Transit Development Plan

September 2018

Last Updated: November 8, 2019

Note: JAUNT intends to update this document in January of 2020 to more closely align with upcoming operating changes and capital improvement projects for FY2021

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Executive Summary

Virginia's Department of Rail and Public Transportation (DRPT) requires that any public transit operator receiving state funding prepare, adopt, and submit a Transit Development Plan (TDP) at least once every six years.

A TDP serves as a guide for transit agencies regarding the ongoing and future operations of their transit services. It provides both a broad and specific review of an agency's operational performance, and a thorough understanding of the socioeconomic and demographic situations in which transit services are offered.

This document consists of seven chapters, corresponding to the plan requirements outlined by the DRPT:

- **Chapter 1 –** Overview of Transit Sytem
- **Chapter 2 –** Goals, Objectives, and Service Design Standards
- **Chapter 3 –** Service and System Evaluation
- **Chapter 4 –** Service and Capital Improvement Plan
- **Chapter 5 –** Implementation Plan
- **Chapter 6 –** Financial Plan
- **Chapter 7 –** Regional Coordination

KEY FINDINGS AND RECOMMENDATIONS

JAUNT's current service area includes Charlottesville, Albemarle County, Buckingham County, Fluvanna County, Louisa County, and Nelson County. Within this service area, JAUNT provides the following service types:

- **Intracounty service:** Demand–response service in rural areas of member jurisdiction counties.
- **Midday service:** Travel into Charlottesville for non-commuting purposes and coordinated human service agency transportation.
- **Commuter Service:** Commuter routes to/from Charlottesville, the majority operating weekly and at times to facilitate travel to/from work.
- **ADA Paratransit Service:** Complementary paratransit supplementing Charlottesville's fixed route bus system

JAUNT also works to coordinate its service with numerous human service agencies throughout the region, ensuring these agencies have a viable transit option if needed. In addition, JAUNT offers its vehicles and drivers to human service agencies for contracted use.

JAUNT ridership is growing, particularly for Agency trips, which benefit from stable funding. As the population of the JAUNT service area continues to grow, ridership demand will likely increase as well.

Based on the transit potential analysis presented in Chapter 3 of this document, demand response service is the most appropriate service model for much of the JAUNT service area (although opportunities to expand commuter service were also identified).

Table 4-2 summarizes service improvements recommended in this Transit Development Plan. The TDP also recommends the developing of an online travel planning tool.

Overall, this document is intended to be both a practical, immediately implementable plan, and a strategic document guiding CAT's future development.

Table 0-1 | Summary of Service Improvements

Service Type	Proposed Improvement	Proposed Timeframe
Demand Response	Establish app-based general-purpose demand response programs for urban edge and suburban Albemarle County	Short-term (1-3 years)
	Expand app-based general-purpose demand response programs to Crozet and airport area	Mid-term (3-10 years)
	Expand app-based general-purpose demand response programs to each county	Long-term (10+ years)
Commuter Routes	Add three trips/runs to Buckingham CONNECT Route, and Add Louisa CONNECT Route between Town of Louisa and Zion Cross Roads	Short-term (1-3 years)
	Add three trips/runs to 29 North CONNECT Route, and Align 29 North CONNECT Route with the Park CONNECT route	Short-term (1-3 years)
	Add Louisa CONNECT Route between Zion Cross Roads and Charlottesville	Mid-term (3-10 years)
	Add additional 29 North CONNECT stops along US 29 corridor	Mid-term (3-10 years)
	Add all-day service to 29 North CONNECT Route	Long-term (10+ years)

Chapter 1

Transit System Overview: JAUNT, Inc.

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1 Overview of the Transit System

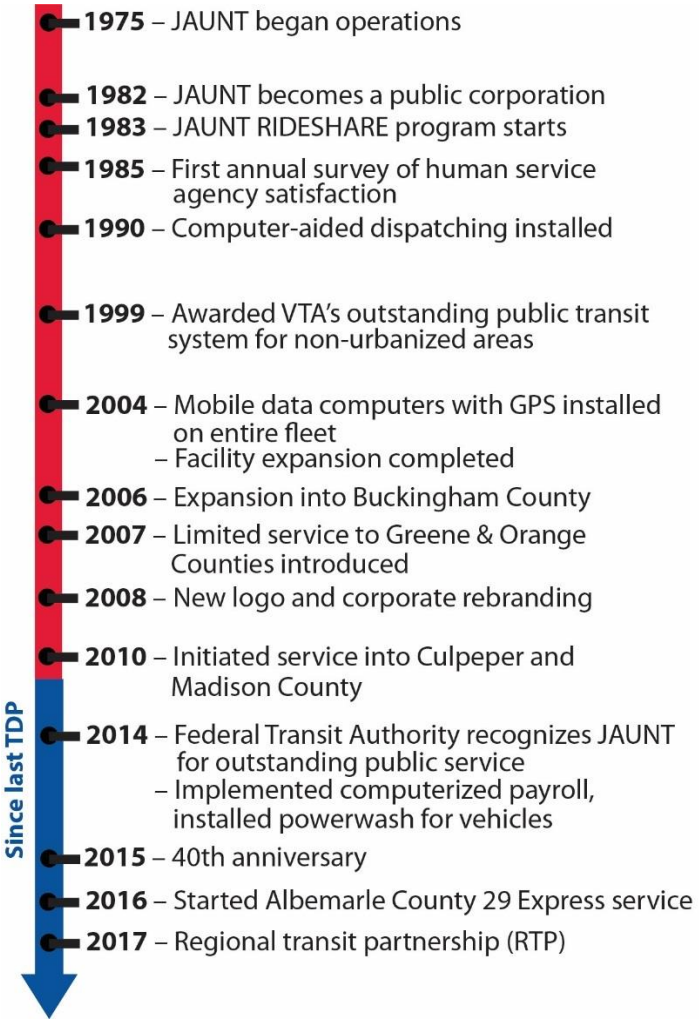
1.1 HISTORY

JAUNT began as a collaboration of multiple human service agencies looking for more efficient and cost-effective means of providing transportation services. By the early 1980s, JAUNT provided service for approximately 60 human service agencies, and 90 percent of the funding came from coordinated services. In 1982, JAUNT Inc., as it is structured today, was established by resolution by the City of Charlottesville, Albemarle, Louisa (Louisa joined by resolution in 1987), Nelson and Fluvanna County. This action established JAUNT as a public service corporation owned by five local governments with the stated purpose to access federal and state transit grants.

Over the years JAUNT supplemented declining human service funding with other services, which included RideShare, commuter routes, intra-county routes in each rural county, and night and weekend service in Charlottesville and urbanized areas of Albemarle County. JAUNT provides demand-response paratransit service for the Charlottesville Area Transit (CAT) service area to meet ADA requirements for that system. In other more rural counties, subscription service on certain days of the week is often provided for access to medical or social service destinations. JAUNT also provides commuter services into Charlottesville for residents of outlying counties as well as after-school transportation.

With its incorporation in 1982, JAUNT had transitioned into the role of a public transit agency, shifting the cost of client transportation from the sponsoring agencies to clients paying their fares directly.

Figure 1-1 | Organizational Timeline



JAUNT began using computer-aided dispatching in 1990, and installed Mobile Data Computers (MDC)—vehicle-mounted devices that facilitate messaging, electronic dispatching, vehicle monitoring, and GPS-based vehicle tracking—on its entire fleet by 2004.

In 1993, JAUNT began operating out of its current operations facility in southeastern Charlottesville. In 1994, JAUNT was recognized by the Community Transit Association of America with the National

Community Transportation System of the Year Award. In 1999, JAUNT received the Outstanding Public Transportation System Award for Non-Urbanized Areas from the Virginia Transit Association.

In 2004 JAUNT completed an expansion of its facility, and in 2006 JAUNT expanded its service into Buckingham County. In 2007, JAUNT began providing limited service between Charlottesville and Greene and Orange counties. In 2008, JAUNT unveiled a new logo and corporate branding. In November 2010, JAUNT initiated service into Culpeper and Madison Counties, with a new route providing service for medical appointments linking Culpeper County and Charlottesville with a stop in Madison County.

In 2011, JAUNT was one of several rural transit services recognized for being a leader in innovative practices as documented in the Transportation Cooperative Research Program (TCRP) Synthesis 94. Specifically highlighted was JAUNT's innovation in its mobility manager program (started in 2009) to maintain close coordination with human service agencies.

Beginning in 2013, JAUNT experienced service reductions based on a changing funding landscape. Service in Fluvanna and Louisa was initially lost in this year. HB2313 and the 2013 General Assembly session's Senate Bill 1140 (transit performance metrics) provided JAUNT with funding to enable a restoration of some service cuts.

Nelson County and Louisa service adjustments continued into 2015-2016, with some services (grocery shopping connection) in the Woodsedge and Crozet community discontinued due to a depleted grant.

In 2017, an operational framework was adopted for a Regional Transit Partnership (RTP) Advisory Board. The RTP serves as an advisory board, created by the City of Charlottesville, Albemarle County and JAUNT, in Partnership with the Virginia Department of Rail and Public Transportation to provide recommendations to decision-makers on transit-related matters.

JAUNT completed a renovation to its headquarters building in 2018 and then a renovation to its garage and maintenance facilities the following year.

Overtime, JAUNT has expanded its offering of commuter services. The 29 Express Route began in May of 2016 and connects Forest Lakes and Holleymead with UVA and Downtown Charlottesville. In 2019, JAUNT launched the long-anticipated Crozet CONNECT service connecting the community of Crozet with UVA and Downtown Charlottesville. This service was launched alongside the CONNECT commuter brand, which was extended to include the 29 express and existing commuter services in Nelson and Buckingham.

Since 1975 JAUNT has cumulatively provided over 9,000,000 trips, traveled over 58,000,000 miles, and provided 2.8 million service hours on behalf of the jurisdictions it serves, enhancing the mobility choice for public, agency clients, senior citizens and people with disabilities.

1.2 GOVERNANCE

In 1982, JAUNT was publicly incorporated and became a public service corporation whose shareholders consist exclusively of the government jurisdictions JAUNT serves. This ownership is reflected in the composition of the 14-member Board of Directors (**Table 1-1**), which includes four members from the City of Charlottesville, four from Albemarle County, and two each from Louisa, Fluvanna and Nelson Counties. Three advisors are invited and regularly attend board meetings to provide insight:

- Karl Carter (Buckingham County)
- Chip Boyles (TJPDC)
- Mike Mucha (DRPT)

Board Member	Locality	Term & Expiration	Roles
Ray East	Albemarle County	4 year expiring 10/01/2020	**Treasurer**, Finance Committee Chair
Fran Hooper	Albemarle County	4 year expiring 10/01/2020	Executive Committee
Juandiego Wade	Albemarle County	4 year expiring 9/30/2021	Finance Committee
William Wuench	Albemarle County	4 year expiring 9/30/2021	Vice President
Ray Heron	Charlottesville City	3 year expiring 9/30/2022	Finance Committee
Christine Appert	Charlottesville City	3 year expiring 9/30/2022	JAUNT Friends Chair
Lucas Ames	Charlottesville City	3 year expiring 9/30/2022	Secretary, RTP Urban Representative, JAUNT Friends Secretary
Vacant	Charlottesville City	---	---
David Feisner	Fluvanna County	3 year expiring 6/30/2022	Finance Committee
Pat Thomas	Fluvanna County	3 year expiring 6/30/2022	President
Willie Gentry	Louisa County	4 year expiring 12/31/2019	
Randy Parker	Louisa County	4 year expiring 5/31/2023	Executive Committee, RTP Rural Representative
Dian McNaught	Nelson County	3 year expiring 9/30/2019	
Vacant	Nelson County	---	---

Table 1-1 | JAUNT Board Members

The Board is responsible for overseeing JAUNT, including the establishment of policies and appointing the Chief Executive Officer, and meets monthly. Monthly financial reports and service statistics are provided to the Board. A strategic planning process is undertaken every three to four years, with a minor update each year. Goal achievement is reviewed each year. As a Public Service Corporation, JAUNT exists under Virginia Code § 56-1, which enables multiple jurisdiction, by resolution, to form a public passenger transportation entity. Costs are apportioned to the member counties by the amount of revenue service hours operated in each county on a yearly basis.

Members of the JAUNT board are also selected to serve on two advisory committees: the Executive Committee and the Finance Committee.

The Charlottesville Albemarle Metropolitan Planning Organization (CA-MPO) in conjunction with the Thomas Jefferson Planning District Commission (TJPDC), are responsible for the Regional Transit Partnership (RTP) Operational Framework. The RTP is intended to be a regional advisory board that provides recommendations to Charlottesville Area Transit (CAT), JAUNT and stakeholders, which include City of Charlottesville and Albemarle County officials, as well as other institutions, such as UVA. The RTP envisions adding more formalized agreements among transit service providers, improving communications/collaboration, and the possible exploration of a Regional Transit Authority, which may include shared facilities and operations. JUANT executive staff serve as advisory members of the RTP while two JAUNT board members serve as voting members: one each from the rural and urban parts of JAUNT's service area.

1.3 ORGANIZATIONAL STRUCTURE

Brad Sheffield became the JAUNT Chief Executive Officer in 2015. He has been with JAUNT since 2011. From 2014 until 2017, Mr. Sheffield also served as an elected member of the Albemarle County Board of Supervisors. There are three Executives generally associated with Operations, Administrative, and Financial/HR functional areas in the organizational chart. The JAUNT leadership team consists of the Chief Executive Officer, Chief Administrative Officer, Chief Operations Officer, and Chief Finance Officer.

Notable among similar size transit agencies, the organization includes dedicated planning staff, human resource staff, information technology staff, facility management and a Mobility Manager, who provides transportation consulting for the area's human service agencies.

JAUNT has approximately 125 employees, with 69 percent considered full-time. JAUNT employees are non-unionized, and bus operators comprise approximately 74 percent of all positions. JAUNT previously employed service contractors to provide services, but the arrangement caused numerous complications, chief among them being compliance with federal rules regarding safety and drug and alcohol testing. In order to assure more control over regulatory compliance and the service quality, JAUNT now directly owns and operates their services.

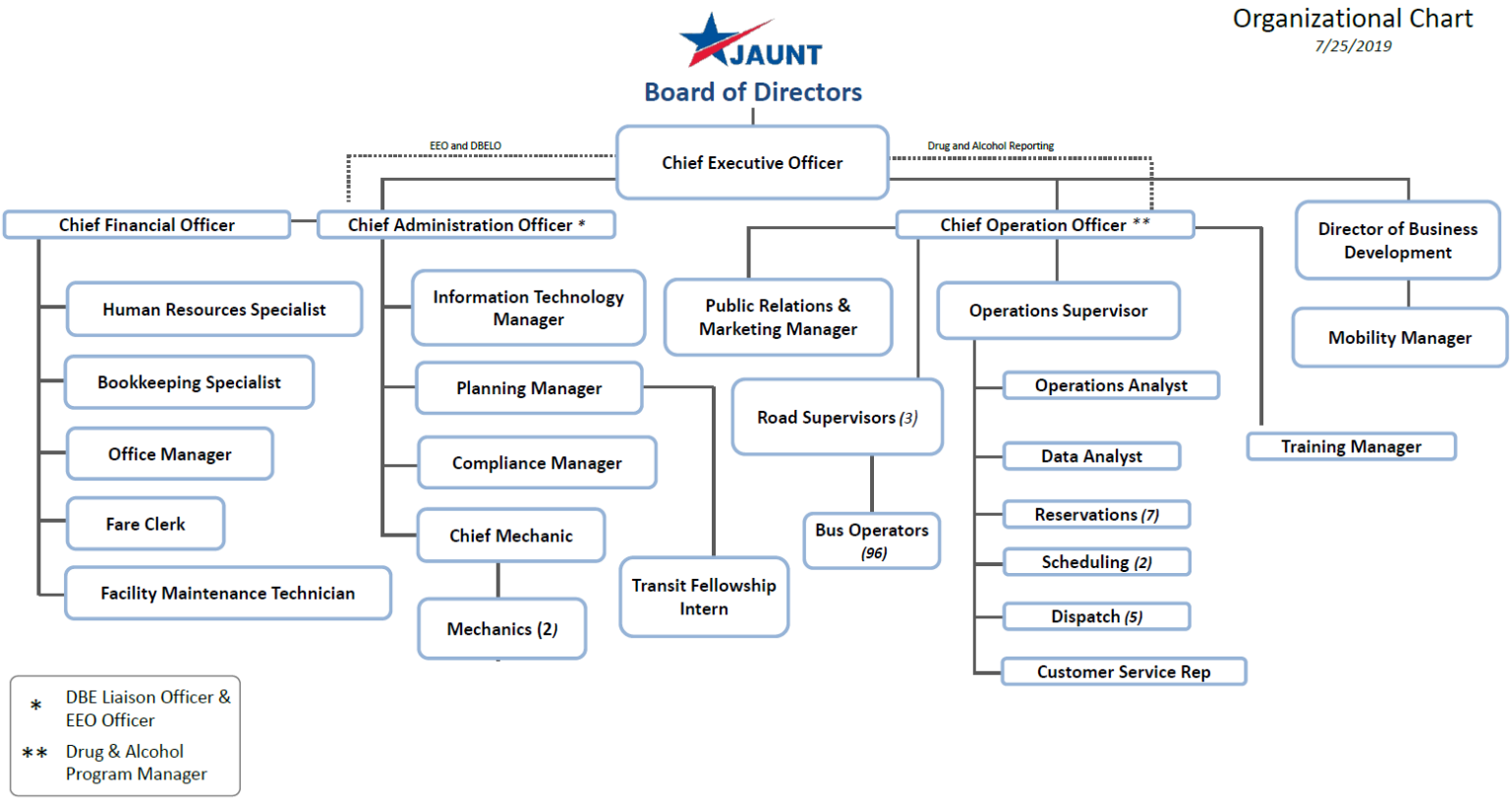


Figure 1-2 | JAUNT Organizational Chart

1.4 SERVICES PROVIDED AND AREAS SERVED

JAUNT's primary service area consists of the following jurisdictions:

- City of Charlottesville;
- Albemarle County;
- Buckingham County;
- Fluvanna County;
- Louisa County and
- Nelson County.

The service is tailored to community desires and funding availability. For example, Buckingham services connect Buckingham residents to Charlottesville and Urban Albemarle while Louisa County services are focused more on intracounty connections. JAUNT often operates services based upon the time of day/day of week, so that a variety of trip purposes can be accommodated. The majority of JAUNT services require a reservation at least 24 hours advanced notice. Some commuter services also require a reservation, though JAUNT is working to shift that type of service to a more fixed pick-up and drop-off structure to accommodate the need for faster travel times.

Given the discretionary nature of annual appropriations or responses to JAUNT's funding requests, the service levels have fluctuated throughout the last TDP period as JAUNT adjusts and recalibrates the service provided with the funding support it receives. Historically, JAUNT has also provided additional services to other jurisdictions which have since been reduced or eliminated. In Greene County for example, JAUNT had previously coordinated services and transfers with Greene County Transit. Today, however, no JAUNT services pick up or drop off in Greene County.

JAUNT's primary service categories are defined as follows:

- **Intracounty service:** Demand–response service within rural areas of member jurisdiction counties.
- **Midday service:** Demand-response service connecting rural areas of member jurisdiction counties into Charlottesville for non-commuting purposes.
- **Commuter Service:** Commuter routes to/from Charlottesville, the majority operating weekly and at times to facilitate travel to/from work. The majority of these services now operate with fixed stops and timetables, rather than by reservation.
- **ADA Paratransit Service:** Demand-response paratransit supplementing Charlottesville's fixed route bus system, operating within a ¾ mile radius of said system.
- **Human Service Agency Transportation:** Contract-based service provided in partnership with local human service agencies. Schedule coordination with public services allows for increased utilization of vehicles and supplementary revenue with minimum impact to public service.

Specific service details are presented in Table 1, including service vehicle requirements. Because of the high level of inter-service coordination achieved by JAUNT, very few JAUNT vehicles are employed full-time on any single service. Therefore, Table 1 presents the average daily count of distinct vehicles used to perform each service, the average utilization of those vehicles' total work load for that service, and the corresponding "full-time vehicle equivalent". The sum of full-time vehicle equivalencies across all services approximates the number of distinct vehicles used to perform JAUNT service on an average weekday.

City of Charlottesville/Urban Albemarle County - In the City of Charlottesville and Urban Albemarle County, JAUNT offers complementary paratransit service to people with disabilities in accordance with the Americans with Disabilities Act (ADA).

Service in Charlottesville and Urban Albemarle County also includes three commuter services. The 29 North CONNECT (formerly 29Express) transports commuter from Forest Lakes and Hollymead to the University of Virginia and Downtown Charlottesville. Two commuter busses are available in the morning and afternoon. The Crozet CONNECT service transports commuters from the Crozet region to the University of Virginia and Downtown Charlottesville. East and West routes serve opposite sides of Crozet. Three buses travel from Crozet to Charlottesville in the morning and four busses make the return trip in the afternoon. The Park CONNECT service operates all day and connect the UVA Research Park with the University's central campus and Downtown Charlottesville.

Rural Albemarle County – Rural demand response is offered throughout the county for all residents including Senior Citizens: Monday - Friday: 6am to 6pm. Pricing is determined by a zone fare structure with trips closer to Charlottesville charging lower fares. In addition, demand response service is available bringing passengers to and from Charlottesville along specific corridors at published times for a reduced fare. These corridors include service Monday - Friday to Crozet along Route 250 North, Earlysville, Keswick along Route 250 East, and Stony Point along Route 20 North. Service is available Tuesday and Thursday to Scottsville and Esmont along Route 20 south.

Louisa County - In Louisa County, JAUNT offers two separate services. Intracounty Service is accessible by appointment to all County residents. This service is available beginning at 7:30am, Monday through Saturday. Midday Service connects Louisa residents to the City of Charlottesville; residents leave Louisa between 10:30am and 11am and return from Charlottesville at 3pm.

Buckingham County - There are two routes from Buckingham to Charlottesville traveling along Route 20. Buckingham Route 1 operates seven day a week and serves Buckingham County, UVA Hospital, and the Pantops area of Charlottesville. Buckingham Route 2 operates Monday-Friday only and serves Buckingham County, UVA Hospital, and areas along Route 29 North in Charlottesville. These commuter routes are the only type of service JAUNT provides to Buckingham County. In 2013 JAUNT acquired larger 28-seat capacity buses to handle greater than expected demand on this service. Recent ridership growth (30 percent) through September 2017 has been observed and JAUNT will again continue to monitor demand to ensure sufficient vehicle capacity is offered. These commuter services require advance reservations.

Fluvanna County – JAUNT offers a weekday commuter service to Charlottesville from Fluvanna County. This route operates Monday-Friday, with service originating in Fork Union and passing through Palmyra. The route travels past Lake Monticello on Route 53 enroute to Charlottesville. Departure time is 6:00am with arrival in downtown Charlottesville and UVA at 7:05am and 7:15am, respectively. There are two return times that follow the same route back to Fork Union. The early departure leaves from downtown Charlottesville at 3:30pm and the later return leaves from UVA only at 4:30pm.

On Tuesday and Thursdays, JAUNT offers midday, door-to-door service to the City of Charlottesville. The routes arrive in Charlottesville at 10:00am and depart at 2:00pm.

On Monday and Friday, from 10am to 4pm and on Wednesday from 10am to 1:30pm, door-to-door intracounty service is offered. Wednesday service is

oriented toward connecting residents to the Fluvanna Senior Center.

Nelson County – JAUNT offers midday, door-to-door service to the City of Charlottesville on Monday and Friday from 7:30am to 10:30am and 2:30pm to 5:30pm. On Monday and Tuesday, circulator service is provided within the Lovingston region from 7:30am to 10am and 1:30pm to 4pm, with discounted rates for trips to and from the local senior center.

JAUNT operates a commuter route Monday through Friday from Nelson County to Charlottesville and Urban Albemarle Service starts at 6:45am from Lovingston, making stops along Route 29. The route arrives in Charlottesville around 8:00am and departs at 4:30pm. Stops include the Fontaine Research Park, UVA Health System, and the Virginia Institute for the Blind.

Two additional services provide connections to/from the Wintergreen Resort in Nelson County:

- Wintergreen Resort to Charlottesville: This route departs from Wintergreen at 9:00am and goes to the CAT bus stop at the Barracks Road CVS in Charlottesville. The return pickup is at 4pm. The route operates on Thursdays only.

- Nelson/Amherst to Wintergreen – Service begins at 7:15am and features stops at Lovingston and Amherst. The route ends at the Wintergreen Resort at 8:50am. The return trip begins from the resort at 5:00pm. This service is offered on Wednesday through Sunday.

Figure 1-3 | JAUNT Service Area

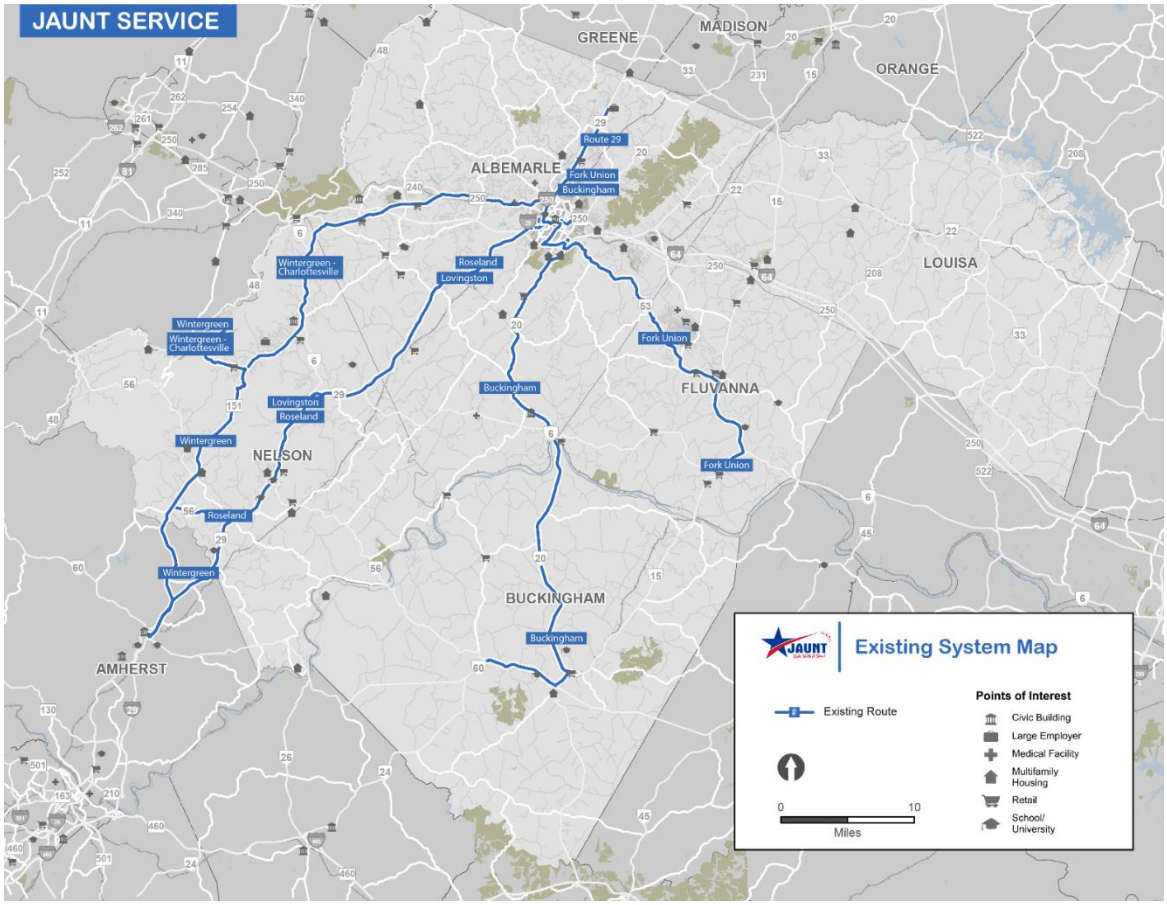


Figure 1-4 | CAT ADA Service Area

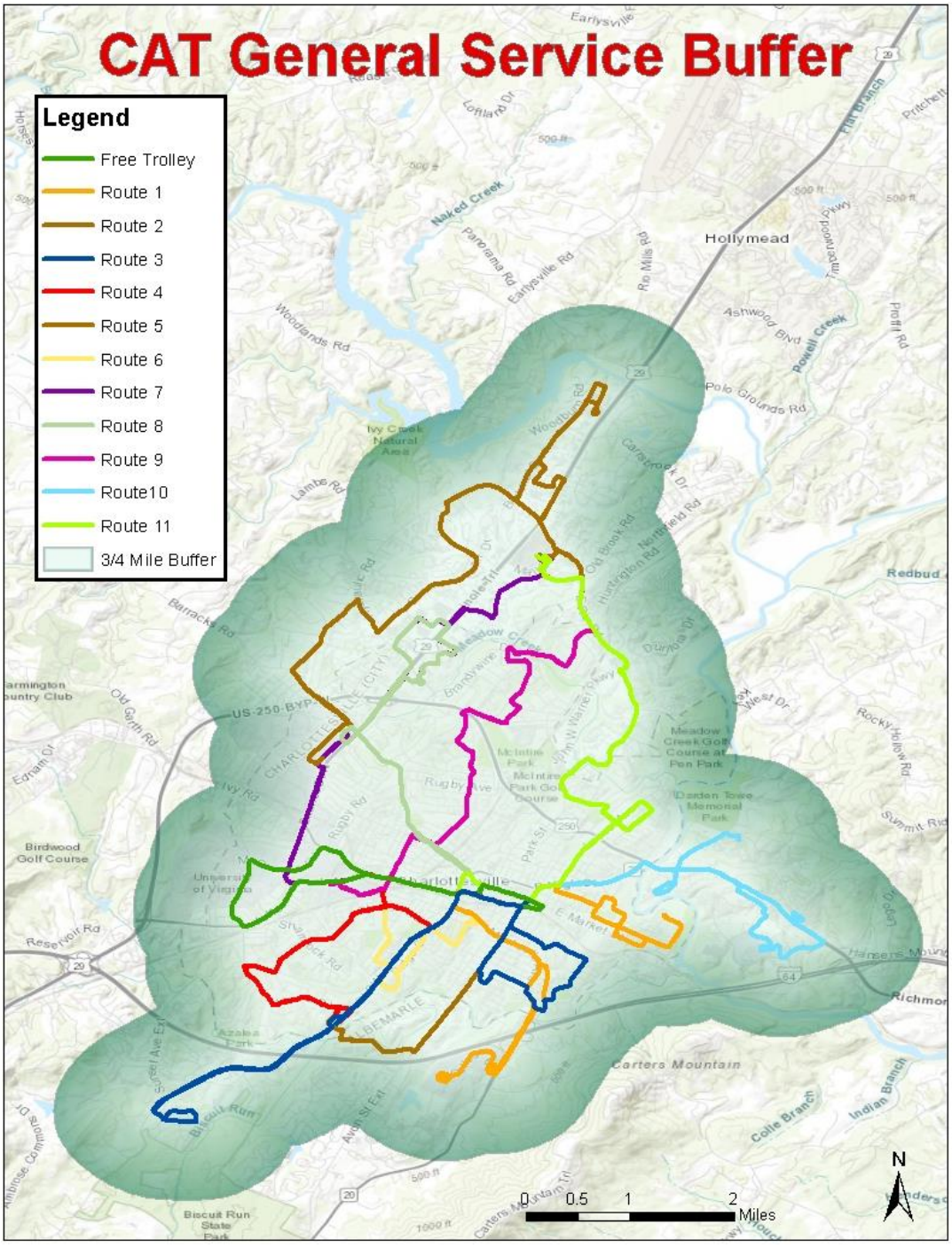


Table 1-2 | JAUNT Service Catalog

ADA Paratransit Service	Area of Operation		Span of Service		Days of Week	Max. Vehicles	Avg. Vehicle Utilization	F.T. Vehicle Equivalent
Charlottesville & Urban Albermarle ADA Service	ADA Zone		6am-12am (M-Sa), 7am-10pm (Su)		M-Su	48	55.5%	26.62
Intracounty Service	Area of Operation		Span of Service		Days of Week	Max. Vehicles	Avg. Vehicle Utilization	F.T. Vehicle Equivalent
Albemarle County								
Albemarle Demand Response	Countywide		6am-6pm		M-Su	42	16.7%	6.99
Crozet Circulator	Crozet Region		7:45am-6pm		M-F	3	6.0%	0.18
Scottsville Circulator	Esmont-Scottsville Region		8:45am-3pm		Tu, Th	3	47.8%	1.43
Scottsville Senior Center	Esmont-Scottsville Region		9am-2:30pm		W	2	35.6%	0.71
Fluvanna County								
Fluvanna Circulator	Countywide		10am-4pm (M, F); 8:30am-4pm (W)		M, W, F	1	53.7%	0.54
Louisa County								
Louisa Circulator	Countywide		6am-5pm		M-F	8	82.4%	6.59
Nelson County								
Lovingston Circulator	Lovingston Region		7:30am-10am; 1:30pm-4:30pm		M, Tu	2	79.0%	1.58
Midday Service	**Origin**	**Departs**	**Destination**	**Returns**	**Days of Week**	Max. Vehicles	Avg. Vehicle Utilization	F.T. Vehicle Equivalent
Albemarle County								
20 North Demand Response	Stony Point	8am	Charlottesville	3pm	M-F	2	11.1%	0.22
Earlysville Demand Response	Earlysville, Charlottesville	7:30am	Charlottesville	3pm	M-F	6	10.3%	0.62
Keswick Demand Response	Keswick	8am	Charlottesville	3PM	M-F	3	14.0%	0.42
Esmont-Scottsville Demand Response	Scottsville Esmont	6am, 9am	Charlottesville	12pm, 4:30pm	M-F	6	31.7%	1.90
Crozet Demand Response	Crozet	8am, 10am, 12pm, 2pm	Charlottesville	9am, 11am, 1pm, 3pm, 5pm	M-F	10	18.1%	1.81
Fluvanna County								
Midday Demand Response	Countywide	9am	Charlottesville	2:45pm	Tu, Th	4	42.0%	1.68
Louisa County								
Louisa Demand Response	Countywide	9am	Charlottesville	3pm	M, W, F	3	62.4%	1.87
Nelson County								
Midday Demand Response	Countywide	9am	Charlottesville	3:45pm	M, F	4	20.6%	0.82
Wintergreen-Charlottesville	Wintergreen Resort	9am	Charlottesville	3:45pm	W, Th,	2	59.4%	1.19
Commuter Service	**Origin**	**Departs**	**Destination**	**Returns**	**Days of Week**	Max. Vehicles	Avg. Vehicle Utilization	F.T. Vehicle Equivalent
Albemarle County								
29 North CONNECT	Hollymead	7am, 8am	Charlottesville	4:40pm, 5:20pm	M-F	2	100%	2
Crozet CONNECT	Crozet	7am, 8am	Charlottesville	4:40pm, 5:20pm	M-F	4	100%	4
Park CONNECT	UVA Research Park	7:30am – 6pm	UVA Grounds, Charlottesville	7:30am – 6pm	M-F	2	100%	2
Buckingham County								
Buckingham CONNECT 1	Dilwyn	5:45am	Charlottesville	4pm	M-Su	1	82.9%	0.83
Buckingham CONNECT 2	Ducks Corner Store, Dilwyn	6am	Charlottesville	5pm	M-F	1	39.4%	0.40
Fluvanna County								
Fluvanna CONNECT	Palmyra	6am	Charlottesville	4:15pm	M-F	2	25.8%	0.52
Nelson County								
Lovingston CONNECT	Lovingston	6:36am	Charlottesville	4pm	M-F	5	59.6%	2.98
Wintergreen Route	Lovingston	7:30am	Wintergreen	5pm	W-Su	2	59.4%	1.19
Agency Service	**Origin**	**Departs**	**Destination**	**Returns**	**Days of Week**	Max. Vehicles	Avg. Vehicle Utilization	F.T. Vehicle Equivalent
All Counties	Contract Specified					38	21.0%	7.98
					Total Vehicles Operating at Maximum Service (VOMS)			77.06

1.4.1 Human Service Agency Transportation

JAUNT works to coordinate its service with numerous human service agencies throughout the region, ensuring these agencies have a viable transit option if needed. JAUNT can provide service only to approved agencies. These include agencies funded through certain federal agencies or agencies registered as a qualified human service organization for the purpose of serving persons with mobility limitations related to advanced age, with disabilities, or with low income.

JAUNT also offers its vehicles and drivers to human service agencies for contracted use. Examples of service under contract include acting as a Medicaid service provider for LogistiCare, one of the many statewide Medicaid transportation providers and service to the JABA Adult Care Center in Louisa, Fluvanna, Nelson and Albemarle Counties, a nonprofit day program for any person over the age of 18 with physical and cognitive impairments.

1.4.2 Bus Stops and Shelters

For JAUNT's demand-response services there are no designated bus stops, so no opportunity for shelters or other amenities. Among JAUNT CONNECT routes with designated stop locations and timepoints, some urban stops utilize infrastructure shared with Charlottesville Area Transit and/or University Transit Service. These stops tend to have amenities like shelters and trash receptacles, but coordinating clear, concise, and effective signage among the three agencies remains a challenge.

At rural, fixed-route stops, JAUNT is implementing improved signage. Deployment of infrastructure amenities like shelters, lighting, benches, is underdeveloped because of the challenges of installation permission and resource allocation for infrastructure maintenance.

Park and Ride Lot	Location	Dedicated Spaces
Albermarle County		
Avon Street Extended	Avon Street and Mill Creek	12
Darden Towe Park	Route 20 North and Route 250 East	11
Forest Lakes North	TImberwood Blvd near US 29 North and Forest Lakes.	7
Keene	Route 20 and Route 712	6
Maple Grove Christian Church	3114 Proffit Rd	5
Mountainside Senior Living	Route 240 in Crozet	10
Peace Lutheran Church	Route 29 north and Hollymead Driive	5
Route 29 and I-64	Route 29 South and Teel Lane	20
Scottsville	Route 20 at Scottsville Pavillion	5
Teel Lane	Route 29 and Route 1106	20
Walmart South Lot	Route 29 North and Hilton Heights Road	10
City of Charlottesville		
Azalea Park	5th Street Extended and Old Lynchburg Road	5
Fluvanna County		
Beaver Dam Baptist Church	Route 250, 5 miles west of Zion Crossroads.	4
Lake Monticello	Route 53 and Jefferson Centre	15
Greene County		
Ruckersville Walmart	US 33 and Stoneridge Drive	0
Louisa County		
Crescent Inn & Restaurant	Route 250 and Route 15	15
Zion Crossroads	Route 15 north of I-64 interchange	64
Nelson County		
Lovingston Volunteer Fire Department	Route 29 South at Route 1001	20
Roseland	Route 655 and Route 151	6
Route 6 East	Route 29 and Route 6 East	6
Route 6 West	Route 29 and Route 6 West	15
St. Rodes Substation	Route 151 and Route 6	7

Figure 1-5 | Park and Ride Locations in JAUNT Service Area

1.4.3 Park and Ride Facilities

The Virginia Department of Transportation (VDOT) and the TJPDC Rideshare Program have identified 22

park and ride locations that correspond with JAUNT's service area. Some park and ride locations are more formalized than others, featuring dedicated space, lighting, amenities and direct transit service (JAUNT Commuter or CAT routes). Many park and ride locations are arranged via a private agreement with the hosting property owner. There currently is no comprehensive listing of all regional park and ride locations. The VDOT and Rideshare databases do not completely align. In one case, the Buckingham County Ollie's Restore 'N Station identified by JAUNT as a park and ride, is not listed in either the VDOT or Rideshare database.

JAUNT has identified the need to engage property owners in Crozet to determine possible park and ride locations as a requirement for future commuter service in that area. Ideas have included central locations shared with local businesses or as part of redevelopment, including the Great Value Parking lot (West on Route 240), Barnes lumber Yard (redevelopment east of Crozet Ave.), and behind Dairy Queen (Railroad Ave. and Crozet Ave.).

1.5 FARE STRUCTURE

The fare charged by JAUNT ranges from $1.50 to $4 and is dependent upon the type of service provided to the customer. All of JAUNT's services charge fixed, one-way fares, with the exception of the Albemarle Demand Response service, which uses a zone faring approach.

In August of 2019, JAUNT began a substantial fare restructure. Through this restructure, JAUNT reduced its catalog of over 60 different fare types (applying to different services, at different times of day or days of week, at different discount levels) to approximately 8. The restructure was implemented on September 26th. Going forward, JAUNT anticipates several benefits thanks to this change:

- A simpler fare structure will make transit services more user-friendly for passengers, who can more easily discern their expected payment when planning to ride. This includes unifying similar services under a single umbrella, as well as eliminating certification processes for discounted fares in favor of an affordable fare for all.
- A more streamlined fare structure will make reservationist's work easier and faster which will allow customers to complete reservation calls in less time, reduce the onboarding time necessary to train new reservationists, and reduce the frequency of fare selection errors in the reservations process.
- By considering service value to customers in our new fare structure, JAUNT can help promote price equity across jurisdictions based on service type and help inform appropriate fare levels when launching new services in the future.

JAUNT offers a 10-trip book of tickets that riders can purchase directly from a driver or by visiting their headquarters in Charlottesville. Payment on-board requires exact change, but checks are accepted by mail or in-person at JAUNT headquarters for the ticket books. JAUNT has received funding in FY18 to upgrade its technology to accept smartcard fare media and smartphone visual ticketing.

For passengers who have difficulty affording the fares, JAUNT Friends, a 501(c)3 non-profit, provides fare scholarships. There are 10-ticket and 70-ticket scholarships available. For the 10-ticket scholarships, the requests can be made by an individual or on behalf of someone else. To qualify, a person must be a resident of one of JAUNT's member jurisdictions. A passenger may be eligible for this scholarship a maximum of twice per fiscal year. Three 70-ticket scholarships are made available each quarter. There is an application deadline and the application must be completed by a local professional (i.e., social worker, case manager, physician, minister), who has

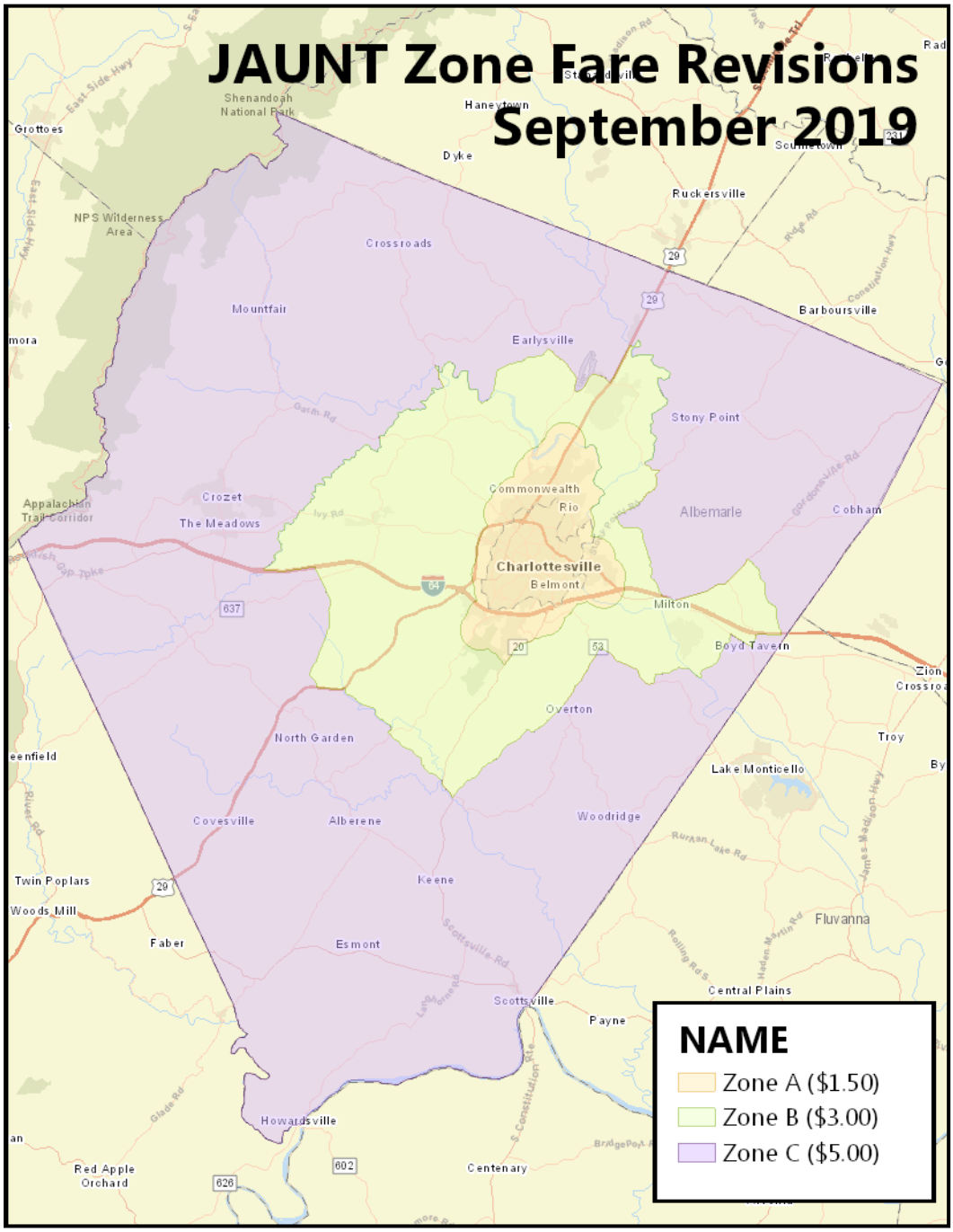
knowledge of the applicant's current financial situation and need. The maximum scholarship amount is $281.

JAUNT also provides service under contract to a variety of agencies, including acting as a Medicaid service provider for LogistiCare, one of the statewide Medicaid transportation providers. JAUNT charges these agencies an hourly rate to reimburse their costs. The same rate is used in all contracts. Charges are based on total travel time, not "live" or revenue time. At the beginning of each fiscal year, JAUNT sends a letter to contracting agencies indicating the hourly rate that will be used in billings. As services are ordered, JAUNT records the trip details and bills the agency the rate indicated in the annual rate letter.

Table 1-3 | JAUNT's Fare Structure

Fare Family	Price	Description
Local Demand Response	$2.00	Door-to-door service within a county or part of a county. Large counties may be better candidates for zone faring.
Local Fixed Route	$2.00	Fixed route service with published stop locations that operates within Albemarle County/Charlottesville.
Regional Demand Response	$4.00	Door-to-door service that transports passengers between counties.
Regional Fixed Route	$4.00	Fixed route service with published stop locations that transports passengers from a rural county to Charlottesville and Urban Albemarle.
Zone Fare	$1.50-$5.00	A door-to-door service where the fare is determined by the designated zone(s) in which the pickup and dropoff lie. Currently used in Albemarle County.
Agency Fare	Free	Agency passengers pay no fare, since the cost of their rides is billed directly to sponsor agencies.
Senior Center Fare	$0.50	A discount rate for senior passengers riding to/from senior centers in the region for programming and activities.
Free Fare	Free	Under qualifying services, passengers are eligible to ride with a personal care assistant or guest, who rides for free.

Figure 1-6 | JAUNT Fare Zones



1.6 FLEET

JAUNT's active fleet consists of 86 vehicles, and 11 support vehicles. The revenue vehicles are all lift equipped body-on-chassis type vehicles ranging in passenger capacity from 14 to 27 seats. A summary of the fleet is contained in Table 4. The majority of revenue fleet vehicles can accommodate three (3) wheelchairs. The most recent vehicles purchased (2018 Ford and Chevrolet Allstar) only have two wheelchair positions while the two 27-passenger Ford Supremes used for commuter service feature none. Many of JAUNT's vehicles also feature external bicycle racks. JAUNT reported a need for 78 vehicles in maximum service (2017 NTD), which at the time reflected a six percent spare ratio, versus the industry standard of 20 percent.

Table 1-4 | JAUNT Fleet Inventory

Make/Model	Manufacture Year	Type	Fuel	Seats	Quantity	Avg. Miles	Replace Year
Chevrolet Supreme Lift	2012	BOC	Gasoline	14	3	188,136	2017
Chevrolet Supreme Lift	2013	BOC	Gasoline	18	1	148,543	2018
Chevrolet Supreme Lift	2013	BOC	Gasoline	14	4	147,299	2018
Senator II	2014	BOC	Gasoline	14	1	142,240	2019
Senator II	2014	BOC	Gasoline	18	5	115,330	2019
Chevrolet Allstar	2016	BOC	Gasoline	14	8	95,431	2021
Chevrolet Allstar	2016	BOC	Gasoline	18	9	90,191	2021
Chevrolet Allstar	2017	BOC	Gasoline	14	8	66,265	2022
Chevrolet Allstar	2017	BOC	Gasoline	18	4	78,406	2022
Chevrolet Arboc	2017	BOC	Gasoline	23	7	29,749	2022
Ford Allstar	2017	BOC	Gasoline	18	2	65,800	2022
Chevrolet Allstar	2018	BOC	Gasoline	14	7	40,506	2023
Chevrolet Allstar	2018	BOC	Gasoline	18	2	35,366	2023
Ford Allstar	2018	BOC	Gasoline	14	6	38,940	2023
Ford Allstar	2018	BOC	Gasoline	18	3	38,899	2023
Chevrolet Allstar	2019	BOC	Gasoline	14	6	N/A	2024
Chevrolet Allstar	2019	BOC	Gasoline	18	6	N/A	2024
Chevrolet Arboc	2019	BOC	Gasoline	23	1	N/A	2024
Chevrolet Arboc Mobility	2019	BOC	Gasoline	23	1	N/A	2024
Ford Allstar 550	2019	BOC	Gasoline	28	2	N/A	2024

Most vehicles are based at the JAUNT facility in Charlottesville. However, to minimize deadheading, JAUNT pre-positions approximately 20 vehicles at various locations throughout the service area.

The replacement criteria for JAUNT fleet vehicles is determined by The Department of Rail and Public Transportation's Useful Life Benchmark (ULB), which is 4 years or 100,000 miles for its 18 passenger or less cutaway (BOC) buses, and 5 years or 150,000 miles for its 19 passenger or more cutaway (BOC) buses. Chapter 5 identifies the vehicles currently eligible for replacement.

1.7 EXISTING FACILITIES

JAUNT headquarters is located at 104 Keystone Place, within the City of Charlottesville. The facility provides convenient access (less than ½ mile) to I-64 and major travel routes. The facility was originally constructed in 1993 and was subsequently expanded in 2004. This facility houses the JAUNT administrative offices and maintenance shop. The shop provides four service bays, with one built to accommodate the largest vehicles (23+ passenger) in JAUNT's fleet. Currently, engine work is contracted out but transmissions and other running maintenance is done in-house.

In 2013, part of the parking lot surface at the facility was replaced with an innovative permeable paver system. Crews installed an interlocked permeable surface that filters rain into a basin of rocks, four to six feet deep. The basin can hold up to 11 inches of rain per hour. The initial cost will be offset by $500 a year savings from the City's storm water utility fee.

Figure 1-7 | JAUNT Parking Lot Project Installation

JAUNT posted a garage renovation request for proposals in May 2017. Items to address included expanded space - especially for parts storage, larger garage doors, and renovation of two office locations consisting of training space and an old conference room. The design-build contract was awarded in September 2017 with construction anticipated to be completed by November 2018. The estimated cost is approximately $1 million, with DRPT allocating a portion of necessary grant funding. The existing facility does not allow for growth. JAUNT should request technical assistance from DRPT to conduct a facility study to determine how to support future growth. The study should consider options such as a new facility, satellite facilities, and combinations of the two.

1.8 TRANSIT SECURITY PROGRAM

Per FTA reg, JAUNT is required to be included in the CAT safety plan

JAUNT adopted a System Hazard and Security Plan (HSP) in 2007 that sets out procedures for maintaining a safe and secure operations and service environment for passengers, employees and the surrounding community and procedures to deal with natural and security-related emergencies as well as routine security events (such as property crimes). The HSP contains information about mitigation, preparedness, response, recovery, and organizational structure. The JAUNT mobility manager position also works with partner human service agencies in safety, security and training areas.

JAUNT provides training in Safety and Security Awareness based on Federal Transit Administration (FTA) and Department of Homeland Security (DHS) guidelines that covers suspicious persons, suspicious packages, fire safety, and emergency evacuation procedures.

In 2013, JAUNT accepted solicitations for surveillance system enhancements at its facility. The upgrade corresponded with their new parking lot design and included adding new network-based cameras, conversion of analog cameras, network-based digital recording, network-based access to recordings, and continuous display of select camera feeds.

Daily, drivers and mechanics are required to ensure that each bus is equipped with on-board emergency

supplies; before and after their shift and each time a vehicle is maintained by a mechanic. Also, upon return of vehicles to the operations facility a Bus Check Tag or "triangle" is displayed in the rear window indicating that the bus is empty and secured (unless it is equipped with an operable warning alarm).

JAUNT contracts with a security firm to provide intrusion and fire-smoke alarm systems monitoring and maintenance services at its main offices.

1.9 INTELLIGENT TRANSPORTATION SYSTEM (ITS) PROGRAM

In 2019, JAUNT completed implementation of RouteMatch Software for digital management of fixed route services, demand response services, and mobile ticketing. This was the result of a software RFP made in 2017. JAUNT is planning to explore potential for automated notifications, automated passenger counters, and on-demand service technology in the future. This service provides tablet mobile data devices for automated vehicle location, enhanced driver dispatch communications, and electronic manifests.

JAUNT uses technology from Fleet.IO for digital completion of pre and post trip inspections. ALSO USED for vehicle maintenance

1.10 DATA COLLECTION, RIDERSHIP AND REPORTING METHODOLOGY

JAUNT compiles and reports ridership and system data for its Board/Member Jurisdictions, DRPT, CAT (ADA compliance), and the National Transit Database. In 2017, JAUNT streamlined its Board reporting to include a two-page system-wide overview followed by one-page locality breakouts.

JAUNT utilizes professional demand-response management software to conduct its operations. This software collects and tracks a wide array of performance data and statistics. It also includes reports for key performance indicators including on-time performance, trip denials, missed trips, and excessive trip length, among others. A separate software system handles all of JAUNT's telephony and call routing. This software helps JAUNT monitor its call hold times, call length, and other metrics.

JAUNT ridership data is migrated from their Trapeze system to a data warehouse using Talend Open Studio, an open source "Extract, Transform, Load" platform. The application allows the extraction of data from various sources, transforming the data based on defined business rules, and then loading it into a centralized location for reporting and analysis. This technique will allow data from the RouteMatch system to be transformed to a matching format and mixed with the historical Trapeze data.

JAUNT leverages a combination of Jasper Server (an open-source reporting suite) and Tableau BI to build custom reports and dashboards for analysis.

Standard operating procedure for fare reconciliation includes a daily accounting by the driver. The Fare Clerk reconciles the fares collected to the fare sheet. Then the bookkeeper or finance manager verifies the fares, and writes up the collection to be deposited in the bank. All fares are kept in the Fare Clerk's office. Deposits of fare revenue are made each weekday.

1.11 COORDINATION WITH OTHER TRANSPORTATION SERVICE PROVIDERS

Other transportation providers that operate within the same geographic area as JAUNT include:

- **Charlottesville Area Transit (CAT) –** Provides fixed route bus service for Charlottesville and portions of Albemarle County. JAUNT is a subrecipient to CAT to provide mandated ADA

paratransit services. CHANGE to talking more about purpose and importance of RTP

- **University Transit System (UTS)** – Operates bus service in and around the grounds of the University of Virginia. JAUNT commuter programs are often oriented toward UVA employees and pick/up and drop off locations share UTS stops. UVA became a voting member of the Regional Transit Partnership in 2019.

In addition to the transportation services listed above, there are other nonprofit and public agencies providing human services transportation and private, for-profit transportation companies in the area. Although there are multiple transportation options to travel to many destinations in the area, seamless transfers are often a problem.

1.12 PUBLIC OUTREACH

JAUNT's public outreach philosophy is to build and sustain relationships – with customers, with local leaders and partnering organizations. Externally, JAUNT's marketing strategy pursues three markets: potential and current passengers, agencies, and local governmental bodies. JAUNT combines media investments with hands-on outreach, the latter referring to events, agency and government meetings, conferences, ride-alongs, how-to-ride seminars, and other forums. This personal contact with local community organizations is further reinforced through regular monthly participation in the Fluvanna, Louisa, and Nelson interagency councils.

In the Charlottesville/Albemarle area, the Public Relations and Marketing Manager regularly attends the Commuter Information Team meetings, as well as the Charlottesville Chamber Council Groups: Aging in Place and the Nonprofit Business Roundtable. In addition, specific presentations to the staff or participants of local community organizations and businesses continue on an ongoing basis. These presentations can be arranged by request or the Public Relations and Marketing Manager may initiate a presentation to address an internal JAUNT need (i.e., a local assisted living facility that is having difficulty with the application process.).

The Public Relations and Marketing Manager has reached out through local community groups (i.e., the Rural Outreach Program in Nelson County and the United Way) and attends specific events (i.e., the Nelson Community Day Fair). JAUNT also conducts an annual passenger and agency transportation evaluation survey each Fall in order to solicit feedback from current users of its service. JAUNT also participates along with CAT in the Tom Tom Founders Festival City Art Bus Competition. The Art Buses transform a 35' clean diesel CAT bus and a 28' JAUNT bus into moving murals.

A Marketing Plan is updated annually. The most recent plan (2017-2018) noted a continued mix of TV, radio, and online media will be utilized to create and enhance awareness of JAUNT's status as a public transportation system, rather than primarily a paratransit company. A challenge in carrying out the marketing efforts that support this philosophy is that for JAUNT, the service it provides and application process it requires are different in each service area. This can make it difficult to broadcast a universal message. As a result, brochures, posters, press releases, community calendars, flyers, email, website postings, and radio and print ads are used instead to disseminate information about new or underutilized areas of service that JAUNT wants to grow.

In 2019, JAUNT launched a separate CONNECT brand for its commuter routes (29 North CONNECT, Crozet CONNECT, Park CONNECT, Buckingham CONNECT, and Lovingston CONNECT). Jaunt should consider hiring a firm to better showcase their services, especially with the launch of the new CONNECT brand.

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Chapter 2

Goals, Objectives and Service Design Standards: JAUNT, Inc.

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2 Goals, Objectives and Service Design Standards

2.1 GOALS AND OBJECTIVES

While goals generally define a longer-term purpose toward which an endeavor is directed, objectives provide additional details, or targets for how the goal will be achieved and in what intermediate timeframe. The goals and objectives presented in this section represent an iterative process with JAUNT staff in balancing operations objectives representing near-term, relatively low-cost strategies that provide immediate improvements to the transportation system and longer-term improvement objectives that may require time to fully achieve. Goals and objectives are revisited on an annual basis, and historically have a strong emphasis on the implementation and status of projects to advance outcomes.

For each objective, this section provides examples of potential measures, desired targets, and strategies for reaching and maintaining targets in a timely fashion. Measures have been selected that best reflect JAUNT's unique operating environment.

2.1.1 GOAL #1 – Promote Safety First

Measure	Target	Strategy	Staff Ownership
Objective 1.1: Ensure staff has the procedural tools available to address system security issues and emergencies.			
Coverage and frequency of driver training	100% drivers trained or provided refresher courses every two years	Maintain training logs and documentation. Revise training program considering regulatory changes and best practices.	Training Supervisor, Road Supervisor
Coverage and frequency of dispatcher training	100% dispatchers trained or provided refresher courses every two years	Maintain training logs and documentation. Revise training program considering regulatory changes and best practices.	Operations Manager
Objective 1.2: Ensure that drivers maintain a preventable accident rate of less than the adopted service standard.			
Preventable bus accident rate per 100,000 miles	Less than 1 per 100,000 miles	Establish/maintain driver safety recognition program, conduct refresher training for routes/operators as needed.	Training Supervisor, Safety Supervisor, Road Supervisor
Objective 1.3: Maintain an acceptable ratio of road supervisors to drivers			
Ratio of road supervisors to drivers	At least 1 supervisor per 20 drivers	Seek funding for additional road supervisor positions.	Executive Staff
Objective 1.4: Establish full-time safety manager position to promote safety program and culture			
Status of safety manager position	Safety manager position funded and staffed in accordance with federal regulation	Demonstrate the impact of safety manager in peer agency. Include funding in annual budget. Conduct competitive interview process to identify best candidate.	Executive Staff

Objective 1.5: Maintain the safety and reliability of assets			
Percentage of vehicle scheduled preventative maintenance completed on time	80% of preventative maintenance service performed between OEM's recommended maintenance interval and interval + 10%	Regularly track vehicle odometers. Leverage predictive models to accurately schedule timely service. Ensure spare vehicle pool is large enough to accommodate vehicle maintenance.	Fleet Manager
Number of accidents due to vehicle asset failures	Zero accidents caused by vehicle asset failures	Develop understanding of common vehicle asset failures and conduct regular testing and preventative maintenance.	Fleet Manager

2.1.2 GOAL #2 – Improve Transit Quality of Service

Measure	Target	Strategy	Staff Ownership
Objective 2.1: Maintain current volume of service			
Service hours by jurisdiction	Preserve existing level of service per funding level	Coordinate with service funders to ensure services are meeting objectives. Communicate to funders the impact of services on communities.	Executive Team
Objective 2.2: Identify new schedule times and geographies for service expansion			
Expansion of service hours or geographic coverage on new or existing services	Increase service proportionate to the growth in the service area and available funding	Identify new service opportunities through community contact, trip request denials, and demographic planning research. Seek funding to implement planned new service. Monitor service utilization to validate demand.	Planning Manager, Executive Team
Objective 2.3: Monitor service performance metrics for adherence to service design standards			
Passengers per Hours, Passengers per Mile, On Time Performance, Trip Length, Request Adherence, Trip Denials	Individualized targets set for each service based on service objectives and maturity.	Implement new service reporting technology to better monitor service performance metrics. Collaborate with planning staff to conduct service adjustments should services fail benchmarks.	Operations Manager, Planning Manager
ADA Trip denials	5% or less of total ADA trips per month	Increase resources as necessary to manage trip denials.	Operations Manager
Objective 2.4: Ensure that JAUNT's fleet is appropriately sized and maintained to perform budgeted service			
Revenue vehicle spare ratio	At least 15% and no more than 20% of total fleet	Identify new service options to utilize excess vehicles, especially following a reduction of existing services	Fleet Manager, Procurement Staff

Percent of fleet exceeding lifespan (years/miles)	No more than 5 percent of fleet	Adherence to FTA Useful Life Benchmarks (ULB) for vehicle classifications	Fleet Manager, Procurement Staff
Missed or late trips due to vehicle asset failures	Fewer than 5% of total trips are late or missed due to vehicle asset failures	Implement technology and staff training to track cause of late and missed trips. Maintain proper vehicle maintenance, logging of issues (especially ADA)	Fleet Manager, Operations Supervisor
Fleet expansion relative to projected demand growth	Expansion of JAUNT fleet matches or exceeds projected growth in service demand	Conduct demographic planning research and coordinate with regional planning bodies to develop accurate projections. Seek funding to expand fleet. Monitor actual vs projected growth to improve forecasting over time.	Fleet Manager, Procurement Staff, Planning Manager, Executive Staff
Objective 2.5: Ensure that JAUNT's staff roster is appropriately sized and trained to perform budgeted service			
Missed or late trips due to staffing shortages	Fewer than 5% of total trips late or missed due to staffing shortage	Implement technology and staff training to track cause of late and missed trips.	Training Supervisor, Road Supervisors
Frequency of unscheduled driver absences	Less than 5% of scheduled days unperformed due to unscheduled driver absence	Collaborate with drivers to identify reasons for unscheduled absences and work with them to prevent absences	Road Supervisors
Maintenance of "extra-board" of drivers to cover unscheduled driver absences	Number of drivers on "extra-board" equal to or exceeding the running 6-month average of unscheduled driver absences per day	Implement technology and staff training to track unscheduled driver absences. Recruit and train drivers to serve as substitutes.	Road Supervisors, Operations Manager
Objective 2.6: Maintain service affordability			
Percentage of survey respondents indicating affordability of services	80% or more of survey respondents describe services as affordable	Conduct annual review of fare rate structure relative to economic trends across service area. Collaborate with service funders to set fares at appropriate levels. Effectively communicate the relative value JAUNT provides to customers.	Executive Team, Mobility Manager, PR/Marketing Manager
Objective 2.7: Discover and implement new technologies to improve transit quality of service			
Status of technology specialist position	One technology specialist position funded and staffed	Demonstrate the impact of technology specialist in peer agency. Include funding in annual budget. Conduct competitive interview process to identify best candidate.	In-house documentation, audit/review results

Status of JAUNT Technology Strategy document	Write a technology strategy plan, then update the plan at least once per year.	Build technological awareness through conference attendance, seminars/trainings, discussions with peers, and news outlets. Subjects to pursue include autonomous vehicles, mobility as a service, and other internal, onboard, or consumer facing technologies.	Technology Specialist, Planning Manager, Operations Manager
Objective 2.8: Ensure compliance with all regulatory standards related to public transit			
Status of compliance officer position	One compliance officer position funded and staffed	Demonstrate the impact of compliance officer in peer agency. Include funding in annual budget. Conduct competitive interview process to identify best candidate.	In-house documentation, audit/review results
Findings from compliance reviews	No findings in more than 20% of the areas reviewed, per review conducted annually.	Establish recommended processes, timely close-out of any identified issues.	In-house documentation, audit/review results
Participation in federal and state regulatory discussions and changes	Demonstration of JAUNT input into regulatory discussions	Attend conferences and meeting where such discussions are taking place. Take initiative to substantially contribute	Planning, Executive Team

2.1.3 GOAL #3 – Improve Community Contact.

Measure	Target	Strategy	Staff Ownership
Objective 3.1: Ensure JAUNT communication is wide-reaching, appealing, and easy to understand.			
Customer feedback	Sustain a Net Promotor score of 70	Leverage annual customer survey to measure communication effectiveness. Improve communication through new printed/web content or exhibits to better summarize schedule/fares across multiple services, consider adding web-based operational alerts for commuter services, tell more personable stories	PR & Marketing
Number of days before changes to service	Provide no less than 30-days notice in advance or service changes, ensure website and printed materials are always updated when service changes go into effect.	Check website accuracy monthly or as service changes dictate. Update brochures annually to reflect major service changes	PR & Marketing, Operations
Objective 3.2: Ensure community contact receives an appropriate, thorough, and timely response			

Time to respond to community contact	All contact responded to in 3 business days or less.	Continued quality control for vehicle cleanliness, monitoring and correction of any recurring scheduling issues (see Objective 3.1).	PR & Marketing, Operations
Objective 3.3: Pursue educational, marketing, and advertising opportunities through senior citizen centers, human service agencies, major employers, community associations, educational institutions and clubs.			
Outreach events conducted	Maintain or increase existing outreach levels to the target organizations.	Maintain logs of outreach and by type of organization	PR & Marketing, Mobility Management
Attendance at IAC meetings	Maintain current level of meeting participation	Continue to develop presentations and reporting to convey JAUNT benefits to jurisdictions and potential funding partners.	Mobility Manager
Objective 3.4: Effectively communicate to local government officials the impact and importance of services on constituents.			
Outreach events conducted	Maintain or increase existing outreach levels	Maintain logs of contact opportunities with local government officials including planning meetings, city council sessions, Regional Transit Partnership meetings, etc. Leverage those opportunities through qualitative data and quantitative rider stories. Allow riders to speak on JAUNT's behalf	Executive Team, Planning Manager
Service hours by jurisdiction	Preserve existing level of service per funding level	Coordinate with service funders to ensure services are meeting objectives. Communicate to funders the impact of services on communities.	Executive Team
Objective 3.5: Eliminate potential language barriers in community contact			
Percentage of JAUNT communications advertised in multiple languages	Ensure 100% of JAUNT print and digital marketing and advertising is available in significant languages spoken by at least 1,000 people or 10% of the service area (whichever is smaller).	Ensure translation is firmly understood to be a part of all PR & Marketing standard processes.	PR & Marketing
Number of operations staff fluent in significant languages.	Ensure at least 1 reservationist, 1 dispatcher, and 5% of the driver roster are fluent in significant languages spoken by at least 1,000 people or 10%	Advertise job positions in multiple languages, pursue candidates with bilingual skills, and offer language training to interested staff.	Operations Management

	of the service area (whichever is smaller).		

2.1.4 GOAL #4 – Improve Financial Efficiency.

Measure	Target	Strategy	Staff Ownership
Objective 4.1: Leverage federal and state funding to support transit operations			
Number of grant applications	Maintain or increase number of new grant applications on an annual basis	Increased grant research	Business Development, Executive Team
Objective 4.2: Enhance partner funding levels.			
Percent local funding contributions	Increase by 5% above baseline FY2018 levels by 2024	Identify and pursue one new or existing funding partner (per jurisdiction) with a specific focus on area businesses to seek an increased contribution.	Business Development, Executive Team

2.1.5 GOAL #5 – Improve Employee Experience.

Measure	Target	Strategy	Staff Ownership
Objective 5.1: Ensure JAUNT is an attractive and inclusive place to work for a diverse employee base			
EEO Diversity index/benchmarks	Comply with the goals as set in the most current EEO policy	Post job openings that comply with the goals as set in the most current EEO policy	Human Resources
Objective 5.2: Ensure JAUNT recruits staff with the right qualifications and provides appropriate staff development to fulfill job duties			
Time since Future Needs Staffing Plan update	Complete Future Needs Staffing Plan and then update that plan once per year	Collaborate with planning and executive staff to identify future needs, compare with current staffing, and plan an approach to close the gap.	Human Resources, Executive Team
Objective 5.3: Provide competitive salary and benefits programs to retain employees			
Turnover rate	JAUNT observes 20% or less annual turnover in driver staff and 10% turnover in office staff.	Conduct economic research to determine appropriate compensation	Human Resources
Difference between employee salaries and market averages	JAUNT compensation is 25% above market averages	Conduct economic research to determine appropriate compensation. Budget around provision of compensation to employees and advocate for those budgets.	Human Resources, Executive Team

2.1.6 GOAL #6 – Contribute to Regional Sustainability.

Measure	Target	Strategy	Staff Ownership
Objective 6.1: Evaluate and, where cost effective, implement facility energy-efficiency improvements			
Energy consumption reduction through alternative sources or technology upgrades (facilities/amenities)	5 percent reduction in energy consumption/sq. ft. from FY2018 baseline by FY2024	Continued pursuit of solar power, LEED certification for new facilities, and retrofit of inefficient lighting, HVAC, etc.	Facilities Management, Procurement Staff
Objective 6.2: Evaluate and, where cost effective, implement fleet energy-efficiency improvements			
Ratio of vehicle miles / total fuel consumption (gallons)	No net decrease from previous year	Monitor annually, investigate fuel conservation practices, ensure vehicle fleet is "right-sized", research potential of electric or hybrid vehicles.	Operations, Procurement Staff
Ratio of fleet converted to electric propulsion	20% of fleet by 2021	Make funding requests for electric replacement vehicles. Demonstrate elective vehicle cost savings. Ensure operations staff, maintenance, and drivers trained on electric vehicles.	Operations, Procurement Staff
Objective 6.3: Communicate JAUNT's contribution to regional sustainability goals			
Frequency of communications	Communicate at least once annually about the sustainability impact of JAUNT operations	Monitor annually, communicate through traditional channels, contribute to regional sustainability discussions	PR & Marketing, Planning

2.1.7 GOAL #7 – Improve Coordination with Regional Transportation, Land Use, and Economic Development Activities

Measure	Target	Strategy	Staff Ownership
Objective 7.1: Coordinate with other regional agencies to promote the development of an integrated regional transportation system.			
Participation in coordination studies	Demonstration of JAUNT input into RTP progression	Develop new/more efficient service delivery options collaboratively	Planning Staff
Operation procedures coordinated among regional transit agencies	Identify one new operation procedure per quarter to coordinate more effectively	Identify opportunities for coordination through RTP meetings, meet with other agencies, formulate and execute a coordination plan, report back to RTP. Examples: Employee compensation, GTFS feed management, etc.	Planning Staff, Operations

Contribution towards and coordination with regional and state-wide transit plans	Demonstration of JAUNT input into regional and state-wide transit plans	Identify relevant plans, reach out to planning entities during plan revision. Consult existing plans regularly for conformance while updating JAUNT plans.	Planning Staff, Operations
Objective 7.2: Align with economic and workforce development initiatives			
Participation in economic and workforce development coordination	Demonstration of JAUNT input into such coordination	Build list of regional organizations focused on economic and workforce development, begin attending meetings, make substantial contributions	Mobility Manager, Operations

2.2 PREVIOUS GOALS AND OBJECTIVES

The previous TDP for JAUNT identified 9 goals and 41 objectives. The collection of goals and objectives stemmed from JAUNT's vision/mission statements, the JAUNT Strategic Plan (2007-2025), and from other agencies throughout the Commonwealth of Virginia. The formulation of these goals and objectives was informed by input from passenger surveys, community meetings, outreach events and other transportation stakeholder meetings. JAUNT's Vision and Mission Statement are as follows:

Vision - Central Virginians get where they need to go safely, efficiently and affordably while respecting the environment.

Mission - JAUNT safely, courteously and promptly provides public and specialized services to meet community mobility needs.

The full listing of previous JAUNT adopted goals and objectives is presented in **Appendix A.**

2.3 ALIGNMENT WITH REGIONAL GOALS/REGULATIONS (STATE, FEDERAL)

This section reviews the alignment of the previous goals and objectives developed for JAUNT with relevant transit/transportation goals for the region, including those developed by localities within the service area. This TDP update will afford the opportunity to further incorporate and/or strengthen JAUNT goals, objectives, and service standards to align with the strategic planning elements of these adopted plans, especially those adopted since the last major TDP update. The new Regional Transit Partnership (RTP), established in 2017, will also assist JAUNT with its stated purpose: to "allow local officials and transit staff to work together with other stakeholders to craft regional transit goals." It should be noted that some potentially relevant plans are currently being updated (Louisa County) or have not changed since the last TDP (Nelson County – adopted 2002).

JAUNT Strategic Plan (2017): JAUNT's Strategic Plan was originally adopted in 2007 and updated in 2017. The update is intended to guide the organization over the next decade. It was developed collaboratively from various stakeholder groups. Objectives were derived from organizational priorities – and are listed below alongside activity area categories and statuses.

Table 2-1 | JAUNT Strategic Plan Objectives

Objective	Status
Enhance Ridership	Ongoing
Define role and expectations of Board of Directors	One-time

Objective	Status
Improve JAUNT operations	Ongoing
Efficiently use JAUNT's resources	Ongoing
Enhance communication and marketing	Ongoing
Align and expand regional service	Ongoing
Position for future change and opportunities	Ongoing
Implement appropriate and effective technologies	Ongoing

Charlottesville/Albemarle MPO DRAFT 2045 Long Range Transportation Plan (LRTP) (2017): The 2045 LRTP outlines the region's long-range transportation vision and lists all future projects anticipated in the region over the next 20 to 30 years to attain that vision. The existing LRTP 2040 Plan was adopted in 2009. In May 2017, the CA-MPO kicked off the update process for this plan. Draft goals and objectives were developed in July 2017. The draft goals and objectives that relate to public transit – alongside activity area categories and statuses – are listed below.

Table 2-2 | LRTP 2045 - Public Transit Goals / Objectives

Objective	Status
Improve access to transit for all users. Ensure the diverse needs of a changing population are met (elderly, disabled, limited English proficiency, and persons lacking access to private vehicles).	Ongoing
Continue to support efforts to enhance access to intra-regional transit services, to include bus, rail, and air services.	Ongoing
Incorporate environmentally/context-sensitive design into roadway, bicycle/ pedestrian facilities and transit improvements.	Ongoing

Federal Transit Administration Rulemaking (2016): In August, 2016, FTA published a final rule for the Public Transportation Safety Program, which provides the overall framework for FTA to monitor, oversee, and enforce safety in the public transportation industry. This builds upon implementing a Safety Program that is both scalable and flexible through the application of Safety Management System (SMS) principles. SMS builds on existing transit safety practices by using data to proactively identify, avoid, and mitigate risks to safety.

Just prior to this rulemaking, in July 2016, the FTA published a Final Rule for Transit Asset Management (TAM). The rule requires FTA grantees to develop asset management plans for their public transportation assets, including vehicles, facilities, equipment, and other infrastructure. FTA's national Transit Asset Management System Rule:

- Defines "state of good repair";
- Requires grantees to develop a TAM plan;
- Establishes performance measures;
- Establishes annual reporting requirements to the National Transit Database; and
- Requires FTA to provide technical assistance.

These federal rules also inform DRPT updates of TDP guidance and performanced-based monitoring of transit grantees throughout the Commonwealth.

Fluvanna County Comprehensive Plan (2015): The plan's transportation component notes that Fluvanna's transportation system is comprised of local and regional roads, JAUNT transit service, and limited accommodations for pedestrians and bicyclists. While

the transportation system relies extensively on automobiles, recent community plans for Palmyra, Fork Union, and Lake Monticello now emphasize alternative transportation options, especially walking, biking, and transit, to reduce reliance on automobiles. The overarching goal statement for the plan's transportation component is "to improve the availability and quality of public transportation in the county." Two objectives that impact JAUNT directly are listed below. A third transit objective was surmised in the plan from the results of community planning exercises.

Table 2-3 | Fluvanna County Comprehensive Plan Objectives

Objective	Status
Support the Thomas Jefferson Planning District Commission's RideShare program and continue to work with JAUNT to provide transportation opportunities for people with special needs.	Ongoing
Provide affordable mass transit to employment centers and commercial areas.	Ongoing
Consider establishing transit target stops at key shopping-center parking lots so that JAUNT and other commuter services can have fixed stops where possible.	Ongoing

Charlottesville City Comprehensive Plan (2015): The Charlottesville Comprehensive Plan transportation chapter recognizes both local and regional transportation goals. The 2018 plan revisions are still under discussion but several transit objectives can be pulled from the 2013 version of the plan:

Table 2-4 | Charlottesville City Comprehensive Plan Objectives

Objective	Status
Create a transit system that increases local and regional mobility and provides a reliable and efficient alternative for Charlottesville's citizens.	Ongoing
Continue to work with Albemarle County and the TJPDC to develop a transit system that adequately serves the residents of the entire Charlottesville-Albemarle community. This includes the continued study of express bus routes and Bus Rapid Transit (BRT).*	Ongoing
Develop suburban park and ride facilities and provide express transit service to and from these during peak demand periods to reduce traffic congestion into and out of the City's urban core and employment areas.	Ongoing
Encourage businesses to provide on-site amenities such as transit shelters and bicycle storage (racks/lockers) to promote alternative transit for their workers	Ongoing
Consistently apply ADA standards to facility design per the ADA Transition Plan and ensure that accessible curb ramps exist at all pedestrian crossings where conditions allow.	Ongoing
Provide convenient and safe pedestrian connections within 1/4 miles of all commercial and employment centers, transit routes, schools and parks	Ongoing

Objective	Status
Encourage a mix of uses in priority locations, such as along identified transit corridors and other key roadways, to facilitate multimodal travel and increase cost-effectiveness of future service.	Ongoing

Albemarle County Comprehensive Plan (2015): This plan emphasizes the priorities and importance of key areas to the County and provides guidance on how stated strategies can work to achieve goals and objectives. The plan's Transportation Goal states that: "Albemarle's transportation network will be increasingly multimodal, environmentally sound, well maintained, safe and reliable." Specific transit objectives are as follows, listed alongside activity area categories and statuses.

Table 2-5 | Albemarle County Comprehensive Plan Objectives

Objective	Status
Continue to use planning studies to determine the location and timing for the provision of transit services.	Ongoing
Continue to provide public transit service hours at night and on weekends on appropriate routes to improve ridership and service. Continue to provide service to the Rio Road area.	Ongoing
Expand transit service to the Hollymead Development Area, Cedar Hill Mobile Home Park, south of I-64 on Avon Street Extended, and Route 250 West.	Ongoing
Continue to recognize JAUNT as the primary public transportation provider for rural Albemarle County.	Ongoing
Participate in the formation of a Regional Transit Authority (RTA).	Ongoing
Increase and expand transit network efficiency and use throughout the region.	Ongoing
Continue to provide and enhance rural transit opportunities for elderly and disabled residents.	Ongoing

2.4 SERVICE DESIGN STANDARDS

This section elaborates on the service design standards referred to in Objective 2.3 above. Service design standards are critical planning tools to evaluate the effectiveness of existing service and to assure impartiality in service modification decisions. Service standards are typically developed in several categories of service, such as service coverage, passenger convenience, fiscal condition, and passenger comfort. In addition, different standards should be set based on both the type of service (ADA, Commuter, Midday, and Intracounty) and the services maturity (since riders need time to incorporate new services into their travel routines). The most effective service standards are straightforward and relatively easy to calculate and understand. Service standards reinforce the performance measurement necessary to meet many of JAUNT's objectives. Guidance for setting service/performance standards was provided in the previous JAUNT TDP.

JAUNT, as a demand-responsive service, seeks continued differentiation from fixed route approaches to service design and performance measurement. This philosophy is summarized as:

> *"Fixed route emphasis is providing the most service and in an efficient manner. Demand-responsive focuses on efficiency in scheduling and service delivery whereby that*

will allow quality service through effective routing and husbanding of resources."[1]

JAUNT notes that in rural areas, their focus is more on productivity and service delivery, such as passenger-per-hour and on-time performance, rather than efficiency.

Many existing service standards in place at JAUNT are prescribed for the ADA Paratransit service. These standards often represent firm targets necessary for compliance purposes. For rural service delivery, these same standards also help get "buy in" from localities to fund service and compare outcomes to the localities' overall community objectives. JAUNT uses service standards to create a baseline for annual budgets, monitor progress and the financial dynamic.

The JAUNT service design guidelines recommended by this TDP are listed below. For those standards which were recommended in the last TDP, a note is made describing whether the standard was maintained as is or modified. Any newly proposed standards developed during this TDP update are similarly noted.

2.4.1 Trip Travel Time (Modified)

Coordination is the nature of public transit. By grouping multiple trips on a vehicle, transit operators can save passengers money and leverage resources more impactfully. It also usually results in longer trip times than if passengers traveled directly from origin to destination in a single occupancy vehicle (SOV) or individualized service (like a taxi). By measuring system travel time as a ratio of direct travel time, transit operators can gauge the opportunity cost of riding transit. This helps operators avoid undue burdens on passengers and stay within the tolerances of choice riders.

SERVICE TYPE	STANDARD
ADA	Fewer than 5% of trips have travel time 1.5 times the comparable SOV trip.
Commuter	Maximum trip length is no more than 1.5 times the comparable SOV trip.
Midday	Average trip length is no more than 1.5 times the comparable SOV trip.
Intracounty	Average trip length is no more than 1.5 times the comparable SOV trip.

Measurement Approach

For demand response services, actual travel time can be easily divided by estimated direct travel time from origin to destination. Within fixed route systems, measurement can be more difficult. Travel time between any two stops can still be compared to direct travel time, but stop locations only loosely correlate with origin and destination. This can be supplemented with passenger surveys to estimate total travel time using other modes and target ratios can be set from that.

2.4.2 Load Factor (New)

Load standards are thresholds of the ratio of passengers on board to seats available. A fully seated passenger load would have a load factor of 1.0. Load factors which are too low indicate potential for increased service marketing, deploying a smaller and less costly vehicle, or exploring service modifications. A load factor which is too high represents crowding on the bus, which can contribute to rider discomfort. JAUNT does not operate any short-haul, fixed-route services for which a load factor above 1.0 is acceptable.

SERVICE TYPE	STANDARD
All Services	Single day maximum load factors approaching 1.0, and one month

[11] TCRP Report 88 - A Guidebook for Developing a Transit Performance-Measurement System

	average maximums above 0.8 and below 0.3 should be subject to review.

Measurement Approach

Passenger counts can be calculated for either demand response or commuter services and compared to vehicle capacities. Visual observation can supplement those calculations, especially on vehicles with high load factors to determine length of time individuals may not have a seat.

2.4.3 Dependability (Modified)

The system should be resilient to impacts caused by accidents, breakdowns, traffic delays, driver/vehicle availability, etc. that could cause a missed or late trip.

SERVICE TYPE	STANDARD
ADA	Fewer than 5% ADA Trips are denied. On-time performance of 85% or higher.
Commuter	On-time performance of 90% or higher.
Midday	On-time performance of 85% or higher.
Intracounty	On-time performance of 85% or higher.

Measurement Approach

- Logs shall be maintained and updated daily to accurately reflect vehicle status at the start of the trip. Vehicles unable to begin their assigned trip or that require an additional vehicle to be dispatched due to operability shall be reported as a missed trip.
- On-time performance shall be calculated as a ratio or late trips to total trips. Demand response trips are considered late when arriving more than fifteen minutes after the scheduled time. Commuter trips are considered late when arriving more than three minutes after the scheduled time.

2.4.4 Passengers Per Revenue Hour (Modified)

The minimum level of ridership a category of service should attract is expressed as the average number of passengers for each hour of revenue service provided. This measure is an industrywide standard used to assess overall performance and route efficiency. While current JAUNT guidelines establish a system-wide average, JAUNT should explore developing service type averages (commuter, rural, etc.) to reflect different performance expectations for each route category.

SERVICE TYPE	STANDARD
ADA	At least 1.6 passenger per service hour.
Commuter	At least 3.0 passenger per service hour.
Midday	At least .9 passenger per service hour.
Intracounty	At least 1.2 passenger per service hour.

Measurement Approach

- Look at historic JAUNT system trends by route category in conjunction with financial data to establish appropriate benchmarks of productivity in light of expected financial outcomes of operating that route. Establish a target close to actual results or slightly higher (5%) to both identify a realistic baseline target but to also suggest a modest improvement from past results in future years.

Chapter 3

Service and System Evaluation

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3 Service and System Evaluation

Chapter 3 provides JAUNT system performance metrics. Section 3.1 provides a snap-shot for fiscal year 2017 including:

- Service Area Statistics
- Revenue Trips
- Revenue Hours
- Revenue Miles
- Operating Costs
- Passengers per Revenue Hour
- Passengers per Revenue Mile
- Net Cost per Passenger
- On-Time Performance
- Average Trip Length
- Temporal Distribution
- Geographic Distribution

Section 3.2 Provides a three-year trend analysis of:

- Revenue Trips
- Passengers per Revenue Hour
- Passengers per Revenue Mile
- Operating Costs
- Fare Revenue
- Net Cost per Passenger

3.1 SNAP-SHOT ANALYSIS

3.1.1 JAUNT Service Area

As summarized in **Chapter 1**, JAUNT provides intra-county and midday demand response service, commuter service,[2] contracted service for human services agencies, and ADA paratransit service on behalf of CAT. JAUNT's service area includes the counties of Albemarle, Buckingham, Fluvanna, Louisa, and Nelson, and the City of Charlottesville. The U.S. Census estimated the 2016 population of these combined jurisdictions to be **242,082**. The approximate area of these jurisdictions is **2,564** square miles; the population density is **96.8** people per square mile.

[2] In this evaluation, all annual operating statistics for the Route 29 Express route are grouped within rural Albemarle County/Charlottesville demand response statistics.

3.1.2 Annual Revenue Trips

JAUNT transported 318,307 passengers in FY2017. Among demand response services, ADA service generated the greatest number of trips (143,061). Among commuter routes, the Buckingham routes (11,793 trips) reported the highest ridership. **Figure 3-1** (demand response) and **Figure 3-2** (commuter service) report total revenue trips on JAUNT services in FY2017

Figure 3-1 | Total Annual Revenue Trips: Demand Response Service

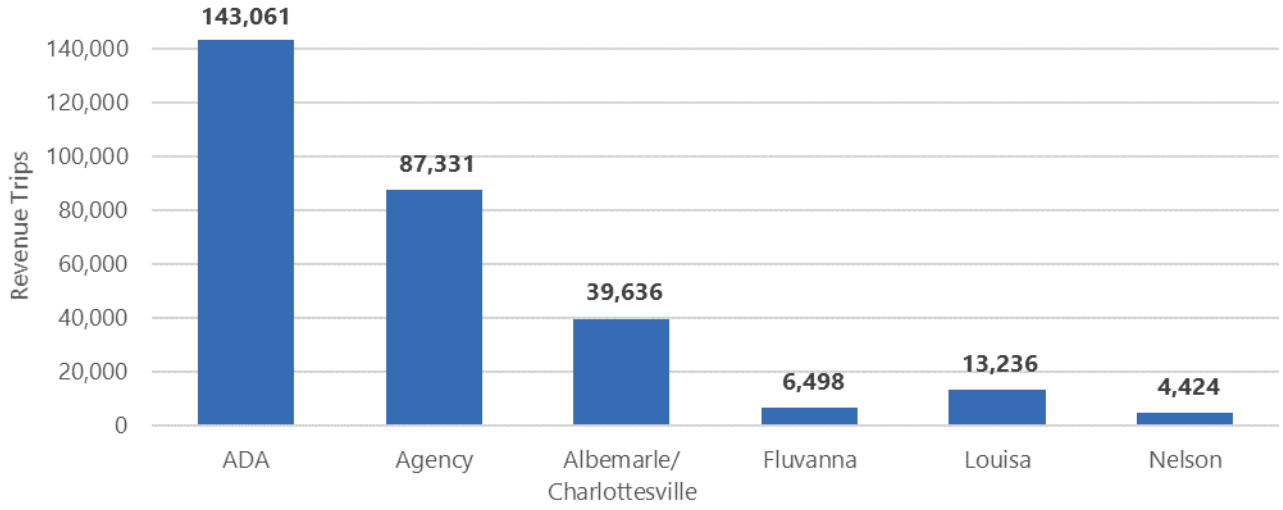
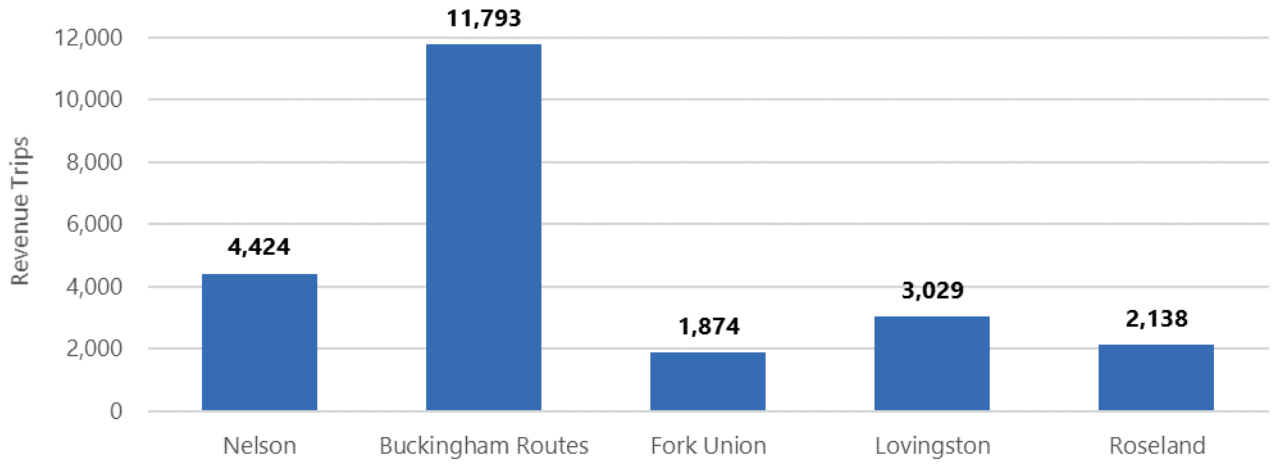


Figure 3-2 | Total Annual Revenue Trips: Commuter Service



3.1.4 Revenue Hours

A vehicle is considered in revenue service when it is available for use by passengers. During FY2017, JAUNT vehicles spent a total of 110,829 hours in revenue service. **Figure 3-3** (demand response service) and **Figure 3-4** (commuter service) summarize annual revenue hours provided on JAUNT services and routes over this fiscal year.

Most of JAUNT's revenue hours were performed on CAT ADA services, with approximately 52,400 hours of revenue service. Service hours spent on rural on demand services were considerably lower. Among commuter services, the Buckingham commuter routes ranked highest with 2,623 annual revenue hours.

To save valuable funds and provide efficient service, agencies generally try to maximize time and miles spent in revenue service versus traveling to and from the beginning and end of a route, also known as non-revenue hours and miles. JAUNT does not currently track non-revenue hours at the jurisdiction, service, or system-wide level. However, the agency tracks the ratio of revenue hours to driver payroll hours (which includes non-revenue hours), which was reported at 66 percent for FY2017.

Figure 3-3 | Annual Revenue Hours: Demand Response Service

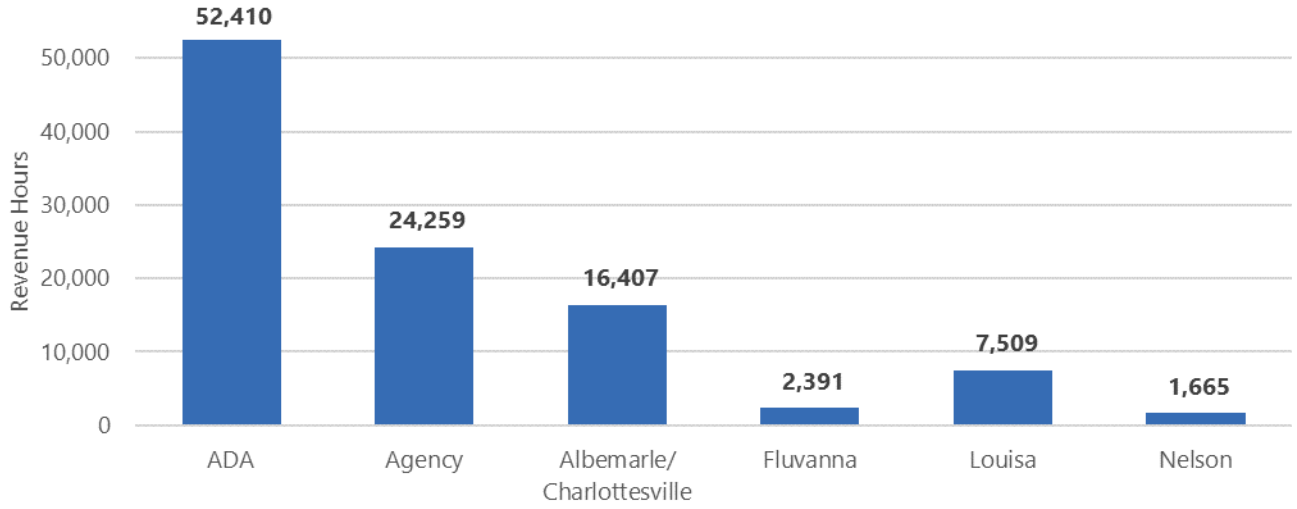
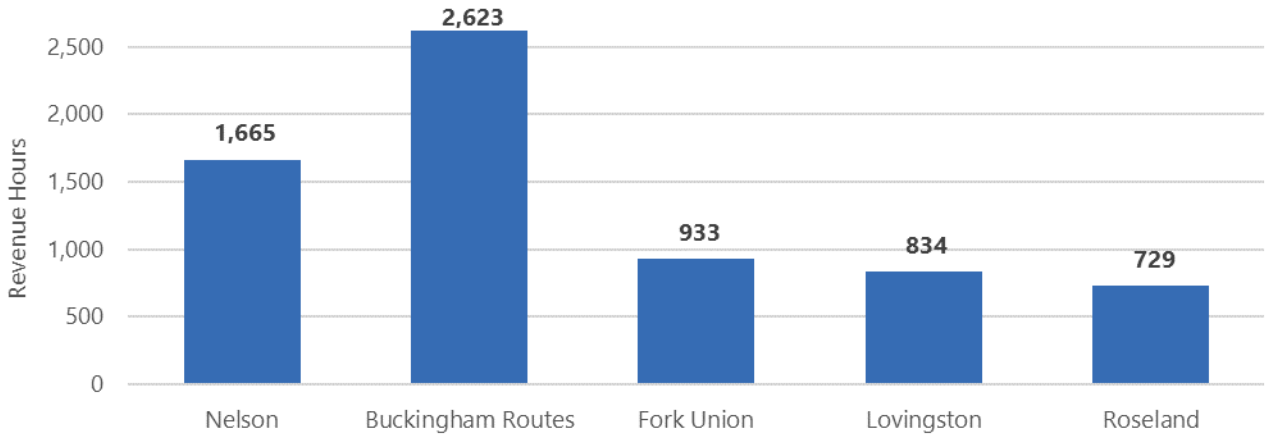


Figure 3-4 | Annual Revenue Hours: Commuter Service



3.1.5 Revenue Miles

In FY2017, JAUNT drove **1,753,060** revenue miles. In FY2017, JAUNT did not have the processes and technologies in place to track mileage in a per-service basis. An objective will be to change that for future TDP updates.

3.1.6 Operating Costs

JAUNT's FY2017 operating expenses for demand response (**Figure** 3-5) and commuter service (**Figure 3-6**) are reported below. System-wide, JAUNT expended over $5 million in operating costs over this fiscal year. Among demand response services, corresponding with total revenue hour trends, the agency expended the greatest dollar amount ($2,489,424) on ADA service. Among commuter services, the Buckingham routes received the most funding ($124,348).

In 2017, JAUNT indicated that it has been experiencing a high turnover rate among operators, at around 25 percent. To further improve retention, JAUNT has worked to close the driver wage gap between their services and CAT. The difference in operator wages was $5.00 in FY2015 and in FY2017 was reduced to $1.84.

Figure 3-5 | Annual Operating Costs: Demand Response Service

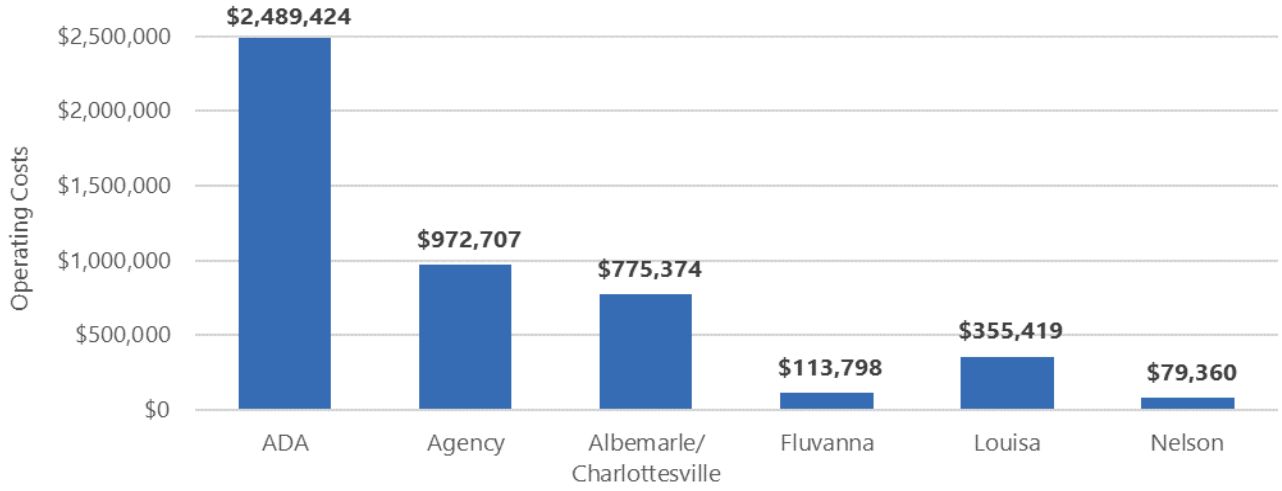
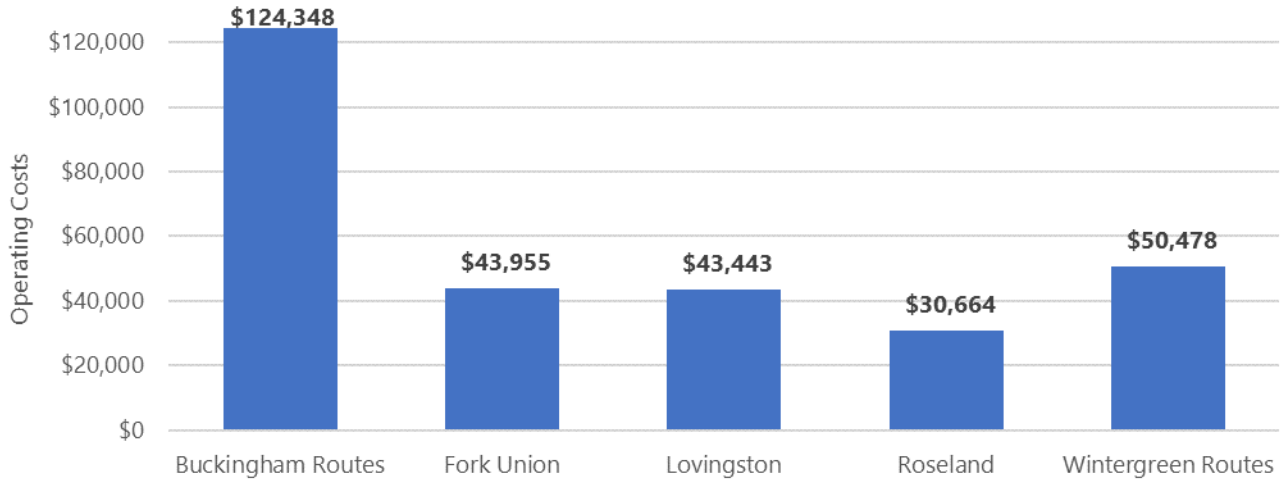


Figure 3-6 | Annual Operating Costs: Commuter Service



3.1.7 Passengers per Revenue Hour

System-wide, JAUNT services averaged 2.9 passengers per revenue hour in FY2017. Among demand response operations, JAUNT's Agency service transported the highest number of passengers per hour (3.6) in FY2017. With 1.8 passengers per revenue hour, service in Louisa County ranked lowest in this category. Among commuter routes, JAUNT's Wintergreen services moved the largest number of passengers per revenue hour (4.9); the Fork Union route was least productive in this category (2.0 passengers per revenue hour).

Table 3-1 reports annual average passengers per revenue hour for demand response service; **Table 3-2** reports this information for commuter service.

Table 3-1 | Annual Average Passengers per Revenue Hour: Demand Response Service

Jurisdiction/ Service	Passengers per Hour
ADA	2.7
Agency	3.6
Albemarle/ Charlottesville	2.4
Fluvanna	2.7
Louisa	1.8
Nelson	2.7

Table 3-2 | Annual Average Passengers per Revenue Hour: Commuter Service

Service	Passengers per Hour
Buckingham Routes	4.5
Fork Union	2.0
Lovingston	3.6
Roseland	2.9
Wintergreen Routes	4.9

3.1.8 Passengers per Revenue Mile

JAUNT does not track passengers per revenue mile at the service or jurisdiction level. In FY2017, at a system-wide level, the agency moved 0.2 passengers per revenue mile.

3.1.9 Net Cost per Passenger[4]

To calculate net cost per passenger, fare revenue is subtracted from operating costs and divided by total ridership. Evaluating the average subsidy per rider offers a look at the cost effectiveness of a service in relation to operating funding devoted.

Table 3-3 (demand response service) and

Table 3-4 (commuter service) report FY2017 annual average net costs per passenger on JAUNT services. Among demand response services, service in rural Albemarle and Charlottesville reported the most efficient net cost per passenger ($16.11). Service in Louisa County was costliest per rider ($24.15). Among commuter services, JAUNT's Wintergreen routes were most efficient ($7.12 per rider); the Fork Union commuter service was the most expensive per rider ($20.53).

Table 3-3 | Annual Average Net Cost per Passenger: Demand Response Service

Jurisdiction/ Service	Net Cost per Passenger
ADA	$16.20
Albemarle/ Charlottesville	$16.11
Fluvanna	$16.23
Louisa	$24.15
Nelson	$16.87

[4] JAUNT Agency service is funded by human services agencies; boarding passengers do not pay a fare. As such, the metric of net cost per passenger does not apply to this service.

Table 3-4 | Annual Average Net Cost per Passenger: Commuter Service

Service	Net Cost per Passenger
Buckingham Routes	$7.22
Fork Union	$20.53
Lovingston	$11.82
Roseland	$11.82
Wintergreen Routes	$7.12

3.1.10 On-Time Performance

JAUNT currently records on-time performance at a system-wide level. During both FY2016 and FY2017, the agency's on-time performance within stated arrival time windows was 85 percent.

3.1.11 Average Trip Length

On demand response services, trip distances can vary greatly depending on an area's surrounding geography as well as the overall nature of a system. When compared with ridership patterns, assessing average trip lengths can provide insight into how to most efficiently serve a region, including vehicle assignment and scheduling strategies. Using driver manifest data from May 2017, lists average trip travel distances in miles[5] by type of demand response service. On average, trips to and from Nelson County averaged the longest distance – 14.9 miles. In contrast, ADA trips, meant to mirror CAT service (a local transit operation) averaged approximately 2.5 miles long.

Table 3-5 | Average Trip Length: Demand Response Service

Jurisdiction/ Service	Average Trip Length (Miles)
ADA	2.4
Agency	5.3
Albemarle / Charlottesville	8.6
Fluvanna	10.9
Louisa	11.8
Nelson	14.9

3.1.12 Temporal Distribution

Based on driver manifest data, (weekday) and (weekend) summarize average ridership per hour on JAUNT demand response services during the month of May 2017. On weekdays and weekends, ADA service was JAUNT's busiest operation, with ridership generally reaching a peak between the hours of 9:00 AM and 2:00 PM.

Over the course of a service day, ADA service averaged 26 riders per hour. In contrast, service in Fluvanna County saw the lowest ridership per hour totals, averaging 2.5 riders per hour during its in-service period.

On commuter services the Buckingham County routes ranked first in ridership per hour, averaging 8.5 passengers per hour when in service. The Fork Union route saw the lowest ridership, averaging just 1.1 riders per hour.

[5] Distances are provided "as the crow flies" (meaning from point to point, straight line) rather than via the local road network.

Figure 3-7 | Average Weekday Ridership per Hour: Demand Response Service

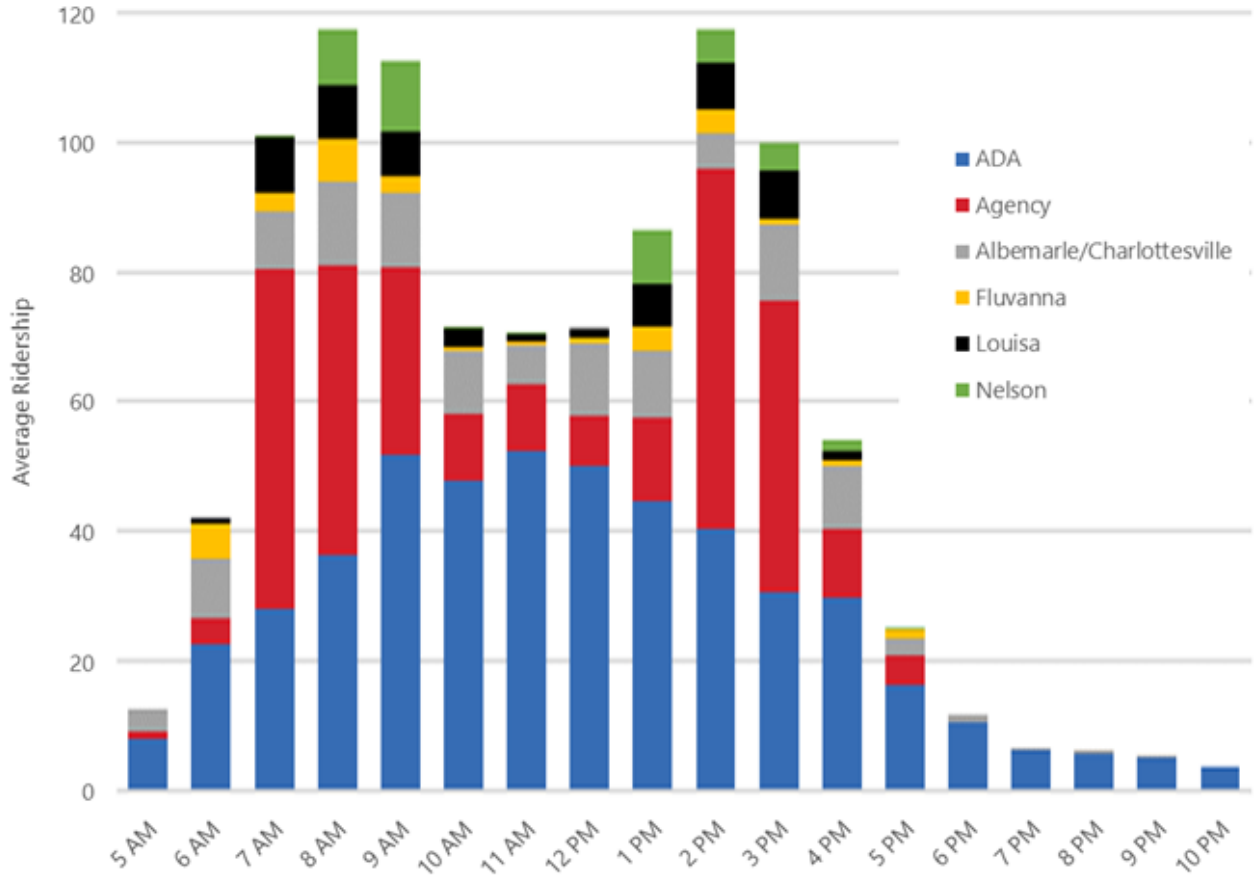


Figure 3-8 | Average Weekend Ridership per Hour: Demand Response Service

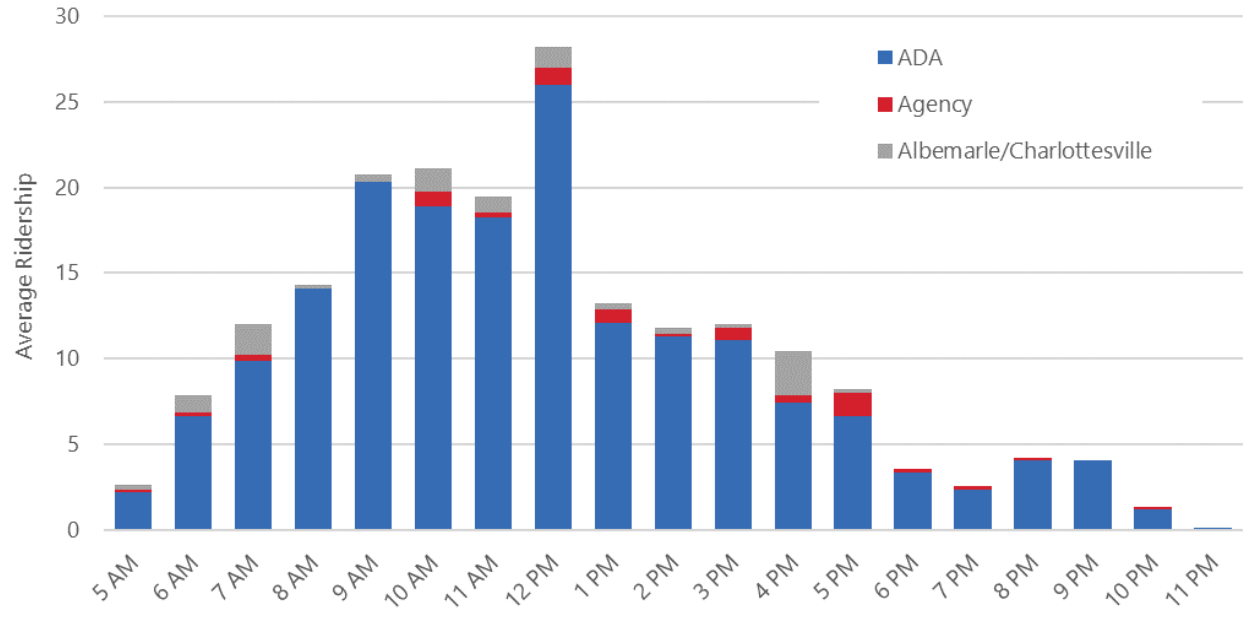
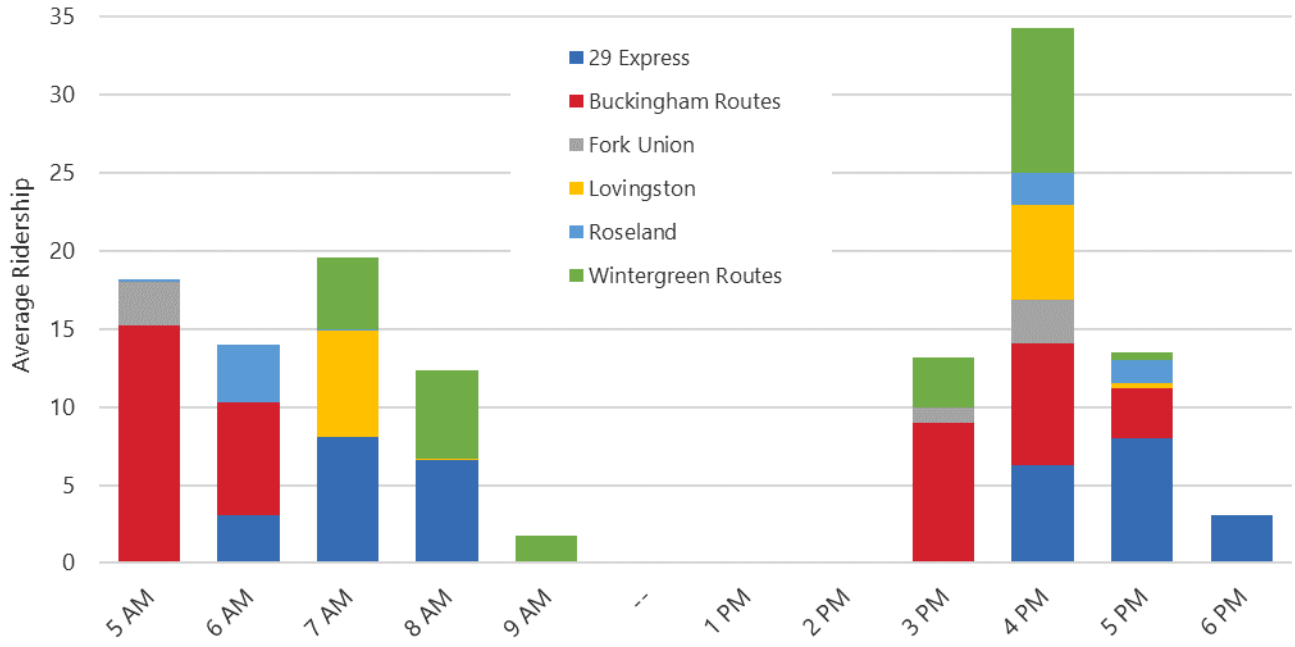


Figure 3-9 | Average Ridership per Hour: Commuter Service



3.1.13 Geographic Distribution

Based on pickup locations, the heat maps in **Figure 3-10** (weekday) and **Figure 3-11** (weekend) illustrate passenger activity on all JAUNT demand response services combined. On both weekdays and weekends, passenger activity is most concentrated in Charlottesville and along the US 29 corridor in Albemarle County. Other notable concentrations of ridership activity include Crozet in Albemarle County and Lake Monticello in Fluvanna County, which are both served on weekdays only.

Figure 3-12 shows weekday ridership activity for JAUNT commuter services. Again, the heaviest concentration of ridership activity is in Charlottesville, and along the US 29 corridor, as these are popular destinations for commuter rider throughout the JAUNT service area.

Figure 3-10 | Average Weekday Ridership: Demand Response Service

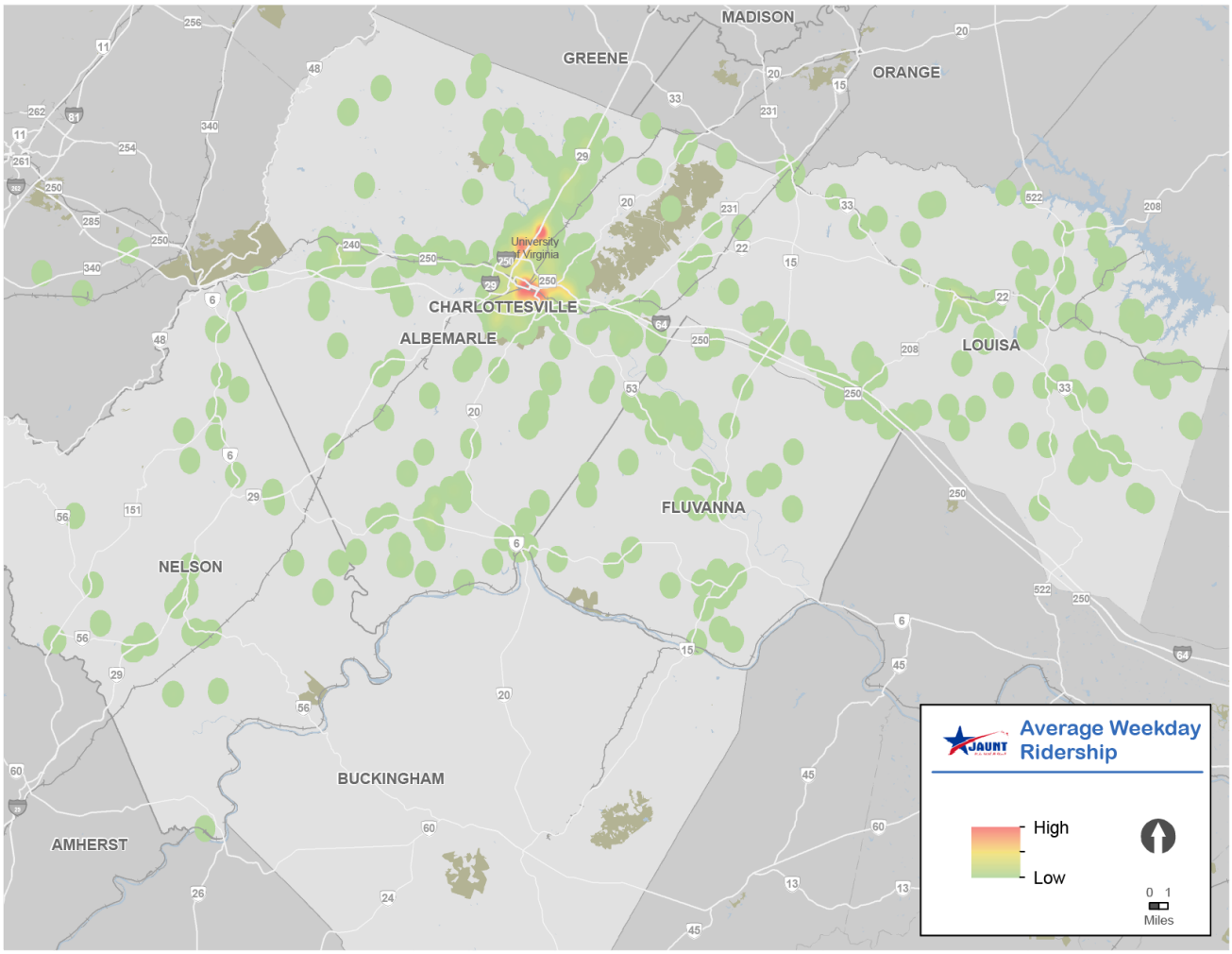


Figure 3-11 | Average Weekend Ridership: Demand Response Service

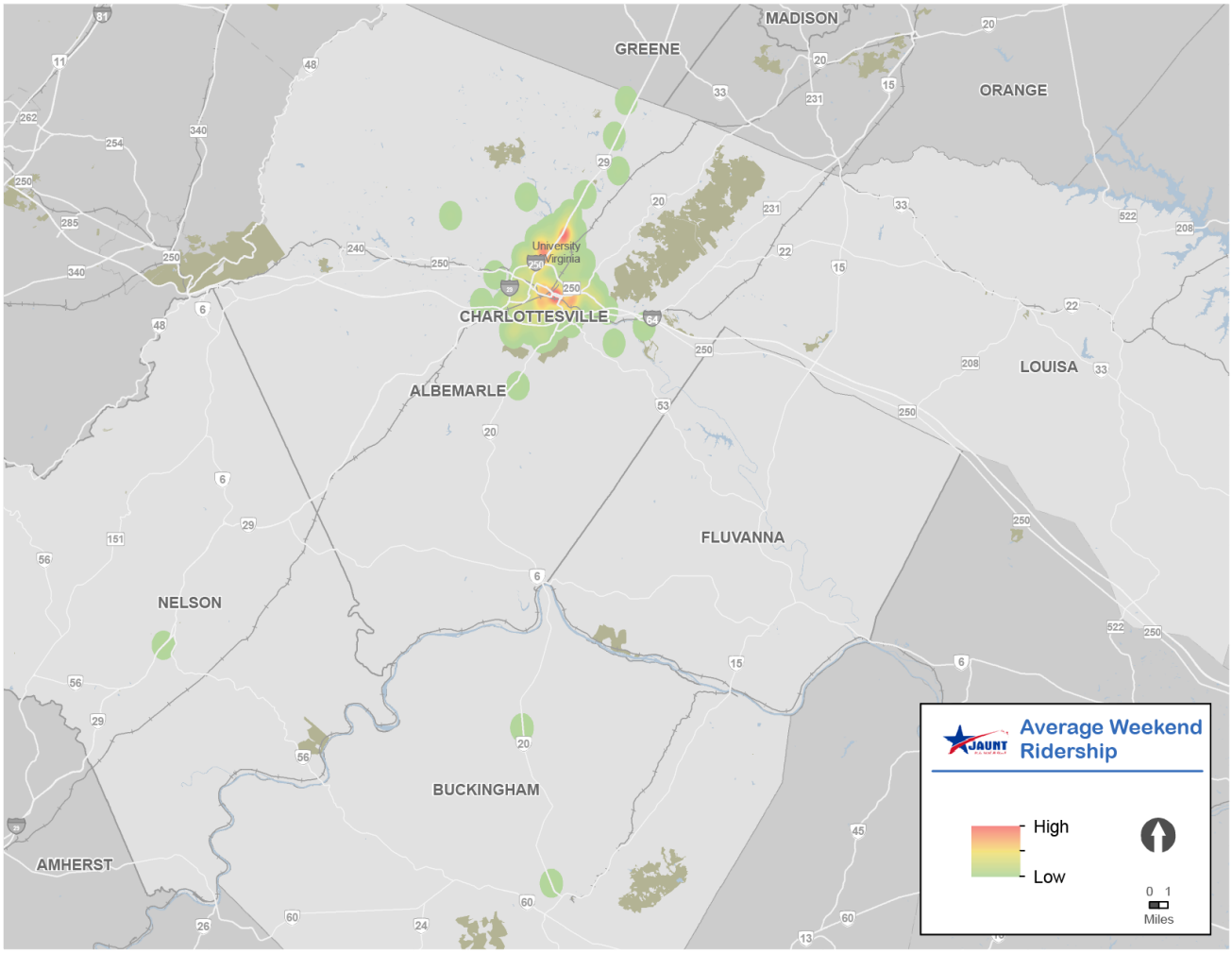
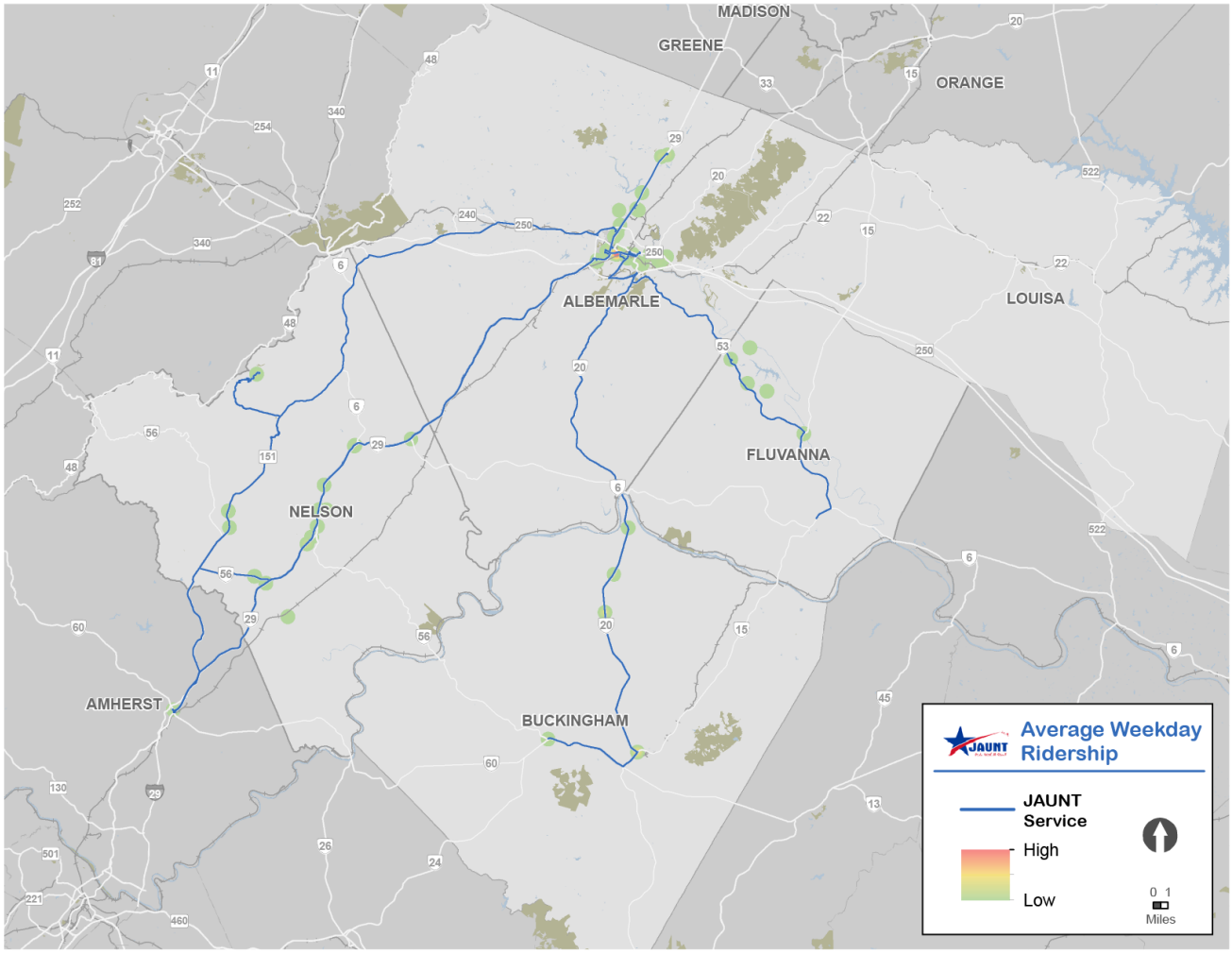


Figure 3-12 | Average Weekday Ridership: Commuter Service



3.2 TREND ANALYSIS

This section provides a three-year (FY2015 through FY2017) retrospective analysis of system-wide JAUNT service. Where possible, the analysis is broken out using the following service types:

- ADA paratransit (ADA);
- Service to human services agencies (Agency);
- Demand response (DR), which includes all jurisdictional services but not ADA or Agency service; and
- Commuter (CR).

JAUNT service performance is assessed over the three-year period based on the following metrics:

- Annual ridership;
- Passengers per revenue hour;
- Passengers per revenue mile;
- Annual operating Cost;
- Fare and contract revenue; and
- Net cost per passenger.

From an efficiency and productivity standpoint, this assessment sheds light on how JAUNT has performed over this timeframe.

3.2.1 Service Productivity

Annual Ridership

Annual ridership figures provide a baseline through which to track the overall usage of a system. Error! Reference source not found. shows annual ridership on JAUNT services from FY2015 to FY2017. While ridership increased by two percent overall, among individual services, only Agency service ridership showed an increase (63 percent). Of services showing ridership declines, JAUNT commuter services recorded the largest decrease (17 percent)

Table 3-6 | Annual Ridership, FY15-FY17

		Fiscal Year			% Change
		2015	**2016**	**2017**	
Annual Ridership	*ADA*	158,015	143,316	143,061	**-9%**
	Agency	53,685	75,408	87,331	**63%**
	DR	70,758	69,674	63,794	**-10%**
	CR	29,177	23,551	24,121	**-17%**
	Total	**311,635**	**311,949**	**318,307**	**2%**

Passengers per Revenue Hour

Calculated by dividing annual unlinked trips by annual vehicle revenue hours, the passengers per revenue hour metric measures how productively vehicles spend their time in service. **Table 3-7** summarizes passengers per revenue hour on JAUNT service from FY2015 to FY2017. This value rose nine percent on average overall, and most significantly on ADA service, a 20 percent increase. Passengers per revenue hour was consistently highest on Agency and commuter services over the three-year period.

Table 3-7 | Passengers per Revenue Hour, FY15-FY17

		Fiscal Year			% Change
		2015	**2016**	**2017**	
Pass/Rev. Hr.	*ADA*	2.3	2.2	2.7	**20%**
	Agency	3.3	3.3	3.6	**10%**
	DR	2.2	2.3	2.4	**10%**
	CR	3.6	3.1	3.6	**2%**
	Average	**2.8**	**2.7**	**3.1**	**9%**

Passengers per Revenue Mile

Table 3-8 summarizes passengers per revenue mile from FY2015 to FY2017. This metric, calculated by dividing annual unlinked trips by annual vehicle revenue miles, measures how productively transit vehicles spend their distance (rather than their time) in service. Since JAUNT does not currently track revenue miles at the individual service level, this metric is reported system-wide. Over the analysis period, passengers per revenue mile remained relatively unchanged, decreasing marginally by three percent. From FY2015 to FY2017, total JAUNT revenue miles rose by a slightly larger rate (five percent) than did ridership (two percent), explaining the slight drop in passengers per revenue mile. This suggests that trips, on average, are getting longer.

Table 3-8 | Passengers per Revenue Mile, FY15-FY17

Fiscal Year	Passengers per Revenue Mile
2015	0.19
2016	0.17
2017	0.18
% Change	**-3%**

3.2.2 Cost Efficiency

Annual Operating Cost

From FY2015 to FY2017, overall operating costs rose by five percent. However, at an individual service level, costs only rose on Agency service. Operating costs declined on all other services, most significantly commuter (by 12 percent). **Table 3-9** summarizes annual operating costs over the three-year period.

Table 3-9 | Annual Operating Costs, FY15-FY17

		Fiscal Year			% Change
		2015	**2016**	**2017**	
Annual Operating Costs	*ADA*	$2,511,637	$2,286,688	$2,489,424	**-1%**
	Agency	$579,528	$796,626	$972,707	**68%**
	DR	$1,434,085	$1,411,963	$1,323,951	**-8%**
	CR	$333,491	$298,655	$292,887	**-12%**
	Total	**$4,858,741**	**$4,793,933**	**$5,078,969**	**5%**

Farebox Revenue

Table 3-10 summarizes revenue from passengers from FY2015 to FY2017. JAUNT does not charge Agency service passengers fares; rather, agencies fund the service through direct payments to JAUNT. Fare revenue on non-agency services decreased from FY2015 to FY2017, most significantly on commuter services (by 25 percent).

Table 3-10 | Farebox/Agency Revenue, FY15-FY17

		Fiscal Year			% Change
		2015	**2016**	**2017**	
Farebox/Age	*ADA*	$189,238	$179,711	$171,637	**-9%**
	DR	$213,277	$205,665	$185,573	**-13%**
	CR	$93,595	$64,635	$70,498	**-25%**
	Total	**$496,110**	**$450,011**	**$427,708**	**-14%**

Net Cost per Passenger[8]

Also known as subsidy per passenger and reported as a dollar value, net cost per passenger is calculated by subtracting annual fare revenue from annual operating costs, and subsequently dividing that total by the number of unlinked passenger trips. Assessing the average subsidy per each passenger provides an indication of the cost effectiveness of a service in relation to the local, state, federal, or dedicated operating funding devoted per passenger. **Table 3-11** reports on net cost per passenger metrics from FY2015 through FY2017 at the individual service level.

Over the three-year timeframe, this metric increased by ten percent on ADA service, by three percent on demand response service, and by 12 percent on commuter service. Overall, net cost per passenger rose by four percent, explained generally by increasing operating costs coupled with declining ridership.

Table 3-11 | Net Cost per Passenger, FY15-FY17

		Fiscal Year			% Change
		2015	**2016**	**2017**	
Net Cost/Pass.	*ADA*	$14.70	$14.70	$16.20	**10%**
	DR	$17.25	$17.31	$17.84	**3%**
	CR	$8.22	$9.94	$9.22	**12%**
	Average	**$9.58**	**$10.02**	**$10.60**	**11%**

[8] JAUNT Agency service is funded by human services agencies; boarding passengers do not pay a fare. Therefore, the net cost per passenger metric does not apply to this service.

3.3 SURVEYS

3.3.1 Passenger On-Board/Mail Survey

JAUNT conducts annual passenger surveys to obtain a picture of rider demographics and perspectives on service. Paper surveys were self-administered and either returned to drivers upon completion or mailed. The 2017 survey received 318 total responses. The results of the survey are summarized in this section; full results are detailed in **Appendix A: 2012 DTP Goals**.

Over 40 percent of respondents reported residing in Albemarle County; nearly one quarter live in Charlottesville. Approximately half of respondents use a wheelchair. Over 80 percent are at least 45 years of age. 85 percent of respondents earn less than $50,000 annually.

Over 80 percent of riders responding to the survey reported using JAUNT at least two to three days per week. Nearly 90 percent of respondents reported getting to where they needed to go with JAUNT. Workplaces, the doctor, and senior centers were among the most commonly needed destinations.

Overall, surveyed riders rated JAUNT as a safe, clean, and fairly-priced system with courteous and helpful drivers. In addition, 80% of respondents noted that vehicles generally arrive within 15 minutes of stated times. Finally, 75% of respondents reported that they would recommend JAUNT to family or friends.

3.3.2 Online Regional Transit Survey

In September 2017, CAT also initiated a regional transit survey online aimed at CAT and JAUNT riders and non-riders that yielded 238 total responses. 35 percent of respondents identified as current CAT riders, four percent identified as JAUNT riders, and over 60 percent identified as non-riders.

Common reasons for using transit – for either system – included a lack of parking at a destination, gas costs and car maintenance, a lack of car ownership, a sense of doing one's part for the environment, and a preference to spend time on activities other than driving. Common reasons for not using local transit included a lack of service near home, a general lack of interest in transit, a need for more information on transit, and a bad previous experience with transit service.

Nearly a third of responding transit users reported riding transit a few times per month, less than a quarter reported using transit several times per week, and one fifth reported using it nearly every day. JAUNT riders most commonly listed using the service to travel to, from, or within Albemarle County.

Over three quarters of respondents at least agreed that service was dependable; 90 percent agreed that routes got passengers where they needed to go. 64 percent of respondents agreed that schedules meet their travel needs; less than 75 percent each indicated that JAUNT vehicles are usually on-time and that calls for reservations were met with prompt service. JAUNT received relatively higher ratings on the reasonableness of fares, comfort of buses, and courteousness of staff.

Respondents were also prompted with "choice" questions that requested an indication of preference given various scenarios. Overall, JAUNT respondents preferred:

- Longer service hours over more vehicle capacity;
- More weekend service over more weekday service; and
- The improvement of existing service over service to new areas.

3.4 TRANSIT PROPENSITY ANALYSIS

To begin assessing potential service redesign and expansion, this evaluation employs a transit propensity analysis for the jurisdictions in which JAUNT operates: Albemarle, Buckingham, Fluvanna, Louisa, and Nelson

Counties; and the City of Charlottesville. A propensity model groups a series of demographic factors – from 2010-2015 five-year American Community Survey and Longitudinal Employer-Household Dynamics data – into four indices to estimate the relative likelihood of transit demand by Census block group.

Transit propensity is a helpful resource when examined alongside actual ridership data, geographic conditions, and service planning constraints. The indices used in this analysis, which consist of equally weighted demographic factors, approximate the following:

- Where transit-oriented population trips originate (Transit-Oriented Populations Index);
- Where commuter trips originate (Commuter Populations Index);
- Where workplace destinations are located (Work Destinations Index); and
- Where non-work destinations are located (Non-Work Destinations Index).

Transit Oriented Populations Index

The transit-oriented population index considers six categories: population, age, households, income, vehicle ownership, and disability status. The model runs on the assumption that areas with higher populations or household densities, as well as higher concentrations of seniors, youth, persons living in poverty, households with reduced vehicle access, and disabled persons, will have a greater propensity toward transit ridership. This index utilizes the following inputs:

- Population (where all residents live and where minority residents live);
- Age (where youth and senior populations live);
- Number of households;
- Income (number of residents living in poverty);
- Vehicle ownership (number of zero- or one-car households); and
- Number of disabled residents.

Commuter Populations Index

The commuter index consists of two categories: labor force and non-single occupant vehicle (SOV) commute mode. Employed persons, commuters, and transit commuters all contribute to this index, which is indicative of where traditional peak hour commuters live, and where those that currently use non-automobile modes to commute live.

Work Destinations Index

The workplace index identifies areas with high levels of employment activity. As this index is used as an indicator of the density of job locations, its only input is employment.

Non-Work Destinations Index

The non-work destination index evaluates destination types that indicate where residents might travel if going somewhere other than work. The index is based on the number of retail/restaurant, recreation, healthcare/social assistance, education, and government jobs in each block group.

Propensity by Jurisdiction

This section provides an analysis of each transit propensity index by jurisdiction. For each jurisdiction, particularly high and low propensity areas are noted. This analysis is relative to each jurisdiction and highlights areas that should be prioritized based on emphasized need.

Table 3-12 through **Table 3-17** summarize the results of each propensity index by jurisdiction; while **Figure 3-13** through **Figure 3-18** provide a visual representation of each analysis.

Table 3-12 | Propensity Analysis: Albemarle County

Propensity Index	High Propensity Areas	Low Propensity Areas
Transit-Oriented Populations	▪ Immediately surrounding Charlottesville ▪ East of US 29 North from Charlottesville to the Albemarle County border ▪ West of US 29 North in Earlysville ▪ North of Route 250 in the Brownsville/Crozet region ▪ South of Route 250 and southwest of Route 53 in the Simeon region	▪ West of Crozet Avenue in Crozet ▪ Northwest of Charlottesville, bounded by Route 250, Owensville Road, and Barracks Road ▪ Northeast of Charlottesville, surrounding Route 20 ▪ Just south of Charlottesville, east of Old Lynchburg Road
Commuter Populations	▪ North of Route 250 and south of Three Notched Road in the Brownsville region ▪ Surrounding Charlottesville to the south, west, and north (including west of US 29) ▪ East of US 29 from Charlottesville to the County border ▪ West of US 29 in Earlysville	▪ Surrounding the intersection of I-64 and Route 250 in the Yancey Mills area ▪ Southeast of the US 29, bounded by Red Hill Road and Old Lynchburg Road ▪ North along the Route 53 corridor from Charlottesville to the Albemarle County border ▪ Northeast of Charlottesville along the Route 20 corridor ▪ Northwest of Charlottesville, bounded by Route 250, Owensville Road, and Barracks Road
Work Destinations	▪ North of Charlottesville, along the west US 29 corridor ▪ Just east of Charlottesville, from Route 250 to I-64	▪ Northwest County (bounded by I-64, just west of US 29, and the Albemarle County border) ▪ South County (bounded by Route 53, Old Lynchburg Road, and the Albemarle County border) ▪ Northeast County (bounded by US 29, the Albemarle County border, and the area north of Route 250)
Non-Work Destinations	▪ Northeast of the intersection of Crozet Avenue and Three Notched Road ▪ Route 250 corridor, between I-64, Owensville Road, and Barracks Road ▪ North of Charlottesville along the US 29 corridor ▪ Just south and east of Charlottesville	▪ Northwest County (bounded by Garth Road, just west of US 29, and the Albemarle County border) ▪ South County (bounded by Route 250, the Albemarle County border, and Route 53; excluding areas just south of Charlottesville) ▪ Northeast County (bounded by US 29, the County border, and the area north of Route 250)

Figure 3-13 | Albemarle County Transit Propensity

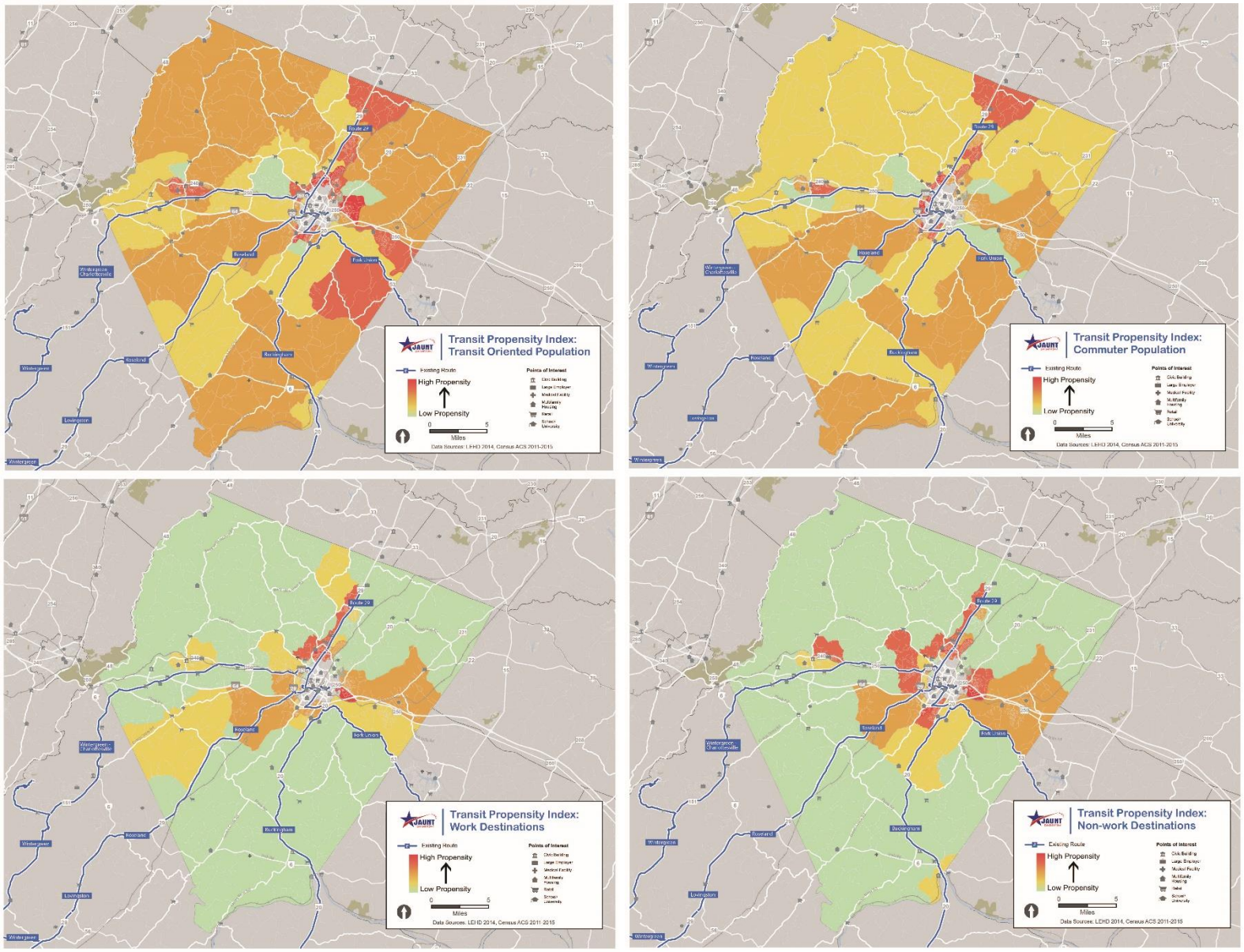


Table 3-13 | Propensity Analysis: Buckingham County

Propensity Index	High Propensity Areas	Low Propensity Areas
Transit-Oriented Populations	▪ North County, bounded by Howardsville Road, Copper Mine Road, the Slate River, and the Buckingham County border ▪ Southwest County, bounded by S. James River Road, Route 15, and the Buckingham County border ▪ The Dillwyn area, bounded by E. James Anderson Highway, Route 15, Gravel Hill Road, and the Buckingham County border	▪ The area bounded by the Slate River, Buckingham County border, Route 15, and Copper Mine Road ▪ The area bounded by Gravel Hill Road, the Buckingham County border, Cartersville Road, and Route 15
Commuter Populations	▪ North County, bounded by Howardsville Road, Copper Mine Road, the Slate River, and the Buckingham County border ▪ Southwest County, bounded by S. James River Road, Route 15, and the Buckingham County border ▪ The area bounded by Route 20, Route 15, and Copper Mine Road	▪ In the Curdsville area, the region bounded by Route 15, E. James Anderson Highway, and the Buckingham County border
Work Destinations	▪ Central Buckingham County, bounded by E. James Anderson Highway, Woods Road, Mulberry Grove Road, and Route 20 (including points just north)	▪ The region bounded by Gravel Hill Road, the Buckingham County border, and Cartersville Road/Slate Hill Road
Non-Work Destinations	▪ Central Buckingham County, bounded by E. James Anderson Highway, Woods Road, Mulberry Grove Road, and Route 20 (including points just north) ▪ Northeast Buckingham County, in the region bounded by Cartersville Road, Route 15, and the Buckingham County border	▪ The region bounded by Gravel Hill Road, the Buckingham County border, and Cartersville Road/Slate Hill Road

Figure 3-14 | Buckingham County Transit Propensity

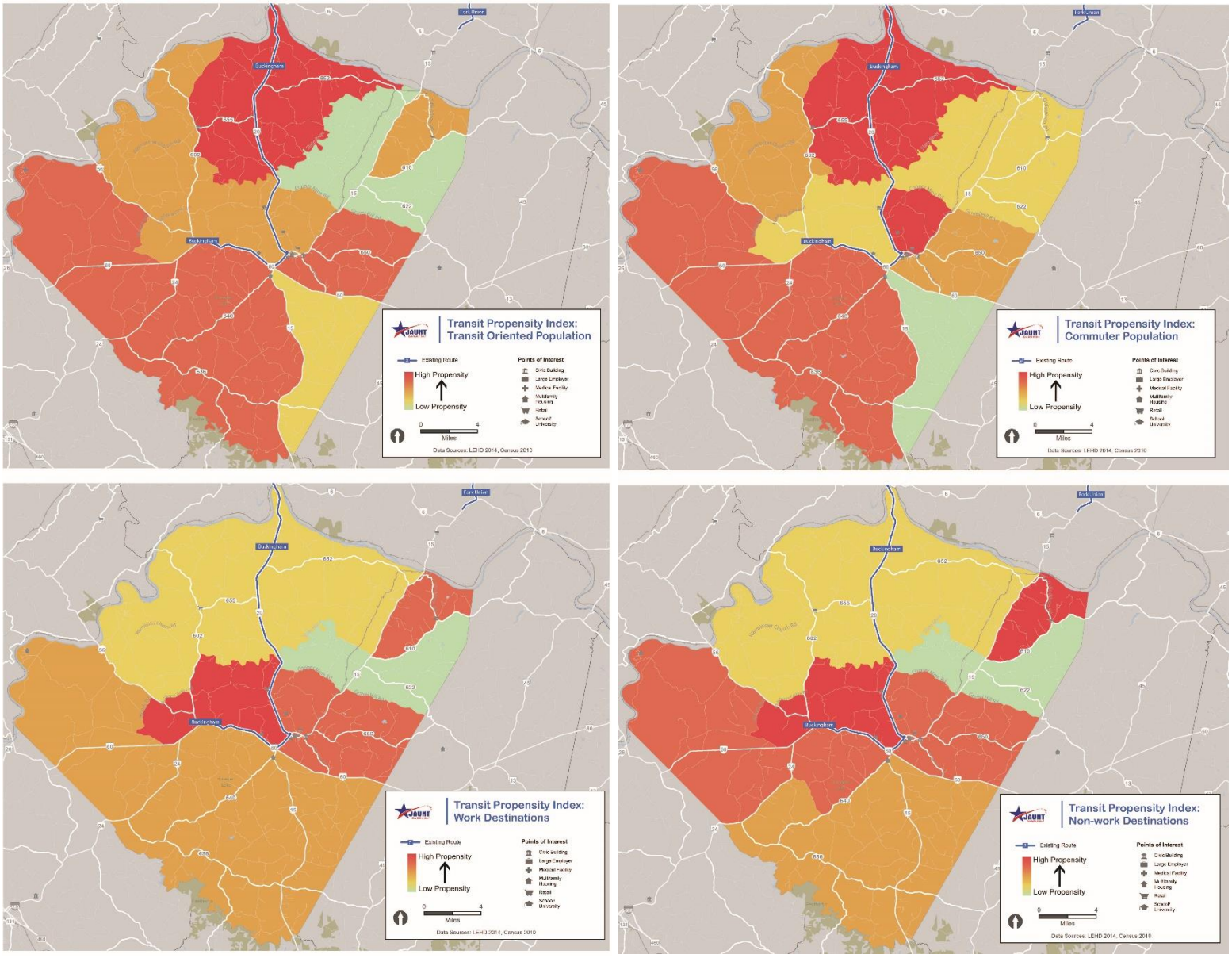


Table 3-14 | Propensity Analysis: City of Charlottesville

Propensity Index	High Propensity Areas	Low Propensity Areas
Transit-Oriented Populations	▪ Downtown Charlottesville ▪ The Stony Point Road corridor; north of Richmond Road ▪ The 5th Street Corridor, just south of Downtown ▪ Southeast of Old Lynchburg Road ▪ The US 29 corridor, north of Route 250	▪ North of Grove Road and Dairy Route ▪ West of Emmet Street (US 29), south of Route 250 ▪ East of Scottsville Road and south of I-64
Commuter Populations	▪ Downtown, surrounding the intersection of Main Street and 10th Street ▪ The Jefferson Park Avenue corridor ▪ South of Cherry Avenue and Ridge Street ▪ The US 29 corridor, north of Route 250 ▪ Surrounding the I-64 and Old Lynchburg Road corridors	▪ East of Grove Road and Route 250 ▪ North of Rio Road and US 29 ▪ South of Richmond Road and Cherry Point Road
Work Destinations	▪ East of Jefferson Park Avenue ▪ Between Main Street/Water Street and Route 250, east of Rose Hill Drive ▪ South of Richmond Road and Cherry Point Road	▪ North of Grove Road and east of Rio Road ▪ East of Meade Avenue, south of Richmond Road ▪ The Cherry Avenue, 5th Street, and Avon Street corridors, south of Elliott Avenue
Non-Work Destinations	▪ Between Main Street/Water Street and Route 250, west of Park Street and east of 7th Street	▪ Vast majority of service area, excluding Downtown

Figure 3-15 | City of Charlottesville and Outlying Areas Transit Propensity

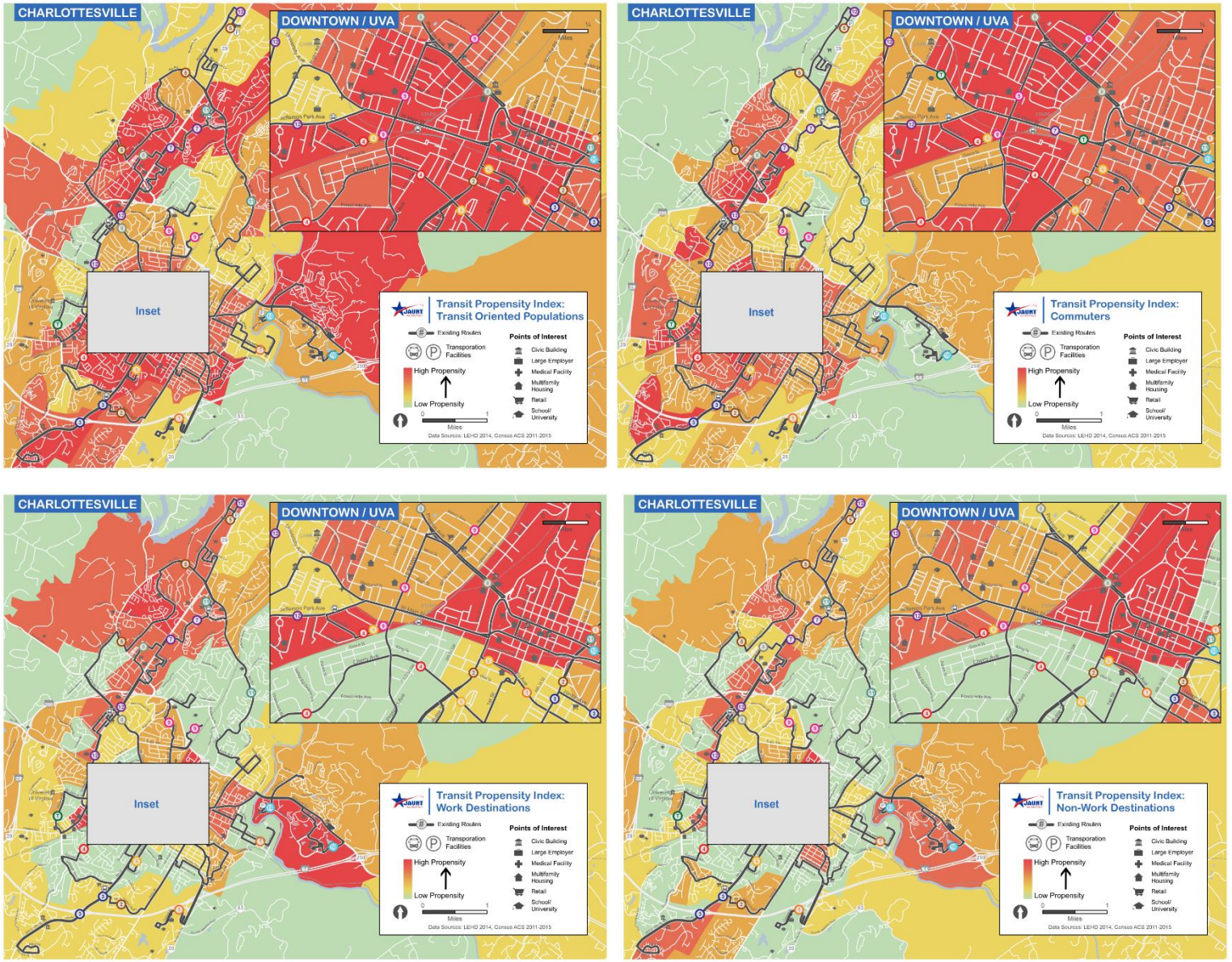


Table 3-15 | Propensity Analysis: Fluvanna County

Propensity Index	High Propensity Areas	Low Propensity Areas
Transit-Oriented Populations	▪ The Lake Monticello area, bounded by Thomas Jefferson Parkway, S. Boston Road, the Rivanna River, and the Fluvanna County border	▪ South of Fork Union in the West Bottom area, bounded by Route 15, the Fluvanna County border, and Academy Road
Commuter Populations	▪ The Lake Monticello area, bounded by Thomas Jefferson Parkway, S. Boston Road, the Rivanna River, and the Fluvanna County border	▪ The Union Mills area, bounded by the Rivanna River, the Fluvanna County border, Route 250, and Paynes Mill Road ▪ South of Fork Union in the West Bottom area, bounded by Route 15, the Fluvanna County border, and Academy Road
Work Destinations	▪ The Wildwood/Bybee area, bounded by Thomas Jefferson Parkway, S. Boston Road, the Fluvanna County border, and Bybees Church Road	▪ The Kents Store/Wilmington region, bounded by Venable Road, the Fluvanna County border, and the Rivanna River
Non-Work Destinations	▪ The Wildwood/Bybee area, bounded by Thomas Jefferson Parkway, S. Boston Road, the Fluvanna County border, and Bybees Church Road	▪ Far north Fluvanna County, bounded by N. Boston Road, Paynes Mill Road, and the Fluvanna County border ▪ West Fluvanna County, bounded by Thomas Jefferson Parkway, the Fluvanna County border, Route 15, and Central Plains Road ▪ East Fluvanna County, bounded by Route 15, the Fluvanna County border, and the Rivanna River/James River

Figure 3-16 | Fluvanna County Transit Propensity

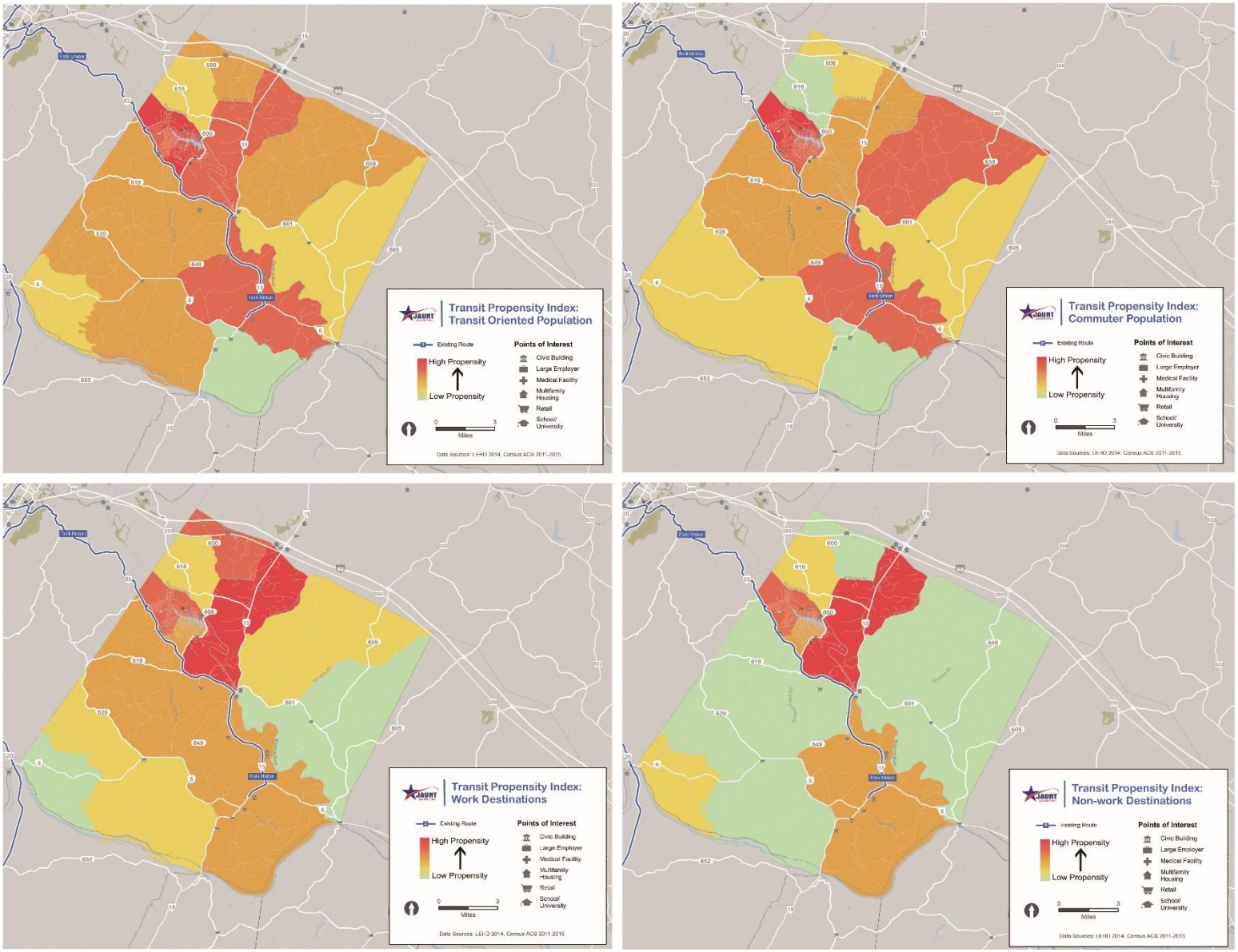


Table 3-16 | Propensity Analysis: Louisa County

Propensity Index	High Propensity Areas	Low Propensity Areas
Transit-Oriented Populations	▪ The area bounded by Route 33, the Louisa County border, Ellisville Drive, and Oakland Road ▪ The area bounded by Ellsville Drive, the Louisa County border, New Bridge Road, Kentucky Springs Road, Johnson Road, Fredericks Hall Road, Bibb Store Road, and Goldmine Road ▪ The Bumpass region, bounded by the Little River, the Louisa County border, Lake Anna (and surrounding creeks), Fredericks Hall Road, and Buckner Road	▪ The Byrd Mill area, bounded by Courthouse Road, the South Anna River, Poindexter Road, and the Louisa County border ▪ The area bounded by Mt. Airy Road, Davis Highway, Mineral Avenue, Moorefield Road, Buckner Road, and Jefferson Highway
Commuter Populations	▪ The area bounded by Jefferson Highway, Shannon Hill Road, Moorefield Road, and Buckner Road	▪ The area bounded by Louisa Road, Oakland Road, Goldmine Road, and Bibb Store Road ▪ The region bounded by Holly Grove Drive, W. Chapel Drive, just south of Mountain Road, and the Louisa County border
Work Destinations	▪ The area bounded by the Louisa County border, Mountain Road, and Poindexter Road ▪ North of the Yanceyville region, bounded by Shannon Hill Road, the South Anna River, Courthouse Road, E. Main Street, and Mt. Airy Road ▪ Northeast Louisa County, loosely between Route 522 and Kentucky Springs Road	▪ A large portion of South Louisa County, including south and east of the Yanceyville area but north of Holly Grove Drive (Route 610) ▪ The area bounded by the Louisa County border, Route 687, Goldmine Road, Oakland Road, and S. Spotswood Trail
Non-Work Destinations	▪ The area bounded by the Louisa County border, Mountain Road, and Poindexter Road ▪ Central Louisa County, bounded by Shannon Hill Road, the South Anna River, Courthouse Road, Davis Highway, and Route 522	▪ A large portion of South Louisa County, including south and east of the Yanceyville area, excluding areas bounded by Route 610 and 611 ▪ The area bounded by the Louisa County border, Route 687, Goldmine Road, Oakland Road, and S. Spotswood Trail

Figure 3-17 | Louisa County Transit Propensity

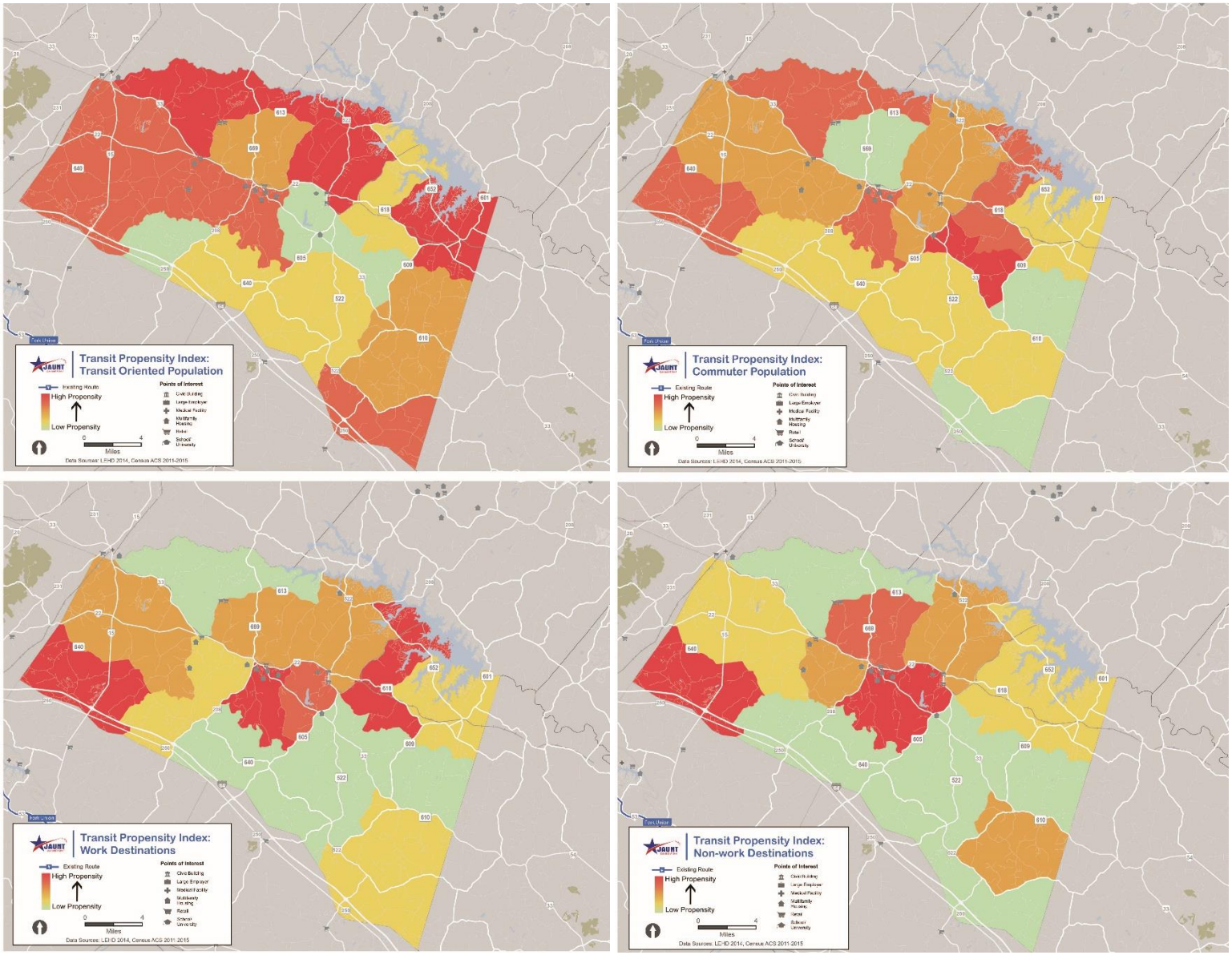
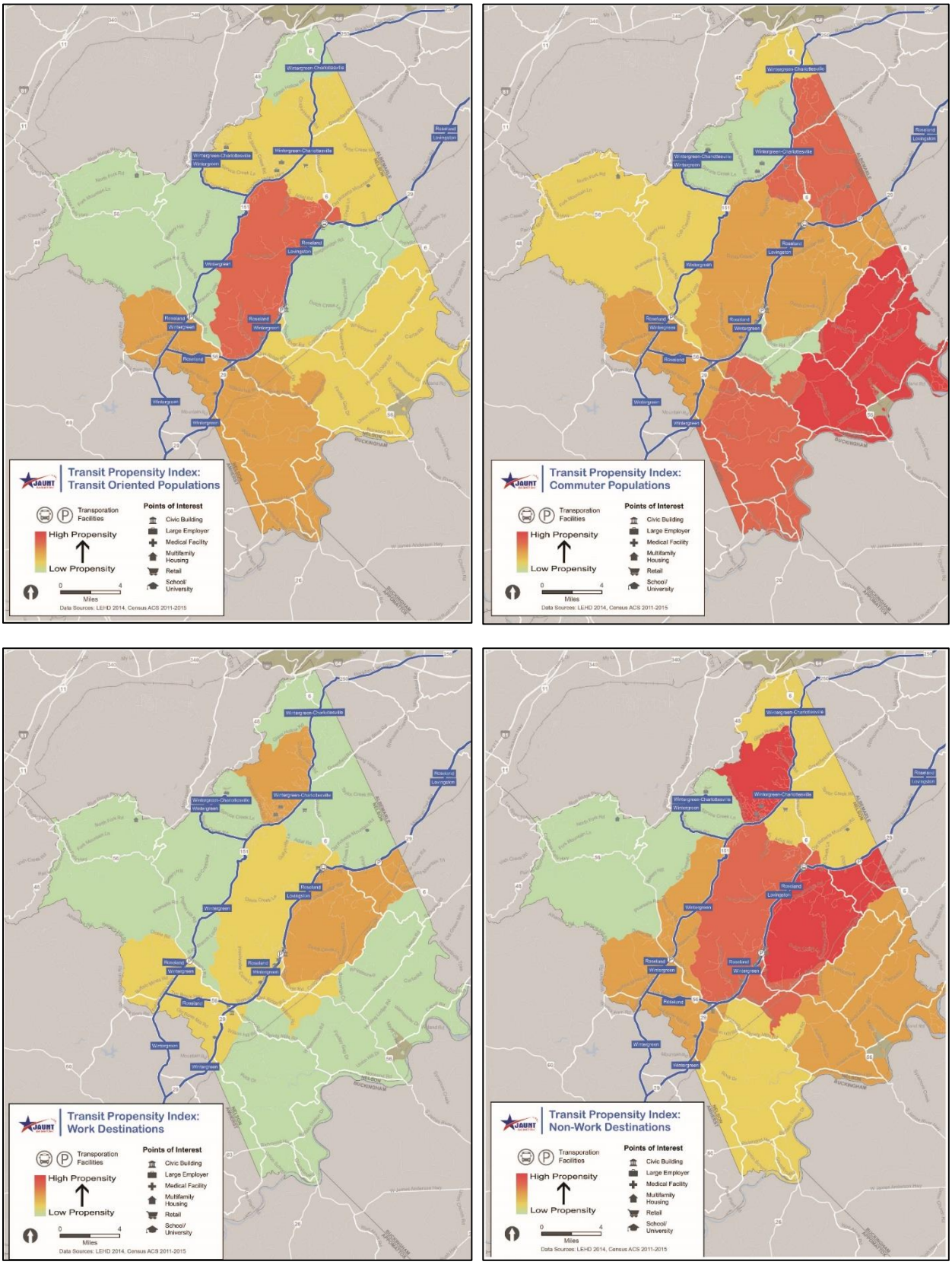


Table 3-17 | Propensity Analysis: Nelson County

Propensity Index	High Propensity Areas	Low Propensity Areas
Transit-Oriented Populations	▪ The area bounded by Rockfish Valley Highway, Adial Road, Thomas Nelson Highway, and Tye Brook Highway	▪ Much of the west Nelson County area, bounded by Patrick Henry Highway, Beech Grove Road, the Nelson County border, and Dickie Road/Roseland Road ▪ The Schuyler area and points west, bounded by the Nelson County border, Laurel Road, Craigtown/James River Road, and Thomas Nelson Highway/US 29
Commuter Populations	▪ Much of southeast Nelson County, bounded by the Nelson County border, Laurel Road, Brownings Cove, Findlay Gap Drive, and Norwood Road	▪ The area bounded by Thomas Nelson Highway, James River/Craigtown Road, Brownings Cove, Williamstown Road, and Oak Ridge Road/Wilson Road ▪ The region bounded by Rockfish Valley Highway, Beech Grove Road, the Nelson County border, and Glass Hollow Road
Work Destinations	▪ None	▪ Much of northeast Nelson County, north of US 29 and east of Rockfish Valley Highway ▪ The region bounded by Glass Hollow Road, the Nelson County border, and Rockfish Valley Highway ▪ Much of west Nelson County, west of Rockfish Valley Highway and north of Dickie Road ▪ Much of east/southeast Nelson County, southeast of Laurel Road and US 29
Non-Work Destinations	▪ The area bounded by Rockfish Valley Highway, Glass Hollow Road, the Nelson County border, and Old Stoney Creek Road ▪ The region bounded by US 29, James River/Craigtown Road, Laurel Road, and the Nelson County border	▪ Much of the west County area, bounded by the Nelson County border, Old Stoney Creek Road, Rockfish Valley Highway, Club Creek Road, and Dickie Road

Figure 3-18 | Nelson County Transit Propensity



3.5 TRANSIT POTENTIAL ANALYSIS

Completed at the Census block level, a transit potential index utilizes the combined densities of population and jobs per acre to evaluate the potential of an area to support fixed-route transit service. Blocks exhibiting a combined six or more jobs plus residents per acre are sufficiently dense to consider traditional fixed-route transit service. In lower density areas, demand response service is likely more appropriate.

For this assessment, transit potential analyses were completed for the five jurisdictions in which JAUNT provides service. In conjunction with the results of the transit-oriented populations propensity analysis, the transit potential analysis is crucial in evaluating where consideration could be given for more defined/traditional services such as local fixed-route or circulator services. Each transit potential analysis is described by jurisdiction below.

Potential by Jurisdiction

Throughout the JAUNT service area very few areas provide population and employment densities that could support fixed-route service that don't already have existing fixed-route service.

In Albemarle County, the potential for fixed-route transit service is highest in and around Charlottesville, where fixed-route service is currently provided by CAT. **Figure 3-19** illustrates the transit potential index in Albemarle County.

Buckingham County is much less dense than Albemarle County in terms of both population and jobs per acre. As shown in **Figure 3-20**, relative to the rest of the County, very limited transit potential exists for fixed-route services in the Dillwyn region.

In Fluvanna County, while transit potential is quite low throughout the region, the index shows relatively higher values in the Lake Monticello area, located between the Route 600 and Route 53 corridors (**Figure 3-21**).

Like neighboring jurisdictions, Louisa County is not very dense. However, transit potential is relatively higher in the Town of Mineral area, especially along the Main Street corridor, but the density is not high enough to support traditional fixed-route service. **Figure 3-22** shows the transit potential index in Louisa County.

As shown in **Figure 3-23**, Nelson County features very limited pockets of densities supportive of fixed-route or limited fixed-route services. These are situated in the Nellysford area (northwest of Rockfish Valley Highway) and in Lovingston along the Thomas Nelson Highway corridor.

Figure 3-19 | Albemarle County Transit Potential

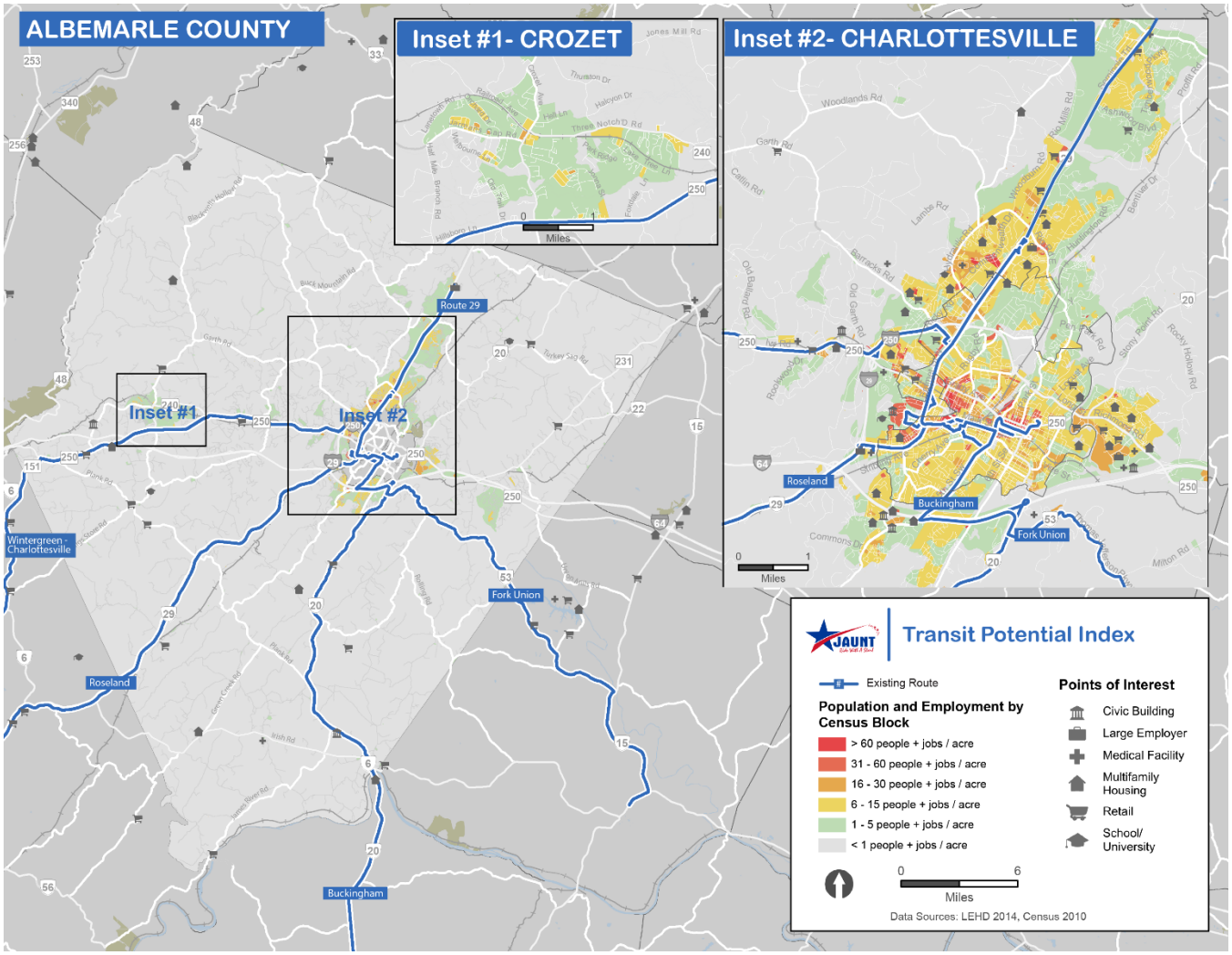


Figure 3-20 | Buckingham County Transit Potential

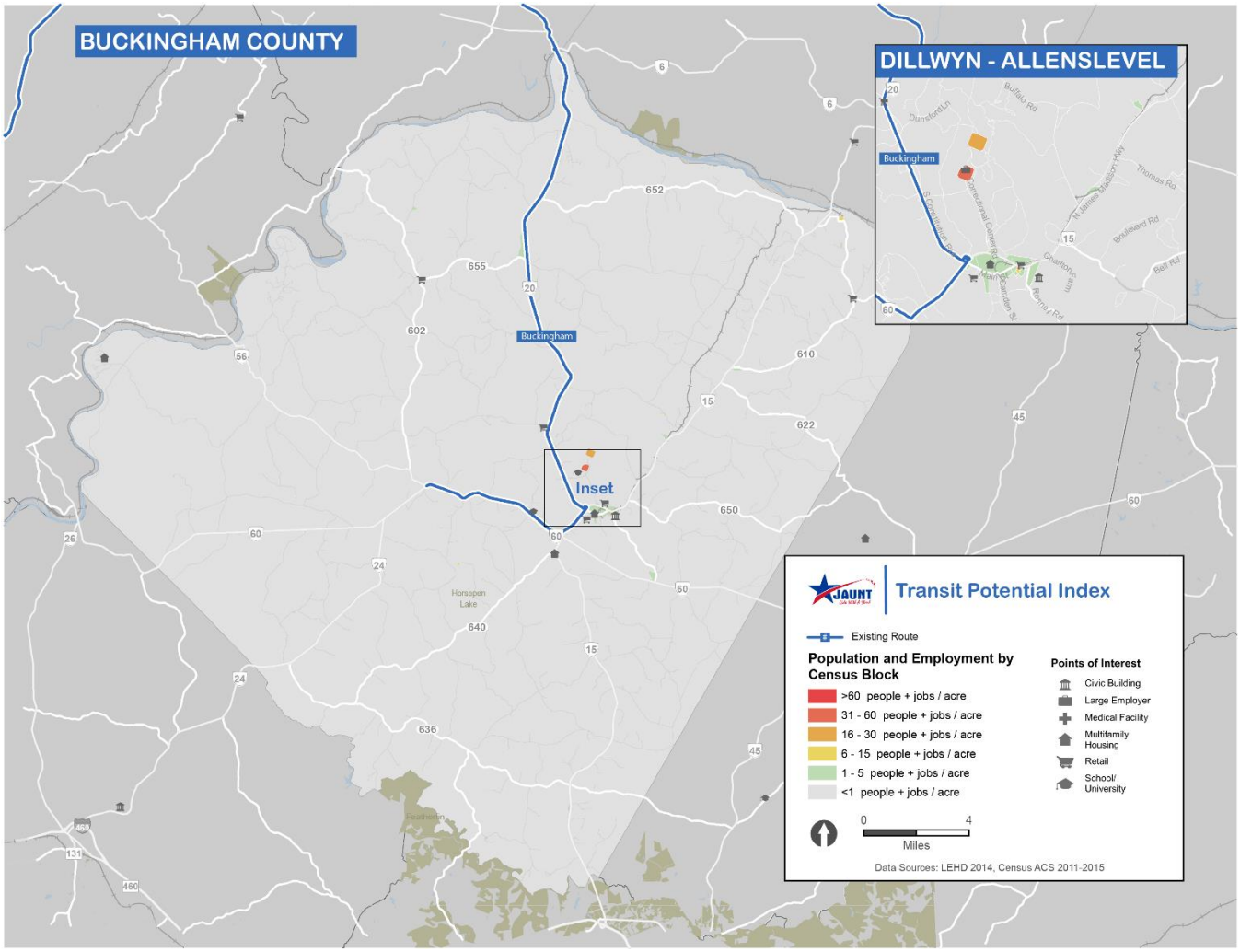


Figure 3-21 | Fluvanna County Transit Potential

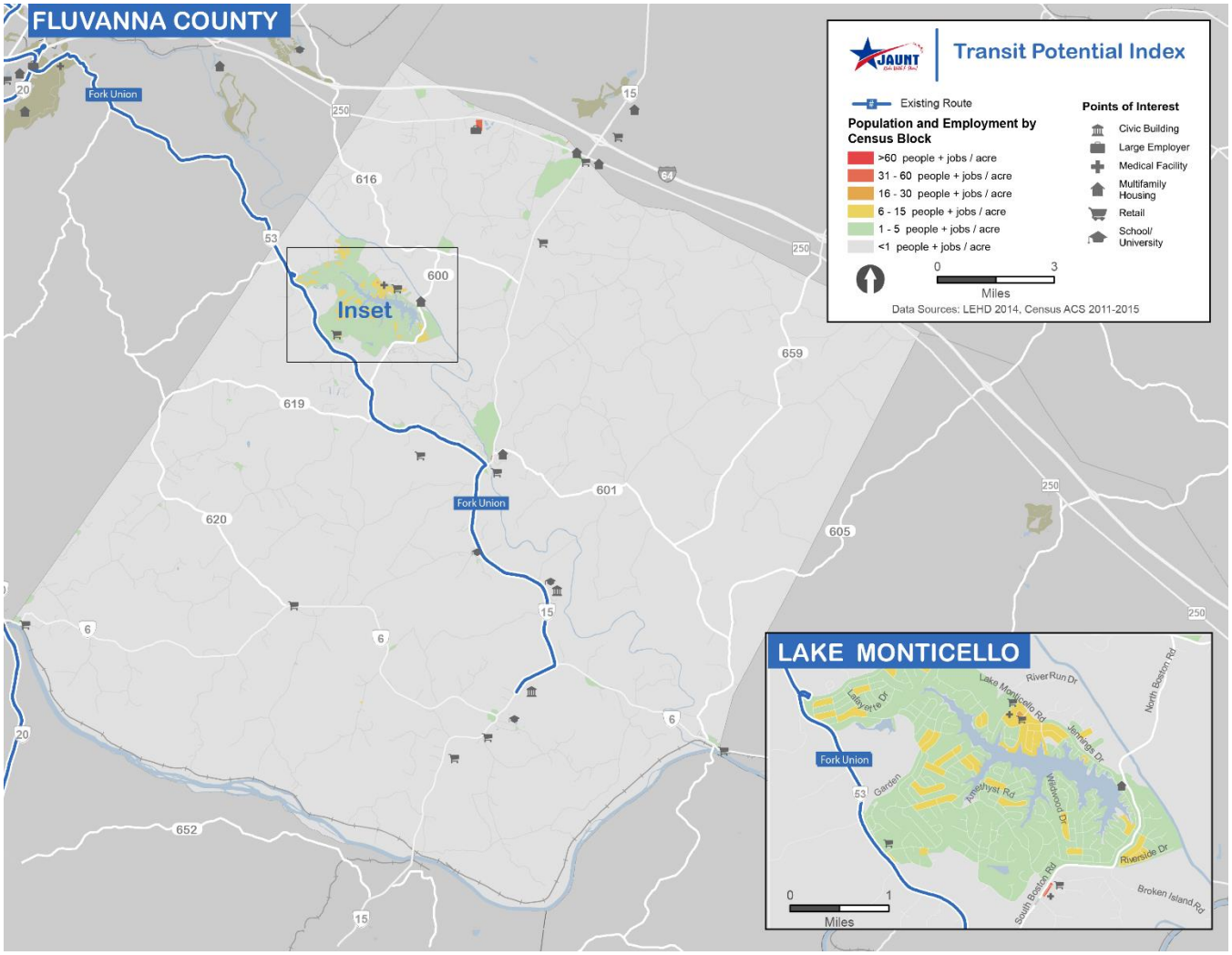


Figure 3-22 | Louisa County Transit Potential

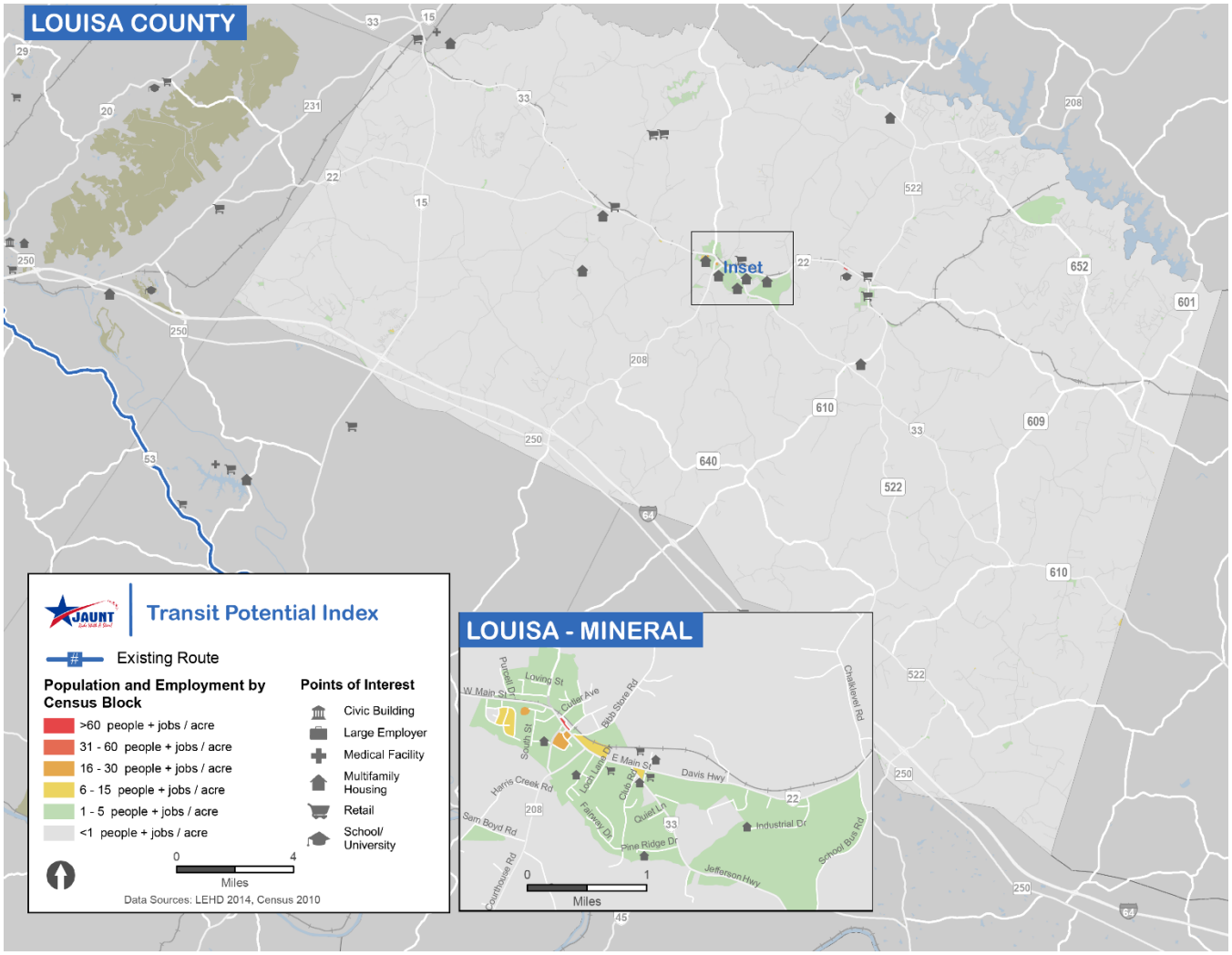
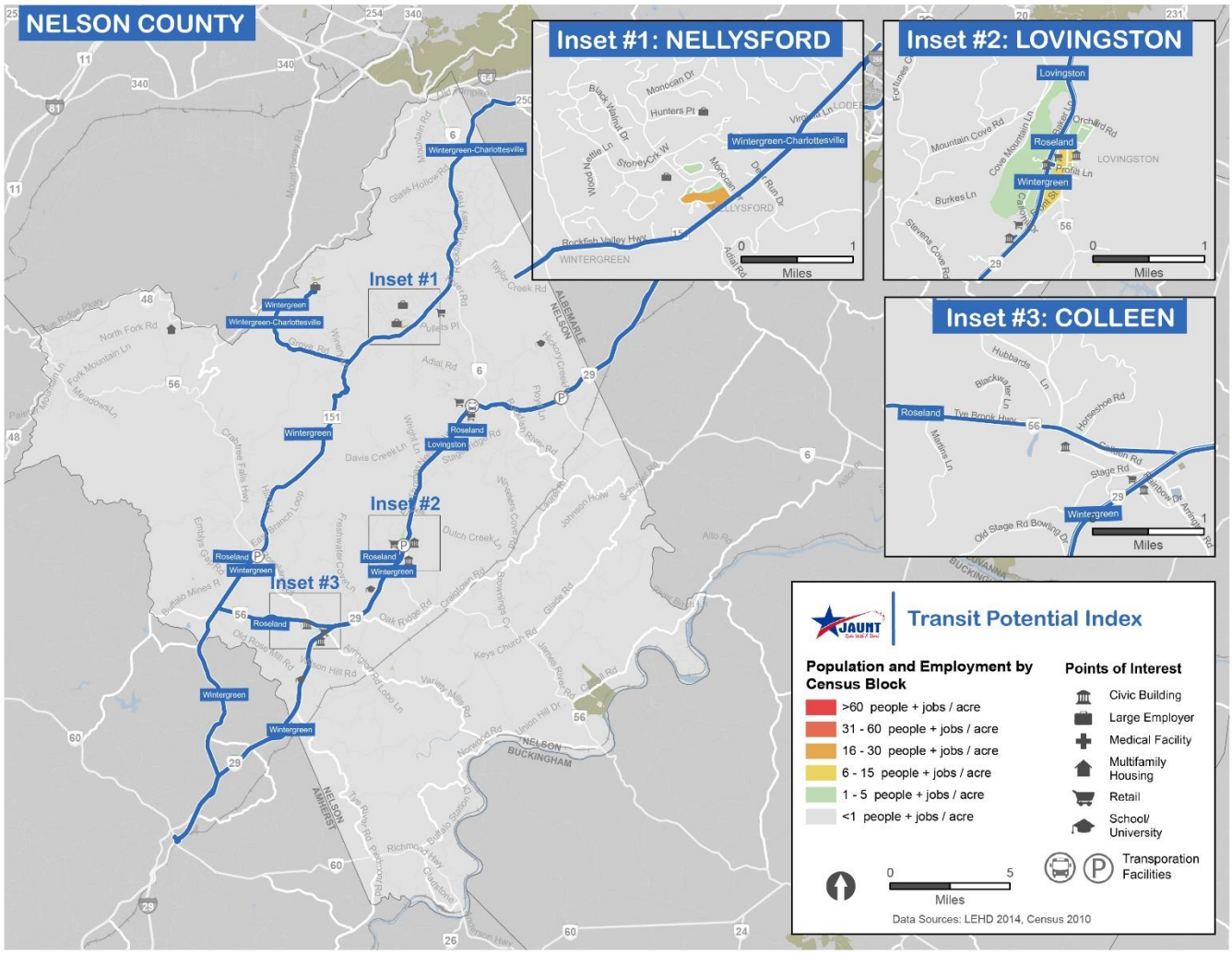


Figure 3-23 | Nelson County Transit Potential



3.7 GAP ANALYSIS

This gap analysis identifies unmet needs or gaps in JAUNT's demand response and commuter transit networks. Coverage gaps address missing connections between geographic areas, while service level gaps include inadequate headways or spans based on operating characteristics. By outlining where new service is needed, the gap analysis will assist in determining the overall vision for JAUNT's service and capital improvement plans.

3.7.1 Coverage Gaps

Coverage gaps in JAUNT's service area and missing connections between geographic areas, were assessed by evaluating the transit propensity and transit potential indices, as well as commuter travel trends.

Based on the transit potential analysis, the JAUNT service area does not exhibit a strong potential for fixed-route, deviated fixed-route, or circulator service in lieu of existing demand response service.

The commuter travel trends analysis allows for a comparison of regional employment travel flows with JAUNT's commuter service to assess whether gaps exist. The most common intercounty travel connection – between the City of Charlottesville and Albemarle County – is largely served by CAT and its accompanying ADA service, which JAUNT provides. JAUNT also provides a great deal of scheduled demand response service from Albemarle County to Charlottesville.

The second and third most frequent connections, between Fluvanna County and Albemarle County and between Fluvanna County and Charlottesville, are served by the Fork Union/Palmyra commuter route.

Additionally, a significant amount of commuter demand exists between exist between Louisa County and both Charlottesville and Albemarle County. JAUNT previously operated a Louisa County commuter service that has been discontinued. Currently, the agency operates midday service from Louisa County to Charlottesville three days per week. There are also opportunities for improved connection within Louisa County between the town of Louisa and the Zion Crossroad region.

Finally, the JAUNT service area also sees a great amount of intra-county commuter flows, especially within Albemarle County. While JAUNT does not currently offer commuter service within Albemarle County, the agency does provide service within Albemarle County from Monday through Friday to Crozet and on Tuesdays and Thursdays to Scottsville and Esmont.

3.7.2 Service Level Gaps

Survey responses indicate that JAUNT riders are generally satisfied with levels of service and access to destinations (nearly 90 percent of respondents reported that JAUNT gets them where they need to go). However, areas identified as having relatively high transit potential and/or transit propensity could likely support more extensive service hours and/or service on weekends. Currently only Albemarle County and Louisa County have all day internal demand response service. Both Nelson and Fluvanna Counties' demand response service only operates during the midday. Fluvanna County, particularly around the Lake Monticello area, had a higher transit-oriented population propensity and relatively higher transit potential, which could possibly support longer hours of on demand service.

For commuter services, service level gaps can be identified based on existing ridership patterns. For example, when ridership is highest on the first or last trip of the day, this suggests that there is likely a market for earlier or later service (respectively). **Figure 3-24** through Figure 3-27 detail ridership per trip (or per hour in the case of Buckingham County) by commuter route. Based on the data, both the 29 Express and the Buckingham Commuter Routes could likely support additional early morning service based

on the high ridership seen on their first trips of the day. The 29 Express service may also benefit from increased mid-day service, given its early afternoon peak in ridership. On the other hand, the ridership patterns for the 29 Express Route suggest that there may be support for later evening service.

Figure 3-24 | 29 Express Weekday Average Ridership per Trip

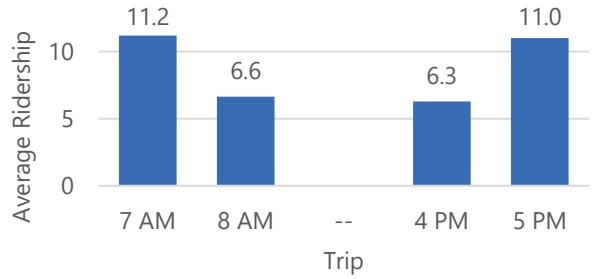


Figure 3-25 | Buckingham Commuter Routes Average Ridership per Hour

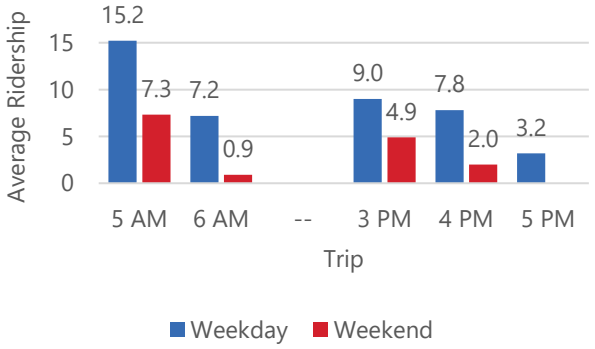


Figure 3-26 | Fork Union Route Weekday Average Ridership per Trip

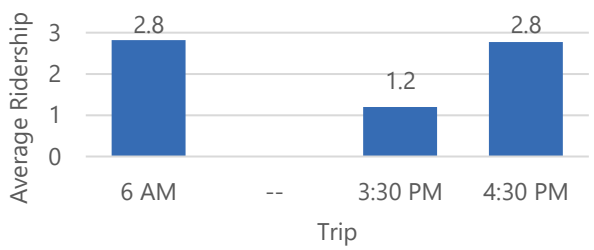
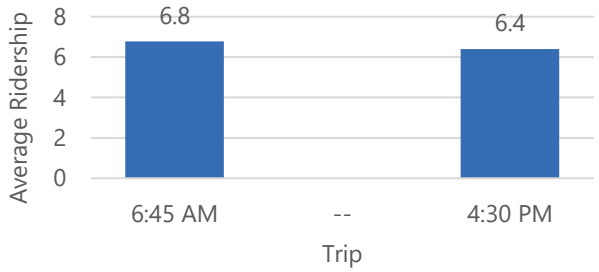
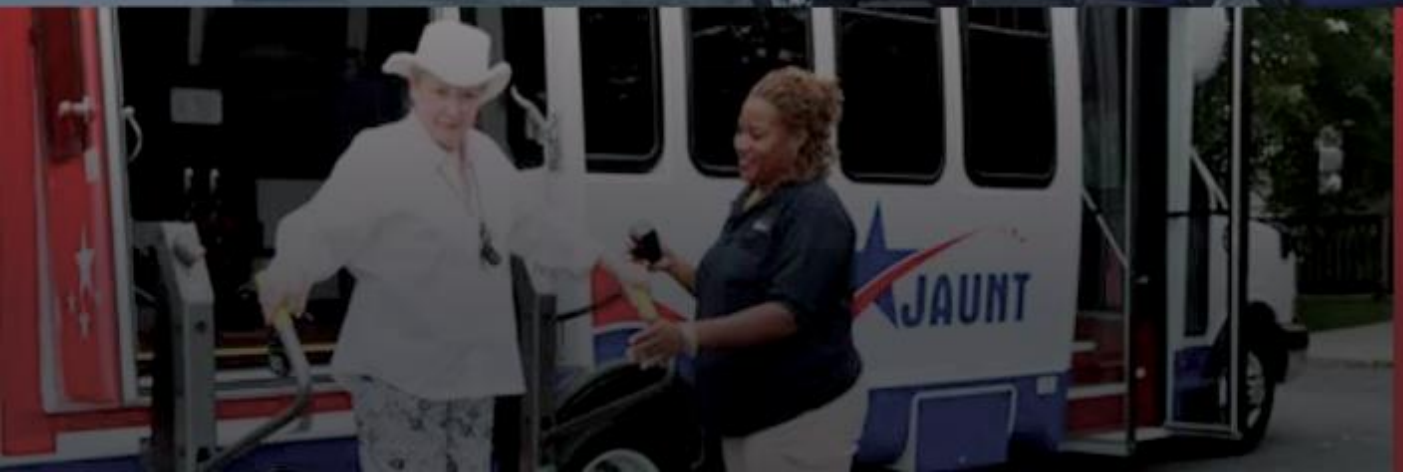


Figure 3-27 | Lovingston Route Weekday Average Ridership per Trip



Chapter 4

Service and Capital Improvement Plan



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4 Service & Capital Improvement Plan

As described in Chapter 3, total JAUNT ridership is growing, particularly for Agency trips. As the population of the JAUNT service area continues to grow, ridership demand will likely increase as well. **Table 4-1** shows the projected population of Charlottesville and the five counties served by JAUNT.

Table 4-1 | Projected Population Growth (Source: University of Virginia)

Jurisdiction	Projection		
	2020	*2030*	*2040*
City of Charlottesville	49,310	54,563	55,501
Albemarle County	110,669	126,988	141,221
Buckingham County	16,815	17,602	18,129
Fluvanna County	26,546	30,410	33,774
Louisa County	35,197	40,656	45,443
Nelson County	14,941	15,200	15,244

Compared to other demand response services, JAUNT is relatively efficient. Its recent ridership growth has occurred without an increase in revenue hours.

Still, demand response service is inherently inefficient compared to other modes. In the Charlottesville region, for example, CAT fixed route service carries approximately 21 passengers per revenue hour. By comparison, JAUNT transports an average of less than 3 passengers per revenue hour across its various services. This difference in efficiency is not unexpected, however, because of the different operating environments facing demand response services, compared to fixed route service:

- Many demand response services operate in low-density environments where fixed route service would not be viable
- Demand response passengers often require additional assistance compared to most fixed route passengers
- Demand response trips can materialize anywhere, while fixed route trips only materialize at designated stops

Thus, the responsiveness of demand response services such as JAUNT has traditionally limited its efficiency. However, new tools and technology now make it possible to improve both responsiveness and efficiency.

The recommendations in this chapter focus heavily on the use of new technology to improve the efficiency and user experience of JAUNT services. The recommendations are also aimed at advancing the goals, objectives and service design standards laid out in Chapter 2, and are based on an in-depth analysis of the existing service and feedback from stakeholders.

4.1 SERVICE IMPROVEMENTS AND NEEDS IDENTIFICATION

Based on the transit potential analysis in Chapter 3, demand response service is the most appropriate service model for much of the JAUNT service area (although opportunities to expand commuter service were also identified). With the flexibility of demand response service, coverage gaps are less of an issue than service level gaps. Although JAUNT's own

surveys indicate that JAUNT riders are generally satisfied with existing levels of service, JAUNT's ability to attract and serve new non-ADA riders primarily depends on improved passenger information and improved service efficiency.

Recommendations related to improving passenger information will be discussed in **Section 4.2 – Capital Projects and Facility Needs**. Recommendations related to service improvement are discussed below.

Table 4-2 | Summary of Service Improvements

Service Type	Proposed Improvement	Proposed Timeframe
Demand Response	Establish app-based general-purpose demand response programs for urban edge and suburban Albemarle County	Short-term (1-3 years)
	Expand app-based general-purpose demand response programs to Crozet and airport area	Mid-term (3-10 years)
	Expand app-based general-purpose demand response programs to each county	Long-term (10+ years)
Commuter Routes	Add three trips/runs to Buckingham CONNECT Route, and Add Louisa CONNECT Route between Town of Louisa and Zion Cross Roads	Short-term (1-3 years)
	Add three trips/runs to 29 North CONNECT Route, and Align 29 North CONNECT Route with the Park CONNECT route	Short-term (1-3 years)
	Add Louisa CONNECT Route between Zion Cross Roads and Charlottesville	Mid-term (3-10 years)
	Add additional 29 North CONNECT stops along US 29 corridor	Mid-term (3-10 years)
	Add all-day service to 29 North CONNECT Route	Long-term (10+ years)

4.1.1 Implement App-Based, On-Demand Service

While subsidized TNC service can work well in urbanized areas with high saturations of Uber and Lyft vehicles, it works less-well when the quality of drivers cannot be verified or in more rural environments where TNC availability is low or nonexistent. As an alternative to subsidized TNC service, some transit agencies are now implementing app-based on-demand services. These services provide the convenience of the now-familiar TNC app interface, but are designed specifically for public transportation purposes.

Under this model, demand response vehicles are equipped with data terminals that notify drivers of pickup requests made either through a central dispatch center or directly by riders using a mobile app. This is similar to familiar TNC services except that the vehicles, drivers, and service operations are the responsibility of the agency. **Figure 4-1** shows an example of an agency-

operated app-based general-purpose demand response service in Austin, TX. In this case, Capital Metro begin a pilot program within a five-square mile zone. Riders who use the app to request a ride in this area are picked up by a Capital Metro ADA-accessible van within a few minutes, rather than a previous lead-time of two hours for a non-app-based predecessor service. Since the pilot program began, vehicle utilization has improved by over 50 percent, and Capital Metro's cost per trip has declined by nearly 40 percent.

Figure 4-1 | Pickup by Capital Metro (Austin, TX)

In the JAUNT service area, potential locations for an app-based general-purpose demand response pilot program include Woolen Mills, Avon Street Extended, Crozet, Lake Monticello, and the Forest Lakes/Hollymead Area. These areas are relatively dense, have a mix of residential and retail land uses, and limited fixed-route services. JAUNT can outfit one or more vehicles with the requisite technology to begin on-demand operations in one or more of these areas.

4.1.2 Expand App-Based, On-Demand Service

If the initial implementation of on-demand service proves successful, it could be expanded to other communities listed above. As cell phone coverage improves throughout the JAUNT service area, the app-based approach to demand response service could be expanded throughout the five counties served by JAUNT. Another opportunity for this service is to coordinate with CAT to explore potential replacement of low-performing fixed routes with on-demand service. This would free up CAT's fixed route resources to other areas or to increase headways on high-productivity routes.

4.1.3 Add Buckingham CONNECT Commuter Trips

The Buckingham CONNECT service has proven successful and the average daily load factor is steadily increasing. These ridership patterns indicate demand for an additional vehicle or deployment of a larger single vehicle to keep load factor manageable. A single vehicle would require lower operating costs than two but eliminates the possibility of expanding the service area through an alternative route from Buckingham to Charlottesville such as along the Route 15 corridor.

4.1.4 Recommendation: Add Louisa Commuter Connections

JAUNT currently provides midday service between Louisa County and Charlottesville, but Louisa County is the only one of JAUNT's five rural counties that does not have peak period commuter service to Charlottesville. Commuter service between Louisa and Charlottesville was eliminated in 2013 due to a lack of funding. However, the regional travel demand model indicates that a significant amount of commuter demand exists between Louisa County and both Charlottesville and Albemarle County. When funding becomes available, JAUNT should reestablish commuter service between Louisa County and Charlottesville, beginning with four trips per day.

JAUNT should also explore the potential for an intra-county circulator service between the town of Louisa and the Zion Crossroads area. Such a service can provide valuable intracounty connections as well as act as a feeder for the above commuter route.

4.1.5 Recommendation: Expand 29 North CONNECT Service

The 29 North CONNECT service, which launched in 2016 as the 29 Express, has had strong and steady ridership but has historically only operated two morning and afternoon loops. The US-29 corridor is the second

busiest transit corridor in the region, which suggests the potential for service expansion. In addition to the 29 North CONNECT route, service in the corridor is provided by CAT Route 7, which carries more than 2,100 passengers per weekday and regularly experiences loads in excess of 32 passengers (the seating capacity of a 35-foot transit bus typically assigned to the route).

In August of 2019, a third morning and evening loop was added to the service. If these additions prove successful, that may indicate potential for all day, limited stop service. Rather than serving all the stops Route 7 does, the 29 North CONNECT could operate as an express alternative to downtown with stops at UVA Hospital, UVA, Barracks Road Shopping Center, Fashion Square Mall, Walmart, CHO, and UVA Research Park. For additional destinations, passengers could transfer to CAT Route 7 or other routes for local connections.

Were this step taken, it would necessitate a re-evaluation of the Park CONNECT service to avoid duplicative service. The Park CONNECT route connects the University of Virginia with one of its satellite research parks on Route 29 North near the Charlottesville Airport. If all-day 29 North CONNECT service can fulfill the objectives of the current Park CONNECT service, the current Park CONNECT funders would be likely to shift their contributions to support the 29 North CONENCT. In the long run this could evolve into a Bus Rapid Transit service with specialized vehicles and station-like stops.

4.2 RIDERSHIP AND OPERATING COST ESTIMATES

Ridership estimates for the proposed improvements were developed based on case studies of comparable services in other markets (**Table 4-3**). Where possible, operating cost estimates were developed based on existing JAUNT hourly costs. For new concepts such as app-based on-demand technology deployment, operating cost estimates reflect the experience of other agencies or information provided by technology providers (**Table 4-5**). Ridership and cost projections together serve as a basis on which prioritization decisions can be made. Service improvements resulting in a higher ridership increase per cost can be balanced against JAUNT's other objectives to help decide which improvements to pursue first.

4.2.1 Recommendation: Staff Expansion

To safely and effectively provide existing services, and to accommodate the growth or current services and the growth of the expanded service recommendations, JAUNT needs to expand its staffing structure. The growth in service and expansion of service will require additional drivers. Those costs are included in the service cost estimates. The non-driver positions needed over the next ten years is described in Table 4-3. Cost estimates include wages and fringe benefits.

Additionally, JAUNT's staffing structure and levels related to the level and extent of services it provides is insufficient. JAUNT should retain the assistance of an organizational structure consultant to analyze their current staffing structure to determine what current deficiencies exist. This would allow JAUNT to first address their deficiencies in staffing before it takes on new services, avoiding potential implementation and service delivery failures.

Table 4-3 | Staffing Plan

Position Title	Implementation Timeframe and Cost		
	2021	*FY22 to FY25*	*FY26 to FY30*
Road Supervisors	2 @ $85,000 each	6 @ $95,000 each	4 @ $105,000 each
Call Center Supervisor	$95,000		
Dispatcher/Reservation	$75,000	$85,000	$95,000
Compliance Specialist	$95,000		
Safety Supervisor	$85,000		
Bus Handlers	2 @ $65,000		2 @ $65,000
Project Manager	$95,000		
IT Specialist	$85,000		
Director of Operations		$120,000	
Director of Facilities and Assets		$120,000	
Business Analyst		$90,000	
Policy/Grant/Contract Specialist		$90,000	
Procurement Specialist		$90,000	$90,000
Director of Business Development		$120,000	
Transit Planner		$90,000	
Mechanic		$85,000	$95,000
Finance/Budget Specialist			$95,000
Human Resources Specialist			$95,000
Civil Rights Officer			$120,000
Total Staffing Expense	**$830,000**	**$1,460,000**	**$1,140,000**

Table 4-4 | Ridership Impacts of Service Improvements

Service	2017 Ridership	Proposed Improvement & Assumption	Projected Annual Ridership Increase	Percent Increase
Demand Response	63,794	**Establish app-based, OnDemand service urban edge and suburban Albemarle County**	20,000	55%
		Expand app-based, OnDemand service to Crozet and airport	15,000	
		Expand app-based, OnDemand service to each County *Note: Ridership can only be projected with the data provided by the other OnDemand services.*	TBD	
Commuter	24,121	**Add three trips/runs to Buckingham CONNECT Route**	35,000	616%
		Add Louisa CONNECT Route - Town of Louisa to Zion Crossroads	13,600	
		Add three trips/runs to 29 North CONNECT Route **Align 29 North CONNECT with Park CONNECT**	25,000 15,000	
		Add Louisa CONNECT between Zion Crossroads and Charlottesville **Add stops along 29 North CONNECT**	35,000 25,000	
Total	**318,307**	**--**	**183,600**	**58%**

Table 4-5 | Service Improvement Cost Estimates

Service	2017 Costs	Proposed Improvement & Assumption	Projected Annual Cost Increase	Percent Increase
Demand Response	$1,323,951	**Establish app-based, on-demand service for Albemarle County**	$325,000	60%
		Expand app-based, on-demand service to additional areas	$325,000	
		Expand app-based, on-demand service to each county	$150,000	
Commuter	$292,887	**Add three trips/runs to Buckingham CONNECT Route**	$150,000	282%
		Add Louisa CONNECT Route - Town of Louisa to Zion Crossroads	$75,000	
		Add three trips/runs to 29 North CONNECT Route **Align 29 North CONNECT with Park CONNECT**	$200,000 n/a	
		Add Louisa CONNECT between Zion Crossroads and Charlottesville **Add stops along 29 North CONNECT**	$300,000 $100,000	
Total	**$5,078,969**	**--**	**$1,625,000**	**320%**

4.3 CAPITAL PROJECTS AND FACILITY NEEDS

4.3.1 Implement Coordinated Regional Trip Planning and Notifications

JAUNT's recent ITS implementation with RouteMatch includes two passenger-facing mobile applications for fixed-route and demand-response service. Since UTS and CAT each operate their own mobile applications, a transit passenger in the Charlottesville region may have to consult up to four different applications to interact with the regional transit network.

To improve upon the experience of customers and provide greater opportunities for service coordination between agencies, it is recommended that JAUNT collaborate with regional agencies through the Regional Transit Partnership in pursuit of a single, unified mobile-app to provide trip planning, passenger notifications, and other valuable functions across the regional transit network.

GTFS-Flex

JAUNT provides a wide range of services throughout its service area, but most are demand-response type services that are not supported by the GTFS standard. In order to better leverage modern transit-supportive technology, JAUNT should invest in the development of the nascent GTFS-Flex standard. With the completion and acceptance of this standard, JAUNT's demand response services will be able to benefit from many of the same trip-planning and passenger notification technologies that have benefitted fixed-route transit for years.

$8 million of MOD grant funding was awarded in 2016 for 11 projects, including two multi-modal travel planning platforms in Portland, OR and the State of Vermont. Additional rounds of funding are expected in coming years, and could provide JAUNT (along with other regional partners) a funding opportunity to develop more robust transit tools for the Charlottesville region.

4.3.2 Implement Coordinated Regional Fare System

Passengers throughout JAUNT's operating area have expressed interest in being able to seamlessly chain trips between the region's multiple transit operators. By providing such coordination, JAUNT improves the experience of its customers and saves operating expenses by eliminating the need to reproduce transit service already offered by other agencies.

To make these connections seamless, JAUNT should coordinate with the region's other agencies through the Regional Transit Partnership. The region should pursue both unified payment technology (passengers pay the same way, regardless of service) and a regional fare system (passengers pay once and can ride multiple services).

4.3.3 Fleet Replacement/Expansion

Assuming JAUNT implements all of the recommendations in this plan, JAUNT's fleet replacement and expansion needs over the next ten years will be for 311 buses. The entire fleet is expected to reach the end of its useful life over the next ten years, with some vehicles requiring up to two replacements.

JAUNT plans to expand its fleet in FY2021 by seven buses to have sufficient vehicles for spare use. JAUNT should monitor its service growth, in terms of the additional vehicles it needs for maintaining current

service and implementing new service, to ensure it maintains an approximate 20 percent spare ratio.

Fleet expansion will be necessary both to operate the expanded commuter service described in this chapter and to keep pace with projected population growth in JAUNT's service area.

Electric vehicles

In support of JAUNT goal #6: Contribute to Regional Sustainability, Albemarle County's Climate Action Plan, and the City of Charlottesville's Climate Protection Program, it is recommended that JAUNT request electric vehicles to replace aging vehicles as described above. JAUNT's urban service is a particularly strong candidate for electrification given the average daily range of vehicles performing that service. JAUNT has set the goal to replace its entire van and <30' cutaway (BOC) fleet with all-electric vehicles by 2030.

4.3.4 Facility Security Enhancements

As JAUNT has grown its fleet of vehicles, planning for on-site vehicle storage has not kept pace. It is recommended that investments in parking and security infrastructure be made so that all JAUNT vehicle capital assets stored on-premise have a designated parking place within a secure parking perimeter. Designated spaces will also make vehicles easier to locate by drivers when they begin their shifts.

4.3.5 Recommendation: Facilities

JAUNT has no additional room for expansion at their current location and will need to add a second garage and maintenance facility as its staff and fleet grow to meet regional demand. To determine the exact needs, size, and potential locations for this facility, it is recommended that a facility expansion study be conducted.

Chapter 5

Implementation Plan

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5 Implementation Plan

This chapter describes the timing and funding necessary to implement the service and capital improvements identified in Chapter 4. This chapter will distinguish those projects in the which JAUNT reasonably anticipates to be funded, and those with no current funding allocated.

5.1 ROLLING STOCK UTILIZATION

This section presents the vehicle replacement and expansion needs to provide envisioned services throughout this TDP period. Included in this section are the implications of right-sizing the fleet/spare ratio, vehicle life-cycle maintenance, technological retrofit, and any impacts to the overall utilization of the fleet during the implementation of new services outlined in Chapter 4.

5.1.1 Fleet Inventory

All vehicle information for JAUNT's current revenue fleet is provided in **Table 1-4 | JAUNT Fleet Inventory** on page 1-16.

JAUNT has a fleet of 91 vehicles for revenue service. JAUNT also maintains a fleet of five (5) support vehicles. Vehicles become eligible for replacement at 5 years or 150,000 miles. During this TDP update process, 19 vehicles were noted as currently eligible for replacement.[10]

Vehicle Replacement

From FY2021-2030, JAUNT's baseline fleet requirements would entail retiring and replacing the entire current fleet of twice. In addition, to accommodate the projected 1.7% annual population growth of JAUNT's service area, JAUNT's fleet will need to grow proportionately to keep up with demand.

Vehicle Expansion

For JAUNT to operate the services identified in Chapter 4, the fleet would need to be expanded above its current size. JAUNT faces peak vehicle demand between 8 and 10 am and 2 and 5 pm. Some recommendations can be accommodated by adding service outside of these peak times, but new commuter services will require additional vehicles in FY21. Additional vehicles for new future services is expected to grow in proportion with population.

Procurement Plan

The launch of JAUNT's 'CONNECT' commuter brand poses new challenges for fleet management, since out-of-service vehicles must be replaced with vehicles from the same branded pool. This challenge can be tackled by repainting existing 18 passenger vehicles with the CONNECT brand to establish the reserve pool of CONNECT vehicles.

JAUNT anticipates utilizing vehicle replacements as opportunities to right-size vehicles and explore electric propulsion systems, as described in **Capital Projects and Facility Needs**. The baseline vehicle replacement schedule and analysis are presented in

[10] In accordance with FTA Circular 5010.1D

Table 5-4.

Total replacement costs were calculated using base vehicle costs from JAUNT's most recent vehicle purchase. Electric vehicles are assumed to cost twice as much as gasoline propulsion vehicles. As part of the FY2018 CIP, a procurement of 17 vehicles for $1,979,000 was identified. The resultant vehicle cost, plus additional charges, was estimated as $120,000 each in FY2018 dollars. Future vehicle replacement costs are projected to increase at 4 percent per year beginning with FY2021. The results of the baseline vehicle replacement program, identifying the number of vehicles replaced by year and subsequent overall annual cost is presented in .

Table 5-1 | Retirement and procurement plan to maintain current service plus population growth

		Fiscal Year										
		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Service Only	**Carryover**	85	85	94	100	103	107	109	111	113	117	118
	Replacement - <30' BOC (SGR)	9	15	16	14	16	9	15	16	14	16	9
	Replacement - >35' BOC (SGR)		2			2				2		
	New - (Maintain Spare Ratio - SGR)		7	6	3	2	2	2	2	2	1	2
	Total Fleet	85	94	100	103	107	109	111	113	117	118	120
	VOMS (Baseline + Pop Growth)	78	80	81	83	86	88	91	93	94	96	98
	Spare Ratio	7.87%	15.03%	18.53%	19.32%	20.00%	19.12%	18.19%	18.03%	19.25%	18.33%	18.09%
	Exceeding ULB	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Table 5-2 | Retirement and procurement plan to maintain current service, population growth, and new services

		Fiscal Year										
		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Plus Recommendations	**Carryover**	85	85	97	120	137	145	161	170	176	182	188
	Replacement - <30' BOC (SGR)	9	15	16	14	16	14	25	26	21	25	16
	Replacement - <30' BOC (SGR)		2			2				2		
	New - (Maintain Spare Ratio - SGR)	0	7	11	4	1	3	2	1	1	1	1
	New - <30' BOC	0	5	10	10	7	9	7	5	2	5	5
	New - >35' BOC	0	0	2	3	0	4	0	0	3	0	0
	Total Fleet	85	97	120	137	145	161	170	176	182	188	194
	New Service Demand	0	5	12	13	7	13	7	5	5	5	5
	VOMS (Baseline + Pop Growth)	78	80	85	97	110	117	130	137	142	147	152
	Total VOMS	78	85	97	110	117	130	137	142	147	152	157
	Spare Ratio	7.87%	12.74%	19.47%	19.97%	19.56%	19.48%	19.62%	19.52%	19.43%	19.34%	19.26%
	Exceeding ULB	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Table 5-3 | Replacement costs per year ($1000s)

	Fiscal Year									
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Replacement - <30' BOC (SGR)	9	22	27	18	17	17	27	27	22	26	17
Replacement - >35' BOC (SGR)	0	2	0	0	2	0	0	0	2	0	0
New Vehicles **New Service <30' BOC**	0	5	10	10	7	9	7	5	2	5	5
New Vehicles **New Service >35' BOC**	0	0	2	3	0	4	0	0	3	0	0
Replacement or New as Electric	9	15	19	18	17	17	27	27	22	26	17
<30' BOC - Gasoline Vehicle Cost	$ 124,800	$ 128,544	$ 132,400	$ 136,372	$ 140,463	$ 144,677	$ 149,018	$ 153,488	$ 158,093	$ 162,836	$ 167,721
>35' BOC - Gasoline Vehicle Cost	$ 280,000	$ 288,400	$ 297,052	$ 305,964	$ 315,142	$ 324,597	$ 334,335	$ 344,365	$ 354,696	$ 365,336	$ 376,297
All-Electric Vehicle Cost *(assumes no change in cost over 10 years)*	$ 234,800	$ 238,544	$ 242,400	$ 246,372	$ 250,463	$ 254,677	$ 259,018	$ 263,488	$ 268,093	$ 272,836	$ 277,721
SGR Sub Total	$ 2,113,200	$ 4,477,968	$ 5,664,809	$ 4,434,702	$ 4,257,879	$ 4,329,516	$ 6,993,479	$ 7,114,183	$ 5,898,044	$ 7,093,728	$ 4,721,253
Service Expansion Sub Total	$ -	$ 1,192,720	$ 3,018,107	$ 3,381,614	$ 1,753,244	$ 3,590,484	$ 1,813,124	$ 1,317,441	$ 1,600,273	$ 1,364,178	$ 1,388,604
Total Vehicle Cost	**$ 2,113,200**	**$ 5,670,688**	**$ 8,682,916**	**$ 7,816,316**	**$ 6,011,124**	**$ 7,919,999**	**$ 8,806,603**	**$ 8,431,624**	**$ 7,498,317**	**$ 8,457,906**	**$ 6,109,857**

5.2 MAJOR SYSTEM MAINTENANCE AND OPERATIONS FACILITIES

JAUNT's next major facility expansion project during this TDP timeframe is to add a second garage and maintenance facility. JAUNT's current facility is at capacity and will need to expand in order to accommodate either more vehicles or more staff. A second facility location also offers the opportunity to reduce deadhead times by dispatching vehicles from two different locations. In order to determine the exact location and needs at the facility, a study should be conducted in FY21 and is estimated to cost $250,000.

JAUNT is also in need of several enhancements at its currently facility. Renovations to parking infrastructure have not kept pace with growth in JAUNT's fleet. Renovation of the front and rear lots, along with the installation of new motorized security fences, will ensure every vehicle has a secure storage location. JAUNT also requires 7funding for renovation of its second story interior to bring it in compliance with the Americans with Disabilities Act. Full prices are outlined in

Table 5-4.

5.3 PASSENGER AMENITIES

JAUNT has identified through its Capital Improvement Program over $250,000 in passenger amenity upgrades during the TDP timeframe. A majority of the expense, $225,000, is for bus shelters with the balance of expenditures for bus stop signs.

5.4 NEW TECHNOLOGY SYSTEMS OR UPGRADES

5.4.1 Implement Coordinated Regional Technology

The subject of joint technology procurements for trip planning and fare payment has been raised during meetings of the Regional Transit Partnership and is a shared goal of the region's transit systems, but these discussions are still nascent. JAUNT will need to continue working within the RTP to establish a common set of objectives for the technology, form a collaborative implementation and maintenance strategy, and (most challenging of all) negotiate a shared procurement plan to acquire the technology. Without knowing how these discussions will develop, it is difficult to estimate when this technology will be implemented and how much JAUNT will need to pay. Estimates port forth in

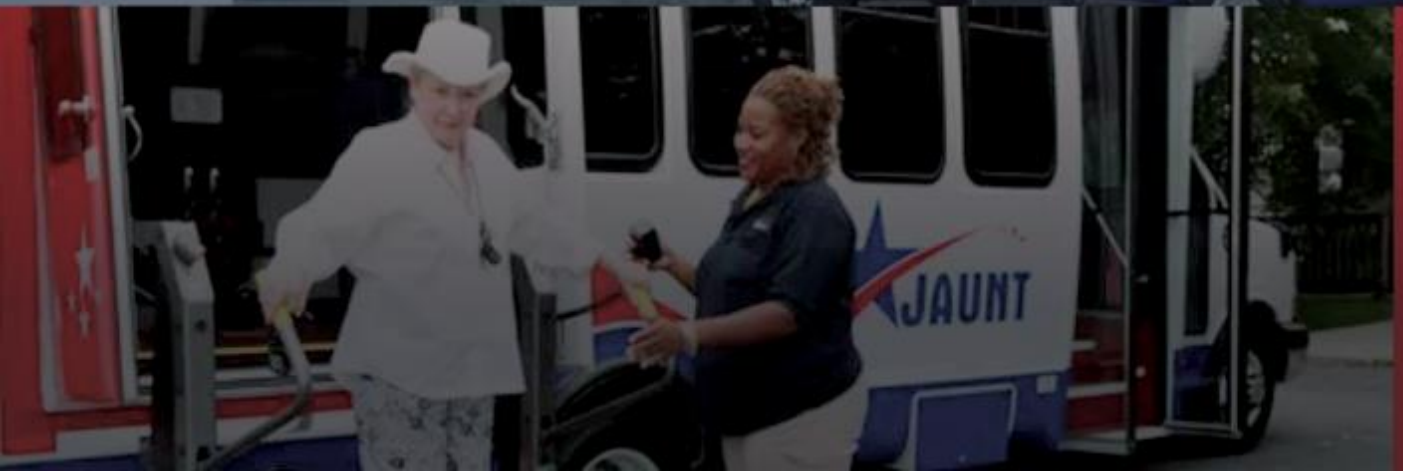
Table 5-4 assume CAT , JAUNT, and UTS will unite under JAUNT's fare payment platform (RMPay) and under UTS's trip planning

Table 5-4 | Capital Cost by Year ($1000s)

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY 30
Vehicles										
Gasoline Replacement Vehicle	9	8	0	2	0	0	0	2	0	0
Gasoline Replacement Cost	$ 1,477	$ 1,059	$ -	$ 630	$ -	$ -	$ -	$ 709	$ -	$ -
Electric Replacement Vehicle	15	19	18	17	17	27	27	22	26	17
Electric Replacement Cost	$ 3,578	$ 4,606	$ 4,435	$ 4,258	$ 4,330	$ 6,993	$ 7,114	$ 5,898	$ 7,094	$ 4,721
Fleet Expansion	5	12	13	7	13	7	5	5	5	5
Expansion Cost	$ 5,666	$ 8,677	$ 7,812	$ 6,006	$ 7,916	$ 8,800	$ 8,425	$ 7,492	$ 8,451	$ 6,105
Supervisor Vehicles	2	4	1	5	4		3		5	
Supervisor Vehicle Costs	$ 100	$ 220	$ 50	$ 300	$ 250		$ 195		$ 350	
Existing Capital Needs										
Software	$ 45	$ 112	$ 85	$ 85	$ 85					
Vehicle Hardware	$ 90		$ 100			$ 110		$ 120		$ 130
Replacement Hardware	$ 85	$ 95	$ 145	$ 145	$ 150	$ 150	$ 150	$ 175	$ 175	$ 175
New Hardware	$ 30	$ 25	$ 25	$ 25	$ 25		$ 35		$ 55	
Radios	$ 140		$ 18		$ 19		$ 22		$ 35	
Phone system replacement					$ 250					
Replacement software-scheduling	$ 350									
Bus Shelter and Signage	$ 55		$ 57	$ 57	$ 60		$ 65		$ 70	
Rehab/renovation - Various Improvements	$ 825			$ 250			$ 250			$ 500
Transmissions	$ 20	$ 20	$ 21	$ 21	$ 22	$ 22	$ 22	$ 25	$ 25	$ 25
Shop equipment	$ 35		$ 11		$ 18		$ 22		$ 28	
Specific Capital Needs										
Facility Study	$ 250									
Organziational Structure Study	$ 75									
Rebranding	$ 400									
Enhanced Call Center Software	$ 25									
New Admin/Main Facility			$ 1,500							
New Facility Construction					$ 27,000					
Electric Bus Charging Infrastructure	$ 650									
Rehab/renovation - Facility Solar panels	$ 500									
Bus Rehab - Liquid spring suspension	$ 60									
TDP Recommendations										
Electronic Fareboxes		$ 150	$ 45			$ 150		$ 50		
App-Based Demand Response System	$ 350	$ 50	$ 50	$ 50	$ 75	$ 75	$ 75	$ 100	$ 100	$ 100
Satellite Garage Facility		$ 550					$ 550			
TOTAL CAPITAL EXPENSES	**$ 14,805**	**$ 15,564**	**$ 14,354**	**$ 11,827**	**$ 40,199**	**$ 16,300**	**$ 16,925**	**$ 14,569**	**$ 16,383**	**$ 11,756**

Chapter 6

Financial Plan



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6 Financial Plan

The purpose of the Financial Plan is to provide a planning-level forecast of JAUNT's costs and revenue over the 10-year TDP time-frame. The Financial Plan is composed of both an operating and capital component.

The operating budget is associated with regularly reoccurring costs such as labor, maintenance, insurance, and administration. These costs are stable over time and tend to be closely tied to the amount of service provided. The operating budget is broken further down by the cost of operating existing service and the cost associated with implementing the TDP recommendations. The additional cost associated with the TDP recommendations would require local, state, or federal funds above JAUNT's existing projected funding allocation.

Capital costs reflect one-off investments in procurement of replacement or expansion assets such as vehicles, buildings, and IT systems. These figures fluctuate considerably year over year.

6.1 DATA ASSUMPTIONS AND SOURCES

To develop this financial plan, a range of assumptions were made. Long-range budgets are a projection based on a snapshot in time, and as such should be updated regularly to ensure accuracy. Generally, certainty over costs and revenue decrease further into the future.

6.1.1 Operating Budget Assumptions

Fare Revenue

Fares are the only source of direct operating revenue at JAUNT. Fare revenue is based on revenue estimates for FY2019 reported in DRPT's FY19 Six-Year Improvement Plan (SYIP).

As JAUNT has no planned fare increase at this time, the financial plan assumes a 0% growth in fare revenue per rider.

Fare revenue for new service is based off the estimated change in ridership developed in Chapter 4, multiplied by JAUNT's average fare revenue per trip for rural service of $3.16.

Operating Grant Revenue

The Federal government, Commonwealth of Virginia, and local jurisdictions provide operating assistance to JAUNT in the form of grants. The base year allocation for federal and state funding is derived from DRPT's FY19 Six-Year Improvement Plan (SYIP). Local funds cover the remaining balance after all other revenues are accounted for.

JAUNT's federal funding comes from Section 5307 Urbanized Area and Section 5311 Area formula funds. This funding is expected to grow year-over-year by 2.1%, the nationwide average growth of the Federal Formula fund program.

State funding is escalated off the FY19 base year according to changes DRPT's projected statewide transit operating assistance budget from FY20 to FY24 as reported by the FY19 SYIP. After FY24, state operating assistance is assumed to grow by 3%.

Operating Costs

Operating costs are assumed to grow by 3% per revenue hour year-over-year. The operating budget assumes that the TDP short-term recommendations are implemented in FY20, with the long-term recommendations introduced in FY24.

6.1.2 Capital Budget Assumptions

Capital Revenue

JAUNT relies of Federal formula funding for most of its capital needs. The capital budget assumes federal funds will continue to support 80% of capital needs,

with 16% coming from state matching funds, and 4% from local matching funds.

Capital Costs

JAUNT's capital costs are derived from the CIP outlined in Chapter 4. Costs are escalated from FY18 values by 2% a year to account for inflation

6.2 OPERATING BUDGET

Table 6-1 presents the 10-year operating budget forecast for JAUNT. The TDP's short-term recommendations will require a modest increase of funding ($363,000) in FY20 to support service expansion. If no additional state or federal funds are identified to support this expansion, the cost of increasing service will fall entirely on local jurisdictions.

In FY2024, JAUNT's mid-term recommendations would be implemented. These improvements will require a more substantial increase in operating assistance and currently these recommendations remain unfunded.

6.3 CAPITAL BUDGET

Table 6-2 presents the 10-year capital budget forecast for JAUNT. JAUNT's capital needs are expected to average $3 million annually over the 10-year TDP planning timeframe.

6.4 CONCLUSION

JAUNT, like most transit providers in the state, faces a restrictive revenue environment that limits its ability to expand service with existing resources. Both the TDP short-term and mid-term recommendations will require additional funding commitments at the state and local level to move forward.

Table 6-1 | Operating Budget Forecast (Figures in 1000s)

Fiscal Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Revenue										
Fare Revenue	$ 437	$ 446	$ 464	$ 473	$ 492	$ 502	$ 527	$ 537	$ 559	$ 570
Ops Revenue Subtotal	$ 437	$ 446	$ 464	$ 473	$ 492	$ 502	$ 527	$ 537	$ 559	$ 570
Grants										
Federal	$ 2,662	$ 2,954	$ 3,131	$ 3,319	$ 3,519	$ 3,694	$ 3,879	$ 4,073	$ 4,277	$ 4,405
State	$ 1,034	$ 1,147	$ 1,216	$ 1,289	$ 1,366	$ 1,434	$ 1,506	$ 1,582	$ 1,661	$ 1,710
Local	$ 5,636	$ 5,809	$ 6,166	$ 6,555	$ 6,957	$ 7,320	$ 7,686	$ 8,086	$ 8,496	$ 8,756
Grant Revenue Subtotal	$ 9,332	$ 9,910	$ 10,513	$ 11,163	$ 11,842	$ 12,449	$ 13,071	$ 13,741	$ 14,433	$ 14,872
Revenue Total	**$ 9,770**	**$ 10,356**	**$ 10,977**	**$ 11,636**	**$ 12,334**	**$ 12,950**	**$ 13,598**	**$ 14,278**	**$ 14,992**	**$ 15,442**
Operating Cost										
Existing Service	$ 9,770	$ 10,356	$ 10,977	$ 11,636	$ 12,334	$ 12,950	$ 13,598	$ 14,278	$ 14,992	$ 15,442
Operating Cost of TDP Recommendations										
Net Cost of TDP Recommendations	$ 100	$ 250	$ 300	$ 125	$ 100	$ 200	$ 300	$ 75	$ 75	$ 100
Additional Funding Need to Implement TDP Recommendations (Staffing)	**$ 895**	**$ 575**	**$ 400**	**$ 305**	**$ 95**	**$ 265**	**$ 260**	**$ 225**	**$ 200**	**$ 200**
Total Operating Costs	**$ 9,870**	**$ 10,606**	**$ 11,277**	**$ 11,761**	**$ 12,434**	**$ 13,150**	**$ 13,898**	**$ 14,353**	**$ 15,067**	**$ 15,542**

Table 6-2 | Capital Budget Forecast (Figures in 1000s)

Fiscal Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Capital Revenue										
Federal	$11,844	$12,451	$11,483	$9,462	$32,160	$13,040	$13,540	$11,655	$13,106	$9,405
State	$2,369	$2,490	$2,297	$1,892	$6,432	$2,608	$2,708	$2,331	$2,621	$1,881
Local	$592	$623	$574	$473	$1,608	$652	$677	$583	$655	$470
Revenue Subtotal	$14,805	$15,564	$14,354	$11,827	$40,199	$16,300	$16,925	$14,569	$16,383	$11,756
Capital Costs	$14,805	$15,564	$14,354	$11,827	$40,199	$16,300	$16,925	$14,569	$16,383	$11,756

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Chapter 7

Regional Coordination

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Appendices

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7 Appendix A: 2012 DTP Goals

Objective	Status
GOAL #1 – Provide a widely accessible and coordinated transportation system that reflects and meets the diverse needs of the JAUNT service area.	
Maintain current levels of service and expand current service hours when warranted.	Ongoing
Eliminate ADA turndowns.	Ongoing
Reduce ride times that are too long in the rural areas.	Ongoing
Continue to expand rural commuter services.	Ongoing
Identify and address, to the extent feasible, the needs of those underserved by the existing transit system, transportation-disadvantaged population groups, minority and limited English proficiency residents, and commuters.	Ongoing
Continue to meet and work with local governments, agencies, and businesses to define needs, advertise services, and seek funding for existing and additional service.	Ongoing
Coordinate with other regional agencies to promote the development of an integrated regional transportation system.	Ongoing
GOAL #2 – Promote safety and security in maintaining and operating the JAUNT system within the service area.	
Ensure staff has the procedural tools available to address system security issues and emergencies.	Ongoing
Ensure that drivers maintain a preventable accident rate of less than the adopted service standard.	Ongoing
Ensure that drivers transport and assist JAUNT passengers with their safety being paramount	Ongoing
Complete the deployment of both vehicle- and facility safety-related capital projects	One time
GOAL #3 – Provide attractive and dependable transit service within the JAUNT service area	
Ensure on-time performance of JAUNT's service as measured by the adopted service standard.	Ongoing
Continue to review and improve JAUNT service.	Ongoing
Decrease complaints by passengers, based on the adopted service standard.	Ongoing
Ensure that passengers feel they are safe and treated courteously, based on the adopted service standard.	Ongoing
Create an extra-board of drivers, sized to reflect historic trends in uncovered runs.	Ongoing
Ensure that JAUNT's fleet is appropriately sized and maintained in a state of good repair.	Ongoing
Continue to evaluate the need for bus stops and shelters and install at appropriate commuter route locations.	Ongoing
GOAL #4 – Develop and maintain an ongoing performance monitoring program.	
Record and monitor statistics and standards quarterly.	Ongoing
Determine if any corrective measures should be considered as a result of monitoring program.	Ongoing
GOAL #5 – Continue to engage the community, expand customer outreach, and market the system.	
Present JAUNT information to current and potential riders in a manner that is appealing and easy to understand.	Ongoing

Objective	Status
Expand the distribution of system information and brochures, particularly when significant service changes are made.	Ongoing
Pursue educational, marketing and advertising opportunities through senior citizen centers, human service agencies, major employers, community associations, educational institutions and clubs.	Ongoing
Continue active participation in local committees, boards, and studies.	Ongoing
GOAL #6 – Recruit and retain a qualified workforce.	
Maintain an employee turnover ratio at 20% or below.	Ongoing
Provide competitive salary and benefits programs to retain employees by monitoring salaries for comparable positions and adjusting as needed. The effectiveness of this can be measured after the fact by having no more than 30% of employees who leave doing so for higher salaries.	Ongoing
Perform exit interviews with each employee who leaves and make changes to address valid concerns.	Ongoing
Continue to expand management expertise and community investments through active participation in industry associations.	Ongoing
Create a staff development program to foster personal and professional growth.	Ongoing
Continue to develop, implement, monitor and improve training programs that will foster excellence in performance and comply with all the regulatory issues concerning public transit.	Ongoing
GOAL #7 – Provide affordable public transit service through funding by grants and contributions from local, state and federal funding entities and public/private partnerships.	
Continue to apply for federal and state funding in a timely manner.	Ongoing
Continue to conduct an annual review of fares and schedules.	Ongoing
Maintain current partner funding levels.	Ongoing
Actively seek new funding partnerships with area businesses.	Ongoing
GOAL #8 – Promote and implement practices to improve the regional quality of life through reduced pollution and congestion.	
Evaluate and, where cost effective, implement the use of "greener" vehicles and facilities.	Ongoing
Participate in public awareness campaigns in conjunction with the Community Transportation Association of America, the Virginia Transit Association, and the Community Transportation Association of Virginia to promote the environmental benefits of using public transit.	Ongoing
GOAL #9 – Improve coordination between transportation, land use and economic development activities.	
Continue to encourage coordination and consistency with local, regional and commonwealth plans for the future provision of public transit.	Ongoing
Continue to review and comment on development proposals.	Ongoing
Continue to support improved connectivity and accessibility of sidewalks and bicycle facilities along existing and future public transportation corridors.	Ongoing
Support land development regulations that encourage transit-friendly development.	Ongoing
Support incentives for developers and major employers to promote public transportation and exploit proffer opportunities.	Ongoing

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8 Appendix B: Passenger Survey Results

Question 1: Customer Service Metrics

PROMPT: Rate JAUNT service on the following metrics.

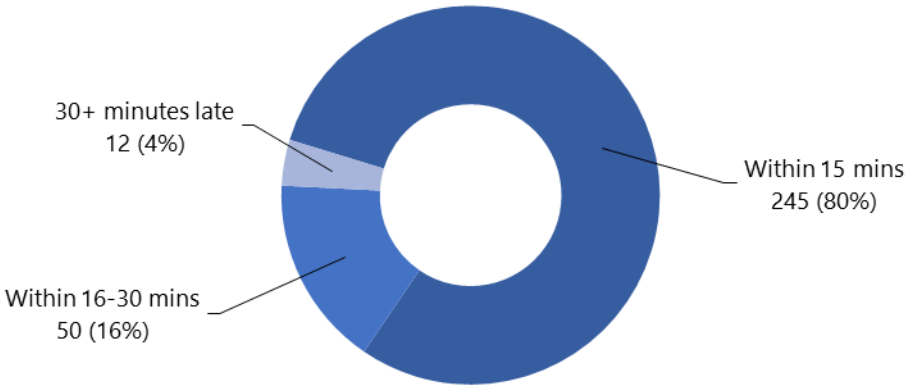
Table 8-1 | Customer Satisfaction Metrics (n=312-317)

Rating	Metric						
	Prompt	*Courteous*	*Safe*	*Seatbelt*[11]	*Help*[12]	*Clean*	*Fair Price*
Yes	212 (68%)	256 (82%)	291 (92%)	280 (89%)	274 (87%)	275 (87%)	272 (87%)
Usually	80 (26%)	48 (15%)	25 (8%)	22 (7%)	20 (6%)	41 (13%)	10 (3%)
No	10 (3%)	0 (0%)	0 (0%)	11 (3%)	11 (4%)	0 (0%)	8 (3%)
Don't Know	10 (3%)	8 (3%)	1 (0%)	3 (1%)	9 (3%)	0 (0%)	23 (7%)

Question 2: On-Time Performance

PROMPT: Rate JAUNT's on-time performance, on average.

Figure 8-1 | On-Time Performance (n=307)

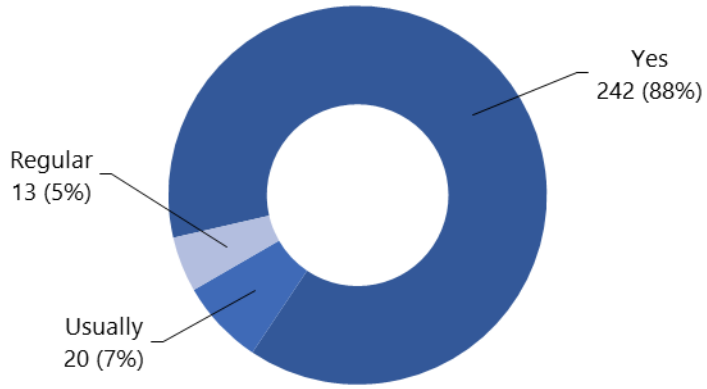


[11] QUESTION: Do drivers ask that you wear your seatbelt?
[12] QUESTION: Do the drivers help you when you need assistance on and off the bus?

Question 3: Access to Destinations

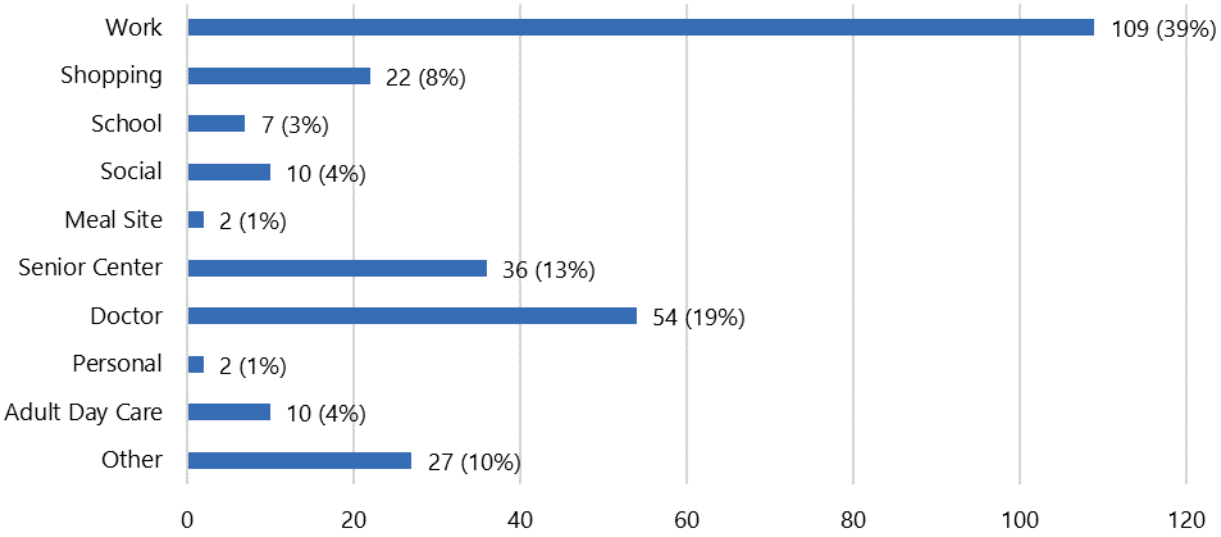
QUESTION: Do you get to where you need to go with JAUNT?

Figure 8-2 | Access to Destinations (n=275)



Question 4: Trip Purpose

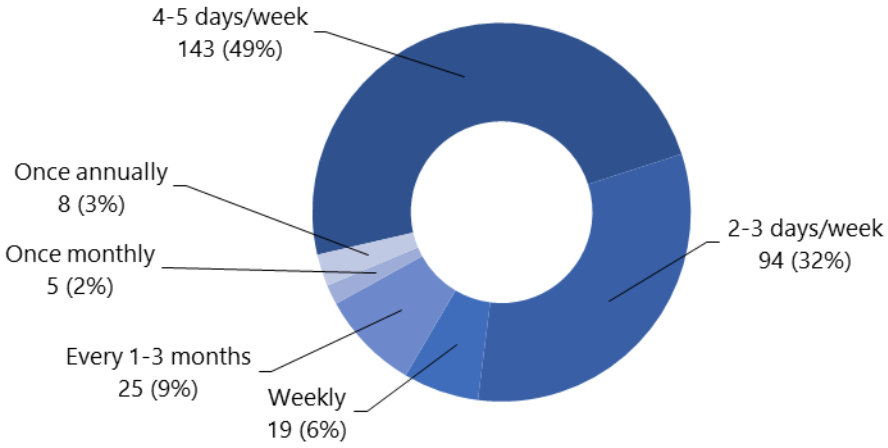
Figure 8-3 | Trip Purpose (n=279)



Question 5: Rate of Use

QUESTION: How often do you ride JAUNT?

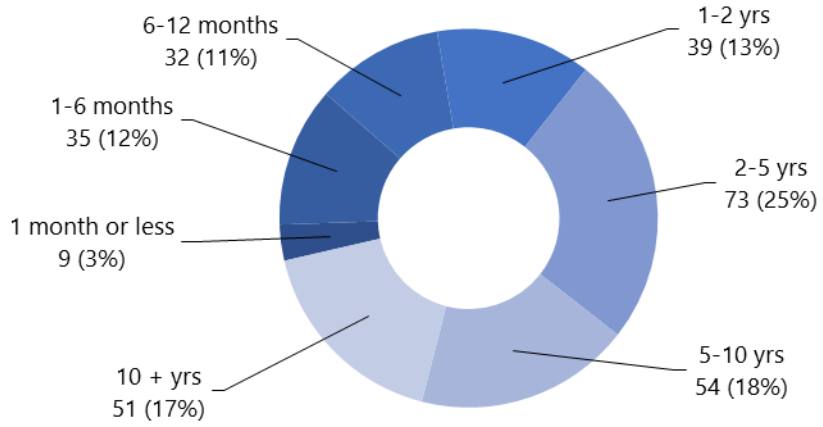
Figure 8-4 | Frequency of Ridership (n=294)



Question 6: Historical Usage of System

QUESTION: How long have you ridden JAUNT?

Figure 8-5 | Time of Ridership (n=293)



Question 7: Other Transportation Means

QUESTION: Do you have any other means of transportation?

Table 8-2 | Other Means of Transportation (n=297)

Response	Number of Responses
Yes	87 (29%)
No	116 (39%)
Sometimes	94 (32%)

Question 8: Use of Charlottesville Area Transit (CAT)

QUESTION: Do you ride CAT?

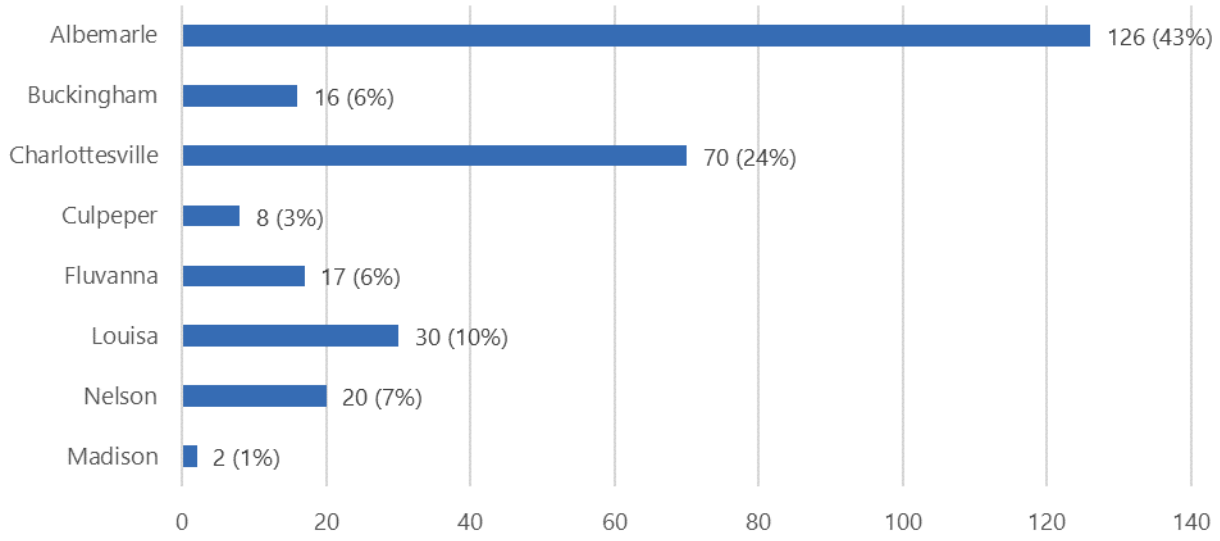
Table 8-3 | Use of CAT (n=294)

Response	Number of Responses
Yes	74 (25%)
No	218 (74%)
N/A	2 (1%)

Question 9: Jurisdiction of Residence

QUESTION: What city or county do you live in?

Figure 8-6 | Jurisdiction of Residence (n=290)



Question 10: Disability Status

QUESTION: Do you have a disability? If so, do you use a manual or power wheelchair?

Table 8-4 | Disability Status (n=285)

Response	Number of Responses
Yes	Total: 154 (54%)
	Manual Wheelchair: 16 (52%) *Power Wheelchair: 15 (48%)*
No Disability	131 (46%)

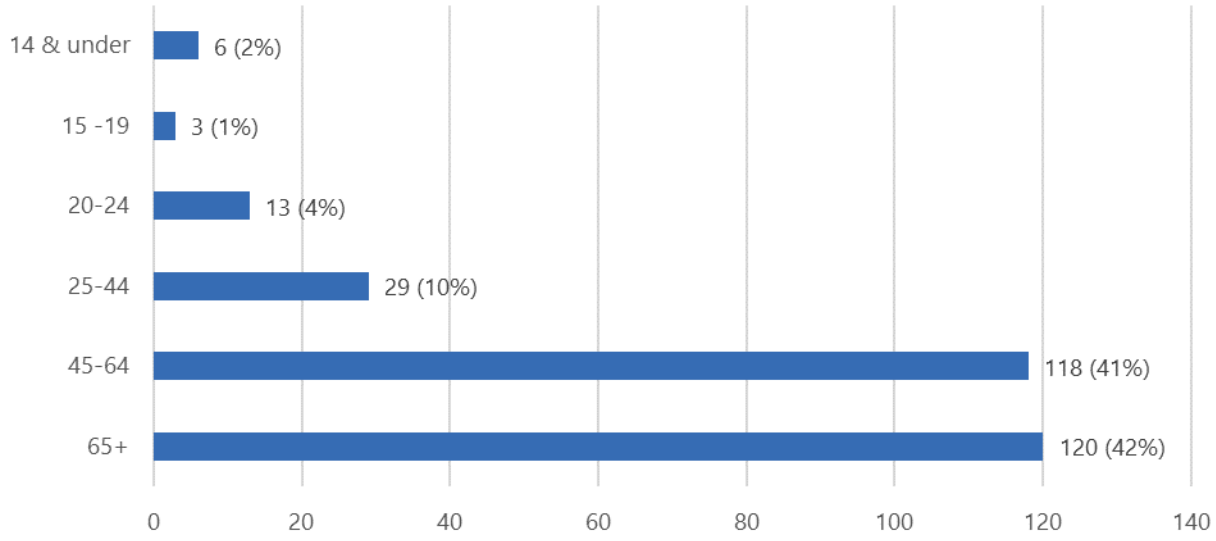
Question 11: Gender

Table 3-8-5 | Gender (n=280)

Response	Number of Responses
Male	80 (29%)
Female	200 (71%)

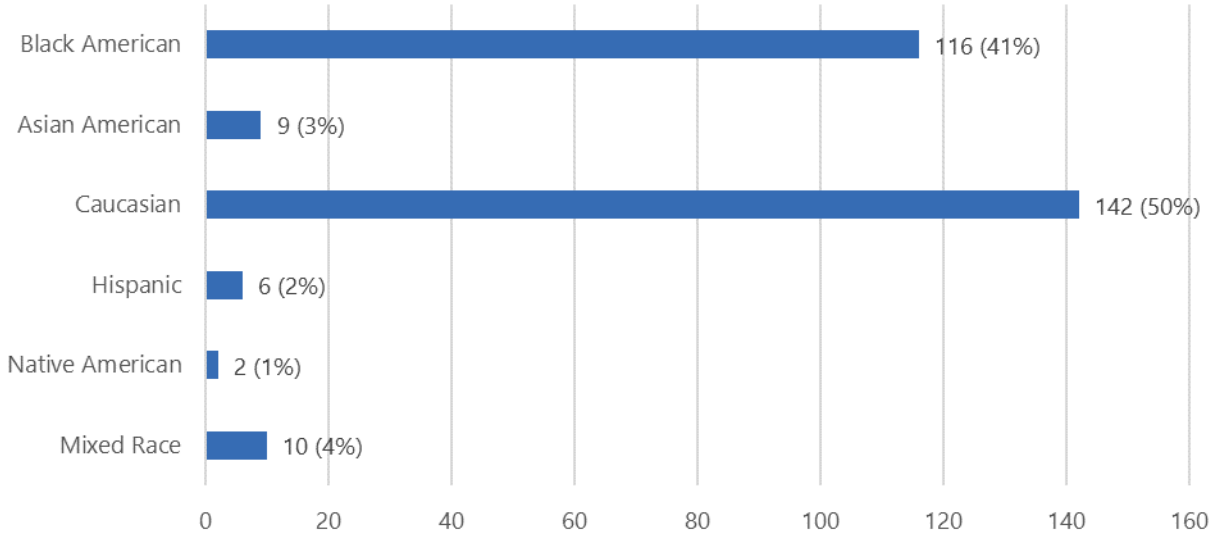
Question 12: Age

Figure 8-7 | Age (n=289)



Question 13: Race

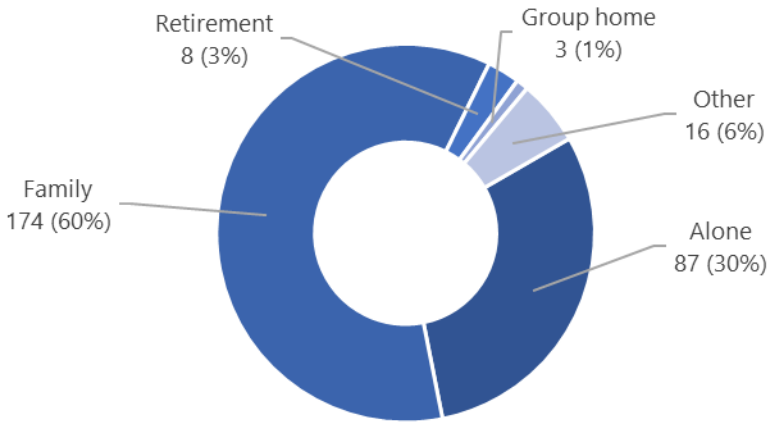
Figure 8-8 | Race (n=285)



Question 14: Type of Residence

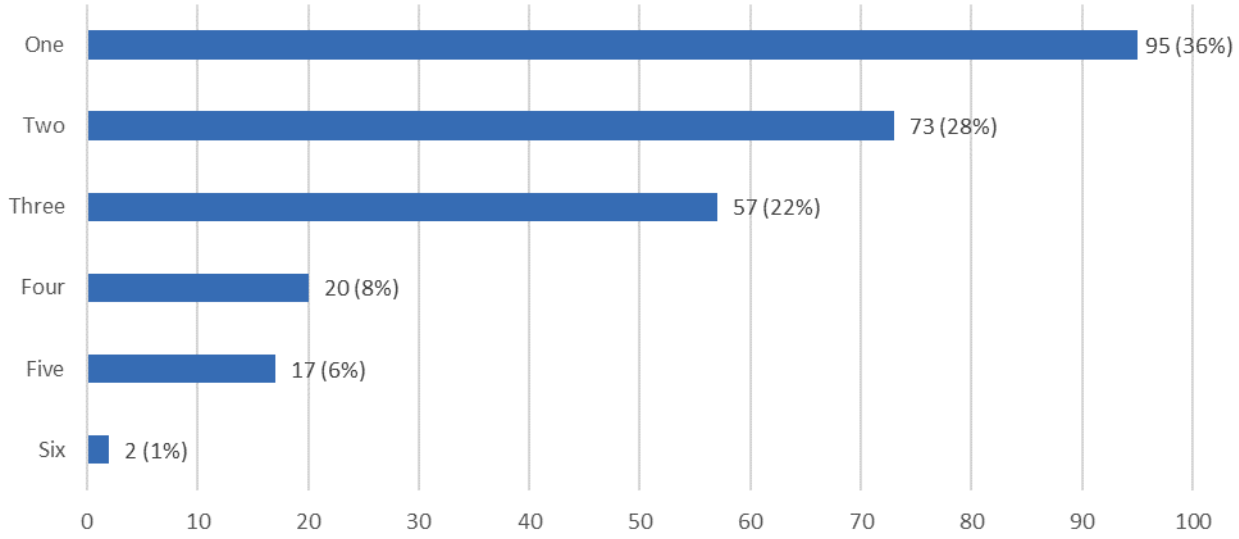
QUESTION: Where do you live?

Figure 8-9 | Residence (n=288)



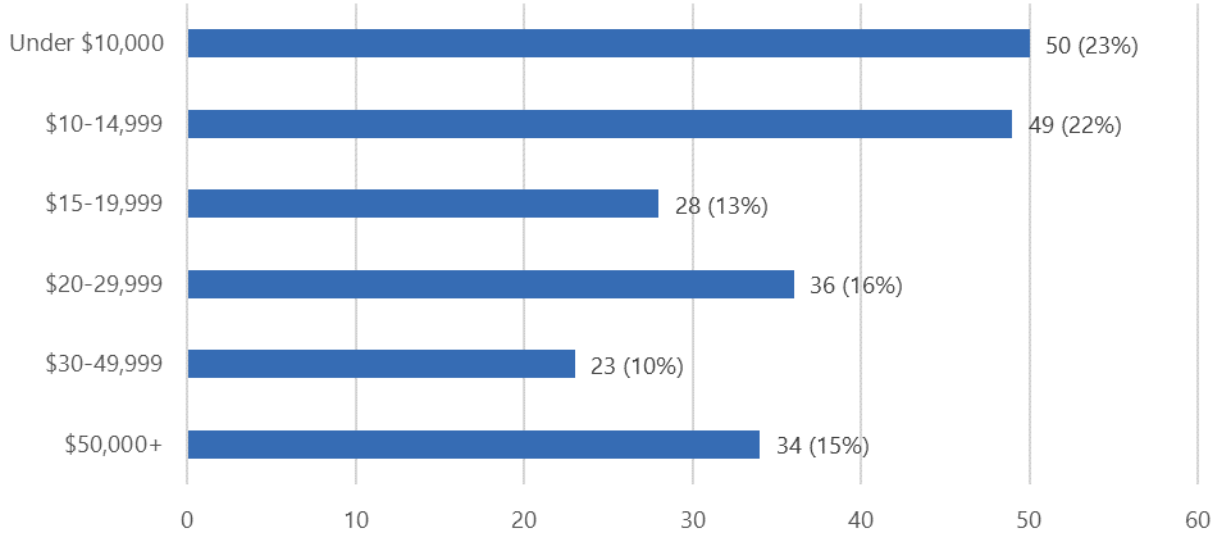
Question 15: Household Size

Figure 8-10 | Household Size (n=264)



Question 16: Annual Income

Figure 8-11 | Income (n=220)



Question 17: Likelihood of Recommending JAUNT

QUESTION: On a scale of 1 to 10, how likely are you to recommend JAUNT?

Figure 8-12 | Likelihood of Recommending JAUNT (n=305)