



**LEBANON CITY COUNCIL
NOVEMBER 7, 2023 - 5:30 PM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Meeting Access

- A. To listen to this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 815 489 937#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

2. Review of 2024 City Budget - Question & Answer Session

- A. [City Manager](#) (To include City Manager & City Council Operations, Legal, and Advance Transit)

City of Lebanon [2024 Proposed Operating Budget](#) available at [LebanonNH.gov/Budget](#)

3. Presentation by City Manager and Finance Director

- A. Overview of Proposed 2024 Annual Budget

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](#) where you will find instructions on how to enter the meeting. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.

General Fund Line-Item Budget

City Manager

City Manager's Office

2024 Budget



BUDGET REPORT FOR CITY OF LEBANON
Calculations As Of 10/16/2023

					2024	2024
GL Number	Description	2023 Amended Budget	2023 Activity	2024 Recommended	Requested Amt Change	Requested % Change
CITY MANAGER						
Appropriations						
CITY COUNCIL						
1100-4130-0040-5000-0000	OTHER PURCHASED SERVICES	-	3,727	-	-	0%
Total Department CITY COUNCIL:		-	3,727	-	-	0%
CITY MANAGER						
1100-4130-0050-1100-0000	FULL TIME WAGES	364,650	285,474	390,620	25,970	7%
1100-4130-0050-1125-0000	PART TIME WAGES 25-29	68,560	51,668	94,770	26,210	38%
1100-4130-0050-1200-0000	TEMPORARY PT WAGES	-	8,227	-	-	0%
1100-4130-0050-1300-0000	OVERTIME WAGES	2,000	-	2,000	-	0%
1100-4130-0050-2150-0000	LIFE & DISABILITY INSURANCE	4,650	2,740	5,000	350	8%
1100-4130-0050-2200-0000	FICA & MEDICARE TAXES	33,300	26,621	37,290	3,990	12%
1100-4130-0050-2301-0000	RETIREMENT: MUNICIPAL	30,130	23,584	32,340	2,210	7%
1100-4130-0050-2310-0000	RETIREMENT: ICMA	20,450	16,218	20,790	340	2%
1100-4130-0050-2450-0000	TRAINING/LICENSES/DUES	28,850	22,155	29,990	1,140	4%
1100-4130-0050-2600-0000	WORKERS' COMPENSATION	750	629	1,080	330	44%
1100-4130-0050-3410-0000	SOFTWARE: SUPPORT/SERVICE/SUBSCRIPTIONS	-	947	-	-	0%
1100-4130-0050-5000-0000	OTHER PURCHASED SERVICES	10,000	4,626	10,000	-	0%
1100-4130-0050-5300-0000	COMMUNICATIONS	2,000	1,183	2,000	-	0%
1100-4130-0050-5400-0000	ADVERTISING	3,500	-	3,500	-	0%
1100-4130-0050-5500-0000	OUTSIDE DUPLICATION	9,500	5,000	11,600	2,100	22%
1100-4130-0050-5800-0000	TRAVEL	4,000	1,863	4,000	-	0%
1100-4130-0050-5875-0000	MILEAGE	1,000	1,093	1,500	500	50%
1100-4130-0050-6000-0000	OFFICE SUPPLIES	3,000	1,950	3,000	-	0%
1100-4130-0050-6400-0000	REFERENCE PUBLICATIONS	500	325	500	-	0%
Total Department CITY MANAGER:		586,840	454,303	649,980	63,140	11%
PUBLIC COMMUNICATIONS						
1100-4130-0070-1100-0000	FULL TIME WAGES	102,720	80,756	108,130	5,410	5%
1100-4130-0070-2150-0000	LIFE & DISABILITY INSURANCE	1,310	850	1,380	70	5%
1100-4130-0070-2200-0000	FICA & MEDICARE TAXES	7,860	5,642	8,270	410	5%
1100-4130-0070-2301-0000	RETIREMENT: MUNICIPAL	14,170	11,198	14,630	460	3%
1100-4130-0070-2450-0000	TRAINING/LICENSES/DUES	2,000	200	2,000	-	0%
1100-4130-0070-2600-0000	WORKERS' COMPENSATION	180	146	240	60	33%
1100-4130-0070-3410-0000	SOFTWARE: SUPPORT/SERVICE/SUBSCRIPTIONS	80,700	92,040	-	(80,700)	-100%
1100-4130-0070-5800-0000	TRAVEL	1,000	-	1,000	-	0%
1100-4130-0070-6000-0000	OFFICE SUPPLIES	500	-	500	-	0%
Total Department PUBLIC COMMUNICATIONS:		210,440	190,832	136,150	(74,290)	-35%
CITY MANAGER OTHER						
1100-4130-0080-5000-0000	OTHER PURCHASED SERVICES	65,000	34,865	65,000	-	0%
Total Department CITY MANAGER OTHER:		65,000	34,865	65,000	-	0%
LEGAL SERVICES						
1100-4153-0000-3000-0000	LEGAL SERVICES	200,000	14,496	200,000	-	0%
1100-4153-0000-3000-0001	ASSESSING	-	5,502	-	-	0%
1100-4153-0000-3000-0002	CITY MANAGER	-	22,716	-	-	0%
1100-4153-0000-3000-0003	CITY CLERK	-	3,223	-	-	0%
1100-4153-0000-3000-0004	CODE ENFORCEMENT	-	6,859	-	-	0%
1100-4153-0000-3000-0005	PUBLIC WORKS	-	20,825	-	-	0%
1100-4153-0000-3000-0006	FINANCE	-	349	-	-	0%
1100-4153-0000-3000-0007	FIRE	-	239	-	-	0%
1100-4153-0000-3000-0008	PLANNING & ZONING	-	13,912	-	-	0%
1100-4153-0000-3000-0009	LIBRARY	-	2,871	-	-	0%
1100-4153-0000-3000-0012	POLICE	-	11,688	-	-	0%
1100-4153-0000-3000-0013	HUMAN SERVICES	-	48	-	-	0%
1100-4153-0000-3000-0014	PERSONNEL	100,000	17,827	50,000	(50,000)	-50%
Total Department LEGAL SERVICES:		300,000	120,555	250,000	(50,000)	-17%
REGIONAL ASSOCIATION- ADVANCE TRANSIT						
1100-4197-0010-5910-0000	ADVANCE TRANSIT	267,200	200,400	342,100	74,900	28%
Total Department REGIONAL ASSOCIATION- ADVANCE TRANSIT:		267,200	200,400	342,100	74,900	28%
TOTAL APPROPRIATIONS		1,429,480	1,004,682	1,443,230	13,750	1%

October 17, 2023

Lebanon City Council
City of Lebanon City Hall
51 N Park Street
Lebanon, NH 03766

To the members of the Lebanon City Council,

Advance Transit has recently expanded its hours into evenings and Saturdays. This expanded service is, of course, not without cost to the Lebanon taxpayer. In a time of increasing pressure on the City of Lebanon's budget, it might be understandable for the City to consider rolling back support for these expanded services. Considering equity in transportation means understanding how the least-advantaged groups are most affected, so that we may direct funds according to need. Lebanon's Diversity, Equity, and Inclusion (DEI) Commission would therefore like to take the opportunity to **voice our full support for continuing these expanded hours** for the positive impact they will almost certainly have on equity in the City.

Accessible public transportation is of vital importance to the health and wellbeing of many overlapping communities in Lebanon, such as elderly residents, low-income families, and people with disabilities. Public transportation provides them with the means to access employment, social services, necessities like food and groceries, and allows them to more generally participate in the local economy. Many largely rural areas rely primarily on privately owned vehicles to meet this need, but thankfully, in Advance Transit, the City of Lebanon and its surrounding communities have a burgeoning public transportation infrastructure.

Unfortunately, due to various conditions—pandemic-induced shortages, supply chain issues, and large-scale labor actions at American automakers, among others—the costs of private transportation have increased. In areas without reliable public transit, losing access to a car often means losing the ability to work, seek medical care, utilize social services, and participate in community life. Reliable public transit, **especially on evenings and weekends**, allows those without cars to extend or vary

their work hours, and to make plans outside of regular work hours, including grocery shopping and medical visits.

The extended hours also allow members of the local community who do have cars to choose not to use them, which reduces strain not only on road infrastructure but also on the environment and traffic congestion. As reported in the Valley News (October 3, 2023, “Riders welcome expanded Upper Valley bus routes and hours”) the community reaction to the recent expansion of Advance Transit service into evenings and Saturdays has been overwhelmingly positive, and ridership during the new hours, especially Saturdays, has risen much faster than expected. According to the article, “on the first Saturday of service, Sept. 16, there were 635 passengers across all three routes; on the second Saturday, the 23rd, that number had climbed to 673.” These ridership numbers represent both increased access to community events for non-drivers and private vehicles left off the road.

For these and other reasons, the DEI Commission respectfully recommends that the Lebanon City Council support the continued expansion of Advanced Transit’s hours into evenings and weekends.

Sincerely,

The City of Lebanon’s Diversity, Equity, and Inclusion Commission



July 20, 2023

Vicki Lee
Finance Director, City of Lebanon
51 North Park Street
Lebanon, NH 03766-1381

Dear Vicki,

Please find enclosed in this PDF Advance Transit's application materials for consideration during Lebanon's 2024 budget cycle. As always, we greatly appreciate our partnership with the City of Lebanon and we are thankful for the opportunity to submit this budget request.

For the upcoming year we are requesting funding to continue the existing public transportation services that we provide today, and we are also requesting additional funding to support an expansion of our services for an additional two hours on weekday evenings and for ten hours on Saturdays. I am happy to report that we have already secured commitments of federal funding to support this expansion, but to access these funds, we need to raise local matching funds. We have also received commitments of increases from Dartmouth College, and the Town of Hanover to support these efforts. We are asking our other private and municipal partners to participate in the funding of this initiative as well.

Our expansion plans were formed based on feedback that we collected from community members in 2022 as part of our update to our Transit Development Plan. I was pleased to share a summary of the findings of that report with the Lebanon City Council at their meeting on March first earlier this year. I have included a full copy of the Transit Development Plan interim report as part of this application.

I look forward to discussing this proposal and addressing any questions that may arise. Thank you for your consideration.

Sincerely,

Adams Carroll
Executive Director

APPLICATION SUMMARY SHEET

Name of Agency/Organization: Advance Transit

Contact Person: Adams Carroll, Executive Director

Payment Address: PO Box 1027, Wilder, VT, 05088

Contact Phone: 802-295-1824 Contact Email: acarroll@advancetransit.com

Fiscal Year: July to June Date of Last Independent Audit: Sept. 15, 2022

Audit Firm: Veroff & Austin PLLC

Year of Incorporation: 1984 IRS Tax Exempt Number: 22-2558708

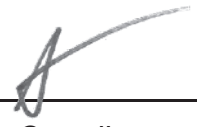
Amount of Request for 2024: \$ 342,100

<u>Year</u>	<u>Amount Requested</u>	<u>Amount Received</u>
2021	\$249,710	\$249,710
2022	\$249,710	\$249,710
2023	\$267,200	\$267,200

	<u>Program/Service/Activity</u>	<u>Amount Requested</u>
A.	Public Transportation Service	\$275,210.00
B.	Weekday Evening and Saturday Public Transit Service	\$66,890.00
C.		\$0.00
D.		\$0.00
E.		\$0.00
F.		\$0.00
G.		\$0.00
	TOTAL	<u>\$342,100.00</u>

Provide a brief summary of the purpose(s) for which you are requesting funds from the City of Lebanon:

Funding is used to support a portion of the cost of providing public transit service. Lebanon's contribution, in cooperation with funds from other municipal and private partners in the region, allows AT to leverage state and federal grants for the same purpose. An additional request is being made this year to extend the schedule of the Red, Blue, Orange, and Green routes by two hours on weekday evenings and to provide ten hours of Saturday service on those same four routes. This expansion addresses a long-standing desire from AT's riders, community members, and local leaders for additional hours of service.

Authorized Signature:  Date: July 19, 2023

Printed Name: Adams Carroll Title: Executive Director



Fiscal Year 2024 Budget

July 1, 2023 – June 30, 2024

Robert Starkey, Treasurer

Adams Carroll, Executive Director

Overview

Advance Transit (AT) will make significant changes to its service in fiscal year 2024. These changes include:

- **Expanded service hours:** AT will add two additional hours of weekday evening service and ten hours of Saturday service on its Blue, Red, Orange, and Green routes. The expanded services will operate at reduced frequency compared to the current weekday service.
- **Expanded ACCESS-AT paratransit service hours:** The ACCESS-AT paratransit service hours will be expanded to match the new operating hours of the fixed route service.
- **Restructuring of the Yellow route:** The Yellow route will be restructured to provide direct service to Sachem Village that continues to Hanover. This change is expected to boost ridership and effectively double frequency along the current Orange route. Yellow route service to UVAC, Gilman Office Complex, and downtown White River Junction will continue, but service to Bugbee Street will be discontinued.
- **Discontinuation of the Dartmouth/Hanover evening shuttle:** The Dartmouth/Hanover evening shuttle will be discontinued after 7 pm. The later service on the Blue, Red, Orange, and Green routes will replace the trips served by the current shuttle service. All other shuttle services, including the DHMC Lot 20 shuttle, will operate the same in FY24 as in FY23.

These changes are intended to address longstanding rider requests for an increased span of service and to improve the efficiency of AT's operations.

Operating Revenues

In FY23, awarded revenues of 5311 program formula funds are exceeding budget expectations because the state of Vermont has been able to use pandemic-era relief funds to provide 100% reimbursement of Vermont operating costs. Additionally, the state of NH carried over a significant amount of unspent FY22 5311 program funds into AT's FY23 award.

In FY24, Vermont will return to reimbursing only 50% of operating costs, and the unspent NH 5311 program funds will no longer be available to AT. As a result, FY24 federal 5311 program funds have decreased as a percentage of operating revenue compared to FY23 actuals, since local match funds will now be required to cover a larger portion of AT's operating expenses. The federal 5311 program amounts awarded in FY24 represent a significant increase over pre-pandemic levels due to the longer span of service.

State operating and capital assistance contributions from both New Hampshire and Vermont have increased significantly in FY24 compared to FY23. Despite these increases, local institutions like Dartmouth College and Dartmouth Health as well as AT's municipal sponsors will also be asked to cover a portion of the cost associated with the expanded hours of service through increased local match contributions.

To assist with one-time startup costs and marketing expenses associated with the launch of new services, AT is seeking grant funding through the Rural Transportation Equity Program. This is a one-time grant of CDC funding with no local match requirements administered through the NH Regional Coordinating Councils for Community Transportation.

AT will continue to earn income through our existing advertising program. AT additionally anticipates increased capital gains in FY24 due to investment of longer-term capital reserves into FDIC insured timed deposits. Finally, AT will offer specialized maintenance services for hire to other transit agencies. AT is well-equipped to provide these niche services to other regional public transportation providers who do not have the capacity to perform their own maintenance and who have not been able to find shops capable of working on their vehicle in the private market. Revenues earned through these initiatives will be reinvested into the organization's core public transportation programs.

AT's Sponsorship program will continue in FY24. AT's philanthropy program will include a targeted fundraising appeal tied to service expansion.

Operating Expenses

Increases in operating expenses are being driven by two main factors. First, the budget projects an increase in fuel consumption, parts, maintenance, wages, and other variable costs based on expected increases in service hours and miles on the road. Second, the budget reflects higher costs for parts and services that have continued to escalate as inflation has remained high.

For primary cost drivers like wages, benefits, insurance, fuels, and maintenance, cost models were developed to forecast anticipated expense associated with increased provision of service and market changes. For minor categories, costs were projected by applying an inflation premium of 4.5% over projected end-of-year FY23 expenses.

Wages and benefits reflect budgeted increases in FTEs to cover additional hours of service. Sign-on bonuses are being reduced to match market rates but will continue to be offered through the fiscal year as AT increases its staffing levels to cover the expanded schedule. For many years, AT has differentiated itself from other employers by offering family friendly schedules with no nights or weekends. To counteract the loss of this benefit, AT is investing in wages to bring them more in line with market rates, with a particular focus on drivers. While AT will still not be able to match private operator wages, these changes are necessary to bring us closer to market rates so that we can continue to recruit and retain drivers.

The Federal Motor Carrier Safety Act exempts interstate carriers like AT from paying overtime to drivers, drivers' helpers, loaders, and mechanics. In FY24, AT will voluntarily begin paying a time-and-a-half overtime premium to incentivize overtime. This significant change to AT's employment practices is expected to reward employees who volunteer for extra hours, reduce AT's exposure to rapidly increasing costs for benefits by reducing our need to hire additional staff, allow for more efficient

scheduling, and make AT a more appealing employer for new driver recruits. As with today, AT employees will still be required to comply with federal hours-of-service regulations to ensure passenger safety.

Capital Grants and Acquisitions

AT made good progress on its capital plan in FY23 with the addition of two electric buses to the fleet, major investments in charging infrastructure underway at the Van Chesnut Transit Operations Center, passenger seat upgrades, and more. Still, many of the FY23 projects are incomplete. In some cases, cost increases required projects to be reprioritized, resulting in the delay of lower priority projects. In other cases, such as with our electric cutaway vehicles, supply chain issues have continued to delay completion.

As a result of these factors, most capital items in FY24 are carryovers from FY23. Cost increases have been factored into FY24 carryovers. New capital items include building security enhancements, software modernization projects, and improved passenger amenities like improved bike racks and more shelters.

Planning

AT's five-year Transit Development Plan is well underway in FY23 and will continue into FY24. The FY24 budget includes a carryover of unspent FY23 planning funds, but no new planning projects are contemplated. The TDP is expected to be complete before December 2023.

Long Term Forecast

In many ways, AT's long-term forecast is return to a business-as-usual budget scenario in the sense that pandemic era relief programs will have largely expired, and local contributions are expected to make up a larger share of the budget moving forward. At the federal level, 5311 program formula appropriations are expected to increase by a factor of about 3% annually for the next few years. An increase in local funds would be required to access increases in federal funds.

In New Hampshire, there has been substantial progress in the legislature to provide additional operating support for public transit, with the potential for FY25 appropriations to increase to 3.5 times FY24 levels. Vermont's significant investment of state funds into public transportation is expected to continue, but currently is not projected to increase.

The AT fleet is still relatively new. Most vehicles' useful life is not expected to be reached until 2030 or later. Still, it is not too early to begin planning for the significant local match funds that will be required to replace AT's diesel buses with electric vehicles once that milestone is reached. Although electric buses can be expected to have lower operating costs compared to their diesel counterparts, the up-front purchase costs are higher. AT will need to take this factor into account in managing the capital reserve in years to come.

FY24 Budget - Operating Summary

	FY2022 Actual	FY2023 Budget	FY2024 Budget
Operating Revenue			
	<u>\$ 5,909,122</u>	<u>\$ 6,043,068</u>	<u>\$ 7,104,833</u>
Operating Expenses			
Salaries	\$ 2,730,873	\$ 3,267,807	\$ 4,174,200
Retirement Plan	\$ 36,845	\$ 42,716	\$ 46,500
Other Benefits & FICA	\$ 280,076	\$ 341,535	\$ 414,800
Health Insurance	\$ 521,401	\$ 710,712	\$ 730,900
Worker's Comp Insurance	\$ 85,750	\$ 76,644	\$ 99,000
Business Insurance	\$ 47,336	\$ 49,535	\$ 69,200
Vehicle Insurance	\$ 154,708	\$ 154,350	\$ 134,900
Preventative Maintenance	\$ 53,667	\$ 59,200	\$ 63,400
Vehicle Repairs	\$ 144,736	\$ 216,700	\$ 275,200
Fuel	\$ 207,218	\$ 510,075	\$ 429,900
Philanthropy Expense	\$ 64,191	\$ 45,816	\$ 73,800
Other Operating Expense	<u>\$ 579,655</u>	<u>\$ 544,728</u>	<u>\$ 559,100</u>
Total Expenses	\$ 4,906,456	\$ 6,019,818	\$ 7,070,900
Operating Surplus (Deficit)	<u>\$ 1,002,666</u>	<u>\$ 23,250</u>	<u>\$ 33,933</u>
<i>Plus:</i>			
Capital Grants	\$ 505,951	\$ 4,589,699	\$ 3,318,959
<i>Less:</i>			
Depreciation Expense	\$ 1,173,509	\$ 1,337,191	\$ 1,206,639
Total Capital Grant Match for Local Share		\$ 425,051	\$ 337,817
Net Change in Fund Balance	\$ 335,108	\$ 2,850,707	\$ 1,808,436

Operating Statement - Category Summary

	FY23 Budget (\$)	% of Cat.	FY24 Budget (\$)	% of Cat.
Revenues:				
Operating	\$ 1,646,283	16%	\$ 2,003,314	21%
Capital Grants	\$ 4,331,768	42%	\$ 1,984,071	21%
State Capital Assistance	\$ -	0%	\$ 291,330	3%
Section 5311	\$ 3,903,724	38%	\$ 4,183,200	45%
State Operating Assistance	\$ 34,782	0%	\$ 192,414	2%
CMAQ	\$ 200,529	2%	\$ 243,000	3%
Planning Grant	\$ 40,000	0%	\$ 10,000	0%
Other Grants	\$ -	0%	\$ 181,675	2%
Earned Income	\$ 5,000	0%	\$ 77,230	1%
Operating Donations	\$ 212,750	2%	\$ 214,000	2%
Capital Donations	\$ -	0%	\$ -	0%
Total	\$ 10,374,836	100%	\$ 9,380,234	100%
less capital	\$ 6,043,068		\$ 7,104,833	

Expenses:

Operating	\$ 3,016,542	41%	\$ 3,639,800	44%
Maintenance	\$ 1,056,521	14%	\$ 1,026,400	12%
ADA Complementary Paratransit	\$ 501,112	7%	\$ 646,400	8%
Administrative	\$ 1,399,832	19%	\$ 1,684,500	20%
Depreciation	\$ 1,321,995	18%	\$ 1,206,639	15%
Philanthropy	\$ 45,816	1%	\$ 73,800	1%
Total	\$ 7,341,818	100%	\$ 8,277,539	100%
less depreciation	\$ 6,019,823		\$ 7,070,900	

Surplus (Deficit)

Total Surplus (Deficit)	\$ 3,033,018	\$ 1,102,694
Less Cap. & Deprec.	\$ 23,245	\$ 33,933

Operating Statement - Detail

	FY 2023 Budget (\$)	% of Cat.	FY 2024 Budget (\$)	% of Cat.
Revenues				
Nonmunicipal Contract	\$ 1,140,129	11%	\$ 1,326,000	14%
Municipal Contract	\$ 506,154	5%	\$ 677,314	7%
VT Operating Assistance	\$ -	0%	\$ 122,850	1%
VT Capital Assistance	\$ -		\$ 196,796	2%
NH Operating Assistance	\$ 34,782	0%	\$ 69,564	1%
NH Capital Assistance	\$ -		\$ 94,535	1%
Section 5311	\$ 3,547,238	34%	\$ 3,767,000	40%
Section 5311 ADA	\$ 356,486	3%	\$ 416,200	4%
Vermont CMAQ	\$ 200,529	2%	\$ 243,000	3%
Planning	\$ 40,000	0%	\$ 10,000	0%
Capital Grants	\$ 4,331,768	42%	\$ 1,984,071	21%
RTAP, MTI, and Other Grants	\$ -	0%	\$ 181,675	2%
Other Income	\$ -	0%	\$ 22,230	0%
Capital Gain (Loss)	\$ 5,000	0%	\$ 30,000	0%
Sponsorships	\$ 70,750	1%	\$ 70,000	1%
Advertising	\$ -	0%	\$ 25,000	0%
Donations	\$ 142,000	1%	\$ 144,000	2%
Total	\$ 10,374,836	100%	\$ 9,380,234	100%
Less capital	\$ 6,043,068		\$ 7,104,833	

Operations Expenses

Salaries	\$ 1,514,272	50%	\$ 2,013,700	55%
Training Wages	\$ 73,075	2%	\$ 101,500	3%
Paid Time Off	\$ 181,904	6%	\$ 265,300	7%
FICA	\$ 135,348	4%	\$ 161,900	4%
Unemployment	\$ 4,433	0%	\$ 11,300	0%
Worker's Comp Insurance	\$ 58,882	2%	\$ 77,100	2%
Health Insurance	\$ 447,396	15%	\$ 471,500	13%
Life/Disability Insurance	\$ 37,044	1%	\$ 36,800	1%
Retirement Plan	\$ 19,883	1%	\$ 29,500	1%
Other Benefits	\$ 11,709	0%	\$ 35,000	1%
Travel	\$ 2,700	0%	\$ -	0%
Uniforms	\$ 15,922	1%	\$ 17,800	0%
Training	\$ 792	0%	\$ 3,800	0%
Fuel	\$ 476,715	16%	\$ 389,500	11%

Bus Stop Maintenance	\$	5,000	0%	\$	200	0%
Regulatory Expense	\$	9,267	0%	\$	-	0%
First Aid Supplies	\$	1,700	0%	\$	3,000	0%
Radio Operations	\$	12,500	0%	\$	17,500	0%
COVID	\$	8,000	0%	\$	4,400	0%
Total	\$	3,016,542	100%	\$	3,639,800	100%

Maintenance & Facility Expenses

Salaries	\$	510,386	48%	\$	440,000	43%
Training Wages	\$	2,477	0%	\$	-	0%
Paid Time Off	\$	48,844	5%	\$	53,100	5%
FICA	\$	42,971	4%	\$	33,700	3%
Unemployment	\$	837	0%	\$	1,900	0%
Worker's Comp Insurance	\$	10,310	1%	\$	11,800	1%
Health Insurance	\$	74,330	7%	\$	58,000	6%
Life/Disability Insurance	\$	10,115	1%	\$	8,800	1%
Retirement Plan	\$	2,074	0%	\$	2,900	0%
Other Benefits	\$	1,927	0%	\$	2,500	0%
Travel	\$	300	0%	\$	-	0%
Tools	\$	15,800	1%	\$	20,900	2%
Uniforms	\$	4,650	0%	\$	3,600	0%
Training	\$	1,000	0%	\$	-	0%
Preventative Maintenance	\$	55,000	5%	\$	60,000	6%
Outside Repairs	\$	31,000	3%	\$	25,000	2%
Parts/Repairs	\$	112,500	11%	\$	141,500	14%
Fluids/Lubricants	\$	14,000	1%	\$	25,000	2%
Tires	\$	45,000	4%	\$	64,700	6%
Plowing/Rubbish	\$	17,000	2%	\$	18,000	2%
Building Maintenance	\$	56,000	5%	\$	55,000	5%
Total	\$	1,056,521	100%	\$	1,026,400	100%

ADA Paratransit Operating Expenses

Salaries	\$	303,618	61%	\$	407,300	63%
Training Wages	\$	5,448	1%	\$	8,300	1%
Paid Time Off	\$	36,393	7%	\$	52,300	8%
FICA	\$	26,428	5%	\$	31,200	5%
Unemployment	\$	837	0%	\$	2,200	0%
Worker's Comp Insurance	\$	6,672	1%	\$	9,000	1%
Health Insurance	\$	54,636	11%	\$	67,300	10%
Life/Disability Insurance	\$	7,016	1%	\$	4,600	1%

Retirement Plan	\$	1,565	0%	\$	3,400	1%
Other Benefits	\$	1,614	0%	\$	4,100	1%
Travel	\$	-	0%	\$	-	0%
Uniforms	\$	900	0%	\$	2,000	0%
Training	\$	160	0%	\$	-	0%
Fuel	\$	33,360	7%	\$	32,500	5%
Preventative Maintenance	\$	4,200	1%	\$	3,200	0%
Outside Repairs	\$	2,000	0%	\$	5,000	1%
Parts/Repairs	\$	5,000	1%	\$	5,000	1%
Fluids/Lubricants	\$	1,200	0%	\$	1,500	0%
Tires	\$	6,000	1%	\$	7,500	1%
Telephone	\$	1,825	0%	\$	-	0%
Eligibility Testing	\$	2,040	0%	\$	-	0%
Outreach	\$	200	0%	\$	-	0%
Total	\$	501,112	100%	\$	646,400	100%

Administrative Expenses

Salaries	\$	512,965	37%	\$	741,100	44%
Training Wages	\$	7,440	1%	\$	-	0%
Paid Time Off	\$	70,986	5%	\$	91,600	5%
FICA	\$	45,241	3%	\$	56,600	3%
Unemployment	\$	977	0%	\$	2,400	0%
Worker's Comp Insurance	\$	781	0%	\$	1,100	0%
Health Insurance	\$	134,351	10%	\$	134,100	8%
Life/Disability Insurance	\$	12,922	1%	\$	9,900	1%
Retirement Plan	\$	19,194	1%	\$	10,700	1%
Other Benefits	\$	2,118	0%	\$	11,900	1%
Travel	\$	2,500	0%	\$	5,100	0%
RTAP Expense	\$	21,232	2%	\$	(1,900)	0%
Training	\$	184	0%	\$	900	0%
Recruiting	\$	20,823	1%	\$	19,800	1%
Office Supplies	\$	16,000	1%	\$	23,100	1%
Meetings	\$	12,000	1%	\$	500	0%
Photocopy	\$	-	0%	\$	-	0%
Office Equipment Maintenance	\$	295	0%	\$	-	0%
Equipment Rental	\$	1,368	0%	\$	1,400	0%
Legal	\$	15,000	1%	\$	4,400	0%
Audit	\$	17,000	1%	\$	28,200	2%
Accounting Services	\$	76,570	5%	\$	58,600	3%
Other Professional Services	\$	66,200	5%	\$	49,800	3%
Telecommunications	\$	8,080	1%	\$	11,000	1%
Alarm Monitoring	\$	245	0%	\$	-	0%
Postage	\$	2,000	0%	\$	1,700	0%

Dir. & Off. Liability Insurance	\$	10,387	1%	\$	11,000	1%
Vehicle Insurance	\$	154,350	11%	\$	134,900	8%
Other Business Insurance	\$	5,339	0%	\$	-	0%
Commercial Package Insurance	\$	28,518	2%	\$	58,200	3%
Boiler & Machinery Insurance	\$	5,291	0%	\$	-	0%
Service Vehicle Fuel & Repair	\$	4,000	0%	\$	7,900	0%
Vehicle Registration & Taxes	\$	14,000	1%	\$	21,200	1%
Fees	\$	300	0%	\$	300	0%
Dues & Subscriptions	\$	11,502	1%	\$	33,600	2%
Regulatory Expenses	\$	11,028	1%	\$	19,900	1%
First Aid Supplies	\$	-	0%	\$	-	0%
Utilities	\$	66,000	5%	\$	57,000	3%
Taxes	\$	-	0%	\$	2,200	0%
Purchase Discounts	\$	100	0%	\$	(400)	0%
Distribution	\$	5,200	0%	\$	800	0%
Printing	\$	14,845	1%	\$	5,400	0%
Newspaper Advertising	\$	-	0%	\$	1,500	0%
Radio Advertising	\$	-	0%	\$	-	0%
Non-Reimbursable	\$	2,500	0%	\$	38,000	2%
Marketing Grant Expense	\$	-	0%	\$	31,000	2%
Total	\$	1,399,832	100%	\$	1,684,500	100%

Philanthropy Expenses

Consulting	\$	20,146	44%	\$	-	0%
Printing	\$	9,100	20%	\$	18,500	25%
Postage/Direct Mail	\$	2,200	5%	\$	3,000	4%
Salaries	\$	-	0%	\$	27,500	37%
Training Wages	\$	-	0%	\$	-	0%
Paid Time Off	\$	-	0%	\$	3,200	4%
FICA	\$	-	0%	\$	2,200	3%
Unemployment	\$	-	0%	\$	100	0%
Worker's Comp Insurance	\$	-	0%	\$	-	0%
Health Insurance	\$	-	0%	\$	2,600	4%
Life Insurance	\$	-	0%	\$	-	0%
Retirement Plan	\$	-	0%	\$	-	0%
Other Benefits	\$	-	0%	\$	-	0%
Miscellaneous Expense	\$	14,370	31%	\$	16,700	23%
Total	\$	45,816	100%	\$	73,800	100%

Depreciation

Depreciation Expense	\$	-	0%	\$	-	0%
Land Improvements	\$	-	0%	\$	-	0%
Building & Improvements	\$	108,558	8%	\$	101,727	8%
Computers	\$	3,933	0%	\$	2,433	0%
Software	\$	51,441	4%	\$	45,380	4%
Office Equipment	\$	4,727	0%	\$	-	0%
Maintenance Equipment	\$	48,683	4%	\$	19,771	2%
Radios & Communications	\$	7,347	1%	\$	7,347	1%
Vehicles	\$	961,297	73%	\$	992,558	82%
Passenger Amenities	\$	52,033	4%	\$	4,080	0%
Vehicle Improvements	\$	43,976	3%	\$	33,343	3%
Planning/Grants	\$	40,000	3%	\$	-	0%
Unreimbursed Capital	\$	-	0%	\$	-	0%

Total	\$	1,321,995	100%	\$	1,206,639	100%
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Operating Surplus (Deficit)	\$	23,245		\$	33,933
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FY24 Budget - Contracts Detail

	FY23 Budget (\$)	% of Cat.	FY24 Budget (\$)	% of Cat.
Non-Municipal Contributions				
DHMC - Fixed & ADA	\$ 122,000	10.7%	\$ 163,350	12.3%
DHMC - Lot 20 Shuttle	\$ 151,200	13.3%	\$ 260,850	19.7%
Dartmouth Col. - Fixed & ADA	\$ 214,757	18.8%	\$ 225,200	17.0%
Dartmouth Col. - Downtown Shuttle	\$ 427,172	37.5%	\$ 447,850	33.8%
Town of Hanover - Downtown Shuttle	\$ 125,000	11.0%	\$ 128,750	9.7%
Michaels Development	\$ 100,000	8.8%	\$ 100,000	7.5%
Total	\$ 1,140,129	100.0%	\$ 1,326,000	100.0%

Municipal Contributions

Canaan	\$ 5,000	1.0%	\$ 10,135	1.5%
Enfield	\$ 5,400	1.1%	\$ 5,727	0.8%
Hanover	\$ 150,783	29.8%	\$ 205,306	30.3%
Lebanon	\$ 249,710	49.3%	\$ 342,103	50.5%
Norwich	\$ 13,514	2.7%	\$ 15,947	2.4%
Hartford	\$ 81,747	16.2%	\$ 98,096	14.5%
Total	\$ 506,154	100.0%	\$ 677,314	100.0%

Grant Funding Detail

	FY 2023 Budget (\$)	% of Cat.	FY 2024 Budget (\$)	% of Cat.
Vermont				
5311 - Administration	\$ 143,094	2.9%	\$ 280,000	7.8%
5311 - Preventative Maintenance	\$ 173,000	3.5%	\$ 190,000	5.3%
5311 - ADA	\$ 84,186	1.7%	\$ 91,200	2.6%
5311 - Operating	\$ 744,000	15.0%	\$ 420,000	11.8%
CMAQ	\$ 200,529	4.0%	\$ 243,000	6.8%
RTAP	\$ -	0.0%	\$ 3,000	0.1%
MTI Grant	\$ -	0.0%	\$ 28,675	0.8%

5304 - Planning	\$	40,000	0.8%	\$	10,000	0.3%
5339/5311 - Capital	\$	3,588,370	72.2%	\$	1,984,071	55.6%
State Capital Assistance	\$	-	0.0%	\$	196,796	5.5%
State Operating Assistance				\$	122,850	3.4%

New Hampshire

5311 - Administration	\$	-	0.0%	\$	917,000	26.1%
5311 - Preventative Maintenance	\$	-	0.0%	\$	650,000	18.5%
5311 - ADA	\$	272,300	7.7%	\$	325,000	9.2%
5311 - Operating	\$	2,487,144	70.3%	\$	1,310,000	37.3%
5339/5311 - Capital	\$	743,398	21.0%	\$	-	0.0%
CDC RTEP	\$	-		\$	150,000	4.3%
State Capital Assistance	\$	-		\$	94,535	2.7%
State Operating Assistance	\$	34,782	1.0%	\$	69,564	2.0%
Total	\$	3,537,624	100.0%	\$	3,516,099	100.0%

Other Revenues

	FY23	% of	FY24	% of
	Budget (\$)	Cat.	Budget (\$)	Cat.
Advertising	\$ -	0.0%	\$ 25,000	8.6%
Capital Gain (Loss)	\$ 5,000	2.3%	\$ 30,000	10.3%
Maintenance for Hire	\$ -		\$ 22,230	7.6%
Sponsorships	\$ 70,750	32.5%	\$ 70,000	24.0%
Donations	\$ 142,000	65.2%	\$ 144,000	49.4%
Total	\$ 217,750	100.0%	\$ 291,230	100.0%

Revenue - Totals	\$	10,374,836	\$	9,380,234
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Capital Plan

Project	Qty	Total Cost	Federal	State	Local
Maintenance RTM Diagnostic Tablet/Software	1	\$ 9,250	\$ 7,400	\$ 925	\$ 925
Gillig Heavy Duty 35'	2	\$ 1,000,462	\$ 850,393	\$ 75,035	\$ 75,035
Gasoline Tank & Pad	1	\$ 75,000	\$ 60,000	\$ 7,500	\$ 7,500
HVAC Controls	1	\$ 25,000	\$ 20,000	\$ -	\$ 5,000
HVAC Updates	1	\$ 25,000	\$ 20,000	\$ -	\$ 5,000
Non-Revenue Vehicle (expansion)	1	\$ 40,000	\$ 32,000	\$ 4,000	\$ 4,000
Replacement Propane Boilers	2	\$ 60,000	\$ 48,000	\$ -	\$ 12,000
Bike Rack Upgrade	30	\$ 66,000	\$ 59,400	\$ -	\$ 6,600
Computer Replacements	3	\$ 5,100	\$ 4,080	\$ 510	\$ 510
Driver Seat Upgrade	20	\$ 53,000	\$ 42,400	\$ 5,300	\$ 5,300
EV Cutaway Buses - Expansion	3	\$ 878,182	\$ 742,267	\$ 67,958	\$ 67,958
Facility Upgrades - Office Bathroom/Office Space, Catch Basin/Floor Basin Replacement	1	\$ 327,800	\$ 262,240	\$ 32,780	\$ 32,780
HR Software	1	\$ 35,000	\$ 28,000	\$ 3,500	\$ 3,500
Medium Duty <35' Bus	2	\$ 260,000	\$ 221,000	\$ 19,500	\$ 19,500
Shop & Garage Floor Refinish	1	\$ 10,000	\$ 8,000	\$ 1,000	\$ 1,000
Level 3 Chargers	2	\$ 130,000	\$ 117,000	\$ -	\$ 13,000
Surveillance Cameras & Keycard Entry	1	\$ 50,000	\$ 40,000	\$ 5,000	\$ 5,000
Accounting Software	1	\$ 100,000	\$ 80,000	\$ 10,000	\$ 10,000
Engineering Study	1	\$ 25,000	\$ 20,000	\$ 2,500	\$ 2,500
Infrastructure Upgrades for EV Fleet	1	\$ 682,200	\$ 579,980	\$ 51,110	\$ 51,110
Shelters - Construction	3	\$ 12,000	\$ 9,600	\$ 1,200	\$ 1,200
Shelters - Pad Installation	3	\$ 75,000	\$ 60,000	\$ 7,500	\$ 7,500
Shelters - Site Work & Design	3	\$ 9,000	\$ 7,200	\$ 900	\$ 900
		Total Cost	Federal	State	Local
Totals		\$ 3,952,994	\$ 3,318,959	\$ 296,217	\$ 337,817

NARRATIVE

Agency/Organization Description:

Describe your agency/organization, your mission, service population, current programs and services, and location(s). In addition to your description, please provide the following:

- *Meaningful service statistics by location and in total.*
- *A brief history highlighting significant milestones or achievements.*
- *An organizational chart and roster of governing board.*
- *Explain how your programs and services relate to your mission, delivery philosophy, and growth and development of your organization.*

Advance Transit, Inc. (AT) is a New Hampshire nonprofit, 501c3 corporation headquartered in Wilder, Vermont. AT is registered as a foreign corporation in Vermont. AT is governed by a volunteer Board of Directors with half of its members nominated by the municipalities served. Lebanon City Councilor Devin Wilkie and Associate Planner, Rebecca Owens, serve on AT's Board of Directors.

AT's mission is to assure the continued livability and accessibility of Upper Valley communities by providing safe, effective and friendly public transportation services. It provides a network of fixed routes and schedules that connect various points in Lebanon and the Town of Hanover in New Hampshire, as well as the Towns of Hartford and Norwich in Vermont. Commuter service is provided during peak hours to the Towns of Canaan and Enfield.

As required by law, ADA paratransit service is provided as a complement to the fixed route service in Lebanon, Hanover, Hartford, and Norwich to persons with one or more disabilities that prevent them from being able to use fixed route service. Frequent shuttle services are also provided at and near the Dartmouth Hitchcock Medical Center (DHMC), as well as in downtown Hanover and on the Dartmouth College campus. Detailed information about these services can be found online at www.advancetransit.com.

AT is a registered federal motor carrier- USDOT#502107.

The table below details AT's ridership (passenger boardings) for fiscal year 2023 (FY23) by route and by municipality. Ridership has since been steadily recovering from the sudden decline observed during the pandemic. In FY23, AT ridership exceeded half a million trips. Since its inception, AT has provided over 15 million passenger trips.

	Canaan	Enfield	Hanover	Lebanon	Norwich	Hartford	Total	
Blue	5359	1334	51592	100654			158939	30.3%
Red				133686			133686	25.5%
Orange			15265	28664		20978	64907	12.4%
Green			9668	17370	1435	35252	63725	12.2%
DH Lot 20 Shuttle				50701			50701	9.7%
Dartmouth Hanover Shuttle			27403	93			27496	5.2%
Brown				13284	4298		17582	3.4%
Access AT			462	4066	182	970	5680	1.1%
Yellow				624		813	1437	0.3%
Total	5359	1334	104390	349142	5915	58013	524153	
	1.0%	0.3%	19.9%	66.6%	1.1%	11.1%		

AT is proud of recent improvements and enhancements to our activity and services:

- In March 2023, AT added two battery-electric buses to its fleet, putting these in service on the Green and Blue Routes. These buses offer a quieter and smoother ride, as well as the environmental and health benefits that come with electric-powered vehicles. For example, with the addition of an electric bus to the Blue Route, City Hall has experienced reduced emissions from vehicles idling outside the building. Additional electric bus deliveries are expected by the end of 2023 and AT's garage is currently undergoing major renovations to accommodate the charging infrastructure needed to support more electric vehicles. AT is currently planning to transition to all-electric buses by 2035.
- In October 2022, Adams Carroll assumed the role of Executive Director at Advance Transit. He and former Executive Director Van Chesnut had been working together since June 2022 to ensure a smooth leadership transition. In April 2022, AT filled the newly-

created and integral position of Chief Operating Officer. Longtime AT employee Ashley Manning filled this role, bringing with her over 15 years of experience in the transit industry, including six years as AT's Maintenance, Facilities, and Procurement Manager.

- In early 2023, AT renamed its facility the Van Chesnut Transit Operations Center in honor of former AT Executive Director Van Chesnut, who served the organization for 35 years before retiring on November 15, 2022. Chesnut's work as Executive Director began in 1986 and proved integral to AT's success. During his tenure, Chesnut's forward-thinking strategy, strong planning, and effective relationship-building were crucial to AT's growth as it worked to serve the needs of the community.
- In the fall of 2022, AT began the process of developing its updated five-year Transit Development Plan, moving forward with the consulting services of Steadman Hill Consulting, Inc. Updating this plan is a multi-phased process that includes: a review of existing services; a survey of passengers that examines trip purposes, frequency of use, residential and commuter patterns, and technology usage; and an analysis of travel patterns. A crucial part of this process is community feedback, which is critical in identifying community preferences and learning how AT services can better meet transportation needs.

AT offered various opportunities to gather feedback, share information, and answer questions. These included:

- An online survey available for all community members to complete, regardless of current use of public transportation
- Rider surveys distributed on board buses for passengers to complete
- Two listening sessions on November 2, open for all community members to attend (located at the Hartford Town Office in Hartford and the Kilton Public Library in West Lebanon)
- Two information sessions on May 16, open for all community members to learn about planned and proposed changes to bus service based on survey responses and listening session feedback (located at the Howe Library in Hanover and Tracy Hall in Norwich)
- In July 2022, AT installed air purification systems from United Safety in all buses. Using PHI-Cell® Technology, this bus feature continually sanitizes the air and surfaces within vehicle interiors.
- In April 2022, AT implemented a service increase on the Blue Route. Previously, Blue Route service operated every half hour between Lebanon City Hall and downtown

Hanover, with service every fifteen minutes between DHMC and downtown Hanover, but only between 9:00 a.m. and 4:30 p.m. Service now runs every fifteen minutes throughout the day between Lebanon and Hanover via DHMC. This service schedule has been in effect for over one year now and has proven to be beneficial to the many commuters, students, and residents who utilize it. The Blue Route remains AT's busiest bus line and continues to see steady growth in ridership.

An organizational chart, governing board roster, and IRS status letter are enclosed.

Needs Assessment & Planning:

Outline needs and describe what will be accomplished with the funding requested, specifically:

What are your needs and how were they determined?

Advance Transit has a long history of forward-thinking planning efforts, with Transit Development Plans completed in 1999, 2004, 2008, 2012, and 2018. These plans evaluate system performance and collect feedback from riders and members of the public. The combination of quantitative and qualitative data provides a robust evaluation of the system's strengths and weaknesses, which is then used to guide recommendations for service additions, deletions, and modifications.

AT began creating a new Transit Development Plan in the Fall of 2022. An interim report has since been produced, and an executive summary of the findings was presented to the Lebanon City Council. The full interim report is attached to this application and other supporting documents are available online at www.advancetransit.com/plan.

Many of the recommendations from previous plans have been implemented over the years. Later weekday service hours and Saturday service, however, have been proposed for many years but not yet implemented due to funding constraints. The feedback collected through the 2022 Transit Development Plan confirmed that weekday evening and Saturday service remain the highest priority for AT's riders. Significant increases in federal funding for public transit have made an expansion of this nature possible if AT is able to secure sufficient local match to access these grants.

Who (and how many) will participate or benefit? (please identify residence of participants by community and State, if applicable)

In FY23, two thirds of all trips taken in the AT system originated in Lebanon, with most ridership concentrated on AT's Blue Route, which travels from Lebanon City Hall to Hanover via DHMC

and the Mt Support Road corridor, as well as AT's Red Route, which connects Lebanon and West Lebanon with the Route 12A shopping plazas. In addition to transporting residents, employees, and visitors of Lebanon, the AT network also serves the municipalities of Hanover, Norwich, Hartford, Enfield, and Canaan.

Ridership has been steadily increasing in recent years. If ridership continues to increase at the current rate, AT will provide more than 625,000 trips in FY24. Of those, over 400,000 of those trips would be expected to originate in Lebanon.

AT's riders represent a diverse cross section of Lebanon's population. Many passengers have a car at home but choose to ride AT for its environmental benefits or convenience. However, data collected in 2022 reveals that two thirds of AT passengers do not have access to a vehicle. This is the largest proportion of car-free riders observed since data was first collected in 2004. Increasingly, AT riders depend on the service for essential mobility to access work, medical appointments, groceries, and other daily needs. AT's riders are not the only Lebanon residents who benefit from public transportation service. Even those who do not ride transit benefit from improved air quality, reduced congestion, and increased availability of parking that AT provides.

How are your programs and services staffed and managed?

AT currently has over 50 employees, most of whom are bus drivers. AT drivers meet USDOT motor carrier requirements including CDL, DOT physicals, and drug testing. Drivers receive ongoing training and are frequently commended by AT passengers for their professionalism and customer service. In 2023, AT is placing additional focus on training and development through the creation of a new Route Trainer position. Two veteran drivers have been promoted to this role and will focus on providing continuous training to their peers.

AT operates a full-service maintenance program to ensure that all vehicles are maintained to the highest safety standards. AT's shop has been recognized by state agencies for excellence, and other public transit agencies send their buses to AT for service by our experienced and dedicated technicians. In addition to our vehicle maintenance program, AT has a facilities maintenance team that handles shelter maintenance, regular bus cleaning, snow removal, and more.

AT has a seasoned managerial staff with many years of experience within the public transit industry. Adams Carroll is AT's Executive Director with a background in multimodal transportation planning and operations management. Ashley Manning is AT's Chief Operating Officer. She previously served for six years as AT's Maintenance, Facilities, and Procurement Manager and has many years of previous transit experience. Trish Palao serves as AT's Director of Marketing and Philanthropy, and in this role provides public information about AT services to

community members and facilitates many of AT's key partnerships with other local nonprofit service providers and government agencies. AT is excited to welcome Jason Bilby to the team as AT's new controller. In this role, Jason will oversee the day-to-day financial operations of the organization.

A copy of Advance Transit's organizational chart is enclosed.

Disclose any citations received within the past year for violations of contracts, grants, safety regulations, employment practices, etc., and state their disposition.

There were none.

Collaboration:

Explain how your organization collaborates with other local agencies or organizations to meet the needs of Lebanon, specifically:

Provide a list of the service agencies and organizations with whom you collaborate and explain your relationship.

- AT works closely with Vital Communities on programs that support public transit and sustainable modes of transportation. This includes a guided ride on an AT bus, which aims to encourage use of public transportation and raise awareness of community resources.
- AT collaborates with members of the Upper Valley Transportation Management Association (TMA) and the UVLSRPC on transportation planning and advocacy. Efforts with these groups include participation in the Lebanon celebration of National Bike to Work Day in Colburn Park on May 19, 2023.
- AT is part of the Bugbee Senior Center's steering committee for their educational initiative *Making Connections: Mobility and Freedom As We Age*. This project offers a multi-day workshop for area seniors to explore alternative transportation, inclusive town planning, and transit advocacy.
- AT has worked with numerous agencies on location and improvement of bus stops. This has included Listen Center, Lebanon Housing Authority, and Twin Pines Housing. AT and Grafton County Senior Citizens Council work on coordinating and planning transportation services for seniors.

- AT works with numerous regional transit providers through the NH Transit Association and VT Public Transportation Association.

Do you have a direct/regular working relationship with Lebanon Human Services or other City Departments? Explain.

AT provides Lebanon Human Services with route and schedule information. AT's fare free service eliminated the need for vouchers that once were provided to individuals served by Lebanon Human Services.

In 2023, AT collaborated with the Lebanon Housing Authority to support the installation and ongoing maintenance of a bus shelter at the new Heater Landing building. Additionally, AT facilitated an emergency evacuation of Rogers house residents to temporary shelter following a fire in that building.

When directed by the Planning Board, AT collaborates with developers to ensure that appropriate public transportation amenities are installed as development occurs.

AT has a regular and ongoing collaboration with the Lebanon Library. We are grateful for Kilton Library's continued willingness to host AT's West Lebanon transfer hub. AT has financially contributed to the beautification of the bus stop area at Kilton and recently installed new benches to replace aging and broken ones that were previously present.

AT has collaborated with Parks and Recreation to organize the Curb Your Car Day celebration in 2023. Additionally, AT has hosted a booth at the farmer's market on multiple occasions to offer information about planned service expansion to Lebanon residents.

In what ways are your programs and services exclusive, different, complementary, or duplicative from those programs and services undertaken by other local agencies?

AT coordinates service planning with a variety of area transit agencies to avoid duplication and increase connectivity. Specifically, the New Hampshire Department of Transportation and the Vermont Agency of Transportation manage federal transportation funding so that agencies do not duplicate services.

The AT system connects with other regional transit providers and carriers to facilitate car-free travel to regional destinations. The Orange line facilitates transfers to Amtrak and Greyhound services in White River Junction. AT's Blue, Orange, Green, and Brown routes provide access to

Dartmouth Coach and other long-distance carriers through Hanover. Connections with other regional transit providers allow access to destinations like Claremont, Bellows Falls, Randolph, and more. Information about regional connections can be found online at <https://advancetransit.com/regional-transit-options> .

In what ways do your programs and services complement or duplicate those programs and services undertaken by the City?

By partnering with AT, the City does not need to provide its own transit services. AT provides mobility for people, many of whom could not access jobs without the service and would require more public welfare and support. AT also provides rides for many people who could otherwise drive. AT reduces traffic and improves air quality. With development growth threatening to exceed capacity of existing roadways, reducing automobile trips is of real value.

How would the Lebanon community be affected if your agency's/organization's programs and services were not financially supported by the City?

AT, like other public transit agencies, is highly dependent upon funding from the Federal Transit Agency. Grants to support operations, planning, and capital projects require matching funds. Without municipal support AT's ability to match would be limited as would the services AT provides. Benefits to the community at-large such as reduced traffic and parking demand would be lessened. Many people who depend on AT to commute to and from work would be severely impacted. Access to shopping, school, and medical services would be curtailed.

Discuss what efforts either have taken place or will take place to enhance coordination of your programs and services with the programs and services offered by other local organizations. Describe the ways this coordination can be improved or implemented.

AT collaborates regularly with other local organizations. For example, AT's leadership team recently had an on-site meeting at the Haven to discuss opportunities for collaboration and sharing resources. AT is currently working with Junction Arts and Media to produce a series of videos that will be available on TV and online about how to use public transportation. AT's Executive Director serves on the Policy, Planning, and Evaluation Committee of the Grafton County Senior Citizens Council. AT is a regular participant at the meetings of the Transportation Advisory Councils of both the Upper Valley Lake Sunapee Regional Planning Commission and the Two Rivers-Ottawquechee Regional Commission.

Assessment of Prior Year:

Describe how you evaluate the effectiveness of your programs and services, specifically:

What information is collected to assess results and effectiveness?

AT's Board of Directors regularly reviews an Executive Directors Report, produced monthly, which tracks metrics including ridership, on-time performance, run-times, staffing levels and turnover, drug and alcohol testing rates and results, fleet-wide fuel efficiency, miles traveled between maintenance road calls, safety statistics, key financial metrics, and more.

Additionally, AT collects quantitative and qualitative data through the Transit Development Plan to gauge system effectiveness. A report detailing the findings from this process is included in this application.

What do you use as evaluation criteria? (Include information on measurable outcomes)

Overall ridership and Cost per trip are the primary metrics used by the states to assess the performance of Transit Agencies. As a result, AT also focuses on these metrics. AT also uses efficiency metrics such as trips per hour and trips per mile to gauge its performance compared to industry standards. As part of AT's ongoing oversight and compliance review provided by the New Hampshire and Vermont Departments of Transportation, AT reports data which is then aggregated and published in the National Transit Database. This tool allows for comparison between transit agencies.

Provide results of evaluations.

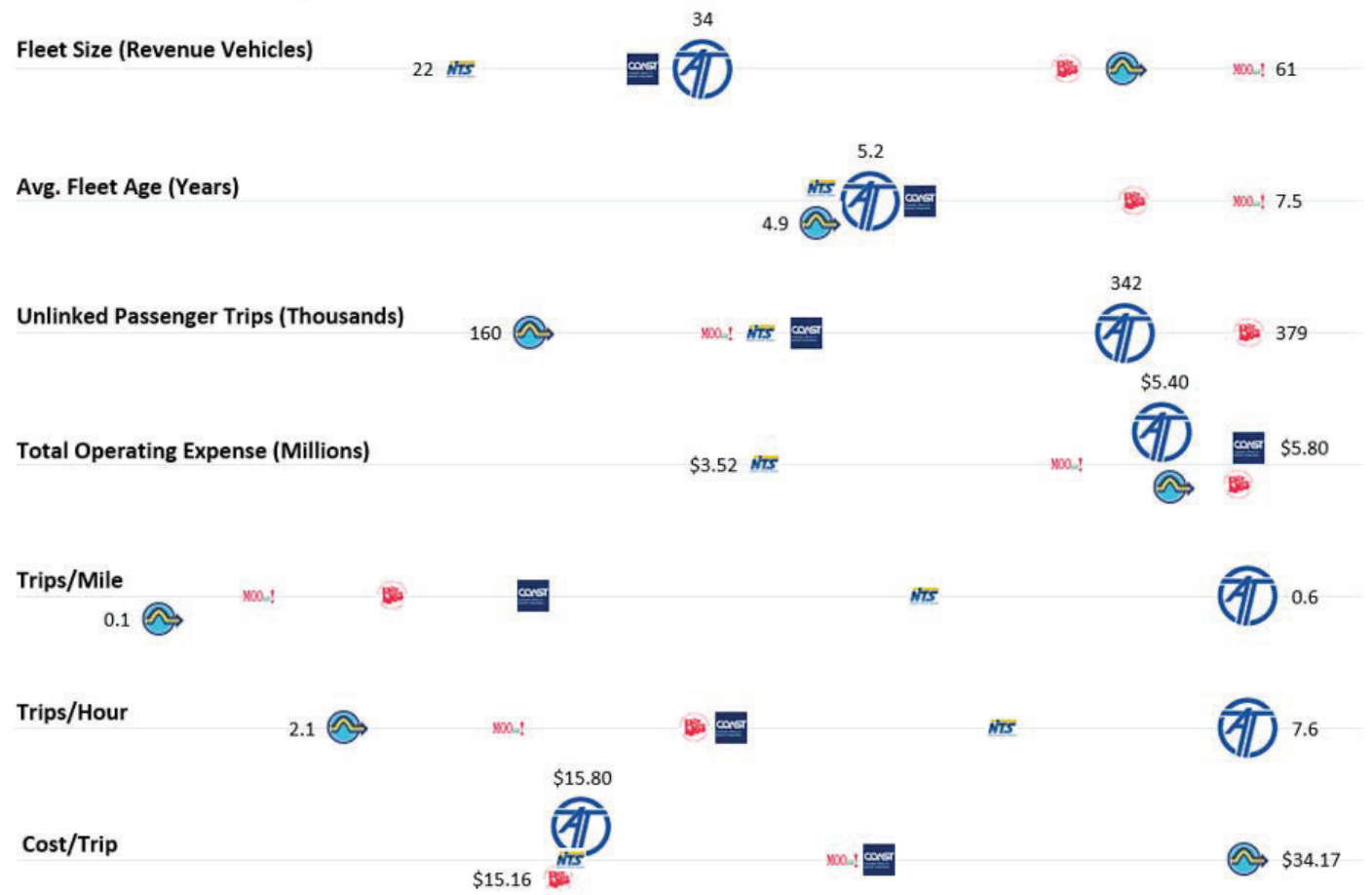
Evaluation using these metrics indicates that AT is well positioned. AT's ridership is very robust for a rural transportation provider.

Among local peers, AT is the top performer in the trips per mile and trips per hour efficiency metrics, mostly due to our compact system footprint and high ridership.

AT's cost per trip is among the lowest of the local peer group. The chart below shows AT's relative position for these and other metrics.

Additional metrics and a detailed analysis of system performance can be found in the Transit Development Plan attached to this application.

CY 2021 Peer Comparison. Source: National Transit Database



Legend

					
COAST	Advance Transit	Marble Valley Regional Transit District	Nashua Transit System	Southeast Vermont Transit	Tri-Valley Transit

Funding:

Indicate what other support, in-kind, financial, voluntary, or collaborative, has already been secured or is expected to be secured for your programs and services:

Indicate sources of funding (e.g., state, federal, donations et cetera) and provide contribution amounts.

Please refer to enclosed tables in Advance Transit's approved budget for FY 2024, which is enclosed.

Do you receive support from other local government entities? Provide a list of communities and amount of contribution.

FY 2023 Municipal Contributions:

Canaan	\$9,840
Enfield	\$5,400
Lebanon	\$258,455
Hanover	\$150,783
Hartford	\$81,750
Norwich	\$13,514
TOTAL	\$519,742

The municipal revenues shown above do not include an additional \$125,000 that Hanover contributes to the Dartmouth/Downtown shuttle.

Describe the allocation rationale and calculation for determining requested direct financial support from local governments.

Advance Transit strives to keep the proportion of ridership, or passenger boardings, in each municipality close to the proportion of total municipal contributions. Ridership changes from year to year, municipalities have different fiscal years, and municipalities do not always agree to contribute what is requested, so the proportion will never be exact, but it is close and does not change drastically from year to year. In fiscal year 2022, 64% affixed route passenger trips were boarded in Lebanon, 60% with transfers excluded. Lebanon contributed 50% of the municipal contributions. Municipal contributions are applied to the fixed route and ADA Complementary

Paratransit Services. Dartmouth College, Dartmouth Health, and Town of Hanover cover all operating costs associated with the shuttles at DHMC and in downtown Hanover and the Dartmouth Campus. DHMC and Dartmouth College and many other private contributions also support the fixed route and ADA services.

Internal Revenue Service

Department of the Treasury

District
Director

P.O. Box 1680, GPO Brooklyn, NY 11202

Date: **MAY 13 1996**

▷

Advance Transit, Inc.
Billings Commerce Park
Post Office Box 635
Wilder, VT 05088-0635

Person to Contact:
Patricia Holub
Contact Telephone Number:
(718) 488-2333
EIN: 22-2558708

Dear Sir or Madam:

Reference is made to your request for verification of the tax exempt status of Advance Transit, Inc.

A determination or ruling letter issued to an organization granting exemption under the Internal Revenue Code remains in effect until the tax exempt status has been terminated, revoked or modified.

Our records indicate that exemption was granted as shown below.

Sincerely yours,

[Patricia Holub]

Patricia Holub
Manager, Customer
Service Unit

Name of Organization: Advance Transit, Inc.

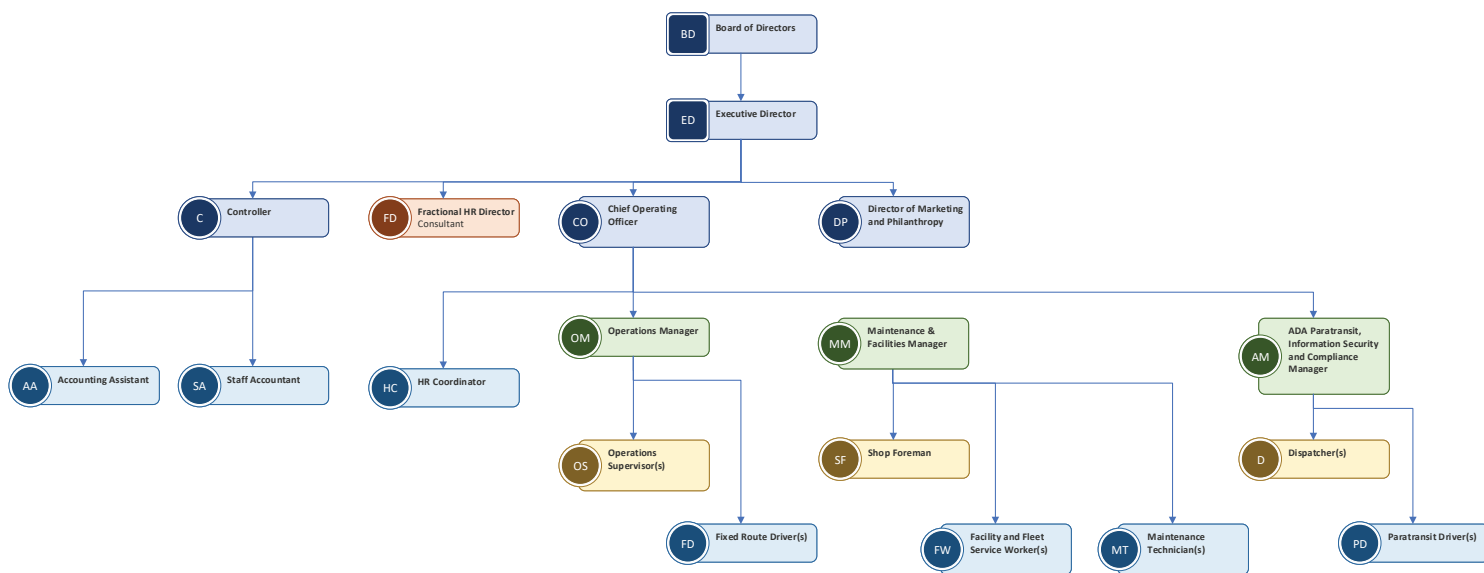
Date of Exemption Letter: February 1985

Exemption granted pursuant to section 501(c)(3) of the Internal Revenue Code.

Foundation Classification (if applicable): Not a private foundation as you are an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi) of the Internal Revenue Code.



President Matt Osborn <i>Member At Large</i> (board term ends 6/24; officer term ends 6/24)	Vice President Nathan Miller <i>Member At Large</i> (board term ends 6/24; officer term ends 6/24)
Treasurer Georgios Katsaros <i>Norwich Member</i> (board term ends 6/25; officer term ends 6/25)	Secretary Rebecca Owens <i>Lebanon Member</i> (board term ends 6/24; officer term ends 6/25)
Mark Beliveau <i>Hanover Member</i> (board term ends 6/25)	Patrick O'Neill <i>Member At Large</i> (board term ends 6/26)
Bethany Fleishman <i>Hartford Member</i> (board term ends 6/25)	Robert Starkey <i>Member At Large</i> (board term ends 6/24)
Robert Houseman <i>Hanover Member</i> (board term ends 6/26)	James L. Taylor <i>Enfield Member</i> (board term ends 6/26)
Kathie Nolet <i>Member At Large</i> (board term ends 6/26)	Devin Wilkie <i>Lebanon Representative</i> (board term ends 6/24)





A Letter to the Community



I am retiring from my role as Executive Director of Advance Transit (AT) after a 35-year tenure. It is with a bittersweet mix of excitement, sadness, and gratitude that I share this news. I'm grateful for the opportunity to serve the community in this capacity and amazed by how much our organization has grown, thanks to the wonderful support of people like you!

From humble beginnings in the early 1980s, AT has grown to become part of the fabric of the Upper Valley community. We have provided over thirteen million passenger trips and traveled millions of miles. We have a topnotch maintenance facility to take care of our clean modern fleet, which will soon include zero-emission electric buses. We also have an office with a growing team that's committed to AT's mission of providing safe, effective, and friendly public transportation services to help ensure the continued livability and accessibility of Upper Valley communities.

Through my time here, there have been peaks and valleys. We've faced challenges wrought by infrastructure changes, financial need, and even a pandemic! We've also fostered strong partnerships with community businesses and organizations, grown our highly skilled and dedicated team, and developed a philanthropy program that has helped us to provide fare-free services for the community. I'm very proud of our work at AT, which has helped to: increase access to jobs and housing; connect people

to healthcare, shopping, schools, and other community resources; expand mobility for people with disabilities; help senior citizens participate fully in their communities; reduce traffic congestion; and manage parking demand. This would not be possible without the work and support of many – from staff and riders to business partners and donors.

For that reason, I want to thank:

- our riders, who are the heart of our community and keep the Upper Valley thriving.
- the AT staff, who work diligently every day to provide a much-needed service.
- our Board members, who donate their time and expertise as they support us and keep us on track.
- our major business partners – Dartmouth College and Dartmouth Health – whose collaboration helps move our mission forward.
- our municipal, state, and federal partners, whose financial support has allowed us to operate and grow, even through challenging times.
- our donors, whose constant generosity has enabled us to better serve the community and its changing needs.

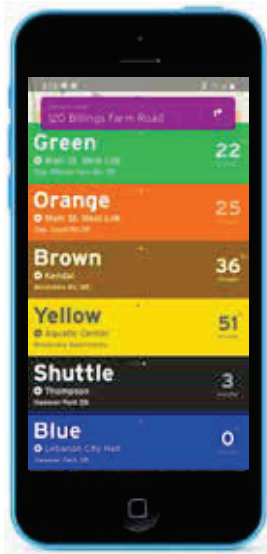
Change isn't always easy, but I'm happy to share that the transition to new leadership is already underway and has been going smoothly. Adams Carroll, AT's new Executive Director, joins us with years of experience in transit planning and community building. He and I have been working together since June, and I can assure you that under Adams's care, AT will continue to flourish.

It has been an honor to lead Advance Transit these many years. As I say goodbye, I want you to know how truly grateful I am for your support.

Sincerely,

An Enhanced Rider Experience Announcing New Features at AT

At Advance Transit (AT), the rider experience is of utmost importance to us – from our vehicles on the roads to the tools that make public transit a breeze. That’s why we’re happy to announce some exciting changes that will help meet community needs, while also considering climate-friendly travel.



AT routes and schedules on the Transit app

In February, we launched a new app. **Transit** is a mobile app that provides real-time arrival information for AT buses. This handy rider tool will allow users to check on buses in real-time and to plan their trips through step-by-step directions to their destinations. Additionally, as of August, riders have access to Transit’s enhanced offering, **Transit Royale**, which provides information for all public transit options in the area.



AT’s Blue route bus

In April, AT implemented a long-planned **improvement to Blue route service**. Blue route buses now run every fifteen minutes between downtown Lebanon and downtown Hanover, via the Dartmouth Health main campus, throughout the service day. Greater frequency means increased convenience and the capacity to better serve more riders.

At the end of July, AT installed **air purification systems** from United Safety in all our vehicles. Using PHI-Cell® Technology, this new bus feature continually sanitizes the air and surfaces within our vehicle interiors. Utilized by hospitals and universities world-wide, with over 4 million units in service for over 20 years, and tested multiple times by various transit agencies, these purifiers have proven to be effective in helping to mitigate the spread of airborne viral and bacterial pathogens.



Air purification system installation in July 2022

This fall, two **electric buses** will be joining the AT fleet. These additions are the first set of vehicles in a series of planned changes, with two more electric buses slated to arrive next year. Funded by two federally administered grants (a grant from the U.S. Department of Transportation awarded to the Vermont Agency of Transportation and a grant through the New Hampshire Department of Transportation), this initiative to replace existing buses with zero emissions buses will help reduce local air pollution, improve public transit infrastructure, and support AT’s goals to eliminate carbon emissions and combat climate change.



One of two electric buses coming to AT in the fall of 2022

Thank You, Van

by Adams Carroll, Executive Director

When Van came to Advance Transit (AT) in 1987, the organization was at a crossroads. Originally a program housed with the Upper Valley Senior Citizens Council (now known as the Grafton County Senior Citizens Council), AT had spun off into an independent nonprofit a few years earlier. But the future of AT was anything but certain.

Documents from that time describe the grand opening celebrations of AT's first operations facility in Lebanon. The open house was threatened by the fact that the entire driveway had turned into a mud pit. The roof was leaking and the carpet was wet. Building woes aside, ridership in those early years was surprisingly robust. Funding, however, was not. Cuts to federal transportation funding in the 1980's had forced AT to reduce service on multiple occasions and to make difficult administrative changes to minimize costs. Despite this belt-tightening, when Van joined AT, the company had been operating at a deficit for several years.

Shortly after he joined AT, Van undertook efforts to get AT's balance sheet back on track. Facing strong headwinds, AT made quick progress on paying down debts, reducing costs, and finding new revenue. Over the years, Van continued his pragmatic and focused approach to financial management. He is leaving the nonprofit in a strong position to meet the transportation needs of the Upper Valley for years to come.

One of Van's great innovations was to eliminate fares and develop a new source of revenue by way of AT's philanthropy program. As a nonprofit, AT depends on the financial support of community members, foundations, local municipalities, institutional partners, as well as state and federal governments. The diverse array of funding sources that Van has cultivated is one of the things that sets AT apart from other transit agencies. In fact, it has been a subject of study for national research publications. Since AT went fare-free two decades ago in 2002, its financial position has only improved, and ridership skyrocketed.

Van's leadership has been integral in keeping AT at the forefront of transit technology. Records from board meetings in 1987 show that one of Van's first initiatives was obtaining authorization to introduce computers and upgrade back-office technology. This focus on innovation has continued throughout



his tenure. AT was a pioneer in providing real-time vehicle location information to riders. This technology is increasingly commonplace but was unheard of in rural agencies at the time. And this year, AT will be accepting delivery of our first all-electric buses.

We constantly hear feedback from riders praising our friendly, professional drivers. Van has been able to build a dedicated and admirable staff by being attuned to the needs of his employees and always advocating on their behalf. AT Board of Directors member Rebecca Owens sums up Van's approach to personnel management:

Van's appreciation of culture and family makes him incredibly personable, relatable and effective as a peer and manager alike. AT has been able to attract and retain great people in large part because Van genuinely valued and enabled others to balance their own commitments, including to family, while growing as employees, too. At Van's insistence, the AT Board regularly reviewed and updated employee policies and related aspects of the organization in the interest of maximizing what AT can do for its people and mission overall.

We've come a long way from a muddy driveway and a leaky roof. Our operations center in Wilder, constructed in 1994 under Van's leadership, actively harvests rainwater that we use to wash our buses. The facility also features a solar array and a system for recycling used motor oil into a heat source. Systems like these not only reduce our operating costs, but also produce real environmental benefits. Sustainability is one of AT's driving forces, and one of the many reasons I'm proud to be a part of this organization.

Today, it's hard to imagine an Upper Valley without Advance Transit. The system is well established and well loved. For my part, I am humbled to pick up the torch, and I'll do my best to keep delivering the high-quality service that is expected from AT.

Congratulations, Van, on your retirement! We will miss you and we thank you for all that you have done.



Management Changes at Advance Transit

Advance Transit welcomes three new members to the management team.

This summer, Adams Carroll joined AT as its incoming Executive Director. On October 1, he officially assumed this role. Adams comes to AT with years of experience in transportation operations and planning in the cities of Nashville, Tennessee and Pittsburgh, Pennsylvania. Adams wants to know what you think about Advance Transit. Reach out to him at his email address, acarroll@advancetransit.com.

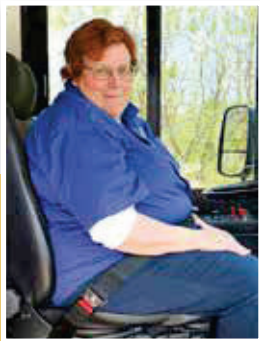
In June, Trish Palao joined AT as its Director of Marketing and Philanthropy. Prior to this role, Trish managed the marketing and communications program for the Montshire Museum of Science in Norwich, Vermont. She joins AT with a passion for sharing stories and driving initiatives that strengthen communities.

In August, Catherine Gazda joined AT as its Director



(L-R) Catherine Gazda, Director of Finance; Adams Carroll, Executive Director; Trish Palao, Director of Marketing and Philanthropy

of Finance. Catherine brings more than 20 years of accounting and finance experience, having most recently served as Finance Director for the town of Randolph, Vermont. Catherine is very excited to be part of the AT team and in advancing its mission of ensuring access and mobility for all members of the community.



Be Part of a Dedicated Team Hiring Opportunities at AT

At Advance Transit, we're committed to delivering a crucial service that serves the community's needs. Our fleet of buses are operated by a dedicated crew that values courtesy, dependability, respect, teamwork, and trust.

We know the community depends on us, and we pride ourselves on providing friendly and reliable service. As the need for public transit grows, so does the demand for drivers behind the wheel.

Interested in joining our team? Our staff enjoys:

- competitive pay
- great benefits (medical, dental, vision, etc.)
- a friendly workplace
- paid time off

PLUS, drivers with a commercial driver's license (CDL) and a passenger endorsement receive a \$6,000 signing bonus!

Learn more or apply today at advancetransit.com/careers

Guided by Community Needs

Creating the Transit Development Plan

Every five years, Advance Transit (AT) works with a consulting firm to develop a tactical guide for improving, cultivating, and evolving public transportation services offered in the Upper Valley. This multi-phased process includes:

- a review of existing services
- a survey of passengers that examines trip purposes, frequency of use, residential and commuter patterns, and technology usage
- an analysis of travel patterns, which considers planned construction and development projects that may affect public transportation in the future

A crucial part of this process is YOU! Members of the community provide invaluable information that helps us ensure that our services are meeting changing needs.

Share your thoughts by taking a quick online survey or join us for one of our listening sessions on Wednesday, November 2 (12-1pm at the Hartford Town Office in White River Junction, VT; 3-4pm at the Kilton Public Library in West Lebanon, NH).

Learn more at advancetransit.com/plan.



Rider Reviews

"AT provides an alternative to driving or biking. It saves money and helps the environment. The drivers are friendly, and it feels safe." - Canaan rider

"Convenient, excellent service, and free!" - Wilder rider

"The drivers are great—so friendly! Great sense of community from riding the bus. I'm so appreciative of the bus service. Thank you!" - Norwich rider

"We are immigrants and have only one car in the household. AT is really helpful. Sometimes, it is the only way to arrive to work." - Enfield rider

"As a free service, you provide stellar schedules, routes, and drivers. Without AT, I'd be spending thousands of dollars I don't have on car payments and gas." - Hanover rider

"It is available, and for free...It makes my retirement much more fulfilling." - Lebanon rider

"The particularly nice thing is that bus riders become a community. Also, I like the fact that using public transportation saves fuel." - Hanover rider

"I'm extremely appreciative... the community is very lucky to have AT." - White River Junction rider

"I like this service a lot because it facilitates your daily life if you do not have a car or simply do not want to use it." - Lebanon rider

"Very convenient. It has a schedule for just about everywhere I need to go. And the drivers are very professional." - West Lebanon rider



When You Support Advance Transit, You Support the Community

Your gift donation to Advance Transit helps to support our work in a significant and meaningful way. Through AT's services, a crucial community need is met via access to free transit for Upper Valley residents of Vermont and New Hampshire. Thank you for your support and your help in moving the Upper Valley forward!

Your donation supports:

- nearly a million free rides per year
- eliminating more than 1.2 million vehicle miles
- sustaining a cleaner environment through reducing the demand for parking traffic

Thank You to Our Donors!

Since 2005 our donors, many of whom are riders, have provided **over \$1.7M** in support of Advance Transit services.

Thank You



to our Partners!

Municipal Partners

Our thanks to the voters and taxpayers in each community who support Advance Transit!

City of Lebanon, NH	Town of Hartford, VT
Town of Hanover, NH	Town of Canaan, NH
Town of Norwich, VT	Town of Enfield, NH

Institutional Partners

Dartmouth College
Dartmouth Health

Foundations and Grantors

Bar Harbor Bank (formerly Lake Sunapee Bank)
The Byrne Foundation, Inc.
Emily Landecker Foundation
Mascoma Bank
Ledyard National Bank
Kettering Family Foundation
Couch Family Foundation
New Hampshire Charitable Foundation
Vermont Community Foundation, advised funds

Sponsors and Advertisers

These businesses and organizations provide over \$60,000 annual philanthropic revenue.

Alice Peck Day Memorial Hospital BE Fit Physical Therapy Better Business Bureau Carter Community Building Association (CCBA) Cioffredi & Associates Physcial Therapy Community College of Vermont Dartmouth Dining Dartmouth Health DB Lights Efficiency Vermont Fujifilm Great Eastern Radio Hanover Food Cooperative (COOP) Hato Viejo Coffee JAG/King Arthur Baking Company Lebanon Opera House Ledyard Bank	LISTEN Lou's Restaurant & Bakery Mascoma Bank Montshire Museum of Science New Hampshire Care Collaborative Northeast Waste Services (Casella) Northern Stage Pearce Jewelers Pure Solutions The Richards Group Roger A. Phillips, DMD The Village at White River Junction Twin Pines Housing Trust Upper Valley Aquatic Center Upper Valley Haven Valley Terrace Vermont Al-Anon Vital Communications Vermont Department of Health Willing Hands WISE
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**Become
a Monthly
Donor**

Become a monthly donor for an easy and convenient way to support Advance Transit's work. Whether it's \$10 or \$100, your monthly contributions will go a long way!

Sign up today at advancetransit.com or through this QR code:





Transit Development Plan Interim Report

January 19, 2023

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1. INTRODUCTION

Advance Transit plays a critical role in the transportation system of the Upper Valley. The well-used buses operated by Advance Transit reduce congestion on the area's roadways; function as an integral component of the parking strategies of Dartmouth College, Dartmouth Medical School, Dartmouth Health (DH), and the town of Hanover; and provide transportation alternatives and mobility for the region's residents and workers.

The economically vibrant region includes the largest employer in New Hampshire (DH), but this economic vitality results in a significant amount of traffic congestion. New development in the pipeline will increase travel demand.

To effectively address a changing travel market and make most efficient use of its limited resources, Advance Transit takes a proactive stance toward planning. It has updated its short-term plan roughly every five years for the past two decades. Its Strategic Plan reinforces this approach in its number one strategic planning goal: "Support and implement service planning, development and prioritization in the core service area." The first item under this goal is to complete a new Transit Development Plan (TDP) to "evaluate core service area transit services."

Steadman Hill Consulting, Inc. is in the process of updating the TDP for Advance Transit. This report presents the interim findings of the study based on the first four months of the project. It includes six chapters:

Chapter 1 Introduction

Chapter 2 Review of Existing Services

Chapter two presents a critical review of existing Advance Transit routes and services. The review process included four steps: (1) analysis of ridership data, (2) calculation of route-by-route performance measures, (3) on-site inspections of Advance Transit bus routes, and (4) interviews with bus drivers and support staff.

Chapter 3 Passenger Survey

Chapter three presents the results of a survey distributed to Advance Transit bus riders on Tuesday, October 25, 2022. The survey examines trip purposes, transfer activity, frequency of use, residence and commute patterns, technology usage, and the employment status of Advance Transit users.

Chapter 4 General Public Survey

Chapter four presents the results of an online survey that gathered information about travel patterns, attitudes toward AT and desires for service improvements among the general public.

Chapter 5 Community Involvement

Chapter five describes efforts to involve members of the public in the study, including stakeholder meetings at Dartmouth College and Dartmouth Health, as well as meetings for the general public.

Chapter 6 Current Travel Patterns and Projected Development

Chapter six includes analysis of travel patterns in the region and lists anticipated planned construction and development projects in the Upper Valley that may be relevant for public transportation planning.

2. REVIEW OF EXISTING SERVICES

This chapter presents an analysis of existing Advance Transit routes and services. The review process included four steps: (1) analysis of ridership data, (2) calculation of route-by-route performance measures, (3) on-site inspections of Advance Transit bus routes, and (4) interviews with bus drivers. This chapter analyzes Advance Transit performance, describes how buses are currently being used, and identifies strengths and weaknesses of the current service design.

This review effort is important in part because it helps to identify needed service improvements. It also helps ensure that any proposed changes do not undermine the strengths of existing services.

The chapter begins with an overview of Advance Transit ridership patterns. The second section examines performance and productivity for individual bus routes. Sections 2.3 through 2.11 discuss more details about individual Advance Transit bus routes and services, as follows:

Section 2.1	System Ridership
Section 2.2	Route-by-Route Performance Measures
Section 2.3	Blue Route
Section 2.4	Red Route
Section 2.5	Green Route
Section 2.6	Orange Route
Section 2.7	Brown Route
Section 2.8	Yellow Route
Section 2.9	Hanover / Dartmouth Shuttle
Section 2.10	DHMC Parking Lot Shuttles
Section 2.11	Access AT

2.1. System Ridership

Systemwide Advance Transit ridership decreased from 896,201 in FY 2017 when the last Transit Development Plan was begun, to 421,680 in FY 2022. Regular fixed-route ridership accounted for 88% of the FY 2022 total. The Dartmouth Downtown Shuttle accounted for 4.5% of combined system ridership, while the DHMC Lot 20 Shuttle accounted for 6%. (The DHMC Lot 9 Shuttle has been suspended since the beginning of the pandemic.) Finally, Access AT accounted for the remaining 1.3% of ridership. Total system ridership since FY2000 is shown below in Figure 2.1.

Of course, it is impossible to consider recent ridership figures without discussing the huge impact of the COVID-19 pandemic. While ridership had dropped by a small amount since the all-time peak in FY2016 (936,047), the evaporation of ridership beginning in late March 2020 was unprecedented. FY2020 ridership dropped by 17% compared to FY2019, but the full impact was felt in FY2021 when system ridership dropped to 337,340, a level not seen in FY2001. Major ridership losses were seen on every route in the system. FY2022 has shown some recovery for all AT services.

Figure 2.2 provides additional detail by route for the past six years and includes ridership for the Dartmouth and DHMC shuttles. It can be seen that all routes lost ridership in FY2020-21, but the Red Route lost somewhat less than most of the other routes. These differences will be discussed in more detail below. Note that the Yellow Route, which started in FY2020 has much lower ridership than any of the other routes, and thus is indistinguishable from zero on this chart.

Figure 2.1 Total AT System Ridership since FY 2000

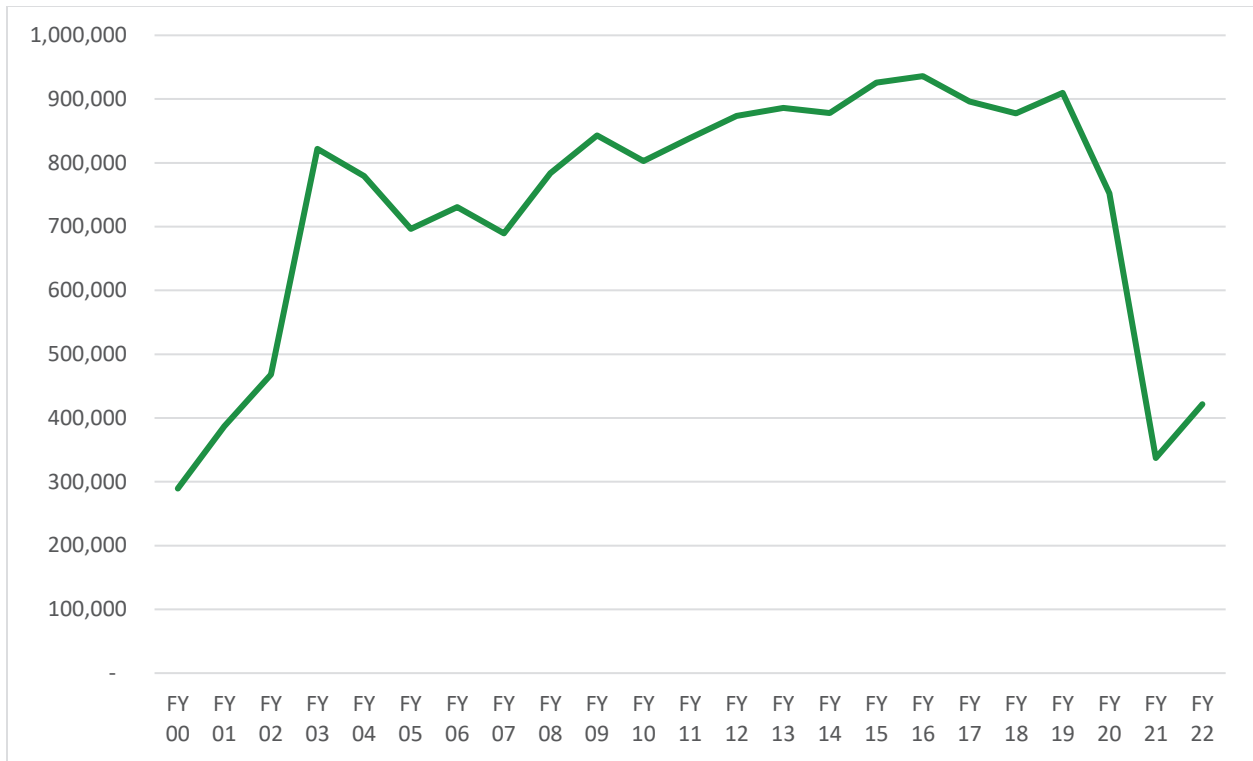
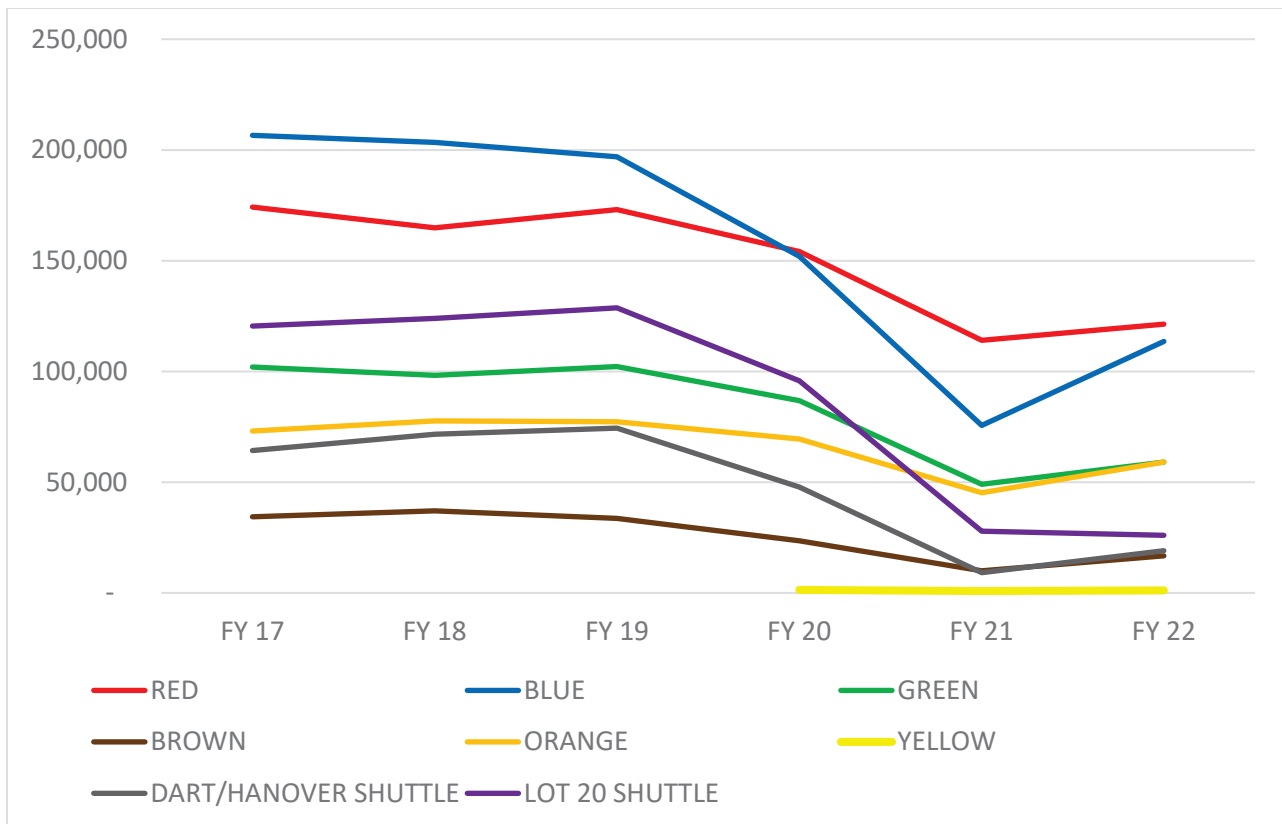


Figure 2.2 Six-Year Ridership Trend by Route



2.2. Route-by-Route Performance Measures

Performance measures were calculated for individual routes and service components for February, March and April of 2022. Measures include rides per month, rides per day, rides per revenue service hour, and rides per scheduled round trip. Note that the service level for the Blue Route changed in April, with 15-minute service all day long. The number of hours and trips used to calculate the ratios shown in the table reflect the service level prior to the implementation of 15-minute headways. The results are presented in Table 2.1.

Table 2.1 Advance Transit Performance, Feb-Mar-Apr 2022

	Total Rides	Daily Rides	Rides per Hour	Rides per Round Trip
Blue	30,630	479	11.6	10.0
Brown	4,353	68	5.9	4.0
Green	13,545	212	8.6	8.1
Orange	15,080	236	15.3	11.8
Red	29,246	457	20.5	19.9
Yellow	271	4	1.4	0.7
DH Lot 20*	8,374	190	15.9	1.3
Dartmouth/DT	5,177	81	2.9	1.4
All routes	106,676	1,726	11.0	5.1
Line routes	93,125	1,455	12.3	10.4

**The Lot 20 Shuttle did not operate in April 2022. Statistics represent February and March only.*

Table 2.2 compares route-by-route performance measures for February, March, and April 2022 with the same measures for February, March, and April 2017. The 2017 data represent, in general terms, the period prior to the pandemic. Some observations:

- ▶ All of AT's services experienced sharp ridership losses due the pandemic, but the losses on the Red route and the Orange route were less severe. Orange route losses were minimized partly because there was an increase in peak service on the Orange route due to the creation of the Orange/Yellow run in July 2019.
- ▶ The productivity loss was lowest on the Red route because it had the same service level in 2022 as before the pandemic, while the Orange route had six additional peak period trips in White River Junction.
- ▶ The Blue, Green and Brown routes, which all rely more on commuters than on shoppers, lost more than half of their riders because of the pandemic, but began gaining some back by Spring 2022.
- ▶ The Dartmouth/Downtown and Dartmouth Health shuttles lost the vast majority of their riders. The DH shuttles were shut down entirely in April 2020, but the Lot 20 shuttle was restarted in the colder months (October through March) of FY21 and FY22. Continuous service resumed in June 2022. Both shuttles have lost a substantial amount of ridership.
- ▶ The Blue route has historically had the highest ridership of any of the regular routes by a wide margin, but its relatively greater losses due the pandemic means that the Red route carries nearly as many people today. The Red route's role as access to shopping is the key reason why it has recovered from the pandemic to a much greater extent than AT's other routes.

Table 2.2 Advance Transit Performance, 2017 and 2022

FEBRUARY–APRIL 2017 AND 2022

RIDERS PER DAY				
	2017	2022	Change	
BLUE	871	479	-45%	
GREEN	402	212	-47%	
RED	654	457	-30%	
BROWN	137	68	-50%	
ORANGE	284	236	-17%	
YELLOW	N/A	4	N/A	
DARTMOUTH	332	81	-76%	
DH	896	190	-79%	
TOTAL	3,576	1,726	-52%	
REGULAR ROUTE	2,347	1,455	-38%	
RIDERS PER VEHICLE REVENUE HOUR				
	2017	2022	Change	
BLUE	21.1	11.6	-45%	
GREEN	16.4	8.6	-48%	
RED	29.4	20.5	-30%	
BROWN	11.8	5.9	-50%	
ORANGE	23.8	15.3	-36%	
YELLOW	N/A	1.4	N/A	
DARTMOUTH	11.8	2.9	-75%	
DH	26.6	15.9	-40%	
TOTAL	20.6	11.0	-47%	
REGULAR ROUTE	21	12.3	-41%	
RIDERS PER ROUND TRIP				
	2017	2022	Change	
BLUE	24.2	10.0	-59%	
GREEN	15.5	8.1	-47%	
RED	28.4	19.9	-30%	
BROWN	8.5	4.0	-53%	
ORANGE	23.6	11.8	-50%	
YELLOW	N/A	0.7	N/A	
DARTMOUTH	6.4	1.4	-78%	
DH	4.2	1.3	-69%	
TOTAL	9.4	5.1	-46%	
REGULAR ROUTE	20.8	10.4	-50%	

Advance Transit's routes and services have survived the pandemic better than many other routes in Vermont and New Hampshire. Among the regular routes, only the Yellow route has very poor productivity. It was launched only months before the onset of the pandemic—with a minimal service level—and has thus far not been able to establish a ridership base. The Brown route was the poorest performer before the Yellow route was established, and it continues to operate with worse performance than the other line routes. The productivities achieved by AT's line routes are more typical of urban areas than the collection of small towns that make up the Upper Valley.

The Dartmouth and DH shuttle routes perform poorly in terms of riders per trip, but the Lot 20 shuttle has good productivity per hour, since the bus makes a loop every five minutes. The medical center, the college, and the town of Hanover subsidize these services. These sponsoring institutions understand that demand for parking lot shuttles varies by time of day, and that while midday buses may be less productive, employees and visitors need to be able to get back to their cars during the middle of the day.

2.3. Blue Route

Advance Transit's Blue route includes three components:

- ▶ All-day 15-minute service between downtown Lebanon and downtown Hanover, including service to the Dartmouth Health main campus and Dartmouth College
- ▶ Limited commuter service to Enfield and Canaan
- ▶ Trips to Mascoma Regional High School when school is in session

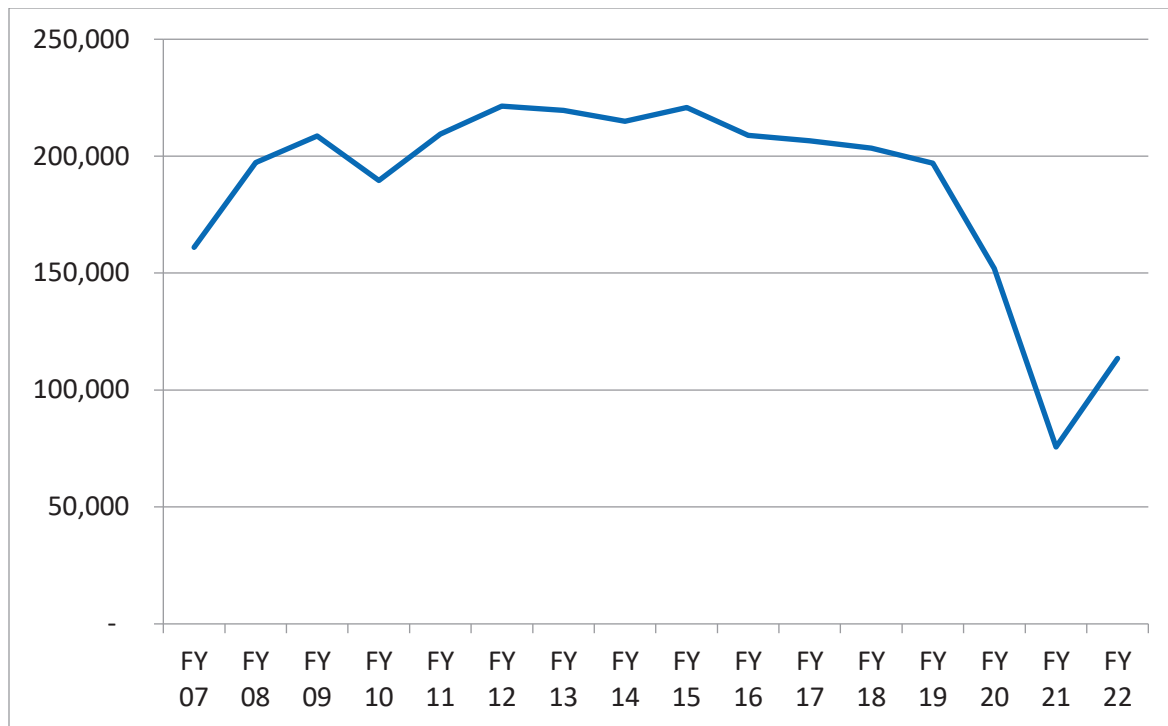
Blue route market segments include:

- ▶ Commuters traveling to jobs at Dartmouth College, DH, downtown Hanover, downtown Lebanon, and elsewhere
- ▶ Dartmouth Medical School students and staff traveling between the medical school and the hospital
- ▶ DH patients and visitors
- ▶ Dartmouth College students traveling to classes
- ▶ Area residents who use the bus for shopping and errands
- ▶ Residents of Hanover, Canaan, and Enfield who transfer to the Red Route in Lebanon to reach West Lebanon and the Route 12A shopping plazas

The Blue route is normally Advance Transit's busiest route, with nearly 500 riders per day, though it carried nearly 900 per day prior to the pandemic. Blue route ridership peaked in FY 2012, as shown in Figure 2.3 below. It was then relatively flat until the pandemic. Ridership in FY 2022 was about 50% higher than the FY 2021 total.

During May of 2022, five Blue route bus stops accounted for 62% of passenger boardings on the route. The busiest stop was Lebanon City Hall, with 24% of Blue route boardings. The bus stop at DH East generated 18% of Blue route boardings, while Main Street at Allen accounted for 8% of boardings and Vail/DMS generated 6%. Town of Hanover stops in downtown Hanover and in the Dartmouth College campus generated a combined total of 3,515 boardings, or 31% of the Blue route total. Stops in Canaan and Enfield accounted for 521 boardings in May of 2022, or 4.6% of the Blue route total. All of these percentages are slightly lower than those in 2017, suggesting that ridership dropped more at the peak usage locations than at other lightly used stops.

Figure 2.3 Advance Transit 15-Year Annual Blue Route Ridership



The Blue route offers convenient front-door service at the DH East Entrance and at the Dartmouth Medical School, plus centrally located bus stops in downtown Hanover and downtown Lebanon. It provides timed connections with Red route buses in downtown Lebanon, and with Green, Orange, and Brown route buses in Hanover.

There are several issues identified by drivers that could be addressed in future service planning for the Blue Route:

1. Turning left from Route 120 onto Heater Road can be very difficult, with significant backups causing delays. Transit signal priority at this intersection or a new Hanover Street bridge over I-89 would have a significant benefit for Blue route reliability.
2. With the Blue route now operating every 15 minutes all day for the full length of the base route from Lebanon to Hanover, it may be less important to coordinate transfers with other routes.
3. A stop location at Hanover Park needs to be designated with a sign.
4. The new housing at Juniper has generated significant ridership, leading to standing loads on some trips. In some cases, Dartmouth students may crowd out other passengers who do not have the option of using the campus shuttle buses. Guidance is needed on whether drivers can limit student boardings to ensure other passengers have space.
5. The traffic light at Vail seems to have a bad sensor and buses can be forced to wait through a few light cycles.

2.4. Red Route

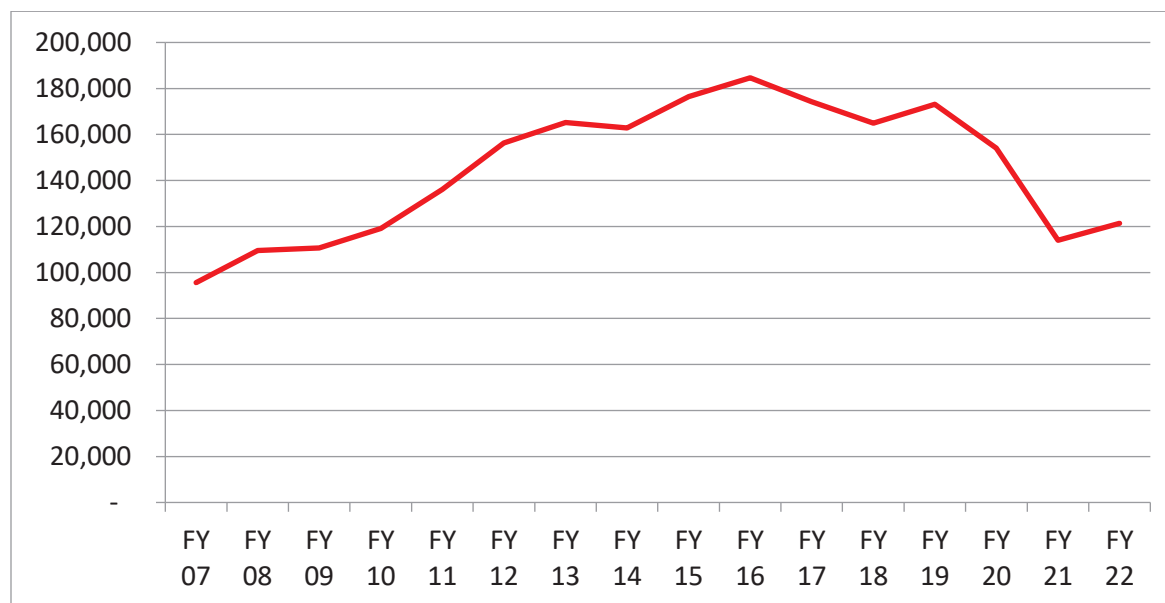
The Red route connects downtown Lebanon with West Lebanon and the Route 12A Plazas. The Red route is used by people traveling to job sites located along Route 4, in West Lebanon, and in the plaza area. Area residents use the Red route bus to reach a variety of shopping destinations, including Walmart, Shaws, and others. The Red route connects with the Blue route in downtown Lebanon and with the Orange and Green routes in West Lebanon. Some commuters from Lebanon ride the Red route and transfer to the Orange route in West Lebanon to reach the VA Hospital in White River Junction. The Red route has by far the most transfer activity of any of Advance Transit's routes (see chapter 3).

The Red route is Advance Transit's second busiest route, with over 450 riders per day. The all-time high ridership occurred in FY 2016 as shown below in Figure 2.4. The ridership loss during FY 2021 was "only" 34%, by far the smallest loss among AT's routes. Ridership grew by 6% between FY 2021 and FY 2022.

During May of 2022, three Red route bus stops accounted for 64% of passenger boardings on the route. The busiest stop was in front of Kilton Library in West Lebanon, which generated 26% of Red route boardings. Lebanon City Hall, with 25% of Red route boardings was the next busiest. Walmart accounted for 13% of boardings on this route.

Other Route 12A plaza stops (from Glen Rd Plaza south) accounted for 9% of Red route boardings. Since most people travel round trip, these figures suggest that travel to and from the Route 12A plazas accounts for 40% or more of Red route usage (since some riders likely make multiple stops among the plazas).

Figure 2.4 Advance Transit 15-Year Annual Red Route Ridership



There are several issues identified by drivers that could be addressed in future service planning for the Red Route:

1. The possibility of moving the West Lebanon transfer point from Kilton Library to the River Park development would affect the Red route more than the others. It is unclear whether that extra mileage could be accommodated in the current schedule.

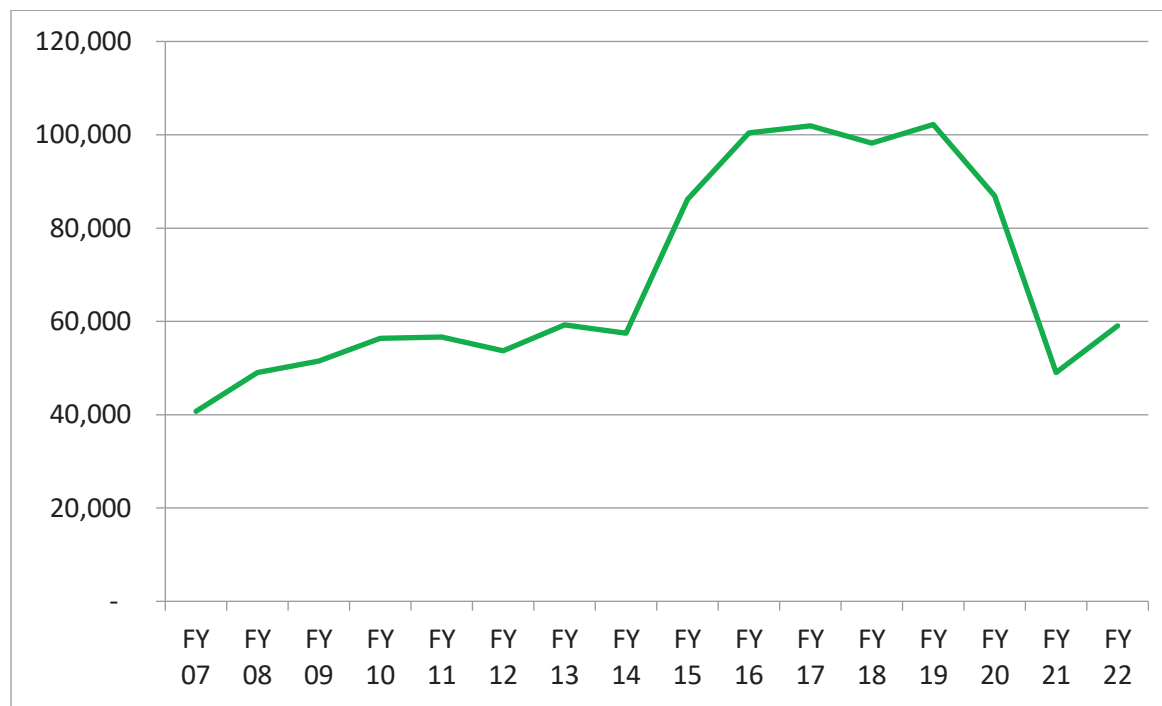
2. According to the drivers, the current schedule works well for the Red route most of the time. There can be some delays in the plazas at the busiest times in the afternoon, especially during peak shopping periods, but other drivers feel that the bus could make all stops on all trips in the afternoon (as the route does in the morning), except perhaps during holiday shopping season.
3. There are particular issues with a some Red route stops that can be addressed in the immediate term: stops should be moved away from crosswalks so that passengers do not run in front of the bus to cross the street (the bus should stop on the far side of the crosswalk; some stops are too close together.
4. The 4:45 p.m. departure time should be moved later so that people getting out of work at the plazas have a better chance to catch the bus; the current schedule has it stopping there right at 5:00 or just a few minutes after 5:00. There is no need to coordinate with the Blue route at City Hall since it now runs every 15 minutes.

2.5. Green Route

The Green route links West Lebanon and Hanover via Hartford Village and Wilder. It carries riders to Hanover, where it connects with the Blue and Brown routes, and to West Lebanon, where it connects with the Red and Orange routes. It transports many riders between bus stops within Vermont. This includes individuals who travel between Hartford Village and the Haven.

Annual Green route ridership peaked in FY 2019, as shown in Figure 2.5, maintaining its ridership surge from FY 2015 when service was doubled from one trip per hour to two. This route suffered a steep 52% loss due to the pandemic, essentially wiping out the ridership gain from the service enhancement. FY 2022 ridership was almost exactly equal to that seen in FY 2013. There was a 20% rebound in ridership from FY 2021 to FY 2022.

Figure 2.5 Advance Transit 15-Year Annual Green Route Ridership



The Green route provides Wilder and Hartford Village residents with access to social service programs at The Haven. It provides access to social services programs at the Gilman Center via a connection with the Orange route in West Lebanon. The Green route also gives Wilder and Hartford Village residents access to the Route 12A plazas via a connection with the Red route in West Lebanon.

In May of 2022, West Lebanon accounted for 22% of Green route boardings, while Town of Hanover stops within the Dartmouth College campus and in downtown Hanover accounted for 20% of Green route boardings. Assuming that most people ride round trip, this suggests that 84% of Green route usage involves trips to New Hampshire, with West Lebanon accounting for 44% and Hanover/ Dartmouth College accounting for 40%, although there are likely some people who ride all the way from West Lebanon to Hanover via the Green route, and they would be double counted by this method.

The busiest stop in Vermont is the Haven, with 573 boardings in May 2022 for the northbound and southbound stop combined. Hartford Village and other stops west of Route 5 accounted for 12% of Green route boardings (split evenly northbound and southbound).

Service planning issues for the Green route included the following:

1. Ridership has dropped significantly on the Green route, calling into question the efficacy of running two buses all day.
2. Drivers object to the new location of bus stops on West Wheelock at West Street (affecting the Brown route as well). The far side location causes the bus to block the road and make it difficult to reenter the traffic flow. The stop should be moved back to the near side or farther down the road on the far side so that the bus can clear the intersection.
3. The schedule for the first trip on run 42A is different from other trips, perhaps due to a vestigial connection to a Stagecoach route. It could be brought into synch with the rest of the run.

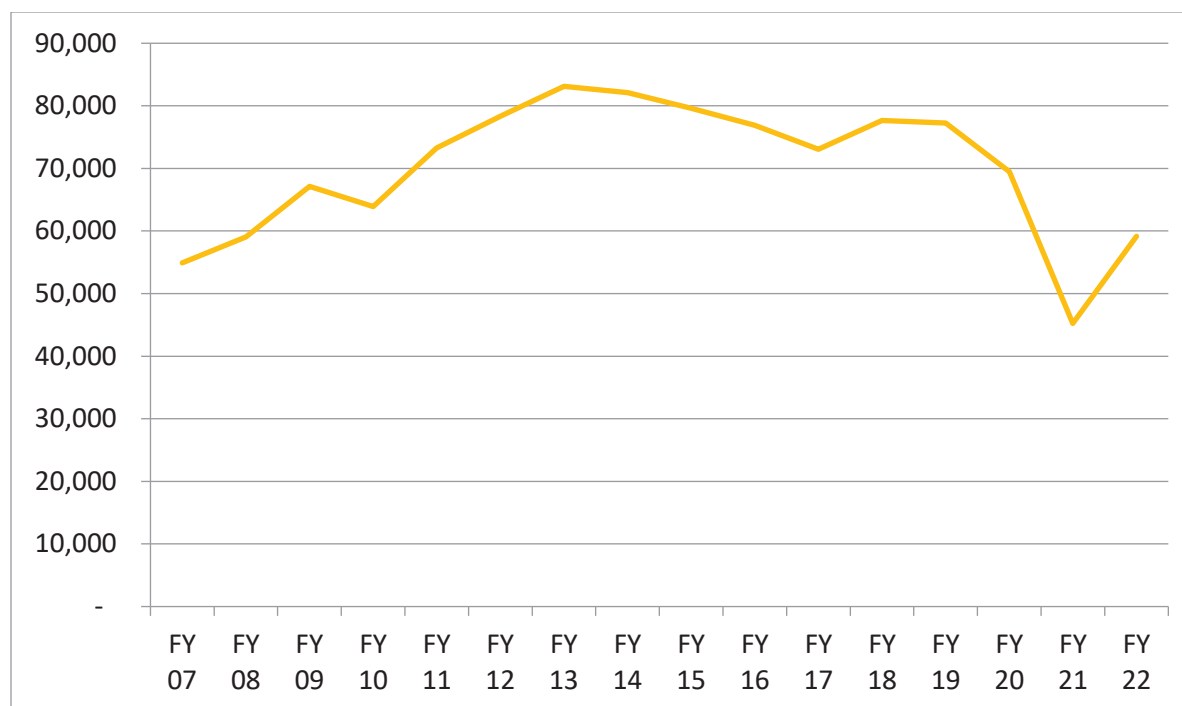
2.6. Orange Route

The Orange route links White River Junction with West Lebanon and downtown Hanover. On the Vermont side of the Connecticut River, the Orange route serves downtown White River Junction, nearby residential neighborhoods, social service agencies at the Gilman Center, the Greyhound terminal, and the VA Hospital. In New Hampshire, the route serves West Lebanon, residences adjacent to Route 10, graduate student housing at Sachem Village, downtown Hanover, and the Dartmouth College campus.

The Orange route offers connections with the Red and Green routes in West Lebanon, and with the Brown and Blue routes in Hanover. It provides car-free access to the local Amtrak station and the Greyhound bus terminal, although Orange route buses do not operate late enough in the day to meet Amtrak's northbound arrival.

Annual Orange route ridership peaked in FY 2013, as shown in Figure 2.6. By FY 2019, it had dropped by about 7%. Total ridership in FY 2020 might have set a new record if the pandemic had not occurred because of the peak-period service increase associated with the creation of the Yellow route. The new Yellow/Orange run included eight additional loops on the White River Junction portion of the Orange route. Indeed the drop in ridership from FY19 to FY20 was only 10% on the Orange route, compared to 15 to 30% drops on AT's other line routes. Ridership rebounded by 31% in FY 2022 from the low point in FY 2021.

Figure 2.6 Advance Transit 15-Year Annual Orange Route Ridership



In May of 2022, 31% of Orange route passengers boarded in White River Junction, 46% boarded within the town of Lebanon, and 22% boarded in Hanover. These figures represent a shift in boardings from Hanover to WRJ compared to 2017, which is partly due to the increase in service in WRJ and the more severe drop in demand in Hanover due to the pandemic. The busiest stop on the route was West Lebanon, which accounted for 27% of Orange route boardings. Sachem Village, with 564 boardings, is the second-busiest stop on the route, in spite of the long walk from where the housing is out to the bus stop on Route 10. That figure represents 11% of total Orange line riders. The next busiest stops were downtown White River Junction with 7% and Main at Allen (formerly the Dartmouth Bookstore) with 6%. The VA Hospital accounted for only 2% of Orange route boardings (only about 5 per day).

Town of Hanover stops in downtown Hanover and in the Dartmouth College campus combined to account for 17% of Orange route boardings. Assuming that everyone rides round trip, this would suggest that trips to and from Hanover/Dartmouth College account for 34% of Orange route usage.

Service planning issues for the Orange route include the following:

1. The introduction of the Orange/Yellow run during peak periods and having only those trips serve the Gilman Center has largely solved the running time problems on the Orange route. However, there is confusion among passengers boarding those buses as to why they have to transfer in order to get to Hanover.
2. The portion of the Orange route through the Dartmouth campus (as is true for all routes traversing those streets) is slow and dangerous because of pedestrians (mainly students) not paying attention to traffic and crossing the street at random locations without looking. Motorized scooters and skateboards are also a problem and lead to dangerous interactions with buses.

3. Drivers have noticed riders walking south on Route 5 from the bus to reach a motel a few miles south that has served as a residence for otherwise homeless people. That motel would be difficult to serve with the Orange route, however, given the distance involved.

2.7. Brown Route

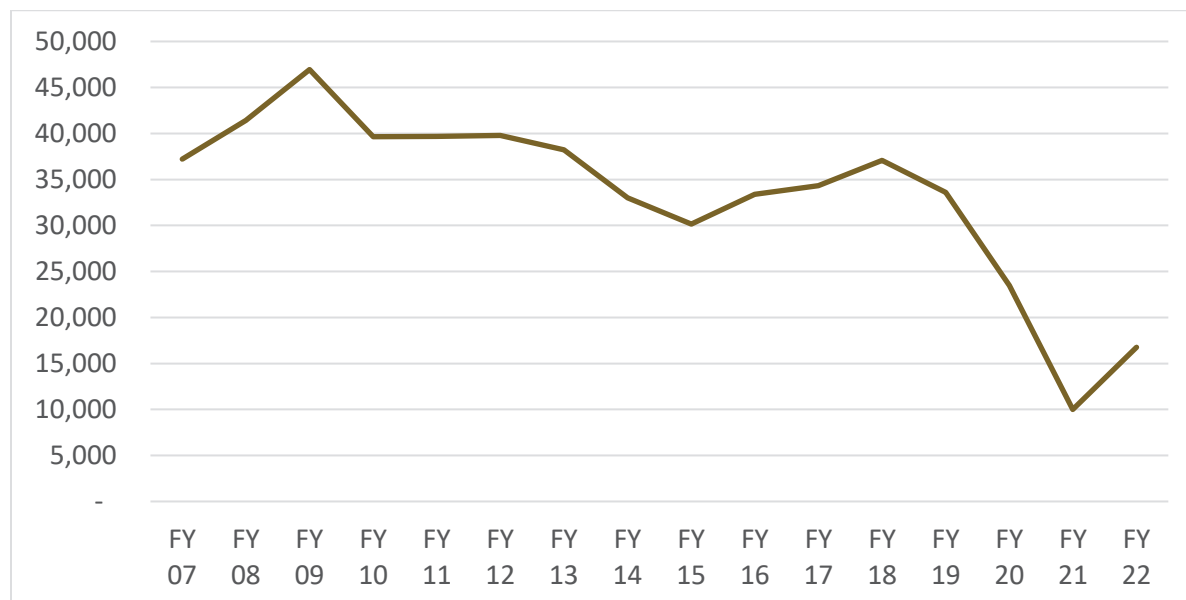
The Brown route consists of two segments. It operates between Norwich and Hanover, including peak-hour service to a Norwich park and ride lot. The Brown route also links downtown Hanover and the Dartmouth College campus with CRREL, the Frances Richmond Middle School, and the Kendal retirement community.

Norwich residents use the Brown route to commute to jobs in Hanover and Lebanon. Destination work sites include Dartmouth College, CRREL, and Kendal at Hanover. School children in Norwich use the Brown route bus to travel to the Frances Richmond Middle School. Norwich residents use the bus for a variety of midday errands in Hanover and elsewhere. Residents of the Kendal rely on the Brown route for access to Hanover.

Brown route passengers from Norwich connect with the Blue route by walking from the Hanover Inn to the Main @ Allen stop (formerly Dartmouth Bookstore), or by switching buses at Vail/DMS. They transfer to the Green and Orange routes at the Hanover Inn. Passengers from the CRREL end of the route can transfer to Blue, Green, and Orange routes at Maynard Street.

As shown in Figure 2.7, the all-time peak ridership for the Brown route was in FY 2009, just prior to a service cutback from 30-minute headways to 40-minute headways. The route suffered a steep loss from the pandemic, with about 70% fewer riders in FY 2021 compared to FY 2019. The percentage loss for this route was higher than any of the other line routes. Ridership increased by 67% in FY 2022, but from a very low base.

Figure 2.7 Advance Transit 15-Year Annual Brown Route Ridership



In May of 2022, 26% of boardings on the Brown route occurred in Norwich, down from 36% in 2017. Since most of these passengers probably traveled round trip to Hanover, this suggests that Norwich riders account for about half of Brown route usage and that slightly less than half of the usage was fully within Hanover.

The busiest Brown route stop was Dan & Whit's, with 17% of Brown route boardings, followed by the Vail/DMS with 16%, Hanover Inn with 13%, and CRREL with 13%. Combined Town of Hanover stops in the Dartmouth College campus area (including the Hanover Inn) accounted for 27% of Brown route boardings. The combined percentage for the fire station, CRREL, Rivercrest, and Kendal was 28%. The peak-hour route extension to the Norwich park and ride lot accounted for 1% of Brown route boardings though the rest of that loop generated another 2% of the ridership (with Heritage Lane by far the most important of those stops). These figures are well down from 2017, when that loop generated 12% of the ridership.

Service planning issues for the Brown route include the following:

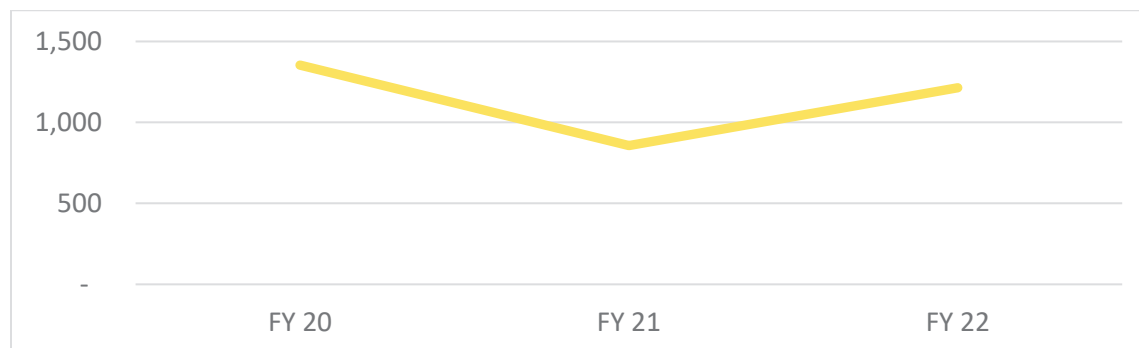
1. The Brown route suffered a serious loss of ridership during the pandemic and had the lowest productivity of any of the line routes (other than the brand-new Yellow route) even before the pandemic. New development on Lyme Road (at the golf course and at Rivercrest) may help, but a broader restructuring may be necessary.
2. Dartmouth College's shuttles from the Lewiston and Ledyard lots take potential ridership from the Brown route. Plans for more Dartmouth shuttle service in Lyme Road could cause further erosion of Brown route ridership. Coordination should be investigated.
3. The Brown route was designed in part to accommodate CRREL commuters. At the present time, there appear to be more middle school children using this stop than CRREL employees.

2.8. Yellow Route

The Yellow route began service in July 2019 with four trips in each peak period, alternating with trips on the White River Junction portion of the Orange route. The route extended coverage to the Upper Valley Aquatic Center (UVAC) and Brookview Apartments on Bugbee Street, both of which were identified as areas warranting service in the 2018 TDP.

As shown in Figure 2.8, ridership has never been high, though it did not have even a full year of operation before the pandemic hit. It has by far the lowest productivity of any of the line routes. The only stops in Vermont that generate any ridership are the UVAC and Brookview Apartments, and they each generate only one or two passengers per day. AT is committed to maintain service to the UVAC, but there may be more effective ways of doing that.

Figure 2.8 Advance Transit Annual Yellow Route Ridership



Service planning issues for the Yellow route include the following:

1. Poor productivity is the main issue with the Yellow route. Its resources could be deployed more effectively.

2. The alternating pattern with the WRJ portion of the Orange route is confusing to some passengers as mentioned earlier.
3. Rather than have the Yellow route serve apartments on Bugbee Street, it may be better for the Green route to serve it, since many of these residents are destined for the Haven. A restructuring plan involving Yellow and Green may solve this issue.

2.9. Dartmouth/Downtown Shuttle

Advance Transit operates an in-town shuttle for Dartmouth College and the Town of Hanover. The shuttle connects parking lots at Dewey and the Thompson Arena with downtown Hanover and various locations on the Dartmouth College campus.

The number of buses and shuttle headways vary according to season and time of day, as shown in Table 2.3. Evening service is offered during the regular academic session only. The evening route links the Hanover Inn with Tuck and the Dewey parking lot. There is no evening service through downtown Hanover to the Thompson parking lot.

The Dartmouth/Hanover shuttle accommodates workers and students who park in the Thompson and Dewey lots. The shuttle also facilitates various movements across the Dartmouth campus, as well as trips between college facilities and downtown Hanover.

Table 2.3 Dartmouth/Downtown Shuttle Service Levels

Full Academic Session

	Number of Buses	Headway
7:00 a.m. – 10:00 a.m.	3	10 minutes
10:00 a.m. – 3:00 p.m.	1	30 minutes
3:00 p.m. – 7:00 p.m.	3	10 minutes
7:00 p.m. – 9:00 p.m.	1 (Sachem-Hanover-DHMC)	60 minutes

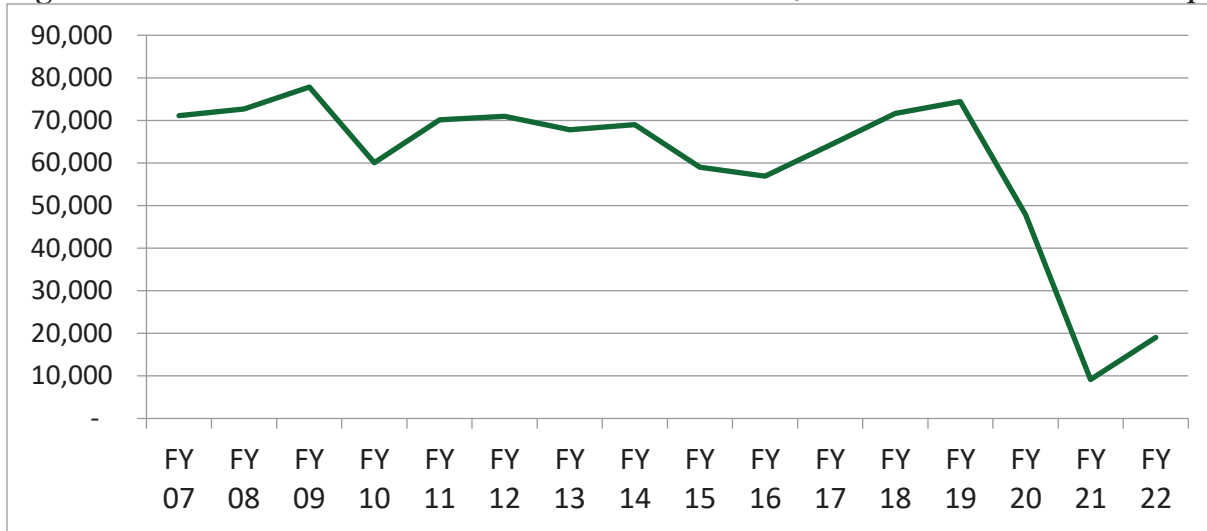
Summer, Vacations, and Holidays

	Number of Buses	Headway
7:00 a.m. – 10:00 a.m.	2	13 minutes
10:00 a.m. – 3:00 p.m.	1	30 minutes
3:00 p.m. – 7:00 p.m.	2	13 minutes
7:00 p.m. – 9:00 p.m.	none	

Prior to the pandemic, Dartmouth/Downtown Shuttle ridership had been increasing for three straight years, with an overall gain of 31% from FY 2016 to FY 2019, boosting the total to close to its all-time peak, reached in FY 2009. As shown in Figure 2.9, ridership had been flat or declining prior to FY 2016. The pandemic caused a devastating ridership loss of 88%, but it has begun to rebound, with a doubling of the total from FY 2021 to FY 2022.

The Dartmouth/Downtown shuttle is somewhat complex, due to the changing service pattern during the day and from reducing the level of service during the summer. Variations are designed to control costs, to avoid early-morning congestion in downtown Hanover, and to facilitate access from Dewey to Tuck in the morning, and from Tuck to Dewey in the afternoon.

Figure 2.9 Advance Transit 15-Year Annual Dartmouth/Downtown Shuttle Ridership



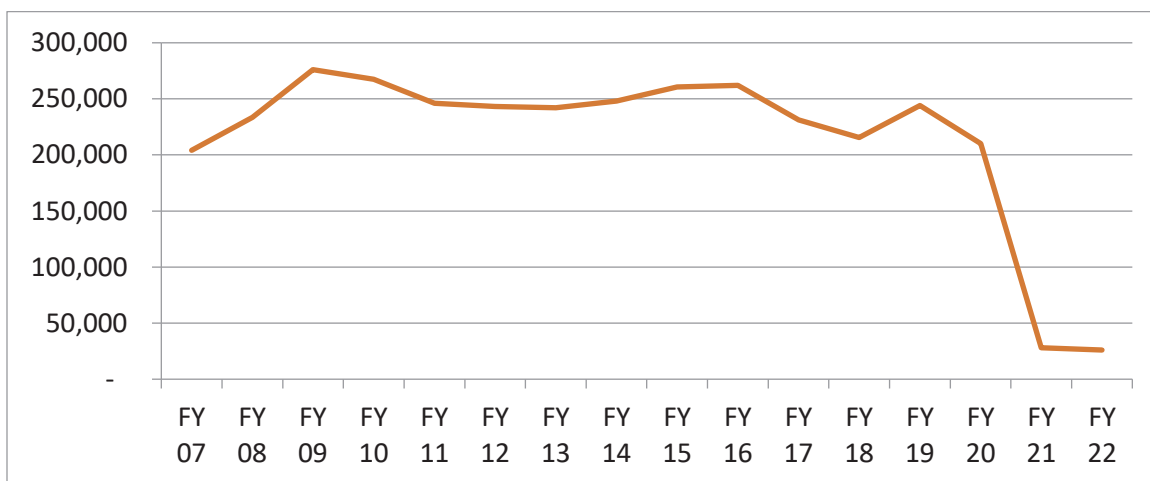
With Dartmouth College intending to expand operations of its campus shuttles, a reevaluation of the Dartmouth/Downtown shuttle may be in order to streamline service and avoid duplication.

2.10. DH Parking Lot Shuttles

Advance Transit operates parking lot shuttles at the DH campus that benefit patients, visitors, and employees. Prior to the pandemic, two buses served Lot 9, while one bus served Lot 20. The Lot 9 service has been suspended since April 2020, and Lot 20 service was run only for the October through March period in FY 2021 and FY 2022. Regular service on the Lot 20 shuttle, consisting of one bus running a continuous 5-minute loop through the lot, was reinstated in June 2022.

The Lot 9 and Lot 20 shuttles each routinely carried more than 100,000 passengers per year before the pandemic. As shown in Figure 2.10, the pandemic caused a ridership loss of nearly 90%. It is unclear when demand for the Lot 9 shuttle will reappear, as some DH employees now work remotely on a permanent basis.

Figure 2.10 15-Year Annual DH Shuttle Ridership



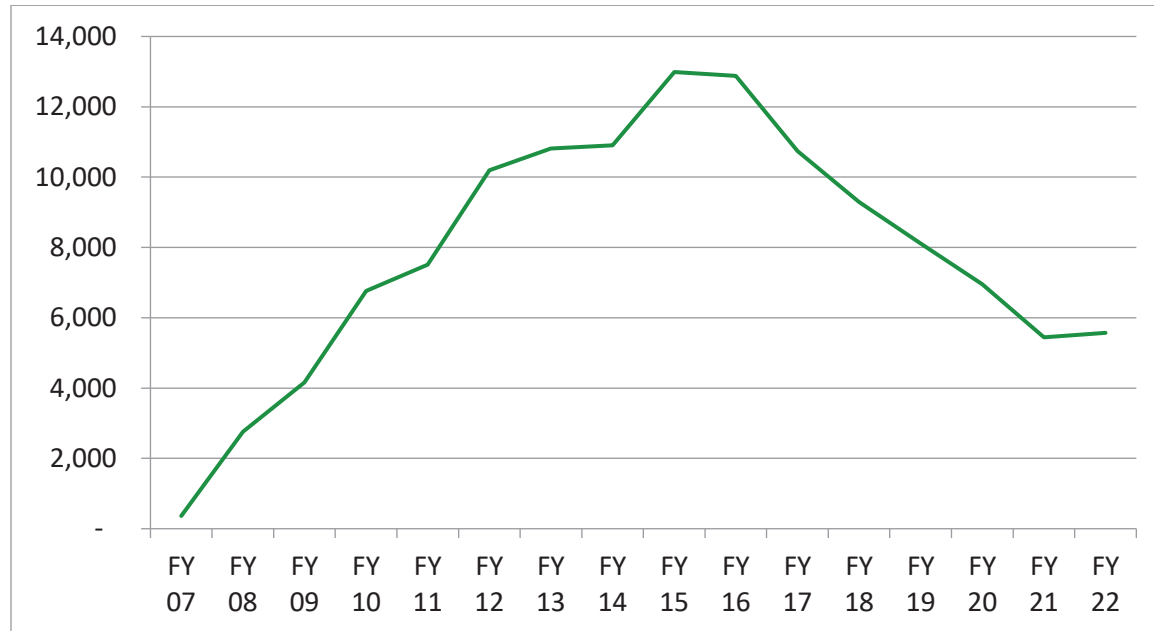
AT will continue to work with DH staff to operate an appropriate amount of parking lot shuttle service around the medical center campus.

2.11. Access AT

Advance Transit operates ADA complementary paratransit service called Access AT. Ridership trends on ADA paratransit service should be interpreted somewhat differently than fixed route ridership. The service provides essential mobility to people with disabilities, but whenever possible, it is preferable for these riders to use fixed route service if they are able to because paratransit is more expensive to operate. AT's entire fleet is ADA accessible. Travel training and mobility assessments can help distinguish those riders who require paratransit service from those who could use the fixed route system.

As shown in Figure 2.10 below, paratransit ridership has been dropping since FY16, and there is not a sharp drop associated with the pandemic. Rather, ridership declines during the pandemic were just a continuation of the pre-existing trend.

Figure 2.10 15-Year Annual Access AT Shuttle Ridership



AT will continue to provide access to people with disabilities as required and work with each individual to ensure that their mobility is provided in the most efficient way.

3. PASSENGER SURVEY

This chapter presents the results of an onboard passenger survey distributed to Advance Transit bus riders on Tuesday, October 25, 2022. It includes comparisons with similar passenger surveys carried out in 1999, 2004, 2008, 2012, 2015, and 2017.

The survey examines trip purposes, transfer activity, frequency of use, residence and commute patterns, technology usage, and the employment status of Advance Transit users. It asked passengers to evaluate Advance Transit bus operations and to make suggestions for improving the service.

A copy of the survey form is included in Appendix A. A full transcription of passenger comments is presented in Appendix B.

The chapter is structured as follows:

- Section 3.1 Methodology and Response
- Section 3.2 Transfers between Routes
- Section 3.3 Trip Purpose
- Section 3.4 Residence by Town
- Section 3.5 Frequency and History of Transit Use
- Section 3.6 Dartmouth Students
- Section 3.7 Employment Status and Work Sites
- Section 3.8 Automobile Availability
- Section 3.9 Demographics
- Section 3.10 Use of Other Routes and Services
- Section 3.11 Service Evaluation
- Section 3.12 Transit Information and Use of Technology
- Section 3.13 Weekend and Saturday Service
- Section 3.14 Passenger Comments and Suggestions

3.1. Methodology and Response

Advance Transit bus riders were surveyed on Tuesday, October 25, 2022. Surveys were distributed on Advance Transit's six regular bus routes between 5:35 a.m. and 1:00 p.m. though on some routes, the survey ended prior to 1:00 because the desired sample had been achieved. Surveys were not distributed on the Dartmouth/Downtown Shuttle or on DH Lot 20 Shuttle.

Passengers were handed a survey form and a pencil when they boarded the bus. Passengers turned in completed forms as they exited the bus. Most individuals who were offered a survey form agreed to take one. In 2022, 414 surveys were distributed and 394 were completed and returned, for a response rate of 95%. The response rate was similar in past years. The total of 394 completed surveys in 2022 compares with 583 in 2017, 526 in 2015, 578 in 2012, 572 in 2008, 346 in 2004, and 117 completed surveys in 1999. There were fewer surveys in 2022 due to the overall lower ridership, which is an ongoing impact of the COVID-19 pandemic.

Table 3.1 shows the distribution of completed 2022 surveys by bus route. The total is greater than 394 because some respondents used more than one bus route for their trip and these riders were counted on all of the routes that they rode. Table 3.1 also shows the distribution of ridership by route for October 2022 excluding campus and parking lot shuttles. The Blue route was a bit oversampled and the Red and Green routes a bit undersampled. Many riders transfer from other routes to the Red route (see below), and thus would have already received a survey before boarding the Red route.

Table 3.1 Survey and Ridership Distribution

	Survey Respondents	Survey Distribution	Oct. 2022 Ridership Distribution
Blue	212	44%	35%
Red	108	22%	30%
Green	54	11%	16%
Orange	82	17%	14%
Brown	24	5%	4%
Yellow	4	1%	0%
Total	484	100%	100%

3.2. Transfers between Routes

In 2022, 25% of survey participants said their trip involved a transfer between bus routes. This compares with 26% in 2017, 28% in 2015, 27% in 2012, 26% in 2008, 14% in 2004, and 14% in 1999. This means that in 2022, 75% of the passengers surveyed used only one bus to complete their trip.

Some 55% of the survey respondents who said they used only one bus filled out a survey form on a Blue route bus. The full distribution of single-seat riders by route is shown in Table 3.2. In spite of being the second-highest ridership route, only 16% single-seat riders received a survey form on a Red route bus.

Table 3.2 Single-Seat Rides by Route

	Survey Respondents	Percent of Total
Blue	161	55%
Red	48	16%
Green	25	9%
Orange	44	15%
Brown	15	5%
Yellow	1	0%
TOTAL	294	100%

Some 60% percent of the people on the Blue route who used only one bus said they work at either DH (21%) or Dartmouth College (39%). On the Orange and Brown routes, between 35% and 41% of single-seat riders work for Dartmouth. In 2017, 38% of Green route riders worked at Dartmouth,

but only 8% of riders in the 2022 survey did so. It is also the case that the Green route suffered among the steepest ridership losses in the pandemic, and so one can surmise that many of those lost riders were Dartmouth employees.

When analyzing survey responses and transfer activity, it is important to remember that the survey addresses individuals, while transit ridership statistics address unlinked trips. An individual who boards only one bus to complete a trip counts as one ride, while an individual who boards two buses to complete a trip counts as two rides. Passengers were asked to fill out the survey only once, so an individual who filled out a survey on the Blue route and then transferred to the Red route will not show up as a Red route rider – unless second and third routes are included in the counts for each route.

For example, 25 of the 73 people who filled out a survey on the Red route said they used more than one bus to complete their trip. At first glance, this might appear to suggest that 34% of Red route riders transferred between routes. However, another 35 individuals who filled out surveys on other routes indicated that they would use the Red route to complete their trip. If these additional rides are included in the Red route count, the percentage of Red route trips that involve transfers comes to 53% (57 of 108 Red route rides). Table 3.3 shows the percentage of riders by route who transfer, no matter which route the rider was surveyed on.

Table 3.3 Transfer Activity by Route (including second and third routes)

	Transferring Riders	Survey Respondents	Percent Transfers
Blue	48	212	23%
Red	57	108	53%
Green	29	54	54%
Orange	35	82	43%
Brown	7	24	29%
Yellow	2	4	50%
Total	178	484	37%

These results suggest that while 25% percent of Advance Transit riders transfer between buses, 37% of Advance Transit's recorded unlinked trips involve people who use more than one bus to complete their trip.

The three busiest transfer pairs all involved the Red route bus: Red/Blue (27), Red/Green (12), and Red/Orange (18). Together, these pairs accounted for 61% of all transfers. The next busiest transfer pair was Blue/Green with 8 transfers (9%), followed by Green/Orange with 7 (7%). All of the transfer pairs are shown below on Table 3.4.

There were three cases of double-transfer trips which began on the Orange route in White River Junction, crossed Lebanon on the Red route to City Hall and ended on the Blue route north of downtown Lebanon. There were also three cases where the respondent apparently received the survey form on the middle bus of a three-seat ride. These were midday riders who boarded after the survey supply had been exhausted on the first bus they boarded. Two took place on the Red route and the third on the Orange route. Table 3.5 below provides the most complete summary of transfers in the AT system, accounting for both single-transfer and double-transfer trips.

Table 3.4 Transfer Activity between Routes

CROSSTAB: BUS 1 AND BUS 2

Route2\Route 1	Blue	Red	Green	Orange	Brown	Row Total
Blue	0	9	2	3	1	15
Red	18	0	7	9	0	34
Green	6	5	0	5	0	16
Orange	2	9	2	0	0	13
Brown	4	0	2	0	0	6
Yellow	0	0	0	2	0	2
Downtown Shuttle	4	0	0	0	1	5
DH Shuttle	0	0	0	0	0	0
Centerra	0	0	0	0	0	0
TVT	0	0	0	0	0	0
MOOver	0	1	0	0	0	1
Dartmouth Campus	1	0	0	0	1	2
TOTAL	35	24	13	19	3	94

Table 3.5 Transfer Summary

CROSSTAB: BUS 1 WITH BUS 0, BUS 2 AND BUS 3

Route0+2+3\Route 1	Blue	Red	Green	Orange	Brown	Row Total
Blue	0	9	2	3	1	15
Red	18	0	7	9	0	34
Green	6	5	0	5	0	16
Orange	5	9	2	0	0	16
Brown	4	0	2	0	0	6
Yellow	0	0	0	2	0	2
Downtown Shuttle	4	0	0	0	1	5
DH Shuttle	0	0	0	0	0	0
Centerra	0	0	0	0	0	0
TVT	0	0	0	0	0	0
MOOver	0	1	0	0	0	1
Dartmouth Campus	1	0	0	0	1	2
TOTALS	37	24	13	19	2	97

The combined total of transfers at various locations in Hanover was 26, or 27% of the transfer activity reported by survey participants. West Lebanon accounted for 39 transfers, or 40% of reported transfers. Lebanon City Hall had 27 transfer movements, or 28% of recorded transfers. Five transfers (5%) took place at DH. These figures are generally consistent with the 2017 survey.

It is important to note that the absolute figures of transfers represent just the first half of the day, and should be doubled to provide an estimate of total transfer activity over the course of an entire day. Of course, the true daily total will not be exactly double these figures because not all riders make the reverse trip in the afternoon, and some riders make a variety of trips during the day.

3.3. Trip Purpose

Passengers were asked to identify the primary purpose of their bus trip. The results are presented in Table 3.6.

Table 3.6 Trip Purpose

	1999	2004	2008	2012	2015	2017	2022
Work	72%	62%	69%	58%	64%	54%	53%
Shopping/Personal business	13%	14%	9%	11%	8%	8%	11%
School or college	10%	11%	11%	17%	11%	22%	23%
Medical	2%	6%	4%	7%	7%	7%	8%
Recreation/Social	3%	4%	4%	4%	5%	4%	3%
Other		4%	3%	3%	5%	4%	3%
	100%	100%	100%	100%	100%	100%	100%

Among all of the surveys taken on Advance Transit over the past 23 years, the 2022 survey had the lowest percentage of commuters and the highest percentage of students. Other trip purposes were relatively stable, though shopping is somewhat higher than in recent surveys because the purpose “personal business” was added as a choice and is here combined with shopping. Nonetheless, Advance Transit continues to carry a high percentage of commuters when compared with other rural public transit systems.

Table 3.7 below shows the trip purpose by route. Riders who transferred between routes are included in all of the routes they rode. Thus, the total percentage shown in the rightmost column does not match the 2022 figures in Table 3.6, because transferring riders are effectively weighted more heavily in Table 3.7. Table 3.6 figures can be thought of as a representation of the purposes of the people using AT on the survey day, while Table 3.7 represents the purposes associated with boardings on the survey day.

Table 3.7 2022 Trip Purposes by Route (including transfer routes)

	Blue	Red	Green	Orange	Brown	Yellow	Total
Work	56%	45%	50%	45%	75%	75%	52%
Shopping/Personal business	7%	24%	16%	16%	0%	0%	13%
School or college	25%	5%	18%	26%	25%	0%	19%
Medical	9%	17%	5%	5%	0%	0%	9%
Recreation/Social	2%	5%	7%	3%	0%	25%	4%
Other	1%	4%	4%	5%	0%	0%	3%

Compared to the results in 2017 (shown in Table 3.8 below), the Green and Red routes show a similar pattern of trip purposes, with most of the figures within a few percentage points of prior results. The Blue route shows a significant shift from work trips to all of the other trip purposes, especially school. This may reflect new ridership from Juniper, where undergraduates are currently being housed, to the Dartmouth campus. The Orange and Brown routes show a shift in the other direction from school/college trips to work trips. It should be noted that both the Brown and Yellow routes have small sample sizes, so these results should be taken with caution.

Table 3.8 2017 Trip Purposes by Route (including transfer routes)

	Blue	Red	Green	Orange	Brown	Total
Work	70%	48%	46%	34%	33%	53%
Shopping	4%	26%	10%	12%	4%	11%
School or college	13%	3%	15%	38%	61%	18%
Medical	7%	14%	14%	6%	0%	9%
Recreation/Social	2%	4%	8%	5%	0%	4%
Other	4%	4%	8%	4%	2%	5%

3.4. Residence by Town

The distribution of bus riders by town is presented in Table 3.9. This includes a comparison with previous survey results. The ridership by town had been very stable from 2008 to 2017, but the pandemic and new developments along Mt. Support Road have resulted in a significant shift for 2022. The most obvious change is the large jump in Lebanon ridership, reflecting both new developments, such as Dartmouth’s Juniper housing, and the higher level of service on the Blue route, which has encouraged new riders to join the system. At the same time, ridership has dropped on the Green and Brown routes, thus reducing the percentages of Hartford and Norwich riders in the system.

Table 3.9 Residence of Advance Transit Bus Riders

	1999	2004	2008	2012	2015	2017	2022
Lebanon	51%	41%	44%	43%	43%	44%	57%
Hartford	16%	16%	18%	18%	23%	21%	19%
Hanover	9%	13%	11%	18%	14%	14%	14%
Norwich	1%	11%	6%	6%	5%	6%	3%
Canaan	12%	5%	6%	4%	4%	4%	3%
Enfield	3%	5%	6%	4%	4%	3%	1%
Other	7%	8%	9%	6%	7%	7%	4%

The 2022 distribution of bus riders by town and by route is presented in Table 3.10. The results show a significant change from 2017 (see Table 3.11) reflecting changes in the composition of the ridership. Residents of Canaan, Enfield, and “other” used to to account for 25% of Blue route usage, but now only account for 9%. As is true all over Vermont, ridership on longer-distance commuter services suffered the steepest losses in the pandemic. Instead, the Blue route is much more focused on Lebanon, both because of the higher level of service there since April 2022 (15-minute headways all day) and the new developments on Mt. Support Road. The Orange route also exhibits a significant shift, with a higher proportion of riders coming from Hartford (White River Junction). This phenomenon reflects the doubling of Orange route service in White River Junction during peak periods in conjunction with the introduction of the Yellow route.

The Green and Red routes do not show shifts as dramatic as those on the Blue and Orange routes. As mentioned earlier, the sample sizes are small for the Brown and Yellow routes—due to low ridership on those services—making it difficult to draw strong conclusions from those figures.

The 2017 survey shows more people who live in “other” towns outside Advance Transit’s service area, including places such as Grafton, Claremont, and Thetford. The disappearance of some of these riders is consistent with the impacts of the pandemic, which encouraged people to use their private automobiles (if they had them) in order to reduce their possible exposure to the coronavirus.

Table 3.10 2022 Town of Residence by Route (including transfer routes)

	Blue	Red	Green	Orange	Brown	Yellow	Total
Lebanon	66%	68%	15%	44%	13%	0%	54%
Hartford	6%	20%	73%	40%	8%	75%	23%
Hanover	18%	2%	7%	11%	25%	0%	12%
Norwich	0%	1%	0%	2%	42%	25%	3%
Canaan	6%	3%	0%	0%	0%	0%	3%
Enfield	2%	1%	0%	0%	0%	0%	1%
Other	1%	6%	5%	4%	13%	0%	4%

Table 3.11 2017 Town of Residence by Route (including transfer routes)

	Blue	Red	Green	Orange	Brown	Total
Lebanon	46%	61%	10%	62%	8%	42%
Hartford	6%	20%	70%	27%	2%	23%
Hanover	21%	3%	10%	5%	24%	13%
Norwich	2%	1%	2%	1%	57%	5%
Canaan	8%	6%	1%	2%	0%	5%
Enfield	7%	4%	1%	0%	2%	4%
Other	10%	4%	6%	4%	6%	7%

3.5. Frequency and History of Transit Use

The majority the survey respondents use the bus every weekday. Over 80% of riders surveyed use the bus at least three days per week. Of course, it must be recognized that infrequent riders are less likely to be included in the sample in a one-day survey. That is, someone who rides every day had close to a 100% chance of being surveyed, but someone who rides only once a week (assuming that the particular day they ride changes from week to week) had at most a 20% chance of being surveyed. Among the total population of people who use AT routes at least occasionally, there are more infrequent riders than are indicated by these survey results (see section 4.2). However, these figures do provide an accurate snapshot of the people on the bus on any given day. The distribution of frequency has changed relatively little since 2004.

Table 3.12 Frequency of Use of AT Buses

	1999	2004	2008	2012	2015	2017	2022
5 days per week	62%	52%	49%	51%	53%	56%	55%
3-4 days per week	18%	31%	33%	29%	30%	27%	28%
1-2 days per week	12%	12%	10%	14%	11%	11%	11%
Less than once per week	9%	6%	8%	7%	7%	6%	6%
Total	101%	101%	100%	100%	100%	100%	100%

As shown in Table 3.13, 42% of survey respondents said they started using Advance Transit within the last year, while 28% of riders have been using the system for more than five years. The 2022 results for rider longevity are notably different from prior years with far more new riders than were seen in the past. This finding is consistent with prior statements regarding ridership loss from the pandemic and recent gains due to new developments and the increase of service on the Blue route.

Table 3.13 Number of Years Riding Advance Transit

	1999	2004	2008	2012	2015	2017	2022
Within 1 year	34%	31%	33%	27%	24%	28%	42%
1-5 years	23%	46%	45%	45%	41%	39%	30%
More than 5 years	42%	23%	22%	27%	36%	33%	28%

Just over half of the respondents who started riding within the past two years are students. Only 7% of riders who have been on the system for more than 5 years said they were students.

3.6. Dartmouth Students

Overall, 25% of survey respondents indicated that they are students. Of the student respondents, 80% were Dartmouth College students, 10% were local high school students, and the other 10% attend various other schools. The 20% of Advance Transit riders who are enrolled at Dartmouth College (80% of 25%) compares with 19% in 2017, 14% in 2015, 19% in 2012, 13% in 2008, and 12% in 2004.

The distribution of Dartmouth students by type is presented in Table 3.14.

Table 3.14 Distribution of Dartmouth College Students

	2004	2008	2012	2015	2017	2022
Undergraduate	46%	19%	37%	28%	17%	20%
Tuck	10%	8%	4%	3%	5%	10%
Thayer	5%	11%	14%	11%	17%	14%
Medical School	5%	19%	9%	15%	11%	4%
Arts & Science Graduate	24%	41%	29%	35%	32%	43%
Other Graduate	10%	3%	8%	8%	18%	9%

The Tuck School and Arts & Science Graduate students saw the largest increase in share, with the medical school and other graduate students dropping. Undergrads make up a slightly larger share than in 2017, though quite a bit lower than 2012 and 2015.

Of the Dartmouth students who participated in the survey, 49% live in Lebanon, 28% live in Hanover, 13% live in West Lebanon and 9% live in the Town of Hartford (Wilder or White River Junction). The new housing at Juniper, currently occupied by undergraduate students, contributed to a much higher percentage for Lebanon compared to prior surveys.

The impact of Juniper housing also shows up in the percentages of Dartmouth students on each of AT's routes. In the 2017 survey, 35% of Dartmouth students filled out survey forms on the Blue route, but in the 2022 survey, 67% of Dartmouth student surveys were on the Blue route. The next most common was the Orange route, at 18%, which is down from 41% percent in the 2017 survey. The other routes were below 10%.

3.7. Employment Status and Work Sites

Nearly two-thirds of Advance Transit bus riders who are not students said they are employed full-time as shown below in Table 3.15. Among the 5% who chose “other” as their employment status, most of the respondents said they were “disabled.”

Table 3.15 Employment Status among Non-Students

	<i>2008</i>	<i>2012</i>	<i>2015</i>	<i>2017</i>	<i>2022</i>
Full-time	66%	53%	62%	55%	63%
Part-time	16%	22%	16%	18%	19%
Retired	6%	6%	8%	7%	8%
Unemployed	6%	13%	9%	14%	4%
Other	6%	6%	6%	7%	5%

Advance Transit passengers were asked: “Who is your employer?” Thirty-eight percent of employed respondents said they are employed by Dartmouth College. Another 15% of employed respondents work for Dartmouth Health. Only 1% said they worked at the VA hospital.

Nearly half of the employed riders cited other employers, with about 90 individual employers mentioned. Employers that accounted for three or more Advance Transit riders include Kendal at Hanover (5), Walmart (4), BJ’s (3), Dunkin (3), Price Chopper (3) and CRREL (3). Three individuals said they were self employed.

The most common employment location cited in the survey was Downtown Hanover, with 34% of employed respondents working there. The other primary work location was the DH main campus, accounting for another 17% of employed respondents. These figures are similar to the results from the 2017 survey, though Hanover is slightly higher and DH slightly lower than in the last survey. The full distribution of work locations is shown below in Table 3.16.

Table 3.16 Employment Locations

Location	Percent	Location	Percent
Downtown Hanover	34%	Route 12A Plazas	3%
DH main campus	17%	Norwich	3%
West Lebanon	9%	Centerra	2%
WRJ	9%	DH Heater Rd	2%
Downtown Lebanon	8%	Wilder	1%
Hanover Lyme Rd	4%	Other	9%

Among the “other” work locations, the most common were the Miracle Mile on US 4 and parts of the Dartmouth campus north of downtown Hanover (most often the Medical School).

Survey results suggest that Dartmouth employees and students together account for 38% of Advance Transit ridership. This is less than the sum of Dartmouth students (20%) and Dartmouth employees (38%), because some respondents indicated that they are both Dartmouth students and Dartmouth employees. (There were a total of 101 Dartmouth employees and 77 Dartmouth students. Because 27 individuals said they were both, the net total number of individuals associated with the College was 151.)

The distribution of Dartmouth College employees was 70% on the Blue route, 19% on the Orange route, 3% on the Green route, 6% on the Brown route, and 2% on the Red route. This distribution is noticeably different from that in 2017, with many more Blue route riders and many fewer Green route riders. This result may be partly due to undersampling on the Green route (only one of the two peak buses was surveyed), but it also reflects steeper ridership losses on the Green route and additional development on Mt. Support Road since the last survey.

3.8. Automobile Availability

In 2022, 66% of Advance Transit survey respondents said they had no car available. This compares with 58% who said they had no car available in 2017, and 48% who said they had no car available in 2015. Thus the recent trend is a more transit-dependent population of bus riders. In the present survey, another 9% of riders said that someone else was using their car, and 2% said the car was in for repairs.

Stated differently, the percentage of Advance Transit riders who choose to ride instead of drive is 34%. There may well be others who chose not to buy a car in the first place because of the availability of AT service, so the 34% represents a lower bound of “choice” riders. The percentage of Advance Transit riders that left cars at home was 18%, which is somewhat lower than prior years. More detail on automobile usage is shown below in Table 3.17.

The percentage that parked near an Advance Transit bus stop was nearly 10% in 2004 and 2008 but has been only 2% in the more recent surveys. Of the 9 respondents who said that they had parked at a bus stop, 3 were in Canaan, and the other 6 were at other various locations. No survey participants indicated that they parked their car at the Norwich park and ride lot.

In 2022, 49% percent of Advance Transit riders indicated that they have a valid drivers license. This compares with 54% in 2017, 61% in both 2015 and 2012 and 60% in 2008. This is further evidence that the current ridership pool is more dependent on transit than in the past.

Table 3.17 Automobile Usage

	2004	2008	2012	2015	2017	2022
No car available	57%	47%	61%	48%	58%	66%
Car is at home	23%	29%	23%	28%	24%	18%
Car is at DH Lot	0%	1%	3%	2%	4%	9%
Dartmouth or Hanover lot	2%	3%	2%	2%	2%	0%
Someone else is using it	8%	7%	5%	13%	7%	1%
Garage for repairs	1%	1%	3%	2%	1%	3%
Near AT bus stop	8%	10%	3%	4%	2%	2%
Other	2%	2%	1%	1%	1%	1%

3.9. Age

Distribution by age group is shown in Table 3.18. In the 2022 survey, 26% of survey participants were under the age of 26, while 33% were over the age of 40. The age distribution is similar to 2017, with somewhat greater representation of younger people and fewer older working-age riders. This finding is consistent with the greater number of students using the service compared to 2017.

Table 3.18 Distribution of Advance Transit Riders by Age Group

	1999	2004	2008	2012	2015	2017	2022
Under 18	1%	8%	3%	4%	2%	5%	5%
18-25	17%	21%	22%	26%	19%	19%	21%
26-40	39%	24%	29%	32%	36%	37%	41%
41-65	37%	40%	41%	30%	34%	32%	27%
Over 65	5%	8%	5%	7%	8%	7%	6%

3.10. Use of Other Routes and Services

A new question added to the survey in 2017 sought to capture how broadly riders use the Advance Transit system as well as other transit services in the area. In addition to the six mainline AT routes, respondents were asked whether they use, at least twice per year, the Dartmouth/Downtown shuttle, the Dartmouth Health parking lot shuttle, the DHMC/Centerra shuttle, the Dartmouth Campus shuttles, Tri-Valley Transit, MOOver (SEVT), Dartmouth Coach, and Amtrak. The results are shown below in Table 3.19. The percentages shown for the AT line routes are roughly in line with total ridership. Outside of those routes, Dartmouth Coach is the most commonly used service by AT riders.

Table 3.19 Use of Other Services by AT Riders

Route/Service	Percent Using	Route/Service	Percent Using
Blue	68%	Centerra	1%
Red	52%	TVT	1%
Green	29%	MOOver	1%
Orange	31%	Dartmouth Coach	20%
Brown	12%	Amtrak	2%
Yellow	5%	Dartmouth Campus	9%
DTShuttle	5%		
DH Lot 20 Shuttle	3%		

Table 3.20 breaks out the results by the route on which the passenger was surveyed. The percentages represent the number of citations of the service used (first column) divided by the number of surveys received for each of the mainline routes.

The results by route show some interesting patterns. Dartmouth Coach use is most common among Blue route riders, with Green and Brown route having moderate usage. Few Red route riders use Dartmouth Coach. Overall, few AT riders also use TVT, MOOver or the Centerra shuttle, but the few who do most commonly are Blue route riders. There is some overlap between the Dartmouth Campus Shuttles and the Blue route, which is expected. The apparent higher usage of Amtrak by Brown route riders is mainly due to the small sample size on that route: one of 18 surveys indicated use of Amtrak.

Table 3.20 Use of Other Services by AT Mainline Route

Survey Route							
Service Used	Blue	Red	Green	Orange	Brown	Yellow	
Blue	-	59%	37%	41%	39%	100%	
Red	47%	-	50%	41%	17%	0%	
Green	17%	30%	-	30%	22%	50%	
Orange	18%	26%	32%	-	11%	50%	
Brown	9%	5%	21%	3%	-	0%	
Yellow	3%	8%	3%	8%	0%	-	
Downtown Shuttle	5%	1%	3%	9%	0%	0%	
DH Parking Lot	6%	0%	0%	0%	0%	0%	
Centerra	3%	0%	0%	0%	0%	0%	
TVT	1%	0%	0%	0%	0%	0%	
MOOver	1%	0%	3%	0%	0%	0%	
Dartmouth Coach	27%	8%	18%	12%	17%	0%	
Amtrak	2%	1%	0%	3%	6%	0%	
Dartmouth Campus	17%	0%	3%	3%	6%	0%	

3.11. Service Evaluation

Passengers were asked to evaluate the quality of service provided by Advance Transit. They were asked to rate the cleanliness of buses and the politeness of bus drivers. They were asked if buses are comfortable, whether seats are readily available, whether buses ran on time, if bus schedules are easy to find and easy to understand. Riders were also asked about transfers between routes.

As shown in detail on Table 3.22 on the next page, 98% of Advance Transit passengers said buses were usually or nearly always clean. Ninety-five percent said that buses were usually or nearly always comfortable. Ninety-six percent said that bus drivers are usually or nearly always polite and helpful. Ninety-eight percent said that drivers were usually or nearly always safe. These findings are consistent with rider responses to the same questions in prior surveys, and they show a very high degree of satisfaction among riders and a recognition of high-quality service.

Table 3.21 below shows a composite rating for each measure on a 4-point scale. Higher ratings are better. Ratings from 2017 and the change from 2017 to 2022 are also shown. It can be seen that the average ratings in 2022 are very close to those from 2017 with small deviations of a few hundredths of a point up or down. The only significant changes are for the ease of transfers and being able to find schedules.

The lowest ratings among the evaluation measures were for the ease of understanding the schedule, ease of transfers, and on-time performance, moreso in the afternoon. The ratings for these measures were not bad, but they were not as high as for the other measures. Compared to 2017, being able to transfer and being able to find and understand schedules saw the greatest declines. Since the schedule booklet has not changed materially since 2014, this change in rating reflects a change in the population more than a change in what AT is doing. Newer riders may have higher expectations on the availability and ease of reading schedules based on experiences elsewhere.

Table 3.21 Composite Ratings of Service Quality Measures

	2022	2017	Change
Buses are clean	3.80	3.79	+0.01
Buses are comfortable	3.72	3.75	-0.03
It is easy to find a seat	3.64	3.62	+0.02
Drivers are polite and helpful	3.73	3.78	-0.05
Drivers are safe	3.81	3.81	0.00
Buses are on-time in the morning	3.59	3.60	-0.01
Buses are on time in the afternoon	3.51	3.53	-0.02
Bus schedules are easy to find	3.61	3.73	-0.12
Bus schedules are easy to understand	3.43	3.52	-0.09
Transfers between routes are easy	3.54	3.67	-0.13

For morning on-time performance, low ratings were distributed in proportion to the number of surveys by route, but in the afternoon, Orange route riders were much more likely to give lower ratings. The Red route also had more dissatisfaction with afternoon on-time performance. Overall, though, these ratings are still very good.

Table 3.22 Evaluation of Service Quality

2022	<i>Nearly Always</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Almost Never</i>
Buses are clean	83%	15%	2%	1%
Buses are comfortable	77%	18%	4%	1%
It is easy to find a seat	71%	24%	5%	1%
Drivers are polite and helpful	78%	18%	3%	1%
Drivers are safe	84%	14%	2%	1%
Buses are on-time in the morning	67%	26%	6%	1%
Buses are on time in the afternoon	61%	29%	8%	1%
Bus schedules are easy to find	70%	22%	7%	1%
Schedules are easy to understand	60%	26%	11%	3%
Transfers between routes are easy	63%	29%	7%	1%

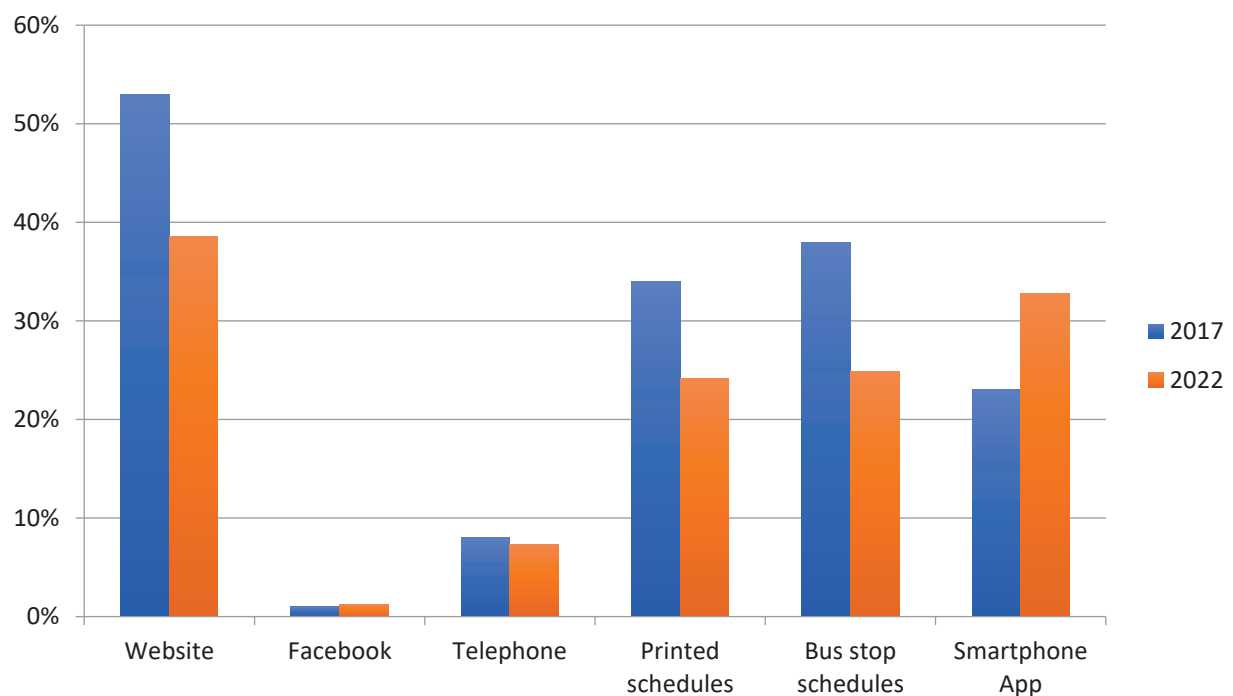
2017	<i>Nearly Always</i>	<i>Usually</i>	<i>Sometimes</i>	<i>Almost Never</i>
Buses are clean	81%	17%	1%	0%
Buses are comfortable	78%	19%	2%	1%
It is easy to find a seat	68%	27%	4%	1%
Drivers are polite and helpful	81%	17%	2%	0%
Drivers are safe	84%	14%	2%	1%
Buses are on-time in the morning	65%	30%	4%	1%
Buses are on time in the afternoon	60%	34%	6%	1%
Bus schedules are easy to find	79%	16%	5%	1%
Schedules are easy to understand	65%	24%	9%	2%
Transfers between routes are easy	71%	25%	4%	0%

3.12. Transit Information and Use of Technology

Riders were asked how they obtain information about Advance Transit. They were also asked about their use of the Internet and cell phones.

The most popular sources of transit information were the Advance Transit website (39%), the Transit app (33%), schedules posted at bus stop (25%), and printed timetables (24%). Other sources of information, cited by 12% of riders total, included Google maps, AT drivers, and word of mouth from friends and family. Figure 3.1 shows the sources of information cited in 2022 compared to those cited in the 2017 survey. The Transit app is significantly more popular than AT's own app was in 2017. Indeed, the app is the only source of information with a notably higher percentage than in the 2017 survey.

Figure 3.1 Sources of Transit Information



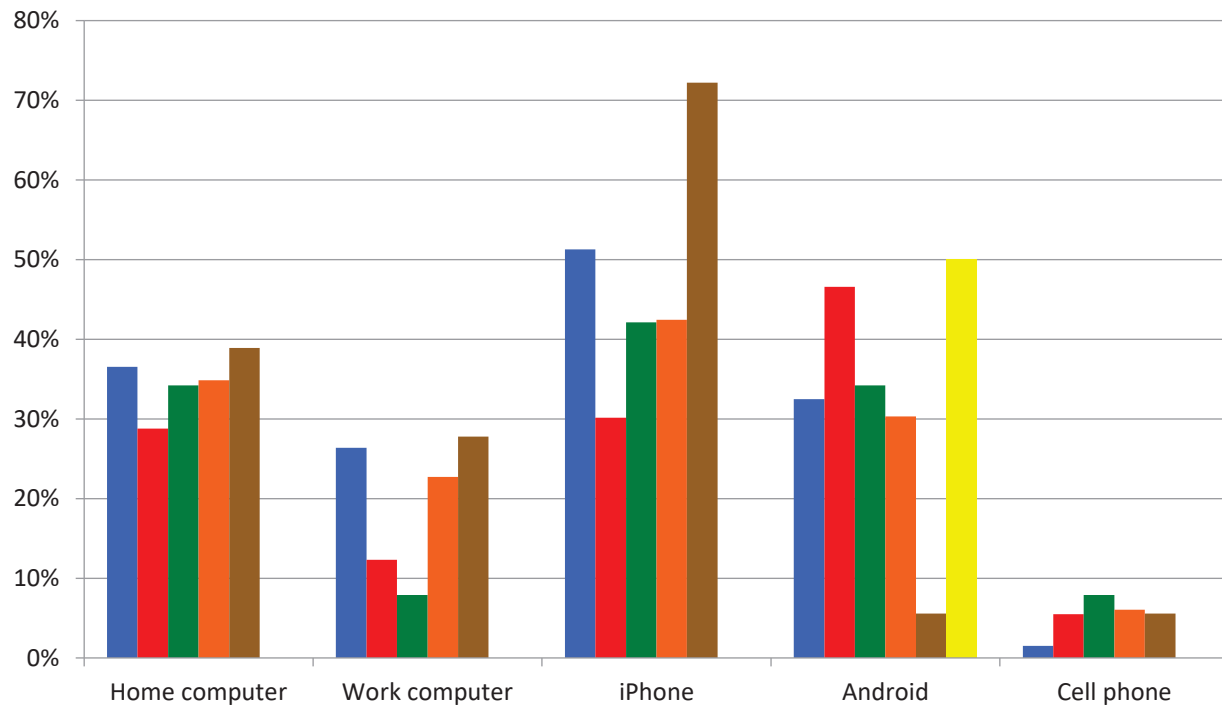
Passengers were asked whether they used the following technologies:

- Computer at home
- Computer at work
- iPhone
- Android smartphone
- Regular cell phone

Other than regular cell phones, at least 21% of riders said they used each of the technologies listed above. iPhones were the most common at 45%, followed by home computers and Android phones at 34%.

At the route level, there are notable differences in the technologies used by riders. Figure 3.2 shows the technologies cited by riders on each route, color coded in the bar chart.

Figure 3.2 Technology Use in 2022



Red and Green route riders are less likely to have a computer at home and much less likely to have one at work compared to the other routes. They (along with the few Yellow route riders in the survey) are also more likely to have Android phones than iPhones. Brown route riders are more likely than those on other routes to have a computer at home and work and to have an iPhone. Riders on the Blue and Orange routes are similar to each other, except that Orange route riders are less likely to have a computer at work or an iPhone. These findings are similar to those in the 2017 survey, though Green route riders were formerly more similar to Orange route riders..

3.13. Weekend and Evening Service

The survey did not ask any questions specifically about weekend or evening service. Without prompting, 75 Advance Transit riders (19%) used the comment section to ask for weekend service. Requests for weekend service were most common on the Blue route (48 requests = 24% of riders) and least common on the Brown (6%) route.

Nearly 40 riders requested “later” or evening service, representing 10% of the total surveys received. Over 70% of these requests came from Blue route riders, with another 15% coming from Orange route riders. Green, Brown and Red route riders had relatively fewer requests for evening service.

About 28% of the requests for weekend service came from Dartmouth students, even though they represent only 20% of the total ridership. Another 28% of requests for weekend service came from Dartmouth or DH employees (who were not also Dartmouth students). Of the requests for later evening service, exactly half came from Dartmouth employees (including those who were also students).

3.14. Passenger Comments and Suggestions

In total, 252 of the 394 respondents offered comments. Some were very brief, such as “Convenient!” or “Free!”, while others contained specific suggestions. This section attempts to summarize the comments received. Appendix B contains all of the comments recorded verbatim.

General Positive Comments

- 38 comments noted the benefit of the service being free
- 24 comments contained thanks or gratitude for the service in general
- 22 comments praised the “convenience” of the service
- 39 comments praised the drivers
- 28 comments said the service overall was “excellent” or “great”

Several of the riders emphasized how important it is that Advance Transit exists, and that they would be unable to work or take care of their basic necessities without it.

Specific Requests for More Service

In addition to the numerous comments for weekend and evening service described above, there were over 20 comments with more specific requests for increased service. Six of these requested more service to/from Canaan, either in general, or at specific times such as lunch time, or between 6:45 a.m. and 8:30 a.m. Five passengers requested an increase in service on the Orange route. Many people praised the 15-minute service on the Blue route and want to see it on other routes.

Other Specific Comments

Five riders offered comments on specific aspects of service. These are listed below:

- Please consider covered seating area at Walmart where so many elderly persons wait in inclement weather. Please ask drivers to lower volume on music they play.
- Service direct from RMS and/or Ray to Hanover Library (Howe) would be great for the kids.
- Signage for stops could be improved. 7 Lebanon has no sign at all. Better seats would be nice. Bus tends to be crowded in both AM and PM.
- The Transit App does not work on older cellphones: does not load. We would like a bus shelter at Indian Ridge. The service is free (we donate generously). The system allows us to reach all the important places we need to reach.
- Work with other transits more. The Claremont bus comes to Lebanon at 6, 8:40, 10:25, 12:39, 3:24 and 5:08. I have had issues with p.m. bus drivers remaining at the library and making me miss the last Claremont bus. I have also had issues with having to wait for my work to open and being stuck in the cold for over an hour because I'm not allowed to remain on the morning bus for an extra hour until my work opens. I understand that you don't want homeless people hanging out on the bus all day, but I only asked to stay on the bus one day for an hour because it was 29 out and I was refused. i was simply waiting until my work opened. The earlier Claremont bus was the only one that would get me to Lebanon without me being late for work.

4. GENERAL PUBLIC SURVEY

A new feature of the TDP in 2022 is an online survey of the general public. This survey was intended to complement the information in the on-board survey, capturing opinions from non-riders and infrequent riders who would not have been captured in the on-board survey. It is important to note that this is not a statistically valid sample and is not intended to replace a traditional telephone survey of the general public.

This chapter describes the method used to collect this information and presents a summary of the results. It is structured as follows:

- Section 4.1 Methodology
- Section 4.2 Findings on Recent Riders
- Section 4.3 Findings on Non-Riders
- Section 4.4 Travel Patterns
- Section 4.5 Potential Improvements
- Section 4.6 Respondent Demographics

4.1. Methodology

Working with AT staff, Steadman Hill Consulting developed a 15-question survey instrument that was uploaded to an online survey platform. Links to the survey were distributed through many channels including the AT website, posters on buses featuring a QR code, social media accounts and email lists of AT and many partner agencies. A chance to win one of four \$25 gift cards was offered as an incentive to participate in the survey.

Nearly 480 completed surveys were obtained, plus another 60 partially completed surveys. In the early phase of the survey, hundreds of additional responses generated by bots were recorded, but a “captcha” screen was then deployed to prevent further bot responses. The bot records were removed from the survey results using a variety of filters based on the location of responses and various answers.

4.2. Findings on Recent Riders

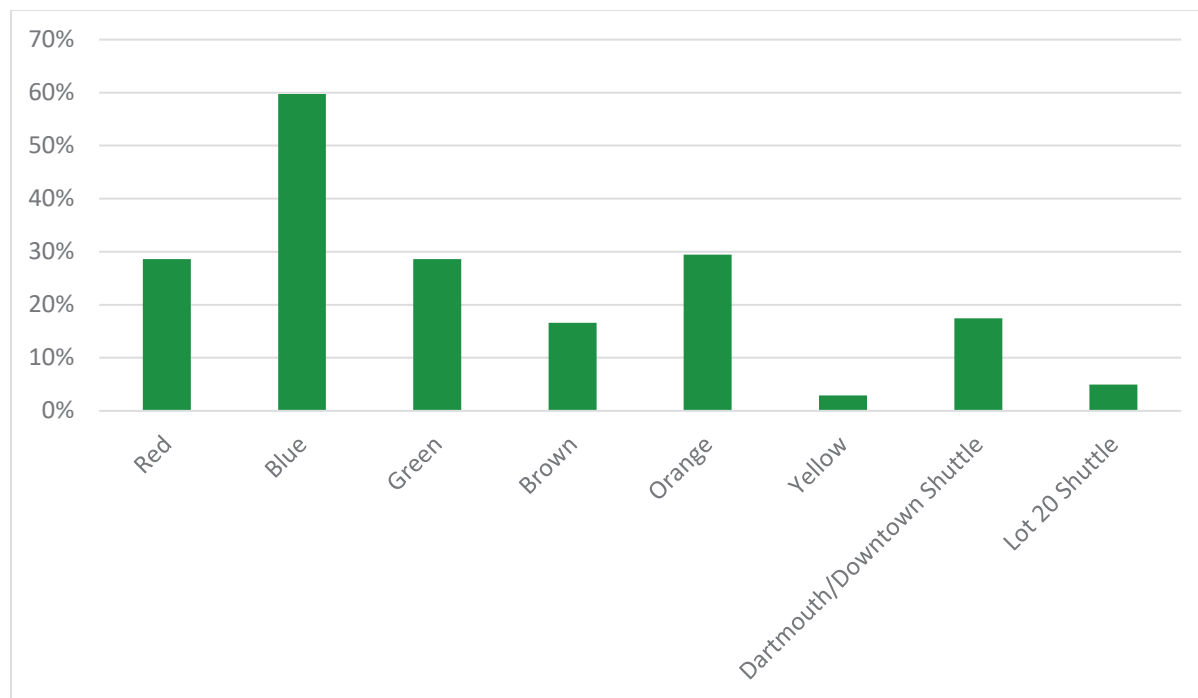
The first question on the survey asked if the respondent had used any AT service in the last three months. Those that said yes were asked a series of questions, and those that said no were asked a separate set of questions (discussed in section 4.3). Recent users were asked which routes they used, how often they ride, and what are the main reasons they ride.

Overall, 45% of respondents had used AT services within the past three months. The percentage using each of AT routes is shown below in Figure 4.1. These figures correspond reasonably well to route-level ridership totals except for under-representation of the Red route and over-representation of the Dartmouth/Downtown Shuttle. This general correspondence lends credence to the survey as a representative sample of riders.

In fact, this survey may be more representative of all people who ride AT services than the on-board survey, which is heavily skewed toward frequent riders. As mentioned in section 3.5, 83% of respondents to the on-board survey said they rode AT routes at least three days per week, but as was noted there, people who ride less frequently were much less likely to be included in the survey to

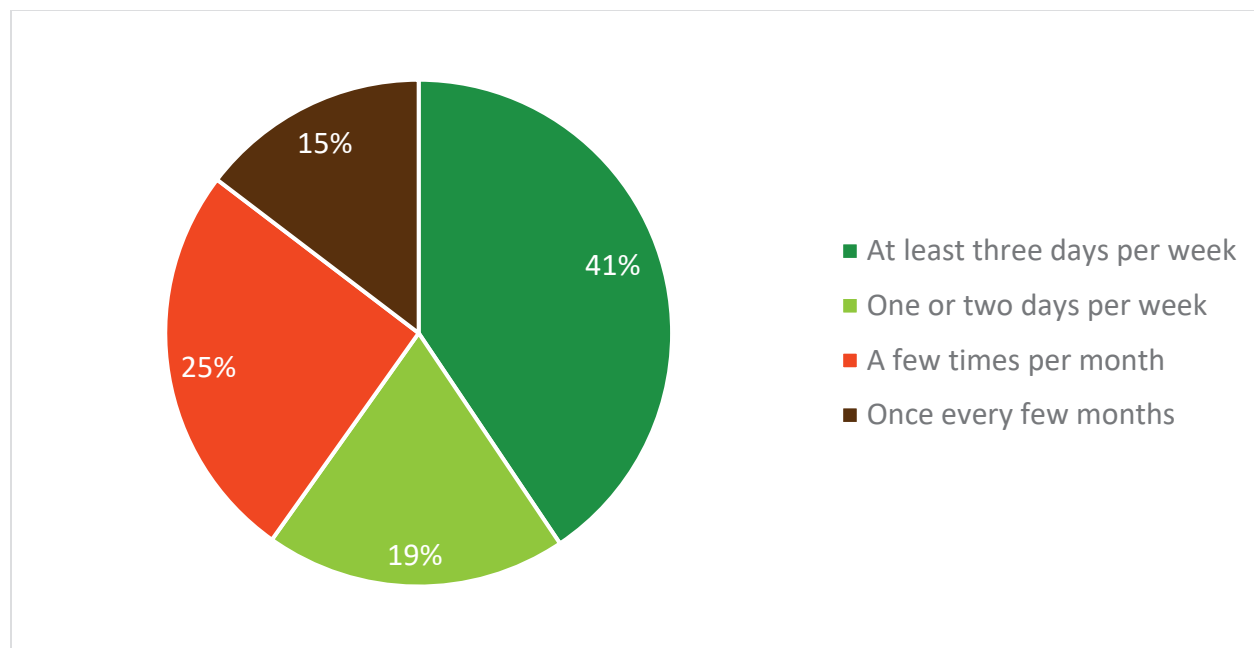
begin with, as survey forms were only distributed on one day. Only 6% of respondents in the on-board survey said they rode less than once per week.

Figure 4.1 Usage by Route among Recent Riders



In the online survey, as shown in Figure 4.2, 41% of respondents said they rode less than once per week, with 15% asserting that they rode only once every few months. Such riders were extremely unlikely to be included in the on-board survey. In contrast, only 40% of online survey respondents said they rode at least three days per week—less than half the percentage from the on-board survey.

Figure 4.2 Frequency of Use



The respondents were then asked to rate the importance of several factors to explain why they use AT services. The factors included the following:

- ▶ I don't have a car available
- ▶ I cannot drive
- ▶ It is less expensive than driving
- ▶ Parking is a challenge
- ▶ It is good for the environment
- ▶ It is convenient for me
- ▶ Other

Of these factors, the one with the highest average importance among respondents was “It is good for the environment,” followed closely by “It is convenient for me.” On a 10-point scale, these two factors rated 7.65 and 7.63, respectively. The next most important factor was “It is less expensive than driving” rated at 6.1 and then “Parking is a challenge” and “I don't have a car available” rated at 5.21 and 5.12, respectively. Relatively few respondents said that they could not drive at all (rating of 2.6). About 50 respondents cited other reasons, but there was a good bit of overlap with the reasons above. The most common other reason cited was a positive desire to ride the bus because of “the community” or “socializing” or just that “I enjoy using public transportation.”

These findings suggest that additional service improvements that increase rider convenience can result in new riders joining the system, and that additional marketing and messaging regarding environmental benefits of public transit, including the future use of electric buses, can also be effective in drawing new riders to the system.

4.3. Findings on Non-Riders

About 55% of survey respondents had not used any AT services in the last three months. Of those, 42% had never used AT services, while the other 58% had used AT at some point. Those past users were asked why they had not ridden AT recently. The options presented to them in the survey and the percentage citing that reason are as follows:

- | | |
|--|-----|
| ▶ I'm concerned about catching COVID | 13% |
| ▶ It is no longer convenient for my travel needs | 31% |
| ▶ I was able to start driving | 12% |
| ▶ I have always been an infrequent rider | 46% |
| ▶ Other | 26% |

Concerns about Covid seem to be a minor factor in affecting choices, while the convenience of the service is a much more important factor. The largest percentage belongs to being an infrequent rider, again reinforcing the concept that the regional pool of Advance Transit users is much larger than the number of people on the bus on any given day. The most common “other” reasons cited are that the respondent is now retired or now works remotely/from home and no longer needs to commute to work. Some other respondents had moved to areas not served by AT, including Etna, Grantham, and Thetford. The lack of evening and weekend service was also cited by some respondents.

The respondents who said they had never used AT were asked why. They were presented with the following options, shown with the percentage of respondents who marked them:

- ▶ I don't know enough about the system to use it 38%
- ▶ I prefer to drive/driving is more convenient 46%
- ▶ I can walk or bike to wherever I need to go 4%
- ▶ I don't feel safe riding the bus 4%
- ▶ I don't feel safe walking to and from bus stops 2%
- ▶ The routes don't go to the places I need to reach 48%
- ▶ The service does not run frequently enough 26%
- ▶ The service does not run late enough 19%
- ▶ The service does not run on weekends 23%

There are several conclusions that can be drawn from these figures:

- Additional education about AT's services could be effective in attracting new riders.
- The system is not viewed as being unsafe.
- System coverage is more important than frequency in reaching these non-riders.
- However, it is not clear that expanding the service area would attract enough riders to justify it because nearly half of non-riders just prefer to drive.
- Frequency of service during the day and weekend service is slightly more important than evening service to these non-riders.

4.4. Travel Patterns

All survey respondents were asked about their travel patterns in the Upper Valley. They were presented with a list of 18 destinations, as shown in Table 4.1 and asked to mark any that they had traveled to more than once within the last month. Some of these are specific facilities, such as the Upper Valley Aquatic Center, while others are roadway corridors or sections of a town.

Table 4.1 Destinations Visited by Survey Respondents

<i>Destination</i>	<i>Percent</i>
Shopping areas on 12A in West Lebanon	67%
Downtown Hanover/Dartmouth College	66%
Downtown Lebanon	60%
Dartmouth Health Medical Center	52%
Locations along US 4 west of downtown Lebanon (Miracle Mile)	50%
Downtown White River Junction	49%
West Lebanon/Kilton Library area	47%
Centerra	38%
Montshire/King Arthur area	32%
Locations along US 4 east of downtown Lebanon	28%
Locations along Heater Road in Lebanon	28%
Village of Norwich	27%
Wilder/US 5 corridor	24%
Lyme Road north of downtown Hanover	23%
Locations along Etna Road in Lebanon	16%
Hartford Village	12%
Upper Valley Aquatic Center	10%
Veterans Administration Hospital	6%

The results of this question are not surprising, with the busiest parts of the Upper Valley economy ranking at the top of the list. Presumably, the Dartmouth Health main campus ranked high because many respondents work there, not because half of the population needed medical services in the past month. It is a bit surprising that the VA Hospital ranked last, given its size, but it draws from a wider region and many of the people who go there may not have been captured in the survey. Centerra ranks relatively high on the list, likely due to the Food Co-op as well as the numerous employers there.

Respondents were also asked where they reside. As shown in Table 4.2, Lebanon is very well represented in the survey, with nearly 170 responses between “Lebanon” and “West Lebanon.” This account for 34% of total responses. Enfield is perhaps over-represented with about 17% of the responses. Hanover and the Vermont side of the river are relatively under-represented. These different degrees of representation reflect varying levels of effort on the part of municipal and other partners to promote the survey as well as local coverage in the press, social media and electronic bulletin boards.

Table 4.2 Home Towns of Survey Respondents

<i>Town</i>	<i>Responses</i>	<i>Percent</i>
Lebanon	128	26%
Enfield	86	17%
Hanover	45	9%
West Lebanon	41	8%
WRJ	31	6%
Norwich	23	5%
Wilder	17	3%
Thetford	16	3%
Canaan	13	3%
Grantham	12	2%
Hartland	10	2%
Lyme	9	2%
Hartford	6	1%
Claremont	5	1%
Etna	5	1%
Sharon	5	1%
Windsor	5	1%
Fairlee	4	1%
Quechee	4	1%
Strafford	4	1%
Other	24	5%
TOTAL	493	

4.5. Potential Improvements

The survey included a question asking respondents to rank a series of potential system improvements to indicate how important or effective they would be in encouraging them to use AT services. There were seven improvements listed, as well as an eighth choice to allow people to state that none of the improvements would get them to ride. The eight options are shown below in Table 4.3 with their total point scores based on the ranking. Higher point totals are better.

Table 4.3 Rating of Potential Improvements

Improvement	Score
Run on weekends	197
Serve additional areas	191
Run later in the evening	158
Run more frequently	153
Install more shelters and lighting at stops	62
Make routes more direct/fewer transfers	60
Make it safer to walk to/from bus stops	48
Nothing, I prefer to drive or use other means of transport	43

Consistent with other surveys and outreach efforts over many years, weekend service is the most popular service improvement. Because this survey reached a broader segment of the Upper Valley population than the on-board survey, an expansion of the service area ranked a very close second. Improved frequency and later evening service are a notch down from the top two, and then there is a significant gap to options related to bus stops or improving directness. AT routes are already relatively direct, so it is not surprising that this is not viewed as a priority. Bus shelters/lighting and safe access to stops may be relatively less important to attracting more riders compared to improved service, but they are nonetheless important to retaining riders, as safety and comfort are factors that riders feel every day when they use the system.

In addition to this general set of potential improvements, the survey included a question about potential microtransit service in the Upper Valley. To avoid the use of the term microtransit, which would be unfamiliar to most people, the question was phrased as follows: “If Advance Transit ran an on-demand service (trips requested via a smartphone app or telephone) with smaller vans that ran in the evenings and on Saturdays and covered most or all of the AT service area, would you use it?”

- ▶ 64% of respondents indicated that they would use the service, with 41% saying they would use it even if it charged a fare, while 23% said they would use it only if it were free.
- ▶ Only 9% of respondents said they would not use it.
- ▶ The other 27% of respondents said they were not sure if they would use it.

This result indicates a significant interest in a microtransit-style service. The planning phase of the study, described in later chapters, develops this concept further.

The final question in this section concerns the role that AT plays in the Upper Valley transportation system. Respondents were presented with four statements and asked whether they agreed or disagreed. These statements and the results are shown below in Table 4.4.

Table 4.4 Role of Advance Transit in the Upper Valley

<i>Statement</i>	<i>% Agreeing</i>	<i>% Disagreeing</i>
Advance Transit is essential to mobility in the Upper Valley	87%	8%
Advance Transit is an effective tool for reducing traffic congestion	85%	6%
Advance Transit is a social welfare service for those in need	78%	10%
Advance Transit is not a useful mobility option	10%	80%

The results show strong support for AT overall, with large majorities believing that it plays an essential role in mobility. Indeed, 72% of respondents strongly agreed with the first statement, and 60% strongly disagreed with the last statement.

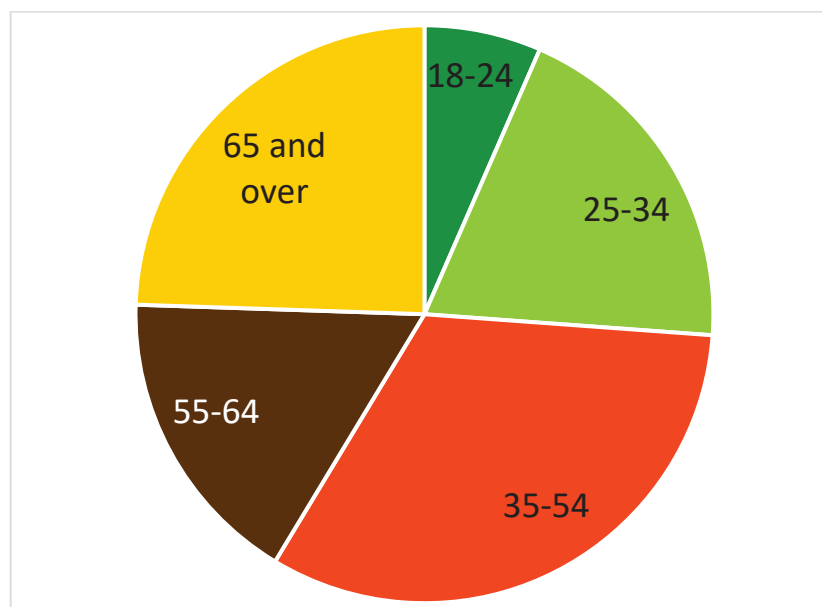
4.6. Respondent Demographics

When interpreting the results of a survey, it is important to understand the characteristics of the survey respondents. For example, the last finding in the previous section, that overwhelming majorities of the respondents thought that AT was essential for mobility and important for reducing traffic congestion, would be interpreted differently if the respondents were only people who used the bus service regularly as opposed to a mix of riders and non-riders.

As mentioned in section 4.2, a majority of respondents (55%) had not used any AT service within the past three months, and only about 19% of respondents overall were regular bus riders. While that 19% is higher than the proportion of the total population in the Upper Valley that use bus service regularly (which is most likely under 5%), the fact that 81% of respondents are not regular users indicates that the survey is broadly representative of the population.

The survey asked questions about age, automobile availability and income. The distribution by age is shown below in Figure 4.3. With the exception of the 18–24 age group, the survey has substantial representation across all ages.

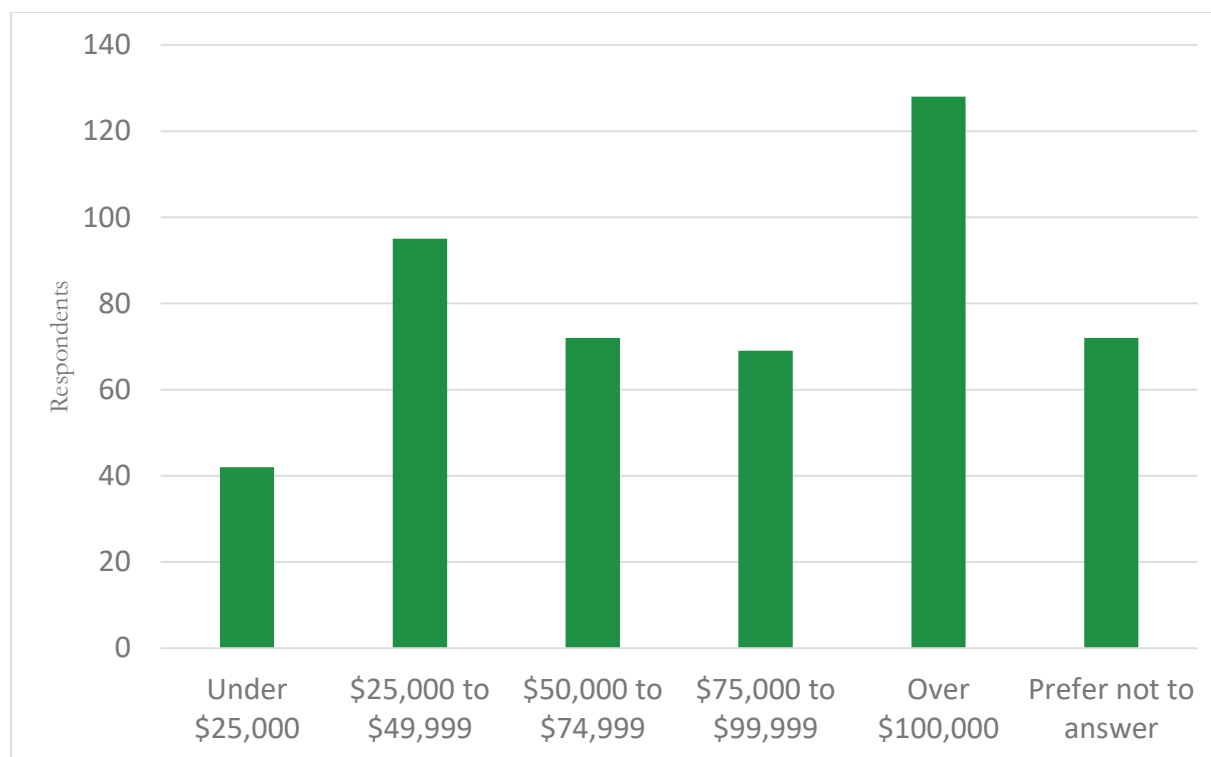
Figure 4.3 Age of Survey Respondents



The availability of an automobile has a very large impact on a traveler's choice of mode. Over two-thirds (67.5%) of respondents had an automobile available for their use "all the time" and another 18% had a car available "some of the time." Only 10% of respondents never have a car available, with the remaining 5% saying that they "rarely" have a car available. Therefore, the survey population overall is not dependent on public transportation for mobility.

The distribution of respondents by income category is shown below in Figure 4.4. Only 9% of respondents were in the lowest income group (under \$25,000), while the most common income range in the survey were those over \$100,000 (27%). The highest income respondents outnumbered the lowest income respondents by three to one, with the middle categories (\$25,000 to \$100,000) making up just about half of the total.

Figure 4.3 Income of Survey Respondents



The one remaining question on the survey not already described here concerned the means by which respondents would like to obtain information about AT service. The most common response was via email (43%) followed by the AT website (37%) and the Transit app (26%). Newsletters and telephone ranked lower. Several respondents marked "other" and said that they get information via community listservs.

5. COMMUNITY INVOLVEMENT

This chapter describes efforts to involve members of the public in the transportation study and to obtain ideas and suggestions for the future of Advance Transit's public transportation program. Thus far in the study, there has been one meeting with stakeholder groups and two public meetings. Notes from these meetings are presented in the sections below.

5.1. Meeting with Dartmouth Health – TBD

5.2. Meeting with Dartmouth College – December 13, 2022

Representatives of Dartmouth College reached out to Advance Transit to set up a meeting about potential weekend service. To some extent, this meeting was an outgrowth of a separate study being undertaken by the College to assess its own internal campus shuttle system. Even as the College increases its investment in its own shuttles, they intend, according to Dartmouth staff, to maintain the long-time partnership with Advance Transit. Though the results of the Dartmouth study have not yet been made public, it was shared that the study identified weekend service as a priority for the Dartmouth community.

The meeting was attended by representatives of Dartmouth College, the City of Lebanon, the Town of Hanover, and Dartmouth Health. The Executive Director of AT and the TDP Project Manager represented Advance Transit. Most of the meeting centered around weekend service, but weekday evening service was also discussed.

The TDP Project Manager described how a microtransit service could address the needs identified by Dartmouth and the municipalities. A fixed route option was also discussed, as it has been included as a recommendation in past TDPs. The municipal and institutional partners indicated an openness to providing the needed local match were service to be expanded, though no specific dollar amounts were mentioned nor were there any firm commitments.

From the College's perspective, weekend service would ideally be in place by Autumn of 2023, but a slightly longer timeframe (Winter 2024) would also be acceptable. The group agreed to meet again during Winter 2023 to continue the conversation about the transportation needs of the Dartmouth Community.

5.3. Public Meeting in Lebanon – November 2, 2022

A public meeting was held at a community room at Kilton Library in Lebanon. The meeting had a hybrid format with members of the public in attendance physically as well as virtually through a videoconference. Eight individuals attended in person and three more parties joined via videoconference. Discussion topics included the following:

- ▶ Buses parked in front of Rogers House in Lebanon; complaints about fumes from buses and smoking passengers
- ▶ Ongoing relationship between Dartmouth and Advance Transit
- ▶ Need for service to Alice Peck Day hospital
- ▶ Whether user fees (fares) should be introduced to help pay for the service
- ▶ Service to locations beyond the current boundaries (including Poverty Lane in Lebanon) and the applicability of microtransit to that situation

5.4. Public Meeting in Hartford – November 2, 2022

A public meeting was held at the Hartford Town Office at noon. The meeting had a hybrid format with members of the public in attendance physically as well as virtually through a videoconference. Three individuals attended in person and two more people joined via videoconference. Discussion topics included the following:

- ▶ Weekend service and the hurdles toward reintroducing it
- ▶ Deviating the Green or Orange route into the Listen Center parking lot and serving future housing at Prospect Street
- ▶ Pedestrian connections to bus stops and adequate time to cross streets
- ▶ How to market the service to people who are not riding today.

6. TRAVEL PATTERNS AND PROJECTED DEVELOPMENT

This chapter presents some analysis of travel patterns in the Upper Valley region and then provides a listing of development projects in the pipeline, expected to take place within the planning horizon of this study. This information helps assess how well Advance Transit is serving the current market, and how it may need to change to serve the market in the near future.

6.1. Travel Patterns

The 2018 TDP included a series of maps showing the home locations of people associated with Dartmouth College, Dartmouth-Hitchcock Medical Center, and the Upper Valley Aquatic Center. These maps helped to identify clusters of people headed to these destinations who were not served by AT bus routes. The list of such clusters included the following:

- ▶ Northern part of Hanover along NH 10
- ▶ Etna Road/Hanover Center Road
- ▶ Roads surrounding Mascoma Lake in Enfield
- ▶ New Boston Road in Norwich
- ▶ Intersection of Bugbee Street and Christian Street in Hartford
- ▶ Blueberry Hill Drive and Westview Road neighborhood on the Hanover/Lebanon border
- ▶ Reservoir Road/Grasse Road in Hanover, and
- ▶ Sachem Village.

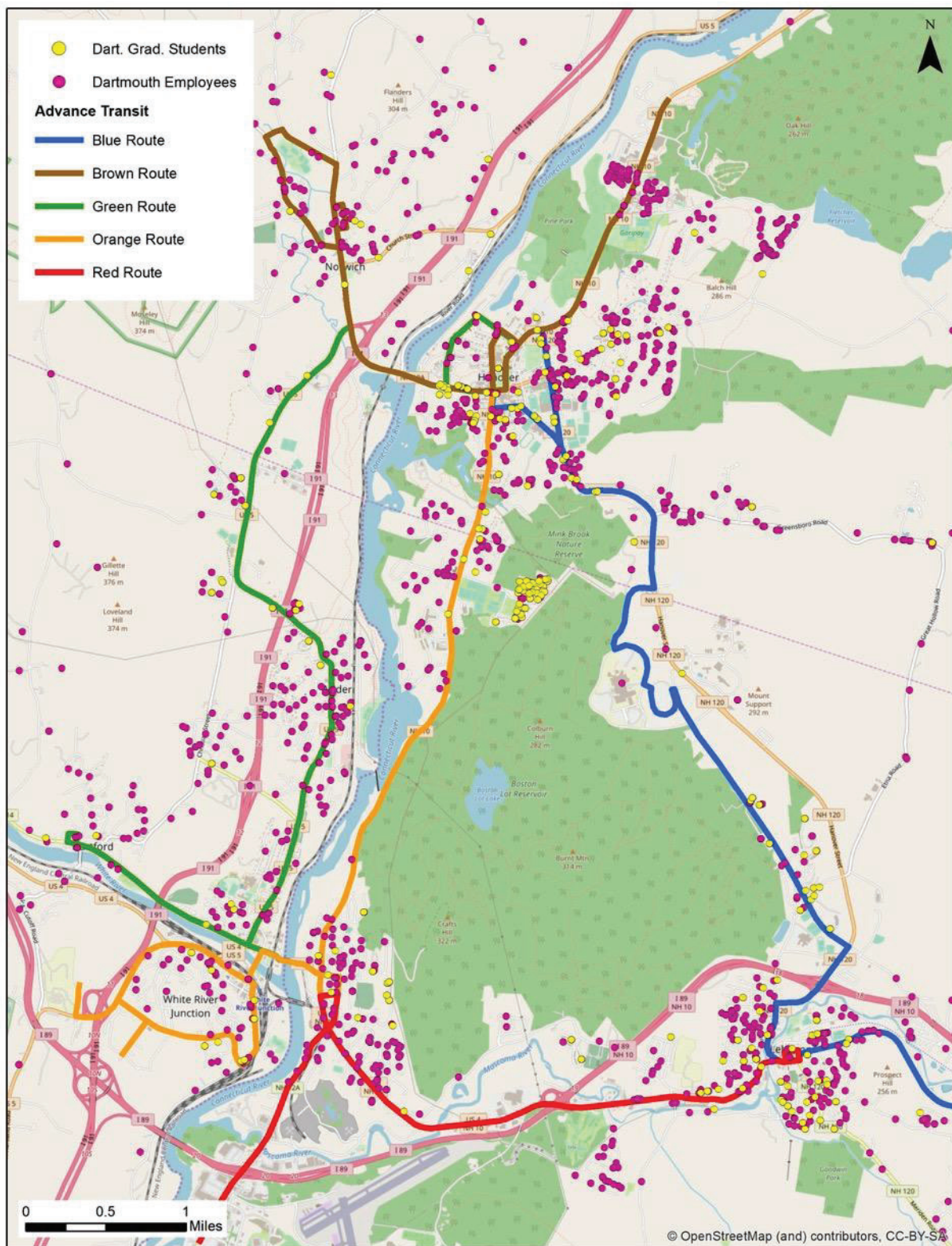
Many of these areas are visible on Figure 6.1, which is reproduced from the 2018 TDP.

For a number of reasons, it was not attempted to update these maps for the present TDP. Many of the patterns that existed in 2018 still hold true. The most significant new development since that time has occurred along Mt. Support Road south of the Dartmouth Health campus. That area is already served by the Blue route and is the focus of new campus shuttles being operated by Dartmouth College. It is also the case that AT is still in “recovery mode” from the pandemic, trying to restore ridership levels from its core service area. Expanding into new areas, seeking longer distance commuters, is likely to be a significant challenge in the near term, as commuter-oriented services were those that were most severely affected by the pandemic.

The experience of implementing the last TDP is also a cautionary tale. The Yellow route, which serves the Aquatic Center, but also serves the Bugbee/Christian intersection listed above, has not been able to attract a sustainable level of ridership. In spite of the cluster of Dartmouth College and DH employees in that area, daily ridership demand from that location is in the low single digits, often just one or two people. Having served the Upper Valley region with fixed routes for more than two decades, and having fine-tuned them through a series of five TDPs, there are few, if any, opportunities for new fixed route corridors that will be as productive as the existing routes.

Large new developments, as described in the next subsection, can be a guide for future changes to fixed routes, or the consideration of a service zone for a microtransit operation. All of the recent development along Mt. Support Road, for example, provided justification for the increase in service frequency on the Blue route that took effect in April 2022.

Figure 6.1 Dartmouth Employees and Graduate Students in AT Core Service Area (2018)

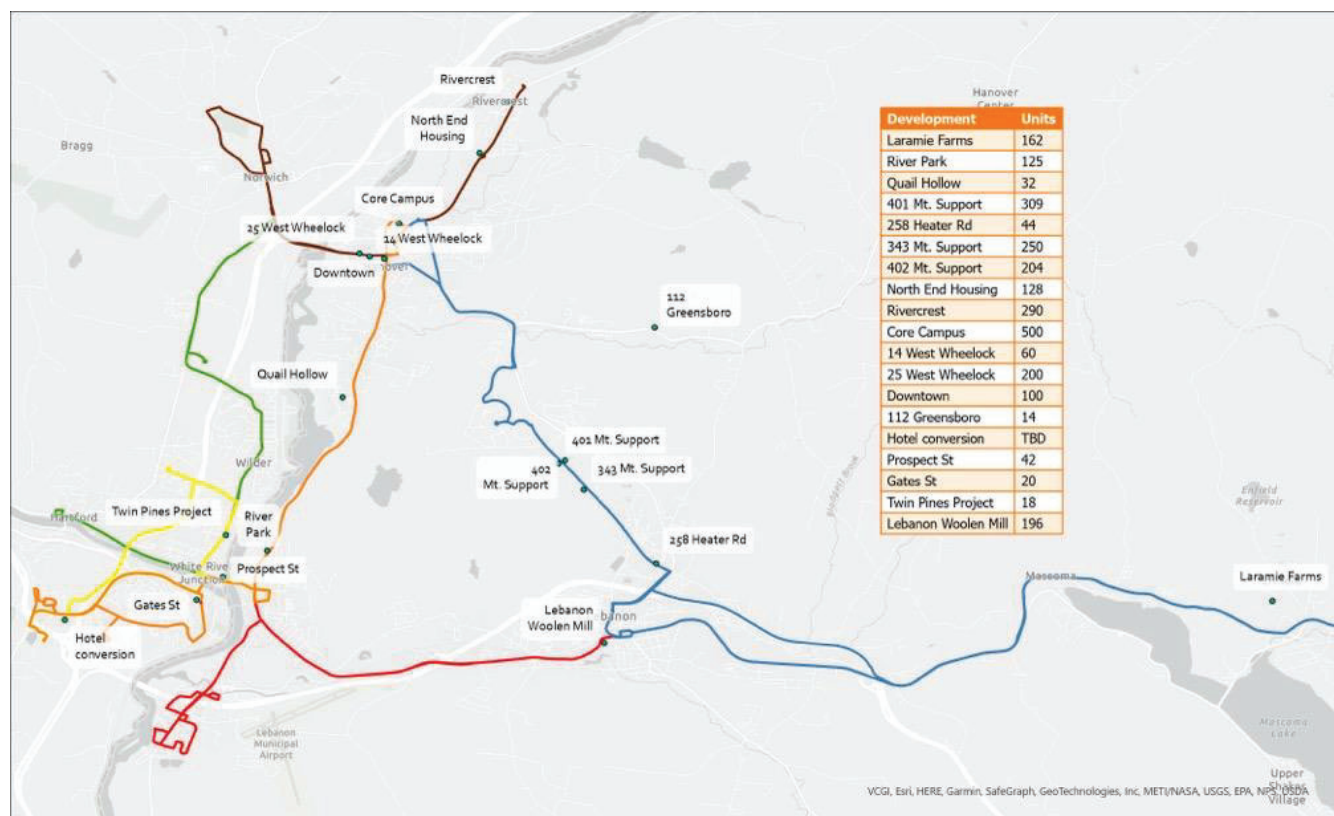


6.2. Projected Future Development

During Autumn 2022, the TDP Project Manager met with representatives from the Town of Hanover, the City of Lebanon, the Town of Hartford, and Dartmouth College to discuss near-term residential development plans. All of the significant developments within a short distance of the AT service area are mapped in Figure 6.2. The map also includes a table showing the number of proposed units in each development. Some highlights are described below.

- **Dartmouth Campus** – The College is in the midst of a large investment in new and expanded residential facilities for students and others in the Dartmouth community. The North End Housing project is nearing construction and will add 128 units along the Brown route on what is currently a golf course. Roughly 500 units in the Core Campus area will be added. Two buildings on West Wheelock are being expanded to provide hundreds of new beds. The recently completed Juniper housing complex on Mt. Support Road will be joined by several other new developments in the immediate vicinity.
- **Quail Hollow expansion** – Approximately 32 new units at existing senior living development, adding to roughly 300 units already there.
- **Woolen Mill** – This building in downtown Lebanon will see nearly 200 new housing units.
- **River Park** – The large project along NH 10 north of West Lebanon village, which has been in the planning phase for years, is projected to include commercial development, laboratory space, residential and retail space, up to 800,000 square feet. It is the potential location for a relocated bus hub in West Lebanon (to be analyzed in this project). The near-term projection for Phase 1 is 125 residential units.
- **Laramie Farms, Enfield** – This parcel near the center of Enfield is planned to include 162 residential units.
- **White River Junction** – Following several recent projects, a 20-unit project is planned for Gates Street, and one of the hotels near the VA Hospital is proposed to be converted to permanent housing.

Figure 6.2 Expected Developments in AT Service Area



APPENDIX A – SURVEY FORM

Advance Transit Passenger Survey 2022

Please take a few minutes to fill out this survey. Complete the survey only once. Thank you!

1. DATE _____ 2. TIME _____ ☐ A.M. ☐ P.M.
3. Which bus route are you on now?
☐ Blue ☐ Red ☐ Green ☐ Orange ☐ Brown ☐ Yellow
4. Will this trip involve a transfer between routes? ☐ Yes ☐ No
5. If yes, which other bus routes will you use for this trip?
☐ Blue ☐ Red ☐ Green ☐ Orange ☐ Brown ☐ Yellow
☐ Dartmouth / Downtown Shuttle ☐ DH parking lot shuttle ☐ DH Centerra shuttle
☐ TVT ☐ SEVT MOOver ☐ Dartmouth campus shuttle (Sachem, Juniper, Ledyard)
6. What is the main purpose of your bus trip? (Please check only one) To or from ...
☐ Work ☐ Shopping ☐ School or College ☐ Personal Business (bank, errands...)
☐ Medical ☐ Recreation ☐ Social Visit ☐ Other _____
7. Which town or village do you live in?
☐ Lebanon ☐ West Lebanon ☐ Hanover ☐ Canaan ☐ Enfield ☐ Norwich
☐ WRJ ☐ Hartford Village ☐ Wilder ☐ Other _____
8. How often do you usually ride Advance Transit?
☐ 5 days per week ☐ 3-4 days per week ☐ 1-2 days per week ☐ Less than once per week
9. When did you first begin using Advance Transit?
☐ Within the last year ☐ 1-2 years ago ☐ 3-5 years ago ☐ More than 5 years ago
10. Are you a student? ☐ Yes ☐ No If yes, school/college _____
11. If you are a Dartmouth College student, which type?
☐ Undergraduate ☐ Tuck ☐ Thayer ☐ Medical School
☐ Arts & Science Graduate Student ☐ Other Graduate Student
12. What is your employment status?
☐ Full-time ☐ Part-time ☐ Childcare provider ☐ Retired ☐ Unemployed
☐ Student ☐ Other _____
13. If you are employed, who is your employer? ☐ DH ☐ Dartmouth ☐ VA Hospital
☐ Other _____
14. If you are employed, what is your primary work location?
☐ Downtown Hanover ☐ Hanover Lyme Rd ☐ DH main campus ☐ Centerra
☐ DH Heater Road ☐ Downtown Lebanon ☐ Route 12A Plazas ☐ West Lebanon
☐ WRJ ☐ Norwich ☐ Wilder ☐ Other _____

Please complete both sides.

Page I

Advance Transit Passenger Survey 2022

15. If you have a car available for your use, where is that car now?

- ☐ No car available ☐ Home ☐ DHMC Lot ☐ Dartmouth or Hanover lot
☐ Someone else is using it ☐ Garage for repairs
☐ Near Advance Transit bus stop (Where?) _____
☐ Other _____

16. Which transit routes/services do you use at least twice per year? Check all that apply.

- ☐ Blue ☐ Red ☐ Green ☐ Orange ☐ Brown ☐ Yellow
☐ AT's Dartmouth/Downtown Shuttle ☐ DH parking lot shuttle ☐ DH Centerra shuttle
☐ TVT ☐ MOOver ☐ Dartmouth Coach ☐ Amtrak ☐ Dartmouth campus shuttles

How often are these statements about Advance Transit true?

	Nearly Always	Usually	Some- times	Almost Never
17. Buses are clean.	☐	☐	☐	☐
18. Buses are comfortable.	☐	☐	☐	☐
19. It is easy to find a seat.	☐	☐	☐	☐
20. Drivers are polite and helpful.	☐	☐	☐	☐
21. Drivers are safe.	☐	☐	☐	☐
22. Buses are on time in the morning.	☐	☐	☐	☐
23. Buses are on time in the afternoon.	☐	☐	☐	☐
24. Bus schedules are easy to find.	☐	☐	☐	☐
25. Schedules are easy to understand.	☐	☐	☐	☐
26. Transfers between routes are easy.	☐	☐	☐	☐

27. How do you currently obtain information about Advance Transit? Check all that apply.

- ☐ AT website ☐ Facebook ☐ Telephone ☐ Printed schedules ☐ Bus stop schedules
☐ Transit app ☐ Other _____

28. Which devices do you use?

- ☐ Computer at home ☐ Computer at work ☐ iPhone ☐ Android phone ☐ Other cell phone

29. What is your age?

- ☐ 17 or younger ☐ 18-25 ☐ 26-40 ☐ 41-65 ☐ Over 65

30. Do you have a valid drivers license? ☐ Yes ☐ No

31. What do you like about Advance Transit bus service? What can we do to improve the service?

Comments and suggestions will be posted at www.advancetransit.com.

Please complete both sides.

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APPENDIX B – VERBATIM COMMENTS FROM SURVEY

Town	Route	Comments
Canaan	Blue	Convenience! Bus drivers are friendly and quite helpful. Maybe add an Express Blue line route in afternoons, skipping Leb City Hall and show Express route(s) on schedule(s).
Canaan	Blue	Free and easy.
Canaan	Blue	Husband uses our one car that we share, so if he brings me to work, then I can get the bus home and it saves us gas money too.
Canaan	Blue	I love how polite and helpful almost all of the bus drivers are!
Canaan	Blue	It is a great service from Canaan. Save on gas for me. Times work great for my schedule. Sometimes I do have to work on the bus so it would be nice to have wifi available. :-)
Canaan	Blue	Relax, read, knit, traveling to and from work. More mid-day service to/from Enfield/Canaan.
Canaan	Blue	The drivers are always very nice even when I have seizures on the bus. Very caring about what happens to me and are nice.
Enfield	Blue	A late morning/early afternoon Canaan-Enfield- Lebanon option.
Enfield	Blue	Additional service through mid-day to Enfield/Canaan would be helpful.
Enfield	Blue	I like the service of Advance Transit, which is very helpful. There are only 2 buses that go to Enfield/Canaan in the afternoon. It is better to have another one.
Hanover	Blue	Add to the Rider Rules: Please bathe before entering bus.
Hanover	Blue	AT is a great service. It's wonderful to have it in the UV. Thank you very much!
Hanover	Blue	Buses are clean and comfortable. Schedules are nice. Drivers are very polite and friendly. A stop right at the building I work in.
Hanover	Blue	Can you please run the AT on weekends also? It is very hard to commute, especially on weekends for groceries and travel.
Hanover	Blue	Convenient, on time and better than driving. Avoid being early at stops please.
Hanover	Blue	Great free service. Frequent runs.
Hanover	Blue	I hope you can run it at least one day in the weekend. Thank you.
Hanover	Blue	I like how convenient and free it is for sure.
Hanover	Blue	I like that it is free. I wish in communities with underrepresented groups public transportation was also free. The service doesn't serve people of color as much as White and Asian community members.
Hanover	Blue	I love the convenience, friendliness, love the price! One issue: I don't find that the app works well. I miss the old app.
Hanover	Blue	I would love AT to be expanded into the weekends (and I know many people would pay for it, including me.)
Hanover	Blue	It's free.
Hanover	Blue	More evening and weekend times would be amazing.
Hanover	Blue	More evening options for travel after 6pm
Hanover	Blue	Please provide services on weekends and beyond 6pm as well for all days.
Hanover	Blue	Service direct from RMS and/or Ray to Hanover Library (Howe) would be great for the kids.
Hanover	Blue	Some drivers are reckless and rude.

Hanover	Blue	The drivers have been excellent for when I needed to transfer between routes! Thank you! I love the transit buses. Frankly, without them it would be very difficult for me to get to work!
Hanover	Blue	Weekend rides and transit in the evening.
Hanover	Blue	Weekends and later than 7pm during week. Sometimes my experiments unexpectedly run late and then I have to panic and worry how I will get home.
Hanover	Blue	Work on weekends and wifi on bus.
Lebanon	Blue	1) Offer services in different routes. 2) Provide services late evening and weekends.
Lebanon	Blue	1/2 day weekend for student
Lebanon	Blue	15 mins service on weekdays
Lebanon	Blue	A near stop in Centerra.
Lebanon	Blue	All the services
Lebanon	Blue	Available part of weekends.
Lebanon	Blue	Blue line is frequent.
Lebanon	Blue	Buses are randomly exactly on time to 10 min. late. Today I was 30 sec. late to the bus, sprinting across the green, which transferred to by being 23 minutes late to work. The 15 min schedule is more of a flow with 2 buses within 5 minutes of each other. Also, night and weekends are a must. That buses only run to carry people to Hanover for work and remove them so they can't enjoy the town is classist bullshit.
Lebanon	Blue	Coffee on the NYC coach.
Lebanon	Blue	Continue the bus service during Saturdays and Sundays, frequency of the buses can be less than usual schedule.
Lebanon	Blue	Convenience.
Lebanon	Blue	Convenience. I wish there was Saturday service at least twice a day.
Lebanon	Blue	Convenient pick-up locations. Weekend hours would be nice.
Lebanon	Blue	Easy to get to work.
Lebanon	Blue	Efficiency and cleanliness
Lebanon	Blue	Everything so far. It's be nice if service was later in the p.m. It would allow me to work later.
Lebanon	Blue	Excellent service! Two suggestions: later buses in the evening and at least half a day service on weekends. Thank you so much!
Lebanon	Blue	Gets me where I need to go.
Lebanon	Blue	Happy to have a bus every 15 minutes on the blue line. Wish there was service on Saturdays.
Lebanon	Blue	Have more evening options and longer operating hours and weekends please!
Lebanon	Blue	I am from Pakistan. The bus service is like a blessing for me in this area. I wish this service commute on weekends too.
Lebanon	Blue	I hope it's available on weekends.
Lebanon	Blue	I like Advance Transit because it works Monday- Friday
Lebanon	Blue	I like everything about AT bus service. The drivers are good!
Lebanon	Blue	I like how nice the drivers are and that the bus comes every 15 min. Lots of students would greatly benefit from at least hourly additional times at night and during weekends.

Lebanon	Blue	I like quick convenient rides to work so I don't have to start my car to drive 1.2 miles to work and find a parking space. I use it if I'd rather not walk to work due to weather or time.
Lebanon	Blue	I love being able to get basically anywhere I need to in the area. Can't drive due to seizures. Thanks! :-)
Lebanon	Blue	I love that it is free! Lots of recurring buses come by. Driver is great.
Lebanon	Blue	I love that it's free, usually on time, and most drivers are polite, friendly etc. (Except one woman who has purposefully driven past me twice and listens to earbuds while driving).
Lebanon	Blue	I really appreciate the frequency/reliability. No critiques. :-)
Lebanon	Blue	I wish all buses were "live" on the app to have more exact time/schedule of when they'll arrive.
Lebanon	Blue	I wish they could be made available on weekends.
Lebanon	Blue	I would appreciate it if the bus runs over the weekends and in the evenings. I love the politeness and welcoming of the drivers.
Lebanon	Blue	I would like it to run on weekends as well.
Lebanon	Blue	I would really like a glass shelter on Dartmouth Av. And would like the bus stop to be back down from the other one on the other side, where it used to be. There is one guy didn't like to put down the ramp without giving me a disappointed look. It's what its there for.
Lebanon	Blue	If it ran weekends that would be very helpful.
Lebanon	Blue	If they could run on weekends even if there was a fee. Taxis get expensive. Even if we had to call ahead and set up service- that would help too. Thanks.
Lebanon	Blue	If you are able to extend the routes to the weekends, it would be very much appreciated!
Lebanon	Blue	If you could have late night shuttles and weekend shuttles that would be perfect. Thank you very much!!
Lebanon	Blue	It brings me to school.
Lebanon	Blue	It is safe, free, dependable and so convenient!
Lebanon	Blue	It makes it possible to get to work so I can feel human and be part of "society." Have a nice day. Thank you.
Lebanon	Blue	It's super easy to navigate and makes life much easier when you don't have a car. I very much appreciate having it as an option.
Lebanon	Blue	It's very comfortable.
Lebanon	Blue	It's very on time. My suggestion is to access up to 9pm and weekends.
Lebanon	Blue	Keep to schedule.
Lebanon	Blue	Later bus times after 6pm
Lebanon	Blue	Longer service hours.
Lebanon	Blue	Love drivers.
Lebanon	Blue	Maybe can have some, but less buses on weekend.
Lebanon	Blue	More hours and weekend, please!
Lebanon	Blue	More hours at night time up to 8:30 pm.
Lebanon	Blue	No pass required, solid hours and schedule. Only way to improve is make it available on weekends.
Lebanon	Blue	Please have rides for later times after 6:20pm as classes and work usually end later than that. Thank you!
Lebanon	Blue	Please we need weekend service. Late night service please. 6-9pm at least. You are doing great work! Weekends please.

Lebanon	Blue	Reliable service to and from work. No complaints. Service on Saturday would be nice.
Lebanon	Blue	Reliable. Weekend.after hours service would be great.
Lebanon	Blue	Run on weekends and a bit longer on weekdays (8pm maybe).
Lebanon	Blue	Run until later at night. Run on weekends, please!
Lebanon	Blue	Safe drivers. Thank you for your service.
Lebanon	Blue	Service is wonderful!
Lebanon	Blue	Service on weekends. Thank you!
Lebanon	Blue	Shelters in more locations. Service on 120 S of Lebanon. Evening service and Saturday.
Lebanon	Blue	Signage for stops could be improved. 7 Lebanon has no sign at all. Better seats would be nice. Bus tends to be crowded in both AM and PM.
Lebanon	Blue	Some routes that run on the weekend! Love the bus! Thank you!
Lebanon	Blue	Some schedules are only for major stops and that's helpful, but would be nice to know all. I like the APP, helps to know if there are delays or where the bus is.
Lebanon	Blue	Thank you.
Lebanon	Blue	Thanks!
Lebanon	Blue	That it's free. That i don't have to use my car and deal with parking or traffic-much more peaceful! The buses are super reliable.
Lebanon	Blue	That the Blue leaves every 15 minutes.
Lebanon	Blue	The 15 minute service from Lebanon to Hanover is great but additional buses after 6:15 on the Blue line from Hanover to Lebanon is needed. Also weekends!
Lebanon	Blue	The blue line is so easy to take every day.
Lebanon	Blue	The convenience is great. Back and forth to work has saved my vehicle.
Lebanon	Blue	The drivers are very respectful, busses are on time and it is free!
Lebanon	Blue	The timeliness is what I like about AT. I can't think of anything that needs to be improved.
Lebanon	Blue	The timings, drivers and bus stop locations.
Lebanon	Blue	Timeliness
Lebanon	Blue	Updated schedule online
Lebanon	Blue	Weekend service would be helpful.
Lebanon	Blue	Weekends (especially Saturday) bus will greatly enhance my life. Thanks.
Lebanon	Blue	Well-run, clean, friendly, easy to use, on-time, no cost, advantageous.
Lebanon	Blue	Wifi internet and snacks.
Lebanon	Blue	Working over weekend. Working after 6pm
Lebanon	Blue	You guys are doing great. Love your new Blue Line schedule.
Other	Blue	Hard to beat a free bus service. I like being able to read or nap on my commute. A 3:45 bus to Canaan would be awesome.
Other	Blue	Schedules are hard to read from app.
West Lebanon	Blue	Hope that there will be more buses scheduled in the Orange line (just like the Blue line).
West Lebanon	Blue	I like the service. More helpful [to have it] every Saturday.
West Lebanon	Blue	I really enjoy your services.
West Lebanon	Blue	It's cool. I don't have much to say about it.
West Lebanon	Blue	Please consider covered seating area at Walmart where so many elderly persons wait in inclement weather. Please ask drivers to lower volume on music they play.

Wilder	Blue	Extend schedule after 6pm and weekends.
Wilder	Blue	I mostly like it.
WRJ	Blue	Great service overall! Would love to have more buses in the evening and weekends, but I understand this is difficult.
WRJ	Blue	Have buses run longer hours and weekends.
WRJ	Blue	It's a great service. Drivers play loud music sometimes which is annoying. We need service from Hanover to 41 Centerra in the a.m. and late afternoon. It's dangerous to walk from DHMC to Centerra as there is no sidewalk. I am not familiar with the DH Centerra Shuttle listed on this survey.
0	Brown	Its free, which is really important so that everyone can go where they need to be.
Hanover	Brown	Generally like the service. Could use more evening routes.
Hanover	Brown	I love this service!
Hanover	Brown	It should run later in the night as well!!
Norwich	Brown	H provides an essential mode of transportation.
Norwich	Brown	It's wonderful!
Norwich	Brown	Its free! Amazingly! Drivers and passengers are nice. Its stress free. I'm not putting miles on my car. I can combine it with exercise: walk home.
Norwich	Brown	More buses please! Thanks!
Norwich	Brown	Weekend service would be good for young and non-drivers for shopping and recreation.
Other	Brown	Bus in Kendal Tuesday Friday.
Other	Brown	Excellent service.
Hanover	Green	n/a!
Hanover	Green	On time.
Hartford Vill	Green	Its nice.
Hartford Vill	Green	More buses to use at all time of the night for money to be used by stores, to place a bathroom on the bus.
Hartford Vill	Green	Weekend service and extend service into the evenings on weekdays.
Lebanon	Green	Gets me to places free.
Other	Green	I like the bike racks, drivers, price, community of riders. Convert to electric buses and expand to weekend.
West Lebanon	Green	Having Advance Transit is great for our community. I volunteer at Dartmouth and know a good amount of students that use this as their primary transportation.
Wilder	Green	Bus drivers are nice.
Wilder	Green	Convenient, great transportation alternative when my car need servicing. Grateful for donors who allow AT to provide service at no charge.
Wilder	Green	Everything
Wilder	Green	I like the 1/2 hour availability and that it is free!
Wilder	Green	I like the drivers and that it is a free bus service, but it would be helpful to have it on weekends.
Wilder	Green	I would like to use the bus during the night and on weekends.
Wilder	Green	Its free and easy to use.
Wilder	Green	Weekend bus?
WRJ	Green	Drivers are polite and helpful, but not some. some are a crazy driver - green.
WRJ	Green	I find your service helpful in completing my everyday tasks. Thank you.

WRJ	Green	I get to Turning Point and anywhere else that I have to go.
WRJ	Green	Its free.
WRJ	Green	Maybe run a bus or two on the weekends. But all and all its pretty good.
WRJ	Green	Reliable, safe and extremely helpful getting me to work.
WRJ	Green	Wish there was weekend availability. I would pay for that.
Hanover	Orange	Buses stop running too early.
Hanover	Orange	Easy to use and affordable.
Lebanon	Orange	The drivers are always helpful and friendly.
Lebanon	Orange	The Transit App does not work on older cellphones: does not load. We would like a bus shelter at Indian Ridge. The service is free (we donate generously). The system allows us to reach all the important places we need to reach.
Norwich	Orange	I like how it is free since I don't have a car.
Norwich	Orange	Y'all doing good and I really appreciate the service.
Other	Orange	Hours on weekends
West Lebanon	Orange	Buses should run at least Saturday 10-6. We need to go for household shopping at Plaza. Please run the bus on Saturday.
West Lebanon	Orange	Convenient and free.
West Lebanon	Orange	Evening service: doesn't even need to be every hour, but should run till 9:30pm or 10pm. Buses are tidy but the floors and seats need more thorough cleaning.
West Lebanon	Orange	Free public transportation is sustainable and easy. :-)
West Lebanon	Orange	Friendly, free, on time, helpful (they radio each other to wait for people meeting connecting buses!) :-)
West Lebanon	Orange	I appreciate free transit to/from Dartmouth and around Lebanon. I wish there was a night run of the bus sometime between 9 and 11pm.
West Lebanon	Orange	I would really appreciate if there were more buses (more frequently). Also, if the buses would run on weekends and till late on weekdays would be way helpful. I won't mind if I have to pay a little for the service.
West Lebanon	Orange	It would be amazing to have routes that ran on the weekends in some capacity, even 1/2 or 1/3 volume.
West Lebanon	Orange	Its always on time and drivers are really nice. I wish it would run on weekends even if frequency is lower.
West Lebanon	Orange	Its on time, drivers are friendly and its free.
West Lebanon	Orange	Jim is great!
West Lebanon	Orange	Later evening buses would be helpful.
West Lebanon	Orange	Like: Reliable, Convenient, Responsive to feedback, Community-oriented, locally owned. Improve: More frequent routes during rush hours (7-9am, 4-6 pm).
West Lebanon	Orange	Love that it's free and that the drivers actually communicate with each other to make sure people get where they need to go. I'm not sure I fully understand the timetable schedule b/c the stops aren't clearly marked, so that was confusing for a newcomer.
West Lebanon	Orange	More frequency with orange line.
West Lebanon	Orange	More frequent shuttle bus. Thanks.
West Lebanon	Orange	Only my 2nd day using it, but so far so good! App/website seem to have conflicting information, but I've been able to figure it out. Very convenient :-)
West Lebanon	Orange	Orange line is 1 bus/hr. More buses will be better. Thank you.
West Lebanon	Orange	Please add more times for the orange line. Once every hour is troublesome and inconvenient. Other lines are more frequent.

West Lebanon	Orange	The people are kind. The service is great. Expand Red Line (before 6 AM). Expand Orange Line to half hour service.
Wilder	Orange	Drivers are always polite. It helps set m day off with a good vibe.
Wilder	Orange	Free, but it takes too long between routes.
WRJ	Orange	Bus driver very polite.
WRJ	Orange	Easy to use.
WRJ	Orange	Free and convenient
WRJ	Orange	Good Service
WRJ	Orange	I appreciate that it is here and free, but I would honestly pay for it if there was extended service in the evenings and on weekends. Some drivers can be rough.
WRJ	Orange	I like how kind the drivers are and that the bus is available for everyone. I could use more routes past 6pm.
WRJ	Orange	I like that I don't have to walk very far for bus stops. I appreciate that it is free. Would be very nice on weekends.
WRJ	Orange	Is good idea for the people need and good polite and is safe.
WRJ	Orange	More stops per house and Saturday service. Purchase electric vehicles. Keep up the good work. :-)
WRJ	Orange	Orange bus driver is amazing. I don't know much more you could do.
WRJ	Orange	The convenience
WRJ	Orange	Yes, the bus service is very convenient and provides a good help for me to go to campus.
0	Red	Could not make it without AT. Thank you everyone. You are great.
0	Red	I like that I can get to placed I need to go. I don't like how some of the drivers drive.
0	Red	The drivers are awesome!
Hanover	Red	Professional and kind drivers. Safety on buses. Comfort while driving.
Hartford Vill	Red	If a stop is on the schedule, then STOP! Maybe offer Saturday runs, but charge \$1-\$2 to help cover costs? I'd be willing to pay. Too often some, not all, of the drivers blow past the stop, even when you ARE standing in the shelters. If it says 6:18, don't pull away until then.
Lebanon	Red	Advance Transit is a great way for those who don't have the privilege of driving to get to where they need to be. Only suggestions would be to run later and on weekends.
Lebanon	Red	Bus driver is friendly, has communication, is helpful. :-)
Lebanon	Red	Clean and courteous. Weekends (Saturday).
Lebanon	Red	Convenience. Would have difficulty getting groceries or to appointments otherwise. Transportation on weekends would be great.
Lebanon	Red	Convenience/free.
Lebanon	Red	Cross walks at bus stops, more covered bus stops, split orange line in 2 at library- it's confusing.
Lebanon	Red	Cushion seats. :-)
Lebanon	Red	Cushioned seats. Bring back weekends.
Lebanon	Red	Everything.
Lebanon	Red	Goes in the snow!
Lebanon	Red	I think having buses on the weekend would be helpful.
Lebanon	Red	I think service on weekend would be great.
Lebanon	Red	It gets me to where i need to go. I like the people.

Lebanon	Red	It is a smooth and peaceful ride.
Lebanon	Red	Less crowded on Hanover 6:20pm bus to Lebanon with students who live at Summit of Juniper. Most of the time it is over crowded.
Lebanon	Red	Less gossip.
Lebanon	Red	My wish is for Advance Transit to operate on the weekend. That would be nice. :-)
Lebanon	Red	Overall I think you guys are killin it.
Lebanon	Red	Sat. very 6:14 a.m. - another at 5:00 pm. Leb, West Leb, WRJ, Hanover.
Lebanon	Red	The bus drivers are nice and greet and tell what buses to get on to go to their destination.
Lebanon	Red	The drivers are awesome.
Lebanon	Red	The polite service offered to the Upper Valley.
Lebanon	Red	The service is perfect!
Lebanon	Red	Weekend service even if reduced significantly would be beneficial
Lebanon	Red	Would love a 7:45am route. Lots of people could use it for work. I am so grateful for Advance Transit! The drivers are exceptionally kind people, very helpful and I always feel safe.
Lebanon	Red	Would love weekend transportation. Other than that, every driver is helpful and wonderful. Keep up the GREAT work!! :-)
Other	Red	I appreciate AT providing free transportation to those who need it.
Other	Red	I like Advance Transit bus for their availability. What I can suggest for times and place which are limited- try to revise the hours. This is a suggestion for me. Won't it be possible to drop off the person, for example at Walgreens in West Lebanon to pick up the medicine?
Other	Red	Open windows no sunnday days!
Other	Red	Work with other transits more. The Claremont bus comes to Lebanon at 6, 8:40, 10:25, 12:39, 3:24 and 5:08. I have had issues with p.m. bus drivers remaining at the library and making me miss the last Claremont bus. I have also had issues with having to wait for my work to open and being stuck in the cold for over an hour because I'm not allowed to remain on the morning bus for an extra hour until my work opens. I understand that you don't want homeless people hanging out on the bus all day, but I only asked to stay on the bus one day for an hour because it was 29 out and I was refused. i was simply waiting until my work opened. The earlier Claremont bus was the only one that would get me to Lebanon without me being late for work.
West Lebanon	Red	Convenient, free.
West Lebanon	Red	Cushioned seats!
West Lebanon	Red	Fairly convenient and the two drivers for morning that drive red and blue are awesome.
West Lebanon	Red	I like that it is easy and convenient to use as well as being FREE. Thank you for ALL that ALL of you do! :-)
West Lebanon	Red	I would like to see the bus run on the weekend and to run later.
West Lebanon	Red	It's good that the buses are usually quiet.
West Lebanon	Red	It's simple and accessible. Maybe hiring daily cleaners.
West Lebanon	Red	Make an extra route to Canaan during the early afternoon.
West Lebanon	Red	None
West Lebanon	Red	The fact that it is free is incredible, as most places it is not. Thank you for the service.

WRJ	Red	Attitudes of some drivers are horrible-kick people off for no reason because they are having a bad day. The lady red bus driver is excellent.
WRJ	Red	I like that they help me to get to work and places i need to get it and it helps out a lot. Also that its free.
WRJ	Red	Their quick and easy services.
Hartford Vill	Yellow	Yes so glad to have it. I'd be walking if it wasn't for the bus.

ADVANCE TRANSIT, INC.

Audited Financial Statements,
Supplemental Financial Information, and
Reports on Compliance and Internal Control

June 30, 2022 and 2021

ADVANCE TRANSIT, INC.

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Independent Auditors' Report

To the Board of Directors of
Advance Transit, Inc.
Wilder, Vermont

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Advance Transit, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Advance Transit, Inc. as of June 30, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Advance Transit, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Advance Transit, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Advance Transit, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Advance Transit, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated August 29, 2022, on our consideration of Advance Transit, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Advance Transit, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Advance Transit, Inc.'s internal control over financial reporting and compliance.

Veroff & Austin

Veroff & Austin PLLC
Laconia, New Hampshire
August 29, 2022
VT Reg. #092.013574

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ADVANCE TRANSIT, INC.
STATEMENTS OF FINANCIAL POSITION
June 30, 2022 and 2021

	<u>2022</u>	<u>2021</u>
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 3,965,379	\$ 3,451,227
Accounts receivable	802,599	494,183
Restricted municipal and contract pledges receivable	1,691,364	926,066
Prepaid expenses	253,007	261,016
Security deposits	27,715	-
Total current assets	<u>6,740,064</u>	<u>5,132,492</u>
PROPERTY AND EQUIPMENT, net	<u>10,341,035</u>	<u>10,956,634</u>
TOTAL ASSETS	<u><u>\$ 17,081,099</u></u>	<u><u>\$ 16,089,126</u></u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 71,835	\$ 159,212
Accrued payroll expenses	182,828	212,013
Deferred revenue	-	743
Total current liabilities	<u>254,663</u>	<u>371,968</u>
LONG-TERM LIABILITIES		
Payroll protection program note payable	-	673,300
Total liabilities	<u>254,663</u>	<u>1,045,268</u>
NET ASSETS		
Without donor restrictions		
Designated		
Capital reserve	500,000	459,190
Operating reserve	2,000,000	1,900,000
Strategic reserve	442,700	500,000
Undesignated	1,896,773	344,294
With donor restrictions	11,986,963	11,840,374
Total net assets	<u>16,826,436</u>	<u>15,043,858</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 17,081,099</u></u>	<u><u>\$ 16,089,126</u></u>

See Accompanying Notes to Financial Statements

ADVANCE TRANSIT, INC.
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
Year ending June 30, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Federal government: section 5311, operating	\$ 3,913,887	\$ -	\$ 3,913,887
Federal and state government: section 5339/5311, capital	-	505,953	505,953
Federal government: CMAQ, operating	241,499	-	241,499
Contract	289,811	1,310,065	1,599,876
Municipal	265,645	381,299	646,944
State of New Hampshire	34,782	-	34,782
Donations	92,569	51,806	144,375
Sponsorships	68,976	-	68,976
PPP Loan Forgiven	682,172	-	682,172
Gain on Sale of Fixed Assets	13,550	-	13,550
Other	10,529	-	10,529
Net assets released from restrictions	<u>2,147,967</u>	<u>(2,147,967)</u>	<u>-</u>
Total revenue and support	<u>7,761,387</u>	<u>101,156</u>	<u>7,862,543</u>
EXPENSES			
Program services			
Public and other transportation	<u>5,178,666</u>	<u>-</u>	<u>5,178,666</u>
Total program services	<u>5,178,666</u>	<u>-</u>	<u>5,178,666</u>
Support services			
General and administrative	829,455	-	829,455
Fundraising	<u>71,844</u>	<u>-</u>	<u>71,844</u>
Total support services	<u>901,299</u>	<u>-</u>	<u>901,299</u>
Total expenses	<u>6,079,965</u>	<u>-</u>	<u>6,079,965</u>
Change in net assets before transfers	1,681,422	101,156	1,782,578
Transfers of local share to restricted	(45,433)	45,433	-
Net assets, beginning of year	<u>3,203,484</u>	<u>11,840,374</u>	<u>15,043,858</u>
Net assets, end of year	<u>\$ 4,839,473</u>	<u>\$ 11,986,963</u>	<u>\$ 16,826,436</u>

See Accompanying Notes to Financial Statements

ADVANCE TRANSIT, INC.
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
For the year ending June 30, 2021

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Federal government: section 5311, operating	\$ 4,347,595	\$ -	\$ 4,347,595
Federal and state government: section 5339/5311 capital	-	951,359	951,359
Federal government: CMAQ, operating	170,000		170,000
Federal government: RTAP	1,704	-	1,704
Contract	335,897	691,000	1,026,897
Municipal	128,850	235,066	363,916
State of Vermont	110,000	-	110,000
Other	49,704	-	49,704
Donations	175,787	-	175,787
Net assets released from restrictions	2,189,583	(2,189,583)	-
Total revenue and support	<u>7,509,120</u>	<u>(312,158)</u>	<u>7,196,962</u>
EXPENSES			
Program services			
Public and other transportation	5,488,952	-	5,488,952
Total program services	<u>5,488,952</u>	<u>-</u>	<u>5,488,952</u>
Support services			
General and administrative	779,213	-	779,213
Fundraising	87,981	-	87,981
Total support services	<u>867,194</u>	<u>-</u>	<u>867,194</u>
Total expenses	<u>6,356,146</u>	<u>-</u>	<u>6,356,146</u>
Change in net assets before transfers	1,152,974	(312,158)	840,816
Transfers of local share to restricted	(117,179)	117,179	-
Net assets, beginning of year	<u>2,167,689</u>	<u>12,035,353</u>	<u>14,203,042</u>
Net assets, end of year	<u>\$ 3,203,484</u>	<u>\$ 11,840,374</u>	<u>\$ 15,043,858</u>

See Accompanying Notes to Financial Statements

ADVANCE TRANSIT, INC.
STATEMENT OF FUNCTIONAL EXPENSES
For the year ending June 30, 2022

	Program Services	Support Services			
	Public and Other Transportation	General and Administrative	Fundraising	Total Support Services	Total
Expenses:					
Salaries	\$ 2,469,508	\$ 279,544	\$ -	\$ 279,544	\$ 2,749,052
Payroll taxes	177,020	33,038	-	33,038	210,058
Benefits	562,102	80,929	-	80,929	643,031
Fuel	205,790	1,428	-	1,428	207,218
Repairs	221,623	1,676	-	1,676	223,299
Consulting	-	265,064	44,038	309,102	309,102
Office	43,142	62,362	27,806	90,168	133,310
Insurance	277,106	10,688	-	10,688	287,794
Travel	1,767	215	-	215	1,982
Uniforms	19,642	-	-	-	19,642
COVID 19 supplies and equipment	3,895	1,278	-	1,278	5,173
Building	132,878	-	-	-	132,878
Parts inventory	6,113	-	-	-	6,113
Interest	-	8,873	-	8,873	8,873
Depreciation	1,058,080	84,360	-	84,360	1,142,440
Total expenses	<u>\$ 5,178,666</u>	<u>\$ 829,455</u>	<u>\$ 71,844</u>	<u>\$ 901,299</u>	<u>\$ 6,079,965</u>

See Accompanying Notes to Financial Statements

ADVANCE TRANSIT, INC.
STATEMENT OF FUNCTIONAL EXPENSES
For the year ending June 30, 2021

	Program Services	Support Services			
	Public and Other Transportation	General and Administrative	Fundraising	Total Support Services	Total
Expenses:					
Salaries	\$ 2,566,112	\$ 394,914	\$ -	\$ 394,914	\$ 2,961,026
Payroll taxes	189,477	39,714	-	39,714	229,191
Benefits	711,195	104,335	-	104,335	815,530
Fuel	165,393	973	-	973	166,366
Repairs	215,572	2,569	-	2,569	218,141
RTAP grant	1,704	-	-	-	1,704
Consulting	0	87,320	49,945	137,265	137,265
Office	40,967	60,094	38,036	98,130	139,097
Insurance	307,080	9,274	-	9,274	316,354
Travel	1,840	151	-	151	1,991
Uniforms	19,669	-	-	-	19,669
COVID 19 supplies and equipment	75,271	2,105	-	2,105	77,376
Building	151,180	-	-	-	151,180
Parts inventory	27,032	-	-	-	27,032
Depreciation	1,016,460	77,764	-	77,764	1,094,224
Total expenses	<u>\$ 5,488,952</u>	<u>\$ 779,213</u>	<u>\$ 87,981</u>	<u>\$ 867,194</u>	<u>\$ 6,356,146</u>

See Accompanying Notes to Financial Statements

ADVANCE TRANSIT, INC.
STATEMENTS OF CASH FLOWS
Year ending June 30, 2022 and 2021

	<u>2022</u>	<u>2021</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 1,782,578	\$ 840,816
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	1,141,996	1,094,224
Gain (loss) on disposal of equipment	(13,550)	4,500
PPP Loan forgiven	(673,300)	-
(Increase) decrease in accounts receivable	(308,417)	306,570
(Increase) decrease in municipal and contract pledges receivable	(765,298)	60,625
(Increase) decrease in prepaid expenses	(4,674)	54,723
(Increase) decrease in inventory	(15,032)	-
Increase (decrease) in accounts payable	(87,381)	90,615
Increase (decrease) in accrued payroll expenses	(29,186)	(23,506)
Increase (decrease) in deferred revenue	(743)	(40,071)
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>1,026,993</u>	<u>2,388,496</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	(535,890)	(1,062,442)
Proceeds from the sale of equipment	<u>23,050</u>	<u>-</u>
NET CASH USED IN INVESTING ACTIVITIES	<u>(512,840)</u>	<u>(1,062,442)</u>
NET INCREASE IN CASH	514,153	1,326,054
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>3,451,226</u>	<u>2,125,172</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 3,965,379</u>	<u>\$ 3,451,226</u>

See Accompanying Notes to Financial Statements

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 1 – NATURE OF ACTIVITIES

Advance Transit, Inc. (the “Organization”) is a voluntary, not-for-profit corporation incorporated under the laws of the State of New Hampshire and is organized exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended. Its mission is to provide a comprehensive transportation network for the several towns of the Upper Connecticut River Valley Region of New Hampshire and Vermont.

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The financial statements of the Organization are prepared on the accrual basis. Under the accrual basis, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred. The significant accounting policies followed by the Organization are described below to enhance the usefulness of the financial statements to the reader.

Basis of Presentation

The Organization adheres to the Presentation of Financial Statements for not-for-profit organizations topic of the Financial Accounting Standards Board (“FASB”) Accounting Standards Codification (FASB ASC 958-205). Under FASB ASC 958-205, the Organization is required to report information regarding its financial position and activities according to two classes of net assets. Descriptions of the two net asset categories are as follows:

Without donor restrictions – Those resources not subject to donor-imposed restrictions. The Board of Directors has discretionary control over these resources. Designated amounts represent those net assets that the board has set aside for a particular purpose.

With donor restrictions – Those resources subject to donor-imposed restrictions that will be satisfied by action of the Organization or by the passage of time.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Organization considers all unrestricted, highly liquid investments with an initial maturity of three months or less to be cash equivalents.

The Organization’s bank deposit account balances are Federal Deposit Insurance Corporation (“FDIC”) insured up to \$250,000, and any excess amounts are fully collateralized by the depository bank through use of a variety of sweep accounts designed to maintain Organization deposit balances at levels below the FDIC coverage limit.

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue Recognition

A substantial portion of the Organization's revenue and support is derived from cost reimbursement contracts with the States of New Hampshire and Vermont. Revenue and support is recognized when reimbursable expenditures are incurred. Payments are received, up to each of the contracts' respective cost limitations upon the Organization's submittal of written requests for reimbursement of allowable expenditures.

Contributions

Contributions received are recorded as unrestricted (without donor restrictions) or restricted (with donor restrictions) support, depending on the existence and/or nature of any donor restrictions.

All donor-restricted support is reported as an increase in restricted net assets, depending on the nature of the restriction. When a restriction expires, (that is, when a stipulated time restriction ends or a purpose restriction is accomplished), restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized.

Pledges

Unconditional promises to give, including capital campaign pledges, are recognized as revenues in the period received and as assets, decreases of liabilities, or expenses depending on the form of the benefits received. Promises to give are recorded at net realizable value if expected to be collected in one year and at fair value if expected to be collected in more than one year. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

Management provides for probable uncollectible amounts through a provision for bad debt expense and an adjustment to an allowance based on its assessment of the amounts deemed collectible. It is the Organization's policy to charge off uncollectible receivables when management determines that the receivable will not be collected.

In order to ensure observance of limitations and restrictions placed on the use of resources available to Advance Transit, Inc., separate accounts are maintained for each activity. They are as follows:

Public and Other Transportation – accounts for revenue and expenses involved with operating fixed public transportation routes as well as other non-fixed routes open to the public and expenses for administration and direct trip reimbursement subcontracted by other agencies or programs.

Rural Transit Assistance Program ("RTAP") – accounts for revenue and expenses associated with training in non-urbanized areas.

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES (continued)

Income Taxes

Advance Transit, Inc. is a not-for-profit organization that is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and classified by the Internal Revenue Service as other than a private foundation.

The Organization has adopted the provisions of FASB ASC 740, *Accounting for Income Taxes*. Accordingly, management has evaluated the Organization's tax positions and concluded that the Organization had maintained its tax-exempt status, has properly reported any significant unrelated business income and had taken no uncertain tax positions that require adjustment or disclosure in the financial statements.

The Organization's Forms 990, *Return of Organization Exempt from Income Tax*, for the years ending June 30, 2021, 2020, and 2019 are subject to examination by the IRS, generally for three years after they were filed.

Property and Equipment

The Organization records purchases of equipment at cost. Expenditures for property, plant and equipment with a cost greater than \$5,000 are capitalized. Depreciation and amortization are computed on the straight-line method based on the following useful lives. Expenditures for maintenance, repairs and improvements, which do not materially extend the useful lives of the assets, are expensed.

	<u>Years</u>
Land improvements	15
Buildings and improvements	10 – 50
Transportation, office, shop, communication and radio equipment	5 – 12

The Organization's facility and certain transportation equipment are subject to liens held by the States of New Hampshire and/or Vermont as agents for the Federal Transit Administration or other Federal agencies to provide for compliance with grant requirements. New Hampshire and/or Vermont also hold the title to any equipment while subject to a lien. Substantially all of the Organization's property and equipment, including related financing of these assets, are subject to these requirements. Therefore, the net assets related to property and equipment acquired through grants is reported as restricted.

Deferred revenue

The Organization records deferred revenue, which represents sponsorship, local grant match pledges, and advertising income covering periods beyond June 30, 2022 and unearned sponsorship and municipal assistance received in advance of the period to which the revenue relates.

Compensated Absences

Employees of the Organization are entitled to paid vacation and paid sick days, depending on length of service. Employees are allowed to accumulate unused vacation time up to a maximum of 125% of annual hours earned and based on the number of years employed by the Organization.

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES (continued)

Compensated Absences (continued)

Employees that present a COVID-19 vaccination card are also awarded 8 additional vacation hours for each vaccination shot received. Twice annually employees may request a payout of up to 32 hours of vacation time and must be paid out in 8-hour increments. Employees are entitled to a payout of all unused vacation time upon separation of employment from the Organization.

Unused sick leave may accrue indefinitely without limit. Employees may also request a pay out of sick leave accrued in excess of 200 hours at a rate of 3 hours of sick leave for each one hour of pay. Employees are not entitled to any payout of unused sick leave upon separation of employment from the Organization.

Designation of Unrestricted Net Assets

It is the policy of the Board of Directors to review its plans for future property improvements and acquisitions, as well as other operating needs, from time to time and to designate appropriate sums of unrestricted net assets to assure adequate financing of such purposes.

NOTE 3 – ACCOUNTS RECEIVABLE

Accounts receivable include funds due the Organization under various grant award agreements. Accounts receivable as of June 30, 2022 and 2021 consisted of the following:

	2022	2021
New Hampshire Department of Transportation	\$ 400,032	\$ 191,718
Vermont Agency of Transportation	384,128	267,645
Contracts	-	7,323
Federal and state excise tax	18,430	23,963
Federal employment credits	-	2,611
Other	9	923
Total accounts receivable	<u>\$ 802,599</u>	<u>\$ 494,183</u>

NOTE 4 – RESTRICTED MUNICIPAL AND CONTRACT PLEDGES RECEIVABLE

	2022	2021
Donor restricted contributions:		
Town of Hanover	\$ 150,783	\$ -
Town of Hartford	81,747	81,747
Town of Norwich	13,514	13,514
City of Lebanon	124,855	124,855
Town of Enfield	5,400	5,400
Town of Canaan	5,000	9,550
Michaels Student Living LLC	540,036	-
Dartmouth Hitchcock Medical Center	128,100	122,000
Dartmouth College	641,929	569,000
Total	<u>\$ 1,691,364</u>	<u>\$ 926,066</u>

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 4 – RESTRICTED MUNICIPAL AND CONTRACT PLEDGES RECEIVABLE (continued)

All contributions will be received and recognized in FY2023 except for Michaels Student Living LLC, which will be received as follows:

FY2023	\$ 150,000
FY2024	100,000
FY2025	100,000
FY2026	100,000
FY2027	100,000
FY2028	25,000
Less unamortized discount	(34,964)
Total	<u>\$ 540,036</u>

The discount rate on the Michael's pledge is calculated at the 5-year Daily Treasury Par Yield Curve Rate, 2.88% at June 30, 2022.

NOTE 5 – PROPERTY AND EQUIPMENT

Property and equipment consists of the following as of June 30, 2022 and 2021:

	2022	2021
Land	\$ 263,358	\$ 263,358
Land improvements	47,804	47,804
Buildings and improvements	4,376,456	4,357,300
Transportation equipment	11,521,017	11,429,226
Communication and radio equipment	130,244	99,411
Office and shop equipment	938,341	833,124
	<u>17,277,220</u>	<u>17,030,223</u>
Less accumulated depreciation and amortization	6,936,185	6,073,589
Property and equipment, net	<u>\$ 10,341,035</u>	<u>\$ 10,956,634</u>

NOTE 6 – LINE OF CREDIT

The Organization has available a bank line of credit for up to \$200,000 at June 30, 2022 and 2021. The line of credit is due on demand and secured by the business assets of the Organization. Draws on the line of credit bear interest based on the Wall Street Journal Prime rate (currently indexed to 3.25%) for the year ended June 30, 2022 and 2021. There were no outstanding balances on this line of credit as of June 30, 2022 and 2021.

NOTE 7 – PAYROLL PROTECTION PROGRAM GRANT

On April 3, 2020 the Organization applied for and was granted a loan from a bank in the aggregate amount of \$673,300 pursuant to the Paycheck Protection Program (the "PPP") under Division A, Title I of the CARES Act, which was enacted March 27, 2020. The loan was forgiven in full by the lender and has therefore been reported on the Statement of Activities for the year ended June 30, 2022 as grant income.

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 8 – NET ASSETS

Board Designated Net Assets

In June 2016, the Board approved the establishment of a Board designated capital reserve fund. In November of 2018 the Board approved a change that modified the purpose to include funds committed for the coming fiscal year as part of the budget process and amounts that are beyond that period but reasonably certain to be incurred. This figure will be adjusted as capital match requirements change. Effective with fiscal year 2021, the capital match reserve was set at \$500,000.

In January 2016 the Board approved the establishment of a Board designated operating reserve fund. The purpose of the operating reserve fund is to set aside approximately four months of operating expenses for the organization. As of June 30, 2022 the minimum operating reserve calculated and set aside by the Board amounted to \$2 million. The amount of the operating reserve target minimum will be reassessed annually.

During FY2021 the Organization's Board of Directors established a strategic reserve fund. The Strategic Reserve is intended to provide a ready source of funds for strategic initiatives necessary for the effective operation of the organization and programs. The target amount of the Strategic Reserve will be determined by reference to the forecasted needs of the organization, with the minimum established in an amount deemed sufficient to cover needs identified in the current strategic plan. The initial target Strategic Reserve is equal to \$500,000. The amount of the Strategic Reserve target minimum will be reassessed at least annually.

Net Assets with Donor Restrictions

Net assets with donor restrictions consist of equipment and vehicles purchased with restricted resources, thereby limiting the assets use to specified purposes throughout the useful life of the assets, town appropriations approved in June 30, 2022 but to be paid in 2023 and capital campaign pledges.

Net assets with donor restrictions are comprised of the following:

	<u>2022</u>	<u>2021</u>
Net property, plant and equipment funded with restricted resources	\$ 10,245,362	\$ 10,887,606
Orange/yellow line local match contribution	50,237	40,640
Municipal and contract pledges	<u>1,691,364</u>	<u>922,128</u>
Total net assets with donor restrictions	<u>\$ 11,986,963</u>	<u>\$ 11,840,374</u>

Net assets released from restrictions are as follows:

	<u>2022</u>	<u>2021</u>
Purpose restrictions accomplished:		
Depreciation on restricted assets	\$ 1,138,681	\$ 1,092,241
Expiration of purpose restrictions on capital campaign funds	-	100,000
Expiration of purpose restrictions on orange/yellow line (CMAQ)	42,209	-
Expiration of purpose restrictions on capital purchases not depreciated	31,511	6,151
Expiration of time restrictions on contributions receivable	926,066	986,691
Expiration of purpose restrictions on bus disposals	<u>9,500</u>	<u>4,500</u>
Total net assets released from restrictions	<u>\$ 2,147,967</u>	<u>\$ 2,189,583</u>

ADVANCE TRANSIT, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2022 AND 2021

NOTE 9 – RETIREMENT PLAN

The Organization sponsors a salary reduction contribution plan pursuant to Section 403(b) of the Internal Revenue Code, covering substantially all employees. Under the plan, employees contribute a specified percentage of their salary, or a fixed dollar amount, to the plan. The Organization may agree to make “non-elective” contributions or a matching contribution to their employees’ 403(b) plans. The Organization currently matches 50% on the first 5% of employee deferrals. For the years ended June 30, 2022 and 2021 employer contributions to the plan amounted to \$36,192 and \$23,829, respectively.

NOTE 10 – ECONOMIC DEPENDENCE

The Organization receives substantial grant/contract funds from the New Hampshire Department of Transportation and Vermont Agency of Transportation and is dependent upon this funding to support most of its activities and operations. Funding from the States of Vermont and New Hampshire is renegotiated each year and is not guaranteed for future years beyond June 30, 2022 and 2023, respectively. Loss of these funds could jeopardize the Organization’s ability to continue its activities and operations.

NOTE 11 – LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The following reflects the Organization's financial assets as of the balance sheet date, reduced by amounts not available for general use because of contractual or donor-imposed restrictions within one year of the balance sheet date.

	<u>2022</u>	<u>2021</u>
Financial assets consist of:		
Cash and cash equivalents	\$ 3,965,378	\$ 3,451,227
Accounts, municipal and pledges receivable	<u>2,493,963</u>	<u>1,420,249</u>
Total financial assets	6,459,341	4,871,476
Less those unavailable for general expenditures within one year, due to:		
Donor restrictions	<u>50,237</u>	<u>40,640</u>
Financial assets available to meet cash needs for general expenditure within one year	<u>\$ 6,409,104</u>	<u>\$ 4,830,836</u>

As part of the Organization's liquidity management, it invests cash in excess of daily requirements in short-term investments through a sweep account arrangement with its primary bank.

NOTE 12 – SUBSEQUENT EVENTS

Management has evaluated subsequent events through August 29, 2022, which is the date the financial statements were available to be issued and has determined that no subsequent events have occurred that would require recognition or disclosure in the financial statements.

ADVANCE TRANSIT, INC.
Schedule of Expenditures of Federal Awards
Year Ended June 30, 2022

Federal Grantor Agency and Program Title	CFDA Number	Pass-Through Identifying Number	Program or Award Amount	Awards Expended
U.S. Department of Transportation				
Major Programs:				
<u>State of New Hampshire Department of Transportation:</u>				
Formula Grants for Rural Areas	20.509	NH-2021-17	\$ 3,570,000	\$ 2,979,610
<u>State of Vermont Agency of Transportation:</u>				
Formula Grants for Rural Areas	20.509	ARPA22-901	560,000	560,000
Formula Grants for Rural Areas	20.509	ARPA22-401	287,500	225,198
Formula Grants for Rural Areas	20.509	ARPA22-501	162,500	149,078
Formula Grants for Rural Areas	20.509	ARPA22-801	48,673	48,573
Formula Grants for Rural Areas	20.509	CRRSAA22-801	192,927	192,927
Formula Grants for Rural Areas	20.509	FT201904-061	4,454	1,601
Formula Grants for Rural Areas	20.509	FT202201-061	70,400	10,328
Formula Grants for Rural Areas	20.509	FT202101-061	135,840	19,557
Subtotal CFDA 20.509				1,207,262
Total Major Programs				4,186,872
<i>Federal Transit Cluster</i>				
<u>State of Vermont Agency of Transportation:</u>				
Bus and Bus Facilities Formula Program	20.526	FT202207-061	80,000	76,421
Bus and Bus Facilities Formula Program	20.526	FT202205-081	80,000	76,421
Bus and Bus Facilities Formula Program	20.526	FT202205-071	832,500	90,126
Federal Transit Capital Investment Grants	20.500	FT040021-061	10,818	10,818
<u>State of New Hampshire Department of Transportation:</u>				
Bus and Bus Facilities Formula Program	20.526	NH-2021-010	177,056	177,056
Total Federal Transit Cluster				430,842
Total Expenditures of Federal Awards				\$ 4,617,714

ADVANCE TRANSIT, INC.
Notes to Schedule of Expenditures of Federal Awards
Year Ended June 30, 2022

NOTE 1 – REPORTING ENTITY

Advance Transit, Inc. (the “Organization”) is a voluntary, not-for-profit organization incorporated under the laws of the State of New Hampshire (RSA 292) and is engaged to provide a comprehensive transportation network for the several towns in the Upper Connecticut River Valley Region of New Hampshire and Vermont. The Organization was founded in January 1984 and is headquartered in Wilder, Vermont.

NOTE 2 – SCOPE OF THE AUDIT PURSUANT TO THE UNIFORM GUIDANCE

The Schedule of Expenditures of Federal Awards (the “Schedule”) presents the activity of all Federal award programs of Advance Transit, Inc. All Federal awards are received directly from Federal agencies as well as Federal awards passed through other government agencies or other entities are included in the schedule.

NOTE 3 – BASIS OF PRESENTATION

The accompanying Schedule of Expenditures of Federal Awards has been prepared in the format as set forth in *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

The Schedule is presented using the accrual basis of accounting. It includes all Federal awards to the Organization which had expenditure activity during the year ended June 30, 2022. Several programs are jointly funded by the State of Vermont and State of New Hampshire appropriations in addition to Federal Awards. The Schedule reflects only that part of the grant activity funded by Federal Awards. The Organization has elected not to use the 10 percent de minimis indirect cost rate allowed under the *Uniform Guidance*.

NOTE 4 – CATALOG OF FEDERAL DOMESTIC ASSISTANCE (CFDA) NUMBERS

The program titles and CFDA numbers were obtained from the 2021 Catalog of Federal Domestic Assistance.



Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

To the Board of Directors
Advance Transit, Inc.
Wilder, Vermont

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standard*, issued by the Comptroller General of the United States, the financial statements of Advance Transit, Inc. (the "Organization"), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated August 29, 2022.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Organization's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.



Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in accordance with *Government Auditing Standards* (Continued)

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Organization's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Veroff & Austin

Veroff & Austin, PLLC
Springfield, Vermont
August 29, 2022
VT Registration #092.013574
NH Registration #07774D



Independent Auditors' Report on Compliance for Each Major Federal Program and on Internal Control Over Compliance and Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

To the Board of Directors
Advance Transit, Inc.
Wilder, Vermont

Report on Compliance for Each Major Federal Program

We have audited Advance Transit, Inc.'s compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Organization's major federal programs for the year ended June 30, 2022. The Organization's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of Advance Transit, Inc.'s major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)*. Those standards and the *Uniform Guidance* require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Organization's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Organization's compliance.

Opinion on Each Major Federal Program

In our opinion, Advance Transit, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2022.



Independent Auditors' Report on Compliance for Each Major Federal Program and on Internal Control Over Compliance and Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance (Continued)

Report on Internal Control over Compliance

Management of the Organization is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Organization's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with *Uniform Guidance*, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of *Uniform Guidance*. Accordingly, this report is not suitable for any other purpose.

Veroff & Austin

Veroff & Austin, PLLC
Springfield, Vermont
August 29, 2022
VT Registration #092.013574
NH Registration #07774D

ADVANCE TRANSIT, INC.
Schedule of Findings and Questioned Costs
Year Ended June 30, 2022

Section I – Summary of Auditors’ Report

Financial Statements

Type of auditors’ report issued:	Unqualified
Internal control over financial reporting:	
• Material Weakness(es) identified?	No
• Significant deficiency(ies) identified that are not considered to be material weaknesses.	No
Non-compliance material to the financial statements noted?	No

Federal Awards

Internal control over major programs:	
• Material weakness(es) identified?	No
• Significant deficiency(ies) identified that are not considered to be material weakness(es)?	No
Type of auditors’ report issued on compliance for major programs:	Unqualified
Any audit findings disclosed that are required to be reported in accordance with section 200.516 of the <i>Uniform Guidance</i> ?	No

Identification of Major Programs

Name of program or cluster	CFDA number
U.S. Department of Transportation – Formula Grants for Rural Areas	20.509
Dollar threshold used to distinguish between Type A and Type B programs:	\$ 750,000
Auditee qualified as a low-risk auditee under Section 200.520 of the <i>Uniform Guidance</i> :	Yes

Section II – Financial Statement Findings

No current year findings.

Section III – Federal Award Findings and Questioned Costs

No current or prior year findings

2024 BUDGET

City of Lebanon, NH

Strategic Budgeting



STRATEGIC
PLAN



SUSTAINABILITY
PRINCIPLES



BUSINESS
PLANS

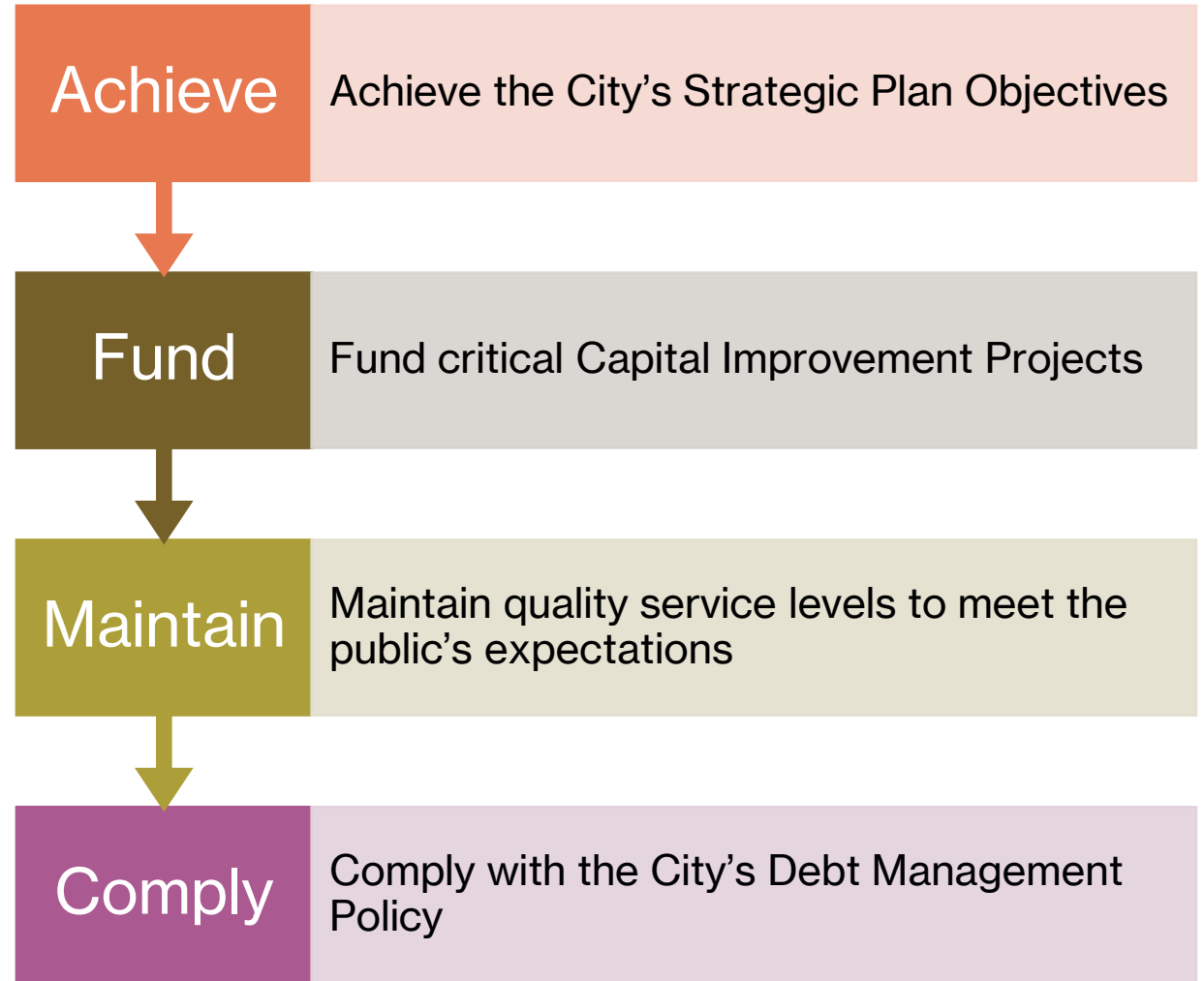


PERFORMANCE
MEASUREMENT



ANALYSIS AND
EVALUATION

Budget Objectives





Opportunities

Challenges

Housing

Childcare

Inflation

Climate change

Infrastructure deficiencies

UFB depletion

Debt management

Pending Challenges

Return of Airport
Subsidy 2025

Revaluation of
Properties 2025

Losing ground on the
pavement
management
program.

Losing ground on
sidewalk
repair/maint.

Staffing needs-DPW,
HS, RAP, Police and
Fire.

Growing list in the
Capital
Improvements
Program that remain
unfunded.

Landfill-PFAS and
cell expansion.

Water-Distribution
and Treatment
System for new well.

How Your Tax Dollars Are Spent



Consumer Price Index & Tax Rate Change-New England Region

Year	CPI Jun-Jun	Tax Rate	Change in T Rate
2018	2.2%	\$10.97	2.5%
2019	1.9%	\$11.25	2.5%
2020	0.4%	\$9.96	-11.5%
2021	4.0%	\$10.06	1%
2022	7.9%	\$8.62	*2.5%
2023	1.8%	\$8.97	4.1%
TOTAL Change	18.2%		12.6% (does not include 2020)

*Represents the Actual Tax Rate Increase Adjusted for Revaluation

Tax Rate Factors

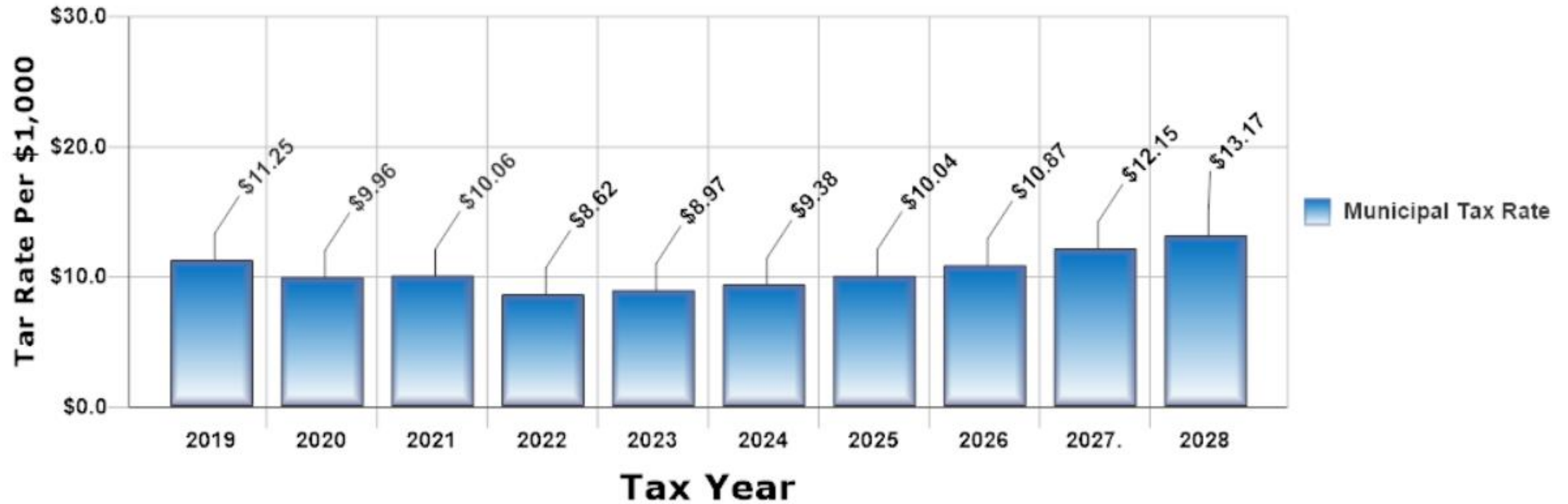
- Expenditures
- Revenues (Other than Property Taxes)
- Fund Balance Used to Reduce Tax Rate
- Assessed Valuation
- Overlay (Offsets Tax Abatements)
- War Service Tax Credits

= TAX RATE

Financial Projections

	2024	2025	2026	2027	2028
Tax Base Growth	.25%	.25%	.25%	.25%	.25%
Unassigned Fund Balance	\$9.6 million	\$8.7 million	\$8 million	\$7.5 million	\$7.3 million
UFB % of Budget	23.8%	20.5%	17.8%	15.4%	14.1%
UFB Used	\$2.8 million	\$2.6 million	\$2.4 million	\$2.2 million	\$1.9 million
Surplus	\$1.5 million	\$1.5 million	\$1.5 million	\$1.5 million	\$1.5 million
General Fund Budget	\$40.7 million	\$42.7 million	\$45.3 million	\$49.1 million	\$52.1 million
T Rate Chg.	4.6%	7%	8.3%	11.8%	8.4%

Change in Municipal Tax Rate



NOTE: The tax rate for 2024-2028 is projected based on a set of variable assumptions. The actual rate will be set in the fall of each year.

Unassigned Fund Balance Policy



MAINTAIN A RANGE
BETWEEN **19%** TO **24%** OF
CURRENT GENERAL FUND
EXPENDITURE BUDGET



STANDARD DEVELOPED
BY THE GOVERNMENTAL
ACCOUNTING STANDARDS
BOARD (GASB)



ALLOWS FOR ADEQUATE
CASH FLOW BETWEEN
TAX BILLINGS

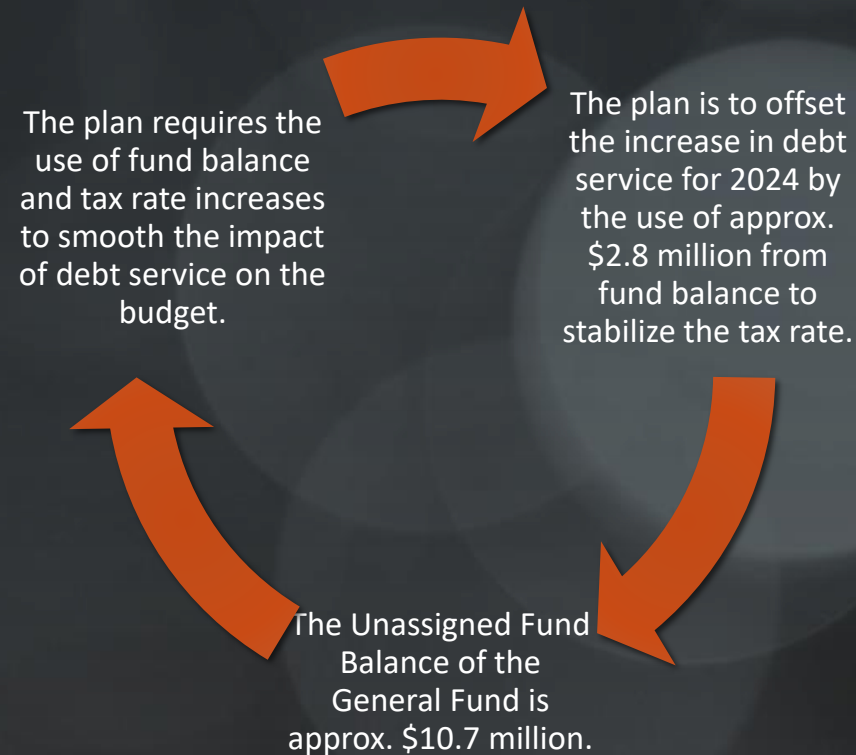


SERVES AS A CASH
RESERVE FOR
EMERGENCIES

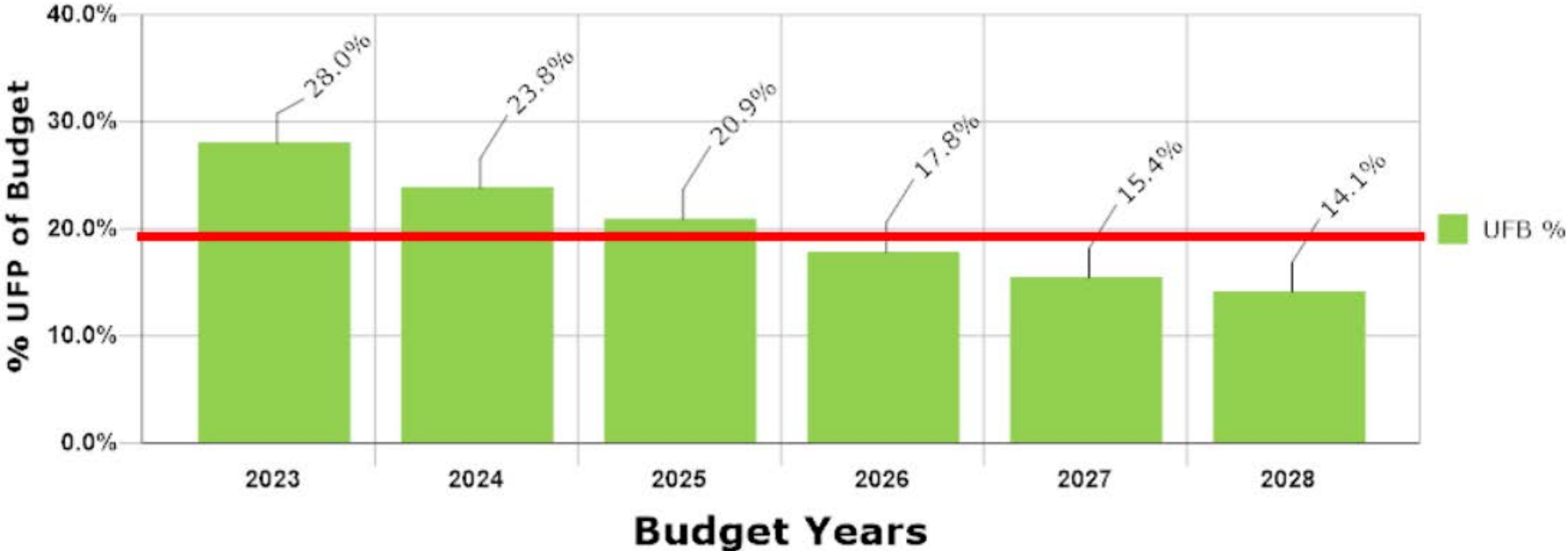
Adopt Revised UFB Policy

- NH Dept. of Revenue Administration, Government Finance Officers Assoc. and National Advisory Council on State & Local Budgeting guidance.
- at a minimum, that "...general purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures."
- Recommend revision of policy to establish a new range from **15%-19%** from the present 19%-24%.

Fund Balance Use to Offset Debt. Service

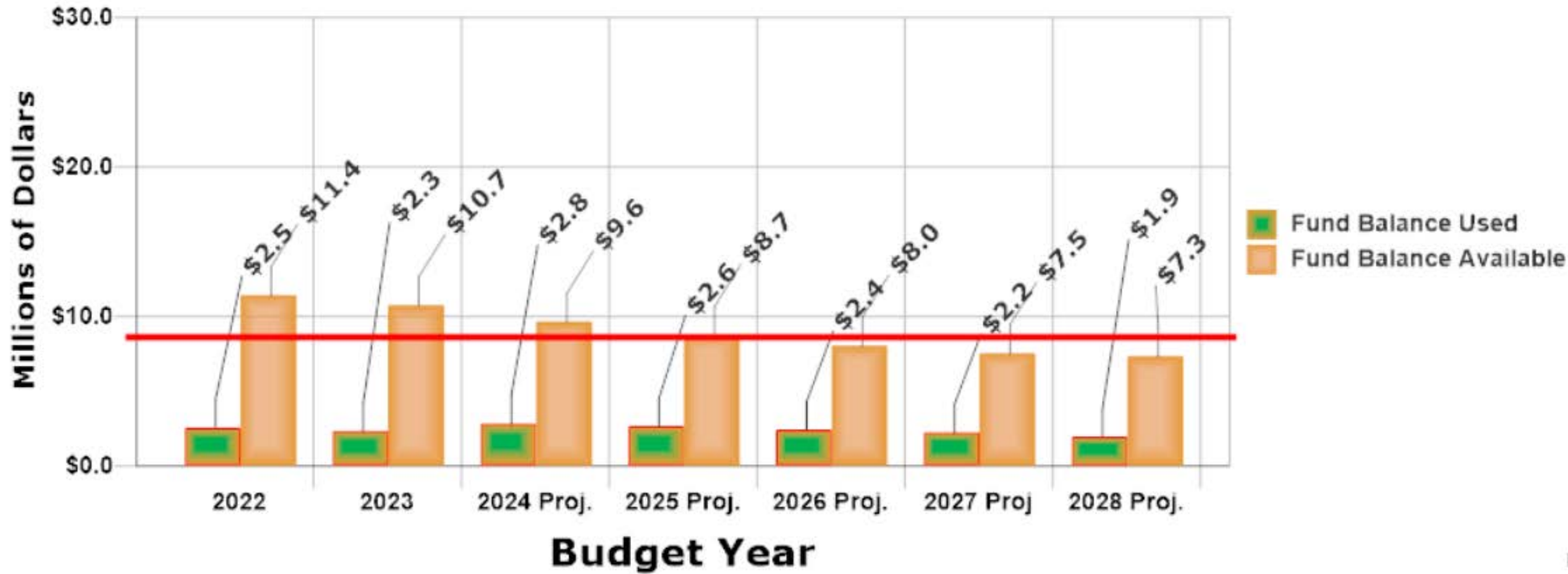


Unassigned Fund Balance % of Budget



NOTE: The red line represents the present minimum standard of 19% of Unassigned Fund Balance as a % of the budget. The % beyond 2023 is projected based upon a set of variables.

Unassigned Fund Balance



NOTE: Redline represents present minimum UFB level standards (19%)

Long Term Financial Plan

Reduce or eliminate	Reduce or eliminate the use of fund balance to offset the tax rate.
Utilize	Utilize the Unassigned Fund Balance to offset the cost of Capital Projects • Pay as you go- using cash to pay for projects/equipment • Capital Reserve Funds
Eliminate	Eliminate the use of the UFB to subsidize the cost of operating expenses

In Summary



The 2024 Total budget is **15%** higher than the 2023 Budget.



The 2024 total projected revenues increase by **15.1%**.



The 2024 General Fund Budget is up by **5.8%**.



4.6% projected increase in the 2024 tax rate.



7.2% increase in Water rates and **5.2%** increase in Sewer rates.

Budget Overview All Funds

2023 Budget

- 4.1% increase in Tax Rate
- 8% increase in Water Rates
- 7.2% increase in Sewer Rates
- Total Budget **\$99,841,240**
- Without capital \$58,360,700

2024 Budget

- 4.6% increase in Tax Rate
- 7.2% increase in Water Rates
- 5.2% increase in Sewer Rates
- Total Budget **\$114,779,210**
- Without capital \$61,442,260
(**5.2%**)

General Fund Budget Change

\$38,460,840

2023

2024

\$40,702,460 5.8% Increase

Wage Increases

2.2% General Wage Increase (COLA)

3% Merit or Step Increase (for those eligible)

Consumer Price Index for Northeast is **2.2%** (6/30)

2024 Budgetary Impacts (Without CIP)



The 2024 Budget represents a cost increase of **5.2%** equal to **\$3,081,560.**



The total impact of cost increase drivers as listed on subsequent slides is equal to **\$3,097,340.**

Cost Increase Drivers

Wages **\$1,060,860**
(**2.2% GWI & 3% Merit/Step**)

Health 3.9%/Dental
4.7% Ins. cost
increase **\$447,740**

Retirement/WC/UC/
FICA/Medicare
\$87,000

Human Services -
\$487,190

Cost Increase Drivers (continued)

Wastewater
Repairs/Maint
\$324,300

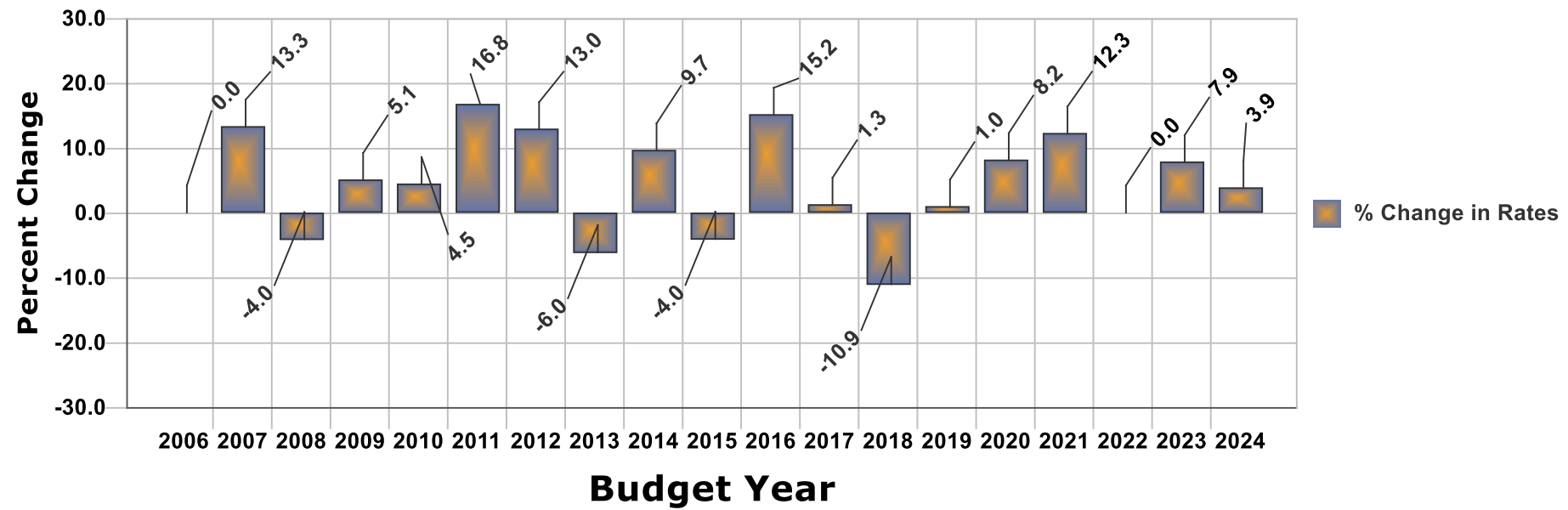
Water
Transfer to CRF
\$241,200

Library
Repairs/Maint
\$54,160

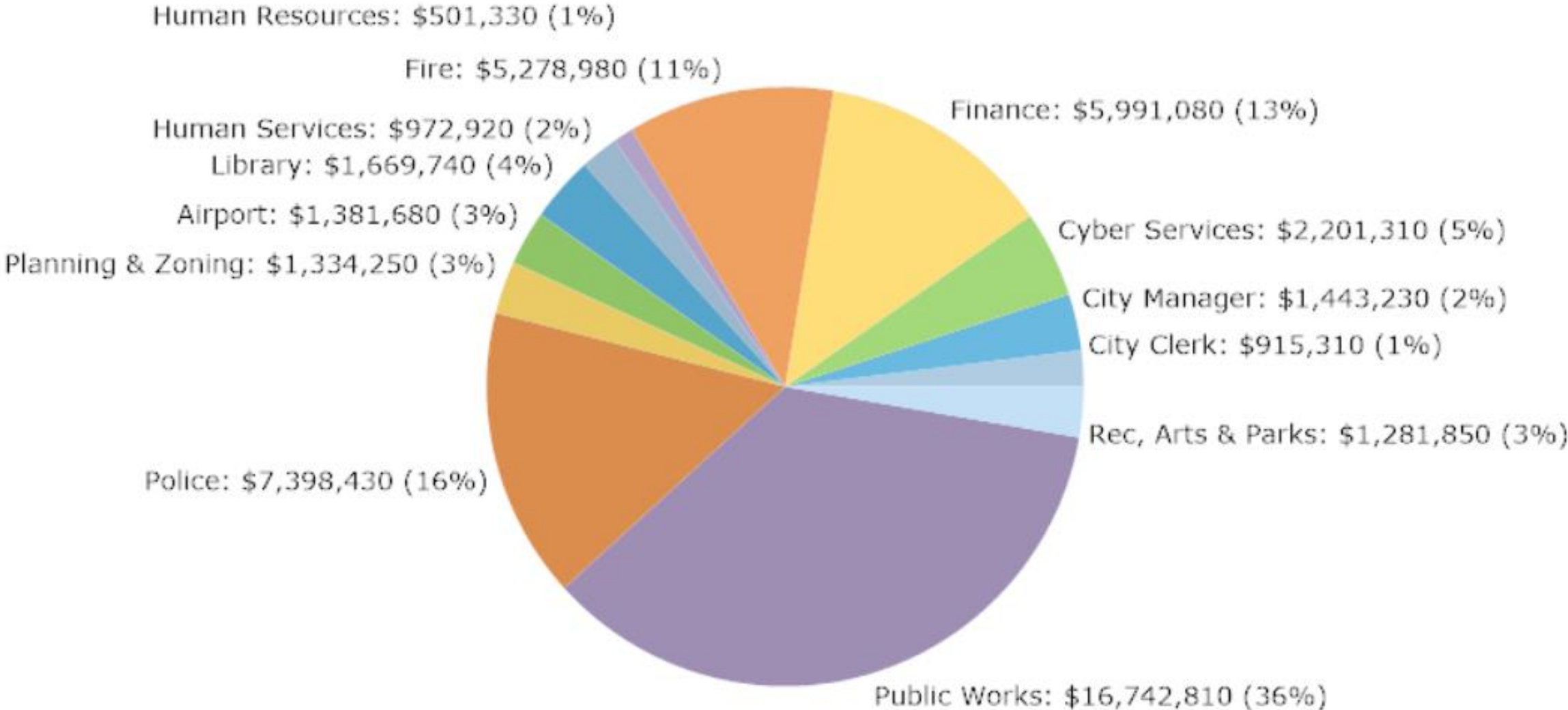
DPW Vehicle
Leases
\$192,890

DPW Repairs
Sidewalk/Signals
\$202,000

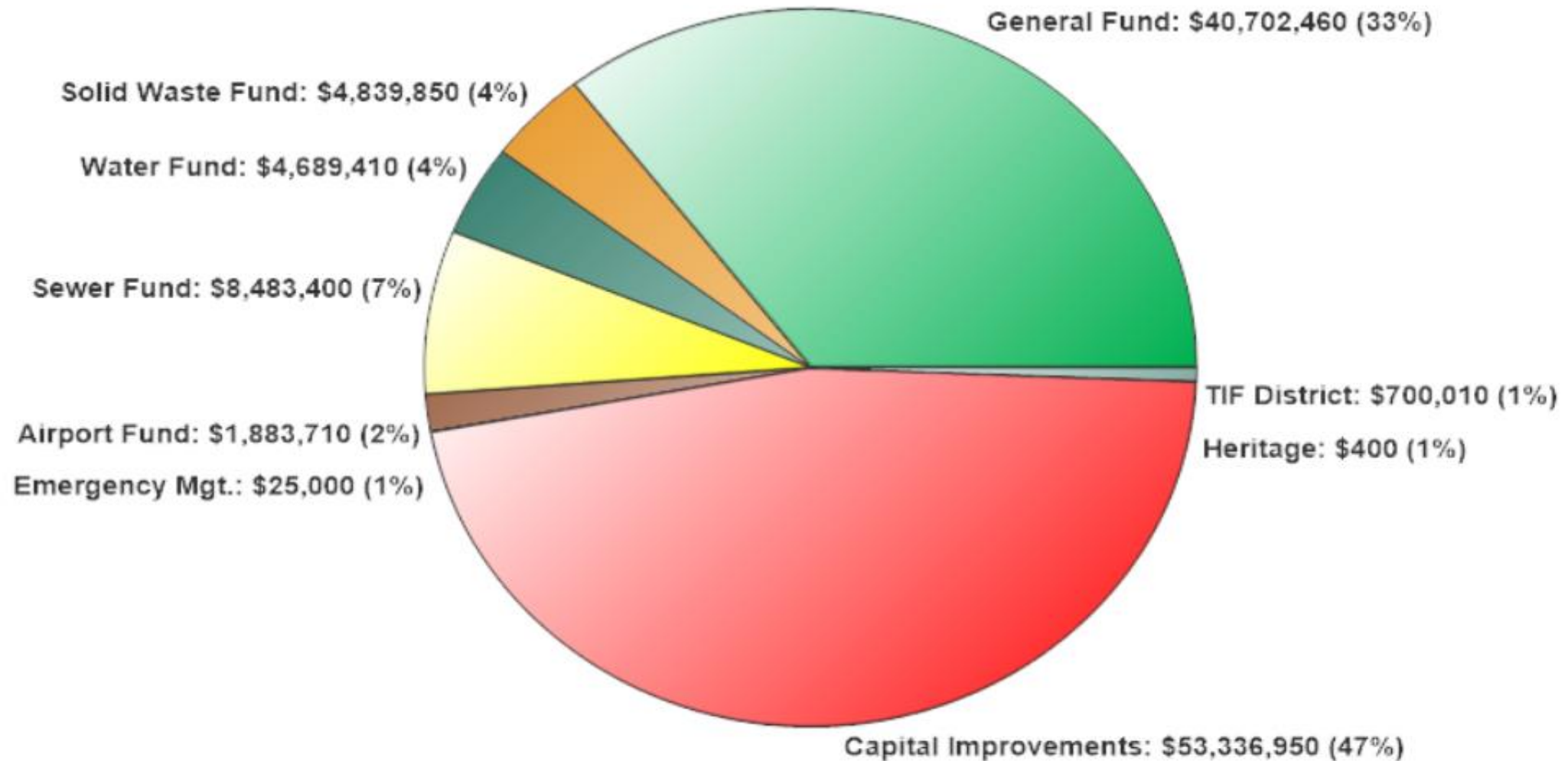
Health Insurance Rate History



Operating Budget by Department



2024 Budget By Fund



City Revenue Impacts Vary by Source



Property Tax



MV Registration Fees



Rooms & Meals Tax



Development Fees



Utility Users Tax,
Franchise
Payments



Recreation and
Fee Programs



State Revenue Impacts

No funding this year to offset retirement system

Municipal Bridge Aid & Highway Block Grant funding

Grants relative to Housing

Rooms & Meals Tax Distribution

Payment In Lieu of Taxes (PILOT)

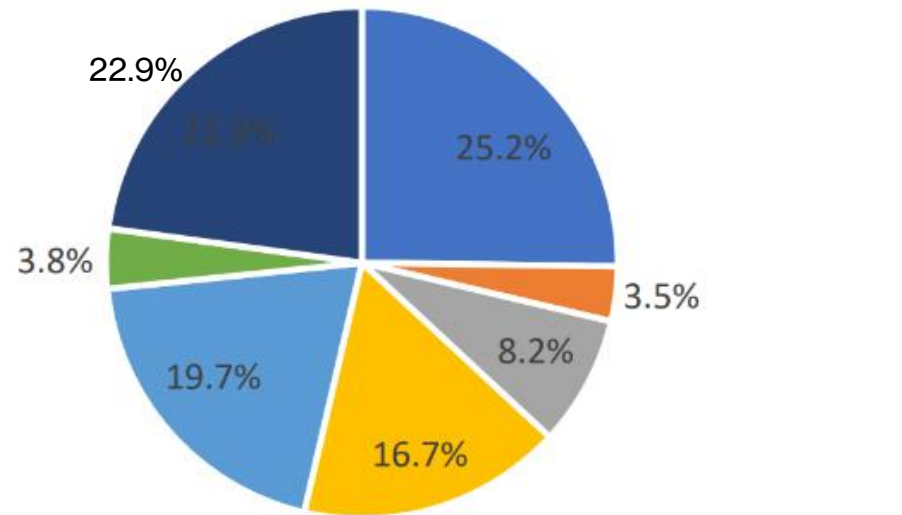
Alice Peck Day Hospital
owes approximately
\$919,713 in property
taxes

PILOT agreement
presently under
negotiation

Revenue Projections

- Taxes- 0.76% Increase
- Licenses & Permits – 6.19% Decrease
- Intergovernmental- 61.4% Decrease
- Charges for Services- 8.5% Increase
- Miscellaneous Sources- 262.9% Increase
- Interfund Transfers- 10.9% Decrease
- Bond Proceeds- 95.8% Increase

2024 Projected Revenue Sources



- Taxes
- Licenses and Permits
- Intergovernmental
- Charges for Services
- Other
- Interfund Transfers
- Bond Proceeds