



# PUTNAM COUNTY

## PUBLIC TRANSIT SYSTEM STUDY

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FINAL REPORT  
JUNE 2026

PUTNAM COUNTY  
**PART**

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# CHAPTER 1

## INTRODUCTION



## INTRODUCTION

The Putnam County Public Transit System Study aims to better align the County's transit network with the needs of its residents, workers, and visitors. The study evaluates Putnam Area Rapid Transit (PART) services including:

- Fixed routes
- Commuter and seasonal services
- ADA complementary paratransit
- Microtransit

The study also considers travel patterns, demographic and land use trends, and other key factors to understand how effectively current services meet demand and where opportunities exist for improvement.

Grounded in technical analysis, stakeholder and public engagement, and coordination with County staff, the study identifies strategies and recommendations to enhance system performance, improve the rider experience, expand service coverage, and strengthen connections to regional transit services. This report summarizes the study's background, approach, and recommended actions to guide the future of public transportation in Putnam County.

This study was funded through the Unified Planning Work Program (UPWP) adopted by the New York Metropolitan Transportation Council (NYMTC), of which Putnam County is a member.



## Study Purpose

The purpose of this study is to conduct a system-wide evaluation of the Putnam Area Rapid Transit (PART) network to identify strengths, weaknesses, and opportunities, and to develop recommendations that enhance service efficiency, expand coverage to underserved areas, improve rider experience, and increase ridership through innovative and cost-effective transit solutions.

## Study Goals

The study team, in collaboration with County staff, developed the following goals to guide the development of strategies and recommendations:

- **Improve Transit Accessibility and Coverage:** Enhance the availability of transit services across Putnam County by expanding access to underserved areas and better connecting residents to key destinations such as employment, healthcare, and retail.
- **Strengthen Regional Connectivity:** Advance seamless connections between Putnam Area Rapid Transit and regional transportation networks, including Metro-North Railroad and neighboring bus systems to improve mobility beyond county boundaries and support regional travel.
- **Create an Integrated Network of Complementary Services:** Balance and coordinate fixed-route, microtransit, paratransit, and other service types as complementary components of a unified mobility system rather than standalone services.
- **Enhance Rider Experience and Service Quality:** Improve the overall customer experience through better service design, amenities, accessibility, and technology that make transit easier to understand and use.

## Study Context

In 2024, PART provided more than 106,000 unlinked passenger trips, continuing a steady post-pandemic recovery with approximately 10 percent annual ridership growth. Despite this recent rebound, longer-term trends show a decline in ridership since 2013. Along with this decline, the County continues to experience an aging population. This has increased demand for expanded transit services in more areas of the County than what currently exists. In May of 2025, PART introduced Putnam On-Demand Microtransit, a demand response program to replace underperforming fixed route service and provide more flexibility to riders. This program has been well received and demand for the service continues to increase.

This study responds to these conditions by identifying opportunities to reverse ridership declines, improve system efficiency and performance, and introduce innovative service strategies that expand coverage and better serve areas of the County with limited or no existing transit options.

Putnam County delivers its transit services through contracted operations, utilizing third-party providers to operate fixed-route, ADA paratransit, and microtransit services on the County's behalf. As the end of the current contract term approaches and the County prepares to issue a new contract, there is an opportunity to advance and implement proposed transit service changes. This procurement process provides a natural inflection point to reassess service delivery, performance expectations, and system design, allowing the County to incorporate recommended improvements directly into new contract terms. By aligning these changes with the procurement timeline, the County can position itself to implement updates more efficiently and ensure greater consistency across all service types.

# CHAPTER 2

## EXISTING CONDITIONS

## Study Area

Putnam County is located in New York's Lower Hudson Valley and is home to approximately 98,000<sup>1</sup> residents across a mix of suburban communities, small towns, and rural landscapes. The County is bordered by the Hudson River to the west and includes six towns and three villages, each with unique transportation needs shaped by geography, development patterns, and population distribution.

## Existing Transit Services

Public transportation in Putnam County is provided through Putnam Area Rapid Transit (PART). PART operates through contracted operators under the oversight of the County's Department of Planning, Development and Public Transportation. Fixed-route and paratransit services are operated by MV Transportation under contract with the County, providing service delivery, vehicle operations, and maintenance. The County also contracts with Via to operate and manage its on-demand microtransit program.

The system includes three fixed bus routes, a commuter shuttle, a seasonal trolley service, ADA complementary paratransit, and a demand-response microtransit service launched in 2025 to replace one underperforming fixed route.



Figure 1: Study Area Map

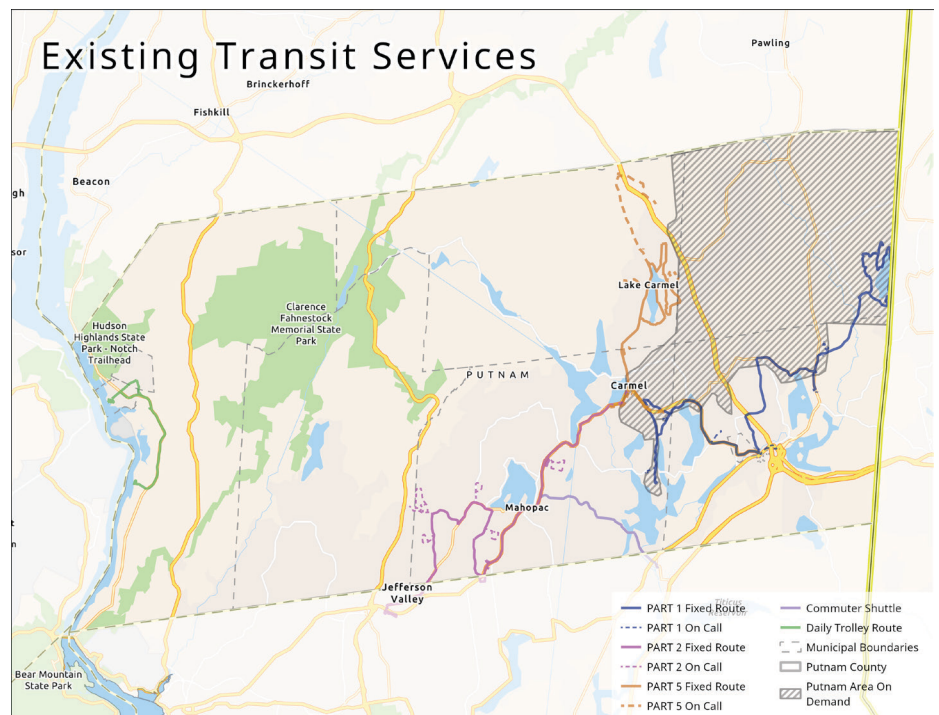


Figure 2: Existing Transit Services Map

<sup>1</sup>Sourced from the 2020 Decennial Census



Most transit services are concentrated in eastern Putnam County, reflecting where the majority of residents live and where the County's primary activity centers are located. The fixed-route network is organized around a central pulse point at Putnam Plaza in Carmel, where buses are timed to facilitate transfer between routes before continuing to destinations throughout the County. From this hub, PART routes provide connections between communities, shopping centers, medical facilities, schools, and regional transportation services, including Metro-North Railroad stations.

Unlike a traditional urban fixed-route system with closely spaced designated bus stops, PART operates using a hybrid rural service model that incorporates both flag stops and on-call stops to provide greater flexibility in lower-density areas. The flag stop system allows passengers to board or exit the bus anywhere along the route where it is safe for the vehicle to stop. This approach allows riders to access transit closer to their origins and destinations without requiring a large number of formal bus stop locations and reflects the rural and suburban development patterns found throughout Putnam County.

In addition to the flag-stop system, PART also utilizes designated "on-call" stops in select lower-demand areas. These stops are only served if a passenger requests pickup or drop-off in advance through dispatch, allowing the system to maintain broader geographic coverage without requiring buses to deviate or stop unnecessarily on every trip. This operating structure provides a level of flexibility that is uncommon in traditional fixed-route systems and allows PART to balance service coverage with operating efficiency across a geographically dispersed service area.

### Existing Fixed-Route Services

#### Service Summary

In 2025, PART fixed-route had operating expenses of about \$1.7 million, providing roughly 83,000 trips totaling over 417,000 miles. The cost per passenger was just \$20, with the cost per mile slightly over \$4.

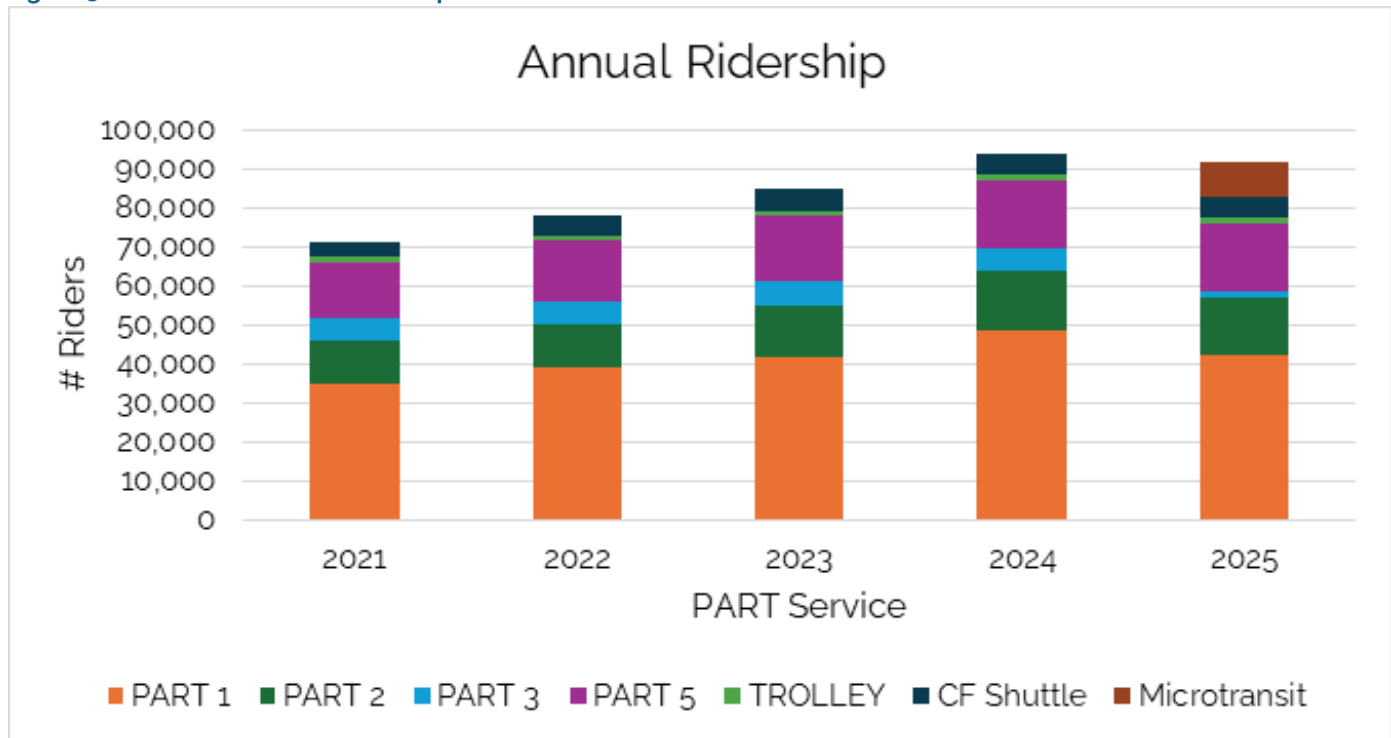
| Service                       | Span                                                                                 | Frequency     | Cost                                                                                                                                                                             |
|-------------------------------|--------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PART 1                        | Monday–Friday: 4:50 AM. – 8:00 PM<br>Saturday: 8:00 AM - 6:00 PM                     | 60 minutes    | \$2.50 one-way<br>\$1.25 seniors & disabled (with valid ID),<br>children 13 and under, students<br>Free for infants (2 and under)<br>Transfers: \$0.75 (\$0.25 seniors/disabled) |
| PART 2                        | Monday–Friday: 6:00 AM to 8:00 PM<br>Saturday: 8:00 AM to 6:00 PM                    | 120 minutes   |                                                                                                                                                                                  |
| PART 5                        | Monday–Friday: 4:50 AM to 7:00 PM<br>Saturday: 8:00 AM to 6:00 PM                    | 60 minutes    |                                                                                                                                                                                  |
| Croton Falls Commuter Shuttle | Monday–Friday: 5:24 – 9:31 a.m. and 3:52 – 7:34 p.m.                                 | 20-30 minutes | \$1.00 one-way<br>\$0.50 seniors & disabled (with valid ID)<br>Transfers: \$0.75 (\$0.25 seniors/disabled)<br>\$158.12 weekly bus/rail<br>\$445.50 monthly bus/rail              |
| Cold Spring Trolley           | Saturday & Sunday: 10:15 AM – 6:05 PM<br>(Memorial Day through Veterans Day weekend) | 60 minutes    | \$2.00 one-way<br>\$1.00 seniors (65+), disabled, children under 13, students, veterans<br>Free for infants (2 and under)                                                        |

**Table 1: Fixed-Route Service Summary**

### PART Fixed-Route Annual Statistics

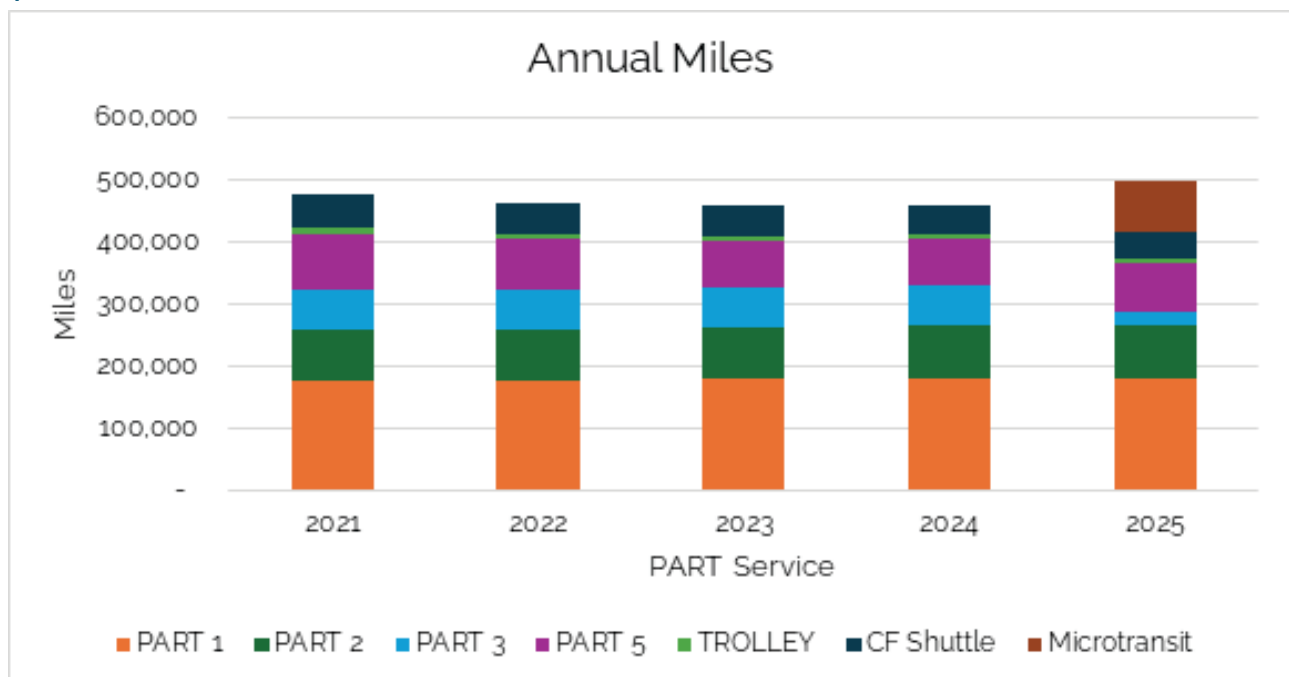
Fixed-route ridership on PART has generally increased since 2021, peaking at 94,265 riders in 2024 before slightly declining to 83,148 in 2025. While some of this decrease can be attributed to the transition of PART Route 3 to an on-demand microtransit service in May 2025, which shifted some riders out of the fixed-route system, overall, there has been a downward trend for fixed route ridership. When accounting for microtransit riders, that the overall ridership in 2025 went back up to 91,805 riders, which is still a decrease.

**Figure 3: Fixed-Route Annual Ridership**



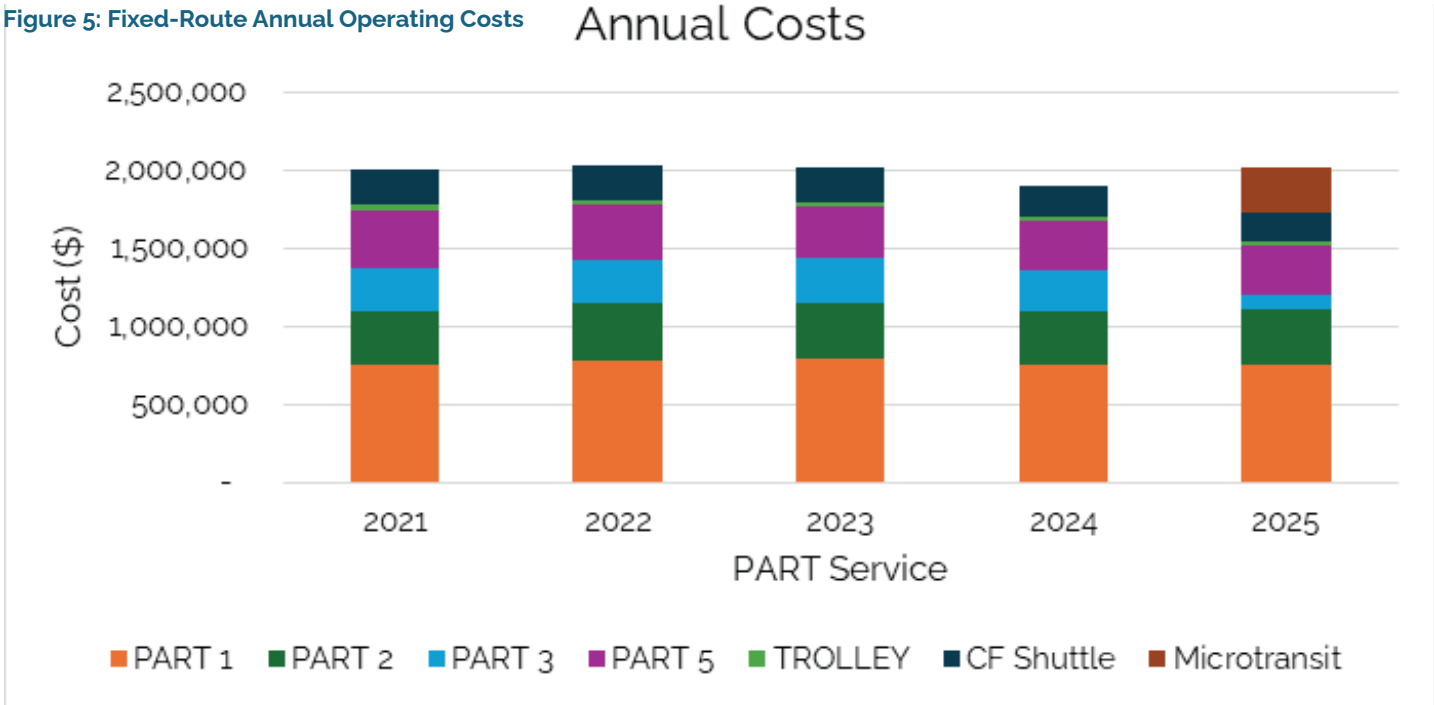
Vehicle miles have steadily declined from approximately 478,000 miles in 2021 to 412,000 miles in 2024, however in 2025 this number surpassed the 2021 number with almost 500,000 vehicle miles traveled.

**Figure 4: Fixed-Route Annual Miles**



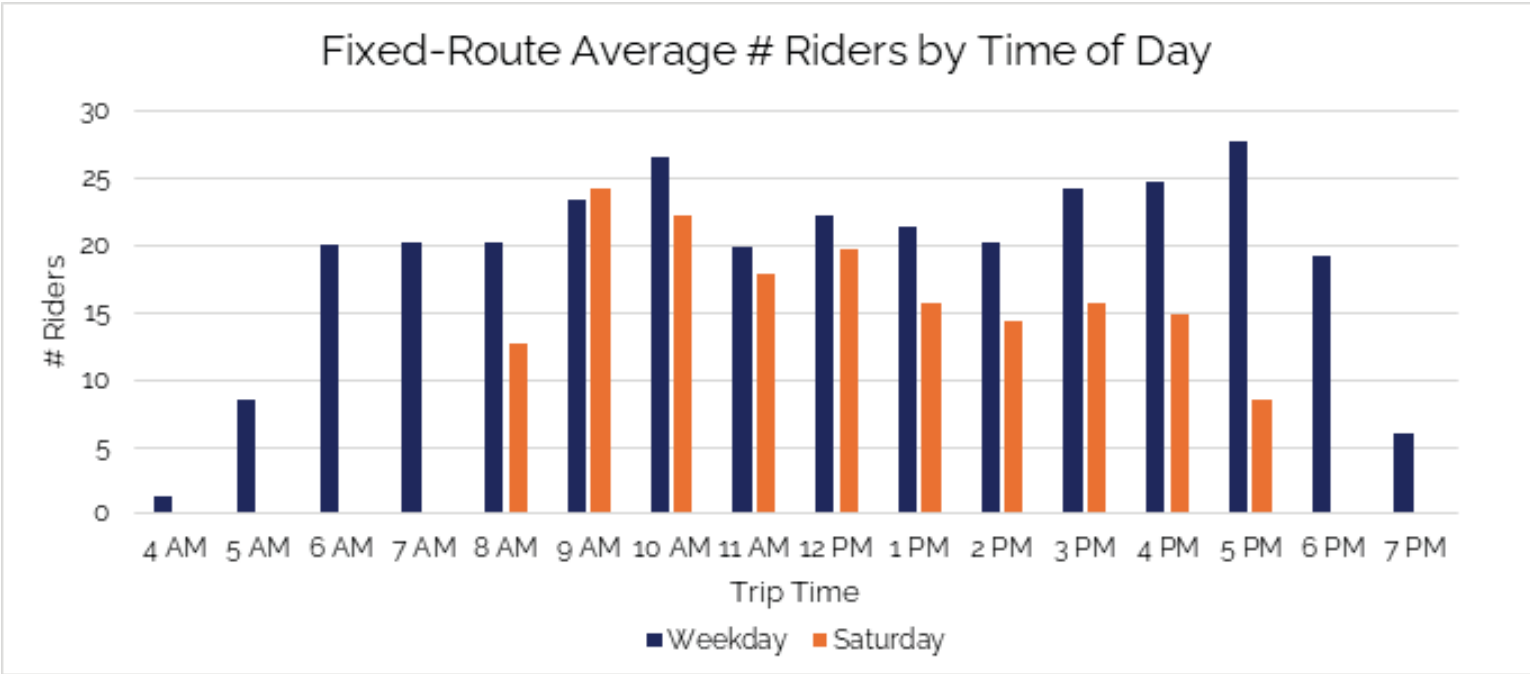
Operating expenses have also trended downward from 2022 to 2024, decreasing from just over \$2.0 million to approximately \$1.8 million in 2024. However, with the introduction of microtransit in 2025, operating costs increased to \$2.02 million.

Figure 5: Fixed-Route Annual Operating Costs



Fixed-route ridership is highest between 9 and 10 AM in the morning, and 3 and 5 PM in the evening. Ridership significantly declines at the start and end of the span.

Figure 6: 2025 Fixed-Route Ridership by Time of Day





## Regional Transit Connections

Putnam Area Rapid Transit (PART) connects Putnam County residents to several regional transportation providers through key transfer points across the county. PART routes provide access to the Metro-North Harlem Line at multiple stations, including Brewster Station via PART 1, the Southeast and Patterson stations via the Putnam On-Demand microtransit service, and Cold Spring and Garrison stations through the Trolley, allowing riders to access regional rail service to employment centers throughout the Hudson Valley and New York City.

PART also connects riders to neighboring bus systems. Westchester County's Bee-Line Bus System provides connections along PART Route 2 at Mahopac Village Center, Somers Commons, and Jefferson Valley Mall via Bee-Line Route 16, which travels between Peekskill and Yorktown. Additional connections to Bee-Line Route 77 (Taconic Express) are available at Route 6 and Route 52 on PART Routes 2 and 5, as well as at Somers Commons. These connections extend travel options to destinations in Westchester County

including Yorktown Heights and White Plains.

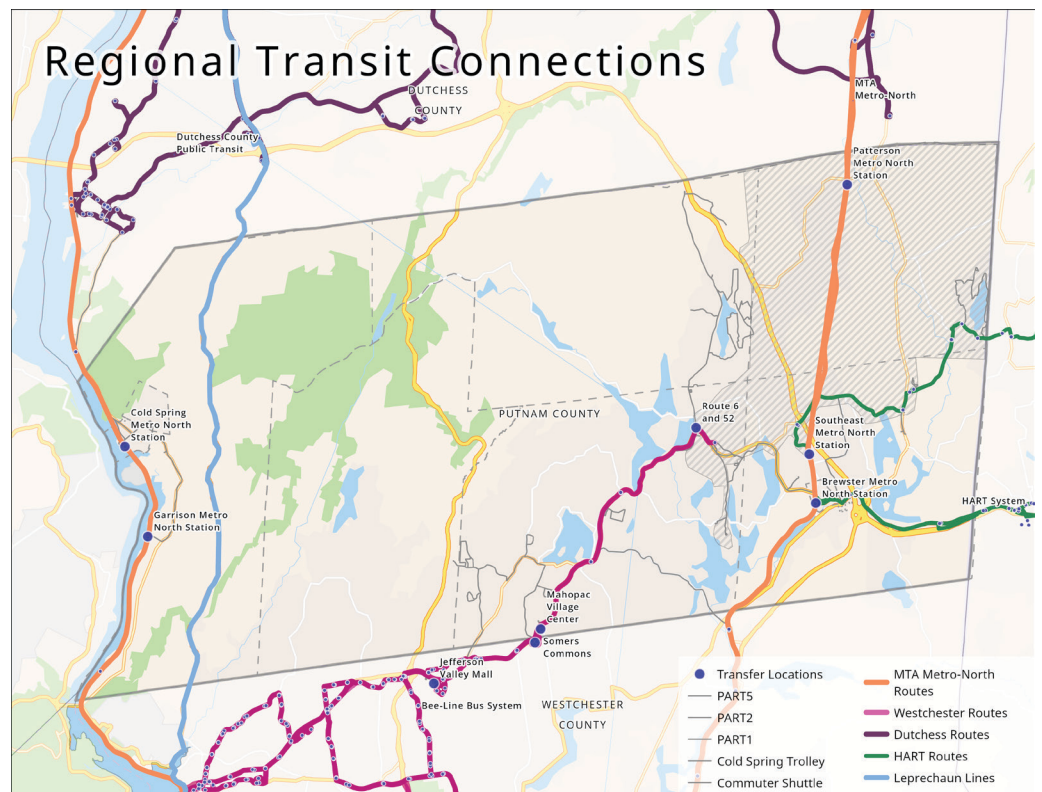
To the east, PART also connects to Housatonic Area Regional Transit (HART) in Danbury, Connecticut. Transfers are available at the Brewster Village Metro-North Station, where riders can connect to HART Route 3 (Mill Plain Road – Brewster) as well as the Danbury-Brewster Shuttle. In addition, the New Fairfield-Southeast Shuttle provides another cross-state connection at the Southeast Metro-North Station, which can be accessed through the Putnam On-Demand microtransit service.

Additionally, PART connects to Leprechaun Lines out of White Plains. This runs along

Route 9 and makes stops in Phillipstown.

In addition to these existing connections, there are opportunities to strengthen regional mobility through expanded coordination with nearby transit providers. Dutchess County Public Transit operates fixed-route services immediately north of Putnam County, particularly serving communities such as Pawling and Poughkeepsie. While there is currently no direct transfer connection between PART and Dutchess County Transit, the proximity of the two systems near the northern boundary of the county suggests potential opportunities for future coordination that could expand regional travel options for residents.

Figure 7: Regional Transit Connections Map



### PART Weekday Ridership

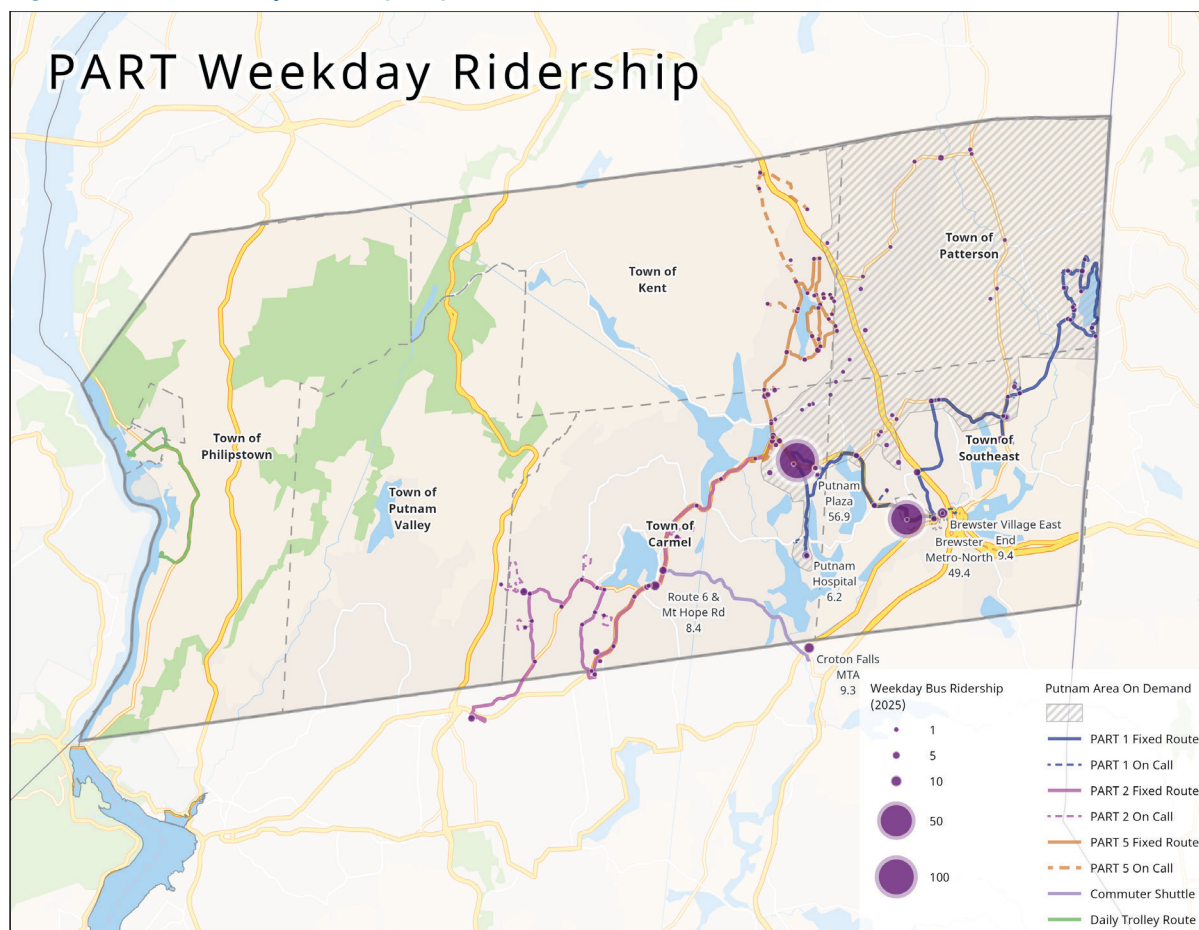
To better understand how the PART system is used, average weekday ridership was analyzed at the APC stop level across the network. The map displays average daily boardings for the period of January 1 through December 31, 2025, illustrating where riders most frequently access transit service. Examining ridership by stop helps identify key destinations, transfer locations, and areas where transit demand is strongest. All fixed routes except the trolley were considered in this analysis.

#### Top 5 Stops by Ridership (Weekday):

1. Putnam Plaza – 56.9
2. Brewster Village MTA – 49.4
3. Brewster Village East End – 9.4
4. Croton Falls MTA – 9.3
5. Route 6 & Mt. Hope Road – 8.4

Ridership is highest at Putnam Plaza, reflecting its role as a major activity center in Carmel and a central location for bus transfers and nearby destinations. The second-highest ridership occurs at the Brewster Village Metro-North Station, where riders connect between local bus service (HART in Connecticut) and regional rail. Other high-ridership locations, including Croton Falls Metro-North Station and stops along Route 6, highlight areas where transit access supports connections to regional transportation or serves key residential and commercial corridors. Together, these patterns indicate that ridership is closely tied to locations where transit provides convenient access to regional travel options and major local destinations.

Figure 8: PART Weekday Ridership Map



### PART Saturday Ridership

Average Saturday ridership was also analyzed to understand how travel patterns differ on weekends. While the overall distribution of ridership generally follows a similar geographic pattern to weekday travel, total ridership levels are noticeably lower. This reflects the reduced number of work and school trips that typically drive weekday transit demand.

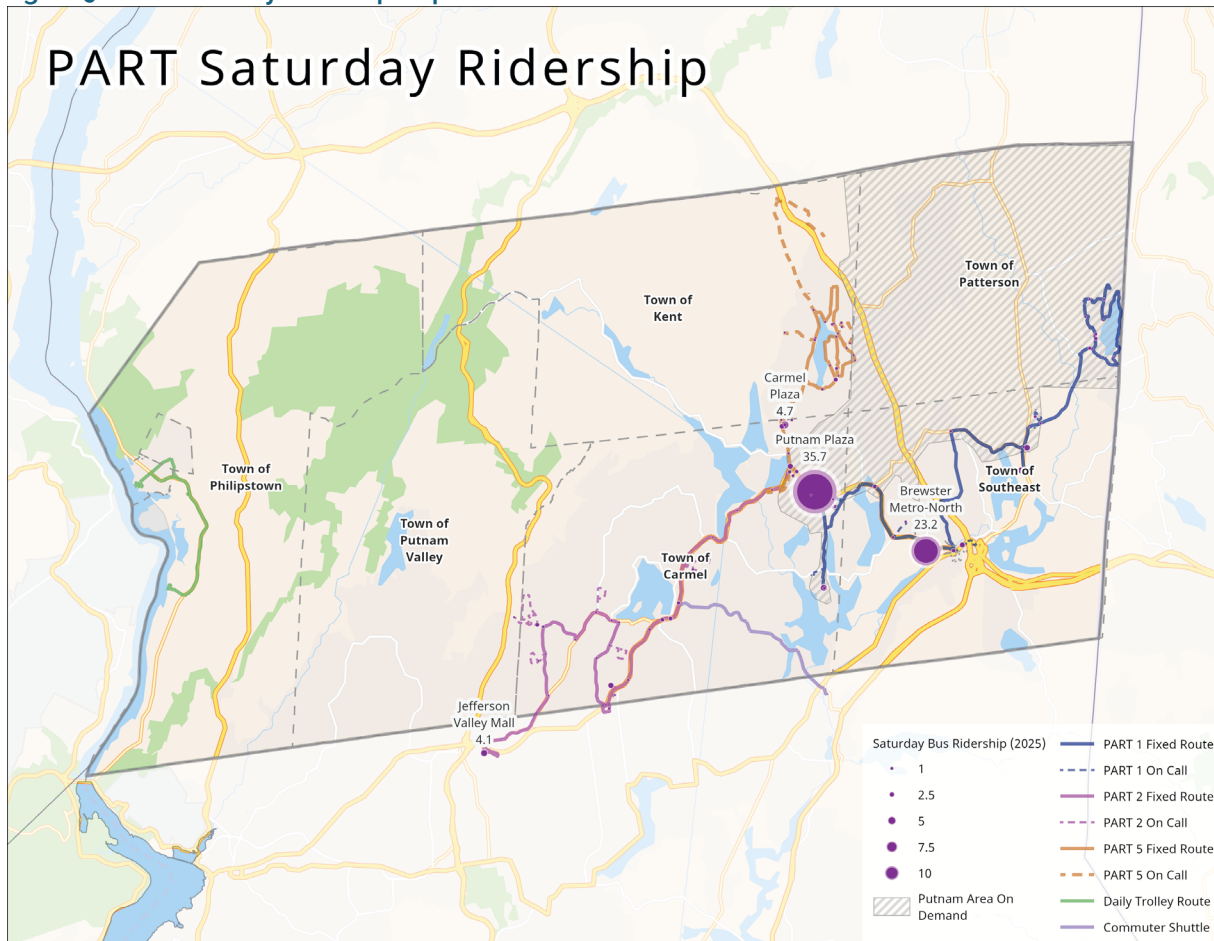
#### Top 5 Stops by Ridership (Saturday):

1. Putnam Plaza – 35.7
2. Brewster Village MTA – 23.2
3. Carmel Plaza – 4.2
4. Jefferson Valley Mall – 4.1
5. O/C Putnam Hospital – 3.9

Weekend ridership patterns also show a shift in trip purpose. On Saturdays, stops located near retail and shopping destinations tend to rank higher in ridership, indicating that many riders are using the system to access stores, services, and other local errands. In contrast, stops associated with commuter travel—such as those serving regional rail connections—tend to generate less ridership on weekends. These patterns suggest that weekend transit demand in Putnam County is driven more by shopping and personal trips rather than commuting, highlighting the importance of maintaining service connections to retail centers and other community destinations.

Route profiles for all fixed-routes can be found in the appendix.

Figure 9: PART Saturday Ridership Map





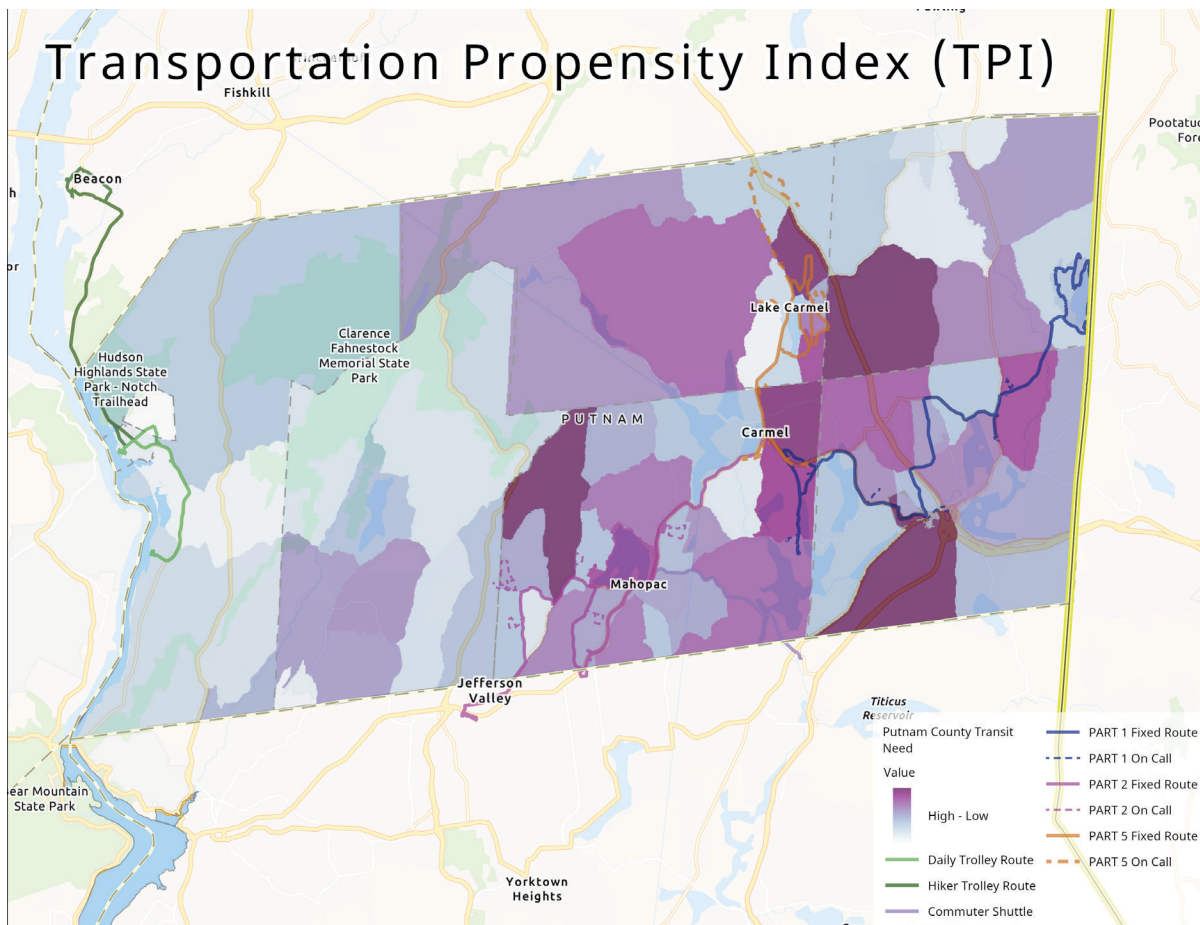
### Transit Propensity Index

Transit propensity analysis is a planning tool used to estimate where transit service is most likely to be used based on community characteristics. Rather than measuring existing ridership alone, it evaluates the potential demand for transit by analyzing demographic and transportation-related data such as population density, employment levels, household income, and vehicle ownership. Areas with higher concentrations of households without access to a car, lower incomes, or higher population densities are generally more likely to rely on transit.

The Transit Propensity Index (TPI) shown on the map was developed for Putnam County to map and compare areas where transit service may have the greatest potential demand and identify locations where existing services may be strengthened or where new mobility options could better serve residents. The TPI was prepared using a standardized methodology based on national research, including *TCRP Report 28: Transit Markets of the Future*, to combine several demographic indicators that were then normalized and weighted to reflect their relative influence on transit use.

The Transit Propensity Index results for Putnam County indicate that the highest potential demand for transit is concentrated in the eastern portion of the county, particularly in and around the communities of Carmel, Brewster, and Southeast where population density, employment, and regional travel connections are greatest. This pattern generally aligns with the current PART fixed-route network, which focuses service in these areas. The analysis also highlights emerging opportunities in West Mahopac, where demographic characteristics suggest additional transit demand that may not be fully served by the existing network.

Figure 10: Transit Propensity Index (TPI)





## Existing Microtransit Services

### Service Summary

Putnam On-Demand is a microtransit service operated by Via that provides shared rides based on passenger requests. Beginning in May 2025 as a pilot program, this service aimed to provide more direct and flexible service, as well as ADA-trained drivers and equipped vehicles. This service replaced the former PART 3 route and provides better, targeted service for those riders.

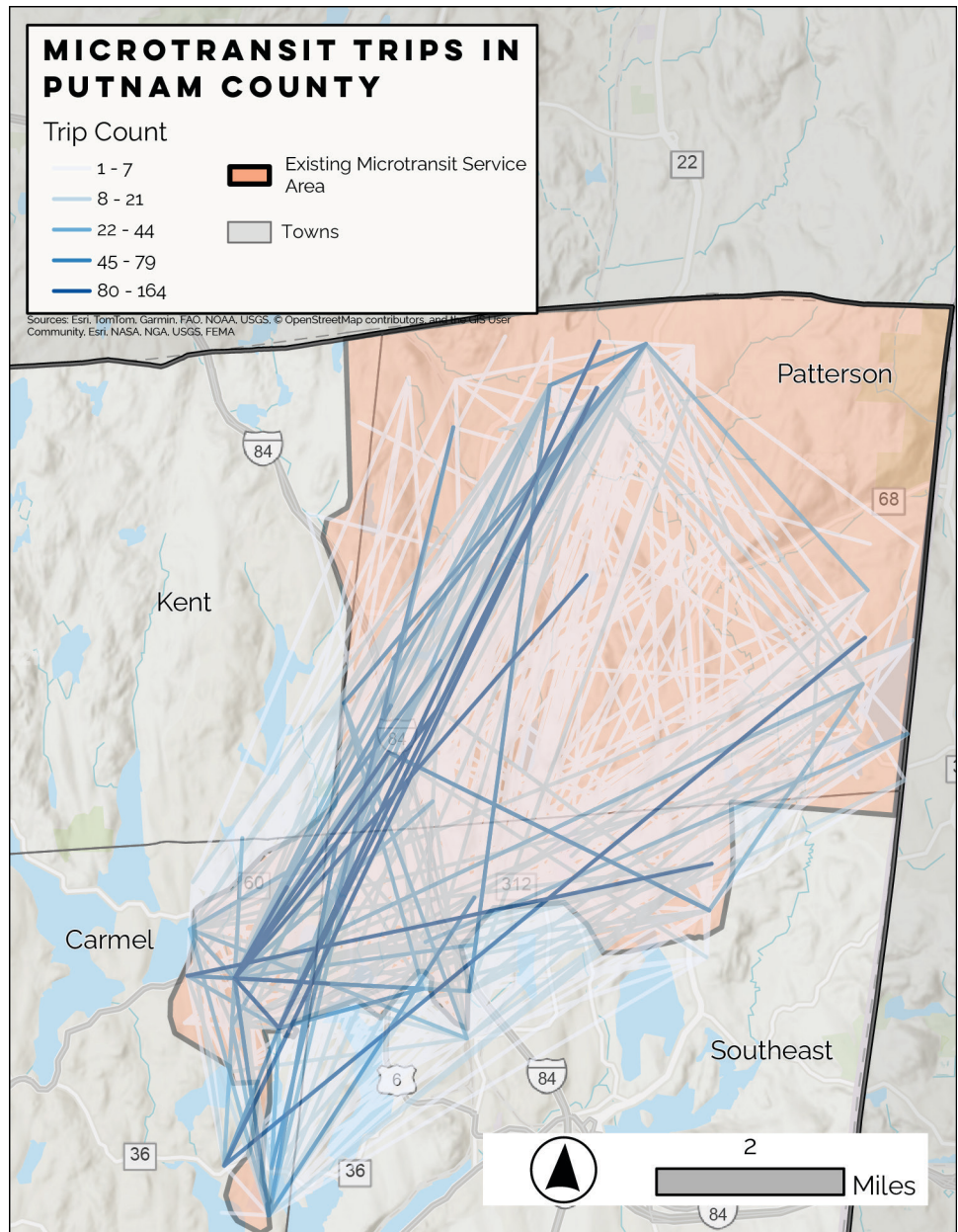
Riders can book their ride using the Putnam On-Demand app or by calling the number listed on their site. Riders can also pre-book their ride the day before. The vehicle will pick up and drop off riders anywhere within the microtransit zone. More details on the service are provided in Table 2.

In the second half of 2025, there were over 8,600 trips of on-demand service, and the average wait time was 14 minutes. It has proven to be successful, with low wait times, and the ability to reach further parts of the County. Of all trips requested in 2025, 75% were completed, with the uncompleted mostly attributed to booking errors, locations not in the service area, and a seat being unavailable.

**Table 2: Microtransit Service Summary**

| Category          | Details                                                                                                                                                                                                                                                |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Timing</b>     | Monday – Friday: 8:00 a.m. to 6:00 p.m.<br>Saturday: 9:00 a.m. to 3:00 p.m.<br>Sunday and Major Holidays: No PART service.                                                                                                                             |
| <b>Cost</b>       | \$2.50 one-way<br>\$1.25 one-way for seniors, students, and ADA riders<br>\$0.75 per full-fare transfer<br>\$0.25 per half-fare transfer<br>ViaPass subscriptions are \$75 per month, and offer unlimited rides (and transfers to the bus) for 30 days |
| <b>Scheduling</b> | Putnam On-Demand app or by phone                                                                                                                                                                                                                       |

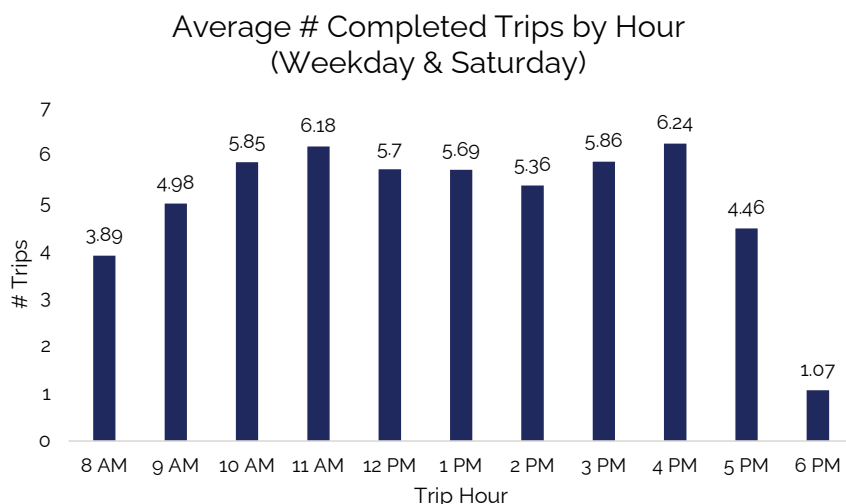
**Figure 11: On-Demand Trip Flow Map**



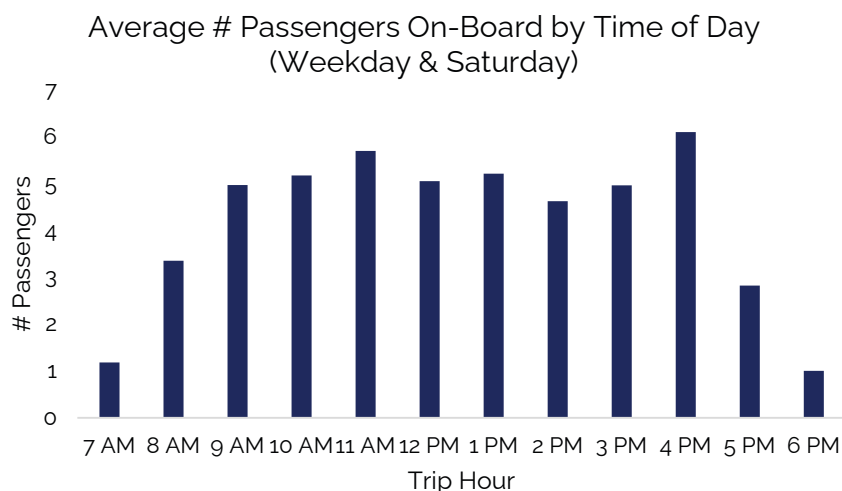
On-Demand ridership origins and destinations are similar to PART fixed-route, with most trips starting and ending at Putnam Plaza. There is also a high concentration of trips where destinations exist, such as near Putnam Hospital and the Southeast Metro North station. While the maps of origins and destinations look almost identical, there is a slightly higher number of pick-ups in the northern end of the Fair Street corridor area, and slightly higher number of drop-offs near Putnam Plaza and the Metro North Station, indicating the service is getting riders from residential areas to generators.

The On-Demand route profile can be found in the appendix.

**Figure 12: On-Demand Trips by Hour Chart**



**Figure 13: On-Demand # Passengers by Hour Chart**



## Existing Paratransit Services

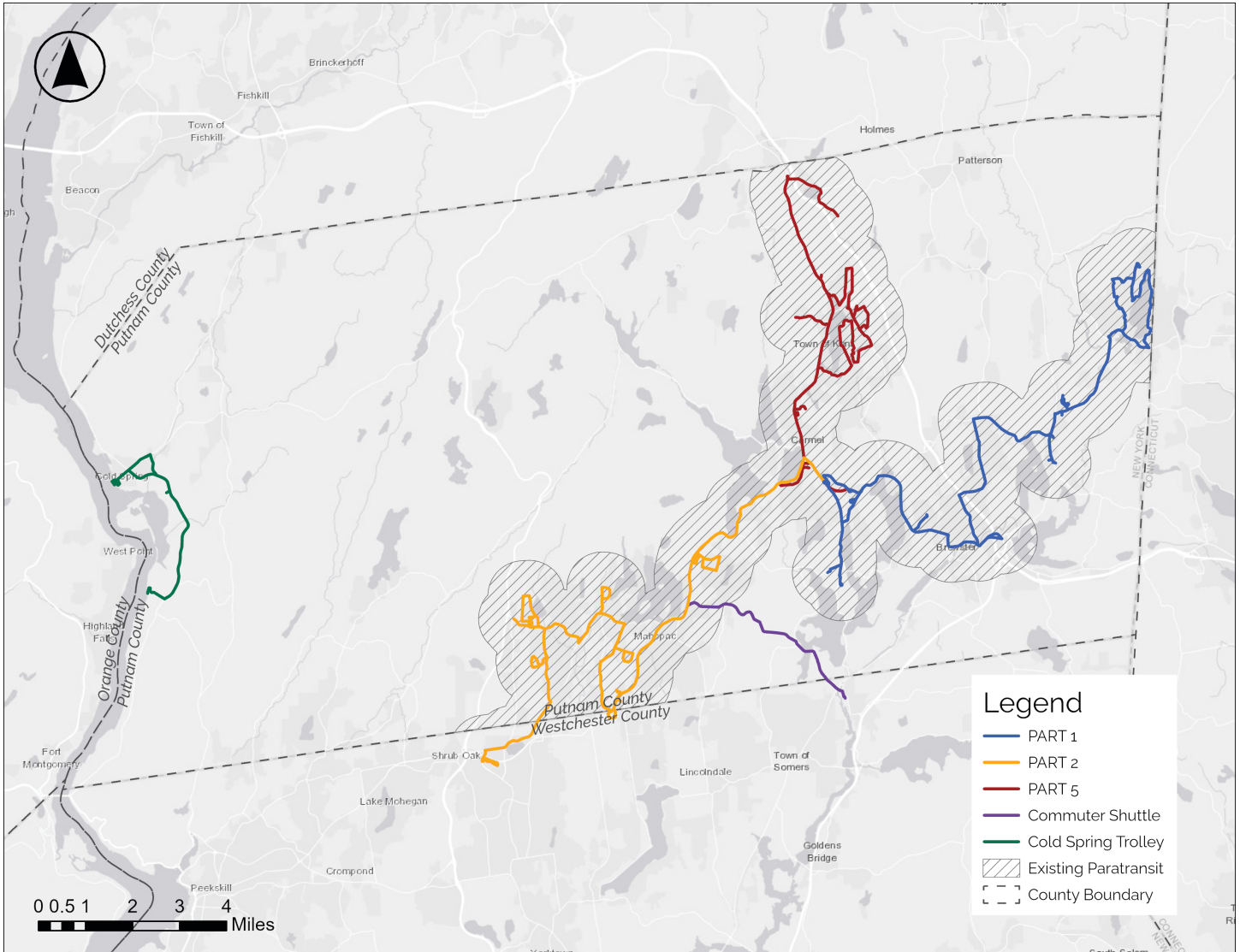
### Service Summary

Putnam Area Rapid Transit (PART) Paratransit is an origin-to-destination transportation service for residents unable to use the regular public transportation system due to physical or mental disability. More details on the service are provided in Table 3.

The current PART system, including the Cold Spring Trolley, the Croton Falls Shuttle, and the current ADA service area boundary, is shown in Figure 14.

**Table 3: Paratransit Service Summary**

| Category           | Details                                                                                                                                                                                                                                                                                          |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Eligibility</b> | People within $\frac{3}{4}$ mile of a PART fixed-route and have a destination that is within the $\frac{3}{4}$ mile buffer. Service is provided after a certification process, including a medical doctor's certification affirming that an individual is unable to use the regular PART system. |
| <b>Timing</b>      | Paratransit operates on the same days and at the same times as the PART fixed-route transit service.                                                                                                                                                                                             |
| <b>Cost</b>        | One-way paratransit trip costs \$3.25.                                                                                                                                                                                                                                                           |
| <b>Scheduling</b>  | Call the day before the desired service between 9 a.m. and 5 p.m. If the previous day is a Sunday or a holiday, the call can be made on Saturday or the day before the holiday.                                                                                                                  |



**Figure 14: Existing PART ADA Service Map**

### *Service Characteristics*

In 2025, PART Paratransit had operating expenses of about \$360,000, providing roughly 11,400 trips totaling 138,500 miles. The cost per passenger was just under \$32, with the cost per mile slightly over \$12. Ridership has increased since the pandemic, showing about 25% growth from 2021, even though there was a small decline from 2024 to 2025. Nonetheless, ridership is still below pre-pandemic levels, when yearly totals were around 15,000 passengers.

**Figure 15: Annual Paratransit Ridership**

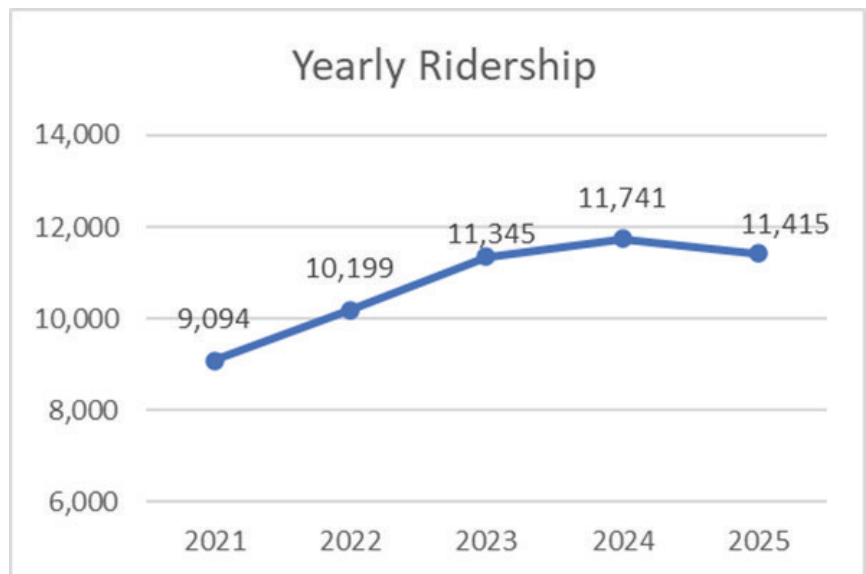
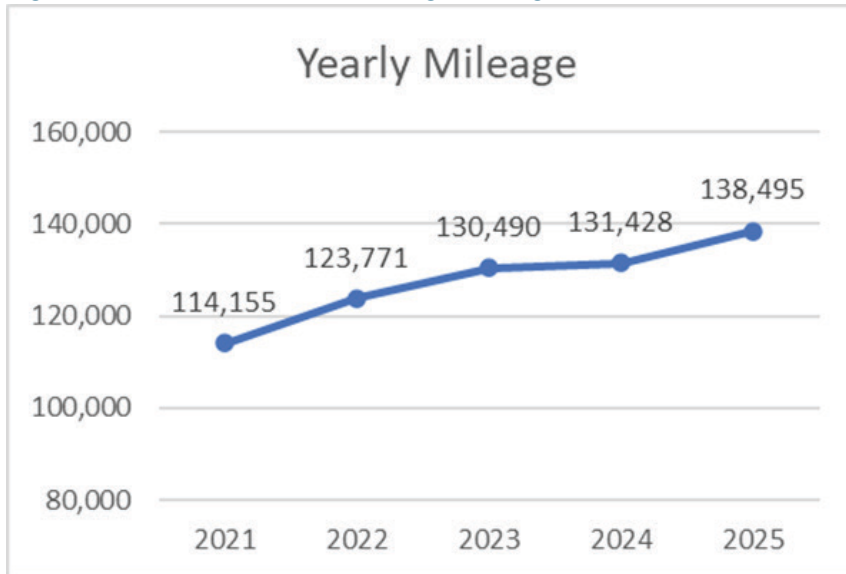




Figure 16: Annual Paratransit Passenger Mileage

**Passenger Mileage:**

The trend in miles traveled has also steadily increased since the pandemic but remains below pre-pandemic levels, which saw over 170,000 miles traveled. Notably, while ridership dropped by around 300 passengers from 2024, the mileage increased by 7,000, likely indicating that passengers took longer trips in 2025.

Figure 17: Annual Paratransit Operating Expenses

**Operating Expenses:**

Operating expenses increased significantly after the pandemic due to the return of passengers but have stabilized since 2022 at around \$360,000. This is still below pre-pandemic levels when operating expenses were about \$400,000.

Figure 18: Paratransit Cost per Passenger

**Operating Costs:**

Operating costs per passenger have decreased slightly since the pandemic but still remain higher than pre-pandemic levels when costs per passenger were around \$26. There was an increase in costs per passenger from 2024 to 2025 of over \$2, likely linked to the rise in miles traveled.



### Existing Demand and Usage

While there were a total of 11,415 passenger trips in 2025, there were only 1,094 unique origin and destination links, indicating that many trips followed the same routes. The figure below displays all unique origin and destination links from 2025, overlaid with the current ADA service boundary. Data for all drop-offs were grouped into ½ mile grid cells to provide a clearer view of where riders traveled. The darker squares, which indicate more drop-offs, reveal that the Carmel area had the highest number of riders, with additional concentrations near the boundaries of the ADA service area in the southwest and east.

By analyzing the number of trips per link and the specific drop-off locations recorded in 2025, insights can be gained about the most popular destinations, highlighting the key locations that ADA populations aim to access. Based on the displayed results, the main purpose of these trips are primarily for medical, shopping, or employment needs.

### Top Destinations for Paratransit:

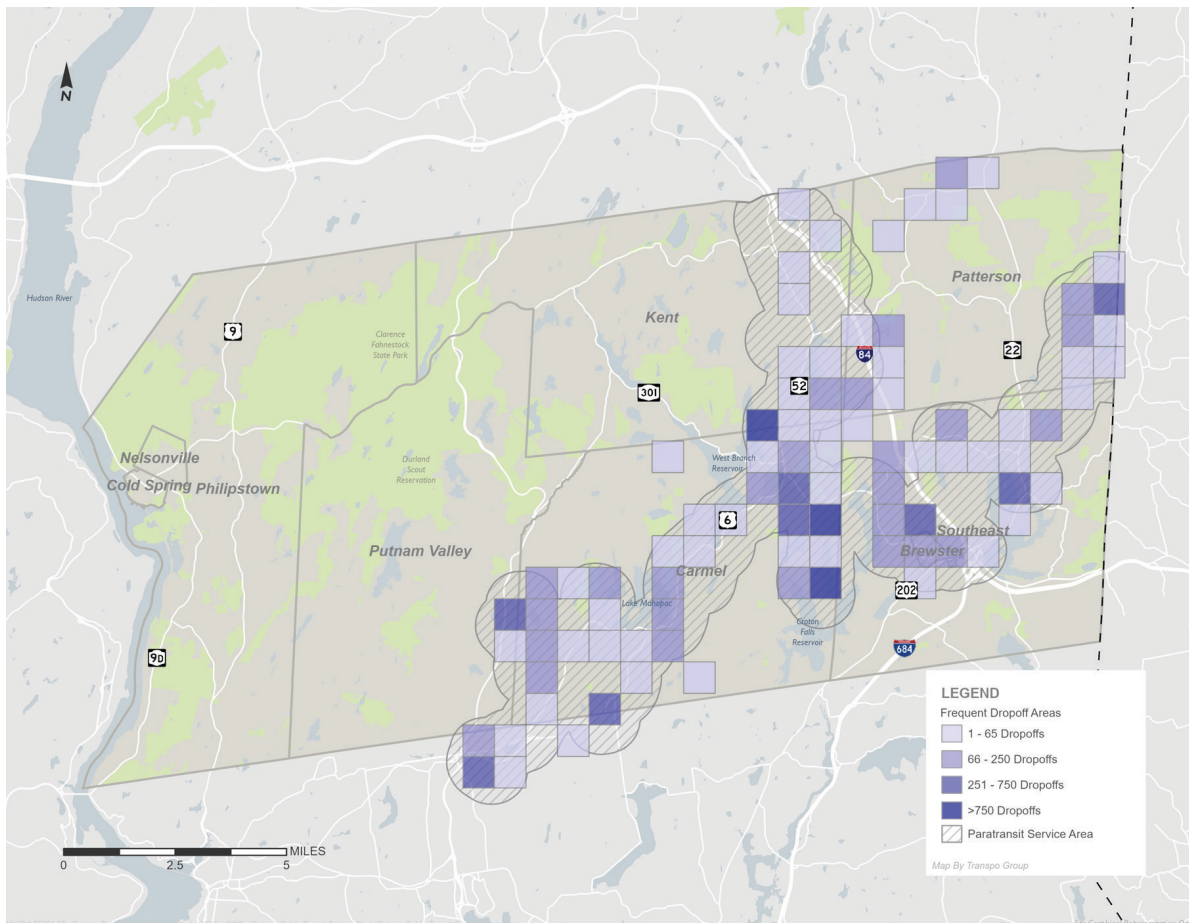
**Putnam Hospital and adjacent medical uses<sup>1</sup>** – Accounting for about 14% (1,567) of all ADA trip drop-offs. This includes the medical facilities around the hospital as well.

**Carmel ShopRite Plaza** – Accounting for about 7% (761) of all ADA trip drop-offs

**Lakeview Plaza** – Accounting for about 5% (607) of all ADA trip drop-offs

**Jefferson Valley Mall** – Accounting for about 4% (492) of all ADA trip drop-offs

**Figure 19: Paratransit Drop-Off Locations Summarized by 1/2 Mile Grids**



<sup>1</sup> Based on O-D pairs aggregated to a 1/2 mile grid

Existing Market and Gap Analysis

To understand the current ADA market context and identify potential gaps, it is essential to analyze the current demographics. Data was gathered from the American Community Survey

5-year estimates (2020–2024) to determine the number of seniors and individuals/ households with disabilities, as well as their locations within Putnam County. The table below provides an estimate of the ADA populations both within the existing ADA service area and across Putnam

County as a whole. The current ADA service area extends into Westchester County as closed-door service to/ from the Jefferson Valley Mall, but does not presently serve Dutchess County or Connecticut, even though the ¾ mile buffer would reach into both locations.

Table 4: Paratransit Service Area Demographics

|                            | Total Population | Total Households | Total ADA Population | Population 65 and over | Disabled Population | Households with at least 1 Disabled Person |
|----------------------------|------------------|------------------|----------------------|------------------------|---------------------|--------------------------------------------|
| Putnam County              | 98,107           | 35,545           | 28,777<br>(29%)      | 18,910<br>(19%)        | 9,867<br>(10%)      | 8,050<br>(23%)                             |
| Current ADA Service Area*1 | ~ 70,000         | ~ 26,000         | ~ 21,000<br>(30%)**  | ~ 13,500<br>(20%)      | ~ 7,400<br>(11%)**  | ~ 6,200<br>(24%)                           |

\*ADA service area metrics are calculated by counting all Census Block Groups that intersect with the service area, not just those fully within the boundary (likely inflates the actual numbers). Excludes Westchester County.

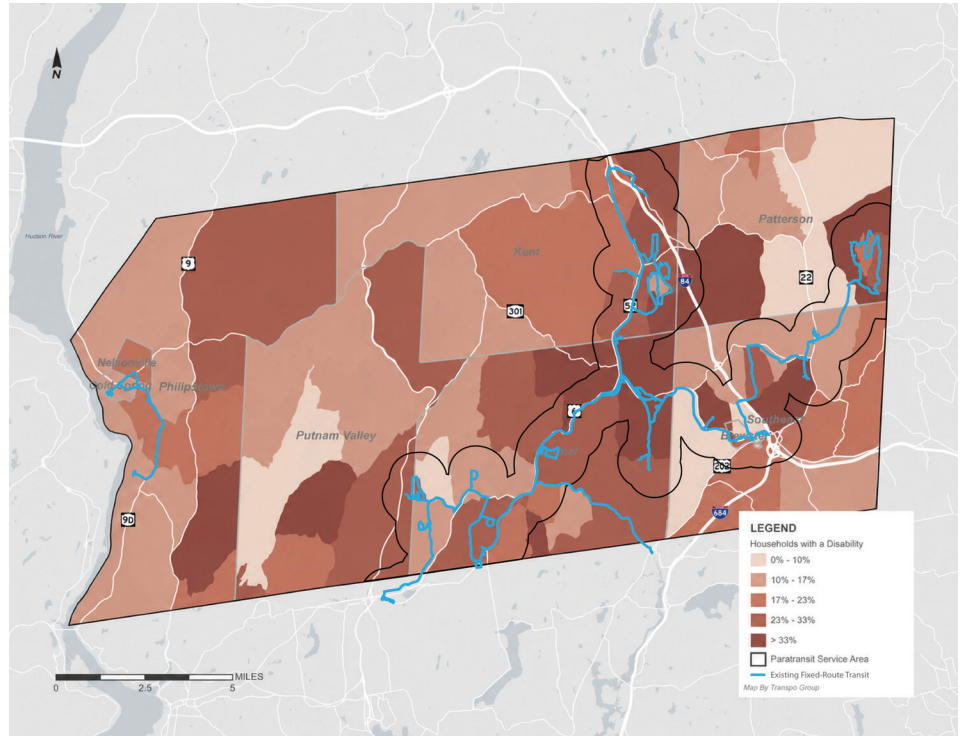
\*\*Disabled population data is not available at the ADA service area level. The disabled population and total ADA population for the current service area are based on the ratio of Putnam County data, comparing the disabled population to households with at least one disabled person.

Overlaying the current ADA service area boundary on the senior and disabled household populations reveals that some areas in the western part of the county have relatively high concentrations of ADA populations but lack access to paratransit services. However, the current service area does encompass the most significant population centers and provides access to many important destinations clearly in need.

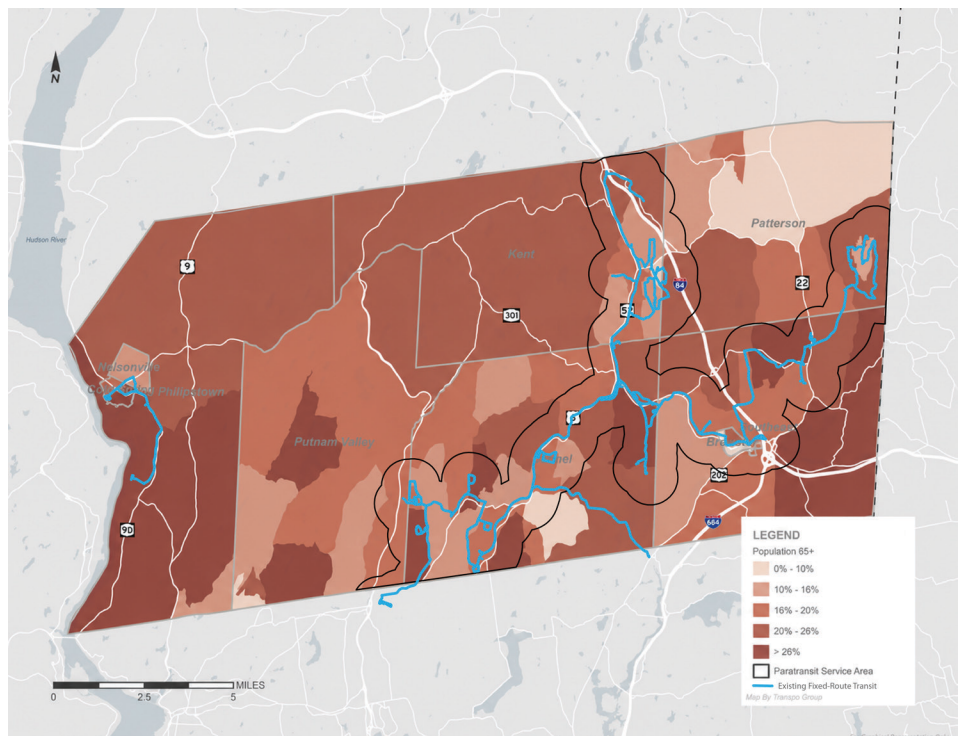
The percentage of households with one or more persons with a disability is shown in the figure below. There is no clear pattern to where this group is concentrated within the county, with percentages fluctuating across different areas. The Carmel area has a slightly higher proportion of households with a disability compared to other parts of the county, such as the northeast region.

The other key ADA demographic are seniors (population 65 and older). The percentage of seniors throughout Putnam County is shown in the figure below. Similar to the percentage of households with a disability, there is no clear pattern to where seniors live, as there are significant clusters throughout the southern part of the county.

**Figure 20: % Households with a Disability Map**



**Figure 21: % Seniors (65+) Map**





### *Fleet & Facility*

Putnam County maintains a diversified fleet of public transit vehicles including: 10 transit cutaways, 3 trolleys and 11 paratransit vehicles. These buses are procured and maintained by the County, while MV Transportation and Via are contracted for turnkey operations. All transit operations, planning, and customer service occur at the County building located at 841 Fair Street in Carmel. Riders are able to purchase tickets or passes for all services offered by PART during The Department of Planning, Development and Public Transportation's office hours, which are Monday through Friday from 9:00AM to 5:00 PM, with summer hours of 8:00 AM to 4:00PM.

MV operates within the County building at 841 Fair Street from the hours of Monday through Friday from 4:50 AM to 8:00 PM and Saturday 8:00 AM to 6:00 PM. There is no service on Sundays or major holidays.

PART operates a predominantly flag-stop system, meaning riders may board or alight at safe locations along a route rather than relying solely on fixed, fully developed bus stops. As a result, transit infrastructure across the system is intentionally limited and concentrated primarily at key destinations and higher-activity locations. While the County maintains a set of designated stops, these function more as reference points within a flexible system rather than fully built-out passenger facilities typical of urban transit networks.

A total of 209 designated stops were inventoried as part of this study, and the availability of infrastructure at each location is summarized in Table 5.

The inventory results confirm that most designated stops have minimal or no physical infrastructure, which is consistent with the County's flag-stop operating model.

Basic wayfinding elements such as signs and poles are present at fewer than 10 percent of stops, and passenger amenities such as shelters, benches, and schedule information are provided at only a small number of locations. Lighting and trash receptacles are nearly absent systemwide. Even at a fundamental level, fewer than one-quarter of stops have sidewalk access, and only a very limited number include ADA-compliant boarding pads.

These findings suggest that while the current stop infrastructure aligns with the flexible nature of PART's service, there are opportunities to improve passenger experience and system legibility at key locations. In particular, the lack of signage and defined boarding areas may make the system difficult for new or infrequent riders to navigate, and the absence of basic amenities can result in inconsistent and, at times, uncomfortable waiting conditions.

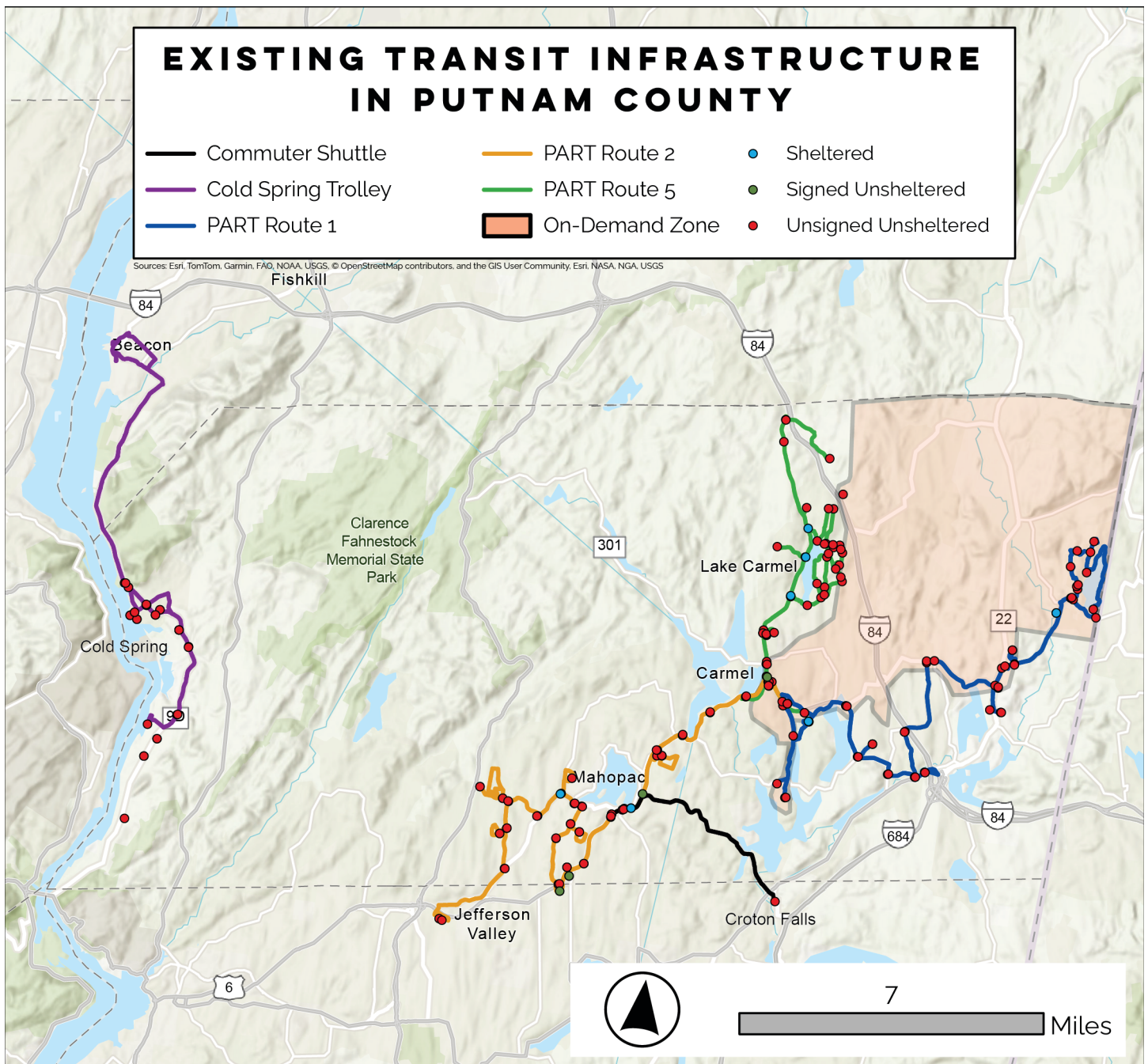
**Figure 22: PART Fleet**



Table 5: Existing Infrastructure Summary

| Category | Yes | No  | Unknown |
|----------|-----|-----|---------|
| Sign     | 4   | 181 | 16      |
| Pole     | 4   | 181 | 16      |
| Schedule | 0   | 185 | 16      |
| Light    | 1   | 183 | 17      |
| Bench    | 11  | 174 | 16      |
| Shelter  | 6   | 187 | 16      |
| Trash    | 2   | 181 | 16      |
| Sidewalk | 40  | 155 | 6       |
| ADA Pad  | 2   | 192 | 7       |

Figure 22 A: Existing Transit Infrastructure Map



# CHAPTER 3

## PUBLIC ENGAGEMENT



## Community Survey

A public input survey was conducted from February 26<sup>th</sup> to April 30<sup>th</sup>, 2026, to capture rider and non-rider feedback on Putnam Area Rapid Transit (PART). The survey asked respondents about their travel patterns, experience with existing transit service, barriers to using transit, desired service improvements, and basic demographic characteristics. A total of 164 responses were received.

The survey was made available online and in paper format to help reach a broad range of County residents and transit users. The online survey was promoted through a flyer with a web link and QR code and posted on the County transportation website. Paper copies were also available at 841 Fair Street in Carmel and on-board PART buses. Survey results are presented below. It should be noted that all graphs show the number of responses unless otherwise noted.

## Survey Themes

While the comments varied in specificity, several consistent themes emerged and largely reinforced the quantitative findings:

*Service in Western Putnam and Underserved Areas.* The most prominent theme across the comments was the lack of service in western Putnam County, particularly Philipstown, Cold Spring, Garrison, and Putnam Valley. Multiple respondents described the Cold Spring Trolley as a tourism amenity rather than practical transportation. Residents of these communities described being unable to reach shopping, medical appointments, or Metro North connections without a private vehicle. Several comments specifically called for east-west routes connecting the western and eastern sides of the county.

*Microtransit, Paratransit, and Curb-to-Curb Service.* Respondents repeatedly asked for on-demand, paratransit, or curb-to-curb options for seniors, people with disabilities, and non-drivers. Several comments described frustration with the geographic limits of existing on-demand zones (notably the lack of service in Mahopac and Putnam Valley) and the paratransit eligibility requirement that service only operates within  $\frac{3}{4}$  of a mile of a fixed-route stop. Caregivers described the burden of providing transportation for family members who cannot drive.

*Aging in Place and Disability Access.* Several respondents expressed concern about what will happen when they or their family members can no longer drive. Comments described

fears of relocating from the county, neighbors who lost access to medical care, and adults with disabilities who have no practical transit option. This theme connects directly to the older age profile of the survey respondents and the high share who reported transportation as a significant problem.

*Customer Information and Technology.* Many comments pointed to a need for better information, signage, scheduling tools, and app-based trip planning or payment. Respondents described bus stops with minimal signage, schedules that are difficult to find, and the lack of tap-to-pay or real-time arrival information. Respondents suggested that higher awareness of existing services would increase ridership without requiring new routes or vehicles.

*Service Hours and Reliability.* Several riders described service hours that end too early for return trips, particularly on PART 1. Others noted occasions when buses did not stop or did not arrive. Weekend and evening service expansion was a recurring request, consistent with the finding that service hours received the weakest satisfaction rating.

## Stakeholder Interviews

As part of the Putnam Area Transit study, a listing of 21 area agency heads, elected

officials and private individuals were identified by Putnam County Planning Department staff to be interviewed as part of the study's stakeholder outreach effort. The goal of the interviews was to collect a broader perspective and input on the current effectiveness and potential future needs for public transit/mobility services in Putnam County.

A total of 16 telephone interviews were conducted, involving more than 19 individuals over the period from March 30 through April 8, 2026. Many common themes came up in the interviews. A summary of the key take-aways include:

1. The value and need for public transit services in Putnam County was broadly recognized. Very few critical comments were made.
2. It's recognized that the County presents special transportation challenges due to its largely suburban/rural nature.
3. PART's new On-Demand service was viewed positively with general interest expressed in seeing it expanded.
4. The lack of transit service in western portions of the County was mentioned repeatedly as a need. Primary connection points mentioned for such a service were to/from the Carmel area and to/from points in Dutchess and Westchester Counties for shopping and employment

purposes.

5. MV Transportation staff offered some specific routing change suggestions, to be detailed separately in writing.
6. Most of the agencies contacted had limited direct contact or relationship with PART services. Most of the service-related comments were relayed impressions from clients and constituents.

The full survey results and stakeholder interview notes can be found in the appendix.

# CHAPTER 4

## FIXED-ROUTE ANALYSIS



## Fixed-Route Analysis

This section covers the proposed changes to PART fixed-route service. Each recommendation includes a map of the proposed service, an overall description, rationale for the service (whether new or an adjustment to an existing route) as well as key operating statistics.

For the fixed-route recommendations, the project team calculated the following operating statistics:

**Preliminary Runtime:** the estimated time required to travel to all scheduled stops, based on speeds observed on the existing network.

**On-Call Allowance:** the on-call allowance is how much extra runtime is padded into the schedule to account for on-call stops during a specific trip. The value ranges between 10 and 15 percent of the preliminary runtime, based on the overall route length and the number of on-call stops.

**Final Runtime:** the sum of the preliminary runtime and on-call allowance.

**Length:** the length of each route pattern in miles.

**Approximate Weekday/Weekend Span:** the proposed spans are generalized to the nearest hour or half-hour. As long as the total length of the span is consistent, the actual start and end-times may be adjusted during final scheduling.

**Weekday/Saturday Trips (and Headway):** the number of vehicle trips occurring on

each pattern over the course of the day. The headway is the average wait time that customers would experience.

### Estimated Annual Revenue

**Hours:** the total revenue hours anticipated on each route based on the daily revenue hours and the number of vehicles operating.

### Estimated Annual Revenue

**Miles:** the total revenue miles anticipated on each route based on the route length and the number of daily trips. This number is a minimum as on-call deviations will increase revenue miles.

**Vehicles at Maximum Service:** the number of buses required to provide service at its most frequent period.



## Route 1 – Brewster/Carmel

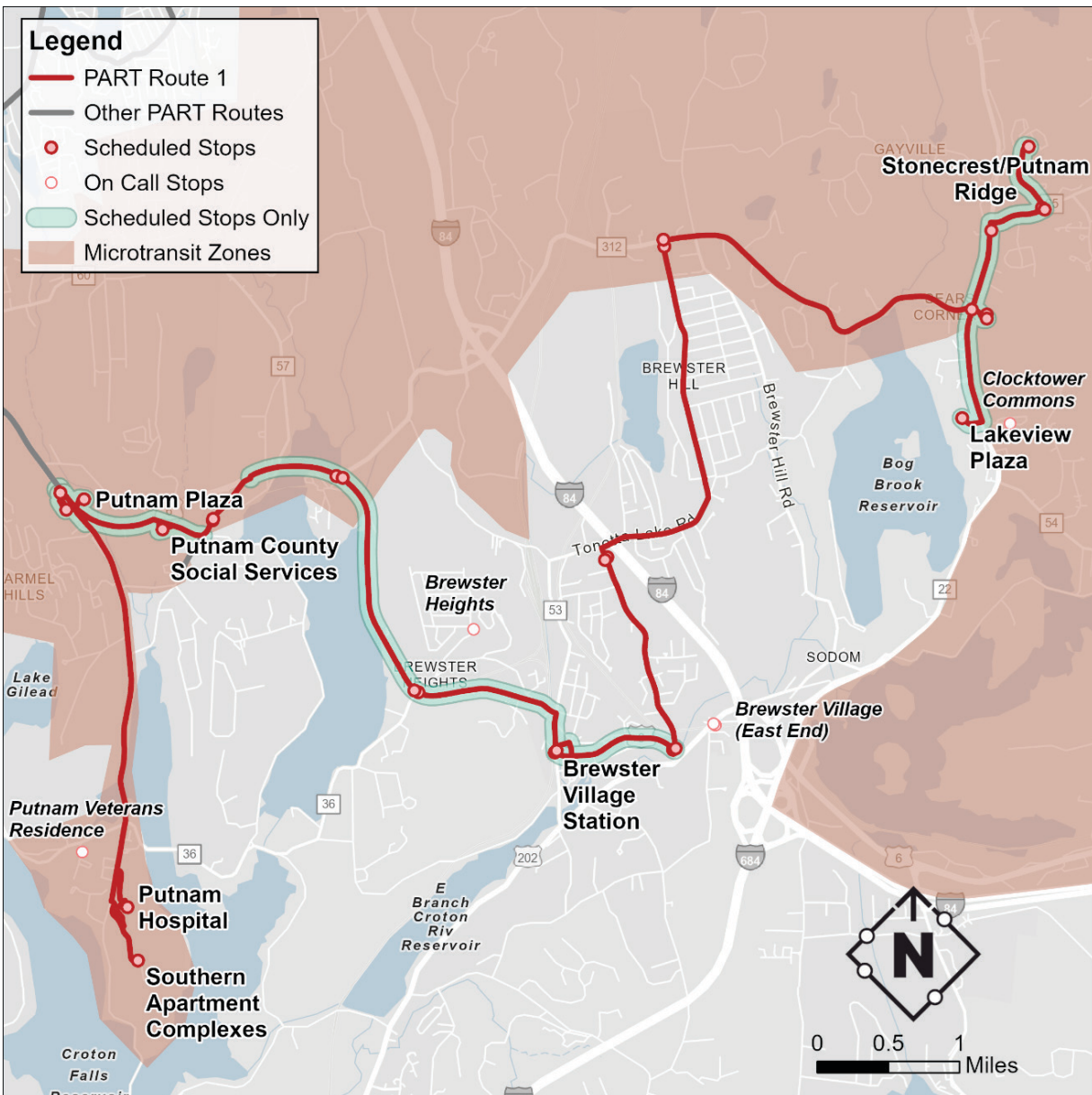
### Route Description

Starting at Putnam Plaza, the proposed Route 1 would serve from Putnam Hospital via Stoneleigh Avenue, Route 6, before continuing east on Peaceable Hill Road, N Brewster Road, NY 312, and NY 22. This route is proposed to provide connections between Carmel, Brewster Heights, Brewster and vicinity of Mt. Ebo Road North.

Key destinations served include Putnam Hospital, Putnam Plaza, Carmel Friendship Center, Brewster Station, Putnam Ridge Nursing Home, & Lakeview Plaza. To address safety and reliability concerns, flag stops are limited along the scheduled-stops-only segments shown on the route map; these segments are located in denser areas where

scheduled stops are easily accessible and along highway segments where pedestrian safety is harder to guarantee. **Figure 23** shows the proposed alignment for this route.

Figure 23: Route 1 Map





### Rationale

Proposed Route 1 represents a proposed modification to the existing PART 1, which is Putnam County's most productive route. The route was shortened from Putnam Lake as the western terminus to Lakeview Plaza; the portion of the existing route west of Lakeview plaza overlaps with the existing microtransit zone and stop-level ridership is significantly lower compared to the rest of the route. Travel demand analysis from Putnam Lake indicates that 74 percent of trips from Putnam Lake can be served through the northeast microtransit zone.

While Putnam Lake is losing a one-seat ride to Brewster, the travel demand data indicates that only two percent of trips to Brewster originate from this area. The runtime savings from this change allow the route to serve Putnam Hospital consistently in both directions (inbound trips classify Putnam Hospital as an on-call stop) as well as a new residential area immediately south of the hospital. The proposed span largely matches existing PART 1 service so that operational changes (such as driver shifts) are minimal.

Additionally, existing trip-level ridership trends do not support a major change in overall operating span. **Table 6** includes the service characteristics for this proposed route.

Table 6: Route 1 Operating Statistics

|                                             | Northbound<br>Putnam Hospital to Lakeview Plaza | Southbound<br>Lakeview Plaza to Putnam Hospital |
|---------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| Preliminary Runtime                         | 37 minutes                                      | 39 minutes                                      |
| On-Call Allowance                           | 8 minutes                                       | 8 minutes                                       |
| Final Runtime                               | 45 minutes                                      | 47 minutes                                      |
| Length                                      | 16.1 miles                                      | 16.8 miles                                      |
| Approximate Weekday Span                    | 8:00 a.m. – 7:00 p.m.                           | 6:00 a.m. – 8:00 p.m.                           |
| Weekday Trips (and Headway)                 | 14 trips (60 minutes)                           | 14 trips (60 minutes)                           |
| Approximate Saturday Span                   | 7:00 a.m. – 5:00 p.m.                           | 8:00 a.m. – 6:00 p.m.                           |
| Saturday Trips (and Headway)                | 10                                              | 10                                              |
| <b>Annual Operating Cost Estimates</b>      |                                                 |                                                 |
| Estimated Annual Revenue Hours              | 8,188                                           |                                                 |
| Estimated Annual Revenue Miles <sup>1</sup> | 134,693                                         |                                                 |
| Vehicles at Maximum Service                 | 2                                               |                                                 |

*Actual annual revenue miles may be greater due to on-call stop deviations*

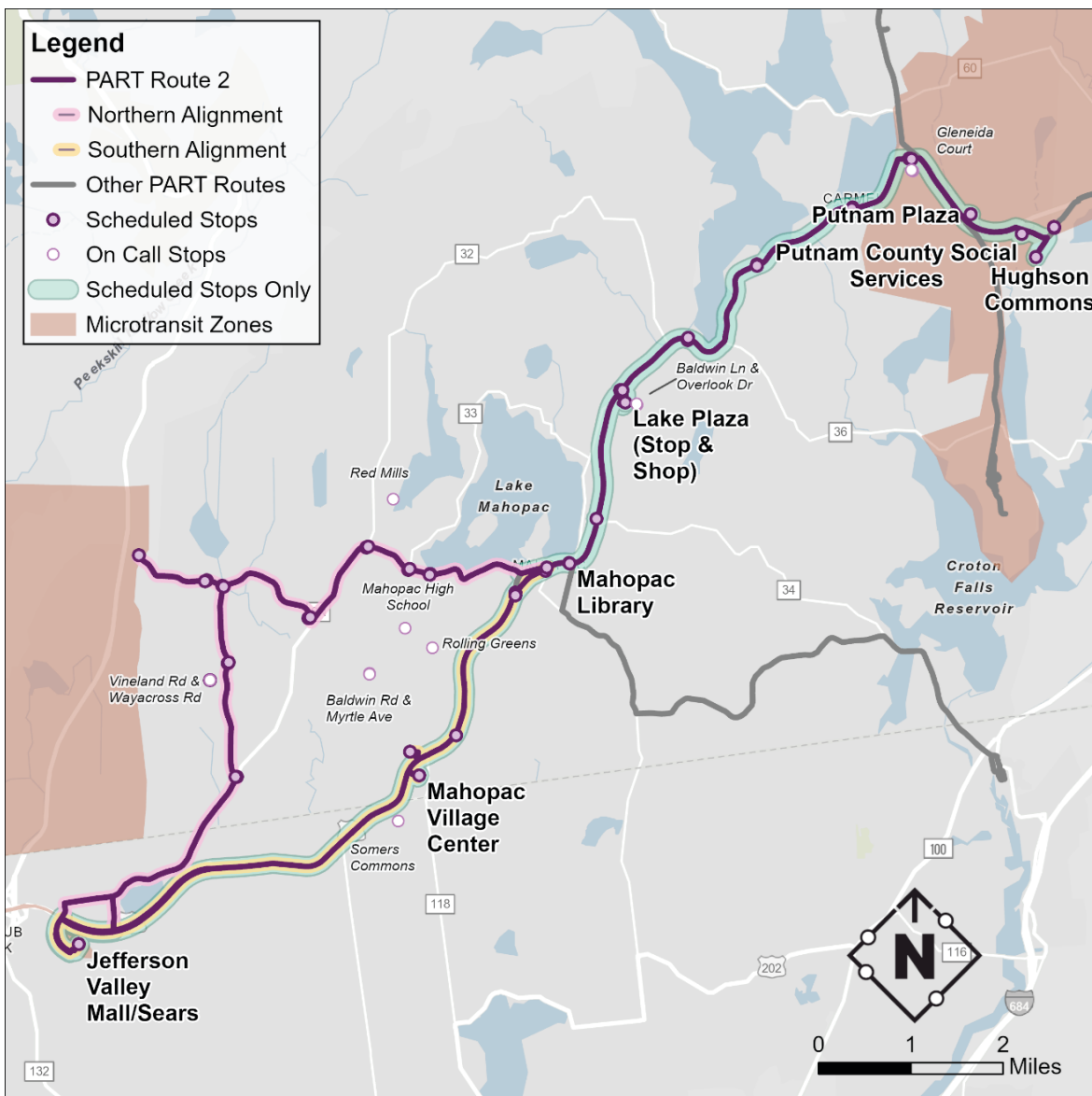
## Route 2 – Mahopac/Jefferson

### Route Description

Proposed Route 2 recommends service from Jefferson Valley Mall to Hughson Commons via Mahopac and Putnam Plaza. This recommendation has two service patterns: the Northern Alignment will run along Route 6, Brewster Road, and Old Route 6. The Southern Alignment will run along Wood Street, Secor Road, South Lake Boulevard, Route

6, Brewster Road, & Old Route 6. It is noted that these new alignments could alter PARTs complementary paratransit obligation, which is explored further in Chapter 6. This route will provide connections between the West Mahopac, Mahopac Falls, Baldwin Place, Mahopac, and Carmel Hamlet communities. Key destinations served include Jefferson Valley Mall, Somers Commons, Mahopac Village Center, Mahopac Library, Lake Plaza, Putnam Plaza, Carmel Friendship Center & Hughson Commons. To address safety and reliability concerns, flag stops are limited along the scheduled-stops-only segments shown on the route map, which are concentrated through the Mahopac hamlet and the Putnam Plaza/Hughson Commons area where the route enters denser, more congested zones with readily accessible scheduled stops. **Figure 24** shows the proposed alignment for this route.

Figure 24: Route 2 Map





### Rationale

The existing service (PART 2) provides critical connections for residents in Mahopac and West Mahopac to commercial opportunities at Jefferson Valley Mall and Putnam Plaza, but it takes a circuitous route to provide the necessary coverage. This recommendation creates a branching pattern to provide similar coverage in West Mahopac while also providing a more direct ride. The northern alignment

will operate on a two hour headway all day, while the southern alignment will operate on a two hour headway during the peak period only, meaning that the shared trunk between Mahopac and Hughson Commons will now see hourly service during the peak period, cutting wait times for riders along this section in half. Riders will also see an improvement by having more direct connections to key destinations like Putnam

Plaza and Jefferson Valley Mall, as well as increased service between Mahopac and Putnam Plaza. The reduced runtime allows the route to be extended past Putnam Plaza to Putnam Hospital as well, eliminating the need for a transfer. The proposed span largely matches existing PART 2 service so that operational changes (such as driver shifts) are minimal. Additionally, existing trip-level ridership trends do not support a major change in overall operating span. **Table 7** includes the service characteristics for this proposed route.

**Table 7: Route 2 Operating Statistics**

|                                             | Northbound                               |                                               | Southbound                               |                                              |
|---------------------------------------------|------------------------------------------|-----------------------------------------------|------------------------------------------|----------------------------------------------|
|                                             | Jefferson Valley Mall to Putnam Hospital |                                               | Putnam Hospital to Jefferson Valley Mall |                                              |
|                                             | Northern Alignment                       | Southern Alignment                            | Northern Alignment                       | Southern Alignment                           |
| Preliminary Runtime                         | 37 minutes                               | 38 minutes                                    | 45 minutes                               | 44 minutes                                   |
| On-Call Allowance                           | 8 minutes                                | 8 minutes                                     | 9 minutes                                | 9 minutes                                    |
| Final Runtime                               | 45 minutes                               | 46 minutes                                    | 54 minutes                               | 53 minutes                                   |
| Length                                      | 15.6 miles                               | 15.9 miles                                    | 18.9 miles                               | 18.4 miles                                   |
| Approximate Weekday Span                    | 8:00 a.m. – 9:00 p.m.                    | 7:00 a.m. – 10:00 a.m.; 5:00 p.m. – 8:00 p.m. | 7:00 a.m. – 8:00 p.m.                    | 6:00 a.m. – 9:00 a.m.; 4:00 p.m. – 7:00 p.m. |
| Weekday Trips (and Headway)                 | 7 (120 minutes)                          | 4 (120 minutes)                               | 7 (120 minutes)                          | 4 (120 minutes)                              |
| Approximate Saturday Span                   | 9:00 a.m. – 6:00 p.m.                    | No Service                                    | 8:00 a.m. – 5:00 p.m.                    | No Service                                   |
| Saturday Trips (and Headway)                | 5 (120 minutes)                          | No Service                                    | 5 (120 minutes)                          | No Service                                   |
| <b>ANNUAL OPERATING COST ESTIMATES</b>      |                                          |                                               |                                          |                                              |
| Estimated Annual Revenue Hours              | 6,142                                    |                                               |                                          |                                              |
| Estimated Annual Revenue Miles <sup>1</sup> | 108,609                                  |                                               |                                          |                                              |
| Vehicles at Maximum Service                 | 2                                        |                                               |                                          |                                              |

*Actual annual revenue miles may be greater due to on-call stop deviations*

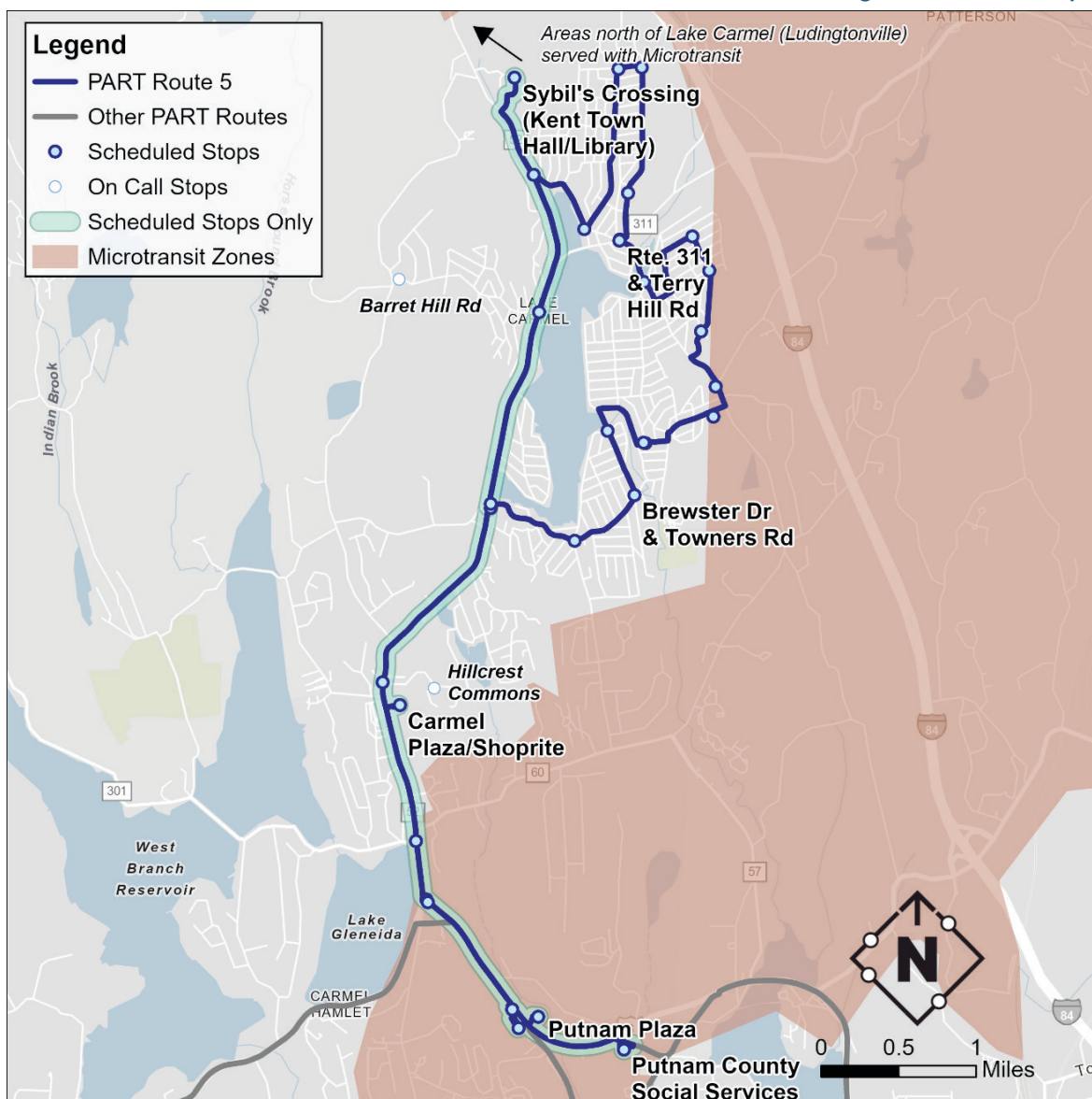
## Route 5 – Lake Carmel

### Route Description

Proposed changes to existing Route 5 recommends service from Putnam County Social Services to Lake Carmel in a one-way loop. Northbound service will stay along NY 52 on the western side of the lake towards Kent Town Hall. On the southbound trip, it will serve the eastern side of the lake on roads including Putnam Drive, Longfellow Drive, Terry Hill Road, and Towners Road. This route provides key

connections between Carmel and Lake Carmel. Key destinations served include Putnam County Social Service, Putnam Plaza, Carmel Plaza, and the Lake Carmel community. To address safety and reliability concerns, flag stops are limited along the scheduled stops only segments shown on the route map, which run through the NY 52 corridor and the denser Carmel and Lake Carmel areas where scheduled stops are readily accessible and pedestrian safety along the higher-speed segments is harder to guarantee. **Figure 25** shows the proposed alignment for this route.

Figure 25: Route 5 Map



### Rationale

Route 5 recommendations modify the existing PART 5 to continue to serve Lake Carmel while simplifying the route alignment. The complex alignment and high number of on-call stops decreased route legibility and increased operational complexity (requiring a higher number of special alignments and patterns). At the same time, lower wait times within the existing microtransit zone indicated that it could be expanded to serve more areas. To simplify the service and better utilize existing

microtransit resources, on-call stops north of Kent Lakes along the existing PART 5 will now be served by the expanded microtransit zone. This allows Route 5 to be shortened to end at Kent Town Hall in the north and expanded to the Putnam County Department of Social Services in the south. The route alignment was also simplified on the western side of Lake Carmel to improve runtime consistency by reducing the number of on-call stops and deviations. This will reduce the variability in the overall runtimes and allow them to

stick closer to their schedules. The simplified alignment on the western side of Lake Carmel aimed to balance simplification and fewer turns with serving high ridership stops and/or ensuring most residents had a bus stop within a ¼ mile. The proposed span largely matches existing PART 3 service so that operational changes (such as driver shifts) are minimal. Additionally, existing trip-level ridership trends do not support a major change in overall operating span. **Table 8** includes the service characteristics for this proposed route.

**Table 8: Route 5 Operating Statistics**

| <b>ROUNDTrip<sup>1</sup></b><br><b>PUTNAM PLAZA to KENT TOWN HALL TO PUTNAM PLAZA</b> |                       |
|---------------------------------------------------------------------------------------|-----------------------|
| Preliminary Runtime                                                                   | 50 minutes            |
| On-Call Allowance                                                                     | 5 minutes             |
| Final Runtime                                                                         | 55 minutes            |
| Length                                                                                | 16.6 miles            |
| Approximate Weekday Span                                                              | 5:30 a.m. – 7:30 p.m. |
| Weekday Trips (and Headway)                                                           | 14 (60 minutes)       |
| Approximate Saturday Span                                                             | 8:00 a.m. – 6:00 p.m. |
| Saturday Trips (and Headway)                                                          | 10 (60 minutes)       |
| <b>Annual Operating Cost Estimates</b>                                                |                       |
| Estimated Annual Revenue Hours                                                        | 4,094                 |
| Estimated Annual Revenue Miles <sup>2</sup>                                           | 67,960                |
| Vehicles at Maximum Service                                                           | 1                     |

<sup>1</sup> This route is being presented as a one-way loop due to the higher number of stops that are only served in one direction; this would result in the route only laying over at Putnam Plaza

<sup>2</sup> Actual annual revenue miles may be greater due to on-call stop deviations



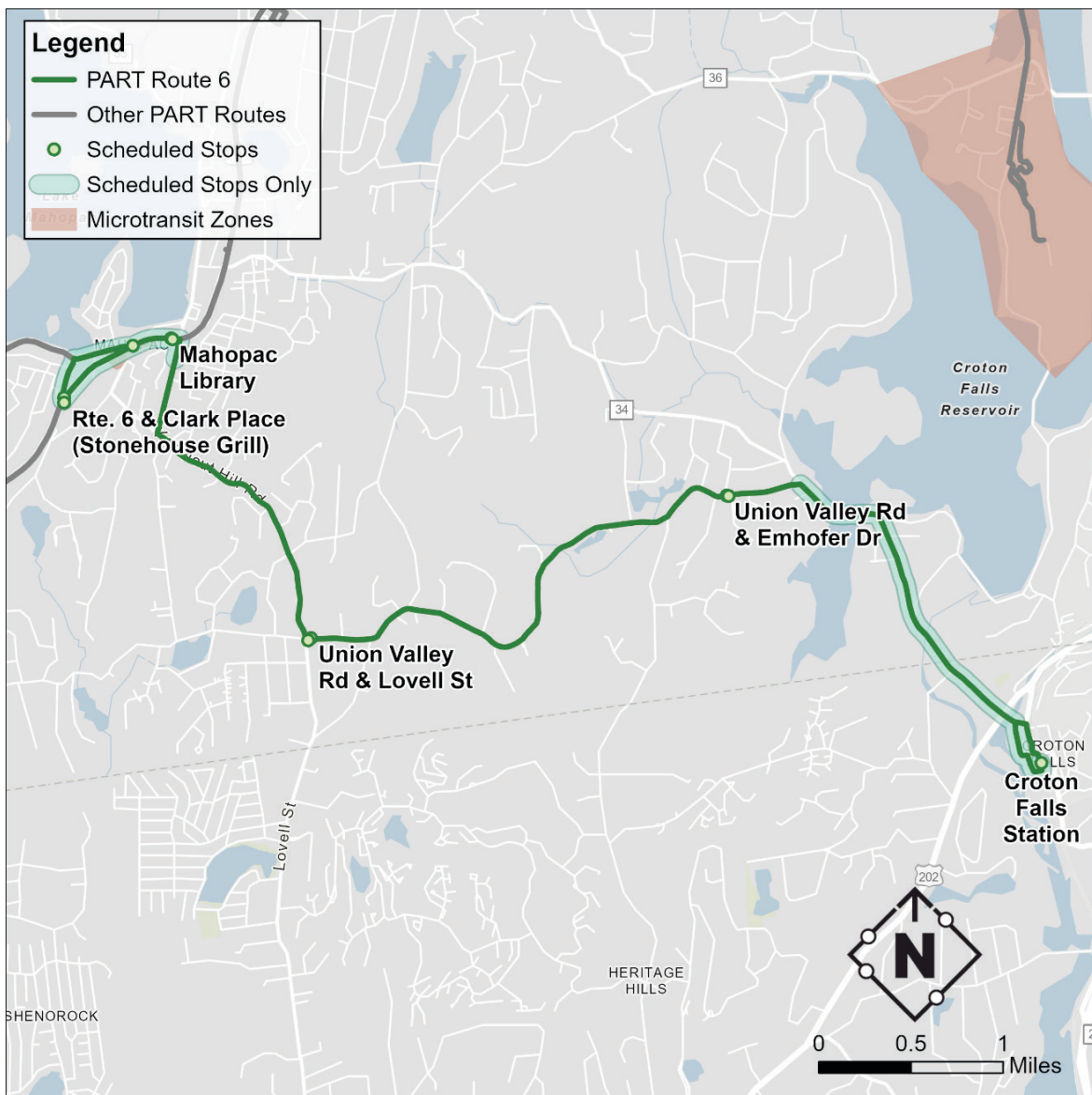
## Croton Falls Shuttle

### Route Description

Proposed changes to the Croton Falls Commuter Shuttle recommends service from Croton Falls Station to Clark Place along Croton Falls Road, Union Valley Road, Lovell Street, Kennicut Hill Road, Route 6. This route is intended to provide peak period connections between

Mahopac and Croton Falls Station on Metro-North's Harlem Line. This route could provide peak-period connections to trains heading into New York City. To address safety and reliability concerns, flag stops are limited along the scheduled stops only segments shown on the route map, which are concentrated at the Mahopac Library end and approaching Croton Falls Station, where the route enters denser areas with accessible scheduled stops and where pedestrian safety is harder to guarantee. **Figure 26** shows the proposed alignment for this route.

**Figure 26: Croton Falls Shuttle Map**



### Rationale

This shuttle maintains the peak period connection between Mahopac and Croton Falls Station. However, the alignment was shifted from primarily following Croton Falls Road to primarily following Union Valley Road to the south. The density and residential development along Union Valley Road is more suited toward supporting fixed-route transit compared to Croton Falls Road. Shifting the route to this corridor provides a greater opportunity to increase the ridership of the

route and provide service to a greater number of Putnam County residents through new stops at Lovell Street and Emhofer Dr. The proposed span largely matches existing service so that operational changes (such as driver shifts) are minimal. Additionally, existing trip-level ridership trends do not support a major change in overall operating span. **Table 9** includes the service characteristics for this proposed route.

**Table 9: Croton Falls Shuttle Operating Statistics**

|                                        | <b>Eastbound<br/>Mahopac to Croton Falls<br/>station</b> | <b>Westbound<br/>Croton Falls station to Mahopac</b> |
|----------------------------------------|----------------------------------------------------------|------------------------------------------------------|
| Preliminary Runtime                    | 16 minutes                                               | 19 minutes                                           |
| On-Call Allowance                      | -                                                        | -                                                    |
| Final Runtime                          | 16 minutes                                               | 19 minutes                                           |
| Length                                 | 5.8 miles                                                | 6.8 miles                                            |
| Approximate Weekday Span               | 5:20 a.m. – 6:40 p.m.                                    | 5:40 a.m. – 7:00 p.m.                                |
| Weekday Trips (and Headway)            | 14 (20 minutes)                                          | 14 (20 minutes)                                      |
| Approximate Saturday Span              | -                                                        | -                                                    |
| Saturday Trips (and Headway)           | -                                                        | -                                                    |
| <b>Annual Operating Cost Estimates</b> |                                                          |                                                      |
| Estimated Annual Revenue Hours         | 2,389                                                    |                                                      |
| Estimated Annual Revenue Miles         | 45,338                                                   |                                                      |
| Vehicles at Maximum Service            | 2                                                        |                                                      |

## Cold Spring Trolley

### Route Description

The Cold Spring Trolley, will continue to provide service between Cold Spring Metro-North Station and Garrison Train Station and Manitoa. The route will continue to operate on a seasonal basis. To address safety and reliability concerns, flag stops are limited along the scheduled stops only segments shown on the route map, which extend along much of the NY 9D corridor where pedestrian safety along the highway is harder to guarantee and through the Cold Spring village area where scheduled stops are easily accessible.

**Figure 27** shows the proposed alignment for this route.

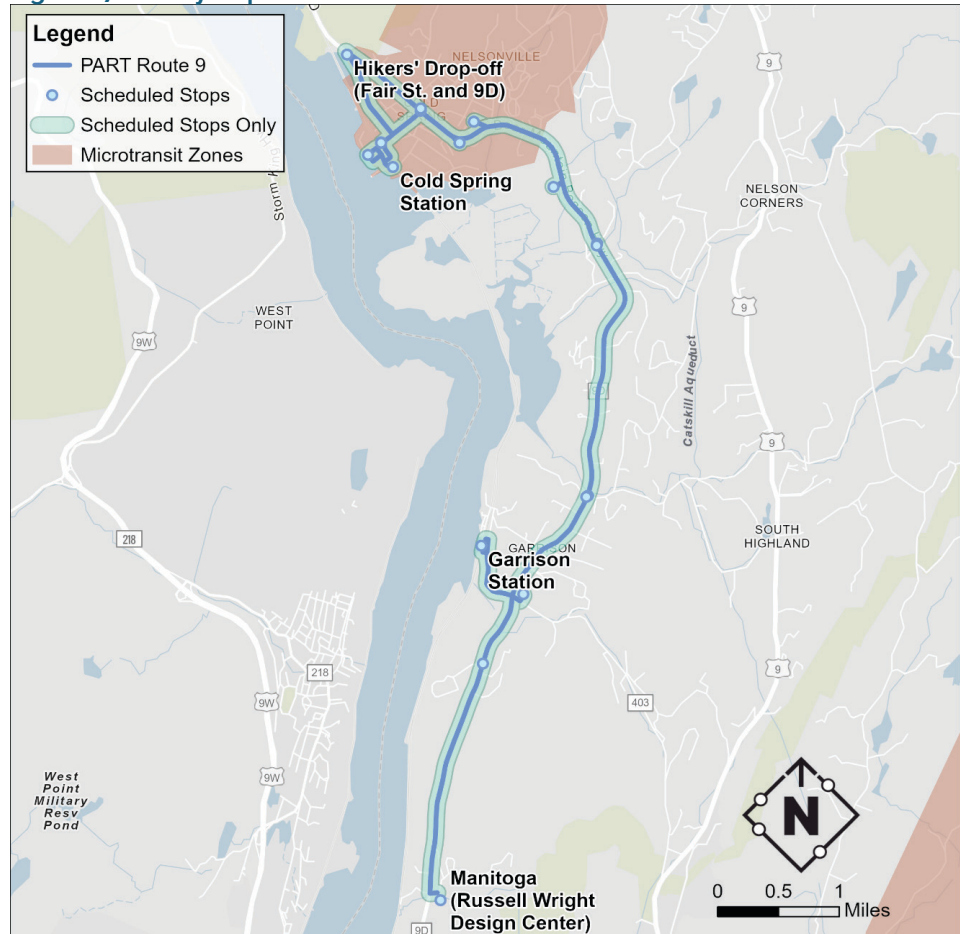
### Rationale

The project team determined that no changes were recommended for the alignment of the Cold Spring Trolley based on ridership and market demand. **Table 10** includes the service characteristics for this proposed route.

**Table 10: Trolley Operating Statistics**

|                                        | Southbound<br>Manitoga to Cold Spring | Northbound<br>Cold Spring to Manitoa |
|----------------------------------------|---------------------------------------|--------------------------------------|
| Preliminary Runtime                    | 25 minutes                            | 35 minutes                           |
| On-Call Allowance                      | -                                     | -                                    |
| Final Runtime                          | 25 minutes                            | 35 minutes                           |
| Length                                 | 7.3 miles                             | 9.1 miles                            |
| Approximate Weekday Span               | -                                     | -                                    |
| Weekday Trips (and Headway)            | -                                     | -                                    |
| Approximate Saturday Span              | 9:15 a.m. – 4:45 p.m.                 | 9:45 a.m. – 5:05 p.m.                |
| Saturday Trips (and Headway)           | 8 (30 minutes)                        | 8 (30 minutes)                       |
| <b>Annual Operating Cost Estimates</b> |                                       |                                      |
| Estimated Annual Revenue Hours         | 425                                   |                                      |
| Estimated Annual Revenue Miles         | 6,536                                 |                                      |
| Vehicles at Maximum Service            | 1                                     |                                      |

**Figure 27: Trolley Map**





# CHAPTER 5

## MICROTRANSIT ANALYSIS

## Microtransit Analysis

This section covers the proposed changes to the Putnam On-Demand Microtransit service. Each recommendation includes a map of the proposed service, an overall description, rationale for the service (whether new or an adjustment to an existing route) as well as key operating statistics.

**Service Days:** the days of the week the zone will operate.

**Number of Days in Operation:** the number of days of the week the zone will operate

**Vehicle Need:** the number of vehicles proposed to operate in each zone on each day type at maximum service.

**Span of Service:** the proposed spans on this route recommendations are generalized to the nearest hour or half-hour. As long as the total length of the span is consistent, the actual start and end-times can be adjusted during final scheduling.

**Anticipated Wait Time:** an estimate of how long riders wait for service on average. This was modeled based on the number of vehicles and the travel flow data for trips within the zone. This model was calibrated based on the existing microtransit zone operated by Putnam County and the observed average wait time.

**Estimated Annual Revenue Hours:** the total revenue hours anticipated on each route based on the daily revenue hours and the number of vehicles operating.

Northeast Zone

Zone Description

The Northeast Microtransit Zone recommends a modified form of the existing microtransit service in Putnam County. The Northeast Zone maintains microtransit coverage in Putnam Lake, and at important destinations including Putnam Hospital, Putnam Plaza, County Services, and the I-84 interchange. It offers new coverage to Putnam Nursing Center and Milltown Road. The zone is generally bound by the county border in the north, NY 22 and the New York state border in the east, I-84 and NY 312 in the south, and I-81 in the west. The zone provides fixed-route connections to Routes 1, 2, and 5. **Figure 28** shows the proposed zone.

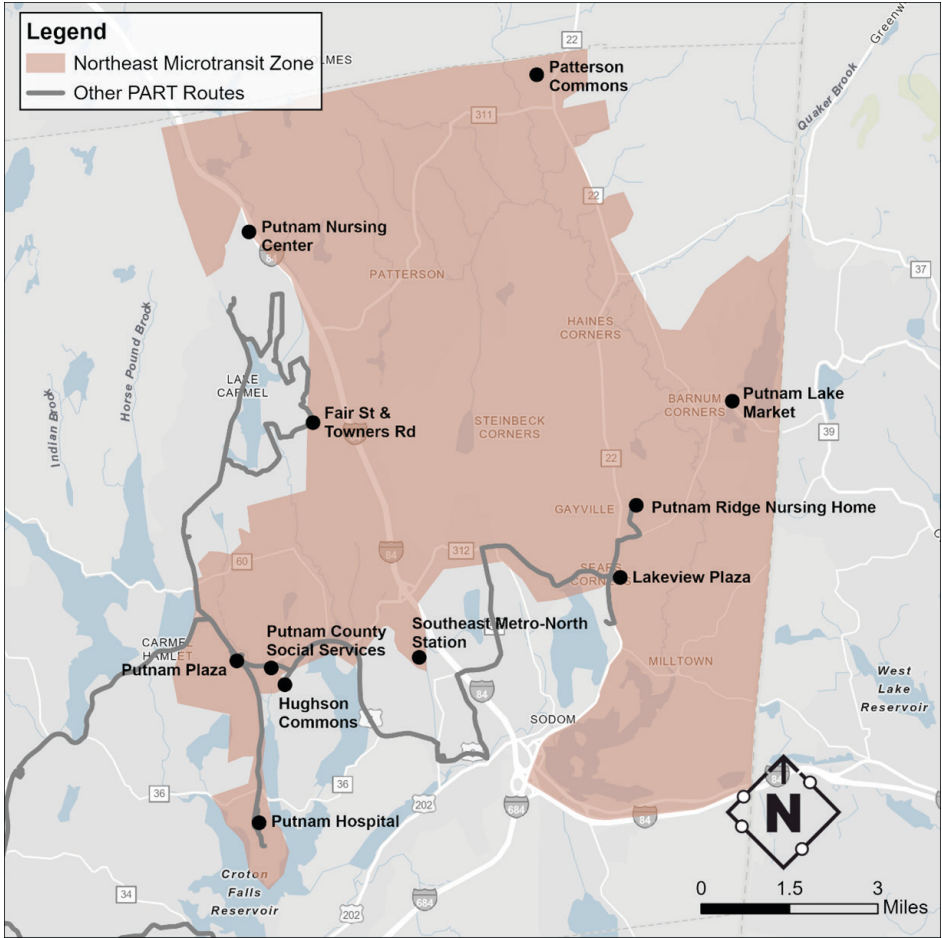


Figure 28: Northeast Microtransit Zone Map

Rationale

The Northeast Zone recommends expansion to the existing microtransit service in the northwest corner to include the Putnam Nursing & Rehabilitation Center, Kent Apartments, as well as stops along Ludingtonville Rd and NYS 52 served

existing PART 5. The zone is also recommended to be expanded south to cover microtransit suitability in Milltown and provide potential connections to HART Transit routes that operate between Brewster and Danbury, CT (though a stop would need to be established on US

6). To account for these expansions and maintain wait times consistent with existing service, the zone's northeast border has been modified to eliminate low-ridership areas. The span has also been shifted one hour later to better match demand based on existing ridership patterns. It should be noted that riders in Kent and Putnam Lake could be affected due to service switching from fixed route to on-demand. **Table 11** summarizes the operating statistics for this recommendation.

Table 11: Northeast Microtransit Zone Operating Statistics

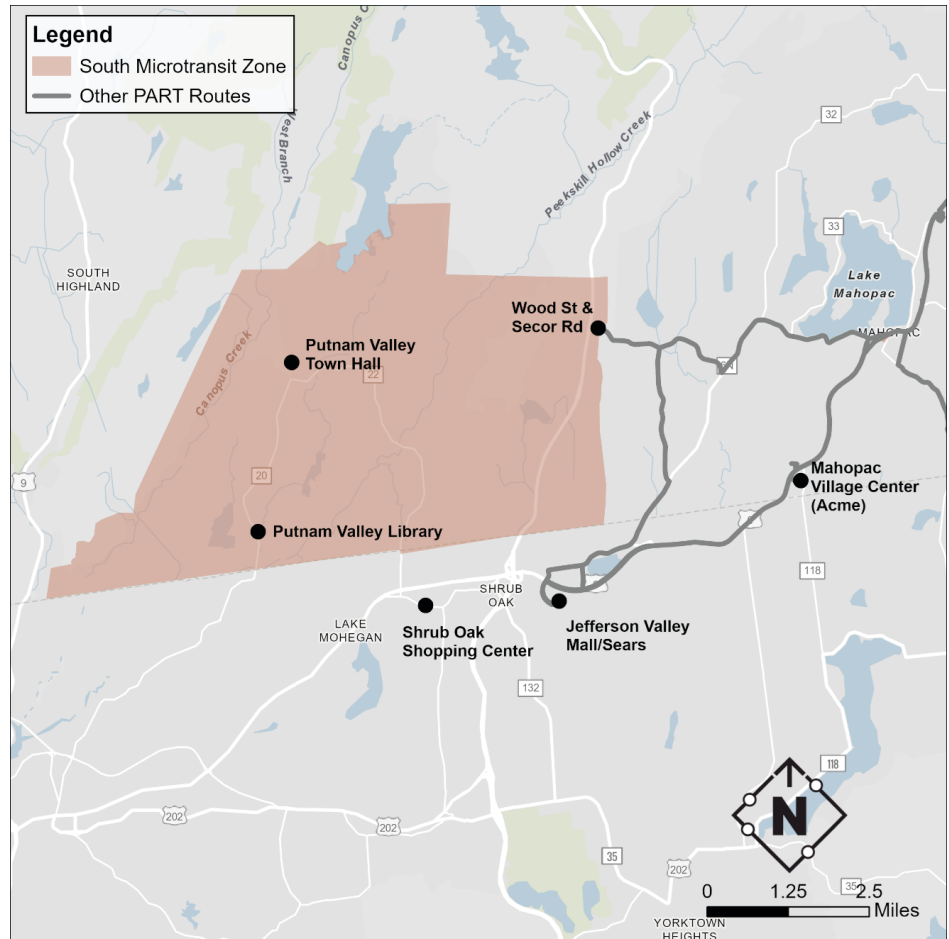
| Service Characteristics        |                     |                     |
|--------------------------------|---------------------|---------------------|
| Service Days                   | Monday - Friday     | Saturday            |
| Number of Days in Operation    | 5                   | 1                   |
| Vehicle Need                   | 3                   | 3                   |
| Span of Service                | 9:00 a.m.-7:00 p.m. | 9:00 a.m.-3:00 p.m. |
| Anticipated Wait Time          | 18.4 minutes        | 18.3 minutes        |
| Estimated Annual Revenue Hours | 7,986               |                     |

## South Zone

### Zone Description

The South Microtransit Zone recommends adding new service to areas in southern Putnam Valley, portions of Philipstown and Mahopac, with service to northern Westchester. The zone is generally bound by the county border, Wood Street, and Sprout Brook Rd. The zone also includes three out-of-zone destinations designed to facilitate fixed-route transfer opportunities and access to shopping locations: Shrub Oak Shopping Center, Jefferson Valley Mall, Mahopac Village Center (Acme) and Somers Commons. The zone has connections to Route 2. The zone also provides connection to Westchester County bus service at Jefferson Valley Mall.

**Figure 29** shows the extent of the new zone.



**Figure 29: South Microtransit Zone Map**

### Rationale

The zone is recommended to meet demand identified in the microtransit suitability analysis and to expand overall transit access in Putnam County. The out-of-zone destinations were added to the zone to connect riders within Putnam Valley to important shopping destinations and provide additional fixed-route transfer opportunities. To preserve vehicle resources, the South Zone is recommended to only operate three days a week (allowing a shared vehicle with the West Microtransit Zone).

| Service Characteristics        |                           |
|--------------------------------|---------------------------|
| Service Days                   | Monday, Wednesday, Friday |
| Number of Days in Operation    | 3                         |
| Vehicle Need                   | 1                         |
| Span of Service                | 9:00 a.m.-7:00 p.m.       |
| Anticipated Wait Time          | 16.4 minutes              |
| Estimated Annual Revenue Hours | 1,100                     |

**Table 12: South Microtransit Zone Operating Statistics**

The proposed span matches that of the Northeast Zone so that the different zones can be more effectively compared in terms of ridership and productivity. **Table 12** includes service characteristics for the proposed zone.



## West Zone

### Zone Description

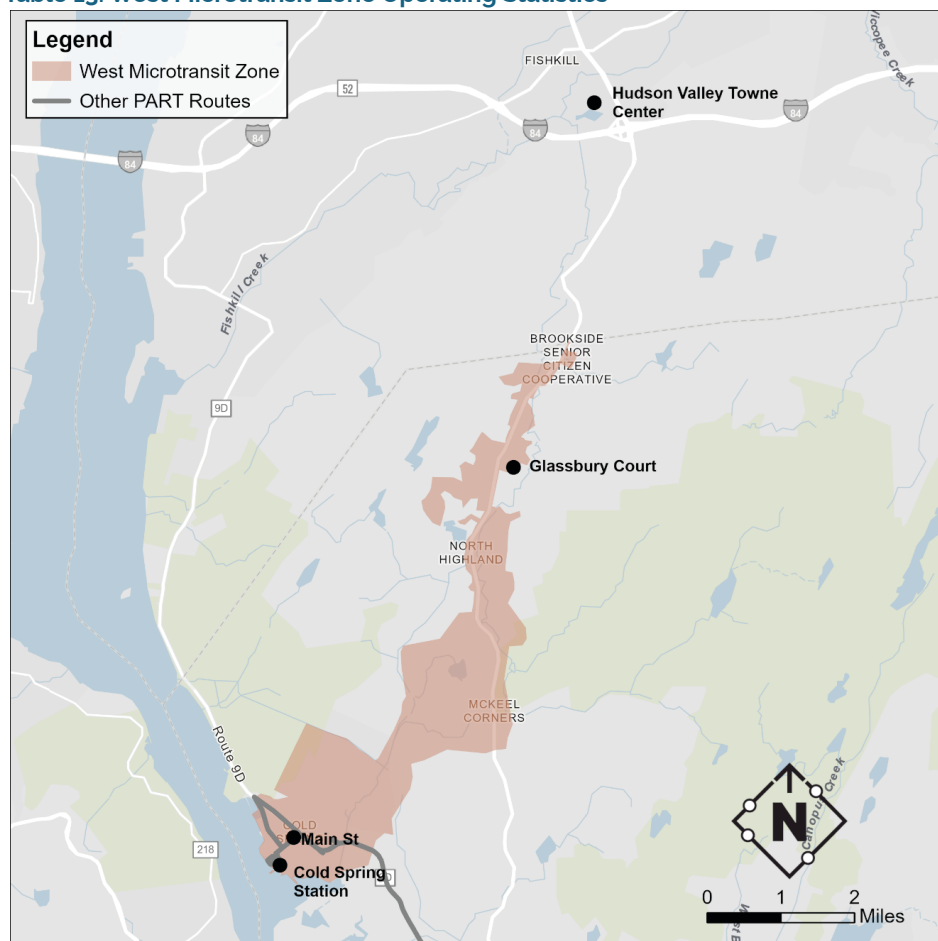
The recommended West Zone would provide new microtransit connections to communities in western Putnam County including Cold Spring, Philipstown, and North Highland. It connects these communities to shopping destinations in the Town of Fishkill, Dutchess County, via the NY 9 corridor. The zone provides a connection to the seasonal Cold Spring Trolley as well as connections to Dutchess County bus service in Fishkill. **Figure 30** shows the extent and destinations served by the new zone.

### Rationale

This zone is recommended to serve areas suitable for microtransit service along the corridor and to support connections to shopping opportunities in Fishkill. The zone was drawn to include areas with residential density along NY 9 and in Cold Spring, including all residential streets. Since the northern portion of the microtransit zone is outside of Putnam County, the zone would provide closed door service to shopping destinations located in Fishkill such as Hudson Valley Towne Center and the Walmart Shopping Center. Transfer opportunities are available from Walmart to Dutchess County Public Transit (Loop A, Loop F, Poughkeepsie-Amazon Express). In order to preserve vehicle resources, the Putnam Valley zone is recommended to operate three days a week (allowing

| Service Characteristics        |                             |
|--------------------------------|-----------------------------|
| Service Days                   | Tuesday, Thursday, Saturday |
| Number of Days in Operation    | 3                           |
| Vehicle Need                   | 1                           |
| Span of Service                | 9:00 a.m.-7:00 p.m.         |
| Anticipated Wait Time          | 6.6 minutes                 |
| Days of the Week               | 3                           |
| Estimated Annual Revenue Hours | 1,100                       |

**Table 13: West Microtransit Zone Operating Statistics**



**Figure 30: West Microtransit Zone Map**

for a shared vehicle with the South Microtransit Zone). The proposed span matches that of the Northeast Zone so that the different zones can be more effectively compared in terms of ridership and productivity. **Table 13** includes service characteristics for the proposed zone.

## Out of County Considerations

The recommended service extension into Dutchess County will require coordination and formal approval between Putnam and Dutchess Counties before implementation. Because PART is sponsored by Putnam County, any fixed-route or microtransit service operating outside the County's jurisdiction should be authorized through a Memorandum of Understanding (MOU) between the two counties.

The MOU should establish the purpose and need for the service extension, confirming that the proposed service complements rather than competes with existing public transportation providers. It should define the geographic service area, operating days and hours, and identify the operating entity, whether Putnam County directly or its contracted service provider. The agreement should also specify that Putnam County will serve as the public sponsor for the service, assume responsibility for operating costs and any required local funding match, and provide the necessary insurance and liability coverage. Additional hold harmless provisions may be included to address legal responsibilities associated with operating service in Dutchess County.

Once executed by both counties, the MOU would provide the formal authorization for PART to operate the agreed-upon transit service outside its existing jurisdiction. Development of the agreement should be coordinated by the County Attorneys for both Putnam and Dutchess Counties to ensure all legal, operational, and funding requirements are addressed.



# CHAPTER 6

## PARATRANSIT ANALYSIS



## Paratransit Analysis

This chapter builds upon the existing conditions assessment presented earlier in the report by examining how well PART's ADA complementary paratransit service aligns with current and future travel needs in Putnam County. While Chapters 4 and 5 focused on evaluating and restructuring the fixed-route and microtransit networks to improve overall system performance and coverage, this chapter focuses specifically on the paratransit component of the system, which operates under a distinct set of federal requirements and serves a targeted population of riders who are unable to use fixed-route transit.

The analysis presented in this chapter evaluates existing travel patterns among ADA-eligible populations, with particular attention to where trips are occurring relative to the current service boundary and where unmet mobility needs may exist. Using a combination of observed paratransit trip data and modeled travel patterns for seniors, the analysis identifies both the core service markets currently served by PART and the peripheral areas where demand exists but falls outside the federally defined ADA service area. This approach allows the study to distinguish between required ADA service obligations and broader mobility needs that may be addressed through complementary service strategies.

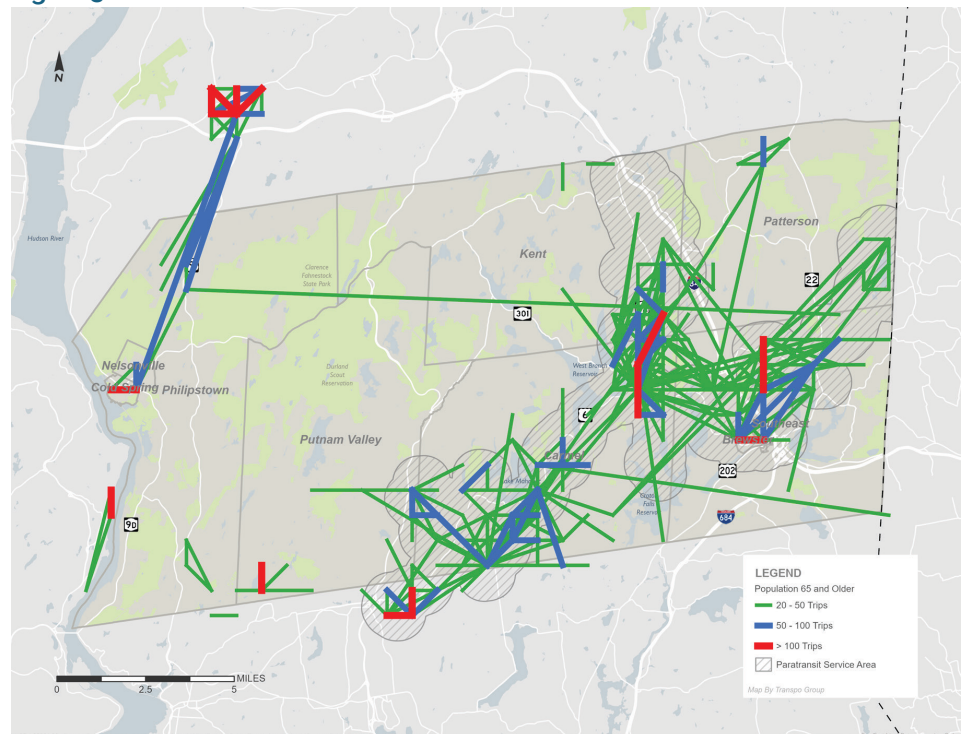
In addition, this chapter evaluates how proposed changes to the fixed-route network will affect the ADA service area, as paratransit coverage is directly tied to the location of fixed routes. The analysis assesses how these changes impact the population served, the number of obligated trips, and overall system performance.

### Travel Pattern Analysis

Using Replica data, estimates can be made of where different population groups are currently traveling. Although this data is not available for disabled populations, a breakdown of trips taken by seniors can be analyzed. By overlaying the top trip connections identified by Replica onto the current ADA service area boundary, a quick assessment of potential gaps can be performed.

The travel pattern analysis confirms that the current ADA paratransit service area largely aligns with the county's key areas of senior travel demand and main destinations for medical care, shopping, and daily activities. As shown, the highest concentration of trips is in the central and southeastern parts of the county, especially around the core PART service area. This indicates that the current paratransit boundary effectively covers the primary internal travel market. The trip distribution also shows that many seniors travel to established activity centers rather than spreading throughout the county, which supports the idea that the existing ADA service adequately meets the main demand routes.

Figure 31: Estimated ADA Travel Patterns





At the same time, travel pattern data highlights several important edge conditions relevant for service planning and policy. Some senior trip connections are visible outside the current ADA service boundary, especially in the Cold Spring area to the west, Patterson to the northeast, and Lake Peekskill to the southwest. These patterns suggest that while the current ADA boundary covers the main market, it does not fully include all travel shed movements of potentially transportation-disadvantaged populations. In practice, these areas may have mobility needs, but trips to them are not covered by ADA service because they fall outside the fixed-route buffer. This distinction is important because it indicates the observed gaps are less a failure of the PART services and more a limitation of how ADA paratransit services are structured and administered to meet Federal requirements.

The travel links extending beyond Putnam County are also notable. In particular, the visible demand for the Fishkill area in Dutchess County, including the major retail hub there, suggests that some travel needs are regional and influenced by the location of key destinations rather than by county boundaries alone. For ADA service delivery, this indicates that certain trip patterns may continue to fall outside the current obligated service model even if they are important to riders. Therefore, the County might want to differentiate between

its core complementary ADA paratransit obligations and broader mobility goals for individuals with disabilities who need access to medical, retail, or support services outside the paratransit service area.

Overall, the review of the Replica-based travel pattern does not indicate a major systemwide coverage deficiency within Putnam County. Instead, it shows a service area that mainly captures the highest-demand parts of the market while also revealing a limited number of recurring peripheral travel patterns that could inform future discussions on targeted mobility improvements, coordination strategies, or non-ADA supplemental services. In this regard, the analysis supports the view that the current ADA service area is generally effective for the County's main travel markets, while also highlighting specific outlying areas where unmet or non-obligated demand may need further consideration.

Information related to Putnam County was also sourced from the recent New York Metropolitan Transportation Council's (NYMTC) Coordinated Human Services Transportation Plan, "Moving Forward 2055." The report highlighted the lack of transportation options in the western and northern parts of the county due to the absence of fixed routes and, consequently, paratransit services. The deficiency of service in the western part of Putnam County was

repeatedly mentioned as a gap in the survey and during key stakeholder interviews. Overall, the main spatial gaps in the current service system are as follows:

- Lack of connection between East and West sides of the County (namely Carmel to Cold Spring)
- Lack of intercounty connection with Dutchess County urban areas (Poughkeepsie, Beacon)
- Lack of service options in northern portions of the County

### Impacts of Fixed Route Changes

The proposed changes include recommendations for PART Route 1 stopping at Mt. Ebo Rd. N instead of going all the way to Putnam Lake, and PART Route 5 stopping closer to Lake Carmel rather than continuing further north. Transfers to Westchester paratransit would remain at Jefferson Valley Mall and Somers Commons. The proposed fixed route system and the corresponding ADA service area boundary are illustrated in **Figure 32**.

The recommended changes would reduce paratransit coverage in the northern and eastern sections of the county. It should be noted that since the Croton Falls shuttle does not provide complementary paratransit service, it would not have an impact on ADA coverage. The demographic details of the proposed service area are highlighted in Table 14.

As shown, additions and subtractions to the ADA service area resulted in numbers very similar to those of the current ADA service area. The estimated increase in the senior population served by the new ADA service area is only slight. Overall, the total ADA population in the current and proposed ADA service areas remains similar, with no significant change in populations served.

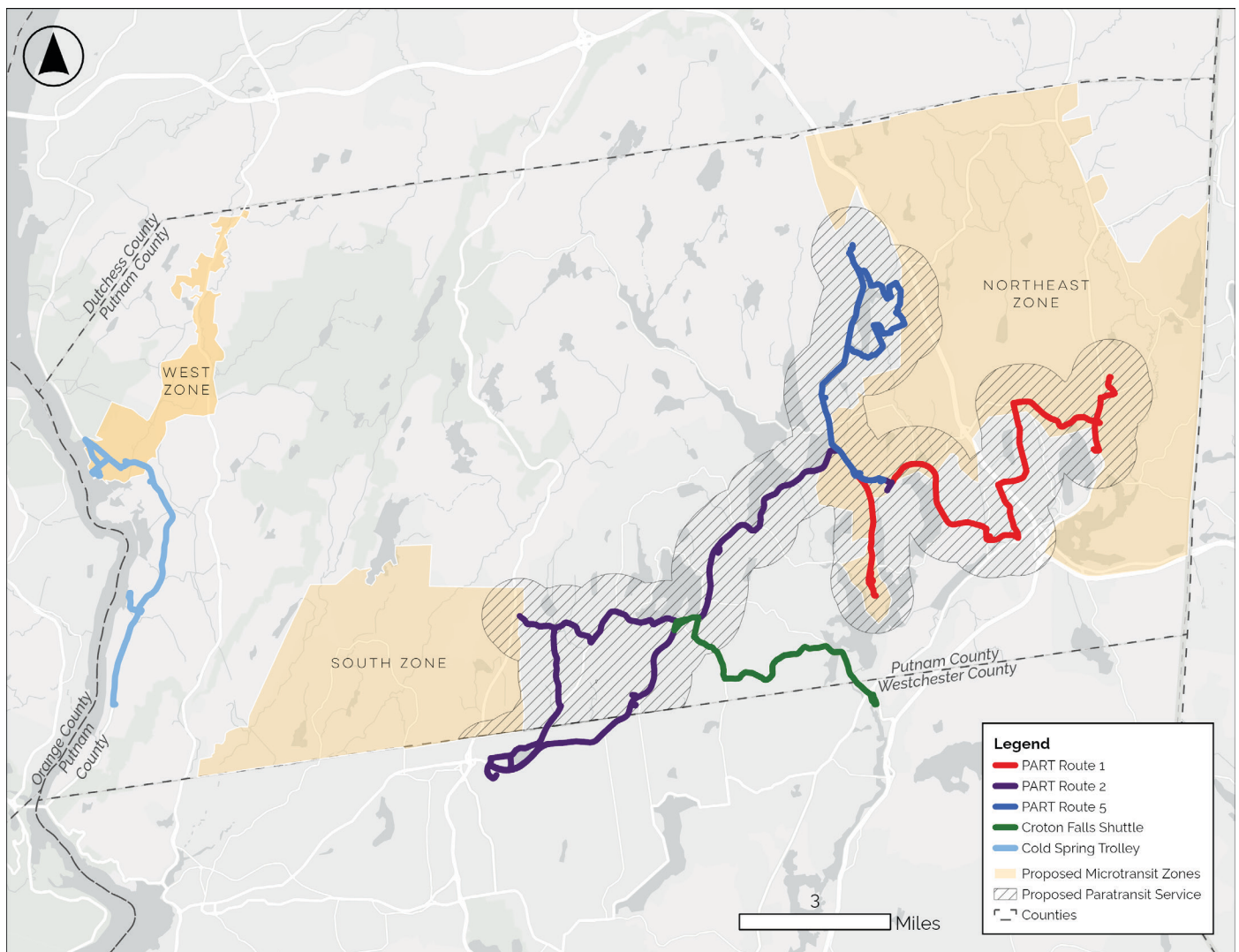
When reviewing the 2025 completed paratransit trips, around 1,800 trips (15%) would not be covered under the

proposed ADA service area changes. However, when examining approximately 1,800 trips outside the new ADA service area, most of these trips (except for two 2025 links) would still be served by the new microtransit zones, thereby closing this service gap.

It should be noted that although the proposed microtransit service would maintain some geographic coverage for existing ADA paratransit trips that would otherwise be lost under the fixed-route service

changes, it should not be viewed as fully equivalent replacement service. Because the On Demand service has a shorter span of service than ADA paratransit and may require some riders to transfer between On Demand and paratransit to complete their trips, the change could still represent a negative impact for certain customers. This is particularly important for riders traveling to dialysis, chemotherapy, or other recurring medical appointments, where trip timing, reliability, and directness are critical.

**Figure 32: Proposed Paratransit Changes Map**



**Table 14: Proposed Service Area Demographics**

|                                   | Total Population | Total Households | Total ADA Population | Population 65 and over | Disabled Population | Households with at least 1 Disabled Person |
|-----------------------------------|------------------|------------------|----------------------|------------------------|---------------------|--------------------------------------------|
| <b>Putnam County</b>              | 98,107           | 35,545           | 28,777<br>(29%)      | 18,910<br>(19%)        | 9,867<br>(10%)      | 8,050<br>(23%)                             |
| <b>Current ADA Service Area*</b>  | ~ 70,000         | ~ 26,000         | ~ 21,000<br>(30%)**  | ~ 13,500<br>(19%)      | ~ 7,400<br>(11%)**  | ~ 6,200<br>(24%)                           |
| <b>Proposed ADA Service Area*</b> | ~ 62,500         | ~ 23,000         | ~ 18,600<br>(30%)**  | ~ 12,000<br>(19%)      | ~ 6,600<br>(11%)**  | ~ 5,500<br>(24%)                           |

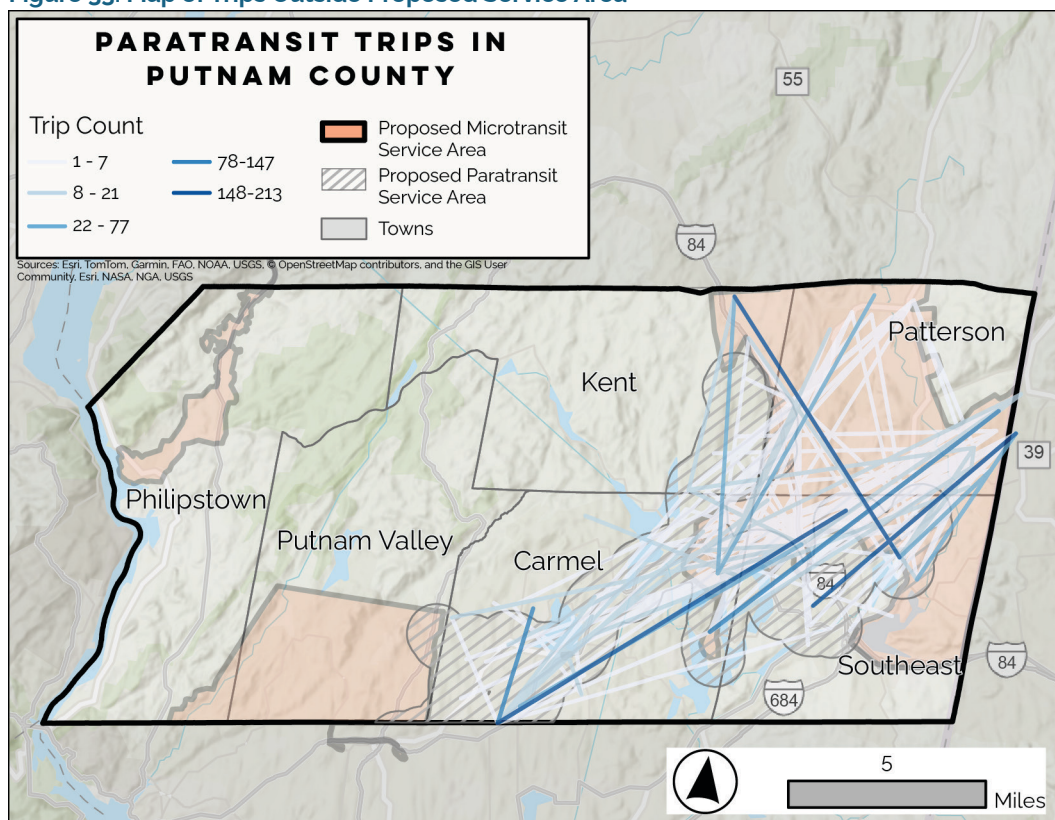
\*ADA service area metrics are determined by counting all Census Block Groups that overlap with the service area, not strictly within the boundary (likely overestimates true numbers)

\*\*Disabled population data not available at the ADA service area level. Disabled population and total ADA population for the current and proposed service area is based on the ratio of the Putnam County data between the disabled population and households with at least one disabled person.

Overall, according to Replica, the proposed fixed route changes that affect the ADA service area boundary don't significantly change the number of ADA populations being served in Putnam County. Trips currently taken either from or to the eastern part of the county would no longer be included in the service area, creating a meaningful service gap for these populations. Map 33 figure depicts how new microtransit zones would supplement the ADA paratransit service area.

**Table 15: Obligated vs. Not Obligated Trips**

|                                  | Obligated Trips<br>(within $\frac{3}{4}$ mile of fixed route) | Not Obligated Trips<br>(outside $\frac{3}{4}$ mile of fixed route) |
|----------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------|
| <b>Current ADA Service Area</b>  | ~ 11,200                                                      | ~ 180                                                              |
| <b>Proposed ADA Service Area</b> | ~ 9,500                                                       | ~ 1,800                                                            |

**Figure 33: Map of Trips Outside Proposed Service Area**



### Countywide Paratransit Demand

Paratransit demand was forecasted using a two-phase approach by first establishing the relationship between observed paratransit ridership and overall travel demand and then applying that relationship to estimated demand within the proposed service area. Observed paratransit data was obtained from Putnam County, including detailed origin–destination (O–D) trip records for the 2025 calendar year, and was paired with O–D travel demand estimates from Replica to quantify total person-trip volumes within the existing service area.

By comparing observed paratransit trips to total travel demand, a paratransit mode share was calculated, providing a spatial representation of usage patterns across the system. This mode share was then applied to projected travel demand within the proposed service area to estimate future ridership, under the assumption that the relationship between overall travel demand and the propensity to use paratransit remains consistent under the updated service configuration. Table 15 summarizes the Countywide paratransit demand.

**Table 16: Forecasted Paratransit Ridership**

| Service Area     | Total Miles | Total Riders |
|------------------|-------------|--------------|
| Within existing  | 118,579     | 11,415       |
| Within proposed  | 116,490     | 11,214       |
| Outside proposed | 89,510      | 8,617        |

The above analysis indicates that the existing ADA service boundary generally captures the County's primary concentrations of ADA-eligible populations and the highest levels of observed paratransit demand, particularly in core activity centers such as Carmel, Putnam Hospital, Jefferson Valley Mall (which provides connections into Westchester Paratransit system), and surrounding retail areas. However, this coverage does not fully reflect the broader distribution of mobility needs across Putnam County. The analysis also identifies additional pockets of demand outside the current ADA boundary, particularly in the western and northern portions of the County, where dispersed senior populations and limited transportation options suggest unmet needs. While these areas do not generate the same level of concentrated demand as the core service area, they nonetheless represent meaningful opportunities for expanded or supplemental service to improve countywide mobility access.

While expanding complementary ADA paratransit countywide could theoretically improve mobility access in these underserved areas, doing so would introduce a set of unique regulatory and administrative challenges that extend beyond the operational considerations associated with other demand-responsive services. Specifically, ADA paratransit is governed by strict federal requirements that establish it as a civil rights obligation. Expanding the ADA service area could therefore permanently expand the County's compliance responsibilities and should be considered before undertaking any changes. The County would also assume greater exposure to potential ADA compliance findings if service reliability standards could not be maintained consistently over a significantly larger geographic area. For these reasons, this study does not recommend implementing a fully countywide ADA complementary paratransit service model.



### *Alternative Countywide Enhanced Mobility Program*

Rather than expanding federally obligated ADA complementary paratransit countywide, the above analysis suggests that Putnam County pursue grant funding to implement a countywide enhanced mobility program utilizing a microtransit or demand-responsive service model targeted toward transportation-disadvantaged populations.

This program is recommended to function separately from PART's federally required ADA complementary paratransit service and would instead operate as a discretionary mobility enhancement program designed to address unmet mobility needs outside the existing ADA service boundary. The service could prioritize:

- ADA-certified riders traveling outside the current ADA boundary;
- Individuals with disabilities;
- Transportation-disadvantaged populations; and
- Residents in areas with limited fixed-route transit access.

Unlike ADA complementary paratransit, an enhanced mobility program could be structured with greater operational flexibility, allowing the County to tailor service levels, geographic coverage, operating hours,

eligibility requirements, and trip priorities based on demonstrated need and available funding resources.

This approach would allow Putnam County to expand mobility access in underserved portions of the County without permanently expanding federally mandated ADA obligations. It would also provide the County with the flexibility to pilot, evaluate, and scale service levels incrementally over time based on observed ridership demand, operating performance, and available funding.



# CHAPTER 7

## RECOMMENDATIONS

## Recommendations

The following section presents the recommended strategy for implementing the proposed improvements to the PARTsystem, building on the analyses of fixed-route, microtransit, and paratransit services developed in the preceding chapters. This chapter translates those findings into a coordinated set of systemwide recommendations intended to improve service coverage, efficiency, and rider experience while maintaining long-term financial and operational sustainability. It is organized by the following:

### Fixed-Route Service Recommendations:

Refinements to existing routes and service patterns to improve directness, frequency, and connectivity between major destinations and regional transit services.

### Countywide Enhanced Mobility (5310) Program:

A conceptual framework for a countywide mobility program targeted toward seniors and individuals with disabilities to supplement ADA complementary paratransit and address unmet travel needs outside the fixed-route service area, pending future 5310 grant funding.

### Microtransit

**Recommendations:** Expansion and restructuring of on-demand service zones to provide flexible mobility options in low-density and underserved areas of the County.

### Bus Stop Infrastructure and Passenger Amenities:

A prioritized approach to improving bus stop visibility, accessibility, and comfort through targeted investments in signage, shelters, and other passenger facilities.

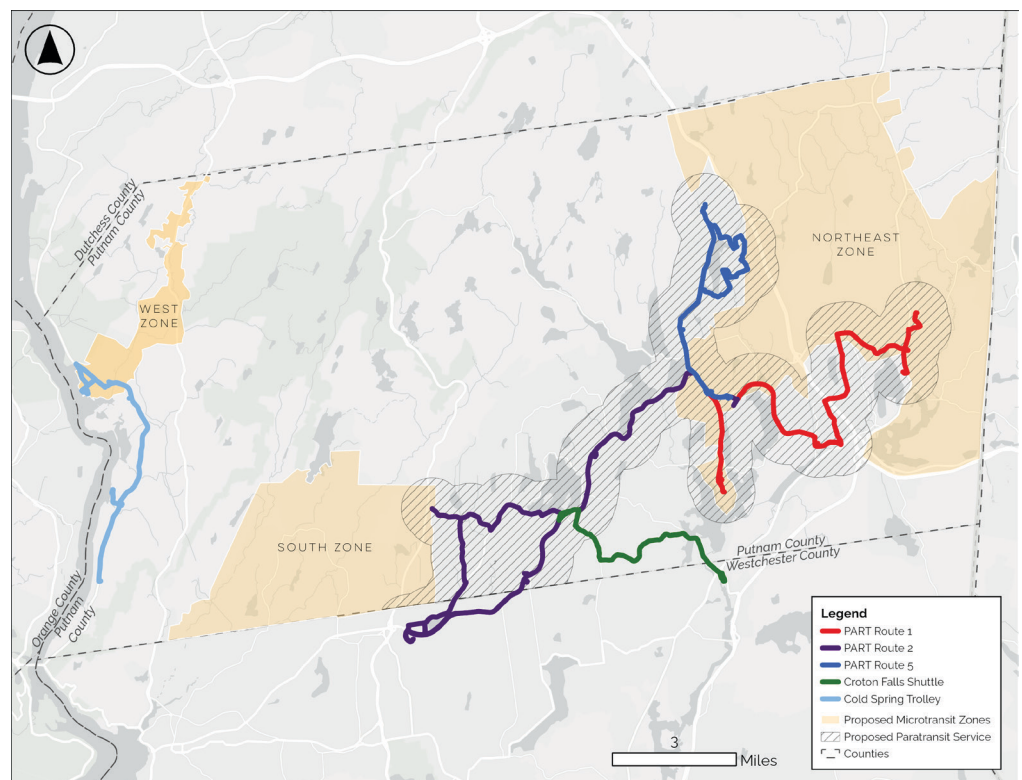
### Public-Facing Information and Communications:

Recommendations to improve schedules, system maps, and digital tools to make the system easier to understand, navigate, and use for both existing and new riders.

## Service Recommendations

The recommended service plan maintains the existing number of fixed routes while refining them to provide more direct, efficient connections and improved system integration. Microtransit is recommended for expansion from one to three service zones, increasing flexibility and extending transit access to areas that are currently underserved. Paratransit service is recommended to be adjusted consistent with fixed-route coverage while continuing to be supplemented by on-demand service options.

Figure 34: Proposed System Changes Map





### Fixed-Route Recommendations

These recommendations combined form a transit network in Putnam County that provides the following benefits compared to existing:

**Increased frequency:** Several corridor segments would see increased frequency because of these recommendations, including the US 6 Corridor between Mahopac and Putnam Plaza and the Stoneleigh Avenue corridor between Putnam Plaza and Putnam Hospital.

- Route 1 is recommended to be shortened to eliminate overlapping service with microtransit and provide more consistent service to Putnam Hospital.
- Route 2 is recommended to be redesigned into a two-branch service to maintain coverage while providing more direct trips and increased frequency along shared segments during peak times.
- Route 5 recommended to be simplified into a loop serving Lake Carmel with fewer deviations, with low-demand areas shifted to microtransit.
- The Croton Falls Shuttle is recommended to be realigned to serve a more transit-supportive corridor while maintaining peak rail connections.
- The Cold Spring Trolley is recommended to be unchanged.

**Span Adjustments:** Slight reductions in service spans are included to better align service levels with observed demand and improve overall efficiency. These adjustments focus on streamlining underperforming time periods while maintaining core coverage and connectivity across the system.

**Fewer on-call stops:** Fixed-route realignments mean significantly fewer on-call stops across all routes, meaning that both riders and the operators can anticipate more consistent service across the day and reduced need for deviations.

**Digital Tools:** Enhanced trip planning resources, including updated route maps, mobile-friendly schedules, and integration with platforms such as Google Maps and Transit App, can improve accessibility for both existing and new riders. Real-time vehicle tracking and service alerts can provide passengers with greater confidence in the system by reducing uncertainty around arrival times and service disruptions.

Table 17: Fixed-Route Change in Revenue Hours

| 2025 Fixed-Route Annual Revenue Hours |                        |                                     |          |
|---------------------------------------|------------------------|-------------------------------------|----------|
| Service                               | Existing Revenue Hours | Recommended Estimated Revenue Hours | % Change |
| PART 1                                | 8,659                  | 8,659                               | 0%       |
| PART 2                                | 4,360                  | 6,142                               | 41%      |
| PART 5                                | 4,260                  | 4,260                               | 0%       |
| CF Shuttle                            | 2,566                  | 2,566                               | 0%       |
| Trolley                               | 425                    | 425                                 | 0%       |
| Total                                 | 20,270                 | 22,052                              | 9%       |

*It should be noted, 1,261 revenue hours (6%) are not included from the eliminated PART 3 route.*



Microtransit Recommendations

These recommendations combined form a transit network in Putnam County that provides the following benefits compared to existing:

**Overall increase in coverage:** through the introduction of the South and West Microtransit zones, this proposed updated network has increased the number of residents in Putnam County who have access to transit.

- The existing Northeast Zone would be expanded to cover additional communities and key destinations while maintaining connections to the fixed-route network.
- Two proposed South and West zones would serve areas without existing transit service and provide connections to shopping, employment centers, and regional transit. Service is structured to limit overlap with fixed routes and use vehicles efficiently, including shared service between zones on different days.

**New out-of-County destinations:** The two new microtransit zones would include employment, medical, and commercial areas outside of Putnam County, such as Hudson Valley Town Centre in Dutchess County and Shub Oak Shopping Center in Westchester County.

**Span adjustments:** The existing span has been recommended to be adjusted to reflect rider demand, while the two new microtransit zones expand weekday coverage.

- The span for the South and West Zones are recommended to operate on opposite days to maintain coverage while keeping vehicle and operations costs low.
- The South Zone is recommended to operate Monday, Wednesday, and Friday while the West Zone is recommended to operate Tuesday, Thursday, and Saturday.

With the proposed introduction of two new microtransit zones, and a proposed change to the existing zone, it is anticipated that the overall revenue hours will increase by about 2,000 hours. This growth reflects both the restructuring of the existing Northeast Zone, and the introduction of two new service areas in South and West, each adding approximately 1,100 annual revenue hours. These changes reflect greater connectivity and mobility goals by reaching previously unserved areas, as well as connecting to Dutchess County.

Table 18: Microtransit Change in Revenue Hours

| 2025 Microtransit Annual Revenue Hours |          |             |          |
|----------------------------------------|----------|-------------|----------|
| Service                                | Existing | Recommended | % Change |
| Microtransit Overall                   | 7,986    | 10,186      | 28%      |
| Northeast Zone                         | 7,986    | 7,986       | 0%       |
| South Zone                             | -        | 1,100       | -        |
| West Zone                              | -        | 1,100       | -        |

### *Paratransit Recommendations*

The paratransit program should continue to operate as an ADA-compliant, origin-to-destination service aligned with the fixed-route network. As fixed-route modifications are implemented, the ADA service area will shift with them, maintaining coverage of the county's primary population centers and key destinations but reducing coverage in some eastern areas. To address this, microtransit service will supplement paratransit in areas that fall outside the ADA service boundary, ensuring continued access for affected riders.

Operationally, the program should maintain its current performance while monitoring trip length, service demand, and scheduling efficiency, particularly as trip patterns evolve. Overall, the approach continues the existing service strengths while using complementary modes to expand access where ADA service cannot be provided.

To address broader mobility needs beyond the ADA-required service area based on existing analysis, this study recommends that the County consider developing a countywide enhanced mobility program supported through Federal Transit Administration (FTA) Section 5310 program as funding becomes available. Such a program would operate separately from the ADA complementary paratransit service and would be designed to provide targeted transportation options for individuals with disabilities, and other transportation-

disadvantaged populations who may not be served by the fixed-route network or fall outside the ADA service boundary.

This enhanced mobility program could utilize a demand-responsive or microtransit service model to provide flexible, countywide coverage, with a focus on essential trip purposes such as medical appointments, shopping, and access to community services. Because this program would not be subject to ADA complementary paratransit requirements, the County would have greater flexibility to define service parameters, including service area, hours of operation, eligibility criteria, and trip prioritization. This flexibility would allow the County to tailor service to observed demand and available funding, while also providing a scalable framework that could be implemented incrementally.

It is recommended that any potential countywide enhanced mobility program be funded through Federal Transit Administration (FTA) Section 5310 funding, which supports transportation programs for seniors and individuals with disabilities. Section 5310 funding is specifically intended to improve mobility for populations that may not be adequately served through traditional public transit or ADA complementary paratransit services. Such a program could also leverage partnerships with human service agencies, healthcare providers, and community organizations to support trip

coordination and funding opportunities.

If the County were to further explore this type of enhanced mobility concept, the scale of service would depend on securing Section 5310 funding, as well as the desired level of countywide coverage, the target user groups, and the available funding resources. Based on the geographic size of Putnam County, observed travel patterns, and the proposed concept of operating during the same general span as existing PART fixed-route and ADA complementary paratransit service, it is anticipated that approximately three to five vehicles operating simultaneously would be required to provide meaningful countywide enhanced mobility coverage. This estimate reflects the dispersed nature of demand in Putnam County, the longer average trip lengths associated with rural and suburban service delivery. It is noted that this level of service would likely have wait times longer than the existing ADA paratransit service. However, because an enhanced mobility program would operate outside the federally mandated ADA complementary paratransit framework, the County would retain flexibility to modify service levels, geographic coverage, eligibility requirements, and operating hours over time based on demonstrated demand and available funding.

## Infrastructure Recommendations

### *Transit Stop Proposed Changes*

Transit infrastructure plays an important role in the overall rider experience and can influence both customer satisfaction and ridership growth. While service improvements are the

foundation of a successful transit system, investments in passenger amenities such as bus stop signage, shelters, benches, and wayfinding can make transit more visible, accessible, and comfortable. As PART expands service and introduces new mobility options, targeted infrastructure

enhancements should be prioritized at key stops and transfer locations to improve passenger comfort, strengthen system identity, and support long-term ridership growth.

**Figure 35: Proposed Transit Infrastructure Map**

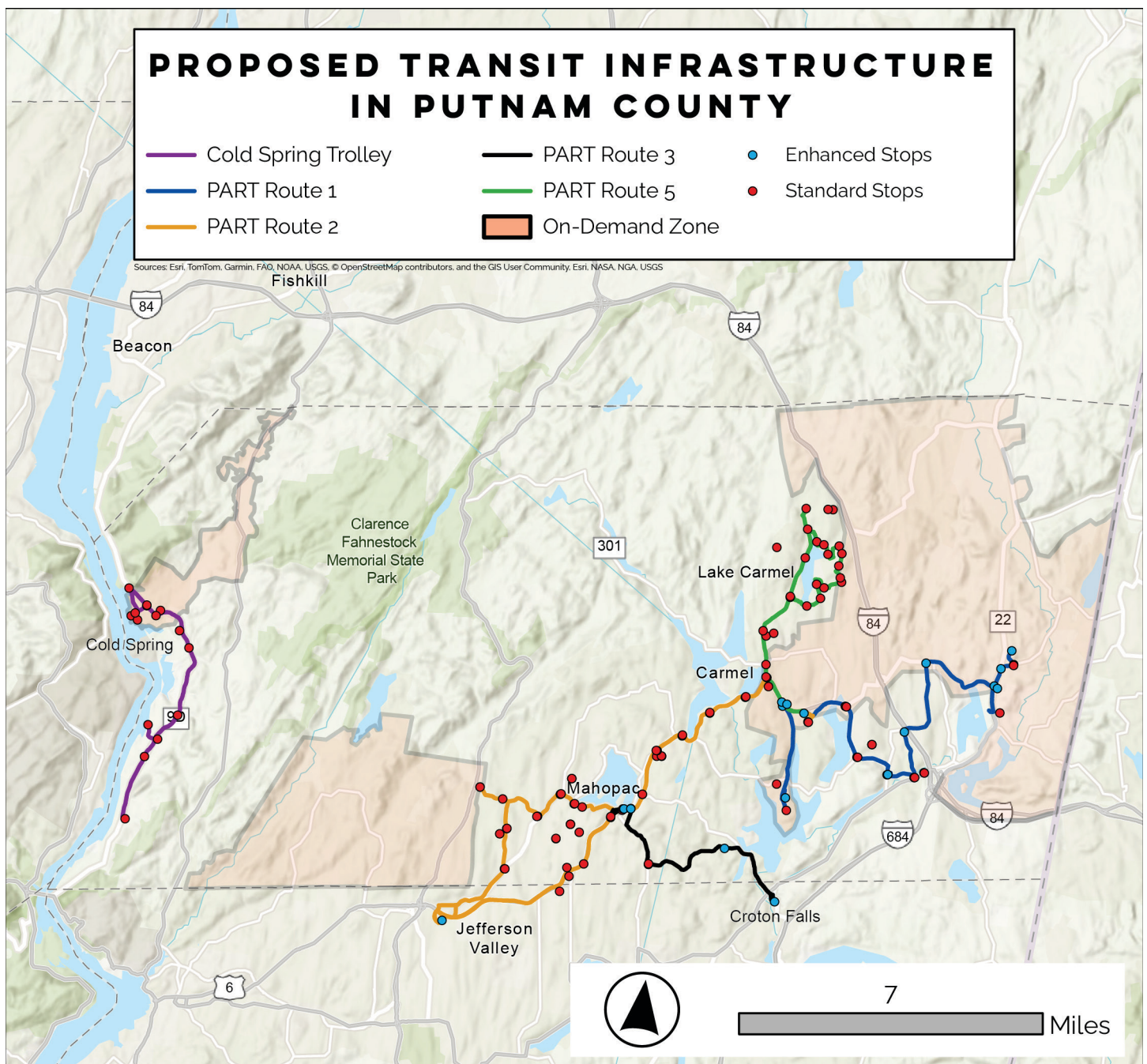




Table 19: Bus Stop Classification &amp; Amenities

*Bus Stop Amenities*

As discussed in the existing conditions section, PART has many bus stops lacking infrastructure and wayfinding. Sufficient stop infrastructure is a large component of rider experience, especially with low frequencies. The lack of shelter or signage can sometimes cause uncertainty and limit comfort, which can also have an adverse effect on ridership. It is recommended that PART organize and phase infrastructure improvements by installing improvements according to the stop types listed below.

Table 20 shows two bus stop classifications with suggested features for each classification. At a minimum, bus stops should be identified by a pole mounted sign and an ADA 5' x 8' loading zone that is connected to the sidewalk network. A schedule or route map may also be incorporated into the pole mounted sign. Stops with higher ridership may be classified as "Enhanced Bus Stops" which include amenities like a shelter with a bench. Additional passenger amenities like a trash can, bike rack and additional seating, enhanced signage and where appropriate, a turnout lane with a concrete pad could also be considered at Enhanced stops.

PART's flag stop system provides riders with the flexibility to board or alight at safe locations along designated routes rather than at fixed bus stops. While existing flag stops are not required to meet ADA

| Bus Stop Amenity           | Standard Bus Stop | Enhanced Bus Stop |
|----------------------------|-------------------|-------------------|
| Pole Mounted Bus Stop Sign | Yes               | Yes               |
| Pole Mounted Schedule      | Yes               | Yes               |
| ADA Loading Zone (5' x 8') | Yes               | Yes               |
| Lighting                   | Yes               | Yes               |
| Bus Shelter                | No                | Yes               |
| Bench                      | No                | Yes               |
| Trash Can                  | No                | Yes               |

accessibility standards, any new bus stop infrastructure installed as part of future system improvements—including shelters, benches, boarding areas, or signage—should be designed to comply with applicable ADA requirements.

In order to guide future bus stop improvements, each of the 125 proposed PART bus stops was assigned to one of the above bus stop types. Using stop level ridership data and available transfers, each stop was organized and assigned, with "Enhanced" going to those stops with 40+ daily boardings and both regional and local transfers

available, "Standard" going to those stops with at least 5 daily boardings, and anything below that going to "Sign Only." Table 20 summarizes the stop classification.

A strong peer example is the Westchester Bee Line. In White Plains, the service can connect to other regional transit providers, so having clear signage is imperative. By using their branding, along with positioning the stop near benches, trash cans, and activity centers, the rider can find and use the system seamlessly while waiting comfortably.

Table 20: Bus Stop Classification Summary

| Bus Stop Type | Count | Percentage of Total |
|---------------|-------|---------------------|
| Standard      | 105   | 84%                 |
| Enhanced      | 20    | 16%                 |



### Bus Stop Spacing

Bus stop spacing should balance rider accessibility with overall service efficiency. Stops that are placed too closely together can increase travel times by requiring buses to stop more often, while stops spaced too far apart may reduce accessibility for riders, particularly in areas with limited pedestrian infrastructure. In rural communities such as Putnam County, this balance is especially important because buses are generally able to travel at higher speeds than in urban environments, making frequent stops more disruptive to travel time and schedule reliability. However, many areas of the County have limited sidewalks, crosswalks, or pedestrian connections, which can make longer walks to bus stops less safe or convenient for riders. Stop spacing recommendations should consider roadway conditions, rider activity, surrounding land uses, and the availability of pedestrian infrastructure.

**Table 21: Bus Stop Spacing Peer Analysis**

| Service          | Stop Spacing                      |
|------------------|-----------------------------------|
| Local Route      | 1,250 ft to 2,000 ft              |
| Commuter Shuttle | Destination & Park-and-Ride Based |
| Trolley          | Destination Based                 |

In Table 21, a peer analysis of existing stop spacing guidelines by service type is listed. While these systems differ in context, their guidelines can be applied to similar service types within the PART system.

Putnam County's existing flag stop system was reviewed to determine if certain segments should prohibit flag stops. It is recommended that flag stops be prohibited on route segments that are:

- Located in denser areas, where congestion is higher and scheduled stops are accessible,
- Located along a state highway where pedestrian infrastructure is limited.

As shown in Table 22, spacing should range from 1,250 ft to 2,000 ft, with stops being closer together where destinations exist, and further apart as the route becomes rural. For the commuter route and the trolley, stop spacing is dependent on the location of park-and-rides and tourist spots due to the nature of the services.

**Table 22: PART Recommended Stop Spacing Guidelines**

| Agency | Service                           | Stop Spacing         |
|--------|-----------------------------------|----------------------|
| RIPTA  | Rapid Bus                         | 1,100 ft – 1,300 ft  |
|        | Key Corridor                      | 900 ft – 1,300 ft    |
|        | Urban Radial                      | 900 ft – 1,300 ft    |
|        | Non-Urban/Suburban/Crosstown      | 660 ft – 1,100 ft    |
|        | Regional                          | 900 ft – 1,100 ft    |
|        | Express/Commuter                  | 900 ft – 1,100 ft    |
| NFTA   | Downtown Buffalo                  | 1,200 ft             |
|        | Higher-Density Municipality       | 950 ft               |
|        | Lower-Density Municipality        | 700 ft               |
|        | Bus Rapid Transit                 | $\frac{3}{4}$ mile   |
|        |                                   |                      |
| CDTA   | Local Bus: Central Core           | 750 ft - 1,000 ft    |
|        | Local Bus: Urban Areas            | 1,000 ft to 1,500 ft |
|        | Local Bus: Suburban & Rural Areas | 1,250 ft to 2,000 ft |
|        | BusPlus                           | 1,000 ft to 2,500 ft |

RIPTA - Rhode Island Public Transit Authority

NFTA - Niagara Frontier Transportation Authority

CDTA - Capital District Transit Authority

## Communications Recommendations

Clear, accessible, and simple communication is essential to improving the rider experience and increasing transit use. As part of this plan, updates and improvements to schedules, maps, and rider-facing materials are recommended to better reflect the redesigned network and make transit more intuitive for both existing and new riders.

The current schedules should be redesigned with simplified timetables that are easier to read and interpret. This includes reducing variants and footnotes, standardizing format across all routes, and clearly highlighting important timepoints and service spans. In addition, a static system map should be developed to reflect the updated network provided in the following section. The map should emphasize connectivity, points of activity, and regional transfer opportunities, helping riders better understand how to navigate the system as a whole.

A local example to be used is UCAT (Ulster County). Their schedules provide a simple timetable below a route map which is more dynamically structured in their website. The timetable is a simple, legible table that indicates when it was last updated, direction of travel, and where connections are available.



Figure 36: UCAT Blue Route Schedule Map

Figure 37: UCAT Blue Route Schedule Timetable

UPDATED 1/16/2026

| BLUE: DOWNTOWN UPTOWN                            |      |      |      |       |       |       |       |      |        |        |      |      |           |
|--------------------------------------------------|------|------|------|-------|-------|-------|-------|------|--------|--------|------|------|-----------|
| Golden Hill                                      | 6:15 | -    | -    | -     | -     | -     | -     | -    | 2:15   | -      | -    | -    | -         |
| North St / Delaware Ave                          | 6:30 | 7:30 | 8:30 | 9:30  | 10:30 | -     | 12:30 | 1:30 | 2:30   | 3:30   | 5:30 | 6:30 | 7:30 8:30 |
| East Union Lindsley, Crane, Gill                 | 6:32 | 7:32 | 8:32 | 9:32  | 10:32 | -     | 12:32 | 1:32 | 2:32   | 3:32   | 5:32 | 6:32 | 7:32 8:32 |
| Bway & Ole Savannah, Across from Mariners        | 6:34 | 7:34 | 8:34 | 9:34  | 10:34 | -     | 12:34 | 1:34 | 2:34   | 3:34   | 5:34 | 6:34 | 7:34 8:34 |
| Garraghan Dr Across from City Court              | 6:35 | 7:35 | 8:35 | 9:35  | 10:35 | -     | 12:35 | 1:35 | 2:35   | 3:35   | 5:35 | 6:35 | 7:35 8:35 |
| Murray St @ Rondout Gardens                      | 6:38 | 7:38 | 8:38 | 9:38  | 10:38 | -     | 12:38 | 1:38 | 2:38   | 3:38   | 5:38 | 6:38 | 7:38 8:38 |
| Broadway & Garden, Dederick (Across from YMCA)   | 6:43 | 7:43 | 8:43 | 9:43  | 10:43 | -     | 12:43 | 1:43 | 2:43   | 3:43   | 5:43 | 6:43 | 7:43 8:43 |
| Gov. Clinton                                     | 6:54 | 7:54 | 8:54 | 9:54  | 10:54 | -     | 12:54 | 1:54 | 2:54   | 3:54   | 5:54 | 6:54 | 7:54 8:54 |
| Main & Fair (County Building)                    | 6:55 | 7:55 | 8:55 | 9:55  | 10:55 | -     | 12:55 | 1:55 | 2:55   | 3:55   | 5:55 | 6:55 | 7:55 8:55 |
| Wall Street & N. Front Street                    | 6:57 | 7:57 | 8:57 | 9:57  | 10:57 | -     | 12:57 | 1:57 | 2:57   | 3:57   | 5:57 | 6:57 | 7:57 8:57 |
| BLUE: UPTOWN - DOWNTOWN                          |      |      |      |       |       |       |       |      |        |        |      |      |           |
| Academy Green                                    | 7:00 | 8:00 | 9:00 | 10:00 | 10:58 | -     | 1:00  | 2:00 | 3:00   | 4:00   | 6:00 | 7:00 | 8:00 -    |
| Development Court                                | 7:04 | 8:04 | 9:04 | 10:04 | 11:00 | 12:04 | 1:04  | 2:04 | 3:04** | 4:04** | 6:04 | 7:04 | 8:04 -    |
| Broadway and Van Buren, Cedar, Pine Grove (YMCA) | 7:08 | 8:08 | 9:08 | 10:08 | -     | 12:08 | 1:08  | 2:08 | 3:08   | 4:08   | 6:08 | 7:08 | 8:08 -    |
| HealthAlliance Hospital Main Entrance            | 7:10 | 8:10 | 9:10 | 10:10 | -     | 12:10 | 1:10  | 2:10 | 3:10   | 4:10   | 6:10 | 7:10 | 8:10 -    |
| SUNY Ulster Kingston Campus                      | 7:10 | 8:10 | 9:10 | 10:10 | -     | 12:10 | 1:10  | 2:10 | 3:10   | 4:10   | 6:10 | 7:10 | 8:10 -    |
| Mary's Avenue / Health Quest                     | 7:11 | 8:11 | 9:11 | 10:11 | -     | 12:11 | 1:11  | 2:11 | 3:11   | 4:11   | 6:11 | 7:11 | 8:11 -    |
| Orchard and Bway (Yosman Twr)                    | 7:15 | 8:15 | 9:15 | 10:15 | -     | 12:15 | 1:15  | 2:15 | 3:15   | 4:15   | 6:15 | 7:15 | 8:15 -    |
| McEntee and Wurts                                | 7:18 | 8:18 | 9:18 | 10:18 | -     | 12:18 | 1:18  | 2:18 | 3:18   | 4:18   | 6:18 | 7:18 | 8:18 -    |
| Broadway and Strand St (Savona's), Ole Savannah  | 7:20 | 8:20 | 9:20 | 10:20 | -     | 12:20 | 1:20  | 2:20 | 3:20   | 4:20   | 6:20 | 7:20 | 8:20 -    |
| Lindsley & Delaware                              | 7:29 | 8:29 | 9:29 | 10:29 | -     | 12:29 | 1:29  | 2:29 | 3:29   | 4:29   | 6:29 | 7:29 | 8:29 -    |
| Delaware & North Street                          | 7:30 | 8:30 | 9:30 | 10:30 | -     | 12:30 | 1:30  | 2:30 | 3:30   | 4:30   | 6:30 | 7:30 | 8:30 -    |
| Golden Hill                                      | -    | -    | -    | -     | -     | -     | -     | -    | -      | -      | -    | -    | 9:15      |

\*\* Connection Available

# CHAPTER 8

## IMPLEMENTATION

## Implementation

This chapter outlines the framework for implementing the recommended improvements to the Putnam County transit system, with a focus on translating planning concepts into actionable, financially feasible strategies. Building on the service recommendations developed in the preceding chapters, this section evaluates the anticipated costs associated with proposed changes to fixed-route, microtransit, and complementary mobility services, and identifies potential funding sources to support both near-term implementation and long-term operations.

The implementation strategy is intended to align with the County's operational structure and procurement timeline, recognizing that transit services are delivered through contracted operators and that upcoming contract actions

provide a key opportunity to incorporate service changes. As such, this chapter considers not only the scale and cost of proposed service enhancements, but also how those changes can be phased, prioritized, and integrated into future contracts and operating agreements.

In addition to cost estimates, this chapter reviews the range of federal, state, and local funding sources currently available to Putnam County, including formula-based operating assistance, competitive grant programs, and potential opportunities to leverage funding targeted toward seniors, individuals with disabilities, and rural mobility. Together, these elements provide a roadmap for implementing the study's recommendations in a way that is both operationally achievable and financially sustainable.

## Costs

The following table summarizes the estimated operating costs associated with the recommended transit service plan, including fixed-route, microtransit, and paratransit services. These estimates are based on current cost per revenue hour values and projected changes in service levels identified in the previous chapter. The table provides a high-level comparison of existing and proposed costs by service type, illustrating how shifts in service design and expansion of coverage impact overall system expenditures. This summary is intended to support evaluation of the financial implications of the proposed network and inform funding and implementation decisions.

**Table 23: Recommendations for Operating Cost Summary**

| Annual Operating Cost Summary |        |                    |                          |                      |                                    |                                         |                                |                |
|-------------------------------|--------|--------------------|--------------------------|----------------------|------------------------------------|-----------------------------------------|--------------------------------|----------------|
| Service                       | Metric | 2025 Existing      | Cost per Rev. Hour 2025* | Cost per mile (2025) | Existing Miles / Rev. Hours (2025) | Recommended miles / Rev. Hours (Future) | Total Cost for Recommendations | Percent change |
| Fixed-Route                   | Miles  | \$1,630,000        | N/A                      | \$4.13               | 394,000                            | 362,866                                 | \$1,510,000                    | -7%            |
| Microtransit                  | Hours  | \$540,000          | \$65.64                  | N/A                  | 7,986                              | 10,186                                  | \$780,000                      | 44%            |
| Paratransit                   | Miles  | \$360,000          | N/A                      | \$2.61               | 138,495                            | 119,281                                 | \$320,000                      | -11%           |
| <b>System Subtotal</b>        |        | <b>\$2,530,000</b> | <b>\$66</b>              | <b>-</b>             | <b>-</b>                           | <b>-</b>                                | <b>\$2,610,000</b>             | <b>3%</b>      |

\*Cost per hour is only used for Microtransit, all other transit service costs are based on miles.

\*This chart assumes fixed-route rate of \$4.17 per mile per fifth year of contract. However, there is no official implementation date for these recommendations

\*Microtransit cost projection averages the cost per hour for Year 2 and Year 3 to get a better sense of what actual cost for expanded service might be

\*It is difficult to estimate with a high level accuracy what paratransit cost per mile would be as the operator contract contains two separate rates for "Bus" and "Suburban" and it is difficult to know what the mix of vehicle type will be in a given year. Therefore I used the average from 2025 (\$2.61 per mile) and increased to \$2.65 per mile for future.



Overall system operating cost is expected to increase by 3% based on the recommended changes. Using the cost per revenue hour from 2025 data, the estimated new cost of each service type was found by applying that number to the recommended estimated revenue hours discussed in the previous section. These figures represent purchased transportation costs based on contractual reimbursement rates and do not include additional costs such as fuel, services and supplies (with the exception of Microtransit for which the contract includes fuel costs as part of its turnkey

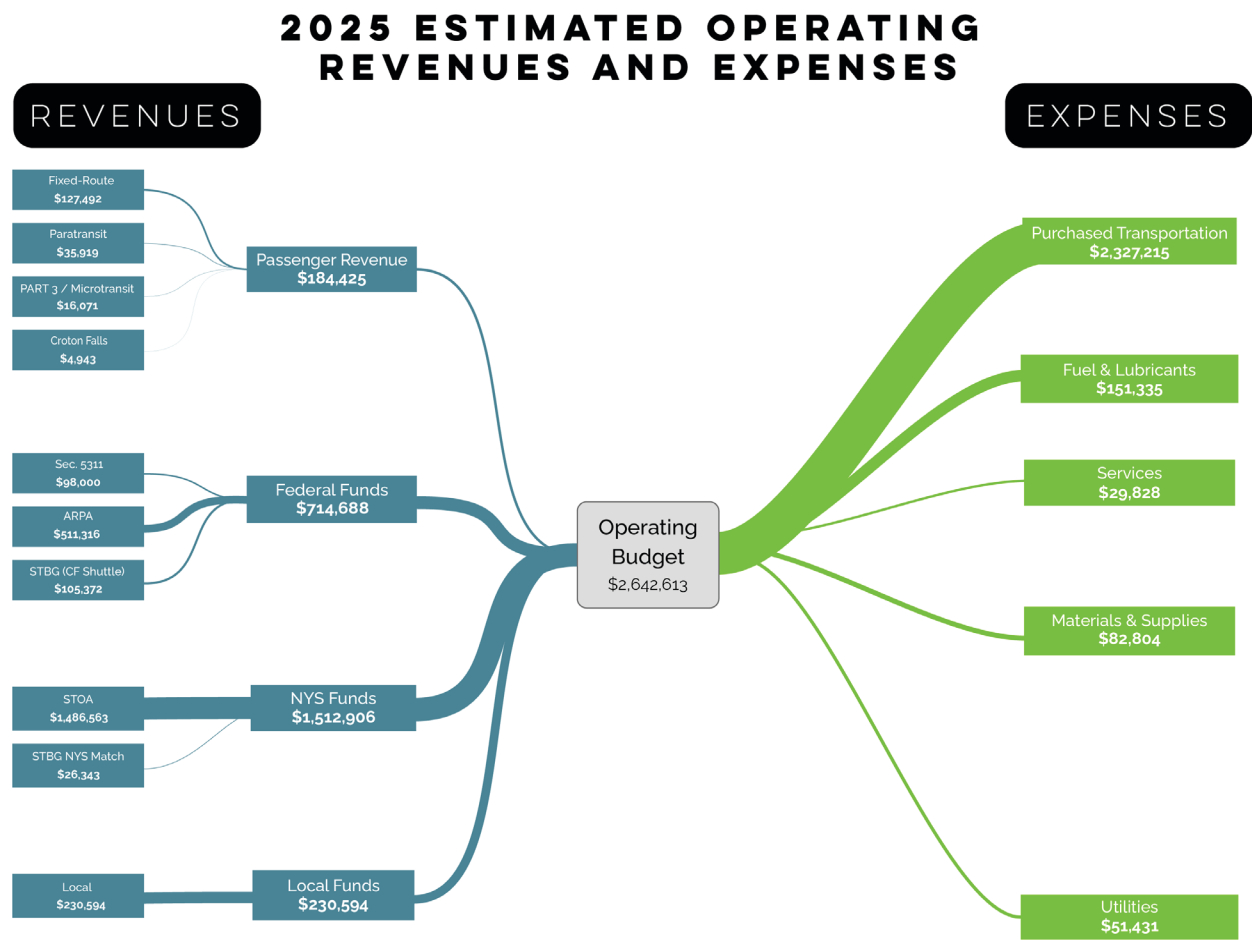
Table 24: Recommendations Capital Cost Summary

| Infrastructre     | Cost per Item | # Items | Total Cost |
|-------------------|---------------|---------|------------|
| Standard Bus Stop | \$7,500       | 105     | \$790,000  |
| Enhanced Bus Stop | \$45,000      | 20      | \$900,000  |
| Total Cost        | \$1,690,000   |         |            |

operations). With the addition of higher frequencies, wider service coverage, and new services, an increase in overall system cost is justified.

Capital costs should also be considered. This includes bus stop infrastructure. Unit costs for each element are from the NYSDOT pay item catalog. It should be noted that the enhanced stop includes a shelter with an average cost. The actual cost could be more depending on the vendor and type. Elements of the standards and enhanced stops are included in Appendix D. **Table 24** outlines these costs as per item estimates.

Table 25: 2025 PART Operating Revenues and Expenses Structure



## Funding Opportunities

### Existing Funding Structure

PART operations funding comes from an array of federal, state and local government sources in addition to revenues directly generated by the system. In 2024, these funds were proportioned as follows:

Each of the funding sources is specifically targeted at facilitating the delivery of public transit services. However, the amount of funds available from each source to PART is allocated in different ways.

### Funding Summary

#### *New York State - Transit Operation Assistance (STOA) Funding*

STOA funding is available to Putnam County on a formula basis based on the number of eligible revenue miles and revenue passengers carried by the system. The formula provides \$1.15 per revenue mile and \$0.68 per revenue passenger for eligible public transit services. Eligible services must have published schedules and be open to the general public. A minimum of \$.30 per passenger (\$.15 elderly or disabled) must be collected by the system as a fare. As the source of 61.5% of PART's operating revenue,

In 2025 PART received almost \$1.5 million in STOA revenues. Maintaining STOA eligibility is an essential component of the system's long-term financial sustainability. As passenger demands and service expectations evolve, PART should work with NYSDOT to maximize service effectiveness and eligibility.

Historically STOA has been a stable and reliable funding source for PART services, and well as for transit services throughout New York State. PART administration staff have expressed confidence in STOA support continuing through its formula earnings system.

#### *New York State - Transit Capital Assistance Funding*

New York State DOT provides capital funding assistance to PART and other transit systems in New York State through several programs. These include:

- *Accelerated Transit Capital (ATC) Program* – provides up to 100% funding to public transit operators to rehabilitate, restore and modernize public transit assets.
- *Modernization & Enhancement Program (MEP)* – provides up to 100% funding to upgrade and enhance transit services in NYS.
- *Federal Capital Grant Match* – Provides 10% match to awarded FTA capital grants for the purchase of transit capital assets such as buses, facilities and related. (FTA funds 80%, local sponsor provides 10%)

#### *Federal Transit Administration & USDOT Operating Funding*

PART receives federal transit financial assistance from several sources: FTA Sections 5307 & 5311 and Surface Transportation Block Grants (STBG). Designated urbanized portions of southern and eastern Putnam receive FTA allocations of 5307 and STBG

funds through NYMTC (and the Danbury Ct. urbanized area). More northern areas of the county outside of the designated urbanized areas receive rural FTA 5311 funding through New York State DOT.

In terms of FTA 5307 funding, roughly \$1.6 million is allocated to PART by NYMTC for operating and capital purposes as needed. The portion available for operating expenses is currently capped at approximately \$400,000. Due to the recent availability of ARPA and CARES funding, the system has not needed to access the 5307 operating funds, but it remains as an option looking forward as ARPA and CARES funding availability comes to an end.

Rural 5311 funding is allocated to the County for service outside the urbanized metropolitan areas such as the Town of Patterson and separately applied for to New York State DOT. In recent years the annual allocation has amounted to \$98,000, and utilized to fund the existing microtransit program.

The Croton Falls commuter shuttle is a New York State provided commuter service that is operated under contract by Putnam County and paid in full including approximately \$140,000 per year in flexed Surface Transportation Block Grant (STBG). These funds support operation of the current train shuttle along with STOA and fares.

FTA Section 5310 funding for Enhanced Mobility for Seniors and Individuals with Disabilities is currently not an element of PART's funding. PART Staff have expressed a willingness to pursue this funding source to help offset a possible expansion of existing Paratransit services for persons with disabilities. Some neighboring counties (e.g. Westchester) currently use 5310 funding to help fund its full county paratransit operation. Section 5310 should be pursued for any potential expansions beyond the existing mandated service. Full funding of any enhanced mobility expansion could be funded by STOA, fares and additional local funds.

#### *Federal Transit Administration Capital Project Funding*

Through the FTA's Section 5307 (ARPA), 5339 and 5340 transit programs the FTA funds up to 80% of eligible transit systems capital equipment needs. PART received an annual allocation of Section 5307 funding of approximately \$1.5 million annually. These funds can and are typically used to fund bus purchases and facility improvements.

#### *Local Funding*

As reported for the 2025 NTD, voluntary County taxation used to operate the public transportation system amounted to roughly \$300,000. PART staff and stakeholder interviews suggest that this local support is strong and could be looked at to continue if it's used to support well-conceived and effective mobility services.

#### *Directly Generated System Revenue (Fares)*

In 2025 directly generated system revenue amounted to just over \$184,000, covering approximately 7.7% of total system operating expenses. This amount has been stable over the past few years and is comparable to other similar sized transit operations.

**Table 26: Funding Summary**

| Funding Source |               | Application Options          |              |                        |                                           |                                  |
|----------------|---------------|------------------------------|--------------|------------------------|-------------------------------------------|----------------------------------|
|                |               | General Operating Assistance | Microtransit | Paratransit Operations | Vehicle & General Transit Capital Acquis. | Mode-Specific Capital Assistance |
| NYSDOT         | STOA          | Yes                          | Yes*         | Yes                    |                                           |                                  |
|                | Capital Match |                              |              |                        | Yes                                       |                                  |
|                | ATC/MEP       |                              |              |                        | Yes                                       |                                  |
| FTA            | 5307 (ARPA)   | Yes                          | Yes          | Yes                    | Yes                                       |                                  |
|                | 5310          |                              |              | Yes*                   |                                           | Yes                              |
|                | 5311          | Yes                          | Yes          | Yes                    | Yes                                       |                                  |
| Local          |               | Yes                          | Yes          | Yes                    | Yes                                       | Yes                              |

\*Available but may have some constraints

The preceding sections describe the individual funding sources available to PART and the purposes each is intended to serve. Because most of these sources carry their own eligibility rules and restrictions on how funds may be applied, it is useful to view them side by side to understand which sources can support which types of service and capital needs.

**Table 26** summarizes this by mapping each federal, state, and local funding source against the primary application categories relevant to the recommendations in this study: general operating assistance, microtransit, paratransit operations, general transit capital acquisition, and mode-specific capital assistance. As shown, local funding offers the greatest flexibility, applying across all categories, while sources such as STOA and FTA 5310 are available for certain uses but may carry constraints. This summary is intended to help the County match the proposed service and capital investments identified in this chapter to the most appropriate funding sources as it moves toward implementation.





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**THANK YOU**