

KFH GROUP, INC.

Altavista Community Transit System Transit Development Plan

Final Draft Report

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Prepared for:
Altavista Community Transit System
and the
Virginia Department of Rail and Public Transportation

Table of Contents

	<u>Page</u>
Chapter 1: Overview of Transit System	1-1
Introduction	1-1
Background	1-2
History	1-2
Governance	1-4
Organizational Structure	1-5
Transit Services Provided and Areas Served	1-5
Fare Structure	1-6
Fleet	1-8
Existing Facilities	1-8
Transit Safety and Security Program	1-9
Intelligent Transportation Systems (ITS) Program	1-9
Public Outreach	1-10
Other Transportation Services	1-11
Chapter 2: Goals, Objectives, and Standards	2-1
Introduction	2-1
Goals and Objectives	2-1
Service Standards	2-3
Procedures for Reviewing and Updating Goals, Objectives and Service Standards	2-5
Chapter 3: System Evaluation and Transit Needs Analysis	3-1
Introduction	3-1
System Evaluation	3-1
Needs Analysis	3-15
Summary	3-42
Chapter 4: Service Expansion Projects	4-1
Short/Mid-Term Alternatives	4-3
Long Term Alternatives	4-20
Summary	4-28

Table of Contents

	<u>Page</u>
Chapter 5: Operations Plan	5-1
Growing Acts to Serve the Community-	
Service Projects	5-1
Organizational Projects	5-12
Chapter 6: Capital Improvement Program	6-1
Vehicles	6-1
Facilities	6-6
Passenger Amenities	6-7
Equipment	6-8
Technology	6-8
Chapter 7: Financial Plan	7-1
Operating Expenses and Funding Sources	7-1
Vehicle Purchase Expenses and Funding Sources	7-6
Other Capital Expenses and Funding Sources	7-10
Chapter 8: TDP Monitoring and Evaluation	8-1
Coordination with Other Plans and Programs	8-1
Service Performance Monitoring	8-2
Annual TDP Monitoring	8-3
Appendix A	A-1
Appendix B	B-1
Appendix C	C-1
List of Acronyms	

Chapter 1

Overview of Transit System

INTRODUCTION

A Transit Development Plan, often referred to as a TDP, serves as a “road map” for public transportation improvements in a community or service area in the upcoming years. This is the first TDP for Altavista Community Transit System (ACTS), which is a relatively new transit system that serves the Town of Altavista, Virginia. The TDP is intended to improve the efficiency and effectiveness of the transit system, serve as a management and policy document for ACTS, and maximize the investment of public funds to achieve the greatest public benefit. The TDP includes the history and current state of the transit system, the identification of transportation needs and issues, and recommended improvements over the six-year planning horizon. It is a living document in that it may be updated to reflect any changes in community priorities, funding availability, and other factors that may change over this timeframe.

The TDP also provides important information to the Virginia Department of Rail and Public Transportation (DRPT) for programming, planning, and budget activities. It is intended to provide a basis for inclusion of the transit provider’s operating and capital program in the Commonwealth’s Six Year Improvement Plan (SYIP) and Statewide Transportation Improvement Program (STIP). The TDP follows a set of requirements and a report format outlined by DRPT. Transit agencies also submit a TDP update letter to DRPT every year.

The planning process for the TDP was guided by Town of Altavista staff, the ACTS Transit Advisory Committee (TAC), and DRPT. These stakeholders met periodically to review project deliverables and provide input to ensure that the plan accurately reflects existing transportation conditions and needs, and outlines constructive recommendations to improve public transportation in Altavista. The Town Council held a work session to review the draft TDP in November 2013, and approved the final TDP in December 2013.

BACKGROUND

The Town of Altavista is located in southern Campbell County, approximately 20 miles south of Lynchburg, along U.S. 29. This area is about 115 miles west of Richmond and 200 miles southwest of Washington, D.C. Figure 1-1 provides a map of Altavista, indicating its location within Campbell County, and surrounding jurisdictions. Altavista is part of Virginia's Region 2000 Local Government Council (LGC), the planning district commission that includes Amherst, Appomattox, Bedford, and Campbell Counties along with several municipalities.

According to the 2010 Census, Altavista has a population of 3,450 people. The Town's population has remained stable over the last decade, growing about 0.7% since 2000.¹ Covering an area of 4.9 square miles, Altavista has a population density just over 700 people per square mile. With a prime location along the Staunton River, the Town's economic base has historically focused on manufacturing including furniture (Lane) and textiles (Burlington). Major industrial employers currently located in Altavista include Abbott, Bennett's Mechanical, BGF Industries, Graham Packaging Company, Intersections, MidAtlantic Printers, Moore's Electrical and Mechanical, PCM Industrial Services, RAGE Plastics, Schrader Bridgeport, and Timken.²

Outdoor and recreational activities are popular in Altavista with many acres of local park land and a variety of facilities including English Park, Shreve Park, War Memorial Sports Complex, and the Altavista Area YMCA. Altavista is also home to the Avoca Museum, which is a Virginia Historical Landmark and listed on the National Register of Historical Places. Owned by the Town, Avoca's Main House is a prime example of Queen Anne-style architecture, and the museum contains Civil War memorabilia and Native American artifacts.³

HISTORY

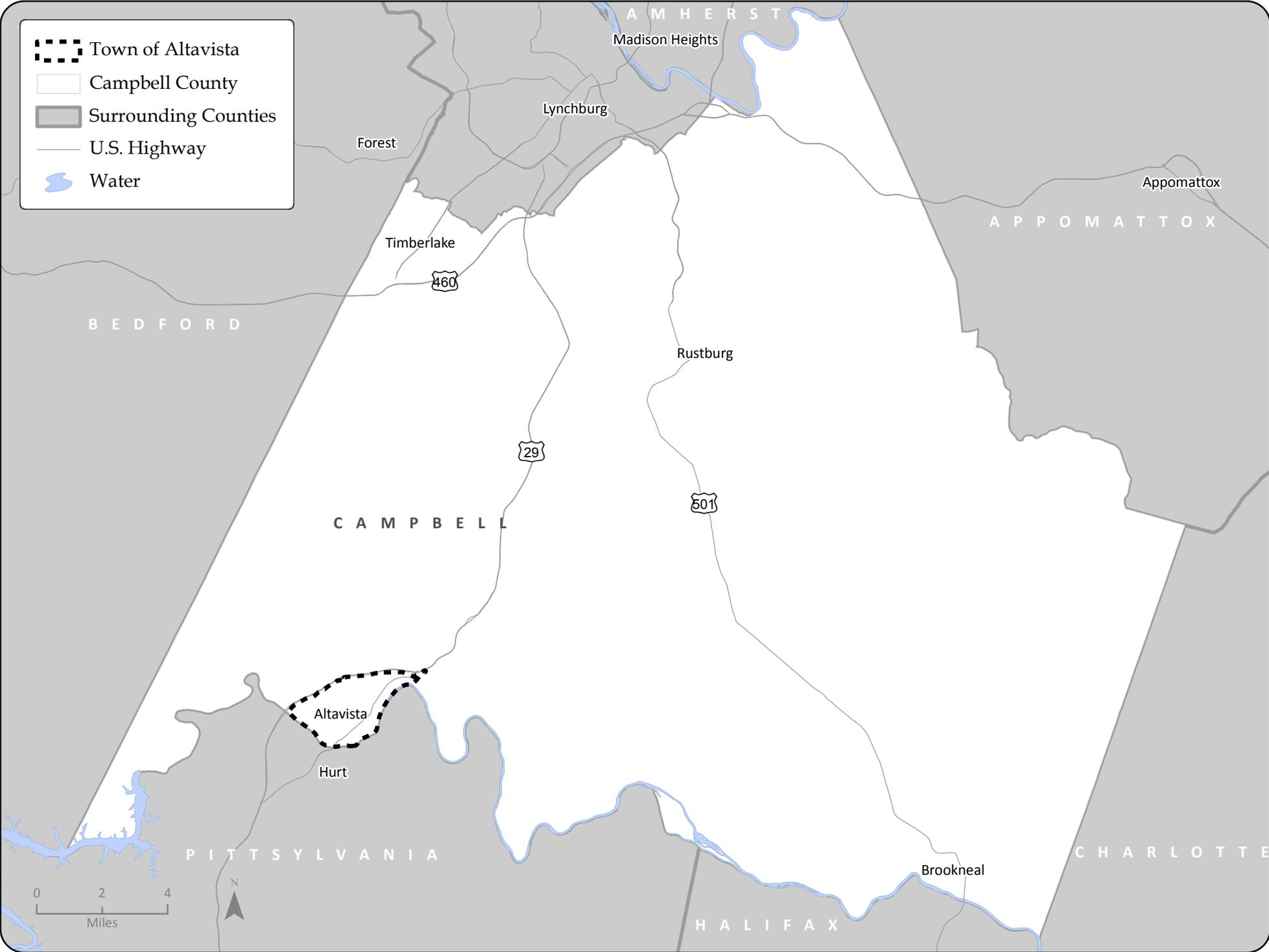
With assistance from DRPT, the Town of Altavista sought to determine the feasibility of starting public transportation service in the Town and surrounding areas. The final product, the *Town of Altavista Public Transportation Feasibility Study*, was completed in February 2009. Several Town Council members supported the start of transit service to meet community transportation needs, especially for senior transportation but also to increase access to medical care, shopping destinations, the local community college, and recreation opportunities. Town Council members visited

¹ U.S. Census Bureau.

² Altavista Economic Development Website and Altavista Industrial Company Profiles fact sheet.

³ Altavista, Virginia 2009 Comprehensive Plan and About Altavista Webpage on Campbell County, VA's Website.

Figure 1-1: Town of Altavista and Campbell County, Virginia



the Blackstone Area Bus System in Blackstone, VA and viewed the in-town route as a potential model for transit service in Altavista. The Town envisioned that transit service would provide mobility for Altavista residents who have limited transportation options and promote local economic development.

With guidance and support from a Steering Committee (now the TAC), ACTS began operations in January 2011. The service has been well-received by the community, with over 10,000 passenger trips recorded for the first full year of operation - more than double the ridership projected in the 2009 Feasibility Study. Ridership grew 40% in ACTS' second full year of operation and has continued to increase in 2013.

GOVERNANCE

ACTS is governed by the Town Council of Altavista, which is comprised of seven elected members including the Mayor and Vice-Mayor. Town Council members serve four-year terms. Whereas the Town Council approves the budget and makes high level policy decisions for ACTS, the TAC advises staff on operational issues and service improvements and makes recommendations to the Town Council where appropriate. Two Town Council members are appointed to the TAC, and four citizens/community representatives volunteer to serve on the committee. The volunteer members represent local businesses, riders, and citizens interested in promoting transit service. Three ACTS drivers are also included as nonvoting members in the TAC. The TAC meets three to four times each year. Table 1-1 provides a list of the current TAC members (as of October 2013).

Table 1-1: ACTS TAC Members

<i>Name</i>	<i>Organization</i>
Bill Ferguson	Altavista Town Council
Tim George	Altavista Town Council
Rayetta Webb, Chairman	Citizen, TowneBank Mortgage
Edna Davis	Citizen, Rider
Rosco Lee	Driver (nonvoting member)
Charles Smith	Driver (nonvoting member)
Carlton Francis	Driver (nonvoting member)
Dan Witt	Staff, Town of Altavista

ORGANIZATIONAL STRUCTURE

The Town directly operates the transit service. The Assistant Town Manager oversees the Transportation Department, which includes five part-time drivers. Figure 1-2 provides the organizational chart for the Transportation Department, effective May 2013. The Assistant Town Manager is responsible for managing daily operations, developing the annual budget and grant application to DRPT, and transit planning activities. The part-time drivers are assigned to weekday morning (8 a.m. to noon), weekday afternoon (noon to 6 p.m.), or Saturday (9 a.m. to 2 p.m.) shifts. The Transportation Department receives some support from other Town departments, namely maintenance by the Public Works Department and financial statements from the Finance Department.

Figure 1-2: Altavista Transportation Department Organizational Chart

Town Manager – Waverly Coggsdale	
Transportation Department – Manager – Daniel Witt	
	PT – Bus Driver – Carlton Francis
	PT – Bus Driver – Rosco Lee
	PT – Bus Driver – Patricia Mattox
	PT – Bus Driver – Roberta Robbins
	PT – Bus Driver – Charles Smith

*PT = Part Time

TRANSIT SERVICES PROVIDED AND AREAS SERVED

ACTS offers a deviated fixed route service six days a week:

- Monday through Friday, from 8:00 a.m. to 6:00 p.m., and
- Saturdays from 9:00 a.m. until 2:00 p.m.

Operating on hourly headways, each trip covers 16 miles and takes about 50 minutes. The route begins at the Altavista Town Hall at the top of the hour, and then loops to the northwest on Bedford Avenue and Lynch Road, serving Altavista Combined School and residential neighborhoods. Then the route returns downtown on Franklin Avenue (serving War Memorial Park and the YMCA), Amherst Avenue (residential), and Main Street (downtown retail). It then follows a wide loop to the northeast, running on Lola Avenue and Avondale Drive (serving residential areas including apartments), Lynch Mill Road, and Clarion Road, reaching Walmart/Altavista Commons at about half past the hour. The route then returns

downtown along Main Street, serving Town and Country Shopping Center and Central Virginia Community College (CVCC) Altavista Center among other destinations. Figure 1-3 portrays a map of the existing ACTS route.

Anyone may request a deviation for a pick up or drop off within $\frac{3}{4}$ mile of the published route, within Town limits. ACTS policy asks riders to request deviations 24 hours in advance, though in practice ACTS tries to accommodate same day requests where possible. Riders do not need to pay additional fare for deviations. ACTS meets federal Americans with Disabilities Act (ADA) requirements by providing deviated fixed route service.

One vehicle is required to operate the existing route. ACTS buses do not currently accommodate bicycles, but pedestrian connectivity is quite good throughout the Town. Many roads throughout Altavista have sidewalks, with the exception of a few residential neighborhoods and shopping centers. Several cross walks, some at intersections with traffic lights, are available along Main Street in downtown to assist pedestrian travel. The hilly terrain in parts of Altavista presents challenges for seniors and individuals with disabilities, and ACTS serves as a good alternative for travel in these areas.

FARE STRUCTURE

The one-way fare for ACTS is \$0.50. No change is given on-board, but riders are given a token for future use if they pay with a dollar. Riders may also purchase tokens (\$0.50), unlimited 30-day passes (\$20.00), and 10-punch pass cards (one for \$4.00 or three for \$10.00) at Town Hall.

Every year that ACTS has been in operation, riders have benefited from “Free Fare” months made possible by an anonymous donation. In 2011, 2012, and 2013, ACTS service was free from June through September; December 2011 was also a free fare month. The Town of Altavista charged the anonymous donor a flat fee of \$300 per month in 2011 and \$400 per month in 2012 and 2013. ACTS provides nearly twice the number of trips during summer’s free fare months compared to the first part of the year. Though ridership has decreased from September to October, when fares were required again, it still remained at a higher level than during the first part of the year. This trend indicates that new riders may try ACTS because it is free during the summer, and they become regular riders even after fares are in place again.

FLEET

Shown in Table 1-2, the ACTS fleet includes two 15 passenger body on chassis Ford Supreme vehicles, equipped with wheelchair lifts. With federal and state financial assistance, the Town purchased both buses in December 2010 for about \$50,000 each. As only one bus is required to operate the existing route, ACTS has a spare ratio of 50%. Each bus is put into service about every 3,000 miles as the primary vehicle that operates the route, so the mileage on the two buses is similar.

Table 1-2: ACTS Vehicle Inventory

Vehicle Identification Number (VIN)	Model Year	Make	Model	Seating Capacity	Wheel-chair Lift	# WC Tie Downs	Mobile Radio	Fuel	Mileage 5/30/2013	Condition
1FD FE4FS8BDA15025	2011	Ford	Supreme	13 + 1 WC space	Y	1	Y	Gas	53,219	Good
1FD FE4FSXBDA15026	2011	Ford	Supreme	13 + 1 WC space	Y	1	Y	Gas	54,175	Good
Note: "WC" = wheelchair.										

EXISTING FACILITIES

The administrative office for ACTS (the Assistant Town Manager’s office) is located at Town Hall, at 510 Seventh Street. Residents are also able to obtain information about ACTS service by visiting or calling Town Hall. Maintenance and fueling are provided at the Public Works Department, located at 1311 Third Street. The buses are stored indoors in a facility on Seventh Street adjoining Town Hall that used to serve as a fire station. This storage location is very convenient, as the bus starts its route at Town Hall. Currently, the building costs of the office space at Town Hall, the Public Works maintenance facility, and the bus storage building are not included in Altavista’s grant application to DRPT. The Town is interested accounting for these facility costs as part of the transit budget.

An issue that the TAC identified regarding transit facilities was the need for shelters at the highest use bus stops. Altavista has requested eight bus shelters with benches in its proposed FY 2014 - FY 2019 capital improvement plan submitted to DRPT.

TRANSIT SAFETY AND SECURITY PROGRAM

ACTS does not have an official “transit safety and security program,” but the Altavista Police Department would respond to any safety or security issues regarding ACTS. In addition, the following safety and security measures are in place:

- ***Safety Equipment and Communication*** - ACTS buses are equipped with on-board emergency supplies and two-way radios. Drivers check that these supplies and equipment are available, secured, and in working condition during their daily pre-trip inspection.
- ***Driver Training*** - All new drivers are required to watch a series of training videos, and document that they have completed the training. The Town’s insurance policy also requires drivers to receive training (through videos) each quarter. The Assistant Town Manager meets with all ACTS drivers quarterly to review policies and rules and provide updates on any changes. The Assistant Town Manager also conducts quarterly ride-alongs to evaluate driver performance and identify any safety issues.
- ***Drug and Alcohol Testing*** - As required by FTA regulations, ACTS conducts random drug and alcohol testing of 25% of its employees each quarter.
- ***Protocol for Accidents*** - In the event of an accident, drivers are trained to first call 911. Then drivers call Town Hall to notify the Assistant Town Manager about the accident.
- ***Fare Collection*** - ACTS buses are equipped with locked fareboxes and are stored in a secure building. The morning shift driver turns in the locked farebox and rider logs to the Assistant Town Manager on a daily basis. The Assistant Town Manager completes the counting, reconciliation, and deposit of fares daily.

INTELLIGENT TRANSPORTATION SYSTEMS (ITS) PROGRAM

ACTS currently does not use any technologies to operate its service, aside from the Public Works Department using a software program to track maintenance work on the buses. The Assistant Town Manager completes the scheduling manually.

PUBLIC OUTREACH

The following methods of public outreach are used to educate riders and the general public about ACTS services:

- **Rider Brochure** - The rider brochure includes the bus schedule, a map of the route, information about fares and deviations, and contact information. Copies of the ACTS brochure are available in Town Hall, Staunton River Memorial Library, and other community destinations. Brochures are also available at stops that are equipped with a bus stop pole and brochure box.
- **Website** - The Town of Altavista Website, <http://www.altavistava.gov/>, provides information on ACTS, found under the Departments menu - Transportation. The website provides an electronic copy of the rider brochure, information on fares and deviations, and contact information.
- **Local News** - The Town has worked with local news outlets, such as the Altavista Journal, to provide information and updates about ACTS. The bus schedule is also posted on the local television station.

In addition, ACTS has conducted an annual on-board rider survey to collect information on riders' travel patterns, rider satisfaction, and input on ways to improve the service. Riders and the general public also call Town Hall with questions and input regarding ACTS, which the Assistant Town Manager takes into consideration when making service improvements. ACTS drivers are also valuable resources in providing suggestions to improve the service.

Service Expansion Opportunities

The Town of Altavista has been in contact with several potential partners about expanding the transit service. Altavista contacted the Town of Hurt to gauge interest in expanding the current route to serve Hurt, located just across the Staunton River. Hurt town officials distributed a transit survey with residents' water bills, but received a low response rate and concluded that there wasn't demand for transit service. Altavista also directly approached a physicians' office in Hurt about providing transit service, but they were not interested in paying to expand the transit route.

Altavista's current view is that funding partnerships must be established in order to expand transit service outside of Town limits. Altavista has also been approached by the Greater Lynchburg Transit Company (GLTC) about setting up a potential transit connection in Rustburg, the County seat, and by Liberty University about providing a

transit option for students to address on-campus parking issues. ACTS plans to continue exploring such partnership opportunities.

OTHER TRANSPORTATION OPTIONS

Altavista is limited in terms of other transportation services. Other modes of passenger transportation in the area, including air, rail, intercity bus, taxi, and private non-profit transportation are described below.

Airports

The closest airport to Altavista is Lynchburg Regional Airport, located about 20 minutes north of the Town. While a few other small airports are located in the region, the closest major commercial airports are in Richmond and Greensboro and Raleigh-Durham, NC (each about two hours away). The major airports in Washington, DC are about four hours away from Altavista.⁴

Amtrak

No passenger rail service is currently available in Altavista, though Amtrak's Crescent route travels through the Town (without stopping) and serves Lynchburg and Danville. This route provides one round-trip daily through Lynchburg and Danville, and passengers can access destinations between New York and New Orleans including Philadelphia, PA, Washington, DC, Charlotte, NC, and Atlanta, GA.⁵ The TAC has contacted Amtrak about the possibility of stopping in Altavista, which may be feasible if the Town builds a platform. The TAC is exploring funding resources that may help bring passenger rail service to Altavista.

Intercity Bus

The closest intercity bus service to Altavista is provided by Greyhound in Lynchburg. Destinations accessible by Greyhound in Lynchburg include Roanoke, Charlottesville, Richmond, Danville, and many other places through connections within Greyhound's national network.⁶

⁴ Altavista, Virginia 2009 Comprehensive Plan

⁵ Altavista, Virginia 2009 Comprehensive Plan and Amtrak Website, <http://www.amtrak.com/crescent-train>.

⁶ Russell's Official National Motor Coach Guide, <http://www.russellsguides.com/>.

Private, Non-Profit Transportation

Some Altavista residents may be eligible to use transportation services provided by the Central Virginia Agency on Aging (CVAAA), a private, non-profit organization that provides services to senior citizens and persons with disabilities in Amherst, Appomattox, Bedford, and Campbell Counties and the Cities of Lynchburg and Bedford. CVAAA provides Dial-A-Ride transportation service for residents age 60 and over to access medical appointments, pharmacies, and grocery stores. This is a fee-for-service program, and riders must call in advance to request transportation service. CVAAA also provides Nutrition Transportation, free of charge, for eligible users to access congregate dining centers including one in Altavista. CVAAA also receives a New Freedom grant that supports transportation service for people with disabilities.⁷

Taxis

One local taxi service, called U-Save Cab, is available in the Town of Altavista. However, a one-way trip to Lynchburg costs about \$50, which is cost-prohibitive for many residents.

Transit Services

GLTC is the transit agency that serves Lynchburg. It operates 14 fixed routes and paratransit demand response service within the City of Lynchburg and Madison Heights in Amherst County.⁸ GLTC also has a contract with Liberty University to operate transit services in and around campus. While GLTC does not currently serve Altavista, they are a potential partner for expanding Altavista's transit services.

Valley Metro is the transit agency that serves the Roanoke area, located about 45 miles west of Altavista. Valley Metro's Smart Way AMTRAK Connector is a regional transit route worth mentioning, due to the potential for transit connections between Altavista and the Roanoke Valley. The Smart Way Connector connects Blacksburg, Christiansburg, Salem, Roanoke, Bedford, and Lynchburg. The route provides daily service designed to connect riders to the Amtrak service in Lynchburg.⁹ If Altavista's transit service expanded to provide connections to Lynchburg, Altavista residents could potentially use the Smart Way Connector to access destinations in the New River Valley and Roanoke Valley.

⁷ CVAAA Website, <http://www.cvaaa.com/Programs.php>.

⁸ GLTC Website, <http://www.gltconline.com/>.

⁹ Valley Metro Smart Way Commuter Bus Website, <http://www.smartwaybus.com/amtrak.htm>.

Travel Demand Management

Travel Demand Management (TDM) provides options for employment travel, including carpool matching, vanpool programs, guaranteed ride home programs, and the provision of park and ride lots. TDM measures can enhance the transportation network by reducing single-occupancy vehicle trips. Region 2000's LGC hosts the TDM program for the region, known as "RIDE Solutions." RIDE Solutions offers alternative transportation information and assistance in Roanoke and the New River Valley, and it recently expanded its services to the Lynchburg area. Lynchburg residents can now access RIDE Solutions' carpooling database and take advantage of its guaranteed ride home program. An opportunity exists to explore how Altavista residents can also use these services, especially those traveling to employment centers like Lynchburg and Roanoke. Region 2000 has proposed a new park and ride lot in Altavista at the Town and Country Shopping Center, in addition to two existing state maintained park and ride lots in Campbell County, one in Timberlake just south of US 460 and one in Brookneal off of Route 40.

Chapter 2

Goals, Objectives, and Standards

INTRODUCTION

This section presents the Town of Altavista's goals and objectives for ACTS. This chapter also discusses performance standards, which are critical for addressing both the efficiency and effectiveness of the transit services ACTS provides.

GOALS AND OBJECTIVES

It is important that a transit system have specific goals, objectives, and service standards to guide and objectively measure if the system is accomplishing its mission. As noted in the December 2012 TDP annual update to DRPT, ACTS had not formally established goals or objectives for the system prior to the TDP, and used the TDP process to do so.

Goals are broad and general, providing policy guidance as to how the transit system's mission should be accomplished. Objectives provide more specific and tangible direction as to how transit goals can be met. The 2009 Feasibility Study that preceded the creation of ACTS envisioned a system that would provide mobility for the elderly, increase access to shopping, medical/social services, and education and recreational facilities, and stimulate Altavista's economic development. The ACTS website and brochure also note that the system "wants to provide reliable and courteous service to all of its customers."

Based on input collected from Town officials and local stakeholders at the TDP kickoff meeting with the TAC, the following goals and objectives for Altavista's transit program were developed:

Goal: Provide reliable and user-friendly deviated fixed route service that meets the in-town transportation needs of Altavista residents.

- Offer convenient access to residential areas, medical facilities, employment, shopping, and community agencies within the Town of Altavista.

- Install and maintain easily identifiable bus stop signage and shelters, prioritizing stops with the highest ridership.
- Provide additional passenger amenities that make transit easy to use.
- Explore opportunities to expand hours of service, especially on Saturdays and evening hours.
- Document customer service requests and consider implementing suggested improvements that will better meet residents' needs.

Goal: Provide service that enables Altavista residents to maintain personal independence and be engaged in civic and social life.

- Provide service that is accessible to all population groups.
- Honor all deviation requests that are feasible while maintaining the printed schedule.
- Engage the community on an annual basis, at minimum, to determine transit needs and issues that will assist ACTS in meeting this goal.
- Review the fare structure annually to determine if fares are both affordable for riders and economical for the operations of the system.

Goal: Seek partnerships and opportunities to serve the out-of-town and long distance transportation needs of Altavista residents, with the additional benefit of enhancing regional mobility and connectivity.

- Explore potential demand to provide cost-effective service to areas outside of Altavista (e.g., weekly or twice weekly service to regional medical facilities).
- Coordinate service and transfer opportunities with other transit providers in the region (e.g., GLTC).
- Participate in regional mobility initiatives.
- Undertake system improvements with a long-term view of ACTS and Altavista as a transit hub (with connections to Lynchburg, Rustburg, Brookneal, etc.).
- Partner with neighboring jurisdictions to provide local funding to expand service.

Goal: Deliver transit services in a cost-effective manner.

- Record and monitor monthly ridership, operations expenses, and farebox revenues. Consider implementing corrective measures if performance deviates from established standards for more than three consecutive months.
- Share information on system performance with the Altavista Town Council and TAC on a regular basis to demonstrate the value of the Town's transit investment.
- Explore partnership opportunities with local businesses, employers, educational institutions, and other community stakeholders (e.g., Central Virginia Community College (CVCC) Altavista Center, Walmart, etc.) to maximize financial support for transit.

- Identify and explore strategies to secure new revenue sources (e.g., fundraising campaign, advertising, other grant opportunities, etc.); request assistance from the state to provide training and other resources.

Goal: Market existing transit services.

- Maintain accurate and up-to-date transit information on the Altavista website.
- Distribute ACTS brochures including schedules and maps at key community locations.
- Provide transit service information to local schools, organizations, and agencies whose constituents are likely to ride transit.
- Participate in community events to promote ACTS (e.g., service on Uncle Billy’s Day).
- Identify community stakeholders and residents who may not know about ACTS or who are potential “choice” riders, and develop marketing strategies to encourage them to try transit.
- Develop educational materials or activities that will assist new riders in using ACTS service.

Goal: Manage and maintain the existing system to ensure safe and reliable services.

- Maintain vehicle fleet in accordance with recommended maintenance schedules.
- Replace vehicles/equipment as recommended by DRPT's useful life criteria.
- Monitor system safety (e.g., the accident rate) and take corrective actions if necessary.
- Develop operating policies and procedures, review annually, and update as needed. Review with new staff during training and with existing employees at least once a year.

SERVICE STANDARDS

Service standards are benchmarks by which service performance is evaluated. Service standards are typically developed in several categories, such as service coverage, passenger convenience, fiscal condition, and passenger comfort. The most effective service standards are straightforward and relatively easy to calculate and understand.

Virginia does not have established statewide performance benchmarks, criteria, or requirements. Table 2-1 includes several baseline service standards that were developed for ACTS, based on ACTS’ operations to date and performance standards used by similar size transit agencies.

Table 2-1: Proposed Performance Standards for ACTS

Category	Standard ¹
Availability Coverage Span Frequency	Maintain or increase current core service coverage, span, and frequency: Town of Altavista, Monday-Friday 8 a.m. to 6 p.m. and Saturday 9 a.m. to 2 p.m., and Hourly
Productivity Passenger Trips/Revenue Hour Passenger Trips/Revenue Mile	Review service and consider modification if productivity falls below the FY 2012 averages of: 5.24 passenger trips/revenue hour, or 0.32 passenger trips/revenue mile
Cost Efficiency Operating Cost/Revenue Hour Operating Cost/Revenue Mile	Review service and consider modification if operating costs exceed the FY 2012 averages of: \$29.45/revenue hour, or \$1.81/revenue mile
Cost Effectiveness Operating Cost/Passenger Trip Farebox Recovery Ratio ²	Review service and consider modification if: Operating costs exceed the FY 2012 average of \$5.62/passenger trip, or The farebox recovery ratio falls below 4.5% (if the anonymous donation continues) or 6.1% (if the donation is no longer available)
Safety Incidents/100,000 miles	.10 or fewer “reportable incidents” per 100,000 miles, as defined by the National Transit Database ³
Revenue Equipment	Working heat and air conditioning; vehicles are clean and in good condition
Public Information	Timetable, maps, and website are current and accurate

¹ The numeric standards in this table are based on FY 2012 data.

² Two scenarios were provided for this standard because ACTS has received an anonymous donation (providing free fare months) each year, but wants to be prepared in case the donation is no longer available in the future. Both standards are based on FY 2012 data. The 4.5% reflects a change going forward, where ACTS will count the donation as local match instead of fare revenue. The 6.1% represents an estimate of the farebox recovery rate, if regular fares are charged during the summer months.

³ National Transit Database, 2010 Rural Reporting Manual. A reportable incident is one in which one or more of the following conditions apply: a fatality; injuries requiring medical attention away from the scene for one or more persons; property damage equal to or exceeding \$25,000.

PROCEDURES FOR REVIEWING AND UPDATING GOALS, OBJECTIVES, AND SERVICE STANDARDS

It is recommended that the TAC examine ACTS' goals, objectives, and service standards on an annual basis, updating them as needed. Updates could be based on changes in mission, actual performance as compared to the objectives, or changes in available resources. This annual review should take place as part of the grant preparation cycle, so that any changes can be included in the annual TDP update.

Chapter 3

System Evaluation and Transit Needs Analysis

INTRODUCTION

This chapter describes a particularly important component of the TDP – the evaluation of the current service and the transit needs analysis, both of which contributed to the development of service alternatives and improvements. Since one of the key purposes of the TDP was to improve the efficiency and effectiveness of transit services, the system evaluation helped identify areas for improvement in ACTS’ operational performance and any capital needs. The system evaluation also included a peer review to determine how ACTS service has performed in comparison to other transit agencies in the Commonwealth with similar operating characteristics.

The needs analysis provided an important opportunity to engage the community to identify unmet transit needs and issues, which ACTS may help address as the system grows. While ACTS’ ridership growth in its first years of operation was a good indicator of transit need and demand in the community, the TDP analyzed demographic data, input from rider surveys, and related transportation and land use studies to formally identify unmet needs and gaps in transportation services. The TDP also provided a venue to document perceptions and support for the transit system from both riders and the general public. Input from local and regional stakeholders, such as businesses, human service organizations, and elected officials, was solicited to determine how ACTS might improve to meet additional transportation needs and draw new riders to use the service.

The analyses described below highlighted transit needs and issues in and around the Town of Altavista that were considered in developing the service alternatives.

SYSTEM EVALUATION

This system evaluation was multi-faceted and included an assessment of the current route’s performance, relative to performance standards and peer transit systems, a retrospective analysis of performance, an evaluation of transit equipment

and facilities, and a review of compliance requirements. Because ACTS is a relatively new transit system, only two full years' worth of data was available for the analysis of historical performance. However, the evaluation of existing service and the peer review were still important to gauge how successful ACTS' service has been to date and to identify any areas for improvement that the transit system should address as it grows.

Evaluation of Existing Service

Since ACTS provided only one type of transit service (deviated fixed route) and operated one route at the time the TDP was conducted, the evaluation process was relatively straightforward. The evaluation of the existing service would typically use data from the most current year available to calculate several performance measures for the route. Then the route's measures would be compared to the performance standards, described in Chapter 2, in the following categories: Availability, Productivity, Cost Efficiency, Cost Effectiveness, Safety, Revenue Equipment, and Public Information.

The performance standards developed as part of the TDP represented the first service standards that ACTS has adopted since it began in January 2011. Because the performance standards were created based on the most recent data available, for federal fiscal year (FY) 2012, an evaluation of the current route against the new performance standards was moot. However, the existing ACTS service could be evaluated in the categories of Safety, Revenue Equipment, and Public Information, as follows:

- In FY 2012, ACTS met the safety standard and had no "reportable incidents" per 100,000 miles, as defined by the National Transit Database.
- ACTS successfully met the standard for revenue equipment in maintaining clean vehicles in good condition, with working heat and air conditioning.
- ACTS also met the standard for public information. The ACTS brochure detailing the timetable and route map was current and accurate, and brochures were regularly refilled at the bus stops and at Town Hall. The information about ACTS on the Town of Altavista's website was also accurate.

It is recommended that the Town of Altavista conducts a performance evaluation of ACTS at least annually. If and when ACTS starts to operate more than one route, the services should be evaluated at both the system level and the route level. If ACTS continues to provide only deviated fixed route service, then the performance standards identified in Chapter 2 would be used to evaluate both system-level and route-level performance. If ACTS starts to provide different types of transit services, such as fixed route or demand response, then different performance standards would need to be

developed for each type of service. It is recommended that the TAC review the performance standards annually and revise them as needed if any changes in service or circumstance significantly impact ACTS' performance.

Operating Budget

The expenditures and revenues for ACTS are included as part of the Town of Altavista's annual budget. Table 3-1 provides a summary of ACTS' operating budget since the transit system began. The figures for FY 2011-2012 represented the actual budgets, while the FY 2013 numbers represented the Town's adopted budget. The state-approved operating budget from the Commonwealth Transportation Board's Rail and Public Transportation Improvement Program was shown for FY 2014.

Table 3-1: ACTS Operating Budget

Operating Budget	FY 2011	FY 2012	FY 2013	FY 2014
Fares	\$2,557	\$5,065	\$3,000	\$3,500
Federal	\$31,390	\$38,130	\$38,800	\$41,300
State	\$12,960	\$13,825	\$13,800	\$13,700
Local	\$19,902	\$25,883	\$26,000	\$27,600
Total	\$66,809	\$82,903	\$81,600	\$86,100

Note: FY 2011 data represents nine months of operation, since ACTS began in January 2011 and the federal fiscal year ends in September.

Source: Town of Altavista and DRPT FY 2014 Rail and Public Transportation Improvement Program.

Review of Historical Performance

As of July 2013, ACTS had been in operation for 2.5 years. Table 3-2 provides performance data for FY 2011 and FY 2012, which the Town of Altavista reported to DRPT. Note that the FY 2011 data only represented about nine months of operation, since ACTS began in January 2011 and the federal fiscal year ends in September.

Therefore comparing FY 2012 to FY 2011 data was not necessarily fair, but it was worth noting that all the performance measures improved in FY 2012. ACTS increased its productivity, providing more trips per revenue hour and mile, and improved its cost efficiency and cost effectiveness.

Table 3-2: ACTS Performance Data and Measures for FY 2011-2012

Performance Data and Measures	FY 2011*	FY 2012
One-Way Passenger Trips	8,382	14,757
Revenue Hours	2,025	2,815
Revenue Miles	30,132	45,705
Operating Expenses	\$66,809	\$82,903
Farebox**	\$2,557	\$5,065
Farebox Recovery	3.8%	6.1%
Passenger Trips/Revenue Hour	4.14	5.24
Passenger Trips/Revenue Mile	0.28	0.32
Operating Cost/Revenue Hour	\$32.99	\$29.45
Operating Cost/Revenue Mile	\$2.22	\$1.81
Operating Cost/Passenger Trip	\$7.97	\$5.62

*The federal FY runs from October 1 through September 30. The FY 2011 data does not represent a full fiscal year, since the service began in January 2011.

**Includes the contribution from the anonymous donor to sponsor summer free fares.

Source: Town of Altavista, July 2013.

Much of the improvement in performance could be attributed to ridership growth, as more people learned about ACTS, tried the bus, and continued to use it. A general rule of thumb in the transit industry is that new services may take up to a year to achieve anticipated ridership levels. Whereas the 2009 Feasibility Study had projected about 4,800 one-way trips in ACTS' first year of operation, the actual ridership in the system's first full (calendar) year of operation was more than double that estimate at nearly 11,000 one-way trips. ACTS' ridership continued to grow – a 40% increase – in its second full year of operation, and the trend in the first half of 2013 indicated further growth by 17% over the previous year. June 2013 was the highest ridership month to date, with nearly 2,300 trips, partly due to additional service provided to Uncle Billy's Day Festival.

The free fares in the summer, made possible by an anonymous donor, were a strong contributor to ACTS' ridership growth. Some existing riders used the bus more frequently during the summer, but the free fares were also instrumental in attracting new riders to try public transportation for the first time. Town of Altavista staff reported a drop in ridership when free fares ended each summer, but the fall ridership levels were still higher than in the spring, as new riders continued to use ACTS service.

Another issue, if the donation is not continued in the future, is that summer ridership would likely decrease by half or one-third, which would impact ACTS' performance measures.

Farebox Recovery vs. Local Share

An issue identified during the review of the current system was whether to include the contributions from the anonymous donor, which allow free fares in the summer, as fare revenue or local revenue in ACTS' budget. In the first three years of operation, ACTS counted the donation as fare revenue, which resulted in a farebox recovery rate of 6.1% in FY 2012. Going forward, it is recommended that the donation be considered local revenue. Assuming the anonymous donation continues, the farebox recovery rate will be lower (about 4.5% in FY 2012, accounting for eight months of fare revenue), but still comparable to peer systems such as Blackstone Area Bus System (BABS), which has a farebox recovery rate of 3.6%¹. If ACTS no longer receives the anonymous donation in the future, the farebox recovery rate - with regular fares charged in the summer - would likely remain similar to the 6.1%. However, ridership in the summer months would decrease significantly since free fares, made possible by the anonymous donation, result in higher ridership (sometimes more than double compared to non-summer months). Higher ridership translates to higher performance measures, which will help ACTS draw state funding when DRPT transitions to providing a portion of funding based on transit performance.

An advantage of designating the donation as local revenue is increased consistency for budget planning purposes. The state and federal funding assistance that ACTS receives is based on the net operating deficit, or the total operating budget minus fare revenue. Altavista develops its annual budget for ACTS and the local share that the Town must contribute based on historical state and federal funding amounts. Since it is possible that the donation may not continue, by purely counting fares as fare revenue ACTS has a more consistent idea of its net operating deficit in the coming years. Then any contributions from the anonymous donor, or other sources of local operating revenue (i.e., advertising revenue or fare subsidies from local organizations, such as human service agencies), are included as local match to the state and federal funding assistance ACTS receives and may help offset the amount of local funding required from the Town.

ACTS Ridership - On/Off Counts

This section complements the review of ACTS' ridership growth by taking a closer look at existing ridership patterns to identify ways to improve the current route and potentially add service or amenities to the most popular transit stops. The TDP

¹ Based on FY 2010 data. Source: BABS TDP for FY 2010-2015.

evaluation of the current service involved conducting passenger on/off counts to help determine riders' travel patterns and needs. These counts took place on Saturday, July 6, 2013, and Wednesday, July 10, 2013. It was important to observe trip patterns on both a weekday and a Saturday because riders often have different trip purposes depending on the day. The counts included all five Saturday runs (9 a.m. to 1 p.m.) and all ten weekday runs (8 a.m. to 5 p.m.). Though daily ridership numbers were slightly inflated due to the summer free fares, the following analysis still provided a useful record of ridership activity by stop.

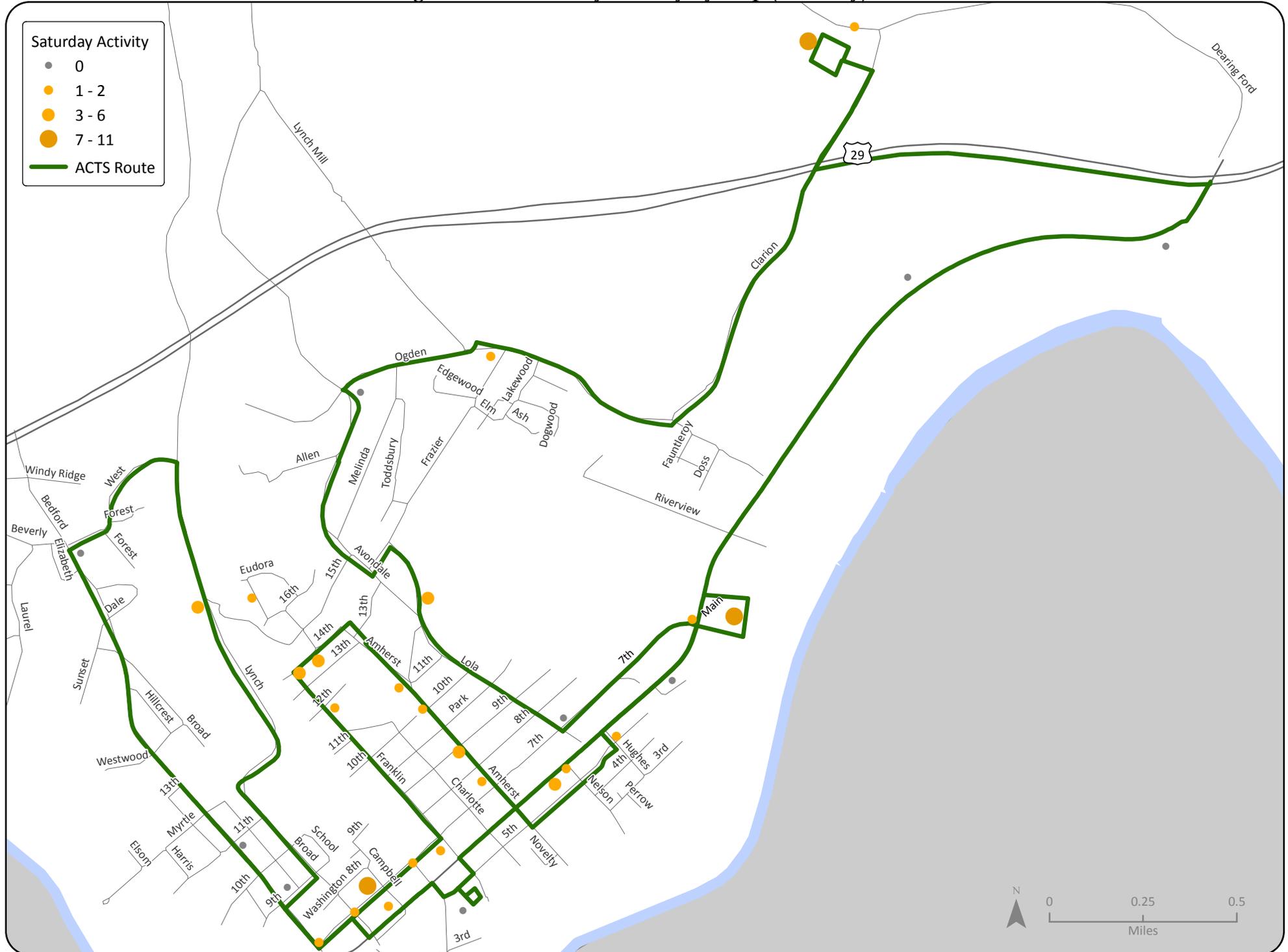
ACTS carried 36 riders on Saturday and 84 riders on Wednesday. Figures 3-1 and 3-2 display ridership by stop, and Table 3-3 summarizes the highest ridership stops (the top five for Saturday and the top ten for Wednesday). Both the maps and the table consider ridership to be the total activity, or the sum of daily boardings and alightings, at a given stop. Passenger boardings and alightings were noted at the bus stops printed on the schedule, referred to as "time points", and at deviation stops that riders requested.

The busiest stops on both days were Altavista Commons, Town and Country Shopping Center, Town Hall, Lola Avenue at Avondale Drive, and Franklin Avenue at 14th Street. Altavista Commons (Walmart) was by far the most popular stop during the weekday counts and also a top stop on the Saturday counts. In contrast, seven scheduled time point stops had no activity on either day: Bedford Avenue at 11th Street, Bedford Avenue at West Road, 9th Street at Commonwealth Drive, Avondale Drive at Ogden Road, English Mobile Home Park, Main Street Dollar General, and Main Street North (Days Inn).

While the route's initial stops along Bedford Avenue and Commonwealth Drive that are published on the schedule did not have any activity, the bus did pick up and drop off passengers along Lynch Road. The drivers also noted that a few passengers do use the stops at English Mobile Home Park and Days Inn, though there was no activity on the days of the counts. The drivers have also made informal deviations to take a few passengers each week to Rehab Associates, which was temporarily located on Ogden Road, but moved back to Hurt in August 2013.

Overall, the greatest activity occurred along the residential areas of Franklin, Amherst, and Lola Avenues. Riders traveled to and from these places to commercial and employment destinations near Main Street (Town and Country, CCVC, etc.) and at Altavista Commons.

Figure 3-1: Total Daily Activity by Stop (Saturday)



3-7

Table 3-3: Greatest Total Daily Activity by Stop

Day	Stop	Total Activity
Saturday	Town and Country	11
Saturday	Altavista Commons	9
Saturday	Town Hall	7
Saturday	Lola Ave. & Avondale Dr.	6
Saturday	Franklin Ave. & 14 th St.	5
Wednesday	Altavista Commons	31
Wednesday	Lola Ave. & Avondale Dr.	17
Wednesday	Town Hall	13
Wednesday	Town and Country	12
Wednesday	Broad St. & 7th St.	8
Wednesday	Franklin Ave. & 12th St.	8
Wednesday	Hughes Ave. & 5th St.	8
Wednesday	CVCC	7
Wednesday	Main St. Middle	7
Wednesday	Franklin Ave. & 14th St.	6

Source: July 2013 passenger counts.

Passenger Load

The on/off counts provided the opportunity to determine ACTS' current passenger load, which is the number of riders on a single transit vehicle. Passenger load serves as a good indicator of capacity issues, given that the current vehicles have 13 seats and one wheelchair position. During the Saturday counts, the 11 a.m. trip and the noon trip had the highest passenger loads at seven riders. This peak load occurred along Franklin Avenue, due to the bus picking up passengers during the first part of the route. The load then decreased as the route continued and passengers got off at various destinations. During the Wednesday counts, the 10 a.m. trip had the highest passenger load, with 12 riders, followed by the 1 p.m. and 3 p.m. trips, with 8 riders each. The pattern for the weekday peak load was similar to Saturday, but additional riders boarded the bus along Main Street and Lola Avenue. The 3 p.m. trip on Wednesday experienced its highest load picking up passengers at Walmart.

The sample days of on/off counts indicated that ACTS currently has sufficient capacity to meet passenger loads. Drivers also indicated that it is rare to have standees on the bus, which has happened only a handful of times since ACTS service began. However, if ridership growth continues and drivers report standees on the bus regularly, ACTS may consider adding a vehicle or purchasing a larger vehicle to increase capacity on the route.

On-Time Performance

Industry standards consider the bus to be on-time if it arrives within 5 minutes after the time printed on the schedule, and late if it arrives more than 5 minutes after the schedule time. The bus is considered early if it leaves a stop before the schedule time. The on-time performance observed during the passenger counts was generally good. During the Saturday counts, on a few trips the bus ran slightly late for the last few stops of the route. During the Wednesday counts, the route ran on-time during the morning, while the afternoon trips tended to run late in the second part of the route. With a similar number of flag stops and deviations in the morning and afternoon, it appeared that afternoon traffic was heavier and impacted the bus's on-time performance. Note that two areas along the route had ongoing construction, which slowed traffic, when the counts were conducted.

When the on/off counts were conducted, a few trips were running early to some stops, mostly in the first part of the route. This can be an issue if passengers arrive at a stop at the time printed on the schedule, only to learn that the bus has already come and gone. Early departures from stops can impact the perceived reliability of the transit service. This didn't appear to be an issue for riders, and ACTS did adjust the printed schedule in July 2013, to better reflect actual run times. ACTS should continue to monitor the route's on-time performance and make any necessary schedule adjustments. ACTS may also consider designating only certain stops as time points on the schedule, which may provide more flexibility to incorporate deviations and account for other delays without running early or late to time points.

For the most part, deviations and flag stops currently do not impact the bus's ability to stay on schedule since a 12 minute buffer is built into the schedule at the end of each trip. However, when the bus is running slightly late, the actual layover time is closer to two to four minutes. Transporting a rider that uses a wheelchair usually impacts the schedule, as it takes several minutes to operate the lift and make sure that the wheelchair is safely secured. While it only happens occasionally, the trips where ACTS transports riders with wheelchairs tend to have no buffer time at Town Hall, or drivers take other measures to get back on schedule. When developing service improvements and expansions, such as a possible deviation to the Town of Hurt,

sufficient buffer time needs to be built into the schedule to account for deviations and wheelchair users.

Deviations and Flag Stops

While ACTS policy asks riders to request deviations 24 hours in advance by calling Town Hall, in practice the drivers try to accommodate same-day requests, many of which happen when the riders board the bus. Most of these requests are considered “flag stops”, where riders want to get on or off the bus somewhere along the route but not at a published stop. Deviations require the bus to go off the published route and usually take more time to complete. The benefit of flag stops and deviations is increased convenience for riders, especially those who may have trouble walking to and from bus stops.

Nine flag stops and three deviations were observed on the Saturday counts, while 33 flag stops and nine deviations were observed on the Wednesday counts. Most of these were requested the same day, and only one deviation was called in ahead of time on Saturday. The deviations observed on the days of the on/off counts included:

- Going into Town and Country Shopping Center, before turning left on 7th Street and serving Lola Avenue. Riders would shop for about 20 minutes and catch the bus on its way back during the same hour. This was also done as a flag stop after the bus turned left onto 7th Street, though no sidewalk is available and this flag stop may not be safe if traffic volume is high. There is a light at the intersection to help pedestrians cross Main Street to the shopping center.
- Serving Eudora Lane, also known as “the horseshoe”, as a deviation from the 14th & School stop.
- Serving Tardy Mountain Road, where a mobile home park and lumber mill are located, as a deviation after the Altavista Commons stop. (Note: ACTS’ policy at the time the TDP was conducted was to provide service within Town limits only. The only exception was a stop on Dearing Ford Road at Tardy Mountain Road, for an employment trip at Dalton Saw Mill.)
- Taking riders with groceries to their homes.
- Taking a rider that uses a wheelchair home.

The drivers also reported that riders occasionally board the bus during the last trip of the day, when service is scheduled to end at Town Hall, but the riders need to get back to the residential areas. Usually the drivers will take the riders home that day,

and inform them that service is supposed to end at Town Hall. If this is a recurring issue, ACTS may consider doing an educational campaign or updating the schedule to clarify that the last trip of the day ends at Town Hall. It is recommended that ACTS regularly reviews the number and locations of both deviations and flag stops to ensure that the route is able to stay on schedule.

Peer Review

When conducting a performance evaluation, it can be helpful to examine peer transit systems that are comparable in size, type of service provided, and service area characteristics. A comparison of ACTS' performance data to peer averages helped ensure that Altavista's relatively new transit service was "on track" to perform similarly to comparable transit systems. Table 3-4 compares the FY 2012 data for ACTS and three peer systems: BABS, Graham Transit (Town of Bluefield), and Pulaski Area Transit. These peer systems all provided deviated fixed route service and were among the smaller transit systems, in terms of number of peak vehicles, in southern Virginia. However, these peers also differed from ACTS in some service characteristics, such as BABS operating regional service and Pulaski Area Transit offering demand response service.

It is important to keep in mind that each transit system is unique. The purpose of the peer review was to check that ACTS' performance was comparable to its peers. Since ACTS' Steering Committee viewed BABS as a model for public transit service in and around Altavista, this peer review was also helpful to gauge how performance may change if ACTS grows into a more regional system in the future.

The data in Table 3-4, particularly the last five measures, indicated that ACTS is very comparable to the peer average, and in most cases performed better than its peers in productivity, cost efficiency, and cost effectiveness. The TAC also requested a comparison of the ACTS route directly with the BABS Line, which is BABS' in-town route. While operating costs were not readily available for the route (BABS reports costs by county), Table 3-5 provides a comparison of productivity measures for the two routes. The data shows that the two routes are comparable. The BABS Line has higher productivity, which is to be expected as it has been in service for several more years. ACTS ridership continues to grow, as does the route's productivity.

Table 3-4: Peer Comparison of FY 2012 Performance Measures

Service Characteristics & Performance Measures	ACTS	Peer Average	Blackstone Area Bus	Graham Transit	Pulaski Area Transit
Peak Vehicles	1	--	6	3	8
Service Area Population	3,450	--	6,000	6,000	49,000
Service Area Population Density	706	--	911	584	66
Passenger Trips	14,757	60,163	45,621	33,304	101,565
Revenue Hours	2,815	11,331	12,769	6,920	14,304
Revenue Miles	45,705	238,632	417,464	104,200	194,233
Operating Expenses	\$82,903	\$358,137	\$456,452	\$226,164	\$391,794
Passenger Trips/Revenue Hour	5.24	5.31	3.57	4.81	7.10
Passenger Trips/Revenue Mile	0.32	0.25	0.11	0.32	0.52
Operating Cost/Revenue Hour	\$29.45	\$31.61	\$35.75	\$32.68	\$27.39
Operating Cost/Revenue Mile	\$1.81	\$1.50	\$1.09	\$2.17	\$2.02
Operating Cost/Passenger Trip	\$5.62	\$5.95	\$10.01	\$6.79	\$3.86

Sources: Town of Altavista and DRPT's FY 2012 Transit Performance Data.

Table 3-5: Comparison of ACTS Route and BABS Line (FY 2012)

Service Characteristics & Performance Measures	ACTS Route	BABS Line
Peak Vehicles	1	1
Service Area Population	3,450	3,621
Service Area Population Density	706	805
Passenger Trips	14,757	20,758
Revenue Hours	2,815	3,291
Revenue Miles	45,705	38,050
Passenger Trips/Revenue Hour	5.24	6.31
Passenger Trips/Revenue Mile	0.32	0.55

Sources: Town of Altavista and BABS, personal communication with Jennifer Beck, September 2013.

Evaluation of Equipment and Facilities

ACTS' primary revenue equipment was its two buses, which were purchased in 2011 and remained in good condition as of July 2013. One of the buses had to have an engine replaced, due to excessive oil usage, at about 30,000 miles. In July 2013, pull cords for passengers to signal stop requests were added to both buses. The drivers cleaned the vehicles daily, and no other needs had been identified for equipment.

As for facilities, the administrative office at Town Hall was sufficient for current services as the Assistant Town Manager only spent part of his time managing ACTS and the part-time drivers had not identified any additional facility or amenity needs.

However, the Town's Public Works Department, which provided maintenance and fueling for ACTS vehicles, was at capacity. Any additional vehicles and maintenance needs for ACTS may require expansion of the current Public Works facility or a new transit facility. It was also uncertain how long the current storage location for ACTS buses on 7th Street may be used. An expansion of the Public Works facility or a new transit facility could provide a storage location for transit vehicles as well.

The current route has 22 stops included in the schedule, though only 15-16 stops were marked by a bus sign and pole. These bus stop poles were equipped with "take one" brochure boxes to store copies of the ACTS brochure, which included the bus schedule and route map. These existing passenger amenities were in good condition, though the TAC and riders requested bus shelters and benches as additional passenger amenities.

Potential improvements to equipment and facilities are further addressed, upon review and selection of the service alternatives and improvements, in the Capital Improvement Program of this TDP.

ITS Technologies

ACTS' existing service did not require any intelligent transportation systems technology, though such technology could be considered to assist with scheduling, dispatch, or information functions in the future if warranted by service expansions. Some riders provided input that it would be helpful to know when the next bus is arriving, but the majority of riders did not appear to carry smart phones, and the cost of implementing a "next bus" number for riders to call or an online application to serve this function was cost prohibitive at the time the TDP was conducted.

Review of Title VI Report

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities that receive financial assistance from the federal government. The Town Council adopted a Title VI Plan for ACTS in February 2013, which is included in Appendix A. This plan outlined ACTS' policies and procedures to ensure that the transit system does not discriminate on the basis of race, color, or national origin. ACTS will review this plan at least every three years and update as needed.

Federal Transit Administration Triennial Review

Though ACTS receives federal funding, the transit system has not been required by the Federal Transit Administration to undergo a triennial review, which applies to recipients of federal Urbanized Area Formula Program funds only. Altavista is not located in an urbanized area.

NEEDS ANALYSIS

The transit needs assessment for ACTS included analyses of demographics and land use, a review of recent public transportation-related plans and studies, results from onboard rider surveys, and input from a community meeting and stakeholder interviews.

Overview of Demographics

The following section describes a general population profile for Altavista and the surrounding area, identifies and evaluates underserved population subgroups, and reviews the demographic characteristics pertinent to a Title VI analysis. Demographic data was collected for both Altavista and Campbell County. Considering the needs identified for transportation between Altavista and other parts of the County, it was helpful to take a broader view of potential transit needs in the demographic analysis.

Population Characteristics and Trends

As of 2010, the United States Census Bureau reported that the Town of Altavista's population was 3,450. See Table 3-6. This was a slight increase from the 2000 population, but a decrease of about 6% since 1990. In contrast, the population of Campbell County increased during the past two decades (15.3%), as did the population of Region 2000 (22.5%). In addition, about 23% of the Altavista population was 65 years or older in 2010, as compared to 16% in Campbell County.

Table 3-6: Population Characteristics for Altavista and Campbell County

Place	1990 Population	2000 Population	2010 Population	1990-2000 % Change	2000-2010 % Change	1990-2010 % Change
Region 2000	206,226	228,616	252,634	10.9%	10.5%	22.5%
Campbell County	47,572	51,078	54,842	7.4%	7.4%	15.3%
Altavista	3,686	3,425	3,450	-7.1%	0.7%	-6.4%
Brookneal	1,344	1,259	1,112	-6.3%	-11.7%	-17.3%
Hurt	1,294	1,276	1,304	-1.4%	2.2%	0.8%
Lynchburg	66,049	65,269	75,568	-1.2%	15.8%	14.4%
Timberlake	10,314	10,683	12,183	3.6%	14.0%	18.1%

Source: United States Census Bureau, American FactFinder.

Due to its size, population projections for Altavista itself were unavailable. However, projections developed by the Weldon Cooper Center for Public Service estimated that Campbell County will grow by about 15% over the next 30 years (from 54,842 in 2010 to 62,825 in 2040). See Table 3-7. The County's projected growth was slightly less than that of Region 2000 overall (about 21%).

Table 3-7: Age Divisions and Population Forecasts

	2010		2020		2030		2040	
	Population	%	Forecast	%	Forecast	%	Forecast	%
Altavista¹	3,450	-	-	-	-	-	-	-
0-19 yrs.	830	24%	-	-	-	-	-	-
20-64 yrs.	1,829	53%	-	-	-	-	-	-
65+ yrs.	791	23%	-	-	-	-	-	-
Campbell County	54,842	-	57,834	-	60,459	-	62,825	-
0-19 yrs.	13,474	25%	13,288	23%	13,744	23%	14,356	23%
20-64 yrs.	32,683	60%	33,272	58%	32,866	54%	34,007	54%
65+ yrs.	8,685	16%	11,274	19%	13,848	23%	14,464	23%
Region 2000	252,634	-	271,131	-	288,662	-	305,995	-
0-19 yrs.	64,017	25%	64,527	24%	68,395	24%	73,364	24%
20-64 yrs.	148,995	59%	154,880	57%	155,927	54%	165,710	54%
65+ yrs.	39,662	16%	51,727	19%	64,337	22%	66,926	22%

¹Population forecasts are unavailable for towns with a 2010 population of less than 5,000.

Sources: United States Census Bureau, American FactFinder, and Virginia Employment Commission, Weldon Cooper Center for Public Service.

Population Density

Population density is often an effective indicator of the types of public transit services that are most feasible within a study area. While exceptions exist, an area with

a density of 2,000 persons per square mile will generally be able to sustain frequent, daily fixed-route transit service. Conversely, an area with a population density below this threshold but above 1,000 persons per square mile may be better suited for deviated fixed-route or demand response services.

Figure 3-3 portrays Campbell County's population density by Census block group. The block groups with the highest population density were clustered in the Timberlake area in the County's northwest corner. In Altavista itself, the block group making up much of downtown had a population density of about 1,100 persons per square mile, while the other areas had population densities of about 600 persons per square mile.

Transit Dependent Populations

Public transportation needs are defined in part by identifying the relative size and location of those segments within the general population that are most likely to depend on transit services. These transit dependent populations include individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. Determining the location of transit dependent populations assisted the evaluation of current transit services and the extent to which they meet community needs.

Transit Dependence Index (TDI)

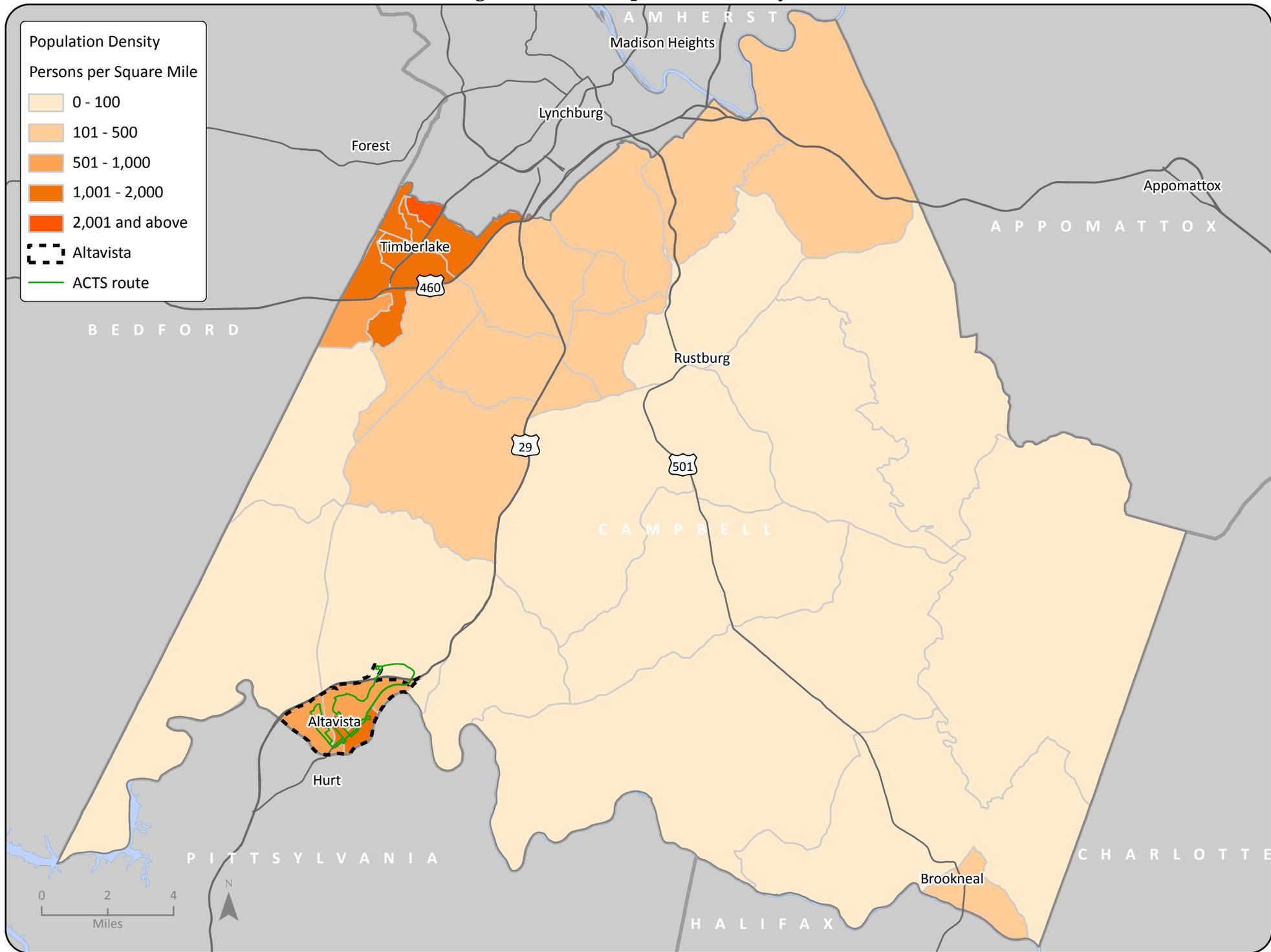
The TDI is an aggregate measure that utilizes recent data from the American Community Survey (ACS) five-year estimates and the United State Decennial Census to display relative concentrations of transit dependent populations. Five factors made up the TDI calculation, as shown in the following formula:

$$\text{TDI} = \text{PD} * (\text{AVNV} + \text{AVE} + \text{AVY} + \text{AVBP})$$

- PD: population density, or population per square mile.
- AVNV: amount of vulnerability based on no vehicle households.
- AVE: amount of vulnerability based on elderly populations (age 65 and over).
- AVY: amount of vulnerability based on youth populations (ages 10-17).
- AVBP: amount of vulnerability based on below poverty populations.

In addition to population density, the factors above represented specific socioeconomic characteristics of Campbell County residents. For each factor, individual block groups were classified according to the prevalence of the vulnerable population relative to the County average. The factors were then plugged into the TDI equation to

Figure 3-3: 2010 Population Density



determine the relative transit dependence of each block group (very low, low, moderate, high, or very high). Figure 3-4 displays the overall TDI rankings for Campbell County. Altavista's downtown block group had a TDI classification of very high. The area around Timberlake also had high potential transit need, similar to the population density pattern.

Transit Dependence Index Percent (TDIP)

The TDIP provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure with the exception of the population density factor. The TDIP for each block group in the study area was calculated with the following formula:

$$\text{TDIP} = \text{DVNV} + \text{DVE} + \text{DVY} + \text{DVBP}$$

- DVNV: degree of vulnerability based on autoless households.
- DVE: degree of vulnerability based on elderly populations.
- DVY: degree of vulnerability based on youth populations.
- DVBP: degree of vulnerability based on below poverty populations.

By removing the population per square mile factor, the TDIP measured the degree rather than the amount of vulnerability. The TDIP represented the percentage of the population within the block group with the above socioeconomic characteristics, and it followed the TDI's five-tiered categorization of very low to very high. However, it differed in that it did not highlight the block groups that are likely to have higher concentrations of vulnerable populations only because of their population density. As shown in Figure 3-5, downtown Altavista had the highest need relative to all of Campbell County. Other areas of moderate need were located near Brookneal and Timberlake.

Autoless Households

Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Although autoless households were reflected in both the TDI and TDIP measures, displaying this segment of the population separately was important since many land uses in Altavista are at distances too far for non-motorized travel. Figure 3-6 displays the relative number of autoless households in Campbell County.² The greatest numbers occurred in downtown Altavista, north of Brookneal, and between Timberlake and Rustburg.

² The classification scheme of "very low" to "very high" (for autoless households, senior adults, and individuals with disabilities) depicts each block group relative to the County average. It is important to note that a block group classified as "very low" can still have a significant number of potentially transit dependent persons; "very low" in this scheme only means below the County average. At the other end of the spectrum, "very high" means a number greater than twice the County average.

Figure 3-4: Transit Dependence Index

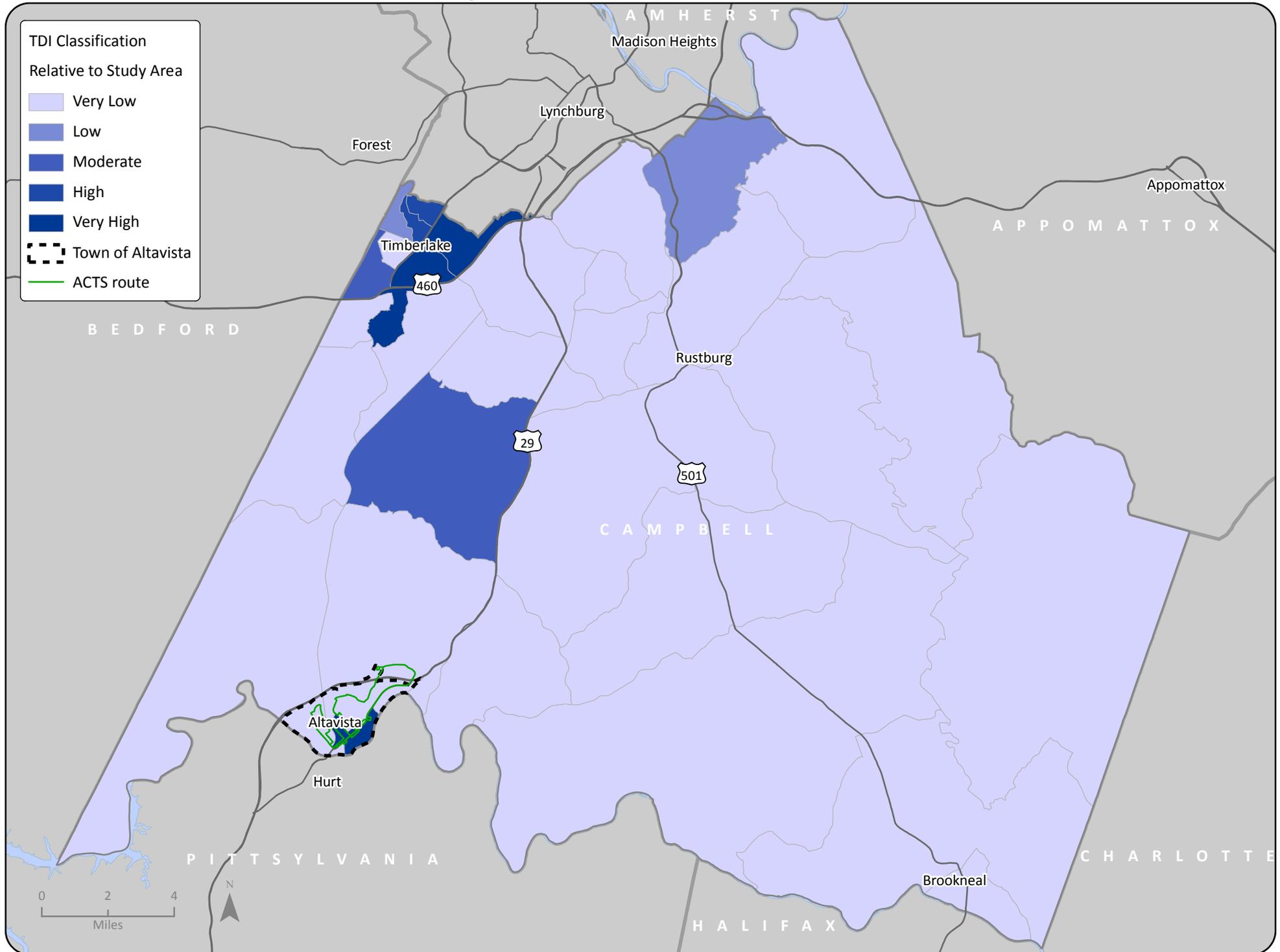


Figure 3-5: Transit Dependence Index Percentage

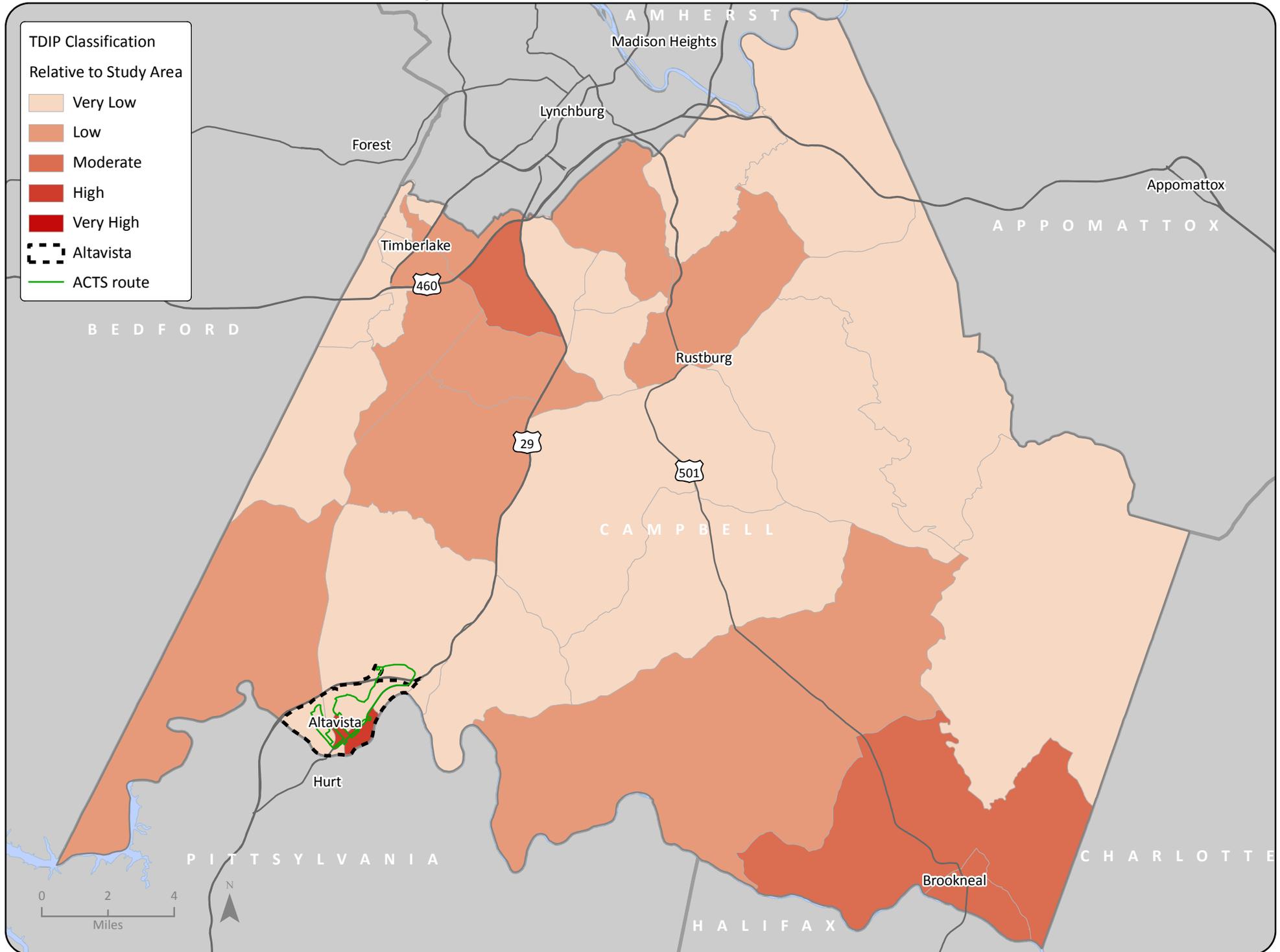
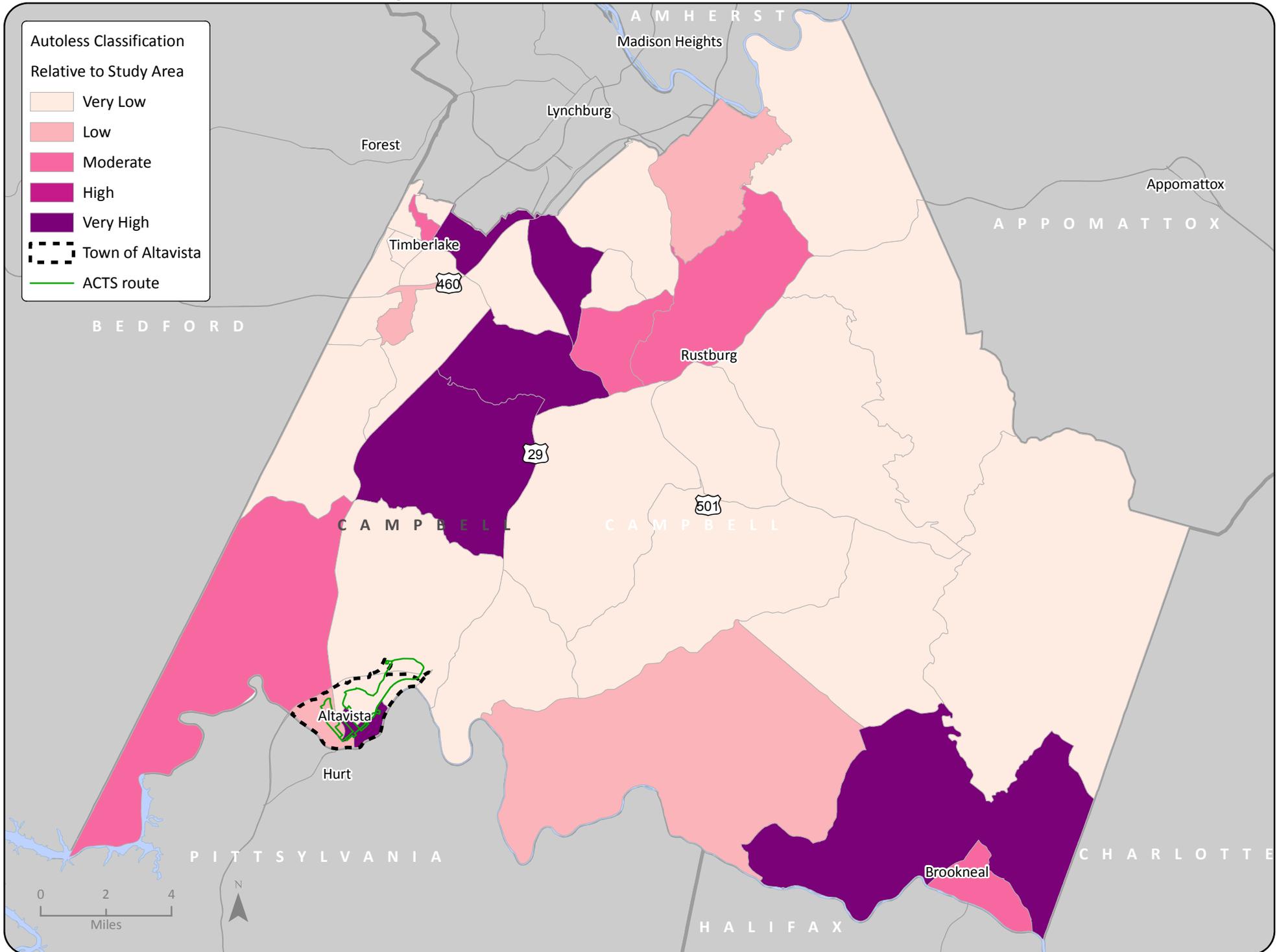


Figure 3-6: Relative Number of Autoless Households



Senior Adult Population

A second socioeconomic group analyzed by the TDI and TDIP indices was the senior adult population. Individuals 65 years and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Figure 3-7 displays the relative concentration of senior adults in Campbell County. The block groups classified as high or very high were located in Timberlake and to the north of Rustburg. In Altavista, the Lola Avenue Extension-Avondale Drive area was classified as having a moderate number of seniors relative to the entire County, compared to a low number in the downtown and western parts of Town.

Individuals with Disabilities

Due to changes in Census and American Community Survey reporting, the 2000 Census provided the most recent data available to analyze the prevalence and geographic distribution of individuals with disabilities (age 16 and over). Though this information was dated, it was still important to consider; those with disabilities may be unable to operate a personal vehicle and consequently more likely to rely on public transportation. Shown in Figure 3-8, the northern part of Campbell County, outside of Lynchburg, had the highest numbers of individuals with disabilities. In Altavista, the downtown area had a moderate number of individuals with disabilities, compared to lower numbers in the other parts of Town.

Title VI Demographic Analysis

As part of the Civil Rights Act of 1964, Title VI 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 of Altavista and Campbell County. It then summarizes the prevalence of residents with Limited-English Proficiency (LEP).

Minority Population

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not negatively impacted by any proposed alterations to existing public transportation services. Figure 3-9 depicts the percentage of minority persons per block group in Campbell County. Out of 37 total block groups, 15 had a minority population above the County average (16.9%). In Altavista, the downtown and eastern parts of Town had minority populations above the County average.

Figure 3-7: Relative Number of Senior Adults (65+)

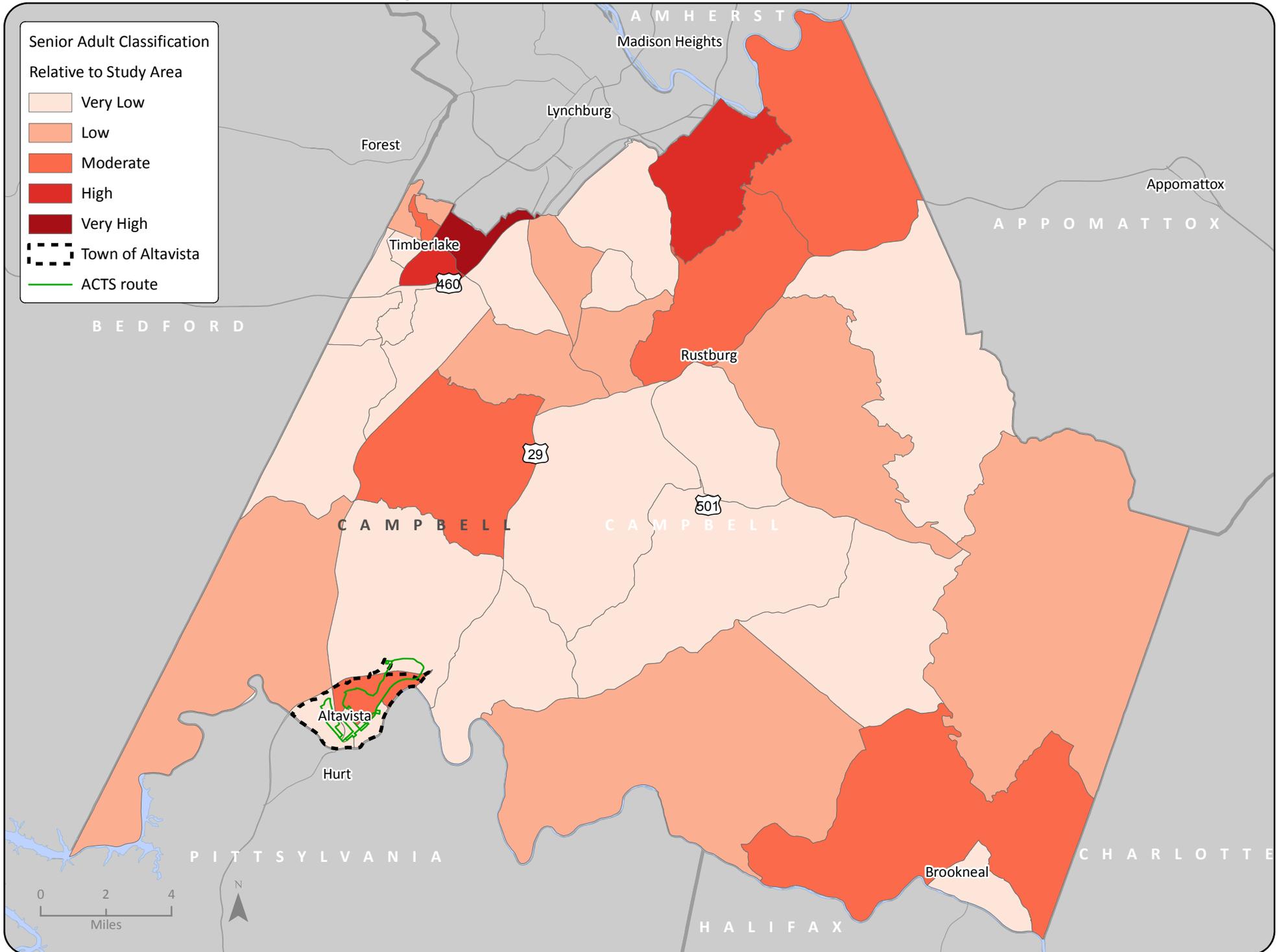
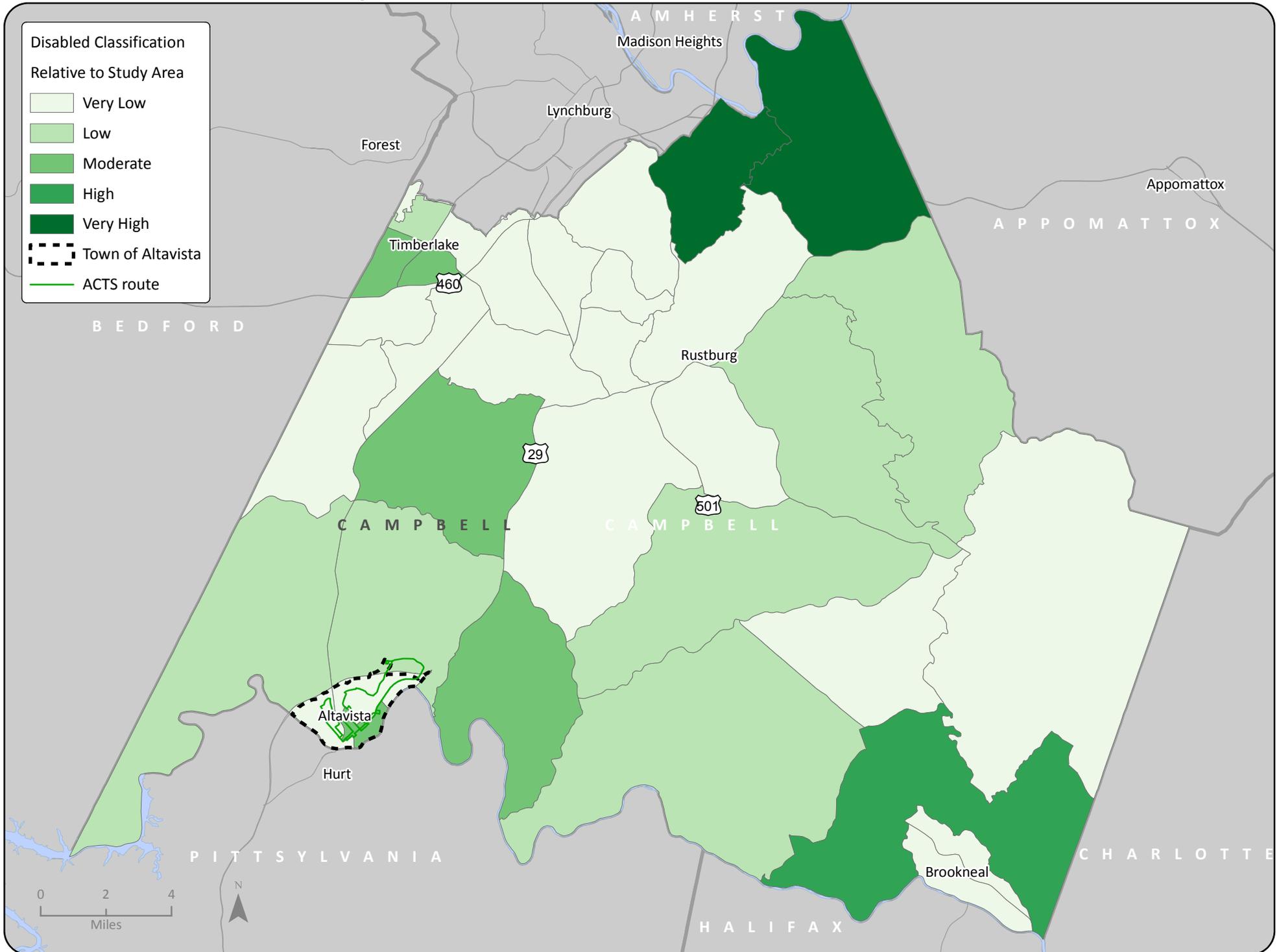
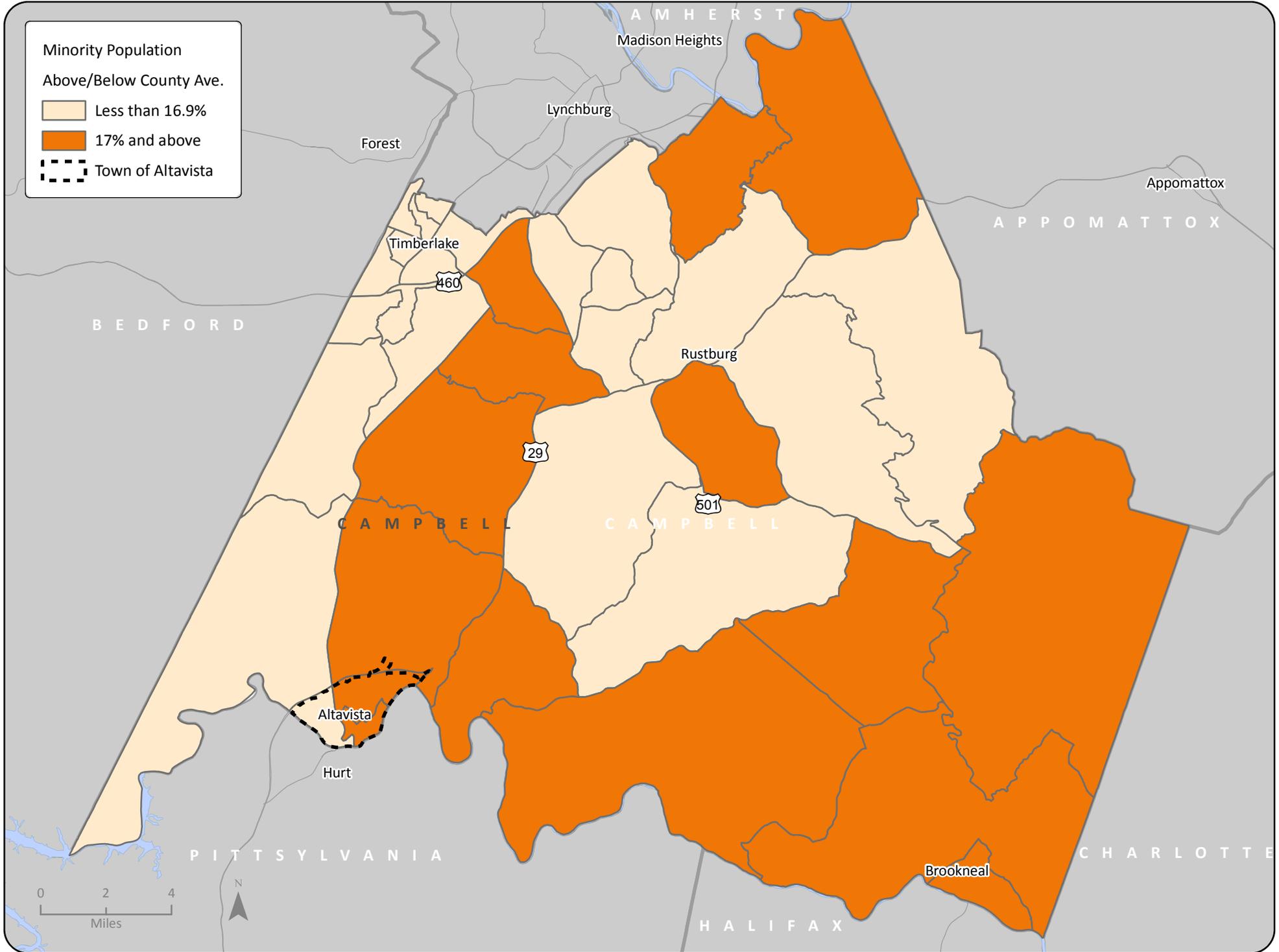


Figure 3-8: Relative Number of Individuals with Disabilities



3-25

Figure 3-9: Percentage Minority Population



Low-Income Population

The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that may make the ownership and maintenance of a personal vehicle difficult. In such cases, they may be more likely to depend on public transportation. Figure 3-10 depicts the percentage of below poverty individuals per block group. Out of 37 total block groups, 17 had a below poverty population above the County average (13.8%). Like the minority distribution, these block groups covered all areas of Campbell County. In Altavista, only the downtown area had a low-income population above the County average.

Limited-English Proficiency

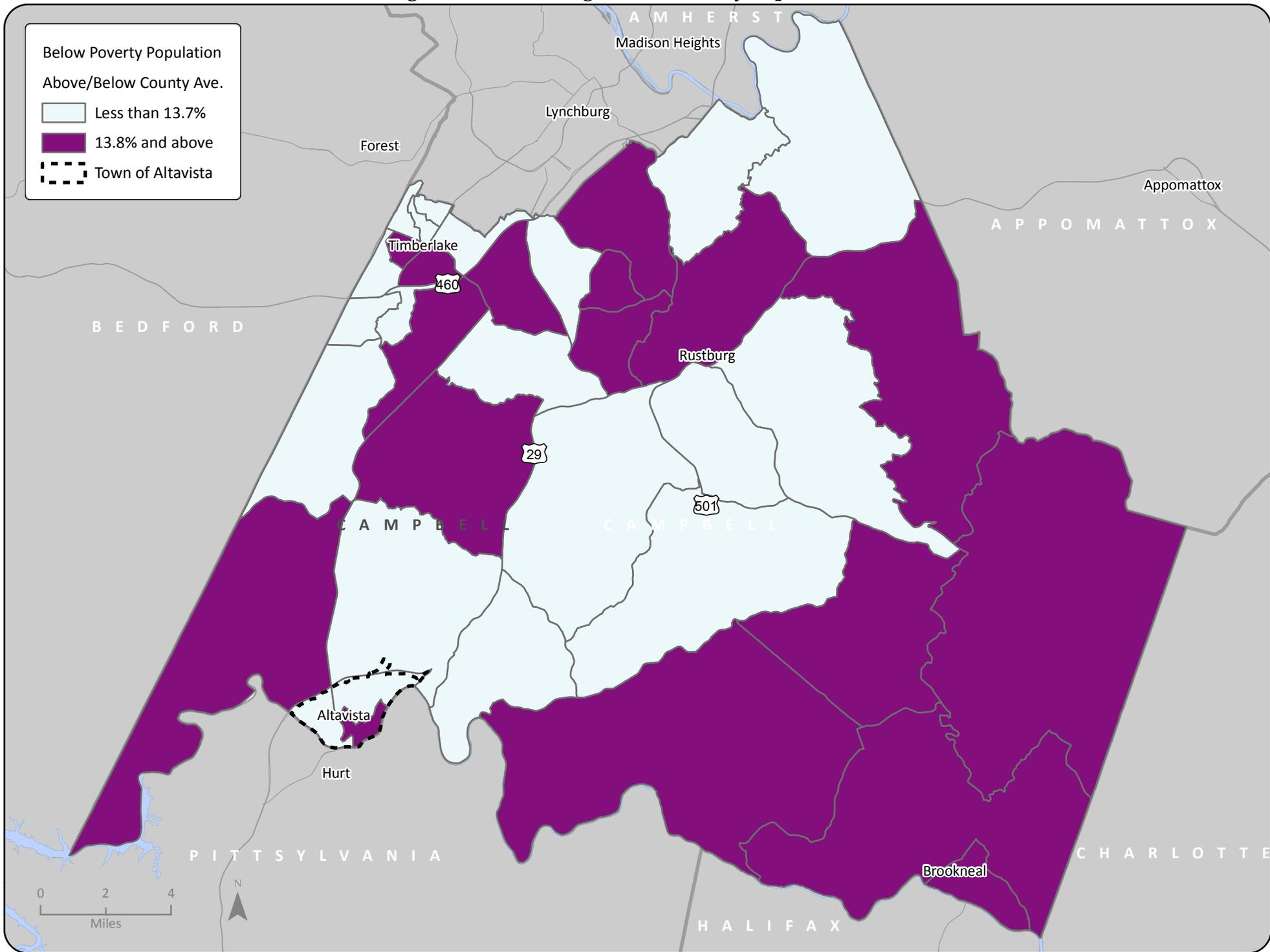
In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. As shown in Table 3-8, both Campbell County and Altavista residents predominately speak English (about 97%). County-wide, Spanish was the next most prevalent language, while “other Indo-European languages” were most common in Altavista. Of those households where a non-English language was spoken, most were also able to speak English “very well.” Less than one percent of the total County population and the total Altavista population spoke English “not well” or “not at all,” making the need for resources to address the LEP population very low.

Table 3-8: Campbell County and Altavista Limited-English Proficiency

Place of Residence:	Campbell County		Altavista	
Population Five Years and Older:	51,564		3,219	
Language Spoken at Home--	#	%	#	%
a) English:	50,466	97.9%	3,080	95.7%
b) Spanish:	500	1.0%	10	0.3%
c) Other Indo-European languages:	277	0.5%	73	2.3%
d) Asian/Pacific Island languages:	277	0.5%	23	0.7%
e) Other languages:	44	0.1%	33	1.0%
Speak non-English at Home:	1,098	2.1%	139	4.3%
Ability to Speak English--				
a) "Very Well" or "Well":	957	87.2%	133	95.7%
b) "Not Well" or "Not at All":	141	12.8%	6	4.3%

Source: American Community Survey, Five-Year Estimates (2007-2011), Table B16004.

Figure 3-10: Percentage Below Poverty Population



Land Use Analysis

Identifying land uses and major trip generators in Altavista 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 multi-unit housing, major employers, medical facilities, educational facilities, non-profit and governmental agencies, and shopping centers. Trip generators are mapped in Figure 3-11 and are listed by type in Appendix B. The majority of trip generators in Altavista were located along Main Street and 7th Street downtown, also the area of highest population densities. Almost all of the trip generators within Altavista itself were a short walking distance from the ACTS route. These places included the Staunton River Memorial Library, the YMCA, Walmart, the Town and Country Shopping Center, the Altavista Medical Center and Dialysis, and Town Hall. At a broader scale, most employers and multi-unit housing in the County were located near Timberlake and Lynchburg. Other clusters of trip generators in the County occurred along Routes 29, 501, and 460 by Rustburg, Brookneal, and Concord.

Employment Travel Patterns

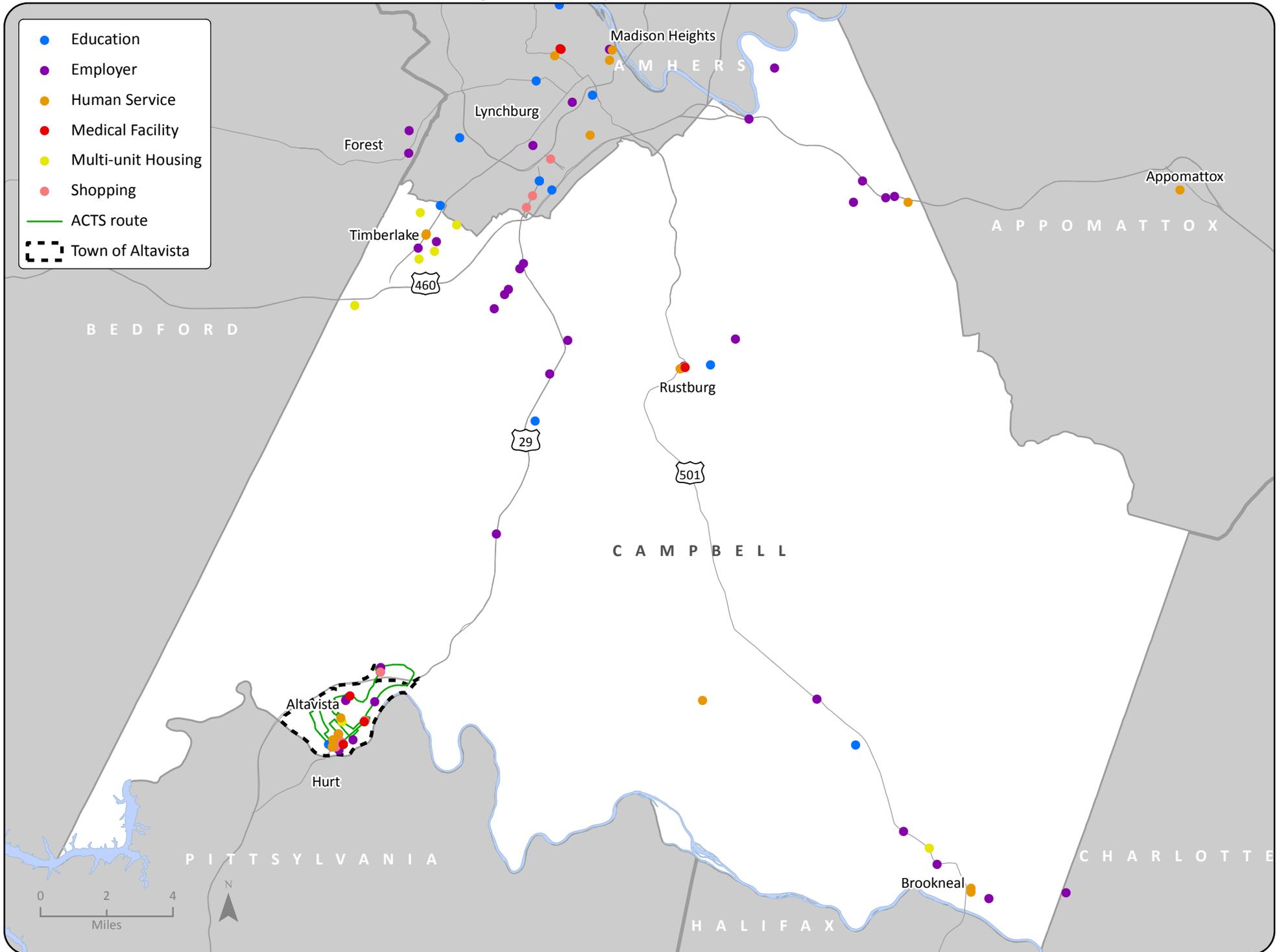
In addition to considering the locations of Altavista's major employers, it was also important to take into account the commuting patterns of residents working inside and outside of the Town and Campbell County. According to ACS five-year estimates for 2007-2011, 57% of Altavista workers 16 years and older worked at locations within Campbell County. As shown in Table 3-9, this level of in-county commuting was higher than the rate for all Campbell County workers. About 41% of Altavista residents work in other Virginia counties.

Table 3-9: Journey-to-Work Travel Patterns

Place of Residence:	Campbell County		Altavista	
Workers 16 Years and Over	24,762		1,309	
Location of Workplace--	#	%	#	%
In State of Residence	24,562	99%	1,291	99%
a) In County of Residence	9,360	38%	750	57%
b) Outside County of Residence	15,202	61%	541	41%
Outside State of Residence	200	1%	18	1%
Means of Transportation to Work--	#	%	#	%
Car, Truck, or Van- drove alone	20,801	84%	1,167	89%
Car, Truck, or Van- carpooled	2,311	9%	103	8%
Public Transportation	9	0%	0	0%
Walked	369	1%	0	0%
Taxicab, motorcycle, bicycle, or other	580	2%	29	2%
Worked at Home:	692	3%	10	1%

Source: ACS, Five-Year Estimates (2007-2011), Table B08130.

Figure 3-11: Major Trip Generators



Another source of data that provides an understanding of employee travel patterns is the United States Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) 2010 dataset. LEHD draws on federal and state administrative data from Censuses, surveys, and administrative records. As shown in Figure 3-12, the top five employment destinations for Altavista residents were Altavista itself (274 workers), Lynchburg (255 workers), Rustburg (110 workers), Forest (52 workers), and Roanoke (38 workers). Other destinations included Timberlake, Madison Heights, and Cave Spring. Given that many Altavista residents work within the Town, ACTS serves as an important transportation option for work trips. For those who work in Altavista but live elsewhere, the most common places of residence were Lynchburg, Hurt, and Motley.

Review of Land Use Plans

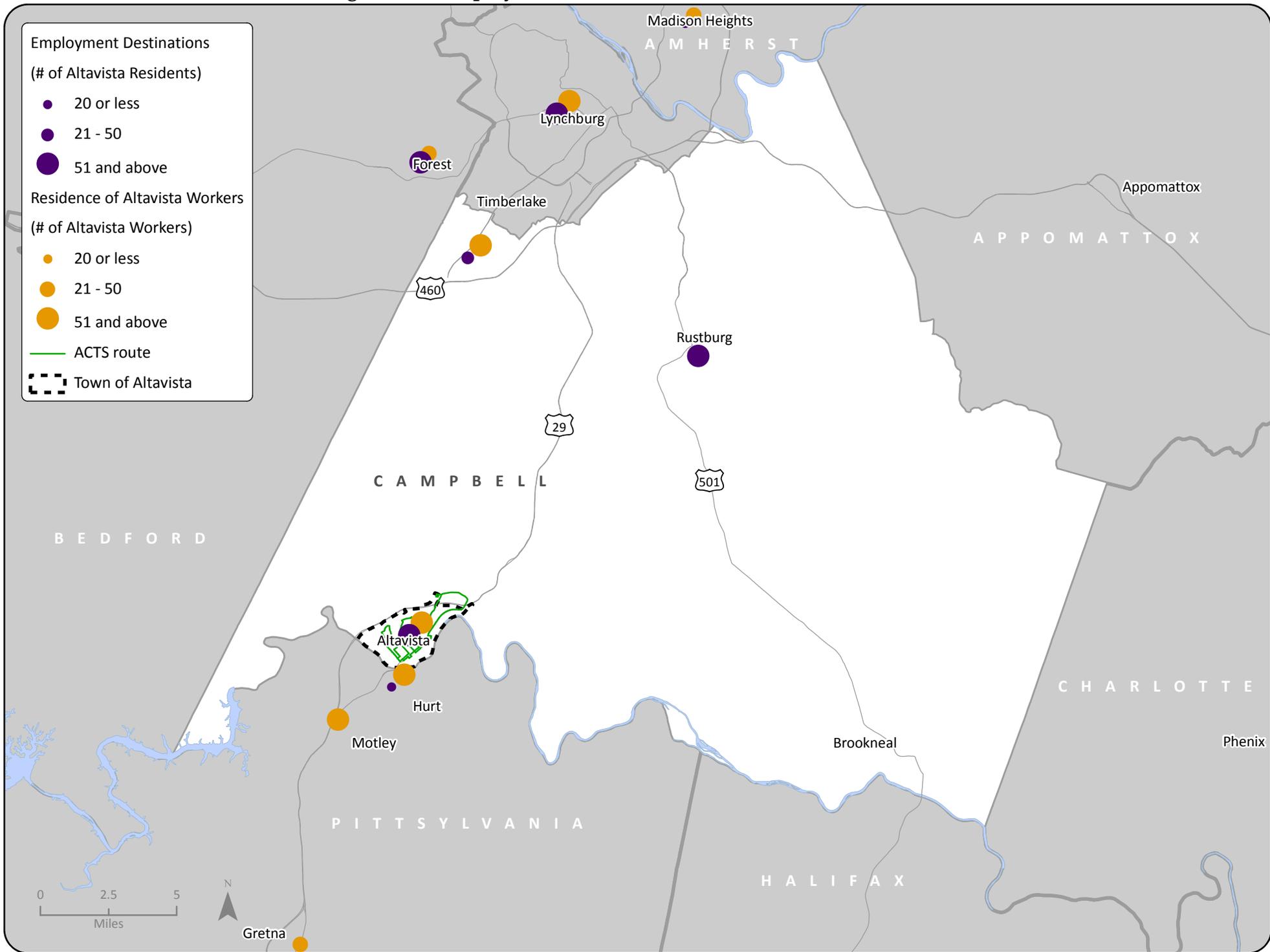
Town of Altavista, Virginia 2009 Comprehensive Plan

Adopted in April 2010, the 2009 Comprehensive Plan is an update of the Town's 2003 Plan and serves as a long-term guide for land use decisions within Altavista. The plan includes both transportation and land use components. It sets out the goals of promoting "a safe, effective, efficient, and environmentally sound transportation system" and encouraging "an orderly, efficient, and environmentally sustainable land use pattern."

The transportation component begins by documenting existing infrastructure and discussing the importance of its maintenance and improvement. Major road and railways include U.S. Route 29, which runs north-south and forms the Town's northern boundary. Two Norfolk Southern Railway lines intersect Altavista. These lines are primarily freight, but Amtrak's Crescent service from New York to New Orleans also passes through the Town (but does not currently stop), with the closest stops in Lynchburg and Danville. Regarding public transit, the transportation component references the 2009 Public Transportation Feasibility Study. Written prior to the launch of ACTS, it notes that Altavista should continue to consider new and expanded transit options for both the general public and for the elderly and persons with disabilities.

The land use component documents existing patterns: about 15% of the Town is residential, primarily single-family homes with some multi-family and mobile home units in the central and northern sections of the Town (Lola Avenue, Main Street, and Riverview Drive). Another 15% of existing land use is industrial, largely along the Staunton River. Commercial uses occur in three general areas: the Central Business District (CBD) southwest of Franklin Avenue, strip commercial on North Main Street, and newer development by Clarion Road and the Route 29 bypass.

Figure 3-12: Employment Destinations and Worker Residences



3-32

The Comprehensive Plan notes the objectives of prioritizing infill, discouraging scattered development, and encouraging “a compact but reasonable development pattern”, all of which are supportive of public transportation. The Town’s Future Land Use Map directs low density residential uses to western Altavista, medium density residential, commercial, and industrial uses to the center, and mixed, commercial, and industrial uses to the east. A substantially sized “economic opportunity area” immediately to the west of Clarion Road is one undeveloped site cited as suitable for new commercial or industrial development.

Another objective in the Comprehensive Plan that could potentially impact ACTS services is the consideration of adjusting the Town’s boundaries into unincorporated Campbell County. ACTS’ current policy is to seek funding partnerships for any service expansions outside of Town boundaries. Since public input identified needs for out-of-town transportation, the expansion of Altavista’s Town boundaries in the future would impact service projects that travel outside of current Town limits and potentially the need for a funding partner.

Altavista is also a designated Virginia Main Street Community, meaning that it can receive assistance and funding through the state’s Department of Housing and Community Development to invest in its CBD. (In fact, Altavista was awarded a Community Development Block Grant in 2009, to help renovate housing units for low- and moderate-income persons in the CBD.) This designation dovetails with the Town’s objective of sustaining and enhancing the downtown. Altavista On Track, created in 2003, leads the effort to support existing Main Street businesses, recruit appropriate new businesses, and market the CBD. In addition to concentrating a mix of uses, actions undertaken by Altavista On Track like façade improvements and streetscaping have the potential to support public transportation by allowing for better pedestrian accessibility.

Altavista Downtown Master Plan (September 2006)

The Altavista Downtown Master Plan sought to improve Altavista’s downtown area through streetscape and building facade improvements. Headed by the Altavista Community Development Committee, the revitalization effort concentrated on Main Street from Broad Street to Amherst Avenue and 7th Street from Broad Street to Franklin Avenue. Improvements called for in the Master Plan included pedestrian crossings, outdoor sculpture, and street furniture (e.g. benches, trash receptacles, bike racks, etc.).

The ACTS route runs along both Main Street and 7th Street within the Master Plan boundaries. The streetscape improvements that resulted from the implementation of the Master Plan and subsequent efforts are helping to make downtown Altavista a

more inviting and pleasant place to be a pedestrian. A high quality pedestrian experience is conducive to transit ridership and may encourage residents to use ACTS; riders can take advantage of the amenities and enhanced connectivity while walking to and waiting at their stops.

Campbell County 2009-2024 Comprehensive Plan (2009)

The Campbell County Comprehensive Plan was adopted in December 2009. With a government complex located in Rustburg, the County is governed by a seven member Board of Supervisors including a representative of the Altavista Election District. A County Administrator oversees the day-to-day operations of the County's departments.

The Comprehensive Plan's chapter on land use describes a goal of orderly, efficient, and environmentally appropriate land use patterns, along with the provision of public space. A significant amount of Campbell County is rural, with single family homes located throughout the County. Commercial and industrial uses are concentrated near towns and in the immediate suburbs of Lynchburg. The Plan foresees future growth occurring along major transportation corridors, and in the northern third of the County closest to Lynchburg. The Plan also depicts a land use map through the year 2024. The area in and around Altavista is classified as medium to high density mixed use, medium density commercial, and medium to high density residential (1 unit per every 0.25 to 5 acres).

The Comprehensive Plan's chapter on transportation documents existing roadways, scheduled road improvements, and local air and rail infrastructure. The Plan describes a strategy of promoting "the awareness of, and access to, a public/private transportation network for elderly, handicapped, and disadvantaged citizens, including services provided on a regional basis." While the County recognizes that transit dependent populations have unmet transportation needs, the Plan does not make specific recommendations regarding public transportation.

Review of Previous Transportation Studies

Town of Altavista Public Transportation Feasibility Study (February 2009)

The 2009 Public Transportation Feasibility Study evaluated the public transportation needs of Altavista, proposed transit alternatives, and documented organization requirements as well as estimated capital and operating costs. Based on stakeholder input and demographic analysis, the Feasibility Study concluded that a transit system would offer residents greater mobility for essential trips, offer an alternative to high gas prices, and support downtown revitalization. Stakeholders articulated a particular need for transportation for the elderly and individuals with

disabilities, and for increased connectivity between Altavista and Hurt, Gladys, Lynch Station, and Lynchburg.

The Feasibility Study detailed the advantages and disadvantages of several options: frequent deviated fixed route service, infrequent deviated fixed route service, demand response service, and a no service option. It ultimately recommended frequent deviated fixed route service within Town limits, operated by an external provider. Possible service expansions included two round trips per day to Lynchburg, as well as wider coverage at the same frequency. The Feasibility Study also noted land use strategies that Altavista could employ to support transit use: concentrating employment in existing centers (retail on Main and Broad Streets, industrial along the rail lines and river), encouraging a mix of uses in the CBD, facilitating multimodal access through sidewalk construction, and increasing the price of parking in the CBD.

Region 2000 (Planning District Commission 11) Coordinated Human Service Mobility Plan (June 2008)

The Region 2000 Coordinated Human Service Mobility (CHSM) Plan meets federal requirements for a locally developed, coordinated public transit-human services transportation plan. It assesses available transportation services; details unmet needs for individuals with disabilities, older adults, and people with low incomes; and prioritizes strategies to address identified transportation gaps.

Issues of limited services, lack of awareness of available services, and high transportation costs apply to Altavista as well as the entire Planning District Commission (Amherst, Appomattox, Bedford, and Campbell Counties, and the Cities of Bedford and Lynchburg). A series of regional workshops helped identify the following strategies to address these and other issues/needs:

- Continue to support and maintain capital needs of coordinated human service/public transportation providers.
- Expand availability of demand-response and specialized transportation services to provide additional trips for older adults, people with disabilities, and people with lower incomes.
- Build coordination among existing human service/public transportation providers.
- Provide targeted shuttle services to access employment opportunities.
- Establish a ride-sharing program for long-distance medical transportation.
- Implement new public transportation services or operate existing public transit services on more frequent basis.
- Expand outreach and information on available transportation options in the region, including establishment of a centralized point of access.

-
- Provide flexible transportation options and more specialized or one-to-one services through expanded use of volunteers.
 - Establish or expand programs that train customers, agency staff, medical facility personnel, and others in the use and availability of transportation services.
 - Expand access to taxi services and other private transportation operators.
 - Bring new funding partners to public transit/human service transportation.
 - Provide transportation services that enable people to become more self-sufficient.

Altavista 2035 Transportation Plan (2008)

Referenced in the 2009 Comprehensive Plan, the 2035 Transportation Plan recommended three phases of transportation infrastructure improvements for Altavista. Among other analyses, the Plan also determined existing and projected roadway levels of service and summarized Altavista accident data, information that could be a useful reference when ACTS considers route adjustments.

Regarding transit, the Plan endorsed a feasibility study for local bus service (since completed) and recommended the re-establishment of a Greyhound intercity bus stop in town. The Plan also inventoried and mapped existing sidewalks and bicycle facilities and recommended locations for sidewalk additions/extensions, bicycle sharrows, and paved shoulders. The Plan encouraged Altavista to develop a Bicycle and Pedestrian Plan, to support modal choice and specifically consider these types of improvements.

Several of the Plan's roadway infrastructure recommendations may impact ACTS service when and if they are implemented: constructing a new two-lane Main Street Bridge with a multi-use trail (short-term); realigning the intersection of Clarion Road and Lynch Mill Road (mid-term); widening Main Street to four lanes, and constructing a new two lane road connecting Clarion Road to 7th Street (both long-term). The Main Street Bridge construction in particular may influence any new service into Hurt, especially if it occurs within ACTS current hourly schedule. In addition, improvements to the Clarion/Lynch Mill intersection and/or the eventual extension of Clarion Road southward could allow for more direct service on the return trip from Altavista Commons to downtown.

Onboard Rider Surveys

Onboard surveys were distributed in July 2013, to collect information on current riders' demographics and trip characteristics, satisfaction with ACTS, and input on areas for improvement. Twenty-two completed surveys were returned, providing helpful insights about who is using ACTS, riders' perceptions of ACTS service, and how

ACTS may better meet riders' needs. The following were highlights from the rider survey results:

- **Trip Purpose** - The most common type of trip was for shopping or errands, but riders were also taking trips to work, school, and medical services.
- **Frequency of Riding the Bus** - Many riders take the bus nearly every day, and some take it 3-4 times per week. A few riders take the bus 1-2 times a week or less.
- **Reasons for Riding the Bus** - The top reasons that riders use the bus are that the bus is convenient, they do not drive, and there is no car in their household.
- **Alternative Transportation Options** - If the bus was not available, riders indicated that they would probably ride with family or friends or walk. Some riders said they would not make the trip, including trips for shopping and work.
- **Without the Bus** - Many riders indicated that they would not be able to live independently without ACTS. Several riders said they would be able to continue working without the bus, though a few said it affects their ability to continue working. Some riders said they could not attend CVCC classes without the bus.
- **Rider Characteristics** - The majority of riders do not have a car or a driver's license. Some riders have a driver's license but no access to a car. The riders were split fairly evenly between the age groups of 25-44, 45-59, and 60 and older. Riders' employment statuses also varied from employed full- or part-time, being a full- or part-time student, retired, and unemployed. The most common races that riders identified with were Caucasian and African American. Several riders indicated that they have low household incomes, under \$10,000 annually.
- **Fares** - Riders think the current fares are reasonable and inexpensive.
- **Free Fare Months** - Most riders were already using ACTS before the free fare months. The riders were split in terms of whether they do or do not ride the bus more often when fares are free. A rider using the bus for the first time during fare free service indicated that they would continue riding the bus in the future.
- **Transit Information** - The majority of riders receive information about ACTS on the bus, with some getting information at the bus stops and Town Hall. The riders also find it easy to get information about the bus route and schedule.
- **Most Useful Improvements** - The top priorities for improvements, listed in order starting from the highest priority, were longer hours on Saturdays; later evening hours; service on Sundays and more shelters and benches at stops (which were equally requested); and more areas served including Lynchburg and Hurt.
- **ACTS Drivers** - The riders gave overwhelmingly positive responses regarding the drivers - they are courteous, respectful, helpful, safe, and on-time.
- **Overall Satisfaction** - The majority of riders are very satisfied with ACTS.
- **Like Best about ACTS** - Several riders said they like everything about ACTS, and some specified the convenience, that it allows them to be independent, its on-time, the friendly people, and the drivers.

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- ***Like Least about ACTS*** - Most riders had no complaints. A few riders said the limited hours, including weekend service, was what they like least.
 - ***Additional Comments from the Survey:***
 - “The bus allows me to be independent. Without it, my getting around town would be extremely limited. This Fall I hope to return to school. Without the bus, this would not be possible. I need the bus!”
 - “The bus drivers are very friendly and I love riding the bus.”
 - “Let’s keep this bus service for the good of Altavista, and our senior citizens as well as our young. We need this bus. I thank God for it.”

Community Meeting and Input from Stakeholders

Public outreach was an important component of the TDP process to gauge the community’s level of support for transit and to collect input on transit needs and issues. The Town of Altavista held a Public Input Open House on July 23, 2013, to encourage community members to come learn about ACTS service, provide their input on transit needs, and share their visions for public transportation in Altavista and the region. Significant outreach was conducted to invite individuals and representatives from schools, businesses, and organizations to attend the community meeting, with assistance from the TAC, Altavista’s Economic Development Director, the Altavista Area Chamber of Commerce, Altavista On Track, and the Region 2000 Local Government Council.

More than 20 community members including riders and elected officials, from Altavista and the Town of Hurt, attended the meeting. Representatives from the following community organizations provided input at the community meeting or through separate interviews:

- Adult Care Center of Central Virginia,
- Altavista Chamber of Commerce,
- Altavista Economic Development Department,
- Beard Center on Aging at Lynchburg College,
- Campbell County Department of Social Services,
- Campbell County Youth, Adult, and Community Services,
- Central Virginia Area Agency on Aging,
- Greater Lynchburg Transit Company; and
- Lynchburg Area Center for Independent Living.

The following is a summary of the major transit needs and issues identified through the public outreach process, with the needs that the public identified as priorities marked by asterisks (*):

- Later evening hours*
 - CVCC classes on weekdays run until 7:30 p.m./8:00 p.m. in the summer and 9:40 p.m. in the fall/spring.
- Weekend service*
 - Longer Saturday hours (i.e., young riders using the internet service at the library and going to Walmart).
 - Extending service to 4 p.m. or 6 p.m.
 - Even if just starting with longer hours the first Saturday of the month (to serve the Trade Lot).
 - Sunday service, for trips to church, service until 3 p.m.
 - To Lynchburg, especially on Friday evenings and Saturdays.
- Regional transportation needs*
 - Individuals from Altavista and the surrounding counties need to access medical and social services located in Lynchburg.
 - Willing to pay higher fares for service to Lynchburg.
 - Need connections to GLTC, whether at the GLTC transfer center or the Wards Road shopping center (Target).
 - GLTC service cannot go outside the City of Lynchburg.
 - Want transit service in Region 2000 similar to JAUNT, the transit system that serves Charlottesville and the surrounding counties.
 - Central Virginia Area Agency on Aging provides a lot of transportation to dialysis and has little capacity to provide other medical trips.
- Areas or specific locations that need service
 - Hurt, especially Rehab Associates of Central Virginia and Staunton River Family Physicians; also businesses such as Yamazato and the Minute Market.
 - Lynch Station, since some riders currently walk one to two miles to use ACTS; suggested stop at Tucker's Market.
 - Rustburg, the County seat where the courts, Health Department, Department of Social Services, library, and jail are located; could be served with trips in the morning and afternoon.
 - Lynchburg, for medical, employment, and shopping trips.
 - Timberlake possibly has enough demand for fixed route service.
 - Campbell County to Lynchburg.
 - Gladys.

- Supporting industries and the local economy
 - ACTS serves an important role in providing a flexible transit option to meet industry needs, and helping recruit industries in the Town's economic development efforts.
 - Altavista businesses and industries have employees from all over Region 2000 as well as Danville; ACTS' growth into a regional transit hub in the future would help meet employment transportation needs and support local and regional economies.
 - Rustburg residents would travel to Altavista for Walmart if transit service was available.
- Several different populations have unmet transportation needs
 - Families or individuals with no access to or ability to drive a personal vehicle.
 - Aging population, including those who find it difficult to drive and those who are not eligible for Medicaid.
 - Seniors need transportation service early in the day.
 - Difficult for some older adults to physically get to bus stops.
 - Transit service provides seniors with independence and fellowship.
 - Lower income residents, especially in Lynch Station.
- Funding issues
 - Other localities, such as Hurt, want to see the demand for transit before providing local funding.
 - Counties have been unwilling to provide local funding to expand GLTC services outside of Lynchburg city limits.
 - Central Virginia Area Agency on Aging provides the main transportation for seniors, age 60 and over, in Campbell County, but faces potential funding cuts.
 - Explore private funding sources such as the Centra Foundation, Greater Lynchburg Community Trust, and Bedford Community Health Foundation.
- Ways to promote and share information about ACTS
 - Need to promote transit ridership to counter perception that bus is empty.
 - Reach older residents through newspaper and TV, such as the local television show, "Living in the Heart of Virginia."
 - Reach younger residents through social media.
 - Senior news and magazines.
 - Campbell County's electronic newsletter.
 - Ask other organizations, such as the Virginia Employment Commission and the Region 2000 Technology Council, to share information with their constituents.

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- Participate in other organizations' events such as Department of Social Services' Senior Awareness Day, United Methodist Church's Day of Discovery.
 - Local events such as the Altavista River Festival, Altavista Wine Festival, Campbell County Heritage Festival.
 - Links to ACTS on other websites.
 - High satisfaction with ACTS
 - Current ACTS fares are very reasonable.
 - ACTS buses are clean and comfortable.
 - ACTS drivers are wonderful.

Input from the TAC and Transit Operators

The TAC members and transit operators provided the following input and suggestions regarding ACTS service and transit issues:

Routing Changes/Issues:

- Serve Eudora Lane,
- Serve Days Inn as a deviation,
- Do not need to serve CVCC on Saturdays because there are no weekend classes,
- Consider different routing on Saturdays,
- Though current route appears to do large loops, experienced riders know to flag down the bus for a quicker trip.

Transit Needs:

- High need for transportation for seniors,
- Need service to Lynchburg, especially for medical trips, could connect to GLTC at the Target shopping center,
- Need service to the Town of Hurt,
- Need service to Rustburg, where courts and social services are located,
- New senior center may be built outside of Town limits,
- Transit option for special events,
- Potential need for student transportation to Liberty University.

Equipment and Amenities:

- Need shelters at bus stops,
- Need to install bus stop sign at English Mobile Home Park.

Long-term Vision:

- With its central location, Altavista may serve as a regional hub for transit connections to destinations such as Lynchburg, Rustburg, and Brookneal in the long term.

Public Perception:

- Perception that bus is empty,
- Some opposition to transit for bringing federal money to Altavista.

SUMMARY

The system evaluation and needs analysis involved collecting and reviewing data and input from many different sources. This was a critical step in the TDP and for ACTS to make a detailed assessment of the existing service, including its performance and how riders are currently using the service. The needs analysis examined demographic data and land use and reviewed recent plans to ensure that the recommendations in the TDP will complement other transportation and economic development efforts in Altavista, Campbell County, and the region. Public outreach, including the rider survey, was another important part of the needs analysis to collect community input on transit needs and potential areas for improvement. Making contacts with community stakeholders such as businesses, social service organizations, and local governments as part of the TDP process provided a foundation for ACTS to build partnerships to improve and expand its public transportation services.

The TDP public outreach process indicated that several needs identified in the 2009 Public Transportation Feasibility Study still exist. While ACTS service to date has been able to meet many in-town transportation needs of the elderly, individuals with disabilities, and low-income residents, additional needs identified by these groups and other citizens remain unmet. These needs present opportunities for ACTS to improve the convenience and quality of its transit services and to grow as a regional transit provider. Public input indicated a high level of support for transit in and around Altavista. Current riders were very satisfied with ACTS service. While ACTS' existing route has areas for improvement to address, the major hurdle for transit may be how to build funding partnerships to meet regional transportation needs that have been identified by many individuals and community stakeholders.

The results of the system evaluation and the priorities identified in the needs analysis were used to develop service alternatives and improvements, discussed in the next chapter of the TDP.

Chapter 4

Service Expansion Projects

This chapter provides a series of service alternatives that meet Altavista's identified transit needs. The alternatives were developed based on the analysis of current service combined with input from riders, residents, and other community stakeholders. The alternatives were presented to the TAC, and the group's feedback and refinements helped identify the recommended projects to implement during the TDP's six-year planning horizon, as well as "vision" projects to implement in the long term.

The service alternatives that were presented to the TAC are summarized below. Some alternatives were identified as short/mid-term options because they are cost neutral or incur minimal costs, given the potential benefits achieved. Other alternatives were identified as long-term options because they require additional resources and/or they travel beyond Town limits. Since the Town provides local funding for ACTS service, Altavista's policy at the time the TDP was conducted was to provide service within Town limits and to secure funding partnerships for service expansions outside of Altavista. Such partnerships may take time to build, so the out-of-Town alternatives were presented as long-term options, even though the public outreach process identified immediate needs for transportation between Altavista and other parts of the region.

Short/Mid-term

- Extended Evening Hours,
- Extended Saturday Hours,
- Sunday Service,
- Minor Routing Adjustments,
- Saturday Route Adjustments,
- One-Route Option for Bi-directional Service to Residential Core,
- One-Route Option for Direct Trips, with Lynch Road and Hurt as Deviations,
- Bus Stop Enhancements,
- Increased Marketing and Public Information,
- Service to Medical Center in Town of Hurt,
- Deviations to Lynch Station.

Long-term

- Scheduled Service to Rustburg,
- Scheduled Service to Lynchburg,
- Increased Frequency,
- Increased Service with Bi-directional Routing; and
- Increased Service with Split Routing.

Each alternative is detailed in this section and includes:

- A summary of the service alternative,
- Potential advantages and disadvantages,
- An estimate of the annual operating costs, the net deficit, and the local share,
- An estimate of the capital costs,
- Likely ridership impacts; and
- Additional miles of service (for select alternatives).

Most cost estimates and ridership impacts were calculated using ACTS' FY 2012 operating statistics, including:

- An operating cost per hour of \$20 (adjusted from the actual \$29.45 rate to determine the incremental operating cost for the alternatives, and avoid counting the administrative costs for staff twice¹),
- A farebox recovery rate of 6.1%; and
- An average of five passenger trips per hour.

Estimates for the total annual operating expenses, the net deficit (total operating expenses less the anticipated farebox revenue), and local share were included for each alternative. The operating expenses were estimated by multiplying the annual revenue hours of service by the adjusted operating cost per hour. The anticipated farebox revenue was calculated by applying the farebox recovery rate to the operating expenses; the expected fares were then subtracted from the operating expenses to determine the net deficit. (Because it typically takes a full year for new transit services to achieve their ridership potential, the net deficit in the first year may be higher than the estimate provided here.) The local share was estimated based on the Town's contributions to ACTS in the past, equaling about 35% of the operating budget. For service projects that

¹ About 40% of the Assistant Town Manager's salary and fringe benefits are paid through ACTS' operating budget. Based on the FY 2012 budget, this administrative cost was estimated to comprise about 30% of the annual operating budget. Therefore the FY 2012 operating cost per hour (\$29.45) was adjusted by this amount to estimate the incremental cost for the service alternatives, using a "real" operating cost per hour of \$20 that accounts for driver wages, fuel, vehicle insurance and maintenance, etc.

travel out of Town limits, ACTS would seek funding partners to cover the local share. The ridership impacts were estimated by multiplying the annual revenue hours of service by the average passenger trips per hour.

The exceptions to these approaches were the estimated operating costs, fare revenue, and local share for the alternatives that serve Hurt, Lynch Station, Rustburg, and Lynchburg. The assumptions and calculations associated with these alternatives' projections are described with each alternative.

SHORT/MID-TERM ALTERNATIVES

Short/Mid-Term Alternative: Extended Evening Hours

Currently ACTS provides weekday service from 8:00 a.m. until 6:00 p.m., with the last trip starting at 5:00 p.m. and returning to Town Hall around 5:50 p.m. This service span is not ideal for many individuals who work outside of traditional shifts, take continuing education classes, or need to run errands in the evenings. Input from the rider surveys and community outreach indicated that extended hours are a priority service improvement. This alternative would improve residents' mobility options by extending evening hours until 8 p.m. or 9 p.m. on weekdays. Adding two to three hours (Monday through Friday) would result in about 500 or 750 additional annual service hours.

Advantages

- Addresses a high priority service improvement identified in the onboard survey and through community input.
- Offers additional mobility for ACTS users, facilitating employment, school, shopping, and social/recreational trips.

Disadvantages

- Extended hours would increase annual operating expenses.
- If this alternative experiences low ridership, this could lower ACTS' performance measures.

Expenses

- Two additional evening hours on weekdays would cost about \$10,200 in operating expenses, while three additional evening hours would cost about \$15,300.
- The net deficit for two additional evening hours on weekdays would be about \$9,600, with an estimated local share of \$3,300. For three additional evening

hours the net deficit would be \$14,400, with an estimated local share of \$5,000.

- No additional capital would be required, but ACTS may need to replace the existing vehicle quicker given the 8,200 to 12,200 additional revenue miles per year.

Ridership

- Extended evening service would generate between 2,500 and 3,800 additional passenger trips annually.

Short/Mid-Term Alternative: Extended Saturday Hours

ACTS currently provides Saturday service from 9:00 a.m. until 2:00 p.m. Both riders and community stakeholders expressed the need for longer hours on Saturdays. By extending service until either 4:00 p.m. or 5:00 p.m., riders would have more opportunities to work, run errands, shop, and make social visits. Extended hours could also provide transportation for those who work on Saturdays. Adding two or three hours would result in about 100 or 150 additional annual service hours.

Advantages

- Addresses the highest priority service improvement requested by current riders.
- Offers additional mobility for ACTS users, facilitating employment, essential shopping, and social/recreational trips.

Disadvantages

- Extended hours would increase annual operating expenses.
- If this alternative experiences low ridership, this could lower ACTS' performance measures.

Expenses

- Two additional Saturday hours would cost about \$2,000 per year in operating expenses, while three additional hours would cost about \$3,100.
- The net deficit for this service would be about \$1,900, with an estimated local share of \$700 for two additional Saturday hours. For three additional hours, the net deficit would be \$2,900, with an estimated local share of \$1,000.
- No additional capital would be required, but ACTS may need to replace the existing vehicle quicker given the 1,600 to 2,500 additional revenue miles per year.

Ridership

- Extended Saturday service would generate 500 to 750 additional passenger trips annually.

Short/Mid-Term Alternative: Sunday Service

ACTS does not currently provide Sunday service. Onboard surveys confirmed that the majority of riders do not have a driver's license or access to a car. These individuals lack Sunday transportation options beyond walking or catching rides from family and friends. Riders noted that service on Sundays is an important improvement. This service would benefit weekend shift workers, church-goers, and those needing to run errands and grocery shop. ACTS could offer Sunday service from 9 a.m. to 2 p.m., to match the current span of Saturday service. In the future, ACTS could also consider extending service later in the day. Starting with five hours of Sunday service would result in about 250 additional service hours per year.

Advantages

- Addresses a need for weekend service articulated by riders and the public.
- Offers additional mobility for ACTS users, facilitating church, shopping, and social/recreational trips.

Disadvantages

- Extended hours would increase annual operating expenses.
- Sunday ridership may not be as productive (passengers/hour) as current service, and may result in lower performance measures.

Expenses

- New Sunday service for five hours would cost about \$5,200 in operating expenses.
- The net deficit for this service would be about \$4,900, with an estimated local share of \$1,700.
- No additional capital would be required, but ACTS may need to replace the existing vehicle quicker given the 4,100 additional revenue miles per year.

Ridership

- Sunday service would generate 1,000 to 1,300 additional passenger trips annually.

Short/Mid-Term Alternative: Minor Routing Adjustments

The current ACTS route leaves Town Hall on the hour, travels in a clockwise loop on Bedford Avenue and Lynch Road, covers the residential areas of Franklin and Amherst Avenue, and then completes a larger loop to Altavista Commons via Main Street, Lola Avenue, Avondale Drive, and Clarion Road. Shown in Figure 4-1, this

alternative proposes minor adjustments to address timing issues and increase the efficiency, safety, and directness of the route. ACTS has already implemented some route changes, including returning to Main Street via the Route 29 bypass rather than Dearing Ford Road. Additional adjustments will complement this recent change, and maintain the roundtrip route length at about 16 miles.

Eudora Lane - Riders, community members, and ACTS drivers noted the need for regular service on Eudora Lane, which is already a regular deviation. Instituted in conjunction with other route adjustments, serving Eudora Lane will have a minor effect, if any, on the overall schedule. With a steep path from School Street to Eudora Lane, offering regular service rather than deviation requests would assist riders with mobility impairments and encourage increased ridership from nearby residents.

Frazier Road - Rather than continuing on Avondale Drive and Ogden Road, the route would turn right onto Frazier Road and continue to the intersection with Lynch Mill Road at the ES Mart. Taking Frazier Road (with a distance of about a half-mile rather than a mile on Avondale and Ogden) would encourage on-time performance, as the current service tends to fall behind schedule in the second half of the route. In addition, both on/off counts and driver observations indicate very low ridership at the Avondale & Ogden stop. Ridership at this stop will likely further decrease since Rehab Associates and Staunton River Family Physicians have returned to their Hurt location. Individuals that do need to access this area (for example, for classes at the Virginia Technical Institute) would still be able to request a route deviation.

Moving the Lola Avenue Extension Stop - With the route change to Frazier Road, the TAC recommended serving Avondale Drive and Frazier Road before turning right onto Frazier Road. This routing would better serve regular ridership near Avondale and 15th, but would also require the current Lola Avenue Extension stop to be moved onto Avondale Drive, near Lola Avenue. This section of Avondale Drive already has a sidewalk, and would likely be able to accommodate a bus shelter.

5th Street - The ACTS route currently zigzags from 5th Street to Main Street and back just before serving CVCC. Ridership on this stretch of Main Street is minimal, and continuing on 5th Street is another strategy to improve on-time performance in the second half of the route.

Advantages

- Direct service to Eudora Lane addresses a need identified by the TAC.
- Uses data from on/off counts to maximize service to the highest ridership areas.

- Promotes on-time performance by streamlining the second part of the route, which has experienced difficulties staying on schedule in the afternoon, while impacting minimal ridership. It is important to adhere to the published schedule to demonstrate that ACTS service is reliable.

Disadvantages

- Regular service on Avondale Drive, Ogden Road, and a short portion of Main Street would no longer occur, impacting riders with origins and destinations along those stretches. However, these areas could still be served as deviations.
- ACTS would need to update the route map, redistribute the brochure, and notify existing riders of the route adjustments.

Expenses

- The route adjustments are cost-neutral in terms of operating cost. The revised route would still be about 16 miles roundtrip.
- Brochure re-design and printing would incur minimal costs.

Ridership

- The route adjustments may result in a slight increase in ridership over time, due to new areas served (Eudora Lane) and a more direct and convenient ride to Altavista Commons.

Short/Mid-Term Alternative: Saturday Route Adjustments

Given variation in weekday and Saturday ridership noted by ACTS drivers and captured by the on/off counts, this alternative proposes separate route adjustments for Saturday service. Since CVCC only offers classes on weekdays, hardly any riders use ACTS to go to the Altavista Office Park on Saturdays. Instead of serving CVCC, the Saturday route could serve the Town and Country Shopping Center as a scheduled stop in both the outbound and inbound direction. Town and Country had the highest total activity during the Saturday on/off counts. These minor route adjustments would better serve riders' Saturday trip purposes. This route could also apply if ACTS implements Sunday service in the future.

Advantages

- Uses data from on/off counts to maximize service to key Saturday destinations.

Disadvantages

- ACTS would need to update its route map to clearly differentiate between weekday and weekend service and redistribute brochures.
- ACTS would need to advertise the changes and educate current riders to

minimize confusion regarding different schedules and stops on weekdays versus Saturdays.

- UVA Dialysis, located at the Altavista Office Park, is open on Saturdays and would no longer be served as a regular stop. However, limited trips to this dialysis clinic are currently taken on Saturdays, and riders could still request this as a deviation.

Expenses

- The route adjustments are cost-neutral in terms of operating cost. The revised route would still be about 16 miles roundtrip.
- Brochure re-design and printing would incur minimal costs, especially if done at the same time as the re-design and printing needed for weekday route adjustments.

Ridership

- The Saturday route adjustments may result in a slight increase in ridership over time, due to more convenient service to Town and Country Shopping Center.

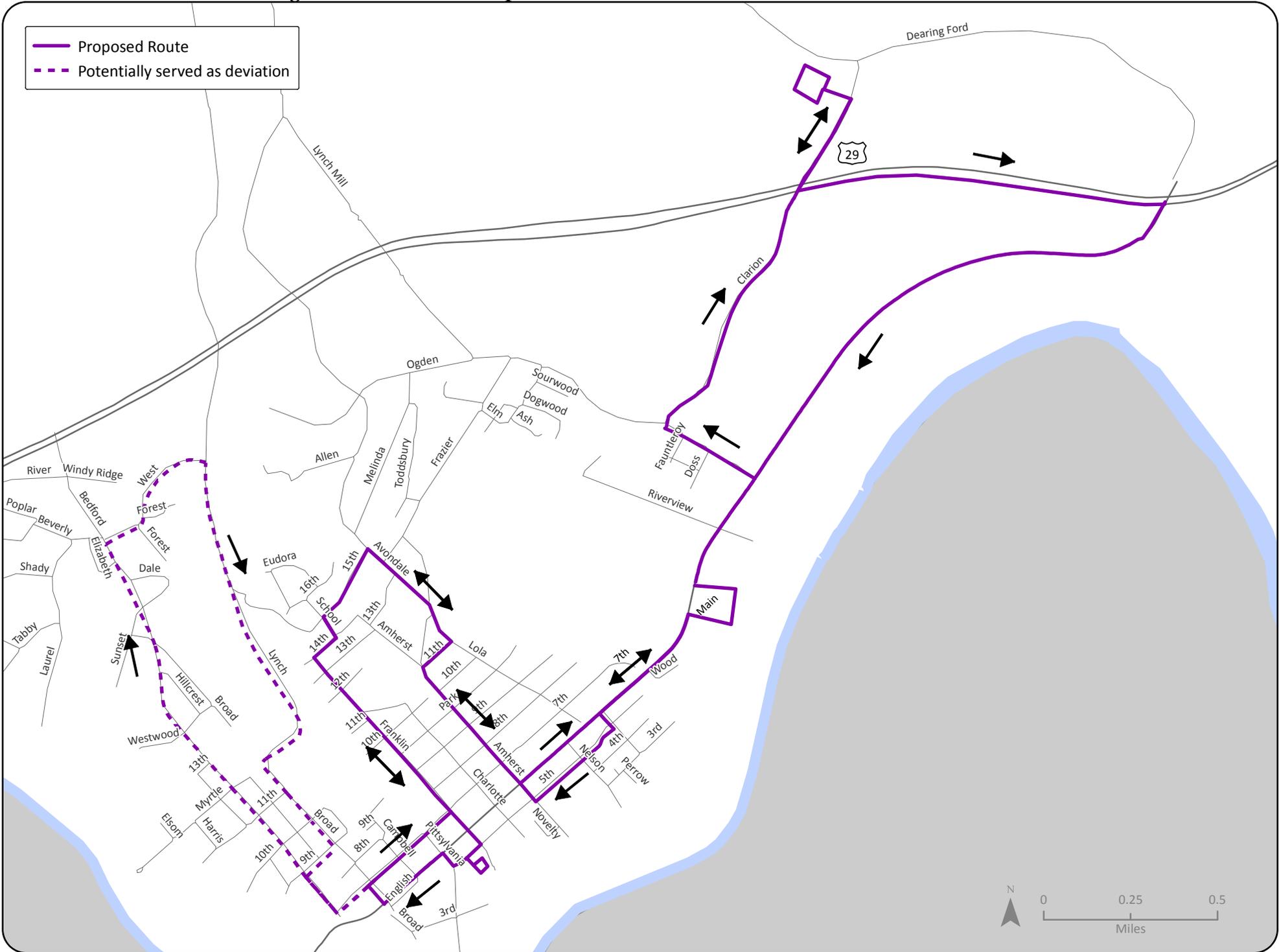
Short/Mid-Term Alternative: One-Route Option for Bi-directional Service to Residential Core

The purpose of this alternative is to provide faster and more convenient trips for the majority of riders who board along Franklin Avenue, Amherst Avenue, and Lola Avenue, or the “residential core” of the current ACTS route. Shown in Figure 4-2, this alternative seeks to serve the entire residential core before going to Main Street, Town and Country Shopping Center, and Altavista Commons. Then riders that board near Franklin and Amherst Avenues would no longer have to ride through Lola Avenue to reach Altavista Commons. On the current route, riders returning to the residential core must ride through the Bedford Ave./Lynch Road loop. This alternative proposes to serve the residential core first, in the inbound direction (returning from Altavista Commons), and to keep the Bedford Ave./Lynch Road loop at the end of the route. This alternative also serves Town and Country Shopping Center in both directions, as deviations to Town and Country are currently a common request in the outbound direction.

This routing could be used to provide service to the Medical Center in Hurt if Bedford Avenue and Lynch Road were served as deviations, rather than regular stops. ACTS would need to change its policy for deviations to cover a distance of one mile off the published route and allow travel to Hurt Medical Center.

Figure 4-2: One-Route Option for Bi-directional Service to Residential Core

4-10



Advantages

- Provides more direct trips, both to and from the residential core.
- Uses trip patterns observed during the on/off counts and onboard survey responses to make route adjustments that aim to reduce travel times.
- Makes Town and Country Shopping Center a regular stop in both directions.
- Maintains regular service to Bedford Avenue and Lynch Road.

Disadvantages

- ACTS would need to update its route map and redistribute brochures.
- ACTS would need to advertise and educate riders about the route changes.
- Trips for passengers returning to Bedford Avenue or Lynch Road would be slightly longer, but the number of passengers negatively impacted by this change would be relatively small compared to those that would benefit from more direct trips.
- Less buffer time may be available with this routing, which could impact ACTS' ability to serve the Medical Center in Hurt as a deviation.

Expenses

- The route adjustments are cost-neutral in terms of operating cost. The revised route would still be about 16 miles roundtrip.
- Brochure re-design and printing would incur minimal costs.

Ridership

- The routing changes may result in a slight increase in ridership over time, due to more direct and convenient service for many trips.
- Adding service to the Medical Center in Hurt as a deviation would provide opportunities to draw new ridership from Hurt residents and additional trips to Hurt by Altavista residents.

Short/Mid-Term Alternative: One-Route Option for Direct Trips, with Lynch Road & Hurt as Deviations

This routing is another option to provide faster, more convenient trips for the majority of riders who travel between the residential core of the current ACTS route and major destinations. This alternative also adds direct, regular service to Eudora Lane. Shown in Figure 4-3, this alternative seeks to connect riders from Franklin and Amherst Avenues directly to Town and Country Shopping Center and Altavista Commons, saving them the travel time along Lola Avenue in the current route. For riders who live near Lola Avenue Extension, the route would stay similar on the way to major destinations, but they would have significantly shorter travel times for the return trip from Town and Country Shopping Center and Altavista Commons.

This alternative proposes to serve Bedford Avenue and Lynch Road as deviations. With a similar roundtrip length and run-time as the current ACTS route, the buffer in the service schedule could be used to accommodate deviations to Bedford Avenue, Lynch Road, and the Medical Center in Hurt. ACTS would need to change its policy for deviations to cover a distance of one mile off the published route and allow deviations outside of Town limits to serve the Medical Center.

Advantages

- Provides regular service to Eudora Lane, which was a need identified by the TAC and riders.
- Provides more direct trips between the residential areas along Franklin and Amherst Avenues and major destinations.
- Residents along 5th Street and at English Mobile Home Park also would have shorter trips times to Town and Country and Altavista Commons.
- Trip times for Lola Avenue Extension residents would be significantly shorter for their return trips from major destinations.
- Uses trip patterns observed during the on/off counts and onboard survey responses to make route adjustments that aim to reduce travel times.
- Makes Town and Country Shopping Center a regular stop in both directions.
- The buffer time with these routing changes should be similar to the current route and would accommodate deviations to Bedford Avenue, Lynch Road, and the Medical Center in Hurt.

Disadvantages

- Riders on Bedford Avenue and Lynch Road would need to call to request a deviation to be picked up. For regular riders, drivers would know the trips to pick them up.
- Lower part of Lola Avenue would no longer have regular service, but could still be requested as a deviation. Very few riders were observed to use this segment of the current route.
- ACTS would need to update its route map and redistribute brochures.
- ACTS would need to advertise and educate riders about the route changes.

Expenses

- The route adjustments are cost-neutral in terms of operating cost. The revised route would still be about 16 miles roundtrip.
- Brochure re-design and printing would incur minimal costs.

Ridership

- The routing changes may result in a slight increase in ridership over time, due to more direct and convenient service for many trips.

- Adding service to the Medical Center in Hurt as a deviation would provide opportunities to draw new ridership from Hurt residents and additional trips to Hurt by Altavista residents.

Short/Mid-Term Alternative: Bus Stop Enhancements

As documented in Chapter 3, almost three-quarters of the stops on ACTS' current route are marked by a pole, brochure box, and bus stop sign. Though these passenger amenities are in good condition, other bus stop enhancements could improve riders' experiences. Adding shelters and benches along the route was a top priority requested in the onboard survey. Both the TAC and ACTS drivers have also discussed the need for shelters and benches.

This alternative proposes that ACTS install ADA accessible shelters and benches at key stops. ACTS can prioritize these locations by ridership, starting with the highest activity stops including Altavista Commons, Lola Avenue at Avondale Drive, Town Hall, Town and Country, and stops along Franklin Avenue. Each location should be considered individually, as places with other forms of shelter or seating may not warrant improvements. ACTS should also ensure that all of its time point stops are signed, and that signs are relocated or removed in a timely manner to reflect route or schedule changes.

Advantages

- Addresses a priority need identified by riders, the TAC, and ACTS drivers.
- Benches and shelters will improve the transit experience and make ACTS more appealing to current and potential riders.
- Shelters and benches will be especially helpful for riders with mobility challenges, especially while they wait for the bus to arrive.
- Increases public awareness/visibility of ACTS within Altavista.

Disadvantages

- Installation of shelters and benches requires capital expenditures.
- Installation on private property may be difficult.

Expenses

- New bus poles and signs cost about \$100 per stop.
- A shelter with a bench and solar lighting is approximately \$6,000 (though federal funding could cover up to 80% of this cost).

Ridership

- Bus stop enhancements may result in a slight increase in ridership over time.

Short/Mid-Term Alternative: Increased Marketing and Public Information

The majority of riders receive information about ACTS on the bus, with some getting information at the stops or Town Hall. Although regular riders find it easy to get route and schedule information, ACTS can do more to publicize the system and attract new riders who may not know about the service. The TAC has also expressed interest in new ways to promote ACTS and share its information.

This alternative proposes continued and increased marketing and public information efforts. ACTS has many avenues to pursue this alternative, including local newspaper, television, and radio advertisements, social media, advertisements in senior-specific publications and Campbell County's electronic newsletter, wider distribution of ACTS brochures through partnerships with area organizations (both at specific events/festivals and in general), and promoting links to the ACTS page on other local websites. The Town could also make sure that ACTS information is provided as part of other transportation information campaigns, such as the Region 2000 Local Government Council's RIDE Solutions program. In the future, ACTS could create a more robust and separate website, which links to the Town's website and others such as Campbell County and Region 2000.

Advantages

- Easily accessible information (in hard copy and online) makes the system more user-friendly for all interested community members and potential riders.
- Increases public awareness/visibility of ACTS within Altavista and Campbell County.
- Increased marketing efforts may draw new riders to try ACTS.
- Technical assistance could be provided by a consultant using the Commonwealth's Rural Transit Assistance Program (RTAP) funds. DRPT provides 100% funding for RTAP activities.

Disadvantages

- Potential costs for increased advertising and brochure printing.
- Town staff has limited time and expertise available to boost transit marketing.

Expenses

- Marketing costs are typically estimated at 0.5% of the annual operating budget, which would be about \$500. A more robust marketing effort might cost \$1,000 annually. The Town's local share would be about 35% of these marketing costs, or \$175 or \$350, respectively.

Ridership

- Increased marketing and information about ACTS aimed at the public and current riders may result in greater ridership over time.

Short/Mid-Term Alternative: Service to Medical Center in Town of Hurt

The TDP's public outreach process indicated strong interest in expanding ACTS to serve the Town of Hurt. Both survey respondents and public meeting attendees highlighted this need, particularly for access to medical appointments at Rehabilitation Associates of Central VA and Staunton River Family Physicians. The medical offices returned to their Hurt location in August 2013 after a year in Altavista. Many Hurt residents also travel to Altavista for employment, shopping, and other activities. Expanding ACTS service to Hurt would serve the residents of both communities.

ACTS has been in contact with the Town of Hurt about expanded transit service. Hurt declined ACTS' proposal for service (at the cost of \$5,000 annually) in March 2011. In July 2013, ACTS presented another proposal to the Hurt Town Council, updating the Council on the system's performance and asking that members again consider a partnership. This alternative proposes that the Medical Center in Hurt become part of the ACTS regular route. While the Medical Center would be the only stop in Hurt, riders could also access Staunton Plaza across the street, which includes Family Dollar and Yamazato, a Japanese restaurant. As proposed in July 2013, the Town of Hurt would contribute \$25 per week for this service extension, and ACTS would charge riders boarding in Hurt an additional \$0.50, for a total one-way fare of \$1.00. The Town of Hurt's contribution would help to offset additional fuel and vehicle related costs.

This service extension could be offered as a deviation, only when riders make the request, or as a regular stop. ACTS' current schedule includes after each trip a 12-minute buffer, during which the bus could serve the Medical Center. Offering the service to Hurt as a deviation provides more flexibility for deviation requests within Altavista, as in-town deviations and traffic patterns already impact the bus' ability to stay on schedule. However, offering the service as a regular stop at the end of the route provides more consistent service to Hurt, which may encourage more riders to use the service and increases the visibility of ACTS in Hurt.

ACTS could consider implementing this service expansion (Monday through Saturday) as a pilot project for three to six months to determine if demand levels warrant continued service. ACTS would need to implement a significant marketing effort along with this pilot project to ensure that Altavista and Hurt citizens alike are aware of the new service. Since new transit services typically take a full year to reach their ridership potential, a short pilot period may not indicate the full demand for service to Hurt, though strong marketing efforts would help.

Depending on the levels of interest and commitment from the Town of Hurt, the area served could be expanded in the future, beyond the initial stop at the Medical Center. An extended loop through Hurt could serve Lynn Street and Prospect Road to provide more convenient access for Hurt residents and serve the Minute Market on

Pittsylvania Avenue/Ricky Van Shelton Drive. However, this additional service through Hurt would require notable adjustments to the ACTS schedule, as it would exceed the current buffer time.

Advantages

- Extending service just to the Medical Center could be accommodated in the current schedule.
- Offers service to Altavista residents with medical appointments in Hurt, addressing a need that current riders have identified.
- Promotes local businesses by providing Hurt residents direct access to Altavista shopping and dining destinations, which is particularly important for residents who may not have the ability to drive or access to a car.
- Supports Altavista industries by providing a transit option for employees who live in Hurt.
- Addresses a need for additional coverage as described in rider surveys and by community stakeholders.
- Could encourage further cooperation and funding partnerships with the Town of Hurt and other nearby jurisdictions, leading to increased regional transit connectivity in the long term.
- If the Medical Center is served as a deviation, the \$0.50 surcharge (which ACTS would only collect from riders picked up in Hurt to simplify logistics for the driver) would cover the local share of additional fuel expenses.²

Disadvantages

- If the Medical Center is added as a regular stop to the ACTS route, even with the \$0.50 surcharge (which ACTS would only collect from riders picked up in Hurt to simplify logistics for the driver), fare revenue on its own would not cover the additional fuel and vehicle related costs. Therefore, Altavista should seek a funding partnership with the Town of Hurt.
- If the Medical Center is added as a regular stop to the ACTS route and experiences low ridership, this could lower ACTS' performance measures. On the other hand, if service to Hurt is provided as a deviation, there is a guaranteed rider per trip and performance measures may increase.
- ACTS may need to adjust the schedule if the bus faces problems with on-time performance after extending service to Hurt. Running the additional miles to serve the Medical Center could impact service within Altavista if the bus falls behind schedule. Regular service to the Medical Center would also take up

² Assuming the surcharge is collected from one rider for two vehicle roundtrips to Hurt (to drop off the rider and pick them up later); any additional riders picked up in Hurt would provide additional fare revenue to cover wear and tear and maintenance costs associated with the two vehicle roundtrips.

buffer time in the schedule that current provides flexibility to serve deviations within Altavista.

Expenses

- Service to the Medical Center would add two miles to ACTS' current route. Because the current schedule includes buffer time that could cover the additional travel time, the primary increase in operating costs would be for fuel and vehicle related costs. If service is provided as a deviation, the estimated fuel and vehicle related costs are \$150 per year³, assuming three rider roundtrips to Hurt per week. With additional fare revenue estimated at \$100, the estimated local share would be \$50. If the service is provided as a regular stop, the estimated fuel and vehicle related costs are \$25 per week or \$1,300 per year. Assuming two rider roundtrips to Hurt per weekday, the additional fare revenue would be \$260, and the estimated local share would be about \$1,000.
- No additional capital would be required, but ACTS may need to replace the existing vehicle quicker given the additional miles traveled to Hurt. Provided as a deviation, this alternative would add 600 revenue miles a year (assuming three rider roundtrips to Hurt per week). Provided as a regular stop on weekdays, this alternative would add 5,100 revenue miles per year.

Ridership

- Because existing ACTS riders had already been using the bus to go to appointments while the medical offices were temporarily located in Altavista, these riders' trips would continue (and not necessarily count as additional trips). The alternative would provide opportunities to draw new ridership from Hurt residents and additional trips to Hurt by Altavista residents.

Short/Mid-Term Alternative: Deviations to Lynch Station

ACTS' current route travels north on Bedford Avenue, and then turns onto West Road and Lynch Road, rather than continuing into Campbell County to Lynch Station. Input from community members indicated that some Lynch Station residents use ACTS, walking the two miles to the West Road stop. To better serve these riders and potentially attract new ridership, this alternative proposes that ACTS offer deviation requests to Lynch Station, serving the residential area surrounding Tucker's Market (Dearing Ford Rd. and Lynch Rd.). ACTS would need to change its policy for deviations to cover a distance of two miles off the published route and allow deviations outside of Town limits. ACTS would charge riders boarding in Lynch Station an additional \$0.50, for a total one-way fare of \$1.00.

³ This estimate accounts for the local share of gas only, where local share is estimated at 35%.

Advantages

- Provides service to Lynch Station residents to access Altavista businesses and destinations.
- The \$0.50 surcharge would help offset the increase in operating costs.

Disadvantages

- Since the deviation to Lynch Station would be four miles roundtrip, it would be difficult to accommodate this in the current schedule buffer, given existing deviation requests within Town. ACTS would need to adjust the route and/or schedule to provide additional buffer time, which could result in less service within Town or difficulties with on-time performance.
- Changing the deviation policy opens the door for other deviation requests to/from locations outside of Altavista, which are within two miles of the route.
- If this alternative experiences low ridership, this could lower ACTS' performance measures.
- May require significant ACTS staff time to build a funding partnership with Campbell County.
- Campbell County may not prioritize the effort or support it financially.

Expenses

- It would be possible to offer deviations to Lynch Station if the current route/schedule was adjusted. If this was the case, the primary increase in operating costs would be for fuel and vehicle related costs associated with the additional mileage. Service to Tucker's Market would add four miles to ACTS' current route. If service is provided as a deviation, the estimated fuel and vehicle related costs are \$300 per year⁴, assuming three rider roundtrips to Lynch Station per week. With additional fare revenue estimated at \$100, the estimated local share would be \$200.
- If ACTS adjusts the current route/schedule to offer deviations to Lynch Station, no additional capital would be required, but ACTS may need to replace the existing vehicle quicker given the additional miles traveled. Provided as a deviation, this alternative would add 1,200 revenue miles a year (assuming three rider roundtrips to Lynch Station per week).

Ridership

- Opportunity to draw additional ridership from Lynch Station residents.

⁴ This estimate accounts for the local share of gas only, where local share is estimated at 35%.

LONG-TERM ALTERNATIVES

Long-Term Alternative: Scheduled Service to Rustburg

Community stakeholders cited transportation to services in Rustburg as another unmet need for Altavista residents. Approximately 15 miles to the northeast of Altavista, Rustburg is the county seat of Campbell County and the location of the County government including the court system, the Department of Social Services, the Department of Health, etc. Currently, Altavista residents that need access to County services must either drive themselves or find rides with family or friends.

This alternative proposes that ACTS implement scheduled service to Rustburg twice a week. A vehicle would leave Altavista on Tuesdays and Thursdays at 8:00 a.m., arriving in Rustburg at about 8:30 a.m. when most County departments open for business. In the reverse direction, Rustburg residents would have the opportunity to travel to Altavista to shop at Wal-Mart or visit other businesses. A second roundtrip would leave Altavista at 11:00 a.m., arrive in Rustburg at 11:30 a.m., and be back in Altavista at about 12:00 p.m. This schedule would provide a few hours for riders to complete their business in Rustburg (or Altavista), and they would be encouraged to make appointments accordingly. ACTS could also charge additional fare due to the distance involved.

Service to Rustburg would be around 32 miles round trip, or an increase of 6,600 miles annually to ACTS' current service. This alternative would require ACTS to purchase an additional vehicle. However, this service could be implemented in conjunction with another alternative, such as service to Lynchburg on Mondays, Wednesdays, and Fridays. Another issue for this alternative is whether a driver would be willing to do a split shift and come in twice to operate the two round-trips, or if the driver would have a continuous four-hour shift, where two hours in the middle of the shift could be used to operate other service.

Advantages

- Provides a transit option to access County services in Rustburg, which is especially important for those who cannot drive or do not have access to a car.
- Addresses a need for additional coverage as described by community members.
- Extends the reach and utility of ACTS, facilitating regional transit connectivity.
- Higher fares, proposed at \$3 per one-way trip here, could help offset the increase in operating costs.

Disadvantages

- New service would increase annual operating expenses.
- Limited frequency may deter riders.
- If this alternative experiences low ridership, the long distance travel (additional revenue miles) may lower ACTS' performance measures.
- May require significant ACTS staff time to build a funding partnership with Campbell County.
- Campbell County may not prioritize the effort or support it financially.

Expenses

- If ACTS can find a driver to do split shifts, then the service would operate four hours per week or 208 additional service hours per year, costing \$4,100 annually in operating expenses. Assuming a \$3 fare and five riders per roundtrip, the net deficit would be about \$1,000. The local share is estimated at \$360.
- If the driver does a continuous four-hour shift, then the service would operate eight hours per week or 416 additional service hours per year, with an annual operating cost of \$8,300. Assuming a \$3 fare and five riders per roundtrip, the net deficit would be about \$5,200. The local share is estimated at \$1,800. ACTS would seek funding partners for the local share since this is an out-of-town service.
- An additional vehicle would cost about \$56,000 in capital expenses, or \$5,600 in local match. Two roundtrips to Rustburg twice a week would add about 6,600 revenue miles of service annually. If the driver works a four-hour continuous shift, additional trips to Rustburg could be provided, if warranted by demand.

Ridership

- The four roundtrips per week to Rustburg are projected to generate 1,000 additional trips annually. If the driver does a continuous shift and performs other service during the "down time," additional ridership could be generated from that service.

Long-Term Alternative: Scheduled Service to Lynchburg

Transportation to Lynchburg, located 20 miles north of Altavista on Route 29, was a common need identified by community members and riders. While medical trips were identified as a critical need, this service would also serve employment and shopping trips and provide student transportation to the colleges and universities in Lynchburg. At a minimum, this alternative would provide an important connection to Lynchburg's transit system, GLTC. For a higher quality service, the route could provide direct service for Altavista residents to major destinations such as Centra

Lynchburg General Hospital and Liberty University. Several Altavista residents indicated that they were willing to pay higher fares for service to Lynchburg.

This alternative proposes that ACTS implements two roundtrips to and from Lynchburg on Mondays, Wednesdays, and Fridays (using the same vehicle that serves Rustburg on Tuesdays and Thursdays). At the start, this service could take riders to the Wards Road Shopping Center and provide transfer opportunities to GLTC's routes 4E and 6, which serve the shopping center hourly on weekdays. A roundtrip between Altavista and the Wards Road Shopping Center could be completed in one hour. However, the issue regarding driver shifts (split vs. continuous shift) applies to this alternative too.

In the future, service could increase to Monday through Saturday depending on ridership. This alternative could also connect to GLTC's new transfer center at Kemper and 12th Street downtown. Extending to the transfer center would add ten miles roundtrip, but it would drop riders off in a more central location within Lynchburg (also close to the Amtrak station) and better facilitate connections to all of GLTC's routes.

Since this alternative provides service outside of Altavista, ACTS would need to engage a funding partner to implement the service. GLTC is open to making transit connections, but currently only operates within Lynchburg city limits since the City funds transit. Only one GLTC route, which is paid for by Amherst County, leaves Lynchburg to serve Madison Heights. However, ACTS should continue to explore potential partnerships and financial/service schemes. For example, the route could also stop in Rustburg on its way to and from Lynchburg. Riders on ACTS could also receive discounted or free transfers to GLTC and vice versa.

Advantages

- Provides access to services and shopping that are only available in Lynchburg. Serves a priority need for transportation to medical services, as well as shopping and recreation/social trips.
- Addresses the need for additional coverage, requested by community members.
- Extends the reach and utility of ACTS, facilitating regional transit connectivity.
- Higher fares, proposed at \$3 per one-way trip here, could help offset the increase in operating costs.

Disadvantages

- Extended coverage would increase annual operating expenses.
- Limited frequency may deter riders.
- If this alternative experiences low ridership, the long distance travel

- (additional revenue miles) may lower ACTS' performance measures.
- May require significant ACTS staff time to build funding partnerships.
- City of Lynchburg and/or Campbell County may not prioritize the effort or support it financially.

Expenses

- If ACTS can find a driver to do split shifts, then the service would operate six hours per week or 312 additional revenue hours per year, costing \$6,200 annually in operating expenses. Assuming a \$3 fare and five riders per roundtrip, the net deficit would be about \$1,500. The local share is estimated at \$550.
- If the driver does a continuous eight-hour shift, then the service would operate 24 hours per week or 1,248 additional revenue hours per year, costing \$25,000 annually in operating expenses. Assuming a \$3 fare and five riders per roundtrip, the net deficit would be about \$20,300. The local share is estimated at \$7,100. ACTS would seek funding partners for the local share since this is an out-of-town service.
- An additional vehicle would cost about \$56,000 in capital expenses, or \$5,600 in local match. Two roundtrips to Lynchburg three times a week would add about 12,500 revenue miles of service annually. If the driver works a continuous shift, additional trips to Lynchburg could be provided, if warranted by demand.

Ridership

- The six roundtrips per week to Lynchburg are projected to generate 1,500 additional trips annually. If the driver does a continuous shift and performs other service during the "down time," additional ridership could be generated from that service.

Long-Term Alternative: Increased Frequency

As ridership on ACTS continues to grow, the system can consider multiple strategies to better serve Altavista residents. Although many stakeholders prioritized increased service coverage as an improvement, increased frequency was identified as another desirable improvement. This alternative proposes 30 minute frequencies on ACTS' current route to make service more convenient and help relieve crowding, which may become an issue as ridership grows. (The weekday on/off counts did observe a near maximum load, where 12 of 13 seats were occupied.) This improvement would require an additional vehicle. The increased frequency could be implemented throughout the service span or only during peak hours. If implemented in peak hours only, the additional vehicle could serve other destinations like Hurt, Lynchburg, or Rustburg during non-peak times.

Advantages

- Improves access to destinations throughout Altavista.
- Reduced wait time for riders makes ACTS more convenient and easy to use.
- Doubling frequency is a major factor that typically attracts new riders.
- Could address capacity issues on the bus as ridership grows.

Disadvantages

- Adding a second vehicle would likely reduce productivity in the short-term at least (i.e., productivity would appear to decrease because existing trips would be distributed over two vehicles). It would take time to build additional ridership.
- Doubling the service frequency essentially doubles operating costs since an additional vehicle and driver are required.

Expenses

- The incremental operating costs to implement a second vehicle throughout the current service hours are estimated to be \$51,200 annually.
- The net deficit for this service would be about \$48,100, with an estimated local share of \$16,800.
- An additional vehicle would cost about \$56,000 in capital expenses, or \$5,600 in local match. This alternative would increase service by about 41,000 revenue miles annually.

Ridership

- Increasing the service frequency to 30 minutes is projected to generate 7,000 to 10,000 additional trips per year (though it will likely take one year or more for the additional service to reach its full potential ridership). The ridership estimate reflects half to three-quarters of the current service productivity (passenger trips per hour), since ridership does not necessarily increase at the same rate as the service increase.

Long-Term Alternative: Increased Service with Bi-directional Routing

Similar to increasing frequency on the current route, another long-term alternative is to employ a second vehicle to travel the ACTS' route in the opposite direction. The schedule for each vehicle would show hourly frequencies, but riders would experience service at any given stop closer to every 30 minutes. Bi-directional routing has the advantage of allowing for much more direct trips. For example, a rider boarding along Lola Avenue and traveling north to Wal-Mart could catch the southbound vehicle on the trip home, avoiding 40 minutes of travel time.

Advantages

- Provides more direct trips for riders.
- Improves access to destinations throughout Altavista.

- Reduced wait time for riders makes ACTS more convenient and easy to use.
- Bi-directional routing has the effect of doubling service frequency, which is a major factor that typically attracts new riders.
- Could address capacity issues on the bus as ridership grows.

Disadvantages

- Adding a second vehicle would likely reduce productivity in the short-term at least (i.e., productivity would appear to decrease because existing trips would be distributed over two vehicles). It would take time to build additional ridership.
- A second vehicle and driver essentially doubles operating costs.

Expenses

- The incremental operating costs to implement a second vehicle throughout the current service hours are estimated to be \$51,200 annually.
- The net deficit for this service would be about \$48,100, with an estimated local share of \$16,800.
- An additional vehicle would cost about \$56,000 in capital expenses, or \$5,600 in local match. This alternative would increase service by about 41,000 revenue miles annually.

Ridership

- This alternative is projected to generate 7,000 to 10,000 additional trips per year. The ridership estimate reflects half to three-quarters of the current service productivity, since ridership does not necessarily increase at the same rate as the service increase.

Long-Term Alternative: Increased Service with Split Routing

Another long-term alternative is to add a second vehicle and split service into two separate routes, which could provide more frequent service and more direct trips. The routes would cover different parts of town and could be more intuitive for riders than the bi-directional alternative. For example, one vehicle could serve Lola Avenue, Wal-Mart, North Main Street, and Town and Country. The second vehicle could serve Town Hall, Bedford Avenue, Lynch Road, Franklin Avenue, Amherst Avenue, and Town and Country. The two routes would be timed so that riders could transfer at Town and Country, if they needed to travel to a destination only served by the other route.

ACTS would need to implement a transfer policy for fare payment between the two routes, likely in the form of a paper transfer.

Figure 4-4 provides an example of two routes, which cover the same areas as ACTS' current service and also incorporate service to Eudora Lane and the Medical Center in Hurt. These routes would take about 50 minutes each to complete a roundtrip, and would have timed transfers at Town and Country. Since the Lola

Avenue Extension route is bi-directional, riders would experience 20 to 30 minute service frequencies at destinations including Main Street and Town and Country. Different combinations of the two routes could be designed to achieve other purposes, such as increased service frequency or additional service through the Town of Hurt.

Advantages

- Provides regular service to Eudora Lane, which was a need identified by the TAC and riders.
- Provides more direct trips for riders.
- Improves access to destinations throughout Altavista.
- Reduced wait time for riders makes ACTS more convenient and easy to use.
- Increased frequencies may attract new riders.
- Both routes serve Town and Country Shopping Center, which is a high ridership stop.
- Maintains regular service to Bedford Avenue and Lynch Road.
- Provides regular service to the Medical Center in Hurt and possibly additional service through Hurt.
- Could address capacity issues on the bus as ridership grows.

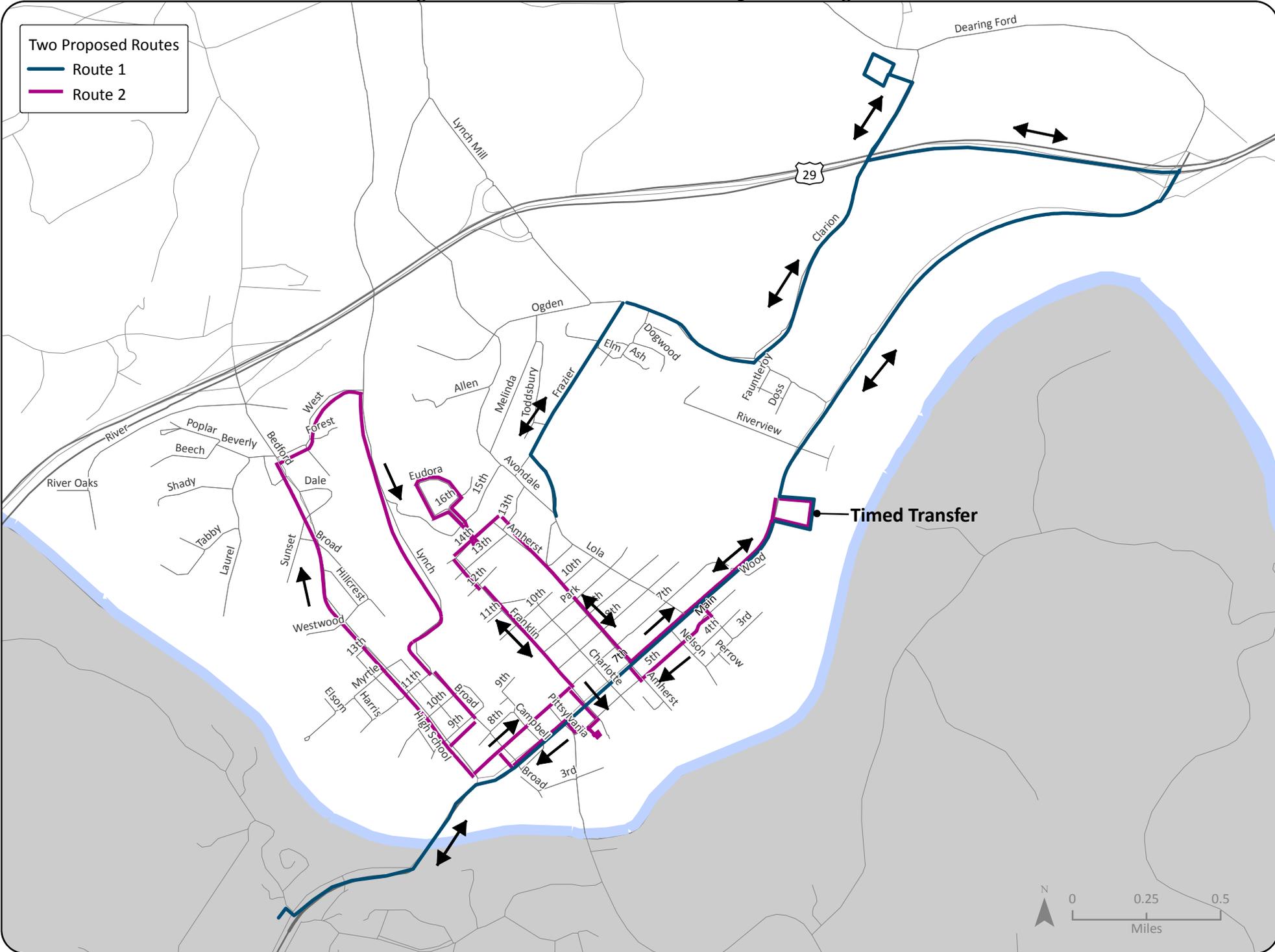
Disadvantages

- Would require (timed) transfers for some riders.
- ACTS would need to implement paper transfers.
- Adding a second vehicle would likely reduce productivity in the short-term at least (i.e., productivity would appear to decrease because existing trips would be distributed over two vehicles). It would take time to build additional ridership.
- A second vehicle and driver essentially doubles operating costs.

Expenses

- The incremental operating costs to implement a second vehicle throughout the current service hours are estimated to be \$51,200 annually.
- The net deficit for this service would be about \$48,100, with an estimated local share of \$16,800.
- An additional vehicle would cost about \$56,000 in capital expenses, or \$5,600 in local match. This alternative would increase service by about 41,000 revenue miles annually.

Figure 4-4: Increased Service with Split Routing



Ridership

- This alternative is projected to generate 7,000 to 10,000 additional trips per year. The ridership estimate reflects half to three-quarters of the current service productivity, since ridership does not necessarily increase at the same rate as the service increase.

SUMMARY

This chapter provided a range of alternatives for the TAC to consider. Tables 4-1 and 4-2 summarize the estimated costs, fare revenue, ridership, and capital requirements for the short/mid-term and long-term service alternatives, respectively. ACTS is a young system with great potential for continued growth and improvement, both in terms of ridership and services provided. The alternatives are a starting point for discussion with the TAC. The recommended improvement projects will be included in the six-year plan, which will support ACTS' development into the near-term future.

Table 4-1: Altavista TDP Short/Mid-Term Service Alternatives

Service Alternatives	Annual Operating Cost	Estimated Fare Revenue	Net Deficit	Operating Local Share	Projected Annual Ridership	Additional Capital Requirements	Capital Local Share	Additional Revenue Miles/Year
Extended Weekday Evening Hours until 8 p.m.	\$10,200	\$600	\$9,600	\$3,300	2,500	None		8,200
Extended Weekday Evening Hours until 9 p.m.	\$15,300	\$900	\$14,400	\$5,000	3,800	None		12,200
Extended Saturday Hours until 4 p.m.	\$2,000	\$100	\$1,900	\$700	500	None		1,600
Extended Saturday Hours until 5 p.m.	\$3,100	\$200	\$2,900	\$1,000	750	None		2,500
Sunday Service, 9 a.m. to 2 p.m.	\$5,200	\$300	\$4,900	\$1,700	1,000-1,300	None		4,100
Minor Routing Adjustments	No change, minimal cost to update brochures				Slight increase	None		None
Saturday Route Adjustments	No change, minimal cost to update brochures				Slight increase	None		None
One-Route Option for Bi-directional Service to Residential Core	No change, minimal cost to update brochures				Slight increase	None		None
One-Route Option for Direct Trips, with Lynch Road and Hurt as Deviations	No change, minimal cost to update brochures				Slight increase	None		None
Bus Stop Enhancements	n/a	n/a	n/a	10%	Slight increase	\$100/stop for bus pole & sign, \$6,000/ bus shelter	10%	n/a
Increased Marketing and Public Information	\$500-\$1,000	n/a	n/a	\$175-\$350	Slight increase	None		n/a
Service to Medical Center in Town of Hurt -- provided as deviation (assuming 3 rider roundtrips to Hurt/week and \$0.50 surcharge)	\$150 for fuel & vehicle costs	\$100	n/a	\$50	Slight increase	None		600
Service to Medical Center in Town of Hurt -- provided as regular stop (assuming 2 rider roundtrips to Hurt/weekday and \$0.50 surcharge)	\$1,300 for fuel & vehicle costs	\$260	n/a	\$1,040	Slight increase	None		5,100
Deviations to Lynch Station - (assuming 3 rider roundtrips to Lynch Station/week and \$0.50 surcharge)	\$300 for fuel & vehicle costs	\$100	n/a	\$200	Slight increase	None if schedule adjusted		1,200

Table 4-2: Altavista Long-Term Service Alternatives

Service Alternatives	Annual Operating Cost	Estimated Fare Revenue	Net Deficit	Operating Local Share	Projected Annual Ridership	Additional Capital Requirements	Capital Local Share	Additional Revenue Miles/Year
Scheduled Service to Rustburg -- 2 days/week, \$3 one-way fare, split shifts	\$4,100	\$3,100	\$1,000	\$360	1,000	1 bus, \$56,000	\$5,600	6,600
Scheduled Service to Rustburg -- 2 days/week, \$3 one-way fare, continuous 4-hour shift	\$8,300	\$3,100	\$5,200	\$1,800	1,000	1 bus, \$56,000	\$5,600	6,600
Scheduled Service to Lynchburg -- 3 days/week, \$3 one-way fare, split shifts	\$6,200	\$4,700	\$1,500	\$550	1,500	1 bus, \$56,000	\$5,600	12,500
Scheduled Service to Lynchburg -- 3 days/week, \$3 one-way fare, continuous 8-hour shift	\$25,000	\$4,700	\$20,300	\$7,100	1,500	1 bus, \$56,000	\$5,600	12,500
Increased Frequency to 30 minutes (weekdays only)	\$51,200	\$3,100	\$48,100	\$16,800	7,000-10,000	1 bus, \$56,000	\$5,600	41,000
Increased Service with Bi-directional Routing	\$51,200	\$3,100	\$48,100	\$16,800	7,000-10,000	1 bus, \$56,000	\$5,600	41,000
Increased Service with Split Routing	\$51,200	\$3,100	\$48,100	\$16,800	7,000-10,000	1 bus, \$56,000	\$5,600	41,000

Notes: ACTS would not need to purchase an expansion vehicle for each service project; one additional vehicle could be used for multiple services, such as the scheduled service to Lynchburg and Rustburg. The estimated fare revenue, ridership, and additional revenue miles for the continuous shift alternatives to Rustburg and Lynchburg are still based on two vehicle roundtrips per day; additional trips could be scheduled during the shift, if warranted by demand, or the driver could potentially operate other services during the “down time.”

Chapter 5

Operations Plan

This chapter describes the service improvements and expansions that the TAC has recommended for implementation over the TDP's six-year timeframe. These service recommendations address the operating issues and transportation needs identified in the System Evaluation and Transit Needs Analysis Chapter. This operations plan focuses on service recommendations for which the Town of Altavista reasonably anticipates local funding to be available. The operational improvements and service characteristics of expansion projects are described below, while the next chapter outlines the capital needs associated with these service recommendations. The operating and capital costs associated with each service project are provided in Chapter 7 as the Financial Plan.

GROWING ACTS TO SERVE THE COMMUNITY - SERVICE PROJECTS

Since the transit system started in January 2011, ACTS has operated one deviated fixed route that runs within Altavista's Town limits. The ACTS route currently operates six days a week, 8:00 a.m. to 6:00 p.m. Monday through Friday and 9:00 a.m. until 2:00 p.m. on Saturdays. One bus is required to operate the existing route, which completes a 16-mile roundtrip each hour. The existing route serves the major origins and destinations within Altavista.

ACTS' deviation policy allows anyone to request a deviation within $\frac{3}{4}$ mile of the published route, within Town limits. While the policy asks riders to request deviations 24 hours in advance, in practice ACTS tries to accommodate same day requests, often when riders board the bus. While convenient for riders, especially those with mobility impairments or carrying groceries, the impromptu nature and growing number of flag stops and deviation requests contribute to on-time performance issues. Additional issues identified during the system evaluation included high passenger loads on the bus and the need for passenger shelters and benches. Public input collected through

onboard rider surveys, a community meeting, and stakeholder interviews indicated that there are still unmet transportation needs within Altavista and the region.

After reviewing the service alternatives proposed in Chapter 4, the TAC recommended several improvements and new services to address operational issues and meet needs identified by the community. This section describes the financially constrained plan, which includes service projects for which the Town of Altavista reasonably anticipates local funding to be available. The recommendations are divided into short- and mid-term based on the TAC's prioritization of the projects. Each service project is described below.

Short-Term Projects

The following projects are recommended for implementation in the first year or two of the TDP. These projects were identified as short-term because they are cost neutral or incur minimal costs, given the potential benefits achieved.

Minor Route Adjustments

Shown in Figure 5-1, this recommendation involves minor adjustments to address timing issues and increase the efficiency, safety, and directness of the route. The route adjustments include taking Frazier Road, moving the Lola Avenue Extension Stop, serving Eudora Lane, and taking 5th Street to serve CVCC. The roundtrip route length remains around 16 miles.

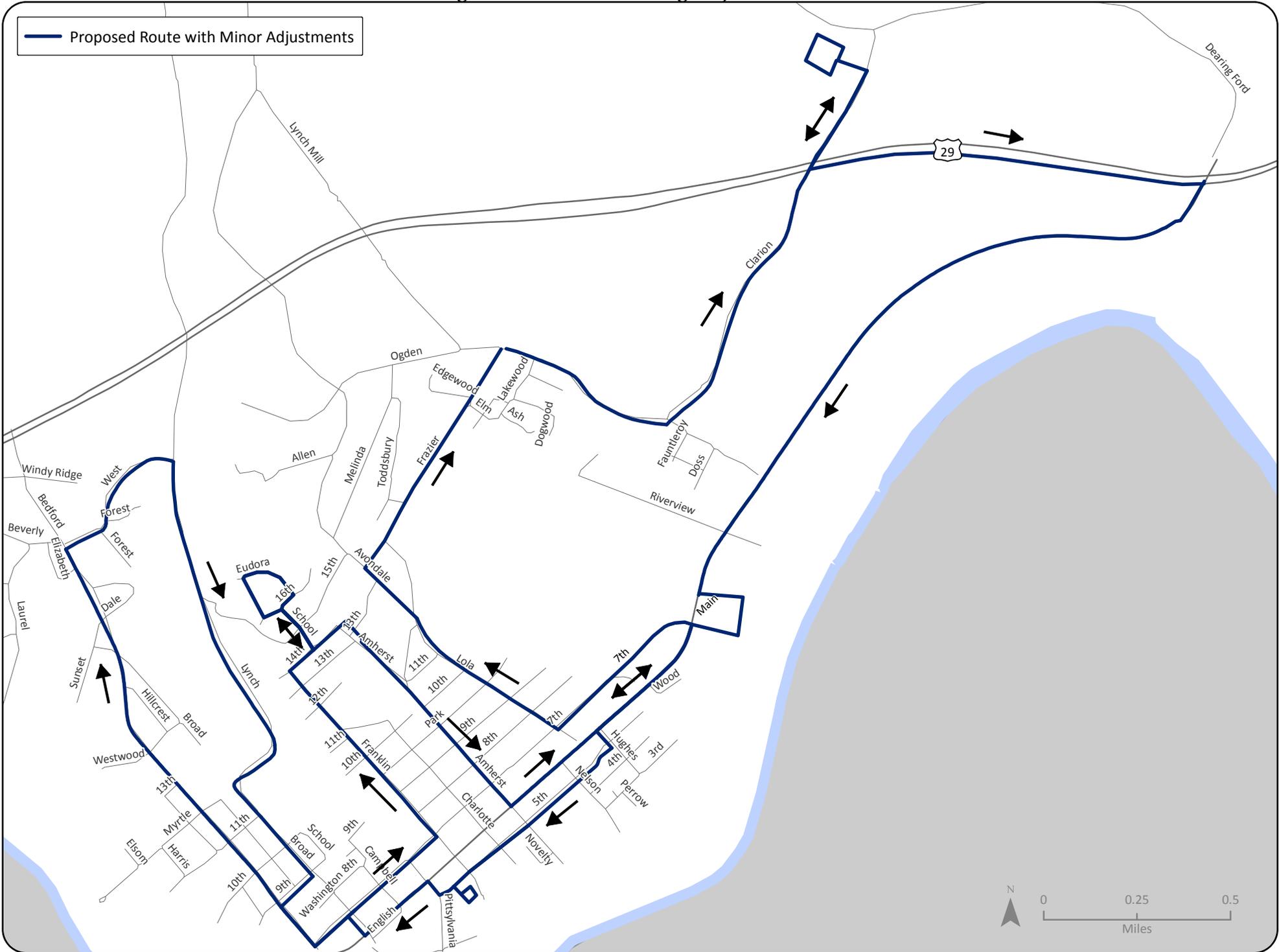
Saturday Route Adjustments

This recommendation follows the minor routing adjustments for weekday service described above, but does not serve CVCC directly as no classes are offered on weekends. Because the Saturday service generally does not have trouble with on-time performance, the Saturday route should also serve Town and Country Shopping Center in both directions, if possible. The route map and schedule in the rider brochure should be updated to clearly mark these differences for Saturday service (i.e., a different color line for the Saturday route).

Extending Summer Evening Hours

This recommendation involves initially expanding service by two hours on weekday evenings, until 8:00 p.m. The Town Council recommended this service expansion during the summer months only (June through September) for the financially constrained plan. The same deviated fixed route will be operated during extended evening hours.

Figure 5-1: Minor Routing Adjustments



5-3

Extending Summer Saturday Hours

This recommendation involves initially expanding Saturday service by two hours, until 4:00 p.m. The Town Council recommended this service expansion during the summer months only (June through September) for the financially constrained plan. The same deviated fixed route will be operated during extended Saturday hours. See “Saturday Route Adjustments” above for different routing for Saturday service.

Service to Town of Hurt

It is recommended that service to the Town of Hurt start as a deviation to the Medical Center only. This service will meet a need identified by Altavista residents and could potentially draw new riders from Hurt that travel to Altavista to work, shop, or visit friends and family. Riders will need to request deviations to Hurt (for both the ‘to’ and ‘from’ trips) by calling ACTS 24 hours in advance. ACTS will need to revise its deviation policy to allow deviations to the Medical Center. ACTS will charge riders a \$0.50 surcharge when they are picked up in Hurt (simplifying logistics for drivers).

Each vehicle roundtrip to the Medical Center will add two miles to the ACTS route and take four to five minutes to complete. It is recommended that deviations to Hurt are only provided at the end of the ACTS route – when requested in advance – during the buffer time built into the schedule for deviations. This approach will minimize impacts to the schedule for ACTS’ regular route. Because the updated schedule, following the route adjustments, should still include buffer time to accommodate deviations, the primary cost of providing deviations to Hurt Medical Center will be for fuel and vehicle maintenance. The \$0.50 surcharge is anticipated to cover the local share of additional fuel expenses.

ACTS will need to implement a significant marketing effort to ensure that both Altavista and Hurt citizens are aware of this new service. Depending on the levels of interest and commitment from the Town of Hurt in the future, the Medical Center could become a regular stop on the route, if warranted by demand. Another option is to expand service to additional areas in Hurt such as School Road and Prospect Road. This expansion would provide more convenient access for Hurt residents and encourage more trips to (and local spending in) Altavista. However, additional service through Hurt would require notable adjustments to the ACTS schedule, or ACTS would need to use a second vehicle (i.e., the second vehicle that provides expansion service to Lynchburg/Rustburg, or one of the vehicles if the ACTS route is split to two routes in the future).

Mid-Term Projects

The following projects are recommended for implementation in years three through six of the TDP. These projects were identified as mid-term because they require additional resources and/or they travel beyond Town limits. ACTS' current policy is to secure funding partnerships for service expansions outside of Altavista. It may take time to build these partnerships, though the public outreach process identified immediate needs for transportation between Altavista and other parts of the region.

Service to Lynch Station

It is recommended that service to Lynch Station start as a deviation. This service will assist riders who currently walk about two miles to use ACTS service and conduct their business in Altavista. This project could also draw new riders from Lynch Station by providing more convenient access to Altavista. Public input suggested service to Tucker's Market (since closed), near Dearing Ford Road and Lynch Road. Depending on the deviation requests for this new service, ACTS could decide that it will only serve areas en route to Tucker's Market, which adds about four miles roundtrip to the ACTS route or possibly other parts of Lynch Station that are a similar distance (two miles one-way). ACTS will need to revise its deviation policy to specify the areas of Lynch Station that may be served through deviations.

Since this project will be implemented after ACTS starts offering deviations to the Hurt Medical Center, the in-town route will likely need to be adjusted to accommodate both deviations to Hurt and Lynch Station, as well as other deviations within Altavista. It is anticipated that a vehicle roundtrip to Lynch Station will take eight to ten minutes to complete (from Bedford Avenue and West Road). While the schedule's built-in buffer time may be able to accommodate occasional deviations to Lynch Station at the start, traveling to Lynch Station may cause the bus to run a few minutes late to subsequent stops on the ACTS route. It is recommended that ACTS consider making Bedford Avenue and Lynch Road deviations if riders regularly request service to Hurt and Lynch Station. In no longer serving Bedford Avenue and Lynch Road as regular stops, the adjusted route would have ten additional minutes of buffer time to accommodate the new deviations.

Riders will need to request deviations to Lynch Station (for both the 'to' and 'from' trips) by calling ACTS 24 hours in advance. ACTS will charge riders a \$0.50 surcharge when they are picked up in Lynch Station (simplifying logistics for drivers). Similar to the deviations to Hurt Medical Center, the primary cost of providing deviations to Lynch Station will be for fuel and vehicle maintenance. The \$0.50 surcharge is anticipated to cover the local share of additional fuel expenses.

Route Adjustments to Provide Bi-directional Service

Figure 5-2 portrays adjustments to the existing deviated fixed route that aim to improve service by providing more direct trips between the residential core (Franklin and Amherst Avenues) and major destinations including Main Street, Town and Country Shopping Center, and Altavista Commons (Wal-Mart). The TAC recommended moving this routing change to the later years of the TDP because they thought it was best to maintain geographic coverage in the short-term, rather than sacrificing coverage for more direct trips as this service provides.

The new start of the route will be Broad Street and 7th Street. Bedford Avenue and Lynch Road will be served first, and then the route will return to 7th Street, serving Town Hall. The route will then serve Franklin Avenue, Avondale Drive (near Lola Avenue Extension), and Amherst Avenue. Eudora Lane will be served as a regular stop on the route in the outbound direction (toward Altavista Commons) only. The route will then serve Main Street, Town and Country, and Altavista Commons (via Clarion Road). In the inbound direction (from Altavista Commons), the route will take US-29 Bypass to North Main Street and nearly re-trace the route, except that the bus will serve 5th Street and CVCC directly. The routing, as shown, will be 16.5 miles roundtrip and take the full hour to complete.

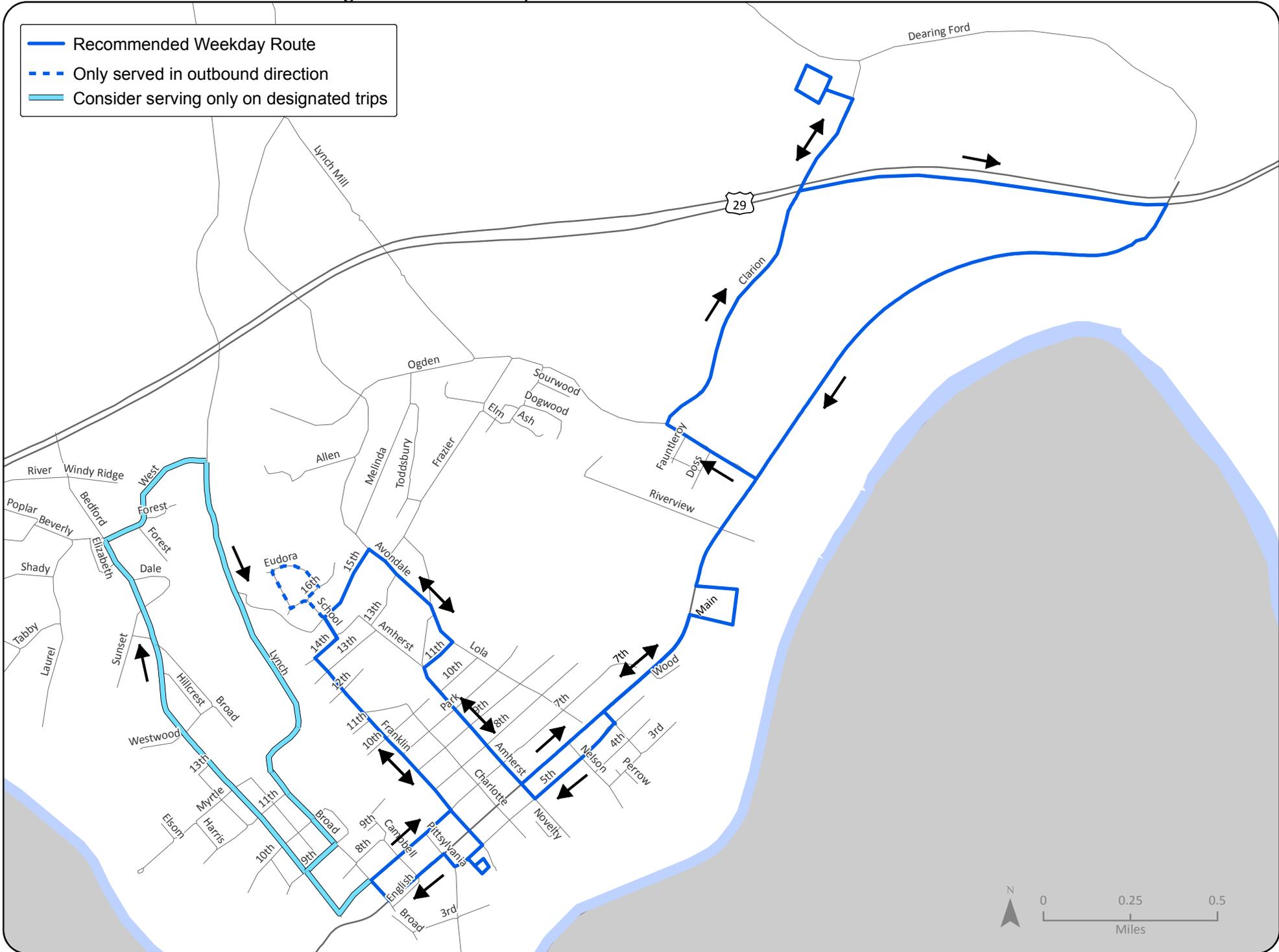
This route could potentially be implemented, while maintaining the hourly headway, if ACTS' deviation policy is enforced - riders will need to call 24 hours in advance to request a deviation (off the route). This will minimize the number of impromptu requests and help the bus stay on schedule, especially in the afternoons. The same route could be implemented on Saturdays but without direct service to CVCC, which does not offer weekend classes.

If deviations to Hurt and/or Lynch Station are offered in conjunction with this routing adjustment, it is recommended that service to Bedford Avenue and Lynch Road be offered as a deviation, rather than a regular stop, to provide sufficient buffer time to accommodate deviation requests while maintaining the schedule. Another option is to serve Bedford Avenue and Lynch Road on designated trips only (i.e., the 8 a.m., noon, and 5 p.m. trips, or all morning trips). This approach could ensure that existing riders on Bedford Avenue and Lynch Road still have some regular service, but they may need to request a deviation for their return trip.

Alternatively, if ACTS decides to maintain Bedford Avenue and Lynch Road as regular stops, different route adjustments could be implemented in the inbound direction (from Altavista Commons) to provide more buffer time in the schedule, but at the expense of direct service from Town and Country and Main Street back to the residential core. If the Town is able to provide safety improvements at the intersection

Figure 5-2: Route Adjustments to Provide Bi-directional Service

5-7



of Clarion and Lynch Mill Road, to improve the safety of the left turn from Clarion onto Lynch Mill, then the route would save about 1.5 miles by returning down Clarion instead of using the Bypass and North Main Street.

Regardless of the final routing adjustments, the roundtrip route length should stay around 16 miles, and the buffer time in the schedule should stay around 10 minutes to accommodate deviations. The updated schedule should take into consideration heavier traffic conditions in the afternoons.

Planned Service Levels

Table 5-1 summarizes the levels of service planned for the recommendations described above. The TDP identifies an implementation year for each project for planning purposes, but actual implementation may be impacted by the availability of funding, partnerships with other jurisdictions or organizations, and other changes in circumstance that arise (i.e., Altavista Town boundary adjustment).

Table 5-1: Planned Levels of Service

Year of Planned Deployment	Service Project	Annual Revenue Hours	Annual Revenue Miles
EXISTING SERVICE/ROUTE ADJUSTMENTS			
Existing	Current ACTS Route (Weekdays & Saturdays)	2,800	45,700
1	Minor Route Adjustments	No change	No change
1	Saturday Route Adjustments	No change	No change
EXPANSION SERVICE			
1	Extending Summer Evening Hours until 8 p.m.	130	2,100
1	Extending Summer Saturday Hours until 4 p.m.	25	400
1	Deviations to Hurt Medical Center (estimate 3 rider roundtrips to Hurt/week)	No change	600
3	Deviations to Lynch Station - (estimate 3 rider roundtrips to Lynch Station/week)	No change	1,200
4	Route Adjustments to Provide Bi-directional Service	No change	No change

Notes: The deviations to Hurt and Lynch Station will not result in additional revenue hours, assuming the deviations may be completed in the buffer time of the ACTS route.

Vision Projects

The following proposals describe longer term vision projects that the TAC did not recommend implementing within the TDP timeframe, but which address needs identified during public outreach efforts. ACTS may consider implementing these projects if warranted by needs.

Extending Evening and Saturday Hours

Beyond the extended hours in the financially constrained plan, ACTS could expand evening and Saturday hours during other times of the year, or service could be expanded to 9:00 p.m. on weekdays or 5:00 p.m. on Saturdays if warranted by demand.

Service to Lynchburg

This project provides scheduled service to Lynchburg (i.e., three times a week) and gives Altavista residents the opportunity to make day trips to Lynchburg. The bus would take riders to Lynchburg in the morning and pick them up in the late afternoon to return to Altavista, providing several hours to attend appointments or carry out their business. This new service would meet a critical need for access to medical services in Lynchburg, and could also serve employment and shopping trips and provide student transportation to Lynchburg colleges and universities. Some riders could use this service to travel between Altavista and Lynchburg for the weekend.

This project would require ACTS to purchase an additional vehicle. The roundtrip distance for this service expansion would be 36 to 40 miles depending on the pickup points in Altavista. This service would be an important and affordable transit option for Altavista residents to access services that are only available in Lynchburg. The recommended fare is \$3 per one-way trip, or \$6 for a roundtrip (in comparison to a taxi ride, which costs \$100 roundtrip).

Ideally ACTS could find a driver willing to do split shifts. Since the vehicle roundtrip from Altavista Commons to Wards Road Shopping Center can be completed in an hour, the driver would work two hours per day, three days per week to start. This would be the most affordable option in terms of operating costs for ACTS. If drivers are only willing to work a continuous eight-hour shift, then the operating costs would quadruple. With a continuous shift, ACTS could also consider providing additional trips, if warranted by demand, or serving both Rustburg and Lynchburg with the same vehicle (see below).

Options to expand this service in the future, as warranted by demand, include service to Lynchburg daily, direct service to GLTC's new transfer center at Kemper Street and 12th Street downtown, or direct connections to major destinations in Lynchburg, such as Centra Lynchburg General Hospital and Liberty University.

Service to Rustburg

This project provides scheduled service to Rustburg (i.e., twice a week), giving Altavista residents a transit option to access County services including the court system, Department of Social Services, and Department of Health. The service could pick up

riders at Altavista Commons or Town Hall and take them to the Campbell General District Court. Most County departments are within a ¼ mile walk of the court. The bus could leave Altavista at 8:00 a.m., arriving in Rustburg at about 8:30 a.m. when most County departments open for business. In the reverse direction, Rustburg residents would have the opportunity to travel to Altavista to shop at Wal-Mart or visit other businesses. A second roundtrip could leave Altavista at 11:00 a.m., arrive in Rustburg at 11:30 a.m., and be back in Altavista at about 12:00 p.m. This schedule would provide a few hours for riders to complete their business in Rustburg (or Altavista), and they could make appointments accordingly.

The recommended fare is \$3 per one-way trip. The roundtrip distance for this service expansion would be 32 to 40 miles depending on the pickup points in Altavista. This project would require ACTS to purchase an additional vehicle, though the same vehicle could be used to operate this service and the scheduled service to Lynchburg. Again, the most affordable approach to operate this service would be to find a driver willing to do split shifts. An alternative would be to combine the services to Lynchburg and Rustburg into a continuous shift.

Options to expand this service in the future, as warranted by demand, include service to Rustburg each weekday or combining the long-distance trips to serve both Rustburg and Lynchburg in the same trip. The latter option could result in higher productivity measures, since the bus would fill up with riders going to two destinations, rather than splitting service to the destinations on different days. However, this roundtrip would require 90 minutes to complete.

Sunday Service

This project extends ACTS service to run on Sundays, from 9 a.m. to 2 p.m., to match the current span of Saturday service. While the TAC did not prioritize this among the TDP recommendations, it is included as a vision project because the majority of riders do not have a driver's license or access to a car. Weekend service was identified as a need during the TDP process, and Sunday service would benefit weekend shift workers, church-goers, and those needing to run errands and grocery shop. ACTS should implement this new service if warranted by demand. Sunday service would follow the same routing as Saturday service.

Increased Frequency

This project addresses a need for more frequent, and accordingly more convenient, service that was identified through public input. ACTS would purchase an additional vehicle to run the in-town route and provide 30-minute frequencies, instead of the current hourly frequency. This project could help relieve crowding as ridership grows. The increased frequency could be implemented throughout the service span or

only during peak hours. If implemented in peak hours only, the second vehicle could serve other destinations like Hurt, Lynchburg, or Rustburg during non-peak times.

Increased Service with Split Routing

This project proposes that ACTS split the current in-town route into two routes, which would provide more direct routing and more frequent service for riders. The routes would cover different parts of the Town, but still provide convenient access to major destinations such as Town and Country Shopping Center and Altavista Commons. One of the major benefits of this project is that ACTS could easily provide direct service to additional areas, such as Eudora Lane and Hurt. The current ACTS route is somewhat restricted in the areas it can directly serve because the schedule must maintain a buffer to accommodate deviation requests, including potential new deviations to Hurt and Lynch Station. This project provides ACTS with flexibility to directly serve more areas, while maintaining a convenient service for riders through a timed transfer between the two routes.

This recommendation requires an additional vehicle and could also help address capacity issues as ridership grows. ACTS would need to develop a policy regarding transfers between the two routes (i.e., free transfers within a two-hour period, but not applicable for return trips) and implement paper transfers. Good public information efforts would need to accompany implementation of the new routes and transfer policy.

Service to Campbell and Pittsylvania Counties

The Town Council affirmed the vision for ACTS to become a transit hub for the region, but wanted to focus on serving the immediate area and gradually expand outward. This approach would promote economic development in the Town of Altavista by bringing residents from surrounding rural communities to Altavista. This type of regional service was also identified as a need during public outreach. ACTS would expand service to areas to the east, west, and south of Altavista in Campbell and Pittsylvania Counties, and possibly Bedford County. Specific communities identified for regional service included Gretna, Gladys, and Brookneal. Scheduled service one to two times a week to such destinations would be a good starting point for ACTS, with service expansions as warranted by need.

Facility Improvements

The Town of Altavista has identified that the Public Works facility, which currently provides maintenance services for ACTS, is at capacity. If ACTS implements vision projects that require additional vehicles, it is recommended that ACTS request technical assistance from DRPT to identify improvements to the Public Works facility to

meet transit maintenance and storage needs over the next six years. This capital project is discussed in further detail in the Chapter 6 Capital Improvement Program.

ORGANIZATIONAL PROJECTS

The following organizational projects include recommended changes that affect the way that transit is guided, administered, and/or managed in Altavista. While the TDP process did not identify any additional staffing needs, these projects help address other needs and operational issues to improve ACTS service. It is recommended that Altavista implements these organizational projects in the short-term.

Increased Marketing and Public Information

This project involves increasing marketing efforts and public information available about ACTS. ACTS currently uses several methods of public outreach including a rider brochure, the Town website, and the local news to educate riders and the general public about ACTS services. The public can provide input about ACTS through an annual on-board rider survey and by calling into Town Hall. ACTS drivers are also valuable resources in providing suggestions to improve the service. ACTS should continue these public outreach efforts in addition to new marketing efforts. While current riders are able to find information about ACTS, there is a sense that a large part of the community still does not know about the service that ACTS offers.

Since the Assistant Town Manager only spends part of his time managing ACTS operations, he has limited time and expertise to focus on boosting transit marketing. It is recommended that ACTS request technical assistance from DRPT to develop a comprehensive marketing plan. Such technical assistance could be funded through the Rural Transit Assistance Program. The marketing plan would document ACTS' current marketing and public outreach activities, and identify marketing goals and related strategies. The marketing plan could take into account public input provided through the TDP process, and identify ways to build partnerships with community organizations and improve public outreach. Strong marketing efforts will be particularly important if ACTS aims to become a regional transit provider in the future.

Even if organizations and businesses do not have employees or patrons who currently ride ACTS, it is important to generate community support for the public service that ACTS provides. Good marketing and public information efforts help achieve this goal. Marketing efforts should highlight that many members of the community experience a higher quality of life with ACTS services. Seniors, individuals with disabilities, and residents who don't have a car are able to live independently because of ACTS. ACTS helps residents access jobs and students attend classes. While

most existing riders use ACTS because they do not have access to a car or the ability to drive, ACTS also provides an important alternative to those who might choose to use transit in the future, especially if gas prices continue to rise.

In terms of public information, ACTS should continue to maintain accurate information about the route, schedule, fares, and deviation policy on the Town's website and rider brochures.

Update of the Rider Brochure and Bus Schedule

ACTS' rider brochure should be updated to reflect service improvements, whether it be the minor routing adjustments, shown in Figure 5-1, or the route adjustments to provide bi-directional service, shown in Figure 5-2. This includes notations on the schedule and a different color line on the map to differentiate the Saturday service. It is recommended that the bus schedule be revised to remove some scheduled stops that have minimal ridership, such as 9th and Commonwealth, Main Street DG, Avondale & Ogden, Lynch Mill/Ogden, Main Street North, English MHP, and Main & Campbell. (These areas may still be served as flag stops or deviations.) Having fewer time points identified in the schedule allows ACTS more flexibility to accommodate deviations and account for traffic issues, and decreases incidents of early departures from stops (especially little used stops). The revised schedule will still let riders know the times that major stops will be served. ACTS should also add its flag stop policy (see below) to the rider brochure.

Revision and Enforcement of the Deviation Policy

ACTS needs to revise its deviation policy to allow deviations to Hurt and Lynch Station. The issue of serving the current level of deviations, along with new deviations to Hurt and/or Lynch Station, could be addressed by enforcing ACTS' advanced notice policy for riders to request deviations 24 hours in advance of their trip. It is recommended that this policy be enforced for all deviations (in-town, Hurt, and Lynch Station) to improve on-time performance. This will be an adjustment for existing riders, who have become accustomed to requesting a deviation on the spot, but the advanced notice policy has been in place from the start. ACTS can point this out and state that the policy must now be enforced to provide service expansions, address on-time performance, and ensure reliable service for all customers.

Flag Stop Policy

It is recommended that ACTS formalize a flag stop policy to promote safe and convenient service for passengers. In practice, drivers already provide flag stops and pick up and drop off passengers at points along the published route. Flag stops improve the service for riders by increasing access to a deviated fixed route, and may be

implemented at minimal cost. Formalizing a flag stop policy will be especially helpful for new riders learning how to use ACTS service. The policy also clarifies that passenger safety is a priority when conducting flag stops. The policy can be a simple description that riders may wave down the bus anywhere along the published route, with the caveat that drivers will only stop in a safe location for passengers. ACTS should add this policy to the rider brochure, Town website, and other public information materials.

Rider Policy

ACTS has experienced a few incidents of difficult or hostile behavior from riders that jeopardizes the safety of the driver and other passengers. While this behavior seems limited to very few riders, it is recommended that ACTS develop a rider policy to emphasize that safety is a priority and any behavior that creates an unsafe environment will not be tolerated. The rider policy may outline the rights and responsibilities of both riders and ACTS. If ACTS drivers or the transit manager deems that riders are regularly behaving in a manner that jeopardizes the safety of ACTS service, the policy may outline consequences. The rider policy may also address other issues such as bringing gas cans, which may be considered hazardous materials, on board the bus or paying the fare with pennies. ACTS should educate passengers regarding the new rider policy.

Adjusting the Pay Grade for Drivers

During the system evaluation, the TAC expressed the desire to improve the base pay grade for ACTS drivers. All ACTS drivers are currently part-time and do not receive any benefits such as medical insurance. To ensure that the Town attracts and retains high quality drivers, who serve as the “face” of ACTS, the TDP recommends increasing the base pay grade to be competitive with similar jobs with peer transit systems and local school bus systems. It is also recommended that ACTS provide a higher rate for drivers who hold a commercial driver’s license (CDL) than those who do not, to incentivize drivers to obtain a CDL.

Funding for this change in pay grade could be included in Altavista’s operating grant request to DRPT. This recommendation will address the issue of staff retention, as at least one driver has already left to work at another transit system offering higher rates. It is worth noting that passengers gave the ACTS drivers stellar reviews in the rider surveys.

Partnership and Coordination Opportunities

Since ACTS is a relatively new system that plans to continue growing, it is important to emphasize and promote the community's support for transit services. ACTS receives multiple benefits from developing community partnerships, including:

- Increasing the outlets to share information about ACTS and attract new riders, where increased ridership also boosts performance measures;
- Finding potential funding partners, especially to implement services that travel beyond Town boundaries; and
- Demonstrating to Town leaders, who determine local funding for ACTS, that the community values public transportation services.

Community stakeholders also benefit from an active partnership with ACTS by staying apprised of the latest service changes and plans and ongoing opportunities to provide input on transit needs and issues. Businesses can work with ACTS to promote local economic development activities, while service organizations can ensure that their customers have the most up to date information on transit services. Altavista's Economic Development Director, the Altavista Area Chamber of Commerce, Altavista On Track, and the Region 2000 Local Government Council provided assistance with community outreach during the TDP. It is recommended that ACTS continue to engage these partners regarding transit improvements. For example, the Chamber of Commerce hosts a monthly meeting of human resources representatives from Altavista's major industries and businesses. It is recommended that ACTS meet with this group quarterly or biannually to provide updates on ACTS service and collect input on employment transportation needs.

When ACTS implements service to Lynchburg, it should coordinate schedules and fares with GLTC to provide as seamless an experience as possible for riders transferring between the transit systems. ACTS should also stay involved with transportation planning in the region through the Region 2000 Local Government Council.

Chapter 6

Capital Improvement Program

This chapter outlines the capital infrastructure projects needed to implement the service recommendations described in the Operations Plan. The Capital Improvement Program (CIP) provides the basis for Altavista's requests to DRPT for federal and state funding for capital replacement, rehabilitation, and expansion projects. The recommendations in the CIP are projects for which the Town reasonably anticipates local funding to be available. The recommendations for different types of capital projects including vehicles, facilities, and passenger amenities are described below. The descriptions identify the capital projects already programmed in ACTS' existing CIP, as well as additional projects recommended in the TDP. The costs associated with these capital projects are provided in the next chapter with the Financial Plan.

VEHICLES

This section presents the details of the vehicle expansion and replacement plan including vehicle useful life standards, characteristics of the new vehicles, and estimated costs. A vehicle expansion and replacement plan is necessary to maintain a high quality fleet and dispose of vehicles beyond their useful life. This plan is especially important since ACTS is a young transit system and will soon be replacing vehicles (its original buses) for the first time. The capital plan for the vehicles was developed by applying FTA/DRPT vehicle replacement standards to the current vehicle fleet inventory, which was presented in Chapter 1.

Useful Life Standards

The FTA/DRPT vehicle replacement standards are shown in Table 6-1. The standards indicate that different types of vehicles have different expected lifespans. The builders of these vehicles are required to designate the projected life-cycle when the vehicles are submitted for testing by the FTA, and the vehicles are designed to meet these standards. If vehicles greatly exceed the expected life, the consequent maintenance costs for over-age vehicles can significantly increase operating costs. In

addition, the reliability of vehicles generally declines as they age, particularly after their design life is exceeded. This decrease in vehicle reliability also affects operating costs and impacts the quality of service for passengers.

Table 6-1: DRPT’s Vehicle Useful Life Policy

Vehicle Type	Useful Life
Vans	Minimum of 4 Years or 100,000 Miles
Body on Chassis Vehicles	Minimum of 4 Years or 100,000 Miles
Light Duty Bus	Minimum of 4 Years or 150,000 Miles
Supervisory Vehicle	Minimum of 4 Years or 100,000 Miles
Transit Coach	Minimum of 12 Years

Source: DRPT’s Section 5311 State Management Plan (April 2009).

Vehicle Plan – Baseline Estimate

ACTS currently only operates body on chassis vehicles, so the vehicles may be replaced after four years of service or after 100,000 miles. This standard was applied to the existing fleet to ascertain a baseline estimate of capital needs for the next six years to maintain current service levels. Table 6-2 portrays ACTS’ existing vehicle inventory with the estimated years the vehicles should be replaced, given current service levels. Based on the vehicles’ average annual mileage, it is recommended that ACTS replace one vehicle in FY 2016 and the other in FY 2017. Both vehicles have similar mileage but one is anticipated to pass the 100,000-mile threshold by the end of June 2015, so ACTS may request a replacement vehicle in the FY 2016 grant. The other vehicle will meet the 100,000-mile useful life criteria shortly thereafter, but the TAC has recommended staggering vehicle replacement, so the second vehicle will be replaced in the FY 2017 grant.

This recommendation differs slightly from the capital projections in DRPT’s FY 2014 Six-Year Improvement Program (SYIP), which the Commonwealth Transportation Board updates annually. Whereas the SYIP included one replacement vehicle each in FY 2015, FY 2016, and FY 2018, the TDP recommends that ACTS replaces its original buses in FY 2016 and FY 2017. At the baseline level of service, in FY 2016 ACTS should use the new vehicle as the primary bus running the route and the old vehicle as the spare. In FY 2017, once the second replacement vehicle is purchased, ACTS should go back to using both vehicles equally on the route. Rather than have a brand new bus “sit on the lot” as a spare vehicle, it is better practice to run both buses. For the remaining plan years, the ACTS route miles will continue to be split among the two replacement buses. Then the replacement vehicle purchased in FY 2016 is anticipated to meet the useful life criteria in FY 2019, and may be replaced in the FY 2020 grant.

Table 6-2: ACTS Vehicle Inventory with Replacement Years, Baseline Estimate

Vehicle Identification Number (VIN)	Model Year	Make	Model	Seating Capacity	Wheelchair Lift	# WC Tie Downs	Mobile Radio	Fuel	Mileage 5/30/2013	Average Annual Mileage	Estimated Replacement Year
1FDFE4FS8BDA15025	2011	Ford	Supreme	13 + 1 WC space	Y	1	Y	Gas	53,219	21,991	FY 2017
1FDFE4FSXBDA15026	2011	Ford	Supreme	13 + 1 WC space	Y	1	Y	Gas	54,175	22,386	FY 2016

Note: "WC" = wheelchair.

Vehicle Plan – Recommended Services

The plan for vehicle replacement and expansion taking into account the recommended service projects is shown in Table 6-3. This table estimates vehicle needs based on the service projects’ planned years of implementation described in Chapter 5. Actual vehicle needs may change depending on the years that ACTS actually implements the service projects. Whereas ACTS currently uses its two vehicles equally on the route, the TAC recommended staggering vehicle replacement if possible. Therefore it was assumed that ACTS would continue using its two existing buses equally through FY 2015, including splitting the miles of the Year 1 service projects. At the end of FY 2015, both buses are anticipated to pass the 100,000-mile useful life threshold, but ACTS will only replace one of its original buses and keep the second as a spare. The new replacement bus will become the primary vehicle operating ACTS service in FY 2016.

Table 6-3: Vehicle Replacement and Expansion for Service Recommendations

Number of Vehicles	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Replacement	0	1	1	0	0	1	3
Expansion	0	0	0	0	0	0	0
Total Vehicles	0	1	1	0	0	1	3

In FY 2017, ACTS will replace its second original bus. With two relatively new vehicles in FY 2017, ACTS will go back to splitting the service miles on its primary route equally between the two buses. Again, as both buses are relative new, it is good practice to run both buses rather than keep a new vehicle as a spare. For the remaining plan years, the ACTS route miles will continue to be split among the two buses. With the planned service projects, the first replacement vehicle (from FY 2016) will need to be replaced in FY 2020. The vehicle replacement plan to implement the service recommendations is similar to the baseline estimate, described above.

In the financially constrained plan, ACTS continues to have a fleet of two revenue vehicles and a 100% spare ratio (one spare vehicle to one vehicle operated in maximum service). A high spare ratio is to be expected with a very small fleet. As ACTS continues to grow and increase its fleet beyond the TDP timeframe, the spare ratio should move toward the industry standard of 15% to 20%.

When removing vehicles from service, ACTS will follow DRPT guidelines as described in the Section 5311 State Management Plan. Before disposition may occur, ACTS must ensure that any Section 5311 funded vehicle has met DRPT’s useful life criteria. ACTS must send its disposition request to DRPT, which will grant approval or

disapproval for disposition. DRPT may offer the vehicles to other Section 5311 recipients that are in need. Otherwise, Altavista may dispose of the vehicles and use the proceeds to support ACTS services.

Vehicle Characteristics

Input collected during the TDP process indicated the current type of vehicle that ACTS uses serves community needs well. The small size of the buses is suitable for navigating Altavista's neighborhood streets. The Town also prefers to continue using vehicles designed to transport 15 passengers or less, so that drivers are not required to have a commercial driver's license. ACTS will order replacement and expansion vehicles with similar characteristics to its current body on chassis vehicles, including a gas engine, a wheelchair lift, one wheelchair space, and 13 to 15 passenger seats. ACTS will ensure that new vehicles are equipped with pull cords for passengers to request stops, as the Town installed these separately on the original buses to meet passenger needs. The new vehicles will have a similar expected life as the current ACTS buses: at minimum four years or 100,000 miles.

It is also recommended that ACTS install bus security systems, namely cameras in the bus, to promote passenger and driver safety. This entails installing security systems on the existing fleet and purchasing new buses that come with a security system. Bus security systems are estimated to have a useful life of four to six years and may be transferred to replacement vehicles.

In the future ACTS may consider slightly larger vehicles with more seating capacity, if ridership grows such that the existing buses regularly have high passenger loads including standees.

Estimated Costs

Table 6-4 summarizes the estimated costs for each new replacement or expansion vehicle within the TDP timeframe, based on the cost estimates used in the FY 2014 SYIP. The table also includes the costs for installing new bus security systems or transferring security systems to replacement vehicles. These cost estimates were used to develop the capital budget, which is included with the Financial Plan in the next chapter.

Potential funding sources for the replacement and expansion vehicles include FTA Section 5311 funds, the State's Mass Transit Trust Fund and Mass Transit Capital Fund, and local funds from the Town of Altavista and local partners.

Table 6-4: Estimated Costs of New Vehicles

Fiscal Year	Estimated Cost of Vehicle	Estimated Cost to Install Bus Security System	Estimated Cost to Transfer Bus Security System
2015	\$60,000	\$4,000	\$1,100
2016	\$62,000	\$4,120	\$1,133
2017	\$64,000	\$4,244	\$1,167
2018	\$66,000	\$4,371	\$1,202
2019	\$68,000	\$4,502	\$1,238
2020	\$70,000	\$4,637	\$1,275

Sources: DRPT, FY 2014 SYIP for vehicle costs; and Sonny Merriman for bus security system costs, with 3% annual inflation applied to FY 2015 estimate.

Non-Revenue Vehicles

While Tables 6-2 and 6-3 addressed the replacement and expansion of revenue vehicles, it is worth noting that ACTS also purchased a non-revenue support vehicle using its FY 2014 grant. It is not anticipated that the support vehicle will need to be replaced within the timeframe of the TDP, but ACTS should reference DRPT’s useful life criteria when monitoring mileage on the support vehicle.

FACILITIES

ACTS’ fleet will increase to three within the timeframe of the TDP, including the support vehicle purchased in FY 2014. The Town of Altavista has identified that the Public Works facility, which provides maintenance services for ACTS, is at capacity. The FY 2014 grant already included funding to install additional overhead doors to accommodate maintenance for the two existing buses. Another issue is that the facility on Seventh Street (old fire station) where ACTS currently stores its vehicles may not be available for this purpose long-term. Therefore, it is recommended that ACTS request technical assistance from DRPT to identify improvements to the Public Works facility, especially if ACTS implements any vision projects that require expansion vehicles.

While the Town staff and drivers have not identified additional needs for administrative space in the short-term, ACTS could refer to BABS’ maintenance facility as a potential model if warranted by need in the future. Built in 2008 with funds from the Town of Blackstone, DRPT, and FTA, BABS’ facility serves as the Town’s single maintenance site and includes an administrative office for the transit system, six vehicle maintenance bays, and a wash bay. BABS occupies three of the bays for bus maintenance and repairs, while the Town of Blackstone uses three bays for other Town-

owned vehicles. Three mechanics, who are all Town employees, work at the maintenance facility.¹

PASSENGER AMENITIES

Another capital project is the installation of bus shelters with benches at the highest use bus stops, which was a need identified by the TAC and riders. ACTS will install ADA accessible shelters and benches at high activity stops. Based on 2013 ridership counts and observations, it is recommended that ACTS install shelters and/or benches at the following major stops, prioritized by ridership: Altavista Commons (Wal-Mart), Lola Avenue Extension (or Avondale Drive near Lola Avenue, depending on routing adjustments), Town Hall, Franklin Avenue (at 12th Street), Main Street (at Nelson Avenue and at Hughes Avenue, by Apple Market), and CVCC. While Town and Country is also a major stop, ACTS has already placed a bench at the Food Lion, which is under cover provided by the building. Broad Street and 7th Street is another popular flag stop (to access the library), but benches are already available on Broad Street. ACTS may consider installing bus shelters or benches at additional stops, such as along Amherst Avenue, as warranted by ridership and need.

DRPT's FY 2014 SYIP already includes eight bus shelters for Altavista, with two planned in each FY 2015 and FY 2016 and four planned in FY 2017. The TDP recommends installing at least three bus shelters in Year 1 (FY 2015) at the highest activity stops: Altavista Commons, Lola Avenue Extension/Avondale Drive, and Town Hall. Then two shelters could be installed in each Year 2 and Year 3.

If bi-directional service is implemented in the later years of the TDP timeframe, ACTS will need to install bus stop signs and poles on both sides of the road, mainly along the Franklin Avenue and Amherst Avenue portions of the route. Depending on the final routing, ACTS will need to install about five additional bus stop poles and signs with a "take one" brochure holder. It is estimated to cost \$100 to install each pole and sign. ACTS could consider removing some existing stops with very limited ridership, such as 9th and Commonwealth, Main Street Dollar General, and Avondale and Ogden, and using the signage at the new bi-directional stops. Most of the current bus stops could remain the same with minor adjustments, such as moving the Lola Avenue Extension stop to Avondale Drive.

¹ Source: Blackstone Area Bus System Transit Development Plan: Fiscal Years 2010-2015.

EQUIPMENT

The only recommendation for equipment within the TDP timeframe is to purchase a computer and monitor for ACTS administration activities. This capital purchase is already programmed in the SYIP for FY 2015.

TECHNOLOGY

No technology projects are recommended within the TDP planning horizon. The current computer software that Town staff uses to manage ACTS should continue to suffice, even with the planned service expansion. While some riders provided input that it would be helpful to know when the next bus is arriving, the cost of implementing a “next bus” number for riders to call or an online application to serve this function was cost prohibitive given the small size of ACTS’ operation.

Chapter 7

Financial Plan

This chapter provides a financial plan for funding existing and proposed ACTS services for the TDP's six-year planning period. The financial plan addresses both operations and capital budgets, focusing on financially constrained project recommendations. The budgets were constructed with the information that is currently available, including the Commonwealth Transportation Board's FY 2014 Six-Year Improvement Program, the FY 2014 DRPT grant, and ACTS' FY 2012 budget. The funding ratios were based on historical funding ratios for rural transit programs in the Commonwealth, but the estimates for state funding err on the conservative side. Guidance from DRPT indicated that, with the passing of a new transportation funding program in the Commonwealth, in the near-term state funding for transit may increase.

It should be noted that there are currently a number of unknown factors that will likely affect transit finance in this area over the course of this planning period, including the future economic condition of the region and the Commonwealth of Virginia, and the availability of local match for the federal and state funds. The exact revenue available each year will depend upon the availability of funding from the federal Section 5311 program, the Commonwealth Transportation Fund, and local sources.

OPERATING EXPENSES AND FUNDING SOURCES

Table 7-1 provides a financial plan for operation of ACTS' services under the financially constrained six-year plan. As discussed in the Operations Plan (Chapter 5), the financially constrained plan projects are moderate in scope, reflecting the current economic climate and the anticipated availability of local match. Table 7-1, shown in three parts, summarizes the annual revenue hours of service for the existing ACTS route and the service projects recommended as part of the financially constrained plan; operating cost estimates; and funding sources associated with these service projects. A number of assumptions used in developing the operating cost estimates are included as footnotes and described below.

Table 7-1: ACTS TDP Financial Plan for Operations - Financially Constrained

Projects ¹	FY 2014 Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Projected Incremental Annual Revenue Hours							
<i>Current Level of Service</i>	2,815	2,815	2,815	2,815	2,815	2,815	2,815
<i>Maintenance Management Software</i>	-	-	-	-	-	-	-
Minor Route Adjustments		-	-	-	-	-	-
Saturday Route Adjustments		-	-	-	-	-	-
Extending Summer Evening Hours until 8 p.m.		175	175	175	175	175	175
Extending Summer Saturday Hours until 4 p.m.		35	35	35	35	35	35
Deviations to Hurt Medical Center		-	-	-	-	-	-
Deviations to Lynch Station				-	-	-	-
Route Adjustments (Bi-directional Service)					-	-	-
Increased Marketing and Public Information		-	-	-	-	-	-
Adjusting Pay Grade for Drivers		-	-	-	-	-	-
Total Transit Revenue Hours	2,815	3,025	3,025	3,025	3,025	3,025	3,025

Table 7-1: ACTS TDP Financial Plan for Operations - Financially Constrained (continued)

Projects ¹	FY 2014 Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Projected Operating Expenses							
<i>Cost Per Revenue Hour</i>	\$ 30.59	\$ 31.81	\$ 33.08	\$ 34.41	\$ 35.78	\$ 37.21	\$ 38.70
<i>Current Level of Service</i>	\$ 86,100	\$ 89,544	\$ 93,126	\$ 96,851	\$ 100,725	\$ 104,754	\$ 108,944
Maintenance Management Software ²	\$ 300	\$ 312	\$ 324	\$ 337	\$ 351	\$ 365	\$ 380
<i>Incremental Increase in Drivers' Hourly Rate³</i>	\$ 9.02	\$ 0.25	\$ 0.50	\$ 0.75	\$ 0.75	\$ 0.75	\$ 0.75
Minor Route Adjustments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Saturday Route Adjustments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Extending Summer Evening Hours until 8 p.m.		\$ 5,567	\$ 5,789	\$ 6,021	\$ 6,262	\$ 6,512	\$ 6,773
Extending Summer Saturday Hours until 4 p.m.		\$ 1,113	\$ 1,158	\$ 1,204	\$ 1,252	\$ 1,302	\$ 1,355
Deviations to Hurt Medical Center ⁴		\$ 487	\$ 506	\$ 526	\$ 547	\$ 569	\$ 592
Deviations to Lynch Station ⁴				\$ 1,053	\$ 1,095	\$ 1,139	\$ 1,184
Route Adjustments (Bi-directional Service)					\$ -	\$ -	\$ -
Increased Marketing and Public Information		\$ 2,500	\$ 512	\$ 542	\$ 563	\$ 585	\$ 608
Adjusting Pay Grade for Drivers ⁵		\$ 787	\$ 1,573	\$ 2,360	\$ 2,360	\$ 2,360	\$ 2,360
Total Projected Operating Expenses	\$ 86,100	\$ 100,309	\$ 102,989	\$ 108,894	\$ 113,155	\$ 117,586	\$ 122,195

¹ Implementation years are estimated - subject to funding availability. Base revenue hours estimated from FY 2012 data; costs came from FY 2014 SYIP.

² The maintenance management software refers to the annual fee for an equipment/maintenance management system, with a 4% annual inflation rate applied.

³ Base Year represents the hourly rate for ACTS part-time drivers in FY 2014. The increase in the base pay rate (to become comparable to the peer average for CDL drivers) is shown over a three-year period. Then the base pay rate for subsequent years remains the same, unless Council approves a COLA (not shown here). The incremental increase in hourly rate is used to estimate the line item amount for "Adjusting Pay Grade for Drivers," which accounts for total revenue hours in the planned year of implementation.

⁴ Since ACTS anticipates being able to accommodate the deviations to Hurt Medical Center and Lynch Station during the buffer time in the ACTS route schedule, the primary incremental costs are for additional gas and vehicle maintenance. Assumptions for this cost estimate included 3 rider roundtrips (or 6 vehicle roundtrips) to Hurt or Lynch Station per week, a bus fuel economy of 8 miles per gallon, and cost of gas at \$3/gallon. The estimated costs for subsequent years assumed a 4% annual inflation rate.

⁵ These estimates were calculated as the incremental increase in drivers' hourly rate multiplied by anticipated pay hours (4% greater than revenue hours, based on FY 2014 data).

Table 7-1: ACTS TDP Financial Plan for Operations - Financially Constrained (continued)

Anticipated Funding Sources	FY 2014 Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Federal							
Section 5311	\$ 41,300	\$ 45,845	\$ 48,353	\$ 51,126	\$ 53,126	\$ 55,207	\$ 57,370
RTAP		\$ 2,500					
Subtotal, Federal	\$ 41,300	\$ 48,345	\$ 48,353	\$ 51,126	\$ 53,126	\$ 55,207	\$ 57,370
State							
Formula Assistance ¹	\$ 10,334	\$ 19,876	\$ 20,373	\$ 20,882	\$ 21,404	\$ 21,939	\$ 22,488
Additional funding in FY 2014 Mid-Year ²	\$ 4,209						
Subtotal, State	\$ 14,543	\$ 19,876	\$ 20,373	\$ 20,882	\$ 21,404	\$ 21,939	\$ 22,488
Local							
Local Contribution ³	\$ 26,757	\$ 25,969	\$ 27,981	\$ 30,244	\$ 31,722	\$ 33,268	\$ 34,883
Revenues - Farebox ⁴	\$ 3,500	\$ 6,119	\$ 6,282	\$ 6,643	\$ 6,902	\$ 7,173	\$ 7,454
Total Local	\$ 30,257	\$ 32,088	\$ 34,263	\$ 36,886	\$ 38,625	\$ 40,440	\$ 42,337
Total Projected Operating Revenues	\$ 86,100	\$ 100,309	\$ 102,989	\$ 108,894	\$ 113,155	\$ 117,586	\$ 122,195

¹ The FY 2014 Base amount represents 3/4 funding for the year, as ACTS is in the process of transitioning from an Oct.-Sept. fiscal year to July-June. The FY 2015-20 amounts represent a full year of funding. State formula assistance assumes 2.5% annual growth (per DRPT guidance).

² The FY 2014 Mid-Year state funding represents additional funding allocated to ACTS given the new transportation funding program (3/4 annual funding).

³ Includes all local contributions, from the Town of Altavista and any partnering localities or organizations.

⁴ The FY 2014 Base amount came from the FY 2014 SYIP. For FY 2015 and on, amounts were estimated based on the FY 2012 farebox recovery rate of 6.1%.

In Table 7-1, the Base Year represents the FY 2014 SYIP, except for the current revenue hours (used FY 2012 data). The projected cost per revenue hour and operating costs to maintain the current level of service in subsequent years are based on a 4% annual inflation rate. While the costs for service alternatives in Chapter 4 had been estimated based on an adjusted operating cost per revenue hour (excluding administration costs) to determine the incremental operating costs, the financial plan uses the fully allocated operating cost per hour (estimated at \$30.59 for FY 2014).

The costs associated with increased marketing efforts are estimated at 0.5% of the annual operating budget, with the exception of costs for the comprehensive marketing plan recommended for FY 2015. A peer comparison of drivers' hourly rates was conducted to help determine the expenses associated with adjusting the base pay grade for drivers. The peer comparison included wage rates for peer transit systems and local school bus systems. The financially constrained plan includes an increase in the base pay rate to be comparable with the peer average hourly rate for CDL drivers (as most existing ACTS drivers have CDLs).¹ The 75-cent increase is spread over the first three years of the TDP. Then the rate is held constant for the remaining TDP years, unless the Town Council approves cost of living increases, which are not shown in the table.

Under anticipated funding sources, the FY 2014 Base amounts for federal funding and farebox revenue came from the FY 2014 SYIP. The state funding for FY 2014 has been updated to reflect additional state funding, available starting in July 2013, as a result of the Commonwealth's new transportation funding program. The state formula assistance in FY 2015 and beyond assumed a 2.5% annual growth rate, per DRPT guidance. DRPT is not committing to the funding for FY 2015 and beyond. Specific funding amounts are determined during the annual SYIP adoption and budget cycle. In each year of the financial plan, the total projected operating expenses account for inflation associated with maintaining the current level of service as well as service expansions. Both federal and state funds are shown to increase with inflation.

The funding source amounts for FY 2015 - FY 2020 are based on net operating deficits calculated with a farebox recovery rate of 6.1%. Based on FY 2012 data, this farebox recovery rate provides conservative estimates of farebox revenue during the TDP timeframe, in case the anonymous donation is no longer available in the future. Appendix C includes an Alternate Financial Plan, where the net operating deficits are calculated with a farebox recovery rate of 4.5%, which would be the case if the anonymous donation continues but is counted as local match.

¹ The peer average hourly rate for drivers with CDLs was \$10.36. The four peers were Campbell County Public Schools, Lynchburg City Schools, Greater Lynchburg Transit Company, and City of Danville Transit. The Altavista Town Council recommended a 25-cent increase in each of the first three years of the TDP to an adjusted hourly rate of \$9.77.

Table 7-1 indicates that the annual operating expenses for ACTS are projected to be about \$100,000 in the first year of the TDP planning period, including expanded summer evening and Saturday hours, service to Hurt Medical Center, a marketing plan, and adjusting the base pay grade for drivers. Over the six-year period the ACTS operating budget will grow to about \$122,000 including inflation at 4% per year and a service expansion to Lynch Station, which ACTS will implement if warranted by demand or pending funding partnerships. The percentage of local share is projected to remain steady – about 35% of the total operating budget. The local match would be provided by the Town of Altavista and any partnering localities or organizations.

Table 7-2 presents the financial plan for operations under the vision plan, which is not constrained to reflect the availability of funding. The costs for the scheduled services to Lynchburg and Rustburg are based on the drivers doing continuous eight-hour and four-hour shifts, respectively. If ACTS finds drivers willing to do split shifts, the revised operating costs could be half or less. If all the vision projects – which total 5,500 additional revenue hours – are implemented, ACTS' operating budget would grow by about \$168,000 (in FY 2014 dollars) annually. The cost is calculated in constant FY 2014 dollars due to the undetermined timeline in which the vision projects would be implemented. Several of the vision projects provide service out of Town limits and would depend on funding partnerships.

VEHICLE PURCHASE EXPENSES AND FUNDING SOURCES

Table 7-3 offers the financial plan for vehicle replacement over the six-year period. The plan includes a total of three replacement vehicles. The funding split is based on recommendations of the Commonwealth's Transit Service Delivery Advisory Committee. While federal funding remains at 80% of the project cost, the amount of state funding varies depending on the type of capital project. The capital budget for vehicle replacement and expansion (considered "Tier 1" capital projects) is shown in Table 7-3. Under the Transit Service Delivery Advisory Committee's recommendation for "Scenario B," the state match is 80% of the non-federal portion of vehicle costs. Then the local match covers the remaining vehicle costs.

Table 7-2: ACTS TDP Financial Plan for Operations – Vision

Projects ¹	Base Year ²	Phase 1
Projected Incremental Annual Revenue Hours		
<i>Current Level of Service</i>	2,815	2,815
Scheduled Service to Lynchburg (3 days/week) ³		1,250
Scheduled Service to Rustburg (2 days/week) ³		400
Extending Evening Hours until 8 p.m. during Rest of the Year		350
Extending Saturday Hours until 4 p.m. during Rest of the Year		70
Extending Evening Hours until 9 p.m. (year-round)		260
Extending Saturday Hours until 5 p.m. (year-round)		50
Sunday Service		260
Increased Service, through Higher Frequency or Split Routing (Weekdays only)		2,560
Scheduled Service to Campbell and Pittsylvania Counties (1 day/week) ⁴		300
Total Transit Service Hours	2,815	8,315
Projected Operating Expenses ⁵		
<i>Cost Per Revenue Hour</i>	\$ 30.59	\$ 30.59
<i>Current Level of Service</i>	\$ 86,100	\$ 86,100
Scheduled Service to Lynchburg (3 days/week) ³		\$ 38,233
Scheduled Service to Rustburg (2 days/week) ³		\$ 12,234
Extending Evening Hours until 8 p.m. during Rest of the Year		\$ 10,705
Extending Saturday Hours until 4 p.m. during Rest of the Year		\$ 2,141
Extending Evening Hours until 9 p.m. (year-round)		\$ 7,952
Extending Saturday Hours until 5 p.m. (year-round)		\$ 1,529
Sunday Service		\$ 7,952
Increased Service, through Higher Frequency or Split Routing (Weekdays only)		\$ 8,301
Scheduled Service to Campbell and Pittsylvania Counties (1 day/week) ⁴		\$ 9,176
Total Projected Operating Expenses	\$ 86,100	\$ 254,324

Notes:

¹ Implementation year is undetermined. Implementation will be based on funding availability.

² Base revenue hours estimated from FY 2012 data; costs came from FY 2014 SYIP.

³ Assumes drivers are doing a continuous shift (8 hours for Lynchburg, 4 hours for Rustburg). If drivers did split shift, operating costs would be half or less.

⁴ Based on estimated six hours of service per day to serve Gladys, Brookneal, and Gretna.

⁵ Assumes constant FY 2014 dollars due to undetermined timeline for implementation.

Table 7-2: ACTS TDP Financial Plan for Operations – Vision (continued)

Anticipated Funding Sources	Base Year	Phase 1
<i>Federal</i>		
Section 5311	\$ 41,300	\$ 119,405
Subtotal, Federal	\$ 41,300	\$ 119,405
<i>State</i>		
Formula Assistance ¹	\$ 10,334	\$ 35,822
Additional funding in FY 2014 Mid-Year ²	\$ 4,209	
Subtotal, State	\$ 14,543	\$ 35,822
<i>Local</i>		
Local Contribution ³	\$ 26,757	\$ 83,584
Revenues - Farebox ⁴	\$ 3,500	\$ 15,514
Total Local	\$ 30,257	\$ 99,097
Total Projected/Proposed Operating Funds/Revenues	\$ 86,100	\$ 254,324

Notes:

¹ The FY 2014 Base amount represents 3/4 funding for the year, as ACTS is in the process of transitioning from an Oct.-Sept. fiscal year to July-June. Phase 1 amount represents a full year of funding, based on historical state funding (15% of net operating deficit); actual amounts may be higher given the passage of the Commonwealth's new transportation funding program.

² The FY 2014 Mid-Year state funding represents additional funding allocated to ACTS given the new transportation funding program (3/4 annual funding).

³ Includes all local contributions, from the Town of Altavista and any partnering localities or organizations.

⁴ Based on the FY 2012 farebox recovery rate of 6.1%.

Table 7-3: ACTS Capital Budget for Tier 1, Replacement and Expansion Vehicles, under Scenario B

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of Vehicles						
Replacement	0	1	1	0	0	1
Expansion	0	0	0	0	0	0
Total Vehicles	0	1	1	0	0	1
Vehicle Costs¹	\$ 60,000	\$ 62,000	\$ 64,000	\$ 66,000	\$ 68,000	\$ 70,000
Bus Security System Costs²	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637
Installing security system on two existing buses	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transferring security system to replacement buses ²	\$ 1,100	\$ 1,133	\$ 1,167	\$ 1,202	\$ 1,238	\$ 1,275
Replacement	\$ -	\$ 63,133	\$ 65,167	\$ -	\$ -	\$ 74,637
Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Projected Vehicle Costs	\$ 8,000	\$ 63,133	\$ 65,167	\$ -	\$ -	\$ 74,637
Anticipated Revenue from Vehicle Disposition³	n/a	\$ 3,750	\$ 3,750	\$ -	\$ -	\$ 4,650
Projected Net Vehicle Costs	\$ 8,000	\$ 59,383	\$ 61,417	\$ -	\$ -	\$ 69,987
Anticipated Funding Sources⁴						
Federal	\$ 6,400	\$ 47,506	\$ 49,134	\$ -	\$ -	\$ 55,990
State	\$ 1,280	\$ 9,501	\$ 9,827	\$ -	\$ -	\$ 11,198
Local	\$ 320	\$ 2,375	\$ 2,457	\$ -	\$ -	\$ 2,799
Total Vehicle Funding	\$ 8,000	\$ 59,383	\$ 61,417	\$ -	\$ -	\$ 69,987

Notes:

¹ Costs estimates came from the FY 2014 SYIP.

² FY 2015 cost estimates for a new bus security system and for transferring a security system to a replacement bus from Sonny Merriman, adjusted for 3% annual inflation in subsequent years. A security system unit is estimated to last for four years.

³ The anticipated revenue from disposing the original vehicles was estimated based on the disposition experiences of peer transit systems (estimated revenue of 7.5% of original vehicle's purchase price).

⁴ DRPT guidance suggested applying the federal, state, and local shares to the net costs (accounting for revenue from selling the original vehicles) for replacement vehicles. State funding was based on proposed State match of 80% for Tier 1 projects under Scenario B.

For replacement vehicles, DRPT guidance suggested the funding ratios be applied to the net cost of the replacement vehicle (total cost minus the revenue anticipated from selling the original vehicle). The anticipated revenue from vehicle disposition was estimated based on the experiences of peer systems.²

OTHER CAPITAL EXPENSES AND FUNDING SOURCES

The financial plans for infrastructure facilities (considered “Tier 2” capital projects), including bus shelters, and other capital equipment (considered “Tier 3” capital projects) are provided in Tables 7-4 and 7-5, respectively. Passenger amenities, including bus shelters that were identified as a high need, constitute the majority of other capital expenses, in addition to routine computer upgrades. Under the Transit Service Delivery Advisory Committee’s recommendation for “Scenario B,” the state match is applied to the non-federal portion of the project cost: 40% for infrastructure facilities and 22% for other capital projects. Then the local match covers the remaining capital costs.

Table 7-4: ACTS Capital Budget for Tier 2, Infrastructure Facilities, under Scenario B

Projects ¹	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Bus Shelters	\$ 18,000	\$ 12,500	\$ 13,000	\$ -	\$ -	\$ -
Bus Stop Sign and Pole	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -
Total Projected Non-Vehicle Capital Expenses	\$ 18,000	\$ 12,500	\$ 13,000	\$ 500	\$ -	\$ -
Anticipated Funding Sources						
Federal	\$ 14,400	\$ 10,000	\$ 10,400	\$ 400	\$ -	\$ -
State ²	\$ 1,440	\$ 1,000	\$ 1,040	\$ 40	\$ -	\$ -
Local	\$ 2,160	\$ 1,500	\$ 1,560	\$ 60	\$ -	\$ -
Total Projected Non-Vehicle Capital Revenue	\$ 18,000	\$ 12,500	\$ 13,000	\$ 500	\$ -	\$ -

Notes:

¹ Costs of most capital projects are based on costs in the FY 2014 SYIP.

² State funding was based on proposed State match of 40% for Tier 2 projects under Scenario B.

² BABS shared their data for the disposition of a similar vehicle to ACTS’ vehicles (but diesel). When disposing of their vehicle, BABS received revenue equal to 7.5% of the original purchase price of the bus.

Table 7-5: ACTS Capital Budget for Tier 3, Other Capital, under Scenario B

Projects ¹	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Computer Hardware	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Projected Non-Vehicle Capital Expenses	\$ 2,000	\$ -				
Anticipated Funding Sources						
Federal	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ -
State ²	\$ 88	\$ -	\$ -	\$ -	\$ -	\$ -
Local	\$ 312	\$ -	\$ -	\$ -	\$ -	\$ -
Total Projected Non-Vehicle Capital Revenue	\$ 2,000	\$ -				

Notes:

¹ Costs of capital projects are based on costs in the FY 2014 SYIP.

² State funding was based on proposed State match of 22% for Tier 3 projects under Scenario B.

Chapter 8

TDP Monitoring and Evaluation

As described in the introduction in Chapter 1, this TDP is a living document that should be reviewed and updated to reflect any changes in community priorities, funding availability, or other factors that may impact ACTS services. Several analyses regarding ACTS operations, service performance, community transportation needs, and service alternatives have been completed as part of the TDP process. While Chapters 5 and 6 detailed the recommended operations and capital projects, respectively, and Chapter 7 provided the financial plan for these recommendations, it is important to remember that the TDP is a planning document. As such, when it comes time to develop grant applications and implement projects, Town of Altavista staff together with the TAC should revisit the TDP to ensure that the recommendations are appropriate and Town Council feasible given community needs and fiscal realities.

This chapter describes the processes that are recommended to periodically monitor and evaluate the progress that ACTS has made in implementing the TDP. Such processes include integrating TDP projects with relevant planning documents, monitoring service performance, and submitting an annual update to DRPT. Monitoring and evaluation efforts are particularly important to ensure that ACTS is meeting the goals, objectives, and standards that were described in Chapter 2.

COORDINATION WITH OTHER PLANS AND PROGRAMS

Chapter 3 included the review of various transportation and land use plans developed by the Town of Altavista, Campbell County, and Region 2000. The purpose of this review was to ensure that the TDP is consistent with local and regional transportation goals and efforts. Likewise, should relevant plans be updated in the coming years, ACTS staff or TAC representatives should seek to participate in such efforts to ensure that projects recommended in this TDP are included in these area plans and studies, where fitting. Many of the TAC members are also involved as advisors or participants with other community groups. This involvement is a good way for TAC members to promote ACTS service expansions that may impact new or updated

transportation and land use plans in the region. Another benefit of such coordination efforts is increased awareness of ACTS services, which serves the system's goal to better market existing transit services.

TAC members have been proponents of public transportation service in Altavista, since before ACTS even started, when advocating for the 2009 feasibility study. The TAC serves as an advisory committee to the Altavista Town Council, which makes the final decisions regarding grant applications, additional funding, and implementation of the TDP. The TAC has played an important role in guiding ACTS through its first years of development and providing input to the TDP process. Town staff should make sure that the TAC continues to be active and informed of monitoring results. ACTS should recruit new TAC members that support the growth of transit in Altavista and the region, as needed. ACTS may consider recruiting representatives from other organizations that participated in the TDP process to promote coordination between local groups and efforts.

At the state level, ACTS should ensure that the recommended projects from this TDP are incorporated into the public transportation element of the DRPT State Transportation Improvement Program.

SERVICE PERFORMANCE MONITORING

Chapter 2 described performance standards for ACTS, the purpose of which was to develop some objective measurements that the Town can use to monitor transit service performance in the future and make performance-based service planning decisions. The transit manager already monitors ridership, revenue miles, and farebox revenue on a monthly basis. It is recommended that additional data such as operating costs are included in this monitoring effort to address all performance standards outlined in Table 2-1. ACTS should also determine annual performance measures to include in the update to DRPT.

Should any services fail to meet the performance standards for three consecutive months, ACTS should review the specific route or service and identify strategies to improve performance, or update the performance standards as warranted by changes in circumstance. It is recommended that ACTS develop different performance standards if it implements new types of service, which perform considerably differently than its deviated fixed route service.

The results of this regular monitoring should be shared with the TAC when it meets, with the Town Council at least annually, and with DRPT through the annual TDP update.

ANNUAL TDP MONITORING

It is recommended that ACTS engage in several different monitoring activities on an annual basis, which will be reported to DRPT in an annual TDP update. Whereas the service performance monitoring described above helps ACTS determine whether it is meeting its goals to deliver service that is cost-effective and safe, it is also important to evaluate the extent to which ACTS is meeting its goals to provide service that is reliable and user-friendly and enables Altavista residents to be independent and engaged in the community. Effective approaches to collect data for such monitoring efforts include conducting public meetings and surveys on an annual basis. Town staff should also document their efforts to meet ACTS' goal to seek partnerships and opportunities to provide out-of-town transportation to meet the long distance needs of Altavista residents.

DRPT guidance currently requires that grantees submit an annual TDP update letter that describes the progress that has been made toward implementing the adopted TDP. While the TDP has planned for the implementation of service improvements in particular years, the actual implementation may slip to future years if the proposed funding arrangements do not come to fruition or community priorities change. This TDP may need to be updated during the six-year planning period to reflect such changes. ACTS' annual update to DRPT should document the results of the activities described above and include the following elements:

- Operating statistics for the 12-month period, including the ridership attributed to any new proposals implemented as a result of the TDP.
- Any changes to system goals, objectives, or service standards.
- A description of any service or facility improvements that have been implemented during the 12-month period.
- An update to the TDP recommendations to identify additional projects, deferment of projects to later years, or elimination of projects.
- Updates to the financial plan to more accurately reflect current funding scenarios.

APPENDIX A

Title VI Plan and Procedures

Title VI Plan and Procedures

Title VI of the Civil Rights Act of 1964

Town of Altavista, Altavista Community Transit System (ACTS)

Submitted August 1, 2012

Adopted by Town Council February 12, 2013

TABLE OF CONTENTS	PAGE
I. Introduction.....	2
II. Policy Statement and Authorities.....	2
III. Organization and Title VI Program Responsibilities.....	3
IV. Procedures for Notifying the Public of Title VI Rights and How to File a Complaint.....	4
V. Procedures for Handling, Tracking, Resolving and Reporting Investigations/Complaints and Lawsuits.....	5
VI. Staff Training Related to the Title VI Program.....	8
VII. Language Assistance Plan for Persons with Limited English Proficiency (LEP).....	8
VIII. Public Outreach and Involvement.....	10
IX. Procedures for Ensuring Equity in Service Provision.....	14
X. Data Collection and Reporting Procedures.....	15
XI. Environmental Justice (for All Construction Projects).....	16

I. INTRODUCTION

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 financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." (42 U.S.C. Section 2000d).

Recipients of public transportation funding from FTA and the Virginia Department of Rail and Public Transportation (DRPT) are required to develop policies, programs, and practices that ensure that federal and state transit dollars are used in a manner that is nondiscriminatory as required under Title VI.

This document details how the *Town of Altavista, Altavista Community Transit System (herein after ACTS)* incorporates nondiscrimination policies and practices in providing services to the public. *ACTS'* Title VI policies and procedures are documented in this plan and its appendices and attachments. This plan will be updated periodically (at least every three years) to incorporate changes and additional responsibilities that arise.

II. POLICY STATEMENT AND AUTHORITIES

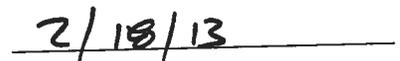
Title VI Policy Statement

ACTS is committed to ensuring that no person shall, on the grounds of race, color, national origin, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 (PL 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, whether those programs and activities are federally funded or not.

ACTS' Title VI Manager is responsible for initiating and monitoring Title VI activities, preparing required reports, and other responsibilities as required by Title 23 Code of Federal Regulations (CFR) Part 200, and Title 49 CFR Part 21.



Signature of Authorizing Official



Date

Authorities

Title VI of the 1964 Civil Rights Act provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity receiving federal financial assistance (refer to 49 CFR Part 21). The Civil Rights Restoration Act of 1987

broadened the scope of Title VI coverage by expanding the definition of the terms “programs or activities” to include all programs or activities of Federal Aid recipients, sub recipients, and contractors, whether such programs and activities are federally assisted or not.

Additional authorities and citations include: Title VI of the Civil Rights Act of 1964 (42 U.S.C. Section 2000d); Federal Transit Laws, as amended (49 U.S.C. Chapter 53 et seq.); Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601, et seq.); Department of Justice regulation, 28 CFR part 42, Subpart F, “Coordination of Enforcement of Nondiscrimination in Federally-Assisted Programs” (December 1, 1976, unless otherwise noted); U.S. DOT regulation, 49 CFR part 21, “Nondiscrimination in Federally-Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964” (June 18, 1970, unless otherwise noted); Joint FTA/Federal Highway Administration (FHWA) regulation, 23 CFR part 771, “Environmental Impact and Related Procedures” (August 28, 1987); Joint FTA/FHWA regulation, 23 CFR part 450 and 49 CFR part 613, “Planning Assistance and Standards,” (October 28, 1993, unless otherwise noted); U.S. DOT Order 5610.2, “U.S. DOT Order on Environmental Justice to Address Environmental Justice in Minority Populations and Low-Income Populations,” (April 15, 1997); U.S. DOT Policy Guidance Concerning Recipients’ Responsibilities to Limited English Proficient Persons, (December 14, 2005), and Section 12 of FTA’s Master Agreement, FTA MA 13 (October 1, 2006).

Annual Nondiscrimination Assurance to the Virginia Department of Rail and Public Transportation (DRPT)

As part of the Certifications and Assurances submitted to the DRPT with the Annual Grant Application and all Federal Transit Administration grants submitted to the VDRPT, *ACTS* submits a Nondiscrimination Assurance which addresses compliance with Title VI as well as nondiscrimination in hiring (EEO) and contracting (DBE), and nondiscrimination on the basis of disability (ADA). In signing and submitting this assurance, *ACTS* confirms to VDRPT the agency’s commitment to nondiscrimination and compliance with federal and state requirements.

III. ORGANIZATION AND TITLE VI PROGRAM RESPONSIBILITIES

The Town of Altavista’s Assistant Town Manager is responsible for ensuring implementation of the agency’s Title VI program. Title VI program elements are interrelated and responsibilities may overlap. The specific areas of responsibility have been delineated below for purposes of clarity.

Overall Organization for Title VI

- The Title VI Manager is responsible for coordinating the overall administration of the Title VI program, plan, and assurances, including complaint handling, data collection and reporting, annual review and updates, and internal education.

- The Title VI Manager is responsible for public outreach and involvement. This includes development and implementation of the Limited English Proficiency (LEP) plan. Those responsible for this area also coordinate with those who are responsible for service planning and delivery.
- The Title VI Manager is responsible for service planning and delivery. This includes analysis of current services, analysis of proposed service and fare changes, and environmental justice. Those responsible for this area also coordinate with those who are responsible for service planning and delivery.

Detailed Responsibilities of the Title VI Manager

The Title VI Manager is responsible for supervising the other staff assigned with Title VI responsibilities in implementing, monitoring, and reporting on *ACTS* compliance with Title VI regulations. In support of this, the Title VI Manager will:

- Identify, investigate, and eliminate discrimination when found to exist.
- Process Title VI complaints received by the Title VI Manager or other staff, in accordance with the agency's Nondiscrimination Complaint Procedures (presented below).
- Meet with the office staffs who receive phone calls periodically to monitor and discuss progress, implementation, and compliance issues.
- Periodically review the agency's Title VI program to assess if administrative procedures are effective, staffing is appropriate, and adequate resources are available to ensure compliance.

Annual Review of Title VI Program

Each year, in preparing for the Annual Report and Updates, the Title VI Manager and Liaison(s) will review the agency's Title VI program to assure implementation of the Title VI plan. In addition, they will review agency operational guidelines and publications, including those for contractors, to verify that Title VI language and provisions are incorporated, as appropriate.

Title VI Clauses in Contracts

In all procurements requiring a written contract, *ACTS* contract will include the federal non-discrimination clauses. The Title VI Manager will work with the Town Manager and Finance Director when necessary.

IV. PROCEDURES FOR NOTIFYING THE PUBLIC OF TITLE VI RIGHTS AND HOW TO FILE A COMPLAINT

ACTS includes the following language on all printed information materials, on the agency's website, in press releases, in public notices, in published documents, and on posters on the interior of each vehicle operated in passenger service:

ACTS is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color or national origin, as protected by Title VI of the Civil Rights Act of 1964.

For additional information on ACTS' nondiscrimination policies and procedures or to file a complaint, please visit the website at www.altavistava.gov or contact Dan Witt, Assistant Town Manager at 510 7th Street, Altavista, VA, 24517 or via email at dnwitt@ci.altavista.va.us or via phone at 434-369-5001.

Instructions for filing Title VI complaints are posted on the agency's website and in posters on the interior of each vehicle operated in passenger service.

If you believe you have been subjected to discrimination under Title VI based on your race, color, national origin, or any aspect of this policy, you may file a complaint up to 180 days from the date of the alleged discrimination.

The complaint should include the following information:

- *Your name, address, and how to contact you (i.e., telephone number, email address, etc.)*
- *How, when, where, and why you believe you were discriminated against.*
- *The location, names and contact information of any witnesses.*

The complaint may be filed in writing to:

*Dan Witt, Assistant Town Manager
510 7th Street,
Altavista, VA, 24517*

V. PROCEDURES FOR HANDLING, TRACKING, RESOLVING AND REPORTING INVESTIGATIONS/COMPLAINTS AND LAWSUITS

Any individual may exercise his or her right to file a complaint with the *Town of Altavista* if that person believes that she/he or any other program beneficiaries have been subjected to unequal treatment or discrimination in the receipt of benefits/services or prohibited by non-discrimination requirements. *ACTS* will report the complaint to DRPT within three business days (per DRPT requirements), and make a concerted effort to resolve complaints locally, using the agency's Nondiscrimination Complaint Procedures, as described below. All Title VI complaints and their resolution will be logged as described under "Data collection" and reported annually (in addition to immediately) to DRPT.

Should any Title VI investigations be initiated by FTA or DRPT, or any Title VI lawsuits be filed against *ACTS* the agency will follow these procedures:

Nondiscrimination Complaint Procedures

Overview

These procedures apply to all complaints filed under Title VI of the Civil Rights Act of 1964 as amended, and the Civil Rights Restoration Act of 1987, relating to any program or activity administered by *ACTS*, as well as to sub-recipients, consultants, and/or contractors. Intimidation or retaliation of any kind is prohibited by law. These procedures do not deny the right of the complainant to file formal complaints with other state or federal agencies, or to seek private counsel for complaints alleging discrimination. These procedures are part of an administrative process that does not provide for remedies that include punitive damages or compensatory remuneration for the complainant. Every effort will be made to obtain early resolution of complaints at the lowest level possible. The option of informal mediation meeting(s) between the affected parties and the Title VI Manager may be utilized for resolution. The Title VI Manager will make every effort to pursue a resolution to the complaint. Initial interviews with the complainant and the respondent will request information regarding specifically requested relief and settlement opportunities.

Procedures

1. Any individual, group of individuals, or entity that believes they have been subjected to discrimination on the basis of race, color, or national origin may file a written complaint with *ACTS'* Title VI Manager. The complaint is to be filed in the following manner:
 - a. A formal complaint must be filed within 180 calendar days of the alleged occurrence.
 - b. The complaint shall be in writing and signed by the complainant(s).
 - c. The complaint should include:
 - the complainant's name, address, and contact information (i.e., telephone number, email address, etc.)
 - the date(s) of the alleged act of discrimination (if multiple days, include the date when the complainant(s) became aware of the alleged discrimination and the date on which the alleged discrimination was discontinued or the latest instance).
 - a description of the alleged act of discrimination
 - the location(s) of the alleged act of discrimination (include vehicle number if appropriate)
 - an explanation of why the complainant believes the act to have been discriminatory on the basis of race, color, and national origin
 - if known, the names and/or job titles of those individuals perceived as parties in the incident
 - contact information for any witnesses
 - indication of any related complaint activity (i.e., was the complaint also submitted to DRPT or FTA?)
 - d. The complaint shall be submitted to the *ACTS'* Title VI Manager at 510 7th Street, Altavista, VA 24517.

- e. Complaints received by any other employee of *ACTS* will be immediately forwarded to the Title VI Manager.
 - f. In the case where a complainant is unable or incapable of providing a written statement, a verbal complaint of discrimination may be made to the Title VI Manager, who will assist the complainant in converting the verbal allegations to writing.
2. Upon receipt of the complaint, the Title VI Manager will immediately:
 - a. notify DRPT (no later than 3 business days from receipt);
 - b. notify the Town of Altavista, Town Manager; and
 - c. ensure that the complaint is entered in the complaint database.
 3. Within 3 business days of receipt of the complaint, the Title VI Manager will contact the complainant by telephone to set up an interview.
 4. The complainant will be informed that they have a right to have a witness or representative present during the interview and can submit any documentation he/she perceives as relevant to proving his/her complaint.
 5. If DRPT has assigned staff to assist with the investigation, the Title VI Manager will offer an opportunity to participate in the interview.
 6. The alleged discriminatory service or program official will be given the opportunity to respond to all aspects of the complainant's allegations.
 7. The Title VI Manager will determine, based on relevancy or duplication of evidence, which witnesses will be contacted and questioned.
 8. The investigation may also include:
 - a. investigating contractor operating records, policies or procedures
 - b. reviewing routes, schedules, and fare policies
 - c. reviewing operating policies and procedures
 - d. reviewing scheduling and dispatch records
 - e. observing behavior of the individual whose actions were cited in the complaint
 9. All steps taken and findings in the investigation will be documented in writing and included in the complaint file.
 10. The Title VI Manager will contact the complainant at the conclusion of the investigation, but prior to writing the final report, and give the complainant an opportunity to give a rebuttal statement at the end of the investigation process.
 11. At the conclusion of the investigation and within 60 days of the interview with the complainant, the Title VI Manager will prepare a report that includes a narrative description of the incident, identification of persons interviewed, findings, and recommendations for disposition. This report will be provided to the CEO, the DRPT, and, if appropriate, *ACTS'* legal counsel.
 12. The Title VI Manager will send a letter to the complainant notifying them of the outcome of the investigation. If the complaint was substantiated, the letter will indicate the course of action that will be followed to correct the situation. If the complaint is determined to be unfounded, the letter will explain the reasoning, and refer the complainant to DRPT in the event the complainant wishes to appeal the determination. This letter will be copied to DRPT.
 13. A complaint may be dismissed for the following reasons:
 - a. The complainant requests the withdrawal of the complaint.

- b. An interview cannot be scheduled with the complainant after reasonable attempts.
 - c. The complainant fails to respond to repeated requests for additional information needed to process the complaint.
14. DRPT will serve as the appealing forum to a complainant that is not satisfied with the outcome of an investigation conducted by *ACTS*. DRPT will analyze the facts of the case and will issue its conclusion to the appellant according to their procedures.

VI. STAFF TRAINING RELATED TO THE TITLE VI PROGRAM

Information on *ACTS*'s Title VI program is disseminated to agency employees, contractors, and beneficiaries, as well as to the public, as described in the "public outreach and involvement" section of this document, and in other languages when needed according to the LEP plan.

ACTS's employees will receive training on Title VI policies and procedures upon hiring and upon promotion. This training will include requirements of Title VI, the *ACTS*'s obligations under Title VI (LEP requirement included), required data that must be gathered and maintained and how it relates to the Annual Report and Update to DRPT, and any findings and recommendations from the last DRPT compliance review.

In addition, training will be provided when any Title VI-related policies or procedures change (agency-wide training), or when appropriate in resolving a complaint (which may be for a specific individual or for the entire agency, depending on the complaint).

Title VI training is the responsibility of Title VI Manager.

VII. LANGUAGE ASSISTANCE PLAN FOR PERSONS WITH LIMITED ENGLISH PROFICIENCY (LEP)

Introduction and Legal Basis

LEP is a term that defines any individual not proficient in the use of the English language. The establishment and operation of an LEP program meets objectives set forth in Title VI of the Civil Rights Act and Executive Order 13116, Improving Access to Services for Persons with Limited English Proficiency (LEP). This Executive Order requires federal agencies receiving financial assistance to address the needs of non-English speaking persons. The Executive Order also establishes compliance standards to ensure that the programs and activities that are provided by a transportation provider in English are accessible to LEP communities. This includes providing meaningful access to individuals who are limited in their use of English. The following LEP language implementation plan, developed by the *ACTS* is based on FTA guidelines.

As required, *ACTS* developed a written LEP Plan (below). Using 2010 and American Community Survey (ACS) Census data, *ACTS* has evaluated data to determine the extent of need for translation services of its vital documents and materials.

LEP persons can be a significant market for public transit, and reaching out to these individuals can help increase their utilization of transit. Therefore, it also makes good business sense to translate vital information into languages that the larger LEP populations in the community can understand.

Assessment of Needs and Resources

The need and resources for LEP language assistance were determined through a four-factor analysis as recommended by FTA guidance.

Factor 1: Assessment of the Number and Proportion of LEP Persons Likely to be Served or Encountered in the Eligible Service Population

The agency has reviewed census data on the number of individuals in its service area that have limited English Proficiency, as well as the languages they speak.

U.S. Census Data – American Community Survey (2006-2010)

Data from the U.S. Census Bureau’s American Community Survey (ACS) were obtained through www.census.gov. The agency’s service area includes a total of 3,450 and .3% persons with Limited English Proficiency (those persons who indicated that they spoke English “not well,” and “not at all” in the 2006-2010 ACS Census).

Information from the 2006-2010 ACS also provides more detail on the specific languages that are spoken by those who report that they speak English less than very well. Languages spoken at home by those with LEP are presented below. These data indicate the extent to which translations into other language are needed to meet the needs of LEP persons.

Language Use and English-Speaking Ability for the Population by County and City										
	Total Pop. 5yrs+	Speak English at Home	Speak non-English at Home							
			Total Pop. Non-English	Percent Non-English	# of Pop. Not Well/ Not at All	% of Pop. Not Well/ Not at All	English Ability- Very Well	English Ability- Well	English Ability- Not Well	English Ability- Not at All
Campbell County	51,223	50,007	1,216	2.4%	134	0.3%	740	342	134	-

Factor 2: Assessment of Frequency with Which LEP Individuals Come Into Contact with the Transit Services or System

ACTS reviewed the relevant benefits, services, and information provided by the agency and determined the extent to which LEP persons have come into contact with these functions through the following channel:

- **Interviewed ACTS's drivers and office staff:** Survey of drivers and staff who answer phones indicated that they 'rarely' came in contact with riders who could not speak or understand the English language.

Factor 3: Assessment of the Nature and Importance of the Transit Services to the LEP Population

ACTS provides the following programs, activities and services:

Fixed deviated route within the Town of Altavista available to all citizens.

Based on past experience serving and communicating with LEP persons; which was less than 5 persons in over a year of operation, we learned that that we did not have a need for additional services for LEP persons in the community.

Factor 4: Assessment of the Resources Available to the Agency and Costs

Costs: \$0

Language assistance was determined not to be necessary.

Based on the analysis of demographic data and contact with community organizations and LEP persons, *ACTS* has determined that additional services are not needed.

LEP Implementation Plan

Through the four-factor analysis, *ACTS* has determined that a written Language Implementation Plan is not required at this time which is permissible under FTA Circular C 4702.1A. *ACTS* understands that the absence of a written LEP plan does not obviate the underlying obligation to ensure meaningful access by LEP persons to our program or activities. When appropriate, *ACTS* will provide translation of vital documents, provide access to language assistance services, and provide staff training on policies and procedures related to assisting LEP persons.

VIII. PUBLIC OUTREACH AND INVOLVEMENT

Public outreach and involvement applies to and affects *ACTS*'s mission and work program as a whole, particularly agency efforts and responsibilities related to *ACTS*'s service planning. The overall goal of *ACTS*'s public outreach and involvement policy is to secure early and continuous

public notification about, and participation in, major actions and decisions by *ACTS*. In seeking public comment and review, *ACTS* makes a concerted effort to reach all segments of the population, including people from minority and low-income communities, persons with limited English Proficiency and organizations representing these and other protected classes. *ACTS* utilizes a broad range of public outreach information and involvement opportunities, including a process for written comments, public meetings after effective notice, settings for open discussion, information services, and consideration of and response to public comments.

Public Outreach Activities

ACTS takes the following steps to ensure that minority, low-income, and LEP members of the community have meaningful access to public outreach and involvement activities, including those conducted as part of the planning process for proposed changes in services, fares, and facilities development.

- Publishing public notices within local newspapers of general circulation as well as those targeted at minority, low income and LEP persons and on the agency's website.
- Placing notices on the Town's Governmental Information Channel.
- Posting written notices on the ACTS buses.

Public notices are issued to:

- announce opportunity to participate or provide input in planning for service changes, fare changes, new services, and new or improved facilities (early in the process)
- announce the formal comment period on proposed major service reductions and fare increases with instructions for submitting comments including a public hearing (or opportunity for a public hearing with instructions for requesting a hearing if this is the LOTS' local policy) (at the end of the planning process)
- announce impending service and fare changes (after plan has been finalized)
- announce intent to apply for public transit funding from DRPT, and to announce the formal comment period on the proposed program of projects, with a public hearing (or opportunity for one) (annually in advance of submitting the ATP)
- Posting public notices as described above at major passenger/public facilities and in all vehicles.
- Sending news releases to news media (newspapers, radio, television, web media) of general interest as well as those targeted at minority and LEP persons, as well as community-based organizations that serve persons protected under Title VI and which publish newsletters.

Percentage Minority Population for Altavista Service Area



- Sending public service announcements (PSAs) to news media of general interest as well as those targeted at minority, low income and LEP persons, as well as community-based organizations that serve persons protected under Title VI and which publish newsletters.
- Conducting in-person outreach upon request at public meetings, community-based organizations, human service organizations which assist low income and LEP persons, places of worship, service organization meetings, cultural centers, and other places and events that reach out to persons protected under Title VI. The availability of *ACTS* staff for such speaking engagements is posted on the agency's website.
- Conducting public hearings at locations and meeting times that are accessible by public transit.
- Conducting periodic (annual) customer satisfaction surveys which are distributed to passengers on vehicles.

The above activities are the responsibility of Assistant Town Manager.

Non Elected Board Diversity

ACTS's governing body is the Altavista Town Council, and, as such, members are elected. However, an Advisory Board has been established that presents recommendations to council. The Board is comprised of 2 Council members and 3 citizens. At large members include the Assistant Town Manager and *ACTS*'s bus drivers.

IX. PROCEDURES FOR ENSURING EQUITY IN SERVICE PROVISION

ACTS is required to plan and deliver transportation services in an equitable manner. This means the distribution of service levels and quality is to be equitable between minority and low income populations and the overall population.

ACTS provides service to ALL citizens of the Town. The route is such that it includes all citizens within the corporate limits. The system is comprised of a single bus with a route that runs each hour; Monday through Friday from 8:00AM until 6:00PM and on Saturdays from 9:00AM until 2:00PM.

Monitoring Title VI Complaints

As part of the complaint handling procedure, the Title VI Manager investigates possible inequities in service delivery for the route(s) or service(s) about which the complaint was filed. Depending on the nature of the complaint, the review examines span of service (days and hours), frequency, routing directness, interconnectivity with other routes and/or fare policy. If inequities are discovered during this review, options for reducing the disparity are explored, and service or fare changes are planned if needed.

In addition to the investigation following an individual complaint, the Title VI Manager periodically reviews all complaints received to determine if there may be a pattern. At a minimum, this review is conducted as part of preparing the Annual Report and Update for submission to the DRPT.

Fare and Service Changes

ACTS follows its adopted written policy for the public comment process for major service reductions and fare increases. With each proposed service or fare change, *ACTS* considers the relative impacts on, and benefits to, minority and low income populations, including LEP populations. All planning efforts for changes to existing services or fares, as well as new services, have a goal of providing equitable service.

X. DATA COLLECTION AND REPORTING PROCEDURES

Data collection

To ensure that Title VI reporting requirements are met, *ACTS* maintains:

- A log and database of Title VI complaints received. The investigation of and response to each complaint is tracked within the database.
- A log of the public outreach and involvement activities undertaken to ensure that minority and low-income people had a meaningful access to these activities. The agency maintains the following records related to public outreach and involvement:
 - Paper files with copies of materials published or distributed for each planning project and service/fare change, as well as all news releases, public service announcements, surveys, and written summaries of in-person outreach events.
 - A log/database of public outreach and involvement activities, including dates, planning project or service/fare change supported (if applicable), type of activity, LEP assistance requested/provided, target audience, number of participants, and location of documentation within paper files.

Maintenance of these records is the responsibility of the Assistant Town Manager.

Annual Report and Triennial Updates

Annual Reporting

As a subrecipient providing service in an area with less than 200,000 population, *ACTS* submits an annual report to the DRPT that documents any Title VI investigations/complaints/lawsuits during the preceding 12 months.

Triennial Reporting

Every three years, the **ACTS** submits to DRPT, a complete list of the investigations/complaints/lawsuits received in the prior three years, a summary of the public outreach and involvement activities undertaken to ensure that minority and low-income people had a meaningful access to these activities, and any updates to this Title VI plan.

Updates to the Title VI Plan

As noted above, every three years, the **ACTS** submits to DRPT an update to this Title VI Plan. The triennial Title VI update includes the following items, or a statement to the effect that these items have not been changed since the previous submission, indicating date.

- A copy of any compliance review report for reviews conducted in the previous three years, along with the purpose or reason for the review, the name of the organization that performed the review, a summary of findings and recommendations, and a report on the status or disposition of the findings and recommendations
- **ACTS**'s Limited English Proficiency (LEP) plan
- **ACTS**'s procedures for tracking and investigating Title VI complaints
- A complete list of Title VI investigations, complaints or lawsuits filed with the **ACTS** since the last submission
- A copy of **ACTS**'s agency's notice to the public that it complies with Title VI and instructions on how to file a discrimination complaint

XI. Environmental Justice (for All Construction Projects)

For new construction and major rehabilitation or renovation projects where National Environmental Policy Act (NEPA) documentation is required, **ACTS** will integrate an environmental justice analysis into the NEPA documentation for submission to DRPT. The development of environmental justice analyses is the responsibility of the engineering consultants for any facilities planning and construction.

APPENDIX B

Trip Generators

Type	Name	Address	Town
Education	Central Virginia Community College (CVCC) Altavista Center	701 5th Street	Altavista
Education	Altavista Combined School (ACS)	904 Bedford Avenue	Altavista
Education	Bedford Science and Technology Center	600 Edmund St	Bedford
Education	Averett University	420 W Main St	Danville
Education	Brookville High School	100 Laxton Road	Lynchburg
Education	Lynchburg College	1501 Lakeside Dr	Lynchburg
Education	Central Virginia Community College	3506 Wards Rd	Lynchburg
Education	Virginia University of Lynchburg	2058 Garfield Ave	Lynchburg
Education	Old Dominion University	3506 Wards Rd	Lynchburg
Education	Miller-Motte Technical College	1011 Creekside Ln	Lynchburg
Education	Liberty University	1971 University Blvd	Lynchburg
Education	Randolph Macon Womens College	2500 Rivermont Ave	Lynchburg
Education	William Campbell Combined School	474 William Campbell Drive	Naruna
Education	Campbell County Technical Center	194 Dennis Riddle Dr	Rustburg
Education	Rustburg High School	1671 Village Highway	Rustburg
Education	Sweetbriar College	134 Chapel Rd	Sweetbriar
Human Service	YMCA	1000 Franklin Ave	Altavista
Human Service	Otter River Resource Center (Sheltered Workshop)	417 Washington St	Altavista
Human Service	DAWN	1280 C Main St	Altavista
Human Service	Autumn Care of Altavista	1317 Lola Ave	Altavista
Human Service	Altavista Senior Center/Grace Community Church	911 Grace Avenue	Altavista
Human Service	Staunton River Memorial Library	500 Washington Street	Altavista
Human Service	Amherst DSS	224 Second St	Amherst
Human Service	Appomattox DSS	316 Court St	Appomattox
Human Service	Bedford DSS	119 E Main St	Bedford
Human Service	Brookneal Community Center	239 Main Street	Brookneal
Human Service	Patrick Henry Memorial Library	204 Lynchburg Avenue	Brookneal
Human Service	Concord Community Center	237 Midget Farm Rd	Concord
Human Service	Gladys-Long Island Senior Center	3070 Long Island Rd	Gladys
Human Service	Timberlake Senior Center	21129 Timberlake Rd	Lynchburg
Human Service	Timbrook Library	21039 Timberlake Road	Lynchburg
Human Service	Lynchburg DSS	99 Ninth St	Lynchburg
Human Service	Central Virginia Area Agency on Aging	501 12th Street	Lynchburg
Human Service	Central Virginia Community Services	2241 Langhorne Rd	Lynchburg
Human Service	Virginia Employment Commission, Lynchburg Office	3125 Odd Fellows Rd	Lynchburg
Human Service	Rustburg Senior Center	681 Village Highway	Rustburg
Human Service	Campbell County Main Library	684 Village Highway	Rustburg
Human Service	Campbell County DSS	69 Kabler Ln	Rustburg
Medical	Altavista Medical Center	1280 Main St # A	Altavista
Medical	Univ of Virginia Health System: Alta Vista Dialysis	701 5th St	Altavista
Medical	Altavista Dental	2180 Lynch Mill Rd	Altavista
Medical	Bedford Memorial Hospital	1613 Oakwood St	Bedford
Medical	Fresenius Medical Care Blue Ridge	838 Ole Turnpike Dr	Bedford
Medical	Lynchburg General Hospital	1901 Tate Springs Rd	Lynchburg
Medical	Virginia Baptist Hospital	3300 Rivermont Avenue	Lynchburg
Medical	Centra Health	1920 Atherholt Road	Lynchburg
Medical	Campbell County Health Department	116 Kabler Lane	Rustburg

Type	Name	Address	Town
Multiunit Housing	Henderson Apartments	1202 Lola Ave	Altavista
Multiunit Housing	River Ridge Apartments	17716 Brookneal Hwy	Brookneal
Multiunit Housing	Holly Ridge/Brambleridge	128 Brambleridge Ct	Lynchburg
Multiunit Housing	Beechwood Court	549 Beechwood Dr	Lynchburg
Multiunit Housing	New London	9 Turkey Foot Road	Lynchburg
Multiunit Housing	Village at Greenview	Mulberry Circle	Lynchburg
Multiunit Housing	Forest Side	2782 Waterlick Rd	Lynchburg
Shopping	Dollar General	616 Broad Street	Altavista
Shopping	Wal-Mart	125 Clarion Road	Altavista
Shopping	Vista Food Market	610 Pittsylvania Avenue	Altavista
Shopping	Town and Country Shopping Center	1301 Main Street	Altavista
Shopping	Farmers Market/Trade Lot	7th St & Pittsylvania Ave	Altavista
Shopping	Wal-Mart	1126 E Lynchburg Salem Trnpg	Bedford
Shopping	River Ridge Mall	3405 Candler's Mountain Rd	Lynchburg
Shopping	Wal-Mart	3900 Wards Rd	Lynchburg
Shopping	Target	4028 Wards Rd	Lynchburg
Shopping	Wal-Mart	197 Madison Heights Sq	Madison Heights

Appendix C

Alternate Financial Plan for Operations

Table C-1: ACTS TDP Alternate Financial Plan for Operations - Financially Constrained

Projects ¹	FY 2014						
	Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Projected Incremental Annual Revenue Hours							
Current Level of Service	2,815	2,815	2,815	2,815	2,815	2,815	2,815
Maintenance Management Software	-	-	-	-	-	-	-
Minor Route Adjustments	-	-	-	-	-	-	-
Saturday Route Adjustments	-	-	-	-	-	-	-
Extending Summer Evening Hours until 8 p.m.		175	175	175	175	175	175
Extending Summer Saturday Hours until 4 p.m.		35	35	35	35	35	35
Deviations to Hurt Medical Center		-	-	-	-	-	-
Deviations to Lynch Station				-	-	-	-
Route Adjustments (Bi-directional Service)					-	-	-
Increased Marketing and Public Information		-	-	-	-	-	-
Adjusting Pay Grade for Drivers		-	-	-	-	-	-
Total Transit Revenue Hours	2,815	3,025	3,025	3,025	3,025	3,025	3,025
Projected Operating Expenses							
Cost Per Revenue Hour	\$ 30.59	\$ 31.81	\$ 33.08	\$ 34.41	\$ 35.78	\$ 37.21	\$ 38.70
Current Level of Service	\$ 86,100	\$ 89,544	\$ 93,126	\$ 96,851	\$ 100,725	\$ 104,754	\$ 108,944
Maintenance Management Software ²	\$ 300	\$ 312	\$ 324	\$ 337	\$ 351	\$ 365	\$ 380
Incremental Increase in Drivers' Hourly Rate ³	\$9.02	\$0.25	\$0.50	\$0.75	\$0.75	\$0.75	\$0.75
Minor Route Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Saturday Route Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Extending Summer Evening Hours until 8 p.m.	\$ 5,567	\$ 5,789	\$ 6,021	\$ 6,262	\$ 6,512	\$ 6,773	\$ 6,773
Extending Summer Saturday Hours until 4 p.m.	\$ 1,113	\$ 1,158	\$ 1,204	\$ 1,252	\$ 1,302	\$ 1,355	\$ 1,355
Deviations to Hurt Medical Center ⁴	\$ 487	\$ 506	\$ 526	\$ 547	\$ 569	\$ 592	\$ 592
Deviations to Lynch Station ⁴				\$ 1,053	\$ 1,095	\$ 1,139	\$ 1,184
Route Adjustments (Bi-directional Service)					\$ -	\$ -	\$ -
Increased Marketing and Public Information	\$ 2,500	\$ 512	\$ 542	\$ 563	\$ 585	\$ 608	\$ 608
Adjusting Pay Grade for Drivers ⁵	\$ 787	\$ 1,573	\$ 2,360	\$ 2,360	\$ 2,360	\$ 2,360	\$ 2,360
Total Projected Operating Expenses	\$ 86,100	\$ 100,309	\$ 102,989	\$ 108,894	\$ 113,155	\$ 117,586	\$ 122,195

¹ Implementation years are estimated - subject to funding availability. Base revenue hours estimated from FY 2012 data; costs came from FY 2014 SYIP.

² The maintenance management software refers to the annual fee for an equipment/maintenance management system, with a 4% annual inflation rate applied.

³ Base Year represents the hourly rate for ACTS part-time drivers in FY 2014. The increase in the base pay rate (to become comparable to the peer average for CDL drivers) is shown over a three-year period. Then the base pay rate for subsequent years remains the same, unless Council approves a COLA (not shown here). The incremental increase in hourly rate is used to estimate the line item amount for "Adjusting Pay Grade for Drivers," which accounts for total revenue hours in the planned year of implementation.

⁴ Since ACTS anticipates being able to accommodate the deviations to Hurt Medical Center and Lynch Station during the buffer time in the ACTS route schedule, the primary incremental costs are for additional gas and vehicle maintenance. Assumptions for this cost estimate included 3 rider roundtrips (or 6 vehicle roundtrips) to Hurt or Lynch Station per week, a bus fuel economy of 8 miles per gallon, and cost of gas at \$3/gallon. The estimated costs for subsequent years assumed a 4% annual inflation rate.

⁵ These estimates were calculated as the incremental increase in drivers' hourly rate multiplied by anticipated pay hours (4% greater than revenue hours, based on FY 2014 data).

Table C-1: ACTS TDP Alternate Financial Plan for Operations - Financially Constrained (continued)

Anticipated Funding Sources	FY 2014 Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Federal							
Section 5311	\$ 41,300	\$ 46,648	\$ 49,177	\$ 51,997	\$ 54,031	\$ 56,147	\$ 58,348
RTAP		\$ 2,500					
Subtotal, Federal	\$ 41,300	\$ 49,148	\$ 49,177	\$ 51,997	\$ 54,031	\$ 56,147	\$ 58,348
State							
Formula Assistance ¹	\$ 10,334	\$ 19,876	\$ 20,373	\$ 20,882	\$ 21,404	\$ 21,939	\$ 22,488
Additional funding in FY 2014 Mid-Year ²	\$ 4,209						
Subtotal, State	\$ 14,543	\$ 19,876	\$ 20,373	\$ 20,882	\$ 21,404	\$ 21,939	\$ 22,488
Local							
Local Contribution ³	\$ 26,757	\$ 26,772	\$ 28,805	\$ 31,115	\$ 32,627	\$ 34,208	\$ 35,860
Revenues - Farebox ⁴	\$ 3,500	\$ 4,514	\$ 4,635	\$ 4,900	\$ 5,092	\$ 5,291	\$ 5,499
Total Local	\$ 30,257	\$ 31,286	\$ 33,439	\$ 36,015	\$ 37,719	\$ 39,500	\$ 41,359
Total Projected Operating Revenues	\$ 86,100	\$ 100,309	\$ 102,989	\$ 108,894	\$ 113,155	\$ 117,586	\$ 122,195

¹ The FY 2014 Base amount represents 3/4 funding for the year, as ACTS is in the process of transitioning from an Oct.-Sept. fiscal year to July-June. The FY 2015-20 amounts represent a full year of funding. State formula assistance assumes 2.5% annual growth (per DRPT guidance).

² The FY 2014 Mid-Year state funding represents additional funding allocated to ACTS given the new transportation funding program (3/4 annual funding).

³ Includes all local contributions, from the Town of Altavista and any partnering localities or organizations.

⁴ The FY 2014 Base amount came from the FY 2014 SYIP. For FY 2015 and on, amounts were estimated based on the FY 2012 farebox recovery rate of 4.5% (FY12 data, counting donation as local match).

Altavista Community Transit System Transit Development Plan

List of Acronyms

ACS - American Community Survey

ACTS - Altavista Community Transit System

ADA - Americans with Disabilities Act

AVBP - Amount of vulnerability based on below poverty populations

AVE - Amount of vulnerability based on elderly populations (age 65 and over)

AVNV - Amount of vulnerability based on no vehicle households

AVY - Amount of vulnerability based on youth populations (ages 10-17)

CBD - Central Business District

CDL - Commercial Driver's License

CHSM - Coordinated Human Service Mobility

CIP - Capital Improvement Program

CVAAA - Central Virginia Area Agency on Aging

CVCC - Central Virginia Community College

DRPT - Virginia Department of Rail and Public Transportation

DVBP - Degree of vulnerability based on below poverty populations

DVE - Degree of vulnerability based on elderly populations

DVNV - Degree of vulnerability based on autoless households

DVY - Degree of vulnerability based on youth populations

FTA - Federal Transit Administration

FY - Fiscal Year

GLTC - Greater Lynchburg Transit Company

Altavista Community Transit System Transit Development Plan

List of Acronyms

ITS - Intelligent Transportation Systems

LEHD - Longitudinal Employer-Household Dynamics

LEP - Limited-English Proficiency

LGC - Local Government Council

MHP - Mobile Home Park

PD - Population Density

RTAP - Rural Transit Assistance Program

STIP - Statewide Transportation Improvement Program

SYIP - Six Year Improvement Plan

TAC - Transit Advisory Committee

TDI - Transit Dependence Index

TDIP - Transit Dependence Index Percent

TDM - Travel Demand Management

TDP - Transit Development Plan