

# KFH GROUP, INC.

---

## STAR Transit

### *Final Report*

December, 2013

*Prepared for:*

STAR Transit  
and the  
Virginia Department of Rail and Public Transportation



# Table of Contents

	<b><u>Page</u></b>
Chapter 1: Overview of Transit System	1-1
Introduction	1-1
Background	1-1
History	1-3
Governance and Organizational Structure	1-3
Transit Services Provided and Area Served	1-5
Fare Structure	1-8
Existing Facilities and Fleet	1-8
Safety and Security	1-10
Intelligent Transportation Systems (ITS) Program	1-10
Public Outreach	1-10
Other Transportation Services	1-11
Chapter 2: Goals, Objectives, and Standards	2-1
Introduction	2-1
Goals and Objectives	2-1
Service Standards	2-2
Process for Development and Updating Goals, Objectives and Service Standards	2-4
Chapter 3: System Evaluation and Transit Needs Analysis	3-1
Introduction	3-1
System Evaluation	3-1
Needs Analysis	3-16
Land Use Analysis - Key Transit Destinations	3-31
Chapter 4: Service and Organizational Alternatives	4-1
Introduction	4-1
Service Alternatives	4-1
Organizational Alternatives	4-13
Summary and Next Steps	4-16
Chapter 5: Operations Plan	5-1
Introduction	5-1
Financially Constrained Short-Term Projects	5-2

## Table of Contents (continued)

	<b><u>Page</u></b>
Mid-Term Projects	5-8
Vision Project	5-10
Organizational Alternatives	5-11
Establish On-Going Transit Advisory Committee	5-12
Chapter 6: Capital Improvement Program	6-1
Vehicle Replacement and Expansion Program	6-1
Facilities	6-5
Passenger Amenities	6-5
Equipment	6-6
Technology	6-6
Chapter 7: Financial Plan	7-1
Introduction	7-1
Operating Expense and Funding Sources	7-1
Vehicle Purchase Expenses and Funding Sources	7-6
Other Capital Expenses and Funding Sources	7-6
Chapter 8: TDP Monitoring and Evaluation	8-1
Coordination with Other Plans and Programs	8-2
Service Performance Monitoring	8-2
Annual TDP Monitoring	8-3
Appendix A	A-1
Appendix B	B-1
Appendix C	C-1
Appendix D	D-1
Appendix E	E-1
Appendix F	F-1
Appendix G	G-1



# Chapter 1

## Overview of Transit System

### INTRODUCTION

A Transit Development Plan, often referred to as a TDP, serves as a “road map” for public transportation improvements in a community or service area. The Virginia Department of Rail and Public Transportation (DRPT) requires that any public transit (bus, rail, ferry) operator receiving state funding prepare, adopt, and submit a TDP every six years. The TDP outlines the services that STAR Transit intends to implement during the six-year planning horizon, estimates what resources will be needed, what funding opportunities are likely to be available, and serves as a management and policy document. DRPT has adopted and updated TDP requirements that form the basis of the planning effort.

### BACKGROUND

STAR Transit (Shore Transit and Rideshare) serves the Eastern Shore of Virginia, which comprises Accomack and Northampton Counties. Figure 1-1 is a map of both counties. The 70-mile long region is part of the Delmarva Peninsula and is separated from the rest of Virginia by the Chesapeake Bay. Its population was 45,553 as of 2010.<sup>1</sup>

The terrain of Accomack and Northampton Counties is very flat throughout, ranging from sea level to 50 feet above sea level. The rural area has been devoted to cotton, soybean, vegetable and truck farming, and large-scale chicken farms. The land area of the shore includes barrier islands. At the northern end of the Atlantic side is the beach community of Chincoteague. Wallops Flight Facility, a NASA space launch base, is also located at Chincoteague. Tangier Island, off the western shore in the Chesapeake Bay, is another day-tourist destination. The Eastern Shore is geographically removed from the rest of Virginia; the 23-mile long Chesapeake Bay Bridge-Tunnel, which is part of U.S. Route 13, spans the mouth of the Bay and connects the Eastern Shore to South Hampton Roads and the rest of the state.

---

<sup>1</sup> 2010 United States Census.

**Figure 1-1: Geography of Accomack and Northampton Counties**



Source: U.S. Census

## HISTORY

In 1996, DRPT approved a \$150,000 grant for the Accomack-Northampton Transportation District Commission (ANTDC) to initiate a public transportation system. Commencing on October 7, 1996, the Red route operated north to Onley from Cape Charles and the Blue route operated south to Onley from Chincoteague. About six months later, the Yellow route was added, originally traveling north from Cape Charles to major employers along the Shore, along with the Green demand response route, operating between Gargatha and Painter. In March 1998, the Orange route was formed to serve Saxis and Sanford. The Purple route was established in April of 2000 to run opposite of the Red route, southbound from Cape Charles to Onley. Two express routes implemented include the Silver Express to connect with Worcester County Ride at the Maryland line and the Ruby Express, demand response between Machipongo and Painter. A new transit facility opened in Tasley in February of 2009<sup>2</sup>. Most of these routes are still in service, although some have been modified. More details regarding the current STAR Transit routes are detailed in a subsequent section.

Virginia Regional Transit (VRT) commenced management and operation of STAR Transit in January of 2010. VRT conducted a Comprehensive Operational Analysis and redesigned some of the routes. A full-time transit manager was hired in April 2013.

## GOVERNANCE AND ORGANIZATIONAL STRUCTURE

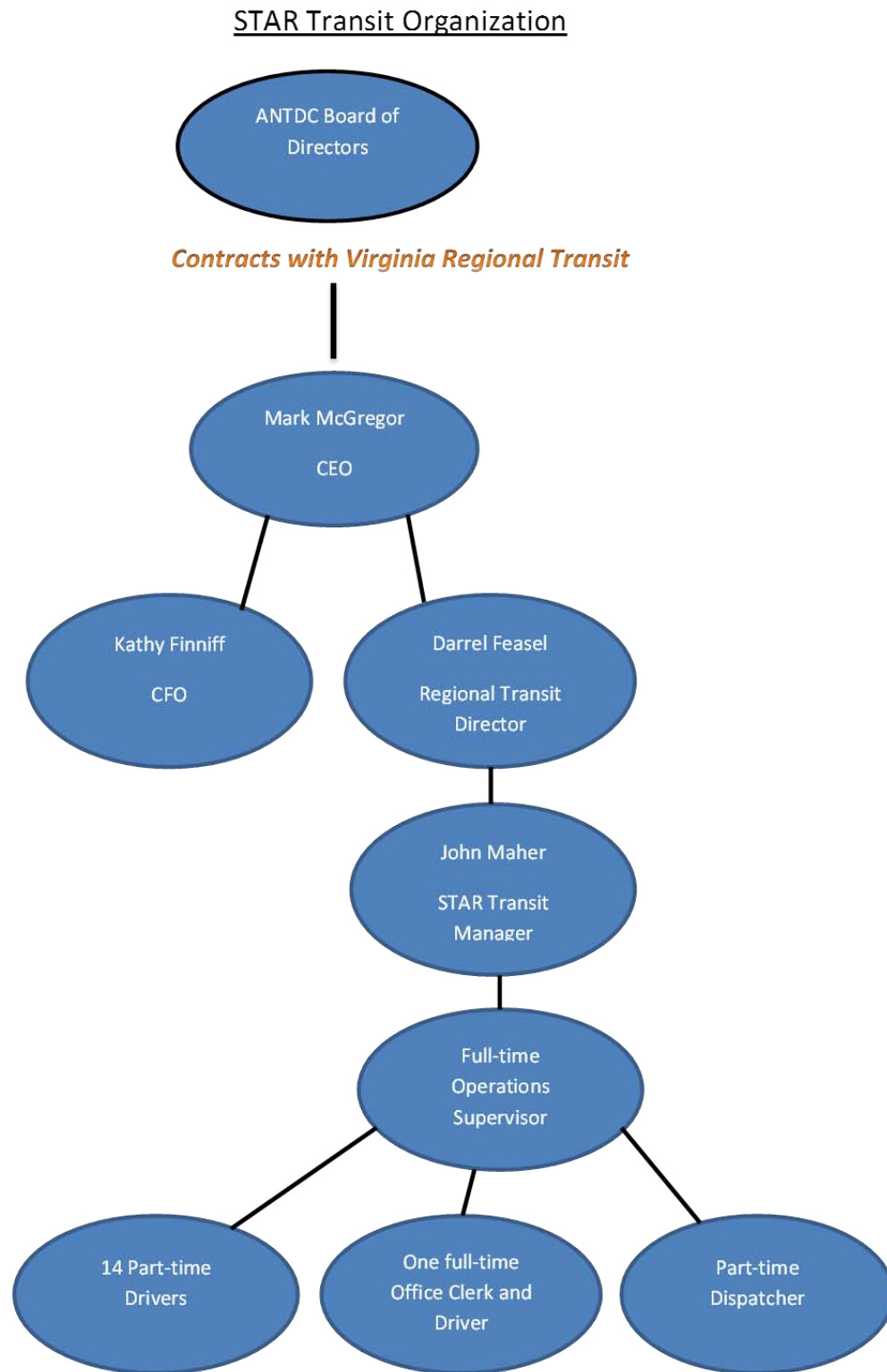
The regional transportation governing body for the region is the Accomack-Northampton Transportation District Commission. A subset of the commission is a six member Board of Directors to oversee STAR Transit. Each board member serves at the discretion of the appointing County, with no set term-length. The Virginia Regional Transit (VRT) Chief Executive Officer or Regional Transit Director reports to and communicates with the ANTDC Board of Directors on all matters relating to the operation of Star Transit. The ANTDC Board meets on a monthly basis, with the meeting typically held the first Tuesday of every month at 5:30 p.m. The current Board of Directors includes:

- Oliver H. Bennett, Chairman
- Donald L. Hart, Jr., Vice Chairman
- C. Reneta Major, Secretary-Treasurer
- Willie C. Randall
- Laurence J. Trala
- Ron Wolff

---

<sup>2</sup> <http://www.mystartransit.com/about>

**Figure 1-2: STAR Transit Organization**



The contract to operate and provide management services for STAR Transit was awarded to Virginia Regional Transit (VRT) in January 2010. VRT is, “a not-for-profit 501(c)(3) organization specializing in providing high quality, affordable community transportation service solutions.”<sup>3</sup> Figure 1-2 is a visual of the organization and relationship between the Board and VRT. The Memorandum of Agreement between the two parties can be found in Appendix A.

As of October 1, 2013 the Transit Manager is a STAR Transit Employee, previous to then the Transit Manager was a VRT employee. The STAR Transit Manager oversees the day-to-day operations of STAR Transit, and all of the employees under the STAR Transit Manager on the organization chart are employed by STAR Transit. The STAR Transit Dispatcher and Operations Supervisor assign drivers to routes that they are most familiar with and that fit their part time schedules. The STAR Transit office is open from 6:00 a.m. to 6:00 p.m. Monday through Friday in Tasley, Virginia.

## **TRANSIT SERVICES PROVIDED AND AREAS SERVED**

### **STAR Transit Bus Services**

The following public transportation routes are operated in the Eastern Shore service area Monday through Friday. Figure 1-3 is a map of the transit routes and the route schedule. Many of the stops do not show specific time points, are only served part of the day, or are served as deviations, which require a call for pick-up. Qualified ADA passengers may be dropped off at their curbside if it is within  $\frac{3}{4}$  of a mile of a scheduled route. This service requires 24 hours’ notice.

#### ***Red Northbound: Cape Charles – Onley***

The Red Route runs from 6:00 a.m. to 6:15 p.m. The route takes about an hour and 50 minutes from start to finish with an hour and 50 minute headway. This route serves a variety of residential and commercial destinations, as well as the Eastern Shore Community College, Nassawadox Hospital, and the library.

#### ***Purple Southbound: Onley – Cape Charles***

The Purple Route runs opposite of the Red Route from 6:20 a.m. to 6:05 p.m. Headway ranges from 1 hour and 40 minutes to almost 3 hours. The route takes about 1 hour and 40 minutes from start to finish. This route serves a variety of residential and commercial destinations, as well as the Eastern Shore Community College, Nassawadox Hospital, and the library.

---

<sup>3</sup> Virginia Regional Transit, “About US” <http://www.vatransit.org/>

***Blue Northbound: Onley – Bloxom***

The Blue Route runs from 7:45 a.m. to 5:32 p.m. with a headway of about two hours and 15 minutes. The route takes about an hour from start to finish. This route serves major destinations such as the Accomack Health Department, Social Services, and commercial establishments.

***Gold Southbound: Bloxom – Onley***

The Gold Route runs opposite of the Blue Route from 6:40 a.m. to 4:24 p.m. Headway is about 2 hours and 10 minutes and the route takes about an hour from start to finish. This route serves major destinations such as the Accomack Health Department, Social Services, and commercial establishments.

***Silver Northbound: Onley – Chincoteague***

The Silver Route runs from 9:08 a.m. to 6:15 p.m. with headway ranging from two to four hours. The route takes about 1 hour and 20 minutes. An express route is offered, departing the Walmart at 6:45 a.m. and arriving at Chincoteague Town Office at 7:30 a.m. A variety of commercial, residential, and public establishments are served, including Oak Hall Post Office, Food Lion, and the Tasley Food Bank.

***Orange Southbound: Chincoteague – Onley***

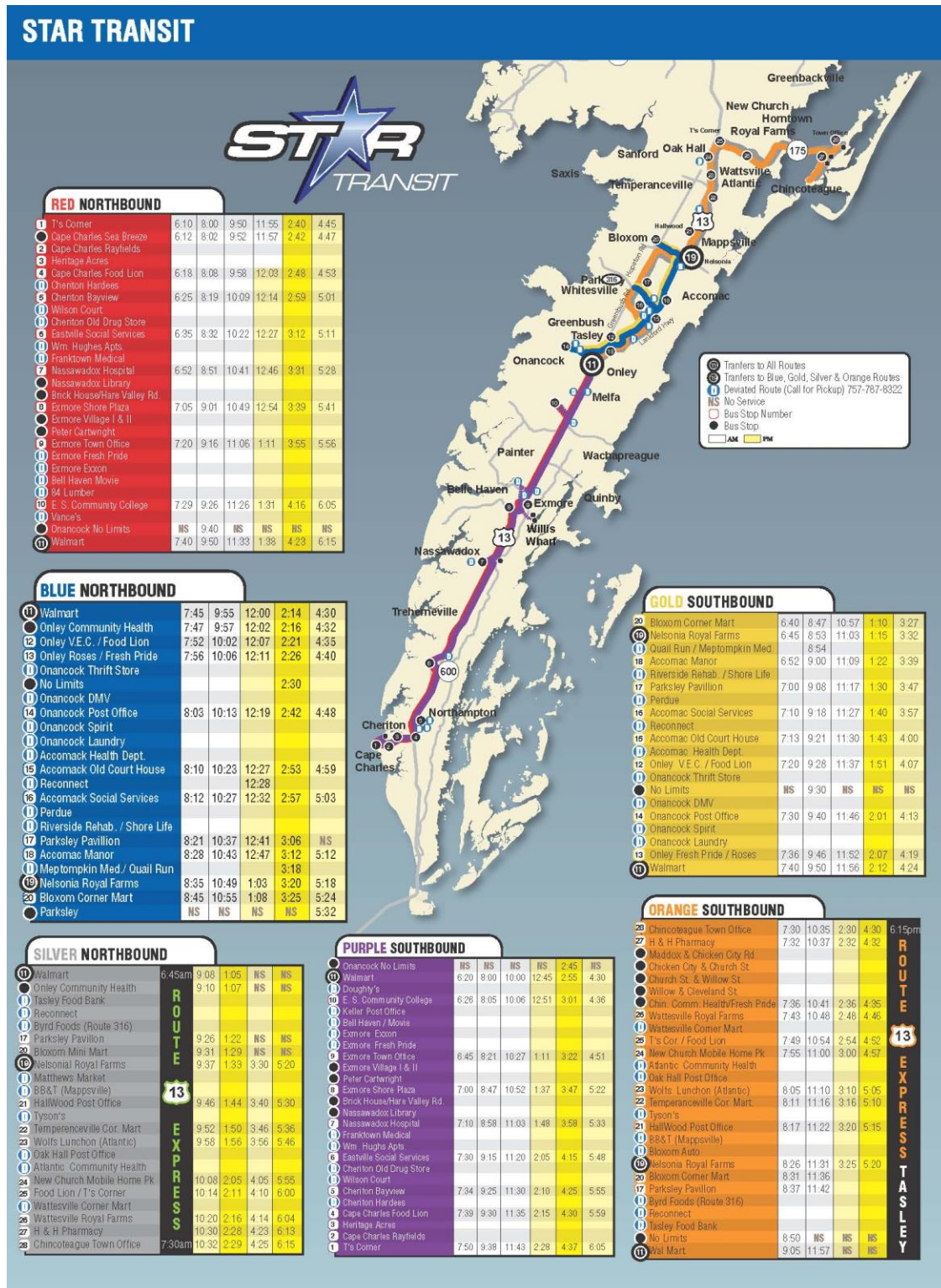
The Orange Route runs opposite of the Silver Route from 7:30 a.m. to 5:20 p.m. Headway ranges from two to three hours and the route takes about 1 hour and 30 minutes from start to finish. An express route is offered in the evening, departing Chincoteague Town Office at 6:15 p.m. A variety of commercial, residential, and public establishments are served, including Oak Hall Post Office, Food Lion, and the Tasley Food Bank.

***Green Demand Response Service***

The Green demand response service will pick up or drop off passengers as far north as Metompkin Medical in Gargatha and as far south as Corner Mart in Painter from 7:00 a.m. to 5:00 p.m.



Figure 1-3: STAR Transit Route Map and Schedule



## FARE STRUCTURE

Exact change is required when depositing the fare. The one way fare is \$0.50; however STAR Transit will deviate up to  $\frac{3}{4}$  of a mile from its fixed route to pick up qualified ADA passengers for \$1.00. The fare for the Green demand response service is \$3.00. Table 1-1 lists all of the fare options for STAR Transit patrons.

**Table 1-1: Fare Options for STAR Transit Riders**

Type of Fare	Population Served				
	Regular	Green Demand Response	ADA Route Deviation	ESCC Students	Children under 4
One-Way	\$0.50	\$3.00	\$1.00	Free	Free
20-ride punch card	\$10.00	\$50.00			

A 20 ride punch card can be purchased for \$10.00 for all routes, except the Green, where the punch card costs \$50.00. Students of the Eastern Shore Community College ride for free with a school identification card.

## EXISTING FACILITIES AND FLEET

STAR Transit currently has 8 revenue vehicles and one non-revenue vehicle. All 20-passenger vehicles are used for all routes and no vehicles are designated as spares. Most of STAR Transit's vehicles are stored at the STAR Transit facility in Tasley. One is stored in Eastville and another is sometimes stored in Chincoteague to minimize unnecessary mileage. VRT has a contract with Shore Tire and Auto for vehicle maintenance.

VRT buses are equipped with bicycle racks. An inventory of all VRT vehicles used for STAR Transit is listed in Appendix B.

There are some bus stop signs and a handful of bus shelters throughout the service area, including a bus shelter in the Town of Exmore and another on the Eastern Shore Community College campus. More bus shelters and bus stop signs have recently been ordered. Other improvements to STAR include a raise for drivers after a 4-year stint, uniforms, and advertising on buses.





*Transit Facility in Tasley*



*STAR Transit Vehicle*



*Bus Shelter in Exmore*

## **SAFETY AND SECURITY**

STAR Transit does not have a Safety and Security Plan in place. According to VRT, STAR accident packets and step-by-step procedures for drivers are located on all vehicles. The procedures to be followed include: notifying the dispatcher or operations supervisor on duty to contact police or emergency services if necessary (if this has not yet been done by the driver); the operations supervisor or transit manager go to the scene of the accident; an accident report is submitted to the VRT Director of Fleet Maintenance and Safety within 24 hours; the Transit Manager determines if the accident was preventable and makes recommendations for follow-up action to the Accident Review Committee; and the Accident Review Committee makes a decision with follow-up actions within 30 days of the incident. In addition, VRT has recently instituted a monthly driver-training program.

## **INTELLIGENT TRANSPORTATION SYSTEMS (ITS) PROGRAM**

STAR Transit completed installation of GPS units on the entire fleet of buses which has resulted in the ability to provide real-time data to passengers.<sup>4</sup> The GPS units track mileage, fuel economy, and speed, among other features. A monitor is mounted on the wall in the dispatch office.<sup>5</sup>

STAR Transit uses Verizon “push to talk” cell phones to communicate between transit vehicles and to the dispatch office. Video teleconferencing equipment is located at the STAR Transit facility.

## **PUBLIC OUTREACH**

STAR Transit schedules are posted on VRT’s website. In addition, route brochures are given out to various organizations and businesses throughout the Eastern Shore. The STAR Transit Manager meets with various organizations to discuss mobility and the Regional Transit Director and VRT CEO have spoken at a number of public meetings concerning STAR Transit.

---

<sup>4</sup> Virginia Regional Transit 2011 Annual Report  
<http://www.vatransit.org/annual%20pdfs/annual2011.pdf>

<sup>5</sup> <http://www.co.accomack.va.us/home/showdocument?id=1114>

## OTHER TRANSPORTATION SERVICES

### Intercity Bus

Intercity bus service is available in Oak Hall and Exmore at Exxon stations. The Greyhound stop for Oak Hall is located at 6491 Lankford Hwy and for Exmore is at 2668 Lankford Hwy. The Virginia Beach - Norfolk - Philadelphia/New York route serves both stops on the Eastern Shore. Exhibit 1-1 displays the northbound and southbound routes, respectively.

### Airports

The Eastern Shore is served by three small airports, Accomack County, Tangier Island, and Campbell Field, located on the Middle and Lower Shores. The closest international airport is Norfolk International.<sup>6</sup>

### Ferry

In May through September, the Onancock Ferry transports passengers to Tangier Island for about \$30 roundtrip. Charter service is available on the off-season. Other ferries are available to Tangier Island from Crisfield, MD and Reedville, VA.<sup>7</sup>

### Amtrak

There are no Amtrak rail stations on the Eastern Shore. The closest station is in Norfolk at Tides' Stadium, served by the Northeast Regional route. The route connects Virginia Beach (by thruway bus) to Boston (MA) via Richmond, Washington D.C., Baltimore (MD), Philadelphia (PA), New York (NY) and New Haven (CT).

### Medicaid Transportation

Transportation for Medicaid recipients and some Medicare recipients is arranged by Logisticare for this region of Virginia.

---

<sup>6</sup> [http://www.esvatourism.org/es\\_services/services\\_select.asp?cat2ID=44&ref=trans](http://www.esvatourism.org/es_services/services_select.asp?cat2ID=44&ref=trans)

<sup>7</sup> [http://www.esvatourism.org/es\\_services/services\\_select.asp?cat2ID=46&ref=trans](http://www.esvatourism.org/es_services/services_select.asp?cat2ID=46&ref=trans)

**Exhibit 1-1: Greyhound Route 420 Timetables****VIRGINIA BEACH - NORFOLK - PHILADELPHIA/NEW YORK  
TABLE 420**

Carrier	SCHEDULE NUMBER		904	900	908	906
	1-16-13		NOR NYD		NOR NYD	VAB NYD
	FREQUENCY			● 57	● 57	
GL	Virginia Beach, VA	LV				
	Norfolk, VA	AR				
	Norfolk, VA	LV	06:30	13:00	15:15	23:00
	Exmore, VA		07:50		16:35	00:15
	Oak Hall, VA ( <i>T's Corner</i> )		08:40		17:25	01:05
	Univ of Maryland, MD ( <i>Student Svc Ctr</i> )		09:25	15:30	18:10	D 01:45
	Salisbury, MD	AR	09:45	15:50	18:30	02:05
	Salisbury, MD	LV	10:00	16:10	18:45	02:15
	<i>Rest Stop</i>					
	Ocean City, MD					
	<i>Rest Stop (Royal Farms, DE)</i>		15"	30"	30"	15"
	Dover, DE		11:35	18:00	20:35	03:50
	Newark, DE ( <i>Univ of Delaware</i> )		12:20	18:45	21:20	
	Wilmington, DE	AR	12:50	19:15	21:50	04:50
	Wilmington, DE	LV	13:10	19:35	22:00	04:55
	Newark NJ	AR D	15:20	D 21:45		D 07:10
	Newark NJ	LV D	15:30	D 21:45		D 07:10
GL	New York, NY	AR	16:05	22:20	00:10	07:45
● Will operate Mon Jan 21 instead of Sun Jan 20 Will operate Mon Feb 18 instead of Sun Feb 17 Will operate Mon May 27 instead of Sun May 26						

**NEW YORK/PHILADELPHIA - NORFOLK - VIRGINIA BEACH  
TABLE 420**

Carrier	SCHEDULE NUMBER		903	909	905	901
	1-16-13		NYD NOR	NYD NOR	NYD NOR	NYD NOR
	FREQUENCY			● 57		● 57
GL	New York, NY	LV	08:30	13:30	20:15	22:00
	Newark, NJ	AR	09:00	14:00	20:40	22:30
	Newark, NJ	LV	09:05	14:05	20:45	22:35
	Wilmington, DE	AR	11:20	16:20	23:00	D 00:45
	Wilmington, DE	LV	11:35	16:35	23:15	
	Newark, DE ( <i>Univ of Delaware</i> )		12:05	17:05		
	Dover, DE		12:50	17:50	00:30	D 01:35
	<i>Rest Stop (Royal Farms DE)</i>		30"	20"	15"	15"
	Ocean City, MD					
	<i>Rest Stop</i>					
	Salisbury, MD	AR	14:40	19:30	01:50	03:05
	Salisbury, MD	LV	14:55	19:45	01:50	03:05
	Univ of Maryland, MD ( <i>Student Svc Ctr</i> )		15:25	20:05	02:10	
	Oak Hall, VA ( <i>T's Corner</i> )		16:10	20:45	D 02:45	
	Exmore, VA		17:00	21:35	03:30	
	Norfolk, VA	AR X	18:30	22:50	04:45	05:45
	Norfolk, VA	LV				
GL	Virginia Beach, VA	AR				
● Will operate Mon Jan 21 instead of Sun Jan 20 Will operate Mon Feb 18 instead of Sun Feb 17 Will operate Mon May 27 instead of Sun May 26						

## **Non-Profit and Community Transportation Services**

### ***Pony Express***

Any individuals can pay \$0.25 to ride this fixed route trolley in the Town of Chincoteague from May (weekends only) with daily service running mid-June until November.

### ***Bayview Citizens for Social Justice***

Volunteer vehicles are used to transport seniors, individuals earning a low income, and youth to meal programs and activities within Northampton County.

### ***Eastern Shore Area Agency on Aging***

Seniors, individuals with disabilities, and individuals earning low incomes can take advantage of door-to-door transportation for meals at senior centers, shopping trips, and programs such as Head Start within Accomack and Northampton Counties.

### ***Eastern Shore Community Services Board***

Individuals with developmental disabilities, mental illness, and substance abuse issues can receive door-to-door transportation to and from the facilities in Accomack and Northampton Counties. Trips covered by Medicaid can also be provided.



# Chapter 2

## Goals, Objectives, and Standards

### INTRODUCTION

This section presents the goals and objectives that STAR Transit aims to achieve. It is important that the transit system have specific goals, objectives, and service standards to help guide the system and objectively measure if the system is accomplishing its mission. The mission of STAR Transit is "...to provide safe, reliable, and cost-efficient general public transportation services to the residents of the Eastern Shore."<sup>1</sup> Although STAR Transit does not have an adopted set of goals for their transportation program, presented below are general, but appropriate goals, objectives, and standards for consideration.

### GOALS AND OBJECTIVES

#### Goals and Objectives

Goals provide policy guidance as to how the transit system's mission should be accomplished. Objectives provide more specific and tangible direction as to how transit goals can be met. Securing and maintaining federal and state funding is needed to reach the goals listed below. Goals and objectives for STAR Transit to consider adopting include:

**Goal:** *Offer convenient access to medical facilities, employment areas, shopping, and community agencies.*

**Objectives:**

- Provide route deviation fixed-route service to employment opportunities for residents.
- Increase the hours the service operates.
- Examine ways to modify the routes to cover more areas of the Counties.

---

<sup>1</sup> <http://www.mystartransit.com/about>

**Goal:** *Provide adequate mobility options that enable residents to maintain personal independence and be engaged in civic and social life.*

**Objectives:**

- Examine ways to provide better transportation options for residents which would also benefit tourists.
- Strengthen coordination and explore partnerships between Accomack and Northampton Counties, the Town of Chincoteague, the Planning District Commission, STAR Transit, and private vendors that provide transit service.

**Goal:** *Manage, maintain, and enhance the existing public transportation system to ensure safe and reliable transportation services.*

**Objectives:**

- Compile and analyze reference information that can provide objective data for making route changes.
- Continue to maintain the fleet in accordance with the manufacturer's maintenance schedules.
- Replace vehicles and equipment as recommended by DRPT's useful life criteria.
- Monitor system safety and take corrective actions if necessary.
- Provide new and increased marketing of the service.
- Help improve the environment by offering transportation alternatives beyond the automobile.

## SERVICE STANDARDS

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

STAR Transit does not currently have adopted service standards. There are several basic service standards that could be used to help evaluate service on a regular basis to ensure that STAR Transit is carrying out its mission in the most effective manner possible. Table 2-1 includes proposed service standards for STAR Transit.



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

Category	Standard
<b>Availability</b>  <i>Service availability is a direct reflection of the level of financial resources available for the transit program. Service coverage, frequency, and span of service are considered under the category of "availability."</i>  <i>Frequency currently ranges from about every 2 to 4 hours.</i>	<i>Service Coverage:</i> <ul style="list-style-type: none"> <li>Residential Areas: <ul style="list-style-type: none"> <li>Areas with population densities of 2,000 people per sq./mile</li> </ul> </li> <li>Major Activity Centers: <ul style="list-style-type: none"> <li>Employers or employment concentrations of 200+ employees</li> <li>Health centers</li> <li>Middle and high schools</li> <li>Shopping centers with over 25 stores or 100,000 sq. ft.</li> <li>Social service/government centers</li> </ul> </li> </ul> <i>Frequency:</i> <ul style="list-style-type: none"> <li>Reduce headways wherever feasible.</li> </ul>
<b>Dependability</b>	95% on-time service (0 to 5 minutes late) -- No trips leaving early
<b>Productivity (Pass./rev. hour)</b>	Review service and consider modifications if productivity falls below the FY11/12 average of 6.02 passenger trips per revenue hour.
<b>Cost Effectiveness (Cost per trip)</b>	Review service and consider modifications if operating costs exceed the FY11/12 average of \$7.90 per passenger trip.
<b>Cost Efficiency (Cost per revenue hour)</b>	Review service and consider modifications if operating costs exceed the FY11/12 average of \$47.57 per revenue hour.
<b>Bus Stop Signs</b>	Located at scheduled stops and key destinations; include system name, contact information, and route.
<b>Public Information</b>	Timetable, maps, and website maintained and updated as needed to be accurate.
<b>Revenue Equipment</b>	Working heat and air condition; vehicles are clean and in good condition.

In addition to the proposed performance standards presented, it is recommended that STAR Transit develop objectives addressing safety and security. A recommended safety standard could be:

- No fatalities.
- No more than .1 Reportable Incidents per 100,000 vehicle miles<sup>2</sup>.

A recommended security standard could call for:

- No security incidents or losses due to vandalism.
- Maintaining a record of incidents, vandalism losses, etc.

## **PROCESS FOR DEVELOPMENT AND UPDATING GOALS, OBJECTIVES AND SERVICE STANDARDS**

These draft goals, objectives, and service standards were developed as a component of the 2013 Transit Development Plan for STAR Transit. The system did not previously have these measurement tools in place. As such, it is recommended that STAR Transit and ANTDC examine these goals, objectives, and service standards on an annual basis to ensure that they are appropriate and keep to what the system is experiencing. STAR Transit can update these measures:

- If additional goals are envisioned,
- If specific goals, objectives, or standards are no longer appropriate, represent under-achievement, or cannot reasonably be attained; or
- To reflect new circumstances.

---

<sup>2</sup> This standard is based on the national rate as reported in the FTA National Transit Database (NTD) Rural Transit reports. In the NTD, a Reportable Incident is defined as:

A safety or security incident occurring on transit property or otherwise affecting revenue service that results in one or more of the following conditions:

- A fatality confirmed within 30 days of the incident
- An injury requiring immediate medical attention away from the scene for one or more persons
- Property damage equal to or exceeding \$25,000
- An evacuation for life safety reasons; or
- A mainline derailment

Currently rural reporting for NTD is done by DRPT, which is why it collects certain data elements from individual rural systems like STAR Transit.

## **Chapter 3**

# **System Evaluation and Transit Needs Analysis**

### **INTRODUCTION**

This chapter of the TDP focuses on two primary analyses – the evaluation of the current service and the transit needs analysis, both of which contribute to the development of service alternatives and improvements. Since one of the key purposes of the TDP is to improve the efficiency and effectiveness of transit services, the system evaluation helps identify areas for improvement in STAR Transit’s operational performance and any capital needs. The system evaluation includes a peer review to determine how STAR Transit service has performed in comparison to other transit agencies in the Commonwealth with similar operating characteristics.

The needs analysis provided an important opportunity to engage the community to identify unmet transit needs and issues, which STAR Transit may help address as the system grows. While STAR Transit’s ridership growth from 2012 to 2013 was a good indicator of transit need and demand in the community, the TDP analyzes demographic data, input from rider surveys, and related transportation and land use studies to formally identify unmet needs and gaps in transportation services. The analyses described below highlight transit needs and issues in and around the Eastern Shore that will be considered in developing the service alternatives.

### **SYSTEM EVALUATION**

STAR Transit’s evaluation was multi-faceted and included an assessment of the current system’s performance, relative to performance standards and peer transit systems, an evaluation of transit equipment and facilities, and a review of compliance requirements. This analysis was important to gauge how successful STAR Transit’s service has been to date and to identify any areas for improvement that the transit system should address to maintain efficient and effective service.

## Evaluation of Existing Service

STAR Transit has been in operation for about 16 years, but as noted previously, VRT took over management of the system in 2010. Performance evaluation for the purpose of this study includes only data from 2010 to present. Table 3-1 provides performance data for FY 2011 through FY 2013 for STAR Transit. Note that the FY 2013 data represents nine months of true data and three months of forecasted data, since the current fiscal year is not yet over. Each forecasted month comprised of the average of the first nine months of FY 2013 data.

**Table 3-1: STAR Transit Performance Data and Measures for FY 2011-2013**

Performance Data and Measures	FY 2011	FY 2012	FY 2013*
One-Way Passenger Trips	60,401	71,933	82,420
Revenue Hours	10,023	11,958	13,826
Revenue Miles	297,006	332,049	378,356
Operating Expenses	\$497,861.64	\$543,648.02	\$606,033.57
Farebox	\$36,823.59	\$38,573.83	\$40,135.06
Farebox Recovery	7.4%	7.1%	6.6%
Passenger Trips/Revenue Hour	6.03	6.02	5.96
Passenger Trips/Revenue Mile	0.20	0.22	0.22
Operating Cost/Revenue Hour	\$49.67	\$45.46	\$43.83
Operating Cost/Revenue Mile	\$1.68	\$1.64	\$1.60
Operating Cost/Passenger Trip	\$8.24	\$7.56	\$7.35

\*The federal FY runs from October 1 through September 30. Since the current FY has not yet concluded, the FY 2013 data represents the first 9 months of the year, October 2012 through June 2013 plus three forecasted months in order to complete the year.

Source: STAR Transit, Virginia Regional Transit

STAR Transit serves towns and areas, most of which have a population of 500 persons or less per square mile. This is lower than the service coverage standard of serving areas with population densities of at least 2,000 persons per square mile; however almost all major destinations are served by the transit service. The number of passenger trips per hour in FY 2013, 5.96, falls below the proposed service standard of 6.02. The cost effectiveness of \$7.35 per passenger trip and cost efficiency of \$43.83 per revenue hour in FY 2013 has improved from the proposed service standards of \$7.90 per trip and \$47.57 per hour.

## Operating Budget

The expenditures and revenues for STAR Transit are included as part of its annual budget. Table 3-2 provides a summary of STAR Transit's operating revenue since VRT took over management of the system. The numbers below were taken from STAR Transit's budgets approved by DRPT's Rail and Public Transportation Improvement Program. DRPT approved budgets can be found in Appendix C.

**Table 3-2: STAR Transit Operating Budgets**

Operating Budget	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Fares (Farebox & Other)	\$53,925	\$40,000	\$35,000	\$35,000	\$28,848
Federal (FTA Section 5311)	\$238,645	\$183,250	\$189,750	\$244,479	\$288,716
Federal (ARRA FTA Funding)	\$48,182	n/a	n/a	n/a	n/a
State (Operating Assistance)	\$69,320	\$60,467	\$77,694	\$90,310	\$63,367
Local (Local General Funds)	\$169,325	\$122,783	\$112,056	\$154,169	\$225,350
<b>Total</b>	<b>\$579,397</b>	<b>\$406,500</b>	<b>\$414,500</b>	<b>\$523,958</b>	<b>\$606,281</b>

Source: DRPT FY 2010-2014 Rail and Public Transportation Improvement Program

## On-Board Rider Surveys

To supplement the review of existing planning documents, this needs analysis included a survey to better understand the travel behavior, level of satisfaction, and motivation behind riders of the transit system. An analysis of the survey results shows real or perceived gaps in the transit system as well as general suggestions from the riders that the agency may take note of to improve quality or increase ridership.

Surveys were distributed on-board the transit vehicles on July 24, 2013. Riders completed a two-page survey, distributed and collected by KFH Group staff. The participants were instructed to only complete one survey. A copy of the survey can be found in Appendix D and the results in Appendix E.

The study team conducted this survey in an effort to gather the opinions of riders of STAR Transit as well as to determine any unmet transit needs their responses may reveal. During the one day of survey distribution and collection, a total of 92 surveys were completed by fixed-route riders.

### *Trip Patterns of Surveyed Riders*

The first part of the survey helped determine the general travel behavior of STAR Transit riders.

- The majority of survey participants, about 70 percent, were riding the Purple and Red routes, which serve Northampton County. This high number of participants

is supported by the count of passengers riding each bus route on that same day. About 70 percent of total passenger boardings occurred on the Red and Purple routes. Passenger counts will be discussed in a subsequent section.

- Over 70 percent of riders did not need to transfer to another bus to complete their trip.
- The most popular destinations were Nassawadox Hospital and Cape Charles at 13.6 percent and 10.6 percent respectively. The Walmart was the third most popular destination for 7.6 percent of survey participants. The seemingly low percentage of riders traveling to the Walmart as their final destination was surprising because this is the hub and transfer point for all of the bus routes.
- Over 85 percent of participants paid the one-way \$0.50 fare.
- Trips lasted 45 minutes or less for 75 percent of respondents.
- Almost 50 percent of customers who completed the survey were using the bus service to access employment, and another 15 percent for shopping.
- Almost 70 percent of customers reported riding the bus two to ten times a week.

### *Service Improvements*

While the first part of the survey established a sense of rider travel patterns, a few questions that followed and a section for general comments garnered any need for service improvements. The top three service improvements expressed by customers can be viewed in Table 3-3.

- Almost 45 percent of survey participants answered that there are specific destinations that they would like to see served by STAR Transit. The most popular destination suggested was the Tidewater area.
- Many of the general comments were positive, giving praise to STAR Transit. The second most popular comment was the need for weekend service.

**Table 3-3: Top Three Service Improvements, Results from Rider Survey**

Service Improvement	Percent Response
Weekend service	75.6%
Later evening hours of service	53.8%
Improved on-time performance	34.6%

### ***Rider Satisfaction***

The next part of the survey gave an idea of STAR Transit riders' level of satisfaction with the transit service.

- When asked to rate their overall satisfaction with STAR Transit, over 90 percent said they were very satisfied or satisfied. Only 2.5 percent said they were unsatisfied, and no one responded with a very unsatisfied level of satisfaction with the system.
- When asked what they liked most about the bus system, about 39 percent of respondents stated that it was the cheap fares. Almost 30 percent of survey respondents liked least that the bus is often not on time.

### ***Rider Characteristics***

The final section of the survey helped determine the demographic makeup of STAR Transit riders:

- Only about 20 percent of respondents answered that they have a car and half of them did not have the car available for this trip.
- More than half of survey participants do not have a driver's license.
- About 70 percent of customers who completed the survey were between the ages of 25 and 64.
- About 43 percent of customers are employed full-time.
- Over 60 percent of customers who reported an annual household income earn less than \$15,000, and overall, about 93 percent had an annual household income of less than \$35,000.

### **STAR Transit Ridership – On/Off Counts**

This section takes a closer look at existing ridership patterns to identify ways to improve the current routes and potentially add service or amenities to the most popular transit stops. The TDP evaluation of the current service involved conducting passenger on/off counts to help determine riders' travel patterns and needs. The passenger counts were conducted by KFH Group staff on July 24, 2013. The counts included data from all of the bus runs over the course of one day on all six deviated fixed routes.

## Total Activity

Ridership is measured by the total activity, or the sum of daily boardings and alightings, at a given stop. Passenger boardings and alightings were noted at the bus stops printed on the schedule, referred to as “time points”, and at deviation stops that riders requested. Table 3-4 depicts the stops with the highest total activity and Figures 3-1 through 3-3 illustrate total activity for each route pairing of the transit system.

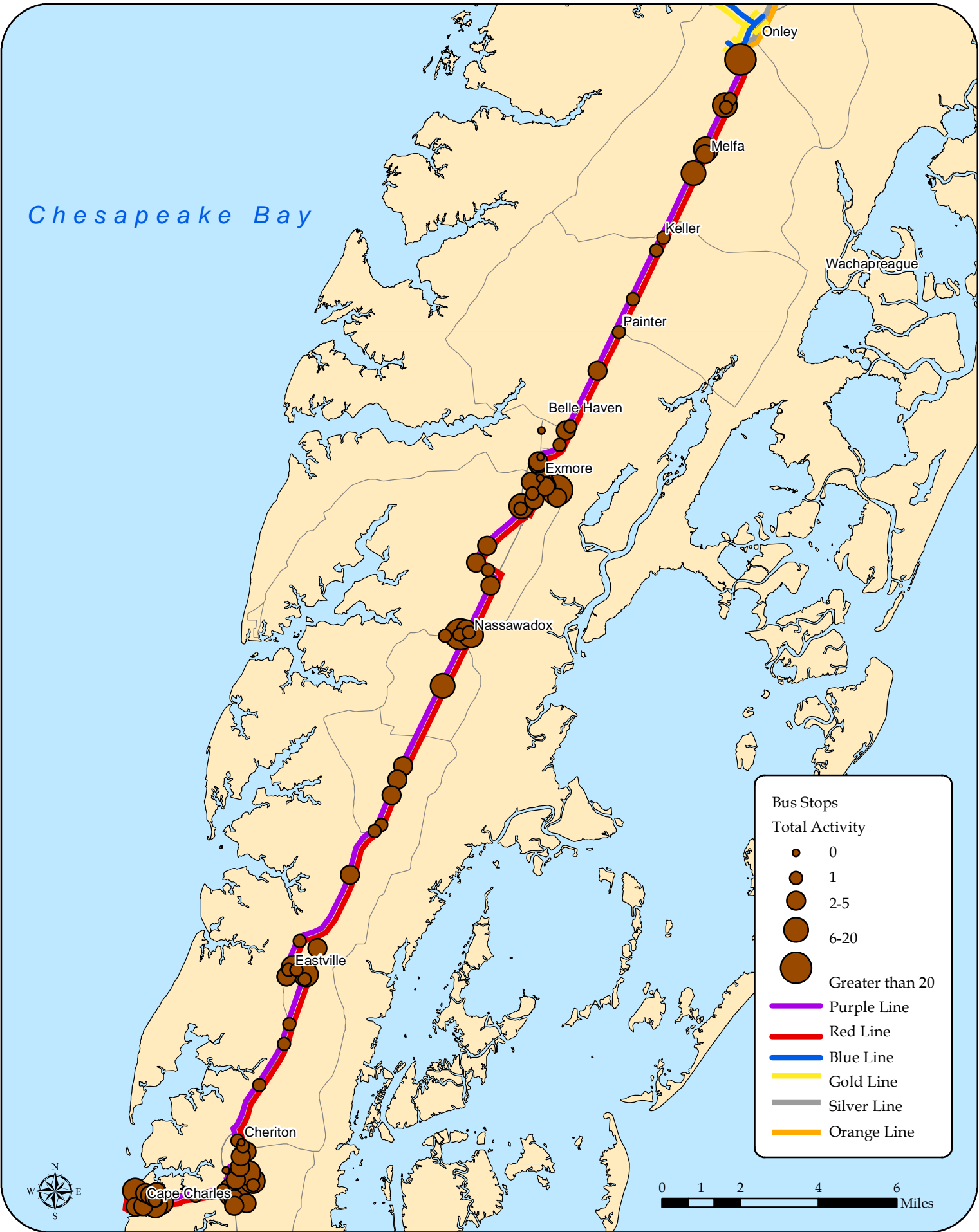
- The Red and Purple Routes had the highest ridership on the day of the passenger counts, recording a total stop activity of 438 passengers (boardings and alightings). The two routes combined total to about 22 revenue hours of service per day. This equates to 19.91 passenger trips per revenue hour, the highest productivity of the three route pairings.  
Figure 3-1 depicts the activity at each stop along the routes. The route is busiest in the towns: Onley, Exmore, Nassawadox, Eastville, Cheriton, and Cape Charles. Specific stops that produced the most activity include the Walmart, Cape Charles Food Lion, Nassawadox Hospital, Exmore Village I & II, and Doughty’s.
- The total activity on the Blue and Gold Routes on the day of the passenger counts was 115. Using one bus for both routes, the total revenue hours for the day are about 11. This equates to 10.45 passenger trips per revenue hour.  
Figure 3-2 depicts the activity at each stop along the Blue and Gold routes. The stops with the greatest activity were Nelsonia Royal Farms and Walmart.
- The total activity on the Orange and Silver Routes was 57, the lowest of the three route pairings. With revenue hours totaling 11 hours for the day, the number of passenger trips per revenue hour was 5.18.  
Figure 3-3 depicts the activity at each stop along the Orange and Silver routes. The stops with the greatest activity were Nelsonia Royal Farms and Walmart.

**Table 3-4: Results from Passenger Counts, 10 Most Popular Stops**

Bus Stops	Total Activity
Walmart ( <i>transfer</i> )	91
Nassawadox Hospital	38
Nelsonia Royal Farms ( <i>transfer</i> )	28
Cape Charles Food Lion	23
Exmore Village I & II	22
Culls Woods Apartments	18
Exmore Town Office	16
Parksley Pavilion	15
Heritage Acres	14
Onancock No Limits	14



Figure 3-1: Total Activity on Red and Purple Routes



Source: U.S. Census; KFH Group

Figure 3-2: Total Activity on Blue and Gold Routes

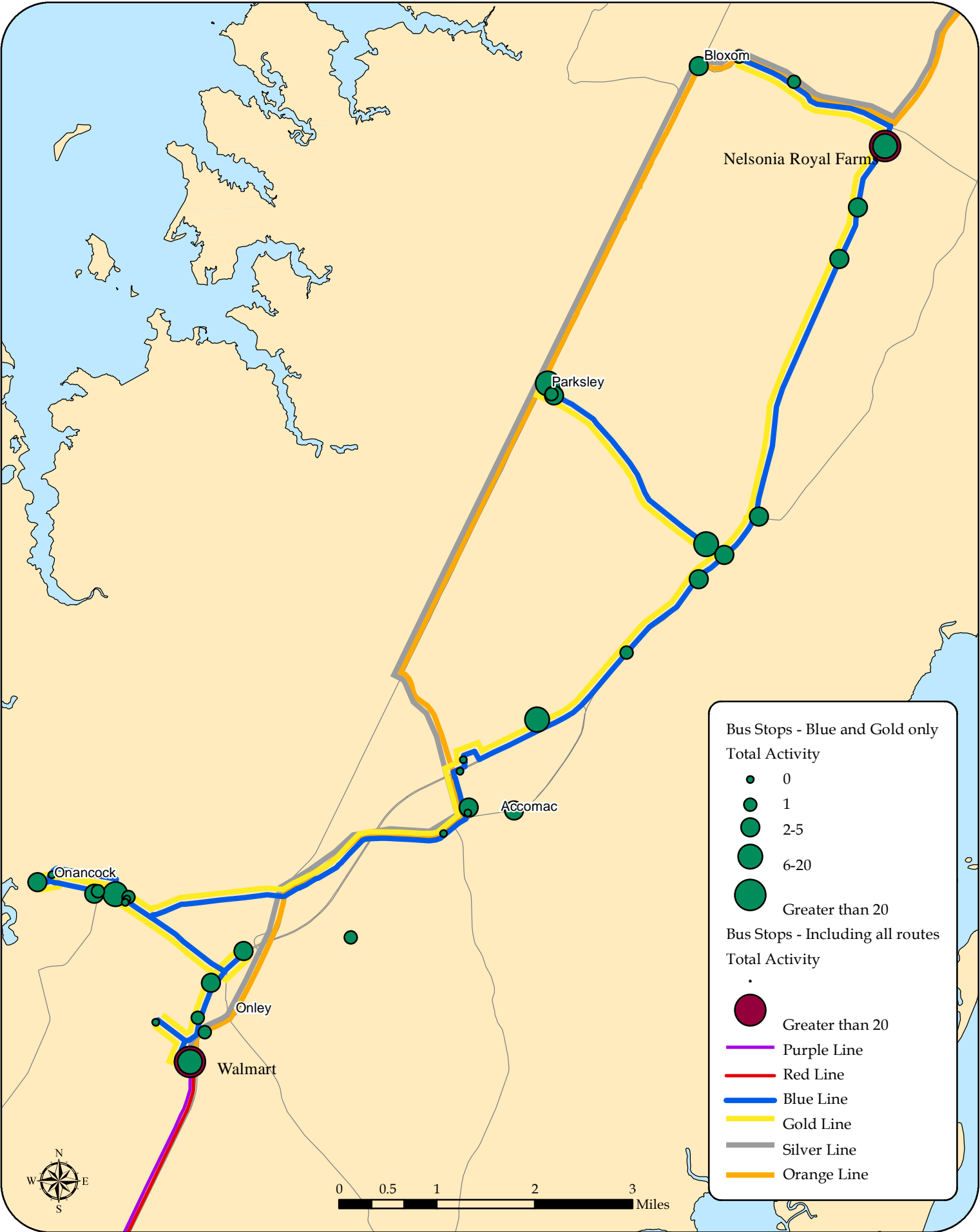
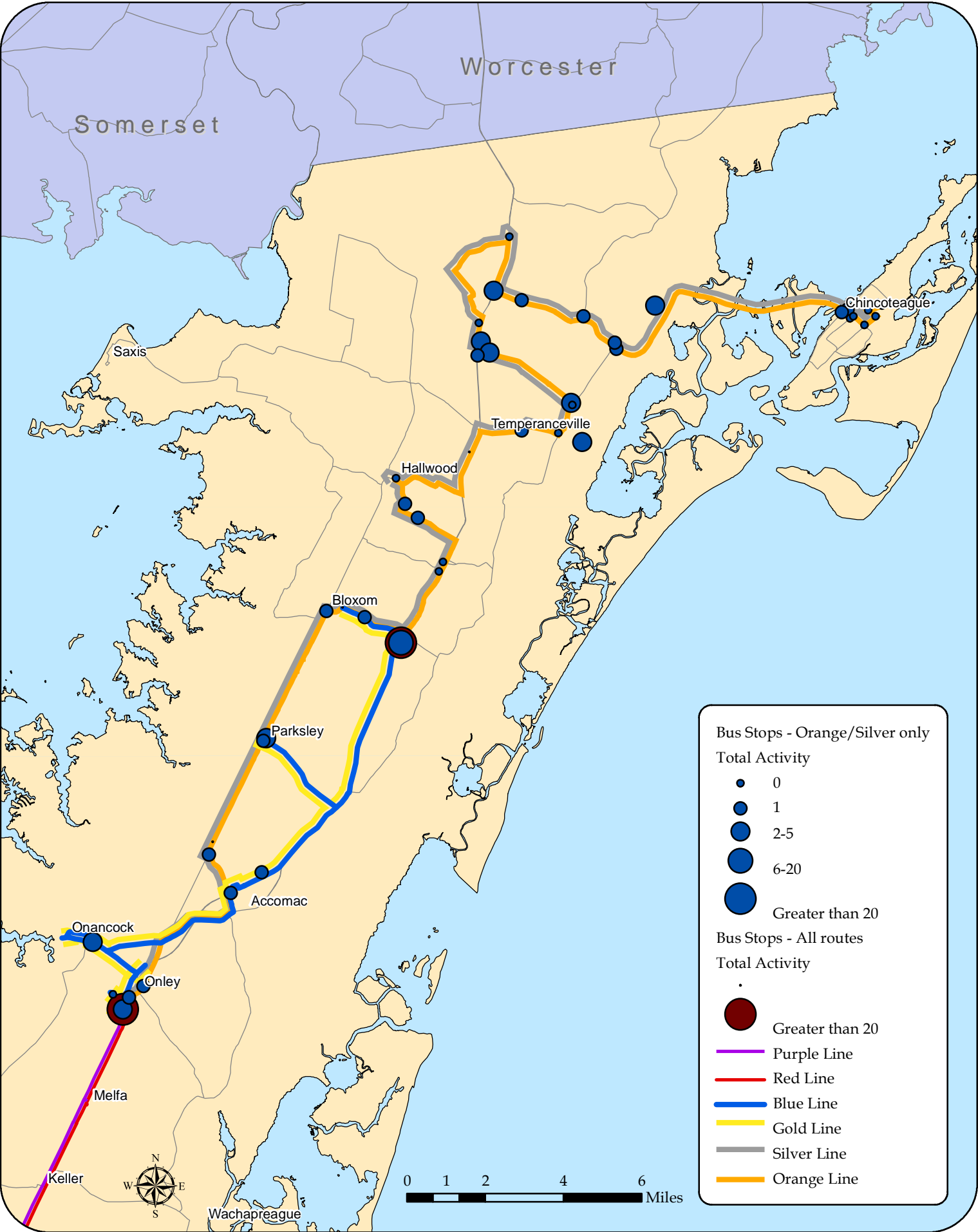


Figure 3-3: Total Activity on Orange and Silver Routes



Source: U.S. Census; KFH Group

### ***Passenger Load***

The on/off counts provided the opportunity to determine STAR Transit's current passenger load, which is the number of riders on a single transit vehicle. Passenger load serves as a good indicator of capacity issues.

The sample day of on/off counts indicated that STAR Transit currently has sufficient capacity to meet passenger loads. Drivers indicated that the buses are very crowded on the 1<sup>st</sup> and 3<sup>rd</sup> of the month and the Gold/Blue lines are crowded on Thursdays; however, the buses are serving the average capacity of each month.

### ***On-Time Performance***

Industry standards consider the bus to be on-time if it arrives within 5 minutes after the time printed on the schedule, and late if it arrives more than 5 minutes after the scheduled time. The bus is considered early if it leaves a stop before the scheduled time. To determine the punctuality of each route, actual times were compared to scheduled times at three points for each run: the route origin, mid-point, and just before the final destination. The trip segments were classified as early, on-time (0-5 minutes late), late (more than 5 minutes late) or very late (greater than 15 minutes late). Table 3-5 displays the on-time performance analysis results.

**Table 3-5: Results from Passenger Counts, On-Time Performance**

Route	Trip Segments	Early (>0 min. early)	On Time (0-5 min. late)	Late (>5 min. late)	Very late (>15 min. Late)
Purple	15	0.00%	25.00%	25.00%	50.00%
Red	16	0.00%	35.29%	52.94%	11.76%
Blue	12	0.00%	21.43%	42.86%	35.71%
Gold	10	0.00%	21.43%	50.00%	28.57%
Silver	13	0.00%	40.00%	20.00%	40.00%
Orange	17	0.00%	16.67%	25.00%	58.33%

Under the proposed "Dependability" category for service standards, the standard was 95 percent on-time service, with no trips leaving early. It is notable that STAR Transit is unlikely to depart a stop before the scheduled time, based on the on-time performance analysis. However, a large percentage of all of the routes were late or very late, most likely caused by the considerable number of deviations and buses

waiting at transfer points for other late buses. Sufficient buffer time needs to be built into the schedule to account for deviations.

### **Transit Operator Input**

Driver input was solicited as KFH Group rode STAR Transit for the passenger counts. Most driver comments were regarding operations. It was suggested that Hallwood Post Office and New Church Mobile Home Park be transitioned to call-in stops because there is very little to no demand in these communities on a regular basis. Also, Accomack Social Services and Social Security should not be serviced when they are closed. Social Services is open from 8:30a.m. to 5:00p.m. Monday through Friday. The Social Security office is open from 9:00a.m. to 3:00p.m. Monday, Tuesday, Thursday, and Friday and from 9:00 a.m. to 12:00 p.m. on Wednesdays.<sup>1</sup>

### **Peer Review**

While it is most relevant for a transit agency to examine its own performance over time, it is valuable to know the operating statistics for transit programs that could be considered “peers”, in terms of size, location, and service area characteristics. The study team used FY 2011 and 2012 data provided by DRPT. The transit systems chosen for this analysis include:

- Blackstone Area Bus,
- Graham Transit; and
- Pulaski Area Transit.

The results of this peer review are presented in Table 3-6. Although STAR Transit is somewhat “peerless” because it runs along a peninsula with one main highway, each of the systems reviewed offer some similarities for analysis purposes.

The review of the peer data in regard to productivity indicates that STAR Transit:

- Has a cost per mile that is almost a dollar less than the peer average. This is impressive as the STAR Transit system covers 70 miles of the Eastern Shore peninsula through two counties.

---

<sup>1</sup> <http://www.virginiannavigator.org/vn/home-and-community-based-care-medicaid-waiver-program/accomack-county-department-of-social-services/program-124327.aspx>  
<http://socialsecurityhop.com/offices/social-security-office-accomac-va-23301-virginia>

- Has the second lowest number of passenger trips per mile, of .22. That is understandable because of the number of miles covered. STAR Transit covers about 80,000 more revenue miles than the peer average.
- May need to improve the number of passenger trips per hour. Compared to its peers, STAR Transit has a lower number of passenger trips per revenue hour than three out of five of its peers.

**Table 3-6: Peer Comparison**

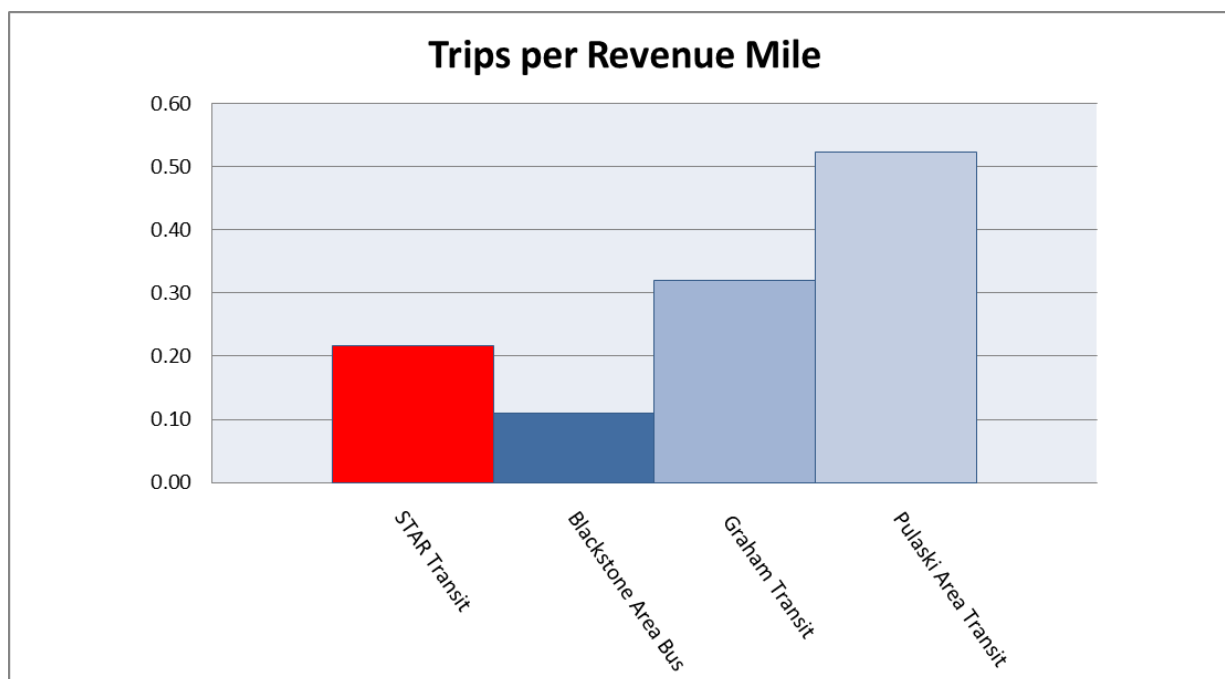
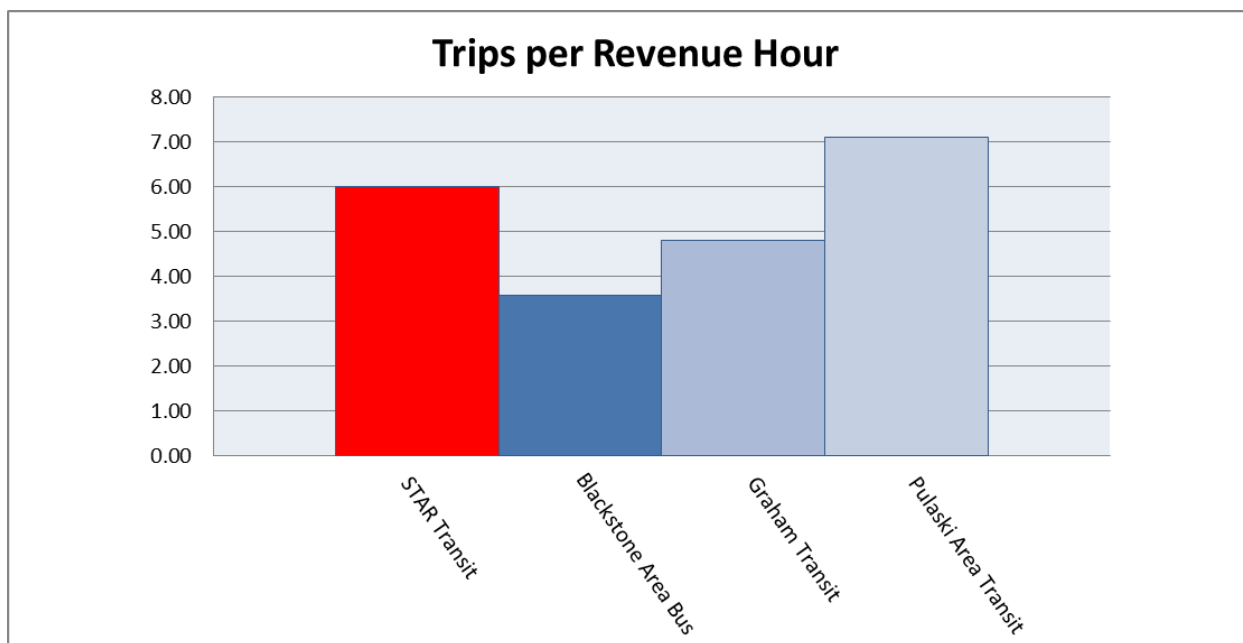
Service Characteristics & Performance Measures	STAR Transit	Peer Average	Blackstone Area Bus	Graham Transit	Pulaski Area Transit
Peak Vehicles	4	n/a	6	3	8
Service Area Population	50,000	n/a	6,000	6,000	49,000
Service Area Pop. Density	20	n/a	911	584	66
Passenger Trips	71,933	<b>60,163</b>	45,621	33,304	101,565
Revenue Hours	11,958	<b>11,331</b>	12,769	6,920	14,304
Revenue Miles	332,049	<b>238,632</b>	417,464	104,200	194,233
Operating Expenses	\$543,648	<b>\$358,137</b>	\$456,452	\$226,164	\$391,794
Passenger Trips/Rev. Hour	6.02	<b>5.16</b>	3.57	4.81	7.10
Passenger Trips/Rev. Mile	0.22	<b>0.32</b>	0.11	0.32	0.52
Operating Cost/Rev. Hour	\$45.46	<b>\$31.94</b>	\$35.75	\$32.68	\$27.39
Operating Cost/Rev. Mile	\$1.64	<b>\$1.76</b>	\$1.09	\$2.17	\$2.02
Operating Cost/Trip	\$7.56	<b>\$6.68</b>	\$10.01	\$6.79	\$3.86

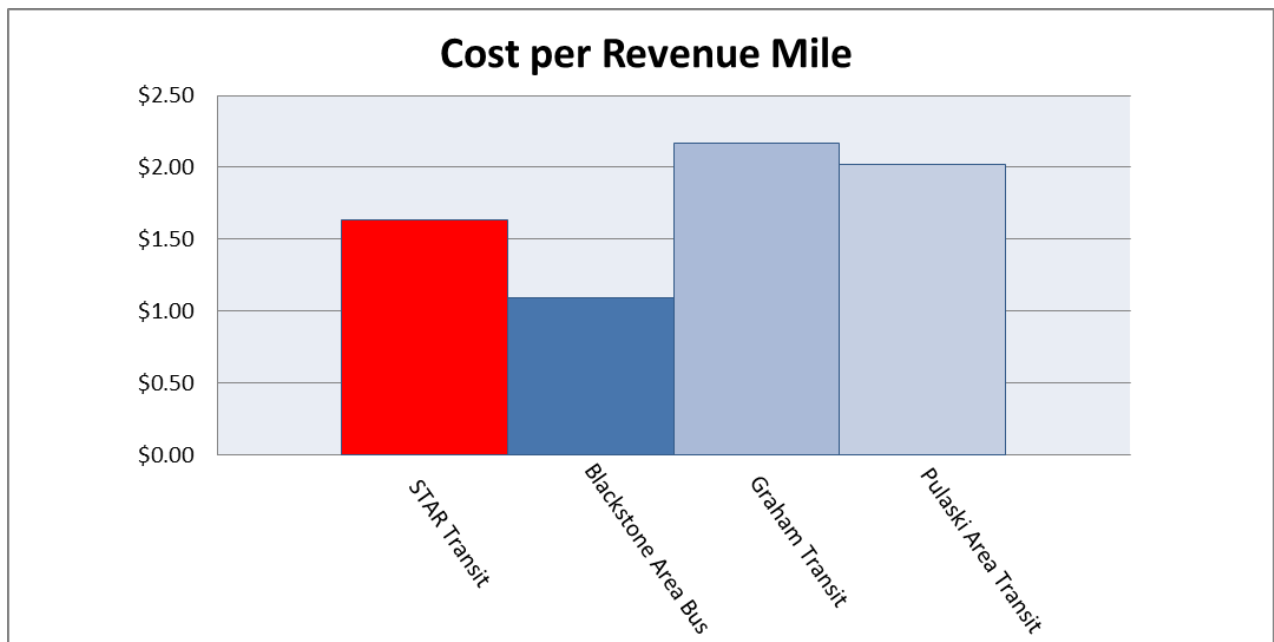
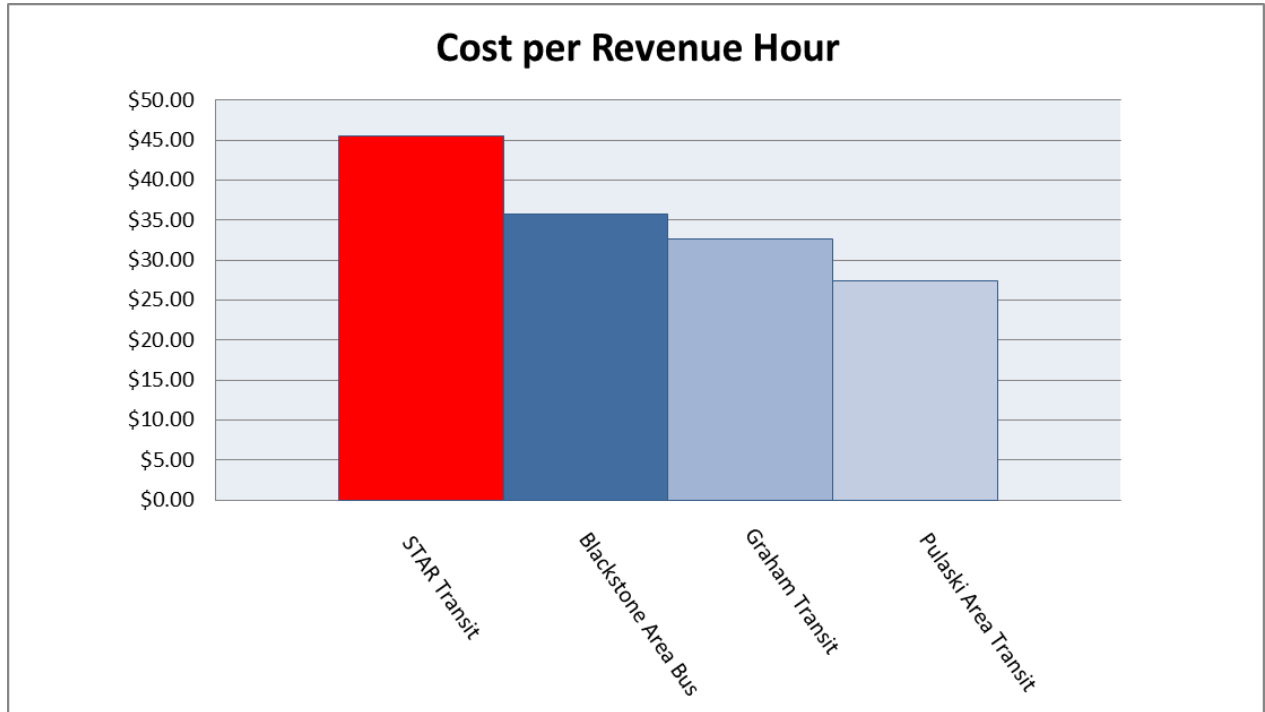
Data Sources:

DRPT's FY12 Performance Data: Passenger Trips, Revenue Miles & Revenue Hours from:

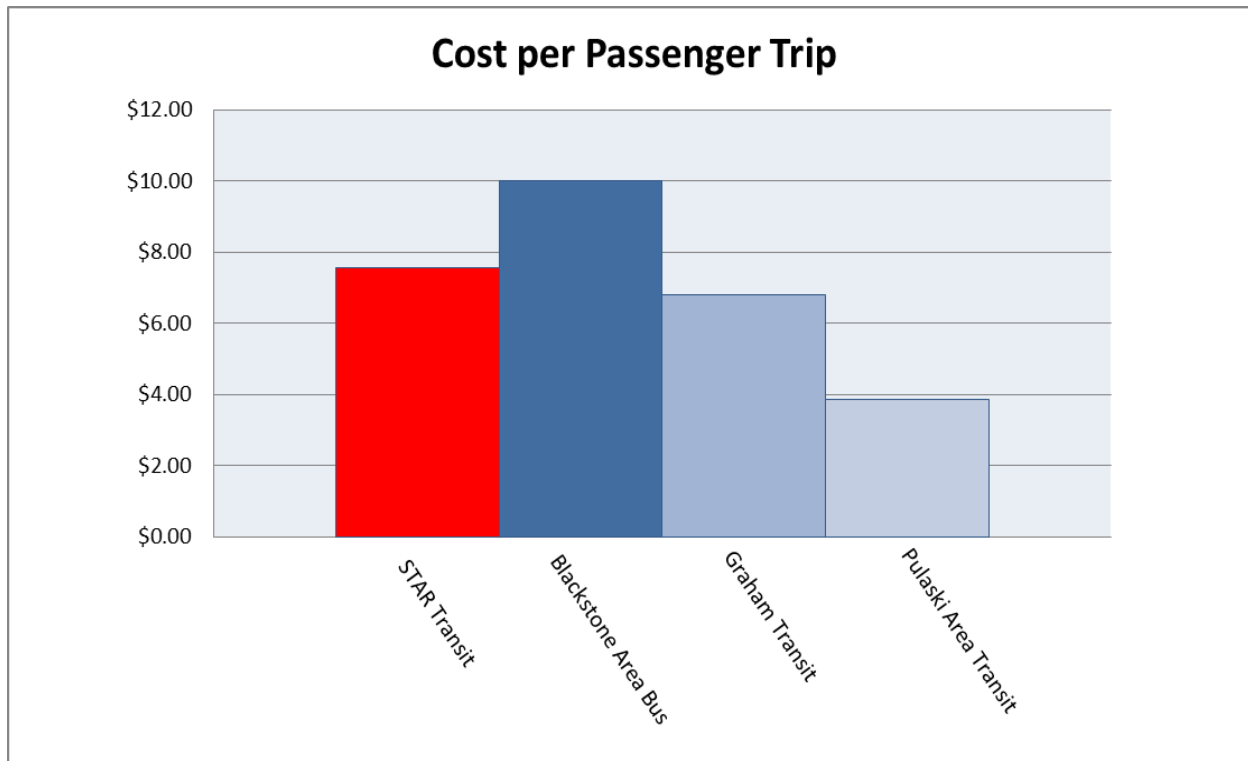
[http://www.drpt.virginia.gov/activities/files/PerformanceData\\_Transit\\_2012\\_TSDAC\\_FY11\\_Miles\\_Hours\\_Compare.pdf](http://www.drpt.virginia.gov/activities/files/PerformanceData_Transit_2012_TSDAC_FY11_Miles_Hours_Compare.pdf).

Other peer data from: <http://www.drpt.virginia.gov/activities/files/111312%20Peer%20Group%20Spreadsheet.xlsx>.









## Evaluation of Equipment and Facilities

### *Revenue Equipment*

STAR Transit's vehicles seem to be in good working condition. One of the buses did not have working air conditioning in the back of the bus on the day of the passenger counts.

### *Operations Facility*

The operations facility in Tasley is well equipped with dispatch, a conference room, a kitchenette, and restrooms.

### *Passenger Amenities*

Bus stop signs and shelters are located sporadically throughout the service area. More bus stops signs are needed and shelters placed at popular stops and transfer points, such as the Walmart and Nelsonia Royal Farms.

## **Review of Title VI Report**

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities that receive financial assistance from the federal government. VRT's Title VI Plan was completed in 2012 and can be found in Appendix F. This plan outlined VRT's policies and procedures to ensure that the transit system does not discriminate on the basis of race, color, or national origin.

## **Federal Transit Administration Triennial Review**

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

## **NEEDS ANALYSIS**

### **Population Characteristics and Trends**

While most localities saw their population increase during the decade, the Eastern Shore was one of 30 localities in Virginia that experienced population loss. In fact, Accomack County lost more than 10 percent of its population.<sup>2</sup>

Greater than half of the population of Accomack and Northampton Counties is White. About 78 percent have achieved a high school degree or higher and about 19 percent have achieved a Bachelor's degree or higher, both percentages lower than the State of Virginia. Both Accomack and Northampton have a higher homeownership rate than the state at 74 percent and 69 percent respectively, but a lower median value of owner-occupied units. The percentage of people below poverty in both counties combined is 19 percent, greater than the state percentage of 10.7.

### **Population Density**

Population density is often an effective indicator of the types of public transit services that are most feasible within a study area. While exceptions exist, an area with a density of at least 2,000 persons per square mile will generally be able to sustain frequent, daily fixed-route transit service. Conversely, an area with a population density below this threshold but above 1,000 persons per square mile may be better suited for demand-response or deviated fixed-route services.

---

<sup>2</sup> The Weldon-Cooper Center for Public Service. [www.coopercenter.org](http://www.coopercenter.org).

Figure 3-4 portrays Accomack and Northampton counties' population density by Census block group. No census blocks on the Eastern Shore have a population density greater than 2,000 persons per square mile. Onancock and Chincoteague contain a population density of between 1,001 and 2,000 persons, and pockets of the service area, such as Cape Charles, Exmore, Onley, and Parksley have a population density between 101 and 500 persons per square mile.

### Methodology for Transit Dependence Index

The Transit Dependence Index (TDI) is an aggregate measure that may be used to effectively display relative concentrations of transit dependent populations within a study area. The framework for the TDI is based on the findings of a 2004 National Cooperative Highway Research Program (NCHRP) report that examined the process of assessing environmental justice persons and, subsequently, produced an index to locate concentrations of minority and low-income populations. The NCHRP report introduced the Environmental Justice Index (EJI), which the report's authors stated may be modified to include additional protected population factors.<sup>3</sup>

#### *Population Groups*

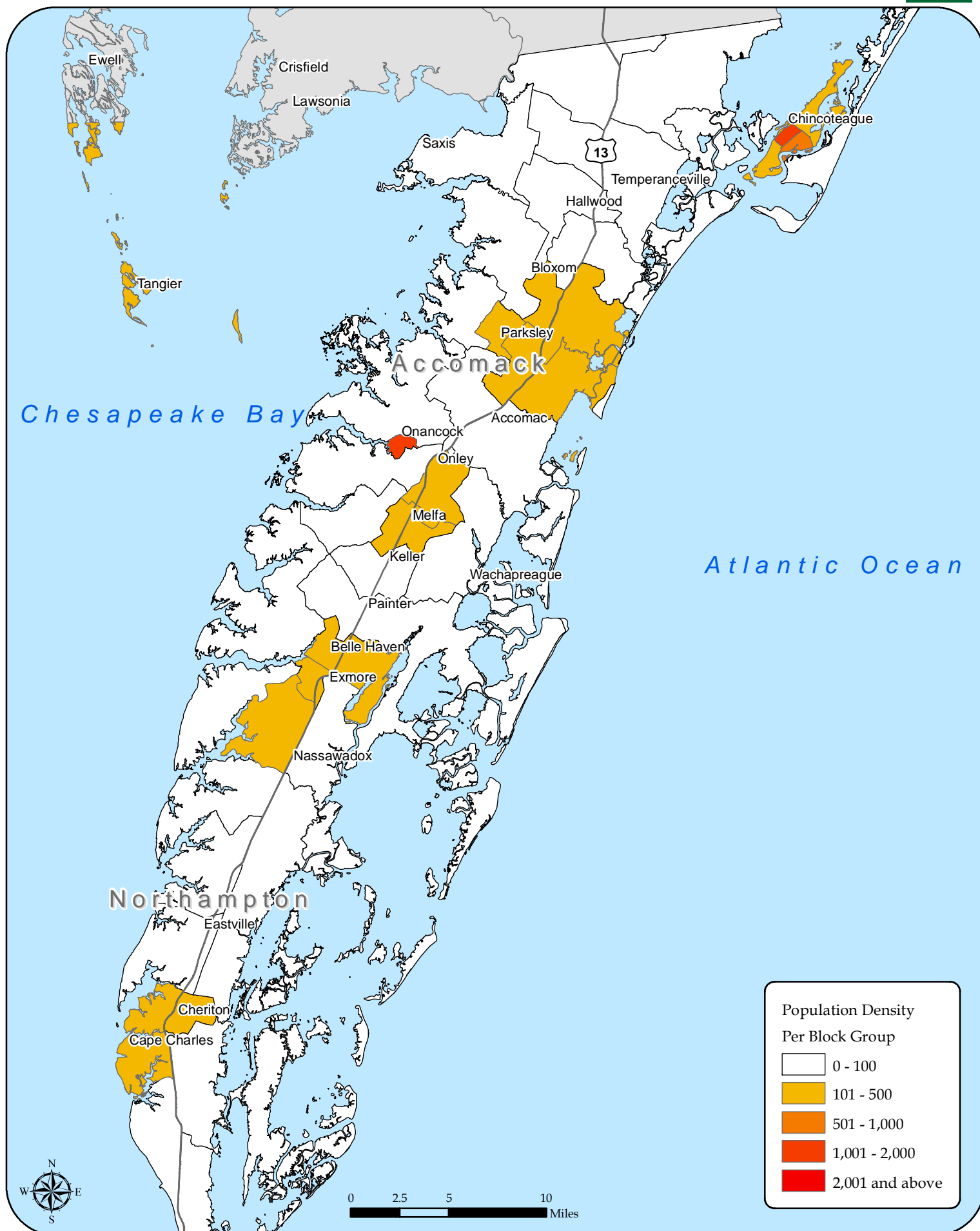
The demographic analysis examines five potentially transit-dependent population segments:

- **Older Adults** – Persons ages 65 and above. This group may include those who either choose not to drive any longer, have previously relied on a spouse for mobility, or because of factors associated with age can no longer drive;
- **Persons with disabilities** – Persons ages 16 and over who have a disability lasting six months or more that makes leaving the home alone for simple trips such as shopping and medical visits difficult;
- **Low-income residents** – Persons living below the poverty level who may not have the economic means to either purchase or maintain a personal vehicle;
- **Autoless households** – Number of households without an automobile. One, if not the most, significant factor in determining transit needs is the lack of an available automobile for members of a household to use; and
- **Youth** - Persons 10 – 17 years of age. This group may include youth and teenagers who cannot drive or are just starting to drive but do not have an automobile available to them and would appreciate continued mobility.

---

<sup>3</sup> Forkenbrock, D. and Sheeley, J. 2004. *Effective Methods for Environmental Justice Assessment*. NCHRP Report 532. Transportation Research Board, National Research Council. Washington, DC: National Academy Press.

Figure 3-4: Population Density per Block Group



## Data Sources

The TDI and TDIP utilize data from the American Community Survey (ACS) five-year estimates, which permit an analysis of socioeconomic characteristics at the block group level, in addition to geographic information (e.g., block group boundaries) supplied by the United States Decennial Census. Table 3-7 displays The Data and Corresponding Sources. An exception to the use of ACS five-year estimates for socioeconomic characteristics is made when measuring disabled populations, where an alteration to the question in the ACS made during the latest collection period resulted in a disruption in reporting consistency.<sup>4</sup> Therefore, recent US Decennial Census data is used to calculate ten-year population shifts per block group, with this percent change being factored to the most-recent disabled population data that is available at the block group geography.

**Table 3-7: Data Sources**

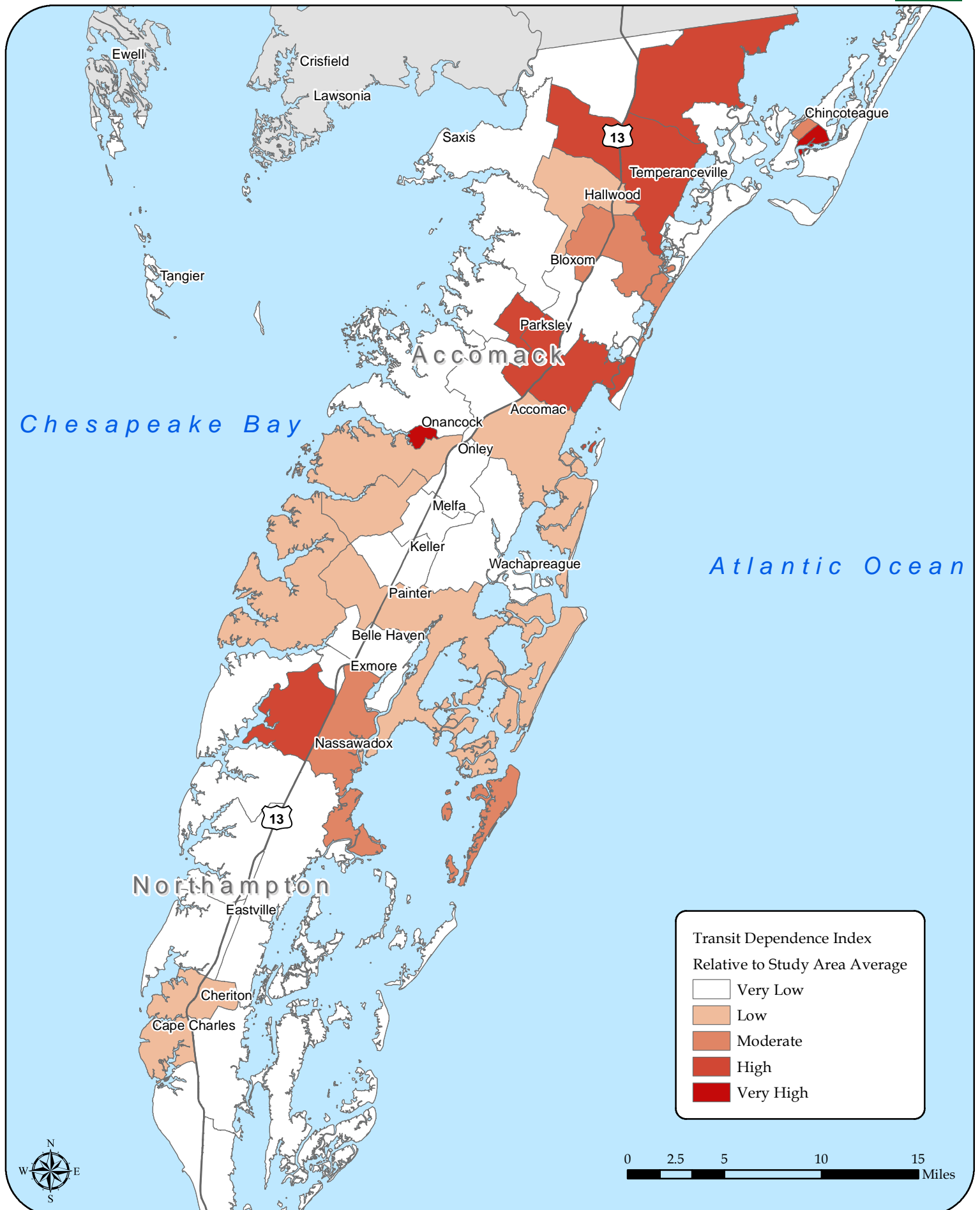
Population Category	Table Source and Number	Table Description
Population Density	ACS - B01003 US Census - AREALAND	Total Population Area in Square Miles (converted from meters)
No Vehicle Household	ACS - B25044	Tenure by Vehicles Available
Older Adult Population	ACS - B01001	Sex by Age (65 years & over)
Youth Population	ACS - B01001	Sex by Age (10 - 17 years)
Disabled Population	US Census - P041012 US Census - P041019	Go-Outside-Home Disability (16 - 64 years) Go-Outside-Home Disability (65 years & over)
Below-Poverty Population	ACS - B17021	Poverty Status of Individuals in the Past 12 Months by Living Arrangement

## Transit Dependence Index Formula and Factors

As previously mentioned, the TDI is an aggregate measure which displays relative concentrations of people who may be reliant on public transportation for mobility needs. The formula below outlines the population groups included and how the calculations were completed. Figure 3-5 displays the results of the TDI on the Eastern Shore.

<sup>4</sup> Brault, M., Stern, S., and Raglin, D. 2007. *Evaluation Report Covering Disability*. Available at: [http://www.census.gov/acs/www/Downloads/methodology/content\\_test/P4\\_Disability.pdf](http://www.census.gov/acs/www/Downloads/methodology/content_test/P4_Disability.pdf)

Figure 3-5: Transit Dependence Index per Block Group



$TDI = PD \times [AVNV + AVE + AVY + AVBP]$ , where:

- PD = population per square mile.
- AVNV = amount of vulnerability based on presence of no vehicle households.
- AVE = amount of vulnerability based on presence of older adult population.
- AVY = amount of vulnerability based on presence of youth population.
- AVBP = amount of vulnerability based on presence of below-poverty population.

### *Transit Dependence Index Percentage Formula and Factors*

The Transit Dependence Index Percentage (TDIP) is similar to the TDI in data composition and function. However, slight distinctions exist between the two indices in their factor determination and range in produced scores. The TDIP measures the *degree of vulnerability*, or percentage of vulnerable persons or households per unit of analysis, while the TDI measures the *amount of vulnerability* in comparison to the average of the overall study area. Figure 3-6 displays the results of the TDIP for the shore.

$TDIP = [DVNV + DVE + DVY + DVBP]$ , where:

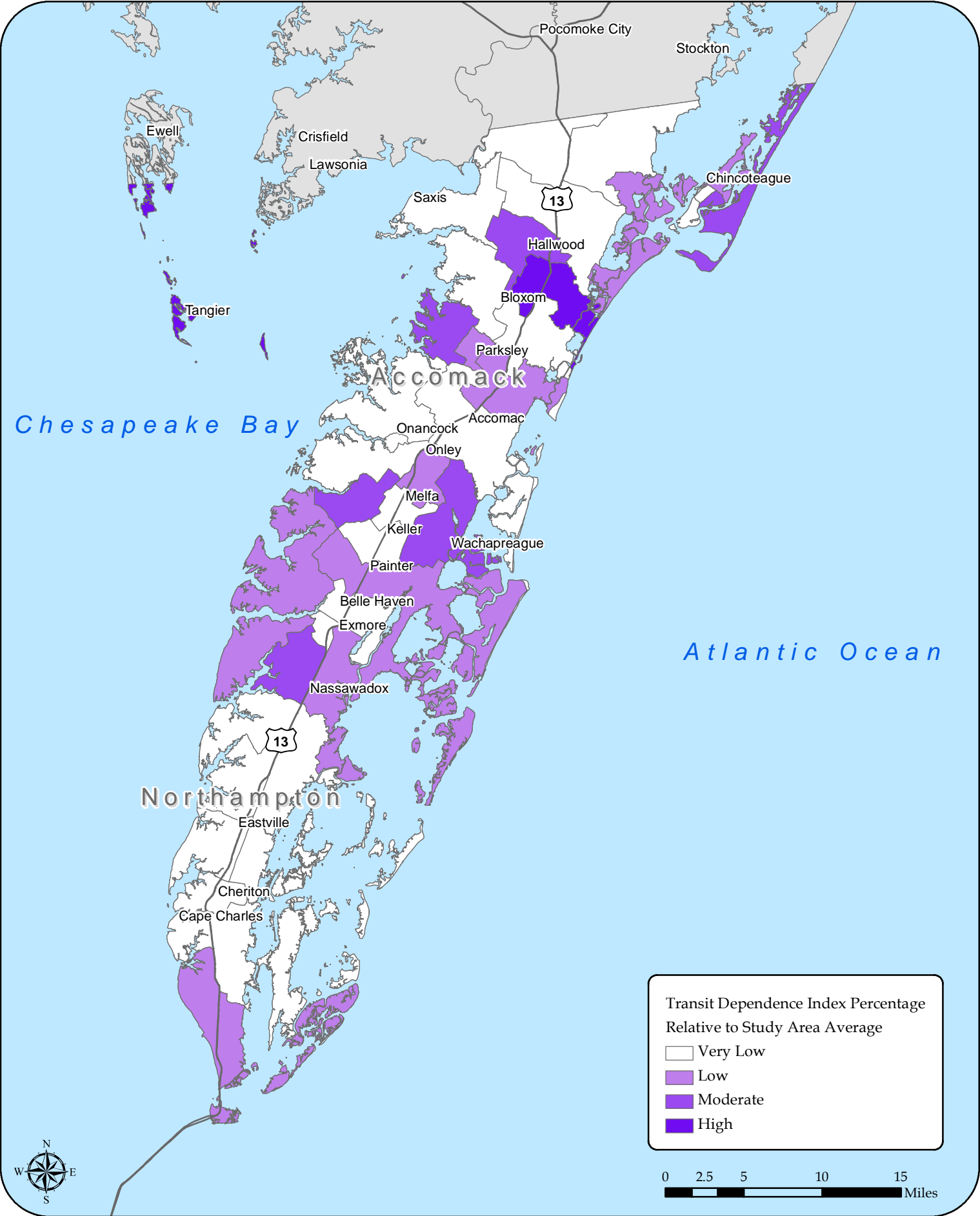
- DVNV = degree of vulnerability based on presence of no vehicle households
- DVE = degree of vulnerability based on presence of older adult population
- DVY = degree of vulnerability based on presence of youth population
- DVBP = degree of vulnerability based on presence of below-poverty population

The aforementioned factors need to be calculated at both the selected geography of analysis (e.g., block group) and the overall study area (e.g., county) for comparison purposes. Each block group is ranked from 1 to 5 based on its relation to the shore's average. Table 3-8 displays the classification used for ranking each block group's transit dependency in the TDI and TDIP.

**Table 3-8: TDI and TDIP Ranking Classifications**

Number of Vulnerable Persons/Households	AVNV or AVE or AVY or AVD or AVBP Value
< Study Area Average (SAA)	(Very Low) 1
$\geq$ SAA and < 1.33 times the SAA	(Low) 2
$\geq$ 1.33 times the SAA and < 1.67 times the SAA	(Moderate) 3
$\geq$ 1.67 times the SAA and < 2.00 times the SAA	(High) 4
$\geq$ 2.00 times the SAA	(Very High) 5

Figure 3-6: Transit Dependence Index Percentage per Block Group





## **Transit Dependent Populations**

### ***Autoless Households***

Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Although autoless households are reflected in both the TDI and TDIP measures, displaying this segment of the population separately is important when many land uses are at distances too far for non-motorized travel. Figure 3-7 displays the relative number of autoless households in the study area. All of the block groups in color have a greater amount of autoless households than the average for the service area. The darker the color, the more autoless households can be found there.

### ***Senior Adult Population***

A second socioeconomic group analyzed by the TDI and TDIP indices is the senior adult population. Individuals 65 years and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Figure 3-8 displays the relative concentration of senior adults in Accomack and Northampton counties.

### ***Low-Income Population***

Individuals who earn an income less than the federal poverty level face financial hardships that make the ownership and maintenance of a personal vehicle difficult, and thus they may be more likely to depend on public transportation. Figure 3-9 depicts the percentage of below-poverty individuals per block group.

### ***Disabled Population***

As mentioned previously, the disabled population was not included in the TDI and TDIP due to a change in the ACS questionnaire. This population group has been mapped separately in Figure 3-10.

## **Title VI Demographic Analysis**

As part of the Civil Rights Act of 1964, Title VI prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. In accordance with Title VI, the following section examines the minority and below poverty populations of the Eastern Shore. It then summarizes the prevalence of residents with Limited-English Proficiency (LEP).

Figure 3-7: Autoless Households per Block Group

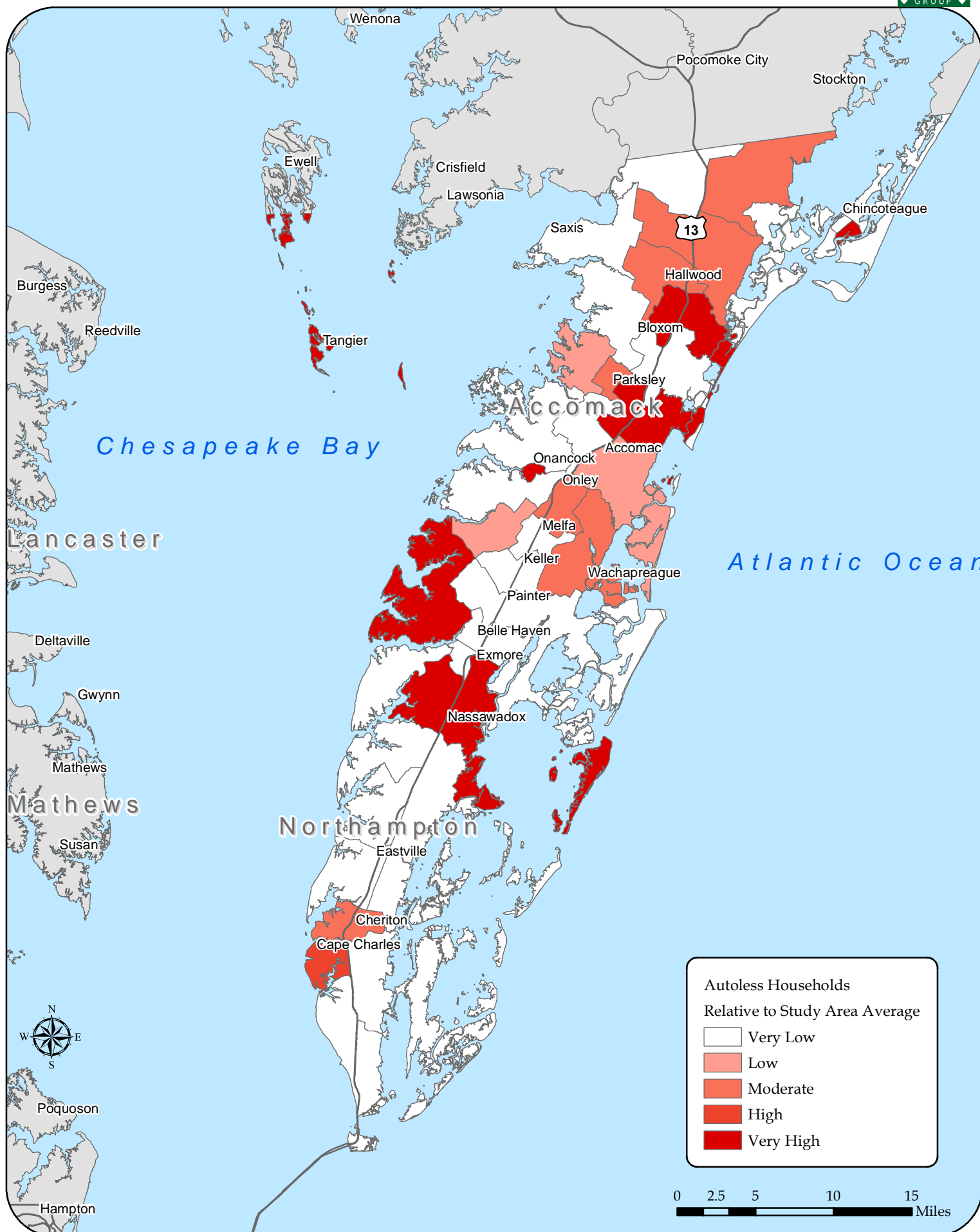


Figure 3-8: Senior Population per Block Group

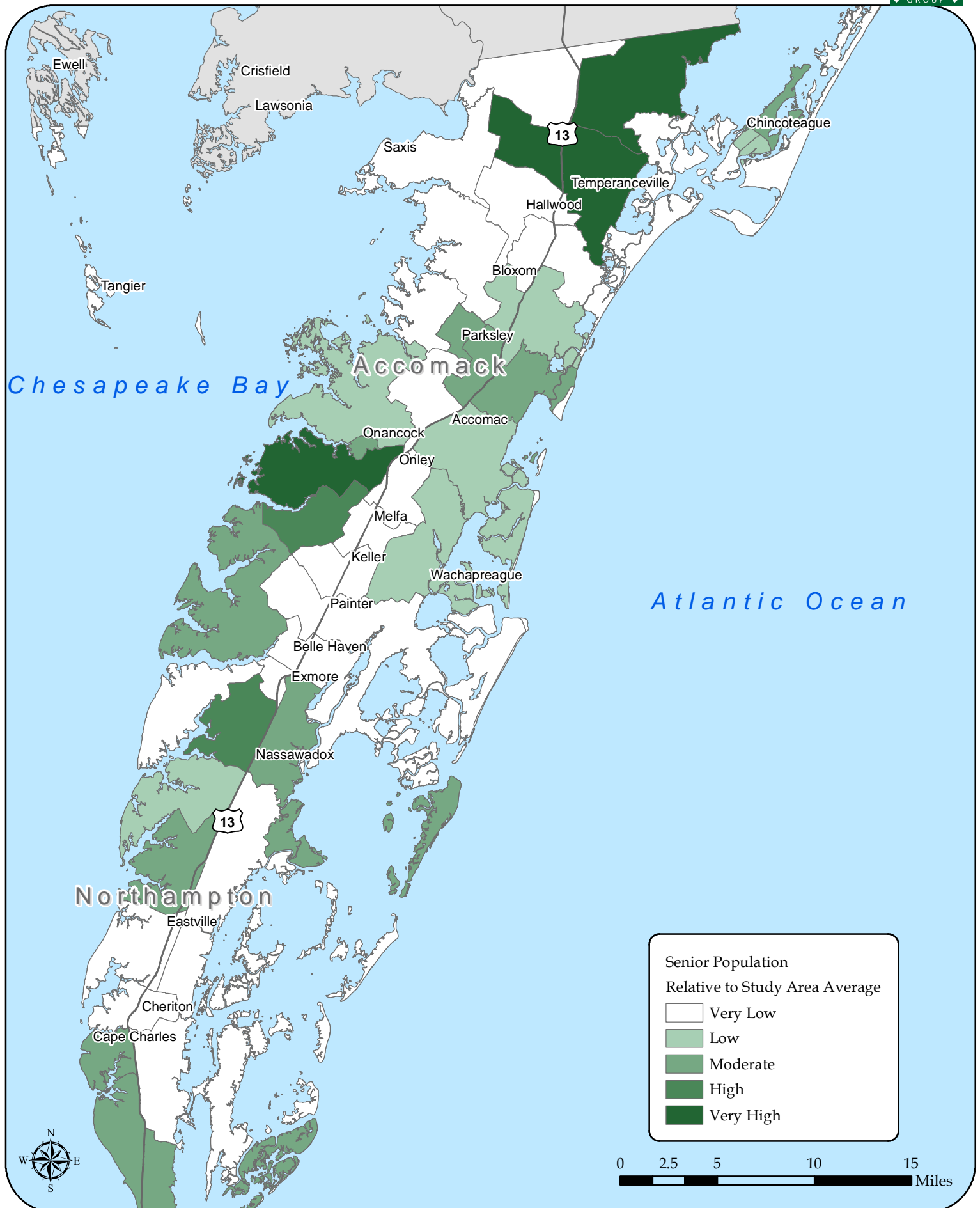


Figure 3-9: Low Income Population per Block Group

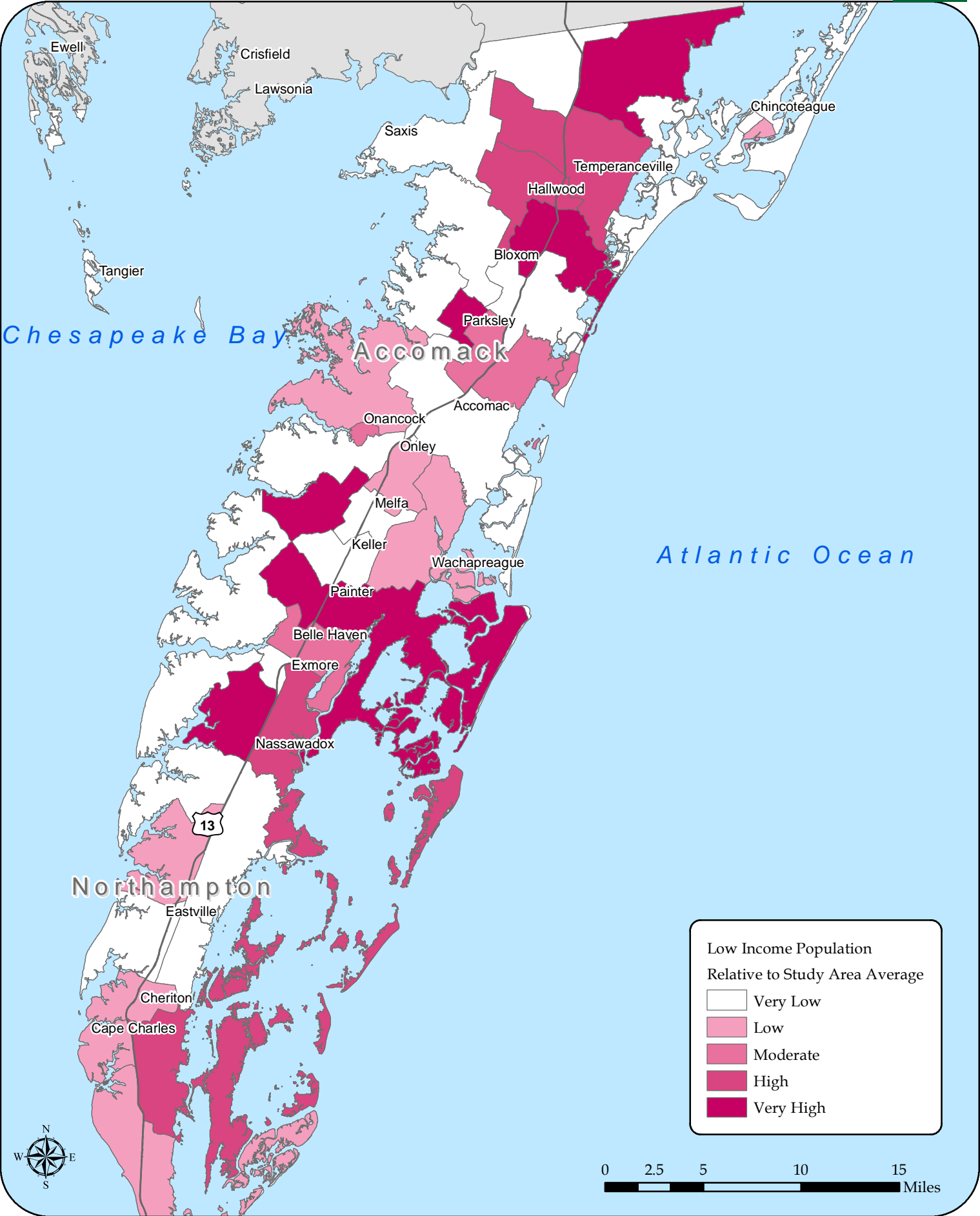
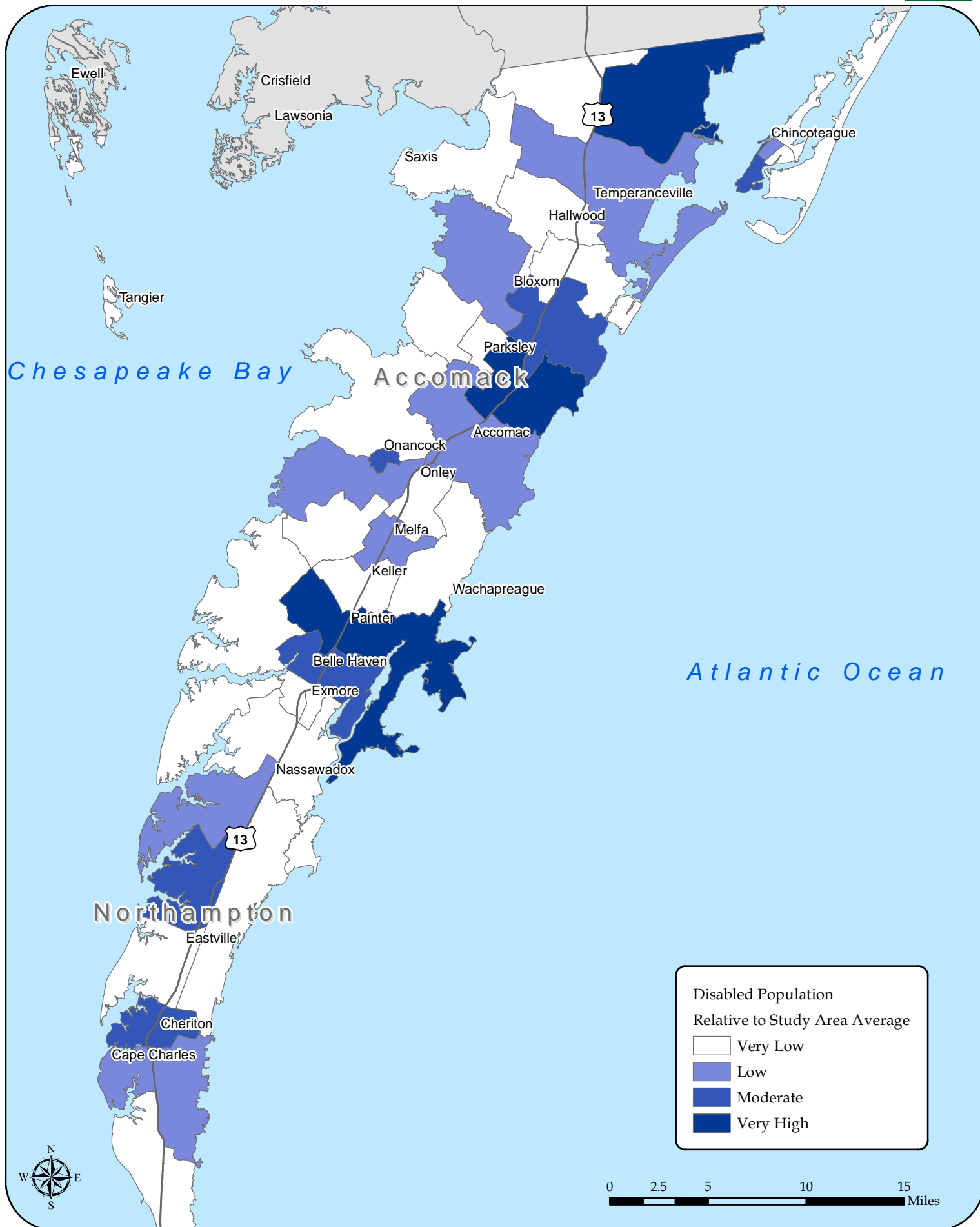


Figure 3-10: Disabled Population per Block Group



### ***Minority Population***

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not negatively impacted by any proposed alterations to existing public transportation services. Figure 3-11 depicts the Eastern Shore based on the percentage of minority persons per block group. Out of 45 total block groups, 19 have a minority population above the service area average. These block groups cover most of STAR Transit's service area.

### ***Low-Income Population***

The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that make the ownership and maintenance of a personal vehicle difficult, and thus they may be more likely to depend on public transportation for both mandatory and discretionary trips. It is important to ensure that this population is identified and protected from any injustice that may result from service modifications. Figure 3-12 depicts the percentage of below poverty individuals per block group on the Eastern Shore. Out of 45 total block groups, 19 have a below poverty population above the service area average. These block groups are scattered throughout the Eastern Shore; a few of which are clustered in areas where STAR Transit does not serve, such as the southern tip of the peninsula and the north western portion, close to the Maryland State line.

### ***Limited-English Proficiency***

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. As shown in Table 3-9, the Eastern Shore residents predominately speak English (91.5%). Among the other languages spoken, only Spanish has a percent share greater than one percent.

The LEP analysis shows that 3,551 Eastern Shore residents five years and older speak non-English at home (8.16%) and over 60 percent are able to speak English less than "very well".

Figure 3-11: Percentage Minority Population per Block Group

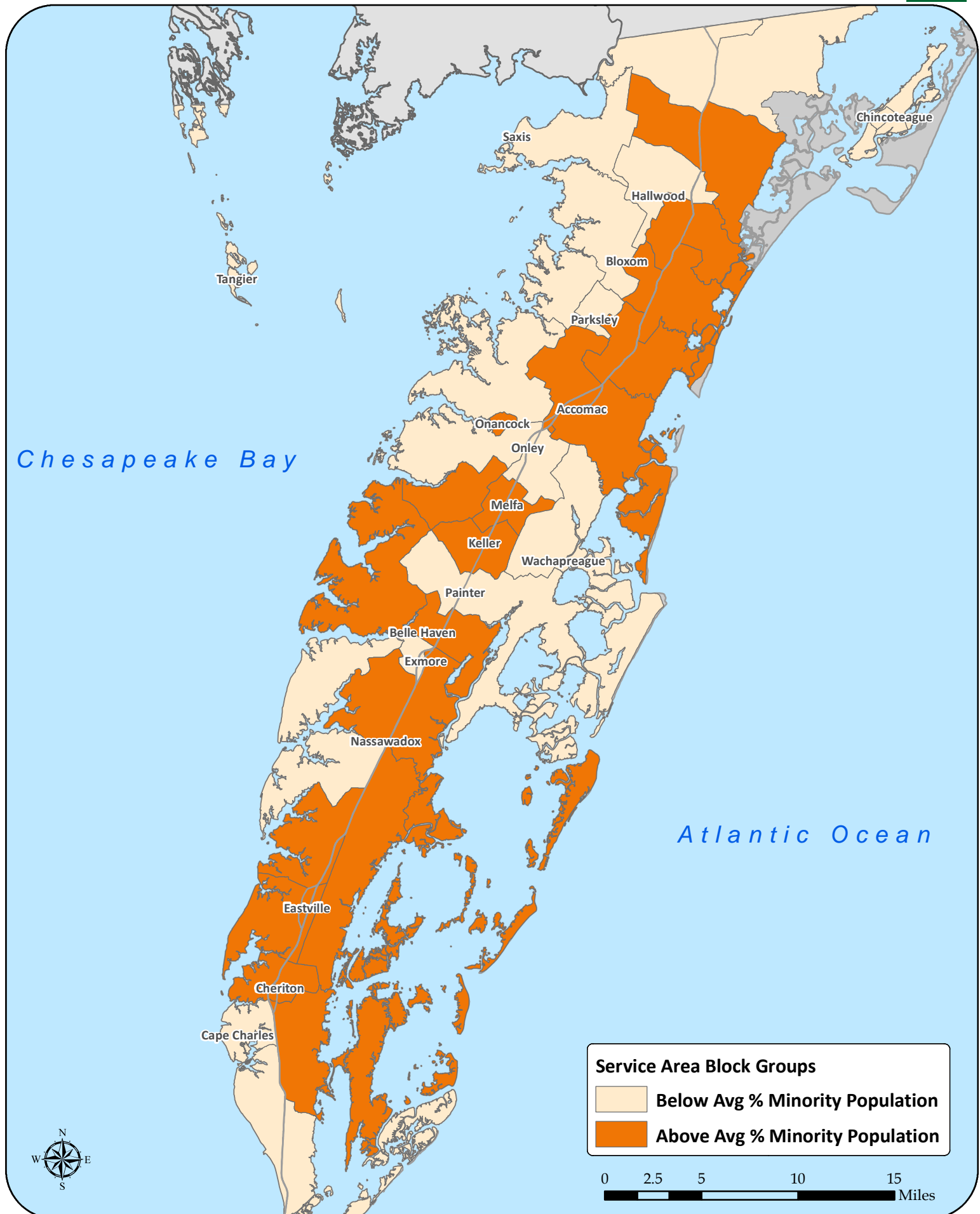
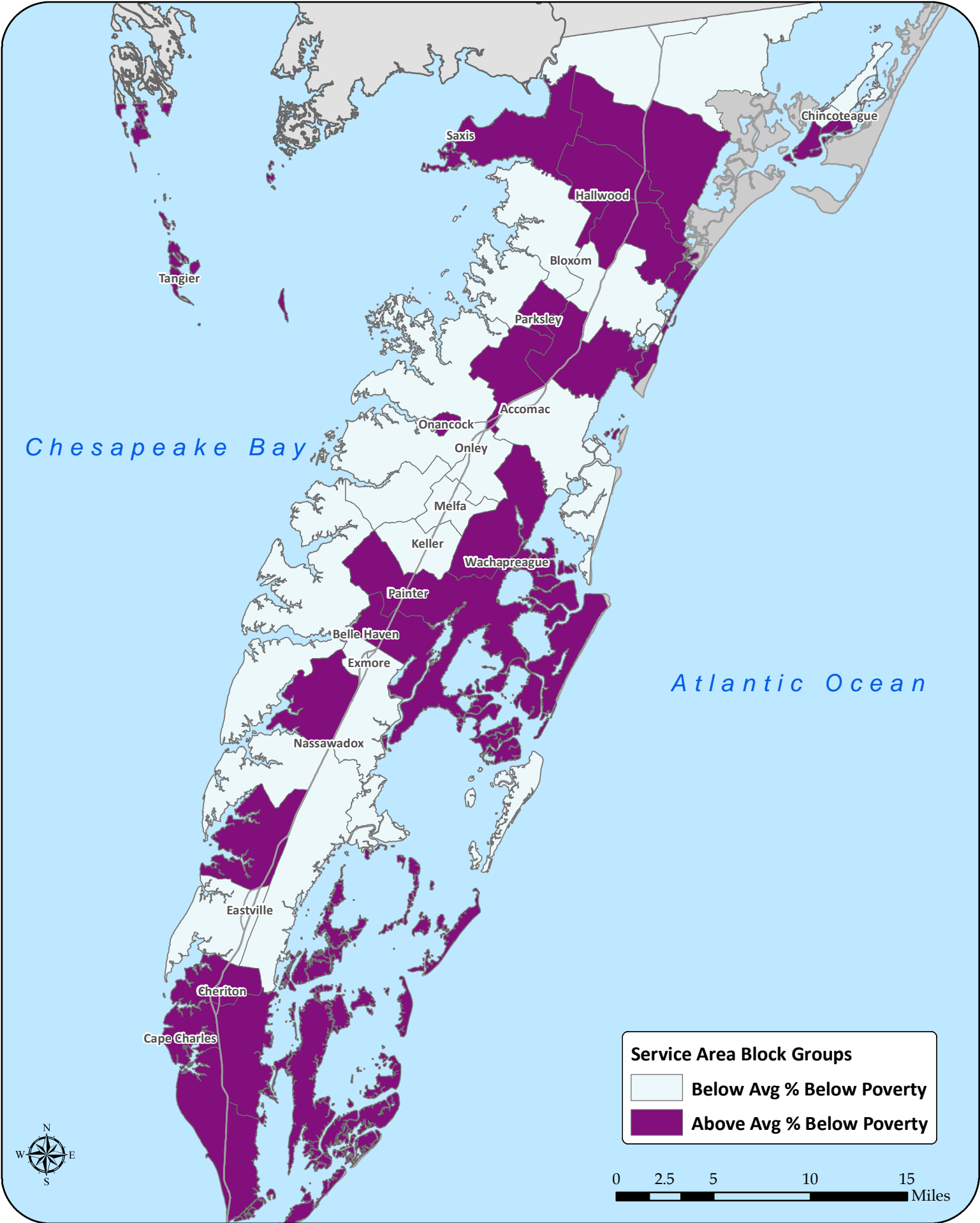




Figure 3-12: Percentage Below Poverty Population per Block Group



Source: 2006-2010 American Community Survey



**Table 3-9: Prevalence of Limited-English Proficiency Persons on the Eastern Shore**

Place of Residence	Accomack County		Northampton County		Virginia	
Population Five Years and Older	31,721		11,789		7,419,283	
Language Spoken at Home	Number	Percent	Number	Percent	Number	Percent
a) English (only)	28,861	90.98%	10,948	92.87%	6,352,945	85.63%
b) Spanish	2,299	7.25%	678	5.75%	483,452	6.52%
c) French	214	0.67%	17	0.14%	33,752	0.45%
d) German	68	0.21%	38	0.32%	28,787	0.39%
e) Vietnamese	30	0.09%	21	0.18%	47,221	0.64%
f) Other	181	0.57%	81	0.69%	473,126	6.38%
Speak non-English at Home						
Ability to Speak English--	2,792	8.70%	759	6.40%	1,036,378	14.10%
a) "Very Well"	1,090	39.04%	356	46.90%	620,981	59.92%
b) Less than "Very Well"	1,702	60.96%	453	59.68%	415,397	40.08%

Source: U.S. Census Bureau, 2007-2011 American Community Survey

## LAND USE ANALYSIS - KEY TRANSIT DESTINATIONS

Identifying land uses and major trip generators on the Eastern Shore complemented the above demographic analysis by indicating where transit services may be most needed.

### Review of Land Use Plans

#### *Accomack County Comprehensive Plan, 2008*

The Accomack County Comprehensive Plan thoroughly described the current status of the natural and developed environments, issues and concerns, and recommended actions. Since the plan was adopted in 2008, much of its information will be out of date for consideration by this transit development plan. A few highlights include that agriculture, including poultry operations, is the dominant land use in the County. A large portion of land is also under conservation ownership. Single-family homes are the predominant housing type and mobile homes comprise 25 percent of the housing stock.

### ***Northampton County Comprehensive Plan***

Northampton County's Comprehensive Plan includes seven main sections: Land Use, Economic, Housing, Environment and Natural Resources, Community Facilities and Services, and Transportation. Similar to Accomack, Northampton County is very rural in nature and has large portions of land dedicated to agriculture or conservation efforts. Any new development aims to be located in existing communities. A recommended strategy for addressing adequate housing needs includes supporting the expansion of STAR Transit services and other public and private transportation options.

### **Key Destinations**

Major trip generators are those origins from which a concentrated transit demand is typically generated and those destinations to which both transit-dependent persons and choice riders are attracted. They include high density housing locations such as apartments and assisted living facilities, major employers, medical facilities, educational facilities, shopping malls and plazas, grocery stores, public buildings, and human service agencies. The data on major trip generators were collected from county and state websites and through Google Search and Maps.

Figure 3-13 shows the locations of major trip generators throughout the service area. The purpose of this map is to highlight areas that have concentrations of major trip generators, and therefore are good candidates for expanded or new transit services. Appendix G provides the names and addresses for each of these activity centers, organized by type.

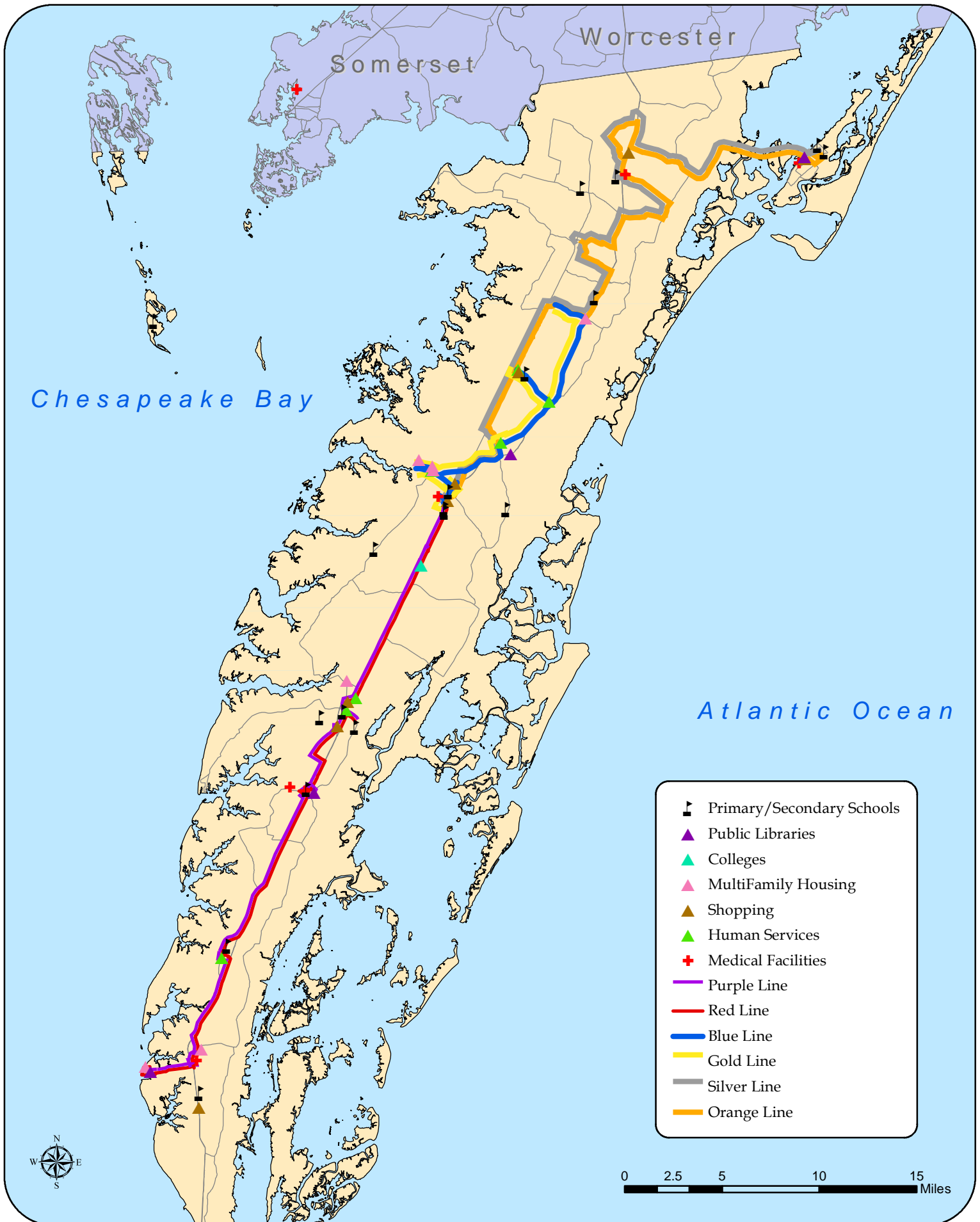
### ***Shopping Centers***

Shopping centers are trip destinations at which residents may purchase essential items such as groceries, clothing, and general retail. These centers are an attractive trip destination for many residents since they also serve some individuals as a place of employment. The main shopping destinations in Accomack and Northampton counties are grocery stores and Walmart.

### ***Medical Centers***

Medical Centers represent a significant destination for the senior adult population, as well as for other residents who travel to these destinations for medical or employment purposes. In the service area, medical centers range from hospitals to community health centers.

Figure 3-13: Key Destinations



Source: GoogleSearch, Walmart, Food Lion, Northampton County, Accomack County

### ***Human Service Agencies***

Human service agencies provide assistance and resources to residents seeking support for issues including health care, childhood development and nutrition. Due to the range of critical services they offer, the agencies are often locations where public transportation is vital as a travel option. Within the service area, human service agencies include each county's social services department along with rehabilitation centers.

### ***Educational Institutions***

Given that one of the five socioeconomic characteristics within the TDI measure is the youth population and that many of these individuals are unable to legally drive, it may be assumed that this segment of the population is one that is reliant upon public transportation. Furthermore, the vast majority of individuals between the ages of 10 and 17 are full-time students and therefore are enrolled in educational facilities. Many adults above the age of 18 are also associated with educational institutions as a site for continued learning or employment. There are primary and secondary schools scattered throughout the service area, many along the Lankford Highway corridor. Eastern Shore Community College is the only higher education facility on the Eastern Shore, located in Melfa.

### ***High Density Housing***

To best serve residents of Accomack and Northampton Counties with an efficient public transportation network, it is imperative to assess where the largest concentrations of individuals reside. Identifying these important origins complement the broader analyses associated with the two transit dependence indices and population density overview. The majority of multi-family housing units on the Eastern Shore are located in Onancock and Cheriton.

### ***Public Libraries***

Public libraries are an important community resource. They are a learning resource, a place for community gathering, and often a location of local government announcements and documents. The public libraries on the Eastern Shore are located in Accomac, Nassawadox, Chincoteague, and Cape Charles.

### ***Major Employers***

Employment sites serve as popular travel destinations for many residents of the Shore. For the purposes of this needs assessment, a major employment site is recognized as a single location that employs at least 100 workers, as reported by the Virginia Employment Commission in 2012. Table 3-10 lists major employers along with pertinent details.

**Table 3-10: Major Employers on the Eastern Shore**

Employer	Industry	Size Class	County
County of Northampton	Executive, Legislative, and Other General Government Support	100 to 249 employees	Northampton
Lfc Agricultural Services Inc.	Crop Production	100 to 249 employees	Northampton
Chesapeake Bay Bridge Tunnel	Support Activities for Transportation	100 to 249 employees	Northampton
Heritage Hall	Nursing and Residential Care Facilities	100 to 249 employees	Northampton
New Raveena Inc.	Nonmetallic Mineral Product Manufacturing	100 to 249 employees	Northampton
Therapeutic Interventions	Social Assistance	100 to 249 employees	Northampton
Bayshore Concrete Products Company	Nonmetallic Mineral Product Manufacturing	100 to 249 employees	Northampton
Food Lion	Food and Beverage Stores	100 to 249 employees	Northampton
Eastern Shore Community Services	Administration of Human Resource Programs	100 to 249 employees	Accomack
The Cube Corporation	Administrative and Support Services	100 to 249 employees	Accomack
Riverside Regional Medical Center	Hospitals	100 to 249 employees	Accomack
Eastern Shore Community College	Educational Services	100 to 249 employees	Accomack
EG & G, Inc.	Professional, Scientific, and Technical Services	100 to 249 employees	Accomack
Royal Farms 79	Gasoline Stations	100 to 249 employees	Accomack
Food Lion	Food and Beverage Stores	100 to 249 employees	Accomack
Eastern Shore Rural Health System	Ambulatory Health Care Services	100 to 249 employees	Accomack
McDonalds	Food Services and Drinking Places	100 to 249 employees	Accomack
Perdue Products	Food Manufacturing	1,000 + employees	Accomack
Tyson Farms	Food Manufacturing	1,000 + employees	Accomack
Accomack County School Board	Educational Services	1,000 + employees	Accomack
Northampton County Schools	Educational Services	250 to 499 employees	Northampton
County of Accomack	Executive, Legislative, and Other General Government Support	250 to 499 employees	Accomack
LJT Associates Inc.	Professional, Scientific, and Technical Services	250 to 499 employees	Accomack
Walmart	General Merchandise Stores	250 to 499 employees	Accomack
Nat'l Aeronautics & Space Admin.	Space Research and Technology	250 to 499 employees	Accomack
Riverside Regional Medical Center	Hospitals	500 to 999 employees	Northampton



# Chapter 4

## Service and Organizational Alternatives

### INTRODUCTION

This fourth chapter provides a range of service and organizational alternatives for STAR Transit to consider when planning transit services for the six-year horizon covered by the TDP. These alternatives have been developed based on the data compiled and analyzed in Chapters 1 through 3. Service alternatives are presented first, followed by organizational alternatives.

These alternatives are modest in scope, reflecting the geographic limitations, relatively slow growth in the region, and the challenging economic conditions. Due to uncertainty concerning the availability of funding, the alternatives are presented as short/mid-term versus long-term. The former are either cost neutral or incur minimal costs given the potential benefits achieved. The long-term alternatives also meet transportation needs that the community has identified, but may require more resources than are feasible within the next few years.

### SERVICE ALTERNATIVES

The previous chapter provided an evaluation of current STAR Transit services, as well as an analysis of transit needs based on quantitative data and on input from customers and other key stakeholders. Through the service evaluation, needs assessment, and outreach, specific service improvements are proposed for consideration. These alternatives focus on:

1. Additional hours of service in the evening,
2. Minor route adjustments,
3. Saturday service; and
4. Regional connector service to Tidewater.

Each service alternative is detailed in this section, and includes (where applicable):

- A summary of the service alternative,
- Potential advantages and disadvantages,
- Ridership estimates,
- An estimate of the operating and capital costs,
- Potential funding sources or issues; and
- Compatibility with local land use planning.

It should be noted that these alternatives are designed to serve as a starting point and can be modified as needed based on the needs of STAR Transit and stakeholder input. In addition, the cost information is expressed as the fully allocated costs, which means we have considered all of the program's costs on a per unit basis when contemplating expansions. This does overstate the incremental cost of minor service expansion, as there are likely to be some administrative expenses that would not be increased with the addition of a few service hours. The cost estimates will be refined during the alternatives discussion in regard to possible cost implications.

The ridership impacts and cost estimates were calculated using STAR Transit's FY 2012 operating statistics, including an operating cost per hour of \$45.46, a farebox recovery rate of 7.1%, and an average of six passenger trips per hour. Both the total annual operating expenses and the net deficit (total operating expenses less the anticipated farebox revenue) are outlined for the service alternatives, where applicable.

### **Service Alternative #1: Expanded Evening Service**

Currently, STAR Transit provides weekday service from around 6:00 a.m. until 6:15 p.m. (each route is slightly different). This service span is not ideal for many individuals who work outside of traditional shifts, take continuing education classes, or who need to run errands in the evenings. Since 50 percent of the customers who completed the on-board survey were using the bus service to access employment and another 15 percent for shopping, it is easy to understand why extended evening hours of service was the second highest service improvement request. This alternative would facilitate resident mobility by extending evening hours for each existing route until 8:15 p.m. on weekdays. Adding two hours (Monday-Friday) would result in about 2,000 additional annual service hours. In the future, additional hours could be considered (both earlier and/or later) if there is sufficient ridership growth and demands from the merchants within Accomack and Northampton Counties.



### *Advantages*

- Provides an extra two hours of service for riders, offering expanded mobility for customers on weekdays.
- Addresses a need articulated via the passenger surveys and stakeholder input.
- Utilizes current vehicles.

### *Disadvantages*

- Would increase the annual operating expenses.
- Adds service that is not likely to be as productive as service during other parts of the day.
- There would be additional mileage on current vehicles, thereby accelerating the need to replace vehicles in the current fleet.

### *Expenses*

- Using STAR Transit's fully allocated cost per hour of \$45.46, two additional evening hours on weekdays only would cost about \$90,920 (\$45,460 for the Red/Purple route and \$22,730 each for the Blue/Gold and Orange/Silver routes) in operating expenses annually. No additional capital would be required.
- With an average farebox recovery of 7.1%, the annual net deficit for this expansion would be \$84,465.
- Vehicles in the current fleet will be used; therefore, no immediate additional capital costs would be incurred. However, the vehicle replacement schedule would accelerate. This factor will be considered when developing the Capital Improvement Plan detailed in Chapter 6.

### *Ridership*

- The average ridership per revenue hour was 6.02 passenger trips per revenue hour for FY 2012. However, the on-off count data indicates 13.86 passenger trips per revenue hour. Assuming that the first hour of service will have below average ridership, the study team used the FY 2012 passenger trips per revenue hour. Thus, it is estimated that about 12,040 additional passenger trips per year would be generated by an additional two hours of service.

## Service Alternative #2: Minor Route Adjustments

The STAR Transit routes operate as deviated fixed-routes. As such, they do make minor route adjustments each day depending upon flag stops and people who may call to request a ride. The focus of this alternative is to suggest a minor change to the basic structure of each route.

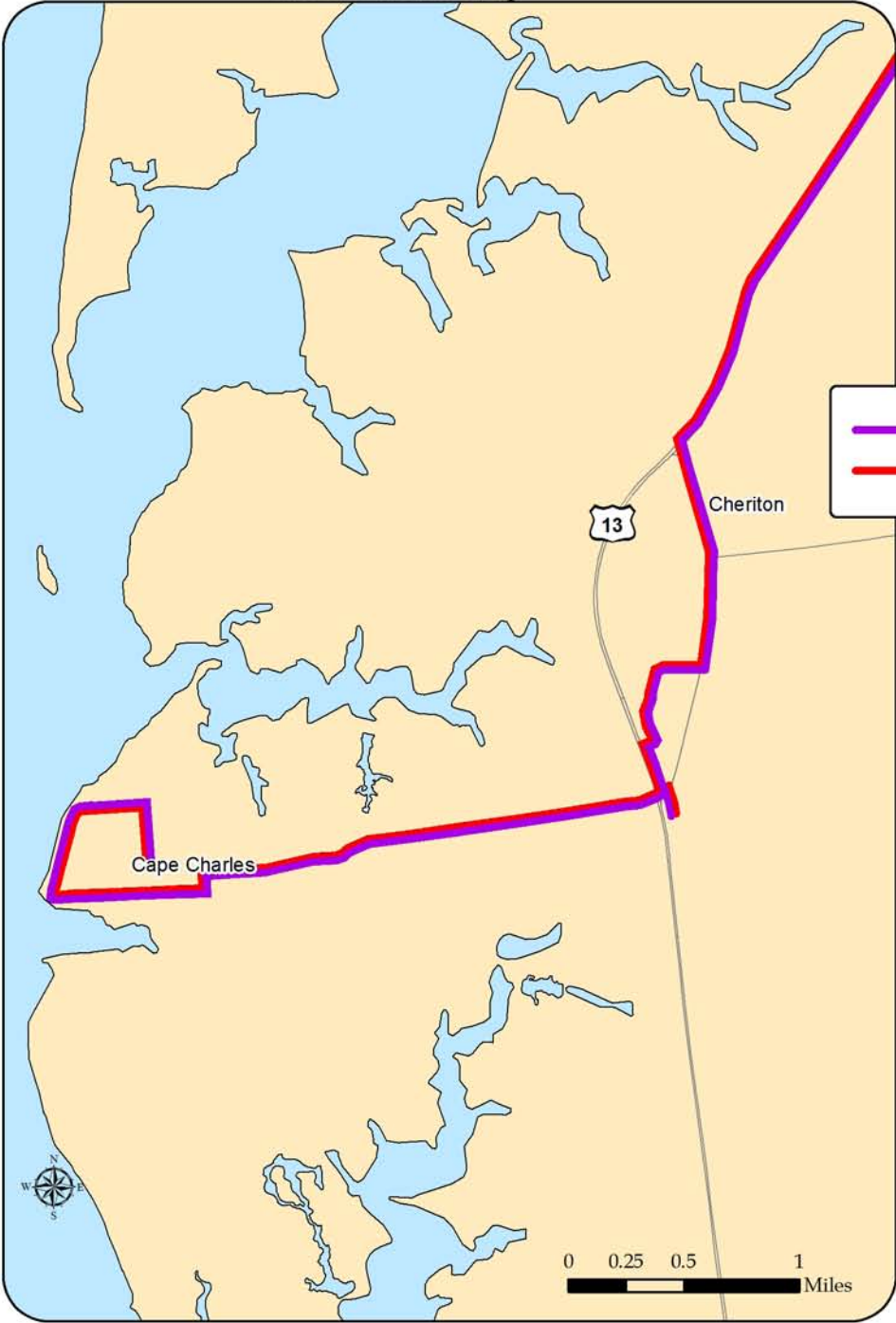
**Red/Purple Routes:** The Red/Purple routes are the two most heavily utilized routes in the system. The routes serve from Cape Charles to Onley, primarily in areas directly adjacent to US-13. One adjustment to streamline the routes is recommended based upon on/off stop data. In Cheriton, the routes should utilize Bayview Circle to the east of South Bayside Road (Business US-13) from or before Stone Road. Figure 4-1 shows the Red/Purple Routes with these modifications. The areas of the route that are no longer on the fixed-route portion could still be served via a deviation, but would not appear on the printed schedule. This would add a little time into the schedule that could offset periods when deviations are requested.

**Blue/Gold Routes:** The Blue/Gold routes have the second highest ridership and are situated in the middle of the service area. It is proposed that these routes be streamlined, eliminating the service to Bloxom (which is also served by the Orange/Silver routes). Figure 4-2 provides a map of the Blue/Gold Routes with this modification. This would make the Nelsonia Royal Farms stop the end node. STAR Transit should explore having this be a timed transfer. This would add valuable time into the schedule that could offset periods when traffic is heavy and delays associated with transfers from other routes. Based on the passenger counts, ridership in Onancock and Accomac was low and a route modification could be to transition destinations in these two areas to call-ins. As mentioned in Chapter 3, two employment destinations in Accomac, Social Services and Social Security, are being served by STAR Transit all day (including before they open and after they are closed).

**Orange/Silver Routes:** The Orange/Silver routes have the lowest ridership and these routes connect to the northern portion of the region. Therefore, the greatest modifications are recommended for these routes. Since Chincoteague ridership is very modest and most of which is occurred right over the bridge, it is recommended that service only extend south to Cleveland Street. It is also proposed to eliminate scheduled service north of the intersection of Chincoteague Road and US-13. Additional streamlining is recommended by no longer serving Hallwood on each run. If a customer calls in to request a ride, both of these areas should still be served. Like the changes in the other routes, modifications are being proposed to better match ridership patterns and to aid in on-time performance. Figures 4-3 and 4-4 provide maps of the Orange/Silver Routes with these modifications.

Figure 4-1: Proposed Changes to Red and Purple Routes in Cheriton

Current Route Map



Proposed Changes

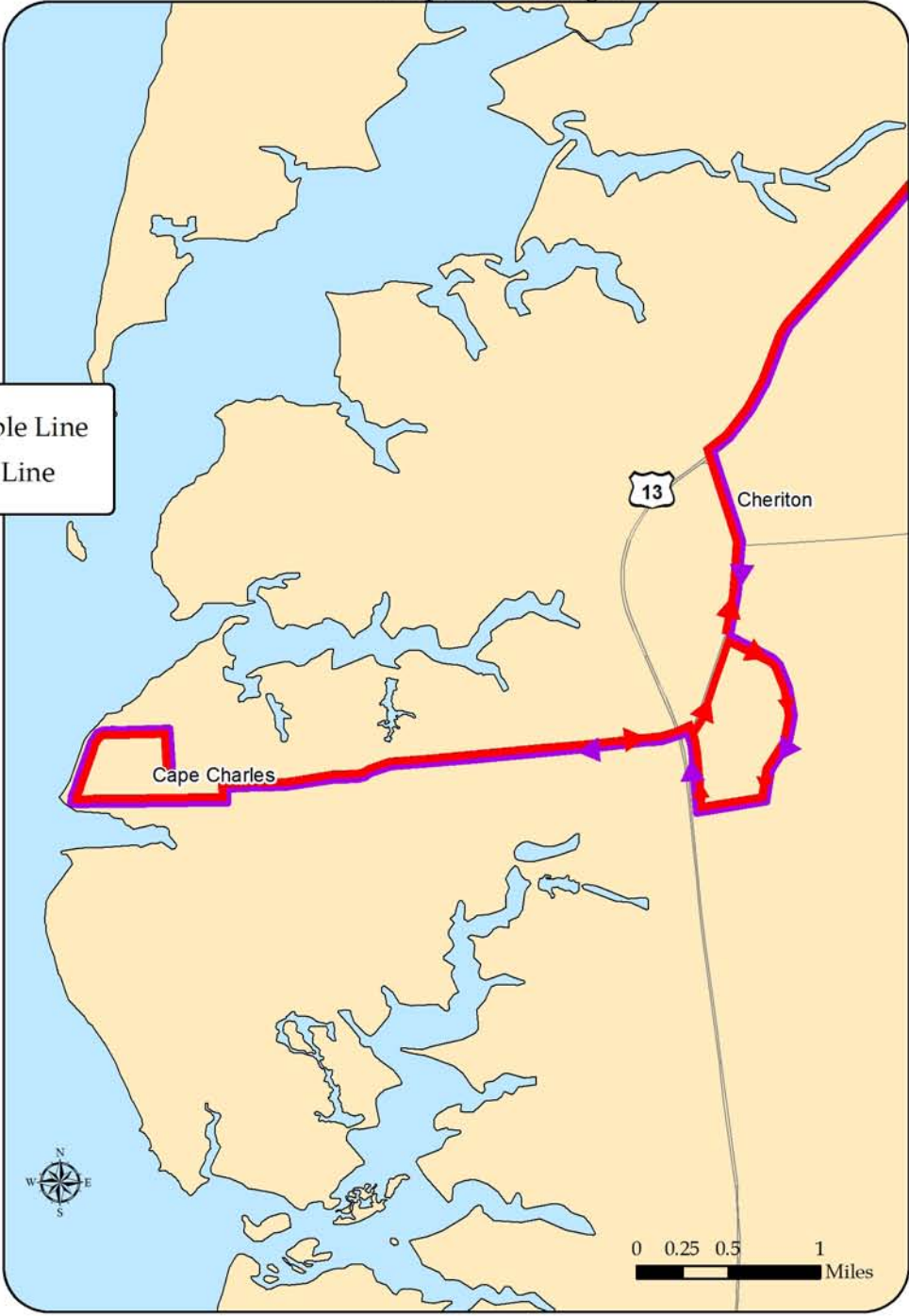


Figure 4-2: Proposed Changes to Blue and Gold Routes

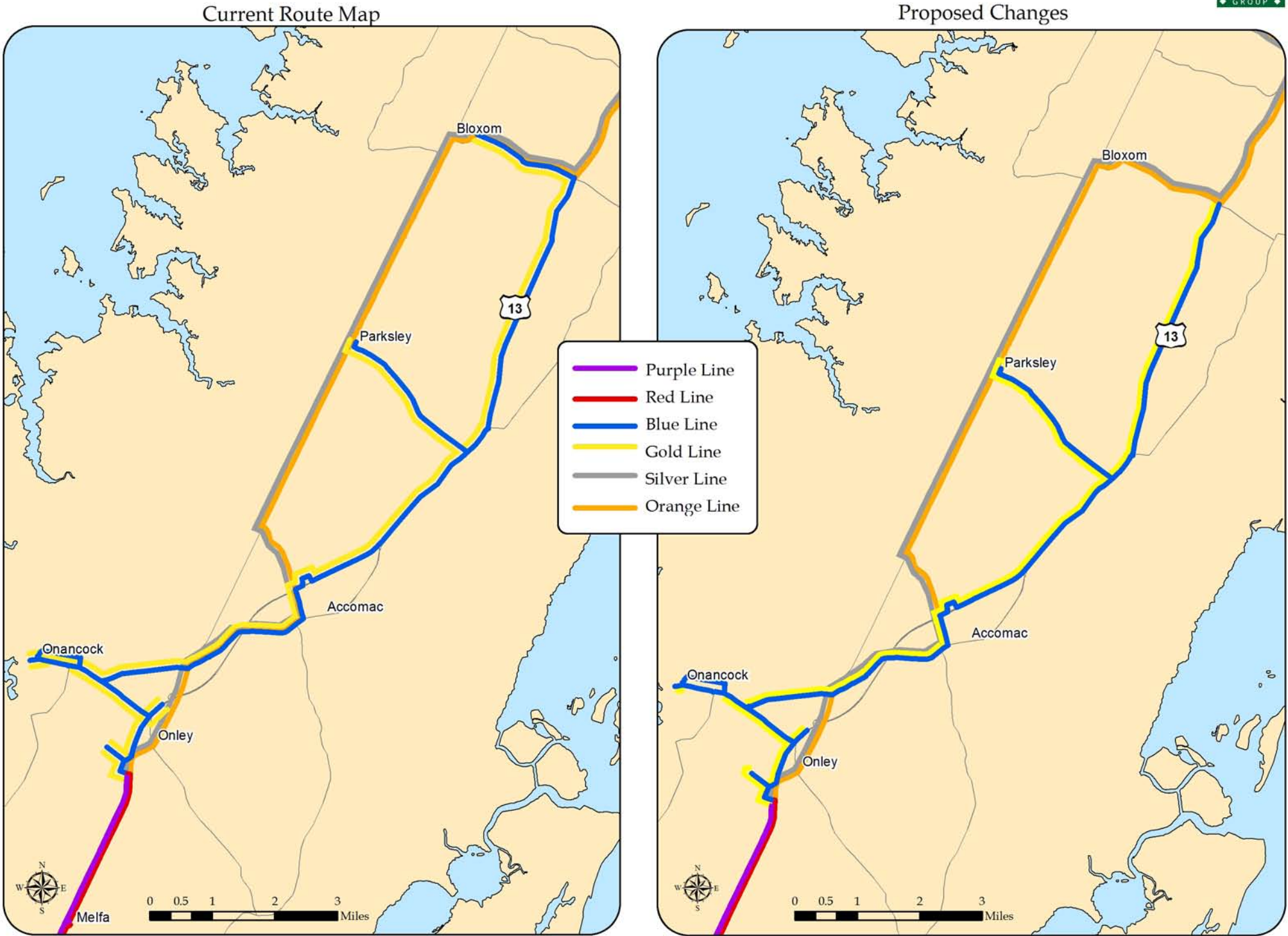




Figure 4-3: Proposed Changes to Orange and Silver Lines in Chincoteague

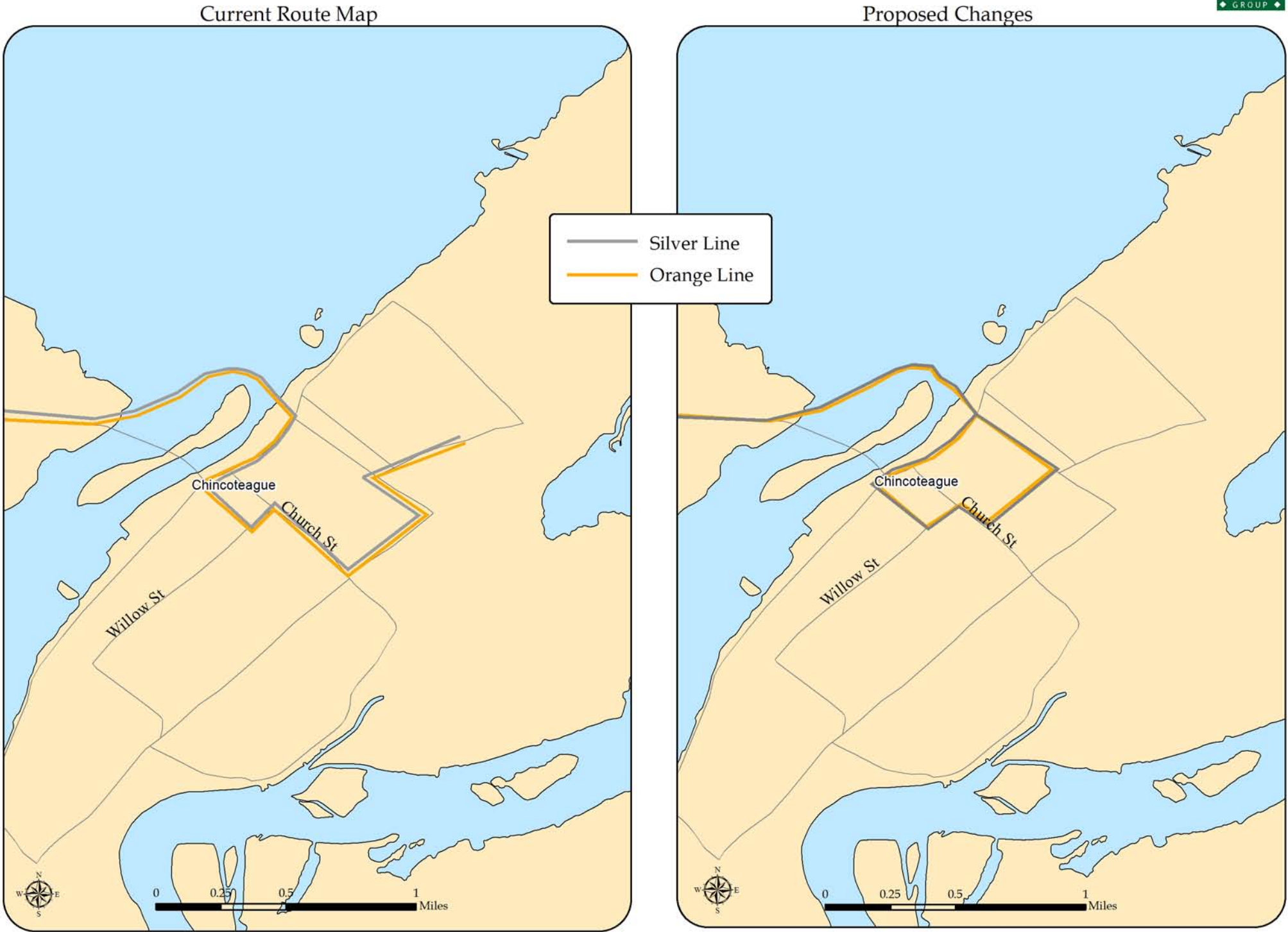
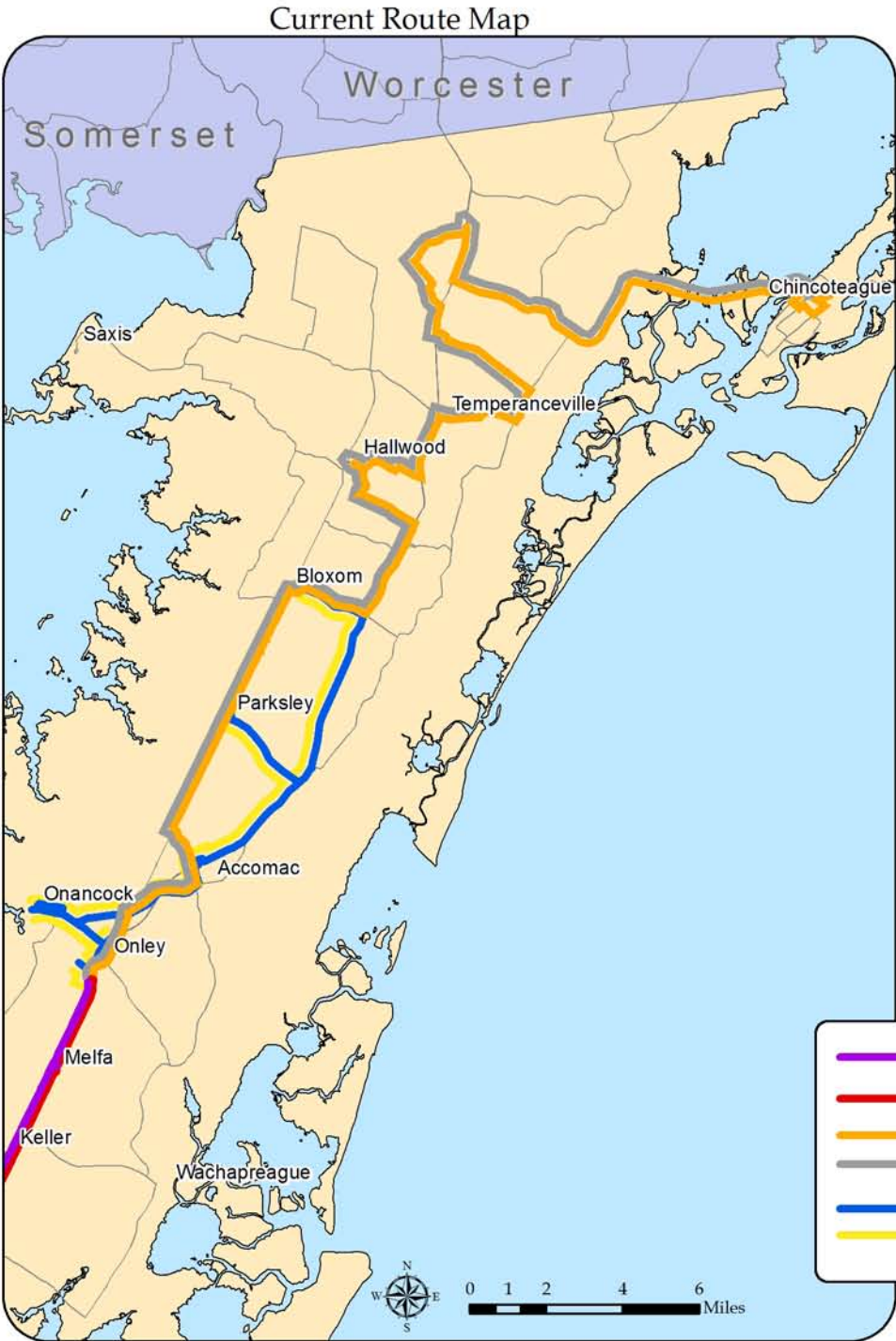


Figure 4-4: Proposed Changes to the Orange and Silver Routes

4-8



### *Advantages*

- Promotes on-time performance. Adhering as closely as possible to the posted schedules makes STAR Transit more convenient and appealing for riders.
- Adds extra time to the existing route through route segment eliminations since delays are prevalent along each route.
- Uses data from on/off counts to maximize service to the highest ridership corridors.
- Is cost neutral.

### *Disadvantages*

- Regular service to Bloxom from the Blue/Gold Routes would no longer occur, impacting riders with origins and destinations along this route.
- Certain route segments would be eliminated necessitating calls for pickup from current fixed-route riders.
- Will require new schedules to be printed, as well as advertising to reduce rider confusion.

### *Expenses and Revenues*

- This change is cost-neutral.

### *Ridership*

- This change is not expected to have a significant impact on ridership, though the route adjustments may result in a slight increase in ridership overtime based on better on-time performance and a more reliable service.

## **Service Alternative #3: Saturday Service**

STAR Transit does not currently provide Saturday service. On-board surveys confirmed that more than half of riders do not have a driver's license and only twenty percent had a car. These individuals lack Saturday transportation options beyond walking or catching rides from family and friends. Substantiating this need, weekend service was the number one service improvement request from the rider survey. This service would benefit both Saturday shift workers, and those needing to run errands and shop for groceries. STAR Transit could offer Saturday service from 9 a.m. to 3 p.m., to sustain 90 minute headway for the Red/Purple routes. In the future, STAR Transit could also consider extending service later in the day. Adding six hours of Saturday service for all existing routes would result in about 1,200 additional service hours per

year. The annual operating cost for each route pair is presented separately so that they could be funded independently from one another:

<b>Red/Purple Routes:</b>	\$27,276 (600 hours)
<b>Blue/Gold Routes:</b>	\$13,638 (300 hours)
<b>Orange/Silver Routes:</b>	\$13,638 (300 hours)
<b>Total if all Routes are funded:</b>	\$54,552

### ***Advantages***

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

### ***Disadvantages***

- Extended hours would increase annual operating expenses.
- Saturday ridership may not be as productive (passengers/hour) as current service.
- There would be additional mileage on current vehicles, thereby accelerating the need to replace vehicles in the current fleet.

### ***Expenses***

- Using STAR Transit's FY 2012 operating cost of \$45.46 per hour, six Saturday hours would cost about \$54,550 in operating expenses annually. No additional capital would be required.
- With an average farebox recovery of 7.1 percent, the annual net deficit for this service would be about \$50,675.
- Vehicles in the current fleet will be used, so no immediate additional capital costs would be incurred. However, the vehicle replacement schedule would accelerate. This factor will be considered when developing the Capital Improvement Plan detailed in Chapter 6.

### ***Ridership***

- Using an estimate of six passenger trips per hour, Saturday service is likely to generate about 7,200 additional trips annually.



#### **Service Alternative #4: Regional Service to Virginia Beach Connecting with HRT Once a Week**

From the on-board surveys, one of the major themes that emerged was the need for regional connectivity across the Chesapeake Bay Bridge-Tunnel. Out of those who reported a specific destination they would like to see STAR Transit serve, about 35 percent identified Tidewater. The focus of this alternative is to develop a regional service that would connect Accomack and Northampton Counties to Tidewater via Hampton Roads Transit (HRT). The route would originate in Onley with one stop in Cape Charles, travel over the Chesapeake Bay Bridge-Tunnel, and connect with HRT at the Pleasure House Rd/Shore Dr. bus stop. Although Greyhound serves Norfolk from Oak Hall (T's Corner) and Exmore, three times daily, the one-way fare is \$35 and \$25 respectively. Additionally, same day roundtrip service hours are very prohibitive.

Figure 4-5 provides a map of the proposed route. The route would take 1½ to 2 hours (one-way) and cover about 65 miles, resulting in a 130-mile round trip. Two round trips per day, once a week are proposed for the Tidewater Regional Connection.

##### ***Advantages***

- Responds to a need indicated by riders and stakeholder input.
- Provides regional mobility.
- Provides access to educational, medical, and shopping destinations.

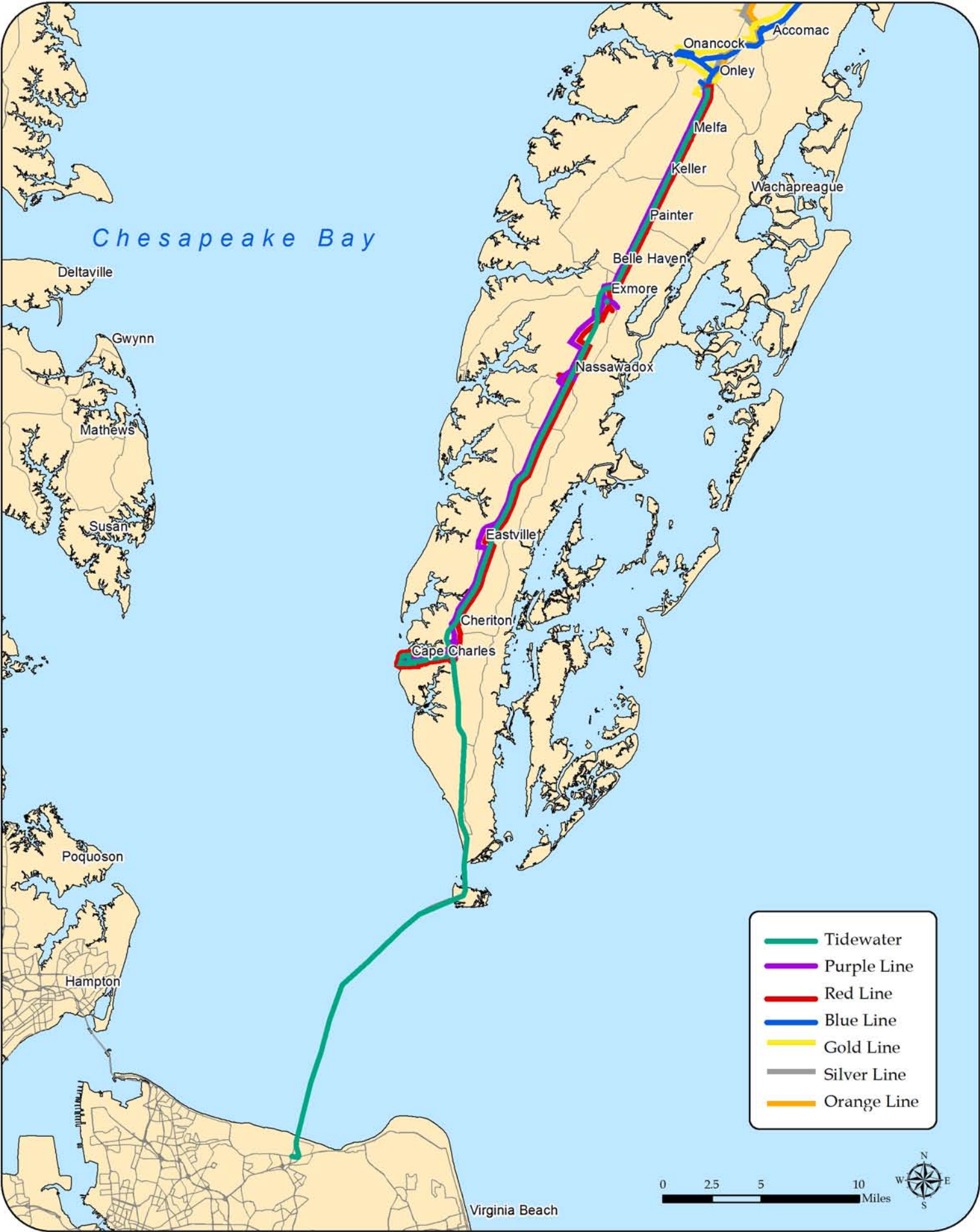
##### ***Disadvantages***

- The demand for this type of service is untested in this region.
- There are significant expenses associated with implementing the route.

##### ***Expenses***

- One contracted vehicle would be needed for this service
- Using STAR Transit's FY 2012 operating cost of \$45.46 per hour, eight hours for one day weekly would cost about \$18,200 in annual operating expenses and the total annual revenue service hours would be 400. Additionally, the Chesapeake Bay Bridge-Tunnel toll costs \$30 each way (if a reduced toll cannot be negotiated) that equates to \$6,000 per year.
- With an average farebox recovery of 7.1 percent, the annual net deficit for this service would be about \$50,675 plus the \$6,000 in tolls totaling \$56,675.

Figure 4-5: Proposed Route to Tidewater



### ***Ridership***

- Service to Virginia Beach using the estimated six passenger trips per revenue hour (400 service hours at average ridership) is likely to generate 2,400 additional trips annually.

## **ORGANIZATIONAL ALTERNATIVES**

Organizational alternatives include proposals for potential changes that affect the way that transit is guided, administered, and/or managed for STAR Transit. The organizational alternatives developed for consideration do not contemplate any major organizational changes, but rather additional options to consider.

### **Organizational Alternative #1: On-Going Transit Advisory Committee**

Many transit agencies have found that it is helpful for them to have a Transit Advisory Committee beyond just the requirements for a TDP. A Transit Advisory Committee is comprised of community stakeholders who have an interest in preserving and enhancing transit in the community. Typical Transit Advisory Committee members would include representatives from the following types of organizations:

- Social Services,
- Health Department,
- Human Service Agencies,
- Aging/Senior Services,
- Planning District Commission,
- Chamber of Commerce,
- Disability advocates,
- City/County Planning Department,
- Elected Official Liaison.

The role of a Transit Advisory Committee is to help the transit program better meet mobility needs in the community by serving as a link between the citizens served by the various entities and public transportation. A Transit Advisory Committee is a good community outreach tool for transit programs, as having an ongoing dialogue with stakeholders allows for a greater understanding for transit staff of transit needs in the community, as well as greater understanding by the community of the various constraints faced by the transit program. Transit Advisory Committees also typically serve in an advisory capacity for other transit initiatives.

For STAR Transit, it is suggested that a Transit Advisory Committee be created, serving in an advisory capacity. This will allow for enhanced local and regional coordination, allowing transit needs to be met in the most effective manner. It is proposed that this Committee meet twice a year -- once prior to the grant cycle so that new initiatives can be coordinated, and once mid-way through the funding year.

### *Advantages*

- Provides a forum for dialogue between the community and the transit program.
- Provides a venue for community networking.
- Can be a good community relations and marketing tool.
- Provides enhanced regional coordination.

### *Disadvantages*

- Takes staff time to organize and document Committee meetings and initiatives.

### *Expenses and Revenues*

- The expenses associated with the Transit Advisory Committee are modest and include the cost associated with the staff time spent planning and organizing the meetings, as well as any printing and presentation materials needed for the meetings.

### *Ridership*

- While formalizing the Transit Advisory Committee will not have a direct effect on ridership, it may generate ideas that will help boost ridership.

## **Organizational Alternative #2: STAR Transit Program Manager**

As noted in Chapter 1, the only Accomack-Northampton Transportation District Commission staff position that is directly involved with the transit system is the secretary for the ANTDC. The secretary works with the appointed six members Board of Directors that oversee STAR Transit.

As the system grows, the ANTDC could consider a position dedicated to the administration and oversight of the transit system. This position may begin as part-time, and then transition into a full-time position – especially if the ANTDC seeks to

manage federal funding internally that will require additional reporting and other administrative responsibilities. Overall roles of this position would include:

- Overseeing current contract with VRT, and working with the ANTDC when future contracts go out for bid.
- Preparing appropriate federal, state, and local reports.
- Working with the contractor on service planning and implementation of new services.
- Serving as a liaison to the community and to market current services and build ridership.
- Coordinating and facilitating meetings of the TAC described in the previous alternative.
- Participating in land use issues and new development to ensure a transit perspective is provided.

### *Advantages*

- Ensures a position that is entirely focused on the oversight and evaluation of the current transit system.
- Expands outreach and marketing efforts to help build ridership on current services.
- Creates a position that serves as a primary point of contact for transit services in the region, and helps reinforce the importance and need for transit services.

### *Disadvantages*

- Would require the creation of a new position at a time when local governments are facing fiscal constraints.

### *Expenses*

- This new position would result in salary and benefit expenses as well as implementation of the position by the ANTDC's human resources department that would establish a salary range.

### *Ridership*

- The additional marketing and outreach efforts that would be a component of this new position would expand knowledge of current services and help build ridership.

## **SUMMARY AND NEXT STEPS**

This chapter has provided a number of alternatives for STAR Transit to consider over the next six years with regard to public transit services. Table 4-1 provides a summary of these proposals. The entire menu of alternatives offers a fairly aggressive expansion, adding 3,600 annual revenue hours to the existing system. There are some additional revenue sources that may be available to help fund these expansions and these will be more completely researched if STAR Transit wishes to pursue them.

The next steps will be to present these alternatives for review and comment. The reviewers will be asked to decide which alternatives should move forward to the six-year plan, as well as to provide any additional alternatives that may have been overlooked thus far. KFH Group will research additional alternatives as needed to provide a six-year plan that meets the needs of STAR Transit.

Once the projects have been decided upon for the six-year period, KFH Group will draft the operations plan, capital plan, and financial plan for the TDP described in Chapter 5. The draft final report will include these sections, as well as edited versions of the first three chapters that have already been prepared, and a final chapter outlining the ongoing monitoring activities for the plan.

Table 4-1: STAR Transit TDP - Summary of Alternatives

Project Description	Purpose	Annual Revenue Service Hours	Annual Operating Expenses	Capital Expenses	Proposed Funding Sources	Estimated Ridership
Service Alternative #1: Expanded Evening Service	Provide service for two hours in the evening, responding to a need articulated by survey respondents. <i>Red/Purple Route:</i> <i>Blue/Gold Route:</i> <i>Orange/Silver Route:</i>	2,000 1,000 500 500	\$ 90,920 \$ 45,460 \$ 22,730 \$ 22,730	\$ -	Local and State	12,040
Service Alternative #2: Minor Route Adjustments for each Route	Offer more convenient service	-	\$ -	\$ -	n.a.	-
Service Alternative #3: Saturday Service	Provide service for six hours on Saturday, responding to a need articulated by survey respondents. <i>Red/Purple Route:</i> <i>Blue/Gold Route:</i> <i>Orange/Silver Route:</i>	1,200 600 300 300	\$ 54,552 \$ 27,276 \$ 13,638 \$ 13,638	\$ -	Local and State	7,200
Service Alternative #4: Regional Service to Virginia Beach Connecting with HRT Once a Week	Regional service that would connect Accomack and Northampton Counties to Tidewater via Hampton Roads Transit (HRT).	400	\$ 56,675	\$ -	Local and State	2,400
Organizational Alternative #1: Transit Advisory Committee	Provide a forum for dialogue between the community and the Pony Express.	-	Minimal	\$ -	n.a.	-
Organizational Alternative #2: ANTDC Transit Program Manager	Dedicated staff person to administer program, work with contractor, and implement service improvements and expansions.	-	Not yet determined	\$ -	Local and State	-
<b>TOTALS</b>		<b>3,600</b>	<b>\$ 202,147</b>	<b>\$ -</b>		<b>21,640</b>





# Chapter 5

## Operations Plan

### INTRODUCTION

The development of the STAR Transit TDP has included four technical chapters (documented in Chapters 1-4), which provided an overview of transportation; discussed goals, objectives, and standards; analyzed the need for transit services; and proposed financially constrained and vision alternatives for STAR Transit to implement over the next six years. The process has been guided by STAR Transit staff, their contractor (VRT), and input from DRPT and area stakeholders. Chapters 6 and 7 provide companion capital and financial plans.

This chapter provides the Operations Plan. It details the specific projects broken down into financially constrained and vision categories. While the former follow a six year timeline, the latter is indeterminate, as the year of possible implementation is unknown. The TDP recognizes current financial constraints while allowing STAR Transit to adapt to changing circumstances, and consider accelerated implementation during its yearly reviews. The recommendations are divided into short- and mid-term based on the prioritization of the projects. The details concerning each service proposal are described below. Focusing first on the financially constrained category, STAR Transit can better achieve its transportation program goals.

The operational changes included in this chapter include cost estimates that are based on the FY 2012 actual expenses (\$543,648.02) submitted to DRPT. The service revenue hours reported (11,958 hours) was also used for purposes of this analysis. Using these figures the operating cost for FY 2012 was \$45.46 per revenue hour. The Operations Plan includes the following projects:

#### Short-Term Projects

- Maintain current service level with minor route adjustments,
- Increased marketing.

## Mid-Term Projects

- Expanded evening service,
- Saturday service.

## Vision Project

- Regional service to Virginia Beach Connecting with HRT.

## FINANCIALLY CONSTRAINED SHORT-TERM PROJECTS

### Maintain Current Service Level with Minor Route Adjustments

The six STAR Transit routes operate as fixed route service with route deviation for anyone that requests it. As such they do make minor route adjustments each day depending upon flag stops and people who may call to request a ride. The focus of this recommendation is to suggest a few potential minor changes to the basic structure of each route pairing.

Figures 5-1 through 5-3 portray adjustments to the existing deviated fixed routes. The focus of each route modification is to improve service by providing more direct trips between the residential core and major destinations. Below are the highlighted adjustments to each route.

**Red/Purple Routes** - The Red/Purple routes provide service between Cape Charles and Onley (Walmart), benefiting from the highest ridership. Based on stop data collected, these routes should be realigned to better serve the businesses and residents along Bayview Circle.

**Blue/Gold Routes** - The Blue/Gold routes provide service between Bloxom (via Parksley) and Onley (Walmart), experiencing the second highest ridership. To improve ridership and on-time reliability, these routes would be streamlined by eliminating the Bloxom connection and making Nelsonina the end node.

**Orange/Silver Routes** - The Orange/Silver routes provide service between Chincoteague (northern most location) and Onley (Walmart), encountering the lowest ridership. The modified route will condense the service coverage in Chincoteague and eliminate fixed-route service to Hallwood (still available for call-in trips).

Figure 5-1: Recommended Red and Purple Route Modifications

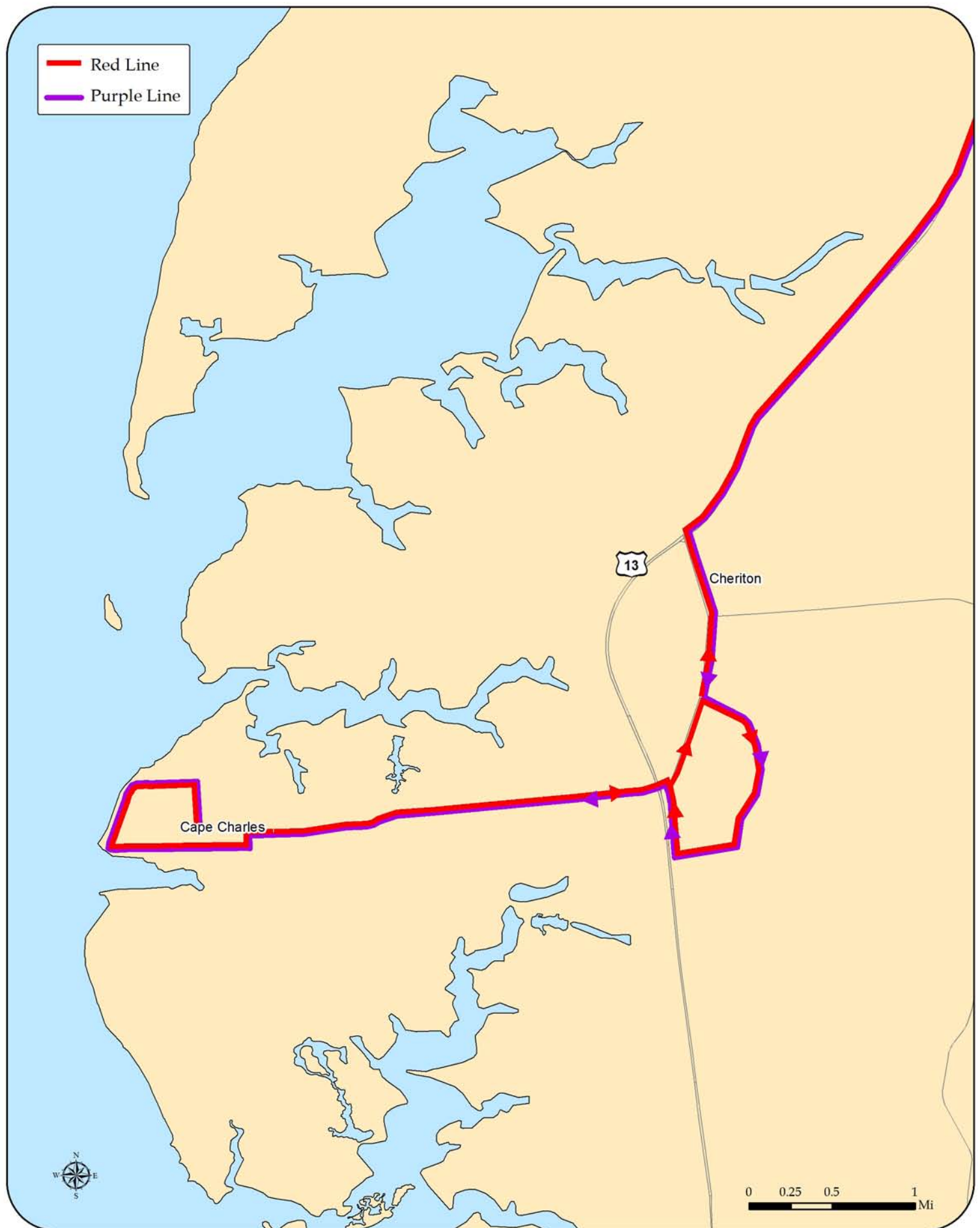


Figure 5-2: Recommended Orange and Silver Route Modifications

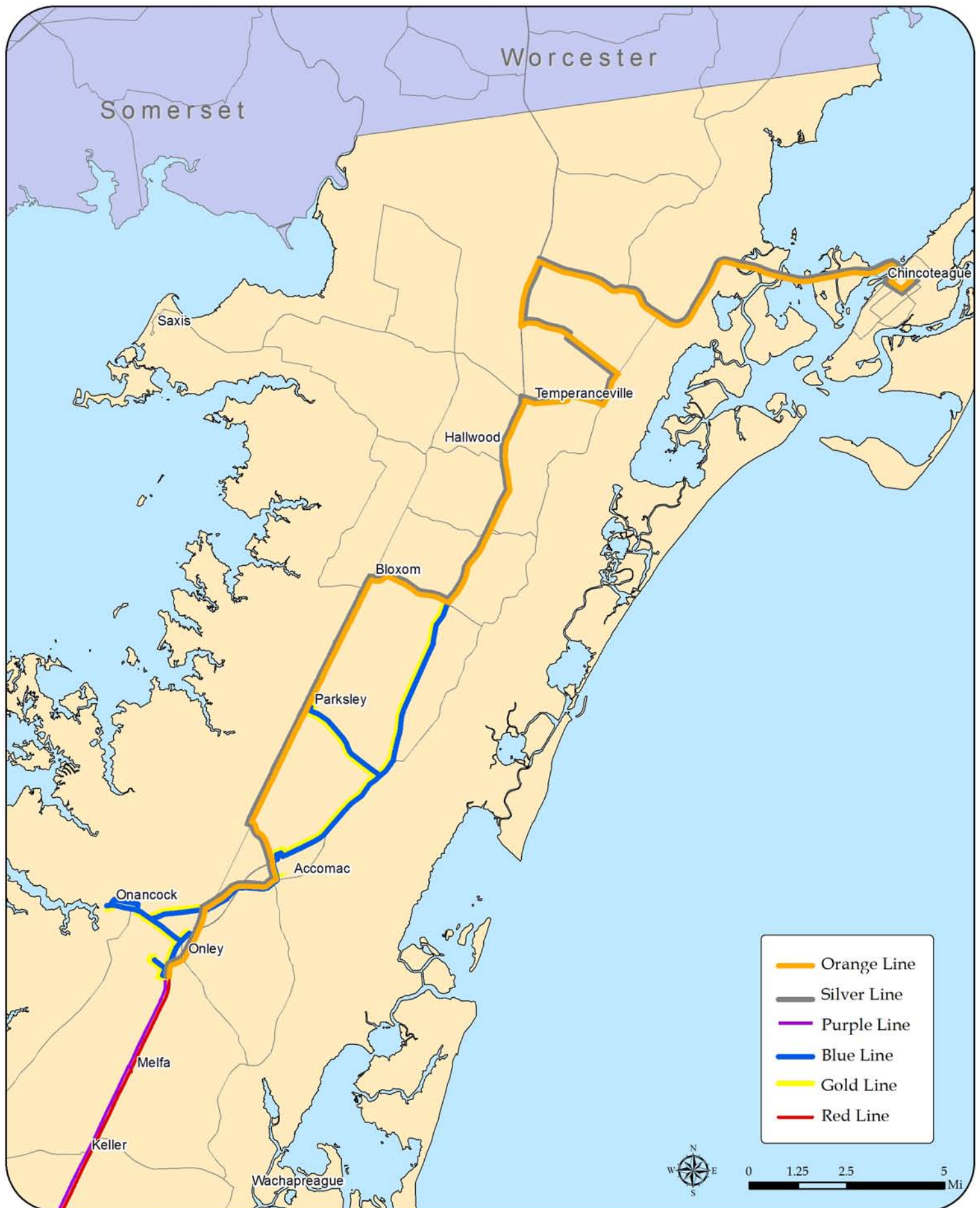
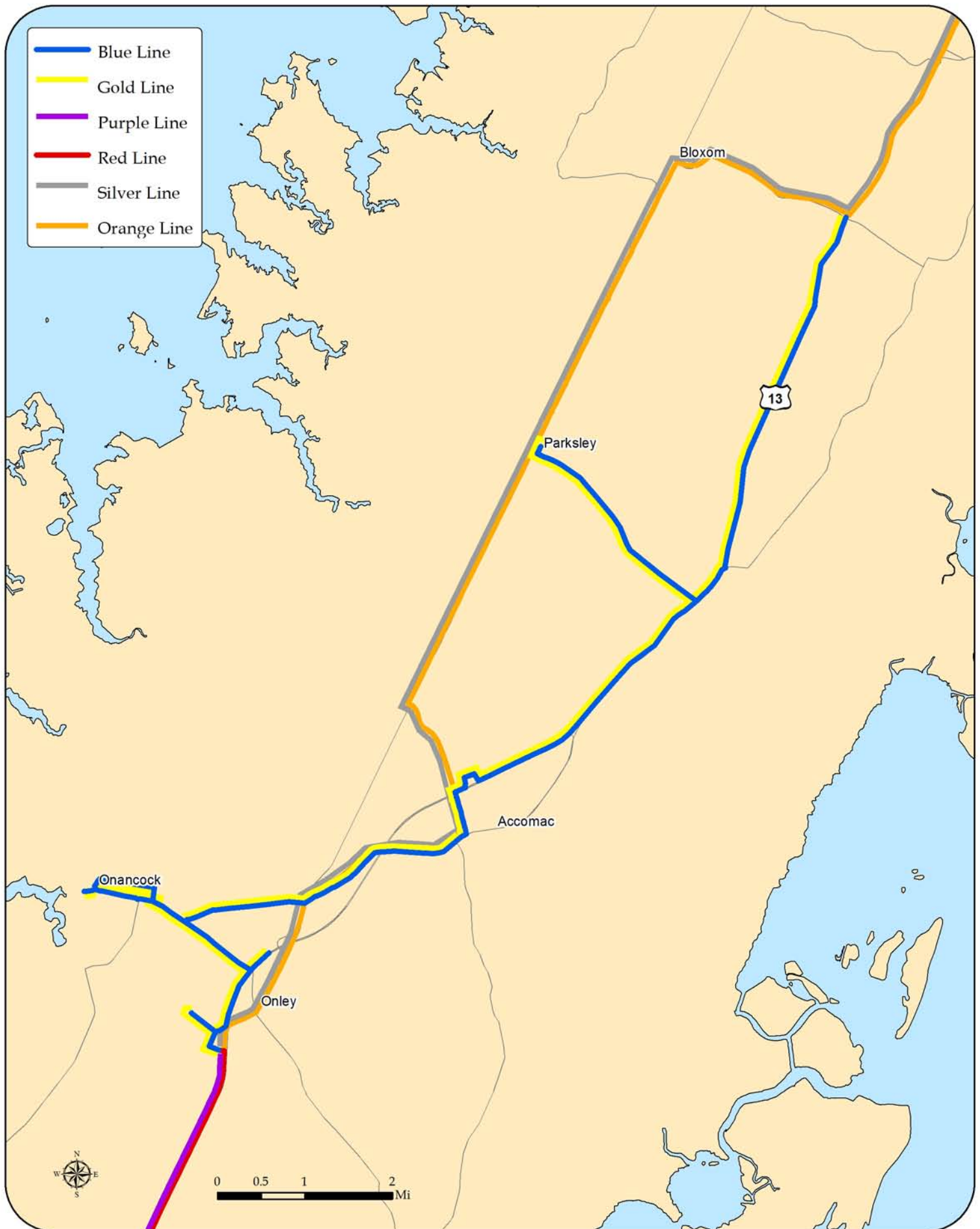




Figure 5-3: Recommended Blue and Gold Route Modifications



- At the current level of service, STAR Transit's operating expenses would increase by an assumed 3 percent rate of inflation each year over the FY 2014 budget cost figure used as the base.
- This change is cost-neutral with regard to operating cost. This change will necessitate a revision of the schedules (as do some other changes included within this plan). The cost to revise the schedules is included with the discussion of improved passenger information and infrastructure.
- This change is not expected to have a significant impact on ridership, though more riders may be attracted to the service based on improved on-time performance and the maturing system.
- The operating deficit would be split up to 50 percent Federal Section 5311, 15 percent state, and 35 percent local. This assumption obviously depends on the continued availability of federal and state funding under the current programs.
- STAR Transit requested replacement for two buses in the Fiscal Year 2014 application. If awarded, they would be available for service at the beginning of Fiscal Year 2015.
- Capital costs would be split 80 percent federal, 10 percent state, and 10 percent local.

### **Increased Marketing**

This project involves increasing marketing efforts and public information of STAR Transit's current general public services, focusing on the ease and convenience of the service. Expanded stop signage with a map of the service and a "You are here" dot at key locations would improve the visibility of the service to members of the community.

STAR Transit currently uses limited methods of public outreach including a system map and schedules and the STAR Transit website to educate riders and the general public about STAR Transit services. STAR Transit drivers are also valuable resources in providing suggestions to improve the service. STAR Transit should continue these public outreach efforts in addition to new marketing efforts. While current riders typically are able to find information about STAR Transit, there is a sense

that a large part of the community still does not know about the service that STAR Transit offers.

It is recommended that A-NTDC, on behalf of STAR Transit, request technical assistance from DRPT to develop a comprehensive marketing plan. Such technical assistance could be funded through the Rural Transit Assistance Program. The marketing plan would document STAR Transit's current marketing and public outreach activities, and identify marketing goals and related strategies. The marketing plan could take into account public input provided through the TDP process, and identify ways to build partnerships with community organizations and improve public outreach. Strong marketing efforts will be particularly important if STAR Transit aims to grow its position as a regional transit provider.

Even if organizations and businesses do not have employees or patrons who currently ride STAR Transit, it is important to generate community support for the public service that STAR Transit provides. Good marketing and public information efforts help achieve this goal. Marketing efforts should highlight that many members of the community experience a higher quality of life with STAR Transit services. Seniors, individuals with disabilities, and residents who do not have a car are able to live independently because of STAR Transit. STAR Transit helps residents access jobs and students to attend classes. While most existing riders use STAR Transit because they do not have access to a car or the ability to drive, STAR Transit also provides an important alternative to those who might choose to use transit in the future, especially if gas prices continue to rise.

In terms of public information, STAR Transit should continue to maintain accurate information about the route, schedule, fares, and deviation policy on their website, as well as include this material on the A-NTDC, Accomack County and Northampton County websites. It is recommended that revisions to the bus schedule take out some scheduled stops that have minimal ridership, as noted above. Having fewer time points identified in the schedule allows STAR Transit more flexibility to accommodate deviations and account for traffic issues, and decreases opportunities for early departures from stops (especially little used stops). The schedule will still let riders know the times that major stops will be served.

- STAR Transit should implement marketing efforts in FY 2015 through the Federal Transit Administration's Rural Transit Assistance Program (RTAP). Funding is available up to \$2,500, with no required local match.
- Updates to STAR Transit's marketing materials will be necessary every year following FY 2015, corresponding to implementation of expanded service

hours and days, as well as for any new stops. It is proposed that FY 2015, 2016, and 2017 include \$500 for these expenses.

- Increased marketing may result in a small increase in ridership, but predicting this change is difficult. Additional community-wide knowledge of the services could result in more support for transit even among non-users.

## MID-TERM PROJECTS

### Expanded Evening Hours

This recommendation involves expanding service by two hours on weekday evenings, until 8:15 p.m. This improvement would support the current ridership of which 50 percent are using the bus to access employment and another 15 percent for shopping. Additionally, this was the second highest requested improvement cited through the on-board survey.

- The expansion results in about 2,000 total additional revenue hours per system (Red/Purple route 1,000 hours, Blue/Gold route 500 hours, and Orange/Silver route 500 hours).
- Using the STAR Transit's FY 12 operating cost per hour of \$45.46, additional revenue hours would cost about \$90,920 annually in operating expenses (Red/Purple route \$45,460, Blue/Gold route \$22,730, and Orange/Silver route \$22,730).
- Maintaining the budgeted FY 2012 average farebox recovery of 7.1 percent, the net deficit for adding two hours of service during the evening is about \$85,000.
- It is proposed that this deficit be split up to 50 percent Federal Section 5311, 15 percent state, and 35 percent local. This assumption depends on the continued availability of federal and state funding under the current programs.
- Assuming an average ridership of about 6 passenger trips per hour, an additional two hours of service would generate an estimated 12,040 annual passenger trips per year.



- Users will need to be informed through revised information flyers, advertisements, etc. Funding for printing and other expenses will be included for these marketing efforts.

### **Saturday Service**

The desired improvement cited most frequently through the on-board survey was implementing Saturday service. This project addresses rider concerns by providing STAR Transit service on Saturdays from 9:00 a.m. to 3:00 p.m. Since routes are not interlined, the Red/Purple route could be implemented initially followed by the other route pairings.

- The expansion results in about 1,200 total additional revenue hours per system (Red/Purple route 600 hours, Blue/Gold route 300 hours, and Orange/Silver route 300 hours).
- Using the STAR Transit's FY 12 operating cost per hour of \$45.46, additional revenue hours would cost about \$54,555 annually in operating expenses (Red/Purple route \$27,275, Blue/Gold route \$13,640, and Orange/Silver route \$13,640).
- Maintaining the budgeted FY 2012 average farebox recovery of 7.1 percent, the net deficit for adding two hours of service during the evening is about \$50,675.
- It is proposed that this deficit be split up to 50 percent Federal Section 5311, 15 percent state, and 35 percent local. This assumption depends on the continued availability of federal and state funding under the current programs.
- Assuming an average ridership of about 6 passenger trips per hour, Saturday service for six hours would generate an estimated 7,200 annual passenger trips per year.
- For each of these service expansions, users will need to be informed through revised information flyers, advertisements, etc. Funding for printing and other expenses will be included for these marketing efforts.

## **VISION PROJECT**

The vision project included in the TDP represents a more ambitious and long-term action for STAR Transit. Due to the undetermined timeline, the vision project reflects FY 2012 budget cost levels per service hour.

### **Regional Service to Virginia Beach Connecting with HRT**

One of the major topics that emerged from the study outreach process was that there is a need for regional connectivity over the Chesapeake Bay Bridge-Tunnel. The focus of this alternative is to develop a once a week regional service that would connect the Accomack and Northampton Counties to Virginia Beach and the rest of the Tidewater region (via HRT). The route would originate in Onley with one stop in Cape Charles, travel over the Chesapeake Bay Bridge-Tunnel, and connect with HRT at the Pleasure House Rd/Shore Dr. bus stop. Two round trips taking about 2 hours (one-way) would be designed.

- Using STAR Transit's FY 2012 operating cost of \$45.46 per hour, eight hours for one day weekly would cost about \$18,200 in annual operating expenses and the total annual revenue service hours would be 400. Additionally, the Chesapeake Bay Bridge-Tunnel toll costs \$30 each way (if a reduced toll cannot be negotiated) which equates to \$6,000 per year.
- It is proposed that this deficit be split up to 50 percent Federal Section 5311, 15 percent state, and 35 percent local. This assumption depends on the continued availability of federal and state funding under the current programs.
- Service to Virginia Beach using the estimated six passenger trips per revenue hour (400 service hours at average ridership) is likely to generate 2,400 additional trips annually.

### **Planned Service Levels**

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

**Table 5-1: Planned Levels of Service**

Year of Planned Deployment	Service Project	Annual Revenue Hours	Annual Revenue Miles
<b>EXISTING SERVICE/ROUTE ADJUSTMENTS</b>			
<b>Existing<sup>1</sup></b>	Current STAR Transit Route (Weekdays)	11,958	332,049
<b>1</b>	Route Adjustments	No change	No change
<b>EXPANSION SERVICE</b>			
<b>2</b>	Expanded Evening Service*	2,000	54,000 <sup>2</sup>
<b>4</b>	Saturday Service*	1,200	32,400 <sup>2</sup>
<b>N/A</b>	Service to Virginia Beach Connecting with HRT Once a Week	400	13,000

Notes:

<sup>1</sup>Existing service based on federal FY 2012 (FY 2013 had not concluded at the time of the study)

<sup>2</sup>Calculated miles based on vehicles average 27 mph

\*Expansion service could be added system-wide (as reflected in the table) or broken out by individual route pairings as warranted by demand. This could occur based on limited funding where expansion would focus on routes with highest ridership.

## ORGANIZATIONAL ALTERNATIVES

As of October 1, 2013, STAR Transit will employ a full-time Transit Manager. This position will be dedicated to the administration and oversight of the transit system. The roles and responsibilities of the Transit Manager should include:

- Service planning and implementation of new services,
- Operations and capital maintenance oversight,
- Marketing current services to the community and building ridership,
- Coordinating and facilitating meetings with the proposed Transit Advisory Committee will be accomplished by VRT staff; and
- Working with local governments concerning land use issues and new developments to support a transit perspective.

## ESTABLISH ON-GOING TRANSIT ADVISORY COMMITTEE

STAR Transit does not currently have a Transit Advisory Committee (TAC) in place. Many transit agencies have found that it is helpful for them to have a TAC beyond just the requirements for a TDP. A TAC is comprised of community stakeholders who have an interest in preserving and enhancing transit in the community.

The role of a TAC is to help the transit program better meet mobility needs in the community by serving as a link between the citizens served by the various entities and public transportation. A TAC is a good community outreach tool for transit programs, as having an ongoing dialogue with stakeholders allows for a greater understanding for transit staff of transit needs in the community, as well as greater understanding by the community of the various constraints faced by the transit program. A TAC also typically serves in an advisory capacity for other transit initiatives. The role of the A-NTDC would remain unchanged in that they would still be the ultimate guide for STAR Transit, however the TAC would alleviate some of the burden on the Commission.

For STAR Transit, it is suggested that they create a TAC serving in an advisory capacity for the service. This will allow for enhanced local and regional coordination, enabling transit needs to be met in the most effective manner. It is proposed that this TAC meet twice a year -- once prior to the grant cycle so that new initiatives can be coordinated, and once mid-way through the funding year.

## Chapter 6

# Capital Improvement Program

This chapter of the TDP describes the major capital projects (vehicles, facilities, and equipment) needed to support the provision of public transportation for the six-year period covered by this TDP. It outlines the capital infrastructure projects needed to implement the service recommendations described in the Operating Plan. The Capital Improvement Program (CIP) provides the basis for STAR Transit's requests to DRPT for federal and state funding for capital replacement, rehabilitation, and expansion projects. The recommendations in the CIP are projects for which STAR Transit reasonably anticipates local funding to be available. The recommendations for different types of capital projects including vehicles, facilities, passenger amenities, tools and equipment, and technology upgrades are described below. The descriptions identify the capital projects already programmed in STAR Transit's existing CIP, as well as additional projects recommended in the TDP. The costs associated with these capital projects are provided in the next chapter with the Financial Plan.

### VEHICLE REPLACEMENT AND EXPANSION PROGRAM

This section presents the details of the vehicle expansion and replacement plan including vehicle useful life standards, characteristics of the new vehicles, and estimated costs. A vehicle expansion and replacement plan is necessary to maintain a high quality fleet and dispose of vehicles beyond their useful life. This plan is especially important since STAR Transit service covers a large geographic region. The capital plan for the vehicles was developed by applying FTA/DRPT vehicle replacement standards to the current vehicle fleet inventory, which was presented in Chapter 1.

#### Useful Life Standards

The FTA/DRPT vehicle replacement standards are shown in Table 6-1. The standards indicate that different types of vehicles have different expected lifespans. The builders of these vehicles are required to designate the projected life-cycle when the

vehicles are submitted for testing by the FTA, and the vehicles are designed to meet these standards. If vehicles greatly exceed the expected life, the consequent maintenance costs for over-age vehicles can significantly increase operating costs. In addition, the reliability of vehicles generally declines as they age, particularly after their design life is exceeded. This decrease in vehicle reliability also affects operating costs and impacts the quality of service for passengers.

**Table 6-1: DRPT's Vehicle Useful Life Policy**

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

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

### Vehicle Plan – Baseline Estimate

STAR Transit currently only operates body on chassis vehicles and one minivan, so the vehicles may be replaced after four years of service or after 100,000 miles. This standard was applied to the existing fleet to ascertain a baseline estimate of capital needs for the next six years to maintain current service levels. Table 6-2 portrays STAR Transit's existing vehicle inventory with the estimated years the vehicles should be replaced, given current service levels. This recommendation differs slightly from the capital projections in DRPT's FY 2014 Six-Year Improvement Program (SYIP), which the Commonwealth Transportation Board updates annually.

### Vehicle Plan – Recommended Services

The plan for vehicle replacement and expansion taking into account the recommended service projects is shown in Table 6-3. This table estimates vehicle needs based on the service projects' planned years of implementation described in Chapter 5. Actual vehicle needs may change depending on the years that STAR Transit actually implements the service projects. This expansion plan follows the capital projections in the SYIP and recommends that STAR Transit purchases an expansion vehicle in FY 2017 and FY 2019, assuming STAR Transit implements the new scheduled evening service and Saturday service. In the later years of the TDP timeframe, the replacement vehicles purchased in FY 2015 and FY 2016 will need to be replaced in FY 2019 and FY 2020 respectively, as well as the minivan in FY 2020 based on current mileage estimates.

**Table 6-2: STAR Transit Vehicle Inventory with Replacement Years, Baseline Estimate**

<b>Vehicle Identification Number (VIN)</b>	<b>Model Year</b>	<b>Make</b>	<b>Model</b>	<b>Seating Capacity</b>	<b>Wheelchair Lift</b>	<b>Mobile Radio</b>	<b>Mileage 5/20/2013</b>	<b>Average Annual Mileage</b>	<b>Estimated Replacement Year</b>
1FDFE4FS1BDA15027	2011	Ford	Supreme	20	Y	N	140,519	58,066	FY 2015
1FDFE4FS3BDA15028	2011	Ford	Supreme	20	Y	N	107,138	44,272	FY 2015
2D4RN4DG0BR794985	2011	Chrysler	Grand Caravan	4	Y	N	33,046	13,655	FY 2020
1GB6G5BGXC1157681	2012	Ford	Supreme	20	Y	N	42,606	30,004	FY 2016
1GB6G5BG5C1159001	2012	Ford	Supreme	20	Y	N	44,950	31,655	FY 2016
1FDFE4FSXBDA15026	2013	Ford	Challenger	20	Y	N	557	N/A	FY 2017
1FDFE4FSXBDA15026	2013	Ford	Challenger	20	Y	N	571	N/A	FY 2017
1FDFE4FSXBDA15026	2013	Ford	Challenger	20	Y	N	570	N/A	FY 2017

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<b>Number of Vehicles</b>							
Replacement	2	2	3	0	2	3	12
Expansion	0	0	1	0	0	1	2
<b>Total Vehicles</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>14</b>

When removing vehicles from service, STAR Transit will follow DRPT guidelines as described in the Section 5311 State Management Plan. Before disposition may occur, STAR Transit must ensure that any Section 5311 funded vehicle has met DRPT's useful life criteria. STAR Transit must send its disposition request to DRPT, which will grant approval or disapproval for disposition. DRPT may offer the vehicles to other Section 5311 recipients that are in need. Otherwise, STAR Transit may dispose of the vehicles and use the proceeds to support transportation services.

### Vehicle Characteristics

Input collected during the TDP process indicated the current type of vehicle that STAR Transit uses serves community needs well. The body-on-chassis buses are suitable for navigating neighborhood streets as well as traveling along U.S. Route 13. STAR Transit will order replacement and expansion vehicles with similar characteristics to its current fleet of vehicles. The new vehicles will have a similar expected life as the current STAR Transit buses: at minimum four years or 100,000 miles.

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

### Estimated Costs

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



**Table 6-4: Estimated Costs of New Vehicles**

Fiscal Year	Estimated Cost Per Vehicle
2015	\$77,000
2016	\$77,000
2017	\$80,000
2018	\$80,000
2019	\$90,000
2020	\$90,000

Potential funding sources for the replacement and expansion vehicles include FTA Section 5311 funds, the State’s Mass Transit Trust Fund and Mass Transit Capital Fund, and local funds.

### **Non-Revenue Vehicles**

While Tables 6-2 and 6-3 addressed the replacement and expansion of revenue vehicles, it is worth noting that STAR Transit anticipates purchasing a non-revenue support vehicle in FY 2018.

## **FACILITIES**

STAR Transit’s fleet will gradually grow within the timeframe of the TDP, including the expansion vehicles for then enhanced service and Saturday service. To continue to maintain their fleet, STAR Transit has specified \$50,000 in FY 2017 for “bus rehab/renovation of yards and shop” and \$25,000 in FY 2018 for “bus rehab/renovation of admin/maintenance facility.”

## **PASSENGER AMENITIES**

Another capital project is the installation of bus shelters with benches at the highest use bus stops. STAR Transit is currently installing 70 bus stop signs that were purchased under an FTA grant. Additional passenger shelters should be purchased in FY 2016 and FY 2018 as identified in the SYIP to support growth of the system.

## **EQUIPMENT**

There are a few recommendations for equipment within the TDP timeframe. Specifically, purchasing computer hardware and software, surveillance and security equipment, and spare parts for maintenance are required to assist in both administration and operation of the system. These capital purchases are already programmed in the SYIP.

## **TECHNOLOGY**

The only technology project recommended within the TDP planning horizon is for ITS equipment programmed for FY 2018.

# Chapter 7

## Financial Plan

### INTRODUCTION

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

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

### OPERATING EXPENSES AND FUNDING SOURCES

Table 7-1 provides a financial plan for operation of STAR Transit's services under the financially constrained six-year plan, and Table 7-2 presents the financial plan for operations under the vision plan. As discussed in the Operations Plan (Chapter 5), the financially constrained plan projects are moderate in scope, reflecting the current economic climate and the current funding partnerships that provide the local match. The top half of Table 7-1 summarizes the annual revenue hours of service for the existing STAR Transit routes as well as the service projects recommended as part of the financially constrained plan. The bottom half of the table provides operating cost estimates and funding sources associated with these service projects. A number of assumptions used in developing the operating cost estimates are included as footnotes and described below.

**Table 7-1: STAR Transit TDP Financial Plan for Operations - Financially Constrained**

Projects <sup>1</sup>	FY 2014 Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Projected Incremental Annual Revenue Hours</b>							
<i>Current Level of Service</i>	11,958	11,958	11,958	11,958	11,958	11,958	11,958
Increased Marketing	-	-	-	-	-	-	-
Minor Route Adjustment to Each Route	-	-	-	-	-	-	-
Extending Evening Hours until 8:15 p.m.	-	2,000	2,000	2,000	2,000	2,000	2,000
Saturday Service, 9:00 a.m. until 3:00 p.m.	-	-	-	-	1,200	1,200	1,200
<b>Total Transit Revenue Hours</b>	<b>11,958</b>	<b>11,958</b>	<b>13,958</b>	<b>13,958</b>	<b>15,158</b>	<b>15,158</b>	<b>15,158</b>
<b>Projected Operating Expenses</b>							
<i>Cost Per Revenue Hour<sup>2</sup></i>	\$ 50.70	\$ 52.22	\$ 53.79	\$ 55.40	\$ 57.06	\$ 58.78	\$ 60.54
<i>Current Level of Service</i>	\$ 606,281	\$ 624,469	\$ 643,204	\$ 662,500	\$ 682,375	\$ 702,846	\$ 723,931
Increased Marketing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minor Route Adjustment to Each Route	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Extending Evening Hours until 8:15 p.m.	\$ -	\$ 107,577	\$ 110,804	\$ 114,129	\$ 117,552	\$ 121,079	\$ 121,079
Saturday Service, 9:00 a.m. until 3:00 p.m.	\$ -	\$ -	\$ -	\$ -	\$ 68,477	\$ 70,531	\$ 72,647
<b>Total Projected Operating Expenses</b>	<b>\$ 606,281</b>	<b>\$ 624,469</b>	<b>\$ 750,781</b>	<b>\$ 773,304</b>	<b>\$ 864,980</b>	<b>\$ 890,930</b>	<b>\$ 917,658</b>

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

<sup>2</sup> The hourly rates for subsequent years were increased by 3% annual inflation rate.

**Table 7-1: STAR Transit TDP Financial Plan for Operations - Financially Constrained  
(continued)**

Anticipated Funding Sources	FY 2014						
	Base	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b><i>Federal</i></b>							
Section 5311	\$ 288,716	\$ 288,816	\$ 348,738	\$ 359,200	\$ 401,783	\$ 413,837	\$ 426,252
RTAP		\$ 2,500					
<b>Subtotal, Federal</b>	\$ 288,716	\$ 291,316	\$ 348,738	\$ 359,200	\$ 401,783	\$ 413,837	\$ 426,252
<b><i>State</i></b>							
Formula Assistance <sup>1</sup>	\$ 63,367	\$ 87,128	\$ 89,306	\$ 91,539	\$ 93,827	\$ 117,284	\$ 120,216
Additional funding in FY 2014 Mid-Year <sup>2</sup>	\$ 21,636						
<b>Subtotal, State</b>	\$ 85,003	\$ 87,128	\$ 89,306	\$ 91,539	\$ 93,827	\$ 117,284	\$ 120,216
<b><i>Local</i></b>							
Local Contribution	\$ 203,714	\$ 201,688	\$ 259,431	\$ 267,661	\$ 307,956	\$ 296,553	\$ 306,036
Revenues - Farebox <sup>3</sup>	\$ 28,848	\$ 44,337	\$ 53,305	\$ 54,905	\$ 61,414	\$ 63,256	\$ 65,154
<b>Total Local</b>	\$ 232,562	\$ 246,025	\$ 312,737	\$ 322,565	\$ 369,370	\$ 359,809	\$ 371,189
<b>Total Projected Operating Revenues</b>	<b>\$ 606,281</b>	<b>\$ 624,469</b>	<b>\$ 750,781</b>	<b>\$ 773,304</b>	<b>\$ 864,980</b>	<b>\$ 890,930</b>	<b>\$ 917,658</b>

<sup>1</sup> State formula assistance assumes a 2.5% growth (per DRPT guidance). DRPT is not committing to funding levels shown for FY15-20. Funding levels are subject to the annual budget and SYIP adoption.

<sup>2</sup> The FY 2014 Mid-Year state funding represents additional funding allocated to STAR Transit given the new transportation funding program.

<sup>3</sup> The FY 2014 Base amount came from the FY 2014 SYIP. For FY 2015 and on, amounts were estimated based on the FY 2012 farebox recovery rate of 7.1%.

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

Projects <sup>1</sup>	Base Year	Phase 1
<b>Projected Incremental Annual Revenue Hours</b>		
<i>Current Level of Service<sup>2</sup></i>	11,958	11,958
Regional service to Virginia Beach (Connecting with HRT)		400
<b>Total Transit Service Hours</b>	<b>11,958</b>	<b>12,358</b>
<b>Projected Operating Expenses<sup>3</sup></b>		
<i>Cost Per Revenue Hour<sup>4</sup></i>	\$ 45.46	\$ 45.46
<i>Current Level of Service<sup>5</sup></i>	\$ 543,648	\$ 543,648
Regional service to Virginia Beach (Connecting with HRT)		\$ 18,184
Chesapeake Bay Bridge-Tunnel Toll Expense (\$30 each way)		\$ 6,000
<b>Total Projected Operating Expenses</b>	<b>\$ 543,648</b>	<b>\$ 567,832</b>

Notes:

<sup>1</sup> Implementation year is undetermined. Implementation will be based on funding availability.

<sup>2</sup> Based on FY 2012 data - 11,958 revenue hours (most recent full year of service)

<sup>3</sup> Assumes constant FY 2012 dollars due to undetermined timeline for implementation.

<sup>4</sup> Based on STAR Transit's FY 2012 fully allocated cost per revenue hour.

<sup>5</sup> Base Year represents full FY 2012 operating budget.

Anticipated Funding Sources	Base Year	Phase 1
<b>Federal</b>		
Section 5311	\$ 257,400	\$ 263,758
<b>Subtotal, Federal</b>	<b>\$ 257,400</b>	<b>\$ 263,758</b>
<b>State</b>		
Formula Assistance	\$ 77,220	\$ 79,127
<b>Subtotal, State</b>	<b>\$ 77,220</b>	<b>\$ 79,127</b>
<b>Local</b>		
Local Contribution	\$ 180,180	\$ 184,631
Revenues - Farebox <sup>1</sup>	\$ 28,848	\$ 40,316
<b>Total Local</b>	<b>\$ 209,028</b>	<b>\$ 224,947</b>
<b>Total Projected/Proposed Operating Funds/Revenues</b>	<b>\$ 543,648</b>	<b>\$ 567,832</b>

Notes: <sup>1</sup> Based on the FY 2012 farebox recovery rate of 7.1%.

As Table 7-1 indicates, the Base Year represents the FY 2014 SYIP; except for the current revenue hours (used FY 2012 data). The projected cost per revenue hour and operating costs to maintain the current level of service in subsequent years are based on a 3% annual inflation rate. While the costs for service alternatives in Chapter 4 had been estimated based on an adjusted operating cost per revenue hour (excluding administration costs) to determine the incremental operating costs, the financial plan uses the fully allocated operating cost per hour (estimated at \$50.70 for FY 2014).

Under anticipated funding sources, the FY 2014 base amounts for federal funding and farebox revenue came from the FY 2014 SYIP. The state funding for FY 2014 has been updated to reflect additional state funding, available starting in July 2013, as a result of the Commonwealth's new transportation funding program. However, the state share of total operating revenues from FY 2015 and on was estimated based on historical funding levels, at about 15% of the net deficit. DRPT is not committing to the funding for FY 2015 and beyond. Specific funding amounts are determined during the annual SYIP adoption and budget cycle. With the new transportation funding program, the actual state amounts may be higher, but the formula was still being finalized at the time of the TDP. In each year of the financial plan, the total projected operating expenses account for inflation associated with maintaining the current level of service as well as service expansions. Both federal and state funds are shown to increase with inflation. The funding source amounts for FY 2015 – FY 2020 are based on net operating deficits calculated with a farebox recovery rate of 7.1%. Based on FY 2012 data, this farebox recovery rate provides conservative estimates of farebox revenue during the TDP timeframe.

Table 7-1 indicates that the annual operating expenses for STAR Transit are projected to be about \$625,000 in the first year of the TDP planning period (FY 2015). Over the six-year period the STAR Transit operating budget will grow to almost \$920,000 including inflation at 3% per year and additional service expansions of later evening hours and Saturday service, which STAR Transit will implement if warranted by demand or pending funding partnerships. The local share is projected to remain steady – about forty percent of the total operating budget.

Table 7-2 details the sole project in the vision plan, which is not constrained to reflect the availability of funding. If one assumes that the vision project is implemented, the total annual budget for transit service would grow by \$24,184 (in FY 2012 dollars). The cost is calculated in constant FY 2012 dollars due to the undetermined timeline associated with the project.

---

## VEHICLE PURCHASE EXPENSES AND FUNDING SOURCES

Table 7-3 offers the financial plan for vehicle replacement over the six-year period. The plan includes a total of twelve replacement vehicles, two expansion vehicles, and one support vehicle. As discussed in Chapters 5 and 6, this plan includes a modest need to increase the size of the fleet if additional service is added. The funding split is based on recommendations of the Commonwealth’s Transit Service Delivery Advisory Committee. While federal funding remains at 80% of the project cost, the amount of state funding varies depending on the type of capital project. The capital budget for vehicle replacement and expansion (considered “Tier 1” capital projects) is shown in Table 7-3. Under the Transit Service Delivery Advisory Committee’s recommendation for “Scenario B”, the state match is 80% of the non-federal portion of vehicle costs. Then the local match covers the remaining vehicle costs.

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

## OTHER CAPITAL EXPENSES AND FUNDING SOURCES

The financial plans for infrastructure facilities (considered “Tier 2” capital projects), including bus shelters, and other capital equipment (considered “Tier 3” capital projects) are provided in Tables 7-4 and 7-5, respectively. Passenger amenities, including bus shelters that were the only identified high need Tier 2 capital projects.

Under the Transit Service Delivery Advisory Committee’s recommendation for “Scenario B”, the state match is applied to the non-federal portion of the project cost: 40% for infrastructure facilities and 22% for other capital projects. Then the local match covers the remaining vehicle costs.

The financial plan for facilities, equipment, and other capital is provided in Table 7-4. These expenses are those associated with passenger amenity and information improvements, as well as tools and routine computer upgrades. A number of Tier 3 other capital needs were specified, including:

- Computer Hardware,
- Computer Software,
- Surveillance/Security Equipment,
- Spare Parts,



- Bus Rehab/Renovation of Yards & Shop,
- Misc. Equipment,
- ITS Equipment,
- Bus Rehab/Renovation of Administrative/Maintenance Facility.

These expenses are also assumed to be funded with federal (80%), state (10%), and local (10%) funds.

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Number of Vehicles</b>						
Replacement	2	2	3	0	2	3
Expansion	0	0	1	0	0	1
Support Vehicle	0	0	0	1	0	0
<b>Total Vehicles</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>4</b>
<b>Vehicle Costs<sup>1</sup></b>						
Replacement	\$ 77,000	\$ 77,000	\$ 80,000	\$ 80,000	\$ 90,000	\$ 90,000
Expansion	\$ 154,000	\$ 154,000	\$ 240,000	\$ -	\$ 180,000	\$ 270,000
Support Vehicle	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 90,000
Support Vehicle	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -
<b>Total Projected Vehicle Costs</b>	<b>\$ 154,000</b>	<b>\$ 154,000</b>	<b>\$ 320,000</b>	<b>\$ 35,000</b>	<b>\$ 180,000</b>	<b>\$ 360,000</b>
Anticipated Revenue from Vehicle Disposition <sup>2</sup>	\$ 20,400	\$ 20,400	\$ 30,600	\$ -	\$ 26,180	\$ 39,270
<b>Projected Net Vehicle Costs</b>	<b>\$ 133,600</b>	<b>\$ 133,600</b>	<b>\$ 289,400</b>	<b>\$ 35,000</b>	<b>\$ 153,820</b>	<b>\$ 320,730</b>
<b>Anticipated Funding Sources<sup>3</sup></b>						
Federal	\$ 106,880	\$ 106,880	\$ 231,520	\$ 28,000	\$ 123,056	\$ 256,584
State	\$ 21,376	\$ 21,376	\$ 46,304	\$ 5,600	\$ 24,611	\$ 51,317
Local	\$ 5,344	\$ 5,344	\$ 11,576	\$ 1,400	\$ 6,153	\$ 12,829
<b>Total Vehicle Funding</b>	<b>\$ 133,600</b>	<b>\$ 133,600</b>	<b>\$ 289,400</b>	<b>\$ 35,000</b>	<b>\$ 153,820</b>	<b>\$ 320,730</b>

Notes:

<sup>1</sup> Costs estimates came from the FY 2014 SYIP.

<sup>2</sup> The anticipated revenue from disposing the original vehicles was estimated based on the disposition experiences of peer transit systems (estimated revenue of 17% of original vehicle's purchase price - used \$60,000).

<sup>3</sup> DRPT guidance suggested applying the federal, state, and local shares to the net costs (accounting for revenue from selling the original vehicles) for replacement vehicles. State funding was based on proposed State match of 80% for Tier 1 projects under Scenario B.

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

Projects <sup>1</sup>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Bus Shelters	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ -
<b>Total Projected Non-Vehicle Capital Expenses</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Anticipated Funding Sources</b>						
Federal	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -
State <sup>2</sup>	\$ -	\$ 1,200	\$ -	\$ 1,200	\$ -	\$ -
Local	\$ -	\$ 1,800	\$ -	\$ 1,800	\$ -	\$ -
<b>Total Projected Non-Vehicle Capital Revenue</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>1</sup> Costs of most capital projects are based on costs in the FY 2014 SYIP.<sup>2</sup> State funding was based on proposed State match of 40% for Tier 2 projects under Scenario B.**Table 7-5: STAR Transit Capital Budget for Tier 3, Other Capital, under Scenario B**

Projects <sup>1</sup>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Computer Hardware	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Software	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -
Surveillance/Security Equipment	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -
Spare Parts	\$ -	\$ 8,000	\$ 15,000	\$ -	\$ 40,000	\$ -
Bus Rehab/Renovation of Yards & Shop	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Misc. Equipment	\$ -	\$ -	\$ 15,000	\$ 14,000	\$ -	\$ -
ITS Equipment	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -
Bus Rehab/Renov of Admin/Maint Facility	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
<b>Total Projected Non-Vehicle Capital Expenses</b>	<b>\$ 19,000</b>	<b>\$ 8,000</b>	<b>\$ 80,000</b>	<b>\$ 18,000</b>	<b>\$ 65,000</b>	<b>\$ -</b>
<b>Anticipated Funding Sources</b>						
Federal	\$ 15,200	\$ 6,400	\$ 64,000	\$ 14,400	\$ 52,000	\$ -
State <sup>2</sup>	\$ 836	\$ 352	\$ 3,520	\$ 792	\$ 2,860	\$ -
Local	\$ 2,964	\$ 1,248	\$ 12,480	\$ 2,808	\$ 10,140	\$ -
<b>Total Projected Non-Vehicle Capital Revenue</b>	<b>\$ 19,000</b>	<b>\$ 8,000</b>	<b>\$ 80,000</b>	<b>\$ 18,000</b>	<b>\$ 65,000</b>	<b>\$ -</b>

Notes:

<sup>1</sup> Costs of capital projects are based on costs in the FY 2014 SYIP. The computer software item refers to the annual fee for an equipment/maintenance management system, with a 4% annual inflation rate applied.<sup>2</sup> State funding was based on proposed State match of 22% for Tier 3 projects under Scenario B.

## Chapter 8

# TDP Monitoring and Evaluation

As described in the introduction in Chapter 1, this TDP serves as a “road map” for public transportation improvements that should be reviewed and updated to reflect any changes in community priorities, funding availability, or other factors that may impact STAR Transit services. Several analyses regarding STAR Transit operations, service performance, community transportation needs, and service alternatives have been completed as part of the TDP process, including the following tasks:

- Detailed documentation and analysis of current public transportation services,
- A peer review showing the service and financial characteristics of transit programs similar in scope to STAR Transit,
- A transit needs analysis, including demographic analysis, land use analysis, a review of relevant planning documents, stakeholder interviews, and rider surveys; and
- The development of service and organizational alternatives.

While Chapters 5 and 6 detailed the recommended operations and capital projects, respectively, and Chapter 7 provided the financial plan for these recommendations, it is important to remember that the TDP is a planning document. The plan is modest in nature, but does include some growth. The financially constrained projects included in this TDP are attached to particular years, but all of the projects are contingent on future funding. This TDP may need to be updated during the six-year planning period to reflect funding availability. This TDP will need to be formally adopted by the Accomack-Northampton Transportation District Commission.

This chapter describes the processes that are recommended to periodically monitor and evaluate the progress that STAR Transit has made in implementing the TDP. Such processes include integrating TDP projects with relevant planning documents, monitoring service performance, and submitting an annual update to DRPT. Monitoring and evaluation efforts are particularly important to ensure that

STAR Transit is meeting the goals, objectives, and standards that were described in Chapter 2.

## **COORDINATION WITH OTHER PLANS AND PROGRAMS**

Chapter 3 included the review of various transportation and land use plans developed by Accomack and Northampton Counties, and the Accomack-Northampton PDC. The purpose of this review was to ensure that the TDP is consistent with local and regional transportation goals and efforts. Likewise, should relevant plans be updated in the coming years, STAR Transit staff should seek to participate in such efforts to ensure that projects recommended in this TDP are included in these area plans and studies, where fitting.

The formation of a formal TAC is recommended as a means to provide a mechanism to ensure that the projects incorporated within this TDP are included in internal and external plans in the Accomack-Northampton region and statewide (where appropriate). As mentioned in previous chapters, at the state level, STAR Transit should ensure that the recommended projects from this TDP are incorporated into the public transportation element of the DRPT State Transportation Improvement Program (STIP).

## **SERVICE PERFORMANCE MONITORING**

Chapter 2 included a number of proposed service standards for STAR Transit, the purpose of which was to develop some objective measurements that the system can use to monitor transit service performance in the future and make performance-based service planning decisions. It is recommended that the STAR Transit monitor performance monthly, comparing performance to the same month of the previous year (to account for seasonal variations), and comparing trends in monthly data to address all performance standards outlined in Table 2-1. STAR Transit should also determine annual performance measures to include in the update to DRPT.

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

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

## ANNUAL TDP MONITORING

This TDP recommends that STAR Transit engage in several different monitoring activities on an annual basis, which will be reported to DRPT in an annual TDP update. Whereas the service performance monitoring described above helps STAR Transit determine whether it is meeting its goals to deliver service that is cost-effective and safe, it is also important to evaluate the extent to which STAR Transit is meeting its goals to provide service that is reliable and user-friendly and enables Accomack and Northampton County residents to be independent and engaged in the community. Effective approaches to collect data for such monitoring efforts include conducting public meetings and surveys on an annual basis.

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

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



## **APPENDIX A**

### **Memorandum of Agreement between ANTDC and VRT**





## MEMORANDUM OF AGREEMENT

This Memorandum of Agreement (MOA) is made effective as of the \_\_\_\_ day of November, 2009, by and between Accomack-Northampton Transportation District Commission ("ANTDC"), a government commission appointed by the Accomack-Northampton Planning District, and Virginia Regional Transit ("VRT"), a Virginia non-profit corporation.

WHEREAS, ANTDC is the owner of Star Transit ("Star"), a Virginia public transportation service provider; and

WHEREAS, ANTDC has requested that VRT undertake to operational authority of Star and VRT has agreed to assume operational authority of Star, all on the terms and conditions set forth herein below; and

WHEREAS, the parties wish to set forth herein the terms and conditions under which VRT shall assume the operational authority of Star.

NOW, THEREFORE, in consideration of the mutual rights and obligations set forth herein, the parties hereby agree as follows:

1. Term. The period of VRT's exercise of operational authority (as hereinafter defined) of Star (the "Term") shall commence on November 30, 2009 and continue until November 30, 2010, provided, however, that the Term shall be automatically renewed for an additional twelve-month period commencing on December 1 of each year unless either party notifies the other that it will not be renewing the Term. If a party so notifies the other of its intent to terminate, then this MOA would terminate on November 30 of such year. Furthermore, either party can terminate this MOA upon sixty (60) days prior written notice to the other. Upon the termination of this MOA, this MOA shall become null and void except for ANTDC's obligation to pay VRT for all amounts due as of the date of the termination of the Term, and except for any other provisions that are expressly stated herein to survive the termination of this MOA.

2. VRT's Obligations. During the Term, it is the intent of the parties that VRT shall serve as the operational manager of Star, with complete operational authority to manage Star except for such restrictions as are contained herein. VRT shall have full operational authority of Star, which operational authority (the "Operational Authority") shall include the ability to make all decisions relating to managing the operations of Star. VRT shall have responsibility for exercising the Operational Authority but shall not be required to perform any other services unless the parties have entered into a written agreement outlining the terms and nature of such other services. VRT's exercise of the Operational Authority includes all day-to-day duties normally performed by the management staff of a Virginia public transit facility of the size and nature of Star, and includes, but is not limited to, the following duties:

a. Operational Assessment. VRT shall conduct an assessment of the operational needs of Star and shall provide a written report of such needs and recommendations to ANTDC no later than January 29, 2010.

b. Management: VRT shall provide operational management of Star. VRT shall provide for one VRT employee of at least mid-level management to be at Star's offices at least one (1) day per week during the Term.

c. Hiring and firing Star employees: VRT shall have full decision regarding the assignments, job duties, titles, and compensation of each Star employee. VRT shall be solely responsible for interviewing prospective Star employees, and shall make recommendations to ANTDC regarding hiring and/or firing Star employees. The final decision to hire or fire, however, shall be that of ANTDC, it being acknowledged by both parties that only ANTDC, and not VRT, is the employer of any Star employees and only ANTDC has the power to hire or fire a Star employee. ANTDC agrees to respond to VRT within one (1) business day to a request by VRT to hire or terminate a Star employee. ANTDC shall keep confidential all such requests by VRT. No Star employee shall be deemed to be an employee of VRT and no VRT employee shall be deemed to be an employee of Star.

d. Engaging vendors to perform or provide services or goods for Star: VRT shall have full authority, acting as an agent for ANTDC, in accordance with federal and state procurement laws to enter into contracts for services or goods that VRT desires for the operations of Star, which contracts may be sole source contracts. Notwithstanding the above, however, VRT may not enter into any contract for any period in excess of the then-current budget period or that exceeds \$5,000 in the aggregate without the prior written consent of the Chair of ANTDC (or the person authorized by ANTDC to act in the absence of the Chair of ANTDC (the "ANTDC Agent") and the consensus of ANTDC's Board of Directors. Whenever in this MOA the consensus of ANTDC's Board of Directors is required, VRT shall be entitled to rely on the consent or approval of the Chair of ANTDC or ANTDC's Agent as having being made with the consensus of ANTDC's Board of Directors, and VRT shall not be obligated to require any further proof of such consensus other than the consent or approval of the Chair of ANTDC or the ANTDC Agent, as may be applicable. Any action taken by VRT with the consent or approval of the Chair of ANTDC or the ANTDC Agent shall be deemed, for the purposes of VRT's authority hereunder, to have been made with the consensus of ANTDC's Board of Directors.

e. Budget; Grant. VRT shall submit to ANTDC an annual budget for the then-upcoming fiscal year no later than January 1 each year during the Term, which budget shall include the amount of local match needed for Star's receipt of federal and state funding needed for Star's proposed budget. Upon approval of the budget by ANTDC, VRT shall prepare and submit a grant application, incorporating such budget, to the Virginia Department of Rail and Public Transportation ("VDRPT") for federal and state funding. VRT shall prepare and submit invoices to the appropriate governmental entity for payments.

f. Financial Services. VRT shall have check writing authority to pay all of Star's bills, and shall ensure that Star's bills are timely paid, subject to available funds in Star's bank account. In addition, VRT shall prepare for ANTDC monthly financial reports containing such information as are generally found in the reports that VRT supplies to its Board of Directors (the "VRT Board").

g. Bus routes: VRT shall review bus routes periodically during its operational assessment and annually thereafter and make recommendations to ANTDC as to any changes in services that VRT believes is appropriate. VRT shall not make any changes to routes except with the written approval of ANTDC, except for minor variations required for inclement weather, emergencies, or other similar causes.

h. Monthly reports and Board meetings: VRT shall provide ANTDC with a monthly status report of the operations of Star, which reports shall be similar in nature to the monthly status reports that VRT provides to the VRT Board. In addition, during the Term a senior VRT administrator shall present a semi-annual report to the Board of Supervisors of Accomack County and to the Board of Supervisors of Northampton County.

i. Training: During the Term, VRT shall provide training to Star employees that is similar to the training provided by VRT to its employees to the extent that such training is appropriate to the experience and job duties of such Star employees; provided, however, that all costs for such training shall be paid for by Star, and VRT shall have no obligation to pay any part of the costs of such training, provided such training has been approved by ANTDC.

j. Regulatory Compliance: VRT shall ensure regulatory compliance by Star with the requirements of the Federal Transit Administration under the FTA Master Agreement and the Master Agreement for the Use of Commonwealth Transportation Funds.

k. Vehicle Maintenance. VRT shall engage, at no cost to Star or ANTDC Mobile Repairs, Inc. ("Mobile Repairs") to conduct a maintenance assessment of Star's vehicle and maintenance needs and facilities. VRT shall use Mobile Repairs to perform repairs for Star's vehicles on an as needed basis until VRT can engage a repair service to perform Star's maintenance services, which repairs shall be performed at Mobile Repairs normal rates. VRT shall submit an invoice to Star for such services on the first day of each month, and Star shall pay such invoice no later than the end of the same month. VRT anticipates that it will enter into a contract with a repair service whereby the repair service would rent part of the Star garage and provide maintenance services to Star on a basis similar to VRT's engagement of Mobile Repairs at VRT's facility in Purcellville, Virginia.

l. VRT shall cooperate with ANTDC by responding in a timely fashion to requests or inquiries from ANTDC regarding any aspect of VRT's management of STAR Transit. In the event VRT fails to acknowledge in writing a request or inquiry within three (3) business days after receipt thereof, ANTDC shall have the right to terminate this MOA as provided herein.

3. ANTDC's Obligations. ANTDC shall provide policy oversight to VRT and shall cooperate with VRT in making timely decisions of all matters brought by VRT for approval by ANTDC or by the Chair of ANTDC or the Agent of ANTDC with the consensus of Board of Directors of ANTDC. In the event that ANTDC fails to acknowledge in writing the request within three (3) business days after receipt thereof, VRT shall have the right to terminate this MOA as provided herein. ANTDC agrees that it shall not interfere with VRT's exercise of Operational Authority during the Term except as is expressly permitted herein. ANTDC shall

make available to VRT all current records, contracts, and other documentation reasonably required by VRT in the exercise of its Operational Authority and that is in compliance with applicable laws. VRT and ANTDC acknowledge, however, that ANTDC remains the employer of all Star employees, and ANTDC shall be responsible for all employee records required to be maintained by an employer.

4. Compensation: As payment for VRT's services, ANTDC shall pay VRT the following amounts:

a. A monthly fee of Two Thousand (\$2,000) per month for each month during the Term, adjusted proportionally for any partial month, to be paid on the first day of every month during the Term;

b. Working within the ANTDC/Star budget, ANTDC shall reimburse VRT for all expenses incurred by VRT in its exercise of Operational Authority, which expenses shall include, but not be limited to, the costs of travel deemed reasonably necessary by the CEO of VRT, overnight stays, meals, and long distance telephone calls, to the extent that such expenses are not reimbursed under the Rural Technical Assistance Program ("RTAP") administered by the Virginia Department of Rail and Public Transportation ("DRPT"). VRT agrees to use good faith efforts to have such expenses reimbursed by DRPT through RTAP to the extent applicable. The parties may agree upon a flat rate to be paid on the DRPT per diem basis for overnight stays. All such expenses shall be paid within thirty (30) days after receipt of an invoice by VRT.

c. ANTDC shall reimburse VRT for all other costs deemed reasonably necessary by VRT's CEO and that are incurred by or assessed against VRT in its exercise of Operational Authority, except for those costs due solely to VRT's negligence or willful misconduct or to VRT's breach of this MOA, provided, however, that ANTDC is not in default under this MOA at the time ANTDC is seeking reimbursement hereunder. Any charges submitted to ANTDC in excess of One Thousand Dollars (\$1000), are subject to prior approval by the Chair of ANTDC (or the person authorized by ANTDC to act in the absence of the Chair of ANTDC (the "ANTDC agent") and the consensus of ANTDC's Board of Directors . All such costs shall be paid within thirty (30) days after receipt of an invoice by VRT.

d. Any amounts not paid hereunder by the date then due shall incur interest at the rate of six percent (6%) per annum until paid in full.

5. Indemnification.

This provision intentionally deleted.

6. Miscellaneous.

a. This MOA shall be binding upon the parties hereto, and their respective successors and permitted assigns. This MOA contains the final agreement between the parties hereto, and the parties shall not be bound by any terms, conditions, oral statements, warranties or representations not herein contained. This MOA shall not be modified, except by a written instrument signed by the parties hereto.

b. The waiver or approval by either party of or under any term or condition of this MOA at any time shall not be deemed a waiver or approval unless provided in writing by an authorized representative of the waiving or approving party. No waiver or approval given shall be deemed to apply to such term or condition for any subsequently required waiver or approval. A waiver of any failure to perform under this MOA shall neither be construed as nor constitute a waiver of any subsequent failure.

c. This MOA shall be construed under the laws of the Commonwealth of Virginia, and any dispute related hereto shall be heard exclusively in the courts of the Counties of Accomack or Northampton, Virginia.

d. In the event of any non-monetary breach by either party, the non-defaulting party shall give the defaulting party written notice of such breach, detailing the breach and stating how the breach needs to be cured. The defaulting party shall cure such breach within thirty (30) days after receipt of such breach, unless such breach is not capable of cure within such thirty-day period, in which case the time to cure shall be extended to allow the defaulting party a reasonable time to cure such breach.

e. All notices given hereunder shall be in writing and shall be deemed duly given (i) when personally delivered, (ii) when delivered by overnight courier, or (iii) five (5) business days after being deposited in the United States mail, postage prepaid, first class, registered or certified, return receipt requested. All notices to be sent hereunder shall be delivered at the addresses designated below:

- i. If to VRT, at 109 N. Bailey Lane, Purcellville, VA 20132, Attn: Mark McGregor, CEO, with a copy to Mary Gayle Holden, Esq., 22375 Broderick Drive, Suite 130, Dulles, Virginia 20166; and
- ii. If to ANTDC, at P. O. Box 1027, Eastville, VA 23347, Attn: Chairman, with a copy to David W. Rowan, Esq., P. O. Box 561, Accomac, Virginia 23301,

f. The parties shall each designate one or more representatives, each of whom shall be authorized by such party to make decisions on its behalf in regards to matters relating to this MOA and the performance of the Services. The representatives for VRT shall be Mike Socha as the primary representative, whose emergency contact number is 703-431-2548. The representatives for ANTDC shall be Richard Tankard, Chairman, whose emergency contact number is 757/442-5568, and Janice Williams, Assistant Secretary-Treasurer, whose contact number is 757/678-5250.

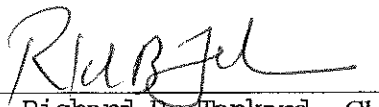
g. This MOA may not be assigned by either party without the written consent of the other party.

In witness hereof, the parties have executed this MOA, intending to be bound hereby.

VIRGINIA REGIONAL TRANSIT

BY:   
Mark McGregor, its CEO

ACCOMACK-NORTHAMPTON TRANSPORTATION DISTRICT  
COMMISSION

BY:   
Richard B. Tankard, Chairman

## **APPENDIX B**

### **STAR Transit Vehicle Inventory**





STAR Vehicle Listing as of August 2013

<u>Veh. #</u>	<u>YEAR</u>	<u>DESCRIPTION</u>	<u>VIN #</u>	<u># of Pass.</u>	<u>W/ C Lift</u>	<u>MILEAGE as of 6/30/13</u>
15	2007	FORD RANGER	1FTYR10D979A42461	2	No	69,423
21	2010	FORD SUPREME BODY BUS E-450	1FDFE4FS6ADA58700	15	Yes	134,146
25	2011	FORD SUPREME BODY BUS E-450	1FDFE4FS3BDA15028	20	Yes	111,680
26	2011	Chrysler Grand Caravan	2D4RN4DG0BR794985	3 Pax. + 1 W/C	Manual Ramp	35,296
27	2012	Chevrolet SUPREME BODY BUS 4500	1GB6G5BGXC1157681	20	Yes	47,647
28	2012	Chevrolet SUPREME BODY BUS 4500	1GB6G5BG5C1159001	20	Yes	49,488
29	2013	Ford Challenger / Rohrer E-450	1FDFE4FS9DDA75530	20	Yes	3,554
30	2013	Ford Challenger / Rohrer E-450	1FDFE4FS9DDA72630	20	Yes	3,534
31	2013	Ford Challenger / Rohrer E-450	1FDFE4FS0DDA72631	20	Yes	1,882



## **APPENDIX C**

### **DRPT Approved Budgets**

**FY 2010**

**FY 2011**

**FY 2012**

**FY 2013**

**FY 2014**



**Hampton Roads Transit - cont'd****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Bus Construction Maintenance Facility SL 354	493,763	98,753	395,010	FTA 5309 / 2010
Bus Construction Maintenance Facility SL 391	564,300	112,860	451,440	FTA 5309 / 2010
Bus Construction Maintenance Facility SL 535	342,500	68,500	274,000	FTA 5309 / 2010
Norfolk Light Rail Project	10,784,941	1,725,591	8,627,953	Flexible STP / 2010
Purchase Replacement Bus < 30-ft	6,598,085	1,055,693	5,278,469	Flexible STP / 2010
Purchase Replacement Vans	261,525	41,844	209,220	FTA 5307 / 2009
Lease Buses	2,325,000	325,500	1,860,000	FTA 5307 / 2009
Purchase Surveillance / Security Equipment	226,348	36,216	181,078	FTA 5307 / 2009
Bus Construction Admin/Maint Facility	226,348	36,216	181,078	FTA 5307 / 2009
Bus Construction Admin/Maint Facility	3,375,000	540,000	2,700,000	FTA 5309 / 2008
Bus Construction Admin/Maint Facility	1,689,285	270,286	1,351,427	FTA 5309 / 2005
Bus Construction Admin/Maint Facility	4,021,875	643,500	3,217,500	FTA 5309 / 2006
Purchase Communication Systems	35,651	5,704	28,521	FTA 5307 / 2009
Purchase Communication Systems	15,693	2,511	12,554	FTA 5307 / 2009
Rehabilitate Ferry Boats	77,319	12,371	61,855	FTA 5307 / 2009
ADP Software	794,473	127,116	635,578	FTA 5307 / 2009
 Total Expense	 31,832,106			
Total Federal Funds	25,465,683			
Total State Funds	5,102,661			
Local Assistance	1,263,762			

**Peninsula Agency on Aging****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
10 Pass. body on chassis w/ wheelchair lift	50,000	0	40,000	FTA 5310
 Total Expense	 50,000			
Total Federal Funds	40,000			
Local Assistance	10,000			

**Portco, Inc.****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
15 Pass. body on chassis w/ wheelchair lift	50,000	0	40,000	FTA 5310
 Total Expense	 50,000			
Total Federal Funds	40,000			
Local Assistance	10,000			

**Senior Services****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
15 Pass. body on chassis w/ wheelchair lift (2)	100,000	0	80,000	FTA 5310
5 Pass. minivan with ramp	34,000	0	27,200	FTA 5310
 Total Expense	 134,000			
Total Federal Funds	107,200			
Local Assistance	26,800			

**STAR Transit****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	579,397	
 <u>Income</u>	 <u>Amount</u>	<u>Fund Source</u>
Operating Revenues	53,925	Farebox & Other
Federal Aid	238,645	FTA Section 5311 Program
Federal Aid	48,182	ARRA FTA Funding
State Funds	69,320	Operating Assistance
Local Funds	169,325	Local General Funds
Total	579,397	

**STAR Transit - cont'd****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase Replacement Vans	110,000	0	110,000	ARRA FTA Funding
Purchase Bike Racks, ITS or Misc. Equipment	2,400	0	2,400	ARRA FTA Funding
Purchase Misc Equipment	5,250	0	5,250	ARRA FTA Funding
Purchase Misc Equipment	10,200	0	10,200	ARRA FTA Funding
Purchase Replacement Vans	100,000	0	100,000	ARRA FTA Funding
Bus Eng/Design of Admin/Maint Facility	15,000	2,400	12,000	FTA 5311
Purchase Misc Equipment	5,000	800	4,000	FTA 5311
Total Expense	247,850			
Total Federal Funds	243,850			
Total State Funds	3,200			
Local Assistance	800			

**Town of Chincoteague****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	75,400	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	7,500	Farebox & Other
Federal Aid	30,471	FTA Section 5311 Program
Federal Aid	6,958	ARRA FTA Funding
State Funds	10,010	Operating Assistance
Local Funds	20,461	Local General Funds
Total	75,400	

**Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase ADP Hardware	1,400	0	1,400	ARRA FTA Funding
Purchase ADP Hardware	1,000	0	1,000	ARRA FTA Funding
Purchase Shop Equipment	20,000	0	20,000	ARRA FTA Funding
Total Expense	22,400			
Total Federal Funds	22,400			
Total State Funds	0			
Local Assistance	0			

**Western Tidewater Community Service Board****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
19 Pass. body on chassis w/ wheelchair lift	50,000	0	40,000	FTA 5310
Total Expense	50,000			
Total Federal Funds	40,000			
Local Assistance	10,000			

**Williamsburg Area Transit Authority****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	7,479,154	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	2,318,646	Farebox & Other
Federal Aid	656,879	FTA Section 5307 Program
Federal Aid	113,675	FTA Section 5311 Program
Federal Aid	1,690,669	CMAQ Program
Federal Aid	22,650	ARRA FTA Funding
State Aid	837,543	Operating Assistance
State Aid	686,167	Other State Aid
Local Funds	1,152,925	Local General Funds
Total	7,479,154	

**Senior Services****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
5 Pass. minivan with ramp	36,000	0	28,800	FTA 5310
15 Pass. body on chassis w/ wheelchair lift (2)	100,000	0	80,000	FTA 5310
Total Expense	136,000			
Total Federal Funds	108,800			
Local Assistance	27,200			

**Senior Transportation Program**

<u>Projects Budget Items</u>	<u>Amount</u>	<u>Fund Source</u>
<i>I-Ride Senior Vouchers</i>	10,000	
State Funds	9,500	State MTF Paratransit Assistance
Local Assistance	500	

**STAR Transit****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	406,500	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	40,000	Farebox & Other
Federal Funds	183,250	FTA Section 5311 Program
State Funds	60,467	Operating Assistance
Local Assistance	122,783	Local General Funds
Total	406,500	

**Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase ADP Hardware	7,600	806	6,080	FTA 5311 / 2011
Purchase ADP Software	2,400	254	1,920	FTA 5311 / 2011
Total Expense	10,000			
Total Federal Funds	8,000			
Total State Funds	1,060			
Local Assistance	940			

**Sussex-Greenville-Emporia Adult Activity Services, Inc.****Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
14 Pass. body on chassis w/ wheelchair lift (2)	100,000	0	80,000	FTA 5310
Total Expense	100,000			
Total Federal Funds	80,000			
Local Assistance	20,000			

**Town of Chincoteague****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	75,400	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	7,000	Farebox & Other
Federal Funds	34,200	FTA Section 5311 Program
State Funds	10,997	Operating Assistance
Local Assistance	23,203	Local General Funds
Total	75,400	

**STAR Transit****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	414,500	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	35,000	Fares and Other
Federal Funds	189,750	FTA Section 5311
State Funds	77,694	Operating Assistance
Local Funds	112,056	Local General Funds
Total	414,500	

**Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase Shop Equipment	17,000	1,836	13,600	Flexible STP
Purchase Misc Equipment	31,000	3,348	24,800	Flexible STP
Purchase Passenger Shelters (Bus Shelters)	15,000	1,620	12,000	Flexible STP
Purchase Surveillance / Security Equipment	25,000	2,700	20,000	Flexible STP
Purchase Expansion Bus < 30-ft	65,000	7,020	52,000	Flexible STP
Purchase Replacement Bus < 30-ft	65,000	10,400	52,000	Flexible STP
Purchase Support Vehicles	35,000	3,780	28,000	Flexible STP
Total Expense	253,000			
Total Federal Funds	202,400			
Total State Funds	30,704			
Local Assistance	19,896			

**New Freedom Assistance Program**

<u>Budget Items</u>	<u>Amount</u>	<u>Fund Source</u>
STAR's Freedom Service	118,500	
Federal Funds	59,250	Federal Operating
State Funds	56,288	State Paratransit
Local Assistance	2,962	

**Town of Chincoteague****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	75,400	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	6,500	Fares and Other
Federal Funds	34,450	FTA Section 5311
State Funds	12,398	Operating Assistance
Local Funds	22,052	Local General Funds
Total	75,400	

**Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase Replacement Bus Trolley	320,000	51,200	256,000	Flexible STP
Total Expense	320,000			
Total Federal Funds	256,000			
Total State Funds	51,200			
Local Assistance	12,800			

**Williamsburg Area Transit Authority****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	6,864,667	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	2,196,241	Fares and Other
Federal Funds	2,224,061	FTA Section 5307 and CMAQ
State Funds	985,210	Operating Assistance
State Funds	304,354	CMAQ Match
Local Funds	1,154,801	Local General Funds
Total	6,864,667	



**STAR Transit****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	523,958	
 <u>Income</u>	 <u>Amount</u>	 <u>Fund Source</u>
Operating Revenues	35,000	Fares
Federal Funds	244,479	FTA Section 5311
State Funds	90,310	Operating Assistance
Local Funds	154,169	Local General Funds
Total	523,958	

**Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase Passenger Shelters (Bus Shelters)	18,000	1,980	14,400	FTA 5311 / 2013
Purchase Spare Parts, ACM Items	70,000	7,700	56,000	FTA 5311 / 2013
Purchase Replacement Bus < 30-ft (3)	239,043	57,370	167,330	FTA 5311 / 2013
Purchase Shop Equipment	45,000	4,950	36,000	FTA 5311 / 2013
Purchase Route Signage (Bus Stop Signs)	4,800	528	3,840	FTA 5311 / 2013
Purchase Bike Racks	4,000	440	3,200	FTA 5311 / 2013
 Total Expense	380,843			
Total Federal Funds	280,770			
Total State Funds	72,968			
Local Assistance	27,105			

**New Freedom Assistance Program**

<u>Budget Items</u>	<u>Amount</u>	<u>Fund Source</u>
STAR'S FREEDOM SERVICE - Green Route	152,175	
 Revenues	2,500	
Federal Funds	74,838	FTA Section 5317
State Funds	71,095	State Paratransit
Local Assistance	3,742	

**Town of Chincoteague****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	75,400	
 <u>Income</u>	 <u>Amount</u>	 <u>Fund Source</u>
Operating Revenues	7,000	Fares
Federal Funds	34,200	FTA Section 5311
State Funds	15,052	Operating Assistance
Local Funds	19,148	Local General Funds
Total	75,400	

**Senior Services of Southeastern Virginia****FTA 5310 Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
14 Pass. body on chassis w/ wheelchair lift (1)	52,000	0	41,600	FTA Section 5310
5 Pass. minivan with ramp (1)	40,000	0	32,000	FTA Section 5310
10 Pass. body on chassis w/ wheelchair lift (1)	52,000	0	41,600	FTA Section 5310
Total Expense	144,000			
Total Federal Funds	115,200			
Total State Funds	0			
Local Assistance	28,800			

**New Freedom Assistance Program**

<u>Budget Items</u>	<u>Amount</u>	<u>Fund Source</u>
<i>Western Tidewater Transportation Coordination New Freedom Program</i>	120,711	
Revenues	2,280	
Federal Funds	59,216	FTA Section 5317
State Funds	47,372	State Paratransit
Local Assistance	11,843	

**STAR Transit****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	606,281	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	28,848	Fares
Federal Funds	288,716	FTA Section 5311
State Funds	63,367	Operating Assistance
Local Funds	225,350	Local General Funds
Total	606,281	

**Capital Budget**

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
Purchase Replacement Bus < 30-ft (2)	144,544	23,127	115,635	Flexible STP
Total Expense	144,544			
Total Federal Funds	115,635			
Total State Funds	23,127			
Local Assistance	5,782			

**Town of Chincoteague****Operating Budget**

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	79,500	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	7,000	Fares
Federal Funds	36,250	FTA Section 5311
State Funds	12,262	Operating Assistance
Local Funds	23,988	Local General Funds
Total	79,500	

## **APPENDIX D**

### **On-Board Rider Survey**



## STAR Transit ON-BOARD RIDER SURVEY

STAR Transit is conducting a Transit Development Plan and we need to better understand the travel patterns of our customers. Please complete this survey for your current bus trip. When you are finished with this survey, please give it to the survey distributor when you get off the bus. If you need additional time to complete the survey, please mail to: *KFH Group, 4920 Elm Street, Suite 350, Bethesda, MD 20814*. If you have already filled out a survey today, you do not need to fill this out again. Thank you!

- 
1. What bus route are you **currently** riding?  
☐ Red Northbound    ☐ Purple Southbound    ☐ Blue Northbound    ☐ Gold Southbound  
☐ Silver Northbound    ☐ Orange Southbound
  
  2. What was the location where you boarded the bus? If you transferred, note the place where you first boarded a bus for this trip. Please indicate the street address, intersection, building, or landmark. *For example, Wal-Mart.* (Please do not use vague terms such as “home” or “work.”)  
  
\_\_\_\_\_
  
  3. Did you or will you have to transfer to another bus in order to complete this trip?  
☐ Yes, one transfer    ☐ Yes, two transfers    ☐ No (If No, skip to question #5)
  
  4. What bus route(s) will you transfer to or did you transfer from?  
☐ Red Northbound    ☐ Purple Southbound    ☐ Blue Northbound    ☐ Gold Southbound  
☐ Silver Northbound    ☐ Orange Southbound
  
  5. What is your final destination? Please indicate the street address, intersection, building, or landmark. *For example, Oak Hall Post Office.* (Please do not use vague terms such as “home” or “work.”)  
  
\_\_\_\_\_
  
  6. What type of fare did you pay for this trip? You may check more than one.  
☐ One Way Fare of \$0.50    ☐ Using 20-ride punch card  
☐ Free fare for children under 4    ☐ Free fare for ESCC Students or No Limits
  
  7. Approximately how long will it take you to complete this bus trip?  
☐ 30 minutes or less    ☐ 46-60 minutes    ☐ 76-90 minutes  
☐ 31-45 minutes    ☐ 61-75 minutes    ☐ 91 minutes or more
  
  8. What is the purpose of your bus trip today? You may check more than one.  
☐ Work    ☐ Social/Recreation    ☐ Dining  
☐ Shopping    ☐ Medical    ☐ School  
☐ Other: \_\_\_\_\_
  
  9. How often do you ride the bus?  
☐ More than 10 times a **week**    ☐ 2-5 times a **week**    ☐ 2-3 times a **month**  
☐ 6-10 times a **week**    ☐ Once a **week**    ☐ Once a **month**

Over, Please ☞☞☞

10. What service improvements would you like to see? Please check all that apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Earlier morning hours of service | <input type="checkbox"/> Additional bus shelters and benches    |
| <input type="checkbox"/> Later evening hours of service   | <input type="checkbox"/> Cleaner buses                          |
| <input type="checkbox"/> Weekend service                  | <input type="checkbox"/> More helpful staff                     |
| <input type="checkbox"/> Improved on-time performance     | <input type="checkbox"/> Improved access to transit information |
| <input type="checkbox"/> Safer buses                      | <input type="checkbox"/> More informative website               |
| <input type="checkbox"/> Lower fares                      | <input type="checkbox"/> Other: _____                           |

11. Are there specific destinations that you would like to see served by STAR Transit?

- ☐ Yes ☐ No

If yes, please describe: \_\_\_\_\_

12. Please rate your overall level of satisfaction with STAR Transit:

- |                          |                          |                                     |                          |                          |
|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| Very<br>Satisfied        | Satisfied                | Neither Satisfied<br>or Unsatisfied | Unsatisfied              | Very<br>Unsatisfied      |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |

13. What do you like BEST about our service? \_\_\_\_\_

14. What do you like LEAST about our service? \_\_\_\_\_

Please tell us a little bit about yourself:

15. Are you: ☐ Male ☐ Female

16. Do you have a car? ☐ Yes ☐ No

17. If **Yes**, was a car available for this trip? ☐ Yes ☐ No

18. Do you have a driver's license? ☐ Yes ☐ No

19. Please indicate your age group.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Under 16 years old | <input type="checkbox"/> 19-24 years old | <input type="checkbox"/> 50-64 years old   |
| <input type="checkbox"/> 16-18 years old    | <input type="checkbox"/> 25-49 years old | <input type="checkbox"/> 65 years or older |

20. Which of the following best describes your current employment status? You may check more than one.

- |  |   |                                     |
|--|---|-------------------------------------|
| <input type="checkbox"/> Employed, full-time | <input type="checkbox"/> Student, full-time | <input type="checkbox"/> Unemployed |
| <input type="checkbox"/> Employed, part-time | <input type="checkbox"/> Student, part-time | <input type="checkbox"/> Retired    |
| <input type="checkbox"/> Homemaker           | <input type="checkbox"/> Other: _____       |                                     |

21. Please check your approximate total annual household income from all sources. Please check only one.

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> \$15,000 or less   | <input type="checkbox"/> \$35,001-\$45,000 | <input type="checkbox"/> \$65,001-75,000    |
| <input type="checkbox"/> \$15,001- \$25,000 | <input type="checkbox"/> \$45,001-\$55,000 | <input type="checkbox"/> \$75,001 or higher |
| <input type="checkbox"/> \$25,001-\$35,000  | <input type="checkbox"/> \$55,001-\$65,000 |   |

22. Please provide any comments you may have concerning STAR Transit's routes and schedules:

---



---



---

***Thank you!***

## **APPENDIX E**

### **On-Board Rider Survey Results**





## STAR Transit On-Board Rider Survey Summary

Surveying conducted on July 24, 2013.

### Q1: What bus route are you currently riding?

Silver Northbound	3.7%
Orange Southbound	6.2%
Red Northbound	37.0%
Purple Southbound	35.8%
Blue Northbound	9.9%
Gold Southbound	7.4%

### Q2: What was the location where you boarded the bus?

Exmore Town Office	7.2%
Exmore	5.8%
Doughty's	7.2%
Seabreeze Apartments	5.8%
Walmart	4.3%
Treherneville Dr	2.9%
Parksley	4.3%
Wattsville	2.9%
Dennis Dr	2.9%
Nassawadox Hospital	4.3%
Accomac	5.8%
Bloxom	2.9%

#### Other:

Bayside Rd	Michelle Circle
Bluebird Rd	Onancock Square Apartments
Brickhouse Dr	Onley
Nock's Landing Rd	Perdue
Crown Ave and Main St	Peter Cartwright Manor
Eastville	Shore Lodge

Food Lion	Sylvan Scene Dr
Heritage Acres	Temperance Valley Rd
Martin Siding	Willis Wharf Rd
	Zion Church

**Q3: Did you or will you have to transfer to another bus in order to complete this trip?**

Yes, one transfer	26.6%
Yes, two transfers	2.5%
No	70.9%

**Q4: What bus route (s) will you transfer to or did you transfer from?**

Silver Northbound	10.0%
Orange Southbound	0.0%
Red Northbound	30.0%
Purple Southbound	33.3%
Blue Northbound	16.7%
Gold Southbound	10.0%

**Q5: What is your final destination?**

Cape Charles	10.6%
Cape Charles Food Lion	4.5%
Eastville Shore Stop	3.0%
Exmore	6.1%
Nassawadox Hospital	13.6%
Walmart	7.6%
Parksley Pavilion	3.0%
Bluebird Rd	3.0%
No Limits	3.0%
Eastville Social Services	3.0%

Other:

Cheriton Post Office	Perdue
----------------------	--------

Chincoteague	William Hughes Apts
E.S. Community College	Wallops Flight Facility
Fox Court Rd.	Dialysis Center in Nassawadox
Heritage Acres	Tasley Foodbank
Northampton High School	Shore Lodge
Onley D&D Computing	Roses
Doughty's	Quality Inn
Keller Seafood	Quail Run Assisted Living
Treherneville Dr	Sylvan Scene Rd

**Q6: What type of fare did you pay for this trip?**

One Way Fare of \$0.50	87.1%
Free fare for children under 4	2.4%
Using 20-ride punch card	8.2%
Free fare for ESCC Students/No Limits	2.4%

**Q7: Approximately how long will it take you to complete this bus trip?**

Less than 30 minutes	43.5%
31-45 minutes	31.8%
46-60 minutes	10.6%
61-75 minutes	3.5%
76-90 minutes	7.1%
Greater than 90 minutes	3.5%

**Q8: What is the purpose of your bus trip today? You may check more than one.**

Work	49.4%
Shopping	14.9%
Social/Recreation	6.9%
Medical	8.0%
School	4.6%
Dining	1.1%

Other:  
Visit people                  Church  
Meeting                      Outing

**Q9: How often do you ride the bus?**

Once a week	<u>10.2%</u>
2-5 times a week	<u>46.6%</u>
6-10 times a week	<u>22.7%</u>
More than 10 times a week	<u>12.5%</u>
Once a month	<u>2.3%</u>
2-3 times a month	<u>5.7%</u>

**Q10: What service improvements would you like to see? Please check all that apply.**

Earlier morning hours of service	<u>26.9%</u>
Later evening hours of service	<u>53.8%</u>
Weekend service	<u>75.6%</u>
Improved on-time performance	<u>34.6%</u>
Safer buses	<u>2.6%</u>
Lower fares	<u>0.0%</u>
Additional bus shelters and benches	<u>24.4%</u>
Cleaner buses	<u>1.3%</u>
More helpful staff	<u>2.6%</u>
Improved access to transit information	<u>5.1%</u>
More informative website	<u>1.3%</u>

**Other**

Saturday service	<u>2.6%</u>
Better air conditioning	
More stops farther south	

**Q11: Are there specific destinations that you would like to see served by STAR Transit?**

Yes:	<u>43.7%</u>
------	--------------

No:	56.3%
If yes, please describe:	
Tidewater	34.6%
Pocomoke, MD (Walmart)	11.5%
Maryland	7.7%
Church	7.7%
Salisbury, MD	
Accomac Library	
Bird Nest (Old Yellow Route)	
Old 13 Hwy	
Capeville, VA	
Cheriton Crossroads	
Diggs Brothers	

**Q12: Please rate your overall level of satisfaction with STAR Transit:**

Very Satisfied	35.4%
Satisfied	55.7%
Neither Satisfied or Unsatisfied	6.3%
Unsatisfied	2.5%
Very Unsatisfied	0.0%

**Q13: What do you like best about our service?**

Cheap fares	38.8%
Courteous drivers	13.4%
On-time	10.4%
Gets me where I need to go	19.4%
Kind People	6.0%
Air conditioning	
Handicap Accessible	
The ride	
That we have a bus	

**Q14: What do you like least about our service?**

Not on time	28.6%
No weekend service	14.3%
Trips take a long time	14.3%
Does not run late enough	9.5%
Always hot on buses	
People at office are rude	
Certain stops	
Cleanliness of older buses	
Library stop please	
No music or news	
Not enough buses	
Only runs on Route 13	
Too many stops	
They don't have transportation for college students to take evening classes	
They don't come all the way in to the apartment complex when it's raining	
Walking across the highway just to get to work	

**Q15: Are you:**

Male	46.0%
Female	54.0%

**Q16: Do you have a car?**

Yes	19.8%
No	80.2%

**Q17: If yes, was a car available for this trip? (17 responses)**

Yes	52.9%
No	47.1%

**Q18: Do you have a driver's license?**

Yes	49.4%
No	50.6%

**Q19: Please indicate your age group.**

Under 16 years old	1.2%
16-18 years old	4.8%
19-24 years old	10.7%
25-49 years old	39.3%
50-64 years old	33.3%
65 years or older	10.7%

**Q20: Which of the following best describes your current employment status? You may check more than one.**

Employed, full-time	43.6%
Employed, part-time	20.5%
Retired	11.5%
Student, full-time	5.1%
Student, part-time	3.8%
Homemaker	3.8%
Unemployed	9.0%
Disabled	6.4%

**Q21: Please check your approximate total annual household income from all sources.**

\$15,000 or less	61.8%
\$15,001 - \$25,000	26.5%
\$25,001 - \$35,000	4.4%
\$35,001 - \$45,000	2.9%
\$45,001 - \$55,000	2.9%
\$55,001 - \$65,000	0.0%
\$65,001 - \$75,000	0.0%
\$75,001 or higher	1.5%

**Q22: Please provide any comments you may have concerning STAR Transit's routes and schedules:**

Always on time, I love riding the bus

Busses should be able to travel to all areas

Drivers are very respectful; no = no work

Every morning I have to walk a mile to use your service. Need more stops/flagstops

Hope you stay in service for a long time

I think it's a very good service, Best thing to happen to VA!

Keep up the great work, people depend on the Star Transit

Maybe could make new route to short trip to Chincoteague

More buses would make it more convenient for everyone, more people would ride the bus.

Need service on nights and weekends, some employees are very rude

Need to get across the bay

Need to get there on time

On some routes we hardly pick up anyone ever, what a waste of time.

Pick people up closer to apts.

Please start running later times. Also please put signs up at each stop.

Service is mostly very good

some Stops eliminated unless called in. some very seldom have passengers like Nassawadox library, and Peter Cartwright

Sometime there are much needed weekend travel destinations

They need more busses

Very friendly people

Weekend hours please

Weekend service please

Would like it more if it had service on weekends

You need more buses



## **APPENDIX F**

### **VRT Title VI Plan and Procedures, 2012**



## **Title VI Plan and Procedures**

### **Title VI of the Civil Rights Act of 1964**



**Virginia Regional Transit**

**July 1, 2012**

<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
I. Introduction_____	2
II. Policy Statement and Authorities _____	3
III. Organization and Title VI Program Responsibilities_____	5
IV. Procedures for Notifying the Public of Title VI Rights _____ and How to File a Complaint	7
V. Procedures for Handling, Tracking, Resolving and Reporting_____ Investigations/Complaints and Lawsuits	8
VI. Staff Training Related to the Title VI Program_____	11
VII. Language Assistance Plan for Persons with Limited English_____ Proficiency (LEP)	12
VIII. Public Outreach and Involvement_____	21
IX. Procedures for Ensuring Equity in Service Provision _____	23
X. Data Collection and Reporting Procedures_____	26
XI. Environmental Justice (for All Construction Projects)_____	28

## **I. INTRODUCTION**

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." (42 U.S.C. Section 2000d).

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

This document details how Virginia Regional Transit incorporates nondiscrimination policies and practices in providing services to the public. Virginia Regional Transit's Title VI policies and procedures are documented in this plan and its appendices and attachments. This plan will be updated periodically (at least every three years) to incorporate changes and additional responsibilities that arise.

## **II. POLICY STATEMENT AND AUTHORITIES**

### **Title VI Policy Statement**

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

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

The Board of Directors for Virginia Regional Transit assigns Mark McGregor, Chief Executive Officer, as the organizations Title VI Manager. As such, he assumes all duties and responsibilities associated with the program.

---

Randolph A. Sutliff  
Board of Directors Chairman, VRT

---

Date

### **Authorities**

Title VI of the 1964 Civil Rights Act provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity receiving federal financial assistance (refer to 49 CFR Part 21). The Civil Rights Restoration Act of 1987 broadened the scope of Title VI coverage by expanding the definition of the terms “programs or activities” to include all programs or activities of Federal Aid recipients, sub recipients, and contractors, whether such programs and activities are federally assisted or not.

Additional authorities and citations include: Title VI of the Civil Rights Act of 1964 (42 U.S.C. Section 2000d); Federal Transit Laws, as amended (49 U.S.C. Chapter 53 et seq.); Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601, et seq.); Department of Justice regulation, 28 CFR part 42, Subpart F, “Coordination of Enforcement of Nondiscrimination in Federally-Assisted Programs” (December 1, 1976, unless otherwise noted); U.S. DOT regulation, 49 CFR part 21, “Nondiscrimination in Federally-Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964” (June 18, 1970, unless otherwise noted); Joint FTA/Federal Highway Administration (FHWA) regulation, 23 CFR part 771, “Environmental Impact and Related Procedures” (August 28, 1987); Joint FTA/FHWA

regulation, 23 CFR part 450 and 49 CFR part 613, “Planning Assistance and Standards,” (October 28, 1993, unless otherwise noted); U.S. DOT Order 5610.2, “U.S. DOT Order on Environmental Justice to Address Environmental Justice in Minority Populations and Low-Income Populations,” (April 15, 1997); U.S. DOT Policy Guidance Concerning Recipients’ Responsibilities to Limited English Proficient Persons, (December 14, 2005), and Section 12 of FTA’s Master Agreement, FTA MA 13 (October 1, 2006).

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

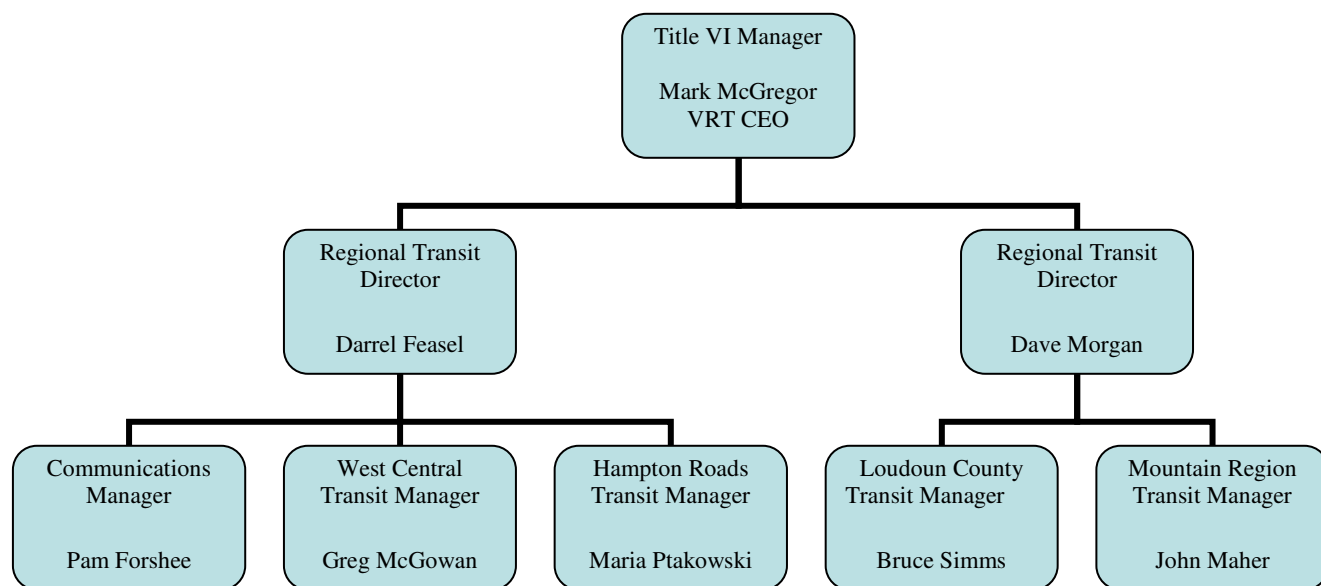
As part of the Certifications and Assurances submitted to the DRPT with the Annual Grant Application and all Federal Transit Administration grants submitted to the VDRPT, Virginia Regional Transit submits a Nondiscrimination Assurance which addresses compliance with Title VI as well as nondiscrimination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

### III. ORGANIZATION AND TITLE VI PROGRAM RESPONSIBILITIES

Virginia Regional Transit's Title VI Manager is responsible for ensuring implementation of the agency's Title VI program. Title VI program elements are interrelated and responsibilities may overlap. The specific areas of responsibility have been delineated below for purposes of clarity.

#### Overall Organization for Title VI

- Virginia Regional Transit's Title VI Manager and the Regional Transit Directors are responsible for coordinating the overall administration of the Title VI program, plan, and assurances, including complaint handling, data collection and reporting, annual review and updates, and internal education.
- Regional Transit Directors and Transit Managers are responsible for service planning and delivery. This includes analysis of current services, analysis of proposed service and fare changes, and environmental justice. Those responsible for this area also coordinate with those who are responsible for service planning and delivery.
- Transit Managers and Call Center staff are responsible for public outreach and involvement. This includes development and implementation of the Limited English Proficiency (LEP) plan. Those responsible for this area also coordinate with those who are responsible for service planning and delivery.





## **Detailed Responsibilities of the Title VI Manager**

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

- Identify, investigate, and eliminate discrimination when found to exist.
- Process Title VI complaints received Virginia Regional Transit, in accordance with the agency's Nondiscrimination Complaint Procedures (presented below).
- Meet with all other Title VI delegates within the organization periodically to monitor and discuss progress, implementation, and compliance issues.
- Periodically review the agency's Title VI program to assess if administrative procedures are effective, staffing is appropriate, and adequate resources are available to ensure compliance.

## **Annual Review of Title VI Program**

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

## **Title VI Clauses in Contracts**

In all procurements requiring a written contract, Virginia Regional Transit's contract will include the federal non-discrimination clauses. The Title VI Manager will work with the procurement manager to ensure requirements are met in accordance with Title IV regulations.

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

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

**English:**

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

For additional information on Virginia Regional Transit's nondiscrimination policies and procedures or to file a complaint, please visit the website at [www.vatransit.org](http://www.vatransit.org) or contact the Title VI manager at 1-877-777-2708.

**Spanish:**

Tránsito Regional de Virginia se compromete a garantizar que ninguna persona sea excluida de participar en, o ser negado de los beneficios de sus servicios de tránsito basado en raza, color, origen o nacionalidad, protegida por el Título VI de la Ley de Derechos Civiles de 1964.

Para obtener información adicional sobre las políticas de no discriminación de Tránsito Regional de Virginia y los procedimientos o para presentar una queja, por favor visite el sitio web [www.vatransit.org](http://www.vatransit.org) o póngase en contacto con el administrador del Título VI al 1-877-777-2708.

Instructions for filing Title VI complaints are posted on the agency's website and in posters on the interior of each vehicle operated in passenger service, and are also included within brochures produced by Virginia Regional Transit.

**English:**

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

The complaint should include the following information:

- Your name, address, and how to contact you (i.e., telephone number, email address, etc.)
- How, when, where, and why you believe you were discriminated against.

- The location, names and contact information of any witnesses.

The complaint may be filed in writing to:

Virginia Regional Transit  
Attn: Title VI Manager  
109 North Bailey Lane  
Purcellville, Virginia 20132

**Spanish:**

Si usted cree que ha sido objeto de discriminación bajo el Título VI sobre la base de su raza, color, origen nacional, o cualquier otro aspecto de esta política, puede presentar una queja, hasta 180 días a partir de la fecha de la supuesta discriminación.

La queja debe incluir la siguiente información:

- Su nombre, dirección, y cómo ponerse en contacto con usted (es decir, número de teléfono, dirección de correo electrónico, etc)
- Cómo, cuándo, dónde y por qué cree que fue discriminado.
- La ubicación, nombres e información de contacto de cualquier testigo.

La queja puede ser presentada por escrito a:

Virginia Regional de Tránsito  
Atención: el Título VI Director  
109 Norte Bailey Lane  
Purcellville, Virginia 20132

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

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

Should any Title VI investigations be initiated by FTA or DRPT, or any Title VI lawsuits be filed against Virginia Regional Transit the agency will follow the procedures as outlined below.

### **Overview**

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

### **Procedures**

1. Any individual, group of individuals or entity that believes they have been subjected to discrimination on the basis of race, color, or national origin may file a written complaint with Virginia Regional Transit's Title VI Manager. The complaint is to be filed in the following manner:
  - a. A formal complaint must be filed within 180 calendar days of the alleged occurrence.
  - b. The complaint shall be in writing and signed by the complainant(s).
  - c. The complaint should include:
    - The complainant's name, address, and contact information (i.e., telephone number, email address, etc.)

- The date(s) of the alleged act of discrimination (if multiple days, include the date when the complainant(s) became aware of the alleged discrimination and the date on which the alleged discrimination was discontinued or the latest instance).
  - A description of the alleged act of discrimination
  - The location(s) of the alleged act of discrimination (include vehicle number if appropriate)
  - An explanation of why the complainant believes the act to have been discriminatory on the basis of race, color, and national origin
  - If known, the names and/or job titles of those individuals perceived as parties in the incident
  - Contact information for any witnesses
  - Indication of any related complaint activity (i.e., was the complaint also submitted to DRPT or FTA?)
- d. The complaint shall be submitted to Virginia Regional Transit's Title VI Manager at 109 North Bailey Lane, Purcellville, Virginia 20132.
  - e. Complaints received by any other employee of Virginia Regional Transit will be immediately forwarded to the Title VI Manager.
  - f. In the case where a complainant is unable or incapable of providing a written statement, a verbal complaint of discrimination may be made to the Title VI Manager. Under these circumstances, the complainant will be interviewed, and a suitable translator, interpreter, or transcriptionist will assist the complainant in converting the verbal allegations to writing.
2. Upon receipt of the complaint, the Title VI Manager will immediately:
    - a. Notify DRPT (no later than 3 business days from receipt)
    - b. Notify the CEO of Virginia Regional Transit
    - c. Ensure that the complaint is filed into official complaint records
  3. Within 3 business days of receipt of the complaint, the Title VI Manager will contact the complainant by telephone to set up an interview.
  4. The complainant will be informed that they have a right to have a witness or representative present during the interview and can submit any documentation he/she perceives as relevant to proving his/her complaint.
  5. If DRPT has assigned staff to assist with the investigation, the Title VI Manager will offer an opportunity to participate in the interview.
  6. The alleged discriminatory service or program official will be given the opportunity to respond to all aspects of the complainant's allegations.

7. The Title VI Manager will determine, based on relevancy or duplication of evidence, which witnesses will be contacted and questioned.
8. The investigation may also include:
  - a. Investigating contractor operating records, policies or procedures
  - b. Reviewing routes, schedules, and fare policies
  - c. Reviewing operating policies and procedures
  - d. Reviewing scheduling and dispatch records
  - e. Observing behavior of the individual whose actions were cited in the complaint
9. All steps taken and findings in the investigation will be documented in writing and included in the complaint file.
10. The Title VI Manager will contact the complainant at the conclusion of the investigation, but prior to writing the final report, and give the complainant an opportunity to give a rebuttal statement at the end of the investigation process.
11. At the conclusion of the investigation and within 60 days of the interview with the complainant, the Title VI Manager will prepare a report that includes a narrative description of the incident, identification of persons interviewed, findings, and recommendations for disposition. This report will be provided to the CEO, the DRPT, and, if appropriate, Virginia Regional Transit's legal counsel.
12. The Title VI Manager will send a letter to the complainant notifying them of the outcome of the investigation. If the complaint was substantiated, the letter will indicate the course of action that will be followed to correct the situation. If the complaint is determined to be unfounded, the letter will explain the reasoning, and refer the complainant to DRPT in the event the complainant wishes to appeal the determination. This letter will be copied to DRPT.
13. A complaint may be dismissed for the following reasons:
  - a. The complainant requests the withdrawal of the complaint.
  - b. An interview cannot be scheduled with the complainant after reasonable attempts.
  - c. The complainant fails to respond to repeated requests for additional information needed to process the complaint.
14. DRPT will serve as the appealing forum to a complainant that is not satisfied with the outcome of an investigation conducted by Virginia Regional Transit. DRPT will analyze the facts of the case and will issue its conclusion to the appellant according to their procedures.

## **VI. STAFF TRAINING RELATED TO THE TITLE VI PROGRAM**

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

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

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

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

### **Introduction and Legal Basis**

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

The following LEP language implementation plan, developed by Virginia Regional Transit is based on FTA guidelines.

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

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

### **Assessment of Needs and Resources**

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

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

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

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

Data from the U.S. Census Bureau's American Community Survey (ACS) were obtained through [www.census.gov](http://www.census.gov) by Virginia Regional Transit's service area. The agency's service area includes a total of 37,447 or 5.1% persons with Limited English Proficiency (those persons who indicated that they spoke English "not well," and "not at all" in the 2006-2010 ACS Census).



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

<b><u>County</u></b>	<b><u>Number</u></b>	<b><u>Percentage</u></b>
<b><u>Accomack County (based on 5yr-est.)</u></b>		
• Spanish	2,205	6.9%
• Indo-European	454	1.4%
• Asian and Pacific Island Languages	86	0.3%
• Other Languages	47	0.1%
<b><u>Augusta County (based on 5yr-est.)</u></b>		
• Spanish	1,244	1.8%
• Indo-European	545	0.8%
• Asian and Pacific Island Languages	127	0.2%
• Other Languages	0	0.0%
<b><u>Loudoun County (based on 5yr-est.)</u></b>		
• Spanish	28,453	10.8%
• Indo-European	22,097	8.4%
• Asian and Pacific Island Languages	20,978	7.9%
• Other Languages	3,118	1.2%
<b><u>Clarke County (based on 5yr-est.)</u></b>		
• Spanish	587	4.4%
• Indo-European	291	2.2%
• Asian and Pacific Island Languages	99	0.7%
• Other Languages	52	0.4%
<b><u>Culpepper County (based on 5yr-est.)</u></b>		
• Spanish	2,890	6.8%
• Indo-European	624	1.5%
• Asian and Pacific Island Languages	158	0.4%
• Other Languages	145	0.3%

<b><u>County</u></b>	<b><u>Number</u></b>	<b><u>Percentage</u></b>
<b><u>Fauquier County (based on 5yr-est.)</u></b>		
• Spanish	3,483	5.7%
• Indo-European	1,435	2.4%
• Asian and Pacific Island Languages	553	0.9%
• Other Languages	26	0.0%
<b><u>Northampton County (based on 5yr-est.)</u></b>		
• Spanish	619	5.2%
• Indo-European	288	0.7%
• Asian and Pacific Island Languages	52	0.4%
• Other Languages	0	0.0%
<b><u>Orange County (based on 5yr-est.)</u></b>		
• Spanish	1,084	3.5%
• Indo-European	490	1.6%
• Asian and Pacific Island Languages	168	0.5%
• Other Languages	29	0.1%
<b><u>Rockingham County (based on 5yr-est.)</u></b>		
• Spanish	3,349	4.8%
• Indo-European	1,429	2.0%
• Asian and Pacific Island Languages	178	0.3%
• Other Languages	145	0.2%
<b><u>Suffolk City (based on 5yr-est.)</u></b>		
• Spanish	1,884	2.5%
• Indo-European	1,028	1.3%
• Asian and Pacific Island Languages	529	0.7%
• Other Languages	75	0.12%

**Warren County (based on 5yr-est.)**

• Spanish	1,191	3.4%
• Indo-European	592	1.7%
• Asian and Pacific Island Languages	155	0.4%
• Other Languages	73	0.2%

It is noted that within specific locations of Virginia Regional Transit's service area there is a relatively high number of LEP persons in the service area accounting for over 5% of a specific areas population. Majority of the LEP populace speak Spanish as well as Indo-European languages. However, the specific Indo-European dialects used in the area cannot be determined at this time. We will continue to monitor and as the need grows Virginia Regional Transit will make every effort to accommodate these groups.

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

Virginia Regional Transit has reviewed the relevant benefits, services, and information provided by the agency and determined the extent to which LEP persons have come into contact with these functions through one or more of the following channels:

- Contact with transit vehicle operators
- Contact with transit station managers
- Calls to Virginia Regional Transit's customer call center
- Visits to the agency's headquarters
- Access to the agency's website
- Contact with the agency's ADA complementary paratransit system (including applying for eligibility, making reservations, and communicating with drivers)

Currently, Virginia Regional Transit is meeting the language needs of their passengers by staffing a bilingual Spanish-speaking employee within the customer call center. This employee fields approximately 20 foreign language calls a day concerning route and fare information. Additionally, this employee is trained to assist in ADA scheduling to ensure maximization of program access to Spanish speaking passengers.

We will continue to identify emerging populations as updated Census and American Community Survey data become available for our service area. In addition, when LEP persons contact our agency, we attempt to identify their language and keep records on contacts to accurately assess the frequency of contact. To assist in language

identification, we use a language identification flashcard based on that which was developed by the U.S. Census. (<http://www.lep.gov/ISpeakCards2004.pdf>)]

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

Virginia Regional Transit provides the following programs, activities and services:

- Fixed Route Transportation Services
- American with Disability Act Paratransit Services
- Demand Response Transportation Services

Based on past experience serving and communicating with LEP persons and interviews with community agencies, we learned that the following services/routes/programs are currently of particular importance LEP persons in the community:

#### **Loudoun Regions**

- Routes of Importance
  - Leesburg Trolley
  - Battlefield-Ida Lee Route
  - Safe T Ride
  - Sterling Connector
  - Countryside Connector
  - 7 to 7 on 7 Route
- Services of Importance
  - Fixed Route Transportation Services
  - American with Disability Act Paratransit Services
  - Demand Response Transportation Services
  - Reduced Fare Services

### **Mountain Regions**

- Routes of Importance
  - Waynesboro Circulator
  - 250 Connector
  - BRCC North and South Shuttle
  - Silver/Green/Red Trolley Services
- Services of Importance
  - Fixed Route Transportation Services
  - American with Disability Act Paratransit Services
  - Demand Response Transportation Services

### **West Central Regions**

- Routes of Importance
  - Tri-County Connector
- Services of Importance
  - Fixed Route Transportation Services
  - American with Disability Act Paratransit Services
  - Demand Response Transportation Services
  - Reduced Fare Services

### **Eastern Shore Region**

- Routes of Importance
  - Red Northbound Route
  - Purple Southbound Route
- Services of Importance
  - Fixed Route Transportation Services
  - American with Disability Act Paratransit Services
  - Demand Response Transportation Services
  - Reduced Fare Services

### **Suffolk Region**

- Routes of Importance
  - Route 71
- Services of Importance
  - Fixed Route Transportation Services
  - American with Disability Act Paratransit Services
  - Reduced Fare Services

The following are the most critical services provided by Virginia Regional Transit for all customers, including LEP persons.

- Safety and Security Awareness Instructions
- Emergency Evacuation Procedures
- Fixed Route Transportation Services
- Reduced Fare Services
- ADA Paratransit Services
- Services Targeted at Low Income Persons

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

### **Costs**

The following language assistance measures currently being provided by Virginia Regional Transit:

- Full-time Bilingual Dispatcher
  - Duties: Answers all calls for Spanish-speaking customers. Translates needed documents for VRT as well as translates and prepares all public notification announcements.
  - Estimated Cost of Position: \$29,120 Annually

**Total Current Expenses: \$29,120**

Based on the analysis of demographic data and contact with community organizations and LEP persons, Virginia Regional Transit has determined that the following additional services are ideally needed to provide meaningful access. We anticipate implementing these services within the next year and estimate the associated costs associated as follows:

- Translator Contracting Services
  - Estimated Cost: \$5,000
- Multilingual Route Pamphlets
  - Estimated Costs: \$30,000
- Upgrade of Automated Phone Systems
  - Estimated Costs: \$0 (Included in current upgrade contract)
- Basic Spanish for Transit Employees Guides
  - Estimated Cost: \$1,750
- Biannual In-House Title VI Training for Employees
  - Estimated Costs: \$5,120
- Multilingual Bus Placards and Pictographs
  - Estimated Costs: \$4,612

**Total Additional Future Expenses (Estimated): \$46,482**

## **Resources**

The available budget that could be currently be devoted to additional language assistance expenses is estimated at \$76,000 annually. This amount is likely to decrease over time as Virginia Regional Transit's Title VI program is fully implemented and integrated into operations.

Virginia Regional Transit has also requested the following additional grant funding for language assistance:

- Commonwealth of Virginia Rural Transportation Assistance Program Funding
  - Funding for Basic Spanish for Transit Employee Guides
    - Cost: \$1,750

## **Feasible and Appropriate Language Assistance Measures**

Based on the available resources, the following language assistance measures are feasible and appropriate for our agency at this time:

- Full-time Bilingual Staff Dispatcher
- Translator Contracting Services
- Multilingual Route Pamphlets
- Upgrade of Automated Phone Systems
- Basic Spanish for Transit Employee Guides
- Multilingual Bus Placards and Pictographs

In addition, in-kind assistance is available through the following local community organizations to assist in language translation services on an as needed basis.

- Literacy Council of Northern Virginia
- Loudoun Literacy Council
- English as a Second Language and Immigrant Ministries

## **LEP Implementation Plan**

Through the four-factor analysis, Virginia Regional Transit has determined that the following types of language assistance are most needed and feasible:

- Translation of vital documents into Spanish. These documents include:
  - System map and Ride guide
  - Application for reduced fare
  - All printed materials on ADA Paratransit, including brochure, eligibility application package, and passenger policies and procedures
  - Emergency preparedness brochure
- Language Line Translation Services for telephone contacts
- In-person translation for ADA eligibility assessments
- Staff Access to Language Assistance Services



Agency staff who come into contact with LEP persons can access language services by offering the individual a language identification flashcard, having a supply of translated documents on hand, or transferring a call to bilingual staff. All staff will be provided with a list of available language assistance services and additional information and referral resources (such as community organizations which can assist LEP persons). This list will be updated at least annually.

## **Responding to LEP Callers**

Employees who answer calls from the public respond to LEP customers by forwarding the call to a bilingual staff member, if the foreign language is determined to be Spanish. Virginia Regional Transit does currently staff a bilingual staff member within the customer call center to immediately address any needs of callers to include assisting with ADA scheduling.

If the foreign language is not Spanish, attempts will be made to identify the language and put the member in contact with either an interpreter or community organization that offers translation services. Efforts will be made to assist the caller by addressing questions and concerns regarding Virginia Regional Transit services.

## **Responding to Written Communications from LEP Persons**

When responding to written communications from LEP persons, if the communication is determined to be Spanish it will first be translated to English by a VRT staff member. If the language is other than Spanish, attempts will be made to translate the communication using computer language programs, hired interpreters, or community organizations that offer translation services.

The communication will then be forwarded to the appropriate transit manager or director to be addressed. If more information is needed, a bilingual staff member or foreign translator will be used to make phone contact with the customer. They will also assist in relaying or retrieving any necessary information pertaining to the communication. If necessary, the VRT manager, bilingual staff member, or interpreter will work together to create any written responses requested or required.

## **Responding to LEP Individuals in Person**

In the instance where a LEP person visits the administrative building the first line of contact will attempt to identify the language of the visitor either by recognition for Spanish or through use of the language identification flashcard.

If the language is determined to be Spanish, the VRT staff member will contact the bilingual staff member from the customer call center to assist the visitor. The bilingual staff member is available during normal business hours of the administrative office Monday thru Friday from 8:00 a.m. to 5:00 p.m.

If the language is other than Spanish, attempts will be made to assist the needs of the visitor; however, if the staff is unable to assist the visitor information of community organizations that provide translation services will be provided to them.

## **Responding to LEP Individuals on Buses**

Should an LEP person have a question while on board a Virginia Regional Transit vehicle the operator will attempt to determine what their question or concern may be based on experience, knowledge, or by other passengers translating for them.

However, if this does not satisfy the needs of the passenger, the operator will provide them with a VRT informational brochure, available in English and Spanish, and direct them to contact the customer call center. Call center employees will follow the guidelines and procedures as outline above.

## **Staff Training**

As noted previously, all Virginia Regional Transit staff are provided with a list of available language assistance services and additional information and referral resources, updated annually.

All new hires receive training on assisting LEP persons as part of their sensitivity and customer service training. This includes:

- A summary of the transit agency's responsibilities under the DOT LEP Guidance;
- A summary of the agency's language assistance plan;
- A summary of the number and proportion of LEP persons in the agency's service area, the frequency of contact between the LEP population and the agency's programs and activities, and the importance of the programs and activities to the population;
- A description of the type of language assistance that the agency is currently providing and instructions on how agency staff can access these products and services; and
- A description of the agency's cultural sensitivity policies and practices.

Also, all staff who routinely come into contact with customers, as well as their supervisors and all management staff, receive annual refresher training on policies and procedures related to assisting LEP persons.

Employees are also encouraged to learn basic phrases in Spanish for addressing common concerns of passengers. For those employees who would like to learn Spanish, Virginia Regional Transit will reimburse up to \$2,000.00 per calendar year in tuition reimbursement costs with manager approval. Those who wish to take advantage of this benefit should refer to their Personnel Policies guide or direct their questions to Human Resources.

## **Providing Notice to LEP Persons**

LEP persons are notified of the availability of language assistance through the following approaches:

- Following our Title VI policy statement included on our vital documents.
- On our website, with links to translations of vital documents in other languages.
- Through signs posted on our vehicles and in our customer service and administrative offices.
- Through ongoing outreach efforts to community organizations, schools, and religious organizations.
- Use of an automated telephone menu system in the most common languages encountered.
- Sending translated news releases and public service announcements about the availability of translated information to newspapers and broadcast media that target local LEP communities.
- LEP persons will also be included in all community outreach efforts related to service and fare changes.

## **Monitoring/Updating the Plan**

This plan will be updated on a periodic basis (at least every three years), based on feedback, updated demographic data, and resource availability.

As part of ongoing outreach to community organizations, Virginia Regional Transit will solicit feedback on the effectiveness of language assistance provided and unmet needs. In addition, we will conduct periodic surveys, focus groups, community meetings, internal meetings with staff who assist LEP persons, review of updated Census data, formal studies of the adequacy and qualities of the language assistance provided, and determine changes to LEP needs.

In preparing the triennial update of this plan, Virginia Regional will conduct an internal assessment using the Language Assistance Monitoring Checklist provided in the FTA's "Implementing the Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons: A Handbook for Public Transportation Providers."

Based on the feedback received from community members and agency employees, Virginia Regional Transit will make incremental changes to the type of written and oral language assistance provided as well as to their staff training and community outreach programs. The cost of proposed changes and the available resources will affect the enhancements that can be made, and therefore Virginia Regional Transit will attempt to identify the most cost-effective approaches.

As the community grows and new LEP groups emerge, Virginia Regional Transit will strive to address the needs for additional language assistance.

## **VIII. PUBLIC OUTREACH AND INVOLVEMENT**

Public outreach and involvement applies to and affects Virginia Regional Transit's mission and work program as a whole, particularly agency efforts and responsibilities related to Virginia Regional Transit's service planning.

The overall goal of Virginia Regional Transit's public outreach and involvement policy is to secure early and continuous public notification about, and participation in, major actions and decisions by Virginia Regional Transit. In seeking public comment and review, Virginia Regional Transit makes a concerted effort to reach all segments of the population, including people from minority and low-income communities, persons with limited English Proficiency and organizations representing these and other protected classes.

Virginia Regional Transit utilizes a broad range of public outreach information and involvement opportunities, including a process for written comments, public meetings after effective notice, settings for open discussion, information services, and consideration of and response to public comments.

### **Public Outreach Activities**

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

- Publishing public notices within local newspapers of general circulation as well as those targeted at minority, low income and LEP persons and on the agency's website.

Public notices are issued to:

- Announce opportunity to participate or provide input in planning for service changes, fare changes, new services, and new or improved facilities (early in the process)
  - Announce the formal comment period on proposed major service reductions and fare increases with instructions for submitting comments including a public hearing (or opportunity for a public hearing with instructions for requesting a hearing if this is the LOTS' local policy) (at the end of the planning process)
  - Announce impending service and fare changes (after plan has been finalized)
  - Announce intent to apply for public transit funding from DRPT, and to announce the formal comment period on the proposed program of projects, with a public hearing (or opportunity for one) (annually in advance of submitting the ATP)
- Posting public notices as described above at major passenger/public facilities and in all vehicles.

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

The above activities are the responsibility of Virginia Regional Transit's Title VI Manager.

## **VIII. PROCEDURES FOR ENSURING EQUITY IN SERVICE PROVISION**

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

### **Service Standards and Policies**

Virginia Regional Transit has reviewed its services and policies to ensure that those services and benefits are provided in an equitable manner to all persons.

### **Service Standards**

The agency has set standards and policies that address how services are distributed across the transit system service area to ensure that that distribution affords users equitable access to these services. The agency's demand responsive services are available to all callers on a first-come first service basis, without regard for race, color or national origin.

The following system-wide service standards are used to guard against service design or operations decisions from having disparate impacts. All of Virginia Regional Transit's services meet the agency's established standards; thus it is judged that services are provided equitably to all persons in the service area, regardless of race, color or national origin.

- **Vehicle Load** -Vehicle load is expressed as the ratio of passengers to the total number of seats on a vehicle at its maximum load point. The standard for maximum vehicle load is 20 passengers, all of Virginia Regional Transit services meet this standard.
- **Vehicle Headway** -Vehicle headway is the amount of time between two vehicles traveling in the same direction on a given route. A shorter headway corresponds to more frequent service. The standard for vehicle headways is 30-60 minutes, all of Virginia Regional Transit services meet this standard.
- **On-time Performance** -On-time performance is a measure of runs completed as scheduled. This criterion first must define what is considered to be "on time." The standard for on-time performance is 5 minutes or less, never early, all of Virginia Regional Transit services meet this standard.
- **Service Availability** - Service availability is a general measure of the distribution of routes within a transit provider's service area or the span of service. The standard for service availability is set by the needs of the community for public transportation; all of Virginia Regional Transit services meet this standard.

## Service and Operating Policies

Virginia Regional Transit's service and operating policies also ensure that operational practices do not result in discrimination on the basis of race, color, or national origin.

- **Distribution and Siting of Transit Amenities** - Transit amenities refer to items of comfort, convenience, and safety that are available to the general riding public. Virginia Regional Transit has a policy to ensure the equitable distribution of transit amenities across the system. This policy applies to seating (i.e., benches, seats), bus shelters and canopies, (c) provision of information, Intelligent Transportation Systems (ITS), waste receptacles (including trash and recycling). Passenger amenities are sited based on a request basis and only if funding for these amenities are available.
- **Vehicle assignment** - Vehicle assignment refers to the process by which transit vehicles are placed into service and on routes throughout the system. Virginia Regional Transit assigns vehicles with the goal of providing equitable benefits to minority and low income populations. Vehicles are assigned with regard to service type (fixed-route, demand-response, or a hybrid type) and ridership demand patterns (routes with greater numbers of passengers need vehicles with larger capacities). For each type of assignment, newer vehicles are rotated to ensure that no single route or service always has the same vehicle. The Title VI manager, Regional Transit Directors, and Regional Transit Managers review vehicle assignments on a monthly basis to ensure that vehicles are indeed being rotated and that no single route or service always has the old or new vehicles.

Vehicles are assigned randomly throughout the service area; larger busses are placed on routes with higher ridership demands. The Regional Transit Manager reviews vehicle assignments on a monthly basis to ensure that vehicles are indeed being rotated and that no single route or service always has the old or new Vehicles.

## Monitoring Title VI Complaints

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

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

## **Fare and Service Changes**

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



## **IX. DATA COLLECTION AND REPORTING PROCEDURES**

### **Data Collection**

To ensure that Title VI reporting requirements are met, Virginia Regional Transit maintains:

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

Maintenance of these records is the responsibility of the Title VI manager

### **Annual Report and Triennial Updates**

#### ***Annual Reporting***

As a subrecipient providing service in areas with less than 200,000 populations, Virginia Regional Transit submits an annual report to the DRPT that documents any Title VI investigations/complaints/lawsuits during the preceding 12 months.

#### ***Triennial Reporting***

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

#### ***Updates to the Title VI Plan***

As noted above, every three years, the Virginia Regional Transit submits to DRPT an update to this Title VI Plan. The triennial Title VI update include a statement to the effect that these items have not been changed since the previous submission or the following items:

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

## **X. ENVIRONMENTAL JUSTICE (For All Construction Projects)**

For new construction and major rehabilitation or renovation projects where National Environmental Policy Act (NEPA) documentation is required, Virginia Regional Transit will integrate an environmental justice analysis into the NEPA documentation for submission to DRPT. The development of environmental justice analyses is the responsibility of the Regional Transit Directors and Regional Transit Managers.



# **APPENDIX G**

## **Major Destinations**

**Multi-Family Housing**

**Colleges**

**Human Services**

**Medical Facilities**

**Public Libraries**

**Primary/Secondary Public and Private Schools**

**Shopping**



## Multi-Family Housing

<b>Apartment Name</b>	<b>Address</b>	<b>City</b>	<b>Zipcode</b>
Sea Breeze Apartments	201 Washington Ave	Cape Charles	23310
Sunnyside Village Apartments	4265 Wilson Ct	Cheriton	23316
Mill Run Apartments	35409 Mill Run Ln	Belle Haven	23306
Onancock Apartments	4 Jacob St	Onancock	23417
Pine Street Apartments	6 Carter St	Onancock	23417
The Hermitage on the Eastern Shore	23610 North St	Onancock	23417
Quail Run Assisted Living	17425 Lankford Hwy	Nelsonia	23414
Culls Woods Apartments		Cheriton	23316

## Colleges on the Eastern Shore

<b>NAME</b>	<b>Address</b>	<b>City</b>	<b>Zipcode</b>
Eastern Shore Community College	29300 Lankford Hwy	Melfa	23410



## Human Services

<b>Name</b>	<b>Address</b>	<b>City</b>	<b>Zipcode</b>
Accomack Department of Social Services	22554 Center Parkway	Accomack	23301
Northampton Department of Social Services	5265 The Hornes	Eastville	23347
No Limits Eastern Shore	149 Market St	Onancock	23417
Bayside Rehabilitation, Inc.	36082 Lankford Hwy	Belle Haven	23306
Bayside Rehabilitation, Inc.	18477 Dunne Ave	Parksley	23241
Little Hands Little Feet	3186 Main St	Exmore	23350
Riverside Shore Rehabilitation Center	26181 Parksley Rd	Parksley	23421

## Medical Facilities

<b>NAME</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zipcode</b>
Riverside Shore Memorial Hospital	9507 Hospital Ave	Nassawadox	VA	23413
Bon Secours - DePaul Medical Center	150 Kingsley Lane	Norfolk	VA	23505
Children's Hospital of The King's Daughters	601 Children's Lane	Norfolk	VA	23507
Lake Taylor Transitional Care Hospital	1309 Kempsville Rd	Norfolk	VA	23502
Sentara Leigh Hospital	830 Kempsville Rd	Norfolk	VA	23502
Sentara Norfolk General Hospital	600 Gresham Dr	Norfolk	VA	23507
Bon Secours Maryview Medical Center	3636 High St	Portsmouth	VA	23707
Naval Medical Center	620 John Paul Jones Circle	Portsmouth	VA	23708
Sentara Bayside Hospital	800 Independence Blvd	Virginia Beach	VA	23455
Sentara Virginia Beach General Hospital	1060 First Colonial Rd	Virginia Beach	VA	23454
Atlantic Community Health Center	8034 Landford Hwy	Oak Hall	VA	23416
Bayview Community Health Center	22214 South Bayside Rd	Cheriton	VA	23310
Chincoteague Island Community Health Center	4049 Main St	Chincoteague	VA	23336
Franktown Community Health Center	9159 Franktown Rd	Franktown	VA	23354
Onley Community Health Center	20306 Badger Lane	Onley	VA	23418
McCready Memorial Hospital	201 Hall Hwy	Crisfield	MD	21817
Pocomoke City VA Outpatient Clinic	1701 Pocomoke Marketplace	Pokomoke City	MD	21851

## Public Libraries

<b>Community Resources</b>	<b>Address</b>	<b>City</b>	<b>Zipcode</b>
Eastern Shore Public Library	23610 Front St	Accomac	23301
Northampton Free Library	7745 Seaside Rd	Nassawadox	23413
Chincoteague Island Library	4077 Main St	Chincoteague	23336
Cape Charles Memorial Library	Tazewell and Plum Streets	Cape Charles	23310

# Primary and Secondary Public and Private Schools

<b>NAME</b>	<b>Address</b>	<b>City</b>	<b>Zipcode</b>
Accawmacke Elementary School	26230 Drummondtown Rd	Accomac	23301
Arcadia Middle School	29485 Horsey Rd	Oak Hall	23416
Arcadia High School	8210 Lankford Hwy	Oak Hall	23416
Broadwater Academy	3500 Broadwater Rd	Exmore	23350
Chincoteague Elementary School	6078 Hallie Whealton Smith Dr.	Chincoteague	23336
Chincoteague High School	4586 Main St	Chincoteague	23336
Kegotank Elementary School	13300 Lankford Hwy	Mappsville	23407
Kiptopeke Elementary School	24023 Fairview Rd	Cape Charles	23310
Metompkin Elementary School	24501 Parksley Rd	Parksley	23421
Montessori Childrens House of the Eastern Shore	7551 Bayside Rd	Franktown	23354
Nandua High School	26350 Lankford Hwy	Onley	23418
Nandua Middle School	20330 Warrior Dr	Onley	23418
Northampton Middle and High School	16041 Courthouse Rd	Eastville	23347
Occohannock Elementary School	4208 Seaside Rd	Exmore	23350
Pungoteague Elementary School	28480 Bobtown Rd	Melfa	23410
Rock Church Academy	27112 Lankford Hwy	Onley	23418
Shore Christian Academy	11624 Occohannock Rd	Exmore	23350
Tangier Combined School	4375 School Ln	Tangier	23440

## Shopping and Grocery

<b>Retail/Grocery</b>	<b>Address</b>	<b>City</b>	<b>Zip</b>
Food Lion	25102 Lankford Hwy	Onley	23418
Food Lion	4092 Lankford Hwy	Exmore	23350
Food Lion	7013 Lankford Hwy	Oak Hall	23416
Food Lion	24485 Lankford Hwy	Cape Charles	23310
Walmart	26036 Lankford Hwy	Onley	23418
Fresh Pride	6277 Cleveland St	Chincoteague	23336
Fresh Pride	24313 Bennett St	Parksley	23421
Fresh Pride	2625 Lankford Hwy	Exmore	23350