
_____ ? %youth _____ ? , %commuters _____ ? %low-
income persons _____ ?

9) Your average rider could be described as _____
_____ ? (i.e. commuters, transit dependents, shoppers, etc.)

Description of Service Area and Changes in Service

10A) Has the composition and/or volume of your ridership changed over the past five years? Yes _____ No _____

10B) Ridership over the past five years has: Increased by _____%,
Decreased by _____%, other _____ (i.e: switch from low-income ridership base to commuter base etc.)

If answer to question 10A was yes, please answer question 11.

11) What type of service changes have been made to elicit change in ridership composition or to respond to the change? _____

(Attach another sheet if necessary)

Operations and Maintenance

12) Describe your maintenance program in reference to mechanics (i.e.: Do you have certain mechanics specializing in certain types of work or do your mechanics work on anything on any bus?) Quality Control (i.e.: what types of safe guard mechanisms are used to ensure that the buses are being properly maintained?) _____

(Attach another sheet if necessary)

13) Do you have a central maintenance facility? Yes _____ No _____

If yes, please describe the facility (i.e.: Number of bays, service islands pits etc.)

If no, where are the buses serviced _____ ?

- 14) a) Average number of breakdowns (road calls) per month _____ ?
- b) General nature of breakdowns (i.e.: transmission problems, brakes, etc.)
- c) In general, are the breakdowns due to mechanical problems which could have been avoided if the buses had received regular maintenance _____ ?

Service Area Characteristics and Service Standards

- 15) Describe your service area (is it rural, suburban, urban? How many municipalities does it include?)
- 16) Besides fixed-route bus service, what other types of services do you provide (i.e.: dial-a-ride, minibus, shared-ride taxi etc.?)
- 17) Adequacy of service(s)?
- Service is generally adequate _____
- Service is inadequate because _____
- _____
- What changes would be made to improve the quality of service? _____
- _____
- 18A) Do you feel that your service is adequately marketed ? Yes _____
- No _____
- 18B) Would you say that the public is generally aware of available transportation services? Yes _____ No _____
- 19) Would you say that your outfit suffers from an image problem ? (i.e.: does the public perceive that your service is dependable, do they perceive a high crime and vandalism rate associated with mass transit ? etc.)
- 20) To what extent and in what way does the public play a role in your planning process ?

Marketing

- 21A) What types of marketing strategies have you employed over the past five years ?
- 21B) Do you work with an Ad agency or is your work done in house ?
- 22) Do you feel that your marketing program is adequate in addressing your needs ? If not, how are you going to modify it to meet your needs ? _____
-

Service Development

- 23) What has your organization done in the area of service development during the past five years ? Please describe _____
-
- 24) Has your organization considered TSM and/or related activities ?
Yes _____ No _____
If yes, please describe _____

EXHIBIT II-2

Marketing Worksheet

GBTD's marketing effort should include:

Bus Information Distribution

Handling of Complaints

Marketing of Services

Community Relations

Bus Information

Doing Now

*New schedules printed 3 times yearly

*Improving new schedule designs by critiquing and adjusting each new printing.

*Distributing on buses

*Distribute in racks in high traffic areas (Laf. Plaza, Bus Terminal, Baldwin Center, Fairfield & Trumbull Libraries, Railroad Station both sides, GBTD, Eisenhower Cntr.

*Printing bi-lingual schedules & pamphlets-use of new lift buses.

*Developing system map

Should Do

*Try to change less often & less drastically, esp after Jan. 1981 service change

*Continue

*Improve availability, order new on-board schedule holders

*Consider making available at banks, Univs. hospitals (Staff available?)

*Trumbull Shopping Park permission? Talk to Trumbull Commissioner

*Continue. Make added pamphlets available, on using system, transferring, etc.

*Continue

*Develop coordinated process by which schedules are assembled. If they can be updated by computer, great! If not, they should be finalized much earlier. Last minute changes increase costs & incidence of errors.

Bus Information - Phone

Doing Now

*2 information lines and 2 full-time operators

*Staggered schedules for operators, currently 8am to 6pm Mon-Fri

*After hours tape

Should Do

*Hire a person for weekend information on Saturdays, to start.

*Adjust hours as needed perhaps using earlier morning hours.

*Rerecord tapes to make them more marketing oriented. One for week nights, one for weekends.

*Ask for phone company "busy study" to check on busy signals received by callers to information lines

*Consider recorded message, music and check-back recording (Your call will be answered as soon as one of our info operators is available..)etc.

*Possible 3rd info line and person, if warranted.

*Have operators keep log of calls both number and types for ONE WEEK. Longer efforts tend to bog down.

*Advertise bi-lingual operators and hire only bi-lingual in the future.

Handling Complaints

Doing Now

*Information operators taking phone complaints, giving filled-in complaint form to Dir. Comm. Rel.

*Dir. Comm. Rel. reads, files, sends copy to Dir. Operations

Dir. Operations has assistant look into complaints, make adjustments.

Should Do

*Establish formal complaint/suggestion procedure.

*Include designee on planning staff as recipient of service suggestions (also complaints if desired).

*Consider hiring Customer Relations Assistant to Dir. Comm. Rel. to resolve complaints by contact with Dir. Operations, get back to complainant with resolution, beginning with part-time person who could also place schedules at distribution points if info operators are being fully utilized.

Doing Now

*Written complaints received by Dir. Comm. Rel. and looked into informally written answer sent by Dir. Comm. Rel. if there is a return address.

*Phone or written service suggestions filed by Dir. Com. Rel., relayed informally to planners.

Should Do

*Prepare profile of complaints to use in improving service.

Marketing Services

Doing Now

*Newspaper ads, Radio spots at times of service changes. Effect is questionable compared to cost.

*Signs put up at bus stop areas when route is moved off the street.

*Flyers on buses before route changes, describing change.

*Distribution of new schedules to high-traffic areas when new service is started (Black Rock).

*For printed work, using some ad agency production, some in-house art and layout, outside printers and typesetters.

Should Do

*Seek new ways to reach people, e.g. transit newsletter monthly on buses & at schedule racks; bus information to employers, shopping centers schools.

*Evaluate defunct newsletter for distribution to Community Agencies.

*Increase driver use as public relations contacts for GBTD. Training needed in sensitivity, and overall workings of system. Some drivers do not know any routes but the few they have driven.

*Consider driver incentive programs, annual or quarterly if monthly seems too often.

*Develop general pamphlet format to be used as publicity for service change "Did you know about our New Service?" Inside of pamphlet can carry info on new service in a certain area like Oronoque, Trumbull, etc., & distributed by high school kids or Sr. Cits. at low cost.

*Evaluate advertising options and choose for future use:

- 1 Whether to keep same ad agency.
- 2 Whether to use any ad agency.
- 3 How much staff should be added to do all advertising & skeds in-house
- 4 Comparative cost effectiveness.

*Weigh varied promotions such as monthly quarterly & weekend passes, Shopper Specials, Free Fare Zone.

CHAPTER III

Evaluation (Tasks 2, 3, and 4)

This chapter covers the evaluation phase of the Low-Cost project, which encompassed three tasks in the work program. They are as follows:

- Task 2 - Develop Evaluation Criteria
- Task 3 - Evaluate Innovative Approaches
- Task 4 - Site Visits and Detailed Assessment

Each task will be discussed in a separate subsection of this chapter.

A. Development of Evaluation Criteria

Earlier research in the transit planning field has shown that there are ten characteristics which influence the individual's decision to use mass transit rather than the automobile. These characteristics can be categorized as "Effect Criteria." Because the diversion of current automobile-users to the system was one of GBTD's main objectives, it was decided to evaluate prospective techniques according to this set of criteria.

In addition to the Effect Criteria, an evaluation of the resources required to implement the proposed techniques was undertaken by means of four "Effort Criteria." The two sets of criteria combined assess both the effectiveness and the efficiency of potential Low-Cost programs.

Effect Criteria

1. Frequency of service (should be high).
2. Service dependability (should be high).
3. Expected transit trip time relative to expected auto trip time (should be somewhat equal).
4. Variance in transit trip time relative to variance in auto trip time (should be low).
5. The probability of getting a seat (should be high).
6. The probability of air conditioning/heat working (should be high).

7. Walk time (should be low).
8. Perceived transit trip cost relative to perceived auto trip cost (including parking costs) (should be low).
9. Availability of mid-afternoon "early" schedule.
10. Availability of mid-to-late evening "clean-up" service.

Effort Criteria

The following criteria were used to evaluate the level of effort required to implement the potential low-cost techniques:

1. Cost-effectiveness (should be high).
2. Required lead time (should be low).
3. Regulatory requirements (should be relatively simple).
4. Ease of monitoring (should be amenable to on-going work).

B. Evaluation of Innovative Approaches

This section summarizes the results of evaluating the low-cost techniques listed in Chapter II, by means of the Effect and Effort Criteria outlined in Section A, above. Exhibit III-1 presents the results of the evaluation process.

C. Site Visits and Detailed Assessment

As stated in the previous chapter, the planned mail survey was shelved in favor of a telephone survey. Likewise, the site visits planned for this task were judged not to be cost-effective in terms of successfully completing the project. Low-Cost project staff were able to collect sufficient information from the telephone survey and by requesting written information from selected transit operators; the site visits proved to be unnecessary.

The final assessment for the purpose of selecting low-cost techniques to be implemented as part of this project was based on several considerations:

- the results of evaluation of the techniques against the Effect and Effort Criteria (Section B, above);
- The perceived need within the Transit District to emphasize marketing and public information in light of service improvements;
- the tie-in between this project and the associated Section 8 planning grant "Service Evaluation and System Monitoring";
- the availability of additional, i.e., other than fare-box and operating assistance, resources to implement techniques identified by the Low-Cost project.

As a result of the final assessment, the following techniques were selected for development and implementation under the Low-Cost project:

Marketing and Public Relations

Establish Uniform Policy and Practices for Handling Complaints (Technique #4)

Answering Service Providing Bus Information During Slack Hours (Technique #5)

Development of Youth Education Program (Technique #11)

Development of Employee Newsletter (Technique #12)

Service Monitoring

Planning - Operations Interface (Technique #14)

- Operators Committee
- Operator Suggestion Program
- Operator Information Cards
- Driver Information Booklets
- Driver "Ride Along" Program

A number of other Marketing and Public Relations techniques, researched under this project, were spun off to be developed and implemented under other grants, under both Section 6 and Section 8. These include:

Sales Promotions for Transit Fare Prepayment (Technique #1)

The Big Buck and a Half (Technique #2)

Express Bus Pooling (Technique #8)

Several other techniques (#'s 3, 6, 7, 9, and 13) are on hold at the time of this writing, awaiting the availability of staff time and the availability of grant or operating assistance funds necessary to implement them. Only one technique, Employer-Based Flex Time (#10), was rejected as a result of the evaluation.

The next chapter discusses GBTD's experience in the implementation of techniques selected during this phase of the project. In addition to programs implemented under the Low-Cost project, a summary of results of techniques implemented with other resources is included.

EXHIBIT III-1
EVALUATION OF LOW-COST TECHNIQUES

Technique	Effect	Effort
1. Sales promotions for transit fare prepayment	- level of service (LOS) - variance in transit time vs. auto - perceived transit costs vs. auto	Medium
2. The Big Buck & a Half Weekend pass	- frequency of service - variance in transit time vs. auto - perceived transit cost vs. auto	Low
3. Operator of Quarter Program	- dependability - probability of heat/air working - perceived public image	Low
4. Establish uniform policy & practices for handling complaints	- dependability - perceived public image	low
5. Answering service providing bus information during slack periods	- dependability - perceived public image	Medium
6. Drivers design & conduct training programs	- dependability - perceived public image	Medium

KEY:

Low - cost-efficient low lead time required; easily implemented

Medium - requires a little more effort than a low.

High - high lead time, requires capital outlays & is not easily implementable.

EXHIBIT III-1
(Cont.)

Technique	Effect	Effort
7. Hire Sr. Citizens to clean bus shelters	- perceived public image	Low
8. Express bus pooling	- frequency of service - dependability	Medium
9. Increased intermodal coordination	- frequency of service - variance in transit vs auto	Medium
10. Employer-based flex time	- frequency of service - variance in transit time vs auto - probability of getting seat - mid-afternoon early schedule - mid-late evening clean-up schedule	High
11. Youth Educational Program	- perceived public image	Medium
12. -Newsletter for drivers	- perceived public image	Low
13. -Development of system map	- perceived public image	Medium
14. Planning - Operations Interface Program	- level of service - dependability - perceived public image - variance in transit time vs. auto	Low

CHAPTER IV

Implementation (Task 5)

Once the Transit District had carefully examined all existing low-cost techniques which would improve marketing and monitoring within the parameters of the outlined criteria, several techniques were selected for implementation. Due to financial constraints four activities were undertaken with resources available under this project. Several others were assigned to other GBTD projects; still others were put on hold until financial or staff resources became available. Only one of the fourteen techniques, # 10, received no further consideration.

This chapter describes GBTD's experience in implementing the Marketing and Public Relations techniques. Chapter V considers the Service Monitoring Techniques, and notes their interface with the Data Collection for Bus Performance Monitoring Study.

Marketing and Public Information Strategies

1. Sales Promotion for Transit Fare Prepayment

The whole idea of monthly passes was incorporated into the Pricing component of GBTD's Service and Methods Demonstration grant. Both the completely prepaid Commuter Pass and a reduced-fare Farecutter Card were introduced in October, 1982. In March, 1984, the Commuter Pass was replaced by the Weekday Pass, which removed the peak-hour limitation on the completely prepaid fare instrument.

The Pricing demonstration is still in progress, and is expected to end in June, 1985.

2. The Big Buck and a Half (weekend pass)

The idea of a reduced fare weekend pass was explored under the Pricing demonstration (mentioned above), but was rejected in favor of the totally-prepaid reduced-fare Farecutter Card, which is valid seven days a week. This decision was based on the conclusion that there was greater demand in GBTD's service area for a pass that was valid throughout the week, rather than for a restricted time period. (The same conclusion led to the replacement of the Commuter Pass, limited to peak hours, with the Weekday Pass, which is good all day long.)

3. Operator of the Quarter

The planning of this program was completed under the Low-Cost project. The objective of Operator of the Quarter is to reward efforts of an operator who has demonstrated a standard of excellence in his/her job performance.

The main reason that Operator of the Quarter has not yet implemented is that at this time, GBTD does not have sufficient personnel to implement it. It is hoped that in the very near future that projects reaching fruition will free up staff resources to implement this program.

4. Establish Uniform Policy and Practives for Handling Complaints

The Customer Communications Procedure has been in operation since February, 1982. Pre-numbered three part NCR forms were designed by the Customer Relations Department in conjunction with the Planning Department. The forms are used by the Information Clerks to record customer communications. The clerks complete the "Primary Information" section of the form for each communication received. The "Primary Information" section contains all vital information about the communication.

At the end of each workday, completed forms are given to the Director of Marketing and Community Relations for review. He checks the forms for accuracy and determines the necessary course of action to be taken. Once the forms have been reviewed, the Director of Marketing and Community Relations places the third copy of the form in the Customer Communication Record Book.

The first and second copies are forwarded to the Director of Operations. The Director of Operations appoints a Supervisor to investigate each complaint. Once this has been done, the Supervisor completes the "Administrative" section of the form. The original and first copies are returned to the Director of Community Relations within five working days of the transmittal date.

After both sections of the form have been completed, the Planning Department, Operations and Marketing and Public Relations each keep a copy of the customer communication for their files.

The Planning Department uses the information collected to monitor such problems as: schedule adherence, route alignment problems, transfer issues and bus stop problems or suggestions.

This program in conjunction with the Planning Operations Interface program (see Chapter V), enables the Planning department to follow route patterns and pinpoint problems needing to be addressed in planning for future service changes. A summary of customer communications is prepared for each accounting period and distributed to interested parties.

In general, this program is working as intended. However, Operations has found it difficult to keep up with the volume of communications received with existing personnel. Because there is a five day turn around, investigation of problems is very time consuming and there is a shortage of supervisors.

For the above reason, it may be necessary to modify the program in the near future. At this time, it is not clear what the solution to this problem will be.

From the point of view of the Planning Department, the program has improved the level of GBTD's Service Monitoring capabilities.

5. Answering Service Providing Bus Information During Slack Hours

A variant of this idea has been implemented through the use of telephone answering machines. These machines are used whenever the regular information telephones are not manned. Two considerations led to the substitution of the machines for the answering service concept. The first is cost; The telephone answering machines cost almost nothing to operate, after the initial capital investment. The second consideration is control over the accuracy of the information provided to callers.

This program has been in successful operation since March, 1983. It provides GBTD's riders with a 24-hours-a-day information service.

6. Drivers Design and Develop Training Program

Currently, the Transit District has only one training program in operation, for new hires. The seven part training program was designed by the AFL-CIO and UMTA. Surveys are given to the drivers at the end of each training session to solicit their input. Modifications to the program have been made in response to their input.

The seven sections of the new hire training program are: Passenger Relations, Customer Communications, Bus Maneuvering,

Defensive Driving, Accident Handling, Emergency Procedures, New Employee Orientation, and Route Training.

In addition to the new hire training program, an "Operator Refresher Training Program" has been designed. It is anticipated that this program will be implemented in the near future.

Although the concept of operator-designed training programs has not been fully implemented, the use of operator input to modify and extend existing programs is a significant step in that direction.

7. Hire Senior Citizens to Keep Bus Shelters Clean

There has been no effort to implement this program, because GBTD at present has no bus shelters. Twice GBTD has been at the point of going to contract with private sector enterprises willing to erect and maintain the bus shelters in return for the associated advertising revenue. In both cases, the deal fell through at the last moment.

GBTD is now planning to build the shelters using capital grant funds. The program of employing seniors to maintain the shelters may be resurrected when the shelters are in place.

8. Express Bus Pooling

In February 1981, the Transit District received a Section 8 grant to explore the feasibility of establishing employee express bus services. Preliminary feasibility analyses were undertaken for two major area employers. Possible corridor groupings were identified for a "break-even" service.

This preliminary screening was followed by a survey of employees to identify the potential demand. To date, the level of interest exhibited from the two employers has been insufficient to warrant the implementation of a "break-even" service.

An inventory of private bus companies was conducted to identify potential employee charter suppliers. Several private bus companies expressed an interest in providing peak hour employee trips. In spring, 1983, a three-month trial service was offered, which received subsidies from a number of sources. Ridership increased significantly over the trial period, but not to the "break-even" point. Riders were enthusiastic about the service, but layoffs at the employment center, irregular work hours, and the lack of a continued subsidy have prevented resumption of the program.

9. Increased Intermodal Coordination

This concept is too broad to have been implemented within the financial and time constraints of the Low-Cost program. The concept is at the heart of a number of GBTD's grant-funded projects. These include the Transportation Systems Management demonstration program, the Interdistrict Bus Service study (in conjunction with the Greater Bridgeport Regional Planning Agency and other area transit districts), and the Uniticketing, Schedule Coordination, Transfer Policy, and Information Centers study (jointly between GBTD and GBRPA).

10. Employer-Based Flex Time

This technique is the only one of the fourteen that received no further attention after the evaluation phase of the Low-Cost project. As Exhibit III-1 shows, this was the only technique where the level of effort required to implement a program was judged to be high. This consideration, combined with the fact that the impact on transit ridership would be indirect at best, led to the abandonment of the concept after the evaluation phase.

11. Youth Educational Program (Young People on the Move)

A youth education program called "Young People on the Move" was developed by the GBTD Planning staff, targeted toward the 10-14 age group. The rationale for this is that individuals in this age group are old enough to travel responsibly by mass transit. In addition, because they are too young to drive, youths in this age group are transit-dependent. Therefore, they are the most likely age group to be receptive to transit "re-education."

GBTD's goal is to overcome the negative image of mass transit by making attractive, cost-efficient, and safe service available to residents of its service area. Within this goal, the goal of the youth marketing program is to educate a large group of potential bus users about the positive aspects of public (mass) transportation.

Youth Marketing Program Goals

1. Teach youth to use the GBTD bus service safely and effectively.
2. Define the role that GBTD (as a mass transit provider)

plays in the communities it serves.

3. Create a more positive image of mass transit by increasing awareness.
4. Make bus riding a fun experience for youth.

Program Description

The program consists of two components:

1. a slide and tape presentation; and
2. classroom discussion.

"Young People on the Move" is geared towards 5th and 7th graders and is mainly used on a small group basis (i.e., a classroom setting). The program encourages student participation; students are taught to read schedules and route maps. In addition, they are given an overview of how the Transit District operates.

Safety is addressed at great length in the slide and tape presentation; the material is reinforced by a game card featuring a crossword puzzles and a maze. After participating the program, the children are given "Safe-Rider Awards" and balloons to serve as an incentive.

The following materials are used:

1. Slides portraying GBTD buses in context with youth-oriented activity centers, fare information and other rules and regulations for bus users, safety tips, etc.
2. GBTD fact sheets with all pertinent information broken down for this particular age category.
3. Games (two-sided copies) and balloons with the GBTD People Mover logo.
4. "Safe Rider Awards".
5. "Tips on People Mover Riding".
6. GBTD route maps and schedules.

The written materials used for "Young People on the Move" are included in Appendix C.

Program Preparation and Presentation

Once the program concept was developed, a script was written and a tape produced. Slides were developed to accompany the tape. There are two versions of the slide and tape presentation; one for Stratford, and one for Bridgeport, Fairfield, and Trumbull. This is done to encourage identification with the characters and places portrayed in the program. A copy of the script is included in Appendix C.

"Young People on the Move" has been used regularly in the Stratford school system. It has also been used on a trial basis in a Trumbull junior high school, an elementary school in Fairfield, and a Bridgeport parochial school.

At some time in the future, it is hoped that the program will be used in all Transit District municipalities, but due to staff time limitations, it has not been possible to implement the program on a full scale up to this time.

12. Newsletter for Operators

This technique was implemented in March, 1981, for a six-month trial period, with the express purpose of communicating with operators. Every six weeks the Planning Department compiled a newsletter pertaining to current planning activities. This newsletter was distributed to all garage personnel with their paychecks.

The newsletter described proposed service changes and their intended impact. Additionally it was used to thank operators for their assistance in implementation of various planning activities. While the newsletter was not read by all operators, quite a few did read it and felt more involved with GBTD services and activities.

After the trial period, the conclusion was that the newsletter was effective in improving communications with the operators. However, the significant amount of staff time required to prepare each edition was hard to justify in terms of the indirect positive impact on transit ridership and operating revenues. However, the operator newsletter remains a potential option for GBTD when circumstances and resource availability warrant.

13. Development of System Map

To prepare the GBTD system map, the Marketing Department originally prepared a base map showing all streets in the

Transit District's four municipalities. This proved to include too much detail for legibility. A second base map was prepared, limited to streets used by GBTD bus routes and major traffic circulation streets. This simplified street map is much more readable.

An overlay to the base map shows GBTD's fixed routes, color-coded and identified by route number. The overlay also shows points of interest such as major employers, schools, hospitals, retail centers, and recreational areas. Inset maps show the streets traversed by each bus route in the downtown area, as well as a larger scale map of downtown points of interest. In addition to the maps, the 24 x 28 double-sided sheet provides information on fares, transfers, and general guidelines for safe and convenient bus use.

The system map, updated to show all current routes, is expected to be ready for distribution in the summer of 1984.

Summary

The techniques described in this chapter were selected because they offered opportunities for increasing ridership at relatively low cost and effort by improving GBTD's public image and information capabilities. Several techniques aimed at expanding the market for transit services:

1. Sales Promotion for Transit Fare Prepayment;
2. The Big Buck and a Half;
8. Express Bus Pooling;
10. Employer-Based Flex time;
11. Youth Educational Program.

Others were intended to improve the public perception of transit:

3. Operator of the Quarter;
6. Drivers Design and Develop Training Program;
7. Hire Senior Citizens to Keep Bus Shelters Clean;
9. Increased Intermodal Coordination.

The balance sought to increase the quality of information flow to and from the bus-riding public:

4. Establish Uniform Policy and Practices for Handling Complaints;
5. Answering Service Providing Bus Information During Slack Hours;
12. Newsletter for Operators;
13. Development of System Map.

Other than the Youth Educational Program (Young People on the Move), only the techniques included in the last group have had marked success. Some techniques are still in process of implementation; others have met stumbling blocks in terms of available staff time or other resources for successful implementation.

Exhibit IV-1

Customer Communications Procedure

- 1.0 PURPOSE - The purpose of this procedure is to establish the manner in which customer communications will be recorded, distributed, and processed for administrative action.
- 2.0 GENERAL - The Greater Bridgeport Transit District receives numerous written and verbal communications from its customers. Those communications range from complaints to suggestions and commendations. It is the policy of the Transit District to record and, where appropriate, to take specific action on such communications. The procedure described here shall be followed by designated personnel in the handling of both verbal and written customer communications.
- 3.0 FORM REQUIRED - Greater Bridgeport Transit District Customer Communication Form. (See Exhibit 1.)
- 4.0 IN - PERSON AND TELEPHONE COMMUNICATIONS - The Telephone Information Operators shall be the recipients of all in-person and telephone communications from customers and the public generally. Any in-person or telephone communication received by other Transit District staff members or members of the Transit District governing board will be referred to the Telephone Information Operators. The Operator shall:
 - 4.1 Complete the Primary Information section of the Customer Communication form. All spaces provided for information shall be completed. If the requested information is not available, the entry NOT KNOWN shall be made.
 - 4.2 At the end of each workday, transmit completed Customer Communication forms to the Director of Community Relations for checking and determination of response to the customer.
 - 4.3 Upon receipt of the checked form from the Director of Community Relations:
 - 4.3.1 Place the third (bright yellow) copy of the form in the Customer Communication Record Book, in order by Route Number and Date.
 - 4.3.2 Transmit the original and first and second copies to the Director of Operations. (Exception: When the block "PLANNING ONLY" is checked, all copies will be transmitted to the Director of Planning.)

4.4 Upon receipt of the original (stamped COMPLETE) and first copy from the Director of Customer Relations, place the original directly in front of the previously filed third copy in the Customer Communication Record Book. The first (yellow) copy shall be transmitted to the Director of Planning.

5.0 WRITTEN COMMUNICATIONS - The Director of Customer Relations shall be the recipient of all written communications from customers and the public generally. Communications received by other Transit District staff members or members of the Transit District's governing board will be transmitted to the Director of Community Relations.

5.1 The Director of Community Relations shall, upon receipt of such communications:

5.1.1 Review the communication to become familiar with its nature and content, and determine any necessary response to the customer.

5.1.2 Transmit the written communication to the Telephone Information Operator.

5.2 The Telephone Information Operator shall, upon receipt of the written communication:

5.2.1 Complete the Primary Information Section of the Customer Communication Form, to the extent possible, from information contained in the customer communication.

5.2.2 Temporarily attach the original and one copy of the written communication to the Customer Communication form.

5.2.3 At the end of each workday, transmit completed Customer Communication forms to the Director of Community Relations for checking and determination of response to the customer.

5.2.4 Upon receipt of the checked forms from the Director of Customer Relations, attach the original customer communication to the third (bright yellow) copy of the Customer Communication form and place in the Customer Communication Record Book, in order by Route Number and Date.

5.2.5 Attach the copy of the written communication to the original and first and second copies, and transmit to the Director of Operations. (Exception: When the block "PLANNING ONLY" is checked, all copies will be transmitted to the Director of Planning.)

5.2.6 Upon receipt of the original (stamped COMPLETE) and first copy from the Director of Community Relations, place the original directly in front of the previously filed third copy (and original customer communication) in the Customer Communication Record Book. The first (yellow) copy shall be transmitted to the Director of Planning.

6.0 ADMINISTRATIVE ACTION

6.1 The Director of Customer Relations shall, upon receipt of a Customer Communication form:

6.1.1 Review the form for completeness and content.

6.1.2 Determine any response to the customer.

6.1.3 Sign the Primary Information Section of the Customer Communication form.

6.1.4 Supervise form distribution and maintenance of the Customer Communication Record Book.

6.2 The Director of Operations (or designee) shall, upon receipt of a Customer Communication form:

6.2.1 Review the communication for nature and content.

6.2.2 Determine action to be taken and record such action in the Administrative Section of the Customer Communication form.

6.2.3 Sign the Administrative Section of the Customer Communication form.

6.2.4 Return the signed original and the first (yellow) copy to the Director of Community Relations within five working days of the transmittal date.

6.2.5 File the remaining (pink) copy (with any attached written correspondence).

6.3 The Director of Planning (or designee) shall, upon receipt of a Customer Communication form:

6.3.1 Review the communication for nature and content.

6.3.2 Transmit information to the Director of Community Relations as requested for any required response to the customer.

6.2.3 Maintain a reference file of all such communications.

7.0 CUSTOMER COMMUNICATION ACCESS - The Customer Communication Record Book will be maintained in the Community Relations work area.

CHAPTER V

Interface with Monitoring Study (Task 6) (Operations - Planning Interface Program)

The set of techniques grouped together under the heading of the Operations - Planning Interface program include several means by which the Planning staff receive enhanced information on bus performance. Specifically, the Operators Committee, the Operator Suggestion Program, and the Operator "Ride-Along" Program, together with the Customer Communications Procedure detailed in Chapter IV, were designed to provide the Planning staff with qualitative data about GBTD services. This supplements the quantitative data derived from the separately-funded Service Monitoring and System Evaluation study.

Also considered in this chapter are two aspects of the Operations - Planning Interface program that, strictly speaking, are public information techniques. These are the Operator Information Cards and the Operator Information Booklets. They are included here because they are part of the overall concept of the Operations - Planning Interface program, which utilized the operators as a two-way conduit for information flow between GBTD's Planning staff and the bus-riding public.

a. Operators Committee - This Committee was formed in the summer of 1980 to improve communication between Operators and Management. It consisted of three members of the Planning Staff, four operators (selected by the Union) and the Director of Operations. The committee was to meet once a month or once every two months to discuss problems and suggestions about existing services.

At this time, the Committee is no longer active due to a misperception of its function. The Union contract outlined a group called the "Run Board Committee." This particular Committee was set up to develop and maintain a better mutual understanding of what is pertinent in the scheduling and bidding process. Problems arose in defining the nature and scope of the two Committees which were in reality, two very distinct entities. The definition problems have caused difficulties in the Union/GBTD contract negotiations.

During its active life, the "Operators Committee" was quite useful in the service planning process because the operators were able to provide the Planning staff with valuable insight into the feasibility of proposed services, the operators being GBTD's primary link to the public.

b. Operator Suggestion Program

This component of the Interface Program has been in existence since the summer of 1980. The Planning Department designed "Operator Suggestion Forms" which were approved by the Union. A supply of blank forms are available at each of GBTD's two garages as well as a locked box in which completed forms are deposited.

Completed forms are collected bi-weekly by GBTD's Inter-Office Messenger and directed to the Planning Department. Each suggestion is investigated by the Planning Staff and a response to each is drafted and directed to the operator who submitted the suggestion.

All suggestions and responses are kept confidential. The Operator receives his/her response in a sealed envelope with his/her paycheck. When a suggestion submitted by an Operator is implemented, it is stated that the service change was a result of an operator suggestion.

This program has been very successful and a number of operator suggestions have resulted in actual service changes. The lines of communication between the operators and Planning have been greatly improved by the program because the operators are being shown that their input is valued.

c. Operator Information Cards

Business size cards displaying the GBTD logo and information number were given to each operator during the summer of 1980. GBTD operators receive a number of questions and complaints daily which they are unable to respond to. For this reason, it was felt that the cards would be useful; they would give customers a number which they could call and get more information.

The cards were packaged in small plastic pouches and were initially distributed to operators with their paycheck; each operator was given one pouch. Extra pouches were placed at each garage in a wall mounted plexi-glass rack.

Unfortunately, the cards did not have the desired effect; customers continued to question the operators rather than use the information number. For this reason, the usage of these cards was discontinued during the summer of 1981.

d. Operator Information Booklets

In addition to the "Operator Information Cards" an "Information Booklet" was compiled in the summer of 1980. This 4 1/2 x 7 1/4 inch booklet was an operator suggestion. The operators felt that if they had a pocket size booklet containing schedule and transfer point information, particularly for the downtown area, they would be better equipped to assist transferring passengers.

The booklets were made with cardboard covers and pages stapled together; the maps and schedules were photo-copies (two-sided) pages. Each operator was given a booklet to carry.

This booklet was generally useful; feedback from operators has been positive. There were two problems with the "Operator Information Booklets": (1) Because they are made only of cardboard, they quickly became quite shabby. (2) the schedules rapidly became outdated due to frequent route and timetable changes.

When a revised version of the booklet is prepared, these problems will be addressed. The new booklet will be a binder notebook style with metal rivet screws so that the pages are readily interchangeable. The covers will be made of plastic coated cardboard for durability. The revised edition will contain fare and transfer policy information as well as schedules and route maps.

e. Operator "Ride-Along" Program

This program was in operation for two years beginning in the summer of 1980. Although time consuming, this program was extremely useful in gathering data for service changes.

Each GBTD Planner was assigned to ride two round trips a month. Special data collection sheets were designed specifically for the "Ride Along" program. The sheets enabled the Planning Staff to easily summarize observations, suggestions and problems pertaining to each route. Data collected during the "Ride Along" program is filed on a route by route basis and it is used to pinpoint problem areas.

The problem with the program was that it required at least two hours a month commitment from each planner. Because of conflicting time commitments on the planners, it became increasingly difficult to schedule the "Ride-Along" time on a regular basis. Currently, Planning staff only ride a round trip over a route when that route has been targeted for possible changes. However, data collection requirements for planning projects frequently require the Planning staff to ride a route, thus meeting much of the purpose of this program.

Summary

As with the Marketing and Public Relations techniques reviewed in Chapter IV, the Service Monitoring techniques met varying levels of success. The most successful has been the Operator Suggestion Program, in terms of useful input to the service planning process. Techniques that require a significant commitment of staff time on a continuing basis, or that seem to contradict the established parameters of labor-management relations, have not proved to be productive.

To some extent, the Operations - Planning Interface program was intended to overcome a perceived lack of communication between the two departments. As a result of efforts including these programs, communication between the Planning and Operations staffs is now on a solid basis.

APPENDIX A

CUSTOMER COMMUNICATIONS FORM

THE GREATER BRIDGEPORT TRANSIT DISTRICT
**CUSTOMER
COMMUNICATION FORM**

(FILL IN ALL BLANKS, ENTER NA WHEN NOT APPLICABLE)

ROUTE #

COMMUNICATION CATEGORY

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> PASSENGER REL | <input type="checkbox"/> FARES |
| <input type="checkbox"/> WORK RULES/REGS | <input type="checkbox"/> TRANSFERS |
| <input type="checkbox"/> BUS MANEUVERING | <input type="checkbox"/> COMMENDATION |
| <input type="checkbox"/> SCHED ADHERENCE | <input type="checkbox"/> SUGGESTION |
| <input type="checkbox"/> ROUTE ALIGNMENT | <input type="checkbox"/> BUS STOP |
| | <input type="checkbox"/> OTHER |

PRIMARY INFORMATION SECTION

DATE RECD _____ IN PERSON _____ TELEPHONE _____ LETTER (ATTACHED) _____

CUSTOMER NAME _____ INFORMATION OPERATOR _____

ADDRESS _____ CITY _____ TEL _____

DATE OF INCIDENT _____ TIME OF DAY _____ BUS OR LICENSE NO. _____

DRIVER NAME/NO./DESCRIPTION _____

BUS STOP OR LOCATION _____

CUSTOMER STATEMENT _____

RESPONSE TO CUSTOMER REQD YES NO DIR. COMM. REL. _____

PLANNING ONLY TRANSMITTAL DATE: _____

ACTION SECTION
ADJ

DATE REC'D _____

ACTION TAKEN: _____

DIRECTOR OF OPERATIONS _____ DATE _____

NO 5048

APPENDIX B

EMPLOYEE NEWSLETTERS

March 4, 1981

This is the first of a series of employee newsletters to let GBTD employees know about some of the things which are going on in the district which you might not otherwise hear about. This first issue describes recent activities of the planning department.

If you have ideas or contributions for future issues, please contact Eve Wyatt or Adrienne Baumgartner at Water St., 366-7070.

FAIRFIELD "MINIMOVER" SERVICE BEGINS

Fairfield minibus service began on February 23rd. The six minibuses used in the system are called "MiniMovers". All six MiniMovers are used to provide service Monday through Saturday and four are used for Sunday service.

During peak hours Monday through Friday, service is provided for rail commuters. The MiniMovers pick up passengers who live along five routes and take them to the Fairfield and Southport train stations. Commuter MiniMovers can be flagged down anywhere along the routes.

MiniMover service changes after 9 AM to provide service from residential to shopping, recreational and business areas of Fairfield. The MiniMover can be flagged down anywhere along its five routes; they meet in the town center twice an hour to enable passengers to transfer either to other MiniMover routes or regular GBTD routes. The "day time" service ends at 5 PM and MiniMovers take rail commuters back to their homes.

Interested passengers can pick up (or request by phone) schedules, a system map and tickets from the GBTD Information Office. Half price Introductory tickets are being sold through Apr. 1, 1981. These tickets are usable on MiniMovers and the Fairfield Railroad Shuttle ONLY.

MECHANICS AND FARMERS TOKEN PROGRAM

On February 1st. the Transit District began a program with Mechanics and Farmers Bank in Bridgeport to provide "free" service to bank employees. Under this program M & F employees are able to choose either a supply of tokens for a months worth of bus trips to and from work or a months free parking. The tokens are purchased from GBTD by the bank.

The "Free-Ride" program is designed to encourage employees to use the bus system. In the first month of the program the number of bank employees using the bus to get to and from work increased from 9 to 13. As the price of gas increases it is hopeful that other employers in the GBTD region will follow M & F's example. Up until this time M & F had been purchasing parking space from



(Cont'd.)

local garages and no alternative was offered; transit users received no benefits. This program offers "freedom of Choice".

FIXED-ROUTE SERVICE CHANGES

On February 22nd, eight (8) service changes were made on GBTD Routes. Four (4) of the changes were based on suggestions from individual operators or the Operators Committee. The following changes were made:

Route 4 Park Ave. -The one way trip time was increased from 30 to 35 minutes and a second bus was added. This change enables drivers to complete the trip within the scheduled time and keeps reasonable headways between buses.

Route 5 Success Park -Some trips were extended to Broadbridge Ave. and Kenyon St. to make use of long layovers.

Route 7 Fairfield Center -This route was rerouted to go up Tunxis Hill Road and Villa Ave. to give better service to the stores in the area.

Route 8 Main St. -The schedule was changed to show the actual travel times from Seaside Park to Main and Fairfield.

Route 9 Trumbull Town Hall -Daily, two trips go to Stern Village elderly housing to give residents direct service to Trumbull Shopping Park, Until this time, they had no bus service. This service was requested.

Route 11 GE -Service was cut back to Fairchild Wheeler Golf course to give enough running time for the route.

Route 15 Huntington Road - This route was changed before Christmas to provide service to Hawley Lane Mall and Bridgeport Hospital.

Oronoque - An extension to South Stratford and Lordship was added before Christmas to provide service from South Stratford to Stratford Center and the DOCK.

EW:jam



Employee News

May 21, 1981

Service Change Planning

Ideas for service changes come from operators' suggestions, public comments, passenger requests and complaints, GBTD operations department scheduling and routing problems and GBTD planning department observations and research.

Each idea is studied by the planning staff. The June 1980 on-off counts are reviewed to see how many riders would be affected by a proposed change. Routes are timed to ensure that a proposed service change fits into the overall route schedules. The operations staff checks each proposed change for operational problems and the operators are contacted for their opinions on the proposed service change.

When all the proposed service changes have been compiled, Tom Brigham, the Executive Director, reviews and approves the new schedules. The Board of Directors, who represent the communities GBTD serves, then formally approve the new schedule pending a Public Hearing.

After these approvals, the operations department cuts the new run schedules in preparation for the operators' pick.

This whole process is quite time consuming. However, it ensures that all those directly involved in providing bus service to the GBTD region participates in any service changes.

Information/Suggestion Cards

A supply of business cards giving the GBTD information number is now available at both garages. The cards are for operators to give to passengers requesting information which the operators are unable to provide, such as complaints, suggestions, route planning and schedule information.

The customer service operators compile records of suggestions and complaints which are used by planning and operations to identify problems with the routes which need to be resolved.

It is hoped that the cards will enable the operators and GBTD to provide a better service to the community.

Ridership

Ridership on GBTD services for the four week period March 8th to April 4th was:

<u>Route</u>	<u>Passengers</u>	<u>Route</u>	<u>Passengers</u>
1	119091	11	8954
2	65638	12	19613
3	41585	13	13911
4	16399	15	15680
5	43027	Avco/Sikorsky	1324
6	16876	Fairfield Shuttle	1314
7	10070	MiniMover Commuter	2519
8	38378	MiniMover Daytime	8103
9	14418	TOTAL	<u>488,880</u>
10	11980		

Ridership counts are based on the farebox revenue divided by the average fare of 41¢ per passenger. Transfers are counted and included. Ridership on the Avco/Sikorsky, the R.R. Shuttle and the MiniMover system are based on counts by the operators.

Customer Complaints

From February 22, 1981 (the last pick) to May 5th, our customer service department received a total of 166 complaints about our service. The breakdown is:

<u>Complaint</u>	<u>Regular Route</u>	<u>MiniMover</u>
Bus late, early, or didn't come	32	15
Stop related, bus didn't stop where passengers wanted	29	2
Transfer policy	10	0
Safety or rudeness	35	1
Other	<u>38</u>	<u>5</u>
TOTAL	143	23

Operators Information Booklet

A booklet including maps and schedules for all GBTD routes was distributed to all operators last month. The idea for the booklet was a suggestion by an operator. The next edition (September, 1981) will include information on transfers. If you have any ideas of useful information to be included in the next edition, please use the employee suggestion forms.



The coming year holds the promise of great progress on many different fronts, but work involving old-fashioned service to others will pay the best dividends. Imaginative and generous, you are highly sensitive to need and injustice. Employment disputes require very careful handling. Be sure you have all the facts before making a major business decision. Friends mean well but could cause you financial difficulties. Romance is happiest in September, November.

LUCKY NUMBERS FOR THE MONTH OF JUNE
 2-7-14-28-43
 OR ANY 2-DIGIT & 3-DIGIT COMBINATION OF:
 6-8-2

The Oronoque Bus and Fairfield railroad shuttle were discontinued on May 11th.

A special extension of the MiniMover system to the Dogwood Festival in Greenfield Hill, Fairfield, was operated on May 9, 10 and 16th. On the first Saturday, about 80 trips were carried to and from the festival.

Bridgeport Fittings on Lordship Boulevard in Stratford has joined our employee token program. Employees at the plant, which is served by Route 10, may now buy each month's supply of tokens from the company.

Congratulations are in order to Tim Barrett, student intern at GBTD's Water Street office. He just graduated from Fairfield University. Good Luck, Tim!

Don't forget... We need your news-worthy items for our next issue. Are you selling anything? Looking to buy? Give them to Terry or Dotty at the Garage. Thanks



"Our bus was caught in traffic for nearly an hour."

Editors: Eve Wyatt
 Adrienne [unclear]

Employee News

This special newsletter issue will describe service changes which will take place on Sunday, June 28th. Routes which will change are:

Regular People-Mover Service

1. Route 3 - Madison Avenue

Sacred Heart/Eckart Street loop discontinued except during the early morning and afternoon. This should help schedule adherence on Route 3 - partly a suggestion from the drivers in the ride-along program.

2. Route 4 - Park Avenue

During the morning and afternoon rush hours some trips will be rerouted from Trumbull Shopping Park to Easton Tpke, Stratfield Road, Wilson Road in order to serve people in Stratfield who work downtown and will no longer be served by Route 11.

3. Route 5 - Success Avenue

The Pearl Harbor loop will be eliminated with two-way service on Granfield and Success. Layover and turnaround will be moved from Broadbridge and Kenyon to Kenyon and Parkview Lane. Tripper added to meet the P.M. Sikorsky and G.E. shifts and relieve overcrowding.

4. Route 7 - Fairfield via Kings Hwy.

Schedule adjusted to meet industrial shifts along Kings Hwy. and Grasmere. Route shortened to turn around at the circle where Post Road and Kings Hwy. meet. Route changed to serve State Street extension. Hourly service on Saturday.

5. Route 11 - G.E.

Route cut back to provide hourly two-way service up Black Rock Tpke. to Fairfield Woods Road and back. Hourly Saturday service.

6. Route 15 - Black Rock to Huntington Tpke.

Black Rock loop to run all day in P.M. direction. Service to Goodwill improved. Suggested in the Operators Committee.

Commuter MiniMover Service:

1. Route S-5 to Southport Station to be discontinued due to low ridership (average 2.5 passenger trips/day).
2. Large parking lot shuttle bus to be discontinued altogether.
3. Bus from S-5 (Southport) to be used to supplement shuttle lot service for the 7:19 train, and to serve more trains with route S-2 (Stratfield).

Daytime MiniMover Service:

1. Daytime schedules to start earlier after the A.M. commuter routes to reduce unproductive vehicle time and serve morning trips to work. Potentially provide reverse commuter to G.E. from Fairfield Station.
2. Route A (Black Rock Turnpike) to be rerouted from Tunxis Hill Rd. to serve S. Stratfield Rd. & Andrew Warde High School.
3. Route B (Trumbull via Fairfield Woods) to be rerouted to provide the Pine Tree Lane and Warde Terrace Sr. Citizen residences with direct service to Trumbull Shopping Park.
4. Route C (Trumbull via Tahmore) to be rerouted up Bronson and Hill Farm Rds. to provide direct service from Greenfield Hill to Black Rock Turnpike and Trumbull Shopping Park. The Tahmore Drive segment to be relocated to Nepas Drive to serve additional neighborhoods.
5. Route D (Greenfield Hill) to be relocated to serve the beach area.
6. No change to Route E (Westport).

These changes to the MiniMover will reduce the numbers of transfers required and increasing the number of households receiving service within the constraints imposed by our vehicle fleet.

Marketing for June 28, 1981 Service Changes

For this pick we will be trying to expand our marketing of service changes. Proper marketing and public information are a big part of the success or failure of service changes.

The things we will be doing to market our improved services are described below.

1. Flyers for the buses

Flyers for passengers to take will be on all GBTD buses. Each bus will have a binder ring containing flyers mounted on a pole. The flyers will summarize all the service changes taking place on GBTD routes. These flyers will remain on the buses for two weeks starting June 21st.

2. Posters for the buses

Posters containing the same information as the flyers will be placed in the advertisement slots of each GBTD bus. There will be four posters on every bus; two in the front and two in the back starting on June 24th.

3. Posters on eliminated segments of routes 7, 5 and 11

Posters will be put on trees and telephone poles along discontinued sections of routes to tell passengers where to find the new bus stops.

4. Specialized marketing

Special marketing activities have been planned for some areas where we think there are many potential bus users and for areas where the service changes are major:

A. Distribution of Flyers, Posters and Schedules to employers in the Kings Hwy. Area

The schedule of Route 7 has been modified to better serve employers along the route. Promotional "free ride" tickets will be distributed to area employers to encourage their employees to try the improved service. The tickets will be good on Route 7 only until August 15, 1981

B. Distribution of Flyers and Schedules along Route 4 (new segment to Stratfield only) and Route 11

Flyers will be distributed to all households within a quarter mile on either side of the present Route 11. The flyers will encourage area residents to try the improved service to Black Rock Tpke., the MiniMover routes and new Route 4 peak hour service to Stratfield.

C. Distribution of Flyers, Schedules and Posters to Sacred Heart University, the Italian and Jewish Community Centers and Connecticut Health Plan

The flyers will give information about changes along Route 3 and Route 4 which may affect people going to these facilities.

MiniMover marketing

In addition to flyers and posters on the MiniMovers, and revision of the schedules and maps, the following marketing will be done for the Fairfield MiniMover:

- A. Postcards summarizing route changes will be mailed to all Fairfield residences.
- B. Stores in Fairfield will distribute the new schedules.
- C. Posters at the train station will describe changes to commuter services.
- D. New commuter schedule including maps and schedules of all routes will replace the existing small cards.
- E. Mailing to commuters will include pass renewal information and new schedules.

APPENDIX C

YOUNG PEOPLE ON THE MOVE

Young People On The Move

is an educational youth program

sponsored by

The Greater Bridgeport Transit District

In cooperation with the

Boards of Education of

Bridgeport, Fairfield, Stratford, Trumbull

For information about the program contact:

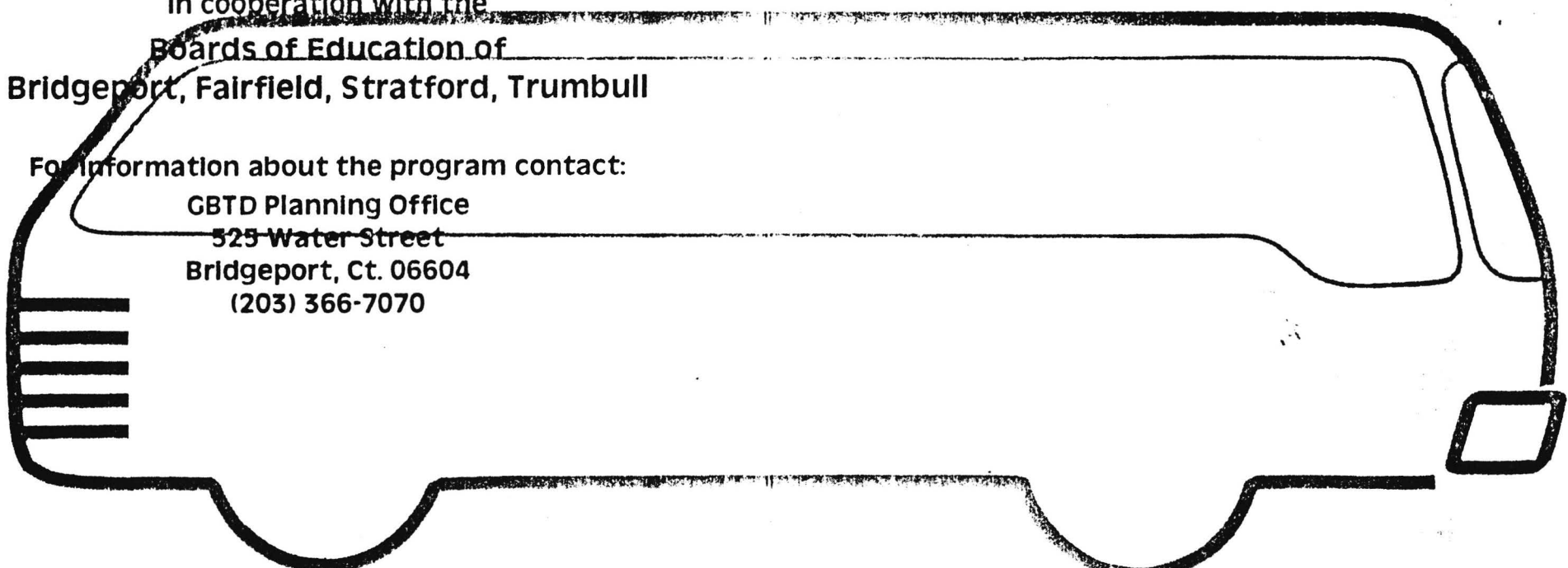
GBTD Planning Office

525 Water Street

Bridgeport, Ct. 06604

(203) 366-7070

**young people
on the Move**



People Moving Co
Moving
Moving

greater bridgeport transit district

**TRANSIT
FUN**

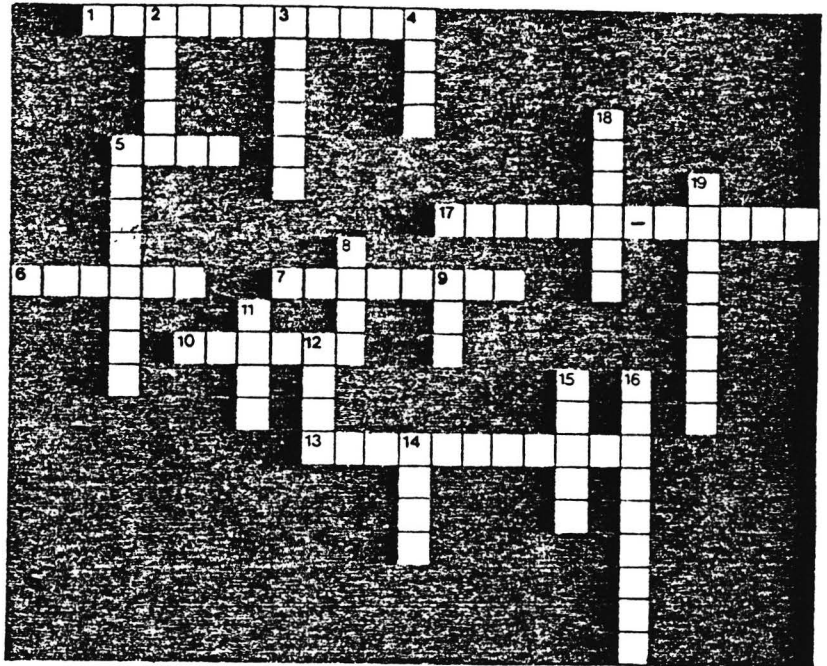
TRANSIT TIPS CROSSWORD

CROSS

1. You can call 333-3031 for bus _____.
5. _____ wait for the bus at the _____.
3. Don't stick your arms and head out of the _____ of the bus.
7. A _____ can be used to complete your trip if you need to change buses.
3. You need exact _____ to ride the bus.
3. The _____ sign tells you where a bus is going.
7. Big GBTD buses are called _____.

DOWN

2. Don't push and shove each other in _____ of the bus.
3. The bus driver can _____ many of your questions.
4. You should not eat on the buses because it's your responsibility to keep the bus _____ and clean.
5. A bus _____ tells you what time you can catch the bus.
8. You must pay a youth _____ of 50¢ to ride the bus.
9. Riding the bus can be _____ and easy.
11. Before crossing the street _____ until the bus leaves.
12. The initials of the bus company are _____.
14. You may use your transfer to stop and continue the same _____.
15. To let the driver know you want to get off the bus, you ring a _____.
16. Name of the bus system in Fairfield is _____.
18. You, as a rider, have to play your part in _____ to make your trip enjoyable.*
19. The other thing that makes your trip enjoyable is _____.*



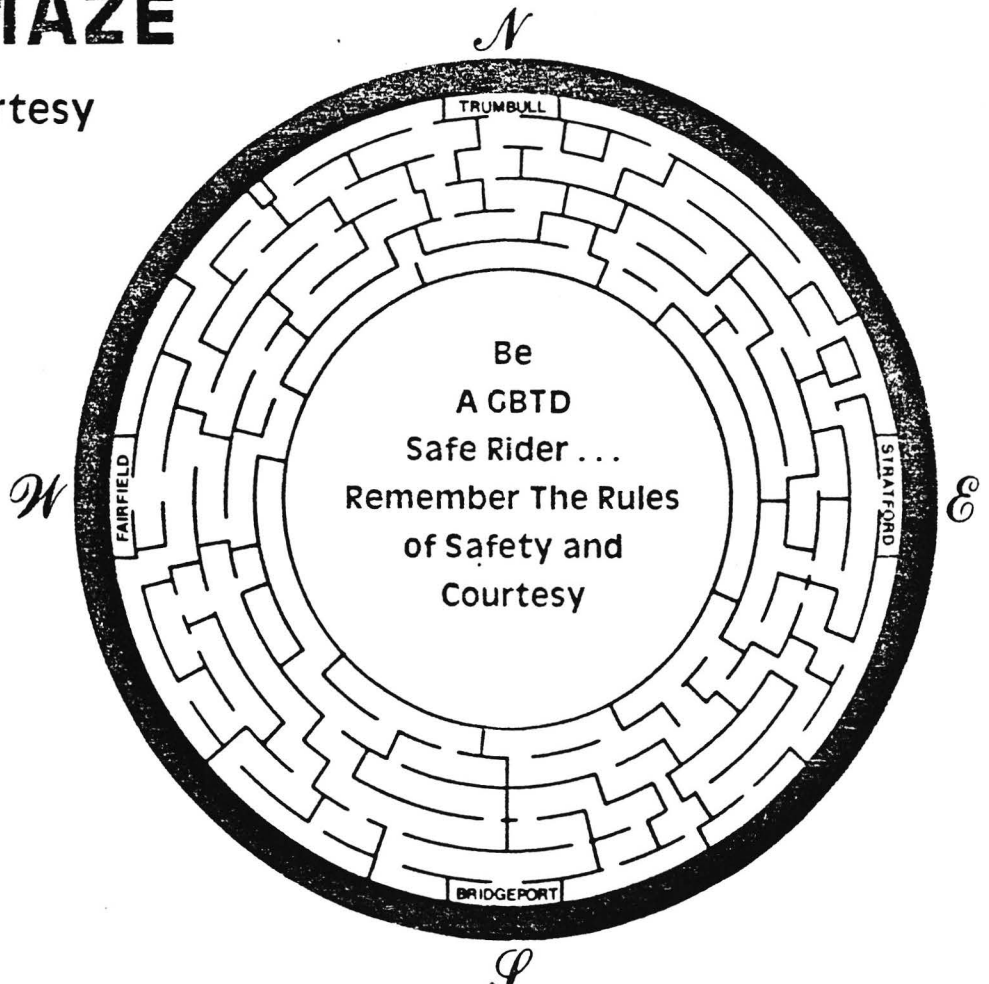
*Clues for 18 & 19 down (insurance policy in slide presentation as purchased with it.)

- ANSWERS TO TRANSIT TIPS CROSSWORD
- ACROSS
- (1) Information
 - (2) Stop
 - (3) Window
 - (4) Transfer
 - (5) Change
 - (6) Destination
 - (7) People-Mover
- DOWN
- (12) GBTD
 - (13) Trip
 - (14) Clime
 - (15) Minimizer
 - (16) Safety
 - (17) Courtesy
 - (18) Fun
 - (19) Wait

CROSTOWN MAZE

The Rules of Safety and Courtesy

- (1) Wait until the bus leaves the stop and look both ways before crossing the street.
- (2) While waiting for a bus don't push or shove each other when the bus is coming.
- (3) When boarding a bus deposit your fare in the box and go directly to your seat and sit down.
- (4) Stand only behind the white safety line on the floor of the bus.
- (5) Give your seat to an elderly person, a handicapped person or a mother with a baby.



The Greater Bridgeport Transit District Fact Sheet Tips on People Mover/ Minimover Riding

How and Where to Catch the Bus

PEOPLE MOVER — The People Mover stops every two blocks. Some People Mover Routes have bus stop signs which look like this:



Wait at the sign for your bus. On routes where there are no stop signs, wait at the street corner nearest you and wave your arm when the bus is coming to let the driver know that you are waiting for the bus.

MINIMOVER — Simply wave your arm as the bus approaches to let the driver know that you are waiting for the bus.

FARES and TRANSFERS — The GBTD Youth Fare is 50¢. Transfers between People Movers and Minimovers are free. If you have to transfer to complete your trip, ask the driver for a transfer ticket when you pay your fare. Transfer tickets are good for one hour from the time shown on the face of the ticket.

Please pay your fare with exact change, coin only.

SCHEDULES — Schedules for all GBTD routes are available at the GBTD Information Office as well as on the buses. If you need a schedule right away call 333-3031 and the Information Clerk will help you.

Remember, wait for the bus to leave before crossing the street!

HOW TO CALL GBTD INFORMATION 333-3031

From time to time bus riders may need to call the Information Office when planning a trip to find out how to catch a bus to reach their destination. The GBTD Information Office is open Monday through Friday from 8 A.M. to 5 P.M. The information number is: 333-3031.

To make it easier for the information operator to help you, please give her the following information:

- 1) Where do you want to go? (For example Trumbull Shopping Park, Paradise Green, YMCA, etc.)
- 2) What street is your destination on or near?
- 3) Where do you live? (what street)
- 4) What time do you want to go? _____ A.M. or P.M.

Information the Operator will give you:

- 1) What bus you should take
Route # _____
Destination Sign _____
- 2) If you will have to transfer to complete your trip _____
Where do you transfer _____?
What time the bus gets to your transfer point _____?

People Moving Co
Moving

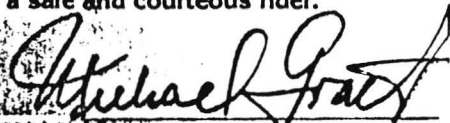
information 333-3031

Greater Bridgeport Transit District
525 Water St.
Bridgeport, Conn. 06604

SAFE RIDER AWARD

This is to certify that

Has successfully completed a course of instruction in the art of riding a GBTD bus and is entitled to all rights and privileges enjoyed by a safe and courteous rider.



MICHAEL GRATT
Chairman, GBTD

Parent's or guardian's signature

Date



TO THE PARENT

Your child learned about riding GBTD buses today.

We are glad that more children are using this energy efficient, economical and safe form of transportation. Because $\frac{1}{4}$ of our 310,000 monthly riders now are children, we found it necessary to teach the youth of the Greater Bridgeport Transit District how to use the bus system. We felt you should be aware of this.

You may wish to ask your child to tell you about what he or she learned about bus riding before signing the reverse side. Thank you.

GBTD

YOUNG PEOPLE ON THE MOVE
AN EDUCATIONAL YOUTH PROGRAM
FAIRFIELD/BRIDGEPORT VERSION
SPONSORED BY GBTD

DRIVER: HEY KID, WHAT'S THE MATTER WITH YOU?

NARRATOR: STOP!

THIS YOUNG MAN ALMOST THREW AWAY THE REST OF HIS LIFE. IF IT HAD NOT BEEN FOR THE QUICK ACTIONS OF THE BUS DRIVER....HE WOULD HAVE LOST, AND....HIS FAMILY WOULD HAVE LOST.

ANOTHER POSSIBLE TRAGEDY.

WE ALL MUST OBSERVE RULES OF SAFETY EVERY DAY OF OUR LIVES.

HOW ABOUT A LITTLE COURTESY? IT GOES HAND IN HAND WITH SAFETY BECAUSE A LACK OF COURTESY CAN CAUSE UNSAFE SITUATIONS.

IF WE DON'T CONSIDER OTHERS, WE CAN HURT THEM AND OURSELVES....SERIOUSLY.

SCHOOL BUSES HAVE FLASHING RED LIGHTS TO STOP TRAFFIC.

THE DRIVERS ARE INSTRUCTED TO WAIT UNTIL YOU HAVE CROSSED THE STREET SAFELY BEFORE THEY TURN OFF THE FLASHING RED LIGHTS AND LEAVE.

HOWEVER...PEOPLE MOVERS AND MINIMOVERS DON'T HAVE FLASHING RED LIGHTS AND THE DRIVERS DON'T WAIT FOR YOU TO CROSS THE STREET.

THEREFORE, YOU HAVE TO TAKE THE RESPONSIBILITY TO OBSERVE SAFETY RULES.

WAIT UNTIL THE BUS LEAVES THE STOP, AND LOOK BOTH WAYS BEFORE YOU CROSS THE STREET: REMEMBER AFTER THE BUS IS GONE.

WHILE WAITING FOR A BUS, ANY KIND OF BUS, DON'T PUSH OR SHOVE EACH OTHER WHEN THE BUS IS COMING. THE DRIVER DOES NOT EXPECT PEOPLE TO RUN OR BE PUSHED OFF THE CURB IN FRONT OF THE BUS. REMEMBER THE BOY WE SAW EARLIER.

WHEN BOARDING A BUS, DEPOSIT YOUR FARE IN THE BOX AND GO DIRECTLY TO YOUR SEAT AND.....

SIT DOWN.

SOMETIMES THERE ARE MORE PASSENGERS ON THE BUS THAN SEATS. YOU MAY HAVE TO STAND. WHEN STANDING ON A BUS, STAND ONLY BEHIND THE WHITE LINE BECAUSE YOU MAY BLOCK THE DRIVER'S VISION.

OUR COURTESY AND CONCERN FOR OTHERS SHOULD ALWAYS BE SHOWN. GIVE YOUR SEAT TO AN ELDERLY PERSON, A HANDICAPPED PERSON OR A MOTHER WITH A BABY.

EVERYONE CAN ENJOY RIDING THE BUS IF YOU PLAY YOUR PART IN SAFETY AND COURTESY.

TAKE OUT THIS INSURANCE POLICY, PURCHASED WITH SAFETY AND COURTESY, AND YOU WILL FIND THAT THE BUS CAN BE HELPFUL AND FUN.

NOW, LET'S TAKE A LOOK AT SUSAN AND JENI.

HOUSE (MUSIC ONLY)

JENI: HEY MOM, WILL YOU TAKE ME TO COUSIN BOBBY'S?

MOTHER: OH, JENI, I CAN'T. YOUR FATHER HAS THE CAR AND HE WON'T BE BACK UNTIL LATER THIS EVENING.

FAIRFIELD WOODS ROAD AND GOES TO TRUMBULL SHOPPING PARK, SO WE KNOW WE CAN GO THERE ON ROUTE B.

JENI: WHO SAID ANYTHING ABOUT TRUMBULL SHOPPING PARK? I WANT TO GO TO BOBBY'S HOUSE! HE LIVES ON MADISON AVENUE IN BRIDGEPORT.

SUSAN: HERE COMES THE MINIMOVER! I'LL TELL YOU MORE ABOUT IT ON THE BUS.

SUSAN: LET'S SEE: WHERE WERE WE? OH YES! YOU SEE, THE MINIMOVER ONLY OPERATES IN FAIRFIELD, SO AT TRUMBULL SHOPPING PARK WE HAVE TO CHANGE TO A BIG BUS. THE BIG BUSES ARE CALLED PEOPLE MOVERS.

LET'S LOOK AT THE SCHEDULES FOR THE PEOPLE MOVERS AND PICK OUT THOSE THAT GO TO AND FROM TRUMBULL SHOPPING PARK:

SUSAN: THEY ARE ROUTES 3,4,8 AND 12. CAN YOU FIGURE OUT WHICH PEOPLE MOVER ROUTE GOES PAST BOBBY'S HOUSE?

JENI: IT'S ROUTE 3!

SUSAN: RIGHT! ROUTE 3 IS CALLED TRUMBULL SHOPPING PARK/DOWNTOWN BRIDGEPORT VIA MADISON AVENUE, WHICH MEANS THAT THE BUS TRAVELS ALONG MADISON AVE. BETWEEN DOWNTOWN BRIDGEPORT AND TRUMBULL SHOPPING PARK. SINCE BOBBY LIVES ON MADISON AVE., THAT'S THE BUS WE'LL TAKE. THAT BRINGS US BACK TO DESTINATION.....

JENI: OH.....WHAT DOES DESTINATION MEAN, ANYWAY?

SUSAN: A DESTINATION IS THE PLACE TOWARD WHICH SOMEONE OR SOMETHING IS GOING OR SENT. FOR EXAMPLE, THIS BUS TAKES US FROM OUR HOUSE TO TRUMBULL SHOPPING PARK; IT'S DESTINATION IS TRUMBULL SHOPPING PARK. IF WE WERE GOING ONLY TO TRUMBULL SHOPPING PARK, OUR DESTINATION WOULD BE THE SAME AS THE BUS'.

JENI: BUT OUR DESTINATION IS BOBBY'S HOUSE!

SUSAN: RIGHT AGAIN! OUR DESTINATION IS NOT THE SAME AS THE BUS! TO GET TO BOBBY'S FROM HERE, WE HAVE TO GET OFF THE MINIMOVER AND TRANSFER TO PEOPLE MOVER #3.

JENI: SUSAN - WHAT'S A TRANSFER?

SUSAN: A TRANSFER IS A SPECIAL TICKET WE USE TO CHANGE FROM ONE BUS TO ANOTHER. WE TRANSFER WHEN WE HAVE TO TAKE MORE THAN ONE BUS TO REACH OUR DESTINATION.

JENI: UH HUH, BUT HOW DO WE TRANSFER?

SUSAN: WELL, WE PAID THE "YOUTH FARE" OF 50¢ EACH, THEN ASKED THE DRIVER FOR TWO TRANSFERS. HE GAVE US THESE TICKETS.

JENI: WHAT DO WE DO WITH THOSE?

SUSAN: WE WILL GIVE THESE TO THE BUS DRIVER ON ROUTE #3 AND WE WON'T HAVE TO PAY ANOTHER FARE.

JENI: WHEN DOES THE #3 BUS COME? DO WE HAVE TIME TO GO FOR AN ICE CREAM SUNDAE OR SOMETHING?

SUSAN: LET'S CHECK THE SCHEDULE: THERE ARE NORTH AND SOUTH ARROWS SHOWING THE DIRECTIONS THE BUS TRAVELS. BOBBY'S HOUSE IS SOUTH OF TRUMBULL SHOPPING PARK.

JENI: SO WE CHECK THE SOUTHBOUND TIME SCHEDULE...RIGHT?

SUSAN: EXACTLY.

JENI: WELL, DO WE HAVE TIME?

SUSAN: YES, WE HAVE 20 MIN. TO HAVE OUR ICE CREAM, BUT WE MUST FINISH IT BEFORE WE RIDE THE BUS, BECAUSE WE ARE NOT ALLOWED TO EAT ON THE BUS.

YOU KNOW, JENI, IT'S UP TO US AS RESPONSIBLE PASSENGERS TO KEEP THE BUS CLEAN AND PLEASANT TO RIDE IN. HERE'S OUR BUS. DO YOU HAVE YOUR TRANSFER?

JENI: YEP!

I THINK I'LL GET UP AND GO OVER TO THAT OTHER SEAT.

SUSAN: OH NO! THAT'S DANGEROUS! WHILE WE'RE ON THE BUS WE REMAIN SEATED UNTIL THE BUS HAS STOPPED AT OUR DESTINATION.

JENI: IT LOOKS LIKE WE'RE ALMOST AT BOBBY'S HOUSE. HOW DO WE TELL THE DRIVER WHERE TO STOP?

SUSAN: WE PUSH THE BLACK BARS NEAR THE WINDOWS ON THE PEOPLE MOVER LIKE THIS. THE BARS SOUND A CHIME NEAR THE DRIVER. THIS LETS HIM KNOW THAT SOMEONE WANTS TO GET OFF THE BUS.

WE SHOULD PUSH THE BAR $\frac{1}{2}$ BLOCK BEFORE WE WANT TO GET OFF TO GIVE THE DRIVER TIME TO STOP SAFELY. ON THE MINIMOVER, WE JUST ASK THE DRIVER TO STOP AT THE NEXT CORNER.

WASN'T THAT EASY?

JENI: YES, BUT HOW WILL WE GET HOME?

SUSAN: WE'LL CHECK OUR SCHEDULES FOR THE TIMES, THEN WHEN WE WANT TO GO HOME, WE MAKE THE SAME TRIP IN REVERSE.

JENI: IT'S EASY TO TAKE THE BUS AND FUN, TOO!
THANKS, SUSAN. I SURE KNOW ALOT ABOUT THE BUSES NOW.

HI, BOBBY!

NARRATOR: THE BUS CAN BE HELPFUL AND USEFUL IF YOU KNOW HOW TO USE IT.
AS JENI AND SUSAN SHOWED YOU, RIDING THE BUS CAN BE AS EASY AS 1,2,3. YOU CAN USE THE BUS TO GO TO THE LIBRARY, TO GO SHOPPING, TO VISIT A FRIEND, TO GO TO THE YMCA, AND MANY OTHER PLACES. SO THINK ABOUT IT. MAYBE THE NEXT TIME YOU HAVE SOMEWHERE TO GO, YOU'LL TAKE SUSAN'S ADVICE, AND,

RIDE THE BUS!

T H E E N D