



# Town of Altavista Transit Development Plan

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Prepared for the Town of Altavista  
and the Virginia Department of Rail and Public Transportation  
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# 1. Executive summary

Virginia's Department of Rail and Public Transportation (DRPT) requires that all transit providers receiving state funding periodically submit a planning document called a Transportation Development Plan (TDP). The plan benefits DRPT by allowing it to plan future funding allocations based on the expectations of the providers' transit needs outlined in the document. In a more thorough sense, however the TDP is an examination of the past, present, and future of the transit service, detailed through six chapters and an appendix.

Altavista Community Transit System (ACTS) is Altavista's public transit service and provides a single route that runs hourly service throughout the town in a circuitous manner. The origins, goals, and characteristics of the service are detailed in the first two chapters. The third chapter is an analysis of how the service is currently performing by reviewing the most recent three years of data. The analysis revealed that despite increasing operating costs, ridership has decreased the past three years. This has resulted in the service failing to meet some of the performance standards set forth in the prior TDP. A survey of passenger characteristics and attitudes towards the service was conducted in September 2019 and revealed that most riders were frequent users of the service, skewed older, and had difficulties accessing private transportation. The survey also revealed high satisfaction with the service with the most desired service improvements including longer service hours and an expansion into Sunday when service is not currently provided. The report then analyzes the current and projected demographic conditions of the service area, which revealed an elderly population consisting of a larger share of the county population over the next several decades. However, due to the rural nature of the county, it would be ideal for ACTS to continue focusing service on the residents of Altavista. Chapter 4 reviews several aspects of the county's demographics in greater detail.

The information gleaned from the demographic analysis, field work, survey, and stakeholder interviews influenced the recommendations developed at the end of the fourth chapter and detailed in greater financial and scheduling detail in Chapters 5 & 6. These recommendations, which include new data collection practices, slight route modifications, and future service expansion on the weekends were made with SMART criteria in mind (specific, measurable, attainable, relevant, and time-bound). This document should be considered as a fluid guide and not as a definitive process as the horizon of this TDP is ten years. It is likely that changes in finances or other matters may occur and that it could result in changes to the schedule and recommendations set forth in this document. It is hoped that this document should aid the agency in fulfilling its mission to provide the best service with the resources available.

## 2. Overview of the Transit Service

The purpose of this chapter is to provide a description of the characteristics and extent of the transit system serving the Town of Altavista. This includes detailing how and why the system came into existence and how it is governed. An overview of the service fleet and related infrastructure is included to show the breadth of the resources used to provide the service and how it is provided. Information regarding data collection is detailed to show how the system currently manages its performance. Lastly, a brief description of the limited transportation services in the town is also included to better illuminate the importance and function of the existing system in the town.

### 2.1. History

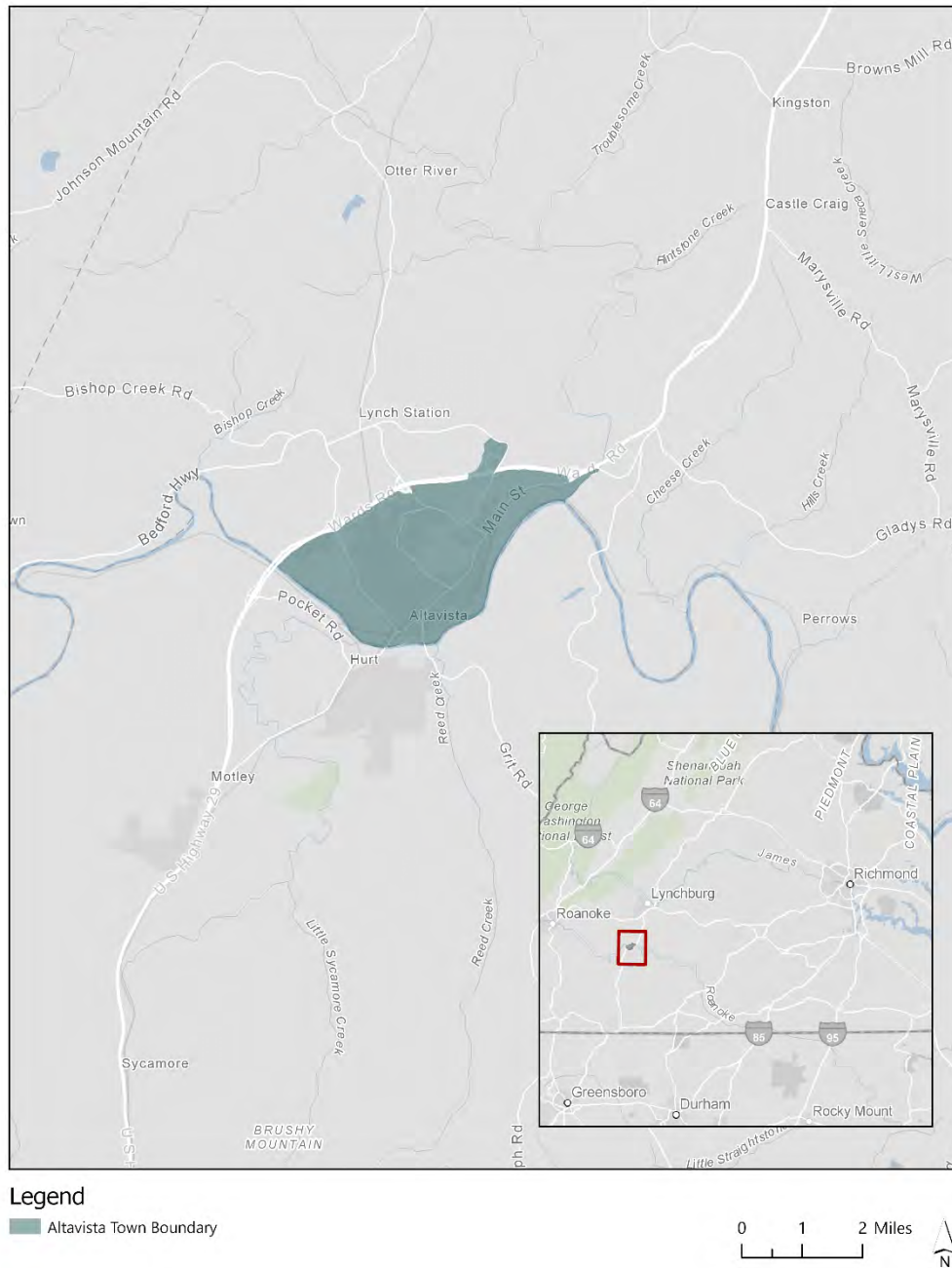
Situated in south-central Virginia and roughly 25 miles south of Lynchburg, the Town of Altavista is the largest inhabited place in Campbell County. Figure 1-1 shows the extent of the town's boundaries, as well as its location relative to Virginia and North Carolina. Altavista is part of the Central Virginia Metropolitan Planning Organization (CVMPO), which helps coordinate long-range transportation planning endeavors across the Central Virginia region, which includes the City of Lynchburg, as well as Amherst, Bedford, and Campbell Counties.

With a size of 5.16 square miles, Altavista exhibits a density of 661 residents per square mile, or roughly one resident per acre. According to the 2010 US Census, the population of Altavista was 3,450, whereas in 2018 the population is recorded as 3,414. The small decrease (36 fewer residents) indicates a relative stable population in the town. Altavista is situated along the Stanton River and has long been the central focus of commerce in Campbell County. Some of the major employers in the area include Abbott, BGF Industries, Inc., Moore's Electrical & Mechanical, Schrader Data, and Graham Packaging, which all together, contributes roughly 2,000 jobs.

Founded in the early 20<sup>th</sup> century, Altavista maintains a walkable downtown core, although many of the residents live in single-family homes and mobile home parks outside of the central business district (CBD). As a result, the ability to shop, conduct medical visits, or utilize town services, i.e., living independently, is extremely difficult for residents with a disability or without regular access to an automobile. With the assistance of DRPT, town leadership sought to implement a public transit service in order to expand transportation options for elderly and economically disadvantaged residents, as well as to promote general economic activity, particularly now that there has been an increased focus on maintaining and enhancing the CBD. These efforts were documented in the *Town of Altavista Public Transportation Feasibility Study*, published in February 2009.

The study looked at two nearby and comparable towns with two different transit services. The Town of Blackstone, Virginia, which is a similarly sized rural community, operates a deviated fixed-route system, whereas the Town of South Hill operates a demand response system, where riders must arrange any ride in advance, but offers door to door service. Town leadership decided to follow the recommendations of the study, which suggested a limited-area but frequent deviated fixed-route service. This would promote visibility, schedule adherence, and frequency of the route within the town. Should the ridership fail to materialize, the town could implement a demand-response service in its place. In January 2011, the Altavista Community Transit System (ACTS) was launched, with ridership exceeding the projected 800 monthly riders in the first year of operation. Roughly nine years later, ACTS continues to exceed this initial projection with an average of 1,495 riders per month in FY19.

Figure 1-1: Town of Altavista and Surrounding Area



## 2.2. Governance

ACTS is governed by the Town Council, with the Town Council also serving as the TAC. The Town Council is comprised of seven members: The Mayor, Vice-Mayor, and five council members, all of whom are elected by voters to serve four-year terms with three council seats up for election every two years<sup>1</sup>. The Town Manager is appointed

<sup>1</sup> One council member also serves the position of Vice Mayor

by the Town Council and acts as the Chief Executive Officer of the town, and is responsible for the administration of town affairs, such as water, road, and sidewalk systems, overseeing town employees (including ACTS service), and ensuring town actions are compliant with local, state, and federal law and regulations. The Town Council meets on the second Tuesday of each month at 7 PM in the Council Chambers at Town Hall with a working session on the last Tuesday of each month. All meetings are open to the public and are handicap accessible. The Mayor and council members with their term periods are included in Table 1-1, below. This council approves ACTS' budget and major policy decisions.

**Table 1-1: Town Council of Altavista**

Name	Position	Term
Mike Mattox	Mayor	January 1, 2017 - December 31, 2020
Beverley Dalton	Vice Mayor	January 1, 2017 - December 31, 2020
Wayne Mitchell	Councilman	January 1, 2019 - December 31, 2022
Tim George	Councilman	January 1, 2019 - December 31, 2022
Jay Higginbotham	Councilman	January 1, 2017 - December 31, 2020
Tracy Emerson	Councilman	January 1, 2017 - December 31, 2020
Reggie Bennett	Councilman	January 1, 2019 - December 31, 2022

The TAC, which meets monthly, advises ACTS on issues ranging from general operations to service recommendations. Although this council at one time comprised of two appointed Town Council members, three ACTS employees, and four community representatives, such as riders and other stakeholders, it now simply consists of the Town Council itself due to the previous difficulty of gathering the disparate members for meetings.

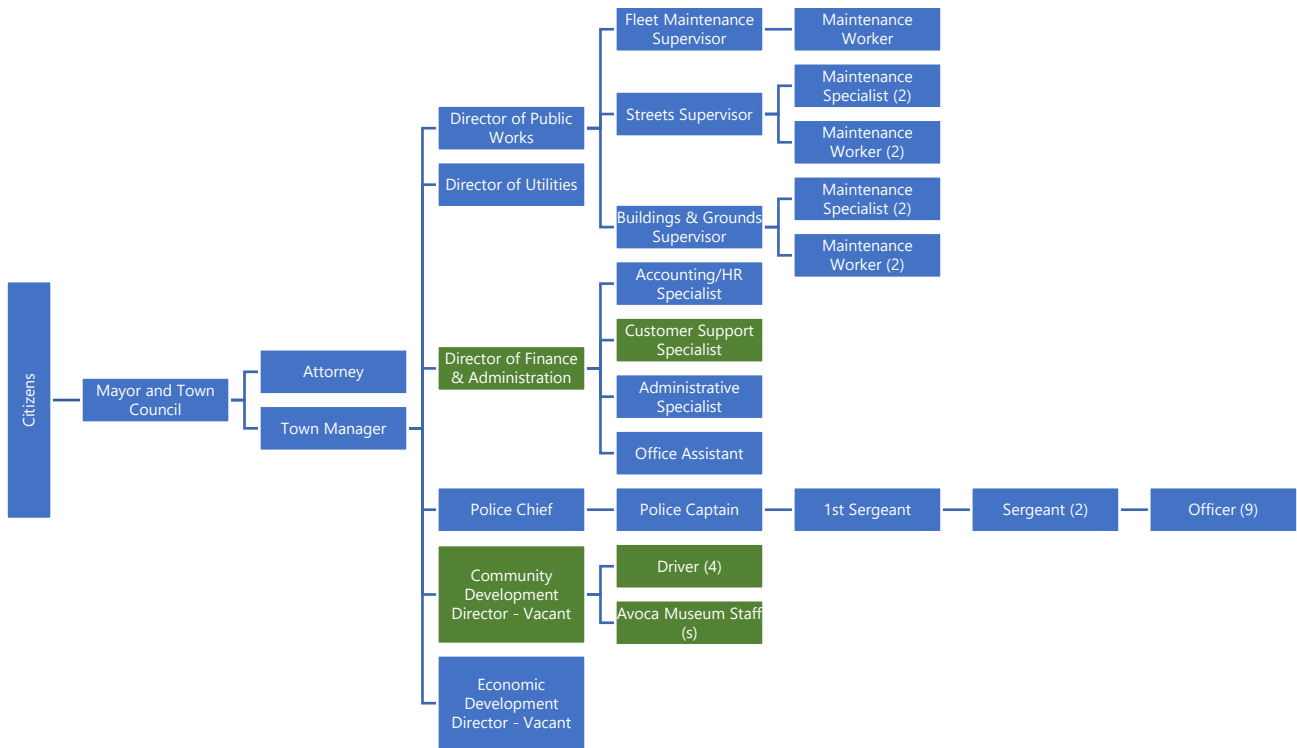
### 2.3. Organizational Structure

Although ACTS is governed by the Town Council and is under the purview of the Town Manager, the day-to-day functioning of the transportation department is overseen by the Community Development Director<sup>2</sup>. These duties include hiring, training, and scheduling of drivers, all of whom are part-time, reconciling fare and ridership data, preparing ridership reports, meeting monthly with the Town Council, and satisfying various DRPT reporting requirements<sup>3</sup>. Town Hall's Customer Support Specialist, who serves under the Director of Finance & Administration, assists the Community Development Director by reserving and delivering deviation requests to the driver each morning, as well as count the fare collection in the morning. The hierarchy of the town's structure is detailed in Figure 1-2. This is not an exhaustive list of all town employees, but rather, a focused list of the departments and positions that directly or indirectly interact with the ACTS service, with the positions directly responsible in Green.

<sup>2</sup> As of October 2019, this position is currently vacant and ACTS daily operations is co-managed by the Director of Finance & Administration, Tobie Shelton, as well as the Town Manager, Waverly Coggsdale, until the position is filled.

<sup>3</sup> The Director of Finance & Administration prepares the financial DRPT reporting requirements.

**Figure 1-2: Town of Altavista Organizational Chart**



## 2.4. Service Provided and Areas Served

ACTS offers hourly deviated-fixed route service six days a week, Monday through Saturday, with no service on Sunday. Although the routing (excepting requested deviations) remains unchanged throughout the year, the service span differs depending on both the day of the week and time of year, which is detailed in Table 1-2, on the following page. For most of the year (October through May), ACTS operates from 8:00 am to 6:00 pm for weekday service (10 trips on Weekdays) and from 9:00 am to 2:00 pm for Saturday service (5 trips on Saturdays). During the summer (June through September), ACTS operates from 8:00 am to 8:00 pm for weekday service and from 9:00 am to 4:00 pm for Saturday service. In addition to Sundays, service does not operate on New Year’s Day, Memorial Day, July 4<sup>th</sup>, Labor Day, Thanksgiving, or Christmas.

**Table 1-2: ACTS Service Schedule**

Name	October-May	June-September
Weekday	8:00 am – 6:00 pm	8:00 am – 8:00 pm
Saturday	9:00 am – 2:00 pm	9:00 am – 4:00 pm
Sunday	No Service	No Service

Service is currently restricted to town boundaries and operates in a one-way loop that begins and ends at Town Hall. The current routing starts at Town Hall on 7th Street, and passes the US Post Office, banks, and other downtown businesses before heading north onto Bedford Avenue before maneuvering onto Lynch Road via West Road, which

is primarily populated by low-density single-family housing. From there the route backtracks towards Main Street and serves the residential areas along Franklin and Amherst Avenues, which is also where the YMCA is situated. The route then returns to Main Street where it continues north east to serve the Town & Country Shopping Center where Food Lion is located, before backtracking and traveling on Lola Avenue and Frazier, Lynch Mill, and Clarion Roads, which is primarily residential, but includes Autumn Care, which provides senior care services, and Altavista Elementary school. The route then continues north to serve the Walmart Supercenter along Dearing Ford Road, before returning south via Main Street with a second stop at Food Lion. The route then continues south via Main and 5<sup>th</sup> Streets with a stop at the UVA Dialysis Clinic, before returning to Town Hall. The routing and associated stops are detailed in Figure 1-3.

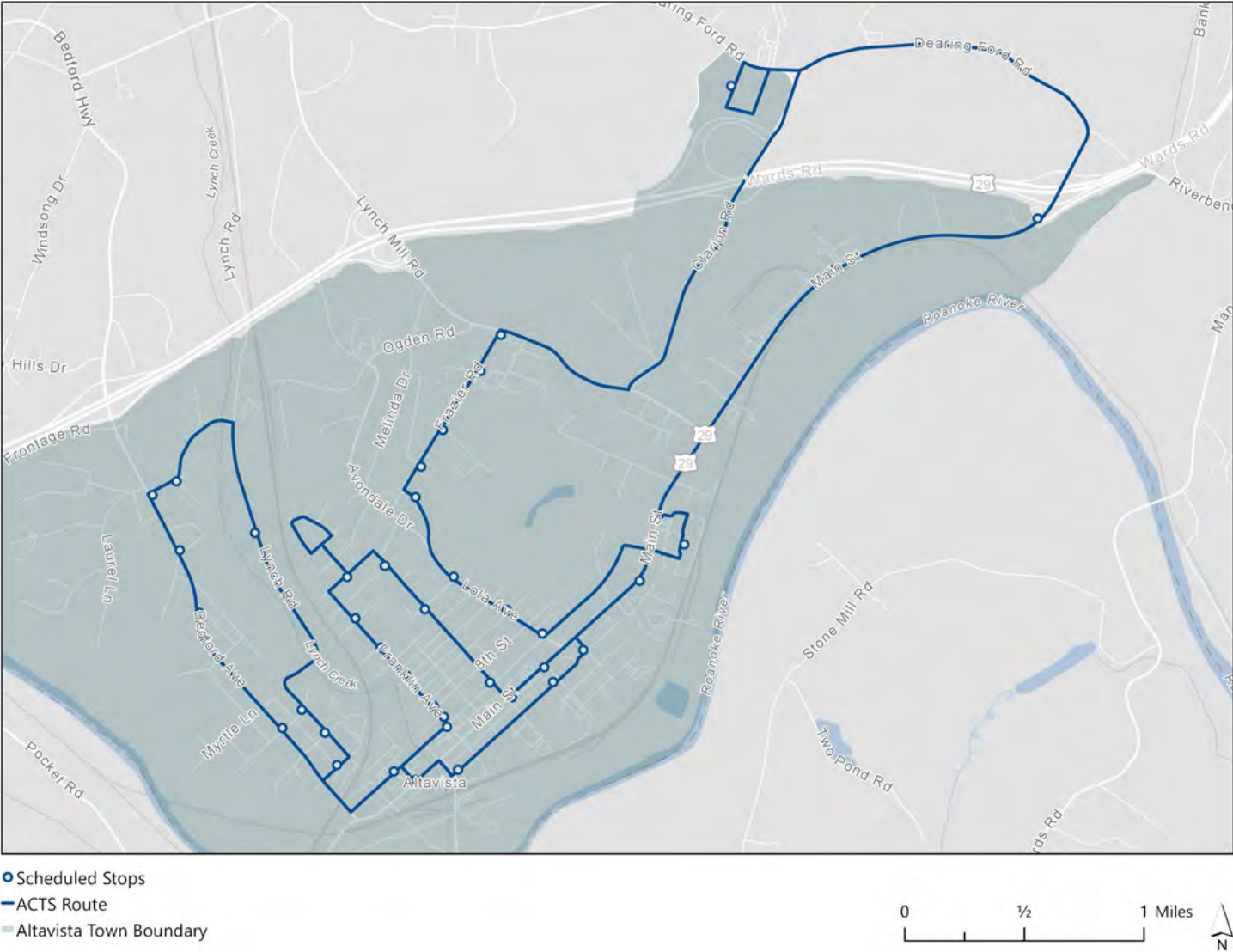
Although the bus mostly follows a fixed route each trip, requests for deviations from the route are typically accommodated if they meet two conditions: The request is made 24-hours in advance, and the deviation is not greater than  $\frac{3}{4}$ -mile outside of town limits. This is a departure from the previous policy where passengers could only request a deviation that was both within town limits and  $\frac{3}{4}$ -mile of the fixed route. The change, which was approved by the Town Council in April 2018, allows service to now serve those that may not technically be town residents, but have ties to the community, or simply have jobs or business just beyond the town limits. For example, it now allows residents to access employment opportunities at the BGF manufacturing facility near Walmart, which is within  $\frac{3}{4}$  miles of the Altavista boundary.

While discouraged, same day route deviation requests may be accommodated but depends on the driver's ability to maintain schedule adherence. Additional fare is not required for route deviations except for trips serving the Hurt Medical Center, which also requires a three-day notice, instead of the standard 24-hours.<sup>4</sup> Both the Hurt Clinic and the UVA Dialysis Clinic typically coordinates with the Customer Support Specialist with anticipated pick up and drop-offs for the upcoming week. ACTS satisfies Americans with Disabilities Act requirements by permitting deviated fixed-route service.

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<sup>4</sup> The main bridge connecting Hurt and Altavista via Main Street (SR29) is undergoing repairs and will be out for several years. The detour across the river, via Ricky Van Shelton Dr, results in longer travel times to and from the clinic, which can lead to significant service delays when this deviation is requested.

Figure 1-3: ACTS Route and Stops



The route currently has 21 scheduled stops with posted signage, with an example of a posted stop at Town Hall is shown in Figure 1-4. In addition to the many scheduled stop locations, passengers can also flag down the bus mid-route as well as request stops at unscheduled locations, safety permitted. Throughout most of the route, the speed limit is 25mph along residential streets and the CBD, whereas it increases to 35mph along more rural segments, such as Frazier Road and Dearing Ford Road. Several of the stops are not in the public right of way, but are located on private property, such as the Walmart and the Town & Country Shopping Center. In other cases, such as the UVA dialysis clinic, although the stop is located along the road, the bus will detour onto the clinic's driveway to better serve those passengers, many of whom are disabled.

As mentioned previously, service is operated at hourly headways with a roundtrip run-time of 49 minutes and an 11-minute layover to account for scheduled deviations, wheelchair lifts, and other delays. Table 1-3 and Table 1-4 show the weekday and weekend trips and select scheduled stops along the route. Trips and times highlighted in red denote extended summer service hours.

**Figure 1-4: ACTS Bus Stop Signage**



**Table 1-3: ACTS Weekday Route Schedule**

Trip #	Town Hall	Bedford & West	11 <sup>th</sup> & Franklin	Main St DG	Lola Ave	Altavista Common	English MHP	Town & Country	UVA Dialysis	Town Hall
1	8:00 AM	8:04 AM	8:11 AM	8:20 AM	8:22 AM	8:29 AM	8:36 AM	8:39 AM	8:44 AM	8:49 AM
2	9:00 AM	9:04 AM	9:11 AM	9:20 AM	9:22 AM	9:29 AM	9:36 AM	9:39 AM	9:44 AM	9:49 AM
3	10:00 AM	10:04 AM	10:11 AM	10:20 AM	10:22 AM	10:29 AM	10:36 AM	10:39 AM	10:44 AM	10:49 AM
4	11:00 AM	11:04 AM	11:11 AM	11:20 AM	11:22 AM	11:29 AM	11:36 AM	11:39 AM	11:44 AM	11:49 AM
5	12:00 PM	12:04 PM	12:11 PM	12:20 PM	12:22 PM	12:29 PM	12:36 PM	12:39 PM	12:44 PM	12:49 PM
6	1:00 PM	1:04 PM	1:11 PM	1:20 PM	1:22 PM	1:29 PM	1:36 PM	1:39 PM	1:44 PM	1:49 PM
7	2:00 PM	2:04 PM	2:11 PM	2:20 PM	2:22 PM	2:29 PM	2:36 PM	2:39 PM	2:44 PM	2:49 PM
8	3:00 PM	3:04 PM	3:11 PM	3:20 PM	3:22 PM	3:29 PM	3:36 PM	3:39 PM	3:44 PM	3:49 PM
9	4:00 PM	4:04 PM	4:11 PM	4:20 PM	4:22 PM	4:29 PM	4:36 PM	4:39 PM	4:44 PM	4:49 PM
10	5:00 PM	5:04 PM	5:11 PM	5:20 PM	5:22 PM	5:29 PM	5:36 PM	5:39 PM	5:44 PM	5:49 PM
11	6:00 PM	6:04 PM	6:11 PM	6:20 PM	6:22 PM	6:29 PM	6:36 PM	6:39 PM	6:44 PM	6:49 PM
12	7:00 PM	7:04 PM	7:11 PM	7:20 PM	7:22 PM	7:29 PM	7:36 PM	7:39 PM	7:44 PM	7:49 PM

**Table 1-4: ACTS Saturday Route Schedule**

Trip #	Town Hall	Bedford & West	11 <sup>th</sup> & Franklin	Main St DG	Lola Ave	Altavista Common	English MHP	Town & Country	UVA Dialysis	Town Hall
1	9:00 AM	9:04 AM	9:11 AM	9:20 AM	9:22 AM	9:29 AM	9:36 AM	9:39 AM	9:44 AM	9:49 AM
2	10:00 AM	10:04 AM	10:11 AM	10:20 AM	10:22 AM	10:29 AM	10:36 AM	10:39 AM	10:44 AM	10:49 AM
3	11:00 AM	11:04 AM	11:11 AM	11:20 AM	11:22 AM	11:29 AM	11:36 AM	11:39 AM	11:44 AM	11:49 AM
4	12:00 PM	12:04 PM	12:11 PM	12:20 PM	12:22 PM	12:29 PM	12:36 PM	12:39 PM	12:44 PM	12:49 PM
5	1:00 PM	1:04 PM	1:11 PM	1:20 PM	1:22 PM	1:29 PM	1:36 PM	1:39 PM	1:44 PM	1:49 PM
6	2:00 PM	2:04 PM	2:11 PM	2:20 PM	2:22 PM	2:29 PM	2:36 PM	2:39 PM	2:44 PM	2:49 PM
7	3:00 PM	3:04 PM	3:11 PM	3:20 PM	3:22 PM	3:29 PM	3:36 PM	3:39 PM	3:44 PM	3:49 PM

*Note: red trips in both tables are summer hours only*

## 2.5. Fare Structure, Payments, and Purchasing

ACTS offers several different fares for purchase. The on-board purchase of a one-way trip is \$0.50 and must be exact change. Riders can also purchase one-way tokens, ten-trip punch passes, or monthly passes, at Town Hall. A summary of the fares is detailed in Table 1-5, below. ACTS also operates fare free travel during summer months, defined as June through September. The fare free program is due to the generosity of an anonymous donor, who has gifted several months' worth of fare revenue to the town to offset the fare free program.

**Table 1-5: Fare Types**

Fare Type	Cost	Point of Purchase
One-way	\$0.50	On-board or tokens from Town Hall
10-trip	\$4.00	Town Hall
30-trip	\$10.00	Town Hall
Monthly	\$20.00	Town Hall
Hurt Medical Center Deviation	\$1.00	On-board

## 2.6. Fleet, Facilities & Infrastructure

The active vehicle inventory consists of two revenue vehicles and one service vehicle and are listed in Table 1-6 and shown in Figure 1-5 and Figure 1-6. The two revenue vehicles are 15-passenger body on chassis (BOC) buses. Each was purchased with Rural Area Formula Program (RAFP) funds and are owned by ACTS. Additionally, each vehicle is equipped with a front-loaded bicycle rack with space for two and are also equipped with a wheelchair lift and can accommodate two wheelchairs each. As the route only operates one vehicle during peak service, the spare vehicle ratio is 100%.

**Table 1-6: Fleet Inventory<sup>5</sup>**

Make	Model	Year	Approximate Replacement Cost	Current Mileage (mi)	Fuel Type	Seating Capacity	ADA Capacity
Ford	BOC	2016	\$66,798	99,130	Gasoline	15	2
Ford	Starcraft BOC	2018	\$66,798	73,335	Gasoline	15	2
Ford	Explorer	2014	\$30,276	15,713	Gasoline	5	0

The administrative office of ACTS is located at Town Hall, at 510 7th Street. This is where riders and residents can purchase fares and obtain brochures and other information about the system from the Town Hall's administrative staff. All ACTS vehicles are stored at a facility (formerly the fire station) adjacent to Town Hall, whereas maintenance and fueling is conducted at the Public Works Department, located at 1311 3rd Street, both are seen in Figure 1-7.

<sup>5</sup> Miles are current as of January 2020.

Figure 1-5: ACTS Revenue Service Vehicle, Exterior and Interior



Figure 1-6: ACTS Service Vehicle



Figure 1-7: ACTS Bus Garage (left) and Public Works Facility (right)



Stop infrastructure is primarily limited to posted signage although three stops were retrofitted with shelters in September 2015 with an additional two shelters expected to be implemented in FY20. These shelters are located at Town Hall, the intersection of Lola Avenue & Avondale Dr, and the Walmart on Dearing Ford Road, an example of which is shown in Figure 1-8. Several other stop locations, such as the Town & Country Shopping Center and the UVA dialysis clinic, have building cover with benches, and do not require shelters. Additional shelters and benches are planned beyond FY20.

Pedestrian infrastructure along 5<sup>th</sup>, Main, and 7<sup>th</sup> streets as well as intersecting streets are present as this constitutes the bulk of the CBD with signalized crosswalks at most major intersections. In the residential areas, sidewalks are intermittent and if present, are often only on one side of the street. However, traffic is not heavy and the posted speed limit of 25 mph in most places in the town render it reasonably safe to walk to and from bus stops. Moreover, some stops are located directly on private property (e.g., Walmart), eliminating the danger of walking and waiting along the road. Route deviation requests also make it easier for riders with disabilities to access the system while obviating the difficulties and dangers of roadside stops without sidewalks.

**Figure 1-8: ACTS Bus Shelter and Amenities**



## 2.7. Transit Security Program

ACTS does not have a defined transit security program, however, the Altavista Police Department (APD) is available to assist in any safety emergencies that arise during service. Moreover, ACTS conducts the following routine procedures that ensure that service is safe for the public.

### **Bus Safety**

Both revenue vehicles have internal and external security cameras installed to document activity with regards to traffic and driver or passenger behavior. In addition to the cameras, the driver conducts a daily pre-trip inspection that assesses the condition of the vehicle as well as the presence of safety supplies such as a fire extinguisher and first aid kit. A copy of the pre-trip inspection sheet is in the appendix. Pull stop chords have also been installed to

limit distractions and confusion between the driver and passengers. Currently, neither of the revenue vehicles have two-way radios to communicate with Town Hall or emergency services. As a result, the only way for a driver to communicate with dispatch or authorities is by driving directly there or contacting them through their personal cellular phone. However, drivers are not required to have cellular phones on the vehicle. Preventive maintenance is performed every 5,000 miles at the Public Works facility.

### **Driver Safety**

Drivers are required to be re-trained through informational videos each quarter, even after initial training. Quarterly ride-alongs are also conducted by the Community Development Director to evaluate professional conduct and handling of the vehicle. A quarter of the drivers are randomly screened for drug and alcohol abuse each quarter as required by FTA regulations.

## 2.8. Intelligent Transportation Systems (ITS) Programs

Altavista currently operates without the technology that many larger transit systems have. Historically, the size and scale of the operation hasn't justified the additional cost of many technological upgrades, such as computer aided dispatch (CAD) or specialized scheduling software. Rather, scheduling is done manually by the Community Development Director and administrative staff. Communication between drivers and Town Hall staff is done in person, either before the start of the shift, or during the layover period at Town Hall, and there is no two-way radio on-board any of the revenue vehicles. Protocol dictates emergencies or accidents to be first communicated to 911 before Town Hall.

## 2.9. Public Outreach, Engagement, and Involvement

Public outreach and engagement are primarily conducted through public meetings and brochures which include the PDF schedule, which is available on both the town website, Town Hall, and select stops. Moreover, notifications of when service is not running is posted to the town's Facebook account, the local newspaper, and local TV channel. The public can also participate in Town Council meetings, and there is an annual public budget hearing that includes ability to comment on the ACTS budget.

ACTS assists in the annual Uncle Billy's Day each June, a two-day community festival that honors the town's founder with live music, a carnival, and local food and crafts. ACTS provides free shuttle service between several parking lots and the festival grounds (located south of 3<sup>rd</sup> Street), using the spare revenue vehicle (with the primary vehicle continuing to operate regularly scheduled service). In 2018, ACTS transported nearly 900 riders during the festival. ACTS recently terminated their partnership with the Altavista Combined School after five years, which provided transportation for special needs students. These students remain eligible to ride the bus but must pay regular fare.

## 2.10. Data Collection and Ridership/Reporting Methodology

ACTS drivers currently use hand-held tally counters for collecting ridership data. In addition, tallies of fare by type (e.g., cash, tokens, free riders) are also recorded. Both rider and fare data are recorded on the pre-trip inspection sheet with monthly fare and ridership reports sent to DRPT and the Town Council. Ridership counts are still conducted during the fare free summer period.

Buses are equipped with locked fareboxes that are stored on the vehicles overnight and turned into the Customer Support Specialist in the morning prior to the start of the first trip. When service runs during periods where fares

are in effect, the Community Development Director reconciles the ridership with the fare revenue collected. Driver hours are recorded on the pre-trip inspection sheet and then summarized in an online spreadsheet.

DRPT completes a financial audit on the system once every four years. The Town also completes their own financial audits within the Finance Department, who also tracks budgeting for ACTS. Required data are submitted to DRPT through the Online Grant Administration (OLGA). Submission of data to the National Transit Database (NTD) is facilitated by DRPT.

## 2.11. Other Transportation Service Providers

Additional transportation services in Altavista are limited due to the relatively small size of the town. Although ACTS does not currently connect with other transit services, there are private services that can directly connect some Altavista residents to places and other systems outside of the town, although there are certain eligibility requirements for some of the providers.

### Directly Accessible Transportation Options

#### **Central Virginia Alliance for Community Living, Inc. (CVACL)**

CVACL is a non-profit that assists the elderly and individuals with disabilities to live independently by providing several services, among them being transportation to medical, shopping, and personal trips which they otherwise would be unable to conduct. The agency serves residents in Lynchburg, as well as Amherst, Appomattox, Bedford, and Campbell Counties and offers two distinct transportation services to residents of Altavista. *Dial-A-Ride* is available to residents aged 60 and over, among other requirements.<sup>6</sup> Transportation is offered between 8:30 a.m. and 2:30 p.m. Trips must be called in at least 48 hours in advance with a fee for service based on various factors, including distance and income, although many low-income individuals are eligible for free service. *New Freedom Transportation* is a service with the same purpose as the Dial-A-Ride but is open to residents with a disability and aged 21 years and older.

#### **Ride Solutions**

Altavista residents are eligible to participate in Ride Solutions, a grant-funded Transportation Demand Management agency (VDRPT is one partner agency) that helps provide and network people to find transportation options that are alternatives to traveling as a single-occupant in a vehicle in an effort to reduce congestion and pollution. One of the services provided is connecting nearby residents that share similar work location, so that they can coordinate a carpool or vanpool. However, this service is commuter based and relies on the participation of several individuals.

#### **Transportation Network Companies (TNC's) & Taxis**

There are no longer any traditional cab services in Altavista and although the proliferation of ride-sharing services such as Lyft and Uber have spread throughout cities and suburbs, these services are not yet available in the town.<sup>7</sup>

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<sup>6</sup> Individuals enrolled in Medicaid are not eligible for CVACL medical transportation but may qualify for non-Medicaid appointments.

<sup>7</sup> TNC's have their own specific vehicle requirements for contractors and nearly all vehicles are not ADA accessible.

## Indirectly Accessible Transportation Options

Although transportation services serving Altavista directly are limited, if residents can use those limited services, drive, or find a ride from a friend or relative to the nearby city of Lynchburg, a significantly larger urban area of over 100,000 residents, then their transportation options increase significantly.

### **Greater Lynchburg Transit Company (GLTC)**

The City of Lynchburg oversees the administration of their transit system but contracts out the operations to First Transit. The system currently operates 14 routes with a reduced service of 10 routes on Saturday and no service on Sundays, similar to ACTS. All but two of the routes operate through Kemper Street Station, an intermodal transit station that serves as a hub and transfer center for the system.

### **Greyhound**

The inter-city bus company has a stop in Lynchburg located at Kemper Street Station and offers direct trips to Richmond, Charlottesville, and Roanoke, three times a day, seven days a week. Travel to other major destinations such as Washington, D.C., would require transfers.

### **Amtrak**

The closest Amtrak service is in Lynchburg at Kemper Street Station, which is a designated stop along The Crescent, an Amtrak line that travels between New Orleans and New York City with two trips a day in each direction. The Crescent also stops at other Virginia cities such as Alexandria, Manassas, Culpeper, Charlottesville, and Danville. Other major destinations include Atlanta, Charlotte, Washington, D.C., Baltimore, and Philadelphia. Although currently inactive, Altavista at one time did have a train station. The rail line remains active, however.

### **Airport**

Altavista lies roughly equidistant between Raleigh-Durham International Airport (RDU) and Richmond International Airport (RIC). Both airports provide direct service to most of the contiguous United States and select international destinations. There are currently no airport shuttles that offer direct service to either airport from Altavista.

## 3. Goals, Objectives, and Service Standards

Although service was first implemented in January 2011, it was not until the development of the first ACTS TDP in December 2013, that goals and their associated objectives and design standards were adopted. Outlined in that TDP were six goals, each of which are further defined by several objectives, followed by service design standards. Both the objectives and the service standards are there to help guide and ensure ACTS continues to provide high-quality and reliable transit service. Although the goals of the system remain mostly unchanged (reduced from six, to five), the strategies and methods to fulfil their associated objectives and service standards have evolved, depending on their effectiveness and performance.

### 3.1. Goals & Objectives

**Goal 1: Promote independence by providing reliable and user-friendly deviated fixed route service that meets the in-town transportation needs of Altavista residents.**

#### *Objectives*

- Offer quarter-mile access to most residential and commercial locations within the Town of Altavista.
- Record all deviation requests and denials to help evaluate customer service.
- Install and maintain easily identifiable bus stop signage and shelters with weatherproof displays and other relevant information at the highest ridership stops.
- Explore opportunities to expand service to Sunday.
- Document customer service requests for annual review to explore changes in the service.
- Conduct a brief on-board annual survey to reveal rider sentiments on service.

Goal 1 combines the first and second goal from the previous TDP. In the years after 2013, ACTS made several improvements to meet goal 1. To that end, the objectives for goal 1 are working and open-ended. The existing alignment of the ACTS route, which covers the entire town through its circuitous routing and ability to deviate upon request, ensures that all residents have access to the route. Several shelters have been installed with additional shelters planned in FY20. In addition, the buses have been upgraded to include pull-stop cords for stop requests.

Hours have also been extended since the prior TDP with the establishment of Summer service, which operates from June through September, and extends the service span two additional hours each day. The additional hours are applied at the end of the day whereas the start times remain the same throughout the year. However, the survey conducted in September (and discussed at length in chapter 3) revealed significant rider interest in expanding service to Sunday. Performing brief annual surveys with riders will significantly help ACTS understand the needs of its riders, as most riders will likely not appear at Town Council meetings. Furthermore, installing weatherproof displays to the shelters will also professionalize and further improve the image and permanency of the service to riders and non-riders alike. The addition of recording deviation requests will help inform ACTS if they are adequately accommodating the needs of residents that require access to areas off-route. Patterns may emerge where the volume of deviation requests may indicate that a change in routing could be warranted.

**Goal 2: Seek partnerships and opportunities to serve the out-of-town and long-distance transportation needs of Altavista residents, with the additional benefit of enhancing regional mobility and connectivity.**

#### *Objectives*

- Explore service and transfer opportunities with other transit providers in the region (e.g., GLTC).
- Participate in regional mobility initiatives.

ACTS continues to pursue the above objectives for Goal 2, although with no success in expanding the reach of ACTS beyond town limits and its immediate environs. ACTS should continue to monitor the needs of its residents and opportunities for service expansion. Furthermore, access to areas outside of Altavista is available to select residents via the Central Virginia Alliance for Community Living, Inc. (CVACL), although this service is not open to the general public.

**Goal 3: Deliver transit services in a cost-effective manner.**

*Objectives*

- Record and monitor monthly ridership, operations expenses, and farebox revenues. Implement corrective measures if performance deviates from established standards for more than four consecutive months.
- Share information on system performance (e.g., ridership) with the Altavista Town Council on a monthly basis to demonstrate the value of the Town's transit investment.
- Explore partnership opportunities with local businesses, employers, educational institutions, and other community stakeholders (Walmart, etc.) to maximize financial support for transit.
- Identify and explore strategies to secure new revenue sources (e.g., fundraising campaign, advertising, other grant opportunities, etc.); request assistance from the state to provide training and other resources.
- Review the fare structure annually to determine if fares are both affordable for riders and economical for the operations of the system.

ACTS continues to pursue the above objectives for Goal 3.

**Goal 4: Market existing transit services to town residents.**

*Objectives*

- Maintain accurate and up-to-date transit information on the Altavista website, with greater emphasis on route deviations.
- Distribute ACTS brochures including schedules and maps at key community locations.
- Provide transit service information to local schools, organizations, and agencies whose constituents are likely to ride transit.
- Participate in community events to promote ACTS (e.g., service on Uncle Billy's Day).
- Engage the community on an annual basis, at a minimum, to determine transit needs and issues that will assist ACTS in meeting this goal.

While ACTS is a known entity in Altavista, its ability to deviate is less well known according to the September 2019 survey results. As such, ACTS should continue to work on communication to riders (primarily), and the community at large.

**Goal 5: Manage and maintain the existing system to ensure safe and reliable services.**

*Objectives*

- Maintain vehicle fleet in accordance with recommended maintenance schedules (currently every 5,000 miles).
- Coordinate with the local police department to introduce officers to the system and its riders through quarterly ride-alongs.

- Replace vehicles/equipment as recommended by DRPT’s useful life criteria.
- Ensure that the driver always has communication access to emergency services and dispatch. Either through two-way radios or cellular phone technology.
- Monitor system safety (e.g., the accident rate) and take corrective actions if necessary.
- Develop operating policies and procedures, review annually, and update as needed. Review with new staff during training and with existing employees at least once a year.

Although the September survey revealed that safety is not a significant concern among riders, it would be helpful to have the local police department become acquainted with the system and its riders. Their familiarity with the routing may become useful in emergency situations. Furthermore, ensuring that the driver has access to a means of communication to police and EMS personnel is important to ensure the fastest possible response time after an accident or other incidents.

### 3.2. Service Standards

Although transit systems vary in size and purpose, every system should have service standards to provide the rider with a sense of reliability and trust in the service. Service standards act as a benchmark of how well the service should be doing. If the service is not reaching the identified benchmark, then standards provide an established course of action to review and update the service to meet those standards.

Service standards cover different aspects of service, such as frequency, coverage, span, and reliability. The following metrics, in Table 2-1, are recommended as standards that can guide and serve as a tool for ACTS to act when route performance changes. With regards to productivity and cost effectiveness categories, the standards represent a 20% deviation from the monthly mean. The standards provided herein should be compared to existing data monthly. If the route fails to adhere to the standards, particularly the Productivity and Cost Effectiveness standards for four or more consecutive months, then corrective action should be taken to bring the route back to standard. This may include several strategies, such as adjusting fares, modifying service hours, alignment, or staff.

**Table 2-1: 2020 Service Standards**

Category	2020 Standard
<b>Availability</b>	Maintain or expand the following metrics
Coverage	Town of Altavista
Span	June-September: Mon-Fri 8:00 a.m. to 8:00 p.m., Sat 9:00 a.m. to 4:00 p.m. October-May: Mon-Fri 8:00 a.m. to 6:00 p.m., Sat 9:00 a.m. to 2:00 p.m.
Frequency	Every 60 Minutes
Public Information	Information regarding the route, trips, fare, and service spans are up to date on all platforms of communication
<b>Productivity</b>	Consider changes if figures differ from service standards by 20% for four consecutive months
Riders/Revenue Hour	Below FY18 (5.2 pax per revenue hour)
Riders/Revenue Mile	Below FY18 (0.3 pax per revenue mile)
<b>Cost Effectiveness</b>	Consider changes if figures differ from service standards by 20% for four consecutive months

Operating Cost/Rider	Higher than: \$6.05 per rider
Farebox Recovery Ratio	Lower than: (4.3%) with an anonymous donor, or (7.1%) <sup>8</sup> assuming no donor
Rider Subsidy	Higher (\$3.82 per Rider)
<b>Safety</b>	Ensure that there are
Incidents/100,000 Miles	0.1 or fewer reported incidents per 100,000 vehicle miles
Revenue Equipment	Maintain clean vehicles for revenue service with functioning heating and cooling

### 3.3. Updating Goals, Objectives, and Service Standards

Although the overall goals are similar to those adopted in 2013, the objectives met to satisfy these goals will continue to evolve as mobility needs in the community change over time. Therefore, the Town Council is expected to continue to examine ACTS' goals, objectives, and service standards on an annual basis.

The nature of the ACTS goals in this chapter is that they are "working objectives," meaning, they are never fully achieved, but are part of the continued operation of an efficient and convenient transit service in the Town of Altavista. As such, all objectives are expected to be annually reviewed and adjusted. For example, fulfilling an objective to install stop amenities such as shelters and signage, could be updated to add further stop amenities, such as trash cans and route information. Furthermore, as technology continues to advance, methods of communicating information to riders, as well as the cost of these systems will change.

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<sup>8</sup> This figure was calculated by removing the operating costs associated with service during the fare-free period from the total operating costs.

## 4. Service and System Evaluation

Chapter 3 of this TDP is focused on understanding how the ACTS service operates today. The first part of this chapter evaluates how the service is performing fiscally and operationally, which also includes an analysis of several performance measures over the past three fiscal years to glean trends and to establish an overall trajectory. The second part of the chapter assesses rider and public sentiments toward the system and are based on the on-board ridership surveys and stakeholder meetings that were held in the fall of 2019.

### 4.1. Current Fiscal Year Data

An analysis of current fiscal year data, shown in Table 3-1, helps to understand the condition in which the ACTS service operates. As evident by the service area population density of roughly 675 persons per square mile or one person per acre, Altavista is less dense than larger nearby cities. For example, Danville has 950 persons per square mile, while Lynchburg 1,677 persons per square mile. However, it is comparable in both size, population, and density to the nearby Town of Blackstone, which operates a route with similar characteristics as part of the Blackstone Area Bus System (BABS), and was analyzed as a peer system in the previous TDP. According to 2016 NTD reporting figures, the farebox recovery is about average for rural reporters in Virginia, although this figure would be higher if fares were not covered by the anonymous benefactor during the summer. Most of these statistics are discussed in the next section of this chapter.

**Table 3-1: FY19 Service Data**

Category	Metric
Service Area	5.1 Square Miles, or 3,248 Acres
Service Area Population	3,443
Service Area Population Density	675.1 per Square Mile, or 1.1 per Acre
Operating Cost	\$99,409
Fare Revenue	\$5,006
Farebox Recovery Ratio	5.00%
Subsidy per Rider	\$5.26
Vehicles	Peak: 1 Total available: 2
Ridership	17,939
Revenue Hours	3,012
Revenue Miles	42,396
Days in Operation	Monday-Saturday
Trips per Day	Summer M-F: 12 / Sat: 7 Fall-Winter-Spring M-F: 10 Sat: 5
Average Headway	Hourly
Roundtrip Mileage	14.8 miles

## 4.2. 3-Year Trend Analysis

This section examines system performance over the past three fiscal years of 2017 through 2019<sup>9</sup>. It is necessary to examine three years' worth of service data to determine trends in performance and assess deviations from the adopted service standards (of the previous TDP). Table 3-2, below, shows several important service statistics that are used to generate performance measures, which are shown in the subsequent table. For example, farebox recovery ratio, a measure that divides the total fare collected by the cost of running the service, can be determined by dividing the total fare revenue by the total operating costs.

**Table 3-2: 2017-19 ACTS Operating Statistics**

Fiscal Year	Operating Costs	Riders	Revenue Hours	Revenue Miles	Fare Revenue
2017	\$86,294	22,145	3,023	48,164	\$3,478
2018	\$98,698	19,584	3,021	47,993	\$5,258
2019	\$99,409	17,939	3,012	42,396	\$5,006

The performance measures in Table 3-3 are largely derived from the performance standards outlined in Chapter 2 of the 2011 TDP and primarily focus on concepts of productivity and cost effectiveness. In terms of productivity, represented by riders per revenue mile and revenue hour, FY19 levels are at their lowest in the past three fiscal years, but remain above the standard for corrective action, which should occur if the FY19 riders per revenue hour and revenue mile were below 0.3 and 5.2, respectively. Cost effectiveness performance measures are represented in terms of cost per rider, revenue hour, revenue mile, and farebox recovery ratio. As seen in the table, the cost per rider service standard of \$5.62 is nearly being exceeded due to declining ridership and increasing costs, however costs per revenue hour and revenue mile have failed to meet the service standard for the past two years. This is due to a significant increase in operating costs that increased 14% from FY17 to FY18 that was primarily due to salary and wage increases<sup>10</sup>. Performance measures that exceed the 2011 service standards are highlighted in red font. Steps to improve the performance measures that fail to meet the 2011 standard are outlined in the last section of this chapter.

**Table 3-3: 2017-19 ACTS Performance Measures**

Fiscal Year	Cost per Revenue Hour	Cost per Revenue Mile	Cost per Rider	Subsidy per Rider	Farebox Recovery Ratio	Riders per Revenue Mile	Riders per Revenue Hour
2017	\$28.55	\$1.79	\$3.90	\$3.74	4.0%	0.5	7.3
2018	\$32.67	\$2.06	\$5.04	\$4.77	5.3%	0.4	6.5
2019	\$33.00	\$2.34	\$5.54	\$5.26	5.0%	0.4	6.0
2011 Service Standard	<\$29.45	<\$1.81	<\$5.62		>4.5% <sup>11</sup>	>0.3	>5.2

<sup>9</sup> ACTS' fiscal year runs from July 1<sup>st</sup> through June 30<sup>th</sup>.

<sup>10</sup> Changes to salary and wage structures were the result of the Classification & Compensation study that the Town Council conducted in FY17.

<sup>11</sup> This is with the anonymous donor, without the anonymous donor, the farebox recovery ratio standard is 6.1%.

It is also useful to view these statistics linearly in a series of charts that show related metrics. In Figure 3-1, operating costs are shown in blue (measures on the left axis) and ridership is shown in orange (measures on the right axis). Despite moderately increasing operating costs, ridership has continued to fall from roughly 22,000 in FY17, to nearly 18,000 in FY19.

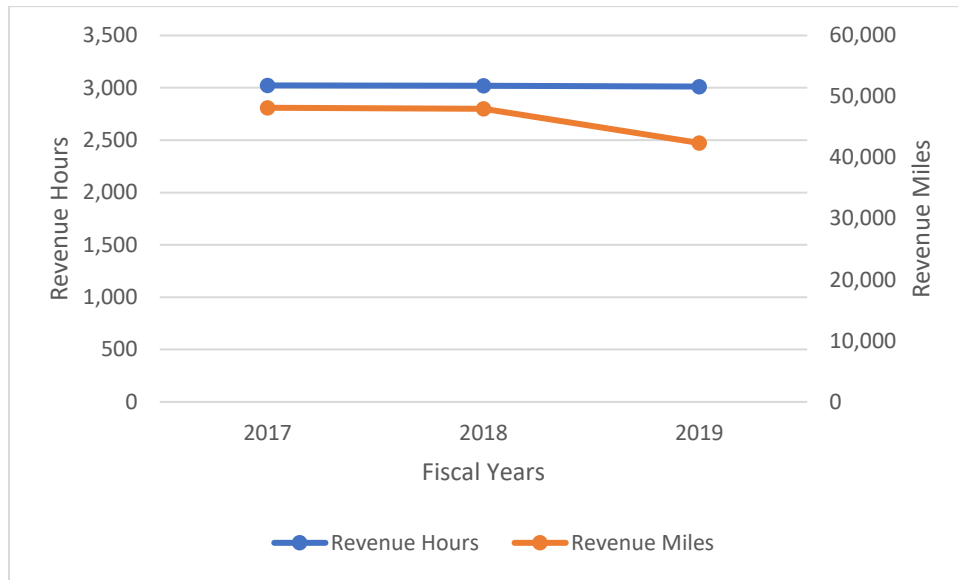
**Figure 3-1: Operating Costs and Ridership 3-Year Trend**



In Figure 3-2, revenue hours (on the left axis), has remained roughly the same over the past three fiscal years. However, revenue miles (on the right axis) has declined slightly, particularly since FY18. This could possibly be due to fewer route deviations or trips to Hurt Medical Clinic. In the subsequent Figure 3-3, the cost per passenger and subsidy per passenger are shown and align very closely. The gap between the two lines represents the fare revenue. As seen, this gap is narrow, representing a low farebox recovery ratio, which means that the fare covers a minimal amount of the cost of each passenger trip. This, however, is certainly skewed by the four months where fare is not collected.

In the last chart, Figure 3-4, productivity is demonstrated by ridership per revenue hour and revenue mile is shown. Passengers per revenue hour (on the left axis) has consistently decreased the last three fiscal years. This is due to the decreased ridership despite relatively consistent revenue hours provided. Conversely, passengers per revenue mile (on the right axis), has increased slightly since FY18. This is due to the greater relative decrease in revenue miles than the decrease in passengers over the past year.

**Figure 3-2: Revenue Hours and Revenue Miles 3-Year Trend**



**Figure 3-3: Cost and Subsidy per Passenger 3-Year Trend**

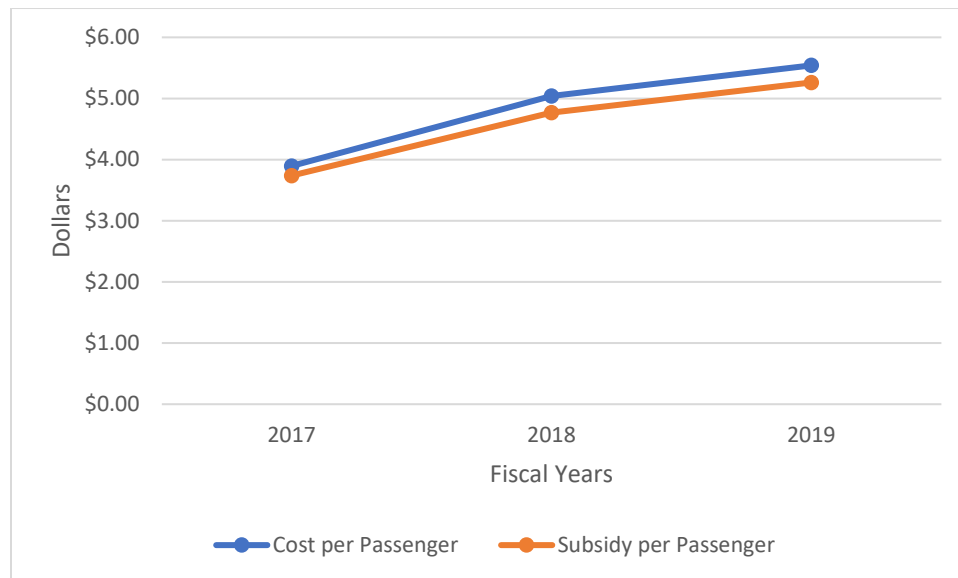
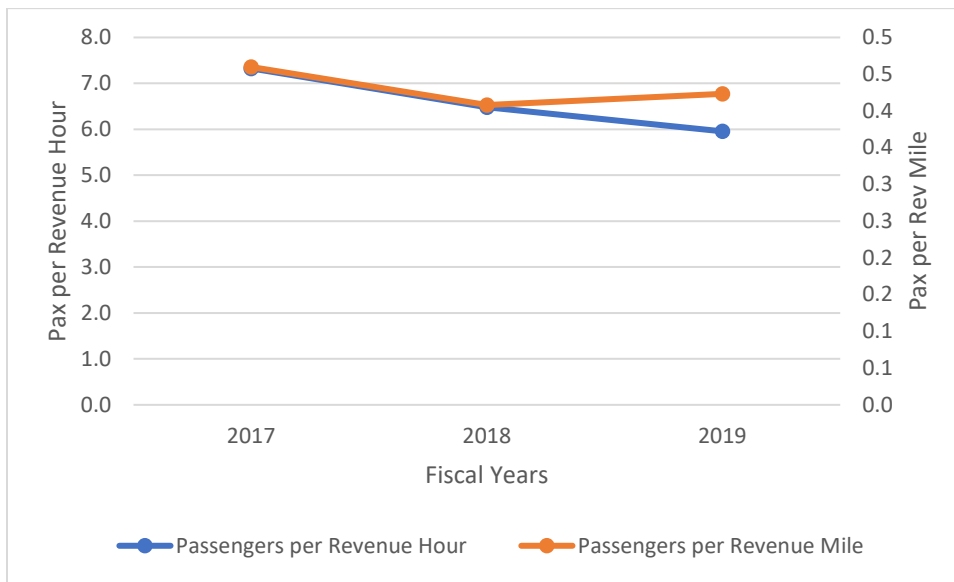


Figure 3-4: Passengers per Revenue Hour & per Revenue Mile 3-Year Trend



### 4.3. Ridership Survey

In late September 2019, an on-board ridership survey was conducted over a single day of operation. Surveyors were on board the ACTS vehicle for all trips during the day and solicited answers to 25 questions from riders covering four topics; demographics, how they use the system, their current trip, and how they feel about the system. The survey was also made available online and was posted to the Town’s municipal website. The complete one-page survey is shown in Figure 3-5.

After a complete day of surveying that covered 12 roundtrips, survey efforts yielded 32 completed or partial surveys out of 91 total boardings on the day of the survey. While the 35% response rate is enough to draw conclusions, it should be noted that some riders either refused or were disinterested in participating, while others were repeat customers from earlier in the day. Nevertheless, the survey did yield several interesting pieces of information and seven of the most important findings are discussed below, with the complete survey results located in the Appendix.

**Figure 3-5: ACTS 2019 Survey Instrument**

## Altavista Community Transit System (ACTS) Survey / September 2019

Dear Rider: ACTS is evaluating existing and future transit service. Thank you for your help by filling out this survey.



### HOW DO YOU USE ACTS?

How often do you typically ride ACTS?

- Never                       Less than once a month                       Once or twice a month                       Once a week  
 2-3 days a week                       4 or more days a week

Age

- 18 and under     19 – 64  
 65 and above

Gender

- Male     Female

Race (select all that apply, optional)

- White                       Black                       Asian  
 Native/Pacific     Other

Education (select most recently completed)

- Did not complete high school                       College degree or higher  
 High school diploma/GED                       Other professional training

Why do you choose to ride ACTS instead of another mode of transportation? Select all that apply

- Disability                       Unreliable access to a vehicle                       Dislike driving  
 Financial reasons                       Convenience                       Other \_\_\_\_\_

How do you typically get around without ACTS?

- Walk                       Drive                       Get a ride                       Not make the trip                       Other \_\_\_\_\_

### ABOUT YOUR TRIP TODAY

The following questions are about the trip you are taking right now.

Where did your trip begin?

- Home                       Work  
 School                       Shopping  
 Medical                       Other \_\_\_\_\_

Please give an address, intersection, or landmark (optional):

Where does your trip end?

- Home                       Work  
 School                       Shopping  
 Medical                       Other \_\_\_\_\_

Please give an address, intersection, or landmark (optional):

How frequently do you make this specific trip?

- Less than once a month     Once or twice a month  
 Once a week                       More than once a week

Have you ever arranged a route deviation?

- Yes     No     I don't know about this ACTS service

### RATING ACTS SERVICE & IDENTIFYING FUTURE TRANSIT NEEDS

Please rate ACTS service on a scale from 1 (Very Poor) to 5 (Great).

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Frequency of bus service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Areas served by the route	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Bus arriving on-time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Hours of bus service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Availability of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Cost of bus fare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Security on bus and at stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Cleanliness of bus and stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Friendliness of drivers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Overall service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Select three improvements you would want most.

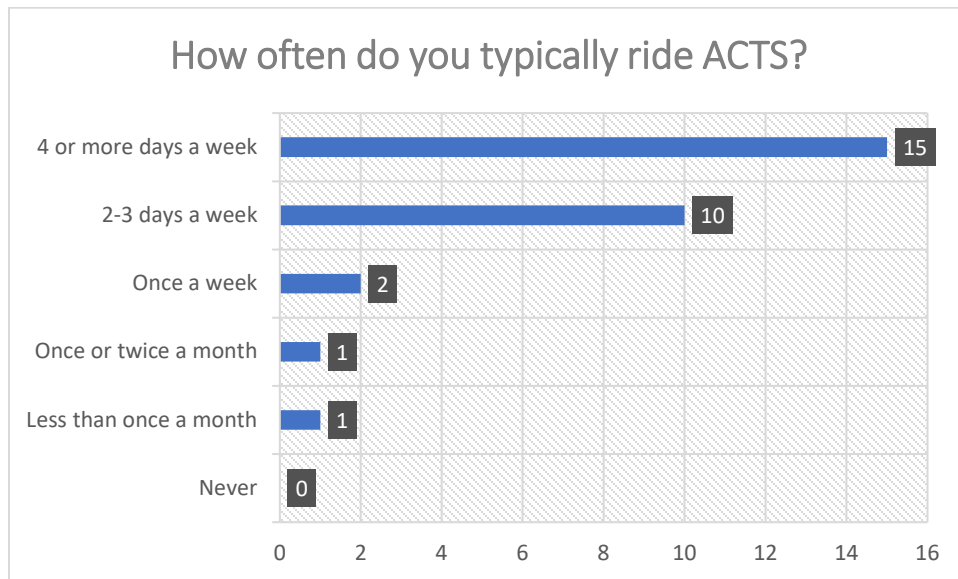
- A. More frequent bus service                        
 B. Sunday service                        
 C. Longer service hours                        
 D. More direct routing, fewer deviations                        
 E. Real-time bus information (GPS)                        
 F. More signage, benches, and shelters                        
 G. Connections to other transit systems                        
 H. Expanding service to unserved areas                        
 Please name places in the space below.

Survey Link: [https://www.surveymonkey.com/r/acts\\_transit\\_survey\\_2019](https://www.surveymonkey.com/r/acts_transit_survey_2019). Survey will be open through September 30th.

In Figure 3-6, an overwhelming majority of riders use ACTS several times a week with nearly half of respondents using it four or more days a week. These figures reveal a consistent ridership base that show the system is being extensively used. The next chart, Figure 3-7, reveals that of the 24 riders that responded the education question, most of them never completed high school. This figure is critical to the public service mission of ACTS because those with lower education typically have fewer job opportunities and lower wages, and therefore may rely much more heavily on ACTS as a means of mobility throughout the town.<sup>12</sup>

The importance of ACTS as a public service is cemented by the responses in Figure 3-8, with most riders experiencing either a disability, financial hardship, or unreliable access to a vehicle. Furthermore, although questions of income were omitted from the survey, there are other ways of inferring the income-levels of the riders. For example, vehicles are an expensive asset to purchase and maintain with a recent Bureau of Labor Statistics report from 2018 estimating that annual average transportation cost for a household is \$9,761 dollars.<sup>13</sup> In comparison, the annual cost of riding ACTS is \$160 when purchasing the \$20 monthly pass and utilizing the free-fare period from June through September. Although only three riders selected "financial reasons" as to why they use ACTS, 13 of the riders noted that they do not have regular access to a vehicle.

Figure 3-6: Trip Frequency



<sup>12</sup> <https://www.bls.gov/emp/tables/unemployment-earnings-education.htm>

<sup>13</sup> <https://www.bls.gov/news.release/pdf/cesan.pdf>

Figure 3-7: Education

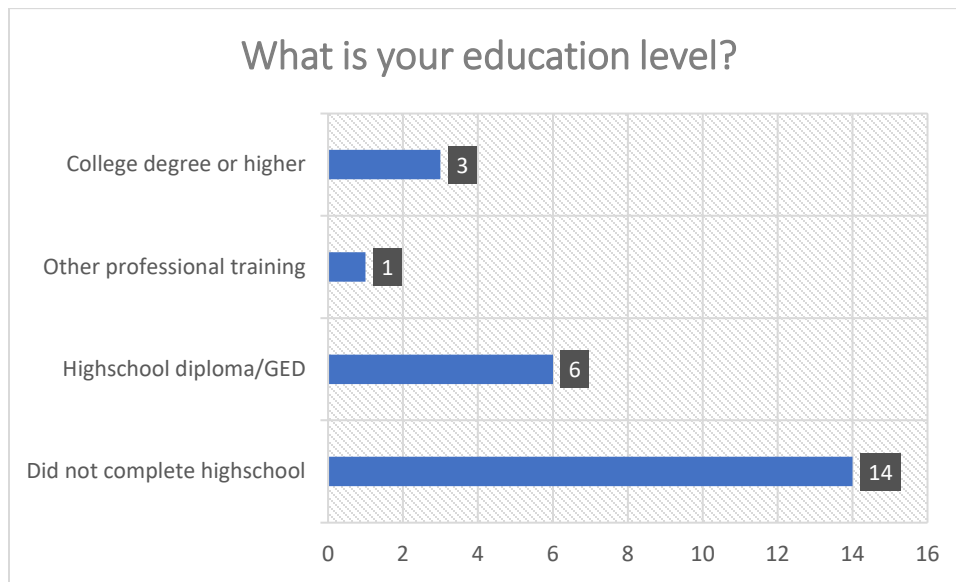
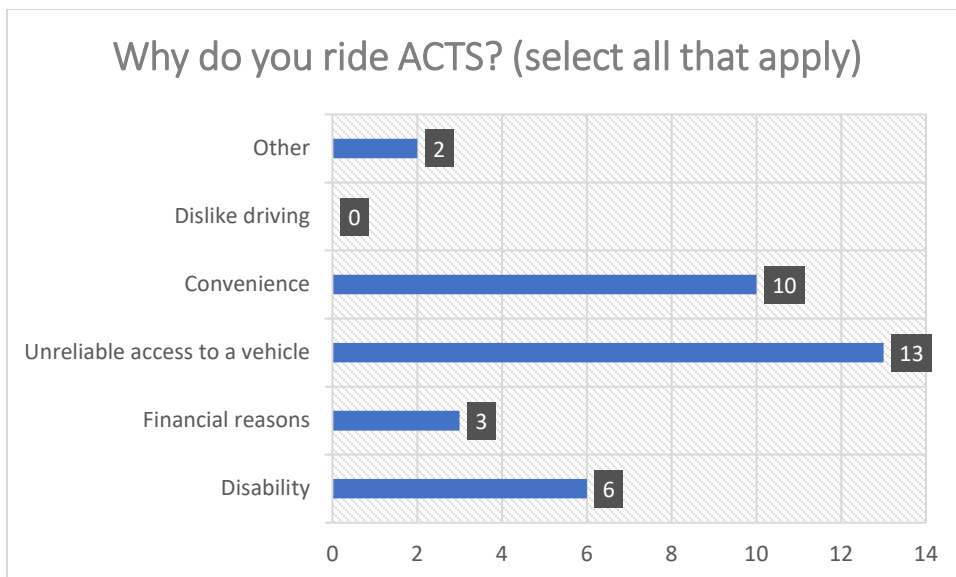


Figure 3-8: Mode Choice

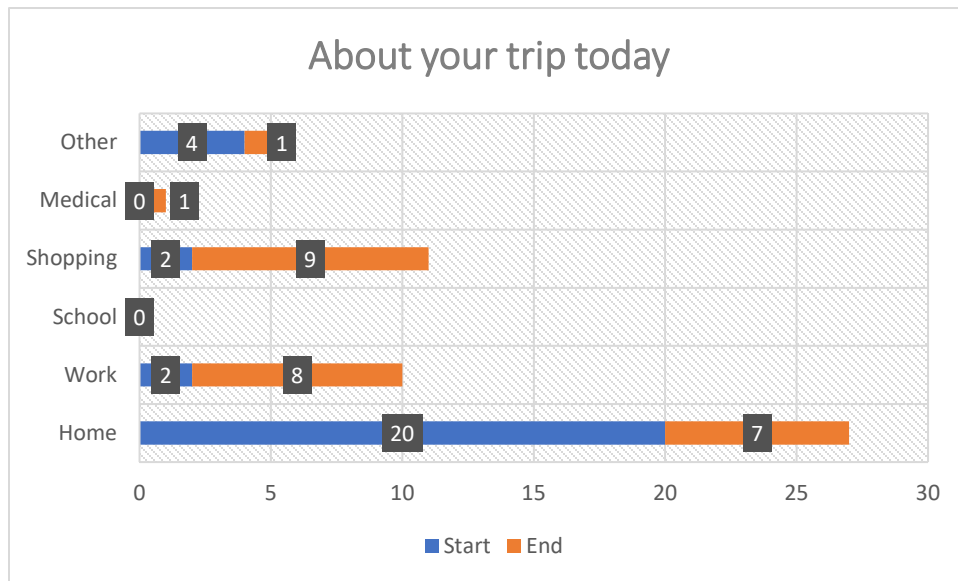


In order to understand trip purpose and reveal where riders are coming from and where they are going, the survey asked riders to select a trip purpose for both ends of their current trip and to list a landmark, cross-street or address for those places. Although riders often selected a trip purpose, as shown in Figure 3-9, understanding the exact location of the beginnings and ends of those trips proved to be more difficult as riders rarely completed that part of the survey. Several riders also expressed discomfort at revealing that information. However, it appears that most trips shared a link between home and either work or shopping. The strong home-work connection shows the importance of ACTS for employment access. It also further emphasizes the importance of schedule adherence. Although medical visits only accounted for one of the trips on the survey, several trips to the dialysis center were

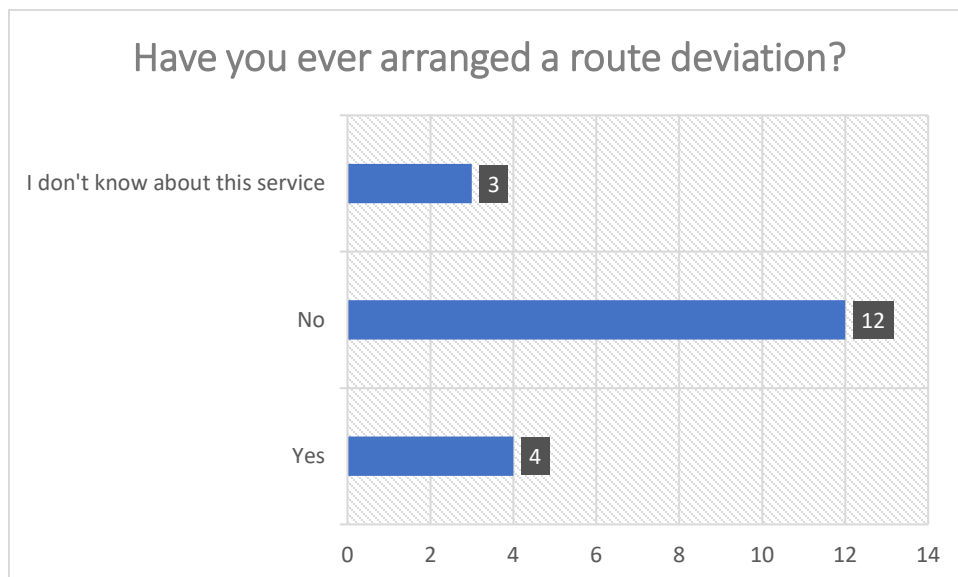
observed, further highlighting the notion that the survey did not reach all riders, particularly those that may have been in ill health.

Figure 3-10 discusses route deviations and the results are less clear than the other questions. Although only three riders stated that they do not know what this service is, only 19 of the 32 riders that begun a survey had answered this question, making it hard to gauge how widely known this service is. On the other hand, four riders did use this service, although most did not. It is possible that the low response rate or prevalence of “No” answers could be due to both the placement of the question on the survey (towards the bottom right) as well as the diction (“deviation” may be an unfamiliar term for most riders), which led to confusion about this service that ACTS provides.

**Figure 3-9: Trip Purpose**



**Figure 3-10: Deviations**



When it came to rating ACTS service, detailed in Figure 3-11, riders were typically very satisfied, with all the 10 questions eliciting an average score of at least 4 (out of 5 possible points). Although the scores were high, the area of lowest satisfaction were the hours of service. This is understandable as service is unavailable on Sundays and is limited to a point on Saturdays where it would not be possible for someone to utilize the service for a roundtrip to access a full-time job, where at least one part of the trip would have to rely on some other mode of transportation. Bus on-time performance was also ranked somewhat low in comparison to the other aspects of the service, with a rating of 4.38, suggesting room for improvement. Although riders expressed high satisfaction with the cost of the fare, this may have been influenced by the free-fare month period that was in effect during the survey. Through dozens of conversations with passengers, including those that did not want to complete a survey, many of them expressed gratitude for the service, which is reflected in the overall score of 4.61.

The last and possibly most helpful question, Figure 3-12, was about the aspects of service that riders would most like to see improved. Riders were asked to select only three and the top three choices were clear; longer service hours, Sunday service, and more frequent service. These improvements, however, would also be the most expensive to implement. Riders were less interested in connecting with other systems, traveling outside of town, or improved infrastructure. Even the circuitousness of the routing did not appear to be an overarching concern as only two riders selected more direct routing as an area of improvement.

Figure 3-11: Rider Experience

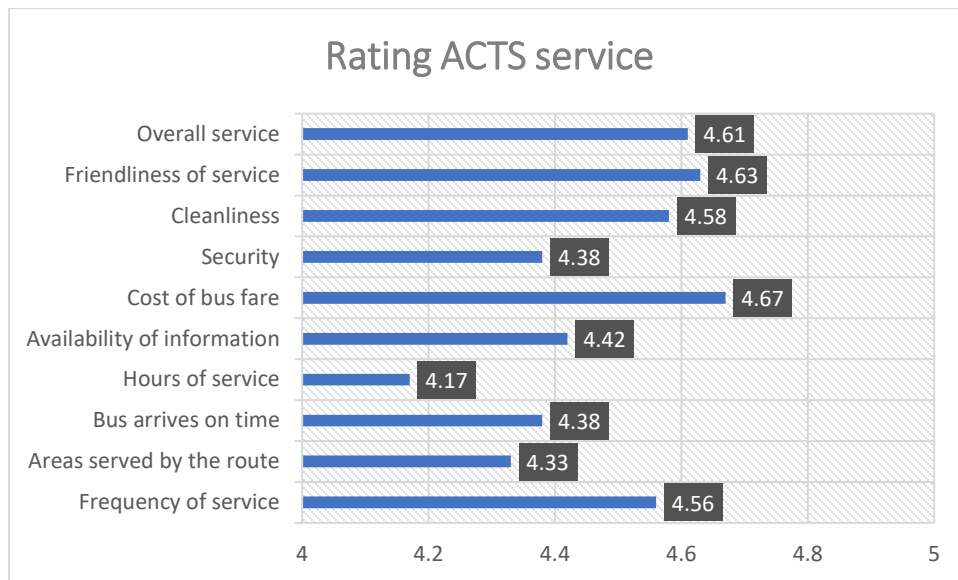
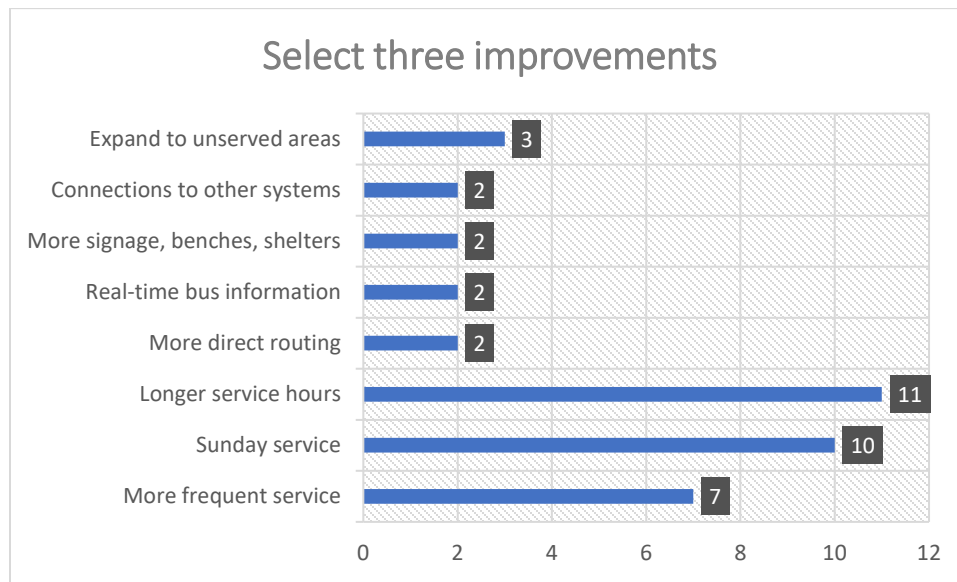


Figure 3-12: Rider Requests



#### 4.4. Stakeholder Meetings

It is also important to hear from other members of the community that may not use ACTS directly but benefit or have an interest in its operation. For this TDP two stakeholder meetings were held over the course of a single day in mid-November 2019. The first meeting was held at the University of Virginia Dialysis Clinic in Altavista with Annalee Finch, a clinical social worker that coordinates patient transportation for the clinic. The second stakeholder meeting involved several Town of Altavista Officials to better understand the level of political support within Town Hall, and discussed other topics such as future opportunities, and how to improve the service. The attendees at the second meeting included Gil Ragland of the Altavista Chamber of Commerce, Sharon Williams, Altavista Community Director, Waverly Coggsdale, Altavista Town Manager, and Tobie Shelton, Altavista Finance Director. By having these conversations, the following needs or concerns were identified.

#### UVA Dialysis Clinic Meeting

##### Interaction with ACTS

- Annalee coordinates patient pick-ups with Altavista Town Hall on a weekly basis by providing a manifest of who, when, where regarding patient visits.
- An average of 3-4 patients use the service, typically three times a week
- UVA Dialysis provides monthly fare passes for the patients when fares are in effect.
- How to use the bus is explained to the patients but some are cognitively impaired or have poor memory
- The clinic does not coordinate with Hurt Medical Clinic, but patients would benefit from knowing that the bus does go there on request (this is currently advertised on the brochure and is posted on the town website).
- Overall the clinic is very pleased with the service and glad it is available for their patients, many of whom are low-income.

## Issues

- The designated stop on 5<sup>th</sup> Street is not physically accessible for most patients, as dialysis is a lengthy and exhausting process and there is no sidewalk or crosswalk leading to the stop. Annalee advises patients not to use it. As a result, ACTS currently drives patients to the entrance.
- Another issue is the shorter service on Saturday during the non-summer months, with service operating from 9:00 a.m. to 2:00 p.m. This is an issue because a single dialysis treatment can last 4 to 5 hours, which runs the risk of a patient missing the last trip before the treatment ends. As a result, the patient must find some other way to get home.
- While it is helpful to have the ACTS schedule available via PDF, many patients are not technically inclined or do not possess a smartphone to access the information.

## Town of Altavista Meeting

### Overall Service and Funding

- The Town of Hurt currently does not contribute financially to the system although Altavista continues to provide service to the Hurt medical clinic.

### Deviations

- Participants discussed and agreed that people need to be better informed about the system and existence of route deviations.
- Waverly also mentioned that holding fast to deviation limitations (24 hours prior) would be a good idea since the system should not operate as a taxi service, and other riders and their times must be respected. Currently, deviations are accommodated the day-of if the bus is running on time.
- Waverly asked if the group knew where the route deviations are going. Participants clarified that a previous conversation with Tobie talked about starting to record these deviation requests to understand where people are going or want to go that are off-route.
- Discussed the idea of getting an intern to keep track of this data and perform other data analysis such as ride-checks.
- Discussed the future route to be operated between Danville and Lynchburg via US Route 29, how it is currently delayed, and how Altavista could benefit from a link to Lynchburg.

### The Future

- Waverly and Gil were optimistic about Altavista becoming a bedroom community for Lynchburg. They believe that the town is one major development away from significant growth and town investment.
- Waverly mentioned that the new splash pad and park by the river should be served. It is close to the existing route and would easily be served by a deviation but the fact that not a lot of people know about deviations and the effort it takes to arrange one might discourage potential visitors.
- The stakeholders appeared to be doubtful about the success of Sunday service. They believed resources would be better spent on expanding longer Saturday hours.
- Tobie informed the group that she plans on submitting a request for two-way radios this year via DRPT's SYIP (Six-Year Improvement Program).
- Discussed potential fare increase. The survey says that people are very happy with the fares, although the survey was conducted during the free fare period, which may have influenced responses to this question.

- With regards to facility planning, Waverly thought it would be a good idea to move storing the buses to Public Works and have the route start there instead of next to Town Hall.

## 4.5. Solutions to current deficiencies

Although the three-year trend analysis has shown a decline in ACTS' performance measures as well as other standard operation statistics, it is still noteworthy that ACTS performance from the most recent fiscal year (FY19) performs, in most cases, above the service standards that were adopted in 2011.

That said, this analysis revealed the need for changes in the service standards, as well as other changes that could help alleviate some of the issues raised in the stakeholder meetings and the on-board rider survey:

- Although two of the cost effectiveness performance measures (cost per revenue hour and revenue mile) failed to meet the service standards from 2011, this is primarily due to a restructuring of how wages and salaries are determined by the Town Council, leading to significant cost increases for ACTS service. Service standards developed in Chapter 2 of this TDP are based on FY19 figures and better reflect Altavista's current wage and salary structure.
- Communication between drivers and Town Hall is once an hour when the vehicle stops at Town Hall. Purchase of two-way radios would immensely improve communication with dispatch at Town Hall.
- A record of deviation requests is not currently kept by Town Hall, which makes it difficult to assess whether ACTS is operating efficiently. Going forward, a record of deviations will help inform town staff where there may be a concentration of deviation requests and whether it is consistent enough to warrant a change in routing.
- Many survey respondents were unaware that ACTS can deviate up to  $\frac{3}{4}$  mile from the alignment. ACTS could promote the availability of deviation service by posting this information as a separate flyer on the bus. However, ACTS must also maintain its policy of 24-hours notice for deviation requests
- As the service grows, there is a distinct need to keep track of ridership data, on-time performance, route deviations, and other measures that affect performance. An intern or entry level employee could be added to staff to help maintain this information.

## 5. Service and Capital Improvement Plan

This chapter discusses opportunities to improve the service over the horizon of this TDP and beyond. First, this chapter identifies potential improvements by assessing demographic and economic trends in the region and developing short, medium, and long-term recommendations to meet those needs. In addition to the demographic analysis, some of the needs were discussed in the previous chapter from the stakeholder meetings and rider surveys. The next part of this chapter estimates the capital and operating costs of each project, which aid in prioritizing the overall recommendation list. The last step is service development, which details how the prioritized projects would be implemented over the ten years covered in this TDP.

### 5.1. Service Improvements and Needs Identification

When evaluating and planning service improvements it is useful to examine both current and projected demographic data. The data examined in this section includes U.S. Census 2017 ACS 5-year estimates, U.S. Census Longitudinal Employer Household Dynamics (LEHD) data, as well as the University of Virginia Weldon Cooper Center for Public Research population projections. The data sources and their relevance are discussed in greater detail in the following sections.

#### 2017 Demographics

This section looks at five demographic characteristics from 2017, which is used as a proxy for existing conditions in Campbell County and the neighboring Pittsylvania County. Four of the demographics used in this section were derived from 2017 ACS 5-Year estimates<sup>14</sup> and typically have a higher propensity to take transit. This includes the senior population (over the age of 64), the minority population (including Hispanic whites), households with incomes less than \$25,000, and households without access to a vehicle. LEHD data was also used to identify job locations, trends in employment over the past five years, and the residence locations of employees in Altavista.

Much of the analysis was conducted using the ESRI ArcGIS software in order to map data at the census block group level. The resulting maps were able to distinguish the block groups with transit needs in Altavista and surrounding communities. For this analysis the study team used an approach that compares the share of a demographic in a block group to the share of that demographic in the two counties. For example, if the senior population in Campbell and Pittsylvania counties was 20% of the overall population then the maps used that average as the base from which to distinguish the block groups with senior populations above the 20% average. Block groups with higher concentrations of the demographic are shown in increasingly darker shades of blue. The drawback to using this method is that high concentration is not always correlated with the total number of people and/or households in the block group. The total number of households in each block group is shown in red and a careful analysis should include an examination of both figures.

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<sup>14</sup> This 5-year estimate includes 2013 through 2017. ACS 5-Year estimates represents the average of data collected over the previous five years. This is more precise than the 1-Year and 3-Year estimates (the latter has been discontinued), particularly on the smaller geographic levels of analysis.

Figure 4-1: Senior Population Share

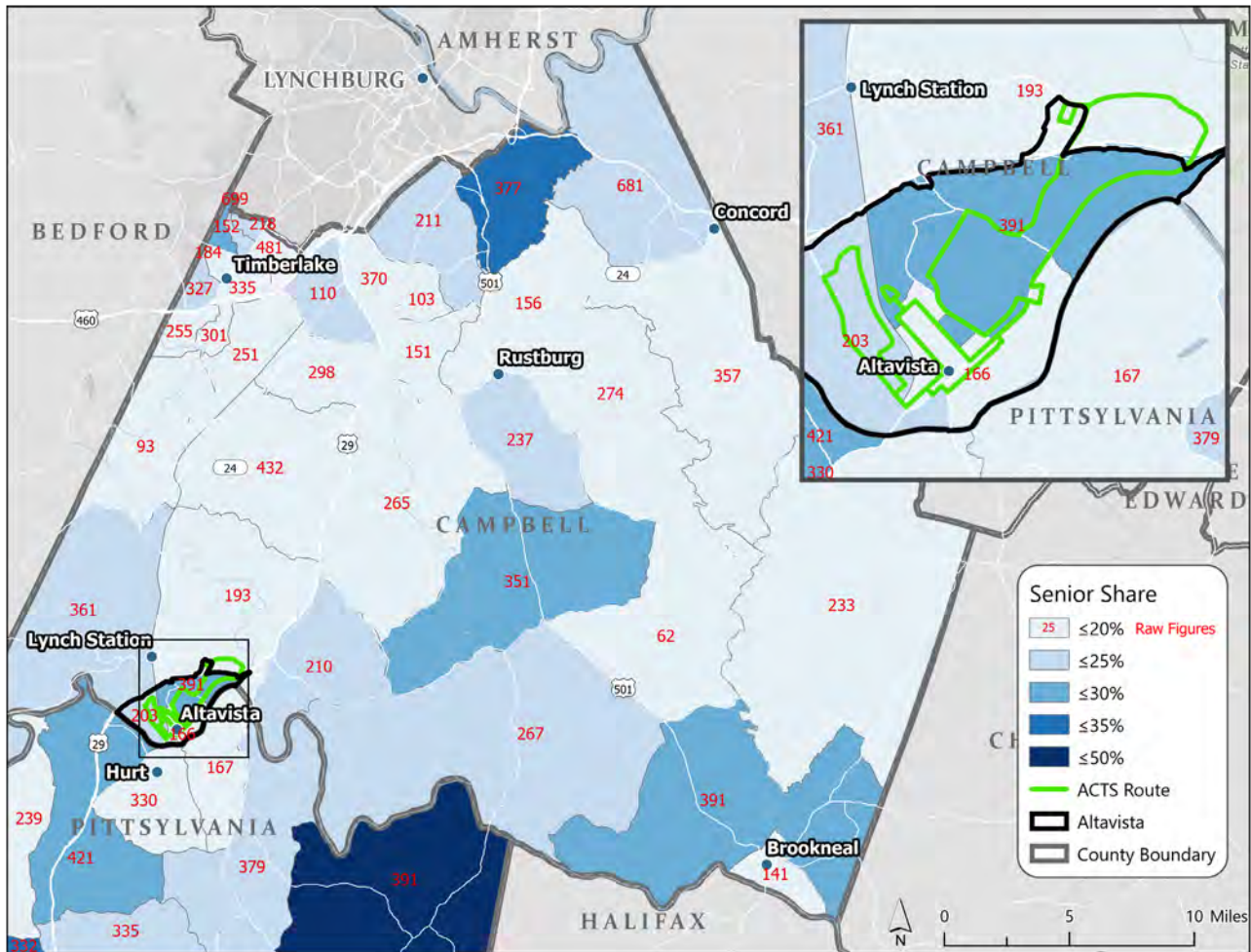


Figure 4-1 shows the share of senior residents in the two-county area. The block groups that were at or below the county average (20%), are shown to be in the lightest shade of blue, with darker shades representing block groups with a share of senior residents at increasingly higher ratios than the two-county average. As seen in the map, Altavista consists of three block groups and two of the three exhibit higher shares of senior residents than the 20% average. Most block groups in Campbell County, however, exhibit a senior population share at or five percent above the two-county average. An analysis of the raw figures within Altavista reveal more than 500 senior residents with most located in the eastern part of the town. Through the county, the senior population is fairly dispersed with higher concentrations closer to Lynchburg, which is to be expected with higher populations overall.





Figure 4-4: Autoless Household Share

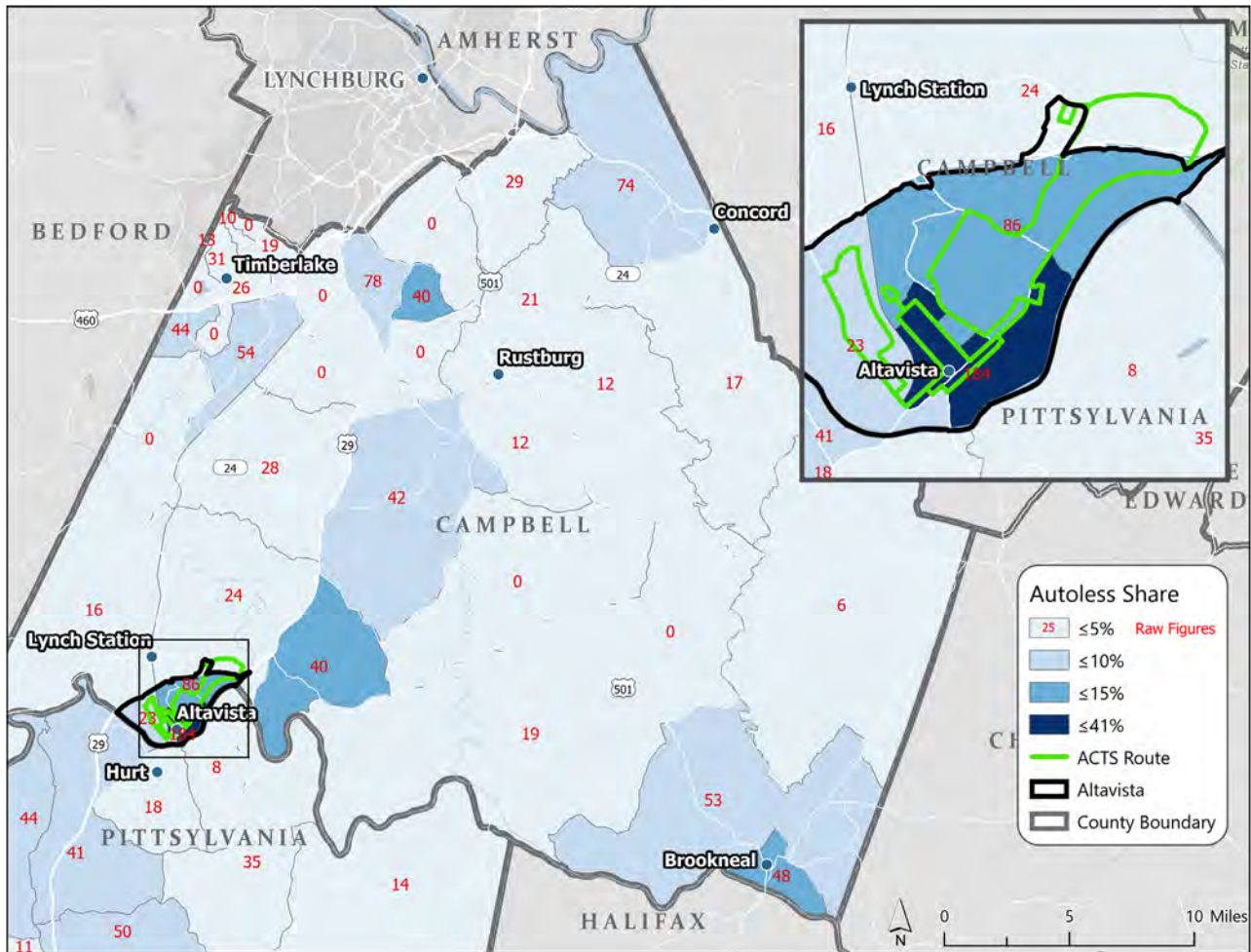


Figure 4-4 shows the households without regular access to a private automobile in the two-county area, which is roughly 5% of all households. In the three block groups that constitute Altavista, all of them exhibit higher shares of households lacking automobile access than the county average, with the central block group exhibiting the highest share, and nearly 200 autoless households, whereas the eastern block group represents greater than 10% and nearly 90 households. This distribution is similar to the distribution of low-income households and minority population. In Campbell County, block groups with autoless households that exceed the county average are rare, with many block groups exhibiting a raw total of zero autoless households. The raw figures are also low in the environs outside of Altavista. This is unsurprising due to the rural nature of the county and the viability of maintaining a household without a vehicle better suited for denser locales, such as Altavista. Overall, the four demographics examined from the ACS data, reveal that most concentrations are located within Altavista or towards Lynchburg, and may be difficult to serve the areas in between, based on the existing conditions, which may change.

Figure 4-5 on the following page shows job locations in 2017 as reported by employers. This map was created using LEHD data, which synthesizes U.S. Census data, surveys, and administrative records to define workplace characteristics across a geographic area. Information such as home and work location, job type, and wage range, education level, and other employee characteristics are included in the data. One weakness of the LEHD data is that

the reporting of job locations through administrative records can be flawed. For example, a large organization such as a county public school system may associate all employees with one address, such as at an administrative building, instead of with their respective schools. It is therefore important to pair the data with local knowledge of the economic landscape.

An examination of the jobs in Altavista show a clear concentration of at least 200 jobs along Main St, such as BGF Industries and along Frazier Rd such as Schrader Bridgeport International, which employs over 200 workers. Abbott Laboratories is another major employer in the north part of Altavista and is located close to SR29 along Main St. It is surprising that Altavista Commons only registered between 26 and 50 jobs, despite the presence of a Wal-Mart and roughly a dozen other small businesses. Due to most of these businesses being national chains (Wal-Mart, Pizza Hut, and Taco Bell, etc.), the administrative record issue discussed earlier may be affecting the total number of employees registered to this location. Nevertheless, a look at the job locations when viewed at the county-level shows a clear concentration of jobs in Altavista and Timberlake, with the latter functioning as a suburb of Lynchburg and is served by GLTC. To the east of Timberlake is the Lynchburg Regional Airport, which also appears to be a major employer in the county. Rustburg, the county seat, also emerges as a major job center, although this is most likely due to the administrative record problem discussed earlier. Smaller but consistent job locations of 50 is also found along SR29. Although ACTS' proximity to the Town of Hurt and Pittsylvania County is the reason for their inclusion in this analysis, the data does not reveal significant job concentrations in the northern parts of the county.

Figure 4-5: Job Locations

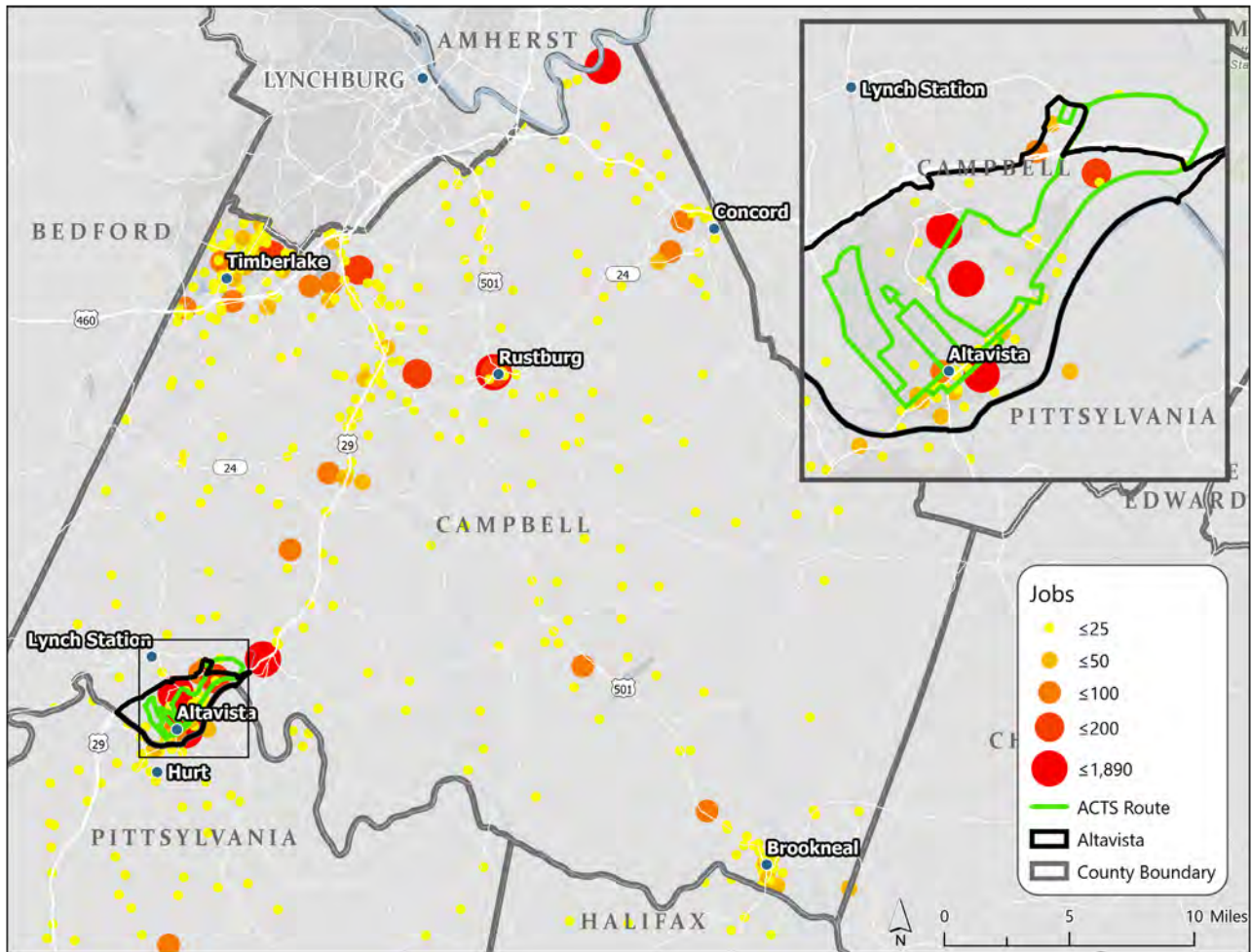


Table 4-1 shows the total population count, by county, for each of the demographics produced in the five maps above. This provides more context to the scale of the populations and households in the counties, if not the distribution. It is also important to understand that there is likely significant cross-over between these demographics as the maps demonstrated that the geographic distribution of one demographic was often similar to another, particularly the location of low-income households and minority population. Between the two counties, Campbell County has slightly fewer residents and households, is slightly less diverse, but has approximately the same share of seniors, level of low-income and autoless households.

Table 4-1: 2017 ACS 5-Year Estimates, Total Count

Geography	Population	Minority	Senior	Households	Less than \$25,000 Households	Autoless Households
Campbell	55,158	10,870	10,287	22,608	5,659	1,049
Share	-	20%	19%	-	25%	5%
Pittsylvania	61,970	15,988	12,650	26,687	7,424	1,429
Share	-	26%	20%	-	28%	5%

Table 4-2 and Table 4-3 shows a five-year retrospective analysis of total jobs and the wage earnings per month across three brackets. A monthly wage of \$1,250 can be annualized to \$15,000, which is above the federal poverty level for a one-person household but below a two-person household. Comparatively, the highest bracket of \$3,333 can be annualized to nearly \$40,000 and is outside the poverty threshold for nearly all households. The charts reports three figures for each data type: the total figure, the share of the total jobs that year, and the percent change from the base year (2013).

From 2013 to 2017 Campbell County has not undergone significant changes in the number of jobs located in the county. What has changed, however, are moderate decreases in the share of jobs earning less than \$1,250 a month with a 10% increase in jobs earning over \$3,333 a month. The changes cannot be explained by the data, except that the increase is unlikely due directly to legislation, as Virginia has not increased its minimum wage of \$7.25 since 2009 (which is the same as the federal minimum). Furthermore, the proportion of jobs in each of the wage brackets has largely remained the same over the past five years. Campbell County also contains a higher number of jobs compared to Pittsylvania County, which from 2013 to 2017, did not significantly change with a slightly higher proportion of jobs in the highest wage bracket, increasing from 26 to 33% of the jobs in the county, while the other two brackets saw slight decreases. A significant increase in jobs within the lowest wage bracket may have warranted further analysis in GIS to find where in the counties these jobs were located, but this is not the case.

**Table 4-2: 2017 LEHD Jobs, Campbell County**

Year	Jobs	<\$1,250	\$1,250 - \$3,333	>\$3,333
2017	17,459	4,282	6,012	7,165
Share	-	25%	34%	41%
% Change	1%	-7%	-3%	10%
2016	17,350	4,397	6,083	6,870
Share	-	25%	35%	40%
% Change	0%	-4%	-2%	6%
2015	16,662	4,236	5,750	6,676
Share	-	26%	34%	39%
% Change	-4%	-8%	-8%	3%
2014	17,320	4,579	5,929	6,812
Share	-	26%	34%	39%
% Change	0%	0%	-5%	5%
2013	17,333	4,592	6,230	6,511
Share	-	26%	36%	38%

**Table 4-3: 2017 LEHD Jobs, Pittsylvania County**

Year	Jobs	<\$1,250	\$1,250 - \$3,333	>\$3,333
2017	12,108	3,013	5,050	4,045
Share	-	25%	42%	33%

% Change	2%	-12%	-5%	30%
2016	12,032	3,290	4,978	3,764
Share	-	27%	41%	31%
% Change	1%	-4%	-6%	21%
2015	12,266	3,392	5,401	3,473
Share	-	28%	44%	28%
% Change	3%	-1%	2%	11%
2014	11,823	3,377	5,146	3,300
Share	-	29%	44%	28%
% Change	0%	-2%	-3%	6%
2013	11,874	3,434	5,317	3,123
Share	-	29%	45%	26%

**Table 4-4: 2017 LEHD: Altavista Resident and Worker Locations**

Geography	Total	Altavista	Lynchburg	Hurt	Rustburg	Timberlake	Other
Worker Residences	3,462	240	172	84	7	45	2,914
Share	-	6.9%	5.0%	2.4%	0.2%	1.9%	84.2%
Resident Workplace	1,342	240	274	9	71	22	726
Share	-	17.9%	20.4%	0.7%	5.3%	1.6%	54.1%

## Demographic Projections

The previous section examined existing populations, however, long-term service improvements typically involve more ambitious plans with higher anticipated costs. Therefore, it is important to anticipate where the need and growth for transit usage may be over the course of the next several decades. This section utilizes population projections developed by the Weldon Cooper Center for Public Research. The projections are based on a collection of U.S. Census data and estimates developed by the Weldon Cooper Center to create population estimates for 2020, 2030, and 2040. These demographic projections are further disaggregated by age and sex for all 133 Virginian localities.<sup>15</sup>

Table 4-5 through Table 4-7 show several population projections for Campbell County and neighboring Pittsylvania County, with the latter included due to ACTS' service to the Town of Hurt. The projections cover total population, youth population (<19 years), and senior population (>64 years). Table 4-5, showing total population, as Campbell county increasing roughly 3% by 2030, and 5% in 2040. This contrasts with Pittsylvania County, which is projected to decrease by 4% by 2040. Although this is overall population, it is also useful to look at youth and elderly segments of the population since these groups have a higher than average difficulty obtaining or operating a vehicle. In Campbell County, the youth population is projected to increase at roughly the same rate as the total population, whereas in Pittsylvania County, the youth population declines by 4% but is projected to maintain that population by 2040. Lastly and perhaps more salient than the decrease in youth population is the increase in senior population.

<sup>15</sup> A full explanation of the methodology can be found in the link.  
[https://demographics.coopercenter.org/sites/demographics/files/2019-08/VAPopProj%20Methodology 2019 Updated.pdf](https://demographics.coopercenter.org/sites/demographics/files/2019-08/VAPopProj%20Methodology%202019%20Updated.pdf)

In Campbell County, the elderly population is expected to increase by 16%, or roughly an additional 1,675 residents, due to the remaining Baby Boomer and Generation X residents reaching retirement age.<sup>16</sup> This share stabilizes at 15% through 2040. The senior population in Pittsylvania County is projected to increase to a similar percentage, but with a larger raw increase in the number of senior residents by 2030 before declining by 2040.

The future for Campbell County is projected to show an increasing population that is also slightly more proportionally older. Therefore, it is highly likely that the need for transit will increase within the county, as the elderly constitute a significant percentage of ACTS' existing ridership.

**Table 4-5: Total Population Projections**

Geography	2020 Population	2030 Population	2040 Population
Campbell	55,665	57,325	58,240
% Change from 2020	-	3%	5%
Pittsylvania	61,379	60,523	58,946
% Change from 2020	-	-1%	-4%

**Table 4-6: Youth Population Projections**

Geography	2020 Youth Population <sup>17</sup>	2030 Youth Population	2040 Youth Population
Campbell	12,763	13,159	13,566
% Change	-	3%	6%
Share	23%	23%	23%
Pittsylvania	13,355	12,874	12,857
% Change from 2020	-	-4%	-4%
Share	22%	21%	22%

**Table 4-7: Senior Population Projections**

Geography	2020 Senior Population <sup>18</sup>	2030 Senior Population	2040 Senior Population
Campbell	10,922	12,667	12,537
% Change	-	16%	15%
Share	20%	22%	22%
Pittsylvania	14,120	16,364	15,540
% Change from 2020	-	16%	10%
Share	23%	27%	26%

<sup>16</sup> Baby Boomer defined as those born between 1946 and 1964

<sup>17</sup> Youth defined as 19 years of age or younger

<sup>18</sup> Senior defined as 65 years of age or older

## 5.2. Service Needs

This section presents projects to address service needs for the ACTS service. A total of seven projects were created. As the demographics in section 4.1 demonstrate, the area outside of Altavista contains a diffuse population that will make transit difficult and expensive to operate both now and likely in the future. As a result, the projects presented here focus on serving the Town of Altavista and on projects that will improve the experience of the rider on their trip. Over time, route alignment may need to be modified to speed passenger trips or shelters installed at high-activity stops. In addition to service improvements, anticipating future needs, whether that is coordinating with new inter-city bus services or how best to serve a changing population.

### Project A: Improved Communication: Installation of Two-Way Radios

Drivers are unable to communicate with employees at Town Hall, which serves as dispatch for the drivers. As a result, deviation requests, new pickups, missed trips, and emergency communication occurs once an hour when the ACTS vehicle arrives at Town Hall. Installation of two-way radios in the vehicles would allow for safe, instant communication between Town Hall and drivers to address these matters.

Acquiring radio equipment is considered a capital expense according to the DRPT 5311 State Management Plan and would likely be considered eligible under the Six Year Improvement Program (SYIP), which projects state revenues six years out, but typically awards grants on an annual basis<sup>19</sup> Federal funding for 80% of the expenses is possible with a 16% state and a minimum of 4% local match. The initial cost of this project will include the purchase of a base radio for dispatch and the installation of the mobile radio on both service vehicles.

### Project B: Improve Service Monitoring and Data Collection

Along with improving how ACTS communicates with its drivers and the public, ACTS can improve the quality and quantity of the data that it collects through manual ride counts conducted quarterly. Daily ridership is already recorded by the driver, but it would benefit ACTS to also have the drivers collect additional data, within reason.

#### Collect Ridership by Trip

While it is unreasonable to have the driver manually collect ridership at each stop, it would be little additional work to tally the ridership for each round trip. This will help the service better understand the distribution of ridership throughout the day. With this information, decisions regarding when to operate ACTS can be assessed by Town staff. For example, Saturday service during the off-peak months offers the least amount of service, at five hours over the course of the day. The currently Saturday ridership is approximately 50 daily boardings, but little is known about when those trips are taken. Data on when trips are taken would allow staff to determine if a service span increase is warranted.<sup>20</sup>

#### Deviation Requests

Deviations, while helpful for residents who do not live near the route, can become an inconvenience for other passengers and make it difficult for the driver to stay on schedule. While requests should continue to be accommodated on a case by case basis, a primary determinant should be adherence to the published schedule.

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<sup>19</sup> <http://www.drpt.virginia.gov/media/2144/fta-5311-smpjune-2017-final.pdf>

One must be careful not to quickly interpret poor ridership over a series of trips as indicative of a lack of demand. If the service span is already short enough to render many roundtrips inconvenient for most riders, leading to low ridership, then service span expansion may in fact, be warranted instead of being cut further.

The Project B recommendation is for town staff to electronically record all deviation requests in a spreadsheet with addresses and times. This would provide an electronic data source that will aid in analysis and future routing decisions. For example, if a significant number of deviations originate along Melinda Dr, where there currently is no service, then a re-routing of the service from the parallel Frazier Road could be considered.

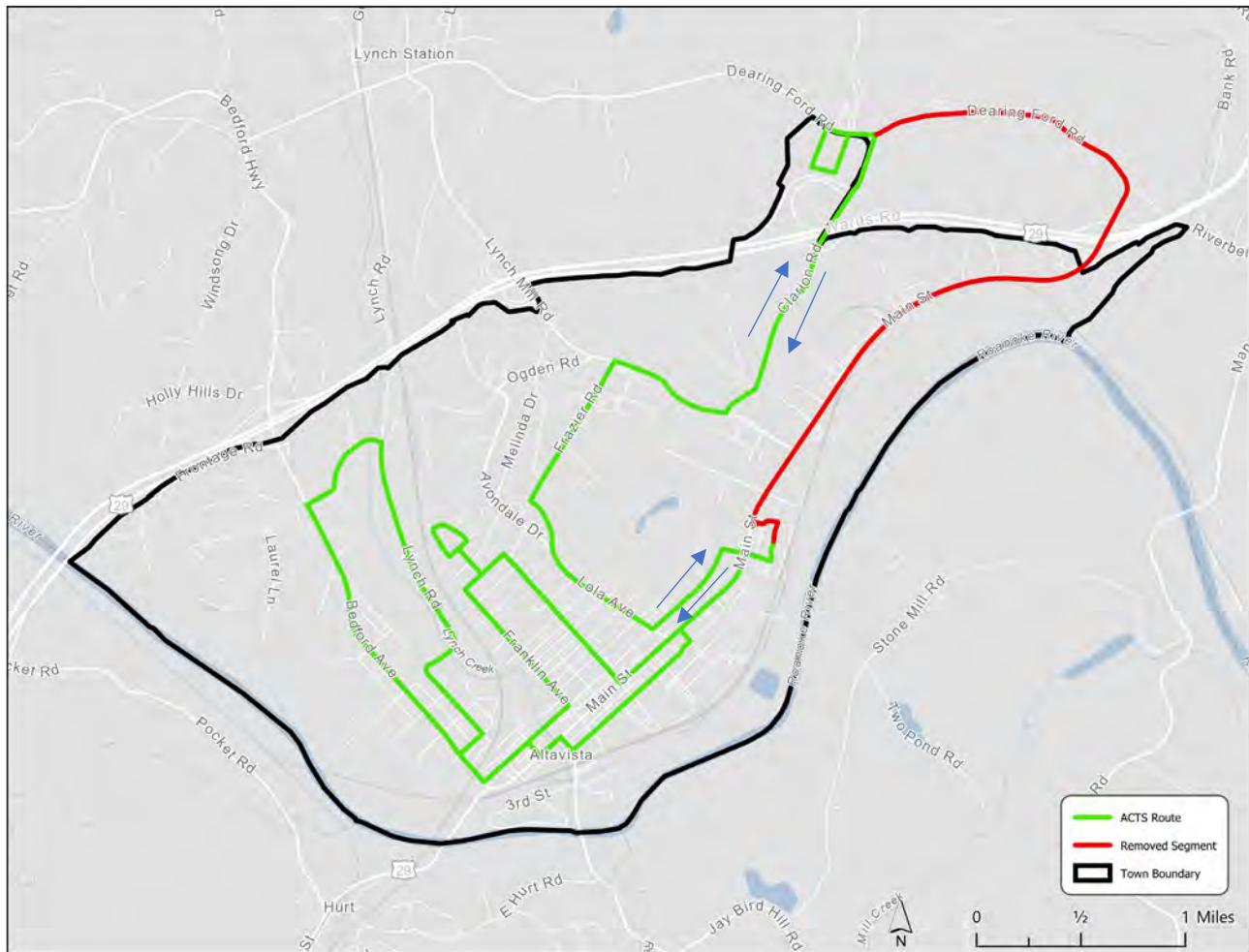
In addition to recording deviation requests, deviation rejections due to a conflict in scheduling is also recommended. This will help gauge demand for the requests. If there are enough requests being denied, then additional service, or a demand-response service may warrant exploration.

### Project C: Dearing Ford Elimination

Project C recommends the elimination of the route alignment along Dearing Ford Rd and Main St, between Wal-Mart and the Food Lion, shown in Figure 4-6. The survey conducted during this plan observed no riders getting on or off along these segments. Further discussion with town staff noted that few, if any, rider stop requests or deviations occur along this alignment, even though Abbott Laboratories, one of the major employers in the town, is located along this segment. The existing alignment is also inconvenient to riders that live along Lola Avenue, which has one of the few multi-family units in the town. As the schedule currently operates, riders leaving the Wal-Mart have to ride the remainder of the route, 54 minutes, to return to Lola Avenue. Updating the alignment from Wal-Mart back along Clarion Road towards Lola Avenue would result in a six minute return trip for Lola Avenue riders.

Implementing bi-directional travel along Lola Avenue would likewise benefit riders living on Amherst Avenue in the same way if they would prefer or are willing to walk one block instead of riding through the remainder of the route for an additional 45 minutes. Project C also recommends that bi-directional travel continue along 7<sup>th</sup> street to serve the Town & Country Shopping Center a second time as it does in the existing alignment. The total distance of this realignment is 0.3 miles more than the existing alignment.

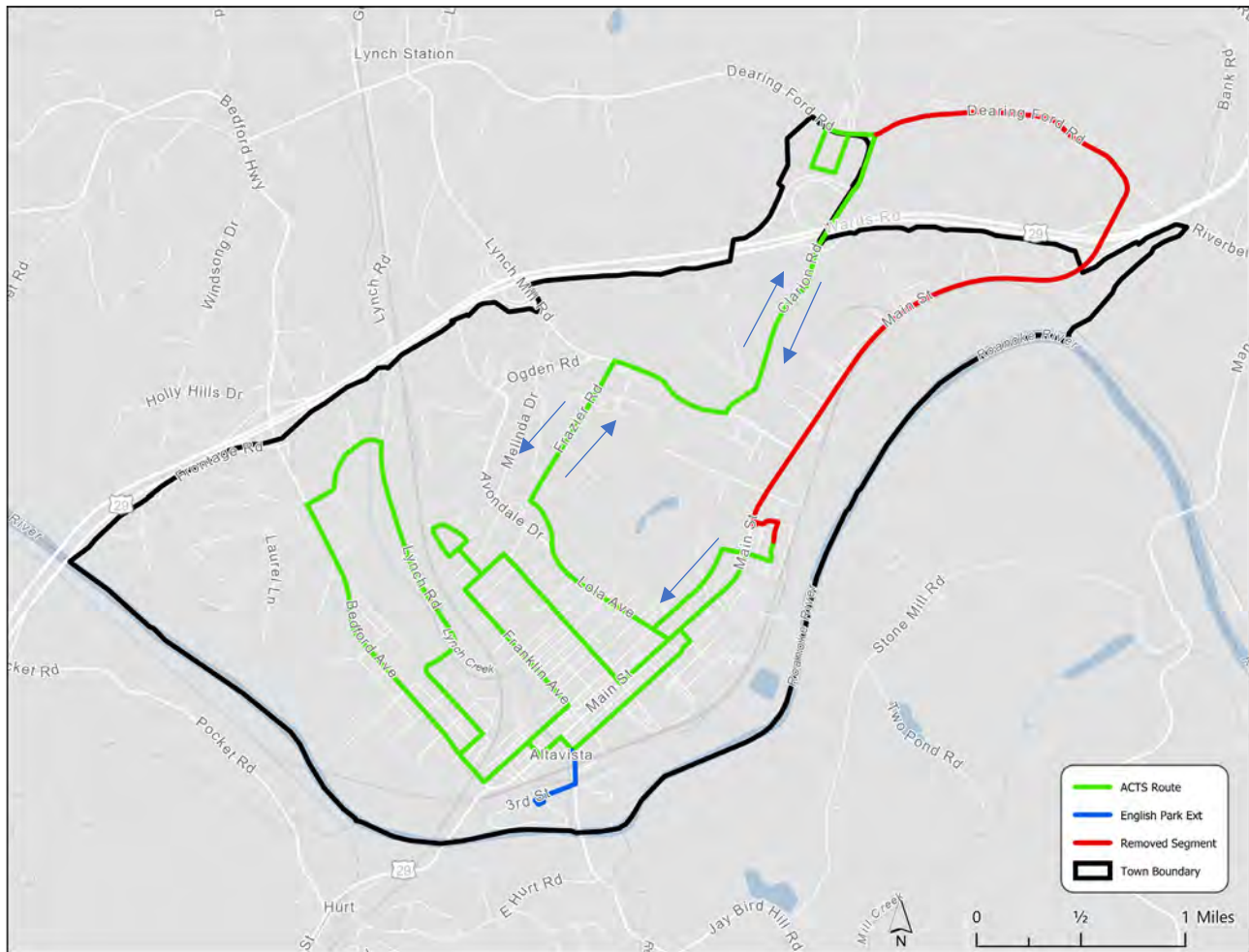
Figure 4-6: Dearing Ford Elimination



### Project D: Dearing Ford Elimination & English Park

Project D, shown in Figure 4-7, includes the recommendation to remove service from Dearing Ford Rd and the north east segment of Main St. Moreover, the bi-directional service along Frazier Rd and Lola Avenue would only continue up to 7<sup>th</sup> Street. As a result, the Town & Country Shopping Center would only be served in one direction. Instead of bi-directional service on 7<sup>th</sup> St, the route would traverse to Hughes Avenue via Lola Avenue and Main St, before continuing the existing alignment on 5<sup>th</sup> St. The time-savings by only serving the Town & Country Shopping Center in one direction can be applied to serve English Park (noted in blue), located south of the railroad tracks on Pittsylvania Ave. Although there is a pedestrian bridge connecting Broad St to the park, these distances may be too far for some residents to walk. The total distance is 0.1 miles less than the existing route alignment.

Figure 4-7: Dearing Ford Elimination & English Park



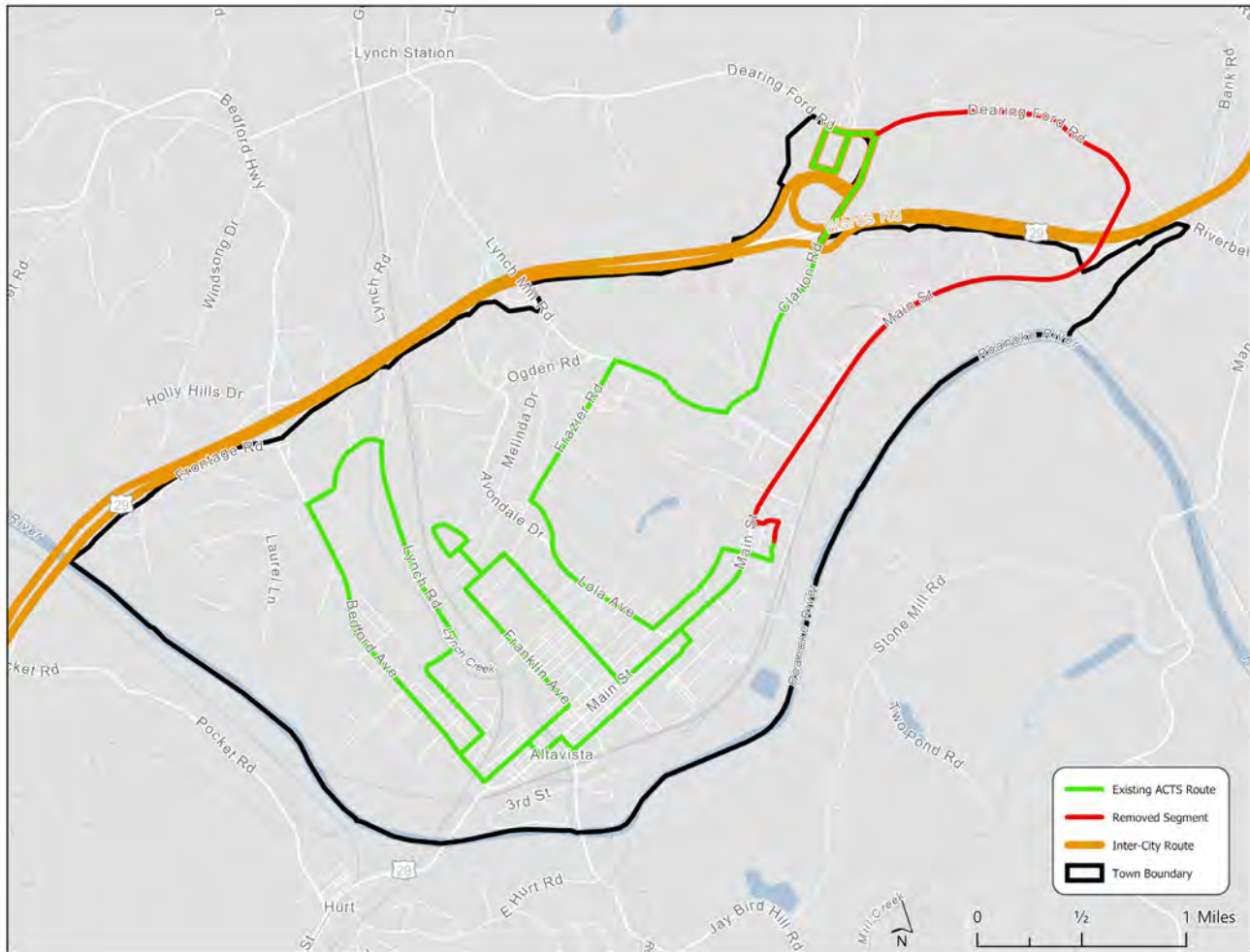
### Project E: Coordination with Inter-City Bus System

Project E, shown in Figure 4-8, also removes the Dearing Ford segment but highlights the likely path of the future Inter-City Bus (ICB) service that is expected to be implemented in Fall 2020. The proposed route primarily traverses U.S. Route 29 from Danville to Washington, D.C. with major stops in Lynchburg and Charlottesville. Currently, Altavista is also listed as a potential stop, but criteria such as local transit connections, ease of access for coach buses, overnight parking, and pedestrian amenities will help determine if the town is served. The map shows the most likely route for the bus to serve Altavista, with easy access to/from U.S. 29 and a potential stop somewhere along Main St.

ACTS could help facilitate the transfer of potential riders by installing a shelter at the proposed ICB stop, wherever it is established and include information about the ACTS service in both the shelter, as well with the operator of the ICB system so that passengers disembarking in Altavista are aware of the service. The 2018 TDP update letter includes funding requests for two additional shelters have already been applied for at a cost of \$7,000 over the next few fiscal years. Currently, the proposed shelters are not tied to any location and can serve as a connecting point with the future ICB route.

An additional benefit of the future ICB route is that it will connect Altavista to Lynchburg, a nearby cultural and commercial hub. If the proposed ICB service is operated like the existing Breeze ICB service between Blacksburg and Richmond, there will be two roundtrips through Altavista, once in the morning and another in the afternoon. Service between Altavista and Lynchburg had been proposed in the previous TDP but has not been implemented, due to cost. The ICB service provides an opportunity for ACTS to enable the town's residents to reach Lynchburg, without shouldering the burden of planning, financing, and operating the service.

**Figure 4-8: Dearing Ford Elimination & ICB Route**



## Project F: Expanded Saturday Service

Project F recommends the expansion of Saturday service to match weekday service throughout the year, thereby enhancing the utility of the ACTS service. This is particularly salient for service workers, as many of these jobs do not follow typical Monday to Friday work patterns. Another benefit of Project F is the ability for the unemployed to find and maintain employment since they would be able to work longer shifts on Saturday.

Conversations with riders revealed that due to the shorter Saturday hours, workers are able to use ACTS to get to work but have to find a different way home at the end of their shift since ACTS has stopped running. Additionally, conversations from the stakeholder meeting at the dialysis clinic revealed that one of their patients could not use

ACTS due to treatment ending later than the Saturday service operated. Expansion of Saturday service would require two driver shifts to operate the service, similar to Weekday service.

### Project G: Sunday Service

Project G recommends the addition of Sunday ACTS service. According to the rider survey conducted in September 2019, adding Sunday service was one of the improvements prioritized by riders. Similar to the need for Saturday service, having the ability to travel on Sunday is important for service workers, where weekend shifts are normal. It also provides general freedom of movement to residents throughout the week. This recommendation would require two driver shifts to operate.

## 5.3. Service Prioritization

This section outlines the projects recommended in the previous section and their associated service characteristics, shown in Table 4-8. Additional columns further distinguish the projects by identifying the transit needs the project intends to satisfy, ridership projections from the improvement (where applicable), the time frame, and lastly, the priority of the project. It should be noted that projects are not co-dependent and have flexibility to be scaled back, increased, or otherwise modified to fit the needs and finances of the town. Project G is currently recommended to offer a full day of service, but could be reduced to the number of trips currently provided during Saturday service (5 off-season and 7 peak-season). Project C is currently recommended to remove fixed-route service along Deering Ford Rd and instead operate bi-directionally on Frazier Rd and Lola Ave. This project could be updated so that the time-savings from Deering Ford Rd could instead serve other possible streets like Ogden Road and Lynch Mill Drive.

Additional costs for service use the FY19 unit cost, estimated to be \$33.00 per revenue hour. Additionally, annualized figures were based on the FY19 calendar, with the removal of the six holidays where ACTS does not operate. Ridership forecasts were calculated based on FY19 ridership per revenue hour in most cases, and in other cases, it is believed that changes to the service would result in minimal ridership changes. However, some projects, such as the changes to the Deering Ford Road segments could also increase ridership without increasing service hours. This is due to the bi-directional service provided along segments of Frazier Road and Lola Avenue, which is where a significant segment of the town population resides. This realignment is made further attractive due to the proximity to Altavista Commons. Previously, riders returning from Altavista Commons would have to traverse the entire route. Not only may the alignment attract new riders in those areas, it may also produce additional trips from existing riders due to the increased convenience this realignment provides them.

**Table 4-8: Estimated Service Costs and Service Prioritization**

<b>Project</b>	<b>Description</b>	<b>Annual Revenue Hours</b>	<b>Annual Revenue Miles</b>	<b>Annual Operating Cost</b>	<b>Capital Cost</b>	<b>Needs Met</b>	<b>Ridership</b>	<b>Priority</b>
A	Two-Way Radio	NA	NA	NA	\$3,500	Safety	NA	High
B	Data Collection	NA	NA	NA	NA	Data	NA	High
C	Dearing Ford Removal	3,014	43,330	\$101,529	NA	Ridership	62 Riders, 6% Increase	Medium
D	Dearing Ford & English Park	3,014	42,091	\$98,702	NA	Ridership	62 Riders, 6% Increase	Medium
E	ICB Coordinating/Shelter	3,014	NA	NA	\$7,000	Ridership	Marginal	High
F	Full Saturday	556	7,821 <sup>21</sup>	\$18,338 <sup>22</sup>	NA	Ridership	61 Riders, 88% Increase <sup>23</sup>	Medium
G	Full Sunday	556	7,821	\$18,338	NA	Ridership	46 Riders, 75% of Projected Saturday Ridership	Medium

<sup>21</sup> Assumed FY2019 average trip mileage of 14.06

<sup>22</sup> Assumed FY2019 cost per hour of \$33.00

<sup>23</sup> Based on the formula of % Increase in Saturday revenue hours multiplied by the FY19 average Saturday ridership

## 5.4. Service Development

Table 4-9 shows the progression of service implementation over the course of the TDP, showing the incremental change in revenue hours, revenue miles, and their associated costs. The projects are also delineated by time frame, with short-term projects expected to occur between FY20 and FY22, whereas medium-term projects occur in the fourth year to the end of this TDP. Long-term projects are expected to occur beyond the horizon of this TDP but offers a vision for the future. Some of the projects, such as Project C, are intended to be performed annually and last the life of this TDP. The two projects with the greatest additional operating costs (F & G) are staggered to allow ACTS administrators to assess the benefits of an expanded service span. The costs listed below are in FY19 dollars and will likely change in future years due to both inflation and the likelihood that costs per revenue hour will change in future years. The timeframes and progression of projects is simply an example and is open to modification to best suit the financial and political realities of the service in the future.

**Table 4-9: Service Development Annual Incremental Changes**

Time Frame	Fiscal Year	Project	Description	Additional Revenue Hours	Additional Revenue Miles	Additional Operating Costs (FY19\$)	Capital Costs (FY19\$)
Short	2020	E	ICB Coordinating/Shelter	NA	NA	NA	\$7,000
	2020-2029	B	Data Collection	NA	NA	NA	NA
	2021	A	Two-Way Radio	NA	NA	NA	\$3,500
	2021	C	Dearing Ford Removal	0	904	\$2,120	\$0
	2022	D	Dearing Ford & English Park	0	-301	(\$706)	\$0
Medium	2024	F	Full Saturday Service	260	3,657	\$8,575	\$0
Long	2030	G	Full Sunday Service	556	7,821	\$18,338	\$0
Horizon	2020-2029	All	All	0 - 816	904 - 12,382	\$0 - \$29,033	\$0 - 7,000

## 6. Implementation Plan

The purpose of this chapter is to ensure that the Town of Altavista has a path to maintain or acquire the assets necessary to implement the prioritized recommendations from Chapter 4 over the next ten years. Identified needs include replacing vehicles, upgrading passenger amenities, continuing marketing efforts, and potential technology upgrades. The costs for these additions and upgrades are assumed and identified in their year of expenditure, with a 3% annual inflation rate from the 2020 base year.

### 6.1. Rolling Stock Utilization

Currently, and as detailed in Chapter 1, ACTS maintains two revenue service vehicles and one non-revenue support vehicle. The two revenue vehicles are 24-foot, 15-passenger Ford BOC vehicles, whereas the non-revenue vehicle is a Ford Explorer SUV. As these vehicles are purchased, in large part, with federal funds, the ability to replace these vehicles with additional federal grants is contingent on existing Federal Transportation Administration (FTA) guidelines. ACTS is currently a member of a group Transit Asset Management Plan (TAMP), which (among other goals) helps DRPT prioritize capital funding projects regarding vehicle replacement. TAMP identifies the Useful Life Benchmark (ULB), a standard for how long vehicles are expected to last, at eight years for ACTS' revenue vehicles. However, the minimum ULB when applying for FTA grant funds, such as 5311, is significantly lower and incorporates revenue miles. Currently, the FTA establishes the ULB for Light Duty Vehicles, at either four service years or 100,000 miles and it is this standard at which ACT vehicles are evaluated when applying for grants. The Light Duty Vehicle definition includes both BOC and the support vehicle.

Meeting the criteria does not necessarily mean that vehicles will be replaced immediately after one of the benchmarks are met. As detailed in Table 5-1, the support vehicle is projected to be replaced in FY23 even though it has been eligible for several years. Likewise, the BOC purchased in 2018 will likely be eligible for replacement in FY21 as it nears 100,000 miles but is not scheduled to be replaced until 2023. This is due to ACTS utilizing the newest vehicle as the primary provider of service for roughly two years. With service miles at slightly more than 40,000 annually, the vehicle would reach the minimum threshold within three years. However, because ACTS is expected to continue replacing vehicles every two years, the older vehicle will continue to serve as a spare for the latter two years and accumulate significantly fewer miles during that time frame.

**Table 5-1: Existing Fleet Useful Life**

Vehicle	In-Service Year	ULB Years	ULB for FTA Grants Years/Miles	Current Service Years/Miles	Projected Replacement Year
BOC	2016	10	4/100,000	4/99,130	2021
BOC	2018	10	4/100,000	1/73,335	2023
Explorer	2014	8	4/100,000	5/15,713	2023

The schedule in Table 5-2, outlines the proposed replacement timeline for ACTS' three vehicles. The first revenue vehicle scheduled for replacement is the existing spare vehicle that was placed into service in the beginning of 2016. The existing primary revenue vehicle is schedule to be replaced in FY23 along with the support SUV. As seen in the table, this process of replacing the revenue service vehicles every two years allows ACTS to operate a new vehicle as the primary provider of service for at least two years before serving as a spare vehicle for the next two years, or

until it is replaced. This schedule is in line with the 2019 TDP update letter. Further, the service recommendations in Chapter 4 are not expected to require additional service vehicles.

In the table, costs are assumed to escalate with an inflation rate of 3%. The base cost of a vehicle from 2018 (the most recent purchase) is \$67,798. The same vehicle is projected to cost \$76,307 by FY21. ACTS is also assumed to purchase a replacement support vehicle in FY23. With a base replacement cost of \$30,276 and standard 3% inflation rate, the projected replacement cost will increase to \$33,083.

**Table 5-2: Existing Fleet Replacement Schedule (YOE\$)**

Item	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Bus	-	1	-	1	-	1	-	1	-	1
Support Vehicle	-	-	-	1	-	-	-	-	-	-
Bus Cost	-	\$74,085	-	\$78,596	-	\$83,383	-	\$88,461	-	\$93,848
Support Vehicle Cost	-	-	-	\$33,083	-	-	-	-	-	-
Total	-	\$74,085	-	\$111,680	-	\$83,383	-	\$88,461	-	\$93,848

## 6.2. Major Service Maintenance and Operations Facilities

The administrative office of ACTS is located at Town Hall, which is where each trip begins and ends. This is also where riders and residents can purchase fares and obtain brochures and other information about the system from the Town Hall’s administrative staff. All ACTS vehicles are stored at a facility adjacent to Town Hall, whereas maintenance and fueling is conducted at the Public Works facility, located at 1311 3<sup>rd</sup> Street. This arrangement is not expected to change in the next ten years, nor are any of the projects in Chapter 4 expected to require expansion of these facilities.

## 6.3. Passenger Amenities

ACTS had three bus shelters installed in September 2015. The three are located at Town Hall, Walmart, and Lola Avenue. These three stops were identified in the previous TDP as needing shelters, with an additional three stops also recommended for shelter placement (Main Street & Hughes Avenue, Franklin Avenue & 12<sup>th</sup> Street, and Dialysis Park). No new shelters have been installed since 2015.

The FY20 TDP update letter includes a capital outlay of \$7,000 to pay for the purchase of one shelter in FY20. This purchase is also included in the FY20 SYIP. The update letter also calls for an additional shelter to be budgeted for FY22, as shown in Table 5-3. No additional shelters are recommended beyond FY22, but ridership should be monitored on a regular basis to determine if additional shelters are needed.

**Table 5-3: Passenger Amenity Acquisition Schedule (YOE\$)**

Item	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Bus Shelters	1	-	1	-	-	-	-	-	-	-
Total	\$7,000	-	\$7,426	-	-	-	-	-	-	-

## 6.4. Technology Systems

The estimated cost of technology systems is shown in Table 5-4. Project A recommends installation of a two-way radio onto both revenue service vehicles to improve safety and communication. The purchase of and installation of the devices is estimated to cost \$3,500 in FY20 dollars. In FY21, the estimated cost rises to \$3,605.

**Table 5-4: Technology Systems Acquisition Schedule (YOES)**

Item	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Two-Way Radio	-	2	-	-	-	-	-	-	-	-
Radio Cost	-	\$3,605	-	-	-	-	-	-	-	-
Total	-	\$3,605	-	-	-	-	-	-	-	-

As ACTS continues to blend route deviations into their fixed-route service, it may be beneficial to purchase route optimization software. The cost to purchase, install, and maintain the software is typically prohibitive for smaller services because there is not enough cost savings through efficiency to justify the purchase. Costs for route optimization software are detailed in Table 5-5. The infrequency of deviation requests and small service area means ACTS is unlikely to realize much of a cost savings utilizing the software. Furthermore, the installation of a two-way radio system (Project A) would also reduce the need for route software, as riders, dispatch, and driver will have more efficient communications.

**Table 5-5: Route Optimization Software Pricing**

Item	Units	One-Time Cost	Monthly Cost	Annual Cost
Users	2	-	\$100	\$1,200
Vehicles	2	-	\$144	\$1,728
Training Sessions	5	\$750	-	-
Tablet	2	\$1,000	-	-
Data Plan	2	-	\$140	\$1,680
Total Cost	-	\$1,750	-	<b>\$4,608</b>

## 6.5. Marketing

Even though ACTS is well-known throughout Altavista, existing marketing levels are recommended to be maintained to remind residents of the service, as well as to notify them of service changes. Activities under marketing typically include printing brochures to address alignment or schedule changes, as well as connections to other transit options like the planned inter-city bus connecting Danville with Washington, D.C. Currently, ACTS has budgeted \$1,000 for FY21. In future years the marketing budget is recommended to increase at 3% per year in order to match inflation.

**Table 5-6: Service Marketing Schedule**

Item	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Marketing Funds	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267

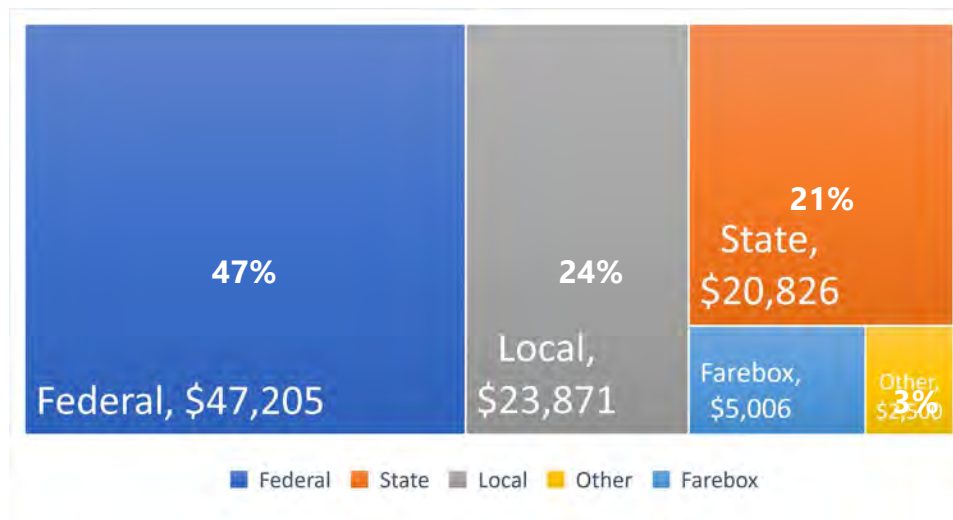
## 7. Financial Plan

This chapter details estimated budgets for both the service and capital budgets over the next ten years with the goal of providing a realistic strategy to continue funding existing and proposed service recommendations discussed throughout this 2020-29 TDP document. Budget estimation requires an understanding and assumption of funding sources, which vary between operating and capital budgets. Each in turn is projected over the ten-year horizon of this plan. Operating and maintenance costs are discussed first with the subsequent section discussing the capital costs and funding sources.

### 7.1. Operating and Maintenance Costs and Funding Sources

To better understand future funding trends, it is first necessary to appreciate how ACTS operations are currently funded. In FY19, ACTS' operating expenses was \$99,408, with funds coming from five distinct funding sources. The distribution of operating and maintenance funds is shown in Figure 6-1, which displays federal funding accounting for a plurality of operating and maintenance costs. The next largest contributor are local funds (Town of Altavista) at 24%, which is arguably higher when factoring in fare revenue and the other category<sup>24</sup>, which contributes another 5% and 3%, respectively. State funding completes the funding needed with an additional 21%. Although the sources of funding will likely be the same for the foreseeable future, the funding formula and percentages of contributions will change with regards to state operating assistance beginning in FY20, thereby forming the basis for future projections in this TDP as discussed in detail in the next section.

**Figure 6-1: FY19 Funding Sources**



### Future Funding Years

#### Federal Funding

The source of federal funding comes from FTA 5311 grants, which provide both operations and capital funding for rural transportation programs. Over the past five years, from FY15 through FY19, the federal funding provided to

<sup>24</sup> The Other category includes the anonymous donor that covers fare revenue in summer months, which allows riders to ride for free.

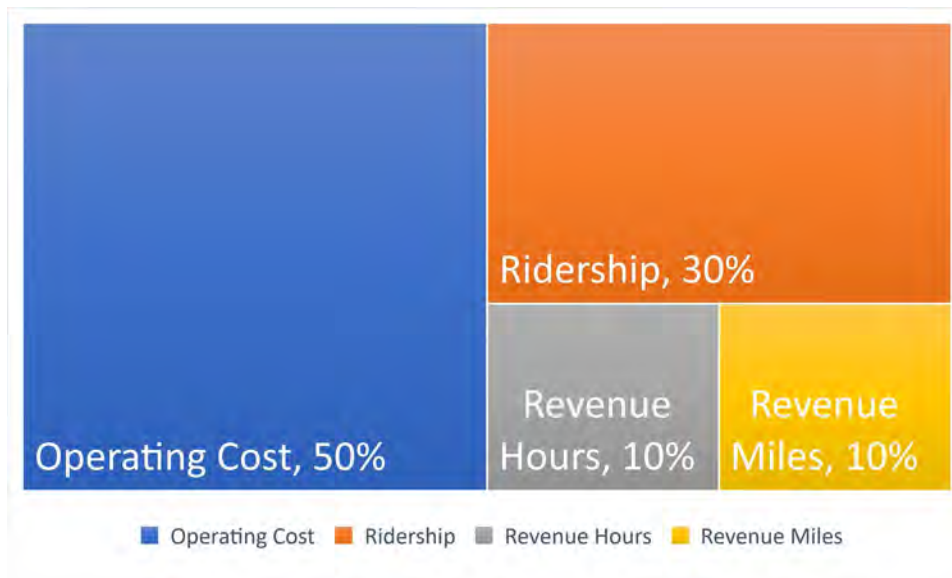
ACTS' has been a consistent 47.5%. This is expected to continue in FY20 and for the horizon of this TDP and is not to exceed 50% due to federal guidelines.

### State Funding

The allocation of state funding for operations and maintenance costs have varied widely over the past five fiscal years, ranging from 16.8% to 22.7% of ACTS' projected costs. However, this is expected to increase in FY20 with state funding assistance projected to be 27.4% of the expected cost to run ACTS service. This increase is due to the change in how the state allocates operating assistance, beginning in FY20. In 2018 the Virginia General Assembly passed House Bill 1539, which requires the allocation of state funding based on performance metrics, rather than the relative size of the operating costs between agencies as had been done previously. Funding will continue to incorporate the size of the agency (based on operating cost), but with a revised weighting of three main service characteristics: ridership, revenue hours, and revenue miles provided. The state funding performance formula is shown in Figure 6-2. The funding weights are then applied to five performance metrics and evaluated over the most recent three-year average relative to other state agencies. The performance metrics are:

- Passengers per Revenue Mile and Revenue Hour
- Operating Cost per Revenue Mile and Revenue Hour
- Operating Cost per Passenger

Figure 6-2: State Funding Performance Formula



### **Farebox Revenue**

The existing fare of \$0.50 is expected to be maintained through FY29. However, in order to maintain the current farebox recovery ratio with rising operating costs, it is expected that ridership will increase to cover these costs. As a result, it is assumed that overall farebox contribution is projected to increase at 3% a year from \$5,000 as a base year in FY20 to \$6,524 in 2029 (in FY29 dollars). If the fares do not increase, the free fare months may need to be reduced to ensure that ACTS is still able to meet their service standards.

### **Local Funding**

The remainder of the operating costs is to be filled by local funding. In the past five fiscal years, this has ranged from 24.7% to 30.5% of ACTS' operating budget. However, due to the new funding formula established by DRPT, the portion provided by the Town of Altavista is projected to decrease to 20.3% in FY20. The actual percentage could change in future years, as some of the recommended service changes call for additional revenue hours and miles due to increased service spans. Two scenarios are described below – no change to service and implementation of recommendations.

### **No Changes to Service**

Under this scenario, the existing service is assumed to be the same through the horizon of the TDP. The service hours assumed are based on a three-year average from FY17 through FY19. The allocation of operations and maintenance funding is also assumed to be the same as the projected allocations in FY20. State funding can fluctuate depending on how ACTS performs with the performance measures that are now being used to allocate state support, although the state contribution percentage is assumed to be the same throughout the TDP horizon. Operating costs are assumed to increase at 3% per annum using FY20 projected operating costs and the specific projected amounts are seen in Table 6-1.

### **Implementation of Recommendations**

In this scenario, ACTS' service is assumed to incorporate Chapter 4 recommendations impacting service operations. These changes include route modifications in FY21 and FY22. These changes have no impact on the total trips provided although mileage is slightly altered, leading to moderate changes in the projected operating costs. The largest impacts occur much later in 2024 when Saturday service is recommended to expand to match Weekday service, then another increase in 2029 when Sunday service is introduced with the same service levels across all days of the week. The disaggregated funding sources are detailed in Table 6-2.

**Table 6-1: Operations Funding Breakdown (Continuation of Existing Service Scenario)**

Item	FY20 <sup>25</sup>	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Revenue Hours	3,019 <sup>26</sup>	3,019	3,019	3,019	3,019	3,019	3,019	3,019	3,019	3,019
Projected Cost	\$105,600	\$108,768	\$112,031	\$115,392	\$118,854	\$122,419	\$126,092	\$129,875	\$133,771	\$137,784
<b>Funding Sources</b>										
Federal (47.6%)	\$50,300	\$51,809	\$53,363	\$54,964	\$56,613	\$58,311	\$60,061	\$61,863	\$63,719	\$65,630
State (27.4%)	\$28,913	\$29,780	\$30,674	\$31,594	\$32,542	\$33,518	\$34,524	\$35,559	\$36,626	\$37,725
Local (20.3%)	\$21,387	\$22,029	\$22,689	\$23,370	\$24,071	\$24,793	\$25,537	\$26,303	\$27,092	\$27,905
Fares (4.7%)	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524

**Table 6-2: Operations Funding Breakdown Service (Recommended Plan Scenario)**

Item	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Revenue Hours	3,019	3,019	3,019	3,019	3,279	3,279	3,279	3,279	3,279	3,835
Projected Cost	\$105,600	\$111,017	\$113,576	\$116,983	\$130,434	\$134,347	\$138,377	\$142,528	\$146,804	\$175,853
<b>Funding Sources</b>										
Federal (47.6%)	\$50,300	\$52,880	\$54,099	\$55,722	\$62,129	\$63,993	\$65,913	\$67,890	\$69,927	\$83,763
State (27.4%)	\$28,913	\$30,396	\$31,097	\$32,030	\$35,712	\$36,784	\$37,887	\$39,024	\$40,195	\$48,148
Local (20.3%)	\$21,387	\$22,484	\$23,002	\$23,692	\$26,417	\$27,209	\$28,025	\$28,866	\$29,732	\$35,615
Fares (4.7%)	\$5,000	\$5,256	\$5,378	\$5,539	\$6,176	\$6,361	\$6,552	\$6,749	\$6,951	\$8,326

<sup>25</sup> FY2020 Projected allocations will serve as the base year for future operations and maintenance allocations

<sup>26</sup> The average of the past three fiscal years.

## 7.2. Capital Costs and Funding Sources

This section details the assumed capital costs over the horizon of the TDP and are derived from the recommendations made in Chapter 4 and implementation recommendations in Chapter 5. Two tables are detailed below; Table 6-3, showing capital costs if ACTS were to not implement the recommendations from Chapter 4, and Table 6-4, assuming that all the recommendations are implemented. The difference in the two scenarios is small, with the key distinction being technology and stop infrastructure improvements. Regardless of scenario, the bulk of the capital budget will be covered by FTA 5311 funding, which covers a significant portion of the associated costs. The cost allocation is 80% from federal funds, 16% state funding, with the final 4% provided by local funds. It is assumed that FTA 5311 funds will continue through the horizon of the TDP and that the funding allocation remains the same.

**Table 6-3: Capital Cost Distribution (Continuation of Existing Service Scenario)**

Item	FY20 <sup>27</sup>	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Shelters	-	-	-	-	-	-	-	-	-	-
Two-way Radio	-	-	-	-	-	-	-	-	-	-
Service Vehicles	-	\$74,085	-	\$78,596	-	\$83,383	-	\$88,461	-	\$93,848
Support Vehicle	-	-	-	\$33,083	-	-	-	-	-	-
Marketing	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267
Total	\$1,000	\$75,085	\$1,030	\$112,740	\$1,093	\$84,509	\$1,159	\$89,655	\$1,230	\$95,115
<b>Funding Sources</b>										
Federal (80%)	\$800	\$60,068	\$824	\$90,192	\$874	\$67,607	\$927	\$71,724	\$984	\$76,092
State (16%)	\$160	\$12,014	\$165	\$18,038	\$175	\$13,521	\$185	\$14,345	\$197	\$15,218
Local (4%)	\$40	\$40	\$41	\$42	\$44	\$45	\$46	\$48	\$49	\$51

Table 6-3 assumes ACTS continues with existing plans, including the addition of two shelters it originally planned to construct in FY20 and FY22. Furthermore, the existing service scenario also assumes that face to face communication between the driver and Town Hall employees remains in place and the two-way radio system is not purchased. Vehicles will continue to be replaced every other year (every four years per vehicle). Capital costs are assumed to be highest in FY23 when a new service vehicle and support vehicle are projected to be replaced.

Table 6-4 assumes ACTS implements the recommended service plan. Capital costs are similar to the existing scenario, with FY23 remaining the year with the highest projected costs. However, over the course of the 10-year TDP horizon, the increase in local contribution to implement the recommended changes (radio system and two shelters) would incur a cost of roughly \$600 additional dollars over what ACTS is projected to spend if it did not implement the recommendations. This shows that if local funding proves to be difficult to match the recommendations outlined in Chapter 4, it will likely not be the recommendations associated with capital projects (Projects A & G), where peak vehicles will remain the same under any recommendation, but rather in obtaining the

<sup>27</sup> FY20 Projected allocations will serve as the base year for future operations and maintenance allocations

local funds needed to expand service on the weekends (Projects G & H), which is outlined in the first section of this chapter.

**Table 6-4: Capital Cost Distribution (Recommended Plan Scenario)**

<b>Item</b>	<b>FY20<sup>28</sup></b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>
Shelters	\$7,000	-	\$7,426	-	-	-	-	-	-	-
Two-way Radio	-	\$3,605	-	-	-	-	-	-	-	-
Service Vehicles	-	\$74,085	-	\$78,596	-	\$83,383	-	\$88,461	-	\$93,848
Support Vehicle	-	-	-	\$33,083	-	-	-	-	-	-
Marketing	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267
<b>Total</b>	<b>\$8,000</b>	<b>\$78,690</b>	<b>\$8,456</b>	<b>\$112,740</b>	<b>\$1,093</b>	<b>\$84,509</b>	<b>\$1,159</b>	<b>\$89,655</b>	<b>\$1,230</b>	<b>\$95,115</b>
<b>Funding Sources</b>										
Federal (80%)	\$6,400	\$62,952	\$6,765	\$90,192	\$874	\$67,607	\$927	\$71,724	\$984	\$76,092
State (16%)	\$1,280	\$12,590	\$1,353	\$18,038	\$175	\$13,521	\$185	\$14,345	\$197	\$15,218
Local (4%)	\$320	\$3,148	\$338	\$4,510	\$44	\$3,380	\$46	\$3,586	\$49	\$3,805

<sup>28</sup> FY20 Projected allocations will serve as the base year for future operations and maintenance allocations

## 8. Appendix

### 8.1. Three-Year Financial Retrospective

**Table 7-1: Operations & Maintenance Actual Costs**

Item	FY17	FY18	FY19
Expenditures			
Operations & Maintenance	\$86,294	\$98,698	\$99,409
Funding Sources			
Farebox	\$3,478	\$5,258	\$5,006
Federal	\$41,125	\$47,015	\$47,205
State	\$22,452	\$19,008	\$20,826
Local	\$12,039	\$24,917	\$23,871
Other	\$7,200	\$2,500	\$2,500

**Table 7-2: Capital Actual Costs**

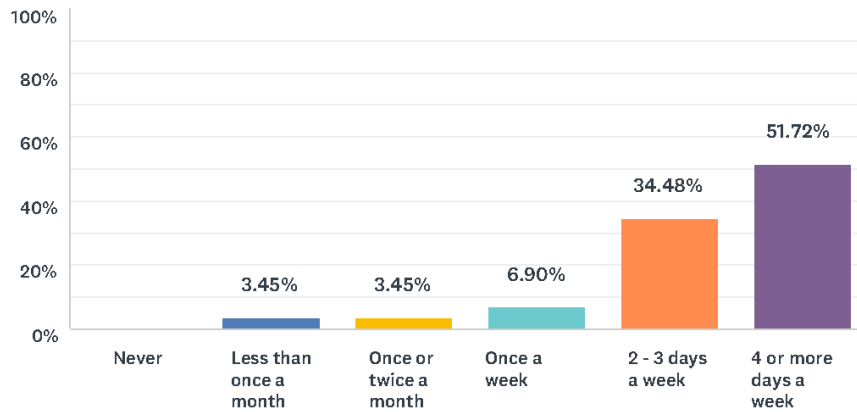
Item	FY17	FY18	FY19
Expenditures			
Capital	\$4,500	\$66,798	\$2,473
Funding Sources			
Federal	\$3,600	\$53,438	\$1,978
State	\$720	\$10,687	\$396
Local	\$180	\$2,673	\$99

## 8.2. Complete Survey Results

### Altavista Community Transit System (ACTS) Survey

#### Q1 How often do you typically ride ACTS?

Answered: 29 Skipped: 3

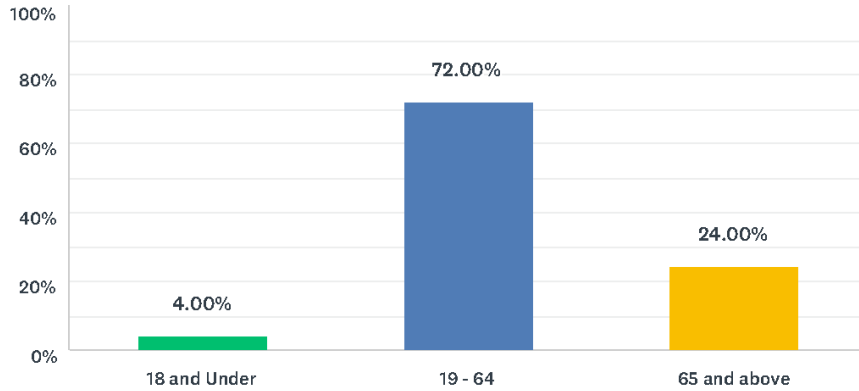


ANSWER CHOICES	RESPONSES	
Never	0.00%	0
Less than once a month	3.45%	1
Once or twice a month	3.45%	1
Once a week	6.90%	2
2 - 3 days a week	34.48%	10
4 or more days a week	51.72%	15
<b>TOTAL</b>		<b>29</b>

Altavista Community Transit System (ACTS) Survey

Q2 What is your age?

Answered: 25 Skipped: 7

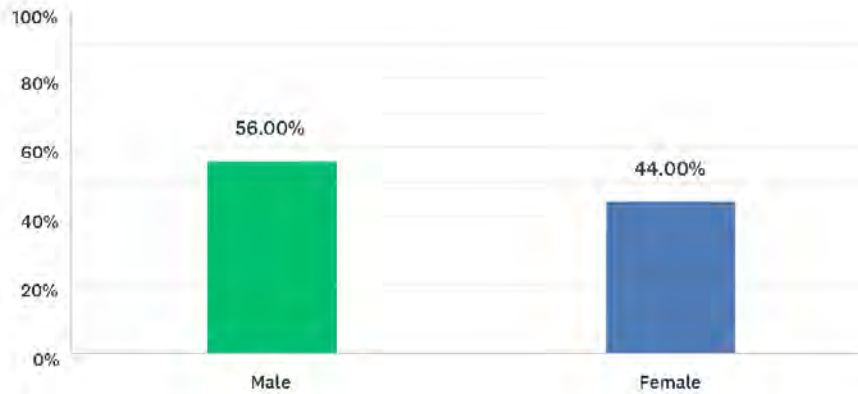


ANSWER CHOICES	RESPONSES	
18 and Under	4.00%	1
19 - 64	72.00%	18
65 and above	24.00%	6
TOTAL		25

Altavista Community Transit System (ACTS) Survey

Q3 What is your gender?

Answered: 25 Skipped: 7

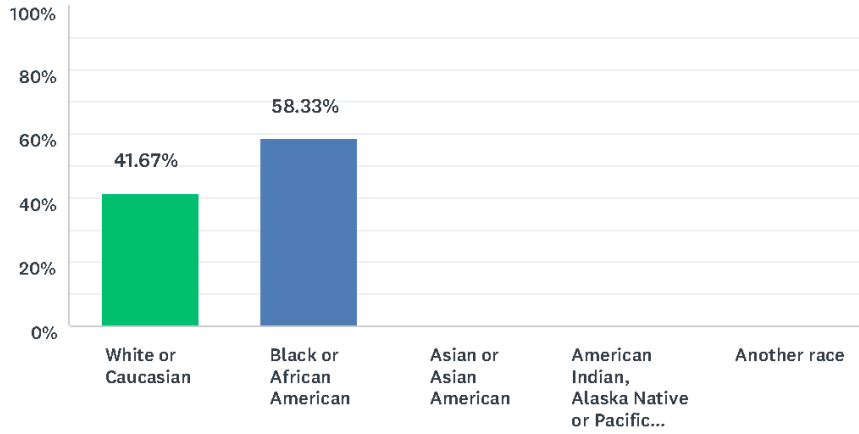


ANSWER CHOICES	RESPONSES	
Male	56.00%	14
Female	44.00%	11
TOTAL		25

Altavista Community Transit System (ACTS) Survey

Q4 What is your race? (Select all that apply, optional)

Answered: 24 Skipped: 8

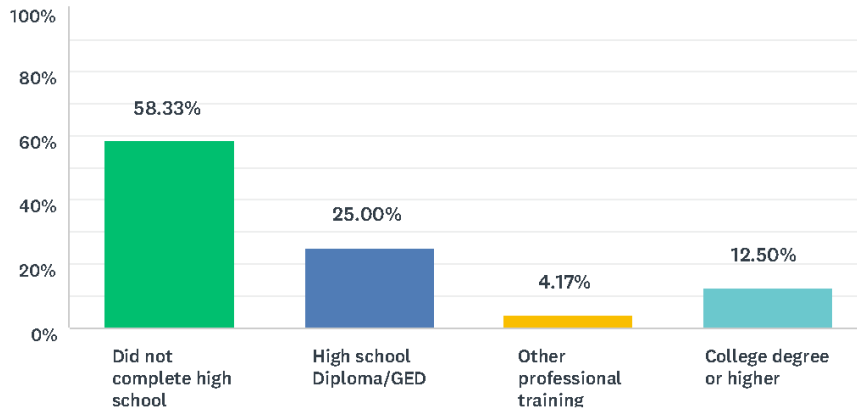


ANSWER CHOICES	RESPONSES	
White or Caucasian	41.67%	10
Black or African American	58.33%	14
Asian or Asian American	0.00%	0
American Indian, Alaska Native or Pacific Islander	0.00%	0
Another race	0.00%	0
Total Respondents: 24		

Altavista Community Transit System (ACTS) Survey

Q5 What is your education level? (select the most recent you have completed)

Answered: 24 Skipped: 8

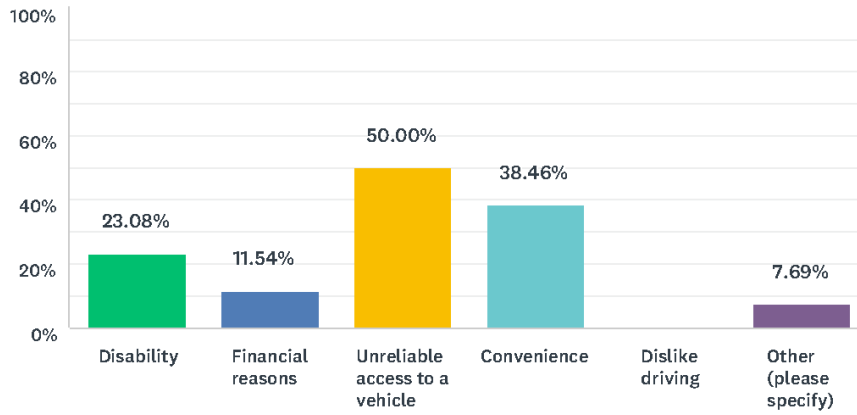


ANSWER CHOICES	RESPONSES	
Did not complete high school	58.33%	14
High school Diploma/GED	25.00%	6
Other professional training	4.17%	1
College degree or higher	12.50%	3
TOTAL		24

Altavista Community Transit System (ACTS) Survey

Q6 Why do you choose to ride ACTS instead of using another mode of transportation? Select all that apply

Answered: 26 Skipped: 6

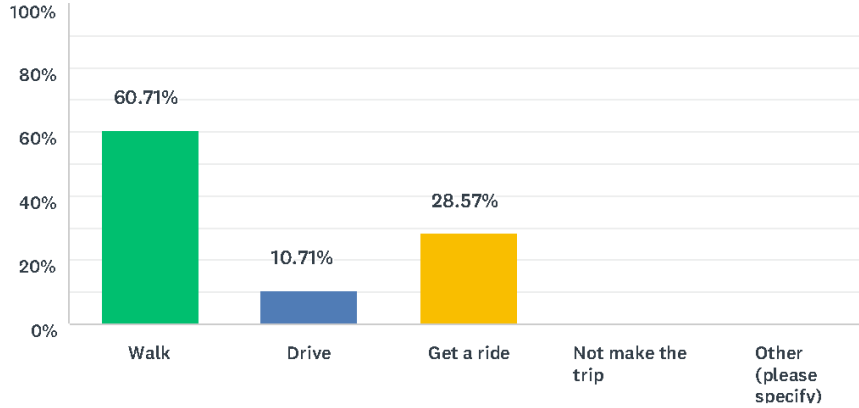


ANSWER CHOICES	RESPONSES	
Disability	23.08%	6
Financial reasons	11.54%	3
Unreliable access to a vehicle	50.00%	13
Convenience	38.46%	10
Dislike driving	0.00%	0
Other (please specify)	7.69%	2
Total Respondents: 26		

Altavista Community Transit System (ACTS) Survey

Q7 How do you typically get around without ACTS?

Answered: 28 Skipped: 4

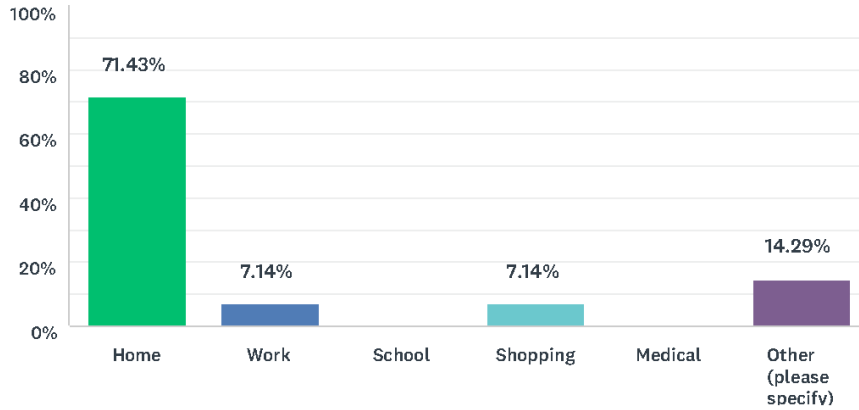


ANSWER CHOICES	RESPONSES	
Walk	60.71%	17
Drive	10.71%	3
Get a ride	28.57%	8
Not make the trip	0.00%	0
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>28</b>

Altavista Community Transit System (ACTS) Survey

Q8 Where did your trip begin?

Answered: 28 Skipped: 4



ANSWER CHOICES	RESPONSES	
Home	71.43%	20
Work	7.14%	2
School	0.00%	0
Shopping	7.14%	2
Medical	0.00%	0
Other (please specify)	14.29%	4
<b>TOTAL</b>		<b>28</b>

Altavista Community Transit System (ACTS) Survey

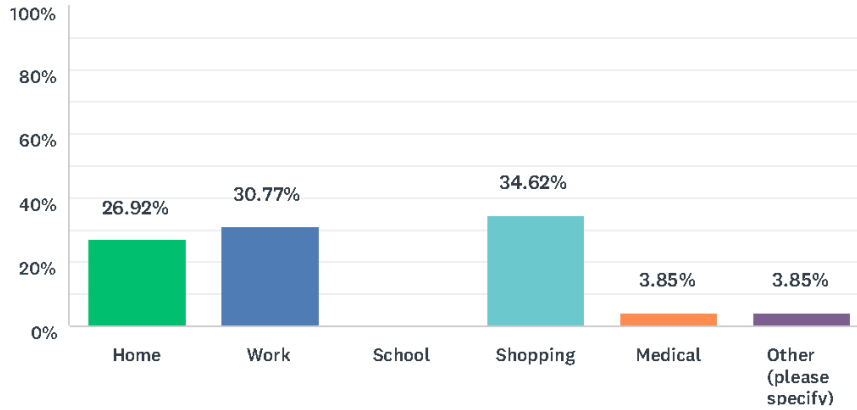
Q9 Please give an address, intersection, or nearby landmark of where your trip started (optional).

Answered: 0 Skipped: 32

Altavista Community Transit System (ACTS) Survey

Q10 Where did your trip end?

Answered: 26 Skipped: 6



ANSWER CHOICES	RESPONSES	
Home	26.92%	7
Work	30.77%	8
School	0.00%	0
Shopping	34.62%	9
Medical	3.85%	1
Other (please specify)	3.85%	1
<b>TOTAL</b>		<b>26</b>

Altavista Community Transit System (ACTS) Survey

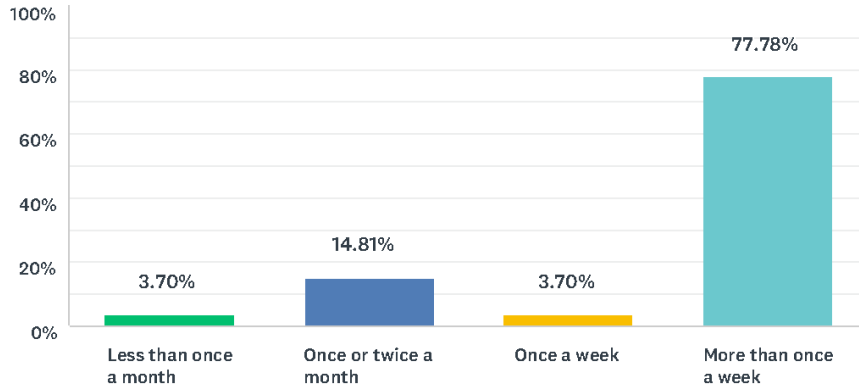
Q11 Please give an address, intersection, or nearby landmark of where your trip ended (optional).

Answered: 0 Skipped: 32

Altavista Community Transit System (ACTS) Survey

Q12 How frequently do you make this trip?

Answered: 27 Skipped: 5

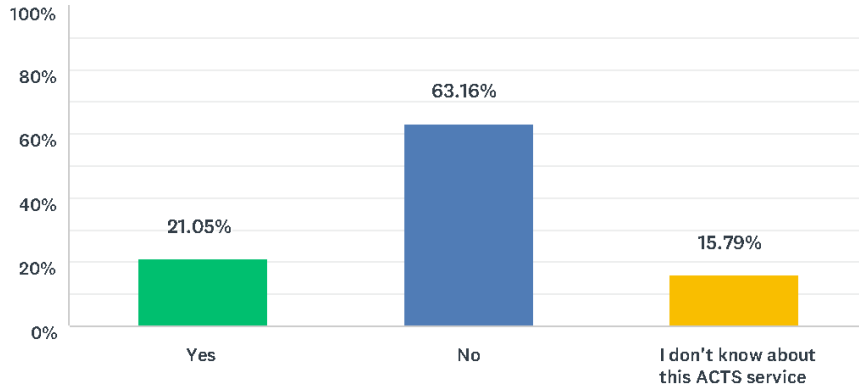


ANSWER CHOICES	RESPONSES	
Less than once a month	3.70%	1
Once or twice a month	14.81%	4
Once a week	3.70%	1
More than once a week	77.78%	21
TOTAL		27

Altavista Community Transit System (ACTS) Survey

Q13 Have you ever arranged a route deviation?

Answered: 19 Skipped: 13

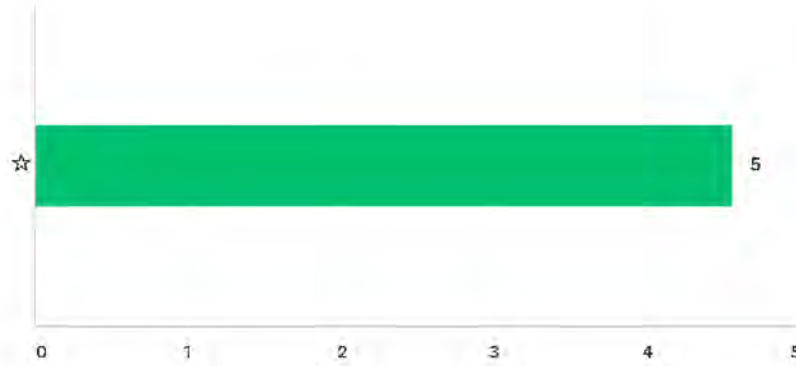


ANSWER CHOICES	RESPONSES	
Yes	21.05%	4
No	63.16%	12
I don't know about this ACTS service	15.79%	3
<b>TOTAL</b>		<b>19</b>

Altavista Community Transit System (ACTS) Survey

Q14 Frequency of bus service

Answered: 25 Skipped: 7



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	4.00% 1	0.00% 0	32.00% 8	64.00% 16	25	4.56

Altavista Community Transit System (ACTS) Survey

Q15 Areas served by the route

Answered: 24 Skipped: 8

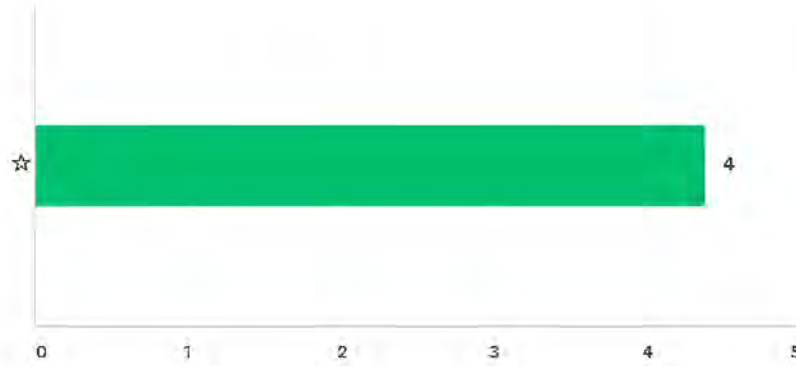


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	4.17%	12.50%	29.17%	54.17%	24	4.33
	0	1	3	7	13		

Altavista Community Transit System (ACTS) Survey

Q16 Bus arriving on-time

Answered: 24 Skipped: 8

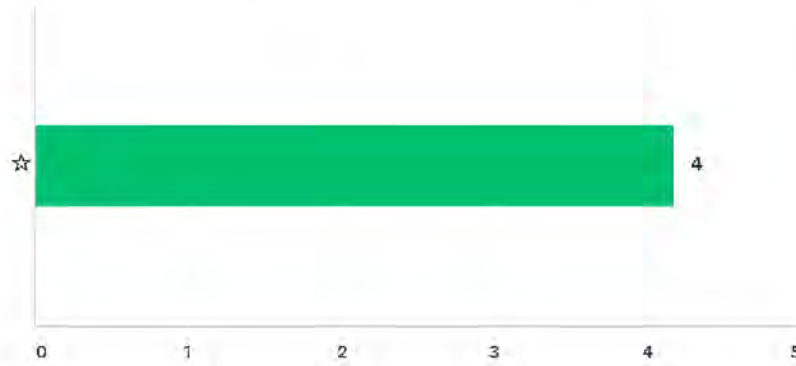


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	8.33%	4.17%	29.17%	58.33%	24	4.38
	0	2	1	7	14		

Altavista Community Transit System (ACTS) Survey

Q17 Hours of bus service

Answered: 24 Skipped: 8



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	4.17%	20.83%	29.17%	45.83%	24	4.17
	0	1	5	7	11		

Altavista Community Transit System (ACTS) Survey

Q18 Availability of information

Answered: 24 Skipped: 8



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	4.17%	12.50%	20.83%	62.50%	24	4.42
	0	1	3	5	15		

Altavista Community Transit System (ACTS) Survey

Q19 Cost of bus fare

Answered: 24 Skipped: 8

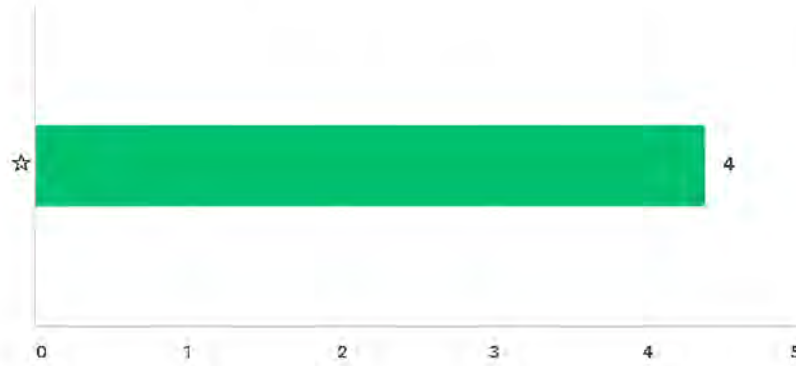


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	4.17% 1	0.00% 0	20.83% 5	75.00% 18	24	4.67

Altavista Community Transit System (ACTS) Survey

Q20 Security on bus and at stops

Answered: 24 Skipped: 8



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	8.33%	12.50%	12.50%	66.67%	24	4.38
	0	2	3	3	16		

Altavista Community Transit System (ACTS) Survey

Q21 Cleanliness of bus and stops

Answered: 24 Skipped: 8



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	4.17%	8.33%	12.50%	75.00%	24	4.58
	0	1	2	3	18		

Altavista Community Transit System (ACTS) Survey

Q22 Friendliness of drivers

Answered: 24 Skipped: 8



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	4.17%	0.00%	25.00%	70.83%	24	4.63
	0	1	0	6	17		

Altavista Community Transit System (ACTS) Survey

Q23 Overall service

Answered: 23 Skipped: 9

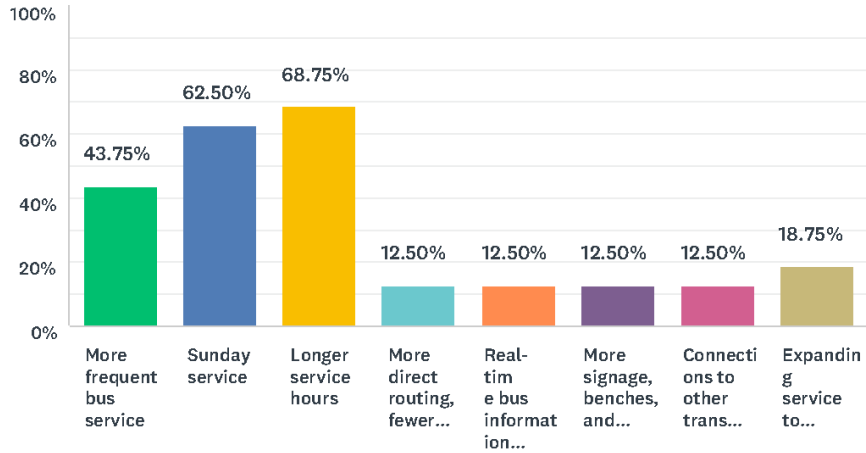


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00%	4.35%	0.00%	26.09%	69.57%	23	4.61
	0	1	0	6	16		

Altavista Community Transit System (ACTS) Survey

Q24 Please select three improvements you would want most

Answered: 16 Skipped: 16



ANSWER CHOICES	RESPONSES	
More frequent bus service	43.75%	7
Sunday service	62.50%	10
Longer service hours	68.75%	11
More direct routing, fewer deviations	12.50%	2
Real-time bus information (GPS)	12.50%	2
More signage, benches, and shelters	12.50%	2
Connections to other transit systems	12.50%	2
Expanding service to unserved areas (please name these areas below)	18.75%	3
Total Respondents: 16		