

PIEDMONT TRIAD SEAMLESS MOBILITY STUDY

FINAL REPORT



PREPARED BY

URS

in association with



August 2008

1.0 Piedmont Triad Seamless Mobility Study

The Triad has reached a point where leaders must make decisions to determine the role of transit in supporting mobility for the region. Rising fuel prices and congestion on the roadways are two primary forces increasing public consciousness and concern toward conserving energy, protecting the environment and considering the use of alternative modes of travel. The public’s “consideration” of alternative modes is one thing; but actually having them make the shift requires that the transit system is a viable and logical choice. The nine transit agencies that serve the Triad are poised to take the steps necessary to bring their systems to a point where they form a regional network that is accessible, convenient and ultimately, a viable option for travel. The first step in that process is to conduct the Piedmont Triad Seamless Mobility Study (PTSMS).

Public transportation providers in the Piedmont Triad include Greensboro Transit Authority (GTA), High Point Transit (HiTran), Winston-Salem Transit Authority (WSTA), Piedmont Authority for Regional Transportation (PART), Alamance County Transportation Authority (ACTA), Davidson County Transportation System (DCTS), Forsyth County, Guilford County Transportation and Mobility Services (TAMS), Regional Coordinated Area Transportation System (RCATS) of Randolph County, and the Yadkin Valley Economic Development District, Incorporated (YVEDDI). These transit systems have varying focal points, a wide range of service levels and differing funding sources. Common among these systems, however, is that they are all constrained by their resources and unable to expand or meet certain needs at this time. An infusion of funding will be necessary to facilitate the improvements in their systems to continue serving their existing clientele and creating the services needed to support regional mobility.



The PTSMS marks the first time that staff from the nine transit agencies has convened as a group to discuss their systems and how their services relate to each other. The scope for the project was developed to ensure and exhibit that the participating agencies are good stewards of public dollars and includes exploring opportunities for maximizing resources, coordinating functions and services to the maximum extent possible, and providing seamless transit services. The PTSMS constitutes an important process for the transit systems to undergo prior to asking elected officials for more funding to support transit expansion in the Triad.

The primary purpose of the PTSMS is to provide a systematic review of all services and functions provided by the participating transit systems, and to identify possible opportunities for consolidation, coordination and communication among the systems. The project also includes two other key elements: the development of a long range (5-10 years) transit concept plan and an

evaluation of potential regional funding scenarios as they relate to the expansion goals for each of the systems.

The PTSMS does not include an analysis of unmet demand for transit within the region and is not intended to define where and when transit expansion is to occur. Most of the recommendations relate to how the systems are operated today and represent improvements that can be implemented in the nearer term. These are changes that will improve the efficiency of the service, enhance customer relations, reduce costs of operations and/or establish a framework for how these agencies will work together as they grow.

2.0 Existing Conditions

As part of the PTSMS, the consultant was charged with collecting information about each transit system’s services, functions, positions, and personnel and the existing condition section documents the data collection effort. More information about the current services provided is also available in the System Profiles (on CD included with this report).

Transit systems reported that a total of 695 employees work in the nine agencies that provide urban, regional and community transportation in the Triad region within 42 different functional classifications. A profile of current services appears in Table ES-1. The table summarizes the service spans and the types of services operated by each public transportation provider.

Table ES-1: Fixed Route and Demand Response Service Providers

| System | Service Span | Service Type | Annual Riders |
|---|---|--|---------------|
| Alamance County - ACTA | 6:00a-6:00p, weekdays | Community Transportation | 96,728 |
| Randolph County – RCATS | 6:00a-6:00p, weekdays | Community Transportation | 72,844 |
| Davidson County - DCTS | 6:30a-5:00p, weekdays | Community Transportation | 75,117 |
| Guilford County - TAMS | 24 hours/day, Mon-Sun | Community Transportation | 182,195 |
| Forsyth County - WSTA, TransAid | 5:30a-12:30a, weekdays 5:55a-7:00p, Saturdays | Fixed Route, ADA, Community Transportation | 2,899,678 |
| City of Greensboro - GTA | 6:00a-11:55p, weekdays 6:00a-11:55p, Saturdays 6:00a-6:55p, Sundays | Fixed Route, ADA Transportation | 4,007,198 |
| City of High point - Hi Tran | 5:45a-6:30p, weekdays 8:45a-5:15p, Saturdays | Fixed Route, ADA Transportation, Seniors/Non- ADA Disabled | 752,497 |
| Davie, Stokes, Surry & Yadkin Counties - YVEDDI | 6:00a-6:00p, weekdays weekends by appointment | Community Transportation | 256,269 |
| Regional - PART | 6:00a-9:30p, weekdays | Fixed Route, Ridesharing | 1,142,404 |

3.0 Long Range Transit Concept Plan

Each of the systems has expansion goals and unmet needs, but it became apparent during the study process that the region needed to take the long range vision for transit in the Triad a step further and define in greater detail what shape transit will take over the next 5-10 years. A Long Range Transit Concept Plan was developed as an effort to bring these plans and goals together.

The Long Range Concept Plan guides the development of short term recommendations described in the various study elements and represents a significant departure from the way transit services are currently being provided in the Piedmont Triad region. The catalyst for this change is the introduction of significant new source(s) of regional funding that should be administered by PART. New systems and policies for the distribution of this funding will need to be created that will change organizational structures and functions performed by the current transportation providers in the region. The Long Range Concept Plan includes the following four elements:

- ◆ **Consolidation of Functions** – Most of the recommendations included in the PTSMS relate to this element of the Long Range Concept Plan. As mentioned, these are shorter term efforts to ensure that transit is being provided efficiently and effectively without duplication among systems and to provide a framework for these systems to accommodate future growth. Consolidation, coordination and increased communication recommendations are outlined in more detail in Section 4 of the Final Report.
- ◆ **Regional Branding** – The transit service provided throughout the Piedmont Triad region would be advertised and branded as one system, regardless of local operators. This does not advocate changing logos at each system but rather adding information in prominent locations, such as shared bus stops and an identifier on transit vehicles that would include a common symbol of the overarching regional service. The intent is to begin promoting all the services as part of the larger transit network, so that the riding public begins to understand the breadth and range of transit services in the region.

A branding program will also be instrumental in generating public support for transit as new funding mechanisms are considered. Developing marketing strategies that relay the efforts of the transit agencies toward coordination and cost effectiveness will help to encourage higher ridership and enhance the reputation of public transportation as a good investment.

- ◆ **New Regional Funding** – This is the essential element and catalyst for bringing the Concept Plan to fruition. While the final funding source or combination of sources will be determined through a local process, the adoption of a new and significantly increased source of dedicated transit funding will trigger a need to revamp current organizational responsibilities. The financial evaluation included in Section 7 of the Final Report analyzes the level of funding needed to meet regional and local service expansion goals.
- ◆ **Increased Transit Services** – With the new source of local funding, more transit services can be provided. This includes expanding existing services and providing services that address unmet needs. The goal of all public transit services in the Piedmont Triad region should be to improve the travel market share and capture five (5) percent of all trips by

catering to commuter based trips and shorter local trips. This is a lofty goal since it entails quadrupling ridership. Public transit currently captures less than one (1) percent of the travel market in the region. Most of the expansion ideas included in this analysis were drawn directly from the participating systems themselves as they develop services to accommodate unmet needs. Described in detail in Section 5 of the Final Report, there are also increased service recommendations designed to improve regional mobility and to enhance the regional transit network.

4.0 Recommendations of the Plan

The systematic review all of the services and functions provided by the nine participating transit systems yielded a number of possible opportunities for consolidation, coordination and communication among the systems. The recommendations formulated from this review range from low cost short range efforts involving the development of regional clearinghouses for information to full-scale consolidation of major functions currently occurring at each of the transit agencies. Highlights of the recommendations are included in this section.

4.1 Consolidation of Functions/Services

The development of a **Regional Call Center** (Section 4.4) represents an opportunity to consolidate functions in two primary areas: Customer information and the paratransit support functions. The PTSMS recommends a staged approach for consolidating these functions since there are a number of policy and procedural changes that should take place prior to adding certain functions to the center. At build out the Regional Call Center should include these functions:

- Demand Response Service – Reservations, Customer Service, ADA Eligibility Determination and Scheduling and Dispatching.
- System Customer Service and Trip Itinerary Planning
- Regional Transit Website

Phasing of the regional call center facility begins with customer information and trip itinerary planning which should begin by incorporating these functions from the GTA, PART and Hi-Tran systems into the existing WSTA call center. Then, as the paratransit support functions are centralized, the entire center should be housed at the PART administration facility currently in development, since the WSTA facility will not have enough space.

The process is expected to take a number of years because the effectiveness and efficiency of the regional call center is heavily dependent upon the standardization of ADA eligibility requirements and service policies, which at present vary widely from system to system. It is also recommended that the regional call center begin with the consolidation of these functions at the urban and regional fixed systems first and then incorporate the community-based and rural systems over the course of several years.

The PTSMS recommendations also include the consolidation of the **Multiple Paratransit Systems in Guilford County** (Section 4.5). Currently, there are three separate transit systems in Guilford County that could realize some economies of scale by consolidating their operations. Guilford County (TAMS) and GTA have experimented with consolidation in the past with limited success but the idea should be brought back for consideration. Each of these systems has expressed concern about operations especially for their paratransit programs at Hi-Tran and GTA and the entire TAMS systems. The regional call center recommendation includes the potential for consolidating the reservation and scheduling for the demand response portions of their respective services.

Economies of scale will result from a consolidation of these three transit agencies' paratransit services. This results from more efficient use of personnel and capital equipment. The average cost per trip for demand response services in Forsyth County (City/County Consolidated) is \$12.53 (FY 2006) while the average cost per trip among the three providers in Guilford County is \$19.24, according to the National Transit Database. There are a number of variables that can explain the difference in unit cost including service area statistics and drivers' wages and benefit, but it is likely that consolidation of these services will result in a significant reduction in unit cost per paratransit trip.

Consolidation of the **Drug and Alcohol Testing** (Section 4.9.3) program will create a transit specific testing consortium for purposes of compliance with Federal Transit Administration (FTA) rules on this subject and any forthcoming rulemaking regarding over-the-counter medications. If the program is regionalized then all of the testing can be procured together which should create a volume of tests that would allow the contractor to provide cost reductions in the range of \$8.00 to \$12.00 per test. The contract, however, should provide testing sites that are conveniently located for each of the systems participating. This action would reduce the duplication of the human resource function associated with management of a drug and alcohol testing program.

Future **Shared Use of Facilities** (Section 4.10.2) Construction of any new facility in the Triad should be subject to a joint use analysis in the feasibility and design phases. For example:

- Establishment of a regional call center should be considered in the design of the proposed new PART facility;
- The new GTA operations and maintenance facility currently in development should incorporate PART and TAMS operations.
- PART and WSTA should jointly develop a similar operations and maintenance facility in Winston-Salem.
- There are several existing and future PART park and ride facilities which should be designed to accommodate joint uses with community-based and rural systems' services. Asheboro, Burlington and the YVEDDI locations present the greatest potential.

4.2 Coordination

A **Regional Pass Program** (Section 4.6) will make it easier for passengers to make regional trips using more than one public transportation system. This will encourage people to use public transportation for these types of trips and will likely result in some increases in ridership. Also, an unlimited ride pass will provide economic value for passengers who frequently use public transportation. From a system standpoint, encouraging passengers to travel between systems allows each system to benefit from increased boardings which positively affect federal and state funding allocations. An equitable method also needs to be developed for sharing the regional fare revenue among the transit agencies participating in a fare integration program. This can be based on a number of factors, including an actual count of boardings or a passenger survey.

The implementation of the regional pass can be accomplished in the very near term (1-2 years), however, in the long term the establishment of a **Regional Fare Structure** will be necessary. The development of a regional funding mechanism will mean that the nine systems will need more integration of all of their revenue streams including fares. If the systems are to enhance the ability for passengers to make regional trips while creating an equitable regional funding program, a regional fare structure should be implemented. Further analysis should be undertaken to determine the optimum method(s) and the participating systems at the various phases of implementation. This can also address other issues related to fare policies such as the desired cost recovery ratio for each system and developing the revenue allocation policy among systems.

The development of **Locally Based Programs** (Section 5.4) is an effort to streamline the process for the implementation of new service around the region. Several proposals exist to expand the current fixed route service area within the Piedmont Triad region including new local service in Burlington and Asheboro. These and other future service expansion should be designed to complement the current and planned regional system, both in terms of the route system and the overall management structure. In this approach, functional responsibilities would be shared among PART, the municipality, and the entity responsible for operating the service. The municipality, with assistance from PART, would primarily determine the type and level of service to be provided. This would assure that the service met local needs. Grants administration and oversight functions would be primarily PART's responsibility. Financial responsibilities would be shared by PART and the municipality, although PART would be able to use its authority to implement a vehicle registration fee to assist in the funding of the program. The selection of the service operator would be done jointly by PART and the municipality. Most management and operations functions would be the responsibility of the operator.

The primary purpose of **Regional Training Program** (Section 4.7.1) based at PART would be to take lead responsibility for operations related training for the four suburban transit systems, including YVEDDI, ACTA, DCTS and RCATS. This program would not necessarily replace the program now in place at YVEDDI; rather this program would

be assumed by PART and expanded to the other three systems. North Carolina Department of Transportation funding should be used to support this program. Implementation of this strategy would increase the effectiveness and frequency of bus/van operator training in the suburban/fringe counties. In addition, all of the driver training programs (**System Information** - Section 4.7.2) around the region should be updated to include a module on the regional transit network. Drivers should be familiarized with the services provided in other jurisdictions as well as PART services so that they can relay this type of information to the riding public.

4.3 Increased Communications

Recommendations for increased communications are highlighted by the continuation of the Technical Advisory Committee that convened as a part of the PTSMS. This group, which includes staff representatives from the participating transit agencies, will be the primary people involved in the implementation of the recommendations included in this report. They will be instrumental in continuing the communication among the systems, engaging the proper stakeholders and maintaining the momentum of the process as the region moves toward the Long Range Concept Plan.

The urban systems (GTA, WSTA, PART, Hi-Tran and TAMS) are presently engaged in the Regional Technology Project which is an effort to coordinate the software and technology these systems use to support the customer service, scheduling and information collection aspects of their services. The use of intelligent transportation systems (ITS) such as automated vehicle locating (AVL) systems will help facilitate the exchange of information among these systems and their customers. The PTSMS calls for the expansion of the Regional Technology Project to other systems within the region and to use these advances in technology to increase the effectiveness of other coordination efforts such as the regional call center.

5.0 Governance and Funding

The Long Range Transit Concept, is contingent on substantial new local funding developed as part of this project recommends creation of a regional funding mechanism across the nine participating counties, administered by PART, for both regional and local transit. The financial evaluation analyzes the funding levels for a long range funding scenarios that included the implementation of a ½ penny sales tax in Guilford and Forsyth Counties and a ¼ penny in the remaining counties. The evaluation showed that the level of funding would be sufficient to double existing bus and paratransit services (from \$37M to \$74 M annually) and the associated capital improvement with enough revenue to initiate high capacity transit investments throughout the region.

Since a sales tax would require legislative and/or local referendums, an interim scenario was tested (Section 7) and showed the levels of funding utilizing property taxes and vehicle registration fees, since these mechanism could be implemented without state legislation or

referendum. This scenario is intended to show what amount of funding will be necessary to meet a portion of local needs and continue regional expansion over the next 3-4 years while more robust funding mechanisms are considered. Disparities in existing local funding levels from property taxes and other sources should be factored in to ensure equity for communities that have invested more in system growth and enhancement.

The financial evaluation also examined regional funding opportunities such as a regionally coordinated multi-year capital improvement program for fleet and facility improvements, potential changes to the urbanized area formula fund calculation and provides more details on the expansion plans for each system. The Federal Transit Administration Section 5309 Program favorably considers regionally-coordinated applications for transit system improvements and a regionally sponsored application from the Triad would provide the stop-gap in funding created by the aggressive transit expansion pursuits encouraged by the PTSMS. Success with these measures will require significant local and regional funding sources and careful structuring.

It was determined that the existing governance structure would support the Long Range Concept Plan as long as PART's role as a conduit for the regional funding mechanism is defined to redistribute funds equitably. The PTSMS recommends small changes in the committee structure at PART to address the interaction among participating systems for the regional call center and long range planning. PART should also develop planning capacity to assist or conduct long-range local transit planning as needed. There are several systems that either report to the local governing body (Hi-Tran and DCTS) or a non-profit agency board (YVEDDI, RCATS). The Plan suggests that as these systems grow that transportation focused authorities or advisory boards are established so that there is an entity that can devote the time and energy required to govern a public transportation system.

6.0 Implementation

Most of the recommendations generated as part of the PTSMS were designed to increase the efficiency of the provision of transit across the region. They vary in complexity, both in terms of the number of functions/services they entail but also in the number of systems that may or may not participate. Implementation schedules which are explained in greater detail in Section 8 of the Final Report were based on full participation and will take 1-6 years depending on the recommendation. Generally, the communications based recommendations can be implemented in the shortest amount of time. Concepts like the regional clearinghouses, continuation of the PTSMS Technical Advisory Committee and improvements of the Regional Vanpool Program can be implemented within the next year. Coordination efforts, such as the Regional Fare Structure, Locally Based Programs (depending of funding) will range from 2-3 years for implementation. The consolidation recommendations, most notably the Regional Call Center, may have some functions consolidated early in the process, but the procedural and policy based changes required for implementation will take a number of years to accomplish.

The first step toward implementation will be the presentation of this report to various boards, councils and commissions around the region and to discuss the merits of consolidation,

coordination and communication from the standpoint of each system. Each participating agency, in conjunction with their municipal government, will need to address their role and level of participation on a case by case basis.

Regardless of whether a particular system serves an urban or rural area, public transportation will continue to move toward the forefront of providing mobility and viable options for the travelling public. Providing public transportation as effectively and efficiently as possible, which is the primary goal of the PTSMS, will be necessary for the public and locally elected officials to embrace it as a good public investment.

The Final Report is available online at www.partnc.gov.

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1.0 Introduction

In October of 2002, the North Carolina Department of Transportation released a study performed by the Institute for Transportation Research (NC State University) on the benefits of regionalizing public transportation in North Carolina. From that report, NCDOT through its Public Transportation Division began encouraging each of the regions in North Carolina, both urban and rural, to examine their services and to explore ways to improve the effectiveness and efficiency through consolidation, coordination and improved communication. The Piedmont Triad Seamless Mobility Study is the commencement of that process in the nine counties comprising the Piedmont.

There are three urban and one regional bus systems. The Cities of Greensboro, High Point and Winston Salem operate fixed route bus systems and paratransit services consistent with the requirements of the Americans with Disabilities Act (ADA). The Piedmont Authority for Regional Transportation operates express bus from outlying areas and between Greensboro, High Point and Winston Salem. PART also provides services to medical centers in the Triangle and operates the regional ridesharing program. Within the greater Piedmont Triad area, there are ten coordinated human service/general public community transportation systems. Community transportation systems in Guilford, Alamance, Randolph and Davidson Counties are operated locally. The Winston Salem Transit Authority provides community transportation services in Forsyth County and the Yadkin Valley Economic Development District, Incorporated (YVEDDI) provides community transportation services in Davie, Stokes, Surry and Yadkin Counties.

Interest among elected leaders and staff to explore opportunities for maximizing resources, coordinating functions and services to the maximum extent possible and providing seamless transit services has led to the concept of developing this Piedmont Triad Seamless Mobility Study. This project was undertaken with the support of local governing bodies, the Piedmont Authority for Regional Transportation and the North Carolina Department of Transportation (NCDOT).

The Piedmont Authority for Regional Transportation engaged a Project Consultant to work with Transportation Directors, Transit Administrators and Planners to develop a Request for Proposals (RFP) to hire a consultant to prepare the Piedmont Triad Seamless Mobility Study and oversee the development of the Plan. During the planning process, PART's Project Consultant worked closely with the consultant team and all local transit systems. The Piedmont Triad Seamless Mobility Study includes information on the fixed route and community transit systems in the Triad Region in a detailed system profile of each transit system which are available on a compact disk included with the Final Report.

This document was based on a Scope of Work that identified the following functional areas to be examined as part of the study:

1. Administration and management:
 - a. Finance and accounting
 - b. Invoicing and collections
 - c. Purchasing
 - d. Risk management and insurance
 - e. Grants administration
 - f. Legal
 - g. Legislative
 - h. Employee wages and benefits plans
 - i. Route and schedule planning
 - j. Long-range planning – financial and service
 - k. Management and service contracts
 - l. Policy and Advisory Boards
 - m. Professional service contracts (drug/alcohol testing, physicals, uniforms, etc.)
 - n. User qualification certification and recordkeeping
2. Marketing
 - a. Telephone information center
 - b. Passenger information
 - c. Pass sales
 - d. Information technology
 - e. Regional and local web sites
 - f. Advertising
3. Capital facilities and equipment:
 - a. Real estate
 - b. Administrative, operations, maintenance and transfer facilities
 - c. Engineering and construction
 - d. Vehicles
 - e. Communication equipment
 - f. Park and ride lots
4. Operations and maintenance:
 - a. Labor contracts
 - b. Seamless mobility (regional) fare(s)
 - c. Route identification/numbering
 - d. Vehicle maintenance
 - e. Fixed route service
 - f. Paratransit service
 - g. Demand response service

- h. Operating policies
- i. Driver training/safety
- j. Security
- k. Recordkeeping and reporting

The geographical study area for the project included:

**Piedmont Triad Seamless Mobility Study
Study Area**



Note: Rockingham County is not a participant in the Study

The project scope entailed a comprehensive data collection effort, systematic assessment of each of the services and functions, a financial analysis and was led off by a series of stakeholder interviews and interactions with the various councils, commissions and advisory boards around the region. A summary of these efforts is included in Appendix A.

Included in the findings is a description and benefit analysis of the different services and functions that could be coordinated. The recommendations for coordination, communication and potential consolidation are included in a timetable that identifies the responsibility party associated with these tasks.

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2.0 Existing Conditions

The Piedmont Triad Seamless Mobility Study was designed to assess the effectiveness of existing transit services in the Piedmont Triad and assess the efficient utilization of limited funds to maximize the services for the residents, visitors and guests. A goal of the study is to prepare recommendations on how these services can be better coordinated to maximize resource utilization and provide for a seamless network services for current and future users.

As part of the Mobility Study, the consultant team was charged with collecting information about each transit system’s services, functions, positions, and personnel to be coordinated. This report documents the consultants’ findings and recommendations relative to internal functions, positions, and personnel. More information is also available in the System Profiles (on CD included with this report).

2.1 Existing Services by Transit Providers

A profile of current services appears in Table 2-1. The table summarizes the service spans and the types of services operated by each public transportation provider.

Table 2-1: Fixed Route and Demand Response Service Providers

| System | Service Span | Service Type |
|--------------------------------|---|---|
| Alamance County | 6:00a-6:00p, weekdays | Community Transportation |
| Randolph County | 6:00a-6:00p, weekdays | Community Transportation |
| Davidson County | 6:30a-5:00p, weekdays | Community Transportation |
| Guilford County | 5:30a-8:00p, weekdays. 24 hours/7 days for employment transportation | Community Transportation |
| Forsyth County, WSTA, TransAid | 5:30a-12:30a, weekdays 5:55a-7:00p, Saturdays | Fixed Route, ADA, Community Transportation |
| GTA | 6:00a-11:55p, weekdays 6:00a-11:55p, Saturdays 6:00a-6:55p, Sundays | Fixed Route, ADA Transportation |
| Hi Tran | 5:45a-6:30p, weekdays 8:45a-5:15p, Saturdays | Fixed Route, ADA Transportation, Seniors/Non-ADA Disabled |
| YVEDDI | 6:00a-6:00p, weekdays weekends by appointment | Community Transportation |
| PART | 6:00a-9:30p, weekdays | Fixed Route, Ridesharing |

A profile of FY 2007 system operating statistics appears in Table 2-2 for information purposes.

Table 2-2: Fixed Route and Demand Response Service Providers

| <u>Transit System</u> | Vehicles | Vehicle Service Hours | Vehicle Revenue Miles | Passenger Trips | Total Fare Revenue | Total Operating Costs |
|----------------------------|-----------------------------|-----------------------------|-----------------------|------------------|--------------------|-----------------------------------|
| <i>ACTA</i> | 29 | 47,481 | 749,629 | 96,728 | \$77,722 | \$1,527,675 |
| <i>DCTS</i> | 17 | 29,836 | 270,826 | 75,117 | \$609 | \$907,020 |
| <i>TAMS</i> | 53 | 134,210 | 1,446,838 | 182,195 | \$56,368 | \$3,780,766 |
| <i>GTA Fixed Route</i> | 43 | 135,945 | 1,768,268 | 3,826,960 | \$955,328 | \$11,854,010 |
| (Demand Response) | 32 | 77,087 | 1,419,120 | 180,238 | \$29,920 | \$4,863,314 |
| <i>Hi-Tran Fixed Route</i> | 11 | 29,791 | 408,073 | 715,387 | \$401,007 | \$1,850,747 |
| (Demand Response) | 5 | 11,283 | 127,281 | 37,110 | \$75,524 | \$457,531 |
| <i>PART</i> | 61 | 144,801 | 2,865,601 | 1,129,639 | \$1,461,658 | \$11,090,968 |
| <i>RCATS</i> | 25 | 21,694 | 337,590 | 72,844 | \$4,612 | \$861,971 |
| <i>WSTA Fixed Route</i> | 31 | 115,480 | 1,353,340 | 2,767,647 | \$1,649,661 | \$8,075,771 |
| (Demand Response) | 22 | 41,728 | 596,791 | 132,031 | \$746,952 | \$1,685,423 |
| <i>YVEDDI</i> | 71 | 81,241 | 1,615,401 | 256,269 | \$5,339 | \$2,882,424 |
| | Passengers/ Hour | Passengers/ Mile | Cost/Hour | Cost/Mile | Cost/Trip | Farebox Recovery Ratio |
| <i>ACTA</i> | 2.04 | 0.13 | \$ 32.17 | \$ 2.04 | \$ 15.79 | 5.1% |
| <i>DCTS</i> | 2.52 | 0.99 | \$ 30.40 | \$ 3.35 | \$ 12.07 | 0.1% |
| <i>TAMS</i> | 1.36 | 0.13 | \$ 28.17 | \$ 2.61 | \$ 20.75 | 1.5% |
| <i>GTA Fixed Route</i> | 28.15 | 2.16 | \$ 87.20 | \$ 6.70 | \$ 3.10 | 8.1% |
| (Demand Response) | 2.34 | 0.13 | \$ 63.09 | \$ 3.43 | \$ 26.98 | 0.6% |
| <i>Hi-Tran Fixed Route</i> | 24.01 | 1.75 | \$ 62.12 | \$ 4.54 | \$ 2.59 | 21.7% |
| (Demand Response) | 3.29 | 0.29 | \$ 40.55 | \$ 3.59 | \$ 12.33 | 16.5% |
| <i>PART</i> | 7.80 | 0.39 | \$ 76.59 | \$ 3.87 | \$ 9.82 | 13.2% |
| <i>RCATS</i> | 3.36 | 0.22 | \$ 39.73 | \$ 2.55 | \$ 11.83 | 0.5% |
| <i>WSTA Fixed Route</i> | 23.97 | 2.05 | \$ 69.93 | \$ 5.97 | \$ 2.92 | 20.4% |
| (Demand Response) | 3.16 | 0.22 | \$ 40.39 | \$ 2.82 | \$ 12.77 | 44.3% |
| <i>YVEDDI</i> | 3.15 | 0.16 | \$ 35.48 | \$ 1.78 | \$ 11.25 | 0.2% |

2.2 Related Planning Studies and Initiatives

The consultant team reviewed the current service plans for the local transit providers. A review of service coordination and consolidation opportunities is a part of this report. There are a number of issues related to plans for improved transit services in the ten county Piedmont Triad region. Information from these plans is segregated into four categories:

- ◆ Commuter based service
- ◆ Services to transit dependent populations
- ◆ Regional feeder services
- ◆ Project Coordination

This study identified the need for updates of the planning documents for the community transportation systems. NCDOT supports an initiative to have updated Community Transportation Improvement Plans (CTIPs) completed for each of the systems who receive funding from the FTA ~5311 program. These plans are supposed to be updated every five years. Though this is a sound planning structure, these guidelines have not been instituted for all Community Transportation programs in the Region.

Appendix A presents a synopsis of recently completed and/or ongoing plans, studies, and initiatives affecting land use and transportation decision-making in the Piedmont Triad region.

2.2.1 Commuter Based Services

Plans were identified to improve commuter-based transportation services. Many of these initiatives involve funding levels that exceed the available resources. However, there are many initiatives that identified areas of service expansions that would positively impact the regional mobility of commuters in the Piedmont Triad.

The consultant team noted that the Greensboro Transit Authority (GTA) was interested in implementing new commuter services. These services would attract commuters from traffic generators throughout the region to connect with the respective transfer locations. The three new services, currently in the planning stages for implementation, would include:

- ◆ Holden Road Crosstown Route
- ◆ North Battleground Connector
- ◆ South Elm/Eugene/Vandalia Road/Four Seasons Connector

The representatives from Hi Tran noted the need for expanded evening and weekend services. Insufficient local funding currently prohibits Hi Tran's ability to increase operating hours and

miles. High Point also recognizes a need for more service in the northern part of its jurisdiction specifically NC 68.

Alamance County Transportation Authority (ACTA) service in Alamance County is committed to improve the connectivity with the regional PART Express service. The ACTA officials noted that the inter-jurisdictional trips through Alamance County are expected to increase in the future.

The City Manager of Burlington and the Mayor of Burlington both expressed an interest in the feasibility of a fixed route transit service in the Burlington-Graham urbanized area. A park-n-ride location for those commuters who travel outside the area would increase commuter mobility alternatives. As the downtown central business district in Burlington expands, congestion and parking will require appropriate planning to address community concerns.

The Regional Coordinated Area Transportation System (RCATS) currently is leading an initiative for a downtown circulator route in Asheboro. A local priority is to provide customer accessibility to the retail and business establishments in the downtown community. Though this effort was implemented and failed a few years ago, the new plan would emphasize improvements to marketing the proposed service and gaining the support of the Chamber of Commerce and local citizenry.

PART has a goal to expand commuter transportation into an area-wide transit system of buses, vanpools and carpools. There are also plans to implement new park-n-ride lots that will directly serve commuters in Davidson, Randolph and Surry Counties. At one time, PART had a long-range planning goal of establishing commuter rail. Though this rail initiative is on hold, the commuter rail service was to include four regional corridors:

- ◆ Burlington to Clemmons along I-40
- ◆ Norfolk Southern, and NCRR corridors, High Point to Greensboro along I-85
- ◆ NCRR corridors, High Point to PTIA along NC 68 corridor, and
- ◆ High Point to Winston-Salem along the US 311 corridor

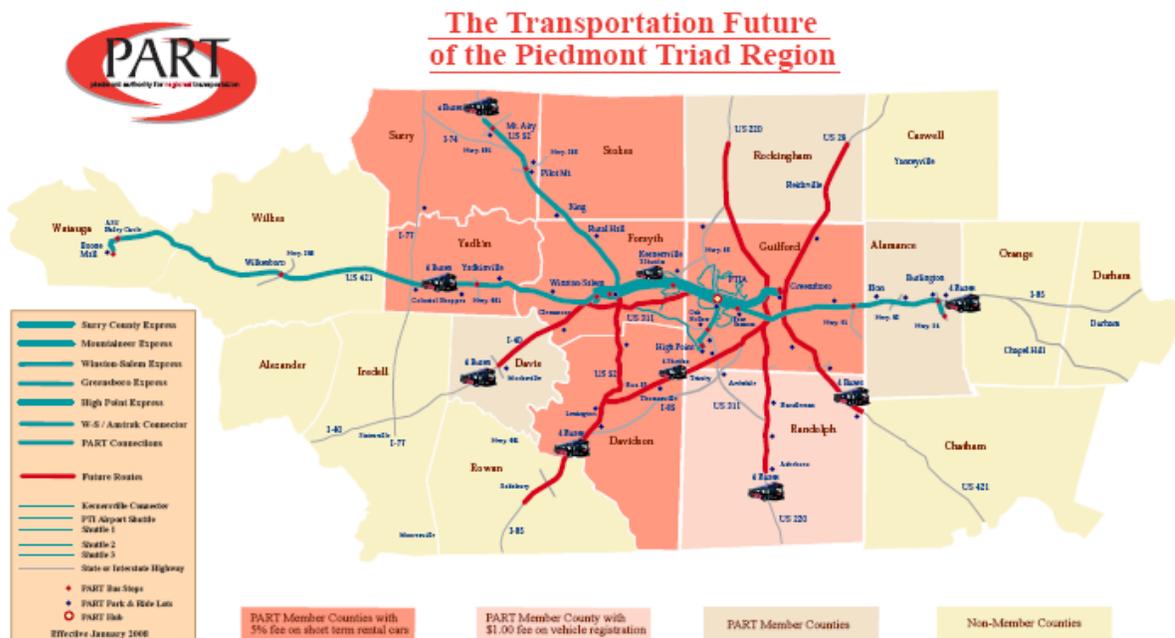
PART has also prepared Regional System Maps that display the current and future PART routes. The Current PART System Map is shown in Figure 2-1 and the Future PART System Map is shown in Figure 2-2. The future map displays new service to PART Park and Ride Lots in the following areas:

- ◆ Mocksville in Davie County on I-40
- ◆ Davidson County on US 52 and Business 85
- ◆ Asheboro in Randolph County on US 220
- ◆ Randolph County on US 421
- ◆ Rockingham County on US 29 and US 220

Figure 2-1: Current PART System Map



Figure 2-2: Future PART System Map



Davidson County Transportation System (DCTS) representatives noted the need to improve commuter transportation services to new employment centers in the region, e.g., the new Dell Computer plant in Forsyth County was one location of interest that was noted. Also, there are opportunities and demands for DCTS to provide commuter service to regional health centers and retail centers.

The Yadkin Valley Economic Development District, Inc. (YVEDDI) has an expansive service area to address a number of commuter transportation needs. Commuter transportation improvements for general public passengers from Dobson, King, Mount Airy, Pilot Mountain and Elkin were highlighted in the Stakeholder Interview process. The priorities for this service include providing more seamless mobility through the institution of park-n-ride locations. The connection with the PART service is an emphasis area for commuters from the respective YVEDDI counties and the park-n-ride options would be a popular alternative for commuters within these counties.

Guilford County Transportation and Mobility Services (TAMS) provides a countywide human service transportation service. There is an initiative, called PT Links, to improve commuter mobility for riders who are not agency sponsored. There are many employment centers outside of the GTA jurisdictional area in Guilford County. The resources to expand service are currently limited due to the local funding levels.

2.2.2 Service to Transit-Dependent Populations

Plans to improve services to transit dependent population markets include the following:

Union Cross, a rapidly growing community in southeast Forsyth County, has been identified by the Winston Salem Transit Authority (WSTA) for regional transit service expansion. Parts of this area were annexed by Kernersville and Winston-Salem as a result of the area's large population growth and construction of the new Dell Computer plant. Additionally, WSTA has an ever-growing demand for TransAid service for ADA riders and a senior citizen population that will require more transit services.

The Guilford County Transportation and Mobility Services has targeted expansion needs for shopping, recreational and personal trips for the transit-dependent populations within their service area.

ACTA has identified a number of Medicaid related transportation trips that, through cooperation with the local Department of Social Services, could expand the number of trips provided to this population. Mobility options tend to be more limited for many residents in east Burlington, as compared to the rest of the City; therefore, improving transportation accessibility to this part of the community is an area of emphasis.

GTA has plans to extend future transit services in the evenings and on Sundays. As a result of the demands for these service extensions, the number of routes would increase from seven to 14. This service would require additional buses in service, but would not affect the number of peak vehicles required. The introduction of a cross-town route along Holden Road, and the improved peak period frequency to 30-minute headways for the major bus routes (particularly routes 8 and 11) would alleviate some of the current overcrowding issues.

RCATS has identified a potential service to serve transit-dependent customers in the proximity of downtown Asheboro. A mid-day circulator route is in the planning stages of implementation. The specific route would service the local mall, retail stores downtown and the local hospital. Funding for this service has been discussed with the Advisory Board members. This service would benefit local transit-dependent populations in Asheboro.

YVEDDI has targeted possible expansion to assist the local transit-dependent populations in accessing park-n-ride connections with PART. Some of the major locations for these services include:

- ◆ Hwy 268 (on South Key Street – by the Food Lion)
- ◆ Lowes Store in Lewisville
- ◆ Southern Community Bank in Pilot Mountain
- ◆ GMAC and Wachovia Bank locations in Mount Airy
- ◆ Baptist Hospital in Yanceyville

Due to the distance to major destinations in the region, the focus of future service expansion for YVEDDI is on connecting riders with the regional PART commuter service.

Davidson County Transportation Services (DCTS) has contracted with Davidson's Day Reporting Center (DDRC) to address and coordinate transportation services for DDRC clients who reside in Davidson County. This service is specific to a transit-dependent population and is expected to increase in the future.

Hi Tran essentially has had the same route structures for the past 10 years. There are a number of neighborhoods in the downtown area that have a high density of transit-dependent populations. The "Dial-A-Lift" service is the ADA paratransit component, and though this is an efficient service, there is a desire to mainstream more of these riders to the fixed route bus service. Specific changes to weekend and evening routes will offer improved mobility options for transit-dependent customers.

2.2.3 Regional Feeder Services

Existing plans to improve regional feeder services throughout the Piedmont Triad region address the need and demand for additional park and ride lots. Agencies have developed plans for construction of lots that would provide connections with DCTS (in Davidson County), YVEDDI (in Surry County) and RCATS (in Randolph County). In Alamance County, ACTA representatives have voiced a need to formalize the park-n-ride alternative locations for customers in their service area.

PART continues to operate high quality service with efficient provision of regional, inter-jurisdictional trips. However, the future success of this service will depend on the connectivity with the local providers, for both human service related transportation and employment transportation.

Hi Tran officials have studied the opportunities for service needs along the Hwy 311 South corridor to Archdale and service demands to Thomasville via Hwy 68. This expansion of service would allow further access to regional activity centers from the current High Point service area.

The Burlington-Graham urban area has the potential to implement a new fixed route bus service that would greatly enhance regional connections both east and westbound. A study of the potential financial and operational impacts was conducted in 2006, and the results of implementation would have a significant affect on future regional service. The cities of Burlington, Graham, Mebane, Elon and Gibsonville were all identified as financial stakeholders in this study. This system would be a natural fit in consolidating with current countywide ACTA service, thereby defining a sub-regional coordinated system that could be a model for other community and urban transit providers. By leveraging resources, the economies of scale would weigh favorably in providing a quality, “seamless” system.

As noted earlier, the frequency of bus routes for GTA would help generate an improved public perception of mass transit for potential “choice” riders. Expanded service levels would lead to better connectivity with PART’s regional service and allow GTA to maximize their resources in coordinating with feeder service alternatives.

WSTA has begun the framework for a feasibility study on streetcar service in the downtown area. The ability to connect with rail and bus services will be important for the successful planning of this expanded network. An improved weekend service schedule and shorter headways will assist WSTA in meeting the growing needs of the Winston-Salem community.

Guilford County Transportation and Mobility Service administrators have conducted strategic planning to improve the service to the general public riders. Recognizing that employment centers and area traffic generators are key considerations in future service planning, Guilford

County will need to address the infrastructure needs to support expanded levels of operation, specifically, an improved administration and operations facility. The Guilford County service will be an important component for successful regional services, as many of the potential economic growth areas are in locations such as the Piedmont Triad Airport corridor.

PART continues to look at the service parameters that affect regional needs. The PART express service provides service to locations in Rockingham, Guilford, Davidson, Davie, Forsyth, and Randolph Counties.

2.2.4 Project Coordination

Plans to improve service coordination include leveraging the current governance and exploring opportunities for coordination in the following areas:

- ◆ Increase fleet of accessible vehicles, including coordination with other agencies to purchase or lease additional accessible vehicles;
- ◆ Establish an ongoing central source for information sharing and coordination between agencies;
- ◆ Improve communication to riders and between riders and transit agencies. A technology initiative with the Institute for Transportation Research and Education (ITRE) for improved/coordinated dispatching software is already being implemented;
- ◆ Establish a regional trip planning/scheduling service.

Successful efforts to implement these plans vary. The funding elements for regional coordinated initiatives are a high priority for NCDOT. The Triad technology project has been very successful, but a long-term solution needs to be identified for continuing to support this project and provide the necessary project management oversight.

Regional trip planning would be of great benefit to the connection of community and urban providers, thus promoting a “seamless” opportunity for customers throughout the region.

2.3 Existing Coordination Efforts in the Triad

The various providers within the Piedmont Triad currently coordinate service through system connections and fare agreements. Specific coordination activities among the providers are summarized below.

2.3.1 WSTA and PART

WSTA and PART have a direct system-to-system linkage at the Clark Campbell Transportation Center in downtown Winston-Salem. The PART Winston-Salem Express Route has weekday

connections with 25 WSTA local bus routes. At the Clark Campbell Transportation Center, the WSTA customer service area is shared with PART. Certain fare media is shared by WSTA and PART. The \$20 Ticketbooks include tickets for WSTA or PART trips. However, other WSTA farecards are not accepted by PART.

2.3.2 Hi Tran and PART

The Hi Tran service and PART service have a direct system-to-system linkage at the Broad Avenue Terminal in downtown High Point. At the Broad Avenue Terminal, the PART High Point Express Route provides connections with 12 Hi Tran local bus routes. At the Oak Hollow Mall bus stop, the PART High Point Express Route provides a weekday connection with Hi Tran Route #10. Certain fare media is shared by Hi Tran and PART. The \$20 Ticketbooks include tickets for Hi Tran or PART trips. However, other Hi Tran farecards are not accepted by PART.

2.3.3 GTA and PART

The GTA, Higher Education Area Transit (HEAT), and PART services have a direct system-to-system linkage at the J. Douglas Galyon Depot in downtown Greensboro. The PART Greensboro Express has weekday connections with 14 GTA Local Routes and four Greensboro HEAT Routes at the downtown terminal. At the PART Regional Hub near the Piedmont Triad International Airport (PTI), the PART Greensboro Express has weekday connections with GTA Career Express flex-routes to the AirPark business district (Piedmont Center, Pleasant Ridge, Burnt Poplar). PART also has an Airport shuttle. At the Four Seasons Town Centre stop, the PART Greensboro Express connects on weekdays with GTA Route #2. Certain fare media is shared by PART and GTA. The \$20 Ticketbooks include tickets for GTA or PART trips, the GTA Super Passes and the GTA 11-Ride Passes are accepted by PART for free transfers, and the GTA Monthly/31-Day Passes are accepted by PART with \$1.00 transfers.

2.3.4 Guilford County and PART

PART Connections routes to UNC-Chapel Hill and Duke University hospitals are free for Guilford County Transportation and Mobility Service clients.

2.3.5 Alamance County Transportation Authority (ACTA) and PART

A stop along NC Route 54 in Alamance County is on the PART Connections routes to UNC-Chapel Hill and Duke University hospitals. The ACTA service in Alamance County is committed to improve the connectivity with the regional PART Express service. The ACTA officials noted that the inter-jurisdictional trips through Alamance County are expected to increase in the future.

2.3.6 YVEDDI and PART

The Yadkin Valley Economic Development District, Inc. (YVEDDI) has a multi-county service area to address a number of commuter transportation needs. Commuter transportation improvements for general public passengers from Dobson, King, Mount Airy, Pilot Mountain and Elkin were highlighted in the Stakeholder Interview process. The priorities for this service include providing more seamless mobility through the institution of park-n-ride locations. The connection with the PART service is an emphasis area for commuters from the respective YVEDDI counties and the park-n-ride options would be a popular alternative for commuters within these counties.

The Mountaineer Express and the Surry County Express have stops in the YVEDDI service area and are used by YVEDDI for some out-of-county trips.

In addition to these connections, the individual community transportation and the ADA paratransit providers arrange for individual transfers for passengers traveling between counties.

2.3.7 RCATS and Montgomery County

RCATS was approached by the NCDOT Public Transportation Division to provide coordinated transportation services for Montgomery County. Until that time, Montgomery County did not have a coordinated community transportation system. An agreement between NCDOT and both counties was reached and RCATS then became a multi-county regional transportation system. RCATS expanded its operations by adding an office in Troy, hiring a Montgomery Transportation Coordinator and drivers and began providing coordinated transportation services for Montgomery County in late 2004.

2.3.8 WSTA and Trans Aid

Trans-AID is the Winston-Salem Transit Authority's complementary paratransit service for eligible riders who have a disability that prevents them from riding the fixed route bus. The “core” Trans-AID service area is a width of three-fourths of a mile on each side of each fixed route. Service is also provided throughout Forsyth County for Americans with Disability Act (ADA) eligible persons and for contract services.

2.3.9 PART Vanpool Program

A regional vanpool service is a program for commuters whom live and work in similar locations in the Piedmont Triad area. PART provides minivans and larger 15-passenger vans, depending on the number of potential vanpoolers that are interested in sharing a ride. Starting a vanpool requires a primary driver and backup driver, both of whom must be approved by PART. Once

drivers are approved by PART, the remaining vanpool riders determine their hours and drop off and pick up locations. The driver operates the van, collects monthly fares and completes all necessary paperwork, such as a daily passenger count and mileage log. Vanpoolers can find other potential rideshare partners by visiting www.sharetheride.org, a free ride matching service that is offered state-wide. Recommendations for expansion and improved coordination of the regional vanpool program are included in Section 4.

2.3.10 Hi Tran/WSTA/GTA/Guilford County/Technology Project

High Point participates in the Piedmont Regional Transportation Project (PRTP) along with Winston-Salem Transit Authority, Greensboro Transit Authority, PART and Guilford County Transportation and Mobility Services to jointly utilize the same suite of software products, including the Trapeze paratransit scheduling software. The PRTP contracts with Tec's Web for maintenance of all hardware and support of the software that is not supported by Trapeze. The Citrix Software and all Crystal Reports are a part of this support package. The regional urban transit providers are currently participating in a phased technology project sponsored by NCDOT and the Institute for Transportation Research and Education (ITRE). The specialty software (Trapeze-Pass) has been installed in each demand-response urban system to manage and schedule ADA paratransit services. Trapeze-Pass Version 4 is currently utilized but is being upgraded to Version 7.

The NCDOT and ITRE are developing a 511 Traveler Information system design and implementation plan for North Carolina. The system will comply with the Regional ITS Plan for the Triad region. The implementation plan will include development of regional traveler information centers. The Piedmont Triad region which includes High Point will be the first area of the state to develop a Regional Traveler Information Center. The center will contain fixed route and paratransit trip planning and information services. The center will be the clearinghouse for traveler information for High Point, PART, Winston-Salem, and Greensboro. The services will include trip planning, travel tips, and real-time vehicle arrival information. NCDOT will primarily finance the initial start-up expenses of the center.

2.4 Service Coordination Issues

Several service coordination issues have been identified through an evaluation of current services. These include improved coordination in a number of areas that affect service delivery. The major issues are described below.

- ◆ A priority among some service providers is based on location of passenger residences. This prevents, in some cases, trip coordination that could result in vehicle hours and/or

operating costs savings, as neighboring systems without trip sharing arrangements can deploy vehicles in the same areas at the same times.

- ◆ Existing local and regional policy-making bodies will need to provide specific direction for transportation service planning to result in higher levels of coordination.
- ◆ Presently, no mechanism is in place for on-going communication of routing, scheduling, and operations coordination issues among the different systems. As a result, opportunities to improve connectivity through actions such as schedule adjustments are lost.
- ◆ Connectivity between demand response transportation providers is hindered by a limited knowledge of other providers' services and operations in real-time. For example, information on passenger pick-ups and drop-offs is not shared on a regular basis.
- ◆ Off-peak connections between PART routes and other transit service providers can result in long transfer wait times. PART does not operate on Saturdays, yet the urban systems of WSTA, GTA and Hi Tran do provide weekend services.
- ◆ Every transportation provider in the Region uses a separate fare structure. This results in passengers paying separate fares to transfer between systems. This tends to discourage regional trips that cross service area boundaries. There is also a lack of consistency among the different fare categories.
- ◆ Every transportation provider has a different schedule for printing its respective promotional materials/brochures. A coordinated timetable for all the transit providers would allow changes to be better coordinated and improve the communication among transit systems and their customers.
- ◆ Currently all transportation operators have their own customer information function. Some passengers are confused as to who to contact when making a regional trip.
- ◆ There is limited communication between operating and administrative personnel of the different systems. Passenger convenience will likely improve through direct communications between drivers, dispatchers, and supervisors of the system providers.

2.5 Functional Classification of Transit System Personnel

2.5.1 Functional Approach

The RFP suggested a functional approach based on administration and management; marketing; capital facilities and equipment; and operations and maintenance. This approach is very similar to the required functional reporting of costs under the required National Transit Database (NTD) using the Uniform System of Accounts (USOA). The system of reporting is a requirement of the Federal Transit Administration. In this classification scheme, there are four basic functional categories:

| | |
|-----|-------------------------|
| 010 | Vehicle Operations |
| 041 | Vehicle Maintenance |
| 042 | Non-Vehicle Maintenance |
| 160 | General Administration |

2.5.2 Functional Detail

From this basic classification scheme, each category was expanded to include sub-functions, as follows:

| Code | Function/Sub-Function |
|-------------|--|
| 010 | Vehicle Operations |
| | Operations Management |
| | Ticket and Fare Collection |
| | System Security |
| | Revenue Vehicle Operation |
| | Safety and Training |
| 041 | Vehicle Maintenance |
| | Maintenance Management |
| | Maintenance of Vehicles |
| | Parts/Inventory Management |
| | Yard/Utility/Cleaning |
| 042 | Non-Vehicle Maintenance |
| | Maintenance of Structures |
| | Maintenance of Fare Collection Equipment |
| | Maintenance of Passenger Stations/Stops |
| | Maintenance of Communications Systems |
| 160 | General Administration |
| | System Management |
| | Personnel Administration |
| | Legal |
| | Risk Management |

| Code | Function/Sub-Function |
|-------------|------------------------------|
| | Data Processing |
| | Finance and Accounting |
| | Engineering |
| | Real Estate Management |
| | Office Management |
| | Planning |
| | Marketing |
| | Customer Service |

While our analysis uses a functional approach that deviates from the breakdowns specified in the RFP, the consultant team believes this approach superior in that:

- ◆ The consultant teams’ approach employs longstanding FTA standards in terms of classification of transit job functions.
- ◆ NTD functional classifications follow prescribed definitions detailed in the USOA manual, thereby minimizing potential for variation from system to system in the Triad.

To further ensure project sponsors that all functions identified in the RFP are addressed herein, a cross-reference chart is included in Appendix B. This chart converts the RFP detail to standardized categories in the NTD/USOA.

2.5.3 Additional Segregation of Functional Detail

Additional detail was necessary to improve the utility of the data collected in the system profile reports. In the classification of personnel and functional activity, the consultant team segregated, to the extent possible, modal activity. Thus, personnel who worked exclusively in fixed route were classified as such. Similarly, the team distinguished other modes, including demand response and rideshare activity.

Modal assignment of personnel was not always possible. When a transit system operated in two or more modes, certain managerial and supervisory personnel oversaw all modes of service and have been classified accordingly. Finally, as adverse employee impacts are a concern in this study, it was necessary to identify those transit employees employed by local government/ transit authorities (who may or may not be protected under U.S.C. § 5333(b)) from those employed by contractors/management companies whose positions may be affected by competitive procurements of their services.

2.5.4 Issues In The Functional Classification of Transit System Personnel

Any effort to provide a definitive breakdown of job classification and functions may encounter difficulties; this study is no exception. Issues encountered included:

- ◆ Job titles may not indicate the full scope of functional responsibility of the position. For example, at Hi-Tran, the Dial-a-Lift Manager performs the customer service, scheduling and dispatch functions. This scenario is not uncommon. At smaller transit systems, in particular, it is typical that a single job title/classification may perform multiple duties typically performed by dedicated personnel at larger transit systems. In such circumstances, employees do not maintain times sheets or personal activity records that would support further segregation of their activities.
- ◆ In some instances, an identified employee and/or function is not completely dedicated to the transit function. For example, employees of PART's contractor, American Charters, may not be 100 percent dedicated to public transportation. Mechanics, for example, work on both PART and charter vehicles. There is no segregation of American Charters timecards to distinguish between transit and charter work, nor does PART require such.
- ◆ Under the Section 5311 program, certain job positions may be classified as "project administration" for purposes of determining Federal participation in project costs, even though the functional responsibilities of these positions are clearly "operations" and are treated as such under the urban formula program. The consultant team has maintained the functional approach to classification in this report. Thus, administration position totals from some suburban fringe transit systems funded under NCDOT's Community Transportation Program (CTP), which uses Section 5311 funding, may not equal the number of administrative positions in the CTP grant application.

2.5.5 Functional Classification Results

Summary data for each transit system is presented below. In this section, the consultant team presented total employment and employment by functional detail.

2.5.5.1 Total Employment

Transit systems reported that a total of 695 employees work in the nine agencies that provide urban and community transportation in the Triad region (Table 2-3).

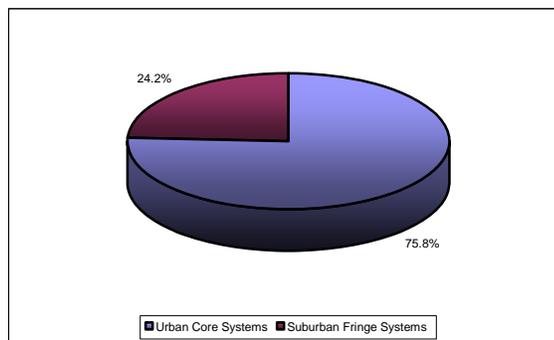
Table 2-3: Total Employees Summary

| Transit System | System Employees ¹ | Contractor Employees | Total Employees |
|---|-------------------------------|----------------------|-----------------|
| Urban Core | | | |
| Greensboro Transit Authority (GTA) | 10.0 | 182.0 | 192.0 |
| Guilford County Transportation and Mobility Services (TAMS) | 10.0 | 77.5 | 87.5 |
| High Point Transit System (Hi Tran) | 38.0 | 0.0 | 38.0 |
| Piedmont Authority for Regional Transportation (PART) | 11.0 | 40.0 | 51.0 |
| Winston-Salem Transit Authority (WSTA) | 157.0 | 1.0 | 158.0 |
| Urban Core Subtotal | 226.0 | 300.5 | 526.5 |
| Suburban Fringe Counties | | | |
| Alamance County Transportation Authority (ACTA) | 44.0 | 0.0 | 44.0 |
| Davidson County Transportation System (DCTS) | 21.0 | 0.0 | 21.0 |
| Regional Coordinated Area Transportation Systems (RCATS) | 36.5 | 0.0 | 36.5 |
| Yadkin Valley Economic Development District, Inc. (YVEDDI) | 67.0 | 0.0 | 67.0 |
| Suburban Fringe Counties | 168.5 | 0.0 | 168.5 |
| Total - All Transit Systems | 394.5 | 300.5 | 695.0 |

¹System employees mean that the individuals work for local government or a transit authority.
 Source: Transit system interviews, December – January, 2008.

The five transit systems in the urban core sectors of the study area account for over 75 percent of all transit employment in the Triad region (Figure 2-3).

Figure 2-3: Employment Total: Urban Core Systems vs. Suburban Fringe Systems



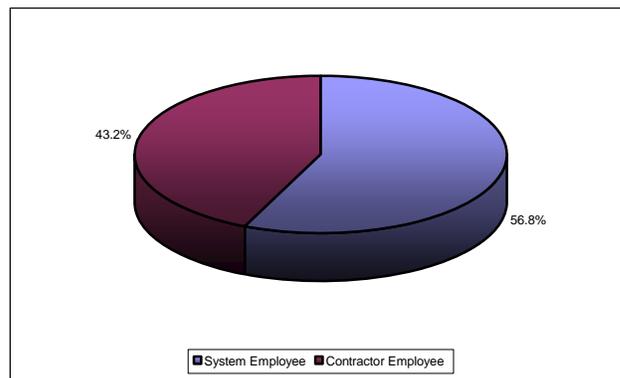
Source: Transit system interviews, December – January, 2008.

2.5.5.2 Employer Summary

There are notable differences in the employer status of transit employees between the core urban systems and the suburban/Fringe transit systems. In suburban and fringe areas, all employees work for the local government or transit authority. In the urban core, only about 42.8 percent are employees of local government or a transit authority; the remaining 57.2 percent work for management or operations contractors.

Overall, approximately 56.8 percent of all transit employees work for a local government or transit authority directly. The remaining 43.2 percent work for a management/operations contract firm (Figure 2-4).

Figure 2-4: Employer Status: Local Government/Authority vs. Contractor



Source: Transit system interviews, December – January, 2008.

2.5.5.3 Employment Summary, by Mode

To the extent possible, a classification of personnel by mode of service was also prepared. In many instances, management personnel were identified that have responsibility for both fixed route and demand response modes. Similarly, maintenance personnel maintain both fixed route and demand response vehicles and cannot be assigned to one mode or another. In our classification, positions responsible for two or more modes of transportation were assigned to a general oversight category.

All employees in the suburban fringe and rural systems are dedicated primarily to the demand response mode.

Table 2-4: Employees by Mode of Transportation: Summary

| Transit System | General System Oversight ¹ | Fixed Route | Demand Response | Rideshare | Total |
|------------------------------------|---------------------------------------|--------------|-----------------|------------|--------------|
| Urban Core | | | | | |
| GTA | 48.0 | 98.0 | 46.0 | 0.0 | 192.0 |
| TAMS | 0.0 | 0.0 | 87.5 | 0.0 | 87.5 |
| Hi Tran | 10.0 | 24.0 | 4.0 | 0.0 | 38.0 |
| PART ² | 8.0 | 40.0 | 0.0 | 3.00 | 51.0 |
| WSTA | 43.0 | 74.0 | 41.0 | 0.0 | 158.0 |
| Urban Core Subtotal | 109.0 | 236.0 | 178.5 | 3.0 | 526.5 |
| Suburban Fringe Counties | | | | | |
| ACTA | 0.0 | 0.0 | 44.0 | 0.0 | 44.0 |
| DCIS | 0.0 | 0.0 | 21.0 | 0.0 | 21.0 |
| RCATS | 0.0 | 0.0 | 36.5 | 0.0 | 36.5 |
| YVEDDI | 0.0 | 0.0 | 67.0 | 0.0 | 67.0 |
| Suburban Fringe Counties | 0.0 | 0.0 | 168.5 | 0.0 | 168.5 |
| | | | | | |
| Total - All Transit Systems | 109.0 | 236.0 | 347.0 | 3.0 | 695.0 |

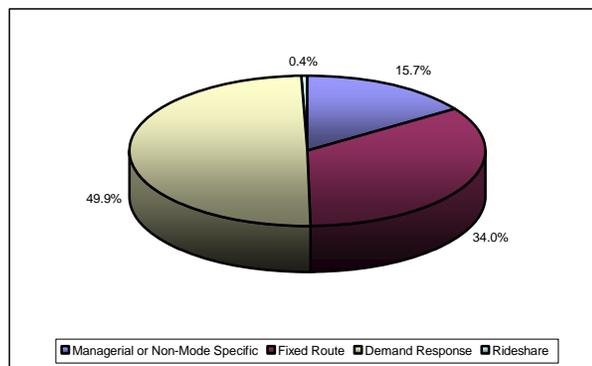
¹ Personnel in this category oversee all modes of service or are not mode specific in the execution of job duties.

² PART services are overwhelming commuter services, a form of fixed route service. While PART’s medical shuttle is demand response, there is no documentation to split employee responsibilities between mode. All contractor personnel have been assigned to the fixed route mode.

Source: Transit system interviews, December – January, 2008.

The region as a whole has more employees working in demand response mode than fixed route mode. In the urban core, however, more employees are dedicated to the fixed route mode.

Figure 2-4: Employee by Mode



Source: Transit system interviews, December – January, 2008.

2.5.5.4 Functional Employment, Summary

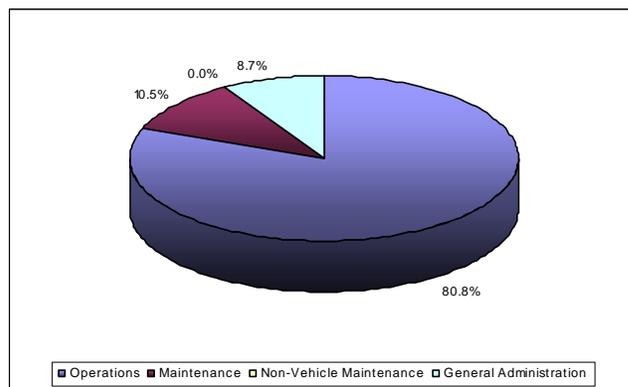
As expected, most transit employees in the Triad region are functionally classified as operations, representing slightly over 80 percent of all employees with 561.25 positions (Table 2-5). Maintenance constitutes the second largest functional category with 73 employees, followed by general administration. There were no employees classified in the non-vehicle maintenance function (Figure 2-5).

Table 2-5: Functional Classification of Employees: Summary

| Transit System | Operations | Maintenance | Non-Vehicle Maintenance | General Administration | Total |
|------------------------------------|---------------|--------------|-------------------------|------------------------|---------------|
| Urban Core | | | | | |
| GTA | 146.00 | 26.00 | 0.00 | 20.00 | 192.00 |
| TAMS | 80.50 | 5.00 | 0.00 | 2.00 | 87.50 |
| Hi Tran | 28.00 | 6.00 | 0.00 | 4.00 | 38.00 |
| PART ² | 36.00 | 4.00 | 0.00 | 11.00 | 51.00 |
| WSTA | 120.00 | 28.00 | 0.00 | 10.00 | 158.00 |
| Urban Core Subtotal | 410.50 | 69.00 | 0.00 | 47.00 | 526.50 |
| Suburban Fringe Counties | | | | | |
| ACTA | 41.75 | 0.00 | 0.00 | 2.25 | 44.00 |
| DCTS | 15.00 | 4.00 | 0.00 | 2.00 | 21.00 |
| RCATS | 33.00 | 0.00 | 0.00 | 3.50 | 36.50 |
| YVEDDI | 61.00 | 0.00 | 0.00 | 6.00 | 67.00 |
| Suburban Fringe Counties | 150.75 | 4.00 | 0.00 | 13.75 | 168.50 |
| Total - All Transit Systems | 561.25 | 73.00 | 0.00 | 60.75 | 695.00 |

Source: Transit system interviews, December - January, 2008.

Figure 2-5: Function Distribution of Transit Employees



Source: Transit system interviews, December - January, 2008.

2.5.5.5 Functional Employment, Detail

Within the three broad functional categories in which Triad region transit systems have employees, we noted 42 different functional classifications (Table 2-6). Individual system functional classification charts are provided in Appendix B to this report.

Table 2-6: Functional Classification of Employees: Detail (All Systems)

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | 1 | 1 | 1 | 2 | 3 | 3 | 2 | |
| ADA Paratransit Supervisor | | | | | 1 | 1 | | |
| Assistant Operation Supervisor | | | 1 | | | 1 | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | 2 | 2 | | |
| Dispatcher | | | | 1 | 6 | 2.5 | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | 1 | 1 | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | 7 | 8 | | |
| Part-Time | | | | | 0.75 | 1 | | |
| ADA Eligibility Specialist | | | | | | 1 | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | 2 | | | | | | |
| Ticket Sales/Consumer Assistance | | | 2 | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | 16 | 157 | 87 | 114 | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|--------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Part-Time | | | 4 | 25 | 48 | 17 | | |
| Substitute | | | | | 7 | | | |
| Street Supervision | | | | 18 | | 6 | | |
| Safety and Training | | | | | | | | |
| Managers | | 2 | | 1 | 1 | 1 | | |
| Assistant Managers | | 2 | | | | | | |
| Trainers | | | | | | | 1 | |
| Subtotal - Operations | 1 | 7 | 24 | 204 | 163.75 | 158.5 | 3 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | 2 | 4 | | 1 | 0 | 1 | | |
| Mechanics | | | | | | | | |
| Full-Time | 2 | 22 | | 1 | 4 | 2 | | |
| Part-Time | 1 | 1 | | | | | | |
| Mechanics Helpers | | 1 | | | | 2 | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | 2 | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | 3 | 21 | | 2 | | | | |
| Part-Time | | 2 | | | | | | |
| Sub-Total - Vehicle Maintenance | 6 | 54 | 0 | 4 | 4 | 5 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |
| Department Manager/Director | 3 | | | 1 | 5 | 1 | | |
| System Manager | 2 | 2 | | 2 | 7 | | | |
| Assistant System Manager | 1 | 1 | | | | | | |
| Administrative Assistant | 4 | 1 | | | 1.75 | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | 2 | | | 0.5 | | | |
| Benefits Coordinator | | 1 | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | 1 | 1 | | 1 | 0.5 | | | |
| Assistant Supervisors | | 1 | | | | | | |
| Clerks | 1 | 1 | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | 1 | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|--------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Managers | 1 | | | | | | | |
| Senior Planners | 2 | | | | | | | |
| Planners | 2 | 1 | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | 3 | 1 | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | 2 | | | | | | | |
| Other | | | | | | | | |
| Full-Time | | 3 | | | | | | |
| Part-Time | | 3 | | | | | | |
| Sub-Total: General Administration | 22 | 19 | 0 | 4 | 14.75 | 1 | 0 | 0 |
| GRAND TOTAL | 30 | 79 | 24 | 212 | 182.5 | 164.5 | 3 | 0 |

Source: Transit system interviews, December - January, 2008.

2.6 Transit System Governance

The nine transportation providers and their governance structures are summarized in the following sections. A diagrammatic representation of the regional governance structure across the study area is presented in Figure 2-15. Specific organization charts graphically depict the organizational hierarchy of the individual systems.

2.6.1 Alamance County Transportation Authority

The Alamance County Transportation Authority (ACTA) was established on July 1, 2002 by the Alamance County Board of Commissioners. ACTA is governed as a Transportation Authority as prescribed by NC General Statute, Chapter 160A, Article 25, entitled Public Transportation Authorities. The statute provides ACTA with the power to operate a public transportation system and to enter into contracts to operate transportation services with other public transportation authorities and units of local government. The statute also authorizes the municipality (county, city or town) to appropriate funds to support operation of the transportation authority and to call a special election for consideration of a tax levy or bond issuance for the transportation authority.

The governing body of ACTA, as designated by the Alamance County Board of Commissioners, is the Board of Trustees. It is the responsibility of the Board of Trustees to govern the business and affairs of the ACTA, but the Board of Commissioners is recognized as a local funding source for ACTA. The Board of Trustees consists of five members, with three of the members appointed by the Alamance County Board of Commissioners, one by the City of Burlington, and one by the Burlington-Graham Metropolitan Planning Organization (MPO). As a result, the Board of Trustees has a strong political connection to the Board of Commissioners, which is an asset in addressing issues and bringing funding items before the Commissioners.

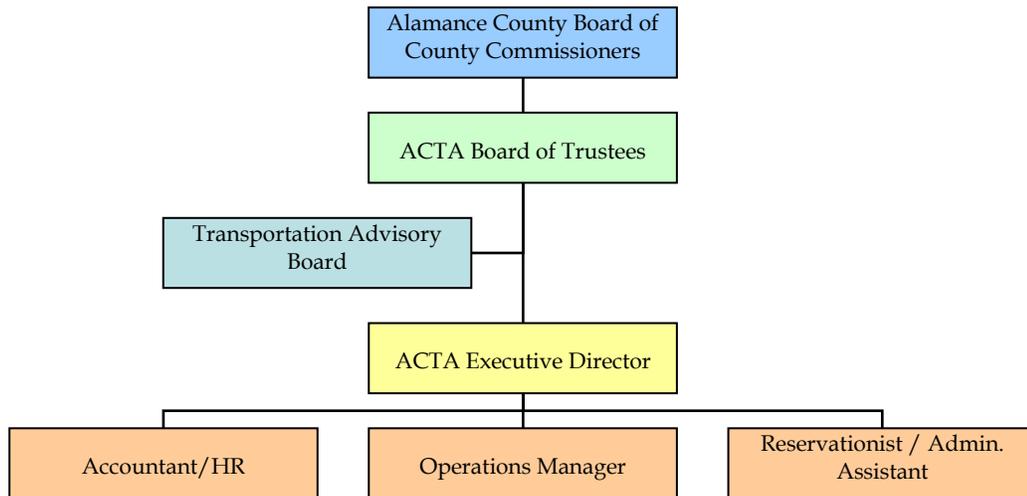
The ACTA Board also has a set of by-laws that addresses the Board of Trustees, including required meetings, officers, and general provisions. The Board of Trustees appoints a Transportation Advisory Board that meets quarterly to address issues and make recommendations to the Board of Trustees and to the Executive Director, when applicable. Indications are that the ACTA management and Board of Trustees work very cooperatively, with constant communication between the Executive Director and the Board of Trustees.

The ACTA Executive Director reports directly to the Board of Trustees. Three positions report to the Executive Director: Accountant/Human Resources, Operations Manager and Reservationist /Administrative Assistant.

It should be clarified that while the ACTA Board of Trustees works well with the Board of County Commissioners, no human service agency funding programs fall directly under the

authority of ACTA. This can be an obstacle when addressing contracts, costs and service issues with an existing or potential human service agency.

Figure 2-6: ACTA Organizational Chart

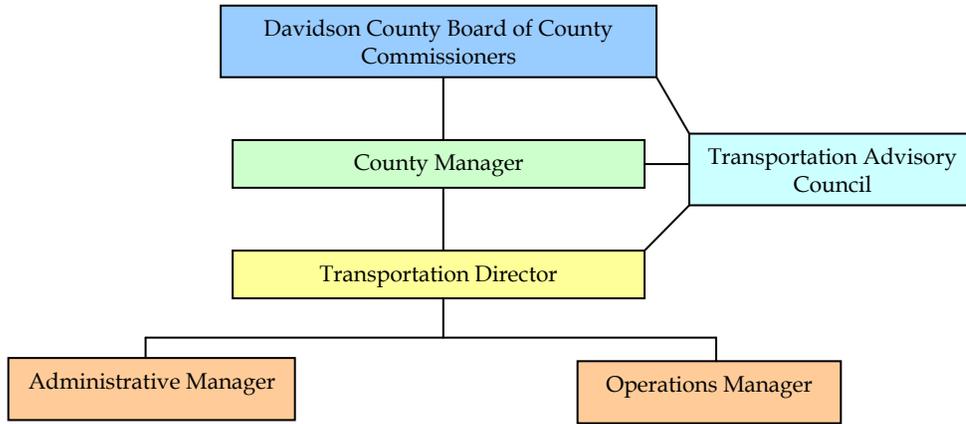


2.6.2 Davidson County Transportation System

Established in 1979, the Davidson County Transportation System (DCTS) is operated as a department of Davidson County government. The DCTS Executive Director reports to the Davidson County Manager. Interviews revealed that the Executive Director communicates exceptionally well with the County Manager and the Board of County Commissioners, thereby resulting in a very cooperative relationship between DCTS and Davidson County government. The DCTS Administrative Manager and Operations Manager positions report directly to the Executive Director.

The Davidson County Board of Commissioners serves as the governing body for DCTS and is advised on public transportation issues by a commissioner-appointed Transportation Advisory Committee (TAC). Historically, the TAC has not met regularly and therefore has not been very engaged in DCTS activities. The understanding is that this situation is being corrected with assistance from the Metropolitan Planning Organization.

Figure 2-7: DCTS Organizational Chart



2.6.3 Greensboro Transit Authority

The Greensboro Transit Authority (GTA) was created in 1991 under NC General Statute, Chapter 160A, Article 25, entitled Public Transportation Authorities. The GTA is governed by a nine-person board comprised of members who are appointed by the Greensboro City Council. Each board member serves a three-year term and they continue to serve until their successors are appointed. The Chairperson is appointed by the City Council and the Vice-Chair and Secretary positions are elected by Board members.

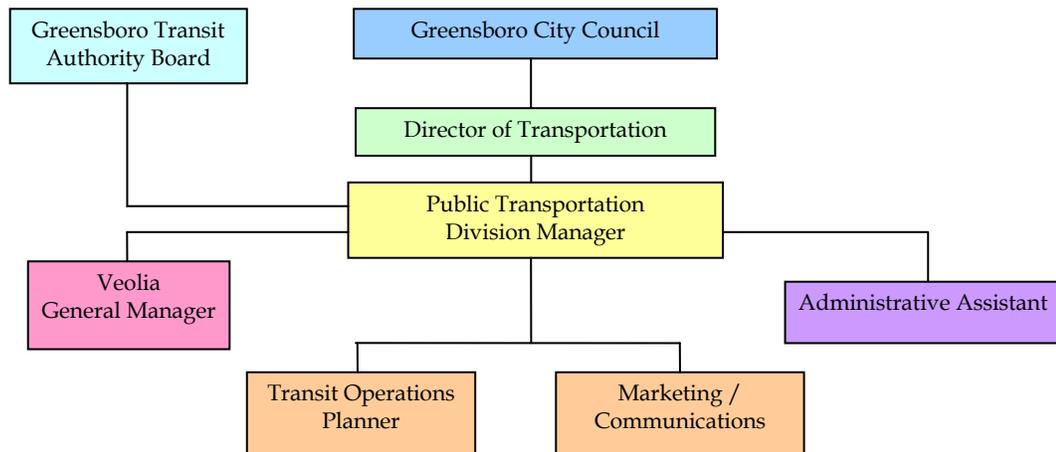
According to its by-laws, the GTA has five standing committees, each of which is responsible for carrying out the assigned work and reporting all recommendations for approval by the Board. The committees include Budget/Finance, Marketing, ADA, Transit Facilities, and Services and Evaluations. The Public Transportation Division Manager reports to the City's Director of Transportation and to the GTA Board. Direct reports to the Public Transportation Division Manager are the Veolia General Manager, Transit Operations Planner, Marketing/Communications position and the Administrative Assistant.

Service management is contracted with Veolia, a private transportation management firm. Interview results suggest good communication and interaction between the Veolia General Manager and the Public Transportation Division Manager, with the Veolia General Manager providing reports and other information in a thorough and timely manner.

Discussions indicated that the GTA Board is highly productive, with strong attendance at each monthly meeting. The chairs of the respective committees are very active and directly involved.

The GTA Board and staff do an excellent job in encouraging public participation and input into the transit program.

Figure 2-8: GTA Organizational Chart

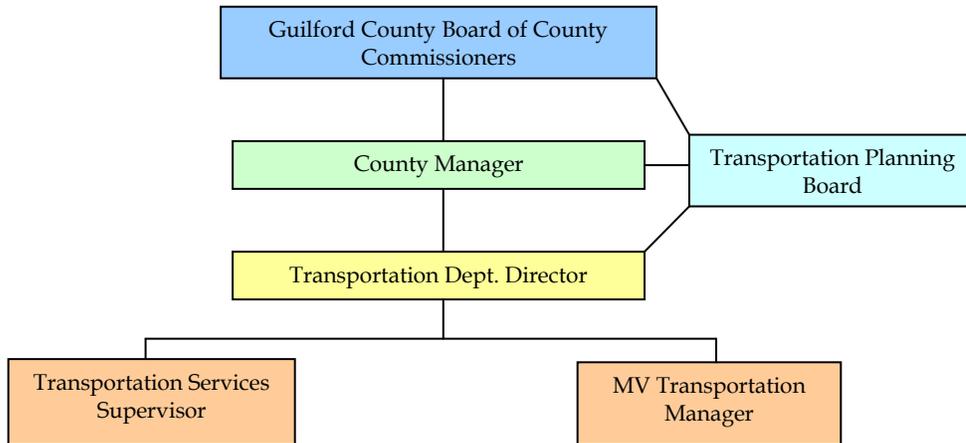


2.6.4 Guilford Transportation and Mobility Services

The Guilford County Transportation System is operated under the county’s Transportation and Mobility Services Department, with the Guilford County Board of Commissioners serving as the system’s governing body. A County Commissioner-appointed Community Transportation Advisory Board provides community and client input into the planning and management of the county's transportation system. The Community Transportation Advisory Board also serves in an advisory capacity and reports to the Board of County Commissioners, County Manager or Transportation Department Director as applicable. The Community Transportation Advisory Board is known to be very active and now meets on a regular basis.

Guilford County contracts with MV Transportation, Inc. to operate its public transportation services. The Guilford Transportation Department Director reports to the County Manager, with the Transportation Services Supervisor and the MV Transportation Manager reporting directly to the Transportation Department Director. Communication between staff, elected officials, and the new Director has improved from previous years. The Transportation Department office has moved to the same building with the County Manager, which affords more frequent and effective interaction.

Figure 2-9: Guilford TAMS Organizational Chart

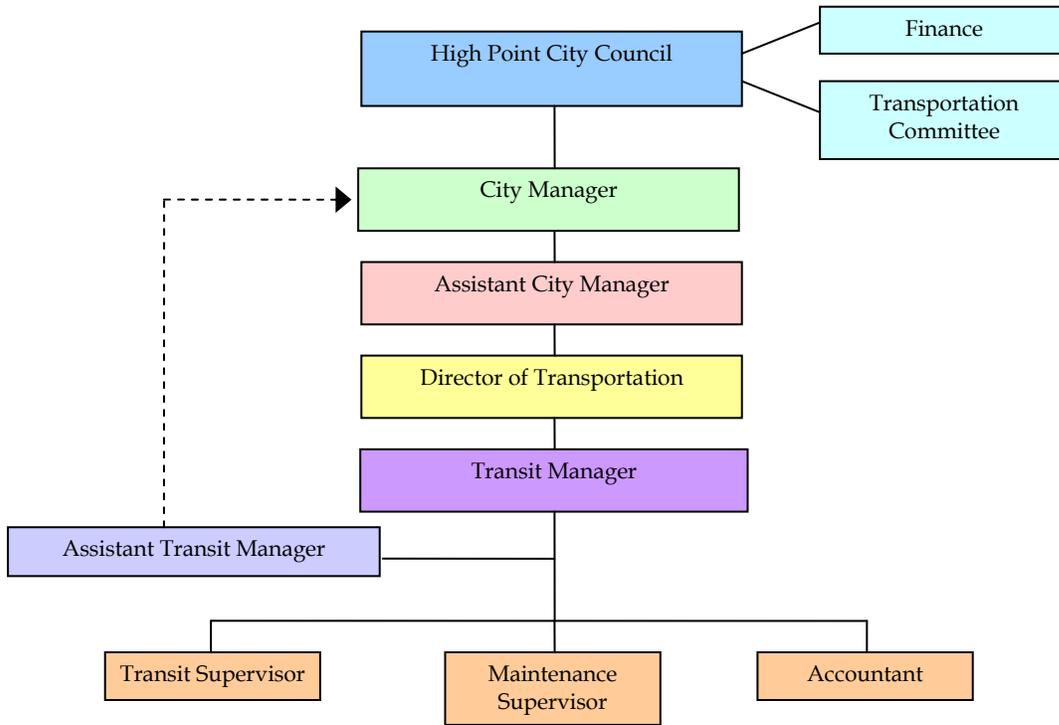


2.6.5 High Point Transit System

The City of High Point owns and operates the Hi-Tran system under the direct governance of the City Council. The Transportation Committee, one of five City Council committees, addresses service-related transportation issues and makes recommendations to the full City Council for consideration and approval. The Finance Committee addresses Hi-Tran’s budget and funding issues.

The Hi-Tran Transit Manager reports to the City’s Director of Transportation, who reports to the Assistant City Manager. The Assistant Transit Manager is responsible for grants and planning, and also serves as the DBE liaison officer. This position reports simultaneously to the Transit Manager and to the City Manager, as necessary. Interview responses indicated good communication and collaboration between Hi-Tran, the City Manager’s office, and the High Point City Council; however it also was noted that the Transportation Committee meets irregularly and Hi-Tran’s interaction with the MPO is limited.

Figure 2-10: Hi-Tran Organizational Chart



2.6.6 Piedmont Authority for Regional Transportation

The Piedmont Authority for Regional Transportation (PART) was established under and is governed as a Transportation Authority as prescribed by NC General Statute, Chapter 160A, Article 27, entitled Regional Transportation Authority. The statute authorizes a Board of Trustees to serve as the governing body of the authority, designates composition of the Board of Trustees and describes the general powers granted to the authority.

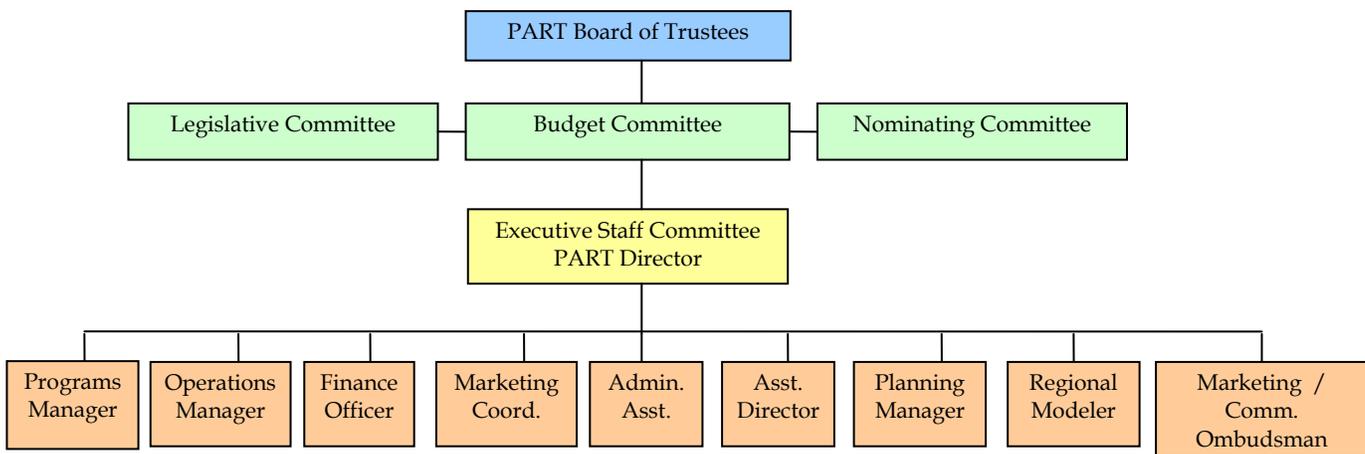
The PART Board of Trustees serves as the governing body for PART. The eighteen-member Board is composed of the mayors of the four largest cities (Burlington, Greensboro, High Point, and Winston-Salem), chairs of the Metropolitan Planning Organizations (MPOs) of the four urbanized areas, six county commissioners, chairs of the two regional airports, and two representatives from the NCDOT Board of Transportation. Fourteen of the eighteen PART Board members are elected by general citizenry vote of their respective constituencies. This structure results in a very politically connected Board of Trustees that is in an advantageous position to accomplish its goals.

It should be noted that Rockingham County is a member county of PART and represented on the Board of Trustees, but is not included in this study. This factor results in a situation whereby a Board member may be voting on study recommendations that may not directly impact his/her county but do impact other transit systems, counties and municipalities. In the event this Board member may have different or opposing perspectives from those of the other study representatives, the dissenting Board member could conceivably have an influence on issues not affecting Rockingham County.

Express bus service and shuttle service are operated by American Charters, Ltd. (AC), under contract with PART. Ridesharing is administered by PART, and vanpool programs are operated by Veolia. The managers of these contracted services report to the PART Operations Manager, who reports to the PART Director. The PART Director has a total of nine positions that are direct reports including: Programs Manager, Operations Manager, Finance Officer, Marketing Coordinator, and Administrative Assistant along with the currently vacant positions of Assistant Director, Planning Manager, Regional Modeler, and Marketing/Communication Ombudsman. The Board Attorney, from the City of Greensboro Attorney's Office, also reports to the PART Director as needed.

Interviews indicated that there is excellent interaction and communication between the PART Director and the Board of Trustees. The Director's long-time involvement with transit in the Triad and his numerous contacts and professional relationships serve to facilitate PART's efforts to meet its service goals.

Figure 2-11: PART Organizational Chart



2.6.7 Regional Coordinated Area Transportation System

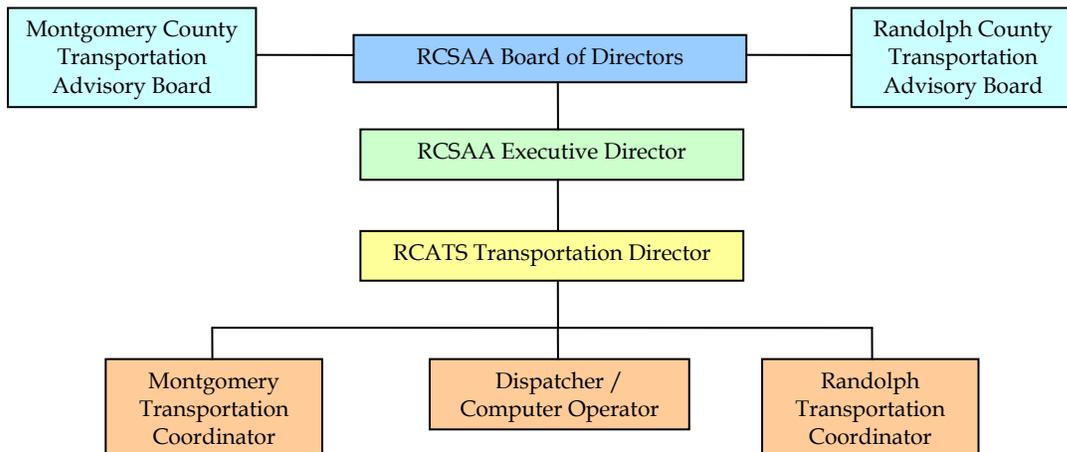
The Regional Coordinated Area Transportation System (RCATS) operates under the auspices of the Randolph County Senior Adults Association (RCSAA) with the RCSAA serving as the governing body of RCATS. The system provides public transportation services for Randolph and Montgomery Counties. Note that Montgomery County is not a member county of PART.

There are two transportation advisory boards, one for Randolph County with seven (7) members and the other for Montgomery County with thirteen (13) members. Each county has its own advisory board due to the separate and independent vehicle fleets and coordinators for each county. The two boards serve solely in an advisory capacity; the ultimate governance of RCATS is the responsibility of the RCSAA Board of Directors. This dual-advisory board approach appears to be operating effectively.

The Montgomery Transportation Coordinator, Randolph Computer Operator/Dispatcher and Randolph Transportation Coordinator reporting directly to the RCATS Transportation Director, who reports to the RCSAA Executive Director. Interview results show open communications and a strong working relationship between the RCATS Transportation Director and the RCSAA Executive Director.

It should be noted that RCATS and its supporting agency, RCSAA, have no authority over local human service agencies and their transportation budgets, with the exception of the senior adults program and its funding programs. The absence of a direct affiliation with the respective county governments leaves RCATS on its own in working with local agencies to operate contracted transportation services. RCATS does not depend on the respective counties for local matching funds. RCATS is a designated 501(c)3, private, non-profit agency and conducts business according to all applicable laws, rules, and regulations that warrant the non-profit designation.

Figure 2-12: RCATS Organizational Chart



2.6.8 Winston-Salem Transit Authority

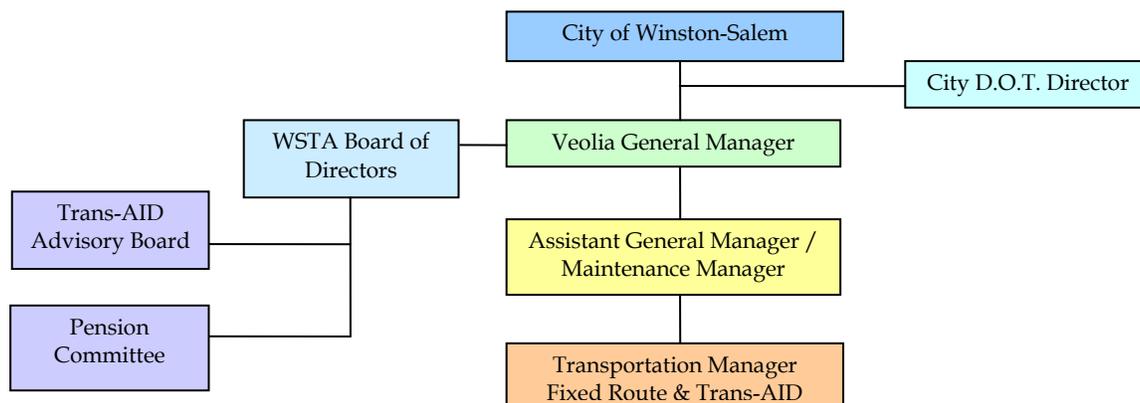
The authority for establishing the Winston-Salem Transit Authority (WSTA) is Chapter 1259 of the 1967 North Carolina Session Laws. The Authority was created by Section 23-163 of the City Code and adopted on March 11, 1968. The original State statute granted the Authority jurisdiction over all local public passenger transportation operating within the City of Winston-Salem and within three miles outside of the City’s corporate limits. In 1973 the North Carolina General Assembly enacted a statute that extended this territorial jurisdiction to 30 miles outside the Winston-Salem corporate limits.

The WSTA is organized within the City of Winston-Salem Department of Transportation. The Winston-Salem City Council, upon recommendations from the mayor, appoints the eight members of a Board of Directors that serves as the governing body of WSTA.

The Board of Directors contracts with Veolia to manage the public transportation operations. The WSTA General Manager is an employee of Veolia. It should be noted that Forsyth County contracts with WSTA to provide its human service transportation and is represented on the WSTA Board of Directors.

The WSTA General Manager reports directly to the Board of Directors and to the City’s Department of Transportation Director, while the Assistant General Manager/Maintenance Manager reports to the General Manager. The Transportation Manager of Fixed-Route and Trans-AID reports to the Assistant General Manager/Maintenance Manager, as does all WSTA management staff. Department heads consist of the Maintenance Manager, Human Resources Manager, Marketing Manager, Safety/Training Director, and Transportation Operations Manager.

Figure 2-13: WSTA Organizational Chart



2.6.9 Yadkin Valley Economic Development District, Inc.

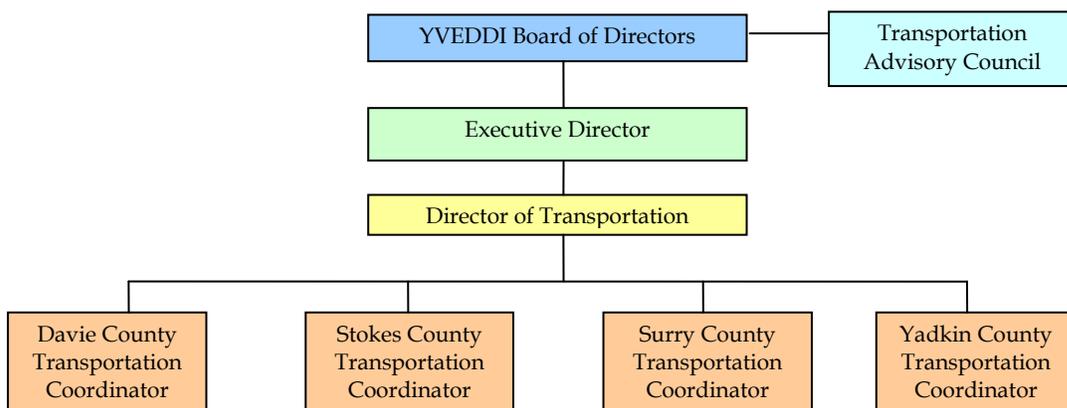
The Yadkin Valley Economic Development District, Inc. (YVEDDI) provides community transportation services in Davie, Stokes, Surry and Yadkin Counties. Transportation is one of several services provided by YVEDDI, a community action agency. YVEDDI is a private non-profit, 501(c)3 designated agency governed by a Board of Directors. The Board of Directors is composed of representatives from all four counties. YVEDDI’s Transportation Advisory Council makes recommendations on transportation-related issues to the Board of Directors.

The YVEDDI Director of Transportation reports to the YVEDDI Executive Director. There is a transportation coordinator in each of the four counties that reports to the Director of Transportation.

Evidence from interview results points toward a lack of interaction between the transportation system and the county governments. One possible explanation for this is YVEDDI’s classification as a private, non-profit agency, operating independently of county governments. County human service agencies seem to have more of a competitive relationship with YVEDDI versus a cooperative one. Interviews indicated that the interaction and communication within YVEDDI is adequate.

As noted for similar agencies within the study area, with the exception of the Head Start program, YVEDDI lacks authority over local human service agencies and their transportation budgets. This often results in limited communication and difficulties in formalizing service contracts with the agencies. An effective Transportation Advisory Board then serves as the alternative to overcome this situation.

Figure 2-14: YVEDDI Organizational Chart



2.6.10 Governance Summary

The coordination/consolidation of public transportation services, whether within a single county or on a regional basis as defined by this study, embodies the spirit of cooperation to realize the regional goals. This is certainly true in the Triad with its various systems organized under different government structures. Of the nine transit systems included in the study, four are organized as public transportation authorities. PART and WSTA were created as legislatively-enabled regional transportation authorities under separate state statutes specific to each system and area of the State. ACTA and GTA were both established under the Public Transportation Authorities Act that allows transportation authorities to be created by resolution or ordinance of a county, city or town. DCTS and Guilford County are operated under the auspices of their county governments, while RCATS and YVEDDI operate as designated private, non-profit entities under Section 501(c)3.

While their governance structures may differ, each of the nine systems included in the study has an established governance structure and experienced governing body that have demonstrated a sense of cooperation and success. Each has equitable representation on its governing board from across the system service area along with proven fiscal oversight that is necessary to maintain the public's trust. In addition, nearly all of the systems have advisory committees composed of community stakeholders who act in an advisory capacity to the governing body.

Achieving coordination first starts with an opportunity for dialogue among the interested parties on matters of mutual interest. From a broad perspective, the representation on the PART Board of Trustees provides the unique opportunity for many prominent members of the Triad to address regional public transportation issues on a monthly basis. Such collaboration further illustrates the positive relationship of most counties and municipalities in the 10-county service area. The PART Board of Trustees is an eighteen-member body comprised of representatives of the region's four largest cities and chairs of the four MPOs, which includes:

- ◆ Six county commissioners
- ◆ Chairs of the two regional airports
- ◆ Two representatives of the NCDOT Board of Transportation

It is important to note that fourteen of the eighteen PART Board members are elected by general citizenry vote of their respective constituencies.

The PART organization has continued a history of leading regional cooperation among the eight local transit providers in the Triad. There is the four-county (Davie, Stokes, Surry and Yadkin) YVEDDI public transportation system along with the Regional Coordinated Area Transportation System (RCATS) serving Randolph and Montgomery Counties. The Greensboro Transit Authority, Guilford County Transportation and Mobility Services, HiTran and PART are current

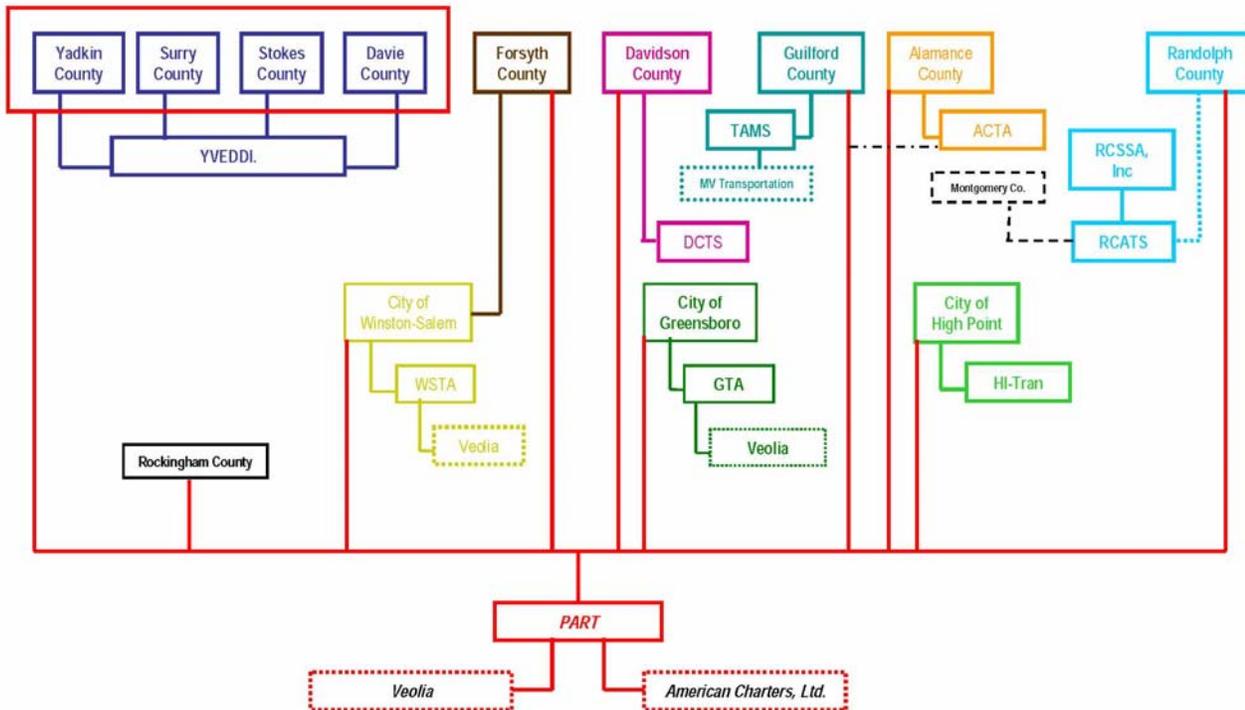
participants in the Piedmont Regional Transportation Project (P RTP), which jointly utilizes paratransit scheduling software products. “PT Links” is a new coordinated service designed to enhance linkages between these four Triad transit systems. Several area public transportation systems provide connector services to PART Connections buses for out-of-county medical services to Durham and Chapel Hill. Throughout the region there have been efforts to coordinate ADA paratransit, community transportation services, multi-county community transportation services, out-of-county medical services, and technology activities.

This is not intended to imply that service coordination is maximized across the region. Coordination beyond the above mentioned activities has been on a limited basis. This contributes to consumer difficulties in using public transportation to travel from one part of the region to another in a timely and “seamless” manner. However, it does illustrate a trend of coordination and cooperation to improve the delivery of public transportation services across the Triad.

The existing transit governance structure across the region (depicted in Figure 2-15), along with the area’s coordination history, suggests that governance should not be a significant obstacle in the development of a seamless transit network. To the contrary, there seems to be a governance structure and environment that promotes communication between transit management and the respective governing bodies. The level of communication is often consistent with the focus of the governing body. Those systems with a governing body that is concerned only with transit is in an advantageous position to address coordination/consolidation issues. Stakeholder interviews conducted as part of this study indicated limited concerns with the level or frequency of communication. However, this is an area that can always be improved. Although the type and level of information that is provided to governing bodies to make policy decisions may vary somewhat by system, there is no evidence that this represents a hindrance to further coordination. While there are various governance models within the study area, each system has a structured governing body that routinely addresses transit service issues. As is often the case, the details of coordinating/consolidating service functions among the systems will surely test each governing body.

The provision of transportation services on a regional basis will become increasingly more important as the Triad continues to grow from both residential and commercial perspectives. Destinations for employment, medical service and other life necessities will continue to extend beyond the citizens’ communities, enhancing the value of regional travel options. For individuals to be able to access these necessary services, they must understand and be knowledgeable of the service options and costs available to them. Furthermore, they likely will need to know how to arrange trips with multiple providers across the region. Centralizing the service functions as much as possible will ease the trip planning process for transit customers. The regional governance structure, while it can be further refined, provides the opportunity for this functional centralization.

Figure 2-15: Piedmont Triad Regional Governance Diagram



The more that public transportation services and common modal functions can be coordinated or pooled, the better it will enable transportation providers to control operating and capital service costs. This does not mean that all functions must be provided by the same entity across the region. Similar results can be realized through the coordination among various operators in the region, as is exemplified by the present coordination of out-of-county medical trips.

2.7 Contracts and Procurement

At present, there are three primary types of contracts used by these agencies:

- ◆ External Service Contracts, where a transit agency contracts with a private firm to manage or operate some aspect of transit services;
- ◆ Cooperative Service Contracts, where transit agencies provide transportation services to another governmental entity, university or other human service agency; and
- ◆ Procurement Contracts, where transit agencies purchase services or goods from vendors.

This section provides an overview of existing major contracts in effect, the types of services being procured, termination dates, and options to extend. External service contracts are examined first, followed by cooperative service contracts.

2.7.1 External Service Contracts

The six external service contracts that remain in effect in the Triad region are summarized in Table 2-7. These contracts represent varied methods for contracting out the management and operation of a system. GTA’s contract, which was originally signed with ATC-Vancom and now honored by Veolia (Recently acquired ATC), is a turn-key contract where Veolia provides management, a work force and operates the vehicles provided by GTA. PART has a turnkey contract with American Charters, Inc. but it differs from the GTA because PART provides the fuel for the service. WSTA, conversely, has a contract with Veolia for management of the service only. Short summaries of the provision of each contract are provided.

Table 2-7: Triad Region External Service Contracts

| Transit System | Type | Who | Contract Duration | | |
|---------------------------------|---|--|-------------------|-----------|---|
| | | | Begin | Terminate | Extension Option |
| GTA | Service - Fixed Route, Demand Response, Flex Service, Paratransit | ATC/Vancom, Inc./Now Veolia Transportation | 10/1/04 | 6/30/07 | 2 one-year extensions or 1 two-year extension until 6/30/09 |
| Guilford County | Service - Medicaid, Senior, Rural Public | MV Contract Transportation, Inc. | 8/1/06 | 6/30/09 | 2 one-year renewals |
| Hi-Tran | Service - Senior/Disabled "Dial-a-Lift" | Community Transportation, Inc. | 7/1/04 | 6/30/07 | 2 one-year renewals |
| PART | Service - Express/Shuttle Bus | American Charters, Ltd. | 7/31/06 | 7/31/09 | Initial term of 3 years, PART retains right for annual renewal. Renewal of 2 one-year terms |
| RCATS/RCSSA | Service | JR's Transport #2 | 7/1/07 | 6/30/08 | One year term |
| Winston-Salem Transit Authority | Management Only | Veolia Transportation | 8/1/05 | 7/31/10 | 5 –year with monthly payments |

2.7.1.1 Greensboro Transit Authority

The Greensboro Transit Authority (GTA) has a contract with Veolia Transportation to operate the City of Greensboro/ Greensboro Transit Authority fixed route transit service, demand responsive/flex services, and complementary paratransit service. The contract calls for engagement of the contractor to “furnish management and operational services necessary for the operation of the transit system, its vehicles, and facilities”. Some of the specific items mentioned in the contract are:

- Maintain all vehicles and facilities used for service
- Provide and train drivers and all support personnel
- Develop administrative procedures and financial records
- Maintain all bus stops, bus shelters and trash receptacles used for service
- Market transportation services
- Provide customer service and address customer complaints

The responsibilities of the City are to provide revenue and support vehicles, major equipment and vehicle components (such as engines and transmissions), facilities, public information materials, revenue collection equipment, and fare media. In addition, the city will provide and pay for fuel, engine and transmission rebuilds, and tires.

The contract may be terminated for convenience in whole or in part when GTA provides sixty days notice to the contractor. In addition, the contract may be terminated by mutual agreement, or for default. The contract contains language regarding assignment or transfer by either party, though the contractor must have prior written approval from GTA.

The total compensation for all services provided under this agreement shall not exceed \$21,752,773 in the first three years of the agreement.

2.7.1.2 Guilford County

Guilford County has a contract with MV Contract Transportation, Inc. to operate the Medicaid, Senior, and rural general public services within the county beyond the city limits of High Point and Greensboro. The contract calls for MV Contract Transportation to:

- Provide and maintain wheel-chair lift equipped vehicles;
- Provide and drivers and all support personnel;
- Routing and scheduling of all vehicles;
- Provide customer service and address customer complaints;
- Provide surveillance equipment on all vans;
- Provide “door-to-door service”;

- Allow one escort at no additional charge to the county;
- Manage the federal ADA certification and recertification process.

MV Contract Transportation is also responsible for maintaining an on-time performance percentage of ninety-five percent or higher. If the on-time performance percentage falls below ninety-five percent, the county reserves the right to refuse payment for late trips. The county will be responsible for call taking, trip appointments, and reservations for all passengers.

The contract may be terminated for any reason without penalty to either party upon ninety days written notice. The contract calls for payment to MV Contract Transportation on the basis of service trips. Guilford County agrees to pay \$19.19 per trip and payment is not to exceed \$3,646,100. Provisions are made in the contract for the price per trip to be adjusted if fuel prices rise or fall.

2.7.1.3 City of High Point

The City of High Point through its Public Transit Division (Hi tran) has an agreement with Community Transportation, Inc. to manage and operate the transportation services for the Elderly and Disabled, known as Dial-A-Lift. The contract calls for Community Transportation to supplement the Dial-A-Lift service within the city limits of High Point by performing trips that Dial-A-Lift is unable to provide with its own vehicles. Community Transportation is contracted to “furnish all plant, labor, materials, and equipment to provide all service necessary.” This includes, but is not limited to:

- Provide and maintain wheel-chair lift equipped vehicles;
- Provide and train drivers and all support personnel;
- Routing and scheduling of all vehicles;
- Provide customer service and address customer complaints;
- Provide surveillance equipment on all vans;
- Provide “door-to-door service”;
- Collect appropriate fares;
- Allow one escort at no additional charge to the county;
- Manage the federal ADA certification and recertification process.

The contract may be terminated for any reason without penalty to either party upon ninety days written notice. At the end of the first year, should the volume of trips increase or decrease by 10 percent, a new per trip rate will be negotiated. The contract stipulates payment of \$12.00 per trip for FY 2008 and 2009.

2.7.1.4 Piedmont Authority for Regional Transportation (PART)

The Piedmont Authority for Regional Transportation (PART) has a contract with American Charters, Inc. to operate the PART express and shuttle bus services. The contract calls for American Charter to “perform such work and furnish such labor, materials, equipment, apparatus, and supplies as to comply with each obligation as set forth in the proposal,” and to “establish the equipment necessary to provide fuel for all PART owned and operated vehicles at the American Charter’s base of vehicle maintenance.”

The term of the contract is three years, beginning July 1, 2006, with two one-year renewal options. The contract calls for payment to American Charter on the basis of revenue vehicle hours for the sum of \$53.60 per revenue vehicle hour of operation for with PART equipment, or \$58.00 per revenue vehicle hour of operation with American Charter equipment. In either case, PART will be responsible for providing all fuel related costs.

2.7.1.5 Regional Coordinated Area Transportation System (RCATS)

Regional Coordinated Area Transportation System (RCATS) in Randolph County has a contract with JR’s Transport #2 to provide supplemental transportation services to supplement and expand the transportation services currently provided in Randolph and Montgomery Counties. The term of the contract is one year, beginning July 1, 2008, and will expire on June 30, 2009.

JR’s Transport #2 will be paid a Monday through Friday rate of \$1.50 per one-way mile (from office to destination) and a Saturday rate of \$1.52 per one-way mile (from office to destination) for trips originating in Randolph County and coordinated by the RCATS Asheboro office. Periodic adjustments to these rates, dependent upon fuel prices, may be modify these contracted mileage rates. JR’s Transport # 2 is obligated to provide pre-employment and random drug testing of their drivers.

2.7.1.6 Winston-Salem Transit Authority

The Winston-Salem Transit Authority (WSTA) has a five-year contract (Beginning August 1, 2005) with Veolia Transportation, Inc. to provide management services to operate its fixed route and Trans-Aid paratransit services. The contract stipulates that the Authority pay a monthly fee to Veolia for the provision of staff to manage the operation of the system. Veolia provides payroll, grants administration, budgeting, record keeping and consulting services while the Authority pays for all expenses related to the operation of the system aside from the salaries and benefit packages for the management personnel.

2.7.2 Cooperative Service Contracts

Table 2-8 outlines the cooperative service contracts that are in effect in the Triad. A summary of each of these agreements is provided below.

Table 2-8: Triad Region Cooperative Service Contracts

| Transit System | Type | Who | Contract Duration | | |
|---|-------------------------|---|-------------------|---------|---|
| | | | Begin | Term. | Extension Option |
| DCTS | Transportation Service | Davidson's Day Reporting Center | 7/1/06 | 6/30/07 | Renewed Annually |
| | Medicaid Transportation | Davidson County Department of Social Services (DSS) | 3/1/07 | 6/30/07 | Renewed Annually |
| Guilford County (TAMS) | Service - Senior | Senior Resources of Guilford | 7/1/07 | 6/30/08 | Automatic renewals on annual basis |
| | Service - Senior | Piedmont Triad COG Area Agency on Aging | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service - Express Bus | MOU - PART Connections Program | 4/5/04 | -- | Min. of 3 years with automatic renewals |
| | Service | ACTA | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | Guilford County Department of Social Services | 2/1/07 | -- | Effective until amended or terminated |
| PART | Service – Express Bus | MOU - PART Connections Program | 4/4/05 | -- | Renewed Annually |
| RCATS/RCSSA | Service | Randolph Vocational Workshop, Inc. | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | Richmond Interagency Transportation, Inc. | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | NC Division of Services for the Blind | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | Country Manor Rest Home, Inc. | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | Autumn Care of Biscoe, Inc. | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | ARC Services, Inc. | 7/1/07 | 6/30/08 | Renewed Annually |
| | Service | NC Div. of Vocational Rehab. Serv. | 7/1/07 | 6/30/08 | Renewed Annually |
| WSTA | Service | Amtrak Shuttle Service (PART) | N/A | N/A | Renewed Annually |
| Trapeze - Triad Regional Project | Software | WSTA, GTA, High Pont, PART, GCT | N/A | N/A | Ongoing |

2.7.2.1 Davidson County Transportation System (DCTS)

The consultant team was provided copies of two cooperative service agreements by the DCTS, both of which expired in 2007; however, these agreements have been extended or renewed. The contracting parties are the Davidson's Day Reporting Center to coordinate transportation services for clients of Davidson County and the Davidson County Department of Social Services (DSS). Under the service agreement Davidson's Day Reporting Center is responsible for the provision of door-to-door, round trip transportation services from the client's home or a predetermined pick up point. The agreement requires DCTS and the Center to work cooperatively to establish and maintain client records and required service reports, as well as conduct internal monitoring and evaluation activities to ensure efficient and effective operations. The agreement contains a provision for termination of the contract.

DCTS has a service agreement with Davidson County DSS to provide efficient and effective transportation and mobility service for Medicaid recipients, Monday through Friday, between the hours of 6:30 am and 5:00 pm within Davidson County. Under the terms of the agreement, DCTS is responsible for the administration of the Medicaid Transportation Program, including the maintenance of "good and proper" business records of all services and charges. DCTS is responsible for compliance with all federal, state and local laws and ordinances governing vehicle and driver licensure and operation.

DCTS is also required to perform the following duties:

- Maintain a "no show" policy in accordance with MA-2910.
- Inform DSS if any Medicaid recipients were suspended.
- Screen all trip requests to ensure Medicaid compliance.
- Schedule all trips in a coordinating manner intended to maximize on-time performance and vehicle utilization, and minimize passenger ride time and deadhead service, while considering DSS requirements.

As part of the agreement, DSS is responsible for providing information to Medicaid applicants/recipients concerning the signing of the DMA 5046, Medical Transportation Assistance, Notice of Rights, the applicant's responsibility for contacting DCTS to arrange for transportation requests and for providing DCTS with the time and location of pickups and discharges, as well as the contact information and needs of the clients.

DSS is responsible to provide technical assistance for Medicaid transportation eligibility determinations and for reporting invoicing errors (within 30 days) and any complaints (within one business day). The service agreement calls for reimbursement at an administrative cost of \$2.22 per trip. The agreement includes a provision for termination and amendment of the contract.

2.7.2.2 Guilford County Transportation and Mobility Services (TAMS)

Guilford County has a service agreement with Senior Services of Guilford (SRG) to provide senior citizen transportation services to the Pleasant Garden Senior Center and for occasional field trips. Under the service agreement SRG operates one transit van provided and insured by the County's Human Service Agency Motorpool program for each community.

For this service, SRG receives an amount not to exceed \$9,600 during the first year of the agreement to cover driver wages and actual costs of fuel and minor maintenance. Contract amounts may fluctuate for subsequent years. All other overhead costs are borne by SRG. SRG must provide monthly invoices and the county must make payment with 30 days of receipt of an accurate invoice. The agreement is subject to the availability of funds.

As part of this agreement, SRG is responsible for the administration of the program and the maintenance of "good and proper" business records of all services and charges for at least three years from the date of final payment. In addition, SRG must make all business records available for inspection or audit during regular business hours.

Guilford County had a Home and Community Care Block Grant for Older Adults service agreement for the provision of county-based aging services with Piedmont Triad Council of Governments Area Agency on Aging at the following locations:

- Senior Resources Guilford
- Greensboro Senior Center
- John O. Harper Senior Center - Gibsonville
- Mabel Smith Senior Center – Greensboro
- Roy B. Culler Senior Center – High Point
- Shepherd's Center of Greensboro

Services were to be provided in accordance with the County Funding Plan, the Division of Aging and Adult Services Home and Community Care Block Grant Procedures Manual for Community Service Providers, the Division of Aging and Adult Services Service Standards Manual Volumes I through IV and the Division of Aging and Adult Services Community Service Providers Monitoring Guidelines.

Guilford County has a service agreement with Alamance County Transportation Authority (ACTA) to provide transportation services to clients of the Guilford County Transportation and Mobility Services. Under the service agreement ACTA is responsible for the administration of the program and the maintenance of "good and proper" business records of all services and charges.

As part of this agreement, ACTA must maintain insurance coverage in excess of requirements specified in North Carolina G.S. 20-279-21 and comply with all federal, state and local laws and ordinances governing vehicle and driver licensure and operation. In addition, ACTA must make all business records available for inspection or audit upon reasonable notice and submit bimonthly invoices by the fifth and the twentieth day of each month for reimbursement.

TAMS must provide ACTA with the time and location of pickups and discharges, as well as the contact information and needs of the clients. TAMS is also responsible to provide ACTA with adequate notice of cancellation (two hours' notice) and any reported complaints (within 24 hours). The service agreement calls for reimbursement within 15 days of the date of the bimonthly invoice at a rate of \$1.75 per shared mile. Guilford County is not financially committed to purchase a minimum amount of services and the maximum financial exposure is not expected to exceed \$17,500. Rates are subject to fuel escalation pricing with any monthly billing.

Guilford County also has a service agreement with the Guilford County Department of Social Services (DSS) to be responsible for the administration of Medicaid transportation and distribution of gas vouchers, bus tickets and arranging car repairs. Service is provided Sunday through Saturday between 5:15 am and 11:00 pm according to TAMS transportation service delivery policies.

Under the terms of the agreement, TAMS is responsible for the administration of the Medicaid Transportation Program, including the maintenance of "good and proper" business records of all services and charges. TAMS is also responsible for compliance with all federal, state and local laws and ordinances governing vehicle and driver licensure and operation. In addition, TAMS is to make all business records available for inspection or audit upon reasonable notice and submit monthly invoices by the 10th day of each month for services rendered in the previous month.

TAMS is also required to perform the following duties:

- Maintain a "no show" policy in accordance with MA-2910.
- Inform DSS if any Medicaid recipients were suspended.
- Screen all trip requests to ensure Medicaid compliance.
- Schedule all trips in a coordinating manner intended to maximize on-time performance and vehicle utilization, and minimize passenger ride time and deadhead service, while considering DSS requirements.

As part of the agreement, DSS is responsible for providing information to Medicaid applicants/recipients concerning the signing of the DMA 5046, Medical Transportation

Assistance, Notice of Rights, the applicant's responsibility for contacting TAMS to arrange for transportation requests and for providing TAMS with the time and location of pickups and discharges, as well as the contact information and needs of the clients.

DSS is also responsible to provide technical assistance for Medicaid transportation eligibility determinations and for reporting any complaints (within 48 hours). The service agreement calls for reimbursement at an administrative cost of \$2.22 per trip. The agreement includes a provision for termination and amendment of the contract.

2.7.2.3 Regional Coordinated Area Transportation System (RCATS)

Regional Coordinated Area Transportation System (RCATS) in Randolph County has service agreements with seven human service agencies, including:

- Randolph Vocational Workshop (RSW), Inc.;
- Richmond Interagency Transportation Inc.;
- North Carolina Division of Services for the Blind;
- Country Manor Rest Home, Inc.;
- Autumn Care of Biscoe, Inc.;
- ARC Services, Inc.; and
- North Carolina Division of Vocational Rehabilitation Services

Each contract sets up RCATS to use its excess fleet capacity to assist with non-emergency transportation needs of each respective agency's clients. Under the service agreements RCATS is responsible for the administration of the program, including scheduling of services and submitting quarterly itemized invoices. RCATS must maintain insurance coverage on all vehicles and hold the Randolph Vocational Workshop harmless from every claim, demand, liability, loss, damage or expenses arising from property damage or personal injury. RCATS must also maintain standards for safe transportation practices and ensure that basic client rights are maintained. In addition, RCATS must notify agencies of any accidents involving vehicles or clients and provide a schedule of all holiday and agency closings.

The contracts have either a \$7.50 per passenger provision or RCATS may bill by the shared mile at \$1.30. Mileage based contracts allow for additional payment when trips require an inordinate amount of vehicle wait time.

2.7.3 Existing Efforts to Coordinate Contracts and Procurement

This section outlines the existing efforts to coordinate contracts and procurement.

2.7.3.1 PART Connections Program

There is one example of a multi-agency service contract in the region. PART has a regional memorandum of agreement with the YVEDDI, Trans-Aid, TAMS, RCATS, DCTS and ACTA to provide transportation services developed under the PART Connections Program and operated in concert with the PART Express Regional Bus service for delivery of agency sponsored clients to destinations in the Chapel Hill and Duke University/Durham VA Hospital medical facility area. Other Triangle area hospitals may be served if space is available. Under these agreements, PART provides fixed route services Monday through Friday between the operating hours of 7:00am and 6:30pm to and from the Chapel Hill and Duke University / Durham VA Hospital medical facility areas. The agreement can be terminated with 30 days written notice.

The agreements stipulate that each agency is responsible to contact PART of trips by no later than 2:00pm on the preceding business day for service requests as well as the contact information and needs of the clients and pickup and drop-off locations. Each agency is also responsible to provide PART with adequate notice of cancellation (one hours' notice) and any reported complaints (within 24 hours).

As part of this agreement, PART is responsible for:

- Resolving customer complaints in coordination of services
- Paying contractors in accordance with service contracts
- Creating opportunities for productivity improvements
- Tracking program activities for reporting purposes
- Providing reports and prepare invoices as required

In addition, PART must ensure the minimum limits of insurance outlined and comply with all federal, state and local laws and ordinances governing vehicle and driver licensure and operation, as well as safety requirements and standards regarding passenger comfort during transport. PART must also abide by the operations, driver and vehicle standards outlined in the agreement. In addition, PART must maintain the confidentiality of all client information, as well as retain and make all business records available for inspection or audit for five years after completion of the agreement. The agreement establishes a fixed fare structure for predetermined stops to predetermined destinations. All fares are based on a minimum participation of 4 round trip clients per day.

2.7.3.2 Piedmont Regional Technology Project

The Piedmont Regional Technology Project (PRTP) is a joint contract among Hi Tran (the lead system for this program), WSTA, GTA and TAMS for a service agreement with Tec's Web to perform computer/network services, specifically:

1. System administrative duties (backup, adding of users, consulting, patches, fixes)
2. Collaborative efforts with any vendors dealing with computer networking or software setup
3. Website design and maintenance
4. Maintenance of all hardware (servers, desktops, switches, routers, wireless equipment).
5. Third party software and hardware
6. Onsite technical support for two hours twice a week
7. Technical service between 4:30 am to 11:30 pm seven days a week

Tec's Web receives \$2,250 monthly for rendering these services during the one year term of this agreement. This cost is shared equally among the participating systems. The contract supports the implementation of advanced technology at each of the systems. If a regional call center were to be established, a regional information technology specialist would be needed to manage this program.

2.7.3.3 State Contract for Vehicle Procurement

Every state's purchasing department conducts a procurement process for scores of goods and services on behalf of other state departments, constituent governments and grantees. This allows these entities to purchase goods and services with volume discounts and without going through a procurement process, which in turn accelerates the procurement process. A large portion of the vehicles procured for the Triad's transportation providers are purchased from one of these consolidated contracts under the auspices of the State of North Carolina. The most common item purchased on "State Contract" is lift equipped vehicles for paratransit and demand response services.

2.7.3.4 Human Service Contracts

In the evolution of the community and rural transportation systems in the Triad, many of the agencies have already taken many steps toward consolidation and coordination. Most of the systems have generated their service levels by establishing contracts for service with multiple human service agencies. RCATS is a very good example since it has seven separate contracts with human service agencies to provide them with transportation in addition to the service to seniors on behalf of its sponsoring agency the RCSSA. These arrangements exist at ACTA,

DCTS, YVEDDI, TransAid, TAMS, and HiTran as well. By consolidating these contracts under these systems, it allows them to develop a critical mass of trips and offer trip rates based on that economy of scale. In the case of RCATS, trip rates of \$1.30 per shared mile or the flat fee of \$7.50 per trip are charged to the human service agencies, either of which would most likely be higher if these agencies were forced to provide their own transportation.

In another case, ACTA recently lost its contract with the DSS in Alamance for the provision of Medicaid service constituting a substantial portion of the service ACTA provides. One of the consequences will be that the loss of those trips endangers the economies of scale and could result in higher unit costs unless ACTA is able to adjust expenses.

2.8 Existing Asset inventory

Current public transit facilities in the Piedmont Triad region indicate various levels of local commitment to support public transit operations. The placement of the existing public transit facility locations makes for limited coordination opportunities. However, there are local efforts to improve, expand and develop new facility locations and this might prove to augment some shared facility space for regional functions. The current leased and owned facilities within the region are outlined in Table 2-9.

Table 2-9: System Facility Inventory

| System | Facility Type | Leasee/Owner | Address |
|--------|-------------------------------------|-----------------------------------|---|
| ACTA | Administrative/Mgmt. Garage | County Owned Facility | 1946 Martin Street, Burlington, NC 27216-2746 |
| DCTS | Administrative & Garage/Maintenance | County Owned Facility | 925 N. Main Street, Lexington, NC 27293-4107 |
| PART | Administrative | Authority Leased Space | 7800 Airport Center Drive, Greensboro, NC 27409 |
| PART | Transit Hub Transfer Center | Authority Owned Facility | 602 Regional Road S, Greensboro, NC 27409 |
| PART | Mgmt./Garage/Maint. | American Charters Leased Facility | |
| PART | Park/Ride Lot | City Owned Facility | 100 W. 4th Street, Winston-Salem, NC 27101-3809 |
| PART | Park/Ride Lot | City Owned Facility | 120 W. Commerce Avenue, High Point, NC 27260-4906 |
| PART | Park/Ride Lot | City Owned Facility | 813 S. Main Street, Kernersville, NC 27284-3343 |

| System | Facility Type | Leasee/Owner | Address |
|---------|-------------------------------------|-------------------------------------|--|
| PART | Park/Ride Lot | Authority Owned Facility | 921 Eastchester Drive, High Point, NC 27262 |
| PART | Park/Ride Lot | Authority Owned Facility | 2100 Pineroft Road, Greensboro, NC 27407 |
| PART | Park/Ride Lot | Authority Owned Facility | 315 S. Davie Street, Greensboro, NC 27401-2867 |
| PART | Park/Ride Lot | Authority Owned Facility | 1440 US Hwy 52 S, Mt. Airy, NC 27030 |
| PART | Park/Ride & Rideshare Lot | Authority Owned Facility | 800 S. Key Street, Pilot Mountain, NC 27401-8596 |
| PART | Rideshare Lot | Authority Owned Facility | Hwy 109 & W. Cooksey Drive, Thomasville, NC |
| PART | Rideshare Lot | Authority Owned Facility | Hargrave Road & Hargrave Lane, Lexington, NC |
| PART | Rideshare Lot | Authority Owned Facility | 3600 Reedy Fork Parkway, Greensboro, NC 27405-8220 |
| PART | Rideshare Lot | Authority Owned Facility | 645 S. Key Street, Pilot Mountain, NC 27041-9600 |
| | | | |
| YVEDDI | Administrative/ Garage | Yadkinville Transportation Facility | 3800 River Road, Boonville, NC 27011-8340 |
| | | | |
| TAMS | Administrative | Located in County Offices | 301 W. Market Street, Greensboro, NC 27101 |
| TAMS | Garage/Maintenance | MV Transportation | 2901 Manufacturers Road, Greensboro, NC 27406-2605 |
| | | | |
| GTA | Administrations/ Garage/Maintenance | Authority Owned Facility | 320 E. Friendly Avenue, Greensboro, NC 27401-2510 |
| GTA | J. Douglas Galyon Depot | City Owned Transfer Center | 236-C E. Washington Street Greensboro, NC 27401 |
| | | | |
| WSTA | Administrative | City Offices | 100 W. 5th Street, Winston-Salem, NC 27101-3811 |
| WSTA | Management/ Garage/Maintenance | City Owned Facility | 1060 N. Trade Street, Winston-Salem, NC 27101 |
| WSTA | Clark-Campbell Transit Center | City Owned Facility | 100 W. 5 th Streets Winston-Salem, NC 27101 |
| | | | |
| Hi Tran | Administrative/ Garage/Maint. | City Owned Facility | 716 W. Kivett Drive, High Point, NC 27262 |

| System | Facility Type | Leasee/Owner | Address |
|---------|-----------------------|----------------------|--|
| Hi Tran | Broad Avenue Terminal | City Owned Facility | 200 W. Broad Avenue, High Point, NC 27260-4904 |
| RCATS | Administrative/Garage | RCSAA Owned Facility | 133 W. Wainman Avenue, Asheboro, NC 27204-1852 |

The types, sizes and fleet configurations differ widely in the Piedmont region. A current vehicle inventory was conducted for the public transportation providers in the region. The resulting information indicates that each transit entity is working with NCDOT to address the procurement and replacement schedules for their respective vehicle fleets. The fleet information is summarized in Table 2-10.

After reviewing the vehicle inventories for each transit system it can be noted that each system uses a variety of bus and van models. The Gillig, Orion, Nova, and Goshen buses were the most common noted in the vehicle inventories. Dodge and Ford were the most common van models, both regular vans and the cutaway vans.

Table 2-10 –Participating System Fleet Inventories

| | | RCATS | ACTA | GTA | Hi-Tran | PART | TAMS | WSTA | DCTS | YVEDDI | Total |
|---|-----------|-------|------|-----|---------|------|------|------|------|--------|-------|
| Sedans/Minivans | Pre-2000 | | | | | 1 | | | | | 1 |
| | 2000-2005 | 3 | 2 | 4 | | 1 | 1 | | | 5 | 16 |
| | 2006/2007 | 1 | | | | 5 | 25 | | | 3 | 36 |
| | 2008 | | | | | | | | | | |
| Vans | Pre-2000 | 1 | | | | 23 | | | | | 24 |
| | 2000-2005 | 5 | | | | 15 | | | | | 20 |
| | 2006/2007 | | | | 3 | 13 | | 2 | | | 18 |
| | 2008 | | | | | | | | | | |
| Lift Equipped Vans/ Light Duty Buses | Pre-2000 | | | | | | | 2 | 1 | 3 | 6 |
| | 2000-2005 | 4 | 20 | | 4 | | 5 | 17 | 12 | 39 | 101 |
| | 2006/2007 | 5 | 6 | 14 | | | 22 | 5 | 4 | 21 | 77 |
| | 2008 | | | | | | | | | | |
| | | | | | | | | | | | |

| | | RCATS | ACTA | GTA | Hi-Tran | PART | TAMS | WSTA | DCTS | YVEDDI | Total |
|--------------------|-----------|-------|------|-----|---------|------|------|------|------|--------|-------|
| Buses | Pre-2000 | 1 | | 4 | 2 | | | 23 | | 1 | 31 |
| | 2000-2005 | | 8 | 26 | 16 | | | 24 | | | 64 |
| | 2006/2007 | | | 10 | | 20 | | | | | 30 |
| | 2008 | | | | | 10 | | | | | 10 |
| Non-Revenue | Pre-2000 | | | 6 | 1 | | | | | | 7 |
| | 2000-2005 | | | 5 | 1 | | | | | | 6 |
| | 2006/2007 | | | | | | | | | | |
| | 2008 | | | | | | | | | | |
| Total Vehicles 463 | | | | | | | | | | | |

2.9 Current Transit System Funding

The following sections outline the funding structure and sources for each of the participating systems.

2.9.1 Alamance County Transportation Authority

The Alamance County Transportation Authority (ACTA) was established on July 1, 2002 by the Alamance County Board of Commissioners. The service is predominantly designed as a human service agency transportation provider and is funded through federal and state funding programs that target rural transportation services and a number of contracts with local human service agencies. ACTA’s operating budget is approximately \$1.2 million annually and the system requires on average \$200-250,000 in capital funding to maintain its fleet.

County funds are used to match federal and state operating assistance dollars which come to the county on a formula basis. The human service agencies generally pass through funds from other federal programs like Medicaid, TANF and the Older Americans Act. The Department of Social Services recently terminated its contract with ACTA for the provision of non-emergence medical trips sponsored through the Medicaid program. Constituting nearly 40% of ACTA’s service, this has proved to be a significant blow to ACTA’s ability to maintain its unit cost per trip. The system has been able to survive through a small reduction in workforce, slight increases in cost to its other clients and a small increase in financial support from the County. There is a potential for ACTA to reacquire the Medicaid transportation through a competitive procurement being conducted by DSS.

Table 2-11: ACTA Revenue Sources

| Federal | State | Local (Agency) |
|------------|------------------------|-----------------------------|
| FTA § 5311 | EDTAP (ROAP) | Farebox |
| | Rural Gen. Pub. (ROAP) | County General Funds |
| | Smart Start | TANF (DSS) |
| | WorkFirst (ROAP) | Mental Health DI |
| | | Soc. Sec. Admin. (Title XX) |
| | | Guilford County |

The City of Burlington is an urbanized area and is eligible for FTA §5307 (Urbanized Formula Funds). However, the City is unable to utilize these funds since there is no urban transit system in operation. It is estimated that the UZA forfeits about \$980,000 in annual federal funds. A study was conducted in 2006 that recommends the implementation of new fixed route services within the UZA which includes Burlington, Graham, Haw River, Gibsonville and parts of the county. There will be opportunities to develop a new local funding source, as well as utilizing the urban program. ACTA also desires to expand its services for the general public.

Alamance County officials see a real need for new commuter based services to and from both the Greensboro area as well as the Triangle. New local service, expanded general public demand response service and new commuter based services have real potential for coordination and will definitely improve mobility options for Alamance County residents.

2.9.2 Davidson County Transportation System

Established in 1979, the Davidson County Transportation System (DCTS) is operated as a department of Davidson County government. The service is predominantly designed as a human service agency transportation provider and the bulk of its funding is through state funding programs that target rural transportation services, although there is also significant revenue generated from contracts with local human service agencies, which are generally funneling federal dollars from non-FTA sources. Davidson County does receive a small amount of urbanized area formula funds because there is a small portion of the High Point urbanized area within the county.

DCTS has an operating budget of approximately \$1.1 million and its capital needs average \$200,000 annually. Davidson County provides a little over \$200,000 of its general funds to provide local match for state programs and as direct operating assistance.

Table 2-12: DCTS Revenue Sources

| Federal | State | Local |
|------------|------------------------|-----------------------------|
| FTA § 5311 | EDTAP (ROAP) | Farebox/Charters |
| FTA § 5307 | Rural Gen. Pub. (ROAP) | TANF (DSS) |
| | Smart Start | Mental Health DI |
| | WorkFirst (ROAP) | Soc. Sec. Admin. (Title XX) |
| | | Medicaid – Non-Emerg. |

The county fully supports new PART sponsored services to strategically placed park and ride lots in the county to and from the transit hub. There is potential for the implementation of feeder services to those lots sometime in the future.

2.9.3 Greensboro Transit Authority

The Greensboro Transit Authority (GTA) was created in 1991 and is currently the largest transit system in the Triad Region. Currently operating fixed route local service, express bus and ADA paratransit service, GTA’s annual operating budget exceeds \$12.3 million annually. There is another \$1.9 million in services being operated by GTA connecting the colleges and universities in the city called the Higher Education Area Transportation (HEAT) service. A large part of the budget for this service is funded through a Congestion Mitigation/Air Quality Grant (CMAQ). The HEAT service is entering its third year of a three year grant program.

Permanent funding sources for GTA services include: FTA Urbanized Formula funding; the state maintenance assistance program and a number of local funding sources including a franchise termination agreement with Duke Power. Over half of the operating costs for the system are funded through the collection of property taxes (\$7.6 million generated from a 3.5 millage rate). The City of Greensboro also charges a \$5 license tag fee for all registered vehicles which generates over \$900,000 per year. Federal and state grants total over \$4.5 million annually which supports a \$2-3 million annual capital program in addition to subsidizes operations.

Table 2-13: GTA Revenue Sources

| Federal | State | Local (Agency) |
|-------------------------|-------|-----------------------------|
| FTA § 5307 (incl. CMAQ) | SMAP | Farebox |
| | | Duke Franchise Agreement |
| | | Local Property Tax |
| | | Local Universities |
| | | Local Tag Registration Fees |

The City of Greensboro has cited between \$3-6 million in unmet needs for the system. This does not include the need for new funding for the HEAT program, as it has CMAQ funding sunsets. The unmet needs include upgrades in frequency on the more productive routes as well as the addition of new routes to unserved parts of the City. The Duke Power Franchise Agreement has many years left in it, however, in the long range a new source of funding will be needed to cover the loss of \$1.25 million in revenue annually.

2.9.4 Guilford Transportation and Mobility Services

The Guilford County Transportation System is operated under the county’s Transportation and Mobility Services Department. Guilford County contracts with Alamance County Transportation Authority to provide services in the eastern part of Guilford County. The service is predominantly designed as a human service transportation provider and the bulk of its funding is through Medicaid Non-emergency Transportation funding which fluctuates considerably and there is also significant revenue generated from FTA and state funding sources.

Overall, the TAMS budget exceeds \$2.2 million on an annual basis for predominantly human service transportation. TAMS does operate a substantial general public community transportation program as well. TAMS purchases services from Hi-Tran and ACTA for areas within Guilford County but near their respective jurisdictions. The TAMS capital needs vary but have averaged around \$300,000 every year. Guilford County has developed a plan for service improvements called PT Links which expands demand response services to the general public. Operating costs are estimated to increase by \$660,000 for the service. The primary increase is related to providing shopping, personal, and recreation trips.

Table 2-14: Guilford TAMS Revenue Sources

| Federal | State | Local |
|------------|------------------------|-------------------------------------|
| FTA § 5311 | EDTAP (ROAP) | Farebox |
| FTA § 5307 | Rural Gen. Pub. (ROAP) | Older Americans Act |
| FTA § 5316 | WorkFirst (ROAP) | Medicaid |
| | | Veterans Administration |
| | | Home and Community Care Block Grant |
| | | GTA |

2.9.5 High Point Transit System

The City of High Point owns and operates the Hi-Tran system under the direction of the High Point City Council. An appointed Finance Committee governs Hi-Tran’s budget and funding

program. The system is comprised of fixed route and ADA Complementary Paratransit service called Dial-a-Lift. Funding for the system comes from a number of sources, the largest of which is the FTA Urbanized Formula which constitutes \$940,000 of an annual budget of \$2.3 million. State programs, the city general funds and farebox revenue equally share the remainder of the budget.

Table 2-15: Hi-Tran Revenue Sources

| Federal | State | Local (Agency) |
|------------|-------|----------------------|
| FTA § 5307 | SMAP | Farebox |
| | | City of High Point |
| | | Guilford County |
| | | Advertising Revenues |

The City of High Point does not have any immediate plans to expand services; however, they have cited unmet needs for more weekend service and improved service in the northern part of the city. PART has indicated the need for local service along NC 68 to supplement their express service. Unmet needs to include:

- Extend bus service hours to GTCC campuses in High Point & Jamestown
- Add longer bus operating hours on Saturdays
- Add more frequent service on Saturdays
- Need more Dial-A-Lift service on Saturdays
- Need better bus frequency on weekdays
- Add Sunday service for both Hi tran and Dial-A-Lift

2.9.6 Piedmont Authority for Regional Transportation

The Piedmont Authority for Regional Transportation (PART) was established under and is governed as a Transportation Authority as prescribed by NC General Statute, Chapter 160A, Article 27, entitled Regional Transportation Authority. Express bus service and shuttle service is operated by American Charters, Ltd. (AC), under contract with PART. Regional ridesharing services are administered by PART. Revenues for the system are generated through various sources, with the largest being the Rental Vehicle Tax levied in 10 constituent counties. All federal dollars are used for capital expenditures at PART with the exception of a small amount of operating assistance for service in eastern Forsyth County.

PART’s total operating budget per year is \$2.6 million not including its vanpooling program which costs an additional \$467,000 annually. The agency is continuing its plan for expansion of services in numerous corridors around the region. The current policy requires each participating county to implement a funding mechanism in order to support operations of express bus service

from park and ride lots constructed by PART. New service in Randolph County began in June 2008 and will cost PART approximately \$500,000 annually to operate. Randolph County has implemented a \$1 fee for each registered vehicle which generates about \$140,000 per year will be transferred to PART. The remainder is funded by revenue generated through the car rental fee and other sources. Similar arrangements exist in other suburban counties.

Table 2-16: PART Revenue Sources

| Federal | State | Local (Agency) |
|------------|-----------------------|--|
| FTA § 5311 | NCDOT Intercity Funds | Farebox |
| | SMAP | Inter-Gov'tal Revenues |
| | | Van Rentals (Vanpool) |
| | | Rental Vehicle Tax |
| | | Vehicle Registration Fee (Randolph County) |

PART estimates that at its current rate of expenditure for both operating and capital expenses its program can be fully funding through 2012. PART will need to identify new funding sources in order to maintain its existing system and continue its plan of expansion.

2.9.7 Regional Coordinated Area Transportation System

The Regional Coordinated Area Transportation System (RCATS) operates under the auspices of the Randolph County Senior Adults Association (RCSSA). The system provides public transportation services for Randolph and Montgomery Counties. The service is predominantly designed as a human service agency transportation provider and the bulk of its funding is through state funding programs that target rural transportation services and contracts with local human service agencies.

RCATS's operating budget for the Randolph County portion of their services is \$789,000 and the system generally requires \$200,000 annually in capital expenditures on average.

Randolph County is exploring the feasibility to implement new circulator service (fixed or deviated route) in Asheboro to improve mobility within the core but also to feed the regional services provided by PART. A cost estimate has not been developed for the service but could require an additional \$300,000 to 500,000 in funding annually.

Table 2-17: RCATS Revenue Sources

| Federal | State | Local |
|------------|------------------------|-----------------------------|
| FTA § 5311 | EDTAP (ROAP) | Farebox |
| | Rural Gen. Pub. (ROAP) | Older Americans Act |
| | | Medicaid |
| | | Soc. Sec. Admin. (Title XX) |
| | | Randolph County Funds |
| | | City of Asheboro |
| | | Donations |
| | | United Way |

2.9.8 Winston-Salem Transit Authority

The Winston-Salem Transit Authority (WSTA) is organized within the City of Winston-Salem Department of Transportation. The system is comprised of fixed route, express bus and ADA complementary paratransit service called “Trans-Aid”. WSTA also provides human service and rural transportation under a contract with Forsyth County. The largest single revenue source for the system is generated through a property tax levies throughout the City of Winston-Salem between 2 and 2.5 mill, which translates to \$4.1 million annually.

WSTA’s total operating budget including Forsyth County service is nearly \$11 million per year. FTA Urbanized Formula funds and the State Maintenance Assistance Program generate nearly \$3.7 million per year, while fares add another \$2.0 million. At 17.5%, WSTA has the highest farebox recovery rate of any of the Triad transit systems.

Table 2-18: WSTA Revenue Sources

| Federal | State | Local (Agency) |
|------------|-------|-----------------------|
| FTA § 5307 | SMAP | Farebox/Charter |
| FTA § 5311 | EDTAP | City of Winston-Salem |
| | | Forsyth County |
| | | WSSU |
| | | Advertising Revenue |
| | | PTCOG |
| | | Medicaid |

Most of the expansion plans for the WSTA program involve the addition of services at night and during the weekends along with headway improvements on more productive routes. It is estimated that an additional 30-40% increase in operating costs annually (\$3.85 M) is needed to meet the unmet service needs.

2.9.9 Yadkin Valley Economic Development District, Inc.

The Yadkin Valley Economic Development District, Inc. (YVEDDI) provides regional community transportation services in Davie, Stokes, Surry and Yadkin Counties. Transportation is one of several services provided by YVEDDI. The service is predominantly designed as a human service agency transportation provider and the bulk of its funding is through the Medicaid Non-Emergency Transportation Program (\$1.8 million). The system does utilize FTA and NCDOT funds which total \$550,000.

YVEDDI's total operating budget is \$2.4 million.

Table 2-19: YVEDDI Revenue Sources

| Federal | State | Local |
|------------|------------------------|--------------------|
| FTA § 5311 | EDTAP (ROAP) | Farebox |
| | Rural Gen. Pub. (ROAP) | Donations |
| | | Medicaid |
| | | Other Agency Funds |

2.9.10 SUMMARY.

Table 2-19 shows the breakdown of funds used for operating expenses across the nine participating systems. These systems include funding from both the FTA §5307 Urban Formula and §5311 Rural Programs. The Burlington/Graham urbanized area receives and appropriation of §5307 funds but does not utilize the program. All of the systems are using NCDOT funds and all but YVEDDI receive funding from city or county governments. There are five systems that have substantial Medicaid programs which constitute a large portion of their budgets.

Table 2-19: Regional Breakdown of Funds for Operating Expenses (FY 2007)

| Source | Amount | Percentage |
|-------------------------|---------------------|-------------|
| Federal Programs* | \$5,772,930 | 15.3% |
| State Programs | \$6,747,308 | 17.9% |
| Local Programs | \$861,642 | 2.3% |
| Non-FTA Fed. Programs** | \$4,354,489 | 11.6% |
| County/City | \$12,594,566 | 33.5% |
| Other County *** | \$344,596 | 0.9% |
| Private [#] | \$1,252,076 | 3.3% |
| Other ^{##} | \$1,008,961 | 2.7% |
| Fares | \$4,687,413 | 12.5% |
| Total | \$37,623,981 | 100% |

* does not include CMAQ funding currently utilized for HEAT. Other County funds include arrangements between systems for services provided.

Private funds are Duke Power funds from the resolution of their franchising agreement with the City.

Other sources include state sales tax refunds, parking fees, sale of fixed assets, advertising revenues etc.

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3.0 Vision, Mission and Goals

The vision of the Piedmont Triad Seamless Mobility Plan is to explore potential opportunities to coordinate and/or consolidate services and functions among the nine public transportation providers within the ten-county region. Defining a vision for the project has resulted in examining the focus of each provider as well as developing an understanding of how their individual system goals relate to the regional vision and goals. Although there are numerous differences among the systems in terms of scope of services or modes, level of service and target populations, each system is dedicated to providing mobility within their respective service areas. In addition, each of the systems is committed to providing safe, reliable, efficient and convenient transportation for its customers. These two statements form the common core values from which to develop a regional vision, mission and supporting goals for transit.

3.1 Challenges to Developing a Regional Vision

The primary obstacle to developing a common vision among nine different transit systems was simply the sheer number of systems. There is a wide variety of service philosophies depending on the mode of service and jurisdiction. Politically, the systems have a wide spectrum of differences in terms of priorities, funding issues and unmet needs. Based on the stakeholder discussions, there are differing opinions of what constitutes the region itself, at least from a transit perspective. Most of the systems identify a connection with the urban core of the Region but do not necessarily relate their transit needs with the entire 10-county Region. The investment levels and levels of service vary widely between both fixed-route operators and demand response services.

These challenges do not preclude the development of a regional transit vision, but they do suggest that the “discussion” about regional transit is still relatively new to the Triad. They also force the Regional Transit Vision toward the “simplest common denominator” or simplest concepts among all of the participating systems. The encouraging part of this process is that the discussion about regional transit issues, through this project and other initiatives, is healthy, is supported by each of the participating systems and it has benefited regional transit by broadening the scope of system planning.

3.2 Piedmont Triad Transit Vision

The study process included the formation of a Technical Advisory Committee and a Steering Committee. These committees, included with stakeholder interviews, resulted in the formation of a Piedmont Triad Transit Vision. This vision can be summarized into three statements that focus on the core values from each system and incorporate the overall purpose of this study.

VISION

- ❖ *Transit in the Piedmont Triad should play a vital role in providing mobility to all residents of the Region.*
- ❖ *In order to attract as many riders has possible; transit should have broader coverage geographically with a higher level of service where and when appropriate.*
- ❖ *From a customer's standpoint, connections between systems should be more transparent in terms of fare, flexibility in transfers and coordinated schedules.*

These statements are broad enough such that each of the participating systems would not need to adjust their system goals or visions in order to support the regional transit vision. The participating systems can be stratified into four distinct groups with similar principles and service philosophies.

1. YVEDDI (Davie, Stokes, Surry and Yadkin Counties) – Davidson County – Randolph County

These systems are focused on human service transportation but need to provide access from rural areas to services and employment in the urban core of the Region. These systems utilize federal and state funding to provide human service transportation and have implemented the funding mechanism necessary to support regional service provided by PART.

2. Guilford County-Forsyth County-Alamance County

These systems emphasize human service transportation but also represent the highest potential for new fixed and express route services. They have integrated services either with each other or with the urban provider.

3. GTA-WSTA-Hi-Tran

These systems serve urban cores and are focused on providing higher levels of service and expanding coverage geographically. Service connections with PART and each other have been created to facilitate inter-jurisdictional trips.

4. PART

This system has a regional focus by providing connections between jurisdictions and coordinating trips outside of the region.

The relationships among these systems and existing coordination illustrate a solid start toward the Regional Transit Vision and set the framework for continued dialogue about coordination opportunities as each of these systems grow. New land-use changes will be required to support desired levels of regional transit service.

REGIONAL MISSION STATEMENT

Similar to the Vision, a Regional Mission Statement must also focus on the common core values of each of the participating systems. While the Vision illustrates the desired outcome to be achieved through coordination of transit services, the mission statement is intended to define the role each organization must play in order to achieve the Regional Vision.

MISSION

The transit providers should design and implement services that attract riders by providing safe, reliable, efficient and convenient public transportation.

REGIONAL TRANSIT GOALS

In order to support the Region Vision and Mission Statement the following goals for transit service development have been established.

1. Improve public transportation mobility options for the residents of the Triad.
2. Identify opportunities for cooperating, coordinating, and where appropriate, consolidating transit functions and services that will be equal to or better than what currently exists.
3. Improve and expand service areas as well as level of service where appropriate and within financial constraints.
4. Identify regional funding options that are fair and equitable.
5. Engage the business and economic development communities to enhance the viability of transit and establish new funding sources.
6. Establish a framework for a seamless public transportation operation so that people will be able to travel with ease throughout the region on transit systems that are safe, efficient and effective.

7. Formalize and increase communication among the systems to improve coordination and system planning.
8. Optimize financial and human resources to the greatest extent possible.
9. Develop a region cost allocation model to facilitate the ability of systems to support each other operationally.

3.3 Piedmont Triad Regional Seamless Mobility - Long Range Transit Concept Plan

As the Piedmont Triad Seamless Mobility Study progressed, it was determined by the Technical Advisory Committee that the Region needed to take the long range vision for transit in the Triad. This included a need to further define in greater detail, what shape transit will over the next 5-10 years. Each of the systems has expansion goals and unmet needs. A Long Range Transit Concept Plan was developed as an effort to bring these plans and goals together.

As automobile users in the Piedmont Triad face \$4.00/gallon fuel prices, and as traffic congestion creates more delays in the daily lives of all residents, public transit must provide for more convenient, accessible, and direct/seamless travel options throughout the region. This vision for public transit to serve as a viable alternative mode of transportation cannot be met based on financing solely from existing Federal and state transit funding. Additional sources of local revenues, such as the sales tax established in the Charlotte region, must be identified and implemented. Moreover, transit systems must demonstrate efficiency in organization, management, and operation. In this long-range vision, seamless mobility and regional connectivity replace an old model of individual municipal (city or county) transit operation and funding.

A long range (7-12 years) concept plan for transit service in the Piedmont Triad was created to guide the development of short term recommendations described in the various study elements. This concept plan represents a significant departure from the way transit services are currently being provided in the Piedmont Triad region. The catalyst for this change is the introduction of significant new source(s) of local/regional funding that is expected to be coordinated through PART. New systems and policies for the distribution of this local funding will need to be created that will change organizational structures and functions performed by the current transportation providers in the region.

The Long Range Concept Plan includes the following features:

- ◆ New Local/Regional Funding – This is the essential element and catalyst for implementation of the major elements of the Concept Plan. While the final funding

source or combination of sources will be determined through a local/regional process, the adoption of a new and significantly increased source of local dedicated transit funding will trigger a need to revamp current organizational responsibilities.

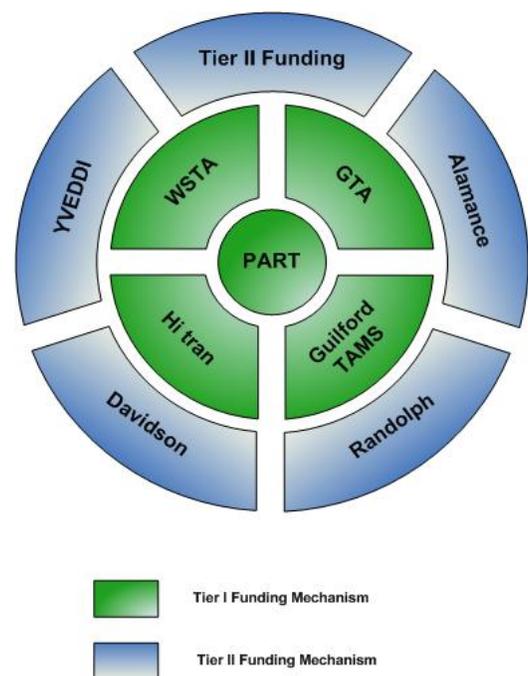
- ◆ **Consolidation of Functions** – Many of the management and administrative functions currently performed by current transit agencies will be consolidated. A more centralized approach will be used to promote the increased coordination.
- ◆ **Increased Transit Services** – With the new source of local funding, more transit services can be provided. This includes expanding existing services and providing services that address unmet needs. The goal of all public transit services in the Piedmont Triad region should be to improve the travel market share and capture five (5) percent of all trips by catering to commuter based trips and shorter local trips. Currently, public transit captures less than one (1) percent of the travel market in the region.
- ◆ **Regional Branding** – The transit service provided throughout the Piedmont Triad Region would be advertised and branded as one system, regardless of local operators. This does not advocate changing logos at each system but rather adding information in prominent locations, such as shared bus stops. Signage, bus shelters and an identifier on transit vehicles would include a common symbol of the overarching regional service. The intent is to begin promoting all the services as part of the larger transit network, so that communities begin to understand the breadth and range of services.

The following is a description of the Long Range Concept Plan. It includes a description of the services and the organizational structure necessary to provide these services.

3.3.1 Funding

A long-range vision for public transportation in the Piedmont must include alternative sources of local/regional financing for public transportation. Moreover, it must be recognized that the Piedmont Triad is larger and more diverse in size and population than similar urban regions in the state. For example, a “one size fits all” method of revenue generation, equally applicable to Greensboro as it is for rural Surry County, is not appropriate. Thus, revenue strategies must adopt a tiered approach reflecting the varied urban/rural character of the region.

In this scenario, Guilford and Forsyth Counties would represent the Tier I service area, while the remaining counties in the study area would represent Tier II. Funding approaches may require action by the North



Carolina General Assembly or a referendum in the affected counties. Depending on growth in the urban core, Alamance County could be added to Tier 1 particularly if fixed route services are implemented in the Burlington-Graham area.

3.3.2 Enhanced Transit Services

The Piedmont Triad will embrace the “family of services” concept in delivering a range of convenient transit services that meet the needs of consumers in a cost effective fashion. This family of services will include no less than 8 service modes, most of which are already operated in the region. In taking a regional approach to service distribution, this vision embraces local ownership and authority (service levels, policies), but more efficiently manages these services through consolidation of duplicative internal functions and potentially consolidated procurement of service contractors.

Regional Rail/Bus Rapid Transit (BRT) Service

Regional Rail or BRT service is proposed to operate in the east-west corridor between Winston-Salem and the Greensboro/High Point area. Studies are currently underway to determine the feasibility of these high capacity transit service alternatives. Well-planned local bus service in each community will be critical to the viability of these modes.

Regional Express

The regional express system would be expanded in terms of coverage area, frequency and span of service. This includes operating on weekends, evenings, and at 30-minute frequencies all day on weekdays. It also includes better connections at system hubs with local bus service to major trip generators.

Improved Local Fixed Route Service

Additional resources available from the new dedicated funding source will be used to provide improved local fixed route service on new and existing routes as needed. Examples include: operating Sunday routes in Winston-Salem and High Point, and improving frequencies on key routes in Winston-Salem, High Point and Greensboro. This includes local radial and neighborhood circulator bus services.

Regional ADA Paratransit Service

It is envisioned that ADA paratransit and other demand response services will be provided from a single location for the entire Guilford and Forsyth County regional area. The first step toward this consolidation will be the establishment of a central call center where eligibility assessment, reservations and scheduling for the participating systems. The call center would also provide customer information and travel assistance to include schedule information and any necessary transfer information region-wide. It should be noted that any proposed implementation change in the delivery of ADA paratransit service will involve extensive communication with local

human service agencies and the disabled community and will require considerable changes in policy from system to system.

Other Demand Response Services

This includes subscription and general public demand response services provided in higher density and urban areas.

Consolidated and Improved Community Transportation Services

Additional resources available from the new dedicated funding source will also be used to provide opportunities for increased community transportation services. Additional community transportation services will be provided on a multicounty basis and in concert with urban system operations. The result would be fewer community transportation providers in the region. This includes subscription and general public demand response services provided in lower density and rural areas.

Locally Based Transportation Systems

A program to facilitate the planning, design, and implementation of new transit services is made available to local municipalities. Under such a program, the municipality or governing body determines the needs and locations of the transportation service. The management, administration and operation of these new services would be the responsibility of PART in conjunction with other public or private service providers. PART would act as the clearinghouse for route and schedule planning in these areas.

Vanpool Operations

The regional vanpool program is currently consolidated under the auspices of PART and administers 40 vanpools. Current vanpool operations target major destinations, usually employers, and can be a cost effective method for service on longer trips for isolated groups going to the same work site. The program represents a key area for expansion of service and efforts to create better distribution of resources across the region. In the short term, efforts to incorporate the vanpool program into transit system marketing plans should be increased since vanpools can be an effective stop-gap measure for areas requesting transit service. Additional funds should be solicited from the county governments to support the creation of new vanpools in suburban areas. An employer based marketing focus should be expanded to additional traffic generator destinations in the region.

August 2008

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4.0 Consolidation, Coordination and Communication

As part of the Piedmont Triad Seamless Mobility Study, the consultant team was charged with the analysis of each transit system's services which included individual system profiles, internal functions and external functions that related to positions, personnel, vehicle operations and the infrastructure necessary to support these functional areas. A primary purpose of the Piedmont Triad Seamless Mobility Study was to provide a systematic review all of the services and functions provided by the nine participating transit systems, and to identify possible opportunities for coordination, consolidation and communication among the systems. The services and functions have been categorized into four primary groups--external, internal, contracts and facilities/equipment. The purpose of this section is to outline the opportunities identified as part of the internal and external services and functions of the nine transit systems.

By categorizing the services and functions, there will be instances where the impacts of certain recommendations will not be fully quantified. This is due to the crossover effect to other services and functions. For instance, a recommended change to how the systems field calls from the riding public is considered an external function for the purposes of this study, however, consolidation or coordination of this function probably entails internal changes among the respective personnel among the systems incorporated into the recommended change. A cost/benefit analysis for many of the recommendations was refined as a part of this final report.

4.1 Approach and Methods

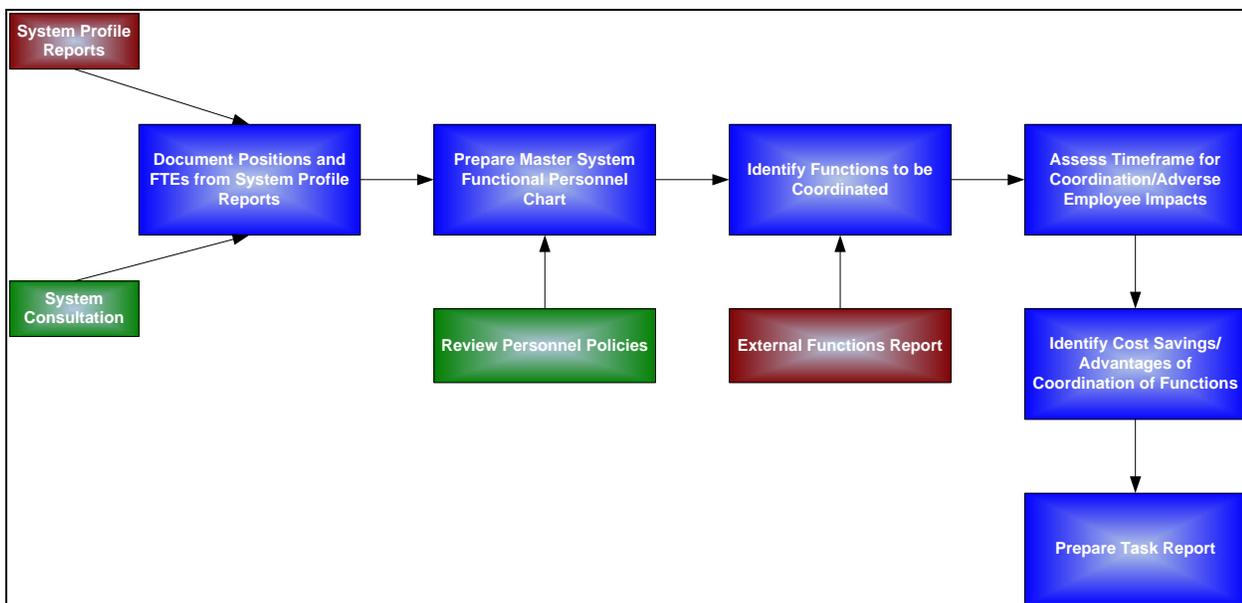
In order to produce this report, the consultant utilized the system profile reports prepared in an earlier stage of this study. When necessary, the consultant team consulted with all of the transit systems to:

1. Clarify job duties performed by personnel listed in a system organization chart when such duties were not clear in the job title;
2. Interview personnel to learn how some basic functions are performed where there appeared to be a gap in assigned responsibilities in the organizational chart;
3. Clarify division of labor between modes when the system operated multiple modes of transportation;
4. Document the number of full-time equivalent (FTE's), by position;
5. Clarify positions employed by the transit system versus those employed by a third party contractor; and
6. Confirm salary, position salary ranges, and fringe benefits.

The methodological approach employed the following actions (Figure 4-1):

- Identify the type and number of positions within each transit system that provide the services and functions.
- Review the personnel practices, procedures, and benefits of each position.
- Assess how and when services and functions could be coordinated without adversely affecting existing employees.
- Identify the potential cost benefits (savings) and assess the potential advantages and disadvantages of coordinating services and functions.
- Prepare draft report of findings and recommendations that address each element in this task.

Figure 4-1: Functional Responsibilities of Locally Based Program



4.2 Assessment of Coordination Potential

The consultant team employed a four-step approach to assessing the potential to coordinate internal functions.

First, the team relied on the analysis of potential service coordination and activities that had impacted internal transit agency functions. The consultant team identified the following internal functional implications from potential service coordination/consolidation:

Second, previous goals, objectives, or coordination concepts articulated by the TAC were noted and considered in the assessment. These elements were augmented by in-person interviews conducted with management personnel from every transit system in the Piedmont Triad region.

Third, potential concepts put forth by key stakeholders (through a series of in-person and telephone interviews) were identified.

Fourth, each of the 42 functional areas where the nine existing transit systems dedicate human resources was assessed for potential coordination options. We documented:

- Which transit systems dedicated staff to the function;
- What level of human resources were dedicated to the function;
- What are the potential coordination strategies?
 - Consolidation
 - Coordination
 - Enhanced communication

Finally, the consultant team noted that the region has already coordinated internal functions regarding rideshare/vanpool programs. While the external functions analysis outlined additional strategies to be considered, there are no implications on internal functional coordination. Accordingly, we have concluded that no further coordination of rideshare program management internal function is possible.

There was also input from interviews conducted with key stakeholders, the following comments or opinions were voiced relative to internal functions. Each subject, along with the source organization, is listed below:

- Better coordination of the planning function, particularly with respect to local municipalities and local colleges/universities (ACTA);
- A consolidated call center will increase efficiency and enhance customer services (Guilford County Manager);
- Better coordination is necessary with suburban fringe counties for planning and transit marketing (Lexington Community Development);
- A regional call center would benefit all transportation consumers (City of Greensboro);
- A uniform fare structure would aid in seamless regional mobility (GTA);
- More consistent approaches to transit marketing and brand imaging throughout the region would aid transportation consumers (Forsyth County);
- A unified regional fare structure is needed (City of Winston-Salem); and
- Joint procurement of common operational supplies (fuel and other supplies) could financially benefit all transit systems in the region (YVEDDI).

4.3 Regional Call Center

Implementation of a regional call center will impact both external and internal functions. The development of the center will take multiple paths over a number of years as the region incrementally increases the functions being carried out at the center and the interim steps are outlined in this section based on these different functions.

At build out the regional call center should include these functions:

1. Demand Response Service – Reservations, Customer Service, ADA Eligibility Determination and Scheduling and Dispatching.
2. System Customer Service and Trip Itinerary Planning
3. Regional Transit Website

4.3.1.1 Customer Service and Trip Itinerary Planning

A regional call center can incorporate many functions. In the Piedmont Triad region, where there are many public transportation services available, obtaining desired information about the appropriate services can be confusing to the public. One way to eliminate some of this confusion is to establish a regional call center. This service would provide customer information about all public transportation services in the region, and provide some assistance to the caller on how to use these services. A regional call center would also provide customer information on behalf of local transit systems, thus relieving them of the general function for providing system information. Individual demand response trip information would still need to be addressed by the respective local providers, but calls can be taken by the Regional Call Center and forwarded to the appropriate ADA or rural/community transportation provider.

Advantages/Disadvantages/Barriers

A regional call center can simplify how passengers obtain information about the many transit services in the region, particularly for new riders. This will encourage ridership to grow. There is also a potential for cost savings through economies of scale.

The cost to initiate this service is costly, but using the Triangle Transit model, these costs can be shared among the participants. Also, those staffing the regional call center must have local area knowledge, or customer service may suffer. The functions that this call center would assume are recommended to be those that the Triangle Transit call center currently performs. If all systems in the region participate in the regional call center, then its advantages will be invisible to the public. Local telephone contact numbers previously used by the different systems will likely need to be maintained in order to

avoid confusion. A regional “branding” of this regional function would need to be addressed.

Responsible Agency(ies)

This capability already exists in the WSTA Mobility Management office. The expansion of this office to handle information requests for other local and regional systems is a logical next step. Eventually, PART should be the organization to assume responsibility for this function. The PART website, or the websites of all urban systems, would be the logical location of itinerary or trip planning software. This should be in place before the regional call center is implemented. A function of the regional call center is to provide trip referrals to ADA and rural/community transportation providers. Therefore, all fixed route, ADA and rural/community transportation systems should be involved in its design.

4.3.2 Reservations/Customer Service/ADA Eligibility Determination, Scheduling, and Dispatching

Several functions have been included in this category reflecting the interest expressed in the coordination of some functions in this area. These functions include customer service supervisors, customer service agents, reservationists, ADA eligibility specialists, paratransit schedulers, and vehicle dispatchers.

Current Functional Distribution and Staffing Resources

A total of 33.25 staff positions are dedicated to this function. Urban systems have 25.5 positions while suburban fringe counties have 7.75 positions. As previously noted, in some cases where a transit system does not employ staff with these specific job titles, these functions are still performed, typically by another job classification (supervisory personnel).

Table 4-1 details the current staffing resources dedicated to this function. It should be noted that WSTA provides a combination of ADA complementary paratransit with traditional demand response services and provides services throughout Forsyth County. GTA provides only ADA complementary paratransit while Hi-Tran provide ADA complementary paratransit and demand response service to seniors and non-ADA eligible disabled persons. All suburban systems provide regular demand response services.

Table 4-1: Current Staffing Resources: Demand Response Customer Service, ADA Eligibility, Scheduling, and Dispatch

| | Customer Service | | | | Dispatch | |
|---------------------------------|------------------|-----------------|----------------|-------------|-----------|------------|
| | Manager | ADA Eligibility | Reservationist | | Scheduler | Dispatch |
| | | | Full Time | Part Time | | |
| Transit System | | | | | | |
| Urban Core | | | | | | |
| GTA | | | 2 | 1 | 1 | |
| TAMS | 2 | | 7 | | 1 | 2.5 |
| Hi Tran | | | | | | |
| PART | | | | | | |
| WSTA | 1 | 1 | 1 | 6 | | |
| Subtotal | 3 | 1 | 10 | 7 | 2 | 2.5 |
| Suburban Fringe Counties | | | | | | |
| ACTA | | | | 0.75 | 1 | 1 |
| DCTS | | | | | 1 | |
| RCATS | | | | | 1 | |
| YVEDDI | | | | | | 4 |
| Subtotal | 0 | 0 | 0 | 0.75 | 3 | 4 |
| Total | 3 | 0 | 10 | 7.75 | 5 | 6.5 |

Opportunities to Coordinate This Function

Some regional coordination has already occurred in these functions. All urban core systems worked together to procure common scheduling/dispatching technology. This multi-phased project included acquisition of common scheduling software, integration of customer databases, and future acquisition of additional technology (AVL).

The Triad Technology Project has set the stage for additional coordination possibilities in the region. Moreover, interviews with key stakeholders and system management personnel reflect strong support for undertaking additional coordination activities. The consultant team has identified the following potential actions:

- Development of uniform service policies;
- Development of uniform ADA eligibility standards;
- Consolidation of the ADA eligibility determination process; and
- Consolidation of scheduling and reservation functions with the establishment of a regional call center.

These actions can be undertaken individually or, alternatively, can be implemented as a group in incremental fashion leading to the establishment of a “one-stop” regional call center. Importantly, the both urban and suburban/fringe systems can participate in these strategies.

4.3.2.1 Development of Uniform Service Policies

Description. A review of the system profile reports indicates a wide array of variety in demand response operating policies. In some cases, particularly among the community transportation programs, systems may lack formal written policies on a number of service delivery issues. Adoption of uniform service policies is often a first step towards improved customer service levels.

Among the key service policies that should be developed to foster further coordination and create a common consumer experience on all paratransit systems would be:

- Advance reservation requirements;
- Will/call policy;
- Dwell time policy;
- Ready window policy;
- Trip cancellation policy;
- Subscription policies;
- Personal Care Attendant (PCA) and companion policies;
- No-show and late cancellation policies; and
- Rider suspension policies.

The process to establish a uniform regional service policy is needed. The process would include an inventory of existing service policies (this can be done as part of this study process based on system profile reports if the TAC approves this concept). Next, a working group composed of the respective paratransit managers/supervisors is formed. The managers will need to evaluate existing policies and typically select the most commonly used policy or adopt a new policy based on industry “best practices.”

Peer Examples. A recent example of this practice can be found with the multiple service providers in the RPTA/Valley Metro service area (Greater Phoenix, AZ). A network of 10 different providers (nine ADA paratransit providers) joined together to establish uniform paratransit service policies in 2007.

Method. Coordination of service policies would be accomplished through execution of the following steps:

1. Inventory the service policies of all demand response operators. This task should include suburban/fringe and rural demand response community transportation systems.
2. Prepare a matrix of service policies.
3. Identify service range in each policy.
4. Recommend regional service standard.
5. Assess impacts on participating systems.

This planning task could be undertaken by the planning staff of any participating system. However, this task would be more appropriately conducted by an independent third party contractor to assure objectiveness in the evaluation of policies.

If carried out by a third party consultant, this task is estimated to cost \$15,000 - \$20,000.

This task is deemed critical and a necessary pre-requisite to the establishment of a regional call center.

Timeframe for Implementation. Depending on the degree of agreement/consensus that be reached among the parties, this action is projected to take six months.

Advantages. Adoption of uniform service policies is typically a prerequisite to the introduction of higher levels of service coordination. Implementation of this concept will provide for a uniform customer experience on any demand response provider in the region. For those systems that do not have comprehensive policies, participation in this type of strategy can work to increase service quality to consumers.

Disadvantages. Uniform service policies can be difficult to reach consensus on when a “mixed” customer service base exists (*e.g.*, ADA complementary paratransit patrons – where there are regulatory service standards in some categories – vs. non-ADA customers). For those agencies that currently have no service policies, adoption of this recommendation could potentially increase costs.

Employee Impacts. This strategy would result in no adverse employee impacts. Some additional training may be required and it may be necessary to change scheduling parameters in automated scheduling software.

4.3.2.2 Adoption of Uniform ADA Eligibility Standards

Description. Fixed route transit systems in the Piedmont Triad region should consider a single ADA eligibility standard. The adoption of a uniform standard would permit eventual consolidation of the ADA eligibility function.

A key issue in implementing this recommendation is that some systems may be required to “tighten” current ADA eligibility to be more ADA compliant. WSTA has recently begun employing a functional approach to ADA eligibility determination, as intended with the original legislation. Other fixed route systems use less complex alternative approaches. Research has shown that adoption of a full functional approach to eligibility determination will reduce the number of individuals who are granted unconditional eligibility. Generally, systems that use this approach will not digress to prior self-certifications methods. Thus, systems that do not presently employ functional eligibility would have to implement this approach if a regionwide standard is to be adopted.

With a uniform standard, the actual processing of eligibility applications could be coordinated and/or consolidated. A major issue in implementation is the status of existing customers who may have been certified as eligible under a less rigorous eligibility standard. One approach to dealing with this problem is to “grandfather” eligibility to all existing certified users, applying the new standards to new applicants. Systems would have the option in the future to re-certify these existing users.

Peer Examples. In the San Francisco Bay Area, 21 different transit service providers determined, with the initial passage of the Americans with Disabilities Act, to adopt a uniform approach to eligibility determination. An ad-hoc committee, know as the Partnership Transit Coordination Committee (PTCC) developed and implemented this concept. As part of the coordination efforts, a unified user database was maintained centrally by the Metropolitan Transportation Commission (MTC). Individual systems make the determination following the guidance provided in the *San Francisco Bay Area ADA Paratransit Eligibility Manual*.

This action would create an even and consistent experience for persons with disabilities throughout the Piedmont region who need to access paratransit services. While current law permits “visitors” to use the paratransit systems of any transit provider in the U.S., this policy would be a first step in a regional ADA eligibility process.

Method. The process of developing a uniform ADA eligibility standard is comparable to the process described for developing a uniform standard; an inventory of the policies used by the three existing organizations that must certify eligibility should be inventoried and documented. Unlike service standards, where a consensus standard is typically

adopted, uniform eligibility standards typically involve adoption of the most stringent standard used in the region.

Again, for objectivity purposes, it is recommended that a third party conduct this task. The cost for this task is estimated at \$10,000 - \$12,600.

This process is not a critical task in the creation of a regional call center; the call center can be operated with three different ADA eligibility standards in place in the region. However, this is a duplicative internal function and customer service could be enhanced if uniform standards were adopted.

Timeframe for Implementation. The consultant team estimated that this action can be implemented in a one-year timeframe. As this is an ADA related issue, each system would be responsible for conducting the requisite public outreach and consultation process required under 49 CFR part 37.137(b) – (c). Steps in the implementation of this action include:

1. Form committee to develop certification processes. It is recommended that WSTA's process be used as the template.
2. Conduct public participation and outreach process.
3. Governing boards adoption.
4. Re-write customer guides to new eligibility standards.
5. Update local system marketing and website tools on ADA certification (links to forms, where to send, etc.).

Advantages. Adoption of a uniform eligibility standard for ADA complementary paratransit reduces the redundancy in function that is now exists. While only one staff position is fully dedicated to this function, the function is carried out by WSTA, GTA, and Hi-Tran. Additionally, anytime a uniform experience for the customer can be provided in any area of service delivery, customer service is improved. Finally, if the regional eligibility standard incorporates a functional approach (as recommended), there is the possibility that the rate of growth in paratransit demand and costs may be curtailed in the future.

Disadvantages. The primary disadvantage of this option is that a new functional approach to eligibility standards will mean that each system would have to develop the internal expertise in administering this more complex process. Facilities to conduct in-person assessments would have to be established.

Employee Impacts. No adverse impacts are projected under this option. Some additional work burdens will be created on existing staff to develop new forms, etc. but

this impact is not seen as adverse. If administered at the system level, some existing employees would have to develop the skills to administer the process. Alternatively, this function could be contracted to a third party.

4.3.2.3 Consolidation of the ADA Eligibility Determination Process

Description. In this strategy, all ADA eligibility processing would be consolidated and administered by a single entity.

This functional activity could be housed at PART, as the only entity with regional transit responsibilities. However, current PART staff does not have expertise in this function. An alternative approach would be for WSTA to assume responsibility for all ADA eligibility processing, using the regional standard for eligibility. To facilitate consumer convenience, when in-person assessments are required, assessment facilities would be established at each transit system in Greensboro and High Point. In this process, the eligibility specialist would conduct in-person assessments in Winston-Salem on Monday and Wednesday, in Greensboro on Tuesday and Thursday, and in High Point on Friday.

WSTA would have to develop a unit rate for performing the application review/eligibility determination process. Intergovernmental local agreements would be executed to facilitate billing and payment.

Implementation of this concept will provide for a uniform customer experience in terms of seeking eligibility, creating a level playing field in the region.

Peer Examples. The eligibility process has been consolidated under a single entity in the greater Chicago area. Three urbanized area service providers (RTA, CTA, and Pace) use a regional certification process administered by RTA. The RTA has established five in-person assessment sites throughout the region to conduct in-person assessments (when necessary). This process has been in place since 1996.

Another example is the regional ADA eligibility process in the greater Phoenix area. RPTA/Valley Metro processes all requests for certification on behalf of nine individual paratransit systems.

Method. If participating jurisdictions adopt uniform ADA paratransit eligibility standards, then the systems could reduce duplication in function by consolidating the application and certification processes.

It is recommended that WSTA develop a unit rate for performing the application review/eligibility determination process. Intergovernmental local agreements would be executed to facilitate billing and payment. Based on prevailing salaries and fringe benefits, we

estimate that WSTA could perform this function for about \$125 per in-person assessment. This is slightly lower than national averages where the transit system has secured the services of a contractor to perform this function.

Not every applicant would be subject to an in-person assessment. Most applicants can be certified based on the information provided in a complete, comprehensive application. Easter Seals/Project Action estimates that about half of the applicants would be required to have an in-person assessment. System personnel at GTA and Hi-Tran were consulted to determine the number of applicants processed each year. Based on these estimates, the number of in-person assessments was computed. Simple application review/processing for those applicants who do not require an in-person review is fairly straight forward and can be done at WSTA.

Timeline for Implementation. This strategy should be implemented in conjunction with the adoption of a regional eligibility standard. While that action could be implemented independently, the consultant team does not recommend consolidation without first implementing a single eligibility standard. Steps in the implementation of this action include:

1. Adopt regional eligibility standard.
2. Execute intergovernmental local agreements.
3. Appoint regional appeals committee.
4. Establish in-person assessment facilities in each jurisdiction.
5. Update local system marketing and website tools on ADA certification.

Advantages. This action would reduce the duplication of function that currently occurs in fixed route transit operations. By concentrating this specialized functional activity with a single position, increased expertise can be cultivated. The volume of certification requests does not warrant individual positions at each system. This function can be provided more efficiently if regionalized. More importantly, regionalization of this process assures a more uniform treatment of perspective applicants, regardless of where they live in the Triad. With regionalization of the eligibility process, the required “separation of function” in hearing appeals to the certification decision may be maintained more readily by having individuals from differing jurisdictions serve on the appeals panel.

Disadvantages. A regionally administered ADA eligibility process using a functional approach will result in a higher percentage of certification denials.

Employee Impacts. Under this proposal, the lone employee in the Triad region who is assigned this function on a full time basis would lead the regional effort as well.

However, some travel will be instituted with the need to travel to other jurisdictions to conduct in-person assessments.

Establishment of a consolidated ADA eligibility process is not critical to the creation of a regional call center. Like the previous strategies, the call center can be implemented even if the participating jurisdictions elect to continue to perform their own certifications, using either local or regional certification criteria.

Table 4-2 provides an estimate of costs for implementation of a regional certification process.

Table 4-2: Estimated Cost of Call Center Recommendations

| Function | Estimated Annual Reviews | Applications Subject to In-Person Assessment | Total Estimated Cost |
|-----------------------|--------------------------|--|----------------------|
| In-Person Assessments | | | |
| Greensboro | 300 | 150 | 18,750 |
| High Point | 240 | 120 | 15,000 |
| Desk Assessments | | | |
| Greensboro | | 150 | 3,750 |
| High Point | | 120 | 3,000 |
| Travel | | | |
| Mileage | | | 4,100 |
| Total | | | \$ 44,600 |

4.3.2.4 Establish Regional Call Center with Consolidated Trip Reservations and Scheduling

Description. This action would consolidate customer service and trip reservations/scheduling functions at a single one-stop paratransit call center. Whereas the previous two strategies were uniquely applicable to urban fixed route systems (due to ADA requirements), this coordination strategy can include all transit systems that operate in the Triad region in demand response mode. This coordination strategy can be considerably enhanced if the dispatch function were regionalized as well.

In addition to performing the functions noted above, regional call centers can also serve as a "one-stop" information and referral point for all modes of transit in the Triad.

Implementation of this strategy has been greatly enhanced due to the technology project now underway among GTA, HiTran, WSTA, PART and TAMS. Current use of common

scheduling and dispatching software removes one of the biggest obstacles to implementation. However, different software platforms present a potential obstacle to integration of suburban counties. Based on the system profiles, the four suburban rural systems use a variety of tools in the reservation and scheduling process:

- ACTA utilizes RouteMatch software, Version 3.108 for reservations, scheduling, dispatching, and reporting;
- DCTS utilizes RouteMatch software, Version 3.1 for reservations, scheduling, dispatching, and reporting;
- RCATS does not presently use a paratransit scheduling software package and performs the reservations and scheduling function separately in Randolph and Montgomery County. The system uses a commercial trip planning software to assist in the scheduling process. It was reported that the organization is on a list of projects to be funded by NCDOT to receive automated scheduling software;
- YVEDDI has developed their own software for scheduling paratransit services.

Two systems use RouteMatch and a third system is scheduled to obtain RouteMatch through a grant with NCDOT. These systems may not wish to abandon their existing technology in the RouteMatch product to participate in the Trapeze based regional system.

Staffing Requirements

Currently, eight of the nine transit systems in the Piedmont Triad Region perform paratransit customer service, call-taking, trip reservations and scheduling functions. There is great redundancy in this function, with each entity replicating the functions associated with trip reservations and scheduling. Additionally, there is a wide variety of technology employed in the execution of this function. This technology ranges from longstanding mobility management initiatives at WSTA to the more recent technology project undertaken by the five urban core systems. This project utilizes common software platforms for the performance of the scheduling task. At the other end of the spectrum, at least two community transportation programs utilize rudimentary computer assisted techniques to help prepare manually developed schedules.

This report recommends the establishment of a regional call center that would consolidate customer service and trip reservations/scheduling functions at a single, “one-stop” paratransit call center. This report further identified two potential locations to house the regional call center: (1) at existing WSTA facilities; or (2) at new facilities to be constructed by PART.

In this section, the consultant team has prepared recommendations that will assist in determining which of these two facility options is appropriate and provides cost parameters for operation of the call center. In developing these recommendations, an incremental approach has been adopted, taking into account the pre-requisite actions.

Table 4-3: Projected Paratransit Ridership, Urban and Rural Systems, 2008 – 2012

| Systems | 2008 | 2009 | 2010 | 2011 | 2012 |
|-------------------|----------------|----------------|----------------|----------------|------------------|
| Urban Paratransit | 576,106 | 596,270 | 617,139 | 638,739 | 661,095 |
| Rural Paratransit | 342,288 | 343,999 | 345,719 | 347,448 | 349,185 |
| Total | 918,393 | 940,269 | 962,858 | 986,187 | 1,010,280 |

Call volumes at the regional call center will be dependent on: (1) total number of trips; (2) the percent of subscription trips; (3) the number of trips that are ordered by third parties (e.g., a human service agency); and (4) the functional responsibilities of the call center staff.

The vast majority of ridership on the Triad’s paratransit services is subscription in nature. Most of the urban systems reported subscription rates in excess of 80 percent of total ridership. This will work to reduce overall call volume directed to the call center, as subscription trips do not require trip by trip ordering by the customer.

To estimate potential staffing needs, the consultant team computed potential call volumes based on peak period (weekday) usage. The team estimated potential call volumes based on the following type customer calls:

- Casual (non-subscription) trip orders;
- Subscription (new orders or modifications to existing orders) calls;
- “Where’s my ride” calls (same day customer calls concerning late vehicles);
- Trip cancellation and Trip confirmation calls;
- General system information calls.

We estimate potential daily call volumes at the facility would range from 700 – 800 calls per day if only the urban systems were to participate in the system. These estimates do not include “administration” calls or calls made from the call center to the participating transit systems. These estimates assume a 12 hour operating day for the call center customer service lines.

Hourly call volumes, on which staffing estimates are based, are subject to peaking characteristics, similar to ridership patterns. Typically, peak call volumes in a paratransit setting occur in the early morning, between 8:00 A.M. and 10:00 A.M. and again in early

afternoon between 1:00 P.M. and 3:00 P.M. During peak hours, we estimate call volumes to average about 94 calls per hour in 2008, rising to 108 calls per hour in 2012.

Table 4-4: Projected Paratransit Call Volumes, Urban Systems Only, 2008 – 2012

| Call Type | 2008 | 2009 | 2010 | 2011 | 2012 |
|----------------------------|------------|------------|------------|------------|------------|
| Casual Trip Orders | 571 | 591 | 611 | 633 | 655 |
| Subscription Modifications | 16 | 17 | 18 | 18 | 19 |
| Where's My Ride | 29 | 30 | 31 | 32 | 33 |
| Trip Cancellations | 57 | 59 | 61 | 63 | 65 |
| Trip Confirmations | 17 | 18 | 18 | 19 | 20 |
| System Information | 14 | 15 | 15 | 16 | 16 |
| Total | 704 | 729 | 754 | 781 | 808 |

Based on this call volume, the consultant team estimated the potential staffing for a regional call center would consist of 18 – 19 FTE positions (Table 4-5).

Table 4-5: Projected Staffing Levels, Regional Call-Center, 2008 – 2012 (FTEs)

| Call Type | 2008 | 2009 | 2010 | 2011 | 2012 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|
| Call Center Manager | 1 | 1 | 1 | 1 | 1 |
| Reservationist Supervisor | 1 | 1 | 1 | 1 | 1 |
| Reservationists | 12 | 12 | 13 | 13 | 13 |
| Schedulers | 3 | 3 | 3 | 3 | 3 |
| IT Specialist | 1 | 1 | 1 | 1 | 1 |
| Total | 18 | 18 | 19 | 19 | 19 |

This compares to the current staffing levels of approximately 24.0 FTE positions currently dedicated to the urban demand response scheduling functions. We project an operating cost savings of \$110,000 under the regional call center concept with respect to staffing costs.

Under this scenario, the call center functions would include:

- Customer service/system information;
- Trip reservations;
- Scheduling;
- Ombudsman services (customer compliant investigation and resolution); and
- Transit alternative (trip itinerary planning for other modes).

This staffing plan does not include the customer service functions now being carried out by some of the systems with personnel located at downtown or regional transportation

terminals or centers. Based on feedback from the Technical Advisory Committee, the respective transit systems would desire to retain this function.

This concept does not include road supervision or operations of paratransit services. These functions would remain the responsibility of the respective systems under the regional call center concept.

This staffing plan also does not address the issue of vehicle dispatching. Experience with consolidated call center operations indicate that those operations that also perform dispatch functions (such as Denver) operate more efficiently with few customer complaints. This experience has shown that the dispatch function is decentralized and is a function of the service providers, assigned trips are often moved around between runs on the day of service, particularly if there are call-outs or other driver shortages. Monitoring service quality becomes exceptionally difficult when the dispatching remains at the service provider level. The dispatch function should only be decentralized when trips are assigned to “non-dedicated” back-up or overflow service providers (as explained below).

It is recommended that dispatch functions be included as a second phase of a regional call center implementation.

Space Requirements

Considering the staffing requirements noted above, and in consideration of the following space needs at the facility (hardware and network storage room; file storage; lavatory facilities; and common areas) a rough estimate of space requirements was computed.

We estimate that the call center operations will consume 3,250 SF with consideration for expansion (e.g., inclusion of rural systems, addition of dispatching functions). Given the two facility options identified earlier in this report, the Advisory Committee should evaluate options and determine the option most suitable to requirements.

4.3.2.5 Regional Call Center Impact of Contracts and Procurement

The implementation of a regional call center will also affect contracts and procurement. Consolidation of trip reservations and scheduling into the Call Center could be one of the more advantageous opportunities to produce a coordinated service contract as regional coordination is already occurring in the area of scheduling among the urban core systems.

A component of the Triad Regional Intelligent Transportation System (ITS) Deployment Plan was to regionalize the computerized transit scheduling system to include Hi Tran, GTA, PART, WSTA, and Guilford County Transportation. Since each of these systems is on the same scheduling software platform, it eases transition into the consolidated

configuration at the call center. Expanding the reservation and scheduling functions to other systems outside the urban core would require a coordinated procurement to convert each of the other systems to the Trapeze platform.

Regional call center customer service functions should be supported by the recommended future functions pertaining to Automatic Vehicle Location (AVL)/ITS deployment, which has already been initiated through the Triad Technology Project. Impacts on contracts and procurement include:

- Joint agreements for the presentation of real-time transit vehicle data, supporting enhanced traveler information. Data can be provided in a consistent format for displays at transit passenger centers and for system Internet web pages, as well as cell phones, personal data assistants, and other mobile devices.
- Consolidated procurement for the acquisition and implementation of interactive voice response (IVR) systems, which can support the implementation of “one-call centers” by directing customer needs to the appropriate responding entity. User-level benefits include consistencies in both the initial point-of-contact and the methodology of quality assurance for customer services.
- Joint agreements and contracts for the acquisition and installation of automated vehicle identification and location (AVI, AVL) technology on all transit and paratransit vehicles in the Piedmont Triad region. Contracts should be supplemented by inter-local service agreements establishing cohesive methodologies for vehicle tracking and sharing real-time vehicle location data. Potential qualitative benefits of a collective AVI/AVL procurement strategy include more effective synchronization of vehicle arrivals and departures for passenger transfers, automated production of schedule adherence data, minimized vehicle delay, and enhanced emergency response activity (when coordinated through the Traffic Management Center). Systems integrating this technology can also correspond with municipal traffic operations divisions coordinating the traffic signal networks, integrating signal priority for multiple transit services into planned upgrades in congested regional travel corridors.
- Joint agreements and contracts for the acquisition and installation of automated passenger counting (APC) technology. Contracts should be supplemented by joint agreements among transit providers and MPOs for the development of data derived from APC operations. Potential qualitative benefits include improved inter-organizational capacities for demand forecasting and performance monitoring.

- Joint agreements and contracts for the acquisition and installation of mobile data terminals (MDTs) on transit vehicles, supporting vehicle operators' communications with dispatching and transit system operations staff. MDTs can be integrated with AVL technology.

4.3.3 Regional Call Center Implementation Schedule

Implementation of the regional call center is recommended to be a staged approach. Stage 1, scheduled for 2009, would establish an adoption of regional service standards for paratransit operations. Approximately six months would be permitted for technical work, three months for the required public outreach and participation process, and three months for system revision of rider guides and related materials.

Stage 1 should also include the establishment of the customer service and trip itinerary planning functions at the current WSTA mobility management office. Beginning in 2009 with urban systems and adding other systems incrementally.

The second (optional) stage would consist of adoption of uniform ADA eligibility standards. If this stage is implemented, transit systems in the Triad must certify ADA paratransit eligibility and then move towards consolidation of the eligibility process. These actions would be scheduled for 2010.

Establishment of the regional call center should be scheduled for 2011. This time would be necessary to acquire additional hardware, make the facility decisions relative to where the center would be located, and develop transition plans for moving personnel and functions to the center. Implementation should be scheduled over a 12 month period, with WSTA/GTA transitioning first; followed by Hi-Tran, then by TAMS. In 2012, consideration of incorporating rural community systems would occur. By then, the useful life of current automated scheduling software would make the transition a less costly investment for these programs.

During the consultant outreach and review process conducted in May 2008, one proposal was offered relative to YVEDDI's participation in a regional call center. This option would have YVEDDI establish its own call center to service its four county area, effectively reducing the duplication of effort that currently occurs with four separate, county-based trip reservation processes. On a unit basis, we believe the cost of this option would be higher than an alternative that would have YVEDDI participating in a regional call system. However, the proposal does represent an improvement over the status quo.

4.4 GTA/Hi-Tran/Guilford County Transportation Demand Response Consolidation

Full implementation of a regional call center should result in a consolidation of ADA Paratransit functions among the different systems. Currently, there are three separate transit systems in Guilford County that could realize some economies of scale by consolidating their operations. Guilford County and GTA have experimented with consolidation in the past with limited success but the idea should be brought back for consideration. Each of these systems has expressed concern about operations especially for their paratransit programs at Hi-Tran and GTA and the entire TAMS systems. The regional call center recommendation includes the potential for consolidating the reservation and scheduling for the demand response portions of their respective services.

Guilford County Consolidation – Advantages/Disadvantages/Barriers

Economies of scale will result from a consolidation of these three transit agencies. This results from more efficient use of personnel and capital equipment. The average cost per trip for demand response services in Forsyth County (City/County Consolidated) is \$12.53 (FY 2006) while the average cost per trip among the three providers in Guilford County is \$19.24, according to the National Transit Database. There are a number of variables that can explain the difference in unit cost including service area statistics and drivers' wages and benefit, but it is likely that consolidation of these services will result in a significant reduction in unit cost per trip.

The primary barrier will be the loss of control of the service for at least two out of three of the systems. It is recommended that the systems consolidate the scheduling of service prior to initiating consolidation of services. By scheduling the systems together the participating systems will have a better understanding of the potential savings per trip before making a decision to consolidate.

Responsible Agency(ies)

The three agencies involved in the consolidation will be responsible for its implementation.

Implementation Strategy for TAMS/GTA/Hi-Tran Consolidation

Timeline of tasks for implementation:

- a) Retreat for schedulers from each system to take week of service and reschedule it as if the system's were consolidated – Fall 2008
- b) Budget Evaluation to include cost allocation—December 2008

- c) Advisory Board/Commission Approvals—April 2009
- d) Establish MOU and Create Transition Plan – July 2009

Cost for Implementation: This action is expected not to increase operating costs in the near term. In the long term it is likely that cost savings will be achieved through operating efficiency gains.

4.5 Fare Collection Integration

Every transportation provider in the region uses separate fare media and there is a wide variety of fare structures. Several agreements exist between PART and the local systems to allow for transfers, but none of the systems have structures that encourage regional trips. An important part of achieving a seamless transportation system is to provide a fare option for passengers that would allow a single payment for trips using multiple systems. Currently, among the urban systems, tickets can be purchased that can be used on PART, WSTA, GTA and Hi Tran. Several other operators outside the Piedmont Triad region offer day or multiple day passes, which provide an added convenience. In locations where transit passengers frequently travel across the jurisdictional boundaries of different transit systems, a free or discounted transfer policy is often in place. Transit systems with such a policy utilize several types of fare media. The most common fare media for this include:

- Cash surcharge for a transfer;
- Tickets/Tokens;
- Unlimited Ride Pass;
- Stored Value Cards.

As mentioned, tickets are currently sold that are valid on the PART, WSTA, GTA and Hi Tran systems. Examples of other types of fare media used on a regional basis are described below. There are references to peer systems that are described in greater detail in Appendix D.

Unlimited Ride Pass

This type of pass provides unlimited access to transit services for a specified time period, e.g., day pass or monthly. Two examples of successful pass programs at other transit agencies that can be used in a similar application by transit providers in the Piedmont Triad region are the Sound Transit PugetPass and the Triangle Transit Authority Regional Pass.

Cash Surcharge/Transfer Fee

In order to compensate for the difference in fares, some transit systems will accept transfers and/or passes from an adjacent system but impose a surcharge.

Fixed Value Card

This type of card functions in a similar manner as a debit card. A fixed amount is recorded on the card when a card is sold. When the card is used for a transit trip, the fare amount is deducted. The card can also be used as an unlimited ride pass. There are technology implications in setting up a system that is this sophisticated. One system that uses this type of card is the Bay Area Rapid Transit (BART) system in San Francisco.

The most common multisystem fare medium is the unlimited ride pass. For most, this is considered as the simplest and easiest to use by passengers, and thereby best achieves the goal of providing a “seamless” regional transit network.

The major issue with implementing a regional pass is with the distribution of pass sales revenue. The easiest method to administer is to allow revenue to be kept by the system that sells the pass. But this approach does not reflect passenger usage of the different systems, and may cause one or more systems to lose a disproportional amount of revenue. It rewards the systems that have more, and more conveniently located, pass sales outlets. This is the reason why TTA and other areas have adopted a revenue distribution system based on the boarding location. This is a more equitable system that better reflects passenger usage.

Adopting another fare media for intersystem transfers will likely improve convenience and thereby encourage regular riders to use transit for regional trips. It appears from the review of the experience of other transit systems throughout the Country that an unlimited ride pass has the most merit. However, additional input from local public transportation and community transportation providers is needed. If the systems are to enhance the ability for passengers to make regional trips, a regional fare structure should be implemented. A full fare study should be conducted to determine the optimum method(s) and the participating systems at the various phases of implementation. This can also address other issues related to fare policies, such as the desired cost recovery ratio for each system. The following implementation steps would be necessary:

- Organize a study committee comprised of representatives of each urban transit and community transportation system.
- Develop and analyze alternatives that include different types of fare media and technologies ranging from what type of regional fare structure can be implemented immediately to what is the optimum system.
- Identify the preferred system and an implementation plan including phases, action steps, and responsibilities.
- Establish an allocation formula to equitably distribute regional pass sales revenue.

The following advantages and disadvantages were identified for fare integration.

Regional Fare Structure – Advantages/Disadvantages/ Barriers

A Regional Pass Program will make it easier for passengers to make regional trips using more than one public transportation system. This will encourage people to use public transportation for these types of trips and will likely result in some increases in ridership. Also, an unlimited ride pass will provide economic value for passengers who frequently use public transportation. From a system standpoint, encouraging passengers to travel between systems allows each system to benefit from increased boardings which positively affect federal and state funding allocations.

The primary barriers to the implementation of a Regional Pass Program relate to the impacts on fare revenues for the participants, during both the start-up period and after full implementation. Based on the experience of other locations, a reduction in fare revenue among all participating agencies can be expected during the start-up and the initial time period after implementation. In order to ease the transition to regional fare medium(s), an alternative funding source for this initial period is recommended. The amount needed will depend on the participating agencies,

An equitable method also needs to be devised for dividing the regional fare revenue among the transit agencies participating in a fare integration program. This can be based on a number of factors, including an actual count of boardings or a passenger survey.

While it is not a requirement for farebox equipment to be the same for all participants of a Regional Pass Program, it would provide a higher level of consistency for accountability. Therefore, there would be additional capital costs for fareboxes if this was desired.

Responsible Agency(ies)

Since PART's goal as an organization is to "improve transportation through regional cooperation," it should take the lead for the implementation of a Regional Pass Program. Revenue sharing arrangements will need to be agreed upon by all participating agencies. It is noted that the recommended revenue sharing should be based on passenger boardings by system. Participating systems are envisioned to be the fixed route services operated by PART, GTA, Hi Tran and WSTA, and eventually all community transportation providers in the region. Including the community transportation systems as part of the Regional Pass Program should be accomplished as a second step to achieve a "Regional Pass" for the entire Piedmont Triad region.

Implementation Strategy Summary for Fare Structure Integration

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, MPOs
- Timeline of tasks for implementation:

- a) Comprehensive Fare Evaluation which should also address a schedule for the participation of all systems—Completed by September 2009

Anticipated Schedule for Urban Systems

- b) Public Hearings—January 2010
 - c) Board/Commission Approval—March 2010
 - d) Marketing/Promotion—April – June 2010
 - e) Implementation—July 2010
- Assumptions: rather than initial start-up costs, an estimated 2% reduction in farebox revenues is estimated over all four fixed route systems; then assumed to be revenue neutral.

This function includes revenue supervisors, counters, ticket/pass sales and customer service personnel.

4.5.1 Potential Internal Consolidation of Fare Collection

Table 4-6 reflects a total of 4 positions in the Triad region dedicated to this function. All four positions are in urban transit systems. This finding does not mean that the sales of passes/tickets or the counting of farebox revenue does not occur at the other seven transit systems. Those systems do not report job classifications in these functional areas. It is noted that these functions are carried out by other system personnel.

Table 4-6: Current Staffing Resources - Ticketing and Fare Collection

| | Ticketing & Sales | | |
|------------------------------------|---------------------------|------------------|--------------------------|
| | Counting Room Supervisors | Revenue Counters | Sales & Customer Service |
| Transit System | | | |
| Urban Core | | | |
| GTA | | | |
| TAMS | | | |
| Hi Tran | | | 2 |
| PART | | | |
| WSTA | | 2 | |
| Subtotal | 0 | 2 | 2 |
| Suburban Fringe Counties | | | |
| ACTA | | | |
| DCTS | | | |
| RCATS | | | |
| YVEDDI | | | |
| Subtotal | 0 | 0 | 0 |
| | | | |
| Total – All Transit Systems | 0 | 2 | 2 |

Opportunities to Coordinate Staffing Functions

Coordination of this function can reduce the total number of personnel in the region assigned to carry out ticketing and fare collecting. This coordination can improve the level of the mechanization employed in function execution and improve the accuracy of fare counting procedures.

This function, however, due to necessity of each system to have internal controls in place to prevent loss or theft of fare revenues, dictates that this function be carried out at the operations center for each transit system. Until such time as operations facilities would be consolidated, the consultant team believes that little opportunity to improve coordination of this function at this time in the Triad region.

4.6 Driver/Employee Training

This function includes safety managers, assistant managers, and trainers.

A total of seven persons are employed in the safety function at Triad transit systems. Overwhelmingly, these positions are located in urban systems; smaller systems may not be able to afford full time positions dedicated to this function or rely on third party training, such as that provided by NCDOT. Only YVEDDI reported a staff position in this function among the suburban fringe systems (Table 4-7).

Table 4-7: Current Staffing Resources: Safety/Training

| | Safety | | |
|------------------------------------|----------|-------------------|----------|
| | Manager | Assistant Manager | Trainer |
| Transit System | | | |
| Urban Core | | | |
| GTA | 1 | 1 | |
| TAMS | 1 | | |
| Hi Tran | | | |
| PART | 1 | | |
| WSTA | 1 | 1 | |
| Subtotal | 4 | 2 | 0 |
| Suburban Fringe Counties | | | |
| ACTA | | | |
| DCTS | | | |
| RCATS | | | |
| YVEDDI | 1 | | |
| Subtotal | 1 | 0 | 0 |
| | | | |
| Total – All Transit Systems | 5 | 2 | 0 |

Opportunities to Coordinate This Function

There are opportunities to coordinate this function. Most of these opportunities relate to: (1) reducing the redundancy in training program development; and (2) expanding training opportunities for those systems that cannot establish full time, internal training capability.

The primary task within this function is to train new bus and van operators and ensure the necessary refresher training is provided pursuant to the contractual requirements imposed by the purchasing municipalities who retain management and operations contractors. Often, the training content reflects the training program developed by the management company (an advantage of using such firms). However, proprietary concerns over the content of these existing courses may pose a problem in shared or coordinated use.

However, some efficiency may be brought to bear on developing a regional bus or van operator training manual, course curriculum, and course content. Additionally, the consultant team believes this function significantly important to increase commitment among the suburban fringe counties. Given the lack of in-house focus and reliance on non-dedicated or state training resources, the team believes that a regional program directed at suburban systems would improve the quality of transit services in these areas.

Potential Cost for Driver /Employee Training

Labor for this effort would be derived from existing staff; this initiative is not involved with re-“inventing the wheel” but taking the best practices of various systems. This consolidation of function envisions that the best practices employed by existing transportation systems would be synthesized. This option would propose creation of two programs: one for bus operators and one for van/paratransit operators (used by urban paratransit and suburban/rural community transportation programs).

In the event that existing labor cannot be used, we estimate that it would cost approximately \$22,000 to hire third party services to synthesize existing training material and produce sufficient copies of the two new training materials for testing. Upon teaching the “beta” course for each course, final electronic copies of the manuals would be made available to all systems. Individual systems would be responsible for the reproduction costs.

4.6.1 Establish Regional Training Program

Description. This strategy would create a regional training program based at PART. The primary purpose of this program would be to take lead responsibility for operations related training for the four suburban transit systems. This program would not necessarily replace the program now in place at YVEDDI; rather this program would be assumed by PART and expanded to the other three systems. NCDOT funding would be used to support this program.

Training would focus on operations and customer service and would not replace required training on county personnel issues that may be required in Alamance, Davidson, Montgomery, or Randolph Counties. Training topics would include, but not necessarily be limited to:

- Van operator training;
- Defensive driving;
- First aid;
- Emergency preparedness;
- Bio-hazardous material (bloodborne pathogens)
- Wheelchair securement;
- Drug and alcohol awareness training;
- Dealing with difficult customers; and
- Accident procedures.

Peer Examples. The Indiana RTAP program is an example of a broad scale training program that provides all operations training on behalf of community transportation systems in the state.

Timeline for Implementation. The implementation schedule must be synched with the NCDOT grants cycle in order to obtain funding to support this strategy. This strategy could be implemented by July 1, 2010.

Advantages. Implementation of this strategy would increase the effectiveness and frequency of bus/van operator training in the suburban fringe counties. By adopting a regional approach at this stage in the development of this function at these systems, duplication of function can be avoided.

Disadvantages. YVEDDI, which already commits 1.0 FTE to this function, may perceive that the organization will receive a diminished level of service under a regional program.

4.6.2 System Information Training

Coordination among the different public transit systems in the Piedmont Triad region will likely improve if training were provided to drivers, customer service representatives, and other operations personnel, of the routes and services provided by all the systems. This can be accomplished by including this topic in employee orientation training and in on-going training programs.

Systems Information Training – Advantages/Disadvantages/Barriers

More accurate information will be given to passengers of the services provided in other parts of the region. This training will also promote the operation of the different systems to function in a more unified coordinated manner.

Staff time will be required to provide this training and to attend training sessions. This will translate to a small cost increase for training.

Responsible Agency(ies)

Since PART's goal as an organization is to "improve transportation through regional cooperation," it should take the lead in developing a regional training module that can be used by all the transit agencies in the region. Partnering this effort with the NCDOT staff would assist in the provision of training employees on the respective system routes and other services provided. Some training is currently being provided by NCDOT, and the feasibility of incorporating this training should be explored.

Implementation Strategy Summary for Systems Information Training

- Agencies responsible for coordination: Transit System Operations, Planning and Training Staffs
- Timeline of Tasks for Implementation:
 - a) Create Training Module – July 2009
 - b) Incorporate into New Hire Orientation—October 2009
 - c) Conduct Training for Current Employees—On-Going
 - d) Initiate Regional Training Program – January 2010
 - e) Systems Incrementally Enter Program - On-Going
- Estimated Annual Operating and Capital Costs: No additional costs anticipated

4.7 Vehicle Maintenance

This function includes maintenance managers, mechanics (full- and part-time), and mechanics helpers.

Current Functional Distribution and Staffing Resources

A total of 43 persons are employed in the vehicle maintenance function at Triad transit systems (Table 4-8).

Table 4-8: Current Staffing Resources: Vehicle Maintenance

| Transit System | Vehicle Maintenance | | | |
|------------------------------------|---------------------|-----------|-----------|------------------|
| | Manager | Mechanics | | Mechanics Helper |
| | | Full-Time | Part-Time | |
| Urban Core | | | | |
| GTA | 2 | 9 | | 1 |
| TAMS | 1 | 2 | | 2 |
| Hi Tran | 1 | 2 | | |
| PART | 1 | 1 | | |
| WSTA | 3 | 13 | 1 | |
| Subtotal | 8 | 27 | 1 | 3 |
| Suburban Fringe Counties | | | | |
| ACTA | | | | |
| DCTS | | 4 | | |
| RCATS | | | | |
| YVEDDI | | | | |
| Subtotal | 0 | 4 | 0 | 0 |
| Total – All Transit Systems | 8 | 31 | 1 | 3 |

Opportunities to Coordinate This Function

Vehicle maintenance is one of the largest functional categories with 43 staff, the majority working for contractors.

Opportunities to coordinate these services are somewhat limited due to the current organizational status of the Triad's transit systems. Local system management must know the availability of all units in the fleet on a real time basis. As long as systems are organized at the municipal or county level (as opposed to the regional level), then it is appropriate to ensure that the maintenance function be housed at each system.

Additionally, some maintenance coordination strategies would involve significant amounts of deadheading if such functions were coordinated at a regional maintenance facility. In a period of high fuel costs, this factor may cancel any economies of scale associated with a regional bus maintenance facility.

There are opportunities for coordination on two remaining levels:

- Increase communication to ensure that maintenance personnel are fully aware of all training opportunities and other industry news offered by manufacturers and other third parties; and
- Creation of specialized maintenance capabilities (*e.g.*, lift maintenance) at a regional location.

4.7.1 Increase Communication Regarding Training Opportunities, Service Alerts, and Best Practices – Maintenance Clearinghouse

Description. This strategy would create a regional clearinghouse on maintenance training events, service bulletins, warranty recalls, etc. for all classes of equipment used by the Triad's nine transit systems. Periodic meetings and e-mail correspondence would be used to ensure effective communication among maintenance managers and operations supervisors who have responsibility of vehicle maintenance (or the scheduling thereof).

This service would be performed at PART, however, all existing maintenance personnel would play a contributing role in effecting this communication or making contributions to the knowledge database that would be established.

Timeline for Implementation. The recommendation can be implemented immediately.

Advantages. Better communication and participation in available training opportunities will work to improve the reliability of maintenance performed on system vehicles in the Triad region.

Disadvantages. This strategy represents new (and unfunded) activities for PART.

Employee Impacts. Personnel would have to be assigned to this function at PART in addition to existing duties. No adverse impacts are seen on other system personnel.

Potential Cost for Maintenance Clearinghouse

This strategy represents a partial coordination of the maintenance management function. This task is relatively easy to implement via the creation of a private section of the PART website. This would enable maintenance managers to log in and review various maintenance bulletins and notes/postings regarding maintenance issues. Estimated contract labor fees to establish this web capability are estimated to be \$8,000.

4.7.2 Create Specialized Maintenance Capabilities at Designated Regional Maintenance Centers

Description. This strategy would create maintenance specializations that may not be available within the local service area. For example, finding qualified technicians to service lift equipment has been problematic, particularly at smaller transit systems. Often vehicles must be removed from service for longer than acceptable time periods in order to obtain service. Under this program, personnel at existing large maintenance centers at either WSTA or GTA would serve as a service center for specialized items such as fare boxes, transmissions, painting and body shop repairs.

Peer Examples. Under the sponsorship of the Illinois Department of Transportation, a regional maintenance program for specialized transit vehicle has been established at various large transit systems throughout the state. Designed primarily for Section 5310 and 5311 recipients who lack qualified repair locations within their home communities, these recipients can arrange for vehicle repair at a regional maintenance centers.

Timeline for Implementation. The recommendation can be implemented immediately.

Advantages. Improved access to specialized maintenance services would limit down time for accessible vehicles resulting in better service for persons with disabilities. Additionally, the cost of such service may be lower than that obtained at private maintenance vendors.

Providing such maintenance service would represent a revenue generation activity for the transit system.

Disadvantages. This strategy has less impact in the Triad region due to the proximity of private sector vendors (e.g., Ilderton Dodge, etc.) who can perform this function. There may be issues of priority scheduling for the designated center's own vehicles that would impose unacceptable delays to smaller transit systems.

Employee Impacts. No adverse impacts are seen on other system personnel.

Impact on Contracts/Procurement. Specialized maintenance involves technicians providing routine major upgrades of existing transit vehicles (paint and body shop work, engine and transmission rebuilds, etc.) and related equipment (electronic signage, fare payment systems, etc.) Specialized vehicle maintenance typically involves the use of hydraulic lift equipment or pits as repair and inspection bays. While there are private vendors equipped to perform many of these functions, such locations are not ubiquitous, in close proximity, and readily available across the entire Triad region.

Needs specific to the specialized maintenance of vehicles and equipment grow in complexity as regional transit providers extend their service areas and as the array of vehicle types and ITS technology equipment in the region expands. GTA and WSTA currently have specialized maintenance resources to support their individual systems, but their existing facilities may become constrained as service needs expand. Cost-effectiveness gains can be realized through the consolidation of specific functions to a limited number of shared specialized maintenance sites.

Joint agreements can be established whereby a limited number of regional specialized maintenance centers are identified with resources allocated by participating providers. Vehicle and equipment storage capacity limitations should be addressed under this scenario. An alternative scenario involves the joint procurement of specialized maintenance services through a third-party provider. The internal function analysis estimated that a regional specialized maintenance effort would not require capital outlays.

Redundancies and/or deficiencies in the availability of staff resources with specialized technician capabilities can be addressed by establishing partnerships with members of the Piedmont Triad Education Consortium, specifically those seeking mentoring and training activities integral to their vocational-technical certificate and degree programs.

4.7.3 Parts/Inventory Management

This function includes parts/inventory clerks. Only a total of 2 persons are employed in the parts management functions; both positions are employed at WSTA.

Opportunities to Coordinate This Function

Opportunities to better coordinate this function are somewhat limited due to the limited commitment of staff resources to this activity. There are opportunities to coordinate acquisition of supplies; however, these strategies are more appropriately placed under General Administration, Procurement. No recommendations are offered for this function.

4.7.4 Yard/Service/Utility

This function includes yardman, service workers, and yard utility men.

Current Functional Distribution and Staffing Resources

A total of 28 staff positions are dedicated to this function. This functional activity is uniquely limited to urban fixed route operations. No positions in this category are found at demand response service operators in suburban or rural environments. In part, drivers perform some of the job tasks in this functional category.

Table 4-9:- Current Staffing Resources: Yard/Service/Utility

| Transit System | Yardman | |
|------------------------------------|-----------|-----------|
| | Full-Time | Part-Time |
| Urban Core | | |
| GTA | 12 | |
| TAMS | | |
| Hi Tran | 3 | |
| PART | 2 | |
| WSTA | 9 | 2 |
| Subtotal | 26 | 2 |
| Suburban Fringe Counties | | |
| ACTA | | |
| DCTS | | |
| RCATS | | |
| YVEDDI | | |
| Subtotal | 0 | 0 |
| | | |
| Total – All Transit Systems | 26 | 2 |

Opportunities to Coordinate This Function

This is a localized function related to vehicle operations (pull-out, vehicle cleaning, and vehicle operations). Like vehicle operations, opportunities to increase coordination of

yard functions rest entirely upon re-structuring or consolidating service delivery concepts. No coordination opportunities have been identified in this area.

4.7.5 Non-Vehicle Maintenance

In this category, the consultant team identified the following internal functional activities:

- Maintenance of Structures
- Maintenance of Fare Collection Equipment
- Maintenance of Passenger Stations/Stops
- Maintenance of Communications Systems

Analysis of staffing and job classifications at the nine Triad transit systems indicates that no human resources are devoted to these functions directly. Service is provided by third parties (e.g., a local government public works department may maintain a bus stop shelter) or private vendors.

No coordination opportunities have been identified in this area.

4.8 General Administration

In this category, the consultant team identified the following internal functional activities:

- System Management
- Personnel Administration
- Legal
- Risk Management
- Data Processing
- Finance and Accounting
- Engineering
- Real Estate Management
- Office Management
- Planning
- Marketing
- Customer Service

4.8.1 System Management

This function includes transportation department directors, department managers, executive directors, transportation directors, assistant managers and directors, and administrative assistants.

Current Functional Distribution and Staffing Resources

A total of 29.75 staff positions are dedicated to this function and include local government, transit authority, and contractor employees.

This function represents most of the transportation policy making function in the Triad, as well as transit system general management. Table 4-10 notes the current staffing resources and system management components of the regional transit providers:

Table 4-10: Current Staffing Resources: System Management

| Transit System | System Management | | | |
|---------------------------------|----------------------|-----------------|-------------------|---------------------------|
| | Department Directors | System Managers | Assistant Mangers | Administrative Assistants |
| Urban Core | | | | |
| GTA | 1 | 2 | | 3 |
| TAMS | | | | |
| Hi Tran | | 1 | 1 | 1 |
| PART | 2 | 2 | | 1 |
| WSTA | 1 | 1 | 1 | |
| Subtotal | 4 | 6 | 2 | 5 |
| Suburban Fringe Counties | | | | |
| ACTA | 1 | | | 0.25 |
| DCTS | 1 | 1 | | |
| RCATS | 1 | 2 | | 0.5 |
| YVEDDI | 1 | 4 | | 1 |
| Subtotal | 4 | 7 | 0 | 1.75 |
| Total | 8 | 13 | 2 | 6.75 |

Opportunities to Coordinate This Function

Each participating municipality or county should have adequate policy representation in formulating regional transit goals and plans. As a consequence, separate functional staffing must be maintained to ensure representation of all participating jurisdictions.

The consultant team previously noted that some functions cannot be separated from the organizational status of current system design. If a county has a transit system, then that system must have a director or system manager. While there have been various experiments in the U.S. with having shared system management, (e.g., a contract manager provides day-to-day oversight over two or more small systems), most known examples have abandoned this approach. Moreover, all systems in the Triad region are too large to benefit from this approach.

While this project sought primarily to examine enhanced coordination between systems (not within individual system), the consultant team obligated to note that there has been a longstanding debate regarding the organizational model employed at YVEDDI. Unlike all other multi-county community transportation projects in the state, YVEDDI uses a county based approach to system management. In this case, a county coordinator has responsibility for daily operations in a single county. This contrasts to the regional approach used by other projects such as Inter-County Public Transportation Authority (ICPTA), Craven Area Rural Transit System (CARTS), or Kerr Area Rural Transit System (KARTS). The consultant team believes that later approach is equally as effective. Increased used of available technologies make this finding even more relevant today than it was a decade ago. However, the TAC has not been charged with adopting a recommendation of this nature.

Our lone recommendation in this area concerns opportunities to increase communication between the nine transit systems. In this regard, we mirror and support the recommendation made regarding the need for on-going monthly meetings of those staff positions that regularly participate in local policy and service decisions. An on-going effort should be coordinated by PART staff to assist in the scheduling of these meetings. The TAC should strive to educate policy makers and elected officials on transit needs that may not always follow jurisdictional lines and passengers' residence locations.

In addition, regular meetings should be conducted of operations personnel responsible for routes and schedules in each of the transportation provider service areas. Minor and major route and schedule changes can be identified through this process that would result in the improvement of passenger convenience when making region-wide transit trips.

There are no adverse employee impacts associated with this coordination strategy.

4.8.2 Personnel Administration

This function includes a total of 3.5 staff positions that are dedicated to this function.

Table 4-11: Current Staffing Resources: Personnel Administration

| Transit System | Personnel Administration | |
|------------------------------------|---------------------------------|------------------------------|
| | Human Resource Managers | Benefits Coordinators |
| Urban Core | | |
| GTA | 1 | |
| TAMS | | |
| Hi Tran | | |
| PART | | |
| WSTA | 1 | 1 |
| Subtotal | 2 | 1 |
| Suburban Fringe Counties | | |
| ACTA | 0.5 | |
| DCTS | | |
| RCATS | | |
| YVEDDI | | |
| Subtotal | 0.5 | 0 |
| Total – All Transit Systems | 2.5 | 1 |

Opportunities to Coordinate This Function

Based on the staffing levels observed above, it is clear that the personnel administrative function for most transit systems is being handled by the organizations central services departments (Personnel or Human Resources). The costs of this activity should be reflected in the local government's central services or indirect cost allocation plan and the transit department should bear its pro rata share of these costs. In some cases, however, such charges are not passed on to the transit system. Consolidation or coordination of the functional activity may represent conversion of a contributed cost to an out-of-pocket direct cost for the affected transit system. The consultant team does not believe any of the existing transit systems would support any concept that fell into this category.

Nevertheless, there are opportunities to improve coordination and communication among the systems in this area. These options include:

- There are opportunities to form a Triad region drug and alcohol testing consortium for purpose of compliance with 49 CFR part 655. This action is consistent with a previous recommendation on safety and training and would facilitate forthcoming rulemaking on implementation of an abuse prevention program for over-the-counter medications.
- There are opportunities to improve communications among transit systems by developing a central resource library on transit job descriptions, driver handbooks, disciplinary policies, driver evaluation forms and procedures, etc.

4.8.3 Regional Drug and Alcohol Testing Consortium

Description. This strategy would create a transit specific drug and alcohol testing consortium for purposes of compliance with FTA's rule on this subject and any forthcoming rulemaking regarding over-the-counter medications.

Peer Examples. There are numerous consortia operating throughout the United States.

Timeline for Implementation. The recommendation can be implemented within the first 12 months after adoption.

Advantages. Federal rules on this topic are complex; any regional initiative to concentrate expertise at a single point of contact could benefit any system without staff expertise on this matter.

Disadvantages. Increasing the size of a random testing pool may mean that smaller systems do not conduct a sufficient number of tests to assure management

that it employs a drug free workforce. Many systems currently use third party contractors to handle various management functions associated with program administration including finding and arranging for local collection sites; changing the organizational structure may result in less convenient locations.

Employee Impacts. There will be no adverse impacts on existing employees.

Potential Cost Savings for Testing Consortium. This action would reduce the duplication of the human resource function associated with management of a drug and alcohol testing program. This action would create a Triad drug and alcohol testing consortium and a “transit driver only” testing pool. The consultant team estimates that cost reductions in the range of \$8.00 to \$12.00 per test could be realized through the creation of the consortium. Annual savings of \$4,400 to \$6,700 are projected.

Impact on Contracts/Procurement. If the program is regionalized then all of the testing can be procured together which should create a volume of tests that would allow the contractor to provide a lower unit cost. The contract, however, should provide testing sites that are conveniently located for each of the systems participating. Any potential cost savings attributable to grouping all the testing could be offset for rural systems, if they were required to send their employees to testing sites outside of their respective jurisdictions.

4.8.4 Develop Resource Library on Human Resources

Description. This is a low cost solution to a frequent problem in transit human resource management. In this concept, PART would act as a collection point for all job descriptions, salary scales, personnel policies, employee handbooks, disciplinary policies, etc. Transit systems in the region would voluntarily provide their versions of these materials for ultimate posting in a secure “Manager’s Area” on the PART website.

Peer Examples. We are unaware of any formal examples that embrace this concept.

Timeline for Implementation. The recommendation can be implemented within the first 6 months after adoption.

Advantages. Transit managers in smaller transit systems could benefit from experience gained at the larger systems in this area. Larger systems are more likely to have detailed written job descriptions, policies, and procedures.

Disadvantages. PART web managers will have increased workloads associated with the collection and posting of data to support this initiative.

Employee Impacts. There will be no adverse impacts on existing employees.

Potential Cost for Resource Library

This action is similar to the maintenance information clearinghouse option. A transit human resource library (online) would be created and hosted by PART. Estimated costs for contract web services would be \$12,000.

4.8.5 Finance and Accounting

This function includes supervisors, assistant supervisors, clerks, and data entry personnel.

Current Functional Distribution and Staffing Resources

A total of 4.5 staff positions are dedicated to this function. Again, support services provided by other units of the local government account for the lack of dedicated staff to this function

Opportunities to Coordinate This Function

No recommendations or options from improved coordination in this function have been identified.

4.8.6 Purchasing/Procurement

This function includes purchasing managers and procurement specialists/buyers.

Current Functional Distribution and Staffing Resources

There is only 1.0 FTE dedicated to this function among the nine transit systems (the position is at WSTA). Again, this administrative function is conducted by the purchasing departments of the sponsoring local governments or purchases are made via state contract using “piggyback” methods.

At least one key stakeholder believes that joint procurement of fuel and other operational supplies would benefit Piedmont transit systems.

Opportunities to Coordinate This Function

Since purchase of routine supplies is typically handled through a local government purchasing department, the best method of achieving coordination of this function is through enhanced communication among system managers.

Consistent with the previous recommendations regarding increased levels of communication among system managers through a formal series of regular meetings, it is recommended that purchasing become part of the regular agenda of such meetings. All forthcoming procurements would be identified by each system manager in advance of each regularly scheduled meeting. In this manner, the participating system managers can decide whether or not an opportunity for a joint procurement (described in FTA Circular 4220.1F) exists.¹

The advantage to this approach is that enhanced communication can create potential opportunities for joint procurements or piggyback procurements that can be cost savings for all participating systems in the procurement.

Disadvantages include the fact that the original purchaser may have to make some accommodation in specifications or quantity or endure a time delay (due to multiple participants) in the procurement schedule.

There are no adverse employee impacts.

4.8.7 Planning

This function includes planning managers, senior planners, planners, and interns.

Current Functional Distribution and Staffing Resources

A total of 8.0 staff positions are dedicated to this function. All positions are based in the urban core transit systems (Table 4-12)

Opportunities to Coordinate This Function

There are efforts that have been underway for some time to coordinate long-range planning in the Piedmont Triad. PART has assumed functional responsibility for travel modeling and PART planners attend all area MPO meetings. These planners participate and even prepare components of various required local plans. Thus, there appears to be a good relationship between PART and the MPOs with effective cooperation and coordination taking place.

¹ The Common Grant Rule for governmental recipients encourages recipients and subrecipients to enter into State and local intergovernmental agreements for procurements for common goods or services. FTA also permits non-governmental recipients to consider joint procurements if economical and feasible. FTA encourages recipients to procure goods and services jointly with other recipients to obtain better pricing through larger purchases. Joint procurements offer the additional advantage of being able to obtain goods and services that exactly match each cooperating recipient's requirements.

There are opportunities to improve the coordination of short-range transit planning or operations planning in the region. Additionally, the suburban counties have traditionally relied on NCDOT to prepare five year transit development plans.

Table 4-12: Current Staffing Resources: Planning

| Transit System | Finance and Accounting | | | |
|---------------------------------|------------------------|-----------------|----------|----------|
| | Managers | Senior Planners | Planners | Interns |
| Urban Core | | | | |
| GTA | | 1 | 2 | 2 |
| TAMS | | | | |
| Hi Tran | | | | |
| PART | 1 | 1 | | |
| WSTA | | | 1 | |
| Subtotal | 1 | 2 | 3 | 2 |
| Suburban Fringe Counties | | | | |
| ACTA | | | | |
| DCTS | | | | |
| RCATS | | | | |
| YVEDDI | | | | |
| Subtotal | 0 | 0 | 0 | 0 |
| Total | 1 | 2 | 3 | 2 |

However NCDOT has fallen behind in the preparation of such plans; only Alamance County has any type of current document that addresses transit needs.

Given the level of existing coordination in various long-range planning endeavors, and the fact that the suburban counties at present lack any transit planning capability, it is recommended that PART assume responsibility for all short-range transit planning in the suburban systems.

Consolidation of Short Range Transit Planning Responsibility

Description. PART is the logical organization to perform this function for the suburban systems. The organization can hire in-house staff to perform this function, hired existing staff at the respective transit systems to perform this function, retain consultants on an as-needed basis, or any combination of these strategies.

Timeline for Implementation. The recommendation will require local dialogue needed to address some increase in personnel at PART. Implementation should be in conjunction with the Locally Based Programs as described in Section 5.

Advantages. Putting all short-range planning under the auspices of a single organization will ensure that the 3-C process is extended to transit planning. While increased communication will facilitate awareness among the transit systems on service changes and improvements, a more formal process is necessary.

Creation of short-range planning capability may enhance service development and growth in the suburban fringe counties.

Disadvantages. Communities with existing staff dedicated to this function may have concerns that local issues will not be sufficiently addressed in a regional organization. Additionally, the capacity to perform relatively small analyses of operational problems or service opportunities may be hindered.

Employee Impacts. PART will need to hire up to two staff to perform this function.

4.8.8 Marketing

This function includes marketing specialists and customer service ombudsmen.

Current Functional Distribution and Staffing Resources

A total of 4.0 staff positions are dedicated to this function. All positions are based in the urban core transit systems (Table 4-13).

Table 4-13: Current Staffing Resources: Marketing

| Transit System | Marketing | |
|------------------------------------|-----------------------|-----------|
| | Marketing Specialists | Ombudsman |
| Urban Core | | |
| GTA | 1 | |
| TAMS | | |
| Hi Tran | | |
| PART | 2 | |
| WSTA | 1 | |
| Subtotal | 4 | |
| Suburban Fringe Counties | | |
| ACTA | | |
| DCTS | | |
| RCATS | | |
| YVEDDI | | |
| Subtotal | 0 | 0 |
| Total – All Transit Systems | 4 | 0 |

Opportunities to Coordinate This Function

Several key stakeholders cited the need to improve marketing in the suburban fringe counties and to improve branding of the regional transit product. Maps, brochures, signage, bus shelters and schedules are examples of branding opportunities that may be coordinated to improve the regional transit services.

One option for addressing the first concern would be for PART to become the direct recipient of NCDOT Community Transportation Program funding for system marketing. PART, in concert with the individual programs, would be responsible for developing an appropriate marketing campaign that was consistent with other regional marketing efforts. This action would ensure consistency of message in these campaigns with those promoted in urban system marketing.

4.9 Operations Management/Revenue Vehicle Operation

These functions represent the very core of every transit system, urban or rural, regardless of mode of service. The operations management function includes operation managers and supervisors, ADA supervisors, and assistant supervisors. The vehicle operation function includes full- and part-time bus and van operators, substitute drivers, and street supervisors. For evaluation purposes, the consultant team split this function between fixed route and demand response modes. As noted in Section 2, there are no fixed route operations in the four suburban fringe transit programs.

Current Functional Distribution and Staffing Resources

Table 4-14 reflects a total of 513 positions in the Triad region dedicated to this function. A total of 226 positions are assigned in fixed route modes, while 287 positions are assigned in demand response modes.

Opportunities to Coordinate This Function

The analysis of these functions identified very little duplication of services between the transit providers in the region. While there is duplication of function, the nine respective systems have done a relatively good job of not duplicating services.

Given these findings, there are opportunities to coordinate management and vehicle operations. This decision rests entirely upon re-structuring or consolidating service delivery structures. Examples of such re-structuring would be GTA taking over TAMS operations or PART taking over fixed route service delivery in Greensboro, Winston-Salem, or High Point. These illustrative examples represent major structural changes in governance and service delivery; all previous work in this study has concluded that such major re-structuring is not desired by the

local elected boards in the sponsoring cities at this time. Thus, our recommendations in this area become more limited.

Given these parameters, we have identified the following opportunities to coordination this function:

- Coordination/consolidation of contractor procurement; and
- Shared use of facilities.

Table 4-14: Staffing by Mode

| Fixed Route Operations | | | | | | |
|-----------------------------------|--------------------|------------------------------|------------------|------------------|--------------------|---------------------------|
| Transit System | Management | | Operators | | | Street Supervisors |
| | Supervisors | Assistant Supervisors | FT | PT | | |
| Urban Core | | | | | | |
| GTA | 1 | | 66 | 21 | | 10 |
| TAMS | | | | | | |
| Hi Tran | 1 | 1 | 16 | 4 | | |
| PART | 1 | | 29 | | | 1 |
| WSTA | 2 | | 62 | 4 | | 7 |
| Subtotal | 5 | 1 | 173 | 29 | | 18 |
| Suburban | | | | | | |
| ACTA | | | | | | |
| DCTS | | | | | | |
| RCATS | | | | | | |
| YVEDDI | | | | | | |
| Subtotal | | | | | | |
| Total | 5 | 1 | 173 | 29 | | 18 |
| Demand Response Operations | | | | | | |
| Transit System | Management | | Operators | | | Street Supervisors |
| | Supervisors | Assistant Supervisors | Full Time | Part Time | Substitutes | |
| Urban Core | | | | | | |
| GTA | 1 | 1 | 28 | 9 | | 3 |
| TAMS | 2 | | 65 | | | |
| Hi Tran | 1 | | 3 | | | |
| PART | | | | | | |
| WSTA | 1 | | 21 | 8 | | 3 |
| Subtotal | 5 | 1 | 117 | 17 | | 6 |
| Suburban | | | | | | |
| ACTA | 1 | | 9 | 29 | | |
| DCTS | 1 | | 13 | | | |
| RCATS | | | 6 | 19 | 7 | |
| YVEDDI | | | 56 | | | |
| Subtotal | 2 | | 84 | 48 | 7 | 0 |
| Total | 7 | 1 | 201 | 65 | 7 | 6 |

Source: Transit system interviews, December – January, 2008.

4.9.1 Coordinated Contractor Procurement

Description. Four different transit systems in a limited area of the Piedmont Triad region (Forsyth and Guilford Counties) conduct procurements to select a management and operations contractor. GTA and WSTA independently selected Veolia Transportation as the contractor; Guilford County has selected MV Transportation; and PART has selected American Charters. Table 4-14 notes the current staffing resources: Fixed Route and Demand Response Operations: Management/Supervision, Vehicle Operators, Street Supervision:

Under the present system, each contracting entity conducts its own procurement for services. One option to reduce this duplication of effort in contractor procurement would be to consolidate the procurement of contractor services. In the absence of a consolidation of transit systems (e.g., GTA and TAMS), there are still some economies that could occur if the city and the county were to consolidate the procurement of contractor services.

Peer Examples. This is not a commonly used approach. One such example, however, is the Cities of Fargo, North Dakota and Moorhead, Minnesota. These two cities operate separate fixed route bus systems that coordinate route design and utilize the same downtown transportation terminal, but otherwise are separately governed and financed by the two participating municipalities. The two cities jointly procure the services of a management contractor to operate the two services.

Timeframe for Implementation. This action is dependent upon the contract period of performance in existing management contracts.

Advantages. The cost of conducting a procurement for transit management services is significant; a Request for Proposal must be prepared and thoroughly reviewed by boards and legal personnel; advertisements must be placed in national media; management must be responsive to bidder questions; strict adherence to FTA's Third Party Contracting Guidelines (FTA Circular 4220.1F), interviews and contract negotiations held, etc. Clearly, consolidating activity of two or more procurements into a single event would result in cost savings. Moreover, the services requested, while potentially addressing different consumer markets, are still confined to fixed route operations, ADA paratransit, or human service agency demand responsive services.

Generally, the organization with the most procurement expertise conducts the procurement, thereby limiting the potential errors that could extend both the time and cost of procurement actions.

Finally, there is typically a management company overhead and fee associated with each type of contract of this type. While the fee structure is unlikely to change, there are opportunities to reduce the overhead rates charged under a single contract versus two separate procurements.

Disadvantages. Ensuring contractor performance under this scenario can be more problematic to entities that are not party to the contract.

Employee Impacts. When procurement activities are undertaken to replace two vendors with a single contractor, the employees of the respective contractors are at risk. This situation may arise during any procurement of contractor services where one vendor serves as the incumbent contractor.

4.9.2 Shared Use of Facilities

Description. When two or more transit systems operate in the same service area, there are opportunities to coordinate use of transit facilities (administration, maintenance, customer service, passenger terminals, etc.). Again, this scenario exists primarily among the urban core transit systems where there are two or more systems with service area overlap. These systems have already coordinated the shared use of some passenger terminal facilities.

Opportunities for further coordination may exist. For example, if GTA and Guilford County were to coordinate contractor procurement as discussed in the previous section, opportunities would arise to conduct maintenance at a single facility rather than the two facilities now being used. In any such arrangements, capacity constraints and limitations of any existing publicly owned facility would have to be a factor in determining the feasibility of this option. Additionally, impacts on existing unionized personnel would have to be taken into account.

Construction of any new facility in the Triad should be subject to a joint use analysis in the feasibility and design phases. For example, establishment of a regional call center should be considered in the design of the proposed new PART facility.

Peer Examples. Transit systems in the Triad already serve as a good example in this category. The PART terminal off of I-40 and the new PT Links program are examples of such coordination.

Advantages. Duplication in facility resource management is expensive to the participating local governments. Shared use of real property assets can reduce system costs. Joint use fees represent a potential revenue source for the owning agency.

Disadvantages. Existing facilities that were not designed with joint use considerations may have capacity constraints. These constraints can sometimes be mitigated by 24-hour use of such facilities, but may result in higher operating costs for shift premium pay.

This study has identified opportunities to coordinate use of transit facilities (administration, maintenance, customer service, passenger terminals, etc.). We primarily identified meaningful opportunities in the case of GTA and Guilford County. Guilford County, for example, must pay for facilities leased as part of its professional services contract with MV Transportation. If means were found to coordinate such services, significant savings could be achieved. In any such arrangement, capacity constraints and limitations of any existing publicly owned facility would have to be a factor in determining the feasibility of this option.

GTA does not possess spare capacity at its current facility, but may be able to accommodate TAMS at their future facility. Thus, we believe this coordination opportunity rests in all future capital planning undertaken in the Piedmont region.

4.10 System Security

Safety and security has been a critical concern for transit agencies. Currently, all of the participating systems rely on local law enforcement, fire and emergency management departments to maintain safety and security on their vehicles and in their facilities. As the transit network grows and the introduction of fixed guideway services nears, the transit systems in the region will begin considering the introduction of safety personnel within their organizations. It is advisable to begin the process of coordinating safety and security in the nearer term so that the expense and the coverage of safety and security resources can be optimized.

Coordinated planning through the establishment and convening of a Regional Transit Security Working Group can produce security projects which may qualify for federal support if the U.S. Department of Homeland Security (DHS) expands eligible regional areas for its Transit Security Grant Program (TSGP). Up to \$348 million in FY 2008 TSGP funds were allocated across the country to support rail and intra-city bus operators in TSGP-eligible jurisdictions. In addition to an enhanced policing presence at transit facilities, coordinated methodologies to assess and improve system lighting at these facilities can improve users' perceptions of personal security, particularly during evening and lower-volume periods of transit operations.²

Regional call center development can incorporate protocols designed to bolster responsiveness and information dissemination between the call center and state or municipal security and

² Ibid.

emergency-response personnel. Incident response-time reductions as high as 80 percent have been achieved due to regional coordination with ITS support.³ As an internal function, the MDT and AVL services can provide emergency alert and precise location information to the regional call center, which can mobilize the appropriate security and transit system personnel to the site. As an external function, 911 emergency personnel receiving calls from passengers or citizens about incidents impacting transit services and facilities can issue post-dispatch alerts to the regional call center for dissemination to the appropriate agencies. Information flows and related cooperative agreements should be established within the context of the Triad Region ITS Architecture.

Joint agreements for protocols allocating and coordinating personnel and resources to support regional emergency management activities should be adopted. Such agreements should include participation by state and municipal level entities with vehicle fleets that can support mass evacuation operations, including public school districts.

4.10.1 Potential Internal Consolidation of System Security

Current Functional Distribution and Staffing Resources

There are no staff positions dedicated to this function in the Triad region. This is not a surprising finding as this function tends to be uniquely associated with those systems that operate fixed guideway and related passenger station facilities.

All current transit system rely on existing local law enforcement agencies to provide system security.

Opportunities to Coordinate This Function

There are no internal functions to coordinate at this time. As the region proceeds with long range plans to develop intercity rail, this issue may have more relevance, however, such plans will be implemented as a regional project and therefore this function will be coordinated.

4.11 Potential for Consolidating External Contracts

One of the primary components of this report is to generate an inventory of existing external and service contracts in order to identify opportunities for consolidation of these agreements. External services contracts were previously referenced in Table 2-6, and represent the most important agreements into which most transit agencies enter and they govern the most significant financial transactions a transit system can make. This is due to the substantial labor costs

³ U.S. Department of Transportation (1995). *Assessment of ITS Benefits: Early Results*. McLean, Va.: The MITRE Corporation, August, p. 20.

associated with operating both fixed route and demand response transit service. The consolidation of these external service contracts would have several advantages and disadvantages.

Advantages - There are potential advantages to consolidating the external services contracts. By combining the procurement process of soliciting transit management services into one event, the costs associated with preparing the Request for Proposal, legal review fees, interviews and contract negotiations could be reduced. An external services contract consolidation may result in reduced management company overhead and fees. The potential exists for PART to co-locate some of its equipment and services at GTA and WSTA facilities. If this occurs, PART should contract with GTA and WSTA respectively for the provision of those routes. In turn, the revenue hours associated with PART service can be incorporated into each system's operator contract, resulting in potential unit cost savings.

Disadvantages - There is the possibility of one or more of the systems to change the terms and conditions of its contract to match those of another system. For instance, WSTA could move from a management only contract to a turnkey like the contract at GTA. However, it is very likely that each system would still operate as a separate entity and require much of the management and staff structure that is currently in place. If the GTA and WSTA contracts were combined, each system would still require a General Manager for local oversight and much of the existing operations and maintenance staff. Another potential problem would be the need to bring all of the operator wage rates under the contract to the same level. This may cause a significant increase in the cost to provide service because it is more likely that lower wage scales would be brought up to the level of the system with the highest scale.

Another barrier to the coordination of these contracts is that they are all on different timing in terms of their start and end dates. The PART Express/Shuttle Bus Service contract with American Charters expires on July 31, 2009. This is the earliest date that a joint contract for external services could be executed and would require any of the other systems to execute interim contracts to synchronize the timing of their contract to that date.

While it may appear that the significant costs associated with external service contracts may present a cost savings opportunity, the cost savings associated with consolidating these contracts may simply be limited to the avoidance of duplicating the direct cost of procurement. The economies of scale gained through normal joint contracts will be difficult to realize because none of the external contracts are the same.

4.11.1 Potential Cost Savings for Combined External Contract Procurement

This function reflects that the task of procuring contractor services is a common function performed by no less than four different transit systems in the Piedmont Triad. GTA and WSTA have independently selected Veolia Transportation as the contractor; Guilford County has selected MV Transportation; and PART has selected American Charters as the contractor for service delivery.

In the analysis of external functions, the role of PART in possibly securing the services of a contractor should fixed route services be implemented in Burlington gives rise to other coordination opportunities.

As noted previously, this option is not common in the transit industry, however, some peer examples do exist. This recommendation is predicated on the fact that the costs of local government procurement activities are significant. Local government costs include, but are not necessarily limited to:

- planning and preparation of procurement documents;
- conduct of pre-proposal conferences;
- evaluation of proposal documents
- contract review and negotiation;
- legal review; and
- contractor transition assistance.

Based on the level and variety of personnel involved in these functions, and considering all benefits and overhead, the consultant team estimated an average unit rate of \$85 per hour for non-legal functions. A rate of \$150 per hour has been utilized for estimation purposes for legal activities. The consultant team estimated that approximately 260 labor hours are expended in the typical management procurement, assuming that no protests or other impediments arise during the process. The typical procurement is estimated at \$22,620. (Table 4-15).

Table 4-15: Estimated Cost of Local Transit Management Procurement

| Function | Labor Hours | Rate | Total Estimated Cost |
|---|-------------|-------|----------------------|
| Planning and preparation of procurement documents | 100 | \$85 | \$8,500 |
| Conduct of pre-proposal conferences | 24 | \$85 | \$2,040 |
| Evaluation of proposal documents | 40 | \$85 | \$3,400 |
| Contract review and negotiation | 24 | \$85 | \$2,040 |
| Legal review | 8 | \$150 | \$1,200 |
| Contractor transition assistance. | 64 | \$85 | \$5,440 |
| Total | 260 | | \$22,620 |

Any local initiative that can consolidate such activities would likely result in savings of \$15,000 to \$20,000 in procurement costs (some effort on the part of both participating governments would have to go into the specifications development process).

4.12 Route Consolidation

A key component of providing seamless mobility is to minimize the need for passengers to transfer between routes. The concept of a “one-seat” ride reduces passenger travel time and increases convenience. It is not always possible, but as each of the urban systems grows, there will be an increasing number of instances where fixed routes from two different systems meet at certain locations. The systems should consider consolidating the routes where there are a substantial number of transfers. Consolidated routes can be operated in several ways. One approach is to share the responsibility of service requirements by splitting the vehicle hour requirement between the two systems. Each system can provide equal blocks of the scheduled route service. Another approach is to have one system be responsible for the entire operation of the route and the other provide a financial contribution equal to half of the cost of its operation.

One such opportunity that was identified as part of this project was the connection of Hi Tran Route 25 and GTA Route 11A, both of these routes end at the Jamestown Campus of the Guilford Technical Community College. However, staff from both systems felt that there were an insufficient number of transfers between the systems to warrant consolidation. It was suggested that the best way to travel between High Point and Greensboro was via PART services, which is essentially a route between the jurisdictions that is consolidated under PART.

Route Consolidation – Advantages/Disadvantages/ Barriers

Route consolidation reduces passenger travel time and improves convenience of through-riding passengers by eliminating the need to transfer between routes. This results from improved coordination of service and a more seamless fixed route network.

The frequencies of the two routes and the arrival/departure times may differ. This will mean that an additional cost will be necessary to improve the frequency of one system’s route to match the level of service of the other system’s route.

Responsible Agency(ies)

Each of the urban systems should coordinate an on-board survey to identify the major transfer patterns between systems to identify potential opportunities for route consolidation.

Implementation Strategy Summary for Route Consolidation

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, Schedule Printers, Schedule Distributors
- The following Timeline of Tasks for Implementation has no definitive dates since there were no other opportunities for route consolidation identified by the study. It does, however, represent the required steps for implementing a route consolidation.
 - a) Budget Evaluation, including farebox revenue allocation, type of consolidation, and revenue identified to fund resulting increase in service (if necessary)—TBD
 - b) Advisory Board Approvals—TBD
 - c) Public Hearings—TBD
 - d) New Run-Cuts Posted—TBD
 - e) Marketing/New Schedules Printed—TBD
 - f) Service Implementation—TBD

4.13 Boarding Centers

One strategy to improve connections between community transportation services and fixed route systems, as well as between different demand response systems, is to develop a series of boarding centers throughout the region. These boarding centers should be at convenient locations to facilitate and make more convenient transfers between systems. They would include shelters, transit information and other passenger amenities. These transfer locations may include WSTA, GTA, Hi Tran and PART transit centers, as well as other locations that are geographically located near service area boundaries and major destinations.

A primary objective for the placement of these boarding centers is to make more efficient use of the resources available to the various transit systems in the ten county region. Vehicle time can be saved if a passenger transfers to another system that is already serving the passenger's destination. This can result in cost savings or increased service through the redeployment of the vehicle time. Guilford County Transportation and Mobility Services currently uses this approach in its PT Links program. This approach advertises connections to GTA, Hi Tran and PART routes as a way to make regional trips.

Boarding centers should have adequate passenger amenities to accommodate transferring passengers. These can include shelters, areas for vehicles to park and load/unload passengers, schedule and/or system information, telephones, and other amenities. Transit centers are ideal locations for these. Passenger amenities are usually provided and there are numerous routes and

services to transfer to and from. But some outlying locations are geographically suited to function as a boarding center. Some potential locations include:

- Clark Campbell Transportation Center – Winston-Salem
- Mountaineer Express Stops
 - Boone Mall
 - Appalachian State University
 - Wilkes Community College
 - Yadkinville Colonial Shoppes
 - Forsyth Hospital (also served by Surry County Express)
 - Baptist Hospital (also served by Surry County Express)
- Surry Express Stops
 - Mount Airy Plaza
 - Pilot Mountain Park and Ride
- PART Connections Express
 - TA Truck Stop
 - NC 54
- J. Douglas Galyon Depot, Greensboro
- Battleground Plaza, Greensboro
- PART Park and Ride at Reedy Fork
- Four Seasons Town Centre
- High Point Broad Avenue Terminal
- Oak Hollow Mall
- Guilford Technical Community College

When PART service is extended into Alamance, Randolph and Davidson Counties, boarding centers can be added in these areas.

The primary function of these boarding centers is to provide a location for passengers to transfer between community transportation services and the fixed route systems in the Piedmont Triad region. These can also be locations where transfers can occur between fixed route systems and between ADA paratransit services.

As mentioned, the four major transit centers in the region are listed as potential boarding centers. These hubs have a number of routes to transfer to, and already include sufficient amenities for passengers to safely wait for a transfer. The amenities envisioned at other locations can be described as



enhanced shelters. These shelter locations would include an on-street vehicle parking, sheltered passenger waiting areas, and a kiosk that can include information on the different transit systems that use it.

Boarding Centers – Advantages/Disadvantages/Barriers

The primary goal for the development and use of boarding centers is to improve cost efficiencies collectively for the network of public transportation services. Community transportation providers will likely yield the most savings. Providing passenger amenities at these key transfer locations will improve passenger travel experience. Utilizing existing service, such as those suggested at several functioning transit centers with these amenities, reduces the need for additional capital and operational expenditures.

The primary disadvantage of each of these service improvements is cost. Additional capital and some increased operating costs will be incurred with their implementation. Capital costs associated with the construction of shelters, information displays, vehicle parking areas, and other amenities will be needed. Operating costs associated with their maintenance and upkeep will also result. However, it is expected that operating cost savings will be achieved, and these will more than offset the development of these boarding centers.

Responsible Parties

PART should take the lead in developing the regional boarding centers. The majority of the suggested locations are stops along PART routes. PART should also assume a lead role in the development of efforts, such as boarding centers, to better coordinate public transportation services in the region. Therefore, PART should see to it that necessary capital costs are allocated for the passenger amenities and vehicle parking needed for these boarding centers.

Implementation Strategy Summary for Boarding Center Development

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, Schedule Printers, Schedule Distributors
- Timeline of Tasks for Implementation:
 - a) Select Sites—September 2009
 - b) Acquire Capital Funding— September 2009-February 2012
 - c) Design/Zoning Site Approvals—As Necessary
 - d) Marketing/New Brochures Printed—December 2010
 - e) Construction— September 2009-February 2012
- Estimated Annual Capital Costs: \$600,000 capital costs

- Assumptions: Capital costs for passenger amenities were assumed for six boarding centers at a cost of \$100,000 each

4.14 Region-Wide Route Numbering System

Currently, the three local fixed route operators use a similar numbering system for their routes. WSTA regular routes are numbered between 1 and 29, and shuttles or circulators have numbers in the 40s. GTA also starts numbering its routes at 1 and goes through 27, while Hi Tran routes are numbered between 10 and 25. PART does not number its routes. Adopting a region-wide route numbering system will reduce potential confusion about the particular route, and help the acclimated passenger identify which area a particular route serves.

Route Numbering System – Advantages/Disadvantages/Barriers

A coordinated numbering system will reduce confusion to the public regarding the routes provided by the local operators. This is more applicable to those who are unfamiliar with a particular city and the routes that exist in it. Another potential advantage is that this can be broadened into a program where PART, or another agency, provides fixed route scheduling assistance.

Changing route numbers can cause confusion among passengers unless an effective public education program is implemented.

Responsible Agency(ies)

PART should have the lead responsibility for working with GTA, WSTA, and Hi Tran to develop a coordinated system of naming routes. New maps and information will need to be placed on websites and printed for general distribution. It is envisioned that each system will be responsible for printing, distribution, and updating its own website.

Implementation Strategy Summary for Region-wide Route Numbering System for Urban Bus Routes

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, Schedule Printers, Schedule Distributors, System Programmers
- Timeline of Tasks for Implementation:
 - a) Budget Evaluation—October 2008
 - b) Advisory Board/Commission Approvals—September 2008 -December 2009
 - c) Regional Communication Committee meetings—September 2008-February 2009

- d) Bus/Signage Postings—March 2009
- e) Marketing Materials Developed/Bus Signage Postings—April-June 2009
- f) New Numbering Implementation—July 2010
- Estimated Annual Operating and Capital Costs: Public information would be changed at regular update.
- This is assumed not to add any additional operating costs

4.15 On-going Communications among Systems

An on-going effort should be implemented to educate policy makers and elected officials on a program to coordinate the different transportation services that may not always follow jurisdictional lines and passengers' residence locations. This can be implemented through regular coordination meetings involving policy-level decision makers in each of the transportation provider service areas.

In addition, regular meetings should be conducted of operations personnel responsible for routes and schedules in each of the transportation provider service areas. Minor and major route and schedule changes can be identified through this process that would result in the improvement of passenger convenience when making region-wide transit trips.

On-Going Communications – Advantages/Disadvantages/Barriers

Additional lines of communication will further consolidation, coordination and communication efforts to result in a more seamless transportation system in the Piedmont Triad region.

Establishing additional lines of communications among those directly and indirectly responsible for transportation services in the PART region will take a commitment of time and effort. However, it is likely that these efforts will improve the transportation network for local citizens.

Responsible Agency

This recommendation could be implemented simply by continuing to convene the Technical Advisory Committee established for the Seamless Mobility Study and through the creation of monthly meeting among operations staff from each of the participating agencies. It is suggested that each system host meetings on a rotating basis.

Implementation Strategy Summary for On-Going Regional Staff Communication

- Agencies responsible for coordination: Transit Systems Operations and Planning Staffs

- Timeline of Tasks for Implementation: Monthly Meetings Beginning September 2008
- Estimated Annual Operating and Capital Costs: none identified

4.16 On-Board Communications among Systems

Currently, each transit system in the ten county Piedmont Triad region maintains a separate communication system. This does not allow drivers and dispatchers of different systems to communicate directly to each other. Drivers of the same system will often notify other drivers of a transferring passenger, to make sure the connection is made. Without having a common on-board communication system drivers and dispatchers of one system cannot communicate with another system while in operation.

One strategy to resolve this lack of communication in the field is to have all public transit operators utilizing the same radio frequency. This would improve passenger convenience for trips using more than one system. For example, if there is a GTA bus that is running late with a passenger desiring to transfer to a PART bus, the driver can radio the PART driver to wait until it arrives at the transfer point. In addition, communication between drivers of neighboring rural/community transportation services can communicate transferring passengers in a similar manner. There is a current initiative through Hi Tran and the Institute for Transportation Research and Education (ITRE) in Raleigh to implement an improved communication/dispatching system with the urban systems in the Piedmont Triad region. Using this initiative would help its implementation.

Currently, inter-system communication is accomplished through their respective supervisors and dispatchers. Drivers requesting delays of other systems' routes radio their own dispatcher and/or supervisor who relay the request to the other system's dispatch. This process is inherently slower than direct communication between drivers but has been sufficient to date and maintains on-air order.

It is possible that as the technology integrated into each system improves other methods for creating communication between drivers may be possible. Electronic boards can be placed at transfer locations where drivers can use their radio or AVL system to signal the need for another bus route to hold. The electronic board would have an indicator to notify the other route and next bus technology could indicate to that driver an approximate hold time. As the systems grow increased efficiency in driver to driver communication will provide significant customer service benefits and improve the reliability of the regional network.

On-Board Communications – Advantages/Disadvantages/Barriers

Allowing drivers and other operations personnel of the different transit systems to directly communicate with each other will improve transfer connections for passengers, particularly at times when buses are running late.

With a greater number of drivers and other operations staff using the same communications system, there is more potential for miscommunication and/or delays in sending messages or instructions. Strict protocol for use of such a system will need to be developed. In addition, there is likely to be additional costs in developing a communications system that will effectively serve the entire Piedmont Triad region.

Responsible Agency(ies)

While PART should take the lead, all public and community transportation providers should participate in identifying the optimum means of interagency communication. All rural/community and urban transportation providers will need to be included in the design of the system.

Implementation Strategy Summary for On-Board Communication

Agencies Responsible for Consolidation: Urban Systems

- The timeline of tasks for implementation is dependent on whether this item can be incorporated into the Triad Technology Project and the current capabilities for integrated the radio systems at PART, GTA, WSTA and Hi-Tran.
 - a) Feasibility Analysis—TBD
 - b) Procurement of equipment —TBD
 - c) Establish MOU and Frequency use protocol – TBD
 - d) Implementation - TBD
- Cost for Implementation: This action is expected not to increase operating costs in the near term. In the long term it is likely that cost savings will be achieved through operating efficiency gains.

4.17 AVL Information

Currently, some transit agencies share information on standing orders and regularly provided trips that operate through or near another service area. Taking this concept a step further, implementing a region-wide Automated Vehicle Location (AVL) system that is shared by all public and community transportation providers would improve transfer times between demand response systems and between demand response and fixed routes systems. Currently, as part of its Mobility Manager project, WSTA has implemented computer-aided paratransit scheduling and dispatch, Automated Vehicle Location (AVL) system, mobile data terminals (MDTs) on

vehicles, computer-assisted fixed-route scheduling, routing, and runcutting, fixed route and paratransit trip planning, and an interactive voice response (IVR) telephone system. There are currently plans to expand this system region wide in a coordinated effort among WSTA, PART, Hi Tran, GTA, and Guilford County and Mobility Transportation.

AVL systems have the ability to identify the location of in-service vehicles in real time. For demand response systems, this is valuable information for the dispatcher in arranging for passenger pick-ups and drop-offs. For fixed route systems, AVL systems are used to provide next bus arrival times for passengers, run time information for schedulers, and other information. The procurement of an AVL system should be a part of a regional Technology Plan that may include stop enunciation systems, routing and scheduling systems, mobile data terminals (MDTs), automated passenger counting systems (APCs), and other “smart” technology.

One way to implement an AVL system for a variety of agencies would be to create an AVL service provider. Such a provider could be modeled after Internet service providers (ISP). An ISP provides access to the Internet at a fixed monthly rate that usually includes unlimited access and the ability to store files on the ISP’s computer systems. Equipment must be purchased by individual users to provide terminals and connections to the ISP. An AVL service provider would be similar in that they would provide AVL services for a monthly fee per vehicle to individual agencies that have their own on-board and dispatch equipment. The AVL service provider would present an opportunity to concentrate technical and maintenance expertise at one location. Dispatch stations could be located at individual agency locations according to their needs.⁴

The AVL service provider could also provide more general ITS services such as traveler information, if appropriate in an area. The service provider could be initiated by a transit agency or by a different agency, depending on the availability of expertise and a willingness to initiate such a program. Creation of an AVL service provider or having an agency take on that role may be a useful way to implement a coordinated AVL system for a number of agencies.

The WSTA, PART, Hi Tran, GTA, and TAMS systems have decided that the best way to begin to accomplish the task of seamless mobility is to build from the platform that WSTA has already developed and tested. In that effort, WSTA would have to upgrade its current single user software and hardware, and each of the other systems would have to purchase user licenses, implementation services, and, if necessary, new desktop hardware. Extending this system to all community transportation providers in the PART region would enhance their operations and improve coordination region wide.

⁴ *Evaluation of the Benefits of Automated Vehicle Location Systems in Small and Medium Sized Transit Agencies*, Center for Urban Transportation Studies, University of Wisconsin – Milwaukee, January 1999.

AVL Technology – Advantages/Disadvantages/Barriers

AVL systems potentially can have large benefits, which exceed the costs of the systems. These benefits largely occur to transit users if their vehicle waiting time can be reduced by even a small amount. Other effects such as increased sense of security and reduced response time for incidents cannot be easily quantified but would add to the benefits of an AVL system. In addition, AVL systems have the potential for better management information, which can lead to more productive service, and better planning for future needs. The potential benefits for paratransit service are also great. AVL has the potential to increase vehicle productivity by facilitating more trip combinations. In addition, AVL can reduce the advance time needed for a trip reservation and reduce the uncertainty of vehicle arrival time.

The benefits of AVL systems are chiefly a direct function of annual system ridership while costs tend to vary only slightly with ridership. Benefits are also most likely to occur on systems that have problems maintaining schedules and service reliability.

The implementation of AVL technology involves significant human factors and management issues. AVL provides more control of vehicles and may change the way in which transit systems acquire and use information. Transit agencies considering the use of AVL need to examine their entire operating procedure to assure that the maximum potential of AVL is utilized.

The costs of an AVL system include a fixed cost for dispatch center equipment and a cost per vehicle for on board equipment. In addition, there would also be an annual cost for maintenance and dispatch center operation. The actual cost will depend on the features included, the extent to which existing radio systems can be used and the availability of existing base maps. The life of the project is an important variable in project costs.

Responsible Agency(ies)

All urban public transportation and community transportation providers will need to be an integral part of the planning and implementation of a region wide AVL system.

Implementation Strategy Summary for AVL Technology/On-Board Communication System for ADA Service –

- Agencies responsible for coordination: Transit System Operations, Planning and Procurement Staffs, ITRE, NCDOT
- Timeline of Tasks for Implementation:
 - a) Regional ITS Plan—Ongoing
 - b) Procurement/Implementation of Phase I of ITS Plan—2008-2009
 - c) Live Service—October 2009
- Estimated Annual Operating and Capital Costs: \$650,000 Capital Costs for MDTs and AVL; \$75,000 Operating Costs for system maintenance

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5.0 Increased Services

In support of the Transit Vision and the Long Range Transit Concept Plan, regional seamless mobility will depend heavily on the introduction of new and expanded transit service throughout the region. The Piedmont Triad Seamless Mobility Study identified several short range opportunities for coordination related to increased services. The short range ideas are intended to be interim steps toward higher order expansion of services throughout the region.

5.1 Regional and Local Expansion of Services

With the new source of local funding addressed in the Long Range Transit Concept, more transit services can be provided. This includes expanding existing services and providing services that address unmet needs. The goal of all public transit services in the Piedmont Triad region should be to improve the travel market share and capture five (5) percent of all trips by catering to commuter based trips and shorter local trips. Currently, public transit captures less than one (1) percent of the travel market in the region.

Each system, as a part of this study, identified unmet needs and their expansion plans to be included in the financial evaluation covered in Section 7. The shorter range (3-5 year timeframe) increases in service are shown in Table 5-1.

Table 5-1: Short Range (3-5 years) Transit Expansion

| System | Service Expansion |
|--------------------------------|---|
| Greensboro/GTA | \$3 M in unmet needs. HEAT Program Incorporated into service |
| Winston-Salem/WSTA - Trans-Aid | 35% Increase in overall service to cover new weekend service and improved weekday frequencies. |
| Alamance/ACTA | 25% Increase in overall service to expand general public rural DR services. New fixed route in urbanized area. |
| High Point/Hi-Tran | \$2 Million in unmet needs including increases in overall service to cover new weekend service and new local service on NC 68. |
| Davidson/DCTS | 25% Increase in overall service to cover new circulator in Lexington. |
| Randolph/RCATS | 25% Increase in overall service to cover new circulator in Asheboro. |
| Guilford/TAMS | \$660K Increase in service including PT Links Program. |
| YVEDDI | 25% Increase in overall |
| PART | Continued expansion of service based on PART plan with new routes in Davidson, Randolph, and Alamance. 35% increase in overall service to include off-peak service and peak hour frequency improvements. |

The shorter range (3-5 year timeframe) increases in service a shown in Table 5-2.

Table 5-2: Long Range (5 years+) Transit Expansion

| System | Service Expansion |
|--------------------------------|--|
| | 10% Increase in Service Costs due to fuel price increases. All service expansion included with short range scenario. |
| Greensboro/GTA | Add'l. \$3 M in unmet needs of annual operating expenses. |
| Winston-Salem/WSTA - Trans-Aid | Add'l 15% Increase overall of annual operating expenses. |
| Alamance/ACTA | Add'l 10% increase overall of annual operating expenses. . |
| High Point/Hi-Tran | Add'l 15% Increase overall of annual operating expenses. . |
| Davidson/DCTS | Add'l 15% Increase overall of annual operating expenses. . |
| Randolph/RCATS | Add'l 15% Increase overall of annual operating expenses. . |
| Guilford/TAMS | Add'l 15% Increase overall of annual operating expenses. |
| YVEDDI | Add'l 15% Increase overall of annual operating expenses. |
| PART | Doubling of express bus services from existing system. Including vanpool program. |

The Piedmont Triad Seamless Mobility Study was not scoped to determined where and when the expansion of services should take place. Many of these concepts are the result of plans and programs already in place at the participating systems. As they are implemented, the planning and star-up should be coordinated through the Regional Planning Committee established through the continuance of the Technical Advisory Committee established for this study. Opportunities for consolidation and coordination of these new services will arise on a regular basis.

5.2 Establish Consistent Mid-Day Frequencies Among Systems

One of the primary functions of the PART fixed route system is to provide connections between the local public transportation systems. Therefore, the quality of PART service is directly related to how well the connections between these systems are planned and scheduled. The PART routes and schedules were evaluated for their connectivity with WSTA, GTA, and Hi Tran fixed route service. In addition, logistical service interfaces among rural/community transportation providers in the region, and between rural/community transportation providers and the fixed route systems, were examined.

PART Express routes currently have headways of 30 minutes in the peak and 60 minutes in the weekday mid-day period. Nearly all GTA routes, five WSTA routes, and two Hi Tran routes

have 30-minute headways or better during the weekday mid-day period. In addition, arrival and departure times at their transit centers do not always meet PART express routes. The mid-day PART frequency reduction results in poor transfer connections between PART express and local bus routes.

Most Hi Tran routes have arrival and departure times at :15 and :45 past each hour at the High Point Broad Avenue terminal. The PART High Point Express has departure times of :00 and :30 minutes past each hour during the weekday peak period, and :00 past each hour in the mid-day. This results in passengers traveling between 9:00 a.m. and 3:00 p.m. having to wait as little as 15 minutes to as much as 50 minutes for a transfer. Another issue between the Hi-Tran and PART systems is the service on NC 68 should be enhanced to include local service. Currently, PART's express service makes flag stops along the corridor. Service along the corridor warrants both local and express service that should be incorporated into either PART's routing or added to the Hi-Tran system. In either case, additional funding for service must be identified in High Point.

Most GTA routes have departure times at :00 and :30 past each hour from the J. Douglas Galyon Depot. Timed transfers are scheduled on the PART Greensboro express from this hub with departure times at :00 and :30 past each hour during the peak and :00 past the hour in the mid-day period. The mid-day frequency reduction can cause some passengers to have a 30 to 40 minute wait to transfer.

WSTA currently operates a partial timed transfer system with departure times of :00, :15, :30, and :45 past each hour. This system involves some, but not all, of the WSTA routes meeting at the downtown transportation center at these times. PART's Winston-Salem Express has arrival and departure times from this Transportation Center at :00 and :30 minutes past the hour during the peak hours and :00 past the hour in the mid-day period. This can cause transfer wait times of 45 to 50 minutes to occur in the mid-day period.

Improving mid-day frequencies on the PART express routes to 30 minutes will improve transfer connections and reduce overall travel times of passengers making regional trips.

The following advantages and disadvantages were identified for these weekday mid-day service improvements.

5.2.1 Mid-Day Service Improvements – Advantages/Disadvantages/Barriers

Well-designed service improvements will improve passenger travel time and overall convenience. Ridership increases are likely to result from implementation of these service improvements, as will farebox revenues. The primary disadvantage of each of these service improvements is cost. Additional operating costs will be incurred with the implementation.

5.2.2 Responsible Agency(ies)

Since the mid-day service improvements relate to PART express routes, PART will be responsible for their implementation. ADA complimentary service would need to be coordinated.

5.2.3 Implementation Strategy Summary for Mid-Day Service Improvements

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, Schedule Printers, Schedule Distributors
- Timeline of Tasks for Implementation:
 - a) Budget Evaluation—May 2009
 - b) Advisory Board Approvals—August 2009
 - c) Public Hearings—September 2009
 - d) New Run-Cuts Posted—January 2010
 - e) Marketing/New Schedules Printed—May 2010
 - f) Service Implementation—July 2010
- Estimated Annual Operating and Capital Costs: \$197,737 annual operating costs to PART
- Assumptions: The Annual Operating Costs were based on the average cost per vehicle hour for PART service of \$43.08. An estimate of the additional vehicle hours to increase weekday mid-day frequencies to 30-minutes on the High Point, Greensboro, and Winston-Salem express routes was also projected. In the Financial Evaluation Report, the cost of these service improvements is included in the percentage increases that form the basic assumption for future needs from system to system.

5.3 Establish Consistent Weekend/Evening Service Among Systems

Currently most WSTA, GTA and Hi Tran routes operate on Saturdays, while the PART Express routes do not. This affects people who rely on PART for completing work trips on Saturdays, as well as shopping and other trip purposes. This was mentioned at a public meeting held in High Point. Operating on Saturdays will help PART match the service provided by the local fixed route systems, and operate in a seamless unified system. GTA should expand its evening and Sunday route network to match the daytime routes, adding new routes, and connector services per adopted GTA plans and priorities.

Also, WSTA and GTA operate until about midnight on the weekday evenings, while the PART Express routes end at 7:00 p.m. In addition, WSTA has plans to expand service to Sundays, and Hi Tran has received requests for expanded weekend service. If this occurs, PART will need to evaluate the regional travel markets to determine the feasibility of operating on Sundays.

5.3.1 Weekend/Evening Service Improvements – Advantages/Disadvantages/ Barriers

Well-designed service improvements will improve passenger travel time and overall convenience. Ridership increases are likely to result from implementation of these service improvements.

The primary disadvantage of each of these service improvements is cost. Additional operating costs will be incurred with their implementation. On Saturdays, PART will incur additional operating costs. During weekday evenings, Hi Tran and PART will incur additional operating costs. On Sundays, PART, WSTA and Hi Tran will incur additional operating costs.

5.3.2 Responsible Agency(ies)

PART, WSTA and Hi Tran will be responsible for these service improvements.

5.3.3 Implementation Strategy Summary for Evening/Weekend Service Improvements

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, Schedule Printers, Schedule Distributors
- Timeline of Tasks for Implementation:
 - a) Budget Evaluation—May 2009
 - b) Advisory Board Approvals—August 2009
 - c) Public Hearings—September 2009
 - d) New Run-Cuts Posted—January 2010
 - e) Marketing/New Schedules Printed—May 2010
 - f) Service Implementation—July 2010
- Estimated Annual Operating and Capital Costs: \$73,925 annual operating costs for expanded Saturday service; \$164,781 annual operating costs for expanded evening service; \$455,516 annual operating costs for additional Sunday service
- Assumptions: The Annual Operating Costs for Saturday and weekday evening service are based on the average cost per vehicle hour for PART service of \$43.08. Vehicle hour estimates were made for an addition five hours of evening

service, and 11 hours of Saturday service for PART's High Point, Greensboro, and Winston-Salem express routes. On Saturdays, additional vehicle hours were estimated to match current WSTA, Hi Tran, and GTA schedules. The Annual Operating Costs for Sundays include additional costs to PART, WSTA, and Hi Tran. GTA currently operates on Sundays. In the financial evaluation analysis, the cost of these service improvements is included in the percentage increases that form the basic assumption for future needs from system to system.

5.4 Locally Based Service Expansion

Several proposals exist to expand the current fixed route service area within the Piedmont Triad region. These include new local service in Burlington and Asheboro. These and other future service expansion should be designed to complement the current and planned regional system, both in terms of the route system and the overall management structure.

Locally based transit services, like those planned for Burlington and Asheboro should be designed not only to satisfy local transportation needs, but also function as feeders to the regional network. The route alignments and schedules of these local services should be coordinated with existing PART service and future service plans.

The operation of new locally based service would also benefit from capabilities that exist in the Piedmont Triad region. These management and operations capabilities will be available through another public transit operator in the region or through a private contractor.

In this approach, functional responsibilities would be shared among PART, the municipality, and the entity responsible for operating the service. Table 5-3 shows how this potentially could be accomplished. The municipality, with assistance from PART, would primarily determine the type and level of service to be provided. This would assure that the service be responsive to local needs. Grants administration and oversight functions would be primarily PART's responsibility. Financial responsibilities would be shared by PART and the municipality. The selection of the service operator would be done jointly by PART and the municipality. Most management and operations functions would be the responsibility of the operator.

Table 5-3 - Functional Responsibilities of Locally Based Program

| Function | | PART | Municipality | Operator |
|---------------------------------|---|------|--------------|----------|
| Management | 1. Management and supervision of system operations and maintenance | | | x |
| | 2. Hiring and training of drivers | | | x |
| | 3. Provision of customer service | | | x |
| | 4. Revenue collection, cash handling, security and reporting | | x | x |
| | 5. Accounting controls, reports and analysis | x | | |
| | 6. Service audits, ridership counts and performance evaluation | x | | |
| | 7. Specialized maintenance and management training | x | | x |
| Operations | 1. Shelters, bus stop signs, benches and other facility maintenance | | x | x |
| | 2. Compliance with service requirements | x | | x |
| | 3. On-street supervision | | | x |
| | 4. Maintain public access telephone number | | | x |
| | 5. Maintain log of complaints, suggestions and recommendations | | | x |
| | 6. Maintain a lost and found | | | x |
| | 7. Street detour information | | x | |
| | 8. Bus advertising | x | | |
| | 9. Bus/transit traffic and parking regulations | | x | |
| Vehicles | 1. Provide vehicles, fare boxes, and other related equipment | x | | |
| | 2. Maintain, service and clean vehicles | | | x |
| | 3. Conduct maintenance inspections | x | | x |
| | 4. Insure vehicles | x | | x |
| Finance/Contract Administration | 1. Approve and change fares | x | x | |
| | 2. Create annual operating budget | x | x | x |
| | 3. Approve and amend annual operating agreement | x | x | x |
| | 4. Provide financial and accounting services and support | x | | |
| | 5. Provide funding for the transit services | x | x | |
| Marketing | 1. Prepare, provide and control approved marketing plans | x | x | |
| | 2. Provide public timetables and information displays | x | | |
| | 3. Conduct market research | x | x | |
| Service Planning | 1. Prepare service improvement plans | x | | |
| | 2. Create schedules and route alignments | x | | |
| | 3. Prepare vehicle and capital improvement plans | x | | |
| | 4. Compile cost/revenue projections | x | | |
| | 5. Review, amend and approve plans | | x | |

5.4.1 Locally Based Service Expansion – Advantages/Disadvantages/Barriers

The experience and expertise of private and/or other experienced transportation providers are used when a locally based program is followed for service expansion into new areas. Locally based programs can be used to set service standards, financial parameters, and assure that quality standards are met. This can also assure that local interests and expectations are met. A locally based program also brings planning and implementation into one process that is managed by the regional entity (PART).

These new services will be able to augment PART regional services by serving as a distributor/collector system at PART park and ride facilities within these jurisdictions. Financial participation requirements are a part of the locally based program and some jurisdictions may be unable or choose not to participate.

5.4.2 Responsible Agency(ies)

PART should take the lead and be responsible for the development of a locally based program that municipalities, counties and other local jurisdictions can participate in to obtain new or expanded public transportation services. Local jurisdictions will need to initiate the process and take the lead in service design. The policies and procedures of a locally based funding program for the Piedmont Triad region would need to be created. This would require extensive review and analysis involving PART staff and others with an interest the planning and design of new transit services in the region. The following steps should be taken.

- ◆ Determined the modes of service to be included in a locally based program. This can include fixed route, demand response and/or vanpool services.
- ◆ Define the roles and responsibilities of PART staff. It is assumed that a staff person would be added to coordinate the program.
- ◆ Create an application process for municipalities, and other organizations, to participate in the program.
- ◆ Develop service standards to guide the planning and design of new transportation services. These can include criteria for identifying areas for new transit service and criteria for selecting the most appropriate type of transit service.
- ◆ Define a process to determine qualified potential operators of new transportation services.

5.4.3 Implementation Strategy Summary for Locally Based Program/New Burlington Service

- Agencies responsible for coordination: Transit Systems, Advisory Boards, Governing Bodies, MPOs, NCDOT/FTA, Schedule Printers, Schedule Distributors
- Timeline of Tasks for Implementation:
 - a) Budget Evaluation—January 2009
 - b) Define Locally Based Program and Shared Responsibilities—March 2009
 - c) City of Burlington Approval—June 2009
 - d) Public Hearings—Fall 2009
 - e) Procurement of Vehicles RFP issued—January 2010
 - f) Release RFP for Services—July 2010
 - g) Selection of Service Provider—Fall 2010
 - h) Management Team in Place—October 2010
 - i) Marketing/New Schedules Printed—December 2010
 - j) Begin Service—April 2011

- Estimated Annual Operating and Capital Costs: Burlington - \$160,000 Start-up costs; \$1.6 million Annual Operating Costs; \$2.4 million rolling stock. Asheboro - \$60,000 Start-up costs; \$500,000 Annual Operating Costs; \$240,000 rolling stock.
- Assumptions: A one-time cost of \$160,000 was estimated to define the new PART locally-based program. Annual costs for administration are to be determined for the locally-based program. The operating cost for Burlington transit service was estimated at \$1.6 million annually and \$2.4 million for capital costs. Facility costs assumed to be in kind or at an existing system.

5.5 Expand Vanpool Program

PART provides a comprehensive ridesharing/vanpool program throughout the Piedmont Triad region, which includes administration of a carpool matching service and vanpool leasing for interested persons. They also provide assistance with recruiting and organizing employer participation in vanpools, roadside assistance, scheduled maintenance of vanpool vehicles, training for vanpool drivers, and an alternate transportation option in case of emergency (guaranteed ride home). This is the only vanpool and ridesharing program in the Piedmont Triad region. This program has been very successful and the services provided have achieved stable growth over the past few years. The mission of the vanpool service is *to enhance the quality of all forms of transportation for each of our citizens through efficient use and protection of our natural, economic and human resources*. The objective of the service is to *improve transportation through regional cooperation*.

An objective of the future vanpool program should result in administrative cost sharing that will more closely reflect usage levels as opposed to population. The move towards providing a better coordinated regional service continues to be successful through the PART vanpool program. The program strives to promote energy conservation, reduce congestion, improve air quality, reduce vehicle miles, decrease highway accidents, save thousands of dollars for program participants and conserve natural resources. Accommodating travel demand through ridesharing, rather than single-occupant vehicles, results in benefits for employers, individual travelers and the citizens of the Piedmont as a whole.

The Piedmont Triad region has a long-standing history of regional ridesharing and vanpool operations, exemplifying strong public and governmental support for the program. Current public interest is at an all-time high due to the prices in fuel, concerns of air quality, legislative initiatives, commuter patterns and traffic congestion. This program is beneficial in providing a vast array of solutions to many mobility-related issues.

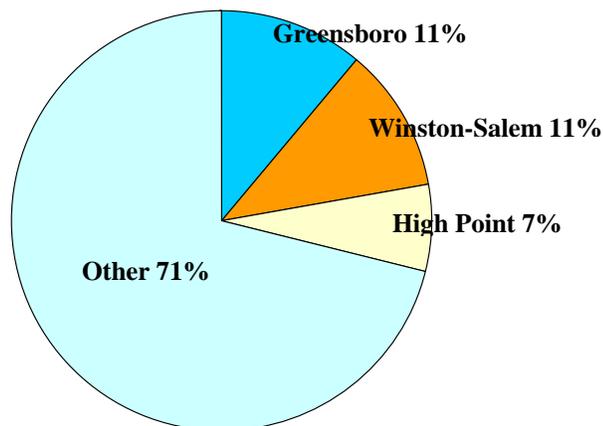
The PART ridesharing/vanpool program is designed to increase the use of alternative transportation in the region by providing individuals and employers with a turn-key service. The

ridesharing staff initiates communication and/or maintains a working relationship with businesses and organizations. Employers benefit through improving worker productivity; expanding the employee labor market; reducing employee's turnover, which saves on training costs; reducing the need for new/expanded parking facilities and enhancing community and employee relations.

The vanpool service has obtained a market share that has improved a reduction in traffic congestion and the air quality initiatives in the region. Past marketing efforts have shifted due to changes in traffic generators and local priorities. Local large municipalities currently participate in the cost-sharing of the local match needed for the administration of the service. However, more financial participation from the counties and the smaller municipal governments would decrease the local match burden of the larger cities and provide more resources for expanded services. This initiative could be achieved through a regional funding mechanism. A funding formula based on populations in the outlying areas might be able to factor into a model to support the need for future growth. The following chart identifies the current vanpool origins and destinations:

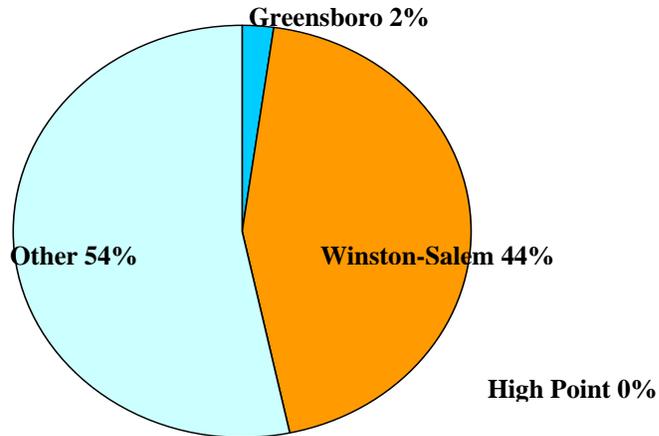
Based on the current vanpool service locations, it was important to quantify the number of vanpools provided for respective geographic areas. The benefit of the service populations should be reflective of the financial participation of the three urban centers; Greensboro, High Point and Winston-Salem.

Percentage of Vanpool Routes (Ranked by Origin City)



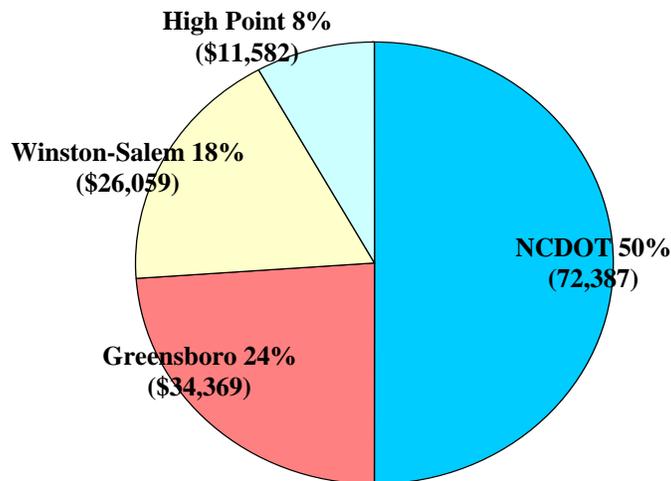
The destination locations provide an interesting view of the concentration of vanpool participation and the success of the marketing of ridesharing services. However, the following chart makes it quite clear that the City of High Point and the City of Greensboro have a disproportionate number of routes that are currently designated for work locations in their respective communities.

Percentage of Vanpool Routes (Ranked by Destination City)



A review of the financial participation for offsetting the costs for the administration of the vanpool program was conducted as part of this analysis. Based on the locally agreed upon percentages, the following charts highlight the participation of NCDOT and the three local urban centers in the administrative support of the Vanpool Program.

**Percentage Contributions to the Administration of the Vanpool Program
(Intergovernmental Revenues for Fiscal Year 2007)**



Currently there is an inequity with the cost-sharing of local revenue to support the administration of the vanpool program. It is recommended that the three urban centers revisit the administrative cost sharing formula. An increase in developing vanpools to serve both High Point and the City of Greensboro needs to be aggressively pursued.

The PART Vanpool Program has a unique challenge. Currently, the program is focused on providing work-related commuter trips. This is an effective approach in implementing vanpools. However, the network of opportunities to expand vanpools to cover all the aspects of Transportation Demand Management (TDM) should be explored.

Goals of the PART regional Vanpool Program should include:

- Extending transit reach to further regional markets in High Point and Greensboro
- Providing preliminary transit service to under-served transit areas
- Concentrating efforts on welfare-to-work trips
- Reducing traffic congestion
- Improving connectivity for other than commuter work trips

TDM techniques concentrate on the need to reduce traffic congestion, improve air quality and provide alternative mobility options to all residents; not just those who are commuting to and from work locations. For example, Oak Ridge Military Academy is located approximately 15 miles north of a PART transfer hub on Hwy 68. The day students who attend the academy reside throughout the Triad. The PART hub could serve as a vanpool collection site to provide the daily trips to and from the Academy, as the number of passengers would not warrant a dedicated transit bus. Though not constituted as a work-related trip, there is great value in reducing the vehicle miles traveled (vmt's). The cost savings to students and their parent/guardians would be significant.

At one time PART had 70 vanpools operating in the region (the current number of vanpools in operation is 40). A reduction in vanpools was initiated due to an interpretation of the FTA charter regulations. However, the types of trips, such as the one example mentioned, occur in vanpools all over the country. The goal of TDM is to improve mobility, not just in the access for work-related passenger trips. A recommendation to explore further expanded vanpool implementations should be considered.

There are specific regional employer sites that can be part of the expanded vanpool network. The medical research – bio-technology industry is a growing business in the triad. Land adjacent to Business 40 and Hwy 52 already houses bio-tech companies and plans are to expand this research park in the next few years. This area of growth would lend itself for new vanpools to and from traffic generator hubs in the triad to this location.

The Piedmont Triad region has many medical facilities that employ large numbers of employees. For example, Baptist Hospital in Winston-Salem has over 14,000 employees. Other hospitals such as Forsyth Medical, Moses Cone, Wesley Long and Alamance Regional have a significant number of employees that work various hourly shifts. Intentional marketing efforts to these entities would only enhance mobility to these employees and reduce the parking demands and traffic congestion in the region.

The new commercial developments along the Piedmont Triad Airport corridor will have the potential for a significant impact on PART vanpooling services. Honda Jet and a new Fed Ex plant are slated to be built in this area. The Fed Ex facility can be a TDM model for efficient vanpool service.

As an example, the Fed Ex headquarters in Memphis, TN has an extensive vanpool program that provides workers, many of them college students, transportation to and from the Fed Ex facility. The operational hours include days, nights and weekends. A similar approach for vanpools to and from the new plant in the triad would provide an effective use of resources. There are a number of college students in the region that could be a potential workforce for this new facility. Trips coordinated to and from campus locations would be easily implemented and Fed Ex has a history of being very supportive of TDM vanpooling efforts.

Rising fuel prices will continue to provide an incentive for vanpool services. However, to improve the “branding” of this service, it is recommended that an improved effort in a coordinated ridesharing advertising be done with the participation of all area transit providers.

For example, each of the regional transit providing agencies should have the PART vanpool phone number and brief description of services included in their marketing/schedule brochures and on their respective web based informational sites. These commuter transit services are financially supported in the region and should be promoted to capture the maximum exposure for available services. This alternative mode of commuting will continue in its popularity, especially if the current model of work trip/commuter-based service is expanded. The cost benefits and convenience will be attractive to choice commuters. This is one cost effective mode of commuter transportation for users, and its advertising should be coordinated with the advertising done for all rural and urban public transportation services in the region.

The following advantages and disadvantages were identified for coordinated vanpool advertising:

Advantages

Promoting vanpooling as part of a family of public transportation services will help reduce the need to expand transit in areas without sufficient ridership. If vanpools can be formed in place of new commuter bus service, scarce resources can be redeployed to meet other needs.

Disadvantages

It will be necessary to gain consensus among participating transit providers on how to bring about a consistent message to the commuters in the region. Each respective marketing plan will need to address this new component in their coordinated advertising efforts.

Responsible Parties

PART currently manages the regional rideshare program and should lead the effort to create the marketing plan in cooperation with other public transportation and community transportation providers in the Piedmont Triad region.

The following advantages and disadvantages were identified for expanding vanpooling to other entities in the region, for non-work-related passenger trips:

Advantages

The program's overall contribution to reduced emissions is the primary purpose of the program and any expansion of services enhances this benefit. The cost savings to passengers would have a positive economic impact for participants in the program and generate a larger market share for income to be spent in other areas.

Disadvantages

There will be a need to procure more vehicles to meet the increased demand. A new vehicle replacement schedule would need to be implemented and the associated costs for maintenance will need to be addressed. A new cost allocation formula should be worked out to include counties and smaller municipal entities participating at equitable levels for services provided.

Responsible Parties

PART should take the lead with WSTA, GTA and Hi Tran to consider this paradigm shift in the provision of TDM services that can be met through vanpool expansions.

The following advantages and disadvantages were identified for addressing the cost sharing responsibilities for the administrative overhead of the vanpool operation:

Advantages

The current formula is sufficient if an increase in vanpool services can be implemented in the urbanized areas of Greensboro and High Point. A mechanism to enhance the support of these underserved urban areas would benefit the regional efforts in achieving the increased transit ridership goals. The incentive is to effectively market to these areas and bring about equity in the coverage of administrative overhead funding support.

Disadvantages

The changing environment of vanpool placements will require constant monitoring. Vanpool services will continue to change and there is little disadvantage in reviewing the current funding model and the municipality funding support for administration of the vanpool services.

Responsible Parties

PART should work directly with WSTA, GTA and Hi Tran to address the new marketing efforts to increase the vanpool services in the Greensboro and High Point urban areas.

6.0 Regional Branding Program

There has already been some movement towards regional branding in the Triad but as suggested in the Long Range Transit Concept Plan, the Region needs to redouble its effort to create the image of a regional network of transit service. A major part of this effort will be to establish an agreement among the participating systems that formalizes this effort and provides a framework for developing strategies starting with a regional procurement for a branding study.

Overall, the region branding program will be predicated on doing everything possible to ensure that someone boarding a bus in one system will have the understanding that by doing so they have access to a regional network. A key component of the branding study should be establishing a schedule for the branding efforts to be in place immediately after the components of the regional network have been implemented. There must be synchronization between guaranteeing regional mobility and actually having the services in place to support the claim.

The goals of regional branding should include efforts that will:

- Increase the visibility and improve the image of public transit systems by broadly communicating service improvements and community benefits,
- Retain current riders, through the commonality of communications, service developments and customer service that meets their needs,
- Improve the education of potential riders of the quality and convenience of using public transit,
- Attract new riders from among populations entering the work force or college, and other high potential groups,
- Encourage ridership, even on an occasional basis, among non-traditional “choice” ridership groups,
- Create community pride and generate public support, even among non-users, and
- Generate a synergy of awareness of the umbrella of resources available to meet multiple types of mobility needs in the Piedmont Triad region.

Community visibility for the transit systems is essential. The branding of the services will enhance the public perception for available transit options. This is going to be especially important during the campaigns to support the implementation of new local revenue mechanisms to support public transit services throughout the region.

Some examples of the effective marketing that the regional branding program could develop include:

- The development of a regional “Rider’s Guide” would greatly improve the marketability to new riders. The general public likes to have options available to choose from, and understanding the comprehensive service options will help the general public view the concept of mobility in a seamless, connective manner.
- Providing route and system information at information distribution outlets that target the traffic generation activities for riders and potential riders. These centers would include transit centers, malls, major employment sites, educational institutions and social service agencies.
- The development of a web site to access respective transit system information should be part of the regional branding process. The customer service of accessing timely transit information will be improved through an updated web site of the comprehensive regional transit services. As with other communications, a successful web site must be well designed, accurate and updated regularly. From the home page through to all other pages, a good site is easy to navigate and offers the reader choices and simplicity.

The findings of that study may also identify changes that would generate opportunities for consolidated procurements including printed materials, bus decals, graphics, bus stop signs, shelters, passenger amenities such as trash receptacles and schedule holders. These efforts will require close coordination with the local government purchasing departments since the procurement function is not necessarily within each transit systems scope of functions. Additionally, the combined procurement of the bus stop amenities also supports the boarding center recommendations noted in 4-14 of this final report.

A comprehensive branding program should not deter the individual transit provider from keeping their logo and effectively marketing their respective services. The regional call center concept will help in centralizing and brokering coordination activities in the urban core area. However, further steps should be made to have a regional branding for all public transit services in the Piedmont Triad 10-county area.

7.0 Funding and Governance

7.1 Regional Financial Outlook and Funding Issues

The financial outlook for the transit systems in the Triad is fairly typical among many areas across the US. There is increased pressure on local sources of funding to support the operating expense for transit service. This is especially true in urbanized areas, but is becoming the norm in community/rural systems too. Transit funding in the Triad is comprised of well over 60 funding sources which have evolved as the existing systems have grown and new systems have come online.

Table 7-1 shows the breakdown of funds used for operating expenses across the nine participating systems. There are five FTA §5307 Urban Formula and two §5311 Rural Program recipients, only PART and RCATS are not currently using FTA funds. The Burlington/Graham urbanized area receives and appropriation of §5307 funds but does not utilize the program. All of the systems are using NCDOT funds and all but YVEDDI receive funding from city or county governments. There are five systems that have substantial Medicaid programs which constitute a large portion of their budgets.

Table 7-1: Regional Breakdown of Funds for Operating Expenses (FY 2007)

| Source | Amount | Percentage |
|-------------------------|---------------------|-------------|
| Federal Programs* | \$5,772,930 | 15.3% |
| State Programs | \$6,747,308 | 17.9% |
| Local Programs | \$861,642 | 2.3% |
| Non-FTA Fed. Programs** | \$4,354,489 | 11.6% |
| County/City | \$12,594,566 | 33.5% |
| Other County *** | \$344,596 | 0.9% |
| Private [#] | \$1,252,076 | 3.3% |
| Other ^{##} | \$1,008,961 | 2.7% |
| Fares | \$4,687,413 | 12.5% |
| Total | \$37,623,981 | 100% |

* does not include CMAQ funding currently utilized for H*** Other County funds include arrangements between systems for services provided.

Private funds are Duke Power funds from the resolution of their franchising agreement with the City.

Other sources include state sales tax refunds, parking fees, sale of fixed assets, advertising revenues etc.

With the exception of the appropriation of funding in the Burlington/Graham UZA, the transit systems are currently leveraging all of the federal and state funds possible for the operation of their respective systems, including the use of §5307 funds for preventive maintenance. The

Burlington area is eligible to receive about \$950,000 in urbanized formula funds but does not have a system in place to utilize the funds. The money reverts back to NCDOT for re-allocation to other small urban systems. There is on average \$4.5 to \$5.5 million in revenue remaining after operating expenses that is available for capital purchases with the bulk of it in the urbanized areas. The community transportation systems participate in a NCDOT sponsored capital improvement program where the State awards funding based on fleet condition and the availability of matching funds. Their capital programs tend to fluctuate greatly.

The large majority of transit funding levels has remained stable over the past several years. However, there are number of concerns about different funding sources.

- All of the systems have the potential to expand their systems to meet higher demands for their services. Some of the systems, like PART, Greensboro and Guilford County, have estimated costs to serve unmet needs. If a 25% increase in service is assumed in the areas where the cost of service expansion is not available, there are a total of \$16.4 million in unmet transit needs among the nine systems. This figure includes the GTA Mobility Plan, Guilford PT Links, planned system expansion at PART, potential circulator service in Asheboro and a new fixed route system in the urbanized area of Alamance County.
- PART's primary funding sources are NCDOT State Maintenance Assistance Program (SMAP) and Intercity Funds and the Rental Car Tax that has been levied within several of its constituent counties. The funds associated with these programs add up to just over \$4 million in annual revenues, 60% of which are being used to subsidize transit operations. PART has other funds from other sources that help to pay for other functions, but in terms of expanding transit services PART has already been forced to use reserves which are expected to be exhausted by 2012.
- PART also does not currently use FTA §5307 funding and the region should at some point determine if there is a way to share those funds regionally. Developing a regional allocation formula for urbanized funds will be difficult because there are multiple UZAs in the region and there are requirements for spending these allocations within their prescribed UZA. Most regions where an allocation formula has been developed for sub-regional distribution of funds are dealing with one designated recipient and one urbanized area. In the future, the UZAs in the Triad may be combined which could simplify the process and make it easier to allocate some of those funds for regional purposes. In the nearer term, PART service statistics should be added to the regional National Transit Database which should yield higher allocations of §5307 funds. More information on this concept is provided in Section 7.4.1.

- The North Carolina Public Transit Association (NCPTA) recently released an email letter informing its members about potential gaps in NCDOT funding in the future. The 21st Century Transportation Committee, a statewide committee commissioned to examine statewide transportation funding shortfalls, has identified a gap in of \$65 billion in transportation funding in the future mostly in the highway and bridge program. Efforts to generate revenues to fund this gap may impact NCDOT's ability to increase funding for transit projects. There is evidence that the State may be encouraging local governments to impose funding mechanisms to pay a higher percentage of their transit initiatives. An intermodal subcommittee to the Statewide Committee proposed draft legislation that would:
 1. Create a Congestion Relief and Intermodal Fund
 2. Set eligibility standards for grants from this fund for intermodal transit capital projects such as urban transit and rail freight.
 3. Authorize local option revenue options for major urban areas (1/2 cent sales tax and vehicle registration fee) to match the grants.
 4. Authorize local option revenue options (1/4 cent sales tax and vehicle registration fee) for other urban counties or counties contiguous to urban counties to allow them to raise additional revenues for public transportation systems.
- The Medicaid Non-Emergency Transportation Program is a very large source of funding for many of the rural and community based systems in the Triad. Transportation costs are paid on a reimbursement basis for service rendered to Medicaid clients so the transit systems are not making money off the program, but Medicaid service helps the systems maintain the critical mass of trips necessary to minimize their unit costs. Medicaid regulations require agencies to competitively procure transportation and have resulted in the loss of contracts for some transit systems. ACTA is currently in this situation where the Department of Social Services has not renewed their contract for Medicaid services and ACTA is facing a 40% reduction in their service. In addition to the potential reduction on labor force, the loss of economies of scale will make it difficult to avoid cost increases for the remaining services they provide and create the need for increases in their other funding sources.

7.2 Local Funding Alternatives

All of the nine transit systems included in this analysis have funding issues most of which center on the inability to expand or improve their service due to funding constraints. Several of the systems even have a defined dollar figure in mind for the funding required to accommodate

unmet needs. There are a number of local mechanisms being explored to generate funding for transit, seven of which have been included in this study. Each has either been suggested and/or explored in other regions of North Carolina. Tables showing the amount of revenue at different funding levels for each of the mechanisms are shown in Appendix F.

License Tag Registration Fee – NC Law allows any City to levy a \$1-5 fee for every vehicle registration within its jurisdiction. The legislation that established PART, however, allows the agency to implement the fee within constituent counties. Two jurisdictions in the Triad are using this mechanism to generate funds for transit services. Randolph County, in an agreement with PART, has initiated a \$1 per registration fee within the County. The funds will be used to partially fund PART express service from a park and ride lot in Asheboro. The City of Greensboro has instituted a \$5 per vehicle registration fee to subsidize GTA services. Tag fees levied within the nine counties would generate \$1.3 to \$6.6 million annually (includes Randolph County and the City of Greensboro).

Property Tax – The primary method of revenue generation throughout North Carolina municipalities and counties is the levying of property taxes based on a percentage of each \$100 of property value, called a millage rate. The jurisdictions within the Triad (cities and counties) range from \$0.48 to \$0.61 per \$100 of property. Most of the city and county general funds being used for transit are generated through property taxes and are budgeted for transit on a year to year basis. The Cities of Winston-Salem (\$0.021) and Greensboro (\$0.035) already have a portion of their property taxes dedicated to transit. Imposing 1 to 3.5 mills throughout the Region generates \$8.7 to \$30.4 million annually (including the Cities of Winston-Salem and Greensboro).

Sales Tax – The use of local option sales taxes for transportation purposes is very common in the US. However, Mecklenburg County is the only jurisdiction in North Carolina that currently has a sales tax in place for the expressed purpose of funding the transit system. Sales tax in North Carolina is currently at 4.0% and all local jurisdictions tack on an additional 2.5% (Mecklenburg 3%) for local use. One of the advantages to a sales tax is that the burden of generating of the revenue is not entirely born by local residents because visitors who make purchases within the Region would be contributing revenue. In Charlotte, it was found that 35% of the sales tax revenue is generated from sales to those who live outside of Mecklenburg County. Sale taxes levied within the nine counties would produce \$14.4 (One tenth of a cent) to \$144.4 million (1 cent) in revenue annually.

Income Tax – Some areas have considered a small increase in income tax for generating funding for public purposes. This information was only available by county and could generate \$10.7 million (0.05% increase) to \$53.3 million (0.25% increase).

Deed Stamp Tax – This type of funding mechanism has been considered in for other types of programs with minimal success in North Carolina, but has potential in growth areas where the real estate market is healthy. Information was only available by county and the funding mechanism generates \$15.7 million (\$0.50 per \$500 in conveyed value) to \$62.7 million (\$2 per \$500).

Motor Fuel Tax – Many of the participating agencies and stakeholders suggested that a user fee based funding mechanism would be the most palatable politically for the express purpose of expanding transit. An estimate of potential revenue was generated by multiplying the vehicle miles traveled per county (NC HPMS) by a statewide average fuel consumption rate (mpg) to estimate the number of gallons required.

Car Rental Fee – The legislation establishing PART allowed for the implementation of a car rental fee of 5% within their constituent counties. Currently, PART receives revenue from this funding mechanism in Guilford, Forsyth, Surry, Stokes, Yadkin, Davie and Davidson Counties which generates \$3.2 million per year. If the fee were established in the remaining participating counties at the same level, an additional \$350,000 to 400,000 could be generated.

Other Local Sources – Systems, like GTA, have had considerable success in obtaining financial support from colleges and universities for expanded bus services. The HEAT program has allowed GTA to operate several new routes that are directed at serving the students at several institutions but these routes also supplement service to the general public.

7.3 Financial Evaluation

The primary issues concerning funding for transit in the Triad are sustainability of service, increases in operating costs due to rising fuel costs and the ability to expand services. Each of the systems have revenue streams in place that meet their current level of service but have very little financial capacity to accommodate inflationary costs (rising cost of labor, fuel, insurance, etc.) to sustain their systems and even less capacity to add service. One of the goals of the PTSMS is to explore methods for consolidation and coordination of functions of services to potentially offset inflationary costs and improve each system's ability to sustain its service.

If the region is going to address regional transit expansion, an increase in local funding will be required. As shown in Table 7-2, the majority of the transit systems in the region have revenue streams that virtually match up to their financial needs with very little surplus for additional operating costs. Each of the systems must also finance a capital program which can vary greatly from year to year. The urban core systems predominantly use FTA formula funds (§5307) and discretionary funds (§5309) to maintain their capital programs, although local funds are used to both match federal dollars and to occasionally augment the capital program with purchases that are completely locally funded. The community and rural systems depend heavily on State

sponsored capital programs. NCDOT has a fairly standard set of procedures to retire and replace rolling stock and other capital items.

PART has an aggressive capital program centered on the design and construction of park and ride facilities, fleet expansion and the development of a new administrative facility. PART accomplishes this through a mix of grants and the use of car rental fee proceeds.

Table 7-2: Available Funding for Capital and Expansion (FY 2007)

| System | Operating Funding Needs | Current Revenue | Funding Available for Capital/Expansion* |
|--------------------------------|--------------------------------|------------------------|---|
| Greensboro/GTA | \$ 14,742,321 | \$ 17,826,713 | \$ 3,083,050 |
| Winston-Salem/WSTA - Trans-Aid | \$ 10,938,862 | \$ 10,958,000 | \$ 750,000 ¹ |
| Alamance/ACTA | \$ 1,248,714 ² | \$ 1,247,568 | \$ 200,000 |
| High Point/Hi-Tran | \$ 2,343,105 | \$ 2,343,105 | \$ 450,000 ³ |
| Davidson/DCTS | \$ 1,160,677 | \$ 1,066,713 | \$ 150,000 ⁴ |
| Randolph/RCATS | \$ 789,073 | \$ 789,073 | \$ 150,000 ⁴ |
| Guilford/TAMS | \$ 2,245,633 | \$ 2,245,633 | \$ 300,000 ⁴ |
| YVEDDI | \$ 2,148,580 | \$ 2,407,088 | \$ 150,000 ⁴ |
| PART | \$ 3,071,082 | \$ 6,944,763 | \$ 3,873,681 |
| Region | \$ 38,688,047 | \$ 38,871,925 | \$ 9,106,731 |

* Approximated values based on current capital program and funding profile provided by the systems.

1 – WSTA averages \$750,000 in capital expenditures annually.

2 – ACTA budget includes recently remove Medicaid program.

3 – Hi-Tran averages \$450,000 in capital expenditures annually.

4 – Suburban and rural systems use NCDOT capital program that varies greatly from year to year.

7.3.1 Potential Consolidation of Grantees

One of the objectives of the PTSMS is to determine whether there would be any benefit to reducing the number of federal and state program grantees. Given the current funding streams at the local systems there are no apparent benefits to combining or eliminating grantees. Each of the existing systems uses local funds to leverage federal and state

dollars for local services. Centralizing grant administration would entail the transfer of matching funds to the central agency with that agency returning the funding to the local system. The scenario changes when a regional funding program is in place. The regional administering agency would then be a logical place to house grant administration since the local funding would be funneled through that agency.

A possible reduction in the number of grantees could be realized if two or more counties decided to consolidate their services. No opportunities for consolidation of county services were identified with the exception of the consolidation of demand responsive services provided within Guilford County. However, such a consolidation would probably not involve the reduction of grantees simply because each of the individual systems (GTA, TAMS and Hi-Tran) would continue funding the demand response program, while maintaining their fixed route services, so the grant work would stay with each respective system. This consolidation targets the economies of scale generated by jointly scheduling the services provided by GTA, TAMS and Hi-Tran.

As service is expanded in the region, however, it is not recommended to do so through the introduction of new grantees. There are no services, planned or otherwise, that would require a new grantee. For example, the implementation of new fixed route service in the Burlington UZA should not entail the creation of a new transit authority, but rather incorporated into ACTA's scope of services. Potentially, that service could be PART's first opportunity to partner with a City/County to create a dedicated funding source for the service and then contract with ACTA to provide the service. PART would then serve as the grantee and start the process of providing grant administration regionally.

7.3.2 Regional Transit Concept Plan

As part of this study, a regional long range transit concept plan has been established that includes aspects related to funding. One of the four primary elements of the concept plan is the establishment of a regional program that involves local funding mechanisms dedicated to transit, which could take different forms from jurisdiction to jurisdiction. Clearly, the funding program must be robust, in order to expand transit services enough to meet ridership goals (increasing market share from 1% to 5% regionally), adequately finance future transit investments and also address local unmet needs. It is critical that the urban core of Guilford, Forsyth and possibly Alamance County participate, if the program is to generate enough funding to meet regional goals. The other counties will need to participate in order to benefit from more service within their jurisdictions and to give themselves the ability to feed regional services by developing distribution/collection service from PART park and ride locations. It will also be important to establish a regional entity, most likely PART, to administer the local funding program and serve the

region by handling grant administration and facilitating the implementation of new transit programs in the suburban and rural counties.

7.3.3 Funding Model

Since there is the potential need for state legislative action to give the counties or PART the authority to implement some of the analyzed funding mechanisms, it is important to recognize that a full-scale funding program may not be attainable for many years. Interim steps must be taken to move the region toward the Concept Plan as this process unfolds. A combination of less robust funding mechanisms should be implemented based on jurisdictional participation, funding needs from system to system and the select of mechanisms that are available without involving the state legislature.

It is expected that increased funding for transit and how these resources are generated will be debated over the coming years. In order to help facilitate the discussion among the participating systems and their governing bodies, a model has been developed to test potential funding scenarios. The model, to be housed at PART and available to the participating systems, can be used to determine the viability of different combinations of funding mechanisms and participation from the counties and municipalities of the Triad. Regional financial need can be adjusted to include the cost of existing services, local unmet needs, regional service needs and the costs of recommendations from the PTSMS. The model also computes the funding generated by funding mechanisms that can be tailored to each jurisdiction. The model is flexible enough to include one or more mechanism per jurisdiction and offers multiple funding levels. For example, the model can show the amount of funding generated by a \$2 vehicle registration fee, a 0.5 millage rate on property tax and a 0.1% sales tax in Guilford County, or any other combination of funding mechanisms.

7.3.4 Funding Scenarios

Although the intended product of this study was the development of the model, the consultant team developed three potential funding scenarios to test the model and also determine if the funding levels met the transit needs identified by the participating systems. The first scenario (Table 7.3) is designed to illustrate a potential interim funding program that meets some local and regional needs and only utilizes funding mechanisms that are open to county and municipal jurisdictions without state legislative action. The second scenario (Table 7.4) is a long range program (10 or more years out) that is based on the Intermodal Committee of the Congestion Relief and Intermodal Transportation 21st Century Fund findings and recommendations. The Committee recommends that a ½ cent sales tax be implemented in Guilford and Forsyth County and ¼ penny sales tax in the rest of the participating counties. The scenario is designed to show what transit

services can be funded and how much would be left over on annual basis for capital programs and building a regional equity fund. This is essentially an aspirations based program and identifies the benefits realized by a robust funding program. Both scenarios assume federal and state participation at their current rate and also maintain all existing funding programs.

7.3.4.1 Short Range Scenario

The short range scenario was developed to serve as an interim step between the current transit funding programs in the Triad and the transit concept plan sometime in the future. The scenario assumes that a number of new funding mechanisms will be put in place to address regional shortfalls in funding and to meet at least a portion of locally unmet needs. It is expected that it would be in place in 2011 or 2012 at about the time PART has exhausted its equity fund.

Two primary assumptions for the funding program is that only mechanisms that are currently available (Tag Fee, Property Tax, Deed Stamp Fee) to either PART or the individual jurisdictions would be utilized and that the suburban and rural counties would play a greater role in supporting regional express bus service. The latter assumption is critical because at present, the bulk of the cost of the PART express services from the rural counties is being born by the car rental fee which is primarily generated within the urban core. This is not an indictment on using that mechanism nor is it suggesting that the car rental fee is not a logical source since it is primarily generated at a regional facility (GSO). It is rather the recognition that the car rental fee is a limited funding source (unless a higher percentage fee is allowed) and as the PART system grows it stands to reason that the suburban and rural counties play a greater role financially, both in terms of assisting PART but also developing new feeder services into the PART system that are also feeding the urban core systems.

Funding under this system is predicated on the introduction of the \$5 vehicle registration fee being implemented region-wide which generates approximately \$6.95 million annually. This funding mechanism, however, does not cover the expense of increased services at GTA, WSTA (Trans-Aid), Hi-Tran, TAMS, ACTA and PART. Table 7-3 shows the assumed service expansion included in this scenario. It was necessary to include additional funding from the urban core jurisdictions to cover local expansion of services as well as regional needs. The expansion of service in Guilford County including GTA and Hi-Tran far exceeds the revenue generated by the tag fee (which is already at \$5 in the City of Greensboro) and requires an increase the millage rate of 2 mills in each of those jurisdictions. Levying a \$0.50 per \$500 on real estate transfers (Deed Stamp Tax) would also generate sufficient funds. There is some concern over the levying of an

additional \$5 for vehicle registration in the City of Greensboro since one already exists. It is possible that the fee for this program could be levied county-wide but it still leaves the residents of City paying \$10 per vehicle. Shortfalls at WSTA-Transaid and ACTA after the tag fees can also be accommodated by a more modest 1.5 mill increase in the property tax in Forsyth and Alamance County respectively.

Table 7-3: Service Expansion Assumptions for Short Range Scenario

| System | Service Expansion | Projected Annual Operating Cost |
|--------------------------------|---|--|
| Greensboro/GTA | <ul style="list-style-type: none"> ◆ \$3 M in unmet needs. ◆ HEAT Program Incorporated into service | \$ 17,741,321 |
| Winston-Salem/WSTA - Trans-Aid | <ul style="list-style-type: none"> ◆ 35% Increase in overall service to cover new weekend service and improved weekday frequencies. | \$ 14,767,464 |
| Alamance/ACTA | <ul style="list-style-type: none"> ◆ 25% Increase in overall service to expand general public DR services in County. ◆ New fixed route in urbanized area. | \$ 3,060,893 |
| High Point/Hi-Tran | <ul style="list-style-type: none"> ◆ \$1.5 Million in unmet needs including increase in overall service to cover new weekend service and new local service on NC 68. | \$ 3,843,104 |
| Davidson/DCTS | <ul style="list-style-type: none"> ◆ 25% Increase in overall service to cover new circulator in Lexington. | \$ 1,450,846 |
| Randolph/RCATS | <ul style="list-style-type: none"> ◆ 25% Increase in overall service to cover new circulator in Asheboro. | \$ 1,286,341 |
| Guilford/TAMS | <ul style="list-style-type: none"> ◆ \$660K Increase in service for PT Links Program. | \$ 2,905,633 |
| YVEDDI | <ul style="list-style-type: none"> ◆ 25% Increase in overall | \$ 2,685,725 |
| PART | <ul style="list-style-type: none"> ◆ Continued expansion of service based on PART plan with new routes in Davidson, Randolph, and Alamance. ◆ 35% increase in overall service to include off-peak service and peak hour frequency improvements. | \$ 5,099,253 |
| Region | | \$ 52,841,580 |

The scenario shows that the combination of vehicle registration fees and property taxes could support the transit program as outlined in Table 7-3. Total operating costs increase by 40% from the existing services to the new expanded version of the regional transit

network. In addition, the remaining funds after operating costs result in a capital program that is about a third larger than the existing level of capital expenditures. See Appendix E Table E-1 for a breakdown of the funding by system. The dollar amounts include additional funds that are expected from FTA and NCDOT for the purchase of rolling stock and other capital items. However, the capital program (shown in Table E-2) may not entirely accommodate the need for expansion vehicles and/or expanded facilities at the outset of some of these service improvements. It is assumed that the region could develop a package of capital needs to be funded through an FTA §5309 grant or other source.

7.3.4.2 Long Range Scenario

Over time, the Triad region will move closer and closer toward the need to introduce fixed guideway services. The long range scenario was designed to determine if the recommended funding program from the Intermodal Committee of the Congestion Relief and Intermodal Transportation 21st Century Fund will be sufficient to meet the bus service expansion needs of the region in addition to the potential introduction of higher capacity transit. The scenario, shown in Appendix E in Tables E-3 and E-4, also supports the transit concept plan developed as part of this project and centers on the establishment of a robust funding mechanism dedicated to transit regionally.

Overall, the ½ penny - ¼ penny scenario generates almost \$62 M annually within the Triad, which combined with the existing funding program totals just over \$100 M on an annual basis. Funding revenues by jurisdiction are outlined in Table E-4 in Appendix E. Service expansions by system are included in Table 7-4. It is assumed that the tag fee and property taxes levied as part of the short range scenario would be terminated as a result of the new funding program.

On the surface, the funding levels under this scenario are more than adequate to expand bus services substantially throughout the region. The package of improvements is comprehensive and will give each of the systems ample ability to grow and refine their individual systems. There is also a significant amount that can be invested in regional services (doubling of the PART network) which includes the introduction of more circulator and feeder services in the outer counties. The capital program (\$34 M) is sufficient to maintain and expand fleet and facilities for the bus program but more research is needed on whether enough funding remains to initiate fixed guideway services. There are two fixed guideway facilities that are currently in the planning phase; streetcar in Winston-Salem and PART's commuter based service between Winston-Salem and Greensboro. A third light rail system has been discussed in Greensboro. The model is not set up to determine potential fluctuations over time in funding levels due to

economic conditions and there are a number of other factors that could improve or reduce the amount of funding available for fixed guideway improvements.

The funding program would offer a number of benefits that are currently not available. The current urban core systems which are heavily dependent on property taxes could have those sources either reduced or capped over time. Being able to use this as well as the reduction in tag fees could be an important bargaining chip in convincing local jurisdictions to pursue a referendum. The sales tax could also be established as more of an infrastructure bank with transit improvements scheduled in conjunction with highway improvements.

Table 7-4: Service Expansion Assumptions for Long Range Scenario

| System | Service Expansion | Projected Annual Operating Cost |
|--------------------------------|---|--|
| ALL SYSTEMS | <ul style="list-style-type: none"> ◆ 10% Increase in Service Costs due to fuel price increases. ◆ All service expansion included with short range scenario. | Included below |
| Greensboro/GTA | ◆ Add'l. \$3 M in unmet needs. | \$ 22,216,553 |
| Winston-Salem/WSTA - Trans-Aid | ◆ Add'l 15% Increase overall. | \$ 18,049,122 |
| Alamance/ACTA | ◆ Add'l 10% increase overall. | \$ 3,538,382 |
| High Point/Hi-Tran | ◆ Add'l \$500K for unmet needs and 15% Increase overall. | \$ 4,577,416 |
| Davidson/DCTS | ◆ Add'l 15% Increase overall. | \$ 1,787,443 |
| Randolph/RCATS | ◆ Add'l 15% Increase overall. | \$ 1,515,172 |
| Guilford/TAMS | ◆ Add'l 15% Increase overall. | \$ 3,747,745 |
| YVEDDI | ◆ Add'l 15% Increase overall. | \$ 3,308,813 |
| PART | ◆ Doubling of express bus services from existing system. Including vanpool program. | \$ 13,134,721 |
| Region | | \$ 71,875,665 |

7.3.4.3 Alternative Long Range Scenario

A third scenario has been added to Appendix E (Tables E-5 and E-6) for informational purposes, to depict an alternative funding package. The scenario is comprised of the ½ penny sales tax in Guilford and Forsyth County and a \$7 tag fee implemented in the remaining jurisdictions, except in Alamance County where the 1.5 mil in property tax is required to maintain their transit program. The scenario is based on the same expansion levels as shown Table 7-4. In the long run this alternative generates just over \$10 million less than the primary long range scenario (through 2018). However, there are shortfalls in the capital program (shown in Table E-6 in Appendix E) for Alamance and Randolph Counties that would require assistance from the region.

7.4 System Specific Governance/Funding Opportunities

System-Specific Opportunities based on identified changes in the systems were generated as a result of the attainment of the Long Range Transit Concept developed for the project. These are opportunities arising out of expanded services, changes in the overall regional transit funding structure and general evolutionary changes in some of the systems as they reach new stages of development.

7.4.1 Piedmont Authority for Regional Transportation

The Long Range Transit Concept is predicated upon the creation of a regional funding mechanism across the nine participating counties. Once that program is in place, PART's role in the funding of both regional and local transit will increase substantially, both in terms of ensuring that dollars are being spent effectively and getting more involved in the decision-making on the local level - especially in those jurisdictions where PART is facilitating the introduction of new service. The PART Board representation, in its current form, is sufficient to make the transition from its current role to a future role that expands its responsibilities to the allocation of funds. Each of the respective jurisdictions is represented and in many cases by an individual who has a shared role on a local transit governing bodies.

Once PART takes on its new role of directing funding regionally the interaction between local boards and the PART Board should become more formalized. In fact, each PART Board member should serve on the local board, possibly as chairperson, so that as decisions made at the local level occur the PART Board is kept up-to-date. Most importantly, the new funding program will require that a substantial portion of the budgeting process for participating systems will go through the PART Board. It is

through this process that formalized relationships between each of the participating systems must be established.

This relationship will center on impacts of the regional funding mechanism on the way funding decisions will be made. Local systems will retain control of their existing funding sources which will be capped or potentially reduced should the sales tax be implemented. (The mix of funding may vary greatly from system to system.) PART will essentially become a new funding source for the local systems and they will have to present the cost effectiveness of service expansion and capital requests to PART in order to obtain funding. The PART Board will need to develop a methodology for determining the best use of these resources, based on cost effectiveness and equity among the participating jurisdictions. From an equity standpoint, it is critical that in addition to funding regional transit programs that the participating agencies should also receive proceeds from the regional funding mechanisms to meet local needs.

Potential changes in the urbanized areas (UZA) after the next census will impact the appropriation and allocation of federal formula funds. Currently, there are four UZAs in the region, Winston-Salem, Greensboro, High Point and Burlington and with every census they are growing together. UZA boundaries are determined by the federal government every ten years based on the population density from census block to block (Blocks are the smallest unit of geography used by the US Census). The density between the urbanized areas has intensified and the region could be presented with option of combining the urbanized areas. The confluence of urbanized areas also presents some uncertainty from a governance and funding perspective. It is also very difficult to determine how the growth and potential combining of the four urbanized areas may impact federal funding in the Triad.

The four UZAs each have their own MPO, designated recipient and respective allocations of §5307 funding. Two of the UZAs are well over 200,000 in population (Greensboro and Winston-Salem) and have greater restrictions on the use of these funds than do the two smaller UZAs in Burlington and High Point. Merging of the UZAs will have farther reaching impacts on the highway funding and planning functions in the region, which are not within the purview of this study, but it does represent some interesting transit considerations. A unified UZA which could occur as early as 2012 as a result of the 2010 Census, would likely increase the overall amount of funding under the §5307 program and offer enhanced ability to coordinate the capital program throughout the urban core of the region. This would significantly affect vehicle procurement and the need for increased coordination between agencies.

The federal allocation formula is based on population, population density and service statistics (passenger miles) for systems over 200,000 in population and only population

and population density for the smaller systems. Combining the UZA would mean that all of the population for the four UZAs plus operating statistics for the new Alamance system, Hi-Tran and PART would go into the formula for 5307 allocation. The operating statistics for these systems are not currently incorporated into any of the regional appropriations. Regardless of any future changes in the UZA structure, WSTA and GTA should currently be taking credit for PART operating statistics, including vanpool, so that the §5307 allocation more accurately depicts the level of service being provided in the Triad. There will be a two year lag as the statistics get incorporated into the National Transit Database (NTD) reporting but it will result in an increased future apportionment to the region.

The combined UZA also allows the potential for the systems to work together to fund their capital programs. In the current configuration, the allocation for each UZA must be spent within that area. FTA recently shortened the amount of time recipients are allowed to pool resources from four to three years which adds pressure to individual systems to appropriate these funds before they reach their sunset. There has not been too many instances where this has been a problem (Burlington UZA has not used their apportionment to date), but the combined UZA would allow one system to use funding that was originally targeted to another system to accommodate a capital intensive year within their program with understanding that in future years the assistance would be reciprocated.

One drawback to a combined UZA would be that Hi-Tran and the Alamance systems would no longer have the ability to utilize §5307 funds to directly cover operating costs. Using §5307 for operating is limited to those UZAs under 200,000 in population which would no longer be the case if the UZAs were combined.

7.4.2 Alamance County Transportation Authority

Changes in governance for ACTA may be required depending on how the funding is structured for the new fixed route system. Section 5.2 of the Final Report calls for the system to be implemented through the locally based program administered by PART. Using PART's authority to implement a vehicle registration fee, PART would facilitate the implementation of service by performing the grants administration, invoking the utilization of the §5307 allocation and then contracting the operation of the service to ACTA, pursuant to the PART legislation. Since this relationship would be more of a memorandum of agreement rather than a traditional contract, the ACTA Board of Trustees would remain intact, but would need additional representation from the urbanized area. Two representatives from the urban area of the County and a member of the PART Board should be added to ACTA Board. It is recommended that one of the additional representatives come from another of the incorporated cities or towns within

the County (Mebane, Graham, etc.) and then another should be appointed by the County Commissioners from the County's urbanized area.

One of the most significant funding opportunities identified by the PTSMS is the utilization of federal and state dollars that are currently being forfeited due to the lack of a fixed route system being in Burlington. The Burlington UZA is the largest in the State without a fixed route transit system. Since it is below the 200,000 in population, up to 50% of the allocation can be used for operations expense, including the new fixed route system and regional services that originate within the UZA.

7.4.3 Davidson County and High Point Transit

Currently, DCTS and the Hi-Tran Systems answer directly to their respective governments, the County Commission in Davidson County and the City Council in High Point. This configuration is a very efficient method for these transit systems, especially in terms of the budgeting process and also because these bodies are represented on the PART Board by a County Commissioner in Davidson County and the Mayor of High Point so they are "plugged in" to regional transit issues. However, as these systems grow and become more involved in the regional network; transit considerations and issues will intensify and the amount of time these entities will be able to contribute to transit may be insufficient. Both should consider establishing a formal authority that will be able to contribute more time to address transit issues and the interaction with PART on behalf of the local jurisdiction. Authority boards should include representation from the riding public, business community and disabled community similar to those established in the larger systems.

7.4.4 RCATS and YVEDDI

The governance for the RCATS and YVEDDI systems are very similar in that they do not answer to publicly elected or appointed boards. The RCATS system reports directly to two Transportation Advisory Boards (one each for Randolph and Montgomery Counties), the representatives of which are appointed by RCSAA Board of Directors. The YVEDDI system reports to an 18-30 member Board of Directors for the non-profit agency. In both cases, transportation is only one area for which these boards are responsible. As is the case in High Point and Davidson County, these jurisdictions will eventually reach a point where they will not be able to commit enough time to addressing transit issues. They also will be improperly positioned to take on the issues associated with general public service, which are more appropriately governed by an elected or appointed body or designated authority.

RCATS will need to address this issue in a shorter timeframe because the introduction of services targeting the general public will be happening sooner. The bulk of the services provided by RCATS will continue to target seniors but there will be more and more emphasis on encouraging the general populous to utilize new local and regional services, including circulator service in Asheboro and general public demand response services county-wide. Randolph County has shown interest in expanding services through PART and should consider appointing a separate transit advisory board in conjunction with the implementation of a more robust funding program and moving the system out from under the auspices of Senior Services. The System can still operate RCSAA sponsored services under contract and the new transit board should have representation from RCSAA. The RCATS situation is complicated by its role in the provision of services to Montgomery County. It is recommended to continue the consolidated operation, if the RCSSA sees fit to continue the service in Montgomery County through an MOU. However, there will be a need to diverge both governance structures since Montgomery County has no formal relationship with PART or prospect for establishing a funding source for general public services.

The current YVEDDI transit governance is housed completely within the corporate management structure of the YVEDDI non-profit agency. Primarily focused on human service transportation, the YVEDDI Board provides guidance in the transportation system's relationship with agencies sponsoring the trips being provided. There is little much need to change the focus and structure in the near future because the bulk of the service being provided by YVEDDI will be human service transportation. However, as service needs grow and new funding mechanisms are established in the YVEDDI counties a new transit advisory committee comprised of PART Board Members from these counties and representatives from the major municipalities should be established. The new committee would govern the implementation of new general public services and circulator services supporting the regional system, facilitated by PART through its locally based programs. This does not nor should it preclude PART from contracting with YVEDDI to provide some or all of the related services.

7.5 Regional Funding Opportunities

Regional Funding Opportunities were identified as a result of the capital and operating needs associated with the accommodating unmet local needs and regional expansion.

7.5.1 Regional §5309 Application

The financial evaluation included in the PTSMS shows in the short-term, there may be some shortfalls in the capital programs to support regional transit. A significant challenge facing the participating transit systems will be the transition between providing expanded

services while funding mechanisms are implemented and the subsequent lag time before allocated funds are in place. In general, the services are not implemented until the funding is in place but there will be a need to construct or enhance support facilities and expand fleets rapidly. This is necessary so the time between the establishment of the funding mechanism and the delivery of service is minimized.

A regionally coordinated multi-year §5309 program designed to support fleet and facility improvements could provide the stop-gap in funding created by an aggressive transit expansion program. Regionally coordinated applications are generally received favorably at both the State and Federal levels and a Triad application could fund the projected 40-60 buses, 50-75 lift-equipped vehicles and \$10-15 million in facility improvements needed to support expansion among the participating systems over the next 3-4 years. In addition, cooperation between PART and GTA to co-locate fleets at the new GTA maintenance facility is also a candidate project for a §5309 application in the 5-year timeframe.

Other capital items that could be included in the application are:

- ◆ Boarding Center Amenities
- ◆ Fare Equipment to support fare structure integration.
- ◆ Support of future phases of the Regional Technology Project

7.6 Recommendations Based on Governance/ Funding Opportunities

Recommendations-Based Opportunities are small adjustments in governance or funding that should be made as the recommendations from the PTSMS are implemented.

7.6.1 Regional Call Center

The potential for the numerous functions being housed at a regional call center creates the need to establish a forum among the participating agencies to address issues with the operation and management of the center. The external functions such as itinerary planning and the customer services, can be accommodated by the committee of staff from the respective systems involved in the development of those functions. Staff can keep their respective boards apprised of service issues and problems with the call center as they pertain to the individual systems.

The internal functions, such as the eligibility certification and eventually demand response consolidated scheduling and dispatching, will need a much more formal method for addressing issues. Many of the issues that will arise associated with system grievances based on dissatisfaction with schedules or how their system is impacted by the actions of

the call center staff. A committee should be established comprised of representatives from the respective agency boards. Each committee member will serve as a liaison to its system governing body.

It is recommended that all nine systems be represented with non-participating agencies serving in ex-officio until their systems are actually incorporated into the call center. Having ex-officio members allows these systems to be involved in the incremental development approach suggested for the call center and would keep abreast of the planning developments for the new operation.

7.6.2 Coordinated Contractor Procurement/Shared Use of Facilities

If GTA and PART agree to co-locate fleets at GTA's new facility then PART should contract with GTA to provide PART services based out of the Greensboro facility. There are no structural changes to governance required for this but GTA could in turn incorporate the service hours into its turnkey management contract which would potentially reduce the unit cost of their services. From a governance perspective, this arrangement would require regular updates to the PART Board from GTA staff on the progress of the service being performed on behalf of PART.

7.6.3 Long Range Planning

Centralizing long range planning at PART should be supported through the introduction of a committee reporting to the PART Board made up of staff representatives of each of the nine transit systems. The Technical Advisory Committee (TAC) for the Regional Seamless Mobility Study has the composition appropriate for this role, if representatives from the MPO staffs are added to the mix. PART is already involved with travel demand model development and other functions at the MPOs so any committees of staff associated with that process could be incorporated into one Long Range Planning Committee for both transit and the rest of MPO planning process.

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8.0 Implementation Timeline

There are a number of recommendations that have been identified in this study. Each transit provider has given valuable feedback on a potential implementation schedule of the many functional areas noted in this study. The consultant team has developed the following matrix of specific implementation timelines, based on the year cited in the respective sections of this study. Additionally, each functional area is identified with the respective participating systems and a corresponding section where the recommendation is discussed in greater detail within the final report, most of which appear in Sections 4 and 5.

The action items are intended to be in priority/chronological order but will most likely overlap. The Technical Advisory Committee, as recommended in Section 4.16, should meet on a regular basis to identify lead personnel, develop timeframes and oversee the process of undertaking the action items.

| Agency | Action Items | Reference Location | Implementation Timeline |
|---|---|--------------------|-------------------------|
| ALL SYSTEMS | Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| <i>This action item is critical to the success of the PTSMS by maintaining the communication among the participating systems.</i> | | | |
| PART | Expand Vanpool Marketing and Increase Service | 5.5 | 2009 |
| All SYSTEMS | Incorporate Vanpool Marketing into Service Request Response | 5.5 | 2009 |
| <i>This program is already established but efforts should be re-doubled by all of the systems to address service requests and should be mentioned in any interactions with the public, business community or developers.</i> | | | |
| PART | Coordinate the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/4.9.4 | 2009 |
| ALL SYSTEMS EXCEPT PART | Participate in the Development of the Regional Maintenance Information Clearinghouse/H.R. Resources Library | 4.8/4.9.4 | 2009 |
| <i>Maintenance and HR Resource Clearinghouses will be a data collection exercise and then engaging a web page designer (In-House or Contractor) to establish these resources on a web site for easy access by participating systems. See the cited sections for details on what information should be included in the clearinghouses.</i> | | | |

| Agency | Action Items | Reference Location | Implementation Timeline |
|---|--|--------------------|-------------------------|
| ALL SYSTEMS EXCEPT ACTA | Call Center MOU - Development of Call Center | 4.4 | 2009 |
| <p><i>This is the first step in the development of the Call Center and should be executed among all ten systems regardless of the recommended time each respective system is to be incorporated. The call center is intended to start out as a urban program but by signing onto the MOU early in the process, the suburban systems will have the opportunity to watch its development and be involved.</i></p> | | | |
| GTA, HI TRAN, PART, TAMS, WSTA | Customer Information/Trip Itinerary Transition to WSTA | 4.4.1 | 2009 |
| <p><i>WSTA has the itinerary planning server in place but will need to expedite the development of data input for the rest of the urban systems, including route information and resolving the issue of similarly named streets from municipality to municipality. The transition should be in conjunction with the Regional Technology Project.</i></p> | | | |
| YVEDDI | Develop/Implement Sub-Regional Call Center | 4.4 | 2009 |
| <p><i>Consolidation of reception staff in the YVEDDI counties will be an interim step toward their integration into the Regional Call Center in 2012</i></p> | | | |
| PART, GTA, HI TRAN, WSTA | Development of Uniform Service Policies w/ GTA, Hi Tran, WSTA and TAMS | 4.4.2 | 2009 |
| <p><i>Recommended as part of the process of consolidating into the Call Center – may take some time to make changes from system to system.</i></p> | | | |
| GTA, HI TRAN, TAMS, WSTA | Joint Scheduling Analysis of GTA, TAMS, and Hi Tran | 4.5/4.8/4.9.4 | 2009 |
| <p><i>First step in consolidating Guilford County demand response service. Should send schedulers on a retreat to essentially schedule one week of service as if the systems were consolidated to determine potential economies of scale and capacity.</i></p> | | | |
| PART, ACTA | MOU bet. PART/Burlington/Alamance for Fixed-Route Service Coordination | 5.1 | 2009 |
| PART, RCATS | MOU bet. PART/Randolph County to Design/Implement Asheboro Circulator | 5.1 | 2009 |
| <p><i>First two systems to enter into the Locally Based Programs to involve PART in the development of new transit service. Discussions will lead to implementation of funding (2010) and then service (2011).</i></p> | | | |

Implementation Timeline

| Agency | Action Items | Reference Location | Implementation Timeline |
|---|--|--------------------|-------------------------|
| ACTA, DCTS, YVEDDI, RCATS | MOU with PART to Provide Short-Range Planning | 4.16/4.9.7 | 2009 |
| GTA, HI TRAN, PART, WSTA | Regional Route Numbering System of Bus Routes | 4.5/4.15 | 2009 |
| <i>This process could happen earlier or could be postponed until the results of the Branding Study in 2010.</i> | | | |
| ALL SYSTEMS | Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| <i>Fare structure analysis should incorporate an evaluation of fare revenue sharing for regional pass, reciprocal transfer agreements and farebox recovery prior to the development of a regional funding mechanism.</i> | | | |
| DCTS, RCATS, YVEDDI | MOU with Urban Transit Providers for Shared Trips | 4.4.2/4.8/4.9.4 | 2009-2010 |
| GTA, HI TRAN, WSTA, TAMS | MOU with Community Transit Providers for Shared Trips - TAMS, RCATS, DCTS, YVEDDI, HI TRAN GTA, & ACTA | 4.4.2 | 2009-2010 |
| <i>MOU should call for the development of real-time exchange of vehicle location information (possibly as part of the Technology Project) and establishment of a cost allocation formula for trips provided by other systems.</i> | | | |
| ALL SYSTEMS | Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| ACTA, RCATS | Development/Design/Construction of New Operating/Administration Facility | 3.0/7.3.4 | 2009-2012 |
| ALL SYSTEMS | Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| <i>An annual 5309 joint application should be developed as a stopgap for capital program shortfalls and to jump start fleet acquisition and facility development for new services. The first application should be delivered to Congressional delegation by February for potential inclusion in the TEA-21 reauthorization next Fall.</i> | | | |
| PART | Expand Regional Bus System | 3.0/7.3.4 | 2009-2014 |
| ACTA, WSTA | Implement 1.5 mil Property Tax for Transit | 3.0/7.3.4 | 2010 |

| Agency | Action Items | Reference Location | Implementation Timeline |
|--|--|--------------------|-------------------------|
| PART | Execute MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| ACTA, DCTS, GTA, HI TRAN, RCATS, WSTA, YVEDDI, TAMS | MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3/4.10.2 | 2010 |
| ALL SYSTEMS | Enter Regional Training Program | 4.7.1 | 2010 |
| <i>Drug & Alcohol Testing Program could be regionalized earlier, but it appears in 2010 because there are more important items in 2009 and it is advisable to wait upcoming programmatic changes that will incorporate prescription drugs.</i> | | | |
| PART | Implement \$5 Tag Fee in Constituent Counties | 3.0/7.3.4 | 2010 |
| All SYSTEMS EXCEPT PART | Establish Tag Fee \$5 - Stokes, Surry, Yadkin, and Davie Counties | 3.0/7.3.4 | 2010 |
| GTA, TAMS, HI TRAN | Additional 2 Mill Property Tax Established - City of Greensboro/HIGH POINT | 3.0/7.3.4 | 2010-2011 |
| <i>Pre-requisite to substantive increases in service.</i> | | | |
| GTA, HI TRAN | MOU with WSTA to conduct eligibility determination | 4.4.2 | 2010 |
| WSTA | Incorporate ADA Eligibility Determination Process for GTA/Hi Tran in Call Center | 4.4.2 | 2010 |
| <i>Second major function to be incorporated into Call Center</i> | | | |
| GTA, HI-TRAN, PART, TAMS, WSTA | ITS Strategy Implementation | 4.17/4.18 | 2010 |
| <i>Primarily support for Call Center, Shared Trips Program as an extension to Regional Technology Report.</i> | | | |
| WSTA, GTA, HI TRAN, PART | Mid-Day/Weekend Service Improvements | 5.2/5.3 | 2010 |
| GTA, TAMS, PART | Program New Facility to add TAMS, PART Functions | 4.10.2 | 2010 |

Implementation Timeline

| Agency | Action Items | Reference Location | Implementation Timeline |
|--|--|--------------------|-------------------------|
| TAMS | PT Links and Service Expansion | 3.0/7.3.4 | 2010 |
| DCTS, YVEDDI | Expansion of Local Service | 5.1 | 2010-2011 |
| RCATS | Implement Asheboro Circulator/Enhanced General Public Demand Response | 5.1 | 2010-2011 |
| <i>All service expansions require implementation of funding mechanisms.</i> | | | |
| ALL SYSTEMS | Regional Branding Agreement and Study | 6.0 | 2010-2011 |
| <i>Should have an idea of funding potential and new services before this can really start.</i> | | | |
| DCTS, RCATS, ACTA, YVEDDI | Adopt Uniform Service Policies | 4.4.2 | 2011 |
| ALL SYSTEMS | Adopt Uniform ADA Standards | 4.4.2 | 2011 |
| <i>Will not be necessary until fixed route services are in place and supported by complementary paratransit. Suburban systems should incorporate standards from urban systems to maintain consistency.</i> | | | |
| ACTA | Amend Bylaws and Add Urban Representation to ACTA Board | 7.4.2 | 2011 |
| <i>Change composition of the Board to reflect introduction of new fixed route service in the urban core.</i> | | | |
| GTA, HI TRAN, PART, TAMS, WSTA | Customer Information/Trip Itinerary Transition to Call Center at PART | 4.14/4.4.1/4.4.2 | 2011 |
| GTA, HI TRAN, TAMS, WSTA | Scheduling and Reservation Functions Incorporated into the Call Center | 4.4.2/4.6 | 2011 |
| ACTA, DCTS, RCATS, YVEDDI | Consolidation of ADA eligibility determination process to PART Call Center | 4.4.2/4.17/4.18 | 2011 |
| <i>Beginning process of transitioning call center to PART Administration Facility</i> | | | |
| DCTS | Expand Facility to Accommodate Expansion of Service | 3.0/7.3.4 | 2011 |

| Agency | Action Items | Reference Location | Implementation Timeline |
|---|--|--------------------|-------------------------|
| ACTA | Implementation of Fixed Route Service | 5.1 | 2011 |
| ACTA | Incorporate Customer Information, Trip Itinerary Planning at Call Center | 4.4.2 | 2011 |
| <i>All service expansions require implementation of funding mechanisms.</i> | | | |
| DCTS, ACTA, RCATS, YVEDDI | ITS Strategy Implementation | 4.17/4.18 | 2011 |
| <i>Primarily support for Call Center, Shared Trips Program as an extension to Regional Technology Report.</i> | | | |
| PART, GTA, TAMS, WSTA | MOU with GTA/PART/GUILFORD COUNTY for Coordination of Shared Facility | 4.10.2 | 2011 |
| GTA, HI TRAN, TAMS | Consolidation of TAMS/GTA/Hi Tran Demand Response Services | 4.5/3.0/7.3.4 | 2012 |
| HI TRAN, YVEDDI | Expand Facility to Accommodate Expansion of Service | 3.0/7.3.4 | 2012 |
| <i>All service expansions require implementation of funding mechanisms.</i> | | | |
| ACTA, DCTS, YVEDDI, RCATS | Scheduling and Reservation Functions Incorporated into Call Center | 4.4.2 | 2012 |
| WSTA | Consolidation of Forsyth and Guilford Demand Response | 4.5 | 2013 |
| GTA, PART, TAMS | Consolidation of TAMS/PART into GTA Operations Facility | 6/4.4.2/4.10.2 | 2013 |
| ALL SYSTEMS | Establish Long Range Funding Mechanism | 3.0/7.3.4 | 2013-2015 |

STAKEHOLDER INTERVIEW SUMMARY

1.0 Introduction

A critical aspect of the Piedmont Triad Seamless Mobility Study is to conduct interviews with local stakeholders within the 9-county region that includes the Counties of Alamance, Davie, Davidson, Forsyth, Guilford, Randolph, Stokes, Surry, and Yadkin, the Cities of Burlington, Greensboro, High Point and Winston-Salem, and Piedmont Authority for Regional Transportation (PART). The project scope of work and data collection plan direct the consultant team to collect information from each of the nine transit systems that serve the Region, as well as planning partners, jurisdictional representatives, elected officials and community advocates.

A standardized series of questions was developed to obtain relevant information regarding public perception of transit and identified needs and concerns that are valued by the local communities. The following 12 questions were posed during each of the interviews:

1. What is your agency's role in the provision of transit?
2. How is your agency impacted by transit?
3. How would you rate public transportation? What is going well and what needs improvement?
4. What is the public's perception of transit?
5. Do any of your agency's goals relate to public transportation?
6. Should the transit system in your community play a role in regional transit? If yes, define that region.
7. Are there instances where your community transit needs to be coordinated with regional transit? Are there opportunities for coordination?
8. What are your transit needs in the community?
9. How important is providing inter-jurisdictional trips?
10. Are there any inter-jurisdictional travel patterns that need to be covered? If so, who should be responsible for providing those trips?
11. How should transit be funded? Should we pursue a regional funding mechanism?
12. If we are trying to coordinate transit among the communities, what are factors to consider when determining revenue and cost allocation?

The consultant team interviewed a total of 34 stakeholders who were selected based on recommendations from the participating transit systems. Interviews were conducted face-to-face and via telephone. The interviews uncovered a wide spectrum of perceptions of existing transit services at the local levels. The subsequent sections of this report highlight the summary of results from the stakeholder interviews.

2.0 Summary of Responses

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| Question #1: What is your agency's role in the provision of transit? |
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The stakeholders represented counties, cities/towns, transit agencies, human service agencies, foundations, and metropolitan planning organizations. A large proportion of the interviewees are not directly associated with the provision of transit service; however, many are heavily involved in the funding or planning for transit. In the case of the elected officials who were interviewed, many saw transit as a key component of the services provided to their constituency. The common roles have been provision of public transportation and intergovernmental collaboration to support expansion of service with other regional systems such as PART. Other roles identified included serving as a regulatory agency, administrator of transit funds to local agencies, and supporting overall transit planning.

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| Question #2: How is your agency impacted by transit? |
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Responses to this question centered on the heightened importance of transit for a litany of reasons. Invariably, stakeholders cited that transit was becoming a bigger part of the planning process, their mobility goals and the need for more funding. Transit needs to be a more significant part of the development of the region due the following issues:

- Transit systems are trying to address transit users' needs with limited resources. Many agencies would like to provide more "equal" access to transit in all areas, but expansion is prohibited by limited funding.
- Factors such as transit dependency, trip purpose, and service demand vary across the region.
- The need for transit is growing due to increasing gas prices, environmental concerns and an increase in population density.
- Generally, the aging population relies heavily on transit for medical trips. Similarly, the aging population has a significant effect on paratransit system ridership.
- Some counties and municipalities are concerned about the growing number of requests for out-of-county trips for medical services, employment, etc.
- Transit has an economic development impact on the business community in terms of business recruitment and retention, particularly from a regional perspective. Often, the availability of public transit is a site selection consideration by employers whose labor force may otherwise not be able to get to the job site.

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| Question #3: How would you rate public transportation? What is going well and what needs improvement? |
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Considering that many transit systems are working with limited budgets, overall, they are adequately providing both public and agency-sponsored transportation. The systems are also

successfully developing professional and technological advances that will positively impact the implementation of routing and scheduling software.

Additionally, there remain many challenging areas for improvement such as better connectivity, scheduling of inter-jurisdictional trips, marketing strategies, better coordination between City and County governments, as well as a need for improved coordination and communication between PART and each of the transit system providers. Decision makers should consider implementing regional service between each of the larger cities in the study area. Limited service and lack of service, especially during evening and weekend hours, are among the most frequent customer complaints.

Other improvements or needs included:

- Momentum is growing for some of the smaller cities within the region, such as Burlington and Asheboro, to establish new fixed route services to serve their core areas or to feed regional services provided by PART.
- Encouraging transit use by the Hispanic population
- Finding additional financial resources to address system-wide expansions, and meeting ADA service demands

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| <i>Question #4: What is the public’s perception of transit?</i> |
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As mentioned in the responses to Question #2, the importance of transit is increasing at a rapid pace. The price of fuel, mobility issues and economic development goals are all forcing the issues relating to public transportation especially among elected officials and other stakeholders from the jurisdictions in the urban core. However, many stakeholders believe that public transit is still perceived by the average citizen as a public service for transportation disadvantaged, which limits the effectiveness of transit attracting choice riders. Some believe that transit consumes too much of city and county budgets in proportion to the small segment of the population who actually uses it.

Many interview responses, especially in the rural areas, assert that public transit is not a high priority to the general public given that most people in the study area are dependent on their vehicles. Many citizens are unaware and uninformed about transit service as a transportation alternative or a commute option.

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| <i>Question #5: Do any of your agency’s goals relate to public transportation?</i> |
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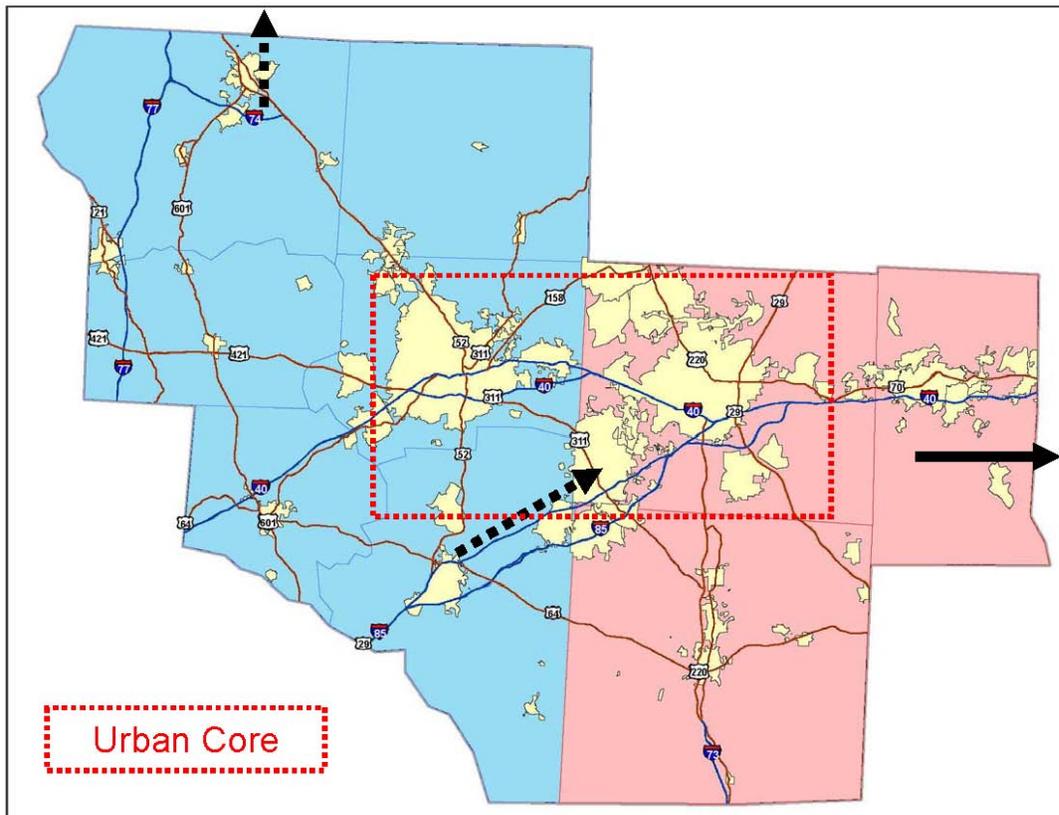
Overall, the answer to this question is “yes.” Economic development agencies are looking to the transit systems to serve burgeoning activity centers. Transit agencies are working with the local metropolitan planning organizations on long range transportation plan strategies as well as city and county governments on thoroughfare and land use planning. However, public

transportation is not a major part of the goals of some of the rural county commissions, primarily because transit is not raised as an issue by their constituency very often.

Question #6: *Should the transit system in your community play a role in regional transit? If yes, define that region.*

Nearly all of the stakeholders support the integration of their local transit system with a regional system. Overall, transit systems would like to see more local transportation service connections with PART. However, there are distinctly differing ideas about what the “region” is depending on where you are in the 9-county area. As depicted in the map below, western counties saw a greater connection to the Winston-Salem core, while the eastern counties equated their service issues with the Greensboro-High Point core. Additionally, Stokes and Surry Counties expressed a growing connection to the Virginia counties to the north; Davidson County has a strong commuter connection to High Point; and Alamance County has a distinct commute pattern with both the Triad communities and the Triangle. Thirdly, there is a strong connection among the urban core communities. Although these relationships are not surprising, they could contribute to design and potential success of the recommendations resulting from this study.

Sub-Regional Focus



The consensus of the responding stakeholders is that they agree their respective transit providers should play a role in a regional transit initiative. Many responses included the fact that PART is definitely seen as the regional provider of inter-jurisdictional trips. However, many of the interviews included an assessment of the connectivity issues for the local transit providers. In order to improve any regional mobility service, the stakeholders were very concerned about having better connections for regional trips.

The representatives from Winston-Salem noted the importance of the PART service that connects with Boone. The representatives from Burlington noted the importance of access to Chapel Hill, Durham and the Research Triangle Park. In Asheboro, the stakeholders noted the connectivity needed into parts of Rowan County. Most of the stakeholders agreed that the current 9-county PART region is the area where the major trip generators are located.

Question #7. Are there instances where your community transit needs coordinate with regional transit? Are there opportunities for coordination?

There are many instances noted where the local transit providers have coordination needs with PART's regional service. Many of these needs are out-of-county medical trips. Currently, some of these trips are already being coordinated. Many local providers transfer their clients to the inter-regional service that serves particular medical facilities. Though this coordination is already in effect, there are many work-related trips that need to be addressed regionally.

PART is planning to expand their park-n-ride locations to include King, NC. This would benefit the commuters to the downtown business district from north of Winston-Salem. Additional park-n-ride locations are planned in Randolph and Davidson counties, which will create a transit option for commuters from those areas. Park-n-ride areas and transfer locations need to be well defined and promote a safe and inviting environment for commuters. Some communities are considering more local service to feed regional routes.

Representatives from Greensboro identified two future employment centers near the Piedmont Triad Airport--the FedEx facility and the Honda Jet plant. This logistical hub will need a mobility plan to accommodate work trips along the Highway 68 corridor. New employment centers and growing residential developments in southwest Greensboro were also highlighted by stakeholders. At present, transit trips from that area to downtown Greensboro require two transfers. Greensboro Transit Authority (GTA) has documented a need to offer extended evening service to that area.

Stakeholders from Winston-Salem commented that regional connectivity is important. Currently the Winston-Salem Transit Authority (WSTA) system has a downtown transfer facility, but the City's sprawling development indicates that more service is needed in areas outside of the urban core.

Representatives from PART have initiated discussions with other service providers regarding some joint purchasing agreements to enable greater volume discounts and sharing of facility space for fleet maintenance. These operational aspects are all opportunities for coordination efforts that can, through economies of scale, improve the cost effectiveness of transit service.

Question #8. What are the transit needs in your community?

Many stakeholders discussed the increase in the aging population and the need for improved services to elderly and disabled citizens. Due to operations costs and equipment needs and costs, the demand response service in Greensboro (SCAT) does not adequately meet all of the demands of the ADA population.

GTA also identified \$3-6 million in additional unmet needs within their service area.

High Point stakeholders commented that they need to extend the service hours of HiTran, but the lack of local funding prohibits the implementation of expanded service.

Davidson County officials identified the forthcoming 1,000-acre industrial park off of I-85 as a potential transit service generator.

PART has identified several new corridors for expanded or new express service.

A number of stakeholders in Alamance County said that a local fixed route bus service is needed in Burlington, and the Medicaid transportation coordination issues with the local Department of Social Services need to be addressed. A feasibility study was conducted in the Burlington-Graham urbanized area to determine the costs of a fixed route bus service. Many stakeholders emphasized the need for coordination of that potential fixed route bus service with the current community transit operation provided by the Alamance County Transportation Authority (ACTA).

As was noted before, the need for coordinated medical transportation is a high priority region-wide. All of the stakeholders agreed that these trips are costly to provide and need to be grouped in an efficient manner that leverages available resources.

Question #9. How important is providing inter-jurisdictional trips?

Many rural county transit providers in the region stressed the importance of inter-jurisdictional trip service. The Chairman of the Stokes County Board of Commissioners noted that his county had the largest percentage of out-of-county commuter work trips in the State.

Randolph County interviewees identified the NC-220 corridor as a heavily traveled highway for commuter-based inter-jurisdictional trips. Many of these trips occur between High Point,

Lexington, and Asheboro. Interestingly, Alamance County has a great number of inter-jurisdictional trips that include east and west bound commuters. Areas such as Mebane in eastern Alamance County are closely aligned with the Triangle area, while towns such as Elon and Gibsonville in the western part of the county are bedroom communities for commuters into the Triad.

Representatives from High Point commented that economic development should be a high priority when considering inter-jurisdictional trips. Interviewed stakeholders from the urban activity centers such as Winston-Salem and Greensboro also stated the need to incorporate the hospitals and universities into the inter-jurisdictional travel planning process.

Question #10. Are there any inter-jurisdictional travel patterns that need to be covered? If so, who should be responsible for providing those trips?

Many of the stakeholders throughout the region noted key corridors that warrant commuter service. Some of the major regional travel sheds include:

- I-40/85 highway
- I-77
- NC 52
- NC 220
- NC 68
- NC 421

Though connectivity is a major issue with the coordination of inter-jurisdictional trips, PART was viewed by all the stakeholders as the main provider for these regional trips. The operational costs are too prohibitive for the local transit providers to include these long trips in their service planning.

Question #11. How should transit be funded? Should we pursue a regional funding mechanism?

Many stakeholders consider user fees an important resource for funding public transit. Many also noted that the State should provide more assistance to offset the growing operational costs and the administrative costs of the services. The Cities of Greensboro and Winston-Salem fund a significant portion of their operating budgets from dedicated property taxes. The vehicle registration tax is another source that many stakeholders felt would receive local support. In fact, some jurisdictions in the region currently have a vehicle registration tax that supports the PART operation in the Triad.

Many of the elected officials we interviewed were hesitant about supporting a taxing initiative that is not directed toward a specific local need. A regional funding mechanism would be effective in providing monetary assistance on a reoccurring basis; likewise it would

provide a stable revenue source for the long range planning process. Each local transit agency needs a “champion” to spearhead the idea and gain support needed to implement a regional funding strategy.

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| <p>Question #12. <i>If we are trying to coordinate transit among the communities, what are the factors to consider when determining revenue and cost allocation?</i></p> |
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The overriding consideration voiced by all stakeholders regarding this issue was equity. A regional model should be constructed to address cost allocation and include provisions for growth and changes in service parameters. Population, actual and projected ridership, and route miles also were frequently documented factors for consideration.

3.0 Additional Stakeholder-Based Outreach Activities

In addition to conducting interviews with the individual stakeholders, the consultant team attended a number of meetings hosted by stakeholders in the region. These outreach meetings included visits to Advisory Boards, Planning Boards and to public meetings sponsored by participating systems and their planning partners.

On January 10, 2008, staff made a presentation to the Alamance County Planning Board. Regional initiatives regarding seamless mobility were presented. The Committee expressed concern that land-use planning in Burlington and the County needed to better support public transit. They were interested in the findings of the report in terms of how it might address new fixed route services in the Burlington urbanized area (UZA).

On January 22, 2008, staff met with the GTA Board of Directors. An overview of the project scope of work was presented and questions were asked regarding the funding of transit and connectivity issues. The Board expressed its desire to increase transit service in Greensboro and would be interested to see how this related to regional transit improvement.

On February 12, 2008, staff attended a public open house on the Comprehensive Transportation Plan, the Long Range Transportation Plan, and the Metropolitan Transportation Improvement Program for the Greensboro UZA. At this meeting, attendees were asked survey questions regarding how transit should be funded, how often they use transit, how transit should be designed and for whom, transit priorities, and inter-jurisdictional trips. Staff interviewed a total of 18 survey respondents and most were very supportive of public transit. Key findings from these surveys include the following:

- The majority of those interviewed said they did not currently use transit because they preferred to use their own vehicles or that there was no service in their area.
- Survey respondents were split between the perception of transit needs – some felt the region needed more growth before transit would become viable while others felt that the region needed mass transit now.

- Most respondents suggested that transit should be designed to serve everyone in the community rather than simply for the transit dependent.
- Respondents cited the Downtown area, shopping malls, High Point, Winston-Salem and the airport as major destinations.
- Respondents also wanted transit service during peak hours, evening hours, regular business hours, and 24-hours a day.
- Survey respondents felt that transit should be paid for with user fees, federal assistance, private sector, gas taxes, state assistance, sales taxes, highway trust fund, local government assistance, special ticket sales tax on recreation and coliseum events, air quality taxes, and carbon emissions taxes.
- All respondents felt that maintaining existing roads should be the top transportation priority for the City of Greensboro.

On March 1st and 5th, staff participated in two public involvement workshops designed to gain feedback from High Point transit riders about their transit needs. At each of these meetings, attendees were asked questions regarding their views of public transit across the region. During the workshop, the transit riders made the following comments:

- PART needs to operate service on Saturdays and Sundays
- High Point residents can not access service to Boone because the service runs from Greensboro to Winston-Salem then out to US 421
- The region needs a uniform reduced fare ID card. PART, WSTA and GTA are inconsistent in honoring the reduced fare ID card issued by Hi Tran. Sometimes the drivers will accept them, sometimes they will not.
- There is a need for Park & Ride lots in High Point (currently there are none)
- There is a need for bus service to Archdale for jobs
- Increase bus service frequency along the NC68 corridor in High Point
- Community leaders and service providers need to start considering light rail
- PART needs a stronger advertising campaign

On March 18, 2008, staff met with the Guilford County Transportation Advisory Board. This meeting involved a presentation of the updated status of the project, and feedback was provided concerning the growing needs for dialysis transit services. The coordination efforts for the county services were discussed, and staff made a presentation regarding the recommendations report that will be presented to the TAC at the April 10, 2008 meeting.

On March 19, 2008, staff met with the Alamance County Transportation Authority Board of Directors. Discussion included the funding issues necessary to meet the service demands of the ACTA system. A particular focus was the transit services needed for a growing aging population and the lack of land use planning in the county. Staff provided an overview of the project status and updates regarding the governance/funding/internal and external report information that is being prepared for the upcoming TAC meeting on April 10, 2008.

On March 20, 2008, staff met with the Randolph County Transportation Advisory Board to discuss the project status. Issues of future funding, connecting services to PART and a downtown circulator route were addressed. An overview of the stakeholder data collection process was presented and board members were provided further details about the initiatives to be addressed at the upcoming TAC meeting on April 10, 2008.

4.0 Conclusion

Overall, the system providers and stakeholders interviewed were very pleased about going through this process. The growing demand for services necessitates an objective look at perception issues and needs for coordination and seamless mobility, especially as the importance of transit heightens and regional service requires expansion. The intent of this stakeholder data collection is to provide further detail as to what areas will be priorities for services and what can be done to address those needs with coordination and efficiency. The following statements summarize the issues generated through these discussions:

- Although many of the stakeholders are not directly involved with the provision of transit service, they recognize the importance and impact of transit growth.
- The positive effects of transit extend beyond the mobility of the transportation disadvantaged -- support of economic development, combating rising fuel costs and the region's mobility needs are all considerations that warrant increased emphasis on transit.
- The perception of transit is improving but it's a slow process.
- Most stakeholders feel that the local systems should be integrated with a primary regional system through better connectivity, and that PART is seen as the regional provider.
- There are many examples of coordination among the participating agencies and certainly room for more that should be identified by the study process.
- It is good to explore regional funding sources but they must be implemented equitably by applying them to both local and regional unmet needs.

RELATED PLANNING STUDIES AND INITIATIVES

Jurisdiction: Alamance County/Burlington/Graham

Document: *Destination 2020 Alamance County Strategic Plan (2003)*

Responsible Agency and/or Author: Alamance County, Destination 2020 Planning Workgroup

Document Description: The purpose of the plan was to guide the future growth and development of the county and to help set priorities for county government in responding to the needs of future growth. The document also sets forth a Transportation Mission Statement: A balanced, diversified transportation system, consisting of strong highway, rail and air service linkages, supported by a good network of paved local roads and opportunities for public transit, bicycling, walking and jogging.

Key recommendations, findings, or items for consideration include the following transportation implementation actions:

- continued monitoring of initiatives and lobbying efforts to establish high-speed rail and intra-state rail services with stops in Alamance County
- work closely with the MPO, the Piedmont Authority for Regional Transportation, and the newly created Alamance County Transit Authority to establish a combination of flexible and fixed route bus service for the area
- employ land use and development controls to encourage transit sensitive development, i.e., development patterns that revolve around focal points that could become future transit stops
- continue support for runway expansion and other facility improvements at the Burlington Alamance Regional Airport, including transportation projects that improve access to the airport
- request that NCDOT include bicycle and pedestrian facilities, whether on-road or off-road, as an integral part of appropriate new and expanded roadway projects in Alamance County
- employ driveway access management, minimum lot frontages, and parallel access roads to control the frequency of driveways entering major roadways
- require new commercial enterprises on adjoining land parcels to design and construct their parking lots for connectivity (Also see actions under Policy Section 4: Commercial Development)
- require new neighborhoods and subdivisions to employ a fully connected honeycomb of local streets within and between neighborhoods; minimize cul de sacs and isolated, unconnected subdivisions

Document: *Transportation Plan Update 2005-2030 (May 2004)*

Responsible Agency and/or Author: Burlington-Graham Metropolitan Planning Organization (BGMPO)

Document Description: The Long Range Transportation Plan (LRTP) is a long-range (25-year) strategy and capital improvement program developed to guide the effective investment of public funds in multi modal transportation facilities.

Key recommendations, findings, or items for consideration include the following:

- The Highway Element calls for continued work on the Burlington-Graham Urban Area Thoroughfare Plan. The primary objective of this plan is to assure the street network will support future growth.
- The Bicycle and Pedestrian Element includes several projects designed to provide new pedestrian and bicycle facilities and to improve bike and ped access on existing transportation facilities.
- The Rail Transportation Element includes several projects to develop the existing rail corridors and connections to Burlington.
- The City of Burlington does not have a fixed route transit service; however, Alamance County does provide transportation for human services organizations. Burlington conducted a fixed route transit feasibility study that is summarized in the document referenced below.

Document: *Burlington-Graham Public Transit Feasibility Study (August 2006)*

Responsible Agency and/or Author: Burlington-Graham Urban Area, Parsons-Brinkerhoff and Cherry Consulting of the Carolinas

Document Description: This study evaluates the feasibility of operating a regularly scheduled public transportation program within the Burlington-Graham urban area, including coordination with existing services provided by Alamance County Transit Authority (ACTA) and the Piedmont Authority for Regional Transportation (PART).

Key recommendations, findings, or items for consideration include the following:

- The design of a preliminary fixed route transit system comprised of six routes to cover Burlington, Graham, Mebane, Gibsonville, and Elon. Five routes would have hourly frequency, and one would have 30 minute frequency; hours of operation would be weekdays from 5:30am-6:30pm

- Capital elements identified included eight vehicles (30 foot transit buses), construction of a transportation hub, bus shelters, bus stop signs, fareboxes, and communications system
- Routes connect at major hub in downtown Burlington
- First year operating budget estimated at \$1,500,000
- Next Steps included determination of transit organization, service delivery approach and identification of transit system funding

Jurisdiction: Greensboro

Document: *Greensboro Urban Area Metropolitan Planning Organization Draft Metropolitan Transportation Improvement Program, FY 2009-FY 2015 (February 12, 2008)*

Responsible Agency and/or Author: Greensboro MPO / City of Greensboro DOT

Document Description: This document is a six-year federally-mandated Transportation Improvement Program for the Greensboro Urban Area Metropolitan Planning Organization

Key recommendations, findings, or items for program consideration include a total transit investment of \$197.9 Million for the TIP period: 24% capital, 75% operations, and 1% planning/design and administration. Another \$95.8 Million is identified for unfunded projects. Specific projects include:

- Regional air awareness program at PART (complete in Greensboro)
- Expansion buses in Guilford County
- Procurement of buses and support facilities for Elon Area
- Regional multi-modal transportation center
- New bus operations and administration facility (unfunded)
- Technology improvements for vehicles (unfunded)
- Expansion buses (unfunded)
- Regional park and ride development (unfunded)
- East-west locally preferred alternative selection Corridor I (unfunded)

Document: *2030 Long Range Transportation Plan (LRTP) Transit Element*

Responsible Agency and/or Author: Greensboro Transit Authority (GTA)

Document Description: The LRTP is a long-range (20+year) strategy and capital improvement program developed to guide the effective investment of public funds in multi modal transportation facilities. Five key recommendations, findings, or items are emphasized in this document:

1. PART to move forward with the preliminary engineering phase of the Regional Commuter Transit Project
2. PART to continue to work with transit partners to identify funding sources for regional transit services
3. GTA and PART to coordinate planning and development of transit corridors and facilities, including pedestrian and bicycle facilities
4. GTA, PART, WSTA, and Hi Tran to continue coordination of transit services and connections with other human services providers in the region
5. GTA to implement the following Mobility Greensboro service enhancement recommendations:
 - Increased frequency of service on existing bus routes
 - Implement cross-town routes without stopping at the Depot
 - Establish park and ride lots along major corridors
 - Implement a downtown circulator service

Document: *Mobility Greensboro Public Transportation Master Plan Phase 2 (2006 Implementation & Action Plan)*

Responsible Agency and/or Author: Tindale-Oliver & Associates, Inc.

Document Description: This document provides an Implementation and Action Plan to complement the Vision developed in Phase 1.

Key recommendations, findings, or items for consideration in this plan are service modifications including intermediate plans (FY 2009 to FY2013) for expanded service hours, expanded Sunday service, frequency improvements, and two new connector routes. Long term service improvements (FY2014 to FY2020) include three new connector routes, two new cross-town routes, four new express routes, a limited stop route, expanded service hours and days, and increased service frequencies. Additionally, the Plan highlights a Transit Infrastructure Design Guidelines Handbook and method for integrating Mobility Greensboro with the City's Comprehensive plan and the MPO's LRTP. One section of the LRTP is the Action and Monitoring Plan for Mobility Greensboro. The document also presents details of the Mobility Greensboro Financial Plan, which includes vehicle capital costs for 68 buses to implement the new services.

Document: *GTA FY 2007 Triennial Review*

Responsible Agency and/or Author: Federal Transit Administration (FTA)

Document Description: The purpose of this document is to provide a Periodic review and evaluation of Urbanized Area Formula Grant activities on transit grantees' compliance with FTA statutory and administrative requirements in 23 different areas.

Key recommendations, findings, or items for program consideration: During this Triennial Review of the GTA, no deficiencies were found with the FTA requirements in any of the 23 areas.

Jurisdiction: High Point

Document: *High Point Metropolitan Planning Organization (HPMPO), 2007-2013 Metropolitan Transportation Improvement Program (MTIP) (April 24, 2007)*

Responsible Agency and/or Author: High Point Urban Area Metropolitan Planning Organization (HPUAMPO)

Document Description: This document is a six-year federally-mandated Transportation Improvement Program for the High Point Metropolitan Planning Organization.

Key recommendations, findings, or items for consideration include a total transit investment of \$37.5 Million for the TIP period as follows: 61% capital, 38% operations, and 1% planning/design and administration. Another \$402 Million is identified for unfunded projects. Specific projects include:

- Bus terminal in Guilford County
- Operational facility renovation in Guilford County
- Expansion buses for PART
- Short-range transit plan for High Point
- Procurement of buses and support facilities for Elon Area
- Regional multi-modal transportation center
- Regional park and ride development (unfunded)
- East-west locally preferred alternative selection Corridor I (unfunded)
- 2030 Integrated transportation/ land use development guidelines for Piedmont Triad Region (unfunded)

Document: *High Point Urban Area Metropolitan Planning Organization (HPUAMPO): 2030 Long Range Transportation Plan Section 4 Multimodal Transportation Plan*

Responsible Agency and/or Author: High Point Urban Area Metropolitan Planning Organization (HPUAMPO)

Document Description: This report addresses multi-modal transportation needs in High Point, North Carolina; roadway (automobile and truck transportation), public transit, pedestrians and bicycles, and commercial vehicles (aviation and railway).

This document describes the design of the transportation network in the urban area as a roadway with strong radial movements are prevalent along facilities from High Point to Winston-Salem to the northwest, the Piedmont Triad International Airport to the north, and Greensboro and Jamestown to the northeast. Predominant internal urban area radial routes also exist between High Point, Thomasville, Archdale, and Trinity. Key recommendations, findings, or items for consideration include improvements to existing roads and construction of new roads for the Roadway element for horizon years 2004, 2014, 2020, and 2030. Other observations regarding the multimodal review of the urban area network are documented below:

1. Currently, public transit includes Hi Tran buses that serve neighborhoods relatively close to downtown High Point and to the east, as well as the Main Street corridor.
2. Transit to the more suburban areas west of High Point suffers from low ridership.
3. Hi Tran operates the Guaranteed Ride Home program and Dial-A-List service.
4. Proposed expansion of Hi Tran services will be located along Hwy 311 South to Archdale and to Thomasville via Hwy 68 south.
5. Pedestrian improvements include sidewalks and bikeways, where suitable, on all new street and highway projects and six greenways within the High Point urbanized area.
6. Piedmont Triad International Airport (PTI) serves an area well beyond the region's three major urban areas. The airport is served by major and regional airlines and air cargo lines.
7. Federal Express has chosen PTI as its Mid-Atlantic Cargo Hub which will add 60 night-time flights per day. The impacts of the new hub will be analyzed once the plans are finalized.
8. Currently 3 AMTRAK trains operate from the rail terminal in High Point.
9. The potential for commuter rail system in the Triad has been explored and is seen an integral part of the region's transportation plan.

Document: *Short Range Transit Plan FY2003-FY2010 for the City of High Point (October 2002)*

Responsible Agency and/or Author: City of High Point / TranSystems

Document Description: This document is a Short Range Transit Plan FY2003-FY2010 for the City of High Point (October 2002)

Key recommendations, findings, or items for consideration include an assessment of the existing public transportation system in High Point and recommends changes to improve the system. The document outlines "No Cost" recommendations that include new development along NC 68 and new services provided by Piedmont Area Regional Transportation (PART) that would require no financial contribution from High Point.

The plan also outlines Service Expansion Recommendations such as Sunday and no holiday service, early and late evening service, out of county service with three round trips a day, coordination with school transportation to determine if Hi Tran can assist students, and other

evening service changes. The report also created cost estimates for these services. Other recommendations outlined within this plan are improvements to the Dial-A-Lift (DAL) service by changing the eligibility requirements for riders and moving Life Span workshop riders from the private carrier services to DAL services. Also, the document recommends establishing a service specifically for the International Home Furnishings Market Authority (IHMFA) to accommodate the influx of people during this event.

Jurisdiction: Winston-Salem

Document: *2007-2013 Metropolitan Transportation Improvement Program and 2006 Annual Federal and State Fund Obligations for Winston-Salem Urban Area (March 29, 2007)*

Responsible Agency and/or Author: Winston-Salem Urban Area Metropolitan Planning Organization (WSUAMPO)

Document Description: This document is a six-year federally-mandated Transportation Improvement Program for the Winston-Salem Urban Area.

Key recommendations, findings, or items for program consideration include a total transit investment of \$63.7 Million for the TIP period: 97% capital, 1.3% operations, and 1.4% implementation, and less than 1% for planning/environment. Another \$424 million is identified for unfunded projects. Specific projects include:

- Regional air awareness program at PART
- Union Cross regional transit service expansion
- Winston-Salem intermodal facility
- Expansion buses for PART (unfunded)
- Regional park and ride development (unfunded)
- East-west locally preferred alternative selection Corridor I (unfunded)
- 2030 Integrated transportation/ land use development guidelines for Piedmont Triad Region (unfunded)
- Mobility management program, phases III-IX (unfunded)

Document (multiple sections): *2030 LRTP: Public Transportation Plan, Coordination of Transportation, Programs, and Services, Financial Plan, and Passenger Rail Plan Sections*

Responsible Agency and/or Author: Winston-Salem Urban Area Metropolitan Planning Organization (WSUAMPO)

Document Description: The LRTP distills the various land use and transportation plans of the Winston-Salem urban area into a comprehensive plan including the Public Transportation Plan, Transportation Goals and Objectives, Financial Plan, and Passenger Rail Plan.

The Public Transportation Plan includes background information on WSTA and Trans-Aid as well as a summary of the Trans-aid Community Transportation Improvement Plan (CTIP). Several PART regional transportation programs are also summarized including the Regional Ridesharing and Vanpooling Program, Regional Bus Program, and the Regional Out-of-County Transportation for medical trips to Chapel Hill and Duke medical facilities. Amtrak Connector service is mentioned as well. The Public Transportation Plan also addresses future policies and strategies of WSTA including expanding fixed route service to un-served areas of Winston-Salem, downtown circulators, express routes, Sunday service, and regional services (these were unspecified). Trans-Aid plans to work with PART towards regional solutions for meeting the transportation needs of the elderly and disabled.

Transportation Goals and Objectives presented in the LRTP include eleven objectives developed to meet the land use and transportation goals established by PART and a citizen's advisory group. The objectives that pertain to public transportation include:

- Objective 4: Expand public transportation into an area-wide transit system of buses, vanpools, carpools and special needs services
- Objective 8: Develop a long-range plan for the establishment of commuter rail
- Objective 11: Identify and address the transportation needs of transit dependent populations

The Financial Plan includes an overview of funding sources, the STIP, and assumptions on future funding availability. Major public transportation facilities mentioned in the Financial Plan are:

- PART's regional public transportation and passenger rail transportation project
- Winston-Salem Streetcar System
- Rehabilitation of Union Station in Winston-Salem

The Passenger Rail Transportation Plan includes a description of the PART Regional Commuter Transit Major Investment Study that proposes commuter rail service between: Burlington to Clemmons along I-40, Norfolk Southern, and NCRRC corridors

- High Point to Greensboro along I-85 and NCRRC corridors
- High Point to PTIA along NC 68 corridor
- High Point to Winston-Salem along the US 311 corridor

Document: *Winston Salem draft Public Transportation-Human Services Coordination Plan (January 2008)*

Responsible Agency and/or Author: Winston-Salem Urban Area Metropolitan Planning Organization (WSUAMPO)

Document Description: This document creates a comprehensive strategy to assist in coordinating public transportation human services efforts in the Winston-Salem urban areas as required by FTA.

Key recommendations are categorized into three priority areas—high, medium, and low.

High Priority:

- Establish more accessible vehicles, including coordination with other agencies to purchase or lease accessible vehicles
- Expand public transportation services
 - Expand hours of operation and provide Sunday service
 - Provide more frequent WSTA service
 - Expand service area for ADA and seniors
- Improve access to jobs
 - Provide early morning and late night service on fixed route
 - Promote alternative transportation options during non-peak periods and to underserved areas
 - Establish shuttle service or van pools to employment centers
- Provide volunteer assistance

Medium Priority:

- Enhance communication and advocacy
 - Establish central source for information sharing and coordination between agencies
 - Improve communication between riders and agencies
 - Establish 24/7 trip planning

Low Priority:

- Marketing

Jurisdiction: Yadkin County (YVEDDI)

Document: *Transportation Plan for Yadkin County (2005)*

Responsible Agency and/or Author: North Carolina Department of Transportation (NCDOT)

Document Description: The purpose of this document is to examine present and future needs and develop a Comprehensive Transportation Plan to meet those needs from 2004-2030 and serve as an official guide to providing well-coordinated, efficient, and economical transportation system utilizing all modes of transportation

Key recommendations, findings, or items for program consideration: Since no fixed route public transportation or rail corridors are within Yadkin County, these elements were not included in the plan.

Additional Related Planning Studies and Initiatives

Agency: Piedmont Authority for Regional Transportation (PART)

Document: *Transportation Plan for Yadkin County (2005)*

Author: Federal Transit Administration (FTA)

Document Description: This document is a periodic review and evaluation of Urbanized Area Formula Grant activities on transit grantees' compliance with FTA statutory and administrative requirements in 23 different areas.

Key findings in this triennial review focused on several deficiencies:

- Technical
- Satisfactory Continuing Control
- Maintenance
- Safety and Security
- Drug and Alcohol Program

Recommendations for corrective action are detailed in the review, and all should have been completed by the end of August 2007.

Agency: Piedmont Triad Partnership

Document: *Leveraging Piedmont Triad International Airport and other Regional Assets for Piedmont Triad Regional Competitive Advantage*

Author: John D. Kasarda, Ph.D., Director, Kenan Institute of Private Enterprise, The University of North Carolina at Chapel Hill

Document Description: This document provides the vision, lessons learned from other air logistics developments, strategic guidelines, and action-specific recommendations for PTI to become a catalyst for regional economic development and a state-wide resource for business competitiveness.

Thirty recommendations and action steps were prepared for consideration by leadership responsible for PTI, the Piedmont Triad Region and its constituent local governments to successfully leverage PTI and its FedEx Mid-Atlantic hub for greater Region-wide and more local benefits. The recommendations relevant to surface transportation include:

- Piedmont Triad local governments must work together as a single entity reflecting the fact that the Region is a single integrated market economy
- The multi-modal air logistics hub will integrate air, highway, and rail transportation modes with advanced telecommunications, sophisticated materials handling systems, and state-of-the-art broadband fiber optics
- Substantial improvements need to be made in the Region’s highway system such as I-73, completion of a PTI ring road, completion of Winston-Salem Northern Connector, and better PTI access from points south of the airport
- All undeveloped property in the vicinity of the airport be carefully examined by local zoning authorities to make sure that non-conflicting development occurs
- Master planning at PTI and its surrounding area physical plan should be flexible rather than in a fixed framework
- Piedmont Triad city and county leaders should convene and produce an action plan with necessary resources committed to guide and assist both the near-term and longer-term development of the Piedmont Triad Aerotropolis
- To save on parking space and provide better access to lower income people for the Fedex regional sort, PART should establish multiple bus routes from locations throughout the Piedmont Triad Region to bring the surges of part-time sort employees to and from the sort facility each night.

Agency: North Carolina Department of Transportation (NCDOT)

Document: *Charting a New NCDOT; Long-Statewide Multimodal Transportation Plan (September 2004)*

Author: NCDOT

Document Description: This document establishes a long-range blueprint for transportation investment in NC by providing a picture of the State’s transportation challenges and opportunities, and proposes a “Recommended Investment Scenario” (RIS) for future transportation needs

The RIS explores funding needs and available sources for funding for each subheading of transportation- Highways & Bridges, ITS, Transit, Rail, Ferries, Bike/Ped, and Aviation. Recommended Investment Scenario highlights total transit funding needed through 2026 at \$10.6 billion.

Transit needs involve expanding existing bus systems plus three new services in Goldsboro, Kannapolis, and Jacksonville. Major investments in New Starts projects in three metro areas, including commuter rail in the Triangle region, five rail or BRT corridors in Charlotte, and rail or BRT in the Triad region.

Agency: North Carolina Department of Transportation (NCDOT)

Document: *Cross County Study: Out-of County Non-Emergency Medical Transportation Coordination (2005)*

Author: NC State University Public Transportation Group

Document Description: This document is a review of the program history and an assessment of program successes and failures. It further details whether desired outcomes are being achieved, and opportunities / feasibility for expanding the program statewide. The Piedmont Triad portion of the study involved PART connection fixed route service from Winston-Salem through Greensboro and from Alamance County to hospitals in Chapel Hill and Durham.

Cross Reference Chart: RFP Functions vs. NTD Functions

| RFP Functions | | NTD Functions |
|---|--|--|
| Administration and management: | | |
| | Finance and accounting | General administration: finance and accounting |
| | Invoicing and collections | General administration: finance and accounting |
| | Purchasing | General administration: purchasing/procurement |
| | Risk management and insurance | General administration: risk management |
| | Grants administration | General administration: system management; General administration: planning |
| | Legal | General administration: legal |
| | Legislative | General administration: system management |
| | Employee wages and benefits plans | General administration: personnel administration |
| | Route and schedule planning | Operations: scheduling |
| | Long-range planning – financial and service | General administration: finance and accounting |
| | Management and service contracts | General administration: department/system management |
| | Policy and Advisory Boards | General administration: department/system management |
| | Professional service contracts (drug/alcohol testing, physicals, uniforms, etc.) | General administration: personnel administration |
| | User qualification certification and recordkeeping | Operations: ADA eligibility Operations: Scheduling/Dispatching |
| Marketing | | |
| | Telephone information center | Operations: customer service |
| | Passenger information | Operations: customer service |
| | Pass sales | Operations: ticketing/fare collection |
| | Information technology (AVL, APC, trip scheduling, etc.) | Operations: scheduling Operations: dispatching |
| | Regional and local web sites | General administration: data processing |
| | Advertising | General administration: marketing |
| Capital facilities and equipment | | |
| | Real estate | General administration: real estate |

| RFP Functions | | NTD Functions |
|------------------------------------|---|---|
| | Administrative, operations, maintenance and transfer facilities | Non-vehicle maintenance: maintenance - structures |
| | Engineering and construction | General administration: engineering |
| | Vehicles | Vehicle maintenance - maintenance |
| | Communication equipment; and | Non-vehicle maintenance: maintenance - communications equipment |
| | Park and ride lots | Non-vehicle maintenance: maintenance - stations/stops |
| Operations and maintenance: | | |
| | Labor contracts | General administration: system management |
| | Seamless mobility (regional) fare(s) | General administration: system management General administration: planning |
| | Route identification/numbering | General administration: planning |
| | Vehicle maintenance | Vehicle maintenance: maintenance |
| | Fixed route service | Operations: revenue vehicle operations |
| | Paratransit service | Operations: revenue vehicle operations |
| | Demand response service | Operations: revenue vehicle operations |
| | Subscription service | Operations: revenue vehicle operations |
| | Brokerage service | Operations: revenue vehicle operations |
| | Operating policies | Operations: revenue vehicle operations |
| | Driver training/safety | Operations: safety and training |
| | Security | Operations: security |
| | Recordkeeping and reporting | General administration: finance and accounting |

**Exhibit B-2.
Functional Classification of Employees: Detail (Greensboro Transit Authority)**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | | 1 | | 1 | | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | 1 | | |
| Scheduling/Dispatch | | | | | | 1 | | |
| Scheduler | | | | | | | | |
| Dispatcher | | | | | | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | 2 | | |
| Part-Time | | | | | | 1 | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | 66 | | 28 | | |
| Part-Time | | | | 21 | | 9 | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | 10 | | 3 | | |
| Safety and Training | | | | | | | | |
| Managers | | 1 | | | | | | |
| Assistant Managers | | 1 | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 0 | 2 | 0 | 98 | 0 | 46 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | 2 | | | | | | |
| Mechanics | | | | | | | | |
| Full-Time | | 9 | | | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | 1 | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | 2 | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | 12 | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 26 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | 1 | | | | | | | |
| System Manager | 1 | 1 | | | | | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | 2 | 1 | | | | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | 1 | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | 1 | | | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | 1 | | | | | | | |
| Planners | 2 | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | 2 | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | 3 | | | | | | |
| Part-Time | | 3 | | | | | | |
| Sub-Total: General Administration | 10 | 10 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 10 | 38 | 0 | 98 | 0 | 46 | 0 | 0 |

**Exhibit B-2.
Functional Classification of Employees: Detail (Guilford County Transportation and Mobility Services (TAMS))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | | | 1 | 1 | | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | | 1 | | |
| Dispatcher | | | | | | 2.5 | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | 1 | 1 | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | 7 | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | | | 65 | | |
| Part-Time | | | | | | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|-------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | | | | | |
| Assistant Managers | | | | | | 1 | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | | | | | 9 | 71.5 | | |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | | | | | 1 | | |
| Mechanics | | | | | | 2 | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | 2 | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | | | | | 1 | | | |
| System Manager | | | | | | 1 | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | | | | | | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|-------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 0 | 0 | 0 | 0 | 10 | 77.5 | 0 | 0 |

**Exhibit B-3.
Functional Classification of Employees: Detail (High Point Transit System (Hi Tran))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | 1 | | | | | |
| ADA Paratransit Supervisor | | | | | 1 | | | |
| Assistant Operation Supervisor | | | 1 | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | | | | |
| Dispatcher | | | | | | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | 2 | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | 16 | | 3 | | | |
| Part-Time | | | 4 | | | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | | | | | |
| Assistant Managers | | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 0 | 0 | 24 | 0 | 4 | 0 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | 1 | | | | | | | |
| Mechanics | 2 | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | 3 | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 6 | 0 | 0 | 0 | | | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | | | | | | | | |
| System Manager | 1 | | | | | | | |
| Assistant System Manager | 1 | | | | | | | |
| Administrative Assistant | 1 | | | | | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 3 | 0 | 0 | 0 | | | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 9 | 0 | 24 | 0 | 4 | 0 | 0 | 0 |

**Exhibit B-4.
Functional Classification of Employees: Detail (Piedmont Authority for Regional Transportation (PART))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | 1 | | | | | | 2 | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | | | | |
| Dispatcher | | | | 1 | | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | 1 | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | 29 | | | | |
| Part-Time | | | | | | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | 1 | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | 1 | | | | |
| Assistant Managers | | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 1 | 0 | 0 | 32 | 0 | 0 | 3 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | | | 1 | | | | |
| Mechanics | | | | | | | | |
| Full-Time | | | | 1 | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | 1 | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | 1 | | | 1 | | | | |
| System Manager | | | | 2 | | | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | 1 | | | | | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | 1 | | | 1 | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | 1 | | | | | | | |
| Senior Planners | 1 | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | 2 | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 7 | 0 | 0 | 4 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 8 | 0 | 0 | 40 | 0 | 0 | 3 | 0 |

**Exhibit B-5.
Functional Classification of Employees: Detail (Winston-Salem Transit Authority (WSTA))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | 1 | | 1 | | 1 | | | |
| ADA Paratransit Supervisor | | | | | 1 | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | | | | |
| Dispatcher | | | | | | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | 6 | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | 1 | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | 2 | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | 62 | | 21 | | | |
| Part-Time | | | 4 | | 8 | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | 7 | | 3 | | | |
| Safety and Training | | | | | | | | |
| Managers | 1 | | | | | | | |
| Assistant Managers | 1 | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 5 | 0 | 74 | 0 | 41 | 0 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | 3 | | | | | | | |
| Mechanics | | | | | | | | |
| Full-Time | 13 | | | | | | | |
| Part-Time | 1 | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | 9 | | | | | | | |
| Part-Time | 2 | | | | | | | |
| Sub-Total - Vehicle Maintenance | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | 1 | | | | | | | |
| System Manager | | 1 | | | | | | |
| Assistant System Manager | 1 | | | | | | | |
| Administrative Assistant | | | | | | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | 1 | | | | | | | |
| Benefits Coordinator | 1 | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | | | | |
| Assistant Supervisors | 1 | | | | | | | |
| Clerks | 1 | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | 1 | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | 1 | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | 1 | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 9 | 1 | | | | | | |
| | | | | | | | | |
| GRAND TOTAL | 42 | 1 | 74 | 0 | 41 | 0 | 0 | 0 |

**Exhibit B-6.
Functional Classification of Employees: Detail (Alamance County Transportation Authority (ACTA))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | | | 1 | | | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | 1 | | | |
| Dispatcher | | | | | 1 | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | 0.75 | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | | 9 | | | |
| Part-Time | | | | | 29 | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | | | | | |
| Assistant Managers | | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 0 | 0 | 0 | 0 | 41.75 | 0 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Mechanics | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | | | | | 1 | | | |
| System Manager | | | | | | | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | | | | | 0.25 | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | 0.50 | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | 0.5 | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 0 | 0 | 0 | 0 | 2.25 | 0 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 0 | 0 | 0 | 0 | 44 | 0 | 0 | 0 |

**Exhibit B-7.
Functional Classification of Employees: Detail (Davidson County Transportation System (DCTS))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | | | 1 | | | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | 1 | | | |
| Dispatcher | | | | | | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | | 13 | | | |
| Part-Time | | | | | | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | | | | | |
| Assistant Managers | | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 0 | 0 | 0 | 0 | 15 | 0 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Mechanics | | | | | | | | |
| Full-Time | | | | | 4 | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | | | | | 1 | | | |
| System Manager | | | | | 1 | | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | | | | | | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 0 | 0 | 0 | 0 | 40 | 0 | 0 | 0 |

**Exhibit B-8.
Functional Classification of Employees: Detail (Regional Coordinated Area Transportation Systems (RCATS))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | | | | | | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | | | | |
| Dispatcher | | | | | 1 | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | | 6 | | | |
| Part-Time | | | | | 19 | | | |
| Substitute | | | | | 7 | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | | | | | |
| Assistant Managers | | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 0 | 0 | 0 | 0 | 33 | 0 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Mechanics | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | | | | | 1 | | | |
| System Manager | | | | | 2 | | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | | | | | 0.5 | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 0 | 0 | 0 | 0 | 3.5 | 0 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 0 | 0 | 0 | 0 | 36.5 | 0 | 0 | 0 |

**Exhibit B-9.
Functional Classification of Employees: Detail (Yadkin Valley Economic Development District, Inc. (YVEDDI))**

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|----------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Operations | | | | | | | | |
| Operations Management | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Operation Manager | | | | | | | | |
| ADA Paratransit Supervisor | | | | | | | | |
| Assistant Operation Supervisor | | | | | | | | |
| Scheduling/Dispatch | | | | | | | | |
| Scheduler | | | | | | | | |
| Dispatcher | | | | | 4 | | | |
| Customer Service | | | | | | | | |
| Customer Service Supervisor | | | | | | | | |
| CSA/Reservationist | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| ADA Eligibility Specialist | | | | | | | | |
| Ticketing/Fare Collection | | | | | | | | |
| Revenue Counting/Sales | | | | | | | | |
| Supervisors | | | | | | | | |
| Revenue Counters | | | | | | | | |
| Ticket Sales/Consumer Assistance | | | | | | | | |
| System Security | | | | | | | | |
| Transit Police | | | | | | | | |
| Revenue Vehicle Operation | | | | | | | | |
| Vehicle Operators | | | | | | | | |
| Full-Time | | | | | 56 | | | |
| Part-Time | | | | | | | | |
| Substitute | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Street Supervision | | | | | | | | |
| Safety and Training | | | | | | | | |
| Managers | | | | | 1 | | | |
| Assistant Managers | | | | | | | | |
| Trainers | | | | | | | | |
| Subtotal - Operations | 0 | 0 | 0 | 0 | 61 | 0 | 0 | 0 |
| Vehicle Maintenance | | | | | | | | |
| Maintenance/Repair | | | | | | | | |
| Managers/Supervisors | | | | | | | | |
| Mechanics | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Mechanics Helpers | | | | | | | | |
| Parts/Inventory | | | | | | | | |
| Parts Clerks | | | | | | | | |
| Yard, Cleaning, Utility | | | | | | | | |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total - Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Vehicle Maintenance | | | | | | | | |
| Maintenance - Structures | | | | | | | | |
| Maintenance - Fare Collection Equip. | | | | | | | | |
| Maintenance - Stations/Stops | | | | | | | | |
| Maintenance - Communications | | | | | | | | |
| Sub-Total: Non-Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Administration | | | | | | | | |
| Department/System Management | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|---------------------------------|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Department Manager/Director | | | | | 1 | | | |
| System Manager | | | | | 4 | | | |
| Assistant System Manager | | | | | | | | |
| Administrative Assistant | | | | | 1 | | | |
| Personnel Administration | | | | | | | | |
| Human Resource Manager | | | | | | | | |
| Benefits Coordinator | | | | | | | | |
| Legal | | | | | | | | |
| Risk Management | | | | | | | | |
| Data Processing | | | | | | | | |
| Finance and Accounting | | | | | | | | |
| Supervisors | | | | | | | | |
| Assistant Supervisors | | | | | | | | |
| Clerks | | | | | | | | |
| Data Entry | | | | | | | | |
| Purchasing/Procurement | | | | | | | | |
| Purchasing Manager | | | | | | | | |
| Purchasing Agent | | | | | | | | |
| Engineering | | | | | | | | |
| Real Estate Management | | | | | | | | |
| Office Management | | | | | | | | |
| Planning | | | | | | | | |
| Managers | | | | | | | | |
| Senior Planners | | | | | | | | |
| Planners | | | | | | | | |
| Marketing | | | | | | | | |
| Marketing Specialists | | | | | | | | |
| Customer Ombudsman | | | | | | | | |
| Transit Interns | | | | | | | | |
| Other | | | | | | | | |

| Function | Managerial/ Non-Mode Specific | | Fixed Route | | Demand Response | | Rideshare | |
|--|----------------------------------|------------|-------------|------------|-----------------|------------|-----------|------------|
| | System | Contractor | System | Contractor | System | Contractor | System | Contractor |
| Full-Time | | | | | | | | |
| Part-Time | | | | | | | | |
| Sub-Total: General Administration | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 |
| | | | | | | | | |
| GRAND TOTAL | 0 | 0 | 0 | 0 | 67 | 0 | 0 | 0 |

Governance Matrix

| Governance Items | Alamance County | Davidson County | GTA | Guilford County | Hi-Tran |
|---|---|---|--|--|---|
| Organization Type / Governing Body | Government/ Authority / No Active Committees | County Government / Board of County Commissioners w / TAB | Government / Authority / Contracted Management (Veolia) | County Government / Board of County Commissioners – Guilford County Transportation Access and Mobility Services (TAMS) Contracts Operations to MV Transportation | Government / High Point City Council w / Transportation Committee |
| Representation | Board of Trustees – 5 Members – 3 Appointed by Alamance County Board of Commissioners, 1 by City of Burlington, 1 by Burlington MPO | 5 Elected Commissioners | 9-Person Board, Appointed by City Council | 16-Person County Commission-Appointed Planning Board Six Non-profit Human Service Agencies, DSS (1), MH (1), GTA (1), HiTran (1), Seniors and Persons with Disabilities (2 each), Business, Civic, and Community Organization (2) | 8-Member Council (by ward), plus Mayor |
| Meetings | Annual – 3 rd Wednesday in September, Monthly – 3 rd Wednesday | Semi-Monthly | Monthly – 4 th Tuesday | Monthly | City Council – 1 st and 3 rd Mondays Transportation Committee – Wednesday following 1 st Monday Council meeting |
| Management Structure | Executive Director reports to Board of Trustees | DCTS Executive Director reports to County Manager | Management Company reports to General Manager who reports to GTA Board and City Director of Transportation | MV Manager reports to County Transportation Director (TAMS) – reports to Guilford County Manager | Transit Manager reports to Director of Transportation – reports to the Assistant City Manager |
| Staffing Level | 45 employees, 15 full-time, 30 part-time, 6 are administrative | 21 full-time employees, 5 are administrative | Veolia – 161 employees, GTA – 11 employees, 4 are administrative | 10 TAMS positions | 38 employees |
| Bylaws / Statues | Bylaws – board to govern business and affairs of Authority, including accounting of assets and liabilities / no applicable statutes | No bylaws or applicable statutes | Bylaws – responsible for policy making and service efficiency – 5 committees / no applicable statutes | Bylaws – board serves as liaison between residents and county government, recommends service design and policy to Board of Commissioners, assists in development, update, and implementation of County’s TDP, works to develop and promote transit services / no applicable statutes | No bylaws or applicable statutes |

| Governance Items | PART | Randolph County | WSTA | YVEDDI |
|---|--|--|---|---|
| Organization Type / Governing Body | Government / Authority Board of Trustees / contracted operations to American Charters / ridesharing contracted to Veolia | 501-(c) (3) non-profit agency / Randolph County Senior Adults Association, Inc. Board of Directors | Government / Authority Board of Directors / Contracted Management (Veolia) | 501-(c) (3) non-profit agency / YVEDDI Board of Directors |
| Representation | 18-member Board of Trustees composed of 4 largest cities, chairs of the 4 MPOs of 4 urbanized areas, county commissioners, chairs of the regional airports, and representatives from the NCDOT Board of Transportation | 2 TABs – Randolph County TAB (7 members) and Montgomery County TAB (13 members) – appointed by RCSAA Board of Directors | 8-person Board of Directors appointed by the City Council of Winston-Salem | 18 – 30 members (currently 21) |
| Meetings | | RCSAA Board meets monthly, TABs meet quarterly | | 4 th Thursday every other month |
| Management Structure | American Charters and Veolia managers report to PART General Manager who reports to Board of Trustees | Transportation Director reports to RCSAA Executive Director, who reports to RCSAA Board of Directors | General Manager reports directly to Board of Directors and to City DOT Director | Transportation Director reports to YVEDDI Executive Director who reports to Board of Directors |
| Staffing Level | 11 PART employees | 37 employees, including 5 administrative positions | 158 employees, including 36 administrative positions | 67 employees, including 6 administrative positions |
| Bylaws / Statues | Bylaws – board responsible for policy making and accounting / no applicable statutes | Bylaws – TAB serves as advisory committee to review policy and make recommendations to the RCSAA Board of Directors / no applicable statutes | No bylaws or applicable statutes | Bylaws – board is representative body of corporation, includes an Executive Committee and 4 other committees to address planning, public relations, personnel and finance issues / no applicable statutes |

Peer System Citations

1.0 Triangle Transit Authority Regional Pass

The TTA offers a Regional Day Pass and a 30-Day Regional Pass that is good on all TTA routes, except express routes, as well as the routes operated by two local systems, the Capital Area Transit in Raleigh and the Durham Area Transit Authority in Durham, North Carolina. The base cost of the Regional Day Pass is \$4.00 and the 30-Day Regional Pass is \$64.00. Elderly and disabled persons are charged half of the base fare. Regional Day Passes are also sold in bundles of six and twelve.

The seller currently keeps revenue from Regional Pass Sales. A new agreement is under consideration where the total revenue will be divided based on passenger boardings where the Regional Pass is used.

This is a similar system to the PugetPass program(described below). However, a pass like the one offered by TTA would be a better model for the urban systems in the Piedmont Triad. Unlike the PugetPass program, it is not bound by calendar date expiration (end of month) limitations. Rather, the 30-day regional pass validation period that begins the day of sale, on any day of the month, transcends the barriers of monthly stipulations.

2.0 Sound Transit PugetPass

The PugetPass is designed for passengers who are frequent riders of more than one transit system in the Seattle, Washington area. PugetPass is accepted on Sounder Commuter Trains, Community Transit, Everett Transit, King County Metro, Pierce Transit, and Sound Transit Express buses. PugetPass can be purchased for an amount that represents the typical price of the trip the passenger is likely to take. It is available as a monthly pass. Some trip values are available in a three-month or 12-month pass format. The primary benefits of this pass are as follows:

- ◆ The PugetPass benefits the individual transit agencies from a reduction in administrative costs and overhead. Previously, each system had up to 13 different passes for the programs it offered. The PugetPass is a single pass for all of these programs. All five participating transit systems use a common source for Pass administration.
- ◆ Passengers may purchase a single fare card to travel on multiple transit systems.
- ◆ It includes a guaranteed ride home. Anyone who purchases a PugetPass and rides transit to work in the Downtown Seattle Central Business District, is eligible for up to four free emergency taxi rides home every six months.

Revenue is divided among the participating agencies based on a Region-wide survey of passengers' travel habits. This type of pass would be beneficial to the urban transit providers in the Piedmont Triad. For example, the money generated from these pass sales would be

encumbered in advance. Also, many commuters in the region may live in one urban area, but work in another. The ability of customers to be able to use one pass for public transit in multiple communities would be of value to the riding public. The possibilities of joint marketing would help leverage local dollars and increase ridership within the respective systems.

3.0 Pace/CTA Transfer Fee

The Chicago Transit Authority (CTA) service area is the City of Chicago and the Pace system serves the ring of suburbs surrounding the City of Chicago. There are numerous locations where transfers between the two systems can occur.

In 2006, Pace and CTA adopted an unlimited ride pass that can be used on the two systems. But because of the difference in the fares charged by each system, a transfer surcharge is imposed when passengers transfer from Pace to CTA buses, or when a transfer occurs to a premium route.

4.0 BART Plus Tickets

The BART Plus ticket is accepted on BART and eleven different transit systems in the San Francisco Bay area. These include Benicia Breeze, County Connection, Dumbarton Express, SamTrans, Santa Clara County VTA, San Francisco Muni, Tri Delta Transit, Union City Transit, West CAT, and WHEELS.

The BART Plus ticket works in the BART fare gates like a regular BART ticket and is valid for a half-month period as a "flash pass" to bus operators and SF Muni station agents. The BART Plus ticket comes in eight different denominations, each valid for a half-month period. All denominations include unlimited local bus rides along with stored BART value.

5.0 Pace Community Based Program

Pace provides a variety of transportation services in suburban Chicago. One of these is a community transportation program where the responsibilities of providing local transit service is split among Pace, the municipality, and the operator. Currently, thirty three (33) of the sixty two (62) Municipal Dial-a-Ride services are operated by Pace through a contract with a private transportation provider. The other twenty-nine Dial-a-Rides are operated directly by the Municipality. There are also six Municipal Bus services. Future Community Based services will be operated by one of Pace's subcontractors.

The various functions needed to provide Community Based services are shared among Pace, the municipality, and the operator. Day-to-day operations are the responsibility of the operator. This includes the supervision of system operations, the hiring and training of drivers, and the provision of customer services. The operator and the municipality handles

fare collection and other cash handling functions jointly. Pace assumes accounting controls, passenger counting, performance evaluation and other related functions. The operator also provides other operations functions such as on-street supervision, communications with passengers, and logging complaints and suggestions. The municipality is responsible for establishing and maintaining bus stop shelters and signs, and providing the operator with any detour information. Pace also handles advertising and oversight functions.

Pace provides the vehicles for the Municipal Dial-a-Ride services and conduct periodic inspections of them. Either Pace or the operator would provide the necessary vehicle insurance, and the operator provides other liability and facility insurance. The operator sees to it that the vehicles are properly maintained.

Pace and the municipality provides funding for the Dial-a-Ride service. A pre-determined per vehicle hour amount is provided by Pace. Pace and the municipality are responsible for creating and amending the annual budget with input from the operator. The majority of marketing and service planning functions is Pace's responsibility, with input and approval by the municipality.

The Pace Community Based program provides a mechanism and guidelines that can be used when implementing new or expanded transit services. It includes shared responsibilities for service design, implementation and operations. Some of the features of this program will not be applicable to the PART setting, but the overall approach will be helpful in assuring that new or expanded services are of the highest quality possible. The following advantages and disadvantages were identified for this service expansion policy.

6.0 Triangle Transit Authority

TTA operates a Regional Call Center that provides a variety of transportation information. It is a joint undertaking of the TTA with the cities of Durham and Raleigh to provide citizens of the Triangle region with a single source for public transportation, ridesharing, and ADA service information. Recently, the Chapel Hill Transit service partnered with this regional effort. This call center assists those who are interested in using public transit or other transportation alternatives for their local or regional trips. The call center is staffed with bi-lingual customer service representatives from 7:00 a.m. to 10:00 p.m. on weekdays, and from 8:00 a.m. to 5:00 p.m. on weekends and holidays (except Christmas). During these times calls to the customer service lines are automatically forwarded to the Regional Call Center. At other times, the Raleigh, Durham and Chapel Hill transit systems provide customer information directly from their offices.

The services of the TTA Regional Call Center include:

- Trip planning
- Schedule information

- Real-time bus status
- Bus fare information
- Complaints and commendations
- Lost and Found
- Paratransit Information
- Paratransit scheduling referrals
- Rideshare information
- Emergency ride home information
- On-line pass sales
- TTA shuttle requests
- Customer service window sales
- Mailing information brochures

The TTA Call Center has agreed upon service standards and also produces reports on call center performance statistics. The costs of the Call Center are shared by its participants.

Appendix E

Table E-1

| Summary | | | Potential Revenue | | | | | | Operating Fund Balance | Funds for Reg'l Use | Remaining Funds * (Capital + Other Use) |
|--------------------------------|-------------------------|---------------------------|---------------------|----------------------|-------------|----------------|----------------|-------------|------------------------|---------------------|---|
| | Operating Funding Needs | Current Operating Revenue | Tag Fees | Property Tax | Sales Tax | Deed Stamp Fee | Motor Fuel Tax | Income Tax | | | |
| Greensboro/GTA | \$ 17,742,321 | \$ 14,743,663 | \$ 995,470 | \$ 4,381,707 | \$ - | \$ - | \$ - | \$ - | \$ 2,378,519 | \$ 1,189,260 | \$ 4,272,310 |
| Winston-Salem/WSTA - Trans-Aid | \$ 14,767,464 | \$ 10,958,000 | \$ 848,235 | \$ 3,530,918 | \$ - | \$ - | \$ - | \$ - | \$ 569,689 | \$ (500,000) | \$ 1,819,689 |
| Alamance/ACTA | \$ 3,060,893 | \$ 1,247,568 | \$ 667,680 | \$ 867,881 | \$ - | \$ - | \$ - | \$ - | \$ (277,764) | \$ 202,236 | \$ 500,000 |
| High Point/HiTran | \$ 3,843,105 | \$ 2,343,105 | \$ 408,065 | \$ 1,730,181 | \$ - | \$ - | \$ - | \$ - | \$ 638,246 | \$ 488,246 | \$ 600,000 |
| Forsyth | \$ - | \$ - | \$ 578,805 | \$ 886,617 | \$ - | \$ - | \$ - | \$ - | \$ 1,465,422 | \$ 1,465,422 | \$ (0) |
| Davidson | \$ 1,450,846 | \$ 1,066,713 | \$ 818,020 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 433,887 | \$ 250,000 | \$ 333,887 |
| Randolph | \$ 1,286,341 | \$ 789,073 | \$ 724,395 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 227,127 | \$ 145,000 | \$ 232,127 |
| Guilford | \$ 2,905,633 | \$ 2,245,633 | \$ 429,430 | \$ 664,864 | \$ - | \$ - | \$ - | \$ - | \$ 434,294 | \$ 134,294 | \$ 600,000 |
| Surry | \$ - | \$ - | \$ 499,840 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 499,840 | \$ 499,840 | \$ - |
| Davie | \$ - | \$ - | \$ 223,995 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 223,995 | \$ 223,995 | \$ - |
| Stokes | \$ - | \$ - | \$ 257,255 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 257,255 | \$ 257,255 | \$ - |
| Yadkin | \$ - | \$ - | \$ 207,205 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 207,205 | \$ 207,205 | \$ - |
| YVEDDI | \$ 2,685,725 | \$ 2,407,088 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (278,637) | \$ (475,318) | \$ 196,681 |
| PART | \$ 5,099,253 | \$ 3,071,082 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (2,028,171) | \$ (4,087,435) | \$ 2,059,264 |
| Region | \$ 52,841,580 | \$ 38,871,925 | \$ 6,658,395 | \$ 12,062,167 | \$ - | \$ - | \$ - | \$ - | \$ 4,750,907 | \$ - | \$ 10,613,957 |

INTERIM SCENARIO - FINANCIAL EVALUATION

Summary - Capital Program

Appendix E Table E-2

50%

| | Operating Funding Needs | Current Operating Costs | % Difference | Fleet (Bus) | Fleet (Other) | Fleet (Bus) Reqs | Fleet (Other) Reqs | Capital Needs | Facility Needs |
|--------------------------------|-------------------------|-------------------------|--------------|-------------|---------------|------------------|--------------------|----------------------|---------------------|
| Greensboro/GTA | \$ 17,742,321 | \$ 14,743,663 | 20% | 40 | 18 | 4 | 2 | \$ 1,429,805 | \$ 589,820 |
| Winston-Salem/WSTA - Trans-Aid | \$ 14,767,464 | \$ 10,958,000 | 35% | 47 | 26 | 8 | 5 | \$ 2,930,624 | \$ 1,268,894 |
| Alamance/ACTA | \$ 3,060,893 | \$ 1,247,568 | 145% | 8 | 28 | 7 | 4 | \$ 2,520,000 | \$ 1,100,000 |
| High Point/HiTran | \$ 3,843,105 | \$ 2,343,105 | 64% | 18 | 7 | 6 | 2 | \$ 2,000,551 | \$ 800,220 |
| Davidson | \$ 1,450,846 | \$ 1,066,713 | 36% | 0 | 17 | 0 | 3 | \$ 306,093 | \$ - |
| Randolph | \$ 1,286,341 | \$ 789,073 | 63% | 1 | 19 | 0 | 6 | \$ 519,909 | \$ 630,193 |
| Guilford | \$ 2,905,633 | \$ 2,245,633 | 29% | 0 | 53 | 0 | 8 | \$ 545,191 | \$ 778,845 |
| YVEDDI | \$ 2,685,725 | \$ 2,407,088 | 12% | 1 | 71 | 0 | 4 | \$ 223,990 | \$ 166,690 |
| PART | \$ 5,099,253 | \$ 3,071,082 | 66% | 30 | 58 | 10 | 19 | \$ 3,284,875 | \$ 1,452,900 |
| Region | \$ 52,841,580 | \$ 38,871,925 | 36% | 145 | 297 | 35 | 53 | \$ 13,761,038 | \$ 6,787,562 |

| | Est. Available Annual Fed/State Allocations | Annual Local Funds Available | 2010 | | | 2011 | | | 2012 | | |
|--------------------------------|---|------------------------------|----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| | | | Revenue | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance |
| Greensboro/GTA | \$ 3,083,050 | \$ 1,189,260 | \$ 4,488,595 | \$ 673,208 | \$ 3,815,387 | \$ 8,416,197 | \$ 673,208 | \$ 7,742,989 | \$ 12,458,819 | \$ 673,208 | \$ 11,785,611 |
| Winston-Salem/WSTA - Trans-Aid | \$ 750,000 | \$ 1,069,689 | \$ 1,911,811 | \$ 1,399,839 | \$ 511,971 | \$ 2,471,577 | \$ 1,399,839 | \$ 1,071,738 | \$ 3,080,334 | \$ 1,399,839 | \$ 1,680,494 |
| Alamance/ACTA | \$ 450,000 | \$ 1,030,000 | \$ 1,554,925 | \$ - | \$ 1,554,925 | \$ 3,148,723 | \$ 1,206,667 | \$ 1,942,056 | \$ 3,575,700 | \$ 1,206,667 | \$ 2,369,033 |
| High Point/HiTran | \$ 450,000 | \$ 150,000 | \$ 630,375 | \$ 933,590 | \$ (303,215) | \$ 342,919 | \$ 933,590 | \$ (590,671) | \$ 71,617 | \$ 933,590 | \$ (861,974) |
| Davidson | \$ 150,000 | \$ 183,887 | \$ 350,790 | \$ 102,031 | \$ 248,759 | \$ 608,318 | \$ 102,031 | \$ 506,287 | \$ 874,836 | \$ 102,031 | \$ 772,805 |
| Randolph | \$ 150,000 | \$ 82,127 | \$ 243,878 | \$ 383,367 | \$ (139,489) | \$ 110,486 | \$ 383,367 | \$ (272,881) | \$ (16,657) | \$ 383,367 | \$ (400,024) |
| Guilford | \$ 300,000 | \$ 300,000 | \$ 630,375 | \$ 441,345 | \$ 189,030 | \$ 835,164 | \$ 441,345 | \$ 393,818 | \$ 1,056,106 | \$ 441,345 | \$ 614,761 |
| YVEDDI | \$ 150,000 | \$ 46,681 | \$ 206,638 | \$ 130,226 | \$ 76,411 | \$ 288,215 | \$ 130,226 | \$ 157,989 | \$ 375,088 | \$ 130,226 | \$ 244,861 |
| PART | \$ - | \$ 2,059,264 | \$ 2,163,514 | \$ 1,579,258 | \$ 584,256 | \$ 2,801,858 | \$ 1,579,258 | \$ 1,222,600 | \$ 3,495,642 | \$ 1,579,258 | \$ 1,916,384 |
| Region | \$ 5,483,050 | \$ 6,110,907 | \$ 12,180,901 | \$ 5,642,867 | \$ 6,538,035 | \$ 19,023,458 | \$ 6,849,533 | \$ 12,173,925 | \$ 24,971,484 | \$ 6,849,533 | \$ 18,121,951 |

LONG RANGE FUNDING SCENARIO

Appendix E

Table E-3

Summary

| | | | Potential Revenue | | | Operating Fund Balance | Funds for Reg'l Use | Remaining Funds (Capital + Other Use) |
|--------------------------------|-------------------------|---------------------------|-------------------|--------------|----------------------|------------------------|---------------------|--|
| | Operating Funding Needs | Current Operating Revenue | Tag Fees | Property Tax | Sales Tax | | | |
| Greensboro/GTA | \$ 22,216,553 | \$ 14,743,663 | \$ - | \$ - | \$ 21,949,471 | \$ 14,476,581 | \$ 9,655,879 | \$ 7,903,751 |
| Winston-Salem/WSTA - Trans-Aid | \$ 18,049,122 | \$ 10,958,000 | \$ - | \$ - | \$ 16,087,893 | \$ 8,996,771 | \$ 3,755,663 | \$ 5,991,108 |
| Alamance/ACTA | \$ 3,538,680 | \$ 1,247,568 | \$ - | \$ - | \$ 3,429,332 | \$ 1,138,220 | \$ 759,193 | \$ 1,359,027 |
| High Point/HiTran | \$ 4,577,416 | \$ 2,343,105 | \$ - | \$ - | \$ 4,994,011 | \$ 2,759,700 | \$ 1,840,720 | \$ 1,368,980 |
| Forsyth | \$ - | \$ - | \$ - | \$ - | \$ 4,932,137 | \$ 4,932,137 | \$ 4,932,137 | \$ - |
| Davidson | \$ 1,787,443 | \$ 1,066,713 | \$ - | \$ - | \$ 2,319,356 | \$ 1,598,627 | \$ 1,066,284 | \$ 682,343 |
| Randolph | \$ 1,515,172 | \$ 789,073 | \$ - | \$ - | \$ 1,876,729 | \$ 1,150,630 | \$ 767,470 | \$ 533,160 |
| Guilford | \$ 3,747,745 | \$ 2,245,633 | \$ - | \$ - | \$ 3,327,724 | \$ 1,825,612 | \$ 1,217,683 | \$ 907,929 |
| Surry | \$ - | \$ - | \$ - | \$ - | \$ 1,504,413 | \$ 1,504,413 | \$ 1,504,413 | \$ 0 |
| Davie | \$ - | \$ - | \$ - | \$ - | \$ 523,343 | \$ 523,343 | \$ 523,343 | \$ 0 |
| Stokes | \$ - | \$ - | \$ - | \$ - | \$ 400,119 | \$ 400,119 | \$ 400,119 | \$ 0 |
| Yadkin | \$ - | \$ - | \$ - | \$ - | \$ 397,217 | \$ 397,217 | \$ 397,217 | \$ (0) |
| YVEDDI | \$ 3,308,813 | \$ 2,407,088 | \$ - | \$ - | \$ - | \$ (901,725) | \$ (1,801,725) | \$ 900,000 |
| PART | \$ 13,134,721 | \$ 3,331,432 | \$ - | \$ - | \$ - | \$ (9,803,289) | \$ (25,018,396) | \$ 14,838,423 |
| Region | \$ 71,875,665 | \$ 39,132,275 | \$ - | \$ - | \$ 61,741,745 | \$ 28,998,355 | \$ - | \$ 34,484,721 |

Summary - Capital Program Appendix E Table E-4

60%

| | Operating Funding Needs | Current Operating Costs | % Difference | Fleet (Bus) | Fleet (Other) | Fleet (Bus) Reqs | Fleet (Other) Reqs | Capital Needs | Facility Needs |
|--------------------------------|-------------------------|-------------------------|--------------|-------------|---------------|------------------|--------------------|----------------------|----------------------|
| Greensboro/GTA | \$ 22,216,553 | \$ 14,742,321 | 51% | 40 | 18 | 12 | 5 | \$ 4,276,981 | \$ 20,000,000 |
| Winston-Salem/WSTA - Trans-Aid | \$ 18,049,122 | \$ 10,938,862 | 65% | 47 | 26 | 18 | 10 | \$ 6,575,400 | \$ 20,000,000 |
| Alamance/ACTA | \$ 3,538,680 | \$ 1,248,714 | 183% | 8 | 28 | 9 | 31 | \$ 4,973,427 | \$ 5,000,000 |
| High Point/HiTran | \$ 4,577,416 | \$ 2,343,105 | 95% | 18 | 7 | 10 | 4 | \$ 3,575,881 | \$ 2,145,529 |
| Davidson | \$ 1,787,443 | \$ 1,160,677 | 54% | 0 | 17 | 0 | 6 | \$ 385,560 | \$ 826,200 |
| Randolph | \$ 1,515,172 | \$ 789,073 | 92% | 1 | 19 | 1 | 10 | \$ 910,991 | \$ 1,104,232 |
| Guilford | \$ 3,747,745 | \$ 2,245,633 | 67% | 0 | 53 | 0 | 21 | \$ 1,488,980 | \$ 3,190,671 |
| YVEDDI | \$ 3,308,813 | \$ 2,148,580 | 54% | 1 | 71 | 0 | 23 | \$ 1,713,960 | \$ 3,499,200 |
| PART | \$ 13,134,721 | \$ 3,071,082 | 328% | 30 | 58 | 59 | 114 | \$ 19,559,180 | \$ 12,000,000 |
| Region | \$ 71,875,665 | \$ 38,688,047 | 86% | 145 | 297 | 109 | 225 | \$ 43,460,359 | \$ 67,765,831 |

PnR, Call Center, Planning

| | Est. Available Annual Fed/State Allocations | Annual Local Funds Available | 2012 | | | 2013 | | | 2014 | | | 2015 | | | 2016 | | | 2017 | | | 2018 | | |
|--------------------------------|---|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------|---------------------|-----------------------|--|--|
| | | | Balance | Revenue | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | | |
| Greensboro/GTA | \$ 3,083,050 | \$ 4,820,701 | \$ 10,589,452 | \$ 8,180,383 | \$ 6,069,245 | \$ 12,700,589 | \$ 21,167,285 | \$ 6,069,245 | \$ 15,098,040 | \$ 23,861,071 | \$ 6,069,245 | \$ 17,791,825 | \$ 40,466,751 | \$ 6,069,245 | \$ 34,397,506 | \$ 59,958,081 | \$ - | \$ 59,958,081 | \$ 103,307,076 | \$ - | \$ 103,307,076 | | |
| Winston-Salem/WSTA - Trans-Aid | \$ 750,000 | \$ 5,241,108 | \$ 21,213 | \$ 6,200,797 | \$ 5,315,080 | \$ 906,930 | \$ 7,324,755 | \$ 5,315,080 | \$ 2,009,675 | \$ 8,652,124 | \$ 5,315,080 | \$ 3,337,044 | \$ 11,183,505 | \$ 5,315,080 | \$ 5,868,425 | \$ 15,136,796 | \$ 5,315,080 | \$ 9,821,716 | \$ 21,801,766 | \$ - | \$ 21,801,766 | | |
| Alamance/ACTA | \$ 450,000 | \$ 909,027 | \$ 2,321,423 | \$ 1,406,593 | \$ - | \$ 3,728,016 | \$ 5,183,840 | \$ 2,493,357 | \$ 2,690,484 | \$ 4,197,261 | \$ 2,493,357 | \$ 1,703,905 | \$ 7,256,964 | \$ 2,493,357 | \$ 4,763,607 | \$ 9,259,818 | \$ 2,493,357 | \$ 6,766,462 | \$ 14,540,303 | \$ 2,493,357 | \$ 12,046,946 | | |
| High Point/HiTran | \$ 450,000 | \$ 918,980 | \$ 1,267,571 | \$ 1,416,895 | \$ 1,430,352 | \$ 1,254,113 | \$ 2,720,599 | \$ 1,430,352 | \$ 1,290,246 | \$ 2,808,059 | \$ 1,430,352 | \$ 1,377,707 | \$ 4,292,080 | \$ 1,430,352 | \$ 2,861,728 | \$ 5,869,791 | \$ - | \$ 5,869,791 | \$ 10,467,574 | \$ - | \$ 10,467,574 | | |
| Davidson | \$ 250,000 | \$ 432,343 | \$ 760,148 | \$ 706,225 | \$ 302,940 | \$ 1,163,432 | \$ 1,894,375 | \$ 302,940 | \$ 1,591,435 | \$ 2,347,960 | \$ 302,940 | \$ 2,045,020 | \$ 4,074,322 | \$ 302,940 | \$ 3,771,382 | \$ 6,286,576 | \$ - | \$ 6,286,576 | \$ 10,651,092 | \$ - | \$ 10,651,092 | | |
| Randolph | \$ 250,000 | \$ 283,160 | \$ (697,535) | \$ 551,820 | \$ - | \$ (145,714) | \$ 425,420 | \$ 403,045 | \$ 22,375 | \$ 613,499 | \$ 403,045 | \$ 210,454 | \$ 666,174 | \$ 403,045 | \$ 263,130 | \$ 920,325 | \$ 403,045 | \$ 517,280 | \$ 1,230,903 | \$ 403,045 | \$ 827,858 | | |
| Guilford | \$ 300,000 | \$ 607,929 | \$ 31,857 | \$ 939,706 | \$ 935,930 | \$ 35,633 | \$ 1,008,229 | \$ 935,930 | \$ 72,299 | \$ 1,078,936 | \$ 935,930 | \$ 143,005 | \$ 1,223,046 | \$ 935,930 | \$ 287,115 | \$ 1,442,898 | \$ 935,930 | \$ 506,968 | \$ 1,817,125 | \$ - | \$ 1,817,125 | | |
| YVEDDI | \$ 300,000 | \$ 600,000 | \$ (630,084) | \$ 931,500 | \$ - | \$ 301,416 | \$ 1,265,518 | \$ 935,930 | \$ 329,588 | \$ 1,327,434 | \$ 935,930 | \$ 391,504 | \$ 1,747,158 | \$ 935,930 | \$ 811,228 | \$ 2,233,208 | \$ 935,930 | \$ 1,297,278 | \$ 3,168,877 | \$ 935,930 | \$ 2,232,947 | | |
| PART | \$ - | \$ 14,838,423 | \$ 2,056,473 | \$ 15,357,768 | \$ 10,519,727 | \$ 6,894,514 | \$ 22,789,804 | \$ 10,519,727 | \$ 12,270,078 | \$ 28,721,703 | \$ 10,519,727 | \$ 18,201,976 | \$ 42,614,985 | \$ - | \$ 42,614,985 | \$ 73,382,391 | \$ - | \$ 73,382,391 | \$ 119,032,628 | \$ - | \$ 119,032,628 | | |
| Region | \$ 5,833,050 | \$ 28,651,671 | \$ 15,720,517 | \$ 35,691,687 | \$ 24,573,274 | \$ 26,838,929 | \$ 63,779,825 | \$ 28,405,606 | \$ 35,374,219 | \$ 73,608,046 | \$ 28,405,606 | \$ 45,202,441 | \$ 113,524,984 | \$ 17,885,879 | \$ 95,639,105 | \$ 174,489,884 | \$ 10,083,342 | \$ 164,406,543 | \$ 286,017,344 | \$ 3,832,331 | \$ 282,185,012 | | |

Appendix E

Table E-5

Summary

| | | | Potential Revenue | | | Operating Fund Balance | Funds for Reg'l Use | Remaining Funds (Capital + Other Use) |
|--------------------------------|-------------------------|---------------------------|---------------------|-------------------|----------------------|------------------------|---------------------|--|
| | Operating Funding Needs | Current Operating Revenue | Tag Fees | Property Tax | Sales Tax | | | |
| Greensboro/GTA | \$ 22,216,553 | \$ 14,743,663 | \$ - | \$ - | \$ 21,949,471 | \$ 14,476,581 | \$ 9,655,879 | \$ 7,903,751 |
| Winston-Salem/WSTA - Trans-Aid | \$ 18,049,122 | \$ 10,958,000 | \$ - | \$ - | \$ 16,087,893 | \$ 8,996,771 | \$ 3,755,663 | \$ 5,991,108 |
| Alamance/ACTA | \$ 3,538,680 | \$ 1,247,568 | \$ 934,752 | \$ 650,911 | \$ - | \$ (705,449) | \$ (650,000) | \$ 924,551 |
| High Point/HiTran | \$ 4,577,416 | \$ 2,343,105 | \$ - | \$ - | \$ 4,994,011 | \$ 2,759,700 | \$ 1,840,720 | \$ 1,368,980 |
| Forsyth | \$ - | \$ - | \$ - | \$ - | \$ 4,932,137 | \$ 4,932,137 | \$ 4,932,137 | \$ - |
| Davidson | \$ 1,787,443 | \$ 1,066,713 | \$ 1,145,228 | \$ - | \$ - | \$ 424,498 | \$ 283,140 | \$ 291,358 |
| Randolph | \$ 1,515,172 | \$ 789,073 | \$ 1,014,153 | \$ - | \$ - | \$ 288,054 | \$ (250,000) | \$ 688,054 |
| Guilford | \$ 3,747,745 | \$ 2,245,633 | \$ 699,776 | \$ - | \$ 3,327,724 | \$ 2,525,388 | \$ 1,684,434 | \$ 1,140,954 |
| Surry | \$ - | \$ - | \$ 1,014,153 | \$ - | \$ - | \$ 1,014,153 | \$ 1,014,153 | \$ 490,260 |
| Davie | \$ - | \$ - | \$ 313,593 | \$ - | \$ - | \$ 313,593 | \$ 313,593 | \$ 209,750 |
| Stokes | \$ - | \$ - | \$ 360,157 | \$ - | \$ - | \$ 360,157 | \$ 360,157 | \$ 39,962 |
| Yadkin | \$ - | \$ - | \$ 290,087 | \$ - | \$ - | \$ 290,087 | \$ 290,087 | \$ - |
| YVEDDI | \$ 3,308,813 | \$ 2,407,088 | \$ - | \$ - | \$ - | \$ (901,725) | \$ (1,801,725) | \$ 900,000 |
| PART | \$ 13,134,721 | \$ 3,331,432 | \$ - | \$ - | \$ - | \$ (9,803,289) | \$ (21,428,239) | \$ 11,624,950 |
| Region | \$ 71,875,665 | \$ 39,132,275 | \$ 5,771,899 | \$ 650,911 | \$ 51,291,237 | \$ 24,970,656 | \$ - | \$ 31,573,678 |

Summary - Capital Program Appendix E Table E-6

60%

| | Operating Funding Needs | Current Operating Costs | % Difference | Fleet (Bus) | Fleet (Other) | Fleet (Bus) Reqs | Fleet (Other) Reqs | Capital Needs | Facility Needs |
|--------------------------------|-------------------------|-------------------------|--------------|-------------|---------------|------------------|--------------------|----------------------|----------------------|
| Greensboro/GTA | \$ 22,216,553 | \$ 14,742,321 | 51% | 40 | 18 | 12 | 5 | \$ 4,276,981 | \$ 20,000,000 |
| Winston-Salem/WSTA - Trans-Aid | \$ 18,049,122 | \$ 10,938,862 | 65% | 47 | 26 | 18 | 10 | \$ 6,575,400 | \$ 20,000,000 |
| Alamance/ACTA | \$ 3,538,680 | \$ 1,248,714 | 183% | 8 | 28 | 9 | 31 | \$ 4,973,427 | \$ 5,000,000 |
| High Point/HiTran | \$ 4,577,416 | \$ 2,343,105 | 95% | 18 | 7 | 10 | 4 | \$ 3,575,881 | \$ 2,145,529 |
| Davidson | \$ 1,787,443 | \$ 1,160,677 | 54% | 0 | 17 | 0 | 6 | \$ 385,560 | \$ 826,200 |
| Randolph | \$ 1,515,172 | \$ 789,073 | 92% | 1 | 19 | 1 | 10 | \$ 910,991 | \$ 1,104,232 |
| Guilford | \$ 3,747,745 | \$ 2,245,633 | 67% | 0 | 53 | 0 | 21 | \$ 1,488,980 | \$ 3,190,671 |
| YVEDDI | \$ 3,308,813 | \$ 2,148,580 | 54% | 1 | 71 | 0 | 23 | \$ 1,713,960 | \$ 3,499,200 |
| PART | \$ 13,134,721 | \$ 3,071,082 | 328% | 30 | 58 | 59 | 114 | \$ 19,559,180 | \$ 12,000,000 |
| Region | \$ 71,875,665 | \$ 38,688,047 | 86% | 145 | 297 | 109 | 225 | \$ 43,460,359 | \$ 67,765,831 |

PnR, Call Center, Planning

| | Est. Available Annual Fed/State Allocations | Annual Local Funds Available | 2012 | | | 2013 | | | 2014 | | | 2015 | | | 2016 | | | 2017 | | | 2018 | | |
|--------------------------------|---|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------|---------------------|-----------------------|--|--|
| | | | Balance | Revenue | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | Revenue + Balance | Capital Expenses | Balance | | |
| Greensboro/GTA | \$ 3,083,050 | \$ 4,820,701 | \$ 10,589,452 | \$ 8,180,383 | \$ 6,069,245 | \$ 12,700,589 | \$ 21,167,285 | \$ 6,069,245 | \$ 15,098,040 | \$ 23,861,071 | \$ 6,069,245 | \$ 17,791,825 | \$ 40,466,751 | \$ 6,069,245 | \$ 34,397,506 | \$ 59,958,081 | \$ - | \$ 59,958,081 | \$ 103,307,076 | \$ - | \$ 103,307,076 | | |
| Winston-Salem/WSTA - Trans-Aid | \$ 750,000 | \$ 5,241,108 | \$ 21,213 | \$ 6,200,797 | \$ 5,315,080 | \$ 906,930 | \$ 7,324,755 | \$ 5,315,080 | \$ 2,009,675 | \$ 8,652,124 | \$ 5,315,080 | \$ 3,337,044 | \$ 11,183,505 | \$ 5,315,080 | \$ 5,868,425 | \$ 15,136,796 | \$ 5,315,080 | \$ 9,821,716 | \$ 21,801,766 | \$ - | \$ 21,801,766 | | |
| Alamance/ACTA | \$ 450,000 | \$ 474,551 | \$ 2,321,423 | \$ 956,910 | \$ - | \$ 3,278,333 | \$ 4,268,735 | \$ 2,493,357 | \$ 1,775,379 | \$ 2,800,445 | \$ 2,493,357 | \$ 307,088 | \$ 4,879,864 | \$ 2,493,357 | \$ 2,386,507 | \$ 5,386,413 | \$ 2,493,357 | \$ 2,893,057 | \$ 8,120,489 | \$ 2,493,357 | \$ 5,627,132 | | |
| High Point/HiTran | \$ 450,000 | \$ 918,980 | \$ 1,267,571 | \$ 1,416,895 | \$ 1,430,352 | \$ 1,254,113 | \$ 2,720,599 | \$ 1,430,352 | \$ 1,290,246 | \$ 2,808,059 | \$ 1,430,352 | \$ 1,377,707 | \$ 4,292,080 | \$ 1,430,352 | \$ 2,861,728 | \$ 5,869,791 | \$ - | \$ 5,869,791 | \$ 10,467,574 | \$ - | \$ 10,467,574 | | |
| Davidson | \$ 250,000 | \$ 41,358 | \$ 760,148 | \$ 301,556 | \$ 302,940 | \$ 758,763 | \$ 1,070,873 | \$ 302,940 | \$ 767,933 | \$ 1,090,967 | \$ 302,940 | \$ 788,027 | \$ 1,935,173 | \$ 302,940 | \$ 1,632,233 | \$ 2,800,904 | \$ - | \$ 2,800,904 | \$ 4,873,910 | \$ - | \$ 4,873,910 | | |
| Randolph | \$ 250,000 | \$ 438,054 | \$ (697,535) | \$ 712,135 | \$ - | \$ 14,601 | \$ 751,661 | \$ 403,045 | \$ 348,617 | \$ 1,111,474 | \$ 403,045 | \$ 708,429 | \$ 1,513,627 | \$ 403,045 | \$ 1,110,583 | \$ 2,301,222 | \$ 403,045 | \$ 1,898,177 | \$ 3,519,613 | \$ 403,045 | \$ 3,116,568 | | |
| Guilford | \$ 300,000 | \$ 840,954 | \$ 31,857 | \$ 1,180,888 | \$ 935,930 | \$ 276,814 | \$ 1,499,033 | \$ 935,930 | \$ 563,103 | \$ 1,828,099 | \$ 935,930 | \$ 892,169 | \$ 2,497,970 | \$ 935,930 | \$ 1,562,040 | \$ 3,520,346 | \$ 935,930 | \$ 2,584,415 | \$ 5,260,304 | \$ - | \$ 5,260,304 | | |
| YVEDDI | \$ 300,000 | \$ 600,000 | \$ (630,084) | \$ 931,500 | \$ - | \$ 301,416 | \$ 1,265,518 | \$ 935,930 | \$ 329,588 | \$ 1,327,434 | \$ 935,930 | \$ 391,504 | \$ 1,747,158 | \$ 935,930 | \$ 811,228 | \$ 2,233,208 | \$ 935,930 | \$ 1,297,278 | \$ 3,168,877 | \$ 935,930 | \$ 2,232,947 | | |
| PART | \$ - | \$ 11,624,950 | \$ 2,056,473 | \$ 12,031,823 | \$ 10,519,727 | \$ 3,568,569 | \$ 16,021,507 | \$ 10,519,727 | \$ 5,501,780 | \$ 18,390,570 | \$ 10,519,727 | \$ 7,870,843 | \$ 25,033,481 | \$ - | \$ 25,033,481 | \$ 44,733,920 | \$ - | \$ 44,733,920 | \$ 71,550,411 | \$ - | \$ 71,550,411 | | |
| Region | \$ 5,833,050 | \$ 25,000,656 | \$ 15,720,517 | \$ 31,912,886 | \$ 24,573,274 | \$ 23,060,129 | \$ 56,089,966 | \$ 28,405,606 | \$ 27,684,360 | \$ 61,870,242 | \$ 28,405,606 | \$ 33,464,636 | \$ 93,549,610 | \$ 17,885,879 | \$ 75,663,731 | \$ 141,940,680 | \$ 10,083,342 | \$ 131,857,339 | \$ 232,070,019 | \$ 3,832,331 | \$ 228,237,688 | | |

Appendix F

| Tag Fee REFERENCE | | | | | | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|
| | Registered Vehicles | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Greensboro | 199,094 | \$ 199,094 | \$ 398,188 | \$ 597,282 | \$ 796,376 | \$ 995,470 | \$ 1,194,564 | \$ 1,393,658 | |
| Winston-Salem | 169,647 | \$ 169,647 | \$ 339,294 | \$ 508,941 | \$ 678,588 | \$ 848,235 | \$ 1,017,882 | \$ 1,187,529 | |
| Alamance | 133,536 | \$ 133,536 | \$ 267,072 | \$ 400,608 | \$ 534,144 | \$ 667,680 | \$ 801,216 | \$ 934,752 | |
| High Point | 81,613 | \$ 81,613 | \$ 163,226 | \$ 244,839 | \$ 326,452 | \$ 408,065 | \$ 489,678 | \$ 571,291 | |
| Forsyth | 115,761 | \$ 115,761 | \$ 231,522 | \$ 347,283 | \$ 463,044 | \$ 578,805 | \$ 694,566 | \$ 810,327 | |
| Davidson | 163,604 | \$ 163,604 | \$ 327,208 | \$ 490,812 | \$ 654,416 | \$ 818,020 | \$ 981,624 | \$ 1,145,228 | |
| Randolph* | 144,879 | \$ 144,879 | \$ 289,758 | \$ 434,637 | \$ 579,516 | \$ 724,395 | \$ 869,274 | \$ 1,014,153 | |
| Surry | 85,886 | \$ 85,886 | \$ 171,772 | \$ 257,658 | \$ 343,544 | \$ 429,430 | \$ 515,316 | \$ 601,202 | |
| Guilford | 99,968 | \$ 99,968 | \$ 199,936 | \$ 299,904 | \$ 399,872 | \$ 499,840 | \$ 599,808 | \$ 699,776 | |
| Davie | 44,799 | \$ 44,799 | \$ 89,598 | \$ 134,397 | \$ 179,196 | \$ 223,995 | \$ 268,794 | \$ 313,593 | |
| Stokes | 51,451 | \$ 51,451 | \$ 102,902 | \$ 154,353 | \$ 205,804 | \$ 257,255 | \$ 308,706 | \$ 360,157 | |
| Yadkin | 41,441 | \$ 41,441 | \$ 82,882 | \$ 124,323 | \$ 165,764 | \$ 207,205 | \$ 248,646 | \$ 290,087 | |
| REGION | \$ 1,331,679 | \$ 1,331,679 | \$ 2,663,358 | \$ 3,995,037 | \$ 5,326,716 | \$ 6,658,395 | \$ 7,990,074 | \$ 9,321,753 | |

Appendix F

| | | 1 | 2 | 3 | 4 | 5 | 6 | |
|---------------|------------------------|--------------|---------------|---------------|---------------|---------------|---------------|------------|
| PROPERTY | TAX REFERENCE | 1 mill | 1.5 mill | 2 mill | 2.5 mill | 3 mill | 3.5 mill | Current |
| | Total Taxable Property | 0.00010 | 0.00015 | 0.0002 | 0.00025 | 0.0003 | 0.00035 | Mill/\$100 |
| Greensboro | \$ 21,908,536,710 | \$ 2,190,854 | \$ 3,286,281 | \$ 4,381,707 | \$ 5,477,134 | \$ 6,572,561 | \$ 7,667,988 | 0.6150 |
| Winston-Salem | \$ 17,654,587,987 | \$ 1,765,459 | \$ 2,648,188 | \$ 3,530,918 | \$ 4,413,647 | \$ 5,296,376 | \$ 6,179,106 | 0.4850 |
| Alamance | \$ 4,339,404,841 | \$ 433,940 | \$ 650,911 | \$ 867,881 | \$ 1,084,851 | \$ 1,301,821 | \$ 1,518,792 | 0.5750 |
| Forsyth | \$ 5,910,777,713 | \$ 591,078 | \$ 886,617 | \$ 1,182,156 | \$ 1,477,694 | \$ 1,773,233 | \$ 2,068,772 | 0.6660 |
| High Point | \$ 8,650,903,211 | \$ 865,090 | \$ 1,297,635 | \$ 1,730,181 | \$ 2,162,726 | \$ 2,595,271 | \$ 3,027,816 | 0.6080 |
| Davidson | \$ 8,099,906,514 | \$ 809,991 | \$ 1,214,986 | \$ 1,619,981 | \$ 2,024,977 | \$ 2,429,972 | \$ 2,834,967 | 0.5400 |
| Randolph | \$ 6,587,993,442 | \$ 658,799 | \$ 988,199 | \$ 1,317,599 | \$ 1,646,998 | \$ 1,976,398 | \$ 2,305,798 | 0.5350 |
| Surry | \$ 3,548,053,384 | \$ 354,805 | \$ 532,208 | \$ 709,611 | \$ 887,013 | \$ 1,064,416 | \$ 1,241,819 | 0.6300 |
| Guilford | \$ 3,324,319,397 | \$ 332,432 | \$ 498,648 | \$ 664,864 | \$ 831,080 | \$ 997,296 | \$ 1,163,512 | 0.6615 |
| Davie | \$ 2,910,912,294 | \$ 291,091 | \$ 436,637 | \$ 582,182 | \$ 727,728 | \$ 873,274 | \$ 1,018,819 | 0.6600 |
| Stokes | \$ 2,310,567,965 | \$ 231,057 | \$ 346,585 | \$ 462,114 | \$ 577,642 | \$ 693,170 | \$ 808,699 | 0.6000 |
| Yadkin | \$ 1,877,344,935 | \$ 187,734 | \$ 281,602 | \$ 375,469 | \$ 469,336 | \$ 563,203 | \$ 657,071 | 0.6800 |
| REGION | \$ 86,778,010,449 | \$ 8,677,801 | \$ 13,016,702 | \$ 17,355,602 | \$ 21,694,503 | \$ 26,033,403 | \$ 30,372,304 | |

Appendix F

| | | 1 | 2 | 3 | 4 | 5 |
|--------------------------|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Real Estate Transactions | | \$0.50 per \$500 | \$1.00 per \$500 | \$1.50 per \$501 | \$1.75 per \$502 | \$2.00 per \$503 |
| | Conveyances | 0.50000 | 1 | 1.5 | 1.75 | 2 |
| Greensboro | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Winston-Salem | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Alamance | \$ 1,364,731,000 | \$ 1,364,731 | \$ 2,729,462 | \$ 4,094,193 | \$ 4,776,559 | \$ 5,458,924 |
| High Point | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Forsyth | \$ 4,141,968,000 | \$ 4,141,968 | \$ 8,283,936 | \$ 12,425,904 | \$ 14,496,888 | \$ 16,567,872 |
| Davidson | \$ 1,269,202,000 | \$ 1,269,202 | \$ 2,538,404 | \$ 3,807,606 | \$ 4,442,207 | \$ 5,076,808 |
| Randolph | \$ 1,001,349,000 | \$ 1,001,349 | \$ 2,002,698 | \$ 3,004,047 | \$ 3,504,722 | \$ 4,005,396 |
| Surry | \$ 385,137,000 | \$ 385,137 | \$ 770,274 | \$ 1,155,411 | \$ 1,347,980 | \$ 1,540,548 |
| Guilford | \$ 6,536,398,000 | \$ 6,536,398 | \$ 13,072,796 | \$ 19,609,194 | \$ 22,877,393 | \$ 26,145,592 |
| Davie | \$ 520,097,000 | \$ 520,097 | \$ 1,040,194 | \$ 1,560,291 | \$ 1,820,340 | \$ 2,080,388 |
| Stokes | \$ 269,672,000 | \$ 269,672 | \$ 539,344 | \$ 809,016 | \$ 943,852 | \$ 1,078,688 |
| Yadkin | \$ 175,674,000 | \$ 175,674 | \$ 351,348 | \$ 527,022 | \$ 614,859 | \$ 702,696 |
| REGION | \$ 15,664,228,000 | \$ 15,664,228 | \$ 31,328,456 | \$ 46,992,684 | \$ 54,824,798 | \$ 62,656,912 |

Appendix F

| | | 1 | 2 | 3 | 4 | 5 |
|---------------------|--------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| SALES TAX REFERENCE | | Tenth of a Penny | Quarter of a Penny | Third of a Penny | Half of a Penny | Whole Penny |
| | Total Taxable Sales | 0.00100 | 0.0025 | 0.0033 | 0.005 | 0.01 |
| Greensboro | \$ 4,389,894,167 | \$ 4,389,894 | \$ 10,974,735 | \$ 14,486,651 | \$ 21,949,471 | \$ 43,898,942 |
| Winston-Salem | \$ 3,217,578,664 | \$ 3,217,579 | \$ 8,043,947 | \$ 10,618,010 | \$ 16,087,893 | \$ 32,175,787 |
| Alamance | \$ 1,371,732,692 | \$ 1,371,733 | \$ 3,429,332 | \$ 4,526,718 | \$ 6,858,663 | \$ 13,717,327 |
| High Point | \$ 998,802,168 | \$ 998,802 | \$ 2,497,005 | \$ 3,296,047 | \$ 4,994,011 | \$ 9,988,022 |
| Forsyth | \$ 986,427,497 | \$ 986,427 | \$ 2,466,069 | \$ 3,255,211 | \$ 4,932,137 | \$ 9,864,275 |
| Davidson | \$ 927,742,446 | \$ 927,742 | \$ 2,319,356 | \$ 3,061,550 | \$ 4,638,712 | \$ 9,277,424 |
| Randolph | \$ 750,691,583 | \$ 750,692 | \$ 1,876,729 | \$ 2,477,282 | \$ 3,753,458 | \$ 7,506,916 |
| Surry | \$ 665,544,823 | \$ 665,545 | \$ 1,663,862 | \$ 2,196,298 | \$ 3,327,724 | \$ 6,655,448 |
| Guilford | \$ 601,765,202 | \$ 601,765 | \$ 1,504,413 | \$ 1,985,825 | \$ 3,008,826 | \$ 6,017,652 |
| Davie | \$ 209,337,216 | \$ 209,337 | \$ 523,343 | \$ 690,813 | \$ 1,046,686 | \$ 2,093,372 |
| Stokes | \$ 160,047,602 | \$ 160,048 | \$ 400,119 | \$ 528,157 | \$ 800,238 | \$ 1,600,476 |
| Yadkin | \$ 158,886,739 | \$ 158,887 | \$ 397,217 | \$ 524,326 | \$ 794,434 | \$ 1,588,867 |
| REGION | \$ 14,438,450,799 | \$ 14,438,451 | \$ 36,096,127 | \$ 47,646,888 | \$ 72,192,254 | \$ 144,384,508 |

Appendix F

| | | 1 | 2 | 3 | 4 | 5 |
|----------------------------|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| MOTOR FUEL SALES REFERENCE | | 1.0% | 1.5% | 2.0% | 2.5% | 3.0% |
| | Total Motor Fuel Sales | 0.01000 | 0.015 | 0.02 | 0.025 | 0.03 |
| Greensboro | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Winston-Salem | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Alamance | \$ 26,079,933 | \$ 260,799 | \$ 391,199 | \$ 521,599 | \$ 651,998 | \$ 782,398 |
| High Point | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Forsyth | \$ 46,650,852 | \$ 466,509 | \$ 699,763 | \$ 933,017 | \$ 1,166,271 | \$ 1,399,526 |
| Davidson | \$ 26,755,599 | \$ 267,556 | \$ 401,334 | \$ 535,112 | \$ 668,890 | \$ 802,668 |
| Randolph | \$ 27,793,218 | \$ 277,932 | \$ 416,898 | \$ 555,864 | \$ 694,830 | \$ 833,797 |
| Surry | \$ 15,314,703 | \$ 153,147 | \$ 229,721 | \$ 306,294 | \$ 382,868 | \$ 459,441 |
| Guilford | \$ 114,215,658 | \$ 1,142,157 | \$ 1,713,235 | \$ 2,284,313 | \$ 2,855,391 | \$ 3,426,470 |
| Davie | \$ 7,318,089 | \$ 73,181 | \$ 109,771 | \$ 146,362 | \$ 182,952 | \$ 219,543 |
| Stokes | \$ 9,695,523 | \$ 96,955 | \$ 145,433 | \$ 193,910 | \$ 242,388 | \$ 290,866 |
| Yadkin | \$ 15,314,703 | \$ 153,147 | \$ 229,721 | \$ 306,294 | \$ 382,868 | \$ 459,441 |
| REGION | \$ 289,138,278 | \$ 2,891,383 | \$ 4,337,074 | \$ 5,782,766 | \$ 7,228,457 | \$ 8,674,148 |

Appendix F

| | | 1 | 2 | 3 | 4 | 5 |
|----------------------|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| INCOME TAX REFERENCE | | | | | | |
| | Total Income | 0.00050 | 0.001 | 0.0015 | 0.002 | 0.0025 |
| Greensboro | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Winston-Salem | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Alamance | \$ 1,910,697,726 | \$ 955,349 | \$ 1,910,698 | \$ 2,866,047 | \$ 3,821,395 | \$ 4,776,744 |
| High Point | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Forsyth | \$ 5,726,166,275 | \$ 2,863,083 | \$ 5,726,166 | \$ 8,589,249 | \$ 11,452,333 | \$ 14,315,416 |
| Davidson | \$ 1,918,195,398 | \$ 959,098 | \$ 1,918,195 | \$ 2,877,293 | \$ 3,836,391 | \$ 4,795,488 |
| Randolph | \$ 1,506,542,609 | \$ 753,271 | \$ 1,506,543 | \$ 2,259,814 | \$ 3,013,085 | \$ 3,766,357 |
| Surry | \$ 785,319,006 | \$ 392,660 | \$ 785,319 | \$ 1,177,979 | \$ 1,570,638 | \$ 1,963,298 |
| Guilford | \$ 7,852,414,420 | \$ 3,926,207 | \$ 7,852,414 | \$ 11,778,622 | \$ 15,704,829 | \$ 19,631,036 |
| Davie | \$ 669,049,559 | \$ 334,525 | \$ 669,050 | \$ 1,003,574 | \$ 1,338,099 | \$ 1,672,624 |
| Stokes | \$ 523,488,073 | \$ 261,744 | \$ 523,488 | \$ 785,232 | \$ 1,046,976 | \$ 1,308,720 |
| Yadkin | \$ 413,148,152 | \$ 206,574 | \$ 413,148 | \$ 619,722 | \$ 826,296 | \$ 1,032,870 |
| REGION | \$ 21,305,021,218 | \$ 10,652,511 | \$ 21,305,021 | \$ 31,957,532 | \$ 42,610,042 | \$ 53,262,553 |

| Greensboro Transit Authority (GTA) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| Call Center MOU - Development of Call Center - All Systems | 4.4 | 2009 |
| Customer Information/Trip Itinerary Transition to WSTA | 4.4.1 | 2009 |
| Development of Uniform Service Policies w/ WSTA, Hi Tran and TAMS | 4.4.2 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/ 4.9.4 | 2009 |
| Regional Route Numbering System of Bus Routes | 4.15 | 2009 |
| Joint Scheduling Analysis of GTA, TAMS, and Hi Tran | 4.5 | 2009 |
| Incorporation of Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| Tag Fee (\$5) Implemented throughout Guilford County | 3.0/ 7.3.4 | 2010 |
| Development of Uniform ADA Standards | 4.4.2 | 2010 |
| MOU with WSTA to conduct eligibility determination | 4.4.2 | 2010 |
| MOU with Community Transit Providers for Shared Trips - TAMS, RCATS, ACTA | 4.4.2 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Program New Facility to add TAMS, PART Functions | 4.10.2 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2010 |
| Mid-Day/Weekend Service Improvements - Mobility Greensboro | 5.2/ 5.3 | 2010 |
| Regional Branding Study and Agreement | 6.0 | 2010-2011 |
| Additional 2 Mill Property Tax Established - City of Greensboro | 3.0/ 7.3.4 | 2010-2011 |
| Scheduling and Reservation Functions Incorporated into the Call Center | 4.4.2 | 2011 |
| Customer Information/Trip Itinerary Transition to Call Center | 4.4.1 | 2011 |
| MOU with Guilford County/PART for Coordination of Shared Facility | 4.10.2 | 2011 |
| Consolidation of TAMS/GTA/Hi Tran Demand Response Services | 4.5 | 2012 |
| Consolidation of TAMS/PART into GTA Operations Facility | 4.10.2 | 2013 |
| Establish Long Range Funding Mechanism | 3.0/ 7.3.4 | 2013-2014 |

| Winston-Salem Transit Authority (WSTA) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| Call Center MOU - Development of Call Center - All Systems | 4.4 | 2009 |
| Customer Information/Trip Itinerary Transition to WSTA | 4.4.1 | 2009 |
| Development of Uniform Service Policies w/ GTA, Hi Tran and TAMS | 4.4.2 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/ 4.9.4 | 2009 |
| Regional Route Numbering System of Bus Routes | 4.15 | 2009 |
| Incorporate Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| MOU with Community Transit Providers for Shared Trips - YVEDDI, DCTS | 4.4.2 | 2010 |
| Establish Tag Fee (\$5) throughout Forsyth County | 3.0/ 7.3.4 | 2010 |
| Development of Uniform ADA Standards | 4.4.2 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Incorporate ADA Eligibility Determination Process for GTA/Hi Tran | 4.4.2 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| Mid-Day/Weekend Service Improvements | 5.2/ 5.3 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2010 |
| 1.5 mil Property Tax | 3.0/ 7.3.4 | 2010-2011 |
| Scheduling and Reservation Functions Incorporated into the Regional Call Center | 4.4.2 | 2011 |
| MOU with PART to Explore Combined Operations Facility | 4.10.2 | 2011 |
| Customer Information/Trip Itinerary Transition to Call Center | 4.4.1 | 2011 |
| Incorporate New Facility into Capital Program | 4.10.2 | 2012 |
| Consolidation of Forsyth and Guilford Demand Response | 4.5 | 2013 |
| Establish Long Range Funding Mechanism | 3.0/ 7.3.4 | 2013-2014 |

| Regional Coordinated Area Transportation System (RCATS) | | |
|--|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| MOU w/PART to Provide Short-Range Planning | 4.16 | 2009 |
| MOU w/ PART to Design and Implement Asheboro Circulator | 5.1 | 2009 |
| Call Center MOU - Development of Call Center | 4.4 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/H.R. Resource Library | 4.4 | 2009 |
| MOU with Urban Transit Providers for Shared Trips | 4.8/ 4.9.4 | 2009 |
| Incorporate Vanpool Marketing into Service Request Response | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010 |
| Establish Tag Fee \$5.00 | 3.0/ 7.3.4 | 2010 |
| Implement Asheboro Circulator/Enhanced General Public Demand Response | 5.1 | 2010-2011 |
| Development/Design/Construction of New Operating/Administration Facility | 3.0/ 7.3.4 | 2010-2012 |
| Adopt Uniform Service Policies | 4.4.2 | 2011 |
| Adopt Uniform ADA Standards | 4.4.2 | 2011 |
| Consolidation of ADA eligibility determination process to WSTA/Call Center | 4.17/ 4.18 | 2011 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2011 |
| Scheduling and Reservation Functions Incorporated into the Regional Call Center | 4.4.2 | 2012 |
| Establish Long Range Funding Source | 3.0/ 7.3.4 | 2013-2015 |

| City of High Point Transit (Hi Tran) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| Call Center MOU - Development of Call Center - All Systems | 4.4 | 2009 |
| Customer Information/Trip Itinerary Transition to WSTA | 4.4.1 | 2009 |
| Development of Uniform Service Policies w/ WSTA, GTA, and TAMS | 4.4.2 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/ 4.9.4 | 2009 |
| Regional Route Numbering System of Bus Routes | 4.15 | 2009 |
| Joint Scheduling Analysis of GTA, TAMS, and Hi Tran | 4.5 | 2009 |
| Incorporation of Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| Tag Fee (\$5) Implemented throughout Guilford County | 3.0/ 7.3.4 | 2010 |
| Development of Uniform ADA Standards | 4.4.2 | 2010 |
| MOU with WSTA to conduct eligibility determination | 4.4.2 | 2010 |
| MOU with Community Transit Providers for Shared Trips - TAMS, RCATS, DCTS, & ACTA | 4.4.2 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2010 |
| Mid-Day/Weekend Service Improvements - NC 68 Expansion | 4.17/ 4.18 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010-2011 |
| Additional 2 mill Property Tax Established - City of High Point | 3.0/ 7.3.4 | 2010-2011 |
| Scheduling and Reservation Functions Incorporated into the Call Center | 4.4.2 | 2011 |
| Customer Information/Trip Itinerary Transition to Call Center | 4.4.1 | 2011 |
| Consolidation of TAMS/GTA/Hi Tran Demand Response Services | 4.5 | 2012 |
| Expand Facility to Accommodate Expansion of Service | 3.0/ 7.3.4 | 2012 |
| Establish Long Range Funding Mechanism | 3.0/ 7.3.4 | 2013-2014 |

| Davidson County Transit System (DCTS) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| MOU with PART to Provide Short-Range Planning | 4.9.7 | 2009 |
| Call Center MOU - Development of Call Center | 4.4 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/H.R. Resources Library | 4.8/ 4.9.4 | 2009 |
| MOU with Urban Transit Providers for Shared Trips | 4.4.2 | 2009 |
| Incorporate Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010 |
| Establish Tag Fee \$5 | 3.0/ 7.3.4 | 2010 |
| Expansion of Local Service | 5.1 | 2010-2011 |
| Expand Facility to Accommodate Expansion of Service | 3.0/ 7.3.4 | 2011 |
| Adopt Uniform Service Policies | 4.4.2 | 2011 |
| Adopt Uniform ADA Standards | 4.4.2 | 2011 |
| Consolidation of ADA eligibility determination process to WSTA/Call Center | 4.4.2 | 2011 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2010 |
| Scheduling and Reservation Functions Incorporated into the Call Center | 4.4.2 | 2012 |
| Establish Long Range Funding Source | 3.0/ 7.3.4 | 2013-2015 |

| Alamance County Transit Authority (ACTA) | | |
|---|-------------------------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/H.R. Resources Library | 4.8/ 4.9.4 | 2009 |
| MOU with PART to Provide Short-Range Planning | 4.9.7 | 2009 |
| Incorporate Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| MOU with PART for Fixed-Route Service Coordination | 5.1 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Development/Design/Construction of New Operating/Administration Facility | 3.0/ 7.3.4 | 2009-2011 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| Establish Tag Fee \$5 | 3.0/ 7.3.4 | 2010 |
| 1.5 mil Property Tax | 3.0/ 7.3.4 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010 |
| Adoption of Uniform ADA Standards | 4.4.2 | 2011 |
| Consolidation of ADA eligibility determination process to WSTA/Call Center | 4.4.2 | 2011 |
| Adoption of Uniform Service Policies | 4.4.2 | 2011 |
| Scheduling and Reservation Functions Incorporated into Regional Call Center | 4.4.2 | 2012 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2011 |
| Amend Bylaws and Add Urban Representation to ACTA Board | 7.4.2 | 2011 |
| Implementation of Fixed Route Service | 5.1 | 2011 |
| Incorporate Customer Information, Trip Itinerary Planning at WSTA/Call Center | 4.4.2 | 2011 |
| Establish Long Range Funding Source | 3.0/ 7.3.4 | 2013-2015 |

| Guilford County Transportation and Mobility Services (TAMS) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| Call Center MOU - Development of Call Center - All Systems | 4.4 | 2009 |
| Customer Information/Trip Itinerary Transition to WSTA | 4.4.1 | 2009 |
| Development of Uniform Service Policies w/ WSTA, Hi Tran, and GTA | 4.4.2 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/ 4.9.4 | 2009 |
| Joint Scheduling Analysis of GTA, TAMS, and Hi Tran | 4.5 | 2009 |
| Incorporation of Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| Tag Fee (\$5) Implemented throughout Guilford County | 3.0/ 7.3.4 | 2010 |
| MOU with Urban/Community Transit Providers for Shared Trips - GTA, Hi Tran, RCATS, & ACTA | 4.4.2 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Participate in Programming of New GTA Facility to Add TAMS Functions | 4.10.2 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2010 |
| PT Links and Service Expansion | 3.0/ 7.3.4 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010-2011 |
| Additional 2 mill Property Tax Established - City of Greensboro | 3.0/ 7.3.4 | 2010-2011 |
| Scheduling and Reservation Functions Incorporated into the Call Center | 4.4.2 | 2011 |
| Customer Information/Trip Itinerary Transition to Call Center | 4.4.2 | 2011 |
| MOU with GTA/PART for Coordination of Shared Facility | 4.10.2 | 2011 |
| Consolidation of TAMS/GTA/Hi Tran Demand Response Services | 4.5 | 2012 |
| Consolidation of TAMS/PART into GTA Operations Facility | 4.10.2 | 2013 |
| Establish Long Range Funding Mechanism | 3.0/ 7.3.4 | 2013-2014 |

| Yadkin Valley Economic Development District, Inc. (YVEDDI) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| MOU with PART to Provide Short-Range Planning | 4.9.7 | 2009 |
| Call Center MOU - Development of Call Center | 4.4 | 2009 |
| Participate in the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/ 4.9.4 | 2009 |
| Develop/Implement Sub-Regional Call Center | 4.4 | 2009 |
| MOU with Urban Transit Providers for Shared Trips | 4.4.2 | 2009 |
| Incorporation of Vanpool Marketing into Service Request Responses | 5.5 | 2009 |
| Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Participate in Regional 5309 Application | 7.5.1 | 2009-2013 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Regional Branding Agreement and Study | 6.0 | 2010 |
| Establish Tag Fee \$5 - Stokes, Surry, Yadkin, and Davie Counties | 3.0/ 7.3.4 | 2010 |
| Expansion of Local Service | 5.1 | 2010-2011 |
| Adoption of Uniform Service Policies | 4.4.2 | 2011 |
| Adoption of Uniform ADA Standards | 4.4.2 | 2011 |
| Consolidation of ADA eligibility determination process to WSTA/Call Center | 4.4.2 | 2011 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2011 |
| Scheduling and Reservation Functions Incorporated into the Call Center | 4.4.2 | 2012 |
| Expand Facility(ies) to Accommodate Expansion of Service | 3.0/ 7.3.4 | 2012 |
| Establish Long Range Funding Source | 3.0/ 7.3.4 | 2013-2015 |

| Piedmont Authority for Regional Transportation (PART) | | |
|---|-----------------------|--------------------------------|
| Action Items | Sect. # | Implementation Timeline |
| Establish Permanent Technical Advisory Committee | 4.16 | 2008 |
| Call Center MOU - Development of Call Center - All Systems | 4.4 | 2009 |
| Customer Information/Trip Itinerary Transition to WSTA | 4.4.1 | 2009 |
| Development of Uniform Service Policies w/ WSTA, Hi Tran and TAMS | 4.4.2 | 2009 |
| Coordinate the Development of the Regional Maintenance Information Clearinghouse/HR Resources Library | 4.8/ 4.9.4 | 2009 |
| Regional Route Numbering System of Bus Routes | 4.15 | 2009 |
| Joint Scheduling Analysis of GTA, TAMS, and Hi Tran | 4.5 | 2009 |
| MOU with Burlington/ Alamance for Fixed-Route Service Coordination | 5.1 | 2009 |
| MOU with Randolph County to Design and Implement Asheboro Circulator | 5.1 | 2009 |
| Expand Vanpool Marketing and Increase Service | 5.5 | 2009 |
| Coordinate Regional Fare Structure Analysis Agreement and Study | 4.6 | 2009-2010 |
| Incorporate Boarding Center Development into Capital Improvement Program | 4.14 | 2009-2012 |
| Coordinate Regional 5309 Application | 7.5.1 | 2009-2013 |
| Expand Regional Bus System | 3.0/ 7.3.4 | 2009-2014 |
| Implement \$5 Tag Fee in Constituent Counties | 3.0/ 7.3.4 | 2010-2011 |
| Conduct MOU/Joint Procurement of Drug & Alcohol Testing Program | 4.9.3 | 2010 |
| Participate in Programming of New GTA Facility to add PART Functions | 4.10.2 | 2010 |
| Enter Regional Training Program | 4.7.1 | 2010 |
| ITS Strategy Implementation | 4.17/ 4.18 | 2010 |
| Mid-Day/Weekend Service Improvements - Expand Regional Bus Service | 5.2/ 5.3 | 2010 |
| Regulate Regional Branding Study and Agreement | 6.0 | 2010-2011 |
| Adoption of Uniform ADA Standards | 4.4.2 | 2011 |
| Customer Information/Trip Itinerary Transition to Call Center | 4.4.2 | 2011 |
| MOU with GTA for Coordination of Shared Facility | 4.10.2 | 2011 |
| Consolidation of TAMS/PART into GTA Operations Facility | 4.4.2 | 2013 |
| Advance Long Range Funding Mechanism Establishment Regionally | 3.0/ 7.3.4 | 2013-2014 |