

City of Suffolk Transit Development Plan

January 2014

Final Report



prepared for **Virginia Department of Rail and Public Transportation and
the City of Suffolk**
prepared by **KFH Group, Inc.**



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Chapter 1

Overview of Transit System

INTRODUCTION

A Transit Development Plan (TDP) serves as a “road map” for public transportation improvements in a community or service area for upcoming years. The Virginia Department of Rail and Public Transportation (DRPT) focuses investments in transit systems that are meeting the existing demand for public transportation, and that have a desire to meet the growing demand for improved public transportation services through careful coordination of transit and land use planning. As such, DRPT requires that public transit operators receiving state funding prepare, adopt, and submit a TDP at least every six years, and update it annually each December.

This TDP for the City of Suffolk will meet the DRPT planning requirements, and provides the opportunity to:

- Identify transit goals and objectives,
- Assess current transit services,
- Identify unmet transit needs; and
- Determine appropriate course of action within the six year planning horizon.

The completed TDP will serve as a management and policy document for the City of Suffolk and as the basis of capital and operating grant requests in the Commonwealth’s Six Year Improvement Plan.

To help guide the TDP process, the City of Suffolk formed an ad hoc TDP Advisory Committee. The Committee includes representatives from various City departments and from Virginia Regional Transit (VRT), the organization contracted to operate public transit services for the City.

This chapter provides:

- Background and history on the City of Suffolk and its transit services,
- An overview Suffolk Transit, including governance and organizational structure, services provided, fare structure, current vehicle fleet, existing facilities, transit security program, and public outreach efforts. A detailed assessment of current transit services is provided in Chapter 3, and
- General information on other transportation services in the region.

BACKGROUND

The City of Suffolk is located in southeastern Virginia, within the Metropolitan Statistical Area of Hampton Roads. The City of Suffolk is one of seven major cities that form the Hampton Roads metropolitan area totaling 1.6 million residents. Suffolk is the largest city in the Commonwealth in terms of land mass (430 square miles). Figure 1-1 on the following page provides a map of the geography of Suffolk. In addition, north Suffolk is developing into a hi-tech hub, but vast stretches elsewhere in the city are still largely rural. Suffolk is 20 miles from Norfolk, 90 miles from Richmond, and 200 miles from Washington, D.C.

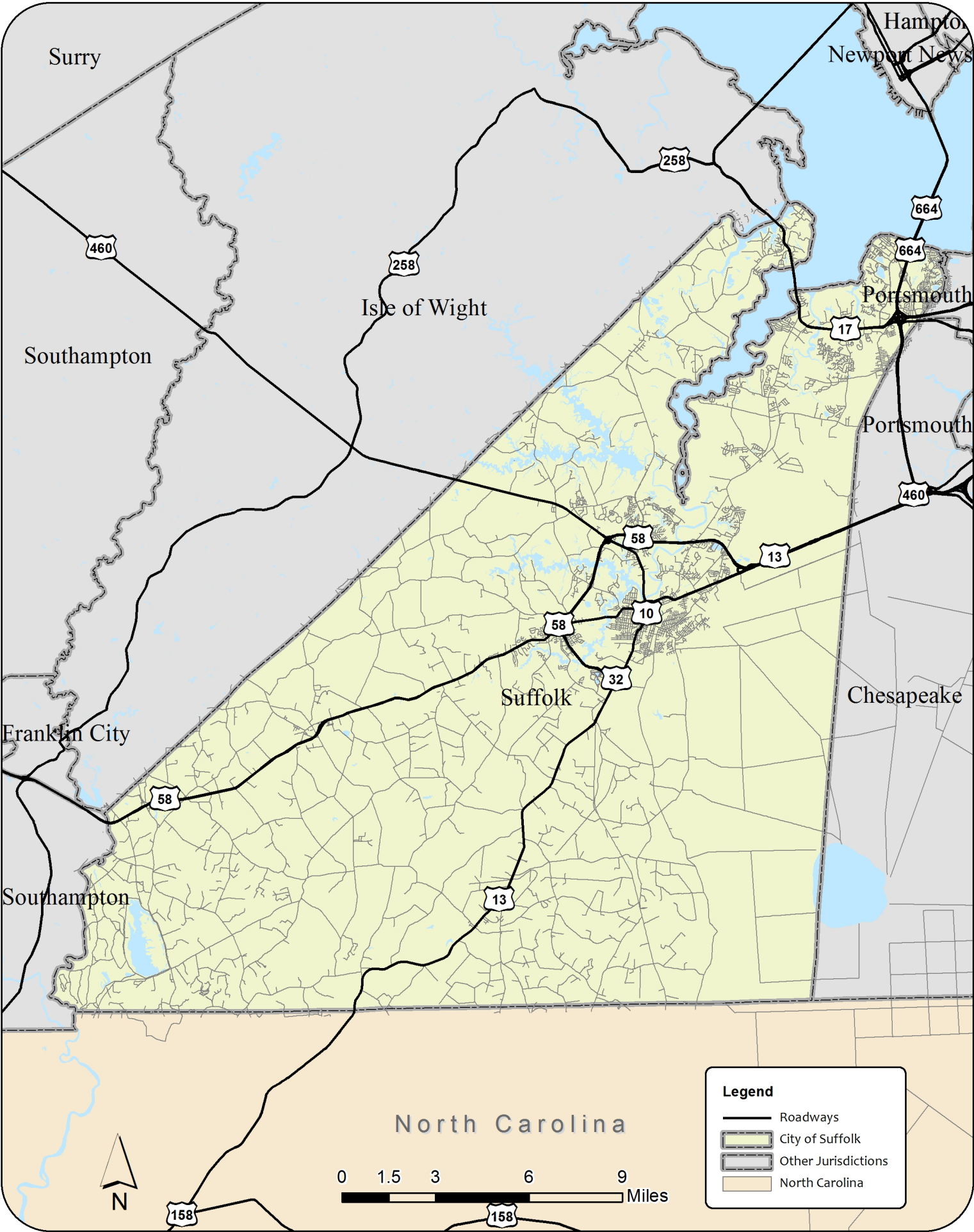
HISTORY

The City of Suffolk was a member of Hampton Roads Transit (HRT) up until January 1, 2012. Four HRT routes served the City of Suffolk, oriented to the downtown Suffolk central business district. HRT's 2010 Service Efficiency Study of its transit services throughout the region found that these routes were some of the worst performing within the HRT system and suggested discontinuing two of the four. Discussions surrounding the City's and HRT's budgets led to the City's decision to withdraw from the service district of HRT and contract with a private vendor to operate bus services.¹ VRT, a not-for-profit 501(c)(3) organization, was selected and took over the operation of the City of Suffolk's public transportation in January 2012.² A copy of the contract between the City and VRT is included in Appendix A.

¹ Public Hearing on Suffolk Routes. <http://www.gohrt.com/public-records/Planning-and-Development-Documents/public-hearing/FY2012/11-29-2011-Suffolk.pdf>

² Virginia Regional Transit, "About US." <http://www.vatransit.org/>

Figure 1-1: City of Suffolk Geography



GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The City Council governs the City's transit services. One City staff person administers the transit system and coordinates operations with VRT. This Assistant Director position is within the Department of Public Works, and about 20 to 40 percent of his time is spent on transit-related tasks. An organizational chart with the chain of command within the City of Suffolk and VRT can be found in Appendix B.

VRT employs a transit manager, an office assistant and dispatcher and ten bus operators for Suffolk's bus operations. The Green, Orange, and Yellow Routes (detailed in the next section) are divided into six-hour shifts and are covered by two drivers each per day, while the Red Route is covered by one driver a day. The drivers receive their schedules for two weeks at a time and each driver rotates the days of the week and routes to which he is assigned. According to VRT, each of the drivers is capable of driving any of the Suffolk bus routes.

The Senior Services of Southeastern Virginia is a subcontractor to VRT to provide paratransit services. ADA paratransit eligibility applications and approvals are handled by Senior Services. Eligibility for ADA paratransit services is through an application process that requires completion by a medical professional who is knowledgeable of the applicant's disability.

TRANSIT SERVICES PROVIDED AND AREAS SERVED

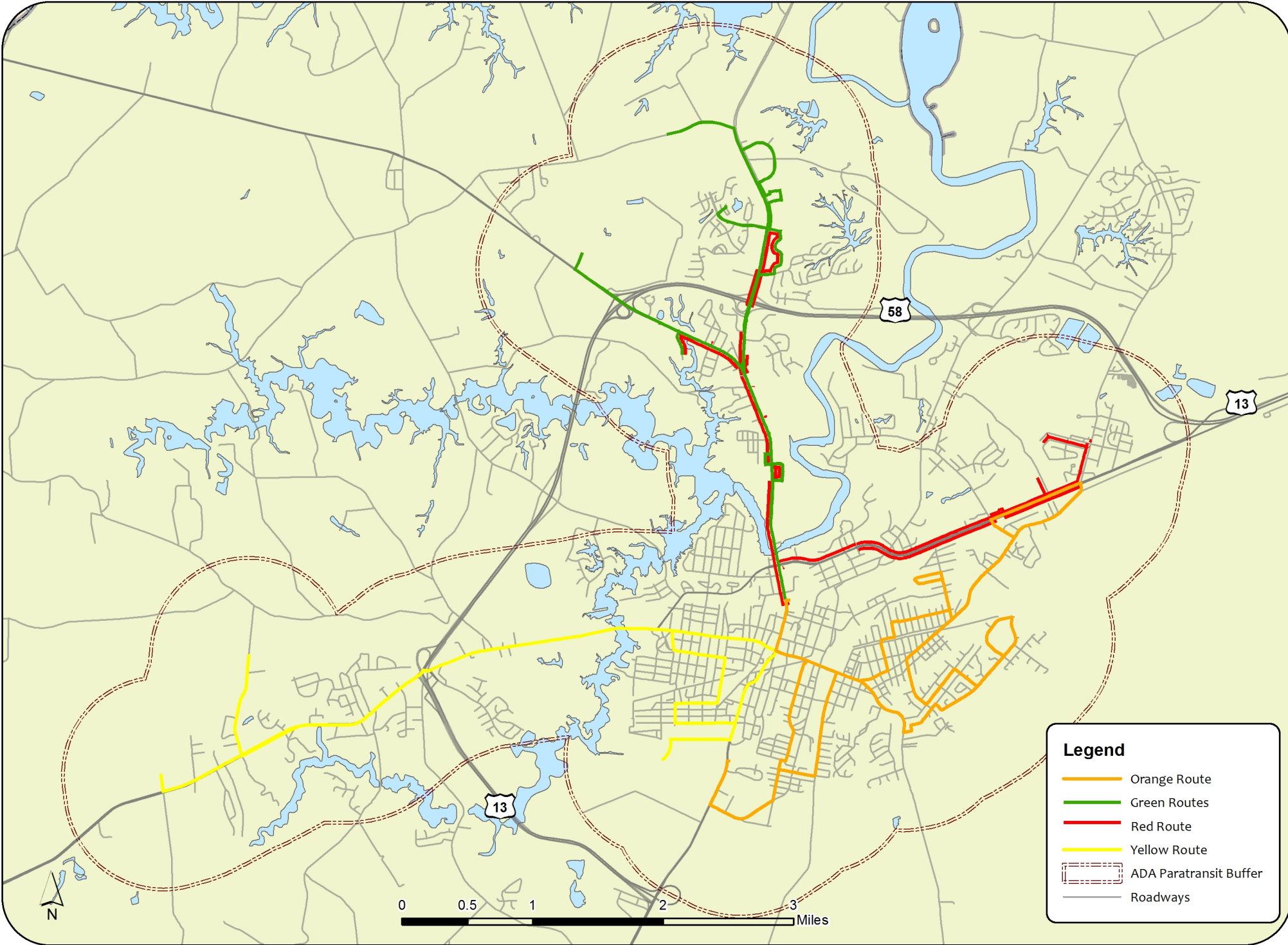
City of Suffolk Fixed-Route Bus Services

The City of Suffolk currently operates four public transit routes, primarily serving the downtown area of the City. These routes operate Monday through Friday on one hour headways, and originate at the Suffolk Bus Plaza located in downtown to allow transfers between routes. Figure 1-2 provides an overview of the four routes and detailed schedules can be found in Appendix C. Individual routes are highlighted in Figures 1-3 through 1-6.

Green Route – Downtown Suffolk/Obici Hospital

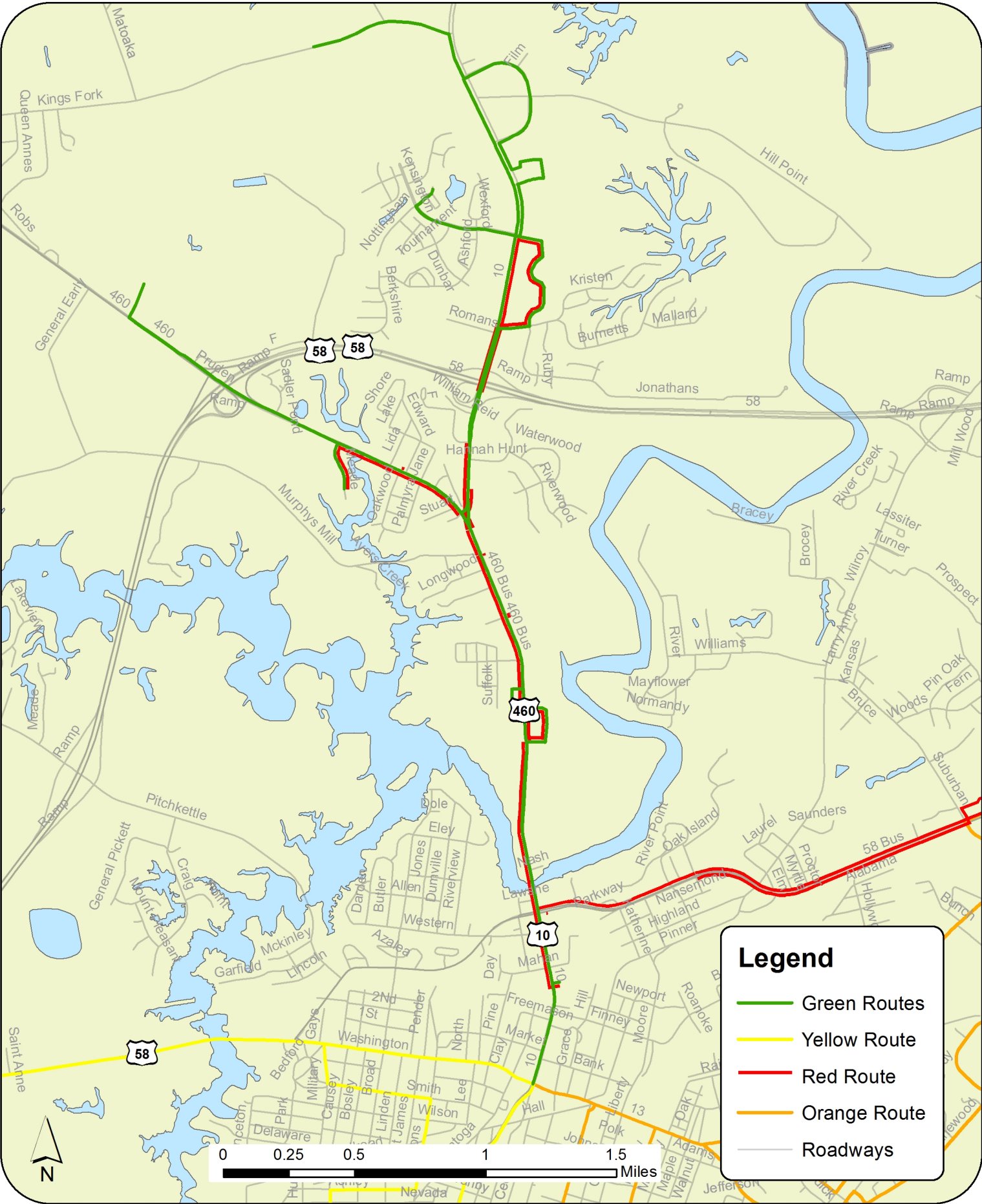
The Green Route, shown in Figure 1-3, operates from 6:30 a.m. to 6:25 p.m., serving Wal-Mart, Food Lion, the Sentara Obici Hospital, and office parks. The Kings Fork High School/Middle School stop requires a call for pick-up after 10:45 a.m. as does the Virginia Regional Commerce Park between 10:00 a.m. and 2:00 p.m.

Figure 1-2: City of Suffolk Transit Routes



Source: 2010 U.S. Census; City of Suffolk

Figure 1-3: City of Suffolk Green Route



Source: 2010 U.S. Census; City of Suffolk

Orange Route – White Marsh/East Washington

The Orange Route, depicted in Figure 1-4, operates from 6:06 a.m. to 6:20 p.m. This route serves many residential neighborhoods, as well as the Health Department, and other businesses.

Red Route – Magnolia Gardens/Tripper Service

The Red Route is shown in Figure 1-5, and operates from 9:30 a.m. to 2:20 p.m. The Red Route serves major destinations such as Food Lion, Wal-Mart and the Sentara Obici Hospital.

Yellow Route – Holland Road/Paul D. Camp/Saratoga Tripper Service

The Yellow Route service began operation on August 1, 2013 and can be viewed in Figure 1-6. It operates from 6:30 a.m. to 6:16 p.m. and serves destinations on the west side of downtown Suffolk, including the community college, golf course and Obici Industrial Park.

ADA Paratransit

Senior Services of Southeastern Virginia

The Senior Services of Southeastern Virginia contracts with Virginia Regional Transit to provide paratransit for ADA certified individuals. They provide door to door service within $\frac{3}{4}$ of a mile from the fixed route service. Passengers are required to schedule their trip at least the day before the trip is to take place. The scheduler is located in a Norfolk office and the operations manager and driver are located in Suffolk. The Memorandum of Agreement between VRT and Senior Services is located in Appendix D.

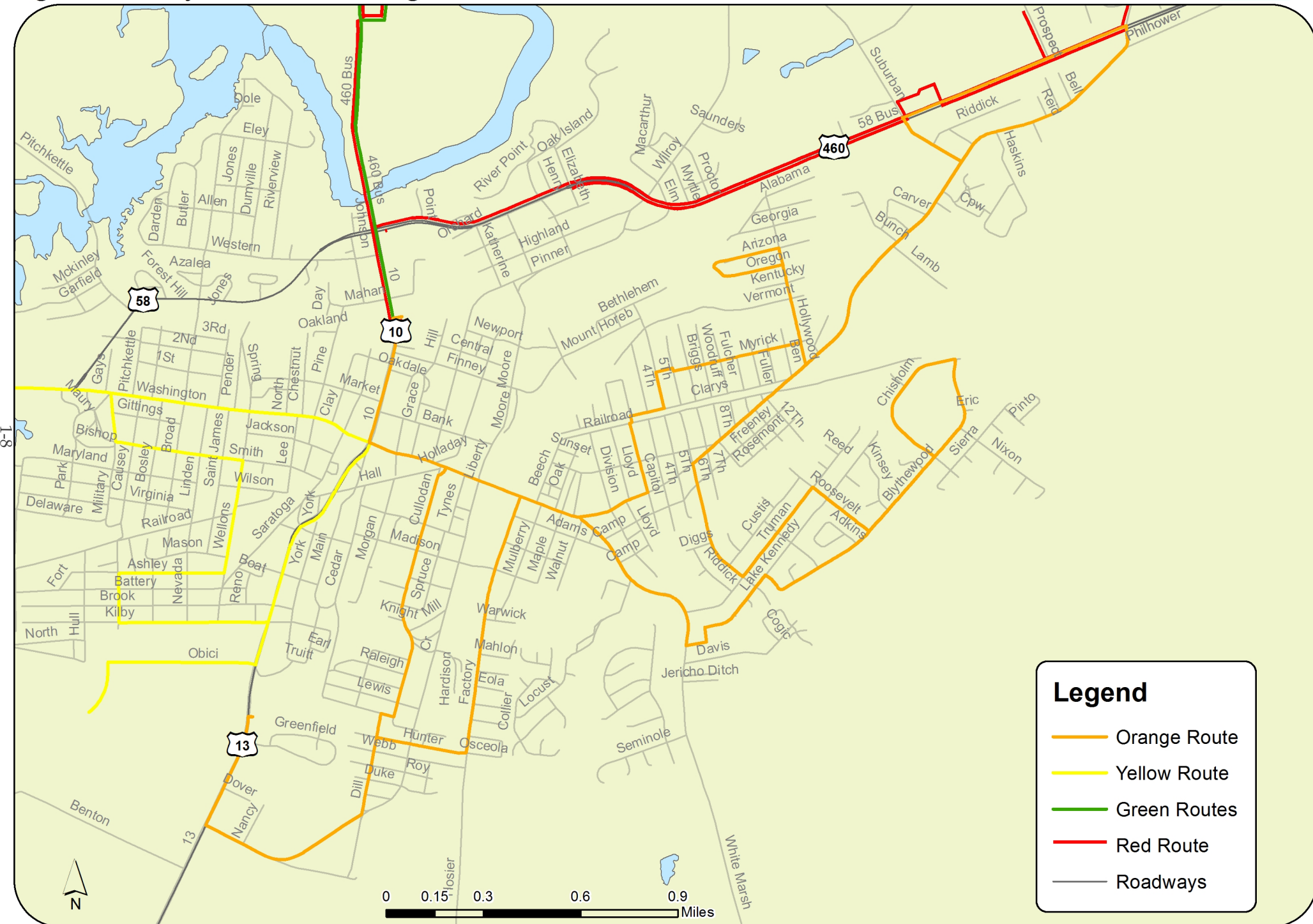
FARE STRUCTURE

The one-way fare is \$1.50 and an all-day pass is \$3.00. Table 1-1 provides a breakdown of all of the fare options. The fare for ADA-certified passengers using the paratransit service is \$3.00 for a one-way trip. Fares are collected in diamond fare boxes.

Table 1-1: Fare Options for City of Suffolk

Type of Fare	Population Served		
	Regular	Seniors/Disabled	Children over 5
One-Way	\$1.50	\$0.75	\$1.00
Day Pass	\$3.00	\$1.50	

Figure 1-4: City of Suffolk Orange Route

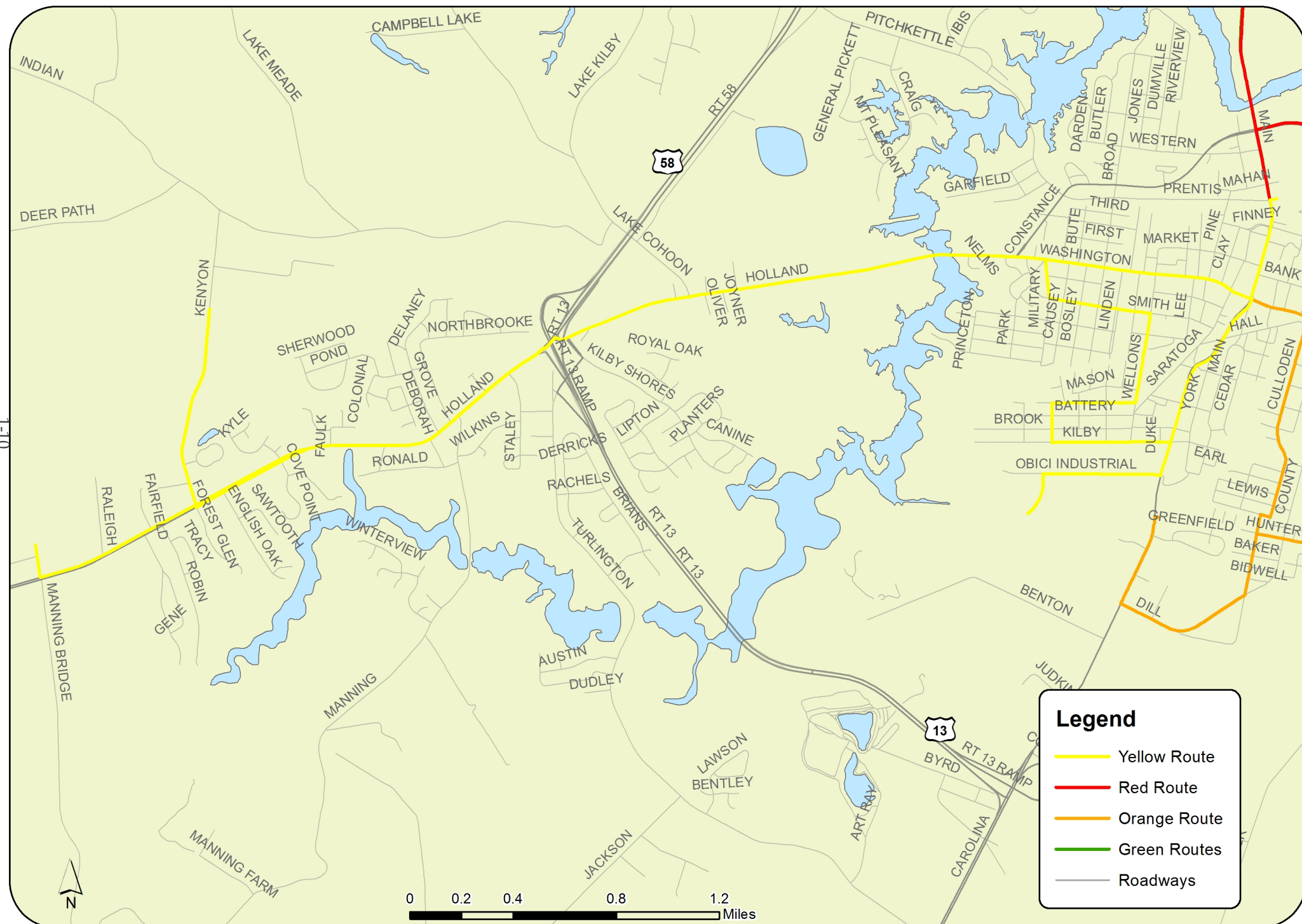


Source: 2010 U.S. Census; City of Suffolk

Figure 1-5: City of Suffolk Red Route



Source: 2010 U.S. Census; City of Suffolk



EXISTING FACILITIES AND TRANSIT VEHICLE INVENTORY

On July 1, 2013, Suffolk commenced use of its own, new bus fleet. All of Suffolk's buses are ADA accessible and equipped with the latest wheelchair lifts and securement systems.³ Buses are also equipped with bicycle racks. The vehicle inventory can be viewed in Table 1-2.



Suffolk Transit Vehicle

Table 1-2: Transit Vehicle Inventory

Code	VIN	Model Year	Vehicle Type	Seating Capacity	Wheelchair Placements	Mileage	Mobile Radio?
278	1FDFE4FS7DDA53011	2013	Ford Challenger	21	2	7781	Yes
279	1FDFE4FS9DDA53012	2013	Ford Challenger	21	2	8442	Yes
280	1FDFE4FS0DDA53013	2013	Ford Challenger	21	2	2580	Yes
281	1FDFE4FS2DDA53014	2013	Ford Challenger	21	2	8013	Yes

VRT stores the fleet at the dispatch office and maintenance is completed by the City's Fleet Division in a city facility. The City of Suffolk dispatch office is located at 1248 Holland Road.



Dispatch Office

³ City of Suffolk Transit Brochure, <http://www.suffolkva.us/files/8113/6337/2948/transit-brochure.pdf>

Proposed Improvements

- Currently none of the bus stops along the three routes have signs. New bus stop signs with the new logo are on order and scheduled to be installed in the latter half of 2013.

SAFETY AND SECURITY

VRT has a System Security and Emergency Preparedness Plan in place, which can be located in Appendix E. The plan includes elements such as goals and objectives, responsibilities of VRT personnel, threat and vulnerability resolution process, bomb threat protocol, and emergency escape procedures.

INTELLIGENT TRANSPORTATION SYSTEMS (ITS) PROGRAM

Senior Services of Southeastern Virginia uses scheduling software to schedule ADA paratransit trips. VRT does not use any technologies to operate its transit service, aside from radios used for communication with the drivers. Traffic Engineering for the City of Suffolk is working on several ITS initiatives and is keeping transit services in mind during this process.

PUBLIC OUTREACH

Suffolk's bus services are listed on the City of Suffolk's and VRT's websites and the Virginia 2-1-1 database. Any resident may call 2-1-1 to request information on a range of health and human services, including transportation. Hardcopy brochures are available on the buses and at the Morgan Memorial Library. The City's Media and Community Relations department also has a supply of brochures that are distributed throughout the city.

OTHER CITY TRANSPORTATION SERVICES

Suffolk Parks and Recreation

The City of Suffolk's Parks and Recreation department operates a vehicle to transport participants to and from department programs. This service is provided on an as-needed basis and does not operate on specific days or at specific times.

Suffolk Redevelopment and Housing Authority

The Suffolk Redevelopment and Housing Authority partners with community transportation providers to provide transportation for low to moderate income residents when possible, for daily living, shopping, recreation and social events. The Authority owns and operates one 15-passenger van to transport residents to Authority sponsored events, community programs, and residential engagements.

OTHER TRANSPORTATION SERVICES

Intercity Bus

Greyhound service to the City of Suffolk was recently discontinued. Current Greyhound bus service to the surrounding area includes service to Hampton, Norfolk, and Virginia Beach. In addition to Greyhound a handful of curbside bus companies serve Hampton Roads as well. Table 1-3 provides further detail on these services and the area served.

Table 1-3: Intercity Curbside Bus Services in Hampton Roads

Bus Company	City Served			
	Hampton	Newport News	Norfolk	Virginia Beach
Bus2Nyc	x		x	
Megabus	x			
New Everyday	x	x	x	
Number 1 Bus			x	x
NYC Shuttle/Sprinter	x	x	x	x
NYTiger				x

Amtrak

While there are no Amtrak rail stations located in Suffolk, Amtrak service operates through Suffolk and the City is working with State officials to develop a stop to serve Western Tidewater. Currently the closest stations are in Norfolk, Newport News and Virginia Beach, served by the Northeast Regional route. This route connects the Hampton Roads region to Boston (MA) via Richmond, Washington D.C., Baltimore (MD), Philadelphia (PA), New York (NY) and New Haven (CT).

Hampton Roads Transit

HRT continues to service one stop in Suffolk, at College Drive and I-664 in northern Suffolk. HRT's Route 47 allows for travel to Chesapeake and Portsmouth by public transit.

Taxicab Services

Local taxi service is provided by United Taxi Service, All City Taxi and Greenbrier Taxi.

Guardian Angel Transport

Guardian Angel Transport is a private for-profit non-emergency transportation provider serving the general public in Suffolk and surrounding areas. The company specializes in wheelchair, catastrophic cases, and ambulatory services providing transportation to medical appointments, places of employment, the airport, and many other areas.

Volunteer Transportation

The American Cancer Society (ACS) provides volunteer drivers to those diagnosed with cancer through a program called “Road to Recovery.” This service is available for people who have been diagnosed with cancer and need transportation to medical treatments. Participants must provide a doctor’s note to be eligible. The service can provide one-time or reoccurring transportation. In Suffolk, there are approximately 12 Road to Recovery volunteer drivers.

Medicaid Transportation

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

Human Service and Faith-Based Transportation Services

Catholic Charities of Eastern Virginia

Catholic Charities is a national nonprofit with sites throughout the nation. The closest local office to Suffolk is based in Virginia Beach. Catholic Charities provides clients with a variety of services, including transportation. Volunteers are available to transport clients to medical appointments and are reimbursed at the IRS mileage rate. Catholic Charities will also pay for clients to take taxis if a volunteer driver is not available.

The Children’s Center

The Children’s Center is a nonprofit Early Head Start and Head Start center based in Franklin, with three sites in Franklin, three sites in Suffolk, two in Smithfield, and one in Courtland. The Children’s Center provides transportation to and from

agency programming for children enrolled in its programs as well as transportation for parents for meetings and socializations.

The Center is limited in its ability to serve northern Suffolk because of program rules – Head Start regulations do not allow students to travel on the bus for more than one hour, and serving these areas would require travel time of over one hour.

PORTCO

PORTCO is a nonprofit based in Portsmouth that focuses on providing employment opportunities to persons with disabilities. Services are available statewide. PORTCO transports clients from their homes to work sites around the region, many of which are federal or state contracts. Each work site in Suffolk is served by one vehicle. Clients ride the same bus each day, and when a new client is added to a work site, the driver decides on the best way to reroute the bus.

Senior Services of Southeastern Virginia

Separate from SSSEVA's paratransit services provided through contract with VRT, trips are provided for medical appointments on Monday and Wednesday within Suffolk and on Friday to travel to outer areas of Suffolk and outside of the City. The appointments must be scheduled between 10:00 a.m. and 3:30 p.m. A \$4.00 donation is suggested for non-Medicaid qualified riders.

Western Tidewater Community Services Board

The Western Tidewater Community Services Board (WTCSB) provides transportation for medical purposes only for residents of Isle of Wight, Suffolk, Franklin, Southampton County, and Smithfield. Transportation services are provided Monday through Friday from 6:30 a.m. to 5:30 p.m.

East End Baptist Church

The East End Baptist Church provides church-related transportation for members of the church on Monday, Tuesday, Thursday, Friday and Saturday. Church-related activities include bible studies, training, youth programs, and other infrequent activities out of the state. The majority of the trips are within Suffolk or occasionally to the adjoining City of Portsmouth. On Sunday and Wednesday, the vans are used to transport members who do not have access to transportation to and from church service and youth service.

Gethsemane Baptist Church

Gethsemane Baptist Church operates a free van service on the southern side of Suffolk for members of the church. The church owns two vans, one standard and one wheelchair accessible, paid for through church funds. A staff member drives members from their homes to church service and activities on an as needed basis.

Nansemond River Baptist Church

The Nansemond River Baptist Church provides transportation for their members to church activities. The church provides as needed transportation services Monday through Saturday to members who live in Suffolk, Isle of Wight, Chesapeake, Portsmouth, Newport News, and Hampton.

Chapter 2

Goals, Objectives, and Standards

This chapter discusses a variety of that were considered during the development of the TDP, and presents a set of goals and objectives for the City of Suffolk's public transit services. This chapter also offers a proposed set of performance standards for the system, which are critical for addressing both the efficiency and effectiveness of the services provided by the City of Suffolk.

ISSUES, CONCERNS, AND OPPORTUNITIES

The following issues, concerns, and opportunities relating to public transportation in the City were expressed by local stakeholders during a TDP kick-off committee meeting conducted in May of 2013.

Issues

- For its first few years of operation, the City of Suffolk is relying on local and State funding. While the City could consider applying for federal funding there is concern that the additional administrative support needed to administer these funds and to comply with federal funding requirements and regulations will offset any funds that could be used to expand services. The City feels the additional requirements will necessitate increased staffing beyond the current position in the Department of Public Works that administers the program through about 20 to 40 percent of his work time.
- Future riders of the City of Suffolk's transit system include commuters in and out of the City. When HRT service was discontinued, some riders lost their transit connection east to Portsmouth and Norfolk for work. This presents a clear need for local transit to connect riders traveling longer distances to HRT bus stops; however, it may be challenging to connect to HRT without overcoming some legal and institutional barriers.

- People in the northern Suffolk area may be more interested in traveling to Portsmouth rather than into downtown Suffolk where current transit services are operating. HRT currently has one stop in North Suffolk that allows for customers who can access that stop to use the system and travel to Portsmouth.

Concerns

- The City of Suffolk's transit service is only a little more than one year old and is an urbanized system without the assistance of federal funding. These characteristics are unique to Suffolk and do not offer easy opportunity for peer comparison in order to take advantage of existing and best practices.
- Connecting City of Suffolk transit services to HRT routes would only make sense if the financial implications could be worked out and conducive to the City.
- Distinctive and differing geographies in Suffolk present challenges when considering expanded public transit services, with a growing area in the north, the downtown Suffolk area, and the rural, less dense southern portion of the City.

Opportunities

- Partnerships with local agencies and organizations may help to expand service. One organization noted in the kick-off meeting was Four Kids which provides temporary housing and may benefit from receiving vouchers for transit.
- A once or twice a week route to and from Franklin might be eligible for federal Section 5311 Program funds.
- The conception of a circulator route in northern Suffolk is gaining momentum as there are many existing and developing destinations and increasing residential population density.

GOALS AND OBJECTIVES

During the project kick-off meeting the City of Suffolk outlined their goals for their public transportation system. The City aspires to:

- Support and ensure the strength of the current transit system serving downtown Suffolk.
- Create a recognizable brand.

- Explore opportunities and the feasibility of future partnerships to support the expansion of service to nearby areas.

Potential transit service expansion opportunities being explored by City staff for possible recommendation to the City Council involve:

1. Expanded Downtown Suffolk service,
2. Circulator in northeastern Suffolk,
3. Connecting service between downtown and the northeast area of the City,
4. Scheduled services a few times a week to different towns in rural Suffolk and in nearby jurisdictions.

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.

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

Table 2-1: Proposed Service Standards

Category	Standard
Availability <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>Service Coverage:</i> <ul style="list-style-type: none"> • Residential Areas: <ul style="list-style-type: none"> ○ Areas with population densities of 2,000 people per sq./mile • Major Activity Centers: <ul style="list-style-type: none"> ○ Employers or employment concentrations of 200+ employees ○ Health centers ○ Middle and high schools ○ Shopping centers with over 25 stores or 100,000 sq. ft. ○ Social service/government centers

Category	Standard
<i>Frequency is currently hourly on the three fixed routes.</i>	Frequency: <ul style="list-style-type: none"> Maintain hourly headways on current routes or any new fixed route services; reduce headways to 45 or 30 minutes when feasible.
Span	Span: <ul style="list-style-type: none"> Maintain current span of Monday through Friday from 6:00 a.m. to 6:30 p.m., increase evening services and implement weekend services as appropriate and feasible.
Loading	25% standees for short periods acceptable.
Dependability	95% on-time service (0 to 5 minutes late) -- No trips leaving early.
Productivity (Passenger trips/revenue hour)	Review service and consider modifications if productivity falls below the FY2012 average of 8.03 passenger trips per revenue hour.
Cost Effectiveness (Cost per passenger trip)	Review service and consider modifications if operating costs exceed the FY2012 average of \$7.92 per passenger trip for fixed route service and \$37.29 per passenger trip for ADA paratransit services.
Cost Efficiency (Cost per revenue hour)	Review service and consider modifications if operating costs exceed the FY2012 average of \$70.00 per revenue hour for fixed route service and for ADA paratransit services.
Waiting Shelters	Located at bus stops with 25 or more boardings per day; incorporated into site plans for major shopping and other developments.
Bus Stop Signs	Located at scheduled stops and key destinations; include system name, and contact information.
Public Information	Timetable, maps, and website maintained and updated as needed to be accurate.
Revenue Equipment	Working heat and air condition; vehicles are clean and in good condition.

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

- No fatalities,
- No more than .1 Reportable Incidents per 100,000 vehicle miles¹.

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

After approval of goals, objectives and service standards as part of the TDP process it is recommended that the City of Suffolk examine each on an annual basis to ensure that they are appropriate. If additional goals are envisioned, or if specific goals, objectives or standards are no longer appropriate, represent under-achievement or cannot reasonably be attained, the City can update these measures to reflect new circumstances.

¹ 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

Chapter 3

Service and System Evaluation and Transit Needs Analysis

INTRODUCTION

While Chapter 1 provided an overview of the City of Suffolk's transit services, this chapter presents data for the system and an analysis of the current routes. As a fairly new transit system, its historical data is not very extensive. However, supplementing existing data with survey and passenger count results provide insight into the performance of current services. In addition, this section provides a review of other relevant plans in the area that relate to public transit services.

Much of this chapter involves a transit needs analysis through a review of appropriate demographics and input from customers and stakeholders. The demographic analysis includes a review of land use patterns and major transit origins and destinations. Specifically, it describes a general population profile for the City of Suffolk, identifies and evaluates underserved population subgroups, and reviews the demographic characteristics pertinent to a transit needs analysis. The chapter then develops a land use profile based on the City's major trip generators and resident commuting patterns.

An essential task within the City of Suffolk TDP process is the collection and analysis of more information about current public transportation trip patterns, rider characteristics, rider satisfaction with the service, and suggestions for service improvements from the riders. In order to collect these data, an on-board passenger survey was conducted in June 2013. This chapter discusses the results of this survey. In addition, this chapter discusses the results of a general public opinion, mostly non-rider survey that was used to solicit information concerning transit needs in the City of Suffolk and an employer survey that was conducted to help determine the level of need for public transportation for employment purposes in the City.

SERVICE AND SYSTEM EVALUATION

System Overview

As previously discussed, the City's transit system is a little over a year old, so there is not a large set of ridership data to analyze. Based on the data available, ridership has been improving. From February 2012 to February 2013, overall ridership increased by 19 percent. This can be attributed to expanded awareness of the transit system and the start of the Red Route in August 2012, which increased revenue hours by about 100 hours per month. Since the transit system's inception, ADA paratransit ridership has averaged 102 trips per month.

Utilizing fiscal year (FY) 2012 and FY 2013 data, Table 3-1 displays basic performance data and indicators for the fixed route services. Tables 3-2 and 3-3 show ridership for each of the individual routes per month of operation.

**Table 3-1: City of Suffolk Basic Performance Data and Measures:
FY 2012-2013**

Performance Metrics	FY2012*	FY2013
One-Way Passenger Trips	24,662	57,814
Vehicle Miles	45,158	108,466
Vehicle Hours	3,072	7,221
Total Operating Costs	\$215,040	\$505,470
Cost per Passenger	\$8.72	\$8.74
Cost per Mile	\$4.76	\$4.66
Cost Per Hour	\$70.00	\$70.00
Passenger Trips Per Mile	0.55	0.53
Passenger Trips Per Hour	8.03	8.01

Source: City of Suffolk

*Only 6 months of service

Table 3-2: Ridership per Route in FY 2012

Ridership Totals - FY 2012			
Month and Year	Green Route	Orange Route	ADA-SSSEVA
Jan-12	1,878	1,449	74
Feb-12	2,255	1,795	96
Mar-12	2,489	1,934	103
Apr-12	2,391	1,868	111
May-12	2,419	1,873	125
Jun-12	2,363	1,948	124
Totals	13,795	10,867	633

Table 3-3: Ridership per Route in FY 2013

Ridership Totals - FY 2013				
Month and Year	Green Route	Orange Route	Red Route	ADA - SSSEVA
Jul-12	2,201	1,736		126
Aug-12	2,466	1,944	186	134
Sep-12	2,176	1,758	270	114
Oct-12	2,536	2,283	475	102
Nov-12	2,518	1,993	435	112
Dec-12	2,295	2,036	425	85
Jan-13	2,248	2,419	385	89
Feb-13	2,273	2,153	421	84
Mar-13	2,505	2,167	443	76
Apr-13	2,710	2,303	535	88
May-13	2,437	2,243	489	95
Jun-13	2,120	1,839	391	93
Totals	28,485	24,874	4455	1,198

Operating Budget

The state-approved operating budgets sent from the City indicate that the operating budget for FY 2013 was \$575,400 and for FY 2014 is \$619,920. The approved budget for FY 2014 can be found in Appendix F, extracted from the FY 2014 Rail and Public Transportation Improvement Program posted on DRPT's Finance webpage.

Route Evaluation

This section provides the detailed analysis of each fixed route, using primary data collected via boarding/alighting counts. KFH Group staff hired temporary workers to ride each run of each route over the course of one day in June 2013. The temporary workers recorded the boardings and alightings and time of departure by stop for the entire City of Suffolk bus system.

The total daily ridership for the fixed routes on the day passenger counts were conducted was 211 passenger trips. The number of passenger trips per revenue hour was 7.25. The Green and Orange Routes carried about the same number of passenger trips per hour at about eight, and the Red Route averaged about three passenger trips per hour. The greatest number of boardings and alightings for all three routes was at the Suffolk Bus Plaza. Other popular destinations included Farm Fresh, Food Lion, Suffolk General District Court, and the Health Department. The total and average boarding and alighting per stop per route can be found in Appendix G.

The boarding/alighting counts also allowed the opportunity to determine the passenger load. The passenger load is defined as the number of riders on a single transit vehicle. Having adequate capacity particularly during the busiest times of the day (which may vary by route) can greatly impact the quality of service. Understanding the different demand fluctuations and keeping up with those changes, resources can be more precisely mobilized when needed and conserved when demand is light. Table 3-4 displays the average load per route for the system based on the boarding/alighting counts.

Table 3-4: Average Load per Route

Route	Average Load
Green	3.12
Orange	3.9
Red	1.34

To determine the punctuality of each route, actual times were compared to scheduled times at three points: 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 Suffolk's on-time performance by route.

Table 3-5: On-Time Performance by Route

Route	Number of scheduled Stops	Early (>0 min. early)	On Time (0-5 min. late)	Late (>5 min. late)	Very late (>15 min. Late)
Red	9	0.00%	60.00%	6.67%	33.33%
Green	15	33.33%	50.00%	16.67%	0.00%
Orange	9	10.26%	61.54%	25.64%	2.56%

Orange Route

The Orange Route covers many residential areas of eastern downtown Suffolk. The most popular destinations for boarding or alighting were the intersection of 8th and Washington Streets, the Health Department, and within the Lake Kennedy Park neighborhood. A concern discussed by one of the drivers of this route is the frequent crossing over rail tracks. Getting stuck on the wrong side of the tracks can result in a delay of up to 15 minutes. Figure 3-1 is a visual of the amount of boarding and alighting per stop for the Orange Route.

Green Route

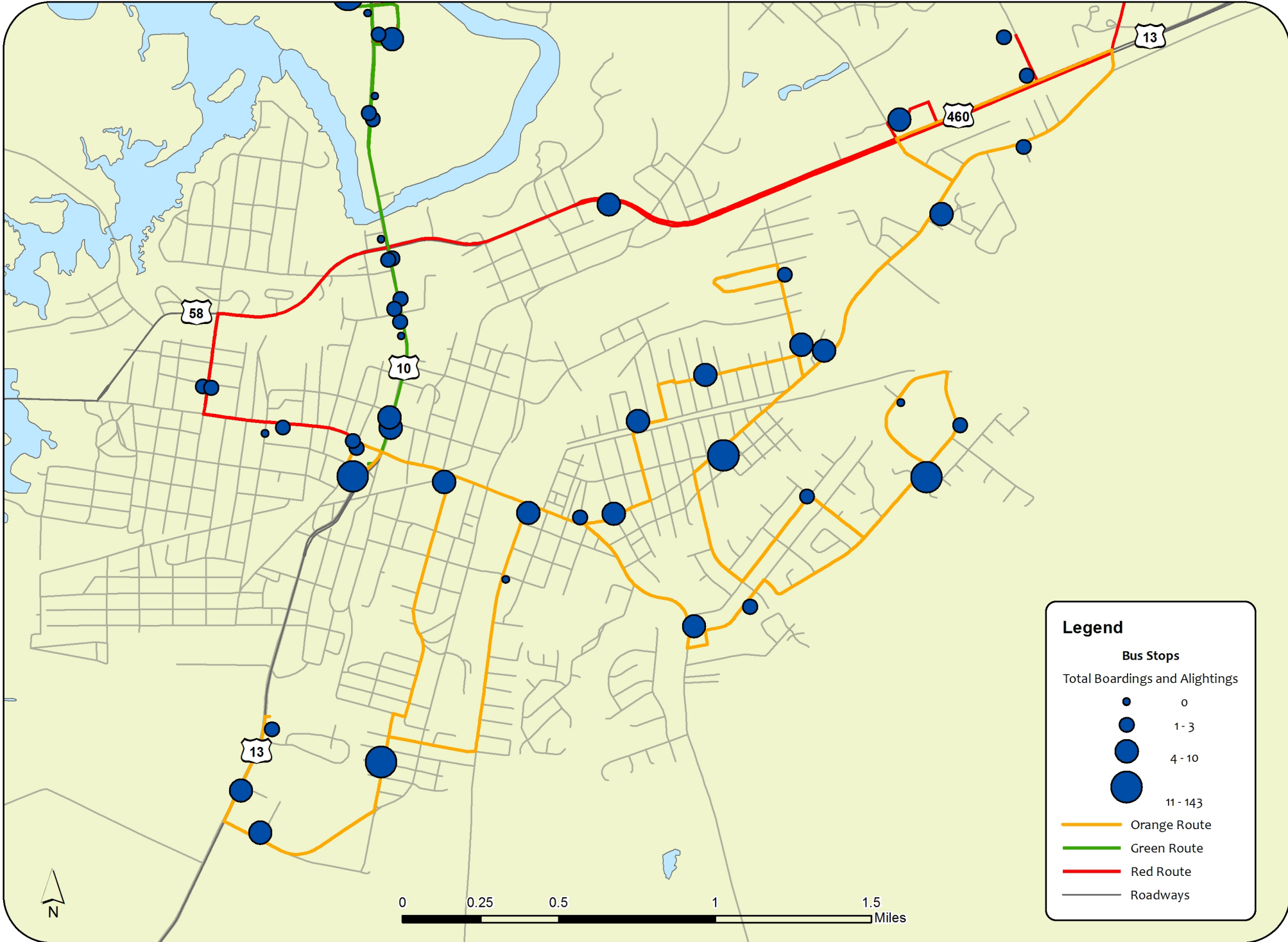
The Green Route travels along the Main Street/Rt. 10 commercial and business corridor. The most popular destinations for boarding or alighting were Farm Fresh, the Food Lion off Godwin Boulevard, Sentara Obici Hospital, and the Suffolk General District Court. Figure 3-2 is a visual of the amount of boarding and alighting per stop for the Green Route.

Red Route

The Red Route serves residences off Rt. 460 in eastern downtown Suffolk and the Main Street/Rt. 10 commercial and business corridor for five hours during midday. The most popular destinations for boarding and alighting were Food Lion on Constance Road, Fresh Pride, and Farm Fresh. Figure 3-3 is a visual of the amount of boarding and alighting per stop for the Red Route.

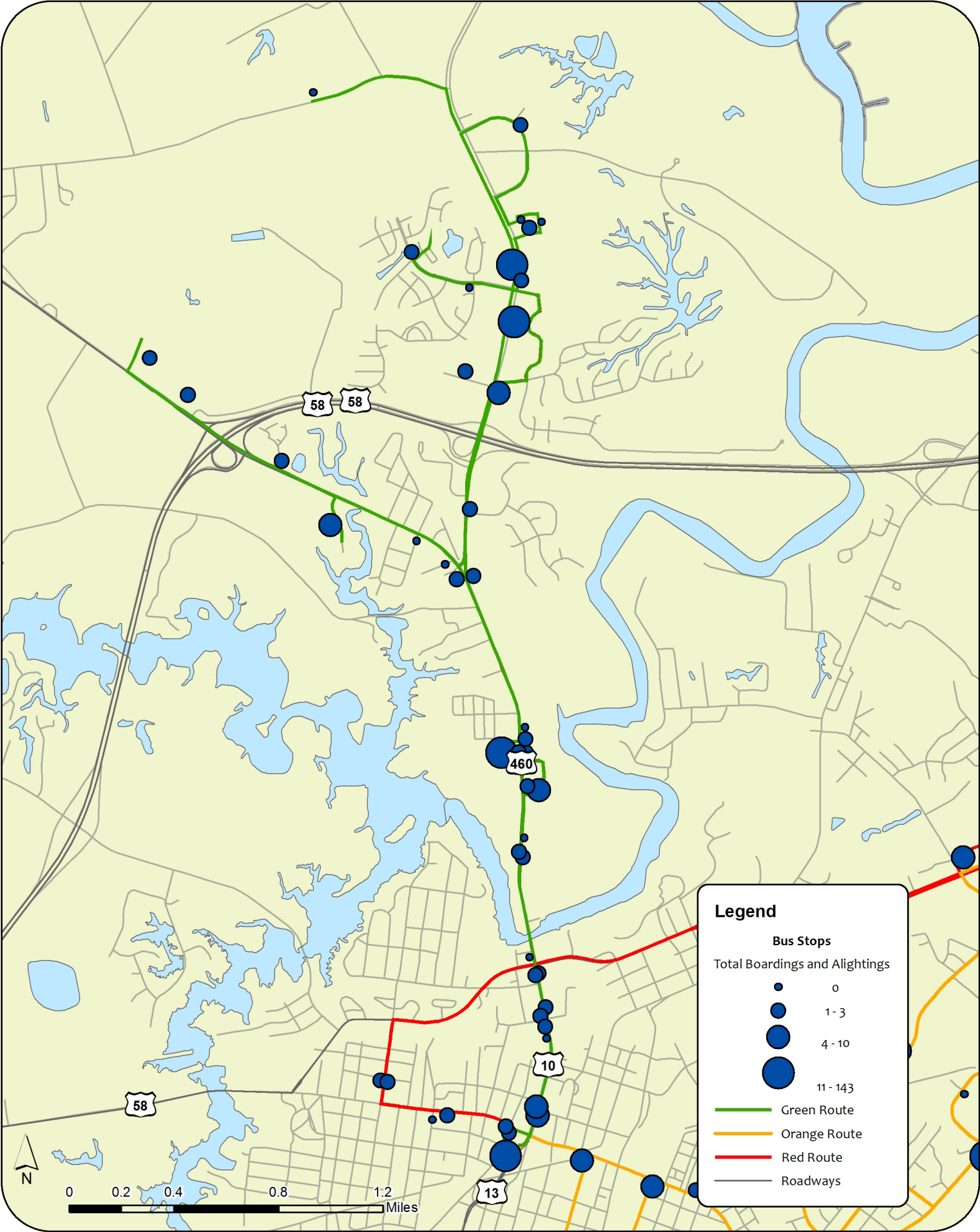
Figure 3-1: Orange Route Boarding and Alighting

3-6



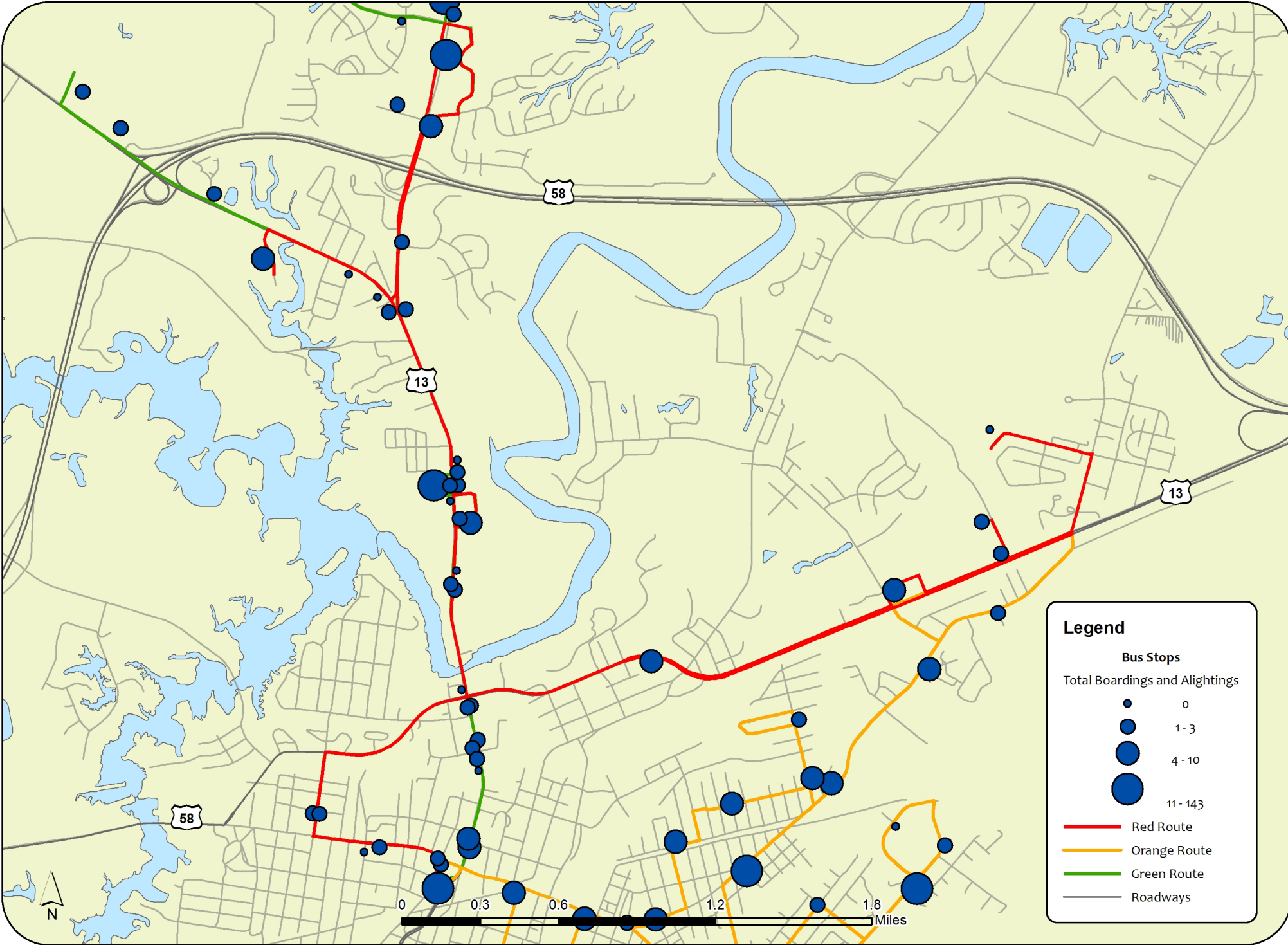
Source: 2010 U.S. Census; City of Suffolk

Figure 3-2: Green Route Boarding and Alighting



Source: 2010 U.S. Census; City of Suffolk

Figure 3-3: Red Route Boarding and Alighting



Yellow Route

This new route serves the Holland Road corridor and the Paul D. Camp Community College. It was implemented on August 1, 2013, after the boarding and alighting analysis was completed and therefore this information is not available

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 systems that could be considered “peers,” either by virtue of location, service area characteristics, or size. With the City’s bus system still in its infancy, a current review is not as useful as it would be in future years. However, some possible peer systems in the Commonwealth are Winchester (WinTran), Staunton-Augusta-Waynesboro Coordinated Area Transit Service (CATS), and Fairfax CUE. In addition, while Williamsburg Area Transit is a much larger system, it provides insight into another system in the region.

Table 3-6 displays performance metrics of Suffolk and these potential peer transit providers. Again, caution is advised in the use of this data since the Suffolk system is so new and the data from areas is from various fiscal years.

Table 3-6: Peer Comparison Performance Metrics

Transit System	Peak Fleet	Annual Ridership	Revenue Hours	Revenue Miles	Operating Expenses	Farebox Recovery
Suffolk Transit	3	57,814	7,221	108,466	\$505,470	9%
Williamsburg Area Transit	25	812,072	63,346	847,469	\$3,725,526	13%
Fairfax CUE	8	1,027,335	33,862	435,002	\$2,902,838	15%
WinTran	11	124,594	12,005	164,099	\$736,602	7%
Staunton-Augusta-Waynesboro CATS*	1	39,878	11,462	217,656	\$622,692	4%
Transit System	Passengers per hour	Passengers per mile	Cost per hour	Cost per mile	Source	
Suffolk Transit	8.01	0.53	\$70.00	\$4.66	FY13 Monthly Operating Report	
Williamsburg Area Transit	47.62	0.96	\$58.81	\$4.40	2009 TDP	
Fairfax CUE	30.00	2.36	\$82.02	\$6.67	2010 TDP	
WinTran	8.02	0.71	\$42.28	\$3.75	Virginia Transit Performance Report, FY 2008 Data	
Staunton-Augusta-Waynesboro CATS*	3.48	.18	\$54.33	\$2.86	Virginia Transit Performance Report, FY 2008 Data	

Transit Operator Input

While transit vehicle operators can often be a great source for gaining input on unmet needs, much of the drivers' concerns were regarding operations. They noted a need for a restroom at the bus plaza, and expressed the need for bus stop signs. The exact location of a bus stop is not clear to passengers, so they ask to get off the vehicle wherever they need to go. The transit vehicle often has to pick up passengers at multiple locations at one stop, because the passengers were not standing together. These issues are discussed further in a later section regarding facilities.

On-board Rider Survey

In consultation with DRPT and the City, the project team developed an on-board rider survey to gain input from customers on both system operations and unmet transit needs. A copy of the survey can be found in Appendix H. The passenger survey was conducted by VRT interns in late June 2013, who distributed it to customers and encouraged them to complete and return. From this effort, 116 surveys were returned overall survey results are in Appendix I.

In terms of system operations, the survey provided the following key results (additional needs are discussed in a later section):

- When asked to rate their overall satisfaction with the City of Suffolk Bus Services, 67 percent of customers said they were satisfied and another 17 percent said they were very satisfied. Seven percent said they were unsatisfied, and less than one percent stated they were very unsatisfied with the system.
- When asked what they liked most about the bus system, customers overwhelmingly stated that it was the courteous drivers.
- The top three service improvements expressed by customers can be viewed in Table 3-7:

Table 3-7: Top Three Service Improvements, Results from Rider Survey

Service Improvement	Percent Response
Weekend service	76.7%
Service outside of Suffolk	65.0%
Later evening hours of service	47.6%

TRANSIT NEEDS ANALYSIS

City Overview

The City of Suffolk's population is growing rapidly. Its 2010 population of 84,585 grew 32.8 percent from 2000. Population grew by 62.2 percent between 1990 and 2010, and is projected to grow an additional 113 percent by 2034. With these trends continuing it will pass Roanoke to become the ninth-largest city in the state, not far behind Portsmouth for the No. 8 spot.

A quarter of Suffolk's population is under the age of 18, greater than the regional average of 19.9 percent; and the median age is 38.9, the highest in the region. There has been an increase of Asian, Native Hawaiian and Other Pacific Islander residents as well as residents categorizing themselves as two or more races.¹ About a quarter of the population has achieved a Bachelor's degree or higher and about 85 percent of Suffolk residents have obtained at least a high school diploma, just below the state average. Three-quarters of the population are homeowners, the median household income is \$65,351 and 11 percent of the population is below the poverty level.² Per capita income is \$36,828, fourth highest cities of the Hampton Roads area.³

Review of Recent Plans

City of Suffolk Bus Services – Report of Findings and Recommendations

The scope of work in the contract between the VRT and the City requires VRT to complete a Comprehensive Operational Analysis (COA) of the existing transit system, present a report of findings and recommendations, and develop a transit plan to meet the mobility needs of City residents. The study began with an evaluation of the City of Suffolk bus service as operated by HRT. The second phase was designed to collect information from riders on current services and to obtain input on preferred improvements. This work included a survey to assess system usage prior to the transition of operations from HRT to VRT.

From the COA findings, the VRT report offered potential service improvements, including recommending routing changes, providing route name recommendations, recommending passenger amenities, and suggesting service branding. Proposed

¹ Suffolk City Profile, http://www.suffolkva.us/files/3813/5241/2486/City_Profile__Statistical_Digest_FY2012-2013.pdf

² U.S. Census Bureau Quickfacts

³ Suffolk City Profile, http://www.suffolkva.us/files/3813/5241/2486/City_Profile__Statistical_Digest_FY2012-2013.pdf

service expansions included in the report where used in the development of this TDP, and are discussed further in Chapter 4.

Comprehensive Plan for 2026; City of Suffolk, Virginia

Suffolk's most recent Comprehensive Plan provides an overview of the current and planned state of land use and growth management, housing, natural and environmental resources, transportation and public facilities. The plan does not include mention of the current transit service because it was completed before this transit system came in to effect in 2012. The plan is to be updated during 2013 and scheduled to include appropriate references to this TDP.

Senior Services of Southeastern Virginia Coordinated Transportation Plan

The Senior Services of Southeastern Virginia (SSSEVA) Coordinated Transportation Plan describes need for transportation services in areas surrounding, but not within downtown Suffolk. Strategies suggested to help ease transportation issues include a one-call, one-click central repository for information on transportation options; enhanced technology to improve efficiency and coordination; liability coverage for volunteer driver programs; better connections between existing services; better geographical coverage; financial support to maintain service levels and ways to reduce costs through coordination of maintenance services.⁴

Key Stakeholder and Public Input

TDP Advisory Committee

The TDP Advisory Committee consisted of representatives from various City departments, such as Planning, Economic Development, and Public Works and from Virginia Regional Transit. Discussions from the kick-off meeting and tour of Suffolk in May 2013 revealed need for expanded transit throughout the City. In particular the group noted that the Northern Suffolk area is rapidly developing and may benefit from transit services. Because this area has not previously been served, rider destinations are unclear and may exist outside of the City.

Western Tidewater Community Transportation Collaborative

The Western Tidewater Community Transportation Collaborative (WTCTC) served as an efficient and effective stakeholder group to gain input on transit needs and mobility issues in the City. The WTCTC includes community transportation stakeholders from Suffolk, Isle of Wight County, Southampton County, and Franklin

⁴ 2012 Senior Services of Southeastern Virginia Coordinated Transportation Plan

City, as well as stakeholders from agencies and organizations that work with people with transportation challenges. The mission of the WTCTC is “to foster, organize and guide local and regional coordination efforts that directly or indirectly improve the mobility of seniors, persons with disabilities and persons with low income for the benefit of the Western Tidewater region”.

The project team attended a meeting of the WTCTC in May 2013 that provided the opportunity to discuss the City of Suffolk TDP process and gain input from the committee. The group expressed the following needs, concerns, or ideas:

- In the downtown area where existing services operate, evening and weekend hours are needed.
- The primary unserved area that is in need of public transit is the northern portion of the City. In lieu of fixed route service, the group asked about the possibility of a dial-a-ride or demand response service in this area.
- There are a variety of human service agencies and other transportation providers in the region. It would be helpful to have a mobility management arrangement where information on all services could be obtained through one entity.

The WTCTC noted that they would like to be updated as possible on the progress of the TDP, and to comment on possible alternatives and recommendations.

Major Employers

The City of Suffolk emailed an online survey using Survey Monkey to major employers in the City. Seventeen responses were received. Most employees travel from downtown Suffolk or outside of Suffolk to these companies located in downtown and northern Suffolk. A quarter of the employers responded that their employees have indicated that transportation to work is an issue for them. About 30 percent of respondents think that transportation to work is an issue in hiring and retaining employees. The survey can be found in Appendix J and overall results in Appendix K.

General Public Input

The City of Suffolk posted a link to an online survey, using Survey Monkey, on the homepage and transit page of its website. A hardcopy version of the survey can be found in Appendix L and overall results in Appendix M. A press release helped to spread awareness of the online survey and of hard copies distributed around the City, resulting in 102 survey responses.

The majority of respondents answered that their primary mode of transportation was a personal vehicle and that they were not riders of Suffolk's bus system. About 80 percent of respondents answered that they would use the bus system if it met their travel needs. The main travel needs stated include:

- Expanding service to home/work/school,
- Increased marketing of service; and
- Expanded hours of service.

About 78 percent of respondents answered that they do see a need for additional or improved public transportation in Suffolk and about 82 percent requested service to the City of Portsmouth and Norfolk.

Rider Survey

As mentioned earlier, a rider survey provided insight into the demographics of current customers and on unmet transit needs. From the overall results (as noted previously, located in Appendix I) some key findings include:

- Over 30 percent of customers who completed the survey were using the bus service to access employment sites, and another 29 percent shopping.
- Over 70 percent of customers reported riding the bus two to five times a week.
- Over 90 percent of customers reported not having a car, over 87 percent of those with a car indicated that a car was not available, and over 68 percent said they did not have a driver's license,
- Over 41 percent of customers who completed the survey were between 50 and 64 years of age, 26 percent were between 25 and 49, and 23 percent were 65 or older.
- Over 54 percent of customers who reported an annual household income earn less than \$15,000, and overall almost 94 percent had an annual household of less than \$35,000.
- The major transit needs apparent from the rider survey responses included the need for:

- Expanded service, especially weekend coverage,
- Service to northern Suffolk and Holland Road; and
- Service outside of the City, especially Chesapeake Square Mall.

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.⁵

Population Groups

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

- ***Older adults*** – Persons age 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 age 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.

⁵ 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.

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 3-8 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 during the latest collection period resulted in a disruption in reporting consistency.⁶ 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 3-8: 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 are completed. Figure 3-4 displays the results of the TDI in the City of Suffolk.

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

⁶ 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

- 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 3-5 displays the results of the TDIP in the City.

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

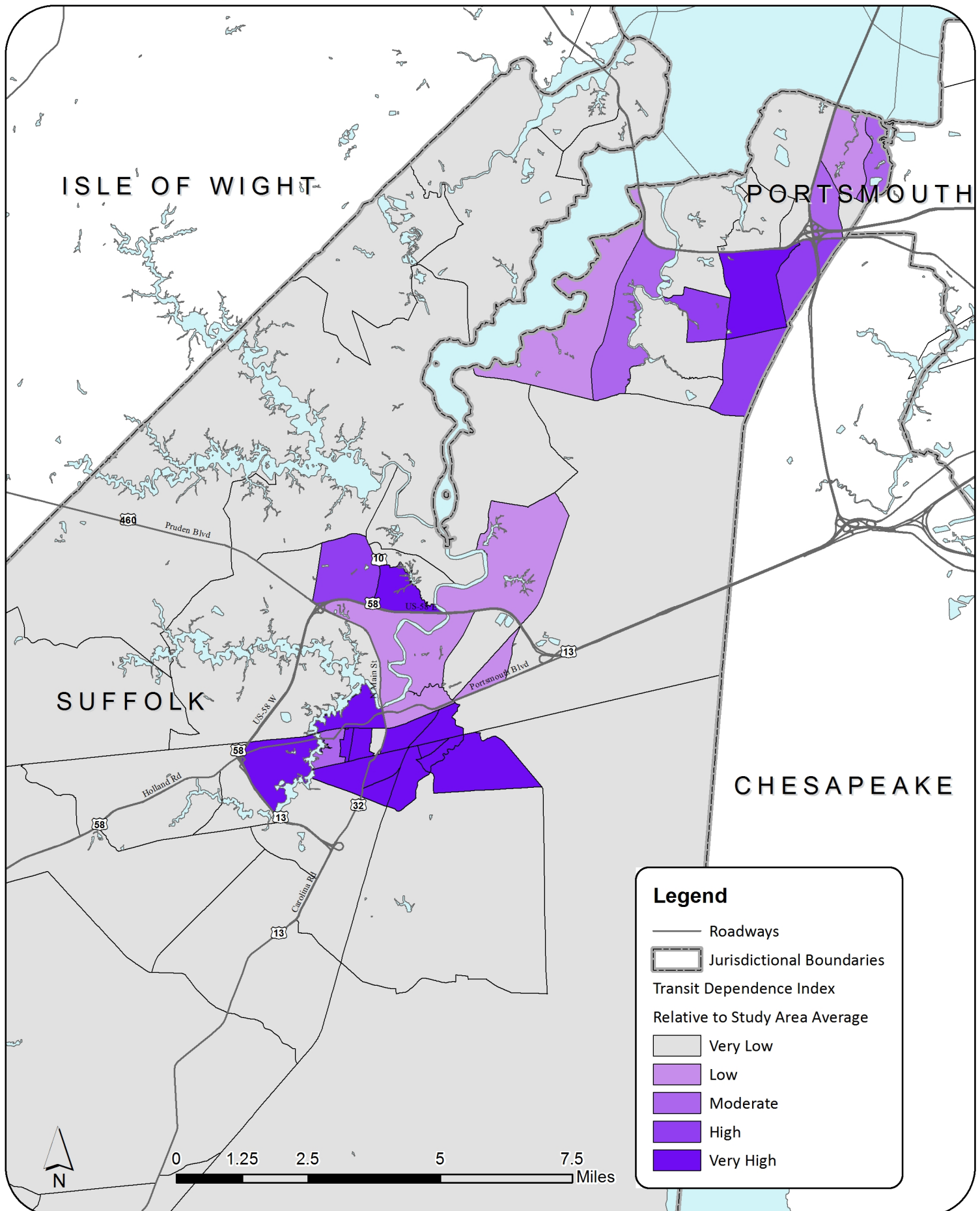
- DVNV = degree of vulnerability based on presence of no vehicle households.
- DVE = degree of vulnerability based on presence of older adult population.
- DVY = degree of vulnerability based on presence of youth population.
- DVBP = degree of vulnerability based on presence of below-poverty population.

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 City of Suffolk's average. Table 3-9 displays the classification used for ranking each block group's transit dependency in the TDI and TDIP.

Table 3-9: TDI and TDIP Ranking Classifications

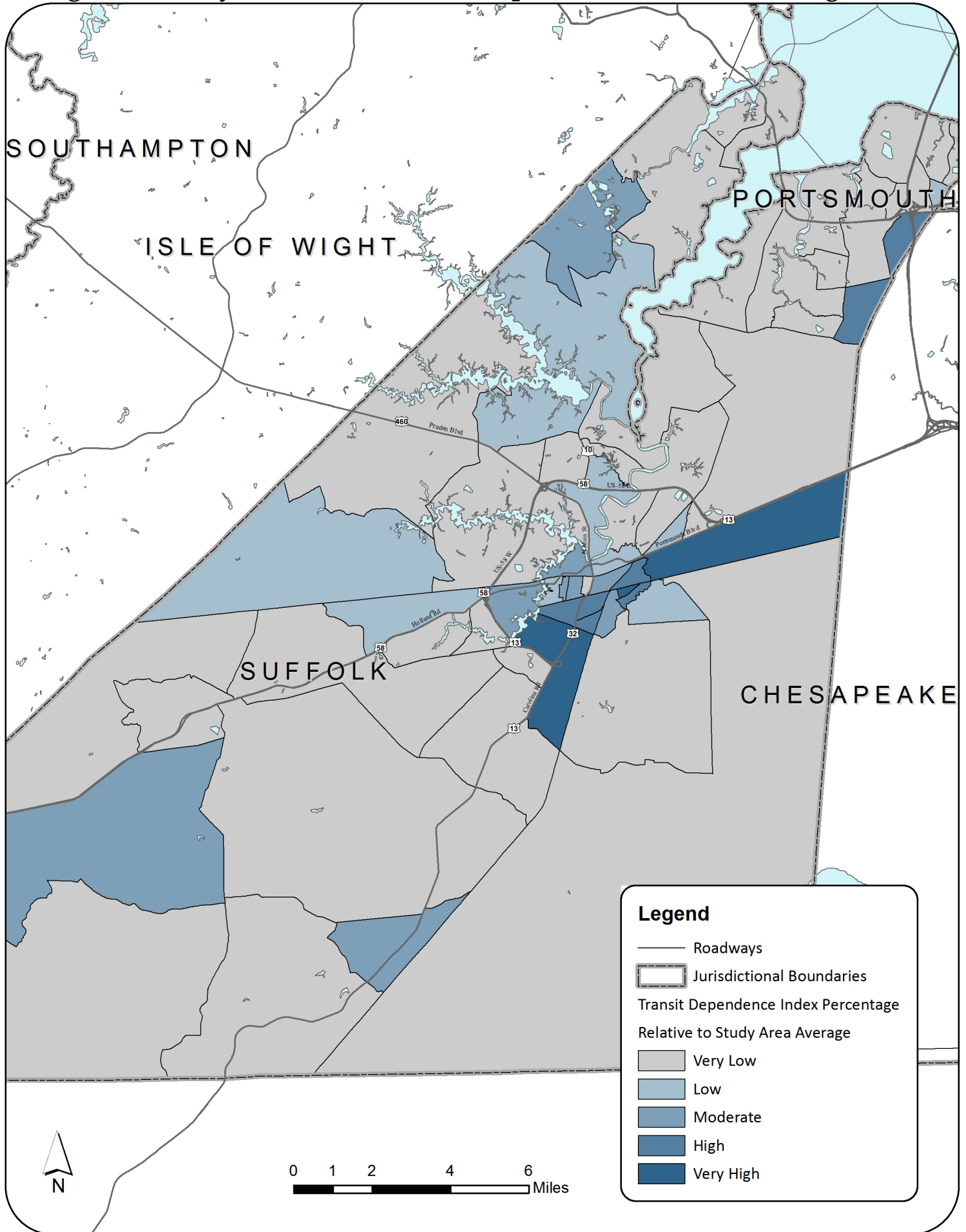
Number of Vulnerable Persons/Households	TDI Rankings
< Study Area Average (SAA)	Very Low (1)
≥ SAA and < 1.33 times the SAA	Low (2)
≥ 1.33 times the SAA and < 1.67 times the SAA	Moderate (3)
≥ 1.67 times the SAA and < 2.00 times the SAA	High (4)
≥ 2.00 times the SAA	Very High (5)

Figure 3-4: City of Suffolk Transit Dependence Index



Source: 2010 U.S. Census; 2007-2011 American Community Survey

Figure 3-5: City of Suffolk Transit Dependence Index Percentage



Source: 2010 U.S. Census; 2007-2011 American Community Survey

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.

Figure 3-6 portrays Suffolk's population density by Census block group. The block groups that have a population density greater than 2,000 persons per square mile are clustered in downtown Suffolk and just above the highway U.S. 58. The majority of the study area has a population density of 500 persons per square mile or less.

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 are equal to or greater than the average number amount of autoless households in the City. The darker the color, the more autoless households can be found there.

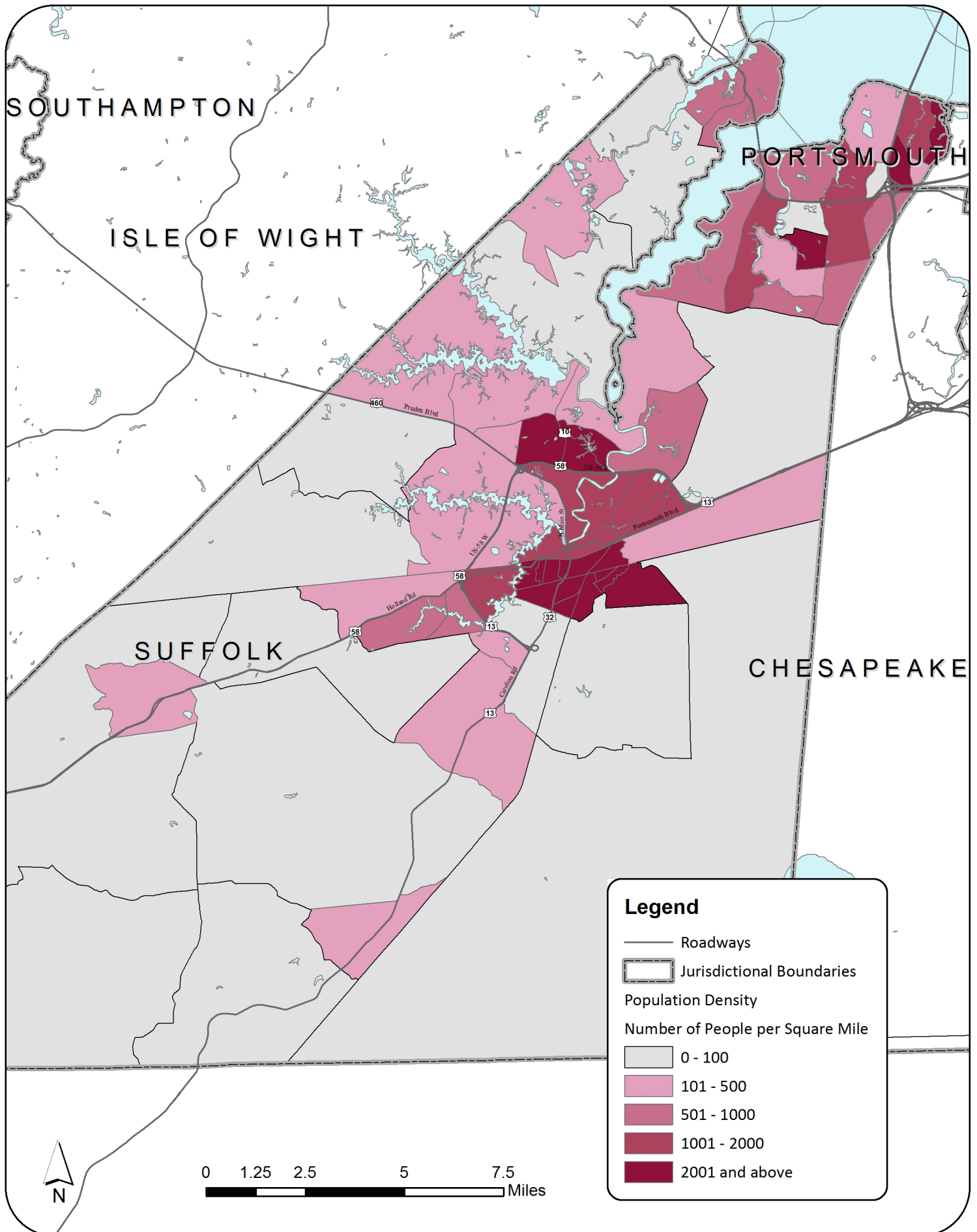
Senior Adult Population

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 the City.

Low-Income Population

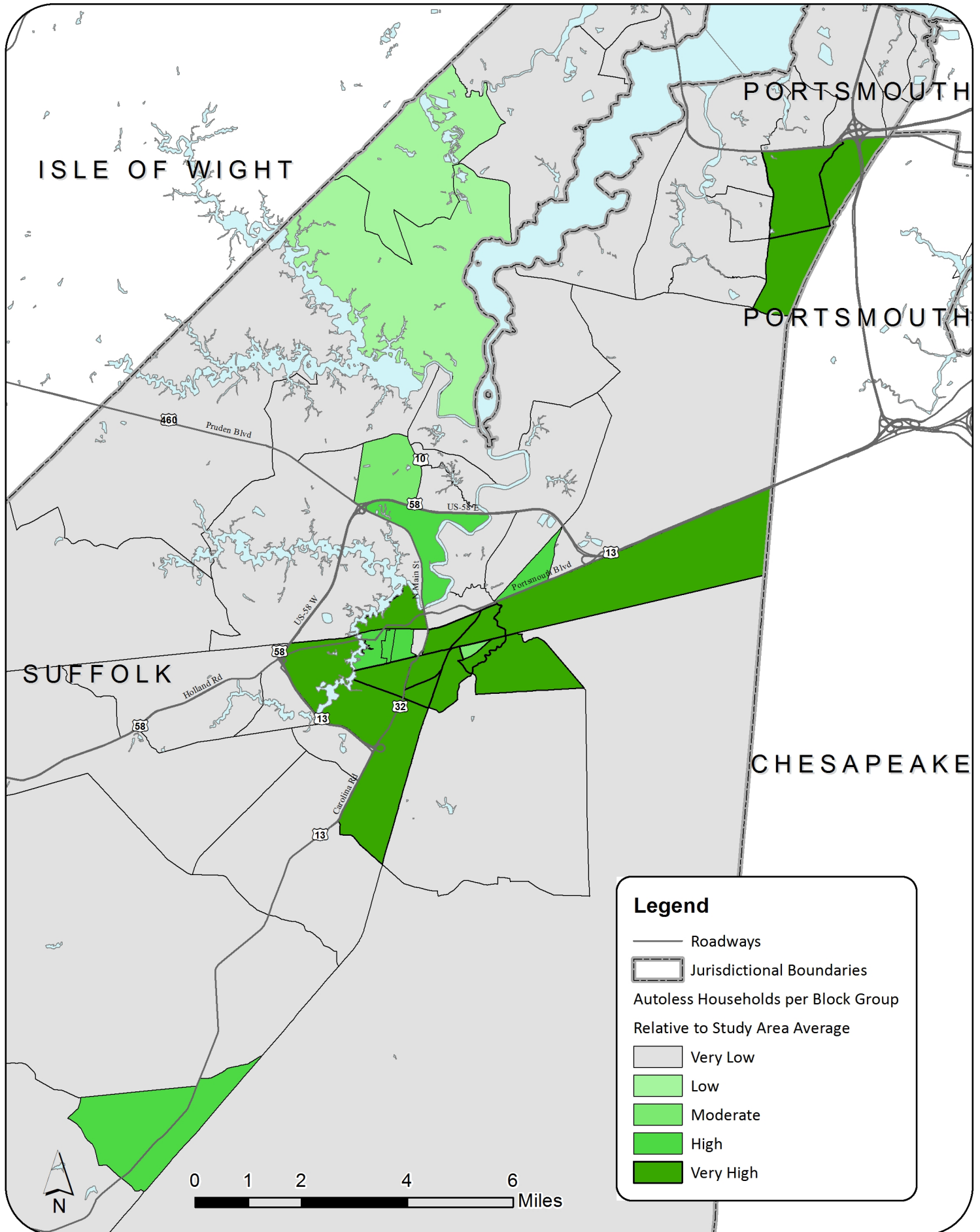
Individuals who earn an income less than the federal poverty level face financial hardships that make the ownership and maintenance of a personal vehicle difficult, and thus they may be more likely to depend on public transportation. Figure 3-9 depicts the percentage of below-poverty individuals per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

Figure 3-6: City of Suffolk Population Density



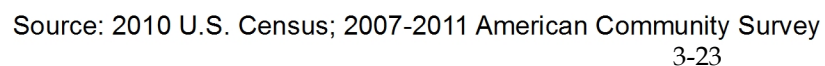
Source: 2010 U.S. Census; 2007-2011 American Community Survey

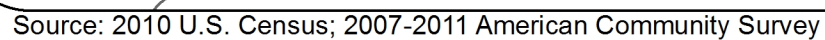
Figure 3-7: City of Suffolk Autoless Households



Source: 2010 U.S. Census; 2007-2011 American Community Survey

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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. Some of the trip generators may be considered a major employer and fall under another category, such as Sentara Obici Hospital (i.e., major employer and medical destination). The data on major trip generators were collected from City and State websites and through Google Search and Maps.

Figure 3-10 shows the locations of major trip generators throughout the City. The purpose of this map is to highlight areas of the City that have concentrations of major trip generators, and therefore are good candidates for expanded or new transit services. Major origins and destinations are generally spread throughout the central and northern portions of the City. Maps that portray the individual types of trip generators are included under the subheadings below. Appendix N provides the names and addresses for each of these activity centers, organized by type.

The City documents its land use and growth strategies in its Comprehensive Plan. The plan for 2026 describes the growth areas in Suffolk, which includes downtown and northern Suffolk, where 80 percent of the City's growth has occurred since the 2018 Comprehensive Plan was implemented. Three rural conservation villages were designated to allow for lower density residential development. These include Holland, Whaleyville and Chuckatuck.⁷

Multi-Family Housing

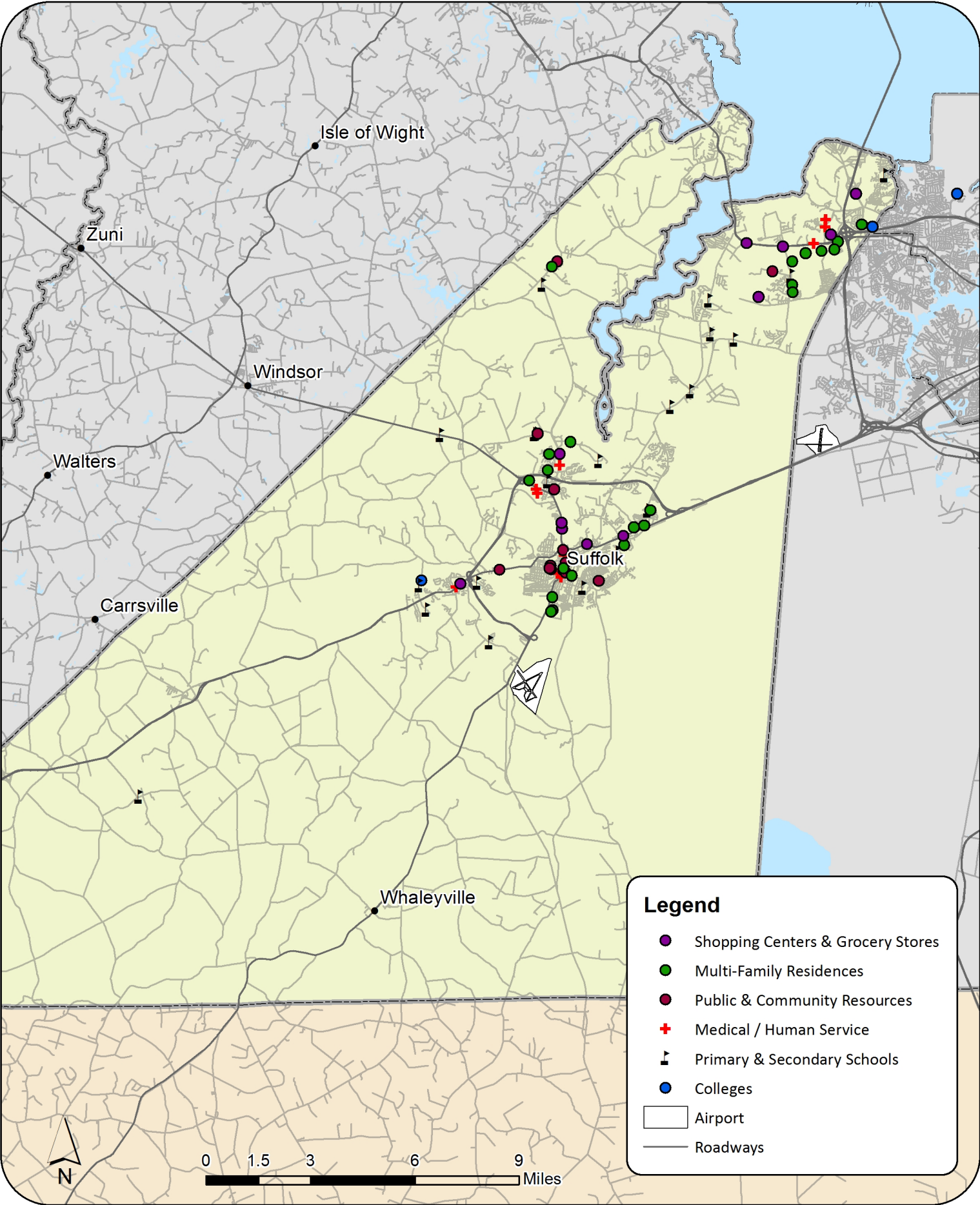
Shown in Figure 3-11, potential trip-generating housing facilities include major apartment complexes, housing for seniors and/or persons with disabilities, nursing homes and assisted living facilities. Higher density housing is clustered around downtown and in northern Suffolk.

Government Services and Community Centers

Transit access to and from government services is important, as residents might need to tend to business at one of these centers. Public buildings and other community resources were mapped in Figure 3-12 and are mostly clustered in downtown Suffolk. A new community center is to be built at the location of the National Guard Armory in northern Suffolk within the next six years.

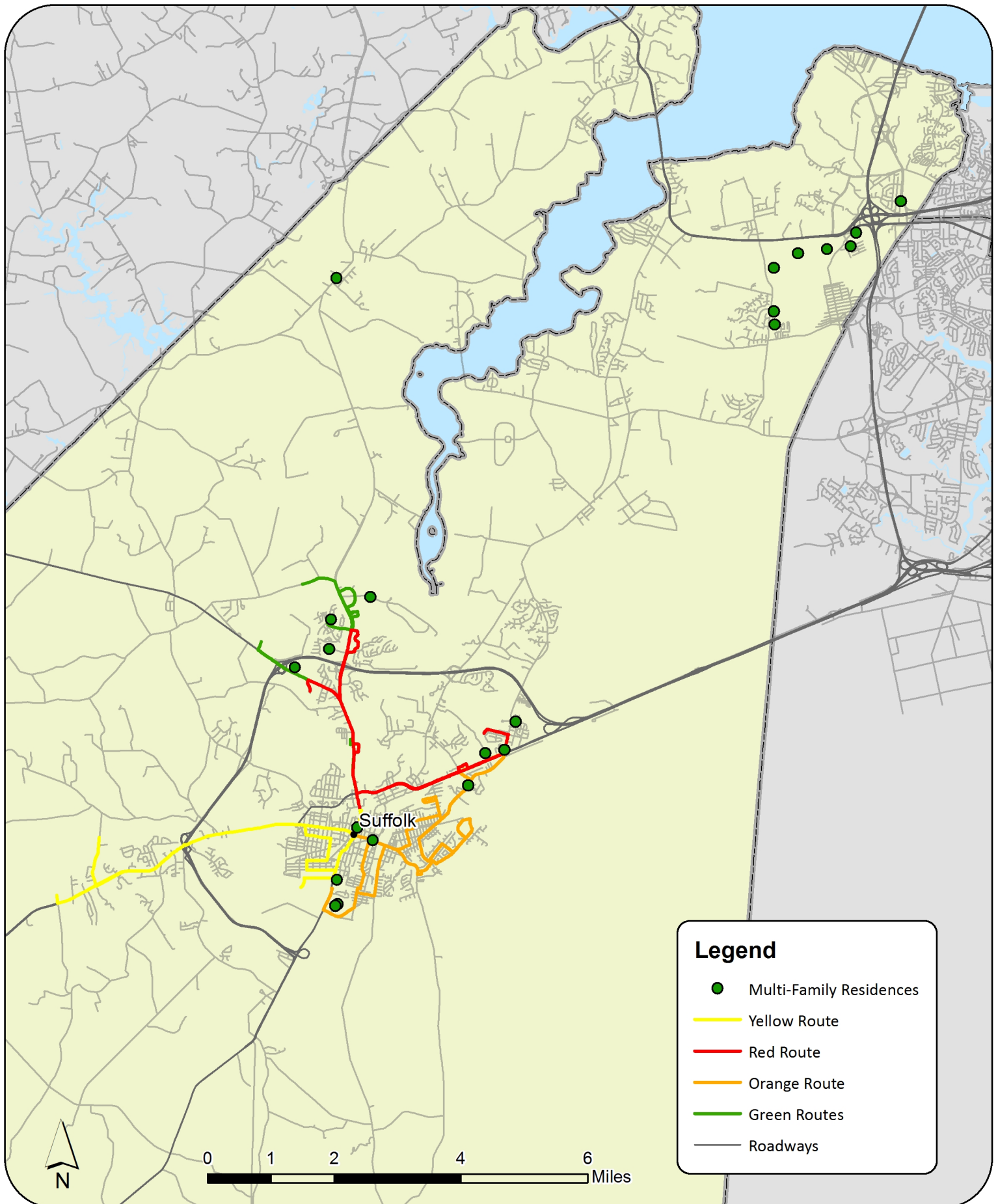
⁷ http://www.suffolkva.us/files/8613/5240/8229/2026_Comprehensive_Planx.pdf

Figure 3-10: Major Trip Generators in Suffolk



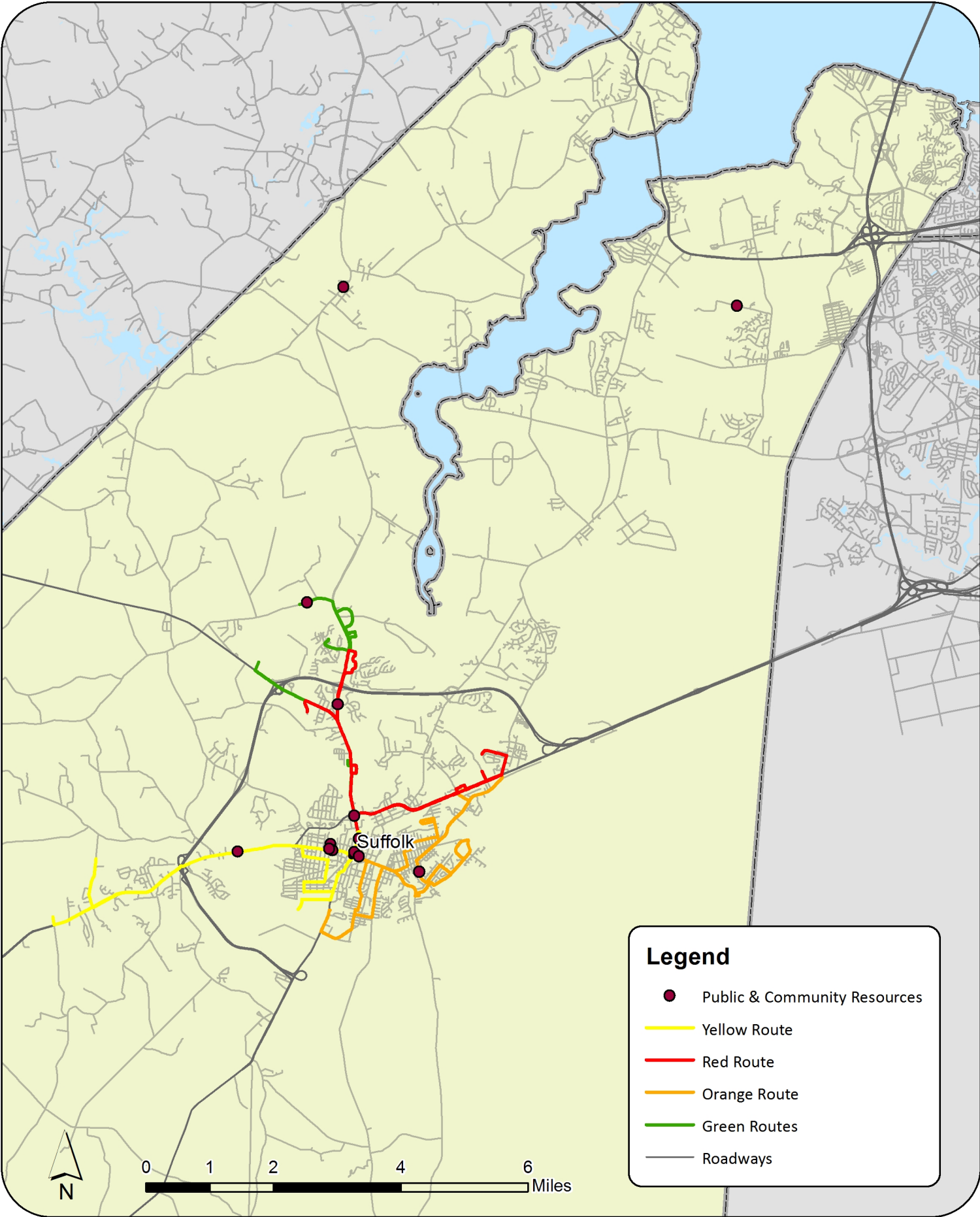
Source: 2010 U.S. Census; 2007-2011 ACS

Figure 3-11: Multi-Family Housing in Suffolk



Source: 2010 U.S. Census; 2007-2011 ACS

Figure 3-12: Government Buildings & Community Resources in Suffolk



Source: 2010 U.S. Census; 2007-2011 ACS

Medical Facilities and Human Service Agencies

Medical facilities including hospitals, medical centers, and human service agencies were identified and mapped in Figure 3-13. Human service agencies can also generate a great deal of transit trips, depending on the nature of their services and clientele. Many agencies cater to clients who cannot afford a vehicle or are unable to drive; therefore they would be best served by regular fixed-route public transit.

Educational Facilities

Mapped in Figure 3-14 are educational facilities including colleges and universities and public and private primary and secondary schools. Primary and secondary schools are located within and around downtown and along Nansemond Parkway/Rt. 337 between downtown and northern Suffolk. A few community and technical colleges can be found in Suffolk, but more noteworthy are the cluster of colleges in and around Norfolk.

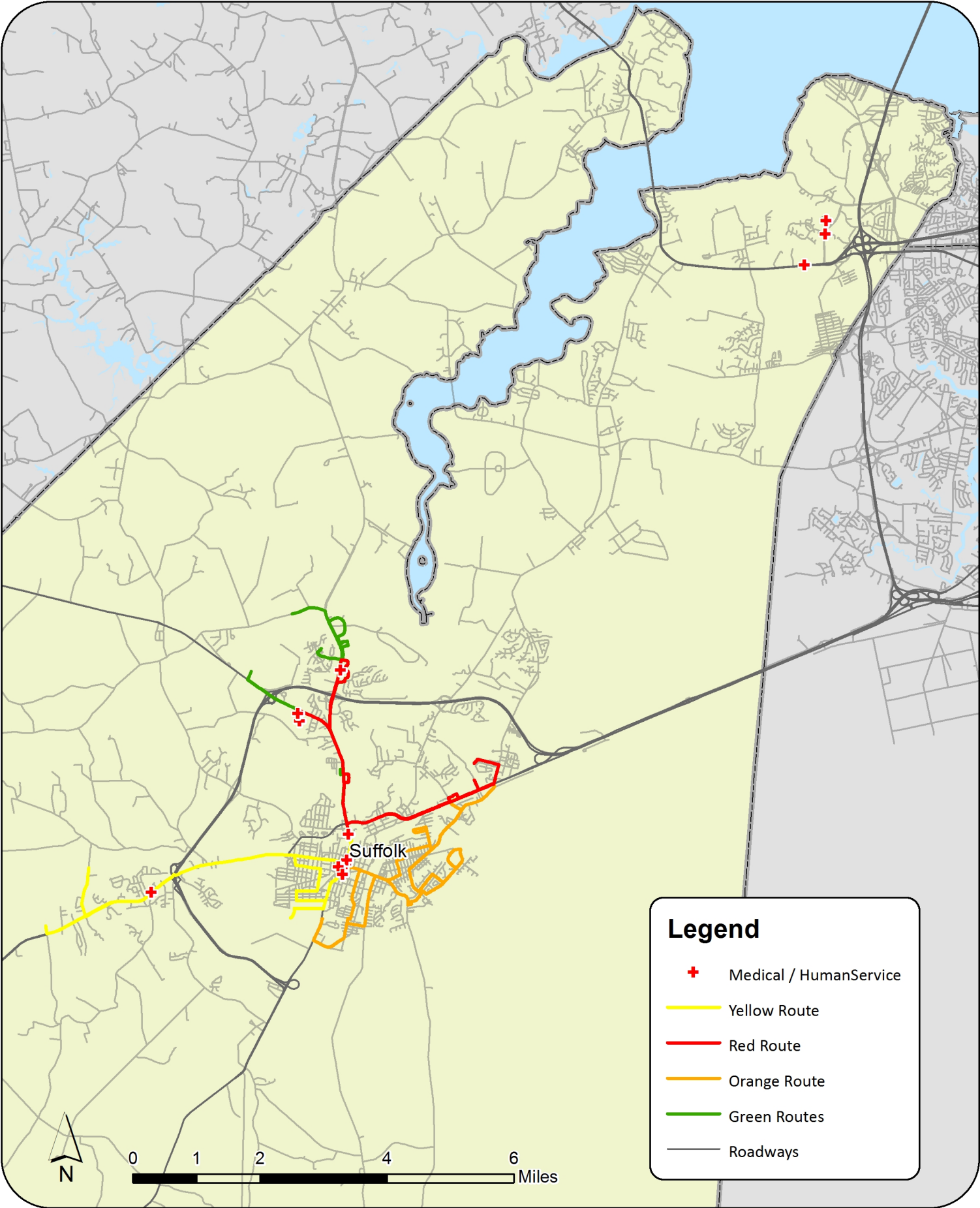
Shopping Destinations

Locations of shopping centers and grocery stores in the City were mapped in Figure 3-15 to compare with existing transit services. Grocery and retail opportunities can be found in downtown and northern Suffolk and larger shopping destinations are found to the east in Virginia Beach and Chesapeake. Conversations with the City revealed a new commercial development to progress in the next 24 months in northern Suffolk. This northern tip of Suffolk is also designated as mixed use core under the City's comprehensive plan.

Major Employers

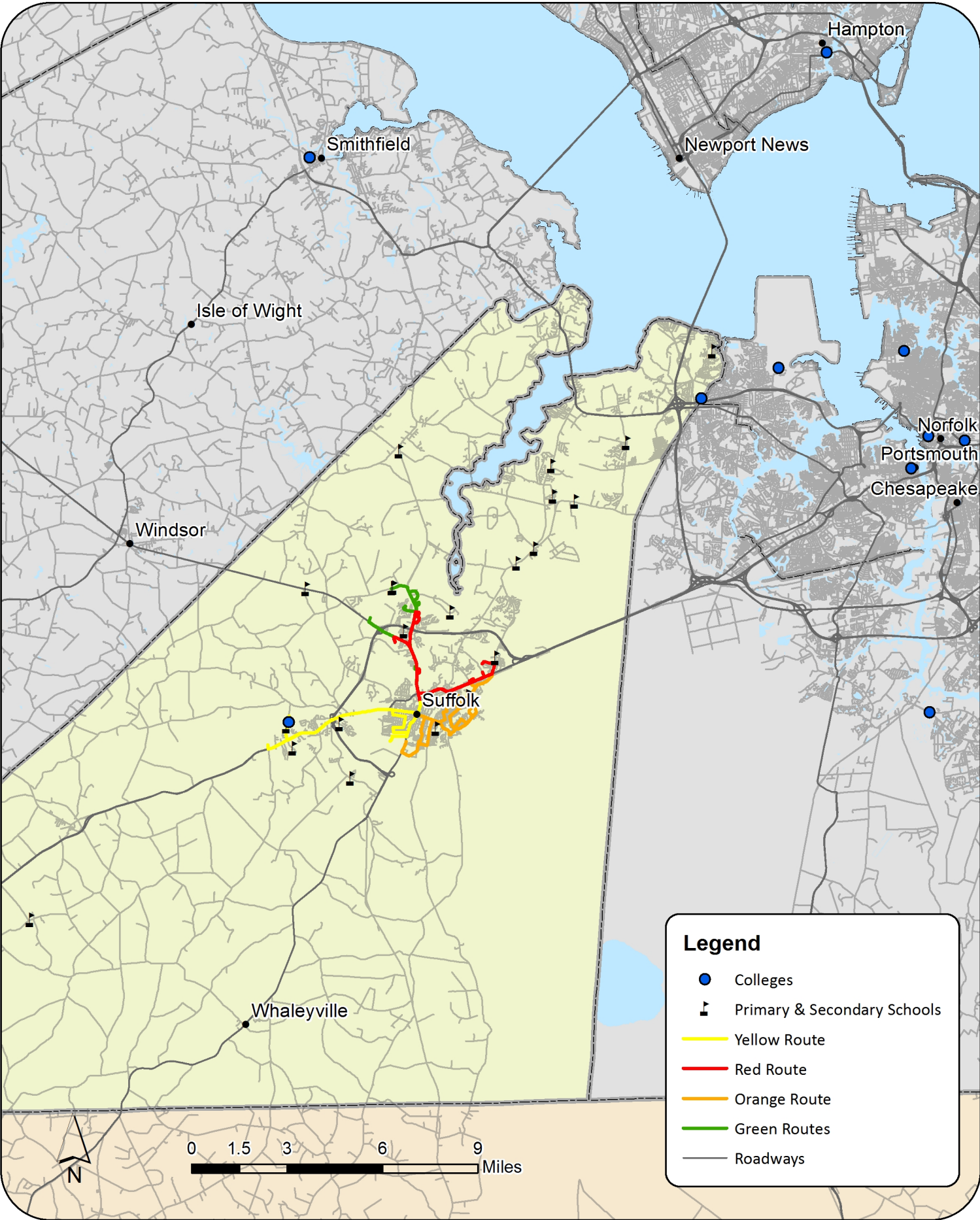
Employment sites serve as popular travel destinations for many residents of Suffolk. For the purposes of this needs assessment, a major employment site is recognized as a single location that employs at least 100 workers, as reported by the Virginia Employment Commission in 2012. Table 3-10 lists major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

Figure 3-13: Medical Facilities and Human Service Agencies in Suffolk



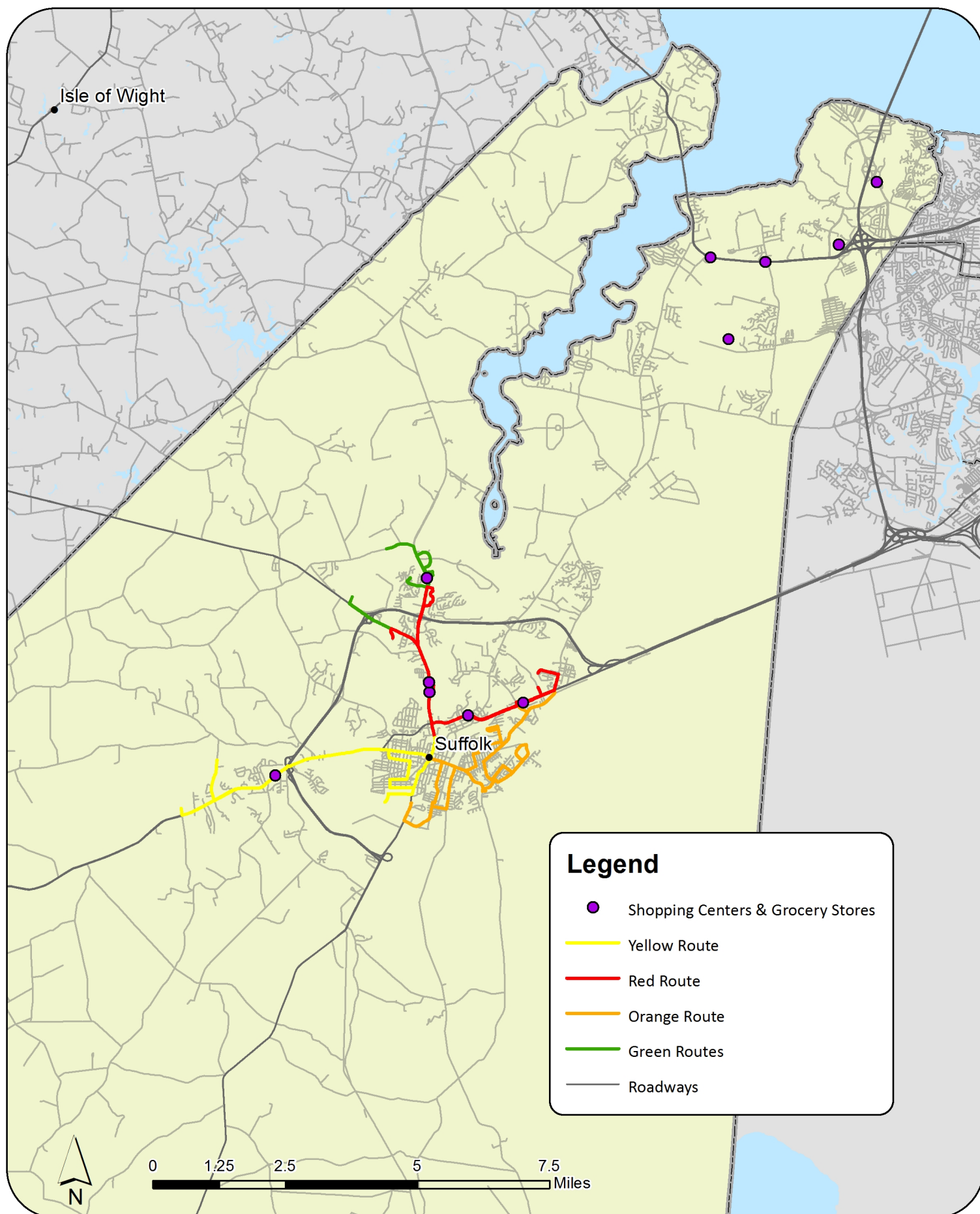
Source: 2010 U.S. Census; 2007-2011 ACS

Figure 3-14: Educational Facilities in and around Suffolk



Source: 2010 U.S. Census; 2007-2011 ACS

Figure 3-15: Shopping Destinations in Suffolk



Source: 2010 U.S. Census; 2007-2011 ACS

Table 3-10: Major Employers in Suffolk

Employer	Industry	Ownership	Number of employees
Suffolk Public Schools	Educational Services	Local Government	1000 and over
Science Applications International Corporation	Professional, Scientific, and Technical Services	Private	1000 and over
City of Suffolk	Executive, Legislative, and Other General Government Support	Local Government	1000 and over
Sentara Healthcare	Hospitals	Private	1000 and over
CVN Distribution Company	Warehousing and Storage	Private	500 to 999
Wal Mart	General Merchandise Stores	Private	500 to 999
U.S. Department of Defense	National Security and International Affairs	Federal Government	250 to 499
Massimo Zanetti Beverage Inc	Food Manufacturing	Private	250 to 499
OMFC Service Company	Food Manufacturing	Private	250 to 499
Towne Bank	Credit Intermediation and Related Activities	Private	250 to 499
VDOT	Heavy and Civil Engineering Construction	State Government	250 to 499
Sysco Food Services	Merchant Wholesalers, Nondurable Goods	Private	250 to 499
Unilever Manufacturing US Inc	Food Manufacturing	Private	250 to 499
Food Lion	Food and Beverage Stores	Private	250 to 499
Western Tidewater and Mental Health	Social Assistance	Local Government	100 to 249
Lakeview Medical Center, Inc.	Ambulatory Health Care Services	Private	100 to 249
Nansemond Suffolk Academy	Educational Services	Private	100 to 249
U.S. Navy Exchange	General Merchandise Stores	Federal Government	100 to 249
Northrop Grumman Technical Services	Administrative and Support Services	Private	100 to 249
Farm Fresh	Food and Beverage Stores	Private	100 to 249
Hillhaven Nansemond Rehabilitation Center	Nursing and Residential Care Facilities	Private	100 to 249
Norfolk Cent YMCA	Religious, Grantmaking, Civic, Professional, and Similar Organizations	Private	100 to 249
Western Tidewater Regional Jail	Justice, Public Order, and Safety Activities	Local Government	100 to 249
IES Commercial Inc	Specialty Trade Contractors	Private	100 to 249
Blazin Wings Inc	Food Services and Drinking Places	Private	100 to 249

Employer	Industry	Ownership	Number of employees
Lovin Care Home Health Services	Ambulatory Health Care Services	Private	100 to 249
Reliance Staffing Services	Administrative and Support Services	Private	100 to 249
Autumn Corporation	Nursing and Residential Care Facilities	Private	100 to 249
BASF Corporation	Chemical Manufacturing	Private	100 to 249
Target Corp	General Merchandise Stores	Private	100 to 249
Lowes' Home Centers, Inc.	Building Material and Garden Equipment and Supplies Dealers	Private	100 to 249
Anteon Corporation	Professional, Scientific, and Technical Services	Private	100 to 249
Firedancer I, Inc.	Food Services and Drinking Places	Private	100 to 249
Birdsong Corporation	Merchant Wholesalers, Nondurable Goods	Private	100 to 249
Reyes Holdings	Merchant Wholesalers, Nondurable Goods	Private	100 to 249
Lake Prince Center	Nursing and Residential Care Facilities	Private	100 to 249
Bon Secours Maryview Nursing Care Center	Nursing and Residential Care Facilities	Private	100 to 249
Hardee's	Food Services and Drinking Places	Private	100 to 249
Selecsource	Administrative and Support Services	Private	100 to 249
Amadas	Machinery Manufacturing	Private	100 to 249
Wanchese Fish Co Inc	Food Manufacturing	Private	100 to 249
Dominion Virginia Power	Utilities	Private	100 to 249
Kelly Services, Inc.	Administrative and Support Services	Private	100 to 249
Colony Tire Corp	Motor Vehicle and Parts Dealers	Private	100 to 249

Service Standards

As noted in Chapter 2, the City of Suffolk does not currently have defined service standards to help evaluate services; and as necessary, service standards were recommended for future discussion. While these service standards are yet to be approved by the City, a preliminary comparison of the current operating data and data and observations collected from riding the current routes to the proposed service standards was conducted. Under the proposed “Dependability” category, the standard was 95 percent on-time service, with no trips leaving early. As shown in Table 3-6, the on-time performance for the day the passenger counts were conducted indicated some routes leaving bus stops earlier than scheduled on the Green and Orange Routes. In

addition, the on-time performance assessment for that day indicated that the Red Route operated late and did not meet the 95 percent on-time standard. It should be noted that this was only one day, and on-time evaluation should be conducted on a regular basis. However, it does point the need for ongoing assessment to ensure the bus routes are meeting the dependability service standard.

Equipment and Facility Issues

Revenue Equipment

The City of Suffolk recently received new buses that have been placed in service. Therefore, the age of the fleet has lowered significantly from the previous inventory.

Operations Facility

The current VRT office is sufficient for current services. However, as the City of Suffolk system grows, an operations and maintenance facility may be considered.

Passenger Amenities

Few bus shelters are located at bus stops along the current routes. However, the City has purchased 10 shelters and is in the process of installing them.

There are also few bus stop signs located at key locations along the current routes. However, new signs are on order and will be placed at scheduled stops and key destinations in the near future.

New Bus Transfer Station

In conjunction with the implementation of the Yellow Route on August 1, 2013, a new temporary transfer location (shown below) was established that includes two bus shelters.



A permanent bus transfer station building, with restrooms, is being constructed. An architectural drawing is shown below.



Title VI and Triennial Reviews

Since the City of Suffolk does not currently receive Federal funds, Title VI and Triennial Reviews do not apply. However, if any Federal funds are received directly by the City in the future, or if any State funds include Federal monies, these requirements will then be applicable.

Chapter 4

Service Expansion Projects

INTRODUCTION

This fourth chapter provides a range of service and organizational alternatives for the City of Suffolk to consider when planning transit services for the six-year horizon covered by the TDP. These alternatives have been developed based on the data and information compiled and analyzed in Chapters 1 through 3. In addition, these alternatives consider potential service improvements included in the VRT “Report of Findings and Recommendations” prepared for the City of Suffolk in 2012. Possible service expansions are presented first, followed by organizational alternatives and additional opportunities the City of Suffolk can consider.

NEW YELLOW ROUTE

During the development of this plan, as noted in Chapter 1, the City implemented a new Yellow Route on August 1, 2013. This new route was one of the service expansion options included in the VRT report and serves the Holland Road corridor and the Paul D. Camp Community College -- two locations noted by customers through the on-board rider survey as destinations they would like to see served by the City’s transit system. Since this new route has now been implemented, the service expansions presented in this chapter focus on other unserved areas of the City and other improvements expressed by customers and local stakeholders.

FUNDING CONSIDERATIONS

As noted in Chapter 1, the City of Suffolk’s public transit system is currently funded through State and local funds. It is anticipated that the service expansions discussed in this chapter will also be funded through these sources.

The City is currently considering the possible pursuit of funds through the Federal Transit Administration’s (FTA) Section 5307 Program that provides grants to

urbanized areas for public transportation capital, planning, job access and reverse commute projects, as well as operating expenses in certain circumstances. To begin this process the City will need to initiate discussions with HRT and the Hampton Roads Transportation Planning Organization (HRTPO) to appropriately assess the opportunity for funding through this program.

SERVICE ALTERNATIVES

The previous chapter provided an evaluation of current City of Suffolk services, as well as an analysis of transit needs based on quantitative data and on input from customers, local stakeholders, employers, and the general public. Through the service review, needs assessment, and outreach, there are specific service improvements that should be considered for implementation. These alternatives include opportunities to:

- Implement new service in unserved areas of the City,
- Expand current services on weekends,
- Implement new service to key locations requested by current customers,
- Expand current services in the morning and evening,
- Obtain continuous input on services.

Each service alternative is detailed in this section and includes:

- A summary of the service alternative,
- Potential advantages and disadvantages,
- An estimate of the operating and capital costs,
- Ridership estimates.

Service Alternative #1: Northern Suffolk Service

As indicated in Chapter 3, the Northern Suffolk area is one with many major trip generators, but no current transit service. When asked which specific destinations customers would like to see served by Suffolk Transit through the on-board survey, this area was identified as the second priority (and the highest within the City of Suffolk).

The VRT report included a proposed Blue Route in this area as one of the service expansion options. The possible Northern Suffolk Route depicted in Figure 4-1 incorporates much of this route, and has been modified to serve some additional locations in the area. While more detailed service planning would be needed when implementing this possible route, it is anticipated that it would operate initially on an one hour headway similar to the current routes in the City. This route would also work most effectively with a connecting route to the downtown area that is discussed in

Service Alternative #2. The implementation of this route would also require appropriate ADA complementary paratransit service.

Advantages

- Offers mobility for City of Suffolk in an area currently unserved by the City's transit services.
- Responds to a top need expressed by customers through the on-board rider survey.
- Would allow access to HRT Route 47 that serves the College Drive and Lakeview Industrial Park area.

Disadvantages

- Requires additional operating costs for expanded service.
- Requires additional vehicles to operate new services.

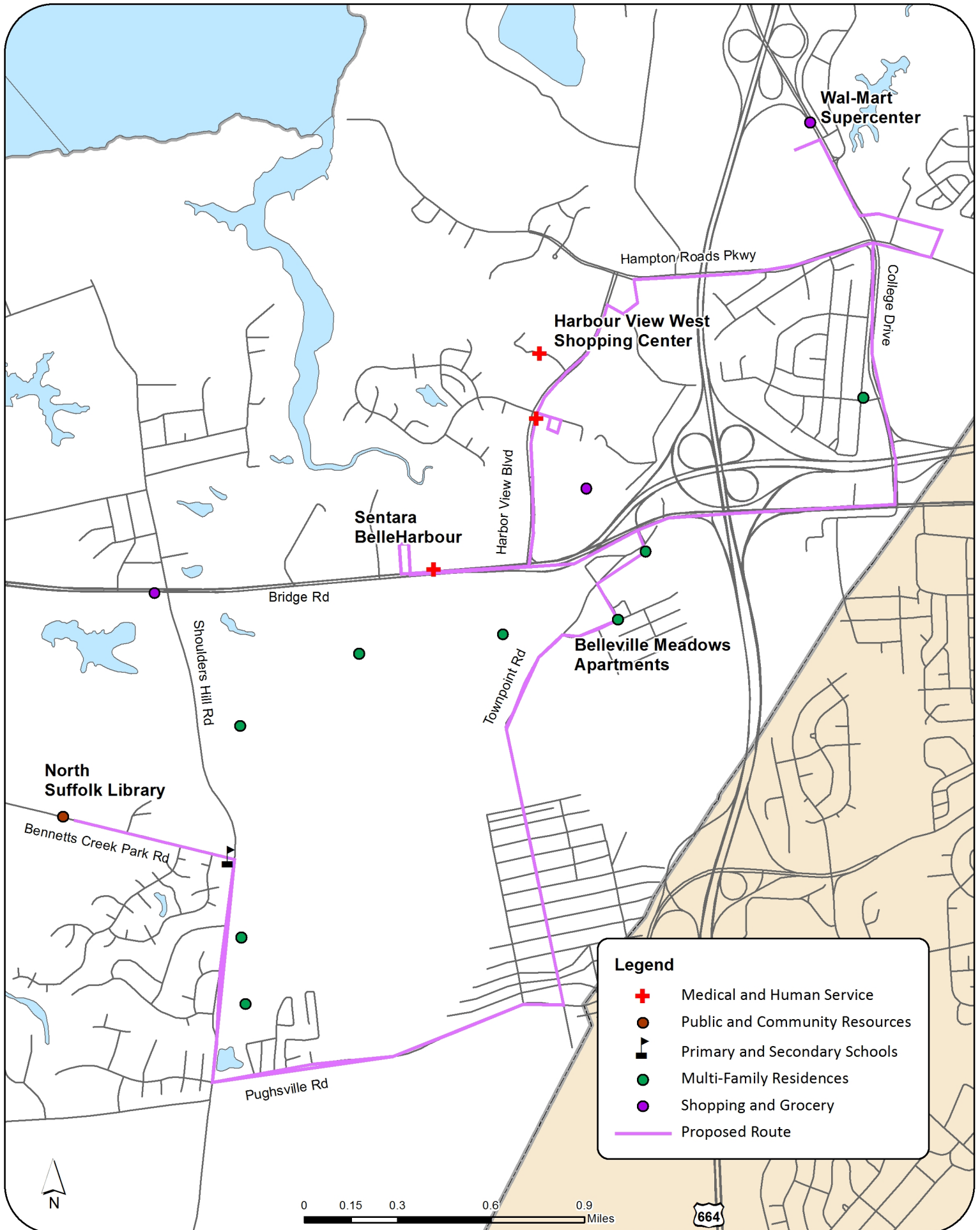
Expenses

- Operating the new Northern Suffolk service on a Monday through Friday schedule similar to the current routes would result in approximately 3,120 annual vehicle hours. Using current cost per hour data of \$63.00 per hour, the estimated annual operating costs for the Northern Suffolk service would be \$196,560. Operating this route on the weekend would have similar operating costs as the subsequent service alternative.
- A new vehicle would be needed to implement the Northern Suffolk service. Based on recent budget allocations the cost for a new bus for this service would be approximately \$73,000. Bus shelters may also need to be installed at key stops along the new route. Overall cost implications will be considered when developing the Capital Improvement Plan that is detailed in Chapter 6.

Ridership

- Assuming ridership on the new Northern Suffolk service would initially be about one half of current ridership levels and using current passenger trip per hour data, projected annual ridership would be 12,480. Based on current data there would be approximately 259 annual ADA complementary paratransit trips resulting from the new Northern Suffolk service.

Figure 4-1: Proposed North Suffolk Route



Alternative #2: North Suffolk - Downtown Connector

In conjunction with the Northern Suffolk service, a route could be implemented that connects that area with downtown. Under this alternative, a route would operate between a transfer point on the proposed Northern Suffolk route and the downtown transfer point. This alternative is consistent with the VRT report that noted the need for a tripper service to the central downtown area to connect the Northern Suffolk route with the downtown lines. This route would also be designed to provide connectivity to current HRT routes.

The possible connector service between downtown and Northern Suffolk is depicted in Figure 4-2. While more detailed service planning would be needed when implementing this possible route, it is anticipated that it would operate initially for five hours a day with primarily early morning and afternoon trips along with a possible mid-day trip.

Advantages

- Provides connection between proposed Northern Suffolk route and downtown Suffolk.
- Would provide connectivity to HRT Route 44.
- Same vehicle could be used for this service in conjunction with rural service described in next alternative.

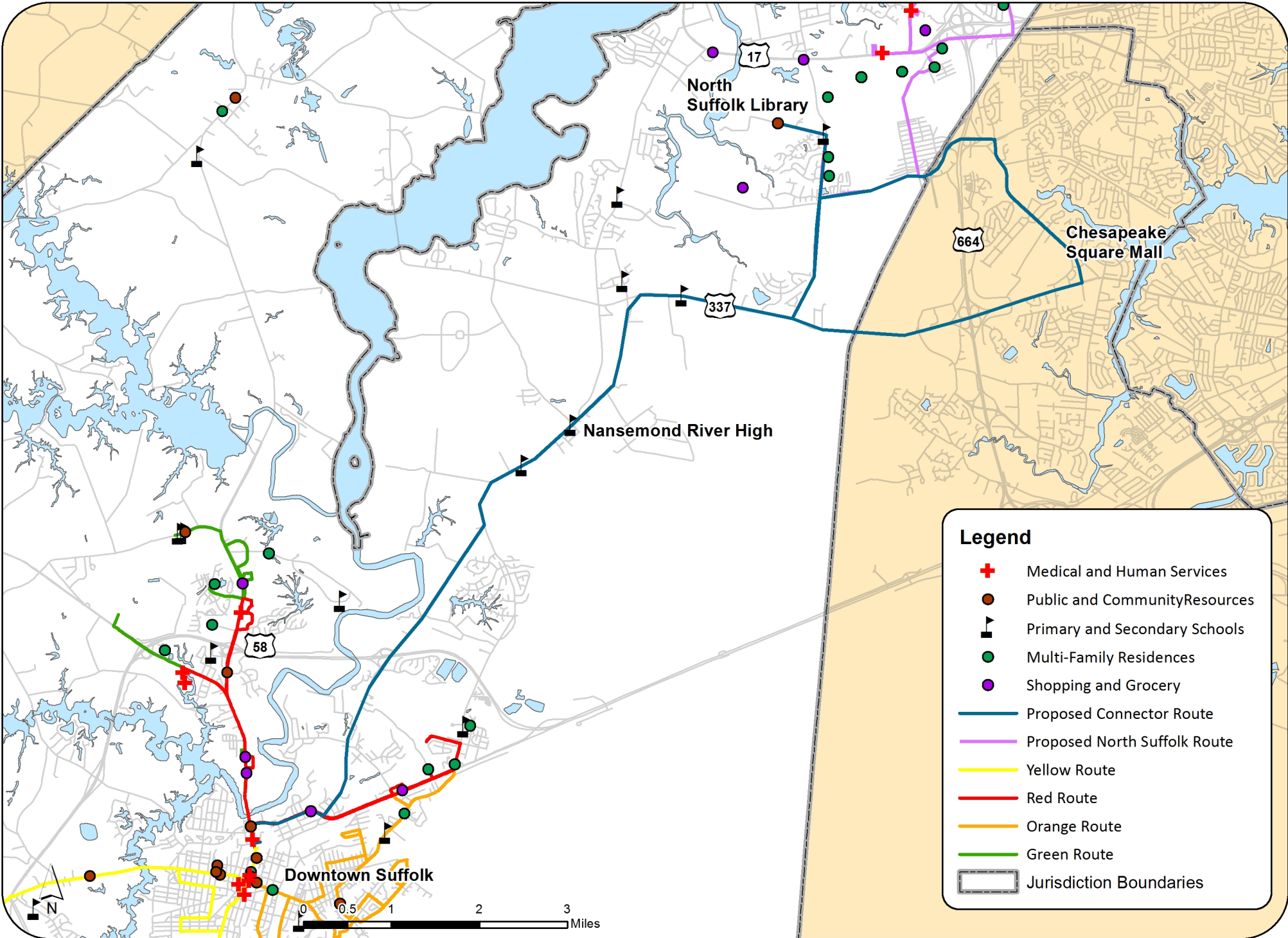
Disadvantages

- Much of the area between Northern Suffolk and downtown Suffolk is rural in nature, so there is little opportunity for ridership between these points.
- Requires additional operating costs for expanded service.
- Requires an additional vehicle to operate new services.

Expenses

- Operating the new Northern Suffolk-Downtown Connector on a Monday through Friday schedule for five hours a day would result in approximately 1,300 annual vehicle hours. Using current cost per hour data of \$63.00 per hour, the estimated annual operating costs for the Northern Suffolk service would be \$81,900.

Figure 4-2: Proposed North Suffolk Connector/Route to Chesapeake Square Mall



Source: 2010 U.S. Census; City of Suffolk

Ridership

- Assuming ridership on the new Connector service would initially be about one half of current ridership levels and using current passenger trip per hour data, projected annual ridership would be approximately 5,200.

Service Alternative #3: Service from rural areas to Downtown Suffolk

As detailed in Chapter 3 the current Suffolk Transit routes primarily serve the downtown area. Local stakeholders expressed the need for some service to connect outlying rural areas to downtown and to the current Suffolk Transit network. Some communities noted by local stakeholders were Chuckatuck, Holland, and Whaleyville. These locations and other rural communities were also mentioned by people who responded to the general public survey discussed in the preceding chapter.

This alternative proposes scheduled service from outlying communities to Downtown Suffolk. The initial service proposed is modest in nature, operating from one of the outlying communities to Downtown Suffolk one day a week and operating mid-day Tuesday through Thursday. However, the service would allow residents in those communities to plan medical appointments and other trips to downtown based on the scheduled service.

Advantages

- Offers mobility for City residents living outside downtown area.
- Responds to need noted by local stakeholders.
- Could utilize North Suffolk-Downtown Connector vehicle when not in use mid-day.

Disadvantages

- Requires additional operating costs for expanded service.
- There would be additional mileage on expansion vehicle projected for North Suffolk-Downtown Connector, thereby accelerating the need to replace this vehicle.

Expenses

- Operating the rural area to Downtown Suffolk service for four hours Tuesday through Thursday would result in approximately 624 annual vehicle hours. Then, using current cost per hour data of \$63 per hour, the estimated annual operating costs would be \$39,312.

- The expansion vehicle for the North Suffolk-Downtown Connector would be used for this service, 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 that is detailed in Chapter 6.

Ridership

- While the limited service may not lend itself to large ridership numbers at the outset of the service, to the customers who live in outlying rural areas this service will provide a critical connections to Downtown Suffolk. Assuming three trips per service hour annual ridership would be approximately 1,872.

Service Alternative #4: Weekend Service

Currently, Suffolk Transit operates only Monday through Friday. When current riders were asked what service improvements they would like to see, the number one answer provided by customers was for weekend service. This may reflect that many customers use Suffolk Transit for trips to work, and therefore need to access employment locations that require weekend hours. In addition, input from local stakeholders received through the Western Tidewater Community Transportation Collaborative included the need for weekend service.

This alternative proposes that the City of Suffolk implement service on Saturday initially, and later some level of service on Sundays. Expanding current services would result in additional service hours per year and appropriate ADA complementary paratransit service.

Advantages

- Offers mobility for City of Suffolk customers on weekends.
- Responds to top need expressed by customers through the on-board rider survey.
- Utilizes current vehicles.

Disadvantages

- Requires additional operating costs for expanded service.
- There would be additional mileage on current vehicles, thereby accelerating the need to replace vehicles in the current fleet.

Expenses

- Operating the Green, Orange, and Yellow Routes on Saturdays on a similar schedule to weekday service would result in approximately 36 vehicle hours per Saturday (or 1,872 annual vehicle hours). Then, using current cost per hour data of \$63 per hour, the estimated annual operating costs for Saturday would be \$117,936. Operating Sunday service at a current weekday schedule would result in a similar annual operating cost.
- 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 that is detailed in Chapter 6.

Ridership

- While implementing weekend services is the top priority of current customers, new Saturday or Sunday service may not lend itself to large ridership numbers at the outset of the service. However, to the customers who need these trips - especially to access jobs - these trips are critical. In addition, as noted in Chapter 3 the on-board rider survey results indicated that going to work was the top answer when current customers were asked what was the purpose of their trip, so it is anticipated that ridership will grow.
- Assuming ridership on Saturday would initially be about one half of current ridership levels, using current passenger trip per hour data projected annual ridership would be 7,488. Based on current data there would be approximately 155 annual ADA complementary paratransit trips.
- Assuming ridership on Sunday would initially be about one third of current ridership levels and using current passenger trip per hour data, projected annual ridership would be 4,992. Based on current data there would be approximately 103 annual ADA complementary paratransit trips.

Alternative #5: Expanded Evening Service

The second top requested service improvement from a time standpoint, noted by customers through the on-board rider survey, was the need for later evening hours of service. This may also reflect that many customers use the City bus system for work trips, and therefore need longer hours of bus service to support their return trips. Under this alternative, evening service would be extended by two hours on weekdays, from 6:30 p.m. to 8:30 p.m., on the current Green, Orange, and Yellow Routes. The expanded

evening service would also require appropriate ADA complementary paratransit service.

Advantages

- Offers expanded mobility for customers on weekdays.
- Responds to a top need expressed by customers through the on-board rider survey.
- Utilizes current vehicles.

Disadvantages

- Requires additional operating costs for expanded service.
- There would be additional mileage on current vehicles, thereby accelerating the need to replace vehicles in the current fleet.

Expenses

- Extended service by two hours on weekdays, from 6:30 p.m. to 8:30 p.m., on the current Green, Orange, and Yellow Routes would result in 1,560 additional service hours per year. Then, using current cost per hour data of \$63.00 per hour, the estimated annual operating costs for expanded evening service would be \$98,280.
- 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 that will be detailed in Chapter 6.

Ridership

- Assuming ridership on expanded evening service would initially be about eighty percent of current ridership levels and using current passenger trip per hour data, projected annual ridership would be 9,984. Based on current data there would be approximately 207 annual ADA complementary paratransit trips resulting from the extended service.

Alternative #6: Expanded Morning Service

The third top requested service improvement from a time standpoint, noted by customers through the on-board rider survey, was the need for earlier morning hours of service. This may also reflect that many customers use the Suffolk Transit for work trips, and therefore need longer hours in the morning in order to get to work on time.

Under this alternative, morning service would be extended by one hour on weekdays, from 6:30 a.m. to 5:30 a.m., on the current Green, Orange, and Yellow Routes. The expanded morning service would also require appropriate ADA complementary paratransit service.

Advantages

- Offers expanded mobility for customers on weekdays.
- Responds to a need expressed by customers through the on-board rider survey.
- Utilizes current vehicles.

Disadvantages

- Requires additional operating costs for expanded service.
- There would be additional mileage on current vehicles, thereby accelerating the need to replace vehicles in the current fleet.

Expenses

- Extending morning service by one hour on weekdays on the current Green, Orange, and Yellow Routes would result in 780 additional service hours per year. Then, using current cost per hour data of \$63.00 per hour, the estimated annual operating costs for expanded evening service would be \$49,140.
- 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 that will be detailed in Chapter 6.

Ridership

- Assuming ridership on expanded morning service would initially be about eighty percent of current ridership levels and using current passenger trip per hour data, projected annual ridership would be 4,992. Based on current data there would be approximately 104 annual ADA complementary paratransit trips resulting from the extended service.

ORGANIZATIONAL ALTERNATIVES

Organizational alternatives include proposals for potential changes that affect the way that transit is guided, administered, and/or managed in the City of Suffolk. These opportunities are discussed below.

Organizational Alternative #1: Transit Advisory Committee (TAC)

Currently the City does not have an ongoing advisory committee that provides input on the system. Therefore, at the onset of the TDP planning process, the City had to form an ad-hoc committee to serve in an advisory capacity for the project. More regular input on current operations is obtained by VRT through their participation on the Western Tidewater Community Transportation Collaborative, though the focus of that committee is broader than the just the City's bus system.

Many transit agencies have found that it is helpful for them to have an ongoing Transit Advisory Committee (TAC). While the formation of this committee could require approval by the Suffolk City Council, as the services in the area expand, this committee would be extremely important. This TAC would be comprised of community stakeholders who have an interest in preserving and enhancing transit in the community. Ideally, the TAC would include a current rider as a customer representative, along with representatives from the following:

- Suffolk Department of Social Services,
- Suffolk Department of Economic Development,
- Suffolk Health Department,
- Suffolk Department of Planning and Community Development,
- Senior Services of Southeastern Virginia,
- Human Service Agencies,
- Disability Service Providers.

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. Working with the proposed TAC, the City can determine how often the committee needs to meet to ensure members are engaged in activities and efforts.

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.

Disadvantages

- Takes staff time to organize and document committee meetings and initiatives.
- May require approval by the Suffolk City Council.

Expenses

- The expenses associated with forming a TAC 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 forming a TAC will not have a direct effect on ridership, it may generate ideas that will help boost ridership.

Near the conclusion of the TDP process, the City determined that the current Land Use, Housing, and Transportation Committee would be the appropriate venue to serve in this advisory capacity.

Organizational Alternative #2: City of Suffolk Transit Program Manager

As noted in Chapter 1, the only City of Suffolk staff position that is directly involved with the transit system is an engineering position within the Department of Public Works. Currently about 20 to 40 percent of this position is allotted to the administration of the City of Suffolk Bus Services.

As the system grows, the City 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 City seeks federal funding 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 City's Purchasing Division 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.
- Facilitating local and regional rideshare opportunities and efforts.

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 City, 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, and implementation of the position would be handled by the City's Human Resources Department that would establish a salary range.
- Using national research through the Transit Cooperative Research Program's Report 127 that provides guidelines for transit employee compensation levels indicates the average salary for this type of position would be approximately \$41,400¹.

¹ TCRP Report 127 tool using following inputs: State: Virginia
Area: Includes urbanized area
Total Employees: 1-24
Union: No

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.

A summary of the service and organizational alternatives is provided in Table 4-1 at the end of this chapter.

ADDITIONAL OPPORTUNITIES

Engage in Coordinated Transportation Planning and Mobility Management Efforts

While most transit providers have been involved with mobility management for years; recently, this term has come to represent a transportation strategy that focuses on meeting the customer's needs through coordination between transportation providers. The array of public transit and other transportation services in the region lend themselves to a mobility management strategy. In addition, the Western Tidewater Community Transportation Collaborative expressed the need for a central point of contact to obtain information on the variety of mobility options in the region.

Mobility management is being encouraged -- and funded -- at both the Federal and State levels. For instance, FTA's Section 5310 Program provides funding to support mobility management efforts. This program considers a mobility management position as a capital expense, and therefore eligible for up to 80% in federal funding. Current Federal legislation notes that the projects selected for funding through the Section 5310 Program must be "included in a locally developed, coordinated public transit-human services transportation plan" and this plan must be "developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and non-profit transportation and human services providers, and other members of the public."

In the near future, DRPT will be working with stakeholders on an update of the coordinated transportation plan for the region. The City of Suffolk can actively participate in the development of this plan, including possible mobility management efforts. Through this effort there could be greater marketing of the City's transit system, and greater coordination of the other transportation providers in the area that would help fill the mobility gaps for Suffolk residents that cannot be met by public transit services.

Table 4-1: City of Suffolk TDP - Summary of Service Alternatives

Project Description	Purpose	Annual Revenue Service Hours	Annual Operating Expenses	Capital Expenses	Proposed Funding Sources	Estimated Annual Ridership*
Service Alternative #1: Northern Suffolk Service	Provides mobility options in area of City currently unserved.	3,120	\$ 196,560	\$ 73,000	Local and State	12,480
Service Alternative #2: Northern Suffolk-Downtown Connector	Connects downtown Suffolk with new Northern Suffolk route. Serves top destination requested by current customers and offers connections to HRT services.	1,300	\$ 81,900	\$ 73,000	Local and State	5,200
Service Alternative #3: Service from rural areas to Downtown Suffolk	Connects outlying rural communities to downtown Suffolk.	624	\$ 39,312	\$ -	Local and State	1,872
Service Alternative #4a: Implement Weekend Service / Saturday Service Only	Offers expanded mobility for transit riders on weekends. Responds to a top need expressed by current customers.	1,872	\$ 117,936	\$ -	Local and State	7,488
Service Alternative #4b: Implement Weekend Service / Sunday Service Only	Offers expanded mobility for transit riders on weekends. Responds to a top need expressed by current customers.	1,872	\$ 117,936	\$ -	Local and State	4,992
Service Alternative #5: Expand Evening Service on Current Routes	Offers expanded mobility for transit riders in evenings. Responds to a top need expressed by current customers.	1,560	\$ 98,280	\$ -	Local and State	9,984
Service Alternative #6: Expand Morning Service	Offers expanded mobility for transit riders in mornings. Responds to a need expressed by current customers.	780	\$ 49,140	\$ -	Local and State	4,992

**Table 4-1: City of Suffolk TDP - Summary of Service Alternatives
(continued)**

Project Description	Purpose	Annual Revenue Service Hours	Annual Operating Expenses	Capital Expenses	Proposed Funding Sources	Estimated Annual Ridership*
Organizational Alternative #1: Transit Advisory Committee (TAC)	Provides a forum for dialogue between the community and Suffolk Transit. Increases community relations and networking.	-	Minimal	\$ -	n.a.	-
Organizational Alternative #2: City of Suffolk Transit Program Manager	Dedicated staff person to administer program, work with contractor, and implement service improvements and expansions.	-	TBD	\$ -	Local and State	-
TOTALS		11,128	\$ 701,064	\$146,000		47,008

* Does not include ADA complementary paratransit services.

Chapter 5

Operations Plan

INTRODUCTION

This chapter provides an Operations Plan that describes the public transit services that the City of Suffolk anticipates providing over the six-year TDP period and projects anticipated levels of service. Using current services as a base, this plan incorporates proposed service expansions and organizational modifications discussed in Chapter 4. The Operations Plan is divided into short-term, mid-term, and long term projects. While the plan is constrained based on reasonably expected revenues, it is also designed to allow the City to adapt to changing circumstances and to consider accelerated implementation. Chapters 6 and 7 provide the companion capital and financial plans to support this Operations Plan.

The Operations Plan includes the following projects:

Short-Term Projects

- Maintain current routes,
- Implement Northern Suffolk service,
- Implement Northern Suffolk-Downtown Connector service,
- Employ a Transit Program Manager,
- Establish an ongoing advisory committee.

Mid-Term Projects

- Implement service from rural communities to Downtown Suffolk,
- Implement weekend service.

Long-Term Projects

- Expand evening service,
- Expand morning service.

SHORT-TERM PROJECTS

Maintain Current Routes

- The City of Suffolk currently operates four public transit routes, primarily serving the downtown area of the City. These routes operate Monday through Friday on one hour headways, and originate at the Suffolk Bus Plaza located in downtown to allow transfers between routes.
- Continuing to operate the current Green, Orange, Red, and Yellow Routes for twelve hours daily, Monday through Friday, would result in approximately 12,480 annual vehicle hours and 187,461 annual vehicle miles.

Northern Suffolk Service

- Operating a new Northern Suffolk service for twelve hours daily, Monday through Friday, would result in approximately 3,120 annual vehicle hours and 46,865 annual vehicle miles.

North Suffolk - Downtown Connector Service

- Operating a new Northern Suffolk-Downtown connector for five hours daily on a Monday through Friday schedule would result in approximately 1,300 annual vehicle hours and 19,527 annual vehicle miles.

Transit Program Manager/Ongoing Advisory Committee

- As described in Chapter 4, a position dedicated to the administration and oversight of the transit system should be employed. This position would evaluate current services, oversee capital needs and requests, and administer implementation of new projects. The transit program manager would also facilitate the establishment of an ongoing advisory committee that provides input on the system, and implement an expanded marketing campaign to ensure City residents are aware of their public transit options. The responsibilities of this new position could also include working with local and regional stakeholders on land use and other issues that impact transit services in the City, participating in local and regional planning activities (such as the coordinated transportation planning process noted in the previous chapter), and assisting with rideshare activities and efforts. The role of this position would also include additional program oversight and compliance if the City was successful in obtaining federal funding in the future.

MID-TERM PROJECTS

Service from Rural Areas to Downtown Suffolk

- Operating scheduled service from outlying communities to downtown Suffolk for four hours a day, three days a week, would result in approximately 624 annual vehicle hours and 9,373 annual vehicle miles.

Saturday Service

- Operating the current Green, Orange, and Yellow Routes on Saturdays on a similar schedule to weekday service would result in approximately 1,872 annual vehicle hours and 28,119 annual vehicle miles.

Sunday Service

- Operating the current Green, Orange, and Yellow Routes on Sundays on a similar schedule to weekday service would result in approximately 1,872 annual vehicle hours and 28,119 annual vehicle miles.

LONG-TERM PROJECTS

Evening Service

- Extended service by two hours on weekdays, from 6:30 p.m. to 8:30 p.m., on the current Green, Orange, and Yellow Routes would result in approximately 1,560 annual service hours and 23,433 annual vehicle miles.

Morning Service

- Extending morning service by one hour on weekdays on the current Green, Orange, and Yellow Routes would result in approximately 780 annual service hours and 11,716 annual vehicle miles.

ADA PARATRANSIT SERVICES

As noted in Chapter 4 the expansion of fixed route services would result in the need to expand ADA complementary paratransit services. Based on previous estimates it is anticipated that the annual service hours and miles would be approximately five percent of projections for implementing new service.

OVERALL PLANNING 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: City of Suffolk TDP - Planned Levels of Service

Planned Year of Implementation	Service Project (1)	Annual Revenue Hours	Annual Revenue Miles (2)
Existing Service	Maintain Current Routes	12,480	187,461
1	Northern Suffolk Service	3,120	46,865
1	Northern Suffolk-Downtown Connector	1,300	19,527
2	Service from rural areas to Downtown Suffolk	624	9,373
3	Saturday Service	1,872	28,119
4	Sunday Service	1,872	28,119
5	Expanded Evening Service on Current Routes	1,560	23,433
6	Expanded Morning Service	780	11,716

(1) Service expansions would require appropriate ADA paratransit services

(2) Miles based on average vehicle speed in FY13

Chapter 6

Capital Improvement Plan

INTRODUCTION

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 the City of Suffolk's requests to DRPT for funding for capital replacement, rehabilitation, and expansion projects. The recommendations in the CIP are projects for which the City reasonably anticipates local funding to be available. The recommendations for different types of capital projects are described below. 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. 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

The City of Suffolk currently only operates body on chassis vehicles, 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 the existing vehicle inventory with the estimated years the vehicles will need to be replaced given current service levels. As indicated in this table, since all of the current vehicles were placed into service at the same time, it is projected that they will need to be replaced in a similar cycle.

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 6. Actual vehicle needs may change depending on the years that the City of Suffolk actually implements the service projects.

Estimated Costs

While actual costs will vary at time of purchase, estimates for each new replacement or expansion vehicle within the TDP timeframe were based on the projected costs used in Chapter 4 as part of possible service expansions. These cost estimates were used to develop the capital budget, which is included with the Financial Plan in the next chapter.

Table 6-2: City of Suffolk Vehicle Inventory with Replacement Years, Baseline Estimate

Vehicle Identification Number (VIN)	Model Year	Make	Model	Seating Capacity	Wheelchair Lift	Mobile Radio	Mileage(1)	Average Annual Mileage (2)	Estimated Replacement Year
1FDFE4FS7DDA53011	2013	Ford	Challenger	21	Y	y	7,781	50,865	FY 2016
1FDFE4FS9DDA53012	2013	Ford	Challenger	21	Y	y	8,442	50,865	FY 2016
1FDFE4FS0DDA53013	2013	Ford	Challenger	21	Y	y	2,580	50,865	FY 2016
1FDFE4FS2DDA53014	2013	Ford	Challenger	21	Y	y	8,013	34,865	FY 2017

(1) As of around 9/1/13

(2) Based on existing service

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Number of Vehicles							
Replacement	0	3	2	2	3	1	11
Expansion	2	0	0	0	0	0	2
Total Vehicles	2	3	2	2	3	1	13

FACILITIES

It is anticipated that the City of Suffolk will continue to contract with VRT for operations and vehicle maintenance during the TDP timeframe. Therefore, there are no projected capital costs related to facilities.

PASSENGER AMENITIES

The CIP includes the purchase of additional bus shelters and bus stop signs for use along new proposed routes.

EQUIPMENT

There are a no specific recommendations for equipment within the TDP timeframe. However if a position is established with the City of Suffolk government to administer the transit program there may be computer hardware and software needs that may arise.

TECHNOLOGY

It is anticipated that the only technology needs will be two-way radios that will be part of the vehicle purchases.

Chapter 7

Financial Plan

INTRODUCTION

This chapter provides a financial plan for funding existing and proposed transit services in the City of Suffolk for the six-year planning period. The projected budgets were constructed with the information that is currently available. The funding ratios are based on historical funding ratios for the City's current services, though as noted in Chapter 5 the City may pursue the possible use of Federal funding. Therefore, the exact revenue available each year will be dependent upon the availability of funding from the various funding sources including the Commonwealth Transportation Fund.

It should be noted that this proposed Financial Plan does not commit DRPT to the funding for FY 2015 and beyond. Specific funding amounts will be determined during the annual SYIP adoption and budget cycle. In addition, this Financial Plan does not obligate the City of Suffolk to fund any particular element at any time.

OPERATING EXPENSES AND FUNDING SOURCES

Table 7-1 provides the financial plan for operations of the Suffolk Transit system, including operating, maintenance, and administrative expenses. The six-year plan includes the current base service and then adds the projects discussed in the Operations Plan (Chapter 5).

As the table indicates, if all service improvements are implemented the annual operating expenses for the City of Suffolk are projected to grow from about \$637,308 in the base year to \$1,555,538 over the six-year planning period. This figure accounts for inflation, and again assumes that all new services and expanded weekend, evening, and morning services are implemented as proposed in the Operations Plan.

Table 7-1: City of Suffolk TDP Financial Plan for Operations

	FY 2013	Base ¹ FY 2014	Projected ² FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020
Fleet Buses	3	4	6	6	6	6	6	6
Annual Revenue Hours	9,360	12,480	16,900	17,524	19,396	21,268	22,828	23,608
<hr/>								
PROJECTED OPERATING EXPENSES³	\$ 575,400	\$ 637,308	\$ 943,241	\$1,012,030	\$ 1,163,865	\$ 1,320,255	\$1,461,091	\$1,555,538
<i>Change from Prior Year</i>	<i>n/a</i>	<i>61,908</i>	<i>305,933</i>	<i>68,789</i>	<i>151,835</i>	<i>156,390</i>	<i>140,836</i>	<i>94,447</i>
 Anticipated Funding Sources								
<u>Local Revenues</u>								
Local Contribution	\$426,778	\$485,279	\$777,904	\$839,868	\$979,867	\$1,124,080	\$1,253,593	\$1,339,405
Farebox Revenues ⁴	\$32,500	\$45,500	\$56,145	\$60,240	\$69,278	\$78,587	\$86,970	\$92,592
<u>State Funding ⁵</u>	\$116,122	\$106,529	\$109,192	\$111,922	\$114,720	\$117,588	\$120,528	\$123,541
TOTAL PROJECTED REVENUES	\$575,400	\$637,308	\$943,241	\$1,012,030	\$1,163,865	\$1,320,255	\$1,461,091	\$1,555,538

¹ Projected expenses and revenues for base year are from FY2014 Commonwealth Transportation Board Six Year Improvement Program (SYIP).

² Implementation years are estimated. Implementation will be based on funding availability.

³ Operating expenses assume a 3% annual inflation rate.

⁴ Based on current farebox recovery percentage.

⁵ State formula assistance assumes a 2.5% growth (per DRPT guidance).

VEHICLE PURCHASE EXPENSES AND FUNDING SOURCES

Table 7-2 located at the end of this chapter, offers the financial plan for vehicle replacement over the six-year period. The plan includes a total of eleven replacement vehicles and two expansion vehicles.

Two funding scenarios are provided based on the recommendations of the Commonwealth's Transit Service Delivery Advisory Committee (TSDAC). Through the TSDAC recommendations vehicle replacement and expansion are considered "Tier 1" capital projects. Under "Scenario A" the State match is 50% of the gross project costs and under "Scenario B" the State match is 80% of the non-federal portion of vehicle costs. Then the local match covers the remaining vehicle costs.

OTHER IMPROVEMENT EXPENSES AND FUNDING SOURCES

The financial plan for facilities, equipment, and other capital is provided in Table 7-3 at the end of this chapter. As indicated in Chapter 6 these expenses are primarily associated with passenger amenities such as bus shelters and bus stop signs.

Similar to the financial plan for vehicle replacement and expansion, two scenarios are provided based on the TSDAC recommendations for infrastructure facilities (considered "Tier 2" capital projects). Under "Scenario A" the State match is 25% of the gross project costs and under "Scenario B" the State match is 40% of the non-federal portion of capital costs. Then the local match covers the remaining expenses.

Table 7-2: City of Suffolk TDP Financial Plan for Vehicle Replacement and Expansion

Scenario A: Gross Project Cost (1)

Number of Vehicles		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Replacement	0	3	2	2	3	1
	Expansion	2	0	0	0	0	0
Total Vehicles		2	3	2	2	3	1
<i>Vehicle Costs</i>		\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000
	Replacement	\$ -	\$ 219,000	\$ 146,000	\$ 146,000	\$ 219,000	\$ 73,000
	Expansion	\$ 146,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Projected Vehicle Costs		\$ 146,000	\$ 219,000	\$ 146,000	\$ 146,000	\$ 219,000	\$ 73,000
<i>Anticipated Funding Sources</i>							
	State	\$ 73,000	\$ 109,500	\$ 73,000	\$ 73,000	\$ 109,500	\$ 36,500
	Local	\$ 73,000	\$ 109,500	\$ 73,000	\$ 73,000	\$ 109,500	\$ 36,500
Total Vehicle Funding		\$ 146,000	\$ 219,000	\$ 146,000	\$ 146,000	\$ 219,000	\$ 73,000

(1) Based on proposed State match of 50% for Tier 1 projects under Scenario A.

Table 7-2: City of Suffolk TDP Financial Plan for Vehicle Replacement and Expansion

(continued)

Scenario B: Non-Federal Project Cost (2)

Number of Vehicles	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Replacement	0	3	2	2	3	1
Expansion	2	0	0	0	0	0
Total Vehicles	2	3	2	2	3	1
<i>Vehicle Costs</i>	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000
Replacement	\$ -	\$ 219,000	\$ 146,000	\$ 146,000	\$ 219,000	\$ 73,000
Expansion	\$ 146,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Projected Vehicle Costs	\$ 146,000	\$ 219,000	\$ 146,000	\$ 146,000	\$ 219,000	\$ 73,000
<i>Anticipated Funding Sources</i>						
State	\$ 116,800	\$ 175,200	\$ 116,800	\$ 116,800	\$ 175,200	\$ 58,400
Local	\$ 29,200	\$ 43,800	\$ 29,200	\$ 29,200	\$ 43,800	\$ 14,600
Total Vehicle Funding	\$ 146,000	\$ 219,000	\$ 146,000	\$ 146,000	\$ 219,000	\$ 73,000

(2) Based on proposed State match of 80% for Tier 1 projects under Scenario B.

**Table 7-3: City of Suffolk TDP
Financial Plan for Facilities, Equipment, and Other Capital**

Scenario A: Gross Project Cost (1)

Projects	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Bus Shelters	\$36,000	\$ -	\$ -	\$36,000	\$ -	\$ -
Bus Stop Signs	\$ 2,400	\$ -	\$ -	\$ 2,400	\$ -	\$ -
Total Projected Non-Vehicle Capital Expenses	\$38,400	\$ -	\$ -	\$38,400	\$ -	\$ -
Anticipated Funding Sources						
State	\$ 9,600	\$ -	\$ -	\$ 9,600	\$ -	\$ -
Local	\$28,800	\$ -	\$ -	\$28,800	\$ -	\$ -
Total Projected Non-Vehicle Capital Revenue	\$38,400	\$ -	\$ -	\$38,400	\$ -	\$ -

(1) Based on proposed State match of 25% for Tier 2 projects under Scenario A.

Scenario B: Non-Federal Project Cost (2)

Projects	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Bus Shelters	\$36,000	\$ -	\$ -	\$36,000	\$ -	\$ -
Bus Stop Signs	\$ 2,400	\$ -	\$ -	\$ 2,400	\$ -	\$ -
Total Projected Non-Vehicle Capital Expenses	\$38,400	\$ -	\$ -	\$38,400	\$ -	\$ -
Anticipated Funding Sources						
State	\$15,360	\$ -	\$ -	\$15,360	\$ -	\$ -
Local	\$23,040	\$ -	\$ -	\$23,040	\$ -	\$ -
Total Projected Non-Vehicle Capital Revenue	\$38,400	\$ -	\$ -	\$38,400	\$ -	\$ -

(2) Based on proposed State match of 40% for Tier 2 projects under Scenario B.

Chapter 8

TDP Monitoring and Evaluation

INTRODUCTION

The development of the City of Suffolk TDP has included 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 the City's system;
- A transit needs analysis, including demographic analysis, land use analysis, a review of relevant planning documents, stakeholder interviews, and rider surveys;
- The development of service and organizational alternatives;
- The development of recommendations for transit improvements for inclusion in the TDP, with improvements tentatively identified by year; and
- A financial plan highlighting the funding requirements and potential funding sources for the recommended transit improvements.
- A resolution by the Council of the City of Suffolk adopting this TDP.

As detailed in the Financial Plan this plan is fairly aggressive, proposing service expansions that if implemented would double the current operating budget. Service improvements, while attached to particular years and timeframes, may slip to future years if the proposed funding arrangements do not come to fruition. This TDP may need to be updated during the six-year planning period to reflect funding availability.

COORDINATION WITH OTHER PLANS AND PROGRAMS

As discussed in Chapter 3, a variety of relevant plans and programs were reviewed as part of the development of the six-year plan. As appropriate, the projects

included in this TDP should be reflected in these area plans and studies as they are updated. The formation of an ongoing advisory committee included in Chapter 4 would serve as appropriate mechanisms to ensure that the projects incorporated within this TDP are included in appropriate plans. In addition, the recommended projects from this TDP will need to be incorporated into the public transportation element of the DRPT State Transportation Improvement Program (STIP).

SERVICE PERFORMANCE MONITORING

A number of proposed service standards were developed for the City's system (Chapter 2) for this TDP. The purpose of including these standards was to develop some objective measurements of performance that the City can use to monitor transit services in the future and make objective, performance-based service planning decisions. It is recommended that the City of Suffolk monitor performance monthly.

ANNUAL TDP MONITORING

For this TDP it is particularly important that the City of Suffolk monitor the progress each fiscal year. Projects may also need to shift from one year to the next if funding is not available. Alternatively, if an increase in funding is available projects could potentially be implemented ahead of schedule or additional projects could be added to the TDP.

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. This letter should 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

Contract Between City of Suffolk and Virginia Regional Transit

**CONTRACT
BETWEEN
CITY OF SUFFOLK, VA AND VIRGINIA REGIONAL TRANSIT**

This CONTRACT (CONTRACT) made and entered into this, the 1st 14th day of November, 2011 by and between the CITY OF SUFFOLK, VIRGINIA whose principal office is the Municipal Center, 441 Market Street, Suffolk, VA 23434, hereinafter referred to as the "CITY", party of the first part, and VIRGINIA REGIONAL TRANSIT with an office located at 109 North Bailey Lane, Purcellville, VA 20132 hereinafter referred to as the "CONTRACTOR", party of the second part.

CONTRACT

The CONTRACTOR did on the 30th day of August, 2011 submit a Request for Proposal to perform the services stipulated in accordance with the Request for Proposal to Provide Transit Services hereinafter referred to as "PROJECT", which by reference is made a part hereof.

In consideration of the following mutual agreements and covenants to be kept by each party, the parties agree as follows:

1. CONTRACT DOCUMENTS

It is mutually understood and agreed by the parties hereto that the following documents are incorporated herein by reference the same as if each had been fully set out and attached hereto and hereinafter shall be referred to as the "Contract Documents":

Request for Proposal #2012-00012 inviting firms to submit a proposal as published August 1, 2011, Conditions of Contract (General, Special, Supplemental and other conditions as they may be titled); VIRGINIA REGIONAL TRANSIT proposal dated August 30, 2011, "Exhibit A" and Anticollusion/Nondiscrimination/Drug Free Workplace clauses, all documents of which are collectively referred to herein as "Contract Documents" and are incorporated by reference herein.

Should there be conflicts among and between the Contract Documents, the terms of the final executed CONTRACT shall take precedence over the other Contract Documents. Should there be conflicts amount between the final executed CONTRACT and any subsequent change orders or other written modifications, the terms of the subsequent change order or other written modification shall take precedence.

2. SCOPE OF WORK/COMPENSATION

A. CONTRACTOR'S SERVICES

1. Prepare a Comprehensive Operation Analysis Plan (COAP)
2. Present Draft and Final Reports of Findings and Recommendations
3. Development of a transit plan that will meet the mobility needs of the CITY, subject to approval and funding by City Council.

4. Provide public transportation services for routes currently designated as 71 and 74, to include body on chassis buses with logo as approved by City staff beginning January 2, 2012 with service charges to be implemented following the adoption of the COAP and following periodic reviews of service during the life of the AGREEMENT.
5. Provide ADA service as mandated by state and federal requirements at levels of service necessary to maintain funding and compliance with those requirements.
6. Assist City staff with applications for state and federal capital and operating assistance grants through the Virginia Department of Rail and Transportation.
7. Collect all fares collected from the riders; fares to be determined by the CITY
8. Provide trolley service for special events
9. Gives presentations to City Council as directed
10. Develops and provides a marketing plan to include developing and distributing an updated service brochure
11. Provide signage for fixed bus stops that will be identified in the COAP and work with CITY staff to develop a standard for bus stop requirements.

B. THE CITY SHALL PROVIDE

1. Available pertinent information and available data requested by the CONTRACTOR during the COAP project and any subsequent studies or reviews.
2. Timely review of draft and preliminary materials submitted by the CONTRACTOR.
4. Appropriate authorizations and signatures.
5. Without charge, a temporary office location to conduct transit operations for the City of Suffolk. This arrangement shall not last longer than one year from the effective date of this AGREEMENT, unless authorized by subsequent action.
6. Availability of fuel thru the Fleet Management Division. The CONTRACTOR shall be responsible to reimburse the CITY for all fuel utilized by the CONTRACTOR'S vehicles, without markup by the CITY.

C. COMPENSATION TO THE CONTRACTOR

In consideration of the satisfactory performance of the provisions of this CONTRACT, the CITY shall pay to VIRGINIA REGIONAL TRANSIT an amount not to exceed \$22,500.00 for a one time consulting fee to cover the cost of the Comprehensive

Operations Analysis Plan (COAP). Transportation services to be provided at a rate of \$63.00 per hour for service plus \$7.00 per hour for capital costs. Trolley services, as requested for special events, shall be billed at a rate of \$70.00 per hour.

Upon acceptance of work, the CITY will render payment within forty-five (45) days of receipt of invoice. Interest shall accrue at the rate of one percent per month.

Prior to payment, the CONTRACTOR shall provide their federal employer identification number.

Unless otherwise provided under the terms of this CONTRACT, interest for late payment shall not exceed one percent (1%) per month.

3. CHANGES AND ADDITIONS

It shall be the responsibility of the CONTRACTOR to notify the CITY, in writing, of any necessary modifications or additions to the Scope of this CONTRACT. Compensation for changes or additions in the Scope of this CONTRACT will be negotiated and approved by the CITY in writing.

It is understood and agreed to by both the CITY and the CONTRACTOR that such modifications or additions to this CONTRACT shall be made only by the full execution of the CITY'S standard CONTRACT change order form. Furthermore, it is understood and agreed by both parties that any work done by the CONTRACTOR based upon such modification or addition to this CONTRACT prior to the CITY'S execution of its standard CONTRACT change order form shall be at the total risk of the CONTRACTOR, and said work may not be compensated by the CITY.

4. PAYMENT TO SUBCONTRACTOR

Payments to subcontractor(s) shall be made in accordance with § 2.2-4354 of Code of Virginia (1950), as amended. Unless otherwise specified in this CONTRACT, interest shall accrue at the rate of one percent (1%) per month.

5. TERMINATION WITHOUT CAUSE

The CITY may at any time, and for any reason, terminate this Contract by written notice to CONTRACTOR specifying the termination date, which shall be not less than thirty (30) days from the date such notice is mailed.

Notice shall be given to CONTRACTOR by certified mail/return receipt requested at the address set forth in CONTRACTOR'S Proposal or as provided in this Contract.

In the event of such termination, CONTRACTOR shall be paid such amount as shall compensate CONTRACTOR for the work satisfactorily completed, and accepted by the CITY in this Transit Services CONTRACT 2011, at the time of termination.

If the CITY terminates this Contract, CONTRACTOR shall withdraw its personnel and equipment, cease performance of any further work under this Contract, and turn over to the CITY any work completed or in process for which payment has been made.

6. TERMINATION WITH CAUSE/DEFAULT/CANCELLATION

In the event that CONTRACTOR shall for any reason or through any cause be in default of the terms of this Contract, the CITY may give CONTRACTOR written notice of such default by certified mail/return receipt requested at the address set forth in CONTRACTOR'S proposal or as provided in this Contract.

Unless otherwise provided, CONTRACTOR shall have ten (10) days from the date such notice is mailed in which to cure the default. Upon failure of CONTRACTOR to cure the default, the CITY may immediately cancel and terminate this Contract as of the mailing date of the default notice.

Upon termination, CONTRACTOR shall withdraw its personnel and equipment, cease performance of any further work under the Contract, and turn over to the CITY any work in process for which payment has been made.

In the event of violations of law, safety or health standards and regulations, this Contract may be immediately cancelled and terminated by the CITY and provisions herein with respect to opportunity to cure default shall not be applicable.

7. NON-APPROPRIATION- Availability of Funds

It is understood and agreed between the parties hereto that the CITY shall be bound and obligated hereunder only to the extent that the funds shall have been appropriated and budgeted for the purpose of this Contract. In the event funds are not appropriated and budgeted in any fiscal year for payments due under this Contract, the CITY shall immediately notify CONTRACTOR of such occurrence and this Contract shall terminate on the last day of the fiscal year for which an appropriation was made without penalty or expense to the CITY of any kind whatsoever.

8. ASSIGNMENT

Neither the CITY nor the CONTRACTOR shall assign, sublet or transfer their right or obligations in the CONTRACT without the written consent of the other; such consent shall not be unreasonably withheld. Assignment by the CONTRACTOR to any current or future parent, subsidiary, or affiliate in connection with a corporate transaction shall require the consent of the CITY.

9. NOTICE

Any notice, demand, or request by or made pursuant to this CONTRACT shall be personally delivered in writing or deposited in the United States mail, postage prepaid, to the representative specified below or as otherwise designated in writing and mutually agreed.

Linda S. Story
Purchasing Agent
441 Market Street, Room 105
Suffolk, Virginia 23434

With a copy to: Selena Cuffee-Glenn
City Manager
441 Market Street
Suffolk, Virginia 23434

CONTRACTOR: Mark McGregor
President/Chief Executive Officer
109 North Bailey Lane
Purcellville, VA 20132

The CITY'S representative will be Eric Nielsen, Director of Public Works or as otherwise designated in writing:

Eric Nielsen
Director of Public Works
440 Market Street, 2nd Floor
Suffolk, Virginia 23434
(757) 514-4356

The CONTRACTOR'S representative shall be Darrel M. Feasel, or as otherwise designated in writing and accepted by the CITY in writing:

Darrel Feasel
Transit Operations Program Manager
Virginia Regional Transit
109 North Bailey Lane
Purcellville, VA 20132
(877) 777-2708
darrell@vatransit.org

Nothing contained in this Article shall be construed to restrict the transmission of routine communications between representatives of the CONTRACTOR and the CITY.

10. CONFLICT OF INTEREST

CONTRACTOR shall not accept or receive commissions or other payments from third parties for soliciting, negotiating, procuring, or effecting insurance on behalf of the CITY.

11. NON-DISCRIMINATION

During the performance of this CONTRACT, the CONTRACTOR agrees that they will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, service disabled veterans or any other basis prohibited by law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the CONTRACTOR. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

Also, the CONTRACTOR in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, will state that the CONTRACTOR is an equal

opportunity employer.

Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

The CONTRACTOR will include the provisions of this nondiscrimination clause in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor vendor supplying services, goods or materials in connection with this CONTRACT.

12. DRUG-FREE WORKPLACE REQUIREMENTS

During performance of this CONTRACT, the CONTRACTOR agrees as follows: (i) to provide a drug-free workplace for the CONTRACTOR'S employees; (ii) to post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the CONTRACTOR'S workplace, specifying the actions that will be taken against employees for violations of such prohibition; and (iii) state in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR that the CONTRACTOR maintains a drug-free workplace; (iv) CONTRACTOR will include the provisions of the foregoing Sections (i), (ii) and (iii) in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this paragraph, "drug-free workplace" means a site for the performance of work done in connection with a specific CONTRACT awarded to the CONTRACTOR where employees at such site are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the CONTRACT.

13. INSURANCE

The successful offeror shall procure, maintain, and provide proof of, insurance coverages for injuries to persons and/or property damage as may arise from or in conjunction with, the work performed on behalf of the City by the offeror, his agents, representatives, employees or subcontractors. Proof of coverage as contained herein shall be submitted fifteen (15) days prior to the commencement of work and such coverage shall be maintained by the offeror for the duration of the contract period; for occurrence policies. Claims made policies must be in force or that coverage purchased for three (3) years after contract completion date.

- a. General Liability: Coverage shall be as broad as: Comprehensive General Liability endorsed to include Broad Form, Commercial General Liability form including Products/Completed Operations.

Minimum Limits

General Liability:
\$1,000,000 General Aggregate Limit

\$1,000,000 Products & Completed Operations
\$1,000,000 Personal and Advertising Injury
\$1,000,000 Each Occurrence Limit
\$50,000 Fire Damage Limit
\$5,000 Medical Expense Limit

Professional Liability (Error and Omissions):
\$2,000,000 Annual Aggregate Limit
\$1,000,000 Each Occurrence Limit

- b. Automobile Liability: Coverage sufficient to cover all vehicles owned, used, or hired by the offeror, his agents, representatives, employees or subcontractors.

Minimum Limits

Automobile Liability:
\$1,000,000 Combined Single Limit
\$1,000,000 Each Occurrence Limit
\$5,000 Medical Expense Limit

- c. Workers' Compensation: Limits as required by the Workers' Compensation Act of Virginia. Employers Liability, \$1,000,000.

d. Coverage Provisions

1. All deductibles or self-insured retention shall appear on the certificate(s).
2. The City of Suffolk, its' officers/officials, employees, agents and volunteers shall be added as "additional insured" as their interests may appear. This provision does not apply to Professional Liability or Workers' Compensation/Employers' Liability.
3. The offeror's insurance shall be primary over any applicable insurance or self-insurance maintained by the City.
4. Shall provide 30 days written notice to the City before any cancellation, suspension, or void of coverage in whole or part, where such provision is reasonable.
5. All coverages for subcontractors of the offeror shall be subject to all of the requirements stated herein.
6. All deductibles or self-insured retention shall appear on the certificate(s) and shall be subject to approval by the City. At the option of the City, the insurer shall reduce or eliminate such deductible or self-insured retention; or the offeror shall be required to procure a bond guaranteeing payment of losses and related claims expenses.
7. Failure to comply with any reporting provisions of the policy(s) shall not affect coverage provided the City, its' officers/officials, agents, employees

8. The insurer shall agree to waive all rights of subrogation against the City, its' officers/officials, agents, employees or volunteers for any act, omission or condition of premises which the parties may be held liable by reason of negligence.
9. The offeror shall furnish the City certificates of insurance including endorsements affecting coverage. The certificates are to be signed by a person authorized by the insurance company(s) to bind coverage on its' behalf, if executed by a broker, notarized copy of authorization to bind, or certify coverage must be attached.
10. All insurance shall be placed with insurers maintaining an A.M. Best rating of no less than an A: VII. If A.M. Best rating is less than A: VII, approval must be received from City's Risk Manager.

All coverages designated herein shall be as broad as the Insurance Services Office (ISO) forms filed for use with the Commonwealth of Virginia.

14. HOLD HARMLESS/INDEMNIFICATION

The CONTRACTOR shall indemnify, defend, and hold harmless the CITY, its officials, employees, agents, and representatives thereof from any and all losses, damages, claims, fines, penalties, suits, costs, actions, or claims of any kind, including attorney's fees, brought on account of any personal injuries, damages, or violations of rights, sustained by any person or property which arise out of any violation of law by, and all acts and omissions of the CONTRACTOR, the CONTRACTOR'S agents, employees, or customers occurring in connection with the products and services covered herein or from any claims or amounts arising from the violation of any law, bylaw, ordinance, regulation or decree.

The CONTRACTOR'S indemnification obligation with respect to any and all claims against the CITY or any of its officers, agents, employees, by any employee or statutory employee of the CONTRACTOR, or any of CONTRACTOR'S subcontractors, or anyone directly or indirectly employed by any of them, or anyone for whose acts the CONTRACTOR or CONTRACTOR'S subcontractor may be liable, shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the CONTRACTOR or any of CONTRACTOR'S subcontractors under workers' compensation laws, disability benefit laws or other applicable employee benefit laws.

15. RESPONSIBILITY OF CONTRACTOR

The CONTRACTOR shall, without additional costs or fee to the CITY, correct or revise any errors or deficiencies in his performance. Neither the CITY'S review, approval or acceptance of, nor payment for any of the services required under this CONTRACT shall be deemed a waiver of rights by the CITY, and the CONTRACTOR shall remain liable to the CITY for all costs which are incurred by the CITY as a result of the CONTRACTOR'S negligent performance of any of the services furnished under this CONTRACT.

16. COMPLIANCE WITH FEDERAL IMMIGRATION LAW

CONTRACTOR does not, and shall not, during the performance of the CONTRACT for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.

17. SEVERABILITY

In the event that any provision shall be adjudged or decreed to be invalid, such ruling shall not invalidate the entire CONTRACT but shall pertain only to the provision in question and the remaining provisions shall continue to be valid, binding and in full force and effect.

18. CONTROLLING LAW; VENUE, PENDING/DURING LITIGATION

This CONTRACT is made, entered into, and shall be performed in the CITY of Suffolk, Virginia, and shall be governed by the applicable laws of the Commonwealth of Virginia without regard to its conflict of law rules. In the event of litigation concerning this CONTRACT, the parties agree to the exclusive jurisdiction and venue of a court of competent jurisdiction in the City of Suffolk, Virginia; however, in the event that the federal court has jurisdiction over the matter, then the parties agree to the exclusive jurisdiction and venue of the U.S. District Court for the Eastern District of Virginia, Norfolk Division.

The CONTRACTOR shall not cause a delay in services because of the pending or during litigation proceedings, except with the express, written consent of the CITY or written instruction/order from the Court.

19. Compliance with State Law: Foreign and Domestic Business authorized to Transact Business in the Commonwealth (VPPA §2.2 - 4311.2)

A CONTRACTOR organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if such is required by Title 13.1 or Title 50 or as otherwise required by law. Such status shall be maintained during the term of the contract. A public body may void any contract with a business if the business fails to remain in compliance with the provisions of this section.

20. ENTIRE AGREEMENT

This CONTRACT comprises the entire understanding between the parties and cannot be modified, altered or amended, except in writing and signed by all parties.

21. WAIVER

The failure by one party to require performance of any provision of this CONTRACT shall not affect that party's right to require performance at any time thereafter, nor shall a waiver of any breach or default of the CONTRACT constitute a waiver of any subsequent breach or default or a waiver of the provision itself.

IN WITNESS WHEREOF, the parties hereto have executed and sealed this CONTRACT as of the day and year first above written.


CITY OF SUFFOLK, VA

BY: 
Selena Cuffee-Blenn
City Manager

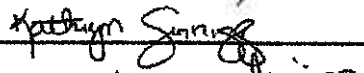
VIRGINIA REGIONAL TRANSIT

BY: 
Mark McGregor
President/Chief Executive Officer

ATTEST:

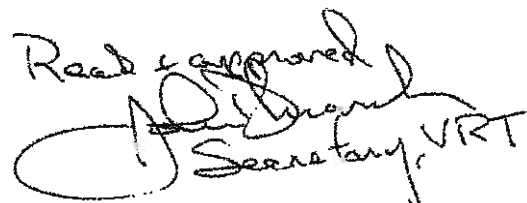
BY: 
Etika S. Dawley
City Clerk

ATTEST:

BY: 
Print Name: Kathryn Spriggs
Title: CFO

APPROVED AS TO FORM

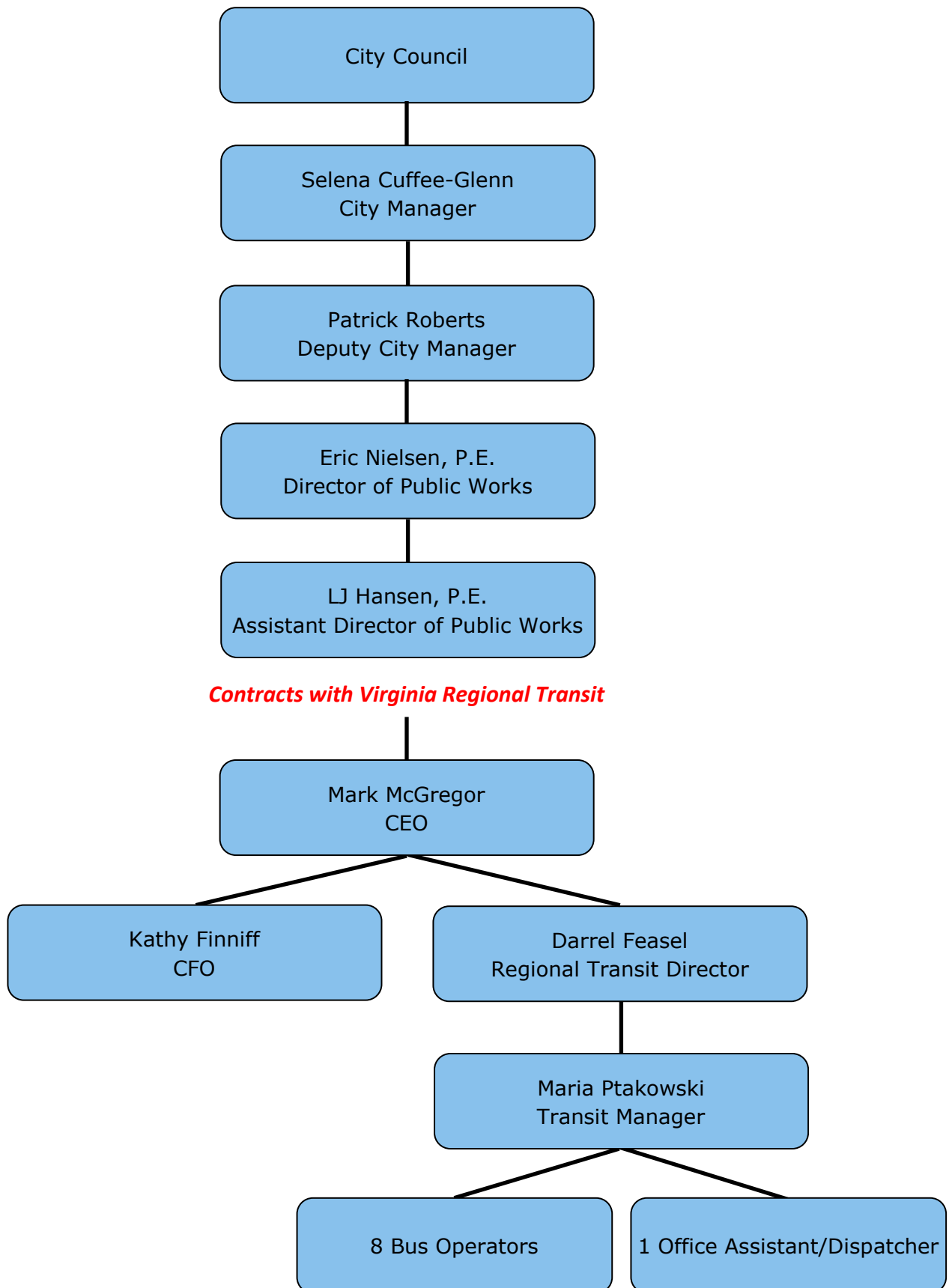
BY: 
Karla Williams
Assistant City Attorney


Secretary, VRT

APPENDIX B

Organization Chart

City of Suffolk Transit Organization



APPENDIX C

City of Suffolk Bus Schedules



www.suffolktransit.org

757-214-6442



\$3.00 ALL DAY PASS • \$1.50 ONE WAY FARE

Medical Appointments, Shopping, or just go for a ride. Park the car and ride the bus!

Bus will operate Monday through Friday.

The Suffolk Transit is handicapped accessible!

\$3.00 for certified ADA passengers each way

ADA Passengers please call 757-963-9227

Bus Stop Number

Bus Stop

Transfers to All Routes

AM PM

Limited Service/Work Trips

Limited Service/Work Trips

CALL Call 757-214-6442 for pickup

GREEN LINE Main Street/Obici Hospital

1 Suffolk Bus Plaza	6:30	7:30	8:30	9:30	10:30	11:30	12:30	1:30	2:30	3:30	4:30	5:30
2 Chick-fil-A	6:35	7:35	8:35	9:35	10:35	11:35	12:35	1:35	2:35	3:35	4:35	5:35
3 Wal-Mart	6:38	7:38	8:38	9:38	10:38	11:38	12:38	1:38	2:38	3:38	4:38	5:38
4 Sentara Obici Hospital	6:50	7:50	8:50	9:50	10:50	11:50	12:50	1:50	2:50	3:50	4:50	5:50
5 Food Lion	6:52	7:52	8:52	9:52	10:52	11:52	12:52	1:52	2:52	3:52	4:52	5:52
6 Litton Lane	6:54	7:54	8:54	9:54	10:54	11:54	12:54	1:54	2:54	3:54	4:54	5:54
7 Western Tidewater CSB	6:56	7:56	8:56	9:56	10:56	11:56	12:56	1:56	2:56	3:56	4:56	5:56
8 Godwin Building	6:57	7:57	8:57	9:57	10:57	11:57	12:57	1:57	2:57	3:57	4:57	5:57
9 Pediatrics Building	6:59	7:59	8:59	9:59	10:59	11:59	12:59	1:59	2:59	3:59	4:59	5:59
10 Kings Fork HS/MS	7:03	8:03	9:03	10:03	11:03	12:03	CALL	CALL	CALL	CALL	CALL	CALL
11 Virginia Regional Commerce Park	7:06	8:06	9:06	CALL	CALL	CALL	CALL	CALL	CALL	CALL	CALL	CALL
12 Lakeview Medical Center	7:10	8:10	9:10	10:10	11:10	12:10	1:10	2:10	3:10	4:10	5:10	6:10
13 Farm Fresh	7:15	8:15	9:15	10:15	11:15	12:15	1:15	2:15	3:15	4:15	5:15	6:15
14 Post Office/Rite Aid	7:20	8:20	9:20	10:20	11:20	12:20	1:20	2:20	3:20	4:20	5:20	6:20
1 Suffolk Bus Plaza	7:25	8:35	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25	5:25	6:25

RED LINE Magnolia Gardens Tripper Service

1 Suffolk Bus Plaza	9:30	10:30	11:30	12:30	1:30
2 Washington St. (near the FedEx Dropbox)	9:32	10:32	11:32	12:32	1:32
3 Suffolk Police Headquarters	9:34	10:34	11:34	12:34	1:34
4 North Broad St./1st Ave.	9:35	10:35	11:35	12:35	1:35
5 Rite Aid	9:37	10:37	11:37	12:37	1:37
6 Fresh Pride	9:39	10:39	11:39	12:39	1:39
7 Food Lion	9:40	10:40	11:40	12:40	1:40
8 Magnolia Park and Ride	9:44	10:44	11:44	12:44	1:44
9 Magnolia Gardens	9:46	10:46	11:46	12:46	1:46
10 Food Lion	9:48	10:48	11:48	12:48	1:48
11 Washland	9:52	10:52	11:52	12:52	1:52
12 Chick-Fil-A	9:54	10:54	11:54	12:54	1:54
13 Wal-Mart	9:56	10:56	11:56	12:56	1:56
14 Sentara Obici Hospital	10:05	11:05	12:05	1:05	2:05
15 Lakeview Medical Center	CALL	CALL	CALL	CALL	CALL
16 Morgan Memorial Library	10:15	11:15	12:15	1:15	2:15
1 Suffolk Bus Plaza	10:25	11:25	12:25	1:25	2:25

YELLOW LINE Holland Road/Paul D. Camp/Saratoga Tripper Service

1 Suffolk Bus Plaza	6:30	7:30	8:30	2:30	3:30	4:30	5:30
2 Washington St. (near the FedEx Drop Box)	6:33	7:33	8:33	2:33	3:33	4:33	5:33
3 Municipal Center	6:35	7:35	8:35	2:35	3:35	4:35	5:35
4 Suffolk West Plaza Center/Lipton	6:37	7:37	8:37	2:37	3:37	4:37	5:37
5 Holland Plaza	6:39	7:39	8:39	2:39	3:39	4:39	5:39
6 Food Lion	6:41	7:41	8:41	2:41	3:41	4:41	5:41
7 Paul D. Camp Community College	6:45	7:45	8:45	2:45	3:45	4:45	5:45
8 Ace Hardware	6:49	7:49	8:49	2:49	3:49	4:49	5:49
9 Hess/Wilco	6:53	7:53	8:53	2:53	3:53	4:53	5:53
10 Burger King	6:54	7:54	8:54	2:54	3:54	4:54	5:54
11 Suffolk Golf Course	6:56	7:56	8:56	2:56	3:56	4:56	5:56
12 Kangaroo	6:59	7:59	8:59	2:59	3:59	4:59	5:59
13 Smith St./Wellons St.	7:02	8:02	9:02	3:02	4:02	5:02	6:02
14 Wellons St./Ashley Ave.	7:04	8:04	9:04	3:04	4:04	5:04	6:04
15 Ashley Ave./Cannon St.	7:05	8:05	9:05	3:05	4:05	5:05	6:05
16 Cannon St./Kilby Ave.	7:07	8:07	9:07	3:07	4:07	5:07	6:07
17 Obici Industrial Park	7:09	8:09	9:09	3:09	4:09	5:09	6:09
18 Planters Park	7:11	8:11	9:11	3:11	4:11	5:11	6:11
19 Suffolk General District Ct.	7:15	8:15	9:15	3:15	4:15	5:15	6:15
1 Suffolk Bus Plaza	7:16	8:16	9:16	3:16	4:16	5:16	6:16

ORANGE LINE Downtown/East Washington

1 Suffolk Bus Plaza	-	6:30	7:30	8:30	9:30	10:30	11:30	12:30	1:30	2:30	3:30	4:30	5:30
2 Subway	-	6:32	7:32	8:32	9:32	10:32	11:32	12:32	1:32	2:32	3:32	4:32	5:32
3 Health Dept./Social Services	-	6:35	7:35	8:35	9:35	10:35	11:35	12:35	1:35	2:35	3:35	4:35	5:35
4 Bettie Davis Apartments	-	6:42	7:42	8:42	9:42	10:42	11:42	12:42	1:42	2:42	3:42	4:42	5:42
5 Farmer Joe's	-	6:45	7:45	8:45	9:45	10:45	11:45	12:45	1:45	2:45	3:45	4:45	5:45
6 White Marsh Plaza	-	6:50	7:50	8:50	9:50	10:50	11:50	12:50	1:50	2:50	3:50	4:50	5:50
7 Lake Kennedy Park	6:06	6:53	7:53	8:53	9:53	10:53	11:53	12:53	1:53	2:53	3:53	4:53	5:53
8 Wilson Pines Apartments	-	7:02	8:02	9:02	10:02	11:02	12:02	1:02	2:02	3:02	4:02	5:02	6:02
9 Bailey Circle	-	7:04	8:04	9:04	10:04	11:04	12:04	1:04	2:04	3:04	4:04	5:04	6:04
10 Myrick/Hollywood	6:10	7:09	8:09	9:09	10:09	11:09	12:09	1:09	2:09	3:09	4:09	5:09	6:09
11 Suffolk General District Court	-	7:20	8:20	9:20	10:20	11:20	12:20	1:20	2:20	3:20	4:20	5:20	6:20
1 Suffolk Bus Plaza	6:25	7:25	8:25	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25	5:25	6:25

APPENDIX D

Memorandum of Agreement between Senior Services of Southeastern Virginia and Virginia Regional Transit

**Memorandum of Agreement
between
Senior Services of Southeastern Virginia
and
Virginia Regional Transit**

I. Introduction:

The City of Suffolk (the "City") has entered into a contract (the "Contract") with Virginia Regional Transit (VRT) to provide public transportation services, including paratransit transportation services, as are more fully described in the Contract. VRT wishes to engage Southeastern Virginia Areawide Model Program, Inc., T/A Senior Services of Southeastern Virginia ("SSSEVA"), to assist it in the performance of the paratransit services, as is more fully set forth herein below.

This Memorandum of Agreement ("MOM") commits SSSEVA, as a subcontractor of VRT, to provide paratransit services compliant with the American Disabilities Act in Suffolk Virginia to all paratransit services required to be provided under the Contract (the "Paratransit Services"). SSSEVA will ensure that the performance of the Paratransit Services by SSSEVA complies with all ADA standards.

VRT will commence performance under its contract effective as of January 2, 2012. SSSEVA shall commence performance of the Paratransit Services effective as of January 2, 2012.

II. Deliverables:

SSSEVA will provide the following personnel and equipment to meet defined service for Suffolk fixed routes at standard ADA paratransit services:

- drivers - full-time, part-time and substitutes to satisfy all operation schedules;
 - certification specialist;
 - supervision in collaboration with VRT. (VRT Operations Manager will provide dispatch)
 - See Attachment I, Job Descriptions
- a. **Drivers** will complete an orientation program and work under an experienced driver's direct supervision for one 8-hour shift prior to being assigned independently. They will be able to speak, and write in English and have good public relations and communications skills. Drivers will be uniformed as per VRT's specifications, with photo identification badges.
- b. **Driver equipment** will include communications devices, i.e. radios, walkie-talkies or cell phones as appropriate to communicate with dispatch and emergency services and as defined in the Contract.

- c. **Clearances for criminal background and drug and alcohol testing** will be conducted for all project staff through national background checks with fingerprinting, ten panel DOT compliant drug testing and training consistent with VRT and SSSEVA transit for elderly and persons with disabilities.
- d. **Vehicle inventory:** SSSEVA shall provide up to three (3) ADA compliant vehicles with four to ten (4-10) passenger capacities at all times during the term of this MOM. Vehicles must meet mileage and age requirements noted in the City of Suffolk "Request for Proposal" that is incorporated as a part of the Contract (the "RFP"). SSSEVA shall maintain the vehicles based on vehicle manufacturer recommended schedules plus maintenance as needed for repairs or safety upgrades. See Attachment II – Project Vehicles.
- e. **Vehicle parking and office location** will be identified by VRT prior to start of service.

III. **Para-Transit Operations Fee Schedule:**

The cost of drivers and vehicles per hour of service is \$47.00 to be paid by VRT to SSSEVA within 7 days of the City's full payment to VRT for such services and pay all interest on amounts owed that remain unpaid beyond the seven (7) day period as defined in Section 10.15 b. of the "Request for Proposal". Hours of Service will be from 6:30 AM until 6:18 PM, Monday through Friday except on the holidays agreed to by SSSEVA and VRT. SSSEVA will bill monthly for this service. See Attachment III – City of Suffolk "Request for Proposal".

IV. **Insurance:**

Proof of insurance coverage for general liability, automobile liability, workers' compensation, umbrella/excess liability and injuries to persons/property damage will be provided to the City and to VRT as per Attachment 3, consistent with Section 10.3, pages 14 and 15 of the RFP. See Attachment III – City of Suffolk Request for Proposal.

- v. **Para -Transit customer certification** for the Paratransit Services shall be provided by SSSEVA to VRT as required by applicable laws and/or as requested by VRT.

VI. **Para-Transit Rider Certification Fee Schedule:**

The cost of certification per customer processed is \$30.00. SSSEVA will bill monthly for this service to be paid by VRT to SSSEVA within 7 days of the City's full payment to VRT for such services and VRT shall pay all interest on amounts owed that remain unpaid beyond the seven (7) day period as defined in Section 10.15 b. of the RFP.

VII. ADA Para-transit procedures:

Customer application, notification and appeal processes including high quality customer service, resolution of complaints within 24-hours, on-time arrival, delivery and customer compliance with procedures will be monitored by a Para-transit Services Advisory Board (the "Board") with route, access and customer satisfaction measured through "on-board" surveys. VRT and SSSEVA shall cooperate in the appointment of members to the Board and in overseeing the activities of the Board.

- VIII. Service:** Paratransit routes will provide at least the minimum service of three quarters (3/4) of a mile corridor around fixed bus service/stops as dictated by ADA guidelines. The subcontractor arrangement between VRT and SSSEVA is collaborative and the contractual arrangement between the parties is intended to provide local expertise, professional training, management and service to best address the paratransit needs of the City residents.
- IX. Timeline of Activities:** The timeline for activities is from January 2, 2012 through December 31, 2012, with annual renewals, as defined in the Contract.
- X. Term:** This MOM shall be effective as of the date of the execution hereof by both parties and shall continue until the termination of the Contract, except that either party shall have the right to terminate this MOM upon sixty (60) days advance written notification to the other for any reason or for no reason.
- XI. Incorporation of Certain Provisions of RFP:** All terms of the RFP applicable to subcontractors and the relationship between VRT and its subcontractors under the RFP (the "Subcontractor Provisions") shall be applicable here as if fully included as a part of this MOA, and the Subcontractor Provisions are hereby incorporated herein by reference as a part hereof. Whenever there is any conflict between the terms. Of the Subcontractor Provisions and the terms herein, the terms of the Subcontractor Provisions shall prevail.

Execution:

Please sign and return a copy of this agreement to acknowledge acceptance of this commitment.

VIRGINIA REGIONAL TRANSIT

By: _____
Mark W. McGregor, CEO
Virginia Regional Transit

By: _____
John N. Skirven, CEO
Senior Services of Southeastern Virginia

Date: _____ Date: _____

APPENDIX E

Virginia Regional Transit System Security and Emergency Preparedness Plan (SSEPP)



Virginia Regional Transit

System Security and Emergency Preparedness Plan (SSEPP)

Date:

Created by Director of Facilities 9/01/11

Revision:

SSEPP Program Plan Revision History

Date	Revision	Description of Change
9/01/11	1	Complete Revision

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Glossary of Terms

Emergency:	A situation which is life threatening to passengers, employees, or other interested citizens or which causes damage to any transit vehicle or facility or results in the significant theft of services and reduces the ability of the system to fulfill its mission.
Fatality:	A transit-caused death that occurs within 30 days of the transit incident.
Injury:	Any physical damage or harm to a person that requires immediate medical attention and hospitalization.
Safety:	Freedom from danger.
Security:	Freedom from intentional danger.
Security breach:	An unforeseen event or occurrence that endangers life or property and may result in the loss of services or system equipment.
Security incident:	An unforeseen event or occurrence that does not necessarily result in death, injury, or significant property damage but may result in minor loss of revenue.
Security threat:	Any source that may result in a security breach, such as vandalism or disgruntled employee; or an activity, such as an assault, intrusion, fire, etc.
System:	A composite of people (employees, passengers, others), property (facilities and equipment), environment (physical, social, institutional), and procedures (standard operating, emergency operating, and training) which are integrated to perform a specific operational function in a specific environment.
System security:	The application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.
System security management:	An element of management that defines the system security requirements and ensures the planning, implementation, and accomplishments of system security tasks and activities.
System security program:	The combined tasks and activities of system security management and system security analysis that enhance operational effectiveness by satisfying the security requirements in a timely and cost-effective manner through all phases of a system life cycle.

Threat:	Any real or potential condition that can cause injury or death to passengers or employees or damage to or loss of transit equipment, property, and/or facilities.
Threat analysis:	A systematic analysis of a system operation performed to identify threats and make recommendations for their elimination or mitigation during all revenue and nonrevenue operation.
Threat probability:	The probability a threat will occur during the plan's life. Threat probability may be expressed in quantitative or qualitative terms. An example of a threat-probability ranking system is as follows: (a) frequent, (b) probable, (c) occasional, (d) remote, (e) improbable, and (f) impossible.
Threat resolution:	The analysis and subsequent action taken to reduce the risks associated with an identified threat to the lowest practical level.
Threat severity:	<p>A qualitative measure of the worst possible consequences of a specific threat:</p> <ul style="list-style-type: none">• Category 1 - Catastrophic. May cause death or loss of a significant component of the transit system, or significant financial loss.• Category 2 - Critical. May cause severe injury, severe illness, major transit system damage, or major financial loss.• Category 3 - Marginal. May cause minor injury or minor transit system damage, or minor financial loss.• Category 4 - Negligible. Will not result in injury, system damage, or financial loss.
Unsafe condition or act:	Any condition or act that endangers life or property.
Vulnerability:	Characteristics of passengers, employees, vehicles, and/or facilities that increase the probability of a security breach.

Section 1: Introduction to System Security and Emergency Preparedness

1.1 Background

1.2 Authority

1.3 Purpose, Goals, Objectives

1.4 Scope

1.1 Background

The terrible tragedy of September 11th, combined with nation's continuing war on terrorism, has created a heightened threat environment for public transportation. In this new environment, the vulnerabilities of public agencies and the communities they serve to acts of terrorism and extreme violence have greatly increased. Threat assessments issued by the Federal Bureau of Investigation (FBI) consistently have placed public transportation at the top of the *critical infrastructure protection agenda*, along with airports, nuclear power plants, and major utility exchanges on the national power grid.

To establish the importance of security and emergency preparedness in all aspects of our organization, Virginia Regional Transit, has developed this System Security and Emergency Preparedness (SSEP) Program Plan. This SSEP Program Plan outlines the process to be used by Virginia Regional Transit to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Virginia Regional Transit hopes to achieve not only an effective physical security program, but also to enhance our coordination with the local public safety agencies in our service area. Improved communication will increase their awareness of our resources and capabilities, and improve our readiness to support their efforts to manage community-wide emergencies.

In order to be effective, the activities documented in this SSEP Program Plan focus on establishing responsibilities for security and emergency preparedness, identifying our methodology for documenting and analyzing potential security and emergency preparedness issues, and developing the management system through which we can track and monitor our progress in resolving these issues.

1.2 Authority

The authority for implementing the SSEP Program Plan resides with the CEO.

1.3 Purpose, Goals and Objectives of SSEP Program

This Program demonstrates our process for addressing *system security and emergency preparedness*:

System Security – The application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

Emergency Preparedness – A uniform basis for operating policies and procedures for mobilizing transit agency and other public safety resources to assure rapid, controlled, and predictable responses to various types of transit and community emergencies.

The SSEP Program will support Virginia Regional Transit's efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents – may include accidents, natural disasters, crimes, terrorism, sabotage, civil unrest, hazardous materials spills and other events that require emergency response. Critical incidents require swift, decisive action from multiple organizations, often under stressful conditions. Critical incidents must be stabilized prior to the resumption of regular service or activities.

Critical incidents often result from emergencies and disasters, but can be caused by any number of circumstances or events. Successful resolution of critical incidents requires the cooperative efforts of both public transportation and community emergency planning and public safety agencies.

Virginia Regional Transit has established criteria for a critical incident:

Element of Definition	Agency Threshold
Service Interruption	Inability to provide service
Duration of Interruption	2 hours (system-wide) 24 hours (single route)
Injuries and Fatalities	2 or more injuries requiring hospitalization 1 or more fatalities
Dollar Amount of Property Damage	> \$10,000

1.3.1 Purpose

The overall purpose of Virginia Regional Transit's SSEP Program is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to Virginia Regional Transit's passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

1.3.2 Goals

The SSEP Program provides Virginia Regional Transit with a security and emergency preparedness capability that will:

1. Ensure that security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development agency policies, rules, and procedures; and coordination with local public safety and community emergency planning agencies.
2. Promote analysis tools and methodologies to encourage safe system operation through the identification, evaluation and resolution of threats and vulnerabilities, and the on-going assessment of agency capabilities and readiness.
3. Create a culture that supports employee safety and security and safe system operation (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment.

1.3.3 Objectives

In this new environment, every threat cannot be identified and resolved, but Virginia Regional Transit can take steps to be more aware, to better protect passengers, employees, facilities and equipment, and to stand ready to support community needs in response to a major event. To this end, our SSEP Program has four objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation.
2. Increase and strengthen community involvement and participation in the safety and security of our system.
3. Develop and implement a vulnerability assessment program, and based on the results of this program, establish a course of action for improving physical security measures and emergency response capabilities.
4. Expand our training program for employees, volunteers and contractors to address security awareness and emergency management issues.

1.4 Scope

Virginia Regional Transit's SSEP Program Plan is applicable to all aspects of our current service, ensuring that our operations, training, coordination with local public safety agencies, and general security and emergency preparedness planning address concerns resulting from heightened threat levels. Key elements of the scope of our SSEP Program Plan include:

1. An evaluation of our current capabilities to identify and prevent security incidents that may occur on our property.
2. Development of a Vulnerability Assessment Program to identify our weaknesses and guide planning activities.
3. Improved Physical Security.
4. Review and expansion of our training program for security and emergency response.
5. Enhanced emergency planning and procedures development.
6. Improved coordination with the Public Safety Agencies in our service area.

Tom Aholt – Mobile Repair – H – XXX-XXX-XXXX, C – 703-431-9863

2.2 Operating Characteristics and Service

See attached brochures and service schedules.

2.2.1 Service Area

See attached brochures and service schedules.

2.2.2 Service Design

Service Types:

- Fixed Route
- Demand Response
- Route Deviation

2.3 Vehicles and Facilities

Vehicles - See attached Fleet Inventory.

Facilities – All facility access is via electronic key pad and internal camera surveillance is in effect 24 hours a day. External security is accomplished via camera surveillance and lighting surrounding the building.

Section 3: SSEP Program Roles and Responsibilities

3.1 Philosophy
3.2 Roles and Responsibilities
3.3 Responsibility Matrices
3.4 Existing SSEP Capabilities and Practices
3.5 Training and Exercising
3.6 Local Public Safety Agencies
3.7 Other Transit Agencies

3.1 Philosophy

Virginia Regional Transit hopes to ensure that, if confronted with a security event or major emergency, Virginia Regional Transit personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices, identified in drills, training, rules and procedures.

This level of proficiency requires the establishment of formal mechanisms to be used by all Virginia Regional Transit personnel to identify security threats and vulnerabilities associated with Virginia Regional Transit's operations, and to develop controls to eliminate or minimize them. The SSEP Program also requires Virginia Regional Transit's process for:

1. Coordinating with local law enforcement and other public safety agencies to manage response to an incident that occurs on a transit vehicle or affects transit operations, and
2. Identifying a process for integrating Virginia Regional Transit's resources and capabilities into the community response effort to support management of a major event affecting the community.

Virginia Regional Transit management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEP Program.

3.2 Division of Responsibilities

3.2.1 All Personnel

Virginia Regional Transit personnel must understand and adopt their specific roles and responsibilities, as identified in the SSEP Program, thereby increasing their own personal safety and the safety of the passengers, during normal operations and in emergency conditions.

To ensure the success of the SSEP Program, the following functions must be performed by Virginia Regional Transit personnel:

1. Immediately reporting all suspicious activity, no matter how insignificant it may seem, to the CEO or his designee.
2. Immediately reporting all security incidents.
3. Using proper judgment when managing disruptive passengers and potentially volatile situations.
4. Participation in all security and emergency preparedness training, including drills and exercises.

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5. Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity.
 6. Notifying the CEO or his designee when a physical or mental condition, or required medications or therapies, may impair the ability to perform security or emergency preparedness functions.
 7. Accurately completing "Employee Statements" on appropriate reports.

3.2.2 Executive Director

Under the authority of the Virginia Regional Transit's Board of Directors, the Chief Executive Officer has the overall authority to develop and execute the agency's SSEP Program. Ultimate accountability for implementation of the SSEP Program rests with the CEO. In addition, the CEO is responsible for the following specific activities:

1. Ensuring that sufficient resources and attention are devoted to the SSEP Program, including:
 - Development of standard operating procedures related to employee security duties
 - Development and enforcement of safety and security regulations;
 - Development of emergency operating procedures to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents
 - Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies
2. Development of an effective notification and reporting system for security incidents and emergencies
3. Designating a Point of Contact (POC) to manage the SSEP Program
4. Communicating security and emergency preparedness as top priorities to all employees
5. Developing relations with outside organizations that contribute to the SEPP Program, including local public safety and emergency planning agencies

3.2.3 SSEP Program Point of Contact (POC)

To ensure coordinated development and implementation of the SSEP Program, the CEO has designated the Facilities Manager as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the SSEP Program. The POC, who reports directly to the CEO, has been granted the authority to utilize Virginia Regional Transit's resources to develop the SSEP Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The General Manager has the responsibility for overseeing the SEPP Program on a daily basis. The General Manager will be the direct liaison with the agency's operators

and dispatchers, regarding the SSEP Program. The General Manager also will serve as Virginia Regional Transit's primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the General Manager will serve as the lead liaison for the agency. The General Manager also will be responsible for the security-related agenda items for Safety/Vehicle Accident Prevention Committee meetings and actions.

In managing this Program, the POC will:

1. Be responsible for successfully administering the SSEP Program and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives.
2. Review current agency safety, security and emergency policies, procedures, and plans, and identifying needed improvements.
3. Develop and implement plans for addressing identified improvements.
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees.
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness.
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness.
7. Review new agency purchases to identify security-related impacts.
8. Ensure performance of at least one emergency exercise annually.

3.2.4 Vehicle Accident Prevention Committee (VAP)

Given the nature and scope of Virginia Regional Transit's operations, it has been determined that a separate Security Committee is unnecessary. As a continuing responsibility of the Vehicle Accident Prevention (VAP)/Safety Committee, there will be a permanent agenda oriented toward security and emergency preparedness matters, ranging from comments on the management of the SSEP Program Plan to liaison with public agencies and feedback from employees. It also will be an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

The General Manager will be responsible for managing the security agenda during the VAP Committee meetings. When appropriate, members of local fire and police departments will be invited to participate in the security portion of the VAP Committee meetings.

The VAP Committee provides the primary mechanism through which the agency:

1. Identifies security conditions and problems at the agency
2. Organizes incident investigations and develops and evaluates corrective actions to address findings
3. Obtains data on agency security performance

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4. Develops strategies for addressing agency security problems
 5. Coordinates the sharing of security responsibilities and information
 6. Manages the integration of security initiatives and policies in agency operations
 7. Evaluates the effectiveness of the security program
 8. Ensures document reviews and configuration management
 9. Manages the development and revising of agency policies, procedures, and rules
 10. Coordinates interaction with external agencies

The Committee also ensures that all agency employees, volunteers and contractors:

1. Have a full knowledge of the security program and emergency preparedness programs
2. Make security and emergency preparedness a primary concern while on the job
3. Cooperate fully with the agency regarding any incident investigation
4. Raise security and emergency preparedness concerns

3.2.5 Supervisors

Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to Virginia Regional Transit operations personnel in a manner that encourages employees, volunteers and contractors to incorporate SSEP practices into their everyday work. The specific responsibilities of supervisors include the following.

1. Having full knowledge of all standard and emergency operating procedures.
2. Ensuring that bus operators make security and emergency preparedness a primary concern when on the job.
3. Cooperating fully with the SSEP Program regarding any accident investigations as well as listening and acting upon any security concerns raised by the drivers.
4. Immediately reporting security concerns to the Transit Managers.

In addition, when supporting response to an incident, supervisors are expected to:

1. Provide leadership and direction to employees during security incidents
2. Handle minor nonthreatening rule violations
3. Defuse minor arguments
4. Determine when to call for assistance
5. Make decisions regarding the continuance of operations
6. Respond to fare disputes and service complaints
7. Respond to security-related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance
8. Complete necessary security-related reports
9. Take photographs of damage and injuries
10. Coordinate with all outside agencies at incident scenes

3.2.6 Bus Operators

In addition to the general responsibilities identified for ALL PERSONNEL, Bus Operators (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each Bus Operator will:

1. Take charge of a security incident scene until the arrival of supervisory or emergency personnel
2. Collect fares in accordance with agency policy (if applicable)
3. Attempt to handle minor non-threatening rule violations
4. Respond verbally to complaints
5. Attempt to defuse minor arguments
6. Determine when to call for assistance
7. Maintain control of the vehicle
8. Report all security incidents to agency dispatch
9. Complete all necessary security-related reports
10. Support community emergency response activities as directed by Virginia Regional Transit's policies and procedures

3.2.7 Other Personnel

Other personnel who support Virginia Regional Transit also have responsibilities for the SSEP Program.

Dispatchers are expected to:

- Receive calls for assistance
- Dispatch supervisors and emergency response personnel
- Coordinate with law enforcement and emergency medical service communications centers
- Notify supervisory and management staff of serious incidents
- Establish on-scene communication
- Complete any required security-related reports
- Provide direction to on-scene personnel

Mechanics (including volunteers and contractors) are expected to:

- Report vandalism
- Report threats and vulnerabilities of vehicle storage facilities
- Provide priority response to safety and security critical items such as lighting
- Maintain facility alarm systems

Human Resources personnel are responsible for:

- Ensuring all pre-employment screening processes are carried out effectively
- Notifying the CEO of employee disciplinary action that may result in the affected employee becoming a risk to Virginia Regional Transit's facilities, systems, passengers, employees or other assets
- Educating employees on employee ID policy and procedure

Communications (Marketing-Customer Service-Community Relations) are responsible for:

- Requesting assistance from transit public safety resources as needed for special events
- Providing insight into potential threats and vulnerabilities through feedback from customer focus groups and other information sources
- Designating a Public Information Officer (PIO) for media contact regarding security incidents and issues
- Coordinating community-oriented policing efforts and programs with officers assigned to community-oriented policing duties by the Public Safety and Security Administrator

3.3 Responsibility Matrices

The operation and maintenance of Virginia Regional Transit requires a continual emphasis on security, from the procurement of new systems and equipment, through the hiring and training of employees, to the management of the agency and the provision of service, to the rehabilitation and disposal of existing equipment and facilities. The security function must be supported by an effective capability for emergency response, both to support resolution of those incidents which occur on transit property and those events which affect the surrounding community served by Virginia Regional Transit.

Tasks have been identified to provide direction in implementation of this SSEP Program. These tasks are on-going and are considered minimum requirements. Tasks are identified in the matrices below. Also identified are the organizational/participant responsibilities for each task, as designated by the following code:

- P** **Primary Task Responsibility** – The identified participant(s) is (are) responsible for the preparation of the specified documentation.
- S** **Secondary or Support Responsibility** – The identified participant(s) is (are) to provide the necessary support to accomplish and document the task.
- R** **Review/Comment Responsibility** – The identified participant(s) is (are) to review and provide comment on the task or requirement.
- A** **Approval Responsibility** – The identified participant is to review, comment and subsequently approve the task or requirement.

3.4 Existing SSEP Capabilities and Practices

A summary of the existing proactive methods, procedures, and actions to prevent, deter, or minimize security incidents include:

- Emphasis on agency personnel awareness
- Participation in Virginia Department of Transportation (VDOT) training
- Review of VDOT materials
- Analysis of security incidences and suspicious activity to determine a proper course of action including:
 - Identifying potential and existing problem areas
 - Developing action plans

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- Implementing the plans
 - Measuring results
 - Hosting an annual meeting with local law enforcement
 - Annual meeting with local emergency management agency
 - Review of local and transit agency emergency plans
 - Review of FTA documentation on system security and emergency preparedness

A summary of other existing proactive actions and systems to prevent, deter or minimize security incidences includes:

- Conducting security surveys with local law enforcement as a formal threat and vulnerability analysis process
- Local police notification/participation in employee discharge and/or discipline process as needed
- Evaluation of security/emergency response procedures for completeness and accuracy
- Participation by local law enforcement in training of new drivers as requested to increase awareness in security matters
- Presentations by local police and transit agency personnel to employees, the public or other groups interested in transit security matters
- Development and distribution of crime prevention information in agency brochure for passengers and the public

3.5 Training and Exercising

To be determined at a later date.

3.6 Coordination with Local Public Safety Agencies

To support improved emergency and incident preparedness and response, Virginia Regional Transit will participate in, at a minimum, one exercise or drill with local public safety organizations in order to:

- Review current plans and policies
- Identify current security and emergency considerations*
- Develop procedures (if necessary)
- Establish and maintain ongoing communication

3.7 Coordination with Other Transit Agencies

Loudoun County Office of Transportation-

Chief of Transit and Commuter Services – 703/737-8384

Section 4: Threat and Vulnerability Resolution Process

4.1 Threat and Vulnerability Identification

4.2 Threat and Vulnerability Assessment

Threat and vulnerability assessment offers Virginia Regional Transit the ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

1. Which assets can we least afford to lose?
2. What is our responsibility to protect these assets?
3. Where do we assume total liability for risk, and where do we transfer risk to local public responders, technical specialists, insurance companies, and the Federal Government?

4.1 Threat and Vulnerability Identification

The primary method used by Virginia Regional Transit to identify the threats to the transit system and the vulnerabilities of the system is the collection of incident reports submitted by bus operators and supervisors and information provided by local law enforcement and contractors.

Information resources include the following:

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- Operator incident reports
 - Risk management reports
 - Bus maintenance reports
 - Marketing surveys
 - Passengers' letters and telephone calls
 - Management's written concerns
 - Staff meeting notes
 - Statistical reports
 - Special requests
 - Type of incidents
 - Crimes against persons
 - Crimes against property
 - General incidents
 - Disposition of incidents (same as disposition of call for service)

The VAP Committee will review security information resources and determine if additional methods should be used to identify system threats and vulnerabilities such as a formal evaluation program to ensure that security procedures are maintained and that security systems are operable.

Security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:

- Equipment preparedness - to ensure that security equipment is operable and in the location where it belongs
- Employee proficiency - To ensure that employees know how and when to use security equipment
- System effectiveness - To evaluate security by employing security system exercises.

4.2 Threat and Vulnerability Assessment

The threats which are most likely to occur include the following disruptive incidents:

- Drunkenness
- Disorderly conduct
- Disputes
- Minor assaults

Other potential occurrences include:

- Fare evasion
- Loud radios/behavior
- Smoking
- Littering
- Eating/drinking

Section 5: Evaluation and Modification of the SSEPP

5.1 Evaluation

5.2 Modification & Update

5.1 Evaluation

5.1.1 Internal

The SSEPP is a "living document" and needs to address issues associated with system security and emergency preparedness on a timely and proactive basis. It is incumbent upon all appropriate personnel of Virginia Regional Transit to constantly evaluate the effectiveness of the SSEPP as well as implementation. The SSEPP POC and General Manager will work with the VAP to ensure that the SSEPP is evaluated for effectiveness annually.

5.1.2 External

The SSEPP POC and General Manager will serve as the agency liaison with external agencies involved in the auditing of existing procedures associated with the SSEPP [liability insurers may want to audit the implementation of the SSEPP].

5.2 Modification and Update

If during the internal or external evaluations, or based upon SSEPP findings and activities, Virginia Regional Transit will revise its SSEPP and supporting documentation and training to reflect new practices, policies, and procedures. The VAP is responsible for screening changes and modifications to facilitate ongoing revisions to keep the SSEPP current.

Appendix A: Vehicle Safety Program Implications

Guidelines for Rural and Small Urban Vehicles Safety Program Plans

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
1	MANAGEMENT COMMITMENT	<ul style="list-style-type: none"> ➤ Safety Policy Statement 	<ul style="list-style-type: none"> ➤ MEMORANDUM AUTHORIZING SYSTEM SECURITY AND EMERGENCY PREPAREDNESS (SSEP) PROGRAM
2	COMPLIANCE RESPONSIBILITIES	<ul style="list-style-type: none"> ➤ CEO ➤ Bus Operators, mechanics and others operating agency vehicles (and volunteers) ➤ Vehicle Accident Prevention (VAP) Committee ➤ Safety incentive program(s) 	<ul style="list-style-type: none"> ➤ EXPANDED TO ADDRESS SSEP PROGRAM ➤ CREATION OF SSEP PROGRAM POINT OF CONTACT (POC) ➤ NEW RESPONSIBILITIES FOR VAP COMMITTEE ➤ SSEP PROGRAM AGENDA FOR QUARTERLY VAP COMMITTEE MEETINGS
3	DRIVERS – INITIAL HIRE	<ul style="list-style-type: none"> ➤ Qualifications ➤ Initial Training 	<ul style="list-style-type: none"> ➤ COMMITMENT TO ADDRESS SSEP ISSUES IN HIRING

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
	QUALIFICATIONS	<ul style="list-style-type: none"> ➤ Application ➤ Interviews ➤ Physical Requirements ➤ Age ➤ Knowledge of English ➤ Driver Licensing ➤ Operating Skills ➤ Criminal Record Checks ➤ Ability to perform simple math ➤ Reasonable knowledge of the service area and ability to read basic maps ➤ A road test given by a designated Agency Supervisor is required ➤ A written driving skills test is required 	<ul style="list-style-type: none"> ➤ EXPANSION OF NEW HIRE BACKGROUND CHECK ➤ EXPANSION OF NEW HIRE APPLICATION PROCESS TO EMPHASIZE IMPORTANCE OF SAFETY, SECURITY AND EMERGENCY PROCEDURES
	INITIAL TRAINING	<ul style="list-style-type: none"> ➤ Agency Policies and Procedures ➤ Federal and State Guidelines and Regulations ➤ Pre and Post Trip Inspections ➤ Vehicle Familiarization ➤ Basic Operations and Maneuvering ➤ Special Driving Conditions ➤ Backing ➤ Bad Weather ➤ Boarding and Alighting Passengers ➤ Defensive Driving Course (DDC) ➤ Passenger Assistance Training – DRIVE Training ➤ On Road 	<ul style="list-style-type: none"> ➤ ADDITIONAL TRAINING TO ADDRESS SECURITY AWARENESS, REPORTING SUSPICIOUS ACTIVITY, REPORTS AND DOCUMENTATION, AND PRE AND POST TRIP INSPECTIONS

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
4	DRIVERS – ONGOING SUPERVISION AND TRAINING	<ul style="list-style-type: none"> ➤ Training - refresher/retraining ➤ Evaluation and supervision ➤ Motor vehicle record checks ➤ Physical examination as required by DOT ➤ Safety meetings ➤ Seat-belt usage ➤ Discipline/recognition ➤ Preventable accidents/injuries 	<ul style="list-style-type: none"> ➤ ADDITIONAL REFRESHER TRAINING AND "PROFICIENCY TESTS" FOR KNOWLEDGE OF EMERGENCY PROCEDURES ➤ ADDITIONAL RESPONSIBILITIES FOR SUPERVISION
5	EMERGENCY DRIVING PROCEDURES	<ul style="list-style-type: none"> ➤ Emergency driving procedures ➤ Accident causes <ul style="list-style-type: none"> • Slippery road surfaces • Driving at night • Driving through water • Winter driving • Driving in very hot weather ➤ Vehicle breakdowns and unavoidable stops ➤ Vehicle fire/evacuation ➤ Hold up/robbery ➤ Natural disasters <ul style="list-style-type: none"> • Tornado • Flood procedures - vehicle 	<ul style="list-style-type: none"> ➤ EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE ADDITIONAL SECURITY AND EMERGENCY CONDITIONS ➤ EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE SUPPORT OF COMMUNITY RESPONSE TO A MAJOR EVENT OR EMERGENCY ➤ EMERGENCY TRAINING AND EXERCISING
6	PASSENGER SAFETY	<ul style="list-style-type: none"> ➤ General guidelines ➤ Seat-belts ➤ Child safety seats ➤ Mobility device securement and passenger restraint systems 	<ul style="list-style-type: none"> ➤ EXPANSION OF PROCEDURES FOR MANAGING DIFFICULT PASSENGERS ➤ CLARIFICATIONS REGARDING

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
		<ul style="list-style-type: none"> ➤ Difficult passengers ➤ Medical condition ➤ First aid ➤ Bloodborne pathogens/infection control 	FIRST AID AND BLOODBORNE PATHOGENS/INFECTION CONTROL
7	VEHICLES & EQUIPMENT	<ul style="list-style-type: none"> ➤ Vehicles & equipment ➤ Preventive maintenance ➤ Program development ➤ Preventive maintenance needs ➤ Preventive maintenance program ➤ Format for preventive maintenance program for transit vehicles ➤ Master vehicle service and repair record – maintenance history ➤ Preventive maintenance intervals <ul style="list-style-type: none"> • A Level Inspection • B Level Inspection • C Level Inspection ➤ Pre & post trip inspections ➤ Emergency equipment on vehicles and usage ➤ Use of emergency equipment on vehicles ➤ Vehicle procurement <ul style="list-style-type: none"> • Exterior • Visibility • Interior ➤ Vehicle security ➤ Vehicle safety in and around the shop or 	<ul style="list-style-type: none"> ➤ EXPANSION OF VEHICLE SECURITY PROCEDURES ➤ EXPANSION OF MAINTENANCE PROCEDURES FOR IDENTIFYING AND REPORTING VANDALISM, SUSPICIOUS SUBSTANCES, OR VEHICLE TAMPERING ➤ EXPANSION OF VEHICLE PROCUREMENT PROCEDURES TO ADDRESS SECURITY TECHNOLOGY

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
		yard	
8	ACCIDENT MANAGEMENT	<ul style="list-style-type: none"> ➤ Accident documentation packet ➤ Accident notification procedures – bus operator responsibility ➤ Accident investigation – management responsibility ➤ Accident investigation kit ➤ Reconstruction & analysis ➤ Drug and alcohol tests ➤ Media relations and crises communication after an accident 	<ul style="list-style-type: none"> ➤ ADDITIONAL TOOLS FOR ACCIDENT DOCUMENT PACKET TO ADDRESS SECURITY ➤ ADDITIONAL TOOLS FOR MEDIA RELATIONS
9	INSURANCE CLAIMS AND LITIGATION MANAGEMENT	<ul style="list-style-type: none"> ➤ Dealing with adjusters ➤ Dealing with attorneys – ours/theirs 	<ul style="list-style-type: none"> ➤ ADDITIONAL CONSIDERATIONS FOR COVERAGE
10	DAY TO DAY OPERATIONS – MONITORING FOR SAFETY	<ul style="list-style-type: none"> ➤ Record keeping ➤ Keeping informed <ul style="list-style-type: none"> • Websites • Publications 	<ul style="list-style-type: none"> ➤ ADDITIONAL REPORTS FOR SECURITY-RELATED INCIDENTS

Appendix B

SECURITY BASELINE PLANNING WORKSHEET	Yes	No	Notes
Has Executive Management accepted responsibility for the management of security vulnerabilities during the design, engineering, construction, testing, start-up and operation of the transit system?			
Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved (or accepted) through a process that promotes accountability for decision-making?			
Does Agency have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all organizational levels within the operation (including contractors)?			
Does Agency have access to personnel with security management experience, knowledge, skills, and abilities?			
Does Agency ensure that resources are effectively allocated to address security considerations?			
Is the protection of passengers, employees, contractors, emergency responders and the general public a priority whenever activities are planned and performed at the Agency?			
Wherever possible, does the Agency guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals, vehicle specifications, and contracting guidelines)?			
Does the Agency routinely evaluate its capabilities to provide adequate assurance that the public, and employees are protected from adverse consequences?			
Has the Agency committed to developing security mitigation measures to prevent and manage security vulnerabilities?			
Has the Agency appropriately documented its security measures in plans, procedures, training, and in project requirements, specifications and contracts?			
Does the Agency have a formal System Security Program, documented in a System Security Program Plan (Security Plan)?			
If "yes," is the Security Plan current, reflecting current security operations and system configuration?			
If "no," does the Agency have plans in place to develop a Security Plan?			
If "no," prepare a brief list of all activities performed at the Agency that address security concerns (for example, include facility access control; procedures for handling			ATTACH

SECURITY BASELINE PLANNING WORKSHEET	Yes	No	Notes
difficult people; workplace violence program; bomb threat management plan; procedures for identifying and reporting suspicious activity; facility and vehicle evacuation and search procedures; coordination with local law enforcement, etc.)			LIST

GENERAL EMERGENCY RESPONSE CAPABILITIES	Yes	No	Notes
Does the Agency have an Emergency Plan?			
Does the Agency have Emergency Operating Procedures?			
Does the Agency have an Incident Response Plan for Terrorism, as an appendix to the Emergency Plan or as a separate plan?			
Does the Agency coordinate with local public safety organizations on the development, implementation and review of the Emergency Plan and procedures?			
Does the Emergency Plan specify use of the Incident Command System?			
Have the employees been trained in the Emergency Plan and Procedures?			
Does the Agency conduct routine drills, table-tops and refresher training?			
Does the Agency coordinate its drilling and training for emergency response with local public safety organizations?			
Does the Agency conduct briefings of after-action reports to assess performance during the drill or exercise and identify areas in need of improvement?			
Have members of the Agency participated in Domestic Preparedness Training Programs sponsored by the Federal government (FEMA, FBI, DOD, etc.)?			
PREVIOUS EXPERIENCE			
Has the Agency experienced an emergency in the last 12 months?			
If "yes," were you satisfied with the Agency's level of response?			
Has the Agency received a bomb threat in the last 12 months?			
Has the Agency evacuated in its facilities in the last 12 months as the result of a bomb threats?			
Has the Agency conducted a physical search of a facility in response to a bomb threat?			

Points of Emphasis

1. **Awareness** - Train all security and maintenance personnel to spot suspicious-looking or unfamiliar people or objects.
2. **Communication** - Teach employees and/or tenants the importance of awareness; encourage them to identify and report anything that appears out-of-the-ordinary.
3. **Screening** - Develop and implement systems for identifying and controlling visitor access to the building.
4. **Inspection** - Establish strict procedures for the control and inspection of packages and materials delivered to the building, particularly those intended for critical areas.
5. **Procedures** - Instruct all personnel, particularly telephone switchboard or reception personnel, on what to do if a bomb threat is received.
6. **Surveillance** - Instruct security and maintenance personnel to routinely check unattended public or open areas, such as restrooms, stairways, parking garages and elevators.
7. **Lighting** - Make sure that all of the facility's access points are well-lit.
8. **Systems Awareness** - Unexpected interruptions in the building's fire or security systems may not be coincidental; train personnel to identify and address them immediately.
9. **Local Authorities** - Contact local government agencies to determine their procedures for dealing with bomb threats, search, removal and disposal.
10. **Contingency** - Assure adequate protection and off-site backup for classified documents, proprietary information, critical records and activities essential to the operation of your business.

Appendix C: Emergency Response Planning, Coordination, and Training Considerations

1. Emergency Response planning, coordination, and training is formalized and documented, and identifies responsibilities of employees by function
2. Service continuation, restoration/recovery plan developed
3. Emergency drills and table-top exercises scheduled on a regular basis
4. Coordination and training with outside agencies, including:
 - Fire/rescue units; Hospitals; Police; Hazardous materials/Environmental agencies / Regional Office of Emergency Management
5. Media relations/information control procedures and policies established (internal and external to agency)
6. Documentation of drills maintained; drill critiques held; recommendations recorded with follow-up
7. Emergency procedures reviewed by Management on a regular basis and updated as needed
8. Procedure revisions and updates incorporated into evacuation procedures; Standard Operation Procedures (SOPs) developed for signature(s) and distribution
9. Regular assessments of employee proficiency conducted
10. Emergency contacts list developed and responsibility for call-outs identified
11. Emergency evacuation routing for transit vehicles developed
12. Employees issued quick reference guidelines for emergency situations
13. Support systems developed to provide post-incident support to customers and employees
14. Regular functional testing/inspection of emergency support equipment and systems
15. Pre-determination of factors that would require partial or full service shut-down
16. Contingency plans for loss of electrical power and radio or phone communications

System Security Considerations

1. Security Plan established, which addresses all operations modes and contracted services
2. System security responsibilities and duties established
3. Personal safety awareness/education programs for passengers and employees and community outreach
4. Security equipment regularly inspected, maintained and functionally tested; including personal equipment issued to security personnel
5. Contingency SOPs developed; drills and table-top exercises conducted for extraordinary circumstances:
 - a. Terrorism (including chemical/biological agents/weapons of mass destruction); Riot / Domestic unrest; Catastrophic natural events; and System-wide communications failure
6. Planning, coordination, training and mutual aid agreements with external agencies (state, local police, FBI and other federal agencies)
7. Security SOPs reviewed on a regular basis and updates made as needed to Security Plan

-
8. Security equipment installed, inspected, and maintained to monitor trespass activities
 9. Data collection established for all security issues/incidents; analysis performed and recommendations made; document control established, including follow-up
 10. Security risk/vulnerability assessments conducted, documented and reviewed
 11. Contingency plans for loss of electrical power and radio or phone communications
 12. SOPs for critical incident command, control, and service continuation/restoration
 13. Security training provided to all staff levels (from front-line "eyes and ears" concept to professional level security training)
 14. Background checks on employees and contractors (where applicable)
 15. Regular assessments of employee security proficiencies conducted
 16. Employees issued quick reference guidelines for security situations
 17. Emergency contacts list developed and responsibilities for call-outs identified
 18. Visitor, deliveries and contractor facility access procedures developed/visible identification required
 19. Concepts of Crime Prevention Through Environmental Design (CPTED) applied in reviews of facilities and in new design and modifications
 20. Security checklists developed and regularly used for verifying status of physical infrastructure and security procedures
 21. Agency employees identifiable by visible identification and/or uniform
 22. Policy and procedures in place for facilities key control

Appendix D: Bomb Threat Checklist and Procedures

Bomb Threat Checklist

Exact time and date of call: _____

Exact words of caller: _____

Voice Noise	Accent	Manner	Background
<input type="checkbox"/> Loud	<input type="checkbox"/> Local	<input type="checkbox"/> Calm	<input type="checkbox"/> Factory Machines
<input type="checkbox"/> High Pitched	<input type="checkbox"/> Foreign	<input type="checkbox"/> Rational	<input type="checkbox"/> Bedlam
<input type="checkbox"/> Raspy	<input type="checkbox"/> Race	<input type="checkbox"/> Coherent	<input type="checkbox"/> Music
<input type="checkbox"/> Intoxicated	<input type="checkbox"/> Not Local	<input type="checkbox"/> Deliberate	<input type="checkbox"/> Office Machines
<input type="checkbox"/> Soft	<input type="checkbox"/> Region	<input type="checkbox"/> Righteous	<input type="checkbox"/> Mixed
<input type="checkbox"/> Deep	<input type="checkbox"/> Local	<input type="checkbox"/> Angry	<input type="checkbox"/> Street Traffic
<input type="checkbox"/> Pleasant	<input type="checkbox"/> Foreign	<input type="checkbox"/> Irrational	<input type="checkbox"/> Trains
<input type="checkbox"/> Other	<input type="checkbox"/> Race	<input type="checkbox"/> Incoherent	<input type="checkbox"/> Animals
<input type="checkbox"/> Raspy	<input type="checkbox"/> Not Local	<input type="checkbox"/> Emotional	<input type="checkbox"/> Quiet
<input type="checkbox"/> High Pitched	<input type="checkbox"/> Region	<input type="checkbox"/> Laughing	<input type="checkbox"/> Voices
<input type="checkbox"/> Loud			<input type="checkbox"/> Airplanes
			<input type="checkbox"/> Party Atmosphere
Language	Speech	Familiarity with Threatened Facility	
<input type="checkbox"/> Excellent	<input type="checkbox"/> Fast	<input type="checkbox"/> Much	
<input type="checkbox"/> Fair	<input type="checkbox"/> Distinct	<input type="checkbox"/> Some	
<input type="checkbox"/> Foul	<input type="checkbox"/> Stutter	<input type="checkbox"/> None	
<input type="checkbox"/> Good	<input type="checkbox"/> Slurred		
<input type="checkbox"/> Poor	<input type="checkbox"/> Slow		
<input type="checkbox"/> Other	<input type="checkbox"/> Distorted		
<input type="checkbox"/> Pleasant	<input type="checkbox"/> Nasal		
<input type="checkbox"/> Other	<input type="checkbox"/> Lisp		
<input type="checkbox"/> Raspy	<input type="checkbox"/> Other		

Questions to Ask the Caller

When is the bomb going to explode?

Where is the bomb?

What does it look like?

What kind of bomb is it?

What will cause it to explode?

Did you place the bomb?

Why did you place the bomb?

Where are you calling from?

What is your address?

What is your name?

Observations

If the voice is familiar, whom did it sound like?

Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

Bomb Threat Procedures

In recent years the use and threatened use of explosives in our society has increased at an alarming rate. Organizations must prepare a plan of action to respond effectively. This brief provides guidelines that will assist transit agencies in developing a procedure specific to their particular environment.

Steps to Be Considered

When faced with a bomb threat, the primary concern must always be the safety of passengers, employees, and emergency responders. Many transit agencies already have a disaster or emergency procedure for responding to smoke, fire, or medical emergencies in stations, administrative facilities, and shops/yards. Several aspects of these procedures remain viable in a bomb threat procedure.

However, new problems must be addressed when a bomb threat is received. For example, in the instance of a fire, effort is directed at evacuating the occupants in a quick and orderly manner. In the case of a bomb threat, if evacuation is initiated, the exit routes and assembly areas should be searched prior to vacating the premises. The potential hazard remains when a building is evacuated before a search has been made. Personnel cannot safely re-occupy the building and resume normal activities until a search has been conducted. Such problems require a procedure with 7 logical steps:

- Step 1: Threat Reception
- Step 2: Threat Evaluation
- Step 3: Search Procedure
- Step 4: Locating Unidentified Suspicious Objects
- Step 5: Evacuation Procedure
- Step 6: Re-occupation of Building
- Step 7: Training of Essential Personnel

Each of these steps is discussed below:

Step 1: Threat Reception

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written into system)

- May be more serious than phoned-in threats
- Written threats are generally more difficult to trace than phoned-in threats

Letter and Package Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded
- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered.
- Where is the bomb?
- When is it going to explode?
- What does it look like?
- What kind of bomb is it?
- Why did you place the bomb?
- What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, it is suggested a printed form be readily available. A sample is provided in Appendix D. Typically, this checklist is kept readily available to the transit dispatcher or administrative personnel most likely to receive such a threat.

Written and Letter/Package Threats should be treated as "suspicious objects" (see Step 4).

Step 2: Threat Evaluation

Two basic descriptions of threats can be identified:

- **Non-specific threat:** This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- **Specific threat:** This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized, therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access “land line” telephones to manage communications more effectively during the search. A system that utilizes the employees – after evacuations have been ordered – should always and only use volunteers.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats
- Effective security arrangements have been established
- Information in the warning is imprecise or incorrect
- The caller sounded intoxicated, amused, or very young
- The prevailing threat of terrorist activity is low

Factors favoring movement of personnel before searching (volunteer search):

- The area is comparatively open
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack
- A prevailing threat of terrorist activity is high

Step 3: Search Procedure

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel – familiar with the zone or section – identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be "crossed off" the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be commiserate with the perceived threat level:

- An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.
- The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

Historically, the following areas have been used to conceal explosive or hoax devices in the transit environment:

Outside Station Areas	Inside Stations
<ul style="list-style-type: none">• Trash cans• Dumpsters• Mailboxes• Bushes• Street drainage systems• Storage areas• Parked cars• Shrubbery• Newspaper Stands	<ul style="list-style-type: none">• Ceilings with removable panels• Overhead nooks• Areas behind artwork, sculptures and benches• Recently repaired/patched segments of walls, floors, or ceilings• Elevator shafts• Restrooms• Behind access doors• In crawl spaces• Behind electrical fixtures• In storage areas and utility rooms• Trash receptacles• Mail rooms• Fire hose racks

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed operators on certain bus routes or rail lines to immediately bring their vehicles to a safe location, unload passengers, and walk through the vehicle – looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

Step 4: Locating an Unidentified Suspicious Package

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it and (2) to report it to the General Manager immediately. The following information is essential:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information – how difficult to secure area, evacuate, nearest emergency exits, etc.

Based on this information, decisions will be made regarding the following:

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object
- Activities to establish ownership of the object (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)

-
-
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
 - Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information:

- Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:
 - Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable)
 - Falling structural material
 - Flying debris (especially glass)
 - Asphyxiation (lack of oxygen)
 - Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave)
 - Bomb fragments
 - Burns from incendiary devices or fires resulting from blast damage
 - Inhalation of toxic fumes resulting from fires
- The following are general rules to follow to avoid injury from an IED:
 - Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion
 - Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation
 - Keep away from glass windows or other materials that could become flying debris
 - Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation assembly area has been highly publicized
 - Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device
 - Perpetrators have detonated a small device to bring public safety personnel to the site; a larger, more deadly device has detonated some time after the first device, thereby inflicting a large number of casualties on the first responder community

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- Perpetrators have used a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas. These attacks are especially harmful because the evacuation assembly areas often concentrate transit personnel and passengers more densely than would otherwise be the case.

Step 5: Evacuation Procedure

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel.

Assembly areas should be pre-selected and well known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the assembly area. If possible, for major transit stations, assembly areas should be coordinated with local police in advance. Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).
- Locate assembly areas in areas where there is little chance of an IED being hidden. Open spaces are best. Avoid parking areas because IEDs can be easily hidden in vehicles.
- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.
- Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.
- Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid

developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

Step 6: Re-Occupation of Station/Facility

Re-occupation of the building is a decision that must be made by the General Manager with the guidance of local law enforcement. If the evacuation was made without a search, the premises should be searched before re-occupation.

Step 7: Training

Training to be assigned at a later date.

Conclusion

Considering recent events, it is advisable to consider all threats serious. A well-prepared and rehearsed plan will ensure an effective, quick search with minimal disruption of normal operation. Panic and possible tragedy can be avoided. Appropriate security, heightened employee and passenger awareness, and good housekeeping controls will identify many potential problems.

Appendix E: Sample Emergency Telephone Directory

Virginia State Police – 804/674-2000

Loudoun County:

Emergency Services (OES): 703/777-0333
Sheriff/Coroner: 703/771-5276
Leesburg Police: 703/771-4500
Loudoun Hospital: 703/478-1801
Health Dept.: 703/777-0236
Animal Control: Eastern – 703/777-0406 / Western – 540/882-3211
Mental Health Services: 703/777-0320
Crisis Line: 9-1-1

Fairfax County:

Emergency Services (OES): 571/350-1000
Sheriff/Coroner: 703/691-2131
Fairfax City Police: 703/385-7960
INOVA Fairfax Hospital: 703/776-4001
Health Dept.: 703/246-2411
Animal Shelter: 703/830-1100
Mental Health Services: 703/573-5679
Crisis Line: 9-1-1

Clarke County:

Emergency Services (OES): 540/955-5106
Sheriff/Coroner: 540/955-1234
Berryville Police: 540/955-3863
Health Dept.: 540/955-1033
Animal Shelter: 540/955-1100
Mental Health Services: 540/955-3700
Crisis Line: 9-1-1

Frederick County, MD

Emergency Services (OES): 301/600-1746
Sherriff/Coroner: 301/600-1046
Health Dept.: 301/600-6052
Mental Health Services: 301/600-1755
Crisis Line: 9-1-1

Appendix F: Sample Types of Exercises

To be determined at a later date.

Appendix G: Reporting Criminal Activity

If you observe a crime in progress or behavior that you suspect is criminal, immediately notify dispatch and/or local police. Report as much information as possible including:

- **Activity:** What is happening? (In plain language and with as few assumptions as possible)
- **Description of Involved People:** For each involved person, provide:
 - Height
 - Weight
 - Gender
 - Clothing
 - Weapons
 - Distinguishing characteristics
- **Location:** Describe exactly where the criminal activity is occurring. If the activity is "moving," describe the direction of travel.
- **Vehicle:** If a vehicle is involved, please provide the following:
 - Color
 - Year
 - Make
 - Model
 - License

DO NOT APPROACH OR ATTEMPT TO APPREHEND THE PERSON(S) INVOLVED.

Stay on the telephone with the police dispatcher and provide additional information as changes in the situation occur, until the first police officer arrives at your location.

Appendix H: Emergency Action Plan

COMPANY: Virginia Regional Transit

ADDRESS: 109 North Bailey Lane
Purcellville, VA 20132

I. EMERGENCY PLAN COORDINATOR

NAME : Mike Socha

TITLE: General Manager

DEPARTMENT: Operations

TELEPHONE NO: Cell: 703/431-2548

II. PREFERRED MEANS OF REPORTING FIRES AND OTHER EMERGENCIES

ELEMENTS

A. Emergency Escape Procedures and Routes

Emergency escape procedures and route assignments have been posted in each work area, and all employees have been trained by designated supervisors in the correct procedures to follow. New employees are trained when assigned to a work area. A sample escape procedure and escape route sheet of the type posted in work areas should be developed. (Identify and attach floor plan and escape route).

B. Procedure for Employees Who Remain to Operate Critical Operations Before They Evacuate:

A single procedure should be developed that describes operations, procedures, and personnel required in order for critical operations to be performed before the assigned personnel evacuate during emergency situations.

C. Employee Accountability Procedures after Evacuations

Each supervisor is responsible for accounting for all assigned employees, personally or through a designee, by having all such employees report to a predetermined designated rally point and conducting a head count. Each assigned employee must be accounted for by name. All supervisors are required to report their head count (by name) to the General Manager.

D. Rescue and Medical Duties

Not applicable at this time.

E. Alarm System

Alarm systems for notifying all employees in case of an emergency are:

When so required by specific OSHA Standards, the organization will comply with OSHA Standard 1910.165, Employee Alarm Systems.

F. Training

Not applicable at this time.

G. EMERGENCY SHUTDOWN PROCEDURES

During some emergency situations, it will be necessary for some specifically assigned and properly trained employees to remain in work areas that are being evacuated long enough to perform critical operations. These assignments are necessary to ensure proper emergency control and will be coordinated through the General Manager.

H. SPECIAL TRAINING

Not applicable at this time.

I. EMPLOYEE ACCOUNTABILITY PROCEDURES FOLLOWING AN EMERGENCY EVACUATION

Each supervisor is responsible for accounting for each assigned employee following an emergency evacuation. This will be accomplished by performing the procedures established for such an eventuality.

J. EMPLOYEE ACCOUNTABILITY

-
-
1. Rally points have been established for all evacuation routes and procedures. These points are designated on each posted work area escape route.
 2. All work area supervisors and employees must report to their designated rally points immediately following an evacuation.
 3. Each employee is responsible for reporting to his or her supervisor so that an accurate head count can be made. Supervisors will check off the names of all those reporting and will report those not checked off as missing to the General Manager.
 4. The General Manager will be located at one of the following locations:
 - Primary Location: Purcellville
 - Secondary Location: Leesburg Office
 5. The General Manager will determine the method to be utilized to locate missing personnel.

K. RESCUE AND MEDICAL DUTIES

Not Applicable at this time.

APPENDIX F

Approved Budget for FY 2014

Hampton Roads District - FY14

City of Suffolk

Operating Budget

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	637,308	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	45,500	Fares
State Funds	106,529	Operating Assistance
Local Funds	485,279	Local General Funds
Total	637,308	

Capital Budget

<u>Capital Items</u>	<u>Cost</u>	<u>State Funds</u>	<u>Federal Funds</u>	<u>Fund Source</u>
New Bus Transfer Facility (1)	255,000	140,250	0	N/A
Total Expense	255,000			
Total Federal Funds	0			
Total State Funds	140,250			
Local Assistance	114,750			

Eastern Shore Community Services Board

FTA 5310 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 (1)	52,000	0	41,600	FTA Section 5310
Total Expense	52,000			
Total Federal Funds	41,600			
Total State Funds	0			
Local Assistance	10,400			

Hampton Roads Transit

Operating Budget

<u>Expenses</u>	<u>Amount</u>	
Operating Expenses	100,379,489	
<u>Income</u>	<u>Amount</u>	<u>Fund Source</u>
Operating Revenues	16,519,147	Fares
Operating Revenues	900,000	Advertising
Federal Funds	250,000	FTA Section 5303 from MPO
Federal Funds	17,651,057	FTA Section 5307
Other Non-State Funds	500,000	Vanpool Rentals and Nontransportation Revenue
State Funds	14,661,570	Operating Assistance
Local Funds	49,897,715	Local General Funds
Total	100,379,489	

APPENDIX G

Total and Average Boarding and Alighting per Stop per Route

Total and Average Boarding and Alighting per Stop per Route

ROUTE	BUS_STOP	SumON	SumOFF	Average
Green	Applebees	0	1	0.08
Green	Autumn Care	0	1	0.08
Green	Burger King	0	2	0.17
Green	Chick-fil-A	0	2	0.17
Green	City Parking Lot - behind Salvation Army	1	1	0.17
Green	Farm Fresh	12	2	1.17
Green	Food Lion - Godwin Blvd	10	9	1.58
Green	Freedom Plaza	0	5	0.42
Green	Godwin Blvd at Western Tidwater Regional Jail Sign	0	2	0.17
Green	Godwin Building	1	1	0.17
Green	Hardee's - N Main St	2	0	0.17
Green	Holiday Inn/Seven Eleven-across from hospital	3	0	0.25
Green	Ihop	1	1	0.17
Green	Kings Fork HS/MS	0	0	0.00
Green	Lakeview Medical Center	3	2	0.42
Green	Litton Lane	1	1	0.17
Green	Mahan St.	1	0	0.08
Green	Mike Duman Sales	0	1	0.08
Green	Old Bay Seafood	0	2	0.17
Green	Pediatrics Building	0	0	0.00
Green	Pizza Hut - N Main St	0	3	0.25
Green	Post Office/Ride Aid Inbound	2	0	0.17
Green	Post Office/RiteAid Outbound	0	2	0.17
Green	Prentis St.	0	1	0.08
Green	Red Carpet Inn	1	1	0.17
Green	Sentara Obici Hospital	2	8	0.83
Green	Social Security Admin @ 35 mph sign	1	1	0.17
Green	Subway -Main St	0	7	0.58
Green	Suffolk Bus Plaza	43	33	6.33
Green	Suffolk General District Court	10	0	0.83
Green	Tony's Grill	0	1	0.08
Green	Virginia Regional Commerce Park	1	1	0.17
Green	Walgreens	1	2	0.25
Green	Wal-Mart	3	6	0.75
Green	Western Tidewater CSB	0	0	0.00
Orange	8th St.	6	10	1.23

Orange	Alexander Court	1	0	0.08
Orange	Bailey Circle	1	0	0.08
Orange	Baker St.	6	5	0.85
Orange	Bettie Davis Apartments	1	3	0.31
Orange	Eric Court	0	1	0.08
Orange	Factory St.	1	3	0.31
Orange	Farmer Joe's	1	1	0.15
Orange	Food Lion - Constance Rd	2	3	0.38
Orange	Health Department	9	1	0.77
Orange	Hoffler Apartments	2	5	0.54
Orange	Lake Kennedy Park	6	7	1.00
Orange	Myrick/Hollywood	1	3	0.31
Orange	N. Capitol St.	3	2	0.38
Orange	Nanesmond Square Apartments	2	5	0.54
Orange	Oregon Ave.	1	0	0.08
Orange	Police Station	0	8	0.62
Orange	Prospect St.	0	2	0.15
Orange	S. Division St.	1	4	0.38
Orange	Suffolk Bus Plaza	36	23	4.54
Orange	Truman Rd.	1	2	0.23
Orange	White Marsh Plaza	8	0	0.62
Orange	Willow St.	1	2	0.23
Orange	Wilson Pines Apartments	1	4	0.38
Orange	Woodruff St.	4	0	0.31
Red	1st Ave. and Broad St Inbound	1	1	0.40
Red	1st Ave. and Broad St Outbound	1	0	0.20
Red	Bank of America	0	1	0.20
Red	Chick-fil-A	0	1	0.20
Red	Farm Fresh	0	4	0.80
Red	Food Lion - Constance Rd	3	2	1.00
Red	Fresh Pride/Aaron's	2	3	1.00
Red	Lakeview Medical Center	0	0	0.00
Red	Library	0	1	0.20
Red	Magnolia Gardens	2	1	0.60
Red	Magnolia Park and Ride	0	0	0.00
Red	Sentara Obici Hospital	2	1	0.60
Red	Suffolk Bus Plaza	6	2	1.60
Red	Wal-Mart	0	0	0.00

APPENDIX H

On-Board Rider Survey

CITY OF SUFFOLK ON-BOARD RIDER SURVEY

The City of Suffolk 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 driver 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, you do not need to fill this out again.

Thank you!

-
1. What bus route are you **currently** riding?
☐ Green Line ☐ Orange Line ☐ Red Line
 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, Farm Fresh.* (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?
☐ Green Line ☐ Orange Line ☐ Red Line ☐ Did not transfer
 5. What is your final destination? Please indicate the street address, intersection, building, or landmark. *For example, Wal-Mart.* (Please do not use vague terms such as “home” or “work.”)

 6. What type of fare did you pay for this trip?
☐ All Day Pass for General Public (\$3.00) ☐ All Day Pass for Disabled or Senior Citizens (\$1.50)
☐ One Way Trip for General Public (\$1.50) ☐ One Way Trip for Children (\$1.00)
☐ One Way Trip for Disabled or Senior Citizens (\$0.75)
 7. Approximately how long will it take you to complete this bus trip?
☐ Less than 30 minutes ☐ 46-60 minutes ☐ 76-90 minutes
☐ 30-45 minutes ☐ 61-75 minutes ☐ Greater than 90 minutes
 8. What is the purpose of your bus trip today? You may check more than one.
☐ Work ☐ Social/Recreation ☐ School
☐ Shopping ☐ Medical ☐ Other: _____
 9. How often do you ride the bus?
☐ Once a **week** ☐ 6-10 times a **week** ☐ Once a **month**
☐ 2-5 times a **week** ☐ More than 10 times a **week** ☐ 2-3 times a **month**
 10. Are there specific destinations that you would like to see served by the Suffolk bus system?
☐ Yes ☐ No
If yes, please describe: _____

Over, Please ☺☺☺

11. 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: _____ |
| <input type="checkbox"/> Service outside of Suffolk | |

12. Please rate your overall level of satisfaction with the City of Suffolk Bus Services:

- | | | | | |
|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| Very Satisfied | Satisfied | Neither Satisfied
or Unsatisfied | Unsatisfied | Very 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"/> Other: _____ |
| <input type="checkbox"/> Retired | <input type="checkbox"/> Homemaker | |

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 City of Suffolk's routes and schedules:

Thank you!

APPENDIX I

On-Board Rider Survey Results

City of Suffolk On-Board Rider Survey Summary

Surveying conducted in late June 2013.

Q1: What bus route are you currently riding?

Green Line	41.4%
Orange Line	35.3%
Red Line	23.3%

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

Suffolk Bus Plaza (The hub)	32.7%
White Marsh Plaza	2.7%
King's Landing	3.6%
East Washington	5.5%
Lake Kennedy Neighborhood	7.3%
Sentara Obici Hospital	2.7%
Hoffler Apartments	1.8%
Broad St	2.7%
Magnolia Gardens	3.6%
Main St	5.5%
Farm Fresh	1.8%
Food Lion	2.7%
Wal-mart	5.5%
King's Fork	1.8%
Nansemond Square	1.8%

Other:

8th St; Norfolk Rd	Intersection of S. Division and E. Washington St
Apartment	Jericho
Applewood	King's Fork Rd
Briggs St	Lakeview Medical Center
Burger King Godwin Blvd	Nansemond Pediatrics
Chick-fil-a	Nansemond Square

Clary's Dr	Nansemond Square
Dill Rd	Nixon Drive and Blythwood Lane
Dover	Oregon Ave
Farmer Joe's	Portsmouth Blvd
Holiday Inn	Prentis House
Hollywood and Jericho	Red Carpet Inn Hotel
Work	Wendy's

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

Yes, one transfer	41.3%
Yes, two transfers	11.0%
No	47.7%

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

Green Line	27.7%
Orange Line	27.7%
Red Line	5.9%
Did not transfer	38.6%

Q5: What is your final destination?

Bettie Davis Apartments	2.0%
Capital St	2.0%
Chick-fil-a	3.0%
East Washington	2.0%
Food Lion	4.0%
Hoffler Apartments	2.0%
White Marsh Plaza	3.0%
Wal-Mart	17.8%
Sentara Obici Hospital	5.9%
Rite Aid	2.0%
Lakeview Clinic	4.0%

Taco Bell	2.0%
Magnolia Gardens	2.0%
Library	2.0%
Main St	5.0%
Pizza Hut	2.0%
Suffolk Bus Plaza (The hub)	4.0%
Lake Kennedy	3.0%
Hollywood	2.0%
Social Services	2.0%

Other:

Autumn Care	Home
Belk's	King's Landing
Broad St	Lee St
Burger King	Lewis Ave
Church	Lowe's
Courthouse	Medical Center on Godwin Blvd
Credit Union	Nansemond Point
Feather & Fin	Nansemond
Fresh Pride/Aaron's	Nansemond Square Apartments
Godwin Blvd	Nursing home; Kindred healthcare
Halifax St	Portsmouth Blvd
Hardees	South Suffolk
Suntrust	Spruce St in south Suffolk
West Constance Rd	Starbucks

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

All Day Pass for General Public	40.4%
One Way Trip for General Public	11.4%
All Day Pass for Disabled or Senior Citizen	42.1%
One Way Trip for Disabled or Senior Citizen	6.1%
One Way Trip for children	0.0%

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

Less than 30 minutes	30.1%
30-45 minutes	26.5%
46-60 minutes	19.5%
61-75 minutes	5.3%
76-90 minutes	10.6%
Greater than 90 minutes	8.0%

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

Work	30.4%
Shopping	29.5%
Social/Recreation	17.0%
Medical	15.2%
School	1.8%
Job Hunting	2.7%
Other:	9.8%
Business	
Eating	
Going home	
Other Stuff	
Ride Home	
Soup kitchen	
Visit	
Visit Library	

Q9: How often do you ride the bus?

Once a week	8.0%
2-5 times a week	70.5%
6-10 times a week	7.1%
More than 10 times a week	6.3%

Once a month	4.5%
2-3 times a month	3.6%

Q10: Are there specific destinations that you would like to see served by the Suffolk bus system?

Yes:	75.9%
No:	24.1%

If yes, please describe:

Chesapeake Square Mall	42.4%
Northern Suffolk	24.7%
Holland Road	22.4%
Paul D Camp College	7.1%
Portsmouth	4.7%
Wilroy Rd	4.7%
Norfolk	3.5%
Outside of Suffolk	3.5%
Virginia Beach	2.4%
Whaleyville	2.4%
Saratoga	2.4%
Wellons St	2.4%

Other:

Constance Rd; Rocky Park	Magnolia Garden
All over Suffolk	QVC
Race Track	Williamstown/Southside shopping center
Hall place	More depth into neighborhoods; Churchland
Victory Blvd	Cavalier Manor
Market St	Social Security; Different medical places
Big Lots Shopping Center	Moral Ave
Link to HRT buses	Anywhere that you need to go that is not provided.
Chesapeake	Housing authority
Airport Rd	Lakeland High School

Q11: What service improvements would you like to see? Please check all that apply.

Weekend service	76.7%
Service outside of Suffolk	65.0%
Later evening hours of service	47.6%
Earlier morning hours of service	28.2%
Additional bus shelters and benches	15.5%
Lower fares	8.7%
Improved on-time performance	6.8%
Improved access to transit information	4.9%
Cleaner buses	3.9%
More helpful staff	2.9%
Safer buses	1.9%
More informative website	1.9%
Other	1.0%
Air conditioning	

Q12: Please rate your overall level of satisfaction with the City of Suffolk Bus Services:

Very Satisfied	17.1%
Satisfied	67.6%
Neither Satisfied or Unsatisfied	7.2%
Unsatisfied	7.2%
Very Unsatisfied	0.9%

Q13: What do you like best about our service?

Courteous drivers	42.3%
Gets me where I need to go	22.7%
Transportation	3.1%
Price	3.1%
Punctuality	8.2%
Everything	6.2%
Socializing	7.2%

Convenient	<u>9.3%</u>
Other:	
Air-conditioned buses	
Convenience; Routes are accurate	
Fine	
Good service	
It has made improvements	
It's nice	
Makes appointments	
The bus driver (Ms. Shantae)	
The rides	
Very good	
Wheelchair accessibility	

Q14: What do you like least about our service?

No weekend service	<u>31.7%</u>
Needs longer hours of operation	<u>12.2%</u>
Needs more routes	<u>12.2%</u>
Needs to travel outside of Suffolk	<u>12.2%</u>
Red line needs to run longer	<u>4.9%</u>
Not on time	<u>4.9%</u>
Buses are too small	<u>4.9%</u>

Other:	
Dirty buses	
Everything	
Need to consider those with disabilities that can't walk far distances	
On-time after 12:30	
Professional relations	
Summer needs longer hours	
Take too long to get where you got to go	
The bumps in the street	

The different wait times
Time leaving the hub

Q15: Are you:

Male	42.6%
Female	57.4%

Q16: Do you have a car?

Yes	9.8%
No	90.2%

Q17: If yes, was a car available for this trip? (8 responses)

Yes	12.5%
No	87.5%

Q18: Do you have a driver's license?

Yes	31.3%
No	68.8%

Q19: Please indicate your age group.

Under 16 years old	0.0%
16-18 years old	1.8%
19-24 years old	7.0%
25-49 years old	26.3%
50-64 years old	41.2%
65 years or older	23.7%

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

Employed, full-time	25.2%
Employed, part-time	11.4%
Retired	24.4%

Student, full-time	0.0%
Student, part-time	1.6%
Homemaker	1.6%
Unemployed	17.9%
Other	17.9%

Disabled

Job Hunting

Q21: Please check your approximate total annual household income from all sources. (Only 33 responses to this question)

\$15,000 or less	54.5%
\$15,001 - \$25,000	18.2%
\$25,001 - \$35,000	21.2%
\$35,001 - \$45,000	6.1%
\$45,001 - \$55,000	0.0%
\$55,001 - \$65,000	0.0%
\$65,001 - \$75,000	0.0%
\$75,001 or higher	0.0%

Q22: Please provide any comments you may have concerning City of Suffolk's routes and schedules:

Saturday

Need bus service to Portsmouth badly. Need weekend bus service badly.

I would love to have weekend service.

Please keep your current drivers because they very nice and loyal.

Very courteous drivers

Everything is alright

Red line sometimes throws the schedule

No available jobs choices in routes and North Suffolk

Weekend service needed (at least Saturday). Access to service outside of Suffolk desperately needed. Also windows inside buses need to be cleaned. There's nothing like seeing someone's head print on the window.

As a regular rider of the city buses, I would like to see the service resume down Holland Rd. Also, I would like some sort of connection to Portsmouth, Norfolk, etc.

I would like to see routes that go in the direction of more jobs because people need rides to jobs.

Buses should run longer and we need bigger buses

Needs to be improved. Expanded customer population

It's all good. Bus driver drives good.

Holland Rd and outside of Suffolk

Need more buses.

On the weekends, the buses should have a route every 3 hours and meet in certain areas.

The red line bus needs to pick up much earlier.

All bus drivers should be more aware of passengers on the street

Need a spare bus; Buses run late sometimes causing me to be late to work because of the time it takes to board wheelchair users.

Drivers do not drive the routes the same. When the air is not working, please do use this vehicle for the Obici route because elderly and people with health problems ride. Thank you.

Excellent and courteous drivers. Needs more buses.

Need to bring old buses back and cool bus rides when it is hot outside.

I would like to see the buses run out to other parts of Virginia because I have doctors, family and other stores in places I would like to attend.

Needs expansion or at least on weekends.

Weekend service would help me get to work because cabs are not dependable.

APPENDIX J

Employer Survey

City of Suffolk Bus Service Major Employer Transportation Survey

The City of Suffolk is currently conducting a Transit Development Plan. The purpose of this study is to develop a six -year plan for public transportation services in the City. One task in this effort is to gain information from major employers on the travel patterns of their employees and to solicit input from employers on transportation needs. Thank you for taking the time to complete the following brief survey by **June 18, 2013**.

Name of Company: _____

Contact Person: _____

Mailing Address: _____

Address Employees Commute to (If different): _____

Phone: _____ FAX: _____

1. How many employees do you have at this location? _____

2. From which communities do your employees commute? Please indicate the number/percent of employees from each community.

NAME OF COMMUNITY	NUMBER OR PERCENT OF EMPLOYEES WHO LIVE IN THIS COMMUNITY
Chuckatuck	
Crittenden	
Downtown Suffolk	
Driver	
Holland	
Outside the City of Suffolk (please specify)	
Whaleyville	
Other (Please Specify if Possible)	

3. How do your employees currently get to work? Please estimate a general percentage for each mode listed below.

- | | |
|-------------------------------|-----------------------|
| A. Car -- drive alone: _____% | F. Walk: _____% |
| B. Car -- carpool: _____% | G. Bicycle: _____% |
| C. Vanpool: _____% | H. Motorcycle: _____% |
| D. Suffolk Transit: _____% | I. Other: _____% |
| E. Taxicab: _____% | |

4. What are the shift times for your employees and how many employees work each shift?

Shift 1: _____ a.m. / p.m. - _____ a.m. / p.m. # of Employees: _____



Shift 2: _____ a.m. / p.m. - _____ a.m. / p.m. # of Employees: _____
Shift 3: _____ a.m. / p.m. - _____ a.m. / p.m. # of Employees: _____

5. Does your company offer any type of employee transportation programs? (Such as an employer shuttle or carpool/vanpool program, etc.)

Yes: _____ No: _____

If yes, please describe: _____

6. Have your employees indicated that transportation to work is an issue for them?

Yes: _____ No: _____

7. Is transportation to childcare an issue for any of your employees?

Yes: _____ No: _____ Don't Know: _____

8. Do you as an employer feel that transportation to work is an issue in hiring and retaining employees for your work site?

Yes: _____ No: _____

9. Please describe any employment transportation issues that you have encountered as an employer:

10. Please provide any suggestions that you may have to improve employment transportation in your area, specifically for work purposes:

11. Would you be willing to participate in cost sharing if it could improve transportation to your facility?

Thank you!

Completed employer surveys may be either faxed to (301) 951-0026 or mailed to:

KFH Group, Inc.
4920 Elm Street, Suite 350
Bethesda, MD 20814
(301) 951-8660

APPENDIX K

Employer Survey Results

City of Suffolk Employer Survey Summary

Surveying conducted in June 2013.

Q1-2: Company Location?

#1:	<u>Downtown (9)</u>
#2:	<u>North Suffolk (9)</u>

Q3: How many employees do you have at this location?

Less than 50	<u>26.7%</u>
51-100	<u>13.3%</u>
101-250	<u>46.7%</u>
Greater than 250	<u>13.3%</u>

Q4: From which communities do your employees commute? (Percentages are an average of responses)

Chuckatuck	<u>5.4%</u>
Crittenden	<u>1.9%</u>
Downtown Suffolk	<u>29.6%</u>
Driver	<u>7.5%</u>
Holland	<u>3.8%</u>
Whaleyville	<u>5.3%</u>
Outside the City*	<u>64.9%</u>
Northern Suffolk	<u>6.5%</u>

*Chesapeake, VA Beach, Portsmouth, Portsmouth, Hampton, Newport News, Norfolk, Windsor, Wakefield, Franklin, Elizabeth City, Smithfield and North Carolina

Q5: How do your employees currently get to work? (Percentages are an average of responses)

Car -- drive alone	<u>86.5%</u>
Car -- Carpool	<u>16.7%</u>
Vanpool	<u>0.0%</u>
Suffolk Transit	<u>2.7%</u>
Taxicab	<u>0.0%</u>

Walk	2.0%
Bicycle	1.6%
Motorcycle	3.4%
Dropped off by family/friends	10.0%

Q6: What are the shift times for your employees and how many employees work each shift? (Percentage of respondents suggesting each shift)

Early start (6:00/7:00 am)	85.7%
8:30/9:00am - 5:30/6:00pm	21.4%
Evening shift	50.0%
Night Shift	35.7%
Saturday shift	7.1%

Q7: Does your company offer any type of employee transportation programs?

Yes	5.6%
No	94.4%

Q8: Have your employees indicated that transportation to work is an issue for them?

Yes	22.2%
No	77.8%

Q9: Is transportation to childcare an issue for any of your employees?

Yes:	5.9%
No:	52.9%
Don't Know:	41.2%

Q10: Do you as an employer feel that transportation to work is an issue in hiring and retaining employees for your work site?

Yes:	27.8%
No:	72.2%

Q11: Please describe any employment transportation issues that you have encountered as an employer:

Some employees late due to large rail cars crossing Progress road around Wilroy road

Single vehicle families, spouse has to use vehicle for their job.

Employees mention that lack of public transportation or schedule is an issue. Limited parking during peak business times. Area not convenient nor safe for bicycles

Better roads with less congestion

Traffic impacts delaying team members arriving to work, specifically impacts on business 58.

We have had very little of this. Most have been due to employees that don't have drivers licenses for a period of time due to violations.

Q12: Please provide any suggestions that you may have to improve employment transportation in your area, specifically for work purposes:

Bus from Downtown Suffolk to Wilroy industrial Park

Maybe a City Transit route close by facility

Late evening options for public transportation.

Bicycle lanes. Flexible/expandable parking areas

Better roads with less congestion

I would love to see a reliable public transit option in the Suffolk Area for our team members that made multiple stops.

Our specific company is ok; however our general area might benefit from a bus.

Q13: Would you be willing to participate in cost sharing if it could improve transportation to your facility?

No 77.78%

That would be a decision by the owners

i would be willing to pay more for road taxes to improve transportation for all. Better roads with less congestion would improve the area. Putting buses on the roads moving 1-5-8 people at a time is not the answer.

Unlikely in the short term. Without a comprehensive public transportation system inside the Hampton Roads cities, an insufficient number of our employees will be impacted by any one cities action.

APPENDIX L

Public Opinion (non-rider) Survey

City of Suffolk Bus Service Public Opinion Survey

The City of Suffolk is currently conducting a Transit Development Plan. The purpose of this study is to develop a six year plan for public transportation services in Suffolk. An important task for this effort is to solicit input from residents concerning transit needs. This survey is one method that is being used to obtain this important public input. Individual survey responses will be kept confidential, and will not be identified by the name of the respondent.

Thank you for taking the time to complete the following brief survey!

1. Please use the table below to indicate your current **primary** mode of transportation for the following trip purposes. Check the boxes that correspond with how you **usually** travel for these typical daily trips.

Trip Purposes:	Modes:						
	Drive Myself	Ride w/ Family/ Friends	Public Transportation	Bicycle	Walk	Taxi	Other
Work							
Medical							
Social/ Recreational							
School							
Shopping/Errands							

2. Are you aware of the public transportation services that are provided by the City of Suffolk?
☐ Yes ☐ No

3. Do you currently use the City of Suffolk's Bus Service?
☐ Yes ☐ No (If you checked "No", please skip to Question #5.)

4. If yes, how often do you use?
☐ Once a **week** ☐ 6-10 times a **week** ☐ Once a **month**
☐ 2-5 times a **week** ☐ More than 10 times a **week** ☐ 2-3 times a **month**

If not:

5. Why not? (Please check all that apply):
- | | |
|--|--|
| <input type="checkbox"/> No service near my home/work/school. | <input type="checkbox"/> The bus/van is uncomfortable. |
| <input type="checkbox"/> The fare is expensive. | <input type="checkbox"/> Don't know if service is available. |
| <input type="checkbox"/> Buses/vans are unreliable/late. | <input type="checkbox"/> I have limited mobility/hard for me to use the bus. |
| <input type="checkbox"/> Need my car for work/school. | <input type="checkbox"/> The hours of operation are too limited |
| <input type="checkbox"/> Need my car before/after work/school. | <input type="checkbox"/> Have to wait too long for the bus/van. |
| <input type="checkbox"/> Need my car for emergencies/overtime. | <input type="checkbox"/> It might not be safe/ I don't feel safe. |
| <input type="checkbox"/> Trip is too long/takes too much time. | <input type="checkbox"/> Service is not available when I travel. |
| <input type="checkbox"/> Other: _____ | |
6. Would you use public transportation services in Suffolk if there was a service that met your travel needs?
☐ Yes ☐ No

Over, Please ➡

7. Do you think there is a need for additional or improved public transportation in Suffolk?
☐ Yes ☐ No (If you checked "No", please skip to Question #11.)
8. If you checked "Yes" for Question #7 above, please indicate *where within the City of Suffolk* (i.e., areas/ boroughs) there is a need for additional or improved public transit services?
-
9. Please indicate if you think there is a need for additional intra-regional services between Suffolk and other jurisdictions within the region?
☐ City of Portsmouth and Norfolk ☐ Newport News and Hampton
☐ Franklin ☐ Smithfield
☐ To/from: _____ ☐ No need for additional intra-regional services
10. Please indicate what other improvements you think are needed to Suffolk's Bus Service (Check all that apply):
☐ Earlier morning hours of service ☐ Cleaner buses ☐ Safer buses
☐ Additional bus shelters and benches ☐ More helpful staff ☐ Lower fares
☐ Improved on-time performance ☐ Weekend service ☐ More informative website
☐ Improved access to transit information ☐ Later evening hours of service ☐ Other: _____
11. Please indicate your zip code of residence: _____
12. Do you have a valid driver's license? ☐ Yes ☐ No
13. How many working cars/trucks/SUVs/motorcycles are in your household?
☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 or more
14. Please indicate your age group.
☐ Under 16 years old ☐ 19-24 years old ☐ 50-64 years old
☐ 16-18 years old ☐ 25-49 years old ☐ 65 years old or older
15. Which of the following best describes your current employment status? *You may check more than one.*
☐ Employed, full-time ☐ Student, full-time ☐ Unemployed
☐ Employed, part-time ☐ Student, part-time ☐ Other: _____
☐ Retired ☐ Homemaker
16. What is your annual household income level? *Please check only one.*
☐ \$15,000 or less ☐ \$35,001-\$45,000 ☐ \$65,001-75,000
☐ \$15,001- \$25,000 ☐ \$45,001-\$55,000 ☐ \$75,001 or higher
☐ \$25,001-\$35,000 ☐ \$55,001-\$65,000
17. How would you classify yourself?
☐ African American ☐ Caucasian ☐ Native American
☐ Asian ☐ Hispanic/Latino ☐ Other
18. Please provide your comments regarding the need for improved public transportation in Suffolk.
-
-

Please return this survey to the survey box, fax to 301-951-0026, or mail to: KFH Group, 4920 Elm Street, Suite 350, Bethesda, MD 20814. Questions? Please call 301-951-8660.

APPENDIX M

Public Opinion (non-rider) Survey Results

City of Suffolk Public Opinion Survey Summary

Surveying conducted from June 10, 2013 through July 10, 2013.

Q1: Please indicate below your current primary mode of transportation for the following trip purposes.

Answer Options	Drive myself	Ride with family/friends	Public Transit	Bicycle	Walk	Taxi	Other*	Response Count
Work	75.9% (82)	5.6% (6)	12.0% (3)	0	0.9% (1)	0	5.6% (6)	108
Medical	80.6% (87)	9.3% (10)	9.3% (10)	0	0	0.9% (1)	0	108
Social/Recreational	66.7% (72)	25.0% (27)	3.7% (4)	0.9% (1)	0.9% (1)	0	2.8% (3)	108
School	81.0% (64)	5.1% (4)	2.5% (2)	0	0	0	11.4% (9)	79
Shopping/Errands	77.6% (83)	12.1% (13)	9.3% (10)	0	0	0	0.9% (1)	107

* No recreational activities outside the home.

I am a retired senior, in favor of public transportation

Drive to commuter parking lot and take ferry to Norfolk

Carpool with co-worker, alternating days

Retired living at Lake Prince Woods Center

School is N/A...Social/Recreational is limited to the neighborhood and would include both bicycle and walking.

Tele-Worker

I feel that the individuals who will see this survey are probably not the individuals who are affected by the lack of public transportation.

When I did go to school at PDCC I used Public Trans.

Stay at home parent

Carpool to school

Q2: Are you aware of the public transportation services that are provided by the City of Suffolk?

Yes	65.7%
No	34.3%

Q3: Do you currently use the City of Suffolk's Bus Service?

Yes	12.8%
No	87.2%

Q4: If yes, how often do you use? (15 respondents)

More than 10 times a week	13.3%
6-10 times a week	46.7%
2-5 times a week	26.7%
Once a week	0.0%
2-3 times a month	6.7%
Once a month	6.7%

Q5: If not, why not? (Please check all that apply)

No service near my home/work/school.	60.00%
The bus/van is uncomfortable.	3.30%
The fare is expensive.	0.00%
Don't know if service is available.	32.20%
Buses/vans are unreliable/late.	13.30%
Need my car for work/school.	25.60%
The hours of operation are too limited.	28.90%
Need my car before/after work/school.	23.30%
Have to wait too long for the bus/van.	24.40%
Need my car for emergencies/overtime.	22.20%
It might not be safe/ I don't feel safe.	14.40%
Trip is too long/takes too much time.	18.90%
I have limited mobility/hard for me to use the bus.	1.10%
Service is not available when I travel.	21.10%

Other:

Service provider

Is this even available in North Suffolk??? Totally unfamiliar!

I don't prefer this type of service.

Bus service in Suffolk is very unnecessary.

Currently do not need to use it

If I didn't have my car to use I would use Public Trans.

No bus runs to norfolk, to Tide, or connects with any other service. just stays in Suffolk. Short sighted and wont work for me

Traveling with two young children

We live in a rural, spread out town -- public transportation is a big waste of government dollars.

NEED LIGHTRAIL FROM CITY TO CITY!

Q6: Would you use public transportation services in Suffolk if there was a service that met your travel needs?

Yes	80.6%
No	19.4%

Q7: Do you think there is a need for additional or improved public transportation in Suffolk?

Yes	80.6%
No	19.4%

Q8: If you checked "Yes" for Question #7 above, please indicate where within the City of Suffolk (i.e., areas/ boroughs) there is a need for additional or improved public transit services?

In areas where the majority of citizens rely on transportation

Everywhere

All over the city.

All over. The current coverage is really bad.

All areas.

Downtown

Downtown

Downtown area to other jurisdictions

I think that the downtown area would benefit from a public transportation system allowing residents to travel easier and visitors to enjoy the area without the burden of parking.

North Suffolk

North Suffolk

Northern Suffolk

North suffolk

North Suffolk

Northern Suffolk, Route 17

North Suffolk Medical buildings

Northern medical and shopping areas

Shopping centers in north suffolk

The new shopping center in northern suffolk

Connections to North Suffolk

Harbour View

One morning, noon and afternoon bus to Harborview

From downtown Suffolk to North Suffolk. Every main street in Suffolk

Downtown and North Eastern areas.

Northern and Old Suffolk should be connected through public transit at the very least, for economics sake. Busses do not travel neighborhoods, as they used to in previous years, which makes it more difficult to access, especially in inclement weather.

I think there is a need for a downtown-northern end route.

There are no public transportation connectors from Northern Suffolk to downtown Suffolk.

Holland Village area of Suffolk

Holland Area

Holland

Nothern Suffolk to Chesapeake

To Chesapeake Square Mall and Northern Suffolk (the movie theater area)

Movies and Shopping Centers

Service to/from Hampton

IT WOULD BE WONDERFUL IF:□

1. THE RICHMOND/DC TRAIN STOPPED IN SUFFOLK□

2. IF SUFFOLK WOULD PLAN TO GET ON THE BANDWAGON WITH THE "TIDE" .□

WE WOULD BE WILLING TO RIDE THOSE MEANS OF TRANSPORTATION IF AVAILABLE.

Suffolk should tie into the other hampton roads transit systems seamlessly. Atlanta does it quite well, going from bus to MARTA to bus, the transit is clean, efficient and reliable. Hampton Roads (including Suffolk) should be the same.

Can't get in or out of Suffolk by bus; my son lives in Portsmouth and used to ride the Max here - now he can't get to my house unless he gets a ride, or I go to Portsmouth and get him. Also, bus service is needed to get to Cost Plus Warehouse (Windsor), and to the warehouses that were built on Holland Road

Would like to see Hampton and rural transportation meet

There are many citizens in the City of Suffolk that do not own their own vehicle and they need assistance in getting around in the tidewater area.

Suffolk needs to come into the 21st century and get Light Rail to connect with the other cities. Fast, efficient, less stressful traffic and congestion.

It would be nice if the light rail went through all the seven cities.

Buses need to extend hours and runs on weekend

More buses are needed

Need Saturday and Sunday operation/ even if for limited time

The transportation vehicles are too big for the amount of citizens using them. There is no need to waste gas and wear & tear on a large bus when a van would be fully capable. If transportation could be linked to other cities in the region than a bus could be considered.

I live a block off Main Street in downtown and rarely do I see a city bus. So more frequency in transit along existing routes would help

They should provide service from Whaleyville and Holland areas. Have 1-2 central locations like the community centers or a gas station for people to catch the bus to get down town to businesses and doctors.

Whaleyville

Holy Neck Borough

Route 17 to College Dr.

It would be great if the passenger train that drives through Suffolk would make a stop to pickup passengers. The old depot could be renovated to help out.

Along Route 13 South & other areas South and West of downtown.

North Suffolk roads will soon be clogged. Pay per use Jitney service from neighborhoods to shopping/service areas could reduce the congestion.

The northern part of the city could certainly benefit from transit service. There is also a need for a connection of Northern Suffolk to Southern Suffolk.

Bus lines that extend into some neighborhoods where riders do not have to walk as far from their homes to catch the bus in downtown area.

I relocated back to Suffolk one year ago and was sad to learn there was no public buses in my area, Oakhall. I am a huge fan of public transportation. Every one can not afford a car.

Harbour View Area/ Whaleyville

Holland/Maples Hills and North Suffolk/ Bennett's Creek. This is purely selfish as I live in one and work in the other

Hollywood to Bennetts Creek Park Road

Near Lipton plant and that end of town

North Suffolk, Burbage Grant

White Marsh Rd is limited.

I am a young adult looking for employment and it is very difficult to constantly rely on others for transportation. I believe that if there was a public bus running through where I live which is northern Suffolk, more specifically Shoulder's Hill road, it would be a tremendous help for myself and others like me that do not have any other means of transportation at the moment.

Holland Rd/Harbour/ Norh Suffolk

There are many areas especially outer parts of Suffolk and further into Holland as well that could use a general spot for pick up and drop offs.

Transportation in Suffolk should be directly tied to Workforce Development, as lack of transportation is one of the greatest barriers to employment. Commerce parks and core business areas should be considered as priority routes.

Kings Fork / 460 / Godwin blvd

What does the bus serve?????? just downtown? really?? nearly useless.

Manning road to help the elderly get into town. Riverview area again helping elderly get around.

Each of the boroughs should have at least one stop with additional stops at more populated boroughs

East Washington

DOWNTOWN AND LIGHTED BUS ROUTES

Northern suffolk, southern suffolk, kings fork area

Belle harbour off rte 17. I am a case manager for the uninsured. I have patients that are not able to get to appts. Because the bus do not go that far. This is also a problem for harbour view location as well.

Need service at least three times a day to Harborview Shopping Area

Q9: Please indicate if you think there is a need for additional intra-regional services between Suffolk and other jurisdictions within the region?

City of Portsmouth and Norfolk	83.9%
Newport News and Hampton	57.5%
Franklin	36.8%
Smithfield	33.3%
No need for addition intra-regional services	11.5%

Other:

Norfolk

Yes, Suffolk would benefit. We would not have to wait for Greyhound buses

Windsor

Chesapeake for shopping

Virginia Beach and Chesapeake

VIRGINIA BEACH AND CHESAPEAKE

Chesapeake (across high rise) and Virginia beach

Chesapeake

Chesapeake

Virgina Beach

VA Beach

All of the above

Unknown if needed

Connect to tide. to train system. connect to somewhere!!!!

North Suffolk

Northern Suffolk to southern Suffolk also Portsmouth

Chesapeake

Q10: Please indicate what other improvements you think are needed to Suffolk's Bus Service (Check all that apply):

Earlier morning hours of service	49.3%
Additional bus shelters and benches	56.0%
Later evening hours of service	50.7%
Cleaner buses	13.3%
Weekend service	69.3%
More helpful staff	6.7%
Improved on-time performance	21.3%
Improved access to transit information	44.0%
Safer buses	12.0%
More informative website	37.3%
Lower fares	12.0%

Other:

Route

More buses/increase amount of runs, like every 1/2 hour

NO BUSES PLEASE LOOK INTO THE "TIDE"

I don't know what your hours are. I know people who live along 13 towards NC who work as early as 4am.

Involve retailers in planning efforts...

A mobile app with a schedule should be made available

Unknown since not able to use service

Discontinue the wasted tax payer money and get rid of the bus service

Service to city centers - at the moment it could replace those driving home after a night out

Q11: Please indicate your zip code of residence.

23321	1.0%
23322	2.0%
23432	2.0%
23433	2.0%
23434	68.0%
23435	14.0%

23437	5.0%
23438	2.0%
23669	1.0%
23703	2.0%
23707	1.0%

Q12: Do you have a valid driver's license?

Yes	87.4%
No	12.6%

Q13: How many working cars/trucks/SUVs/motorcycles are in your household?

0	10.7%
1	21.4%
2	32.0%
3	27.2%
4 or more	8.7

Q14: Please indicate your age group.

Under 16 years	1.0%
16-18 years	1.0%
19-24 years	2.9%
25-49 years	64.1%
50-64 years	29.1%
65 years or older	1.9%

Q15: Which of the following best describes your current employment status? You may check more than one.

Employed, full-time	75.2%
Employed, part-time	10.9%
Retired	5.9%
Student, full-time	4.0%
Student, part-time	7.9%

	Homemaker	11.9%
	Unemployed	2.0%
Other:	Self-employed	

Q16: What is your annual household income level? Please check only one.

\$15,000 or less	6.90%
\$15,001- \$25,000	11.80%
\$25,001-\$35,000	9.80%
\$35,001-\$45,000	11.80%
\$45,001-\$55,000	13.70%
\$55,001-\$65,000	9.80%
\$65,001-\$75,000	4.90%
\$75,001 or higher	31.40%

Q17: How would you classify yourself?

African American	46.90%
Asian	1.00%
Caucasian	51.00%
Hispanic/Latino	3.10%
Native American	2.10%

Q18: Please provide your comments regarding the need for improved public transportation in Suffolk.

Would like to see public transportation outside of Suffolk to Norfolk.

I feel the city of Suffolk lags far behind other cities in Hampton Roads as far as public transportation.

I have been waiting for Suffolk to get a public bus system going. I think that if one could be put in place very soon, it would greatly aid the area. I have spoken with friends, that themselves have their own transportation but would prefer public transportation to get to work. I am seeking employment, and I am a college student locally at the moment, having a bus system in place would help when I need to get to campus. I truly hope that the city of Suffolk seriously consider putting in place a bus system in the near future.

Need to reconnect rural transportation to urban

It's okay but limited, it could expand to different parts of the Hampton Roads area.

I relocated back to Suffolk after living in New York for 43 yrs where i used public transportation every day. I was sad to know i would not have the same life style here. Seniors would benefit more by getting out on their own and not rely on other family members. I have walked from Oakhall area to Rite Aid on Constance road on a Sunday due to no buses, so this is good news.

Please consider putting stops in some of the further out areas so people can utilize public transportation. I myself would use the bus if it was available in Whaleyville.

It's totally ridiculous that there is no fast transit between and transit hubs in Norfolk and Newport News.

There are so many elderly people that needs transportation to and fro the doctors, store, etc. plus some people that dont have cars and need to transportion to work without waiting on a ride would be helpful.

would like to see service improved/increased to include North Suffolk from downtown Suffolk

I would be most likely to use connector services to other transit options: Amtrak stations in Newport News and Norfolk, Park and Ride Lots, airports, Elizabeth River ferries, etc.

Wider coverage, connecting with HRT areas in Chesapeake, etc. and Peninsula.

There are people in Suffolk that do not have transportation to downtown Suffolk that must rely on other people who are able to take them. Then they must wait for hours to find a way home. If there were reliable bus service this would solve alot of problems.

I think the biggest problem is that many residents are unaware that public transportation is available. Additionally, I think every city in Hampton Roads needs to collaboratively work on a metro system for the entire area.

Intra regional train service, taxis, more buses

MANY OF THE RESIDENTS AT LAKE PRINCE WOODS WOULD PROBABLY RIDE THE TIDE AND CERTAINLY THE TRAIN TO DC. I CAN ONLY SPEAK FOR MY WIFE AND I BUT IN EVERYDAY CONVERSATION I KNOW THIS TO BE TRUE.□

Public transportation in Suffolk doesn't seem to be very reliable and it is quite limited. There should definitely be weekend operating hours. There should be an easy way to connect out of the city (Norfolk, Chesapeake, Newport News). There should be an efficient way to travel to North Suffolk and the medical areas there as well as the shopping areas. (movies, Walmart, etc) This would also help citizens looking for employment. I used to use the bus service to travel to Amtrak train station in NN from Suffolk but now I'm not certain how or if the bus service still connects to Chesapeake and I took most of my trips on the weekend. Suffolk's service isn't running on the weekend and it looks like the last bus runs around 5 p.m. I also think there needs to be some kind of marketing campaign to market the bus service and maybe even implement shuttles to hospitals/shopping areas. Thanks for listening!!

First fix the potholes, then spend any leftover money on the buses that only serve a few people.

If the public transportation was improved, more people could get around the city and would feel like they are trapped in the city if their car broke down.

We do NOT need to expand public transportation in Suffolk. Suffolk needs to stop spending money it does NOT have, and lower our taxes & water rates.

I don't know what the numbers are but I think if you provide transportation for some of the low income rural folks you'd improve the city's employment situation.

SO MANY OUTDOOR ACTIVITIES WANT THE FAMILY ENGAGE IN WOULD LOVE TO HAVE TRANSPORTATION TO GO PLACES

While we don't need to get involved in the Light Rail debates at this point...50 years from now it probably will be necessary...Planning hubs and connections which make sense both now and in the future are essential...This survey needs to reach many, many more folks!

Suffolk is in dire need of full time bus service. There are individuals that work in other cities that do not have reliable transportation. There are more jobs in other cities but people rather live in Suffolk and commute.

I have seen so many of the HRT buses throughout hampton roads and sometimes the bus is empty but they are running up and down the roads. This seems to be a waste of fuel and wear and tear on the bus. Make fewer scheduled runs, and park the bus when it is not needed.

I feel bus service is a must as our city is constantly growing. Also living in Northern Suffolk and being a employee that works downtown for DSS, I often see the struggles that our clients who live on the North End have meeting their needs if they do not have reliable transportation. I feel it would be beneficial to resume the bus service to benefit our entire city.

I commute 5 days a week to Virginia Beach in my car. If we don't have an effective plan to travel out that way, at least serve the local populous of Suffolk by providing reliable, frequent, clean transit to areas of interest in Suffolk. I would love to hop a bus to Walmart or panera bread or harborview regal theaters rather than drive but as of now, I'm not sure I could travel to and from a destination without waiting for bus which is in relation approximately 10 times less efficient with my time. Lets get it together, also by developing a simple phone app for transit times/locations!

I volunteer at the Western Tidewater Free Clinic. Transportation is a huge problem for many of our clients. Clients who live in Isle of Wight can use I-Ride. Why can't we have something like I-Ride for our Suffolk patients. I think it is also important to have transportation available to Norfolk and Newport News as this will increase job opportunities for our residents.

I see a lot of people walking to and from work and shopping in this area and I don't think there are a lot of stops for the bus. The library, Suffolk ART Gallery , Lipton plant and nearby shopping center would be good stops.

I've seen the lack of participation in the city's bus service. These buses transport very few citizens at a great cost. These buses and the bus service are very unnecessary. If absolutely needed a couple minivans would do the trick.

Being a tax paying citizen for more than 30 years, I truly expected to be able to travel with independence for work, business, or social at least the first two, especially in a growing city. I would love to continue my living here but the need is pushing me to other cities.

I believe we should always provide public transportation for the City of Suffolk - it is necessary for all residents even if they have their own transportation you never know when you may not and need to use the buses - they sure have been a gift to me on more than several occasions when needed in the past and it's nice to know it's there if I need it again.

I wasn't aware it was a problem.

Suffolk is a diverse demographic (rural/semi-rural and urban/suburban) with a growing workforce and older population. As the largest city (430 sq. miles), public transportation is critical to citizens in accessing services, employment and other quality of life accommodations. A successful "best practice" model is the Corridor Transportation Corporation in Laurel, MD. This is a public/private partnership implemented between the Chamber of Commerce (business community) and the local bus services to support employers' need for reliable modes of transportation to get folks to work on time.

I think there is a strong case for public buses in Suffolk. This could simply be on the safety aspect of driving after a night out. I was shocked to see this happening with 'responsible' adults as there is "no other solution". Put in a service from downtown Norfolk and Portsmouth on weekend evenings at least! save lives please!!

Must be intra regional

APPENDIX N

Trip Generators listed by Category

Medical Facilities and Human Service Agencies

Name	Address	City	State	Zip
DaVita Harbour View Dialysis	1039 Champions Way	Suffolk	VA	23435
Bon Secours Health Center at Harbor View	5818 Harbor View Boulevard	Suffolk	VA	23435
Family Medicine Center	1548 Holland Road	Suffolk	VA	23434
Greater Suffolk Medical Center	114 N. Main Street	Suffolk	VA	23434
Lakeview Medical Center	2000 Meade Parkway	Suffolk	VA	23434
Main Street Physicians	157 N. Main Street #A	Suffolk	VA	23434
Sentara Obici Healthcare	2800 Godwin Boulevard	Suffolk	VA	23434
Sentara BelleHarbour	3920 Bridge Road	Suffolk	VA	23435
Western Tidewater Free Clinic	2019 Meade Parkway	Suffolk	VA	23434
Citadel Family Services	429 North Main Street	Suffolk	VA	23434
Disabled American Veterans	139 South Saratoga Street	Suffolk	VA	23434
Suffolk Social Services and Health Department	135 Hall Avenue	Suffolk	VA	23434

Multi-Family Housing

Name	Address	City	State	Zip
Beamon's Mills Townhomes	305 Beamons Mill Trail	Suffolk	VA	23434
Belleville Harbour Apartments	6000 Belleharbour Circle	Suffolk	VA	23435
Belleville Meadows Apartments	5609 Plummer Boulevard	Suffolk	VA	23435
Belmont Park	1012 Island Park Circle	Suffolk	VA	23435
Bennett's Creek Square	919 Vineyard Place	Suffolk	VA	23435
Chuckatuck Square Apartments	5757 Godwin Boulevard	Suffolk	VA	23432
College Square Townhouse Apartments	6000 Old College Dr	Suffolk	VA	23434
Commons at Centerbrooke	1056 Centerbrooke Lane	Suffolk	VA	23434
Harbour Breeze Lifestyle Apartments	3900 Breezeport Way	Suffolk	VA	23435
Heritage Acres X Apartments	1015 Nansemond Parkway	Suffolk	VA	23434
Hillpoint Woods Apartments	601 Hillpoint Boulevard	Suffolk	VA	23434
Kings Landing Apartments	1000 Litton Lane	Suffolk	VA	23434
Lynn Hill Commons Apartments	116 Nancy Drive	Suffolk	VA	23434
Magnolia Gardens	219 Prospect Rd	Suffolk	VA	23434
Nansemond Square Apartments	114 Nancy Drive	Suffolk	VA	23434
Remington Park	808 Teton Circle	Suffolk	VA	23435
Sadler Pond Apartments	2500 Sandy Spring Lane	Suffolk	VA	23434
Suffolk Station	100 Forest Oak Ln	Suffolk	VA	23434
Suffolk Towers Apartments	181 North Main St	Suffolk	VA	23434
The Lofts at East Point	326 E Washington St	Suffolk	VA	23434
The Orchards at Belleville Harbour	1050 Belle Orchard Lane	Suffolk	VA	23435
Wilson Pines Apartments	2525 East Washington St	Suffolk	VA	23434

Primary and Secondary Schools

Name	Address	City	State	Zip
Booker T. Washington Elementary	204 Walnut St	Suffolk	VA	23434
Creekside Elementary	1000 Bennett's Creek Park Rd	Suffolk	VA	23435
Driver Elementary	4270 Driver Ln	Suffolk	VA	23435
Elephant's Fork Elementary	2316 William Reid Dr	Suffolk	VA	23434
Florence Bowser Elementary	4540 Nansemond Parkway	Suffolk	VA	23435
Hillpoint Elementary	1101 Hillpoint Blvd	Suffolk	VA	23434
Kilby Shores Elementary	111 Kilby Shores Dr	Suffolk	VA	23434
Mack Benn, Jr Elementary	1253 Nansemond Parkway	Suffolk	VA	23434
Nansemond Parkway Elementary	3012 Nansemond Parkway	Suffolk	VA	23434
Northern Shores Elementary	6701 Respass Beach Rd	Suffolk	VA	23435
Oakland Elementary	5505 Godwin Blvd	Suffolk	VA	23434
Southwestern Elementary	9301 Southwestern Blvd	Suffolk	VA	23437
Forest Glen Middle	200 Forest Glen Dr	Suffolk	VA	23434
John Yeates Middle	4901 Bennett's Pasture Rd	Suffolk	VA	23435
John F. Kennedy Middle	2325 E. Washington St	Suffolk	VA	23434
King's Fork Middle	350 King's Fork Rd	Suffolk	VA	23434
Pruden Center for Industry & Technology	4169 Pruden Blvd	Suffolk	VA	23434
Turlington Woods School	629 Turlington Rd	Suffolk	VA	23434
King's Fork High	351 King's Fork Rd	Suffolk	VA	23434
Lakeland High	214 Kenyon Rd	Suffolk	VA	23434
Nansemond River High	3301 Nansemond Parkway	Suffolk	VA	23434

City and Community Resources

Name	Address	City	State	Zip
City Government	441 Market Street	Suffolk	VA	23434
North Suffolk Library, Treasurer, Office of Revenue	2000 Bennetts Creek	Suffolk	VA	23435
Commonwealth Attorney's Office	150 North Main St	Suffolk	VA	23434
Division of Tourism	524 North Main St	Suffolk	VA	23434
Morgan Memorial Library	443 W. Washington St	Suffolk	VA	23434
Chuckatuck Branch Library	5881 Godwin Boulevard	Suffolk	VA	23432
Magistrate's Office	2402 Godwin Boulevard	Suffolk	VA	23439
Parks and Recreation	134 S. 6th St	Suffolk	VA	23434
Public Utilities	1258 Holland Rd	Suffolk	VA	23434
Emergency Management	300 Kings Fork Rd	Suffolk	VA	23434
Police Department	111 Henley Place	Suffolk	VA	23434
Real Estate Assessor	108 Commerce St	Suffolk	VA	23434
Suffolk Senior Center	110 Finney Avenue	Suffolk	VA	23434

Shopping Establishments and Grocery Stores

Name	Address	City	State	Zip
The Shops at Hilltop	1544 Laskin Road	Virginia Beach	VA	23451
Pembroke Mall	4554 Virginia Beach Blvd	Virginia Beach	VA	23462
Greenbrier Mall	1401 Greenbrier Parkway South	Chesapeake	VA	23320
Lynnhaven Mall	701 Lynnhaven Parkway	Virginia Beach	VA	23452
Wal-Mart Supercenter	6259 College Dr	Suffolk	VA	23435
Walmart	1200 North Main Street	Suffolk	VA	23434
Food Lion	3215 Bridge Road	Suffolk	VA	23435
Food Lion	2815 Godwin Drive	Suffolk	VA	23434
Food Lion	6550 Hampton Roads Pkwy	Suffolk	VA	23435
Food Lion	1010 Portsmouth Blvd	Suffolk	VA	23434
Food Lion	1524 Holland Rd	Suffolk	VA	23434
Farm Fresh	1401 N Main St	Suffolk	VA	23434
Fresh Pride	569 East Constance Road	Suffolk	VA	23434
Farm Fresh	3675 Bridge Rd	Suffolk	VA	23435
Harris Teeter/Movie Theater	7386 Harbour Towne Pkwy	Suffolk	VA	23435
Food Lion	1524 Holland Rd	Suffolk	VA	23434

Colleges and Universities

NAME	Address	City	State	Zipcode
Centura College - Chesapeake	932 Ventures Way	Chesapeake	VA	23320
Centura College - Norfolk	7020 N. Military Hwy	Norfolk	VA	23518
Norfolk State University	700 Park Ave	Norfolk	VA	23504
Old Dominion University	5115 Hampton Blvd	Norfolk	VA	23529
Paul D. Camp Community College - Hobbs Suffolk Campus	271 Kenyon Rd	Suffolk	VA	23434
Tidewater Community College - Chesapeake	1428 Cedar Rd	Chesapeake	VA	23322
Tidewater Community College - Norfolk Campus	300 Granby St	Norfolk	VA	23510
Tidewater Community College - Portsmouth	120 Campus Dr	Portsmouth	VA	23701
Tidewater Community College -Regional Automotive Center	600 Innovation Dr	Chesapeake	VA	23320
Tidewater Community College - Tri-Cities Center	1070 University Boulevard	Portsmouth	VA	23703
Tidewater Community College - Visual Arts Center	340 High St	Portsmouth	VA	23704
Virginia Wesleyan College	1584 Wesleyan Dr	Norfolk	VA	23502
Virginia Modeling, Analysis and Simulation Center	1030 University Boulevard	Suffolk	VA	23435

APPENDIX O

Resolution by City Council Adopting Plan

RESOLUTION NUMBER 13-R-043**A RESOLUTION ADOPTING THE CITY OF SUFFOLK TRANSIT DEVELOPMENT PLAN COMMITTEE**

WHEREAS, the City of Suffolk receives funding assistance from the Virginia Department of Rail and Public Transportation for public transportation; and

WHEREAS, the Virginia Department of Rail and Public Transportation requires that the City prepare, adopt and submit a Transit Development Plan to identify projects, expansions and capital expenditures that the City anticipates pursuing for the following six year period; and

WHEREAS, the Virginia Department of Rail and Public Transportation has provided a contractor, at no cost to the City, to assist with the preparation of this plan; and

WHEREAS, City staff have participated in the development of the plan and input has been solicited from stakeholders such as current transit customers, potential transit customers, and the City's current service contractors; and

WHEREAS, adoption of this plan does not obligate or commit the City Council to the recommendations or expenditures of the plan.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Suffolk, Virginia, that the City of Suffolk hereby adopts the City of Suffolk Transit Development Plan, prepared by KFH Group, Inc. and dated November 2013.

This resolution shall become effective upon adoption.

READ AND ADOPTED: DECEMBER 4, 2013

TESTE: Erika S. Dawley
Erika S. Dawley, City Clerk