



## Jefferson Area Regional Transit Partnership (RTP) Business Meeting

### AGENDA

4:00 p.m., Thursday, February 27, 2020  
Water Street Center, 407 E. Water Street, Charlottesville, VA 22902

Item	Time†	Description
1		<b>Call to Order</b>
2		<b>Introductions</b>
3	4:00-4:10	<b>Matters from the Public:</b> Limit 3 minutes per speaker
4		✓ <b>Minutes from December 19, 2019</b>
5	4:10-4:15	✓ <b>Election of Vice Chair</b>
6	4:15-4:30	<b>RTP Orientation</b>
7	4:30-4:40	✓ <b>Bylaws Revisions</b>
8	4:40-4:50	<b>CAT Advisory Bylaws</b>
9	4:50 – 5:15	<b>Leadership Charlottesville 2020 Project – Video Presentation of Transit Rider Surveys</b>
10	5:15-5:30	<b>Electric Scooter data</b>
11	5:30-5:35	<b>VTA &amp; RTP Listening Tour Responses</b>
12	5:35-5:45	<b>Review of DRPT Grant Applications</b>
13	5:45-5:50	<b>Transit Service Provider Updates – CAT/JAUNT/UTS/Rideshare CAT Advisory Board Update</b>
14	5:50-6:00	<b>Other Business</b>
15	6:00	<b>Adjourn</b>

Next meeting: March 26, 2020- Business Meeting

Future Meeting Topics

1. *Blacksburg Visit*

*The Regional Transit Partnership (RTP) serves as an official 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.*

*Times are approximate*

- ✓ *Requires a vote of the Partnership*



**Thomas Jefferson Regional Transit Partnership**

October 24, 2019

4:00 p.m.

Water Street Center

**Committee – Voting Members**

Diantha McKeel, *Albemarle Co - Chair*  
Kathy Galvin, *City of Charlottesville – Vice Chair*  
Lucas Ames, *JAUNT Urban*  
Randy Parker, *JAUNT Rural (Louisa)*  
Ned Gallaway, *Albemarle*  
Nikuyah Walker, *City of Charlottesville (absent)*  
Neil Sherman, *DRPT*

**Staff**

Chip Boyles, *TJPDC*  
Gretchen Thomas, *TJPDC*  
Sara Pennington, *Rideshare/TJPDC*  
Jessica Hersh-Ballering, *TJPDC*

**Non-Voting & Alternates**

Karen Davis, *JAUNT (absent)*  
Brad Sheffield, *JAUNT*  
Garland Williams, *CAT*  
Becca White, *UTS*  
Trevor Henry, *Albemarle County*  
James Mann, *CAT Advisory Board*  
Kim McManus, *PVCC (absent)*  
Jim Foley, *ACPD*  
Alison DeTuncq, *CTB (absent)*  
Chris Rowland, *JAUNT (absent)*  
Ginger Morris, *Greene County Transit (absent)*  
Sally LeBeau, *UVA Hospital (absent)*

**Call to Order**

Diantha McKeel called the meeting to order at 4:02 p.m.

Ms. McKeel asked change to the agenda to move the CAT Advisory Board Update after Matters from the Public because Mr. Mann has to leave early.

Mr. Gallaway made a motion to change the agenda accordingly. Ms. Galvin seconded and the motion passed unanimously.

Ms. McKeel asked all in attendance to introduce themselves.

**Matters from the Public**

Sean Tubbs from the Piedmont Environmental Council thanked Ms. Galvin for her service. He proceeded to highlight the past year. He thanked Mr. Garland for fixing the “ghost bus” issue mentioned in the last meeting. He also mentioned that an excess of single occupancy vehicle continues to be a problem. He noted that both the County and the City have comp plans that

address this. Lastly, he said there is a January forum on why people are still driving cars at the Center for Civic Innovation.

### **Minutes from October 24, 2019**

Ms. Galvin made a motion to approve the minutes and Mr. Parker seconded and the motion passed unanimously.

### **Regional Transit Plan Funding Request**

Mr. Boyles explained that John Martin with SIR facilitated the RTP in July, 2019, through a process to develop a strategic plan. Mr. Boyles gave background on the strategic plan and vision for the RTP. Some of the actionable items in the process is for the group to develop a vision, mission and strategies.

The next steps include going to Blacksburg to see how they implement their transit, in addition to pursuing funding, strategy and a timeline for development of a full-scale Regional Transit Development Plan or Strategic Plan in fiscal year 20. This has transformed into a Regional Visioning Plan. The data used in the visioning plan can also be used by JAUNT and CAT for their TSP and TDPs.

Mr. Boyles presented the Regional Vision Plan template and expounded on each of the items on the bullet items.

He noted that if a grant is awarded, a committee will create a scope for the plan. It is estimated to cost approximately \$800K. The grant from DRPT would provide \$400K and there would be a local match required for the remaining \$400K.

Mr. Boyles asked for a motion by the RTP to recommend to the City and the County to commit \$100K each for both fiscal year 21 and 22 towards the match for RTVP development and recommend that the MPO apply to DRPT for \$400K to match the local contributions towards RTVP.

He noted that if passed, the TJPDC would write the grant application that is due February 3. Ms. Galvin made a motion and Mr. Gallaway seconded. The motion was approved with Neal Shermann abstaining.

### **CAT Advisory Board Update**

Mr. Mann reported that the bylaws were approved by the City's attorney. Ms. Pennington asked that the final bylaws so she could distribute them to the Board.

### **Afton Express Transit Service Plan & Funding**

Mr. Boyles reported that a proposal has been made to run a service five days a week moving commuters from Staunton through Albemarle County and into the City with 4 eastbound and 4 westbound trips per day, Monday through Friday with a 32-passenger bus. The morning runs would begin at 5:15 a.m. with the last run at 9:25 a.m. and the afternoon runs would begin at 3:00 and would end at 7:00 p.m. The cost is projected to eventually be \$3 per day. Mr. Boyles went on to present the different stops proposed.

He said that this service would require local contributions and that UVA is stepping up to help in that area.

Mr. Boyles asked the board to make a recommendation to local governments to create a resolution of support for funding of this service. He noted that the resolution is what is important at this juncture and the details of the funding could be determined at a later date.

Mr. Parker made a motion to make a recommendation from the RTP asking the city and the County to support the Afton Express including financial requirements. Ms. Galvin seconded the motion and it passed unanimously.

### **Monthly Ridership Reporting Committee**

Ms. Pennington reported that the committee has met in an initial meeting with all the sub-committees and they will be meeting regularly in the future. The information they gathered from the initial meeting is in the packet.

### **Transit Service Provider Updates**

Mr. Sheffield reported that the Crozet Express is going well. He also reported that Transit Service Delivery Advisory Committee (TSDAC) met last week and he handed out a sheet with information from that meeting. He recommended that the RTP invite the DRPT, perhaps in March, to give the presentation on the capital needs assessment that was given at that meeting.

Mr. Williams gave a handout to the Board with the new ridership numbers. He said CAT is still working on getting Automatic Passenger Counters (APCs).

Mr. Sherman said DRPT closed bids on the intra-city bus service. There were three proposals submitted and the decision will be made approximately in March about who will be the provider.

Mr. Foley did not have anything to report.

Ms. White reported that the student academic session closed on December 18. The “employee routes” do not change during academic session. The “student routes,” the ones that run through the students’ neighborhoods, do change a bit. During school term, there is a 10-minute headway and during breaks, there is a 20-30 minute headway and no weekend service.

### **Other Business**

Mr. Boyles reported that Virginia and CSX just announced a very large rail agreement that includes long-bridge funding. It includes doubling the number of Amtrak trains with hourly Richmond to DC service and preserving an existing freight corridor between Doswell & Clifton Forge for future east-west passenger service.

Mr. Pennington reported that Rideshare week occurred recently where commuters are asked to log their trips with extensive marketing for the program. She hopes to have an analysis of the data and geo-fencing in the near future.

Ms. McKeel thanked Ms. Galvin for her service to the Board.

January 23 is the next meeting scheduled.

Ms. McKeel adjourned the meeting at 5:18 p.m.

DRAFT



## Charlottesville-Albemarle Metropolitan Planning Organization

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### By-Laws: Regional Transit Partnership

*Approved January 24, 2019*

*Amended February 27, 2020*

#### Article I - Name and Authority

Section 1. The name of this committee shall be known as the Regional Transit Partnership, hereinafter called the PARTNERSHIP.

Section 2: The PARTNERSHIP shall have such authority as prescribed in a Memorandum of Understanding (MOU) to review and recommend opportunities for improved communication, coordination and collaboration on transit matters for the Charlottesville-Albemarle Urbanized Area between the Metropolitan Planning Organization, hereinafter referred to as the MPO; the City of Charlottesville, acting as a local unit of government and as one of the local transit operators, hereinafter referred to as the CITY; the County of Albemarle, acting as a local unit of government, hereinafter referred to as the COUNTY; JAUNT Inc, a public corporation, hereinafter referred to as JAUNT; the University of Virginia, hereinafter referred to as UVA, with JAUNT, Charlottesville Area Transit and UVA together hereinafter referred to as the PUBLIC TRANSIT OPERATORS; the Thomas Jefferson Planning District Commission, serving as planning and administrative staff to the MPO, hereinafter referred to as the TJPDC; and the Department of Rail and Public Transportation, hereinafter referred to as DRPT.

Section 3: The Partnership draws its legitimacy from the MOU and is only limited by activities explicitly excluded in the MOU.

Section 4: Transit Providers:

- Charlottesville Area Transit (CAT): Is a transit provider within the Government of the City of Charlottesville. CAT provides regional fixed-route transit to the urbanized areas of the Charlottesville Albemarle MPO.
- JAUNT Inc.: Is a demand-response, paratransit and rural transit provider that provides services in both the urban and rural areas within and surrounding Charlottesville area. Both demand response and paratransit service is provided in both urban and rural areas. Rural transit service provides services bringing people into and out of the urban areas.
- UVA: Is a private operator of a public transportation service, University Transit Service (UTS), on the grounds of the University of Virginia and immediately adjacent City and County roads.

#### Article II - Purpose

Section 1. The PARTNERSHIP serves as an official advisory board to provide recommendations to decision-makers on transit-related matters. There are four main goals of the PARTNERSHIP:

- a. **Establishing Strong Communication:** The PARTNERSHIP will provide a venue to exchange information and resolve transit-related matters.
- b. **Ensuring Coordination between Transit Providers:** The PARTNERSHIP will allow transit providers a venue to coordinate services, initiatives and administrative duties of their systems.

- c. **Set the Region's Transit Goals and Vision:** The PARTNERSHIP will allow local officials and transit staff to work together with other stakeholders to craft regional transit goals. The RTP will also provide, through MPO staff and updates of the Transit Development Plans (TDPs), opportunities for regional transit planning.
- d. **Identify Opportunities:** The PARTNERSHIP will assemble decision-makers and stakeholders to identify opportunities for improved transit service and administration, including evaluation of a Regional Transit Authority (RTA).

The PARTNERSHIP is an advisory board which provides recommendations to CAT, JAUNT, and stakeholders, which include City and County officials, as well as other institutions, such as the University of Virginia (UVA). As this is a regional effort that focuses on the Charlottesville-Albemarle Metropolitan Planning Area (MPA), the Charlottesville-Albemarle Metropolitan Planning Organization (CA-MPO) will staff and maintain the PARTNERSHIP. The CA-MPO is also responsible for federal funding to CAT and JAUNT, through the Transportation Improvement Program (TIP) process.

### **Article III - Membership**

Section 1: The voting membership of the Partnership shall be as follows:

- Two representatives from, and appointed by, the Charlottesville City Council
- Two representatives from, and appointed by, the Albemarle Board of Supervisors
- Two representatives from the JAUNT Corporation Board - one urban & one rural representative, at no time having both serve from the same governmental jurisdiction.
- One representative of the Department of Rail and Public Transportation (DRPT)
- One representative of the University of Virginia (UVA)

Section 2. The nonvoting membership of the PARTNERSHIP should be composed of one (1) representative each, designated by and representing CA-MPO staff, RideShare, CAT staff, Charlottesville's Transit Advisory Board, JAUNT staff, UTS staff, Greene County Transit, Martha Jefferson Hospital, UVA Hospital, Charlottesville School System, Albemarle School System, Piedmont Virginia Community College, staff from both the City and County Executive Offices, Piedmont Environmental Council, Southern Environmental Law Center, and the Charlottesville Area Chamber of Commerce.

Section 3. The PARTNERSHIP may recommend additional voting or nonvoting membership to the PARTNERSHIP as is deemed necessary to carry out its duties.

Section 4. Appointments to the PARTNERSHIP shall be filled by persons trained and knowledgeable in transportation planning or who, by their positions, have an interest and responsibility in transportation planning.

Section 5. In order to provide continuity in the PARTNERSHIP's actions, it is recommended that each member serve for a two-year term and may be reappointed for successive terms.

Section 6. Any member of the PARTNERSHIP who wishes to designate an alternate to serve in his or her absence may do so by submitting the name of that individual to the Chair of the PARTNERSHIP in advance of the meeting. An alternate may vote only in the absence of the regular member he or she represents.

Section 7. Whenever any voting member fails to attend three (3) consecutive meetings without good reason, the Chair of the PARTNERSHIP shall seek to determine the cause of the absence and whether the appointing authority wishes the delinquent member to be the representative on the PARTNERSHIP.

### **Article IV - Officers**

Section 1. The officers of the PARTNERSHIP shall consist of a Chair and Vice-chair.

Section 2. The Chair and Vice-chair shall be elected by and from the membership of the PARTNERSHIP, shall serve for one year or until their successors are elected, and shall be eligible for reelection.

Section 3. The election of officers shall be held at the PARTNERSHIP's first meeting after July 1 of each year, and those members elected to office shall assume their duties at the conclusion of the meeting during which the election is held. A majority vote shall be required for election to any office.

Section 4. The MPO staff shall prepare and maintain a permanent written record of all PARTNERSHIP proceedings, and shall transmit a copy of the minutes of each PARTNERSHIP meeting to each member prior to the next regular meeting.

#### **Article V - Meetings**

Section 1. The PARTNERSHIP shall establish a regular date and place for its meetings. The Chair and Vice Chair may establish an alternate meeting date to substitute for conflicts caused by holidays and any emergency reasons. Members will be notified in advance of a rescheduled meeting. The Chair may also call a special meeting or cancel a regular meeting. Consecutive regular meetings cannot be canceled.

Section 2. A quorum shall consist of one-half of the voting representatives of the PARTNERSHIP and shall include at least one representative from both CITY, COUNTY and JAUNT. Vacancies shall not be considered in the establishment of a quorum.

Section 3. The agenda for each PARTNERSHIP meeting shall be prepared jointly between the Chair, Vice Chair and the MPO staff. The agenda will be mailed one week prior to the next meeting.

Section 4. Parliamentary authority for PARTNERSHIP proceedings, not otherwise specified by these bylaws, shall be Robert's Rules of Order, Revised.

#### **Article VI - Amendment**

Section 1. These bylaws may be amended by a two-thirds vote of those members present provided that a quorum is present. Proposed changes in the bylaws shall be transmitted to each voting member at least 10 days prior to the meeting when the voting will be conducted.

#### **Article VII -**

Section 1. These bylaws shall become effective immediately upon ratification by a majority vote of the PARTNERSHIP.





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*Amended ~~August 22~~ December 19, ~~October 24<sup>th</sup>~~, 2019*

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**Commented [JB1]:** Rebecca stated that they had reviewed this item and DO NOT want to add UVA as one of the entities that must be present in order to reach quorum.

# **AMENDED AND RESTATED BYLAWS OF THE CHARLOTTESVILLE AREA TRANSIT ADVISORY BOARD**

**MM, DD, 2019**

## **Section 1: Establishment of the Charlottesville Area Transit (CAT) Advisory Board**

The CAT Advisory Board is established by the Charlottesville City Council (City Council) Resolution approved on October 1, 2018.

## **Section 2: Mission**

The Mission of the CAT Advisory Board is to, “Serve as a rider-centric steering committee for Charlottesville Area Transit by **soliciting** and **communicating** riders’ perspectives regarding CAT initiatives and operations.”

## **Section 3: Function**

The CAT Advisory Board shall advise Charlottesville Area Transit on ways to improve existing transit service and any proposed changes to future services by ensuring solicitation and communication of feedback between CAT and its riders. The Board shall advocate for transit riders of the area and counsel CAT by:

- Representing the interest of riders of the Charlottesville Area Transit.
- Using various methods to gather rider feedback concerning public transit service in the Charlottesville region.
- Reviewing and commenting on CAT operations to address the needs of CAT ridership.

## **Section 4: Membership**

CAT Advisory Board members will consist of no less than seven Charlottesville Area Transit riders. These members will be appointed by City Council and shall be broadly representative of the Charlottesville Area Transit ridership.

1. **Nomination/Selection:** Members will be nominated to and appointed by City Council. Membership will consist of at least one rider from City of Charlottesville, one rider from Albemarle County, and one rider from the University of Virginia.
2. **Officers:** Elections will be held annually for the Chairperson and Vice Chairperson position to be selected among the members. Elections will be held at the first annual meeting and as needed to fill vacancies.
3. **Terms:** Members shall serve for a two year period and terms may be successive. Members will be limited to serve four complete two-year terms pursuant to

Charlottesville City Code Section 2-8.

4. Requirements: Members are required to attend all regular meetings. Missing two consecutive regular meetings will result in the Board recommending that Council remove the member from service to the Board
5. Replacements: If any board member's term becomes vacant before the expiration of their term, the Board can nominate a new member to be considered by City Council to serve out the remainder of the term.
6. Duties: Members will carry out duties in accordance with the CAT Advisory Board Members Rules and Responsibility document.

### **Section 5: Agency Representatives**

CAT Advisory Board will request representation by agencies the Board deems relevant to public transit in the region. The Board will determine and request agency representation in accordance to the CAT Advisory Board Members Rules and Responsibility document. Representatives of agencies will not have voting rights and will act in an advisory role to the Board.

### **Section 6: Meetings**

1. CAT Advisory Board will follow the City of Charlottesville's fiscal year (July to June).
2. CAT Advisory Board will hold a regular meeting quarterly (four times per year), or as called by the Chair with not less than 10 calendar day notice to all Board members.
3. CAT Advisory Board meetings will be open to the public.
4. Additional meetings may be held at the request of CAT management or at least two Board members.
5. Meeting times and dates will be determined by Board members on an annual basis.
6. A simple majority of total Board Members will constitute as a quorum.
7. Meeting agendas will be set by CAT staff with cooperation from the Chair or Vice Chair of the CAT Advisory Board. To the maximum extent possible, notice and agenda of meetings shall be sent to all members at least one calendar week prior to all meetings electronically.
8. CAT Advisory board will provide reports to the City Council and Albemarle County Board of Supervisors as requested.

### **Section 7: Voting**

1. Agenda items will be voted on by Board meeting if there is a quorum.
2. Each member of the Board shall be entitled to one vote.
3. All actions taken by the Board require only a majority vote of those members present at the meeting.

**Section 8: Amendment of Bylaws**

These bylaws may be amended by vote of a majority of the Board at any meeting provided, however, notice of such proposed amendment shall be given to each member of the Board in writing at least five days prior to such meeting.

TJPDC  
RTP Responses September 26, 2019

**1. What transit services work well within our area?**

- Passenger Rail – 200% increase in 10 years.
- JAUNT/UVA Partnership – Commuter service = UVA funding
- Improved bus access in City.
- Access and Services.
- Frequency in a very small “core” of City.
- UVA App.
- UVA/CAT partnership.
- Increase awareness of localities in Greenway.
- UVA Bus system is good.
- Transit Oriented Development within core.
- Regional Transit Partnership.
- Supportive local officials.
- Intercity Megabus.
- Planning – City/County cooperation.
- Passenger Rail (10 anniversary of regional train)
- Two new commuter transit services (one from the North)
- Megabus increased offerings to DC
- Improved bus access in the city
- Frequency of bus service in the core
- Increased local government awareness of and funding for greenways
- Transit Oriented Development in the core
- UVA Funding
- UVA bus system is reliable
- UVA App for rider services
- UVA students, faculty, staff ride CAT (Charlottesville Area Transit) for free
- JABA partnership with JAUNT
- Informed, supportive local officials

**2. What does not work well within our area?**

- Frequency.
- No service to Waynesboro.
- Farebox not convenient.
- Weak peripheral service.
- Lack of dedicated bike lane/shoulders.
- No bus in the County.
- Routes change on weekends.

- Insurance burden for Amtrak Station
- Week parking management policy.
- No Park and Ride lots.
- Private ownership of Amtrak.
- Division of 2 agency, UTS/CAT.
- Long bridge capacity.
- Insufficient understanding of parking and transit.
- Lack of transit priority (BRT/dedicated lane/etc.).
- Existing traditional sprawl development.
- No bike allowed on VRE.
- Insufficient East/West rail.
- Bus service hour is short.
- The commuter service is limited/insufficient
- Insufficient East/West rail service/capacity
- Insurance burden from Amtrak/CSV
- Long Bridge
- Private ownership of rail stations
- Lack of transit to Waynesboro
- Insufficient bus coverage in the county
- Insufficient hours (Sunday/evening) of transit operations
- Inconsistency of routes/ Routes change on the weekends
- System doesn't work well between "spokes" of the wheel. (Weak peripheral service.)
- Weak transition/bike infrastructure from county to city
- Pedestrian and bike safety needs improvements (especially along all of the corridors)
- Weak parking policies/pricing
- Limited park and ride lots
- Absence of UVA satellite parking on the East
- Lack of coordination between CAT and UVA Transit service
- Lack of understanding/awareness from community/private sector of the importance of good parking policies, density policy
- Lack of BRT
- Lack of dedicated bus lanes
- Traditional sprawl development
- No cash cards for buses

### **3. What are the obstacles that prevent the transit system from meeting your needs?**

- Money.
- Dillon Rule.
- Poor land use.
- Legacy road network/land use policy.
- Culture of private vehicles.
- Insufficient carrot/stick.
- Lack of political will.
- Competing mission of each system.



- Insufficient regional coordination.
- Dillon Rule
- Money
- Low density and lack of interconnected streets
- Poor land use planning
- Insufficient regional coordination

#### **4. What should local government's role and priorities be toward transit?**

- Local authority to control traffic.
- Increased access to agency/program to reduce social isolation.
- Better bus network to connect to Park and Ride.
- Housing issue.
- TNC (Uber/Lyft) services.
- Coordinate with major employers.
- Coordinated stop arm camera program for school buses.
- More balanced transportation funding (roads vs transit).
- Car pooling.
- Zoning.
- Improved bike/ped infrastructure.
- Good data.

#### **5. What is the biggest mistakes that could be made to our transit services?**

- Lack of coordination between services and modes.
- Changes that will decrease affordable housing.
- Planning for past trend and not future trends.
- Maintaining status quo.
- Leaving out voice of those who use transit.
- Trying to apply one-size-fits-all solutions to all needs.
- Distraction of fads.
- Lack of coordination between services and modes
- Changes that would decrease affordable housing choices
- Planning for past, not future trends
- Doing nothing/maintaining status quo
- Not doing a comprehensive plan/failure to adapt zoning to community vision
- Leaving out the voice of those who use public transit
- Lack of consideration of equity
- Distraction by new modes of transit

#### **6. What would you do to improve transit services if it were your business?**

- Increase funding.
- More local control of ability to raise money.
- "Yield to bus" law.
- Stronger pedestrian safety state laws.
- Consolidated marketing/organization.

- Unified technology.
  - More planning/TOD/zoning laws.
  - Easier information distribution.
  - Dynamic pricing of parking.
  - Local authority of roads (take over from VDOT).
  - Other types of transit service.
  - Non displacement strategy.
  - Bike/micro mobility solutions.
  - Last mile solutions.
  - Increase frequency on key routes.
  - What would you do to improve transit services if it were your business?
  - Increase funding.
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- 
- Stronger pedestrian safety state laws.
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  - Last mile solutions.
  - Increase frequency on key routes

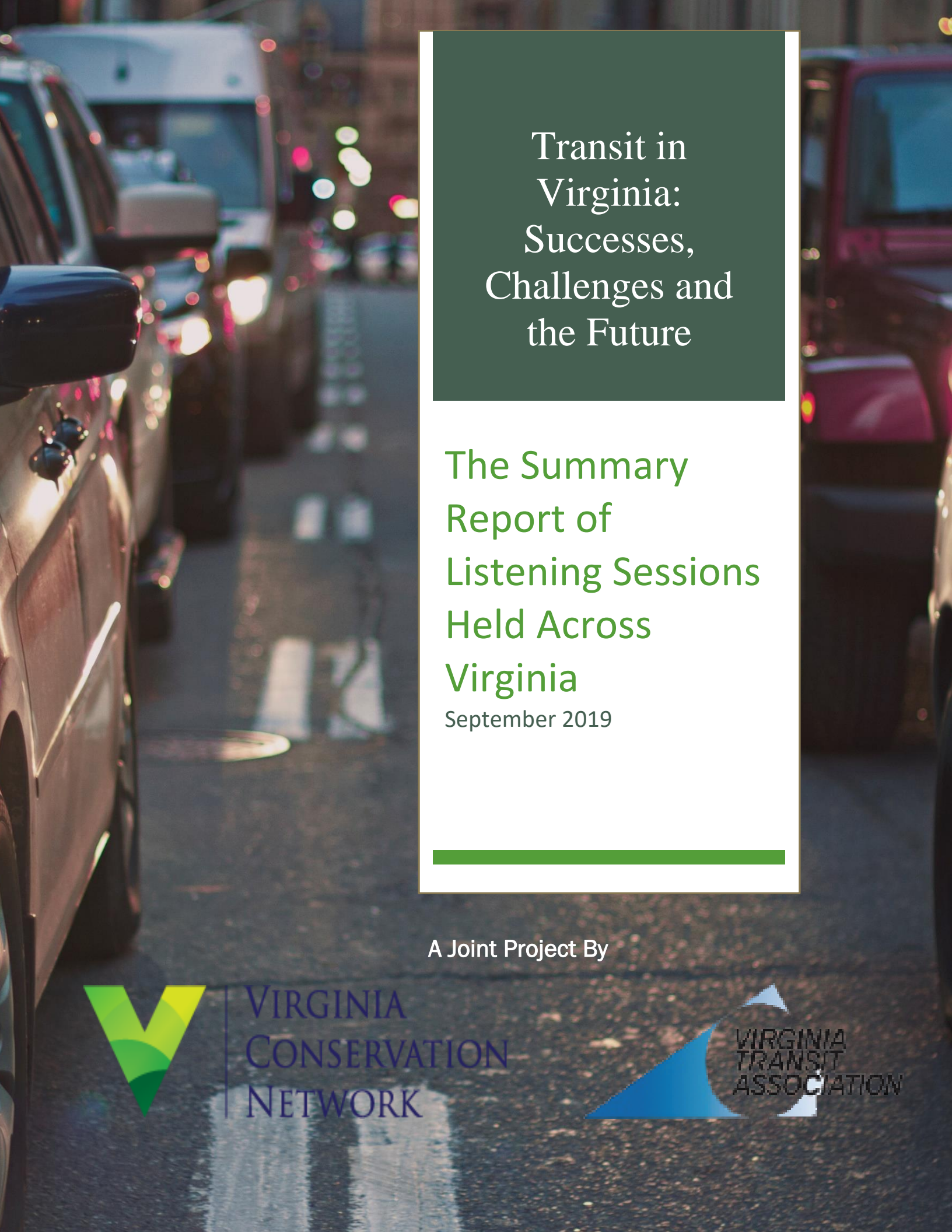
**7. What are some “out of the box” ideas to meet business needs ?**

- HOV lanes.
- TNC/Alternative pilots.
- VMT tax (vehicle miles traveled).
- HOV lanes
- Pilots/TCNs
- Vehicle Miles Traveled (VMT) tax
- Congestion pricing
- TDM
- Synchronizing lights/prioritizing non-car options
- Crossing guards for all the schools

**8. Who are natural allies that we should bring together to assist?**

- Employers.
- Environmental groups.
- Cyclists.

- AARP.
- Faith community.
- Human services.
- Local electives.
- Local government.
- Disability group.
- Public safety.
- Universities.
- Schools/hospitals.
- Environmental groups
- Community bikes
- Employers
- Faith communities
- Active volunteers
- Human service agencies
- Housing advocates
- Local elected officials



Transit in  
Virginia:  
Successes,  
Challenges and  
the Future

The Summary  
Report of  
Listening Sessions  
Held Across  
Virginia

September 2019

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A Joint Project By



VIRGINIA  
CONSERVATION  
NETWORK



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# EXECUTIVE SUMMARY

In order to better understand that state of transit in Virginia, the Virginia Conservation Network and the Virginia Transit Association jointly held six listening sessions across the Commonwealth in July and August of 2019. Over 120 people from a diverse array of stakeholder groups participated.

The intent of this project was to create rich community-based conversations that focused on the transit/mobility successes, failures and needs at the local and regional level.

While each region clearly had a unique story, three consistent overarching themes dominated the discussions across all regions of the Commonwealth: (1) funding; (2) equity, and; (3) access to transit. What we heard on these key issues is summarized as follows:

## **#1. There is a lack of sufficient funding to meet the needs of transit across the**

**Commonwealth.** This view was unanimous and strong in every session, with a particular focus on the lack of state funds to support transit operations and maintenance (vs. capital purchases). Northern Virginia is the only region with dedicated regional transportation funding that can be used for transit. Many in Hampton Roads expressed strong resentment that their dedicated regional transportation funding can not be used for transit, and several other regions want to establish dedicated regional transit funding. Many expressed the need for a better balance between state funding available for roads and transit.

## **#2. An “equity lens” needs to be applied in transit planning processes and service decisions in a more effective way.**

Through the discussions, equity concerns surfaced broadly in the context of systemic and historic barriers, language barriers, land use development patterns, high costs and inadequate technology. Overall, there was a palpable sense that transit is a lifeline for many people with low and moderate income, and that this fact needs to better guide the transit investment decisions.

## **#3. Access to more reliable, frequent bus service is needed everywhere.**

The inadequacy of existing bus services included concerns with coverage, hours, and frequency of service. While bus service in a region’s core was often considered good, there were many concerns as you moved into low income neighborhoods, suburbs, crossed from a city to a county or needed to commute to work. There was a consistent need expressed for addressing peoples’ first and last mile connections to existing transit infrastructure. The solutions ranged from creative public private partnerships with transportation network companies (TNCs), also known as ride-sharing services like Uber and Lyft, to enhanced pedestrian and bike infrastructure. Dedicated bus lanes were often viewed as a low-cost approach to better utilizing the existing roadway to move more people more reliably.

In collating all the feedback, two additional broad insights emerged that should help shape the path forward for transit: **the value of applying both an “economic lens” and “environmental lens” to any policy or advocacy effort going forward.**

An understanding and prioritization of transit and mobility as part of an economic development strategy and imperative was uniquely evident and integrated into the entire discussion in Northern Virginia. Elsewhere there is a need to better engage, partner, leverage and value businesses and employers in advancing transit.

Many spoke forcefully about the dangers of climate change and proposed varying ideas for integrating greenhouse gas (GHG) emissions into transportation planning. They recognized that transportation is a large source of emissions, while effective transit is part of the solution. The worst position going forward would be to plan for the past and not the future.

## **BACKGROUND**

Thriving communities need effective transportation systems, and transit is a critical part. In order to better understand the current state and future of transit in Virginia, the Virginia Conservation Network and the Virginia Transit Association jointly held six listening sessions across the Commonwealth in July and August of 2019. The professionally facilitated sessions were held in Arlington, Charlottesville, Fairfax, Hampton Roads, Richmond and Roanoke. Each session lasted ninety minutes and the same set of questions framed each discussion. Over 120 people from a diverse array of stakeholder groups participated.

The intent of this project was to create rich community-based conversations that focused on the transit/mobility successes, failures and needs at the local and regional level. We also solicited feedback on the obstacles to meeting the identified needs and asked attendees to think “outside-the-box” in a variety of ways.

The information in this report is intended to help inform future educational and advocacy efforts with statewide leaders in Richmond.

While each region clearly had a unique story with unique projects, issues and opportunities, there were three overarching themes that infused the discussions across all the regions of the Commonwealth: (1) funding; (2) equity, and; (3) access to transit.

Section I of this report summarizes the key statewide findings, starting with the three major overarching themes, followed by the key responses to the specific questions posed in the listening sessions. Section II provides highlights from the specific discussions in each of the five regions. The specific comments recorded from each session, and the attendees, appear in Appendix A and B.

## SECTION I: KEY STATEWIDE FINDINGS

### Major Overarching Themes

**#1. Insufficient Funding.** Insufficient funding was the top identified failure of the transit/mobility systems in each region, and the need for additional funding was the most commonly identified future need. These views were unanimous and strong in every session, with a repeated focus on the lack of state funds for operations and maintenance (versus capital purchases). All expressed a concern that the bulk of state transportation funds support roads, and that there should be a better balance between funds directed to transit and roads.

The Virginia General Assembly has only authorized regional transportation funding in Northern Virginia and Hampton Roads, however the funds can not be used for transit in Hampton Roads. Many in Hampton Roads expressed strong resentment about this and that their efforts to amend the law have failed. In addition, participants in both Richmond and Charlottesville expressed frustration that their efforts to get dedicated regional transportation funding have consistently failed.

The point was also made that better collaboration or partnerships with major employers and smarter parking policy have the potential to result in new financial resources to meet growing needs.

Overall, these findings strongly support the transit funding paper and recommendations presented in the Virginia Conservation Network Briefing Book

<http://www.vcnva.org/funding-transit-for-a-competitive-sustainable-future/>

**#2. Equity is Overlooked.** There was a consistent message in all sessions that an “equity lens” needs to be applied in planning processes and service decisions in a more effective way. Through the discussions, equity concerns surfaced broadly in the context of systemic and historic barriers, language barriers, development patterns, high costs and inadequate technology.

Transit was described as a lifeline for many people with low and moderate income, and that this fact needs to better guide the investment choices. The ‘affordability’ of transit surfaced as many spoke to the need to expand free and reduced fares, whether coming from a high cost or low cost area. One elected official suggested that each formal Board/Council Report might include an “Equity Impact” section.

Despite improvements in developing transit plans, many expressed the view that planning processes are not sufficiently inclusive and that plans don’t sufficiently address the needs of transit-dependent populations. One attendee went further to describe the impact as the “suburbanization of poverty.”

**#3. Inadequate Access to Bus Service.** There was often a significant discussion of the inadequacy of existing bus services - which focused on coverage, hours and frequency of bus service. There was some mention of the need to improve the comfort of bus riders, such as improved bus shelters.

Outside Northern Virginia where they have METRO, buses are the heart of the transit/mobility system in every region. While bus service in a region’s core was often considered good, there were many concerns as you moved into low income neighborhoods, suburbs or crossed from a city to a county. Bus routes



with one hour headways (time between buses) or a complete lack of service (coverage) were frequently cited.

The need to assist commuters in getting to and from work, sometimes outside the normal 9-5 standard work hours, was raised. Some spoke to the value of measuring the percentage of people, especially those with lower incomes, who can access a job with a 45 or 60 minute bus ride. The potential of developing partnerships with large employers was also identified in several meetings.

There was a consistent need expressed for addressing peoples' first and last mile connections to existing transit infrastructure - referred to as "public micro transit" by some. It was seen as an opportunity to significantly expand ridership. Solutions ranged from creative public private partnerships with transportation network companies (TNCs) like Uber and Lyft, to enhanced pedestrian and bike infrastructure. There was also a related need expressed for connectivity between various modes of transportation.

Dedicated bus lanes were often viewed as a high-priority goal to expand bus ridership, and a low-cost approach to better utilizing the existing roadway to move more people more reliably. The new PULSE bus rapid transit line in Richmond was identified as a model success for others.

## **Past Successes**

Though many of the identified successes were more localized, there were several common successes in the transit/mobility systems across all regions. In addition to the top three overarching issues discussed earlier - funding, equity and access - and the successes associated with them, the following is a summary of the other important successes commonly expressed across the state:

**Free and Reduced Bus Fares.** Many regions have implemented some free or reduced bus fares for students and/or seniors. Most are very proud of this and hope to expand their programs. Some envision working more closely with school systems to expand the program, save money and introduce youth to public transportation. All saw these policies as part of their efforts at addressing equity issues.

**Regional Transit Plans.** All regions had some form of a regional transit plan. Most expressed appreciation that the Virginia Department of Rail and Public Transit (DRPT) requires all transit operators to complete a Transit Development Plan (TDP) every six years with a 10-year planning horizon. These TDPs help transit operators improve their efficiency and effectiveness by identifying the need and required resources for modifying and enhancing the services provided to the general public and also help operators effectively execute planning, funding, and implementation of public transit services. They provide a solid foundation for funding requests and have facilitated broader regional transit planning efforts.

**Expanded Passenger Rail.** Several regions highlighted the importance of the relatively new expansions of AMTRAK passenger rail service, such as increased service between Washington, D.C. and the cities of Richmond, Charlottesville and Roanoke. Improved AMTRAK service between Richmond and Hampton Roads was also cited. All regions prioritized the need for further expansions of coverage or frequency of AMTRAK service.

**Expanded Bike Infrastructure.** All regions spoke positively about the growing awareness of cycling as a legitimate mobility option, and about the varying improvements of the cycling infrastructure in their region - including on street bike lanes, protected bike lanes and more bike racks. Every region we visited had at least one bike-sharing system. In most communities, there is an inter-connected bike trail or greenway network. And the recent appearance of scooters was mentioned in every session, with generally hopeful views yet concerns with safety.

## **Past Failures and Weaknesses**

Though many of the identified failures and weaknesses in the transit/mobility systems were more localized, there were several common failures or weaknesses identified across all regions. In addition to the top three issues discussed earlier - funding, equity and access - and the failures associated with them, the following is a summary of the remaining failures that were commonly expressed:

**Traditional Sprawl Development.** There was a consensus within each group that traditional sprawl development patterns had created a huge burden in creating effective transit/mobility systems. It is much harder to reach potential transit riders when they are spread further out. Many speakers raised concerns about the negative impact on green space and increase in greenhouse gas emissions that has resulted.

**Pedestrian and Bike Safety.** Speakers from every region believed there was a serious lack of attention to addressing pedestrian and bike safety issues. Some of this discussion focused on the need to change a car-centric culture, and others pointed out the need for more protected bike lanes and cycling infrastructure, a lack of connectivity, and lack of sufficient state laws to protect cyclists.

**Awareness of the Value of Transit.** There was a need to educate the community and decision-makers about the value of transit and the need for better transit. It was recognized that some of the people who most depend on transit are the least able to advocate for themselves. The traditional car-culture was also identified as a culprit that made the job more difficult.

## **Future Needs**

There was significant consistency in identifying the greatest needs of the regions' transit/mobility systems. In addition to the top three issues/needs discussed earlier - funding, equity and access - the following is a summary of the remaining needs that were commonly expressed, presented in alphabetical order:

**Collaboration with Major Employers.** During several discussions, an awareness developed about the missed opportunity in engaging the major employers within each region. In some regions there is a success story, such as the partnership with the University of Virginia in Charlottesville or with Carillion in Roanoke. That said, the mutual benefit to an employer in providing support for their workforce and of the region is assisting commuters became clear. To some degree, this reflects the need to better frame transportation as an economic development issue outside Northern Virginia (where it has already happened).

**Electric Vehicles.** Climate change was a universal concern and many knew that the transportation sector is the top contributor to greenhouse gas emissions (GHG) emissions in Virginia. Electric vehicle pilots underway in several regions were praised and some spoke to the need to integrate GHG emission goals in transportation planning. That said, it was often framed as “out-of-the-box” thinking and not integrated well into adopted transit plans. Help is needed to defray upfront capital costs for vehicles and charging infrastructure.

**Local Authority Expanded.** There was universal frustration expressed with Virginia’s “Dillon Rule” - which limits the authority of local government to only those issues and areas granted by the state legislature. Many expressed the desire for increased local authority in areas such as: land use (pedestrian/bike safety, CO2 reduction); housing policy (inclusionary zoning), and; taxing (TNC tax and impact fees).

**Long Bridge.** This is the only individual project that surfaced in multiple conversations. While specific projects were often discussed in the context of future needs, rarely were projects mentioned that were outside that region. Long Bridge capacity was identified as a major pinch point on the statewide rail system that affected the ability of regions outside Northern Virginia to meet their own needs for increased passenger rail service.

**Marketing.** Most regions identified a need for serious education of both elected officials, businesses and the broader community about the benefits of transit. The issue of the stigma associated with riding a bus surfaced repeatedly, along with the need for more focused advocacy at the state and regional levels. Several spoke to the effectiveness of some existing Transportation Demand Management (TDM) programs that have been sustained in some localities which could inform other localities. Spending funds for professional marketing should be considered as it can have tangible impacts.

**Parking Policy.** In most sessions, parking policy was raised as a missed opportunity. The issues ranged from the need for strategically located park and ride lots to the re-use of existing parking structures to the potential revenue and reduced congestion from smarter and/or variable pricing of public parking.

**Regional Collaboration Improved.** While all regions expressed support for their regional transit plans and regional coordinating bodies, most felt more could be done to make a difference. The focus was often on the challenge of fully engaging one or two localities - often those in the “outer” or more suburban parts of the region.

**Smart Land Use/Transit Oriented Development.** There was unanimity in recognizing the invaluable role of land use planning to a cost-effective transit system. While improvements were noted, especially in the regions’ cores, there was ongoing concern about the “outer” areas of many regions and the concern that minimizing future sprawl development is still a real need. Most spoke to the appropriate use of density as part of the solution, and the need for many localities to modernize their zoning codes with this in mind.

**Technology.** While much progress has been made in all regions, stakeholders continue to look to technology to improve real-time information about services. There was an emphasis on bus service, yet also on the interconnectivity of busses and other modes of transit. In some regions with more extensive services, the need was expressed for integrated fare systems and universality of platforms. Some equated improved technology with improved apps, yet others spoke to the equity needs of those less technologically literate.

Of note, it was observed that some of these needs require funds, while others are low or no cost. Expanded bus services and enhanced technology and marketing could be expensive. Smarter land use, enhanced equity considerations, better regional coordination and increasing local authority could all make a significant difference with little or no direct funds required. Beyond that, better collaboration with major employers and smarter parking policy have the potential to result in new financial resources to meet growing needs.

## Obstacles

We asked the attendees to identify the obstacles and challenges to improving their transit systems and to make the improvements that they identified. The following seven items were expressed consistently across the state:

The **lack of sufficient funds** was far and away identified as the most important obstacle. The emphasis was often placed on the need for State transit funds to cover operations and maintenance - which they do not cover now. So, a locality may be able to access funds to purchase a bus, yet cannot move forward as they do not have enough local funding to operate and maintain the bus.

**Competition from TNCs** (like Uber and Lyft) was seen as contributing to some drop-in people choosing to ride public transit. This cultural change has been pronounced among millennials and more affluent people. Interestingly, many stated that transit decisions should not ignore millennials and that partnerships with TNCs may also be part of future transit solutions.

**Equity-related concerns** were expressed frequently as creating an obstacle to getting better transit. People spoke to the lack of diverse input in the planning and decision-making process, as well as the bias of decision makers themselves. Some felt that decision makers were not able to relate to persons of low and moderate income, persons of a different race, or just persons who take transit because they themselves never take public transit. Others spoke more broadly of institutional racism and economic injustice. Even the reference to NIMBYism (Not in My BackYard opposition) was cited, which is often seen as reflecting an opposition to those who are different.

All spoke to **a lack of political will and support for transit investments** as a real obstacle. While some raised concerns with their local elected officials, most of the responsibility was placed directly on the Virginia General Assembly. The failures to create dedicated and sustainable regional funding sources for transit was attributed to the state legislature. A recognition of the power of the Dillon Rule, discussed earlier, and the desire to overcome it, was also common.

A **lack of sufficient regional coordination** is an obstacle in some regions. While many participants praised successful regional efforts, all said that more agreement on priorities and more coordination on advocacy among the localities in a region could have very positive impacts. That there is little coordination between local governments and school districts was viewed as a lost opportunity.

A few folks spoke to the **lack of innovation** as an obstacle to getting better transit. This often reflected a frustration with inadequate technology, and sometimes an inability to tackle parking policies or advance a bus rapid transit system. Many of those who expressed concern about climate change felt the need to rapidly advance electric vehicles, build public charging infrastructure and develop innovative incentives to move forward with this transition.

**Poor land use planning and development patterns** was repeatedly cited as a contributor to transit challenges and failures. While some improvements in every region are acknowledged, everyone recognized that this is a fundamental, ongoing challenge. While the inner cities and regional cores are making significant progress, sprawl development continues to handicap regional transit success. Most recognized that density is a friend to transit, and that more community education is required for that to be better understood.

## **Out-of-the-Box Ideas**

When pressed for “out-of-the-box” ideas to consider, the following suggestions bear mentioning. All are policies or practices that have either been implemented in some places or are widely discussed as options:

### **Incorporating carbon reduction/mitigation strategies in long-term transportation planning.**

The federal government currently requires that long-term transportation plans meet certain air pollution standards, yet does not require (nor prohibit) regions from meeting any carbon reduction goals.

**Several tax or revenue generating options were proposed**, including: (1) a carbon tax which is levied on the carbon content of fuels thus incentivizing clean energy and electric vehicles; (2) congestion pricing for parking which is variable fees that allow higher parking charges during periods of higher demand, thus encouraging fewer people to drive alone and more to choose transit; and (3) a vehicle miles traveled (VMT) tax which is an alternative or supplement to today’s fuel consumption tax in which one is charged based on how many miles one travels on the road - thus intended to discourage driving and encourage the use of alternatives such as public transit.

**Developing partnerships with TNCs (Uber, Lyft, etc)** surfaced as an option for helping people make the “first mile-last mile” connection to existing transit infrastructure. Some positively referred to this as “public micro transit” while others felt it would be wrong to subsidize private transportation companies.

**Up zoning or increasing density when it is connected to transit infrastructure.** Most recognized that density is an effective and useful tool to enhance a community and reduce congestion when it is effectively integrated with transit infrastructure and when it is effectively leveraged to provide needed benefits that enhance the quality of life in a community.

## Mistakes to Avoid

When asked to identify the biggest mistakes that could be made related to the future of transit/mobility in their localities and regions, the top responses were:

**Transit changes that would increase inequities in our communities.** Participants expressed a concern with any decision that would decrease affordable housing choices or did not apply an “equity lense.” Leaving out the voice of those who use public transit would be a mistake.

**Circumventing or diluting the Virginia Department of Transportation’s Smart Scale criteria and process** - which are used to evaluate transportation projects. An overemphasis on congestion reduction would be a mistake. (For more information of Smart Scale, visit <http://www.vcnva.org/defending-smart-scale/>)

**Bad land use decisions would negatively impact the future of transit.** Devaluing the land use and transportation connection would be a mistake. Highway widening as a default position without considering alternatives would be a mistake. Road investments without multimodal improvements would be a mistake.

**Doing nothing, not being innovative and forward-looking, inflexibility, planning for the past and not the future.** Ignoring the interests of millennials would be a mistake.

**Reduced funding in response to reduced ridership.** Some specifically said that punishing METRO or other transit providers would be counterproductive and lead to a downward spiral.

**Approving and creating new regional funding sources without the ability to use the funds for transit.**

## Natural Allies

When asked who were the natural allies of transit, a lengthy list formed. Beyond the traditional allies - environmentalists, persons with disabilities, cyclists and faith communities - the conversation broadened and many other potential supporters and partners emerged. Below is a list, in alphabetical order, of groups with some shared interest in transit and the potential to become an advocacy ally at the regional or state level:

### Public Sector

- Local elected officials
- Local government
- Military/federal government
- State agencies (DEQ, DRPT)
- Tourism offices

#### Private Sector

- Businesses
- Chambers of Commerce
- Employers
- Developers
- Hospitals
- Universities

#### Non-profit Sector/Individuals

- Bicyclists
- Disability community
- Environmental/conservation groups
- Faith communities
- Housing advocates
- Human service agencies
- Immigration groups
- League of Women Voters
- Millennials
- Racial justice/equity organizations
- Regional transportation planning organizations
- Seniors/AARP
- Students/Parents/Teachers
- Transit riders
- Unions

### **What Can One Person Do?**

Finally, when asked what one person can do to make a difference, the attendees provided some poignant suggestions to themselves, their peers, and all of us. The most common themes were, “Don’t give up”, “Testify” and “Walk the Talk” by re-thinking your own use of transit.

## **SECTION II: REGION PROFILES – Overviews**

While participants echoed many of the themes discussed in Section I, several unique features of each region's transit/mobility picture emerged:

### **CHARLOTTESVILLE**

#1. Passenger Rail Service to Washington, DC and North is very important. They are celebrating the 10th anniversary of the regional train, along with increased Mega bus trips. That said, several of the system weaknesses focused on a need for more commuter rail options, the importance of reducing the bottle-neck at far-away Long Bridge where the AMTRAK lines cross the Potomac, and better east-west rail service. Some bemoaned the private ownership and insurance burden of the AMTRAK stations.

#2. There is great pride in the success of the Jefferson Area United Transportation (JAUNT) - a 6 county, 674 vehicles, regional transportation system. This is a successful partnership among Along with this pride is a recognition that funding is insufficient and greater service to rural areas is needed.

#3. Several strong partnerships add value to this region's transit systems, especially the partnership between Charlottesville Area Transit (CAT) and the University of Virginia (UVA). UVA provides funding that allows UVA students, faculty and staff to ride CAT for free, plus UVA's own bus system is reliable. Additionally, the partnership between JAUNT and JABA (Jefferson Area Board for Aging) is has provided great value to seniors.

### **HAMPTON ROADS**

#1. Hampton Roads expressed deep frustration that the dedicated regional funding that they have can not be used for transit - and they want to change this.

#2. This is the only region to have a light rail system and a ferry, which are largely seen as assets. Both have experienced ridership increases. One of the needed future improvements was to extend the light rail system in several directions - including to the beach.

#3. This was the only region to identify the importance of the military and the federal government as potential allies in designing and growing their transit/mobility network. Clearly, other regions have federal and military facilities, especially Northern Virginia.

### **RICHMOND**

#1. GRTC Transit System ridership increased 17% from July 2018-April 2019, largely due to the launch of the PULSE bus rapid transit line. This is especially significant as transit ridership dropped elsewhere across Virginia and by 2% nationally.

#2. GRTC has established successful partnerships with several large employers, including the VCU Health System, Bon Secours and the University of Richmond. Some have provided funds to GRTC and purchased free transit passes for students, staff and faculty. There is great interest to expand the BRT system and consider more park and ride lots.

#3. Chesterfield got lots of attention as the "outlier" - needing to better embrace bus service. Service to Chesterfield and a significant expansion of service in Henrico occurred in 2018, Many spoke to the need for "real" regional collaboration.



## ROANOKE

#1. The importance of regional coordination was evident throughout the discussion. Whether for trail connectivity or bus routes, there is a need to better address existing mobility movements between the towns and cities in the Greater Roanoke region. While three localities have worked together, significant differences among many localities in their assessment of needs and priorities. That said, the Smartway Bus connecting Roanoke and Virginia Tech sites is working. A new bus hub is under construction in downtown Roanoke and a multimodal transit hub is being built in Blacksburg.

#2. Along with the common concern with the lack of state funds to cover operations and maintenance, the ability of local governments outside the City of Roanoke to provide a match for state funding was raised as a concern.

#3. A need for additional bus and rail options to locations outside the region was repeated, including Lynchburg, Charlottesville and Washington, DC. The importance of partnering with Norfolk Southern was clear.

## NORTHERN VIRGINIA

The population and transportation infrastructure in Northern Virginia dwarfs that elsewhere in Virginia so we held two sessions in this region - in Fairfax and Arlington. The original intent was to have a focus on inside the beltway and another on outside the beltway. As the attendance was mixed at both - the information from the two sessions has been consolidated to create one Overview followed by the specific notes from each session:

#1. An understanding and prioritization of transit and mobility as part of an economic development strategy and imperative was uniquely evident and integrated into the entire discussion in Northern Virginia. METRO, as the only heavy rail system in Virginia, is recognized as essential to the economy of the region, remains a challenge to fund despite last year's success in identifying a dedicated funding source, and remains the spine of the region's overall transit network.

#2. A robust multi-modal approach is in place and there is near universal agreement that enhancing the choices, the connectivity between modes and across borders, and the technology to facilitate and simplify these connections is essential. METRO, bus, bike, walking, slugging, scooters, carpools, TNCs are all required.

#3. The region is unique as it has dedicated funding which CAN be used for transit. There are strong regional bodies that facilitate real dialogue, coordination and planning. Smarter growth through connecting land use, transportation, environment and housing is generally accepted as a best practice.

# APPENDIX A: Specific Responses Recorded from Listening Sessions

## CHARLOTTESVILLE

### What are the transit/mobility successes in your locality/region?

- Passenger Rail (10 anniversary of regional train)
- Two new commuter transit services (one from the North)
- Megabus increased offerings to DC
- Improved bus access in the city
- Frequency of bus service in the core
- Increased local government awareness of and funding for greenways
- Transit Oriented Development in the core
- UVA Funding
- UVA bus system is reliable
- UVA App for rider services
- UVA students, faculty, staff ride CAT (Charlottesville Area Transit) for free
- JABA partnership with JAUNT
- Informed, supportive local officials

### What are the transit/mobility failures and weaknesses in your locality/region?

- The commuter service is limited
- Insufficient East/West rail service/capacity
- Insurance burden from Amtrak/CSV
- Long Bridge
- Private ownership of rail stations
- Lack of transit to Waynesboro
- Insufficient bus coverage in the county
- Insufficient hours (Sunday/evening) of transit operations
- Inconsistency of routes/ Routes change on the weekends
- System doesn't work well between "spokes" of the wheel. (Weak peripheral service.)
- Pedestrian and bike safety needs improvements (especially along all of the corridors)
- Weak parking policies/pricing
- Limited park and ride lots
- Absence of UVA satellite parking on the East
- Lack of coordination between CAT and UVA Transit service
- Lack of BRT

### What improvements/enhancements are needed?

- Increased funding for JAUNT
- Increased capacity for rural area/the county
- Increased frequency on existing key routes
- Local authority to raise transit revenues
- Yield to Bus law
- Stronger state laws re: pedestrian safety
- Expanded sidewalk/pedestrian infrastructure
- Local authority to make road changes
- Improved pricing signals/ dynamic pricing
- Consolidated and coordinated marketing
- Shared systems across platforms (universal platforms/apps)
- More planning for TOD
- Improved zoning plans
- Equity
- Non-displacement strategies (especially those of low and moderate incomes) when developing
- On demand transit/innovation away from fixed route services
- Increased bike and micro-mobility/ first mile & last mile connection

**What are the challenges/obstacles to making these improvements?**

- Dillon Rule
- Money
- Low density and lack of interconnected streets
- Poor land use planning
- Insufficient regional coordination

**What are the top priorities? What could make the biggest difference?**

- Increasing access to community services and programs
- more people who work in/for C'ville to live in the city
- Promote carpooling
- Land development patterns to support multi-modal transit

**Any "out-of-the-box" ideas to consider?**

- HOV lanes
- Pilots/TCNs
- Vehicle Miles Traveled (VMT) tax
- Congestion pricing
- TDM
- Synchronizing lights/prioritizing non-car options
- Crossing guards for all the schools

**What is the biggest mistake that could be made?**

- Lack of coordination
- Changes that would decrease affordable housing choices

**Who are your natural allies?**

- Environmental groups
- Employers
- Faith communities
- Active volunteers
- Human service agencies

**What can one person (you?) do to make a difference?**

- Marketing campaign
- Walk the talk, reduce car use
- Testify/advocate

# HAMPTON ROADS

## What are the transit/mobility successes in your locality/region?

- HRT's expansive service area interconnected network
- The plans and adoption of bike lanes
- Regional transportation plan (Norfolk and the region)
- A culture of innovation
- Largest bus system in VA
- VA Beach electric bus pilot
- Electric Scooters
- Autonomous bus pilot (DRPT/AECO)
- Regional political support
- HRTPO (capacity)
- GPS tracking
- HRT Freedom pass
- Light rail
- Ferry

## What are the challenges/obstacles to making these improvements?

- \$\$\$\$\$\$ all levels
- Urban sprawl/ poor urban planning
- Auto-centric mindset/culture
- Politics

## What are the transit/mobility failures and weaknesses in your locality/region?

- Dedicated regional funding for transit
- Bus frequency/ Head-way (can take an hour)
- Extend route coverage into neighborhoods
- Services for Persons with Disabilities
- Insufficient local funding
- Integrated fare technology
- Lack of state political support/funding
- Lack of sufficient hours
- Lack of state transit capital funding
- Insufficient funding for bus drivers (bus driver shortage)
- Unreliable bus service
- Flooding

## What are the top priorities? What could make the biggest difference?

- Dedicated funding for transit
- Regional marketing to millennials
- More bus routes
- First mile/last mile access and connectivity

## What improvements/enhancements are needed?

- Dedicated lanes for buses
- Local and regional freight efficient transportation land usage
- TOD
- Fee on TNCs
- Increased employer commuter benefits
- Increase coordination with employers
- Increase parking rates downtown
- Expand light rail (ocean front/across bridge)
- Extend weekend hours
- Pedestrian access and safety
- Bike/pedestrian friendly development
- More park and rides

## Any "out-of-the-box" ideas to consider?

- Looking to foreign transit systems for ideas
- "Excuse letter" for employer
- Voice command scheduling data
- Catering to millennials

### **What is the biggest mistake that could be made?**

- Partnership with TNCs
- Dysfunctional regional coordination between localities (MPO and HRT)
- Highway widening
- HRT/ MPO not being innovative and adapting
- If we get dedicated funding, not being bold

### **Who are your natural allies?**

- AARP/ seniors
- Corporations/ employers/ small business
- Environmental groups/ climate
- Low Income persons
- Cyclists
- Realtors
- Students
- College students
- Tourism
- Military/ federal gov
- Hospitals/ large healthcare

### **What can one person (you?) do to make a difference?**

- Participate, commit, engage, involve
- Take/use Transit!!!!!!
- Attend public hearings
- Engage your local politicians
- Nag your boss
- De-stigmatize transit
- Take transit yourself/adapt your schedule to take transit
- Advocate as a parent for students

## RICHMOND

### What are the transit/mobility successes in your locality/region?

- Increased funding and ridership/service in Henrico
- Chesterfield demonstration project for bus service
- More frequent service in some areas
- PULSE!
- VCU/MCV contract with GRTC
- University of Richmond contract with GRTC
- Improved connectivity to airports and train stations
- Transit to Kings Dominion
- Added gates to airport
- Increased connectivity between housing and jobs (PULSE gives people access to jobs)
- Increased cargo activity at the Port
- Increased access to people with disabilities
- Increased AMTRAK services connecting rail to DC/Hampton Roads
- New parking at Staples Mill

### What are the transit/mobility failures and weaknesses in your locality/region?

- Chesterfield
- Insufficient transit on major arteries
- Lack of/insufficient park and rides
- Lack of interest/ability to transition to EVs
- Restricted hours
- Reduced service coverage
- Lack of safety/rider comfort
- Insufficient funding
- Increased vehicle miles traveled
- Increased sprawl
- Lack of connection for low-income communities/individuals
- Inequitable distribution of transit funding
- No bike share or transit stations in transit-dependent neighborhoods
- Inadequate accommodations for bikes/bike network
- Lack of pedestrian safety (esp in the suburbs)
- Sidewalks are closed for construction for long periods of time

### What improvements/enhancements are needed?

- Long Bridge & DC to RVA high speed rail
- Expanding hours
- Arterial public transit system
- Enhanced coverage in populous/densely populated suburban areas
- Dedicated regional funding w/specific reserved transit \$\$
- Lack of acknowledgment of the needs of transit
- Adopt a Vision Zero policy in neighboring localities
- Implement RVA adopted Vision Zero plan
- Greater openness to TOD development
- Better zoning codes outside of the city
- Better multi-modal amenities (bike racks, bus shelters)
- Expanded BRT service with a North/South route
- Park and ride for the PULSE (Willow Lawn)
- More multi-use trails
- Dedicated bus/bike lanes

**What are the challenges/obstacles to making these improvements?**

- Lack of funding
- Failure of state
- Lack of political will/leadership on the issue
- Decision makers don't use transit/aren't familiar with the needs
- Rail is controlled/owned by freight
- Lack of diverse input
- History of racism
- Lack of resources/distribution of wealth
- Economic injustice/insensitivity/inequity
- Power of privilege
- NIMBY
- Segregation

**What are the top priorities? What could make the biggest difference?**

- Decision makers should be riders
- Improved public engagement process
- Housing and land use integration
- Dedicated and sustainable funding
- Authentic coalition building (effective)
- Improved regional cooperation
- Expanded service on major arterials
- Strategically placed park and rides

**Any "out-of-the-box" ideas to consider?**

- Express bus with only transfer stops (intercity bus)
- Closing roads to cars on Sundays (Cyclovia)
- Real regional collaboration
- Richmond as a bike-centric model city
- Mandate sidewalks/bike lanes with any expansion/repair/new roads
- Reallocate space used by cars (parking)
- Destination focused marketing
- Free transit for all
- Enhanced serious marketing
- Integrated fare systems (including payment platforms)
- Public control of downtown parking (to establish thresholds)
- Upzoning
- State-owned railways
- Inclusionary zoning (mandating low-income housing)
- Comprehensive sidewalk plan

## What is the biggest mistake that could be made?

- 288
- Continued focus on roads
- Doing nothing in the next 3-5 years
- Regional funding with no dedicated transit \$\$
- Missing the opportunity to rename highways/address racism
- New funding without smart plans to deal with equity
- Intentionality about equity

## Who are your natural allies?

- Transit riders
- Housing advocates
- Senior citizen advocates
- Environmental community/conservation groups
- Teachers/education
- Disability community
- Social services
- Health organizations/groups
- Racial justice/equity organizations
- Businesses/private sector/major employers
- Faith communities
- Political leaders
- Planners
- Local governments



## ROANOKE

### What are the transit/mobility successes in your locality/region?

- Greenways (connective & open space)
- Trail systems
- Amtrak extension provides connectivity
- Bike Share
- Bike lane accessibility/dedicated on-street bike lanes
- Core bus system
- Good free trolley system (downtown)
- Transit for people with disabilities (RADAR)
- Sidewalk improvements for people with disabilities
- Smartway bus (between Roanoke & Virginia Tech)
- Breeze bus between Roanoke & Dulles
- Three localities have partnered together to provide service
- New bus hub downtown is being constructed
- 

### What are the transit/mobility failures and weaknesses in your locality/region?

- Limited bus hours (especially evenings and weekends)
- Limited frequency of buses
- Lack of express bus service (especially targeted destinations)
- No bus service to the airport
- Limited bus service to key employment areas
- Limited transit options to green spaces
- Weakness with congestion on Tech games days/events
- Inadequate shelters, benches
- Bus Reliability
- Lack of connectivity with affluent suburbs
- Affluent suburbs don't have sidewalks or good access to transit (Greater Deyerle)
- No bus service to the Washington, DC

### What improvements/enhancements are needed?

- Education/awareness and removing the stigma of being a transit user
- Eco-friendly buses
- Funding (especially for O&M)
- Getting employers on board with transit
- Options for shift workers
- Improve ride share or van pools
- Improved technology/apps

### **What are the challenges/obstacles to making these improvements?**

- Lack of state transit operating funds
- State bias towards asphalt-centered development
- Lack of local funds/local match outside of the City
- Restrictive nature of funding (from either the source or within the program)
- Lack of coordination among localities on transit
- Lack of integration with school mobility (we don't think about school buses as part of a transit system)

### **What are the top priorities? What could make the biggest difference?**

- Better land use planning (targeted increased density)
- Integrating multi-modal /transit planning between urban development areas
- More marketing (technology)
- Promotion of "Try Transit" week
- Helping people use their cars less (car lite)
- Increased frequency of buses

### **Any "out-of-the-box" ideas to consider?**

- Jetpacks
- Light rail between the Roanoke Valley and New River Valley
- Commuter rail transit on existing rail lines
- Cultural shift to rely on transit versus cars
- Scooters (they're coming)
- Partnership with Norfolk Southern with a focus on multi-modal solutions

### **What is the biggest mistake that could be made?**

- Overextending/underutilized buses
- Investments without broad-based community engagement
- Failure to plan regionally/several decades ahead
- Not considering equity in investment decisions
- Continuation of sprawl
- Investments without multi-modal considerations

### **Who are your natural allies?**

- Environmental groups
- Social service agencies and associations
- Health groups/organizations
- Parents
- State agencies (DEQ, DRPT)
- Large employers/Carillon
- Community leaders
- Local government/local elected leaders
- Millennials
- Students/Universities
- Tourism offices
- Chambers
- Riders
- Festivals and their sponsors
- National Parks/ATC
- Disability community
- Faith community
- Immigration groups

### **What can one person (you?) do to make a difference?**

- Rethink your own transit use
- Don't give up
- Updated Google transit feed
- Local government planning to include transit
- Telecommuting
- Increase information sharing
- Encourage youth to use transit
- Disincentivize car use

## NORTHERN VIRGINIA - FAIRFAX

### What are the transit/mobility successes in your locality/region?

- Language accessibility for Loudoun transit
- Arlington and transit oriented development. (TOD)
- Fairfax County connector service with Metro. Park & Ride. Bus access to Metro
- Omni Ride (Prince William County) branding and marketing
- Metroway BRT
- Connecting Capital Bike Share to Metro. Starting to tackle first mile/last mile issues
- Slugging
- Alexandria Old Town trolley service has helped tourism and the economy
- Commuter Connections website facilitates carpooling
- Regional coordination of various transit systems through NVTC
- NVRTA investments in bus/rail/mobility improvements thanks to funding
- HOT Lanes
- 2018 dedicated funding for Metro
- Metro system

### What are the transit/mobility failures and weaknesses in your locality/region?

- Impacted communities aren't necessarily included in planning/expansion
- Planning processes is not sufficiently inclusive
- Plans don't incorporate the needs of the transit-dependent populations
- Metro fares are not affordable for low-income individuals. (Equity concerns)
- Equity impacts of a cashless system for first mile/last mile (Lyft, Uber, scooters)
- Funding for operations and maintenance isn't sufficient
- Pedestrian safety concerns in accessing bus and metro
- Lack of integration between systems
- Poor land use planning drives sprawl
- Impacts on green space of asphalt-centered development.
- Declining/lower ridership on some systems
- Long commute times/slow services
- Metro: reliability, frequency during off-peak hours

### What improvements/enhancements are needed?

- Updated route structuring. Adapting to changes in development/population/demand.
- Dedicated lanes/infrastructure for buses/bikes
- Extended hours for transit systems
- Increased transit frequency
- Consideration of congestion pricing
- Signal prioritization for transit
- Enhanced pedestrian infrastructure
- Extending the Orange Line down 66 to at least Haymarket.
- Extending the Blue Line to Prince William County
- Increase the capacity over Long Bridge
- Additional Metro crossing of the Potomac
- Circumferential rail in Virginia
- Regional fare platform
- Reduce/free fares for low-income individuals (pilot projects)
- Free/reduced transit fares for students and/or seniors
- Implementation of TOD/smarter growth patterns and planning processes

**What are the challenges/obstacles to making these improvements?**

- Lack of funding
- Lack of political will/understanding
- Competing local budget needs
- Coordination of efforts on priorities
- NIMBY
- Security/safety

**What are the top priorities? What could make the biggest difference?**

- Extend Metro
- Long Bridge
- Affordability
- Transit Oriented Development
- State & regional funding
- Light rail
- Integrated platforms

**Any “out-of-the-box” ideas to consider?**

- Exploring the use of technology
- Value capture
- Incorporating carbon reduction/mitigation strategies in long-term planning
- Investments for electrification of fleets
- VMT/mileage fees
- Carbon tax
- Shared autonomous fleet
- Restriction of neighborhood streets to through/commuter traffic
- Statewide fare-free days

**What is the biggest mistake that could be made?**

- Non-integrated congestion pricing
- Inability to adapt/inflexibility
- Disconnecting/devolving the land use and transportation connection
- Punishing/reduce funding for Metro
- Continuation of asphalt-centered development
- Circumventing/changing Smart Scale

**Who are your natural allies?**

- Business community
- Local governments
- Homeowner associations
- Riders/users of transit
- Major employers
- Grassroots organizations
- Faith communities
- AAPR
- Bike/ped organizations
- Unions
- Regional transportation planning organizations
- Disability community

**What is the future of transit/mobility in NoVA?**

- Maglev systems
- Jetpack

## NORTHERN VIRGINIA - ARLINGTON

### What are the transit/mobility successes in your locality/region?

- VRE/commuter rail, especially the station improvements
- Express busses are getting better
- Long haul busses are also improving
- Pike ride
- Breeze bus (Blacksburg to DC)
- Trail network
- Comprehensive bike planning (Fairfax model)
- Scooters
- More choices
- Dedicated funding for Metro
- Transit payments that are coming from 66 tolls/HOT payments
- Smart Scale as a funding source (statewide)
- Partial restoration of \$20 million for NVTA (this is part of the I-81 plan)
- Youth access for students (free/reduced fair)
- Route 1 BRT plan/\$\$
- Demolition in Crystal City, some of the excess cement
- Potomac Yards metro station
- Silver line expansion is partially in place, will be finished soon
- Back to Good on Orange line

### What are the transit/mobility failures and weaknesses in your locality/region?

- Metro funding agreement, specifically the source of VA's contributions
- Lack of region-wide payment app
- Revenue/data from TNCs
- Displacement of low-income people
- Lack of access to transit for LMI/PoC
- Connection between affordable housing and workforce centers
- Silos of regions
- East-West transportation connection
- Bottlenecks into the District for every modality
- Crossing the Potomac can be challenging
- Insufficient commuter parking at outer Metro stations
- VRE can't get into Maryland
- Frequency/reliability of local bus service
- Awareness of transit options
- Lack of options for first mile/last mile travelled
- Not expanding the orange line far enough
- Preservation of natural and historic resources
- Curb space management and planning
- Different reactions to scooters

### What improvements/enhancements are needed?

- Free/discounted student fares
- Variable fare structure/equity
- New Roslyn tunnel
- Transit between Bethesda & Tysons Corner
- Congested routes (Montgomery County to workforce centers)
- Expand the Blue Line to Prince William County and Yellow Line/Orange line to Haymarket
- Commuter ferry
- Regional coordination of bus systems
- Enhanced transit signal prioritization
- Enhanced pedestrian safety tools (intersections/high volume near ramps)

**What are the challenges/obstacles to making these improvements?**

- General lack of funding
- Accessibility for individuals with disabilities
- ADA requirements are dated and shouldn't necessarily be the standard for accessibility for individuals with disabilities
- Lack of commitment to racial equity
- Language accessibility - How can we make sure that anyone can access the information via website and app?
- Lack of public input
- Safety for marginalized people
- Climate change/weather/humidity
- Existing built environment
- Regionalism within NoVA/DMV

**What are the top priorities? What could make the biggest difference?**

- Sustainable funding streams
- Continued prioritization of land use
- Prevention of displacement

**Any "out-of-the-box" ideas to consider?**

- Innovative financing/value capture (different than privatization)
- Public version of Waze carpool
- Racial equity as a requirement

**What is the biggest mistake that could be made?**

- Transit investments without land use planning
- Overemphasizing autonomous vehicles
- Eliminate gas tax and replace with user charge (vehicle miles travelled)
- Flat fare

**Who are your natural allies?**

- Grassroots organizations
- Unions that focus on immigration population
- League of Women Votes
- Disability Organizations
- Environmental Groups
- AARP
- Bike Groups
- Developers
- Chambers of Commerce
- Education groups and local PTAs
- Housing

**What can one person (you?) do to make a difference?**

- Equity impact in board/council report
- You can't make policy about something you don't do/use



## **APPENDIX B - Participants**

### **CHARLOTTESVILLE**

- DRPT
- Albemarle County, VTA, AC/City Regional Transit Partnership
- The Nature Conservancy
- Albemarle County
- Virginia Transit Association
- Charlottesville Area Transit
- City of Charlottesville
- Charlottesville Climate Collaborative
- Albemarle County Public Schools
- Charlottesville Area Transit Advisory Board
- EcoVillage Charlottesville
- Albemarle County Office of Equity and Inclusion
- Southern Environmental Law Center
- Virginia Transportation Research Council
- BPAC (Charlottesville); MJNA
- Live in Albemarle County
- Piedmont Environmental Council
- CAMBC (Charlottesville Area Mountain Bike Club)
- International Rescue Committee
- Network2Work@PVCC

### **HAMPTON ROADS**

- Virginia Transit Association
- League of Women Voters-South Hampton Roads
- City of Hampton
- Virginia Department of Corrections
- Chesapeake Public Schools
- City of Chesapeake
- Office of Delegate Jay Jones
- Department of Transit - City of Norfolk
- City of Norfolk, Department of Transit
- City of Norfolk
- League of Women Voters
- City of Portsmouth

## **RICHMOND**

- VHSR
- RVA Rapid Transit
- Virginia Transit Association
- Sierra Club
- League of Women Voters - RMA
- Virginia Community Action Partnership
- RideFinders
- ReEstablish Richmond
- ChamberRVA
- Richmond Association of Realtors
- Capital Trees
- Legal Aid Justice Center
- Venture Richmond and VCTF Board
- Richmond City Council
- Richmond Redevelopment Housing Authority (RRHA)
- Virginia Capital Trail Foundation
- Richmond Region Tourism
- PlanRVA
- Virginia House of Delegates
- Env. VA

## **ROANOKE**

- City of Roanoke
- Office of Virginia Delegate Sam Rasoul
- Community Housing Resource Center
- Roanoke Valley-Alleghany Regional Commission
- RVARC
- Mothers Out Front
- Roanoke County Community Development
- Rail Solution
- RVARC/ RIDE Solutions

## **NORTHERN VIRGINIA - FAIRFAX**

- Virginia Railway Express
- OmniRide
- Alexandria Transit Company (DASH)
- Centreville Citizens for Rail
- Loudoun County
- Virginia Transit Association
- Sierra Club Virginia
- City of Falls Church
- NVTA
- Coalition for Smarter Growth

- City of Falls Church
- ACEEE
- Coalition for Smarter Growth
- Town of Clifton
- Greater Washington Partnership

## **NORTHERN VIRGINIA - ARLINGTON**

- League of Women Voters
- Virginia Department of Rail and Public Transportation
- Northern Virginia Transportation Commission
- Virginia Railway Express
- Senate of Virginia
- Commonwealth Transportation Board
- Virginia Railway Express
- O'Hare Infrastructure Strategies LLC
- Arlington County
- ktcPLAN
- DRPT
- Alexandria Transit Company - DASH
- Office of Delegate Mark Keam

**Expanded Transit Service for Albemarle County**  
**Executive Summary**  
**of our Technical Assistance Application to DRPT for FY21**

Prepared for the Regional Transit Partnership

**Project description:** The Thomas Jefferson Planning District Commission requested funding to support a feasibility study and implementation plan for expanded transit service in Albemarle County. The consultants will coordinate stakeholders, conduct and analyze public outreach, collect and analyze data for a needs assessment, identify two options to increase and expand transit service to high-priority destinations in Albemarle County and determine the feasibility of those options, and develop an implementation plan for the service option preferred by the primary stakeholder group.

The primary stakeholder group – composed of TJPDC and Albemarle County staff – will determine the preferred service option following presentations summarizing the needs assessment and proposed transit options.

Ultimately, this work will result in a two-part document containing 1) a feasibility study for two options to increase and expand transit service to high-priority destinations in Albemarle County, and 2) an implementation plan for the preferred service option. This will position the stakeholders to request funding for the service in FY22.

**Project timeline:** The overall timeline for the project is 6 months.

**Project costs:** 50% DRPT and 50% Local share

<b>Total Cost: \$106,215</b>
Albemarle County FY21: \$53,108

**Other documents available for review upon request:**

- Scope of work (submitted to local consulting firms to establish realistic project costs)
- Detailed project budget
- Project budget explanation document
- Project schedule

**Charlottesville Area Regional Transit Vision Plan**  
**Executive Summary**  
**of our Technical Assistance Application to DRPT for FY21-22**

Prepared for the Regional Transit Partnership

**Project description:** The Thomas Jefferson Planning District Commission requested funding to develop a regional transit vision plan for the Charlottesville and Albemarle County area. Ultimately, the vision plan will allow the region to develop a robust transit network that encourages more people to use transit to travel more places.

The Charlottesville Area Regional Vision Plan will go beyond existing Transit Development Plans in its examination of existing gaps in the region’s transit service, existing and future population and employment conditions, travel patterns and land use development patterns, and public input regarding their needs and desires for transit system improvements. The vision plan should include recommendations for transit-adjacent elements within the purview of the localities and planning district commission that can support transit agencies’ efforts to improve regional service, such as travel demand management programming.

The final Regional Transit Vision Plan document will identify goals, objectives, strategies, and time-specific recommendations that can be achieved through the collaboration of the regional transit agencies, localities, and other stakeholders. Recommendations contained within the plan will be developed for short-term, long-term, and extended long-term timeframes with a horizon year of 2050.

**Project timeline:** The overall timeline for the project is 18 months.

**Project costs:** 50% DRPT and 50% Local share

<b>Total Cost: \$555,086</b>	
City of Charlottesville FY21: \$69,386	Albemarle County FY21: \$69,386
City of Charlottesville FY22: \$69,386	Albemarle County FY22: \$69,386

**Other documents available for review upon request:**

- Scope of work (submitted to local consulting firms to establish realistic project costs)
- Detailed project budget
- Project budget explanation document
- Project schedule
- Letters of support from:
  - o Charlottesville Area Transit (Director)
  - o City of Charlottesville (City Manager)
  - o Albemarle County (County Rep on the RTP)
  - o JAUNT (CEO)
  - o University of Virginia (Senior VP for Operations)