

# CONCORD KANNAPOLIS TRANSIT COMMISSION MEETING

June 8<sup>th</sup>, 2022

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Concord Kannapolis Area Transit

# CONCORD KANNAPOLIS TRANSIT COMMISSION

## 6/8/2022

- **Call to Order & Quorum**
  - Quorum & Introduction of Guests
  - Public comments (3 minutes)
- **Approval of the April 29<sup>th</sup>, 2022 Meeting Minutes**

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# Bus Stops

- Airport & Highland Road, Church & Means, Church & Corban (courthouse)
  - all three are in a state of flux
    - Airport & Highland: residential complaint – trash
    - Church & Means (outbound): stop relocation requested – new business opening
    - Corban & Church: former courthouse stop; called for shelter, relocated to new parking deck

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# Bus Stops Continued

- These three stops are at a crossroads, all for different reasons
- There are currently no bus stop ordinances in either City
- As a result, each issue with a stop that comes up needs to be individually resolved, with no standard or code to fall back on
- This applies for adding new stops as well
- As the system grows and more investment is made in bus stop development and amenities, this issue will become more critical

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# Transit Consolidation Implementation Plan

- CCTS and Rider Transit staff have been working with one of our On Call Transit Planning firms, Benesch, to scope out a task order to proceed with a transit system consolidation implementation plan
- The goal of the plan is to determine current conditions and needs, examine projected changes in service with the vision developed in the Cabarrus County Long Range Public Transportation Plan
- Develop a list of steps and associated costs to move the consolidation of CCTS and Rider from conceptual approval to a vision realized

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# Transit Consolidation Implementation Plan

- **6 Main Task Areas:**
  - Project Initiation & Administration
  - Agency Overviews & Functional Assessment
  - Operating & Facilities Profile
  - Governance Structure Definition
  - Consolidation Plan & Implementation Strategies
  - Documentation (Final Plan Documents) & Presentation

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# Transit Consolidation Implementation Plan

## Task #1: Project Initiation & Administration

- Development of Project Management Plan
- Kickoff meeting with CCTS and Rider Transit teams
- Project Administration – bi-weekly conference calls/meetings; monthly progress reports (past month/next month); key meetings/activities; potential issues/concerns

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# Transit Consolidation Implementation Plan

## Task #2: Agency Overview & Functional Assessment

- **Agency overviews**
  - Services provided (i.e., types, levels, performance, etc.)
  - Operations, maintenance, and administrative functions
  - Facilities, fleet inventory, other physical assets, and related infrastructure
  - Staffing and personnel (i.e., levels, responsibilities, compensation structure, benefits)
  - Finances and budgeting processes
  - Governance structures, decision-making processes, and coordination
  - Policies and processes
  - Management information systems/information technologies
  - Customer service and marketing

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# Transit Consolidation Implementation Plan

## Task #2: Agency Overview & Functional Assessment

- **Staff Functions**
  - Decisions about service changes
  - Asset management and capital planning
  - Staffing levels
  - Day-to-day job duties, responsibilities, and functions
  - Internal communication
  - Public and key stakeholder outreach activities
  - Performance reporting requirements
  - Grant writing and financial planning
  - Customer service/customer relations
  - Training

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# Transit Consolidation Implementation Plan

## Task #2: Agency Overview & Functional Assessment

- **Local Union Regulations**
  - Review federal transit employee protection requirements, state union regulations.
  - Determine and address potential barriers to resolve them early in the process

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# Transit Consolidation Implementation Plan

## Task #2: Agency Overview & Functional Assessment

- **Functional Assessment**
  - Review current decision-making processes
  - Review existing plans
  - Meetings notes/minutes
  - Interview key stakeholders
    - Transit Directors/Executive Leadership
    - Transit Board of Directors members
    - Municipal Leadership
    - Metropolitan Planning Organization Leadership
    - NCDOT Integrated Mobility Division Leadership
- **Deliverable: Technical Memorandum #1**

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# Transit Consolidation Implementation Plan

## Task #3: Operating & Facilities Profile

- **Facilities & Space Profile**
  - Examine existing space utilized by both systems
  - Identify opportunities for efficiencies
  - Identify any additional current space needs
  - Identify future space needs in conjunction with the Long-Range Transit Plan
- **Operating & Financial Profile**
  - Analyze finances and system performance (last 5 years & future projections)
  - Analyze service performance: productivity, efficiency, effectiveness
  - Identify area of duplication and/or cross-county trip demands

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# Transit Consolidation Implementation Plan

## Task #3: Operating & Facilities Profile

- **SWOT Analysis**
  - Identify the strengths, weaknesses, opportunities, and threats of the current operating, facility, and financial structures at the two agencies
  - Consider the potential costs, benefits, and opportunities of potential changes
- **Deliverable: Technical Memorandum #2**

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# Transit Consolidation Implementation Plan

## Task #4: Governance Structure Definition

- **Governance & Service Model Options**
  - Develop and propose up to three options of governance and service model for the consolidated entity
  - Support joint goals both systems, and incorporate lessons learned from best practices
  - Clearly identify benefits, consequences, opportunities, and challenges associated with key aspects of each alternative
  - Allow both agencies to understand their respective roles and the related impacts to overall organization, staff, and governance for each case
  - Outline the key steps to implementation for each option, including a discussion of related challenges and opportunities

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# Transit Consolidation Implementation Plan

## Task #4: Governance Structure Definition

- **Preferred Option Selection Meeting**
  - Develop specific presentation materials for the meeting to help staff & stakeholders understand and decide on the best option from the three potential organizational and governance structures explicitly designed for Cabarrus County
  - Options will include descriptions of the governance and functional structures, possible legislative requirements, roles and responsibilities of boards and key staff, and funding implications under each potential option.
- **Deliverable: Technical Memorandum #3**

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# Transit Consolidation Implementation Plan

## Task #5: Consolidation Plan & Implementation Strategies

- **Consolidation Plan Element**

Key functional components of the plan are expected to include:

- Operational functions (including capital/technology, maintenance, and administration)
- Service planning functions
- Financial functions
- Staffing organization, levels, and roles
- Marketing functions
- Key organizational policies and procedures
- Other business plan elements necessary to guide functional requirements of combined agency

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# Transit Consolidation Implementation Plan

## Task #5: Consolidation Plan & Implementation Strategies

- **Implementation Plan Element**

This will describe “how” the final consolidated agency will be attained based on selection of the preferred consolidation option

- Guidance on how to merge without disrupting operations and service to our customers
- Outline appropriate agency roles and responsibilities for CCTS and Rider Transit staff, Cabarrus County, the City of Concord, and other involved parties
- suggested implementation timeline for each phase of the consolidation process, projected revenues and costs of the process, and a recommended outreach plan for communicating the changes to staff, stakeholders, and the public.

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# Transit Consolidation Implementation Plan

## Task #5: Consolidation Plan & Implementation Strategies

- **Deliverable: Technical Memorandum #4**

This will present and describe the plan to consolidate CCTS and Rider Transit into a single agency, along with corresponding implementation strategies for successfully effecting this change. This document will be submitted to staff for review, discussed in a scheduled meeting (on-site or virtual), and then finalized based on any comments received

Optional:

- Assistance also can be provided to guide the rebranding of the newly combined agency (though this component will not be budgeted as part of this effort and can be accommodated by a follow-up Task Work Order).

# Transit Consolidation Implementation Plan

## Task #6: Final Plan Documents & Presentations

- Draft & Final Consolidation Plan Documents
- Presentations and Presentation Material

## Project Schedule and Budget

- 8-10 months
- Do not exceed budget of \$150,000 (5303 FTA funds)

**\* Request approval to proceed with Task Order as outlined**

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# Reports / Other Business

- Bus Stop Amenities Plan update
- Replacement bus purchase update
- Other business
- Next CKTC meeting – Wednesday, 8/10/22

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# QUESTIONS?

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