

Central Shenandoah Transit Development Plan

DRAFT FINAL REPORT

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Prepared for
Central Shenandoah Planning District Commission
Department of Rail and Public Transportation



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Executive Summary

INTRODUCTION

In the Commonwealth of Virginia, a transit development plan (TDP) is a short-range plan that outlines the transit improvements that are planned for implementation during a six-year planning horizon; estimates what resources will be needed; and what funding programs are likely to be available. The Virginia Department of Rail and Public Transportation (DRPT) requires that all grantees that receive state public transportation funds prepare, adopt, and submit a TDP at least every six years. DRPT provides funding and technical assistance to complete these six-year plans. This Executive Summary provides an overview of the TDP that has been prepared for the CSPDC's transit program for the planning period that includes FY2016 through FY2022.

The development of the CSPDC TDP has included four draft chapters that provided an overview of public transportation in the Central Shenandoah region and developed alternatives for improvement. The chapters discussed goals, objectives, and standards; analyzed the current services operating in the region; documented unmet transit needs; and proposed financially constrained and vision alternatives for the CSPDC and local stakeholders to consider for implementation over the six-year TDP planning period. Chapters 5-8 provide the six-year Operations Plan, along with the companion capital, financial, and monitoring plans.

A TDP Working Group, with input from DRPT and CSPDC staff, has guided the process. Public opinion has been considered and was sought through a rider survey, as well as through a public survey that was primarily administered online. The TDP process was initiated in October, 2014 and completed in July 2015.

OVERVIEW OF THE SIX- YEAR PLAN

This Executive Summary provides an overview of the specific projects that the CSPDC and local stakeholders have chosen to implement, presented as short-term and vision phases. While the short-term projects follow a six-year timeline, the vision projects have not been specifically assigned to a year, as funding has not been identified for implementation. Including the vision projects in the plan allows the CSPDC to adapt to changing circumstances, and consider accelerated implementation during its yearly reviews, if funding opportunities are presented. The six-year plan includes a discussion of organizational changes, followed by the short-term service projects and vision service projects.

A primary focus of the projects included in this TDP is on the development of a combined urban-rural system that ties together the current public transportation services operating in the region. The development of the program will lay the foundation for future growth, as community awareness increases and additional partners are sought. Modest service improvements are included within the plan, as constrained by the currently available funding resources.

ORGANIZATIONAL CHANGES

There are a number of organizational changes that are included as part of the six-year plan. These are:

- The transit program will be unified under a new brand, BRITE. A brand awareness campaign will be implemented to educate the public.
- A Transit Advisory Committee will be formed.
- The sub-recipient for rural funding in the region will shift from Virginia Regional Transit to the Central Shenandoah Planning District Commission.
- The CSPDC may own vehicles used for public transportation in the region. This decision is under review pending the RFP process for transit service providers.
- Additional local funding partners will be solicited.
- The local funding formula will be formalized for any future funding partners.



The details for each of these changes are documented in Chapter 5 of the TDP.

SHORT TERM SERVICE PROJECTS

The projects in the “short-term” category are those that will begin to be implemented in either FY2016 or FY2017.

General System and Infrastructure Improvements

Improve Transit Infrastructure

One of the common themes from survey respondents and stakeholders was the need to improve transit infrastructure in the region, including additional and improved bus stops, signage, and shelters. Of the 75 “official” system stops, 67 are signed. The larger issue is the number of “unofficial” stops and the need to add signage to mark these locations. Seven of the current “official” stops have passenger waiting shelters. This project proposes the following improvements:

- Sign all fixed-route stops, including those that are currently “unofficial” stops
- Eliminate flag stops in the urbanized area
- Reduce call stops
- Improve signage at transfer locations, particularly the Waynesboro hub
- Add shelters at key stops, choosing a ridership threshold for consideration (such as 25 daily boardings)

The capital portion of the financial plan will include budget line items for bus stop signs, as well as the addition of two shelters per year.

Develop Transit Pass Program

Stakeholders have expressed an interest in developing a pass program for frequent users of the system. The CSPDC has some level of pass program infrastructure in place already, as it provides tokens for the DSS to distribute to clients. The pass program will replace the token program for the DSS, offering an increased ability to track usage.

CSPDC is planning to start the pass program by using a coupon book, similar to the programs in place in Harrisonburg and Winchester. A coupon book is a simple mechanism to start a pass program, as the books are numbered for tracking purposes. Harrisonburg and Winchester sell books of 25 and twenty trips, respectively. The CSPDC will still need to iron out the details of the program, including how many trips to include within the coupon books; the level of discount to offer (Harrisonburg offers a twenty percent discount; Winchester offers a fifteen percent discount); the method of sales and the sales outlets; and the tracking procedures. This improvement can be implemented in FY16.

Improving the Efficiency, Effectiveness, or Convenience of Current Services

The data analysis, rider input, and stakeholder input documented in Chapter 3 provided the basis for formulating a number of service alternatives (Chapter 4) with regard to the current routes. Several of the alternatives were chosen to move forward to the six-year plan. These improvements are organized by route, with the urbanized area routes presented first, followed by the rural routes.

250 Connector

Close the Service Breaks

The first improvement associated with the 250 Connector is to eliminate the breaks in service that occur at 12:30 p.m. and at 6:30 p.m. during the week and at 3:30 p.m. on Saturdays. These breaks in service are very inconvenient for riders, particularly those that are transferring from other routes and making connections.

The CSPDC is planning to implement this improvement in FY16, as there are funds available for this improvement.

Add Valley View Apartments as a Regular Stop

The Valley View apartments on Frontier Ridge Court, near the Staunton Walmart, are served with a call-in stop. This stop is used frequently and it is proposed that it be formalized to be a regular stop on the schedule. Adding this stop will eliminate the need for Valley View residents to call ahead to schedule their trips, and reduce confusion about whether the apartments are served. This stop can be added during the next schedule change, likely to occur in the fall of FY16.

Use a Larger Vehicle

As the most productive route in the network, and also one of the longest, there are times when there are standees on the bus for significant periods of time. The current 20-24 passenger vehicles, while equipped with grab bars, are not designed to have standees for long periods of time. When there are wheelchairs on board, seats are lost to accommodate wheelchair securement.

It is recommended that a larger vehicle be used for the route, within the limits of safe maneuverability as there are some turning movements along this route that will limit the size of the vehicle chosen. The operating staff indicated that the largest vehicle likely to be feasible is a 28-30 passenger bus. As the vehicles for this route are replaced, larger vehicles will be purchased.

Additional Saturday Service

The 250 Connector currently operates on Saturdays but not until 12:30 p.m. It is recommended that this route begin service at 8:30 a.m. on Saturdays. This improvement is relatively low cost, adding just 416 annual service hours and will improve regional mobility on Saturdays, including allowing for work and shopping trips that were not previously possible. This improvement is scheduled for FY16.

Future Improvements

One of the ongoing issues associated with the 250 Connector is the need to shorten the route in some manner to allow more time for each cycle to be completed. A service alternative for the route was presented in Chapter 4 but funding was not available to add significant resources at this time. The minor improvements that are included in this plan will provide some relief and more will likely be needed.

Staunton Trolleys

The Staunton trolleys provide a mix of circulator services for Staunton residents and visitors. The Green trolley is the shortest of the three routes, operates as a true small city circulator, and serves the major downtown visitor attractions. The Silver and Red trolleys operate longer, more circuitous routes, providing service geared to people who live in Staunton and need to access shopping, employment, and medical destinations.

Transition Vehicle Choice from Trolley to Small Transit Bus for Silver Route

Given that the Silver trolley route is more oriented to residents rather than visitors, and that the route is longer, it is proposed that the use of trolley buses for the route be phased out in favor of more comfortable, less expensive, and more reliable small transit vehicles. This will reduce confusion for visitors who are most likely interested in riding the Green trolley route, as it serves the downtown tourist attractions. In addition, small transit vehicles are easier to maneuver than trolleys. This is a significant concern in the City of Staunton as there are many steep grades and tight corners that the vehicles must navigate.

Split the Silver Trolley into Two 30-minute Routes

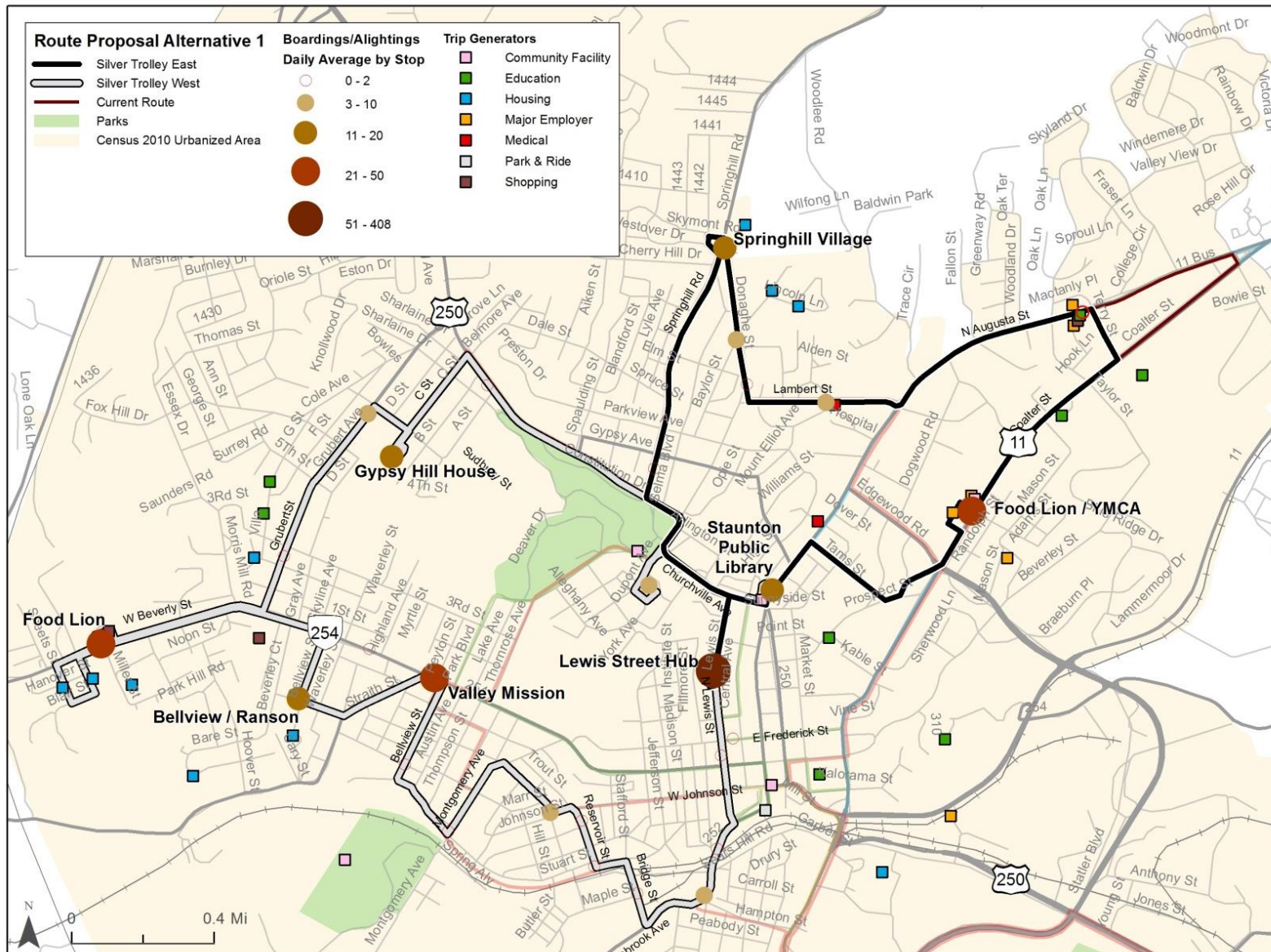
One of the issues that was identified in association with the Silver trolley route was the circuitous nature of the route and the associated long ride time. One way to address this without incurring additional costs is to split the route into two shorter routes that are interlined at the Lewis Street Hub. This will offer more direct service from origin to destination, though frequency will remain hourly. The same vehicle will be used for both routes. Through-riders can stay on the vehicle without incurring a new fare so that the change will not cause riders to incur additional transit expenses. The direction of travel for each of the two proposed loops should be further discussed with stakeholders to maximize travel

convenience. These proposed routes are shown in Figure ES-1. This change is scheduled to be implemented in FY16.

Combine the Red and Silver Trolley Routes

The Red trolley route operates only on Friday and Saturday evenings, from 6:00 p.m. to 10:00 p.m. The route covers many of the same segments as the Silver route, with the exception of the Walmart, which is also served by the 250 Connector. The original purpose of the Red trolley was to provide service for young people on Friday and Saturday evenings. System data suggests that this ridership has not developed. It is recommended that the Red trolley be discontinued and the annual service hours previously devoted to the Red trolley be used to add one hour of service in the evening for the Silver trolley, Monday through Friday, extending the span of service to 7:00 p.m. This change can be implemented in conjunction with the split of the Silver trolley route in FY16.

Figure ES-1: Proposed Silver Trolley Route Split



Adjust the ADA Complementary Paratransit Fare in Staunton

While the fare structure was not mentioned by survey respondents or stakeholders as an issue, it came to light when examining the fare for ADA complementary paratransit in Staunton. Federal guidance indicates that the ADA fare can only be twice the fixed route fare. In this instance, the ADA fare is \$1.00 and the trolley fares are only \$0.25. This means that either the trolley fares need to be raised to \$0.50 (similar to the rest of the system), or the ADA fare needs to be reduced to \$0.50.

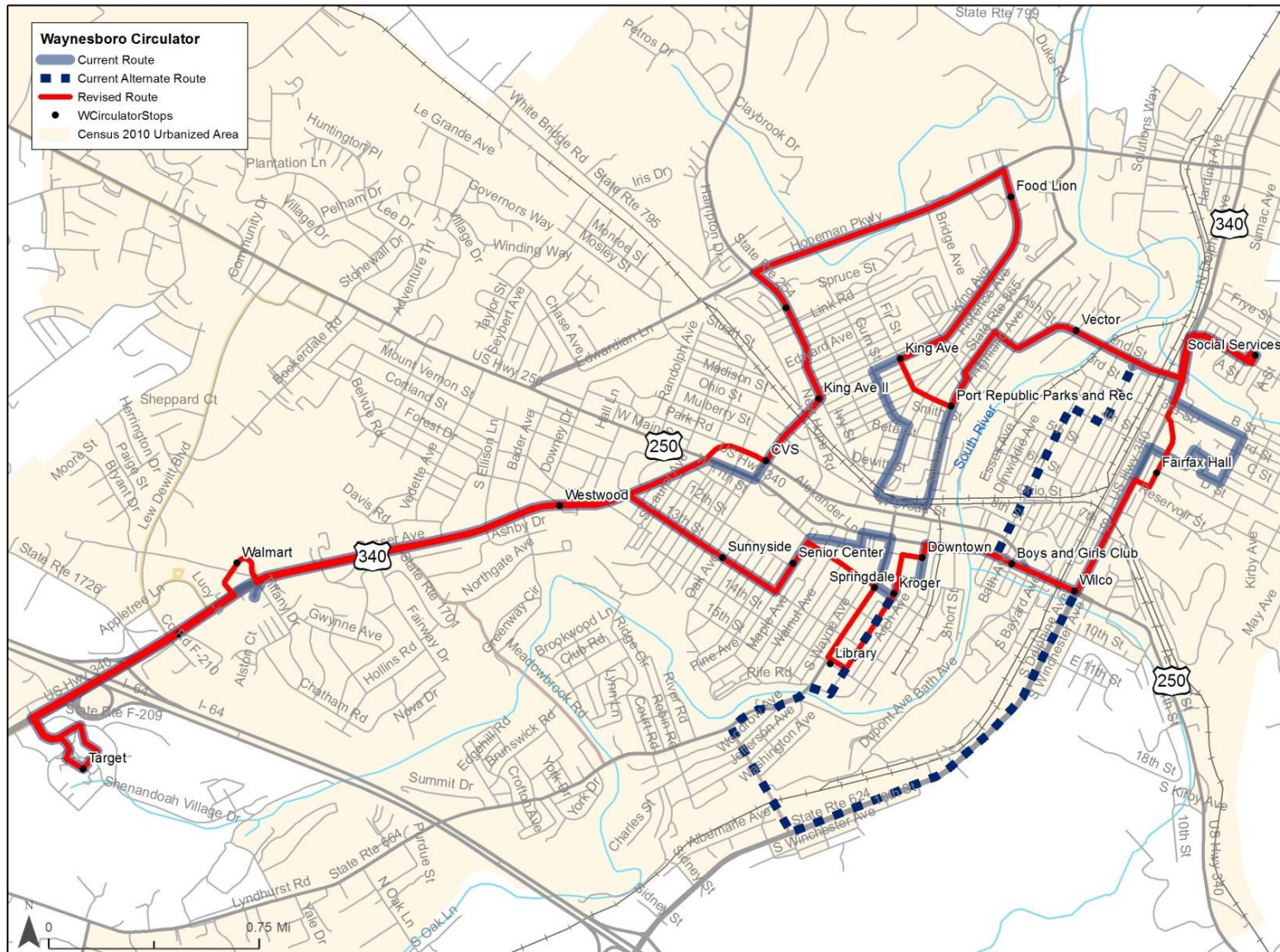
The City of Staunton has decided that it would prefer to reduce the ADA fare from \$1.00 to \$0.50, rather than raising fares on the trolley routes. Lowering the current ADA fare will represent a loss of about \$964 annually. This adjustment should be implemented as soon as is feasible, to ensure ADA compliance.

Waynesboro Circulator

The Waynesboro Circulator provides hourly service throughout the City of Waynesboro, offering two different service patterns, as well as deviating from the route for people with disabilities, and allowing some call-in stops. These three issues together can create problems for the route, including rider confusion and an inability to stay on schedule. Given the timed connections within the system, it is important for the routes to maintain their schedules so that the entire network is not negatively impacted. There are very few riders who use the alternate route.

The two primary goals for the changes proposed for the Waynesboro Circulator are to trim the route so that a small time cushion is available and to eliminate the alternate route to reduce rider confusion. The focus of the segment eliminations was on those areas with little to no riders, and or those that could be transitioned a block or two away for better travel time. Another feature of the proposed route revision is a reversal of the direction of travel, from clockwise to counter-clockwise. This allows some easier turns and takes advantage of some locations that have sidewalks only on one side of the street. The revised route was developed in consultation with the City of Waynesboro and the Shenandoah Valley Department of Social Services, with the City developing the final design. The proposed revised route, along with the current route, is shown in Figure ES-2. This service change can be made during FY16, as it is revenue neutral.

Figure ES-2: Revised Waynesboro Circulator



Augusta On-Demand

The Augusta On-Demand was once county-wide, offering service to different parts of the county on different days of the week. In an effort to manage demand, some of these resources were directed to implementing the 340 Connector (beginning in FY2012) and the Augusta On-Demand was limited to once a week service in the Craigsville area. Over time fewer and fewer of the passengers who originally used this service are still riding. The current route statistics suggest that keeping this service is not sustainable. It is proposed that this service be eliminated in FY17.

340 Connector

The 340 Connector is currently the least productive fixed route in the system. It is difficult to determine if this is due to low demand for service between Stuarts Draft, Waynesboro, and Blue Ridge Community College, or if this is due to the limited services offered. The current scenario is not sustainable for a fixed route as the productivity is only 2.42 trips per revenue hour and the cost per trip is \$23.23.

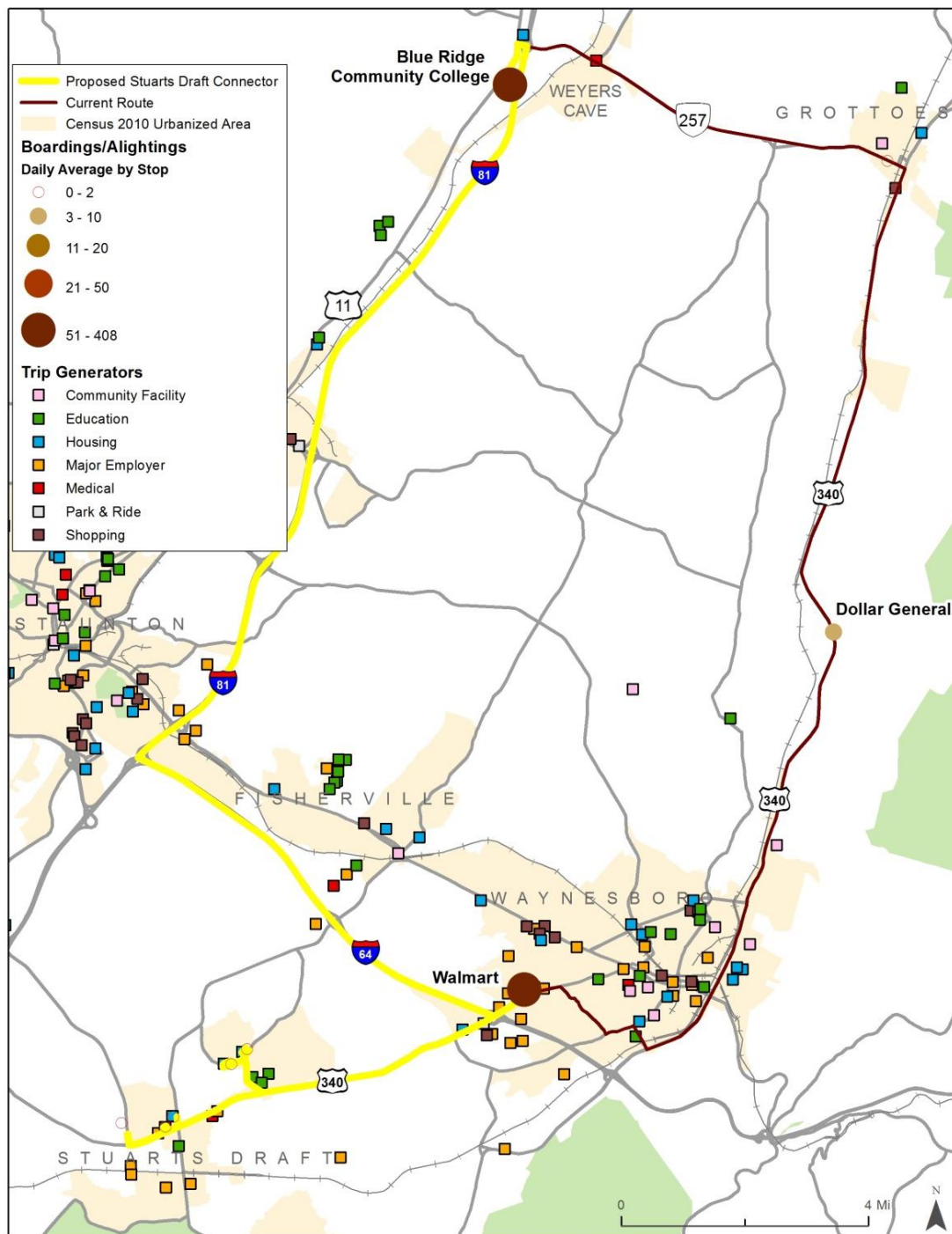
Given that the primary ridership is between Waynesboro and Blue Ridge Community College, there is very little ridership on the Rt.340 segment between Waynesboro and Grottoes or the Rt.257 between Grottoes and Weyers Cave, and there have been multiple comments expressing the need for additional service for Stuarts Draft. It is proposed that this route be changed to an express service to provide service between Stuarts Draft, Waynesboro, and BRCC. The concept is for the route to function as it currently does in Stuarts Draft to the Waynesboro Hub. From that point, the route will provide express service to Blue Ridge Community College using Routes 64 and 81. This will allow the route to be completed in one hour for each direction. A suggested schedule, based on current system scheduling patterns, would be a 7:00 a.m. start at Highland Hills Apartments; and a 7:30 a.m. start from the Waynesboro Hub (meeting the Waynesboro Circulator), arriving at BRCC just before 8:00 a.m. The route would then travel back to Waynesboro (8:30 a.m.) and back to Stuarts Draft for a second morning run at 9:00 a.m., serving Waynesboro at 9:30 a.m. and BRCC just before 10:00 a.m. At this point, the bus would go out of service.

For the afternoon, the route would originate at BRCC at 3:00 p.m., travel to Waynesboro (3:30 p.m.), then on to bring people back to Stuarts Draft (4:00 p.m.). The route would make one more trip in service, leaving Stuarts Draft at 4:00 p.m.; Waynesboro at 4:30 p.m., and back to BRCC for a last run at 5:00 p.m., returning to Waynesboro at 5:30 p.m. and Stuarts Draft at 6:00 p.m.

The vehicle revenue hours for this schedule, assuming Monday-Friday will total six hours per day, which is a little higher than the current 5.1 hours per day. It is proposed that the savings realized by discontinuing the Augusta On-Demand service be used to fund the expected additional expenses associated with an additional hour of revenue service each weekday. The

proposed route is shown in Figure ES-3. It is suggested that the route name be changed to reflect its different route alignment, perhaps calling it the Stuarts Draft Connector. This change is proposed for FY17.

Figure ES-3: Proposed Stuarts Draft Connector



BRCC North and BRCC South

Close the 7:00 p.m. Service Gaps (Monday-Thursday)

As with the 250 Connector, the BRCC North and BRCC South routes include an hour gap in service so that the drivers can take a meal break. This is not convenient for passengers and adds confusion to the schedule. It is proposed that the service break be eliminated on these two routes, with the contractor providing the meal breaks using a break driver or an alternative scheduling design.

This change will require 416 additional annual service hours and is proposed for FY17.

Short Term Service Plan Summary

Table ES-1 summarizes the service projects planned for the short-term. The TDP identifies an implementation year for each project for planning purposes, but actual implementation may be impacted by the availability of funding, future partnerships, and other changes in circumstances that may arise. The short-term plan is conservative, projecting an increase in service hours from the present level of 27,393 revenue hours to 29,027 revenue service hours, an increase of 5.9 percent. The service increases are currently scheduled for implementation during the first two years of the plan. This schedule reflects the budget limitations of the local funding partners, as well as federal and state funding constraints.

Table ES-1: Summary of TDP Short-Term Service Improvements

Years of Planned Deployment	Urban/Rural	Service Project	Annual Revenue Hours	Annual Revenue Miles
Existing	Urban	Current Urbanized Area Services	17,599	210,873
Existing	Rural	Current Rural Area Services	9,794	171,464
		Current Total	27,393	382,337
FY2016	Urban	Route 250 Connector- Close service breaks	875	11,594
FY2016	Urban	Route 250 Connector- Additional Saturday service	408	5,406
FY2016	Urban	Split the Silver Trolley Route	Minor change	Minor change
FY2016	Urban	Combine Silver/Red- extend Silver 1 hour	Minor change	Minor change
FY2016	Urban	Adjust the Waynesboro Circulator	Minor change	Minor change
FY2017	Rural	Eliminate Augusta On-Demand	(325)	(6,988)
FY2017	Rural	Modify the 340 Connector- Stuarts Draft Connector	260	9,100
FY2017	Rural	BRCC North and South- Close service breaks	416	7,800
		Projected Total	29,027	409,249

VISION PROJECTS

The vision projects included in this TDP are those that the CSPDC and the local partners are interested in pursuing, but do not have the funding identified to implement in the foreseeable future. Keeping them in the TDP will allow them to be implemented, should funds become available. Table ES-2 provides a summary of these projects, with the full description of each service provided in Chapter 4. The list of projects is not presented in priority order. The highest priority for service improvements currently revolves around the need to find additional time-saving opportunities for the Route 250. Adding a second vehicle to the Silver Trolley (i.e., improving frequency) could allow this route to extend to the Staunton Mall area thus making it possible for the Route 250 to skip that area and reduce its route mileage.

Table ES-2: Summary of Vision Projects

Urban/Rural	Project	Annual Revenue Hours	Annual Revenue Miles
Urban	Route 250- Improved Frequency	5,200	68,900
Urban	Silver Trolley - Saturday Service	416	3,453
Urban	Silver Trolley- Evenings 7 - 9 pm	510	4,233
Urban	Silver Trolley - Improved Frequency	2,600	21,580
Urban	Waynesboro- Saturday Service	416	7,779
Rural	Add a trip on Fridays to the BRCC North	52	975
Rural	Add a trip on Fridays to the BRCC South	52	978
Rural	Saturday BRCC Corridor Service	416	7,488
	Projected Total	9,662	115,386

OTHER INITIATIVES

Feasibility Study for Charlottesville Service

The results of the survey and stakeholder input showed a desire for area residents to travel to Charlottesville. Trip purposes include work, medical, and recreation, with the University of Virginia and its associated medical facilities located in Charlottesville. As a potential regional service, the details regarding the feasibility and implementation are beyond the scope of this local TDP. The three MPOs located in the adjacent counties of Rockingham, Augusta, and Albemarle, with support from DRPT, are planning to develop a full feasibility and implementation study following this TDP, possibly in conjunction with Virginia's intercity bus program. Funding and or technical assistance for the consultant study will come from transit planning funds from the three MPOs. The study will outline the feasibility, including the full costs of providing this type of service, the potential funding sources, potential stops, likely ridership, infrastructure needs, and implementation issues. It is anticipated that there will be a regional steering group to oversee the study, with representation from a number of

stakeholders including the CSPDC (including the Harrisonburg-Rockingham MPO and the SAW MPO); the Thomas Jefferson PDC; DRPT; the University of Virginia; and the connecting transit programs (HDPT, Charlottesville Area Transit).

Advertising Policy and Revenue

The topic of advertising policies and revenue did not come up during the TDP process. It is relevant for the CSPDC to consider developing advertising policies to be included in the upcoming contract for service. VRT currently does place advertisements on the vehicles that operate in the region.

FINANCIAL PLAN

For FY2016, the total annual operating expenses for the region are estimated to be \$1,885,450. This operating budget includes a partial year of the urbanized area improvements, which are planned to be implemented in November, 2015. The capital expenses for FY2016 are estimated to be \$19,500, which includes two bus shelters and the replacement of the bus stop signs to reflect the Brite Bus branding. For grant purposes, half of the urbanized area contractual operating expenses are eligible to be “capitalized,” which allows the CSPDC to take advantage of a higher matching rate for the federal S.5307 funds. This provision recognizes the FTA’s higher match rate for preventive maintenance.

The operating budget projections for FY2017 and beyond include a higher cost per hour rate for the contracted services, reflecting a new contractual period, as well as 500 additional staff hours for CSPDC oversight. Budgets have been prepared for the TDP period using two scenarios – 1) the contractor will supply vehicles for the contract period, which will result in a higher cost per hour, but will not require the CSPDC to purchase vehicles; and 2) the CSPDC will purchase vehicles, which will result in a lower operating rate per hour, but will necessitate that the CSPDC use a significant amount of its federal S.5307 allocation for capital, as well as requiring some local matching funds (currently 4% of the total). This decision will be made during the RFP process during the fall of 2016.

Assuming that the CSPDC continues to use contractor vehicles, the annual operating costs will rise over time from \$1,885,450 in FY2016 to \$2,523,339 in FY2022, with the modest improvements planned, along with an annual inflation rate of 2.5 percent.

If the CSPDC decides to purchase vehicles, the operating costs will not rise as much, but there will be significant capital costs associated with the vehicles. The operating costs are projected to rise to \$2,257,239 without the inclusion of contractor vehicles.

The total capital costs associated with the vehicles over the six-year period are projected to be \$1,396,158 with eighty percent of this eligible for FTA funding assistance (\$1,117,006). The

remaining \$279,251 will need to be funded through state and local sources. The majority of the vehicle replacement needs are scheduled for FY2017 and FY2018, during which period State capital assistance for Tier 1 projects, which includes vehicles, is projected to continue to be 68 percent of the non-federal share, which leaves 6.4 percent to be funded locally. DRPT capital assistance for Tier 1 projects are projected to decrease in FY2019 to sixty percent of the non-federal share, and again in FY2020 to approximately 35 percent of the non-federal share.

For all scenarios, the capital budget includes two bus shelters per year, along with some modest funding for bus stop sign replacement.

TDP MONITORING AND UPDATES

DRPT guidance requires that grantees submit an annual TDP update letter that describes the progress that has been made toward implementing the adopted TDP. The CSPDC's annual update to DRPT 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

Chapter 1 – Overview of Public Transportation in the Region

INTRODUCTION

The Virginia Department of Rail and Public Transportation (DRPT) requires that any public transit (bus, rail, ferry) operator receiving state funding prepare, adopt, and submit a Transit Development Plan (TDP) at least every six years. A TDP is a short-range transit plan that outlines the services that a grantee intends to implement during the six-year planning horizon, estimates what resources will be needed, and what funding opportunities are likely to be available. DRPT provides a set of TDP requirements that form the basis of the planning effort. This TDP is being prepared for a portion of the Central Shenandoah Planning District Commission's (CSPDC) service area, including Augusta County, the Cities of Staunton and Waynesboro, and a portion of Rockingham County. The CSPDC recently became the designated grantee for federal and state transit funding to be used in the urbanized portion of the region and Virginia Regional Transit (VRT) is the current subrecipient for the rural transit funding that comes to the region.

The TDP is intended to serve as a management and policy document for the transit program in the service area, provide DRPT with an up-to-date record of the related transit capital and operating budgets, as well as provide the program with a basis for including capital and operating programs in the Six-Year Improvement Program (SYIP), the Statewide Transportation Improvement Program (STIP), and the Constrained Long Range Transportation Plan (CL RTP). This TDP is the first one developed for the joint urban-rural program. Concurrently with the TDP, a re-branding effort has also taken place, the results of which are referenced throughout the TDP and documented separately.

This first chapter of the TDP provides an overview of the transit program and provides background information and data that was used for the subsequent data collection, analysis, and eventual recommendations included in this the six-year plan.

BACKGROUND

Augusta County is located in the west central portion of Virginia in the Central Shenandoah Valley. The independent cities of Waynesboro and Staunton are contained within the county. The area is located 85 miles north of Roanoke; 90 miles west of Richmond; and 150 miles southwest of Washington, D.C. Important travel corridors in the region include I-81, I-64, US 250, U.S. 11, and US 340.

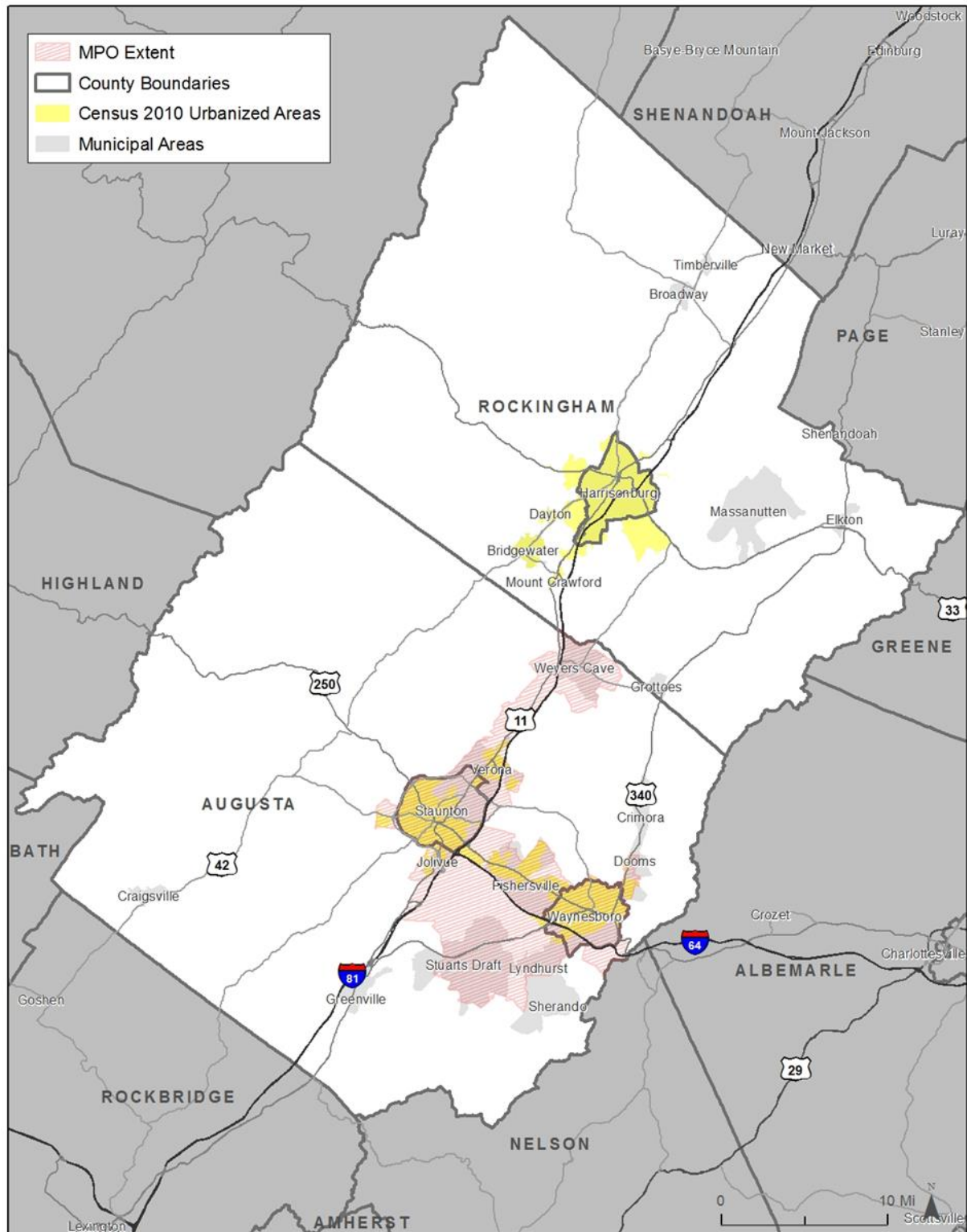
Under contract to the CSPDC, VRT currently provides fixed route public transportation in the urbanized area of Augusta County, and the cities of Waynesboro and Staunton. Demand-response service is also provided in the City of Staunton. Under the rural program, VRT also operates a route into Rockingham County to provide service to Blue Ridge Community College (BRCC) and between BRCC and Harrisonburg, as well as a rural route that operates in the Route 340 corridor between Stuarts Draft and BRCC and limited demand-response service in the Craigsville area of Augusta County.

Historically, the CSPDC has been involved in public transportation in the region in a planning and advisory capacity, fulfilling its function as a regional planning agency. Growth in the region between the 2000 Census and the 2010 Census resulted in the development of a new urbanized area, the Staunton-Augusta-Waynesboro Urbanized Area (UZA). A new MPO was formed, the Staunton-Augusta-Waynesboro MPO (SAW MPO), which is administered by the CSPDC. Figure 1-1 provides a map of the TDP study area, including the SAW MPO boundaries.

The development of this UZA changed the way in which federal transit funding is administered within the newly urbanized portions of the service area. These areas are now eligible for the Federal Transit Administration's Section 5307 urbanized area formula funding program. Federal guidance states that only public entities are eligible grant recipients for S.5307 funds. VRT, the previous rural grantee for transit funding in the region, is not a public entity. Stakeholders in the region decided that the CSPDC should be the designated entity to serve as the grantee for these funds. In FY2013 the PDC began receiving the urbanized area funds and was required to issue a Request for Proposals (RFP) for the operation of transit services in the urbanized area. VRT submitted the only proposal, which the PDC accepted. VRT was awarded an 18-month contract (January 2014- June 2015) to continue to deliver transit service in the urbanized area. An extension to continue service through FY2016 was also awarded.

The remainder of the service area remains eligible for the S.5311 rural area formula funding program, which flows through DRPT to local sub-recipients. VRT is the current sub-recipient for the rural transit funds in the region.

Figure 1-1: TDP Study Area and SAW MPO Boundaries



HISTORY

Public transportation was first introduced in the City of Staunton in 1890, with a fleet of 12 mule-drawn cars, operating on three lines. These streetcar lines were converted to electricity in 1896.¹ The service was controlled by the Staunton Light and Power Company, and was called the Shenandoah Traction Company. The service was abandoned in 1931 and replaced with a bus transportation system, which operated as the Staunton Transit Service until its 1989 discontinuation.



Staunton Transit Service Vehicle

The recent era of subsidized public transportation in the Central Shenandoah region began when Augusta Health merged the King's Daughters Hospital in Staunton and the Waynesboro Community Hospital to form a new central hospital facility in Fishersville. Augusta Health's Board recognized that while Fishersville is located between Staunton and Waynesboro, it was not an accessible location for people who did not drive. The only community transportation that was available in the region at the time (1988) was operated by human service agencies for their clients to attend programs and appointments. Community leaders began meeting regularly to plan a transportation service that could meet the needs of patients and visitors to the new hospital, while meeting other community transportation needs as well.

In 1992 Coordinated Area Transportation Services (CATS), a private non-profit agency, was formed to provide public transportation in the region. Service began with two small buses providing demand-response transportation for people who needed to access Augusta Health from Augusta County, the City of Staunton, and the City of Waynesboro. Federal and state funds through DRPT were received for the first time in 1994, and the system experimented with a fixed route in 1995. The fixed route was not successful at the time and service continued to be provided on a demand-response basis for several years. In 2002, after significant advocacy and survey efforts by the Waynesboro Disabilities Service Board, the 250 Connector fixed route was initiated, with support from the City of Waynesboro. Concurrently, operation of the services was shifted from CATS to VRT.

Meanwhile, the City of Staunton had been exploring the purchase of a trolley to provide tourist-oriented service in the downtown area. The City received grant funding from DRPT to

¹ Brown, David, editor, "Staunton, Virginia: A Pictorial History," Historic Staunton Foundation, 1985.

purchase two trolleys in 2001, with local match provided by the City's Downtown Development Association. Service began in mid-September 2001 with City employees operating the trolley while an RFP for service was being developed. In November 2001, the CATS entity, with VRT as the service provider, was awarded the contract to operate the Staunton Trolleys.

Over the years, VRT streamlined the demand-response services by increasing fixed route services, and facilitated system growth by identifying and working with additional funding partners to improve transit service in the region. VRT retained the CATS brand for some of the services, and the CATS Advisory Board continued to serve in an advisory role to VRT.

In 2012, after the official designation of the Staunton-Augusta-Waynesboro UZA, VRT's role in the urbanized portion of the region changed from sub-recipient and operator to contracted operator, with grant administration, planning and oversight provided by the CSPDC. VRT is currently the sub-recipient and operator for the services provided in the rural areas of the region.

GOVERNANCE

For services provided in the urbanized portion of the service area (about 70 percent of the services), the CSPDC is the governing body. The CSPDC has hired a Transit Coordinator to provide staff level support and oversight of the contractor and to perform planning and grant administration functions. The CSPDC Board represents and serves the localities of: the Counties of Augusta, Bath, Highland, Rockbridge, and Rockingham; the Cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro; and the Towns of Broadway, Bridgewater, Craigsville, Dayton, Elkton, Glasgow, Goshen, Grottoes, Monterey, Mount Crawford, and Timberville. A Board of representatives from each governmental subdivision oversees the activities of the Commission. Board Members are appointed by the governing body of the member jurisdictions, and representation is based on population, with a majority of the members comprised of local government elected officials. The CSPDC Board of Commissioners is the decision-making Board for the urbanized area programs. These Board members are listed in Appendix A.

VRT currently manages the rural program. It is a private non-profit agency governed by a Board of Directors. The CATS Board is advisory in nature to VRT.

ORGANIZATIONAL STRUCTURE

The organizational structure of the CSPDC is provided as Figure 1-2. Oversight of the urban transit service is provided by the CSPDC. Figure 1-3 depicts the organizational structure for VRT's Mountain Division, which includes the CSPDC service.

Figure 1-2: Organizational Chart, CSPDC

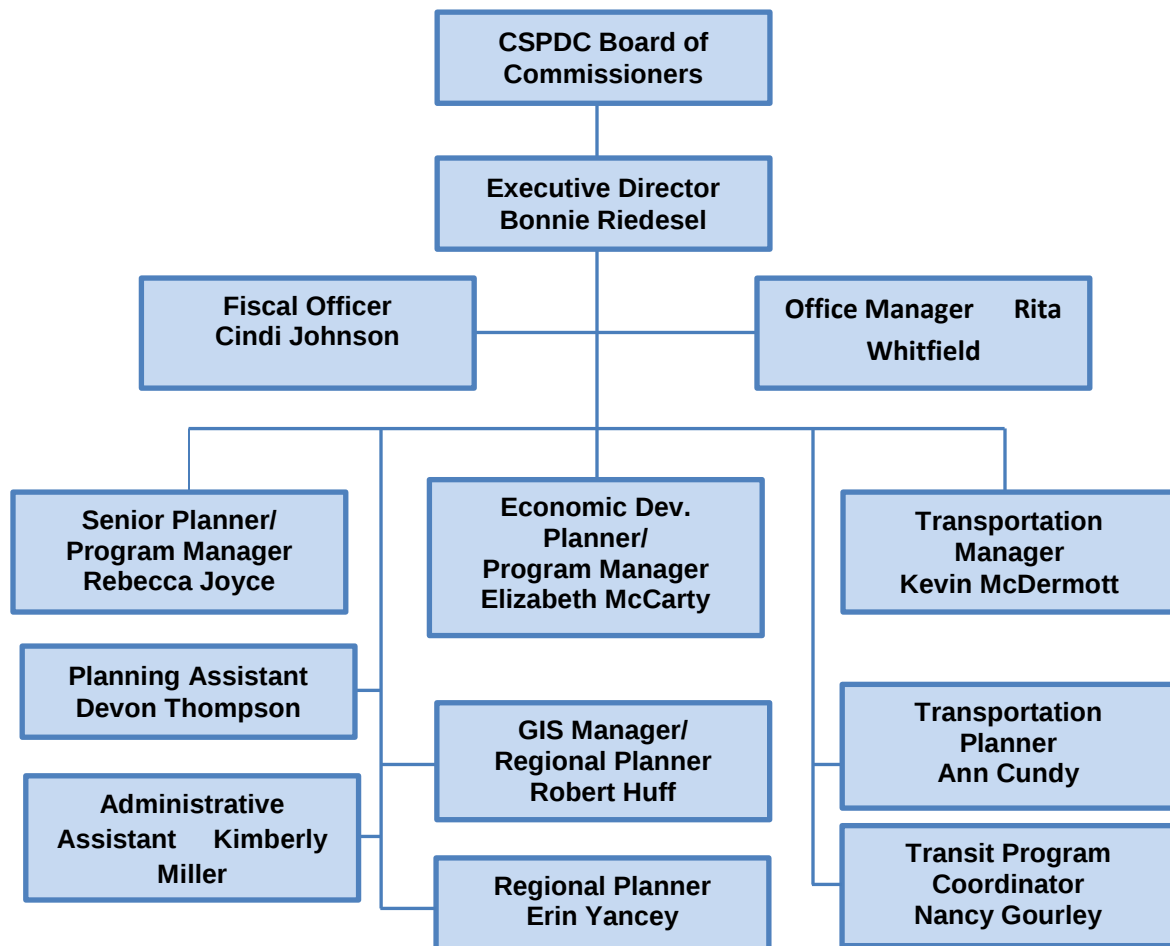
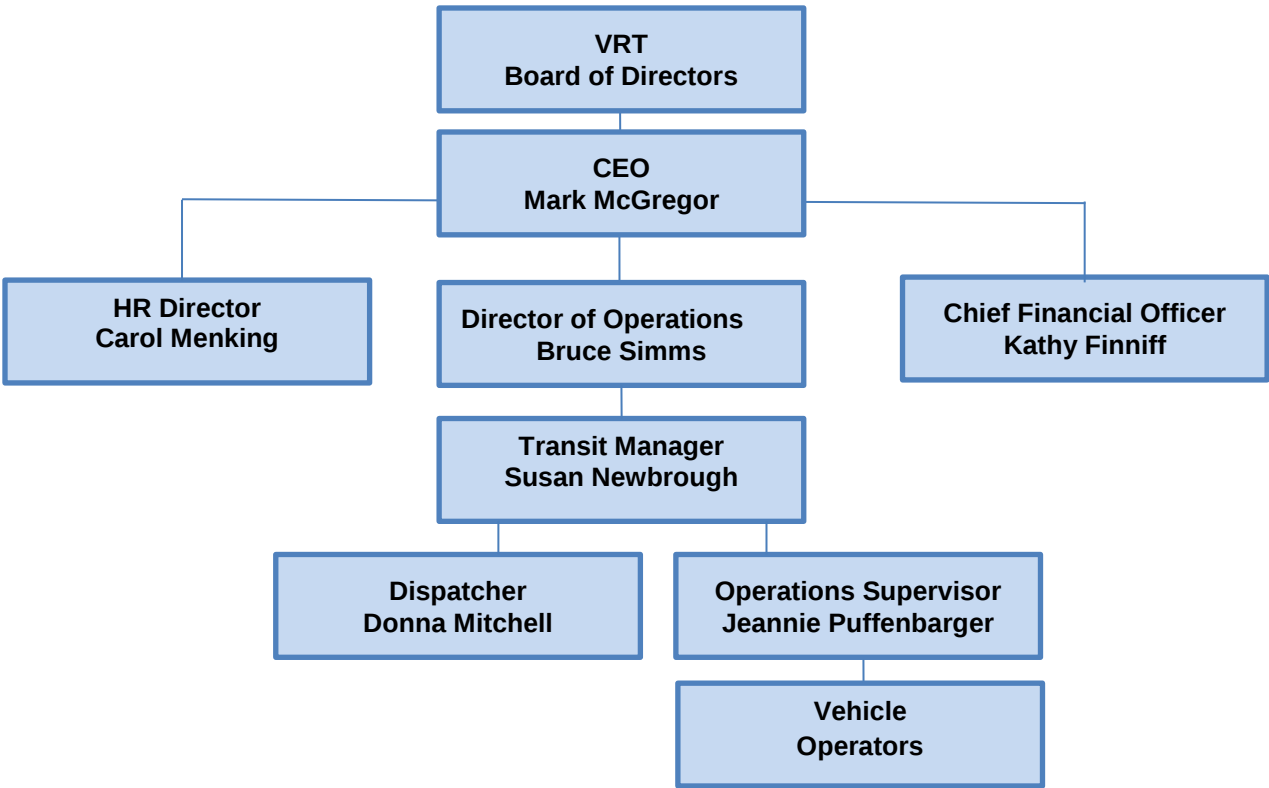


Figure 1-3: Organizational Chart, VRT Mountain Region



TRANSIT SERVICES PROVIDED AND AREAS SERVED

This section provides a brief overview of the public transit services operated in the region, including both fixed route and demand-response services. In-depth service analysis is provided in Chapter 3.

Fixed Route Services

VRT operates several fixed route services in the region. While termed “fixed route,” the routes will deviate up to $\frac{3}{4}$ mile to provide service for ADA-eligible individuals. The following pages (Figures 1-4 through 1-11) provide maps and basic information relating to the existing fixed route services. Complete route profiles, including ridership and productivity information are provided in Chapter 3.

Figure 1-4: 250 Connector

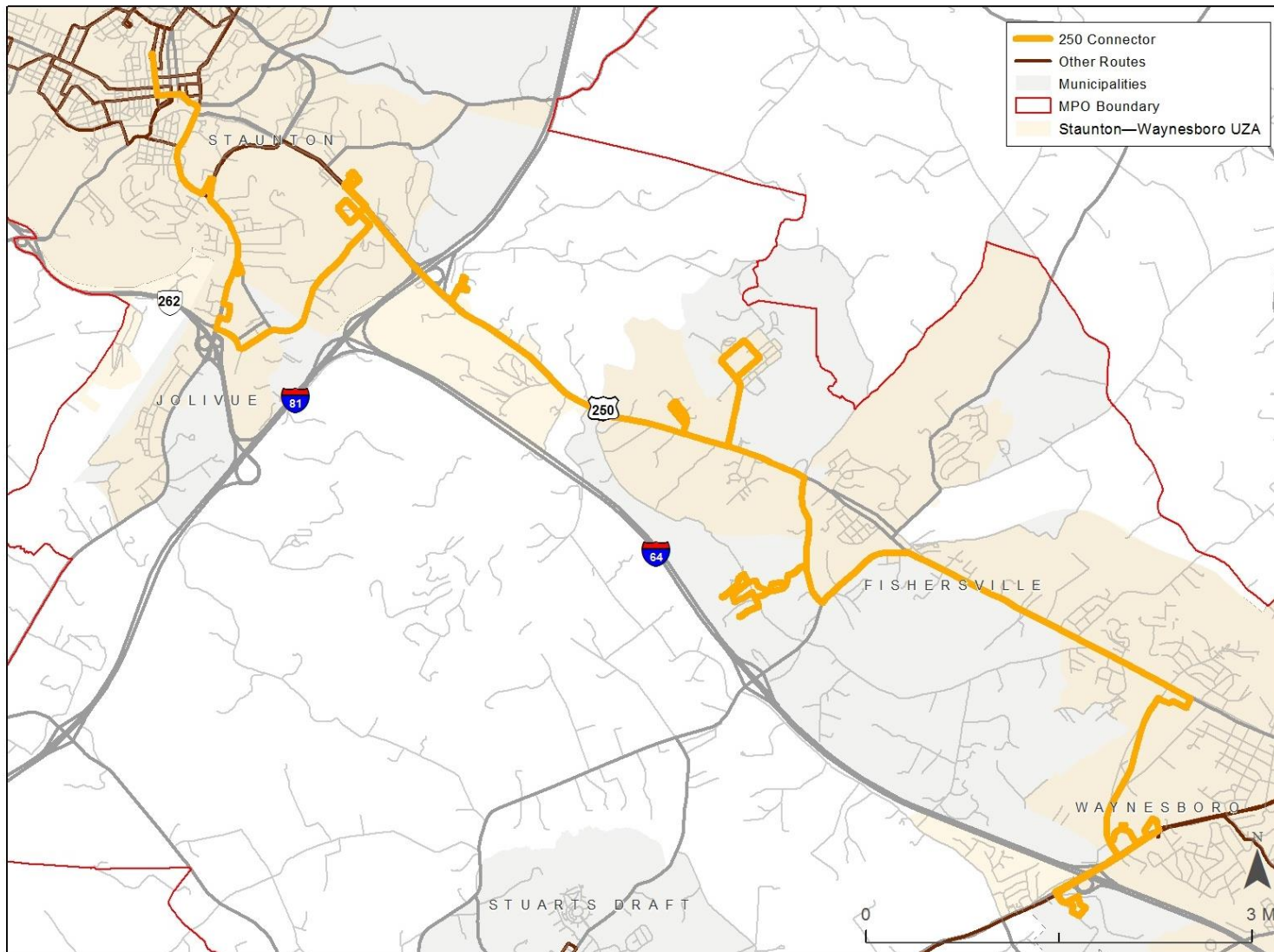


Figure 1-5: 340 Connector

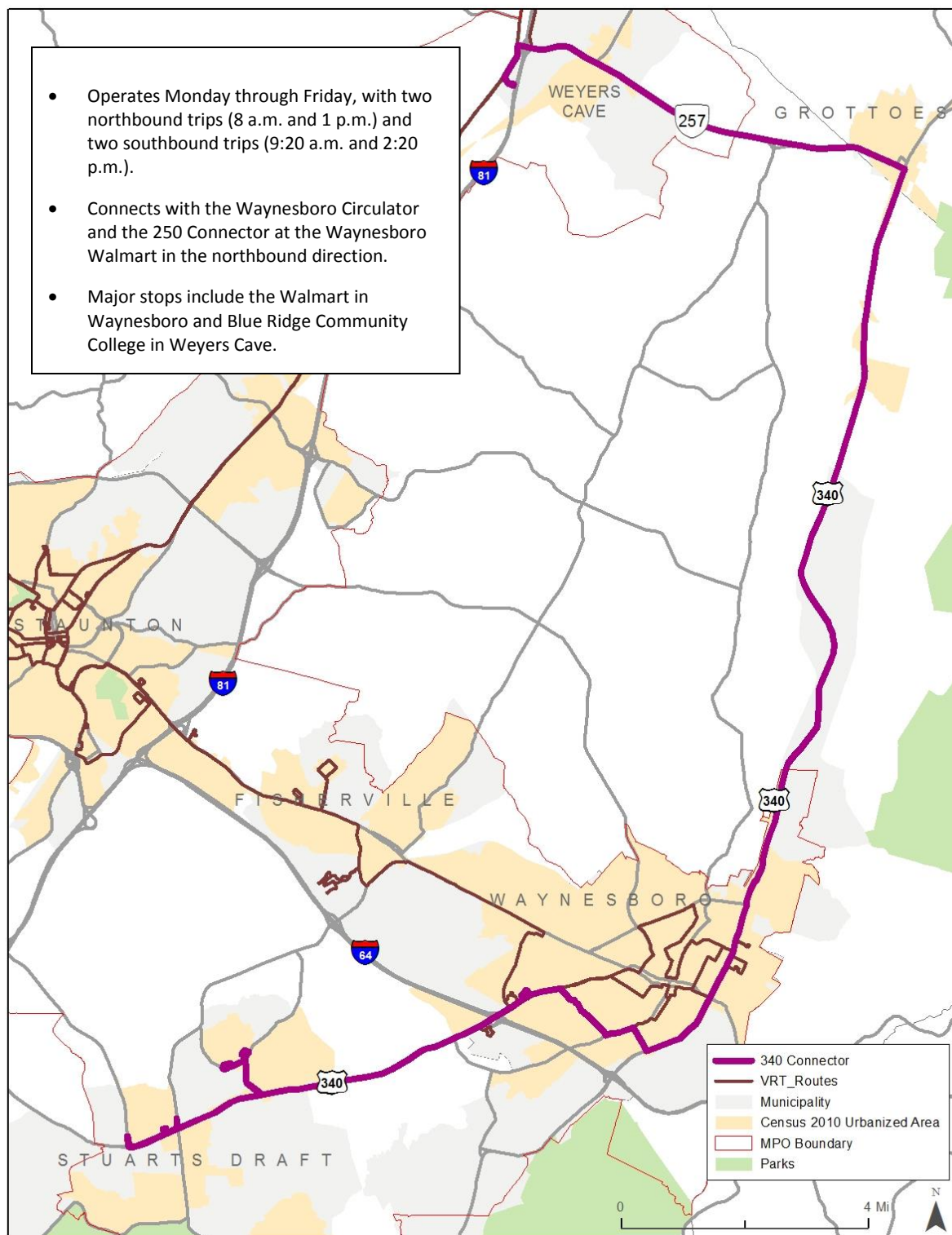


Figure 1-6: BRCC North

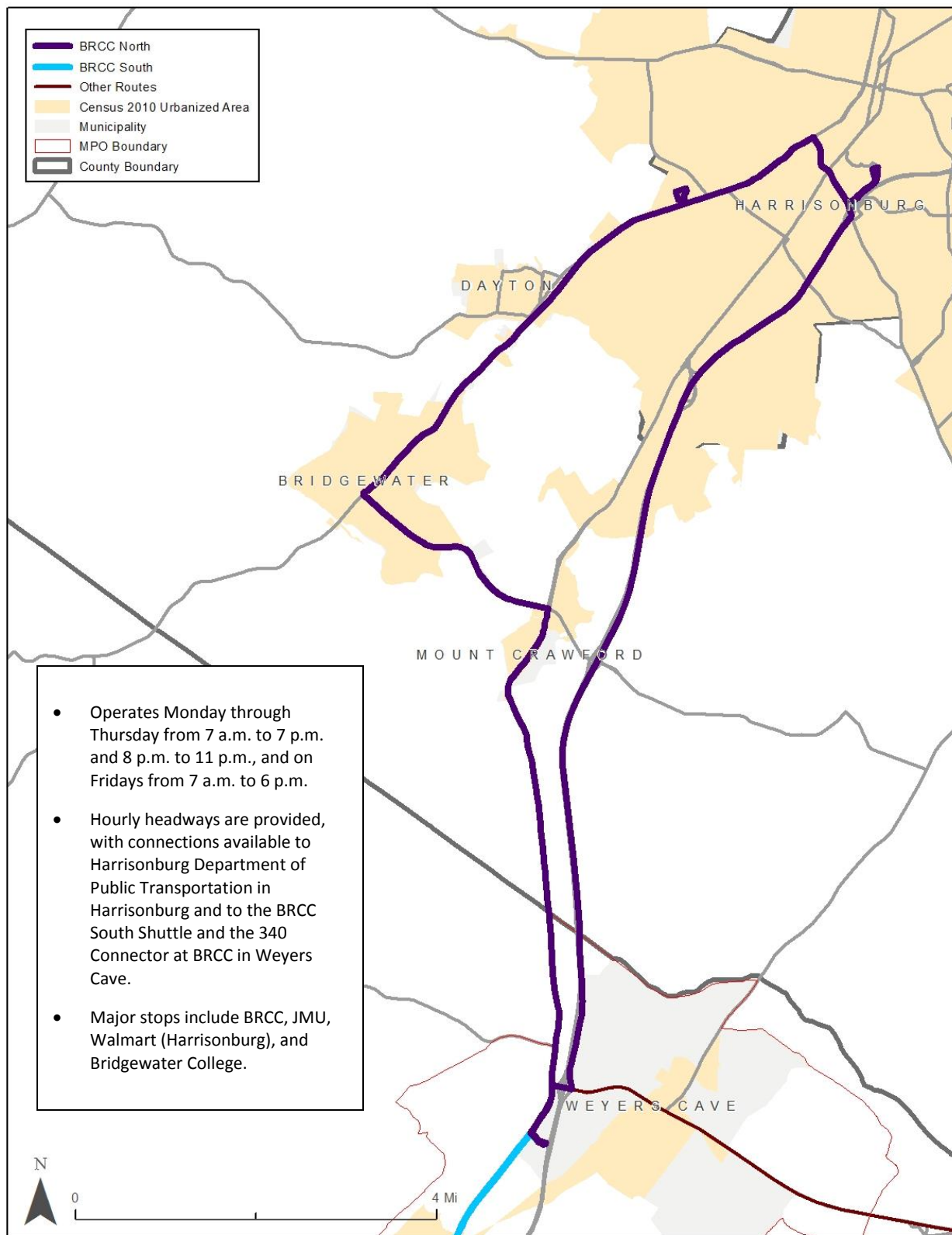


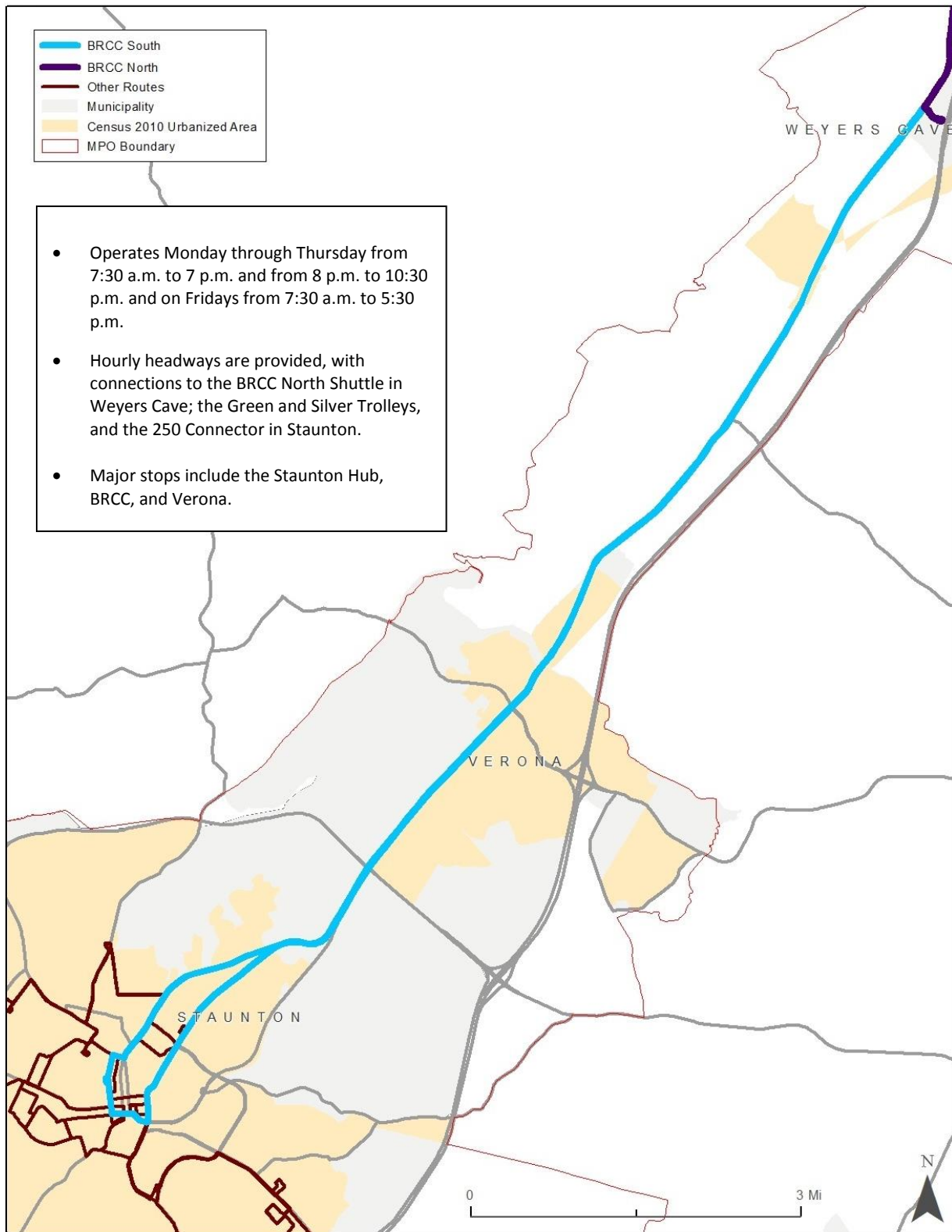
Figure 1-7: BRCC South

Figure 1-8: Green Trolley

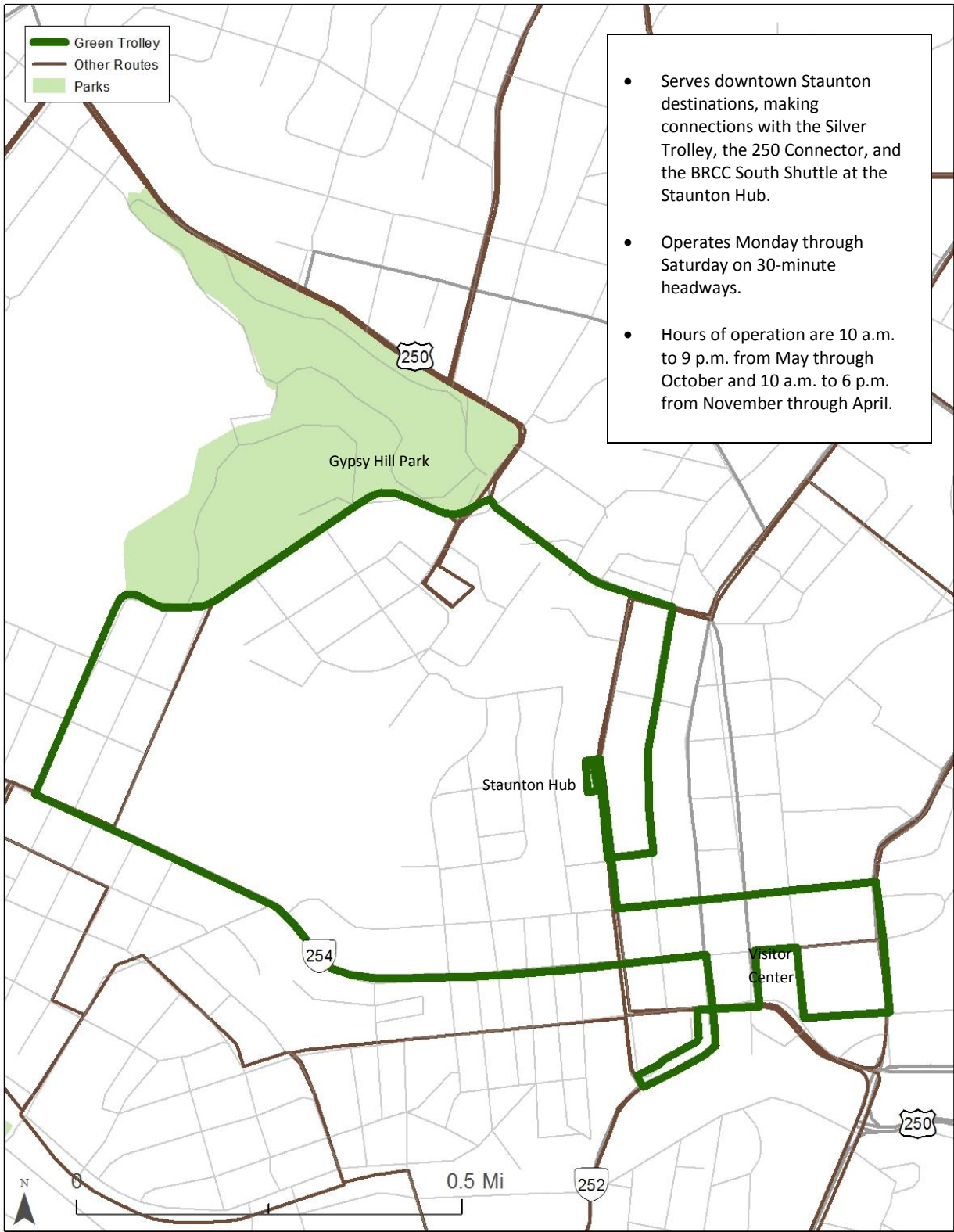


Figure 1-9: Red Trolley



Figure 1-10: Silver Trolley

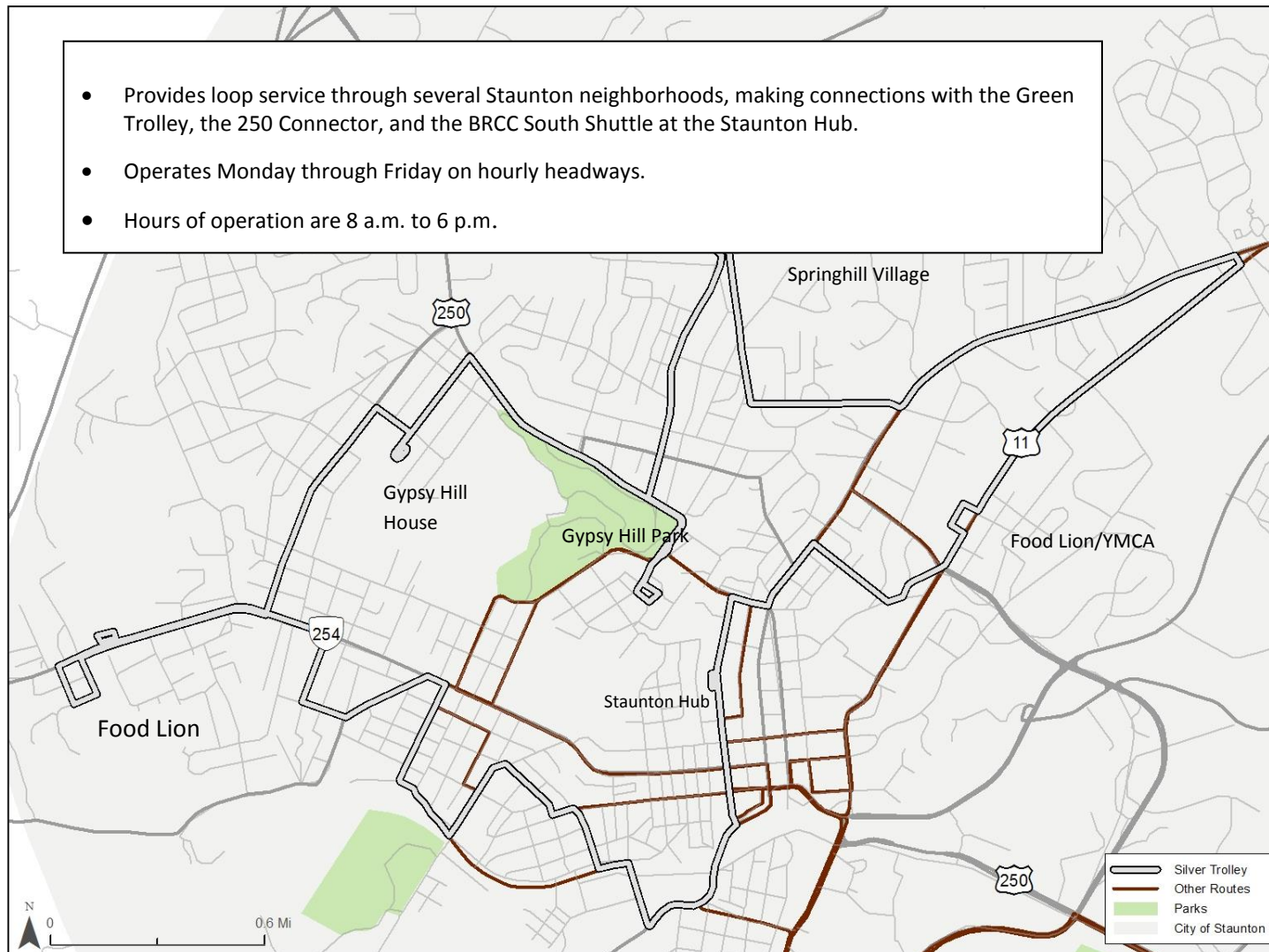
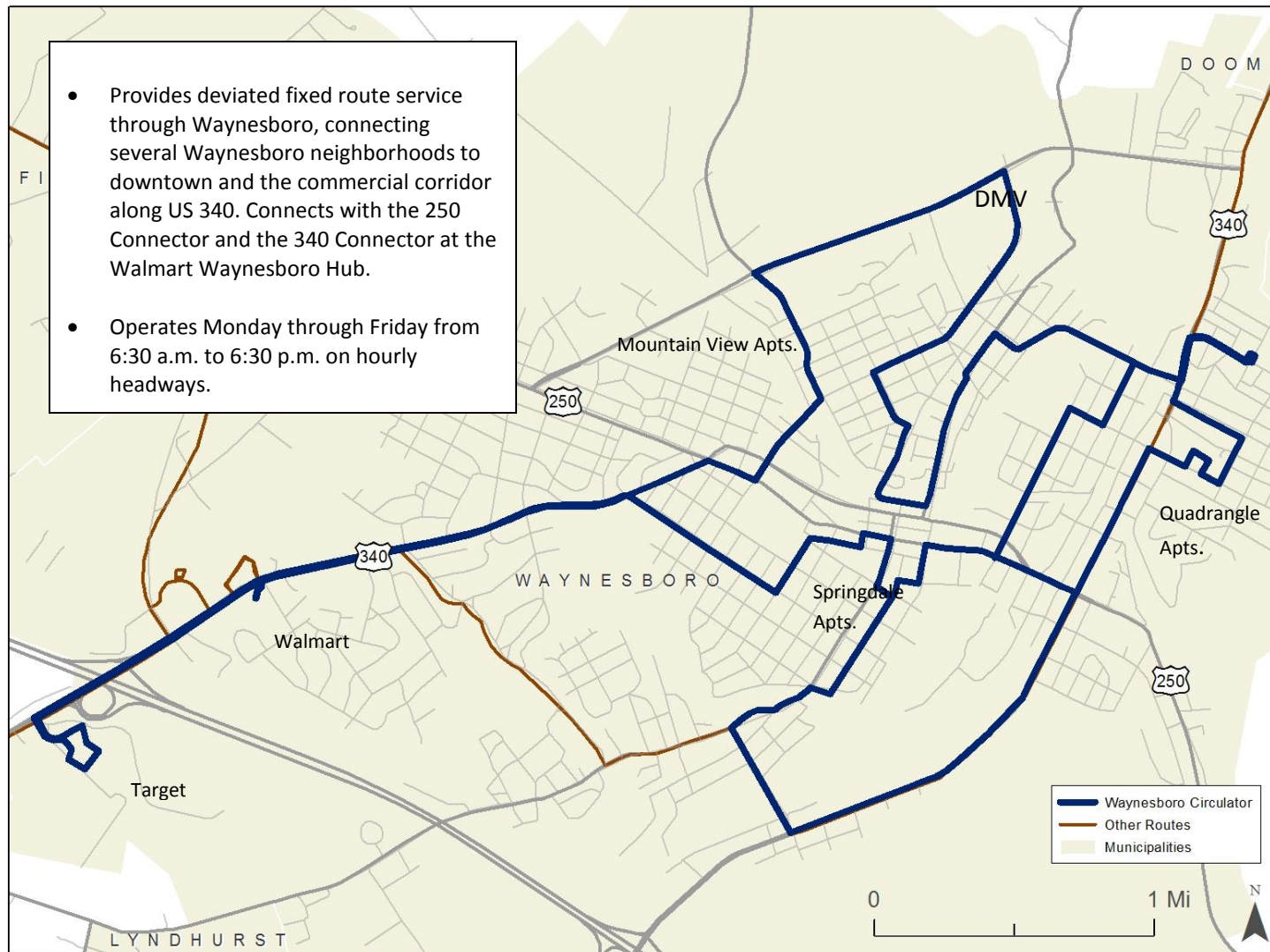


Figure 1-11: Waynesboro Circulator



Demand- Response Service in Staunton and Augusta County

Curb to curb, ADA compliant, demand response service is operated Monday through Friday from 6:45 a.m. to 4:30 p.m. in Staunton, and in the Craigsville area of Augusta County on Fridays from 7:45 a.m. to 10:45 a.m. and from 1:15 p.m. to 4:15 p.m.

These services are open to the public and rides must be booked at least 24 hours in advance, and no more than 2 weeks in advance. The pick-up window is 15 minutes before and 15 minutes after the scheduled ride appointment time.

ADA Service

All of the fixed route services will deviate up to $\frac{3}{4}$ mile to pick-up people with disabilities who have registered and been approved for ADA service. If the trips are within the City of Staunton, the trips may be provided by the Staunton on-demand service or through the route deviation, depending on the needs of the rider and the availability of the Staunton on-demand vehicle. On-demand service and deviations are provided on a curb-to-curb basis.

The on-demand service also serves as a feeder to the fixed routes if that is the most efficient method for the trip that meets the needs of the rider.

FARE STRUCTURE

Fares on the three trolley routes, based in Staunton, are \$0.25 per one-way trip. The fare for the remainder of the fixed route services is \$0.50 per one-way trip. The demand response fares are set at \$2.00 per one-way trip for the general public and \$1.00 for seniors and people with disabilities (paratransit service). College students ride the system fare-free, as BRCC contributes significantly toward the operation of the service. Woodrow Wilson Rehabilitation Center residents also ride fare-free, as WWRC makes an annual financial contribution to the system. In addition, Augusta Health provides operating funds each year, allowing people who board or alight at that location to ride free; and Shenandoah Valley Social Services also contributes to the system and is given tokens to be distributed among its clients of the View Program.

FLEET

There are seventeen vehicles in the fleet. Of these seventeen, eleven are designated as “urban,” meaning they provide service primarily in the urbanized portions of the service area. The remaining six are designated as rural. The ten urban vehicles include three trolleys and seven body-on-chassis vehicles. The six rural vehicles include three large vehicles (Eldorado EZ Rider II) used for BRCC, and three body-on-chassis vehicles. There are also two support vehicles.

**Green Line Trolley**

Seven of the ten urban vehicles are used each weekday and four of the six rural vehicles are used each weekday. While the spare ratio is on the high side, it is not excessive given the disparate vehicle needs and large geographic service area. In order to reduce deadhead, vehicles are parked in several locations, including the Fishersville facility (Waynesboro Circulator, 250 Westbound Connector, 340 Connector); the Staunton Hub (250 Eastbound Connector, BRCC South); the City of Staunton Public Works Department (trolleys); and the BRCC Campus (BRCC North). These vehicles were purchased by VRT with federal, state, and local funding assistance. The vehicle inventory is provided as Table 1-1.

Table 1-1: Vehicle Inventory

Vehicle #	Route	Year	Make	Model	Designation	Mileage 7/21/2015	Lift ?	Seating Capacity	Bike Rack
Rebecca	Silver Line Trolley	2007	Freightliner	Trolley	Urban	156,548	YES	29	YES
Libby	Spare Trolley	2008	Freightliner	Trolley	Urban	188,960	YES	29	YES
266	250 B Connector	2012	Chevrolet	C4500	Urban	122,582	YES	20	YES
267	Staunton Demand	2012	Chevrolet	C4500	Urban	119,588	YES	20	YES
276	250 A Connector	2012	Chevrolet	C4500	Urban	106,140	YES	20	YES
278	Red Line Trolley	2012	Chevrolet	C4500	Urban	67,402	YES	20	YES
294	Waynesboro Circulator	2013	Champion	E-450	Urban	99,189	YES	20	YES
307	Urban Spare	2013	Champion	E-450	Urban	98,355	YES	20	YES
311	Urban Spare	2014	Chevrolet	C4500	Urban	23,746	YES	20	YES
262 (1)	Green Line Trolley	2012	Ford	Trolley	Urban	62,004	YES	28	YES
211	Spare BRCC	2010	Eldorado	EZ Rider II	Rural	262,447	YES	29	YES
212	Spare BRCC	2010	Eldorado	EZ Rider II	Rural	365,145	YES	29	YES
295	Rural Spare	2013	Champion	E-450	Rural	100,653	YES	20	YES
306	Rural Spare	2013	Champion	E-450	Rural	84,820	YES	20	YES
310	Augusta Co On Demand	2014	Chevrolet	C4500	Rural	39,024	YES	20	YES
314	BRCC	2014	Eldorado	EZ Rider II	Rural	64,230	YES	32	YES
315	BRCC	2014	Eldorado	EZ Rider II	Rural	60,657	YES	32	YES
281	Support	2012	Ford	F-150		42,030	NO	2	NO
283	Support	2012	Nissan	Murano		47,859	NO	5	NO

(1) Currently out of service with an engine problem.

EXISTING FACILITIES

VRT operates out of a relatively new operations and maintenance facility on Ivy Ridge Lane in Fishersville. The facility includes operations and administrative office space, a four-bay maintenance garage (one of which is a wash bay), training and meeting space, and significant additional office space that VRT leases out.



VRT's Fishersville Facility



Overview of Facility

The maintenance portion of the facility is also leased from VRT to Wheels Bus Parts Inc. (WBPI), a private maintenance contractor that maintains the VRT fleet as well as others. There is secure transit vehicle parking on-site, as well as staff and visitor parking.

The facility was completed in 2011, at a total cost of about \$5 million. The grant funding was included in the FY2009 VRT/CATS capital budget, and included \$500,000 for land acquisition; \$400,000 for engineering and design; \$100,000 for third party construction management; and \$4 million for construction.² A mix of federal, state and local funds was used to finance the facility, including 80% federal funds, 15% state funds and 5% local funds. As a federally-funded facility, DRPT/VRT were required to get concurrence from FTA concerning the incidental use of the facility (i.e., other tenants) and the facility is to remain in use to support public



Lewis Street Hub

² VDOT SYIP, 2009.

transportation in the region. The facility is currently assessed at \$3,296,100 and Augusta County historically returns the annual property tax payment to the transit program, which was \$18,458 in FY14, and counted as local revenue.³

Another transit-supportive facility in the service area includes the city-provided Staunton Hub on Lewis Street, which features two shelters and a parking area. The 250 Connector, the trolleys, and the BRCC South meet for connections at the Staunton Hub. There are also eight passenger shelters in use throughout the system.

TRANSIT SECURITY PROGRAM

Elements of the transit security program include the use of cameras on the vehicles, as well as the use of two-way radios that allow the drivers to be in contact with the dispatcher at all times. The radios also have GPS capability. In addition, the system utilizes secure fareboxes that are pulled each day. As previously discussed, the transit vehicle parking at the facility is fenced and is locked when staff is not present.

INTELLIGENT TRANSPORTATION SYSTEMS (ITS) PROGRAM

ITS programs in public transportation programs encompass a broad range of communication-based information and electronics technologies that serve to improve safety, efficiency, and service, through the use of real-time information. The GPS capability of VRT's relatively new radio system is just starting to be used. The vehicle tracking function is being tested, but is not yet being used in real time. For demand-response and route-deviation scheduling, VRT is using the SHAH reservation and scheduling system. The system is used to schedule the trips and for data collection, but it is not used for routing.

PUBLIC OUTREACH

The primary mechanism used for public outreach has been the wide distribution of a system brochure. The brochure, developed in 2013, includes maps, timetables, and system information, and is available at government buildings, libraries, the visitor center in Staunton, Augusta Health, and several other locations. In addition, staff participate in several community events each year and work with DRPT to promote transit during Try Transit Week. VRT currently has a website, a Facebook account, and a Twitter feed that provides transit information.

³ Augusta County tax records, online; CSPDC/VRT Budget, FY2014.

OTHER AREA TRANSPORTATION PROVIDERS/SERVICES

- **Amtrak** – Amtrak’s Cardinal route runs between New York and Chicago three days per week, with a stop in downtown Staunton. Passengers can depart westbound on Sundays, Wednesdays, and Fridays at 3 p.m. and eastbound on Wednesdays, Fridays, and Sundays at 1:40 p.m. The Cardinal also stops in Charlottesville, with transfers to the Northeast Corridor.
- **Human Service Agencies** – A variety of non-profit agencies provide transportation in the region:
 - The Arc of Augusta serves individuals with disabilities, providing transportation with one vehicle for clients that participate in its programs.
 - Heart Havens, Inc. serves individuals with disabilities. Transportation (one vehicle) is available for clients for community outings, medical appointments, and shopping.
 - Valley Program for Aging Services (VPAS) provides transportation to the region’s senior centers as well as other trips for seniors and individuals with disabilities. The agency has approximately 18 vehicles and makes over 65,000 trips per year. Transportation is available within Waynesboro and Staunton city limits for grocery shopping, banking, etc., and throughout the region for non-emergency medical appointments. The agency relies on volunteer drivers for many of its demand response trips, organized under its TED Program – Transportation for the Elderly and Disabled.
 - Vector Industries employs and trains individuals with disabilities. Located in Waynesboro, it provides transportation for employees to reach job sites.
 - Woodrow Wilson Rehabilitation Center is a funding partner for the 250 Connector and also has five vehicles that are used to bring students enrolled in the program to job sites that cannot be feasibly accessed through the current Central Shenandoah transit network.
 - Valley Community Services Board serves clients with mental health, intellectual disability, and substance abuse issues. The agency operates 25 vehicles, providing about 7,000 passenger trips per year in Augusta and Highland Counties and the Cities of Staunton and Waynesboro.

- **Intercity Bus** – The closest intercity bus service in the region occurs in Charlottesville. Greyhound operates two daily round trips between Charlottesville and Baltimore and three daily round trips between Richmond and Nashville via Charlottesville. Due to service cuts in the past decade, Greyhound no longer serves Harrisonburg, Staunton, or Waynesboro. Other intercity providers include Megabus, which operates on I-81 between Washington, DC and Knoxville and includes a stop in Christiansburg, and the NYCS Shuttle, which operates between Charlottesville and New York City.
- **Private Providers** – Several taxi companies operate near Waynesboro and Staunton. These include City Cab, Al's Radio Cabs, and Blue Ridge Taxi. However, due to price, these providers are rarely feasible sources of daily transportation for area residents.

Chapter 2 - Goals, Objectives, and Standards

TASKS AND ISSUES FOR THE TRANSIT DEVELOPMENT PLAN

An important first step in the development of the TDP was to learn from committee members and CSPDC staff what community transportation issues were the most important to explore within the TDP, as well as what goals these stakeholders had for the study. A discussion of goals and issues was held during the TDP kick-off meeting on October 23, 2014. Committee members and staff articulated both issues and study goals in a number of different topic areas. These are summarized by topic area below and are not prioritized.

Intercity Bus/Commuter Bus

- Explore the need for intercity bus service and commuter bus service in the region, connecting Harrisonburg, Staunton, Waynesboro, and Charlottesville. The purpose of this type of service would be to connect to Amtrak and Greyhound, as well as to provide access to employment, educational, and medical destinations.
- Such a service would ideally serve park and ride lots as well as downtown destinations.
- It was noted that Megabus recently declined to provide service to James Madison University (JMU).
- DRPT may have available funds for intercity bus service from the S.5311 (f) program. An Intercity Bus Plan was completed for DRTP in 2013 and the findings with regard to this corridor will be referenced.

Community Awareness and Connectivity

- The community is not necessarily aware that the urban and rural services connect. It is not readily obvious that the various transit services in the region are provided by a single operator and are one system.

- When conducting the re-branding task, committee members would like to see an umbrella brand that is unified, with specific services maintaining their current brand (BRCC shuttle, in particular).

Regional Growth

- There is a need to look at system growth, given the recent MPO/urbanized area designation.
- Stuarts Draft is a high growth area.

Organizational Issues

- With the urbanized area designation, a result of the 2010 Census, significant parts of the transit service area became eligible for S. 5307 urbanized area funding. Grantees under this program must be public bodies, so the PDC took on this role. VRT's role became that of contractor for the urbanized area services. The current contract runs through June 2015, with an extension option. VRT continues to be the designated sub-recipient of rural funds, but this may change. Both the urban and rural programs are likely to be administered by the PDC in the future, which will require contractual changes.
- With the change in transit oversight, the TDP will need to discuss the best way to handle ownership of both fixed facilities and vehicles. The TDP will explore the cost/benefit issues of ownership versus leasing, as well an examination of which roles are appropriate for the public agency (the grantee) and the contractor (operator of service). There will also need to be a review of how the change in grantee status affects the Fishersville transit facility.
- A full exploration of organizational options with regard to the development of a new transit organization is not desired at this time, but perhaps in a future TDP.

Financial Issues

- The TDP should include an examination of cost allocation for the participating funding agencies. Historically the funding agreements from the partners have not been tied to a particular level of service. The PDC would like to see the development of a cost allocation model that it can use when approaching potential funding partners. There may need to be a provision to "grandfather in" existing partners.
 - For example, all college students with ID ride free, but only some colleges are funding partners (from student fees). The Augusta Health stop is free for everyone.

Specific Service Gaps and Issues

- The following specific service gaps were noted by committee members and staff:
 - Service for 8 a.m. BRCC classes, Monday -Thursday BRCC evening classes, and Saturday classes for students coming from Waynesboro and Stuarts Draft.
 - Access to Augusta Health and associated services in the vicinity.
 - The 250 Connector needs more Saturday service, Sunday service, and an elimination of the current mid-day break and evening break.
 - The 250 Connector needs to be restructured because the schedule is too tight. It cannot keep to the hour.
 - There is a need for additional connectivity to and from Harrisonburg.
 - Only a portion of Augusta County (Craigsville area) is served with demand-response service on Fridays only.
 - There is no countywide demand response in Rockingham County.
- The route design within Staunton and Waynesboro needs to be reviewed. The current loop routes can be inconvenient and inefficient. Bi-directional routing should be examined.
- The transit program should attract choice riders, in addition to transit-dependent riders.
- Vehicle tracking technology is desired.
- Trolleys may not be the best vehicles for daily fixed route service.
- Many of the bus stops are not signed. There are flag stops permitted throughout the service area, which raises safety concerns.

These issues and goals were explored to the extent feasible during the TDP process.

TRANSIT PROGRAM MISSION

A mission statement is “a written declaration of an organization's core purpose and focus that normally remains unchanged over time.”¹ It is a sentence or two that describes what the agency does and who the agency serves, defining why it exists. The mission statement for the CSPDC is:

“To help communities and agencies within the Central Shenandoah Valley work together by providing high quality planning, technical assistance, and facilitation services that address local, regional and state needs in an innovative, timely and cooperative manner.”²

The current transit program in the region does not have an adopted mission statement, which is understandable as it is a collection of services provided under the umbrella of VRT Mountain Division. As the program is re-branded and moves forward, it will be helpful to have a mission statement to focus the program. KFH Group drafted several different mission statements, each with a slightly different style, as a starting point for discussion with the TDP Committee. The mission statement chosen by the TDP Committee is:

“To deliver quality, accessible public transportation services that link people, jobs, and communities in the Central Shenandoah Valley.”

TRANSIT PROGRAM GOALS AND OBJECTIVES

It is important that a transit program has specific goals and objectives, and service standards to guide and measure if the system is accomplishing its mission. The current transit program does not have formally established written goals or objectives to focus its efforts. Goals and objectives for the transit program have been developed as part of this TDP process. The development of these goals and objectives is described below.

During the first TDP Advisory Committee meeting, committee members were asked to indicate some important topic areas that should be included within these draft goals. The following topic areas were discussed:

- Creating a cohesive, comprehensive system that reflects the diversity of the community
- Providing mobility for people who cannot afford personal transportation, while remaining affordable
- Working with area human service agency providers

¹ Business Dictionary.com

² CSPDC website.

- Finding a balance between serving transit dependent and choice riders
- Reaching out to new markets without reducing service for existing riders
- Supporting the economic development goals of the localities
- Supporting urban re-development through intercity/commuter service (i.e. connecting lower cost housing in Waynesboro with jobs in Charlottesville)

The first two topic areas listed above were included as part of a mission statement. From the remaining topic areas, the following goals and associated objectives have been drafted for the transit program.

Goal 1: Provide coordinated, cost- efficient and effective public transportation services that support the mobility and economic development goals of the communities served.

Objectives:

- Evaluate and monitor system-wide performance to ensure appropriate allocation of resources
- Consider changing or eliminating service that does not meet established performance standards
- Consider the establishment of new services to meet regional mobility and economic development goals

Goal 2: Maintain the current ridership base while seeking opportunities to increase ridership and serve new markets.

Objectives:

- Sustain and improve current public transit services to serve both transit-dependent and discretionary riders
- Identify opportunities to better serve existing markets, such as providing service on additional days or extending hours of service
- Identify opportunities to serve new markets by fully exploring the demand for service to Harrisonburg and Charlottesville

Goal 3: Maintain strong relationships with area human service transportation providers and neighboring transit programs to maximize mobility options in the region.

Objectives:

- Meet regularly with area human service agencies and other providers in the region to continue to improve mobility options for agency clients and the public, while reducing duplication where it may exist
- Coordinate service and transfer opportunities with other transit providers in the region, where feasible
- Develop a standard rate to use when providing human service agency transportation

Goal 4: Establish, strengthen, and market a brand identity for the transit program.

Objectives:

- Choose a brand identity for the transit program that represents the diversity of current services and markets under the Central Shenandoah umbrella
- Build and strengthen the chosen brand identity through marketing and advertising efforts
 - Create a system website
 - Maintain accurate and up-to-date transit information on the CSPDC and VRT websites, as well as the websites of the local financial partners
 - Distribute system brochures throughout the communities served.

Goal 5: Responsibly leverage federal and state funds with local funds and fare revenue to ensure the financial viability of the system.

Objectives:

- Develop and monitor a multi-year financial plan
- Research available federal and state funding programs to ensure the region is maximizing its federal and state transit funding opportunities

- Review the fare structure annually to determine if fares are both affordable for riders and economical for the operations of the system
- Explore additional partnership opportunities with local businesses, employers, educational institutions, and other community stakeholders to maximize financial support for transit
- Identify and explore strategies to secure new revenue sources, such as advertising, fundraising, and/or other grant opportunities

Goal 6: Provide a safe and secure transit system.

Objectives:

- Ensure that safety sensitive staff members are adequately trained and monitored
- Provide refresher training for drivers
- Monitor the incident and accident data on a monthly basis
- Ensure that security equipment is properly maintained

SERVICE AND PERFORMANCE STANDARDS

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

Service standards are also used as a measure of compliance with Title VI of the Civil Rights Act of 1964, to ensure that services are provided equitably to all persons in the service area, regardless of race, color, or national origin.

CSPDCs Title VI Plan details the system-wide service standards meant to ensure this equity, including standards on vehicle load, vehicle headways, on-time performance, and service availability.

The following standards are included in the agency's Title VI Plan:

- Maximum vehicle load: 1.3 (ratio of passengers to total seats) for all vehicle types. For example, if there were thirty seats on the bus, the maximum vehicle load would be 39 passengers (39 divided by 30= 1.3)
- Vehicle headways: every sixty minutes, weekdays and weekends (if applicable)
- On-time performance: ninety percent or greater (a vehicle leaving a scheduled time point no more than 1 minute early or five minutes late is considered on-time)
- Service availability within the urbanized area: eighty percent of all residents in the service area are within a ½-mile walk of bus service

These standards have been incorporated into a more comprehensive draft set of service standards that are presented for discussion in Table 2-1.

PROCESS FOR UPDATING GOALS, OBJECTIVES, AND STANDARDS

These goals, objectives, and service standards were developed for the system as a component of the TDP process. Prior to this effort, the only standards in place were those recently developed for the CSPDC's Title VI Plan. Given that these goals, objectives, and service standards are new to the program, they should be examined on an annual basis to ensure that they are appropriate and in keeping with what the system is experiencing. 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 CSPDC can update the measures to reflect current circumstances.

It is recommended that the annual review of goals, objectives, and service standards take place as part of the grant preparation cycle. Any changes for these measurement tools can be included in the annual TDP update.

Table 2-1: Service and Performance Standards

Category	Standard
Availability within the Urbanized Area	Service Coverage: 80 percent of all residents in the service area are within a ½ mile walk of bus service. Frequency: Every 60 minutes, weekdays and weekends (if applicable). Span: Weekdays- 8:00 a.m. to 6:00 p.m.
Patron Convenience	Maximum Vehicle Load: 1.3 (ratio of passengers to total seats) for all vehicles. Bus Stop Spacing: 5 to 7 stops per mile in core; 4 to 5 per mile in fringe, as needed based on land uses
Dependability	On-time Performance: 90 percent or greater (a vehicle leaving a scheduled time point no more than 1 minute early or 5 minutes late is considered on-time).
Productivity (Pass./rev. hour)	Review and modify, if possible, services that exhibit less than 60% of average Review and modify, if warranted, routes between 60% and 80% of average Fixed-route average is currently 12.09 trips per revenue hour Demand-response is currently 1.8 trips per revenue hour
Cost Effectiveness (Cost per trip)	Review and modify, if possible, services that exhibit less than 60% of average Review and modify, if warranted, routes between 60% and 80% of average Fixed route average is currently \$ 4.83 per trip Demand response is currently \$ 32.70 per trip
Passenger Comfort	Waiting Shelters: Available where there are 25 or more boardings per day. Vehicles: Working heat and air conditioning
Safety (1) Safety Incidents per 100,000 miles	0.30 or fewer “reportable incidents” per 100,000 miles, as defined by the National Transit Database. A reportable incident is one in which one or more of the following conditions apply: - A fatality - Injuries requiring medical attention away from the scene for one or more persons - Property damage equal to or exceeding \$25,000(2)
Public Information	Timetable, maps, and website current and accurate

(1) For NTD reporting years FY11,12, 13, there were 5 incidents over 1,325,310 miles; a rate of .38 per 100,000 miles.

(2) National Transit Database, Rural Reporting Manual.

Chapter 3 - Service and System Evaluation and Transit Needs Analysis

SYSTEM EVALUATION

Trend Data

System wide

Over the past five years (FY2010- FY2014), transit ridership in the service area grew significantly between FY2010 and its peak in FY2013 (76.5%, from 210,990 annual passenger trips to 375,977 annual passenger trips). Ridership dropped in FY2014 (22.5%), primarily due to the institution of a fare on the Staunton Trolleys, which resulted in a 47 percent loss in trolley ridership. Ridership on the three trolley routes together totaled 141,937 in FY13 and 74,655 in FY14. While this is a significant loss in ridership, the FY14 trolley ridership is likely more reflective of actual transit demand in the City of Staunton, as the institution of a fare eliminated riders who were using the system for reasons other than mobility. Other routes also saw decreases in ridership between 2013 and 2014, but most of those also operated fewer revenue hours and miles. It is likely that the harsh winter of 2013-2014 impacted transit ridership in the region, both by reducing the service hours and by reducing demand for travel. Table 3-1 provides the system wide operating and performance data for FY2010 through FY2014.

In terms of transit productivity, the data from FY13 showed the highest level of overall system wide productivity, with an average (mean) of 13.1 passenger trips per revenue hour and an overall average (mean) cost per trip of \$4.19. It should be noted that while the performance data from FY14 were not as favorable as the performance data from FY13, the overall trends are positive, with the system providing 36.7 percent more passenger trips in FY14 than in FY10, operating with fewer revenue hours. The average passenger trips per revenue hour in FY2010 were 8.05, compared with 11.15 in FY14. The mean productivity on the fixed route services was 12.09 passenger trips per revenue hour and the mean productivity on the demand response services was 1.8 passenger trips per revenue hour in FY14. The mean cost per trip in FY14 for the fixed routes was \$4.83 and the mean cost per trip for the demand-response services was \$32.70.

The trend data also indicate that operating expenses have been relatively well controlled over the five year period, with total operating costs rising 17.2 percent over the period, which equates to an average increase of 3.4 percent per year.

Table 3-1: Transit Program Trend Data

Total System Data by Year					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	212,990	289,958	362,275	375,977	291,217
Revenue Hours	26,467	30,001	28,616	28,672	26,126
Revenue Miles	406,230	454,166	431,560	439,590	374,516
Trips/Hour	8.05	9.66	12.66	13.11	11.15
Trips/Mile	0.52	0.64	0.84	0.86	0.78
MPH	15.35	15.14	15.08	15.33	14.34
Operating Costs	\$ 1,301,647	\$ 1,459,549	\$ 1,516,648	\$ 1,576,960	\$ 1,525,807
Cost/Trip	\$ 6.11	\$ 5.03	\$ 4.19	\$ 4.19	\$ 5.24
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 58.40

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Route Level Data

The transit program in the region has evolved as a collection of different services, each with different characteristics. There are generally four types of routes operating in the region: connector routes, targeted shuttle routes, circulators, and demand-response services. The historical performance data for these routes are presented and analyzed below.

Connector Routes

Two of the transit routes in the region are characterized as connectors, meaning that they connect towns/cities to one another. These two routes are the 250 Connector and the 340 Connector. The 250 Connector is the spine of the regional transit system, connecting Staunton and Waynesboro via US Route 250. In 2014, the route carried the most number of passengers, exhibited the highest productivity, and the lowest cost per trip among all of the routes in the regional transit network. Table 3-2 provides the historical trend data for the route.

The second connector route, the 340 Connector, has been in operation since FY2012 and operates on a limited schedule. The route was originally implemented as a way to manage the need for on-demand services, which had previously been provided through the Augusta On-Demand service. The 340 Connector service replaced the Augusta On-Demand service for areas within the 340 corridor. The 340 Connector is currently the lowest performing fixed route within the system, providing an average of 2.42 trips per revenue hour at a cost of \$23.53 per trip. Table 3-3 provides the historical trend data for the route.

Table 3-2: Route 250 Connector Trend Data

250 Connector					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	39,836	71,961	102,519	111,647	106,700
Revenue Hours	3,855	7,641	7,081	7,051	6,580
Revenue Miles	70,073	126,077	102,675	93,458	87,185
Trips/Hour	10.33	9.42	14.48	15.83	16.22
Trips/Mile	0.57	0.57	1.00	1.19	1.22
MPH	18.18	16.5	14.5	13.3	13.25
Operating Costs	\$ 189,589	\$ 371,735	\$ 375,293	\$ 387,805	\$ 388,812
Cost/Trip	\$ 4.76	\$ 5.17	\$ 3.66	\$ 3.47	\$ 3.64
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 59.09

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Table 3-3: Route 340 Connector Trend Data

340 Connector			
Operating Data	2012	2013	2014
Passenger Trips	2,315	3,946	3,534
Revenue Hours	1,398	1,530	1,459
Revenue Miles	34,950	38,449	36,475
Trips/Hour	1.66	2.58	2.42
Trips/Mile	0.07	0.10	0.10
MPH	25	25.13	25
Operating Costs	\$ 74,094	\$ 84,150	\$ 83,163
Cost/Trip	\$ 32.01	\$ 21.33	\$ 23.53
Cost/Hour	\$ 53	\$ 55.00	\$ 57.00

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Targeted Shuttle Routes

There are currently two targeted shuttle routes operating in the region, both of which serve the needs of Blue Ridge Community College students, faculty, and staff. These routes are the BRCC North and BRCC South.

The ridership trend data indicates that the BRCC North exhibited ridership growth from FY2010 through FY2012, and then experienced a slight decline in FY2013, and a more significant decline in FY2014. Ridership in FY2014 was 16.2 percent higher than it was in FY2010, but 20.9 percent lower than the peak in FY2012. The growth of the route might be limited by its use of I-81, which provides a fast journey north, but makes bi-directional travel from points along SR42 and US11 inconvenient. FY2014 productivity on the route (8.93 trips/hour) is lower than the fixed route mean of 12.09 and the cost per trip (\$6.39) is higher than the fixed route mean of \$4.83.

Table 3-4: BRCC North Trend Data

BRCC North					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	27,141	35,219	38,171	36,919	31,548
Revenue Hours	3,899	3,816	3,862	3,494	3,534
Revenue Miles	83,425	80,136	81,102	65,558	66,263
Trips/Hour	6.96	9.23	9.88	10.57	8.93
Trips/Mile	0.33	0.44	0.47	0.56	0.48
MPH	21.40	21	21	18.76	18.75
Operating Costs	\$ 191,753	\$ 185,648	\$ 204,686	\$ 192,170	\$ 201,438
Cost/Trip	\$ 7.07	\$ 5.27	\$ 5.36	\$ 5.21	\$ 6.39
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 57.00

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

The BRCC South provided more passenger trips than the BRCC North in FY2014, while operating fewer service hours. Trend data for the route showed similar growth and contraction trends to the BRCC North, though the ridership peak for the five year period was in FY2013, rather than FY2012. Overall ridership on this route grew by 43 percent between from FY2010 to FY2014, with the highest productivity shown in FY14 (11.8 passenger trips per revenue hour). The cost per trip is very close to the mean for fixed route services in the region at \$4.82 per trip. Table 3-5 provides the five-year trend data for the BRCC South.

Table 3-5: BRCC South Trend Data

BRCC South					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	27,075	33,730	41,394	43,659	38,802
Revenue Hours	3,641	3,554	3,606	3,760	3,284
Revenue Miles	70,778	68,237	68,514	70,731	61,739
Trips/Hour	7.44	9.49	11.48	11.61	11.82
Trips/Mile	0.38	0.49	0.60	0.62	0.63
MPH	19.44	19.2	19	18.81	18.8
Operating Costs	\$ 179,064	\$ 172,902	\$ 191,118	\$ 206,800	\$ 187,188
Cost/Trip	\$ 6.61	\$ 5.13	\$ 4.62	\$ 4.74	\$ 4.82
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 57.00

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Circulators

There are currently four routes within the transit network that could be considered circulator routes. The current routes are the three Staunton Trolley routes and the Waynesboro Circulator.

Staunton Trolleys

Of the three trolley routes, the Green Trolley has historically recorded the highest ridership and operated the most number of annual revenue service hours. The Green Trolley route operates as a true circulator, providing thirty minute frequency on a relatively short route through the downtown area of Staunton. Trend data for the Green Trolley route shows that ridership increased significantly between FY2010 and FY2013 (64%). Ridership dropped 55 percent between FY2013 and FY2014, most likely due to the implementation of a \$0.25 fare. There were 573 fewer service hours provided in FY2014. Productivity on the Green Trolley in FY2014 was 11.84 trips per hour (slightly below the fixed route mean) and the cost per trip was \$4.99 (just above the fixed route mean). Table 3-6 provides the trend data for the route.

Staunton's Silver Trolley Route exhibited the highest productivity among the three trolley routes in FY2014, providing 13.81 passenger trips per revenue hour. As with the Green Trolley, ridership dropped significantly between FY2013 and FY2014 (39%), most likely due to the implementation of the fare. The cost per trip on the Silver Trolley was below the fixed route mean in FY2014, at \$4.28 per passenger trip. Table 3-7 provides these data.

Table 3-6: Staunton Green Trolley Trend Data

Staunton Green					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	49,002	65,749	79,539	80,538	35,936
Revenue Hours	3,800	3,966	3,143	3,608	3,035
Revenue Miles	22,104	23,003	18,229	21,258	17,907
Trips/Hour	12.90	16.58	25.31	22.32	11.84
Trips/Mile	2.22	2.86	4.36	3.79	2.01
MPH	5.82	5.8	5.8	5.89	5.9
Operating Costs	\$ 186,884	\$ 192,946	\$ 166,579	\$ 198,440	\$ 179,338
Cost/Trip	\$ 3.81	\$ 2.93	\$ 2.09	\$ 2.46	\$ 4.99
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 59.09

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Table 3-7: Staunton Silver Trolley Trend Data

Staunton Silver					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	38,881	47,905	59,725	55,937	34,070
Revenue Hours	2,699	2,720	2,720	2,677	2,467
Revenue Miles	31,406	31,552	31,552	22,315	20,476
Trips/Hour	14.41	17.61	21.96	20.90	13.81
Trips/Mile	1.24	1.52	1.89	2.51	1.66
MPH	11.64	11.6	11.6	8.34	8.3
Operating Costs	\$ 132,737	\$ 132,328	\$ 144,160	\$ 147,235	\$ 145,775
Cost/Trip	\$ 3.41	\$ 2.76	\$ 2.41	\$ 2.63	\$ 4.28
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 59.09

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

The Red Trolley Route, operating only on Friday and Saturday evenings, operated just 412 revenue service hours in FY2014, down from 936 revenue service hours in FY2013. This reduction in hours resulted in a significant increase in productivity (from 5.8 trips per hour to 11.3 trips per hour). The cost per trip in FY14 was \$5.24, a significant improvement from the FY13 cost per trip of \$9.01. The trend data for the Red Trolley route is provided in Table 3-8.

Table 3-8: Staunton Red Trolley Trend Data

Staunton Red					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	4,598	4,985	5,559	5,462	4,649
Revenue Hours	927	909	945	936	412
Revenue Miles	11,680	11,453	11,907	24,729	6,180
Trips/Hour	4.96	5.48	5.88	5.84	11.28
Trips/Mile	0.39	0.44	0.47	0.22	0.75
MPH	12.60	12.6	12.6	26.42	15
Operating Costs	\$ 45,590	\$ 44,223	\$ 50,085	\$ 51,480	\$ 24,345
Cost/Trip	\$ 9.92	\$ 8.87	\$ 9.01	\$ 9.43	\$ 5.24
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 59.09

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Waynesboro Circulator

The trend data for the Waynesboro Circulator is similar to that of the other fixed routes, in that ridership grew steadily from 2010 through 2013, with less ridership activity shown for FY14. Overall, ridership increased by over 56 percent from FY2010 to FY2014, even with the lower FY2014 ridership numbers. Productivity on the route is lower than the fixed route mean (10.7 trips/hour versus 12.09 trips/hour), and the cost per trip is higher at \$5.52 per passenger trip. Table 3-9 provides the trend data for the Waynesboro Circulator.

Table 3-9: Waynesboro Circulator Trend Data

Waynesboro					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	20,243	24,576	28,482	33,722	31,668
Revenue Hours	2,570	3,060	3,165	3,060	2,958
Revenue Miles	37,639	44,676	46,209	48,084	46,441
Trips/Hour	7.88	8.03	9.00	11.02	10.71
Trips/Mile	0.54	0.55	0.62	0.70	0.68
MPH	14.65	14.6	14.6	15.71	15.7
Operating Costs	\$ 126,393	\$ 148,869	\$ 167,745	\$ 168,300	\$ 174,788
Cost/Trip	\$ 6.24	\$ 6.06	\$ 5.89	\$ 4.99	\$ 5.52
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 59.09

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Demand Response

The two demand response services in the region are the Staunton On-Demand and the Augusta County – Craigsville area service. The Staunton On-Demand service has become increasingly effective over time, reducing revenue hours while maintaining ridership. The operating costs and the cost per trip were lower in FY2014 than in FY2010. The number of trips per revenue hour has also generally increased each year to the current level of 2.0 passenger trips per revenue hour. Discussions with VRT operating staff indicated that they have made an effort to divert as many trips as possible onto the fixed routes that operate in Staunton to manage demand. The trend data for the Staunton On-Demand service is shown in Table 3-10.

The Augusta County service shows very different trend data, with significantly fewer passenger trips provided each year, as well as fewer service hours operated. Productivity on the service is very low, at 0.49 passenger trips per revenue hour. While the overall operating costs have been reduced significantly (along with the service hours) over the five year period, the ridership has dropped more dramatically, such that the cost per trip is very high at \$116.50 per passenger trip. Table 3-11 shows these data.

Americans with Disabilities Act (ADA) Services

Within the City of Staunton, ADA complementary paratransit is provided for people with disabilities through the Staunton On-Demand service. This service is provided as a “complement” to the Staunton Trolley routes. For the remainder of the transit network, the fixed route vehicles are fully accessible to people with disabilities and will deviate up to ¾-mile from the routes to serve riders with disabilities who cannot access the fixed route bus stops.

Table 3-10: Staunton On-Demand Trend Data

Staunton on Demand					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	4,315	4,321	4,068	3,920	4,151
Revenue Hours	3,084	2,486	2,244	2,231	2,072
Revenue Miles	36,366	29,335	26,704	26,783	24,864
Trips/Hour	1.40	1.74	1.81	1.76	2.00
Trips/Mile	0.12	0.15	0.15	0.15	0.17
MPH	11.79	11.8	11.9	12.00	12
Operating Costs	\$ 151,671	\$ 120,944	\$ 118,932	\$ 122,705	\$ 122,434
Cost/Trip	\$ 35.15	\$ 27.99	\$ 29.24	\$ 31.30	\$ 29.50
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 59.09

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Table 3-11: Augusta County On-Demand Trend Data

Augusta D/R					
Operating Data	2010	2011	2012	2013	2014
Passenger Trips	1,899	1,512	503	227	159
Revenue Hours	1,992	1,849	452	325	325
Revenue Miles	42,759	39,698	9,718	28,225	6,988
Trips/Hour	0.95	0.82	1.11	0.70	0.49
Trips/Mile	0.04	0.04	0.05	0.01	0.02
MPH	21.47	21.47	21.5	86.85	21.5
Operating Costs	\$ 97,967	\$ 89,954	\$ 23,956	\$ 17,875	\$ 18,525
Cost/Trip	\$ 51.59	\$ 59.49	\$ 47.63	\$ 78.74	\$ 116.5
Cost/Hour	\$ 49.18	\$ 48.65	\$ 53.00	\$ 55.00	\$ 57.00

Notes: Source: VRT and CSPDC

The fiscal year for VRT is October 1 - September 30.

The cost data were estimated based on VRT and CSPDC operating expenses per hour.

The mileage data were estimated based on actuals for years 2010 and 2013.

Ridership – Boarding/Alighting Counts

Supplementing the trend data, the following section draws on the boarding/alighting counts conducted by the VRT drivers in October 2014. The counts included a stop-by-stop analysis of activity, and the findings described below approximate overall system performance on a given day.

The boarding/alighting counts highlighted that the 250 Connector is the busiest route, carrying about 35 percent of the system's weekly riders (over 700 combined boardings and alightings per day). These data are consistent with the trend data, which also showed the 250 Connector to be the busiest route. The count data for the 250 Connector showed higher daily ridership than what was experienced in FY2014, by about 5.7 percent

As shown in Table 3-12, the BRCC South and BRCC North were the next busiest routes in the network. This is generally consistent with the historic data, though the Staunton Trolleys experienced higher daily ridership than the BRCC routes prior to the fare increase.

The count data for the Staunton Trolley routes were consistent with the trend data for the Green and Silver Trolleys, though the Red Trolley showed significantly higher ridership during the counts than was experienced in FY14. This may be an anomaly, as the route operates just two days a week, with likely quite variable ridership throughout the year. The count data for the Waynesboro Circulator was relatively consistent with the trend data.

While the 340 Connector had the lowest activity, with an average of nineteen boardings per day, this represents a significant ridership increase over the FY14 average of thirteen boardings per day.

Table 3- 12: Boardings by Route

Route	Est. Weekly Boardings	Days of Operation	Est. Daily Boardings
250 Connector	2,172	Mon – Sat	726
BRCC South	811	Mon – Fri	162
BRCC North	796	Mon – Fri	159
Green Trolley	792	Mon – Sat	132
Silver Trolley	653	Mon – Fri	130
Waynesboro Circulator	568	Mon – Fri	113
Red Trolley	85	Fri / Sat	43
340 Connector	96	Mon – Fri	19
System Total	5,973	Mon – Sat	996

Table 3-13 summarizes the highest ridership stops. The system transfer points were some of the busiest stops: the Lewis Street Hub, BRCC, the Waynesboro Wal-Mart, and JMU. Other high volume stops included Wal-Mart, Rite Aid and the Visitor Center in Staunton; WWRC and Augusta Heath in Fishersville; and the Route 42 Wal-Mart. In contrast, about a quarter of observed stops had 1 or fewer average daily boardings. These locations were scattered throughout the system, but most noticeably in Stuarts Draft and eastern Waynesboro.

Table 3- 13: Greatest Daily Activity by Stop

Stop	Routes	Est. Daily Boardings
Lewis Street Hub	250, BRCC South, Green Trolley, Red Trolley	204
BRCC	340, BRCC South, BRCC North	109
Wal-Mart Waynesboro	Waynesboro Circulator, 250, 340	96
Wal-Mart Staunton	250, Red Trolley	61
WWRC	250	51
JMU Harrisonburg	BRCC North	40
Rite Aid	Red Trolley, Green Trolley	38
Wal-Mart Rt. 42	BRCC North	34
Visitor Center	Red Trolley, Green Trolley	25
Augusta Health Atrium	250	21

Route Profiles

The data collected via the boarding/alighting counts was combined with trend data and land use data to construct a route profile for each route in the system. These profiles are depicted on maps that show the stop activity, the trip generators, and the FY14 operating data for the route. Figures 3-1 to 3-8 present these profiles.

Figure 3-1: Route Profile: 250 Connector

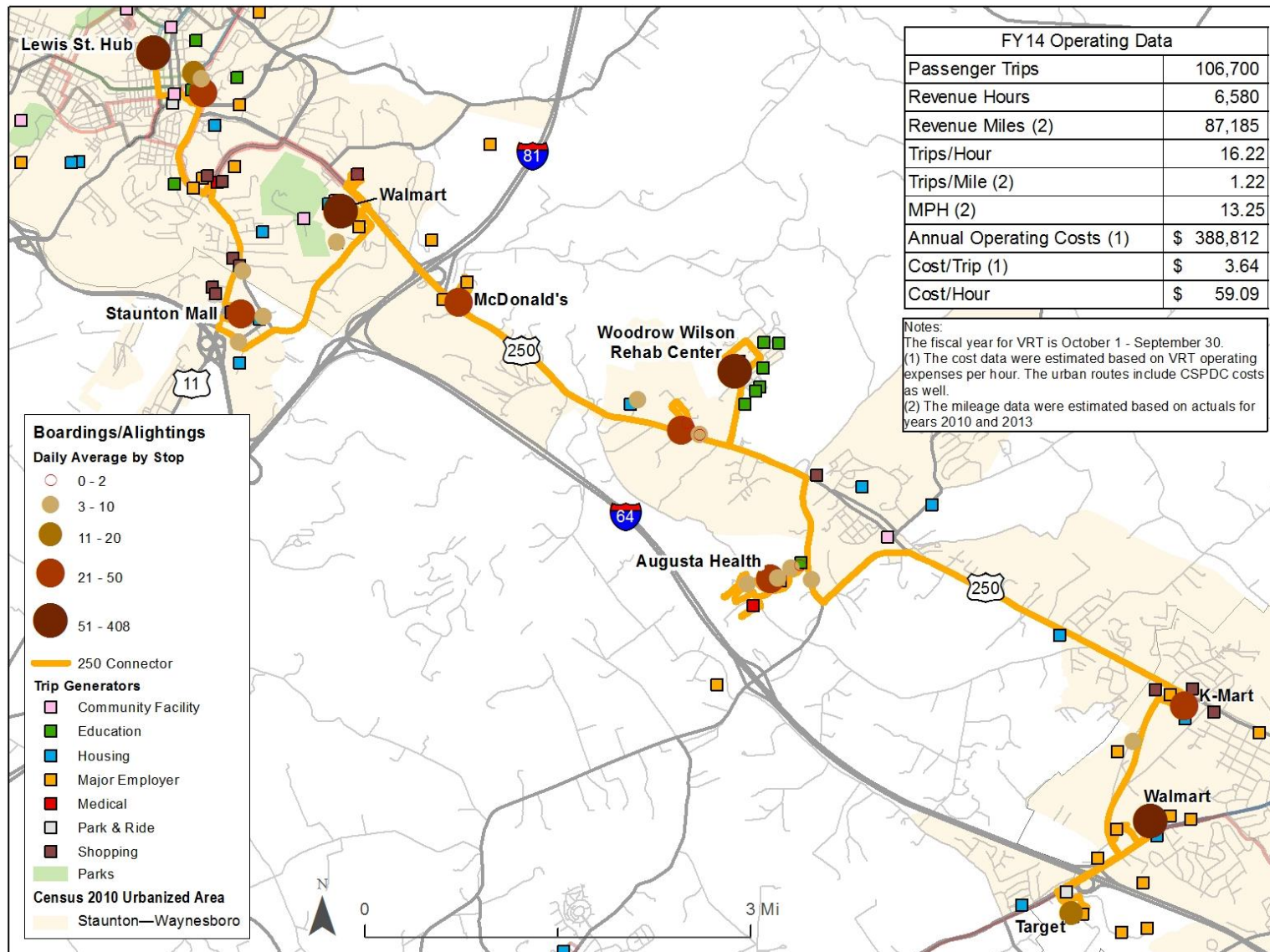


Figure 3-2: Route Profile: 340 Connector

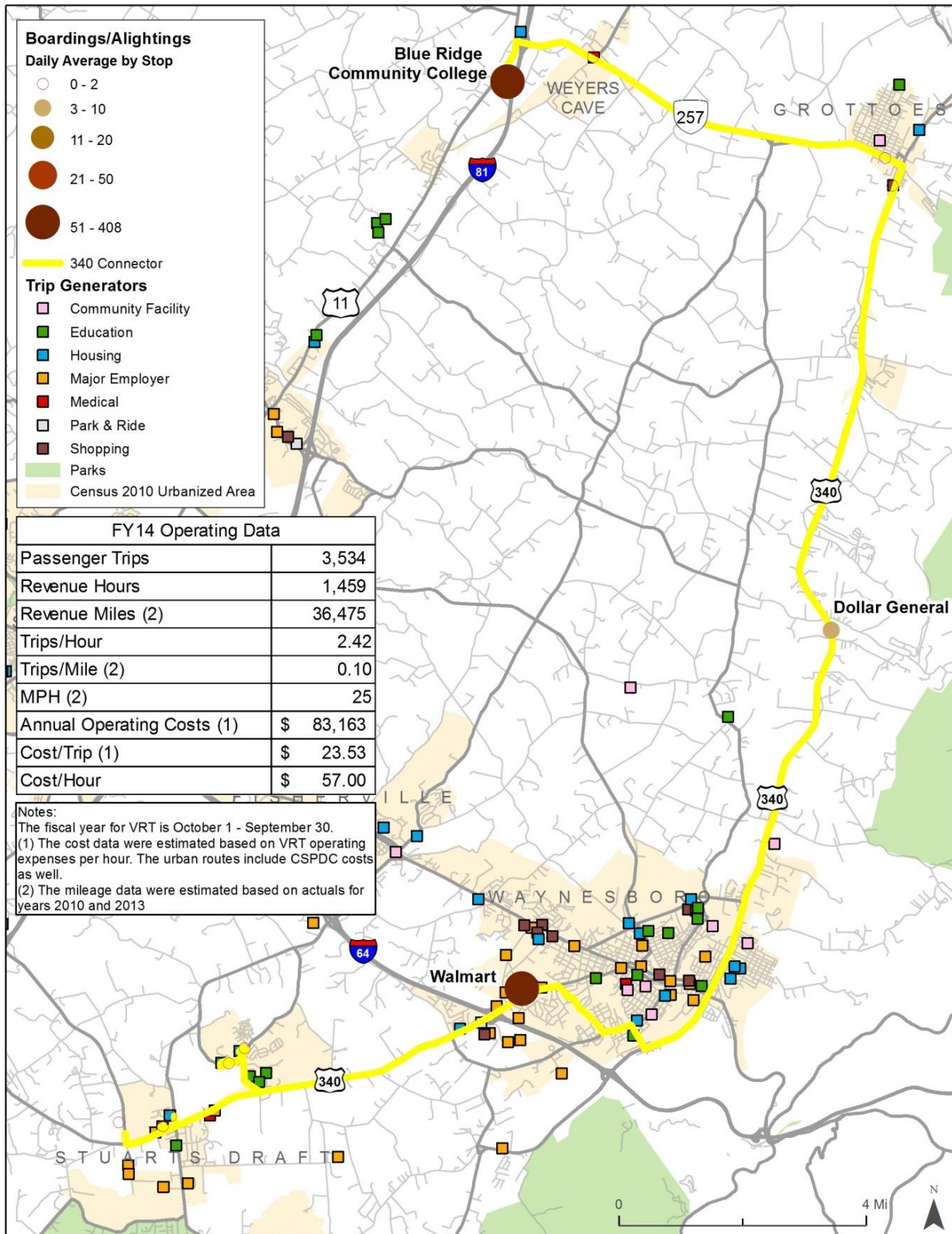


Figure 3-3: Route Profile: BRCC North

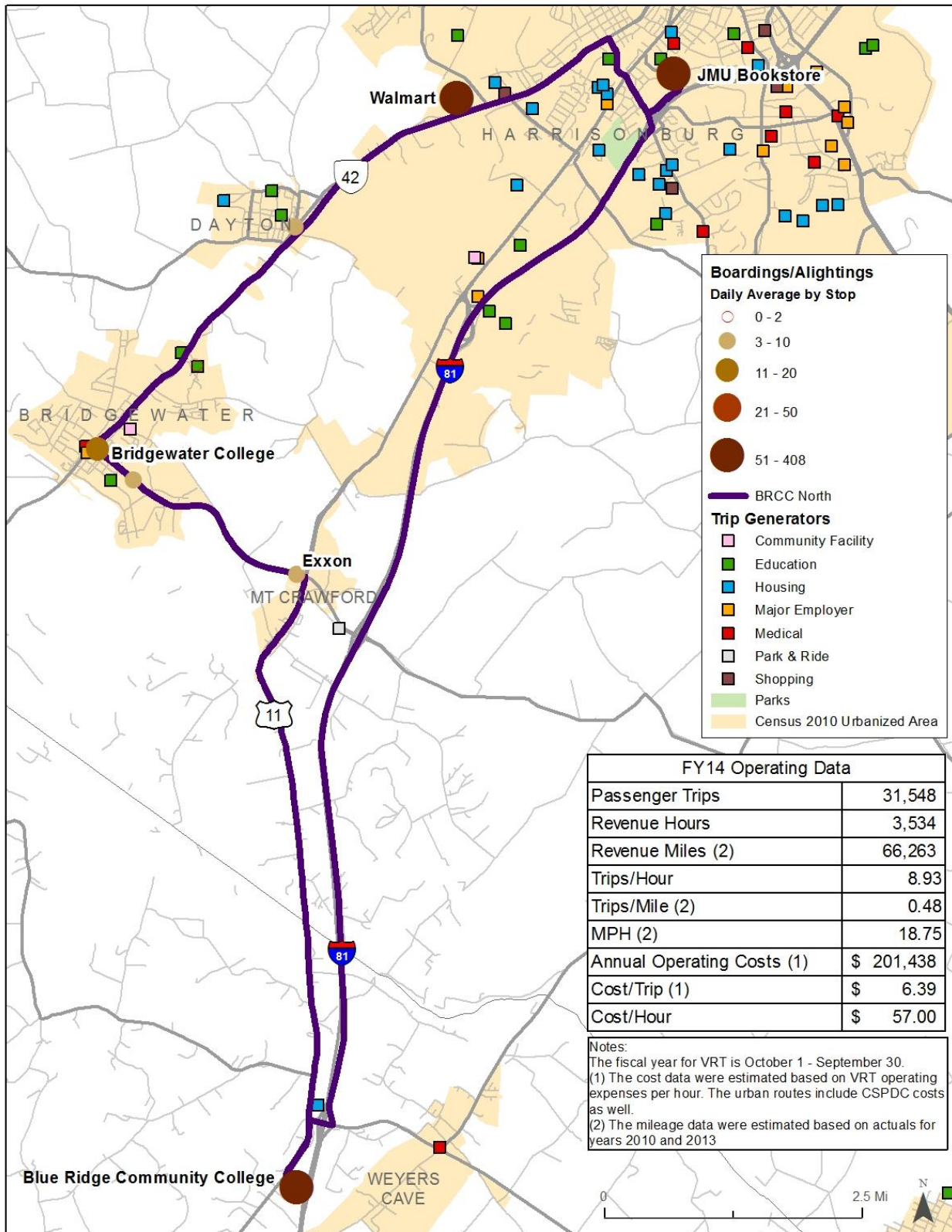


Figure 3-4: Route Profile: BRCC South

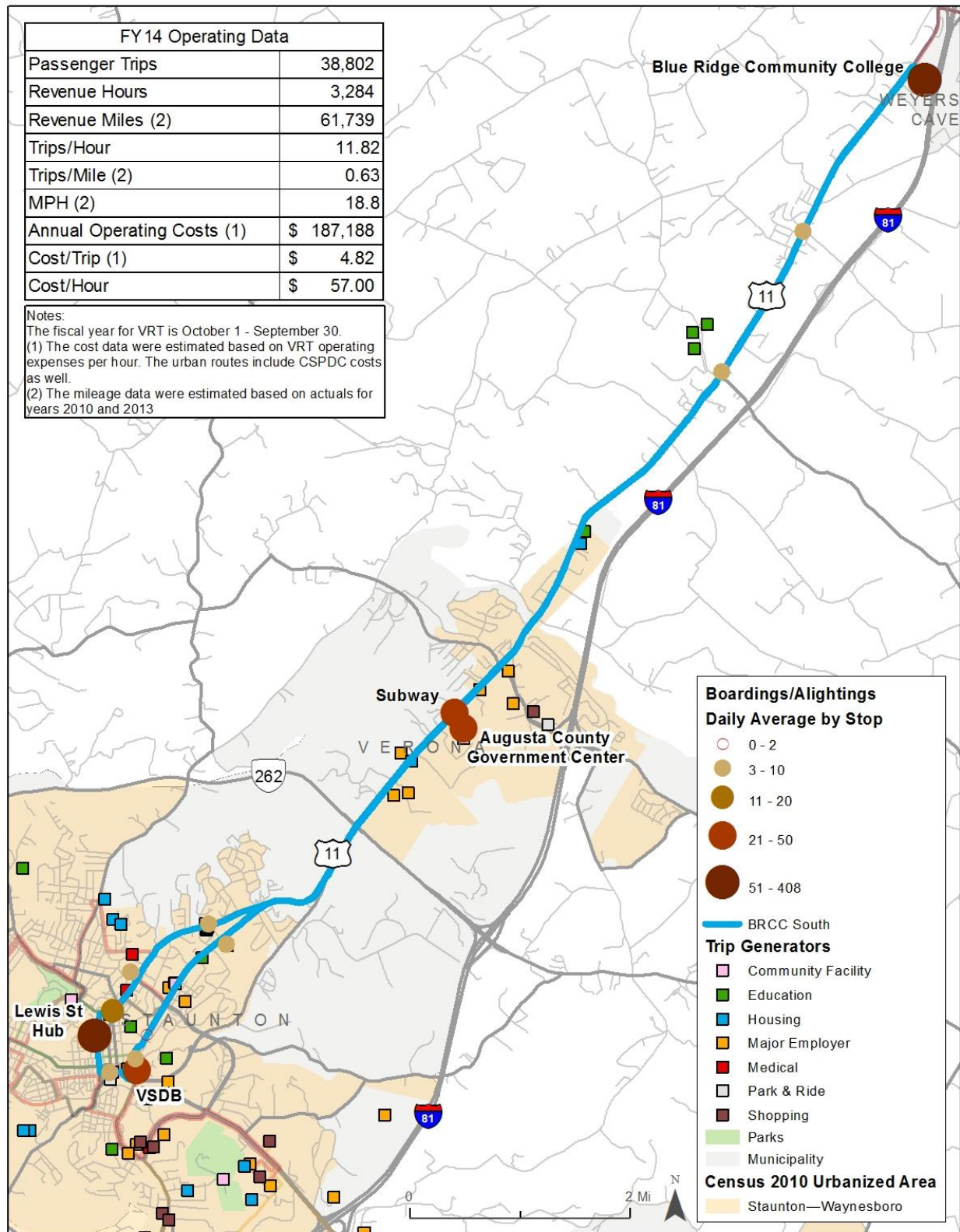


Figure 3-5: Route Profile: Green Trolley

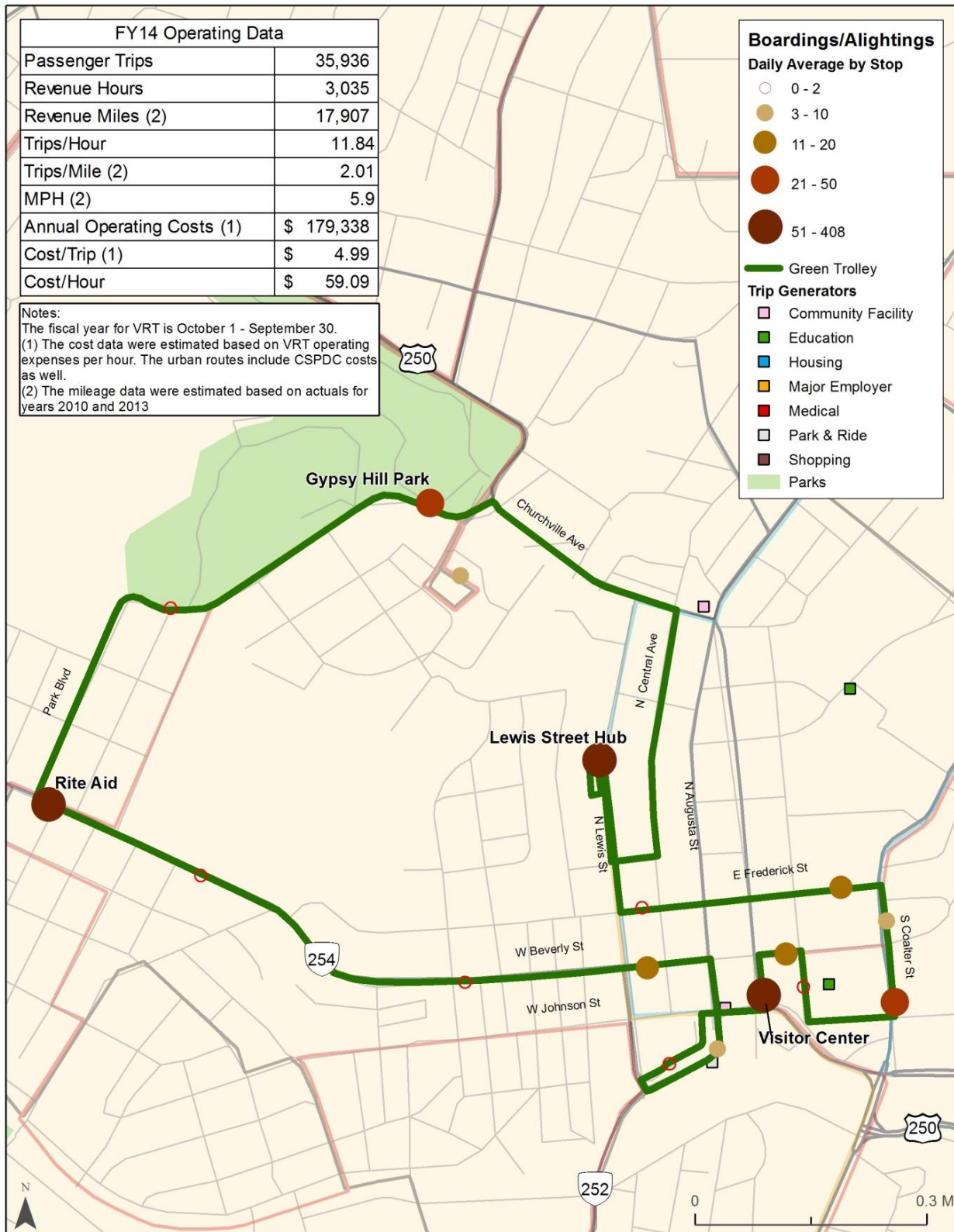


Figure 3-6: Route Profile: Red Trolley

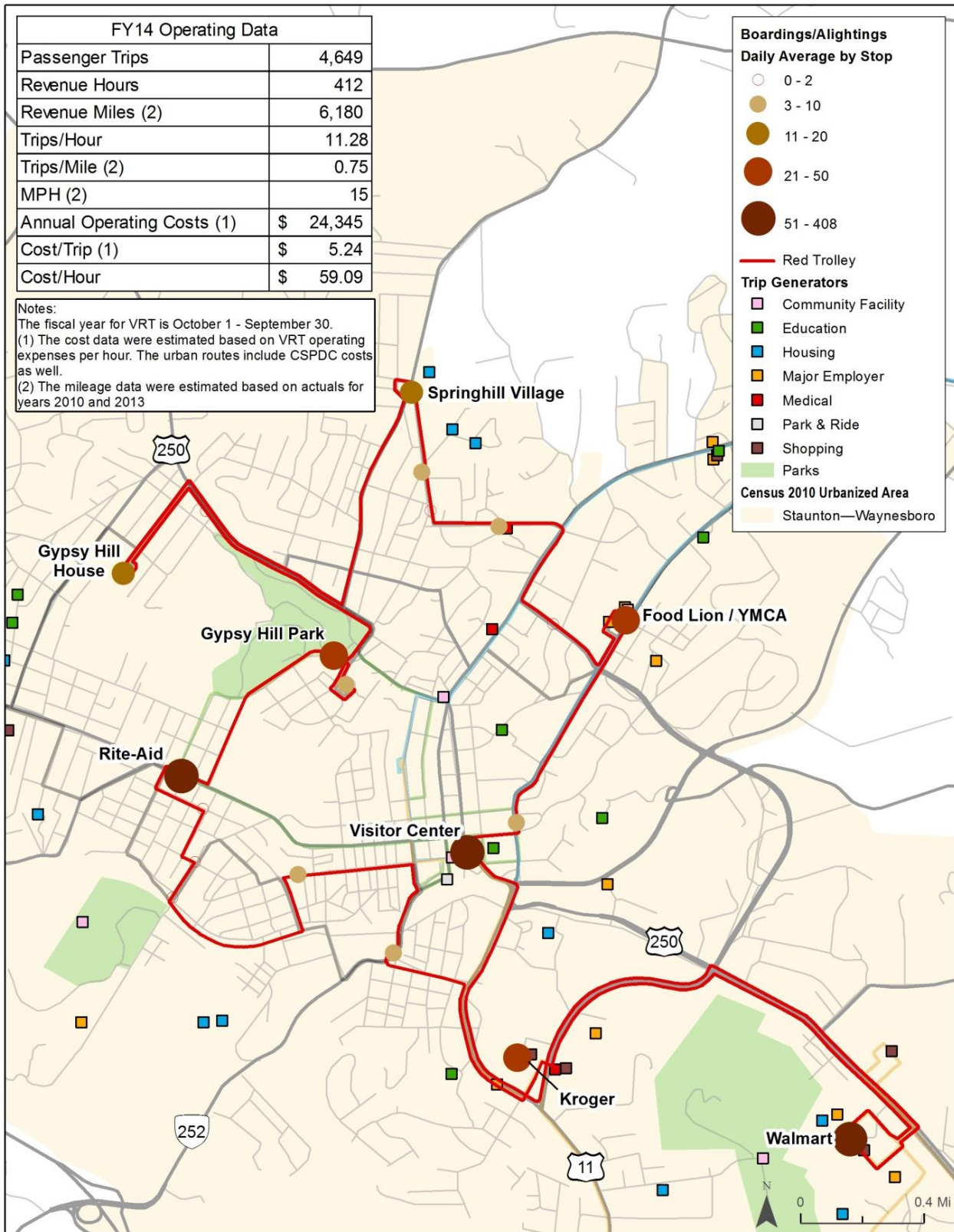


Figure 3- 7: Route Profile: Silver Trolley

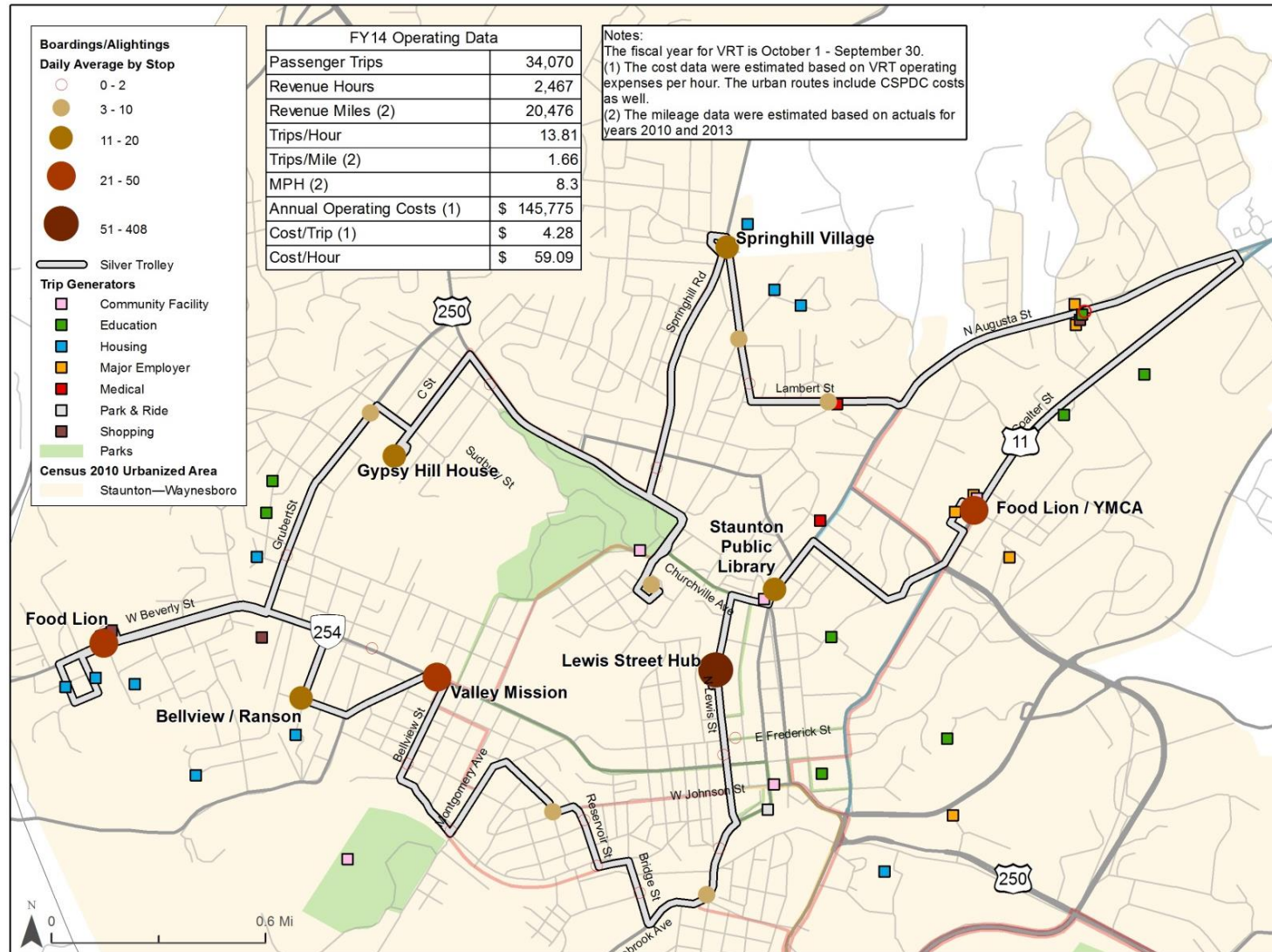
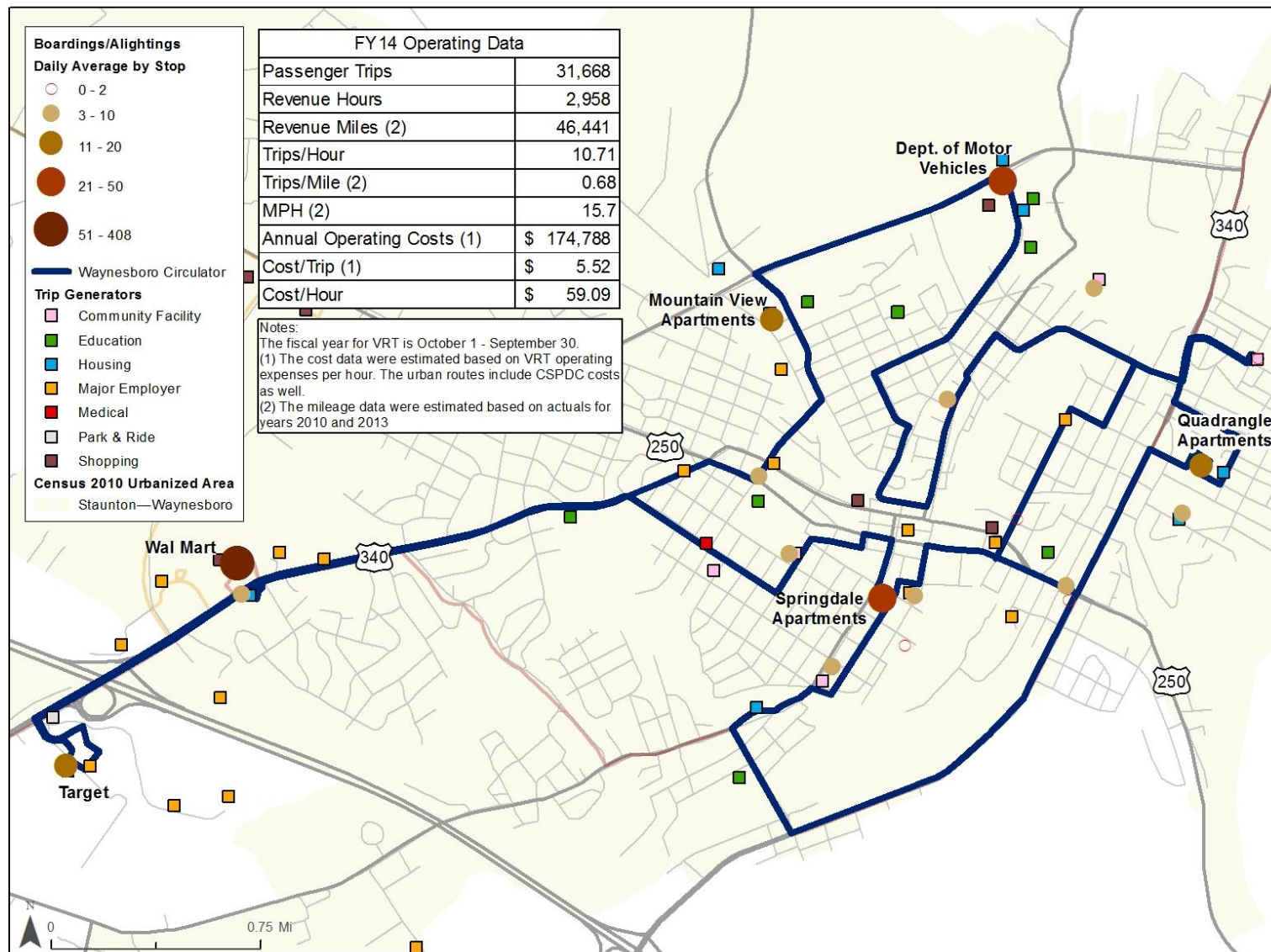


Figure 3-8: Route Profile: Waynesboro Circulator



PEER ANALYSIS

While it is most relevant for a transit agency to examine its own performance over time, it is valuable to know the operating statistics for transit programs that could be considered “peers,” either by virtue of location, service area characteristics, or size, to see if local transit data is “in the ballpark” of typical peer operating data. It was somewhat difficult to find “peers” for the transit program operated by VRT in this region, given that it is a collection of different types of services, each with somewhat different performance characteristics.

The services operated in this region are a mix of both rural and urban services, as well as a mix of those directly operated, and those operated using a contractual arrangement. There are a number of different types of services included within the system, including two college shuttle routes, tourist circulator services, urban connector services, small city circulator services, and rural connector services. For these reasons, the peer review for this TDP is not as relevant as it may be for other systems that can more closely relate to one another, such as small city transit programs serving a single city in the same state.

Given these constraints, several systems were chosen as peers, based on some similarities such as the number of annual revenue hours provided, the number of vehicles, the type of service area, and the annual budget.

The following programs were used as peers:

- Allegany County Transit, serving Cumberland, Maryland
- Bluefield Area Transit, serving Bluefield and Princeton, West Virginia
- Central West Virginia Transit Authority, serving Clarksburg, West Virginia
- Danville Transit, Danville, Virginia
- Radford Transit, Radford, Virginia
- Virginia Regional Transit, Culpeper

The peer data compiled show the following:

- The CSPDC/VRT program is more productive (11.15 trips/hour), than all but one of the peers. This is interesting, as some of the peers operate in much more compact service areas. The mean productivity of the peer group was 8.32 passenger trips per revenue hour.
- The operating cost per revenue hour is higher than the mean, but the cost per trip is lower than the mean due to the relatively high ridership.
- The fleet size of sixteen is close to the mean of the peer group (15).

- The CSPDC/VRT program serves a larger area in terms of population than the mean of the peer group.

The complete peer data are presented in Table 3-14.

Table 3-14: Selected Peer Comparison

System	UZA (Yes or No)	Number of Vehicles	Approximate Service Area Population	Annual Passenger Trips	Total Operating Expenses	Vehicle Revenue Hours	Vehicle Revenue Miles
Allegany County Transit (MD)	Yes	12	68,780	210,601	\$ 1,947,512	29,082	376,307
Bluefield Transit (WV)	No	20	16,879	200,024	\$ 1,130,368	26,377	343,832
Central West VA Transit Authority (Clarksburg, WV)	No	23	16,360	270,277	\$2,234,425	39,796	548,080
Danville Transit	No	9	48,411	295,243	\$ 1,528,185	31,412	506,459
Radford Transit	Yes	14	16,400	339,178	\$ 1,292,663	30,095	294,210
VRT Culpeper	No	14	46,562	130,275	\$ 1,678,397	25,910	651,375
VRT Staunton (FY14 data) (1)(2)	Yes	16	72,617	291,217	\$ 1,525,807	26,126	374,516
Mean	-	15	40,858	248,116	1,619,622	29,828	442,111

Table 3-14: Selected Peer Comparison (continued)

System	Trips Per Hour	Trips Per Mile	Cost Per Trip	Cost Per Hour	Cost Per Mile
Allegany County Transit (MD)	7.24	0.56	\$ 9.25	\$ 66.97	\$ 5.18
Bluefield Transit (WV)	7.58	0.58	\$ 5.65	\$ 42.85	\$ 3.29
Central West VA Transit Authority (Clarksburg, WV)	6.79	0.49	\$ 8.27	\$ 56.15	\$ 4.08
Danville Transit	9.40	0.58	\$ 5.18	\$ 48.65	\$ 3.02
Radford Transit	11.27	1.15	\$ 3.81	\$ 42.95	\$ 4.39
VRT Culpeper	5.03	0.20	\$ 12.88	\$ 64.78	\$ 2.58
VRT Staunton (FY14 data) (2)	11.15	0.78	\$ 5.24	\$ 58.40	\$ 4.07
Mean	8.32	0.56	\$ 6.53	\$ 54.30	\$ 3.66

Sources: 2013 National Transit Database and VRT data (FY14)

- (1) Service area population excludes Harrisonburg
- (2) FY14 data were used for Staunton to reflect significant change in trolley ridership

FINANCIAL ANALYSIS

Operating Budget

The FY15 operating budget for transit in the region is just over \$1.8 million. Of this budget, about 67 percent is comprised of expenses incurred for transit service in the urbanized area and 33 percent is comprised of expenses for transit services provided in the rural area. The largest expense item on the urban side is the contract for service, with CSPDC contracting with VRT to provide transit services in the urbanized portion of the service area. The urbanized routes include the 250 Connector; the Staunton Trolleys; Staunton on-demand; and the Waynesboro Circulator. For the rural program, managed and operated by VRT, the single largest expense is salaries and wages. The rural routes include the 340 Connector, Augusta On-Demand; and the BRCC North and South Routes.

The largest single source of funding assistance for transit in the region comes from the federal S.5307 urbanized area program, which covers up to fifty percent of the operating costs for transit service provided in the urbanized area (and up to eighty percent for preventive maintenance). CSPDC currently uses FTA's Capital Cost of Contracting provisions to maximize the use of the S.5307 funds. Local partner funding is also a significant source of funding in the region, providing almost \$500,000 in funding assistance for the current year. FTA S.5311 funding and DRPT funding are also significant sources of funds for the program. Line item operating expenses, revenues, and funding sources for FY15 are provided in Table 3-15.

The individual line items expenses for the rural program were estimated, using the total program expense and applying the FY13 line item percentages. This was necessary as VRT has several programs combined together in their cost center making it difficult to extract the Staunton program specifically.

Capital Budget

Federal grant programs fund up to eighty percent of transit capital projects in the region. CSPDC is accessing the federal S.5307 grant program, while VRT accesses the federal S.5311 program. The majority of the CSPDC's funding for capital purposes is used to support vehicle operations, through FTA's Capital Cost of Contracting, which allows the agency to categorize 50 percent of the contract with VRT as capital, which provides an eighty percent federal match. The FY15 capital budget for VRT included spare parts (\$25,000) and shop equipment (\$7,500).

Table 3-15: FY15 Operating Budget for Transit in the Region

Expenses	Urban CSPDC	Rural VRT (1)	Combined Operating
Salaries and Wages	\$ 67,411	\$ 262,410	\$ 329,821
Fringe Benefits		\$ 89,877	\$ 89,877
Education & Training		\$ 2,556	\$ 2,556
Cleaning Supplies		\$302	\$ 302
Tires and Tubes		\$ 7,556	\$ 7,556
Motor Fuels & Lubricants		\$ 76,909	\$ 76,909
Parts		\$ 21,461	\$ 21,461
Office Supplies & Materials		\$ 10,496	\$ 10,496
Uniforms		\$ 2,419	\$ 2,419
Travel	\$ 2,286	\$ 4,511	\$ 6,797
Communication Services		\$ 9,472	\$ 9,472
Utilities		\$ 12,315	\$ 12,315
Contracted Repairs & Maintenance		\$ 21,453	\$ 21,453
Advertising & Promotion Media		\$ 5,010	\$ 5,010
Data Processing--Programming		\$ 1,324	\$ 1,324
Drug Testing		\$ 1,225	\$ 1,225
Service & Maintenance Contracts		\$ 9,530	\$ 9,530
Insurance & Bonding		\$ 24,991	\$ 24,991
Indirect Cost	\$ 34,663		\$34,663
Purchased Transportation Services	\$ 1,086,670		\$ 1,086,670
Printing	\$ 12,286	\$ 5,870	\$18,156
Professional Services		\$ 3,900	\$ 3,900
Other Fixed Charges		\$ 14,968	\$ 14,968
Other	\$ 6,280	\$ 2,586	\$ 8,866
Total Operating Expenses	\$ 1,209,595	\$ 591,143	\$ 1,800,738
<i>(1) Line item detail for VRT estimated based on FY13 line item budget</i>			
Revenues			
Passenger Revenue	\$ 43,259	\$ 15,000	\$ 58,259
Net Deficit	\$ 1,166,336	\$ 576,143	\$ 1,742,479
Funding Assistance			
Federal S.5307 Operating	\$ 599,890	\$ -	\$ 599,890
S. 5311 Operating	\$ -	\$ 295,571	\$ 295,571
State Funding	\$ 230,044	\$ 106,406	\$ 336,450
State Capital in Support of Capital Cost of Contracting	\$ 54,400		\$ 54,400
Partner Financial Contributions	\$ 282,002	\$ 189,166	\$ 471,168
Total Funding Assistance	\$ 1,166,336	\$ 591,143	\$ 1,757,479

VEHICLE OWNERSHIP

As a relatively new S.5307 grantee, the CSPDC has not historically owned vehicles. Currently, the vehicles operated in the region are owned by CSPDC's contractor, VRT, with DRPT maintaining a financial interest in the vehicles through their useful life. These vehicles were purchased through DRPT, with funding assistance from the federal S.5311 (80%) program, DRPT (up to 16%), and the remaining local matching funds provided by VRT and/or the local funding partners.

In order to help the CSPDC decide which direction to pursue in the future, an analysis of the advantages, disadvantages, and financial implications for vehicle ownership is highlighted in Chapter 4.

RECENT COMPLIANCE RESULTS

Historically, the transit program in the region has been funded through the federal S.5311 program which flows through DRPT, with the local transit agency considered a sub-recipient of federal funds. As such, DRPT was responsible for ensuring compliance with the federal regulations and guidance that are requirements of federal funding assistance. Population growth in the region was reflected in the 2010 Census, which resulted in a Census classification of "urban" for Staunton, Waynesboro, and much of the corridor in between. The newly designated "urbanized" area is now eligible for funding under FTA's S.5307 program. Under this funding program, the local transit entity is directly responsible to the FTA for compliance with federal guidance. As previously discussed, the CSPDC is the urbanized area grantee of FTA S.5307 funds. The CSPDC will now be subject to triennial reviews of program compliance, the results of which will be reported in future TDPs.

The CSPDC's Title VI Plan was adopted by the CSPDC Board on February 3, 2014, and has been approved by FTA. The Title VI Plan provides specific information on how to file a nondiscrimination complaint and provides an overview of Environmental Justice and Limited English Proficiency (LEP) concepts, definitions of Title VI and associated nondiscrimination acts, and how Title VI, Environmental Justice and LEP are incorporated into CSPDC programs. Environmental Justice guidelines and outreach strategies for minority, low-income, and LEP populations are also described. A copy of the plan is provided as Appendix B.

RIDERSHIP SURVEYS

An important task within the TDP process was the acquisition of more information about current public transportation trip patterns, rider characteristics, rider satisfaction with the service, and suggestions for service improvements. In order to collect these data, an on-board rider survey was conducted. The surveys were administered during the second half of January

2015. Survey participants were bus riders who completed a two-page survey that was distributed by VRT drivers during their trips. The participants were instructed to only complete one survey. Surveys were completed on both the fixed routes and the demand response services. A copy of the fixed route survey is provided as Appendix C. The results of the survey are described below, with Appendix C offering the complete results. Appendix D provides these results for the demand-response survey.

Fixed Route Survey

Three hundred and thirty ridership surveys were completed on the fixed route vehicles. Given the daily ridership of about 1,000 trips, which represents an estimated 500 people (assuming 2 trips per person), the results are representative of the fixed route customer base, with a 95 percent confidence interval (+/- 5%). Of these surveys, 107 of them (32.5%) were completed by riders on the 250 Connector. Another 74 (22.5%) were completed by riders on the BRCC South, followed by 67 (20.4%) from Waynesboro Circulator riders. These data are shown in Table 3-16.

Table 3-16: Survey Response by Route

Q1: What route are you currently riding?		
	#	%
250 Connector	107	33%
BRCC South	74	23%
Waynesboro Circulator	67	20%
BRCC North	64	20%
Green Trolley	33	10%
Silver Trolley	24	7%
340 Connector	10	3%
Red Trolley	7	2%

Note: Some Respondents checked more than one route

While the majority of the riders walked less than five minutes to the bus stop (56%), it should be noted that 10 percent of the respondents reported that they walked twenty minutes or more to reach a stop. Forty-four percent of the riders reported that they made a transfer to complete their trip, with the most transfer activity reported in association with the Route 250 Connector. This makes sense, as this route is the spine of the fixed route system, connecting with local routes in Staunton and Waynesboro.

When asked to indicate the name of the transit program, 38 percent reported CATS or some close variation, followed by VRT (22%), and the name of the specific route (21%).

The most commonly reported trip purpose was work (35.3%), followed by school (27.1%) and errands (23.4%). The riders are frequent users of the system, with 83.6 percent reporting that

they use the system at least two times per week or more. If the service were not available, riders reported that they would get a ride with family/friends (26%), walk (24%), or would not make the trip (24%). There are some choice riders of the service, as 17 percent indicated that they would drive themselves if the bus were not available.

The satisfaction scores were positive in all categories, with only two categories receiving over 10 percent dissatisfaction scores. These categories were days of service (17% negative) and hours of service (14.6% negative). The cost of the service and the driver courtesy received the highest ratings. The full satisfaction results are presented in Table 3-17.

Table 3-17: Rider Satisfaction for Various Service Characteristics

Q13: Please rate your satisfaction with the following areas:				
	Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied
Phone customer service	142 (43.2%)	120 (36.5%)	19 (5.7%)	5 (1.5%)
On-time service	163 (49.5%)	132 (40.1%)	10 (3.0%)	3 (0.9%)
Days of service	140 (42.6%)	109 (33.2%)	50 (15.2%)	6 (1.8%)
Hours of service	138 (41.9%)	118 (35.9%)	44 (13.4%)	4 (1.2%)
Cost of service	229 (69.6%)	84 (25.5%)	1 (0.3%)	0.00
Cleanliness of vehicles	186 (56.5%)	111 (33.7%)	10 (3.0%)	1 (0.3%)
Driver courtesy	220 (66.9%)	84 (25.5%)	4 (1.2%)	0.00
Information availability	182 (55.3%)	107 (32.5%)	15 (4.6%)	1 (0.3%)
Bus stop safety	190 (57.8%)	107 (32.5%)	8 (2.4%)	1 (0.3%)
Vehicle safety	206 (62.6%)	102 (31.0%)	6 (1.8%)	1 (0.3%)

When asked about service improvements, the most commonly reported request was for additional weekend service (60.2%), followed by later evening service (41%), increased frequency (36.2%), and bus stop improvements (24.6%). Other improvements that scored ten percent or more include: service earlier in the day (22.5%), shorter travel time (18.5%), and real-time schedule information (13.7%). While the majority of the respondents indicated that there are places that they want to go but cannot get to, there were 22 requests for service to Charlottesville (6.6%). These results are shown in Table 3-18

Table 3-18: Requested Service Improvements

	#	%
Additional weekend service	198	60%
Later evening service	135	41%
Increased frequency	119	36%
Stop improvements	81	25%
Service earlier	74	23%
Shorter travel time	61	19%
Real time schedule information	47	14%

...at stops	24	7%
...on phone	30	9%
...on computer	14	4%
Service to more places	45	14%
Additional bicycle capacity	11	3%
Additional park and ride opportunities	11	3%
Other	13	4%

The general comment section echoed the survey responses with many positive comments and requests for additional weekend service. These results indicate that riders are generally pleased with the service, but would like more of it, along with additional passenger amenities.

The results of the demographic questions showed that the riders are primarily transit dependent, with 59 percent indicating that they do not have a driver's license, and 69 percent indicating that they do not have access to a vehicle. Fifty percent are employed, either full-time (25.5%) or part-time (23.7%). There is significant student ridership on the system, with 23.1 %reporting that they are full-time (15.8%) or part-time (7.3%) students. Household income levels among riders are generally low, with 81 percent reporting annual incomes of \$29,999 or less.

Demand Response Survey

A small sample of demand response riders were also surveyed during January 2015. With this small sample size, the results are more anecdotal in nature, rather than statistically valid. Eleven surveys were completed on the demand-response services. The primary survey participants were senior citizens traveling from Garber Manor and other Staunton addresses to medical, recreational, and shopping destinations. This group of riders primarily identified the service as CATS (6 of 11). The demand response riders also reported that they rode frequently (9), riding at least once per week. The majority also use the fixed routes, primarily the 250 Connector (7) and the Green (5) and Silver (4) Trolleys.

The improvements requested by the demand response riders were similar to those requested by the fixed route riders, including additional weekend service, more frequent service, service later in the evening, and service to more places. Specific locations included Staunton to Harrisonburg; Waynesboro Circulator to Roses; Stuarts Draft to Charlottesville; and Mountain View Lane, Fishersville.

Satisfaction scores among this sample were also high, with three negatives reported: days of service, hours of service, and bus stop safety. As with the fixed route respondents, this sample group was very satisfied with the cost of service. Other highly ranked characteristics included the cleanliness of the vehicles, driver courtesy and vehicle safety. The general comment section included requests for more buses and drivers and a request to sell multi-trip passes.

PUBLIC SURVEYS

In order to gather feedback from community members who may not know about or use transit service in the region, a Community Survey was also developed. The community survey was uploaded into Survey Monkey for electronic administration, with paper back-up copies located at key public buildings throughout the service area. CSPDC staff sent out press releases concerning the study and the survey (including the survey link) to the CSPDC media contact list and the TDP study committee. One of the local television stations followed up with CSPDC staff and produced a news story about the study and the survey. The segment can be viewed through the following link:

<http://www.nbc29.com/story/27854251/cspdc-surveying-shenandoah-valley-bus-riders>

The survey link was open from mid-January through mid-February 2015. A copy of the survey is provided in Appendix E. There were 114 surveys completed during the survey period. Of the 114 surveys, 45 percent were received from Staunton area zip codes, 26 percent were received from Waynesboro area zip codes, and the remaining 29 percent were received from 13 other zip codes in the region. Survey respondents were also asked if they were affiliated with any of the area colleges and universities. The results indicated that over 87 percent of the respondents were not affiliated with area colleges and universities. This question was asked so that the study team would be aware of any potential survey bias with regard to requested services. The survey results are summarized below, with the full results provided in Appendix D.

Mode Choice

Of the 114 respondents, 97 (85.1%) indicated that they drive themselves to get where they need to go for work, school, shopping, etc. There were 6 respondents (5.3%) that indicated that they use public transit or that they get a ride from family or friends. The survey asked the respondents to indicate which public transit services they use and how frequently they ride. Of the relatively few respondents that indicated transit use, the most commonly chosen responses were: the Staunton Trolley (one time per week or less- 11 responses; two to four times per week – 3 responses); and the 250 Connector (one time per week or less – 7 responses; two to four times per week – 4 responses; and five times per week or more – 1 response).

The survey also asked respondents who indicated that they use public transportation to indicate why. The most commonly listed reason was “the bus is less expensive than driving”, with 11 responses; “for environmental reasons”, eight responses; followed by not having access to a vehicle or not being able to drive due to age or disability (5 responses each).

Question 7 of the survey was targeted to people who do not use public transportation. The question asked the survey respondents to indicate what transit service improvements would be needed for them to choose to ride public transportation. The most commonly listed response was “better service availability near my home/work/school,” (42 responses); followed by “I would not ride, I prefer to drive,” (30 responses); “improved access to transit information,” (28

responses); “more frequent buses,” (26 responses); “longer hours of service” (25 responses); and “guaranteed ride home for emergencies/overtime” (19 responses).

Public Transit Awareness

Just fewer than 63 percent of the survey respondents indicated that they are aware of the public transportation services that are provided in the region. The survey also asked the respondents to indicate the name of the transit system that serves the region. The responses to this question confirm that there is some confusion with regard to the name of the service, with only 78 of the 114 respondents (68%) answering the question, and 15% of these indicating that they do not know. Of the 78 survey respondents who answered the question, 49 percent indicated CATS, followed by VRT (15%). The full list of responses is provided in Table 3-22.

Table 3- 19: Brand Awareness

Name	Response Percent	Response Count
CATS	49%	38
Virginia Regional Transit/VRT/VRTA	15%	12
I do not know	15%	12
CATS, VRT	4%	3
250 Connector	1%	1
Blue Ridge Shuttle Bus	1%	1
BRCC BUS AND TROLLEYS	1%	1
Connector	1%	1
Harrisonburg Department of Transportation	1%	1
Mountain Bus Service	1%	1
Not sure, we know the names of the individual bus routes	1%	1
Shenandoah valley transit	1%	1
Silver Line	1%	1
Staunton Transit System	1%	1
Waynesboro	1%	1
Waynesboro Circulator	1%	1
Circulator	1%	1
	Answered question	78
	Skipped question	36

Public Transit Need

Seventy-one percent of the survey respondents who answered the question indicated that there is a need for additional or improved public transportation in the region. The most frequently listed improvements were for more geographic coverage, later hours of service, improved information about the services provided, and more frequency. Specifically requested improvements were as follows:

- Service from Rockingham County to Fishersville
- More buses between Staunton and Harrisonburg
- Direct service connecting Harrisonburg downtown to Waynesboro downtown, UVA, Charlottesville, and the Charlottesville Airport.
- Central Virginia rail
- Improving cycling infrastructure, including trails connecting major areas and wider roads
- Service to Stuart's Draft
- Service from Eastside Highway in Augusta County to the senior center in Waynesboro

Public Transit Information

When asked how they would prefer to receive information about public transportation, the most commonly listed response was “website” (51 responses); followed by “email” (34 responses); “social media” (28 responses); “newspaper” (27 responses); and “brochure” (25 responses). The vast majority of the survey respondents reported that they had Internet access (94%), with Facebook listed as the most popular social media application (91%) among the respondents that use social media (77).

Demographics

Ninety-one percent of the survey respondents reported that they were Caucasian/white, with 99 percent reporting that English is the primary language spoken at home. There were more female survey participants (68.6%) than male. The majority of the survey participants reported that they have a valid driver's license (94%) and access to a vehicle (93%). Survey respondents were primarily between the ages of 26 and 55 (63.7%). Those aged 56-64 were represented (19.6%), as well as those ages 65+ (14.7%). Very few younger people were represented in the survey sample.

Seventy four percent of the survey respondents reported that they are employed full time. The most commonly reported annual income level was \$75,000 or higher (33.3%), followed by \$60,000- 74,999 (20%).

STAKEHOLDER OPINION

Apart from drawing on survey data, KFH Group conducted stakeholder interviews by phone and email to gain information on transportation needs in the region. The following section describes these efforts, detailing a variety of service types, clients, and perspectives. In addition, KFH Group met with the VRT manager, supervisor and dispatcher, soliciting their input concerning transit needs and issues in the region.

Public Transportation Stakeholders in the Region

An important task within the TDP process was soliciting perspectives from regional stakeholders. Stakeholders included contributing partners, human service agencies, educational institutions, and economic development representatives. The contacted stakeholders are listed below, followed by several themes that emerged from the conversations.

- Augusta County Economic Development
- Augusta Health (represented on Study Committee)
- Blue Ridge Community College (represented on Study Committee)
- CATS Board
- Community Foundation of the Blue Ridge
- Mary Baldwin College
- Shenandoah Valley Social Services
- Staunton Downtown Development Agency
- The City of Staunton (represented on Study Committee)
- Valley CSB
- Western State Hospital
- Woodrow Wilson Rehabilitation Center (represented on Study Committee)

Client/Constituent Use of Public Transportation

- Visitors use the trolley for touring and seeing downtown and locals use it to get around the city.
- Many of our clients are unable to ride the public transportation service because of physical disabilities. Our clients that do ride CATS have to walk up a hill from the bus stop because our agency is no longer a stop on the CATS route. Our clients are aware of the system and many find it overwhelming to understand the maps.

Unmet Transit Needs in the Region

- Need better amenities/infrastructure. One would never know that some places are bus stops. Need signs/shelters as demand for service grows. Also awareness/marketing because people don't necessarily need the service so they don't know it exists. Students and one-car households know because they are transit dependent, but more choice riders may use the service if they knew about it.
- Citizens are interested in more (daily) Amtrak service and transportation to Charlottesville. Those who are relocating from metropolitan areas to the region are accustomed to more option. This is a small percentage of the total population but still growing.

- The lack of routes available as well as pickup stops are a great concern in Augusta County, Staunton and Waynesboro.
- It would be helpful to have public transportation available to Western State Hospital for both staff and patients. The patients make regular trips to the mall and Walmart. There are also staff who walk to work.
- There is no transportation provided to Rockingham or Augusta Senior centers. It would be wonderful if there was some sort of transit for seniors to get to the senior centers, to grocery stores, doctor's offices, etc. (from the Weyers Cave area).
- For Mary Baldwin students, the main issue is getting back and forth between Staunton and wherever their families are, so the school is interested in increased Amtrak/Greyhound frequencies and access.
- People who use the trolleys ask for later hours, different destinations and updated routes.
- Rural western Augusta County; Bath County
- More runs and more stops
- There is a great need for connecting Waynesboro into the BRCC system better than we do now. A ride from Waynesboro along the 250 connector and then onto the BRCC shuttle takes far too long to make it practical.
- There is an unmet need in Stuarts Draft, Craigsville, Lyndhurst and Greenville (a suggested stop at Mint Spring Apartments) areas.

Potential Financial Support for Unmet Transportation Needs

- There are definitely unmet needs in the region. Financially, one stakeholder agency is struggling due to lack of state funding and charity care. Funding would be difficult for them at this time.
- Financial support would most likely depend on citizen requests/public demands, as well as business feedback. The demand for transit is different in the county than in the cities because businesses are more spread out.

Strengths of Current System

- Provides needed service in the core, i.e., most populated areas of the service area

- The availability of service, i.e., students like having the freedom to get around independently. The bus gives them real-world experience.
- The drivers are good.
- Trolleys are nicely appointed and comfortable for riding
- Staff are well trained and friendly
- Shuttles to and from Harrisonburg and Staunton serve a great need.
- The cost to use the service is affordable, there is ample space on the buses, buses are kept clean and drivers are helpful and friendly.

Weaknesses of Current System

- Availability of services and complicated maps and routes
- The routes should connect to different groups such as high school and MBC students.
- Sometimes there are capacity issues at WWRC, i.e., too many students want to ride at the same time. Sometimes wheelchair capacity is an issue.
- The mid-day break in the schedule
- People do not know about it
- Does not provide much service to the very rural areas
- The service is not accessible to reach outlying areas of Augusta County; night and weekend hours are a need.
- Buses can run behind schedule, service is not provided on weekends, and service is not offered late enough during the weekdays to serve those who are working evening hours.

Potential Public Transportation Improvements and Associated Concerns

- More pickup and drop off areas and distribution of information that could be easily understood by clients that suffer from mental illness
- There is room for more development of the trolley system, particularly with public education.
- Close the mid-day break

- More service on Saturday
- Sunday service
- The local service needs to be maximized prior to branching out to commuter service. There are areas of Fishersville that could use additional service (Food Lion, housing areas).
- The routes should be examined.
- Given current level of funding and no additional funding available, one stakeholder thinks the system is as strong as it can be. Measurable improvements would require significantly more resources.
- Expand service to the outer parts of Augusta County, additional runs to the bus hub to link to other routes, and extension of hours and weekend service.

Vision for Public Transportation in the Region

- A system like the one that operates in Harrisonburg, VA
- North-South corridor service between Lexington and Harrisonburg
- East-West corridor service between Staunton and Charlottesville
- That services run to major industrial plants/employers (for example in Stuarts Draft – Target, Hershey, McKee) and that the routes to these employers are planned to operate around shift change times.

VRT Observations

The study team interviewed the local VRT operations team to gather additional information about unmet needs and transit issues in the region. VRT staff offered the following:

There are unmet transit needs in Stuarts Draft

- To/from major employers
- To/from the Stuarts Draft Retirement Community (Mountain Vista Drive)
- Augusta Health is building a new facility in Stuarts Draft
- There were riders in the Stuarts Draft area when on-demand service was previously provided there.

- Currently residents in Stuarts Draft have to transfer to get to Augusta Health, using the 340 Connector, which runs infrequently.

***There are unmet transit needs in Verona, off of U.S. 11.
Waynesboro Issues***

- The Waynesboro Circulator has difficulty keeping to the schedule if there are more than 2 deviations. A demand-response service may be needed in Waynesboro so that the Circulator can work more effectively.
- The Waynesboro Circulator has a confusing alternating schedule.
- The 340 Connector should go through downtown Waynesboro, rather than Lyndhurst, and operate more frequently.

Staunton Issues

- The Staunton On-Demand service is at maximum capacity and riders are sometimes turned away.
- There is demand for service from Emeritus Assisted Living in Staunton (Hillsmere Lane).
- The Silver Trolley route perhaps should be operated with a small bus, rather than a trolley. The route is longer with many turns.
- There is duplication between the Green and Silver routes.
- There is demand for the Silver route to serve Wal-Mart. Should the Red and Silver perhaps be combined in some fashion?

Perception

- There are three services operating in the region: BRCC, CATS and Trolleys.

Vision

- Transit service to Stuarts Draft for employment purposes
- The implementation of demand-response service in Waynesboro
- Service to Charlottesville oriented to students

Other

- There is a need for longer hours and Sunday service.
- The map/schedule layout should be simplified as it is confusing for riders.
- There have been requests for discounted passes (multi-ride).

- The BRCC North route uses I-81 in the northbound direction. This eliminates the opportunity for northbound travel through this corridor.
- There is significant vehicular and pedestrian traffic on the JMU campus which can be time-consuming to navigate.
- For some of the routes it is difficult to stay on schedule if there are any deviations. Perhaps a “floater” deviation bus could be used.

DEMOGRAPHICS AND LAND USE

The following section provides an assessment of transit needs based on demographic analysis, land use patterns, and major transit origins and destinations. Specifically, it describes a general population profile for the region and identifies underserved population groups. The chapter then develops a land use profile based on the region’s major trip generators and commuting patterns.

Population Characteristics and Trends

As of 2010, the United States Census Bureau reported that Augusta County had a population of 43,750, Rockingham County had a population of 76,314, Staunton had a population of 23,746, and Waynesboro had a population of 21,006 (see Table 3-23). Of the jurisdictions, all grew over time except Staunton, which remained steady between 2000 and 2010. The population of the entire CSPDC region also increased over the past decade (by 11 percent).

Projections developed by the Weldon Cooper Center for Public Service estimate that Augusta and Rockingham Counties will both grow by about 28 percent over the next 30 years (see Table 3-24). This is on par with the CSPDC overall. Staunton and Waynesboro will grow by about 11 percent and 17 percent, respectively. Currently, the area’s sixty-five and older population ranges from 16 to 20 percent of all residents. This will rise to between 19 and 25 percent by 2040.

Table 3-20: Population Characteristics

	1990 Population	2000 Population	2010 Population	1990-2000 % Change	2000-2010 % Change	1990-2010 % Change
CSPDC	225,025	258,763	286,781	15%	11%	27%
Augusta Co.	54,677	65,615	73,750	20%	12%	35%
Rockingham Co.	57,482	67,714	76,314	18%	13%	33%
Staunton	24,461	23,853	23,746	-2%	0%	-3%
Waynesboro	18,549	19,520	21,006	5%	8%	13%

Source: United States Census Bureau, American FactFinder; Weldon Cooper Center for Public Service.

Table 3-21: Age Divisions and Population Forecasts

	2010		2020		2030		2040	
	Population	%	Forecast	%	Forecast	%	Forecast	%
Augusta Co.	73,750	-	80,655	-	87,580	-	94,713	-
0-19 yrs	17,586	24%	17,842	22%	18,792	21%	20,465	22%
20-64 yrs	44,325	60%	46,156	57%	46,907	54%	50,469	53%
65+ yrs	11,839	16%	16,657	21%	21,881	25%	23,779	25%
Rockingham Co.	76,314	-	83,431	-	90,341	-	97,249	-
0-19 yrs	20,338	27%	21,212	25%	22,265	25%	24,478	25%
20-64 yrs	44,012	58%	46,278	55%	47,606	53%	51,053	52%
65+ yrs	11,964	16%	15,940	19%	20,469	23%	21,719	22%
Staunton	23,746	-	24,605	-	25,574	-	26,440	-
0-19 yrs	5,345	23%	5,428	22%	5,418	21%	5,714	22%
20-64 yrs	13,711	58%	13,441	55%	13,538	53%	14,180	54%
65+ yrs	4,690	20%	5,735	23%	6,617	26%	6,546	25%
Waynesboro	21,006	-	22,375	-	23,575	-	24,613	-
0-19 yrs	5,398	26%	5,840	26%	6,017	26%	6,311	26%
20-64 yrs	12,041	57%	12,450	56%	12,821	54%	13,592	55%
65+ yrs	3,567	17%	4,085	18%	4,738	20%	4,710	19%

Sources: United States Census Bureau, American FactFinder, Virginia Employment Commission, Weldon Cooper Center for Public Service (www.vawc.virginia.gov/gsipub/index.asp?docid=359).

An abundance of colleges and universities are located in and near the CSPDC, all of which influence the region's growth and demographics. These include:

- Blue Ridge Community College (Weyers Cave)
- Bridgewater College (Bridgewater)
- Eastern Mennonite University (Harrisonburg)
- James Madison University (Harrisonburg)
- Mary Baldwin College (Staunton)
- Murphy-Deming College of Health Sciences (Fishersville)
- Old Dominion University (Charlottesville)
- Southern Virginia University (Buena Vista)
- University of Virginia (Charlottesville)
- Virginia Military Institute (Lexington)
- Washington and Lee University (Lexington)

Blue Ridge Community College (BRCC) in Weyers Cave is especially relevant, given the BRCC shuttles. According to the National Center for Education Statistics, BRCC had a 2013 total enrollment of 4,437. The college does not have any on-campus housing and about 36 percent of its students attend full time. Mary Baldwin College in Staunton had a 2013 enrollment of 1,441 undergraduate students and 270 graduate students. Enrollment is projected to increase by about 30 percent (about 500 students) by 2020.¹

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 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 3-9 portrays population density by Census block group. The block groups with a density greater than 1,000 persons per square mile are located in Harrisonburg, Bridgewater, Waynesboro, Stuarts Draft, and Staunton (the single high density block group near Craigsville is an anomaly due to the presence of the Augusta Correctional Center). Overall, Waynesboro's average population density is 2,407 and Staunton's is 2,616. Augusta and Rockingham County are much more rural, with average population densities of only 307 and 285 persons per square mile.

Transit-Dependent Populations

Public transportation needs are defined in part by identifying the relative size and location of those segments within the general population that are most likely to be dependent on transit services. These include individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. Determining the location of transit dependent populations allows for an evaluation of current transit services and the extent to which they meet community needs.

The Transit Dependence Index (TDI) is an aggregate measure that displays relative concentrations of transit dependent populations. Five factors make up the TDI calculation, as shown in the following formula:

$$\text{TDI} = \text{PD} * (\text{AVNV} + \text{AVE} + \text{AVY} + \text{AVBP})$$

PD: population per square mile

AVNV: amount of vulnerability based on autoless households

AVE: amount of vulnerability based on elderly populations

AVY: amount of vulnerability based on youth populations

AVBP: amount of vulnerability based on below-poverty populations

¹ State Council of Higher Education. <http://research.schev.edu/enrollment/projections/details.asp>.

In addition to population density (PD), the factors above represent specific socioeconomic characteristics of area residents. For each factor, individual block groups are classified according to the prevalence of the vulnerable population relative to the area average.² The factors are then plugged into the TDI equation to determine the relative transit dependence of each block group (very low, low, moderate, high, or very high).

Figure 3- 10 displays overall TDI rankings. The block groups with a classification of very high are primarily located in Staunton and Waynesboro, as well as Bridgewater and just to the southeast of Harrisonburg. Additional block groups in Staunton, Waynesboro, and Stuarts Draft have classifications of high.

The Transit Dependence Index Percentage (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure with the exception of the population density factor. The TDIP for each block group in the study area is calculated with the following formula:

$$\text{TDIP} = \text{DVNV} + \text{DVE} + \text{DVY} + \text{DVBP}$$

DVNV: degree of vulnerability based on autoless households

DVE: degree of vulnerability based on elderly populations

DVY: degree of vulnerability based on youth populations

DVBP: degree of vulnerability based on below-poverty populations

By removing the population per square mile factor, the TDIP measures degree rather than amount of vulnerability. The TDIP represents the percentage of the population within the block group with the above socioeconomic characteristics and it follows the TDI's five-tiered categorization of very low to very high. However, it differs in that it does not highlight the block groups that are likely to have higher concentrations of vulnerable populations only because of their population density. As shown in Figure 3-11, Staunton and Waynesboro have block groups with a high TDIP, as do Elkton and Grottoes in Rockingham County.

² Block groups within the City of Harrisonburg are not included in the analysis and therefore do not impact the area average.

Figure 3-9: Population Density by Census Block Group in the Region

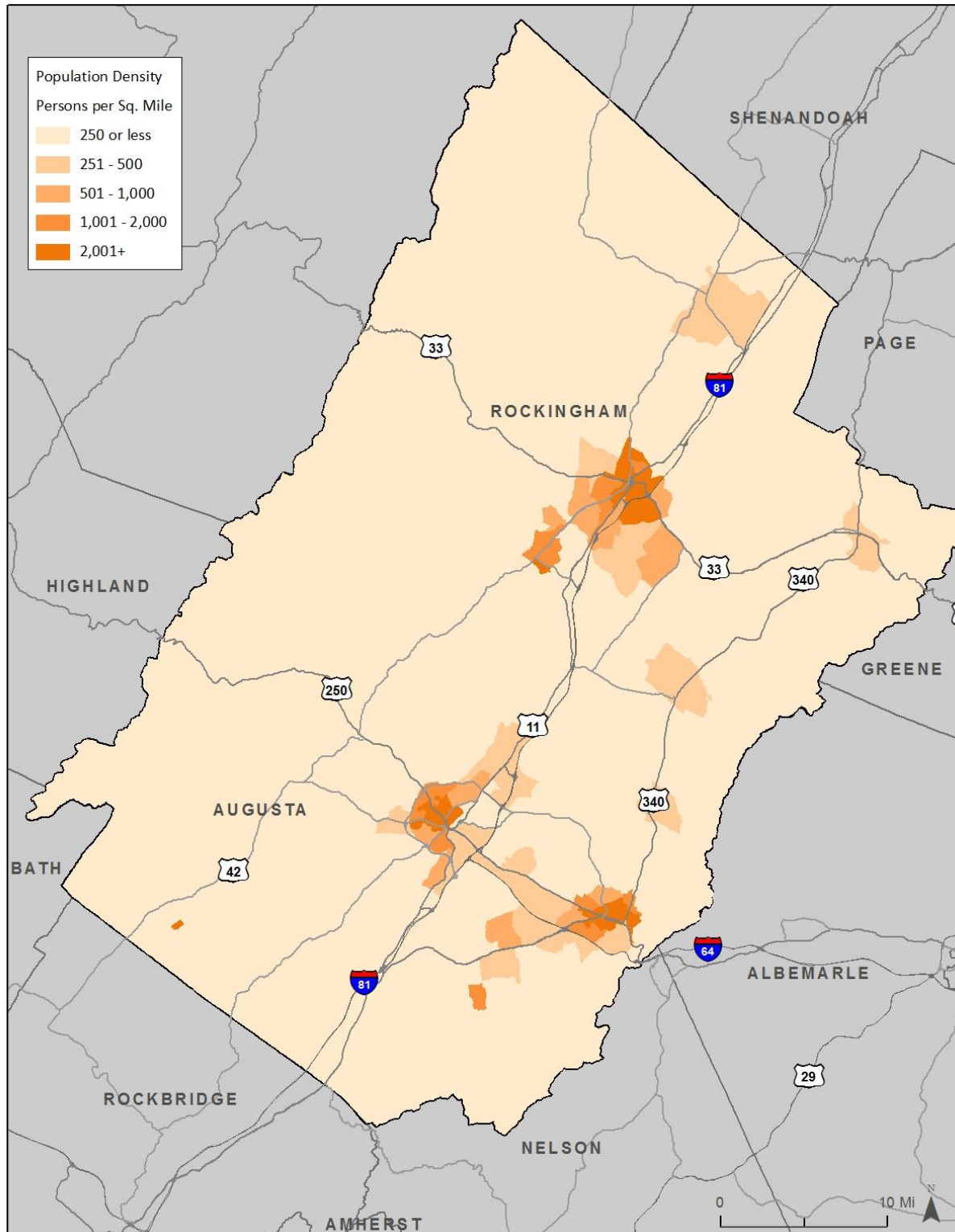
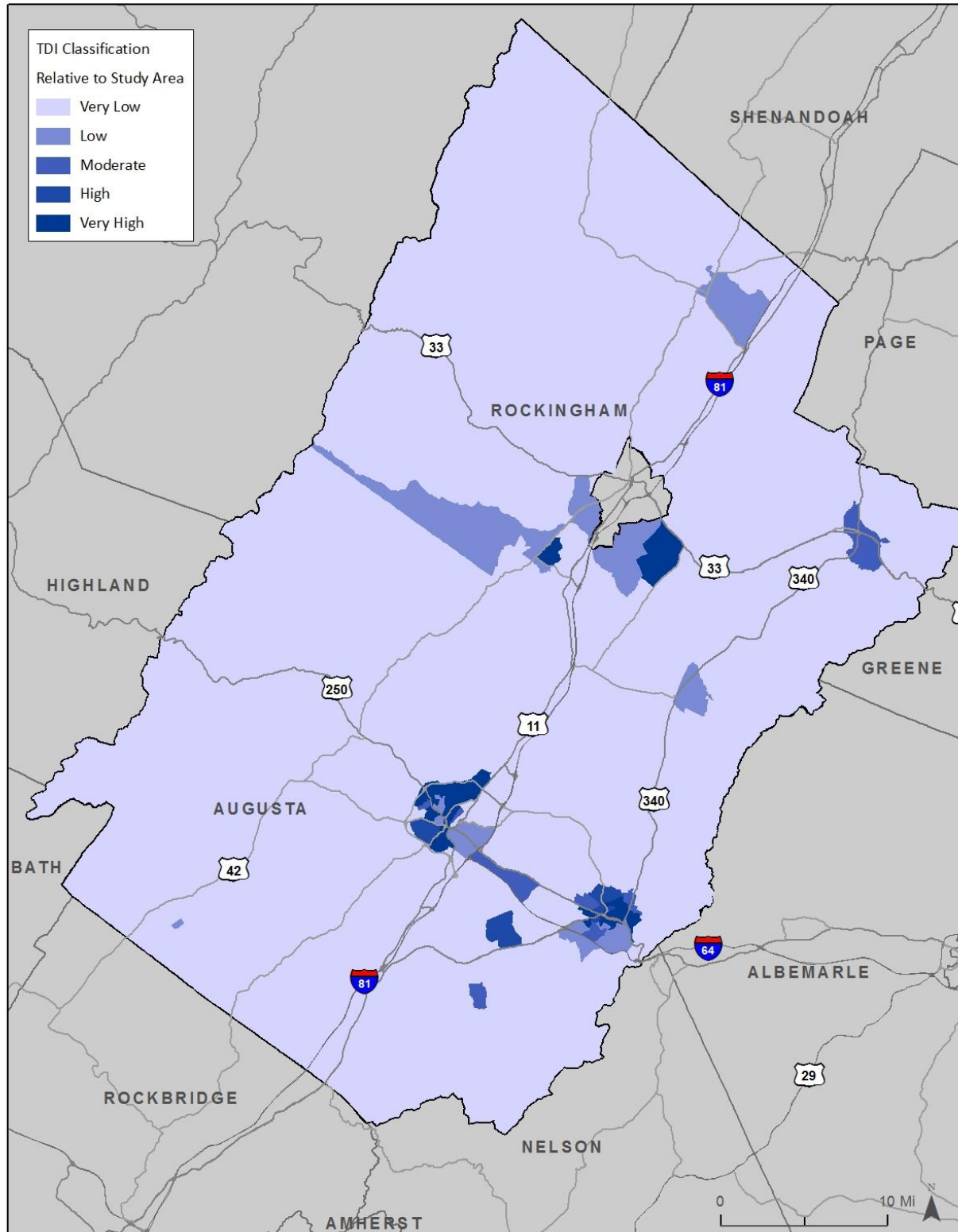


Figure 3-10: Transit Dependence Index Rankings



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 3-12 displays the relative number of autoless households in the region.³ The greatest numbers occur in Staunton, Jolivue, Waynesboro, Stuarts Draft, Grottoes, Elkton, Bridgewater, and between Harrisonburg and Timberville.

Senior Adult Population

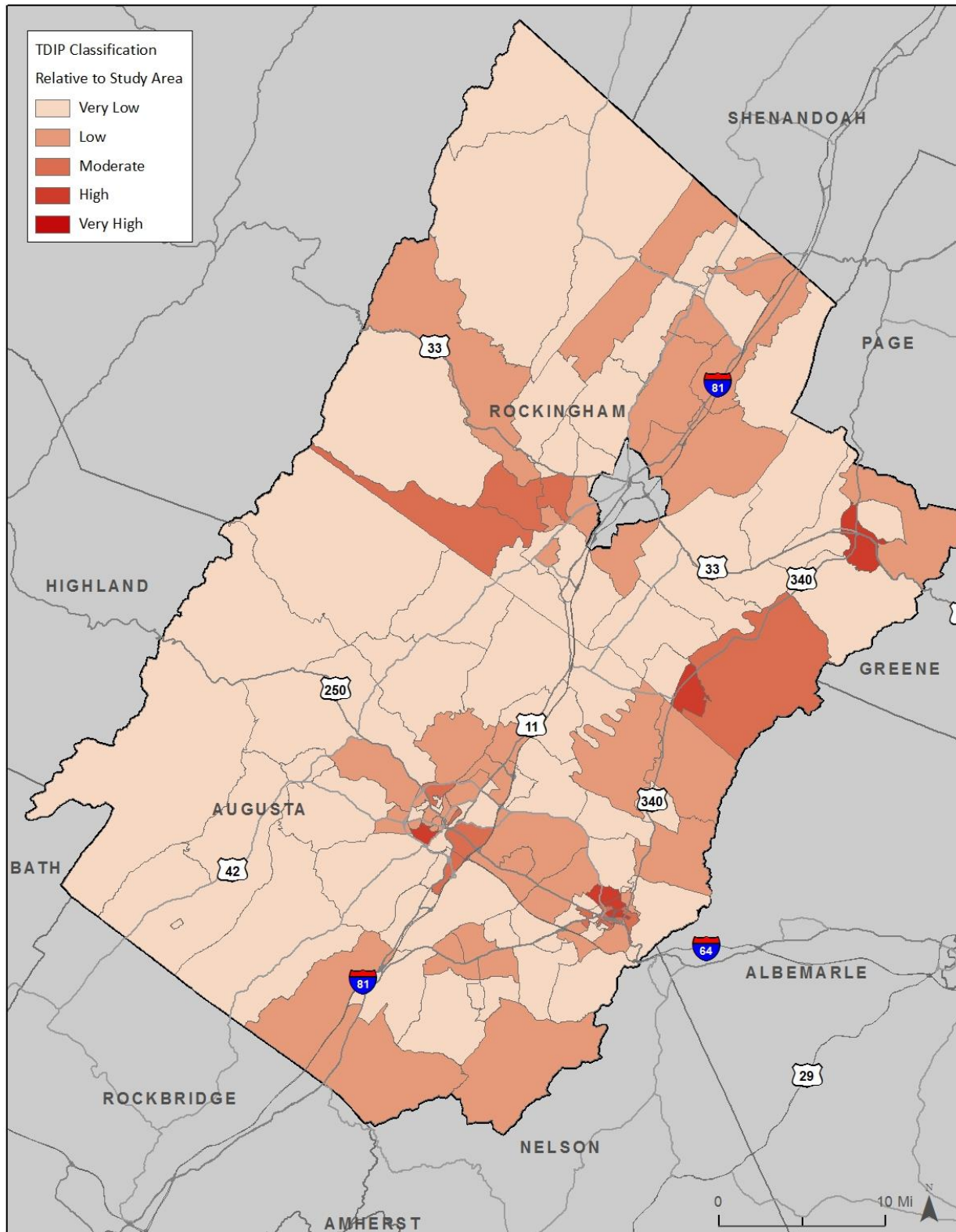
A second socioeconomic group analyzed by the TDI and TDIP indices is the senior adult population. Individuals 65 years and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Figure 3-13 displays the relative concentration of senior adults in the study area. The block groups classified as very high are located near Staunton and Fishersville to the south and near Harrisonburg and Bridgewater to the north.

Individuals with Disabilities

Due to changes in Census and American Community Survey reporting, the 2008-2012 ACS provides the most recent data available to analyze the prevalence and geographic distribution of individuals with disabilities. However, unlike the factors above, the data is only available at the tract level not the block group. Though it cannot show finer trends, this information is still important to consider because those with disabilities may be unable to operate a personal vehicle and consequently more likely to rely on public transportation. The area surrounding Fishersville is classified as having the highest number of disabled individuals (Figure 3-14).

³ The classification scheme of “very low” to “very high” (for autoless households, senior adults, and individuals with disabilities) depicts each block group relative to the study area average. It is important to note that a block group classified as “very low” can still have a significant number of potentially transit dependent persons; “very low” in this scheme only means below the study area average. At the other end of the spectrum, “very high” means a number greater than twice the average.

Figure 3-11: Transit Dependence Index Percentage



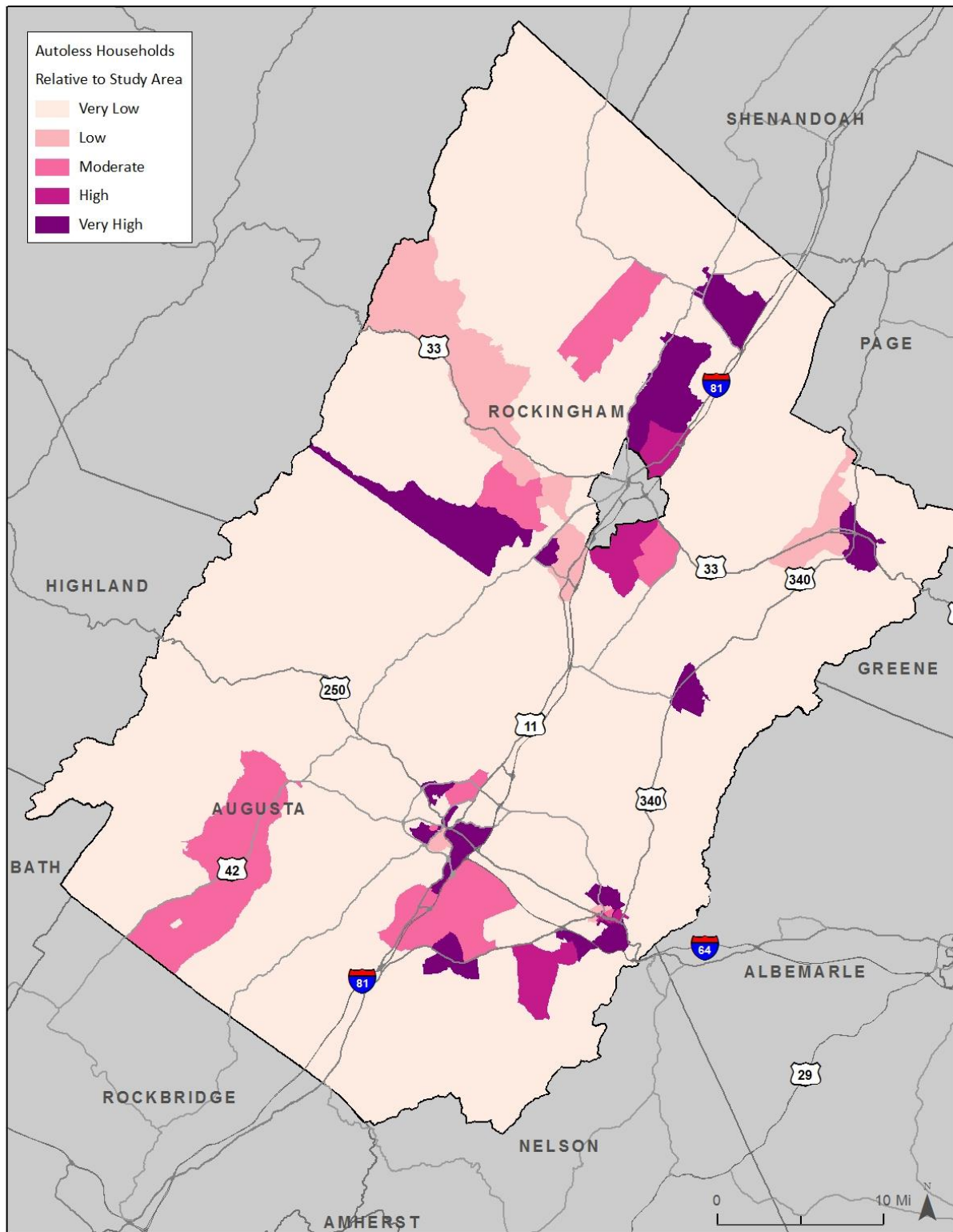


Figure 3-13: Relative Concentration of Senior Adults in the Study Area

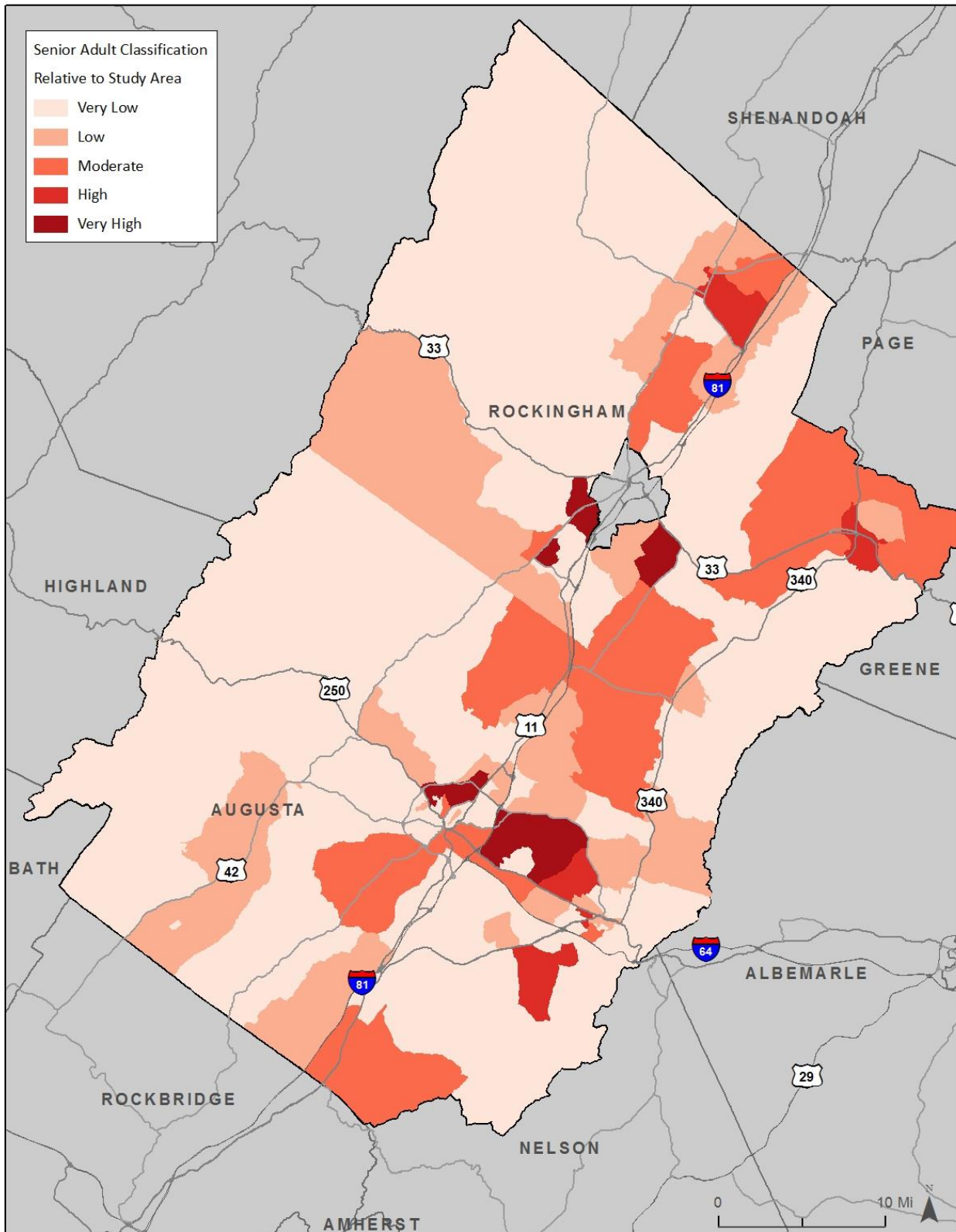
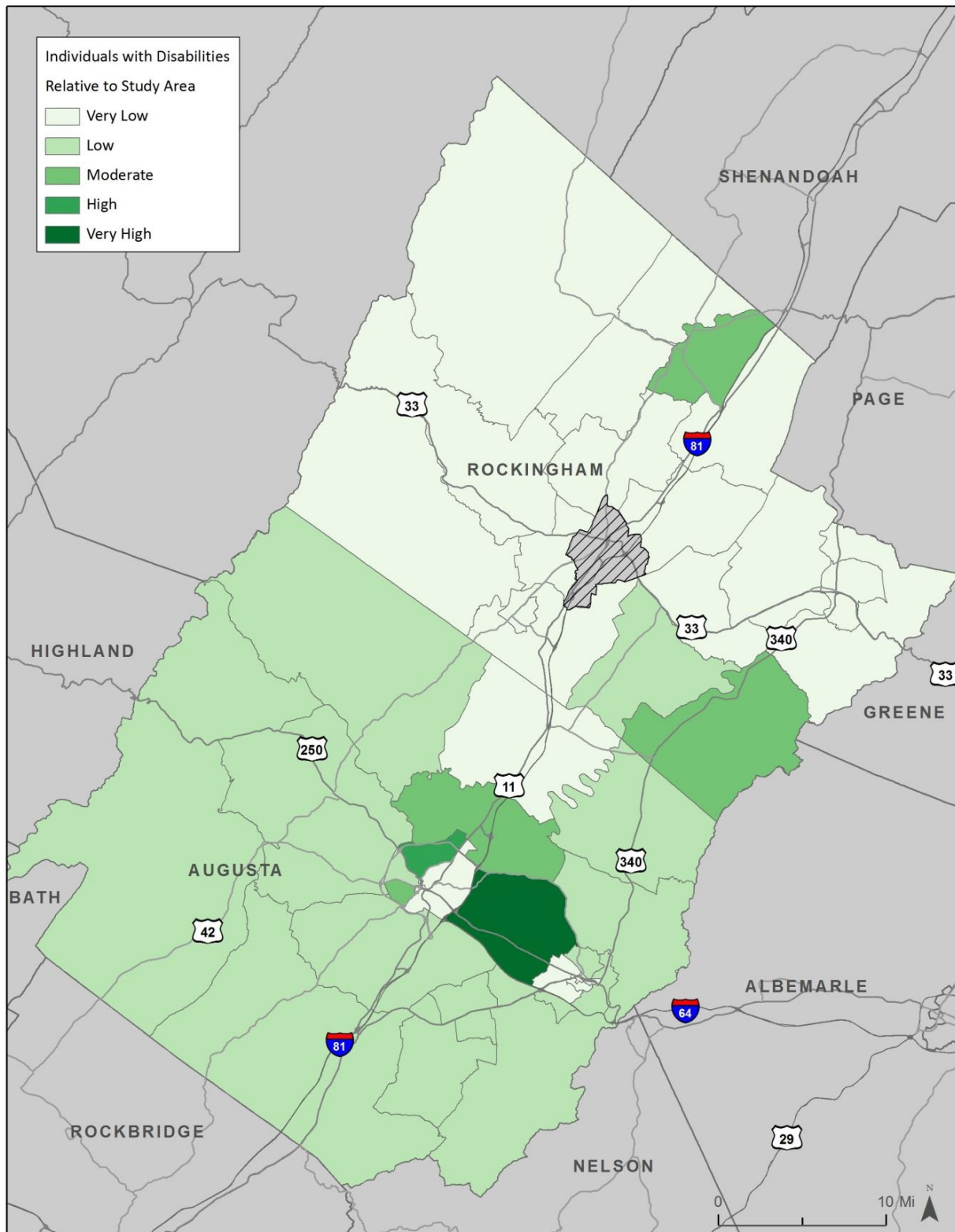


Figure 3-14: Individuals with Disabilities by Census Tract in the Study Area



Title VI Analysis

As part of the Civil Rights Act of 1964, Title VI prohibits discrimination on the basis of race, color or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. In accordance with Title VI, the following section examines the minority and below poverty populations in the service area. CSPDC is not required to evaluate its service and fare changes under Title VI due to thresholds regarding UZA population and number of vehicles operated during peak service. However, the CSPDC should still consider the following analysis before implementing any changes as a part of this TDP. This section also summarizes the prevalence of residents with Limited-English Proficiency (LEP) in the service area.

Minority Population

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not negatively impacted by any proposed alterations to existing public transportation services. Figure 3-15 depicts the service area based on the percentage of minority persons per block group. Out of 136 total block groups, 51 have a minority population above the area average of 8.3 percent. These are scattered, but generally located in and around the urbanized areas, as well as the western portion of Augusta County.

Low-Income Population

The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that make the ownership and maintenance of a personal vehicle difficult, and thus they may be more likely to depend on public transportation. Figure 3-16 depicts the percentage of below-poverty individuals per block group. Out of 136 total block groups, 63 have a below-poverty population above the area average of 11.6 percent. Again, these block groups are scattered, covering both the urbanized areas and the outskirts of the counties.

Figure 3-15: Percentage of Minority Persons by Census Block Group in the Region

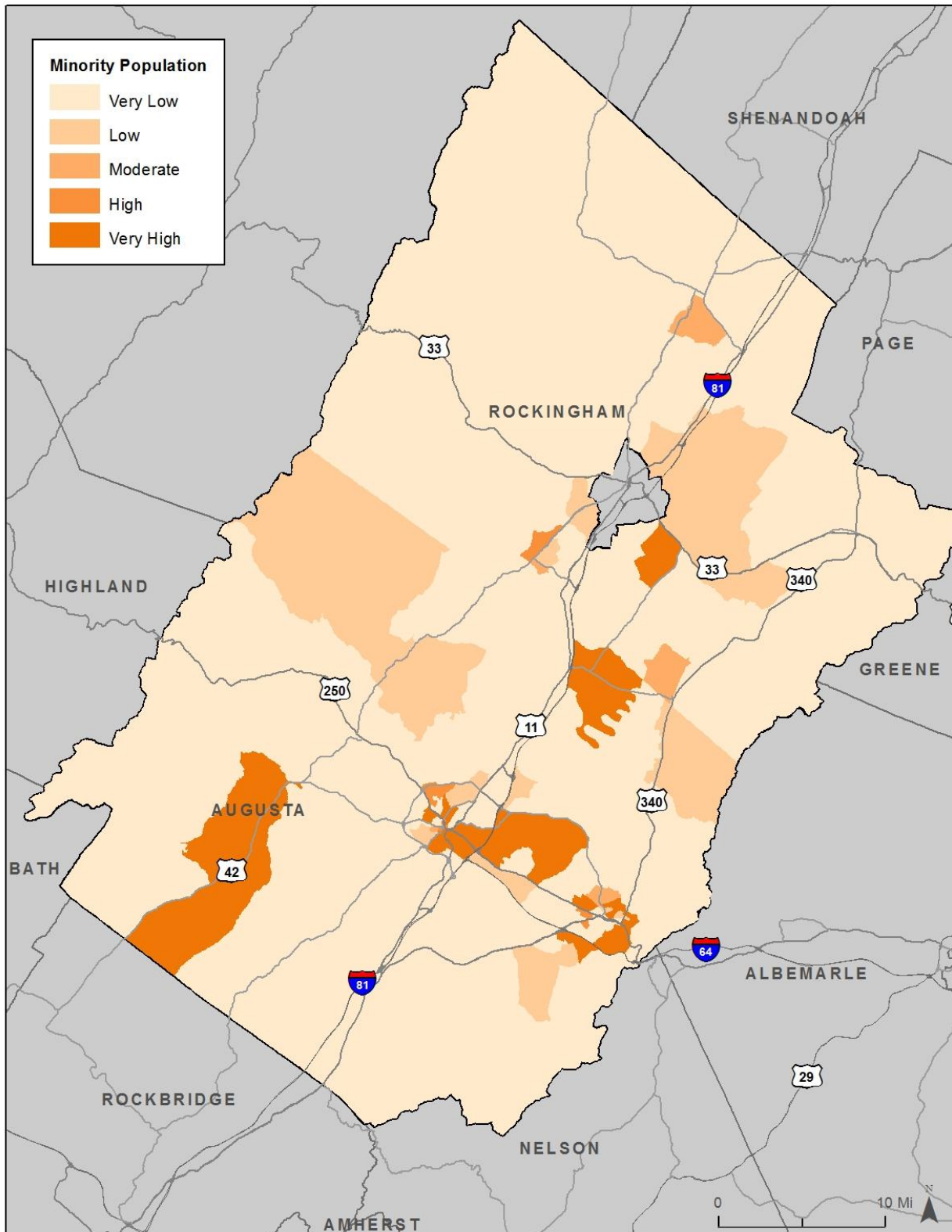
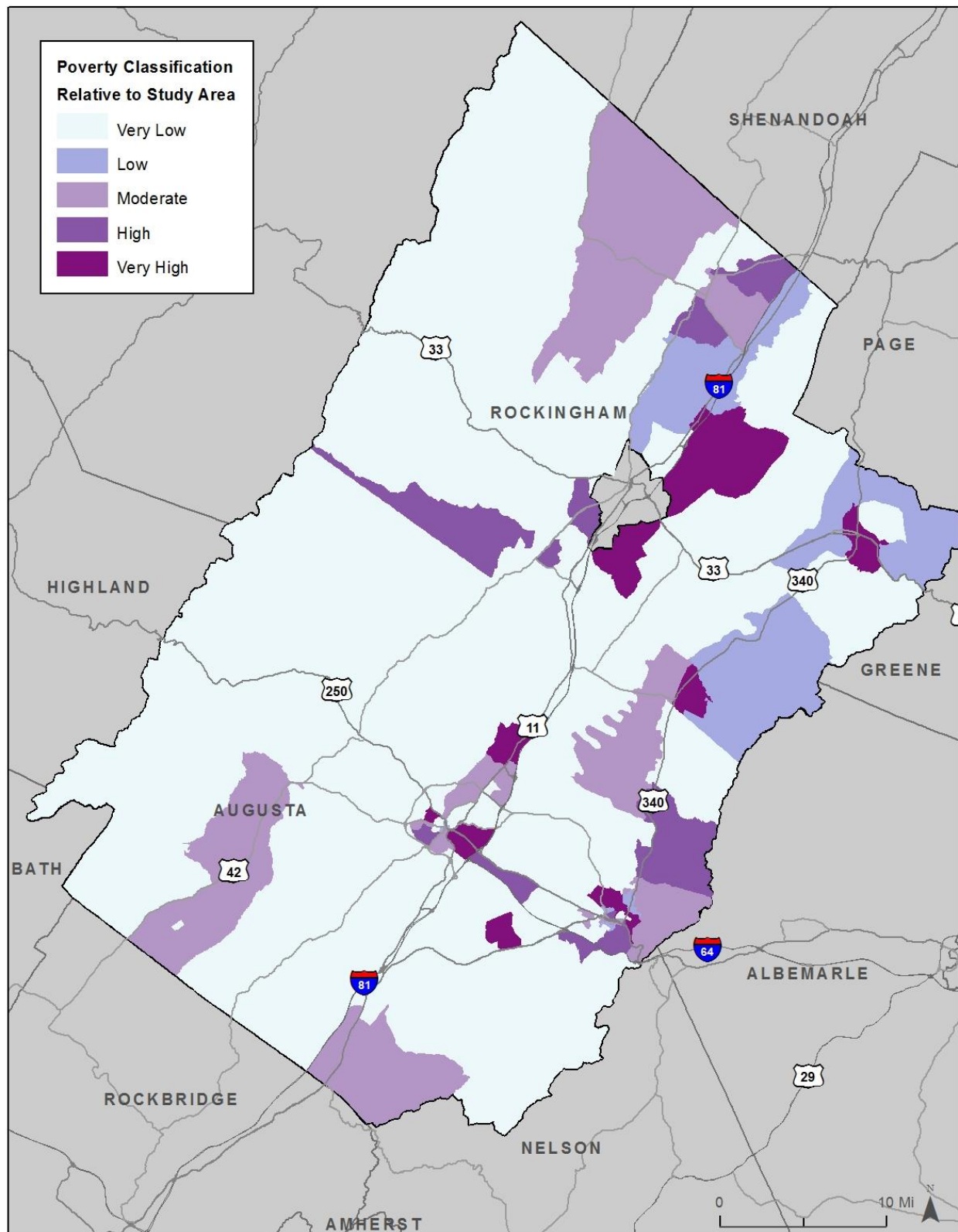


Figure 3-16: Percentage of Below-Poverty Individuals per Block Group in the Region



Limited-English Proficiency (LEP)

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. As documented in the CSPDC's Title VI Plan and in Table 3-23, residents in the service area predominately speak English (92 - 97% of the five and older population). Spanish is the largest LEP group. Rockingham County and Waynesboro have greatest percentage of households where a non-English language is spoken at home (8% and 6%). Most of those households are also able to speak English "very well." Less than two percent of the total population in each jurisdiction speaks English "not well" or "not at all," making the need for resources to address the LEP population relatively low.

Table 3-22: Limited English Proficiency

Place of Residence	Augusta		Rockingham		Staunton		Waynesboro	
Population 5 years and older	69,983		71,802		22,581		19,600	
Language Spoken at Home:								
English	67,830	97%	65,855	92%	21,623	96%	18,463	94%
Spanish	1,261	2%	3,698	5%	442	2%	617	3%
Other Indo-European languages	664	1%	1,968	3%	431	2%	408	2%
Asian/Pacific Island languages	157	0%	141	0%	85	0%	84	0%
Other languages	71	0%	140	0%	0	0%	28	0%
Speak non-English at home	2,153	3%	5,947	8%	958	4%	1,137	6%
Ability to Speak English:								
"Very Well" or "Well"	1757	2.5%	4,551	6.3%	862	3.8%	993	5.1%
"Not Well" or "Not at All"	396	0.6%	1,396	1.9%	96	0.4%	144	0.7%

Source: American Community Survey, Five-Year Estimates (2008-2012), Table B16004.

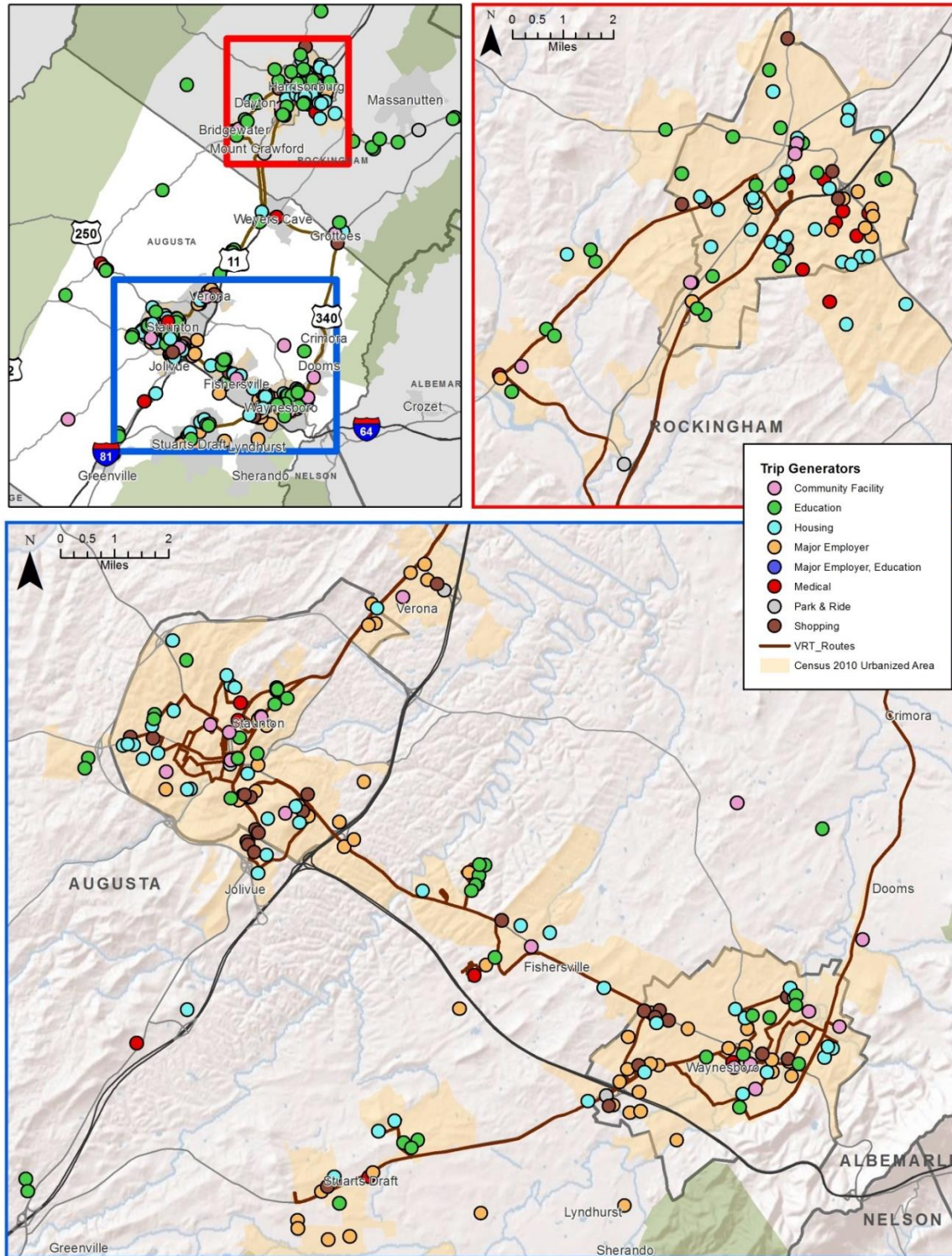
Land Use Analysis

Identifying major trip generators in the service area complements the above demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations like multi-unit housing, major employers, medical facilities, educational facilities, non-profit and governmental agencies, and shopping centers. Trip generators are mapped in Figure 3-17.

The region's Wal-Mart stores are important trip generators, as are grocery stores such as Food Lion and Kroger. The Staunton Mall, Statler Square, Terry Court, Willow Oak, Waynesboro Town Center, and the cluster of development at the intersection of US-250 and Lew Dewitt Boulevard are also important as shopping trip generators. The Augusta Health campus is a significant regional medical center and there are a number of medical providers in close

proximity. Blue Ridge Community College, the Staunton and Waynesboro public libraries, Gypsy Hill Park, the Staunton-Augusta YMCA, and the Shenandoah Valley Social Services

Figure 3-17: Major Trip Generators in the Service Area



offices in Verona and Waynesboro are all key educational and community facility trip generators. Regional destinations like Charlottesville and Harrisonburg are important as well, though no transit services currently connect residents in Staunton or Waynesboro to Charlottesville.

Travel Patterns

In addition to considering the region's major employers, it is also important to take into account the commuting patterns of residents and workers. According to ACS five-year estimates for 2008-2012, about half of residents work in the county where they live. Waynesboro is the exception, with more than 60 percent commuting to other counties. As shown in Table 3-23, most residents drive alone to work, only about eight percent carpool. Staunton has the highest percentage of those walking to work (7%).

Table 3-23: Journey to Work Travel Patterns

Place of Residence								
	Augusta		Rockingham		Staunton		Waynesboro	
Workers 16 Years and Over	33,824		36,555		11,070		9,137	
Location of Workplace:								
In County of Residence	17,093	51%	19,386	53%	5,155	47%	3,456	38%
Outside County of Residence	16,540	49%	16,685	46%	5,826	53%	5,653	62%
Means of Transportation to Work:								
Car, Truck, or Van- drove alone	29,202	86%	29,739	81%	8,643	78%	7,849	86%
Car, Truck, or Van- carpooled	2,433	7%	3,228	9%	1,098	10%	718	8%
Public Transportation	80	0%	228	1%	18	0%	13	0%
Walked	536	2%	1,157	3%	785	7%	153	2%
Taxicab, motorcycle, bicycle, other	498	1%	425	1%	209	2%	276	3%
Worked at Home	1,075	3%	1,778	5%	317	3%	128	1%

Source: ACS, Five-Year Estimates (2008-2012), Table B08130.

Another source of data that provides an understanding of employee travel patterns is the United States Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) 2011 dataset. LEHD draws on federal and state administrative data from the Census, surveys, and administrative records. Table 3-24-shows that Staunton, Fishersville and Waynesboro are the common top employment destinations for residents of Augusta County, Staunton and Waynesboro. Residents of Rockingham County have slightly different commuting patterns, with most workers going to Harrisonburg (33%).

Table 3-24: Top 5 Work Destinations (Places), by Percentage of Resident Workers

Augusta Residents		Rockingham Residents		Staunton Residents		Waynesboro Residents	
Destination	%	Destination	%	Destination	%	Destination	%
Staunton	11%	Harrisonburg	33%	Staunton	27%	Waynesboro	25%
Fishersville	11%	Bridgewater	4%	Fishersville	10%	Staunton	8%
Waynesboro	9%	Elkton	3%	Harrisonburg	7%	Fishersville	8%
Harrisonburg	7%	Timberville	2%	Waynesboro	6%	Charlottesville	7%
Stuarts Draft	7%	Broadway	2%	Verona	5%	Stuarts Draft	6%

Source: US Census, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2011).

Demographic Summary

This section analyzed the demographic characteristics of the CSPDC service area with an emphasis on transit-dependent populations. The TDI and TDIP indicated that the greatest concentrations of transit-dependent persons are located within the urbanized areas. Pockets of need are scattered throughout the region, particularly to the east of I-81. The assessment of major trip generators in comparison with existing transit service found that many important origins and destinations are along existing routes and have some level of regular service, however, residents in some of areas of Augusta County outside of Staunton and Waynesboro lack transit options.

Review of Previous Plans and Studies

Augusta County Comprehensive Plan Update (April 2007)

The Augusta County Comprehensive Plan's transportation element notes that the County's transportation system is influenced both by terrain and by low density land use patterns. The roadway network is mostly made up of rural two-lane roads with minimal traffic volume and congestion. Major corridors include I-81, I-64, and Routes 340, 250, and 11. The plan notes limited passenger rail service through the Staunton Amtrak station, e.g. Amtrak's Cardinal operates between New York and Chicago three days a week. *The plan does not acknowledge transit as a component of the transportation system.*

A major theme of the Comprehensive Plan's Land Use element is the need to balance residential development with agricultural preservation and the County's rural character. Approximately 35 percent of the land in the County is public and not available for future development (e.g. national forests/parks). Agricultural land is the next most prevalent (34%), followed by residential use (13%). The county has designated urban service areas, i.e., places that are intended to accommodate future development. These include Fishersville, Stuarts

Draft, Verona, and Weyers Cave. Community Development Areas (e.g. Churchville and Greenville) are existing settlements and more appropriate for small scale future development. The majority of new development in the county is single family residential, occurring near highway interchanges in areas surrounding Fishersville, Weyers Cave, Jolivue, and Stuarts Draft. These places of growth may be where new or enhanced transit services will be needed in the future.

City of Waynesboro Comprehensive Plan Land Use Guide (2008)

The Land Use Guide sets out recommendations and strategies intended to reinforce the Waynesboro downtown, revitalize designated areas, and address growth pressures (e.g. auto-oriented development in western Waynesboro and residential development in northern portions of the City). The guide notes the goal of reinvigorating the downtown core but acknowledges the growth of commercial corridors near I-64.

The summary of transportation issues and opportunities does not mention transit but it notes the opportunity to increase bicycle and pedestrian connectivity. This emphasis on creating a bicycle and pedestrian friendly environment is also reinforced in the City's Bicycle Plan (adopted into the Comprehensive Plan in 2012) and the Downtown Design Guidelines (adopted into the Comprehensive Plan in 2011). Concerning transit, the guide recommends continuing "to pursue a means to provide transit options to improve circulation and expand transportation choices, especially in regards to individuals that may have special mobility needs."

City of Waynesboro Transit Feasibility Study (October 2010)

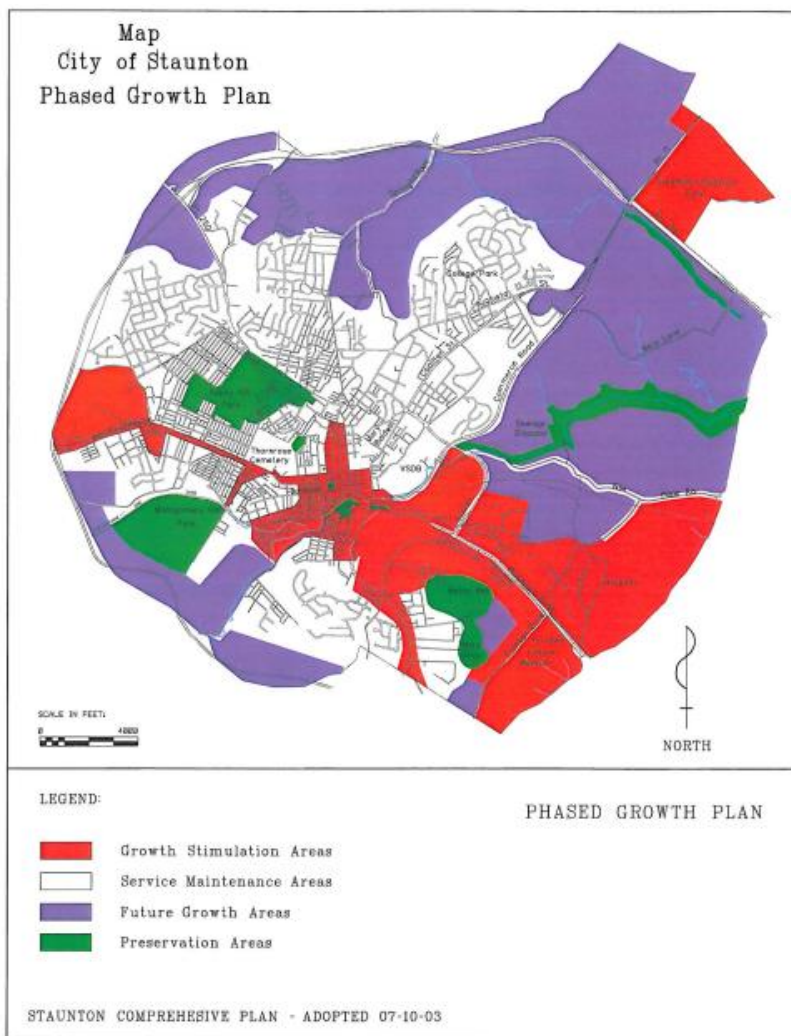
This study aimed to identify and analyze transit need in Waynesboro. It assessed the Waynesboro Circulator, concluding that low ridership was due to "the lack of frequent service, the limited service area, and its short span of service." The study included four service options, one of which was no change from the current operations. Service Option 2 recommended increasing the span by two hours from 7:45 a.m. – 5:45 p.m. to 6 a.m. to 6 p.m. Service Option 3 had two routes running 12 hours a day, with 60 minute base frequencies and 30 minute peaks. The Commercial Loop Route served the western side of the city and the East Side Route served the residential areas on the eastern side. Service Option 4 was the preferred alternative with four routes radiating from a proposed downtown transit center. A King Avenue Route and a Downtown Waynesboro Route were added to the routes in Option 3.

The study noted that the preferred alternative would require additional local match from the City, "in a time when future City revenues are projected to be stagnant." It recommended that Waynesboro develop public-private partnerships in order to fund the local match needed to implement the preferred alternative. The Waynesboro Circulator now operates from 6:45 a.m. to 6:45 p.m., similar to Option 2.

City of Staunton, Virginia Comprehensive Plan, 2010 - 2030 (adopted February 2012)

This plan aims for future development within the City of Staunton to occur in an efficient, economically and environmentally sound manner. The plan maps out four priority areas: 1) Growth stimulation, 2) Service maintenance, 3) Future growth, and 4) Preservation. Shown in the diagram in this section, Figure 3-18, the growth stimulation areas are places for new development, while the service maintenance areas are intended to maintain present density and usage. Future growth areas may be slated for development after other areas have reached desired capacities, and preservation areas are to be protected and conserved. The area along Route 250 is slated for growth, particularly the southwestern portion of the City.

Figure 3-18: Growth Stimulation Areas



The plan also details priority initiatives dealing with transportation and parking. One goal is to reduce the emphasis on parking quantity and increase the importance of parking design and use. To achieve this, the plan recommends strategies like reducing parking minimums, promoting shared parking and maximizing the use of garages and lots. A second goal is to "provide for a variety of transportation options and designs that balance pedestrian, bicycle, auto, and public transportation within the City and among key destinations." The accompanying strategies focus on traffic calming, street design, pedestrian safety and bike infrastructure. Extending the trolley routes and providing better information on schedules is specifically noted.

CSPDC 2035 Rural Long Range Transportation Plan (2011)

The CSPDC's Rural Long Range Transportation Plan states the following regional transportation goals: 1) Increase the safety of the transportation system, 2) Protect and enhance the natural, historic, and neighborhood environment while making improvements to the existing system or building new sections,

3) Preserve the existing transportation system, 4) Align transportation projects with economic development goals and opportunities, and 5) Improve the coordination of transportation planning between VDOT, cities, counties, and towns.

The plan documents existing public transit options but the bulk of the plan is dedicated to listing and mapping roadway deficiencies and associated recommendations by jurisdiction. In terms of recommendations for transit, the plan cited the strategies contained in the 2008 Central Shenandoah Coordinated Human Service Mobility Plan.

The plan also notes the importance of transportation demand management for decreasing single-occupant vehicle trips and offering commuting options. It references the Thomas Jefferson PDC's RideShare program and Roanoke's RIDE Solutions. These include commuter matching, guaranteed ride home programs, vanpool assistance, and bicycle and pedestrian resources.

Central Shenandoah Coordinated Human Service Mobility Plan (September 2013)

Augusta County, Rockingham County, Staunton, and Waynesboro are part of the larger Central Shenandoah Planning District Commission (PDC 6). Completed in 2013, the PDC 6 Coordinated Human Service Mobility (CHSM) Plan meets federal requirements for a locally developed coordinated plan. It assessed available transportation services, detailed the unmet needs of seniors, individuals with disabilities, and individuals with lower incomes, and prioritized strategies to address identified transportation gaps.

Participants in the planning process identified a variety of unmet needs. Among others, these concerned access to evening employment and GED/college classes, options for non-Medicaid health care trips, transportation on weekends and from the more rural areas of the PDC, and the need for increased marketing, outreach, and travel training. Participants identified the following strategies to address the issues/needs:

- Continue to support and maintain capital needs of coordinated human service/public transportation providers
- Build coordination among existing public, private, and human service transportation providers
- Expand outreach and information on available transportation options in each area of the region, including establishment of a central/single point of access
- Provide flexible transportation options and more specialized transportation services or one-to-one services through expanded use of volunteers

- Expand availability of demand-response services and specialized transportation services to provide additional trips for older adults, people with disabilities, veterans, and people with lower incomes
- Implement new public transportation services or operate existing public transit services on a more frequent basis
- Establish or expand programs that train customers, human service agency staff, medical facility personnel, and others in the use and availability of transportation services
- Bring new funding partners to public transit/human service transportation
- Provide targeted shuttle services to access employment opportunities

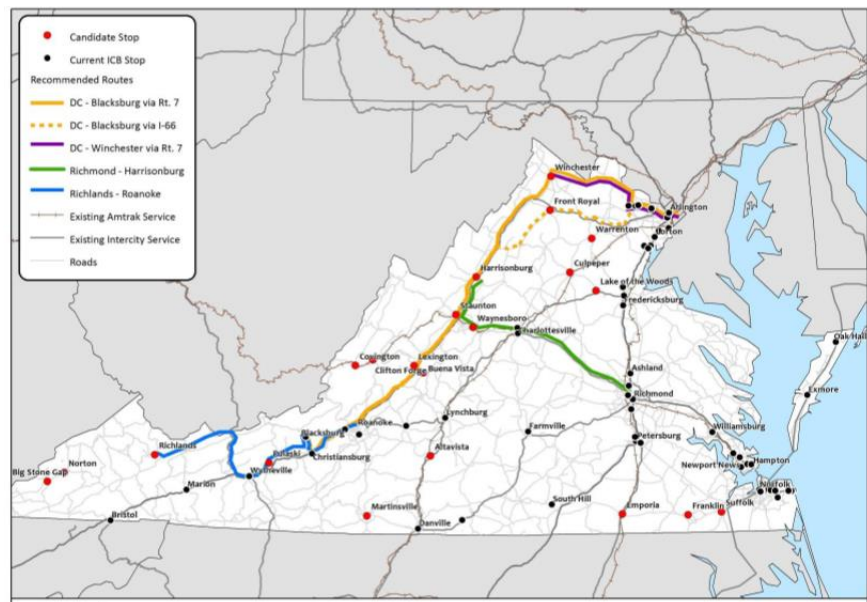
Virginia Statewide Intercity Bus Study (September 2013)

The Virginia Statewide Intercity Bus Study inventoried existing intercity services and prioritized potential routes based on demand, financial efficiency, and current service availability. This study is particularly important given stakeholder feedback that the TDP should explore intercity and commuter bus services connecting Harrisonburg, Staunton, Waynesboro, and Charlottesville.

Greyhound operates daily service throughout Virginia, including two daily round trips between Baltimore and Charlottesville and three daily round trips between Richmond and Nashville via Charlottesville. Other carriers include Megabus, which operates on I-81 between Washington, D.C. and Knoxville via Christiansburg, and the NYCS Shuttle, which operates between Charlottesville and New York City. Despite these services, the study noted that major

intercity service gaps occur within the state. Greyhound reduced its service significantly over the past decade by cutting stops in Harrisonburg, Staunton, and Waynesboro. Intercity providers, public transit systems, and regional planning agencies surveyed for the study also

Figure 3-19: Routes for Implementation



requested service to the northwestern Shenandoah region (Winchester, Front Royal, Harrisonburg, and Staunton).

Depicted above in Figure 3-19, the study prioritized four routes for implementation: Two covered the CSPDC region: 1) Washington, DC to Blacksburg via Harrisonburg and Staunton, and 2) Richmond to Harrisonburg via Charlottesville, Waynesboro, and Staunton.

CHAPTER SUMMARY

The system evaluation and needs analysis involved collecting and reviewing data and input from many different sources: performance data, boarding/alighting counts, passenger surveys, community surveys, stakeholder interviews, demographics, and land use and transportation plans. The results of the system evaluation and the priorities identified in this needs analysis were used as a basis for the alternatives presented in Chapter 4.

Chapter 4 - Alternatives for Improvement

INTRODUCTION

This fourth chapter prepared for the CSPDC TDP provided a range of organizational and service alternatives for the stakeholders to consider when planning transit services for the six-year planning horizon covered by the TDP. These alternatives were developed based on the data compiled and analyzed in chapters 1-3, combined with initiatives already underway in the region. For each alternative there is a description of the concept; for those where a decision regarding implementation has not yet been determined, there is also a discussion concerning the advantages and disadvantages, and a cost estimate. Organizational alternatives are presented first, followed by service alternatives. These alternative concepts were considered by the TDP Committee, with several chosen for the six-year plan (Chapter 5)

ORGANIZATIONAL ALTERNATIVES

Organizational alternatives include proposals for potential changes that affect the way that transit is guided, administered, and managed in the region. There are several potential changes that fall under this category that are relevant for the regional stakeholders to consider. The first organizational alternative has already been determined by DRPT, the ones that follow were discussed by regional stakeholders during the alternatives analysis phase of the TDP.

Organizational Alternative #1 – Change in Rural Grantee

In February 2015, DRPT sent a letter to the CSPDC indicating that, beginning with FY17, the CSPDC will become the designated sub-recipient for federal S.5311 rural transit funding in the region. DRPT staff indicated that the Commonwealth has been shifting its sub-recipient policies such that local governmental entities, rather than third party transit providers, will be the designated local grant sub-recipients. For the CSPDC region, this will combine the rural and urban grant oversight functions so that the CSPDC will manage both programs. For FY16, VRT will remain the designated 5311 sub-recipient in the region. The CSPDC will need to conduct a procurement process to choose a contractor for both the urban and rural service, starting with FY17.

Fishersville Facility

FTA guidance indicates that as an FTA/DRPT- funded facility, VRT's Fishersville facility is to remain in use in support of public transportation in the region for its useful life. Continued DRPT and FTA guidance will be needed to sort through how to handle the ownership details with regard to this facility.

There are also several tenants leasing space in the facility. This is permissible under FTA guidance, which states “income received from the incidental use may be retained by the grantee if the income is used for eligible transit capital and operating expenses. This income cannot be used as part of the local share of the grant from which it was derived, but may be used as part of the local share for a different FTA grant.”¹

Organizational Alternative #2- Develop Cohesive Brand and Improve Community Awareness

One of the issues that the CSPDC identified prior to beginning work on the TDP is that of brand confusion with regard to the name and identity of the public transportation program in the region. This brand confusion was confirmed by the rider and public surveys, with riders and the public identifying with several different names for the program (CATS, VRT, individual route names, etc.) It is not surprising that there is brand confusion, given that each service has evolved independently for different constituencies. While there is brand confusion, the services do operate as a cohesive system, operated by same transit provider (VRT), with timed connections between services at key locations.

In order to help reduce or eliminate this brand confusion, the CSPDC and DRPT added a branding task to the TDP to develop a cohesive brand, logo, and strategies to improve community awareness of transit in the region. Pulsar Advertising, a sub-contractor to KFH Group, has been working through this task concurrently as the TDP work has progressed. Documentation of Pulsar's complete work will be included as a companion to the TDP and is summarized below.

With input from the study committee, Pulsar has developed a brand personality statement for the transit program that reads:

“CSPDC Service, our regional public transit service, with helpful friendly staff and safe reliable buses, provides affordable transportation to get me where I need to go.”²

Pulsar staff then developed a series of potential names based on input provided by the study committee. The first list of 10 names was presented to the study committee in February. Some of these names were discarded, and a few were added by CSPDC staff and stakeholders. The

¹ FTA Circular 5010.1C Grant Management Guidelines, August 27, 2012.

² CSPDC Service is a placeholder for the name of the transit program.

committee narrowed the list to four names: BRITE (Blue Ridge Intercity Transit Express); Mountain Valley Transit; ShenanGO (ShenanGOah); and Blue Ridge Transit. Two to three logos for each of these names were also developed for committee review.

Of these names, BRITE was chosen to move forward with full logo development. When the branding task is completed, Pulsar will deliver Electronic files for logo and type treatment (*.eps, *.pdf, *.png), as well as a brand standards fact sheet that will include logo and identity usage guidelines (e.g., font, visual elements, and logo color usage)

Once the branding work is completed, the CSPDC will need to work on a re-branding effort. The full list of tasks will include the development of:

- Maps and schedules
- Vehicle exterior paint scheme
- Signage
- Social media
- Website

The re-branding campaign will serve to improve community awareness of transit as well as provide an opportunity to re-design the system maps and schedules. These are important improvements, as stakeholder input suggested that the current maps and schedules are confusing for riders to understand. It may be helpful to include a stakeholder who represents people with intellectual disabilities in the process when designing the new schedules.

Costs

There are significant costs associated with re-branding the transit program, though some of them are costs that are already being incurred by the system, such as map and brochure development and printing. There are also a number of activities associated with the re-branding effort, some of which can be handled internally, while others will likely need to be performed by outside contractors.

These costs are estimated below:

Map/Schedule Design and Printing	\$20,000
Vehicle Exterior Paint Scheme	\$20,000
Signage	\$ 7,800
Website and Social Media	\$25,000

Organizational Alternative #3 - Transit Advisory Group

A transit advisory group is typically comprised of community stakeholders who have an interest in preserving and enhancing transit in the community, much like the advisory committee that has been organized to help guide the TDP for the CSPDC. Over the past several years, the CATS Board has served in this advisory role to VRT, helping to guide the region's transit program. It is suggested that a transit advisory group be established to provide input and feedback to the CSPDC, to assist them in transit-related decision-making.

The following groups (which include several current CATS Board members) should be considered for inclusion on the transit advisory group:

- Local funding partners
 - Augusta County
 - Augusta Health
 - Blue Ridge Community College
 - City of Staunton
 - City of Waynesboro
 - Shenandoah Valley Social Services
 - Staunton Downtown Development
 - Woodrow Wilson Rehabilitation Center
 - A member of the CATS Board
- Future Funding Partners
- Other interested stakeholders, which could include:
 - An at-large community representative designated by the CATS Board
 - Advocates for senior citizens and people with disabilities
 - Chamber of commerce and/or economic development representatives
 - MPO representation
 - Other human service agency representatives
 - A transit rider representative

The role of a transit advisory group is to help the transit program better meet mobility needs in the community by serving as a link between the citizens served by the various entities and public transportation. A transit advisory group is a good community outreach tool for transit programs, as having an ongoing dialogue with stakeholders allows for a greater understanding for transit staff of transit needs in the community, as well as greater understanding by the community of the various constraints faced by the transit program. Transit advisory groups also typically serve in an advisory capacity for transportation development plans and other transit initiatives. It is suggested that this board be comprised of no more than 15 members, and that they meet quarterly, at a minimum.

Advantages

- Provides a forum for dialogue between the community and the transit program
- Maintains continuity from the current CATS Board by including all funding partners
- Provides a venue for community networking
- Can be a good community relations and marketing tool
- Provides input to the CSPDC Commission transit decision-making process

Disadvantages

- Takes staff time to organize and document committee meetings and initiatives

Cost

- The expenses associated with forming a transit advisory group 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.

Organizational Alternative #4 – Vehicle Ownership- CSPDC or Contractor?

As a relatively new S.5307 grantee, the CSPDC has not historically owned vehicles. Currently, the vehicles operated in the region are owned by CSPDC's contractor, VRT, with DRPT maintaining a financial interest in the vehicles through their useful life. These vehicles were purchased through DRPT, with funding assistance from the federal S.5311 (80%) program, DRPT (up to 16%), and the remaining local matching funds provided by VRT and local partners.

For the current year (FY15), the CSPDC is using FTA's Capital Cost of Contracting provisions, which allow the CSPDC to categorize half of the contract with VRT as capital, providing for an 80 percent matching ratio for that portion of the contract. While the CSPDC is using this provision during the current grant year, the agency is interested in determining the optimal scenario with regard to vehicle ownership, specifically, is it more advantageous for the agency to own the transit vehicles or to continue to include the vehicles as part of the "Turnkey" contract with its contractor?³

³ Currently the CSPDC categorizes the contract with VRT as "Turnkey," with the contractor providing the vehicles, maintenance, and transit service. Under this classification, 50 percent of the contract costs are eligible for 80 percent federal share and 50 percent of the costs are eligible for 50% federal share. This scenario falls under the FTA's "capital cost of contracting," which recognizes the capital consumed by the contractor for the delivery of public transportation service. The FTA Circular states that "only the costs attributable to the privately owned assets are eligible under this policy." Items purchased with federal, state, or local government assistance are not eligible.

In order to help the CSPDC decide which direction to pursue in the future, an analysis of the advantages, disadvantages, and financial implications associated with vehicle ownership is provided below.

Advantages

As documented in the Transportation Research Board's Special Report 258, "Contracting for Bus and Demand Response Transit Services: A Survey of U.S. Practice and Experience,"⁴ there are several advantages that can be realized by public agency grant recipients that choose to own the vehicles that are operated by their contractors. These are:

- The public agency can take advantage of federal and state capital grant assistance to purchase the vehicles. This assistance is currently significant, with 2015 DRPT match rates of 80 percent federal, 16 percent state, and four percent local.
- There are likely to be more potential contractors interested in submitting bids to provide the service if they do not have to furnish the vehicles, particularly for a relatively small contract.
- Without the need for the contractor to amortize the vehicles over several years, the contract duration can be shorter.
- If the contractor is not performing, it is quicker and easier for a public agency to re-bid the contract if it owns the vehicles used for the service.

In GAO Report 13-783 "Transit Agencies' Use of Contractors to Provide Service"⁵, a survey of transit agencies found that less than half of the agencies that contracted out for service included vehicles. The interviews conducted for the GAO report found that transit agencies generally preferred to own vehicles for similar reasons that were documented in the TRB report. These are:

- More flexibility to terminate a contract without service interruption
- The ability to attract bidders who would otherwise be hesitant to buy expensive vehicles without the assurance that they would be used beyond the initial length of the contract
- Control in making decisions about vehicle replacement and major repairs, such as replacing engines and transmissions. Contractors may anticipate and budget for these expenses in a contract without knowing for certain if they will be needed in order to minimize financial risk.

⁴ TRB Special Report 258, "Contracting for Bus and Demand Response Transit Services: A Survey of U.S. Practice and Experience," 2001.

⁵ GAO Report to Congressional Committees, "Transit Agencies' Use of Contracting to Provide Service," September 2013.

These two studies suggest that ownership of the vehicles would give the CSPDC more control of the fleet, with a greater ability to specify vehicle choices, vehicle condition, and useful life.

Disadvantages

In addition to the advantages described above, there are also some disadvantages for the PDC to consider when contemplating vehicle ownership. These are:

- Purchasing vehicles with federal and state funds requires staff time to submit grants and ensure compliance with numerous federal and state requirements. Discussions with other grantees in Virginia indicated that if the PDC were to purchase vehicles through the DRPT contract, the time and effort involved in the process would be significantly less than if the PDC were to purchase vehicles on their own.
- Purchasing vehicles requires the PDC to provide local matching funds (though the current investment is just 4 percent local share).
- The amount of funding needed each year is variable, depending upon the vehicle replacement/expansion needs for the year. This variability can be difficult for some agencies to manage from a cash flow perspective. There would be less year-to-year variance if the cost of the vehicles were to be included in a blended contract rate.
- There may be less flexibility with regard to expanding and/or reducing service if the PDC owns the vehicles. For example, a private contractor may be able to provide vehicles more quickly if a new service or expanded service were to be needed. The PDC would likely have to wait for the grant cycle and DPRT procurement process, which can take about ten to 14 months from start to finish.
- There are a number of different types of vehicles in service in the region, making it more complicated and time consuming to order vehicles.

Costs

In addition to looking at programmatic advantages and disadvantages to public vehicle ownership, there are also cost considerations. These are discussed below.

Contractor Pricing and the Capital Cost of Contracting

Typically, when a contractor provides the capital, the transit agency will pay not only for the actual cost for the capital items, but also usually a mark-up by the contractor that accounts for the use of the contractor's funds. Most private companies look at their return on investment (ROI), and if they are investing their funds to purchase vehicles or some other large cost items that must be purchased for the contract, they will evaluate the return their money could get elsewhere. The contractor's mark-up accounts for this valuation. This has not occurred yet in

this region, as VRT is using vehicles that were purchased with FTA/DRPT funds. When transit agencies have capital grant funds, it may be more cost effective to use those funds to acquire needed capital equipment.

The actual cost that is passed along to the transit agency will vary depending upon the type of the vehicle and the length of the contract. Transit industry research suggests that this cost is in the range of \$6.00 to \$10.00 per revenue vehicle service hour. For CSPDC, this would represent an annual cost of between \$105,000 and \$175,000, based on the annual urbanized area vehicle revenue hours of about 17,500. The CSPDC could recoup some of this cost through the capital cost of contracting provisions that are allowed with a turnkey contract. The FTA allows 50 percent of a turnkey contract to be funded at 80 percent federal match, with fifty percent of the contract funded at 50 percent federal match. This compares to a service contract where the transit agency owns the vehicles and the contractor operates and maintains them, which allows forty percent of the contract to be funded at eighty percent federal match, with sixty percent of the contract funded at fifty percent match.

The cost implications for the following three scenarios are presented below in Table 4-1. One: A service contract where the transit agency owns the vehicles and the contractor operates service and maintains the vehicles at a rate of \$59 per hour. Two: A turnkey contract where the contractor owns, operates and maintains the vehicles at a rate of \$65 per hour. Three: A turnkey contract at a rate of \$69 per hour. Under each scenario, an additional eleven percent should be added to the contractor's cost, to reflect CSPDC oversight expenses. Additional cost of vehicle ownership expenses are also included under the first scenario. The CSPDC expenses would need to be split using the fifty percent federal match formula.

Table 4-1: Capital Cost of Contracting Examples- Urbanized Area Only

Assumptions	
Hours of service	17,500
Hourly rate not including vehicles	\$59
Low end of hourly rate including vehicles	\$65
High end of hourly rate including vehicles	\$69
Contract cost without vehicles	\$1,032,500
Contract cost with vehicles- low end rate	\$1,137,500
Contract cost with vehicles- high end rate	\$1,207,500

Table 4-1: Capital Cost of Contracting Examples- Urbanized Area Only (continued)

Budget Line Items	Contract Cost - Vehicles Owned by CSPDC	Contract Cost-Add'l Vehicle Cost @ \$69.00 Per Vehicle Hour	Contract Cost-Add'l Vehicle Cost @ \$10.00 Per Vehicle Hour
Service Contract - 40% of the contract eligible for 80% share	\$1,032,500		
Service Contract - 50% of the contract eligible for 80% share		\$1,137,500	\$1,207,500
CSPDC Expenses	\$127,926	\$122,926	\$122,926
Total	\$1,160,426	\$1,260,426	\$1,330,426
Fares	\$45,000	\$45,000	\$45,000
Net Deficit	\$1,115,426	\$1,215,426	\$1,285,426
Federal- 50 or 60% at a 50% match	\$296,250	\$273,125	\$290,625
Federal- 40% or 50% at an 80% match	\$316,000	\$437,000	\$465,000
Federal - 50% of CSPDC Cost	\$63,963	\$61,463	\$61,463
Total allowable federal for operating with matching ratios	\$676,213	\$771,588	\$817,088
Federal S. 5307 allocation	\$760,922	\$760,922	\$760,922
Federal allocation left for capital	\$84,709	(\$10,666)	(\$56,166)
Left to cover with state and local	\$439,213	\$454,504	\$524,504
Current state and local combined: \$512,046			

These examples suggest that if vehicles are included in the contract rate, the S.5307 allocation would not be sufficient to allow for any other capital, and at the highest level would require additional local and state funds to support the current level of service.

Expenses and Other Financial Issues Associated with Vehicle Ownership

While the actual local cash requirements to purchase vehicles are relatively low with the current grant programs (4%), there are some other costs to consider with regard vehicle ownership. These are as follows:

- Insurance.** Vehicle insurance is a cost associated with vehicle ownership but it is not likely to be a decisive factor, as the PDC will either pay directly for vehicle insurance or pay for vehicle insurance through its contract. Currently the vehicles are owned and insured through VRT and the cost is included as part of the annual operating budget and resulting contract rate. If the PDC were to own vehicles, they would need to investigate the most cost effective option. There are examples in the industry where the

contractor insures the agency's vehicles as well as examples where the public agency insures the vehicles.

- **Staff Time.** There is staff time associated with vehicle ownership. Particular staff tasks include the following:
 - Grant completion
 - Vehicle ordering
 - Vehicle inspection and DMV tagging
 - Compliance monitoring – the transit agency is responsible for ensuring that federally funded vehicles are properly maintained.
 - Vehicle disposal

Based on discussions with other transit operators in the Commonwealth, KFH Group has estimated that the staff time associated with vehicle ownership (when purchasing vehicles using the state contract) equates to about 10 percent of a staff person's time, assuming 2-3 vehicles are replaced each year. If the salary and fringe of the staff member equates to \$50,000 annually, the associated cost would be about \$5,000 annually. This cost may reduce over time, as staff become more experienced with the process.

The issue for the PDC may be that of staff availability and expertise– Do any current staff members have the capacity and ability to add this to their workload?

Another option that the PDC is exploring is the use of a third-party to manage the vehicle-related tasks for the PDC. A third party would conduct the tasks listed above for the PDC, for a mutually agreed upon price. This arrangement would require the PDC to follow FTA-approved procurement steps.

- Maintenance is also a significant cost associated with vehicle ownership, but these expenses would be covered by the contractor, as part of the contract fee. Recognition of maintenance costs is why the FTA allows 40 percent of a service contract to be covered at the 80 percent match rate (preventive maintenance can be capitalized).

Finally, if the vehicles were to be owned by the CSPDC, there would be some revenue associated with vehicle disposal. The revenue earned through vehicle disposal must be put back into the transit program. If the vehicles have been well-maintained, they will typically sell for between 4 and 10 percent of their original cost through govdeals.com, or local auctions. If the agency disposes of two vehicles a year, this would likely net between \$4,000 and \$10,000 annually for the program. Eventually, the proceeds from vehicle disposal may be enough to cover the cost of the staff time associated with vehicle ownership – either PDC or third-party.

Organizational Alternative #5 – Formalization of Local Funding Formula

The initiation and growth of transit services in the region has been incremental in nature, with each service evolving separately, each with its own financing arrangements, to make the funding situation work between federal, state, and local partner financing. Although not formalized, the current arrangement to assign local match among funding partners is as follows:

- The gross operating cost for each service is calculated, based on the fully allocated cost per revenue hour.
- Estimated fare revenue, based on the previous year's data is applied to arrive at a net deficit per service. Fare revenue is calculated by individual route, to reflect the significant differences in fare revenue that is collected on each route.
- Federal and state funding is applied to arrive at the local match required per service.
- Each partners' share is estimated based on the number of hours assigned to each partner. This is relatively simple for the single payer routes (i.e., Waynesboro), but more difficult to estimate for the routes that have multiple partners.

While this is the general arrangement, the allocation of the amounts provided by each partner are a little different from this, as is shown in Tables 4-2 and 4-3. These tables show that some of the Augusta County funds, as well as some of the BRCC funds are being allocated to the Waynesboro Circulator. In addition, BRCC funds are being allocated to the 340 Connector. These allocation anomalies make it appear that the BRCC routes are under-funded, and creates a surplus for the 340 Connector and the Waynesboro Circulator. In addition, the allocation among the Staunton services shows a surplus for the on-demand service, but deficits for the Green and Silver Trolleys.

In order to help clarify the true financial condition of each of the routes, it is proposed that the local amounts be re-allocated among the services. The proposed reallocated local funds are shown in Table 4-4 and Table 4-5.

Table 4-2: Current Funding Allocations- Urban Routes

	Urban Routes						
Partners	250 Connector	Staunton Green	Staunton Silver	Staunton Red	Staunton On-Demand	Waynesboro Circulator	Total
Augusta County							\$ -
Augusta Health	\$ 69,888					\$ 7,770	\$ 77,658
BRCC						\$ 8,774	\$ 8,774
City of Staunton		\$ 32,311	\$ 26,280	\$ 4,389	\$ 42,042		\$ 105,022
City of Waynesboro						\$ 46,301	\$ 46,301
Shenandoah Valley DSS	\$ 8,939	\$ 5,968	\$ 4,851	\$ 810		\$ 4,832	\$ 25,400
Staunton DDA		\$ 5,000		\$ 5,000			\$ 10,000
WWRC	\$ 30,000						\$ 30,000
Total	\$ 108,827	\$ 43,279	\$ 31,131	\$ 10,199	\$ 42,042	\$ 67,677	\$ 303,155
Local Match Needed	\$ 99,482	\$ 45,188	\$ 37,882	\$ 5,877	\$ 29,438	\$ 48,198	\$ 266,065
Difference	\$ 9,345	\$ (1,909)	\$ (6,751)	\$ 4,322	\$ 12,604	\$ 19,479	\$ 37,090

Source: CSPDC

Table 4-3: Current Partner Allocations- Rural Routes

Partners	340 Connector	BRCC North	BRCC South	Augusta On-Demand	Total
Augusta County	\$ 22,628			\$ 5,040	\$ 27,668
BRCC	\$ 25,551	\$ 61,890	\$ 57,512		\$ 144,953
Total	\$ 48,179	\$ 61,890	\$ 57,512	\$ 5,040	\$ 172,621
Local Match Needed	\$ 32,531	\$ 79,426	\$ 77,898	\$ 7,202	\$ 197,057
Difference	\$ 15,648	\$ (17,536)	\$ (20,386)	\$ (2,162)	\$ (24,436)

Table 4- 4: Potential Re-Allocation of Local Funding

Partners	Urban Routes						Total
	250 Connector	Staunton Green	Staunton Silver	Staunton Red	Staunton On-Demand	Waynesboro Circulator	
Augusta County							\$ -
Augusta Health	\$ 69,888						\$ 69,888
BRCC							\$ -
City of Staunton		\$ 34,220	\$ 33,031	\$ 4,389	\$ 33,402		\$ 105,042
City of Waynesboro						\$ 46,301	\$ 46,301
Shenandoah Valley DSS	\$ 8,939	\$ 5,968	\$ 4,851	\$ 810		\$ 4,832	\$ 25,400
Staunton DDA		\$ 5,000		\$ 5,000			\$ 10,000
WWRC	\$ 30,000						\$ 30,000
Total	\$ 108,827	\$ 45,188	\$ 37,882	\$ 10,199	\$ 33,402	\$ 51,133	\$ 286,631
Local Match Needed	\$ 99,482	\$ 45,188	\$ 37,882	\$ 5,877	\$ 29,438	\$ 48,198	\$ 266,065
Difference	\$ 9,345	\$ -	\$ -	\$ 4,322	\$ 3,964	\$ 2,935	\$ 20,566

Table 4-5: Potential Local Funding Re-Allocation, Rural Routes

Partners	340 Connector	BRCC North	BRCC South	Augusta On-Demand	Total
Augusta County	\$ 30,398			\$ 5,040	\$ 35,438
BRCC		\$ 79,426	\$ 74,302		\$ 153,728
Total	\$ 30,398	\$ 79,426	\$ 74,302	\$ 5,040	\$ 189,166
Local Match Needed	\$ 32,531	\$ 79,426	\$ 77,898	\$ 7,202	\$ 197,057
Difference	\$ (2,133)	\$ -	\$ (3,596)	\$ (2,162)	\$ (7,891)

As these tables show, there is currently a small surplus on the urban side and a small deficit on the rural side. If some local adjustments were made between the urban and rural (perhaps with some of the DSS funds being shifted), the current arrangements are pretty close to being in balance.

In order to develop a fair methodology to divide the local share required among the routes for future improvements, as well as shortfalls that may occur if funding partners drop out, the revenue hours and revenue miles per jurisdiction were calculated. It is proposed the following methodology be used for future allocations:

- 1) If an improvement is an entire route or service desired by a new funding partner, then the entire local portion of the cost of the improvement would be paid by the new partner on a cost per hour basis. The average current local share per hour is \$15.18 on the urban side and \$22.91 on the rural side. Adding a ten percent capital fund contribution on top of these hourly rates would equate to an urban local cost per hour of \$16.70 and a rural local cost per hour of \$25.20. These proposed costs assume that there are federal and state matching funds available.
- 2) If an improvement is desired collectively for the public and is split among jurisdictions, it is proposed that the local cost of the improvement be calculated on a local cost per hour basis (\$16.70 urban; \$25.20 rural), and then divided among the jurisdictions based on the percentage of service in each jurisdiction (either revenue miles or revenue hours). These proposed costs assume that there are federal and state matching funds available. Table 4-6 provides the current breakdown of service by jurisdiction.
- 3) If an improvement is desired by a particular agency or jurisdiction (i.e., such as a dedicated stop) and requires a modest deviation in an existing route, then the local cost of the deviation (based on hours of service), should be calculated and used as the cost basis to charge the agency.

Table 4-6: Current Revenue Miles and Hours Per Jurisdiction

	Total revenue miles in each jurisdiction					
Service	Augusta	Harrisonburg	Rockingham	Staunton	Waynesboro	Total
250 Connector	50,567	-	-	20,053	17,437	87,185
Staunton Green	-	-	-	17,907	-	17,907
Staunton Silver	-	-	-	20,476	-	20,476
Staunton Red	-	-	-	6,180	-	6,180
Waynesboro Circulator	-	-	-	46,441	46,441	46,441
Staunton On Demand	-	-	-	24,864	-	24,864
Urban Totals	50,567	-	-	135,921	63,878	203,053
% Total	25%	0%	0%	67%	31%	
340 Connector	31,369	-	1,459	-	4,012	36,475
BRCC North	11,927	15,903	37,770	-	-	66,263
BRCC South	40,130	-	-	21,609	-	61,739
Augusta On-Demand	6,988	-	-	6,988	-	6,988
Rural Totals	90,414	15,903	39,229	28,597	4,012	171,465
% Total	53%	9%	23%	17%	2%	

	Total revenue hours in each jurisdiction					
Service	Augusta	Harrisonburg	Rockingham	Staunton	Waynesboro	Total
250 Connector	3,816	-	-	1,513	1,316	6,580
Staunton Green	-	-	-	3,035	-	3,035
Staunton Silver	-	-	-	2,467	-	2,467
Staunton Red	-	-	-	412	-	412
Waynesboro Circulator	-	-	-	-	2,958	2,958
Staunton On Demand	-	-	-	2,072	-	2,072
Urban Totals	3,816	-	-	9,499	4,274	17,524
	22%	0%	0%	54%	24%	
340 Connector	1,255	-	58	-	160	1,459
BRCC North	636	848	2,014	-	-	3,534
BRCC South	2,135	-	-	1,149	-	3,284
Augusta On-Demand	325	-	-	-	-	325
Rural Totals	4,350	848	2,073	1,149	160	8,602
	51%	10%	24%	13%	2%	

Organizational Alternative #6 – Seek Additional Local Funding Partners

There are currently eight funding partners that contribute annually to the transit program, in support of either their constituents (Cities of Staunton and Waynesboro); Augusta County; Staunton Downtown Development); their students (Blue Ridge Community College and Woodrow Wilson Rehabilitation Center); or their clients (Augusta Health and Shenandoah Valley Social Services). The funding provided by these partners provides matching funds so that the CSPDC and VRT can access a significant level of federal and state funding, which allows the system to provide needed services to the targeted constituent groups, as well as the public.

In addition to these eight funding partners, there are other entities in the region whose constituencies benefit from public transportation services. Some of these are already directly served by transit services, while others could be served with route adjustments. While this list is not exhaustive, the following entities currently enjoy transit access for their clients and do not currently contribute towards its operation:

- Bridgewater College
- Mary Baldwin College/Murphy-Deming
- Valley Program for Aging Services
- Vector Industries (call-in stop)
- Virginia Department for the Blind and Visually Impaired
- Virginia Employment Commission

The Murphy-Deming College of Health Sciences (part of Mary Baldwin) opened a new Health Sciences building in Fishersville (June 2014), close to the Augusta Health campus. Students can use the 250 Connector to access the site, but it does not have a direct stop.

These entities could be approached to see if they are willing and able to contribute to the system to support public transportation services in the region in support of their constituencies. Additional matching funds could be used to expand services to better support specific constituent needs, as well as public needs.

Approaching potential funding partners is typically a sensitive topic for transit programs to handle, as all riders are members of the public, with a right to access services offered through FTA/DRPT funding. The key differences for the constituencies of the partners are:

- Direct access
- Participation in system planning and decision-making
- Tailored services
- Fare-free for the riders (in some instances)

These are the benefits to partnership that the CSPDC could highlight and formalize when approaching potential new partners. If additional partners are added, it will be important to ensure that the financial participation directly offsets the benefits of participation offered by the CSPDC (be it direct access, tailored service, or fare-free service). The formalization of the local funding formula should ensure this (Organizational Alternative #5).

SERVICE ALTERNATIVES

The service alternatives were developed through the analysis of specific route performance data coupled with the gaps in current services identified through input from riders, residents, and other stakeholders. The proposed alternatives draw on the information gathered in the previous three chapters and focus on the following:

- General System and Infrastructure Improvements
- Improving the Efficiency, Effectiveness, or Convenience of Current Services
- Geographic System Expansions

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 (if applicable)

The cost information for these alternatives is expressed as the fully allocated costs, which means we have considered all of the program's costs on a per unit basis when contemplating expansions. This does overstate the incremental cost of minor service expansion, as there are likely to be some administrative expenses that would not be increased with the addition of a few service hours. These cost estimates were based on FY15 operating budgets. The potential funding for each alternative is also presented, based on current federal/state/local splits. It should be noted that availability of federal and state funds may limit the implementation of these alternatives. The alternatives are not presented in any particular order.

General System and Infrastructure Improvements

Improve Transit Infrastructure

One of the common themes from survey respondents and stakeholders was the need to improve transit infrastructure in the region, including additional and improved bus stops, signage, and shelters. Of the 75 "official" system stops, 67 are signed. The larger issue is the number of "unofficial" stops and the need to add signage to mark these locations. In addition,

when improving bus stops, it is required that a transit agency bring the stop into compliance with the Americans with Disabilities Act. As a companion task to the TDP, KFH Group has conducted an ADA assessment of all of the bus stops in the service area. This assessment will be available at the culmination of the TDP process.

Seven of the current “official” stops have passenger waiting shelters. This alternative proposes the following improvements:

- Sign all fixed-route stops, including those that are currently “unofficial” stops
- Eliminate flag stops
- Reduce call stops, especially on the 250 Connector
- Improve signage at transfer locations, particularly the Waynesboro hub
- Add shelters at key stops, choosing a ridership threshold for consideration (such as 25 daily boardings)

This alternative is particularly relevant given the re-branding effort that is underway. The re-branding of the system, coupled with improved infrastructure will likely increase the presence of the system within the community.

Advantages

- Eliminates rider confusion about where the bus stops are located
- Eliminates the need for the driver to determine if a stop is safe
- Raises awareness of the system within the community
- Provides more comfortable wait locations for riders

Disadvantages

- Will require some effort to determine the locations of the “unofficial” stops and work through signage regulations among the jurisdictions served.
- Once in place, the additional signed stops and shelters will require maintenance to ensure that they remain in good condition.

Costs and Funding Sources

- The costs to add bus stops are variable, depending upon whether just a sign is needed, or whether a concrete pad, pole, and sign are all needed. If just the sign itself is required, the cost is estimated to be about \$100 per stop. For a concrete pad, pole, and sign, the cost rises to about \$4,000 per stop.

- The installation of passenger wait shelters would need to include the concrete pad, pole, and sign, as well as the shelter itself. These costs together are about \$9,000 (\$4,000 for the pad, sign, and pole; \$5,000 for the shelter).
- As a capital expense, bus stop infrastructure is currently funded at eighty percent federal, sixteen percent state, and four percent local.

Standardize Fixed Route Fare Structure

As previously discussed, the transit program in the region has evolved from a combination of individual services. As such, the fare structures are not standard, even among similar service types. Different fares for different services do sometimes make sense (i.e., lower fares for circulators and higher fares for longer distances), but in this region, only the Staunton Trolleys have a lower fare. It should be noted that generally the fares in the region are lower than in peer regions.

While the fare structure was not mentioned by survey respondents or stakeholders as an issue, it came to light when examining the fare for ADA complementary paratransit in Staunton. Federal guidance indicates that the ADA fare can only be twice the fixed route fare. In this instance, the ADA fare is \$1.00 and the trolley fares are only \$.25. This issue will need to be addressed in order for the program to be in compliance with the ADA. This means that either the trolley fares need to be raised to \$0.50 (similar to the rest of the system), or the ADA fare needs to be reduced to \$0.50. Raising the fare would standardize the fare structures, but would result in an additional 100 percent fare increase for the trolley routes (note that the trolleys were free prior to FY14). Alternatively, reducing the ADA fare is not consistent with promoting the use of fixed route services over on-demand services and would reduce revenue.

Advantages

- Standardizing the fixed route fare structure would reduce confusion among riders of the system and allow system fare information to be consolidated.
- A consistent fare structure will result in a definitive allowable ADA fare.
- Raising the trolley fare by \$0.25 will result in increased fare revenue. Using the standard fare elasticity that assumes ridership would drop as much as 30 percent, and the applying the simple cash fares of \$0.25 versus \$0.50, the resulting fare revenue would increase from \$18,663 to \$26,129. Note this overstates the fares, as discounts are not included in the example.

Disadvantages

- Standardizing the fixed route fare structure will either result in another fare increase for the trolleys or a fare decrease for ADA paratransit, neither of which is appealing for the system.
- If the fare is increased on the trolleys, ridership will likely decline, but not as dramatically as when the fare was introduced. The reduction in ridership could be as much as thirty percent, using standard transit elasticity formulas that suggest for every one percent increase in fares, there is a corresponding 0.03 percent drop in ridership. This suggests that a 100 percent increase in fares would result in a thirty percent drop in ridership. This is likely to be on the high end, given the current low fares. If this ridership loss were to occur, it would represent about 22,400 passenger trips.
- Lowering the current ADA fare would represent a loss of about \$964 annually.

Develop Transit Pass Program

Stakeholders have expressed an interest in developing a pass program for frequent users of the system. There are a number of issues to consider when developing a pass program. The major ones include:

- How much of a discount (if any) should be offered to frequent users?
- How much will this affect fare revenue?
- How will the CSPDC track and secure passes to reduce fraud or theft?
- What outlets will the CSPDC use to sell passes?

There are a several different types of pass programs currently in use in the Commonwealth. Table 4-7 summarizes the features of five Virginia transit pass programs.

Table 4-7: Examples of Transit Pass Programs in Virginia

Transit Program	Base Fare	Passes available
Charlottesville Area Transit	\$0.75	Unlimited day pass - \$1.50; Reduced fare day pass - \$0.75; Monthly passes: \$20/\$10 reduced fare
Greater Lynchburg Transit Authority	\$2.00	Day pass - \$4.00; Monthly/31 day pass - \$50.00; 15-day pass- \$25.00
Harrisonburg Department of Public Transportation	\$ 1.00	Coupon book - 25 trips for \$20.00; half-fare book - 25 trips for \$10.00
Valley Metro (Roanoke)	\$ 1.50	Unlimited monthly pass - \$48.00; Weekly - \$14.00
Winchester Transit	\$ 1.00	Coupon book - 20 trips for \$17.00

While a complete analysis concerning the effects of a pass program is not possible without developing additional details, the general advantages and disadvantages are offered below.

Advantages

- Potentially offers a discount for frequent users.
- Could increase ridership if frequent users make more trips/
- Reduces the need for riders to have exact change.
- Provides a mechanism for the CSPDC to provide partner agencies with fare discounts (other than the current tokens).
- Convenient for riders, as they do not have to carry cash.

Disadvantages

- There will be significant staff time involved with pass sales, securing passes, and tracking passes.
- There may be a reduction in fare revenue reflecting the discounts offered.

Costs

- The costs involved in implementing a pass program include the cost of the fare media used; the staff time to sell and track passes; and the fare revenue lost through providing a discount. This cannot be accurately estimated until more specifics are sorted out concerning the development of a pass program.

Improving the Efficiency, Effectiveness, or Convenience of Current Services

The data analysis, rider input, and stakeholder input documented in Chapter 3 provided the basis for formulating a number of service alternatives with regard to the current routes. These alternatives are described below and were considered by stakeholders.

250 Connector

Several issues were documented in Chapter 3 concerning the Route 250 Connector. These issues are:

- The route is the strongest in the network in terms of total ridership and productivity, so care should be taken when making changes.
- The schedule is very tight, making it difficult to complete requested deviations and stay on time.
- There are two breaks in the schedule built in for driver breaks. This is not convenient for riders.

- There are often standees on the bus during peak times.

The alternatives offered below serve to address these issues.

Alternative #1: Close the Service Breaks

The first alternative associated with the 250 Connector is to eliminate the breaks in service that currently occur at 12:30 p.m. and at 6:30 p.m. during the week and at 3:30 p.m. on Saturdays. These breaks in service are very inconvenient for riders, particularly those that are transferring from other routes and making connections. The service breaks are currently in place so that the drivers can get a meal break. An alternative solution would be to create a part-time relief shift position that could cover these breaks in service. With two vehicles operating on the route, the shift could cover both the eastbound and westbound vehicles at different times. For example, the relief driver could be positioned at Augusta Health at 12:10 p.m. to relieve driver 1 (heading eastbound), travel to Waynesboro and back westbound to arrive back at Augusta Health at 12:45 (heading westbound). Driver 1 would then take over after his/her break and head west on the route and the relief driver would relieve driver 2 at 1:10 (heading eastbound), travel to Waynesboro and back westbound to arrive back at August Health at 1:45 p.m. Alternatively, this pattern could start at 11:10 a.m., depending upon the most desirable shift/break times. This break pattern could be repeated for the evening break and for the Saturday break.

A second, and potentially less costly, way to close the service breaks would be to change the driver scheduling more significantly, so that the 250 Connector drivers are split into three shifts during the week and two shifts on Saturdays, such that a meal break is not necessary. While this method would save the contractor money, the service hours would still be increased by the same amount per week.

Advantages

- Eliminates the breaks in service that are inconvenient for the riders.
- Provides a consistent hourly schedule, eliminating one source of schedule confusion.
- Adds four revenue hours on weekdays and two revenue hours on Saturdays, which will help balance the ridership load for the route, especially for the hour of service that currently follows the break in service.
- May result in incremental ridership increases.

Disadvantages

- Creates a new shift, along with the associated expenses; or significantly changes the drivers' shifts.
- Offers the drivers a shorter break than they currently get. Note that the operating staff may have alternative ideas for the break arrangement than the one offered.

Cost and Funding Sources

- Closing these breaks would add four revenue hours per day (weekday); and two revenue hours per day (Saturday), for a total of 22 additional revenue hours per week, or 1,144 annually. These hours equate to about \$78,959 annually. After applying fare revenue, the estimated annual net deficit for this improvement would be \$76,092. These expenses could potentially be eligible for \$43,068 in federal S.5307 funding; \$18,186 in state funding; and \$14,838 in local funding.

Alternative #2 – Adjust the Route to Eliminate Staunton Mall Area

One of the issues with the 250 Connector is that the schedule is very tight. Ridership has increased on the route each year, which impacts operating speed, and results in the route not being able to cover the same mileage in the same amount of time as when the schedule was initially constructed. The call-in stops also add to the schedule problem. In addition to having difficulty keeping to the schedule, the bus is also crowded at many times throughout the day. The average number of passenger trips per revenue hour is 16.22, the highest in the network.

In order to help the route stay on schedule and reduce the passenger load, it is proposed that the route eliminate the Staunton Mall area stops, and travel more directly between the Lewis Street Hub and the Staunton Walmart, much like how the Red Trolley route currently makes this linkage. This change would eliminate about 3 miles each round trip, reducing the round trip route mileage from 25.5 miles to 22.5 miles. This would give the route a cushion for call-ins, heavy ridership, or traffic delays. The key to making this concept work will be to add the Staunton Mall area to one of the Staunton routes. This companion alternative is discussed in connection with the Staunton Trolley alternatives. The proposed route map is provided as Figure 4- 1.

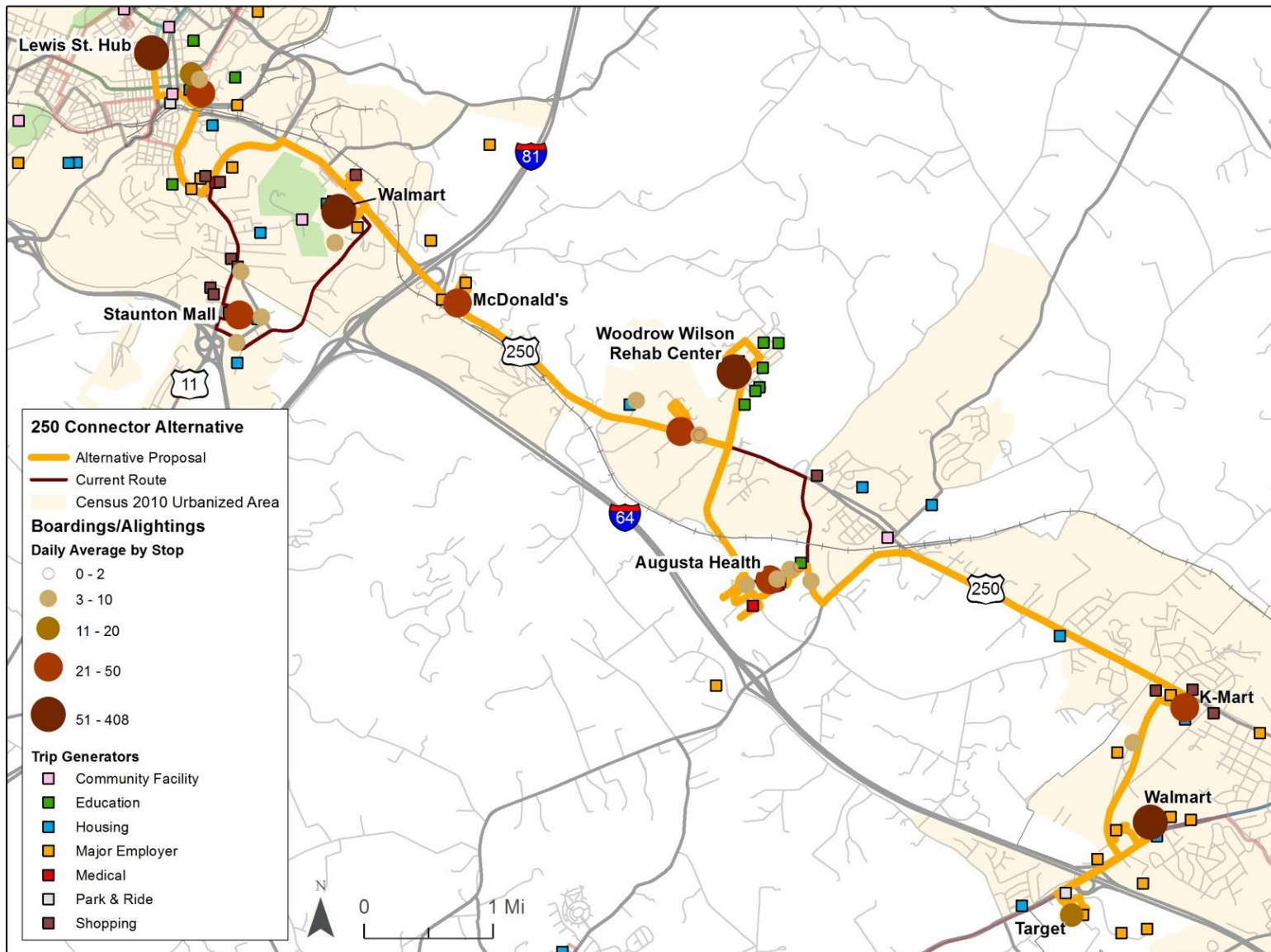
Advantages

- Helps alleviate the scheduling problems with the 250 Connector
- Helps provide additional capacity on the 250 Connector
- Provides a more direct route for through riders
- Reduces the mileage for the route, serving to slightly reduce costs

Disadvantages

- Eliminates the Staunton Mall area from the route. This area does have significant passenger activity. This activity will need to be accommodated by a different route (this is proposed in conjunction with the Staunton Trolley alternatives).
- May force a transfer for people who are traveling from Waynesboro to the Staunton Mall.

Figure 4-1: Proposed Routing Alternative for the 250 Connector



Cost

- The cost of the 250 Connector will be slightly reduced with the reduction in mileage; however, there will be significant additional costs added to one of the Staunton routes to accommodate the Staunton Mall area.

Ridership

- Taking the Staunton Mall cluster from the 250 Connector will likely cause a reduction in ridership on the route, but this ridership should show up on the re-directed Staunton route. The re-directed annual ridership is expected to be about 4,000 passenger trips.

Alternative #3 – Add Valley View Apartments as a Regular Stop

The Valley View apartments on Frontier Ridge Court, near the Staunton Wal-Mart, are currently served with a call-in stop. This stop is used frequently, and it is proposed that it be formalized to be a regular stop on the schedule.

Advantages

- Eliminates the need for Valley View residents to call ahead to schedule their trips
- Reduces confusion about whether the apartments are served
- Aligns with the operational goal of reducing/eliminating call-in stops

Disadvantages

- Adds a stop to the 250 Connector, which is a time-stressed route

Costs

- There are minor additional costs associated with adding the stop. These costs are those associated with minor additional time/mileage that is required to serve the stop.

Alternative #4 – Use a Larger Vehicle

As the most productive route in the network, and also one of the longest, there are times when there are standees on the bus for significant periods of time. The current vehicles, while equipped with grab bars, are not designed to have standees for long periods of time. In addition, when there are wheelchairs on board, seats are lost to accommodate wheelchair securement. This alternative proposes that larger vehicles be ordered as vehicles are replaced for the 250 Connector. This may have implications for routing, as larger vehicles need more space to maneuver.

Advantages

- Adds needed capacity to the route
- Provides a more comfortable trip for riders
- Allows for ridership growth

Disadvantages

- Larger vehicles are more difficult to maneuver, making stop adjustments likely.

Costs

- Larger vehicles are more expensive to purchase and slightly more expensive to operate
- Depending upon the particular model, a medium duty 30-foot bus is likely to cost about \$140,000, as compared to a 19-passenger body-on-chassis vehicle that costs about \$75,000. Note that currently capital purchases require a 4 percent local match.

Alternative #5 – Improved Frequency

Another option for adding capacity for the Route 250 Connector would be to increase the frequency of service. This alternative proposes to offer 30 minute frequencies on the route, Monday through Friday, from 7:30 a.m. until 5:30 p.m. This would represent a significant increase in service for the route, increasing the annual revenue service hours by 5,200 (assuming two additional vehicles are required, ten hours per day each, five days per week, 52 weeks per year).

Advantages

- Adds needed capacity to the route
- Improves the convenience for riders, essentially doubling their options during week
- Allows for ridership growth

Disadvantages

- This alternative is very costly
- Offering 30-minute headways along this route would result in every other trip not being a connecting trip for riders who transfer to the Waynesboro Circulator, the Silver Trolley, or the BRCC shuttles

Costs and Potential Funding Sources

- Adding 5,200 annual revenue service hours would cost about \$358,904,000 annually, with a net deficit of \$346,624. The estimated federal share for this improvement could be up to \$196,189; the state share \$85,778; and the local share \$64,657. While these amounts are consistent with the current ratios, there is not likely to be sufficient federal and state funds to support these matches.
- Two additional vehicles would be needed at a cost of between \$75,000 and \$140,000 each, depending upon the size chosen. The cost for vehicles is currently split 80 percent federal; 16 percent state; and 4 percent local.

Alternative #6- Additional Saturday Service

The 250 Connector currently operates on Saturdays, but not until 12:30 p.m. This alternative proposes to add four hours of service (8 vehicle hours) to the schedule so that service starts at 8:30 a.m.

Advantages

- Provides regional mobility on Saturday mornings.
- Allows for the possibility of work trips on Saturdays.

Disadvantages

- Adds service that is likely to be less productive than current services.

Costs and Potential Funding Sources

- The cost to add Saturday morning service on the route is estimated to be \$28,712 annually, with a net deficit of 27,507. The potential federal share could be \$15,569; state share \$6,574; and local share \$5,364.

340 Connector

The 340 Connector is currently the least productive fixed route in the system. It is difficult to determine if this is due to low demand for service between Stuarts Draft, Waynesboro, and Blue Ridge Community College, or if this is due to the limited services offered. The current scenario is not sustainable for a fixed route, as the productivity is only 2.42 trips per revenue hour and the cost per trip is \$23.23.

Given that the primary ridership currently is between Waynesboro and Blue Ridge Community College and there is very little ridership on the Rt. 340 segment between Waynesboro and Grottoes or the Rt.257 between Grottoes and Weyers Cave, and there have been multiple

comments expressing the need for additional service for Stuarts Draft, it is proposed that this route be changed to an express service that either provides service between Stuarts Draft, Waynesboro, and BRCC, or provides service between Stuarts Draft, Waynesboro, Staunton, and BRCC.

The concept would be for the route to function as it currently does in Stuarts Draft to the Waynesboro Hub. From that point, there are two options for the route.

Alternative #1 – Express between Waynesboro and BRCC

This first route proposal would have the 340 Connector operate directly from the Waynesboro Hub to BRCC using Routes 64 and 81. This would allow the route to be completed in one hour each direction. A suggested schedule would be 7:00 a.m. start at Highland Hills Apartments; 7:30 from the Waynesboro Hub (meeting the Waynesboro Circulator), arriving at BRCC just before 8:00 a.m. The route would then travel back to Waynesboro (8:30 a.m.) and back to Stuarts Draft for a second morning run at 9:00 a.m., serving Waynesboro at 9:30 a.m. and BRCC just before 10:00 a.m. At this point, the bus would go out of service.

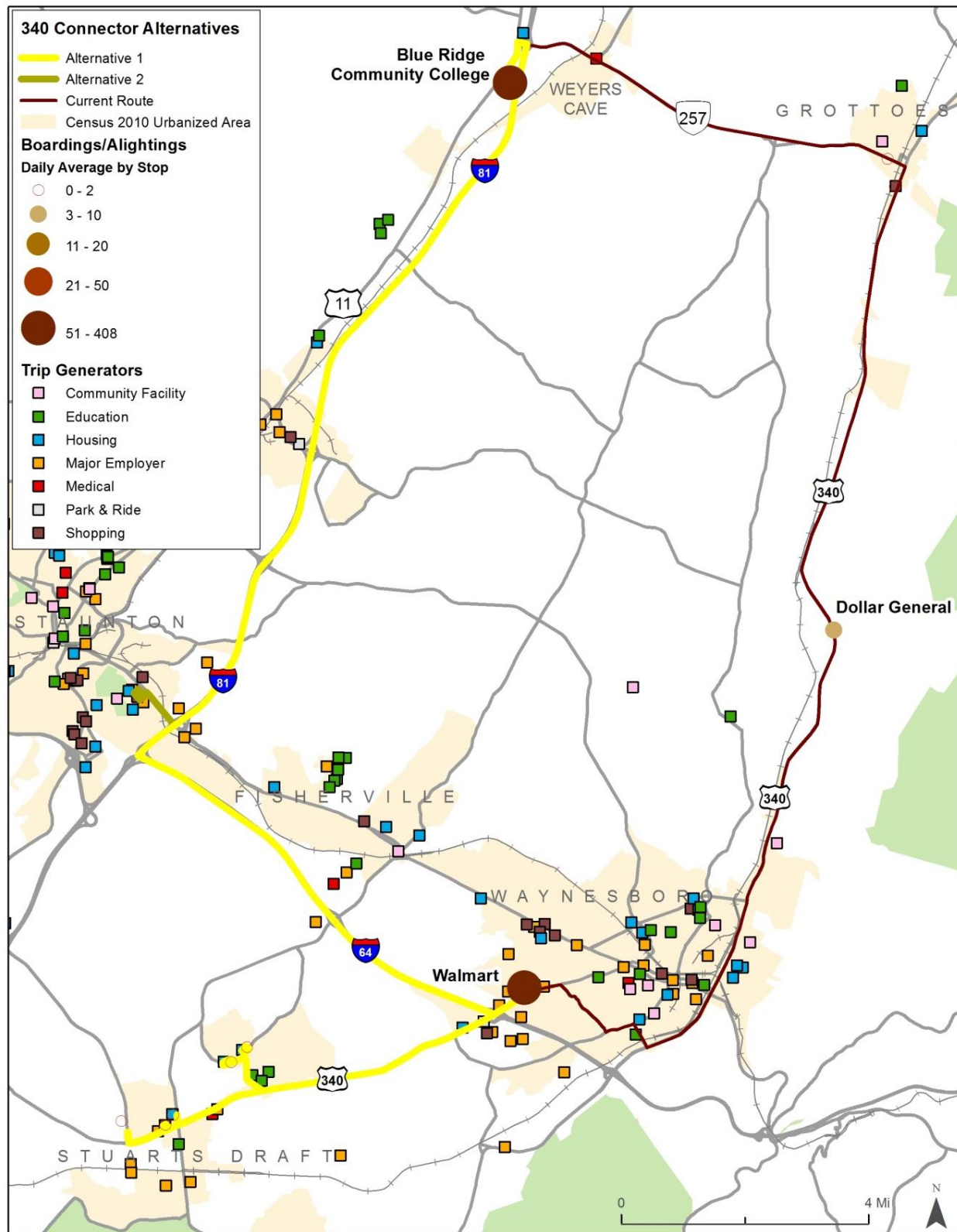
For the afternoon, the route would originate at BRCC at 3:00 p.m., travel to Waynesboro (3:30 p.m.), then onto bring people back to Stuarts Draft (4:00 p.m.). The route would make one more trip in service, leaving Stuart's Draft at 4:00 p.m.; Waynesboro at 4:30 p.m., and back to BRCC for a last run at 5:00 p.m., returning to Waynesboro at 5:30 p.m. and Stuarts Draft at 6:00 p.m.

The vehicle revenue hours for this schedule, assuming Monday-Friday would total 6 hours per day, which is a little higher than the current 5.1 hours per day. The proposed route is shown in Figure 4-2.

Advantages

- Takes some passenger pressure off of the 250 Connector by offering a direct connection from Waynesboro to BRCC
- Provides a fast, convenient trip for the primary current riders of this route (those traveling between Waynesboro and BRCC)
- Is timed to connect with the Waynesboro Circulator
- Provides Stuarts Draft residents two morning trips to Waynesboro and BRCC, rather than the current one trip
- Provides Stuarts Draft residents two afternoon trips from BRCC and Waynesboro, rather than the current one trip

Figure 4-2: Proposed Routing Alternatives for the 340 Connector



- Provides one bi-directional option in the morning, and one in the afternoon, allowing Stuart's Draft residents more convenient access to the Waynesboro area
- Would likely be more convenient for Stuart's Draft riders

Disadvantages

- Eliminates the 340/256 Corridor that includes Crimora and Grottoes. The ridership data collected in October suggests that there are about 13 passenger trips per week along this corridor (6 from Crimora and 7 from Grottoes). These riders would no longer have service.
- Adds operating costs, by adding one service hour per day.

Costs and Potential Funding Sources

- Adding about one service hour per day, five days a week will total \$17,919 annually, with a net deficit of about \$17,700 annually. The estimated potential federal share is \$8,865; the estimated state share is \$3,297; and the estimated local share is \$5,567.

Ridership

- The current major ridership pattern on this route is between Waynesboro and BRCC. Making this connection more convenient, and adding more convenient service for Stuart's Draft will likely increase ridership above the current levels, even with the loss of the Crimora and Grottoes riders. This option also adds two trips to service, which will serve to increase ridership.

Alternative #2 – Express between Waynesboro and Staunton and then Express to BRCC

The second way in which this service could operate would be for the route to express from the Waynesboro Hub to an Eastern Hub in Staunton (perhaps at the Staunton Walmart), and then travel directly to BRCC using I-81. This would add travel time to the route, as compared to the first alternative, but would add additional potential riders by offering an express service between Waynesboro and Staunton.

The proposed timing for the route would begin in the same fashion as the first alternative, with the route originating in Stuart's Draft at 7:00 a.m., meeting the Waynesboro Circulator at 7:30 a.m., then traveling directly to an eastern Staunton hub (possibly Walmart) using I-81, arriving at 7:45 a.m. and leaving at 7:50 a.m. This would allow people using the 250 Connector from Staunton to connect pretty directly to the express bus. People traveling from Waynesboro to access other places in Staunton would have a 15 minute wait for the 250 Westbound bus (which may negate any features of "express").

The route would then express to BRCC, arriving at 8:15 a.m. This timing suggests that adding Staunton may increase ridership, but would reduce the “express” features of the route.

Traveling back to Staunton, Waynesboro, and Stuarts Draft would be as follows: BRCC 8:20; Staunton 8:50; Waynesboro 9:05; Stuarts Draft 9:35. This timing is not as convenient as the first alternative, as the bus would miss the Waynesboro Circulator connection. One round trip with this alternative is just over 2.5 hours, making it much more costly to add a second trip. For one round trip in the morning and one round trip in the afternoon, the service hours would be about the same as they are now (5.1 hours). If a second trip were to be added, the service hours would double to just over ten.

Advantages

- Takes some passenger pressure off of the 250 Connector by offering a direct connection from Waynesboro to Staunton.
- Is partially timed to connect with the Waynesboro Circulator.
- Is timed to connect with the Eastbound 250 Connector.
- Provides one bi-directional option in the morning, and one in the afternoon, allowing Stuart’s Draft residents more convenient access to the Waynesboro area.
- Would likely be more convenient for Stuart’s Draft riders.

Disadvantages

- Eliminates the 340/256 Corridor that includes Crimora and Grottoes. The ridership data collected in October suggests that there are approximately thirteen passenger trips per week along this corridor (six from Crimora and seven from Grottoes). These riders would no longer have service.
- Adding Staunton to the route increases the travel time to almost the current travel time (assuming time connections are desirable).

Costs and Potential Funding Sources

- Cost neutral with one trip in each direction. Adding a second trip would add about 5 revenue service hours per weekday, or 1300 per year, at a cost of about \$89,596 annually, with a net deficit of \$88,676. These expenses could potentially be funded as follows: \$44,338 federal; \$16,486 state; and \$27,852 local.

Ridership

- The current major ridership pattern on this route is between Waynesboro and BRCC. Making this connection more convenient, and adding more convenient service for Stuarts Draft will likely increase ridership above the current levels, even with the loss of

the Crimora and Grottoes riders. There will also likely be additional riders interested in traveling directly between Waynesboro and Staunton.

BRCC North

The BRCC North's primary ridership pattern provides service between BRCC and James Madison University (JMU) in Harrisonburg. In the southbound direction the route also serves the Walmart on Route 42, Dayton, Bridgewater College, and Mt. Crawford. The route travels along I-81 in northbound direction, primarily due to time constraints. One possibility that was explored for the route is to travel bi-directionally along VA Route 42 and US 11 so that bi-directional mobility is offered along this corridor. This would add a significant amount of time to the route, increasing the travel time from the current northbound time of seventeen minutes to about 38 minutes, an increase of 21 minutes. This would extend one round trip from 55 minutes currently (allowing for hourly headways) to 76 minutes (likely necessitating ninety minute headways and severely complicating the connections). Given this negative effect, this particular alternative has not been further explored.

Even with the use of I-81, this route does sometimes get behind schedule, largely due to traffic and pedestrian congestion on the JMU campus. If a suitable stop for the BRCC could be found on the edge of campus, rather than at the main transfer center, this may help the BRCC stay on schedule. Additional dialogue with HDPT is needed to pursue this option.

While no routing proposals are further explored for the BRCC North, there are two alternatives proposed that offer service expansions through additional hours of service. Saturday service in the corridor is also explored, in combination with the BRCC South. These expansions address issues that were articulated either through the survey efforts or by local stakeholders.

Alternative #1 – Close the 7:00 p.m. Service Gap (Monday-Thursday)

As with the 250 Connector and the BRCC South, the BRCC North also includes an hour gap in service so that driver can take a meal break. This is not convenient for passengers and adds confusion to the schedule. Operationally, the contractor can either add a relief shift, or split the service day into additional shifts so that a full meal break is not required.

Advantages

- Eliminates a gap in the schedule, allowing additional travel options for BRCC riders
- Adds consistency to the schedule, so that hourly service is offered throughout the service day
- Addresses a concern expressed by stakeholders

Disadvantages

- Creates a new shift, along with the associated expenses; or significantly changes the drivers' shifts
- May offer the drivers a shorter break than they currently get, depending upon how the break is re-scheduled

Costs and Potential Funding Sources

- Adding one service hour to the route, four days a week equates to four additional service hours per week, or 208 additional annual service hours. This improvement is estimated to cost \$14,335 annually, with a net deficit of \$14,135. Potential funding sources include federal (\$7,068); state (\$2601); and local (\$4,467).

Ridership

- Minor incremental increases in ridership can be expected through the elimination of this service gap

Alternative #2 – Add a 6:00 p.m. Trip on Fridays

Currently the BRCC North makes its last round trip at 5:00 p.m. on Fridays, ending service southbound at 5:55 p.m. This makes it difficult for people to use the service if they work until 5:00 p.m. While the major constituent group for the route is the BRCC student body, there are other riders on the route as well, including those who use the route for work purposes. This alternative would add one more round trip to the service day on Fridays (6:00 p.m.), ending service at 6:55 p.m.

Advantages

- May offer additional work opportunities for riders, offering an additional service hour at the end of the day.
- May allow riders to complete after work errands without missing the last bus.
- Addresses a concern expressed by stakeholders.

Disadvantages

- There may not be strong demand for this last hour of service, given that BRCC classes are completed for the day.
- Adding a service hour with lower demand will reduce the overall productivity of the route.

Costs and Potential Funding Sources

- Adding one service hour to the route, one day a week equates to 52 annual service hours, for a total annual operating cost of about \$3,584 and a net deficit of \$3,534. Potential funding sources include federal (\$1,767), state (\$650); and local (\$1,117).

Ridership

- Minor incremental increases in ridership can be expected through the addition of this service hour.

BRCC South

The BRCC South route appears to operate well. As such, no routing proposals are explored for the route. As with the BRCC North, there are two alternatives proposed that offer service expansions through additional hours of service. Saturday service in the corridor is also explored, in combination with the BRCC North. These expansions address issues that were articulated either through the survey efforts or by local stakeholders.

Alternative #1 – Close the 7:00 p.m. Service Gap (Monday-Thursday)

As with the 250 Connector and the BRCC North, the BRCC South includes an hour gap in service so that driver can take a meal break. This is not convenient for passengers and adds confusion to the schedule. Operationally, the contractor can either add a relief shift, or split the service day into additional shifts so that a full meal break is not required.

Advantages

- Eliminates a gap in the schedule, allowing additional travel options for BRCC riders.
- Adds consistency to the schedule, so that hourly service is offered throughout the service day.
- Addresses a concern expressed by stakeholders.

Disadvantages

- Creates a new shift, along with the associated expenses; or significantly changes the drivers' shifts.
- May offer the drivers a shorter break than they currently get, depending upon how the break is re-scheduled.

Costs

- Adding one service hour to the route, four days a week equates to four additional service hours per week, or 208 additional annual service hours. This improvement is estimated to cost \$14,335 annually, with a net deficit of \$13,812. Potential funding sources include: federal (\$6,906); state (\$2,541); and local (\$4,365).

Ridership

- Minor incremental increases in ridership can be expected through the elimination of this service gap.

Alternative #2 – Add a 5:30 p.m. Trip on Fridays

Currently the BRCC South makes its last round trip at 4:30 p.m. on Fridays (serving BRCC at 5:00 p.m.), ending service in Staunton at 5:30 p.m. This makes it difficult for people to use the service if they work until 5:00 p.m. While the major constituent group for the route is the BRCC student body, there are other riders on the route as well, including those who use the route for work purposes. This alternative would add one more round trip to the service day on Fridays (5:30 p.m., from Staunton), ending service at 6:30 p.m.

Advantages

- May offer additional work opportunities for riders, offering an additional service hour at the end of the day.
- May allow riders to complete after work errands without missing the last bus.
- Addresses a concern expressed by stakeholders.

Disadvantages

- There may not be strong demand for this last hour of service, given that BRCC classes are completed for the day.
- Adding a service hour with lower demand will reduce the overall productivity of the route.

Costs and Potential Funding Sources

- Adding one service hour to the route, one day a week equates to 52 annual service hours, for a total annual operating cost of about \$3,584, with a net deficit of \$3,453. Potential funding sources include: federal (\$1,793); state (\$635) and local (\$1,026).

Ridership

- Minor incremental increases in ridership can be expected through the addition of this service hour.

Saturday Corridor Service

Stakeholders and survey respondents indicated that service in the corridor between Harrisonburg and Staunton is needed on Saturdays. The focus of this proposal is to add this service using a route that combines the BRCC North and South into one route that would offer two-hour headways through the corridor on Saturdays. It is proposed that the schedule coordinate with the 250 Connector schedule, which leaves the Staunton Hub on the :30. The actual hours of service would still need to be determined, as the current Saturday offerings follow different patterns. For the purposes of analysis, we will assume that the route will complete four round trips, for a total of eight service hours.

Advantages

- Addresses a concern expressed by stakeholders.
- Provides mobility in the Staunton-Harrisonburg corridor on Saturdays.

Disadvantages

- Adds service that is likely to be less productive than weekday services in the corridor.

Costs and Potential Funding Sources

- Adding eight service hours, one day a week equates to 416 annual service hours, for a total annual operating cost of about \$28,671 and a net deficit of \$27,935. If this route were to be considered a new route, potential funding sources could include DRPT's demonstration grant program, which starts at a 95% state share the first year, and then reduces over time to the traditional funding formulas.

Ridership

- Saturday ridership is likely to be less than weekday ridership is in this corridor. If the route can accomplish seven trips per operating hour, the route will provide 56 passenger trips each Saturday, which equates to about 2,900 annual passenger trips.

Staunton Trolleys

The Staunton Trolleys currently provide a mix of circulator services for Staunton residents and visitors. The Green Trolley is the shortest of the three routes, operates as a true small city

circulator, and serves the major downtown attractions. The Silver and Red Trolleys operate longer, more circuitous routes. There are several proposals to be considered for the Silver and Red Trolley routes.

Alternative #1 – Transition Vehicle Choice from Trolley to Small Transit Bus

Given that the Silver and Red trolley routes are more oriented to residents rather than visitors, and the routes are longer, it is proposed that the use of trolley buses for the route be phased out, in favor of more comfortable, less expensive, and more reliable small transit vehicles. This will also reduce confusion for visitors who are most likely interested in riding the Green Trolley route, as it serves the downtown tourist attractions. In addition, small transit vehicles are easier to maneuver than trolleys. This is a significant concern in the City of Staunton, as there are many steep grades and tight corners that the vehicles must navigate.

Advantages

- Small transit vehicles offer a more comfortable ride for passengers. This is not so much of an issue with a very short route, but becomes more so with longer routes.
- Serves to differentiate the tourist-oriented service (Green) from the more locally-oriented services (Silver and Red).
- Small transit vehicles are easier to maneuver than trolleys.

Disadvantages

- Part of the identity of transit in the City of Staunton is the use of trolleys. This may cause some confusion among long-time users, though there are many times when small buses are used on the routes rather than trolleys (i.e., when the trolleys need a repair).

Costs

- Small transit vehicles are less expensive to purchase than trolleys and are also less expensive to maintain. Body on chassis vehicles with lifts are about \$75,000 each, as compared with trolleys that are about \$190,000 each. There are also some vehicle choices in between these two price points.

Alternative #2 – Split the Silver Trolley into two 30-minute Routes

One of the issues that was identified in association with the Silver Trolley route was the circuitous nature of the route and the associated long ride time. One way to address this without incurring additional costs is to split the route into two shorter routes that are interlined at the Lewis Street Hub. This will offer more direct service from origin to destination, though frequency would remain hourly (the same vehicle would be used for both routes). Through riders could stay on the vehicle without incurring a new fare, so that the change would not cause riders to incur additional transit expenses. The direction of travel for

each of the two proposed loops should be further discussed with stakeholders to maximize travel convenience.

The proposal is to develop a Staunton East Route and a Staunton West route. These proposed routes are shown in Figure 4-3.

Advantages

- Provides a shorter ride time for short local trips.
- Some trips will be more direct.
- Provides the same geographic coverage.

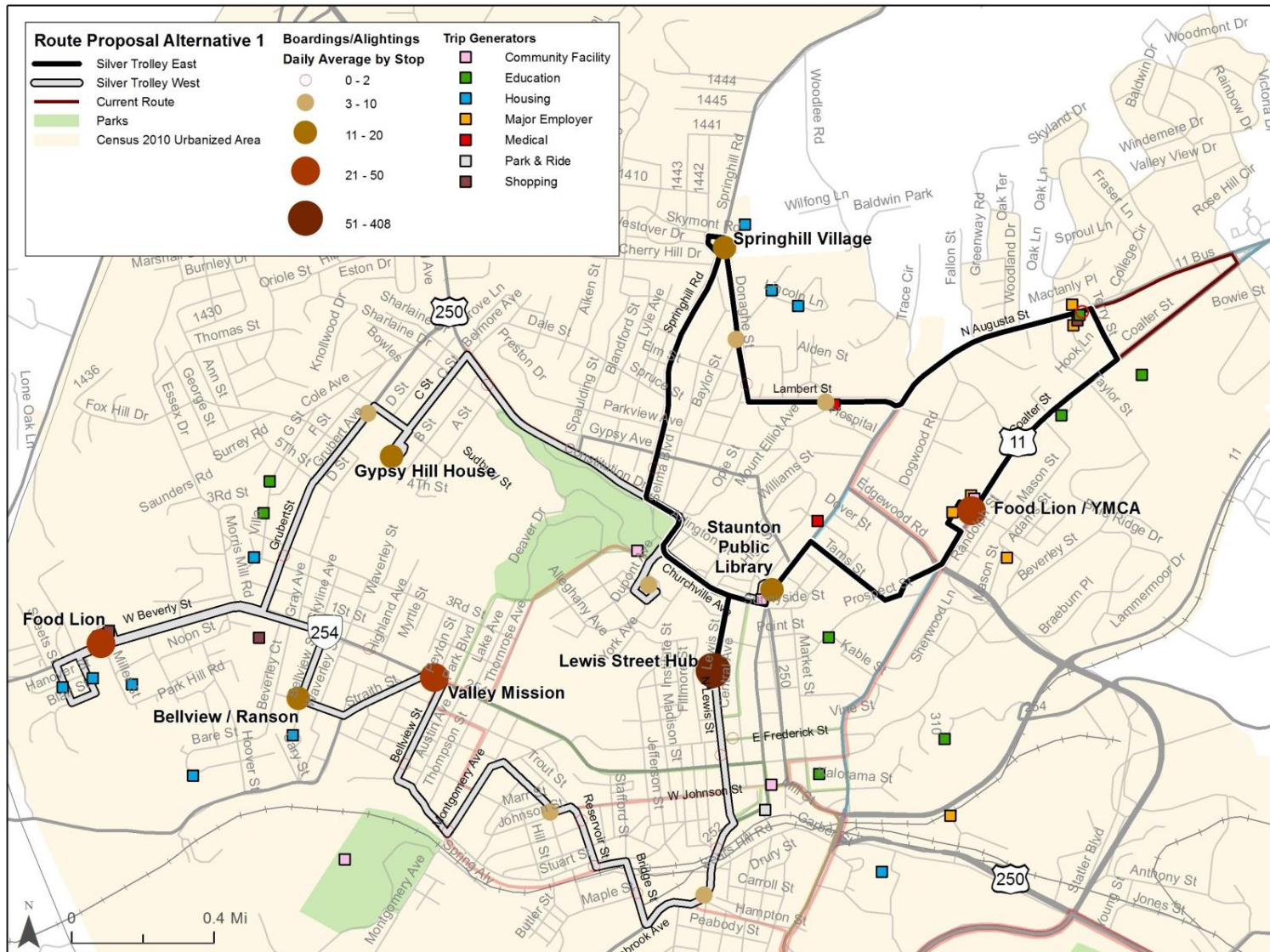
Disadvantages

- Because the two routes will be interlined, service at any particular stop will still be on hourly headways.
- For longer trips within the City, travelers will still likely have a long ride time, as the two routes are proposed to be operated with the same vehicle.

Costs

- This alternative is cost neutral.

Figure 4-3: Proposed Silver Trolley Route Split- Option One



Alternative #3 – Split the Silver Trolley into one 30-minute Route and one 60-minute Route

This concept is tied together with the 250 Connector alternative that proposes to eliminate the Staunton Mall. It is also tied with the proposal to absorb the Red Trolley route, as the proposed Silver East route would travel to Walmart on an hourly basis throughout the day. The concept is to split the Silver Trolley route into two routes – a Silver West route (similar to Alternative #2) and a Silver East Route. The Silver West route would operate on 30-minute headways and the Silver East route would operate on hourly headways. The Silver East route could operate at the top of the hour from the Lewis Street Hub, to complement the 250 Connector service between the Lewis Street Hub and Walmart (offering service every 30 minutes between the two points). This routing arrangement is shown in Figure 4-4.

Advantages

- Offers 30 minute frequency for the Silver West portion of the route.
- Offers more direct travel options within Staunton.
- Offers more service to Staunton Walmart, which is a significant trip generator.
- Allows the 250 Connector to be streamlined by accommodating the Staunton Mall stops.

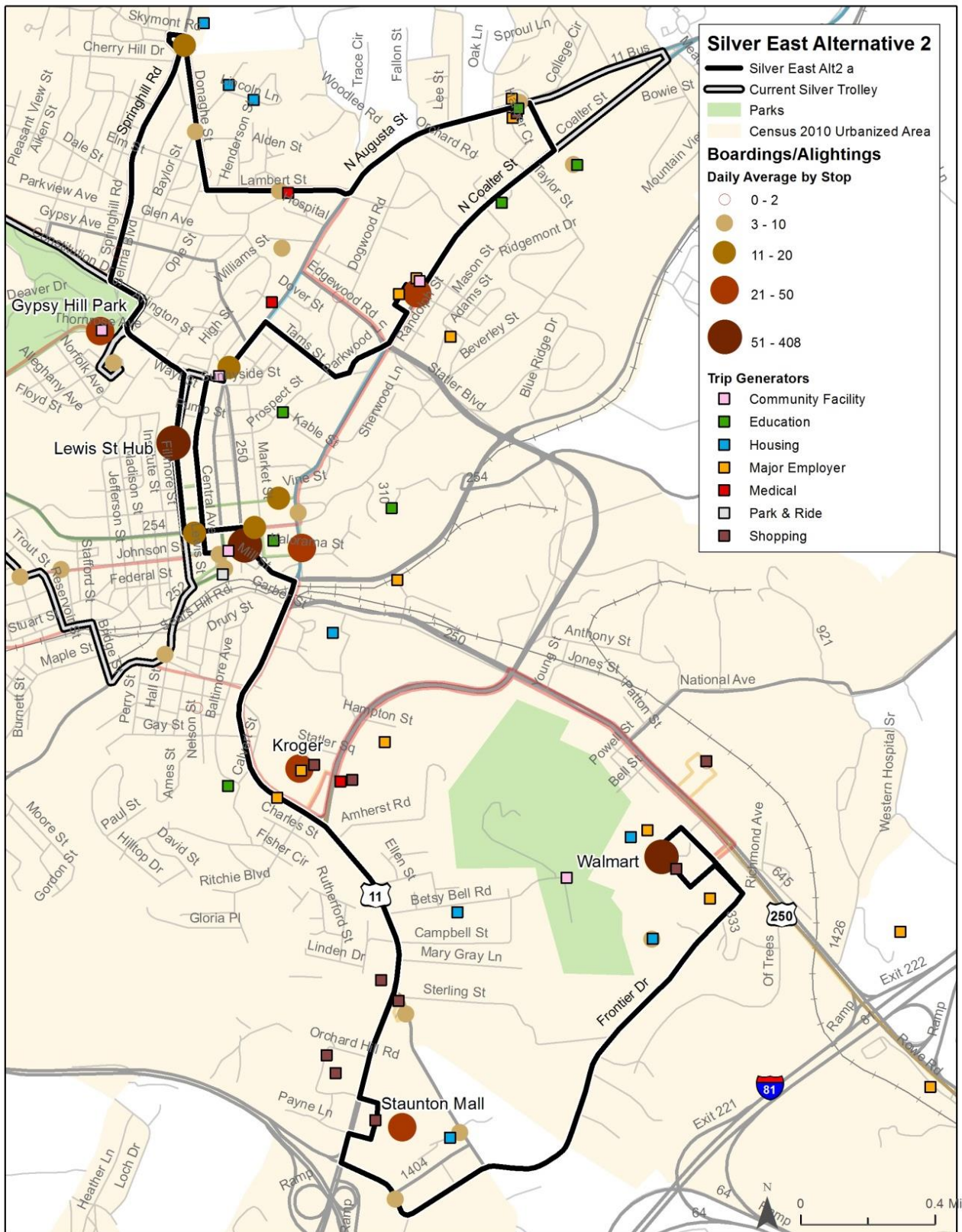
Disadvantages

- Adds significant cost to the route.
- There may be some jurisdictional sensitivities, as Staunton Mall is not in the City of Staunton.

Costs and Potential Funding Sources

- This proposal would require a vehicle, estimated to be about \$75,000. Potential capital funding sources for vehicles include federal (\$60,000); state (\$12,000); and local (\$3,000).
- If a ten-hour span of service is offered five days per week, the total additional service hours would be 2,600 annually, at an operating cost of about \$179,452, with a net deficit of \$173,327. Potential funding sources include federal (\$98,103); state (\$41,425); and local (\$33,799).

Figure 4-4: Proposed Silver Trolley Route Split – Option 2



Alternative #4 – Add a Second Vehicle to the Route

Another way to improve service along the Silver Trolley Route would be to add a second vehicle to the route, traveling in the opposite direction so that bi-directional service is offered along the route. Alternatively, a second vehicle could be used to implement Alternative #2 that contemplated splitting the route. Either scenario would decrease travel time for riders as they would not have to ride the entire circuit to get to their destination.

Advantages

- Offers more direct travel options within Staunton.
- Offers a shorter travel time.

Disadvantages

- Adding a second vehicle is an expensive upgrade.
- The current ridership may not support adding capacity to the route, however, more riders may be attracted to the route if it is more convenient to use.

Costs and Potential Funding Sources

- This proposal would require a vehicle, estimated to be about \$75,000. Potential capital funding sources for vehicles include federal (\$60,000); state (\$12,000); and local (\$3,000).
- If a ten-hour span of service is offered five days per week, the total additional service hours would be 2,600 annually, at an operating cost of about \$179,452, with a net deficit of \$173,327. Potential funding sources include federal (\$98,103); state (\$41,425); and local (\$33,799).

Alternative #5 – Combine the Red and Silver Trolley Routes

Currently the Red Trolley Route operates only Friday and Saturday evenings, from 6:00 p.m. to 10:00 p.m. The Route covers many of the same segments as the Silver Route, and then travels to the Staunton Walmart. With some route adjustments, these two routes could be combined into one streamlined route. The Friday and Saturday evening hours could be maintained, or these eight service hours could be spread out over the course of the week.

Advantages

- Reduces confusion among riders.
- Potentially takes advantage of the high ridership stops while eliminating low ridership stops.

Disadvantages

- Would likely eliminate some segments.

Costs

- Cost neutral if the same number of service hours are maintained.

Alternative #6 – Adjust the Fares

While the fare structure was not mentioned by survey respondents or stakeholders as an issue, it came to light when examining the fare for ADA complementary paratransit in Staunton. Federal guidance indicates that the ADA fare can only be twice the fixed route fare. In this instance, the ADA fare is \$1.00 and the trolley fares are only \$.25. This issue will need to be addressed in order for the program to be in compliance with the ADA. This means that either the trolley fares need to be raised to \$0.50 (similar to the rest of the system), or the ADA fare needs to be reduced to \$0.50. Raising the fare would standardize the fare structures, but would result in an additional 100 percent fare increase for the trolley routes (note that the trolleys were free prior to FY14). Alternatively, reducing the ADA fare is not consistent with promoting the use of fixed route services over on-demand services.

Advantages

- Standardizing the fixed route fare structure would reduce confusion among riders of the system and allow system fare information to be consolidated.
- A consistent fare structure will result in a definitive allowable ADA fare.
- Raising the trolley fare by \$0.25 will result in increased fare revenue. Using the standard fare elasticity that assumes ridership would drop as much as 30 percent, and the applying the simple cash fares of \$0.25 versus \$0.50, the resulting fare revenue would increase from \$18,663 to \$26,129. Note this overstates the fares, as discounts are not included in the example.

Disadvantages

- Standardizing the fixed route fare structure will either result in another fare increase for the trolleys or a fare decrease for ADA paratransit, neither of which is appealing for the system.
- If the fare is increased on the trolleys, ridership will likely decline, but not as dramatically as when the fare was introduced. The reduction in ridership could be as much as 30 percent, using standard transit elasticity formulas that suggest for every 1 percent increase in fares, there is a corresponding .03 percent drop in ridership. This suggests that a 100 percent increase in fares would result in a 30 percent drop in

ridership. This is likely to be on the high end, given the current low fares. If this ridership loss were to occur, it would represent about 22,400 passenger trips.

- Lowering the current ADA fare would represent a loss of about \$964 annually.

Alternative #7 – Additional Hours of Service

The results of the passenger surveys indicated a desire for later hours of service, as well as additional Saturday service and Sunday service. The Green Trolley already operates on Saturdays, as well as until 9:00 p.m. May through October. This alternative focuses on adding evening and weekend hours for the Silver Trolley. The weekday proposal is to extend service until 9:00 p.m. (from the current 6:00 p.m.). Saturday service is proposed to operate from 8:00 a.m. until 4:00 p.m. If one vehicle is in operation for the Silver Trolley, then the additional weekday hours would total about 765 annually and the additional Saturday hours would total about 416 annually.

Advantages

- Provides additional mobility options for Staunton riders during the evenings and on Saturdays.
- Meets a need that was articulated by riders.

Disadvantages

- Adds service that is not likely to be as productive as current service.
- Adds operating expenses.

Costs and Potential Funding Sources

- Weekday service: if three additional service hours were to be provided Monday-Friday on the Silver Trolley the additional annual operating cost would be about \$52,800, with a net deficit of \$51,000. Potential funding sources include federal (\$28,866); state (\$12,619); and local (\$9,515).
- Saturday Silver Trolley service is estimated to cost about \$28,712 annually, with a net deficit of \$27,736. Potential funding sources include federal (\$15,699); state (\$6,629); and local (\$5,409).

Waynesboro Circulator

Alternative #1- Adjust the Route

The Waynesboro Circulator currently provides hourly service throughout the City of Waynesboro, offering two different service patterns, as well as deviating from the route for people with disabilities, and allowing some call-in stops. These three issues together can create problems for the route, including rider confusion and an inability to stay on schedule. Given the timed connections within the system, it is important for the routes to maintain their schedules so that the entire network is not negatively impacted. There are also very few riders who use the alternate route.

The two primary goals for the changes proposed for the Waynesboro Circulator are to trim the route so that a small time cushion is available and to eliminate the alternate route to reduce rider confusion. The focus of the segment eliminations was on those areas with little to no riders, and on those that could be transitioned a block or two away for better travel time. Another feature of the proposed route revision is a reversal of the direction of travel, from clockwise to counter-clockwise. This allows some easier turns and takes advantage of some locations that have sidewalks only on one side of the street. The first draft of the alternatives proposed to move the stop from the Shenandoah Valley Social Services office in Waynesboro to a few blocks away, as the ridership data showed little to no usage. DSS staff reported that there is usage of the stop and requested that it remain on the route. The proposed revised route (revision #2), along with the current route, is shown in Figure 4-5.

Advantages

- Trims the route to offer more time for ADA deviations.
- Eliminates the alternate routing that is confusing to riders and not well used.
- Eliminates some difficult turning movements.

Disadvantages

- Eliminates some segments, which will inconvenience a few passengers.
- Initial implementation may be confusing, with the circulation pattern reversed.

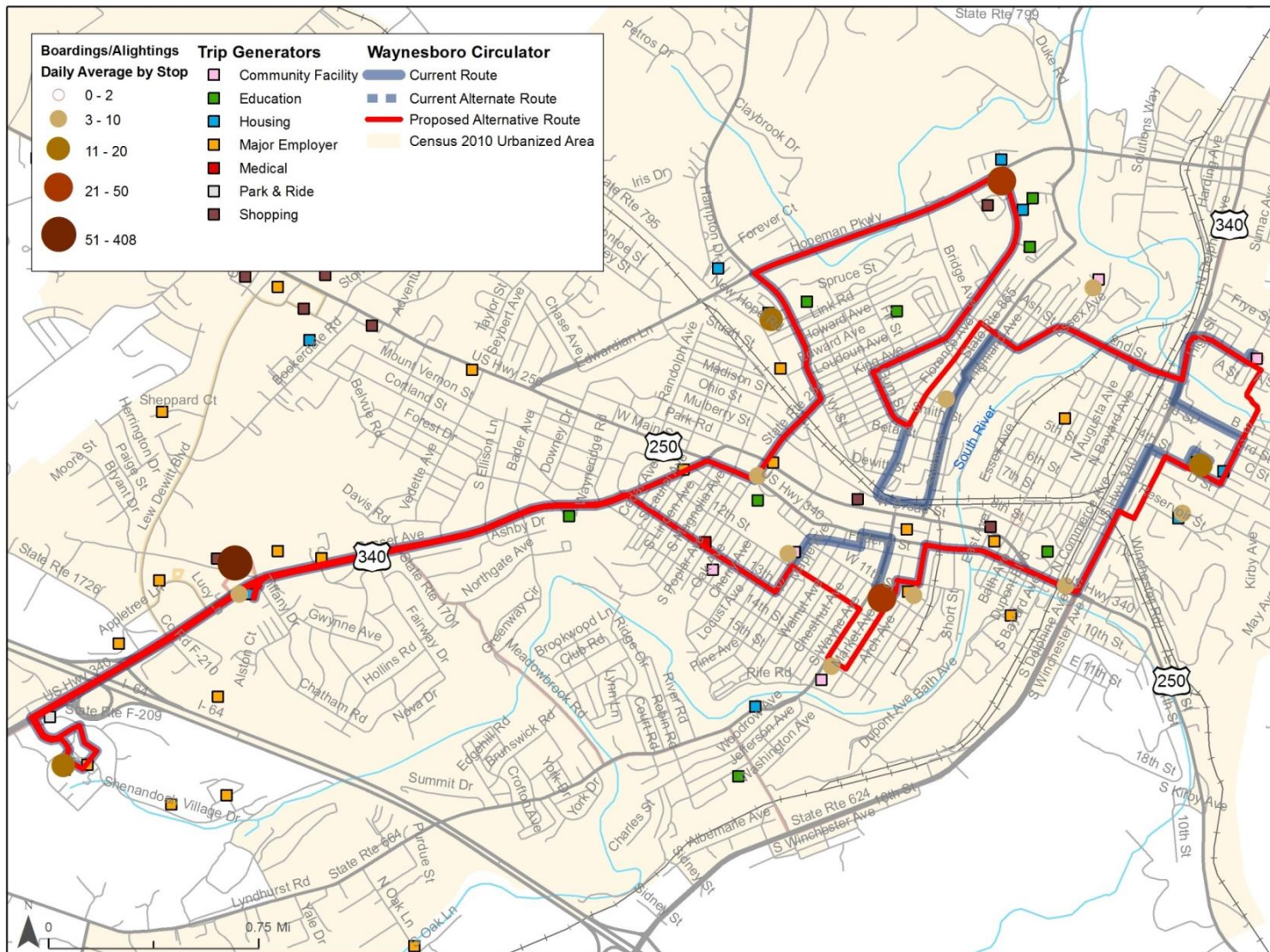
Costs

- This proposal is cost neutral from an operational perspective, but there will be some minor costs associated with re-locating bus stop signs.

Alternative #2 – Add Saturday Service

Survey respondents and stakeholders indicated a desire to have Saturday service for the Waynesboro Circulator. This is understandable, given that the Circulator serves a number of

Figure 4-5: Proposed Revised Waynesboro Circulator



shopping destinations, the 250 Connector offers Saturday service, and there is Saturday service in Staunton. This alternative proposed a limited Saturday service, operating between 8:30 a.m. and 4:30 p.m. The annual service hours for this alternative would be 416. No additional vehicles would be needed to implement Saturday service.

Advantages

- Provides mobility for Waynesboro riders on Saturdays.
- Allows afternoon connectivity with the 250 Connector.
- Meets a need identified through survey and stakeholder outreach.

Disadvantages

- Adds service that is not likely to be as productive as the current service.
- Adds operating expenses.

Costs and Potential Funding Sources

- Adding 416 additional revenue service hours would cost about \$28,712, with a net deficit of \$27,248. Potential funding sources could include federal (\$15,423); state (\$6,512); and local (\$5,313).

Ridership

- Assuming a Saturday circulator could average 8 passenger trips per revenue hour, the total additional ridership would be about 2,900 annual passenger trips.

Staunton On-Demand

While it was reported that the Staunton On-Demand service is sometimes over-capacity, the VRT manager indicated that they are continuing efforts to direct non-ADA riders from the On-Demand service to the regular route services in Staunton. This effort will continue so that the existing capacity will be focused on ADA riders and will not need to be expanded in the near term.

Augusta On-Demand

The Augusta On-Demand was once county-wide, offering service to different parts of the county on different days of the week. In an effort to manage demand, some of these resources were directed to implementing the 340 Connector (beginning in FY2012), and the Augusta On-Demand was limited to once a week service in the Craigsville area. Over time fewer and fewer of the passengers who originally used this service are still riding. The current route statistics

suggest that keeping this service is not sustainable, as the FY2014 data indicated that there were only .49 passenger trips per revenue hour and that the cost per trip was \$116.50. It is proposed that this service be eliminated. VRT can investigate other services that may be available to provide mobility for the few passengers that currently use the Augusta On-Demand service.

Advantages

- Eliminates a service that is not cost effective
- Frees up some resources that can be used elsewhere in the system

Disadvantages

- Eliminating the service will inconvenience the few riders who currently use it.

Costs

- Eliminating the Augusta On-Demand service will reduce expenses by about \$22,000 annually.

Geographic System Expansions

Alternative #1 – Provide Service to Charlottesville

The results of the survey and stakeholder input showed a desire for area residents to travel to Charlottesville. Trip purposes include work, medical, and recreation, with the University of Virginia and its associated medical facilities located in Charlottesville. This alternative proposes commuter and intercity bus service between the region and Charlottesville. As a potential regional service, the details regarding the feasibility and implementation are beyond the scope of this local TDP. DRPT is planning to support the development of a full feasibility and implementation study following this TDP, in conjunction with Virginia's intercity bus program. The study will outline the feasibility, including the full costs of providing this type of service, the potential funding sources, potential stops, likely ridership, and implementation issues. It is anticipated that there will be a regional steering group to oversee the study, with representation from a number of stakeholders including the CSPDC (including the Harrisonburg-Rockingham MPO and the SAW MPO); the Thomas Jefferson PDC; DRPT; the University of Virginia; and the connecting transit programs (HDPT, Charlottesville Area Transit).

Alternative #2 – Provide Service for Rural Augusta County

Offering service to rural Augusta County has proven to be difficult for the region's transit program. On-demand service has been costly and not particularly productive. It is proposed that local human service agency programs be approached to see if the public transit program could purchase trips on existing human service transportation programs to help accommodate some limited public transportation mobility in a coordinated manner. This alternative can be further developed if there is interest among the stakeholders to do so.

SUMMARY OF SERVICE ALTERNATIVES

Table 4-5 provides a summary of the service alternatives that have been discussed and have cost implications.

CHOOSING ALTERNATIVES FOR THE PLAN

The alternatives discussed in this chapter were presented to the TDP Committee in April, 2015, and further refined in May, 2015. Several individual stakeholder meetings were held in May to address the specific needs of area stakeholders and refine the alternatives. Once these alternatives were refined, stakeholders were offered a few weeks to provide input with regard to which alternatives should move forward to the six-year plan. The chosen alternatives are discussed in Chapter 5, which is the six-year Operations Plan.

Table 4-8: Summary of Specific Route Alternatives

Project	Annual Operating Hours	Estimated Annual Operating Cost	Estimated Net Deficit	Estimated Annual Federal Share	Estimated Annual State Share	Estimated Annual Local Share	Capital Cost	Federal Share	State Share	Local Share
250 Connector Alternatives										
Alternative #1- Close the Service Breaks	1,144	\$ 78,959	\$ 76,092	\$ 43,068	\$ 18,186	\$ 14,838	\$ -	0	0	0
Alternative #5 - Use a Larger Vehicle	0	Minor Added Expenses					\$ 280,000	\$ 224,000	\$ 44,800	\$ 11,200
Alternative # 6 - Improved Frequency	5,200	\$ 358,904	\$ 346,624	\$ 196,189	\$ 85,778	\$ 64,657	\$ 150,000	\$ 120,000	\$ 24,000	\$ 6,000
Alternative #7- Additional Saturday a.m.	416	\$ 28,712	\$ 27,507	\$ 15,569	\$ 6,574	\$ 5,364				
340 Connector Alternatives										
Alternative #1 - Express between Waynesboro and BRCC	260	\$ 17,919	\$ 17,729	\$ 8,865	\$ 3,297	\$ 5,567	\$ -			
Alternative #2 - Express between Waynesboro, Staunton, and BRCC- two trips	1,300	\$ 89,596	\$ 88,676	\$ 44,338	\$ 16,486	\$ 27,852	\$ -			

Project	Annual Operating Hours	Estimated Annual Operating Cost	Estimated Net Deficit	Estimated Annual Federal Share	Estimated Annual State Share	Estimated Annual Local Share	Capital Cost	Federal Share	State Share	Local Share
Alternative #2 - Add a 6:00 p.m. Trip on Fridays	52	\$ 3,584	\$ 3,534	\$ 1,767	\$ 650	\$ 1,117	\$ -			
BRCC South Alternatives										
Alternative #1 - Close 7:00 p.m. Service Gap, Monday- Thursday	208	\$ 14,335	\$ 13,812	\$ 6,906	\$ 2,541	\$ 4,365	\$ -			
Alternative #2 - Add a 5:30 p.m. Trip on Fridays	52	\$ 3,584	\$ 3,453	\$ 1,726	\$ 635	\$ 1,091	\$ -			
BRCC North and South Corridor Service on Saturdays										
Provide service between Staunton and Harrisonburg on Saturdays	416	\$ 28,671	\$ 27,935	\$ 13,967	\$ 5,140	\$ 8,827	\$ -			
Staunton Trolleys										
Alternative #1 - Transition Vehicle Choice	-	\$ -					\$(115,000)	\$ (92,000)	\$ (18,400)	\$ (4,600)
Alternative #3 - Split the Silver Trolley into one 30-min Route and one 60-minute Route	2,600	\$ 179,452	\$ 173,327	\$ 98,103	\$ 41,425	\$ 33,799	\$ 75,000	\$ 60,000	\$ 12,000	\$ 3,000

Alternative #4- Add a second vehicle to the route	2,600	\$ 179,452	\$ 173,327	\$ 98,103	\$ 41,425	\$ 33,799	\$ 75,000	\$ 60,000	\$ 12,000	\$ 3,000
Project	Annual Operating Hours	Estimated Annual Operating Cost	Estimated Net Deficit	Estimated Annual Federal Share	Estimated Annual State Share	Estimated Annual Local Share	Capital Cost	Federal Share	State Share	Local Share
Alternative #7 - Additional hours of service- weekday evenings	765	\$ 52,800	\$ 51,000	\$ 28,866	\$ 12,619	\$ 9,515	\$ -			
Alternative #7 - Additional hours of service- Saturdays	416	\$ 28,712	\$ 27,736	\$ 15,699	\$ 6,629	\$ 5,409	\$ -			
Waynesboro Circulator										
Alternative #2 - Add Saturday Service	416	\$ 28,712	\$ 27,248	\$ 15,423	\$ 6,512	\$ 5,313	\$ -			
Augusta On-Demand										
Eliminate the service	-325	\$ (22,107)	\$ (21,896)	\$ (10,948)	\$ (4,068)	\$ (6,880)	\$ -			
TOTALS (1)	11,620	\$ 802,239	\$ 774,103	\$ 435,201	\$ 185,921	\$ 152,981	\$ 225,000	\$ 180,000	\$ 36,000	\$ 9,000

(1) Using Alt #1 for the 340 and one additional vehicle for the Silver Trolley.

Urban	10,957	\$ 756,252	\$ 729,535	\$ 412,917	\$ 177,724	\$ 138,894	225,000	\$ 180,000	\$ 36,000	\$ 9,000
Rural	663	\$ 45,986	\$ 44,567	\$ 22,284	\$ 8,197	\$ 14,087	-			

Chapter 5 – Operations Plan

INTRODUCTION

The development of the CSPDC TDP has included four draft chapters that provided an overview of public transportation in the Central Shenandoah region and developed alternatives for improvement. The chapters discussed goals, objectives, and standards; analyzed the current services operating in the region; documented unmet transit needs; and proposed financially constrained and vision alternatives for the CSPDC and local stakeholders to consider for implementation over the six-year TDP planning period. A TDP Working Group, with input from DRPT and CSPDC staff, has guided the process.

This Operations Plan details the specific projects that the CSPDC and local stakeholders have chosen to implement, presented as short-term and vision phases. While the short-term projects follow a six-year timeline, the vision projects have not been specifically assigned to a year, as funding has not been identified for implementation. Including the vision projects in the plan allows the CSPDC to adapt to changing circumstances, and consider accelerated implementation during its yearly reviews, if funding opportunities are presented. The Operations Plan includes a discussion of organizational changes, followed by the short-term service projects and vision service projects. Chapters 6 and 7 provide companion capital and financial plans to support this operations plan.

A primary focus of the projects included in this TDP is on the development of a combined urban-rural system that ties together the current public transportation services operating in the region. The development of the program will lay the foundation for future growth, as community awareness increases and additional partners are sought. Modest service improvements are included within the plan, as constrained by the currently available funding resources.

ORGANIZATIONAL CHANGES

There are a number of organizational changes that are included as part of the six-year plan. These are:

- The transit program will be unified under a new brand, BRITE. A brand awareness campaign will be implemented to educate the public.
- A Transit Advisory Committee will be formed.

- The sub-recipient for rural funding in the region will shift from Virginia Regional Transit to the Central Shenandoah Planning District Commission.
- The CSPDC may own vehicles used for public transportation in the region.
- Additional local funding partners will be solicited.
- The local funding formula will be formalized for any future funding partners.

The details for each of these changes are documented below.

Develop Cohesive Brand and Improve Community Awareness

One of the issues that the CSPDC identified prior to beginning work on the TDP is that of brand confusion with regard to the name and identity of the public transportation program in the region. This brand confusion was confirmed by the rider and public surveys, with riders and the public identifying with several different names for the program (CATS, VRT, and individual route names). It is not surprising that there is brand confusion given that each service has evolved independently for different constituencies. While there is brand confusion, the services do operate as a cohesive system, operated by the same transit provider (VRT), with timed connections between services at key locations.

In order to help reduce or eliminate this brand confusion, the CSPDC and DRPT added a branding task to the TDP to develop a cohesive brand, logo, and strategies to improve community awareness of transit in the region. Pulsar Advertising, a sub-contractor to KFH Group, has been working through this task concurrently as the TDP work has progressed. Documentation of Pulsar's complete work will be included as a companion to the TDP and is summarized below.

Brand Development

The branding process included a number of different choices for names and logos. Of these names, BRITE was chosen to move forward with full logo development. Pulsar is currently finalizing the logo designs for BRITE. When the branding task is completed, Pulsar will deliver electronic files for logo and type treatment (*.eps, *.pdf, and *.png), as well as a brand standards fact sheet that will include logo and identity usage guidelines (font, visual elements, and logo color usage).



The CSPDC will then begin a re-branding effort. The full list of tasks will include the development of:

- Website
- Social media
- Maps and schedules
- Vehicle exterior paint scheme
- Signage



The branding campaign will serve to improve community awareness of transit as well as provide an opportunity to redesign the system maps and schedules. These are important improvements, as stakeholder input suggested that the current maps and schedules are confusing for riders to understand, particularly for people with intellectual disabilities. It may be helpful to solicit feedback from stakeholders who represent people with intellectual disabilities in the process when designing the new schedules.

The CSPDC has requested funding assistance through DRPT to start the re-branding process in FY16, including the development of the website, brochure, and map. Vehicle decals and bus stop signs can be included as part of the annual capital budget. The re-branding effort will continue on throughout the life of the plan.

Transit Advisory Group

A transit advisory committee (TAC) is typically comprised of stakeholders who have an interest in preserving and enhancing transit in the community, much like the working group that has been organized to help guide the TDP for the CSPDC. Over the past several years, the CATS Board has served in this advisory role to VRT, helping to guide the region's transit program. An ongoing TAC will be developed to provide input and feedback to the CSPDC and assist them in making transit-related decisions.

The following groups (which may include several current CATS Board members) will be considered for inclusion on the transit advisory committee:

- Local funding partners
 - Augusta County
 - Augusta Health
 - Blue Ridge Community College
 - City of Staunton
 - City of Waynesboro
 - Shenandoah Valley Social Services
 - Staunton Downtown Development
 - Wilson Workforce Rehabilitation Center
 - A representative of the CATS Board

- Future Funding Partners
- Other interested stakeholders who may periodically be engaged could include:
 - An at-large community representative designated by the CATS Board
 - Advocates for senior citizens and people with disabilities
 - Chamber of commerce and/or economic development representatives
 - MPO representation
 - Other human service agency representatives
 - A transit rider representative

The suggested representation for the committee is one member from each of the funding partners and one to two community members.

The role of the transit advisory committee will be to help the transit program better meet mobility needs in the community by serving as a link between the citizens served by the various entities and public transportation. A transit advisory group 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 a greater understanding by the community of the various constraints faced by the transit program. Transit advisory groups also typically serve in an advisory capacity for transportation development plans and other transit initiatives. It is suggested that this board be comprised of no more than fifteen members, and that they meet quarterly, at a minimum.

The CSPDC has begun the process of forming the TAC and expects that the CSPDC Board will appoint the TAC members at their August 17, 2015 meeting.

Federal and State Public Transportation Grant Recipients in the Region

Population growth in the region, as reflected in the 2010 Census, resulted in the development of a new urbanized area (UZA) - the Staunton-Augusta-Waynesboro Urbanized Area. This designation resulted in a number of changes in the way in which public transportation is funded, managed, and operated in the region. Census-designated small urbanized areas (concentrations of populations of between 50,000 and 200,000) are eligible for funding assistance under the Federal Transit Administration's (FTA) Section 5307 program, which provides funding to help support public transportation programs in urbanized areas. Public transportation in the region has historically been supported in part by the FTA's Section 5311 program, which provides funding assistance for public transportation in rural areas and is administered through DRPT.

The major organizational change that resulted from the introduction of a UZA in the region has been the need to designate a public body as the recipient of the FTA Section 5307 funds for this region. The CSPDC became the designated recipient of these transit funds effective January 1, 2014. Currently about 67 percent of the revenue service hours are provided for routes that provide service within the urbanized area and 33 percent of the revenue hours are provided for

rural routes. VRT continues to operate the urbanized area routes, through a contractual agreement with CSPDC.

DRPT is changing its sub-recipient policies such that local governmental entities, rather than third party transit providers, will be the designated local grant sub-recipients for Section 5311 funds. For the CSPDC region, this will combine the rural and urban grant oversight functions so that the CSPDC will manage both programs. For FY16, VRT will remain the designated S.5311 sub-recipient in the region, with the CSPDC taking on this role in FY2017.

Contract to Provide Transit Services

CSPDC contracts with VRT to provide public transportation services in the urbanized area of the region. This contract is due to expire at the end of FY2016. The new contractual period will begin in FY2017 and will include both the urban services (which are now provided under the contract), as well as the rural services that are currently operated directly by VRT as a sub-recipient of S.5311 funds. The CSPDC will need to begin working on the procurement process early in FY2016, as the RFP process typically takes a significant amount of time to complete, and must follow FTA's procurement regulations.

Fishersville Facility

VRT's local operating facility in Fishersville was funded through FTA/DRPT grant assistance. FTA guidance indicates that as an FTA/DRPT- funded facility, it is to remain in use in support of public transportation in the region for its useful life. Continued DRPT and FTA leadership will be needed to sort through how to handle the shift in local grantee status with regard to this facility.

Vehicles

The vehicles that are currently used for service within the region will likely remain in use within the region, regardless of the contractor, as they were purchased using federal and state funds for the purpose of providing public transportation services in the CSPDC service area. This issue has not yet been fully resolved and will likely impact the CSPDC's decision regarding vehicle ownership for the initial new contract period.

Vehicle Ownership

As a relatively new S.5307 grantee, the CSPDC has not historically owned transit vehicles. Currently, the vehicles operated in the region are owned by CSPDC's contractor, VRT, with DRPT maintaining a financial interest in the vehicles through their useful life. These vehicles were purchased through DRPT, with funding assistance from the federal S.5311 (80%) program, DRPT (up to 16%), and the remaining local matching funds provided by VRT and local partners.

The CSPDC is currently using FTA's Capital Cost of Contracting provisions, which allows the CSPDC to categorize half of the contract with VRT as capital, providing for an eighty percent matching ratio for that portion of the contract. While the CSPDC is using this provision during the current grant year, the agency was interested in determining the optimal scenario with regard to vehicle ownership. Specifically, is it more advantageous for the agency to own the transit vehicles or to continue to include the vehicles as part of the "Turnkey" contract with its contractor?¹

A thorough review of this issue was developed in Chapter 4 and showed that in general terms it would likely be more beneficial for the CSPDC own its own vehicles, largely due to the federal and state funding assistance that is available to help purchase vehicles, the greater control over the vehicles that is possible with vehicle ownership, as well as the greater flexibility afforded to the CSPDC with regard to hiring a service contractor. However, this may not be logistically or financially feasible in the short-term, given the need to conduct the RFP process for transit services in FY2016. The CSPDC is planning to ask potential bidders to provide a proposal with and without vehicles to help determine the most appropriate local scenario.

As vehicles for the program are replaced, with the CSPDC as the grant recipient for public transportation funding in the region, the CSPDC may assume ownership of the regional fleet, depending upon future financial and logistical feasibility. The budgets in Chapter 7 have included both options.

Formalization of Local Funding Formula

The initiation and growth of transit services in the region has been incremental in nature, with each service evolving separately, each with its own financing arrangements, to make the funding situation work between federal, state, and local partner financing. Although not formalized, the current arrangement to assign local match among funding partners is as follows:

- The gross operating cost for each service is calculated based on the fully allocated cost per revenue hour.
- Estimated fare revenue, based on the previous year's data is applied to arrive at a net deficit per service. Fare revenue is calculated by individual route, to reflect the significant differences in fare revenue that is collected on each route.
- Federal and state funding is applied to arrive at the local match required per service.

¹ Currently the CSPDC categorizes the contract with VRT as "Turnkey," with the contractor providing the vehicles, maintenance, and transit service. Under this classification, 50 percent of the contract costs are eligible for 80 percent federal share and 50 percent of the costs are eligible for 50% federal share. This scenario falls under the FTA's "capital cost of contracting," which recognizes the capital consumed by the contractor for the delivery of public transportation service. The FTA Circular states that "only the costs attributable to the privately owned assets are eligible under this policy." Items purchased with federal, state, or local government assistance are not eligible.

- Each partners' share is estimated based on the number of hours assigned to each partner. This is relatively simple for the single payer routes (i.e., Waynesboro), but more difficult to estimate for the routes that have multiple partners.

In order to develop a fair methodology to divide the local share required among the routes for future improvements, as well as shortfalls that may occur if funding partners drop out, the revenue hours and revenue miles per jurisdiction were calculated (see Chapter 4 for these data). It is proposed that the following methodology be used for future allocations:

- 1) If an improvement is an entire route or service desired by a new funding partner, then the entire local portion of the cost of the improvement would be paid by the new partner on a cost per hour basis. The average current local share per hour is \$15.18 on the urban side and \$22.91 on the rural side. Adding a ten percent capital fund contribution on top of these hourly rates would equate to an urban local cost per hour of \$16.70 and a rural local cost per hour of \$25.20.
- 2) If an improvement is desired collectively for the public and is split among jurisdictions, it is proposed that the local cost of the improvement be calculated on a local cost per hour basis (\$16.70 urban; \$25.20 rural), and then divided among the jurisdictions based on the percentage of service in each jurisdiction (either revenue miles or revenue hours).
- 3) If an improvement is desired by a particular agency or jurisdiction (i.e., such as a dedicated stop) and requires a modest deviation in an existing route, then the local cost of the deviation (based on hours of service), should be calculated and used as the cost basis to charge the agency.

Each of these three proposed cost-sharing arrangements assumes that there are federal and state matching funds available.

Seek Additional Local Funding Partners

There are currently eight funding partners that contribute annually to the transit program, in support of either their constituents (Cities of Staunton and Waynesboro); Augusta County; Staunton Downtown Development; their students (Blue Ridge Community College and Woodrow Wilson Rehabilitation Center); or their clients (Augusta Health and Shenandoah Valley Social Services). The funding provided by these partners provides matching funds so that the CSPDC and VRT can access a significant level of federal and state funding, which allows the system to provide needed services to the targeted constituent groups, as well as the public.

In addition to these eight funding partners, there are other entities in the region whose constituencies benefit from public transportation services. Some of these are already directly

served by transit services, while others could be served with route adjustments. While this list is not exhaustive, the following entities currently enjoy transit access for their clients and do not currently contribute towards its operation:

- Bridgewater College
- Mary Baldwin College/Murphy-Deming
- Valley Program for Aging Services
- Vector Industries (call-in stop)
- Virginia Department for the Blind and Visually Impaired
- Virginia Employment Commission

The Murphy-Deming College of Health Sciences (part of Mary Baldwin College) opened a new Health Sciences building in Fishersville (June 2014), close to the Augusta Health campus. Students can use the 250 Connector to access the site but it does not have a direct stop.

These entities could be approached to see if they are willing and able to contribute to the system to improve public transportation services in the region in support of their constituencies. Additional matching funds could be used to expand services to better serve specific constituent needs, as well as public needs.

Approaching potential funding partners is typically a sensitive topic for transit programs to handle, as all riders are members of the public, with a right to access services offered through FTA/DRPT funding. The key differences for the constituencies of the partners are:

- Direct access
- Participation in system planning and decision-making
- Tailored services
- Fare-free for the riders (in some instances)

These are the benefits to partnership that the CSPDC could highlight and formalize when approaching potential new partners. If additional partners are added, it will be important to ensure that the financial participation directly offsets the benefits of participation offered by the CSPDC (be it direct access, tailored service, or fare-free service). The formalization of the local funding formula should ensure that a direct cost-benefit relationship occurs.

SHORT TERM SERVICE PROJECTS

The projects in the “short-term” category are those that will begin to be implemented in either FY2016 or FY2017.

General System and Infrastructure Improvements

Improve Transit Infrastructure

One of the common themes from survey respondents and stakeholders was the need to improve transit infrastructure in the region, including additional and improved bus stops, signage, and shelters. Of the 75 “official” system stops, 67 are signed. The larger issue is the number of “unofficial” stops and the need to add signage to mark these locations. Seven of the current “official” stops have passenger waiting shelters. This project proposes the following improvements:

- Sign all fixed-route stops, including those that are currently “unofficial” stops
- Eliminate flag stops in the urbanized area
- Reduce call stops
- Improve signage at transfer locations, particularly the Waynesboro hub
- Add shelters at key stops, choosing a ridership threshold for consideration (such as 25 daily boardings)

It should be noted that there are ADA compliance issues to consider when making bus stop improvements. If improvements are made to a stop (not including sign replacement), then the stop must be brought into compliance with the ADA. KFH Group has completed an ADA assessment of the bus stops in the service area, and it is available as a companion to the TDP.

This infrastructure project is particularly relevant given the re-branding effort that is underway. The re-branding of the system, coupled with improved infrastructure will likely increase the presence of the system within the community.

The capital portion of the financial plan will include budget line items for bus stop signs, as well as the addition of two shelters per year.

Develop Transit Pass Program

Stakeholders have expressed an interest in developing a pass program for frequent users of the system. The CSPDC has some level of pass program infrastructure in place already, as it provides tokens for the DSS to distribute to clients. The pass program will replace the token program for the DSS, offering an increased ability to track usage.

CSPDC is planning to start the pass program by using a coupon book, similar to the programs in place in Harrisonburg and Winchester. A coupon book is a simple mechanism to start a pass

program, as the books are numbered for tracking purposes. Harrisonburg and Winchester sell books of 25 and 20 trips, respectively. The CSPDC will still need to iron out the details of the program, including how many trips to include within the coupon books; the level of discount to offer (Harrisonburg offers a 20% discount; Winchester offers a 15% discount); the method of sales and the sales outlets; and the tracking procedures. This improvement can be implemented in FY16.

Improving the Efficiency, Effectiveness, or Convenience of Current Services

The data analysis, rider input, and stakeholder input documented in Chapter 3 provided the basis for formulating a number of service alternatives (Chapter 4) with regard to the current routes. Several of the alternatives were chosen to move forward to the six-year plan. These improvements are organized by route, with the urbanized area routes presented first, followed by the rural routes.

250 Connector

Close the Service Breaks

The first improvement associated with the 250 Connector is to eliminate the breaks in service that occur at 12:30 p.m. and at 6:30 p.m. during the week and at 3:30 p.m. on Saturdays. These breaks in service are very inconvenient for riders, particularly those that are transferring from other routes and making connections.

The CSPDC is planning to implement this improvement in FY16, as there are funds available for this improvement.

Add Valley View Apartments as a Regular Stop

The Valley View apartments on Frontier Ridge Court, near the Staunton Walmart, are served with a call-in stop. This stop is used frequently and it is proposed that it be formalized to be a regular stop on the schedule. Adding this stop will eliminate the need for Valley View residents to call ahead to schedule their trips, and reduce confusion about whether the apartments are served. This stop can be added during the next schedule change, likely to occur in the fall of FY16.

Use a Larger Vehicle

As the most productive route in the network, and also one of the longest, there are times when there are standees on the bus for significant periods of time. The current 20-24 passenger vehicles, while equipped with grab bars, are not designed to have standees for long periods of time. When there are wheelchairs on board, seats are lost to accommodate wheelchair securement.

It is recommended that a larger vehicle be used for the route, within the limits of safe maneuverability as there are some turning movements along this route that will limit the size of the vehicle chosen. The operating staff indicated that the largest vehicle likely to be feasible is a 28-30 passenger bus. As the vehicles for this route are replaced, larger vehicles will be purchased.

Additional Saturday Service

The 250 Connector currently operates on Saturdays but not until 12:30 p.m. It is recommended that this route begin service at 8:30 a.m. on Saturdays. This improvement is relatively low cost, adding just 416 annual service hours and will improve regional mobility on Saturdays, including allowing for work and shopping trips that were not previously possible. This improvement is scheduled for FY16.

Future Improvements

One of the ongoing issues associated with the 250 Connector is the need to shorten the route in some manner to allow more time for each cycle to be completed. A service alternative for the route was presented in Chapter 4 but funding was not available to add significant resources at this time. The minor improvements that are included in this plan will provide some relief and more will likely be needed.

Staunton Trolleys

The Staunton Trolleys provide a mix of circulator services for Staunton residents and visitors. The Green Trolley is the shortest of the three routes, operates as a true small city circulator, and serves the major downtown visitor attractions. The Silver and Red Trolleys operate longer, more circuitous routes, providing service geared to people who live in Staunton and need to access shopping, employment, and medical destinations.

Transition Vehicle Choice from Trolley to Small Transit Bus for Silver Route

Given that the Silver trolley route is more oriented to residents rather than visitors, and that the route is longer, it is proposed that the use of trolley buses for the route be phased out in favor of more comfortable, less expensive, and more reliable small transit vehicles. This will reduce confusion for visitors who are most likely interested in riding the Green Trolley route, as it serves the downtown tourist attractions. In addition, small transit vehicles are easier to maneuver than trolleys. This is a significant concern in the City of Staunton as there are many steep grades and tight corners that the vehicles must navigate.

Split the Silver Trolley into Two 30-minute Routes

One of the issues that was identified in association with the Silver Trolley Route was the circuitous nature of the route and the associated long ride time. One way to address this

without incurring additional costs is to split the route into two shorter routes that are interlined at the Lewis Street Hub. This will offer more direct service from origin to destination, though frequency will remain hourly (the same vehicle will be used for both routes). Through-riders can stay on the vehicle without incurring a new fare so that the change will not cause riders to incur additional transit expenses. The direction of travel for each of the two proposed loops should be further discussed with stakeholders to maximize travel convenience. These proposed routes are shown in Figure 5-1. This change is scheduled to be implemented in FY16.

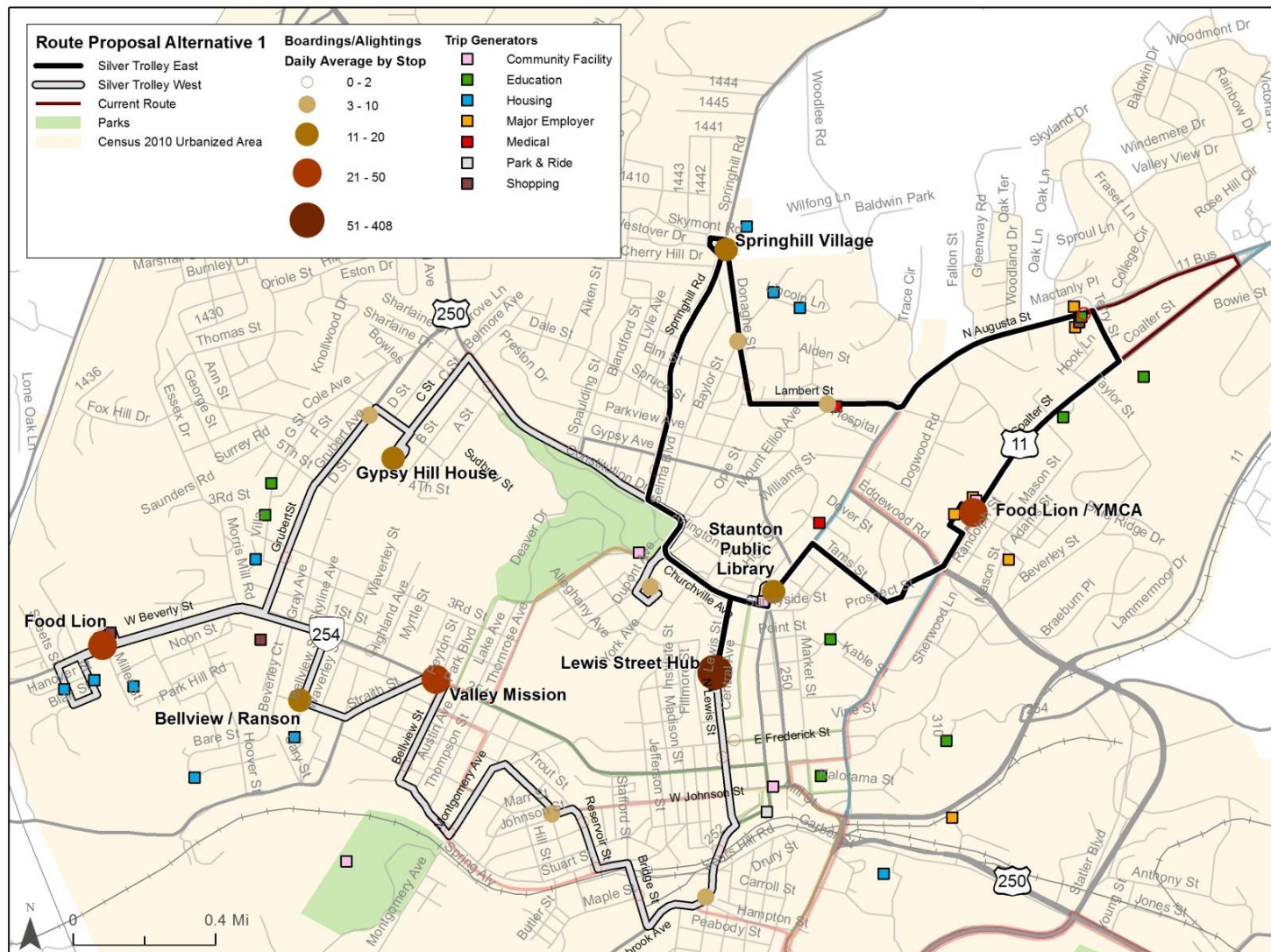
Combine the Red and Silver Trolley Routes

The Red Trolley Route operates only on Friday and Saturday evenings, from 6:00 p.m. to 10:00 p.m. The route covers many of the same segments as the Silver Route, with the exception of the Walmart, which is also served by the 250 Connector. The original purpose of the Red Trolley was to provide service for young people on Friday and Saturday evenings. System data suggests that this ridership has not developed. It is recommended that the Red Trolley be discontinued and the annual service hours previously devoted to the Red Trolley be used to add one hour of service in the evening for the Silver Trolley, Monday through Friday, extending the span of service to 7:00 p.m. This change can be implemented in conjunction with the split of the Silver Trolley route in FY16.

Green Trolley Extended Hours

The span of service for the Green Trolley is currently extended to include evening hours (6:00 p.m. to 9:00 p.m.) from May through October. While discussing the trolley hours during the development of the short-term service plan, CSPDC staff asked VRT to look at the ridership during the evening hours to see if these extended hours are used before Memorial Day and after Labor Day, as well as to see if the extended hours are used Monday through Thursday. These data show that daily ridership is unpredictable throughout the season, with some Mondays and Tuesdays exhibiting higher ridership than Fridays and Saturdays. The data showed that ridership is the highest during this service period in July and August, but does not drop significantly until October. It is recommended that the CSPDC and the City of Staunton monitor the extended hour ridership for the remainder of this season to see if the drop in October ridership continues as a trend that would suggest ending this service in September.

Figure 5-1: Proposed Silver Trolley Route Split



Adjust the ADA Complementary Paratransit Fare in Staunton

While the fare structure was not mentioned by survey respondents or stakeholders as an issue, it came to light when examining the fare for ADA complementary paratransit in Staunton. Federal guidance indicates that the ADA fare can only be twice the fixed route fare. In this instance, the ADA fare is \$1.00 and the trolley fares are only \$.25. This means that either the trolley fares need to be raised to \$0.50 (similar to the rest of the system), or the ADA fare needs to be reduced to \$0.50.

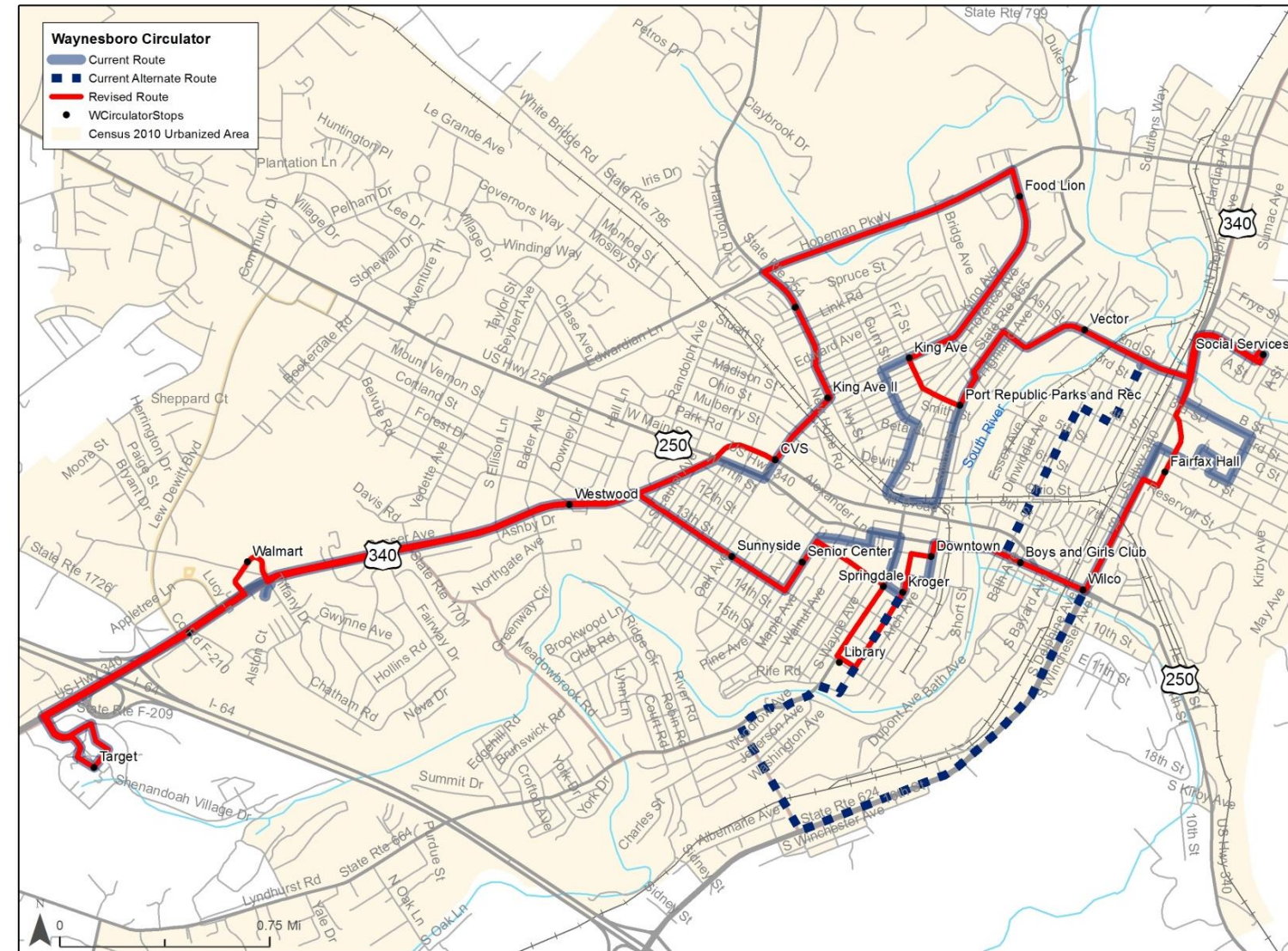
The City of Staunton has decided that it would prefer to reduce the ADA fare from \$1.00 to \$0.50, rather than raising fares on the trolley routes. Lowering the current ADA fare will represent a loss of about \$964 annually. This adjustment should be implemented as soon as is feasible, to ensure ADA compliance.

Waynesboro Circulator

The Waynesboro Circulator provides hourly service throughout the City of Waynesboro, offering two different service patterns, as well as deviating from the route for people with disabilities, and allowing some call-in stops. These three issues together can create problems for the route, including rider confusion and an inability to stay on schedule. Given the timed connections within the system, it is important for the routes to maintain their schedules so that the entire network is not negatively impacted. There are also very few riders who use the alternate route.

The two primary goals for the changes proposed for the Waynesboro Circulator are to trim the route so that a small time cushion is available and to eliminate the alternate route to reduce rider confusion. The focus of the segment eliminations was on those areas with little to no riders, and or those that could be transitioned a block or two away for better travel time. Another feature of the proposed route revision is a reversal of the direction of travel, from clockwise to counter-clockwise. This allows some easier turns and takes advantage of some locations that have sidewalks only on one side of the street. The revised route was developed in consultation with the City of Waynesboro and the Shenandoah Valley Department of Social Services, with the City developing the final design. The proposed revised route, along with the current route, is shown in Figure 5-2. This service change can be made during FY16, as it is revenue neutral.

Figure 5-2: Revised Waynesboro Circulator



Augusta On-Demand

The Augusta On-Demand was once county-wide, offering service to different parts of the county on different days of the week. In an effort to manage demand, some of these resources were directed to implementing the 340 Connector (beginning in FY2012) and the Augusta On-Demand was limited to once a week service in the Craigsville area. Over time fewer and fewer of the passengers who originally used this service are still riding. The current route statistics suggest that keeping this service is not sustainable, as the FY2014 data indicated that there were only 0.49 passenger trips per revenue hour and that the cost per trip was \$116.50. It is proposed that this service be eliminated. This change is proposed for FY17.

340 Connector

The 340 Connector is currently the least productive fixed route in the system. It is difficult to determine if this is due to low demand for service between Stuarts Draft, Waynesboro, and Blue Ridge Community College, or if this is due to the limited services offered. The current scenario is not sustainable for a fixed route as the productivity is only 2.42 trips per revenue hour and the cost per trip is \$23.23.

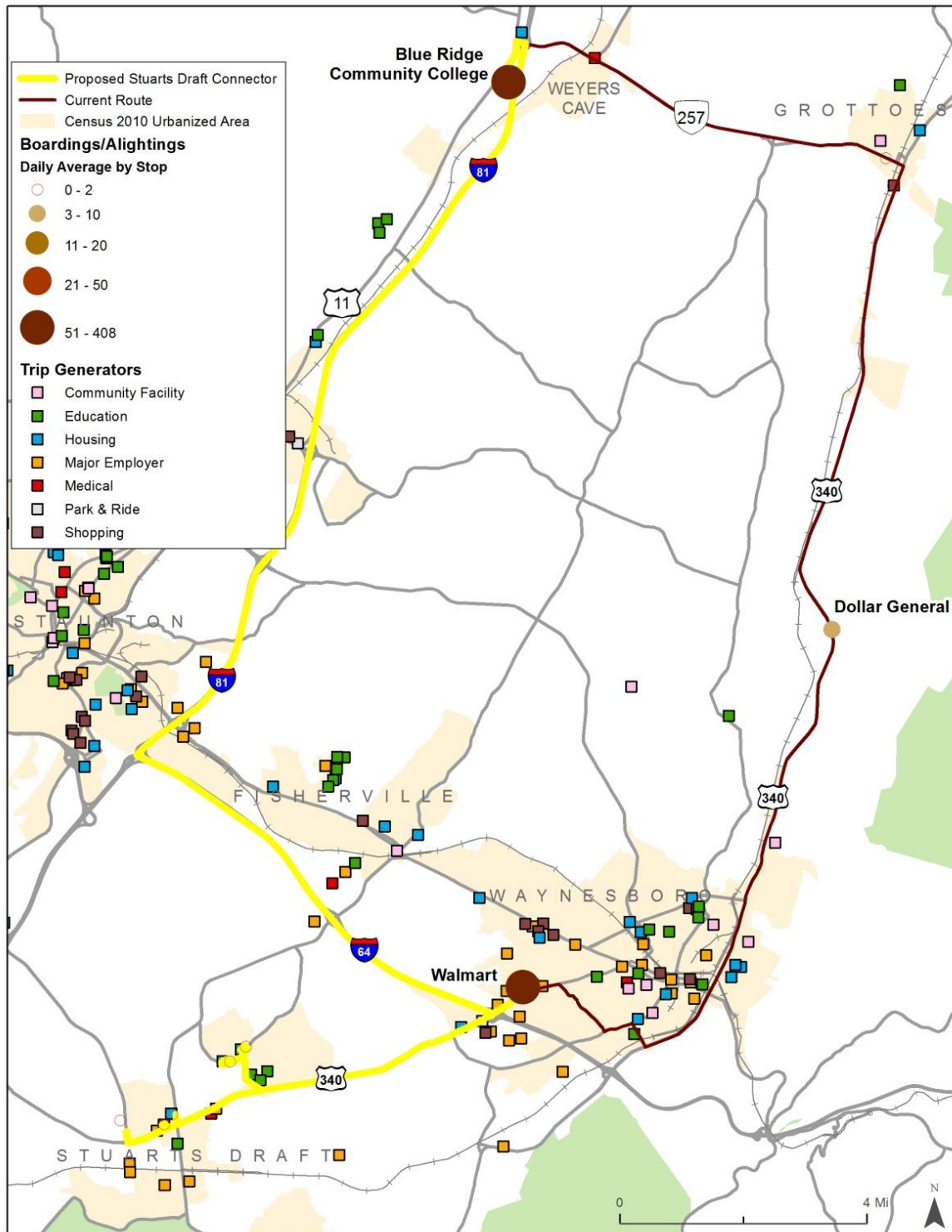
Given that the primary ridership is between Waynesboro and Blue Ridge Community College, there is very little ridership on the Rt. 340 segment between Waynesboro and Grottoes or the Rt.257 between Grottoes and Weyers Cave, and there have been multiple comments expressing the need for additional service for Stuarts Draft. It is proposed that this route be changed to an express service to provide service between Stuarts Draft, Waynesboro, and BRCC. The concept is for the route to function as it currently does in Stuarts Draft to the Waynesboro Hub. From that point, the route will provide express service to Blue Ridge Community College using Routes 64 and 81. This will allow the route to be completed in one hour for each direction. A suggested schedule, based on current system scheduling patterns, would be a 7:00 a.m. start at Highland Hills Apartments; and a 7:30 a.m. start from the Waynesboro Hub (meeting the Waynesboro Circulator), arriving at BRCC just before 8:00 a.m. The route would then travel back to Waynesboro (8:30 a.m.) and back to Stuarts Draft for a second morning run at 9:00 a.m., serving Waynesboro at 9:30 a.m. and BRCC just before 10:00 a.m. At this point, the bus would go out of service.

For the afternoon, the route would originate at BRCC at 3:00 p.m., travel to Waynesboro (3:30 p.m.), then on to bring people back to Stuarts Draft (4:00 p.m.). The route would make one more trip in service, leaving Stuarts Draft at 4:00 p.m.; Waynesboro at 4:30 p.m., and back to BRCC for a last run at 5:00 p.m., returning to Waynesboro at 5:30 p.m. and Stuarts Draft at 6:00 p.m.

The vehicle revenue hours for this schedule, assuming Monday-Friday will total six hours per day, which is a little higher than the current 5.1 hours per day. It is proposed that the savings realized by discontinuing the Augusta On-Demand service be used to fund the expected

additional expenses associated with an additional hour of revenue service each weekday. The proposed route is shown in Figure 5-3. It is suggested that the route name be changed to reflect its different route alignment, perhaps calling it the Stuarts Draft Connector. This change is proposed for FY17.

Figure 5-3: Proposed Stuarts Draft Connector



BRCC North and BRCC South

Close the 7:00 p.m. Service Gaps (Monday-Thursday)

As with the 250 Connector, the BRCC North and BRCC South routes include an hour gap in service so that the drivers can take a meal break. This is not convenient for passengers and adds confusion to the schedule. It is proposed that the service break be eliminated on these two routes, with the contractor providing the meal breaks using a break driver or an alternative scheduling design.

This change will require 416 additional annual service hours and is proposed for FY17.

Evaluate Summer Services

Throughout the TDP process there has not been a discussion regarding the demand for BRCC North and BRCC South services during the summer. Summer classes are held through July, so there is likely a need for both of the routes to operate throughout the summer. However, the ridership in the summer is not as high as it is during the fall and spring semesters. It is recommended that the summer ridership be evaluated to see if the level of service provided throughout the summer is appropriate.

Short Term Service Plan Summary

Table 5-1 summarizes the service projects planned for the short-term. The TDP identifies an implementation year for each project for planning purposes, but actual implementation may be impacted by the availability of funding, future partnerships, and other changes in circumstances that may arise. The short-term plan is conservative, projecting an increase of 1,027 revenue service hours (3.7%) over the six-year period. The service increases are scheduled for implementation during the first two years of the plan. This schedule reflects the budget limitations of the local funding partners.

Table 5-1: Summary of TDP Short-Term Service Improvements

Years of Planned Deployment	Urban/Rural	Service Project	Annual Revenue Hours	Annual Revenue Miles
Existing	Urban	Current Urbanized Area Services	17,599	210,873
Existing	Rural	Current Rural Area Services	9,794	171,464
		Current Total	27,393	382,337
FY2016	Urban	Route 250 Connector- Close service breaks	875	11,594
FY2016	Urban	Route 250 Connector- Additional Saturday service	408	5,406
FY2016	Urban	Split the Silver Trolley Route	Minor change	Minor change
FY2016	Urban	Combine Silver/Red- extend Silver 1 hour	Minor change	Minor change
FY2016	Urban	Adjust the Waynesboro Circulator	Minor change	Minor change
FY2017	Rural	Eliminate Augusta On-Demand	(325)	(6,988)
FY2017	Rural	Modify the 340 Connector- Stuarts Draft Connector	260	9,100
FY2017	Rural	BRCC North and South- Close service breaks	416	7,800
		Projected Total	29,027	409,249

VISION PROJECTS

The vision projects included in this TDP are those that the CSPDC and the local partners are interested in pursuing, but do not have the funding identified to implement in the foreseeable future. Keeping them in the TDP will allow them to be implemented, should funds become available. Table 5-2 provides a summary of these projects, with the full description of each service provided in Chapter 4. The list of projects is not presented in priority order. The highest priority for service improvements currently revolves around the need to find additional time-saving opportunities for the Route 250. Adding a second vehicle to the Silver Trolley (i.e., improving frequency) could allow this route to extend to the Staunton Mall area thus making it possible for the Route 250 to skip that area and reduce its route mileage.

Table 5-2: Summary of Vision Projects

Urban/Rural	Project	Annual Revenue Hours	Annual Revenue Miles
Urban	Route 250- Improved Frequency	5,200	68,900
Urban	Silver Trolley - Saturday Service	416	3,453
Urban	Silver Trolley- Evenings 7 - 9 pm	510	4,233
Urban	Silver Trolley - Improved Frequency	2,600	21,580
Urban	Waynesboro- Saturday Service	416	7,779
Rural	Add a trip on Fridays to the BRCC North	52	975
Rural	Add a trip on Fridays to the BRCC South	52	978
Rural	Saturday BRCC Corridor Service	416	7,488
	Projected Total	9,662	115,386

Real Time Transit Information

The provision of real-time transit information was discussed as a vision project, though not likely to occur within the six-year planning horizon of the TDP.

OTHER INITIATIVES

Feasibility Study for Charlottesville Service

The results of the survey and stakeholder input showed a desire for area residents to travel to Charlottesville. Trip purposes include work, medical, and recreation, with the University of Virginia and its associated medical facilities located in Charlottesville. As a potential regional service, the details regarding the feasibility and implementation are beyond the scope of this local TDP. The three MPOs located in the adjacent counties of Rockingham, Augusta, and Albemarle, with support from DRPT, are planning to develop a full feasibility and implementation study following this TDP, possibly in conjunction with Virginia's intercity bus program. Funding and or technical assistance for the consultant study will come from transit

planning funds from the three MPOs. The study will outline the feasibility, including the full costs of providing this type of service, the potential funding sources, potential stops, likely ridership, infrastructure needs, and implementation issues. It is anticipated that there will be a regional steering group to oversee the study, with representation from a number of stakeholders including the CSPDC (including the Harrisonburg-Rockingham MPO and the SAW MPO); the Thomas Jefferson PDC; DRPT; the University of Virginia; and the connecting transit programs (HDPT, Charlottesville Area Transit).

Advertising Policy and Revenue

The topic of advertising policies and revenue did not come up during the TDP process. It is relevant for the CSPDC to consider developing advertising policies to be included in the upcoming contract for service. VRT currently does place advertisements on the vehicles that operate in the region.

Chapter 6 - Capital Improvement Program

INTRODUCTION

This chapter outlines the capital infrastructure projects needed to implement the service recommendations described in Chapter 5. The Capital Improvement Program (CIP) provides the basis for CSPDC's requests to DRPT for federal and state funding for capital replacement, rehabilitation, and expansion projects. The recommended projects are those for which CSPDC reasonably anticipates local funding to be available. The recommendations for different types of capital projects, including vehicles, passenger amenities, facilities, and technology, are described below.

VEHICLE REPLACEMENT AND EXPANSION PLAN

This section presents the details of the vehicle replacement and expansion plan, including vehicle useful life standards and estimated costs. A vehicle replacement and expansion plan is necessary to maintain a high quality fleet and to dispose of vehicles that have reached their useful life. The capital program for vehicles was developed by applying FTA/DRPT vehicle replacement standards to the current vehicle fleet, which was presented in Chapter 1. The vehicles included in this section are currently operated by VRT. As such, it is not certain if they will continue to be in use in the region for the TDP planning period. This chapter has been prepared to reflect their continued use in the region, in acknowledgment of the need for fleet replacement for the program.



BRCC Shuttle Vehicle

Useful Life Standards

The useful life standards used by DRPT are developed based on the manufacturer's designated vehicle life-cycle and the results of independent FTA testing. The standards indicate the expected lifespans for different vehicle types. If vehicles are allowed to exceed their useful life they become much more susceptible to break-downs, which may increase operating costs and decrease the reliability of scheduled service. DRPT's vehicle useful life policy for a number of different vehicle types is shown in Table 6-1.

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

Vehicle Type	Useful Life
Service Vehicle	Minimum of 4 Years or 100,000 Miles
Vans	Minimum of 4 Years or 100,000 Miles
Body on Chassis Vehicles	Minimum of 4 Years or 100,000 Miles
Light Duty Bus (25'-35')	Minimum of 5 Years or 150,000 Miles
Medium Duty Bus (25'-35')	Minimum of 7 Years or 200,000 Miles
Heavy Duty Bus (~30')	Minimum of 10 Years or 350,000 Miles
Heavy Duty Bus (35' – 40')	Minimum of 12 Years or 500,000 Miles

Source: DRPT's Section 5311 State Management Plan (January 2015)

Vehicle Plan – Baseline Estimate

There are a variety of vehicles currently in the regional fleet, including trolley buses, light duty buses, medium-duty buses, and two support vehicles. DRPT's useful life policy was applied to the existing fleet by vehicle type in order to develop an estimate of the region's capital needs for the next six years. Table 6-2 provides the existing regional fleet inventory with the estimated fiscal year that each vehicle is eligible for replacement. The operating condition of the vehicles, as well as the availability of funding, will dictate the actual replacement year.

This vehicle plan assumes that the trolley with the highest mileage (Libby) will be retired in FY2017 and the Rebecca will be replaced with a body-on-chassis vehicle to operate on the Silver Route in Staunton. The remaining trolley will be used for the Green Line. This plan also trims the spare ratio, and eliminates the Augusta On-Demand vehicle. If the CSPDC is the owner of the vehicles, the support vehicles are assumed to be provided by the contractor. The fleet plan includes nine revenue service vehicles and three spares.

Table 6-2: Regional Fleet Inventory and Replacement Schedule

Vehicle #	Route	Year	Make	Model	Service	Mileage July 2015	Seating Capacity	Eligible Rep. Year
Rebecca (1)	Silver Line Trolley	2007	Freightliner	Trolley	Urban	156,548	29	2017
Libby	Spare Trolley	2008	Freightliner	Trolley	Urban	188,960	29	retire
266	250 B Connector	2012	Chevrolet	C4500	Urban	122,582	20	2017
267	Staunton Demand	2012	Chevrolet	C4500	Urban	119,588	20	2017
276	250 A Connector	2012	Chevrolet	C4500	Urban	106,140	20	2017
278	Red Line Trolley	2012	Chevrolet	C4500	Urban	67,402	20	2018
294	Waynesboro Circulator	2013	Champion	E-450	Urban	99,189	20	2018
307	Urban Spare	2013	Champion	E-450	Urban	98,355	20	retire
311	Urban Spare	2014	Chevrolet	C4500	Urban	23,746	20	2021
262 (2)	Green Line Trolley	2012	Ford	Trolley	Urban	62,004	28	2019
211	Spare BRCC	2010	Eldorado	EZ Rider II	Rural	262,447	29	2017
212	Spare BRCC	2010	Eldorado	EZ Rider II	Rural	365,145	29	retire
295	Rural Spare	2013	Champion	E-450	Rural	100,653	20	retire
306	Rural Spare	2013	Champion	E-450	Rural	84,820	20	2018
310	Augusta Co On Demand	2014	Chevrolet	C4500	Rural	39,024	20	retire
314	BRCC	2014	Eldorado	EZ Rider II	Rural	64,230	32	2018
315	BRCC	2014	Eldorado	EZ Rider II	Rural	60,657	32	2018
281	Support	2012	Ford	F-150		42,030	2	contractor
283	Support	2012	Nissan	Murano		47,859	5	contractor

Vehicle Plan

The annual schedule for vehicle replacement is shown in Table 6-3, based on the vehicle inventory and typical annual fleet mileage. There are significant vehicle replacement needs in FY17 and FY18, some of which may need to slip to FY19 for financial considerations, particularly for vehicles funded through the urban program, if the condition of the vehicles allow.

Table 6- 3: Vehicle Replacement Schedule

Type of Vehicle	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Replacement							
Body-on-Chassis 20 Passenger	0	2	3	0	0	1	0
28-29 Passenger Medium Duty	0	3	2	0	0	0	0
Trolley	0	0	0	1	0	0	0
Total Vehicles	0	5	5	1	0	1	0

Estimated Vehicle Costs

The estimated vehicle replacement costs are presented in Table 6-4. These costs are based on vehicle costs experienced throughout the Commonwealth as referenced in the FY 2016 Six Year Improvement Program (SYIP). For fiscal years 2017 to 2022 a two percent inflationary factor was applied. These cost estimates will be used to develop the capital budget, which is included with the Financial Plan in Chapter 7. The plan does not currently include any expansion vehicles, but these could be considered through the CSPDC's annual update process, should funds be available for additional transit services.

Potential funding sources for the replacement and expansion vehicles include FTA S. 5307 and S.5311 funds, DRPT's Mass Transit Trust Fund and Mass Transit Capital Fund, and local funds. The Commonwealth has recently implemented a tiered capital allocation policy, which is presented in Figure 6-1. According to DRTP staff, there may be a reduction in the amount of state money available for capital, beginning in FY2018. This has been termed the "fiscal cliff" and is addressed in Chapter 7.

Table 6-4: Estimated Costs of New Vehicles

Fiscal Year	Estimated Per Vehicle Cost			
	Body-On-Chassis 20-Passenger	28-29 - Passenger Medium Duty	Trolley	Service Vehicles
2016	\$80,000	\$150,000	\$200,000	\$30,000
2017	\$81,600	\$153,000	\$204,000	\$30,600
2018	\$83,232	\$156,060	\$208,080	\$31,212
2019	\$84,897	\$159,181	\$212,242	\$31,836
2020	\$86,595	\$162,365	\$216,486	\$32,473
2021	\$88,326	\$165,612	\$220,816	\$33,122
2022	\$90,093	\$168,924	\$225,232	\$33,785

Figure 6-1: DRPT Tiered Capital Allocation

	Actual FY 2015 State Match	Prior Method State Match	Δ
Replacement Vehicles (Tier 1)			
80 Percent Federal Funding	16%	16%	(-)
No Federal Funding	68%	35%	(+33)
Expansion Vehicles (Tier 1)			
80 Percent Federal Funding	16%	7%	(+9)
No Federal Funding	68%	35%	(+33)
Infrastructure/Facilities (Tier 2)			
80 Percent Federal Funding	16%	7%	(+9)
No Federal Funding	34%	35%	(-1)
Other (Tier 3)			
80 Percent Federal Funding	16%	7%	(+9)
No Federal Funding	17%	35%	(-18)

Note: Impact of 80 percent federal funding is illustrated because it is the maximum federal match rate for which most projects are eligible, and is therefore the most common match rate for projects receiving federal funds; some projects receive a lower federal match.

FACILITIES

The CSPDC anticipates contracting for services through the six-year planning period. No additional facilities are anticipated to be needed in the region, given the relatively new operations and maintenance facility currently in use by VRT.

PASSENGER AMENITIES

An important capital project recommended in the TDP is the installation of ADA accessible bus shelters and benches at the highest use bus stops, which are identified in Chapter 4. An ADA assessment of the region's bus stops was also conducted in conjunction with this TDP, and should be used as a reference during the implementation of shelters and benches. Additional shelters and benches were also requested by passengers. The TDP has included two shelters per year as part of the financial plan (Chapter 7).

The replacement of the region's bus stop signs to reflect the implementation of the Brite Bus brand is also included in the capital plan.

EQUIPMENT

It is anticipated that any equipment needed to support transit services in the region during the six-year planning period will be handled by the CSPDC's transit service contractor. If publicly-funded equipment is needed, the CSPDC can address this need through its annual TDP update.

TECHNOLOGY

The procurement of new technology has not been recommended in the TDP and is not currently programmed in the SYIP.

Chapter 7 - Financial Plan

INTRODUCTION

This chapter provides a financial plan for funding existing and proposed public transportation services in the CSPDC service area for the TDP's six-year planning period. The financial plan addresses both operations and capital budgets, focusing on financially constrained project recommendations. The budgets were constructed with the information that is currently available, including the Commonwealth Transportation Board's FY2016 Public Transportation Improvement Plan, the FY2016 DRPT grant information from CSPDC and VRT, as well as the existing transit budgets that were reviewed for Chapter 3 of the TDP.

For the first year of the plan (FY16), there will continue to be two public transportation grant recipients in the region: the CSPDC, which serves as the grantee for public transportation funds targeted for the urbanized area within the region (S.5307); and VRT, which serves as the grantee for public transportation funds targeted for the rural areas within the region (S.5311). Beginning in FY17, the CSPDC will be the local grant recipient for both the S.5307 and S.5311 funds.

There are still some significant unknown circumstances for the CSPDC that will affect the six-year operating and capital plans for this TDP. It has not yet been determined if the CSPDC will own the vehicles used to operate transit in the region, or if the CSPDC's transit service contractor will own the vehicles. While vehicle ownership does have several advantages, as discussed in Chapter 4, it may not be logistically or financially feasible for the CSPDC to own vehicles in the short term. For the upcoming RFP process, the CSPDC will ask potential contractors to include a price for both options. The financial plan for the TDP has been prepared using both scenarios, with estimates made regarding the potential service contractor's rate per hour. Without knowing exactly what this rate will be makes it impossible for the CSPDC to make a final determination regarding vehicle ownership for this planning period. Once the procurement has been completed, the CSPDC can include its decision and resulting financial plans with the annual TDP update.

In addition to these somewhat unique local circumstances, there are also other unknown factors, including the future economic condition of the region and the Commonwealth of Virginia, and the availability of local match for the federal and state funds. The multi-year federal transportation funding program has also not been finalized, which could affect the level of federal funding. The exact revenue available each year will depend upon the availability of

funding from the federal Sections 5307 and 5311 programs, the Commonwealth Transportation Fund, and local sources.

OPERATING EXPENSES AND FUNDING SOURCES

Table 7-1 provides a financial plan for the provision of public transportation services in the region under the financially-constrained six-year plan, assuming that the CSPDC will continue to ask the transit service contractor to provide vehicles for service. The hourly rate charged by the contractor is estimated to be \$8.00 per hour higher if vehicles are included in the proposal, and most of the federal S.5307 funding is assigned to cover operating expenses, under the capital cost of contracting provisions. This scenario allows for a significantly lower local match for operating on the urban side, as more of the S.5307 funds are allowed to be used for operating expenses (50% of the service contract can be matched at an 80% federal matching rate). The local match required on the rural side is higher under the capital cost of contracting scenario, as the service rate per hour is higher, but the federal S.5311 operating assistance is capped at 50 percent. The total local match (urban and rural combined) is lower using contractor-owned vehicles, with the rate assumptions used in the calculations. Table 7-2 provides the alternate financial plan, which assumes the CSPDC will own the vehicles.

Tables 7-3 and 7-4 present the two financial plans for transit services operations under the vision plan, which includes projects that stakeholders would like to implement, should additional funding become available.

CAPITAL EXPENSES AND FUNDING SOURCES

DRPT has indicated that during FY 2018, state capital funding levels are scheduled to permanently decline by approximately 62 percent.¹ Referred to as the “fiscal cliff,” this reduction in capital funding will affect all transit systems in the Commonwealth.

While federal funding will remain at eighty percent of the project cost, the amount of state funding will vary depending upon the type of capital project. As seen in Figure 7-1, beginning in FY 2019, the state’s match for vehicle replacement and expansion (Tier 1 – Rolling Stock) will decrease over a two year period. Whereas, during the same period, the state’s match for infrastructure and facilities (Tier 2 – Infrastructure) will drop to minimal levels and other capital equipment (Tier 3 – Other) will lose all state funding.

¹ Transit Capital Funding Issues, DRPT Presentation to the Commonwealth Transportation Board, January 13, 2015.

Table 7-1: CSPDC TDP Operating Budget, No Vehicle Ownership**CSPDC TDP Budget, Keeping the Capital Cost of Contracting**

Projects	FY2016 Base	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Projected Incremental Annual Revenue Hours							
<i>FY15 Level of Service Urban</i>	17,599	17,599	17,599	17,599	17,599	17,599	17,599
<i>FY 15 Level of Service Rural</i>	9,794	9,794	9,794	9,794	9,794	9,794	9,794
Urban Projects:							
<i>(1) Route 250 Connector - Close Mid-Day Break</i>	339	514	514	514	514	514	514
<i>(1) Route 250 Connector - Close Saturday Break</i>	69	104	104	104	104	104	104
<i>(1) Route 250 Connector - Close 6:30 p.m. Break</i>	170	257	257	257	257	257	257
<i>(1) Route 250 Connector - Additional Saturday Service</i>	269	408	408	408	408	408	408
Total Proposed Urban Hours	18,446	18,882	18,882	18,882	18,882	18,882	18,882
Rural Projects:							
<i>Eliminate Augusta On-Demand</i>	-	(325)	(325)	(325)	(325)	(325)	(325)
<i>Modify the 340 Connector-Stuarts Draft Connector</i>	-	260	260	260	260	260	260
<i>BRCC North and South- Close Service Breaks</i>	-	416	416	416	416	416	416
Total Rural Hours	9,794	10,145	10,145	10,145	10,145	10,145	10,145
Total Transit Revenue Hours	28,240	29,027	29,027	29,027	29,027	29,027	29,027

Table 7-1: CSPDC TDP Operating Budget, No Vehicle Ownership (continued)

Projected Operating Expenses							
CSPDC Expenses	\$ 209,760	\$ 247,504	\$ 254,179	\$ 261,041	\$ 268,094	\$ 275,344	\$ 282,798
<i>Contractor Cost Per Revenue Hour - Urban</i>	\$ 58.75	\$ 8.22	\$ 69.93	\$ 71.68	\$ 73.47	\$ 75.31	\$ 77.19
<i>FY15 Level of Service - Urban</i>	\$ 1,033,941	\$ 1,200,604	\$ 1,230,698	\$ 1,261,496	\$ 1,292,999	\$ 1,325,381	\$ 1,358,467
<i>Contractor Cost Per Revenue Hour - Rural</i>	\$ 60.45	\$ 68.22	\$ 69.93	\$ 71.67	\$ 73.47	\$ 75.30	\$ 77.18
<i>FY15 Level of Service - Rural</i>	\$ 592,000	\$ 668,147	\$ 684,850	\$ 701,972	\$ 719,521	\$ 737,509	\$ 755,947
Urban Projects:							
<i>Route 250 Connector - Close Mid-Day Break</i>	\$ 19,930	\$ 35,065	\$ 35,944	\$ 36,844	\$ 37,764	\$ 38,709	\$ 39,676
<i>Route 250 Connector - Close Saturday Break</i>	\$ 4,033	\$ 7,095	\$ 7,273	\$ 7,455	\$ 7,641	\$ 7,832	\$ 8,028
<i>Route 250 Connector - Close 6:30 p.m. Break</i>	\$ 9,965	\$ 17,533	\$ 17,972	\$ 18,422	\$ 18,882	\$ 19,355	\$ 19,838
<i>Route 250 Connector - Additional Saturday Service</i>	\$ 15,820	\$ 27,834	\$ 28,531	\$ 29,245	\$ 29,976	\$ 30,726	\$ 31,494
Rural Projects:							
<i>Eliminate Augusta On-Demand</i>	\$ -	\$ (22,172)	\$ (22,726)	\$ (23,294)	\$ (23,876)	\$ (24,473)	\$ (25,085)
<i>Modify the 340 Connector-Stuarts Draft Connector</i>	\$ -	\$ 17,737	\$ 18,181	\$ 18,635	\$ 19,101	\$ 19,579	\$ 20,068
<i>BRCC North and South- Close Service Breaks</i>	\$ -	\$ 28,380	\$ 29,089	\$ 29,816	\$ 30,562	\$ 31,326	\$ 32,109
Total Projected Operating Expenses	\$ 1,885,449	\$ 2,227,726	\$ 2,283,991	\$ 2,341,631	\$ 2,400,662	\$ 2,461,288	\$ 2,523,339

(1) For FY16, the improvements for the 250 Connector are prorated to be implemented in November. (2) CSPDC expenses include and extra 500 staff hours in FY17

The hourly rates for subsequent years were increased by 2.5% annual inflation rate.

The hourly rate for 2017 and beyond is estimated using CSPDC overhead and the current contractor rate, inflated. The contract rate may change in FY2017 (higher or lower), as the bid process will take place in FY2016 for the new contract, beginning in FY2017.

Table 7-1: CSPDC TDP Operating Budget, No Vehicle Ownership (continued)

CSPDC TDP Budget, Keeping the Capital Cost of Contracting

Anticipated Funding Sources	FY2016 Base	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Federal							
Section 5307 (1)	\$ 786,778	\$ 889,462	\$ 912,620	\$ 936,330	\$ 960,594	\$ 985,536	\$ 1,011,033
Section 5311	\$ 288,500	\$ 382,957	\$ 392,775	\$ 402,841	\$ 413,163	\$ 423,746	\$ 434,599
Subtotal, Federal	\$ 1,075,278	\$ 1,272,419	\$ 1,305,395	\$ 1,339,171	\$ 1,373,757	\$ 1,409,282	\$ 1,445,632
State							
Formula and Other Assistance Urban (2)	\$ 236,133	\$ 256,466	\$ 262,885	\$ 269,460	\$ 276,193	\$ 283,103	\$ 290,176
Formula Assistance Rural	\$ 106,000	\$ 139,411	\$ 142,926	\$ 146,531	\$ 150,227	\$ 154,018	\$ 157,904
Subtotal, State	\$ 342,133	\$ 395,877	\$ 405,811	\$ 415,991	\$ 426,421	\$ 437,121	\$ 448,080
Local							
Local Contribution- Urban	\$ 225,538	\$ 246,557	\$ 253,610	\$ 260,832	\$ 268,222	\$ 275,830	\$ 283,606
Local Contribution- Rural	\$ 182,500	\$ 243,546	\$ 249,848	\$ 256,310	\$ 262,935	\$ 269,728	\$ 276,694
Revenues - Farebox- Urban	\$ 45,000	\$ 56,646	\$ 56,646	\$ 56,646	\$ 56,646	\$ 56,646	\$ 56,646
Revenues - Farebox- Rural	\$ 15,000	\$ 12,681	\$ 12,681	\$ 12,681	\$ 12,681	\$ 12,681	\$ 12,681
Subtotal, Local	\$ 468,038	\$ 559,430	\$ 572,785	\$ 586,468	\$ 600,484	\$ 614,886	\$ 629,627
Total Projected Operating Revenues	\$ 1,885,449	\$ 2,227,726	\$ 2,283,991	\$ 2,341,631	\$ 2,400,662	\$ 2,461,288	\$ 2,523,339

Notes:

(1) The federal S.5307 operating amounts include the capital cost of contracting.

(2) The state assistance on the urban portion includes the formula assistance and the capital cost of contracting provision

Table 7-2: CSPDC TDP Operating Budget, Assuming CSPDC Owns Vehicles

CSPDC TDP Budget Assuming Vehicle Ownership

Projects	FY2016 Base	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Projected Incremental Annual Revenue Hours							
<i>FY15 Level of Service Urban</i>	17,599	17,599	17,599	17,599	17,599	17,599	17,599
<i>FY 15 Level of Service Rural</i>	9,794	9,794	9,794	9,794	9,794	9,794	9,794
Urban Projects:							
<i>(1) Route 250 Connector - Close Mid-Day Break</i>	339	514	514	514	514	514	514
<i>(1) Route 250 Connector - Close Saturday Break</i>	69	104	104	104	104	104	104
<i>(1)Route 250 Connector - Close 6:30 p.m. Break</i>	170	257	257	257	257	257	257
<i>(1) Route 250 Connector - Additional Saturday Service</i>	269	408	408	408	408	408	408
Total Proposed Urban Hours	18,446	18,882	18,882	18,882	18,882	18,882	18,882
Rural Projects:							
<i>Eliminate Augusta On-Demand</i>	-	(325)	(325)	(325)	(325)	(325)	(325)
<i>Modify the 340 Connector-Stuarts Draft Connector</i>	-	260	260	260	260	260	260
<i>BRCC North and South- Close Service Breaks</i>	-	416	416	416	416	416	416
Total Rural Hours	9,794	10,145	10,145	10,145	10,145	10,145	10,145
Total Transit Revenue Hours	28,240	29,027	29,027	29,027	29,027	29,027	29,027

Table 7-2: CSPDC TDP Operating Budget, Assuming CSPDC Owns Vehicles (continued)

Projected Operating Expenses							
CSPDC Expenses	\$ 209,760	\$ 247,504	\$ 254,179	\$ 261,041	\$ 268,094	\$ 275,344	\$ 282,798
<i>Contractor Cost Per Revenue Hour - Urban</i>	\$ 58.75	\$ 60.51	\$ 62.03	\$ 63.58	\$ 65.17	\$ 66.79	\$ 68.46
<i>FY15 Level of Service - Urban</i>	\$1,033,941	\$1,064,959	\$1,091,583	\$1,118,873	\$1,146,845	\$1,175,516	\$1,204,904
<i>Contractor Cost Per Revenue Hour - Rural</i>	\$ 60.45	\$ 60.51	\$ 62.03	\$ 63.58	\$ 65.17	\$ 66.79	\$ 68.46
<i>FY15 Level of Service - Rural</i>	\$ 592,000	\$ 592,659	\$ 607,476	\$ 622,663	\$ 638,229	\$ 654,185	\$ 670,540
Urban Projects:							
<i>Route 250 Connector - Close Mid-Day Break</i>	\$ 19,930	\$ 31,103	\$ 31,881	\$ 32,678	\$ 33,495	\$ 34,332	\$ 35,191
<i>Route 250 Connector - Close Saturday Break</i>	\$ 4,033	\$ 6,293	\$ 6,451	\$ 6,612	\$ 6,777	\$ 6,947	\$ 7,120
<i>Route 250 Connector - Close 6:30 p.m. Break</i>	\$ 9,965	\$ 15,552	\$ 15,941	\$ 16,339	\$ 16,747	\$ 17,166	\$ 17,595
<i>Route 250 Connector - Additional Saturday Service</i>	\$ 15,820	\$ 24,689	\$ 25,306	\$ 25,939	\$ 26,587	\$ 27,252	\$ 27,933
Rural Projects:							
<i>Eliminate Augusta On-Demand</i>	\$ -	\$ (19,667)	\$ (20,158)	\$ (20,662)	\$ (21,179)	\$ (21,708)	\$ (22,251)
<i>Modify the 340 Connector-Stuarts Draft Connector</i>	\$ -	\$ 15,733	\$ 16,127	\$ 16,530	\$ 16,943	\$ 17,367	\$ 17,801
<i>BRCC North and South- Close Service Breaks</i>	\$ -	\$ 25,173	\$ 25,803	\$ 26,448	\$ 27,109	\$ 27,787	\$ 28,481
Total Projected Operating Expenses	\$1,885,450	\$2,004,000	\$2,054,588	\$2,106,460	\$2,159,648	\$2,214,187	\$2,270,112

(1) For FY16, the improvements for the 250 Connector are prorated to be implemented in November.

(2) CSPDC expenses include an extra 500 staff hours in FY17

The hourly rates for subsequent years were increased by 2.5% annual inflation rate.

The hourly rate for 2017 and beyond is estimated using CSPDC overhead and the current contractor rate, inflated. The contract rate may change in FY2017 (higher or lower), as the bid process will take place in FY2016 for the new contract, beginning in FY2017.

Table 7-2: CSPDC TDP Operating Budget, Assuming CSPDC Owns Vehicles (continued)

CSPDC TDP Budget, Assuming Vehicle Ownership

Anticipated Funding Sources	FY2016 Base	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Federal							
Section 5307 (1)	\$ 798,174	\$ 668,128	\$ 684,832	\$ 701,952	\$ 719,501	\$ 737,489	\$ 755,926
Section 5311	\$ 296,000	\$ 347,788	\$ 356,483	\$ 365,395	\$ 374,529	\$ 383,893	\$ 393,490
Subtotal, Federal	\$1,094,174	\$1,015,916	\$1,041,314	\$1,067,347	\$1,094,031	\$1,121,381	\$1,149,416
State							
Formula and Other Assistance Urban (2)	\$ 207,490	\$ 225,049	\$ 230,675	\$ 236,442	\$ 242,353	\$ 248,412	\$ 254,622
Formula Assistance Rural	\$ 106,000	\$ 125,204	\$ 128,334	\$ 131,542	\$ 134,831	\$ 138,201	\$ 141,656
Subtotal, State	\$ 313,490	\$ 350,253	\$ 359,009	\$ 367,984	\$ 377,184	\$ 386,613	\$ 396,279
Local							
Local Contribution- Urban	\$ 238,293	\$ 350,868	\$ 359,640	\$ 368,631	\$ 377,846	\$ 387,293	\$ 396,975
Local Contribution- Rural	\$ 179,493	\$ 223,627	\$ 229,705	\$ 235,955	\$ 242,361	\$ 248,988	\$ 255,783
Revenues - Farebox- Urban	\$ 45,000	\$ 47,989	\$ 49,189	\$ 50,419	\$ 51,679	\$ 52,971	\$ 54,295
Revenues - Farebox- Rural	\$ 15,000	\$ 15,347	\$ 15,731	\$ 16,124	\$ 16,528	\$ 16,941	\$ 17,364
Subtotal, Local	\$ 477,786	\$ 637,831	\$ 654,265	\$ 671,129	\$ 688,414	\$ 706,192	\$ 724,417
Total Projected Operating Revenues	\$1,885,450	\$2,004,000	\$2,054,588	\$2,106,460	\$2,159,628	\$2,214,187	\$2,270,112

Notes:

(1) The federal S.5307 operating amounts include the capital cost of contracting for FY2016. Starting in FY17, \$150,000 was deducted from this to be used for federal capital.

(2) The state assistance on the urban portion for FY16 includes the formula assistance and the capital cost of contracting provision

Table 7-3: Financial Plan for Vision Projects – No Vehicle Ownership

Projects	FY2016	Constrained Plan- FY17	Vision Plan
Projected Incremental Annual Revenue Hours	Service Hours		
<i>Level of Service Urban</i>	18,446	18,882	28,024
<i>Level of Service Rural</i>	9,794	10,145	10,665
Urban Projects:			
<i>Route 250 Connector- Improved Frequency</i>			5,200
<i>Silver Trolley- Saturday Service</i>			416
<i>Silver Trolley- Evenings 7-9 p.m.</i>			510
<i>Silver Trolley- Improved Frequency</i>			2,600
<i>Waynesboro - Saturday Service</i>			416
Rural Projects:			
<i>BRCC North and South - Additional Friday Trips</i>			104
<i>Saturday BRCC Corridor Service</i>			416
Total Transit Service Hours	28,240	29,027	38,689
Projected Operating Expenses	Expenses		
<i>Fully Allocated Cost Per Hour</i>	\$ 66.77	\$ 76.75	\$ 76.75
<i>Total Annual Operating Expenses</i>	\$ 1,885,449	\$ 2,227,726	\$ 2,969,381
Urban Projects:			
<i>Route 250 Connector- Improved Frequency</i>			\$ 399,100
<i>Silver Trolley- Saturday Service</i>			\$ 31,928
<i>Silver Trolley- Evenings 7-9 p.m.</i>			\$ 39,143
<i>Silver Trolley- Improved Frequency</i>			\$ 199,550
<i>Waynesboro - Saturday Service</i>			\$ 31,928
Rural Projects:			
<i>BRCC North and South - Additional Friday Trips</i>			\$ 7,982
<i>Saturday BRCC Corridor Service</i>			\$ 31,928
Total Projected Operating Expenses	\$ 1,885,449	\$ 2,227,726	\$ 2,969,381

**Table 7-3: Financial Plan for Vision Projects – No Vehicle Ownership
(continued)**

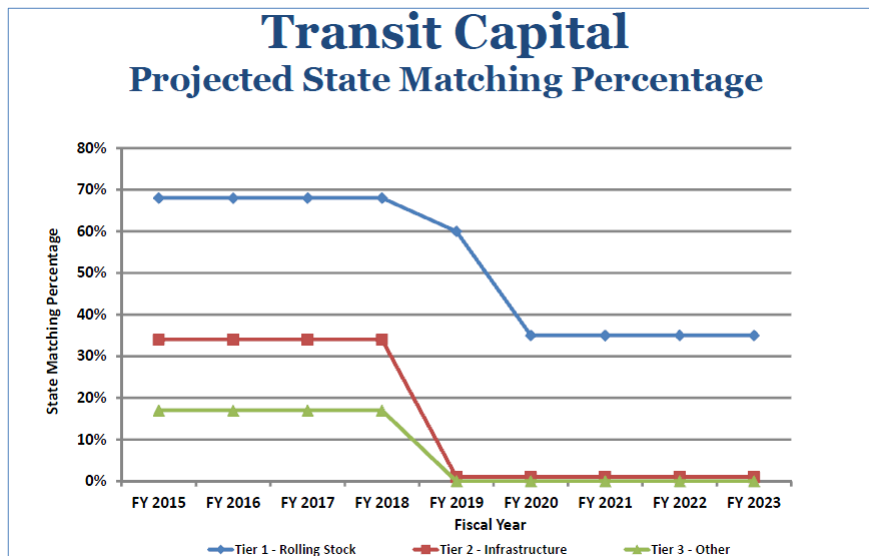
Anticipated Funding Sources	FY2016	Constrained Plan FY17	Vision Plan
<i>Federal</i>			
Section 5307 Urban	\$ 786,778	\$ 889,462	\$ 1,184,783
Section 5311 Rural	\$ 288,500	\$ 382,957	\$ 510,733
Subtotal, Federal	\$ 1,075,278	\$ 1,272,419	\$ 1,695,516
<i>State</i>			
State Assistance Urban	\$ 236,133	\$ 256,466	\$ 342,370
State Assistance Rural	\$ 106,000	\$ 139,411	\$ 185,883
Subtotal, State	\$ 342,133	\$ 395,877	\$ 528,253
<i>Local</i>			
Local Contribution Urban	\$ 225,538	\$ 246,557	\$ 328,641
Local Contribution Rural	\$ 182,500	\$ 243,546	\$ 324,553
Farebox Revenue Urban	\$ 45,000	\$ 56,646	\$ 75,515
Farebox Revenue Rural	\$ 15,000	\$ 12,681	\$ 16,903
Subtotal, Local	\$ 468,038	\$ 559,430	\$ 745,612
Total Projected/Proposed Operating Funds/Revenues	\$ 1,885,449	\$ 2,227,726	\$ 2,969,381

Table 7-4: Financial Plan for Vision Projects- CSPDC Vehicle Ownership

Projects	FY2016	Constrained Plan- FY17	Vision Plan
Projected Incremental Annual Revenue Hours	Service Hours		
Level of Service Urban	18,446	18,882	28,024
Level of Service Rural	9,794	10,145	10,665
Urban Projects:			
Route 250 Connector- Improved Frequency			5,200
Silver Trolley- Saturday Service			416
Silver Trolley- Evenings 7-9 p.m.			510
Silver Trolley- Improved Frequency			2,600
Waynesboro - Saturday Service			416
Rural Projects:			
BRCC North and South - Additional Friday Trips			104
Saturday BRCC Corridor Service			416
Total Transit Service Hours	28,240	29,027	38,689
Projected Operating Expenses	Expenses		
Fully Allocated Cost Per Hour	\$ 66.77	\$ 69.04	\$ 69.04
Total Annual Operating Expenses	\$ 1,885,449	\$ 2,004,000	\$ 2,671,089
Urban Projects:			
Route 250 Connector- Improved Frequency			\$ 359,008
Silver Trolley- Saturday Service			\$ 28,721
Silver Trolley- Evenings 7-9 p.m.			\$ 35,210
Silver Trolley- Improved Frequency			\$ 179,504
Waynesboro - Saturday Service			\$ 28,721
Rural Projects:			
BRCC North and South - Additional Friday Trips			\$ 7,180
Saturday BRCC Corridor Service			\$ 28,721
Total Projected Operating Expenses	\$ 1,885,449	\$ 2,004,000	\$ 2,671,089

Table 7-4: Financial Plan for Vision Projects- CSPDC Vehicle Ownership (continued)

Anticipated Funding Sources	FY2016	Constrained Plan FY17	Vision Plan
<i>Federal</i>			
Section 5307 Urban	\$ 786,778	\$ 668,128	\$ 890,274
Section 5311 Rural	\$ 288,500	\$ 347,788	\$ 463,434
Subtotal, Federal	\$ 1,075,278	\$ 1,015,916	\$ 1,353,708
<i>State</i>			
State Assistance Urban	\$ 236,133	\$ 225,049	\$ 307,977
State Assistance Rural	\$ 106,000	\$ 125,204	\$ 167,210
Subtotal, State	\$ 342,133	\$ 350,253	\$ 475,187
<i>Local</i>			
Local Contribution Urban	\$ 225,538	\$ 344,887	\$ 451,950
Local Contribution Rural	\$ 182,500	\$ 223,617	\$ 297,826
Farebox Revenue Urban	\$ 45,000	\$ 56,646	\$ 75,515
Farebox Revenue Rural	\$ 15,000	\$ 12,681	\$ 16,903
Subtotal, Local	\$ 468,038	\$ 637,831	\$ 842,194
Total Projected/Proposed Operating Funds/Revenues	\$ 1,885,449	\$ 2,004,000	\$ 2,671,089

Figure 7-1 DRPT's Projected State Match Percentage

Source: Transit Capital Funding Issues, DRPT Presentation to the Commonwealth Transportation Board, January 13, 2015.

Replacement & Expansion Vehicle Expenses and Funding

Table 7-5 offers the financial plan for Tier 1 projects including vehicle expansion and replacement over the six-year period. This table has been included, in the event that the CSPDC does decide to own the regional fleet. Eligible activities for funding under Tier 1 include²:

- Replacement and expansion vehicles
- Assembly line inspection
- Fare collection equipment
- Automated passenger counters
- On-vehicle radios and communication equipment
- Surveillance cameras
- Aftermarket installation of farebox, radios, and surveillance cameras
- Vehicle tracking hardware and software
- Rebuilds and mid-life repower of rolling stock

Over this plan's six-year timeline a total of twelve vehicles are due to be replaced.

² DRPT FY2015 Revised Budget. <http://www.drpt.virginia.gov/media/1293/fy15-drpt-agency-budget-revised.pdf>

Table 7-5: Tier 1 Projected Capital Expenses and Funding

Type of Vehicle	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Replacement							
Body-on-Chassis 20-Passenger	0	2	3	0	0	1	0
28-29 Passenger Medium Duty	0	3	2	0	0	0	0
Trolley	0	0	0	1	0	0	0
Total Vehicles	0	5	5	1	0	1	0
Capital Need	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY2022
Vehicle Expansion							
No vehicles programmed		-	-	-	-	-	
Vehicle Replacement							
20 - passenger	\$ -	\$ 163,200	\$ 249,696	\$ -	\$ -	\$ 88,326	\$ -
29 - passenger	\$ -	\$ 459,000	\$ 312,120	\$ -	\$ -	\$ -	\$ -
Trolleys	\$ -	\$ -	\$ -	\$ 212,242	\$ -	\$ -	\$ -
Vehicle Total	\$ -	\$ 622,200	\$ 561,816	\$ 212,242	\$ -	\$ 88,326	\$ -

Type of Vehicle	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Anticipated Funding Sources							
Federal	\$ -	\$ 497,760	\$ 449,453	\$ 169,794	\$ -	\$ 70,661	\$ -
State	\$ -	\$ 84,619	\$ 76,407	\$ 25,469	\$ -	\$ 6,183	\$ -
Local	\$ -	\$ 39,821	\$ 35,956	\$ 16,979	\$ -	\$ 11,482	\$ -
Total	\$ -	\$ 622,200	\$ 561,816	\$ 212,242	\$ -	\$ 88,326	\$ -

Federal Sections 5307 (urban) and 5311 (rural) funding will continue to provide eighty percent of capital funding; however, the pending fiscal cliff will directly impact the percentage of required state and local matches. The funding split is based on recommendations from the Commonwealth Transportation Board in response to the fiscal cliff. Beginning in FY2019, state funding for Tier 1 projects will decrease from approximately 68 percent to 60 percent of the non-federal share to approximately 35 percent of the non-federal share in FY2020 and the projected future.

Infrastructure Facilities Expenses and Funding

Table 7-6 provides the financial plan for infrastructure facilities, considered Tier 2 capital projects. Eligible activities under this funding tier include³:

- Construction of infrastructure or facilities for transit purposes
- Real estate used for a transit purpose
- Signage
- Surveillance/security equipment for facilities
- Rehabilitation or renovation of infrastructure and facilities
- Major capital projects.

Projects identified as infrastructure facilities include the engineering, design, and construction of an extension to the mass transit facility, resurfacing the access lane leading to the mass transit facility, bus stop amenities, and bicycle racks.

Capital federal funding for infrastructure facilities will remain at 80 percent while state funds will provide 34 percent of the required remaining 20 percent match until FY 2019.

³ DRPT FY2015 Revised Budget. <http://www.drpt.virginia.gov/media/1293/fy15-drpt-agency-budget-revised.pdf>

Table 7-6: Tier 2 Projected Capital Expenses and Funding

Projects¹	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bus Shelters	\$ 7,000	\$ 14,280	\$ 14,566	\$ 14,857	\$ 15,154	\$ 15,457	\$ 15,766
Bus Stop Signs	\$ 12,500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563
Total Projected Non-Vehicle Capital Expenses	\$ 19,500	\$ 14,790	\$ 15,086	\$ 15,388	\$ 15,695	\$ 16,009	\$ 16,329
Anticipated Funding Sources							
Federal	\$ 15,600	\$ 11,832	\$ 12,069	\$ 12,310	\$ 12,556	\$ 12,807	\$ 13,063
State ²	\$ 1,326	\$ 1,006	\$ 1,026	\$ -	\$ -	\$ -	\$ -
Local	\$ 2,574	\$ 1,952	\$ 1,991	\$ 3,078	\$ 3,139	\$ 3,202	\$ 3,266
Total Projected Non-Vehicle Capital Revenue	\$ 19,500	\$ 14,790	\$ 15,086	\$ 15,388	\$ 15,695	\$ 16,009	\$ 16,329

¹ Costs of capital projects are based on costs in the FY 2016 SYIP.

² State funding was based on a State match of 34% of the non-federal share (Tier 2 capital) until 2019 and 0% after that.

Note: The capital cost of contracting funds were presented with the operating budget

Other Capital Expenses and Funding Sources

The following other capital expenses are considered Tier 3 capital projects³:

- All support vehicles
- Shop equipment
- Spare parts
- Hardware and software not installed on a vehicle
- Project development expenses for capital projects
- Office furniture and other equipment
- Handheld radios
- Landscaping
- Other transit-related capital items

The CSPDC does not currently anticipate including any Tier 3 capital projects in the six-year plan.

Chapter 8 - Monitoring and Evaluation

INTRODUCTION

As described in the introduction in Chapter 1, this TDP is a guiding document that should be reviewed and updated annually to reflect any changes in community priorities, funding availability, or other factors that may impact public transit services in the CSPDC region. Several analyses regarding operations, service performance, community transportation needs, and service alternatives have been completed as part of the TDP process. While Chapters 5 and 6 detailed the recommended operations and capital projects, respectively, and Chapter 7 provided the financial plan for these recommendations, it is important to remember that the TDP is a planning document. As such, when it comes time to develop grant applications and implement projects, CSPDC staff, together with the TAC, should revisit the TDP to ensure that the recommendations are appropriate and feasible given community needs and fiscal realities.

This chapter describes the processes that are recommended to periodically monitor and evaluate the progress that the CSPDC has made in implementing the TDP. Such processes include integrating TDP projects with relevant planning documents, monitoring service performance, and submitting an annual update to DRPT. Monitoring and evaluation efforts are particularly important to ensure that the CSPDC is meeting the goals, objectives, and standards that were described in Chapter 2.

COORDINATION WITH OTHER PLANS AND PROGRAMS

Chapter 3 included the review of various transportation and land use plans developed by a number of agencies and municipalities in the Central Shenandoah region. The purpose of this review was to ensure that the TDP is consistent with local and regional transportation goals and efforts. Likewise, when relevant plans are updated in the coming years, CSPDC staff should seek to participate in such efforts to ensure that projects recommended in this TDP are included in these area plans and studies, where fitting. Many of the TAC members are involved as advisors or participants with other community groups. This involvement is a good way for TAC members to promote CSPDC service expansions and modifications that may impact new or updated transportation and land use plans in the region. Another benefit of such coordination efforts is increased awareness of CSPDC services.

At the state level, the CSPDC should ensure that the recommended projects from this TDP are incorporated into the public transportation element of the DRPT State Transportation Improvement Program (STIP) and Six-Year Improvement Plan (SYIP).

SERVICE PERFORMANCE MONITORING

Chapter 2 included several proposed service and performance standards for the CSPDC, the purpose of which was to develop some objective measurements that the CSPDC can use to monitor transit service performance in the future and make performance-based service planning decisions.

Should particular services fail to meet the performance standards for two consecutive quarters, the CSPDC should review the specific route or service and identify strategies to improve performance, or update the performance standards as warranted by changes in circumstance.

The results of this regular monitoring should be shared with the TAC and with DRPT through the annual TDP update.

TDP MONITORING AND UPDATES

It is recommended that the CSPDC engage in several different monitoring activities on an annual basis, which will be reported to DRPT in an annual TDP update. Whereas the service performance monitoring described above helps to determine whether goals are being met to deliver service that is cost-effective and safe, it is also important to evaluate the extent to which the CSPDC is meeting its goals with regard to serving new markets and establishing, strengthening, and marketing a brand identity for the transit program. Approaches to collect data for such monitoring efforts could include community outreach meetings as well as periodic surveys.

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. The CSPDC's annual update to DRPT should document the following:

- Operating statistics for the twelve-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 twelve-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 – CSPDC Board of Commissioners (2014)

Augusta County

Jeffrey Moore, Board of Supervisors
Marshall Pattie, Board of Supervisors
Joseph Colvin, Craigsville Town Council
Becky Earhart, Non-Elected Representative

Bath County

Bruce McWilliams, Vice Chairman, Board of Supervisors*

Buena Vista

Larry Tolley, Secretary, City Council*

Harrisonburg

Ted Byrd, City Council
Abe Shearer, City Council
Stacy Turner, Non-Elected Representative

Highland County

Kevin Wagner, Treasurer, Board of Supervisors*

Lexington

Frank Friedman

Rockbridge County

A. W. Buster Lewis, Board of Supervisors*
Chris Slaydon, Non-Elected Representative

Rockingham County

Donald Delaughter, Timberville Town Council
Rick Chandler - Board of Supervisors
Casey Armstrong, Non-Elected Representative*
Vacant - Non-Elected Representative

Staunton

Carolyn Dull, Chairperson, City Council*
Sharon Angle, Non-Elected Representative

Waynesboro

Rusty Johnson, City Council
Vacant, Non-Elected Representative

* Denotes Executive Committee

Appendix B – CSPDC Title VI Plan



TITLE VI PLAN

TITLE VI, ENVIRONMENTAL JUSTICE, & LIMITED ENGLISH PROFICIENCY



Adopted February 3, 2014

ABSTRACT

Title VI of the Civil Rights Act of 1964 states that: “No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” Subsequent laws and Presidential Executive Orders added handicap, sex, age, or income status to the criteria for which discrimination is prohibited. The Central Shenandoah Planning District Commission (CSPDC) Title VI Plan was developed to ensure the CSPDC is in compliance with nondiscrimination requirements as outlined in Title 23 CFR and 49 CFR and related laws and provides specific information on how to file a nondiscrimination complaint.

This Plan also provides an overview of Environmental Justice and Limited English Proficiency (LEP) concepts, definitions of Title VI and associated nondiscrimination acts, and how Title VI, Environmental Justice and LEP are incorporated into CSPDC programs. Environmental Justice Guidelines and outreach strategies for minority, low-income, and LEP populations are also described.

ACKNOWLEDGEMENTS

This Plan was prepared by the CSPDC in cooperation with the Virginia Department of Transportation (VDOT), Virginia Department of Rail and Public Transportation (DRPT), Federal Highway Administration (FHWA), and the Federal Transit Administration (FTA). The contents of this report reflect the views of the CSPDC. The contents do not necessarily reflect the official views or policies of the FHWA, FTA, VDOT, or DRPT. This report does not constitute a standard, specification, or regulation.

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PURPOSE

The Central Shenandoah Planning District Commission (CSPDC), as a recipient of federal financial assistance, is required to comply with Title VI and subsequent nondiscrimination laws, as well as provide an overview of how the CSPDC addresses Executive Order 12898 on Environmental Justice and Executive Order 13166 on Limited English Proficiency (LEP). The purpose of this Title VI Plan is to describe the measures taken by the CSPDC to assure compliance with the rules and regulations associated with Title VI and subsequent nondiscrimination laws, Environmental Justice, and LEP.

Appendix 1 contains a copy of the Resolution Approving and Adopting the CSPDC Title VI Plan.

CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION

The organization, for which this Title VI Plan is applicable, is the Central Shenandoah Planning District Commission (CSPDC). The CSPDC represents and serves the localities of: the Counties of Augusta, Bath, Highland, Rockbridge, and Rockingham; the Cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro; and the Towns of Broadway, Bridgewater, Craigsville, Dayton, Elkton, Glasgow, Goshen, Grottoes, Monterey, Mount Crawford, and Timberville. The CSPDC works with its member jurisdictions, communities, and agencies to provide high quality planning, technical assistance, and facilitation of services that address local, regional, and state needs. CSPDC serves as administrator and staff to two Metropolitan Planning Organizations (MPO's). Both of these MPO's have approved Title VI Plans, and have been in compliance since their beginnings. The SAWMPO Plan was approved on June 12th, 2013, and the HRMPO Plan was updated and approved on May 16th 2013, to meet the new requirements.

The CSPDC has historically received and administered Federal grant funding, and continues to administer numerous Federal and State grants for its member jurisdictions. These grants are received from Federal agencies including the Departments of Agriculture, Commerce and Economic Development, Housing and Urban Development, Energy, and Homeland Security; and the CSPDC acts as the direct recipient of Federal Transit Administration Formula Grants such as those under Statute 5307.

The following Title VI Compliance language is posted on the CSPDC website:

Title VI of the Civil Rights Act of 1964 provides that no person shall on the grounds of race, color, national origin, gender or disabilities be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal funds. Title VI requires recipients of Federal funds to provide information to the public regarding the recipient's obligations under DOT's Title VI regulations and apprise members of the public of the protections against discrimination afforded to them by Title VI. Please click the following for information regarding the [Title VI Complaint Form](#), [Non-Discrimination Statement](#), [Notice Under the Americans with Disabilities Act](#), and [Discrimination Complaint Procedures](#).

Federal funding under the Urbanized Area Formula Program is paid to a private, not-for-profit transportation provider as a contracted firm for the CSPDC. This contractor is also required to submit an approved Title VI Plan and Procedures ensuring that their policies, programs, and practices are performed in a manner that is nondiscriminatory as required under Title VI. A copy of the current contractors Title VI Plan and Procedures is kept on file by the CSPDC and is included as **Appendix 2**.

The CSPDC provides assistance to the contractor in complying with the general reporting requirements and monitors the contractor's compliance with Title VI. This is accomplished through annual reporting requirements, and staff training as described throughout this document.

ANNUAL TITLE VI CERTIFICATION AND ASSURANCE

In accordance with 49 CFR Section 21.7, the CSPDC submits the FTA Civil Rights Assurance annually stating that the applicant will carry out the program in compliance with Title VI of the Civil Rights Act of 1964.

INTRODUCTION

Title VI of the Civil Rights Act of 1964 prohibits federal agencies, recipients, and sub-recipients of federal funds from discriminating, on the basis of race, color or national origin, against participants or clients of programs that receive Federal funding. Subsequent laws and Presidential Executive Orders added handicap, sex, age, or income status to the criteria for which discrimination is prohibited. This document addresses prohibition of discrimination as mandated by Title VI as well as by the authorities listed in the following section.

In addition to nondiscrimination, this document provides information regarding two Presidential Executive Orders pertaining to fairness and inclusiveness. Executive Order 12898 mandates that federal agencies address equity and fairness, or Environmental Justice, toward low-income and minority persons and populations. Executive Order 13166 mandates that federal agencies ensure that people who have Limited English Proficiency (LEP) have meaningful access to federally-conducted and/or funded programs and activities. Detailed Environmental Justice guidelines and outreach strategies for minority, low-income, and LEP populations to comply with Executive Order 12898 and Executive Order 13166 are included within the Public Outreach and Involvement section below.

The CSPDC administers a public transportation program for portions of the region through a contract with a private operator. The contractor operates fixed-route bus service, Americans with Disabilities Act (ADA) paratransit service, and on-demand service throughout the cities of Staunton and Waynesboro and portions of Augusta County.

The CSPDC is committed to a policy of non-discrimination in the conduct of its business, including its Title VI responsibilities. The CSPDC and its contractors will deliver equitable and accessible transportation services. The CSPDC will utilize its best efforts to assure that no person shall, on the grounds of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under its program of transit service delivery and related benefits. This program for HDPT provides information to reflect compliance with Title VI of the Civil Rights Act of 1964; Title 59, Chapter 53, Section 5332 of the United States Code and the Federal Transit Administration's circular 4702.1A, "Title VI Program Guidelines for Federal Transit Administration Recipients", dated May 13 2007. Limited English Proficient Persons (LEP) Guidance prepared by FTA and published April 13, 2007 was utilized for this program.

Toward this end, it is the CSPDC's objective to:

1. Operate its transportation service and programs without regard to race, color, or national origin;
2. Identify and address, as appropriate, disproportionately high and adverse human health and environmental effects, including social and economic effects of programs and activities on minority populations and low-income populations;
3. Promote the full and fair participation of all affected populations in transportation decision making;
4. Prevent the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations;
5. Ensure meaningful access to programs and activities by persons with limited English proficiency.

The Executive Director of the CSPDC has the responsibility for carrying out the CSPDC's commitment to this program and is responsible for the promotion and operations of the program and the investigation of Title VI complaints. All managers, supervisors and employees share in the responsibility for making the program a success.

TITLE VI AND OTHER NONDISCRIMINATION AUTHORITIES

Title VI is usually referred to in the context of federal nondiscrimination laws. Title VI is one of eleven titles included in the Civil Rights Act of 1964. The following is a list of all of the Civil Rights Act titles:

- Voting Rights
- Public Accommodation
- Desegregation of Public Facilities IV
- Desegregation of Public Education
- Commission on Civil Rights
- Nondiscrimination in Federally Assisted Programs and Activities
- Equal Employment Opportunity
- Registration and Voting Statistics
- Intervention and Procedure after Removal in Civil Rights Cases
- Establishment of Community Relations Service
- Miscellaneous

Title VI "declares it to be the policy of the United States that discrimination on the ground of race, color, or national origin shall not occur in connection with programs and activities receiving federal financial assistance and authorizes and directs the appropriate federal departments and agencies to take action to carry out this policy." Any organization that receives Federal funds is bound to comply with Title VI.

Since the Civil Rights Act of 1964, other nondiscrimination laws have been enacted to expand the range and scope of Title VI coverage and applicability:

- **The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970** prohibits unfair and inequitable treatment of persons displaced or whose property will be acquired as a result of federal-aid programs and projects.
- **The Federal Aid Highway Act of 1973** states that no person shall, on the grounds of sex be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal assistance under this title or carried on under this title.
- **Section 504 of the Rehabilitation Act of 1973** states that no qualified handicapped person shall, solely by reason of his handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity that receives or benefits from federal financial assistance. This Act protects qualified individuals from discrimination based on their disability.
- **The Age Discrimination Act of 1975** states that no person shall, on the basis of age, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. This act prohibits age discrimination in Federally Assisted Programs.
- **The Civil Rights Restoration Act of 1987, P.L.100-209** amends Title VI of the 1964 Civil Rights Act to make it clear that discrimination is prohibited throughout an entire agency if any part of the agency receives federal assistance.

- **The Americans with Disabilities Act (ADA) of 1990** prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities.
- **23 CFR Part 200 – Federal Highway Administration regulations: Title VI Program and Related Statutes – Implementation and Review Procedures** provides guidelines for implementing the FHWA Title VI compliance program under Title VI of the Civil Rights Act of 1964 and related civil rights laws and regulations, and conducting Title VI program compliance reviews relative to the Federal-aid highway program.
- **49 CFR Part 21** – Nondiscrimination in Federally-Assisted Programs.
- **23 CFR Part 450** – Federal Highway Administration planning regulations.
- **23 CFR Part 771** – Federal Highway Administration regulations, Environmental Impact Procedures.
- **DOT Order 5610.2 on Environmental Justice** summarized and expanded upon the requirements of Executive Order 12898 to include all policies, programs, and other activities that are undertaken, funded, or approved by the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), or other U.S. DOT components.
- **The National Environmental Policy Act (NEPA) of 1969** addresses both social and economic impacts of environmental justice. NEPA stresses the importance of providing for “all Americans, safe, healthful, productive and aesthetically pleasing surroundings,” and provides a requirement for taking a “systematic interdisciplinary approach” to aid in considering environmental and community factors in decision-making.
- **FHWA/FTA Memorandum Implementing Title VI Requirements in Metropolitan and Statewide Planning** - This memorandum provides clarification for field officers on how to ensure that environmental justice is considered during current and future planning certification reviews. The intent of this memorandum was for planning officials to understand that environmental justice is equally as important during the planning stages as it is during the project development stages.

In addition to the laws listed above, two executive orders must be taken into account when ensuring compliance with federal nondiscrimination laws, directives, and mandates:

- **Executive Order 12898 – Environmental Justice (February 11, 1994)**, a presidential mandate to address equity and fairness toward low-income and minority persons/population. Executive Order 12898 organized and explained the federal government’s commitment to promote Environmental Justice. Each federal agency was directed to review its procedures and make environmental justice part of its mission.
- **U.S. DOT Order 5610.2 (April 15, 1997)** expanded upon Executive Order 12898 requirements and describes process for incorporating Environmental Justice principles into DOT programs, policies, and activities
- **FHWA Order 6640.23 (December 2, 1998)** – FHWA Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.
- **Executive Order 13166** – Limited English Proficiency (August 11, 2000), a presidential directive to federal agencies to ensure people who have limited English proficiency have meaningful access to services. Executive Order 13166 ensures federal agencies and their recipients to improve access for persons with Limited English Proficiency to federally-conducted and federally assisted programs and activities.

CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION TITLE VI POLICY STATEMENT

The CSPDC is committed to ensuring that no person shall, on the grounds of race, color, national origin, or any other characteristics protected by law, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 (PL 100.259), be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, whether those programs and activities are federally funded or not. Further, under the Americans with Disabilities Act (ADA) of 1990, no entity shall discriminate against an individual with a physical or mental disability in connection with the provision of transportation service.

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

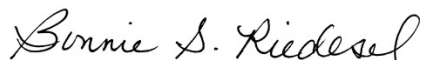
The CSPDC Board of Commissioners assigns Bonnie Riedesel, Executive Director, as the organization's Title VI Coordinator. As such, she assumes all duties and responsibilities associated with the program.

To obtain more information on CSPDC's nondiscrimination obligations or to file a Title VI complaint, contact:

Bonnie Riedesel, Executive Director
112 MacTanly Place
Staunton, VA, 24401
540.885.5174
540.885.2687 (fax)

You may file a written complaint no later than 180 calendar days after the date of the alleged discrimination.

Information on non-English alternative formats may be obtained from the CSPDC.



Bonnie Riedesel
Executive Director
CSPDC

February 3, 2014

Date

ORGANIZATION AND TITLE VI PROGRAM RESPONSIBILITIES

The role of CSPDC Title VI Coordinator is the responsibility of the CSPDC Executive Director and is generally responsible for overseeing compliance with applicable nondiscrimination authorities in the transportation planning, programming, development, and operation process. Other staff members are expected to provide information and support to assist this staff member in performing his or her tasks.

RESPONSIBILITIES OF THE TITLE VI COORDINATOR

The Title VI Coordinator is responsible for supervising staff activities pertaining to nondiscrimination regulations and procedures set forth in federal guidance and in accordance with the CSPDC Title VI Plan. In support of this, the Title VI Coordinator will:

- Identify, investigate, and work to eliminate discrimination when found to exist.
- Process discrimination complaints received by the CSPDC. Any individual may exercise his or her right to file a complaint with the CSPDC, if that person believes that he or she or any other program beneficiaries have been subjected to discrimination, in their receipt of benefits/services or on the grounds of race, color, national origin, sex, handicap, age, or income status. The CSPDC will make a concerted effort to resolve complaints in accordance with Discrimination Complaint Procedures.
- Meet with appropriate staff members to monitor and discuss progress, implementation, and compliance issues related to the CSPDC Title VI Plan.
- Periodically review the CSPDC Title VI Plan to assess whether administrative procedures are effective, staffing is appropriate, and adequate resources are available to ensure compliance.
- Work with staff and the sub-recipient, to resolve any deficiency status and write a remedial action if necessary, as described in the Consultant Contracts section of this document.
- Review important issues related to nondiscrimination with the CSPDC Commission Chairperson, as needed.
- Maintain a list of Interpretation Service Providers.
- Assess communication strategies and address additional language needs when needed.
- Disseminate information related to the nondiscrimination authorities. The CSPDC Title VI Plan is to be disseminated to CSPDC employees, contractors, the general public, and any of the CSPDC services.
- Coordinate with appropriate federal, state, and regional entities to periodically provide CSPDC employees with training opportunities regarding nondiscrimination.
- Ensure that all new CSPDC employees receive education and training regarding nondiscrimination regulations and procedures as set forth in this plan and in accordance with federal guidance.
- Provide assistance to sub-recipients of FTA financial assistance in complying with the general reporting requirements.
- Monitor sub-recipient compliance with Title VI and other general reporting requirements.

For questions on the CSPDC Title VI Plan and procedures, please contact at (540) 885-5174 or by email at cspdc@cspdc.org. For information on the CSPDC's work programs or publications, please see the CSPDC website at www.cspdc.org.

ANNUAL NONDISCRIMINATION ASSURANCE TO THE FEDERAL TRANSIT ADMINISTRATION

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

TITLE VI CLAUSES IN CONTRACTS

The CSPDC is responsible for selection, negotiation, and administration of its consultant contracts. The CSPDC operates under its internal contract procedures and all relevant federal and state laws.

In all procurements requiring a written contract, CSPDC's contract will include the federal non-discrimination clauses. The Title VI Coordinator will work with the Financial Compliance and Procurement Analyst to insure that these clauses are appropriately included in all contracts.

CSPDC staff is responsible for evaluating and monitoring consultant contracts for compliance with nondiscrimination authorities. CSPDC staff will:

- Ensure inclusion of nondiscrimination language in contracts and Requests for Proposals.
- Review consultants for compliance as described below:
 - o Ensure that all consultants verify their compliance with nondiscrimination authorities, procedures, and requirements.
 - o If a recipient or sub-recipients is found to be not in compliance with nondiscrimination authorities, the Title VI Coordinator and relevant staff will work with the recipient or sub-recipient to resolve the deficiency status and write a remedial action if necessary.
- Review outreach activities to ensure small, disadvantaged, minority, women, and disabled veteran businesses are not excluded to participate in opportunities to compete for consulting contracts.

PROCEDURES FOR ENSURING EQUITY IN SERVICE PROVISION

The CSPDC is responsible for planning and technical assistance for its local governments in the region. To this end, the CSPDC administers regional programs including transportation, economic development, and grant assistance programs, assists with planning activities throughout the region, and provides other services as needed. The CSPDC coordinates with VDOT, DRPT, cities, counties, and area transit agencies; seeks public participation; and provides technical support when needed. An outreach plan for all transportation related CSPDC activities is included in the Public Outreach and Involvement Process below.

The CSPDC and its sub-recipients are required to plan and deliver transportation services in an equitable manner. This means the distribution of service levels and quality is to be equitable between minority and low income populations and the overall population. The CSPDC has reviewed its service standards and those of its sub-recipients to ensure that those services and benefits are provided in an equitable manner to all persons.

SERVICE STANDARDS

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

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

- **Vehicle load** is expressed as the ratio of passengers to the total number of seats on a vehicle at its maximum load point. The following details the current 9 vehicle fleet used in the fixed route service and the vehicle load standard for each style or model of bus:

Vehicle Type	Seating Capacity	Standing Capacity	Total Capacity	Maximum Load Factor
Four (4) trolleys	29	8	37	1.3
One (1) small bus	13	4	17	1.3
Three (3) Medium buses	20	6	26	1.3
One (1) larger bus	24	7	31	1.3

- **Vehicle headway** is the amount of time between two vehicles traveling in the same direction on a given route. A shorter headway corresponds to more frequent service.

Service Type	Weekday hours	Saturday hours	Weekday headways	Weekend headways
Circulator	6:30AM – 6:30 PM	N/A	60 minutes	N/A
Connector	7:30AM – 9:30PM	Noon- 7:30PM	60 minutes	60 minutes
Trolley	8:00AM – 10:00PM	10:00AM-10:00PM	60 minutes	60 minutes

Scheduling involves the consideration of a number of factors including: ridership productivity, density of transit-dependent population and activities, demand for services, and relationship to the future locality Transit Development Plan.

- **On-time performance** is a measure of runs completed as scheduled. A vehicle operating in CSPDC service is considered on time if it departs a scheduled time point no more than 1 minute early and no more than 5 minutes late. CSPDC's on-time performance objective is 90% or greater. At the request of the CSPDC, the contracted provider of the service is planning to install a GPS based schedule monitoring service to insure that buses are meeting the on-time performance standard. Currently, on time performance is continuously monitored through daily driver reports, and is reviewed by staff. In situations where the reports indicate that a specific bus/route does not meet the performance standard, schedule time points may require adjustment.
- **Service Availability** is a general measure of the distribution of routes within a transit provider's service area or the span of service. The standard for service availability has been established by the needs of the community for public transportation. The CSPDC will distribute transit service so that 80% of all residents in the service area are within a ½ mile walk to bus service.

SERVICE AND OPERATING POLICIES

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

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

SERVICE PLANNING AND MANAGEMENT

CSPDC staff is responsible for evaluating and monitoring compliance with applicable nondiscrimination authorities in all aspects of the CSPDC planning and programming processes.

CSPDC staff will:

- Ensure that all aspects of the planning and programming process operation comply with nondiscrimination authorities.
- Prepare and update a demographic profile of the region using the most current and appropriate statistical information available on race, income, and other pertinent data.
- Make the document available to the public and member agencies on the CSPDC website or in hard copy format, if requested.
- Continue to ensure that staff makes concerted efforts to involve members of all social, economic, and ethnic groups in the planning process.

ENVIRONMENTAL JUSTICE

On February 11, 1994, President William J. Clinton signed *Executive Order 12898: Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations*, which directs federal agencies to develop strategies to help them identify and address disproportionately high and adverse human health or environmental effects of their programs, policies, and activities on minority and low-income populations. The Executive Order was also intended to provide minority and low-income communities with access to public information and opportunities for public participation in matters relating to human health or the environment.

Adverse effects as described in Executive Order 12898 is the totality of significant individual or cumulative human health or environmental effects, including interrelated social and economic effects, which may include, but are not limited to:

- Bodily impairment, infirmity, illness or death.
- Air, noise, and water pollution and soil contamination.
- Destruction or disruption of:
 - o man-made or natural resources
 - o aesthetic values
 - o community cohesion or a community's economic vitality
 - o the availability of public and private facilities and services
- Adverse employment effects.
- Displacement of persons, businesses, farms, or non-profit organizations.
- Increased traffic congestion, isolation, exclusion or separation of minority or low-income individuals within a given community or from the broader community.
- Denial of, reduction in, or significant delay in the receipt of benefits of the CSPDC programs, policies, or activities.

Environmental Justice joins social and environmental movements by addressing the unequal environmental burden often borne by minority and low-income populations. The right to a safe, healthy, productive, and sustainable environment for all, where "environment" is considered in its totality to include the ecological (biological), physical (natural and built), social, political, aesthetic, and economic environments.

Environmental Justice helps to ensure that programs, policies, and activities that have adverse effects on communities do not affect minority and low-income populations disproportionately. To prevent discrimination as described in Executive Order 12898, the Federal Highway Administration *Order 6640.23 Order to Address Environmental Justice in Minority Populations and Low-Income Populations* dated December 2, 1998 defines minority and low-income individuals and populations as follows:

- **Minority** – a person who is Black, Hispanic, American Indian and Alaskan Native, or Asian American:
 - o Black – a person having origins in any of the black racial groups of Africa.
 - o Hispanic – a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

- o American Indian and Alaskan Native – a person having origins in any of the original people of North America and who maintains cultural identification through tribal affiliation or community recognition.
- o Asian American – a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific islands.
- **Minority Population** – any readily identifiable groups of minority persons who live in geographic proximity, and if circumstances warrant, geographically dispersed/transient persons (such as migrant workers or Native Americans) who will be similarly affected by a proposed program, policy or activity.
- **Low-Income** – a person whose household income is at or below the United States Department of Health and Human Services poverty guidelines.
- **Low-Income Population** – any readily identifiable group of low-income persons who live in geographic proximity, and, if circumstances warrant, geographically dispersed/transient persons (such as migrant workers or Native Americans) who would be similarly affected by a proposed program, policy or activity.

ENVIRONMENTAL JUSTICE FOR CONSTRUCTION PROJECT

Environmental Justice is incorporated through all phases of the transportation planning, programming, development, and operation process. The CSPDC Environmental Justice Process includes identification of underserved communities, outreach strategies, benefits/burdens methodologies, and an evaluation component. Maps displayed in the Public Outreach and Involvement section of this report display those identified populations. For new construction and major rehabilitation/renovation projects where National Environmental Policy Act (NEPA) documentation is required, the CSPDC will integrate an environmental justice analysis into the NEPA documentation for submission to FTA. The development of environmental justice analyses is the responsibility of the CSPDC Transportation Program Manager.

The CSPDC will conduct an equity analysis for any projects which require land acquisition and the displacement of persons from their residences and businesses regardless of whether NEPA documentation is required or not. For purposes of this requirement, “facilities” does not include bus shelters, transit stations, or power substations, etc.

The CSPDC has not undertaken any construction projects during the past three years nor does it expect to over the next three years. As a result, no fixed-facility impact analyses have been conducted during the reporting period.

LIMITED ENGLISH PROFICIENCY PLAN

On August 11, 2000, President William J. Clinton signed *Executive Order 13166: Improving Access to Services for Persons with Limited English Proficiency*. The Executive Order requires federal agencies to examine the services they provide, identify any need for services to those with limited English proficiency (LEP), and develop and implement a system to provide those services so LEP persons can have meaningful access to them. The Executive Order also requires that federal agencies work to ensure that recipients of federal financial assistance provide meaningful access to their LEP applicants and beneficiaries.

Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English can be limited English proficient, or “LEP.” For an LEP individual, language can present a barrier to accessing benefits and services, understanding and exercising important rights, complying with applicable responsibilities, or understanding other information provided by federally funded programs and activities. These individuals may be entitled to language assistance at no cost to them with respect to a particular type of service, benefit, or encounter.

The United States Department of Transportation (USDOT) guidelines require that recipients of federal financial assistance provide “meaningful access to programs and activities” by giving LEP persons adequate and understandable information and allowing them to participate in programs and activities, where appropriate. Recipients of federal funds must take reasonable steps to remove barriers for LEP individuals. While designed to be a flexible and fact-dependent standard, the starting point is an individualized assessment that balances the following four factors:

1. Demography: number and/or proportion of LEP persons served and languages spoken in CSPDC Transit Region.
2. Frequency: rate of contact with service or program.
3. Importance: nature and importance of program/service to people’s lives.
4. Resources: available resources, including language assistance services.

The four-factor analysis should be used to determine which language assistance services are appropriate to address the identified needs of the LEP population. More information regarding the identification of LEP individuals within the community as well as outreach strategies are included within the Public Outreach and Involvement section below.

ASSESSMENT OF NEEDS AND RESOURCES

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

FACTOR 1: ASSESSMENT OF THE NUMBER AND PROPORTION OF LEP PERSONS LIKELY TO BE SERVED OR ENCOUNTERED IN ELIGIBLE SERVICE POPULATION

The agency has reviewed Census data on the number of individuals in its service area that have LEP, as well as the languages they speak.

U.S. CENSUS DATA – AMERICAN COMMUNITY SURVEY 5 YEAR DATA 2007-2011

Data from the U.S. Census Bureau's American Community Survey (ACS) were obtained through www.census.gov for the CSPDC Transit Region. Information from the 2008-2012 ACS also provides more detail on the specific languages that are spoken by those who report that they speak English less than very well. Languages spoken at home by those with LEP are presented below. These data indicate the extent to which translations into other language are needed to meet the needs of LEP persons.

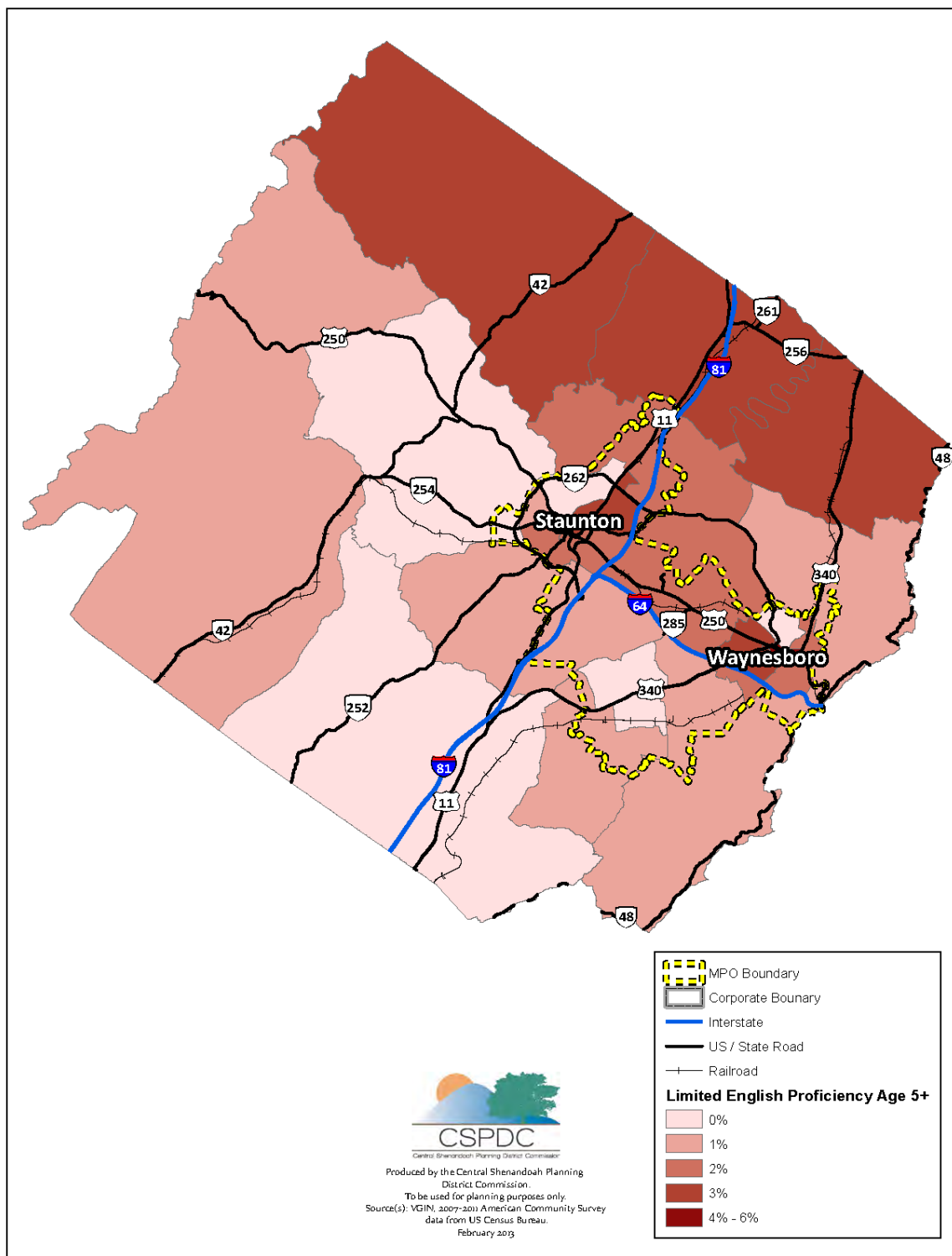
This data will be used to determine how best to disseminate information that is accessible to persons with LEP. According to the U.S. Census 2008-2012 ACS, there were 107,916 people, or 96.2% of the CSPDC Transit Region, who spoke English only. **Table 1** shows these figures in detail, broken down by locality. The LEP four factor analyses shows that 635 people, or approximately 0.5% of the total Transit Region population, do not speak English "well" or "at all." Based on the relatively low percentage, the need to address the LEP population is somewhat limited.

	Total Population 5 years +	Speak only English at Home	Speak language other than English at home	Spanish		Other Indo- European Languages		Asian and Pacific Island Languages		Other Languages	
				Speak English "Very Well"	Speak English "Not Well"	Speak English "Very Well"	Speak English "Not Well"	Speak English "Very Well"	Speak English "Not Well"	Speak English "Very Well"	Speak English "Not Well"
Augusta County	69,983	67,830	2,153	936	325	613	51	194	32	71	0
City of Staunton	22,581	21,623	958	353	42	411	20	156	18	0	0
City of Waynesboro	19,600	18,463	1,137	539	78	376	32	150	36	27	1
Total	112,164	107,916	4,248	1,828	445	1,400	103	500	86	98	1

The Spanish speaking classification makes up approximately 53.5% of the population that speaks a language other than English at home, making it by far, the largest LEP group in the region. Therefore, the CSPDC's focus will be on targeting this community. Language assistance will be made available to other limited English speaking individuals in the community as the need arises.

Figure 1 displays the LEP populations by US Census Tracts located within the CSPDC Transit Region. There are 25 Census Tracts within the CSPDC Transit Region. Of these, one Census Tract located in the heart of Waynesboro contains a LEP population concentration of greater than 4%. Five other census tracts have rates greater than 2%. These areas will be a focus of LEP language assistance programs as necessary.

FIGURE 1: CSPDC TRANSIT REGION LIMITED ENGLISH PROFICIENCY FOR THE POPULATION 5 YEARS AND OLDER



FACTOR 2: ASSESSMENT OF THE FREQUENCY WITH WHICH LEP INDIVIDUALS COME INTO CONTACT WITH THE TRANSIT SERVICES OR SYSTEM

The CSPDC reviewed the relevant benefits, services, and information provided by the agency and determined the extent to which LEP persons have come into contact with these functions through the following channels:

- Calls to the CSPDC's offices;
- Visits to the CSPDC's office;
- Access to the CSPDC's website;
- Attendance at community meetings or public hearings hosted by the CSPDC;
- Contact with transit vehicle operators;
- Contact with transit station managers;
- Public involvement and public engagement meetings/hearings for projects affecting LEP communities or individuals; and
- Internet access: CSPDC Website must be accessible to LEP persons.

The CSPDC, at the time of this document, has not been contacted by any LEP individuals regarding projects or programs the CSPDC administers.

The CSPDC will continue to identify emerging populations as updated Census and American Community Survey data become available for our service area. In addition, when LEP persons contact our agency, we attempt to identify their language and keep records on contacts to accurately assess the frequency of contact. To assist in language identification, we use a language identification flashcard based on that which was developed by the U.S. Census (<http://www.lep.gov/ISpeakCards2004.pdf>).

FACTOR 3: ASSESSMENT OF THE NATURE AND IMPORTANCE OF THE TRANSIT SERVICES TO THE LEP POPULATION

The CSPDC's main function is planning and technical assistance for its local governments in the region. To this end, the CSPDC administers regional programs including transportation, economic development, and grant assistance programs, assists with planning activities throughout the region, and provides other services as needed.

Based on past experience serving and communicating with LEP persons and discussions with community agencies, we understand that our public transportation programs in the CSPDC Transit Region and the public involvement program including public information and meetings are extremely important to LEP persons. LEP persons, low-income populations, minority populations, the elderly, and the disabled must be considered in these processes. The CSPDC will continue assessing this area by communicating with community organizations that serve LEP persons, as well as contact with LEP persons themselves.

FACTOR 4: ASSESSMENT OF THE RESOURCES AVAILABLE TO THE AGENCY AND COSTS

COSTS

The only language assistance measure currently being provided by the CSPDC includes the Spanish-language announcements of public involvement activities. Costs for these services are minimal \$500 - \$1,000 depending on the number of public involvement activities that occur in any given year. We do not expect these costs to increase in the future.

Based on the analysis of demographic data and contact with community organizations and LEP persons, the CSPDC has determined that there is no need to expand our services at this time. However, when projects are based in areas identified as high LEP population, additional outreach or accommodations may be necessary. These may include translation of project information into additional languages and/or additional oral language services (interpreters) provided at public meetings. These could increase the project budget by up to \$2,000 when necessary.

RESOURCES

The CSPDC provides flexibility in the Transit Program and could devote additional funds to language assistance expenses in certain cases that would provide meaningful benefit to LEP populations. As discussed this would be determined on an as needed basis related to projects that may impact those identified LEP populations.

In addition, assistance may be available through community organizations, city or county departments, or other agencies that may be able to partner for language assistance services. In the past the language department at James Madison University has provided translation services on an as needed basis to the CSPDC at a reasonable cost. The CSPDC also has access to free language assistance products available through the web such as Google Translate™ that may be used to translate written phrases, documents, and websites for free.

LEP IMPLEMENTATION PLAN

As discussed above, approximately 0.5% of the CSPDC Transit Region's residents are considered LEP with the highest concentration in an area near downtown Waynesboro. Considering the small size and scope of the CSPDC Transit Region, low number of LEP individuals in the region, and limited financial resources, it is necessary to provide only the most basic and cost-effective services available to ensure compliance with Executive Order 13166. Many options were discussed and considered by CSPDC staff and the following recommendations were adopted as measures to provide meaningful access to limited English speaking persons:

- **Language assistance measures currently used or that are planned to be used:**
 - o Provide instructions to vehicle operators and dispatch who regularly interact with the public on how to respond to an LEP customer as needed (new hire, departmental meetings). Drivers interviewed said they are usually able to ask another passenger on the bus to help them understand or point to the routes or destination on the schedule. Community service groups also help passengers by writing their destination on paper to give to the bus drivers.
 - o With advance notice of fourteen calendar days, provide interpreter services at any meeting or public hearing. This will include foreign language and hearing impaired interpreter services.

- o Place statements in notices and publications that interpreter services are available for meetings, with fourteen days advance notice.
 - o Place notices of CSPDC's non-discrimination policies and information on the local and federal complaint process on the website in English and other languages via Google Translate and make the notices available at public meetings.
 - o Translate vital documents in languages other than English (primarily Spanish) when there is potential for impact to LEP communities. These include:
 - Bus schedules and maps
 - Route service changes
 - Meeting and public hearing notices
 - Transportation planning documents
 - Annual reports
- **Staff Training Plan**

In an effort to continuously improve the CSPDC's overall compliance posture, nondiscrimination training will be coordinated with FTA, FHWA, VDOT, DRPT, and the local transit provider, and made available to CSPDC staff on an ongoing basis to ensure up-to-date knowledge of Title VI and other nondiscrimination statutes. Under the category of education and training, nondiscrimination responsibilities include:

- o Distribution of information to CSPDC staff on training programs regarding Title VI and related statutes.
- o Tracking staff participation in nondiscrimination training.
- o Maintain and update nondiscrimination training as necessary.
- o Maintain and update the CSPDC Title VI Plan as necessary.

Staff members should know their obligations to provide meaningful access to information and services for LEP persons. The following training will be provided to all staff:

- o Information on the CSPDC's Title VI Policy and LEP policies, procedures, and responsibilities is disseminated to agency employees, contractors, and beneficiaries, as well as to the public.
- o Description of language assistance services offered to the public. All CSPDC staff are provided with a list of available language assistance services and additional information and referral resources, updated annually.
- o Documentation of language assistance requests.
- o How to handle a potential Title VI/LEP complaint.
- o How to work effectively with in-person and telephone interpreters and handle a potential phone call or in person contact with an LEP individual.
- o CSPDC staff will also take advantage of any "outside" training provided by FTA, Virginia Department of Rail and Public Transportation, the MPO or the localities.
- o The CSPDC's employees will receive training on Title VI policies and procedures upon hiring and promotion. This training will include requirements of Title VI, CSPDC obligations under Title VI, required data that must be gathered and maintained and

how it relates to the Annual Report, and any findings and recommendations from the last FTA compliance review.

- o Training will be provided when any Title VI related policies or procedures change (agency wide training), or when appropriate in resolving a complaint (specific individual or agency wide). Title VI training is the responsibility of the assigned Title VI Coordinator.
- o All new hires receive training on assisting LEP persons as part of their sensitivity and customer service training. This includes: a summary of the agency's responsibilities under DOT LEP Guidance; summary of the agency's language assistance plan; summary of the number and proportion of LEP persons in the agency's service area, the frequency of contact between the LEP population and the agency's programs and activities, and the importance of these to the population; description of the type of language assistance that the agency is providing and instructions on how staff can access these services; description of agency's cultural sensitivity policies and practices
- o All staff who routinely come into contact with customers, as well as their supervisors and management, received annual refresher training on policies and procedures related to assisting LEP person. Employees are also encouraged to learn basic phrases in Spanish for addressing common concerns of passengers.
- o The transit service is provided through a turnkey contract with Virginia Regional Transit (VRT), a not-for-profit transportation provider. VRT's Title VI Program includes the following process for insuring LEP training for drivers and other employees who interact with the transit public:

Virginia Regional Transit's employees will receive training on Title VI policies and procedures upon hiring and upon promotion. This training will include requirements of Title VI, Virginia Regional Transit's obligations under Title VI (LEP requirement included), required data that must be gathered and maintained and how it relates to the Annual Report and Update to DRPT, and any findings and recommendations from the last DRPT compliance review. In addition, training will be provided when any Title VI-related policies or procedures change (agency-wide training), or when appropriate in resolving a complaint (which may be for a specific individual or for the entire agency, depending on the complaint). Title VI training is the responsibility of the assigned Title VI manager.

Under the terms of the operating contract, CSPDC staff will monitor the provider to insure that the LEP training takes place, and that a staff resource is available to drivers who are unable to communicate adequately with LEP transit riders.

- **Providing Notice to LEP Persons**

The CSPDC will follow these measures to notify LEP persons of language assistance services available:

- o The CSPDC will work with community-based organizations and other stakeholders to inform LEP individuals of the CSPDC's services;
- o Provide Spanish copies of the Bus Schedule at the CSPDC's offices and transit dispatch center as well as by mail if requested;

- Provide Spanish translation of the CSPDC website.

- **Methods for Monitoring, Evaluating and Updating the Plan**

The CSPDC will update the LEP Plan as needed, and at a minimum every three years as part of the Title VI submission. The plan will be reviewed annually and updated as a result of the review or when it is clear that higher concentrations of LEP individuals are present in the area served. Monitoring and evaluating the plan will allow the CSPDC to track outreach efforts to help improve future efforts. Updates will include the following:

- o Information from drivers and dispatchers to evaluate if the number of LEP person contacts encountered is increasing.
- o How the needs of LEP persons have been addressed based on feedback received.
- o Determination of the current LEP population in the service area by using census data.
- o Determination as to whether the need for translation services has changed.
- o Determine whether local language assistance programs have been effective and sufficient to meet the need through outreach to community organizations. In addition, we will conduct periodic surveys, focus groups, community meetings, internal meetings with staff who assist LEP persons, review of updated Census data, formal studies of the adequacy and qualities of the language assistance provided, and determine changes to LEP needs.
- o Determine whether the CSPDC fully complies with the goals of this LEP Plan.
- o Determine whether complaints have been received concerning the agency's failure to meet the needs of LEP individuals.
- o Maintain a Title VI complaint log, including LEP to determine issues and basis of complaints. This log will be maintained as part of the Civil Rights Database.
- o Include a LEP policy in the updates of the any transportation planning process through, 1) statements and notices that interpreters will be provided, upon prior request for language assistance as well as for sign language, and 2) maintenance of a contact list for interpretation and translation providers.
- o In preparing the triennial update of this plan, CSPDC will conduct an internal assessment using the Language Assistance Monitoring Checklist provided in the FTA's "Implementing the Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons: A Handbook for Public Transportation Providers."

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

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

PUBLIC OUTREACH AND INVOLVEMENT PROCESS

The CSPDC acts as administrator for the Staunton-Augusta-Waynesboro Metropolitan Planning Organization (SAWMPO) which oversees the continuing, cooperative, and comprehensive (“3-C”) transportation planning process for the region in which the CSPDC transit program operates. The SAWMPO develops the regional Transportation Improvement Program (TIP), the Long Range Transportation Plan, assists the member jurisdictions with development of their transportation planning documents, provides all public transportation planning needs, promote multi-modal transportation options for the region, and provides other services as needed. The SAWMPO performs this work through an appointed Policy Board and Technical Advisory Committee.

PUBLIC PARTICIPATION PLAN

Through the SAWMPO, the public, city, and county governments, and local non-governmental organizations, as well as transit employees, are given the opportunity for community involvement and are able to share information about our service, programs, and plans. The CSPDC adheres to the SAWMPO Public Participation Plan, adopted on November 7, 2012, to guide the public outreach and involvement process for the CSPDC transit program. This plan describes procedures for inclusive public participation that ensures access to low-income and minority populations to the transit agency’s activities and programs. The SAWMPO Public Participation Plan is included in **Appendix 3**. All planning activities relevant to the CSPDC public transit program are administered through the SAWMPO.

Public outreach and participation is vital to transit service planning efforts. The goal is to provide early and ongoing notification to the public related to any actions or decisions related to service delivery, routes, stops and schedules, and fare structures. In seeking public comment and review, CSPDC makes a concerted effort to reach all segments of the population, including people from minority and low-income communities, persons with limited English proficiency, and organizations representing these and other protected classes.

Outreach and public comments are received through written comments and public meetings allowing discussion and / or a public comment period. The opportunity for public comment related to transit service will be communicated by:

- Publishing notices within local newspapers, including those publications targeted at minority, low income and LEP persons.
- Publishing notices on the CSPDC website.
- Posting public notices at major passenger/public transit facilities and in all transit vehicles.
- Sending news releases to news media (newspapers, radio, television, web media) of general interest, those targeted at minority and LEP persons, as well as, community-based organizations that serve persons protected under Title VI and which publish newsletters, or provide electronic communication.
- Conducting periodic customer satisfaction surveys which are distributed to passengers on transit vehicles, and available for completion electronically.

INVOLVEMENT WITH COMMUNITY ORGANIZATIONS

The CSPDC is in communication with many organizations throughout the region and often attends meetings and events sponsored by these groups. These groups consist of cultural organizations, senior organizations, city partners, business associations and other organizations vested in the CSPDC region. In this arena we are able to create relevant conversations and dialogue between the CSPDC and the community regarding transit needs. The CSPDC's involvement with community organizations includes conducting in-person outreach upon request at public meetings, community based organizations, human service organization meetings, cultural centers, and other places and events that reach out to persons protected under Title VI.

PLANNING AND PUBLIC INVOLVEMENT ACTIVITIES

As described in the SAWMPO Public Participation Plan, since transportation has a direct and personal impact on the population of a region and is of critical importance to economic vitality and quality of life, the CSPDC continually endeavors to provide citizens, affected public agencies, and other interested parties with reasonable opportunities to be involved in the transportation planning, programming, development, and operation process. The work of the CSPDC is guided by its Board of Commissioners and specific programs also have other appointed boards guiding their particular mission. The current boards that are involved with the transportation programs this Title VI Plan is being produced for include the CSPDC Board of Commissioners, the CATS Board, and the SAWMPO Policy Board.

Under 49 USC Chapter 53, Section 5307, the Federal Transit Administration (FTA) requires “a locally developed process to consider public comment before raising a fare or carrying out a major reduction in transportation service”. The public, as the primary customer and beneficiary of transit service, is provided the opportunity for input and review through the public engagement process. Actions such as the establishment of new service, fare adjustments, major modifications of existing service, and/or suspension or abandonment of any bus routes may include a formal process of review by the CSPDC or the SAWMPO, including meaningful public engagement conducted by staff. The CSPDC uses a broad range of outreach tools documented in the SAWMPO Public Participation Plan to serve this requirement.

Meaningful public engagement may include public hearings, public meetings, distribution of written materials at major transfer points, posting of informational flyers, and the posting of information on the CSPDC website. Notices (signs and brochures) describing proposed action(s), date(s) and location(s) of any hearings or meetings are posted on buses and at transfer centers. Notices may be published in major local and/or relevant neighborhood newspapers and on the CSPDC website. Open public meetings and formal public hearings are frequently used in an effort to gain public review and comment. Community organizations, public agencies and elected officials may be notified by mail of significant service changes. All public comments submitted to the CSPDC through any of these outreach tools become part of the official record. A public comment opportunity is given at each scheduled meeting. Sign language or non-English language interpreters are provided if needed and requested in advance, for any meeting of the HRMPO Policy Board and/or Technical Advisory Committee.

If special accommodation is desired at any public meeting held by the CSPDC, the public can call at least 48 working hours prior to the meeting to arrange the proper accommodations. The CSPDC will provide Spanish translation and offer interpreters for other languages, including sign language, upon

request. The CSPDC selects meeting and hearing locations to provide reasonable accommodations in accordance with the Americans with Disabilities Act of 1990. CSPDC public meetings are wheelchair accessible.

Besides actions defined as a fare change or a major reduction in service, the CSPDC has established that any change in service will be the subject of public hearings, meetings, or other reasonable use of meaningful public engagement methods as appropriate to the nature of the proposed change. Public input is solicited while proposals are under consideration. Customers and the public are notified prior to the implementation of any changes in service.

Note: The Communications and Public Participation area applies to and affects the CSPDC work program as a whole, particularly CSPDC efforts and responsibilities related to the Planning and Programming and Environmental Justice areas. The SAWMPO Public Participation Plan includes specific information regarding outreach and communication strategies and Environmental Justice guidelines. Special emphasis is placed on outreach strategies for minority, low-income, and LEP populations.

A summary of public outreach and involvement activities undertaken and a description of steps taken to ensure all persons have meaningful access to the transit system and planned projects are noted below.

- The CSPDC notifies the public of Title VI protections by providing information on its website, www.cspdc.org;
- Placing a notification in all revenue service vehicles and bus shelters;
- Meetings and public hearings are conducted at locations and times that are accessible by public transit;
- Placing the CSPDC Title VI statement in the printed bus schedule;
- A statement is included on all printed material that: ENLARGED SCHEDULES AVAILABLE FOR THE VISUALLY IMPAIRED;
- Periodic customer satisfaction surveys are conducted which are distributed to passengers on vehicles.
- Notices for Public Hearings for the SAWMPO and the CSPDC offer sign language or non-English language interpreters
- Public Notices for the SAWMPO offer sign language or non-English language interpreters. Sample Public Notice included in **Appendix 4**.
- Notifying the Public of Rights notification is included in **Appendix 5**.
- For written or spoken translation, the CSPDC contracts with the language departments of James Madison University or Bridgewater College. The CSPDC works with local organizations and the contracted service provider to translate and produce Bus Schedules in Spanish. Schedules in Spanish are printed and available on the website.

Minority Representation on Planning and Advisory Bodies: CSPDC will develop a structure and bylaws to establish a transit advisory group during calendar year 2015. CSPDC first became responsible for delivery of transit service in January, 2014. In fall of 2014, CSPDC staff will commence a Virginia Department of Rail and Public Transportation mandated planning process to develop a Transit Development Plan. As part of this planning process, a stakeholder group will be

assembled to participate in the planning. This stakeholder group will evolve into a transit advisory group, which will continue to inform and guide staff on the operation of the transit service. The advisory group will be representative of the transit ridership, and outreach will include efforts to involve minority representation on the advisory group. Minority representation will be solicited and encouraged, and will be reported in the future, when an advisory group is established.

DEMOGRAPHIC PROFILE

Data from the US Census was used to develop a demographic profile of the CSPDC region and identify the locations and needs of socioeconomic groups, including low-income, disabled, LEP, and minority populations.

The CSPDC believes that public input into its process is valuable and makes its products better. Transportation planning cannot, and should not, be based simply upon technical analysis. The qualitative information derived from citizen involvement is essential to good decision-making.

As a matter of CSPDC policy and a requirement of federal law, the transportation planning process must make special efforts to consider the concerns of traditionally underserved communities, including low-income and minority communities and people with disabilities. These communities are mapped for the CSPDC Transit Region in **Figures 2 and 3**.

To reach the largest number of minority and low-income communities throughout the CSPDC region, a geographically focused public participation program will achieve the outcomes described in this plan. In addition to traditional methods of communication, CSPDC will utilize strategies recommended by community members for a specific neighborhood or population group. By partnering with community groups, CSPDC can cost-effectively extend its reach and help partner organizations provide information that is of interest to groups they represent.

CSPDC will establish and maintain active work relationships with all relevant local media, including minority-based media in order to communicate pertinent information to the public. CSPDC will coordinate with individual institutions and organizations while implementing community-based public involvement strategies to reach out to members in affected minority and/or low income communities. CSPDC shall also provide opportunities for public participation through alternative means other than public meetings or written communication; i.e., personal interviews or use of audio or video recording to capture comments as needed for particular projects.

FIGURE 2: CSPDC TRANSIT REGION PERCENTAGE OF MINORITY POPULATION

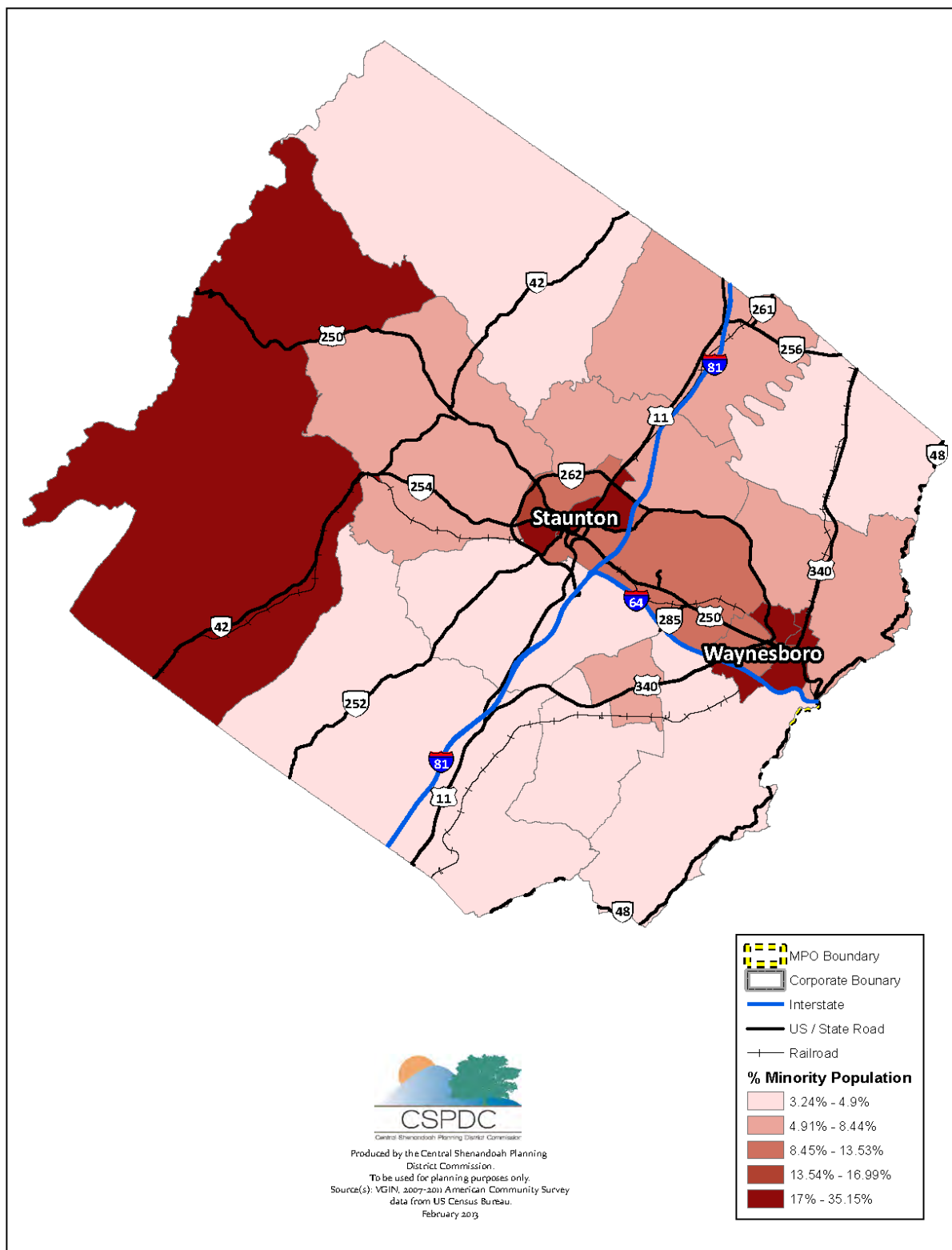
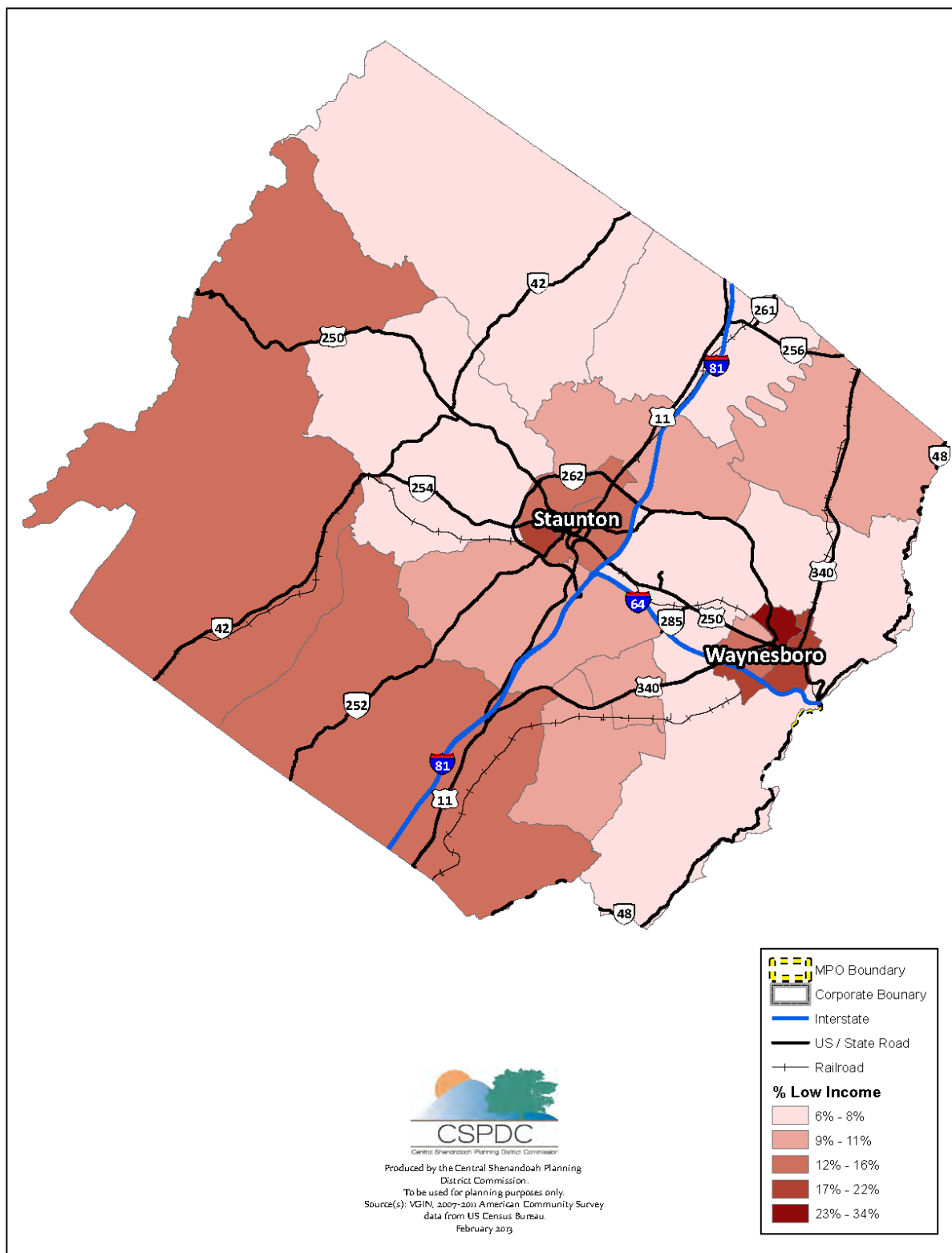


FIGURE 3: CSPDC TRANSIT REGION PERCENTAGE OF LOW INCOME POPULATION



CSPDC staff is responsible for evaluating and monitoring compliance with applicable nondiscrimination authorities in all aspects of the CSPDC public participation process. CSPDC staff members will:

- Ensure that all communications and public participation efforts comply with nondiscrimination authorities.
- Develop and distribute information on nondiscrimination and CSPDC programs to the general public.
- Provide services for individuals with special needs – Upon advance notice, deaf interpreters, translators, and Braille documents can be provided for public meetings. Notifications of opportunities for public participation will include contact information for people needing these or other special accommodations.
- Include contact conformation for people needing these or other special accommodations.
- Include the following statement in all of the CSPDC public notices:

“The CSPDC ensures nondiscrimination and equal employment in all programs and activities in accordance with Title VI and Title VII of the Civil Rights Act of 1964. If you have questions or concerns about your civil rights in regards to this project or special assistance for persons with disabilities or limited English proficiency, please contact the CSPDC. Sign language or non-English language interpreters will be provided if needed and requested in advance of this meeting. Please contact the CSPDC at 540-885-5174 to request an interpreter no later than *<enter date at least 14 days prior to meeting>*.”
- Include the above Title VI Statement in press releases and on the CSPDC website.

DISCRIMINATION COMPLAINT PROCEDURES

Title VI of the Civil Rights Act of 1964, as amended, prohibits discrimination on the basis of race, color, or national origin. Subsequent laws and Presidential Executive Orders added handicap, sex, age, income status and limited English proficiency to the criteria for which discrimination is prohibited, in programs and activities receiving federal financial assistance. As a recipient of federal assistance, the CSPDC has adopted a Discrimination Complaint Procedure as part of its Title VI Plan to comply with Title VI and associated statutes.

1. Any person who believes that he or she, individually, as a member of any specific class, or in connection with any disadvantaged business enterprise, has been subjected to discrimination prohibited by Title VI of the Civil Rights Act of 1964, as amended, or any nondiscrimination authority, may file a complaint with the CSPDC. Instructions for filing Title VI complaints are posted on the agency's website and in posters on the interior of each vehicle operated in passenger service, and are also included within brochures produced by the CSPDC. A complaint may also be filed by a representative on behalf of such a person. All complaints will be referred to the CSPDC Title VI Coordinator for review and action.
2. In order to have the complaint considered under this procedure, the complainant must file the complaint no later than 180 days after:
 - a. The date of the alleged act of discrimination; or
 - b. Where there has been a continuing course of conduct, the date on which that conduct was discontinued.

The CSPDC may extend the time for filing or waive the time limit in the interest of justice, specifying in writing the reason for so doing.

3. Complaints shall be in writing and shall be signed by the complainant and/or the complainant's representative. Complaints should set forth as fully as possible the facts and circumstances surrounding the claimed discrimination. In the event that a person makes a verbal complaint of discrimination to an officer or employee of the CSPDC, the person shall be interviewed by the Title VI Coordinator. If necessary, the Title VI Coordinator will assist the person in putting the complaint in writing and submit the written version of the complaint to the person for signature. The complaint shall then be handled in the usual manner.
4. Within 10 days, the CSPDC Title VI Coordinator will acknowledge receipt of the allegation in writing, inform the complainant of action taken or proposed action to process the allegation, advise the respondent of their rights under Title VI and related statutes, and advise the complainant of other avenues of redress available, such as DRPT, VDOT, FHWA and FTA.
5. Within 10 days, a letter will be sent to the DRPT Public Information Officer, VDOT Central Office, Civil Rights Division, and a copy to the FTA and FHWA Virginia Division Office. This letter will list the names of the parties involved, the basis of the complaint, and the assigned investigator.
6. In the case of a complaint against the CSPDC, an FTA or DRPT investigator (as appropriate) will prepare a final investigative report and send it to the complainant, respondent, the CSPDC Title VI Coordinator, FTA and FHWA Virginia Division.
7. Generally, the following information will be included in every notification to the DRPT Public Information Officer or VDOT Office of Civil Rights (as appropriate):
 - a. Name, address, and phone number of the complainant.
 - b. Name(s) and address(es) of alleged discriminating official(s).

- c. Basis of complaint (i.e., race, color, national origin, sex, age, handicap/disability, income status, limited English proficiency).
 - d. Date of alleged discriminatory act(s).
 - e. Date of complaint received by the recipient.
 - f. A statement of the complaint.
 - g. Other agencies (state, local or federal) where the complaint has been filed.
 - h. An explanation of the actions the recipient has taken or proposed to resolve the issue raised in the complaint.
8. Within 60 days, the CSPDC Title VI Coordinator will conduct and complete an investigation of the allegation and based on the information obtained, will render a recommendation for action in a report of findings to the recipient of federal assistance. The complaint should be resolved by informal means whenever possible. Such informal attempts and their results will be summarized in the report of findings.
9. Within 90 days of receipt of the complaint, the CSPDC Title VI Coordinator will notify the complainant in writing of the final decision reached, including the proposed disposition of the matter. The notification will advise the complainant of his/her appeal rights with the DRPT, VDOT, the FHWA, or FTA, if they are dissatisfied with the final decision rendered by the CSPDC. The CSPDC's Title VI Coordinator will also provide the DRPT Public Information Officer or VDOT Civil Rights Central Office (as appropriate) with a copy of the determination and report findings.
10. In the case of a nondiscrimination complaint that was originated at the CSPDC and is turned over to and investigated by DRPT, VDOT, FTA, FHWA or another agency, the CSPDC Title VI Coordinator will monitor the investigation and notify the complainant of updates, in accordance with applicable regulations and DRPT/VDOT policies and procedures.
11. In accordance with federal law, the CSPDC will require that applicants of federal assistance notify the CSPDC of any lawsuits filed against the applicant or sub-recipients of federal assistance or alleging discrimination; and a statement as to whether the applicant has been found in noncompliance with any relevant civil rights requirements.
12. The CSPDC will submit Title VI accomplishment reports to DRPT and the VDOT Central Office, Civil Rights Division, in compliance with DRPT's and VDOT's established processes.
13. The CSPDC will collect demographic data on staff, committees, and program areas in accordance with 23 CFR, 49 CFR, DRPT's and VDOT's established procedures and guidelines.
14. Pursuant to the Virginia Public Records Act (VPR) § 42.1-76 et seq., the CSPDC will retain Discrimination Complaint Forms and a log of all complaints filed with or investigated by the CSPDC.
15. Records of complaints and related data will be made available by request in accordance with the Virginia Freedom of Information Act (FOIA).

The CSPDC will investigate all complaints received. The CSPDC shall have sixty (60) days from receipt of the written complaint to investigate the complaint and respond to the complainant in writing with a determination. The complainant may appeal this determination to the Federal Transit Administration or the United States Department of Transportation within thirty (30) days of receipt of the determination. The CSPDC Title VI Complaint Form is included in **Appendix 6**.

FTA PROCESS

The letters of finding and resolution will offer the complainant and the recipient or sub-recipient the opportunity to provide additional information that would lead FTA to reconsider its conclusions. In general, FTA requests that the parties in the complaint provide this additional information within 60 days of the date the FTA letter of finding was transmitted. After reviewing this information, FTA's Office of Civil Rights will respond either by issuing a revised letter of resolution or finding to the party, or by informing the party that the original letter of resolution or finding remains in force. FTA strives to transmit these letters within 30 to 60 days of receiving the complaint.

FILING A COMPLAINT DIRECTLY TO THE U.S. DEPARTMENT OF TRANSPORTATION

A Title VI complaint may be filed with the U.S. Department of Transportation by contacting the Department at:

U.S. Department of Transportation
Federal Transit Administration's Office of Civil Rights
1760 Market Street, Suite 500
Philadelphia, PA 19103-4124

COMPLAINT DATABASE

Title VI Complaints will be archived in a complaint database and reviewed every 3 years to see if patterns are present or evolving and to insure that issues are being resolved.

The Civil Rights Complaint Database includes:

- The name and address of the person(s) filing the complaint
- Type of complaint: Title VI
- Date of the complaint, investigation or lawsuit
- The basis of the complaint
- Summary of the allegations
- Actions taken by the CSPDC
- Status of the complaint, investigation or lawsuit

The CSPDC has never had any Title VI investigations, lawsuits, or complaints.

APPENDIX 1: RESOLUTION



Central Shenandoah Planning District Commission

RESOLUTION

**Central Shenandoah Planning District Commission
Approving and Adopting the Title VI Plan**

WHEREAS, Title VI of the Civil Rights Act of 1964 (U.S.C. 200D) provides that no person shall on the grounds of race, color, national origin, gender, or disabilities be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal Funds; and

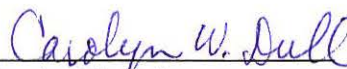
WHEREAS, the Federal Transit Administration requires that any organization that is the recipient of Federal financial assistance shall have an adopted Title VI Plan and Policy; and

WHEREAS, the Central Shenandoah Planning District Commission is the direct recipient of Federal Transit Administration Formula Grants intended for the operation of public transit service in the Staunton-Augusta-Waynesboro Region.

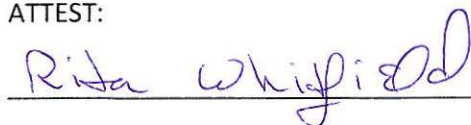
NOW THEREFORE, BE IT RESOLVED, that the Central Shenandoah Planning District Commission does hereby approve and adopt the Title VI Plan dated January 3, 2014.

Adopted by the CSPDC this 3rd day of February, 2014.

APPROVED:


Carolyn W. Dull
CSPDC Chairman

ATTEST:


Rita Whiffled

APPENDIX 2: VIRGINIA REGIONAL TRANSIT TITLE VI PLAN

Title VI Plan and Procedures

Title VI of the Civil Rights Act of 1964



Virginia Regional Transit

July 1, 2012

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I. INTRODUCTION

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

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

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

II. POLICY STATEMENT AND AUTHORITIES

Title VI Policy Statement

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

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

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

Randolph A. Sutliff
Board of Directors Chairman, VRT

Date

Authorities

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

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

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

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

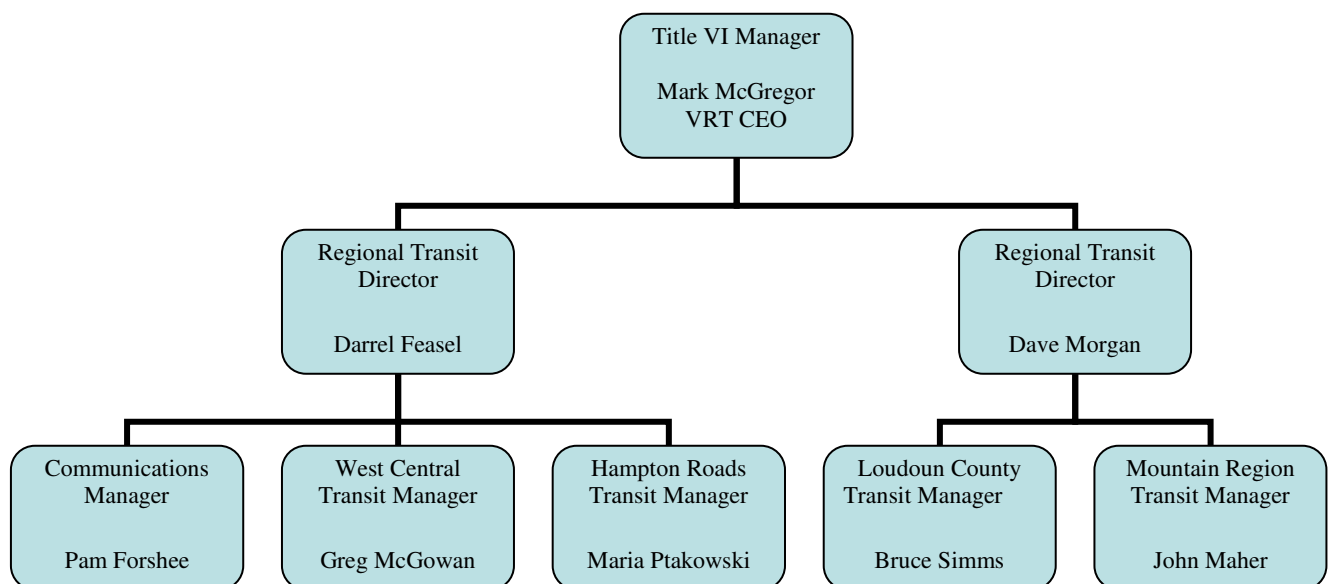
As part of the Certifications and Assurances submitted to the DRPT with the Annual Grant Application and all Federal Transit Administration grants submitted to the VDRPT, Virginia Regional Transit submits a Nondiscrimination Assurance which addresses compliance with Title VI as well as nondiscrimination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

III. ORGANIZATION AND TITLE VI PROGRAM RESPONSIBILITIES

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

Overall Organization for Title VI

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



Detailed Responsibilities of the Title VI Manager

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

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

Annual Review of Title VI Program

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

Title VI Clauses in Contracts

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

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

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

English:

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

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

Spanish:

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

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

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

English:

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

The complaint should include the following information:

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

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

The complaint may be filed in writing to:

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

Spanish:

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

La queja debe incluir la siguiente información:

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

La queja puede ser presentada por escrito a:

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

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

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

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

Overview

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

Procedures

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

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

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

VI. STAFF TRAINING RELATED TO THE TITLE VI PROGRAM

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

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

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

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

Introduction and Legal Basis

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

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

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

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

Assessment of Needs and Resources

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

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

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

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

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

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

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

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

Warren County (based on 5yr-est.)

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

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

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

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

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

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

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

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

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

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

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

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

Loudoun Regions

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

Mountain Regions

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

West Central Regions

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

Eastern Shore Region

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

Suffolk Region

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

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

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

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

Costs

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

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

Total Current Expenses: \$29,120

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

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

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

Resources

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

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

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

Feasible and Appropriate Language Assistance Measures

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

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

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

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

LEP Implementation Plan

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

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

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

Responding to LEP Callers

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

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

Responding to Written Communications from LEP Persons

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

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

Responding to LEP Individuals in Person

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

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

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

Responding to LEP Individuals on Buses

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

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

Staff Training

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

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

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

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

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

Providing Notice to LEP Persons

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

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

Monitoring/Updating the Plan

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

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

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

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

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

VIII. PUBLIC OUTREACH AND INVOLVEMENT

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

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

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

Public Outreach Activities

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

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

Public notices are issued to:

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

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

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

VIII. PROCEDURES FOR ENSURING EQUITY IN SERVICE PROVISION

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

Service Standards and Policies

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

Service Standards

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

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

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

Service and Operating Policies

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

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

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

Monitoring Title VI Complaints

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

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

Fare and Service Changes

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

IX. DATA COLLECTION AND REPORTING PROCEDURES

Data Collection

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

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

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

Annual Report and Triennial Updates

Annual Reporting

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

Triennial Reporting

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

Updates to the Title VI Plan

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

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

X. ENVIRONMENTAL JUSTICE (For All Construction Projects)

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

APPENDIX 3: SAWMPO PUBLIC PARTICIPATION PLAN

STAUNTON-AUGUSTA-WAYNESBORO

METROPOLITAN PLANNING
ORGANIZATION

PUBLIC PARTICIPATION PLAN



Adopted on November 7, 2012

STAUNTON-AUGUSTA-WAYNESBORO, VIRGINIA

METROPOLITAN PLANNING ORGANIZATION

C/O CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION

112 MACTANLY PLACE

STAUNTON, VA 24401

540-885-5174

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This Plan is prepared on behalf of the Staunton-Augusta-Waynesboro Metropolitan Planning Organization through a cooperative process involving the City of Staunton, City of Waynesboro, County of Augusta, Virginia Department of Transportation, Virginia Department of Rail and Public Transportation, Federal Highway Administration, and the Federal Transit Administration.

The preparation of this Plan was financially aided through grants from the Federal Highway Administration, Federal Transit Administration, Virginia Department of Transportation, and the Virginia Department of Rail and Public Transportation. Administrative support and technical assistance was provided by the Central Shenandoah Planning District Commission.

Repository: Central Shenandoah Planning District Commission, 112 MacTanly Place, Staunton, VA 24401. Phone: 540.885.5174. E-mail: cspdc@cspdc.org

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METROPOLITAN PLANNING ORGANIZATION REPRESENTATIVES

POLICY BOARD

Officers:

Chairperson - Jeffrey Moore – Augusta County
Vice Chairperson - Bruce Allen – City of Waynesboro
Secretary/Treasurer – Bonnie S. Riedesel, Central Shenandoah PDC (*non-voting*)

Members:

Timmy Fitzgerald – Augusta County
Lacy King – City of Staunton
Stephen Owen – City of Staunton
Jim Shaw – City of Waynesboro
Randy Kiser – Virginia Department of Transportation
Ivan Rucker – Federal Highway Administration (*non-voting*)
Tony Cho – Federal Transit Administration (*non-voting*)
Kimberly Pryor – Virginia Department of Rail & Public Transit (*non-voting*)
Darrel Feasel – Virginia Regional Transit (*non-voting*)
Rusty Harrington - Virginia Department of Aviation (*non-voting*)

TECHNICAL ADVISORY BOARD

Officers

Chairperson – To Be Determined
Vice Chairperson – To Be Determined

Members:

Becky Earhart – Augusta County
Doug Wolfe – Augusta County
Sharon Angle – City of Staunton
Tom Sliwoski – City of Staunton
Michael Barnes – City of Waynesboro
Todd Wood – City of Waynesboro
Gerald Gatobu – Virginia Department of Transportation
Kim Pryor – Virginia Department of Rail & Public Transit
Darrel Feasel – Virginia Regional Transit

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Staunton-Augusta-Waynesboro Metropolitan Planning Organization

City of Staunton · County of Augusta · City of Waynesboro



RESOLUTION

OF THE
STAUNTON-AUGUSTA-WAYNESBORO
METROPOLITAN PLANNING ORGANIZATION
APPROVING
THE PUBLIC PARTICIPATION PLAN

WHEREAS, public involvement and participation is an essential part of the metropolitan transportation planning process; and

WHEREAS, Title VI and other Federal regulations require an ongoing public involvement process that documents outreach to disadvantaged, low income and minority communities and other stakeholders; and

WHEREAS, this Public Participation Plan has been developed in consultation with representatives from agencies and officials responsible for other planning activities within the MPO that are affected by transportation, and stakeholders including but not limited to the traditionally underserved and disadvantaged and minority communities; generators and users of freight; representatives of users of public transportation, bikeways, greenways, etc.

NOW, THEREFORE, BE IT RESOLVED, that the Staunton-Augusta-Waynesboro Metropolitan Planning Organization Policy Board does hereby approve and adopt the Public Participation Plan on this, the 7th day of November, 2012.

ATTEST:

Jeffrey Moore
Chairperson
Staunton-Augusta-Waynesboro
Metropolitan Planning Organization
Policy Board

Bonnie S. Riedesel
Secretary—Treasurer
Staunton-Augusta-Waynesboro
Metropolitan Planning Organization
Policy Board

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Section 1. Purpose

The purpose of the Staunton-Augusta-Waynesboro Metropolitan Planning Organization (SAWMPO) Public Participation Plan (PPP) is to provide a meaningful process that allows citizens, affected public agencies, representatives of public transportation employees, freight shippers, providers of freight transportation services, private providers of transportation, representatives of users of public transportation, representatives of users of pedestrian walkways and bicycle transportation facilities, representatives of the disabled, low and moderate income persons, minority groups and other interested parties with reasonable opportunities to be involved in the metropolitan transportation planning process. The SAWMPO values and welcomes public participation in its transportation planning and programming efforts, initiatives and decision making processes.

Section 2. Goals, Desired Outcomes and Measures

2.1 The goals of the SAWMPO relative to the public participation process are as follows:

- 2.1.1 Provide adequate public notice for public review, input, participation and comment on key decisions regarding the Long Range Transportation Plan (LRTP), Transportation Improvement Program (TIP), Unified Planning Work Plan (UPWP), Title VI Plan, amendments to the PPP, and transportation planning initiatives and programs of significance; and
- 2.1.2 Utilize multiple means of public notice to ensure that transportation planning information reaches the broadest possible audience; and
- 2.1.3 Conduct meetings at convenient times and accessible locations; and
- 2.1.4 Seek out and consider the needs of those traditionally underserved by existing transportation systems, such as low income and minority households who may face challenges accessing employment and other services; and
- 2.1.5 Use technology to make planning documents understandable through use of visualization techniques where appropriate as a means to help describe transportation plans and the TIP; and
- 2.1.6 Demonstrate explicit consideration and thoughtful response to public input received during the development of the LRTP and the TIP and other planning initiatives; and
- 2.1.7 Periodically review the effectiveness of this plan and its procedures and strategies to ensure a full and open participation process.

2.2 The desired outcomes of the SAWMPO relative the public participation process are as follows:

- 2.2.1 An engaged and well informed citizenry and stakeholders that provides thoughtful and meaningful input and participation to the metropolitan planning process; and
- 2.2.2 A meaningful and effective partnership between citizens, stakeholders and the SAWMPO Policy Board and Technical Advisory Committee (TAC); and
- 2.2.3 An effective LRTP and other transportation related plans and programs that address the needs and interests of the community.

2.3 Performance measures to be used by SAWMPO in helping access its effectiveness in achieving its PPP goals and desired outcomes are as follows:

2.3.1 Product and Service Results:

- 2.3.1.1 Turnaround Time in Responding to Request for Information for Advertised Plans: SAWMPO staff will respond to a request for information regarding plans advertised for public comment within three (3) working days of receiving a request.
- 2.3.1.2 Turnaround Time in Responding to Request for General Information: SAWMPO staff will respond to a request for information within five (5) working days after such request has been made.
- 2.3.1.3 100% Percent Compliance Findings Resolved: Any compliance findings relative to the PPP will be resolved in a timely fashion.

2.3.2 Stakeholder Satisfaction Results:

- 2.3.2.1 80% Satisfaction Rating for SAWMPO Policy Board
- 2.3.2.2 80% Satisfaction Rating for SAWMPO TAC
- 2.3.2.3 80% Satisfaction Rating for SAWMPO Staff Professionalism and Courtesy

2.3.3 Employee Training Results:

- 2.3.3.1 Title VI Compliance Training: SAWMPO employees will attend Title VI Compliance training on an annual basis.

2.3.3.2 Compliance Training: SAWMPO employees will attend 5 to 10 hours training per year on the current Federal Transportation Law and other regulatory compliance training and education.

2.3.4 **Organizational Effectiveness Results**

Key Plans Receive State and Federal Approval: All key transportation plans (LRTP, TIP, UPWP and PPP) will receive the appropriate State and Federal approvals.

2.3.5 **Leadership Results**

2.3.5.1 Ethical Behavior: The SAWMPO Policy Board, TAC and Staff will perform their duties and responsibilities in a professional, ethical manner. The target is for zero ethical violations.

2.3.5.2 Regulatory Compliance: SAWMPO will strive to achieve 100% compliance with Title VI and other Regulations governing the SAWMPO.

2.3.5.3 Audit Findings: The SAWMPO's target is to receive an unqualified audit opinion each and every year.

2.3.5.4 SAWMPO Policy Board and TAC Training: Policy and TAC leadership will receive Title VI training on an annual basis.

Section 3. Opportunities for Participation

The SAWMPO will take a proactive approach to providing an opportunity for the public and stakeholders to be involved early and with a continuing involvement in all phases of the transportation planning process. Section 4 outlines the various guidelines and methods that will be used to provide for meaningful public participation. SAWMPO will operate in a manner consistent with Title VI Regulations

3.1 Advisory Committees and Coordination with State and Local Agencies

3.1.1 Technical Advisory Committee (TAC): The TAC is a permanent committee that is composed of technical, planning and/or managerial staff representatives from each of the participating agencies of the SAWMPO. Subcommittees of the TAC may be utilized to study issue areas not requiring the full TAC participation.

3.1.2 Other Advisory Committees: Other Advisory Committees may be appointed by the SAWMPO Policy Board as it deems appropriate.

3.1.3 The TAC and other SAWMPO appointed Committee(s): These committees will also solicit input and recommendations from other citizen groups and

interested stakeholders when reviewing various transportation plans and programs.

3.1.4 Coordination with Statewide Transportation Planning process. The Virginia Department of Transportation Staunton District Civil Rights Manager and District Planner will work with the Committee(s) to provide information and offer assistance on various issues. SAWMPO will actively coordinate and participate with the Commonwealth on the statewide transportation planning process as requested and as appropriate.

3.1.5 Coordination with State and Local Agencies. SAWMPO will prepare its major transportation plans and programs, LRTP and TIP, in consultation with state and local agencies, including those responsible for land use regulation.

Section 4. Public Notice

Reasonable public notice shall be provided to the public as prescribed in the following subsections.

4.1 Notice of Public Participation Activities

Public notice shall be provided for all public participation activities. Public participation activities include:

4.1.1 SAWMPO Policy Board meetings, both regular and special

4.1.2 TAC meetings, both regular and special

4.1.3 Any citizen advisory, ad-hoc or other formal committees that may be established by the Policy Board

4.1.4 Other meetings of the SAWMPO Policy Board and/or TAC that are designed to solicit community comment and information on metropolitan transportation planning efforts and/or plans

4.1.5 Any approval of the LRTP, TIP, UPWP, PPP, or any other major programs and/or plans; and

4.1.6 Any amendment to the LRTP, TIP, PPP; and

4.1.7 Any substantive amendment to the UPWP and any other major programs and/or plans.

4.2 Public Notice Requirements for Meetings

4.2.1 Public Notification for Regularly Scheduled SAWMPO Policy Board and/or TAC Meetings: In November, or the last regular meeting, of each year, a

meeting schedule providing for the dates, time and location of meetings will be approved and published once in both local newspapers and posted continuously on the SAWMPO web site.

4.2.2 Public Notification for Special Meetings or rescheduled regular meetings of the SAWMPO Policy Board and/or TAC: A notice advising the public of the date, time and location of the special meeting or rescheduled regular meeting shall be published once in both local newspapers and posted to the SAWMPO web site not less than seven calendar days prior to the meeting.

4.2.3 Public Notification for Special Meetings held within the community for the purpose of presenting plans, gathering public input and participation shall be published once in both local newspapers and posted to the SAWMPO web site not less than fourteen days prior to the meeting.

4.3 Public Notice Requirements for Approval and/or Amendment of Plans

4.3.1 Approval of the LRTP, TIP, UPWP and other major plans shall be subject to public comment. A notice of such plan's consideration, solicitation of public comment, and an invitation to the meeting at which it will be considered for final adoption shall be published once in both local newspapers, and will be available for review in accordance with Section 5.1 for a period of not less than 21 calendar days.

4.3.2 Amendments to the LRTP, TIP and other major plans shall be subject to public comment. A notice of such plan's proposed amendment, a solicitation of public comment, and an invitation to the meeting at which it will be considered for final adoption shall be published once in both local newspapers, and will be available for review in accordance with Section 5.1 for a period of not less than 21 calendar days.

4.3.3 Substantive amendments to the Unified Planning Work Plan that change the scope of work, i.e., adding or deleting work plans (but not programs de-programmed in order to be carried forward into the subsequent fiscal year) shall be subject to public comment. A notice of such plan's amendment, solicitation of public comment, and an invitation to the meeting at which it will be considered for final adoption shall be published once in both local newspapers, and will be available for review in accordance with Section 5.1 for a period of not less than 21 calendar days.

4.3.4 Approval of and/or amendments to the Public Participation Plan shall be done in consultation with the various interested citizens and representatives of interested parties as identified in Section 1 and shall be subject to public comment. A notice of the Public Participation Plan's proposed adoption and/or amendment, solicitation of public comment, and an invitation to the

meeting at which it will be considered for final adoption shall be published once in both local newspapers and will be available for review in accordance with Section 5.1 for a period of not less than 45 calendar days.

4.4 Public Notice Requirements for Public Transportation Issues

Public Transportation providers may utilize the SAWMPO as the vehicle for their public participation process. To that end, the SAWMPO will comply with transit planning requirements. Each public notice will state that “public notice of public involvement activities and time established for the public review and comments on the TIP will satisfy the Program of Projects requirements.”

4.5 Public Notice Methodology for Adoption/Amendment of Plans & Special Meetings as Noted in Sections 4.1, 4.2, 4.3 and 4.4

4.5.1 Newspapers. Public notice as required in Section 4 shall be published in the non-legal section of the newspaper. Yearly schedules of meetings will be published in both of the two major newspapers within the SAWMPO area, foreign language newspapers and other media sources as deemed appropriate to reach minority populations. Such notice shall state the date, time, and location of the meetings and where information, plans, etc., about the meeting or plan to be considered can be reviewed.

4.5.2 SAWMPO Web Site. All public notices shall be posted on the web site under the Public Notice tab. Such notice shall state the date, time, and location of the meetings and where information, plans, etc., about the meeting or plan to be considered can be reviewed. The information, in a digital format, shall be posted to the web site and linked to the public notice.

4.5.3 E-Mail/Direct Mail Notification. A list of interested persons, stakeholders and/or organizations that have requested to receive notification of meetings, copies of agendas, notice when key plans and decisions are to be made shall be maintained by the SAWMPO staff. Notifications as required and articulated in Section 4 shall be sent to those on the notification list. Hard copies will not be sent if those on the list have e-mail.

4.5.4 Public Agencies. All interested and affected public agencies, State, Federal, regional and local, shall receive notification as required and articulated in Section 4. Hard copies will not be sent if these agencies have e-mail capability.

Section 5. Public Information and Education

SAWMPO is committed to providing citizens, stakeholders and interested parties with access to its public records, plans, meetings and activities. It is also committed to helping educate the public about metropolitan transportation planning and how it can affect their lives and businesses by providing information.

5.1 Access to Information

SAWMPO will provide the public with reasonable and timely access to technical and policy information relating to the data or content used in the development of transportation plans, programs and projects. Documents will be available for public inspection at the office of the SAWMPO staff (Central Shenandoah Planning District Commission) located at 112 MacTanly Place, Staunton, Virginia during normal working hours. To the extent feasible, documents will be digitized and made available on the SAWMPO website.

Copies of draft plans and programs for public review will also be placed at the following locations:

- Augusta County Government Center, 18 Government Center Lane, Verona, VA
- Staunton City Hall, 116 W Beverley Street, Staunton, VA
- Waynesboro City Hall, 503 W Main Street, Waynesboro, VA

5.2 Public Education and Information

- 5.2.1 SAWMPO Staff will perform routine maintenance and updating and posting of materials on the SAWMPO website, to include but not be limited to: public notices for procurement, public comment, public meetings, policy documents of the SAWMPO, meeting schedules, SAWMPO events and activities calendar, major transportation plans including the LRTP, TIP, UPWP, PPP, etc., agendas and minutes of meetings for the Policy Board and TAC, etc.
- 5.2.2 SAWMPO Staff will compile an educational packet\brochure for distribution at public offices, agencies, libraries, and to post on the SAWMPO website.
- 5.2.3 SAWMPO officials, staff and volunteers will make presentations as requested by citizen groups, public agencies, or local governmental bodies.
- 5.2.4 SAWMPO officials, staff and volunteers will attend public meetings sponsored by member jurisdictions as deemed necessary and appropriate by those jurisdictions and their staff.
- 5.2.5 SAWMPO Staff will provide, as appropriate, public service announcements and interviews on radio and cable television local community channels to explain the subject matter and promote public participation.
- 5.2.6 Articles and Press Releases will be provided to local media.
- 5.2.7 SAWMPO Staff/Officials will provide information presentations at regional sites, open houses, round tables, or other community forums as requested and/or appropriate.

- 5.2.8 SAWMPO Staff/Officials will provide formal presentations to various service clubs, civic and professional groups as requested.
- 5.2.9 Mailings will be provided to select individuals, groups or organizations that have expressed interest or made comments at meetings.
- 5.2.10 Informational flyers will be distributed on public transit buses.

Section 6. Public Meetings

6.1 Location of Regular Meetings of SAWMPO Policy Board/TAC

Regular meetings of the SAWMPO Policy Board and TAC will be held at the CSPDC office at 112 MacTanly Place Staunton VA 24401 These facilities are Americans with Disabilities Act (ADA) and public transit accessible.

6.2 Location of Public Information Meetings

Public information meetings will be held at various locations in the Staunton-Augusta-Waynesboro County area to inform the public of the planning process and to solicit ideas, input and feedback. Public hearings and public information meetings will be held at locations accessible to and at times convenient to minority and disabled residents. To the extent feasible, meeting locations held within the community will be ADA and public transportation accessible.

6.3 Public Comment Opportunity

All regular and special meetings of the SAWMPO Policy Board and TAC, and any other SAWMPO appointed committee, will provide a public comment period after the meeting is called to order and the minutes of the prior meeting have been approved. This comment period may be used by citizens to address their concerns, provide input, etc. to matters on the agenda or of a general nature as long as they relate to metropolitan transportation planning. Additionally, when major plans as articulated in Section 4 are placed on the agenda, public comment time shall be provided as part of the Board's or TAC's discussion of that item. Public comment may also be received about an item or items to be discussed at a meeting via e-mail, mail, etc. prior to the meeting. In these cases, copies shall be provided to the Board and/or TAC members and noted for the public record during the meeting. Explicit attention to and consideration of public comments will be given and responses, when appropriate, provided to questions asked.

6.4 Interpreters

Sign language and/or non-English language interpreters will be provided if needed and requested at least seven working days in advance of a regular and/or special scheduled meeting. Request should be made with the SAWMPO Staff identified in the contact section of this Plan.

6.5 Response to Public Input

- 6.5.1 Responses to questions and comments from the public concerning the public participation process, draft transportation plans, programs, or public agency consultation process will be made directly to the individual by email, letter or telephone call or some other appropriate means.
- 6.5.2 When significant written and oral comments are received on the draft LRTP, TIP and UPWP as a result of the participation process outlined in the PPP or the interagency consultation process, a summary and analysis of the comments and a report on the disposition of the comments shall be made as part of the final LRTP and TIP.

6.6 Approval of Major Plans

The Policy Board of the SAWMPO will hold the final public hearing and/or meetings, as appropriate and required, on the transportation plans as noted above. After due consideration of all public comments received in writing and/or presented in person at the meeting/hearing, the Policy Board will deliberate upon all information that it has received and make a decision, via Resolution, on the transportation plan in question. However, an additional period of public comment will be provided to stakeholders if the final LRTP differs significantly from the version that was made available for public comment and raises new material issues which interested parties could not reasonably have foreseen from the public involvement efforts.

Section 7. Periodic Review and Amendment of the PPP

SAWMPO will review and consider revisions to its PPP on a bi-annual basis to ensure that it remains a dynamic and effective document. Review and amendment of the PPP will be done in consultation with various stakeholders as outlined in Section 1.

Section 8. Contact Information

Citizens, stakeholders and interested parties may contact the following individuals for information regarding this PPP, SAWMPO documents, plans and other public records; submit oral and/or written comments about any advertised plan, and/or about the SAWMPO and its planning efforts to:

- SAWMPO Secretary/Treasurer—Administrator, 112 MacTanly Place, Staunton, VA 24401, 540-885-5174, cspdc@cspdc.org
- SAWMPO Administrative Assistant, same address as above.
- Detailed contact information is also provided for each member of the SAWMPO Policy Board and TAC on the SAWMPO website, Board and Committee tab.

APPENDIX 4: NOTICE TO THE PUBLIC

In order to comply with 49 CFR Section 21.9(d), the CSPDC shall provide information to the public regarding their Title VI obligations and apprise members of the public of the protections against discrimination afforded to them by Title VI. The paragraph below will be inserted into all significant publications that are distributed to the public, such as local papers advertising transportation related public hearings or meetings, planning documents, and informational brochures. The text will be placed permanently on the CSPDC website in both English and Spanish (<http://www.cspdc.org>).

The CSPDC ensures nondiscrimination and equal employment in all programs and activities in accordance with Title VI and Title VII of the Civil Rights Act of 1964. If you have questions or concerns about your civil rights in regards to this project or special assistance for persons with disabilities or limited English proficiency, please contact the CSPDC. Sign language or non-English language interpreters will be provided if needed and requested in advance of this meeting. Please contact the CSPDC at 540-885-5174 to request an interpreter no later than <enter date at least 14 days prior to meeting>.

Central Shenandoah Planning District Commission (CSPDC) se compromete a garantizar que ninguna persona sea excluida de participar en, o ser negado de los beneficios de sus servicios de tránsito basado en raza, color, origen o nacionalidad, protegida por el Título VI de la Ley de Derechos Civiles de 1964. Para obtener información adicional sobre las políticas de no discriminación de CSPDC y los procedimientos o para presentar una queja, por favor visite el sitio web www.cspdc.org o póngase en contacto con el administrador del Título VI al 540-855-5174.

APPENDIX 5: NOTIFYING THE PUBLIC OF RIGHTS

The CSPDC includes the following statement in both English and Spanish on all printed information materials, on the agency's website, in press releases, in public notices, in published documents, and on posters on the interior of each vehicle operated in passenger service:

The CSPDC is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color or national origin, as protected by Title VI of the Civil Rights Act of 1964. For additional information on the CSPDC's nondiscrimination policies and procedures or to file a complaint, please visit the website at www.cspdc.org or contact the Title VI Administrator.

Central Shenandoah Planning District Commission (CSPDC) se compromete a garantizar que ninguna persona sea excluida de participar en, o ser negado de los beneficios de sus servicios de tránsito basado en raza, color, origen o nacionalidad, protegida por el Título VI de la Ley de Derechos Civiles de 1964. Para obtener información adicional sobre las políticas de no discriminación de CSPDC y los procedimientos o para presentar una queja, por favor visite el sitio web www.cspdc.org o póngase en contacto con el administrador del Título VI.

*Title VI Administrator/Administrador del Título VI:
Bonnie Riedesel, CSPDC Executive Director
112 MacTanly Place
Staunton, VA 24401
(540) 885-5174
bonnie@cspdc.org*

Instructions for filing Title VI complaints are posted on the agency's website and in posters on the interior of each vehicle operated in passenger service, and are also included within *other transit related* CSPDC brochures.

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

The complaint should include the following information:

- Your name, address, and how to contact you (i.e., telephone number, email address, etc.)*
- How, when, where, and why you believe you were discriminated against.*
- The location, names and contact information of any witnesses.*

The complaint may be filed in writing to:

*Bonnie Riedesel, CSPDC Executive Director
112 MacTanly Place
Staunton, VA 24401
(540) 885-5174
bonnie@cspdc.org*

A complaint may be filed with the U.S. Department of Transportation by contacting the Department at:

*U.S. Department of Transportation
Federal Transit Administration's Office of Civil Rights
1760 Market Street, Suite 500
Philadelphia, PA 19103-4124*

APPENDIX 6: DISCRIMINATION COMPLAINT FORM

Please provide the following information in order to process your complaint. Assistance is available upon request. Complete this form and mail or deliver to:

Central Shenandoah Planning District Commission
Title VI Coordinator
112 MacTanly Place, Staunton, VA 24401

You can reach our office Monday-Friday from 8:30am to 5:00pm at (540) 885-5174, or you can email the CSPDC Title VI Coordinator at cspdc@cspdc.org.

Complainant's Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Telephone (Home): _____ (Business): _____

Email Address: _____

Person discriminated against (if other than complainant):

Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____

The name and address of the agency, institution, or department you believe discriminated against you.

Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____

Date of incident resulting in discrimination: _____

Describe how you were discriminated against. What happened and who was responsible? If additional space is required, please either use back of form or attach extra sheets to form.

Does this complaint involve a specific individual(s) associated with the CSPDC? If yes, please provide the name(s) of the individual(s), if known.

Where did the incident take place?

Are there any witnesses? If so, please provide their contact information:

Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____

Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____

Did you file this complaint with another federal, state or local agency; or with a federal or state court?

☐ Yes ☐ No

If answer is Yes, check each agency complaint was filed with:

- ☐ Federal Agency
- ☐ State Court
- ☐ Federal Court
- ☐ Local Agency
- ☐ State Agency
- ☐ Other

Please provide contact person information for the agency you also filed the complaint with:

Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Date Filed: _____

Sign the complaint in the space below. Attach any documents you believe support your complaint.

Complainant's Signature:

Signature

Date

For Internal Use Only:

Log #:

Anexo 6: Formulario De Denuncia La Discriminación

Por favor, provea la siguiente información con el fin de procesar su queja. La ayuda está disponible bajo petición. Complete este formulario y envíelo por correo o entregar a:

Comisión Central de Distrito de Planificación Shenandoah
Coordinador del Título VI
112 MacTanly Place, Staunton, VA 24401

Puede llegar a nuestra oficina de lunes a viernes de 8:30 am a 5:00 pm al (540) 885 a 5174, o puede enviar el CSPDC Coordinador del Título VI a cspdc@cspdc.org.

Nombre del querellante: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código postal: _____

Teléfono (Casa): _____ (Negocios): _____

Dirección de correo electrónico: _____

Persona de discriminación (si no es demandante):

Nombre: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código postal: _____

Teléfono (Casa): _____

El nombre y la dirección de la agencia, institución o departamento que usted cree que discriminó en su contra.

Nombre: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código postal: _____

Teléfono (Casa): _____

Fecha del incidente que resulta en la discriminación: _____

Describa cómo fue discriminado. ¿Qué pasó y quién fue el responsable? Si se necesita espacio adicional, por favor, o bien utilizar el reverso del formulario o adjuntar hojas adicionales a la forma.

Esta denuncia implica a un individuo específico (s) asociado con el SAWMPO? En caso afirmativo, indique el nombre (s) de la persona (s), si se conoce.

¿Dónde se llevará a cabo el incidente?

¿Hay testigos? Si es así, por favor proporcione su información de contacto:

Nombre: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código postal: _____

Teléfono (Casa): _____

Nombre: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código postal: _____

Teléfono (Casa): _____

¿Presentó esta queja con otra agencia federal, estatal o local, o ante un tribunal federal o estatal?

☐ Sí ☐ No

Si la respuesta es Sí, marque cada queja se presentó ante la agencia:

☐ Agencia Federal para el

☐ Corte del Estado de

☐ Tribunal Federal

☐ Agencia Local

☐ Agencia Estatal de

☐ Otro

Sírvanse proporcionar información la persona de contacto para la agencia también se presentó la queja con:

Nombre: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código postal: _____

Fecha de presentación: _____

Firme la queja en el espacio de abajo. Adjunte cualquier documento que considere apropiado para respaldar su queja..

Firma del Demandante:

Firma

Fecha

Sólo para uso interno:

Entrar #:

Appendix C – Demand Response Rider Survey Instrument and Results



ON-BOARD RIDER SURVEY

Please complete this survey for your current bus trip. Give it to the driver when you are finished. If you have already completed a survey this week you do not need to complete a second one. **Thank you!**

1. What route are you **currently** riding?
☐ 250 Connector ☐ BRCC North ☐ Green Trolley ☐ Silver Trolley
☐ 340 Connector ☐ BRCC South ☐ Red Trolley ☐ Waynesboro Circulator
2. How long did it take you to walk to the bus stop?
☐ Less than 5 minutes ☐ Between 6 and 10 minutes ☐ Between 11 and 15 minutes
☐ Between 16 and 20 minutes ☐ More than 20 minutes
3. Did you or will you have to transfer buses in order to complete this trip?
☐ Yes, one transfer ☐ Yes, two or more transfers ☐ No (If No, Skip to question #5)
4. What route did you transfer from, or will you be transferring to in order to complete your trip?
☐ 250 Connector ☐ BRCC North ☐ Green Trolley ☐ Silver Trolley
☐ 340 Connector ☐ BRCC South ☐ Red Trolley ☐ Waynesboro Circulator
5. What is the name of the transit system that operates these routes? _____
6. Which other public transportation routes have you used?
☐ 250 Connector ☐ BRCC North ☐ Green Trolley ☐ Waynesboro Circulator
☐ 340 Connector ☐ BRCC South ☐ Red Trolley ☐ Harrisonburg Department of Public Transportation
☐ Silver Trolley
7. What is the purpose of your bus trip today? You may check more than one.
☐ Work ☐ Social/Recreation ☐ Errands/personal business
☐ Shopping ☐ Medical ☐ Other: _____
☐ School ☐ Government Agency
8. How often do you use the bus?
☐ 5 days per week or more ☐ About once/week ☐ About once/month
☐ 2-4 days per week ☐ 2-3 days per month ☐ Less than once/month
9. If you were not riding the bus, how would you make this trip?
☐ Drive myself ☐ Ride with family/friends ☐ Bike
☐ Walk ☐ Taxi ☐ I would not make this trip
10. What do you like the most about the current transit system? _____
11. What do you like the least about the current transit system? _____
12. Are there places in the region (Augusta/Rockingham Counties, Cities of Waynesboro/Staunton) where you would like to go regularly, but cannot because no public transit is available?
☐ No ☐ Yes If yes, from where to where? _____

OVER, PLEASE ☞

13. Please rate your satisfaction with the following areas:

	Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied
Telephone customer service	☐	☐	☐	☐
On-time performance	☐	☐	☐	☐
Days of service	☐	☐	☐	☐
Hours of service	☐	☐	☐	☐
Cost of service	☐	☐	☐	☐
Cleanliness of the vehicles	☐	☐	☐	☐
Driver courtesy	☐	☐	☐	☐
Availability of information	☐	☐	☐	☐
Safety while waiting for the bus (traffic hazards)	☐	☐	☐	☐
Safety on the bus	☐	☐	☐	☐

14. Which of the following improvements would be **MOST** useful to you? **Please choose your top 3.**

- | | |
|---|--|
| ☐ More frequent service | ☐ Additional park and ride opportunities: |
| ☐ Shorter travel time | Where: _____ |
| ☐ Service earlier in the morning | ☐ Service to more places: |
| ☐ Additional weekend service | Where: _____ |
| ☐ Service later in the evening | ☐ Real-time schedule information: |
| ☐ Additional bicycle capacity | At the stop:___ On my phone:___ On my computer:___ |
| ☐ Stop improvements (signs/benches/shelters) | ☐ Other: _____ |

15. How would you classify yourself?

- | | | | |
|--|---|---|--|
| ☐ Caucasian/White | ☐ African American | ☐ American Indian/Alaskan Native | ☐ Prefer not to say |
| ☐ Two or more races | ☐ Native Hawaiian/Pacific Islander | ☐ Asian | ☐ Other |

16. Is English the primary language spoken in your household? ☐ Yes ☐ No

If No, what language do you speak at home? _____

17. Are you: ☐ Male ☐ Female

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

19. Do you have access to a vehicle? ☐ Yes ☐ No

20. Please indicate your age group.

- ☐ Under 17 yrs ☐ 18-25 yrs ☐ 26-55 yrs ☐ 56-64 yrs ☐ 65 yrs and older

21. Which 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 | |

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

- | | | |
|---|--|---|
| ☐ \$14,999 or less | ☐ \$30,000-\$44,999 | ☐ \$60,000- \$74,999 |
| ☐ \$15,000- \$29,999 | ☐ \$45,000-\$59,999 | ☐ \$75,000 or higher |

23. Please provide comments concerning public transportation in the region:

To be eligible for a gift card drawing, please enter your contact information below.

Name: _____ Email or phone: _____

Q1: What was the location where you boarded the bus?

Garber Manor	4
2501 Hickory St. Staunton	1
Plaza Apartments	1
821 W. Beverly St. Staunton	1
684 Gloria Pl. Staunton	1
2200 Orange St.	1

Q2: What is your destination?

Augusta Medical Center	3
101 Baldwin St. Staunton	2
Staunton-Augusta Health Dept.	1
YMCA	1
JCPenney	1
Walmart Staunton	1
Food Lion	1

Q3: Will you, or did you transfer to/from any of the following routes today?

250 Connector	2
Green Trolley	1

Q4: What is the name of the transit system that operates these routes?

CATS	6
Virginia Regional Transit	1
Virginia Transit	1
Demand bus	1

Q5: Which other public transportation routes have you used?

250 Connector	7
340 Connector	1
BRCC North	1
BRCC South	1
Green Trolley	5
Red Trolley	1
Silver Trolley	4
Waynesboro Circulator	2
HDPT	1

Q6: What is the purpose of your bus trip today?

Shopping	4
Medical	4
Errands/Personal Business	3
Social/Recreation	2
Work	1
Other	2

Q7: How often do you use the bus?

2 – 4 days per week	6
once per week	3
2 – 3 times per month	2

Q8: If you were not riding the bus, how would you make this trip?

I would not make this trip	5
Ride with family/friends	3
Drive myself	1
Walk	1
Taxi	1

Q9: What do you like most about the current transit system?

Convenient	4
Everything	4
On time	2
Friendly drivers	2

Q10: What do you like least about the current transit system?

No weekends	1
No pickups Friday morning	1
have to transfer when going to hospital	1
time scheduling	1

Q11: Are there places in the region where you would like to go regularly, but cannot because no public transit is available?

Yes	4
No	5

If yes, from where to where?

Staunton to Harrisonburg	1
Waynesboro Circulator to Roses	1
Stuarts Draft to Charlottesville	1
Mt. View Lane Fisherville	1

Q12: Please rate your satisfaction with the following areas:

	Very Satisfied	Satisfied	Unsatisfied
Trip scheduling process	8	3	0
Phone customer service	7	3	0
On-time service	7	3	0
Days of service	7	1	1
Hours of service	8	1	1
Cost of service	10	0	0
Cleanliness of vehicles	9	1	0
Driver courtesy	9	0	0
Information availability	7	2	0
Bus stop safety	5	2	1
Vehicle safety	9	1	0

Q13: Which of the following improvements would be MOST useful to you?

Additional weekend service	3
More frequent service	2
Service later in the evening	2
Service to more places	2 (Roses and Charlottesville)
Shorter travel time	1
Stop improvements	1
Additional Park and Ride opportunities	1 (Stuarts Draft)

Q14: How would you classify yourself?

White	Two or more races
African American	

6	1
3	

Q15: Is English the primary language spoken in your household?

Yes	10
-----	----

Q16: Are you:

Male	2
Female	8

Q17: Do you have a driver's license?

Yes	5
No	5

Q18: Do you have access to a vehicle?

Yes	2
No	8

Q19: Please indicate your age group.

56 – 64 years	1
65 years and older	10

Q20: Which describes your current employment status?

Retired	9
Employed part-time	1
Homemaker	1
other	1

Q21: What is your annual household income level?

\$14,999 or less	5
\$15,000 - \$29,999	3

Q22: Comments:

Need more buses/drivers	3
Sell multi-trip passes	2
Good service	1

Appendix D – Demand Response Rider Survey Instrument and Results



ON-BOARD RIDER SURVEY- Demand Response

Please complete this survey for your current bus trip. Give it to the driver when you are finished. If you have already completed a survey this week you do not need to complete a second one. **Thank you!**

1. What was the location where you boarded the bus? Please indicate the street address, intersection, building, or landmark. *For example, Gypsy Hill Park.* Please do not use vague terms, such as “home” or “work.”

2. What is your destination? Please indicate the street address, intersection, building, or landmark. *For example, Big Sky Apartments.* Please do not use vague terms such as “home” or “work.”

3. What is the name of the transit system that operates these routes? _____

4. Which other public transportation routes have you used?

- | | | | |
|--|---|--|---|
| ☐ 250 Connector | ☐ BRCC North | ☐ Green Trolley | ☐ Waynesboro Circulator |
| ☐ 340 Connector | ☐ BRCC South | ☐ Red Trolley | ☐ Harrisonburg Department of Public Transportation |
| | ☐ Silver Trolley | | |

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

- | | | |
|-----------------------------------|--|--|
| ☐ Work | ☐ Social/Recreation | ☐ Errands/personal business |
| ☐ Shopping | ☐ Medical | ☐ Other: _____ |
| ☐ School | ☐ Government Agency | |

6. How often do you use the bus?

- | | | |
|--|---|---|
| ☐ 5 days per week or more | ☐ About once/week | ☐ About once/month |
| ☐ 2-4 days per week | ☐ 2-3 days per month | ☐ Less than once/month |

7. If you were not riding the bus, how would you make this trip?

- | | | |
|---------------------------------------|---|---|
| ☐ Drive myself | ☐ Ride with family/friends | ☐ Bike |
| ☐ Walk | ☐ Taxi | ☐ I would not make this trip |

8. What do you like the most about the current transit system? _____

9. What do you like the least about the current transit system? _____

10. Are there places in the region (Augusta/Rockingham Counties, Cities of Waynesboro/Staunton) where you would like to go regularly, but cannot because no public transit is available?

- ☐ No ☐ Yes If yes, from where to where? _____

OVER, PLEASE ➡

11. Please rate your satisfaction with the following areas:

	Very Satisfied (1)	Satisfied (2)	Unsatisfied (3)	Very Unsatisfied (4)
The trip scheduling process	☐	☐	☐	☐
Telephone customer service	☐	☐	☐	☐
On-time performance	☐	☐	☐	☐
Days of service	☐	☐	☐	☐
Hours of service	☐	☐	☐	☐
Cost of bus fare	☐	☐	☐	☐
Cleanliness of the vehicles	☐	☐	☐	☐
Driver courtesy	☐	☐	☐	☐
Availability of information	☐	☐	☐	☐
Safety while waiting for the bus	☐	☐	☐	☐
Safety while on board the bus	☐	☐	☐	☐

13. Which of the following improvements would be **MOST** useful to you? **Please choose your top 3.**

- ☐ Shorter travel time ☐ Improved trip scheduling
☐ Service earlier in the morning ☐ Additional service availability
☐ Service later in the evening ☐ Service to more places: _____
☐ Additional days of service: _____

14. How would you classify yourself?

- ☐ Caucasian/White ☐ African American ☐ American Indian/Alaskan Native ☐ Prefer not to say
☐ Two or more races ☐ Native Hawaiian/Pacific Islander ☐ Asian ☐ Other

15. Is English the primary language spoken in your household? ☐ Yes ☐ No

If No, what language do you speak at home? _____

16. Are you: ☐ Male ☐ Female

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

18. Do you have access to a vehicle? ☐ Yes ☐ No

19. Please indicate your age group.

- ☐ Under 17 yrs ☐ 18-25 yrs ☐ 26-55 yrs ☐ 56-64 yrs ☐ 65 yrs and older

20. Which 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

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

- ☐ \$14,999 or less ☐ \$30,000-\$44,999 ☐ \$60,000- \$74,999
☐ \$15,000- \$29,999 ☐ \$45,000-\$59,999 ☐ \$75,000 or higher

22. Please provide comments concerning public transportation in the region:

To be eligible for a gift card drawing, please enter your contact information below.

Name: _____ Email or phone: _____

Q1: What was the location where you boarded the bus?

Garber Manor	4
2501 Hickory St. Staunton	1
Plaza Apartments	1
821 W. Beverly St. Staunton	1
684 Gloria Pl. Staunton	1
2200 Orange St.	1

Q2: What is your destination?

Augusta Medical Center	3
101 Baldwin St. Staunton	2
Staunton-Augusta Health Dept.	1
YMCA	1
JCPenney	1
Walmart Staunton	1
Food Lion	1

Q3: Will you, or did you transfer to/from any of the following routes today?

250 Connector	2
Green Trolley	1

Q4: What is the name of the transit system that operates these routes?

CATS	6
Virginia Regional Transit	1
Virginia Transit	1
Demand bus	1

Q5: Which other public transportation routes have you used?

250 Connector	7
340 Connector	1
BRCC North	1
BRCC South	1
Green Trolley	5
Red Trolley	1
Silver Trolley	4
Waynesboro Circulator	2
HDPT	1

Q6: What is the purpose of your bus trip today?

Shopping	4
Medical	4
Errands/Personal Business	3
Social/Recreation	2
Work	1
Other	2

Q7: How often do you use the bus?

2 – 4 days per week	6
once per week	3
2 – 3 times per month	2

Q8: If you were not riding the bus, how would you make this trip?

I would not make this trip	5
Ride with family/friends	3
Drive myself	1
Walk	1
Taxi	1

Q9: What do you like most about the current transit system?

Convenient	4
Everything	4
On time	2
Friendly drivers	2

Q10: What do you like least about the current transit system?

No weekends	1
No pickups Friday morning	1
have to transfer when going to hospital	1
time scheduling	1

Q11: Are there places in the region where you would like to go regularly, but cannot because no public transit is available?

Yes	4
No	5

If yes, from where to where?

Staunton to Harrisonburg	1
Waynesboro Circulator to Roses	1
Stuarts Draft to Charlottesville	1
Mt. View Lane Fisherville	1

Q12: Please rate your satisfaction with the following areas:

	Very Satisfied	Satisfied	Unsatisfied
Trip scheduling process	8	3	0
Phone customer service	7	3	0
On-time service	7	3	0
Days of service	7	1	1
Hours of service	8	1	1
Cost of service	10	0	0
Cleanliness of vehicles	9	1	0
Driver courtesy	9	0	0
Information availability	7	2	0
Bus stop safety	5	2	1
Vehicle safety	9	1	0

Q13: Which of the following improvements would be MOST useful to you?

Additional weekend service	3
More frequent service	2
Service later in the evening	2
Service to more places	2 (Roses and Charlottesville)
Shorter travel time	1
Stop improvements	1
Additional Park and Ride opportunities	1 (Stuarts Draft)

Q14: How would you classify yourself?

White	Two or more races
African American	

6	1
3	

Q15: Is English the primary language spoken in your household?

Yes	10
-----	----

Q16: Are you:

Male	2
Female	8

Q17: Do you have a driver's license?

Yes	5
No	5

Q18: Do you have access to a vehicle?

Yes	2
No	8

Q19: Please indicate your age group.

56 – 64 years	1
65 years and older	10

Q20: Which describes your current employment status?

Retired	9
Employed part-time	1
Homemaker	1
other	1

Q21: What is your annual household income level?

\$14,999 or less	5
\$15,000 - \$29,999	3

Q22: Comments:

Need more buses/drivers	3
Sell multi-trip passes	2
Good service	1

Appendix E – Community Survey Instrument and Results

Community Transportation Survey



The Central Shenandoah Planning District Commission is conducting a Community Transportation Survey. Please help us learn more about community transportation needs in the region by completing this survey. If you prefer, you can complete this survey on-line at https://www.surveymonkey.com/s/CSPDC_Transit.

1. Have you completed a survey onboard the bus within the last month? ☐ Yes ☐ No
2. How do you **usually** get where you need to go within the community for work, school, shopping, errands, or medical appointments? Please check only one.
☐ I drive ☐ I use public transportation ☐ I walk
☐ Friends/family drive me ☐ I ride a bicycle ☐ I take a taxi
3. Are you aware of the public transportation services that are provided in the region (in Augusta and Rockingham Counties and in Waynesboro and Staunton)? ☐ Yes ☐ No
4. What is the name of the transit system that serves the region? _____
5. Do you currently use any of the following public transportation services on a weekly basis? Please check all that apply and indicate how often you typically ride per week:

<u>Service</u>	<u>Frequency</u>		
☐ BRCC Shuttle	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ 250 Connector	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ 340 Connector	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ Staunton Trolley	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ Waynesboro Connector	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ Harrisonburg DPT	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ Taxis	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ Vanpools or carpools	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ Other: _____	☐ 5 days/week or more	☐ 1-4 days/week	☐ Less than 1 day/week
☐ I do not currently use public transportation.			
6. If you **DO** use public transportation, what are the primary reasons why you choose public transportation? (check all that apply):

☐ I do not have access to a vehicle	☐ The bus is less expensive than driving
☐ I am unable to drive due to age or disability	☐ For environmental reasons
☐ I do not have a driver's license	☐ The bus is more convenient than driving
☐ It saves me time	☐ Other: _____
7. If you **DO NOT** use public transportation currently, what transit service improvements would be needed for you to choose to ride public transportation?(check all that apply):

☐ Better service availability near my home/work/school- where: _____	☐ Shorter travel time
☐ Improved access to transit information	☐ Longer hours of service
☐ More frequent buses	☐ Safer vehicles
☐ Buses arrive on time	☐ Less crowded vehicles
☐ Guaranteed ride home for emergencies/overtime	☐ I would not ride, I prefer to drive
☐ Greater bicycle capacity	☐ N.A., I already ride
☐ Other: _____	



8. Do you think there is a need for additional or improved public transportation in the region?

☐ Yes ☐ No

If you checked "Yes", please indicate what improvements are needed:

9. What is your zip code? _____

10. Do you have Internet access? ☐ Yes ☐ No

11. What types of social media do you use? Check all that apply.

☐ Facebook ☐ Twitter ☐ Local blogs/forums ☐ YouTube ☐ Instagram ☐ Other: _____

12. How would you prefer to receive information about public transportation? Please check all that apply:

☐ Website ☐ Bus Stops ☐ Brochure ☐ City/County Office ☐ Social Media ☐ Friends/Family
☐ Email ☐ Direct Mail ☐ Newspaper ☐ TV ☐ Radio ☐ Outdoor Ads ☐ Other

13. Are you affiliated with any of the following area colleges/universities? Please check all that apply:

☐ BRCC Student	☐ BRCC Faculty	☐ BRCC Staff	☐ Not affiliated
☐ JMU Student	☐ JMU Faculty	☐ JMU Staff	
☐ Mary Baldwin Student	☐ Mary Baldwin Faculty	☐ Mary Baldwin Staff	
☐ Bridgewater Student	☐ Bridgewater Faculty	☐ Bridgewater Staff	
☐ EMU Student	☐ EMU Faculty	☐ EMU Staff	

14. How would you classify yourself?

☐ Caucasian/White ☐ African American ☐ American Indian/Alaskan Native ☐ Prefer not to say
☐ Two or more races ☐ Native Hawaiian/Pacific Islander ☐ Asian ☐ Other

15. Is English the primary language spoken in your household? ☐ Yes ☐ No

If No, what language do you speak at home? _____

16. Are you: ☐ Male ☐ Female

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

18. Do you have access to a vehicle? ☐ Yes ☐ No

19. Please indicate your age group.

☐ Under 17 yrs ☐ 18-25 yrs ☐ 26-55 yrs ☐ 56-64 yrs ☐ 65 yrs and older

20. 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	

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

☐ \$14,999 or less	☐ \$30,000-\$44,999	☐ \$60,000- \$74,999
☐ \$15,000- \$29,999	☐ \$45,000-\$59,999	☐ \$75,000 or higher

22. Please provide any comments you may have concerning public transportation in the region.

To be eligible for a gift card drawing, please enter your contact information below.

Name: _____ Email or phone: _____

Q. 1. Have you completed a survey onboard the bus within the last month?

Answer Options	Response Percent	Response Count
Yes	1.8%	2
No	98.2%	111
<i>answered question</i>		113
<i>skipped question</i>		1

Q. 2. How do you USUALLY get where you need to go for work, school, shopping, errands, or medical appointments?

Answer Options	Response Percent	Response Count
I drive myself	85.1%	97
Friends/family drive me	5.3%	6
I use public transit	5.3%	6
I ride a bicycle	0.9%	1
I walk	3.5%	4
I take a taxi	0.0%	0
<i>answered question</i>		114
<i>skipped question</i>		0

Q. 3. Are you aware of the public transportation services that are provided in the region (in Augusta and Rockingham Counties, and in Waynesboro and Staunton)?

Answer Options	Response Percent	Response Count
Yes	62.8%	71
No	37.2%	42
<i>answered question</i>		113
<i>skipped question</i>		1

Q. 4. What is the name of the transit system that serves the region?

Name	Response Percent	Response Count
CATS	49%	38
Virginia Regional Transit/VRT/VRTA	15%	12
I do not know	15%	12
CATS, VRT	4%	3
250 Connector	1%	1
Blue Ridge Shuttle Bus	1%	1
BRCC BUS AND TROLLEYS	1%	1
Connector	1%	1
Harrisonburg Department of Transportation	1%	1
Mountain Bus Service	1%	1
Not sure, we know the names of the individual bus routes	1%	1
Shenandoah valley transit	1%	1
Silver Line	1%	1
Staunton Transit S ystem	1%	1
Waynesboro	1%	1
Waynesboro Circulator	1%	1
Circulator	1%	1
	answered question	78
	skipped question	36

Q. 5. Do you currently use any of the following public transportation services on a weekly basis? Please indicate how often you typically ride per week:

Answer Options	5 times/week or more	2-4 times/week	1 time/week or less	NA, I do not use	Response Count
BRCC Shuttle	2	3	2	93	100
250 Connector	1	4	7	87	99
340 Connector	1	0	1	91	93
Staunton Trolley	0	3	11	87	101
Waynesboro Connector	3	2	3	89	97
Harrisonburg Dept. of Public Transportation	0	0	0	94	94
Taxis	0	0	5	88	93
Vanpools or carpools	2	1	2	88	93
Other	4	3	1	69	77
Please specify:					13
answered question					106
skipped question					6

Q. 6 If you DO use public transportation, what are the primary reasons why you choose to ride?

Answer Options	Response Percent	Response Count
NA, I do not use public transportation	69.4%	50
The bus is less expensive than driving	15.3%	11
For environmental reasons	11.1%	8
I do not have access to a vehicle	6.9%	5
I am unable to drive due to age or disability	6.9%	5
The bus is more convenient than driving	5.6%	4
I do not have a driver's license	5.6%	4
It saves me time	1.4%	1
Other (please specify)		2
answered question		72
skipped question		42

Q. 7. If you DO NOT use public transportation currently, what transit service improvements would be needed for you to choose to ride?

Answer Options	Response Percent	Response Count
Better service availability near my home/work/school	44.2%	42
I would not ride, I prefer to drive	31.6%	30
Improved access to transit information	29.5%	28
More frequent buses	27.4%	26
Longer hours of service	26.3%	25
Guaranteed ride home for emergencies/overtime	20.0%	19
Shorter travel time	17.2%	16
Buses arrive on time	9.5%	9
Greater bicycle capacity	5.3%	5
NA, I already ride	5.3%	5
Safer vehicles	4.2%	4
Less crowded vehicles	3.2%	3
Other (please specify)		5
answered question		95
skipped question		19

Q. 8. Do you think there is a need for additional or improved public transportation in the region?

Answer Options	Response Percent	Response Count
Yes	71.0%	71
No	29.0%	29
If yes, please describe the needed improvements.		45
answered question		100
skipped question		14

Q. 9. What is your zip code?			
Location	Zip Code	Response Percent	Response Count
Staunton	24401	44%	44
Waynesboro	22980	26%	26
Stuart's Draft	24477	5%	5
Churchville	24421	4%	4
Fishersville	22939	3%	3
Middlebrook	24459	3%	3
Verona	24482	3%	3
Deerfield	24432	2%	2
Grottoes	24441	2%	2
Weyers Cave	24486	2%	2
Bridgewater	22812	1%	1
Keezletown	22832	1%	1
Timberville	22853	1%	1
Woodberry Forest	22989	1%	1
Staunton	24402	1%	1
Swoope	24479	1%	1
answered question			100
skipped question			12

Q. 10. Do you have Internet access?		
Answer Options	Response Percent	Response Count
Yes	94.1%	96
No	5.9%	6
answered question		102
skipped question		12

Q. 11. What types of social media do you use?		
Answer Options	Response Percent	Response Count

Facebook	90.9%	70
YouTube	44.2%	34
Local blogs/forums	18.2%	14
Twitter	16.9%	13
Instagram	15.6%	12
Other (please specify)		7
answered question		77
skipped question		37

Q. 12. How would you prefer to receive information about public transportation?

Answer Options	Response Percent	Response Count
Website	52.6%	51
Email	35.1%	34
Social Media	28.9%	28
Newspaper	27.8%	27
Brochure	25.8%	25
Bus Stops	18.6%	18
Direct Mail	15.5%	15
Radio	15.5%	15
Outdoor Ads	11.3%	11
City/County Office	10.3%	10
Friends/Family	9.3%	9
Other	7.2%	7
answered question		97
skipped question		17

Q. 13. Are you affiliated with any of the following colleges/universities?

Answer Options	Response Percent	Response Count
BRCC Student	7.4%	7
JMU Student	1.1%	1
Mary Baldwin Student	0.0%	0
Bridgewater Student	0.0%	0
EMU Student	0.0%	0
BRCC Faculty	1.1%	1
JMU Faculty	2.1%	2
Mary Baldwin Faculty	0.0%	0
Bridgewater Faculty	0.0%	0
EMU Faculty	0.0%	0
BRCC Staff	0.0%	0
JMU Staff	1.1%	1
Mary Baldwin Staff	0.0%	0
Bridgewater Staff	0.0%	0
EMU Staff	0.0%	0
I am not affiliated with any of these schools	87.4%	83
answered question		95
skipped question		20

Q. 14. How would you classify yourself?

Answer Options	Response Percent	Response Count
Caucasian/White	90.9%	90
Two or more races	1.0%	1
African American	2.0%	2
Native Hawaiian/Pacific Islander	1.0%	1
American Indian/Alaskan Native	0.0%	0
Asian	0.0%	0
Prefer not to say	5.1%	5
Other (please specify)		
answered question		99
skipped question		15

Q. 15. Is English the primary language spoken in your household?

Answer Options	Response Percent	Response Count
Yes	99.0%	102
No	1.0%	1
If no, what language do you speak at home?		
answered question		103
skipped question		11

Q. 16. Are you:		
Answer Options	Response Percent	Response Count
Male	31.4%	32
Female	68.6%	70
<i>answered question</i>		102
<i>skipped question</i>		12

Q. 17. Do you have a valid driver's license?		
Answer Options	Response Percent	Response Count
Yes	94.1%	95
No	5.9%	6
<i>answered question</i>		101
<i>skipped question</i>		13

Q. 18. Do you have access to a vehicle?		
Answer Options	Response Percent	Response Count
Yes	93.1%	94
No	6.9%	7
<i>answered question</i>		101
<i>skipped question</i>		13

Q. 19. Please indicate your age.		
Answer Options	Response Percent	Response Count
Under 18	0.0%	0
18-25	2.0%	2
26-55	63.7%	65
56-64	19.6%	20
65+	14.7%	15
<i>answered question</i>		102
<i>skipped question</i>		12

Q. 20. Which best describes your current employment status?

Answer Options	Response Percent	Response Count
Employed full-time	74.3%	78
Employed part-time	8.6%	9
Retired	10.5%	11
Student full-time	1.0%	1
Student part-time	1.0%	1
Homemaker	1.0%	1
Unemployed	1.9%	2
Other	1.9%	2
<i>answered question</i>		105
<i>skipped question</i>		9

Q. 21. What is your annual household income?		
Answer Options	Response Percent	Response Count
Under \$15,000	5.6%	5
\$15,000-29,999	11.1%	10
\$30,000-49,999	16.7%	15
\$45,000-59,999	13.3%	12
\$60,000-74,999	20.0%	18
\$75,000 or over	33.3%	30
<i>answered question</i>		90
<i>skipped question</i>		24