Alamance County Transportation Authority (ACTA)
Community Connectivity Plan

Final Report
July 2018

Prepared for
Alamance County Transportation Authority

Under Contract to
North Carolina Department of Transportation
Public Transportation Division (PTD)

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Milestone I

Alamance County Transportation Authority Community Connectivity Plan

INTRODUCTION TO THE COMMUNITY CONNECTIVITY PLAN

Alamance County Transportation Authority

Alamance County Transportation Authority (ACTA) is a single county public transportation authority that operates demand response transportation throughout Alamance County and to out-of-county locations for specific contractual trips. ACTA provides general public transportation services, as well as providing service under contract for several programs.

ACTA serves both rural and urbanized areas, including some of the same areas that are served by Link Transit, the City of Burlington's transit program. ACTA also connects with the Piedmont Authority for Regional Transportation (PART), when possible.

Alamance County is located in central North Carolina, between the Piedmont Triad and Triangle areas of the state. The Burlington Urbanized Area stretches through much of central Alamance County, to the north and south of the U.S. 70 and I-40 travel corridors. The Greensboro Urbanized Area is located to the west of Alamance County and the Durham Urbanized Area is located to the east of Alamance County. Figure 1-1 provides a map of Alamance County, including the current urbanized area boundaries.

Figure 1-1: Alamance County, North Carolina and the Urbanized Area Boundaries
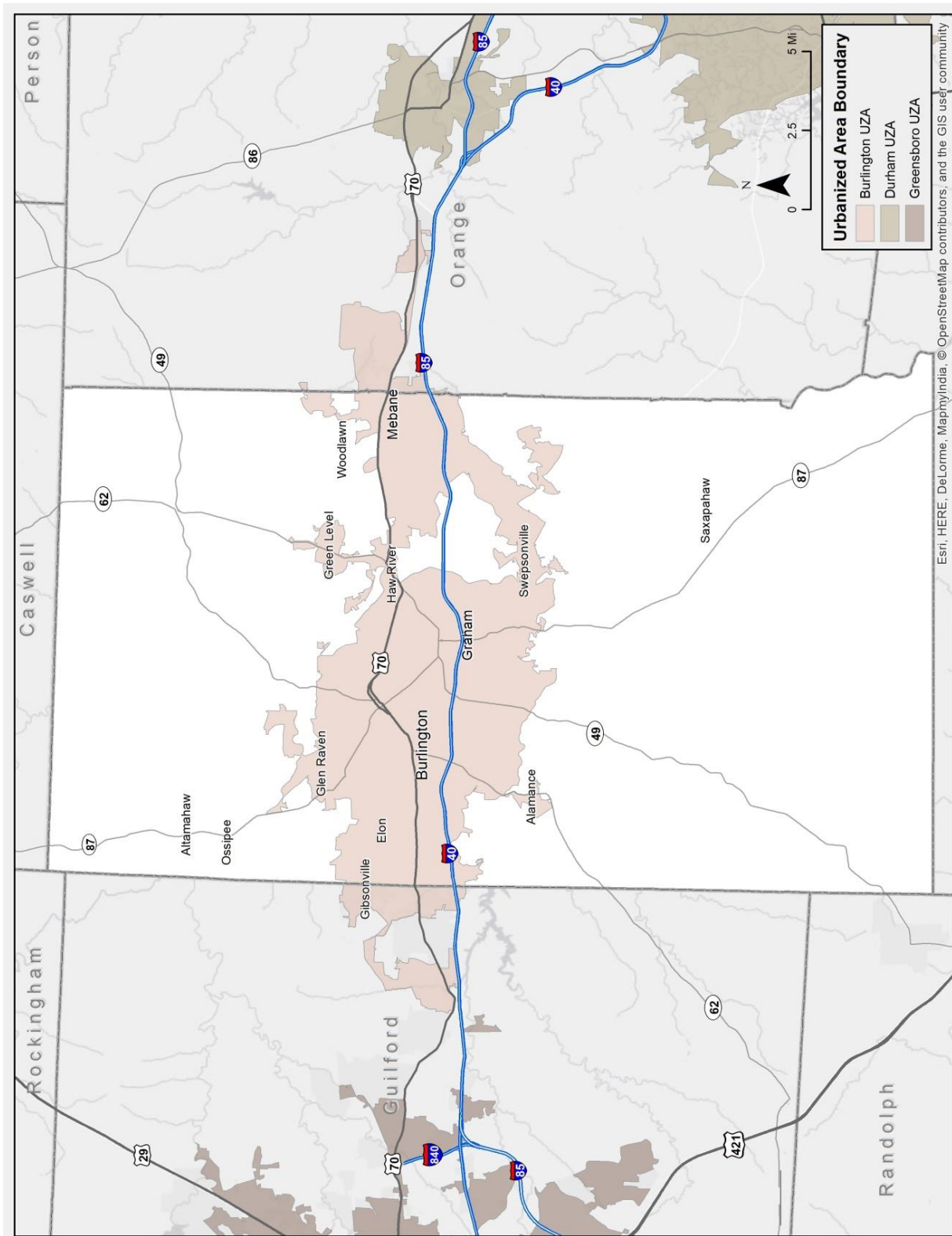
Source: U.S. Census

Community Connectivity Plan

The North Carolina Department of Transportation, Public Transportation Division (PTD) provides grants management, planning support, and oversight duties for sub-recipients of federal rural transit funds in the state. An important component of this role is providing planning assistance for local sub-recipients, including guidance and funding to help complete five-year plans for the transit programs. Throughout the history of helping systems develop five-year plans, PTD has used several different approaches and has relied on consultant assistance to help complete the plans. Previous planning approaches have been called transit development plans (TDP), community transportation improvement plans (CTIP), and community transportation service plans (CTSP). These plans have involved varying levels of effort, depending upon PTD and local system priorities. Each public transit program that receives federal Section 5311 (rural transit) funding has generally been required to have a plan in place.

The purpose of the five-year plan has historically been to document what projects a transit program intended to implement over the planning period, such as: facility projects, new route initiatives, or expanded hours. The plans include specific detail with regard to the resources needed to fulfill the goals of the plan. Five-year plans developed for transit programs have historically fed into local long range transportation plans as well as the state's transportation improvement plan (STIP). These plans were also used by PTD, local technical coordinating committees, (TCC) and transportation advisory boards (TAB) to help budget capital and operating funds.

PTD has recently updated the methodology used for the development of the five-year plan and changed the name to "Community Connectivity Plan" (CCP). The scope of work for the CCP follows a similar method to the recent CTSP process; however, the CCP process makes greater use of a number of existing datasets as compared to prior methodologies. The new CCP has an emphasis on obtaining public input, with close to 30% of the allowable person-hours assigned to the public input tasks. The new CCP also includes a more action-oriented plan, with a specific implementation matrix included.

Purpose and Key Elements

The purpose of this CCP is to develop a five-year plan for ACTA that will provide the following key information for ACTA management, the ACTA Board of Trustees, stakeholders, and the PTD:

- A service and connectivity plan that outlines what services ACTA intends to operate over the five-year period, including both current services and planned improvements.

- Organizational recommendations that may be pertinent to the continued successful provision of public transportation in the county.

- An asset enhancement plan that includes the identification of assets that need to be procured, either for replacement or expansion purposes, over the five-year period.

- A five-year financial plan, including operating and capital budgets.

- An implementation plan, coordinated through the local TAC, TCC, and the Burlington-Graham MPO, which includes proposed action strategies with the year of implementation identified, along with an identification of the service gap that the strategy is intended to fill, the relationship to the success plan, cost, and proposed funding sources.

The planning process was initiated in June 2017 and the draft report was completed in April 2018, at which time regional public transportation stakeholders provided significant input regarding a number of plan elements. At issue in the region is the role of the primary public transportation providers with regard to providing a higher level of public transportation to locations within the urbanized area where the public has indicated a need for additional public transportation services, but the local governmental entities have not provided local funds.

ACTA is currently able to provide a basic level of demand response service for these areas through its ability to use contractual revenue to match Federal Transit Administration (FTA) Section 5307 urbanized area funding. ACTA has historically used contract revenue as the local match where possible, resulting in savings to local municipalities in need of urban transit services. Link Transit does not use contract revenue as match, but rather uses local municipal funding to match FTA Section 5307 funding and is only able to provide public transit service in jurisdictions that provide this match.

There are three projects discussed within Milestone II that call for a higher level of service within or to/from communities within the urbanized area. Because this CCP was not intended to be a major regional organizational and service plan, but rather a five-year plan for ACTA, the study team has presented these initiatives separately within Milestones II and III. Presenting these options separate from ACTA's other initiatives will keep them on the record as needing service without defining whether ACTA or Link will be the service provider. A further recommendation within this plan is to build consensus in the region regarding the roles of each organization. In an ideal situation, these two transit organizations would merge to maximize the leverage of federal and state funds in the MPO area, but this concept will require local agreement and leadership to move forward.

Charter Agreement

An outline of the project is provided in the Project Charter Agreement, which is provided as Appendix A. The Charter Agreement highlights the following major project tasks:

- Task 1 – Current Performance and Service Area Trends
- Task 2 – Public Input
- Task 3 – Service and Connectivity Plan
- Task 4 – Asset Enhancement Plan
- Task 5 – Financial Plan
- Task 6 – Assessment and Strategies Plan and Success Plan
- Task 7 – Draft and Final CCP Reports

Success Plan

The CCP incorporates and/or updates an agency's Success Plan, which is a relatively new strategic planning effort that is required for PTD grantees. The Success Plan is designed to serve as an annual strategic plan for the agency, including the agency's mission, vision, and values. Once the agency's values are defined, specific guiding principles are defined, along with metrics and performance goals to measure how well the agency is performing with regard to each principle. Specific points are attached to each performance goal.

ACTA's Success Plan for 2016 included the following guiding management principles:

- Financial stability
- Customer satisfaction
- Safety and security
- Employee success

Performance metrics, performance goals, an importance weight, and an "owner" for each goal were defined in the Success Plan.

In May 2017, ACTA updated its 2016 Success Plan, with the completion of the 2017-2018 Success Plan. The 2017-2018 Success Plan highlights three strategic areas of focus: financial management; customer satisfaction; and employee participation.

The plan includes the following specific success goals:

- Increase trips per hour by 21% (from 1.4 to 1.7) through the successful implementation of zone scheduling. For future Success Plans, ACTA would like to include separate productivity standards for rural versus urban services.

- Implement a new cost accounting allocation methodology.

- Complete successful claims submission in NCTracks with 3% or less in unpaid and unresolved dollar claims for the fiscal year.

- Achieve a Net Promoter Score of at least 50.

- Conduct an employee survey with goals of "employee satisfaction" (Goal = 80%) and "employee engagement" (Goal = 60%),

For each of these goals a tactic is defined, an owner is identified, and specific quarterly milestones are listed. A Success Plan Scorecard completes the plan and highlights the specific measures for each performance metric by month. The 2018 Success Plan was updated as a result of the CCP process.

ACTA Previous Five-Year Plan

ACTA has not completed a five-year plan within the last fifteen years, but has completed a five-year financial plan, as required by PTD.

CCP Technical Memoranda and Final Report

This report serves to document the development of the ACTA CCP. The first technical memorandum for the project documented ACTA's current performance, service trends, and peer group. In addition, information concerning the demographics of the service area was provided, along with major origins and destinations for ACTA. The other transit providers in the region were also discussed. Key information gathered from stakeholders, riders, and the public was included within the first technical memorandum, which has been updated to serve as the first section of the CCP.

The focus of the first project milestone was to document the agency's current service characteristics, trends, and area demographics, and to obtain public input. Each of these three primary tasks is documented below.

CURRENT PERFORMANCE AND SERVICE TRENDS

ACTA Overview

ACTA provides service using a fleet of 27 vehicles, most of which are lift-equipped. The hours of operation for ACTA are Monday through Friday from 5:00 a.m. to 5:30 p.m. and Saturdays from 5:00 a.m. to 5:30 p.m. (dialysis riders only). Important human service agency contracts for ACTA, from a financial perspective, include the provision of non-emergency Medicaid transportation (NEMT) and senior center transportation. ACTA typically provides about 300 passenger trips per weekday, with an annual operating budget of about $1.5 million. ACTA also purchases trips from PART if an ACTA rider can use one of PART's regional routes to access an appointment.

Staffing

ACTA employs 37 drivers, five of whom are full-time, and the remainder working part-time schedules. Key staff members include the following positions:

- Executive Director
- Operations Manager
- Accountant/HR
- Dispatcher
- Scheduler
- Administrative Assistant/ DAR Coordinator
- Administrative Assistant

Fares and Rates

The fare structure is as follows:

- General Public (within Alamance County) - $3.00 per one-way trip.

- Sweeper Trips - $6.00 per one way trip. Sweeper trips are for riders needing a pick-up outside of the designated time slot set for the zone.

ACTA negotiates the rates annually for each of its service contracts, some of which are per-trip rates and some of which are per mile rates. ACTA has one contract that also includes a fixed rate per month. These billing rates are listed in Table 1-1.

Table 1-1: ACTA Billing Rates by Funding Source

Funding Source/Client	Billing Method	Rate
OE Contract	Per Trip	$ 3.00
Section 5316 Orange Enterprises	Per Month	$ 1,833.33
Section 5307 public	Per Trip	$ 20.15
ROAP - Public	Per Trip	$ 22.15
Section 5310	Per Trip	$ 20.15
EDTAP	Per Trip	$ 20.15
Dial-A-Ride	Per Trip	$ 19.97
Friendship and Community Services EDTAP	Per Trip	$ 11.25
Congregate Meals	Per Trip	$ 21.90
ROAP - Employment	Per Trip	$ 22.15
DSS Medicaid	Per Mile, $20 minimum	$ 2.55

Source: ACTA

The out-of-county destinations for ACTA typically include Chapel Hill, Durham, and Greensboro. As previously mentioned, ACTA purchases trips from PART at a rate of $12.50 per trip, if the PART schedule meets the client's need.

Zone Scheduling

In FY2017 ACTA implemented zone-based scheduling as a way to help improve the efficiency of the system. Under the zone system, Alamance County was divided into nine zones with the available pick-up times for each zone listed by ACTA. The more urbanized zones are assigned more trip availability, with ACTA negotiating trip times for the more rural zones. This approach is being used to channel the demand for service so that ACTA can group rides more efficiently and improve the number of passenger trips per revenue hour. The preliminary results were positive, with about a 13% improvement seen over the first three months of implementation.

The zone schedule is provided as Figure 1-2.

Figure 1-2: ACTA Zone Schedule

Source: ACTA

Update Zone Scheduling

ACTA recently began using Routematch's optimization feature in January, 2018. The optimizer automates portions of the scheduling process and helps ensure efficient driver trip schedules.This feature will likely cause ACTA to adjust its zone scheduling system.

Urban-Rural Areas

While the urbanized area consumes primarily the central portion of Alamance County, stretching the full width of the county from east to west, most of the population base is located within the urbanized area or close to it. The urban-rural split for ACTA ridership is about 74% urban and 26% rural, though rural trips are typically about double the mileage of urban trips.

Technologies

ACTA uses the Routematch program for reservations, scheduling, dispatch, and trip reporting. ACTA recently started using the schedule optimization feature and plans to upgrade to provide the automated "night before" trip confirmations, which will cost ACTA about $47,180. ACTA plans to incorporate this need into its next grant request. Tablets are used on board the vehicles to communicate and record each driver's manifest.

Operating Data

ACTA operating data for Fiscal Years 2012 through 2017 are provided in Table 1-2.

Table 1-2: ACTA Operating Data – FY2012-FY2017

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Total Passenger Trips	70,347	76,990	72,170	67,690	80,318	73,552
Vehicle Revenue Hours (1)	47,365	54,882	52,639	50,563	56,676	55,386
Vehicle Revenue Miles	716,449	810,508	733,002	724,768	789,161	775,437
Total Operating Costs	$ 1,400,143	$ 1,835,209	$ 1,645,749	$ 1,542,467	$ 1,636,167	$ 1,700,910
Passenger Trips/Revenue Hour	1.5	1.4	1.4	1.3	1.4	1.3
Passenger Trips/Revenue Mile	0.10	0.09	0.10	0.09	0.10	0.09
Miles Per Hour	15.13	14.77	13.93	14.33	13.92	14.0
Cost Per Hour	$ 29.56	$ 33.44	$ 31.26	$ 30.51	$ 28.87	$ 30.71
Cost Per Trip	$ 19.90	$ 23.84	$ 22.80	$ 22.79	$ 20.37	$ 23.13

(1) ACTA has discovered that the reported vehicle revenue hours for several years also included driver break time, which is relatively significant. It is likely that the revenue hours for ACTA are about 10% lower than the historic calculations. ACTA has corrected the issue with its software so that moving forward, break time will be excluded so that true revenue hours will be reported.

Source: Opstats data provided by ITRE, supplemented by the National Transit Database.

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These data show that service increased between FY2012 and FY2013, was reduced in FY2014 and FY2015, and increased between FY2015 and FY2016, and was then reduced in FY2017. Productivity, in terms of passenger trips per revenue hour, has remained relatively stable over the six-year period, with a high of 1.5 trips per revenue hour recorded for FY2012 and a low of 1.3 passenger trips per revenue hour recorded for FY2015 and FY2017. With ACTA's recent discovery that driver break time has been included within the revenue service hours, it is likely that going forward ACTA will see a significant improvement in passenger trips per revenue hour through a more accurate accounting of revenue hours. In addition, ACTA is actively working on improving productivity through the new zone scheduling system, and more recently through the Routematch optimization feature. The ridership and revenue hour trends are shown graphically in Figure 1-3.

Figure 1-3: ACTA Ridership and Revenue Hour Trend FY2012-FY2017
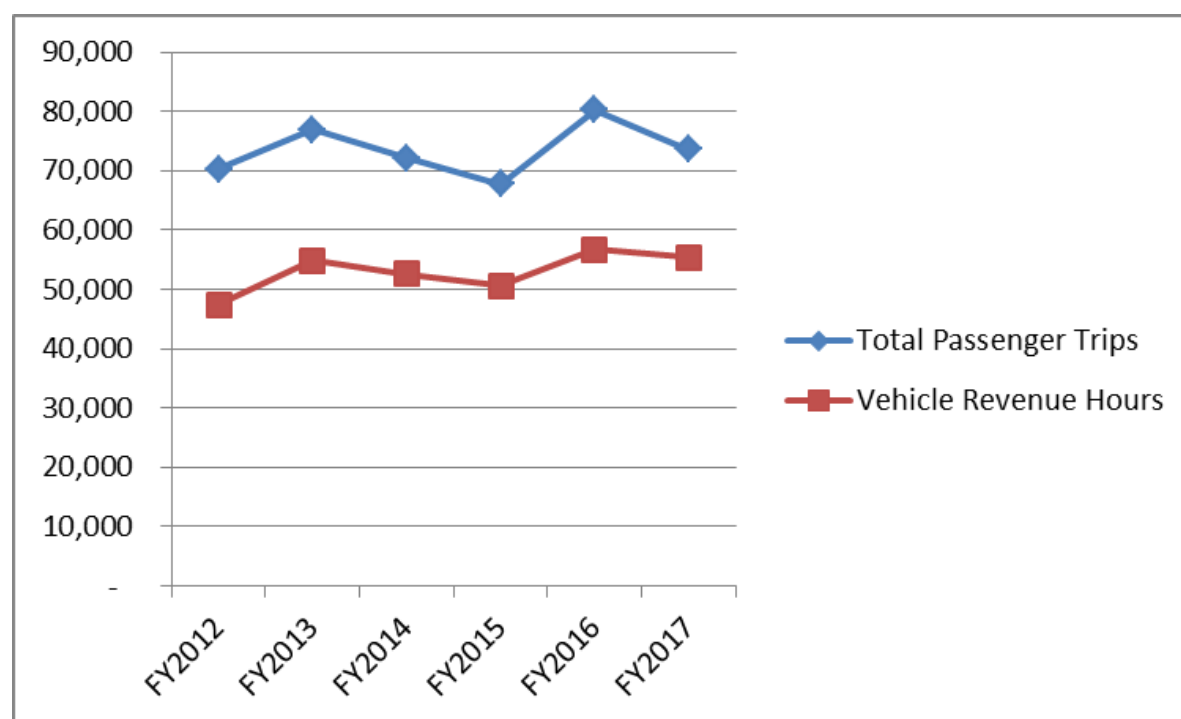
Source: ACTA and ITRE

Performance Plan and Analysis

As part of the preparation for the development of the CCP, the Institute for Transportation Research and Engineering (ITRE) recently conducted a performance plan and analysis for ACTA. The purpose of the plan is to provide ACTA with a guide to achieving higher performance measures and improved business practices.

The development of the Performance Plan and Analysis included analyses of the following:

- Business practices questionnaire
- Employee information worksheet
- Vehicle utilization data
- Cancellation and no-show reports
- Daily driver manifests
- Funding sources and rates

A site visit was also part of the process.

The performance plan included recommendations in the following four target areas:

1. Improved performance measures
2. No show and cancellation policies
3. Vehicle utilization through route analysis
4. Ordering of operator manifests

Specific recommendations were made with regard to:

- Reducing cancellations.

- Reducing the number of service and revenue hours, including ensuring that service time is being accurately recorded to eliminate driver wait time and break time.

- Maximizing efficiency of the manifests.

- Establishing a fuel surcharge policy.

- Improving driver pay and updating the operator job descriptions to include a mention of efficiency and drug/alcohol testing.

- Holding regularly scheduled staff meetings.

- Improving wheelchair lift preventive maintenance.

- Maximizing Routematch capabilities and training opportunities.

- Updating the ACTA website.

- Tracking pay to service hours.

A copy of the Performance Plan and Analysis is provided in Appendix B.

Peer Group Analysis

NCDOT-PTD has grouped all of the state's transit programs into peer group categories for analytic purposes. There are three urban groups and five community transportation program groups. The peer groupings are based on several factors, including population density, highway miles and elevation. ACTA is included in Community Transportation Peer Group 2, which generally includes counties that have both rural and urbanized areas, some of which also have a separate urban fixed route systems operating. The majority of these systems operate on a demand response basis, though five also operate deviated fixed route services and fixed route services (Davidson, Gaston, Iredell, Orange, and Wayne). The data for the peer review includes only the demand response components of the peer systems. These data were updated from the first technical memorandum using disaggregated data made available by ITRE.

The following county transit programs are included in Peer Group 2:

- Alamance
- Anson
- Cabarrus
- Cumberland
- Davidson
- Gaston
- Iredell
- Lee
- Onslow
- Orange
- Pitt
- Rowan
- Wayne
- Wilson

Of these fourteen programs, eleven operate as part of county governments, one is a non-profit (Onslow- Onslow United Transit System (OUTS)), and two are authorities (Alamance – ACTA; and Wayne- part of the Goldsboro-Wayne Transportation Authority). The programs that operate as part of county governments may show lower overall operating costs, depending upon whether or not their respective counties charge an indirect fee for services provided on behalf of the programs (i.e., such as human resources, finance, legal).

Operating Data

Operating data for the demand response programs operated by Peer Group 2 systems, as well as for ACTA, are provided for FY2017. These data show that ACTA operates significantly more hours and miles than the peer systems. In addition, the cost per hour for ACTA services is

lower than the peer group average, while the cost per trip is higher. ACTA's productivity (in terms of trips per hour) is lower than the average and ACTA management is working pro-actively to improve this metric. It should be noted that the data provided by ITRE included total hours and miles for the systems, rather than revenue hours and miles. ITRE defines demand response revenue hours and miles as pull-out to pull-in, rather than first passenger stop to last passenger stop.

It was recently discovered that driver break times had not been pulled out of the reported hours calculations for ACTA, which means that ACTA's reported revenue hours have been significantly higher than actual revenue hours. ACTA has corrected the problem within its operating software and should see significant improvements in reported productivity, with fewer revenue hours recorded for the same number of passenger trips. This will also result in a higher cost per revenue hour figure and a higher reported operating speed.

Table 1-3: ACTA and Peer Group 2 Operating and Financial Data – FY2017

SystemName	Operating Expenses	Total Hours	Total Miles	Trips	Cost/ Hour	Trips/ Hour	Miles/ Hour	Cost/ Trip
	Demand Response Operating Statistics							
Alamance County Transportation Authority (1)	$1,700,910	55,386	775,437	73,552	$30.71	1.33	14.0	$ 23.13
Cabarrus County	$1,432,932	42,806	700,208	93,273	$33.48	2.18	16.4	$ 15.36
Cumberland County	$809,201	11,818	366,463	30,344	$68.47	2.57	31.0	$ 26.67
Davidson County	$461,565	28,573	673,938	90,974	$16.15	3.18	23.6	$ 5.07
Gaston County	$2,048,076	41,203	666,350	106,165	$49.71	2.58	16.2	$ 19.29
Goldsboro-Wayne Transportation Authority	$1,191,029	29,726	506,216	59,913	$40.07	2.02	17.0	$ 19.88
Iredell County	$1,356,363	42,025	680,158	77,758	$32.28	1.85	16.2	$ 17.44
Lee County	$745,187	28,322	450,582	59,057	$26.31	2.09	15.9	$ 12.62
Onslow United Transit System, Inc.	$1,550,968	38,108	730,217	88,812	$40.70	2.33	19.2	$ 17.46
Orange County	$1,125,803	11,865	243,544	37,150	$94.88	3.13	20.5	$ 30.30
Pitt County/Pitt Area Transit System	$753,082	23,906	380,630	40,275	$31.50	1.68	15.9	$ 18.70
Rowan County	$1,143,333	41,632	650,195	72,637	$27.46	1.74	15.6	$ 15.74
Union County	$1,622,278	45,687	749,875	75,353	$35.51	1.65	16.4	$ 21.53
Wilson County	$1,404,380	28,608	471,342	57,745	$49.09	2.02	16.5	$ 24.32
Averages	**$1,238,936**	**33,548**	**574,654**	**68,786**	**$36.93**	**2.17**	**17.1**	**$ 18.01**

(1) ACTA's total hours shown in Table 1-3 include driver break time. ACTA has corrected the reporting error for future calculations of service hours and revenue hours.

Source: Opstats data provided by ITRE.

Customer Satisfaction

A relatively new initiative for the NCDOT-PTD includes regular rider surveys to establish customer satisfaction scores. The metric used to measure customer satisfaction is the Net Promoter Score (NPS). This method asks customers the following question:

"How likely are you to recommend (Alamance County Transportation Authority) to a friend or colleague?"

The survey respondents are asked to answer this question on a scale of zero to ten, with a response of '0' indicating that they are not likely to recommend the system and a response of '10' indicating that they are extremely likely to recommend the system. To determine the NPS score, the first step is to add the percentage of responses that were either a '9' or a '10'. These responses represent "promoters.' Responses of either '7' or '8' are termed "passives," and are excluded from the analysis. Responses of '6' or below are considered "detractors."

To calculate the NPS, the total percentage of detractors is subtracted from the total percentage of promoters to arrive at a score, which is presented as a number between -100 and + 100. It is not considered a percentage. For Peer Group 2, the NPS scores for FY2017 were collected and compiled. These are provided in Table 1-4.

Table 1-4: Peer Group 2 - NPS Scores - 1st and 3rd Quarters, FY17

| System	1st Quarter	3rd Quarter
Alamance- ACTA	**n.a.**	**72**
Anson - ACTS	76	n.a
Cabarrus - CCTS	98	98
Cumberland - CTP	97	87
Davidson	53	87
Gaston - ACCESS	n.a.	n.a.
Iredell- ICATS	78	n.a.
Lee- COLTS	75	75
Onslow - OUTS	60	60
Orange- OPT	64	n.a.
Pitt - PATS	67	n.a.
Rowan- RTS	75	84
Wilson- WCTS	69	69
Mean	**73.8**	**79**

Source: TransPro

These data show that ACTA had an NPS score that was lower than the mean for the third quarter of FY2017. The survey conducted for the CCP showed an improvement for ACTA's NPS to the value of 85, which is higher than the 3rd quarter mean for the peer group, as well as being higher than ACTA's previous NPS of 72. The complete results of the customer survey are outlined in the public input portion of this chapter (page 1-49).

ACTA Origins and Destinations

ITRE provided an analysis of ACTA trip origins and destinations for a sample period starting on April 3, 2017 and finishing on April 15, 2017. Figures 1-4 and 1-5 illustrate these trip origins and destinations. These data show that the majority of origins and destinations are within the Burlington Urbanized Area. Some of the major origins/destinations include the following:
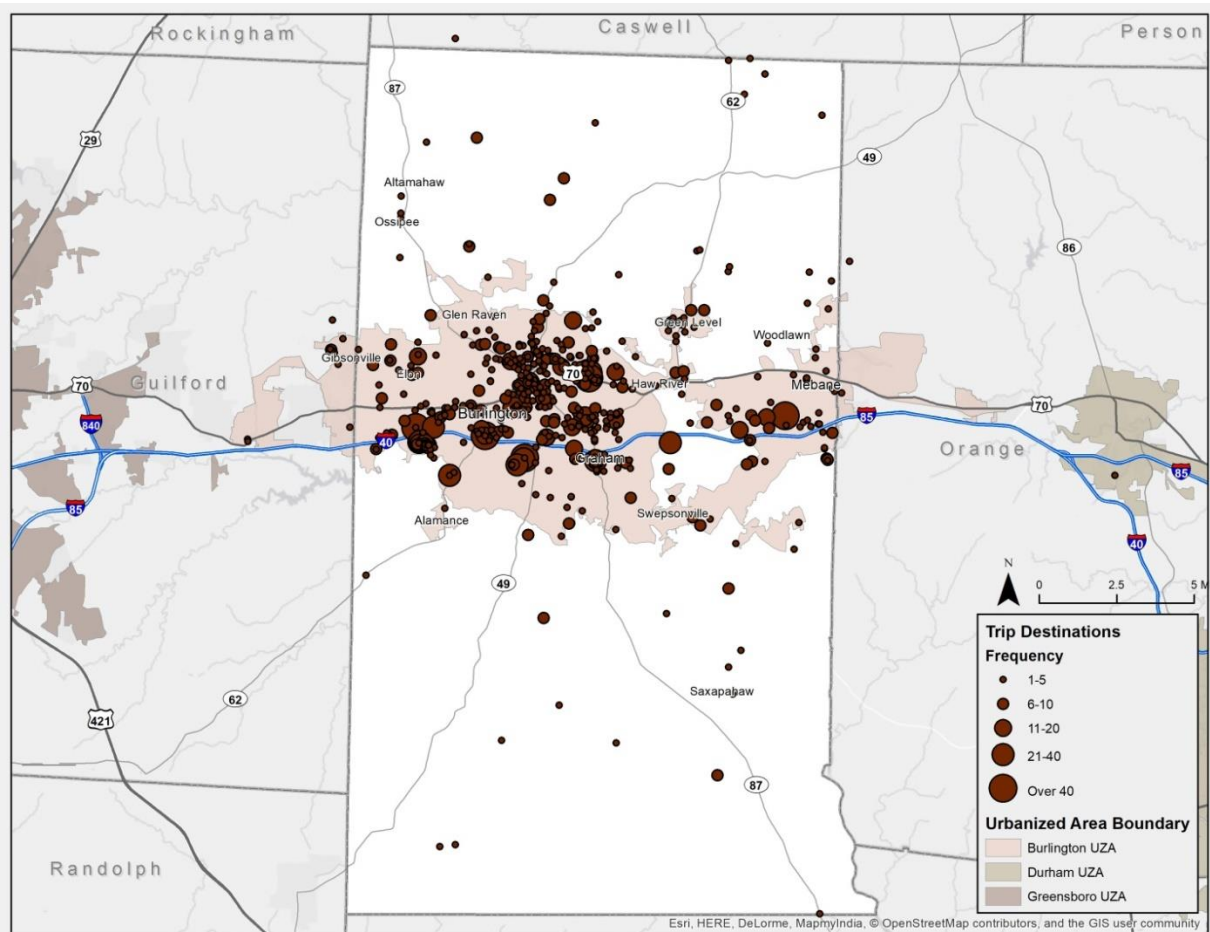
- Friendship Center
- Orange Enterprises
- Davita Kidney Center (Burlington)
- Davita 2 (Burlington)
- Burlington Kidney Center
- Fresenius (Mebane)
- Impact
- Kernodle Senior Center
- Davita (Graham)
- Kernodle Clinic
- Walmart
- Alamance Regional Medical Center

Figure 1-4: ACTA Trip Origins – April 3-15, 2017
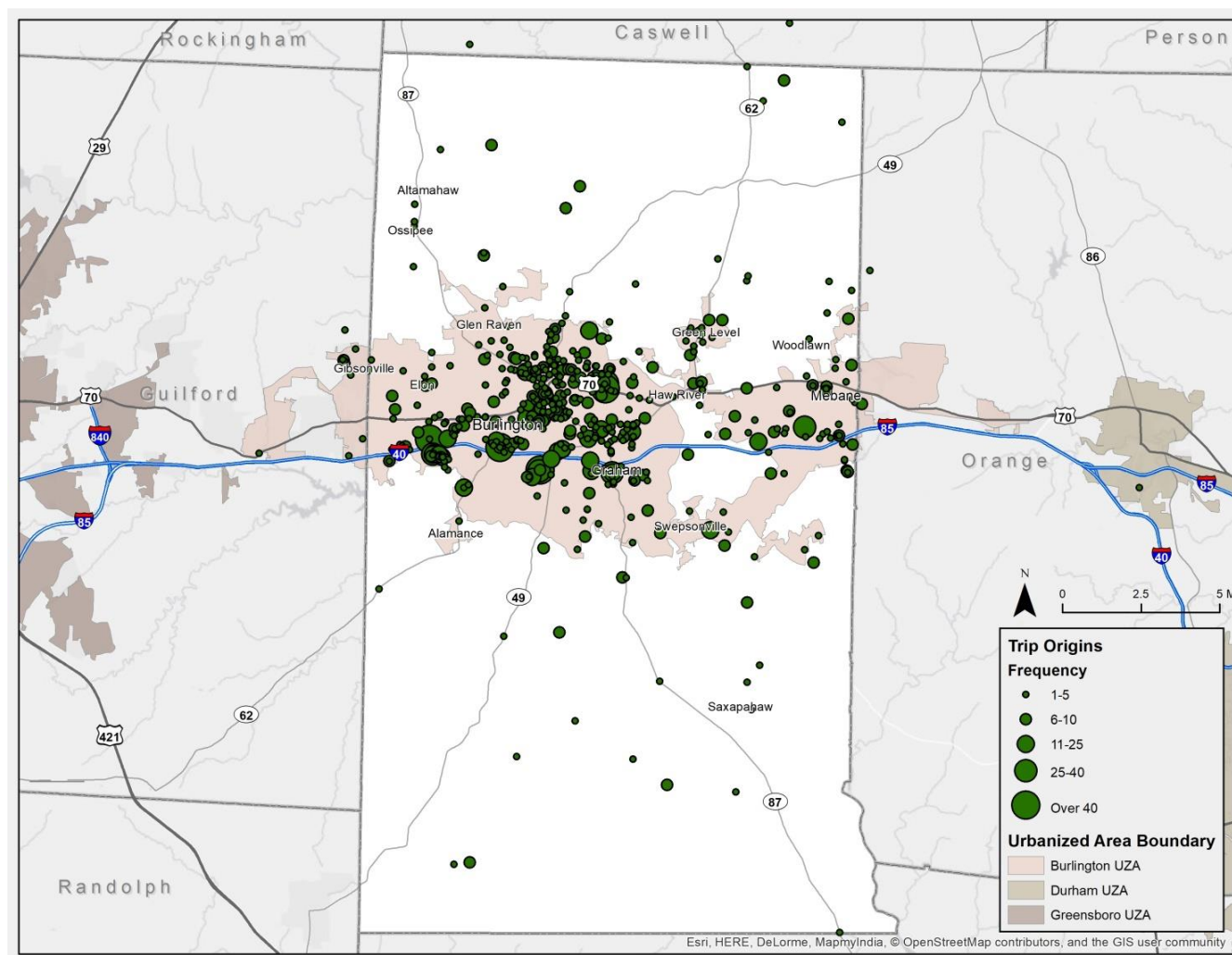
Source: ITRE

Figure 1-5: ACTA Trip Destinations, April 3-15, 2017

Source: ITRE

OTHER PUBLIC TRANSPORTATION PROVIDERS IN THE REGION

Alamance County is served by five public transportation providers. These are:

- ACTA
- City of Burlington/Link Transit
- Piedmont Authority for Regional Transportation (PART)
- GoTriangle
- Orange County Transit

ACTA, Link, and PART are the primary providers in Alamance County, with GoTriangle and Orange County Transit linking to Mebane on the eastern border of the county. In addition, Elon University's BioBus also provides limited public transportation service in the region, geared to the needs of the university community. The services provided by these operators in Alamance County is described in this section.

City of Burlington/Link Transit

In addition to ACTA, the Burlington-Graham Urbanized area is also served by Link Transit, which provides fixed route and ADA complementary paratransit for the City of Burlington, the Town of Gibsonville, and Alamance Community College. The system is managed by the City of Burlington and operated by TransDev through a contractual arrangement. The system is relatively new, with service implemented in June 2016.

Five fixed routes are currently offered, with service provided Monday through Friday from 5:30 a.m. to 6:30 p.m. The fare structure is as follows:

Regular Fare $1.00 per ride
Reduced Fare $0.50 per ride
Link Day Pass $4.00 per day
ADA Paratransit $2.00 per ride
*Children shorter than the farebox ride free and transfers are free.

For the first ten months of 2017, the fixed routes averaged about 7,100 passenger trips per month, with a high of 8,461 trips (June 2017) and a low of 6,065 trips (April 2017). For the same ten-month period, ADA paratransit averaged about 273 trips per month, with a high of 483 (October 2017) and a low of 185 (February 2017).

A map of the route network is shown in Figure 1-6. The system is funded with fares, federal Section 5307 funds, state funds, and local funds from the jurisdictions served.

Figure 1-6: Link Transit Route Network
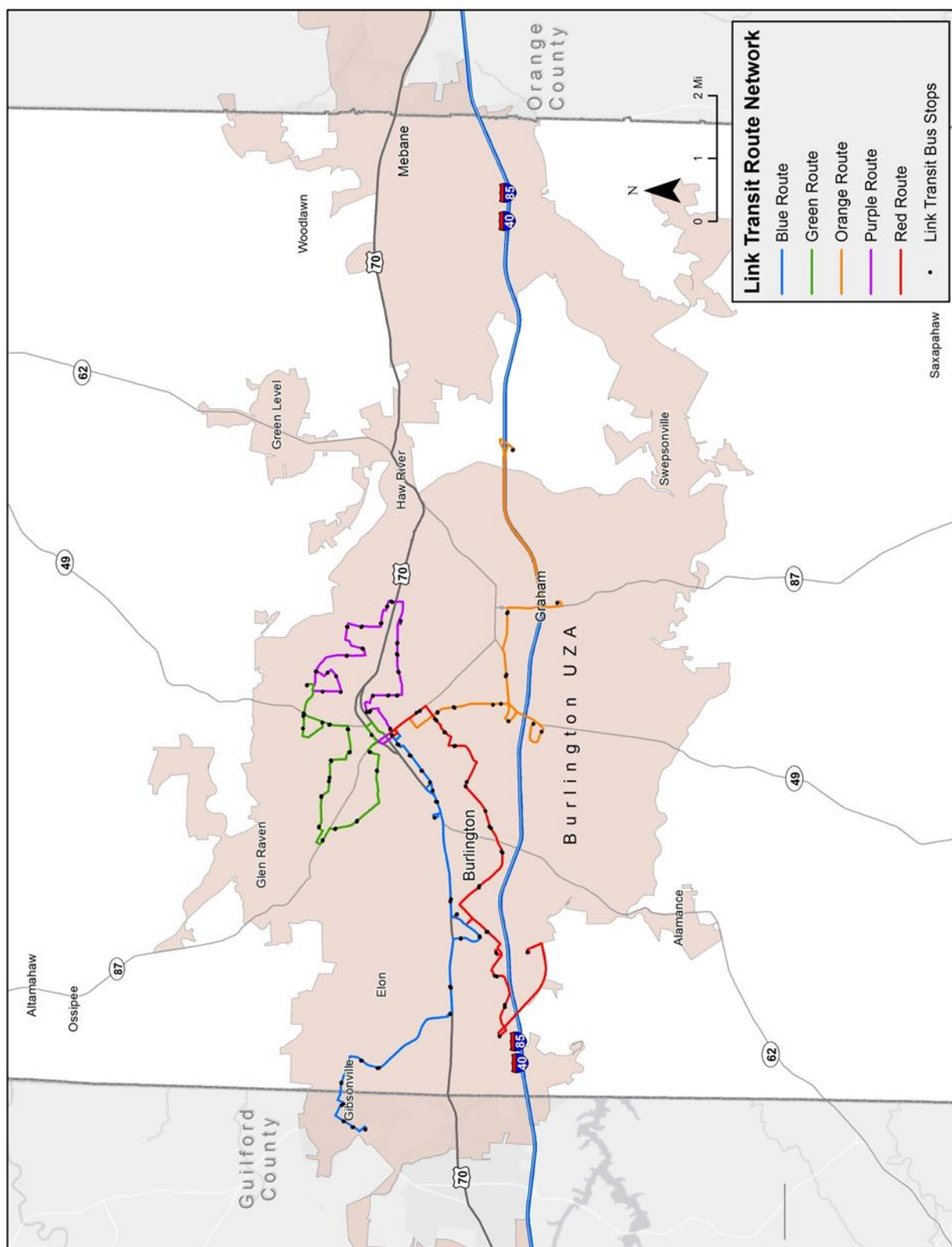
Source: Link Transit

Future system growth will likely first start with an extension of the hours of service, from 6:30 p.m. to 8:00 p.m. Link Transit is planning to conduct a facility study to help determine the type and location for a facility to accommodate passenger transfers, driver breaks, and public information. The facility will include space for any public transportation provider in the urbanized area and possibly Greyhound and Amtrak. Link Transit staff indicated that ACTA will be included in the facility study.

Logical future extensions of service for Link Transit will likely be to additional municipalities in the urbanized area, if local match is available. Link Transit staff indicated that coordination with ACTA should focus on coordinating the rural and human service trips provided by ACTA with the fixed route network. As previously noted, there will need to be agreement among providers in the urbanized area with regard to the role of each.

Elon University Biobus

Elon University operates a transit program for students, faculty and staff. The service includes both on and off-campus routes and provides a connection between Elon and Burlington. This service is open to the community, though the bus stops oriented to trip origins are generally only located on campus.

Piedmont Authority for Regional Transportation

The Piedmont Authority for Regional Transportation (PART) is a regional transit authority that provides a number of services in a ten-county area that includes the following counties: Alamance; Davidson; Davie; Forsyth; Guilford; Randolph; Rockingham; Stokes; Surry; and Yadkin.

The purpose of the authority is to "enhance mobility, address congestion, and reduce transportation-related impacts on air quality" in the Piedmont Triad region.[1] The following programs and service are provided through PART:

- Regional Express Bus
- Regional Vanpool Program
- Piedmont Transit Resource Center
- Commuter Resources
- Employer Services
- Community Outreach and Education
- Transit Planning
- Piedmont Triad Regional Model
- Piedmont Triad Freight Study

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[1] PART Website, "About – What We Do," viewed December 2017.

PART's regional express bus service includes the Route 4 (Alamance Burlington Express), which travels through Alamance County, providing service between Greensboro and Chapel Hill, with Alamance County stops at the Alamance Regional Park and Ride, the Graham Park and Ride, Alamance Community College, and the Cone Health Park and Ride. Service is provided Monday through Friday, with five eastbound and five westbound trips each day. A schematic map of the route from the PART website is provided as Exhibit 1-1.

**Exhibit 1-1: PART Route 4 – Alamance Burlington Express**
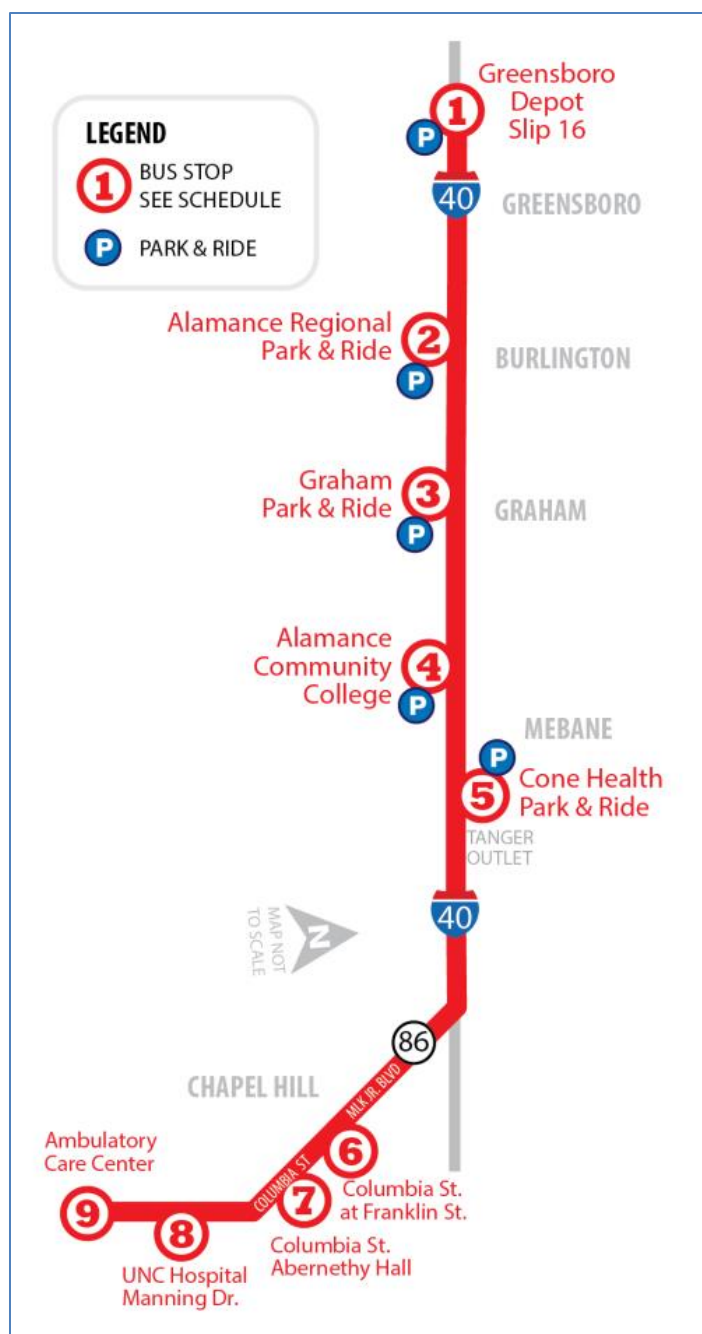
Source: PART website

GoTriangle

GoTriangle is a regional public transportation agency that serves the Raleigh-Durham-Chapel Hill area. One of the commuter bus routes operated by GoTriangle, the Orange County Durham Express (ODX), provides service between Mebane and Durham with three morning trips and three afternoon trips. This route connects with PART's Route 4 at the Cone Health Park and Ride in Mebane. Exhibit 1-2 provides the map and schedule for the route.

**Exhibit 1-2: GoTriangle Route ODX – Orange-Durham Express**
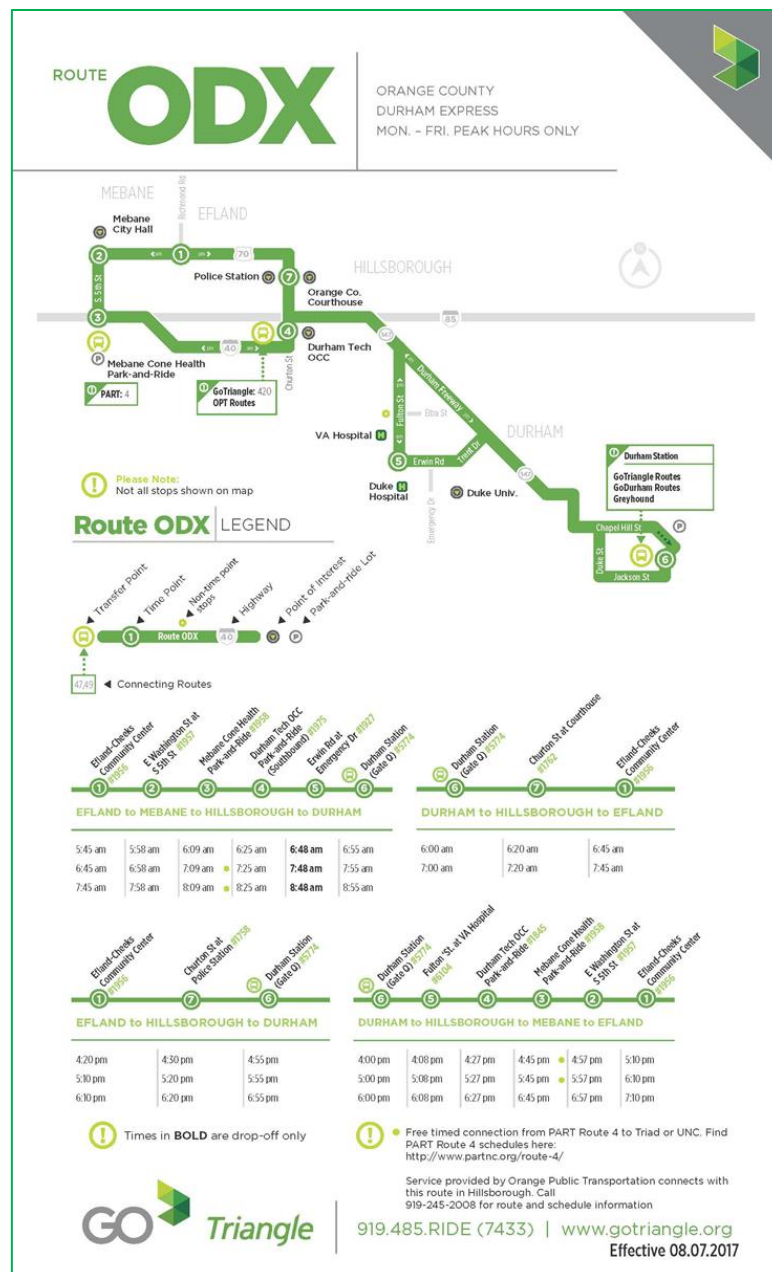
Source: GoTriangle website

Orange County Public Transit

Orange County Public Transit provides public transportation in Orange County. Three fixed routes are offered, as well as specialized services for senior citizens and people with disabilities. Mebane is served via one of the three Orange County fixed routes, termed the Orange-Alamance Connector. Two morning trips and three afternoon trips are offered between the hours of 10:00 a.m. and 3:00 p.m. The route map is shown as Exhibit 1-3.

Exhibit 1-3: Orange County Public Transit – Orange-Alamance Connector Route
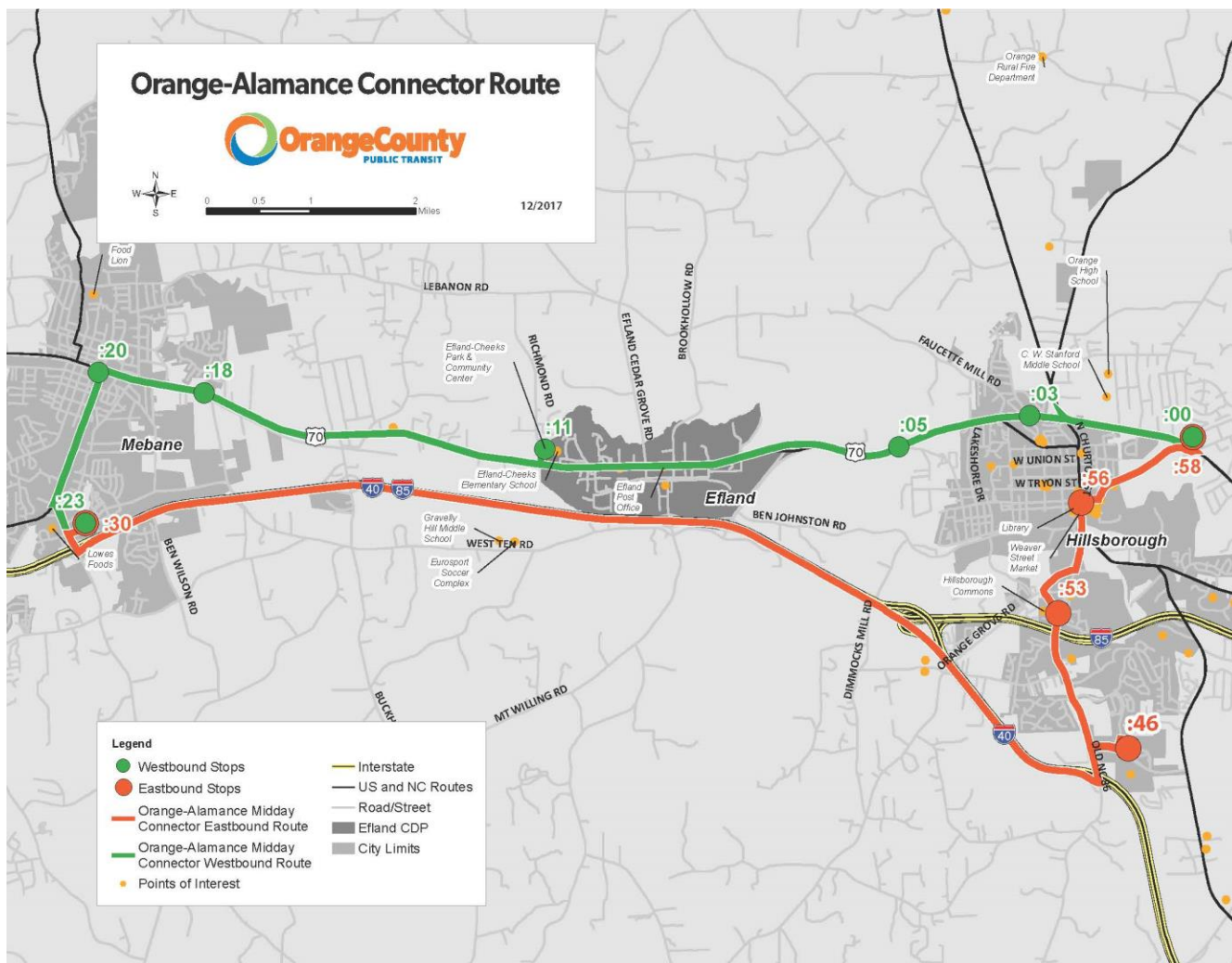
Source: Orange County, North Carolina, website.

DEMOGRAPHICS AND LAND USE

This section provides an analysis of current and future population trends in Alamance County, as well as an analysis of the demographics of population groups that often depend on transportation options beyond an automobile. Data sources for this analysis include the 2010 U.S. Census and the American Community Survey (ACS) 2011-2015 5-year estimates.

Population Trends

Table 1-5 shows the U.S. Census population counts for Alamance County and North Carolina for comparison. Alamance County's population has continuously increased since the 1990 Census. Between 1990 and 2000, the county's population grew by 21% and by 16% over the next decade. The 2010 Census listed Alamance County's population as 151,131, a 40 % increase from the 1990 Census, a growth rate that is slightly lower than the statewide growth figure of 44%.

Table 1-5: Historical Populations

Place	1990	2000	2010	1990-2000 Percent Change	2000-2010 Percent Change	1990-2010 Percent Change
North Carolina	6,632,448	8,049,813	9,535,483	21%	18%	44%
Alamance County	108,213	130,800	151,131	21%	16%	40%

Source: U.S. Census, American Factfinder

As shown in Table 1-6, the most recent (2015) American Community Survey data shows a 3% increase in Alamance County's population since the 2010 Census, which is similar to the state's average growth rate.

Table 1-6: Recent Population Trends

Place	2010	2015	2010-2015 Percent Change
North Carolina	9,535,483	9,845,333	3%
Alamance County	151,131	155,258	3%

Source: 2011-2015 ACS5, American Factfinder

Population Forecast

Table 1-7 provides the 2020 population projection for Alamance County provided by the Institute for Transportation Research and Education (ITRE). The projection suggests an 11% increase in Alamance County's population by 2020.

Table 1-7: 2020 Population Projections

	2010 Census	2020 Population Projection
North Carolina	9,535,483	10,574,718
Alamance County	151,131	167,370

Source: Institute for Transportation Research and Education; March 2016

The North Carolina Office of State Budget and Management (OSBM) provides population projections broken down by age. These projections show that the share of senior adults in Alamance County is anticipated to increase, while the proportion of other age groups is predicted to decrease slightly over the next decade. These data are shown in Table 1-8.

Table 1-8: 2020-2030 Population Projections by Age

Age Range	2020 Population Projection		2030 Population Projection	
	Population	Percent	Population	Percent
North Carolina	**10,584,376**	-	**11,643,181**	-
0-19	2,632,094	25%	2,733,954	23%
20-64	6,170,812	58%	6,580,968	57%
65+	1,781,470	17%	2,328,259	20%
Alamance County	**167,375**	-	**188,157**	-
0-19	41,508	25%	44,215	23%
20-64	96,179	57%	104,500	56%
65+	29,688	18%	39,442	21%

Source: North Carolina Office of State Budget and Management; September 2016
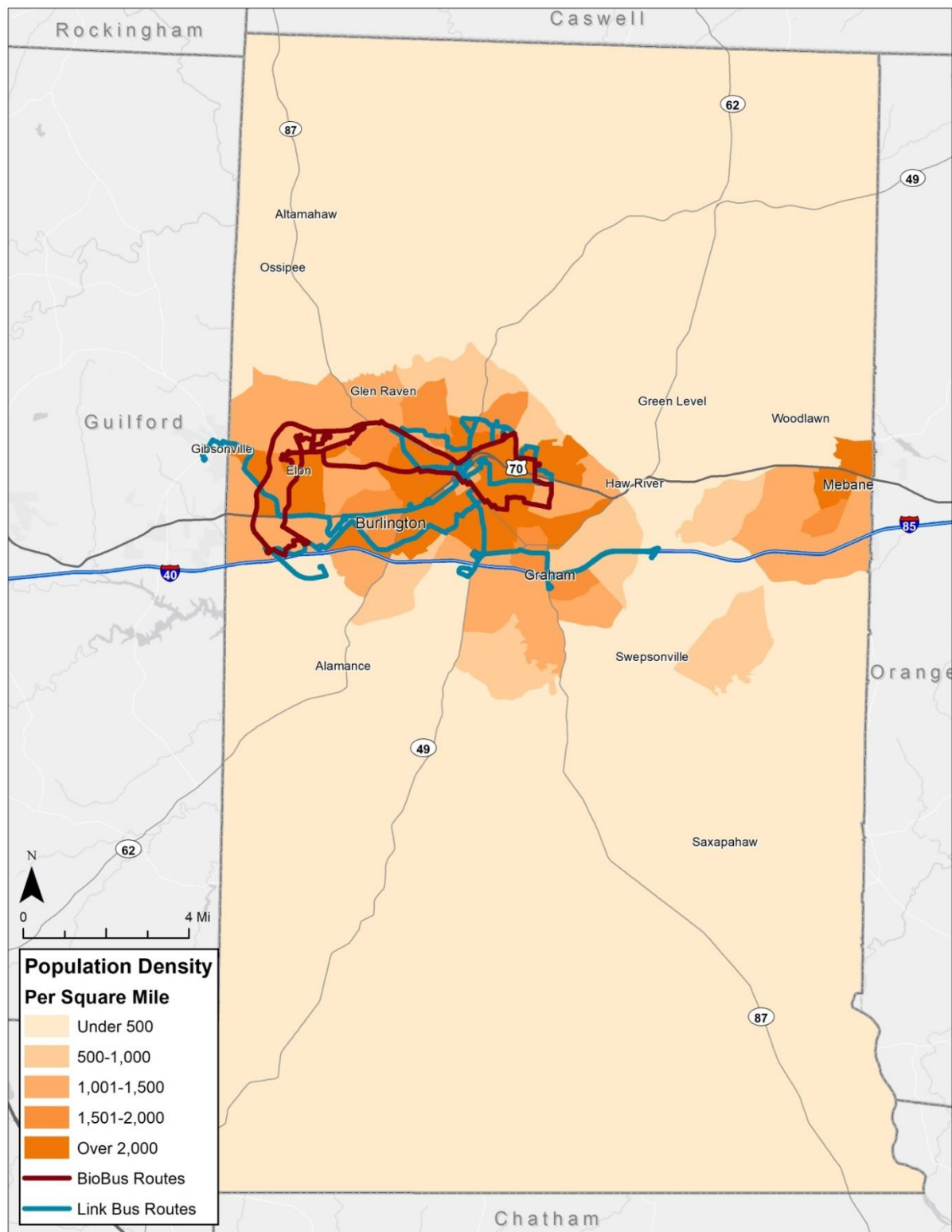
Population Density

Population density often determines the type of public transportation service that is feasible in an area. Typically, an area with a density greater than 2,000 persons per square mile will be able to sustain frequent daily fixed route bus service. Whereas, an area with a population density below 2,000 persons per square mile may be better suited for deviated fixed route, flex schedule, or dial-a-ride service.

While about two-thirds of Alamance County's land area is rural, there is an urbanized area of higher population densities that stretches along the U.S. 70 and I-40 corridor from Guilford County (to the west) to Orange County (to the east). This urbanized area almost connects the Greensboro urbanized area (to the west) with the Durham urbanized area (to the east).

Burlington, Elon, and to a lesser extent Mebane are areas of higher density within Alamance County, though none of these areas mentioned have Census block groups with population densities over 2,000 persons per square mile. Figure 1-7 illustrates the population density in Alamance County by Census block group, overlaid with the Link Transit and Biobus routes. As the map shows, there are relatively dense areas in Graham and Mebane that do not currently enjoy fixed route transit service.

This relatively large (geographically) urbanized area, with limited densities, contributes to a development pattern that is somewhat dispersed, requiring longer trips to get from origin to destination than would be required in an area with a more compact development pattern.

Figure 1-7: Alamance County Block Groups Displayed by Population Density

Source: U.S. Census, Elon University, and Link Transit

Transit Dependent Populations

Identifying the relative number and location of segments of the general population that are more likely to depend on transit service is important when defining public transportation needs. Transit dependent populations include individuals who may not have access to a personal vehicle or may be unable to drive due to age or disability. Determining the locations of transit dependent populations helps to focus planning efforts for public transportation services.
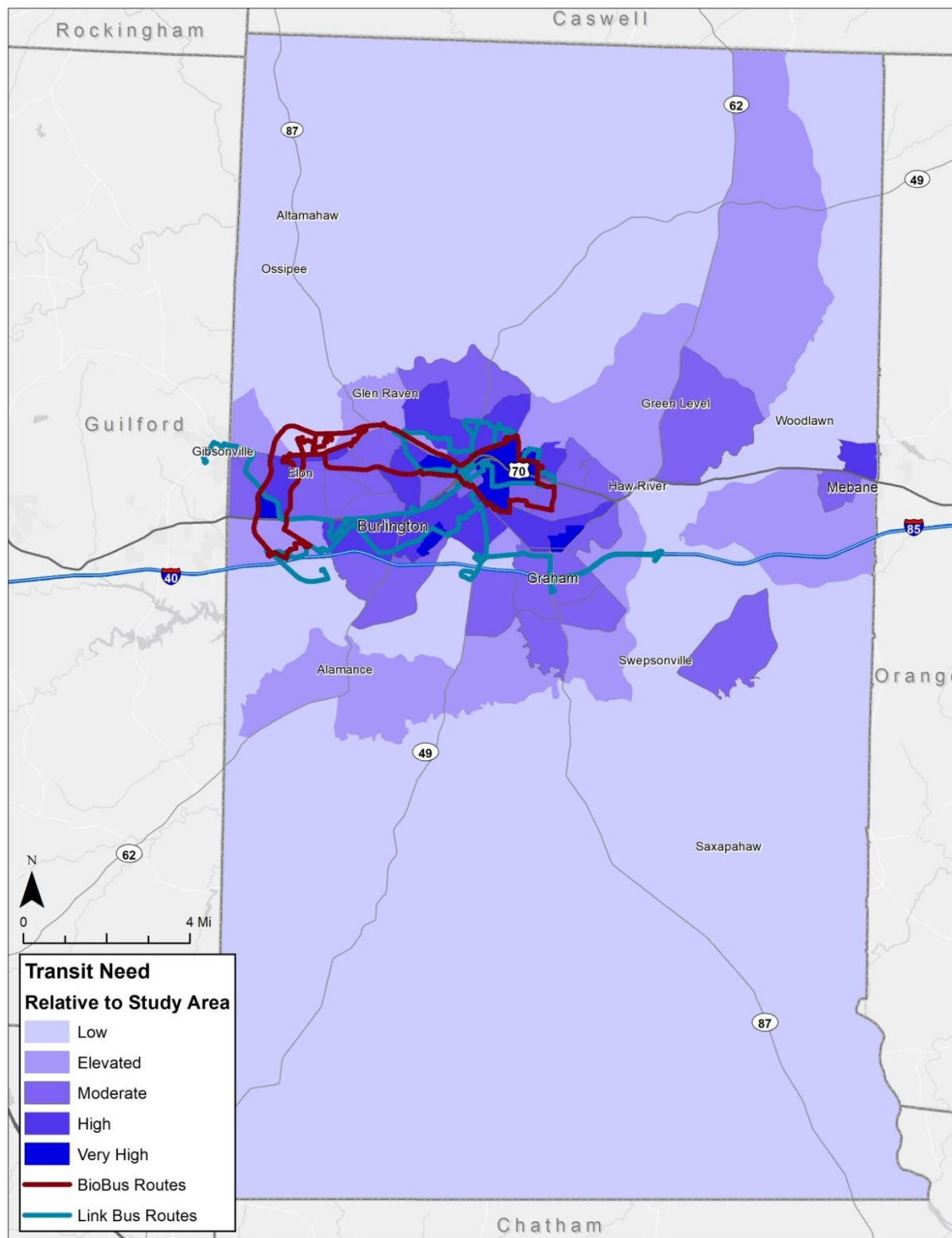
Transit Dependent Index

The Transit Dependence Index (TDI) is an aggregate measure that utilizes recent data from the American Community Survey (ACS) five-year estimates and the United States Decennial Census to display relative concentrations of transit dependent populations. Six factors make up the TDI calculation:

- Population density per square mile
- Zero vehicle households
- Elderly population
- Youth population
- Individuals with disabilities population
- Below poverty population

For each factor, individual block groups within Alamance County were classified according to the prevalence of the vulnerable population relative to the county average. The factors were then put into the TDI equation to determine the relative transit dependence of each block group (low, elevated, moderate, high, or very high). Scores of the resulting TDI will range from 0 to 100, with a higher score indicating an area where a large number of transit dependent persons are present in an area with a high population density. From a transit perspective, the TDI illustrates the areas of greatest overall need. While some block groups show low need, they may include major destinations that should be served by transit.

Figure 1-8 provides the results of the TDI analysis. According to the TDI, most of the transit need in respect to density is located in the Burlington area. There are nine block groups with very high transit need located in Burlington, Elon, and Graham. The high need area located in Graham is not served by fixed route transit. There are also 24 block groups with high need in Alamance County, that are located in Burlington, Elon, Graham, and Mebane.

Figure 1-8: Alamance County Transit Dependence Index

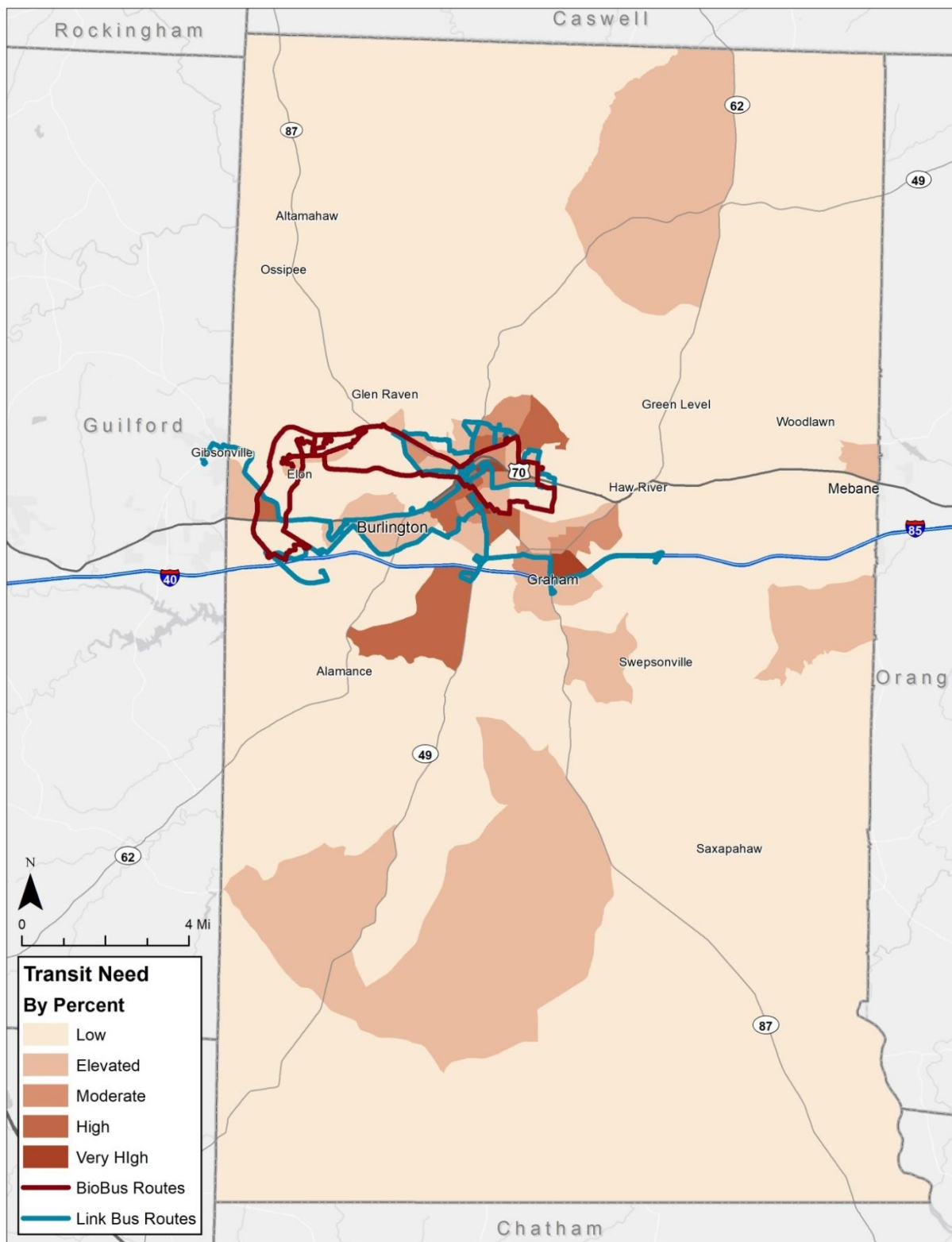Source: U.S. Census, Elon University, and Link Transit

Transit Dependence Index Percentage

The Transit Dependence Index Percentage (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure except it does not include the population density factor.

By removing the population per square mile factor, the TDIP measures the degree rather than the amount of vulnerability. The TDIP represents the percentage of the population within the block group with above socioeconomic characteristics, and it follows the TDI's five-tiered categorization of low to very high. It differs in that it does not highlight block groups that are likely to have higher concentrations of vulnerable populations only because of their population density.

There are three block groups with very high transit need based on the degree of vulnerability; two located in Burlington and one in Graham. There are also eight high need block groups; six in Burlington, one in Elon, and one south of Burlington. The TDIP map for Alamance County is shown in Figure 1-9.

Figure 1-9: Alamance County Transit Dependence Index Percentage

Source: U.S. Census, Elon University, and Link Transit

Autoless Households

Households without access to a personal vehicle are often more reliant on the mobility offered by public transit. Identifying the size and location of this population is important because many land uses in the region are located at distances too far for non-motorized travel. The analysis of autoless households in Alamance County revealed that very high concentrations of autoless households exist not only in the denser parts of the county but rural areas as well. The highest concentration of autoless households is mostly north of Interstate 85. There is one block group south of Interstate 85 with a very high concentration of autoless households located in the Village of Alamance. High concentrations of autoless households exist in Green Level, Elon, the Village of Alamance Swepsonville, and Saxapahaw. Figure 1-10 provides a map of Alamance County block groups shaded according to the relative number of autoless households.
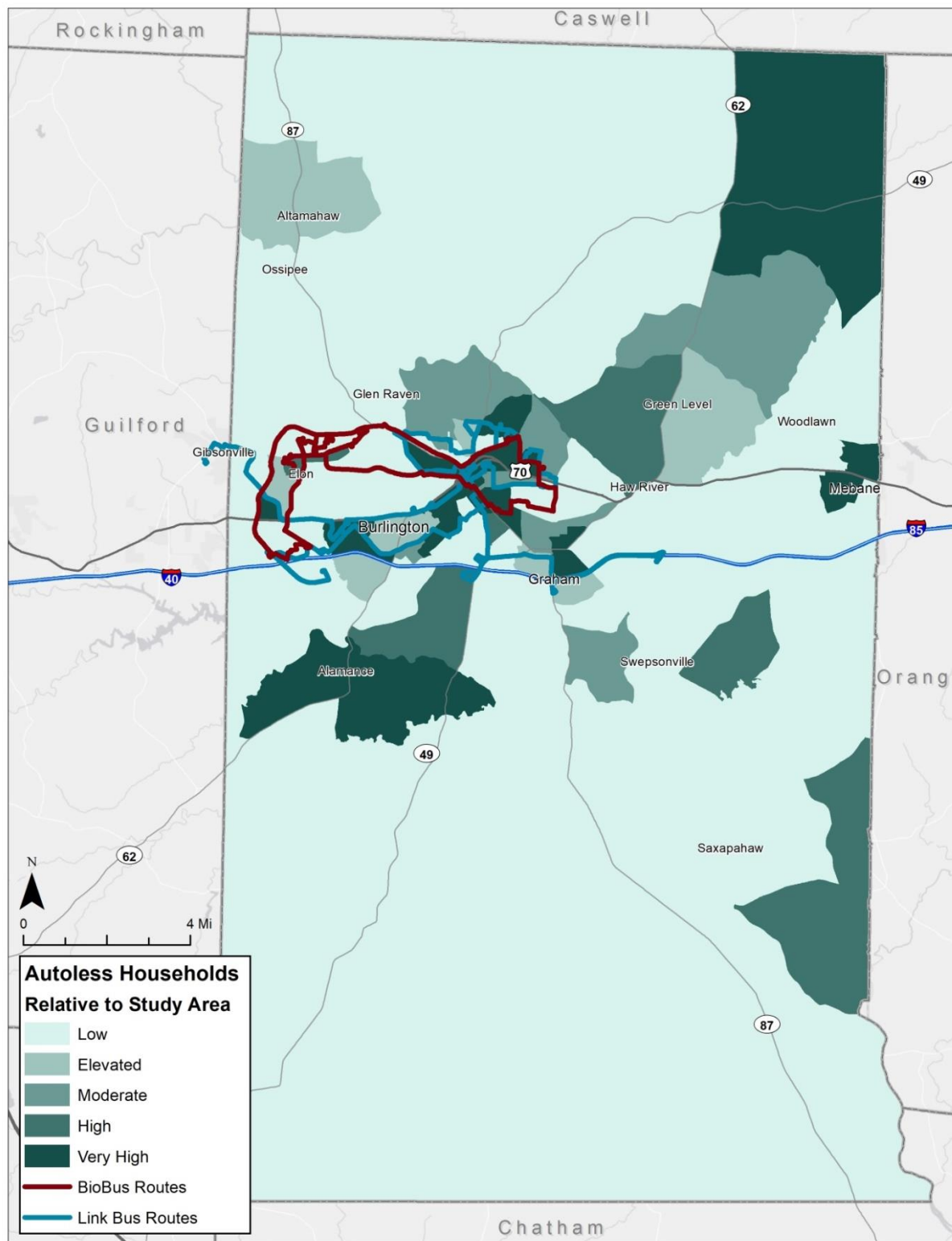
Senior Adult Population

Individuals ages 65 and older may begin to scale back their use of personal vehicles and rely more on public transportation compared to those in other age brackets. Very high concentrations of senior adults live in Burlington and Elon. High concentrations of senior adults are also in Burlington, an area west of Swepsonville, and an area north of Green Level. Figure 1-11 illustrates the Census block groups in Alamance County shaded according to the relative number of senior adults as compared to other block groups in the county.

Youth Population

Youths and teenagers, ages 10 to 17, who cannot drive or are just starting to drive but do not have an automobile available appreciate the continued mobility from public transportation. The only block group in Alamance County with a very high concentration of youth is located to the east of Graham, south of Haw River. High concentrations of youth are located Glen Raven, Gibsonville, Elon, and Saxapahaw. The block groups in Alamance County shaded according to the relative youth population are depicted in Figure 1-12.

Figure 1-10: Autoless Households Relative to Study Area

Source: U.S. Census, Elon University, and Link Transit

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Figure 1-11: Senior Adult Population Relative to Study Area
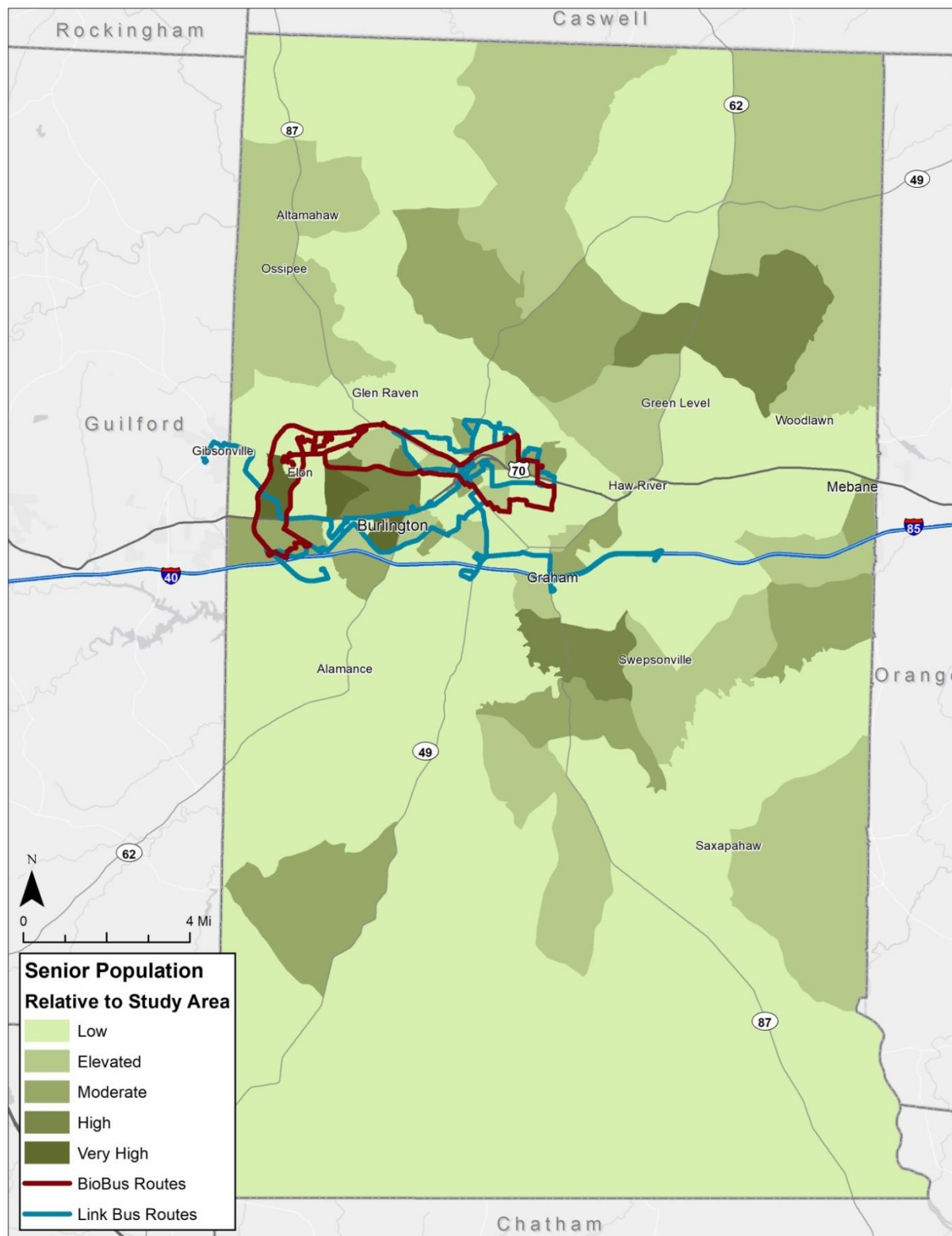
Source: U.S. Census, Elon University, and Link Transit

Figure 1-12: Youth Population Relative to Study Area

Source: U.S. Census, Elon University, and Link Transit

Individuals with Disabilities

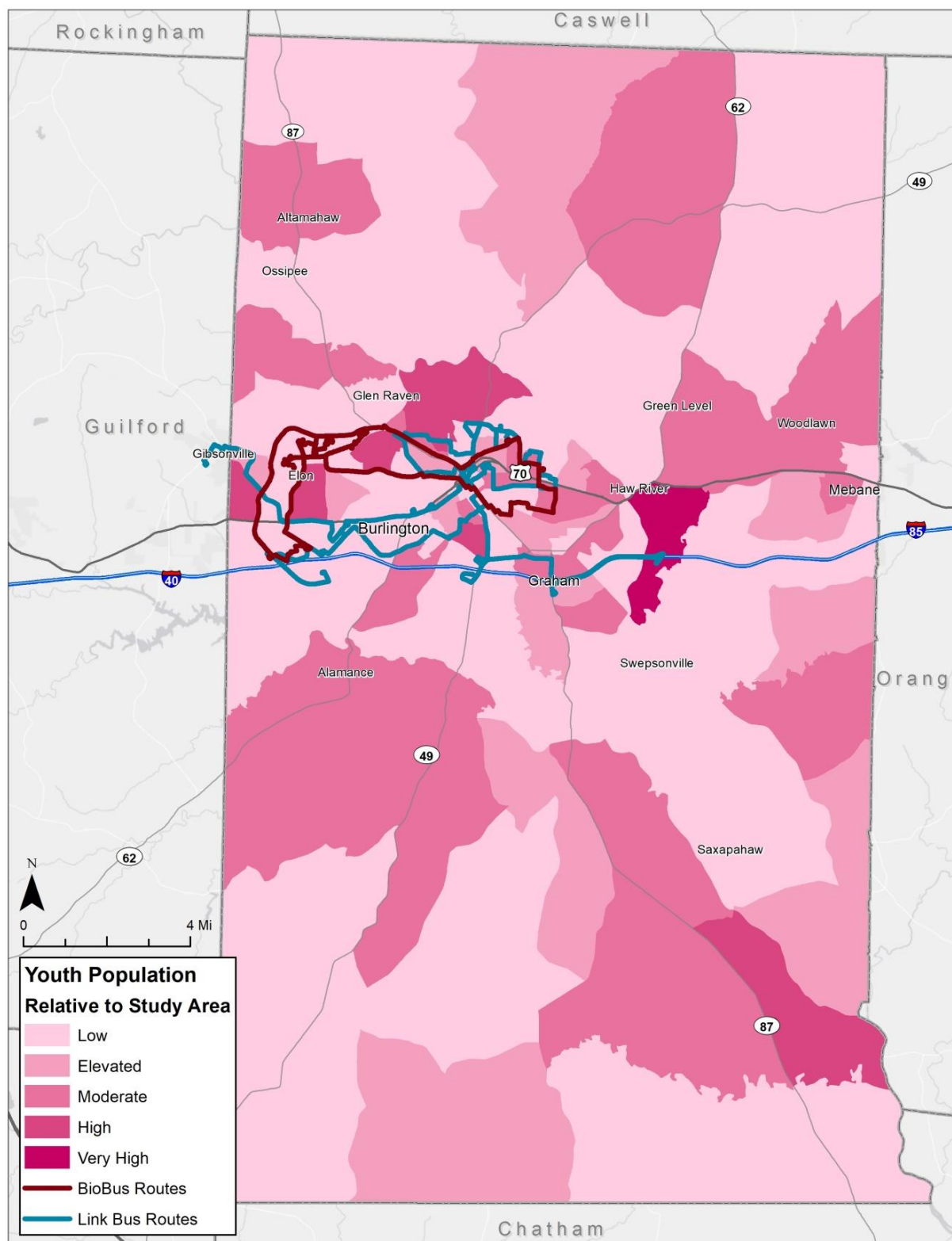Figure 1-13 illustrates the Census block groups in Alamance County shaded according to the relative number of individuals with disabilities. Persons who have disabilities that prevent them from or make it more difficult to own and operate a personal vehicle often rely on public transit for their transportation needs. There are six block groups with "very high" concentrations of individuals with disabilities and six with a "high" number of individuals with disabilities. Block groups with very high concentrations of individuals with disabilities are in Burlington, Elon, Glen Raven, and Green Level. The five block groups with high concentrations of individuals with disabilities are in Burlington, Elon, Glen Raven, Graham, and west of Swepsonville.

Title VI Analysis

Title VI of The Civil Rights Act of 1964 prohibits discrimination on the basis of race, color or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally- funded public transportation. In accordance with Title VI, the following section examines the minority and below poverty populations in the service area. This section also summarizes the prevalence of residents with Limited-English Proficiency (LEP) in the service area.
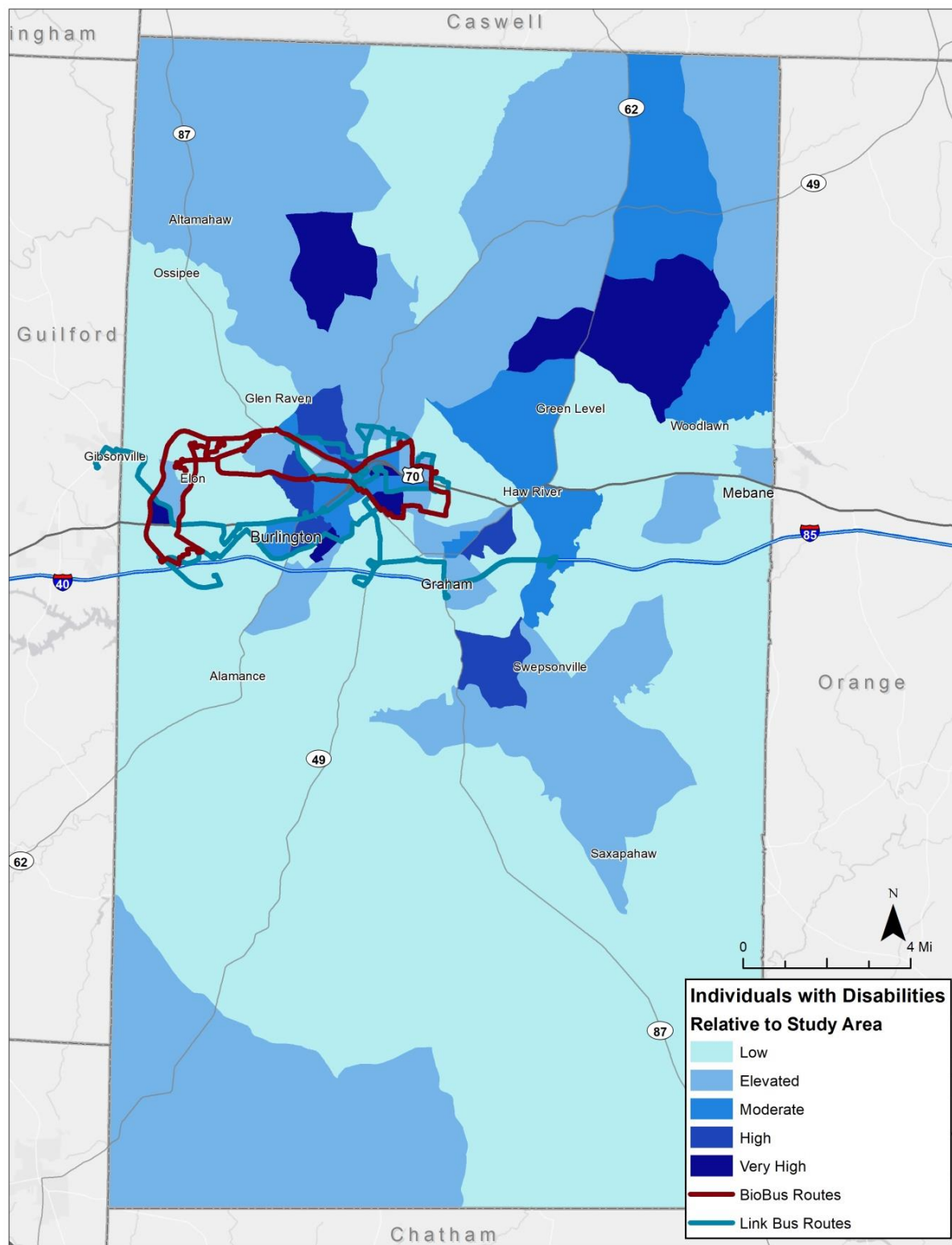
Minority Population

In accordance with Title VI of the Civil Rights Act of 1964, it is important to ensure that areas with a higher than average concentration of racial and/or ethnic minorities are not negatively impacted by proposed alterations to existing public transportation services. To determine whether an alteration would have an adverse impact it is necessary to first understand where concentrations of minority individuals reside. Figure 1-14 provides a map of the service area showing the Census block groups shaded according to whether they have minority populations of above or below the service area average of 30%.

Low Income Population

This socioeconomic group represents individuals who earn less than the federal poverty level. These individuals face financial hardships that make owning and providing the necessary maintenance of a personal vehicle difficult. For this segment of the population, public transportation may be the more economical choice.

Figure 1-15 is a map that shows the census block groups according to whether the poverty rate is above or below the study area average of 19.6%. The block groups with above average concentrations of below poverty populations are located mostly in the mid-section of Alamance County.

Figure 1-13: Individuals with Disabilities Relative to Study Area

Source: U.S. Census, Elon University, and Link Transit

Figure 1-14: Minority Population Relative to Study Area
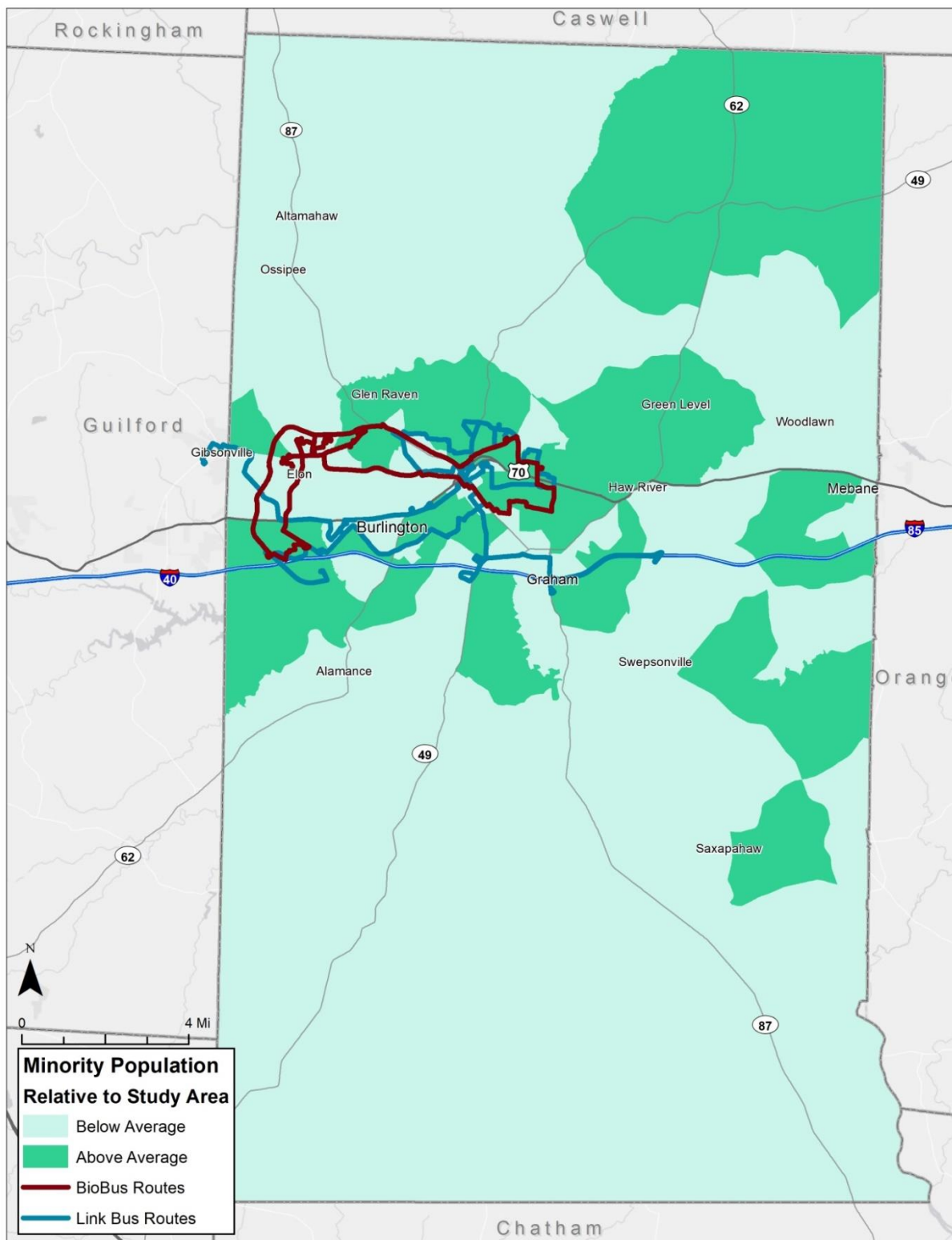
Source: U.S. Census, Elon University, and Link Transit

Figure 1-15: Below Poverty Population Relative to Study Area

Source: U.S. Census, Elon University, and Link Transit

Limited-English Proficiency (LEP)

In addition to providing public transportation to individuals of diverse socioeconomic backgrounds, it is also important to realize the variety of languages spoken by area residents so that public information can be provided in other languages if needed. According to the American Community Survey's five-year es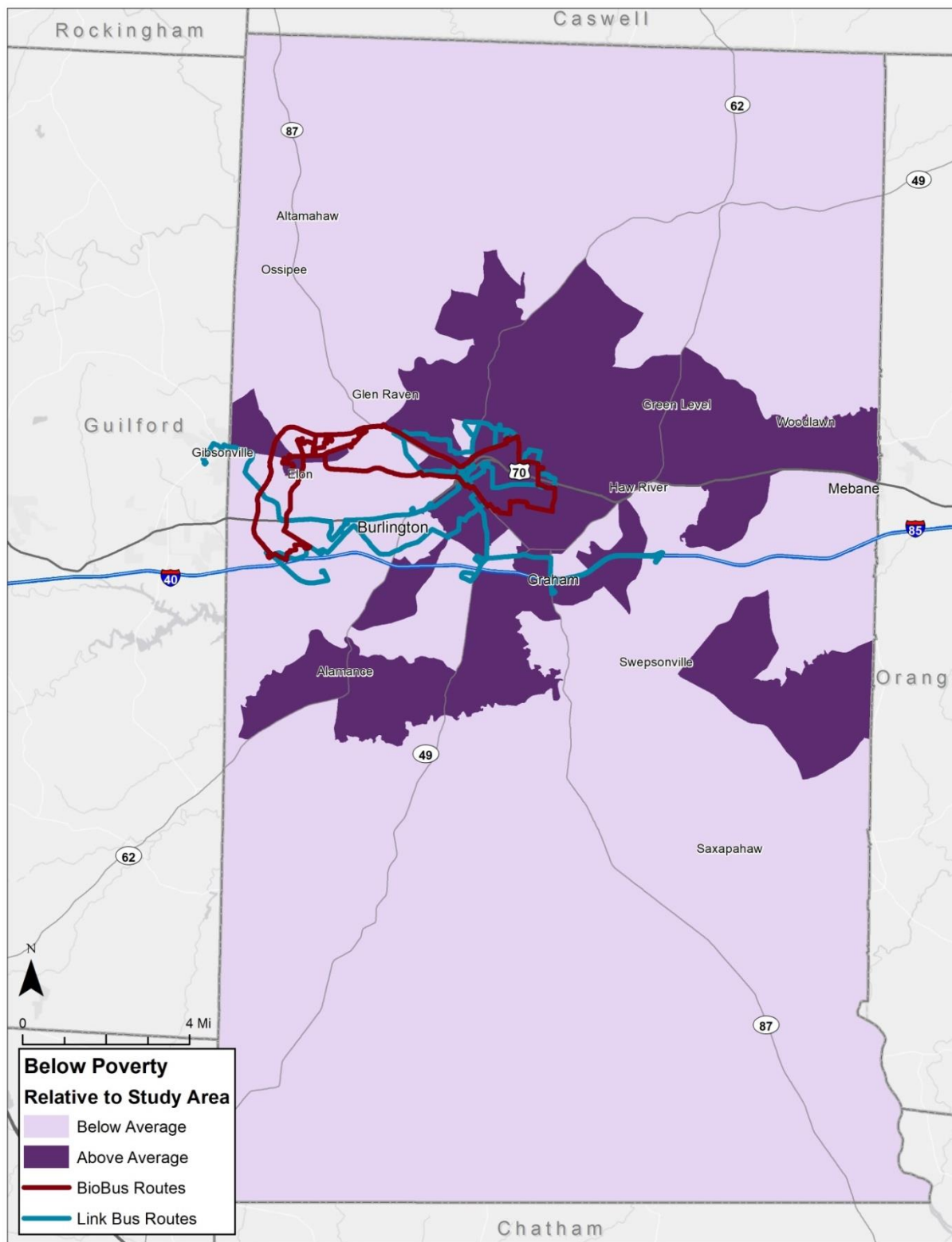timates for 2011-2015, 5.52% of residents in Alamance County speak English less than "very well" and are considered to have limited English proficiency. Spanish is the top secondary language in the County. Table 1-9 provides the limited-English proficiency in Alamance County.

Table 1-9: Limited-English Proficiency in Alamance County

Service Area	Number	Percent
Total Population (Age 5+)	146,029	--
Total LEP Population	8,068	5.52%
Top 5 Languages Spoken by LEP Populations	**Number**	**Percent**
Spanish or Spanish Creole	14,694	10.06%
Chinese	563	0.39%
German	344	0.24%
French	339	0.23%
Greek	188	0.13%

Source: American Community Survey, Five-Year Estimates (2011-2015), Table B16001.

Land Use Profile

Major Trip Generators

Identifying land uses and major trip generators in the study area complemented the above demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations, like high-density housing, major employers, medical facilities, educational facilities, non-profit and government agencies, and shopping centers. These locations are mapped in Figure 1-16, and described below. The majority of the major trip generators are located within the Burlington Urbanized Area.

Figure 1-16: Locations of Major Trip Generators in Alamance County
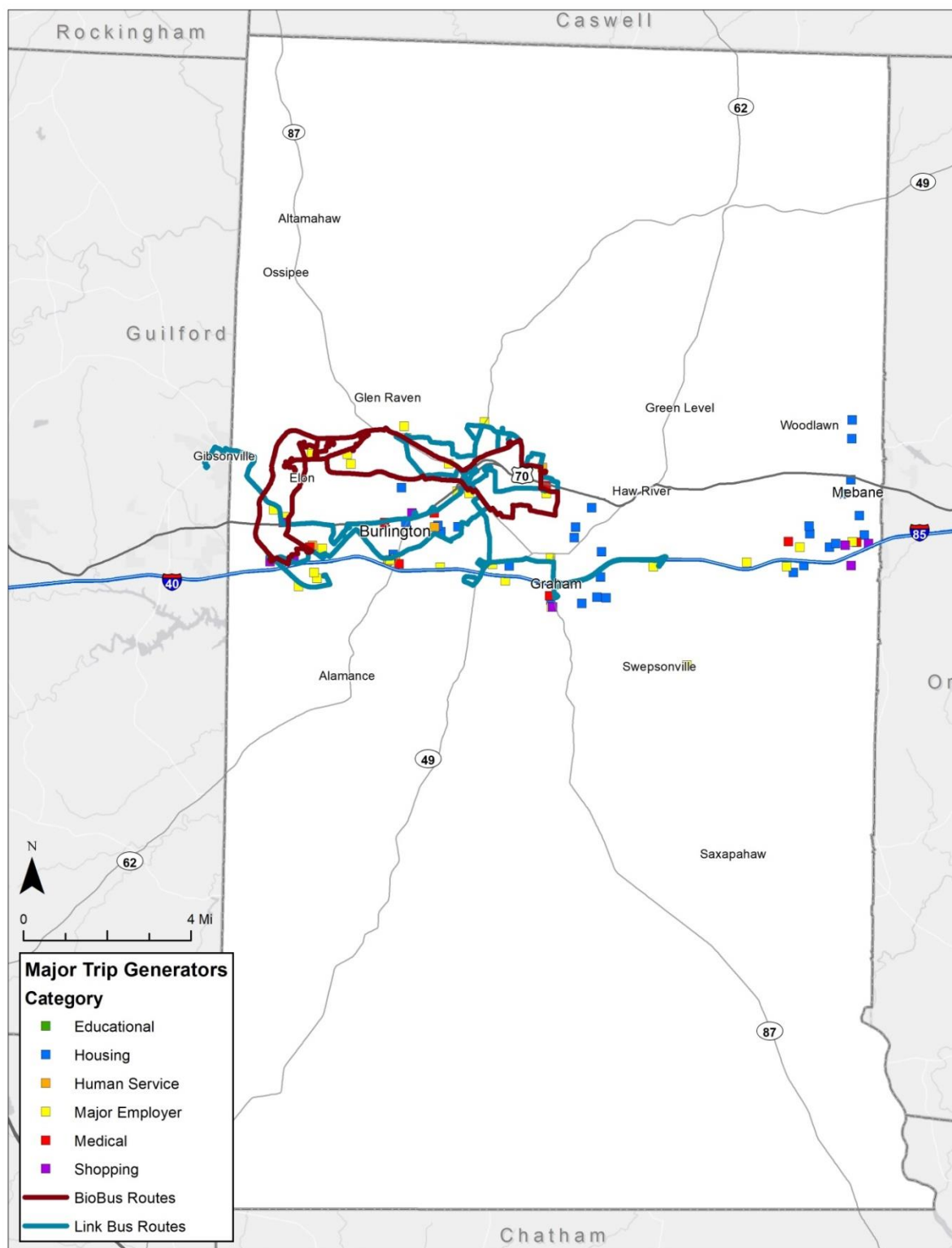
Source: Trip generator data provided by ITRE

Educational Facilities

Many individuals that comprise the secondary and community college-age population are unable to afford or operate a personal vehicle; therefore, it may be assumed that this segment of the population is one that is more likely to be reliant upon public transportation. Additionally, many faculty and staff members are associated with these institutions as a place of employment. The major educational institutions in Alamance County are Elon University and Alamance Community College.

Major Employers

Public transportation is a vital service for people trying to reach employment destinations. This is especially true for low-income populations and individuals without a personal vehicle. ITRE has provided a list of Alamance County's 25 largest employers, and it is provided in Table 1-10. The following employers have over 1,000 employees: Alamance-Burlington School System; LabCorp; Alamance Regional Medical Center; Elon University; Walmart; and Alamance County Government.

Table 1-10: Alamance County's 25 Largest Employers

Company Name	Industry	Number of Employees
Alamance-Burlington School System	Education & Health Services	1000+
Labcorp	Education & Health Services	1000+
Alamance Regional Medical Center	Education & Health Services	1000+
Elon University	Education & Health Services	1000+
Wal-Mart Associates Inc.	Trade, Transportation, & Utilities	1000+
Alamance County Government	Public Administration	1000+
City Of Burlington	Public Administration	500-999
G K N Automotive Components Inc.	Manufacturing	500-999
Honda Power Equipment Mfg. Inc.	Manufacturing	500-999
Gate City Of Burlington Inc.	Professional & Business Services	500-999
Alamance Community College	Education & Health Services	500-999
Glen Raven Inc.	Manufacturing	500-999

Company Name	Industry	Number of Employees
Food Lion	Trade, Transportation, & Utilities	500-999
Olsten Staffing	Professional & Business Services	250-499
Alamance Foods Inc.	Trade, Transportation, & Utilities	250-499
Carolina Hosiery Mills Inc.	Manufacturing	250-499
People Inc.	Professional & Business Services	250-499
Kayser-Roth Corporation	Manufacturing	250-499
McDonalds	Leisure & Hospitality	250-499
Twin Lakes Community	Education & Health Services	250-499
Aramark Food And Support Services	Professional & Business Services	250-499
Lowes Home Centers Inc.	Trade, Transportation, & Utilities	250-499
Kernodle Clinic Inc.	Education & Health Services	250-499
Triangle Paving Inc.	Construction	250-499
Carolina Biological Supply Co Inc.	Trade, Transportation, & Utilities	250-499

Source: Employer data provided by ITRE

Medical Facilities

Medical facilities, classified as general hospitals and their immediate network of outpatient services, represent significant destinations for users of public transportation. Older adults and persons with disabilities often rely more heavily upon the services offered by medical facilities than other population segments. Since older adults and persons with disabilities represent large segments of the transit dependent population, it is important that these facilities be made accessible through public transit services. The largest medical center in Alamance County is Alamance Regional Medical Center.

Multi-Unit/ High-Density Housing

Residents who live in multi-family or high-density housing tend to drive fewer miles and use public transportation more frequently than residents of single-family housing. High density housing locations are also easier to serve with public transportation, as trip origins are grouped close together allowing for common bus stops. As would be expected, higher density housing is most concentrated in the higher density places in the county such as Burlington, Graham, and Mebane.

Shopping Destinations

Providing public transportation to major shopping destinations is important because it gives riders the ability to purchase goods and necessities such as groceries or medicine, as well as providing access to retail employment opportunities. Major shopping destinations are

classified as malls, plazas, shopping centers, and large retail establishments. Many shopping centers also contain grocery store and big-box retail stores such as Walmart and Target. Tanger Outlets and Alamance Crossing are major shopping destinations in the county.

Employment Travel Patterns

In addition to considering the locations of the major employers, it is also important to account for the commuting patterns of residents working inside and outside of the service area. ACS five-year estimates show that 66% of the working residents of Alamance County stay within the county for work and 34% leave the county for work. While the majority of workers drive alone to work, 11% indicated that they carpool. Less than one percent of Alamance residents use public transportation as their means of transportation to work. Table 1-11 provides an overview of Alamance County residents' employment locations and transport mode to work.

Table 1-11: Journey to Work Patterns for Alamance County Workers

Place of Residence	Alamance County	
Workers (16 +)	71,314	
Employment Location	**Number**	**Percent**
In State of Residence	70,685	99.1%
In County	47,154	66.1%
Outside of County	23,531	33.0%
Outside State of Residence	629	0.9%
Means of Transportation to Work	**Number**	**Percent**
Car, Truck, or Van - drove alone	60,184	84.4%
Car, Truck, or Van - carpooled	7,187	10.1%
Public Transportation	174	0.2%
Walked	1,040	1.5%
Taxicab, motorcycle, bicycle, other	796	1.1%
Worked at Home	1,933	2.7%

Source: ACS, Five-Year Estimates (2012-2016), Table B08130

PUBLIC INPUT

In an effort to gain a broad understanding of likely public transportation need and demand in Alamance County for the five- year planning horizon, four primary mechanisms were used to solicit public input. These mechanisms included the following:

- Stakeholder surveys of key human service agency representatives and governmental entities, administered electronically.

- Interview with ACTA key staff members.

- Customer satisfaction surveys, administered on board the vehicles.

- Community surveys, administered electronically.

The results from these efforts are documented in this section.

Stakeholder Surveys

The stakeholder survey was administered online via Survey Monkey to agencies that have direct knowledge of public and human service client transportation in Alamance County. The

survey was available online from mid-August 2017 to mid-September 2017 and yielded 18 responses.

Unmet Needs

One of the primary objectives of the stakeholder survey was to identify unmet public transportation needs in Alamance County from the perspective of community stakeholders. Approximately 83% of ACTA stakeholders indicated that they are aware of unmet public transportation needs within Alamance County.

For stakeholders that indicated that there are unmet public transportation needs in Alamance County, the survey asked that these needs be described in the following general categories: geographic (i.e., service to additional locations); time of day or day of the week; frequency of service; and specific needs for particular user groups. Table 1-12 shows the categorical breakdown of unmet transportation needs from the perspectives of the survey participants.

Table 1-12: Category of Unmet Public Transportation Needs

Category	Number of Responses
Geographic	11
Time of Day	11
Frequency	9
Specific Needs for Particular User Groups	11
Other	2

As described in Table 1-13[2], stakeholders revealed diverse perspectives on what they saw as unmet transportation needs in the county. Geographic concerns range from a need for public transportation in the more rural parts of the county to needing fixed route service in places such as Graham, Elon, Green Level, and Haw River. Stakeholders also mentioned a need for expanded hours for public transportation that includes evenings, nights, and weekends.

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[2] Duplicate responses have been removed.

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Table 1-13: Unmet Needs According to ACTA Stakeholders

Geographic	Times of Day
• This is always an issue here because we are so spread out not sure there is a solution to that. • More service needed to outlying communities. • County-wide, particularly in urban areas. • Need fixed route service in Graham, Elon, Green Level, and Haw River. • Graham. • Municipalities do not work together well which hampers public transportation coverage; MPO historically too slanted towards only the City of Burlington. • Rural areas.	• Seems to be a huge issue because there is no transportation at night and many people need transportation after 5 in order to shop, attend social functions and be a part of the community. • Nights and weekends. • Evening services. • Holidays, inclement weather. • Need to be able to pick up dialysis patients on Saturdays. These patients run 3 days a week.
Frequency	**Specific Needs for Particular User Groups**
• Hourly. • Daily. • A headway of 30 minutes or less for The Link would be desirable.	• People with disabilities. • Older adults need smooth sidewalks for safety; shelters from sun and rain. • Dialysis patients. • Teens. • People who do not have a car or cannot drive. • Low-income population. • Latino population.

Significant Public Transportation Needs for the Next 2-5 years

The survey asked participants to identify the most significant public transportation need in Alamance County for the next two to five years. Stakeholder responses have been summarized below.

- More public transportation service in the rural areas of Alamance County.

- Expanded hours of operations.

- There are increasing numbers of older adults who can no longer drive but still need access to grocery shopping, medical appointments, and other personal appointments.

- Expanding Link Transit and ACTA services.

- The ability to transport wheelchair patients without a ramp.

- The increase in dialysis will lead to an increase in patients needing transportation to/from dialysis.

- Maintain existing infrastructure.

- More routes.

- More bus stops.

- Keeping the cost affordable for those who have doctor visits and/or grocery shopping trips needed but have no other way to get around.

Vision for Public Transportation in Alamance County

The survey asked stakeholders to identify their vision for public transportation in Alamance County. The responses revealed common themes such as affordability, service integration, more amenities, convenience, and expanded services. One participant stated,

"A system of high quality transportation providers that provide convenient, timely, coordinated and dependable transportation options that are desirous of both convenience riders and those who do not have other options."

This response encapsulates the vision for public transportation that many stakeholders articulated in the survey. Other comments by stakeholders included:

- *"Make public more aware of this transportation resource, especially for the elderly"*

- *"That everyone who needs access to transportation to be a participating citizen of the county can."*

- *"Availability of public transportation 7 days a week. "*

- *"An integrated system that provides innovative and sustainable services to all Alamance County residents. Visitors and commuters in an efficient and safe manner."*

- *"An affordable, accessible, convenient transportation option for all residents."*

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- *"Bus stops and more points of service. Published schedules at stops."*

- *"My vision for public transportation in Alamance County would be to continue to consider dialysis patients a priority. Without dialysis treatments, patients cannot survive..."*

- *"That all patients will be able to receive their treatments on their scheduled days"*

- *"Transit services available within county (urban and rural) and regionally that are affordable. Coordination of transit providers. Local support (match funds) sufficient to support additional service."*

- *"Affordable, safe transportation for all Alamance County residents in need."*

Public Transportation Use

A majority of the stakeholders that participated in the survey reported not using public transportation (72%). The survey also asked stakeholders to identify what it would take for them to ride one or more of the public transportation programs that serve the county.

Most responses indicated that either not having access to their car or a circumstance preventing their ability to drive would have to happen before they would rely on public transportation, mostly because they value the independence that driving offers. Improvements that would have to exist before stakeholders ride public transportation are as follows:

- Better connections to other transportation programs
    - *"Pick-up or transfer from Whitsett"*
    - *"Better interconnectivity between systems"*

- Better service reliability
    - *"I live in Greensboro and my work schedule is somewhat variable, including meetings in various locations around the county and state, so it is hard for me to depend on public transportation."*

- Improvement to amenities
    - *"Real bus stops, with seats and cover from weather. Posted schedules at stops."*

- Electronic fare payments
    - *"Common farebox technology."*

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- More frequent service
  - *"More frequency of service so I have more flexibility in choosing public transportation."*

- Service to more places
  - *"Ability to have quick service to either regional airport."*
  - *"Regular, frequent service to Graham."*

ACTA Staff Input

A kick-off meeting for the CCP was held on June 27, 2017. The focus of the meeting was to help the study team learn what important issues should be addressed within the CCP, as well as to receive guidance with regard to area stakeholders and local issues. The following issues were discussed:

- Transit service differs between the City of Burlington and Alamance County. The city provides fixed route public transportation (The Link) and ADA complementary paratransit services using a private contractor. The city also receives Section 5307 funding to help support the service. ACTA was not encouraged by Burlington to bid on the fixed route portion of the contract and subsequently chose not to bid on the ADA paratransit service. Given the shared service area, improving the coordination of services between ACTA and the Link should be addressed in the five-year plan.

- There are regional opportunities for coordination among several transit providers, including ACTA, The Link, PART, Orange County Transportation, and GO Triangle. ACTA does coordinate with PART, Orange County, and Go Triangle when possible.

- Locally, there may be opportunities to coordinate/connect with the Elon University Biobus. Elon is not currently served by The Link, but the Elon Biobus does provide service into Burlington. A connection between Alamance Community College and Elon University should be investigated.

- There is more demand for service than currently available federal/state/local funding sources can support. Expansion is needed, but will be difficult financially and in terms of facility capacity.

- ACTA recently implemented zone and automated scheduling so that it could reduce the number of one-on-one trips and improve productivity. Riders are adjusting to the new service design, but there is a fundamental conflict at times between operating efficiently (i.e., asking people to wait so that trips can be grouped) and providing quality customer service. This conflict is common to most rural transit programs.

- ACTA is working to reduce the number of trip cancellations and would like to include an Interactive Voice Recognition (IVR) program into the five-year plan, so that clients could be reminded of their appointments the night before.

- ACTA is working to build operating and capital reserves. Currently contributions are limited to profits from non-grant contract work. The injection of local funds to create a minimal 3-6 month operating reserve would be helpful to ease cash flow concerns. The county provides for cash advances for certain services.

- ACTA is working to retain good drivers and staff, which is challenging given ACTA's location between two larger urbanized areas with higher-paying job opportunities with benefits.

- ACTA needs an adequate administrative and operations facility, as well as one with more secure vehicle parking. Alamance County owns the current facility and has plans to demolish it. The need for a replacement facility should be addressed within the five-year plan. There may opportunities to partner with the City of Burlington on a facility.

Customer Survey

With input from ACTA the study team developed a survey instrument to develop the most recent Net Promoter Score (NPS) for ACTA and to determine customer travel patterns and attitudes. On-board paper surveys were administered to riders during the end of July 2017. Riders were asked to answer the following ten questions, and were afforded the opportunity to provide comments.

1. How likely are you to recommend Alamance County Transportation Authority to a friend or colleague? (NPS)
2. How often do you ride with Alamance County Transportation Authority?
3. What is the purpose of your trips?
4. What means of transportation do you use most often?
5. If you were not using ACTA, how would you most likely make your trip today?
6. Are ACTA transportation services important to you?
7. Rank ACTA service features from 1 to 5, where one (1) is ALWAYS and five (5) is NEVER.
8. Are there places in Alamance County that you need to go that ACTA does not serve?
9. Are there times of the day or days of the week when you need to travel but ACTA services are not available?
10. If ACTA were to make one service improvement, what would you request?

A copy of the customer survey is provided as Appendix C.

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Survey Responses

There were a total of 106 surveys returned for the analysis. The response rate for each question was calculated by dividing the number of surveys by 106. As shown in Table 1-14, the majority of the travel patterns and attitude questions were answered by survey participants. The response rates for the open-ended questions were also relatively high (Questions 8, 9, and 10).

Table 1-14. Survey Response Rates

Question Number	Number of Responses	Percentage
1	103	97.2%
2	105	99.1%
3	105	99.1%
4	105	99.1%
5	103	97.2%
6	105	99.1%
7	106	100.0%
8	93	87.7%
9	94	88.7%
10	67	63.2%
Average	**99**	**93.0%**

Net Promoter Score

Figure 1-17 displays how likely passengers are to recommend ACTA services to a friend or colleague. Of the 103 responses, 91 (88.3%) indicated they are extremely likely to recommend ACTA. Following the extremely likely customers, 6 (5.8%) indicated they are likely to recommend the agency to a friend or colleague and 6 (5.8%) indicated they are not likely to recommend ACTA services.

To determine the NPS score from these responses, the first step is to add up the percentage of responses that were either a '9' or a '10'. These responses represent "promoters.' Responses of either '7' or '8' are termed "passives," and are excluded from the analysis. Responses of '6' or below are considered "detractors." To calculate the NPS, the total % of detractors is subtracted from the total % of promoters to arrive at a score, which is presented as a number between -100 and + 100. It is not considered a percentage.

These responses equate to an NPS of 85, which is significantly higher than ACTA's previous NPS of 72 (third quarter, FY2017).

Figure 1-17: Recommendation of ACTA Services
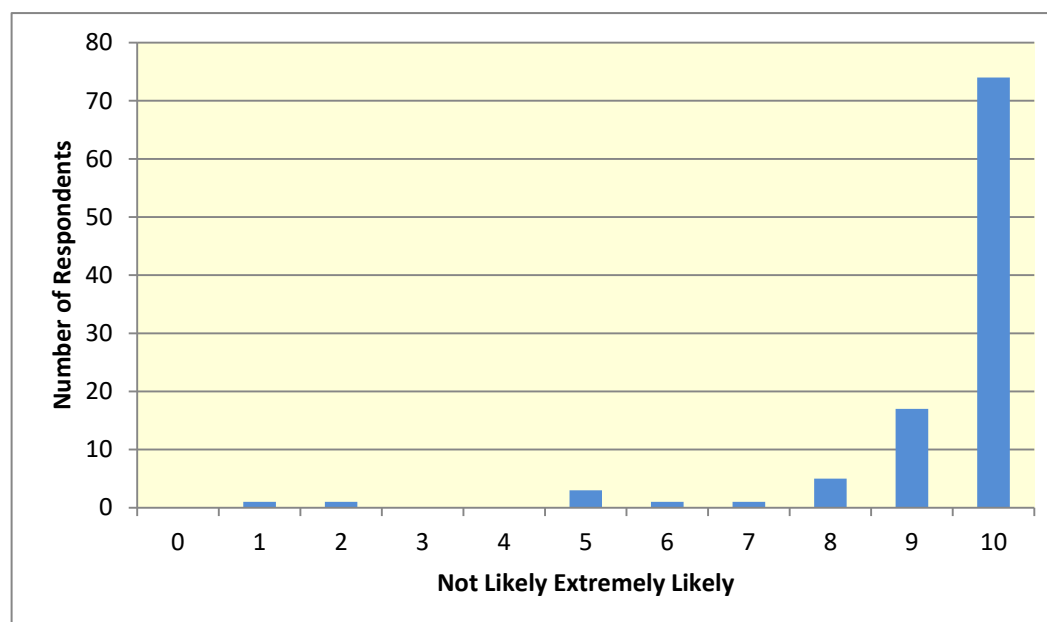
Frequency of Use

Table 1-15 depicts how often respondents indicated that they ride the bus. Of the 105 responses, 65 (61.9%) indicated they ride the bus two to five times per week, the highest ranking category. Following the frequent rider category, 22 (21.0%) respondents indicated they ride two to five times per month. Responses for the remaining three categories – once per week (8), once per month (6), and less than once per month (4) were significantly less.

Table 1-15: How Often Passengers Ride the Bus

Number of Times	Count	Percentage
Two to five times per week	65	61.9%
Two to five times per month	22	21.0%
Once per week	8	7.6%
Once per month	6	5.7%
Less than once per month	4	3.8%
Total	**105**	**100.0%**

Trip Purpose

Figure 1-18 graphically depicts the distribution of trip purposes among the survey respondents. Of the 105 responses, slightly more than half (52.4%) indicated their trip purpose was medical-related, the highest ranking purpose. Slightly fewer respondents (42.9%) indicated their trip purpose was work-related. The remaining six trip purpose category

response rates were less than 10% of the overall trip purposes. Respondents could check more than one trip purpose, which is why the percentages total more than 100%.

Figure1-18: Trip Purpose
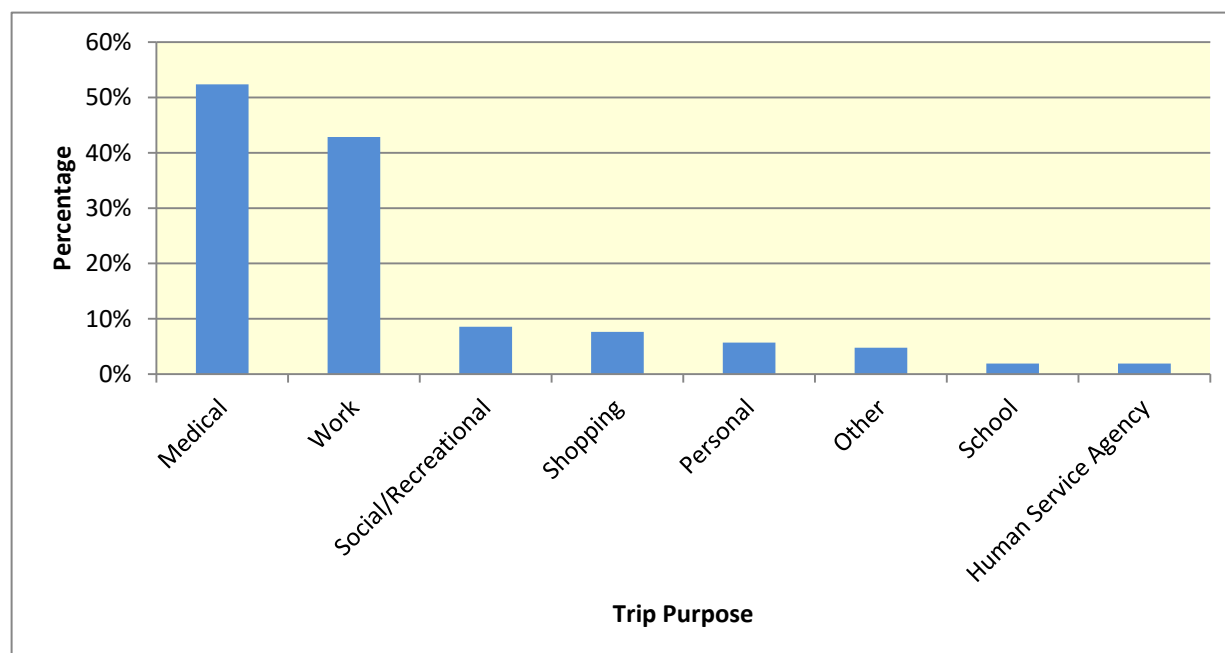
Travel Modes

Figure 1-19 displays the means of transportation respondents utilize most often. Of the 105 responses, 94 (89.5%) use ACTA services, the highest ranking mode. The remaining modes are used significantly less – personal vehicle and other modes (7.6%), Link Transit (3.8%), and Taxi (1.9%). Notably, those who listed other indicated they use Uber or Lyft.

Figure 1-19: Mode of Transportation Most Often Used
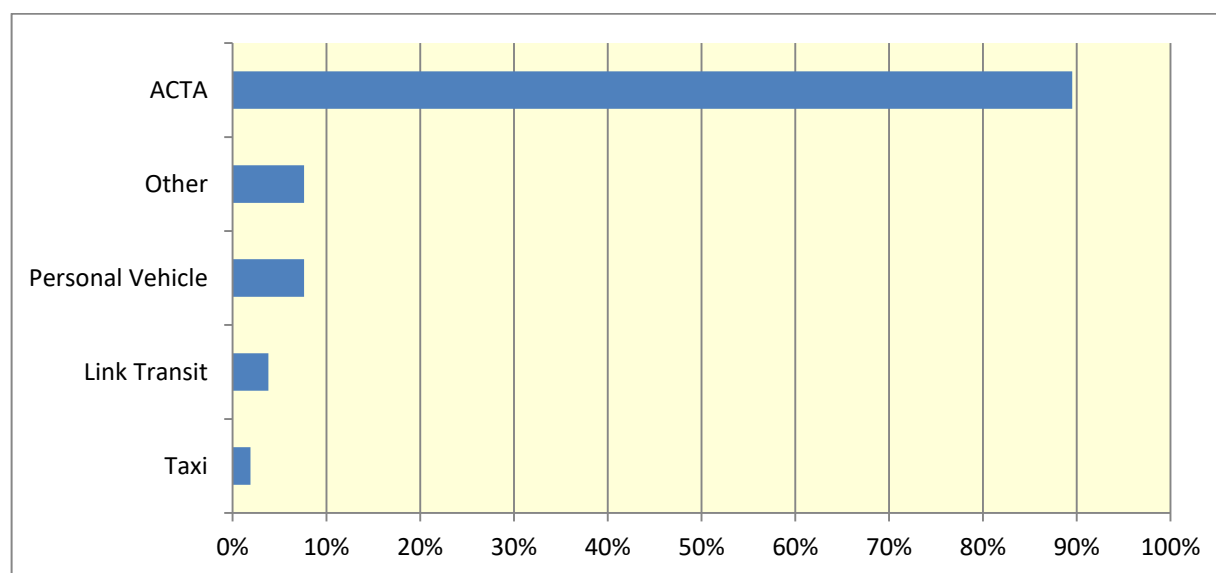
Figure 1-20 displays the survey responses to the question "If you were not using ACTA, how would you make your trip today." Of the 103 responses, 61 (59.2%) indicated they would ride with a friend or family member. Following this category, 20 (19.4%) indicated they would not complete the trip. Of the respondents that selected "other," the majority indicated they would take Uber or Lyft.

Figure 1-20: How Would You Make the Trip Today?
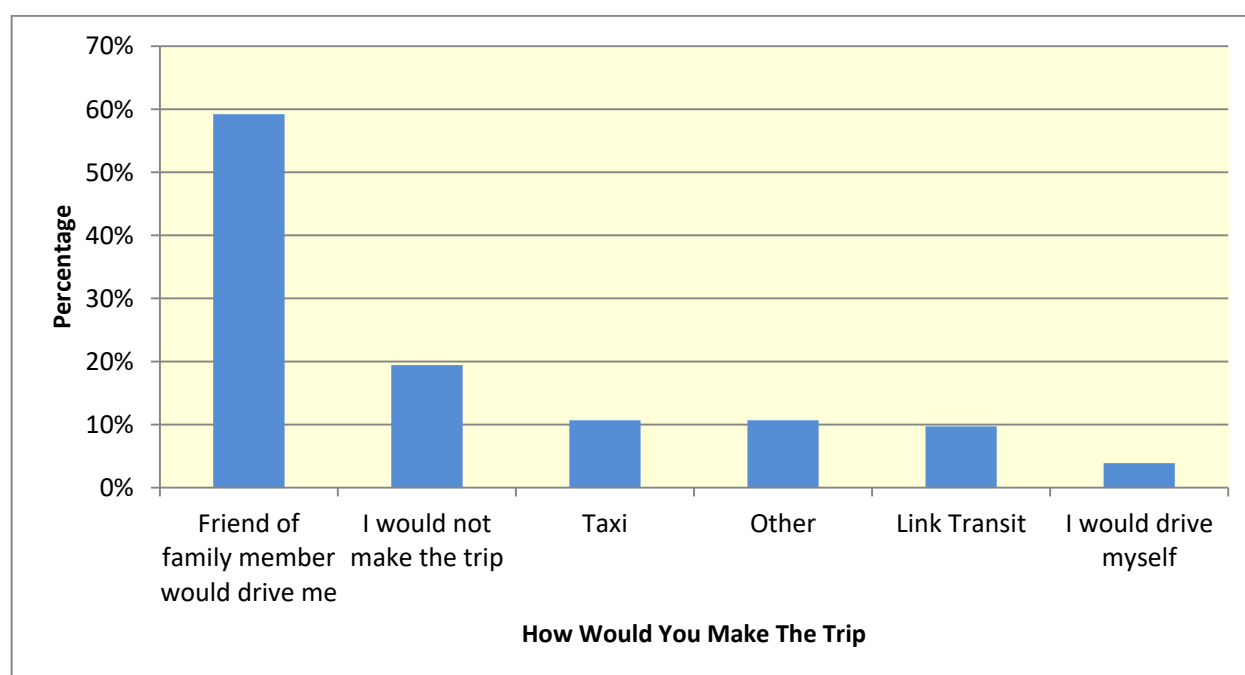
Importance of ACTA Services

Table 1- 16 shows that all 105 respondents indicated ACTA transportation services are important to them. This indicates that people depend upon ACTA to access jobs, school, healthcare, shopping, and social activities.

Table 1-16: Are ACTA Transportation Services Important to You?

Mode	Count	Percentage
Yes	105	100.0%
No	0	0.0%
Total	**105**	**100.0%**

Customer Satisfaction with Particular Service Features

When looking at the combined "always" and "usually" scores, the areas with the highest level of customer satisfaction (above 95% combined) were: reliability; the drivers; accessibility; safety; convenience; and affordability. While the responses were overwhelmingly positive, there were some features that received negative ratings of over 4.5% (rarely and never combined). These were: the ability to use ACTA to get to places; the drivers; driving skills; accessibility; and overall satisfaction. It is interesting to note that the drivers ended up among the best liked features, as well as receiving some negative scores. Overall, these data suggest customers are primarily satisfied with ACTA services, with all features combined receiving a 95.2% always/usually combined rating. These results are shown in Table 1-17.

Table 1-17: Customer Satisfaction Levels

Category	Always	Usually	Sometimes	Rarely	Never
ACTA staff and drivers are helpful and courteous	87.7%	7.6%	0.0%	1.9%	2.8%
Reservations are easy to make	78.6%	13.6%	3.9%	2.0%	1.9%
ACTA drivers have good driving skills	85.6%	8.7%	1.0%	2.9%	2.9%
ACTA vehicles are comfortable and clean	86.7%	6.6%	2.9%	2.0%	1.9%
I feel safe on ACTA vehicles	88.5%	6.7%	1.0%	1.0%	2.9%
ACTA vehicles are accessible to me	88.7%	6.6%	0.0%	1.0%	3.8%
ACTA services are reliable	82.9%	13.3%	1.0%	1.0%	1.9%
ACTA services are convenient	84.8%	10.5%	1.9%	1.0%	1.9%
ACTA services are affordable	89.4%	5.8%	1.0%	1.9%	2.9%
I can use ACTA to get to places I need to go	79.6%	10.7%	4.9%	2.9%	1.9%
I am satisfied with the services I receive from ACTA	84.9%	9.4%	1.0%	3.8%	0.9%
Average – All Features Combined	**85.2%**	**9.0%**	**1.7%**	**1.7%**	**2.3%**

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Geographic Coverage

Question #8 on the survey asked, "Are there places in Alamance County that you need to go that ACTA does not serve?" Of the 93 responses to this question, 10 respondents indicated there are places in Alamance County that ACTA does not serve. Of those 10 responses, the following two places were identified:

- Graham Jrs
- Chapel Hill (*not in Alamance County*)

Days of the Week/Times of Day

Survey participants were asked if there are there times of the day or days of the week when they need to travel, but ACTA is not available. These responses are provided in Table 1-18.

Of the 27 respondents who identified time periods, 13 indicated they need service on the weekends. Four passengers indicated a need for evening service and one indicated a need for early morning service.

Table 1- 18: Days and Time Periods Additional Transit Service is Needed

Time	Count
Weekends	13
Saturday	8
Evenings	4
Sunday	1
Early mornings	1
TOTAL	27

Service Improvements

There were 67 respondents who identified a need for additional transit services. The common themes and several direct quotes are provided below:

1. **On-Time**
   - "Arrive closer to scheduled time of pickup."
   - "Be on time when it is time to get off work. Everyone wants to go home."
   - "Know where I am to pick-up. Had to wait almost an hour to get me back home- not good."

2. **Technological Advancement**
   - "Notification of pickup time."
   - "Better communication with other services in other cities."

3. **Scheduling**
   - "Make appointment the same day."
   - "Ability to make schedule changes without so much notice."
   - "I had a few times when I couldn't get to my Crissman doctor appointment in the morning. I work 2 p.m. to 10 p.m., so I have to make my appointments in the morning. I do not drive."
   - "I need to go shopping more than once per month! ACTA could increase their transportation skills."
   - "8:00 a.m. to 10:00 a.m."

4. **Expand Service Coverage Area**
   - "Transportation to work sites like GE in Mebane."
   - "Next county over from Alamance."
   - "Allow all routes to be able to go to Duke Hospital."
   - "Traveling other places."
   - "Cover more areas."
   - "Inside of Alamance area."

5. **Expand Service Days and Hours**
   - "Saturday service."
   - "More vehicles/drivers on Saturday."
   - "To operate on the weekends and all during the day."
   - "Longer hours at least until 8 p.m."
   - "Weekend ride to go to work and for emergencies."
   - "Weekends.
   - "Weekends on second shift."
   - "I would like that ACTA did pick-ups on Saturday."
   - "To run on Saturdays, so people like me can get back and forth to work."
   - "Extended time or a short weekend run."
   - "Church services on Sundays."

6. **Other**
   - "1 year old sometimes with me and I don't always have car seat."
   - "Make it easier for groups to go places."
   - "GPS systems."
   - "More female drivers."

Positive Comments

The open-ended question regarding service improvements was used by some participants to provide compliments and positive comments. These are listed below.

- "Above all, I give ACTA 9.8 out of 10. The ladies who answer the phone and schedule are always so sweet, patient, and understanding. I give the drivers 9.7 out of 10 – they are great and I enjoy our conversations. Everyone is kind and professional."

- "Appreciate transportation. Unable to drive anymore. Thank you for the helpful and courteous drivers. Keep up the good work."

- "I'm pleased with ACTA and its services."

- "Great work."

- "Bus drivers are great. Professional friendly helpful. Ditto for those who schedule, especially Randy and Francis."

- "I am very pleased with ACTA."

- "Very good service, good price, more input from the riders. For questions on time management and pick up times."

- "I can't think of a single improvement that is needed."

- "Do a good job."

- "Accessible."

- "I am well pleased with the service for the most part."

- "I love it and the drivers are so great, thank you."

- "They're great, there are not changes I need from ACTA. Thank you."

- "I've never had a bad experience with the ACTA services, from the drivers who are very friendly to their skills. They are A++++++."

- "They are good."

- "Nothing, so far my service has been amazing."

- "It is very nice"

Alamance County Public Survey

The Alamance County Public Survey was conducted electronically using Survey Monkey. The survey was open from mid-August to mid-September 2017. The survey captured 15 responses. A copy of the survey instrument is provided as Appendix D.

Name Recognition

The first question of the survey asked participants if they have heard of Alamance County Transportation Authority (ACTA). Seventy-three percent of survey participants indicated that they have heard of ACTA.

Travel Modes

The survey asked participants to identify how they normally travel within their community for work, school, shopping, errands, or medical appointments. They were also asked to rank the top three modes of travel they use, with 1 being the most frequent mode of travel. According to these results, participants drive, have friends/family drive them, and ride a bicycle and walk to travel through their community. Figure 1-21 illustrates these results.

Figure 1-21: Modes of Travel Normally Used
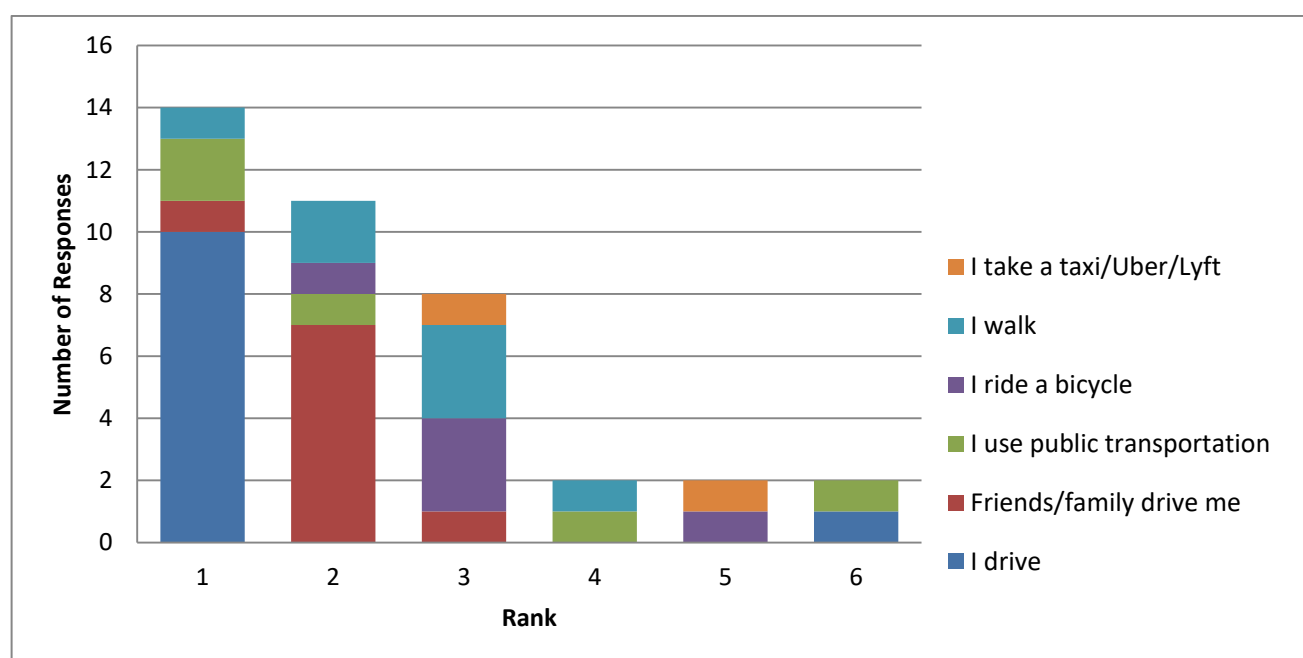
When asked about the frequency of use for specific transportation services, Link Transit and PART were the only services that participants reported using five days a week or more, and given the small sample size, this represents only two respondents.

For the seven people who indicated that they use public transportation, four indicated that they ride because they do not have access to a vehicle, and 3 indicated that they do not have a driver's license.

Survey participants were also asked to select the desired improvements needed to encourage them to either begin using public transportation or ride it more frequently. They were able to choose more than one improvement. The top improvements were greater availability of service (58%), better service availability near home/ work/ school (50%), and improved regional connectivity (33%).

Survey Participant Zip Codes

Most survey participants live within zip code 27215. This zip code covers Burlington, Bellemont, and Westview Terrace. The next most prevalent zip code is 27302, which includes Mebane, Hawfields, Oaks, Teer, Hightowers, Miles Cheeks, Woodlawn, and Holly Meadows. Table 1-19 shows the complete list of zip codes of survey participants.

Table 1-19: Zip Code of Survey Participants

Zip Code	Count
27215	8
27217	1
27244	1
27258	1
27302	3
27377	1

Internet Usage

The majority of survey participants have access to the internet. The most common ways participants access the internet is from a computer at home (87%) and by using a smartphone (80%). Seven percent of responses reported not having internet access.

Despite the majority of survey, participants having access to the internet only 40% have visited the ACTA website within the last twelve months. Sixty percent have not visited the website in the past year.

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Ability to Drive

Seventy-three percent of survey participants have a driver's license, and 87% have access to a vehicle.

Additional Comments

The last question of the public survey asked participants to provide any comments they may have concerning public transportation in Alamance County. There were nine responses to this question. These responses are listed below.

- "I just landed a job I need transportation from Whitsett to work by 1:30."

- "I love Link Transit."

- "Weekend service would be most helpful."

- "I am not the target market for public transit. I do think transit is a priority of circulating those who cannot otherwise afford to keep or maintain a car, particularly those who are living in the city."

- "Mebane circulator, like Hillsborough has."

- "What is the charge for Mebane Ridge to use your lift van locally?"

- "Although, I may never use public transportation (due to my work timings), I wanted to thank you for this opportunity and services being offered. And to publish this survey for community feedback shows you care about the opinions of the people who use this service. I am very proud to be an Alamance County resident. Thank you for all that you do. Great job!!"

- "On the west side of Burlington whenever I see a bus it is empty or maybe one or 2 riders. How can we as taxpapers continue to support this system*?" Note – this comment may be about Link Transit.*

- "I think it costs more than it is worth. Doesn't appear that enough people use it to justify having it." *Note – this comment may be about Link Transit.*

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Milestone II
Service and Community Connectivity Plan and Asset Enhancement Plan

INTRODUCTION

The purpose of the Service and Connectivity Plan is to develop strategies to address the issues and opportunities that were highlighted by customers, stakeholders, and public during the development of Milestone I. The general outline for a CCP indicates that this section of the plan should highlight services, but for ACTA there are some organizational issues that need to be handled in the near term so that the service ACTA provides for Alamance County residents can continue to meet mobility needs within the community. For this plan, organizational initiatives are described first, followed by service proposals for inclusion in ACTA's five-year plan and then service proposals for the urbanized area that are not assigned to a service provider or to a particular year. The Asset Enhancement Plan to support the planned initiatives is included as the last component of Milestone II. The companion Financial Plan is presented as Milestone III.

An implementation year has been assigned to each ACTA initiative for planning purposes, though the initiatives that require additional funding will be subject to NCDOT-PTD's, ACTA's, and local funding partners' annual budget processes.

ORGANIZATIONAL INITIATIVES

Organizational Initiative #1 – Explore Coordination Opportunities – Clarify Local Roles

Alamance County is currently served by five public transportation providers – ACTA, Link Transit, Piedmont Authority for Regional Transportation (PART), GoTriangle, and Orange County Public Transit. Elon University's BioBus also provides service oriented to the needs of the university community. The public providers participate in regional planning initiatives as members of the MPO's Technical Coordinating Committee, and they do connect, but there are additional opportunities to further coordinate efforts, particularly with regard to ACTA and Link Transit in Alamance County. In addition, there are facility needs for both ACTA and Link Transit that could potentially be joint efforts. As the region continues to become more urbanized, there will likely be additional demand for fixed route services in areas historically served only through ACTA's demand response program.

This organizational initiative focuses on the development of a coordinated strategy for providing public transportation in the region, ensuring that services are not duplicated and that federal, state and local funding opportunities are maximized. It is envisioned that this effort would specifically identify the role of each public transportation provider in the region, including the identification of opportunities for further collaboration, including a look at the potential to consolidate the two Alamance County-based organizations (ACTA and Link).

The concept is for a neutral third party to lead the development of the study, with significant input from NCDOT-PTD as well as from the Burlington-Graham MPO, including the MPO's Transportation Advisory Committee (TAC), which is comprised of elected officials from each municipality in the MPO region. As a regional body, PART can help coordinate this effort.

Cost

If this type of study were to be conducted by an outside planning firm, the cost would likely be in the range of $100,000 to $150,000, depending upon the extent of the scope of work. The study could be funded in part through NCDOT's ConCPT grant program.

Implementation

This project is recommended for FY2019, which is year one of ACTA's plan.

Organizational Initiative #2 – ACTA Needs to Move from the Existing Administrative/Operating Facility

ACTA currently operates in a building that is owned by Alamance County. The building is in need of renovation, and county staff has informed ACTA that this renovation is likely to take place in the near term (FY2019). Once renovated, the building will be used as a mental health facility and will not be available to ACTA.

Short Term Strategy

Given the need to move soon, ACTA management began the search for a new space and identified a site that will meet its needs. The site was formerly a tractor dealership and is comprised of a large open indoor space, as well as fenced outside parking and three service bays. ACTA has negotiated with the building owner regarding the build-out of the indoor space to meet the needs of ACTA, so that the cost of the renovation will be incorporated into the monthly rent, rather than as upfront tenant build-out expenses, which are not eligible expenses for PTD grantees. ACTA has consulted with NCDOT-PTD to ensure that the appropriate process was followed when considering facility rentals.

The new space will allow ACTA to incorporate a number of features that the current space is lacking including: a conference/board/training room; driver's break room; a secure building; and secure vehicle parking. The new leased location also has service bays which will allow ACTA to perform minor maintenance functions. This ability will potentially reduce expenses and be more convenient.

ACTA is negotiating with Alamance County to see if the county can provide financial assistance to help with rent. The county has been providing the current space to ACTA as in-kind financial assistance, valued at $85,000 per year ($7,083 per month). If the county elects not to contribute funds toward the cost of the rent, ACTA may need to raise its rates slightly to accommodate the increase in monthly expenses.

Cost

The rent for the new location will be $5,347 per month, or $64,164 annually.

Implementation

The move to the new location is included in the first year of the plan (FY2019). As discussed, the move will impact ACTA's costs but will also provide an improved facility out of which to operate service.

Long Term Strategy

A longer-term space strategy is likely a partnership with Link Transit, which is planning to conduct a facility study in the near term. ACTA will be included in the study process, which may recommend the development of a joint facility. The facility will include space for any public transportation provider in the urbanized area and possibly Greyhound and Amtrak. A joint, publicly-owned facility is likely a sound long-term strategy, but will not be a factor for the five-year period covered by this CCP.

Organizational Initiative #3 – Improve Driver Wages

ACTA management has recognized that the pay offered to drivers is not high enough to remain competitive with other job opportunities in the region. This is particularly true when it comes to driver retention, as raises are not regularly scheduled. In response, ACTA has raised the base pay for drivers to $12.00 per hour and has implemented a bonus pool, which is funded with $14,000. The pool will be used to provide performance-based bonuses for drivers.

The focus of this initiative is to incorporate a longevity raise into ACTA's pay structure to provide incentive for drivers to stay with ACTA. If a two percent per year raise is established,

it would amount to about $0.25 per hour. ACTA would also likely need to put a cap on the highest rate so that the driver wage improvement initiative remains financially viable.

This improvement will likely require that ACTA include a nominal rate increase each year to allow for the wage increases to be funded.

Cost

The cost estimate for this initiative is $16,000 per year, building each year depending upon driver retention and the wage cap chosen. This is based on $0.25 per hour per year for 90% of the driver hours.

Implementation

Improved driver pay is included in the budget for FY2019, the first year of the CCP.

Organizational Initiative #4 – Streamline Pre-Trip Inspection - Link to Tablets

ACTA drivers use electronic tablets to record trip information that is uploaded to the Routematch program to capture the information needed for recordkeeping, statistical analysis, and billing. The pre-trip inspections conducted by the drivers are completed using paper forms that are turned in, with the appropriate information entered into Assetworks. The focus of this initiative is to add the pre-trip function to the tablets so that this information can be uploaded to Routematch, rather than manually entered. The data would still need to be transferred from Routematch to Assetworks.

Routematch has indicated that this module is now free (i.e., no ongoing charges) once it has been set-up. There is a one-time set-up fee to configure the module to suit the needs of ACTA's pre-trip inspection parameters.

Implementing this program will serve to:

- Reduce the volume of paper records. Pre-trip inspection reports typically constitute a large volume of paper, as transit systems are required to keep these records.

- Save data entry time and reduce the chances of errors, as the data will be entered only once, not twice.

- Streamline the number of items needed by drivers.

Cost

Routematch has indicated that the one-time set-up fee is $5,000.

Implementation

This initiative is scheduled for implementation during the first year of the CCP, FY2019.

Organizational Initiative #5 – Re-Branding/Marketing Initiative

ACTA management is interested in pursuing a strategic name change, brand re-design, and the development of an improved website and has solicited assistance from a marketing company to provide a frame work for this initiative. The objectives of this initiative are to improve brand awareness and eliminate confusion within the community with regard to what ACTA does and who they serve, as well as to better position the authority within the community and strengthen the authority's marketing infrastructure.[1]

The survey results confirm the need to strengthen ACTA's marketing infrastructure, as some of the comments appeared to be in reference to services that are provided by Link Transit, rather than ACTA.

It should be noted that ACTA will need to follow the FTA procurement regulations moving forward with this initiative, as the likely cost will be just over $30,000, which will put the procurement into the category that requires bids to be solicited.

This initiative will serve to:

- Modernize ACTA's logo, which has become dated.
- Improve ACTA's website.
- Provide a professional approach to the re-design.

The re-branding initiative could potentially result in additional contractual opportunities, as well as more general public riders.

Cost

A preliminary cost estimate is $30,000 to $35,000.

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[1] North Star Marketing Proposal for ACTA, August, 2017.

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Implementation

A re-branding initiative for ACTA should take place after the coordination/consolidation study discussed in Organizational Initiative #1. It would make more sense to complete a re-branding process after the role of the organization within the region is clearly defined.

SERVICE INITIATIVES

Two service initiatives are included in the five-year plan for ACTA. The discussion of each includes a cost estimate, which is provided in terms of current dollars. The financial plan (Milestone III) includes more precise cost projections based on the implementation year for each initiative.

There are three additional service initiatives that include portions of the Burlington Urbanized Area and could potentially be operated by either Link Transit or ACTA. The first version of the CCP included these initiatives as ACTA projects and the five-year financial plan reflected this. In response to feedback provided by the MPO, these projects have been identified separately. This approach addresses the need to expand the level of service provided to these areas but does not name the provider, pending the development of a more coordinated strategy for implementing additional service in the region.

Service Initiative #1 - Additional Saturday Service

Currently the only ACTA service that operates on Saturdays is for people who need to get to dialysis appointments, which generally calls for four routes to provide about 40 passenger trips. About 28 service hours (24 revenue hours) are required on Saturdays to cover these trips.

The results of the passenger surveys indicated that about 20% of the ACTA survey respondents would like to see weekend/Saturday service. The base weekday schedule consists of 163.5 revenue service hours. If 20% of these hours are added to the current Saturday schedule, this would comprise an additional 33 revenue hours per Saturday, or 1,716 additional annual revenue service hours. In order to manage demand, it may be effective to build the service around the existing dialysis services, and structure it as perhaps a "shopper shuttle," or something similar.

For the near term, ACTA will provide additional Saturday service using the resources currently allocated for Saturday service, adding other trips to the existing dialysis-based schedule. This will likely improve the productivity of these services, while at the same time offering additional Saturday mobility. In the longer term, ACTA will consider adding Saturday capacity to meet additional transit needs on Saturdays.

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Cost

The short term initiative is cost neutral. For the longer term initiative, the addition of 1,716 revenue service hours is estimated to cost about $60,000 annually. No additional vehicles will be needed.

Ridership

If one additional passenger trip per revenue hour is provided using the existing Saturday resources, an additional 1,248 passenger trips could be added each year by opening up the current schedule to additional riders.

If ACTA is able to expand capacity on Saturdays to offer an additional 33 revenue service hours per Saturday, the estimated annual additional Saturday ridership is 2,745 annual passenger trips.

Implementation

ACTA will provide additional Saturday service using existing capacity in FY2019. Additional capacity will be considered for FY2020 if funding is available through Section 5307, Rural General Public (RGP), and local contractual or jurisdictional match.

Service Initiative #2 - Higher Level of Service to Other Communities in Alamance County

Comments from stakeholders and customers indicated that there may be a need for more transit availability in other areas of Alamance County, including the communities of Haw River, Green Level, and more broadly – the rural areas of the county. ACTA serves all of these areas currently, but with limited service. The purpose of including this initiative is to document that the need for more service has been expressed, so that if additional rural funding or local funding were to become available, additional service to rural Alamance County can be considered.

Cost

The operating cost for additional rural services is estimated to be $35 per revenue hour. If 2,080 revenue service hours were to be added, the additional cost would be $72,800. A vehicle for additional rural service is likely to cost about $56,000.

Ridership

Additional rural routes would likely generate between 1.4 and 1.8 passenger trips per revenue hour, which would generate between 2,900 and 3,700 annual trips, based on 2,080 revenue hours.

Implementation

The implementation of additional rural services is dependent upon the availability of RGP and local matching funds, which could come from contract revenue or from local governmental contributions. For planning purposes we have included this project for FY2023.

URBANIZED AREA SERVICE INITIATIVES

The three projects discussed in this section are those that serve origins and destinations within the Burlington Urbanized Area. These projects were identified through the customer, public, and stakeholder survey efforts and validated through the transit needs analysis conducted for Milestone I. Given that there is not currently consensus within the region with regard to which local entity should take the lead for these initiatives, they are presented as urbanized area service initiatives. These projects can be assigned to the appropriate service provider upon development of the regional coordination recommendations. For planning purposes the cost figures used are estimates based on a mid-range value between the current ACTA and Link hourly operating expenses ($45.00 per revenue hour).

Urbanized Area Initiative #1 – Graham Area Circulator

The need for more service in the Graham area was noted by stakeholders. The City of Graham is currently served by Link Transit's Orange Route, but the service travels through Graham, using West Pine and South Main, focusing on Graham as a destination (i.e., the county offices, the courthouse, and the park and ride lot), rather than providing circulation within Graham. This service pattern reflects that residents of Burlington need to access Graham, but the City of Graham is not currently participating financially in the Link system.

ACTA also serves a number of origins and destinations in Graham and the city maintains the ACTA fleet via a contractual arrangement. A schematic of ACTA's trip origins in the Graham Area from ITRE's two-week data sample are shown in Figure 2-1.

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Figure 2-1: ACTA's Trip Origins in the Graham Area- April 3-15, 2017
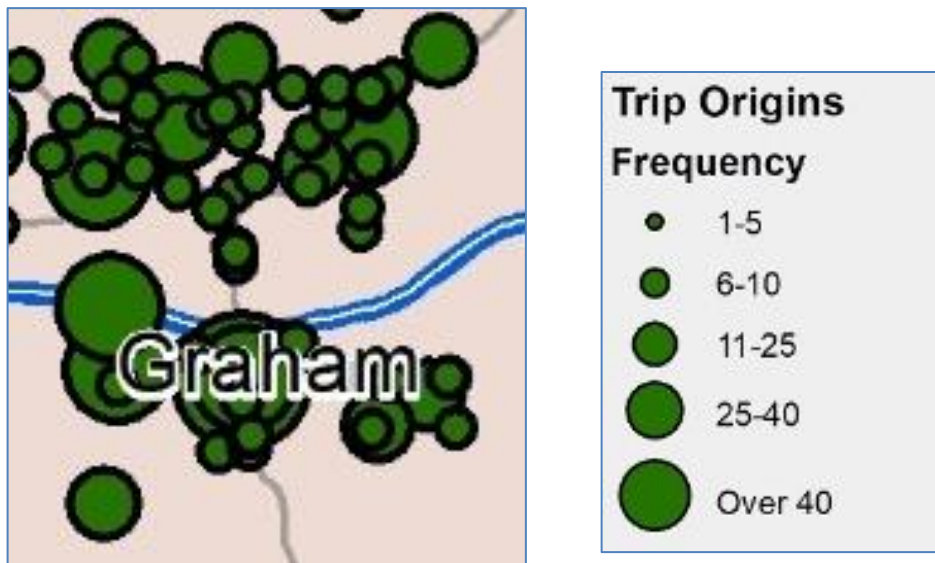
When looking at the land uses in the Graham area, there are potential origins and destinations that could be connected via a fixed route to provide additional mobility for residents in that area, as well as the broader region. Figure 2-2 provides a map of these potential locations, along with Link Transit's current routes. Providing a fixed route in Graham could replace some of ACTA's current origin-destination services and would need to be jointly funded through a combination federal Section 5307 funds, fare revenue, the City of Graham, and contractual revenue.

Cost

The operating cost estimate for an additional fixed route to serve more areas of Graham is $135,000 annually, based on an operating cost of $45.00 per hour and 3,000 revenue service hours. Local match of $67,500 would be required. This service would be eligible for funding assistance through the federal S.5307 program. A vehicle would also be needed at a cost of about $100,000.
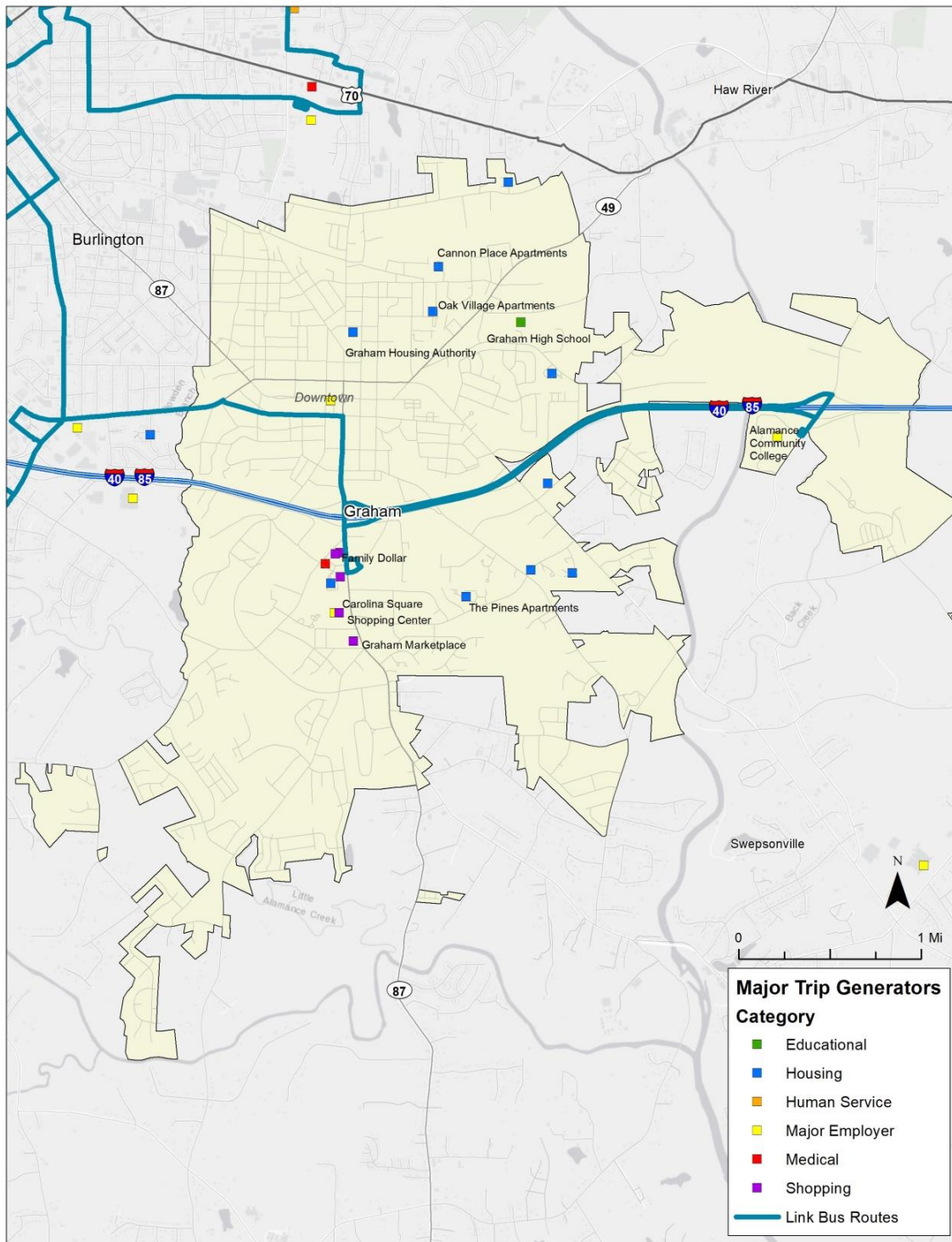
Ridership

The productivity would likely be a little lower than the current Link Transit average, as the population density in Graham is lower than in Burlington. If 4.8 trips per hour were to be achieved, at 3,000 hours of service, the ridership would be 14,400 annually.

Implementation

An implementation year has not yet been assigned for this project.

Figure 2-2: Potential Origins and Destinations in Graham

Haw River

49

Burlington

87

Cannon Place Apartments

Oak Village Apartments

Graham High School

Graham Housing Authority

Downtown

40 85

40 85

Graham

Alamance Community College

Family Dollar

Carolina Square Shopping Center

The Pines Apartments

Graham Marketplace

87

Swepsonville

N

0   1 Mi

Major Trip Generators

Category

- ■ Educational
- ■ Housing
- ■ Human Service
- ■ Major Employer
- ■ Medical
- ■ Shopping
- — Link Bus Routes

Urbanized Area Initiative #2 - Mebane Circulator

The City of Mebane's Comprehensive Transportation Plan includes a map of potential transit facilities. [2] We have included an excerpt from this map, showing two potential transit routes in the City of Mebane (Exhibit 2-1).

ACTA currently provides demand response transportation in Mebane, with the most common destinations (as provided by ITRE's two-week data sample) shown schematically in Figure 2-3. As can be seen by comparing these maps, many current ACTA trips are provided near the proposed Mebane transit routes. Given this proximity, it may be feasible for ACTA to provide this service by re-directing some of the demand-response demand to a circulator-type of service. It is not likely that all of the demand could be re-directed, as some customers require origin to destination service. Alternatively, this service could be operated by Link Transit, Orange County Transit, or via some other arrangement that the City of Mebane finds suitable.

Mebane is in the Burlington Urbanized Area, making it eligible for federal Section 5307 funds. Service may be implemented using these federal funds matched by City of Mebane funds and ACTA contractual revenue, if some of the contract demand could be met via this type of service.

Cost

The operating cost estimate for 3,000 service hours, based on $45.00 per revenue hour, is $135,000 annually. The local match requirement would be $67,500. A medium duty, body-on-chassis vehicle would also be needed, at a cost of about $100,000.

Ridership

The ridership estimate for this service is 15,000 annual passenger trips, which is five passenger trips per revenue hour.

Implementation

The City of Mebane is interested in providing a circulator bus service when the current road relocation project on NC 119 has been completed (FY2021). The city has not yet fully considered the organizational arrangements through which service will be implemented.

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[2] City of Mebane, Comprehensive Transportation Plan, Potential Transit Facilities, June, 2017.
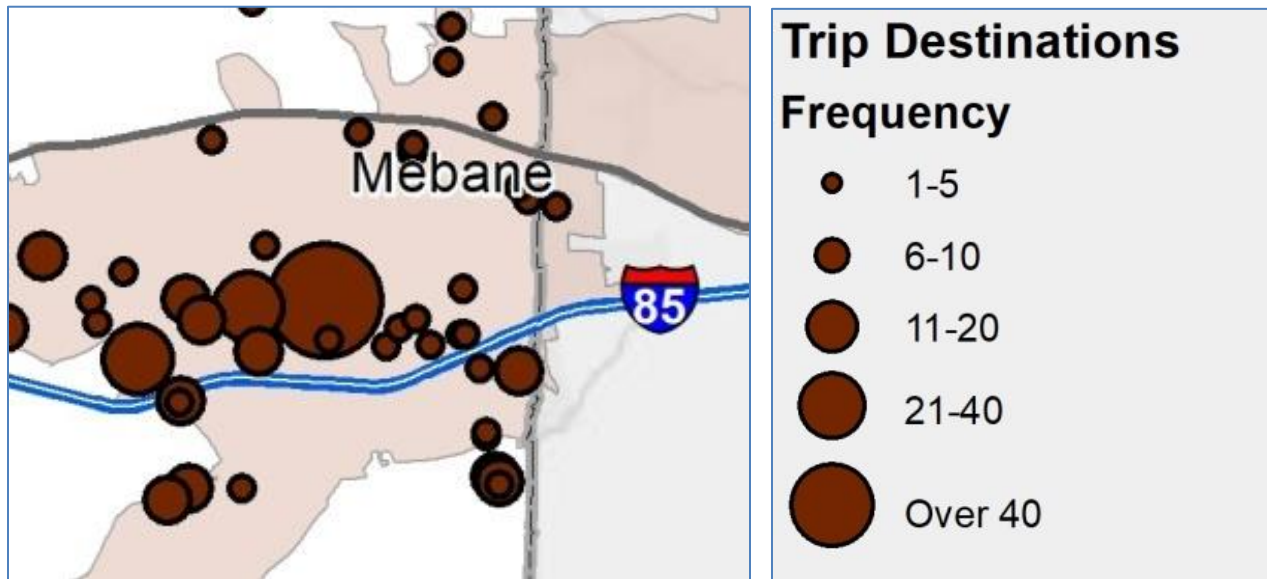
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Exhibit 2-1: Section of City of Mebane Comprehensive Plan Map
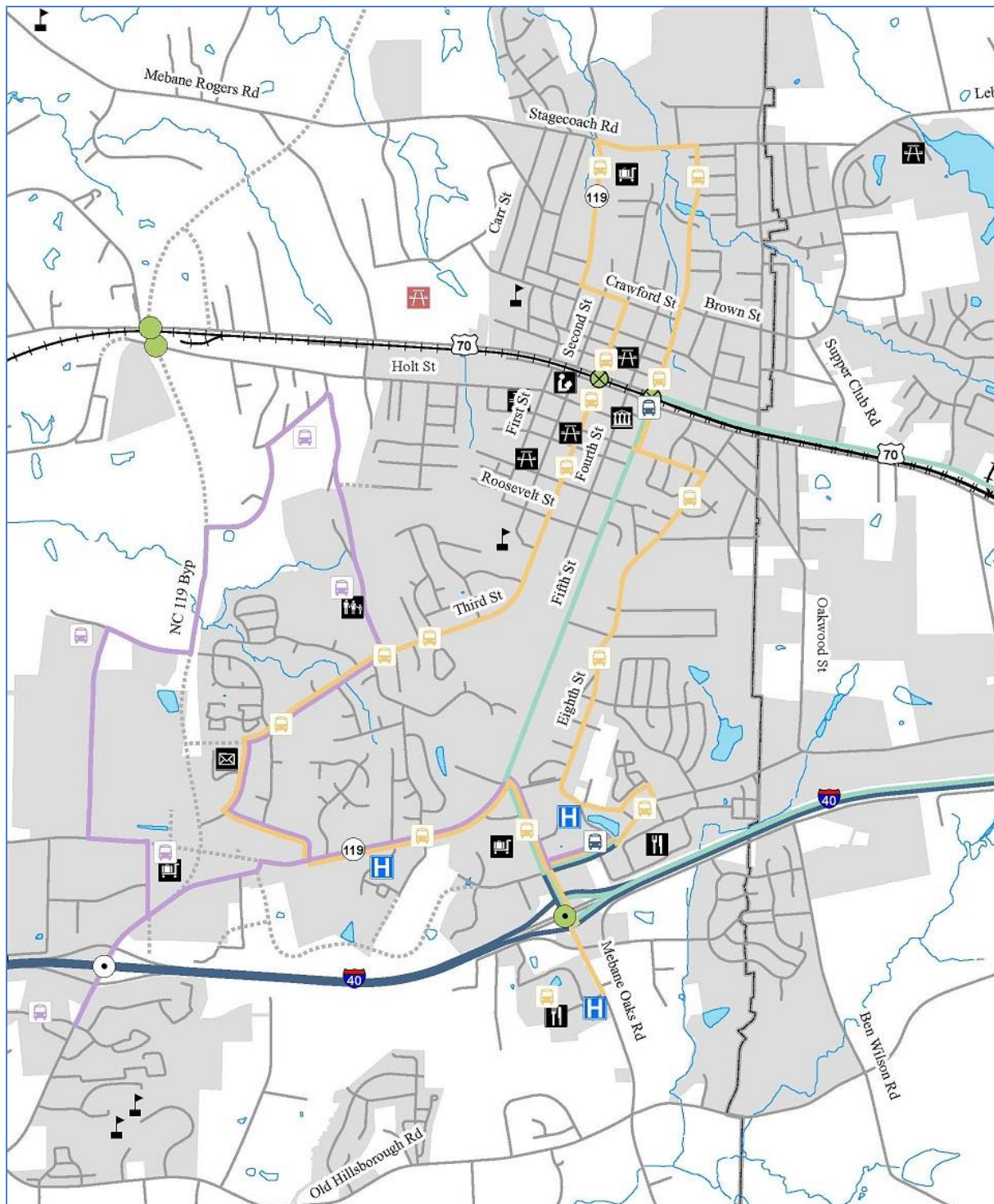
Source: City of Mebane, Comprehensive Transportation Plan, 2017.

Note: The purple and orange lines on the map indicate proposed new transit routes.

Figure 2-3: ACTA Major Trip Destinations in the Mebane Area, April 3-15, 2017


Urbanized Area Initiative #3 - Local Link between Burlington and Mebane

PART currently offers service from Greensboro to Chapel Hill via the Alamance Regional Park and Ride lot, the Graham Park and Ride lot, the Alamance Community College Park and Ride lot, and the Cone Health Park and Ride lot in Mebane (Route 4). This provides a connection between Burlington and Mebane, but requires that riders access one of the park and ride lots. These lots are also served by Link Transit, so a Burlington resident without a car could make this trip currently, but it would require at least one and possibly two transfers. In addition, on the Mebane end of the trip a rider would have to transfer from the PART Route 4 to the GoTriangle Route ODX to access downtown Mebane. This trip is not likely feasible for most riders.

An alternative would be to provide more local fixed route service between Burlington and Mebane, connecting the Link Transit Hub with Mebane via Alamance Community College, perhaps using a more southern route that could also serve Third Street Extended, the Walmart, and the Tanger Outlets south of Mebane. Two potential routing ideas are shown in Figure 2-4. There are a number of ACTA trip destinations in this area, which were shown in Figure 2-3 above. This route could be operated by either ACTA or Link Transit.

The major origins and destinations for this proposed route are in the urbanized area, which make it eligible for Federal Section 5307 funding.

Figure 2-4: Mebane Connector Options
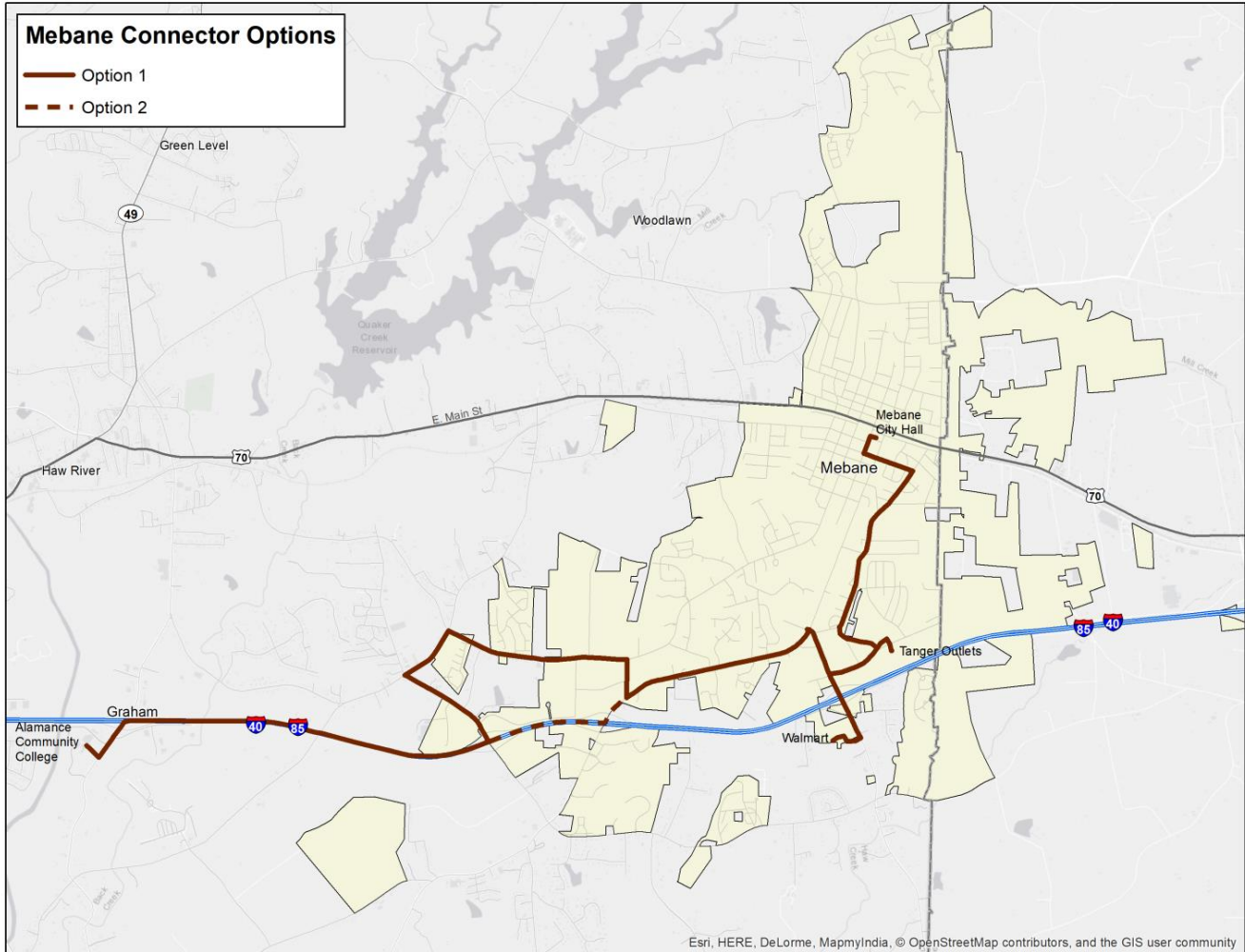
Cost

The annual operating cost estimate for this service is $135,000 for 3,000 hours of service. Local match or contractual revenue of $67,500 would be needed to match S.5307 funding for the operation of the route. A medium duty, body-on-chassis vehicle would also be needed, at a cost of about $100,000.

Ridership

Given the route length, it is likely that this service would have lower productivity than the existing Link Transit services, which operate at about five trips per revenue hour. If four trips per revenue hour could be achieved, the annual ridership would be 12,240.

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Implementation

An implementation year for this project has not yet been assigned.

ASSET ENHANCEMENT PLAN

The purpose of the Asset Enhancement Plan is to ensure that ACTA has a strategy to keep its fleet and equipment in a state of good repair by planning for the routine replacement of vehicles and equipment as they age. In addition, the Asset Enhancement Plan incorporates the vehicles, equipment, and facility expansions that are included within the CCP.

Vehicle Inventory and Estimated Replacement Years

ACTA's current vehicle inventory with the estimated replacement year for each asset is provided as Table 2-1. The useful life criteria published through NCDOT-PTD was used to develop these estimates. These criteria are shown in Table 2-2. The actual replacement year may vary from this planning estimate based on the availability of federal, state, and local funding.

Table 2-1: ACTA Vehicle Inventory and Estimated Replacement Year

ACTA Vehicle Number	Model Year	Vehicle Identification Number	Mileage - March 2018	Vehicle Type	Capacity	Lift Equipped?	Number Positions	Miles per Year	Estimated Replacement Year
9043	2011 Ford	1FDFE4FS4ADA78847	201,607	25-ft LTV	16	Y	4	28,801	2019
9044	2011 Ford	1FDFE4FS8ADA84599	173,769	25-ft LTV	16	Y	4	24,824	2018
9045	2011 Ford	1FDFE4FS0ADA84600	186,106	25-ft LTV	16	Y	4	26,587	2018
9048	2014 Ford	1FTDS3EL0EDA38649	117,733	Conversion Van	8	Y	2	29,433	2019
9049	2014 Ford	1FTDS3EL7EDA38650	119,643	Conversion Van	8	Y	2	29,911	2019
9050	2014 Ford	1FTDS3EL9EDA38651	127,798	Conversion Van	8	Y	2	31,950	2019
9051	2014 Ford	1FTDS3EL0EDA38652	138,956	Conversion Van	8	Y	2	34,739	2019
9052	2014 Ford	1FTDS3EL2EDA38653	119,950	Conversion Van	8	Y	2	29,988	2019
9054	2015 Ford	1FDEE3FL0FDA06839	90,292	20-ft LTV	8	Y	2	30,097	2020
9056	2015 Ford	1FDEE3FL5FDA11924	97,153	20-ft LTV	8	Y	2	32,384	2020
9057	2015 Ford	1FDEE3FL7FDA11925	122,543	20-ft LTV	8	Y	2	40,848	2020
9058	2015 Ford	1FDEE3FL1FDA11922	113,346	20-ft LTV	8	Y	2	37,782	2020
9059	2015 Ford	1FDEE3FL3FDA11923	104,125	20-ft LTV	8	Y	2	34,708	2020
9060	2015 Ford	1FDEE3FL3FDA34540	88,573	20-ft LTV	8	Y	2	29,524	2020
9061	2015 Ford	1FDEE3FL8FDA34534	92,509	20-ft LTV	8	Y	2	30,836	2020
9062	2015 Ford	1FDEE3FLXFDA34535	85,124	20-ft LTV	8	Y	2	28,375	2020
9063	2015 Ford	1FDFE4FS3GDC02695	76,819	25-ft LTV	16	Y	4	25,606	2021
9064	2016 Ford	1FDFE4FS1GDC02694	85,830	25-ft LTV	16	Y	4	42,915	2020
9065	2016 Ford	1FDEE3FL5GDC31954	55,031	20-ft LTV	8	Y	2	27,516	2021
9066	2016 Ford	1FDFE4FS3GDC25863	65,643	25-ft LTV	16	Y	4	32,822	2021
9067	2016 Ford	1FDFE4FS2GDC25871	51,397	25-ft LTV	16	Y	4	25,699	2022
9068	2016 Dodge	2C4RDGCG4GR362684	28,222	Minivan	6	N	0	14,111	2022
9069	2015 Dodge	2C4RDGCG3FR541037	74,438	Minivan	6	N	0	24,813	2021
9070	2017 Dodge	2C4RDGCG8HR619900	28,904	Minivan	6	N	0	28,904	2021
9071	2017 Ford	1FDEE3FS6HDC37710	19,541	20-ft LTV	8	Y	2	19,541	2023
9072	2017 Ford	1FDEE3FS2HDC38109	21,182	20-ft LTV	8	Y	2	21,182	2023
New (1)	2018 Ford	1FDFE4FS4JDC16385	890	25-ft LTV	16	Y	4	new	2024
New (2)	2018 Ford	1FDFE4FS2JDC16384	621	25-ft LTV	16	Y	4	new	2024
New(3)	2018 Ford	1FDFE4FS6JDC16386	637	25-ft LTV	16	Y	4	new	2024
							Average miles per year	**29,381**	

(1) Replaced vehicle 9046 that was a total loss in 2018.
(2) Replaces vehicle 9044, which will be disposed of in FY2018.
(3) Replaces vehicle 9045, which will be disposed of in FY2018.

Table 2-2: NCDOT-PTD Useful Life Criteria

Vans	Mileage
Center Aisle Van	115,000
Mini-Van	115,000
Conversion Van or Lift Van	115,000
Buses	
Light Transit Vehicle (LTV)	
20-28 ft. body-on-chassis	145,000
Medium Duty Chassis	
Over 28 ft. body on truck chassis	200,000 or 7 years
Medium (Heavy Duty Chassis)	
30-35 ft.	350,000 or 10 years
Large (Heavy Duty Chassis)	
35 ft. or longer	500,000 or 12 years

Source: FY2019 Consolidated Call for Capital Projects – Application Form, Appendix A

Expansion Vehicles

The CCP projects for ACTA will require just one expansion vehicle. For the expansions within the urbanized area, the operator could be either Link Transit or ACTA and an additional three vehicles are estimated to be needed for these projects. The vehicles needed for expansions in the urbanized area are not shown below, as they have not yet been assigned implementation years.

Table 2-3 shows the number and type of vehicles needed by year to support the Service and Connectivity Plan. The table shows both replacement and expansion vehicles.

Table 2-3: ACTA CCP Vehicle Replacement and Expansion Plan

Number of Vehicles	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Replacement					
20' LTV w/lift		8	2		2
Van Conversion	5				
Minivan			2	1	
25' LTV w/lift	1	1	1	1	
Expansion					
20' LTV w/lift					1
25' LTV w/lift					
Total Vehicles	**6**	**9**	**5**	**2**	**3**

Propane Conversion Kits

ACTA is in the process of changing the vehicles to propane and will need to purchase propane conversion kits when new vehicles are purchased. These are included in the capital budget, which is provided in Milestone III.

Equipment

In addition to vehicles, ACTA will also need to replace office computers, tablets, and other communications equipment over the five-year period. ACTA would also like to purchase a large screen television to enhance its training program.

Furniture

When ACTA moves to the leased facility, some additional furniture will be needed, including a conference table and chairs.

Facilities

As discussed within the plan, ACTA will be moving to a new leased space that is better able to accommodate the agency. A long-term strategy for ACTA will be to partner with the City of Burlington as it conducts a facility study within the next few years.

Milestone III
Financial Plan

INTRODUCTION

The primary product of the third milestone for the Community Connectivity Plan (CCP) is the development of the Alamance County Transportation Authority (ACTA) five-year financial plan that will support the Service and Connectivity Plan. The North Carolina Department of Transportation (NCDOT), Public Transportation Division (PTD) has developed a five-year budget template that was used for the development of this financial plan. The various parts of the plan are presented below in a "static" format. An electronic version that can be adjusted as needed over the course of the five-year plan will be provided to ACTA and the PTD once the plan is finalized. An implementation year has been assigned to each initiative for planning purposes, though the initiatives that require additional funding will be subject to the annual budget processes conducted by ACTA, the PTD, and ACTA's local funding partners. As discussed in Milestone II, the project budgets for potential new fixed route services within the urbanized area are not included within ACTA's five-year financial plan, but can be added if ACTA becomes the provider for these services.

OPERATING EXPENSES

The first step in the development of the ACTA five-year financial plan was the identification of the operating expenses associated with the continuation of current ACTA service. The FY2018 budget was used as the starting point for development of the five-year budget. The second step was to add the expenses associated with the organizational and service initiatives described in Milestone II. These expenses were entered into the five-year budget template within the appropriate years. The operating expense budget for the current program, as well as for new initiatives, assumes a three percent inflation rate. Table 3-1 provides the five-year estimates for ACTA operating expenses.

FUNDING SOURCES FOR OPERATIONS

ACTA's five-year financial plan includes identification of the known funding sources, with estimates of funding availability provided for each year. Table 3-2 provides the five-year planning estimates for funding and revenue for ACTA for the planning horizon. It should be noted that these are planning estimates and do not commit ACTA or its financial partners to providing these funds, which will be subject to the annual budget process for each financial partner.

Table 3-1: ACTA CCP Planning Estimates for Operating Expenses – FY2018 – FY2023

Total Administration and Operating Expenses

Totals for Each UPTAS Group	FY18 Budget		FY19 Projected		FY20 Projected		FY21 Projected		FY22 Projected		FY23 Projected	
	Admin	Oper	Admin	Oper	Admin	Oper	Admin	Oper	Admin	Oper	Admin	Oper
Personnel Services	$272,279	$1,024,788	$280,447	$1,055,532	$288,861	$1,087,198	$297,527	$1,119,814	$306,452	$1,153,408	$315,646	$1,188,010
Supplies and Materials	$17,475	$261,816	$17,999	$269,670	$18,539	$277,761	$19,095	$286,093	$19,668	$294,676	$20,258	$303,517
Current Obligations and Services	$81,709	$10,204	$84,160	$10,510	$86,685	$10,825	$89,286	$11,150	$91,964	$11,485	$94,723	$11,829
Fixed Charges and Other Services	$96,500	$0	$99,395	$0	$102,377	$0	$105,448	$0	$108,612	$0	$111,870	$0
Contracts, Grants, Subsidies, and Allocations	$0	$13,648	$0	$14,057	$0	$14,479	$0	$14,914	$0	$15,361	$0	$15,822
Debt Service	$50	$0	$52	$0	$53	$0	$55	$0	$56	$0	$58	$0
Transfers and Refunds	$0	-$24,500	$0	-$25,235	$0	-$25,992	$0	-$26,772	$0	-$27,575	$0	-$28,402
CCP Initiatives						Expenses for CCP Initiatives						
Move to a leased facility – rent payments			$61,800		$61,800		$61,800		$61,800		$61,800	
Improved Driver Wages				$16,000		$16,480		$16,974		$17,484		$18,008
Additional Saturday Service				$0		$61,800		$63,654		$65,564		$67,531
Re-branding Project				$0	$36,050							
Higher Level of Service to Other Communities												$81,536
Total Expenses	$468,013	$1,285,956	$543,853	$1,340,535	$594,365	$1,442,551	$573,210	$1,485,827	$588,553	$1,530,402	$604,355	$1,657,850

Note: This budget is intended to be used for planning purposes. The implementation of the listed projects will be subject to the annual budget processes for ACTA and its financial partners.

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Table 3-2: ACTA CCP Planning Estimates for Funding and Revenue FY2018 – FY2023

Total Administration and Operating Grants and Revenues	FY18 Budget Admin	FY18 Budget Oper	FY19 Projected Admin	FY19 Projected Oper	FY20 Projected Admin	FY20 Projected Oper	FY21 Projected Admin	FY21 Projected Oper	FY22 Projected Admin	FY22 Projected Oper	FY23 Projected Admin	FY23 Projected Oper
Federal Grants												
FTA Section 5311: Administration Funding	$153,203		$178,029		$194,564		$187,639		$192,661		$197,834	
FTA Section 5310: Elderly and Disabled Individuals Transportation Program- Urban	$61,450	$166,141	$71,407	$173,452	$78,039	$178,655	$75,262	$184,015	$77,276	$189,535	$79,351	$215,605
FTA Section 5310: Elderly and Disabled Individuals Transportation Program- Rural	$16,207	$43,819	$18,833	$45,747	$20,583	$47,119	$19,850	$48,533	$20,381	$49,989	$20,928	$71,873
FTA Section 5307: Urbanized Area Formula Program	$86,648	$234,271	$100,689	$244,579	$110,041	$282,816	$106,124	$291,301	$108,965	$300,040	$111,891	$309,041
Other:												
Federal Total	$317,508	$444,231	$368,959	$463,777	$403,227	$508,591	$388,875	$523,849	$399,284	$539,564	$410,005	$596,519
State of North Carolina Grants												
State of NC: ROAP - Elderly and Disabled TAP		$105,096		$109,720		$113,012		$116,402		$119,894		$123,491
State of NC: ROAP - Rural General Program		$76,055		$79,401		$81,783		$84,237		$86,764		$89,367
State of NC: ROAP - Employment		$35,349		$36,904		$38,011		$39,152		$40,326		$41,536
State of NC: State Maintenance Assistance Program (SMAP)												
State of NC: Administrative Match - 5311 .5%	$8,575		$9,965		$10,890		$10,502		$10,784		$11,073	
State Total	$8,575	$216,500	$9,965	$226,026	$10,890	$232,807	$10,502	$239,791	$10,784	$246,985	$11,073	$254,394
Other Funds and Revenue												
County Match - CTP Grant	$28,726		$33,381		$36,481		$35,183		$36,125		$37,095	
HCCBG Grant		$113,152		$118,131		$121,675		$125,325		$129,085		$132,957
County Match - Dial a ride and Congregate Meals		$16,330		$17,049		$48,460		$49,914		$51,411		$52,954
County Match - 5310		$56,303		$58,780		$60,544		$62,360		$64,231		$66,158
County Match - Preventive Maintenance		$7,606		$7,941		$8,179		$8,424		$8,677		$8,937
Community Services Meals		$35,349		$36,904		$38,011		$39,152		$40,326		$41,536
Medicaid	$106,926	$261,786	$124,254	$273,304	$135,794	$281,503	$130,961	$289,948	$134,466	$298,647	$138,076	$348,374
Municipal assistance		$8,900		$9,292		$9,570		$9,857		$10,153		$10,458
OE Reimbursement		$10,000		$10,440		$10,753		$11,076		$11,408		$11,750
Interest	$20		$21		$21		$22		$23		$23	
Sale of Surplus Equipment	$7,000	$13,000	$8,134	$11,866	$8,890	$11,110	$8,573	$11,427	$8,803	$11,197	$9,039	$10,961
Advertising												
Fare Box		$104,285		$108,874		$116,847		$120,352		$123,963		$134,286
Other Funds and Revenue Total	$142,672	$626,711	$165,790	$652,579	$181,186	$706,652	$174,739	$727,835	$179,416	$749,098	$184,233	$818,371
Total Funds and Revenues	$468,755	$1,287,442	$544,713	$1,342,383	$595,303	$1,448,050	$574,117	$1,491,474	$589,483	$1,535,646	$605,311	$1,669,284
Admin & Operating Gain / Loss	$742	$1,486	$860	$1,848	$938	$5,499	$906	$5,647	$931	$5,244	$956	$11,434

CAPITAL EXPENSES AND FUNDING SOURCES

ACTA capital expenses for the routine replacement of vehicles and equipment, along with the expenses associated with expansion projects were also entered into the five-year budget template within the appropriate years. Similar to the operating budget, a three percent per year inflation rate was included. Table 3-3 provides the five-year estimates for capital expenses, along with the likely funding programs. The funding estimates were based on the percentages and capital funding programs used by NCDOT and ACTA for FY2018. Table 3-4 provides the vehicle prices used to estimate future vehicle expenses.

Table 3-3: ACTA Five Year Capital Budget Estimate – FY2018 – FY2023

		FY18 Budget		FY19 Projected		FY20 Projected		FY21 Projected		FY22 Projected		FY23 Projected
Capital Expense	#	$	#	$	#	$	#	$	#	$	#	$
Replacement Vehicles	3	$216,300	6	$393,975	9	$583,495	5	$273,183	2	$135,062	2	$139,112
Expansion Vehicles (STI)											1	$69,556
Propane conversion kits		$29,535	6	$27,800	9	$42,948	5	$24,576	2	$10,100	3	$15,567
Office furniture		$900		$1,800		$1,500						
Vehicle Lettering and Logos		$300	6	$1,800	9	$2,781	5	$1,591	2	$654	3	$1,008
Telephone Equipment		$1,720		$2,800		$2,260		$2,328		$2,398		$2,470
Computers/Tablets		$15,988	27	$24,300		$2,000		$2,060		$2,122		$2,185
Pre-Trip Inspection Module				$5,000								
Other				$600		$500		$515		$530		$546
Capital Expense Total		$264,743		$458,075		$635,484		$304,253		$150,866		$230,444
		FY18 Budget		FY19 Projected		FY20 Projected		FY21 Projected		FY22 Projected		FY23 Projected
Capital Revenue		$		$		$		$		$		$
FTA Section 5311: Capital												
FTA Section 5339: Bus and Bus Facilities Formula		$206,805		$357,757		$496,411		$237,668		$117,849		$180,012
State 5339 Capital		$25,850		$44,891		$62,050		$29,708		$14,731		$22,501
Local Match		$34,764		$59,550		$83,447		$39,952		$19,811		$30,260
Capital Revenue Total		$267,419		$462,198		$641,907		$307,328		$152,391		$232,774
Capital Revenue/Expense Difference		$2,676		$4,123		$6,423		$3,075		$1,525		$2,329

Note: This budget is intended to be used for planning purposes. The implementation of the listed projects will be subject to the annual budget processes for ACTA and its financial partners.

Table 3-4: ACTA CCP Vehicle Cost Estimates

Fiscal Year	20' LTV with Lift	20' LTV No Lift	25'LTV with Lift - CDL	Raised Roof Van	Minivan
2018	$60,000	$55,000	$70,000	$62,500	$30,000
2019	$61,800	$56,650	$72,100	$64,375	$30,900
2020	$63,654	$58,350	$74,263	$66,306	$31,827
2021	$65,564	$60,100	$76,491	$68,295	$32,782
2022	$67,531	$61,903	$78,786	$70,344	$33,765
2023	$69,556	$63,760	$81,149	$72,455	$34,778

IMPACTS TO PERFORMANCE MEASUREMENTS

The financial plan template includes formulas that calculate the impacts to current performance measurements as a result of projects recommended for the plan. These estimates are provided in Table 3-5. A 10% reduction in service hours from FY2017 was used to correct the previous tabulations for service and revenue hours that did not pull out the driver breaks.

Table 3-5: ACTA CCP – Impacts to Performance Measurements

Performance Metric	FY18 Budget	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Total Service Miles	775,437	775,437	825,014	825,014	825,014	858,294
Total Service Hours	49,847	49,847	51,563	51,563	51,563	53,643
Total Passenger Trips	73,552	75,023	77,768	79,323	80,910	85,628
Total Passenger Trips per Service Hour	1.48	1.51	1.51	1.54	1.57	1.60
Total Passenger Trips per Service Mile	0.095	0.097	0.094	0.096	0.098	0.100
Operating/Admin Cost per Passenger Trip	$ 23.85	$ 25.12	$ 26.30	$ 26.07	$ 26.30	$ 26.53
Operating/Admin Cost per Service Hour	$ 35.19	$ 37.80	$ 39.67	$ 40.10	$ 41.27	$ 42.35

Milestone IV
Assessment and Strategies Plan and Updated Success Plan

ASSESSMENT AND STRATEGIES PLAN

The focus of the Assessment and Strategies Plan is to provide a concise overview of the five-year Community Connectivity Plan, including the reason for each strategy, the proposed year of implementation, the cost, funding, and how the strategy ties back to ACTA's Success Plan. Table 4-1 provides the Assessment and Strategies Plan for ACTA for FY2019 – FY2023.

Table 4-1: Assessment and Strategies Plan for ACTA CCP for FY2019 – FY2023

	PROPOSED ACTION STRATEGIES					
	Prioritized Action Strategy	**Gap in Service Assessment**	**Fiscal Year for Implementation**	**Success Plan Alignment**	**Estimated Cost**	**Potential Funding**
1	Explore coordination opportunities in the region	Ensure area services are not duplicated and service gaps are filled.	FY2019	Financial Management	TBD	This project is discussed as one that is appopriate for NCDOT-PTD to lead.
2	Move to a more suitable facility	Improves staff working conditions. Necessary for County to re-use building.	FY2019	Employee Satisfaction	$ 61,800	Split proportionately among administrative funding sources.
3	Improve driver wages	Help with the recruitment and retention of drivers and driver morale.	FY2019	Employee Satisfaction	$ 16,000	Split proportionately among operating funding sources.
4	Streamline pre-trip inspection	Reduce volume of paper records, reduce data entry time, reduce errors.	FY2019	Financial Management	$ 5,000	Capital, 80% federal, 10% state; 10% local.
5	Re-branding/marketing	Improve name recognition, website, and marketing materials.	FY2020	Customer Satisfaction	$ 36,050	Split proportionately among administrative funding sources.

Table 4-1: Assessment and Strategies Plan for ACTA CCP for FY2019 – FY2023
   (continued from page 4-1)

	PROPOSED ACTION STRATEGIES					
6	Additional Saturday service	Addresses need expressed by riders.	FY2019- with existing resources; FY2020 - with additional capacity	Customer Service	$ 61,800	Operating - mix of S.5307; fares; and county match
7	Additional service to other communities in Alamance County	Addresses need expressed by riders and stakeholders.	FY2023	Customer Service	$ 81,536	Operating - 50% S. 5310; 50% fares and contract revenue
					$ 69,556	Capital - 80% federal; 10% state; 10% local

SUCCESS PLAN

ACTA's 2018 Success Plan was updated to reflect the additional initiatives that are scheduled for implementation in FY2019. A draft ACTA 2019 Success Plan is provided as Appendix E.

Appendix A: Charter Agreement

Public Transportation Divison
Project Charter Agreement

Date	
Project Title	Alamance County Transportation Authority Category 2 5-Year Community Connectivity Plan
PTD Project Manager	Cassandre` H. Haynesworth, MDS
Champion	NCDOT PTD
Sponsor	Debbie Collins, NCDOT Public Transportation Director

Team Members	Role	Initial
Cassandre' H. Haynesworth, MDS	PTD Project Manager	C.Haynesworth
KFH Group	Consultant	SK
David P Bender, Contracts and Planning Officer	PTD Project Oversight	DPB
Ralph Gilliam, Transity Director	Customer	NEA
Debbie Collins, Director	Sponsor	DC

Introduction	Based on the teleconference Scoping meeting held March 17, 2017, this document is an agreement between the project team members regarding the Items discussed and the proposed scope of project work. The final approved scope presents a set of work tasks in which the consultant (KFH Group) collaborates with the Alamance County Transportation Authority (customer) to conduct a Category 2 Community Connectivity Plan, overseen by the PTD Project Manager.
Background and Purpose	The Alamance County CCP Project Charter Agreement documents and tracks the activities required by PTD to approve the project and includes the: Purpose, Project Scope, Stakeholders, Milestones & Due Dates and Roles and Responsibilities. The charter agreement is created during the Initiating Phase of the project and shall be and initaled by all parties involved in the Alamance County CCP. The intended audiences of the Alamance County CCP project charter agreement are the NCDOT PTD and Alamance County Transportation Authority.
Project Scope	The tasks to be performed within this project include: ☐ Task 1 –Current Performance and Service Area Trends ☐ Task 2 – Public Input ☐ Task 3 – Service and Connectivity Plan ☐ Task 4 – Asset Enhancement Plan ☐ Task 5 –Financial Plan ☐ Task 6 – Assessment & Strategies Plan ☐ Task 7 – Final Plan ☐ Task 8 – Final

	Target Consultant Dates		Planning Review		
Milestones	**Due Date**	**Date Received**	**Due Date**	**Date Completed**	
Milestone 1	8/31/2017		9/15/2017		
Milestone 2	9/30/2017		10/13/2017		
Milestone 3	10/31/2017		11/14/2017		
Milestone 4	10/31/2017		11/14/2017		
Milestone 5	11/30/2017		12/14/2017		

Stakeholders	NCDOT, Transit Providers, Transit Riders, Human Service Agencies
Milestones & Due Dates	I. Current Performance and Service Area Trends II. Service and connectivity Plan III. Fincianl Plan IV. Assessment & Strategies Plan V. Final Plan

Budget	Total Project Cost	80% Federal	10% State	10% Local		
	$50,286	$40,229	$5,029	$5,029		

Key Tasks	PTD Project Manager	Consultant	PTD Project Oversight	Customer	Sponsor	Comments
Getting Started	A/C	R	C	C		
Milestone I	A/C	R		C		
Public Outreach	A/C	R		R		
Milestone II	A/C	R	I	R		
Asset Enhancement Plan	A/C	R		R		
Milestone III 5-Yr. Budget Summary	A/C	R		R		
Milestone IV	A/C	R	C	C	I	
Milestone V	A/C	R	I	R		

Project Role and Responsibility Matrix

"R" = Responsibility; "A" = Accountability; "C" = Consult; and "I" = Inform

Appendix B: ITRE Performance Plan and Analysis

Performance Plan and Analysis

Alamance County

10/04/2017

Participant Signatures:

Transit System Representative: Date: /   / 20

ITRE: Date: /   / 20

By signing this document, participants indicate their agreement with the statements outlined in this plan and declare their commitment to advancing the performance, service and operation of the transit system.

INTRODUCTION

The Performance Planning Analysis is conducted at the system's request as a part of a Technology Plan, after the system is identified as needing assistance, or as part of the 5-year plan. The purpose of this plan is to provide the transit system with a guide to achieve higher performance measures and improve business practices. The system also has the opportunity to independently update the plan to track performance and create a solid foundation for future improvements.

Much of the performance planning process is based on self-reflection and accurate self-reporting. The most valuable Performance Plan is one where the transit system has thoughtfully and accurately answered the questions. To begin the Performance Planning Analysis process, the Business Practices Questionnaire and Employee Information Worksheet are sent to the transit system and a data set is requested. After the completed questionnaire is received and examined, a site visit is conducted. Once the site visit is complete, further analysis of the information is conducted and recommendations are created.

Methods of Analysis: The Business Practices Questionnaire [Appendix A] and Employee Information Worksheet [Appendix B] cover topics such as human resources, operational policies, organizational culture and the system's planning process. Providing as much detail as needed to fully complete the questionnaire is encouraged because the depth of responses is also analyzed. The way the question is answered, the amount of detail provided and other aspects of the responses illustrate how well the system is prepared for the process and how they view their performance. Vehicle Utilization Data (VUD) Compilation [Appendix C] is used to analyze performance on specific performance measures from a single collection period and over time.

Reports are requested as needed, including reports on cancellations and no shows. Other items, such as daily operator manifests and funding source rates are collected and reviewed to understand application of business practices in day-to-day operations.

This report includes recommendations, which include a target area and a preliminary objective for improvement. Specific steps for achieving the objectives are listed with defined timeframes. These objectives are only the first steps in improving performance. As the system grows and develops, goals will be adjusted and the planning process will be revised.

SYSTEM OVERVIEW

Strongest Area:	-Alamance has recently implemented structured scheduling with positive results and is expected to improve service and revenue hours through the use of this efficient structure. Alamance is to be commended for their early adoption of this approach and with assistance from ITRE, the agency is expected to excel in all other efficiency statistics as well. -**Daily, Weekly and Yearly Reports**
Area Needing Most Improvement:	-**Cancellations** -**Ordering of Manifests**

THE FUTURE FOR Alamance County

Every transit system must strive to improve and create an image of their future upon which to base goals and measure success. The expectations listed here provide the transit system with a vision of where their system is going and where they want to be in the near future. The future for Alamance County has been developed by the system representatives, with the assistance of ITRE.

PERFORMANCE PLANNING EVALUATION CHECKLIST

Major areas discussed in this Performance Plan are listed in this table with a general rating of the system's policies, progress or achievements in that area.

Rating Key			
‖‖‖ Exceptional		‖⫿⫿⫿	Below Average
‖‖‖⫿ Above Average		‖⫿⫿⫿⫿	Needs substantial improvement
‖‖⫿⫿ Average			

Performance Measure	Rating/Category
Comparisons To VUD Peer Group	
♦ **Weekday Passengers Per Service Hour**	‖⫿⫿⫿⫿
♦ **Weekday Passengers Per Revenue Hour**	‖⫿⫿⫿⫿
♦ **Weekday Passengers Per Service Mile**	‖⫿⫿⫿⫿
♦ **Weekday Passengers Per Revenue Mile**	‖⫿⫿⫿⫿
♦ **Weekday Average Daily Passengers**	‖‖‖⫿⫿

RECOMMENDATIONS

Throughout the analysis, look for the Recommendation Flag to identify areas that relate to specific recommendations and the Quality Check ☑ indicating strong points.

1. Target Area: Improved performance measures

Every community transportation system should aspire to grow their business and increase effectiveness in providing service.

Goals:

Performance Measure	Current Level	Growth %	6 months	12 months	18 months
Weekday Average Daily Passengers	317	5%	333	350	367
Weekday Passengers per Service Mile	0.102	10%	0.112	0.123	0.135
Weekday Passengers per Revenue Mile	0.116	10%	0.128	0.141	0.155
Weekday Passengers per Service Hour	1.50	10%	1.65	1.81	1.99
Weekday Passengers per Revenue Hour	1.72	10%	1.89	2.08	2.29

Steps to Improvement:

6 Months	- Create an outline of the steps that can be taken to achieve these goals working with ITRE and the PTD Mobility Development Specialist - Implement outlined actions - Evaluate progress using the next VUD collection period - Reduce cancellations by changing internal policies, working with funding agencies, and working with customers
12 Months	- Reevaluate using VUD - Continue to reduce cancellations by changing internal policies, working with funding agencies, and working with customers
On-Going	- Constantly strive to attract new riders - Constantly strive to improve performance

2. Target Area: No Show and Cancellation Policies
Objective: Begin to enforce the newly created policies to reduce cancellations.

Steps to Improvement:

6 Months	-Continue to inform the public of the changes in policy and ensure that no clients are booked well in advance without prior knowledge of this policy change.
8 Months	-Begin consistent enforcement of the policy by not accepting cancellations after 11:00am the business day before the trip. -Begin enforcement of the no show policy by suspending service to riders with 3 no shows in a 60 day window.
On-going	-Review the impact of the policies put in place by analyzing the rate of no shows and cancellations after the push in enforcement.

3. Target Area: Vehicle Utilization Through Route Analysis

Objective: Ensure that additional vehicles are being utilized only when necessary through route analysis.

Steps to Improvement:

6 Months	-Assess all trip level data and determine where and when additional vehicles are being sent out when trips could be served by 1 vehicle. -Determine where and when trips could be combined in daily schedules. -Complete a daily assessment of the schedules searching for these opportunities.
On-going	-Continue to encourage schedulers to ensure maximum vehicle utilization by combining trips wherever possible.

4. Target Area: Ordering of Operator Manifests

Objective: Schedulers must be ordering manifests for operators so that the office controls how clients are served.

Steps to Improvement:

6 Months	-Conduct a meeting(s) between schedulers and operators to discuss any instances of the schedule failing to properly route the operators. -Provide schedulers with the training necessary to utilize the mapping features in RouteMatch and properly set up parameters.
On-going	-Foster a continuous dialogue between schedulers and operators regarding any changes in road conditions or routing considerations. -Operators should not be making route decisions while in service. These decisions should be left up to the office and schedulers should be able to supply the most efficient solutions.

Data and Questionnaire Analysis

1. **Comparisons To Vehicle Utilization Data (VUD) Peer Group:**

   Vehicle Utilization Data was used to understand the system's performance in comparison to peer systems in the state. See the last page for a map of the VUD Peer Groups.

   1.A. Current Summary Statistics: The table below compares descriptive statistics from [April 2017] VUD for Alamance County with other counties in their peer group.

   ***The following statistics are a reflection of the April 2017 VUD. Following the site visit, Alamance determined that operator break times were not removed from the VUD reporting data. The inclusion of these break times likely contributed to the lower performance below and should be taken into consideration when assessing Alamance's service statistics. Alamance is currently working with their software vendor to remove break times from their reporting process.

Average Weekday Statistics	Group 2		Alamance County		% Difference
	#	%	#	%	
Average Daily Passengers	319		317		-1%
Average Daily No Shows	9	3%	9	3%	0%
Average Daily Wheelchair Passengers	45	14%	54	17%	20%
Total Vehicles	22		27		23%
Lift Vehicles	18	82%	24	89%	33%
Service Hours	134		212		58%
Revenue Hours	114	85%	184	87%	61%
Deadhead Hours	20	15%	27	13%	40%
Service Miles	2,235		3,124		40%
Revenue Miles	1,927	86%	2,723	87%	41%
Deadhead Miles	308	14%	401	13%	30%
Passengers Per Service Hour	3.09		1.50		-51%
Passengers Per Revenue Hour	3.47		1.72		-50%
Passengers Per Service Mile	0.171		0.102		-41%
Passengers Per Revenue Mile	0.194		0.116		-40%

   1.A.1. Weekday Average Daily Passengers:

   ☑ Average Daily Passengers appear to be comparable with Alamance's peers indicating that the agency has an equal opportunity to serve an equivalent number of clients efficiently.

   1.A.2. Weekday Average Daily Cancellations:

   🚩Cancellations appear to be very frequent for Alamance County. It is recommended that Alamance begins to enforce their new cancellation policy which was established on April 3rd, and post the planned date of enforcement. Clients should be made aware of the change in policy before it is fully enforced but clearly, this policy is necessary. Passengers may also need a phone call the day before to remind them of their trip the following day.

1.A.3. Weekday Average Daily Wheelchair Passengers:

☑ Alamance has slightly more Wheelchair Passengers than its peers and therefore, Alamance is to be commended for maintaining additional lift vehicles to serve this clientele.

1.A.4. Total Vehicles:

⚑ Alamance is currently experiencing a recurring requirement for extensive maintenance on their vehicles before they are replaced in their fleet. This occurs because there is a lag between when a replacement vehicle is requested, and when the replacement vehicle arrives and can go into service. In some cases, vehicles may be exceeding 200,000 miles and therefore require expensive maintenance to stay on the road.

1.A.5. Weekday Service/Revenue Hours:

☑ Alamance has recently implemented structured scheduling with positive results and is expected to improve service and revenue hours through the use of this efficient structure. Alamance is to be commended for their early adoption of this approach and with assistance from ITRE, the agency is expected to excel in all other efficiency statistics as well.

⚑ Alamance has significantly higher service and revenue hours than its peers. This could be due to excess of deadhead hours and miles driven by Alamance operators. Long distance trips out-of-county may be causing this excess and therefore it is recommended that Alamance coordinate with other agencies to fill their vehicles with passengers from neighboring agencies or place their own passengers on trips that are visiting these distance destinations.

⚑ If Alamance is not accurately recording service times, it is recommended that they begin doing so immediately. Service time should only include time that the operator is operating the vehicle enroute to picking up/dropping off a passenger. Wait time and breaks should be removed from service time.

1.A.6. Weekday Deadhead Hours:

⚑ Alamance currently has 40% higher deadhead miles than its peers. It is recommended that Alamance reevaluate the practice of outstationing vehicles at each operators home. If schedules can be created so trips begin and end near the operators home this practice may become more effective.

☑ While overall deadhead hours may be higher than Alamance's peers, as a proportion of total hours, Alamance has a lower percentage of deadhead hours than its peers.

1.A.7. <u>Weekday Passengers per Revenue Hour:</u>

⚑ Alamance must strive to lower their average daily revenue and service miles and hours. The transit system serves a similar number of passengers as their peer group, but have almost twice the miles and hours which lowers their efficiency. Alamance should also reevaluate routes to make sure revenue hours/miles are kept at a minimum by combining trips/routes where possible and attempting to move peak hour trips to less concentrated hours of the day. This could be accomplished through encouraging clients to adjust their trip schedules either through time savings (less stops) or through monetary incentives in the trip price.

☑ The director has noted that the county has significant sprawl and therefore, a lack of service density may be impacting efficiency statistics at Alamance.

2. Vehicle Utilization Data Compilation Analysis

2.A. <u>Capital Assessment Form:</u>

⚑ Alamance should make every effort to increase vehicle utilization by using a few vehicles as possible. Rearranging schedules to match the demand for every day of the week will help in this area. Review of the Capital Assessment form shows that on every day of the week, there were trips that could have been incorporated into another trip. Alamance should assess the efficiency of their schedules every day to ensure that vehicles are not driving unnecessary hours/miles.

☑ During the site visit, it was discussed that Alamance's half day increments in vehicle utilization may be due to vehicles coming out of service for maintenance. These fluctuations in service can often be explained by the agency taking the proper precautions and performing preventative maintenance when vehicles are scheduled for these services.

2.B. <u>Performance Indicators:</u>

⚑ Passengers per Service and Revenue hour on Monday and Wednesday are noticeably higher on Monday and Wednesday in Alamance County. The agency should explore the characteristics of Monday and Wednesday and see if any of the efficient service designs can be applied to the more inefficient days.

☑ The Amount Billed per Passenger trip shows that Alamance bills DSS Medicaid by mile, the average cost of a trip Monday-Friday is stable at roughly $15. On Saturdays, the cost per trip increases due to less passenger trips, which is common due to decreased passengers.

2.C. <u>Route Analysis:</u>

☑ Alamance has multiple routes during the day, indicating that they are using route-based scheduling instead of scheduling to the operator or vehicle. Allowing an operator to perform many different routes, though out the week can shed light on inconsistencies in operator behavior. Also, breaking work up into different routes throughout the day provides the system with more flexibility in scheduling and greater data collection accuracy.

☑ Alamance's Director has stated that DSS sets the rate for Medicaid trips and the agency often loses money due to long driver hours. Medicaid refuses to work with regulations on trips so the agency is somewhat hampered in their efforts to direct operator hours.

⚑ Alamance should evaluate run-level performance reports to improve the efficiency of individual runs and make adjustments based on any recurring observations. According to the Performance Indicators, in certain instances there were runs that could have been combined which may be reflected in the Route Analysis in the form of trips with few passengers and low efficiency statistics. Alamance is also encouraged to re-negotiate the billing method for DSS Medicaid trips to a per trip method, which would keep all trip costs the same. This would eliminate the incentive to place shared mile trips on different routes which may be less efficient in the overall scheduling process.

3. **Historic Vehicle Utilization Data Statistics**
The table below gives the system's VUD performance information over the past three years as well as the system's current performance in each area and the percent change from the first collection period.

	2014	2015		2016		Current	% Difference
	Fall	Spring	Fall	Spring	Fall	Spring 2017	
Average Daily Passengers	296	294	290	321	246	317	7%
Passengers per Service Mile	0.098	0.097	0.101	0.093	0.092	0.102	3%
Passengers per Revenue Mile	0.113	0.111	0.113	0.103	0.106	0.116	3%
Passengers per Service Hour	1.42	1.45	1.45	1.46	1.33	1.50	5%
Passengers per Revenue Hour	1.60	1.64	1.63	1.63	1.49	1.72	7%
Total Vehicles	25	24	34	27	27	27	7%

3.A. <u>Weekday Average Daily Passengers</u>:
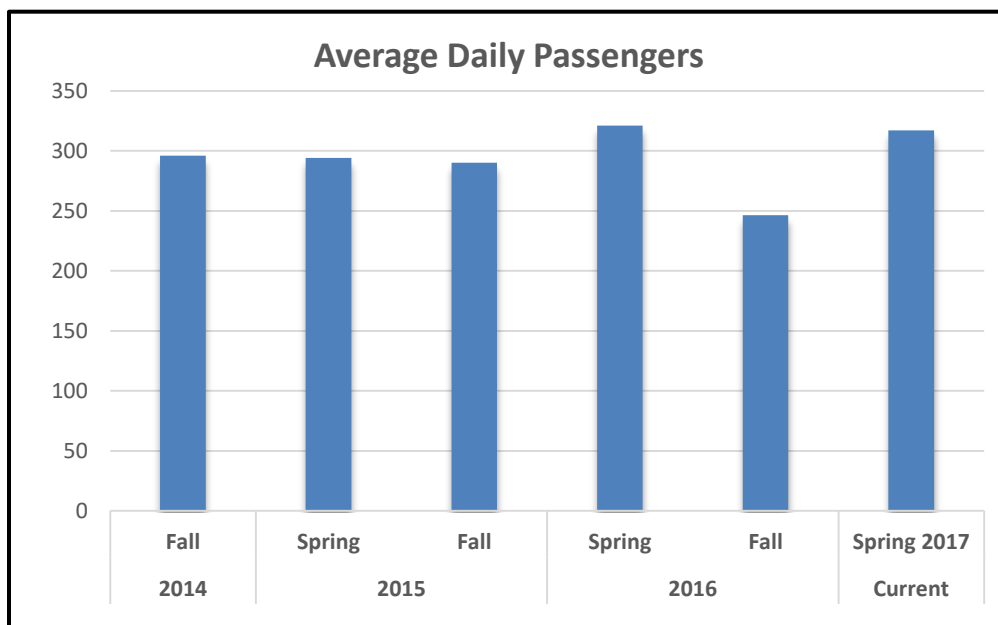
☑ Weekday average daily passengers appear to be steadily following the trend of Alamance's peer group, hovering around 300 daily passengers since 2014. Alamance could increase their ridership but is currently considered "Average" in this metric when compared with their peers.

3.B. Weekday Passengers per Service Hour:

☑ Alamance provided a spreadsheet documenting their Passenger Trips per Service Hour over the course of the last 4 quarters (attached) and the improvement is significant. In FY17 Quarter 4, Alamance improved this efficiency statistic by an average of 13%. Alamance is to be commended for their efforts in structured scheduling and the improvement in efficiency of service provided to their clients.

4. Manifest Review

4.A. Ordered

4.A.1. Appears that the Office Controls the Information, Not the Operator:

⚑ Operators with Alamance do not appear to be picking up clients in a sequence consistent with the order of the manifest. Most operators have made their routes very efficient and so it is recommended that Alamance work with the operators and the RouteMatch software to ensure that trips are ordered according to the most efficient sequence. Having an operator that conducts the work according to an ordered manifest lets the scheduler and dispatcher have a better idea of where an operator is at a given time, which eases dispatching and rescheduling. Ordered manifests also show how many and which passengers are on a vehicle at a given time.

5. Employment, Training and Staff:
The following analysis is based on the corresponding sections of the Business Practices Questionnaire, Employee Worksheet and site visit. If needed, a comparison was made to the day-to-day documents (manifests, etc) received from the system.

5.A. Job Advertisement [Questionnaire Sections 1a – 1c]:

⚑ Alamance currently advertises in the local newspaper, via the county website and through the local Employment Security Commission but should pursue other avenues to acquire a larger pool of applicants. During the site visit it was discussed that low pay is a barrier to finding and retaining qualified employees in Alamance County which the agency should continue to try and address through a pay increase approval from the board.

⚑ Alamance does not include drug/alcohol testing in their Operator job description and there is no mention of efficiency as a priority in any of the job descriptions. It is recommended that Alamance include this information to ensure that candidates know all the expectations of the positions they are applying for.

5.B. Designation of Staff Duties and Operator Work Assignment [Questionnaire Section 1c, 1d, 3k – 3m]:

☑ Operators at Alamance County are assigned multiple runs and employees share responsibilities when necessary including office staff maintaining the necessary skill sets to act as operators when necessary.

5.C. <u>Staff Software Utilization and Computer Proficiency [Questionnaire Sections 1b and 1d]</u>:

⚑During the site visit it was noted that the staff may need to better utilize the RouteMatch mapping feature in the route planning process. It is recommended that Alamance look into this and ensure that staff are properly trained on this feature and that all addresses in the database are mappable. This will simplify the process of scheduling and ensure that schedulers can efficiently process additional trips on short notice.

5.D. <u>Working Environment [Questionnaire Section 2a and 2b]</u>:

⚑During the site visit, employee pay was discussed and the relative salaries of Alamance County Transit Authority operators are not competitive enough with surrounding area transit services. Alamance has seen operators train through ACTA and leave for better pay at another agency. This issue with retention could be remedied either through pay increases if necessary, but there are other ways to address employee turnover. It is recommended that Alamance further assess employee engagement with the agency and determine whether other incentives could be applied. These could include career development and upward mobility opportunities, employee appreciation initiatives and staff meetings to work on employee morale.

⚑It is recommended that Alamance County begin having regularly scheduled staff meetings for both operators and office staff to discuss issue on the road and in the scheduling office as well as morale.

6. Operations and Administrative Policies:

6.A. <u>Repairs and Routine Maintenance Policy [Questionnaire Section 4a – 4d]</u>:

☑ Alamance is currently in compliance with their vehicle PM services with 97% on time performance and only 3 late PM services. Alamance should continue to strive for 100% on time performance on their vehicle PM services.

⚑ Alamance is not in compliance with their lift services with 76% on time performance. The agency is advised to service all lifts every 700 lift cycles to ensure that the service is not late. All services performed with more than 750 lift cycles between services are considered late.

6.B. <u>Scheduling Policy and Procedure, Use of Real-time Dispatching [Questionnaire Section 3a – 3c, 3e, 3f and 3m]</u>:

☑ Alamance is commended for requiring that reservations only be placed a maximum of one month in advance. This policy should help ensure that clients do not book trips for which they will not ride in the future. Alamance is also commended for having all operators inform the scheduler whenever a no show occurs, which greatly assists the scheduler in the real-time dispatch process when utilizing tablets.

⚑ It is recommended that Alamance take advantage of the RouteMatch free online training courses for its staff to ensure that all automated scheduling features are being utilized, including the mapping features. An employee could also be selected as the primary contact for all RouteMatch issues.

⚑ It is also recommended that Alamance adjust their service hours from 5:30am – 5:30pm to end at 6pm to ensure that all employment trips are accommodated.

☑ Alamance is commended for encouraging clients away from sweeper trips that are not on the scheduled routes through increased trip costs and negotiation when scheduling.

6.C. Charges and Procedures for No Shows or Cancellations, Administrative Fees and Fuel Charges [Questionnaire Sections 3e – 3j, 5.b.2, 7f , 7g, 8b and 8c]:

☑ Alamance has had difficulty limiting the number of cancellations and no shows which is reflected in their efficiency statistics. Alamance is commended for adjusting their no show policy and cancellation policies to reflect the needs of the transit agency. Excessive cancellations and no shows can result in a significant cost to the agency and must not become a frequent occurrence.

⚑ It is recommended that Alamance establish a fuel surcharge policy to ensure that any increase in trip costs is known to clients prior to a surge in fuel prices.

6.D. Reports and Self-evaluation (data availability and accessibility) [Questionnaire Sections 5d, 6h and 6i]:

☑ Alamance runs a commendable number and breadth of daily reports for their agency. In addition, Alamance provided a spreadsheet documenting their Passenger Trips per Service Hour over the course of the last 4 quarters (attached). This level of monitoring is essential to maintaining a high level of efficiency and service provision.

6.E. Interagency Coordination and Trip Brokering [Questionnaire Sections 5a and 5b]:

⚑ Alamance does not currently broker trips with private agencies but should reconsider the option if capacity issues begin to render the agency unable to provide service to all potential clientele.

☑ Alamance is commended for working on coordinating medical trips to Duke Hospitals through Medicaid trips from Mebane. GoTriangle is also a source of potential coordination for Alamance. At the site visit, coordination with Link Transit was discussed and Alamance has attempted to establish this connection but received no interest from the private provider. It is recommended that Alamance continue to reach out to these and other regional providers and collaborate in the interest of all parties.

6.F. Out of County Services [Questionnaire Section 3n]:

☑ Alamance runs trips to the 3 nearest urban centers to their agency which provides greater mobility to in-county and out-of-county clientele.

6.G. Service Types [Questionnaire Section 3o]:

☑ Alamance County is commended for providing service for almost all trip types listed in the Questionnaire. The transit agency should continue to seek out other funding sources/contracts to expand the total mobility of the community.

6.H. <u>Community Visibility [Questionnaire Section 9a-9c]</u>:

It is recommended the Alamance update their website with more information about the Zone-Based Structured Scheduling. This information should be included in the SERVICES tab of the website as well as the NEWS tab. The graphic given states that the last weekday pickup is at 5pm but the business practices questionnaire claims that the agency is open until 5:30pm.
Alamance should also be sure to attend community events and market the service to all potential clientele.

7. Billing, Funding Sources and Budgeting:

7.A. <u>Billing Methods and Rates [Questionnaire Section 5.a.2, 7a, 7b]</u>:

☑ Alamance is commended for using a flat rate billing method. Flat rate billing creates a clear and understandable billing paradigm for all users. In addition, flat rate billing encourages the efficient delivery of transportation because the more passengers on a vehicle and the less miles/hours the vehicle travels, the higher the profit for the transit system. As previously mentioned, Alamance's out-of-county billing structure is also designed to increase efficiency

It is recommended that Alamance explore the possibility of applying zone-based billing methods due to the fact that the agency is already operating zone-based scheduling. These zones could be applied in the RouteMatch software to bill clients according to the zone in which they reside.

7.B. <u>Budgeting [Questionnaire Sections 2e, 8d and 8g]</u>:

As a stand-alone entity, Alamance has a solid budgeting process that includes line items for all transportation expenses. It is recommended that the transit system track pay to service hours for operators, which means that the transit system compares the total number of operator pay hours for a day to the number of service hours. This could help determine the most efficient operators which could point out some best practices.

Alamance should always track Urban and Rural service separately to ensure that all 5307 trips are being funded accordingly and to ensure that the agency is not funding these urban trips with 5311 money. Tracking these urban trips is also require by NCDOT.

8. Planning:

8.A. <u>Procedure for Policy Change and Review Process [Questionnaire Sections 2d, 3d, 6b – 6e, 6g]</u>:

☑ The transit system is commended for accurately answering Questionnaire Section 6.g. Alamance listed their areas of greatest importance as 1.) Customer Service 2.) Safety 3.) Efficiency 4.) Net Promoter Score. Having an efficiency goal of 7.5 is admirable, as the most efficient transportation service will sacrifice elements essential to customer satisfaction. Alamance should continue to strive for these goals.

Other Areas of Analysis

During the performance planning process, many aspects of a system's performance are analyzed; all of the areas of analysis are listed below. Only those that need comment are included in the body of the Plan.

Total passenger trips
Deadhead Miles and Hours
Cancelations and no shows for subscription trips and
        demand response trips
Number of wheelchair passengers
Number of lift-equipped vehicles
Weekday Average Daily Passengers
Weekday Average No Shows
Weekday Average Wheelchair Passengers
Total Vehicles
Lift Vehicles
Weekday Service Hours
Weekday Revenue Hours
Weekday Service Miles
Weekday Revenue Miles
Deadhead Miles and Hours
Hiring practices
Designation of staff duties and operator work
        assignment
Software utilization and computer proficiency

Organizational structure
Work environment
Repairs/routine maintenance policy
Use of real-time dispatching
Vehicle out stationing
Policy and procedure for emergencies, sick operators
        or vehicle breakdown
Charges for no shows and cancellations
Administrative Fees and Fuel Surcharge
Reports and self-evaluation, availability and ability to
        access data
Interagency Coordination
Billing methods and Rates
Cost of Service
Rate Setting
Funding Sources
Budget Process
Policy change procedure and review process
Service planning, expansion and review process
Community awareness and relationship

Alamance County Transportation Authority
Passenger Trips per Hour

	GOAL =	2.00

Date	Passengers	Trips	Attendants	Guests	No Shows	Cancels	Revenue Hrs	Passengers per Hour	% Improved
Baseline (YTD)									
7/1/16 - 3/17/17	49,588	46,043	2,740	805	1,337	6,042 [3%	34,863	1.42	
Daily Avg. since 3/17/17	271	250	16	5	7	28	168	1.61	13.0%
Tracking (Start Date)									
3/20/2017	309	286	17	6	8	37	195.60	1.58	
3/21/2017	316	293	17	6	11	29	199	1.59	
3/22/2017	367	340	23	4	7	37	212	1.74	
3/23/2017	271	254	13	4	2	36	190	1.43	
3/24/2017	299	267	24	8	11	26	193	1.55	
3/25/2017	40	40	0	0	1	3	25	1.59	
3/26/2017 Sunday									
3/27/2017	288	268	16	4	12	56	191	1.51	
3/28/2017	274	270	4	0	8	45	173	1.58	
3/29/2017	333	305	24	4	10	47	196	1.70	
3/30/2017	282	264	16	2	4	36	187	1.50	
3/31/2017	269	253	16	0	9	31	179	1.50	
4/1/2017	32	32	0	0	4	8	24	1.33	
4/2/2017 Sunday									
4/3/2017	315	286	25	4	7	33	195	1.62	
4/4/2017	289	277	8	4	13	40	198	1.46	
4/5/2017	350	323	23	4	12	36	205	1.71	
4/6/2017	296	277	13	6	11	47	199	1.48	
4/7/2017	297	273	15	9	4	36	192	1.55	
4/8/2017	40	40	0	0	0	4	25	1.62	
4/9/2017 Sunday									
4/10/2017	301	272	19	10	13	29	200	1.51	
4/11/2017	315	290	17	8	7	32	192	1.64	
4/12/2017	340	313	22	5	7	27	206	1.65	
4/13/2017	284	265	12	7	7	22	182	1.56	
4/14/2017 Holiday									
4/15/2017	36	36	0	0	3	7	24	1.48	
4/16/2017 Sunday									
4/17/2017	308	277	25	6	11	43	186	1.66	
4/18/2017	336	304	18	14	7	29	197	1.71	
4/19/2017	342	323	14	5	11	26	210	1.63	
4/20/2017	314	284	22	8	10	18	182	1.72	
4/21/2017	264	249	13	2	8	33	180	1.47	
4/22/2017	37	37	0	0	1	4	28	1.33	
4/23/2017 Sunday									
4/24/2017	323	290	25	8	8	38	192	1.68	
4/25/2017	308	281	18	9	11	31	183	1.68	
4/26/2017	379	344	27	8	4	25	212	1.79	
4/27/2017	311	295	12	4	5	24	192	1.62	
4/28/2017	312	286	19	7	9	23	194	1.61	
4/29/2017	35	35	0	0	2	5	25	1.43	
4/30/2017 Sunday									
5/1/2017	283	266	15	2	4	29	190	1.49	
5/2/2017	293	272	17	4	11	26	194	1.51	
5/3/2017	406	353	43	10	2	27	223	1.82	

Alamance County Transportation Authority
Passenger Trips per Hour

	GOAL =	2.00

Date	Passengers	Trips	Attendants	Guests	No Shows	Cancels	Revenue Hrs	Passengers per Hour	% Improved
Baseline (YTD)									
7/1/16 - 3/17/17	49,588	46,043	2,740	805	1,337	6,042	34,863	1.42	
Daily Avg. since 3/17/17	271	250	16	5	7	28	168	1.61	13.0%
Tracking (Start Date)									
5/4/2017	318	293	16	9	3	21	194	1.64	
5/5/2017	324	294	22	8	7	32	190	1.70	
5/6/2017	36	36	0	0	4	2	25	1.44	
5/7/2017 Sunday									
5/8/2017	323	289	26	8	3	40	206	1.56	
5/9/2017	352	331	13	8	4	28	208	1.70	
5/10/2017	368	331	35	2	5	32	219	1.68	

Appendix C: Customer Survey Instrument

Customer Satisfaction Survey

Alamance County Transportation Authority is conducting a survey of its customers to better understand how to meet your needs. **Please help us improve our service by filling out this short survey**. It should only take about 5 minutes to complete. Thank you for your input!

1. **How likely are you to recommend Alamance County Transportation Authority to a friend or colleague?**

0 1 2 3 4 5 6 7 8 9 10

☹ Not likely to Recommend   Extremely likely to Recommend ☺

2. **How often do you ride with Alamance County Transportation Authority?**

○ Two to five times per week   ○ Once per week   ○ Once per month
○ Two to five timer per month ○ Less than once per month

3. **What is the purpose of your trips? (Please check all that apply)**

○ Work   ○ School   ○ Personal   ○ Social/Recreational   ○ Human Service Agency
○ Shopping   ○ Medical   ○ Other:_____

4. **What means of transportation do you use most often?**

○ ACTA   ○ Taxi ○ Personal Vehicle   ○ Link Transit ○ Other: _____

5. **If you were not using ACTA, how would you most likely make your trip today?**

○ Friend or family member would drive me   ○ Taxi   ○ I would drive myself
○ I would not make the trip   ○ Link Transit ○ Other: _____

6. **Are ACTA transportation services important to you?**

○ Yes   ○ No

7. *Please rank the following on a scale from 1 to 5, where one (1) is Always and five (5) is Never.*

	Always	Usually	Sometimes	Rarely	Never
ACTA staff and drivers are helpful and courteous	1	2	3	4	5
Reservations are easy to make	1	2	3	4	5
ACTA drivers have good driving skills	1	2	3	4	5
ACTA vehicles are comfortable and clean	1	2	3	4	5
I feel safe on ACTA vehicles	1	2	3	4	5
ACTA vehicles are accessible to me	1	2	3	4	5
ACTA services are reliable	1	2	3	4	5
ACTA services are convenient	1	2	3	4	5
ACTA services are affordable	1	2	3	4	5
I can use ACTA to get to places I need to go	1	2	3	4	5

I am satisfied with the services I receive from ACTA   1   2   3   4   5

⇒

8. **Are there places in Alamance County that you need to go that ACTA does not serve?**

○ Yes   ○ No   If yes, where: _____

9. **Are there times of the day or days of the week when you need to travel but ACTA is not available?**

○ Yes   ○ No   If yes, when: _____

10. **If ACTA were to make one service improvement, what would you request?**

_____

_____

Comments:

_____

The information contained in this survey is confidential and your name is not required, however, if you would like to include your name and phone number you can do so here:

Name:_____ **Telephone:**_____

Thank you! Please give this back to the driver when complete.

Appendix D: Public Survey Instrument

Public Transportation Survey

Alamance County Transportation Authority (ACTA) is conducting a Public Transportation Survey. Please help us learn more about community transportation needs in Alamance County by completing this survey. Alternatively, you can complete this survey on-line at:

http://www.acta-nc.com/

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1. Have you completed a survey while riding ACTA within the last month? ❑ Yes ❑ No

2. Have you heard of ACTA? ❑ Yes ❑ No

3. How do you *usually* get to where you need to go within the community for work, school, shopping, errands, or medical appointments? *Please rank the top 3 modes you use, with #1 being the one you use most frequently.*

    _____ I drive   _____ I use public transportation   _____I walk
    _____ Friends/family drive me   _____ I ride a bicycle   _____I take a taxi/Uber/Lyft

4. Do you currently use any of the following transportation services? *Please check all that apply and indicate how often you typically ride.*

Service	**Frequency of Use**		
❑ ACTA	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week
❑ Link Transit	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week
❑ PART	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week
❑ Taxis/Uber/Lyft	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week
❑ Vanpools or carpools	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week
❑ Greyhound Bus	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week
❑ Other:_____	❑ 5 days/week or more	❑ 1-4 days/week	❑ Less than 1 day/week

    ❑ I do not currently use public transportation

5. If you **DO** use public transportation, what are the primary reasons why you choose public transportation? *Please check all that apply*

    ❑ I do not have access to a vehicle   ❑ It saves me money
    ❑ I am unable to drive due to age or disability ❑ For environmental reasons
    ❑ I do not have a driver's license   ❑ The bus is more convenient than other modes
    ❑ It saves me time   ❑ Other: _____

6. If you **DO NOT** use public transportation currently, **OR ARE ONLY ABLE TO USE IT FOR SOME TRIPS**, what transit service improvements would be needed for you to choose to ride public transportation more frequently? *Please check all that apply*

    ❑ Better service availability near my home/work/school- where: _____
    ❑ Improved access to transit information   ❑ Shorter travel time
    ❑ Greater availability of service   ❑ Service earlier in the morning
    ❑ Improved regional connectivity   ❑ Service later in the evening
    ❑ Greater bicycle capacity   ❑ Improved reliability
    ❑ Better security on board the vehicles   ❑ I would not ride, I prefer to drive

6. What is your zip code? _____

7. Do you have Internet access? ❑ Yes ❑ No

8. Have you visited the ACTA website in the last 12 months? ❑ Yes ❑ No

9. How would you classify yourself?

    ❑ Caucasian/White   ❑ African American/Black   ❑ Native American ❑ Prefer not to say
    ❑ Bi-racial/multi-racial ❑ Asian/Pacific Islander   ❑ Other

10. Are you of Hispanic origin? ❑ Yes ❑ No

11. Do you speak a language other than English at home? ❑ Yes ❑ No

    If yes, what is this language? _____ (for example: Spanish, Korean, Arabic, etc.)

12. How well do you speak English? ❑ Very Well ❑ Well ❑ Not Well ❑ Not at All

13. Are you: ❑ Male ❑ Female

14. Do you have a driver's license? ❑ Yes ❑ No

15. Do you have access to a vehicle? ❑ Yes ❑ No

16. Please indicate your age group

    ❑ Under 12 yrs.   ❑ 12-17 yrs.   ❑18-24 yrs.   ❑ 25-34 yrs.
    ❑ 35 -49 yrs.   ❑ 50 -64 yrs.   ❑65 yrs. or older

17. Which of the following best describes your current employment status? *You may check more than one*

    ❑ Employed, full-time   ❑ Student, full-time   ❑ Retired   ❑ Unemployed
    ❑ Employed, part-time   ❑ Student, part-time   ❑ Homemaker   ❑ Other

18. What is your annual household income level? *Please check only one*
    ❑ $19,999 or less   ❑ $40,000-$59,999   ❑ $80,000 or higher
    ❑ $20,000- $39,999   ❑ $60,000-$79,999   ❑ Don't know

19. Please provide any comments you may have concerning public transportation in Alamance County.

Thank you!

Appendix E: ACTA Success Plan FY2018-2019 (Draft)

KFH
◆ G R O U P ◆

Alamance County Transportation Authority

Success Plan
2018-2019
(Draft)

Table of Contents

Alamance County Transportation Authority is working to provide high quality service to our customers and value to our taxpayers.

This document was prepared by members of the Alamance County Transportation Authority to serve as a blueprint that guides our work for fiscal year 2018-2019. Contained within this plan are three integrated sections, each building upon the other to contribute toward the agency's ability to provide high quality service to customers and value to taxpayers. These sections include:

1. **Mission, Vision, Values & Goals** – which define what we want to accomplish over the course of the year and why our work is important.

2. **Strategic Areas of Focus & Operating Tactics** – which outline the work we will focus on to achieve the goals we identified for the year. This section contains actual work plan tactics that we will advance to be successful for the year.

3. **Performance Scorecard** – A quarterly performance scorecard containing the most important metrics that tell us how well the agency is performing in efforts to serve the community successfully for the year.

It is important to note that this Success Plan is aligned with the Success Plan of the Public Transit Division (PTD) of North Carolina Department of Transportation (NCDOT). By working collaboratively on aligned projects and goals that really matter to our customers, we are able to provide high quality service and value to the taxpayers of the communities and State we serve.

Mission, Vision, Values & Goals **+** Strategic Areas of Focus and Operating Tactics **+** Performance Scorecard **=** Success!
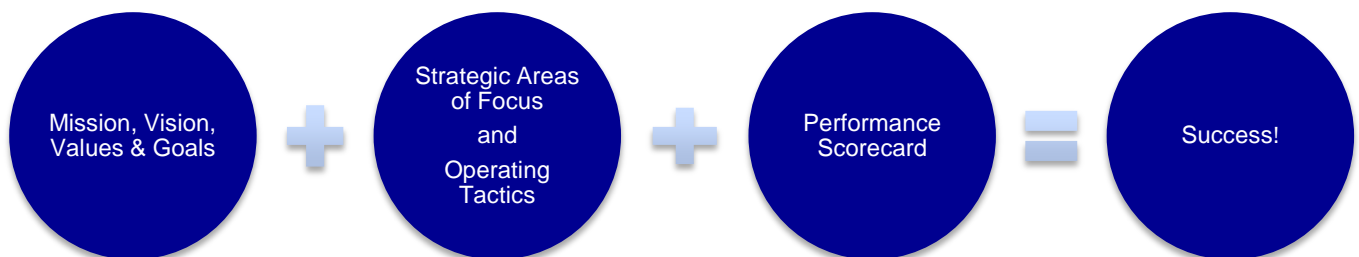
Our Goals

Mission Statement

> To provide safe, economical, and friendly transportation services for people in Alamance County.

Vision Statement

> Improving lives as the transportation provider of choice by the people of Alamance County.

Values

> Safety Focused, Reliable, Friendly, and Efficient.

Success Goals

It will be a successful year for Alamance County Transportation Authority if we:

- Increase trips per hour by 21% (from 1.4 to 1.7) through a combination of Zone Scheduling and the use of the Routematch schedule optimizer.
- Complete successful claims submission in NCTracks with 3% or less in unpaid and unresolved dollar claims for the fiscal year.
- Achieve a Net Promoter Score of at least 70.
- Conduct an employee survey with goals of "employee satisfaction" (Goal = 80%) and b) "engagement" levels (Goal = 60%).
- Implement a longevity raise for drivers.
- Streamline pre-trip inspections by automating the feature.
- Increase Saturday ridership using existing resources.

Strategic Areas of Focus

ACTA's strategic focus areas that contribute to a successful transit agency include:

1. Financial Management – How financial resources are managed.
2. Customer Satisfaction – How well customer service is delivered.
3. Employee Participation – How well employees are satisfied with their work.

Tactic: Execute strategy to drive an increase in number of trips provided per hour.	
Strategic Area of Focus: Financial Management	
Description: Improving efficiency in operations can provide opportunities to do more with the same financial resources. ACTA's implementation on March 20, 2017 of our New Zone Scheduling Program is targeting a 21% increase in trips per hour (from 1.4 to 1.7) during fiscal year 2017- 2018. To be successful, our office staff must commit to negotiating trip times with customers according to zone schedules and combine trips when possible. Drivers must execute manifests according to schedule. ACTA is continuing this effort during 2018-2019 through the use of the Routematch schedule optimizer. This feature may disrupt the zone approach, but should increase productivity.	
Tactic Owner: Jon Mitchell **Team Members:** Gary Moon (Scheduler), Greg Foust (Sr. Dispatcher), Michelle Carter (Admin. Asst), Jean Dahl (Reservationist), All Drivers	
Quarterly Milestones	
Q1	• Conduct office staff weekly meetings to share zone scheduling experiences, Routematch optimizer experiences, and identify best practices. • Post weekly statistical information for office and drivers. • Solicit feedback from ITRE Group regarding results. • Continue negotiating times and combining rider trips to reduce revenue miles. • Report progress to ACTA Board of Trustees.
Q2	• Monitor trip per hour results and Identify modifications needed to obtain target improvement. • Continue weekly office staff meetings to share scheduling experiences. • Review trip history for prior quarter and consider any needed adjustments scheduling methodologies. • Report Progress to ACTA Board of Trustees

Q3	• Monitor trip per hour results and Identify modifications needed to obtain target improvement. • Continue weekly staff meetings to share scheduling experiences. • Review trip history for prior quarter and consider any needed adjustments to scheduling methodologies. • Report Progress to ACTA Board of Trustees
Q4	• Continue monitoring trip per hour results and Identify modifications needed to obtain target improvement. • Report Progress to ACTA Board of Trustees.

Tactic: Effectively bill and collect Medicaid trip claims.	
Strategic Area of Focus: Financial Management	
Description: Complete successful claims submission in NCTracks with 3% or less in unpaid and unresolved dollar claims for the fiscal year.	
Tactic Owner: Ralph Gilliam **Team Members:** Michelle Carter	

Quarterly Milestones	
Q1	- Review Medicaid Trip Invoices monthly and confirm with Medicaid Coordinator that DSS records balance with ACTA records. - Upload Medicaid transportation claims via NC Tracks monthly. - Review for any unpaid claims and follow-up with DSS to resolve. - Track dollar volumes of unpaid and paid claims to measure for 3% goal. - Follow-up to resolve any unpaid claims and resubmit for payment.
Q2	Repeat Q1
Q3	Repeat Q2
Q4	Repeat Q3

Tactic: Achieve Employee Satisfaction score of 80%.

Strategic Area of Focus: Employee Satisfaction

Description: Conduct an employee survey with goals of "employee satisfaction" (Goal = 80%) and b) "engagement" levels (Goal = 60%).

Tactic Owner: Ralph Gilliam Team Members: Jean Dahl

Quarterly Milestones	
Q1	1) Create an employee survey to evaluate employee satisfaction and employee engagement as well as other areas that have impact for the operations of ACTA.
Q2	• Administer the written survey to all ACTA employees • Summarize results, evaluate findings from survey and establish what action(s) if any should be taken by administration to address issues from survey. • Publish survey highlights for Board of Trustees and ACTA employees.
Q3	1) Administrative action on findings (if required).
Q4	

Tactic: Streamline Pre-Trip Inspections

Strategic Area of Focus: Financial Management and Employee Satisfaction

Description: The pre-trip inspections currently conducted by the drivers use a paper form. Routematch offers a product that can be added to the ACTA tablets that will allow the drivers to use the tablets to conduct the pre-trip inspections. This will save staff time, as the information will not need to be keyed in a second time. It will also reduce the volume of paper usage and storage. The ongoing product use is free, but there is a one-time set-up charge of $5,000.

Tactic Owner: Ralph Gilliam

Team Members: All Drivers

Quarterly Milestones	
Q1	• Add the pre-trip inspections to the tablets. • Train the drivers to use the tablets for the pre-trip inspections. • Monitor that the pre-trip inspections are being conducted properly and the data are being stored so that maintenance issues can be discovered.
Q2	• Continue to monitor the pre-trip inspection function and the data produced through the new process.
Q3	• Continue to monitor the pre-trip inspection function and the data produced through the new process.
Q4	• Continue to monitor the pre-trip inspection function and the data produced through the new process.

Tactic: Implement Longevity Raise for Drivers	
Strategic Area of Focus: Employee Satisfaction	
Description: ACTA drivers currently do not get annual pay increases. This makes it difficult for ACTA to recruit and retain drivers. ACTA will begin providing a $0.25 raise per hour for each year of employment, up to a cap that the ACTA Board will need to decide upon.	
Tactic Owner: Ralph Gilliam and ACTA Board **Team Members:** Ralph Gilliam and ACTA Board	
Quarterly Milestones	
Q1	• Implement a $0.25 raise per hour for each of the drivers that has been with ACTA for at least a year.
Q2	• Using the results of the pay survey conducted by the NCPTA, develop a recommendation for the Board to consider with regard to a pay cap.
Q3	• ACTA Board adopt the longevity raise and pay cap.
Q4	• Monitor effectiveness, as measured through annual turnover.

Tactic: Open up the Saturday Routes to Non-Dialysis Riders

Strategic Area of Focus: Customer Satisfaction and Financial Management
Description: Saturday service is currently limited to riders attending dialysis appointments. The focus of this initiative is open up Saturday service to other riders as well, using the current dialysis trip patterns as a base of service. This will serve to maximize the use of the resources that are currently in operation on Saturdays and meet some additional mobility needs.
Tactic Owner: Ralph Gilliam and ACTA Board **Team Members: Dispatch and Scheduling staff**

Quarterly Milestones	
Q1	• Open up the Saturday routes to other riders • Monitor the volume of Saturday rides requested to ensure capacity is available.
Q2	• Monitor the volume of Saturday rides requested to ensure capacity is available.
Q3	• Monitor the volume of Saturday rides requested to ensure capacity is available. • Track the number of rides requested that cannot be accommodated.
Q4	• Begin to plan for additional Saturday capacity, if the ridership supports an expansion and the funding is available.

Performance Scorecard

A quarterly scorecard will help you measure the agency's progress in achieving success for the year.

- The scorecard will contain goals that total 100 points.

- Metrics selected for the scorecard will connect to each Strategic Areas of Focus.

- Each metric will have an "owner" who is responsible for monitoring the metric each quarter of the year.

Metrics to Include in the Scorecard

- We will also include in the quarterly scorecard performance metrics included in the OPTSTAT metrics currently being reporting.

- We will consider including some of these other metrics suggested by NCDOT if we have the information source to measure each metric.

Note: The performance scorecard does <u>not</u> measure progress on Operating Tactics.

Performance Scorecard												
Strategic Area of Focus		Performance Metric	Target Performance (Goal)	Target Points	Q1 Perf	Q1 Points	Q2 Perf	Q2 Points	Q3 Perf	Q3 Points	Q4 Perf	Q4 Points
Financial Management	OPSTATS	Cost Per Hour	$24.00	10								
	OPSTATS	Passenger Trips Per Hour	1.5 Q1 1.6 Q2 1.65 Q3 1.7 Q4	10								
	OPSTATS	Revenue Fares and Contracts	$100k Annual Fares; $375k Annual Contract Rev.	10								
	OPSTATS	Deficit	No annual deficit for the year (Expenses > Revenues).	10								
Total Score				**40**								
Customer Satisfaction	Customer Sat Survey	Net Promoter Score – quarters 1 and 3 only	70 (done twice per year)	30								
Total Score				**30**								
Employee Satisfaction	Employee Sat Survey	Employee Satisfaction	80% satisfaction;	15								
			60% engaged	15								
Total Score				**30**								
Overall Score				**100**								