

Focus Areas
Creates Prosperity and Education Opportunity for All Citizens
Provides freedom through Safe and Healthy Communities
Values Economic Growth

Goal: Expand and Enhance Service Delivery

Fill service gaps - Promote service

Objective: Develop New ROAP Services

Strategy: Provide employment transportation countywide 24 hours a day, seven days a week, to meet the growing demand for employment transportation outside typical public transit operating hours. The \$1.60 one-way fare will apply to those passengers not eligible for free transportation. Develop and promote new service. Service should be fully functional by January 2008.

| | | Time Frame - Calendar Year | | | | | | | |
|---|---------------|-----------------------------------|-------------|-------------|------------|------|------|--------------------|--------------------------|
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Meet with public and private agencies dealing with employment assistance. (01/08) | ✓ | | | | | | | N/A | TAMS |
| Develop and implement a promotion plan. | In progress | X | | | | | | | TAMS |
| Establish an internal method for tracking passenger trips. | In progress | | X | | | | | | TAMS |
| Begin providing 24/7 employment transportation. (01/08) | ✓ | | | | | | | County, ROAP Grant | TAMS |
| Investigate contract amendment with MV or contracting service out. | Pending | | X | | | | | N/A | TAMS |
| Monitor service delivery. | Pending | | | X | | | | N/A | TAMS |

Strategy: Develop a service designed to connect rural county residents with fixed route systems already in Guilford County, such as those provided by PART, Greensboro and High Point. Service will operate daily and be available for any purpose for the current fare.

| | | Time Frame - Calendar Year | | | | | | | |
|---------------------------------------|---------------|-----------------------------------|-------------|-------------|------------|------|------|----------------|--------------------------|
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Meet with GTA, PART and Hi trans. | ✓ | | | | | | | N/A | TAMS |
| Estimated drop-off points. | ✓ | | | | | | | N/A | TAMS |
| Develop & implement a promotion plan. | In progress | X | | | | | | N/A | TAMS |

Transportation and Mobility Services 3-Year Business Plan

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|--|---------------|-----------------------------------|--------------------|--------------------|-------------------|-------------|-------------|--------------------|--------------------------|
| Begin providing PT Links Service. | Pending | | X | | | | | County, ROAP Grant | TAMS |
| Establish an internal method for tracking passenger trips. | In progress | X | | | | | | N/A | TAMS |
| Monitor service delivery. | Pending | | | X | | | | N/A | TAMS |
| Strategy: Develop a service for people living in senior housing complexes that do not have access to public transit. Service can be set up to take residents to nearby grocery or merchandise stores. A \$1 two-way fare would be charged to help fund this transportation service. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Identify senior housing communities. | In progress | | | | | | | N/A | TAMS |
| Meet w/ senior housing community representatives. | Pending | | X | | | | | N/A | TAMS |
| Establish service guidelines and responsibilities. | Pending | | X | | | | | N/A | TAMS |
| Develop & implement a promotion plan. | Pending | | X | | | | | N/A | TAMS |
| Establish an internal method for tracking passenger trips. | Pending | | X | | | | | N/A | TAMS |
| Begin service. | Pending | | X | | | | | County, ROAP | TAMS |
| Monitor service delivery. | Pending | | | X | | | | N/A | TAMS |
| Objective: Program Promotion | | | | | | | | | |
| Strategy: Ridership could be increased through branding of the program so that possible customers know what services are provided by the Transportation Department. The elderly, those needing transportation to jobs, and Medicaid-eligible clients should be the target audience. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop program identity. (1/06) | ✓ | | | | | | | N/A | TAMS |
| Create one-page informational flier. (11/06) | ✓ | | | | | | | N/A | TAMS |
| Update and print program brochure. (2/17) | ✓ | | | | | | | County, CIP Grant | TAMS |
| Speak to groups to promote the program. | On-going | | | | | | | N/A | TAMS |
| Develop promotional video & display board. | Pending | | | X | | | | N/A | TAMS |

Focus Area
Efficient, Effective, Responsive Government

Goal: Effective Internal Operations

Productive work environment – Tools to do the job

Objective: Staff Development & Succession Planning

Strategy: Transportation Services Supervisor needs supervisory training on county policies, Family & Medical Leave Act, Fair Labor Standards Act, etc.

Time Frame - Calendar Year

| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
|--|----------|-------------|-------------|-------------|------------|------|------|---------|-------------------|
| Send Transportation Services Supervisor to supervisor training course. | Pending | X | | | | | | N/A | TAMS, HR |
| Involve or let Transportation Services Supervisor take the lead on personnel issues. | On-going | X | X | X | X | | | N/A | TAMS, HR |

Strategy: Automation of processes requires more formal training. Staff needs additional/continual software training due to automation of processes.

Time Frame - Calendar Year

| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
|--|---------|-------------|-------------|-------------|------------|------|------|---------|-------------------|
| Designate in-house Trapeze expert to assist staff. | ✓ | | | | | | | N/A | TAMS |
| Make provisions for Trapeze, Word and Excel training to occur. | Pending | X | | | | | | N/A | TAMS |

Strategy: Staff needs to understand the ‘big picture’ of the department, its grants and what role they play in ensuring compliance with many complex rules and regulations.

Time Frame - Calendar Year

| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
|--|----------|-------------|-------------|-------------|------------|------|------|---------|-------------------|
| Director needs to communicate directly with staff concerning all areas of the service and have them actively participate in meetings outside the office. (01/07) | ✓ | | | | | | | N/A | TAMS |
| Hold weekly staff meetings and communicate to staff through emails. | On-going | X | X | X | X | X | X | N/A | TAMS |
| Develop areas of interest for each staff member and make them responsible for being the “expert” in that area. (01/07) | ✓ | | | | | | | N/A | TAMS |

| Objective: Ensure Quality Work and Office Environment | | | | | | | | | |
|---|--------|-------------|-------------|-------------|----------------------------|------|------|---------|------------------------|
| Strategy: The current layout is not conducive to efficient operations. It is difficult to coordinate and monitor calls. Employees in cubicles would be a better arrangement. The current building's infrastructure also causes problems. The electricity goes out often, the phone system has problems, and the offices have been broken into. Re-evaluate space needs and office design. | | | | | Time Frame - Calendar Year | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Work with County Property Manager to determine space needs and explore alternatives. (8/07) | ✓ | | | | | | | N/A | TAMS, Property Manager |
| Space opened up in the Old Courthouse. Department moved in 9/07. | ✓ | | | | | | | N/A | TAMS |
| Objective: Enhance Telephone System | | | | | | | | | |
| Strategy: The steady volume of calls indicates a need for a telephone system that could answer the calls, place callers on hold, and cue them for answering in the order they were received. This could improve response time and would enable monitoring of calls thereby bolstering customer service. Replace existing phone system with ACD system to ensure that calls are answered and to even distribution of calls to call takers. | | | | | Time Frame - Calendar Year | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| In cooperation with IS, evaluate existing phone system and make recommendation. (5/07) | ✓ | | | | | | | N/A | TAMS, IS |
| Get budget approval for phone system improvements. (7/07) | ✓ | | | | | | | County | TAMS |
| Get approval from IT Investment Board. | | X | | | | | | N/A | TAMS |
| Install new system. | | X | | | | | | N/A | IS |
| Objective: Increase Automation of Processes | | | | | | | | | |
| Strategy: Billing process relies on manual process and Excel spreadsheets. Trapeze offers the ability to schedule rides and invoice customers. | | | | | Time Frame - Calendar Year | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Automate billing process with Trapeze generating invoices and payment spreadsheets. (11/06) | ✓ | | | | | | | N/A | TAMS, IS |
| Investigate switching from monthly billing to tickets or passes and/or payment by credit card | | | X | | | | | N/A | TAMS |

Transportation and Mobility Services 3-Year Business Plan

| Strategy: Improve trip reporting by funding source. | | Time Frame - Calendar Year | | | | | | | |
|--|----------|----------------------------|-------------|-------------|------------|------|------|---------|-------------------|
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Trapeze can automate reimbursement from Medicaid and other grants because it allows a funding source to be associated with each client. (10/06) | ✓ | | | | | | | N/A | TAMS, IS |
| Strategy: Reservation process is a manual process with handwritten orders and faxing. Information related to passenger schedules and routes are control by the contractors. Reservations and client database need to more automated. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Begin utilization of Trapeze PASS software for client and reservation data. | ✓ | | | | | | | N/A | TAMS, IS |
| Complete Regional Implementation of Trapeze. | ✓ | | | | | | | N/A | TAMS |
| Continue staff training as new elements are utilized. | On-going | | | | | | | N/A | TAMS |
| Add Other Providers to Trapeze (Not feasible under regional database). | N/A | | | | | | | | |
| Strategy: There is no formal process to receive and address complaints. For a short time the department used an access database to log complaints but there was no real follow-up. Develop an efficient and effective way to document, follow-up and report on complaints. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Investigate possible solutions. (6/07 - 9/07) | ✓ | | | | | | | N/A | |
| In cooperation with MV select a software or process. System is currently used by MV and is internet based. (10/07) | ✓ | | | | | | | N/A | TAMS, MV |
| Secure funding, if necessary. | N/A | | | | | | | N/A | TAMS |
| Implement solution. (11/07) | ✓ | | | | | | | N/A | TAMS, MV |
| Report and monitor results | On-going | | | | | | | N/A | TAMS, MV |

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|--|---------------|-----------------------------------|--------------------|--------------------|-------------------|-------------|-------------|----------------------|--------------------------|
| Strategy: Develop a single client database with reporting functionality. Trapeze only includes trips preformed by MV Transportation. Some clients receive other assistance such as bus tickets and car repairs. There is not a single client database. This makes it difficult to report on all assistance. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Staff and IS are working on a custom database that will include all clients served and services provided. | ✓ | | | | | | | 700 Hrs -IS Staff | TAMS, IS |
| Develop a functional application. | In Progress | | | | | | | N/A | IS |
| Test application and implement. | | | X | | | | | N/A | IS, TAMS |
| Monitor efficiency. | | | | X | | | | N/A | IS, TAMS |
| Strategy: Staff is responsible for establishing Medicaid and general service eligibility. Efficient tools are not in place to accomplish this. Staff also continues to use paper based eligibility forms. Staff needs access to the state screens that provide vital information for completing this task | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Work with DSS & State DMA to establish information access. Complete access was not granted by the State. Continue to evaluate need; revisit issue in the future. (01/07) | ✓ | | | | | | | N/A | TAMS, IS |
| Strategy: Look for operational efficiencies in area of trip reservations. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| BOCC directed TPB and staff to study the issue. (08-07) | ✓ | | | | | | | N/A | TAMS |
| Prepare report and recommendation. (9-07) | ✓ | | | | | | | N/A | TAMS, MV |
| Present to BOCC (12-07 contractor requested that county keep reservation function at this time) | N/A | | | | | | | N/A | |
| Implement recommendations. | N/A | | | | | | | N/A | |
| Strategy: Customer service expectations of staff need to be developed and clearly communicated. Staff needs customized customer service training and written guidelines. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop customer service guidelines and have staff commit to following them. | ✓ | | | | | | | N/A | TAMS |
| Conduct specialized customer service training. | ✓ | | | | | | | N/A | TAMS, HR |

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|--|---------------|----------------------------|--------------------|--------------------|-------------------|-------------|-------------|-------------------|--------------------------|
| Conduct a customer satisfaction survey of the providers & county staff. | In Progress | X | | | | | | County, CTP | TAMS |
| Objective: Emergency Preparedness | | | | | | | | | |
| Strategy: Automation brings with it an increase dependence on computer, access to the internet and the county network. Extended loss of phone service, power outages or network disruptions would severally disrupt service deliver. Polices and procedures need to be established for a Continuation of Operations. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop a Continuity of Operations Plan. (06-07) | ✓ | | | | | | | N/A | TAMS, EM |
| Purchase wireless laptop for emergency use. (10/07) | ✓ | | | | | | | County, CTP Grant | TAMS, IS |
| Participate and lend transportation support during WEB EOC events. | On-going | | | | | | | N/A | TAMS |
| Strategy: A recent audit and annual fixed asset report found no discrepancies. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Use Lawson system to track fixed assets. | Pending | | | | | | | N/A | TAMS, Finance |
| Ensure future fixed assets are documented. | Pending | | | | | | | N/A | TAMS |
| Goal: Political Impact | | | | | | | | | |
| Stronger Voice - Empowered Board - Effective change - Respect | | | | | | | | | |
| Objective: Reorganize TPB to strengthen authority | | | | | | | | | |
| Strategy: The role and function of the Transportation Planning Board has changed over the years. Attendance at meetings runs between 50 and 75 percent. New members have difficulty understanding their role and the complexities of the program. Reenergize the Board and redefine their mission. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Review by-laws and revise as needed to clearly define board's role. | Pending | | X | | | | | N/A | TPB |
| Consider renaming the board. | Pending | | X | | | | | N/A | TPB |
| Review membership and consider adding a passenger and dialysis passenger. | ✓ | | | | | | | N/A | TPB |
| Conduct bi-annual member orientation meetings. | Pending | | X | | | | | N/A | TAMS |

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|---|---------------|-----------------------------------|-------------------------------|-------------------------------|------------------------------|-------------|-------------|----------------|--------------------------|
| Strategy: Create an environment where transportation services area source of pride for public officials. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Consider requesting a BOCC representative be appointed to the TPB. | Pending | | X | | | | | N/A | TPB |
| Develop a process for the TPB members to make regular contact with Board of County Commissioners. | Pending | | X | | | | | N/A | TPB |
| Provide program and staff support at BOCC meetings. | On - going | | | | | | | N/A | TPB |

Goal: Operational Performance Measures

Better management of the system - An efficient system - Quantified service delivery

Objective: Implement Dedicated Routes and Drivers

| | | | | | | | | | |
|--|---------------|-----------------------------------|-------------------------------|-------------------------------|------------------------------|-------------|-------------|----------------|--------------------------|
| Strategy: Service delivery is heavily controlled by individual rider desires with little regard for agency/center needs. This creates an inefficient transit system that costs more to operate and does not meet overall community needs. Coordinate with individual agencies/centers to establish dedicated routes and set up pickup times with input from caregivers based upon agency/center operations. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Determine a test site for a dedicated route process. (ACE - River Landing) | ✓ | | | | | | | N/A | TAMS, MV |
| Balance agency/center operations with rider desires. | ✓ | | | | | | | N/A | TAMS, MV |
| Implement new routes. | ✓ | | | | | | | N/A | MV |
| Monitor impact. | ✓ | | | | | | | N/A | TAMS |
| Establish process for other agencies/centers if successful. | On - going | | | | | | | N/A | TAMS |
| Establish a dedicated route process for dialysis centers. | ✓ | | | | | | | N/A | TAMS, MV |
| Notify and visit centers. | Pending | X | | | | | | N/A | TAMS, MV |
| Implement routes. | Pending | X | | | | | | N/A | MV |
| Monitor impact. | Pending | | X | | | | | N/A | TAMS |

| Strategy: Improve routing and scheduling | | Time Frame - Calendar Year | | | | | | | | |
|--|----------|----------------------------|-------------|-------------|------------|------|------|---------|-------------------|--|
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| REFER to Dedicated routes and drivers above. | On-going | | | | | | | | TAMS, MV | |
| Objective: Establish Negotiated Pickup Times | | | | | | | | | | |
| Strategy: Currently riders are given a pickup time based upon a set time frame determined by their pick up location and destination. This sets an unrealistic expectation for the rider as to their actual pick up time. Study the alternatives to the current process to help give riders a more accurate pick up time. | | Time Frame - Calendar Year | | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| Discuss and get input from the Transportation Planning Board | Pending | | | X | | | | N/A | TAMS, MV | |
| Develop alternatives and present them to the TPB for review and adoption. | Pending | | | X | | | | N/A | TAMS, MV | |
| Implement new process. | Pending | | | X | | | | N/A | TAMS, MV | |
| Objective: Improve Vehicle Mix | | | | | | | | | | |
| Strategy: The current mix of vehicles (20 sedans and 20 buses/vans) in the fleet does not permit the system to run efficiently. Study possibilities of changing vehicle mix to provide more buses/vans & fewer sedans. | | Time Frame - Calendar Year | | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| Work with NCDOT-PTD and MV to develop a process and funding scheme to modify vehicle mix. | ✓ | | | | | | | N/A | TAMS, MV, NCDOT | |
| Request replacement vehicle funding through the CTP Grant. | ✓ | | | | | | | N/A | TAMS | |
| Meet with NCDOT prior to grant award. | Pending | X | | | | | | N/A | TAMS | |
| If grant funding is approved, seek county match. | Pending | | X | | | | | County | TAMS | |
| Objective: Establish System and Program Performance Measures | | | | | | | | | | |
| Strategy: Transit efficiency Performance Measures should be established. Recommend outcome, efficiency & effectiveness measures are adopted & reported. | | Time Frame - Calendar Year | | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| Work with Transportation Planning Board & providers to agree on performance measures. (6/07) | ✓ | | | | | | | N/A | TAMS, MV | |

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|--|---------------|-----------------------------------|--------------------|--------------------|-------------------|-------------|-------------|----------------|--------------------------|
| Publish performance measures quarterly. (10/07) | ✓ | | | | | | | N/A | TAMS |
| Provide review of performance reporting and adjust measures as needed. | On-going | | | | | | | | TAMS |
| Use outcomes to support future funding. | Pending | | | | | | | N/A | TAMS |
| Strategy: Reduce driver turnover. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Review driver salaries and benefits to ensure they are competitive. | Pending | | X | | | | | N/A | TPB, MV |
| Develop ways to make drivers feel valued. | Pending | | X | | | | | N/A | TPB, MV |
| Strategy: Ensure sensitivity training of drivers. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Review MV's training program. | Pending | | X | | | | | N/A | TPB |
| Encourage MV to use passengers and agencies in training program. | On-going | | | | | | | N/A | TAMS |
| Strategy: Work with MV Transportation on the installation of on board GPS (vehicle tracking system) units in vehicles to improve on-time performance. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Hold discussions with MV Transportation concerning implementation. | ✓ | | | | | | | N/A | TAMS |
| MV Transportation is considering the purchase of GPS units. | Pending | | | | | | | MV | MV |
| Goal: Customer Responsiveness | | | | | | | | | |
| Satisfied Customers - Fewer complaints - Better Service | | | | | | | | | |
| Objective: Conduct a Customer Satisfaction Survey | | | | | | | | | |
| Strategy: The last customer service survey was conducted in 2005. Conduct a passenger and client satisfaction survey including all contractors, agencies serviced and county staff. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Investigate methods to accomplish survey. (1/08) | ✓ | | | | | | | N/A | TAMS |
| Select a method. (2/08) | ✓ | | | | | | | N/A | TPB |
| Survey is being conducted by Insight Research by mail. It is being sent to both passengers and agencies. (3/- 4/08) | In Progress | | | | | | | County | TAMS |
| Analyze and review results. (5/08) | Pending | | X | | | | | County | TAMS |
| Incorporate findings into performance measurement and strategic planning process. | Pending | | X | | | | | N/A | TAMS |

| Objective: Accommodate Non-English Speaking Clients | | | | | | | | | | |
|---|-------------|-------------|-------------|-------------|----------------------------|------|------|---------|-------------------|--|
| Strategy: The department receives calls from LEP persons. Investigate mechanism to assist LEP callers and comply with Title VI guidelines. | | | | | Time Frame - Calendar Year | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| Contract with 3rd party provider. (3/07) | ✓ | | | | | | | County | TAMS | |
| Train staff & implement. (4/07) | ✓ | | | | | | | N/A | TAMS | |
| Objective: Provide a Description of Procedures | | | | | | | | | | |
| Strategy: Riders currently do not receive a detailed description of the service or all it guidelines and there isn't an established set of expectations for the riders or caregivers, creating opportunities for the abuse of the service. Study the need to establish a Rider Bill of Rights or Transportation Services Agreement. | | | | | Time Frame - Calendar Year | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| Review process for including new riders into the system. (7/07) | ✓ | | | | | | | N/A | TAMS | |
| Research processes used by other systems. (7/- 9/07) | ✓ | | | | | | | N/A | TAMS | |
| TPB discussed and approved proposed guidelines. (10/07) | ✓ | | | | | | | N/A | TAMS | |
| Distribute guideline to coincide with service delivery changes due to regional implementation of Trapeze. (11/07) | ✓ | | | | | | | N/A | TAMS | |
| Objective: Improve the Reservation Process and Passenger Experience | | | | | | | | | | |
| Strategy: Research and implement customer responsiveness measures identified by the Transportation Planning Board at its January 2008 retreat. | | | | | Time Frame - Calendar Year | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party | |
| Work to establish a single phone number for all area transit. | Pending | | | | X | | | N/A | TAMS | |
| Improve response to reservation phone calls. [Refer to installation of ACD Phone System.] | Pending | | X | | | | | N/A | TAMS | |
| Make connections between agencies invisible. | Pending | | | | X | | | N/A | TAMS | |
| Book and cancel rides via WEB. [Phase II of Regional Technology Project] | Pending | | | | X | | | N/A | TAMS | |
| Reminder calls for riders without WEB access. [Phase II of Regional Technology Project] | Pending | | | | X | | | N/A | TAMS | |
| Use agency-based scheduling. | Pending | | | | X | | | N/A | TAMS | |
| Develop a subscription reservation reminder card. | In progress | | X | | | | | N/A | TAMS | |

Goal: Operational Cost and Control

Decreased Cost to County – Increase County Control – Taxable Value

Objective: Improve Accuracy of Grant and Financial Reporting

Strategy: Files pertaining to grant reporting processes are fragmented and non-existent in some cases. Formalized policies and procedures should be established and more automation be used.

| Action Items | Status | Time Frame - Calendar Year | | | | | | Funding | Responsible Party |
|---|---------|----------------------------|-------------|-------------|------------|------|------|---------|-------------------|
| | | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | | |
| Develop written procedures and incorporate them into a Department Procedure Manual. | Pending | | | | X | | | N/A | TAMS |

Strategy: All funding is in one class code. Funding allocations have to be tracked and reported via spreadsheets. Often these spreadsheets are developed and maintained without adequate data integrity controls. Formalized policies and procedures should be established and more automation used.

| Action Items | Status | Time Frame - Calendar Year | | | | | | Funding | Responsible Party |
|--|---------|----------------------------|-------------|-------------|------------|------|------|---------|-------------------|
| | | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | | |
| Investigate adding new class codes or attributes into the Lawson System to assist it with grant reporting. | Pending | | X | | | | | N/A | TAMS, Finance |

Objective: Document and Improve Eligibility Processes

Strategy: The program documentation process is predominantly manual. Formalized policies and procedures should be established.

| Action Items | Status | Time Frame - Calendar Year | | | | | | Funding | Responsible Party |
|---|---------|----------------------------|-------------|-------------|------------|------|------|---------|-------------------|
| | | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | | |
| Develop written procedures and incorporate them into a Department Procedure Manual. | Pending | | | X | | | | N/A | TAMS |

Strategy: Files pertaining to grant eligibility documentation is fragmented and non-existent in some cases. Formalized policies & procedures should be established and more automation used.

| Action Items | Status | Time Frame - Calendar Year | | | | | | Funding | Responsible Party |
|--|---------|----------------------------|-------------|-------------|------------|------|------|---------|-------------------|
| | | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | | |
| Develop written procedures & incorporate into a Department Procedure Manual. | Pending | | | X | | | | N/A | TAMS |

Transportation and Mobility Services 3-Year Business Plan

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|---|---------------|-----------------------------------|--------------------|--------------------|-------------------|-------------|-------------|----------------|--------------------------|
| Strategy: Lack of documentation concerning billing processes may have led to errors and delays in billing during staff turnover. Formalized policies and procedures should be established and more automation used. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop written procedures and incorporate them into a Department Procedure Manual. | Pending | | | X | | | | N/A | TAMS |
| Strategy: Although required for Community Transportation Program funding the county's Community Transportation Plan is overdue for updating. NCDOT is the lead agency for the plan being updated. There is no timeframe set for an update. County should press this issue in the Seamless Mobility Study. Request the issue be dealt with as part of the study or as a recommendation. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Staff will participate and monitor the Seamless Mobility Study | On-going | | | | | | | N/A | TAMS |
| Strategy: No formal agreement or documentation is in place for administrative processing or how Medicaid is billed. Medicaid billing rates should be thoroughly documented and an inter-office agreement should be developed & signed by DSS & TAMS. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop and execute an MOU between DSS and Transportation. | ✓ | | | | | | | N/A | TAMS |
| Objective: Review Cash Handling, Billing and Accounts Receivable | | | | | | | | | |
| Strategy: There is an inadequate segregation of duties, which is an internal control risk. One person is responsible for preparing the daily charge documents, calculating the monthly charges, preparing and mailing the monthly payments, preparing the accounts receivable, and issuing receipts and posting. Formal policies, procedures, and systems should be adopted. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop written cash handling procedures that provide for separation of duties. | ✓ | | | | | | | N/A | TAMS |

Transportation and Mobility Services 3-Year Business Plan

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|---|---------------|--|--------------------|--------------------|-------------------|-------------|-------------|----------------|--------------------------|
| <p>Strategy: Develop a clear audit trail whereby clients are given credit if they overpay their accounts. Formal policies, procedures, and systems should be adopted. Billing through Lawson and establishing a cashiering system should be explored.</p> | | <p>Time Frame - Calendar Year</p> | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Investigate handling accounts receivable differently. Refer to bus pass and ticket research. | ✓ | | | | | | | N/A | TAMS |
| <p>Objective: Gain Better Control over System and Capital Assets</p> | | | | | | | | | |
| <p>Strategy: Research and implement customer responsiveness measures identified by the Transportation Planning Board at its January 2008 retreat.</p> | | <p>Time Frame - Calendar Year</p> | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Develop method to gain ownership of fleet vehicles. | ✓ | | | | | | | N/A | TAMS |
| Money requested in FY 09 CTP and County budget for acquisition of 5 vehicles. | Pending | | X | | | | | N/A | TAMS |
| Support implementation of one human service/ADA/community transit system for the entire. [Reevaluate pending recommendation of Piedmont Triad Seamless Mobility Study] | Pending | | | X | | | | N/A | TAMS |
| Increase county oversight and control of service delivery. | Pending | | | X | | | | N/A | TAMS |
| Create better coordination between reservations and scheduling. | Pending | | | X | | | | N/A | TAMS |
| Increase number of county personnel performing duties. | Pending | | | X | | | | N/A | TAMS |
| <p>Goal: Contractual Expectations</p> | | | | | | | | | |
| <p>Objective: Ensure Fairness - Measurable Service - Accountability</p> | | | | | | | | | |
| <p>Strategy: Formal agreements could not be located for all vendors. In the past, verbal agreements were used to amend contracts, which were not formalized or documented. All contracts, agreements and changes need to be formally documented. Vouchers should be considered as a way to verify that rides are actually given.</p> | | <p>Time Frame - Calendar Year</p> | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Locate and create single file for all existing contracts. | ✓ | | | | | | | N/A | TAMS |
| Develop written fully executed agreements as needed. | On-going | | | | | | | N/A | TAMS |

Transportation and Mobility Services 3-Year Business Plan

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|---|---------------|-----------------------------------|-------------------------------|-------------------------------|------------------------------|-------------|-------------|----------------|--------------------------|
| Strategy: Determine a fair price per trip for the 2 nd year of MV's contract, due to trip volume being 10% less than expected, the price per trip must be negotiated. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| TPB and MV met and developed a recommendation. (5/ -7/07) | ✓ | | | | | | | N/A | TAMS |
| 2nd Year pricing approved by BOCC. (8/07) | ✓ | | | | | | | N/A | TAMS |
| Strategy: Establish a procedure to track gas prices, determine impact and inform MV of adjustments to base cost per trip. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Prices are checked and documented weekly. Spreadsheet is used to calculate impact; price adjustment emailed to MV monthly. (10/06) | ✓ | | | | | | | N/A | TAMS |
| Strategy: Ensure accountability in billing for trips. After the department authorizes a client for standing order pick-up, there is no check on the contractor to ensure that the client is still riding. Clients could be set up for an eligibility period, perhaps 30 days, after that dropped off the manifest automatically. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| Further study needed too clearly determine needs. | | | | X | | | | N/A | TAMS |
| Strategy: Revise RFP at time of next bid. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| MV Transportation's contract expires on July 31, 2009. If the decision is to not renew, services will need to be bid. Development of the RFP would need to start in early 2009. | Pending | | | | | X | | N/A | TAMS |
| Strategy: Utilize State performance measures in vendor's contract. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| The NCDOT-Public Transit Division is developing performance measures and benchmarks for transit systems. The county should compare its performance measures to the state's, make adjustments, then establish benchmarks. | Pending | | X | | | | | N/A | TAMS |
| Strategy: Establish multiple performance measures with penalties. | | Time Frame - Calendar Year | | | | | | | |
| Action Items | Status | 1st. Qt. 08 | 2nd. Qt. 08 | 3rd. QT. 08 | 4th Qt. 08 | 2009 | 2010 | Funding | Responsible Party |
| During the preparation of RFP, incorporate meaningful performance measures with easy to enforce penalties. | Pending | | | | | X | | N/A | TAMS |